People matter survey 2023

Have your say

Greyhound Racing Victoria
2023 people matter survey results report

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2023

Have your say

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- Questions requested by your organisation

Demographics

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

About your report

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

Report contents

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

Comparing data in this report

Your organisation took part in the survey in 2022 but not 2021.

This means you'll be able to compare about 90% of this year's survey with your previous results.

Rounding of percentages

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

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

Survey questions and definitions

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

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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

Victorian Public Sector Commission

VICTORIA State Government

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'.

Australian Grand Prix Corporation

Emerald Tourist Railway Board

Harness Racing Victoria

Melbourne and Olympic Parks Trust

Phillip Island Nature Park Board of Management

Royal Botanic Gardens Board

State Sport Centres Trust

Victorian Institute of Sport

Visit Victoria

Zoological Parks and Gardens Board

Victorian Public Sector Commission

VICTORIA State Government

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

63% (155)

| Comparator | 52% |
| Public Sector | 42% |

2023

46% (119)

| Comparator | 60% |
| Public Sector | 57% |

People matter survey 2023

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People outcomes

Scorecard: employee engagement index

What this is

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

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

The weightings for each engagement response are:

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

Why this is important

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

2022	
60	
Comparator	76
Public Sector	68

2023	
64	
Comparator	75
Public Sector	67

People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2023 index is 64.

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.
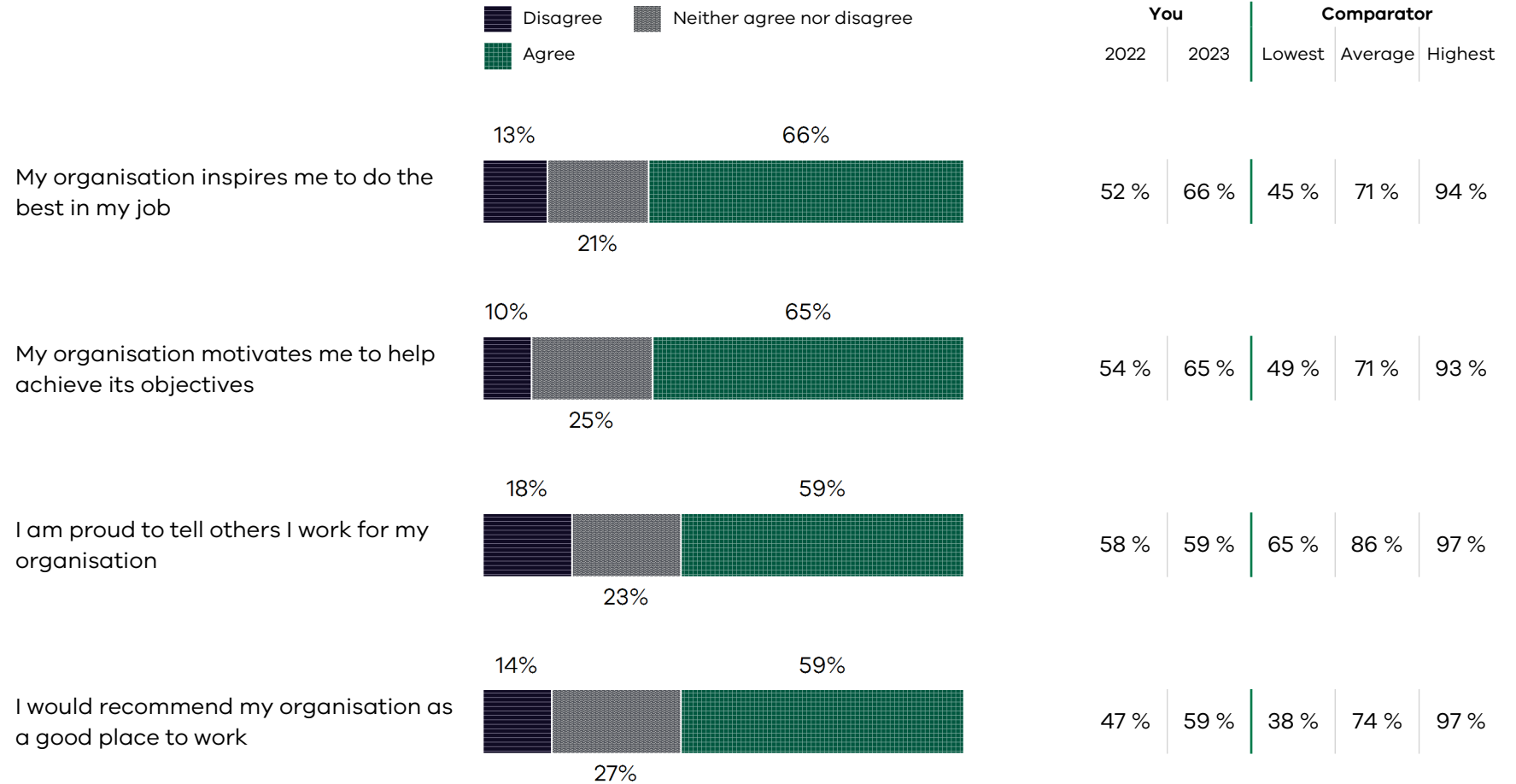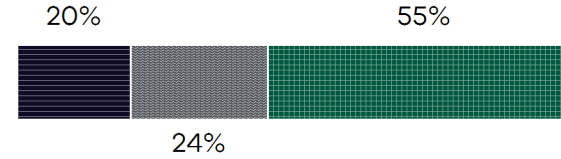
Example

66% 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		You		Comparator		
			2022	2023	Lowest	Average	Highest
	Disagree ■ Neither agree nor disagree ▦ Agree ▦						
My organisation inspires me to do the best in my job	13% / 21% / 66%		52 %	66 %	45 %	71 %	94 %
My organisation motivates me to help achieve its objectives	10% / 25% / 65%		54 %	65 %	49 %	71 %	93 %
I am proud to tell others I work for my organisation	18% / 23% / 59%		58 %	59 %	65 %	86 %	97 %
I would recommend my organisation as a good place to work	14% / 27% / 59%		47 %	59 %	38 %	74 %	97 %

People outcomes

Engagement question results 2 of 2

What this is

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

Your organisation's engagement index

Your 2023 index is 64.

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

55% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.
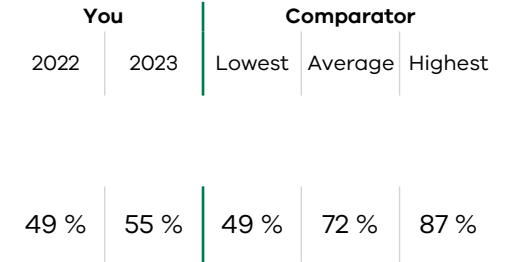
Survey question	Your results	Benchmark agree results

Survey question

Your results

Benchmark agree results

■ Disagree ▦ Neither agree nor disagree
▦ Agree

I feel a strong personal attachment to my organisation

20% | 24% | 55%

	You		Comparator		
	2022	2023	Lowest	Average	Highest
	49 %	55 %	49 %	72 %	87 %

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:

- 80% of your staff who did the survey responded positively to questions about Inclusion which is up from 76% in 2022.

Compared to:

- 84% of staff at your comparator and 78% of staff across the public sector.
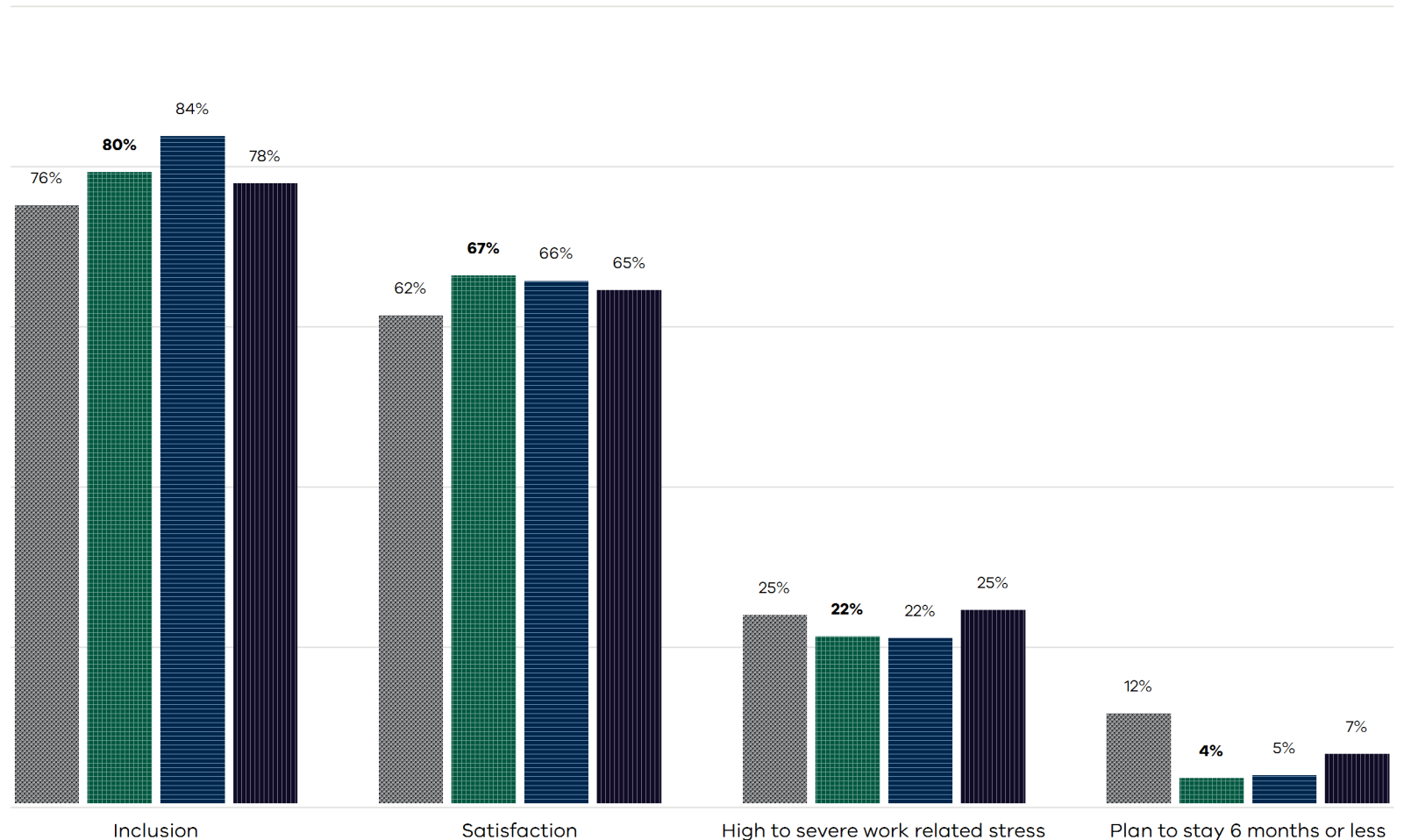
	Inclusion	Satisfaction	High to severe work related stress	Plan to stay 6 months or less
You 2022	76%	62%	25%	12%
You 2023	80%	67%	22%	4%
Comparator 2023	84%	66%	22%	5%
Public sector 2023	78%	65%	25%	7%

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

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

People outcomes

Satisfaction question results

What this is

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

Why this is important

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

How to read this

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

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

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

Example

76% 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			

Legend: ■ Dissatisfied ▦ Neither satisfied nor dissatisfied ▦ Satisfied

Survey question	Your results	Benchmark satisfied results				
		You		**Comparator**		
		2022	2023	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job	8% / 16% / 76%	69 %	76 %	61 %	76 %	92 %
How satisfied are you with the work/life balance in your current job	18% / 14% / 68%	61 %	68 %	54 %	68 %	76 %
How satisfied are you with your career development within your current organisation	13% / 30% / 57%	56 %	57 %	38 %	54 %	78 %
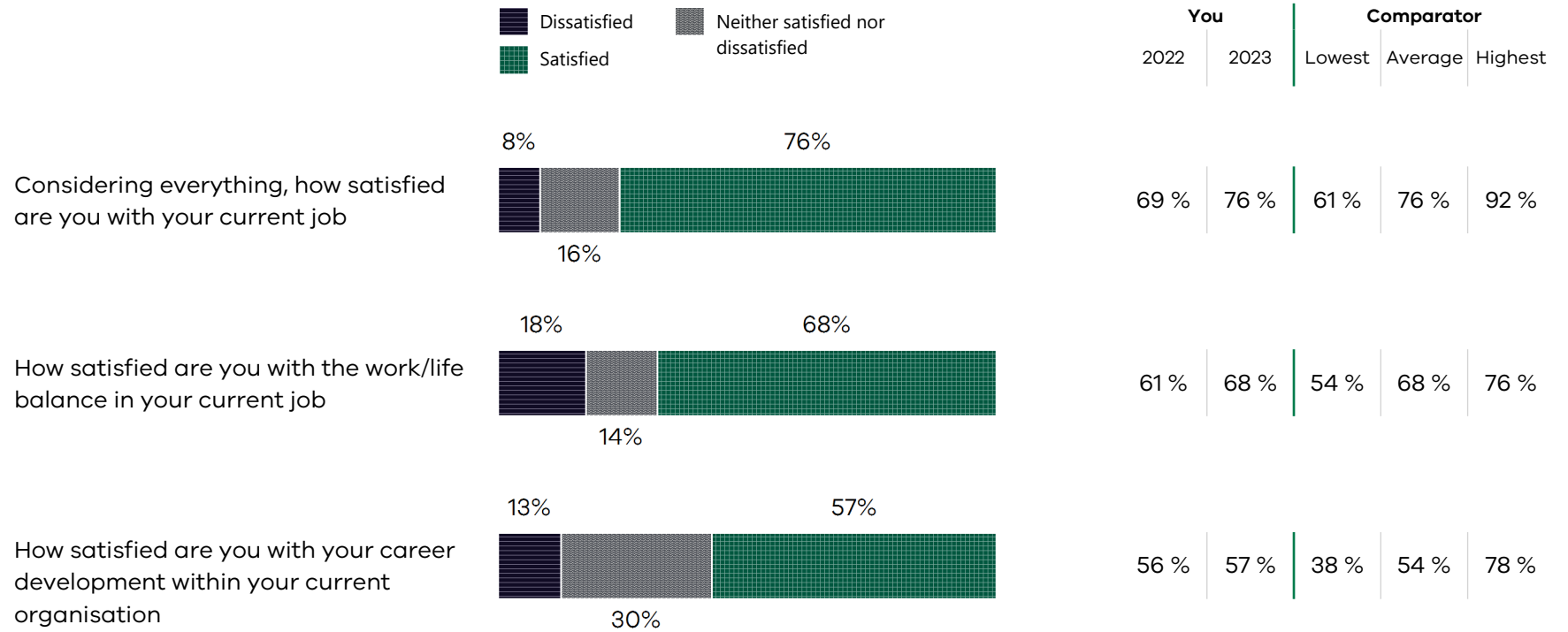
People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

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

Nil	14%
Low / mild	35%
Moderate	29%
High	11%
Very high	8%
Severe	3%
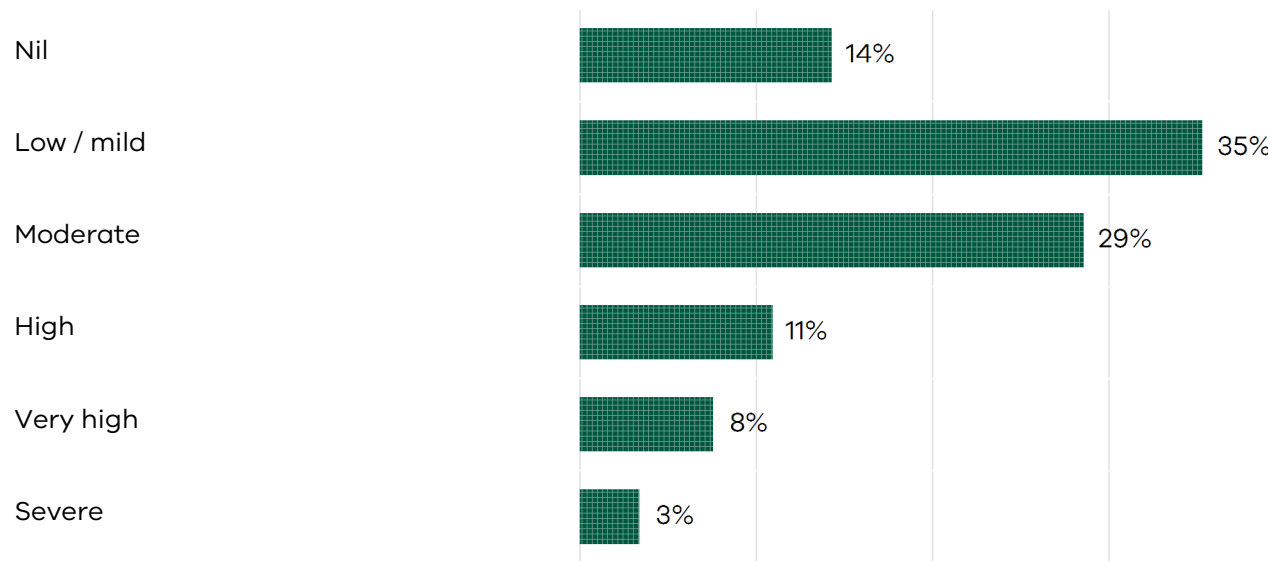
Reported levels of high to severe stress

2022		2023	
25%		**22%**	
Comparator	22%	Comparator	22%
Public Sector	25%	Public Sector	25%
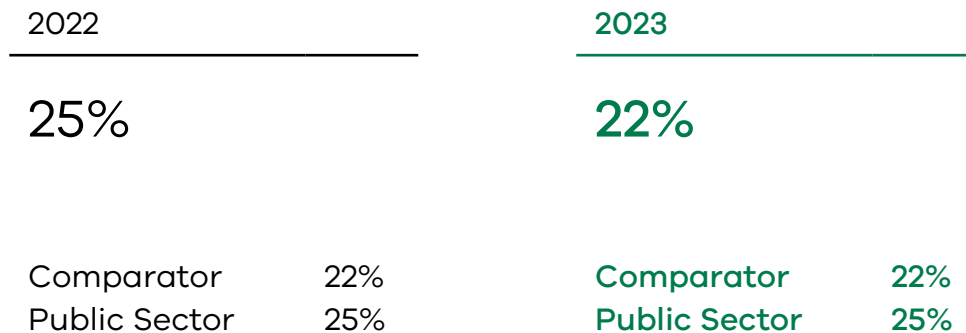
People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Of that 86%, 41% said the top reason was 'Workload'.

	102		17
	86%		14%

■ Experienced some work-related stress   ▦ Did not experience some work-related stress
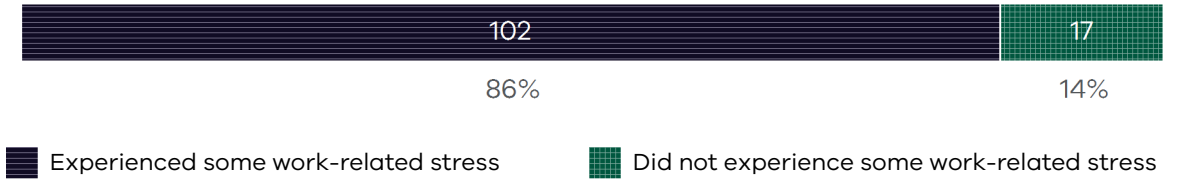
Of those that experienced work related stress it was from ...	You 2022	You 2023	Comparator 2023	Public sector 2023
Workload	51%	41%	45%	49%
Time pressure	43%	35%	37%	41%
Dealing with clients, patients or stakeholders	32%	22%	19%	15%
Job security	10%	15%	14%	11%
Work schedule or hours	15%	14%	12%	7%
Content, variety, or difficulty of work	10%	13%	7%	11%
Management of work (e.g. supervision, training, information, support)	13%	13%	12%	13%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	11%	13%	17%	11%
Competing home and work responsibilities	14%	11%	15%	14%
Organisation or workplace change	13%	10%	10%	12%

Victorian Public Sector Commission

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People outcomes

Intention to stay

What this is

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

Why this is important

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

How to read this

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

Example

7% of your staff who did the survey said they intended to work for your organisation for Over 6 months and up to 1 year.

■ Leaving your organisation ▦ Leaving the sector ▦ Staying

Employees plan to work at your organisation for …	You 2022	You 2023	Comparator 2023	Public sector 2023
6 months or less	12%	4%	5%	7%
Over 6 months and up to 1 year	10%	7%	10%	10%
Over 1 year and up to 3 years	31%	34%	24%	24%
Over 3 years and up to 5 years	14%	13%	15%	15%
Over 5 years	32%	42%	47%	45%

People outcomes

Inclusion question results

What this is

This is how included staff feel in their workplace.

Why this is important

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

How to read this

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

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

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

Example

85% of your staff who did the survey agreed or strongly agreed with 'I can be myself at work'.

Survey question

Your results

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

I can be myself at work

6%　85%
9%

I feel culturally safe at work

8%　84%
8%

I feel as if I belong at this organisation

9%　71%
20%

Benchmark agree results

	You		Comparator		
	2022	2023	Lowest	Average	Highest
I can be myself at work	76 %	85 %	74 %	86 %	96 %
I feel culturally safe at work	83 %	84 %	68 %	89 %	97 %
I feel as if I belong at this organisation	68 %	71 %	60 %	78 %	96 %
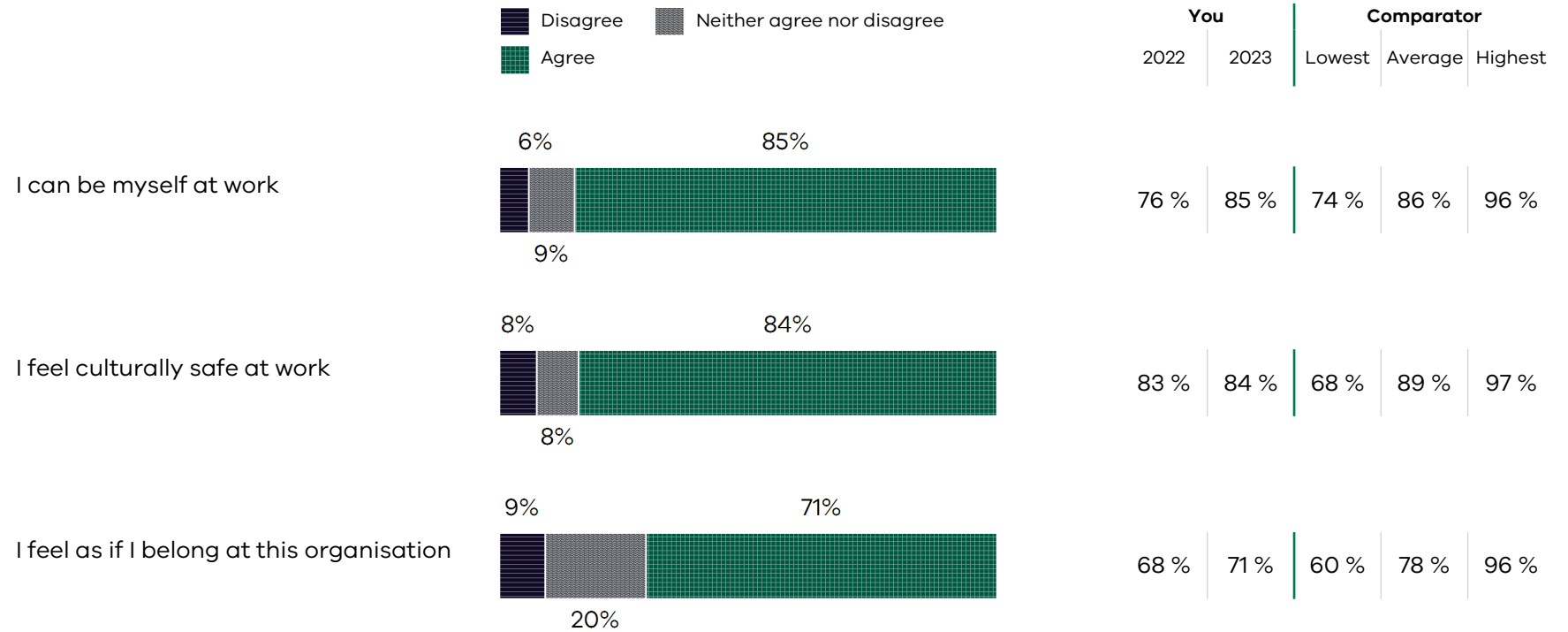
People outcomes

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

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

Staff who experienced one or more barriers to success at work

24	95
20%	80%

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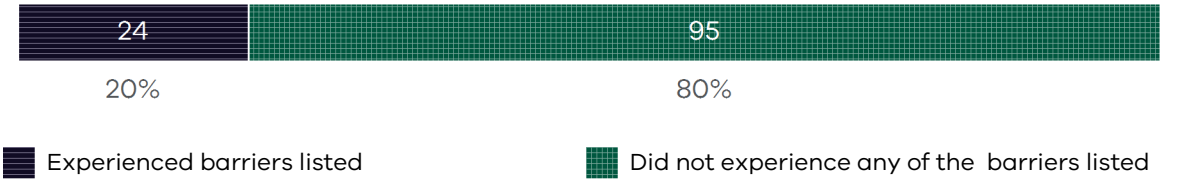
During the last 12 months, employees experienced barriers to their success due to ...	You 2022	You 2023	Comparator 2023	Public sector 2023
My age	8%	12%	6%	8%
My mental health	0%	8%	9%	8%

People outcomes

Inclusion - Witnessed barriers to success

What this is

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

Why this is important

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

How to read this

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

Why there are no further details

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

No response option has 10 or more responses

Staff who witnessed one or more barriers to success at work

20	99
17%	83%

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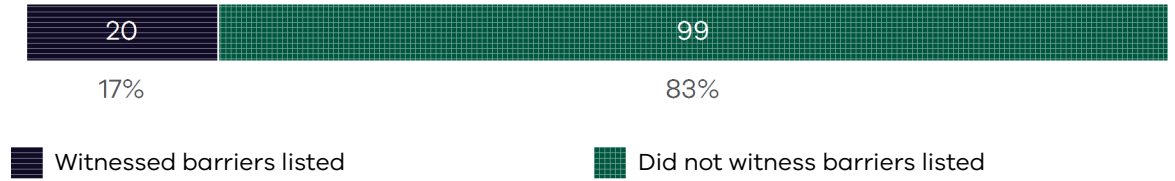
People outcomes

Scorecard: emotional effects of work

What this is

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

Why this is important

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

How to read this

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

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

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

Example

In 2023:

- 52% of your staff who did the survey said work made them feel happy in 2023, which is up from 44% in 2022

Compared to:

- 69% of staff at your comparator and 52% of staff across the public sector.

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

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

	Happy	Enthusiastic	Worried	Miserable
You 2022	44%	44%	34%	21%
You 2023	52%	49%	24%	18%
Comparator 2023	69%	62%	28%	13%
Public sector 2023	52%	48%	31%	18%

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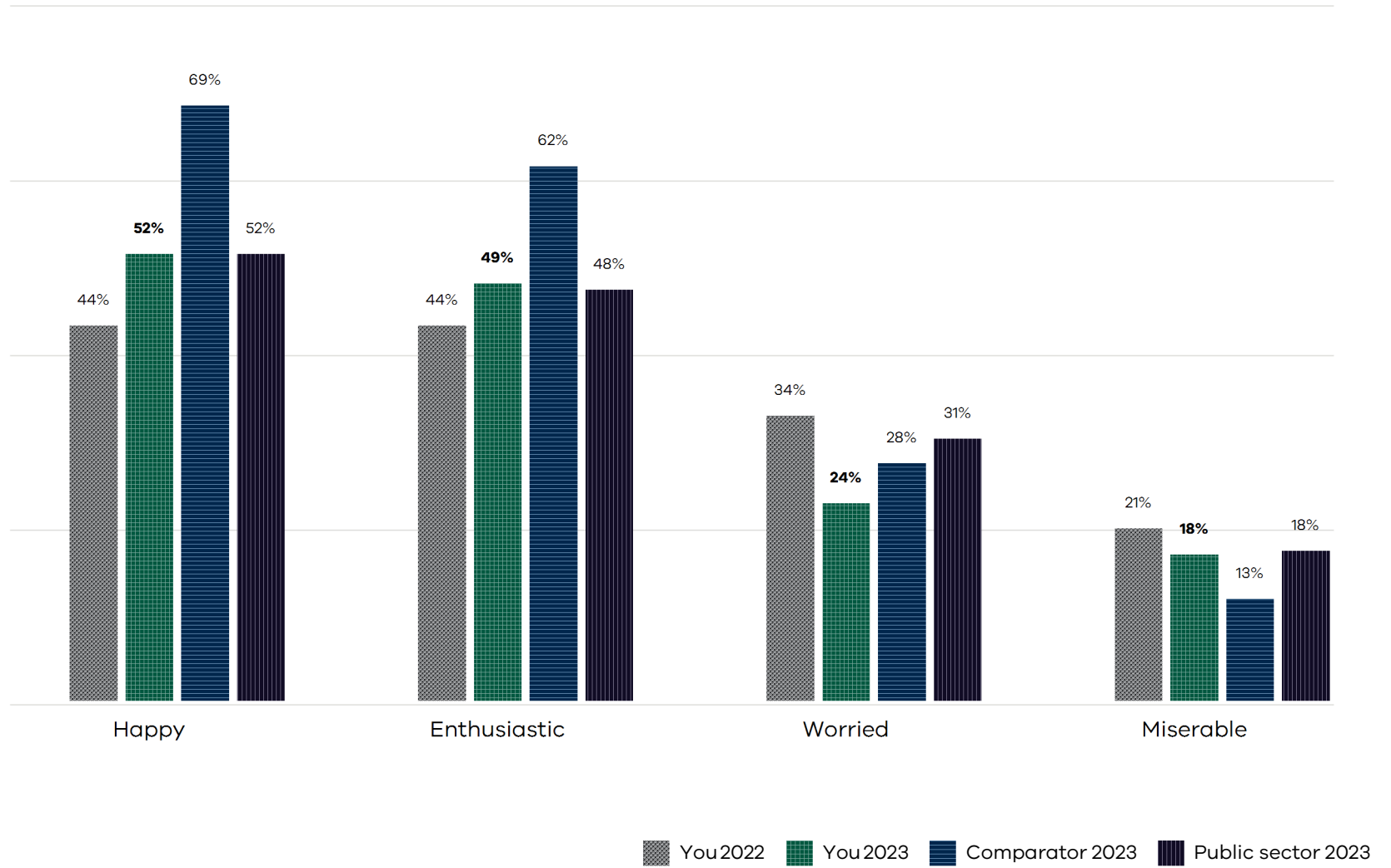
People outcomes

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:

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

Compared to:

- 10% of staff at your comparator and 11% of staff across the public sector.

Chart: Negative behaviours by category

Violence or aggression: You 2022 12%, You 2023 12%, Comparator 2023 10%, Public sector 2023 11%

Bullying: You 2022 15%, You 2023 10%, Comparator 2023 10%, Public sector 2023 12%

Sexual harassment: You 2022 5%, You 2023 7%, Comparator 2023 6%, Public sector 2023 4%

Discrimination: You 2022 3%, You 2023 3%, Comparator 2023 5%, Public sector 2023 6%

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

10% of your staff who did the survey said they experienced bullying.

Of that 10%, 75% 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?

12	99	8
10%	83%	7%

■ Experienced bullying   ▦ Did not experience bullying   ▦ Not sure
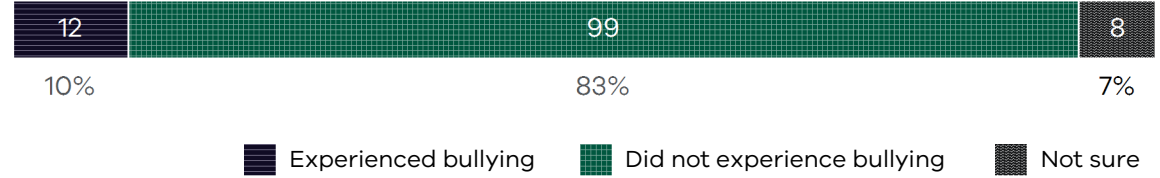
If you experienced bullying, what type of bullying did you experience?	You 2022	You 2023	Comparator 2023	Public sector 2023
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	65%	75%	79%	71%
Intimidation and/or threats	30%	58%	22%	29%
Exclusion or isolation	26%	25%	41%	45%
Verbal abuse	30%	25%	20%	20%
Being assigned meaningless tasks unrelated to my job	26%	8%	14%	16%
Other	13%	8%	15%	16%

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

10% of your staff who did the survey said they experienced bullying, of which

- 58% said the top way they reported the bullying was 'Told a colleague'.
- 83% said they didn't submit a formal complaint.

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

12	99	8
10%	83%	7%

■ Experienced bullying   ▨ Did not experience bullying   ▨ Not sure
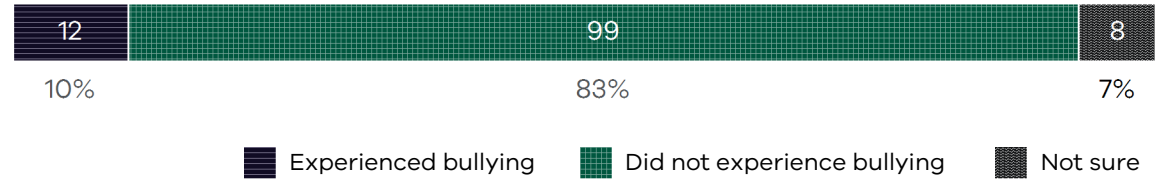
Did you tell anyone about the bullying?	You 2022	You 2023	Comparator 2023	Public sector 2023
Told a colleague	35%	58%	42%	41%
Told a friend or family member	17%	33%	37%	36%
Told a manager	57%	33%	49%	50%
I did not tell anyone about the bullying	22%	17%	10%	12%
Submitted a formal complaint	0%	17%	12%	12%
Told employee assistance program (EAP) or peer support	0%	17%	7%	10%
Told Human Resources	9%	17%	15%	13%
Told someone else	17%	8%	8%	13%

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

83% of your staff who experienced bullying did not submit a formal complaint, of which:

- 60% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?

2	10
17%	83%

■ Submitted formal complaint   ▨ Did not submit a formal complaint
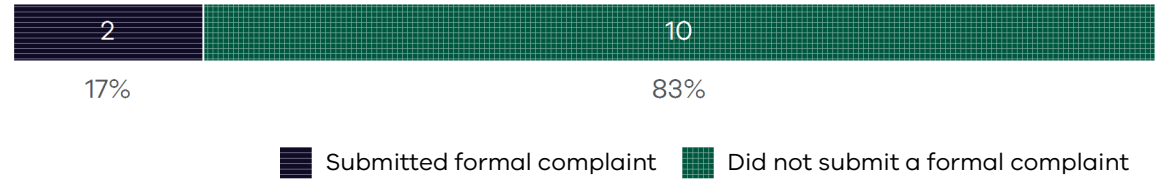
What was your reason for not submitting a formal complaint?	You 2022	You 2023	Comparator 2023	Public sector 2023
I believed there would be negative consequences for my reputation	39%	60%	57%	55%
I believed there would be negative consequences for my career	39%	50%	38%	45%
I believed there would be negative consequences for the person I was going to complain about	4%	30%	11%	10%
I didn't think it would make a difference	65%	30%	54%	51%
I didn't think it was serious enough	17%	20%	23%	16%
I didn't feel safe to report the incident	13%	10%	12%	19%
I didn't need to because I no longer had contact with the person(s) who bullied me	0%	10%	4%	7%
I thought the complaint process would be embarrassing or difficult	13%	10%	15%	13%
Other	9%	10%	17%	14%

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, 10% 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

10% of your staff who did the survey said they experienced bullying.

Of that 10%, 25% said it was by 'A manager or supervisor'.

12 people (10% of staff) experienced bullying (You 2023)

Perpetrator	%
A manager or supervisor	25%
An executive, senior leader or the head of your organisation	25%
Client/ customer/ patient/ stakeholder	17%
Colleague	17%
Group of colleagues	17%
Member of the public	8%
Other	8%
A volunteer with my organisation	0%
Member of your household	0%
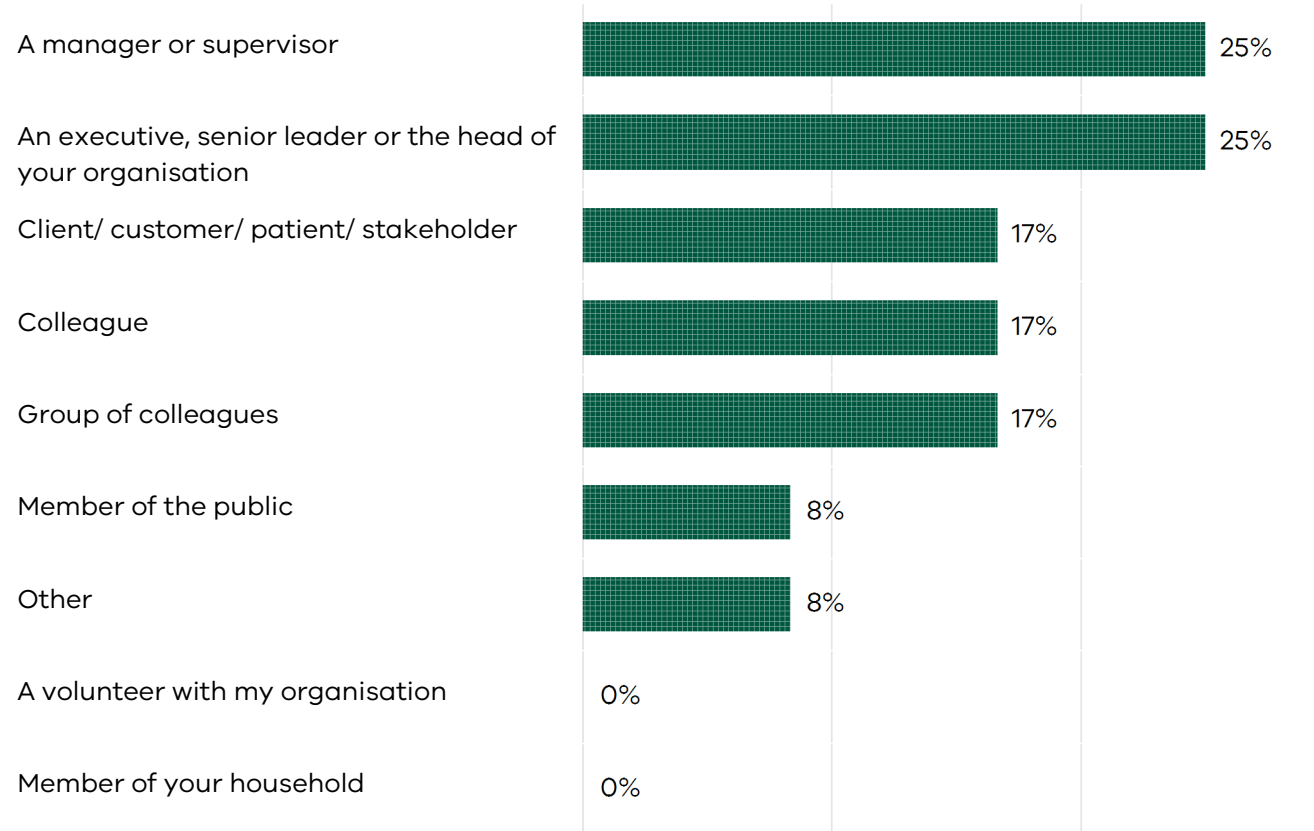
People outcomes

Sexual harassment

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Discrimination

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

Victorian Public Sector Commission

VICTORIA State Government

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

12% of your staff who did the survey said they experienced violence or aggression.

Of that 12%, 86% said it was from 'Intimidating behaviour'.

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

14	99	6
12%	83%	5%

■ Experienced violence or aggression   ■ Did not experience violence or aggression   ■ Not sure
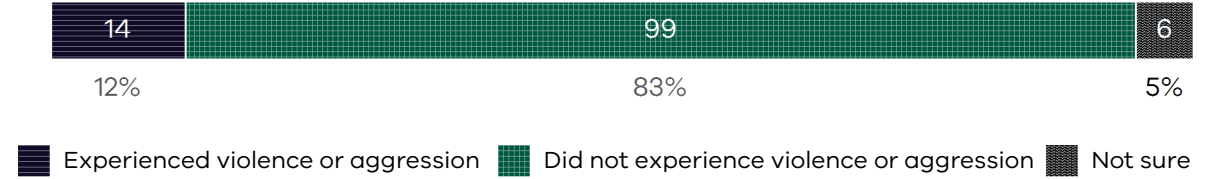
If you experienced violence or aggression, what type did you experience?	You 2022	You 2023	Comparator 2023	Public sector 2023
Intimidating behaviour	79%	86%	76%	73%
Abusive language	84%	79%	77%	75%
Threats of violence	11%	21%	15%	39%

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

12% of your staff who did the survey said they experienced violence or aggression, of which

- 79% 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?

14	99	6
12%	83%	5%

■ Experienced violence or aggression ■ Did not experience violence or aggression ■ Not sure
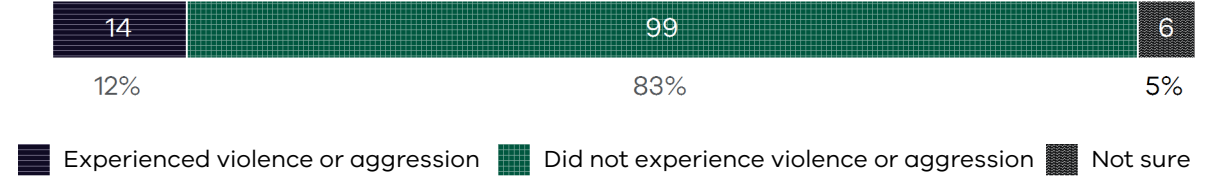
Did you tell anyone about the incident?	You 2022	You 2023	Comparator 2023	Public sector 2023
Told a manager	58%	79%	61%	56%
Submitted a formal incident report	16%	43%	27%	30%
Told the person the behaviour was not OK	16%	43%	17%	23%
Told a colleague	58%	36%	47%	40%
Told a friend or family member	16%	21%	17%	19%
Told Human Resources	5%	7%	13%	6%

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

12% of your staff who did the survey said they experienced violence or aggression.

Of that 12%, 93% said it was 'Client/ customer/ patient/ stakeholder'.

14 people (12% of staff) experienced violence or aggression (You2023)

Perpetrator	Percentage
Client/ customer/ patient/ stakeholder	93%
Member of the public	14%
Colleague	7%
A manager or supervisor	0%
A volunteer with my organisation	0%
An executive, senior leader or the head of your organisation	0%
Group of colleagues	0%
Member of your household	0%
Other	0%
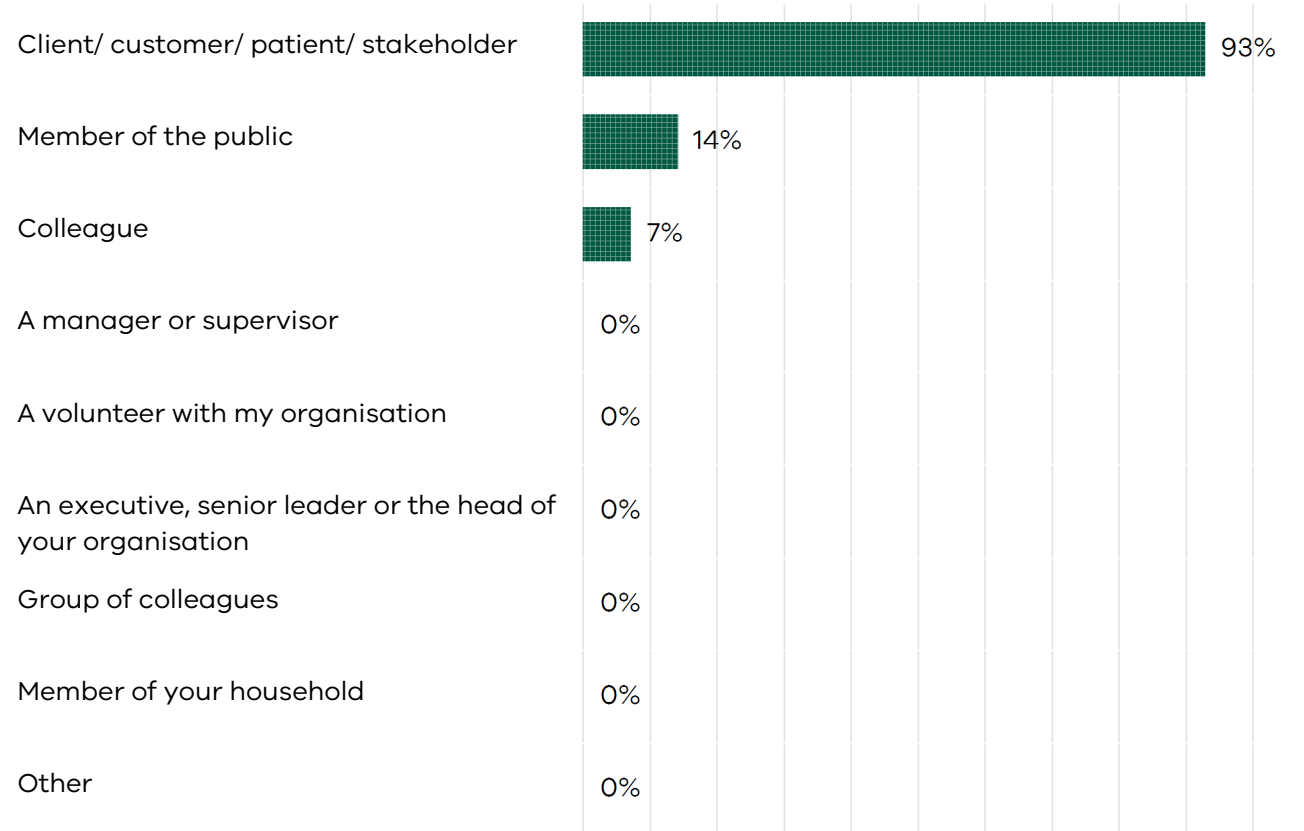
Negative behaviour

Witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

20% of your staff who did the survey said they witnessed some negative behaviour at work.

80% 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?

24	95
20%	80%

■ 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	80%	81%	81%
Bullying of a colleague	14%	13%	13%
Violence or aggression against a colleague	5%	4%	3%
Discrimination against a colleague	4%	7%	7%
Sexual harassment of a colleague	3%	2%	1%

Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

The table shows the answers in descending order.

Example

20% of your staff who did the survey witnessed negative behaviour, of which:

- 58% said the top action they took was 'Spoke to the person who experienced the behaviour'.

- 17% took no action.

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

24	95
20%	80%

■ 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	58%	68%	69%
Spoke to the person who behaved in a negative way	33%	20%	17%
Told a manager	33%	43%	38%
Told a colleague	21%	21%	19%
Told the person the behaviour was not OK	21%	20%	20%
Took no action	17%	4%	8%
Other	8%	7%	6%
Submitted a formal complaint	8%	4%	5%
Told Human Resources	8%	11%	7%

People matter survey

2023

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- Aboriginal and/or Torres Strait Islander
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- Cultural diversity
- Employment
- Adjustments
- Caring

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 96% 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	96%	+2%	93%
Job enrichment	I understand how my job helps my organisation achieve its goals	94%	-1%	94%
Job enrichment	I can use my skills and knowledge in my job	93%	+2%	91%
Job enrichment	I clearly understand what I am expected to do in this job	92%	+8%	88%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	92%	+18%	68%
Manager leadership	My manager demonstrates honesty and integrity	92%	+6%	86%
Manager support	My manager provides me with enough support when I need it	90%	+11%	82%
Meaningful work	I achieve something important through my work	90%	0%	89%
Manager leadership	My manager models my organisation's values	89%	+5%	85%
Manager leadership	My manager treats employees with dignity and respect	89%	+6%	89%

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 29% 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	29%	Not asked in 2022	35%
Organisational integrity	I believe the promotion processes in my organisation are fair	48%	+5%	44%
Collaboration	Workgroups across my organisation willingly share information with each other	49%	+1%	58%
Safety climate	All levels of my organisation are involved in the prevention of stress	49%	+5%	50%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	50%	-3%	53%
Learning and development	I am satisfied with the opportunities to progress in my organisation	50%	-1%	45%
Taking action	I believe my organisation will make improvements based on the results of this survey	51%	+2%	54%
Learning and development	My organisation places a high priority on the learning and development of staff	55%	+9%	50%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	55%	+12%	53%
Engagement	I feel a strong personal attachment to my organisation	55%	+6%	72%

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Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

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

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

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

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

Example

On the first row 'Human rights', the 'You 2023' column shows 92% of your staff agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.
In the 'Increase from 2022' column, you have a 18% increase, which is a positive trend.

Question group	Most improved from last year	You 2023	Increase from 2022	Comparator 2023
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	92%	+18%	68%
Workload	I have enough time to do my job effectively	66%	+17%	58%
Senior leadership	Senior leaders provide clear strategy and direction	66%	+16%	61%
Workload	The workload I have is appropriate for the job that I do	68%	+15%	63%
Senior leadership	Senior leaders demonstrate honesty and integrity	75%	+14%	68%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	61%	+14%	54%
Quality service delivery	My workgroup uses its resources well	80%	+13%	68%
Engagement	My organisation inspires me to do the best in my job	66%	+13%	71%
Organisational integrity	I have an equal chance at promotion in my organisation	60%	+13%	50%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	55%	+12%	53%

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Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

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

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

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

Example

On the first row 'Safety climate', the 'You 2023' column shows 50% of your staff agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.
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
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	50%	-3%	53%
Collaboration	I am able to work effectively with others outside my immediate workgroup	80%	-1%	86%
Learning and development	I am satisfied with the opportunities to progress in my organisation	50%	-1%	45%
Job enrichment	I understand how my job helps my organisation achieve its goals	94%	-1%	94%
Meaningful work	I get a sense of accomplishment from my work	84%	0%	85%
Meaningful work	I achieve something important through my work	90%	0%	89%

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 'Human rights', the 'You 2023' column shows 92% of your staff agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

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

Question group	Biggest positive difference from comparator	You 2023	Difference	Comparator 2023
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	92%	+23%	68%
Other questions	I understand how the Code of Conduct for Victorian public sector employees applies to my work	88%	+17%	71%
Quality service delivery	My workgroup uses its resources well	80%	+12%	68%
Manager support	My manager gives me feedback that helps me improve my performance	82%	+10%	72%
Organisational integrity	I have an equal chance at promotion in my organisation	60%	+9%	50%
Quality service delivery	My workgroup acts fairly and without bias	81%	+8%	72%
Manager support	My manager provides me with enough support when I need it	90%	+8%	82%
Workload	I have enough time to do my job effectively	66%	+8%	58%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	60%	+8%	52%
Other questions	My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)	55%	+7%	48%

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 'Engagement', the 'You 2023' column shows 59% of your staff agreed with 'I am proud to tell others I work for my organisation'.

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

Question subgroup	Biggest negative difference from comparator	You 2023	Difference	Comparator 2023
Engagement	I am proud to tell others I work for my organisation	59%	-27%	86%
Engagement	I feel a strong personal attachment to my organisation	55%	-17%	72%
Engagement	I would recommend my organisation as a good place to work	59%	-16%	74%
Collaboration	Workgroups across my organisation willingly share information with each other	49%	-9%	58%
Inclusion	I feel as if I belong at this organisation	71%	-8%	78%
Engagement	My organisation motivates me to help achieve its objectives	65%	-7%	71%
Safety climate	My organisation provides a physically safe work environment	81%	-7%	87%
Collaboration	I am able to work effectively with others outside my immediate workgroup	80%	-6%	86%
Taking action	My organisation has made improvements based on the survey results from last year	29%	-6%	35%
Gender equality supporting measures	My organisation uses inclusive and respectful images and language	83%	-5%	88%

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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

51% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will make improvements based on the results of this survey'.

Survey question	Your results					

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

Benchmark agree results
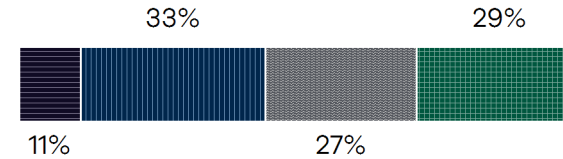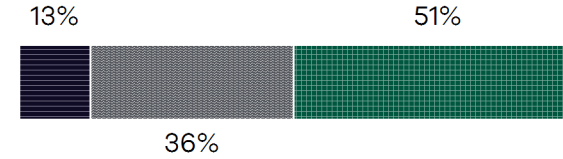
Survey question		You		Comparator		
		2022	2023	Lowest	Average	Highest
I believe my organisation will make improvements based on the results of this survey	13% / 36% / 51%	50 %	51 %	30 %	54 %	85 %
My organisation has made improvements based on the survey results from last year	11% / 33% / 27% / 29%	Not asked	29 %	16 %	35 %	56 %

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2023

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- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

Topical questions

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

Custom questions

- Questions requested by your organisation

Demographics

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

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

75% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

| 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
Senior leaders demonstrate honesty and integrity	7% / 18% / 75%	61 %	75 %	51 %	68 %	94 %
Senior leaders model my organisation's values	1% / 8% / 18% / 72%	61 %	72 %	45 %	68 %	92 %
Senior leaders provide clear strategy and direction	13% / 22% / 66%	50 %	66 %	26 %	61 %	90 %

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- Disability
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- Adjustments
- Caring

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:

- 73% of your staff who did the survey responded positively to questions about Organisational integrity which is up from 67% in 2022.

Compared to:

- 71% of staff at your comparator and 66% of staff across the public sector.
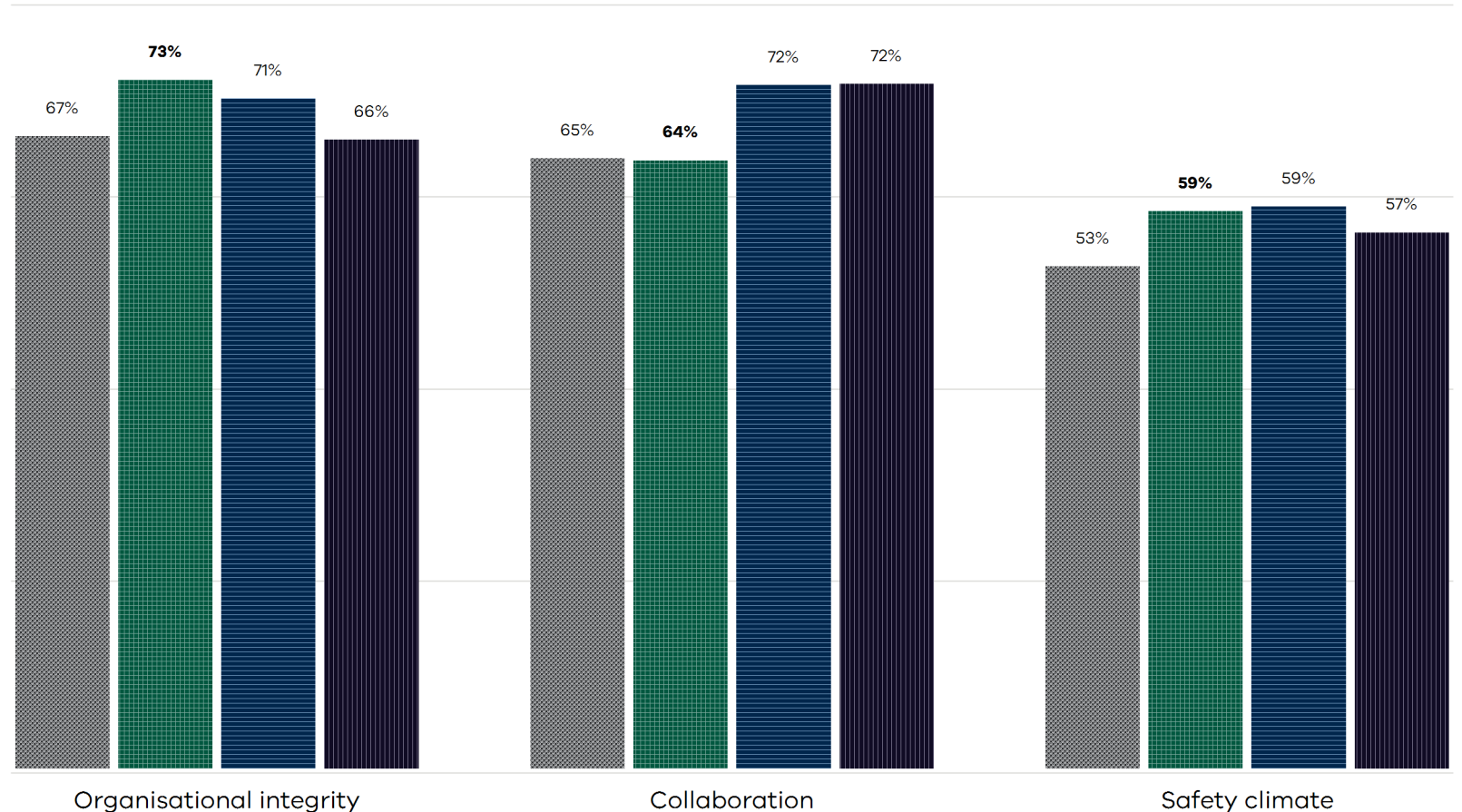
*We can't compare some data here because one or more questions were not asked in a previous survey

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

Organisational integrity: 67%, 73%, 71%, 66%
Collaboration: 65%, 64%, 72%, 72%
Safety climate: 53%, 59%, 59%, 57%

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

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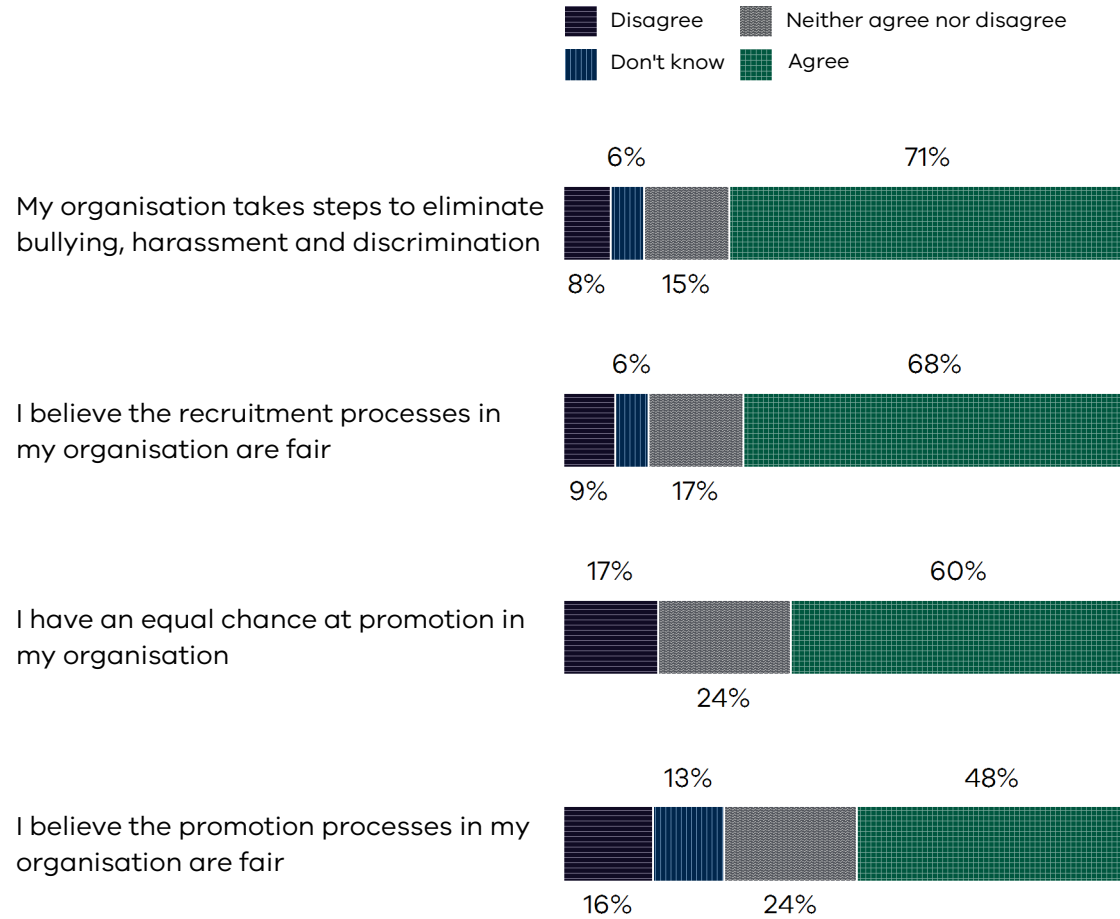
Example

88% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question
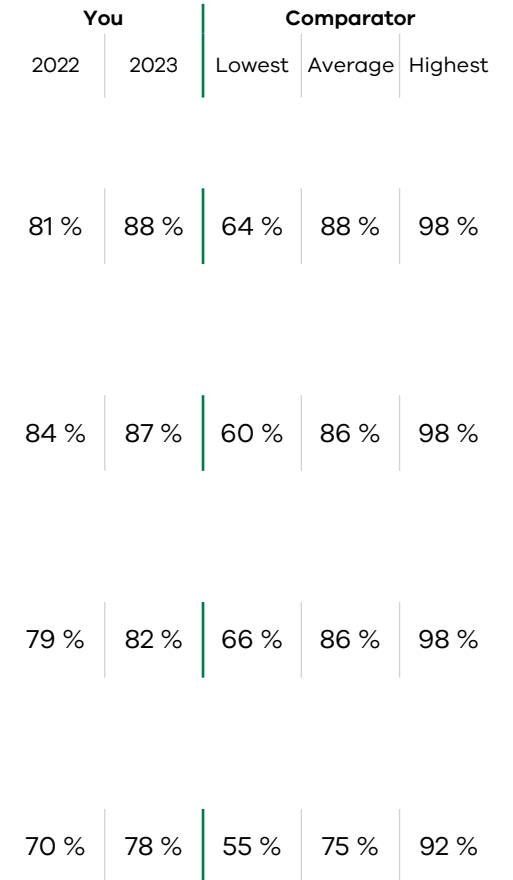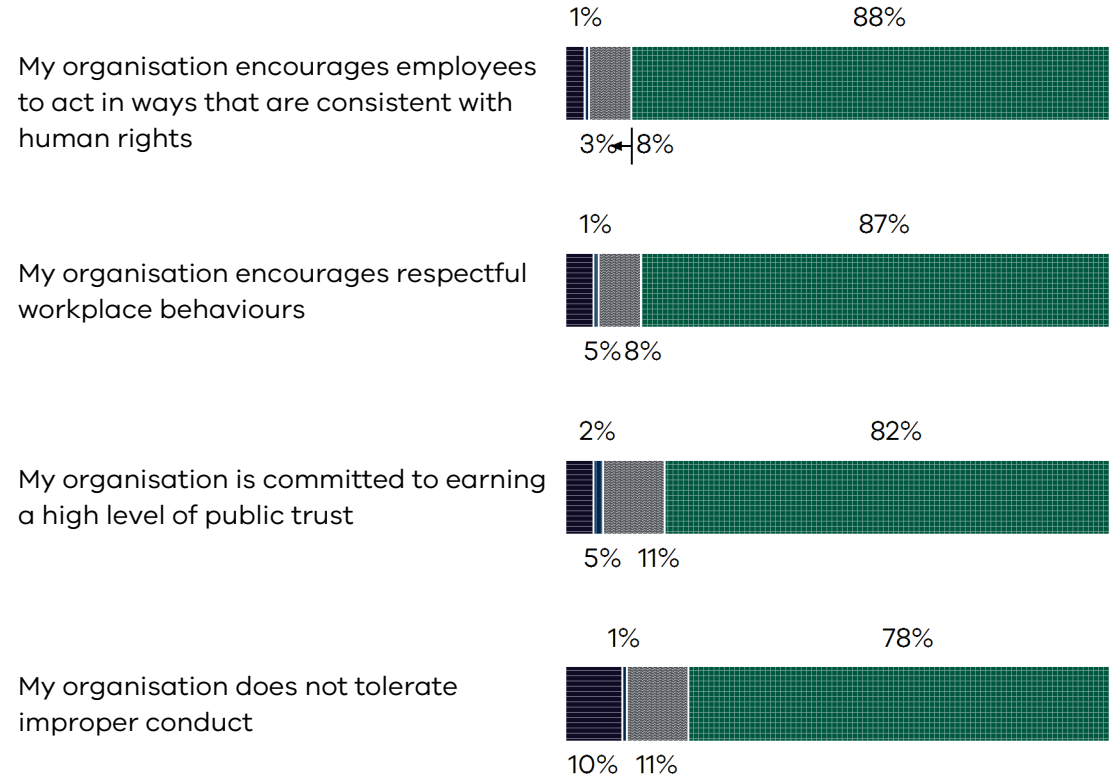
Your results

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

Benchmark agree results

Survey question		You		Comparator		
		2022	2023	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	1% ... 88% ... 3% 8%	81 %	88 %	64 %	88 %	98 %
My organisation encourages respectful workplace behaviours	1% ... 87% ... 5% 8%	84 %	87 %	60 %	86 %	98 %
My organisation is committed to earning a high level of public trust	2% ... 82% ... 5% 11%	79 %	82 %	66 %	86 %	98 %
My organisation does not tolerate improper conduct	1% ... 78% ... 10% 11%	70 %	78 %	55 %	75 %	92 %

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Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

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

Example

71% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
Survey question	2022	2023	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination (Disagree 8%, 6%, Neither 15%, Agree 71%)	66 %	71 %	51 %	72 %	87 %
I believe the recruitment processes in my organisation are fair (Disagree 9%, 6%, Neither 17%, Agree 68%)	66 %	68 %	57 %	64 %	89 %
I have an equal chance at promotion in my organisation (Disagree 17%, Neither 24%, Agree 60%)	46 %	60 %	40 %	50 %	67 %
I believe the promotion processes in my organisation are fair (Disagree 16%, 13%, Neither 24%, Agree 48%)	43 %	48 %	34 %	44 %	57 %

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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

80% 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	Benchmark agree results

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

	You		Comparator		
	2022	2023	Lowest	Average	Highest
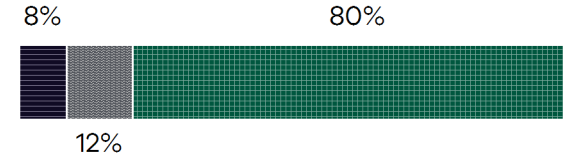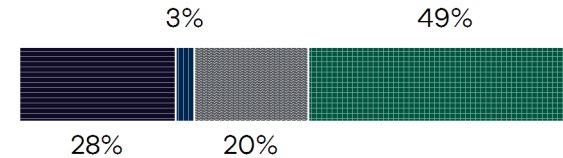
Survey question	Disagree	Neither	Agree	2022	2023	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	8%	12%	80%	81 %	80 %	57 %	86 %	97 %
Workgroups across my organisation willingly share information with each other	28% / 3%	20%	49%	48 %	49 %	23 %	58 %	91 %

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

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

Example

81% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Survey question	Your results						

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
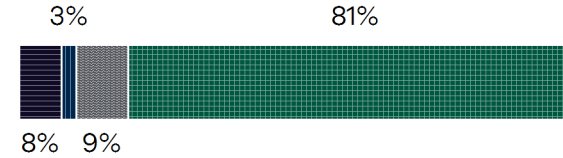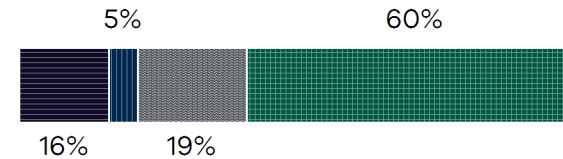
Survey question	Your results	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My organisation provides a physically safe work environment	8% / 9% / 3% disagree... 81% agree	80 %	81 %	70 %	87 %	100 %
My organisation has effective procedures in place to support employees who may experience stress	16% / 19% / 5% ... 60%	50 %	60 %	32 %	52 %	66 %
Senior leaders consider the psychological health of employees to be as important as productivity	18% / 23% ... 60%	50 %	60 %	38 %	61 %	90 %
Senior leaders show support for stress prevention through involvement and commitment	18% / 26% ... 55%	43 %	55 %	36 %	53 %	81 %
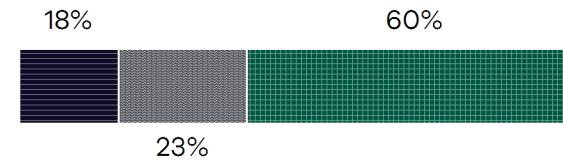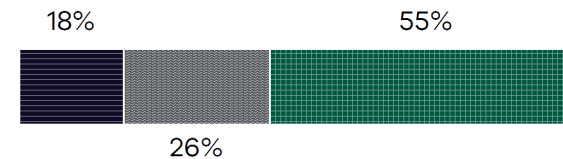
Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

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

Example

50% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.

Survey question	Your results			Benchmark agree results				
				You		**Comparator**		
				2022	2023	Lowest	Average	Highest

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

Survey question	Your results	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
In my workplace, there is good communication about psychological safety issues that affect me	17% Disagree, 34% Neither, 50% Agree	52 %	50 %	28 %	53 %	70 %
All levels of my organisation are involved in the prevention of stress	24% Disagree, 27% Neither, 49% Agree	44 %	49 %	21 %	50 %	71 %

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- Adjustments
- Caring

Workgroup climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2023:

- 81% of your staff who did the survey responded positively to questions about Quality service delivery which is up from 71% in 2022.

Compared to:

- 73% of staff at your comparator and 74% of staff across the public sector.
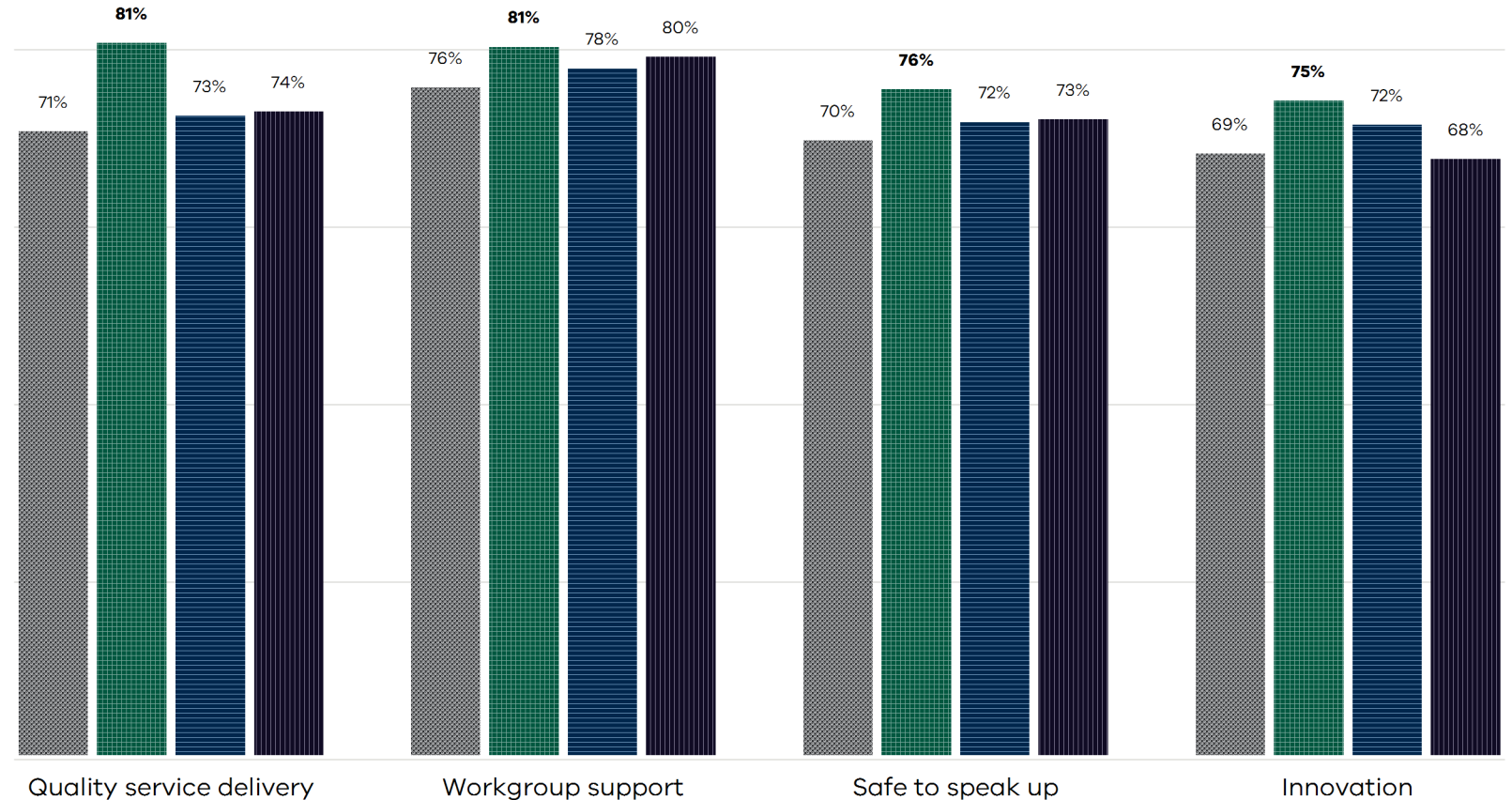
Chart data:

Factor	You 2022	You 2023	Comparator 2023	Public sector 2023
Quality service delivery	71%	81%	73%	74%
Workgroup support	76%	81%	78%	80%
Safe to speak up	70%	76%	72%	73%
Innovation	69%	75%	72%	68%

*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

Victorian Public Sector Commission

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Workgroup climate

Quality service delivery

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

86% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

Survey question	Your results					

Legend:
- Disagree (dark navy)
- Don't know (blue)
- Neither agree nor disagree (grey)
- Agree (green)
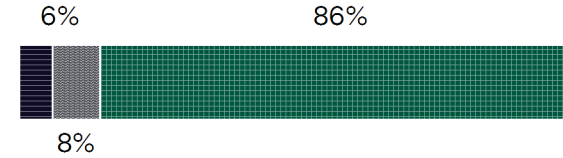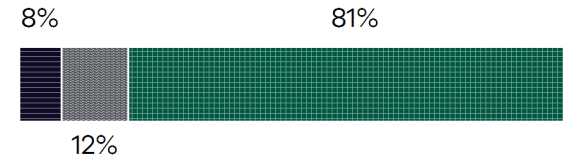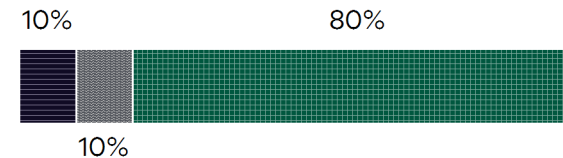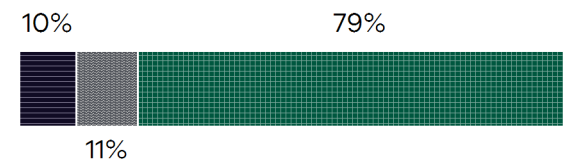
		Your results	You		Comparator		
Survey question			2022	2023	Lowest	Average	Highest
My workgroup provides high quality advice and services	6% / 8% / 86%		81 %	86 %	60 %	80 %	97 %
My workgroup acts fairly and without bias	8% / 12% / 81%		71 %	81 %	55 %	72 %	91 %
My workgroup uses its resources well	10% / 10% / 80%		66 %	80 %	56 %	68 %	87 %
My workgroup has clear lines of responsibility	10% / 11% / 79%		67 %	79 %	61 %	72 %	89 %

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

78% of your staff who did the survey agreed or strongly agreed with 'My workgroup is quick to respond to opportunities to do things better'.

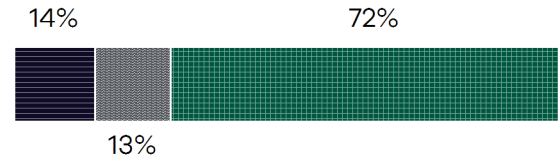| Survey question	Your results							
			You		**Comparator**		
			2022	2023	Lowest	Average	Highest

Legend: Disagree · Neither agree nor disagree · Don't know · Agree
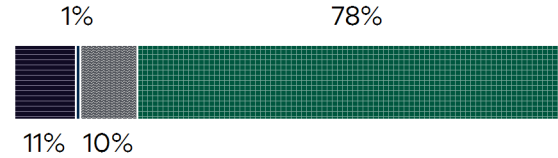
Survey question	Your results	2022	2023	Lowest	Average	Highest
My workgroup is quick to respond to opportunities to do things better	11% / 10% / 1% / 78%	74 %	78 %	61 %	72 %	90 %
My workgroup learns from failures and mistakes	9% / 16% / 1% / 74%	68 %	74 %	57 %	71 %	89 %
My workgroup encourages employee creativity	14% / 13% / 72%	65 %	72 %	50 %	73 %	97 %
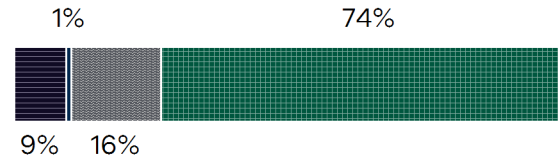
Workgroup climate

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

84% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.
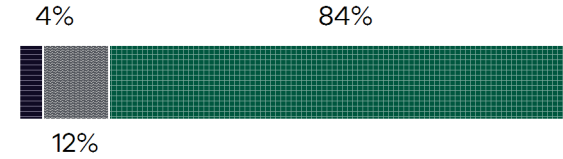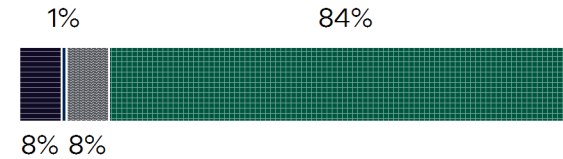
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
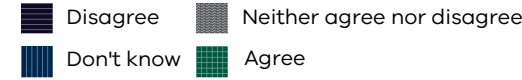
Survey question	Your results		You		Comparator		
			2022	2023	Lowest	Average	Highest
People in my workgroup treat each other with respect	4% / 12% / 84%		77 %	84 %	67 %	84 %	99 %
People in my workgroup work together effectively to get the job done	1% / 8% / 8% / 84%		79 %	84 %	65 %	84 %	97 %
People in my workgroup are politically impartial in their work	3% / 4% / 13% / 81%		80 %	81 %	67 %	76 %	88 %
People in my workgroup are honest, open and transparent in their dealings	1% / 6% / 13% / 80%		72 %	80 %	63 %	75 %	94 %
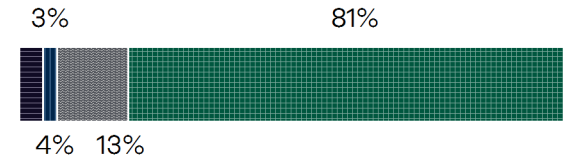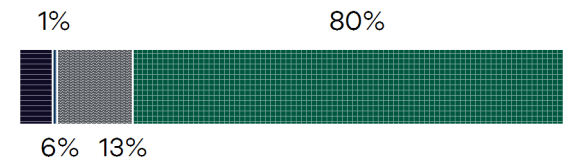
Workgroup climate

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.
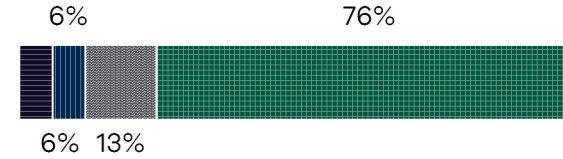
Example

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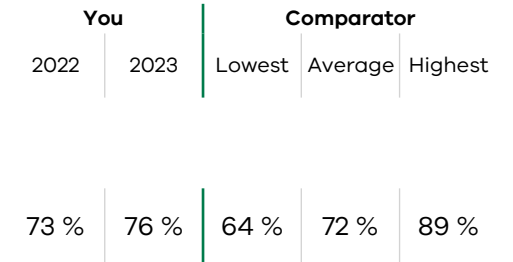
Survey question

Your results

Benchmark agree results

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

People in my workgroup appropriately manage conflicts of interest

6% | 76%
6% 13%

	You		Comparator		
	2022	2023	Lowest	Average	Highest
	73 %	76 %	64 %	72 %	89 %

Victorian Public Sector Commission

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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

77% of your staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.
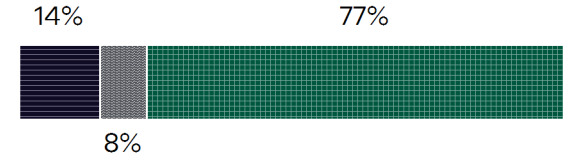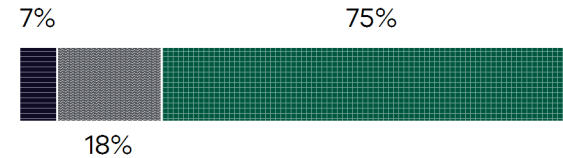
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I feel safe to challenge inappropriate behaviour at work (Disagree 14%, Don't know 8%, Agree 77%)	70 %	77 %	62 %	75 %	88 %
People in my workgroup are able to bring up problems and tough issues (Disagree 7%, Neither 18%, Agree 75%)	70 %	75 %	58 %	70 %	89 %

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- 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

Job and manager factors

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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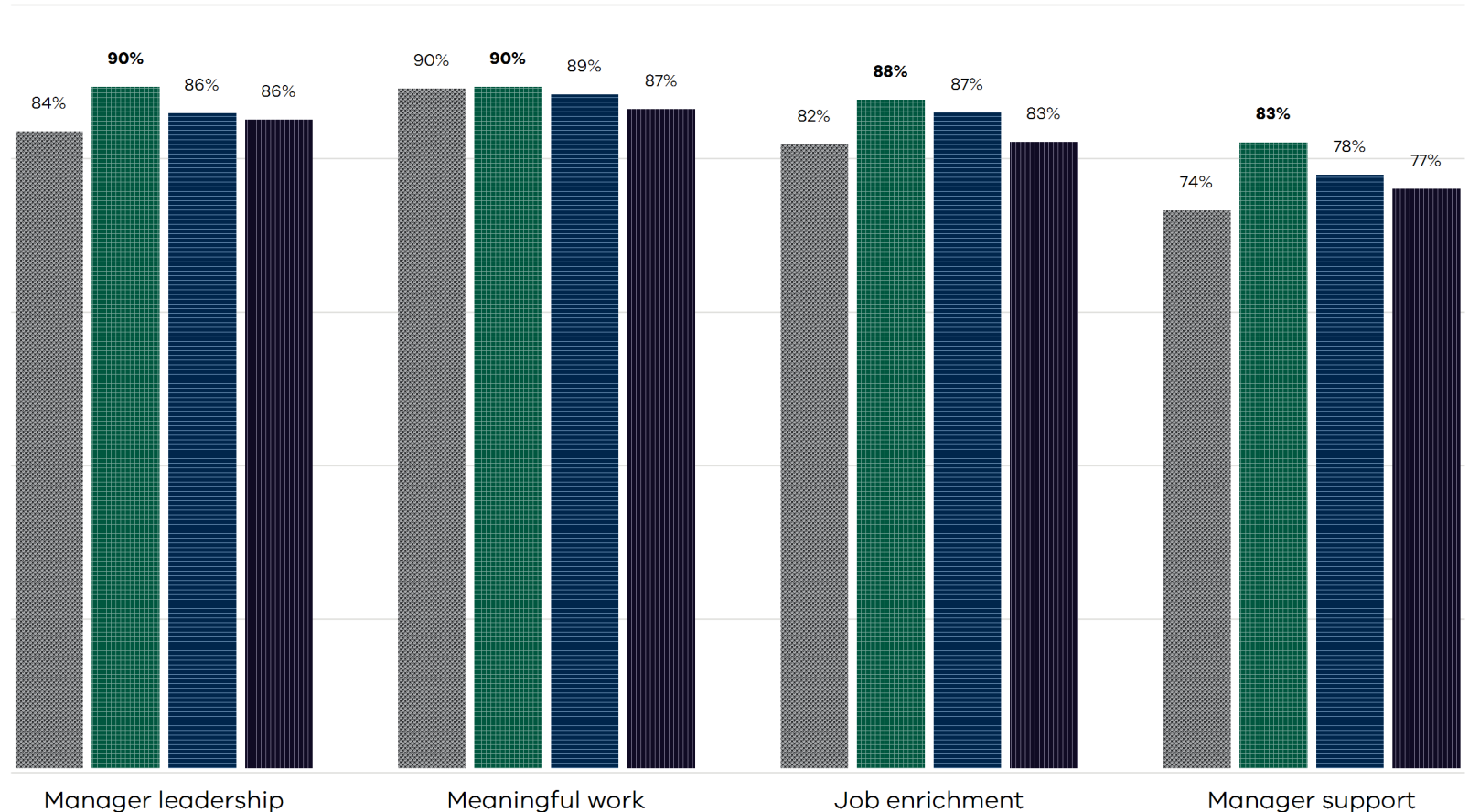
Example

In 2023:

- 90% of your staff who did the survey responded positively to questions about Manager leadership.

Compared to:

- 86% of staff at your comparator and 86% 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:

Factor	You 2022	You 2023	Comparator 2023	Public sector 2023
Manager leadership	84%	90%	86%	86%
Meaningful work	90%	90%	89%	87%
Job enrichment	82%	88%	87%	83%
Manager support	74%	83%	78%	77%

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.

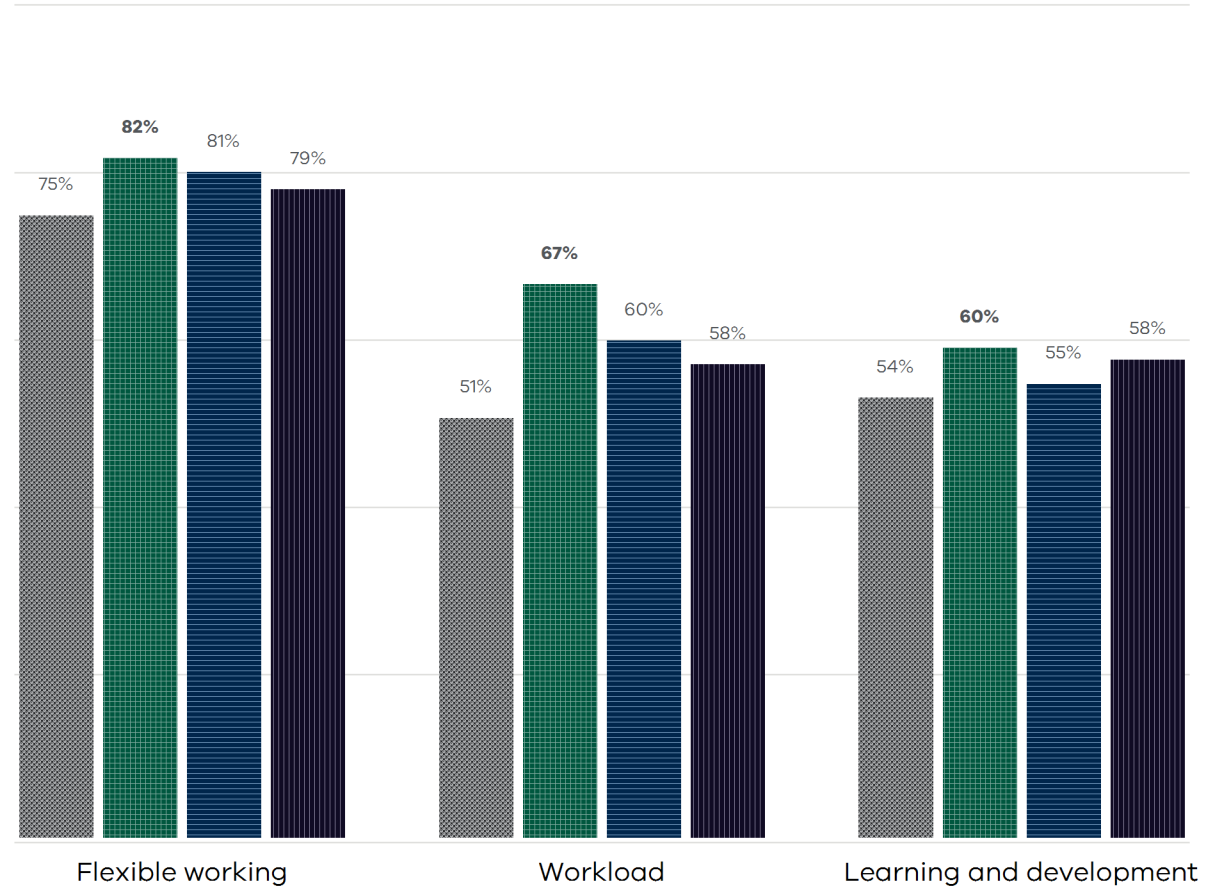Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

In 2023:

- 82% of your staff who did the survey responded positively to questions about Flexible working.

Compared to:

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

	Flexible working	Workload	Learning and development
You 2022	75%	51%	54%
You 2023	82%	67%	60%
Comparator 2023	81%	60%	55%
Public sector 2023	79%	58%	58%

*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

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.

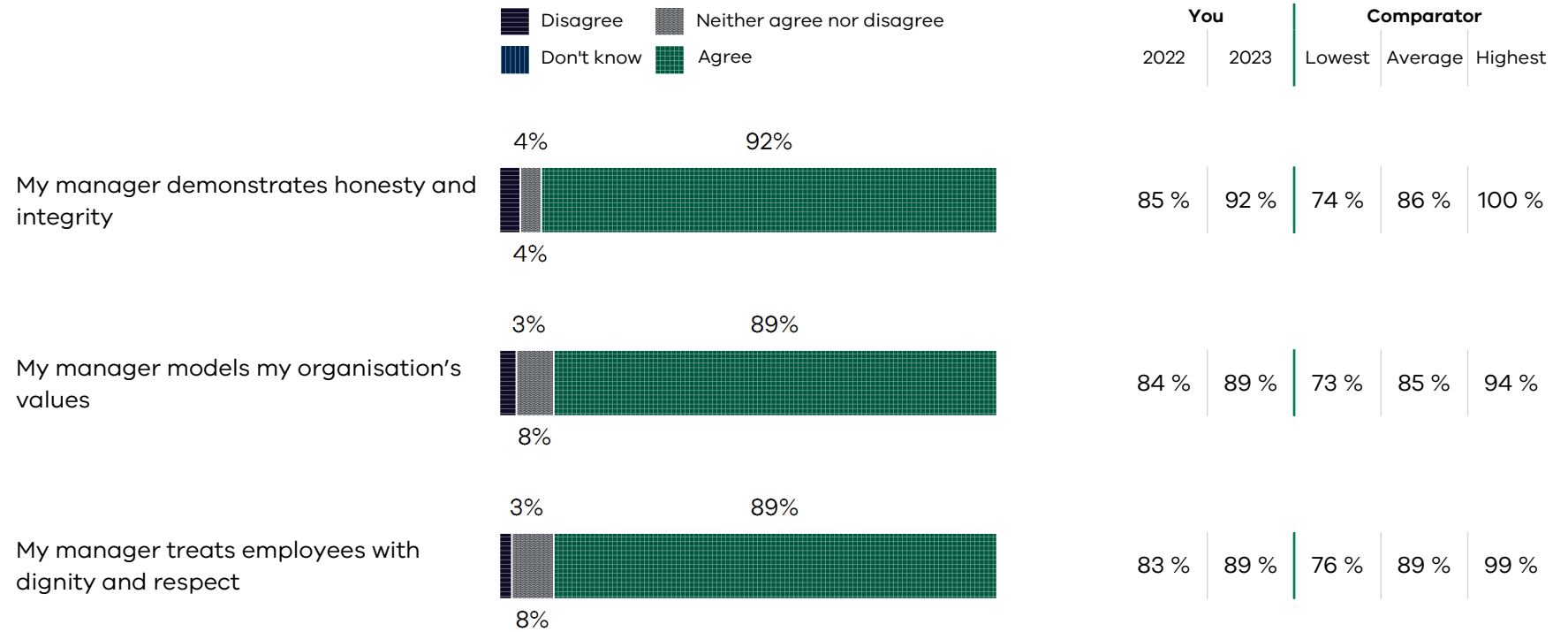Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

92% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

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 demonstrates honesty and integrity	4% / 4% / 92%	85 %	92 %	74 %	86 %	100 %
My manager models my organisation's values	3% / 8% / 89%	84 %	89 %	73 %	85 %	94 %
My manager treats employees with dignity and respect	3% / 8% / 89%	83 %	89 %	76 %	89 %	99 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

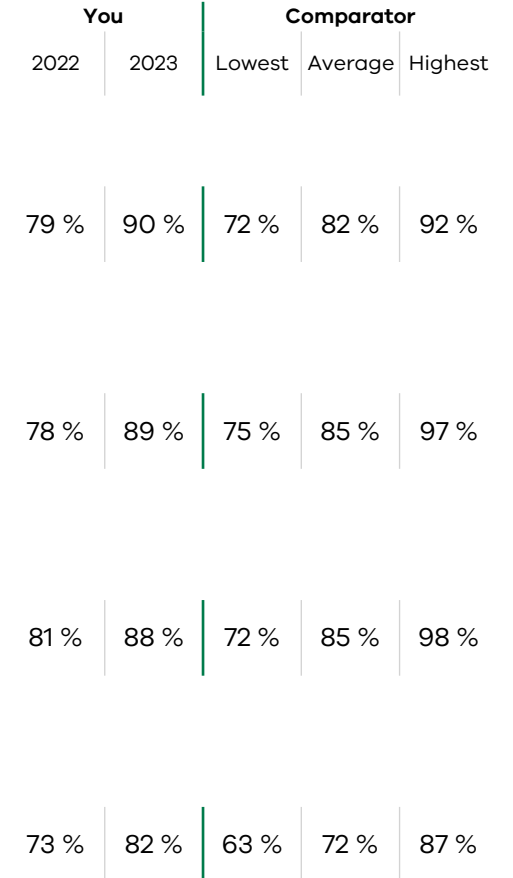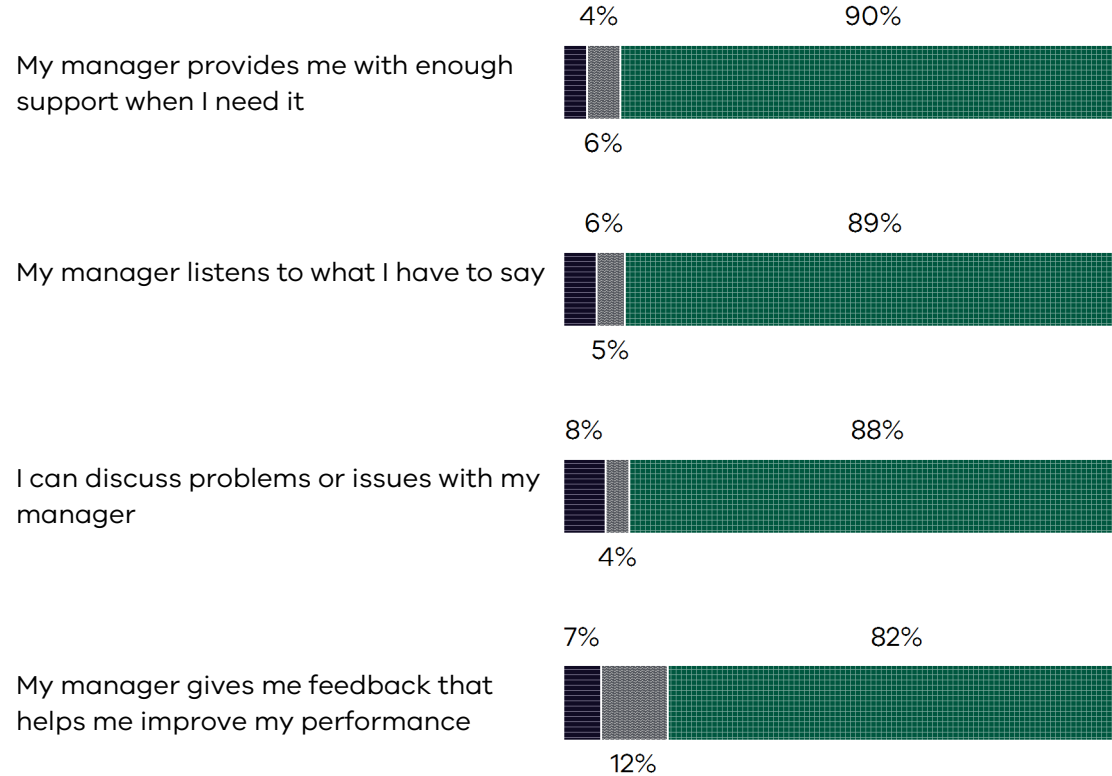Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

90% of your staff who did the survey agreed or strongly agreed with 'My manager provides me with enough support when I need it'.

Survey question / Your results / Benchmark agree results

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

Survey question	Disagree	Neither	Agree	Don't know	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My manager provides me with enough support when I need it	4%		90%	6%	79 %	90 %	72 %	82 %	92 %
My manager listens to what I have to say	6%		89%	5%	78 %	89 %	75 %	85 %	97 %
I can discuss problems or issues with my manager	8%		88%	4%	81 %	88 %	72 %	85 %	98 %
My manager gives me feedback that helps me improve my performance	7%		82%	12%	73 %	82 %	63 %	72 %	87 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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.

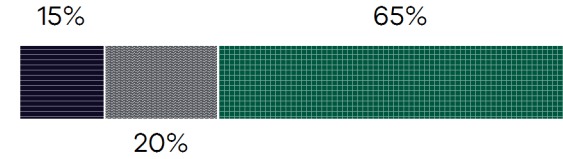Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

65% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.
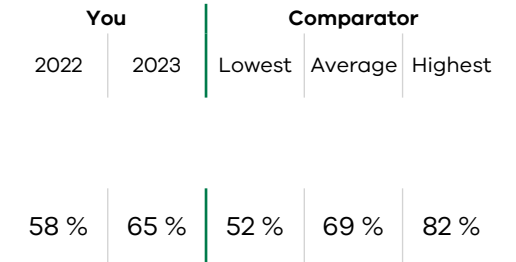
Survey question	Your results				

Survey question

Your results

Benchmark agree results

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

I receive meaningful recognition when I do good work

15% 20% 65%

	You		Comparator		
	2022	2023	Lowest	Average	Highest
	58 %	65 %	52 %	69 %	82 %

Victorian Public Sector Commission

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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

68% 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

- Disagree
- Neither agree nor disagree
- Agree

The workload I have is appropriate for the job that I do

17% | 68%
15%

I have enough time to do my job effectively

20% | 66%
13%

Benchmark agree results

	You		Comparator		
	2022	2023	Lowest	Average	Highest
The workload I have is appropriate for the job that I do	53 %	68 %	51 %	63 %	66 %
I have enough time to do my job effectively	50 %	66 %	38 %	58 %	68 %
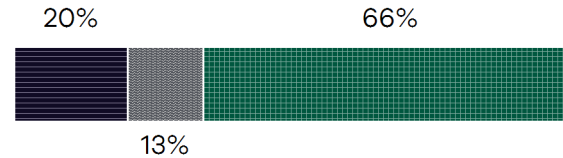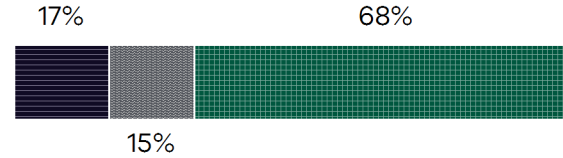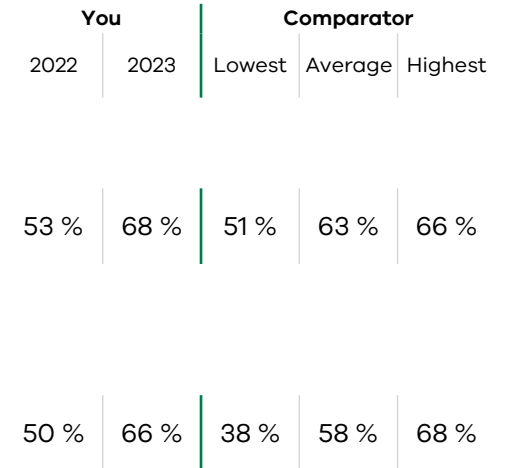
Job and manager factors

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.
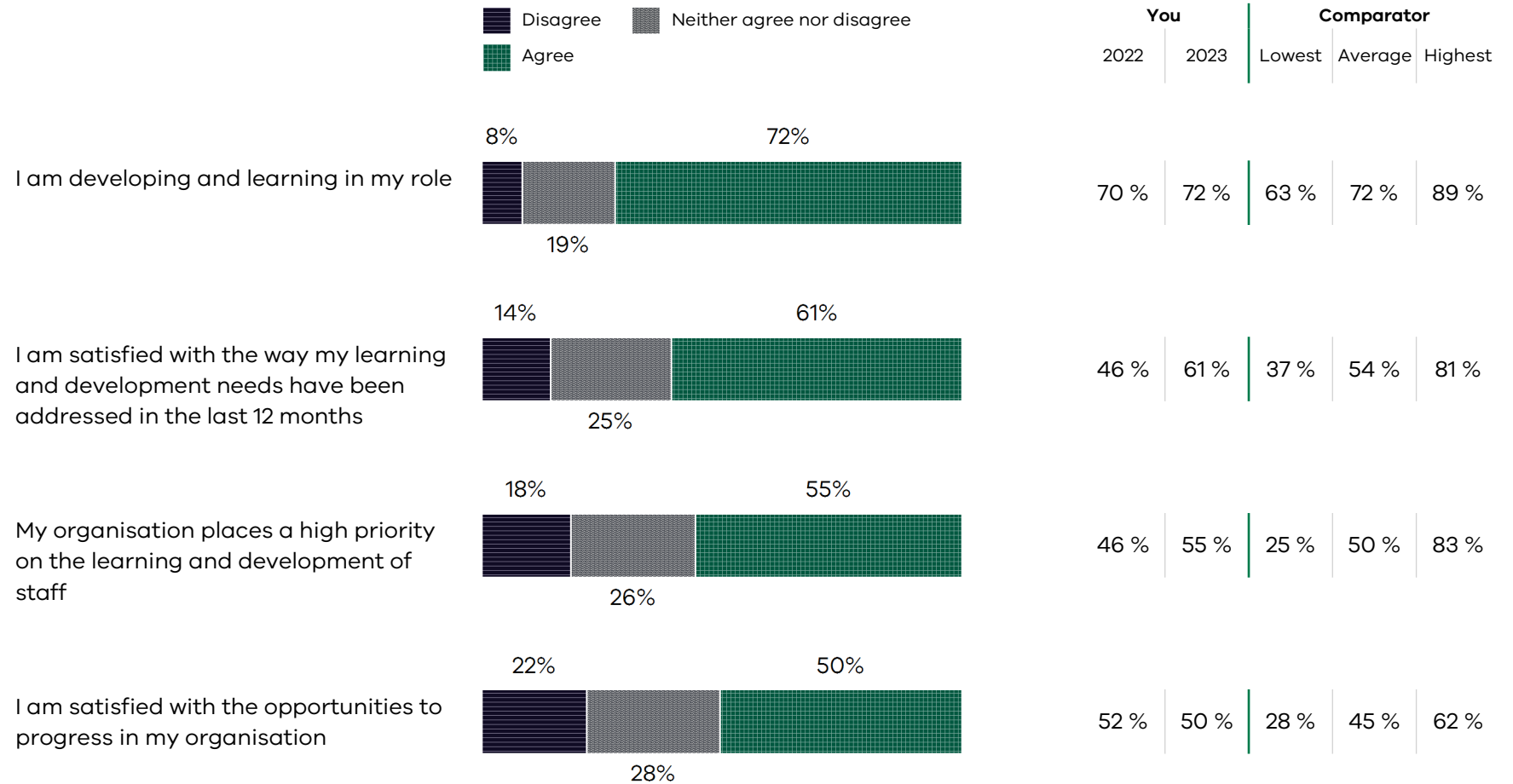
Example

72% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Survey question	Your results					

Legend: Disagree ▪ Neither agree nor disagree ▪ Agree

Benchmark agree results

	You		Comparator		
Survey question	2022	2023	Lowest	Average	Highest
I am developing and learning in my role — Disagree 8%, Neither 19%, Agree 72%	70 %	72 %	63 %	72 %	89 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months — Disagree 14%, Neither 25%, Agree 61%	46 %	61 %	37 %	54 %	81 %
My organisation places a high priority on the learning and development of staff — Disagree 18%, Neither 26%, Agree 55%	46 %	55 %	25 %	50 %	83 %
I am satisfied with the opportunities to progress in my organisation — Disagree 22%, Neither 28%, Agree 50%	52 %	50 %	28 %	45 %	62 %

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.
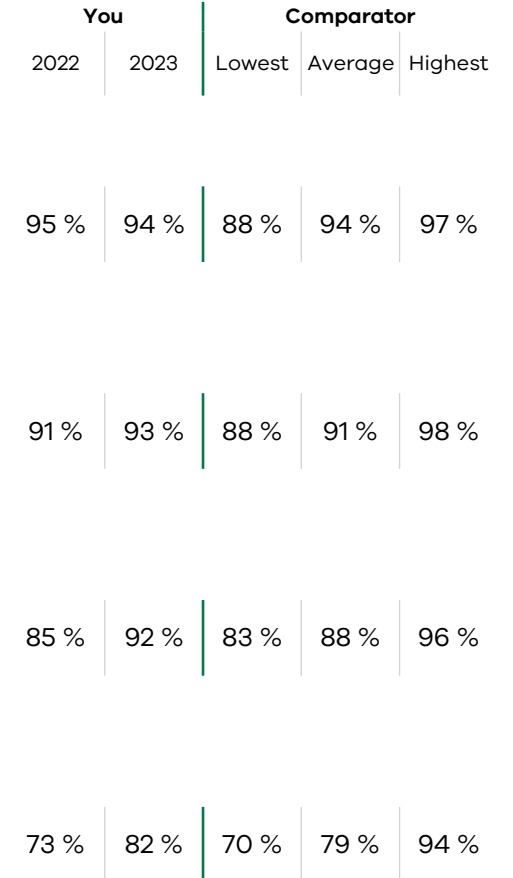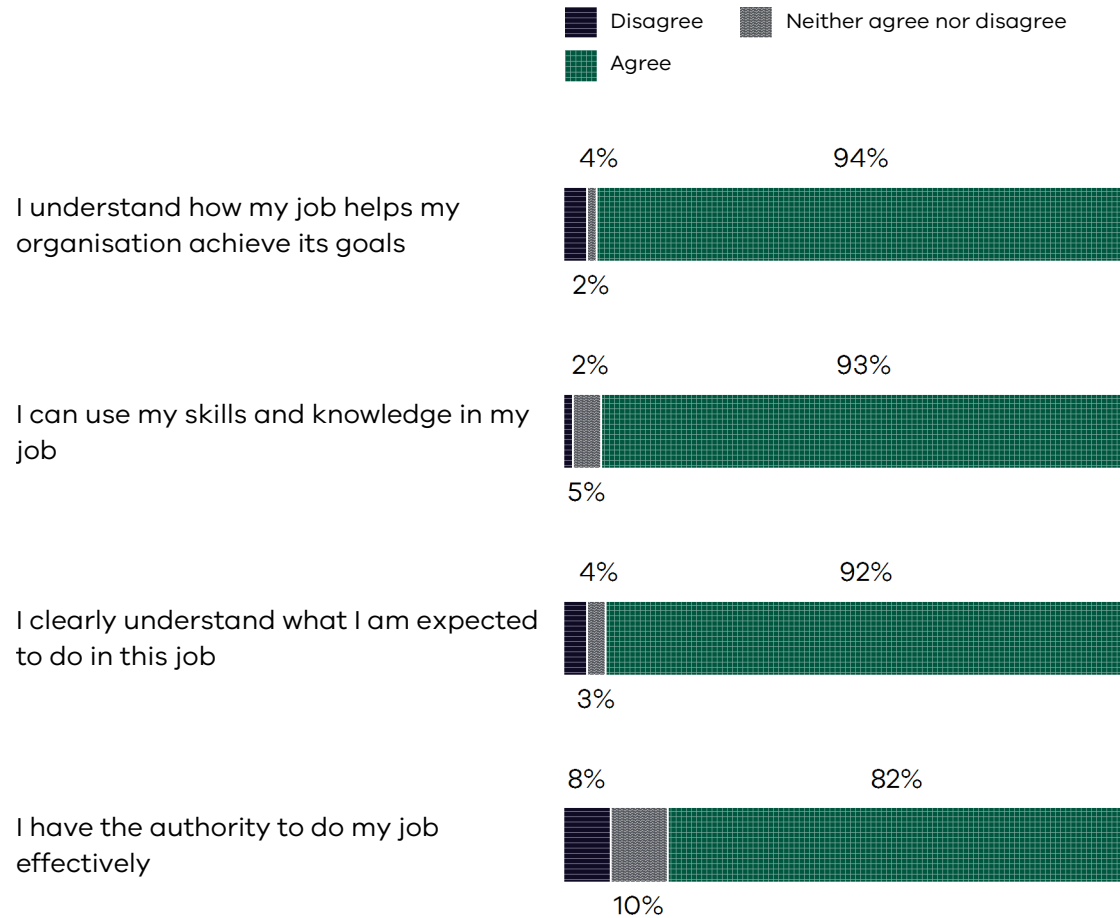
Example

94% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.

Survey question	Your results	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
	Disagree / Neither agree nor disagree / Agree					
I understand how my job helps my organisation achieve its goals	4% ... 94% (2%)	95 %	94 %	88 %	94 %	97 %
I can use my skills and knowledge in my job	2% ... 93% (5%)	91 %	93 %	88 %	91 %	98 %
I clearly understand what I am expected to do in this job	4% ... 92% (3%)	85 %	92 %	83 %	88 %	96 %
I have the authority to do my job effectively	8% ... 82% (10%)	73 %	82 %	70 %	79 %	94 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Job enrichment 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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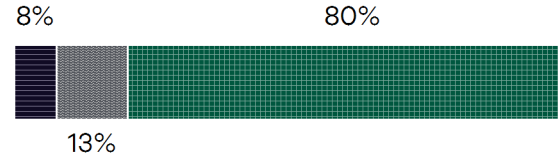
Example

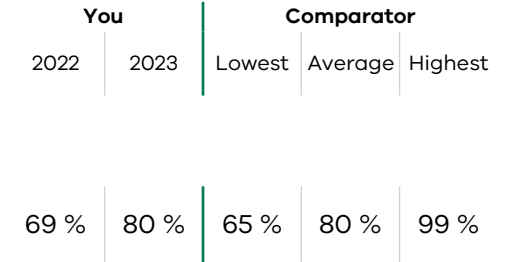80% of your staff who did the survey agreed or strongly agreed with 'I have a say in how I do my work'.

Survey question

I have a say in how I do my work

Your results

- Disagree
- Neither agree nor disagree
- Agree

8%   80%

13%

Benchmark agree results

	You		Comparator		
	2022	2023	Lowest	Average	Highest
	69 %	80 %	65 %	80 %	99 %

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.
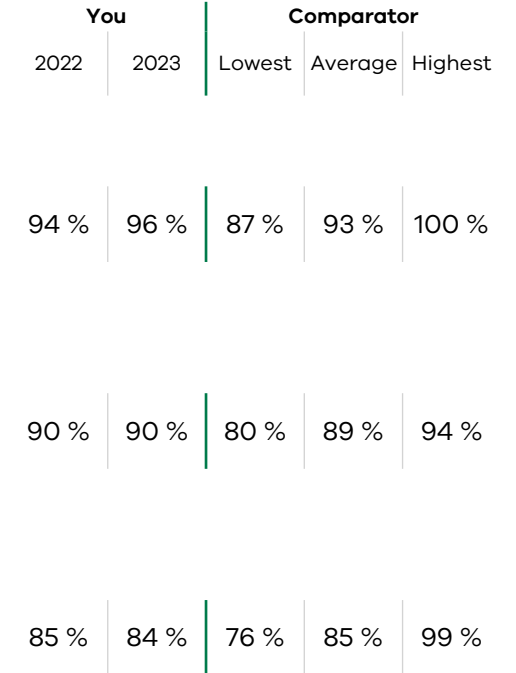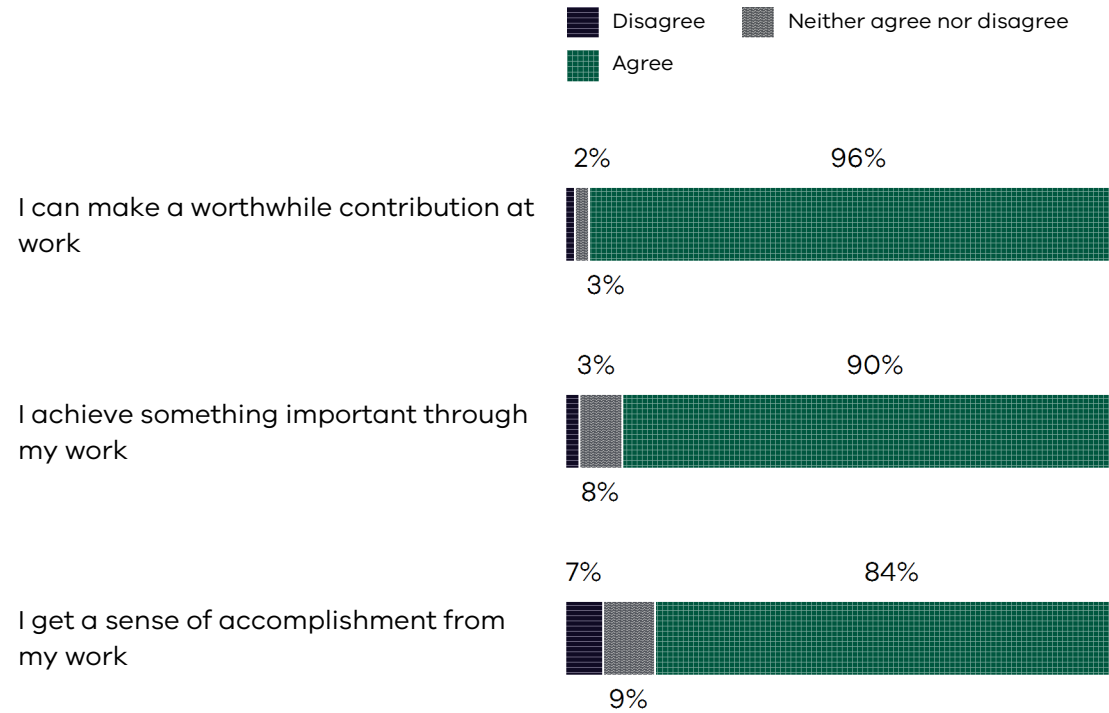
Example

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

Survey question

Your results

■ Disagree   ▨ Neither agree nor disagree
▨ Agree

Survey question	Your results		You		Comparator		
			2022	2023	Lowest	Average	Highest
I can make a worthwhile contribution at work	2% / 96% / 3%		94 %	96 %	87 %	93 %	100 %
I achieve something important through my work	3% / 90% / 8%		90 %	90 %	80 %	89 %	94 %
I get a sense of accomplishment from my work	7% / 84% / 9%		85 %	84 %	76 %	85 %	99 %

Benchmark agree results

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Flexible working

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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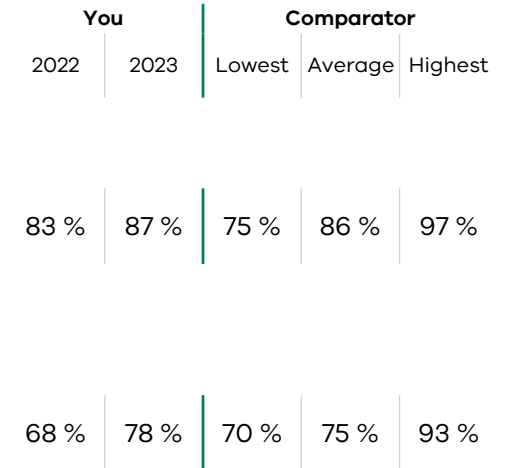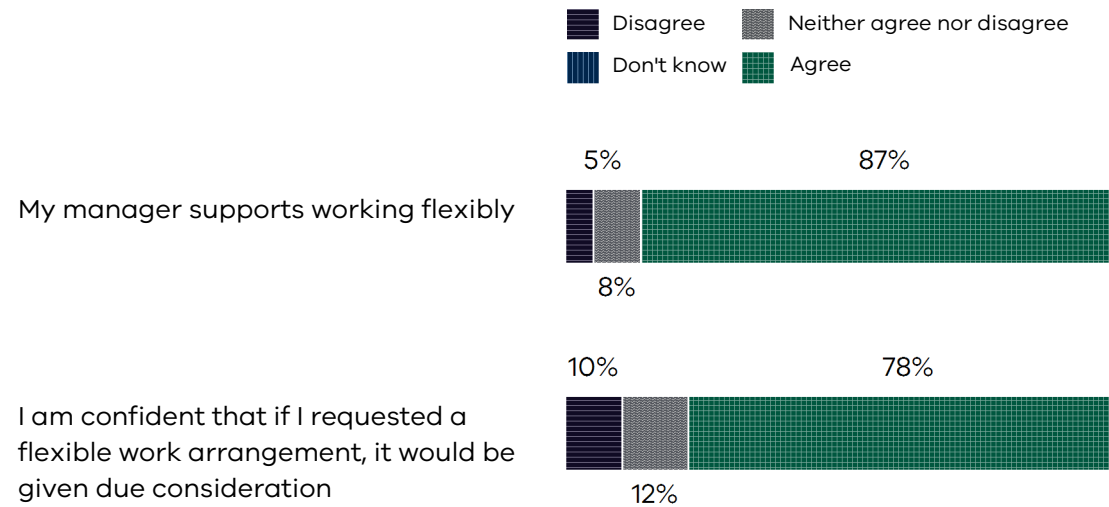
Example

87% 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 / Don't know / Neither agree nor disagree / Agree

	You		Comparator		
	2022	2023	Lowest	Average	Highest
My manager supports working flexibly	83 %	87 %	75 %	86 %	97 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	68 %	78 %	70 %	75 %	93 %

My manager supports working flexibly — 5% / 8% / 87%

I am confident that if I requested a flexible work arrangement, it would be given due consideration — 10% / 12% / 78%

Victorian Public Sector Commission

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People matter survey

2023

Have your say

Overview

Report overview

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

Result summary

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

Workgroup climate

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

Job and manager factors

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

Public sector values

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

Topical questions

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

Custom questions

- Questions requested by your organisation

Demographics

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

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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

Why this is important

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

How to read this

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

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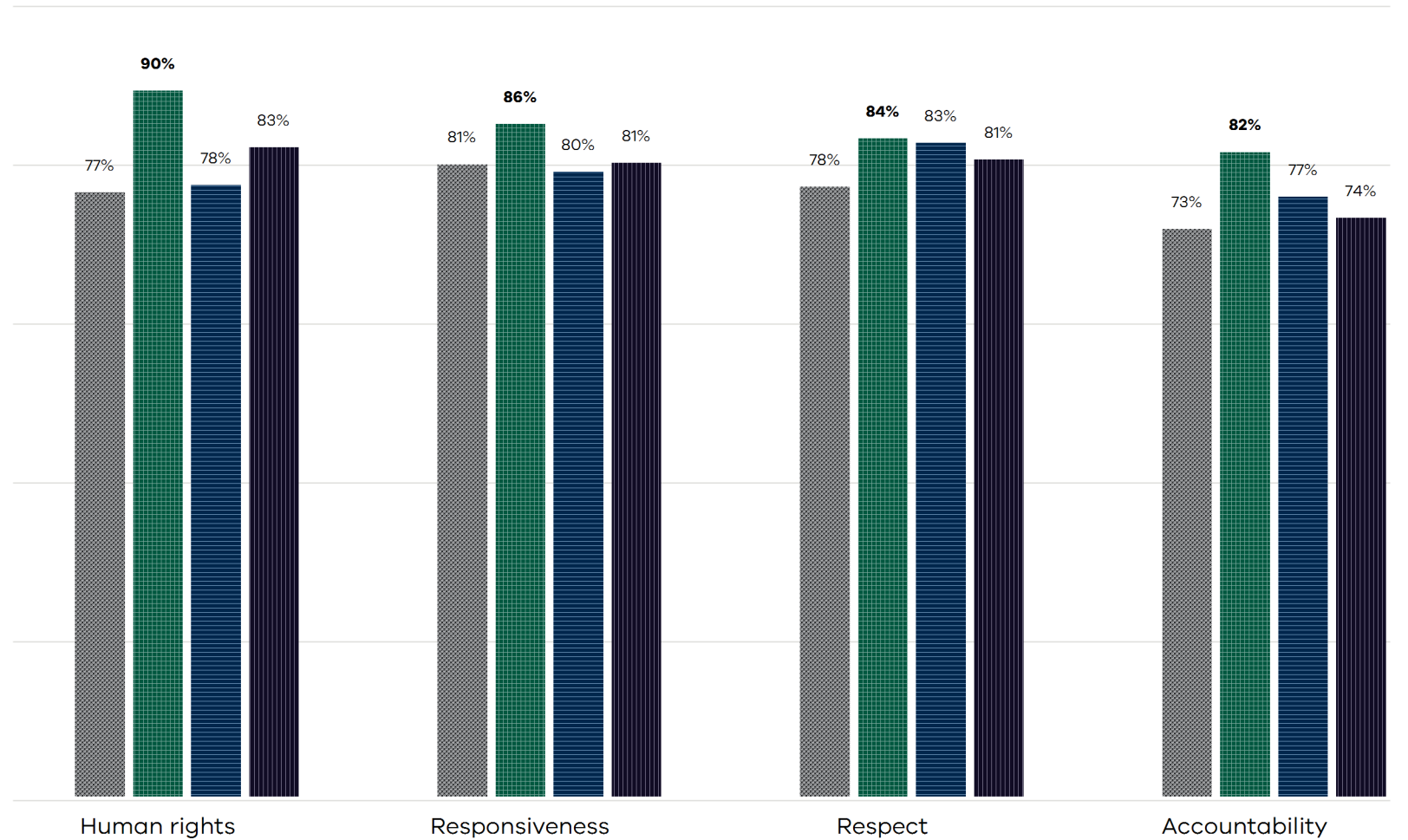
Example

In 2023:

- 90% of your staff who did the survey responded positively to questions about Human rights , which is up 13% in 2022.

Compared to:

- 78% of staff at your comparator and 83% of staff across the public sector.

	Human rights	Responsiveness	Respect	Accountability
You 2022	77%	81%	78%	73%
You 2023	90%	86%	84%	82%
Comparator 2023	78%	80%	83%	77%
Public sector 2023	83%	81%	81%	74%

*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

Public sector values

What this is

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

Why this is important

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

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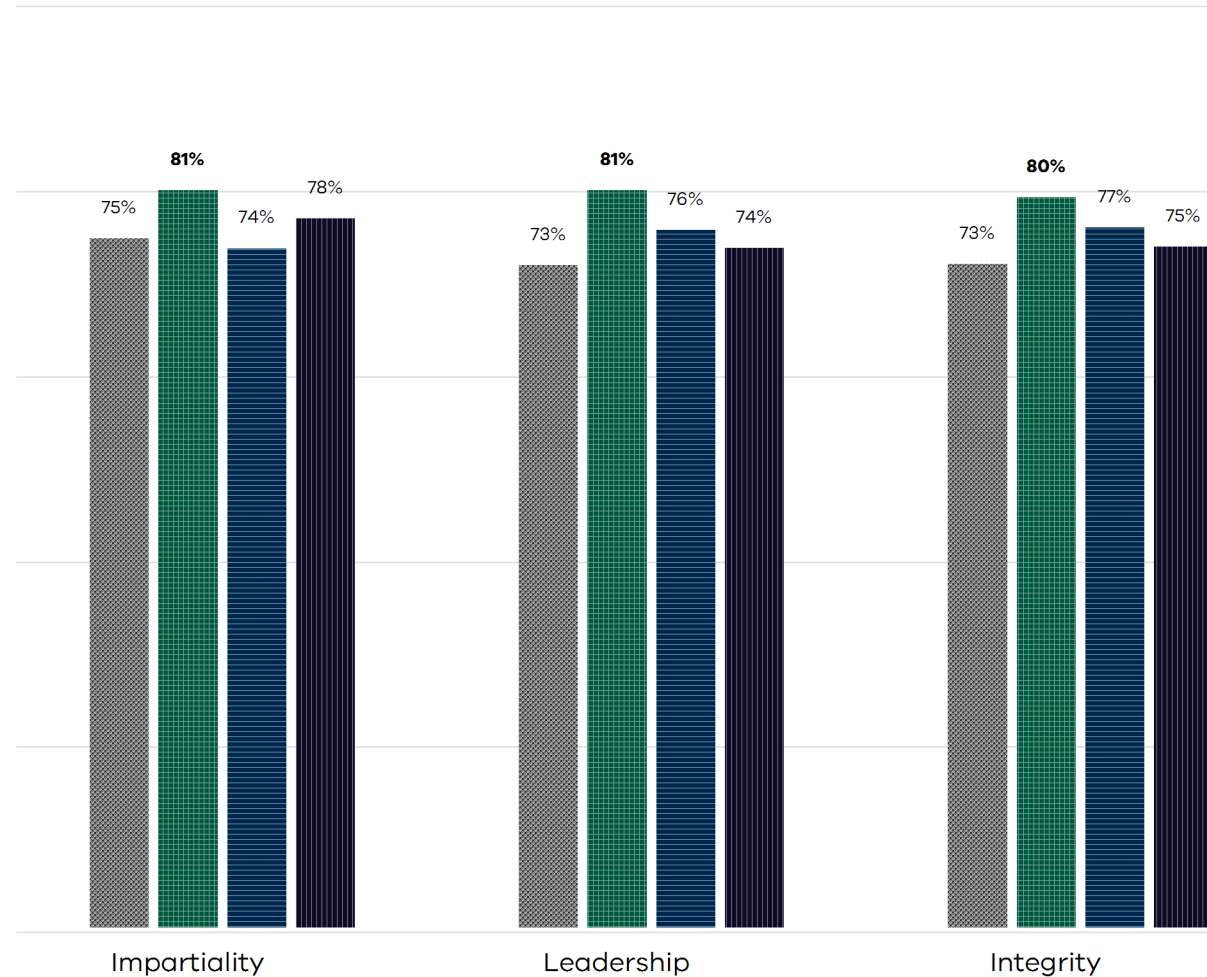
Example

In 2023:

- 81% of your staff who did the survey responded positively to questions about Impartiality , which is up 5% in 2022.

Compared to:

- 74% of staff at your comparator and 78% of staff across the public sector.

Chart showing percentages for Impartiality, Leadership and Integrity:

- Impartiality: You 2022 75%, You 2023 81%, Comparator 2023 74%, Public sector 2023 78%
- Leadership: You 2022 73%, You 2023 81%, Comparator 2023 76%, Public sector 2023 74%
- Integrity: You 2022 73%, You 2023 80%, Comparator 2023 77%, Public sector 2023 75%

*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

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.
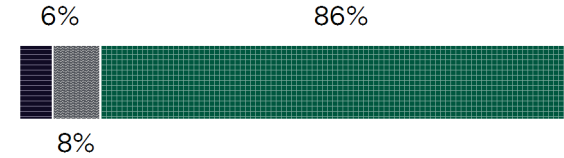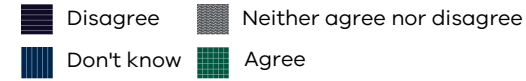
Example

86% of staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.
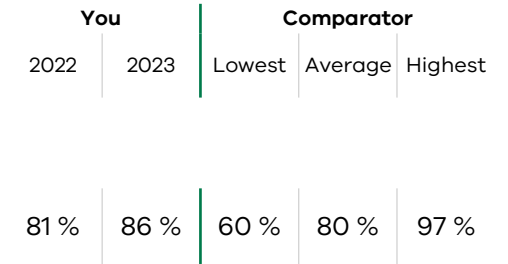
Legend:
- Disagree
- Neither agree nor disagree
- Don't know
- Agree

My workgroup provides high quality advice and services

6%   86%
8%

	You		Comparator		
	2022	2023	Lowest	Average	Highest
	81 %	86 %	60 %	80 %	97 %

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.
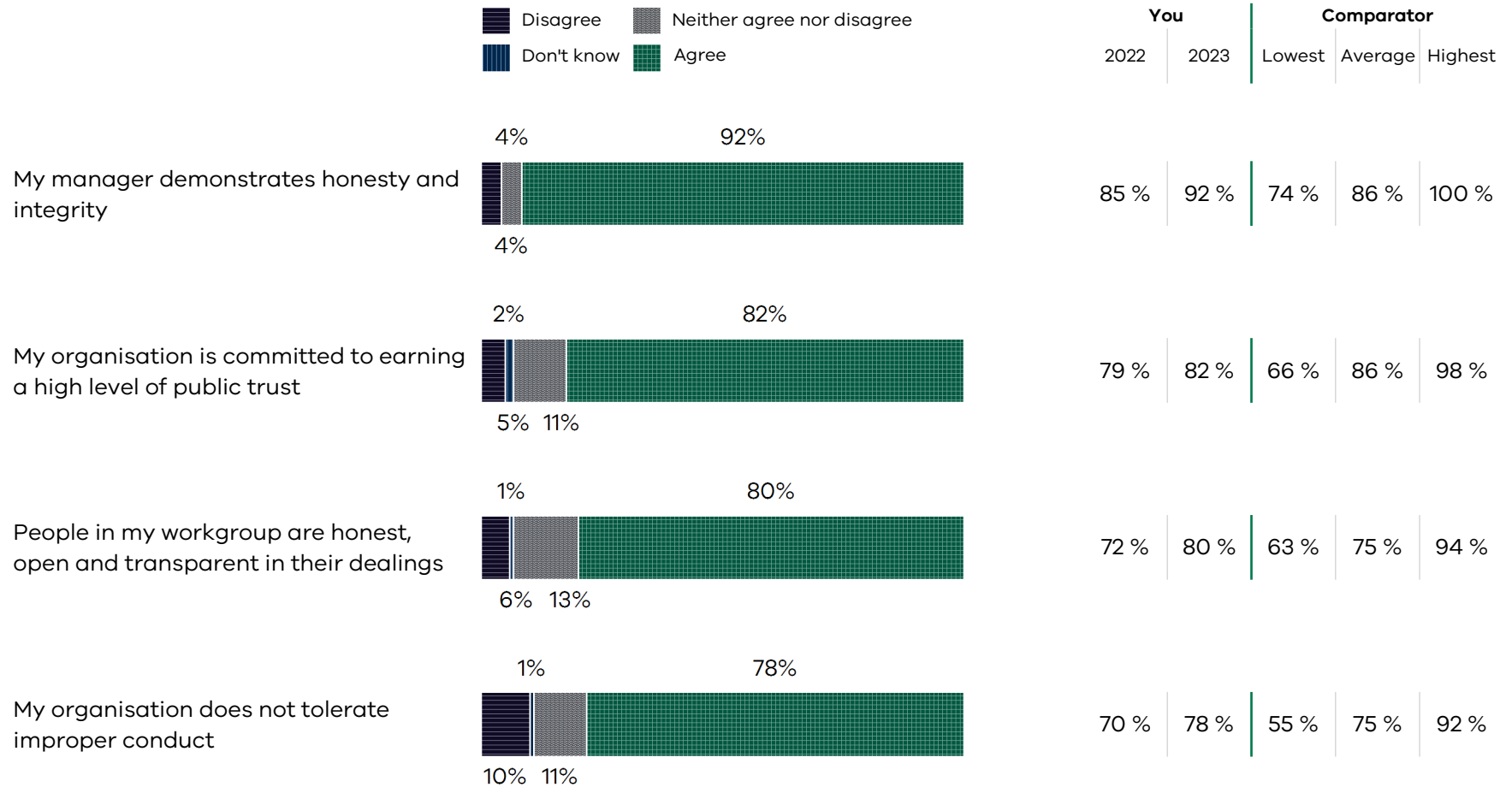
Example

92% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results	Benchmark agree results				
		You		**Comparator**		
		2022	2023	Lowest	Average	Highest
My manager demonstrates honesty and integrity	4% / 4% / 92%	85 %	92 %	74 %	86 %	100 %
My organisation is committed to earning a high level of public trust	2% / 5% / 11% / 82%	79 %	82 %	66 %	86 %	98 %
People in my workgroup are honest, open and transparent in their dealings	1% / 6% / 13% / 80%	72 %	80 %	63 %	75 %	94 %
My organisation does not tolerate improper conduct	1% / 10% / 11% / 78%	70 %	78 %	55 %	75 %	92 %

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

Public sector values

What this is

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

Why this is important

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

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.
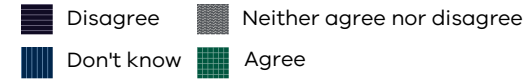
Example

77% of staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.
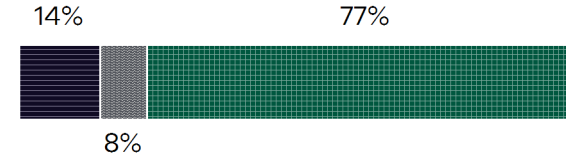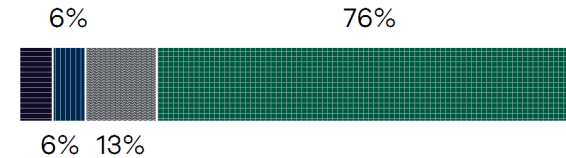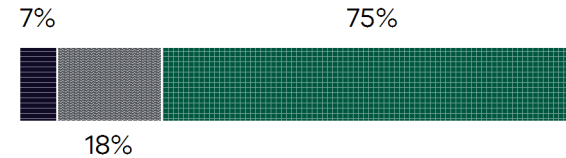
Survey question

Your results

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

Benchmark agree results

Survey question	Your results	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I feel safe to challenge inappropriate behaviour at work	14% / 8% / 77%	70 %	77 %	62 %	75 %	88 %
People in my workgroup appropriately manage conflicts of interest	6% / 6% / 13% / 76%	73 %	76 %	64 %	72 %	89 %
Senior leaders demonstrate honesty and integrity	7% / 18% / 75%	61 %	75 %	51 %	68 %	94 %

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

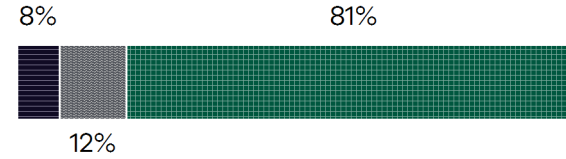81% of staff who did the survey agreed or strongly agreed with 'My workgroup acts fairly and without bias'.
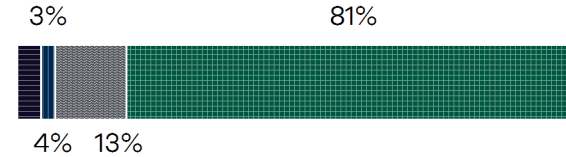
Survey question

Your results

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

My workgroup acts fairly and without bias

8% | 12% | 81%

People in my workgroup are politically impartial in their work

3% | 4% | 13% | 81%

Benchmark agree results

Survey question	You		Comparator		
	2022	2023	Lowest	Average	Highest
My workgroup acts fairly and without bias	71 %	81 %	55 %	72 %	91 %
People in my workgroup are politically impartial in their work	80 %	81 %	67 %	76 %	88 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

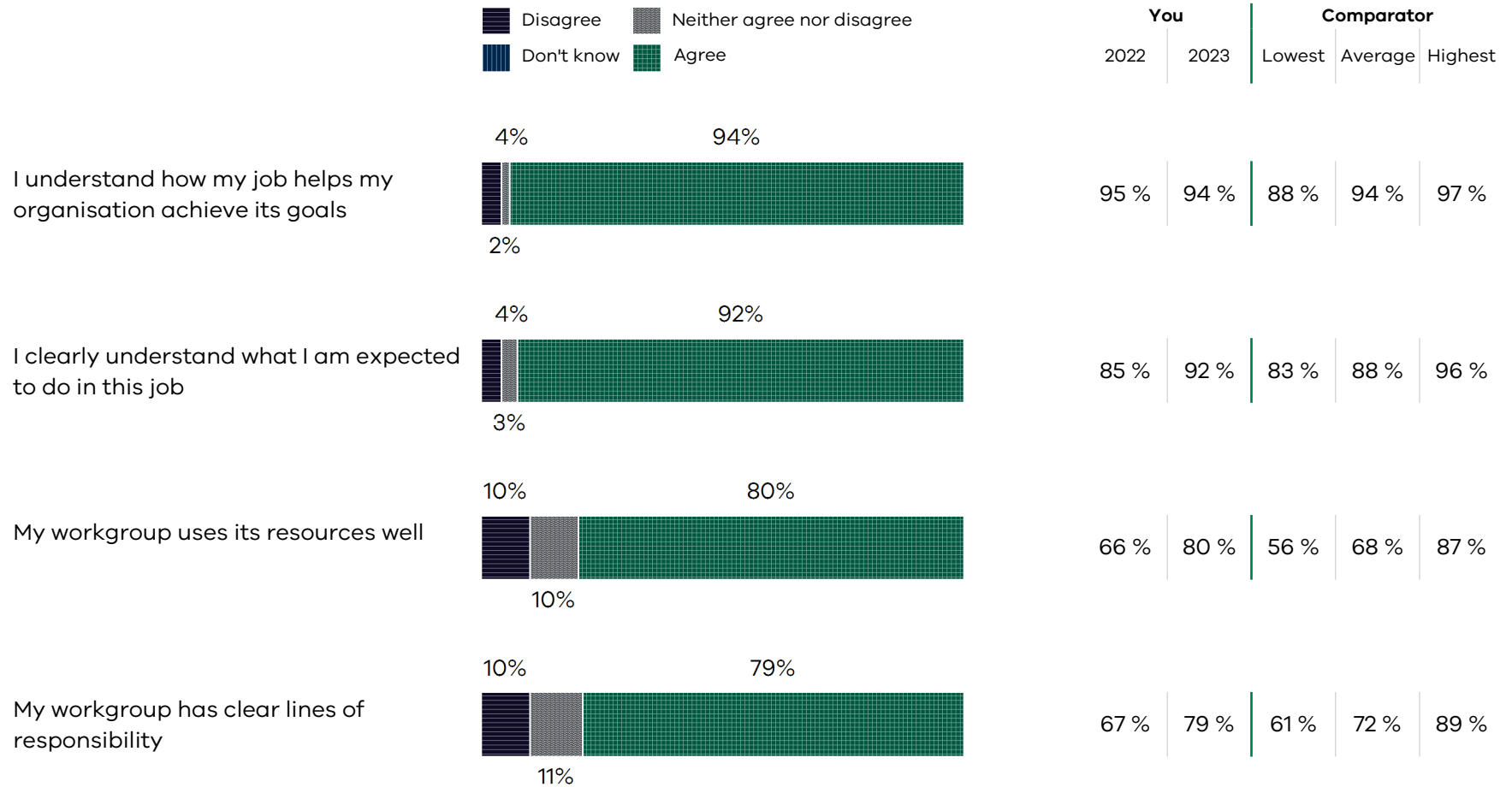Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

94% of staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.

Survey question	Your results	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
	Disagree ■ Neither agree nor disagree ▨ Don't know ▦ Agree ▨					
I understand how my job helps my organisation achieve its goals	4% 94% / 2%	95 %	94 %	88 %	94 %	97 %
I clearly understand what I am expected to do in this job	4% 92% / 3%	85 %	92 %	83 %	88 %	96 %
My workgroup uses its resources well	10% 80% / 10%	66 %	80 %	56 %	68 %	87 %
My workgroup has clear lines of responsibility	10% 79% / 11%	67 %	79 %	61 %	72 %	89 %

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.

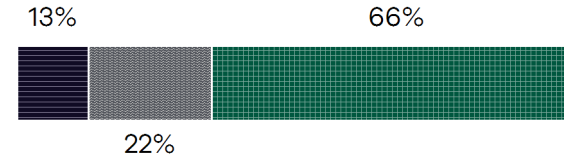Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

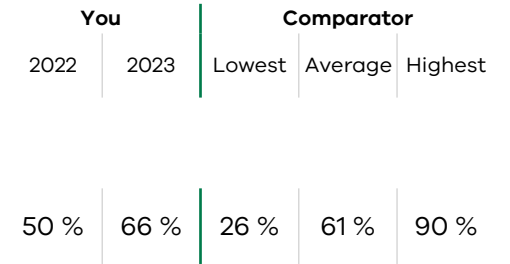66% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

Disagree — Neither agree nor disagree

Don't know — Agree

Senior leaders provide clear strategy and direction

13% 66%

22%

Benchmark agree results

	You		Comparator		
	2022	2023	Lowest	Average	Highest
	50 %	66 %	26 %	61 %	90 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

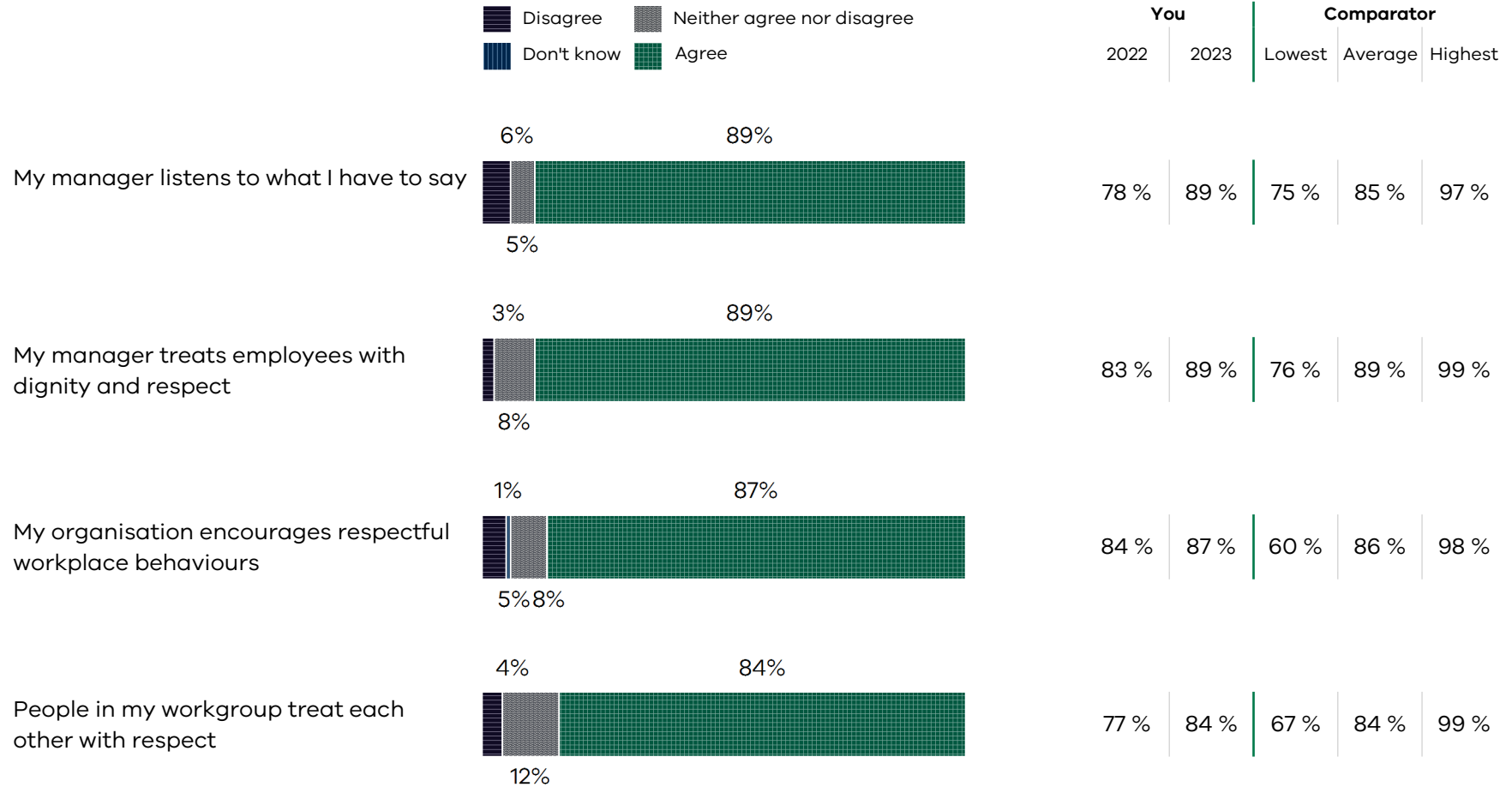Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

89% of staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question	Your results					

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

Survey question	Your results	Benchmark agree results — You 2022	2023	Comparator Lowest	Average	Highest
My manager listens to what I have to say	6% / 5% / 89%	78 %	89 %	75 %	85 %	97 %
My manager treats employees with dignity and respect	3% / 8% / 89%	83 %	89 %	76 %	89 %	99 %
My organisation encourages respectful workplace behaviours	1% / 5% / 8% / 87%	84 %	87 %	60 %	86 %	98 %
People in my workgroup treat each other with respect	4% / 12% / 84%	77 %	84 %	67 %	84 %	99 %

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.
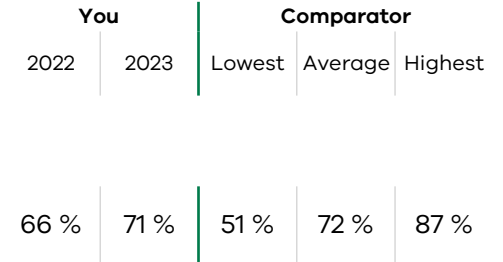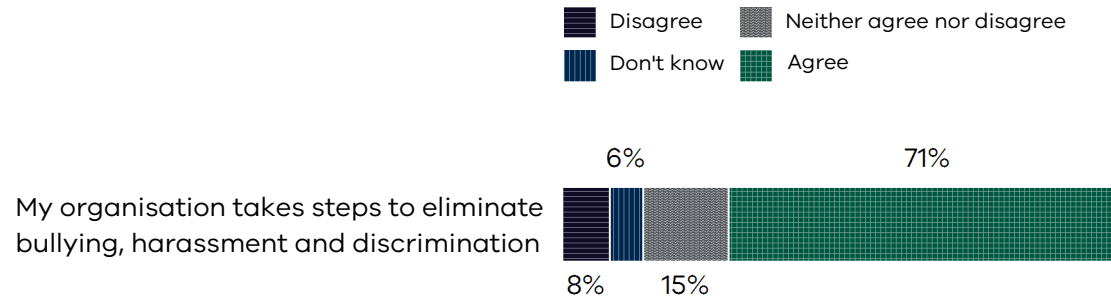
Example

71% of staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question	Your results	Benchmark agree results

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

			You		Comparator		
			2022	2023	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination	6% / 8% / 15% / 71%		66 %	71 %	51 %	72 %	87 %

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

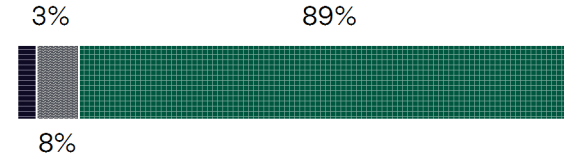89% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.
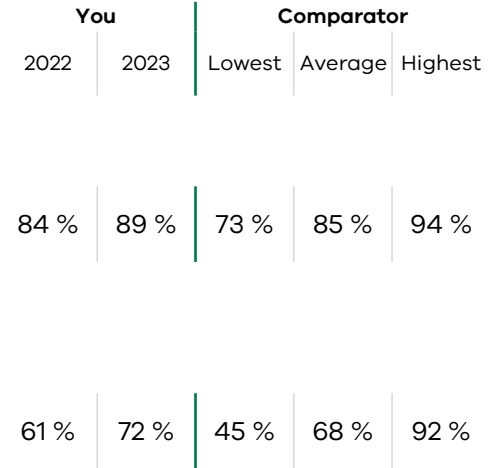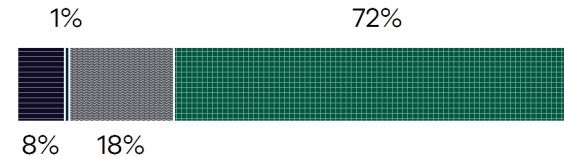
Survey question

Your results

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

My manager models my organisation's values

3% | 89%
8%

Senior leaders model my organisation's values

1% | 72%
8% | 18%

Benchmark agree results

	You		Comparator		
	2022	2023	Lowest	Average	Highest
My manager models my organisation's values	84 %	89 %	73 %	85 %	94 %
Senior leaders model my organisation's values	61 %	72 %	45 %	68 %	92 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Human rights

What this is

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

Why this is important

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

How to read this

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

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

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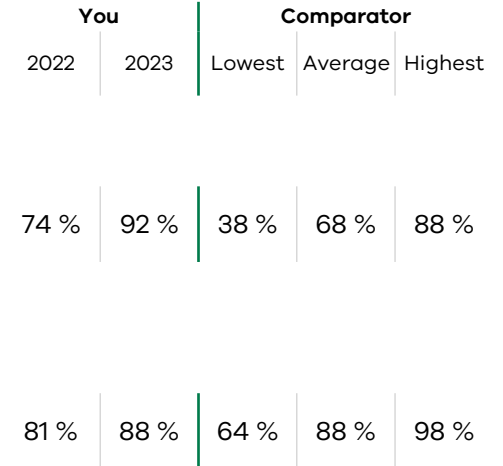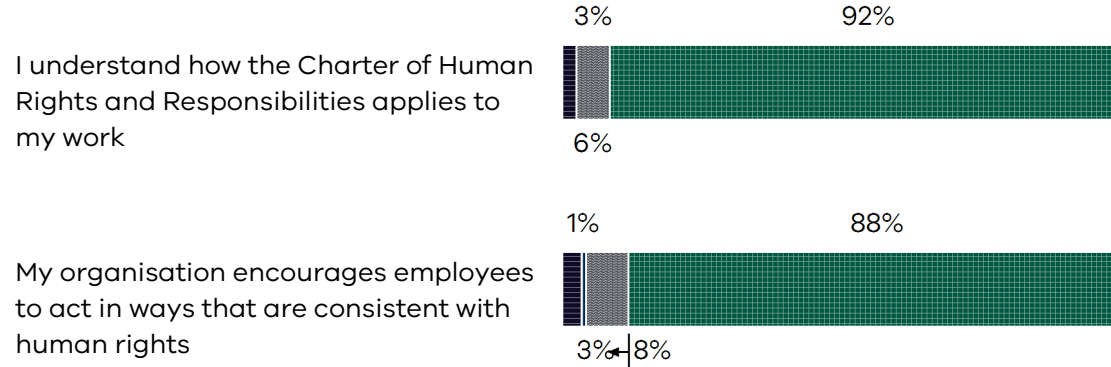
Example

92% 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'.

Survey question	Your results		Benchmark agree results				
			You		**Comparator**		
			2022	2023	Lowest	Average	Highest
I understand how the Charter of Human Rights and Responsibilities applies to my work	3% / 92% / 6%		74 %	92 %	38 %	68 %	88 %
My organisation encourages employees to act in ways that are consistent with human rights	1% / 88% / 3% 8%		81 %	88 %	64 %	88 %	98 %

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

People matter survey

2023

Have your say

Overview

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- Privacy and anonymity
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- Your comparator group
- Your response rate

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

- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
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Key differences

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- Biggest positive difference from comparator
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- Taking action questions

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Workgroup climate

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- Innovation
- Workgroup support
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Public sector values

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Topical questions

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

Custom questions

- Questions requested by your organisation

Demographics

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- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring

Topical questions

What this is

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

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

Why this is important

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

How to read this

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

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

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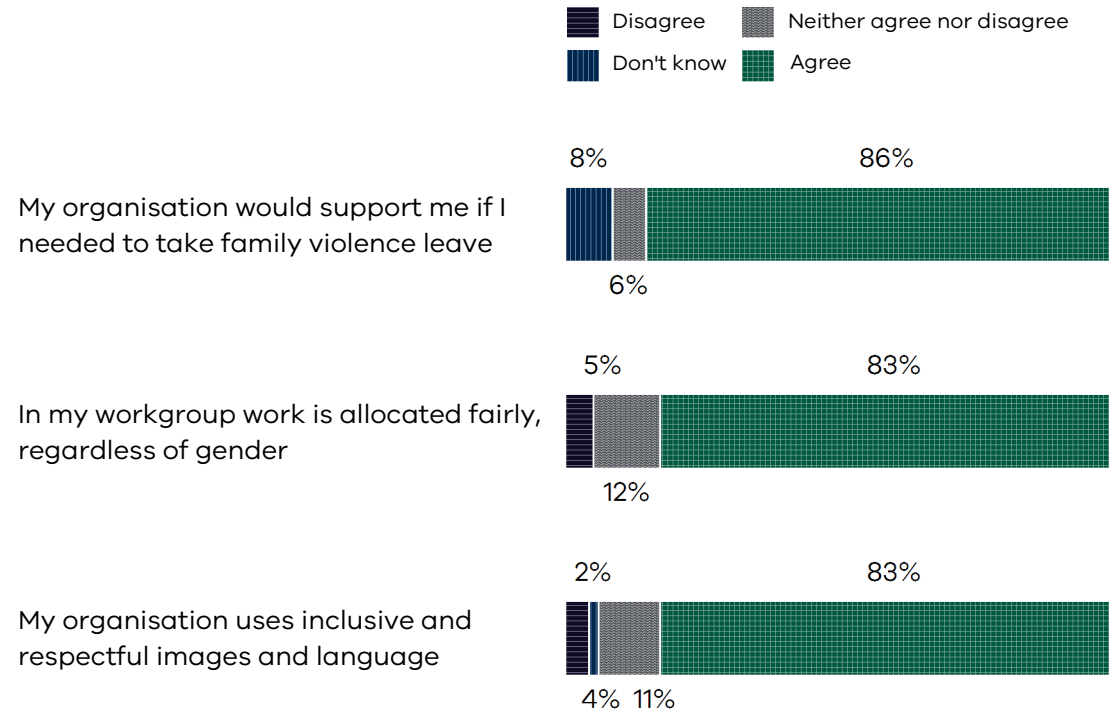
Example

86% of your staff who did the survey agreed or strongly agreed with 'My organisation would support me if I needed to take family violence leave'.

Survey question	Your results		You		Comparator		
			2022	2023	Lowest	Average	Highest
My organisation would support me if I needed to take family violence leave	8% / 6% / 86%		Not asked	86 %	79 %	87 %	97 %
In my workgroup work is allocated fairly, regardless of gender	5% / 12% / 83%		Not asked	83 %	75 %	84 %	90 %
My organisation uses inclusive and respectful images and language	2% / 4% / 11% / 83%		Not asked	83 %	77 %	88 %	94 %

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

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

88% of your staff who did the survey agreed or strongly agreed with 'I understand how the Code of Conduct for Victorian public sector employees applies to my work'.
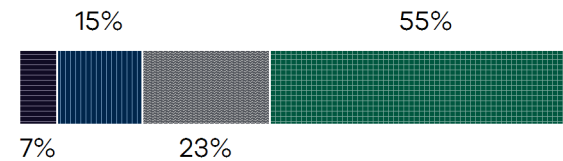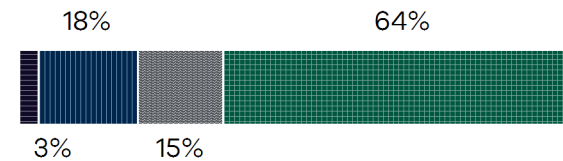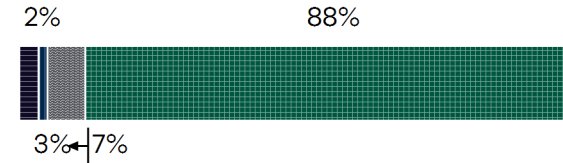
Survey question	Your results		Benchmark agree results				

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

		You		Comparator		
Survey question	Your results	2022	2023	Lowest	Average	Highest
I understand how the Code of Conduct for Victorian public sector employees applies to my work	2% ... 88% / 3% 7%	Not asked	88 %	49 %	71 %	94 %
I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration	18% ... 64% / 3% 15%	Not asked	64 %	45 %	68 %	79 %
My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)	15% ... 55% / 7% 23%	Not asked	55 %	39 %	48 %	66 %

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2023

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- Adjustments
- Caring

Custom questions

What this is

Your organisation asked 6 custom questions as part of the 2023 survey.

Why this is important

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

How to read this

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

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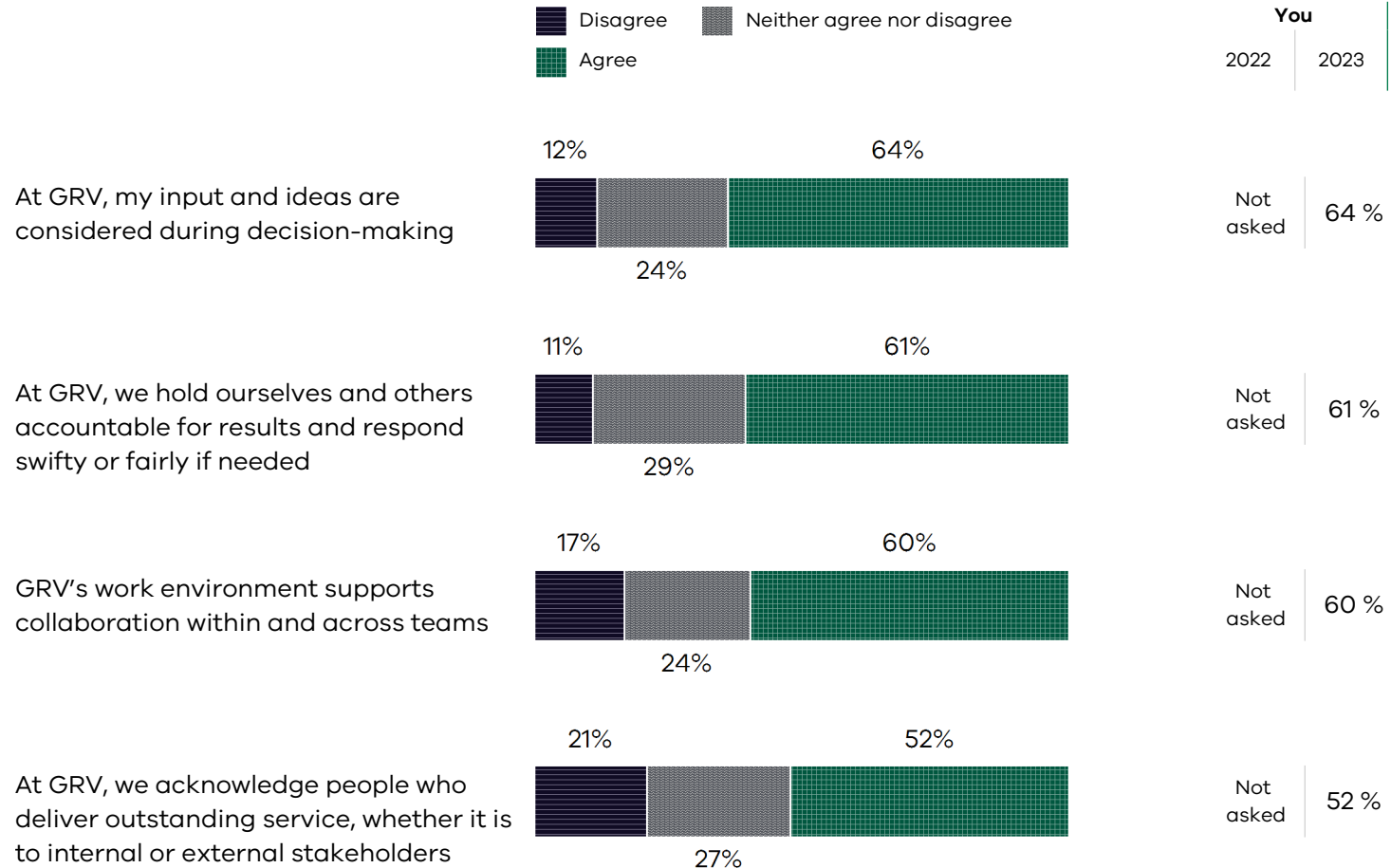
Example

64% of staff who did the survey agreed or strongly agreed with 'At GRV, my input and ideas are considered during decision-making'.

Legend: ■ Disagree   ▨ Neither agree nor disagree   ▦ Agree

You

Survey question	Your results	2022	2023
At GRV, my input and ideas are considered during decision-making	12% / 24% / 64%	Not asked	64 %
At GRV, we hold ourselves and others accountable for results and respond swifty or fairly if needed	11% / 29% / 61%	Not asked	61 %
GRV's work environment supports collaboration within and across teams	17% / 24% / 60%	Not asked	60 %
At GRV, we acknowledge people who deliver outstanding service, whether it is to internal or external stakeholders	21% / 27% / 52%	Not asked	52 %

Custom questions

What this is

Your organisation asked 6 custom questions as part of the 2023 survey.

Why this is important

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

How to read this

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

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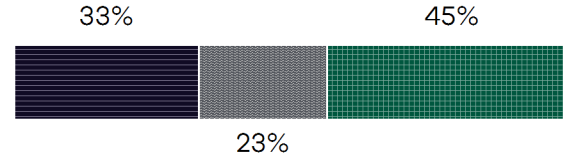
Example

45% of staff who did the survey agreed or strongly agreed with 'Most GRV systems and processes support us getting our work done effectively'.
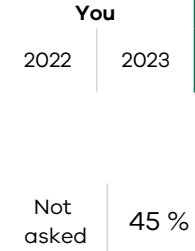
Disagree   Neither agree nor disagree

Agree

You

2022   2023

Most GRV systems and processes support us getting our work done effectively

33%   45%

23%

Not asked   45 %

Victorian Public Sector Commission

VICTORIA State Government

Custom questions

What this is

Your organisation asked 6 custom questions as part of the 2023 survey.

Why this is important

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

How to read this

The table shows you responses to the question 'Do you regularly engage with participants in your daily work'.

Example

63% of staff who did the survey

responded 'Yes' to the question.

Do you regularly engage with participants in your daily work	You 2023
Yes	63%
No	37%

People matter survey

2023

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- Employment
- Adjustments
- Caring

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	26	22%
35-54 years	55	46%
55+ years	24	20%
Prefer not to say	14	12%

How would you describe your gender?	(n)	%
Man	58	49%
Woman	44	37%
Prefer not to say	17	14%

Are you trans, non-binary or gender diverse?	(n)	%
No	105	88%
Prefer not to say	14	12%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	105	88%
Don't know	1	1%
Prefer not to say	13	11%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	87	73%
Prefer not to say	20	17%
Gay or lesbian	6	5%
Asexual	3	3%
Bisexual	1	1%
Pansexual	1	1%
I use a different term	1	1%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**0**	0%
Non Aboriginal and/or Torres Strait Islander	**106**	89%
Prefer not to say	**13**	11%

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	**9**	8%
No	**98**	82%
Prefer not to say	**12**	10%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Cultural diversity 1 of 2

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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	84	71%
Not born in Australia	20	17%
Prefer not to say	15	13%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Other	8	38%
Mandarin	4	19%
Greek	2	10%
Italian	2	10%
Tamil	2	10%
Arabic	1	5%
Malayalam	1	5%
Telugu	1	5%
Turkish	1	5%
Vietnamese	1	5%

Language other than English spoken with family or community	(n)	%
Yes	21	18%
No	86	72%
Prefer not to say	12	10%

Demographics

Cultural diversity 2 of 2

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:
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- don't release employee experience results when fewer than 10 people in a demographic group have responded to the survey
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Cultural identity	(n)	%
Australian	85	71%
Prefer not to say	15	13%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	12	10%
English, Irish, Scottish and/or Welsh	8	7%
East and/or South-East Asian	6	5%
New Zealander	4	3%
South Asian	3	3%
Central and/or South American	2	2%
Central Asian	2	2%
Other	1	1%
Middle Eastern	1	1%
Maori	1	1%

Religion	(n)	%
No religion	64	54%
Christianity	32	27%
Prefer not to say	17	14%
Hinduism	5	4%
Judaism	1	1%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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Working arrangement	(n)	%
Full-Time	104	87%
Part-Time	15	13%

Gross base salary (ongoing/fixed term only)	(n)	%
Prefer not to say	19	17%
Below $80k	29	26%
$80k to $120k	30	27%
$120k to $160k	20	18%
$160k to $200k	9	8%
$200k or more	6	5%

Organisational tenure	(n)	%
<1 year	19	16%
1 to less than 2 years	24	20%
2 to less than 5 years	28	24%
5 to less than 10 years	33	28%
10 to less than 20 years	12	10%
More than 20 years	3	3%

Management responsibility	(n)	%
Non-manager	89	75%
Other manager	19	16%
Manager of other manager(s)	11	9%

Employment type	(n)	%
Ongoing and executive	85	71%
Fixed term	28	24%
Other	6	5%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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Primary workplace location over the last 3 months	(n)	%
Melbourne: Suburbs	**45**	38%
Melbourne CBD	**29**	24%
Rural	**19**	16%
Large regional city	**18**	15%
Other	**8**	7%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	**54**	45%
A frontline or service delivery location	**32**	27%
Home or private location	**68**	57%
A shared office space (where two or more organisations share the same workspace e.g. Gov hubs, suburban hubs etc.)	**1**	1%
Other	**4**	3%

Flexible work	(n)	%
No, I do not use any flexible work arrangements	**50**	42%
Working from an alternative location (e.g. home, hub/shared work space)	**44**	37%
Flexible start and finish times	**29**	24%
Shift swap	**8**	7%
Part-time	**8**	7%
Using leave to work flexible hours	**8**	7%
Working more hours over fewer days	**6**	5%
Other	**3**	3%
Study leave	**1**	1%
Purchased leave	**1**	1%

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	**98**	82%
Flexible working arrangements	**14**	12%
Physical modifications or improvements to the workplace	**5**	4%
Career development support strategies	**2**	2%
Job redesign or role sharing	**1**	1%
Accessible communications technologies	**1**	1%

Why did you make this request?	(n)	%
Work-life balance	**10**	48%
Health	**7**	33%
Caring responsibilities	**5**	24%
Family responsibilities	**4**	19%
Disability	**2**	10%
Study commitments	**1**	5%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	**15**	71%
The adjustments I needed were not made	**5**	24%
The adjustments I needed were made but the process was unsatisfactory	**1**	5%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

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Caring responsibility	(n)	%
None of the above	**47**	39%
Primary school aged child(ren)	**22**	18%
Secondary school aged child(ren)	**17**	14%
Prefer not to say	**15**	13%
Frail or aged person(s)	**8**	7%
Preschool aged child(ren)	**7**	6%
Child(ren) - younger than preschool age	**6**	5%
Person(s) with disability	**5**	4%
Person(s) with a medical condition	**5**	4%
Other	**3**	3%
Person(s) with a mental illness	**2**	2%

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