**People matter survey 2023**

Have your say

Health Purchasing Victoria
2023 people matter survey results report

# People matter survey

## 2023

Have your say

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- Your response rate

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- Respect
- Leadership
- Human rights

### Topical questions

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

### Demographics

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

# Report overview

## About your report

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

## Report contents

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

## Comparing data in this report

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

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

## Rounding of percentages

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

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

## Survey questions and definitions

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

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Victorian Public Sector Commission

VICTORIA State Government

# Report overview

## Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

# Report overview

## Survey's theoretical framework

### What this is

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

### Why this is important

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

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

### Our public sector values

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

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

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

| Senior leadership | Organisation climate | Workgroup climate | Job and manager | Outcomes |
|---|---|---|---|---|

- **Senior leadership**
  - Lead the organisation
  - Set the culture
  - Lead by example
  - Actions influence outcomes

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

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

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

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

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

Responsiveness    Integrity    Impartiality    Accountability    Respect    Leadership    Human Rights

# Report overview

## Your comparator group

**What this is**

This is a list of similar organisations to yours.

We try to make sure they're in the same industry your organisation is in.

Some organisations may not have taken part in the survey previously. This means your comparator group may be different to previous years.

**How we use this in your report**

In this report, we compare your organisation's survey results to your comparator group's results.

This is so you can compare how your organisation is doing in your industry or to similar organisations.

We refer to your comparator group in this report as 'comparator'.

Breakthrough Victoria

Launch Victoria

Melbourne Market Authority

Parliament of Victoria

Port of Hastings Corporation

Ports Victoria

State Trustees Limited

V/Line Corporation

VET Development Centre

VETASSESS

Victoria Legal Aid

Victorian Institute of Teaching

Victorian Managed Insurance Authority

Victorian Rail Track Corporation

VITS LanguageLink

Yoorrook Justice Commission

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 | 2023 |
|------|------|
| **81%** | **87%** |
| **(174)** | **(249)** |
| Comparator 55% | Comparator 60% |
| Public Sector 42% | Public Sector 57% |

# People matter survey

## 2023

**Have your say**

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## People outcomes

### Scorecard: employee engagement index

**What this is**

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

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

The weightings for each engagement response are:

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

**Why this is important**

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

| 2022 | | 2023 | |
|---|---|---|---|
| **67** | | **64** | |
| Comparator | 68 | Comparator | 70 |
| Public Sector | 68 | Public Sector | 67 |

# People outcomes

## Engagement question results 1 of 2

### What this is

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

### Your organisation's engagement index

Your 2023 index is 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.
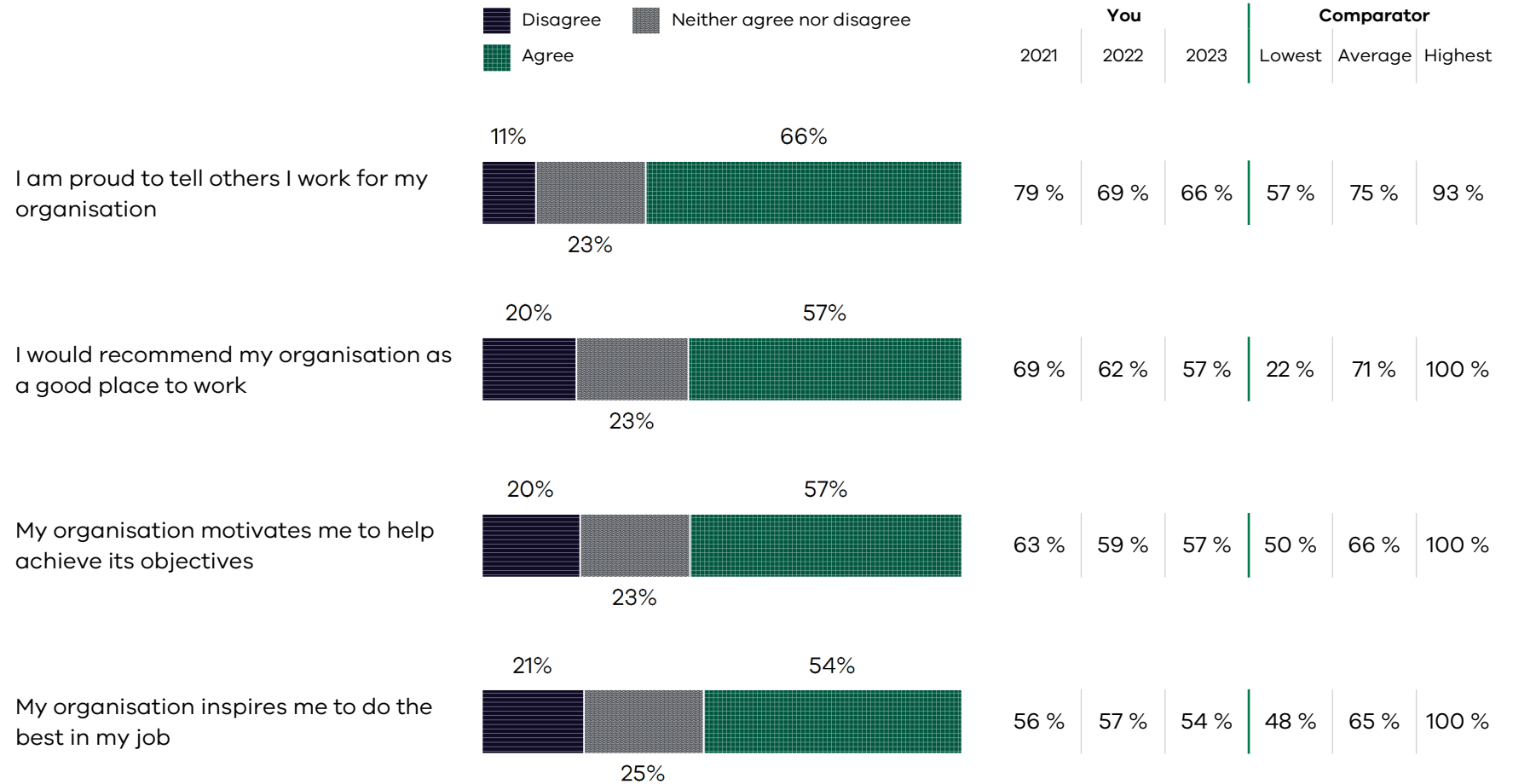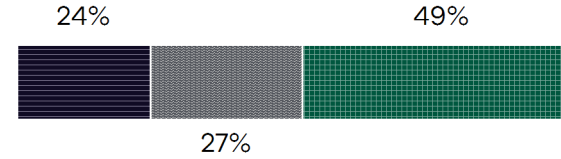
### Example

66% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

| Survey question | Your results | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|

Legend: ■ Disagree  ▨ Neither agree nor disagree  ▤ Agree

| | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| I am proud to tell others I work for my organisation | 11% / 23% / 66% | 79 % | 69 % | 66 % | 57 % | 75 % | 93 % |
| I would recommend my organisation as a good place to work | 20% / 23% / 57% | 69 % | 62 % | 57 % | 22 % | 71 % | 100 % |
| My organisation motivates me to help achieve its objectives | 20% / 23% / 57% | 63 % | 59 % | 57 % | 50 % | 66 % | 100 % |
| My organisation inspires me to do the best in my job | 21% / 25% / 54% | 56 % | 57 % | 54 % | 48 % | 65 % | 100 % |

# 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

49% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Legend:
- Disagree
- Neither agree nor disagree
- Agree

| Survey question | Your results | | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|---|---|
| | Disagree | Neither | Agree | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| I feel a strong personal attachment to my organisation | 24% | 27% | 49% | 52 % | 52 % | 49 % | 43 % | 62 % | 80 % |

# People outcomes

## Scorecard: satisfaction, stress, intention to stay, inclusion

### What this is

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

There are more people outcomes scorecards throughout this report.

### Why this is important

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

### How to read this

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

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

### Example

In 2023:

- 72% of your staff who did the survey responded positively to questions about Inclusion which is down from 78% in 2022.

Compared to:

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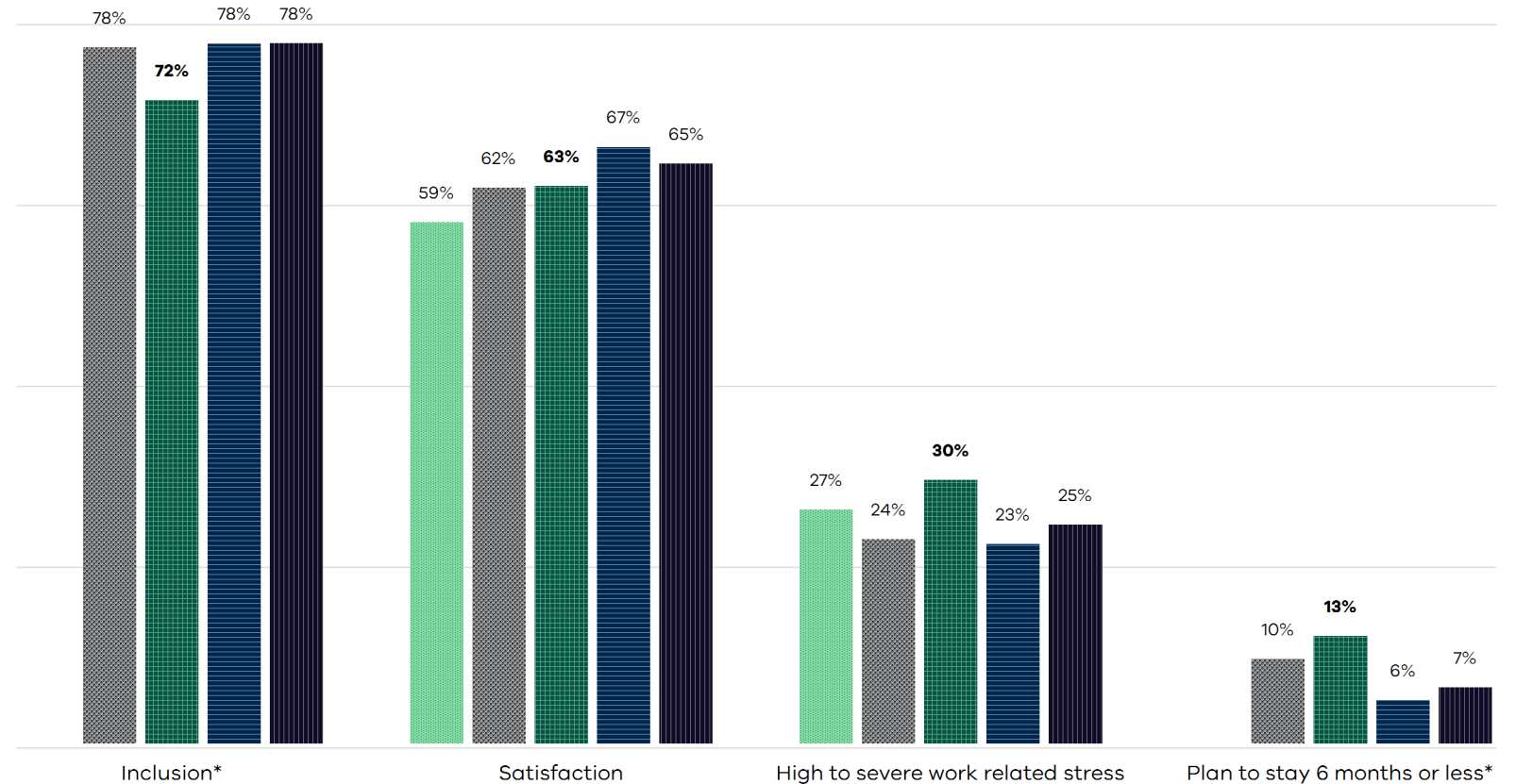


*We can't compare some data here because one or more questions were not asked in a previous survey

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

Chart data:
- Inclusion*: You 2022 78%, You 2023 72%, Comparator 2023 78%, Public sector 2023 78%
- Satisfaction: You 2021 59%, You 2022 62%, You 2023 63%, Comparator 2023 67%, Public sector 2023 65%
- High to severe work related stress: You 2021 27%, You 2022 24%, You 2023 30%, Comparator 2023 23%, Public sector 2023 25%
- Plan to stay 6 months or less*: You 2022 10%, You 2023 13%, Comparator 2023 6%, Public sector 2023 7%

# People outcomes

## Satisfaction question results

### What this is

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

### Why this is important

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

### How to read this

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

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

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

### Example

75% of your staff who did the survey were satisfied or very satisfied with 'How satisfied are you with the work/life balance in your current job'.

## Survey question | Your results | Benchmark satisfied results

Legend: Dissatisfied | Neither satisfied nor dissatisfied | Satisfied

| Survey question | | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|---|
| | | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| How satisfied are you with the work/life balance in your current job | 10% / 15% / 75% | 70 % | 65 % | 75 % | 50 % | 70 % | 87 % |
| Considering everything, how satisfied are you with your current job | 22% / 15% / 63% | 64 % | 68 % | 63 % | 48 % | 74 % | 90 % |
| How satisfied are you with your career development within your current organisation | 26% / 24% / 50% | 42 % | 55 % | 50 % | 14 % | 56 % | 80 % |

Victorian Public Sector Commission

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## 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**

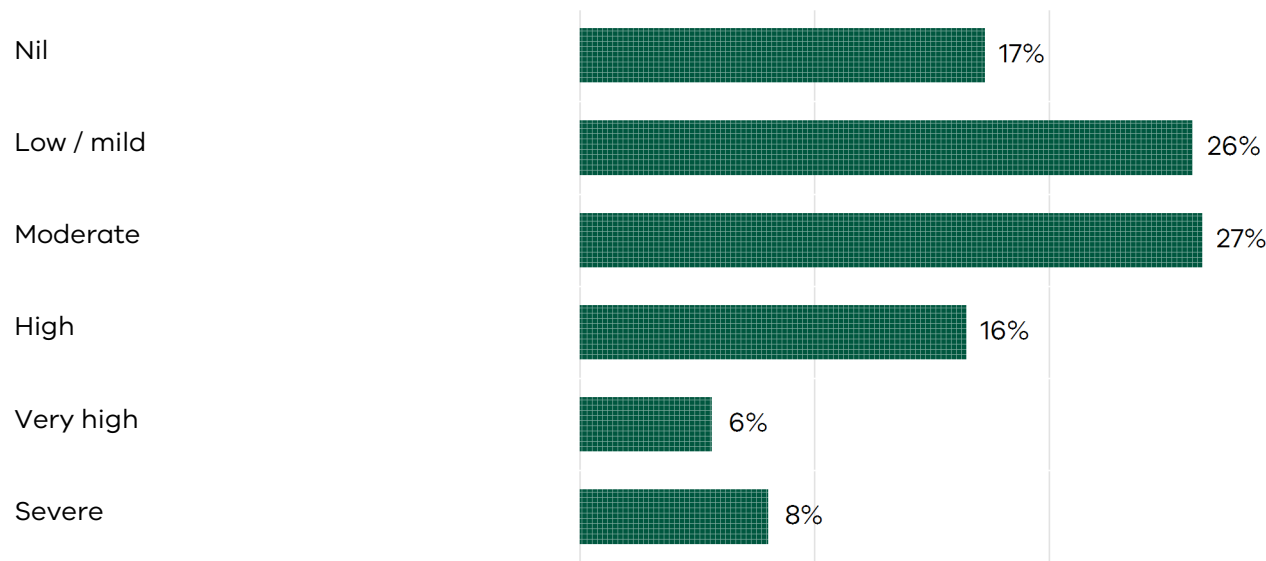In this survey we asked staff to tell us their stress level.

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**

30% of your staff who did the survey said they had high to severe stress in 2023. This is compared to 23% 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 | 17% |
| Low / mild | 26% |
| Moderate | 27% |
| High | 16% |
| Very high | 6% |
| Severe | 8% |

### Reported levels of high to severe stress

| 2022 | | 2023 | |
|---|---|---|---|
| **24%** | | **30%** | |
| Comparator | 22% | Comparator | 23% |
| Public Sector | 25% | Public Sector | 25% |
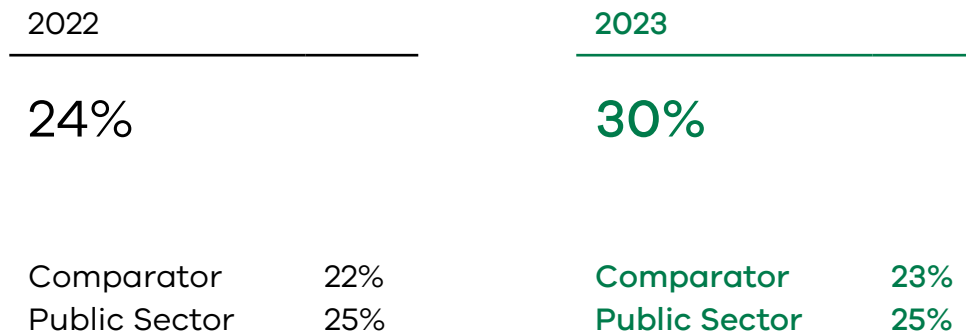
## People outcomes

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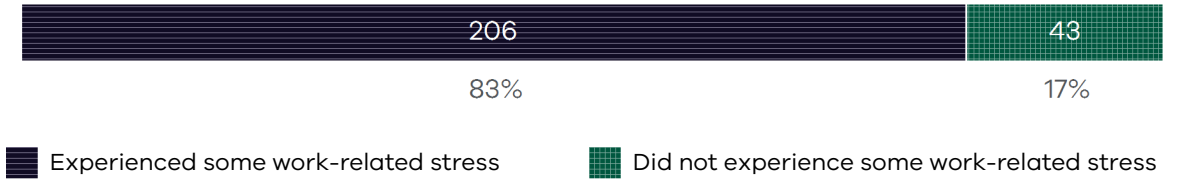
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

**Example**

83% of your staff who did the survey said they experienced mild to severe stress.

Of that 83%, 50% said the top reason was 'Workload'.

| | 206 | | | 43 |
|---|---|---|---|---|
| | 83% | | | 17% |

■ 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 | 61% | 50% | 46% | 49% |
| Time pressure | 47% | 49% | 43% | 41% |
| Unclear job expectations | 18% | 18% | 13% | 14% |
| Dealing with clients, patients or stakeholders | 16% | 16% | 19% | 15% |
| Social environment (e.g. relationships with colleagues, manager and/or senior leaders) | 7% | 15% | 9% | 11% |
| Content, variety, or difficulty of work | 12% | 13% | 13% | 11% |
| Organisation or workplace change | 18% | 12% | 9% | 12% |
| Other | 12% | 9% | 11% | 12% |
| Incivility, bullying, harassment or discrimination | 3% | 9% | 6% | 6% |
| Management of work (e.g. supervision, training, information, support) | 8% | 7% | 14% | 13% |

# 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**

18% 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 | 10% | 13% | 6% | 7% |
| Over 6 months and up to 1 year | 9% | 18% | 8% | 10% |
| Over 1 year and up to 3 years | 28% | 22% | 23% | 24% |
| Over 3 years and up to 5 years | 16% | 16% | 14% | 15% |
| Over 5 years | 36% | 31% | 50% | 45% |

Victorian Public Sector Commission

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# People outcomes

## Inclusion question results

**What this is**

This is how included staff feel in their workplace.

**Why this is important**

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

**How to read this**

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

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

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

**Example**

79% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

## Survey question | Your results | Benchmark agree results

Legend: ■ Disagree  ▨ Neither agree nor disagree  ▦ Agree

| Survey question | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | 2021 | 2022 | 2023 | | Lowest | Average | Highest |
| I feel culturally safe at work | 81 % | 86 % | 79 % | | 57 % | 82 % | 100 % |
| I can be myself at work | Not asked | 81 % | 73 % | | 70 % | 80 % | 100 % |
| I feel as if I belong at this organisation | Not asked | 67 % | 65 % | | 52 % | 73 % | 100 % |

**I feel culturally safe at work:** 8% Disagree, 14% Neither, 79% Agree

**I can be myself at work:** 14% Disagree, 13% Neither, 73% Agree

**I feel as if I belong at this organisation:** 15% Disagree, 20% Neither, 65% Agree

# 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**

7% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'My mental health'.

Staff who experienced one or more barriers to success at work

| 59 | 190 |
|---|---|
| 24% | 76% |

■ Experienced barriers listed        ■ Did not experience any of the barriers listed
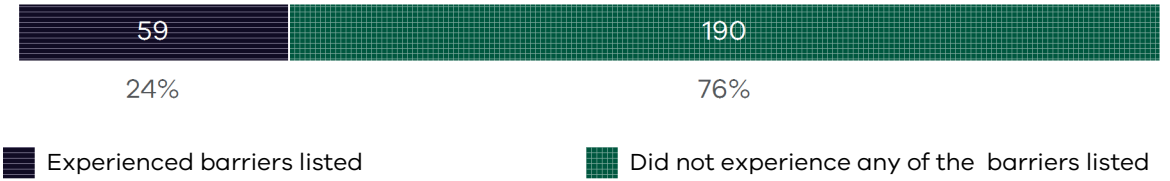
| During the last 12 months, employees experienced barriers to their success due to ... | You 2023 | Comparator 2023 | Public sector 2023 |
|---|---|---|---|
| My mental health | 7% | 8% | 8% |
| My age | 6% | 7% | 8% |
| My industrial activity | 5% | 1% | 1% |
| My sex | 5% | 6% | 6% |
| My flexible working | 5% | 6% | 7% |
| My cultural background | 4% | 3% | 3% |

# People outcomes

## Inclusion - Witnessed barriers to success

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

**Example**

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

Staff who witnessed one or more barriers to success at work

| 55 | 194 |
|---|---|
| 22% | 78% |

■ Witnessed barriers listed    ■ Did not witness barriers listed
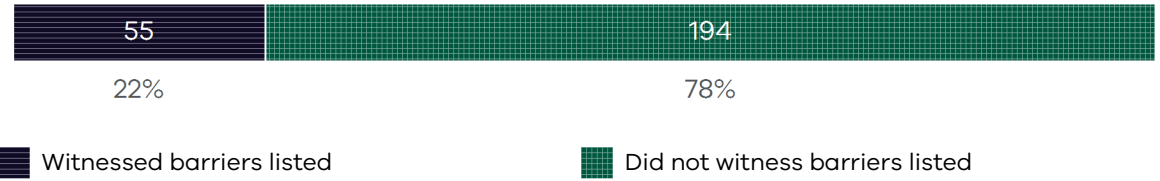
| During the last 12 months, employees witnessed barriers to the success of other employees due to their... | You 2023 | Comparator 2023 | Public sector 2023 |
|---|---|---|---|
| Industrial activity | 11% | 1% | 2% |
| Cultural background | 10% | 4% | 4% |
| Flexible working | 10% | 8% | 10% |
| Race | 10% | 2% | 2% |
| Gender identity | 8% | 2% | 2% |
| Aboriginal and/or Torres Strait Islander status | 8% | 1% | 1% |
| Sex | 8% | 7% | 7% |
| Mental health | 7% | 7% | 8% |
| Caring responsibilities | 7% | 6% | 7% |
| Disability | 7% | 2% | 2% |

# 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:

- 45% of your staff who did the survey said work made them feel happy in 2023, which is down from 47% in 2022

Compared to:

- 54% of staff at your comparator and 52% of staff across the public sector.

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



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

**Happy:** 42%, 47%, 45%, 54%, 52%
**Enthusiastic:** 45%, 43%, 44%, 50%, 48%
**Worried:** 31%, 28%, 30%, 27%, 31%
**Miserable:** 16%, 20%, 22%, 16%, 18%
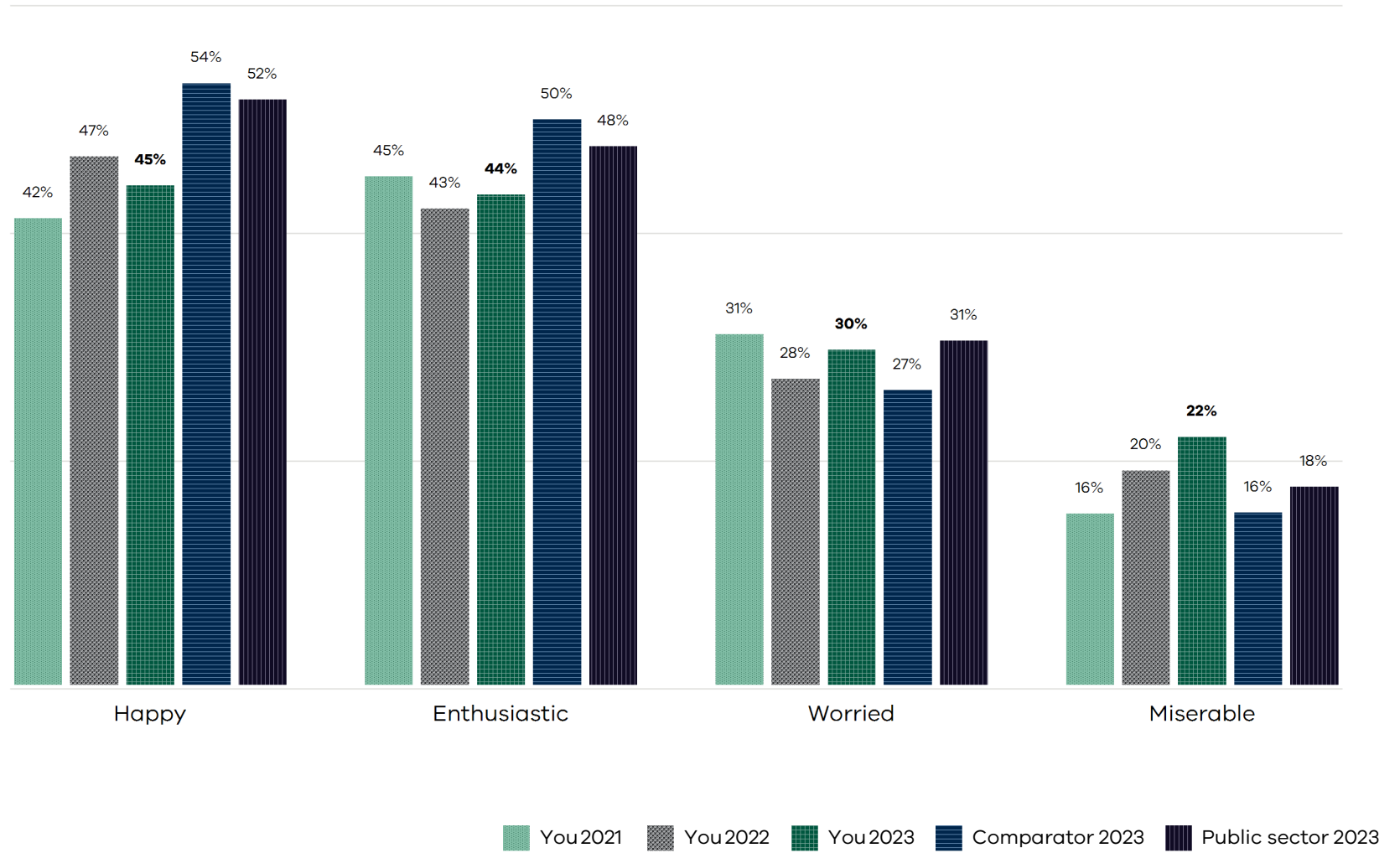
# People outcomes

## Scorecard: negative behaviours

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

In 2023:

- 11% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is up from 7% in 2022.

Compared to:

- 11% of staff at your comparator and 12% of staff across the public sector.



Chart data:

| | You 2021 | You 2022 | You 2023 | Comparator 2023 | Public sector 2023 |
|---|---|---|---|---|---|
| Bullying | 6% | 7% | 11% | 11% | 12% |
| Violence or aggression | 3% | 3% | 5% | 14% | 11% |
| Discrimination | 2% | 2% | 2% | 5% | 6% |
| Sexual harassment | 2% | 1% | 2% | 5% | 4% |
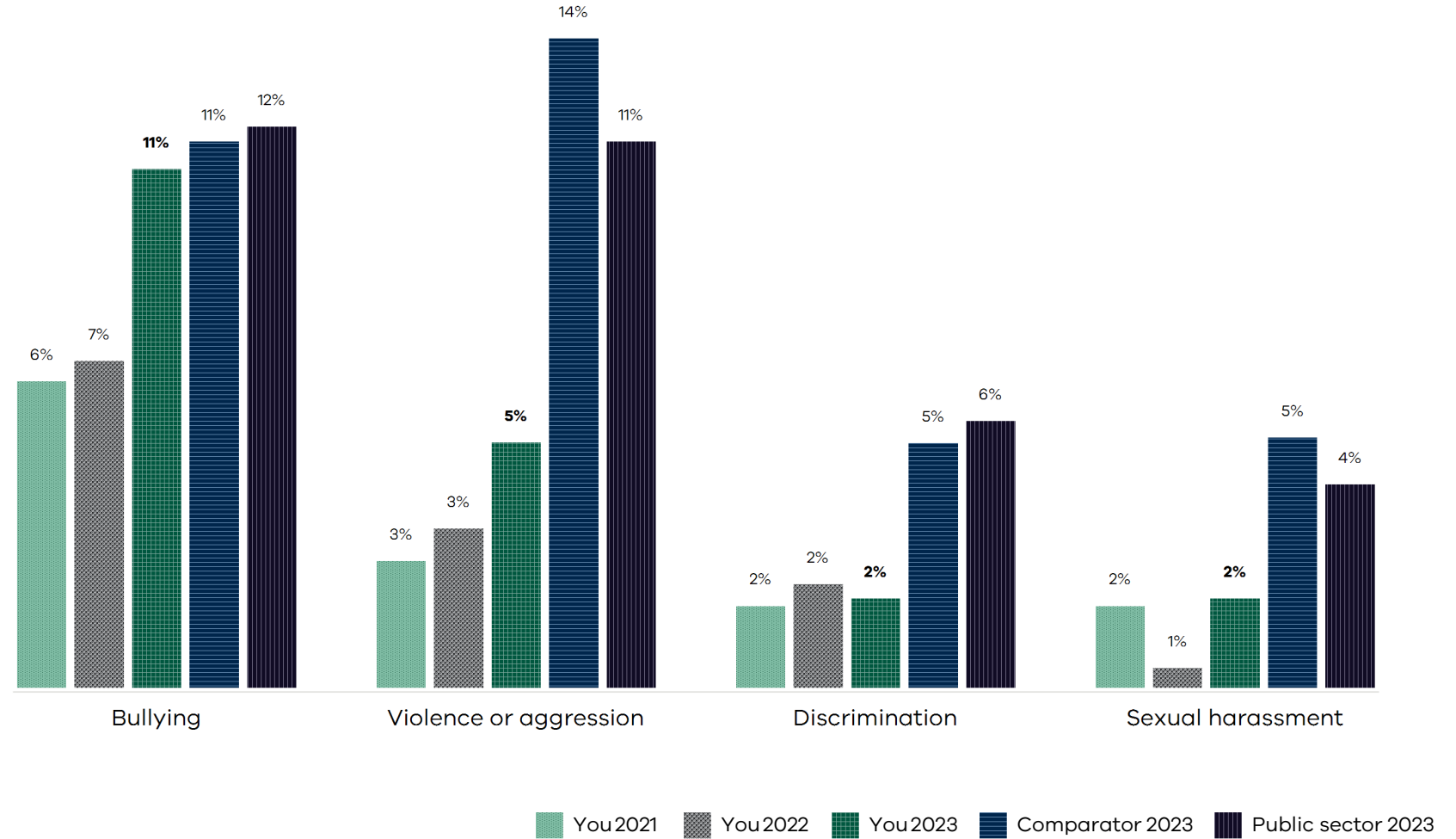
# People outcomes

## Bullying

### What this is

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

### Why this is important

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

### How to read this

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

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

In descending order, the table shows the answers.

### Example

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

Of that 11%, 63% 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?

| 27 | 200 | 22 |
|---|---|---|
| 11% | 80% | 9% |

■ Experienced bullying   ▦ Did not experience bullying   ▨ Not sure
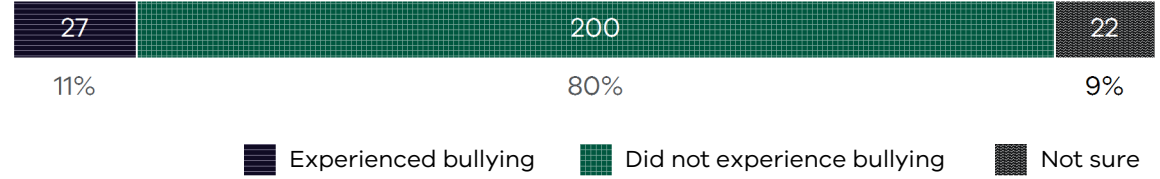
| If you experienced bullying, what type of bullying did you experience? | You 2022 | You 2023 | Comparator 2023 | Public sector 2023 |
|---|---|---|---|---|
| Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody) | 75% | 63% | 69% | 71% |
| Withholding essential information for me to do my job | 25% | 37% | 28% | 30% |
| Exclusion or isolation | 33% | 33% | 46% | 45% |
| Intimidation and/or threats | 42% | 26% | 28% | 29% |
| Other | 8% | 22% | 15% | 16% |
| Verbal abuse | 33% | 22% | 25% | 20% |
| Being given impossible assignment(s) | 8% | 19% | 8% | 11% |
| Being assigned meaningless tasks unrelated to my job | 0% | 15% | 13% | 16% |
| Interference with my personal property and/or work equipment | 0% | 4% | 4% | 6% |

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# People outcomes

## Telling someone about the bullying

**What this is**

This is if staff told someone when they experienced bullying.

**Why this is important**

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

**How to read this**

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

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

In descending order, the table shows the answers.

**Example**

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

- 48% said the top way they reported the bullying was 'Told a manager'.
- 96% said they didn't submit a formal complaint.

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

| 27 | 200 | 22 |
|---|---|---|
| 11% | 80% | 9% |

■ Experienced bullying    ▦ Did not experience bullying    ▨ Not sure
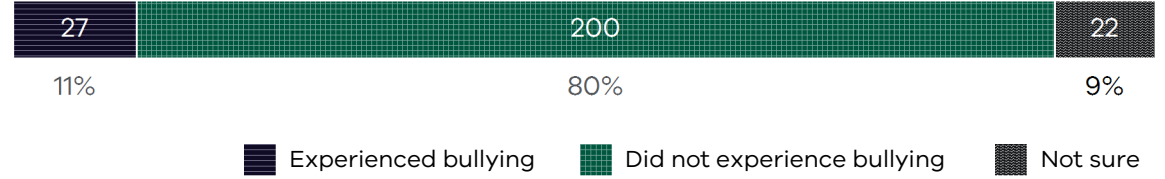
| Did you tell anyone about the bullying? | You 2022 | You 2023 | Comparator 2023 | Public sector 2023 |
|---|---|---|---|---|
| Told a manager | 33% | 48% | 46% | 50% |
| Told a colleague | 25% | 30% | 38% | 41% |
| Told a friend or family member | 17% | 19% | 34% | 36% |
| Told someone else | 25% | 19% | 13% | 13% |
| I did not tell anyone about the bullying | 33% | 11% | 14% | 12% |
| Told employee assistance program (EAP) or peer support | 0% | 11% | 8% | 10% |
| Told Human Resources | 0% | 11% | 15% | 13% |
| Told the person the behaviour was not OK | 0% | 11% | 16% | 17% |
| Submitted a formal complaint | 0% | 4% | 14% | 12% |

## People outcomes

### Bullying - reasons for not submitting a formal complaint

**What this is**

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

**Why this is important**

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

**How to read this**

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

**Example**

96% of your staff who experienced bullying did not submit a formal complaint, of which:

- 65% said the top reason was 'I believed there would be negative consequences for my career'.

**Did you submit a formal complaint?**

| 1 | 26 |
|---|---|
| 4% | 96% |

■ Submitted formal complaint   ■ Did not submit a formal complaint
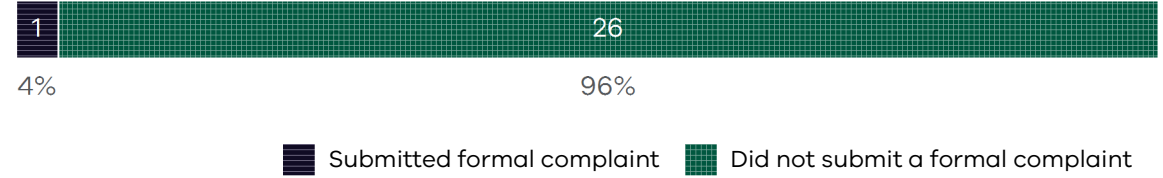
| What was your reason for not submitting a formal complaint? | You 2022 | You 2023 | Comparator 2023 | Public sector 2023 |
|---|---|---|---|---|
| I believed there would be negative consequences for my career | 50% | 65% | 42% | 45% |
| I believed there would be negative consequences for my reputation | 50% | 58% | 54% | 55% |
| I didn't think it would make a difference | 50% | 50% | 49% | 51% |
| I didn't feel safe to report the incident | 8% | 19% | 18% | 19% |
| Other | 17% | 19% | 13% | 14% |
| I didn't need to because I made the bullying stop | 0% | 12% | 8% | 6% |
| I didn't think it was serious enough | 25% | 12% | 16% | 16% |
| I believed there would be negative consequences for the person I was going to complain about | 8% | 8% | 10% | 10% |
| I didn't know how to make a complaint | 0% | 4% | 6% | 6% |
| I didn't know who to talk to | 0% | 4% | 5% | 5% |

# People outcomes

## Perpetrators of bullying

**What this is**

This is who staff have said are responsible for bullying.

**Why this is important**

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

**How to read this**

In this year's survey, 11% of your staff said they experienced bullying.

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

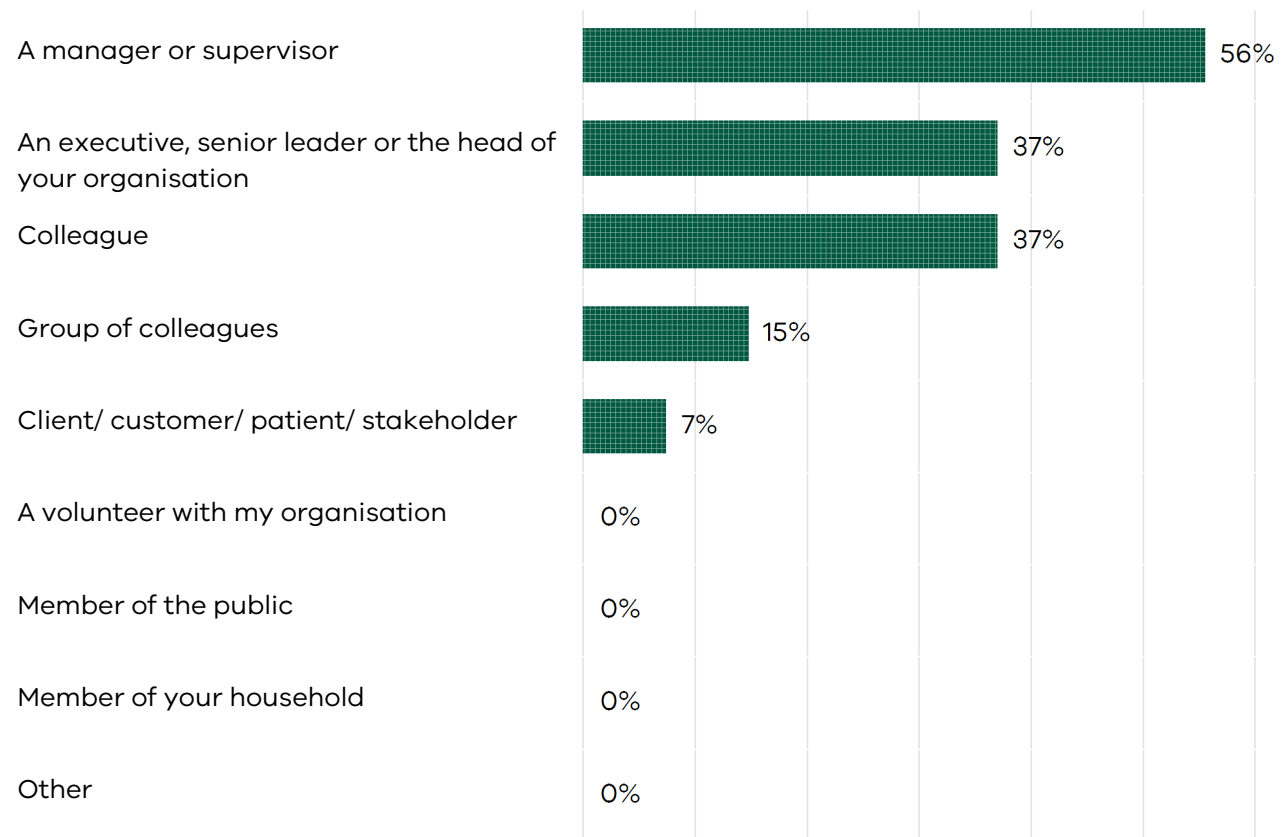In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

**Example**

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

Of that 11%, 56% said it was by 'A manager or supervisor'.

## 27 people (11% of staff) experienced bullying (You 2023)

| Perpetrator | Percentage |
|---|---|
| A manager or supervisor | 56% |
| An executive, senior leader or the head of your organisation | 37% |
| Colleague | 37% |
| Group of colleagues | 15% |
| Client/ customer/ patient/ stakeholder | 7% |
| A volunteer with my organisation | 0% |
| Member of the public | 0% |
| Member of your household | 0% |
| Other | 0% |

# People outcomes

## Relationship to perpetrator

### What this is

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

### Why this is important

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

### How to read this

In this year's survey, 11% of your staff said they experienced bullying.

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

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

### Example

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

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

Of that 100%, 52% said it was 'They were outside my workgroup'.

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

| | |
|---|---|
| They were outside my workgroup | 52% |
| They were in my workgroup | 48% |
| They were my immediate manager or supervisor | 30% |
| They were someone I supervise or manage | 4% |
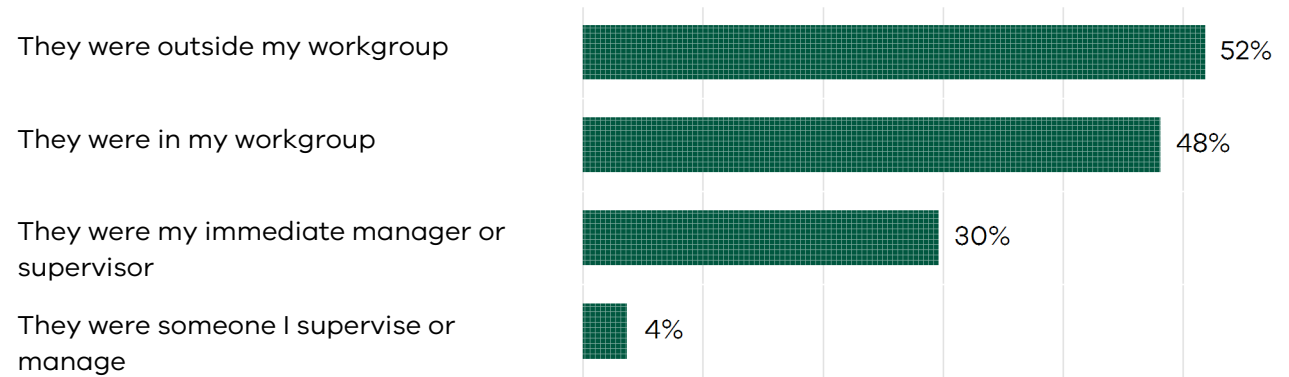
# People outcomes

## Sexual harassment

**What this is**

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

**Why this is important**

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

**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.

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# 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.

# 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**

5% of your staff who did the survey said they experienced violence or aggression.

Of that 5%, 85% said it was from 'Intimidating behaviour'.

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

| 13 | 219 | 17 |
|----|-----|----|
| 5% | 88% | 7% |

■ Experienced violence or aggression  ▨ Did not experience violence or aggression  ▦ Not sure
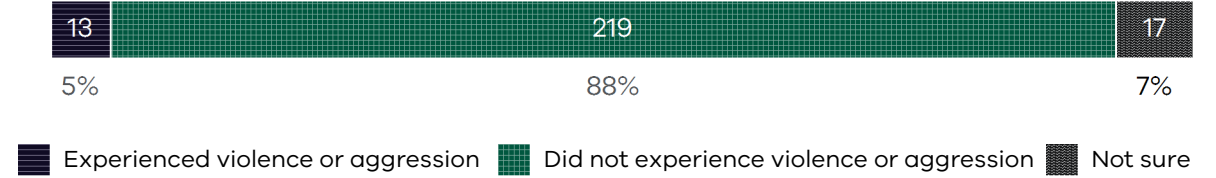
| If you experienced violence or aggression, what type did you experience? | You 2023 | Comparator 2023 | Public sector 2023 |
|---|---|---|---|
| Intimidating behaviour | 85% | 75% | 73% |
| Abusive language | 62% | 81% | 75% |
| Other | 8% | 5% | 6% |

# Negative behaviour

## Telling someone about violence and aggression

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

In descending order, the table shows the answers.

**Example**

5% of your staff who did the survey said they experienced violence or aggression, of which

- 54% said the top way they reported the violence or agression was 'Told a colleague'

- 92% said they didn't submit a formal incident report.

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

| 13 | 219 | 17 |
|----|-----|-----|
| 5% | 88% | 7% |

■ Experienced violence or aggression    ■ Did not experience violence or aggression    ■ Not sure
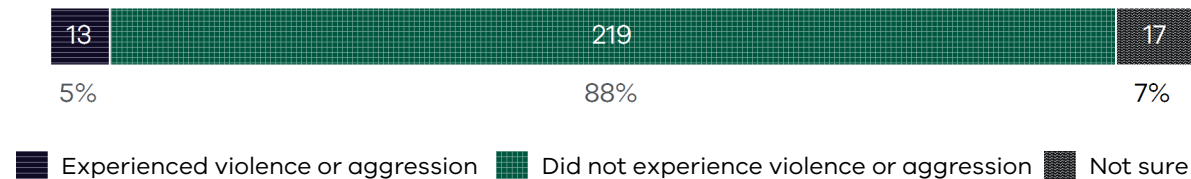
| Did you tell anyone about the incident? | You 2023 | Comparator 2023 | Public sector 2023 |
|---|---|---|---|
| Told a colleague | 54% | 37% | 40% |
| Told a manager | 31% | 52% | 56% |
| I did not tell anyone about the incident(s) | 23% | 12% | 9% |
| Told someone else | 23% | 6% | 6% |
| Submitted a formal incident report | 8% | 41% | 30% |
| Told a friend or family member | 8% | 19% | 19% |
| Told Human Resources | 8% | 6% | 6% |

# Negative behaviour

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

**What this is**

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

**Why this is important**

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

**How to read this**

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

**Example**

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

- 83% said the top reason was 'I believed there would be negative consequences for my career'.

Did you submit a formal incident report?

| | |
|---|---|
| 1 | 12 |
| 8% | 92% |

■ Submitted formal incident report  ▦ Did not submit a formal incident report
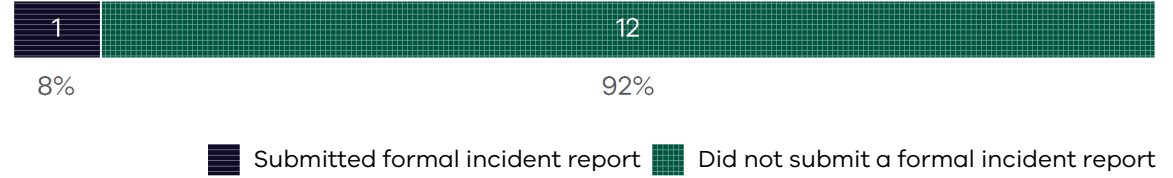
| What was your reason for not submitting a formal incident report? | You 2023 | Comparator 2023 | Public sector 2023 |
|---|---|---|---|
| I believed there would be negative consequences for my career | 83% | 18% | 18% |
| I believed there would be negative consequences for my reputation | 83% | 22% | 21% |
| I didn't think it would make a difference | 58% | 39% | 38% |
| Other | 17% | 16% | 22% |
| I believed there would be negative consequences for the person I was going to complain about | 8% | 6% | 4% |
| I didn't feel safe to report the incident | 8% | 6% | 7% |
| I didn't think it was serious enough | 8% | 33% | 28% |

## 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.

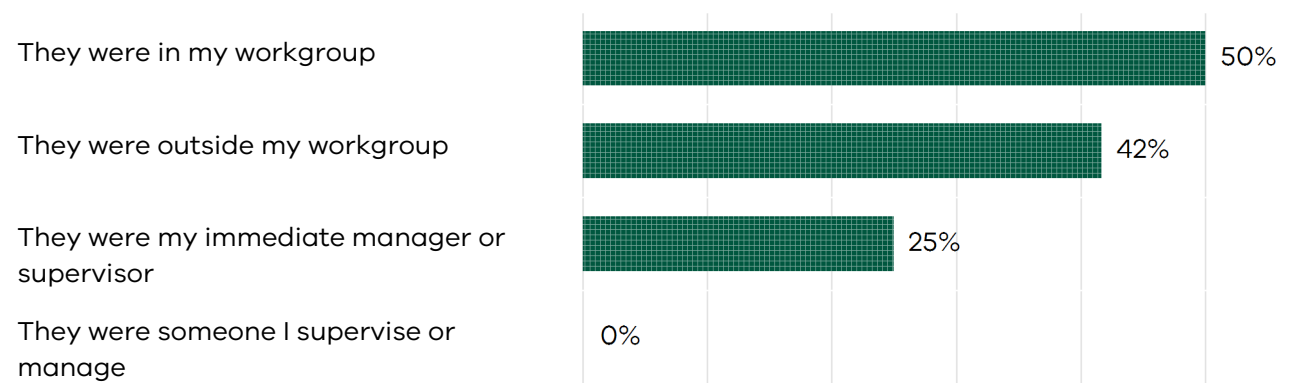**Example**

5% of your staff who did the survey said they experienced violence or aggression.

Of that 5%, 46% said it was 'An executive, senior leader or the head of your organisation'.

## 13 people (5% of staff) experienced violence or aggression (You2023)
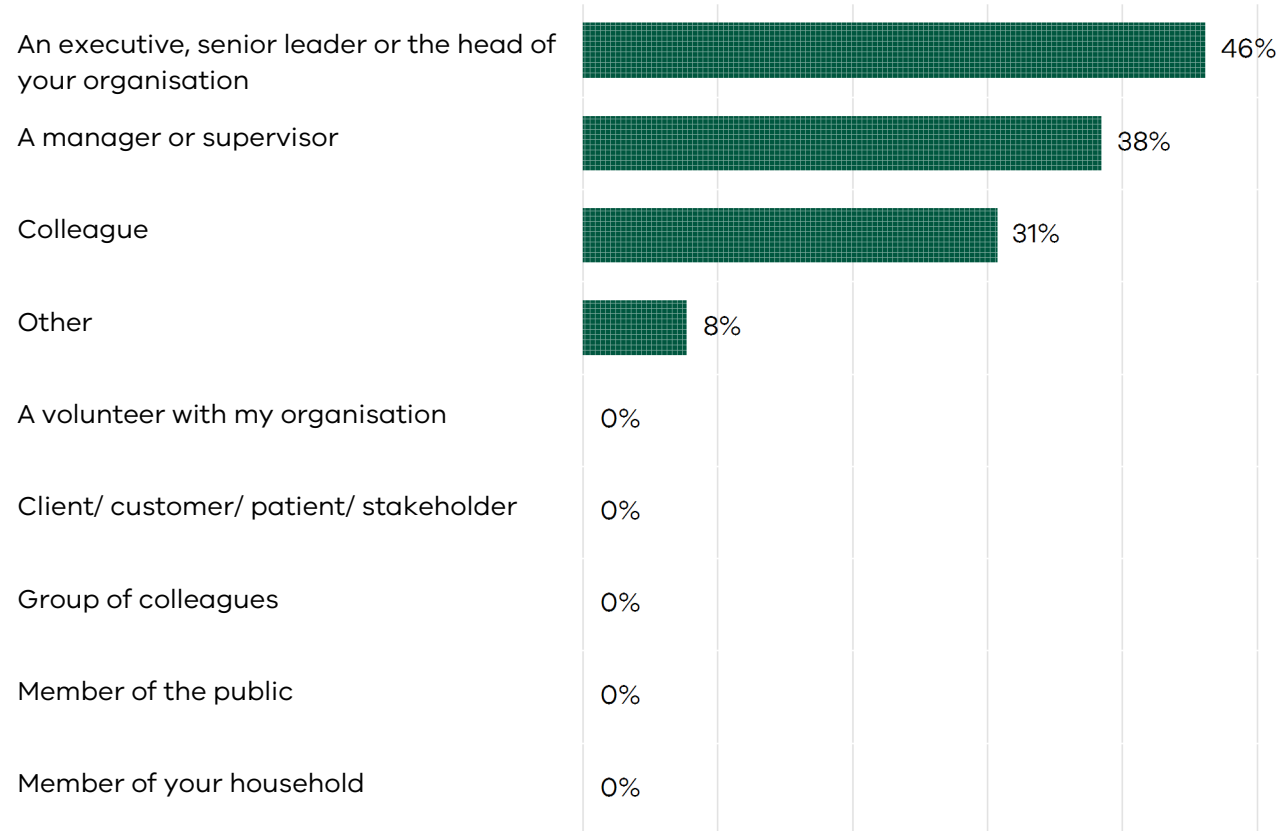
| Perpetrator | Percentage |
|---|---|
| An executive, senior leader or the head of your organisation | 46% |
| A manager or supervisor | 38% |
| Colleague | 31% |
| Other | 8% |
| A volunteer with my organisation | 0% |
| Client/ customer/ patient/ stakeholder | 0% |
| Group of colleagues | 0% |
| Member of the public | 0% |
| Member of your household | 0% |

# People outcomes

## Relationship to perpetrator

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

5% of your staff who did the survey said they experienced violence or aggression.

Of that 5%, 92% said it was by someone within the organisation.

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

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

| Relationship | Percentage |
|---|---|
| They were in my workgroup | 50% |
| They were outside my workgroup | 42% |
| They were my immediate manager or supervisor | 25% |
| They were someone I supervise or manage | 0% |

# Negative behaviour

## Witnessing negative behaviours

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

In descending order, the table shows the answers.

**Example**

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

84% said they witnessed No, I have not witnessed any of the situations above'.

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

| 40 | 209 |
|---|---|
| 16% | 84% |

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
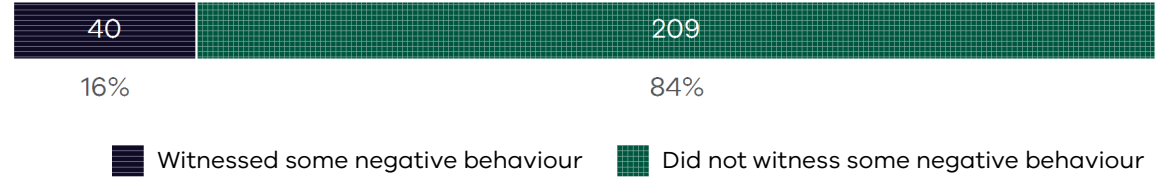
| During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work? | You 2023 | Comparator 2023 | Public sector 2023 |
|---|---|---|---|
| No, I have not witnessed any of the situations above | 84% | 81% | 81% |
| Bullying of a colleague | 12% | 12% | 13% |
| Violence or aggression against a colleague | 7% | 4% | 3% |
| Discrimination against a colleague | 4% | 8% | 7% |
| Sexual harassment of a colleague | 0% | 2% | 1% |

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# Negative behaviour

## Taking action when witnessing negative behaviours

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

The table shows the answers in descending order.

**Example**

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

- 33% said the top action they took was 'Spoke to the person who experienced the behaviour'.

- 25% took no action.

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

| 40 | 209 |
|---|---|
| 16% | 84% |

■ Witnessed some negative behaviour  ▦ Did not witness some negative behaviour
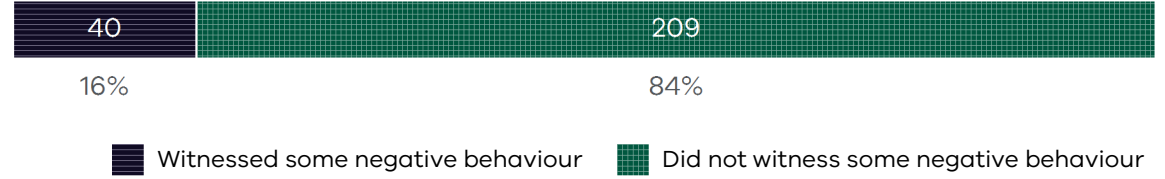
| When you witnessed the above behaviour(s), did you do any of the following? | You 2023 | Comparator 2023 | Public sector 2023 |
|---|---|---|---|
| Spoke to the person who experienced the behaviour | 33% | 69% | 69% |
| Told a colleague | 33% | 19% | 19% |
| Took no action | 25% | 11% | 8% |
| Spoke to the person who behaved in a negative way | 10% | 17% | 17% |
| Told a manager | 10% | 36% | 38% |
| Told the person the behaviour was not OK | 10% | 21% | 20% |
| Other | 5% | 4% | 6% |

# People matter survey

## 2023

Have your say

## Overview

## Result summary

### Report overview

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

### People outcomes

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

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Demographics

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

# 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 'Safety climate', the 'You 2023' column shows 90% of your staff agreed with 'My organisation provides a physically safe work environment'.
In the 'Change from 2022' column, you have a 1% decrease, which is a negative trend.

| Question group | Highest scoring questions | You 2023 | Change from 2022 | Comparator 2023 |
|---|---|---|---|---|
| Safety climate | My organisation provides a physically safe work environment | 90% | –1% | 87% |
| Job enrichment | I can use my skills and knowledge in my job | 89% | 0% | 91% |
| Job enrichment | I understand how my job helps my organisation achieve its goals | 87% | –3% | 93% |
| Meaningful work | I can make a worthwhile contribution at work | 84% | –6% | 92% |
| Flexible working | My manager supports working flexibly | 84% | +1% | 82% |
| Meaningful work | I achieve something important through my work | 83% | –4% | 89% |
| Manager leadership | My manager treats employees with dignity and respect | 82% | –7% | 87% |
| Workgroup support | People in my workgroup are politically impartial in their work | 82% | +6% | 78% |
| Organisational integrity | My organisation encourages employees to act in ways that are consistent with human rights | 82% | –4% | 85% |
| Other questions | I understand how the Code of Conduct for Victorian public sector employees applies to my work | 81% | Not asked in 2022 | 85% |

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# Key differences

## Lowest scoring questions

**What this is**

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

**How to read this**

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

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

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

**Example**

On the first row 'Organisational integrity', the 'You 2023' column shows 36% of your staff agreed with 'I believe the promotion processes in my organisation are fair'.
In the 'Change from 2022' column, you have a 2% decrease, which is a negative trend.

| Question subgroup | Lowest scoring questions | You 2023 | Change from 2022 | Comparator 2023 |
|---|---|---|---|---|
| Organisational integrity | I believe the promotion processes in my organisation are fair | 36% | -2% | 45% |
| Organisational integrity | I have an equal chance at promotion in my organisation | 43% | -2% | 49% |
| Learning and development | I am satisfied with the opportunities to progress in my organisation | 43% | -1% | 49% |
| Collaboration | Workgroups across my organisation willingly share information with each other | 47% | -4% | 59% |
| Taking action | My organisation has made improvements based on the survey results from last year | 49% | +14% | 38% |
| Engagement | I feel a strong personal attachment to my organisation | 49% | -2% | 62% |
| Other questions | My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable) | 49% | Not asked in 2022 | 54% |
| Satisfaction | How satisfied are you with your career development within your current organisation | 50% | -5% | 56% |
| Safety climate | All levels of my organisation are involved in the prevention of stress | 51% | +1% | 50% |
| Learning and development | I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 52% | +4% | 57% |

# 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 'Taking action', the 'You 2023' column shows 49% of your staff agreed with 'My organisation has made improvements based on the survey results from last year'.
In the 'Increase from 2022' column, you have a 14% increase, which is a positive trend.

| Question group | Most improved from last year | You 2023 | Increase from 2022 | Comparator 2023 |
|---|---|---|---|---|
| Taking action | My organisation has made improvements based on the survey results from last year | 49% | +14% | 38% |
| Satisfaction | How satisfied are you with the work/life balance in your current job | 75% | +10% | 70% |
| Taking action | I believe my organisation will make improvements based on the results of this survey | 61% | +8% | 52% |
| Workgroup support | People in my workgroup are politically impartial in their work | 82% | +6% | 78% |
| Safety climate | In my workplace, there is good communication about psychological safety issues that affect me | 61% | +5% | 56% |
| Learning and development | I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 52% | +4% | 57% |
| Workload | I have enough time to do my job effectively | 56% | +4% | 60% |
| Workload | The workload I have is appropriate for the job that I do | 60% | +4% | 63% |
| Learning and development | My organisation places a high priority on the learning and development of staff | 55% | +2%. | 56% |
| Job enrichment | I have a say in how I do my work | 78% | +2% | 76% |

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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 'Safe to speak up', the 'You 2023' column shows 67% of your staff agreed with 'People in my workgroup are able to bring up problems and tough issues'.

In the 'Decrease from 2022' column, you have a 11% decrease, which is a negative trend.

| Question subgroup | Largest decline from last year | You 2023 | Decrease from 2022 | Comparator 2023 |
|---|---|---|---|---|
| Safe to speak up | People in my workgroup are able to bring up problems and tough issues | 67% | -11% | 74% |
| Job enrichment | I have the authority to do my job effectively | 62% | -11% | 75% |
| Quality service delivery | My workgroup acts fairly and without bias | 69% | -10% | 75% |
| Manager leadership | My manager models my organisation's values | 76% | -10% | 83% |
| Manager support | I can discuss problems or issues with my manager | 74% | -8% | 82% |
| Workgroup support | People in my workgroup treat each other with respect | 80% | -8% | 85% |
| Inclusion | I can be myself at work | 73% | -8% | 80% |
| Workgroup support | People in my workgroup appropriately manage conflicts of interest | 73% | -8% | 75% |
| Inclusion | I feel culturally safe at work | 79% | -7% | 82% |
| Manager leadership | My manager treats employees with dignity and respect | 82% | -7% | 87% |

# 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 'Taking action', the 'You 2023' column shows 49% of your staff agreed with 'My organisation has made improvements based on the survey results from last year'.

The 'difference' column, shows that agreement for this question was 11 percentage points higher in your organisation than in your comparator.

| Question group | Biggest positive difference from comparator | You 2023 | Difference | Comparator 2023 |
|---|---|---|---|---|
| Taking action | My organisation has made improvements based on the survey results from last year | 49% | +11% | 38% |
| Taking action | I believe my organisation will make improvements based on the results of this survey | 61% | +8% | 52% |
| Safety climate | In my workplace, there is good communication about psychological safety issues that affect me | 61% | +5% | 56% |
| Satisfaction | How satisfied are you with the work/life balance in your current job | 75% | +4% | 70% |
| Workgroup support | People in my workgroup are politically impartial in their work | 82% | +4% | 78% |
| Flexible working | I am confident that if I requested a flexible work arrangement, it would be given due consideration | 75% | +3% | 72% |
| Safety climate | My organisation provides a physically safe work environment | 90% | +3% | 87% |
| Job enrichment | I have a say in how I do my work | 78% | +2% | 76% |
| Safety climate | Senior leaders show support for stress prevention through involvement and commitment | 54% | +2% | 52% |
| Organisational integrity | I believe the recruitment processes in my organisation are fair | 61% | +2% | 59% |

# 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 57% of your staff agreed with 'I would recommend my organisation as a good place to work'.

The 'difference' column, shows that agreement for this question was 14 percentage points lower in your organisation than in your comparator.

| Question subgroup | Biggest negative difference from comparator | You 2023 | Difference | Comparator 2023 |
|---|---|---|---|---|
| Engagement | I would recommend my organisation as a good place to work | 57% | -14% | 71% |
| Engagement | I feel a strong personal attachment to my organisation | 49% | -13% | 62% |
| Job enrichment | I have the authority to do my job effectively | 62% | -13% | 75% |
| Collaboration | Workgroups across my organisation willingly share information with each other | 47% | -12% | 59% |
| Satisfaction | Considering everything, how satisfied are you with your current job | 63% | -11% | 74% |
| Engagement | My organisation inspires me to do the best in my job | 54% | -11% | 65% |
| Job enrichment | I clearly understand what I am expected to do in this job | 76% | -10% | 87% |
| Engagement | I am proud to tell others I work for my organisation | 66% | -10% | 75% |
| Engagement | My organisation motivates me to help achieve its objectives | 57% | -9% | 66% |
| Quality service delivery | My workgroup uses its resources well | 59% | -9% | 68% |

# People matter survey

## 2023

Have your say

## Overview

### Result summary

### Report overview

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

### People outcomes

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

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Demographics

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

# 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

61% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will make improvements based on the results of this survey'.

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

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
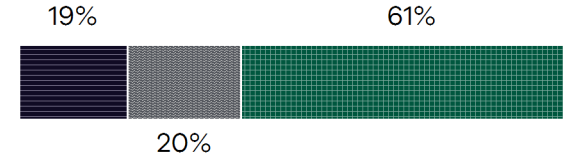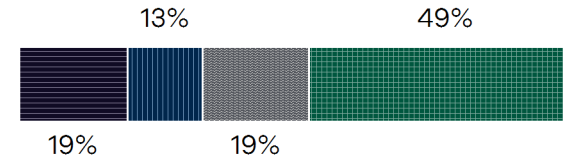
| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| Survey question | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| I believe my organisation will make improvements based on the results of this survey | Not asked | 53 % | 61 % | 19 % | 52 % | 87 % |
| My organisation has made improvements based on the survey results from last year | Not asked | 34 % | 49 % | 0 % | 38 % | 80 % |

Your results bars:
- I believe my organisation will make improvements based on the results of this survey: 19% | 20% | 61%
- My organisation has made improvements based on the survey results from last year: 19% | 13% | 19% | 49%

Victorian Public Sector Commission

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# People matter survey

## 2023

Have your say

## Overview

## Result summary

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### People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
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- 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

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- 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**

61% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

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

| Survey question | Your results | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| Senior leaders demonstrate honesty and integrity | 18% / 18% / 3% / 61% | | 72 % | 63 % | 61 % | 43 % | 65 % | 100 % |
| Senior leaders model my organisation's values | 23% / 18% / 2% / 57% | | 64 % | 59 % | 57 % | 35 % | 65 % | 100 % |
| Senior leaders provide clear strategy and direction | 27% / 17% / 1% / 55% | | 55 % | 60 % | 55 % | 17 % | 59 % | 100 % |

# People matter survey

## 2023

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- Biggest negative difference from comparator

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## Detailed results

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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:

- 65% of your staff who did the survey responded positively to questions about Organisational integrity which is down from 69% in 2022.

Compared to:

- 69% of staff at your comparator and 66% of staff across the public sector.
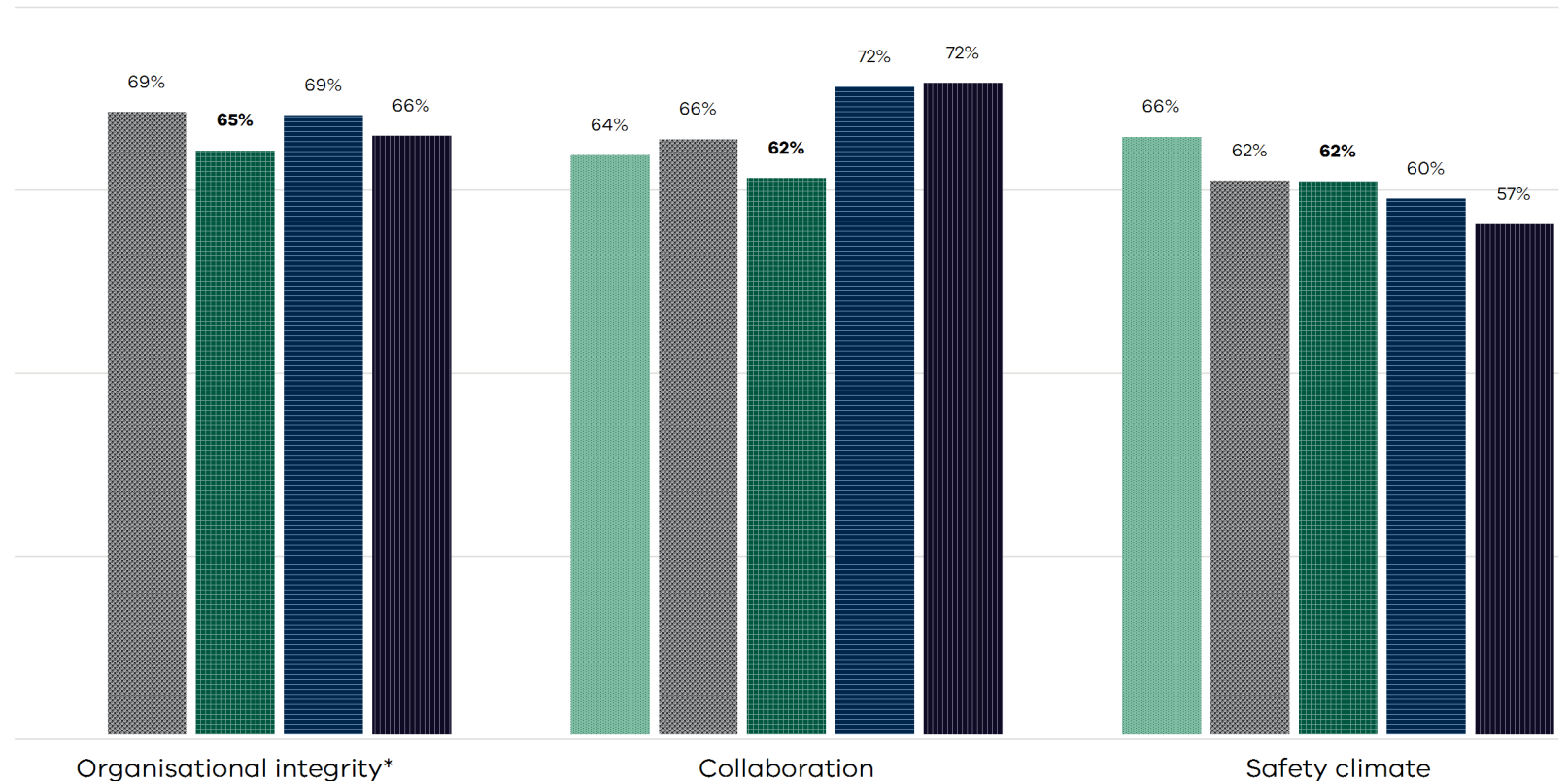


*We can't compare some data here because one or more questions were not asked in a previous survey

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

Chart data:

Organisational integrity*: You 2022 69%, You 2023 65%, Comparator 2023 69%, Public sector 2023 66%

Collaboration: You 2021 64%, You 2022 66%, You 2023 62%, Comparator 2023 72%, Public sector 2023 72%

Safety climate: You 2021 66%, You 2022 62%, You 2023 62%, Comparator 2023 60%, Public sector 2023 57%

# Organisational climate

## Organisational integrity 1 of 2

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

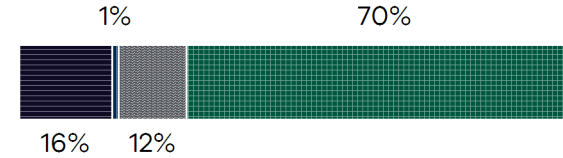82% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

| Survey question | Your results | | | | | | |
|---|---|---|---|---|---|---|---|

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

**Benchmark agree results**

| Survey question | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| My organisation encourages employees to act in ways that are consistent with human rights (7% 2% 9% 82%) | 82 % | 86 % | 82 % | 52 % | 85 % | 100 % |
| My organisation encourages respectful workplace behaviours (14% 6% 80%) | 91 % | 84 % | 80 % | 22 % | 85 % | 100 % |
| My organisation is committed to earning a high level of public trust (6% 6% 13% 74%) | 84 % | 80 % | 74 % | 57 % | 79 % | 100 % |
| My organisation takes steps to eliminate bullying, harassment and discrimination (16% 12% 72%) | 77 % | 76 % | 72 % | 26 % | 73 % | 97 % |

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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

70% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

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

Legend:
- Disagree (dark navy)
- Don't know (blue)
- Neither agree nor disagree (grey)
- Agree (green)
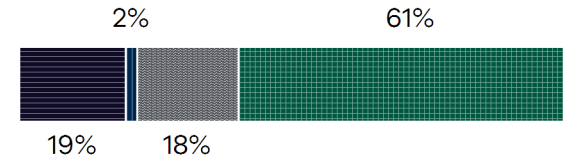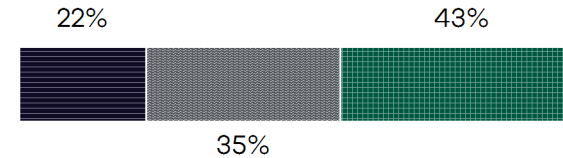
| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| My organisation does not tolerate improper conduct (16% / 12% / 1% / 70%) | 74 % | 77 % | 70 % | 35 % | 74 % | 100 % |
| I believe the recruitment processes in my organisation are fair (19% / 2% / 18% / 61%) | Not asked | 67 % | 61 % | 48 % | 59 % | 93 % |
| I have an equal chance at promotion in my organisation (22% / 35% / 43%) | Not asked | 45 % | 43 % | 29 % | 49 % | 80 % |
| I believe the promotion processes in my organisation are fair (24% / 8% / 31% / 36%) | Not asked | 38 % | 36 % | 29 % | 45 % | 70 % |

# 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**

76% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.
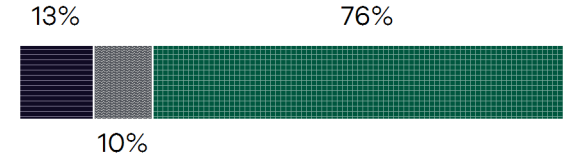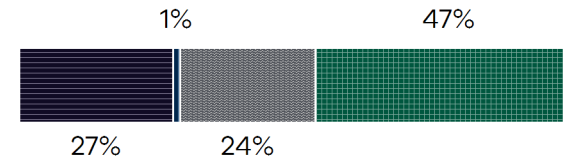
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

| Survey question | Disagree | Neither | Agree | Don't know | You 2021 | You 2022 | You 2023 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|---|---|---|
| I am able to work effectively with others outside my immediate workgroup | 13% | 10% | 76% | | 86 % | 81 % | 76 % | 74 % | 84 % | 100 % |
| Workgroups across my organisation willingly share information with each other | 27% | 24% | 47% | 1% | 43 % | 51 % | 47 % | 17 % | 59 % | 90 % |

# Organisational climate

## Safety climate 1 of 2

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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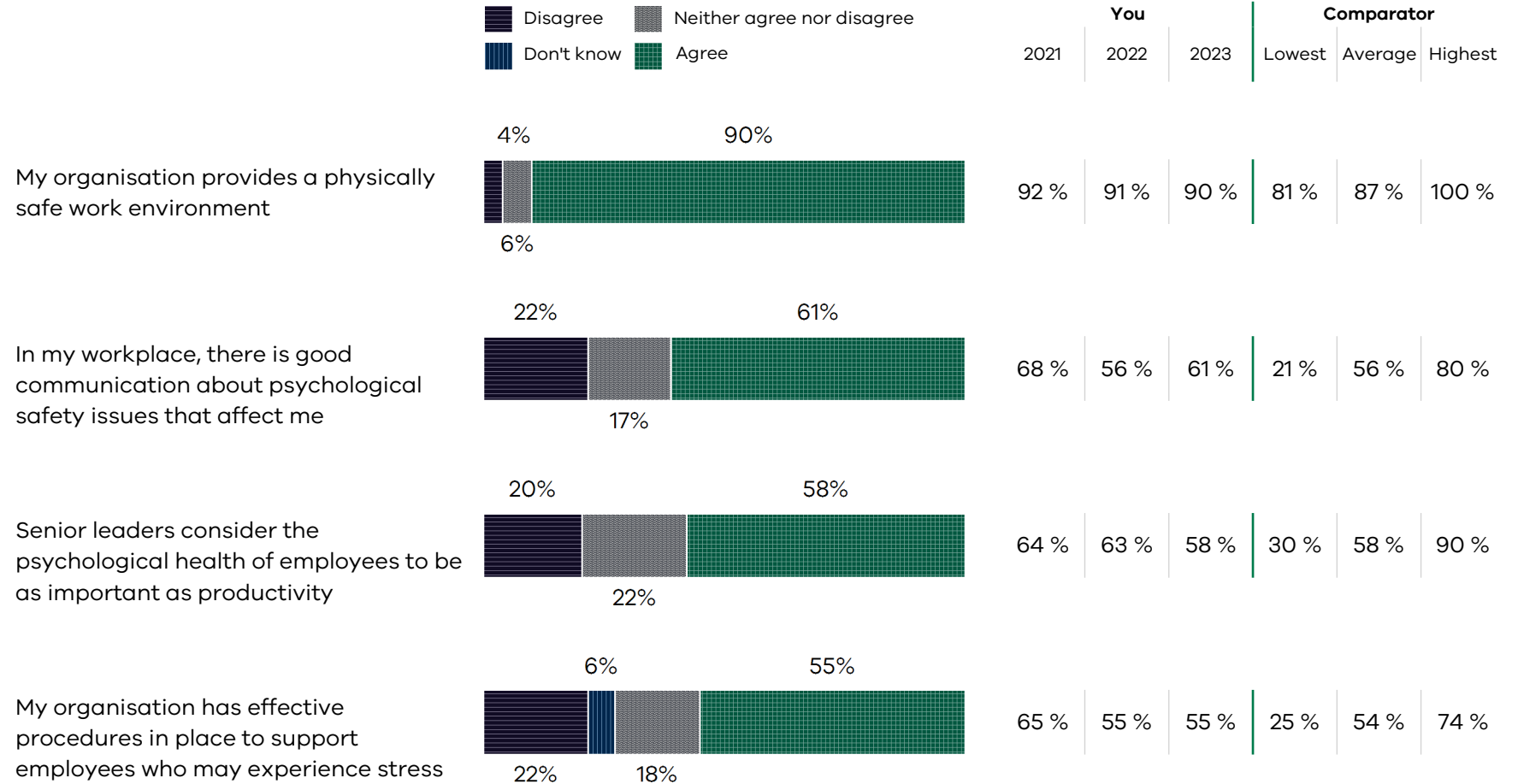
**Example**

90% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

| Survey question | Your results | | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| My organisation provides a physically safe work environment | 4% / 6% / 90% | | | 92 % | 91 % | 90 % | 81 % | 87 % | 100 % |
| In my workplace, there is good communication about psychological safety issues that affect me | 22% / 17% / 61% | | | 68 % | 56 % | 61 % | 21 % | 56 % | 80 % |
| Senior leaders consider the psychological health of employees to be as important as productivity | 20% / 22% / 58% | | | 64 % | 63 % | 58 % | 30 % | 58 % | 90 % |
| My organisation has effective procedures in place to support employees who may experience stress | 22% / 6% / 18% / 55% | | | 65 % | 55 % | 55 % | 25 % | 54 % | 74 % |

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

# 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

54% of your staff who did the survey agreed or strongly agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.
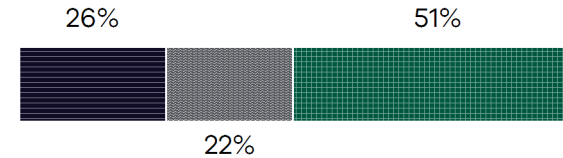
| Survey question | Your results | Benchmark agree results |
|---|---|---|

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
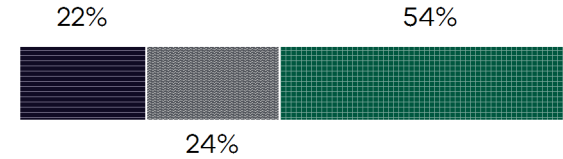
| Survey question | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| Senior leaders show support for stress prevention through involvement and commitment | 22% / 24% / 54% | 63 % | 53 % | 54 % | 13 % | 52 % | 90 % |
| All levels of my organisation are involved in the prevention of stress | 26% / 22% / 51% | 47 % | 51 % | 51 % | 13 % | 50 % | 80 % |

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# People matter survey

## 2023

**Have your say**

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- Your response rate

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- Engagement
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- Satisfaction
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- Intention to stay

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Demographics

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

# 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.
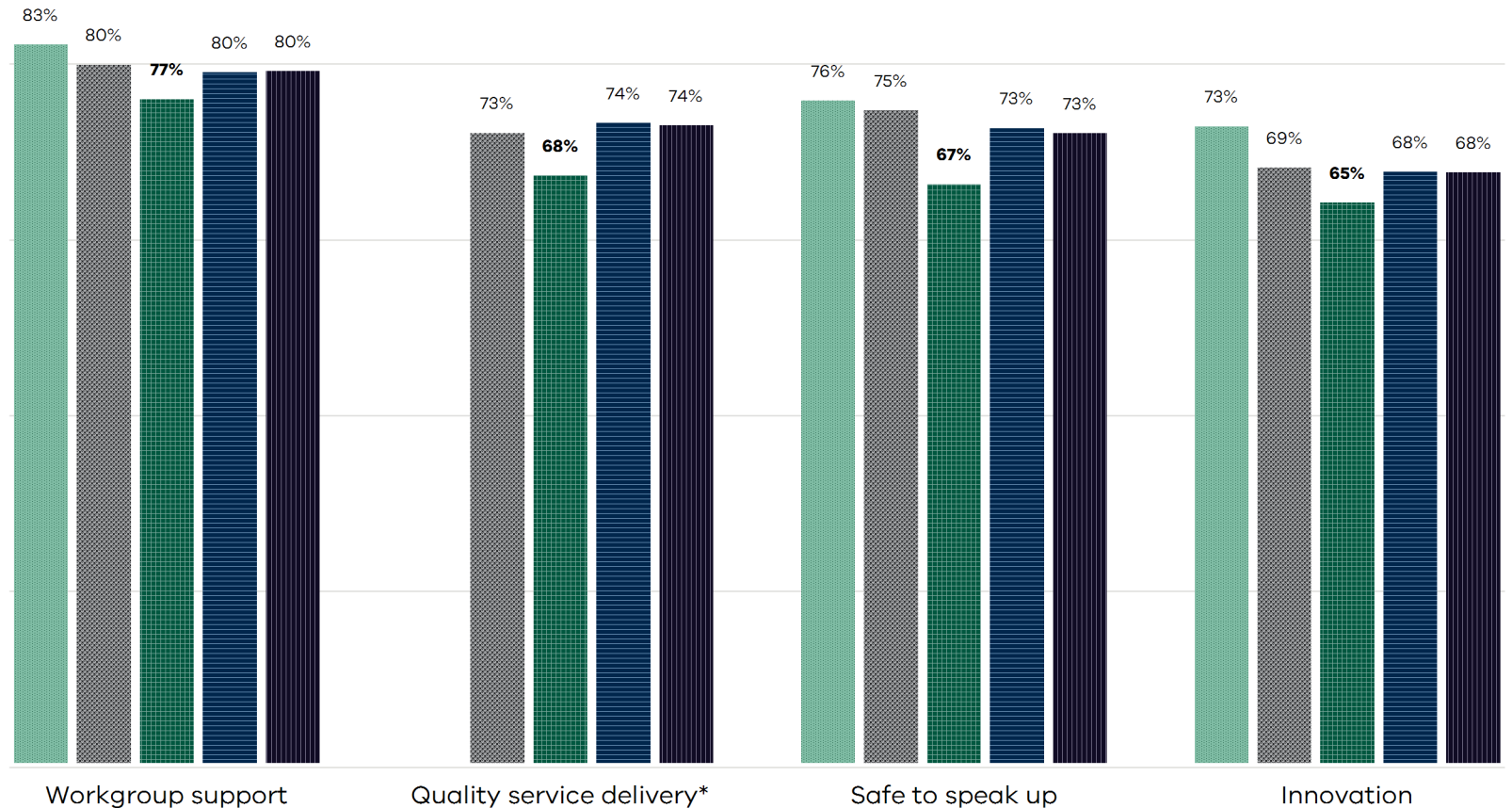
**Example**

In 2023:

- 77% of your staff who did the survey responded positively to questions about Workgroup support which is down from 80% in 2022.

Compared to:

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



Workgroup support: You 2021 83%, You 2022 80%, You 2023 77%, Comparator 2023 80%, Public sector 2023 80%

Quality service delivery*: You 2022 73%, You 2023 68%, Comparator 2023 74%, Public sector 2023 74%

Safe to speak up: You 2021 76%, You 2022 75%, You 2023 67%, Comparator 2023 73%, Public sector 2023 73%

Innovation: You 2021 73%, You 2022 69%, You 2023 65%, Comparator 2023 68%, Public sector 2023 68%

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

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

# Workgroup climate

## Quality service delivery

**What this is**

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

**Why this is important**

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

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

**How to read this**

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

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

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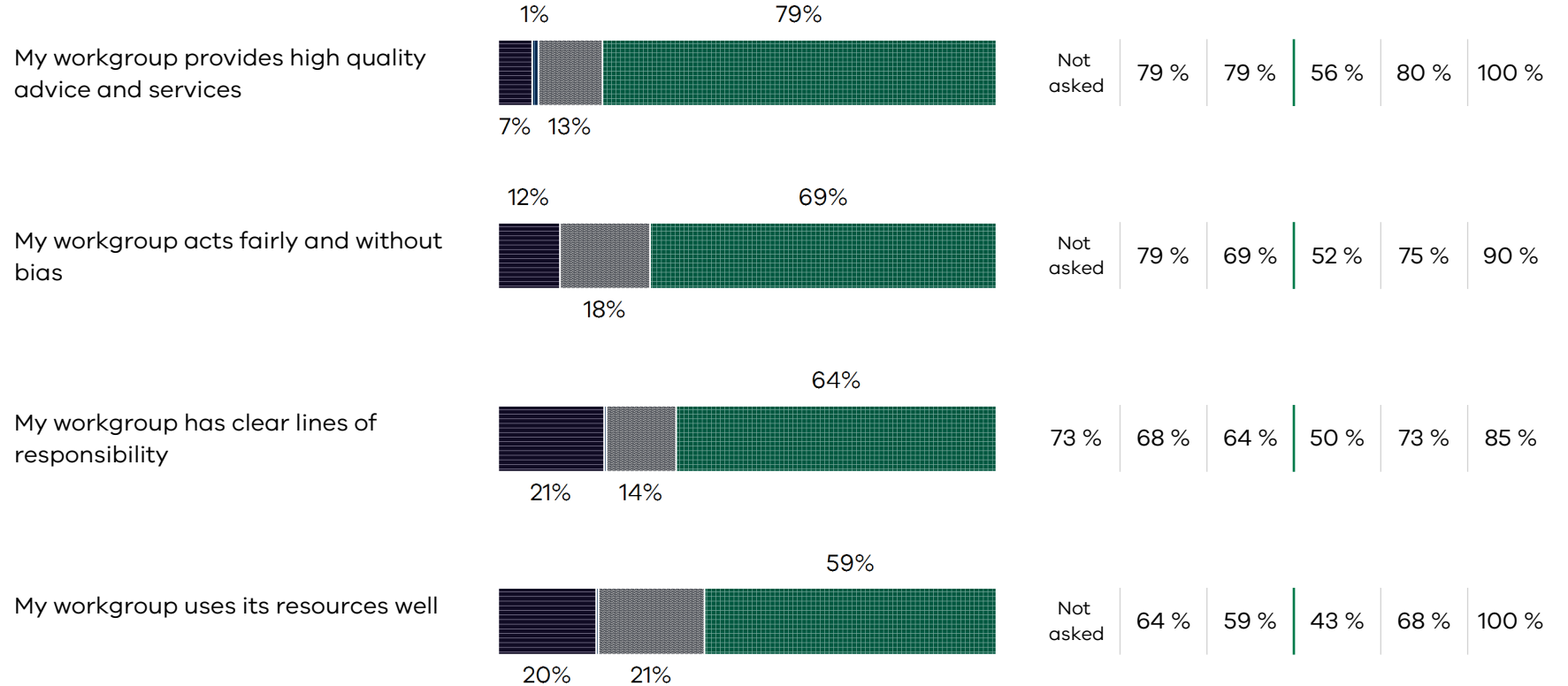
**Example**

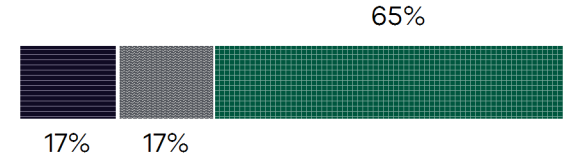79% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

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

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

| Survey question | Your results | You 2021 | You 2022 | You 2023 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| My workgroup provides high quality advice and services | 7% / 1% / 13% / 79% | Not asked | 79 % | 79 % | 56 % | 80 % | 100 % |
| My workgroup acts fairly and without bias | 12% / 18% / 69% | Not asked | 79 % | 69 % | 52 % | 75 % | 90 % |
| My workgroup has clear lines of responsibility | 21% / 14% / 64% | 73 % | 68 % | 64 % | 50 % | 73 % | 85 % |
| My workgroup uses its resources well | 20% / 21% / 59% | Not asked | 64 % | 59 % | 43 % | 68 % | 100 % |

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# Workgroup climate

## Innovation

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

65% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.
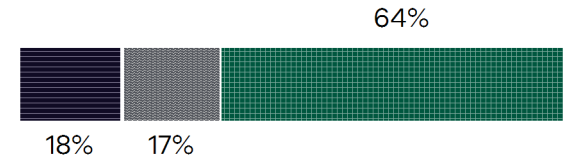
| Survey question | Your results | | | | | | |
|---|---|---|---|---|---|---|---|

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

| Survey question | | You 2021 | You 2022 | You 2023 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| My workgroup encourages employee creativity | 17% / 17% / 65% | 71 % | 68 % | 65 % | 36 % | 65 % | 93 % |
| My workgroup learns from failures and mistakes | 19% / 15% / 1% / 65% | 71 % | 68 % | 65 % | 50 % | 70 % | 90 % |
| My workgroup is quick to respond to opportunities to do things better | 18% / 17% / 64% | 78 % | 71 % | 64 % | 43 % | 70 % | 90 % |
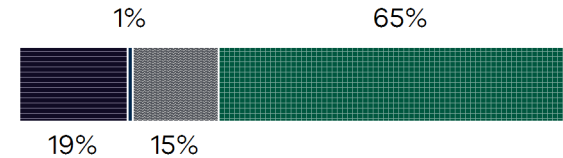
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# Workgroup climate

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

82% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.
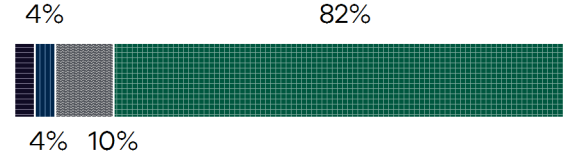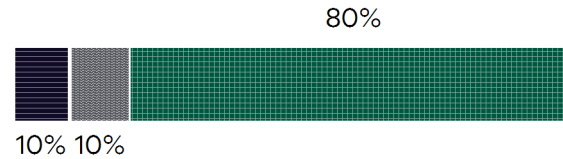
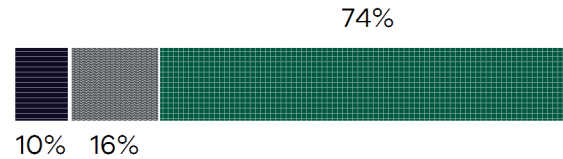| Survey question | Your results | | | Benchmark agree results | | |
|---|---|---|---|---|---|---|

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

| Survey question | You 2021 | You 2022 | You 2023 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| People in my workgroup are politically impartial in their work (4%, 4%, 10%, 82%) | 77 % | 76 % | 82 % | 57 % | 78 % | 93 % |
| People in my workgroup treat each other with respect (10%, 10%, 80%) | 90 % | 88 % | 80 % | 71 % | 85 % | 100 % |
| People in my workgroup work together effectively to get the job done (10%, 16%, 74%) | 86 % | 79 % | 74 % | 76 % | 83 % | 100 % |
| People in my workgroup are honest, open and transparent in their dealings (13%, 13%, 74%) | 84 % | 79 % | 74 % | 68 % | 77 % | 100 % |

# Workgroup climate

## Workgroup support 2 of 2

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

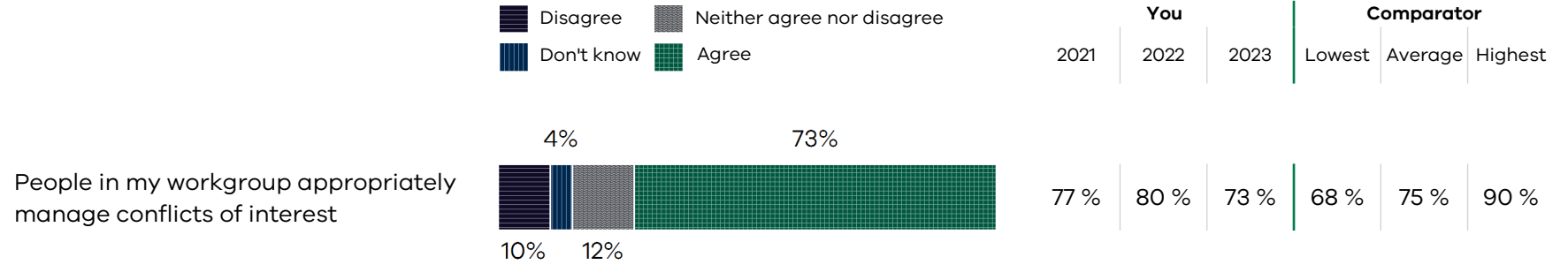Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

73% 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

| Survey question | Your results | You 2021 | You 2022 | You 2023 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| People in my workgroup appropriately manage conflicts of interest | 10% / 4% / 12% / 73% | 77 % | 80 % | 73 % | 68 % | 75 % | 90 % |

# Workgroup climate

## Safe to speak up

**What this is**

This is how freely and confidently staff feel they can talk about issues without fear of retribution.

**Why this is important**

Organisations with psychologically safe cultures empower staff to report negative behaviour and integrity issues.

**How to read this**

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

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

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

**Example**

67% of your staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.
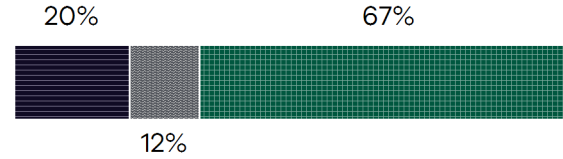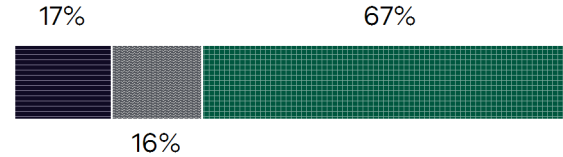
| Survey question | Your results | Benchmark agree results |

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

| Survey question | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| I feel safe to challenge inappropriate behaviour at work | 20% / 12% / 67% | 73 % | 73 % | 67 % | 26 % | 72 % | 100 % |
| People in my workgroup are able to bring up problems and tough issues | 17% / 16% / 67% | 80 % | 78 % | 67 % | 65 % | 74 % | 87 % |

# 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

### 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

**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.
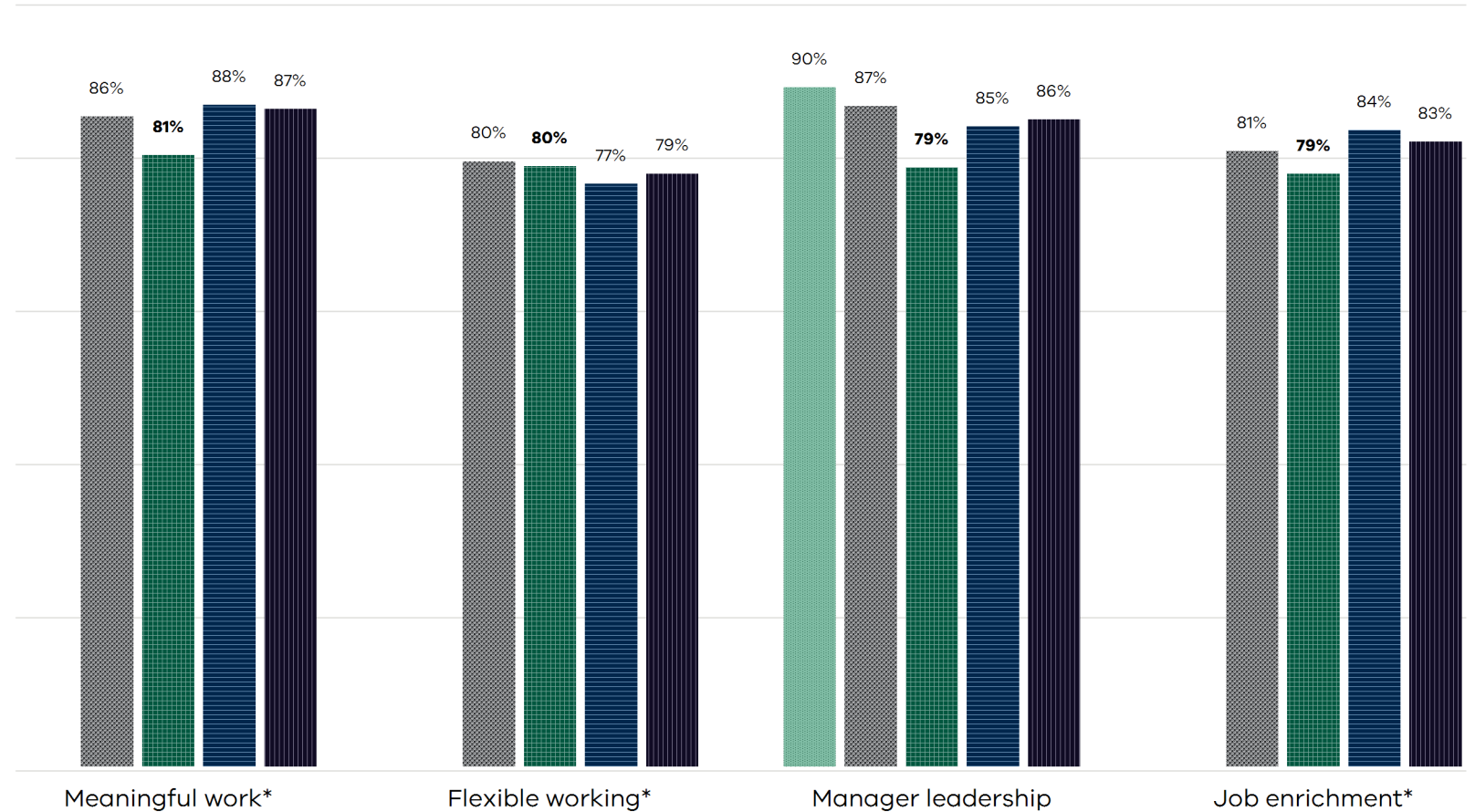
**Example**

In 2023:

- 81% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 88% of staff at your comparator and 87% of staff across the public sector.

| | Meaningful work* | Flexible working* | Manager leadership | Job enrichment* |
|---|---|---|---|---|
| You 2021 | | | 90% | |
| You 2022 | 86% | 80% | 87% | 81% |
| You 2023 | 81% | 80% | 79% | 79% |
| Comparator 2023 | 88% | 77% | 85% | 84% |
| Public sector 2023 | 87% | 79% | 86% | 83% |

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

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

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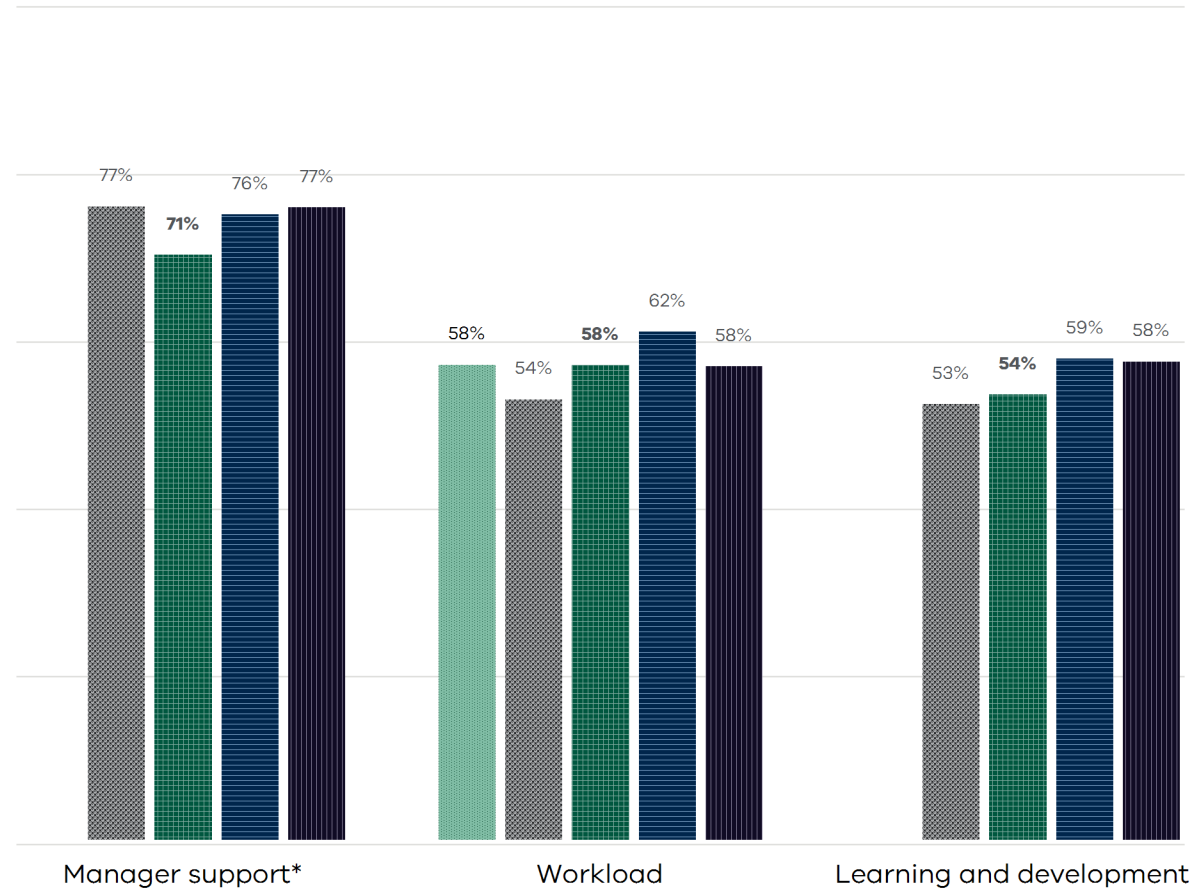
**Example**

In 2023:

- 71% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

- 76% of staff at your comparator and 77% of staff across the public sector.



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

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

Manager support*: 77%, 71%, 76%, 77%
Workload: 58%, 54%, 58%, 62%, 58%
Learning and development*: 53%, 54%, 59%, 58%

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# Job and manager factors

## Manager leadership

**What this is**

This is how well staff perceive their direct managers lead.

**Why this is important**

Great managers can foster the right environment for staff engagement.

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

**How to read this**

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

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

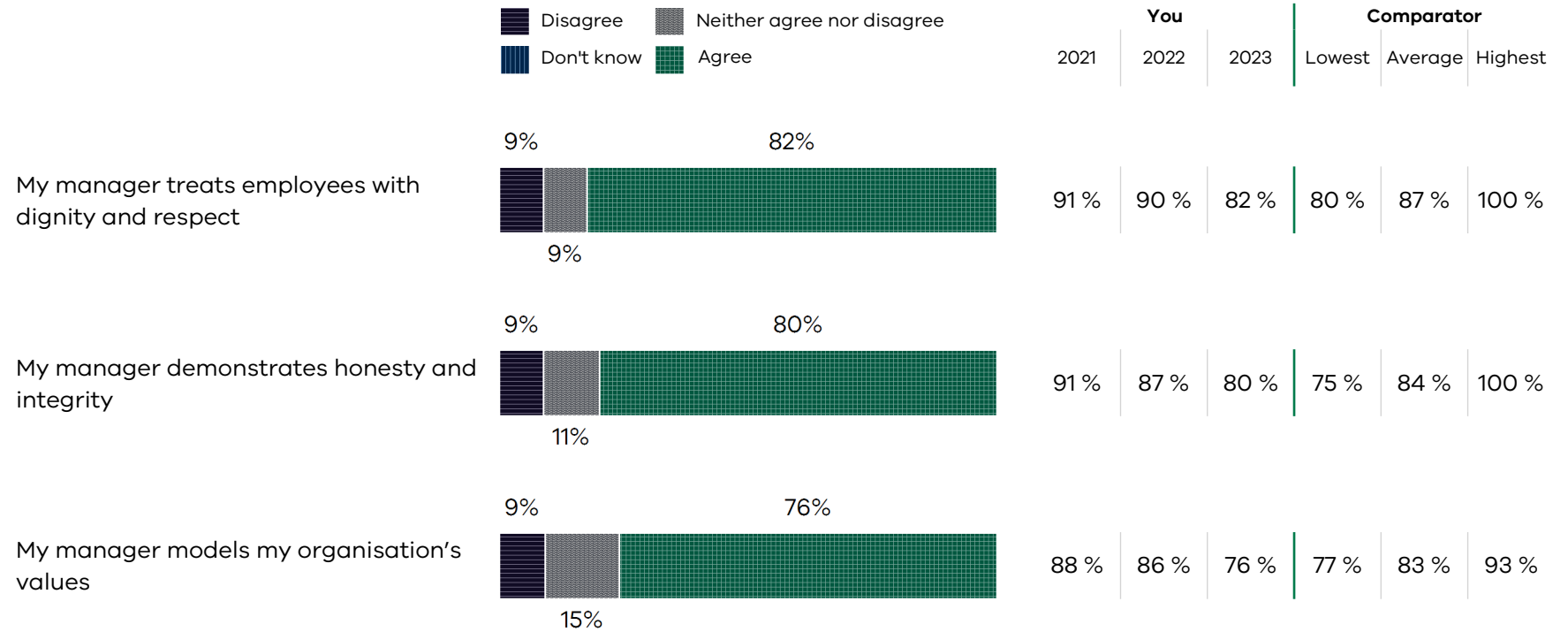Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

82% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

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

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

| Survey question | | You 2021 | You 2022 | You 2023 | Lowest | Average | Highest |
|---|---|---|---|---|---|---|---|
| My manager treats employees with dignity and respect | 9% / 9% / 82% | 91 % | 90 % | 82 % | 80 % | 87 % | 100 % |
| My manager demonstrates honesty and integrity | 9% / 11% / 80% | 91 % | 87 % | 80 % | 75 % | 84 % | 100 % |
| My manager models my organisation's values | 9% / 15% / 76% | 88 % | 86 % | 76 % | 77 % | 83 % | 93 % |

# Job and manager factors

## Manager support 1 of 2

### What this is

This is how supported staff feel by their direct manager.

### Why this is important

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

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

### How to read this

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

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

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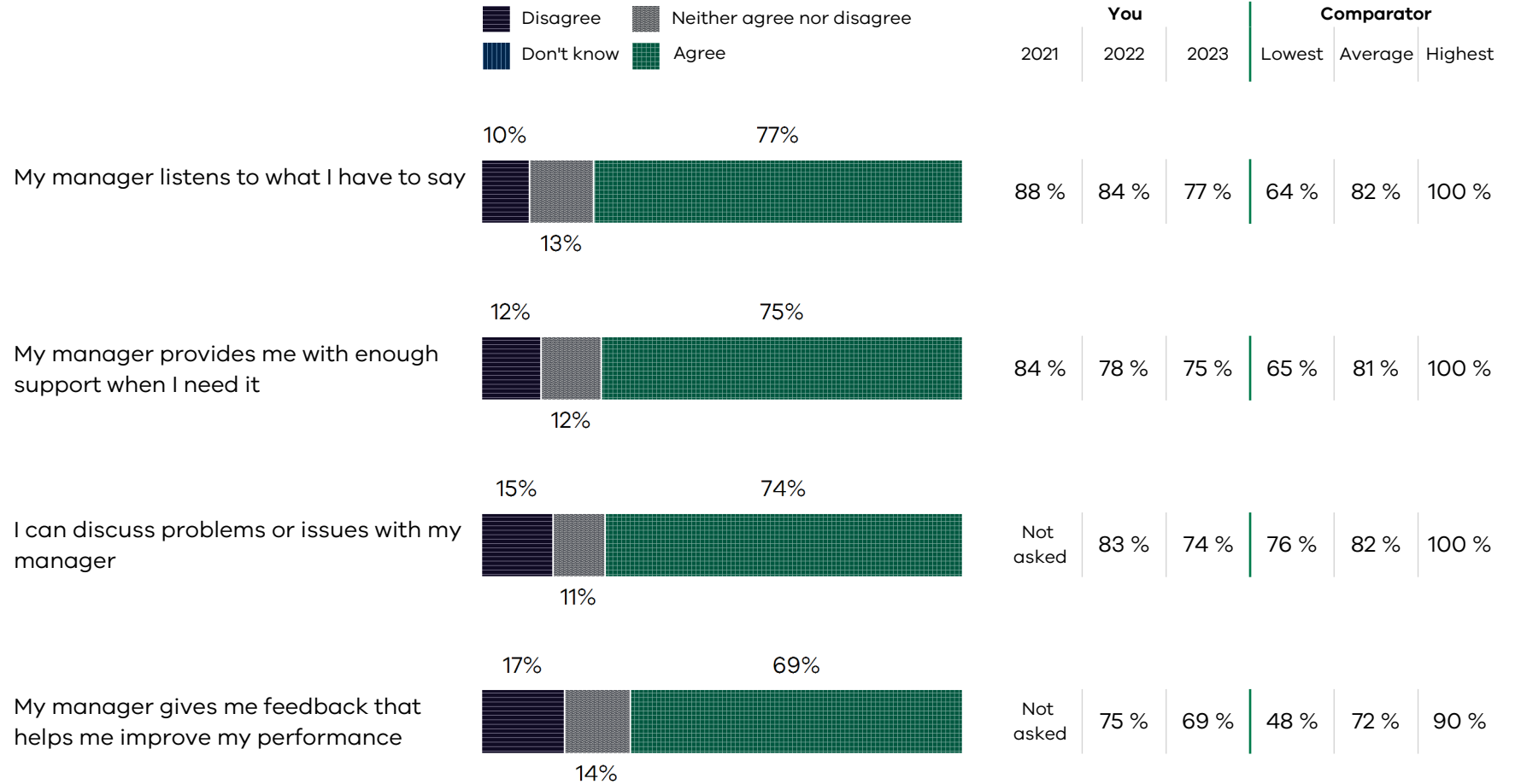
### Example

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

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

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

| Survey question | Your results | You 2021 | You 2022 | You 2023 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| My manager listens to what I have to say | 10% / 13% / 77% | 88 % | 84 % | 77 % | 64 % | 82 % | 100 % |
| My manager provides me with enough support when I need it | 12% / 12% / 75% | 84 % | 78 % | 75 % | 65 % | 81 % | 100 % |
| I can discuss problems or issues with my manager | 15% / 11% / 74% | Not asked | 83 % | 74 % | 76 % | 82 % | 100 % |
| My manager gives me feedback that helps me improve my performance | 17% / 14% / 69% | Not asked | 75 % | 69 % | 48 % | 72 % | 90 % |

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## Job and manager factors

**What this is**

This is how supported staff feel by their direct manager.

**Why this is important**

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

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

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

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

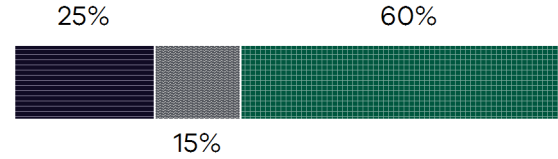Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

60% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.
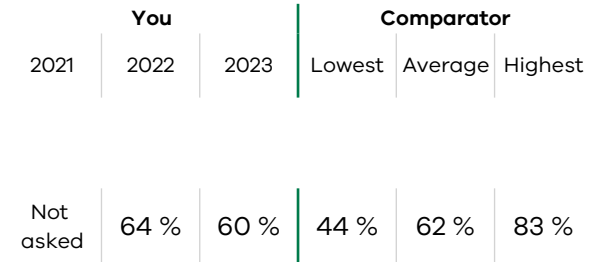
| Survey question | Your results | Benchmark agree results |
|---|---|---|

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

| Survey question | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| I receive meaningful recognition when I do good work | 25% / 15% / 60% | Not asked | 64 % | 60 % | 44 % | 62 % | 83 % |

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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**

60% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.
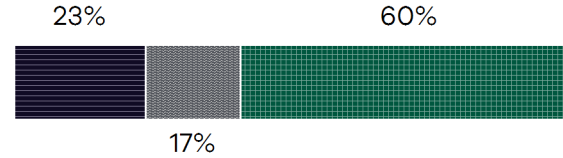
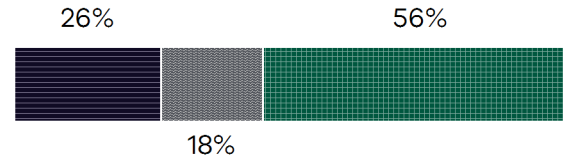Legend: ■ Disagree  ▦ Neither agree nor disagree  ▦ Agree

| Survey question | Your results | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|---|
| | | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| The workload I have is appropriate for the job that I do | 23% / 17% / 60% | 63 % | 56 % | 60 % | 43 % | 63 % | 90 % |
| I have enough time to do my job effectively | 26% / 18% / 56% | 53 % | 52 % | 56 % | 43 % | 60 % | 100 % |

# 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.
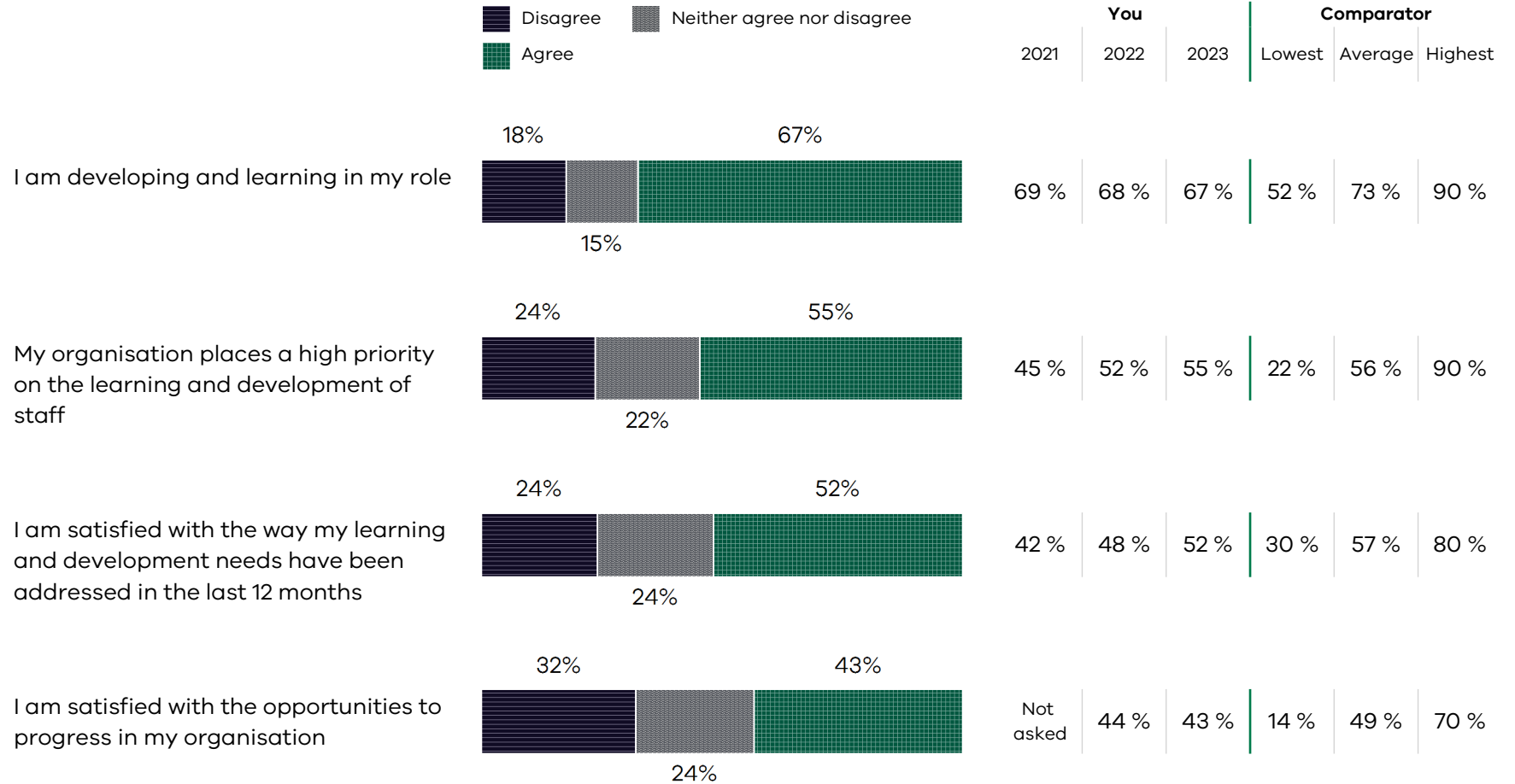
**Example**

67% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

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

**Your results legend:** Disagree | Neither agree nor disagree | Agree

| Survey question | Disagree | Neither | Agree | You 2021 | You 2022 | You 2023 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|---|---|
| I am developing and learning in my role | 18% | 15% | 67% | 69 % | 68 % | 67 % | 52 % | 73 % | 90 % |
| My organisation places a high priority on the learning and development of staff | 24% | 22% | 55% | 45 % | 52 % | 55 % | 22 % | 56 % | 90 % |
| I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 24% | 24% | 52% | 42 % | 48 % | 52 % | 30 % | 57 % | 80 % |
| I am satisfied with the opportunities to progress in my organisation | 32% | 24% | 43% | Not asked | 44 % | 43 % | 14 % | 49 % | 70 % |

# Job and manager factors

## Job enrichment 1 of 2

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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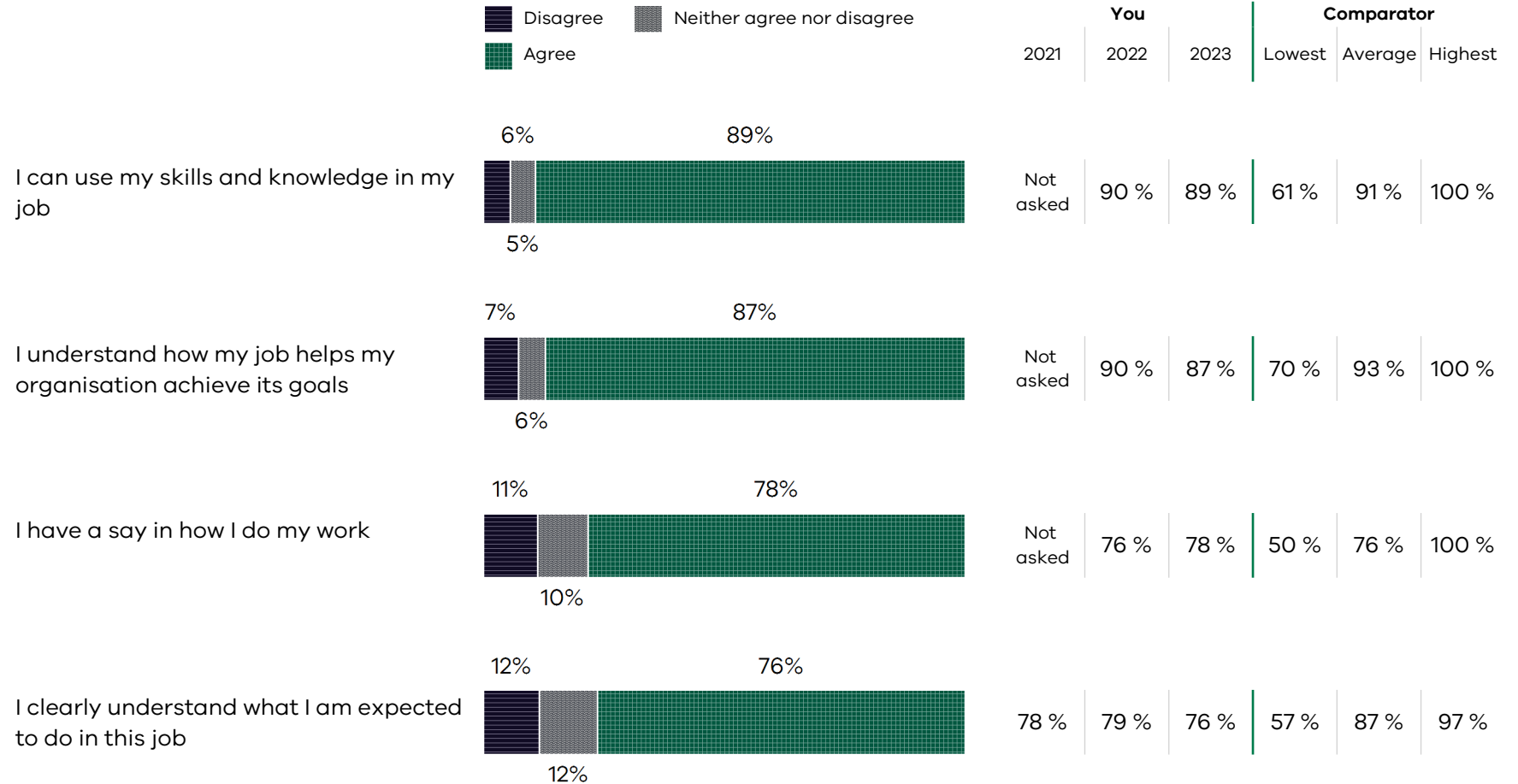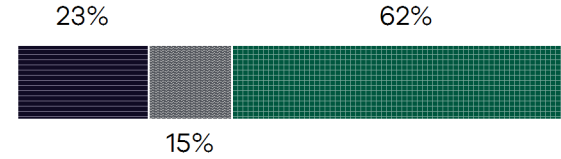
**Example**

89% of your staff who did the survey agreed or strongly agreed with 'I can use my skills and knowledge in my job'.

| Survey question | Your results | | | | | | |
|---|---|---|---|---|---|---|---|

Legend: ■ Disagree　▨ Neither agree nor disagree　▨ Agree



| | | **You** | | | **Comparator** | | |
|---|---|---|---|---|---|---|---|
| Survey question | | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| I can use my skills and knowledge in my job | 6% / 5% / 89% | Not asked | 90 % | 89 % | 61 % | 91 % | 100 % |
| I understand how my job helps my organisation achieve its goals | 7% / 6% / 87% | Not asked | 90 % | 87 % | 70 % | 93 % | 100 % |
| I have a say in how I do my work | 11% / 10% / 78% | Not asked | 76 % | 78 % | 50 % | 76 % | 100 % |
| I clearly understand what I am expected to do in this job | 12% / 12% / 76% | 78 % | 79 % | 76 % | 57 % | 87 % | 97 % |

# Job and manager factors

## Job enrichment 2 of 2

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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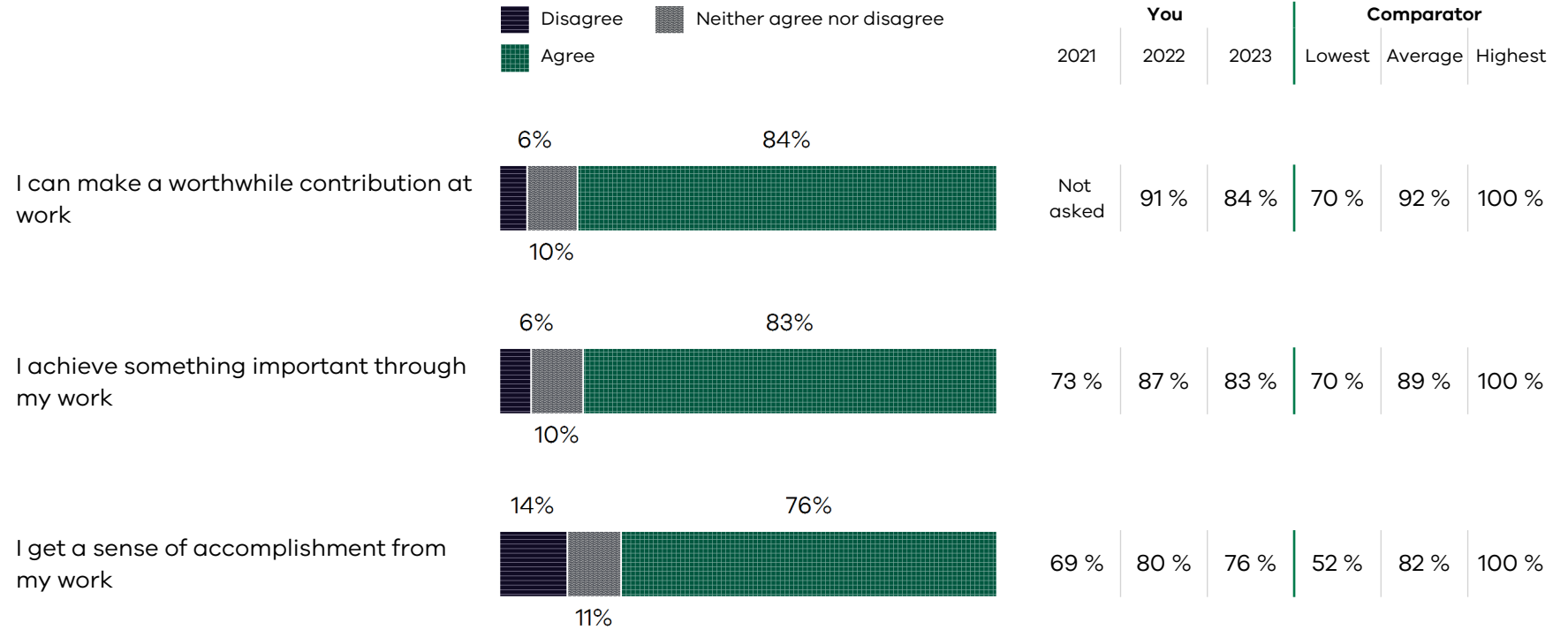
**Example**

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

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

**Survey question**

I have the authority to do my job effectively

**Your results**

■ Disagree  ▦ Neither agree nor disagree
▦ Agree

23%    62%

15%

**Benchmark agree results**

| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| | 77 % | 72 % | 62 % | 30 % | 75 % | 100 % |

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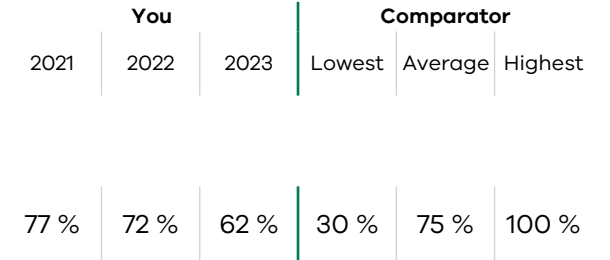
# Job and manager factors

## Meaningful work

### What this is

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

### Why this is important

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

### How to read this

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

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

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

### Example

84% 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

| | 6% | | 84% |
|---|---|---|---|

**I can make a worthwhile contribution at work**

10%

| | 6% | | 83% |
|---|---|---|---|

**I achieve something important through my work**

10%

| | 14% | | 76% |
|---|---|---|---|

**I get a sense of accomplishment from my work**

11%

## Benchmark agree results

| | **You** | | | **Comparator** | | |
|---|---|---|---|---|---|---|
| 2021 | 2022 | 2023 | | Lowest | Average | Highest |
| Not asked | 91 % | 84 % | | 70 % | 92 % | 100 % |
| 73 % | 87 % | 83 % | | 70 % | 89 % | 100 % |
| 69 % | 80 % | 76 % | | 52 % | 82 % | 100 % |

# 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**

84% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.

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

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
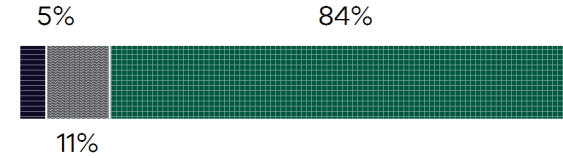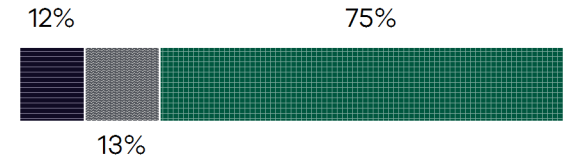
| Survey question | | You | | | Comparator | | |
| --- | --- | --- | --- | --- | --- | --- | --- |
| | | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| My manager supports working flexibly | 5% / 11% / 84% | Not asked | 83 % | 84 % | 71 % | 82 % | 100 % |
| I am confident that if I requested a flexible work arrangement, it would be given due consideration | 12% / 13% / 75% | 92 % | 78 % | 75 % | 50 % | 72 % | 90 % |

# People matter survey

## 2023

Have your say

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## Overview

### Result summary

### Report overview

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

### People outcomes

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

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

### Key differences

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

### Taking action

- Taking action questions

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## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Demographics

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

# Public sector values

## What this is

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

## Why this is important

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

## How to read this

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

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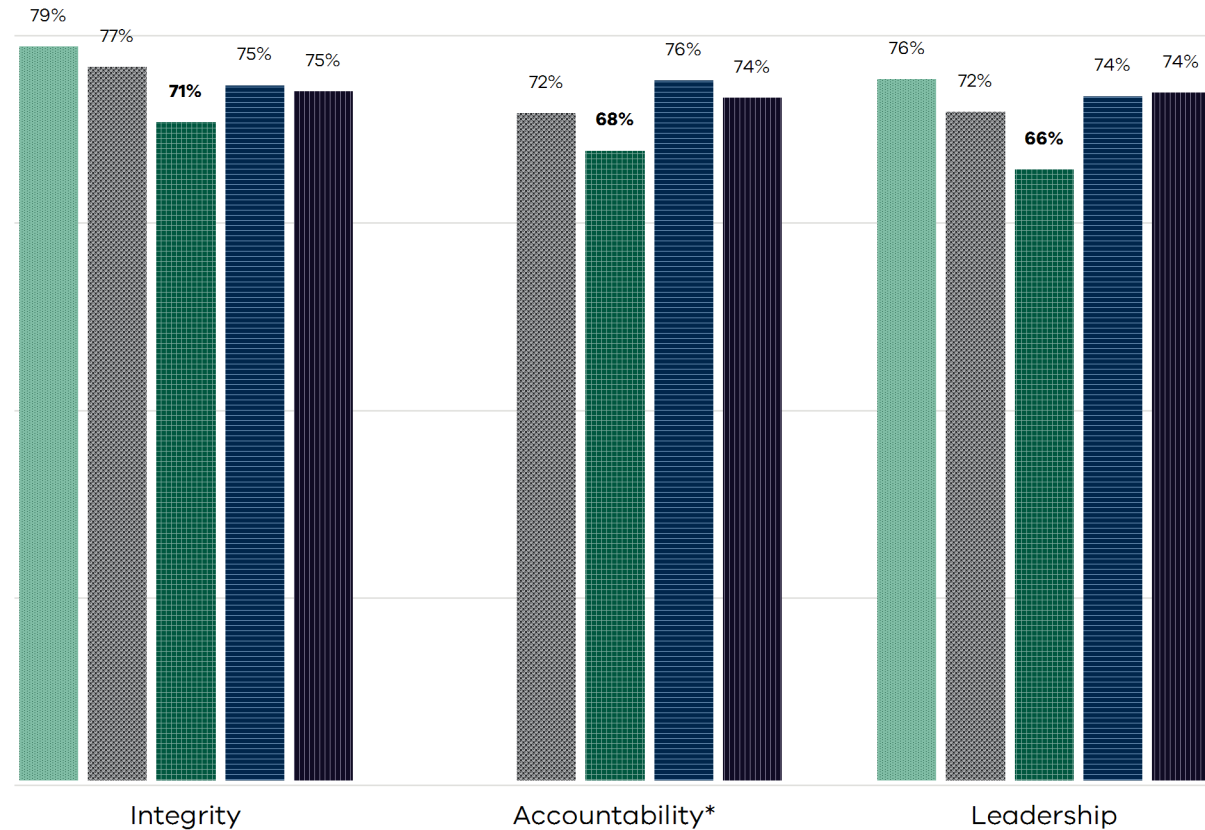
## Example

In 2023:

- 79% of your staff who did the survey responded positively to questions about Responsiveness , which is up 0% in 2022.

Compared to:

- 80% of staff at your comparator and 81% of staff across the public sector.



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

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

Responsiveness*: 79%, 79%, 80%, 81%
Respect: 87%, 84%, 78%, 82%, 81%
Human rights: 73%, 81%, 77%, 80%, 83%
Impartiality*: 78%, 76%, 77%, 78%

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:

- 71% of your staff who did the survey responded positively to questions about Integrity , which is down 6% in 2022.

Compared to:

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

**Integrity**
- 79%
- 77%
- 71%
- 75%
- 75%

**Accountability***
- 72%
- 68%
- 76%
- 74%

**Leadership**
- 76%
- 72%
- 66%
- 74%
- 74%

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

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

# Public sector values

## Responsiveness

**What this is**

This is how responsive your staff feel they are to the community.

**Why this is important**

Staff need to feel they can adapt to the changing demands and circumstances of our clients and stakeholders.

**How to read this**

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

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

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

**Example**

79% of staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.
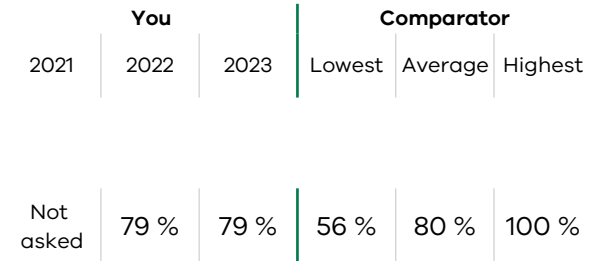
| | Disagree | | Neither agree nor disagree |
| Don't know | | Agree | |

My workgroup provides high quality advice and services

1%    79%

7%  13%

| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| 2021 | 2022 | 2023 | | Lowest | Average | Highest |
| Not asked | 79 % | 79 % | | 56 % | 80 % | 100 % |

Victorian Public Sector Commission

VICTORIA State Government
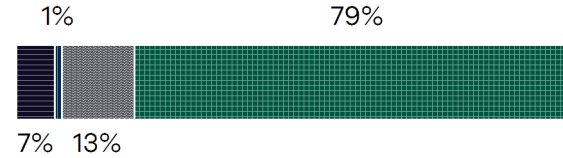
# Public sector values

## Integrity 1 of 2

**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.

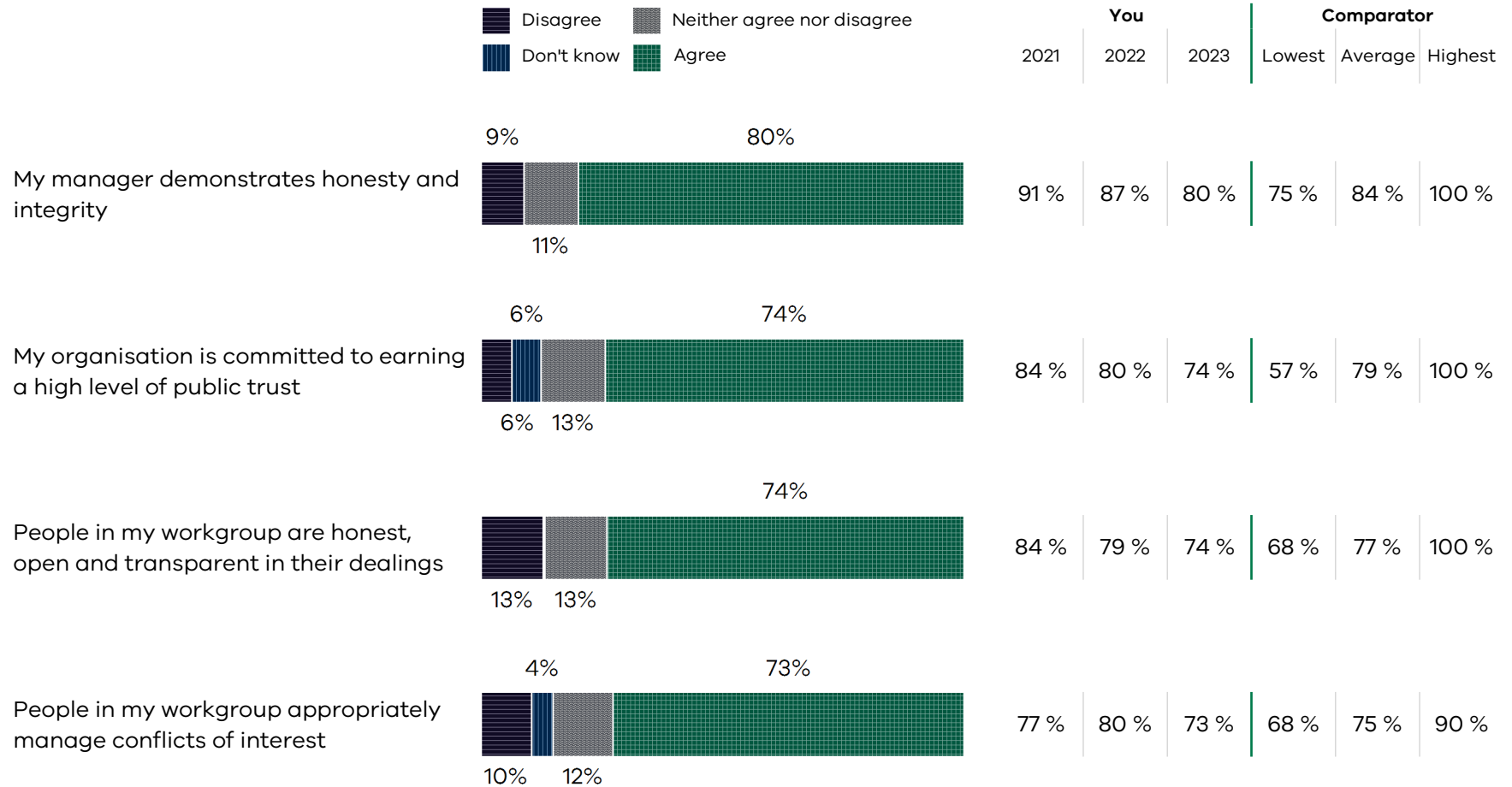Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

80% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

| Survey question | Your results | You 2021 | You 2022 | You 2023 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| | **Legend:** Disagree / Don't know / Neither agree nor disagree / Agree | | | | | | |
| My manager demonstrates honesty and integrity | 9% / 11% / 80% | 91 % | 87 % | 80 % | 75 % | 84 % | 100 % |
| My organisation is committed to earning a high level of public trust | 6% / 6% / 13% / 74% | 84 % | 80 % | 74 % | 57 % | 79 % | 100 % |
| People in my workgroup are honest, open and transparent in their dealings | 13% / 13% / 74% | 84 % | 79 % | 74 % | 68 % | 77 % | 100 % |
| People in my workgroup appropriately manage conflicts of interest | 10% / 4% / 12% / 73% | 77 % | 80 % | 73 % | 68 % | 75 % | 90 % |

Victorian Public Sector Commission

VICTORIA State Government

# Public sector values

## Integrity 2 of 2

### 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

70% of staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.
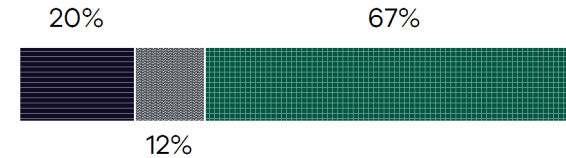
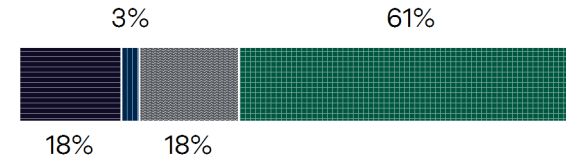| Survey question | Your results | | | | | | |
|---|---|---|---|---|---|---|---|

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

**Benchmark agree results**
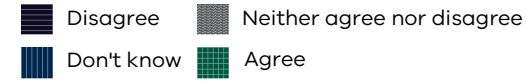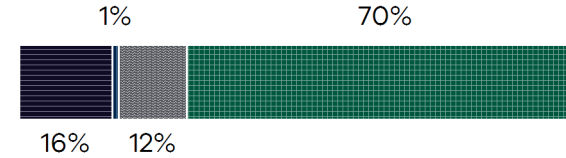
| Survey question | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| My organisation does not tolerate improper conduct (16% Disagree, 12% Neither, 1% Don't know, 70% Agree) | | 74 % | 77 % | 70 % | 35 % | 74 % | 100 % |
| I feel safe to challenge inappropriate behaviour at work (20% Disagree, 12% Neither, 67% Agree) | | 73 % | 73 % | 67 % | 26 % | 72 % | 100 % |
| Senior leaders demonstrate honesty and integrity (18% Disagree, 18% Neither, 3% Don't know, 61% Agree) | | 72 % | 63 % | 61 % | 43 % | 65 % | 100 % |

Victorian Public Sector Commission

VICTORIA State Government

# Public sector values

## Impartiality

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

82% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.
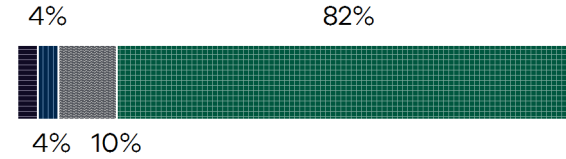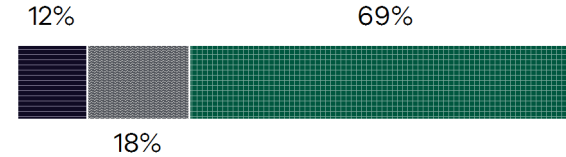
| Survey question | Your results | Benchmark agree results |

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

| Survey question | You 2021 | You 2022 | You 2023 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| People in my workgroup are politically impartial in their work (Disagree 4%, Don't know 4%, Neither 10%, Agree 82%) | 77 % | 76 % | 82 % | 57 % | 78 % | 93 % |
| My workgroup acts fairly and without bias (Disagree 12%, Neither 18%, Agree 69%) | Not asked | 79 % | 69 % | 52 % | 75 % | 90 % |

# Public sector values

## What this is

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

## Why this is important

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

## How to read this

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

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

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

## Example

87% of staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.
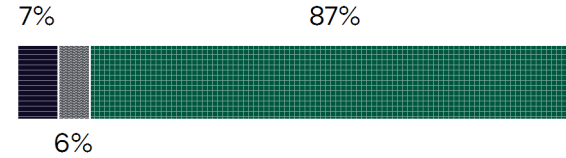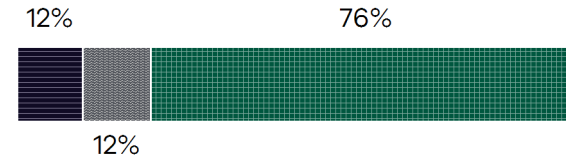
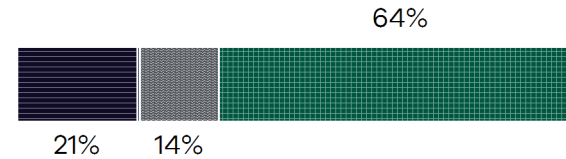| Survey question | Your results | Benchmark agree results | | | | | |
|---|---|---|---|---|---|---|---|
| | | | **You** | | **Comparator** | | |
| | | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| I understand how my job helps my organisation achieve its goals | 7% / 6% / 87% | Not asked | 90 % | 87 % | 70 % | 93 % | 100 % |
| I clearly understand what I am expected to do in this job | 12% / 12% / 76% | 78 % | 79 % | 76 % | 57 % | 87 % | 97 % |
| My workgroup has clear lines of responsibility | 21% / 14% / 64% | 73 % | 68 % | 64 % | 50 % | 73 % | 85 % |
| My workgroup uses its resources well | 20% / 21% / 59% | Not asked | 64 % | 59 % | 43 % | 68 % | 100 % |

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

# Public sector values

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

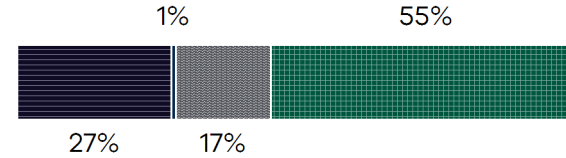Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

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

## Survey question

## Your results

## Benchmark agree results

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

Senior leaders provide clear strategy and direction

1% 55%
27% 17%

| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| | 55 % | 60 % | 55 % | 17 % | 59 % | 100 % |

Victorian Public Sector Commission

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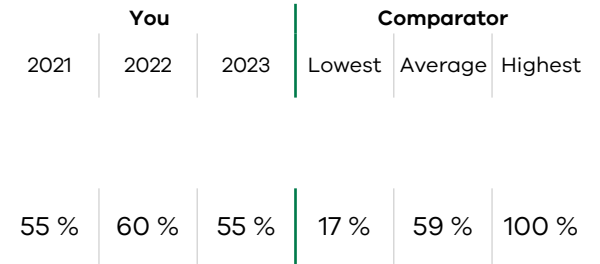
# Public sector values

## 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

82% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.
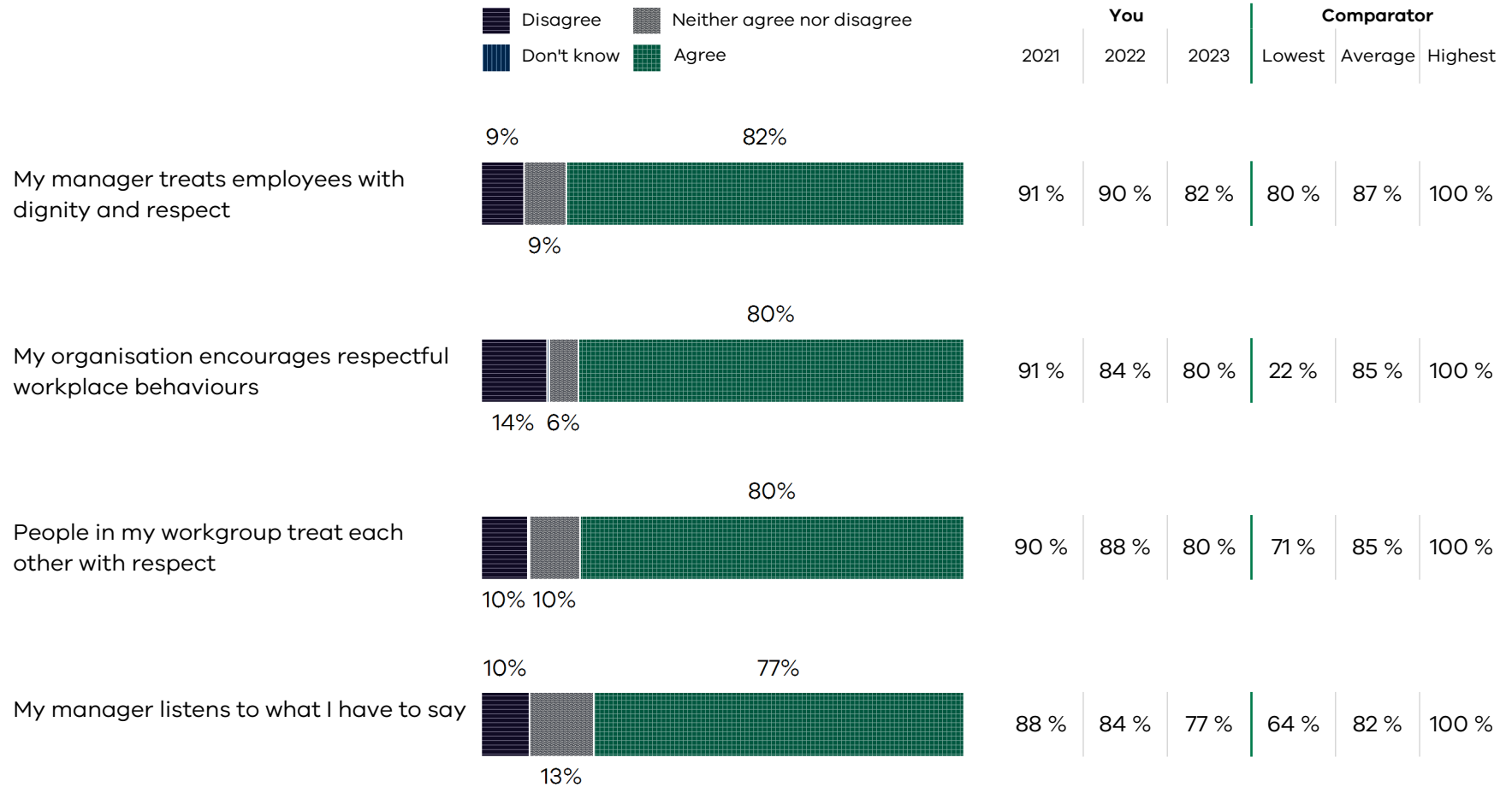
| Survey question | Your results | | Benchmark agree results | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | **You** | | | **Comparator** | | |
| | | | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| My manager treats employees with dignity and respect | 9% / 82% / 9% | | 91 % | 90 % | 82 % | 80 % | 87 % | 100 % |
| My organisation encourages respectful workplace behaviours | 80% / 14% / 6% | | 91 % | 84 % | 80 % | 22 % | 85 % | 100 % |
| People in my workgroup treat each other with respect | 80% / 10% / 10% | | 90 % | 88 % | 80 % | 71 % | 85 % | 100 % |
| My manager listens to what I have to say | 10% / 77% / 13% | | 88 % | 84 % | 77 % | 64 % | 82 % | 100 % |

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

# Public sector values

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

72% of staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.
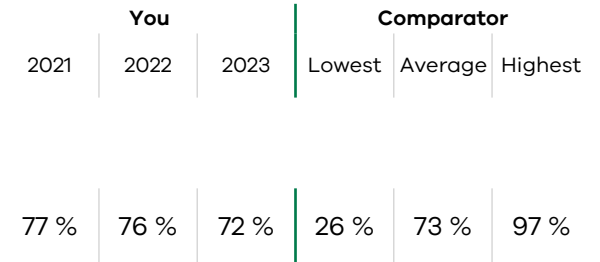
| Survey question | Your results | Benchmark agree results |
|---|---|---|

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

| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| Survey question | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| My organisation takes steps to eliminate bullying, harassment and discrimination — 16% / 12% / 72% | 77 % | 76 % | 72 % | 26 % | 73 % | 97 % |
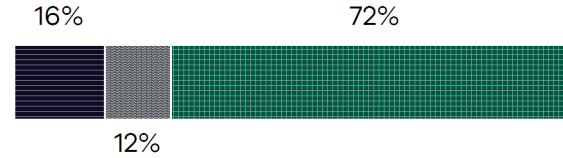
# Public sector values

## Leadership

**What this is**

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

**Why this is important**

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

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

**How to read this**

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

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

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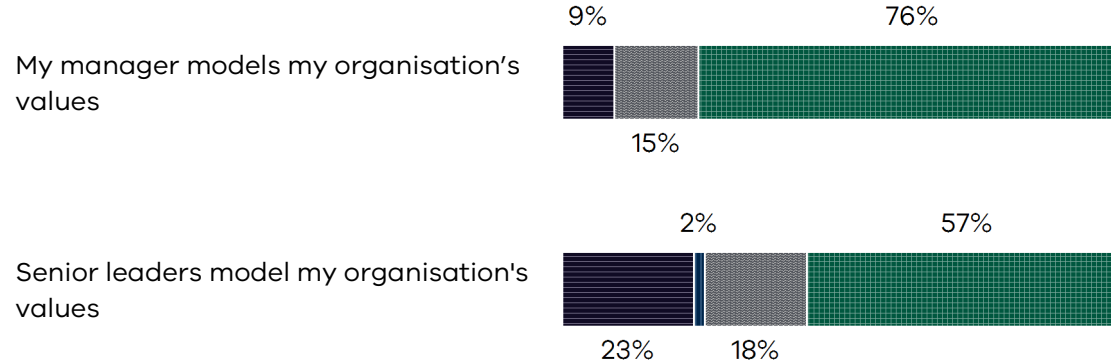
**Example**

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

## Survey question

## Your results

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

**My manager models my organisation's values**
- 9%
- 15%
- 76%

**Senior leaders model my organisation's values**
- 23%
- 2%
- 18%
- 57%

## Benchmark agree results

| Survey question | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| My manager models my organisation's values | 88 % | 86 % | 76 % | 77 % | 83 % | 93 % |
| Senior leaders model my organisation's values | 64 % | 59 % | 57 % | 35 % | 65 % | 100 % |

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**

82% of staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.
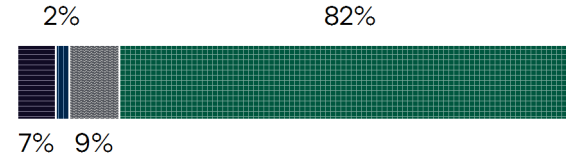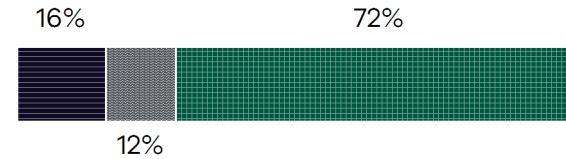
| Survey question | Your results | | | | | | |
|---|---|---|---|---|---|---|---|

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

| Survey question | | Benchmark agree results | | | | | |
|---|---|---|---|---|---|---|---|
| | | **You** | | | **Comparator** | | |
| | | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| My organisation encourages employees to act in ways that are consistent with human rights | 2% / 82% (7% / 9%) | 82 % | 86 % | 82 % | 52 % | 85 % | 100 % |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | 16% / 72% (12%) | 63 % | 76 % | 72 % | 57 % | 75 % | 90 % |

# 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

## 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.
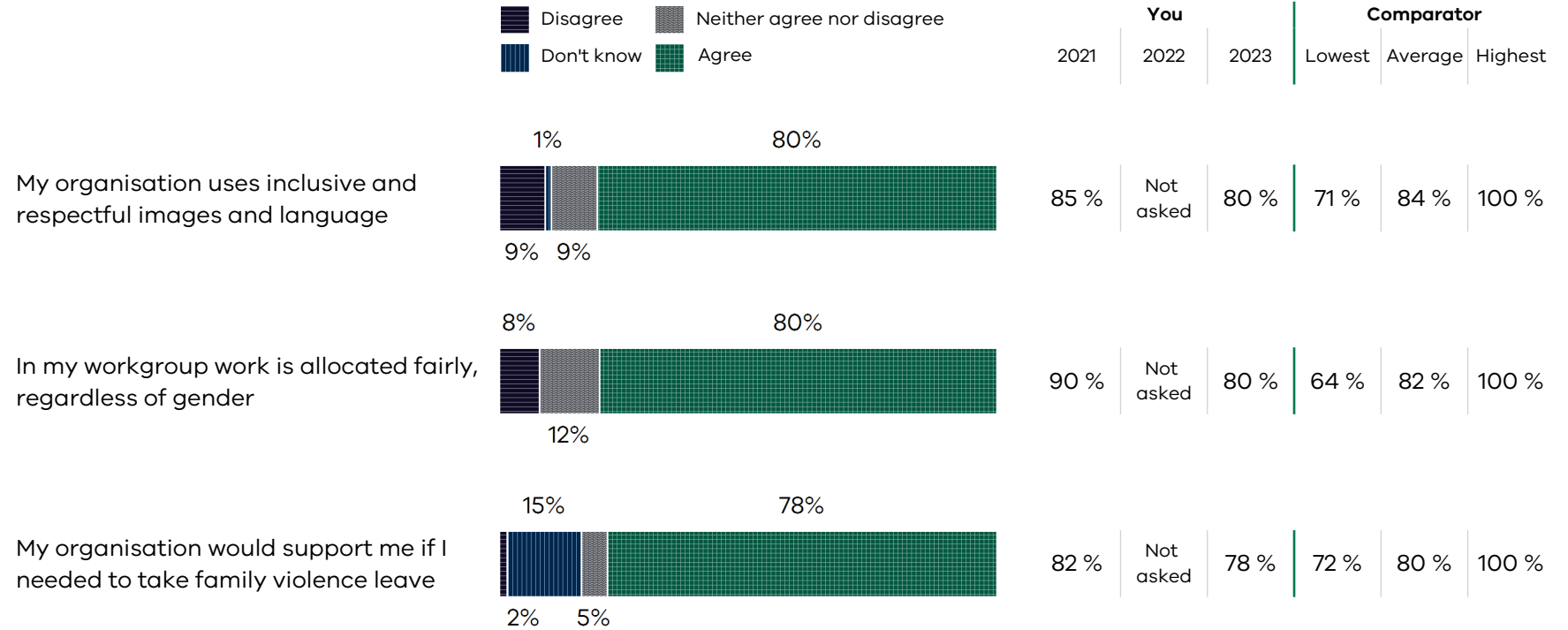
### Example

80% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

| Survey question | Your results | Benchmark agree results | | | | | |
|---|---|---|---|---|---|---|---|
| | | **You** | | | **Comparator** | | |
| | | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| My organisation uses inclusive and respectful images and language | 1%  80%  9%  9% | 85 % | Not asked | 80 % | 71 % | 84 % | 100 % |
| In my workgroup work is allocated fairly, regardless of gender | 8%  80%  12% | 90 % | Not asked | 80 % | 64 % | 82 % | 100 % |
| My organisation would support me if I needed to take family violence leave | 15%  78%  2%  5% | 82 % | Not asked | 78 % | 72 % | 80 % | 100 % |

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.
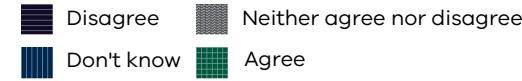
### Example

81% of your staff who did the survey agreed or strongly agreed with 'I understand how the Code of Conduct for Victorian public sector employees applies to my work'.
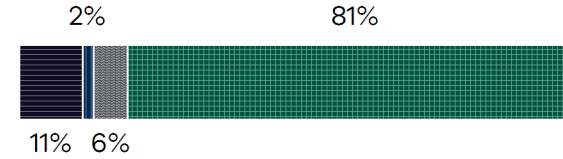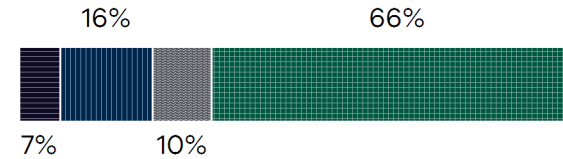
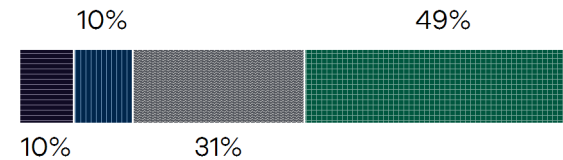| Survey question | Your results | Benchmark agree results |
|---|---|---|

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

| Survey question | | You 2021 | You 2022 | You 2023 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| I understand how the Code of Conduct for Victorian public sector employees applies to my work | 2% / 81% / 11% / 6% | Not asked | Not asked | 81 % | 61 % | 85 % | 97 % |
| I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration | 16% / 66% / 7% / 10% | Not asked | Not asked | 66 % | 36 % | 64 % | 81 % |
| My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable) | 10% / 49% / 10% / 31% | Not asked | Not asked | 49 % | 35 % | 54 % | 87 % |

Victorian Public Sector Commission

VICTORIA State Government

# People matter survey

## 2023

Have your say

## Overview

### Report overview

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

## Result summary

### People outcomes

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

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Demographics

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

## 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 | 59 | 24% |
| 35-54 years | 130 | 52% |
| 55+ years | 24 | 10% |
| Prefer not to say | 36 | 14% |

| How would you describe your gender? | (n) | % |
| --- | --- | --- |
| Man | 113 | 45% |
| Woman | 93 | 37% |
| Prefer not to say | 41 | 16% |
| Non-binary and I use a different term | 2 | 1% |

| Are you trans, non-binary or gender diverse? | (n) | % |
| --- | --- | --- |
| Yes | 1 | 0% |
| No | 203 | 82% |
| Prefer not to say | 45 | 18% |

| To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?* | (n) | % |
| --- | --- | --- |
| No | 194 | 78% |
| Don't know | 18 | 7% |
| Prefer not to say | 37 | 15% |

| How do you describe your sexual orientation? | (n) | % |
| --- | --- | --- |
| Straight (heterosexual) | 164 | 66% |
| Prefer not to say | 57 | 23% |
| Don't know | 9 | 4% |
| Bisexual | 6 | 2% |
| Asexual | 5 | 2% |
| Gay or lesbian | 4 | 2% |
| Pansexual | 3 | 1% |
| I use a different term | 1 | 0% |

# Demographics

## Aboriginal and/or Torres Strait Islander employees

**What this is**

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

**Why this is important**

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

**How to read this**

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

**How we protect anonymity and privacy**

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| Aboriginal and/or Torres Strait Islander | (n) | % |
|---|---|---|
| Yes | **2** | 1% |
| Non Aboriginal and/or Torres Strait Islander | **215** | 86% |
| Prefer not to say | **32** | 13% |

# Demographics

## Disability

**What this is**

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

**Why this is important**

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

**How to read this**

Each table shows the breakdown of responses from your survey.
This is staff who identify as a person with disability and how they share that information

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

**How we protect anonymity and privacy**

To protect you, we:
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| Do you identify as a person with a disability? | (n) | % |
|---|---|---|
| Yes | **9** | 4% |
| No | **209** | 84% |
| Prefer not to say | **31** | 12% |

# Demographics

## 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.

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## How we protect anonymity and privacy

To protect you, we:

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| Country of birth | (n) | % |
|---|---|---|
| Born in Australia | 116 | 47% |
| Not born in Australia | 69 | 28% |
| Prefer not to say | 64 | 26% |

| If you speak another language with your family or community, what language(s) do you speak? | (n) | % |
|---|---|---|
| Other | 18 | 25% |
| Hindi | 13 | 18% |
| Mandarin | 9 | 13% |
| Cantonese | 6 | 8% |
| Arabic | 5 | 7% |
| Italian | 5 | 7% |
| Sinhalese | 4 | 6% |
| Tamil | 4 | 6% |
| Malayalam | 3 | 4% |
| Punjabi | 3 | 4% |
| Spanish | 3 | 4% |
| Telugu | 3 | 4% |

| Language other than English spoken with family or community | (n) | % |
|---|---|---|
| Yes | 72 | 29% |
| No | 127 | 51% |
| Prefer not to say | 50 | 20% |

| If you speak another language with your family or community, what language(s) do you speak? | (n) | % |
|---|---|---|
| Urdu | 3 | 4% |
| Gujarati | 2 | 3% |
| Tagalog | 2 | 3% |
| Turkish | 2 | 3% |
| Vietnamese | 2 | 3% |
| Australian Indigenous Language | 1 | 1% |
| Filipino | 1 | 1% |
| Greek | 1 | 1% |
| Macedonian | 1 | 1% |
| Persian (excluding Dari) | 1 | 1% |

# 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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| Cultural identity | (n) | % |
|---|---|---|
| Australian | 117 | 47% |
| Prefer not to say | 65 | 26% |
| East and/or South-East Asian | 24 | 10% |
| English, Irish, Scottish and/or Welsh | 21 | 8% |
| South Asian | 17 | 7% |
| European (including Western, Eastern and South-Eastern Europe, and Scandinavia) | 13 | 5% |
| Middle Eastern | 6 | 2% |
| New Zealander | 5 | 2% |
| North American | 3 | 1% |
| Maori | 3 | 1% |
| African | 2 | 1% |
| Central and/or South American | 2 | 1% |
| Central Asian | 2 | 1% |
| Pacific Islander | 1 | 0% |
| Other | 1 | 0% |

| Religion | (n) | % |
|---|---|---|
| No religion | 88 | 35% |
| Prefer not to say | 70 | 28% |
| Christianity | 53 | 21% |
| Hinduism | 17 | 7% |
| Buddhism | 8 | 3% |
| Islam | 7 | 3% |
| Other | 3 | 1% |
| Sikhism | 2 | 1% |
| Judaism | 1 | 0% |

# Demographics

## Employment characteristics 1 of 2

**What this is**

These are the employment characteristics of staff.

**Why this is important**

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

**How to read this**

Each table shows the breakdown of responses from your survey.

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

**How we protect anonymity and privacy**

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| Working arrangement | (n) | % |
|---|---|---|
| Full-Time | 241 | 97% |
| Part-Time | 8 | 3% |

| Gross base salary (ongoing/fixed term only) | (n) | % |
|---|---|---|
| Prefer not to say | 61 | 26% |
| Below $80k | 14 | 6% |
| $80k to $120k | 73 | 31% |
| $120k to $160k | 61 | 26% |
| $160k to $200k | 18 | 8% |
| $200k or more | 8 | 3% |

| Organisational tenure | (n) | % |
|---|---|---|
| <1 year | 78 | 31% |
| 1 to less than 2 years | 59 | 24% |
| 2 to less than 5 years | 57 | 23% |
| 5 to less than 10 years | 40 | 16% |
| 10 to less than 20 years | 12 | 5% |
| More than 20 years | 3 | 1% |

| Management responsibility | (n) | % |
|---|---|---|
| Non-manager | 190 | 76% |
| Other manager | 34 | 14% |
| Manager of other manager(s) | 25 | 10% |

| Employment type | (n) | % |
|---|---|---|
| Ongoing and executive | 210 | 84% |
| Fixed term | 25 | 10% |
| Other | 14 | 6% |

Victorian Public Sector Commission

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# Demographics

## Employment characteristics 2 of 2

**What this is**

These are the employment characteristics of staff.

**Why this is important**

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

**How to read this**

Each table shows the breakdown of responses from your survey.

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

**How we protect anonymity and privacy**

To protect you, we:
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| Primary workplace location over the last 3 months | (n) | % |
|---|---|---|
| Melbourne: Suburbs | 154 | 62% |
| Melbourne CBD | 78 | 31% |
| Other | 7 | 3% |
| Rural | 5 | 2% |
| Large regional city | 5 | 2% |

| What have been your main places of work over the last 3-months? | (n) | % |
|---|---|---|
| Your employer's office | 161 | 65% |
| A frontline or service delivery location | 21 | 8% |
| Home or private location | 180 | 72% |
| A shared office space (where two or more organisations share the same workspace e.g. Gov hubs, suburban hubs etc.) | 1 | 0% |
| Other | 12 | 5% |

| Flexible work | (n) | % |
|---|---|---|
| Working from an alternative location (e.g. home, hub/shared work space) | 130 | 52% |
| No, I do not use any flexible work arrangements | 80 | 32% |
| Flexible start and finish times | 63 | 25% |
| Other | 13 | 5% |
| Using leave to work flexible hours | 13 | 5% |
| Working more hours over fewer days | 12 | 5% |
| Part-time | 7 | 3% |
| Study leave | 3 | 1% |
| Purchased leave | 1 | 0% |

# Demographics

## Adjustments

**What this is**

These are adjustments staff requested to perform in their role.

**Why this is important**

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

**How to read this**

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

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

**How we protect anonymity and privacy**

To protect you, we:
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| Have you requested any of the following adjustments at work?* | (n) | % |
|---|---|---|
| No, I have not requested adjustments | 212 | 85% |
| Flexible working arrangements | 28 | 11% |
| Physical modifications or improvements to the workplace | 9 | 4% |
| Accessible communications technologies | 4 | 2% |
| Job redesign or role sharing | 2 | 1% |

| Why did you make this request? | (n) | % |
|---|---|---|
| Work-life balance | 24 | 65% |
| Family responsibilities | 13 | 35% |
| Caring responsibilities | 10 | 27% |
| Health | 10 | 27% |
| Disability | 3 | 8% |
| Study commitments | 2 | 5% |
| Other | 2 | 5% |

| What was your experience with making the request? | (n) | % |
|---|---|---|
| The adjustments I needed were made and the process was satisfactory | 34 | 92% |
| The adjustments I needed were not made | 2 | 5% |
| The adjustments I needed were made but the process was unsatisfactory | 1 | 3% |

# Demographics

## Caring

**What this is**

These are staff-reported caring responsibilities.

**Why this is important**

This shows organisations what caring responsibilities their staff have.

**How to read this**

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

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

**How we protect anonymity and privacy**

To protect you, we:
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| Caring responsibility | (n) | % |
|---|---|---|
| None of the above | **76** | 31% |
| Prefer not to say | **61** | 24% |
| Primary school aged child(ren) | **44** | 18% |
| Secondary school aged child(ren) | **33** | 13% |
| Frail or aged person(s) | **21** | 8% |
| Child(ren) - younger than preschool age | **18** | 7% |
| Preschool aged child(ren) | **15** | 6% |
| Person(s) with a medical condition | **11** | 4% |
| Person(s) with disability | **8** | 3% |
| Person(s) with a mental illness | **5** | 2% |
| Other | **1** | 0% |

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