People matter survey

2023

Have your say

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Topical questions

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

Custom questions

- Questions requested by your organisation

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
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- Employment
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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 92% 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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Victorian Public Sector Commission

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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

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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'.

Department of Energy, Environment and Climate Action

Emergency Services Telecommunications Authority

Victoria Police

Victoria Police - Sworn and PSOs

Victoria State Emergency Service

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

**61%
(708)**

Comparator	71%
Public Sector	42%

2023

**63%
(729)**

Comparator	47%
Public Sector	57%

People matter survey

2023

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People outcomes

Scorecard: employee engagement index

What this is

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

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

The weightings for each engagement response are:

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

Why this is important

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

2022		2023	
65		**63**	
Comparator	71	Comparator	61
Public Sector	68	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 63.

Why this is important

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

How to read this

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

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

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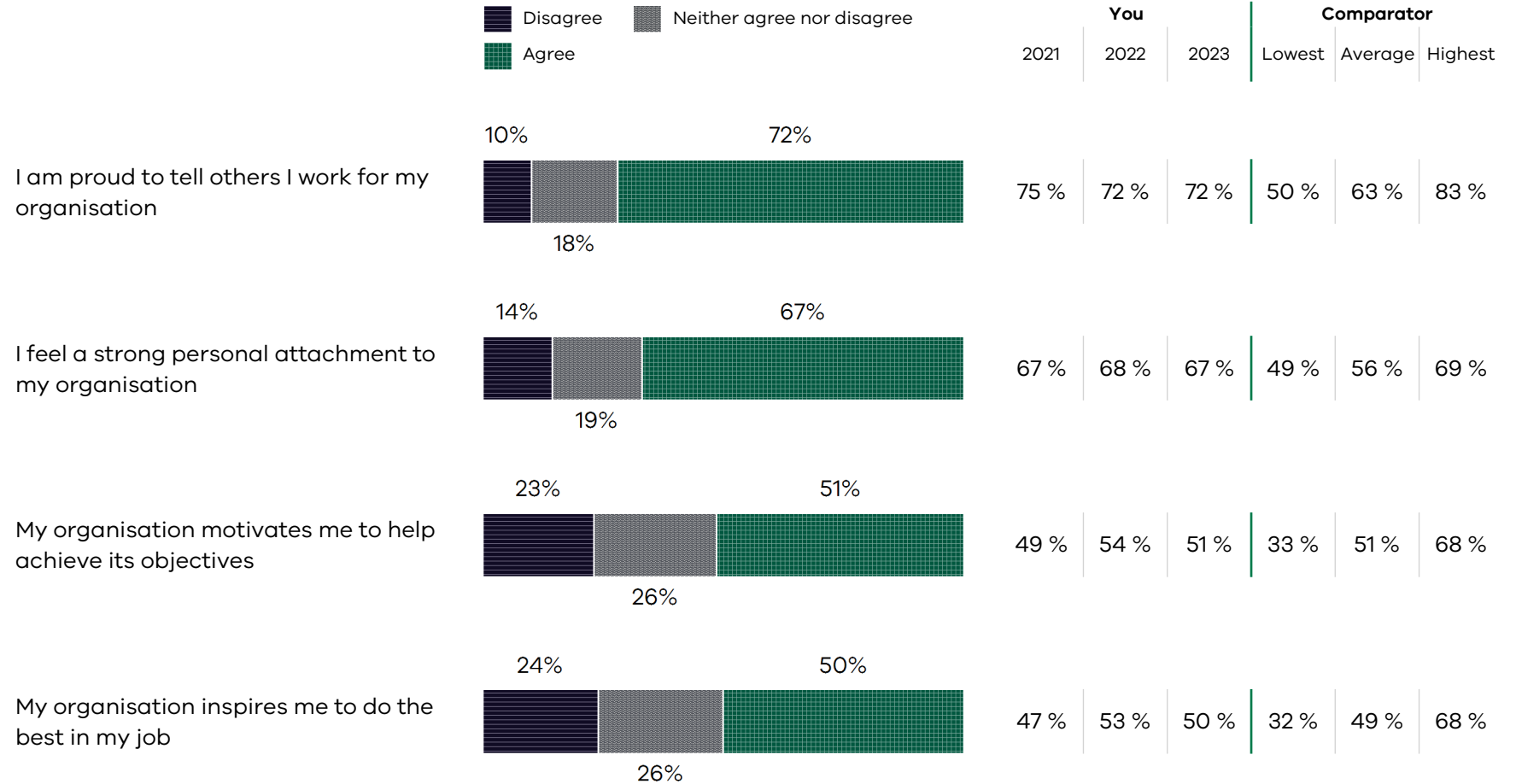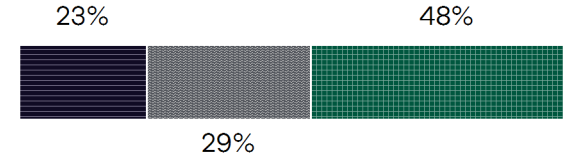
Example

72% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Survey question

Your results

Legend:
- Disagree
- Neither agree nor disagree
- Agree

I am proud to tell others I work for my organisation
- 10%
- 18%
- 72%

I feel a strong personal attachment to my organisation
- 14%
- 19%
- 67%

My organisation motivates me to help achieve its objectives
- 23%
- 26%
- 51%

My organisation inspires me to do the best in my job
- 24%
- 26%
- 50%

Benchmark agree results

Survey question	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to tell others I work for my organisation	75 %	72 %	72 %	50 %	63 %	83 %
I feel a strong personal attachment to my organisation	67 %	68 %	67 %	49 %	56 %	69 %
My organisation motivates me to help achieve its objectives	49 %	54 %	51 %	33 %	51 %	68 %
My organisation inspires me to do the best in my job	47 %	53 %	50 %	32 %	49 %	68 %

People outcomes

What this is

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

Your organisation's engagement index

Your 2023 index is 63.

Why this is important

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

How to read this

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

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

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

Example

48% 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

- Disagree
- Neither agree nor disagree
- Agree

I would recommend my organisation as a good place to work

23%   29%   48%

Benchmark agree results

	You			Comparator		
2021	2022	2023	Lowest	Average	Highest
51 %	47 %	48 %	34 %	54 %	74 %
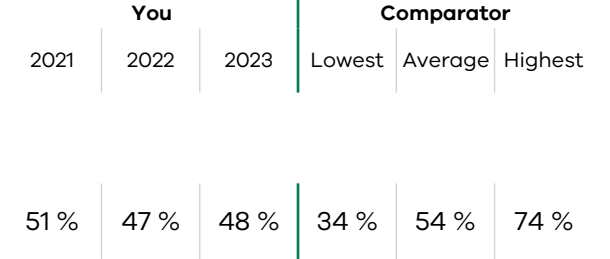
People outcomes

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:

- 72% of your staff who did the survey responded positively to questions about Inclusion which is down from 74% in 2022.

Compared to:

- 75% of staff at your comparator and 78% of staff across the public sector.
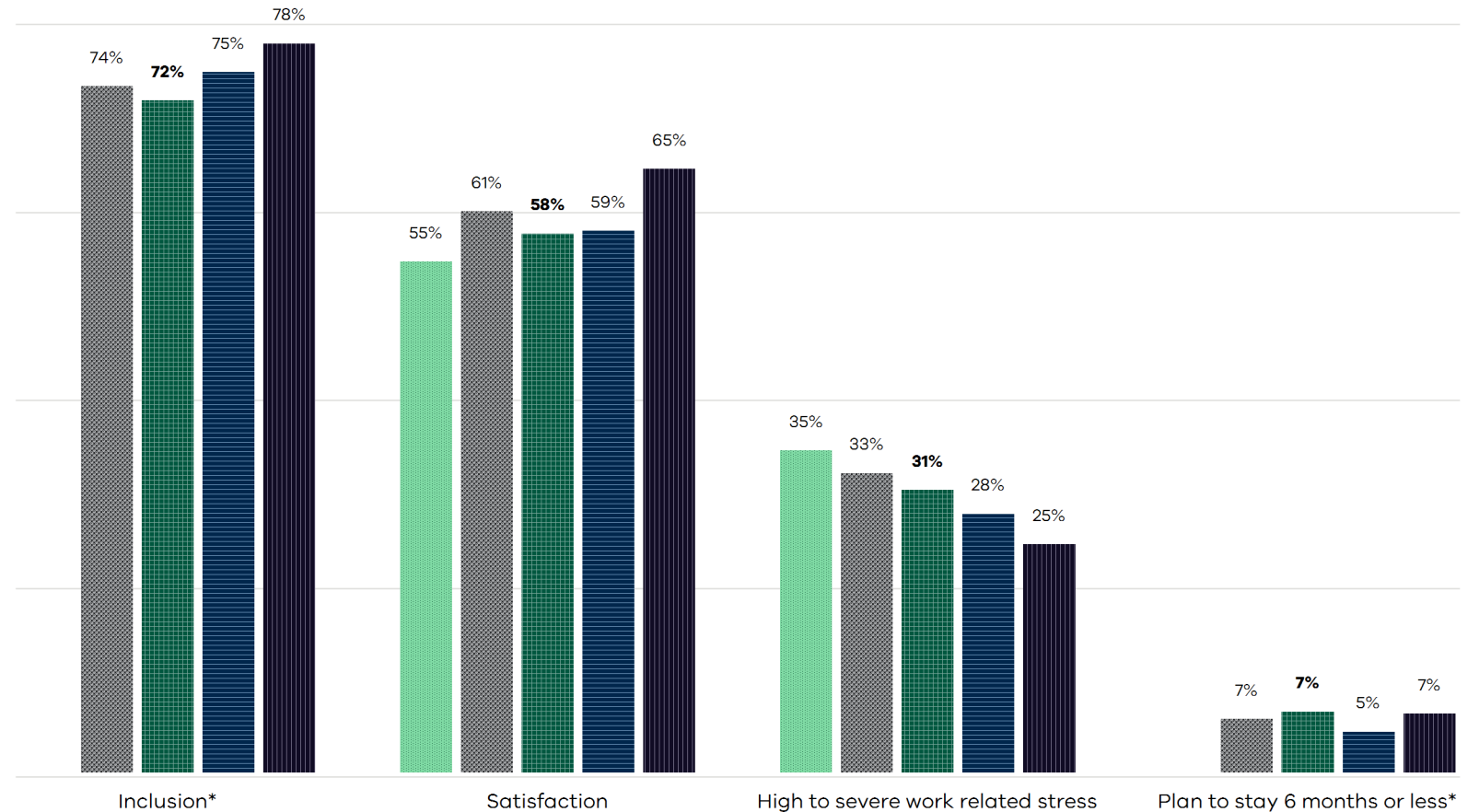
*We can't compare some data here because one or more questions were not asked in a previous survey

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

Chart data:

Category	You 2021	You 2022	You 2023	Comparator 2023	Public sector 2023
Inclusion*		74%	72%	75%	78%
Satisfaction	55%	61%	58%	59%	65%
High to severe work related stress	35%	33%	31%	28%	25%
Plan to stay 6 months or less*		7%	7%	5%	7%

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People outcomes

Satisfaction question results

What this is

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

Why this is important

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

How to read this

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

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

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

Example

66% of your staff who did the survey were satisfied or very satisfied with 'How satisfied are you with the work/life balance in your current job'.

Survey question	Your results	Benchmark satisfied results

Legend:
- Dissatisfied (dark navy)
- Satisfied (green)
- Neither satisfied nor dissatisfied (grey)
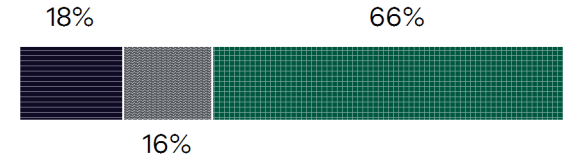
Survey question		You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
How satisfied are you with the work/life balance in your current job	18% / 16% / 66%	66 %	64 %	66 %	44 %	60 %	74 %
Considering everything, how satisfied are you with your current job	17% / 18% / 65%	62 %	69 %	65 %	56 %	65 %	80 %
How satisfied are you with your career development within your current organisation	27% / 29% / 44%	38 %	49 %	44 %	44 %	51 %	64 %

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

31% of your staff who did the survey said they had high to severe stress in 2023. This is compared to 28% of staff in your comparator group and 25% of staff across the public sector.

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

Nil	8%
Low / mild	31%
Moderate	29%
High	17%
Very high	9%
Severe	4%
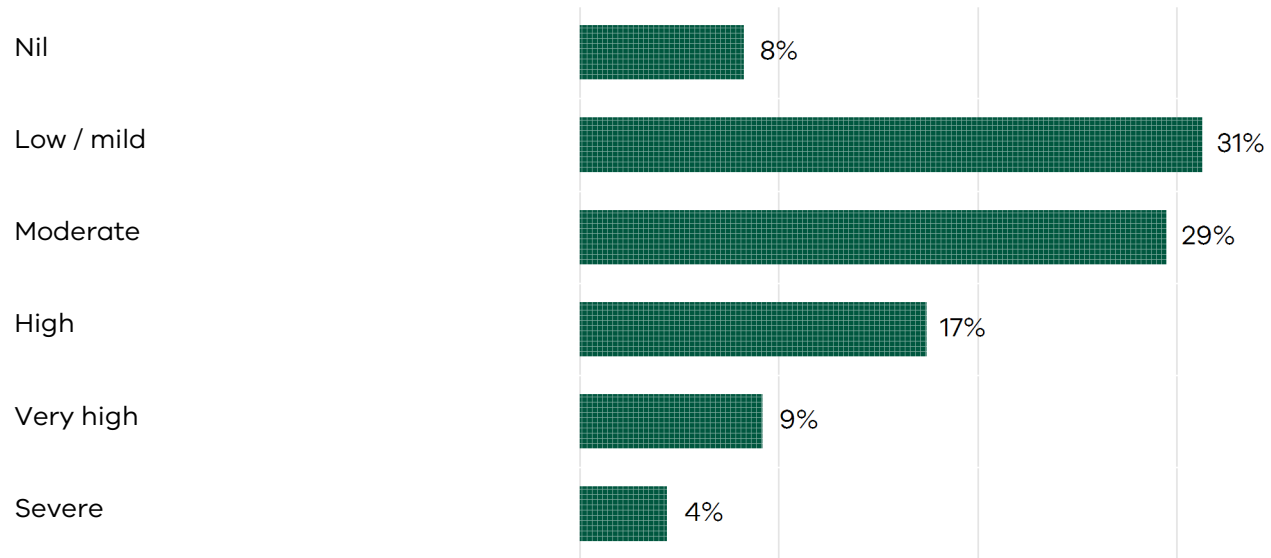
Reported levels of high to severe stress

2022		2023	
33%		**31%**	
Comparator	25%	Comparator	28%
Public Sector	25%	Public Sector	25%
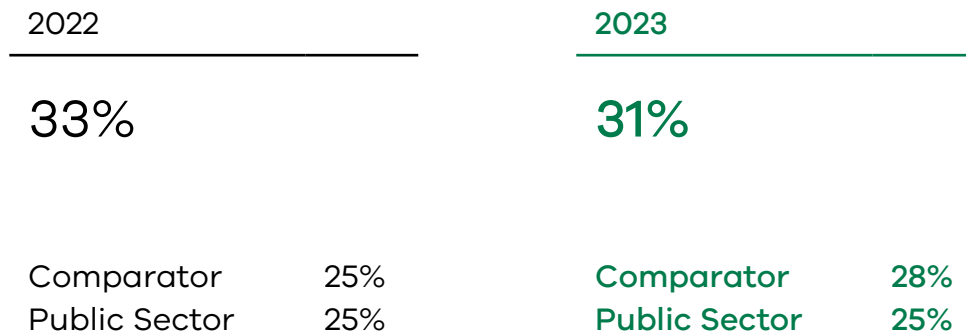
People outcomes

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

92% of your staff who did the survey said they experienced mild to severe stress.

Of that 92%, 51% said the top reason was 'Workload'.

	669			60
	92%			8%

■ Experienced some work-related stress   ▨ Did not experience some work-related stress
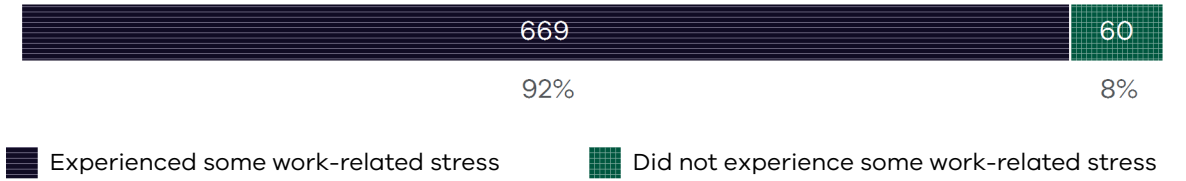
Of those that experienced work related stress it was from ...	You 2022	You 2023	Comparator 2023	Public sector 2023
Workload	53%	51%	50%	49%
Time pressure	38%	36%	40%	41%
Organisation or workplace change	17%	19%	11%	12%
Dealing with clients, patients or stakeholders	13%	18%	13%	15%
Management of work (e.g. supervision, training, information, support)	15%	16%	15%	13%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	13%	15%	11%	11%
Unclear job expectations	17%	15%	12%	14%
Other	11%	14%	15%	12%
Job security	14%	12%	9%	11%
Competing home and work responsibilities	12%	10%	16%	14%

Victorian Public Sector Commission

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People outcomes

Intention to stay

What this is

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

Why this is important

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

How to read this

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

Example

10% 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	7%	7%	5%	7%
Over 6 months and up to 1 year	10%	10%	7%	10%
Over 1 year and up to 3 years	19%	22%	17%	24%
Over 3 years and up to 5 years	16%	15%	13%	15%
Over 5 years	49%	46%	58%	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

77% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

| Survey question | Your results | Benchmark agree results |

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
I feel culturally safe at work	8% / 14% / 77%	61 %	77 %	77 %	76 %	81 %	87 %
I can be myself at work	10% / 13% / 77%	Not asked	78 %	77 %	72 %	78 %	84 %
I feel as if I belong at this organisation	14% / 23% / 63%	Not asked	67 %	63 %	62 %	68 %	79 %

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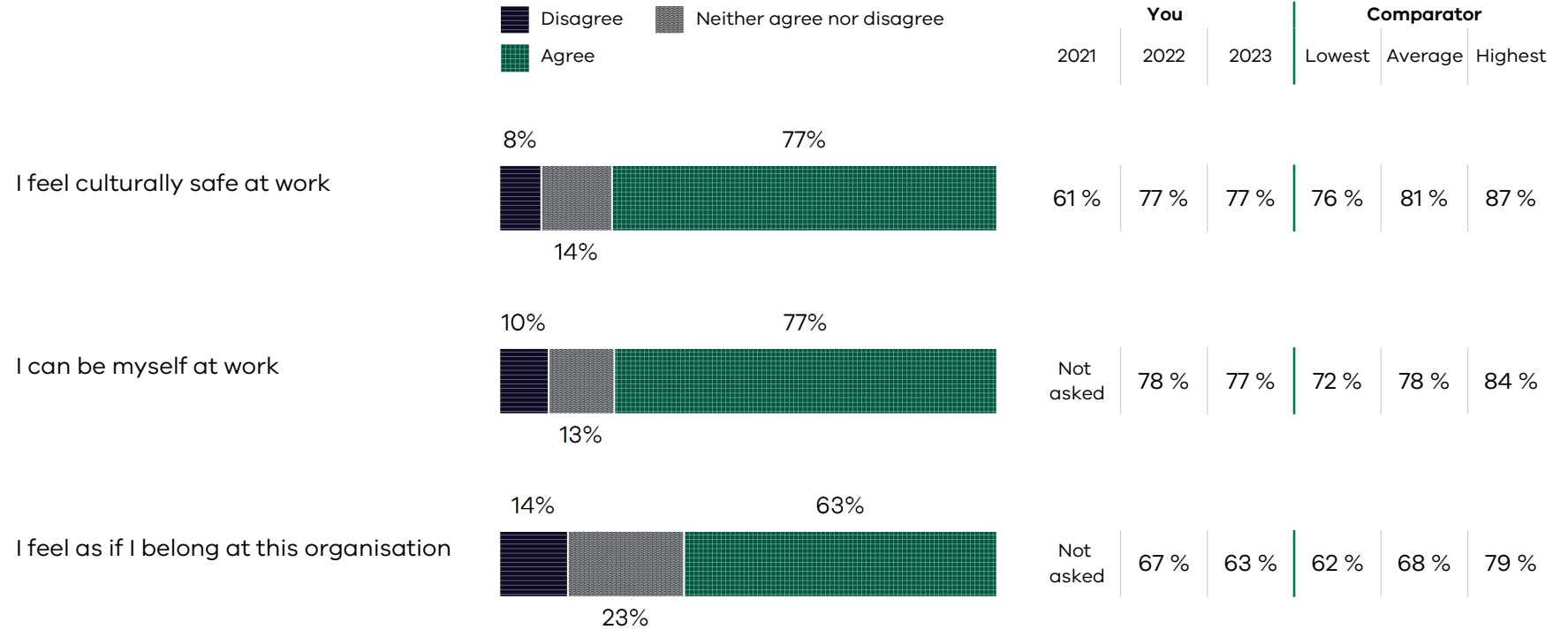
People outcomes

Inclusion - Barriers to success

What this is

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

Why this is important

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

How to read this

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

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

Example

9% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'My age'.

Staff who experienced one or more barriers to success at work

199	530
27%	73%

■ Experienced barriers listed ▦ Did not experience any of the barriers listed
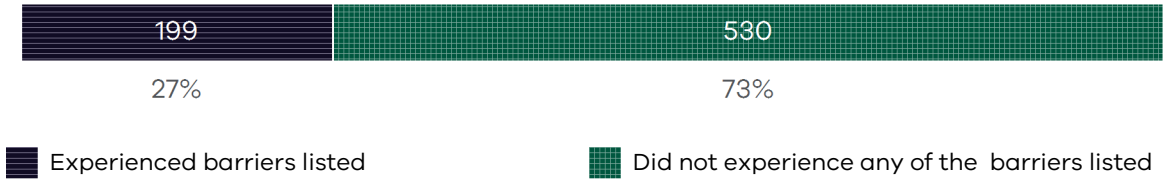
During the last 12 months, employees experienced barriers to their success due to ...	You 2022	You 2023	Comparator 2023	Public sector 2023
My age	9%	9%	10%	8%
My mental health	6%	8%	8%	8%
My caring responsibilities	5%	7%	9%	7%
My flexible working	0%	7%	8%	7%
My sex	7%	6%	11%	6%
My physical health	3%	3%	4%	4%
My industrial activity	2%	3%	1%	1%

People outcomes

Inclusion - Witnessed barriers to success

What this is

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

Why this is important

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

How to read this

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

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

Example

11% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'Mental health'.

Staff who witnessed one or more barriers to success at work

213	516
29%	71%

■ Witnessed barriers listed   ■ Did not witness barriers listed
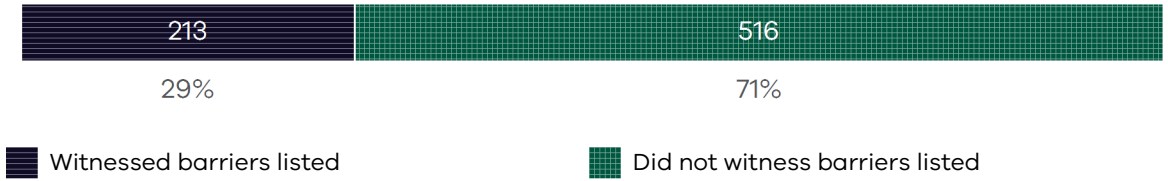
During the last 12 months, employees witnessed barriers to the success of other employees due to their...	You 2023	Comparator 2023	Public sector 2023
Mental health	11%	9%	8%
Flexible working	10%	13%	10%
Age	9%	9%	6%
Sex	9%	13%	7%
Caring responsibilities	7%	9%	7%
Industrial activity	5%	1%	2%
Physical health	5%	4%	3%
Cultural background	3%	3%	4%
Disability	2%	2%	2%
Gender identity	2%	2%	2%

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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:

- 48% of your staff who did the survey said work made them feel happy in 2023, which is up from 47% in 2022

Compared to:

- 46% of staff at your comparator and 52% of staff across the public sector.

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

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

	Happy	Enthusiastic	Worried	Miserable
You 2021	38%	38%	44%	26%
You 2022	47%	42%	35%	23%
You 2023	48%	41%	35%	24%
Comparator 2023	46%	41%	35%	23%
Public sector 2023	52%	48%	31%	18%
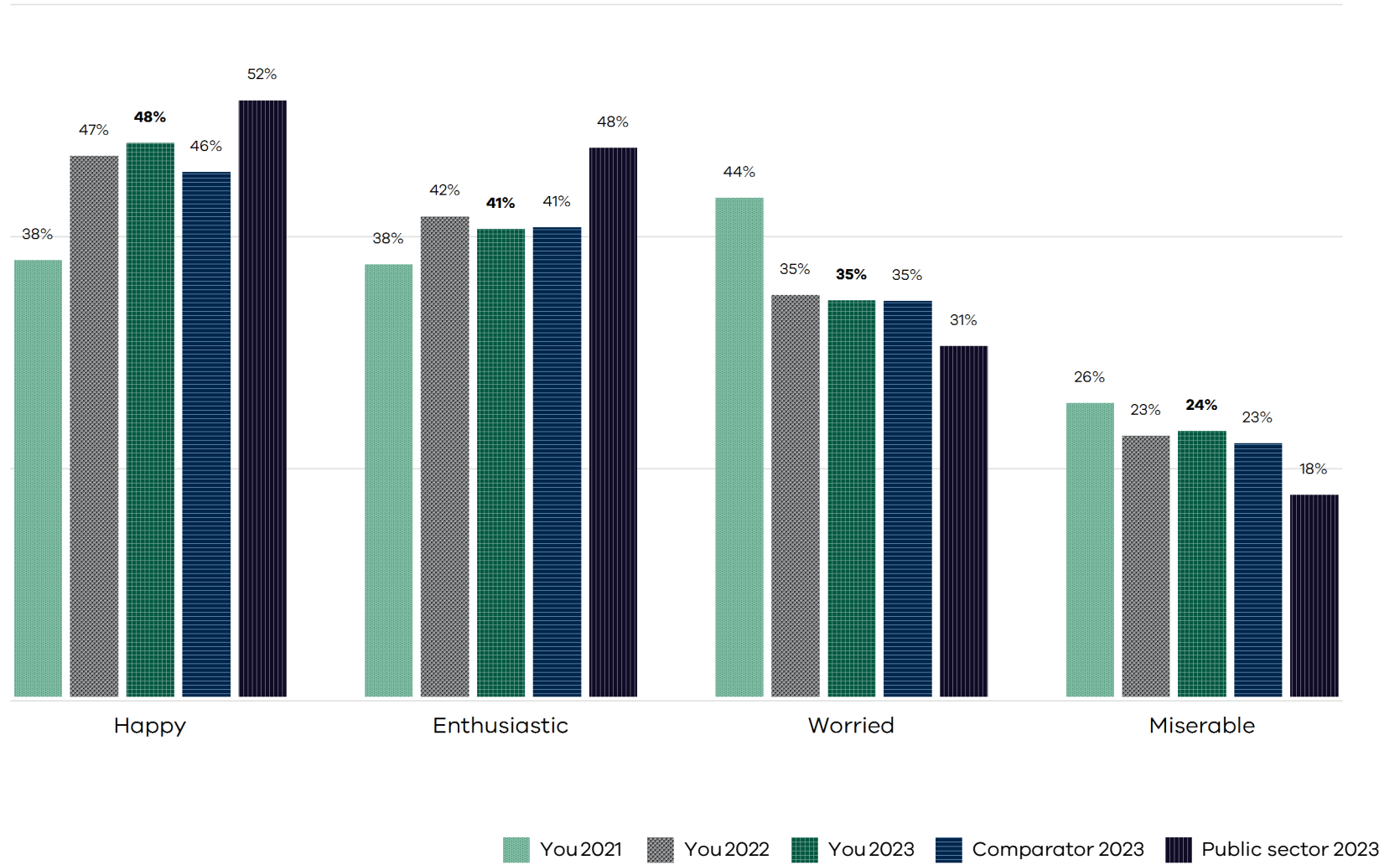
People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

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

Example

In 2023:

- 20% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is up from 19% in 2022.

Compared to:

- 14% of staff at your comparator and 12% of staff across the public sector.

Bullying
- You 2021: 24%
- You 2022: 19%
- You 2023: **20%**
- Comparator 2023: 14%
- Public sector 2023: 12%

Violence or aggression
- You 2021: 10%
- You 2022: 10%
- You 2023: **9%**
- Comparator 2023: 15%
- Public sector 2023: 11%

Discrimination
- You 2021: 9%
- You 2022: 7%
- You 2023: **7%**
- Comparator 2023: 9%
- Public sector 2023: 6%

Sexual harassment
- You 2021: 8%
- You 2022: 5%
- You 2023: **5%**
- Comparator 2023: 5%
- 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.

How to read this

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

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

In descending order, the table shows the answers.

Example

20% of your staff who did the survey said they experienced bullying.

Of that 20%, 70% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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

145	532	52
20%	73%	7%

■ Experienced bullying ▦ Did not experience bullying ▨ Not sure
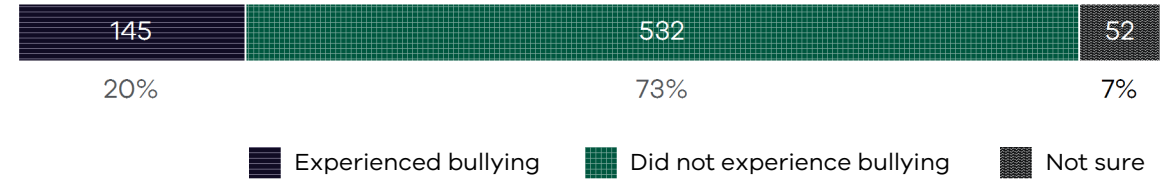
If you experienced bullying, what type of bullying did you experience?	You 2022	You 2023	Comparator 2023	Public sector 2023
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	66%	70%	69%	71%
Exclusion or isolation	51%	47%	47%	45%
Withholding essential information for me to do my job	40%	37%	24%	30%
Intimidation and/or threats	33%	30%	27%	29%
Verbal abuse	17%	20%	17%	20%
Other	20%	17%	21%	16%
Being assigned meaningless tasks unrelated to my job	16%	10%	17%	16%
Being given impossible assignment(s)	9%	6%	10%	11%
Interference with my personal property and/or work equipment	4%	5%	7%	6%

People outcomes

Telling someone about the bullying

What this is

This is if staff told someone when they experienced bullying.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

20% of your staff who did the survey said they experienced bullying, of which

- 53% said the top way they reported the bullying was 'Told a manager'.

- 84% said they didn't submit a formal complaint.

Have you experienced bullying at work in the last 12 months?	145	532	52
	20%	73%	7%

■ Experienced bullying   ▦ Did not experience bullying   ▨ Not sure
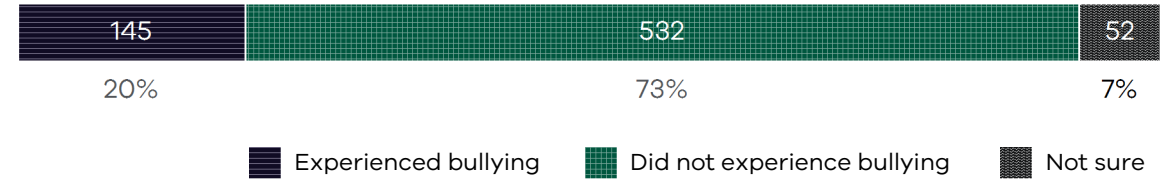
Did you tell anyone about the bullying?	You 2022	You 2023	Comparator 2023	Public sector 2023
Told a manager	51%	53%	50%	50%
Told a colleague	38%	43%	43%	41%
Told a friend or family member	31%	37%	37%	36%
Told Human Resources	17%	23%	6%	13%
Told the person the behaviour was not OK	16%	22%	15%	17%
Submitted a formal complaint	12%	16%	10%	12%
Told someone else	14%	12%	14%	13%
Told employee assistance program (EAP) or peer support	14%	11%	9%	10%
I did not tell anyone about the bullying	7%	5%	13%	12%

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

84% of your staff who experienced bullying did not submit a formal complaint, of which:

- 58% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal complaint?

23	122
16%	84%

■ Submitted formal complaint   ■ Did not submit a formal complaint
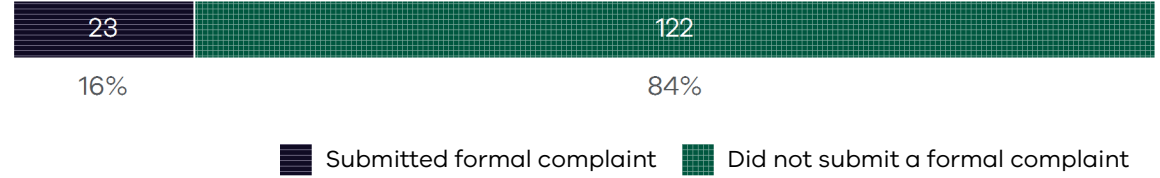
What was your reason for not submitting a formal complaint?	You 2022	You 2023	Comparator 2023	Public sector 2023
I didn't think it would make a difference	60%	58%	53%	51%
I believed there would be negative consequences for my reputation	55%	55%	59%	55%
I believed there would be negative consequences for my career	50%	45%	48%	45%
Other	14%	19%	15%	14%
I didn't feel safe to report the incident	26%	17%	17%	19%
I didn't think it was serious enough	12%	15%	17%	16%
I thought the complaint process would be embarrassing or difficult	13%	13%	15%	13%
I was advised not to	2%	9%	5%	5%
I didn't need to because I made the bullying stop	8%	6%	6%	6%
I didn't need to because I no longer had contact with the person(s) who bullied me	5%	5%	7%	7%

People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year's survey, 20% of your staff said they experienced bullying.

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

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

Each row is one perpetrator or group of perpetrators.

Example

20% of your staff who did the survey said they experienced bullying.

Of that 20%, 52% said it was by 'A manager or supervisor'.

145 people (20% of staff) experienced bullying (You 2023)
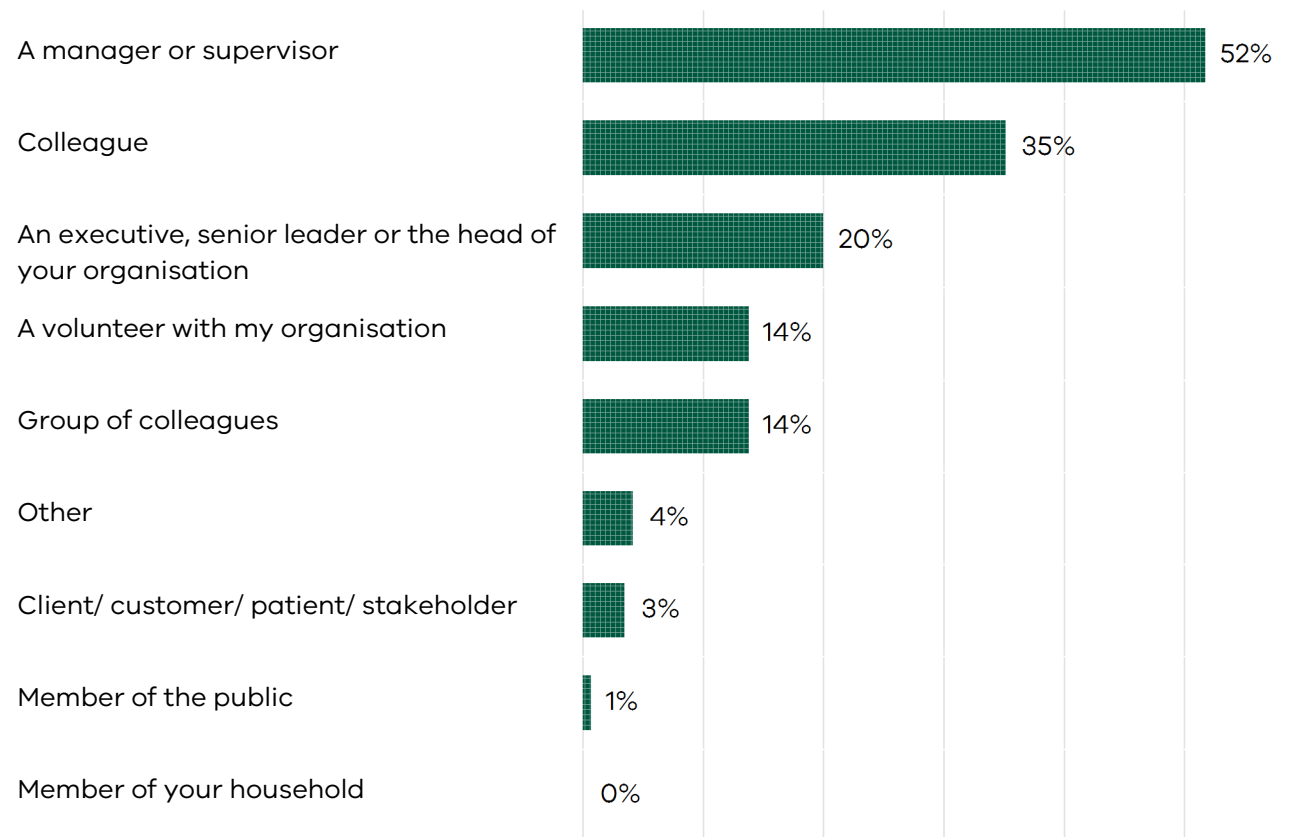
Perpetrator	Percentage
A manager or supervisor	52%
Colleague	35%
An executive, senior leader or the head of your organisation	20%
A volunteer with my organisation	14%
Group of colleagues	14%
Other	4%
Client/ customer/ patient/ stakeholder	3%
Member of the public	1%
Member of your household	0%

People outcomes

Relationship to perpetrator

What this is

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

Why this is important

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

How to read this

In this year's survey, 20% of your staff said they experienced bullying.

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

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

Example

20% of your staff who did the survey said they experienced bullying.

Of that 20%, 95% said it was by someone within the organisation.

Of that 95%, 44% said it was 'They were in my workgroup'.

138 people (95% of staff who experienced bullying) experienced bullying from within your organisation (You 2023)

They were in my workgroup	44%
They were my immediate manager or supervisor	40%
They were outside my workgroup	35%
They were someone I supervise or manage	8%

Victorian
Public Sector
Commission

VICTORIA
State
Government
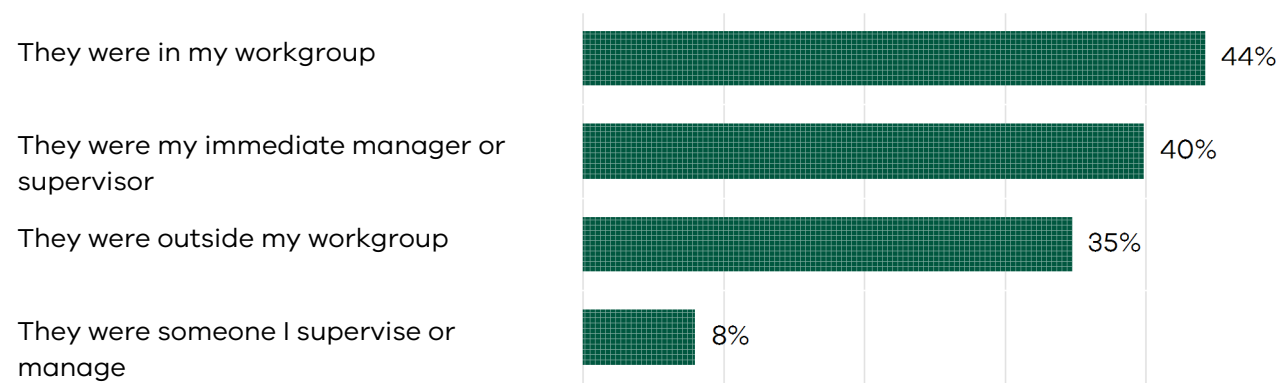
People outcomes

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.

How to read this

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

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

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

Example

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

Of those, 67% said the top type was 'Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)'.

Have you experienced sexual harassment at work in the last 12 months?

39	690
5%	95%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment
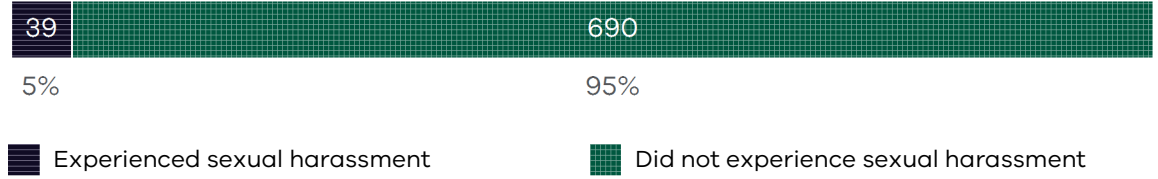
Behaviours reported	You 2022	You 2023	Comparator 2023	Public sector 2023
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	55%	67%	54%	50%
Intrusive questions about your private life or comments about your physical appearance	39%	33%	48%	45%
Inappropriate staring or leering that made you feel intimidated	11%	23%	11%	15%
Inappropriate physical contact	8%	8%	13%	14%
Unwelcome touching, hugging, cornering or kissing	5%	8%	12%	14%
Any other unwelcome conduct of a sexual nature	8%	5%	8%	8%
Repeated or inappropriate invitations to go out on dates	0%	5%	4%	4%
Sexually explicit email or SMS message	0%	5%	4%	2%
Request or pressure for sex or other sexual acts	0%	3%	2%	1%
Sexually explicit posts or messages on social media (including Facebook, Snapchat, Instagram etc)	5%	0%	2%	1%

People outcomes

Response to sexual harassment

What this is

This is how staff responded when they experienced sexual harassment.

Why this is important

How staff respond when they experience sexual harassment may help organisations work out what action they need to take.

How to read this

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

If they did, they could tell us with one or more answers how they responded.

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

Example

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

Of those, 49% said their top response was 'Pretended it didn't bother you'.

Have you experienced sexual harassment at work in the last 12 months?

39	690
5%	95%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment
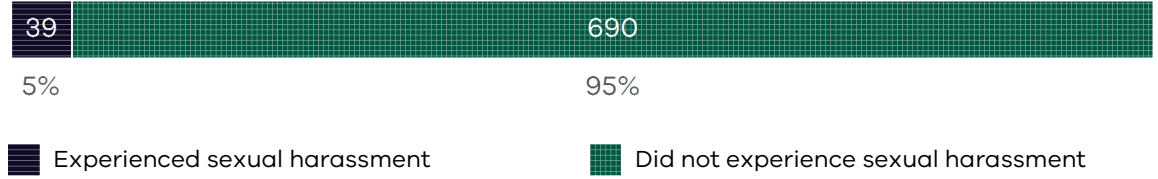
When the harassment happened to you, did you respond in any of the following ways?	You 2022	You 2023	Comparator 2023	Public sector 2023
Pretended it didn't bother you	61%	49%	47%	44%
Tried to laugh it off or forget about it	45%	49%	44%	40%
Avoided the person(s) by staying away from them	26%	33%	36%	36%
Told a colleague	32%	23%	22%	23%
Told a manager	18%	23%	19%	20%
Told the person the behaviour was not OK	13%	21%	22%	23%
Told a friend or family member	32%	18%	18%	21%
Avoided locations where the behaviour might occur	16%	8%	12%	14%
Told employee assistance program (EAP) or peer support	5%	8%	3%	4%
Told Human Resources	3%	8%	2%	4%

People outcomes

Sexual harassment - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

97% of your staff who experienced sexual harassment did not submit a formal complaint, of which:

- 58% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal complaint?

1	38
3%	97%

■ Submitted formal complaint   ■ Did not submit a formal complaint
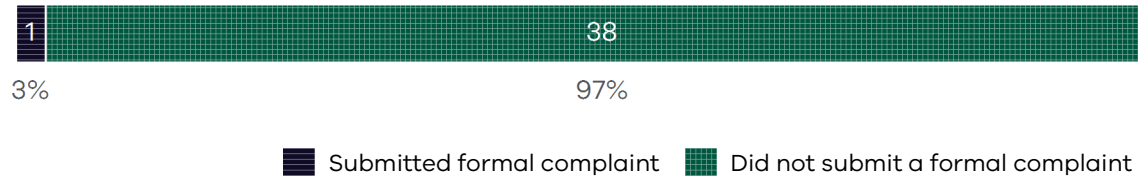
What was your reason for not submitting a formal complaint?	You 2022	You 2023	Comparator 2023	Public sector 2023
I didn't think it would make a difference	56%	58%	42%	40%
I believed there would be negative consequences for my reputation	42%	42%	42%	37%
I didn't think it was serious enough	39%	37%	45%	44%
I believed there would be negative consequences for my career	39%	32%	30%	27%
I believed there would be negative consequences for the person I was going to complain about	0%	13%	13%	13%
I thought the complaint process would be embarrassing or difficult	11%	11%	11%	11%
Other	11%	11%	10%	10%
I didn't feel safe to report the incident	17%	8%	9%	9%
I didn't need to because I no longer had contact with the person(s) who harassed me	6%	8%	7%	7%
I didn't need to because I made the harassment stop	3%	5%	9%	10%

People outcomes

Perpetrators of sexual harassment

What this is

This is who staff have said are responsible for sexual harassment.

Why this is important

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

How to read this

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

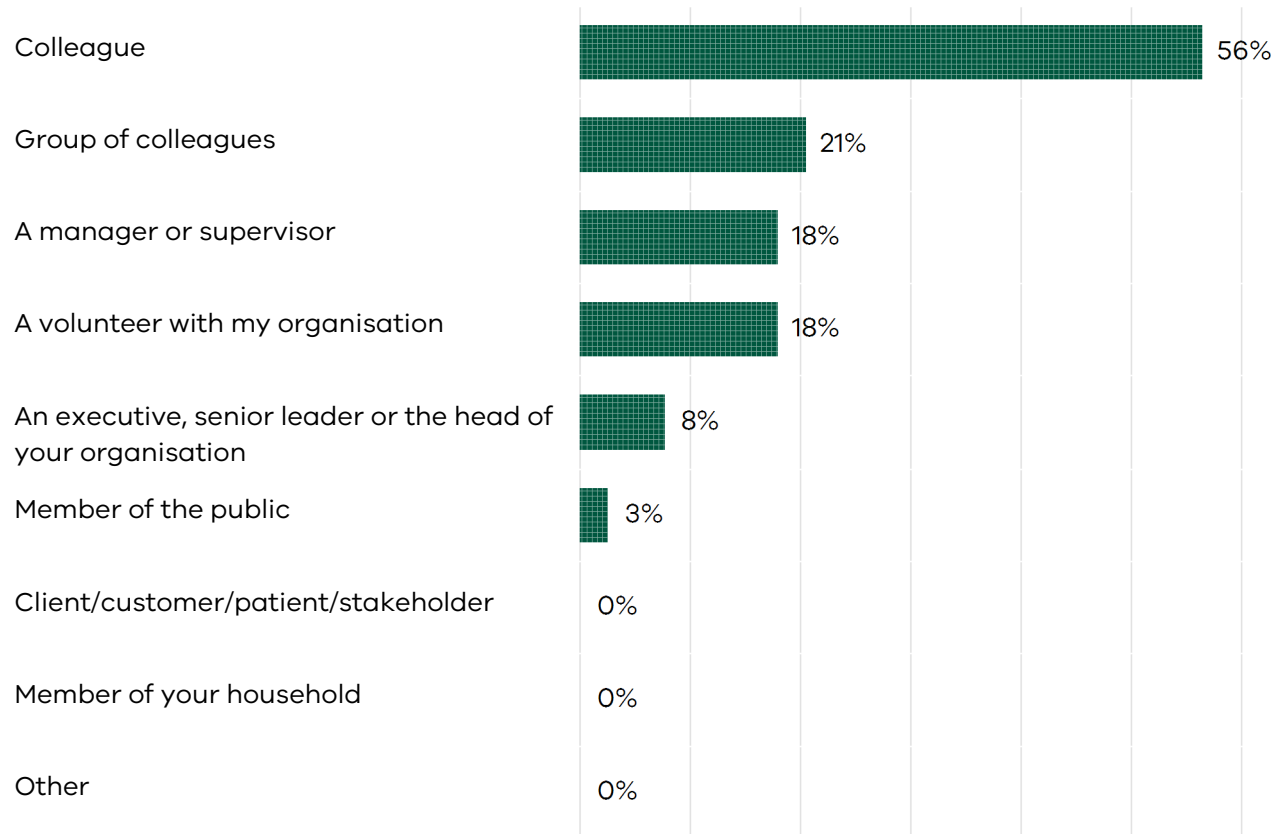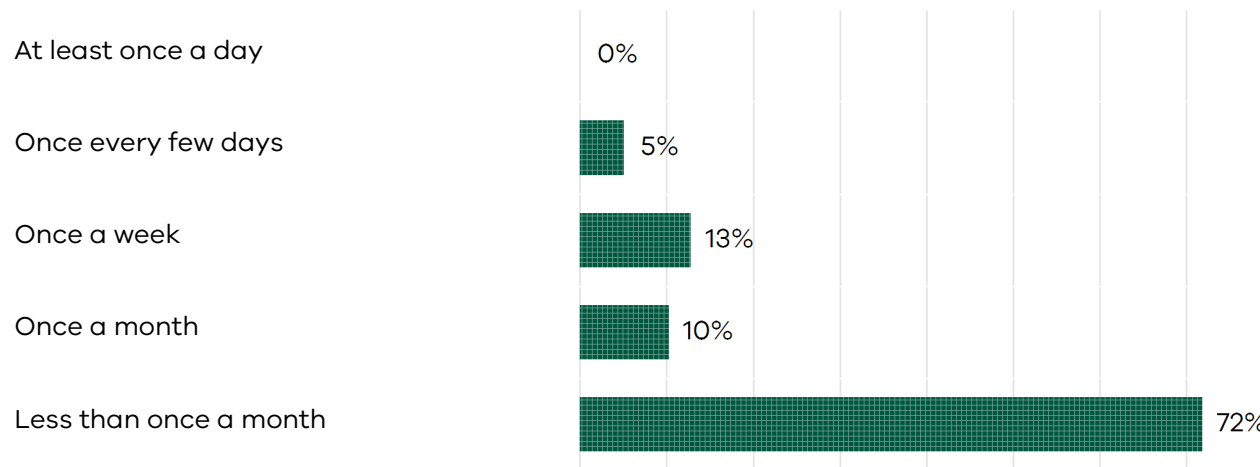If they did, they could tell us with one or more answers who the perpetrator was.

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

Each row is one perpetrator or group of perpetrators.

Example

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

Of that 5%, 56% said it was by 'Colleague'.

39 people (5% of staff) experienced sexual harassment (You2023)

Perpetrator	Percentage
Colleague	56%
Group of colleagues	21%
A manager or supervisor	18%
A volunteer with my organisation	18%
An executive, senior leader or the head of your organisation	8%
Member of the public	3%
Client/customer/patient/stakeholder	0%
Member of your household	0%
Other	0%

People outcomes

Relationship to perpetrator

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Of that 5%, 97% said it was by someone within the organisation.

Of that 97%, 58% said it was 'They were outside my workgroup'.

38 people (97% of staff who experienced harassment) experienced harassment from within your organisation (You 2023)

Relationship	Percentage
They were outside my workgroup	58%
They were in my workgroup	37%
They were my immediate manager or supervisor	11%
They were someone I supervise or manage	3%
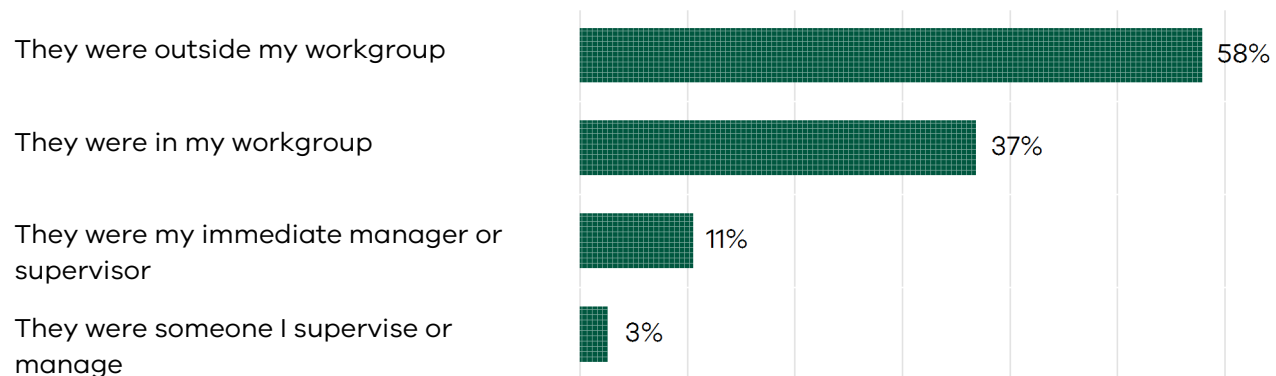
People outcomes

Frequency of sexual harassment

What this is

This is how often staff experienced sexual harassment.

Why this is important

Understanding the frequency staff experienced sexual harassment may help organisations work out what action to take.

How to read this

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

If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing sexual harassment.

Example

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

Of that 5%, 0% said it was 'At least once a day'.

How often have you experienced the behaviour(s)? (You2023)

Frequency	Percentage
At least once a day	0%
Once every few days	5%
Once a week	13%
Once a month	10%
Less than once a month	72%

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.

How to read this

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

If they did, they could tell us with one or more answers what attributes the discrimination was based on.

What results are shown

Results for response options with 10 or more responses.

Example

7% of your staff who did the survey said they experienced discrimination.

Of that 7%, 37% said it was 'Employment activity'.

Have you experienced discrimination at work?

54	581	94
7%	80%	13%

■ Experienced discrimination ▨ Did not experience discrimination ▦ Not sure
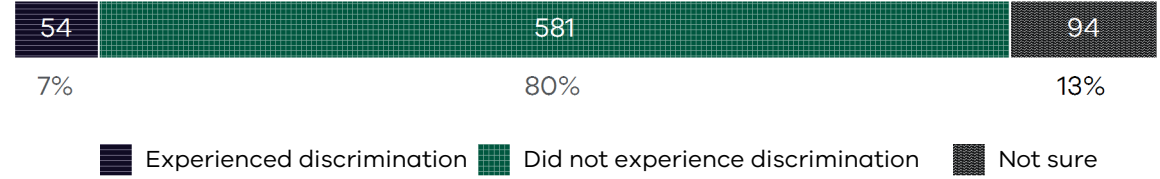
Why were you discriminated against?	You 2022	You 2023	Comparator 2023	Public sector 2023
Employment activity	43%	37%	23%	26%
Age	31%	33%	29%	28%
Sex	27%	22%	37%	26%

People outcomes

Type of discrimination

What this is

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

Why this is important

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

How to read this

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

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

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

Example

7% of your staff who did the survey said they experienced discrimination.

Of that 7%, 41% said it was 'Other'.

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

54	581	94
7%	80%	13%

■ Experienced discrimination ▨ Did not experience discrimination ▨ Not sure
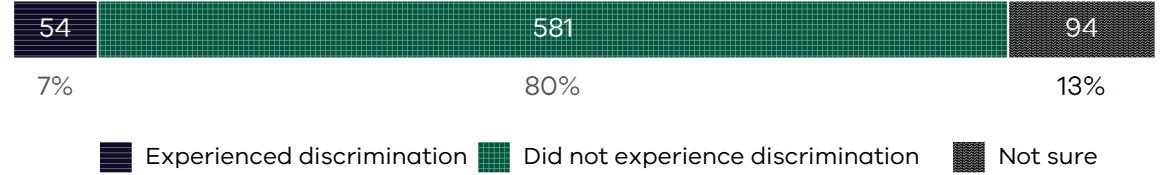
If you experienced discrimination, what type of discrimination did you experience?	You 2022	You 2023	Comparator 2023	Public sector 2023
Other	45%	41%	29%	36%
Opportunities for promotion	33%	37%	45%	41%
Opportunities for transfer/secondment	14%	30%	31%	21%
Opportunities for training	29%	22%	31%	26%
Pay or conditions offered by employer	20%	17%	7%	10%
Denied flexible work arrangements or other adjustments	18%	15%	22%	22%
Employment security - threats of dismissal or termination	29%	13%	9%	13%
Access to leave	2%	7%	9%	9%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Telling someone about the discrimination

What this is

This is who staff told about the discrimination they experienced.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

7% of your staff who did the survey said they experienced discrimination, of which

- 35% said the top way they reported the discrimination was 'Told a colleague'.
- 87% said they didn't submit a formal complaint.

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

54	581	94
7%	80%	13%

■ Experienced discrimination ■ Did not experience discrimination ■ Not sure
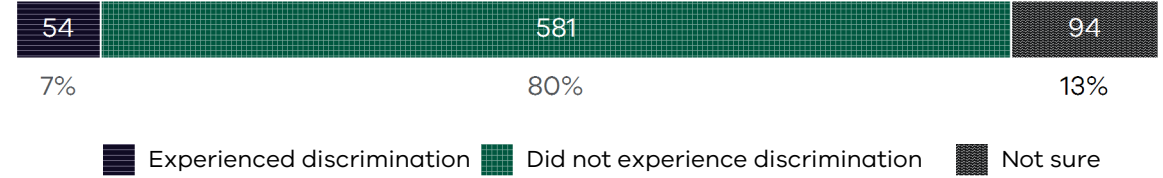
Did you tell anyone about the discrimination?	You 2022	You 2023	Comparator 2023	Public sector 2023
Told a colleague	24%	35%	37%	36%
Told a friend or family member	37%	30%	32%	31%
Told a manager	45%	26%	32%	30%
I did not tell anyone about the discrimination	22%	24%	27%	24%
Told Human Resources	18%	20%	5%	11%
Told someone else	20%	15%	16%	14%
Submitted a formal complaint	10%	13%	5%	8%
Told employee assistance program (EAP) or peer support	14%	9%	7%	9%
Told the person the behaviour was not OK	16%	9%	8%	9%

People outcomes

Discrimination - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

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

- 62% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?
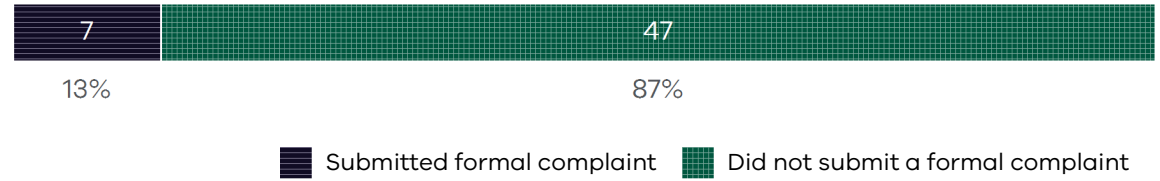
7	47
13%	87%

■ Submitted formal complaint ■ Did not submit a formal complaint

What was your reason for not submitting a formal complaint?	You 2022	You 2023	Comparator 2023	Public sector 2023
I believed there would be negative consequences for my reputation	48%	62%	58%	56%
I didn't think it would make a difference	68%	62%	62%	59%
I believed there would be negative consequences for my career	48%	55%	58%	54%
I didn't think it was serious enough	11%	21%	11%	12%
I thought the complaint process would be embarrassing or difficult	23%	15%	12%	12%
I didn't feel safe to report the incident	30%	13%	15%	18%
Other	11%	11%	12%	11%
I believed there would be negative consequences for the person I was going to complain about	2%	9%	7%	8%
I didn't know who to talk to	9%	9%	5%	6%
I was advised not to	7%	6%	4%	4%

People outcomes

Perpetrators of discrimination

What this is

This is who staff have said are responsible for discrimination.

Why this is important

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

How to read this

In this year's survey, 7% of your staff said they experienced discrimination.

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

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

Each row is one perpetrator or group of perpetrators.

Example

7% of your staff who did the survey said they experienced discrimination.

Of that 7%, 63% said it was by 'A manager or supervisor'.

54 people (7% of staff) experienced discrimination (You 2023)
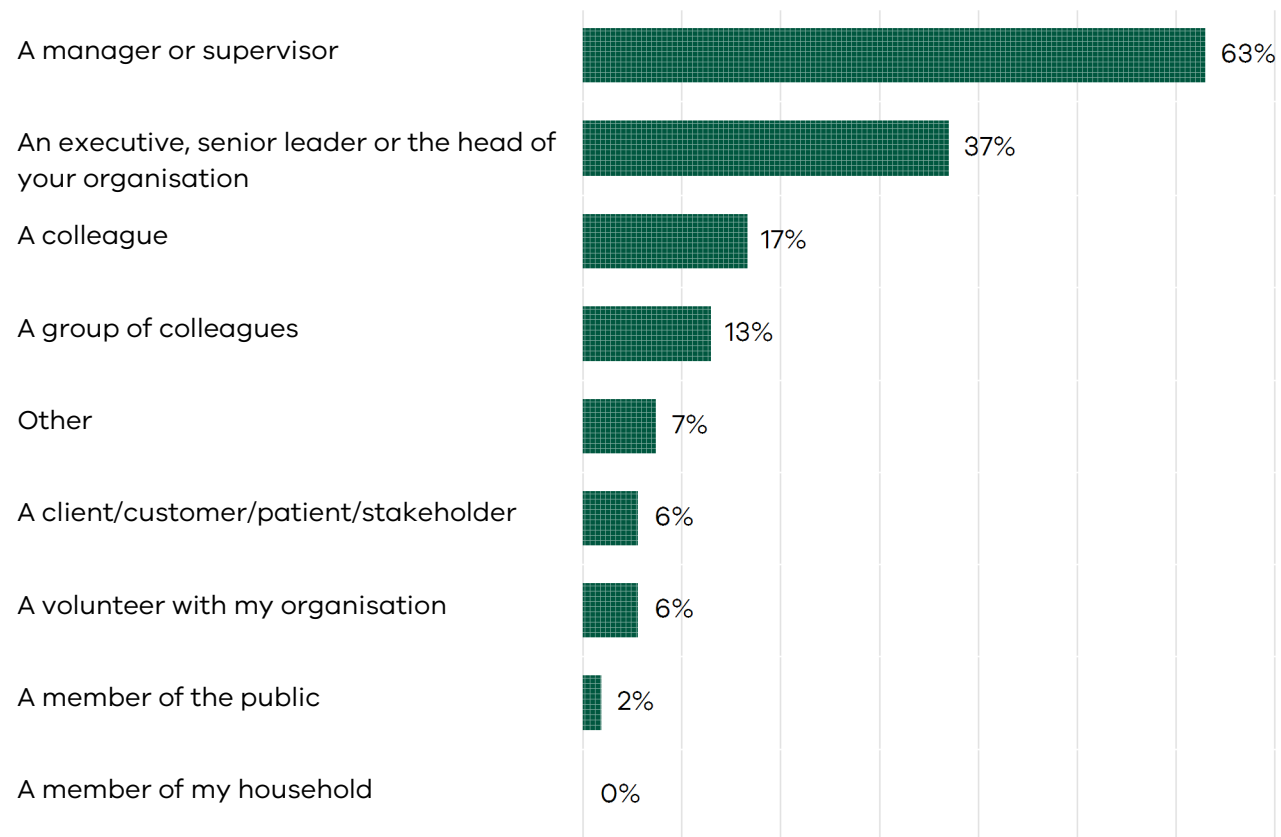
A manager or supervisor	63%
An executive, senior leader or the head of your organisation	37%
A colleague	17%
A group of colleagues	13%
Other	7%
A client/customer/patient/stakeholder	6%
A volunteer with my organisation	6%
A member of the public	2%
A member of my household	0%

People outcomes

Relationship to perpetrator

What this is

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

Why this is important

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

How to read this

In this year's survey, 7% of your staff said they experienced discrimination.

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

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

Example

7% of your staff who did the survey said they experienced discrimination.

Of that 7%, 94% said it was by someone within the organisation.

Of that 94%, 51% said it was 'They were my immediate manager or supervisor'.

51 people (94% of staff who experienced discrimination) experienced discrimination from within your organisation (You 2023)

They were my immediate manager or supervisor	51%
They were in my workgroup	31%
They were outside my workgroup	31%
They were someone I supervise or manage	6%
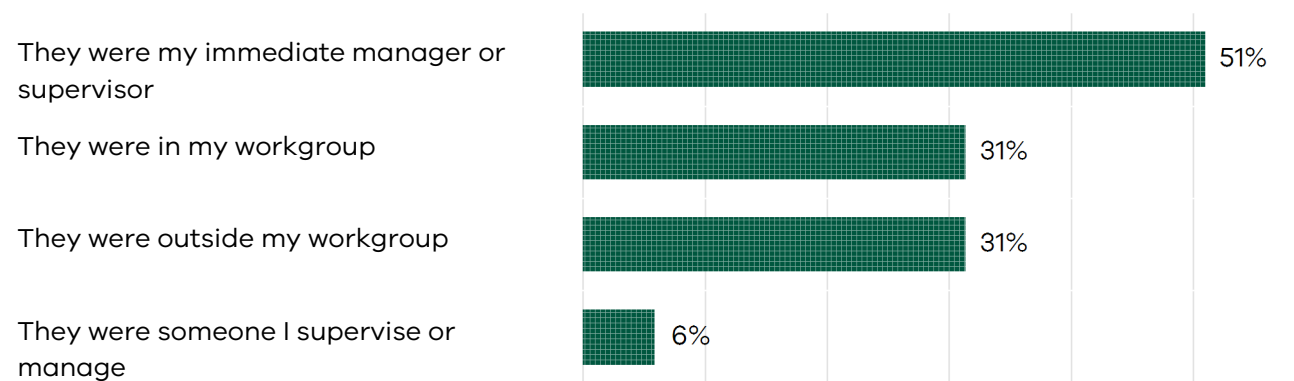
Negative behaviour

Violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

9% of your staff who did the survey said they experienced violence or aggression.

Of that 9%, 83% said it was from 'Intimidating behaviour'.

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

65	641	23
9%	88%	3%

■ Experienced violence or aggression　■ Did not experience violence or aggression　▨ Not sure
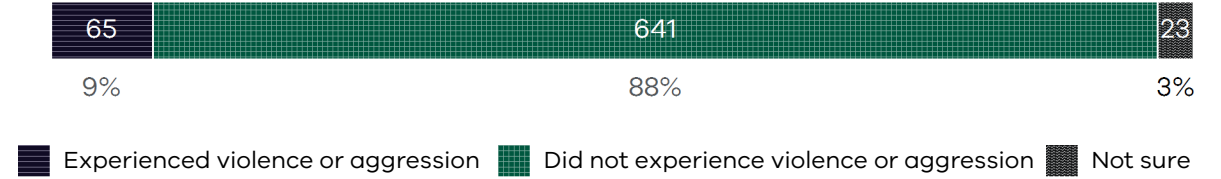
If you experienced violence or aggression, what type did you experience?	You 2022	You 2023	Comparator 2023	Public sector 2023
Intimidating behaviour	84%	83%	72%	73%
Abusive language	62%	52%	80%	75%
Other	7%	12%	5%	6%
Threats of violence	4%	9%	59%	39%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	0%	5%	44%	20%
Damage to my property or work equipment	0%	2%	9%	5%
Stalking, including cyber-stalking	1%	2%	2%	2%

Negative behaviour

Telling someone about violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

9% of your staff who did the survey said they experienced violence or aggression, of which

- 51% said the top way they reported the violence or agression was 'Told a manager'
- 92% said they didn't submit a formal incident report.

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

65	641	23
9%	88%	3%

■ Experienced violence or aggression　■ Did not experience violence or aggression　■ Not sure
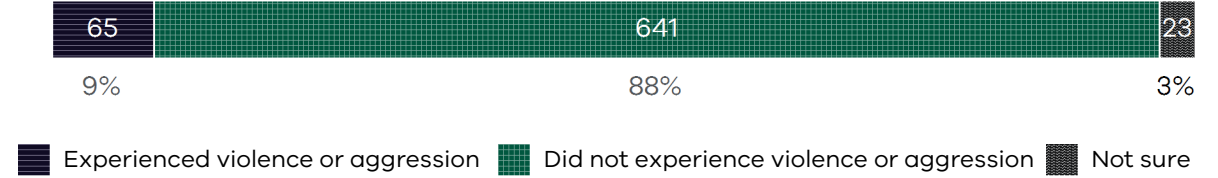
Did you tell anyone about the incident?	You 2022	You 2023	Comparator 2023	Public sector 2023
Told a manager	66%	51%	46%	56%
Told a colleague	35%	42%	36%	40%
Told a friend or family member	18%	28%	16%	19%
Told the person the behaviour was not OK	16%	23%	19%	23%
Told Human Resources	13%	20%	3%	6%
Told employee assistance program (EAP) or peer support	9%	12%	3%	5%
Told someone else	4%	11%	7%	6%
I did not tell anyone about the incident(s)	15%	8%	15%	9%
Submitted a formal incident report	6%	8%	33%	30%

Negative behaviour

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

What this is

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

Why this is important

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

How to read this

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

Example

92% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 53% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal incident report?

5	60
8%	92%
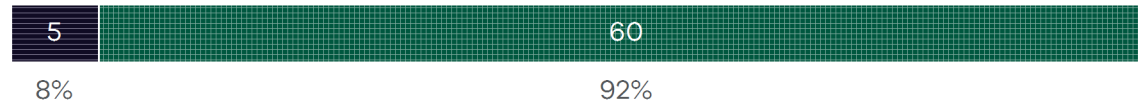
■ Submitted formal incident report ▦ Did not submit a formal incident report

What was your reason for not submitting a formal incident report?	You 2022	You 2023	Comparator 2023	Public sector 2023
I didn't think it would make a difference	48%	53%	35%	38%
I believed there would be negative consequences for my reputation	41%	47%	18%	21%
I believed there would be negative consequences for my career	39%	38%	15%	18%
Other	11%	22%	29%	22%
I didn't feel safe to report the incident	17%	13%	5%	7%
I didn't think it was serious enough	23%	13%	25%	28%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	6%	10%	15%	13%
I believed there would be negative consequences for the person I was going to complain about	6%	8%	3%	4%
I thought the complaint process would be embarrassing or difficult	11%	5%	5%	5%
I didn't know who to talk to	3%	3%	1%	2%

Victorian Public Sector Commission

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Negative behaviour

Perpetrators of violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

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

Each row is one perpetrator or a group of perpetrators.

Example

9% of your staff who did the survey said they experienced violence or aggression.

Of that 9%, 35% said it was 'Colleague'.

65 people (9% of staff) experienced violence or aggression (You2023)
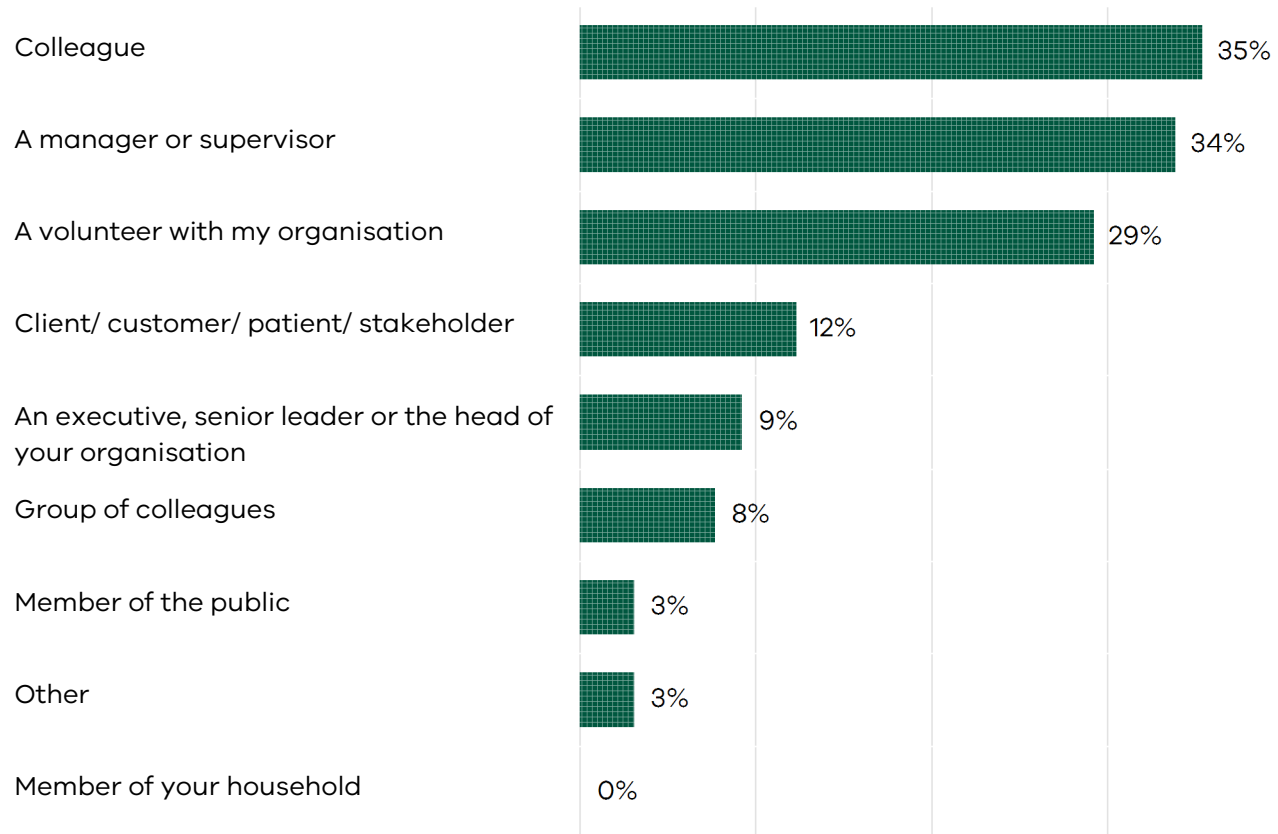
Perpetrator	Percentage
Colleague	35%
A manager or supervisor	34%
A volunteer with my organisation	29%
Client/ customer/ patient/ stakeholder	12%
An executive, senior leader or the head of your organisation	9%
Group of colleagues	8%
Member of the public	3%
Other	3%
Member of your household	0%

People outcomes

Relationship to perpetrator

What this is

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

Why this is important

Understanding where violence or aggression happens means organisations can work out what action to take.

How to read this

In this year's survey, 9% of your staff said they experienced violence or aggression.

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

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

Example

9% of your staff who did the survey said they experienced violence or aggression.

Of that 9%, 92% said it was by someone within the organisation.

Of that 92%, 50% said it was 'They were outside my workgroup'.

60 people (92% of staff who experienced violence or aggression) experienced violence or aggression from within your organisation (You2023)

They were outside my workgroup	50%
They were in my workgroup	28%
They were my immediate manager or supervisor	22%
They were someone I supervise or manage	13%
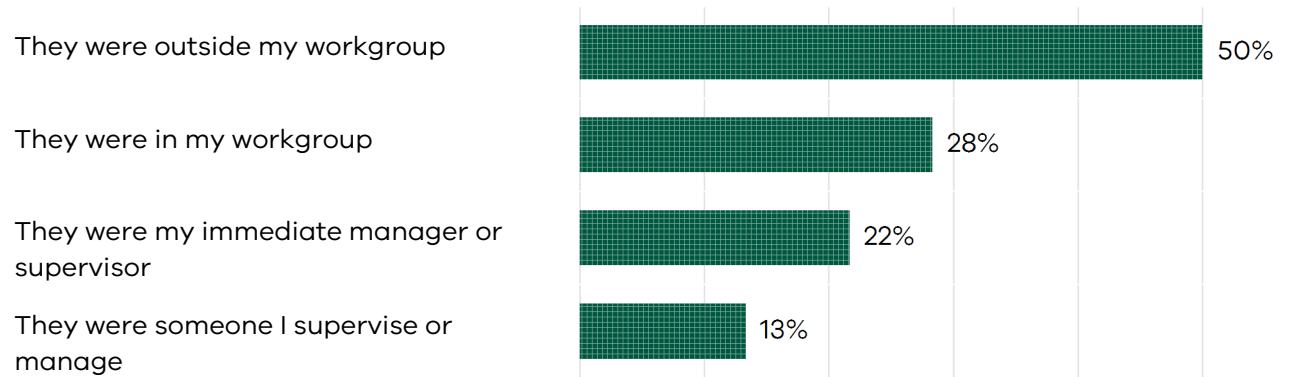
Negative behaviour

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

29% of your staff who did the survey said they witnessed some negative behaviour at work.

71% 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?

214	515
29%	71%

■ Witnessed some negative behaviour ▨ Did not witness some negative behaviour
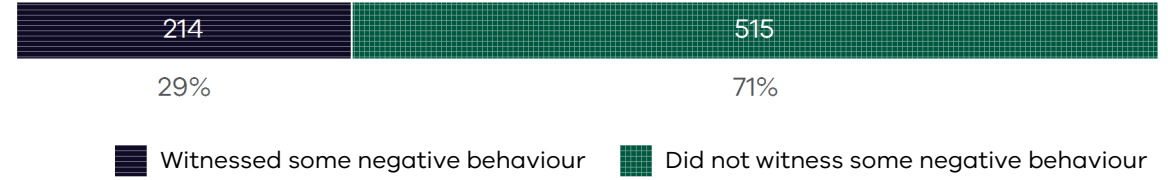
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2023	Comparator 2023	Public sector 2023
No, I have not witnessed any of the situations above	71%	78%	81%
Bullying of a colleague	23%	15%	13%
Discrimination against a colleague	11%	10%	7%
Violence or aggression against a colleague	3%	3%	3%
Sexual harassment of a colleague	1%	2%	1%

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

29% of your staff who did the survey witnessed negative behaviour, of which:

- 74% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 6% took no action.

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

214	515
29%	71%

■ Witnessed some negative behaviour ▦ Did not witness some negative behaviour
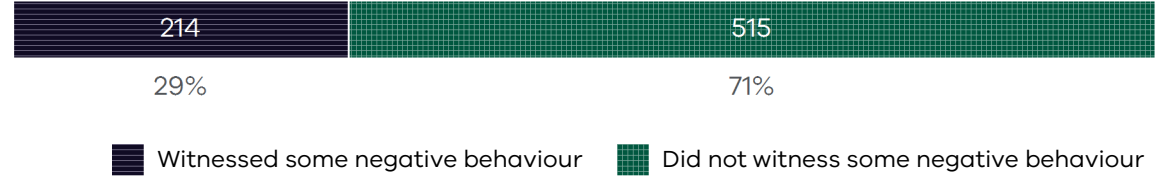
When you witnessed the above behaviour(s), did you do any of the following?	You 2023	Comparator 2023	Public sector 2023
Spoke to the person who experienced the behaviour	74%	69%	69%
Told a manager	43%	38%	38%
Told the person the behaviour was not OK	20%	21%	20%
Told a colleague	18%	19%	19%
Spoke to the person who behaved in a negative way	17%	20%	17%
Told Human Resources	15%	4%	7%
Submitted a formal complaint	7%	6%	5%
Took no action	6%	8%	8%
Other	4%	7%	6%

People outcomes

Negative behaviour — satisfaction with making a formal complaint

What this is

This is how satisfied a staff member was with how your organisation managed their complaint.

Why this is important

When staff submit a formal complaint for negative behaviours, they should feel your organisation will manage it effectively and professionally.

How to read this

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

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

Example

0% of staff who did the survey were satisfied with the way your organisation handled their formal 'Bullying' complaint.

Survey question

Were you satisfied with the way your formal complaint was handled

Your results

■ No   ▦ Don't know
▦ Yes

Bullying

78%

22%

Benchmark satisfied results

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
	29 %	6 %	0 %	0 %	23 %	30 %

People matter survey

2023

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- Adjustments
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Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Meaningful work', the 'You 2023' column shows 91% of your staff agreed with 'I can make a worthwhile contribution at work'.
In the 'Change from 2022' column, you have a 0% 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	91%	+0%	88%
Meaningful work	I achieve something important through my work	87%	-2%	85%
Job enrichment	I can use my skills and knowledge in my job	87%	-2%	90%
Job enrichment	I understand how my job helps my organisation achieve its goals	87%	-3%	86%
Other questions	I understand how the Code of Conduct for Victorian public sector employees applies to my work	86%	Not asked in 2022	81%
Safety climate	My organisation provides a physically safe work environment	85%	+2%	79%
Collaboration	I am able to work effectively with others outside my immediate workgroup	84%	+1%	85%
Flexible working	My manager supports working flexibly	83%	+2%	78%
Gender equality supporting measures	My organisation uses inclusive and respectful images and language	82%	Not asked in 2022	79%
Manager leadership	My manager treats employees with dignity and respect	80%	-1%	85%

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Taking action', the 'You 2023' column shows 30% 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 2% 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	30%	-2%	34%
Safety climate	All levels of my organisation are involved in the prevention of stress	31%	-2%	36%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	32%	-3%	40%
Learning and development	My organisation places a high priority on the learning and development of staff	34%	-8%	45%
Organisational integrity	I believe the promotion processes in my organisation are fair	34%	-4%	33%
Learning and development	I am satisfied with the opportunities to progress in my organisation	35%	-5%	45%
Taking action	I believe my organisation will make improvements based on the results of this survey	37%	-7%	33%
Other questions	My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)	37%	Not asked in 2022	40%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	40%	-3%	47%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	40%	-3%	53%

Victorian Public Sector Commission

VICTORIA State Government

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 'Workgroup support', the 'You 2023' column shows 78% of your staff agreed with 'People in my workgroup are politically impartial in their work'.

In the 'Increase from 2022' column, you have a 4% increase, which is a positive trend.

Question group	Most improved from last year	You 2023	Increase from 2022	Comparator 2023
Workgroup support	People in my workgroup are politically impartial in their work	78%	+4%	79%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	78%	+4%	84%
Flexible working	My manager supports working flexibly	83%	+2%	78%
Safety climate	My organisation provides a physically safe work environment	85%	+2%	79%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	73%	+2%	62%
Job enrichment	I clearly understand what I am expected to do in this job	78%	+2%	81%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	48%	+2%	51%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	65%	+1%	72%
Organisational integrity	My organisation encourages respectful workplace behaviours	75%	+1%	82%
Satisfaction	How satisfied are you with the work/life balance in your current job	66%	+1%	60%

Victorian Public Sector Commission

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Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

In this table, your trend is shown in the 'Decrease from 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 'Learning and development', the 'You 2023' column shows 34% of your staff agreed with 'My organisation places a high priority on the learning and development of staff'.
In the 'Decrease from 2022' column, you have a 8% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2023	Decrease from 2022	Comparator 2023
Learning and development	My organisation places a high priority on the learning and development of staff	34%	–8%	45%
Taking action	I believe my organisation will make improvements based on the results of this survey	37%	–7%	33%
Quality service delivery	My workgroup acts fairly and without bias	67%	–5%	70%
Collaboration	Workgroups across my organisation willingly share information with each other	43%	–5%	55%
Satisfaction	How satisfied are you with your career development within your current organisation	44%	–5%	51%
Quality service delivery	My workgroup has clear lines of responsibility	61%	–5%	71%
Learning and development	I am satisfied with the opportunities to progress in my organisation	35%	–5%	45%
Organisational integrity	I believe the promotion processes in my organisation are fair	34%	–4%	33%
Learning and development	I am developing and learning in my role	62%	–4%	70%
Inclusion	I feel as if I belong at this organisation	63%	–4%	68%

Victorian Public Sector Commission

VICTORIA State Government

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 65% 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 13 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	65%	+13%	52%
Engagement	I feel a strong personal attachment to my organisation	67%	+11%	56%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	73%	+11%	62%
Job enrichment	I have a say in how I do my work	76%	+9%	66%
Engagement	I am proud to tell others I work for my organisation	72%	+9%	63%
Innovation	My workgroup encourages employee creativity	64%	+9%	55%
Innovation	My workgroup is quick to respond to opportunities to do things better	67%	+7%	60%
Satisfaction	How satisfied are you with the work/life balance in your current job	66%	+6%	60%
Safety climate	My organisation provides a physically safe work environment	85%	+6%	79%
Other questions	I understand how the Code of Conduct for Victorian public sector employees applies to my work	86%	+6%	81%

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 'Organisational integrity', the 'You 2023' column shows 46% of your staff agreed with 'My organisation does not tolerate improper conduct'.

The 'difference' column, shows that agreement for this question was 23 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2023	Difference	Comparator 2023
Organisational integrity	My organisation does not tolerate improper conduct	46%	-23%	69%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	61%	-12%	73%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	40%	-12%	53%
Collaboration	Workgroups across my organisation willingly share information with each other	43%	-12%	55%
Senior leadership	Senior leaders demonstrate honesty and integrity	45%	-12%	57%
Learning and development	My organisation places a high priority on the learning and development of staff	34%	-11%	45%
Learning and development	I am satisfied with the opportunities to progress in my organisation	35%	-11%	45%
Quality service delivery	My workgroup has clear lines of responsibility	61%	-10%	71%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	56%	-10%	66%
Senior leadership	Senior leaders model my organisation's values	47%	-10%	57%

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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

37% 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
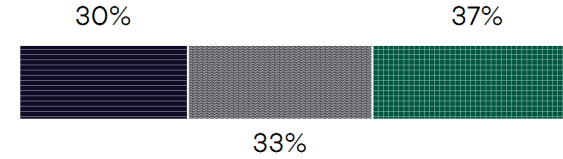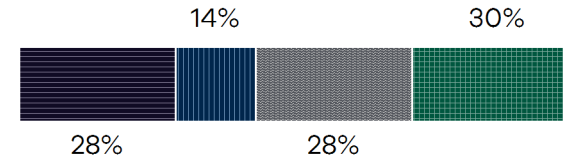
Survey question	Your results		You			Comparator		
		2021	2022	2023		Lowest	Average	Highest
I believe my organisation will make improvements based on the results of this survey	30% Disagree, 33% Neither, 37% Agree	Not asked	44 %	37 %		17 %	33 %	52 %
My organisation has made improvements based on the survey results from last year	28% Disagree, 14% Don't know, 28% Neither, 30% Agree	Not asked	32 %	30 %		29 %	34 %	35 %

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Senior leadership

Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

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

Example

47% of your staff who did the survey agreed or strongly agreed with 'Senior leaders model my organisation's values'.

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

Survey question	Your results		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
Senior leaders model my organisation's values	24% / 3% / 25% / 47%	44 %	50 %	47 %	46 %	57 %	70 %
Senior leaders demonstrate honesty and integrity	22% / 3% / 30% / 45%	39 %	49 %	45 %	46 %	57 %	71 %
Senior leaders provide clear strategy and direction	32% / 1% / 24% / 43%	33 %	44 %	43 %	38 %	48 %	60 %

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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:

- 64% of your staff who did the survey responded positively to questions about Collaboration which is down from 66% in 2022.

Compared to:

- 70% of staff at your comparator and 72% of staff across the public sector.
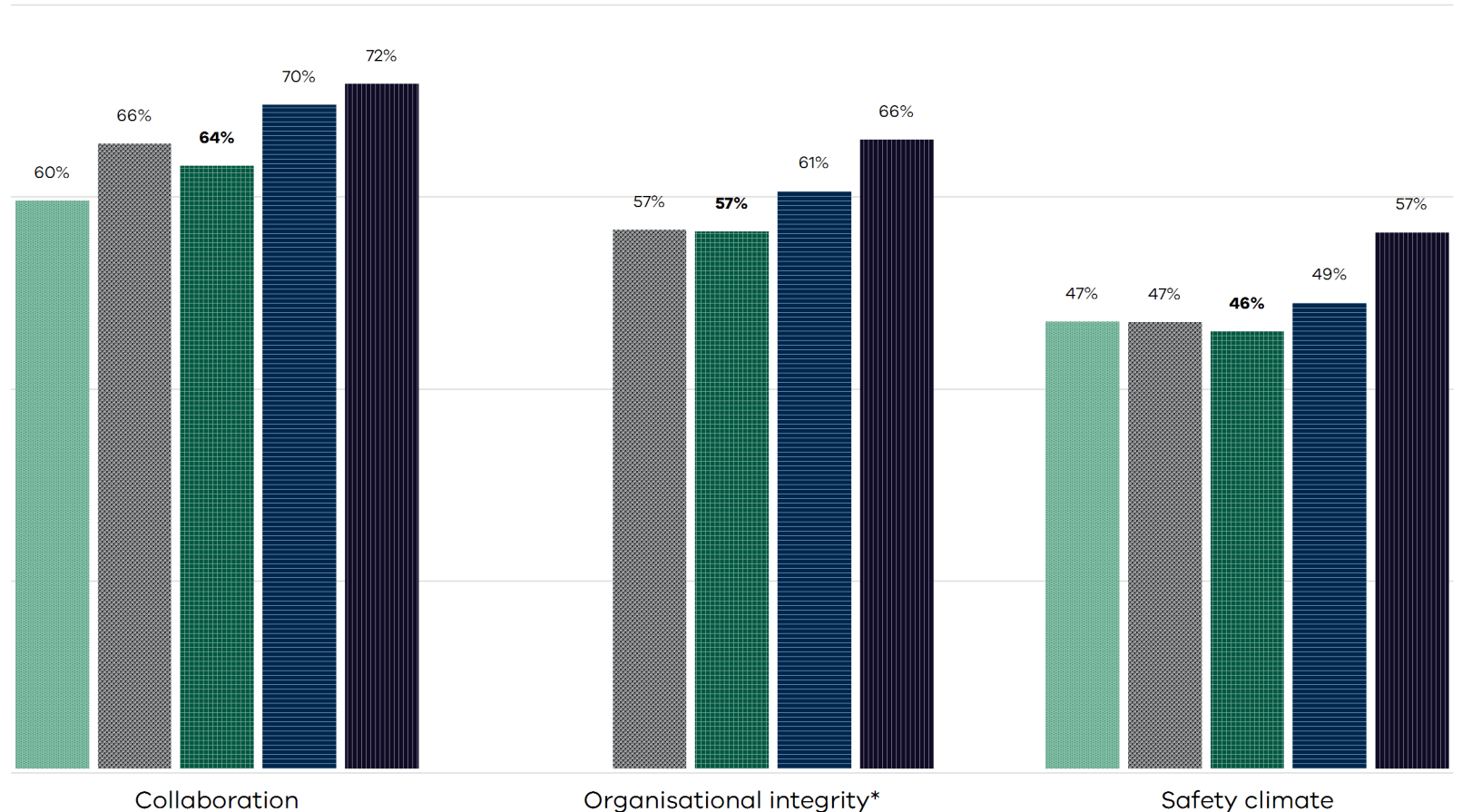
*We can't compare some data here because one or more questions were not asked in a previous survey

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

Collaboration: 60%, 66%, 64%, 70%, 72%
Organisational integrity*: 57%, 57%, 61%, 66%
Safety climate: 47%, 47%, 46%, 49%, 57%

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

78% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question	Your results						

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

Survey question	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 — 2%, 6%, 14%, 78%	63 %	75 %	78 %	76 %	84 %	86 %
My organisation encourages respectful workplace behaviours — 12%, 13%, 75%	66 %	73 %	75 %	76 %	82 %	88 %
My organisation is committed to earning a high level of public trust — 8%, 2%, 16%, 74%	72 %	73 %	74 %	64 %	72 %	84 %
My organisation takes steps to eliminate bullying, harassment and discrimination — 21%, 2%, 21%, 56%	44 %	55 %	56 %	62 %	66 %	73 %

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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

51% of your staff who did the survey agreed or strongly agreed with 'I believe the recruitment processes in my organisation are fair'.

Legend: Disagree · Don't know · Neither agree nor disagree · Agree
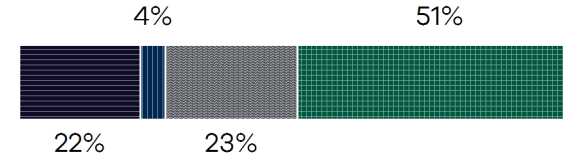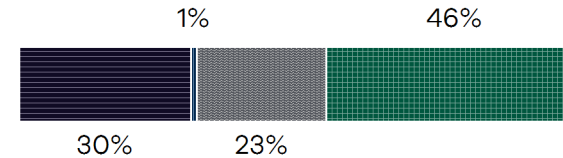
Survey question		You			Comparator		
	2021	2022	2023		Lowest	Average	Highest
I believe the recruitment processes in my organisation are fair (22% / 4% / 23% / 51%)	Not asked	53 %	51 %		28 %	46 %	63 %
My organisation does not tolerate improper conduct (30% / 1% / 23% / 46%)	34 %	47 %	46 %		53 %	69 %	71 %
I have an equal chance at promotion in my organisation (27% / 32% / 41%)	Not asked	42 %	41 %		23 %	38 %	54 %
I believe the promotion processes in my organisation are fair (27% / 9% / 29% / 34%)	Not asked	38 %	34 %		17 %	33 %	49 %

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

84% 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 | Neither agree nor disagree | Don't know | Agree
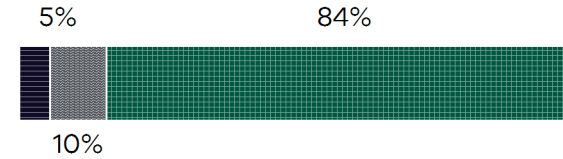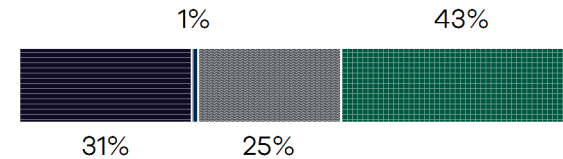
Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	5% / 10% / 84%	88 %	84 %	84 %	76 %	85 %	88 %
Workgroups across my organisation willingly share information with each other	31% / 1% / 25% / 43%	32 %	48 %	43 %	40 %	55 %	63 %

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

85% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
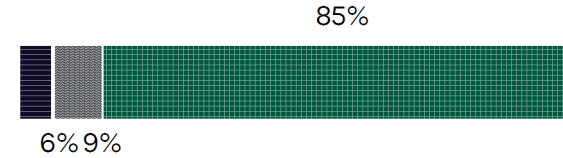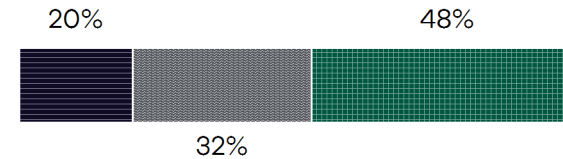
Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My organisation provides a physically safe work environment	6% / 9% / 85%	81 %	83 %	85 %	65 %	79 %	92 %
In my workplace, there is good communication about psychological safety issues that affect me	20% / 32% / 48%	50 %	47 %	48 %	40 %	51 %	72 %
My organisation has effective procedures in place to support employees who may experience stress	25% / 7% / 25% / 43%	54 %	44 %	43 %	29 %	43 %	68 %
Senior leaders consider the psychological health of employees to be as important as productivity	30% / 30% / 40%	39 %	42 %	40 %	32 %	47 %	62 %

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

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

Example

32% of your staff who did the survey agreed or strongly agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.
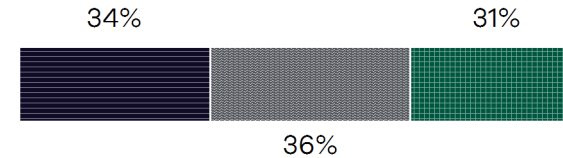
Survey question	Your results	Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
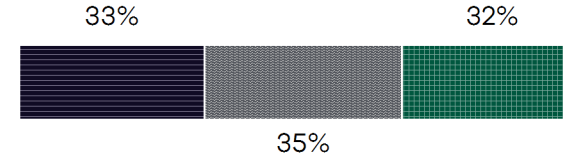
Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
Senior leaders show support for stress prevention through involvement and commitment	33% / 35% / 32%	32 %	35 %	32 %	28 %	40 %	54 %
All levels of my organisation are involved in the prevention of stress	34% / 36% / 31%	30 %	33 %	31 %	21 %	36 %	58 %

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

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- Caring

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.
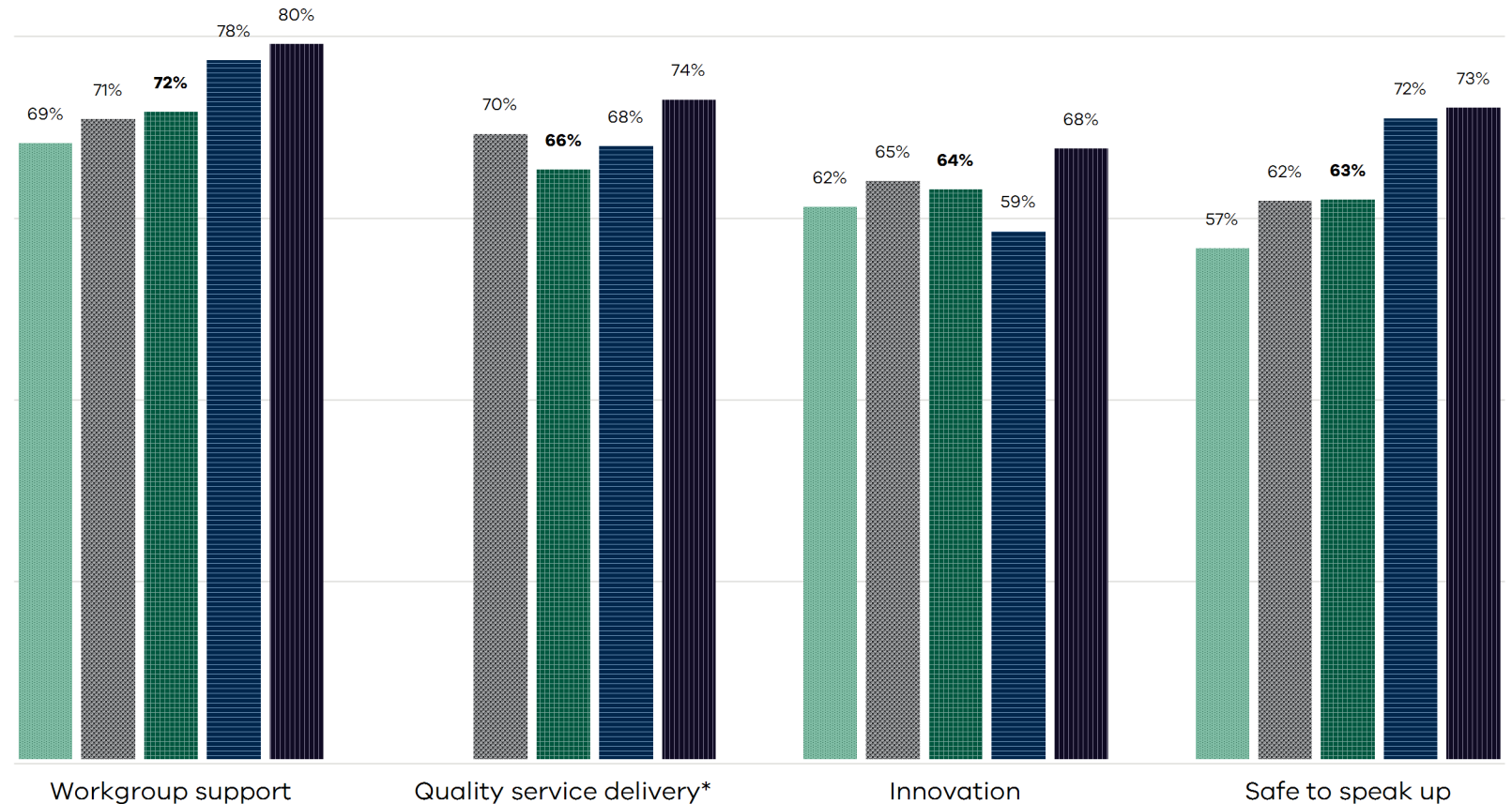
Example

In 2023:

- 72% of your staff who did the survey responded positively to questions about Workgroup support which is up from 71% in 2022.

Compared to:

- 78% of staff at your comparator and 80% of staff across the public sector.

	Workgroup support	Quality service delivery*	Innovation	Safe to speak up
You 2021	69%		62%	57%
You 2022	71%	70%	65%	62%
You 2023	72%	66%	64%	63%
Comparator 2023	78%	68%	59%	72%
Public sector 2023	80%	74%	68%	73%

*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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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

78% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.
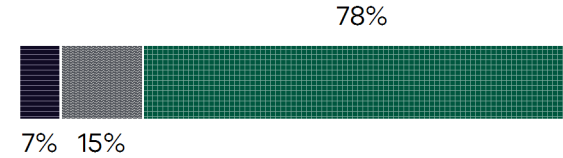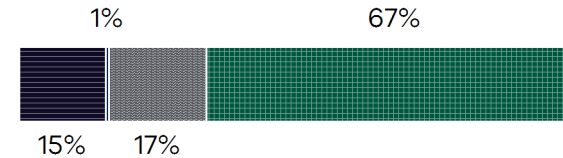
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup provides high quality advice and services — 7% / 15% / 78%	Not asked	80 %	78 %	62 %	74 %	88 %
My workgroup acts fairly and without bias — 15% / 17% / 67% (1%)	Not asked	72 %	67 %	64 %	70 %	79 %
My workgroup has clear lines of responsibility — 22% / 17% / 61%	70 %	66 %	61 %	59 %	71 %	77 %
My workgroup uses its resources well — 21% / 21% / 58%	Not asked	62 %	58 %	46 %	58 %	71 %

Victorian Public Sector Commission

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Workgroup climate

Innovation

What this is

This is how well staff feel their workgroup innovates its operations.

Why this is important

Innovation can reduce costs, create public value and lead to higher engagement.

How to read this

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

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

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

Example

67% of your staff who did the survey agreed or strongly agreed with 'My workgroup is quick to respond to opportunities to do things better'.
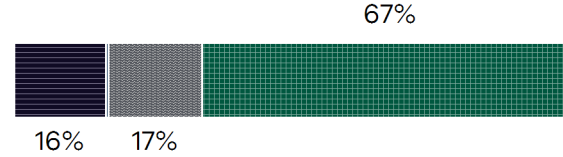
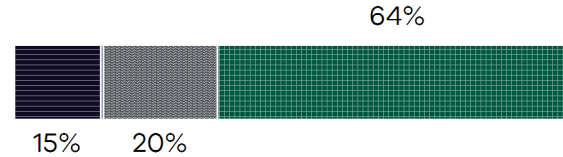**Legend:** Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup is quick to respond to opportunities to do things better	16% Disagree, 17% Neither, 67% Agree	66 %	66 %	67 %	48 %	60 %	73 %
My workgroup encourages employee creativity	15% Disagree, 20% Neither, 64% Agree	60 %	65 %	64 %	43 %	55 %	76 %
My workgroup learns from failures and mistakes	20% Disagree, 19% Neither, 60% Agree	59 %	64 %	60 %	53 %	62 %	72 %

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

78% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.
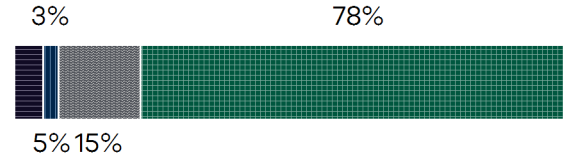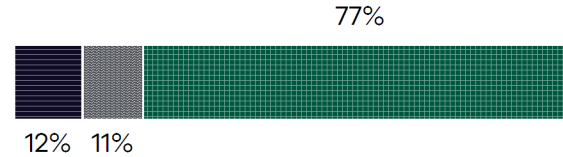
Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest

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

Survey question	3% / 5% / 15% / 78%	2021	2022	2023	Lowest	Average	Highest
People in my workgroup are politically impartial in their work	3% 5% 15% 78%	67 %	73 %	78 %	76 %	79 %	84 %
People in my workgroup treat each other with respect	12% 11% 77%	75 %	77 %	77 %	78 %	83 %	87 %
People in my workgroup work together effectively to get the job done	12% 13% 74%	76 %	76 %	74 %	77 %	81 %	86 %
People in my workgroup are honest, open and transparent in their dealings	15% 1% 17% 67%	65 %	67 %	67 %	70 %	75 %	83 %

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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

65% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

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

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

Survey question	Your results	You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
People in my workgroup appropriately manage conflicts of interest	13% 5% 17% 65%	62 %	64 %	65 %	64 %	72 %	81 %
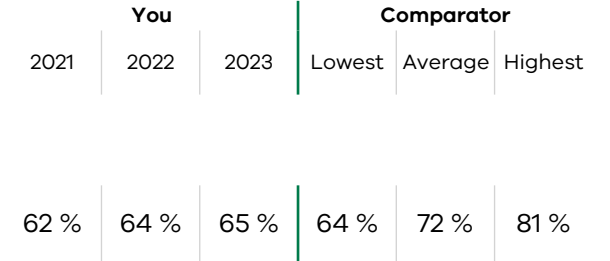
Workgroup climate

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.

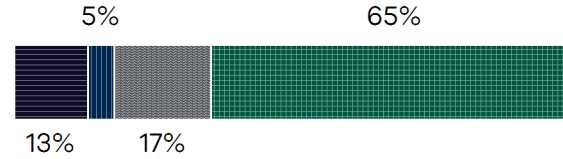Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

64% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are able to bring up problems and tough issues'.

Survey question	Your results						

Legend: Disagree · Don't know · Neither agree nor disagree · Agree
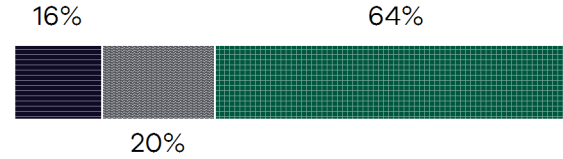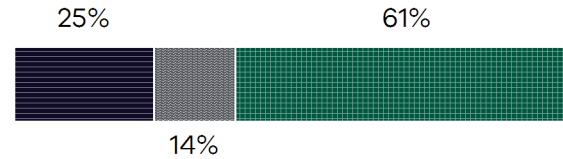
		You			Comparator		
Survey question	Your results	2021	2022	2023	Lowest	Average	Highest
People in my workgroup are able to bring up problems and tough issues	16% / 20% / 64%	68 %	65 %	64 %	65 %	70 %	80 %
I feel safe to challenge inappropriate behaviour at work	25% / 14% / 61%	46 %	59 %	61 %	67 %	73 %	76 %

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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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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:

- 86% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 83% of staff at your comparator and 87% of staff across the public sector.

Bar chart showing results for Meaningful work* (86%, 86%, 83%, 87%), Job enrichment* (79%, 78%, 79%, 83%), Flexible working* (76%, 78%, 70%, 79%), and Manager leadership (77%, 79%, 78%, 83%, 86%).

*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.

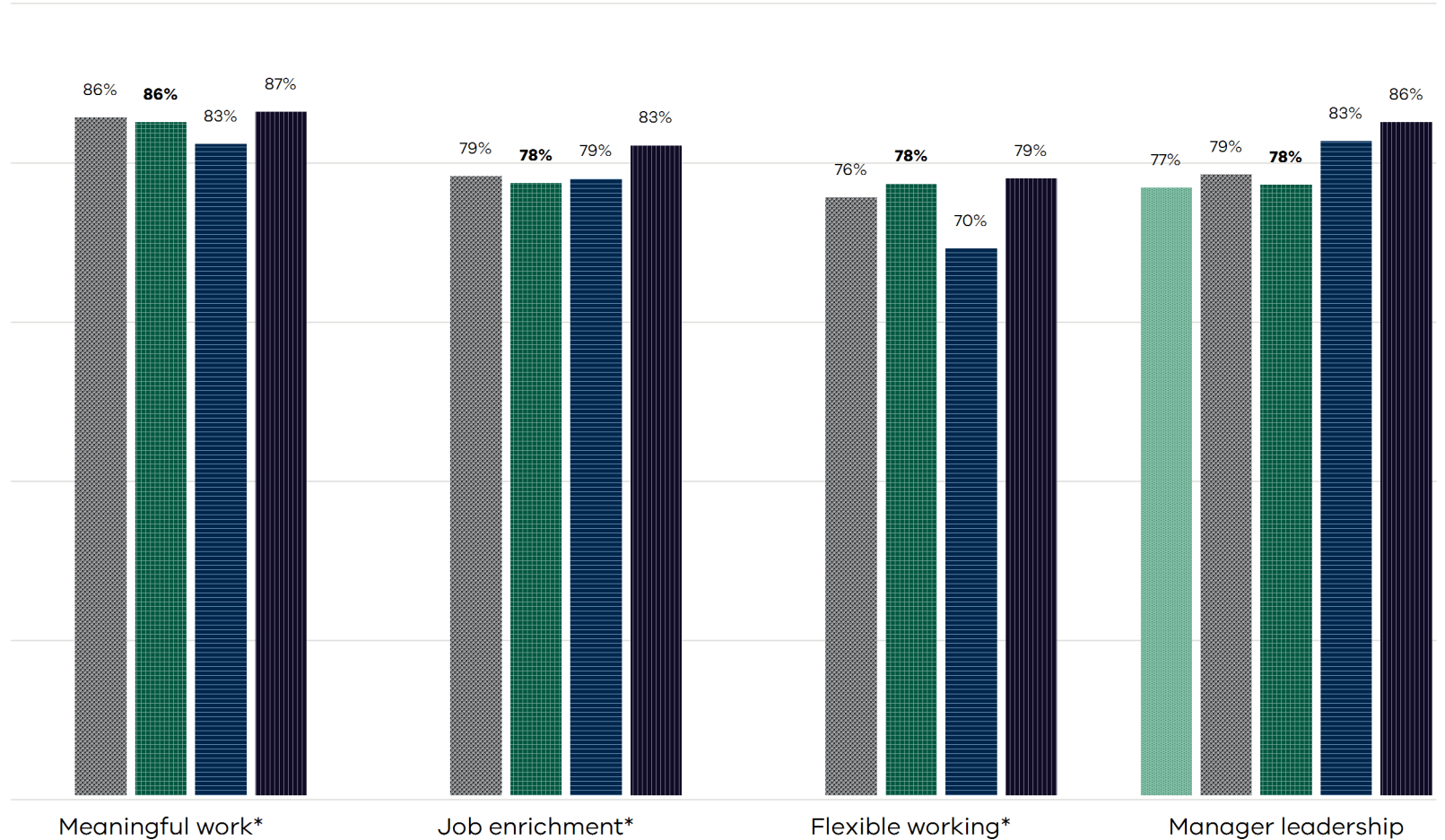Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

In 2023:

- 69% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

- 72% of staff at your comparator and 77% of staff across the public sector.

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

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

Manager support*: 70%, 69%, 72%, 77%
Workload: 46%, 49%, 48%, 52%, 58%
Learning and development*: 47%, 43%, 53%, 58%

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

80% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

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

Survey question	Your results (Disagree / Neither / Agree)	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect	9% / 10% / 80%	79 %	81 %	80 %	80 %	85 %	93 %
My manager demonstrates honesty and integrity	10% / 13% / 78%	79 %	80 %	78 %	78 %	84 %	91 %
My manager models my organisation's values	11% / 13% / 76%	74 %	76 %	76 %	76 %	81 %	89 %

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.

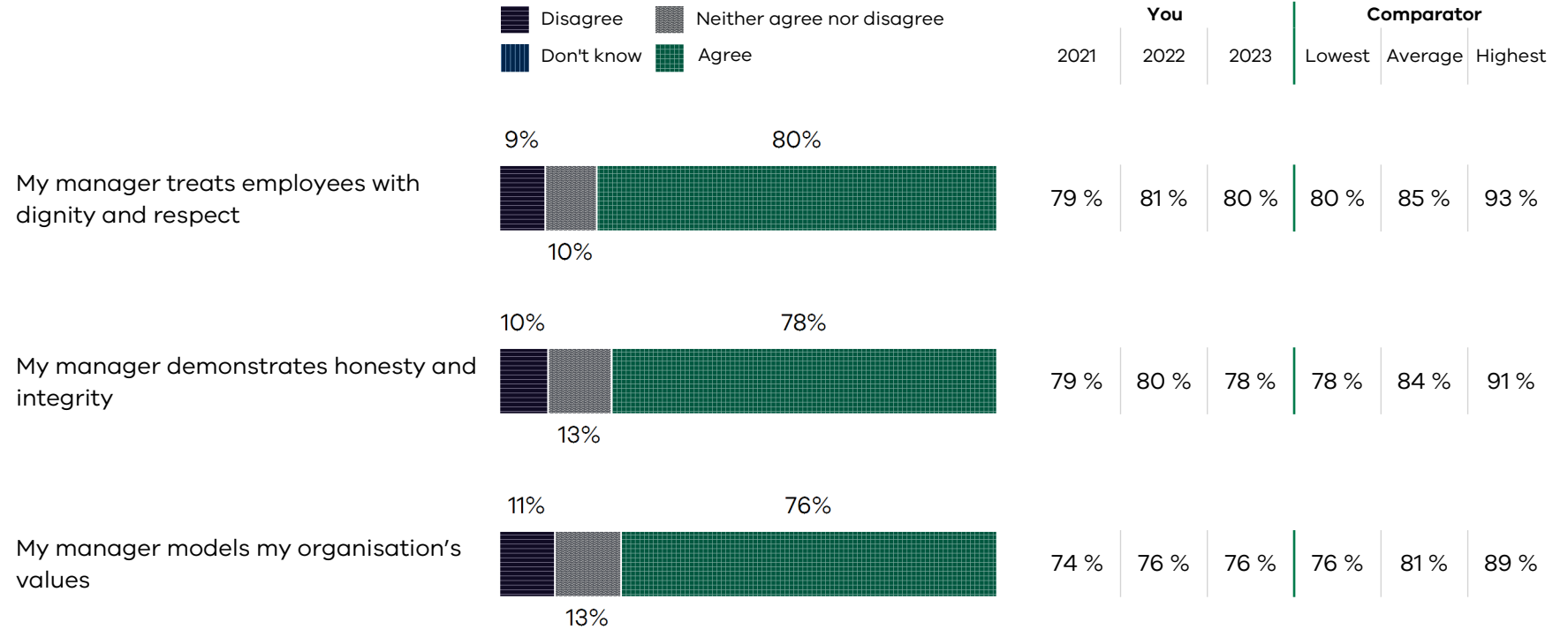Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

77% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question	Your results	Benchmark agree results

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

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My manager listens to what I have to say	9% / 13% / 77%	78 %	78 %	77 %	72 %	79 %	89 %
I can discuss problems or issues with my manager	11% / 12% / 77%	Not asked	77 %	77 %	74 %	80 %	91 %
My manager provides me with enough support when I need it	12% / 14% / 74%	71 %	75 %	74 %	71 %	78 %	86 %
My manager gives me feedback that helps me improve my performance	17% / 19% / 63%	Not asked	66 %	63 %	61 %	68 %	79 %

Victorian Public Sector Commission

VICTORIA State Government

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.

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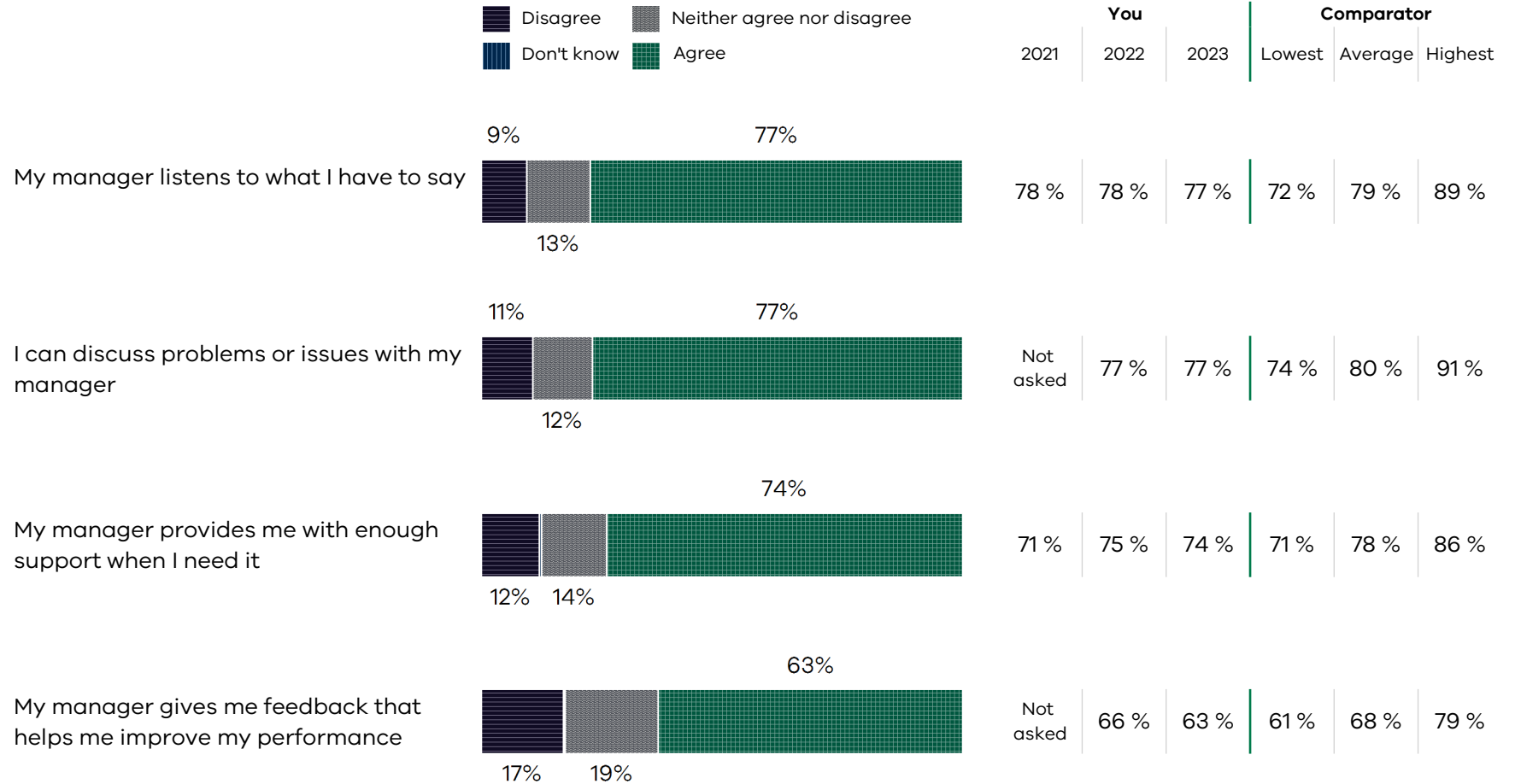Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

53% 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

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

I receive meaningful recognition when I do good work

23% 53%

24%

Benchmark agree results

	You			Comparator		
2021	2022	2023		Lowest	Average	Highest
Not asked	56 %	53 %		37 %	54 %	73 %

Victorian Public Sector Commission

VICTORIA State Government
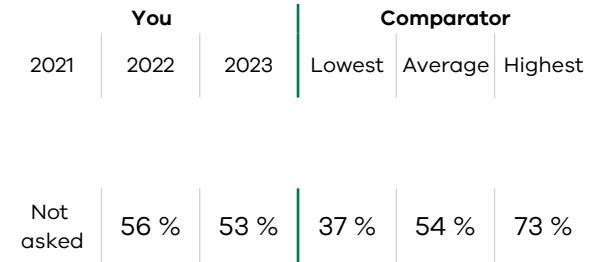
Job and manager factors

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.
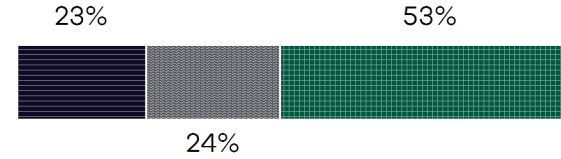
Example

50% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree
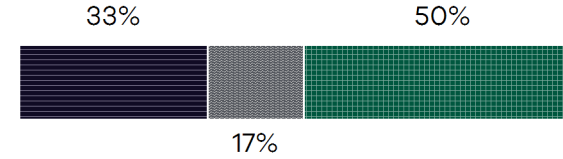
Survey question	Your results (Disagree / Neither / Agree)	2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
The workload I have is appropriate for the job that I do	33% / 17% / 50%	47 %	52 %	50 %	45 %	54 %	62 %
I have enough time to do my job effectively	37% / 17% / 46%	46 %	47 %	46 %	37 %	49 %	63 %

Victorian Public Sector Commission

VICTORIA State Government

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

62% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

| Disagree | Neither agree nor disagree | Agree |

Survey question	Disagree	Neither	Agree	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I am developing and learning in my role	18%	20%	62%	58 %	66 %	62 %	66 %	70 %	77 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	32%	28%	40%	39 %	43 %	40 %	46 %	53 %	62 %
I am satisfied with the opportunities to progress in my organisation	38%	28%	35%	Not asked	39 %	35 %	38 %	45 %	61 %
My organisation places a high priority on the learning and development of staff	38%	28%	34%	34 %	42 %	34 %	33 %	45 %	60 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

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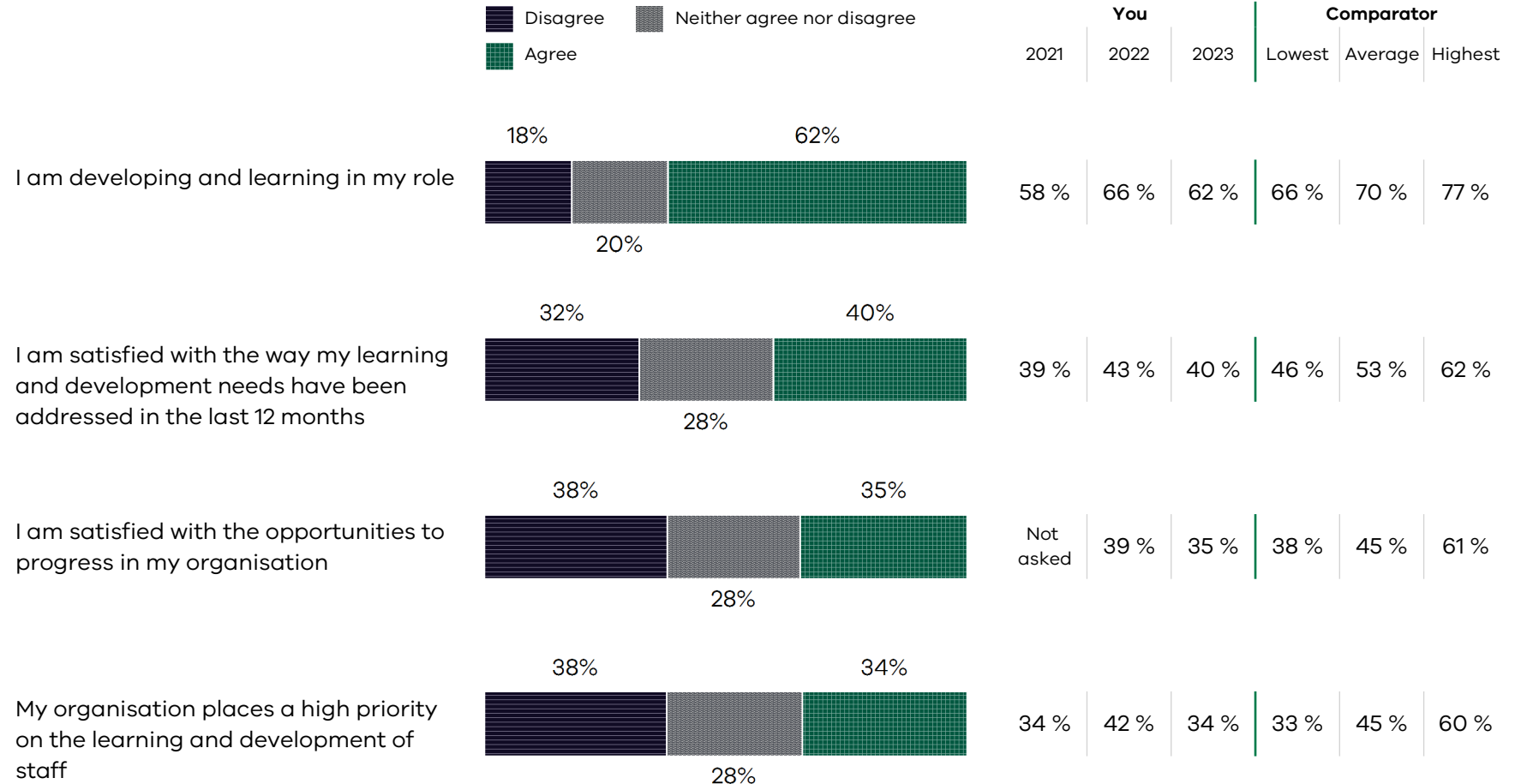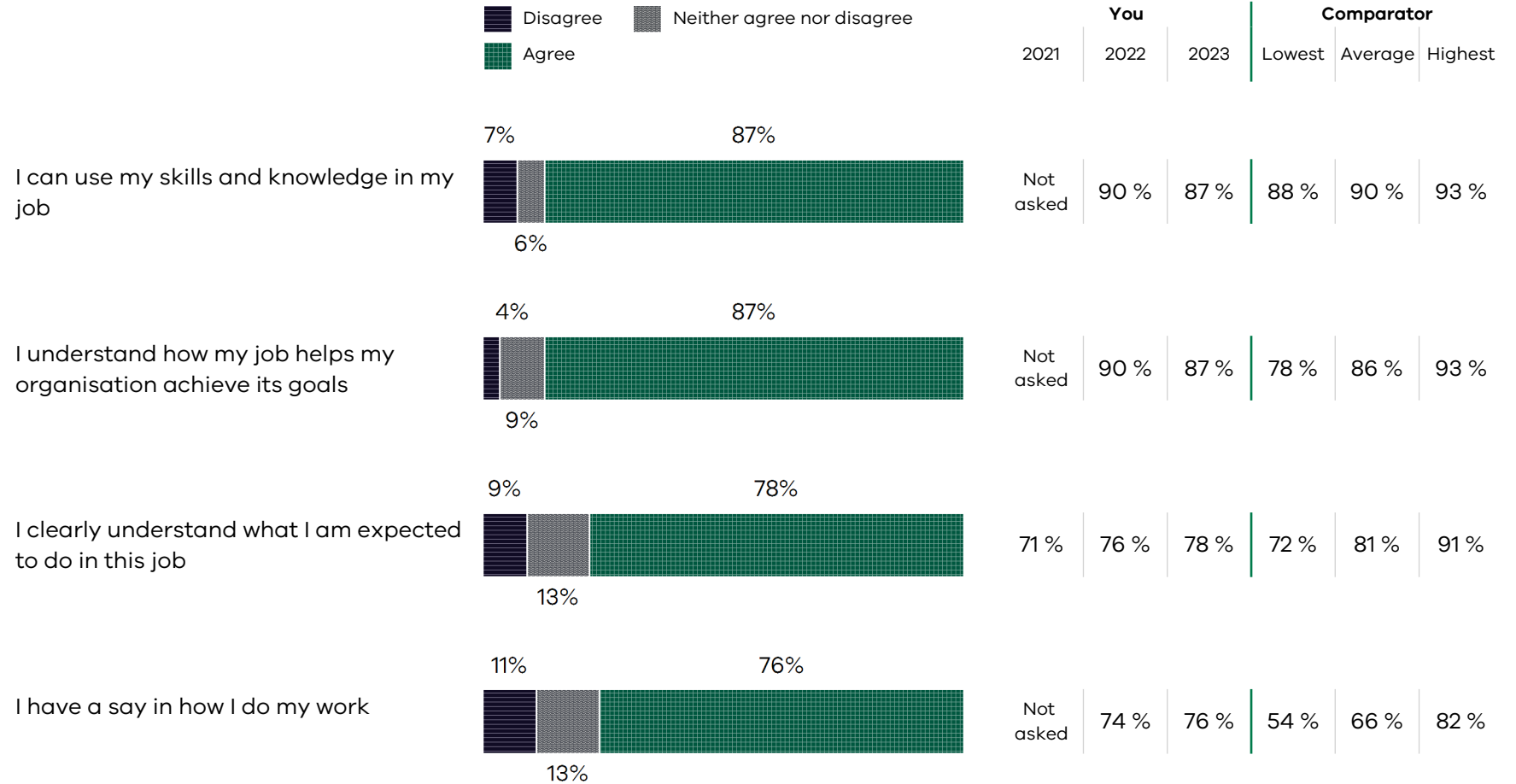
Example

87% of your staff who did the survey agreed or strongly agreed with 'I can use my skills and knowledge in my job'.

Survey question	Your results							

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Benchmark agree results					
	You			**Comparator**		
2021	2022	2023	Lowest	Average	Highest

I can use my skills and knowledge in my job
7% | 6% | 87%

| Not asked | 90 % | 87 % | 88 % | 90 % | 93 % |

I understand how my job helps my organisation achieve its goals
4% | 9% | 87%

| Not asked | 90 % | 87 % | 78 % | 86 % | 93 % |

I clearly understand what I am expected to do in this job
9% | 13% | 78%

| 71 % | 76 % | 78 % | 72 % | 81 % | 91 % |

I have a say in how I do my work
11% | 13% | 76%

| Not asked | 74 % | 76 % | 54 % | 66 % | 82 % |

Job and manager factors

Job enrichment 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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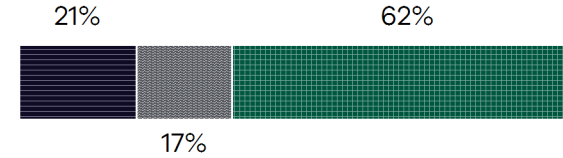
Example

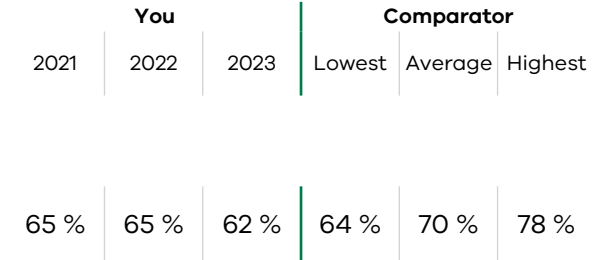62% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

Survey question	Your results						

Legend: ■ Disagree ▨ Neither agree nor disagree ▤ Agree

Survey question	Your results	You 2021	2022	2023	Comparator Lowest	Average	Highest
I have the authority to do my job effectively	Disagree 21%, Neither 17%, Agree 62%	65 %	65 %	62 %	64 %	70 %	78 %

Victorian Public Sector Commission

VICTORIA State Government

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.
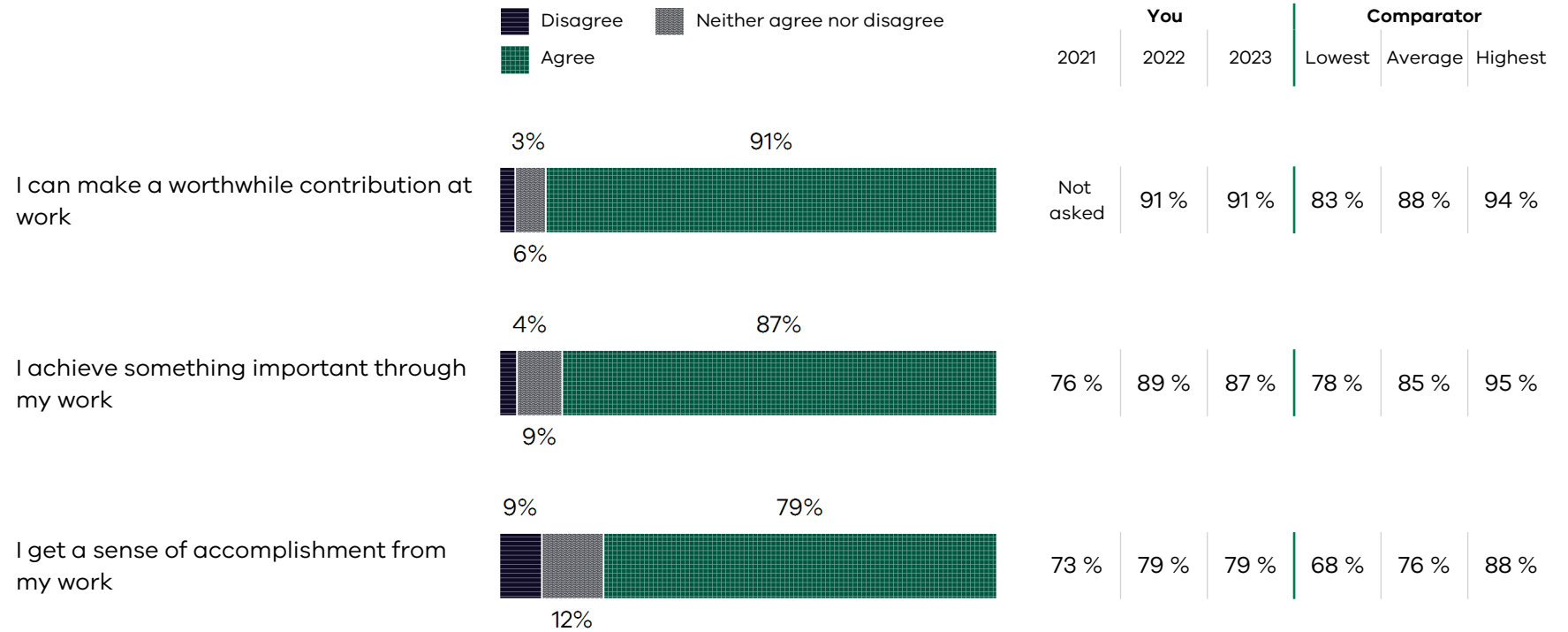
Example

91% of your staff who did the survey agreed or strongly agreed with 'I can make a worthwhile contribution at work'.

Survey question	Your results		Benchmark agree results					

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
I can make a worthwhile contribution at work	3% / 6% / 91%	Not asked	91 %	91 %	83 %	88 %	94 %
I achieve something important through my work	4% / 9% / 87%	76 %	89 %	87 %	78 %	85 %	95 %
I get a sense of accomplishment from my work	9% / 12% / 79%	73 %	79 %	79 %	68 %	76 %	88 %

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

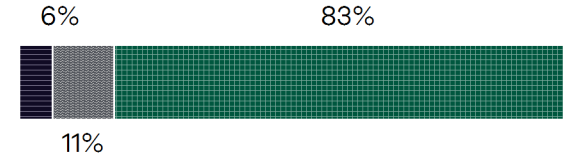83% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.
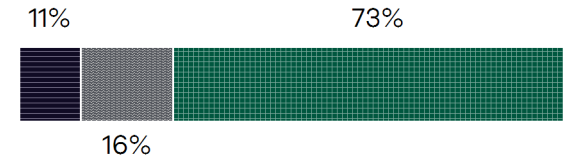
Survey question

Your results

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

My manager supports working flexibly

6% / 11% / 83%

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

11% / 16% / 73%

Benchmark agree results

Survey question	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
My manager supports working flexibly	Not asked	81 %	83 %	66 %	78 %	93 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	75 %	71 %	73 %	42 %	62 %	88 %

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
- Satisfaction with complaint processes

Key differences

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

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

Workgroup climate

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

Job and manager factors

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

Public sector values

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

Topical questions

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

Custom questions

- Questions requested by your organisation

Demographics

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

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.
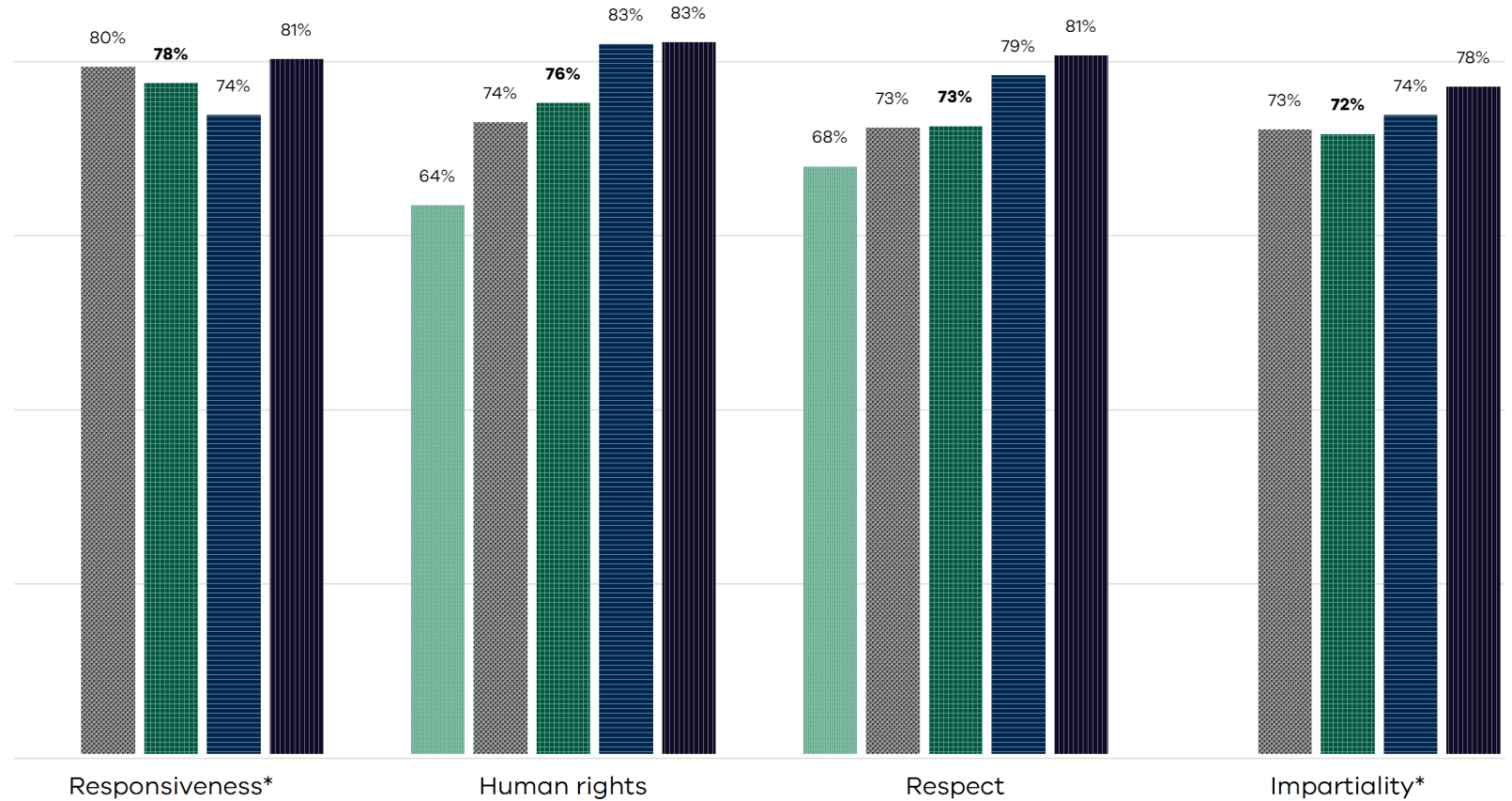
Example

In 2023:

- 78% of your staff who did the survey responded positively to questions about Responsiveness , which is down 2% in 2022.

Compared to:

- 74% 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*: 80%, 78%, 74%, 81%
Human rights: 64%, 74%, 76%, 83%, 83%
Respect: 68%, 73%, 73%, 79%, 81%
Impartiality*: 73%, 72%, 74%, 78%

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.

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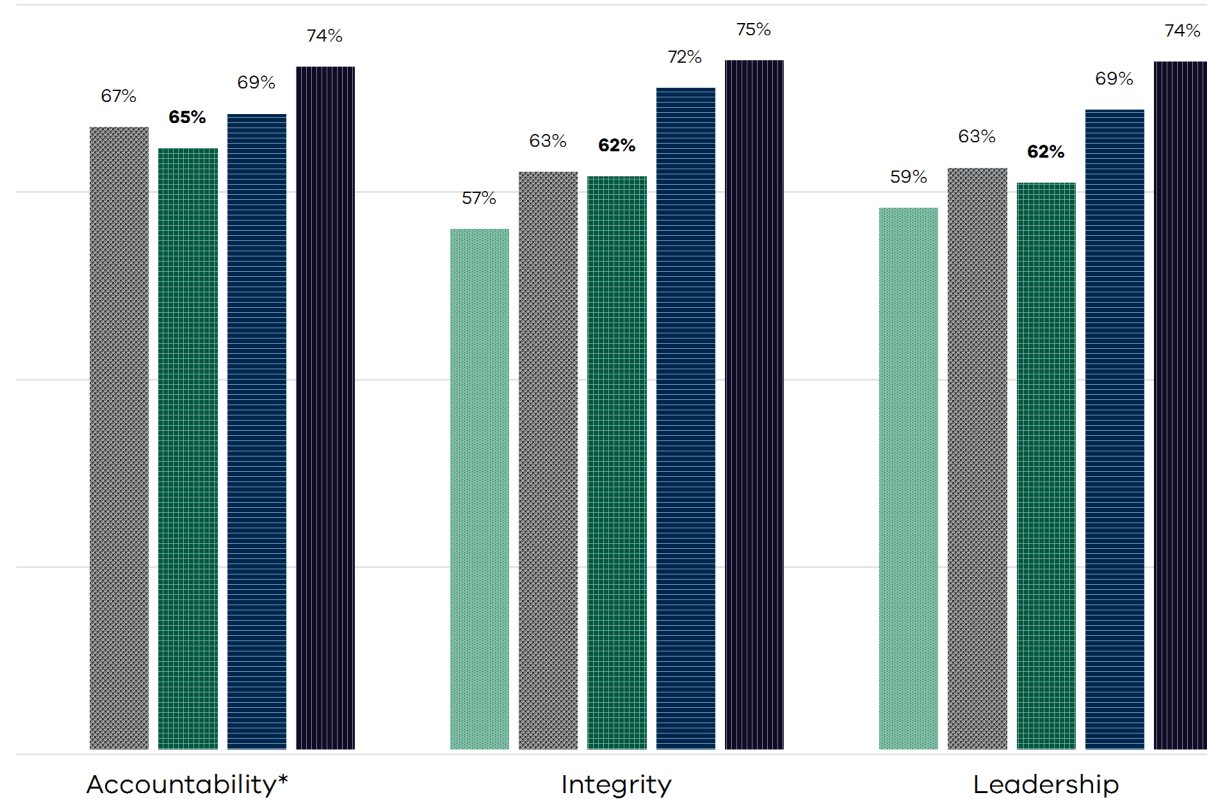
Example

In 2023:

- 65% of your staff who did the survey responded positively to questions about Accountability , which is down 2% in 2022.

Compared to:

- 69% of staff at your comparator and 74% 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

78% of staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

Disagree　　Neither agree nor disagree
Don't know　　Agree

My workgroup provides high quality advice and services

7%　15%　78%

	You			Comparator		
2021	2022	2023		Lowest	Average	Highest
Not asked	80 %	78 %		62 %	74 %	88 %

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.
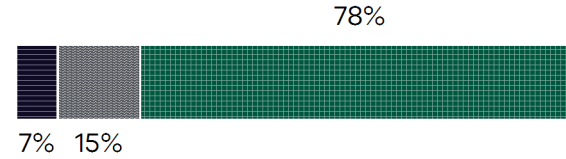
Example

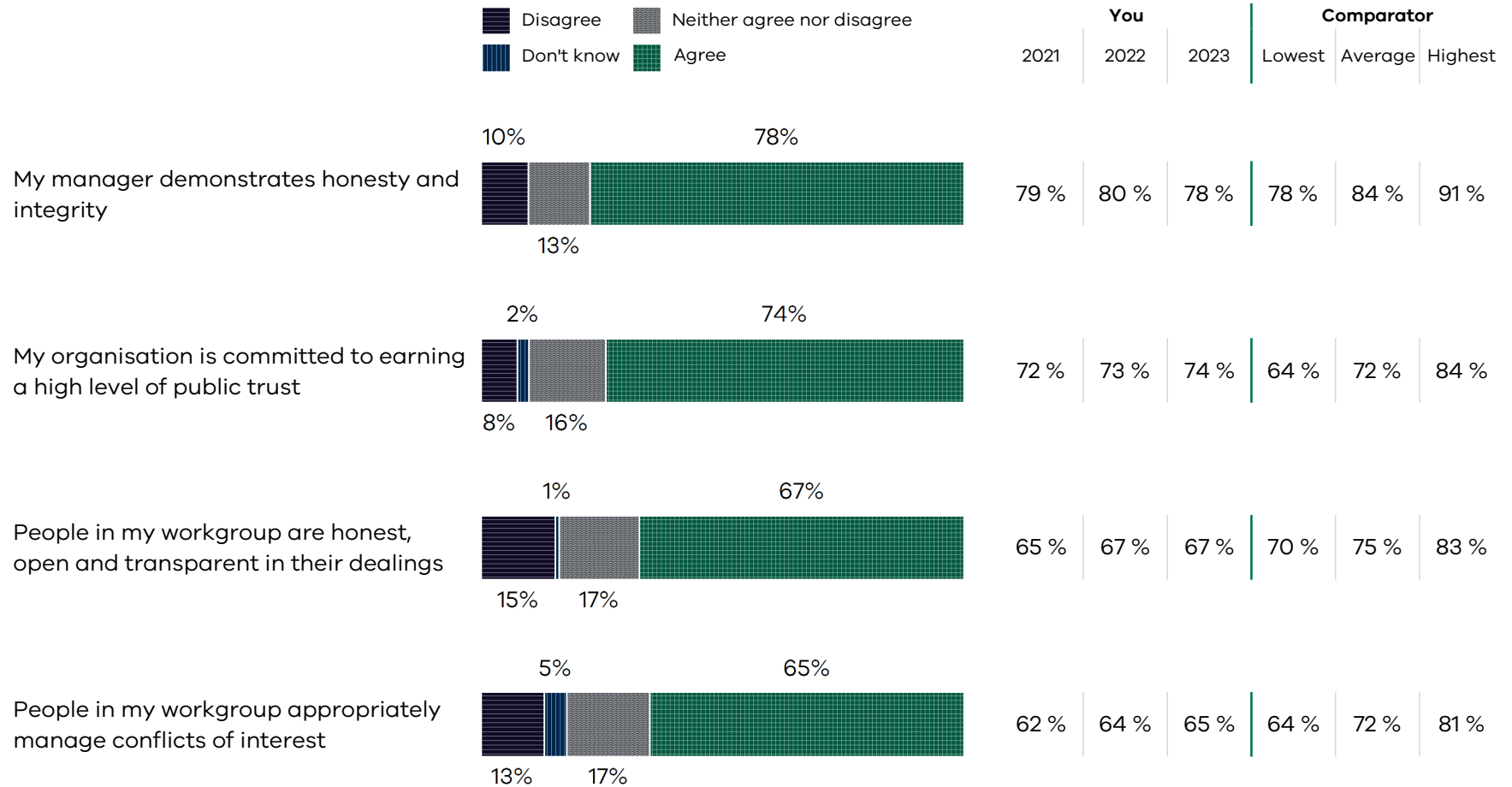78% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My manager demonstrates honesty and integrity	10% / 13% / 78%	79 %	80 %	78 %	78 %	84 %	91 %
My organisation is committed to earning a high level of public trust	2% / 8% / 16% / 74%	72 %	73 %	74 %	64 %	72 %	84 %
People in my workgroup are honest, open and transparent in their dealings	1% / 15% / 17% / 67%	65 %	67 %	67 %	70 %	75 %	83 %
People in my workgroup appropriately manage conflicts of interest	5% / 13% / 17% / 65%	62 %	64 %	65 %	64 %	72 %	81 %

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

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.

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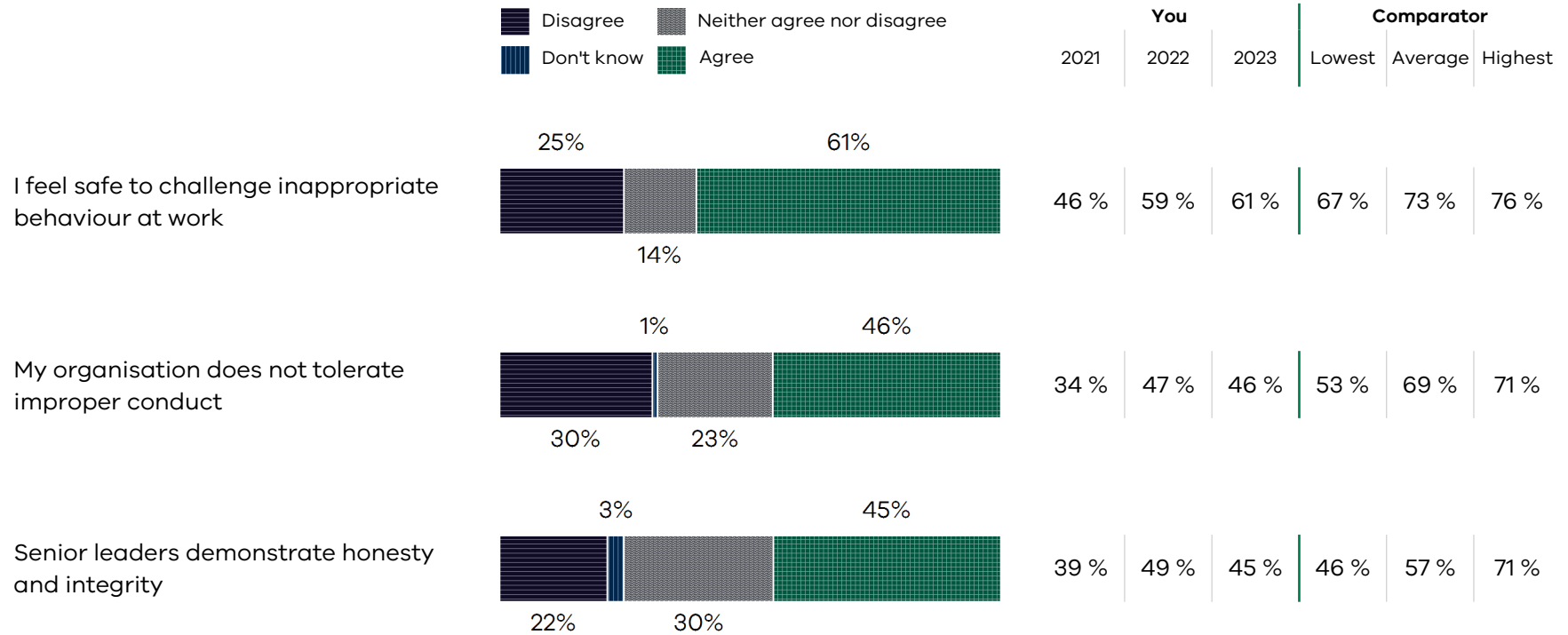
Example

61% of staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.

Survey question

Your results

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

Benchmark agree results

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
I feel safe to challenge inappropriate behaviour at work	25% / 14% / 61%	46 %	59 %	61 %	67 %	73 %	76 %
My organisation does not tolerate improper conduct	30% / 1% / 23% / 46%	34 %	47 %	46 %	53 %	69 %	71 %
Senior leaders demonstrate honesty and integrity	22% / 3% / 30% / 45%	39 %	49 %	45 %	46 %	57 %	71 %

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

78% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.
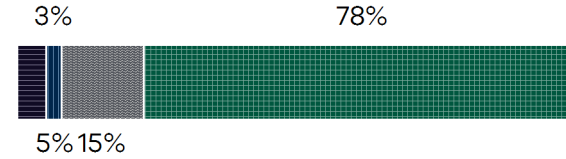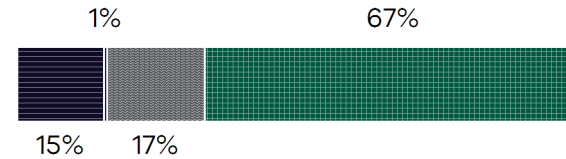
Survey question	Your results		Benchmark agree results					

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

Survey question	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup are politically impartial in their work	67 %	73 %	78 %	76 %	79 %	84 %
My workgroup acts fairly and without bias	Not asked	72 %	67 %	64 %	70 %	79 %

People in my workgroup are politically impartial in their work: 3%, 5%, 15%, 78%

My workgroup acts fairly and without bias: 15%, 1%, 17%, 67%

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

87% of staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.
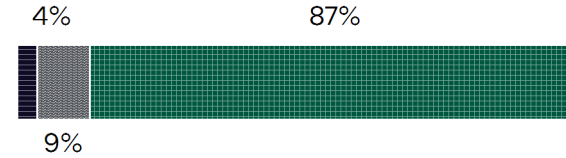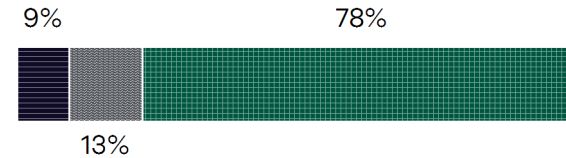
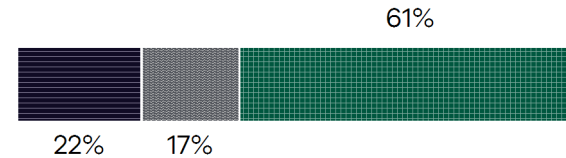| Survey question	Your results		You			Comparator		
		2021	2022	2023		Lowest	Average	Highest

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
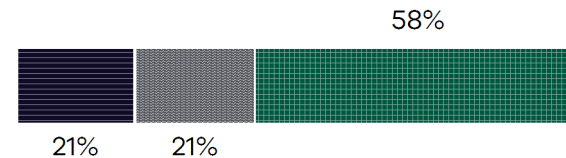
Survey question		You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job helps my organisation achieve its goals	4% / 9% / 87%	Not asked	90 %	87 %	78 %	86 %	93 %
I clearly understand what I am expected to do in this job	9% / 13% / 78%	71 %	76 %	78 %	72 %	81 %	91 %
My workgroup has clear lines of responsibility	22% / 17% / 61%	70 %	66 %	61 %	59 %	71 %	77 %
My workgroup uses its resources well	21% / 21% / 58%	Not asked	62 %	58 %	46 %	58 %	71 %

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

43% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question	Your results	Benchmark agree results

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

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest

Senior leaders provide clear strategy and direction

1% / 43% / 32% / 24%

You 2021	You 2022	You 2023	Lowest	Average	Highest
33 %	44 %	43 %	38 %	48 %	60 %

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.
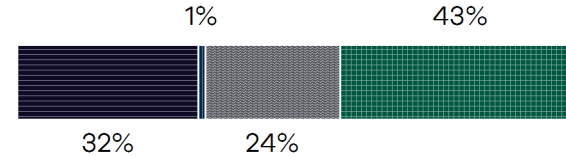
Example

80% 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	9% / 10% / 80%	79 %	81 %	80 %	80 %	85 %	93 %
My manager listens to what I have to say	9% / 13% / 77%	78 %	78 %	77 %	72 %	79 %	89 %
People in my workgroup treat each other with respect	12% / 11% / 77%	75 %	77 %	77 %	78 %	83 %	87 %
My organisation encourages respectful workplace behaviours	12% / 13% / 75%	66 %	73 %	75 %	76 %	82 %	88 %

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

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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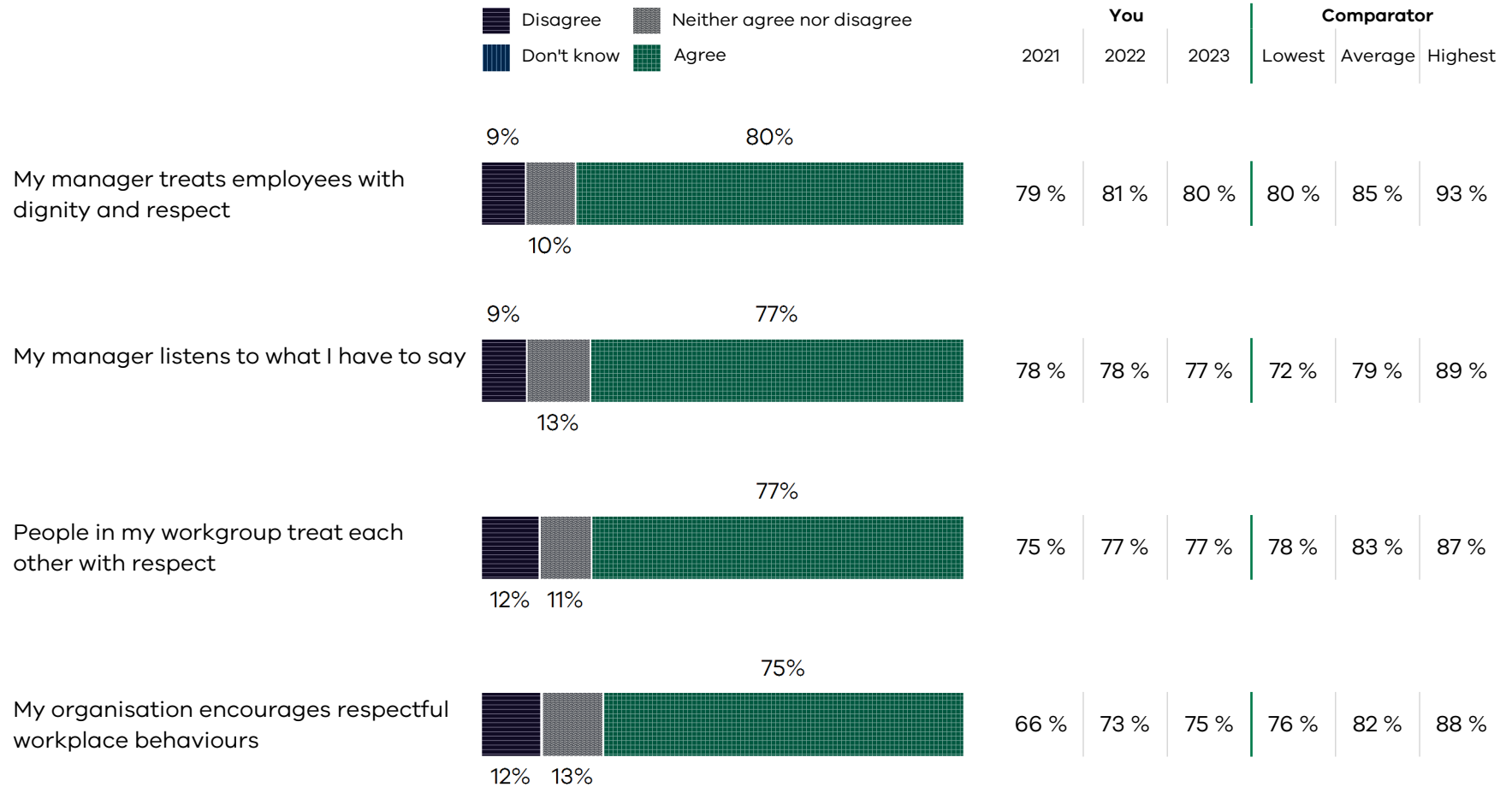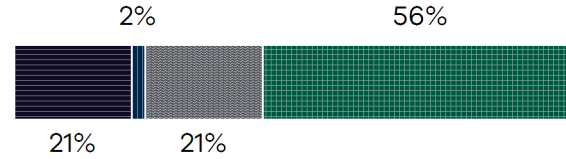
Example

56% 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 |

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

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination	21% · 2% · 21% · 56%	44 %	55 %	56 %	62 %	66 %	73 %
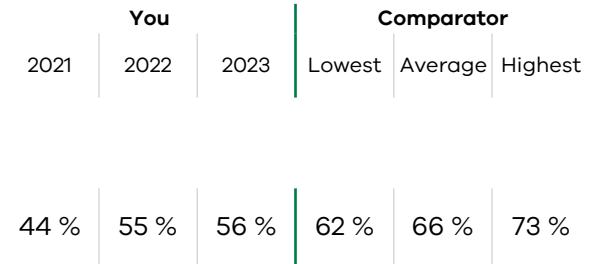
Public sector values

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

76% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

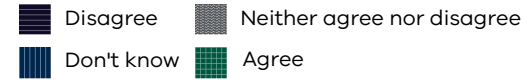| Survey question	Your results							

Legend: Disagree, Don't know, Neither agree nor disagree, Agree
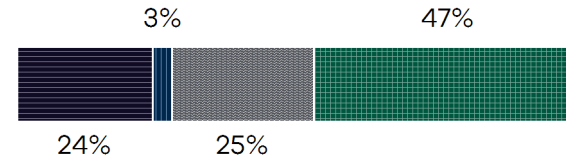
Survey question	Disagree	Neither	Agree	**You** 2021	**You** 2022	**You** 2023	**Comparator** Lowest	**Comparator** Average	**Comparator** Highest
My manager models my organisation's values	11% / 13%		76%	74 %	76 %	76 %	76 %	81 %	89 %
Senior leaders model my organisation's values	24% / 3%	25%	47%	44 %	50 %	47 %	46 %	57 %	70 %

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

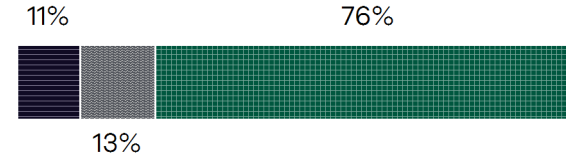78% of staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question

Your results

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

Benchmark agree results

Survey question	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	63 %	75 %	78 %	76 %	84 %	86 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	65 %	73 %	73 %	65 %	81 %	89 %

My organisation encourages employees to act in ways that are consistent with human rights — 2% / 6% / 14% / 78%

I understand how the Charter of Human Rights and Responsibilities applies to my work — 8% / 19% / 73%

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
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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

82% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

Survey question	Your results	Benchmark agree results

		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest

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

Survey question	Disagree	Neither	Agree	2021	2022	2023	Lowest	Average	Highest
My organisation uses inclusive and respectful images and language	2% / 3%	14%	82%	74 %	Not asked	82 %	71 %	79 %	87 %
My organisation would support me if I needed to take family violence leave	11% / 1%	8%	80%	70 %	Not asked	80 %	66 %	75 %	86 %
In my workgroup work is allocated fairly, regardless of gender	9%	14%	77%	79 %	Not asked	77 %	69 %	77 %	85 %

Topical questions

What this is

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

Why this is important

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

How to read this

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

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

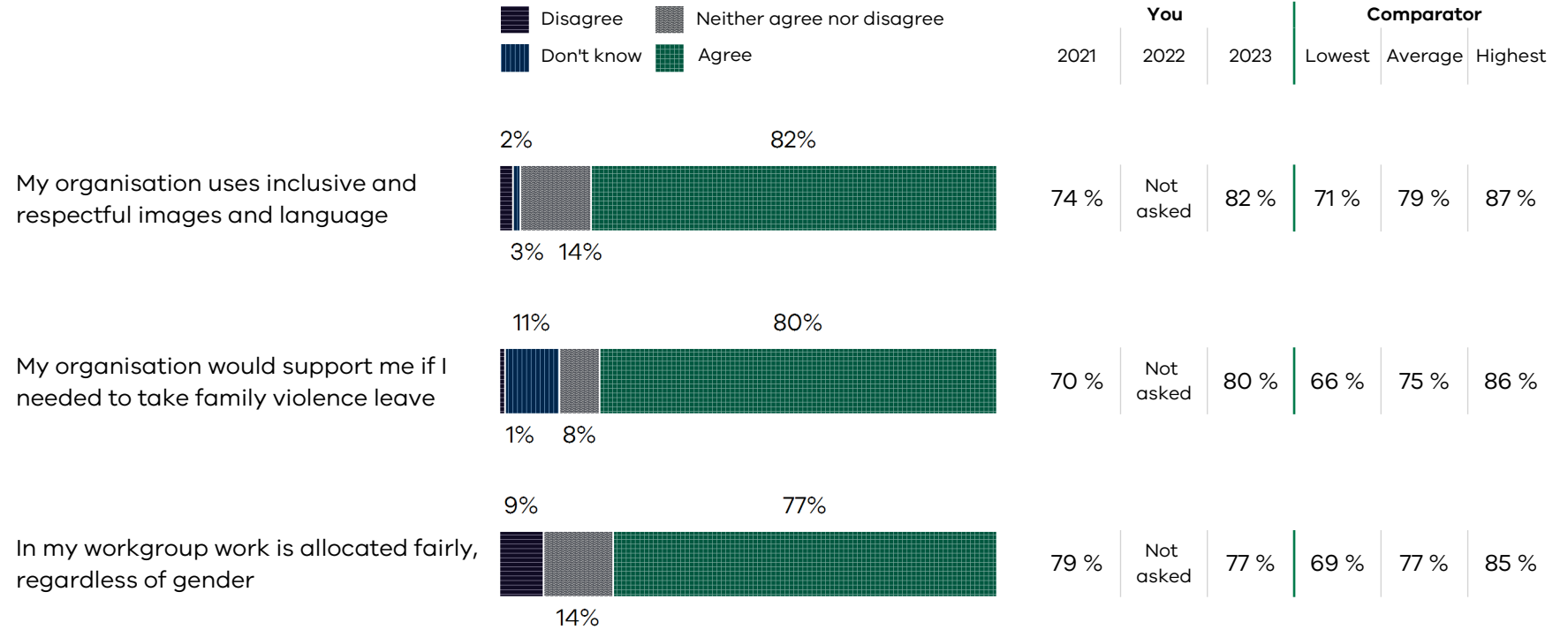Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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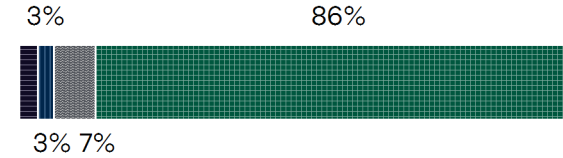
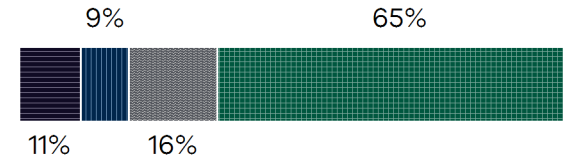## Survey question

Your results

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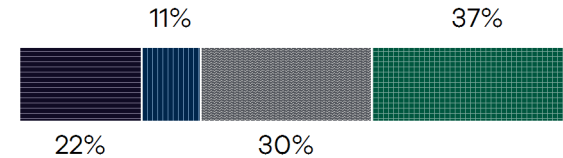- Don't know
- Neither agree nor disagree
- Agree

Benchmark agree results

Survey question		You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
I understand how the Code of Conduct for Victorian public sector employees applies to my work		Not asked	Not asked	86 %	72 %	81 %	90 %
I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration		Not asked	Not asked	65 %	30 %	52 %	82 %
My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)		Not asked	Not asked	37 %	26 %	40 %	55 %

I understand how the Code of Conduct for Victorian public sector employees applies to my work
- 3%
- 86%
- 3% 7%

I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration
- 9%
- 65%
- 11%
- 16%

My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)
- 11%
- 37%
- 22%
- 30%

People matter survey

2023

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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.
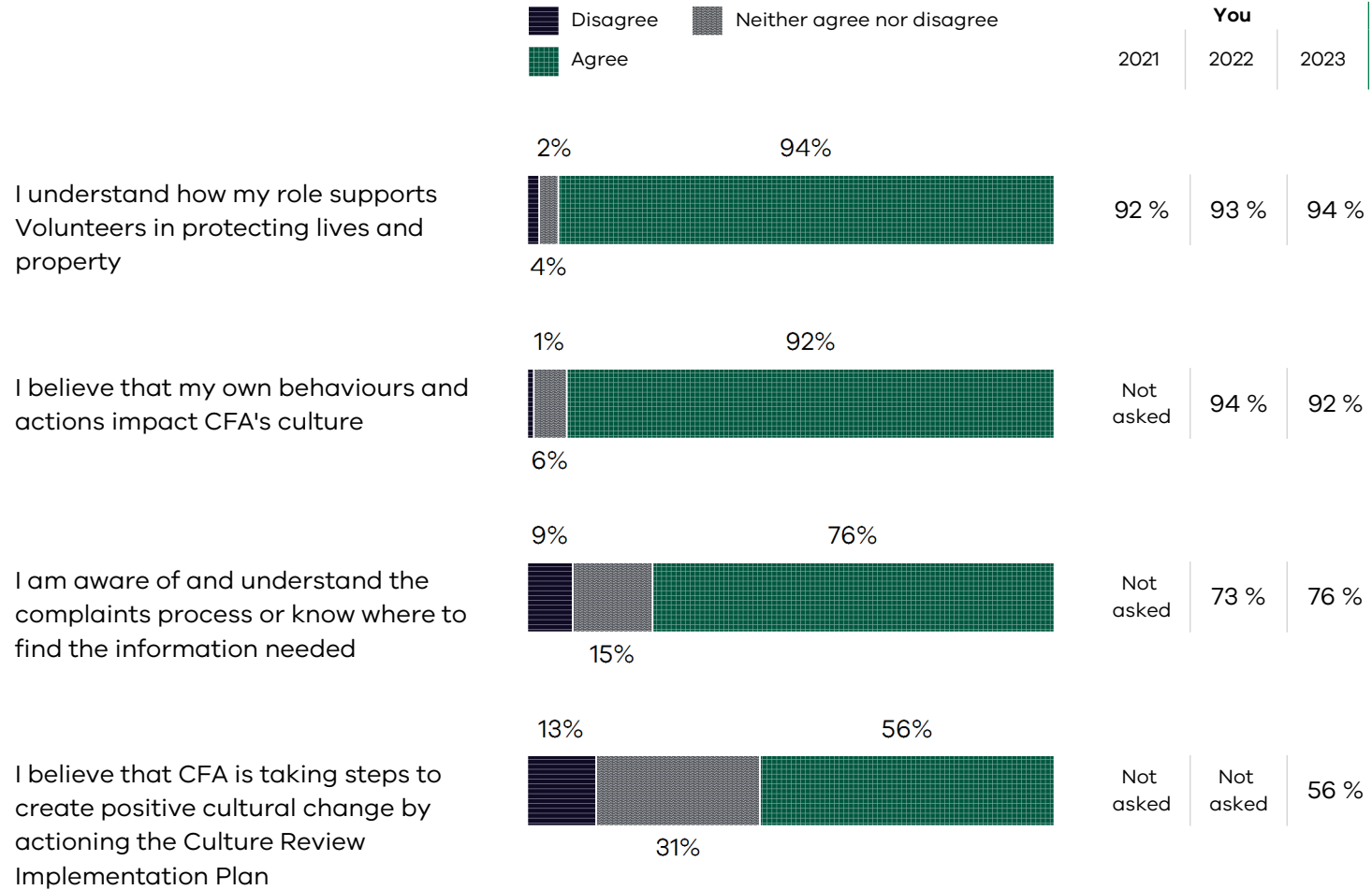
Example

94% of staff who did the survey agreed or strongly agreed with 'I understand how my role supports Volunteers in protecting lives and property'.

Survey question	Your results	Benchmark results

Legend: ■ Disagree   ▨ Neither agree nor disagree   ▨ Agree

		You		
		2021	2022	2023
I understand how my role supports Volunteers in protecting lives and property	2% / 4% / 94%	92 %	93 %	94 %
I believe that my own behaviours and actions impact CFA's culture	1% / 6% / 92%	Not asked	94 %	92 %
I am aware of and understand the complaints process or know where to find the information needed	9% / 15% / 76%	Not asked	73 %	76 %
I believe that CFA is taking steps to create positive cultural change by actioning the Culture Review Implementation Plan	13% / 31% / 56%	Not asked	Not asked	56 %

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.
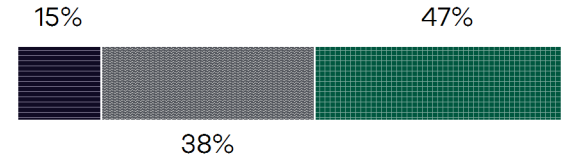
Example

47% of staff who did the survey agreed or strongly agreed with 'I believe that my employee experience has been positively impacted by CFA's focus on Behavioural Standards'.

Survey question	Your results	Benchmark results

Legend: Disagree ▮ Agree ▮ Neither agree nor disagree ▮

Benchmark results — You

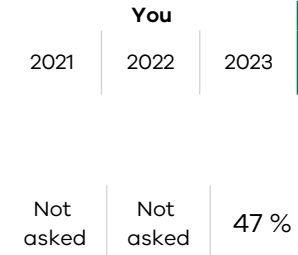|	2021	2022	2023

I believe that my employee experience has been positively impacted by CFA's focus on Behavioural Standards

Your results: 15% (Disagree) / 38% (Neither agree nor disagree) / 47% (Agree)

Benchmark: 2021 — Not asked | 2022 — Not asked | 2023 — 47%

People matter survey

2023

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Demographics

Age, gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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

Age	(n)	%
15-34 years	108	15%
35-54 years	373	51%
55+ years	166	23%
Prefer not to say	82	11%

How would you describe your gender?	(n)	%
Woman	363	50%
Man	280	38%
Prefer not to say	84	12%
Non-binary and I use a different term	2	0%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	1	0%
No	645	88%
Prefer not to say	83	11%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	1	0%
No	630	86%
Don't know	22	3%
Prefer not to say	76	10%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	541	74%
Prefer not to say	129	18%
Bisexual	19	3%
Asexual	14	2%
Gay or lesbian	11	2%
I use a different term	8	1%
Pansexual	5	1%
Don't know	2	0%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**3**	0%
Non Aboriginal and/or Torres Strait Islander	**679**	93%
Prefer not to say	**47**	6%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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Do you identify as a person with a disability?

	(n)	%
Yes	**57**	8%
No	**600**	82%
Prefer not to say	**72**	10%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?

	(n)	%
Yes	**36**	63%
No	**20**	35%
Prefer not to say	**1**	2%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?

	(n)	%
I feel that sharing my disability information will reflect negatively on me	**9**	45%
I do not require any adjustments to be made to perform my role	**4**	20%
My disability does not impact on my ability to perform my role	**4**	20%
Other	**3**	15%

Demographics

Cultural diversity 1 of 2

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:
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Country of birth	(n)	%
Born in Australia	**593**	81%
Not born in Australia	**72**	10%
Prefer not to say	**64**	9%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Other	**24**	43%
Hindi	**5**	9%
Mandarin	**5**	9%
Sinhalese	**5**	9%
Arabic	**3**	5%
Cantonese	**3**	5%
Greek	**3**	5%
Italian	**3**	5%
Punjabi	**3**	5%
Auslan	**2**	4%
Macedonian	**2**	4%
Telugu	**2**	4%

Language other than English spoken with family or community	(n)	%
Yes	**56**	8%
No	**608**	83%
Prefer not to say	**65**	9%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Filipino	**1**	2%
Gujarati	**1**	2%
Tagalog	**1**	2%
Tamil	**1**	2%
Turkish	**1**	2%
Urdu	**1**	2%
Vietnamese	**1**	2%

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

To protect you, we:
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- don't release employee experience results for demographic groups where organisations have fewer than 30 responses in total.

Cultural identity	(n)	%
Australian	580	80%
Prefer not to say	69	9%
English, Irish, Scottish and/or Welsh	53	7%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	34	5%
East and/or South-East Asian	16	2%
New Zealander	13	2%
South Asian	12	2%
Other	8	1%
Middle Eastern	5	1%
Aboriginal and/or Torres Strait Islander	5	1%
North American	4	1%
Pacific Islander	2	0%
African	2	0%
Central Asian	2	0%
Central and/or South American	1	0%
Maori	1	0%

Religion	(n)	%
No religion	385	53%
Christianity	213	29%
Prefer not to say	102	14%
Other	14	2%
Buddhism	5	1%
Hinduism	5	1%
Islam	4	1%
Judaism	1	0%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:
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- 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.

Working arrangement	(n)	%
Full-Time	**663**	91%
Part-Time	**66**	9%

Gross base salary (ongoing/fixed term only)	(n)	%
Prefer not to say	**97**	14%
Below $80k	**134**	19%
$80k to $120k	**299**	42%
$120k to $160k	**117**	17%
$160k to $200k	**29**	4%
$200k or more	**33**	5%

Organisational tenure	(n)	%
<1 year	**92**	13%
1 to less than 2 years	**112**	15%
2 to less than 5 years	**133**	18%
5 to less than 10 years	**129**	18%
10 to less than 20 years	**159**	22%
More than 20 years	**104**	14%

Management responsibility	(n)	%
Non-manager	**492**	67%
Other manager	**148**	20%
Manager of other manager(s)	**89**	12%

Employment type	(n)	%
Ongoing and executive	**580**	80%
Fixed term	**129**	18%
Other	**20**	3%

Demographics

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:
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Primary workplace location over the last 3 months	(n)	%
Melbourne: Suburbs	369	51%
Rural	185	25%
Large regional city	157	22%
Melbourne CBD	12	2%
Other	6	1%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	558	77%
A frontline or service delivery location	155	21%
Home or private location	310	43%
A shared office space (where two or more organisations share the same workspace e.g. Gov hubs, suburban hubs etc.)	20	3%
Other	16	2%

Flexible work	(n)	%
Working from an alternative location (e.g. home, hub/shared work space)	352	48%
Flexible start and finish times	258	35%
No, I do not use any flexible work arrangements	237	33%
Working more hours over fewer days	59	8%
Part-time	41	6%
Using leave to work flexible hours	35	5%
Other	17	2%
Purchased leave	15	2%
Job sharing	9	1%
Shift swap	8	1%
Study leave	3	0%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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.

Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	499	68%
Flexible working arrangements	182	25%
Physical modifications or improvements to the workplace	60	8%
Career development support strategies	18	2%
Job redesign or role sharing	12	2%
Accessible communications technologies	7	1%
Other	4	1%

Why did you make this request?	(n)	%
Work-life balance	104	45%
Caring responsibilities	66	29%
Family responsibilities	65	28%
Health	63	27%
Other	22	10%
Disability	10	4%
Study commitments	7	3%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	193	84%
The adjustments I needed were not made	20	9%
The adjustments I needed were made but the process was unsatisfactory	17	7%

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

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.

Caring responsibility	(n)	%
None of the above	**260**	36%
Secondary school aged child(ren)	**149**	20%
Primary school aged child(ren)	**134**	18%
Prefer not to say	**90**	12%
Frail or aged person(s)	**76**	10%
Preschool aged child(ren)	**42**	6%
Child(ren) - younger than preschool age	**40**	5%
Person(s) with disability	**37**	5%
Person(s) with a medical condition	**34**	5%
Person(s) with a mental illness	**30**	4%
Other	**20**	3%

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