People matter survey 2023

Have your say

Grampians Health
2023 people matter survey results report

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2023

Have your say

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

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring
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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 2022 but not 2021.

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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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'.

Bairnsdale Regional Health Service

Bendigo Health Care Group

Central Gippsland Health Service

Echuca Regional Health

Goulburn Valley Health Services

Latrobe Regional Hospital

Mildura Base Public Hospital

Northeast Health Wangaratta

Swan Hill District Health

West Gippsland Healthcare Group

Western District Health 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	
21%	
(1194)	
Comparator	37%
Public Sector	42%

2023	
17%	
(1041)	
Comparator	23%
Public Sector	34%

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People matter survey

2023

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People outcomes

Scorecard: employee engagement index

What this is

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

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

The weightings for each engagement response are:

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

Why this is important

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

2022		2023	
59		**60**	
Comparator	65	Comparator	68
Public Sector	68	Public Sector	68

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 60.

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.
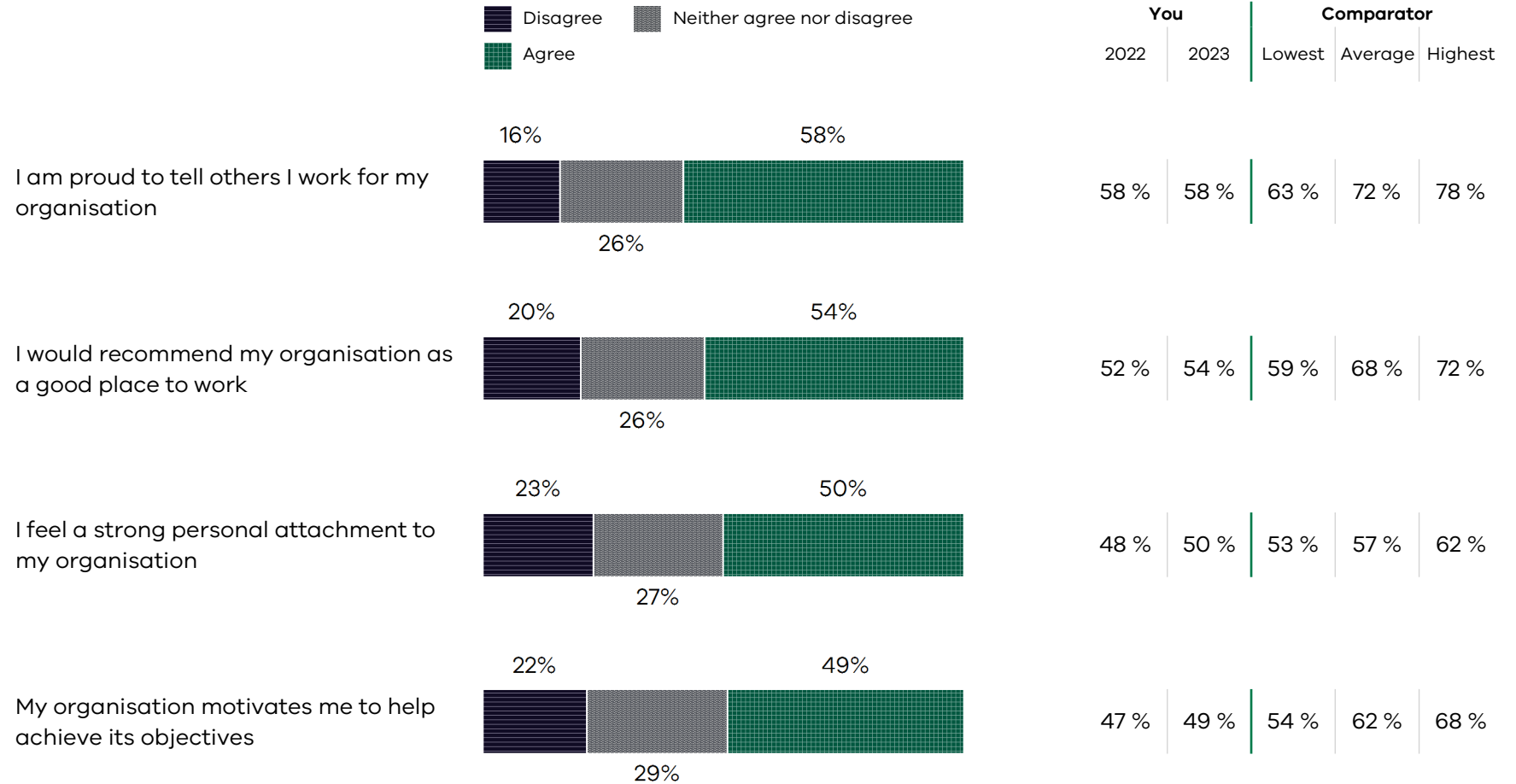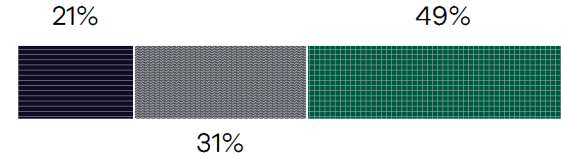
Example

58% 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			Benchmark agree results				
				You		**Comparator**		
				2022	2023	Lowest	Average	Highest
I am proud to tell others I work for my organisation	16% / 26% / 58%			58 %	58 %	63 %	72 %	78 %
I would recommend my organisation as a good place to work	20% / 26% / 54%			52 %	54 %	59 %	68 %	72 %
I feel a strong personal attachment to my organisation	23% / 27% / 50%			48 %	50 %	53 %	57 %	62 %
My organisation motivates me to help achieve its objectives	22% / 29% / 49%			47 %	49 %	54 %	62 %	68 %

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

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 60.

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

49% of your staff who did the survey agreed or strongly agreed with 'My organisation inspires me to do the best in my job'.
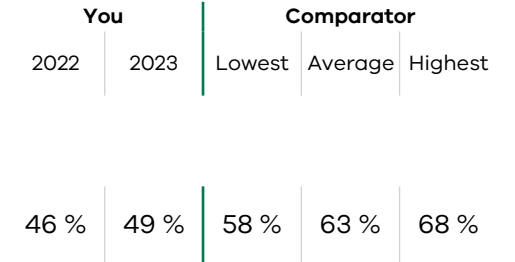
Survey question

Your results

■ Disagree   ▨ Neither agree nor disagree

▦ Agree

My organisation inspires me to do the best in my job

21%   31%   49%

Benchmark agree results

	You		Comparator		
	2022	2023	Lowest	Average	Highest
	46 %	49 %	58 %	63 %	68 %

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:

- 75% of your staff who did the survey responded positively to questions about Inclusion which is up from 72% in 2022.

Compared to:

- 80% of staff at your comparator and 79% of staff across the public sector.
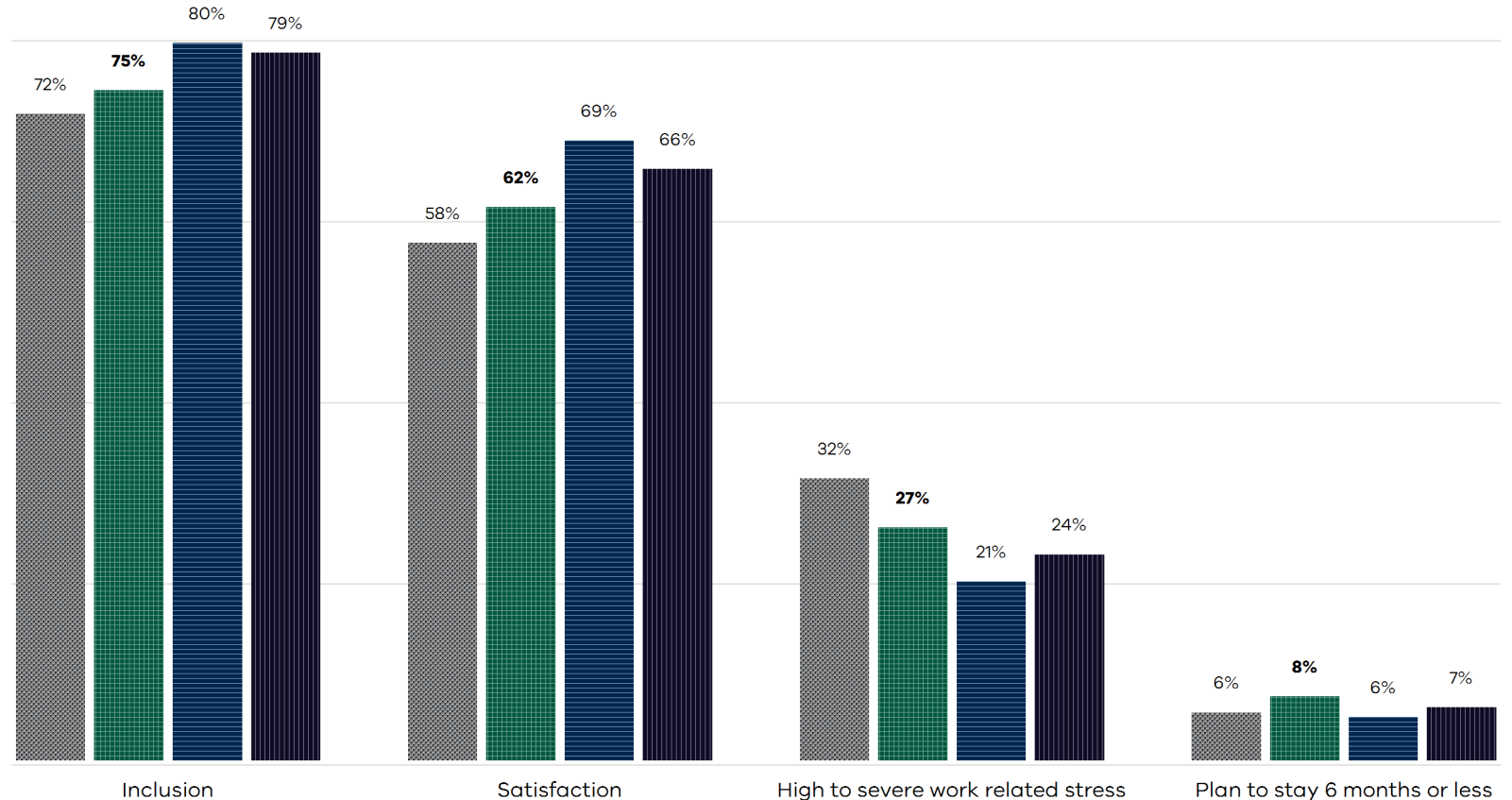
*We can't compare some data here because one or more questions were not asked in a previous survey

Legend: ▨ You 2022   ▨ You 2023   ▨ Comparator 2023   ▨ Public sector 2023

Chart data:

	You 2022	You 2023	Comparator 2023	Public sector 2023
Inclusion	72%	75%	80%	79%
Satisfaction	58%	62%	69%	66%
High to severe work related stress	32%	27%	21%	24%
Plan to stay 6 months or less	6%	8%	6%	7%

People outcomes

Satisfaction question results

What this is

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

Why this is important

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

How to read this

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

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

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

Example

67% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.
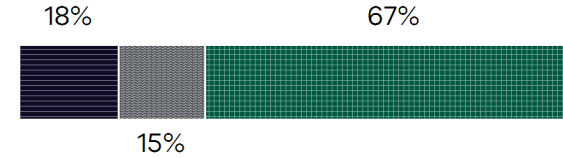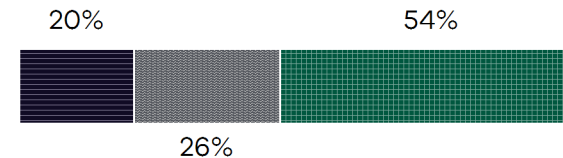
Survey question

Your results

- Dissatisfied
- Satisfied
- Neither satisfied nor dissatisfied

Considering everything, how satisfied are you with your current job
18% | 15% | 67%

How satisfied are you with the work/life balance in your current job
18% | 16% | 66%

How satisfied are you with your career development within your current organisation
20% | 26% | 54%

Benchmark satisfied results
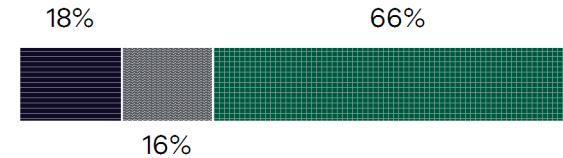
	You		Comparator		
	2022	2023	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job	62 %	67 %	68 %	75 %	81 %
How satisfied are you with the work/life balance in your current job	60 %	66 %	66 %	70 %	75 %
How satisfied are you with your career development within your current organisation	52 %	54 %	56 %	64 %	70 %

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.
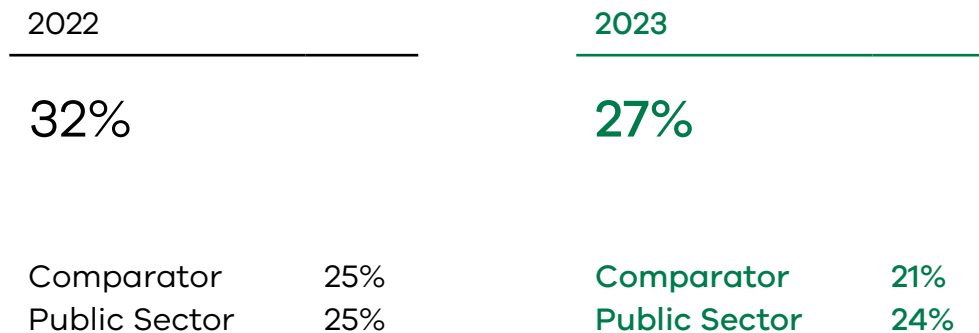
Example

27% of your staff who did the survey said they had high to severe stress in 2023. This is compared to 21% of staff in your comparator group and 24% of staff across the public sector.

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

Level	Percentage
Nil	9%
Low / mild	31%
Moderate	33%
High	14%
Very high	9%
Severe	4%
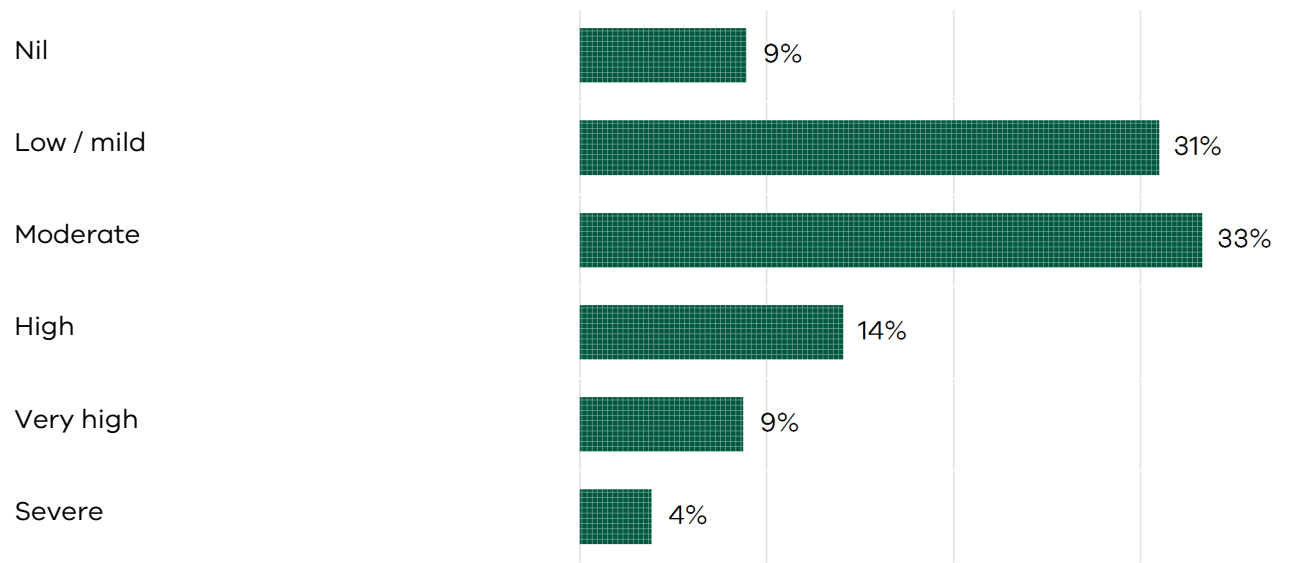
Reported levels of high to severe stress

2022		2023	
32%		**27%**	
Comparator	25%	Comparator	21%
Public Sector	25%	Public Sector	24%

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

91% of your staff who did the survey said they experienced mild to severe stress.

Of that 91%, 45% said the top reason was 'Workload'.

	948	93
	91%	9%

■ Experienced some work-related stress   ▦ Did not experience some work-related stress
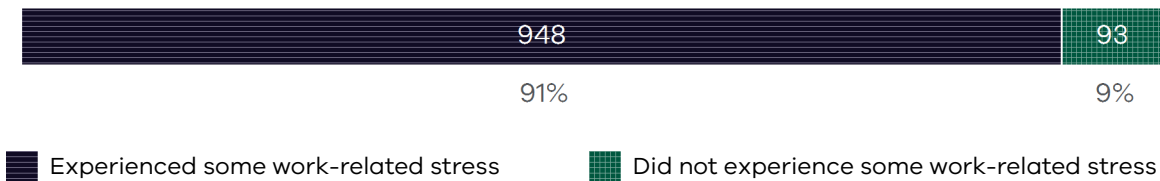
Of those that experienced work related stress it was from …	You 2022	You 2023	Comparator 2023	Public sector 2023
Workload	53%	45%	54%	49%
Time pressure	36%	35%	42%	41%
Organisation or workplace change	22%	24%	6%	11%
Technology or equipment	0%	18%	8%	8%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	16%	15%	14%	11%
Other	8%	14%	13%	12%
Unclear job expectations	13%	14%	8%	12%
Management of work (e.g. supervision, training, information, support)	13%	14%	13%	13%
Dealing with clients, patients or stakeholders	15%	13%	17%	16%
Competing home and work responsibilities	13%	11%	14%	14%

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People outcomes

Burnout levels

What this is

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

Why this is important

Burnout can affect 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 being burned out at work, as shown in the visual above the table.

Example

41% of your staff who did the survey said they felt burnout at work in 2023.

428	613
41%	59%

■ Experienced some burnout   ▦ Did not experienced any burnout
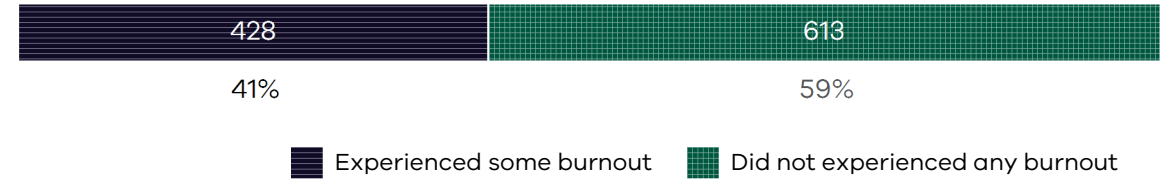
Overall, based on your definition of burnout, how would you rate your level of burnout?	You 2022	You 2023	Comparator 2023	Public sector 2023
Occasionally I am under stress, and I don't always have as much energy as I once did, but I don't feel burned out	40%	43%	48%	48%
I am definitely burning out and have one or more symptoms of burnout, such as physical and emotional exhaustion	29%	28%	23%	22%
I enjoy my work. I have no symptoms of burnout	13%	16%	19%	21%
The symptoms of burnout that I am experiencing won't go away. I think about frustration at work a lot	11%	9%	7%	6%
I feel completely burned out and often wonder if I can go on. I am at the point where I may need some changes or may need to seek some help	7%	5%	4%	3%

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

9% of your staff who did the survey said they intended to work for your organisation for Over 6 months and up to 1 year.

Employees plan to work at your organisation for …	You 2022	You 2023	Comparator 2023	Public sector 2023
6 months or less	6%	8%	6%	7%
Over 6 months and up to 1 year	11%	9%	8%	9%
Over 1 year and up to 3 years	21%	23%	21%	24%
Over 3 years and up to 5 years	16%	14%	15%	15%
Over 5 years	46%	46%	51%	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.
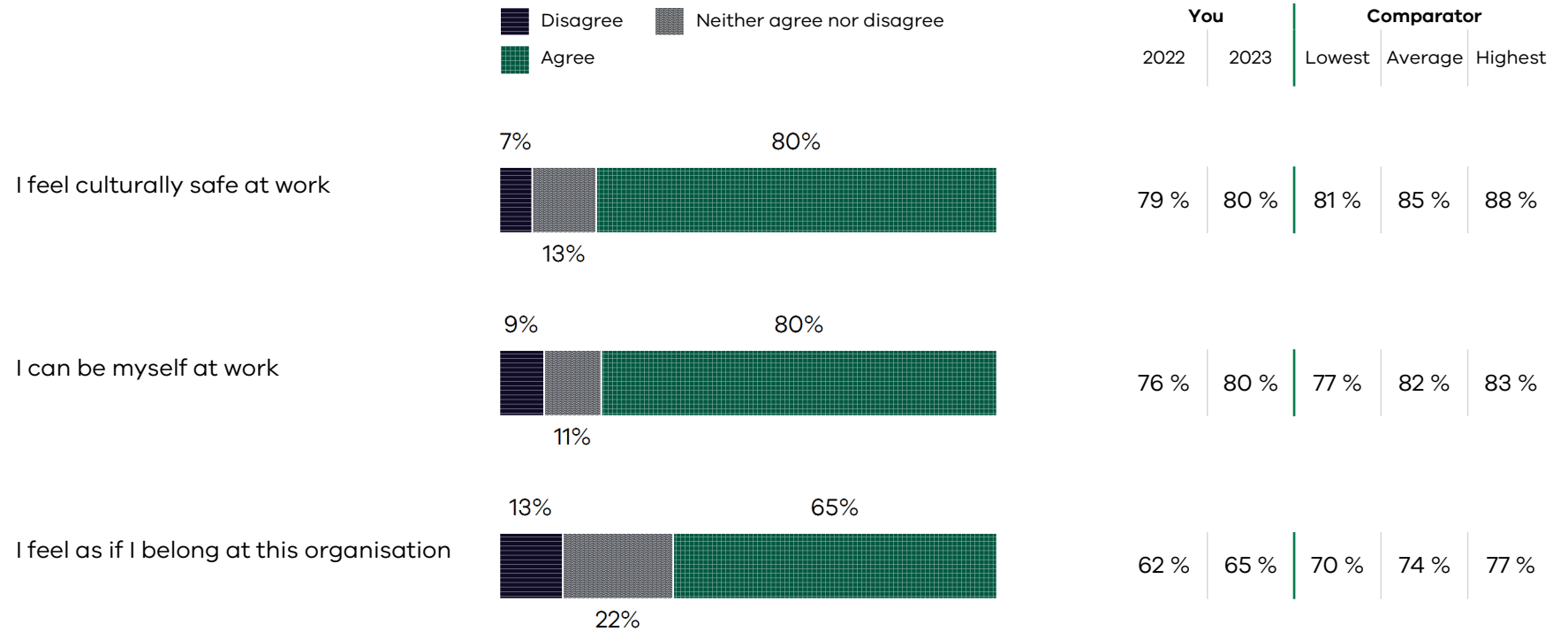
Example

80% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

Survey question

Your results

- Disagree
- Neither agree nor disagree
- Agree

Benchmark agree results

Survey question	Your results	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I feel culturally safe at work	7% / 13% / 80%	79 %	80 %	81 %	85 %	88 %
I can be myself at work	9% / 11% / 80%	76 %	80 %	77 %	82 %	83 %
I feel as if I belong at this organisation	13% / 22% / 65%	62 %	65 %	70 %	74 %	77 %

People outcomes

Inclusion - Barriers to success

What this is

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

Why this is important

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

How to read this

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

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

Example

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

Staff who experienced one or more barriers to success at work

303	738
29%	71%

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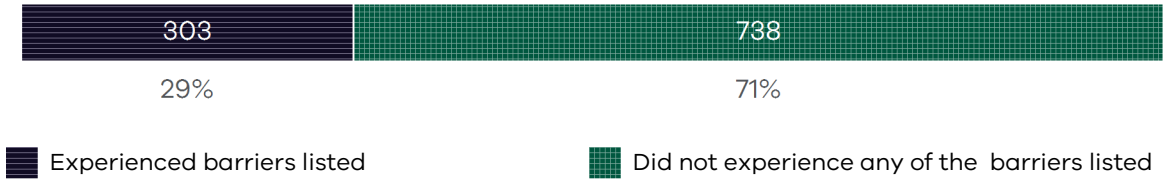
During the last 12 months, employees experienced barriers to their success due to …	You 2022	You 2023	Comparator 2023	Public sector 2023
My caring responsibilities	8%	9%	7%	7%
My mental health	8%	9%	7%	8%
My age	9%	8%	6%	7%
My flexible working	0%	7%	6%	7%
My physical health	4%	5%	4%	4%
My sex	6%	4%	3%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

Staff who witnessed one or more barriers to success at work

319	722
31%	69%

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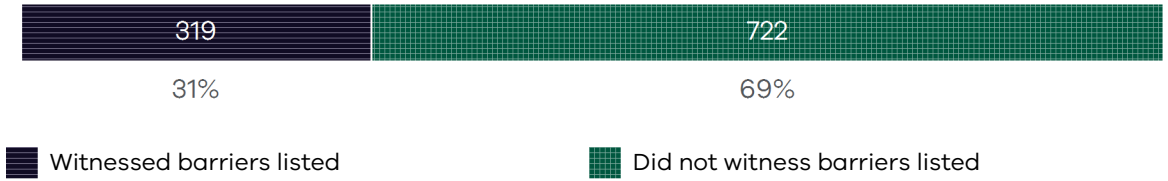
During the last 12 months, employees witnessed barriers to the success of other employees due to their...	You 2023	Comparator 2023	Public sector 2023
Flexible working	11%	9%	10%
Caring responsibilities	11%	8%	7%
Mental health	11%	7%	7%
Cultural background	8%	5%	4%
Age	8%	5%	6%
Physical health	6%	4%	4%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

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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.
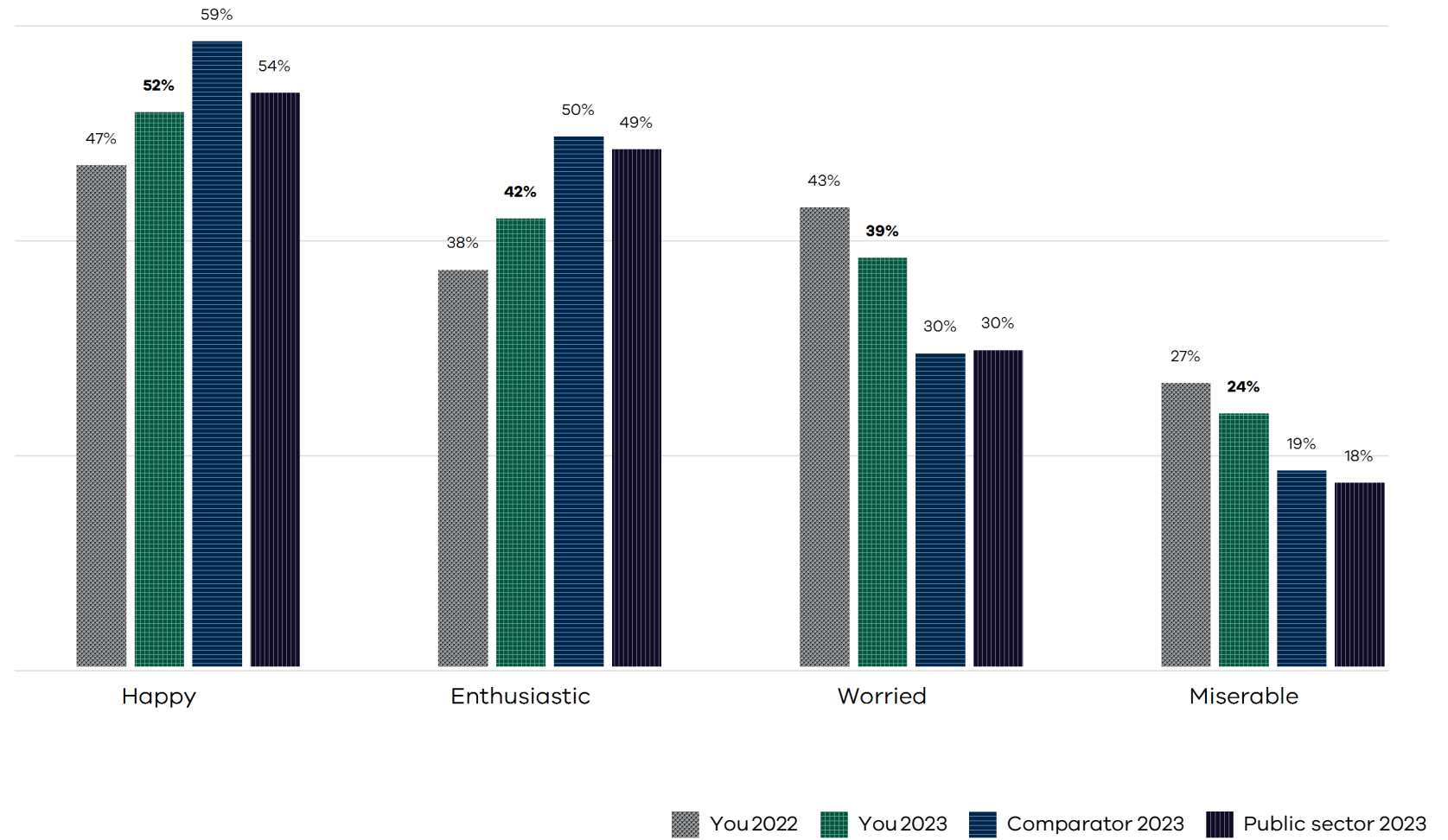
Example

In 2023:

- 52% of your staff who did the survey said work made them feel happy in 2023, which is up from 47% in 2022

Compared to:

- 59% of staff at your comparator and 54% of staff across the public sector.

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

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

	You 2022	You 2023	Comparator 2023	Public sector 2023
Happy	47%	52%	59%	54%
Enthusiastic	38%	42%	50%	49%
Worried	43%	39%	30%	30%
Miserable	27%	24%	19%	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.

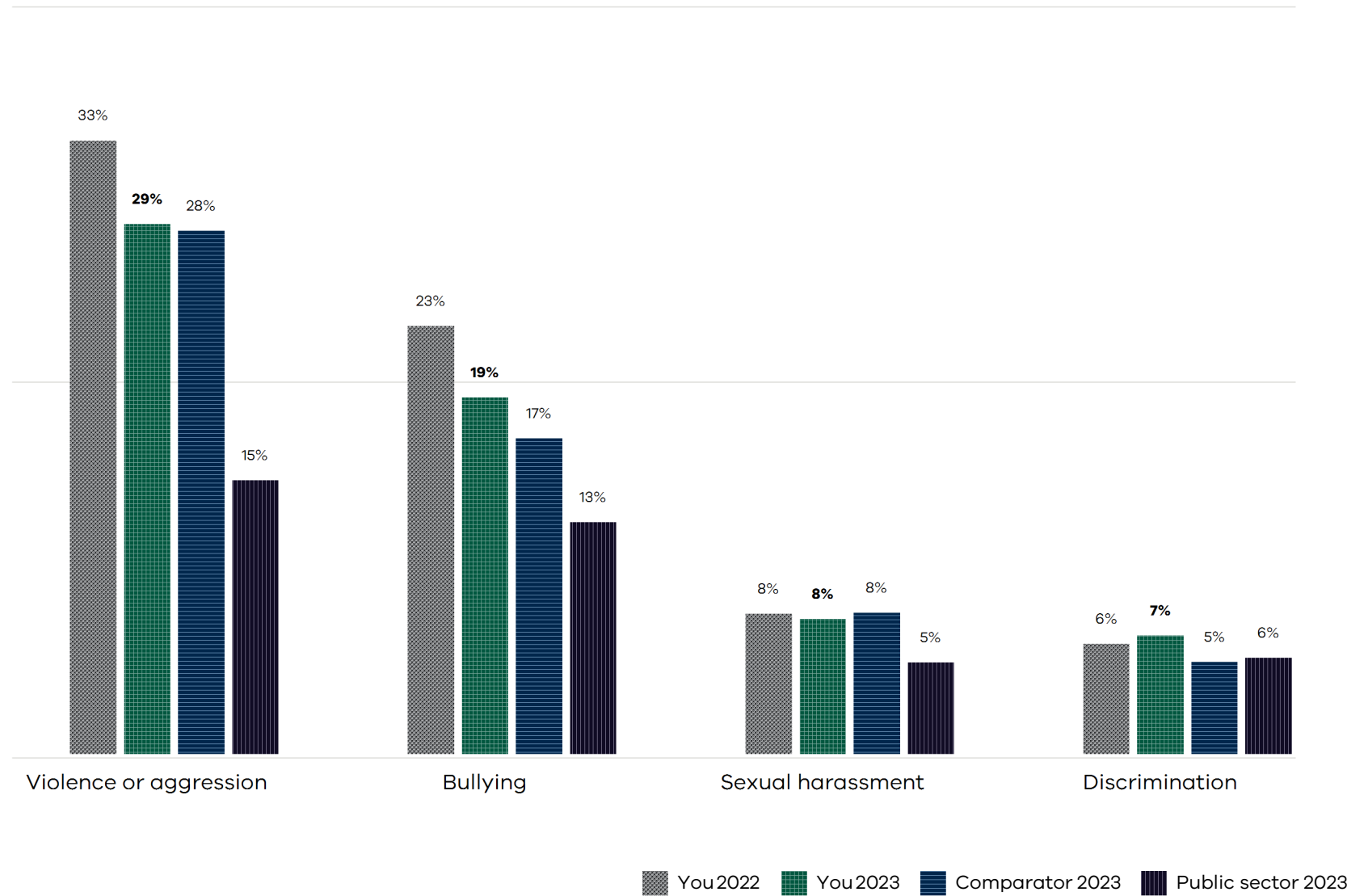You can compare these with your comparator and the public sector.

Example

In 2023:

- 29% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is down from 33% in 2022.

Compared to:

- 28% of staff at your comparator and 15% of staff across the public sector.

Chart: Negative behaviours comparison

Violence or aggression: 33% (You 2022), 29% (You 2023), 28% (Comparator 2023), 15% (Public sector 2023)

Bullying: 23% (You 2022), 19% (You 2023), 17% (Comparator 2023), 13% (Public sector 2023)

Sexual harassment: 8% (You 2022), 8% (You 2023), 8% (Comparator 2023), 5% (Public sector 2023)

Discrimination: 6% (You 2022), 7% (You 2023), 5% (Comparator 2023), 6% (Public sector 2023)

Legend: 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

19% of your staff who did the survey said they experienced bullying.

Of that 19%, 65% 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?

202	758	81
19%	73%	8%

■ Experienced bullying   ▨ Did not experience bullying   ▨ Not sure
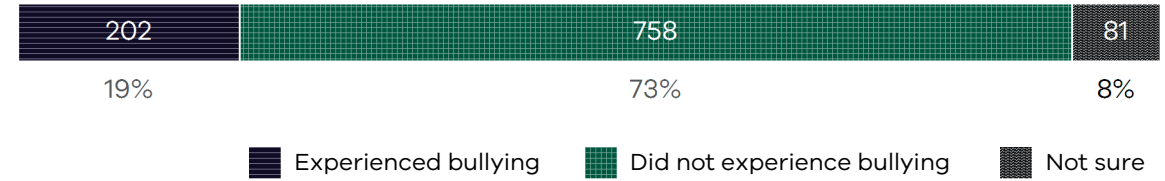
If you experienced bullying, what type of bullying did you experience?	You 2022	You 2023	Comparator 2023	Public sector 2023
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	65%	65%	71%	71%
Exclusion or isolation	43%	44%	40%	43%
Intimidation and/or threats	32%	32%	32%	29%
Withholding essential information for me to do my job	32%	26%	25%	28%
Verbal abuse	22%	20%	22%	20%
Being assigned meaningless tasks unrelated to my job	12%	14%	9%	14%
Other	12%	14%	12%	15%
Being given impossible assignment(s)	8%	8%	7%	10%
Interference with my personal property and/or work equipment	4%	5%	5%	5%

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

19% of your staff who did the survey said they experienced bullying, of which

- 49% said the top way they reported the bullying was 'Told a manager'.
- 92% said they didn't submit a formal complaint.

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

202	758	81
19%	73%	8%

- ◼ Experienced bullying
- ▨ Did not experience bullying
- ▨ Not sure
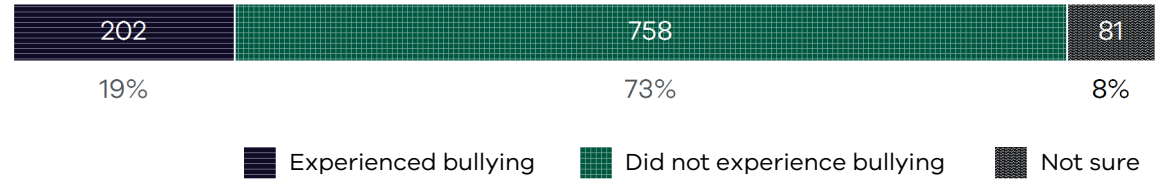
Did you tell anyone about the bullying?	You 2022	You 2023	Comparator 2023	Public sector 2023
Told a manager	49%	49%	49%	49%
Told a friend or family member	33%	35%	35%	35%
Told a colleague	40%	34%	43%	41%
Told the person the behaviour was not OK	19%	20%	15%	17%
Told someone else	15%	13%	10%	12%
I did not tell anyone about the bullying	11%	13%	12%	12%
Told Human Resources	14%	10%	11%	12%
Told employee assistance program (EAP) or peer support	11%	10%	6%	9%
Submitted a formal complaint	13%	8%	11%	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

92% of your staff who experienced bullying did not submit a formal complaint, of which:

- 48% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?
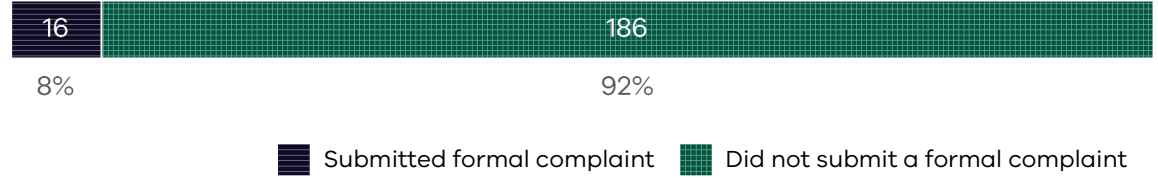
16	186
8%	92%

■ 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	45%	48%	45%	52%
I didn't think it would make a difference	53%	47%	52%	51%
I believed there would be negative consequences for my career	31%	36%	30%	40%
I didn't feel safe to report the incident	16%	18%	14%	18%
I didn't think it was serious enough	13%	17%	17%	17%
I believed there would be negative consequences for the person I was going to complain about	7%	10%	9%	10%
Other	11%	10%	13%	14%
I thought the complaint process would be embarrassing or difficult	7%	8%	9%	12%
I didn't know how to make a complaint	6%	5%	4%	5%
I didn't know who to talk to	4%	5%	4%	5%

Victorian Public Sector Commission

VICTORIA State Government

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, 19% 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.
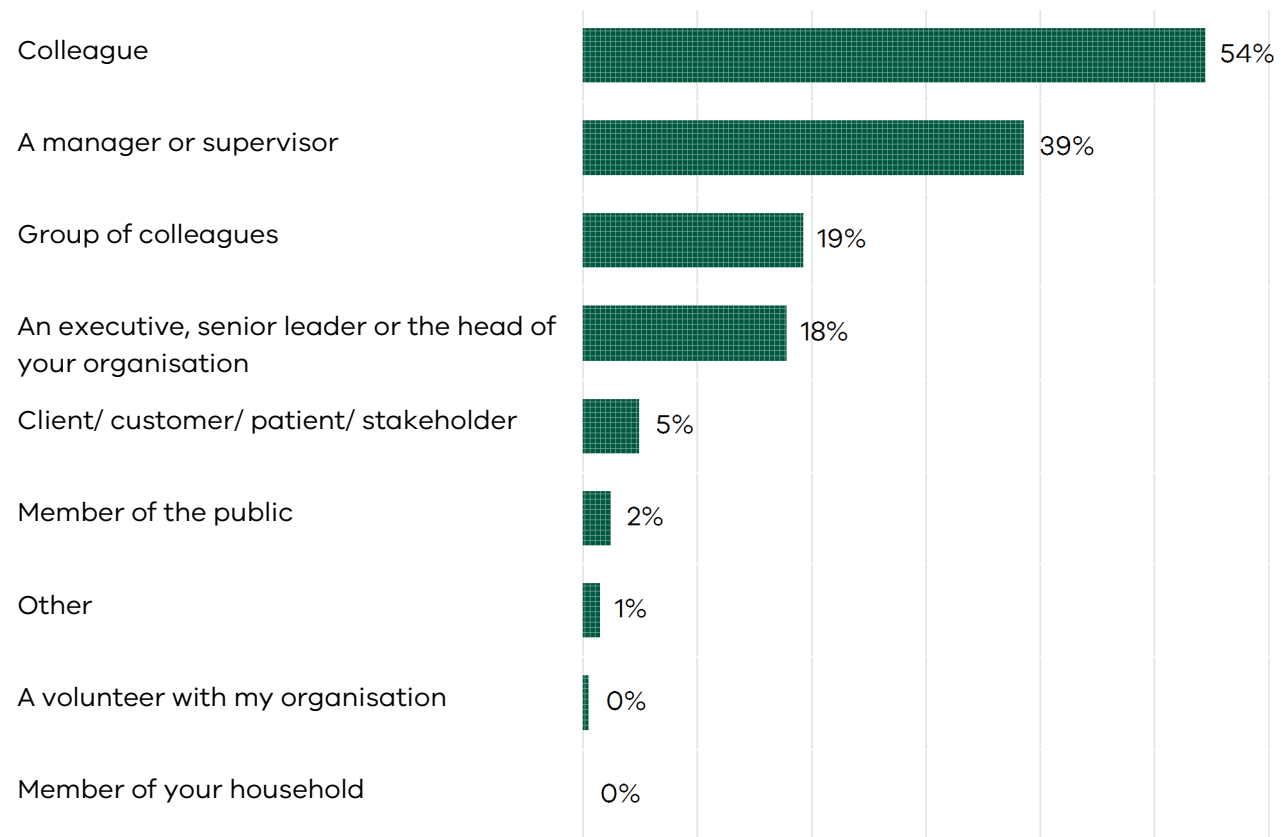
Each row is one perpetrator or group of perpetrators.

Example

19% of your staff who did the survey said they experienced bullying.

Of that 19%, 54% said it was by 'Colleague'.

202 people (19% of staff) experienced bullying (You 2023)

Perpetrator	Percentage
Colleague	54%
A manager or supervisor	39%
Group of colleagues	19%
An executive, senior leader or the head of your organisation	18%
Client/ customer/ patient/ stakeholder	5%
Member of the public	2%
Other	1%
A volunteer with my organisation	0%
Member of your household	0%

People outcomes

Relationship to perpetrator

What this is

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

Why this is important

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

How to read this

In this year's survey, 19% 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.
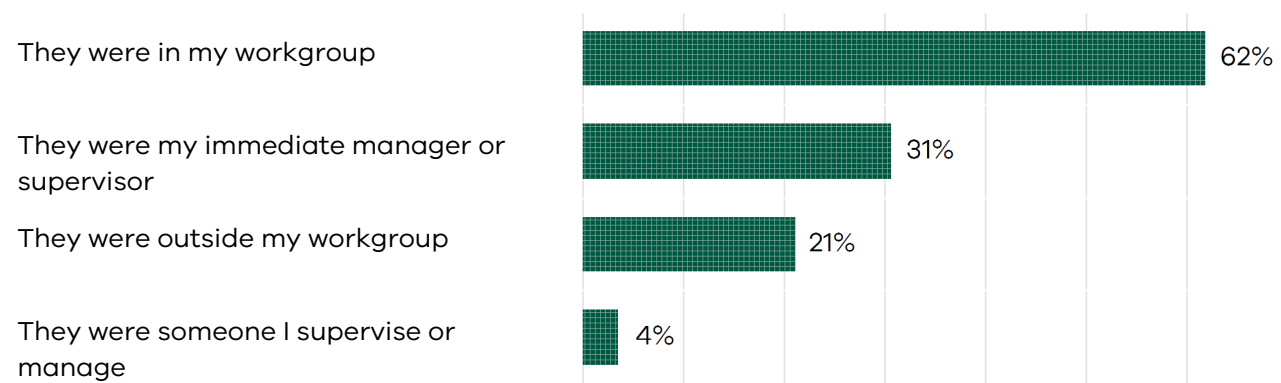
Example

19% of your staff who did the survey said they experienced bullying.

Of that 19%, 99% said it was by someone within the organisation.

Of that 99%, 62% said it was 'They were in my workgroup'.

199 people (99% of staff who experienced bullying) experienced bullying from within your organisation (You 2023)

They were in my workgroup	62%
They were my immediate manager or supervisor	31%
They were outside my workgroup	21%
They were someone I supervise or manage	4%

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

8% of your staff who did the survey said they experienced sexual harassment.

Of those, 61% 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?

79	962
8%	92%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment
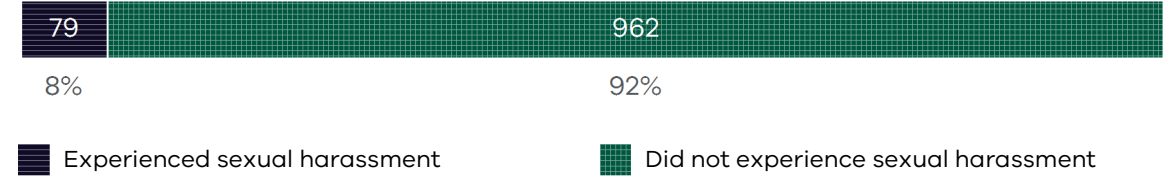
Behaviours reported	You 2022	You 2023	Comparator 2023	Public sector 2023
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	64%	61%	53%	52%
Intrusive questions about your private life or comments about your physical appearance	50%	51%	50%	47%
Inappropriate physical contact	18%	22%	25%	19%
Unwelcome touching, hugging, cornering or kissing	15%	20%	23%	17%
Inappropriate staring or leering that made you feel intimidated	13%	18%	17%	16%
Sexual gestures, indecent exposure or inappropriate display of the body	6%	8%	10%	6%
Any other unwelcome conduct of a sexual nature	4%	6%	8%	8%
Repeated or inappropriate invitations to go out on dates	3%	4%	4%	4%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	2%	1%	2%	3%
Request or pressure for sex or other sexual acts	1%	1%	2%	2%

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

8% of your staff who did the survey said they experienced sexual harassment.

Of those, 41% said their top response was 'Pretended it didn't bother you'.

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

79	962
8%	92%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment
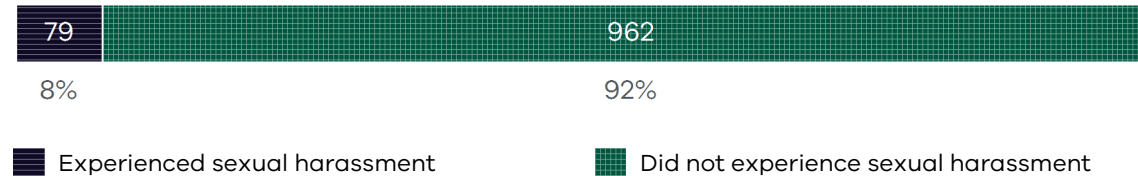
When the harassment happened to you, did you respond in any of the following ways?	You 2022	You 2023	Comparator 2023	Public sector 2023
Pretended it didn't bother you	31%	41%	42%	43%
Tried to laugh it off or forget about it	30%	41%	44%	39%
Told the person the behaviour was not OK	39%	38%	41%	30%
Told a manager	21%	30%	21%	22%
Avoided the person(s) by staying away from them	28%	29%	35%	35%
Told a colleague	32%	25%	32%	27%
Avoided locations where the behaviour might occur	14%	20%	13%	14%
Told a friend or family member	18%	18%	19%	20%
Submitted a formal complaint	6%	11%	4%	6%
Told someone else	4%	9%	6%	6%

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

89% of your staff who experienced sexual harassment did not submit a formal complaint, of which:

- 41% said the top reason was 'I didn't think it was serious enough'.

Did you submit a formal complaint?
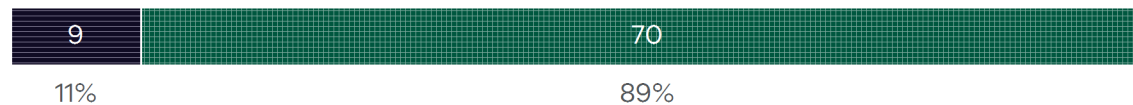
9	70
11%	89%

■ 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 was serious enough	38%	41%	47%	46%
I didn't think it would make a difference	24%	39%	43%	39%
I believed there would be negative consequences for my reputation	19%	23%	15%	29%
Other	17%	19%	10%	11%
I believed there would be negative consequences for my career	18%	16%	10%	20%
I didn't need to because I no longer had contact with the person(s) who harassed me	13%	13%	12%	10%
I believed there would be negative consequences for the person I was going to complain about	10%	7%	7%	11%
I didn't feel safe to report the incident	7%	7%	5%	7%
I didn't need to because I made the harassment stop	14%	7%	12%	10%
I didn't know how to make a complaint	6%	3%	4%	4%

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, 8% 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.
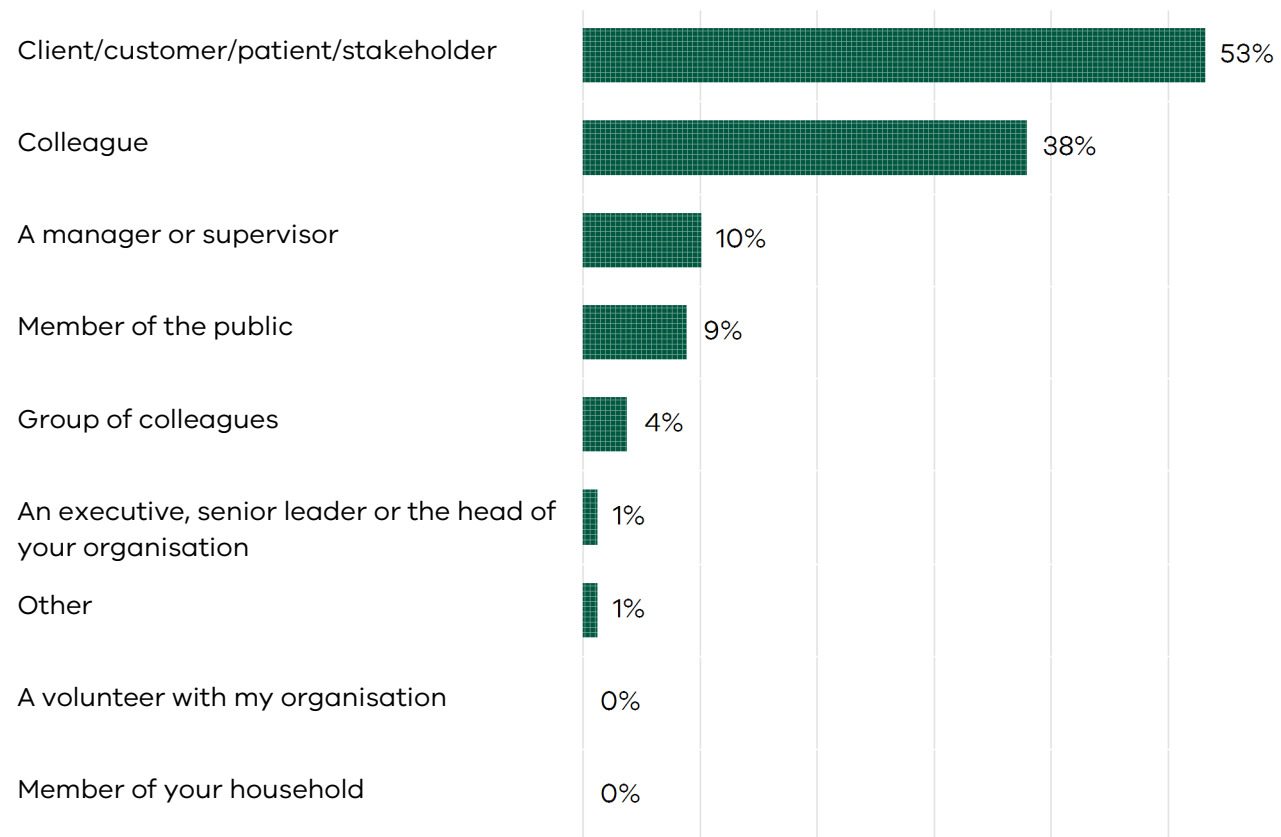
Each row is one perpetrator or group of perpetrators.

Example

8% of your staff who did the survey said they experienced sexual harassment.

Of that 8%, 53% said it was by 'Client/customer/patient/stakeholder'.

79 people (8% of staff) experienced sexual harassment (You2023)

Perpetrator	Percentage
Client/customer/patient/stakeholder	53%
Colleague	38%
A manager or supervisor	10%
Member of the public	9%
Group of colleagues	4%
An executive, senior leader or the head of your organisation	1%
Other	1%
A volunteer with my organisation	0%
Member of your household	0%

People outcomes

Relationship to perpetrator

What this is

This provides further detail on who staff have said are responsible for 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, 8% 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.
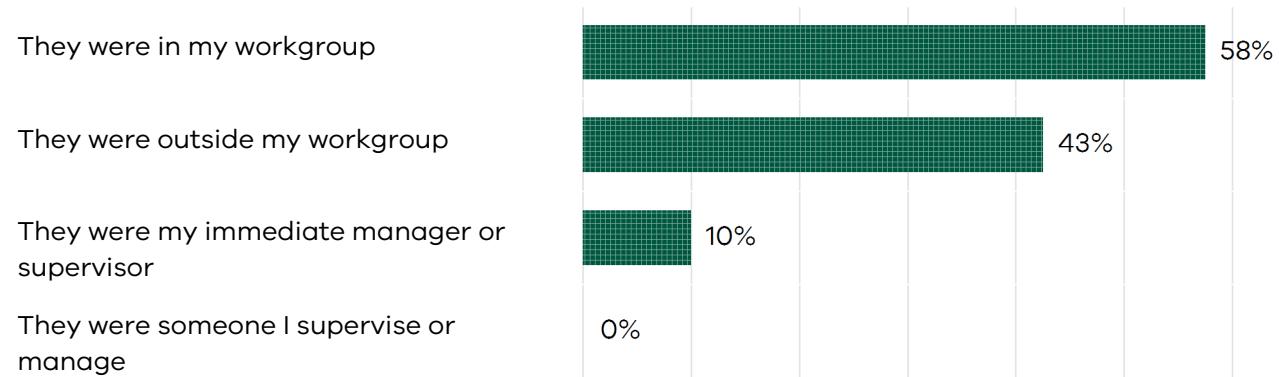
Example

8% of your staff who did the survey said they experienced sexual harassment.

Of that 8%, 51% said it was by someone within the organisation.

Of that 51%, 58% said it was 'They were in my workgroup'.

40 people (51% of staff who experienced harassment) experienced harassment from within your organisation (You 2023)

They were in my workgroup	58%
They were outside my workgroup	43%
They were my immediate manager or supervisor	10%
They were someone I supervise or manage	0%

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.
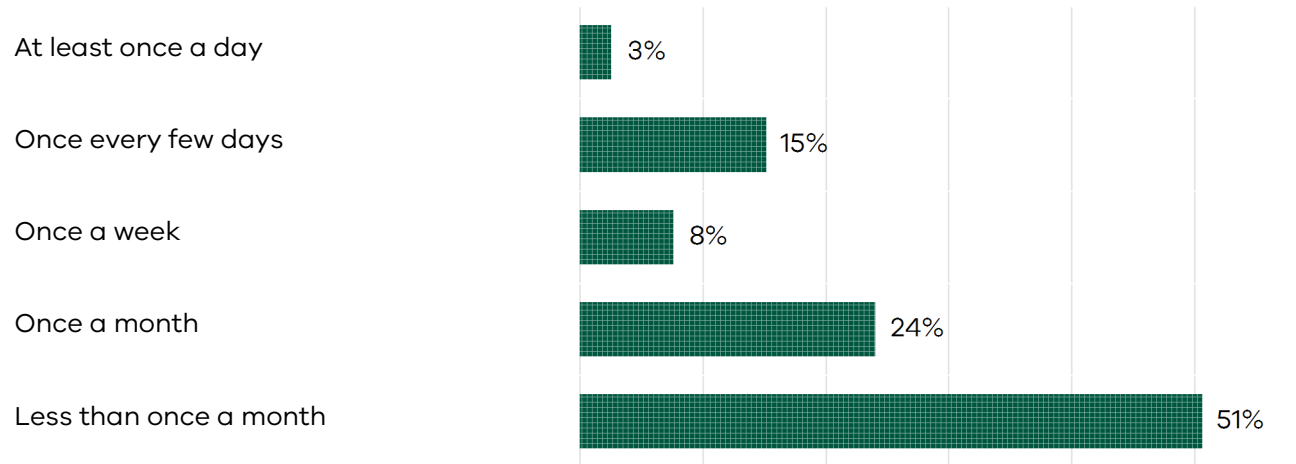
How to read this

In this year's survey, 8% 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

8% of your staff who did the survey said they experienced sexual harassment.

Of that 8%, 3% said it was 'At least once a day'.

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

Frequency	Percentage
At least once a day	3%
Once every few days	15%
Once a week	8%
Once a month	24%
Less than once a month	51%

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.
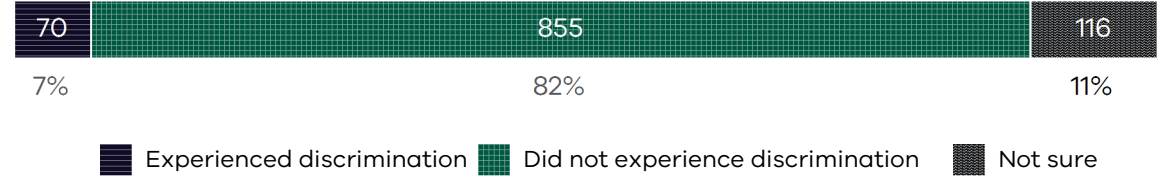
What results are shown

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%, 34% said it was 'Employment activity'.

Have you experienced discrimination at work?

70	855	116
7%	82%	11%

■ Experienced discrimination ▦ Did not experience discrimination ▨ Not sure

Why were you discriminated against?	You 2022	You 2023	Comparator 2023	Public sector 2023
Employment activity	31%	34%	33%	28%
Age	35%	29%	25%	27%
Disability	0%	17%	8%	9%

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 'Denied flexible work arrangements or other adjustments'.

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

70	855	116
7%	82%	11%

■ Experienced discrimination ■ Did not experience discrimination ■ Not sure
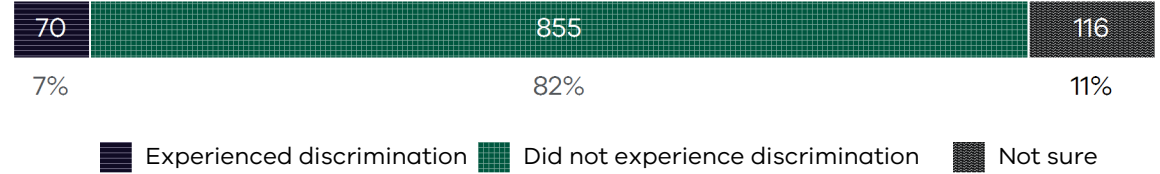
If you experienced discrimination, what type of discrimination did you experience?	You 2022	You 2023	Comparator 2023	Public sector 2023
Denied flexible work arrangements or other adjustments	20%	41%	28%	23%
Opportunities for training	20%	34%	20%	25%
Opportunities for promotion	35%	30%	28%	38%
Other	49%	30%	45%	37%
Employment security - threats of dismissal or termination	7%	14%	11%	13%
Pay or conditions offered by employer	13%	14%	12%	10%
Access to leave	5%	10%	8%	9%
Opportunities for transfer/secondment	8%	1%	9%	18%

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

- 33% said the top way they reported the discrimination was 'Told a friend or family member'.
- 91% said they didn't submit a formal complaint.

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

70	855	116
7%	82%	11%

■ Experienced discrimination ■ Did not experience discrimination ■ Not sure
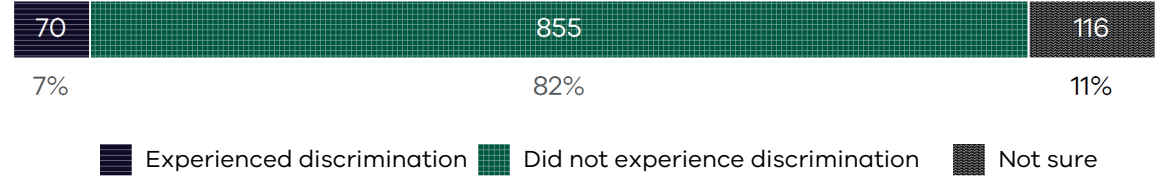
Did you tell anyone about the discrimination?	You 2022	You 2023	Comparator 2023	Public sector 2023
Told a friend or family member	27%	33%	31%	32%
Told a colleague	36%	31%	37%	37%
Told a manager	21%	27%	25%	30%
I did not tell anyone about the discrimination	24%	24%	27%	24%
Told someone else	19%	20%	12%	14%
Told employee assistance program (EAP) or peer support	16%	11%	7%	9%
Told the person the behaviour was not OK	8%	11%	9%	9%
Told Human Resources	16%	10%	10%	11%
Submitted a formal complaint	5%	9%	8%	8%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Discrimination - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

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

- 63% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal complaint?

6	64
9%	91%

■ Submitted formal complaint   ■ Did not submit a formal complaint
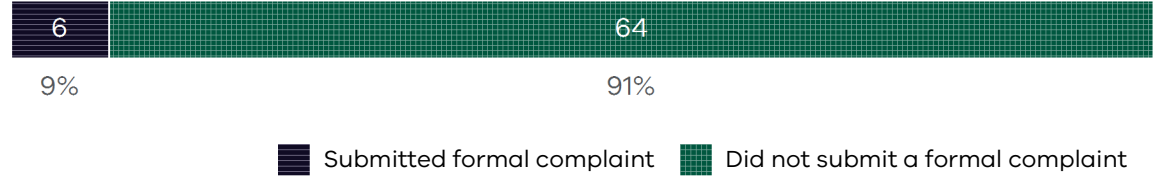
What was your reason for not submitting a formal complaint?	You 2022	You 2023	Comparator 2023	Public sector 2023
I didn't think it would make a difference	51%	63%	59%	59%
I believed there would be negative consequences for my career	42%	45%	38%	51%
I believed there would be negative consequences for my reputation	44%	44%	44%	53%
I didn't feel safe to report the incident	14%	20%	16%	18%
I didn't think it was serious enough	11%	9%	16%	12%
I thought the complaint process would be embarrassing or difficult	14%	8%	10%	11%
Other	10%	8%	11%	11%
I believed there would be negative consequences for the person I was going to complain about	8%	6%	6%	8%
I didn't know who to talk to	7%	6%	5%	6%
I didn't know how to make a complaint	8%	3%	4%	5%

Victorian Public Sector Commission

VICTORIA State Government

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.
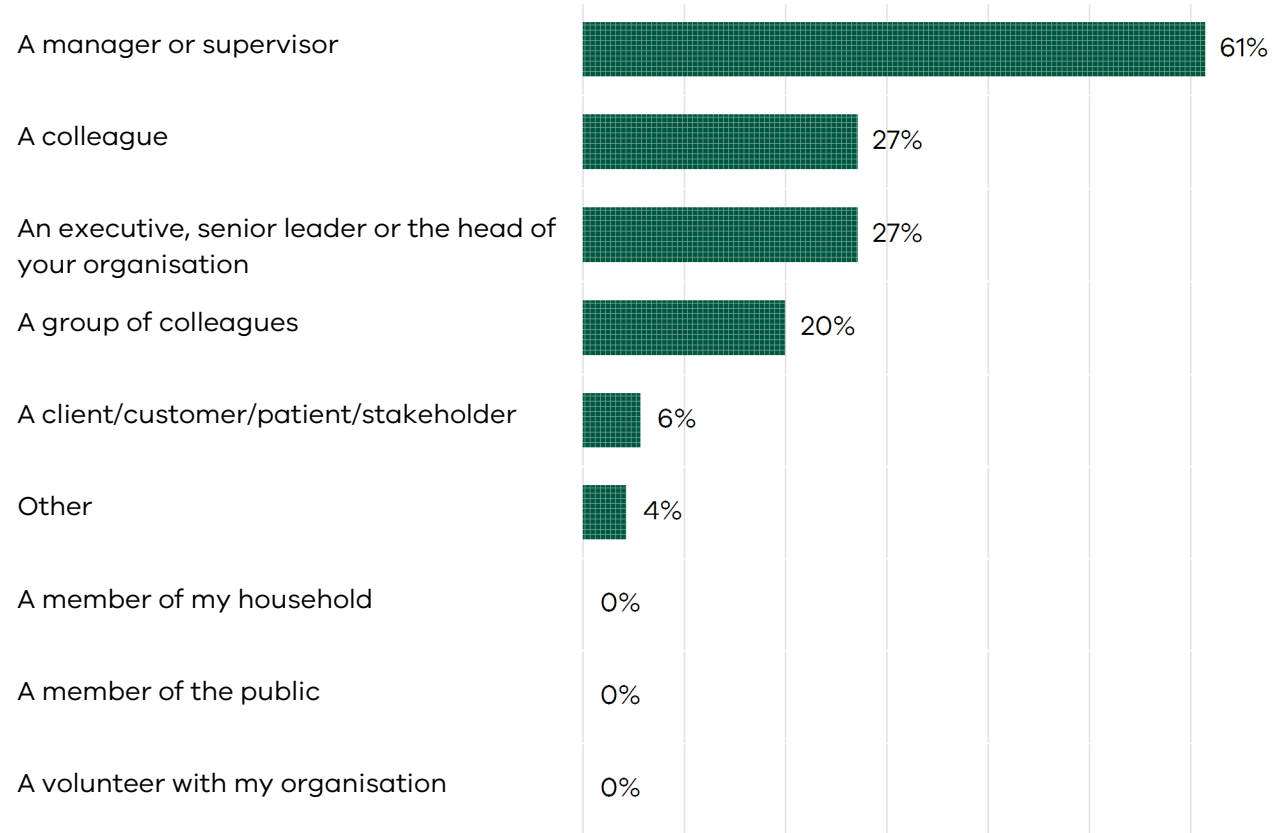
Each row is one perpetrator or group of perpetrators.

Example

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

Of that 7%, 61% said it was by 'A manager or supervisor'.

70 people (7% of staff) experienced discrimination (You 2023)

A manager or supervisor	61%
A colleague	27%
An executive, senior leader or the head of your organisation	27%
A group of colleagues	20%
A client/customer/patient/stakeholder	6%
Other	4%
A member of my household	0%
A member of the public	0%
A volunteer with my organisation	0%

People outcomes

Relationship to perpetrator

What this is

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

Why this is important

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

How to read this

In this year's survey, 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.
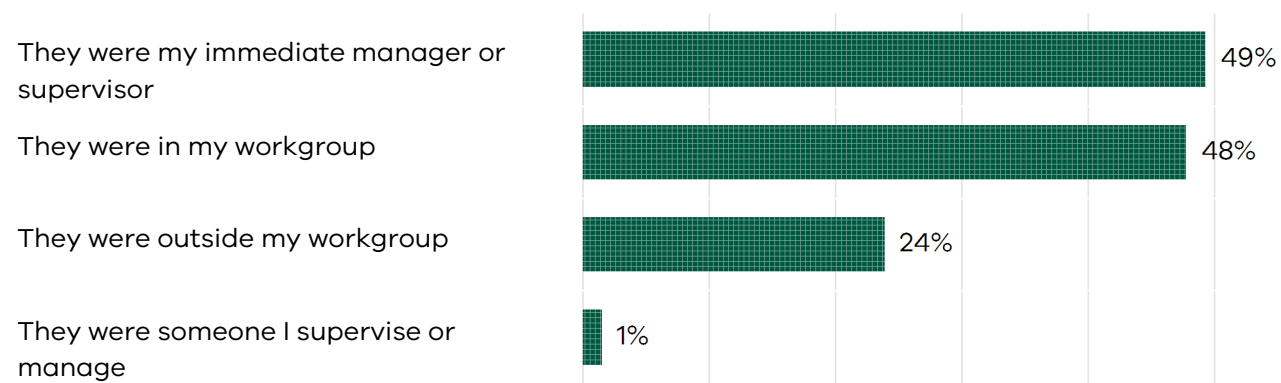
Example

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

Of that 7%, 96% said it was by someone within the organisation.

Of that 96%, 49% said it was 'They were my immediate manager or supervisor'.

67 people (96% of staff who experienced discrimination) experienced discrimination from within your organisation (You 2023)

Relationship	Percentage
They were my immediate manager or supervisor	49%
They were in my workgroup	48%
They were outside my workgroup	24%
They were someone I supervise or manage	1%

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

29% of your staff who did the survey said they experienced violence or aggression.

Of that 29%, 84% said it was from 'Abusive language'.

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

298	713	30
29%	68%	3%

■ Experienced violence or aggression　　■ Did not experience violence or aggression　　■ Not sure
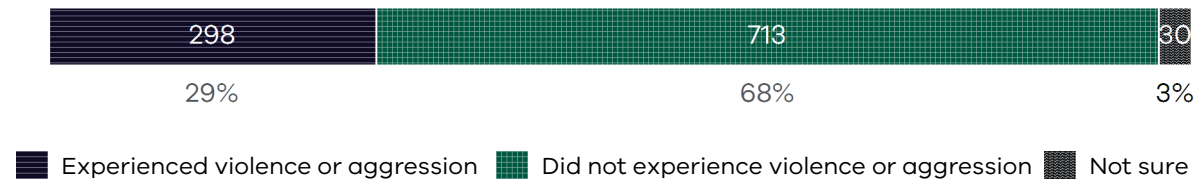
If you experienced violence or aggression, what type did you experience?	You 2022	You 2023	Comparator 2023	Public sector 2023
Abusive language	88%	84%	88%	79%
Intimidating behaviour	70%	66%	68%	70%
Threats of violence	49%	39%	46%	39%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	38%	32%	38%	27%
Damage to my property or work equipment	8%	8%	11%	7%
Other	2%	4%	3%	4%
Stalking, including cyber-stalking	2%	2%	1%	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

29% 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'
- 57% said they didn't submit a formal incident report.

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

298	713	30
29%	68%	3%

■ Experienced violence or aggression ■ Did not experience violence or aggression ▨ Not sure
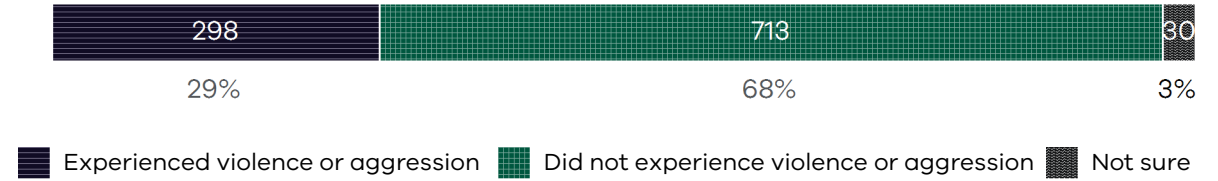
Did you tell anyone about the incident?	You 2022	You 2023	Comparator 2023	Public sector 2023
Told a manager	54%	51%	57%	56%
Submitted a formal incident report	42%	43%	34%	34%
Told a colleague	44%	43%	46%	44%
Told the person the behaviour was not OK	39%	30%	36%	29%
Told a friend or family member	18%	19%	18%	19%
I did not tell anyone about the incident(s)	7%	7%	5%	8%
Told someone else	5%	6%	4%	6%
Told employee assistance program (EAP) or peer support	6%	6%	2%	4%
Told Human Resources	5%	4%	3%	5%

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

57% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 43% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal incident report?

129	169
43%	57%

■ 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	38%	43%	40%	38%
I didn't think it was serious enough	28%	27%	32%	31%
I believed there would be negative consequences for my reputation	9%	16%	8%	17%
Other	20%	15%	21%	22%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	16%	14%	15%	14%
I believed there would be negative consequences for my career	8%	13%	5%	14%
I didn't need to because I made the violence or aggression stop	19%	11%	15%	15%
I didn't feel safe to report the incident	2%	5%	3%	6%
I believed there would be negative consequences for the person I was going to complain about	3%	3%	2%	4%
I didn't know how to make a complaint	3%	2%	2%	3%

Victorian Public Sector Commission

VICTORIA State Government

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.

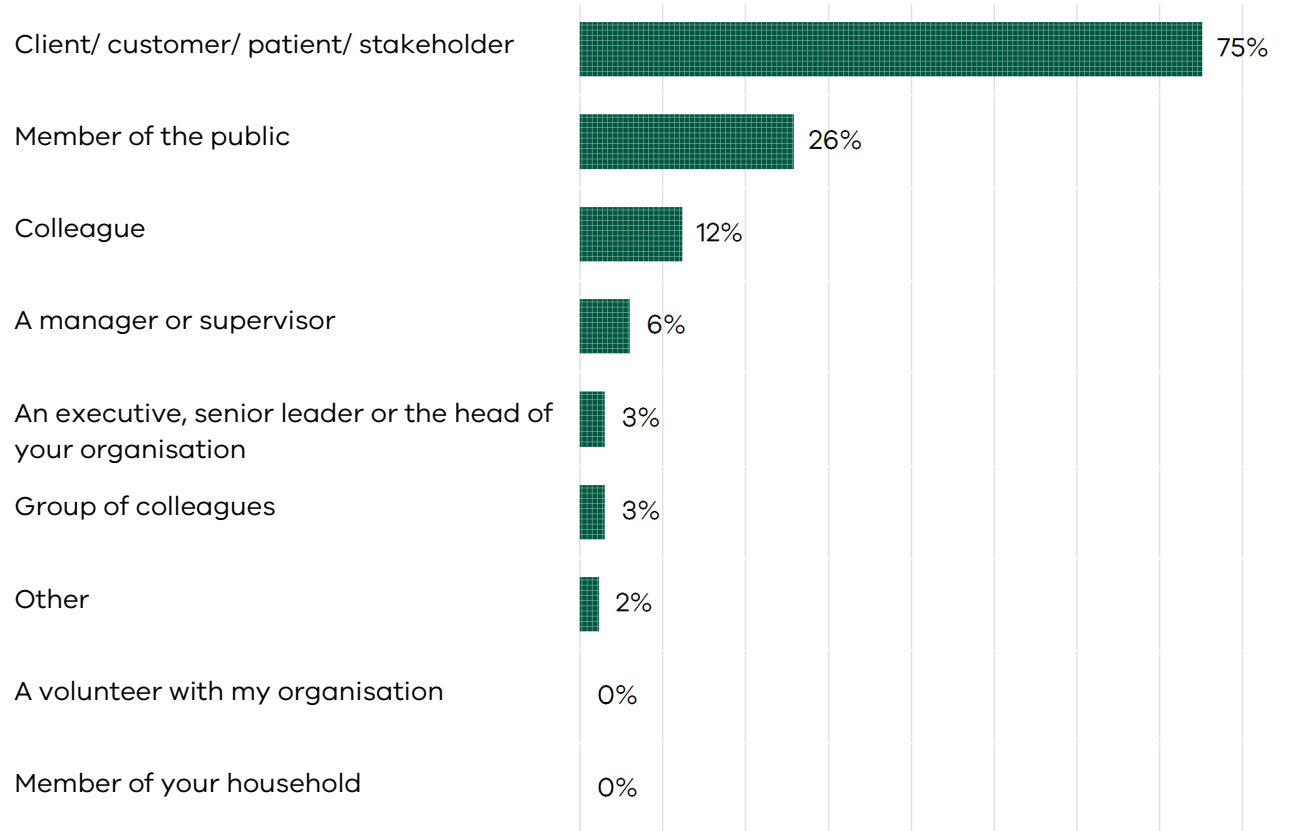In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or a group of perpetrators.

Example

29% of your staff who did the survey said they experienced violence or aggression.

Of that 29%, 75% said it was 'Client/ customer/ patient/ stakeholder'.

298 people (29% of staff) experienced violence or aggression (You2023)

Perpetrator	%
Client/ customer/ patient/ stakeholder	75%
Member of the public	26%
Colleague	12%
A manager or supervisor	6%
An executive, senior leader or the head of your organisation	3%
Group of colleagues	3%
Other	2%
A volunteer with my organisation	0%
Member of your household	0%

People outcomes

Relationship to perpetrator

What this is

This provides further detail on who staff have said are responsible for 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, 29% 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.
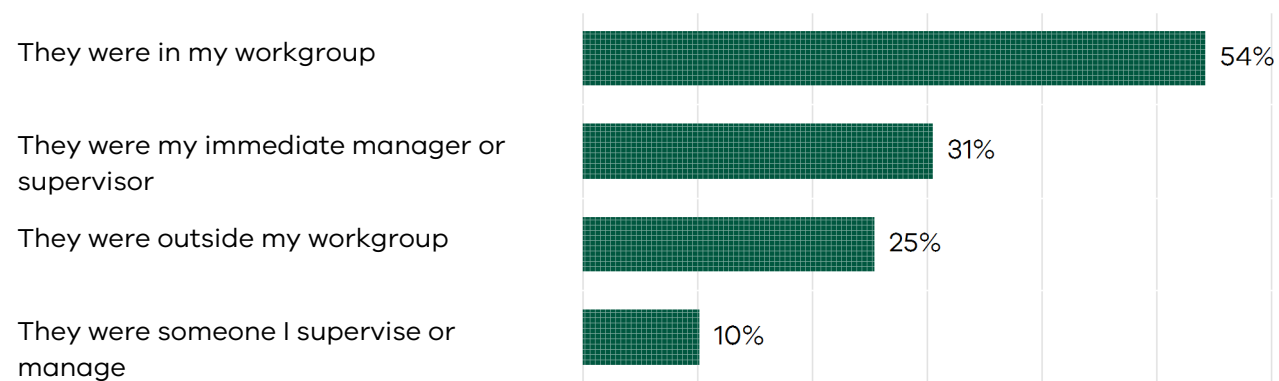
Example

29% of your staff who did the survey said they experienced violence or aggression.

Of that 29%, 20% said it was by someone within the organisation.

Of that 20%, 54% said it was 'They were in my workgroup'.

---

59 people (20% of staff who experienced violence or aggression) experienced violence or aggression from within your organisation (You2023)

They were in my workgroup — 54%

They were my immediate manager or supervisor — 31%

They were outside my workgroup — 25%

They were someone I supervise or manage — 10%

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

33% of your staff who did the survey said they witnessed some negative behaviour at work.

67% 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?

348	693
33%	67%

■ 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	67%	71%	79%
Bullying of a colleague	22%	19%	14%
Discrimination against a colleague	12%	9%	8%
Violence or aggression against a colleague	11%	9%	5%
Sexual harassment of a colleague	2%	1%	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

33% of your staff who did the survey witnessed negative behaviour, of which:

- 73% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 7% took no action.

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

348	693
33%	67%

■ 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	73%	69%	70%
Told a manager	41%	40%	39%
Told the person the behaviour was not OK	29%	28%	22%
Spoke to the person who behaved in a negative way	22%	24%	19%
Told a colleague	18%	20%	20%
Told Human Resources	9%	6%	7%
Took no action	7%	7%	8%
Other	6%	5%	6%
Submitted a formal complaint	5%	7%	6%

Victorian Public Sector Commission

VICTORIA State Government

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

56% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.
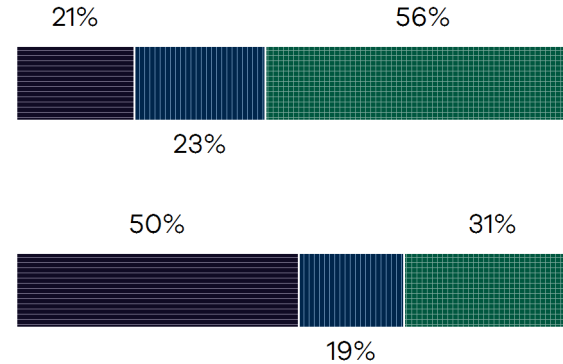
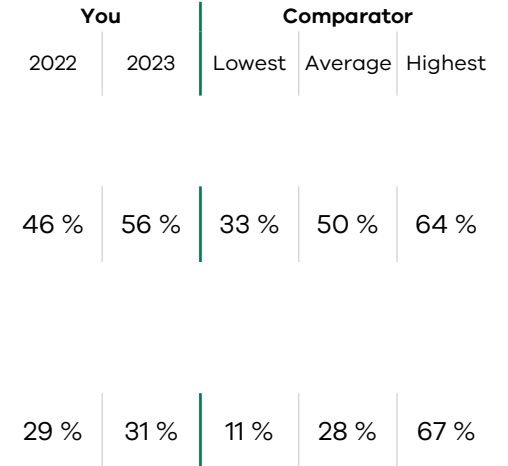**Were you satisfied with the way your formal complaint was handled**

Legend: No | Don't know | Yes

Survey question	Your results	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
Violence or aggression	No 21% / Don't know 23% / Yes 56%	46 %	56 %	33 %	50 %	64 %
Bullying	No 50% / Don't know 19% / Yes 31%	29 %	31 %	11 %	28 %	67 %

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2023

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- Aboriginal and/or Torres Strait Islander
- Disability
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- Employment
- Adjustments
- Caring
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Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Meaningful work', the 'You 2023' column shows 92% of your staff agreed with 'I can make a worthwhile contribution at work'.

In the 'Change from 2022' column, you have a 2% 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	92%	+2%	94%
Job enrichment	I can use my skills and knowledge in my job	92%	+1%	93%
Meaningful work	I achieve something important through my work	91%	+2%	93%
Job enrichment	I understand how my job helps my organisation achieve its goals	87%	+1%	91%
Collaboration	I am able to work effectively with others outside my immediate workgroup	83%	+4%	87%
Job enrichment	I clearly understand what I am expected to do in this job	82%	–1%	90%
Meaningful work	I get a sense of accomplishment from my work	82%	+2%	87%
Manager leadership	My manager treats employees with dignity and respect	81%	+3%	85%
Inclusion	I feel culturally safe at work	80%	+1%	85%
Inclusion	I can be myself at work	80%	+4%	82%

Victorian Public Sector Commission

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Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Taking action', the 'You 2023' column shows 14% of your staff agreed with 'My organisation has made improvements based on the survey results from last year'.
This question was not asked in 2022.

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	14%	Not asked in 2022	36%
Taking action	I believe my organisation will make improvements based on the results of this survey	32%	+0%	51%
Safety climate	All levels of my organisation are involved in the prevention of stress	34%	+4%	43%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	36%	+3%	49%
Organisational integrity	I believe the promotion processes in my organisation are fair	38%	+1%	48%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	40%	+2%	48%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	41%	+4%	54%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	43%	+1%	49%
Organisational integrity	I have an equal chance at promotion in my organisation	44%	+5%	52%
Senior leadership	Senior leaders provide clear strategy and direction	44%	+5%	59%

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 'Flexible working', the 'You 2023' column shows 69% of your staff agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.
In the 'Increase from 2022' column, you have a 8% increase, which is a positive trend.

Question group	Most improved from last year	You 2023	Increase from 2022	Comparator 2023
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	69%	+8%	66%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	67%	+8%	66%
Manager support	I receive meaningful recognition when I do good work	57%	+8%	60%
Patient safety climate	Trainees in my discipline are adequately supervised	60%	+7%	62%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	57%	+7%	64%
Learning and development	My organisation places a high priority on the learning and development of staff	53%	+7%	63%
Workload	I have enough time to do my job effectively	53%	+7%	56%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	54%	+7%	61%
Collaboration	Workgroups across my organisation willingly share information with each other	56%	+7%	64%
Patient safety climate	This health service does a good job of training new and existing staff	51%	+7%	57%

Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

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

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

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

Example

On the first row 'Job enrichment', the 'You 2023' column shows 71% of your staff agreed with 'I have the authority to do my job effectively'.
In the 'Decrease from 2022' column, you have a 3% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2023	Decrease from 2022	Comparator 2023
Job enrichment	I have the authority to do my job effectively	71%	-3%	80%
Job enrichment	I clearly understand what I am expected to do in this job	82%	-1%	90%

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 'Flexible working', the 'You 2023' column shows 69% of your staff agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.

The 'difference' column, shows that agreement for this question was 2 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2023	Difference	Comparator 2023
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	69%	+2%	66%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	67%	+0%	66%

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Key differences

Biggest negative difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Taking action', the 'You 2023' column shows 14% of your staff agreed with 'My organisation has made improvements based on the survey results from last year'.

The 'difference' column, shows that agreement for this question was 21 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2023	Difference	Comparator 2023
Taking action	My organisation has made improvements based on the survey results from last year	14%	-21%	36%
Taking action	I believe my organisation will make improvements based on the results of this survey	32%	-19%	51%
Organisational integrity	My organisation is committed to earning a high level of public trust	61%	-15%	76%
Senior leadership	Senior leaders provide clear strategy and direction	44%	-15%	59%
Engagement	My organisation inspires me to do the best in my job	49%	-15%	63%
Engagement	I would recommend my organisation as a good place to work	54%	-14%	68%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	36%	-14%	49%
Senior leadership	Senior leaders model my organisation's values	49%	-14%	62%
Engagement	I am proud to tell others I work for my organisation	58%	-13%	72%
Engagement	My organisation motivates me to help achieve its objectives	49%	-13%	62%

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

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Taking action

What this is

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

Why this is important

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

How to read this

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

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

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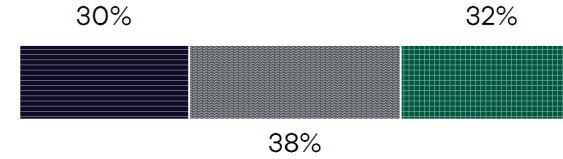
Example

32% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will make improvements based on the results of this survey'.
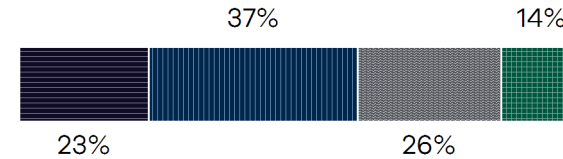
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I believe my organisation will make improvements based on the results of this survey	30% / 38% / 32%	32 %	32 %	42 %	51 %	59 %
My organisation has made improvements based on the survey results from last year	23% / 37% / 26% / 14%	Not asked	14 %	23 %	36 %	45 %

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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.

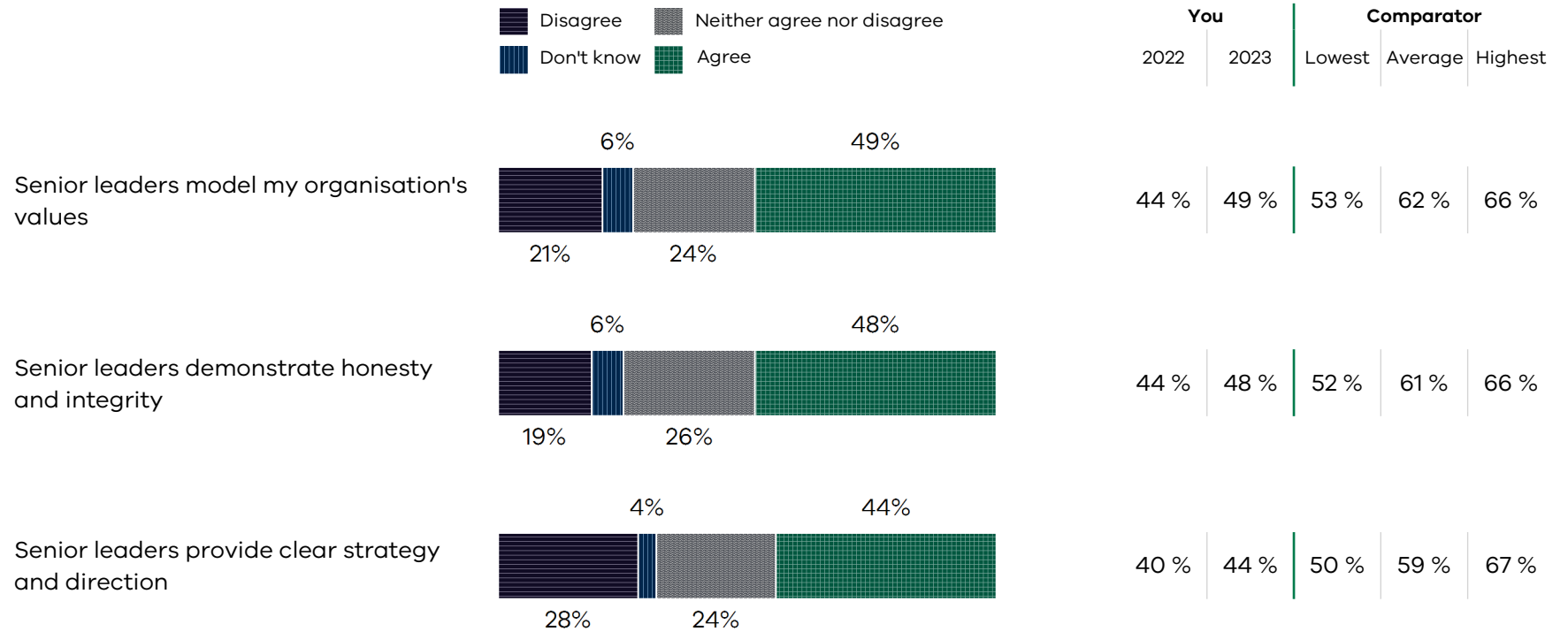Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

49% of your staff who did the survey agreed or strongly agreed with 'Senior leaders model my organisation's values'.

Survey question	Your results	Benchmark agree results

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

Survey question	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders model my organisation's values (21% Disagree, 6% Don't know, 24% Neither, 49% Agree)	44 %	49 %	53 %	62 %	66 %
Senior leaders demonstrate honesty and integrity (19% Disagree, 6% Don't know, 26% Neither, 48% Agree)	44 %	48 %	52 %	61 %	66 %
Senior leaders provide clear strategy and direction (28% Disagree, 4% Don't know, 24% Neither, 44% Agree)	40 %	44 %	50 %	59 %	67 %

Victorian Public Sector Commission

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People matter survey

2023

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Topical questions

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

Demographics

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

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.
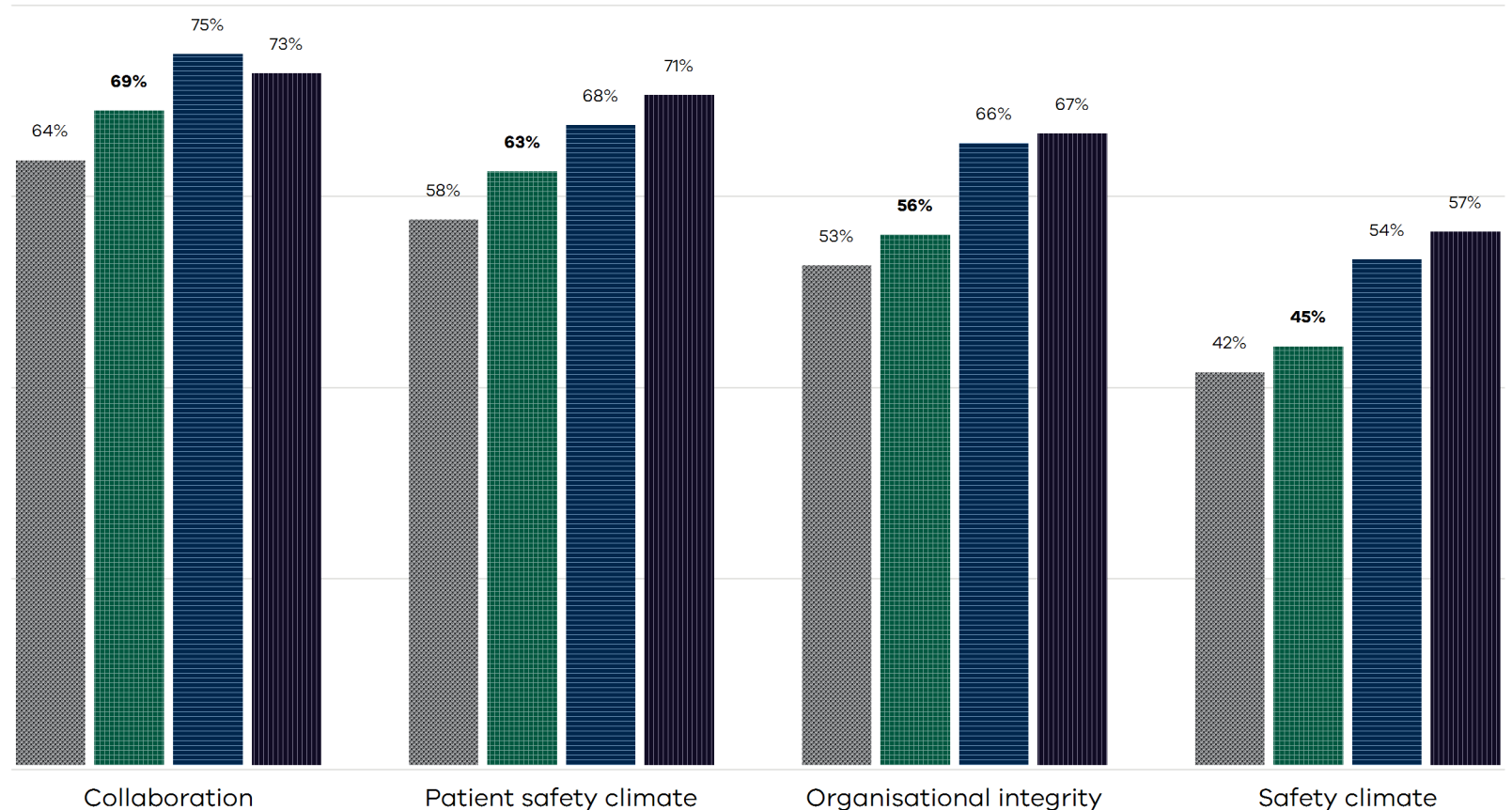
Example

In 2023:

- 69% of your staff who did the survey responded positively to questions about Collaboration which is up from 64% in 2022.

Compared to:

- 75% of staff at your comparator and 73% 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 2022 | You 2023 | Comparator 2023 | Public sector 2023

Chart values:
- Collaboration: 64%, 69%, 75%, 73%
- Patient safety climate: 58%, 63%, 68%, 71%
- Organisational integrity: 53%, 56%, 66%, 67%
- Safety climate: 42%, 45%, 54%, 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.
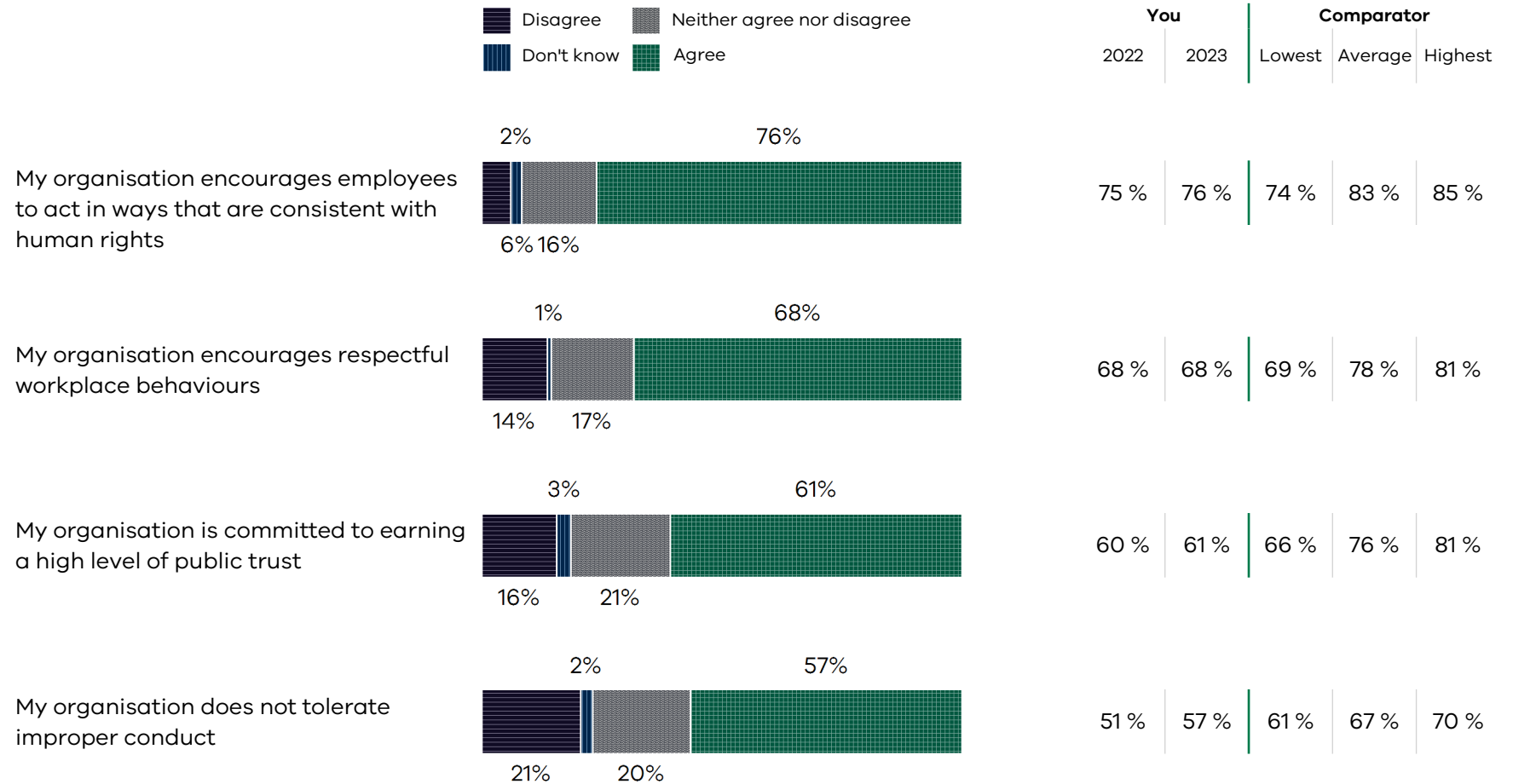
Example

76% 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				Benchmark agree results				
					You		**Comparator**		
					2022	2023	Lowest	Average	Highest

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

Survey question		You 2022	You 2023	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	2% / 76% / 6% 16%	75 %	76 %	74 %	83 %	85 %
My organisation encourages respectful workplace behaviours	1% / 68% / 14% 17%	68 %	68 %	69 %	78 %	81 %
My organisation is committed to earning a high level of public trust	3% / 61% / 16% 21%	60 %	61 %	66 %	76 %	81 %
My organisation does not tolerate improper conduct	2% / 57% / 21% 20%	51 %	57 %	61 %	67 %	70 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Organisational integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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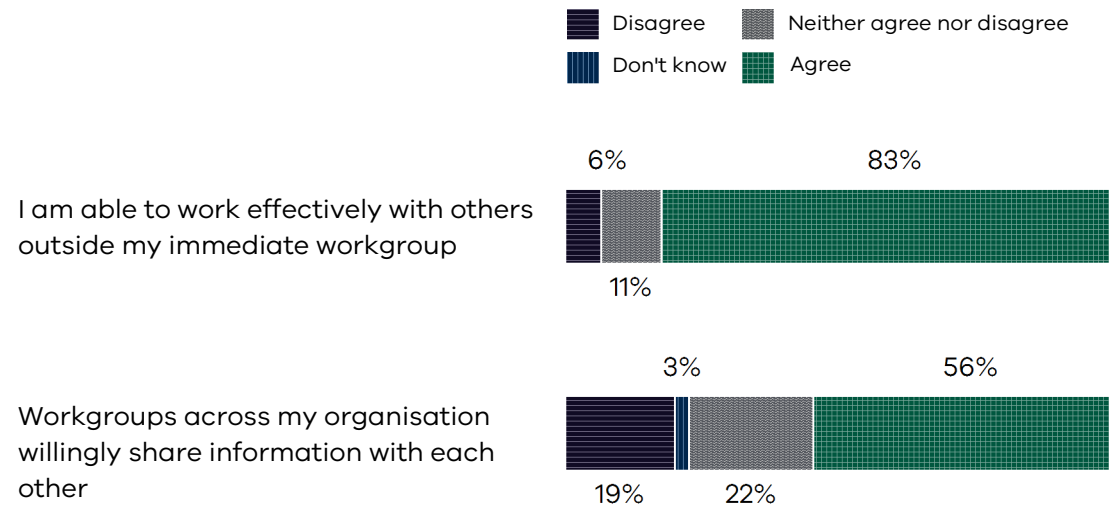
Example

55% of your staff who did the survey agreed or strongly agreed with 'I believe the recruitment processes in my organisation are fair'.

Survey question	Your results		You		Comparator		
			2022	2023	Lowest	Average	Highest

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

Survey question	Disagree	Don't know	Neither agree nor disagree	Agree	You 2022	You 2023	Lowest	Average	Highest
I believe the recruitment processes in my organisation are fair	17%	6%	22%	55%	51 %	55 %	53 %	63 %	66 %
My organisation takes steps to eliminate bullying, harassment and discrimination	20%	4%	22%	54%	47 %	54 %	55 %	61 %	66 %
I have an equal chance at promotion in my organisation	22%		35%	44%	39 %	44 %	46 %	52 %	56 %
I believe the promotion processes in my organisation are fair	25%	9%	28%	38%	36 %	38 %	39 %	48 %	52 %

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.
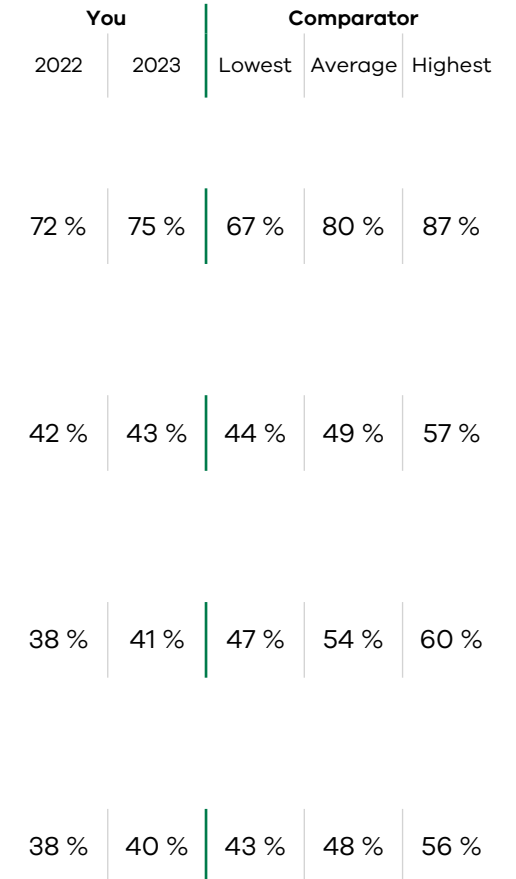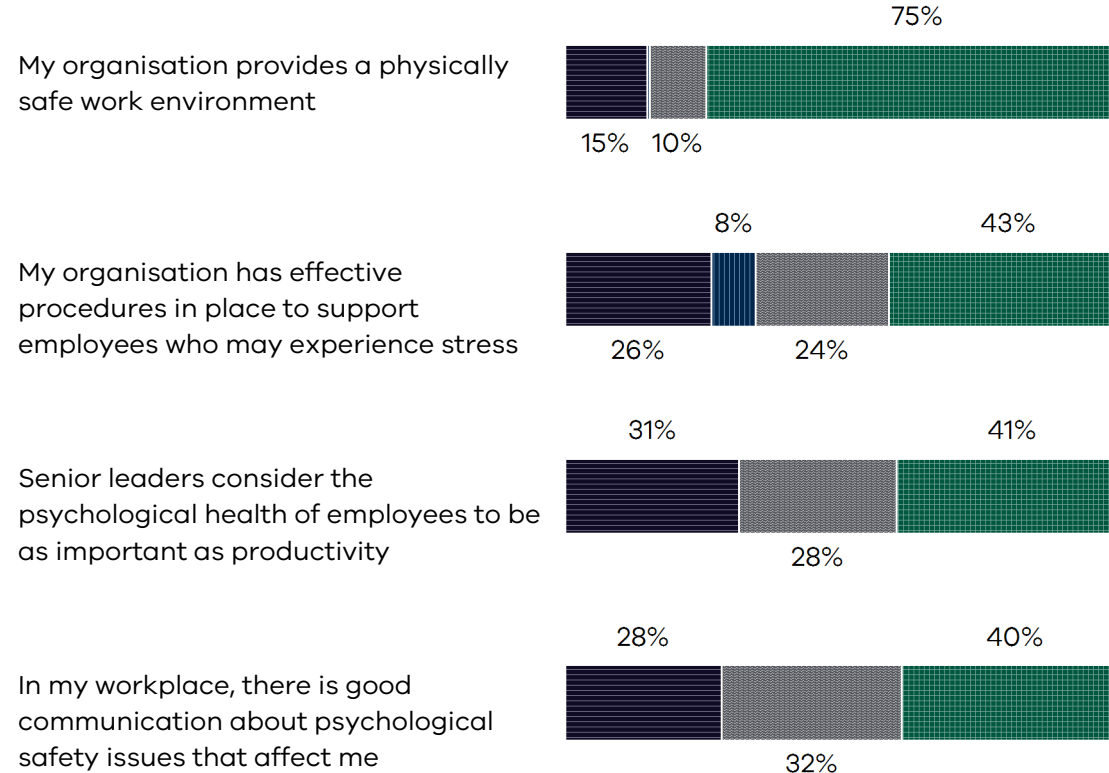
Example

83% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

Survey question

Your results

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

I am able to work effectively with others outside my immediate workgroup
6% | 83% | 11%

Workgroups across my organisation willingly share information with each other
3% | 56% | 19% | 22%

Benchmark agree results

Survey question	You		Comparator		
	2022	2023	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	79 %	83 %	82 %	87 %	89 %
Workgroups across my organisation willingly share information with each other	49 %	56 %	58 %	64 %	70 %

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

75% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Survey question — Your results — Benchmark agree results

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

Survey question		You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My organisation provides a physically safe work environment	15% / 10% / 75%	72 %	75 %	67 %	80 %	87 %
My organisation has effective procedures in place to support employees who may experience stress	26% / 8% / 24% / 43%	42 %	43 %	44 %	49 %	57 %
Senior leaders consider the psychological health of employees to be as important as productivity	31% / 28% / 41%	38 %	41 %	47 %	54 %	60 %
In my workplace, there is good communication about psychological safety issues that affect me	28% / 32% / 40%	38 %	40 %	43 %	48 %	56 %

Organisational climate

Safety climate 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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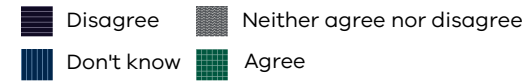
Example

36% 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				

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

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

Senior leaders show support for stress prevention through involvement and commitment

32% ... 36%
32%

| 33 % | 36 % | 42 % | 49 % | 56 % |

All levels of my organisation are involved in the prevention of stress

35% ... 34%
31%

| 30 % | 34 % | 35 % | 43 % | 49 % |

Victorian Public Sector Commission

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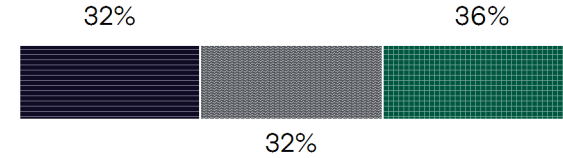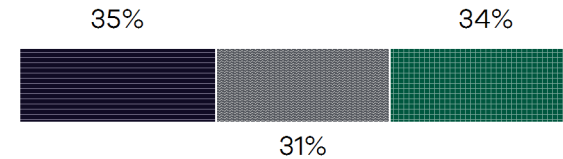
Organisational climate

Patient safety climate 1 of 2

What this is

This is the safety culture in a healthcare workplace.

Why this is important

A good patient safety climate means safe, high-quality care and experiences.

The Victorian Managed Insurance Authority and the Victorian Quality Council developed these tools.

How to read this

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

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

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

Example

76% of your staff who did the survey agreed or strongly agreed with 'I am encouraged by my colleagues to report any patient safety concerns I may have'.
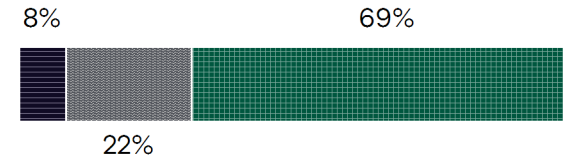
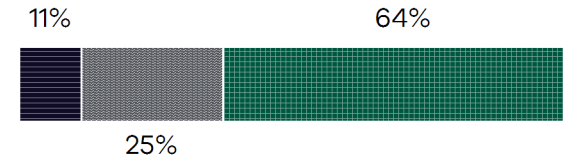## Survey question / Your results / Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
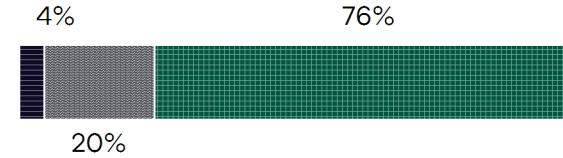
Survey question	Your results	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I am encouraged by my colleagues to report any patient safety concerns I may have	4% / 20% / 76%	74 %	76 %	75 %	80 %	85 %
My suggestions about patient safety would be acted upon if I expressed them to my manager	8% / 22% / 69%	64 %	69 %	66 %	73 %	79 %
Management is driving us to be a safety-centred organisation	11% / 25% / 64%	58 %	64 %	65 %	71 %	77 %
Patient care errors are handled appropriately in my work area	7% / 13% / 18% / 62%	59 %	62 %	56 %	66 %	72 %

Organisational climate

What this is

This is the safety culture in a healthcare workplace.

Why this is important

A good patient safety climate means safe, high-quality care and experiences.

The Victorian Managed Insurance Authority and the Victorian Quality Council developed these tools.

How to read this

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

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

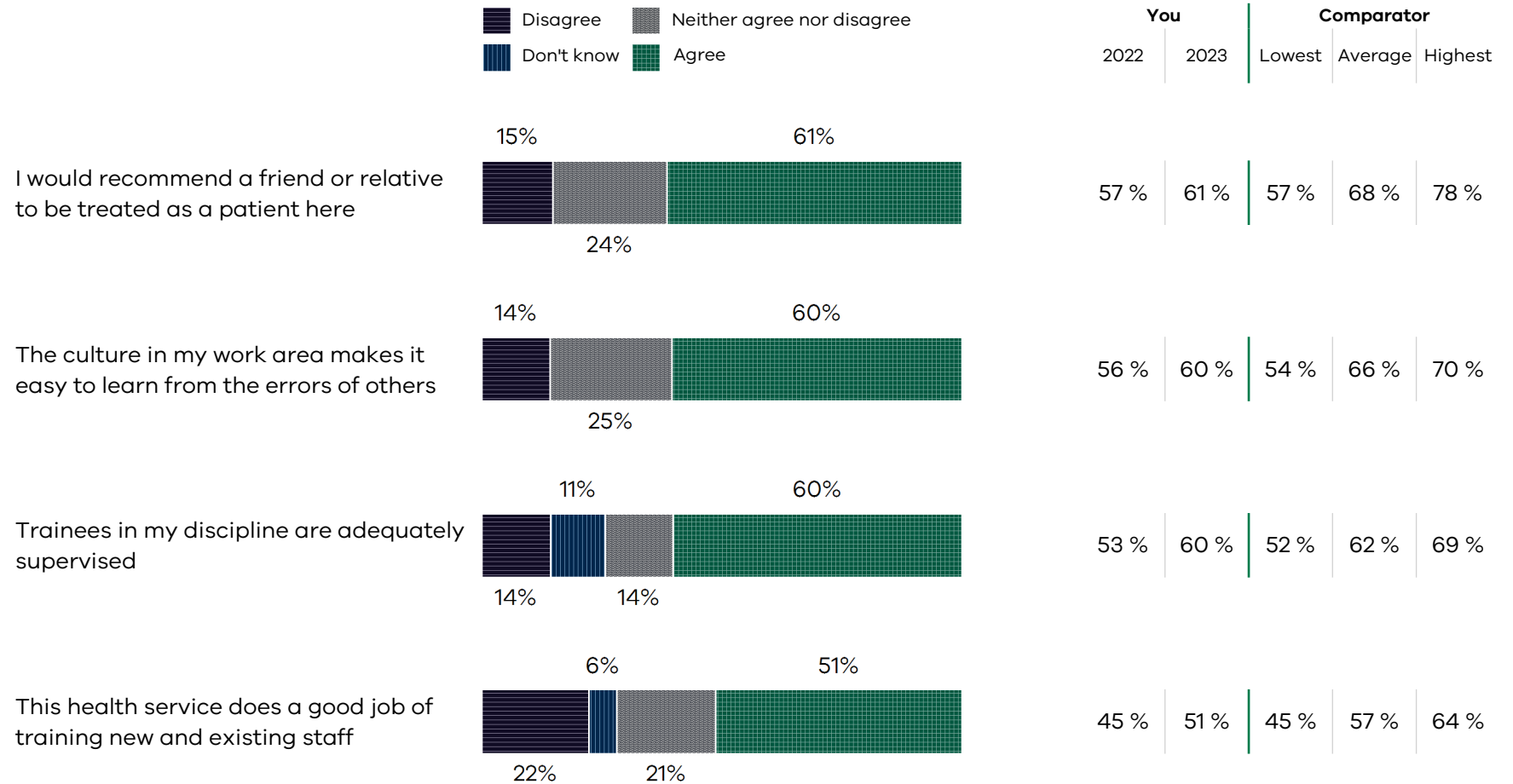Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

61% of your staff who did the survey agreed or strongly agreed with 'I would recommend a friend or relative to be treated as a patient here'.

Survey question	Your results	Benchmark agree results

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

	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I would recommend a friend or relative to be treated as a patient here — 15% / 24% / 61%	57 %	61 %	57 %	68 %	78 %
The culture in my work area makes it easy to learn from the errors of others — 14% / 25% / 60%	56 %	60 %	54 %	66 %	70 %
Trainees in my discipline are adequately supervised — 14% / 11% / 14% / 60%	53 %	60 %	52 %	62 %	69 %
This health service does a good job of training new and existing staff — 22% / 6% / 21% / 51%	45 %	51 %	45 %	57 %	64 %

Victorian Public Sector Commission · VICTORIA State Government

People matter survey

2023

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

- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
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- Discrimination
- Violence and aggression
- Satisfaction with complaint processes

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

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- Taking action questions

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Public sector values

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

Topical questions

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

Demographics

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

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.

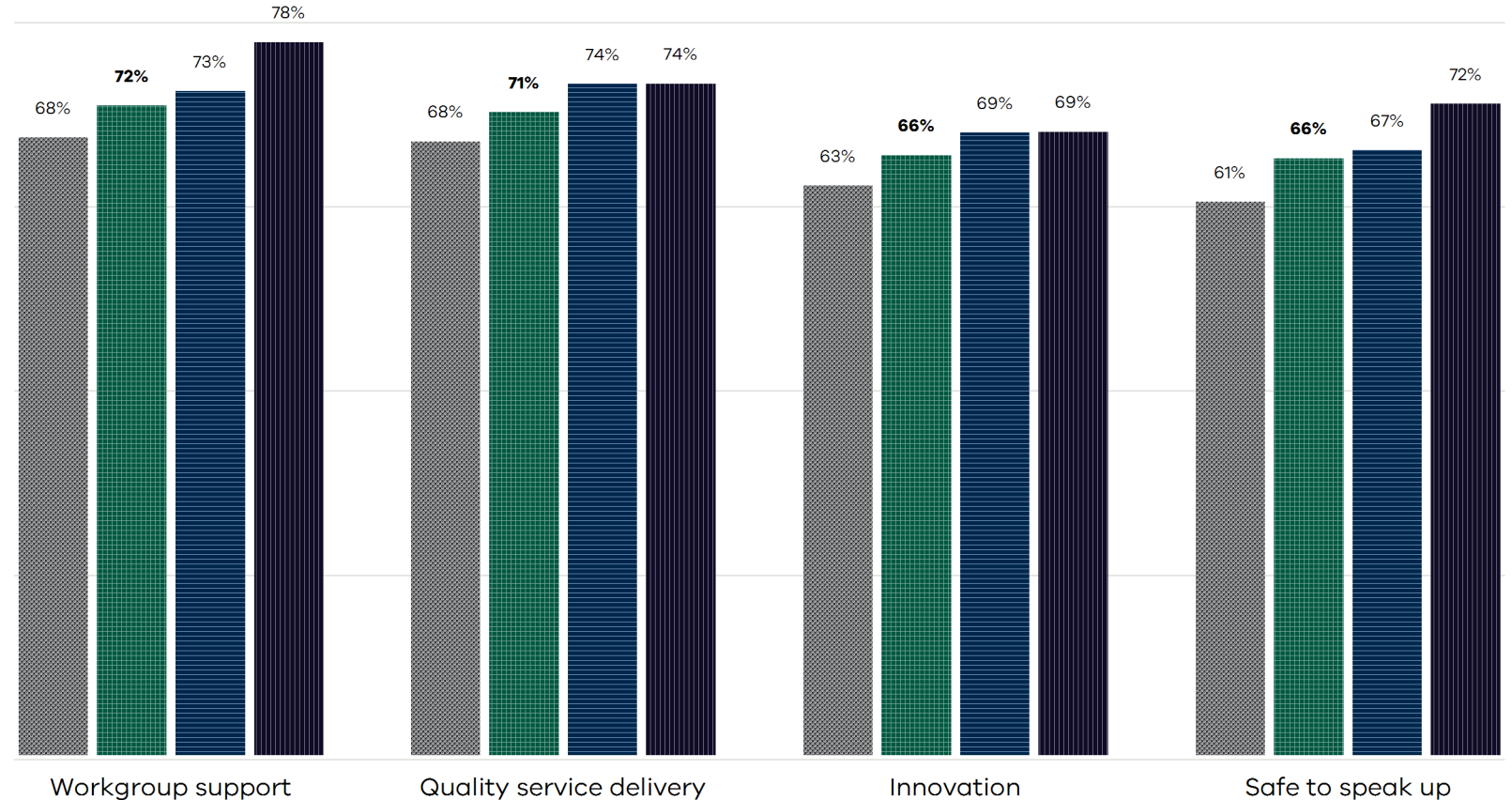Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

In 2023:

- 72% of your staff who did the survey responded positively to questions about Workgroup support which is up from 68% in 2022.

Compared to:

- 73% of staff at your comparator and 78% of staff across the public sector.

	You 2022	You 2023	Comparator 2023	Public sector 2023
Workgroup support	68%	72%	73%	78%
Quality service delivery	68%	71%	74%	74%
Innovation	63%	66%	69%	69%
Safe to speak up	61%	66%	67%	72%

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

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

79% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.
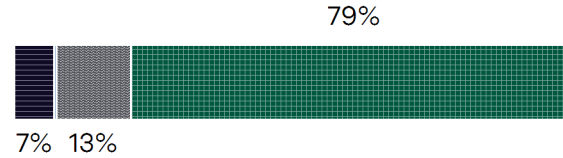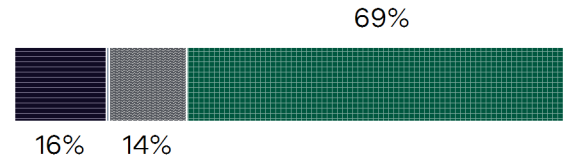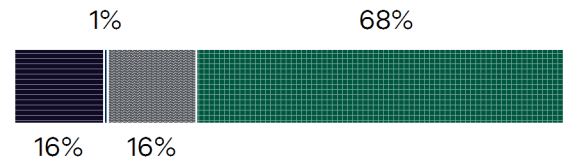
Survey question	Your results			Benchmark agree results				

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
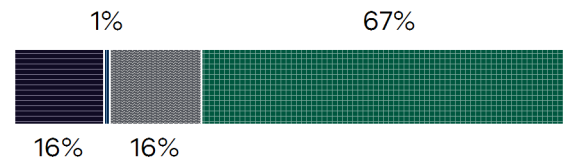
Survey question	Your results	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup provides high quality advice and services	7% / 13% / 79%	74 %	79 %	72 %	80 %	85 %
My workgroup has clear lines of responsibility	16% / 14% / 69%	68 %	69 %	71 %	74 %	76 %
My workgroup acts fairly and without bias	16% / 1% / 16% / 68%	64 %	68 %	63 %	70 %	73 %
My workgroup uses its resources well	16% / 1% / 16% / 67%	64 %	67 %	61 %	71 %	76 %

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

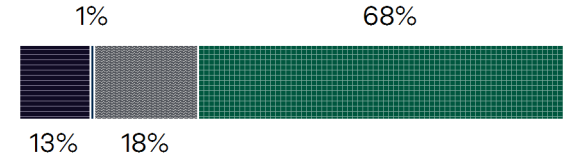68% of your staff who did the survey agreed or strongly agreed with 'My workgroup learns from failures and mistakes'.
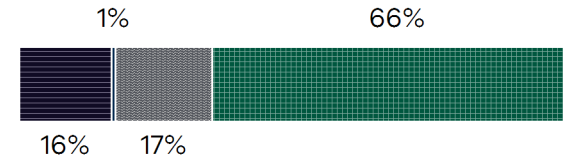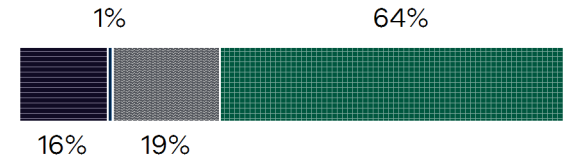
Survey question	Your results			Benchmark agree results				
				You		**Comparator**		
				2022	2023	Lowest	Average	Highest
My workgroup learns from failures and mistakes	1% / 68% / 13% / 18%			66 %	68 %	64 %	71 %	76 %
My workgroup is quick to respond to opportunities to do things better	1% / 66% / 16% / 17%			63 %	66 %	62 %	69 %	76 %
My workgroup encourages employee creativity	1% / 64% / 16% / 19%			59 %	64 %	57 %	65 %	72 %

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

Workgroup climate

Workgroup support 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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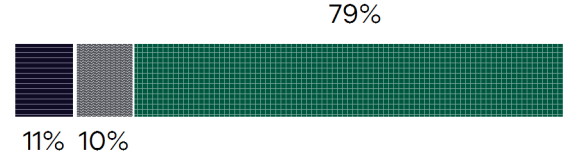
Example

79% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.
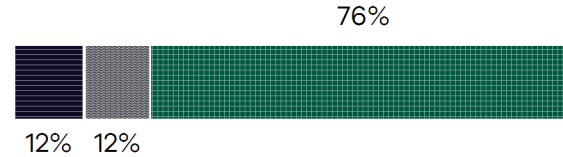
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	Your results	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup work together effectively to get the job done	11% / 10% / 79%	74 %	79 %	73 %	80 %	83 %
People in my workgroup treat each other with respect	12% / 12% / 76%	73 %	76 %	71 %	77 %	80 %
People in my workgroup are politically impartial in their work	7% / 4% / 16% / 73%	69 %	73 %	68 %	73 %	75 %
People in my workgroup are honest, open and transparent in their dealings	14% / 2% / 16% / 68%	64 %	68 %	65 %	71 %	75 %

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

62% 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

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

People in my workgroup appropriately manage conflicts of interest

4% — 62%
13% — 20%

Benchmark agree results

	You		Comparator		
	2022	2023	Lowest	Average	Highest
People in my workgroup appropriately manage conflicts of interest	59 %	62 %	57 %	64 %	67 %
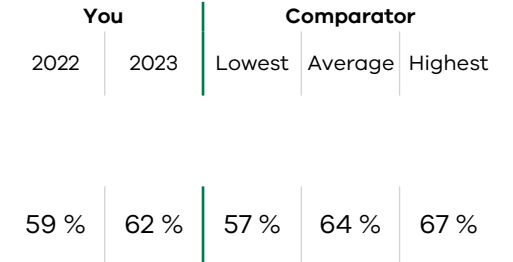
Workgroup climate

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.

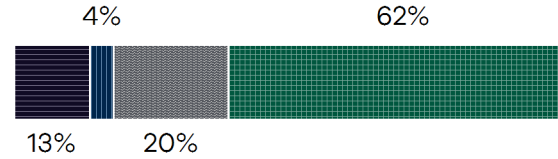Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

67% of your staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.

Survey question

Your results

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

I feel safe to challenge inappropriate behaviour at work

20% · 14% · 67%

People in my workgroup are able to bring up problems and tough issues

16% · 19% · 65%

Benchmark agree results

Survey question	You		Comparator		
	2022	2023	Lowest	Average	Highest
I feel safe to challenge inappropriate behaviour at work	59 %	67 %	60 %	66 %	69 %
People in my workgroup are able to bring up problems and tough issues	63 %	65 %	61 %	67 %	72 %

Victorian Public Sector Commission

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People matter survey

2023

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- Your response rate

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- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Burnout levels
- Intention to stay

- Inclusion
- Scorecard: emotional effects of work
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- Bullying
- Sexual harassment
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- Satisfaction with complaint processes

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

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Topical questions

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

Demographics

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

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:

- 88% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 91% of staff at your comparator and 88% 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 2022 | You 2023 | Comparator 2023 | Public sector 2023

Chart values:
- Meaningful work: 86% (You 2022), 88% (You 2023), 91% (Comparator 2023), 88% (Public sector 2023)
- Job enrichment: 80% (You 2022), 81% (You 2023), 86% (Comparator 2023), 84% (Public sector 2023)
- Manager leadership: 77% (You 2022), 79% (You 2023), 83% (Comparator 2023), 85% (Public sector 2023)
- Flexible working: 66% (You 2022), 73% (You 2023), 72% (Comparator 2023), 77% (Public sector 2023)

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Job and manager factors

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

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

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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.
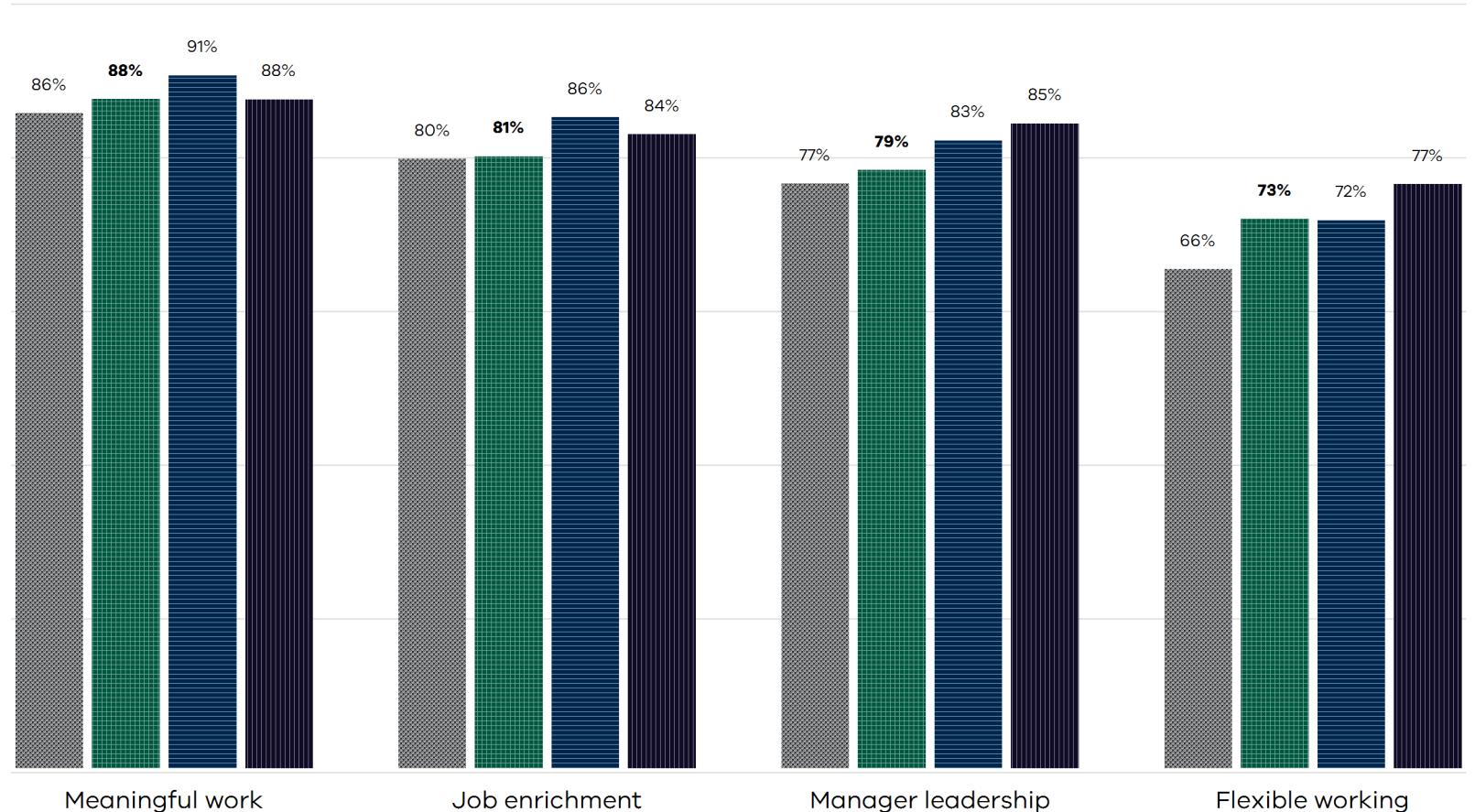
Example

In 2023:

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

Compared to:

- 74% of staff at your comparator and 76% of staff across the public sector.
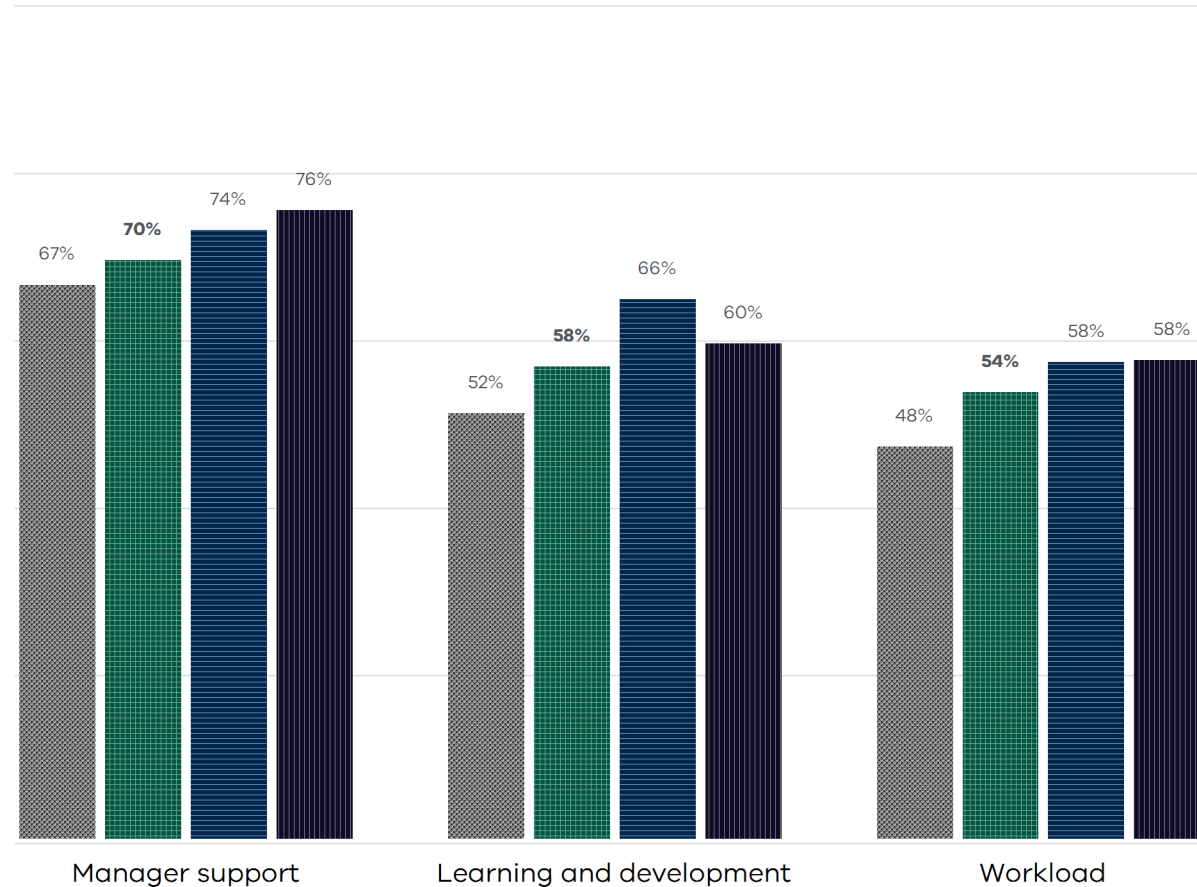
*We can't compare some data here because one or more questions were not asked in a previous survey

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

Manager support: 67%, 70%, 74%, 76%
Learning and development: 52%, 58%, 66%, 60%
Workload: 48%, 54%, 58%, 58%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Manager leadership

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

81% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results						

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

Survey question	Your results	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect	10% — 81% / 9%	79 %	81 %	83 %	85 %	87 %
My manager demonstrates honesty and integrity	9% — 78% / 12%	77 %	78 %	78 %	82 %	84 %
My manager models my organisation's values	11% — 77% / 12%	76 %	77 %	78 %	82 %	84 %

Victorian Public Sector Commission

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Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

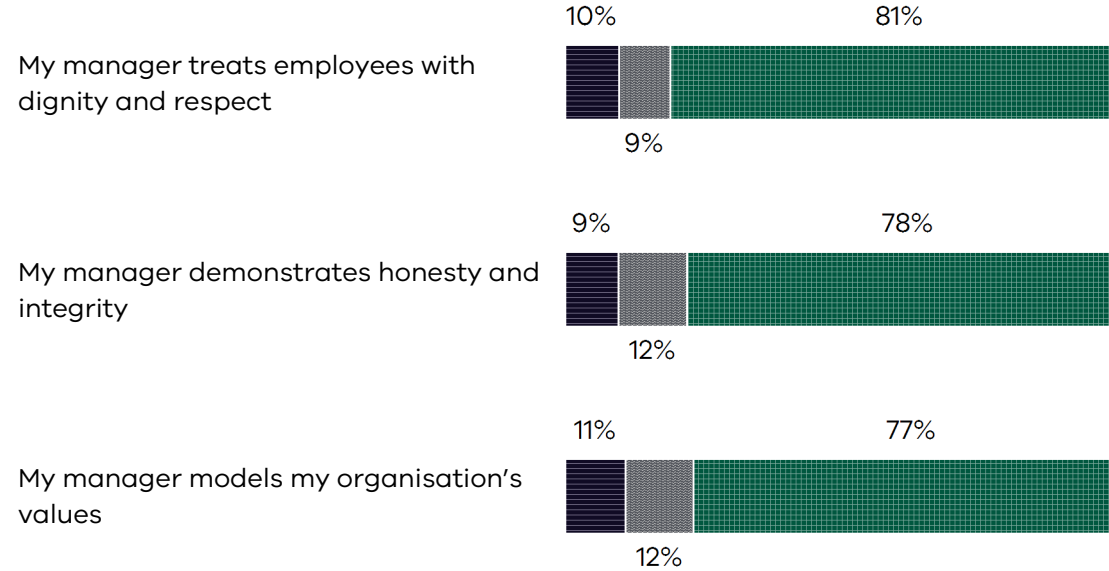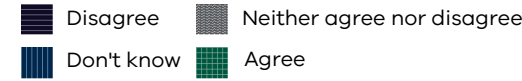Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

76% of your staff who did the survey agreed or strongly agreed with 'I can discuss problems or issues with my manager'.

Survey question / Your results / Benchmark agree results

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

Survey question	Your results	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I can discuss problems or issues with my manager	13% / 11% / 76%	75 %	76 %	77 %	80 %	83 %
My manager listens to what I have to say	10% / 14% / 76%	75 %	76 %	77 %	80 %	83 %
My manager provides me with enough support when I need it	12% / 14% / 74%	71 %	74 %	72 %	79 %	83 %
My manager gives me feedback that helps me improve my performance	14% / 18% / 1% / 67%	66 %	67 %	63 %	71 %	78 %

Victorian Public Sector Commission

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Job and manager factors

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

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

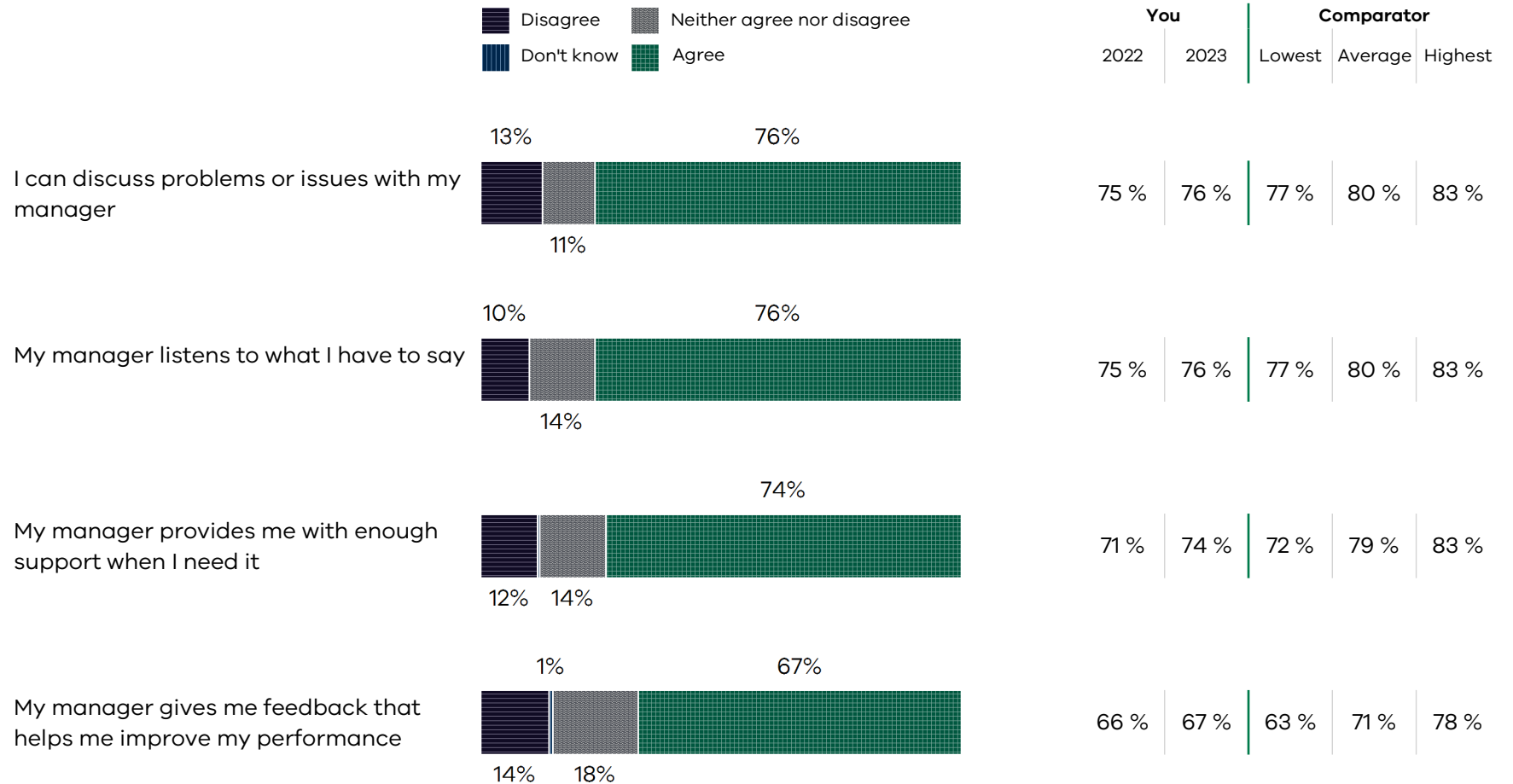Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

57% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.

Survey question	Your results	Benchmark agree results

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

Survey question		You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I receive meaningful recognition when I do good work	20% / 22% / 57%	50 %	57 %	53 %	60 %	68 %

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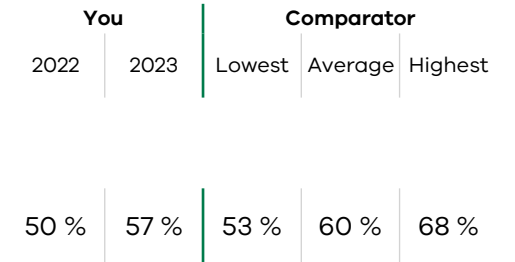
Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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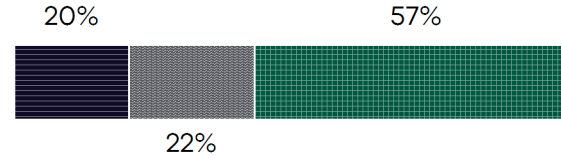
Example

56% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Survey question	Your results	Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Agree

	You		Comparator		
	2022	2023	Lowest	Average	Highest

The workload I have is appropriate for the job that I do — 29% Disagree, 15% Neither, 56% Agree

| | 50 % | 56 % | 51 % | 61 % | 68 % |

I have enough time to do my job effectively — 29% Disagree, 18% Neither, 53% Agree

| | 46 % | 53 % | 48 % | 56 % | 61 % |

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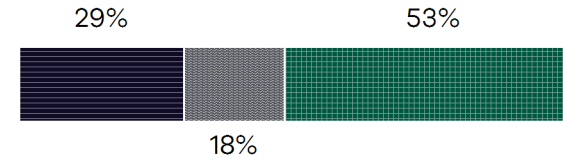
Job and manager factors

Learning and development

What this is

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

Why this is important

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

How to read this

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

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

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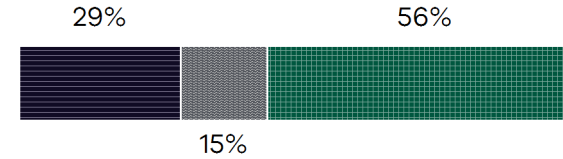
Example

74% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Your results	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I am developing and learning in my role	Disagree 10% / Neither 16% / Agree 74%	69 %	74 %	72 %	79 %	81 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	Disagree 20% / Neither 23% / Agree 57%	50 %	57 %	54 %	64 %	70 %
My organisation places a high priority on the learning and development of staff	Disagree 23% / Neither 24% / Agree 53%	46 %	53 %	53 %	63 %	67 %
I am satisfied with the opportunities to progress in my organisation	Disagree 27% / Neither 26% / Agree 46%	43 %	46 %	49 %	57 %	61 %

Job and manager factors

Job enrichment 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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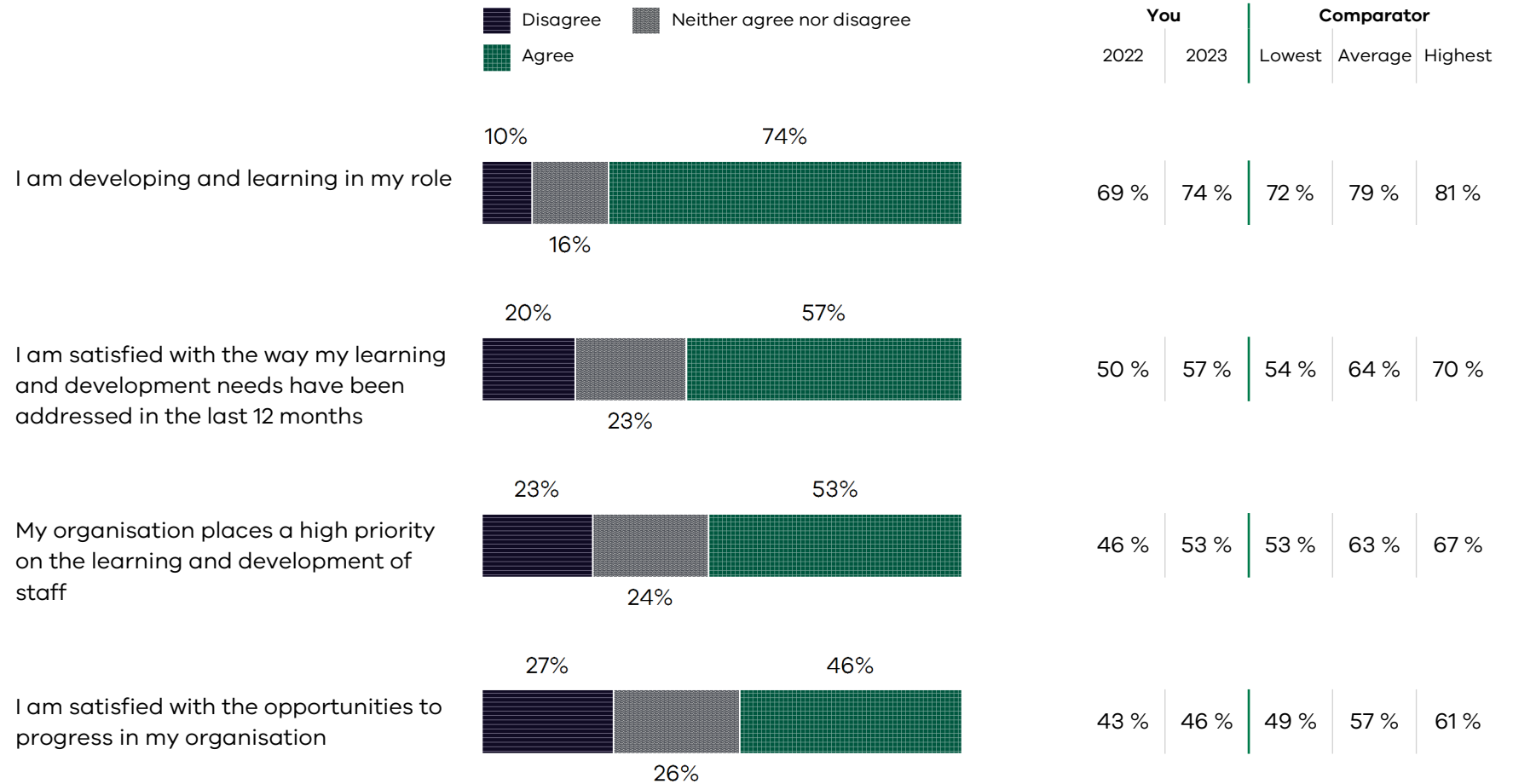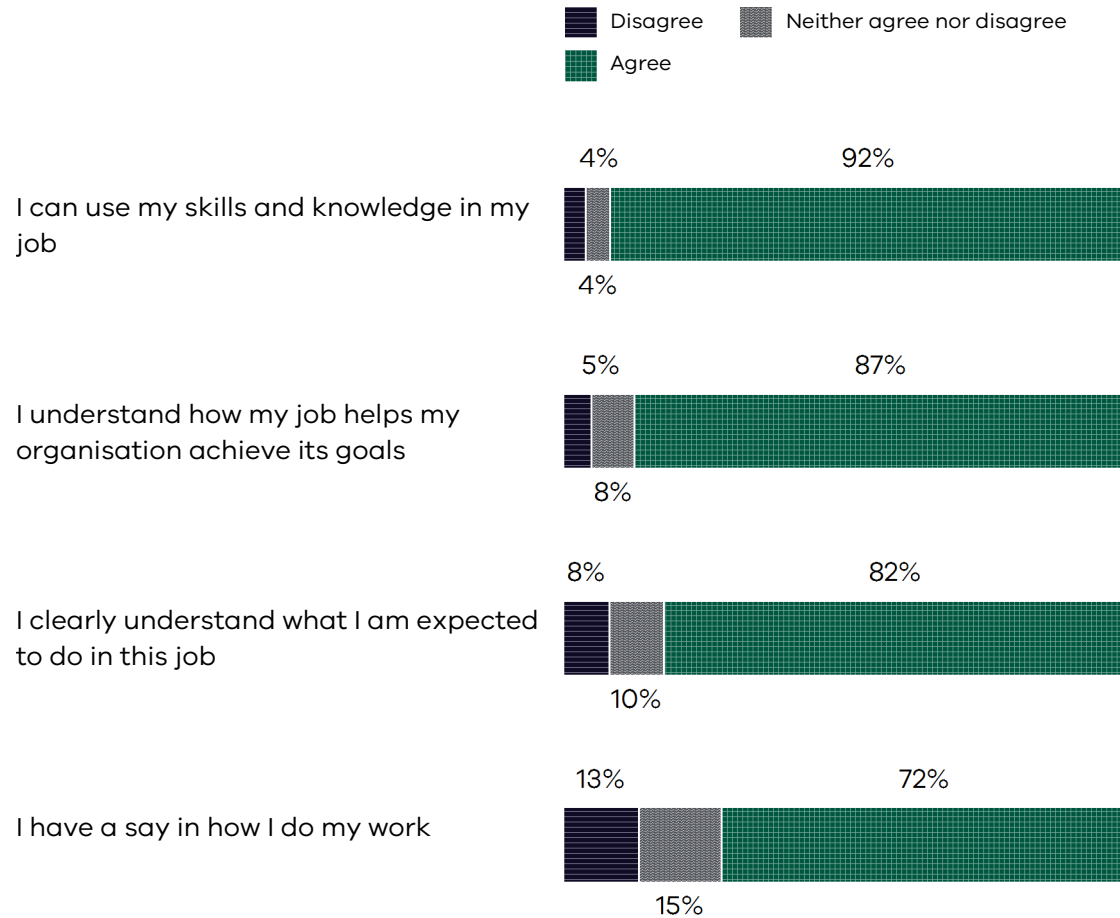
Example

92% 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

- Disagree
- Neither agree nor disagree
- Agree

I can use my skills and knowledge in my job
4% / 92% / 4%

I understand how my job helps my organisation achieve its goals
5% / 87% / 8%

I clearly understand what I am expected to do in this job
8% / 82% / 10%

I have a say in how I do my work
13% / 72% / 15%

Benchmark agree results

Survey question	You		Comparator		
	2022	2023	Lowest	Average	Highest
I can use my skills and knowledge in my job	90 %	92 %	89 %	93 %	96 %
I understand how my job helps my organisation achieve its goals	86 %	87 %	85 %	91 %	94 %
I clearly understand what I am expected to do in this job	83 %	82 %	85 %	90 %	92 %
I have a say in how I do my work	69 %	72 %	67 %	74 %	78 %

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

71% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

Survey question	Your results	Benchmark agree results

| | ■ Disagree | ▨ Neither agree nor disagree |
| | ▦ Agree | |

		You		Comparator		
		2022	2023	Lowest	Average	Highest
I have the authority to do my job effectively	15% ■ 14% ▨ 71% ▦	73 %	71 %	77 %	80 %	84 %

Victorian Public Sector Commission

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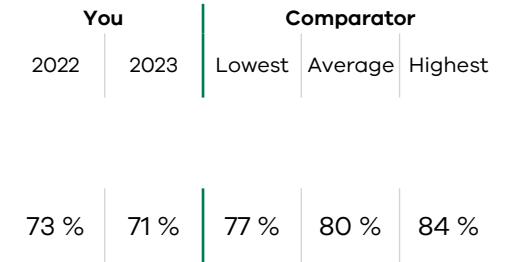
Job and manager factors

Meaningful work

What this is

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

Why this is important

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

How to read this

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

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

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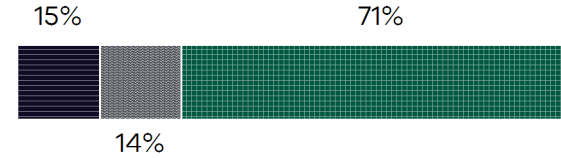
Example

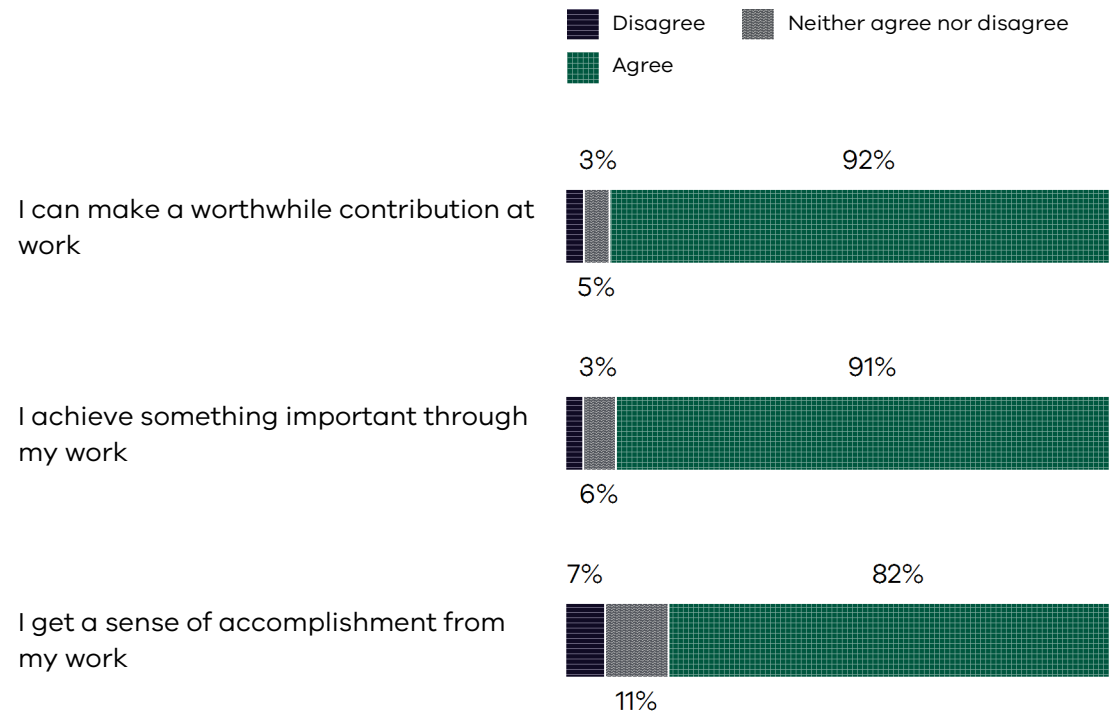92% of your staff who did the survey agreed or strongly agreed with 'I can make a worthwhile contribution at work'.

Survey question	Your results			

Your results

- ■ Disagree
- ▦ Neither agree nor disagree
- ▦ Agree

| | **You** | | **Comparator** | | |
Survey question	2022	2023	Lowest	Average	Highest
I can make a worthwhile contribution at work	90 %	92 %	92 %	94 %	97 %
I achieve something important through my work	89 %	91 %	88 %	93 %	96 %
I get a sense of accomplishment from my work	80 %	82 %	81 %	87 %	90 %

I can make a worthwhile contribution at work: 3% / 92% / 5%

I achieve something important through my work: 3% / 91% / 6%

I get a sense of accomplishment from my work: 7% / 82% / 11%

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.
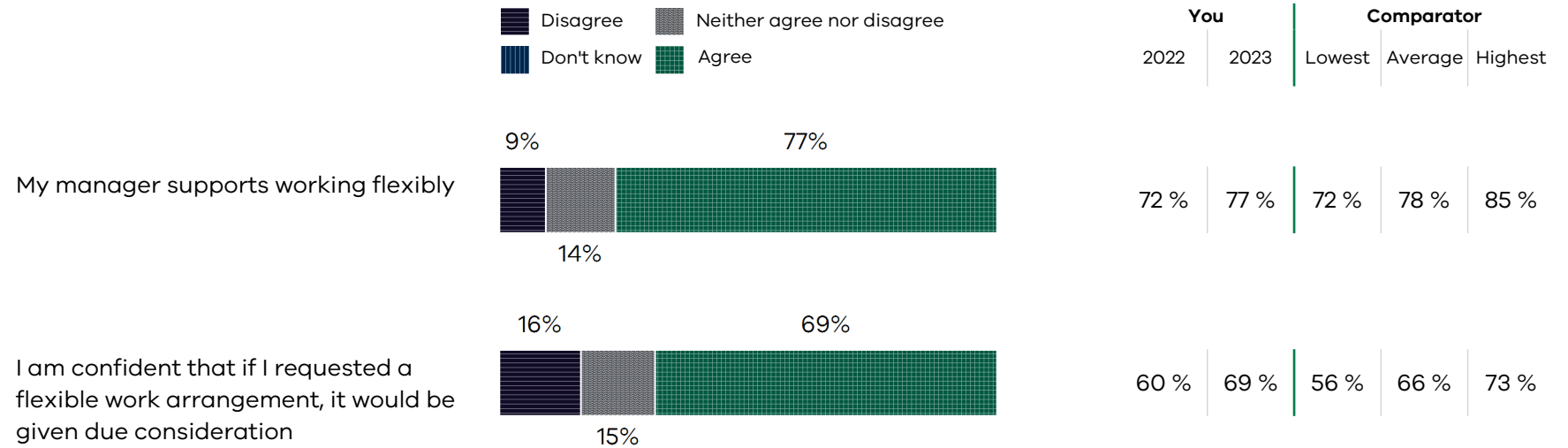
Example

77% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.

Survey question	Your results				Benchmark agree results				

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

Survey question	Your results	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My manager supports working flexibly	9% / 14% / 77%	72 %	77 %	72 %	78 %	85 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	16% / 15% / 69%	60 %	69 %	56 %	66 %	73 %

People matter survey

2023

Have your say

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- Biggest negative difference from comparator

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Public sector values

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- Human rights

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

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- Disability
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- Employment
- Adjustments
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- Categories
- Primary role

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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

Why this is important

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

How to read this

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

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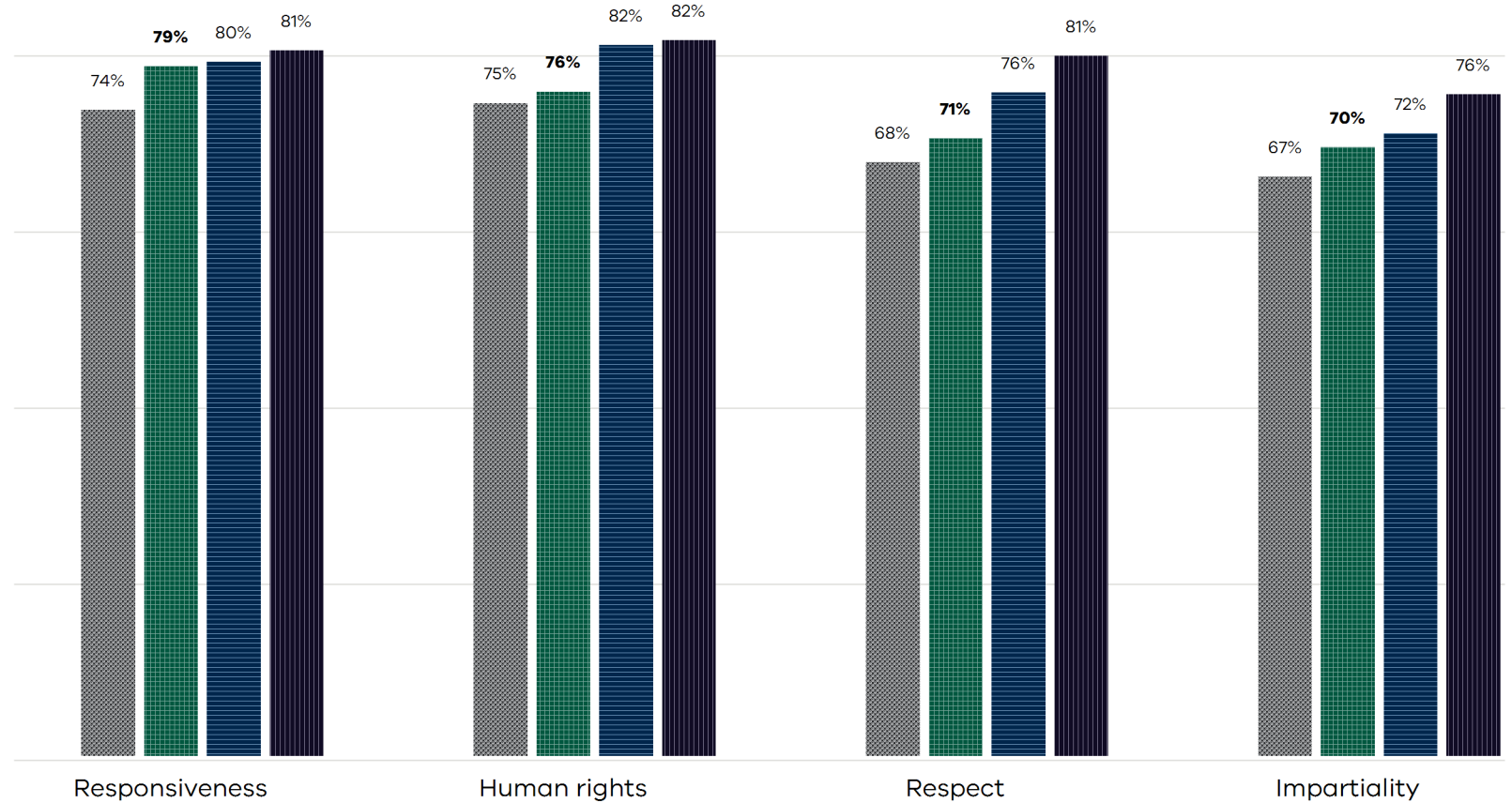
Example

In 2023:

- 79% of your staff who did the survey responded positively to questions about Responsiveness , which is up 5% in 2022.

Compared to:

- 80% 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 2022 | You 2023 | Comparator 2023 | Public sector 2023

Chart values:
- Responsiveness: You 2022 74%, You 2023 79%, Comparator 2023 80%, Public sector 2023 81%
- Human rights: You 2022 75%, You 2023 76%, Comparator 2023 82%, Public sector 2023 82%
- Respect: You 2022 68%, You 2023 71%, Comparator 2023 76%, Public sector 2023 81%
- Impartiality: You 2022 67%, You 2023 70%, Comparator 2023 72%, Public sector 2023 76%

Public sector values

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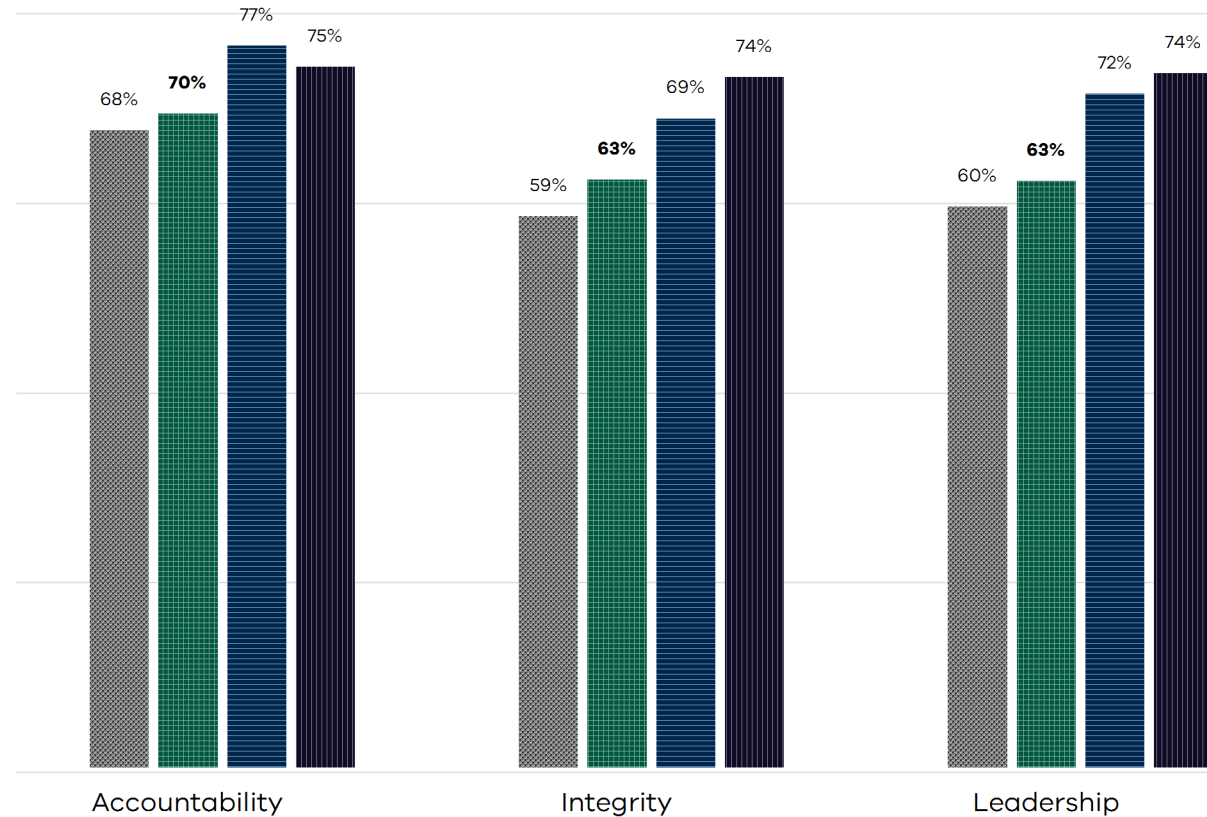
Example

In 2023:

- 70% of your staff who did the survey responded positively to questions about Accountability , which is up 2% in 2022.

Compared to:

- 77% of staff at your comparator and 75% of staff across the public sector.

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

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

Chart data:

	Accountability	Integrity	Leadership
You 2022	68%	59%	60%
You 2023	70%	63%	63%
Comparator 2023	77%	69%	72%
Public sector 2023	75%	74%	74%

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.
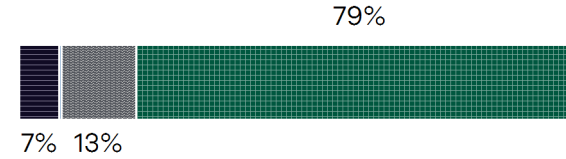
Example

79% of staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

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

My workgroup provides high quality advice and services

7% 13% 79%

	You		Comparator		
	2022	2023	Lowest	Average	Highest
My workgroup provides high quality advice and services	74 %	79 %	72 %	80 %	85 %

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.
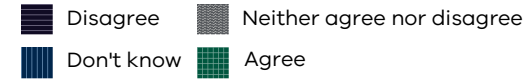
Example

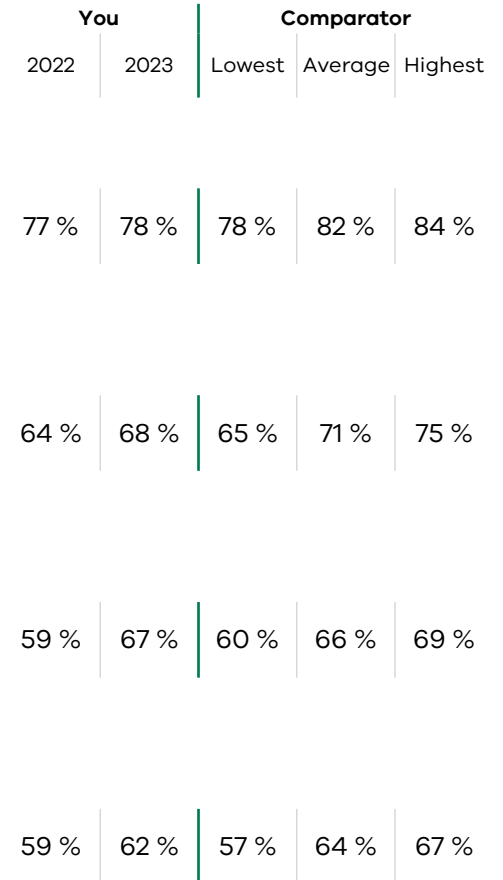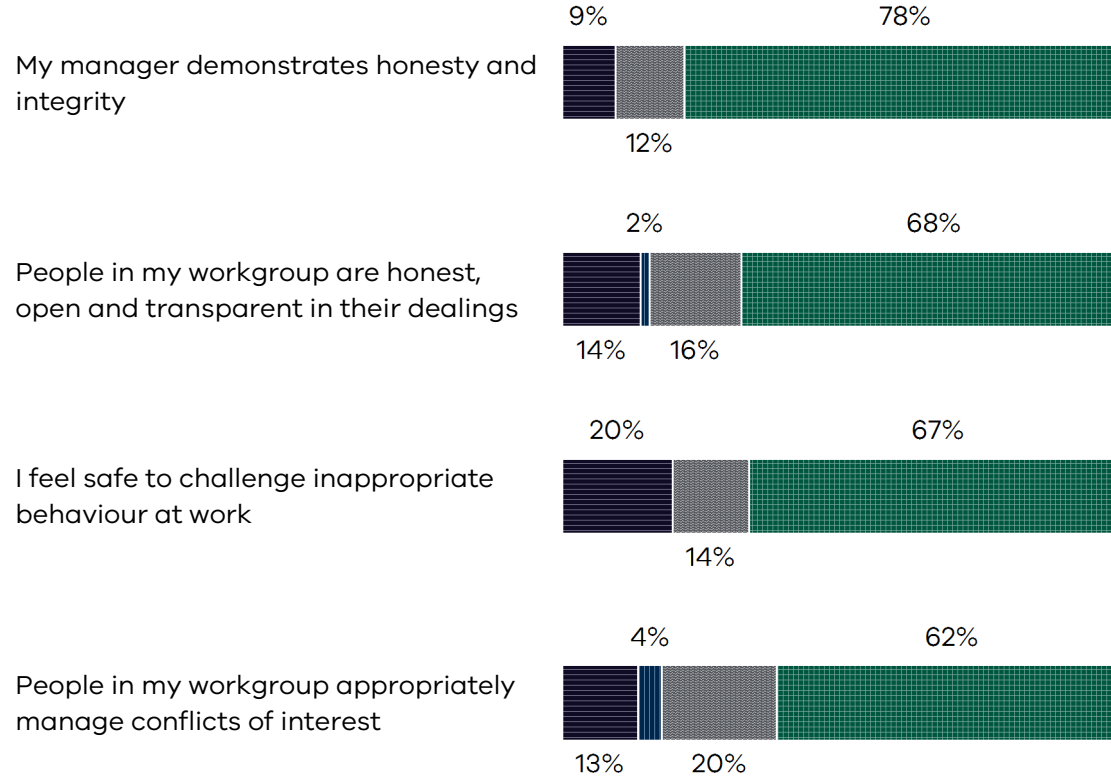78% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results		You		Comparator		
			2022	2023	Lowest	Average	Highest

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

Survey question	Your results (Disagree / Don't know / Neither / Agree)	2022	2023	Lowest	Average	Highest
My manager demonstrates honesty and integrity	9% / 12% / 78%	77 %	78 %	78 %	82 %	84 %
People in my workgroup are honest, open and transparent in their dealings	14% / 2% / 16% / 68%	64 %	68 %	65 %	71 %	75 %
I feel safe to challenge inappropriate behaviour at work	20% / 14% / 67%	59 %	67 %	60 %	66 %	69 %
People in my workgroup appropriately manage conflicts of interest	13% / 4% / 20% / 62%	59 %	62 %	57 %	64 %	67 %

Public sector values

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

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

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

Example

61% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2022	2023	Lowest	Average	Highest
My organisation is committed to earning a high level of public trust	60 %	61 %	66 %	76 %	81 %
My organisation does not tolerate improper conduct	51 %	57 %	61 %	67 %	70 %
Senior leaders demonstrate honesty and integrity	44 %	48 %	52 %	61 %	66 %

Your results (bar chart values):

My organisation is committed to earning a high level of public trust: 16% Disagree, 3% Don't know, 21% Neither agree nor disagree, 61% Agree

My organisation does not tolerate improper conduct: 21% Disagree, 2% Don't know, 20% Neither agree nor disagree, 57% Agree

Senior leaders demonstrate honesty and integrity: 19% Disagree, 6% Don't know, 26% Neither agree nor disagree, 48% Agree

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.
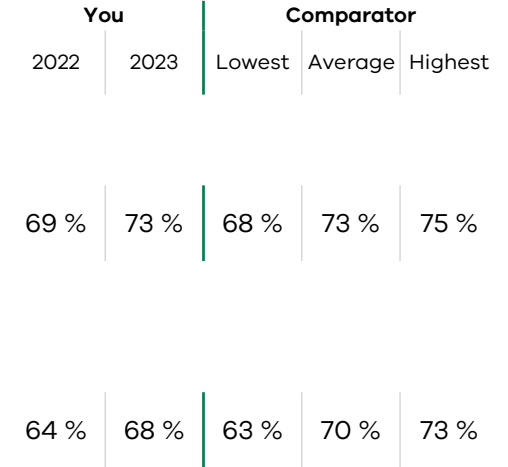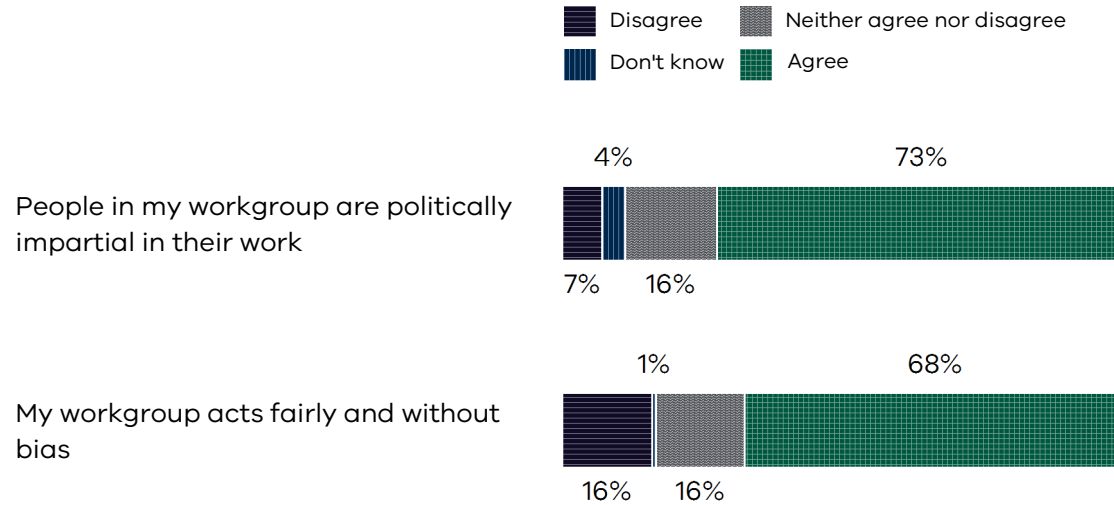
Example

73% 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					

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

Benchmark agree results

	You		Comparator		
Survey question	2022	2023	Lowest	Average	Highest
People in my workgroup are politically impartial in their work	69 %	73 %	68 %	73 %	75 %
My workgroup acts fairly and without bias	64 %	68 %	63 %	70 %	73 %

People in my workgroup are politically impartial in their work — 4%, 7%, 16%, 73%

My workgroup acts fairly and without bias — 1%, 16%, 16%, 68%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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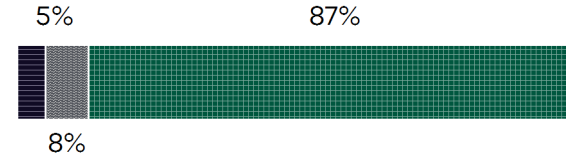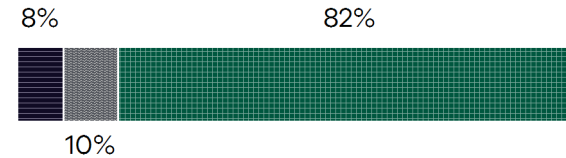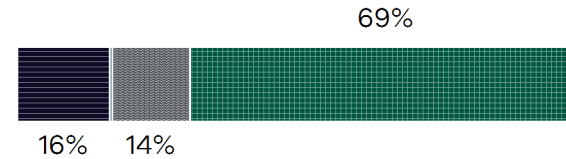
Survey question	Your results		You		Comparator		
			2022	2023	Lowest	Average	Highest

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
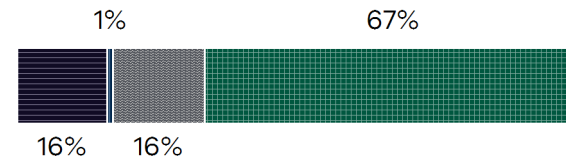
Survey question	Disagree	Neither	Agree	2022	2023	Lowest	Average	Highest
I understand how my job helps my organisation achieve its goals	5%	8%	87%	86 %	87 %	85 %	91 %	94 %
I clearly understand what I am expected to do in this job	8%	10%	82%	83 %	82 %	85 %	90 %	92 %
My workgroup has clear lines of responsibility	16%	14%	69%	68 %	69 %	71 %	74 %	76 %
My workgroup uses its resources well	16%	1% 16%	67%	64 %	67 %	61 %	71 %	76 %

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.

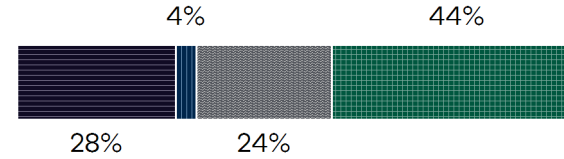Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

44% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

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

Senior leaders provide clear strategy and direction

4% | 44%
28% | 24%

Benchmark agree results

	You		Comparator		
	2022	2023	Lowest	Average	Highest
	40 %	44 %	50 %	59 %	67 %

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

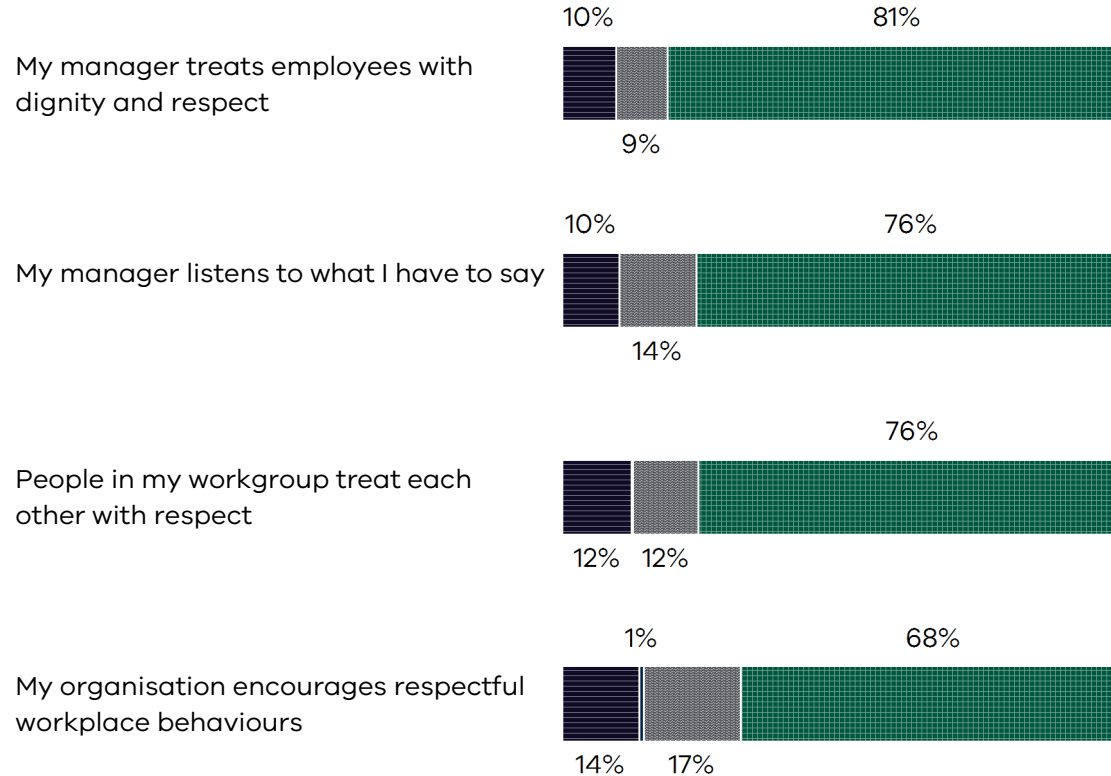81% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question — Your results — Benchmark agree results

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

Survey question		You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect	10% / 9% / 81%	79 %	81 %	83 %	85 %	87 %
My manager listens to what I have to say	10% / 14% / 76%	75 %	76 %	77 %	80 %	83 %
People in my workgroup treat each other with respect	12% / 12% / 76%	73 %	76 %	71 %	77 %	80 %
My organisation encourages respectful workplace behaviours	14% / 1% / 17% / 68%	68 %	68 %	69 %	78 %	81 %

Public sector values

Respect 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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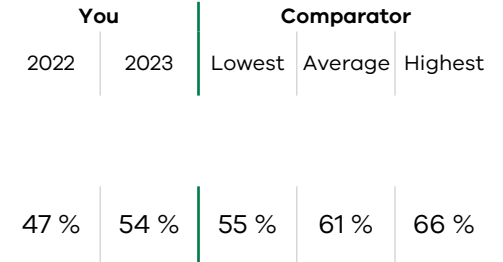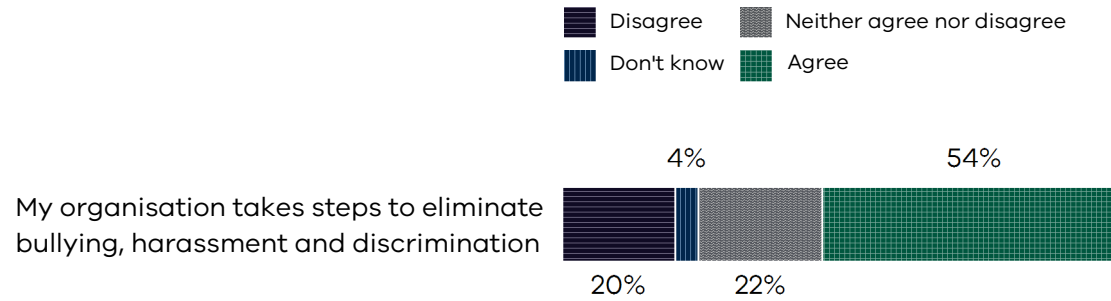
Example

54% 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

Disagree	Neither agree nor disagree
Don't know	Agree

My organisation takes steps to eliminate bullying, harassment and discrimination

20% | 4% | 22% | 54%

Benchmark agree results

	You		Comparator		
	2022	2023	Lowest	Average	Highest
	47 %	54 %	55 %	61 %	66 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Leadership

What this is

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

Why this is important

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

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

How to read this

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

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

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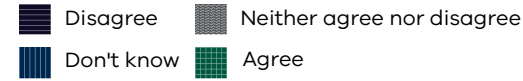
Example

77% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results	Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
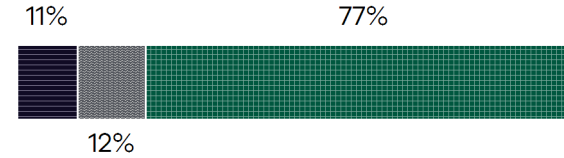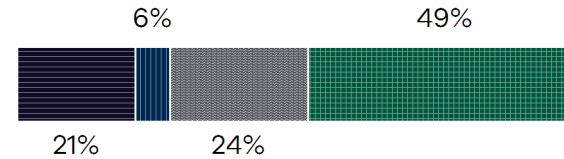
Survey question		You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My manager models my organisation's values	11% / 12% / 77%	76 %	77 %	78 %	82 %	84 %
Senior leaders model my organisation's values	21% / 6% / 24% / 49%	44 %	49 %	53 %	62 %	66 %

Public sector values

Human rights

What this is

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

Why this is important

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

How to read this

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

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

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

Example

77% of staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

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

Survey question	Your results	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I understand how the Charter of Human Rights and Responsibilities applies to my work	7% / 16% / 77%	76 %	77 %	74 %	81 %	89 %
My organisation encourages employees to act in ways that are consistent with human rights	2% / 6% / 16% / 76%	75 %	76 %	74 %	83 %	85 %

People matter survey

2023

Have your say

Overview

Result summary

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Burnout levels
- 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
- Patient 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
- Categories
- Primary role

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.
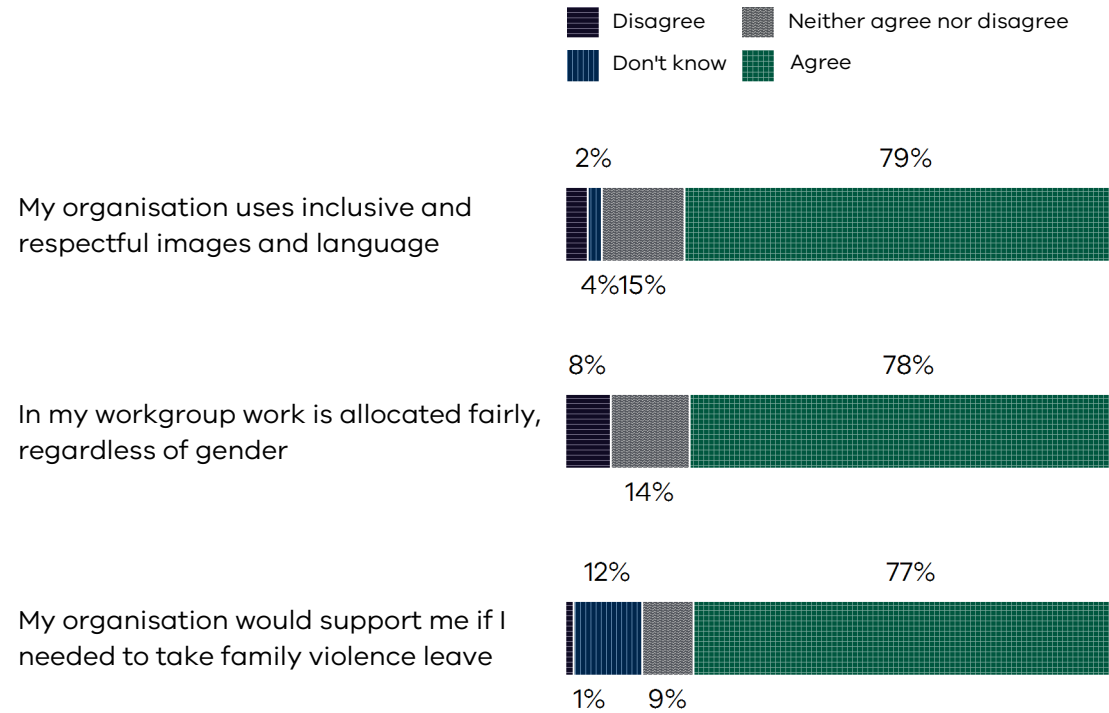
Example

79% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
Survey question	2022	2023	Lowest	Average	Highest
My organisation uses inclusive and respectful images and language	Not asked	79 %	78 %	84 %	87 %
In my workgroup work is allocated fairly, regardless of gender	Not asked	78 %	78 %	81 %	88 %
My organisation would support me if I needed to take family violence leave	Not asked	77 %	78 %	81 %	87 %

My organisation uses inclusive and respectful images and language: 2%, 4%, 15%, 79%

In my workgroup work is allocated fairly, regardless of gender: 8%, 14%, 78%

My organisation would support me if I needed to take family violence leave: 12%, 1%, 9%, 77%

Victorian Public Sector Commission

VICTORIA State Government

Topical questions

What this is

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

Why this is important

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

How to read this

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

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

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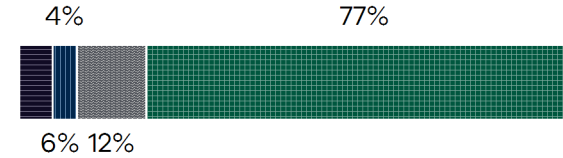
Example

77% 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'.

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

	You		Comparator		
	2022	2023	Lowest	Average	Highest
I understand how the Code of Conduct for Victorian public sector employees applies to my work	Not asked	77 %	74 %	82 %	86 %
My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)	Not asked	50 %	45 %	52 %	56 %

I understand how the Code of Conduct for Victorian public sector employees applies to my work — 4% / 77% / 6% 12%

My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable) — 5% / 50% / 23% 23%

People matter survey

2023

Have your say

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Public sector values

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

Topical questions

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

Demographics

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

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	232	22%
35-54 years	506	49%
55+ years	217	21%
Prefer not to say	86	8%

How would you describe your gender?	(n)	%
Woman	755	73%
Man	198	19%
Prefer not to say	82	8%
Non-binary and I use a different term	6	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	8	1%
No	955	92%
Prefer not to say	78	7%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	4	0%
No	942	90%
Don't know	29	3%
Prefer not to say	66	6%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	803	77%
Prefer not to say	140	13%
Bisexual	34	3%
Asexual	25	2%
Gay or lesbian	18	2%
I use a different term	13	1%
Pansexual	6	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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- don't release employee experience results for demographic groups where organisations have fewer than 30 responses in total.

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**13**	1%
Non Aboriginal and/or Torres Strait Islander	**978**	94%
Prefer not to say	**50**	5%

Identified as Aboriginal and/or Torres Strait Islander on your organisations HR system?*	(n)	%
Yes	**2**	15%
No	**6**	46%
Don't know	**4**	31%
Prefer not to say	**1**	8%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.
This is staff who identify as a person with disability and how they share that information
The (n) column shows the number of respondents in each category.

How we protect anonymity and privacy

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

Do you identify as a person with a disability?

	(n)	%
Yes	63	6%
No	922	89%
Prefer not to say	56	5%

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

	(n)	%
Yes	37	59%
No	25	40%
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	11	44%
My disability does not impact on my ability to perform my role	7	28%
I do not require any adjustments to be made to perform my role	4	16%
Other	3	12%

Demographics

Cultural diversity 1 of 2

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

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

Country of birth	(n)	%
Born in Australia	**863**	83%
Not born in Australia	**126**	12%
Prefer not to say	**52**	5%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Other	**30**	34%
Hindi	**21**	24%
Malayalam	**10**	11%
Tamil	**10**	11%
Filipino	**7**	8%
Mandarin	**6**	7%
Cantonese	**5**	6%
Punjabi	**5**	6%
Telugu	**5**	6%
Italian	**4**	5%
Spanish	**4**	5%
Auslan	**3**	3%

Language other than English spoken with family or community	(n)	%
Yes	**88**	8%
No	**897**	86%
Prefer not to say	**56**	5%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Sinhalese	**3**	3%
Tagalog	**3**	3%
Vietnamese	**3**	3%
Urdu	**2**	2%
Arabic	**1**	1%

Victorian Public Sector Commission

VICTORIA State Government

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:
- 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.

Cultural identity	(n)	%
Australian	849	82%
English, Irish, Scottish and/or Welsh	78	7%
Prefer not to say	60	6%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	33	3%
South Asian	26	2%
East and/or South-East Asian	21	2%
Other	16	2%
New Zealander	11	1%
Central Asian	10	1%
Aboriginal and/or Torres Strait Islander	8	1%
Central and/or South American	5	0%
African	4	0%
North American	3	0%
Middle Eastern	2	0%
Maori	2	0%
Pacific Islander	1	0%

Religion	(n)	%
No religion	526	51%
Christianity	336	32%
Prefer not to say	113	11%
Other	25	2%
Hinduism	19	2%
Buddhism	10	1%
Islam	5	0%
Sikhism	5	0%
Judaism	2	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:
- 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.

Working arrangement	(n)	%
Full-Time	549	53%
Part-Time	492	47%

Gross base salary (ongoing/fixed term only)	(n)	%
Prefer not to say	111	11%
Below $80k	374	38%
$80k to $120k	376	38%
$120k to $160k	78	8%
$160k to $200k	22	2%
$200k or more	32	3%

Organisational tenure	(n)	%
<1 year	109	10%
1 to less than 2 years	145	14%
2 to less than 5 years	185	18%
5 to less than 10 years	208	20%
10 to less than 20 years	232	22%
More than 20 years	162	16%

Management responsibility	(n)	%
Non-manager	799	77%
Other manager	157	15%
Manager of other manager(s)	85	8%

Employment type	(n)	%
Ongoing and executive	879	84%
Fixed term	114	11%
Other	48	5%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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Primary workplace location over the last 3 months	(n)	%
Large regional city	**743**	71%
Rural	**287**	28%
Other	**7**	1%
Melbourne: Suburbs	**4**	0%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	**528**	51%
A frontline or service delivery location	**458**	44%
Home or private location	**158**	15%
A shared office space (where two or more organisations share the same workspace e.g. Gov hubs, suburban hubs etc.)	**86**	8%
Other	**41**	4%

Flexible work	(n)	%
No, I do not use any flexible work arrangements	**364**	35%
Part-time	**317**	30%
Working from an alternative location (e.g. home, hub/shared work space)	**225**	22%
Flexible start and finish times	**221**	21%
Shift swap	**116**	11%
Using leave to work flexible hours	**103**	10%
Study leave	**78**	7%
Working more hours over fewer days	**54**	5%
Job sharing	**26**	2%
Other	**15**	1%
Purchased leave	**15**	1%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

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Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	730	70%
Flexible working arrangements	222	21%
Physical modifications or improvements to the workplace	113	11%
Career development support strategies	28	3%
Job redesign or role sharing	17	2%
Accessible communications technologies	9	1%
Other	9	1%

Why did you make this request?	(n)	%
Work-life balance	116	37%
Health	114	37%
Family responsibilities	97	31%
Caring responsibilities	93	30%
Other	37	12%
Study commitments	18	6%
Disability	12	4%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	223	72%
The adjustments I needed were not made	56	18%
The adjustments I needed were made but the process was unsatisfactory	32	10%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

How we protect anonymity and privacy

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Caring responsibility	(n)	%
None of the above	**353**	34%
Primary school aged child(ren)	**227**	22%
Secondary school aged child(ren)	**220**	21%
Frail or aged person(s)	**124**	12%
Prefer not to say	**103**	10%
Child(ren) - younger than preschool age	**95**	9%
Preschool aged child(ren)	**76**	7%
Person(s) with a medical condition	**64**	6%
Person(s) with a mental illness	**53**	5%
Person(s) with disability	**49**	5%
Other	**20**	2%

Demographics

Employment categories

What is this

This shows how many people in each employee category responded to the survey.

Why this is important

This helps you assess how representative of your organisation your survey was.

How to read this

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

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

How we protect anonymity and privacy

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Which of the following categories best describes your current position?	(n)	%
Nursing Employees	**350**	34%
Management, Administration and Corporate support	**311**	30%
Allied health - therapy discipline	**171**	16%
Support services	**50**	5%
Medical Employees	**43**	4%
Other health and social care	**41**	4%
Allied health - science discipline	**25**	2%
Allied health - assistant	**20**	2%
Lived experience specific worker	**13**	1%
Community development	**12**	1%
Counselling	**4**	0%
Pastoral / spiritual care	**1**	0%

Demographics

Primary role

What is this

This shows the primary role of your staff.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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Which of the following best describes the primary operational area in which you work?	(n)	%
Hospital-based services	591	57%
Prison-based services	1	0%
Corporate services	132	13%
Community-based services	200	19%
Residential aged care services	70	7%
Mental health care services	47	5%

Is your primary work role in one of the following areas?	(n)	%
Aged care	104	10%
Critical care	28	3%
Drug and alcohol	1	0%
Emergency	34	3%
Maternity care	14	1%
Medical	74	7%
Mental health	75	7%
Mixed medical/surgical	48	5%
Neonatal care	11	1%
Palliative care	3	0%
Paediatrics	30	3%
Peri-operative	23	2%
Rehabilitation	52	5%
Surgical	19	2%
Other	262	25%
Administration	263	25%

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