People matter survey 2023

Have your say

North East Region Water Corporation
2023 people matter survey results report

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
- Business units

Victorian Public Sector Commission

VICTORIA State Government

Report overview

About your report

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

Report contents

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

Comparing data in this report

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

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

Rounding of percentages

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

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

Survey questions and definitions

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

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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
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- Sexual harassment
- Discrimination
- Violence and aggression

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- Collaboration
- Safety climate

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

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- Scorecard
- Manager leadership
- Manager support
- Workload
- Learning and development
- Job enrichment
- Meaningful work
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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'.

Barwon Asset Solutions Pty Ltd

Barwon Region Water Corporation

Central Gippsland Region Water Corporation

Central Highlands Region Water Corporation

Coliban Region Water Corporation

East Gippsland Region Water Corporation

Gippsland and Southern Rural Water Corporation

Goulburn Murray Rural Water Corporation

Grampians Wimmera Mallee Water Corporation

Lower Murray Urban and Rural Water Corporation

South Gippsland Region Water Corporation

Wannon Region Water Corporation

Westernport Region Water Corporation

Yarra Valley Water Corporation

Report overview

Your response rate

What this is

This is how many staff in your organisation did the survey in 2023.

Why this is important

The higher the response rate, the more your results will reflect how staff feel.

If less than 100 completed the survey, consider how much one person could change your results.

For example, if only 25 people did the survey, 1 person would account for 4% of any result.

In this example, if your survey result and comparator group result or previous survey result are within 4% of each other, there is very little difference in the results.

How to read this

The number in the brackets () shows how many staff completed the survey this year.

We've also expressed this as a percentage of all the staff who work in your organisation.

2022	
69%	
(145)	
Comparator	74%
Public Sector	42%

2023	
78%	
(173)	
Comparator	73%
Public Sector	57%

People matter survey

2023

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People outcomes

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- Work-related stress causes
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- Inclusion
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- Scorecard: negative behaviour
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- Sexual harassment
- Discrimination
- Violence and aggression

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- Taking action questions

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- Senior leadership questions

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- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

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

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- Scorecard
- Manager leadership
- Manager support
- Workload
- Learning and development
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Victorian Public Sector Commission

VICTORIA State Government

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	
70		**67**	
Comparator	69	Comparator	72
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 67.

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.
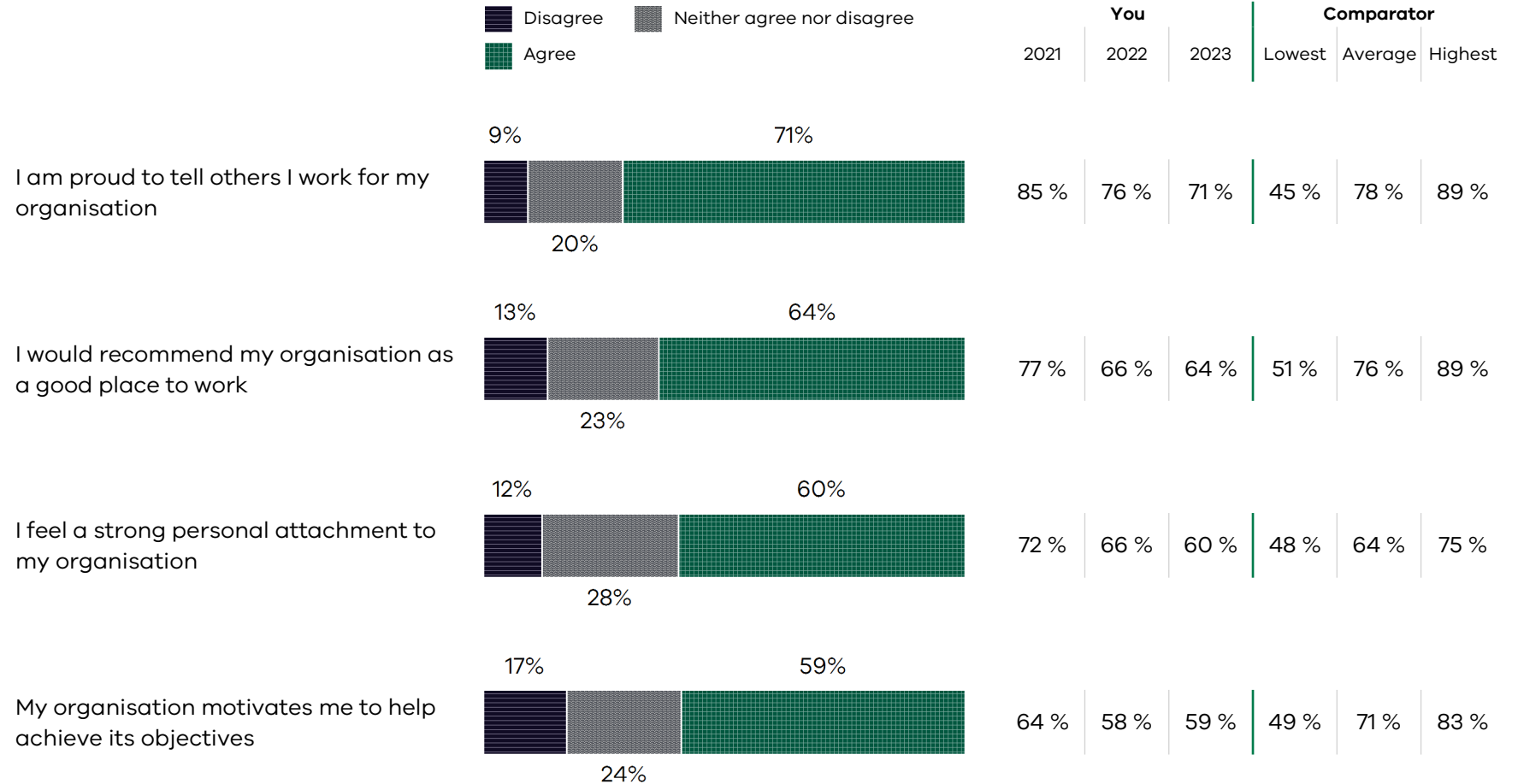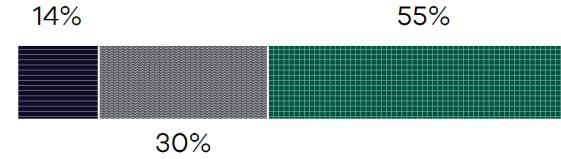
Example

71% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Survey question / Your results / Benchmark agree results

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 proud to tell others I work for my organisation	9%	20%	71%	85 %	76 %	71 %	45 %	78 %	89 %
I would recommend my organisation as a good place to work	13%	23%	64%	77 %	66 %	64 %	51 %	76 %	89 %
I feel a strong personal attachment to my organisation	12%	28%	60%	72 %	66 %	60 %	48 %	64 %	75 %
My organisation motivates me to help achieve its objectives	17%	24%	59%	64 %	58 %	59 %	49 %	71 %	83 %

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 67.

Why this is important

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

How to read this

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

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

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

Example

55% of your staff who did the survey agreed or strongly agreed with 'My organisation inspires me to do the best in my job'.
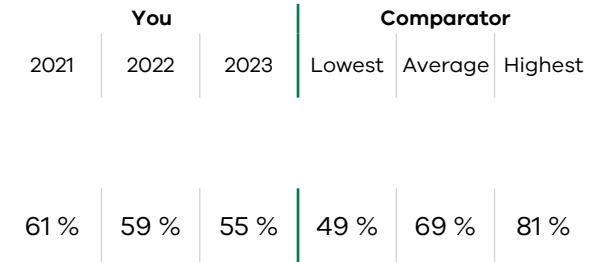
Survey question

Your results

■ Disagree   ▦ Neither agree nor disagree
▦ Agree

My organisation inspires me to do the best in my job

14%   55%

30%

Benchmark agree results

	You			Comparator		
2021	2022	2023	Lowest	Average	Highest
61 %	59 %	55 %	49 %	69 %	81 %

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People outcomes

Scorecard: satisfaction, stress, intention to stay, inclusion

What this is

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

There are more people outcomes scorecards throughout this report.

Why this is important

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

How to read this

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

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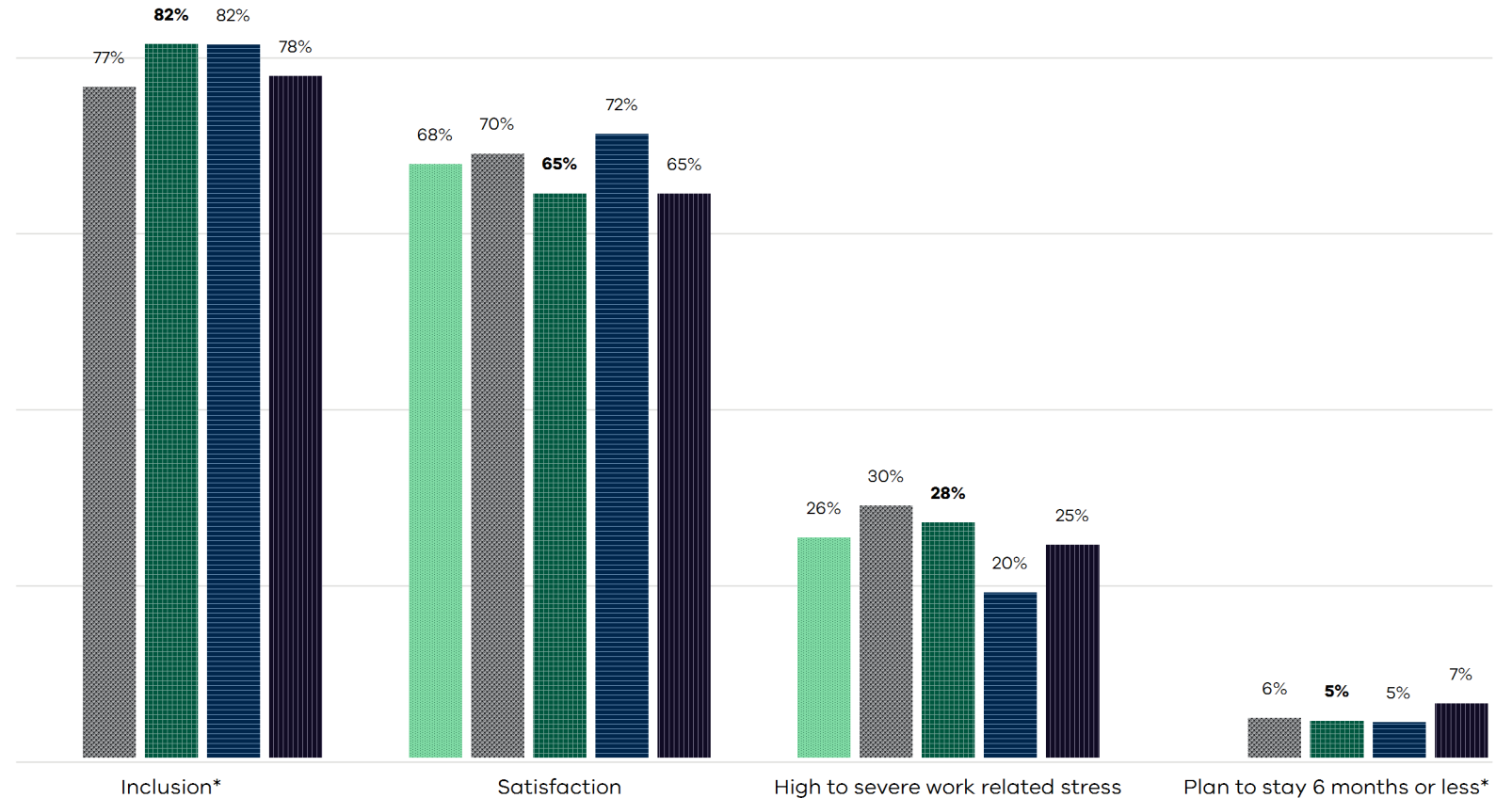
Example

In 2023:

- 82% of your staff who did the survey responded positively to questions about Inclusion which is up from 77% in 2022.

Compared to:

- 82% 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:

	You 2021	You 2022	You 2023	Comparator 2023	Public sector 2023
Inclusion*		77%	82%	82%	78%
Satisfaction	68%	70%	65%	72%	65%
High to severe work related stress	26%	30%	28%	20%	25%
Plan to stay 6 months or less*		6%	5%	5%	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.
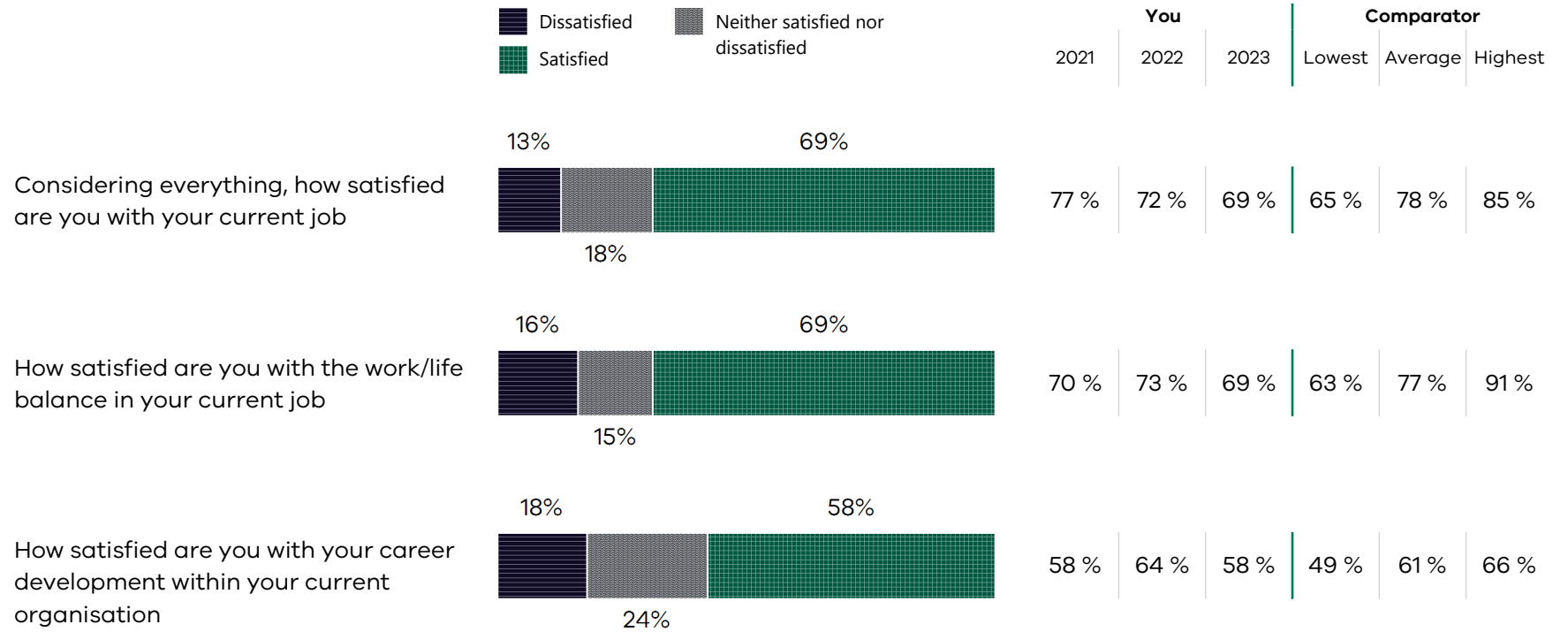
Example

69% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Survey question | Your results | Benchmark satisfied results

Legend	
■ Dissatisfied	▦ Neither satisfied nor dissatisfied
▦ Satisfied	

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job	13% / 18% / 69%	77 %	72 %	69 %	65 %	78 %	85 %
How satisfied are you with the work/life balance in your current job	16% / 15% / 69%	70 %	73 %	69 %	63 %	77 %	91 %
How satisfied are you with your career development within your current organisation	18% / 24% / 58%	58 %	64 %	58 %	49 %	61 %	66 %

People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

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

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

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

Example

28% of your staff who did the survey said they had high to severe stress in 2023. This is compared to 20% of staff in your comparator group and 25% of staff across the public sector.

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

Level	Percentage
Nil	8%
Low / mild	33%
Moderate	31%
High	13%
Very high	8%
Severe	6%
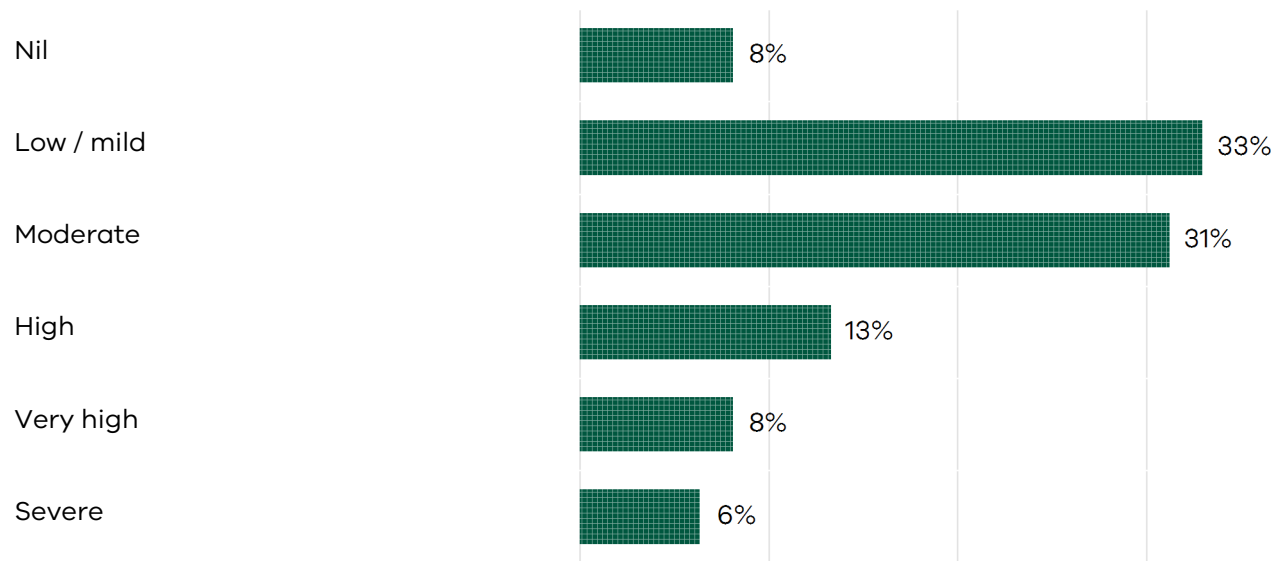
Reported levels of high to severe stress

2022		2023	
30%		**28%**	
Comparator	23%	Comparator	20%
Public Sector	25%	Public Sector	25%
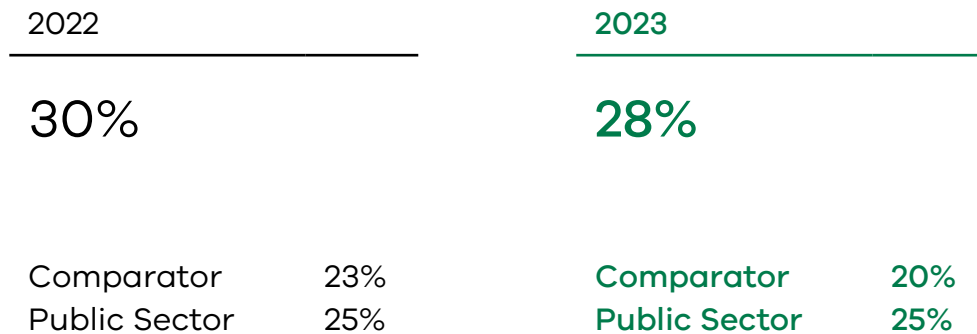
People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Of that 92%, 58% said the top reason was 'Workload'.

	159	14
	92%	8%

■ Experienced some work-related stress   ▦ Did not experience some work-related stress
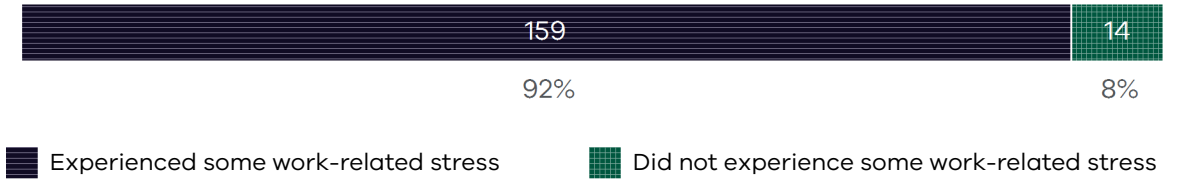
Of those that experienced work related stress it was from …	You 2022	You 2023	Comparator 2023	Public sector 2023
Workload	58%	58%	51%	49%
Time pressure	37%	37%	39%	41%
Organisation or workplace change	23%	21%	11%	12%
Unclear job expectations	16%	16%	13%	14%
Management of work (e.g. supervision, training, information, support)	13%	14%	12%	13%
Competing home and work responsibilities	11%	14%	14%	14%
Other	11%	13%	11%	12%
Technology or equipment	0%	11%	11%	8%
Dealing with clients, patients or stakeholders	13%	9%	15%	15%
Content, variety, or difficulty of work	12%	8%	12%	11%

Victorian Public Sector Commission

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People outcomes

Intention to stay

What this is

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

Why this is important

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

How to read this

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

Example

8% of your staff who did the survey said they intended to work for your organisation for Over 6 months and up to 1 year.

■ Leaving your organisation ■ Leaving the sector ▦ Staying

Employees plan to work at your organisation for …	You 2022	You 2023	Comparator 2023	Public sector 2023
6 months or less	6%	5%	5%	7%
Over 6 months and up to 1 year	6%	8%	6%	10%
Over 1 year and up to 3 years	23%	21%	21%	24%
Over 3 years and up to 5 years	11%	13%	16%	15%
Over 5 years	54%	53%	52%	45%

People outcomes

Inclusion question results

What this is

This is how included staff feel in their workplace.

Why this is important

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

How to read this

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

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

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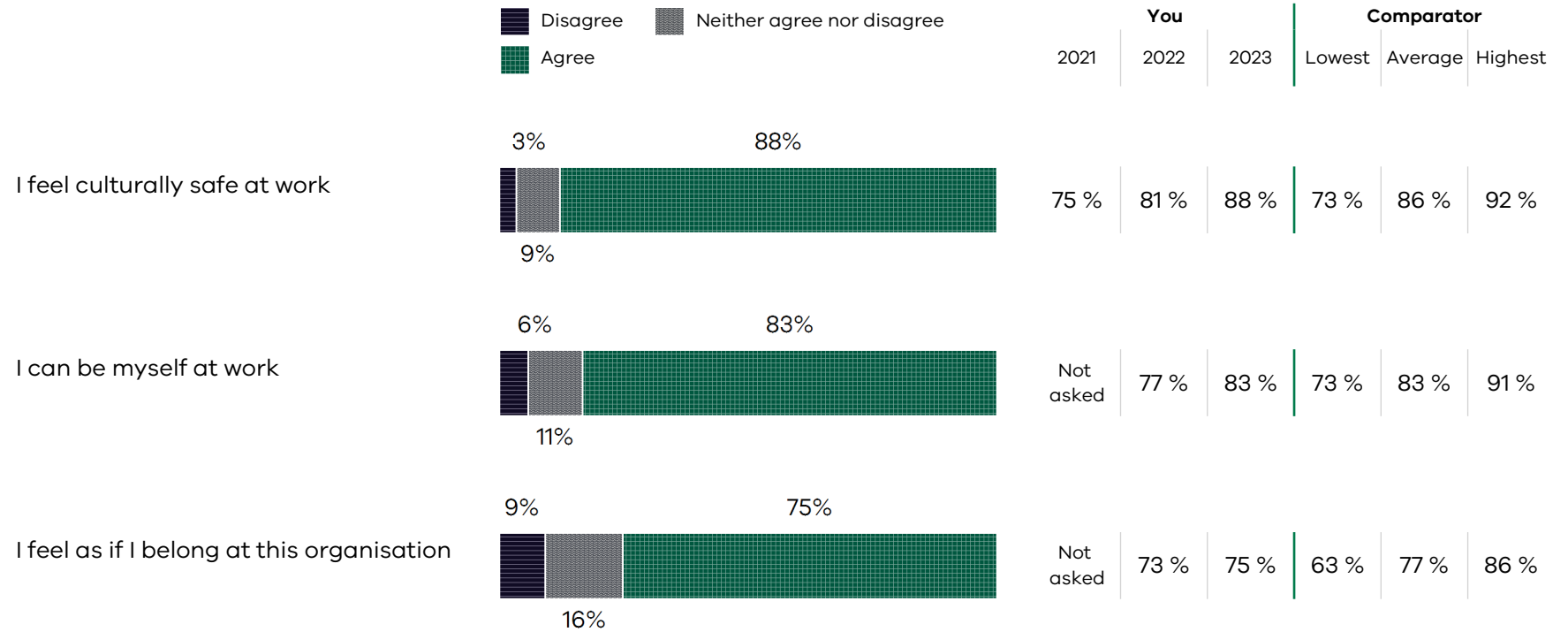
Example

88% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

Survey question	Your results		

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Survey question		You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
I feel culturally safe at work — 3% / 9% / 88%	75 %	81 %	88 %	73 %	86 %	92 %
I can be myself at work — 6% / 11% / 83%	Not asked	77 %	83 %	73 %	83 %	91 %
I feel as if I belong at this organisation — 9% / 16% / 75%	Not asked	73 %	75 %	63 %	77 %	86 %

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People outcomes

Inclusion - Barriers to success

What this is

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

Why this is important

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

How to read this

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

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

Example

10% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'My age'.

Staff who experienced one or more barriers to success at work

39	134
23%	77%

■ Experienced barriers listed   ▦ Did not experience any of the barriers listed
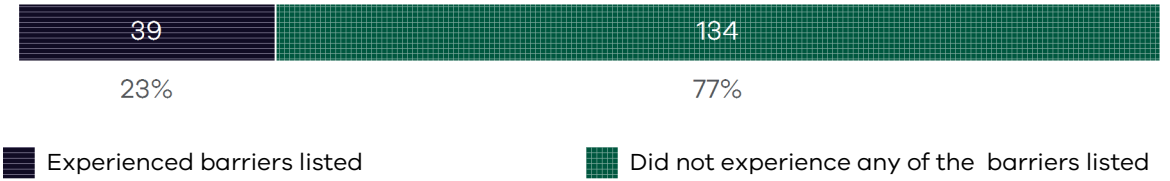
During the last 12 months, employees experienced barriers to their success due to ...	You 2022	You 2023	Comparator 2023	Public sector 2023
My age	9%	10%	6%	8%
My caring responsibilities	0%	6%	5%	7%
My mental health	0%	6%	7%	8%

People outcomes

Inclusion - Witnessed barriers to success

What this is

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

Why this is important

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

How to read this

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

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

Staff who witnessed one or more barriers to success at work

35	138
20%	80%

■ Witnessed barriers listed   ▦ Did not witness barriers listed
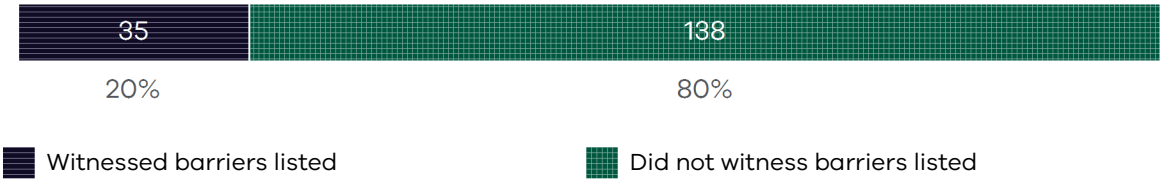
During the last 12 months, employees witnessed barriers to the success of other employees due to their...	You 2023	Comparator 2023	Public sector 2023
Mental health	12%	5%	8%
Flexible working	8%	6%	10%

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People outcomes

Scorecard: emotional effects of work

What this is

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

Why this is important

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

How to read this

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

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

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

Example

In 2023:

- 51% of your staff who did the survey said work made them feel happy in 2023, which is down from 56% in 2022

Compared to:

- 56% of staff at your comparator and 52% of staff across the public sector.

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

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

Happy: 51%, 56%, 51%, 56%, 52%
Enthusiastic: 47%, 48%, 49%, 52%, 48%
Worried: 25%, 31%, 34%, 25%, 31%
Miserable: 16%, 17%, 21%, 14%, 18%

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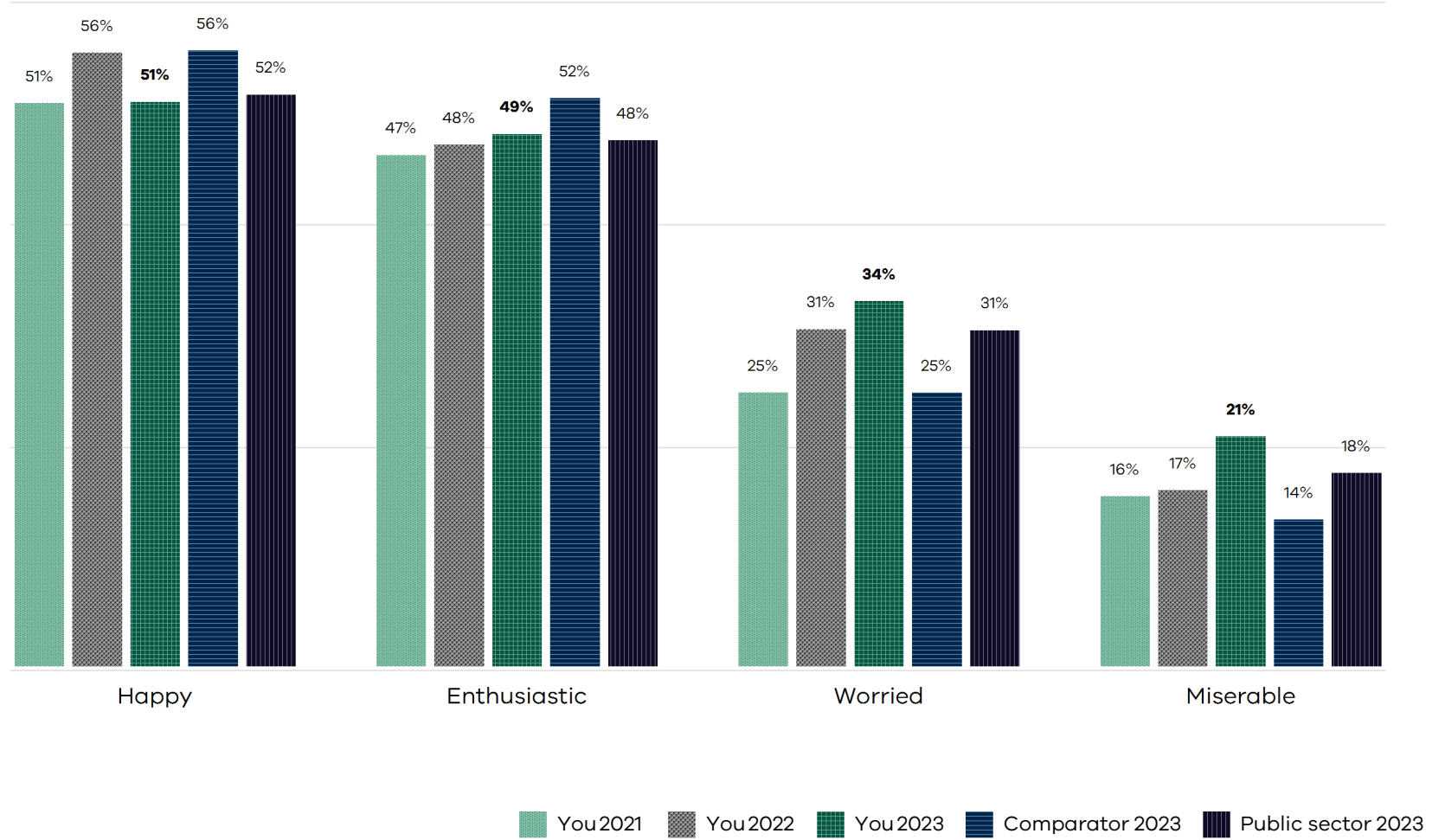
People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

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

Example

In 2023:

- 11% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is down from 13% in 2022.

Compared to:

- 7% of staff at your comparator and 12% of staff across the public sector.

Bullying: You 2021 16%, You 2022 13%, You 2023 11%, Comparator 2023 7%, Public sector 2023 12%

Violence or aggression: You 2021 13%, You 2022 5%, You 2023 8%, Comparator 2023 5%, Public sector 2023 11%

Discrimination: You 2021 7%, You 2022 3%, You 2023 4%, Comparator 2023 3%, Public sector 2023 6%

Sexual harassment: You 2021 8%, You 2022 3%, You 2023 2%, Comparator 2023 3%, Public sector 2023 4%

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

People outcomes

Bullying

What this is

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

Why this is important

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

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%, 89% 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?

19	142	12
11%	82%	7%

■ Experienced bullying　■ Did not experience bullying　■ Not sure
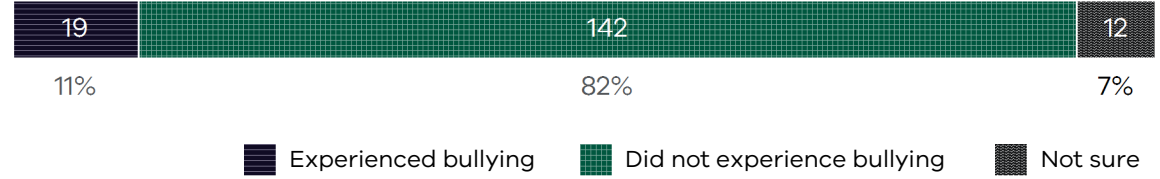
If you experienced bullying, what type of bullying did you experience?	You 2022	You 2023	Comparator 2023	Public sector 2023
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	74%	89%	68%	71%
Exclusion or isolation	37%	47%	37%	45%
Intimidation and/or threats	26%	37%	33%	29%
Verbal abuse	42%	37%	24%	20%
Withholding essential information for me to do my job	16%	37%	27%	30%
Being assigned meaningless tasks unrelated to my job	11%	11%	10%	16%
Interference with my personal property and/or work equipment	5%	5%	7%	6%

Victorian Public Sector Commission

VICTORIA State Government

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

- 47% said the top way they reported the bullying was 'Told a colleague'.
- 84% said they didn't submit a formal complaint.

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

19	142	12
11%	82%	7%

■ Experienced bullying   ■ Did not experience bullying   ■ Not sure
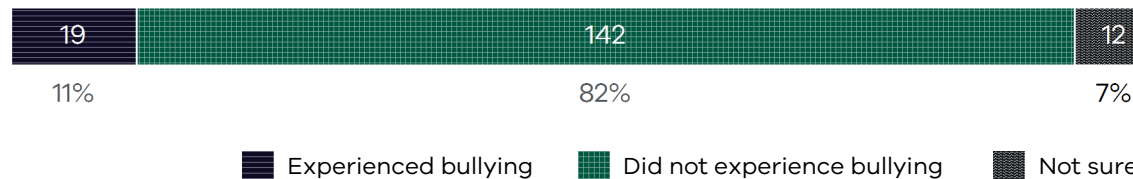
Did you tell anyone about the bullying?	You 2022	You 2023	Comparator 2023	Public sector 2023
Told a colleague	47%	47%	42%	41%
Told a friend or family member	42%	42%	32%	36%
I did not tell anyone about the bullying	16%	26%	8%	12%
Told a manager	32%	26%	52%	50%
Told Human Resources	21%	26%	26%	13%
Told someone else	5%	21%	8%	13%
Submitted a formal complaint	16%	16%	10%	12%
Told employee assistance program (EAP) or peer support	0%	11%	7%	10%
Told the person the behaviour was not OK	11%	11%	24%	17%

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

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

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

Did you submit a formal complaint?

3	16
16%	84%

■ Submitted formal complaint   ■ Did not submit a formal complaint
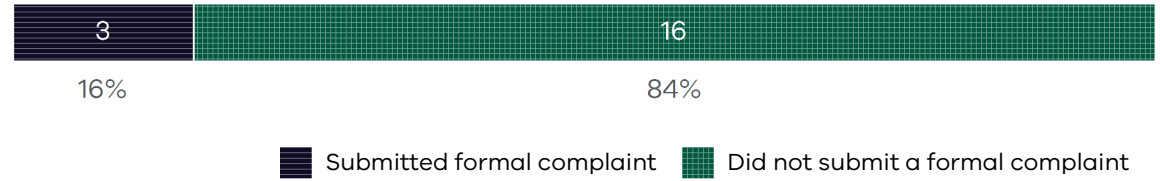
What was your reason for not submitting a formal complaint?	You 2022	You 2023	Comparator 2023	Public sector 2023
I didn't think it would make a difference	50%	63%	43%	51%
I believed there would be negative consequences for my career	50%	50%	38%	45%
I believed there would be negative consequences for my reputation	63%	50%	50%	55%
I didn't feel safe to report the incident	19%	25%	15%	19%
I thought the complaint process would be embarrassing or difficult	31%	25%	15%	13%
Other	13%	25%	19%	14%
I believed there would be negative consequences for the person I was going to complain about	6%	19%	13%	10%

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.
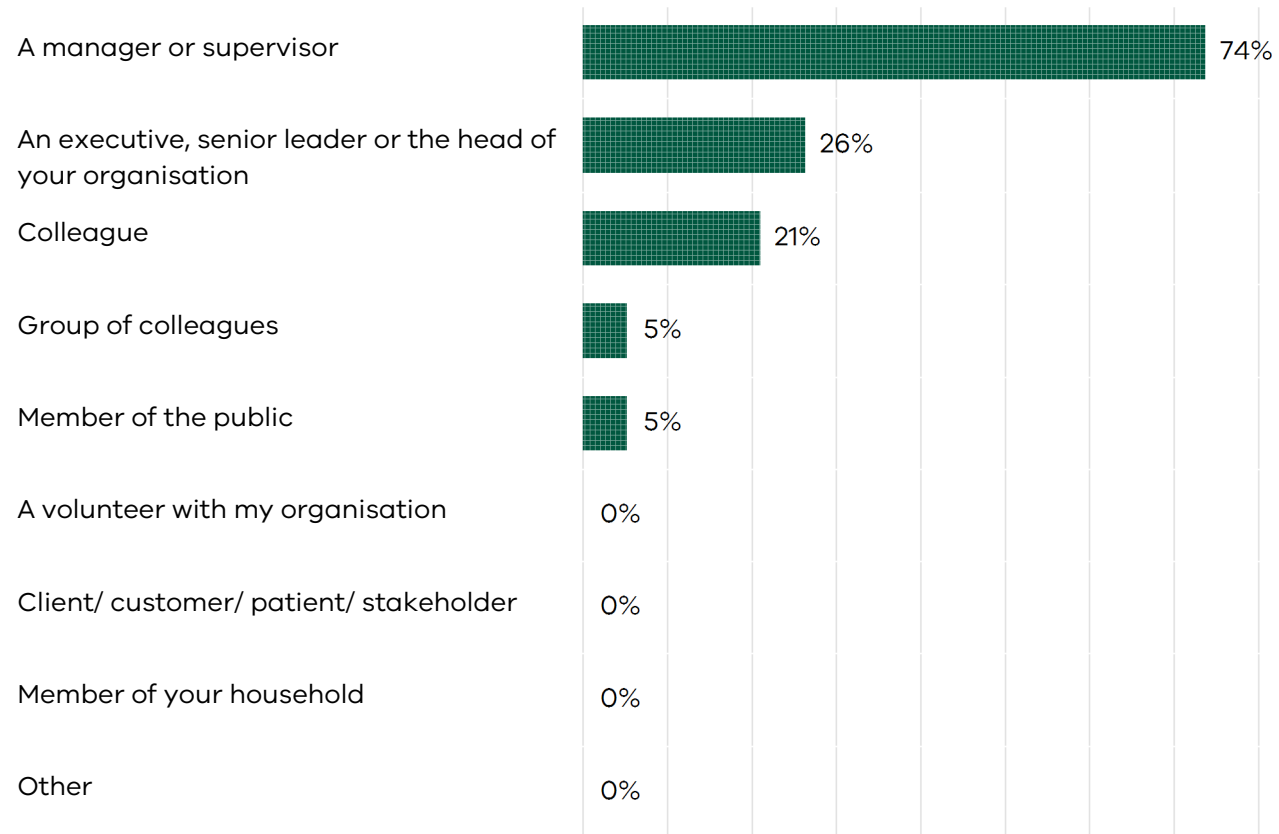
Each row is one perpetrator or group of perpetrators.

Example

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

Of that 11%, 74% said it was by 'A manager or supervisor'.

19 people (11% of staff) experienced bullying (You 2023)

Perpetrator	Percentage
A manager or supervisor	74%
An executive, senior leader or the head of your organisation	26%
Colleague	21%
Group of colleagues	5%
Member of the public	5%
A volunteer with my organisation	0%
Client/ customer/ patient/ stakeholder	0%
Member of your household	0%
Other	0%

People outcomes

Relationship to perpetrator

What this is

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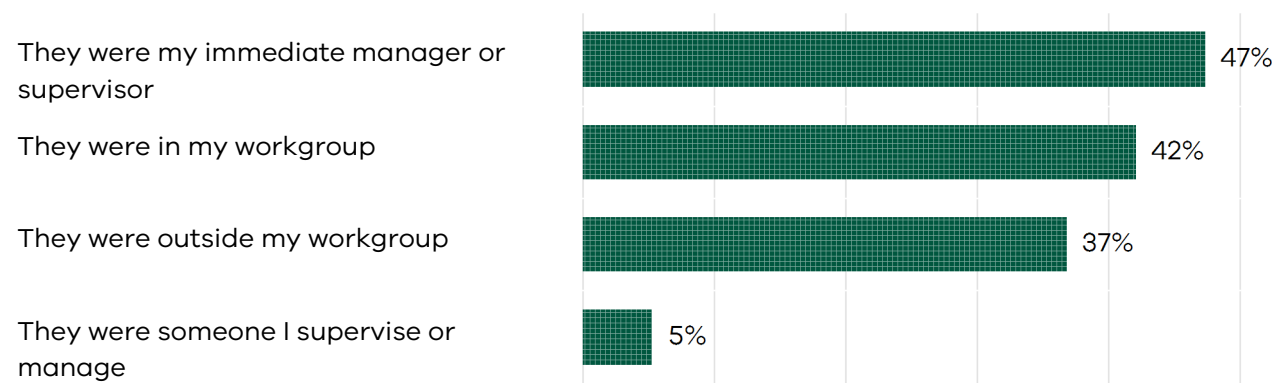
Example

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%, 47% said it was 'They were my immediate manager or supervisor'.

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

Relationship	Percentage
They were my immediate manager or supervisor	47%
They were in my workgroup	42%
They were outside my workgroup	37%
They were someone I supervise or manage	5%

People outcomes

Sexual harassment

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Discrimination

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

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

8% of your staff who did the survey said they experienced violence or aggression.

Of that 8%, 86% said it was from 'Intimidating behaviour'.

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

14	153	6
8%	88%	3%

■ Experienced violence or aggression   ■ Did not experience violence or aggression   ■ Not sure
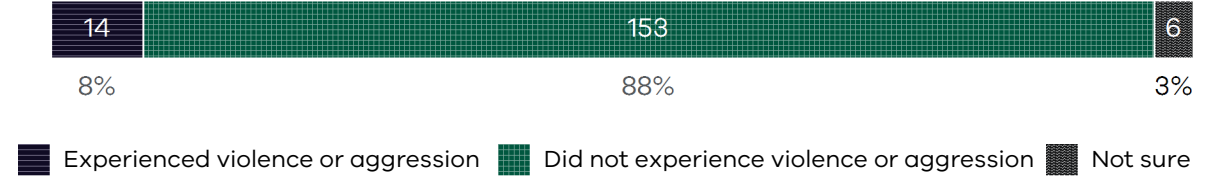
If you experienced violence or aggression, what type did you experience?	You 2023	Comparator 2023	Public sector 2023
Intimidating behaviour	86%	68%	73%
Abusive language	64%	67%	75%
Damage to my property or work equipment	7%	4%	5%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	7%	1%	20%
Threats of violence	7%	14%	39%

Victorian Public Sector Commission

VICTORIA State Government

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

8% of your staff who did the survey said they experienced violence or aggression, of which

- 71% said the top way they reported the violence or agression was 'Told a colleague'
- 86% said they didn't submit a formal incident report.

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

14	153	6
8%	88%	3%

■ Experienced violence or aggression ▦ Did not experience violence or aggression ▦ Not sure
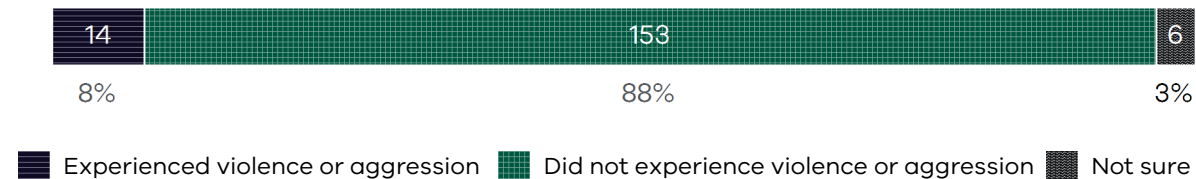
Did you tell anyone about the incident?	You 2023	Comparator 2023	Public sector 2023
Told a colleague	71%	40%	40%
Told a manager	64%	62%	56%
Told Human Resources	36%	13%	6%
Told a friend or family member	21%	24%	19%
Submitted a formal incident report	14%	17%	30%
I did not tell anyone about the incident(s)	7%	10%	9%
Told employee assistance program (EAP) or peer support	7%	2%	5%
Told someone else	7%	4%	6%
Told the person the behaviour was not OK	7%	20%	23%

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

86% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 50% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal incident report?

2	12
14%	86%

■ 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 didn't think it would make a difference	50%	31%	38%
I believed there would be negative consequences for my career	33%	12%	18%
I believed there would be negative consequences for my reputation	33%	22%	21%
Other	33%	15%	22%
I didn't feel safe to report the incident	25%	6%	7%
I didn't think it was serious enough	25%	35%	28%
I thought the complaint process would be embarrassing or difficult	25%	6%	5%
I believed there would be negative consequences for the person I was going to complain about	8%	7%	4%
I didn't know how to make a complaint	8%	4%	4%
I didn't know who to talk to	8%	2%	2%

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.

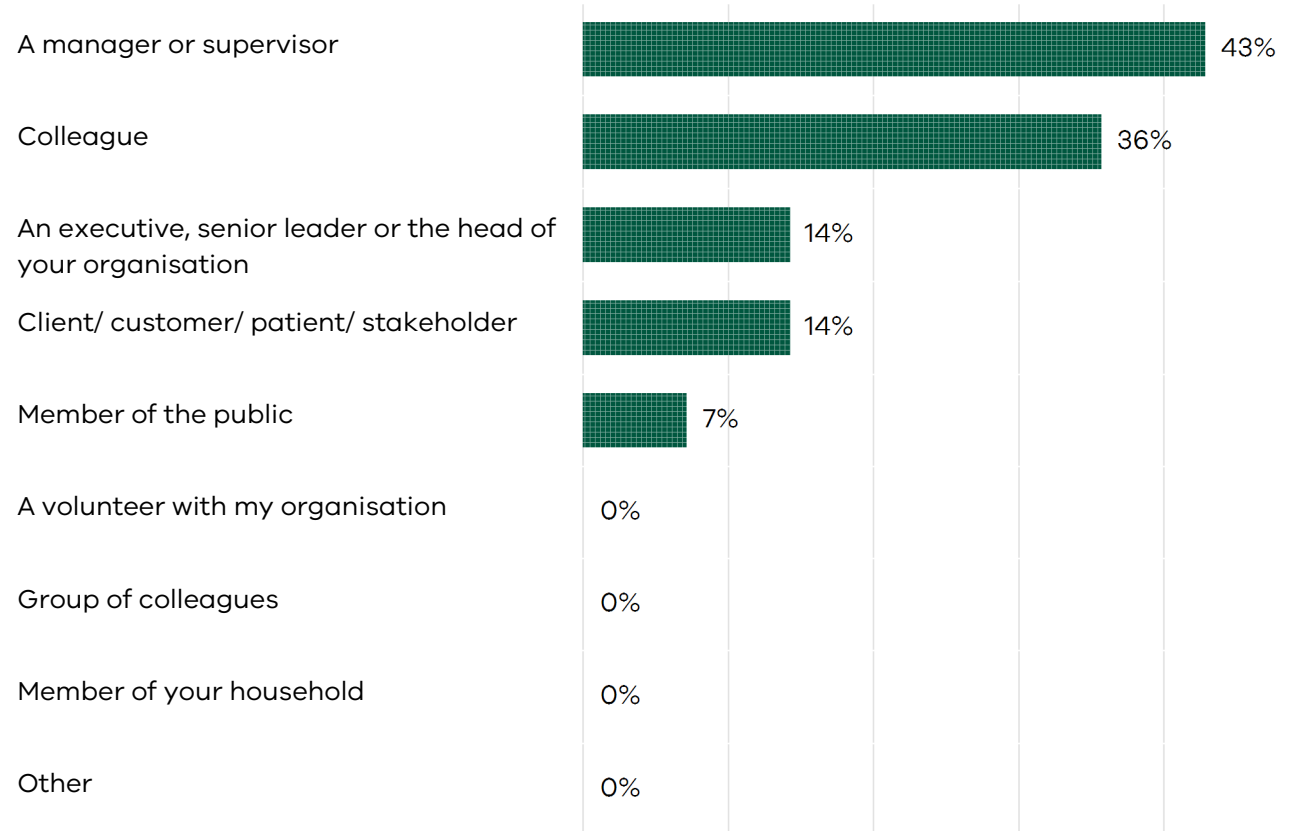In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or a group of perpetrators.

Example

8% of your staff who did the survey said they experienced violence or aggression.

Of that 8%, 43% said it was 'A manager or supervisor'.

14 people (8% of staff) experienced violence or aggression (You2023)

Perpetrator	Percentage
A manager or supervisor	43%
Colleague	36%
An executive, senior leader or the head of your organisation	14%
Client/ customer/ patient/ stakeholder	14%
Member of the public	7%
A volunteer with my organisation	0%
Group of colleagues	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 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, 8% 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.
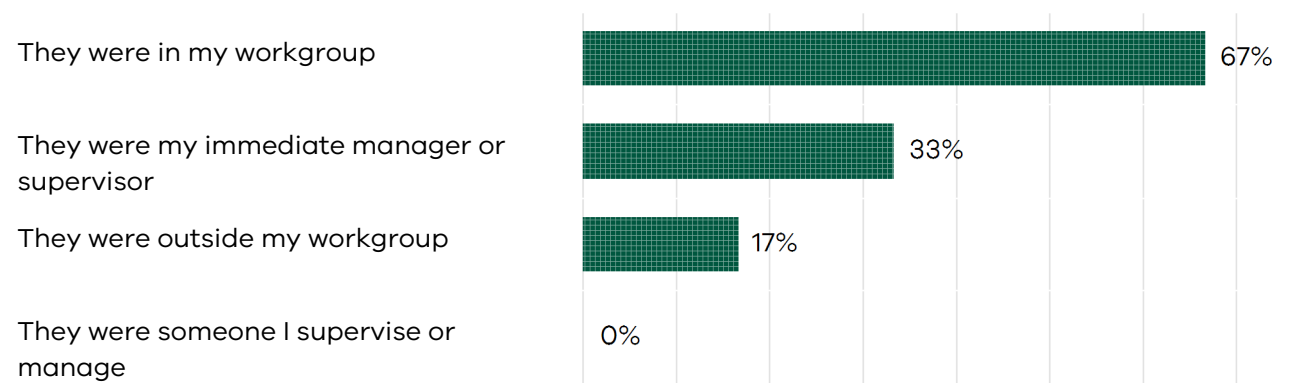
Example

8% of your staff who did the survey said they experienced violence or aggression.

Of that 8%, 86% said it was by someone within the organisation.

Of that 86%, 67% said it was 'They were in my workgroup'.

12 people (86% of staff who experienced violence or aggression) experienced violence or aggression from within your organisation (You2023)

They were in my workgroup — 67%

They were my immediate manager or supervisor — 33%

They were outside my workgroup — 17%

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?

27	146
16%	84%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
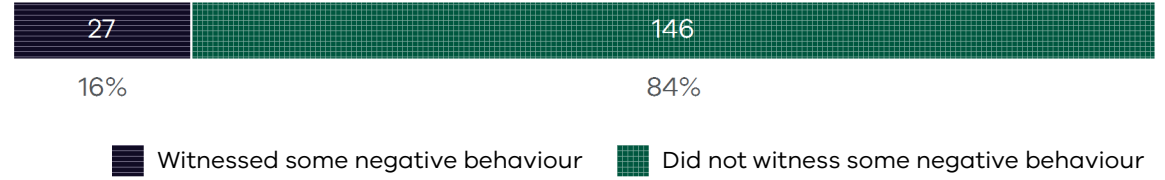
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2023	Comparator 2023	Public sector 2023
No, I have not witnessed any of the situations above	84%	87%	81%
Bullying of a colleague	13%	8%	13%
Discrimination against a colleague	4%	5%	7%
Violence or aggression against a colleague	3%	2%	3%

Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

The table shows the answers in descending order.

Example

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

- 74% said the top action they took was 'Spoke to the person who experienced the behaviour'.

- 15% took no action.

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

27	146
16%	84%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
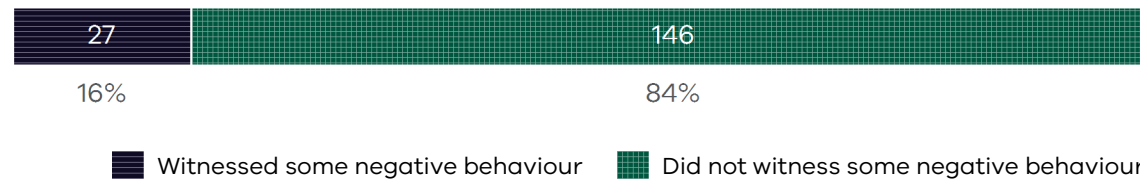
When you witnessed the above behaviour(s), did you do any of the following?	You 2023	Comparator 2023	Public sector 2023
Spoke to the person who experienced the behaviour	74%	66%	69%
Told Human Resources	30%	12%	7%
Told a manager	19%	33%	38%
Took no action	15%	9%	8%
Told a colleague	11%	16%	19%
Told the person the behaviour was not OK	11%	17%	20%
Spoke to the person who behaved in a negative way	7%	13%	17%
Submitted a formal complaint	4%	2%	5%

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
- Business units

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Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Safety climate', the 'You 2023' column shows 92% 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	92%	–1%	93%
Meaningful work	I can make a worthwhile contribution at work	92%	+0%	94%
Job enrichment	I can use my skills and knowledge in my job	91%	–1%	93%
Job enrichment	I understand how my job helps my organisation achieve its goals	90%	–4%	94%
Meaningful work	I achieve something important through my work	90%	–2%	92%
Gender equality supporting measures	My organisation would support me if I needed to take family violence leave	89%	Not asked in 2022	89%
Organisational integrity	My organisation is committed to earning a high level of public trust	88%	+4%	89%
Inclusion	I feel culturally safe at work	88%	+6%	86%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	87%	+1%	89%
Other questions	I understand how the Code of Conduct for Victorian public sector employees applies to my work	86%	Not asked in 2022	83%

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Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Taking action', the 'You 2023' column shows 43% of your staff agreed with 'My organisation has made improvements based on the survey results from last year'.

In the 'Change from 2022' column, you have a 7% increase, which is a positive trend.

Question subgroup	Lowest scoring questions	You 2023	Change from 2022	Comparator 2023
Taking action	My organisation has made improvements based on the survey results from last year	43%	+7%	37%
Workload	I have enough time to do my job effectively	43%	-6%	59%
Organisational integrity	I believe the promotion processes in my organisation are fair	45%	+0%	48%
Safety climate	All levels of my organisation are involved in the prevention of stress	47%	-7%	56%
Other questions	My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)	48%	Not asked in 2022	54%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	51%	+3%	62%
Workload	The workload I have is appropriate for the job that I do	51%	-6%	64%
Organisational integrity	I have an equal chance at promotion in my organisation	51%	+2%	53%
Taking action	I believe my organisation will make improvements based on the results of this survey	51%	0%	56%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	52%	+0%	61%

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 'Organisational integrity', the 'You 2023' column shows 73% of your staff agreed with 'My organisation does not tolerate improper conduct'.
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
Organisational integrity	My organisation does not tolerate improper conduct	73%	+14%	79%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	72%	+9%	79%
Manager leadership	My manager demonstrates honesty and integrity	83%	+7%	88%
Manager leadership	My manager models my organisation's values	77%	+7%	87%
Taking action	My organisation has made improvements based on the survey results from last year	43%	+7%	37%
Inclusion	I feel culturally safe at work	88%	+6%	86%
Inclusion	I can be myself at work	83%	+6%	83%
Workgroup support	People in my workgroup are politically impartial in their work	79%	+6%	82%
Organisational integrity	My organisation is committed to earning a high level of public trust	88%	+4%	89%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	75%	+4%	79%

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 'Manager support', the 'You 2023' column shows 62% of your staff agreed with 'I receive meaningful recognition when I do good work'.
In the 'Decrease from 2022' column, you have a 7% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2023	Decrease from 2022	Comparator 2023
Manager support	I receive meaningful recognition when I do good work	62%	-7%	69%
Safety climate	All levels of my organisation are involved in the prevention of stress	47%	-7%	56%
Workload	The workload I have is appropriate for the job that I do	51%	-6%	64%
Satisfaction	How satisfied are you with your career development within your current organisation	58%	-6%	61%
Senior leadership	Senior leaders demonstrate honesty and integrity	58%	-6%	72%
Workload	I have enough time to do my job effectively	43%	-6%	59%
Engagement	I feel a strong personal attachment to my organisation	60%	-6%	64%
Quality service delivery	My workgroup provides high quality advice and services	81%	-6%	88%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	62%	-6%	78%
Innovation	My workgroup learns from failures and mistakes	68%	-5%	78%

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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 43% 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 6 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	43%	+6%	37%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	82%	+6%	76%
Other questions	I understand how the Code of Conduct for Victorian public sector employees applies to my work	86%	+3%	83%
Inclusion	I feel culturally safe at work	88%	+2%	86%

Victorian Public Sector Commission

VICTORIA State Government

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 'Safe to speak up', the 'You 2023' column shows 62% of your staff agreed with 'I feel safe to challenge inappropriate behaviour at work'.

The 'difference' column, shows that agreement for this question was 16 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2023	Difference	Comparator 2023
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	62%	-16%	78%
Workload	I have enough time to do my job effectively	43%	-16%	59%
Senior leadership	Senior leaders demonstrate honesty and integrity	58%	-14%	72%
Senior leadership	Senior leaders provide clear strategy and direction	53%	-14%	67%
Senior leadership	Senior leaders model my organisation's values	59%	-14%	73%
Workload	The workload I have is appropriate for the job that I do	51%	-14%	64%
Engagement	My organisation inspires me to do the best in my job	55%	-13%	69%
Engagement	My organisation motivates me to help achieve its objectives	59%	-13%	71%
Engagement	I would recommend my organisation as a good place to work	64%	-12%	76%
Job enrichment	I have the authority to do my job effectively	70%	-12%	82%

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
- Business units

Taking action

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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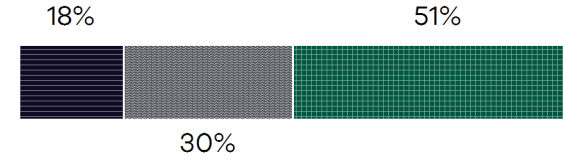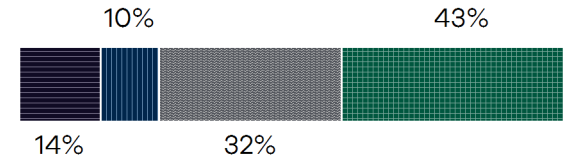
| Survey question | Your results | Benchmark agree results |

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
I believe my organisation will make improvements based on the results of this survey	18% / 30% / 51%	Not asked	52 %	51 %	34 %	56 %	72 %
My organisation has made improvements based on the survey results from last year	14% / 10% / 32% / 43%	Not asked	36 %	43 %	23 %	37 %	55 %

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

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

Victorian Public Sector Commission

VICTORIA State Government

Senior leadership

Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

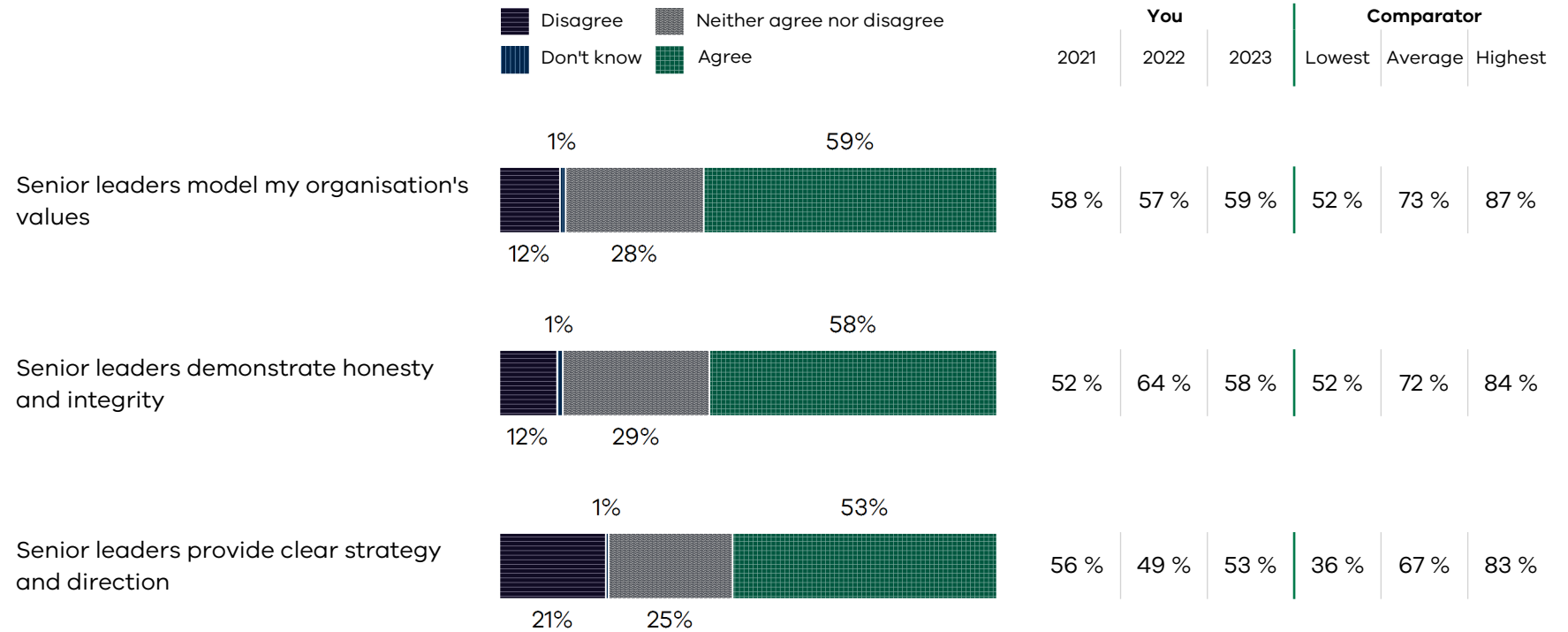Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

59% of your staff who did the survey agreed or strongly agreed with 'Senior leaders model my organisation's values'.

Survey question	Your results		You			Comparator		
		Disagree / Don't know / Neither agree nor disagree / Agree	2021	2022	2023	Lowest	Average	Highest
Senior leaders model my organisation's values	Disagree 12%, 1%, Neither 28%, Agree 59%		58 %	57 %	59 %	52 %	73 %	87 %
Senior leaders demonstrate honesty and integrity	Disagree 12%, 1%, Neither 29%, Agree 58%		52 %	64 %	58 %	52 %	72 %	84 %
Senior leaders provide clear strategy and direction	Disagree 21%, 1%, Neither 25%, Agree 53%		56 %	49 %	53 %	36 %	67 %	83 %

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

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

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- Bullying
- Sexual harassment
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- Violence and aggression

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- 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

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

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Demographics

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

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.

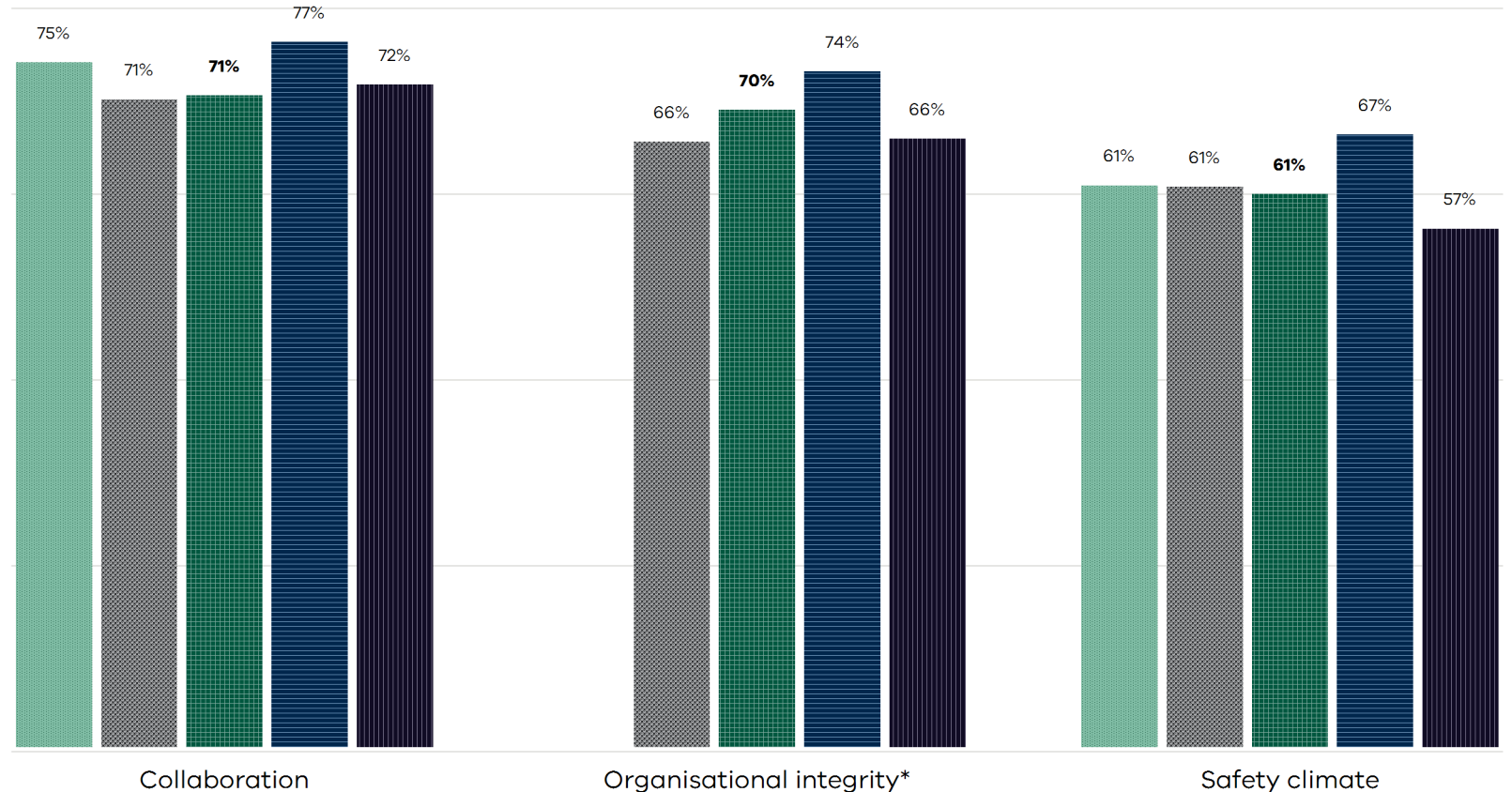Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

In 2023:

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

Compared to:

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

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

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

Collaboration: 75%, 71%, 71%, 77%, 72%
Organisational integrity*: 66%, 70%, 74%, 66%
Safety climate: 61%, 61%, 61%, 67%, 57%

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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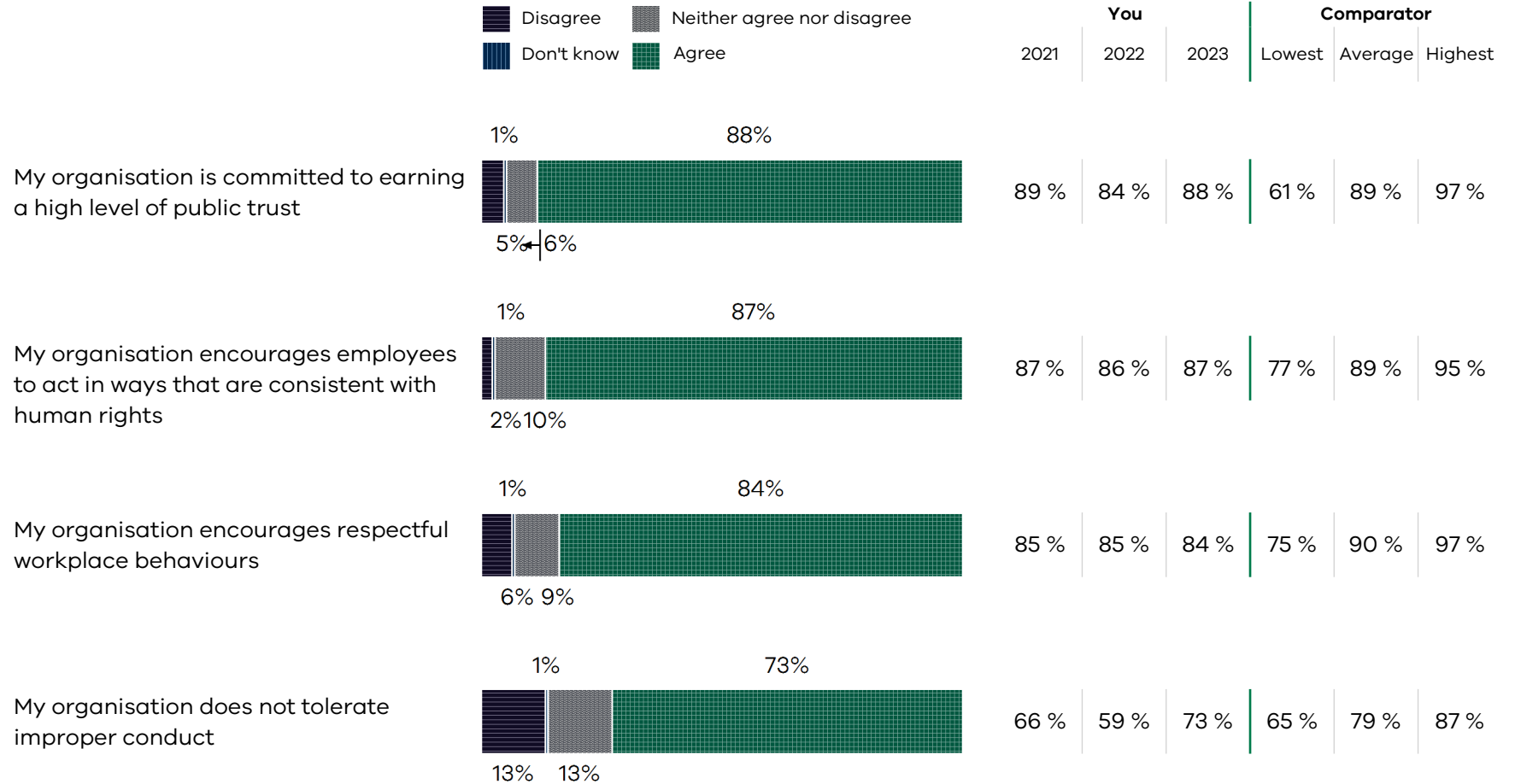
Example

88% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Your results

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

Benchmark agree results

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My organisation is committed to earning a high level of public trust	1% ... 88% / 5% 6%	89 %	84 %	88 %	61 %	89 %	97 %
My organisation encourages employees to act in ways that are consistent with human rights	1% ... 87% / 2% 10%	87 %	86 %	87 %	77 %	89 %	95 %
My organisation encourages respectful workplace behaviours	1% ... 84% / 6% 9%	85 %	85 %	84 %	75 %	90 %	97 %
My organisation does not tolerate improper conduct	1% ... 73% / 13% 13%	66 %	59 %	73 %	65 %	79 %	87 %

Organisational climate

Organisational integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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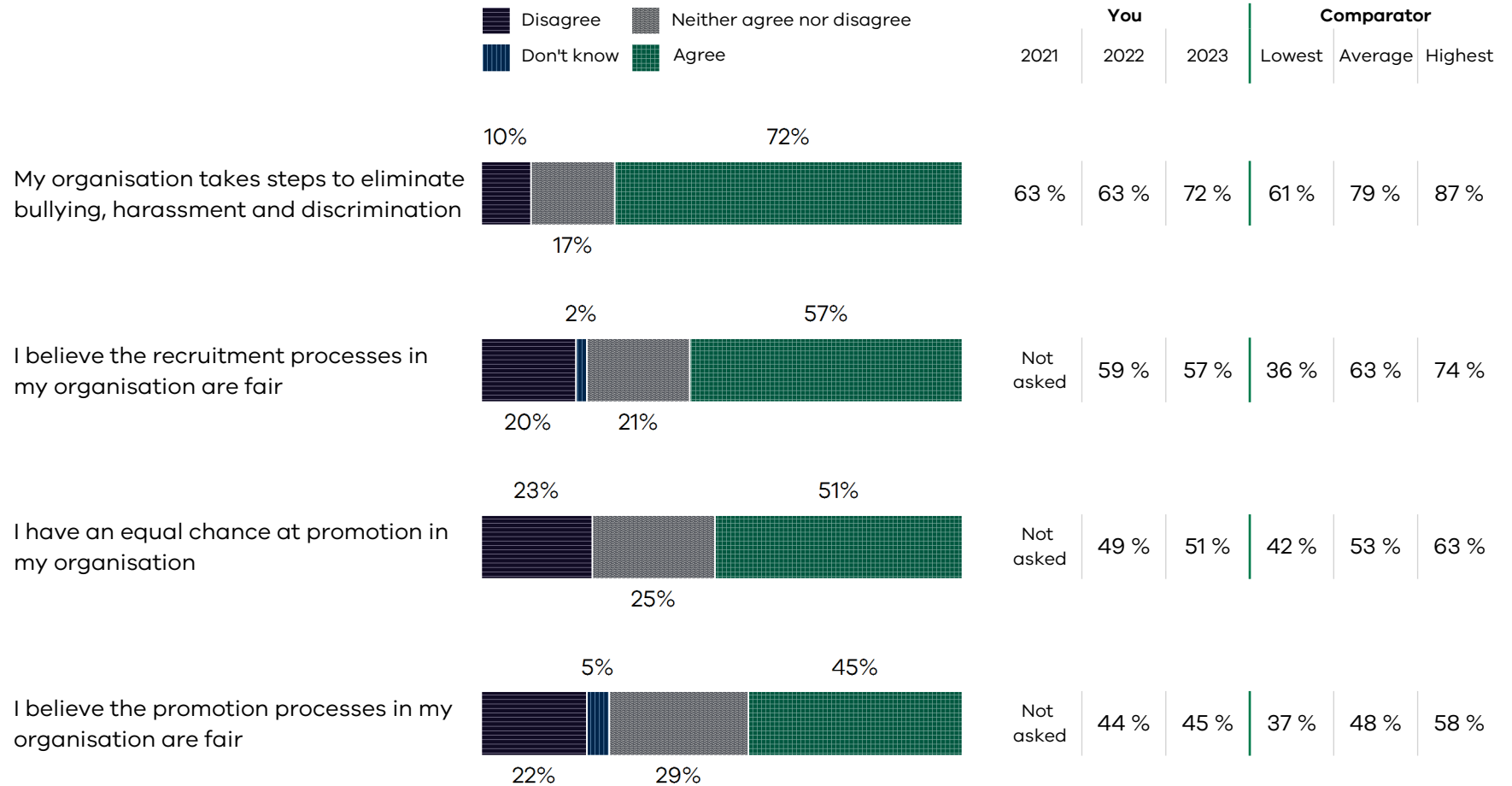
Example

72% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question	Your results		Benchmark agree results					

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

Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My organisation takes steps to eliminate bullying, harassment and discrimination	10% / 17% / 72%	63 %	63 %	72 %	61 %	79 %	87 %
I believe the recruitment processes in my organisation are fair	20% / 2% / 21% / 57%	Not asked	59 %	57 %	36 %	63 %	74 %
I have an equal chance at promotion in my organisation	23% / 25% / 51%	Not asked	49 %	51 %	42 %	53 %	63 %
I believe the promotion processes in my organisation are fair	22% / 5% / 29% / 45%	Not asked	44 %	45 %	37 %	48 %	58 %

Organisational climate

Collaboration

What this is

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

Why this is important

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

How to read this

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

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

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

Example

84% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.
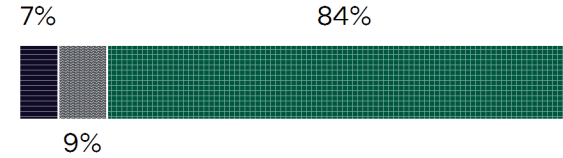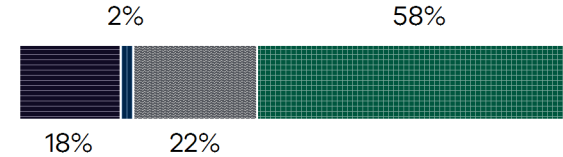
Survey question	Your results		

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

Survey question	Disagree	Neither agree nor disagree	Don't know	Agree
I am able to work effectively with others outside my immediate workgroup	7%	9%		84%
Workgroups across my organisation willingly share information with each other	18%	22%	2%	58%

Benchmark agree results

Survey question	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	93 %	82 %	84 %	75 %	88 %	93 %
Workgroups across my organisation willingly share information with each other	57 %	59 %	58 %	49 %	66 %	76 %

Organisational climate

Safety climate 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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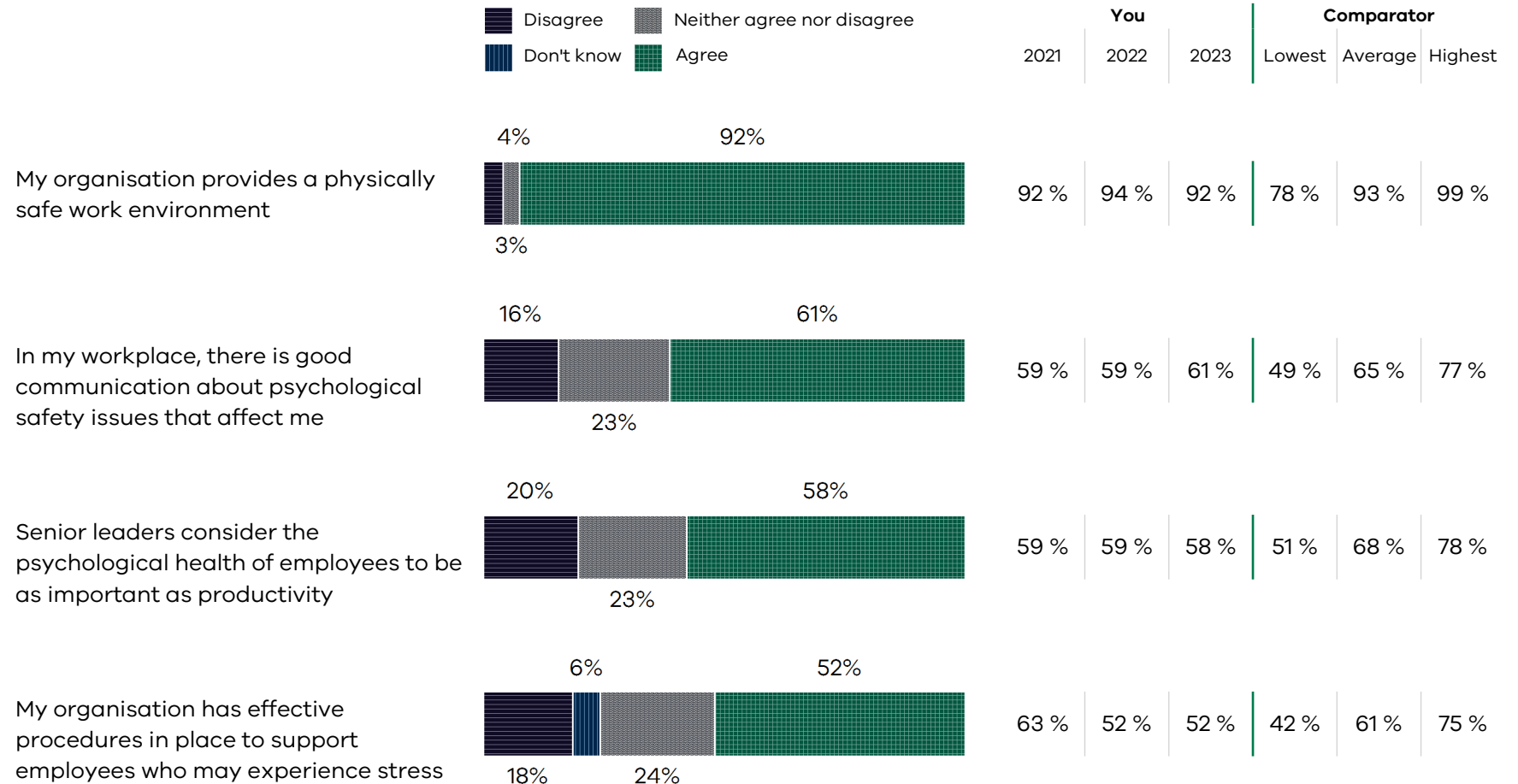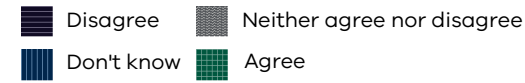
Example

92% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Survey question	Your results	Benchmark agree results

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

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest

Survey question	Your results	2021	2022	2023	Lowest	Average	Highest
My organisation provides a physically safe work environment	4% / 3% Disagree/Neither; 92% Agree	92 %	94 %	92 %	78 %	93 %	99 %
In my workplace, there is good communication about psychological safety issues that affect me	16% Disagree; 23% Neither; 61% Agree	59 %	59 %	61 %	49 %	65 %	77 %
Senior leaders consider the psychological health of employees to be as important as productivity	20% Disagree; 23% Neither; 58% Agree	59 %	59 %	58 %	51 %	68 %	78 %
My organisation has effective procedures in place to support employees who may experience stress	18% Disagree; 6% Don't know; 24% Neither; 52% Agree	63 %	52 %	52 %	42 %	61 %	75 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Safety climate 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

52% of your staff who did the survey agreed or strongly agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.
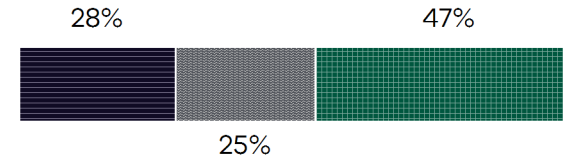
Legend: Disagree | Neither agree nor disagree | Don't know | Agree
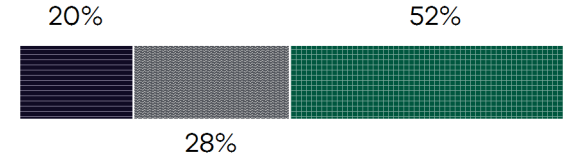
Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
Senior leaders show support for stress prevention through involvement and commitment	Disagree 20%, 28% neither, Agree 52%	52 %	50 %	52 %	42 %	59 %	73 %
All levels of my organisation are involved in the prevention of stress	Disagree 28%, 25% neither, Agree 47%	43 %	54 %	47 %	37 %	56 %	68 %

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

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

Workgroup climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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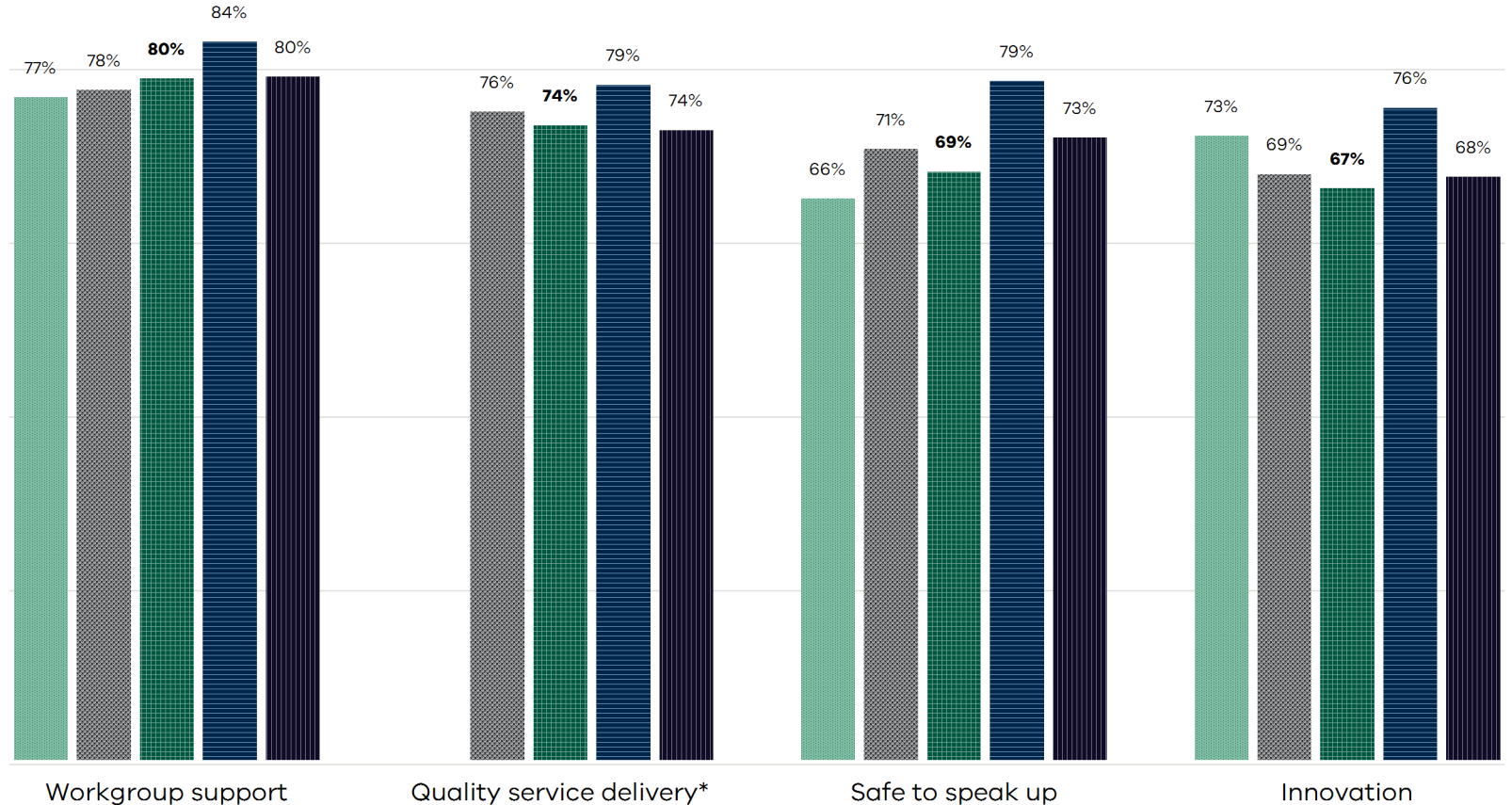
Example

In 2023:

- 80% of your staff who did the survey responded positively to questions about Workgroup support which is up from 78% in 2022.

Compared to:

- 84% of staff at your comparator and 80% of staff across the public sector.

	Workgroup support	Quality service delivery*	Safe to speak up	Innovation
You 2021	77%		66%	73%
You 2022	78%	76%	71%	69%
You 2023	**80%**	**74%**	**69%**	**67%**
Comparator 2023	84%	79%	79%	76%
Public sector 2023	80%	74%	73%	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.
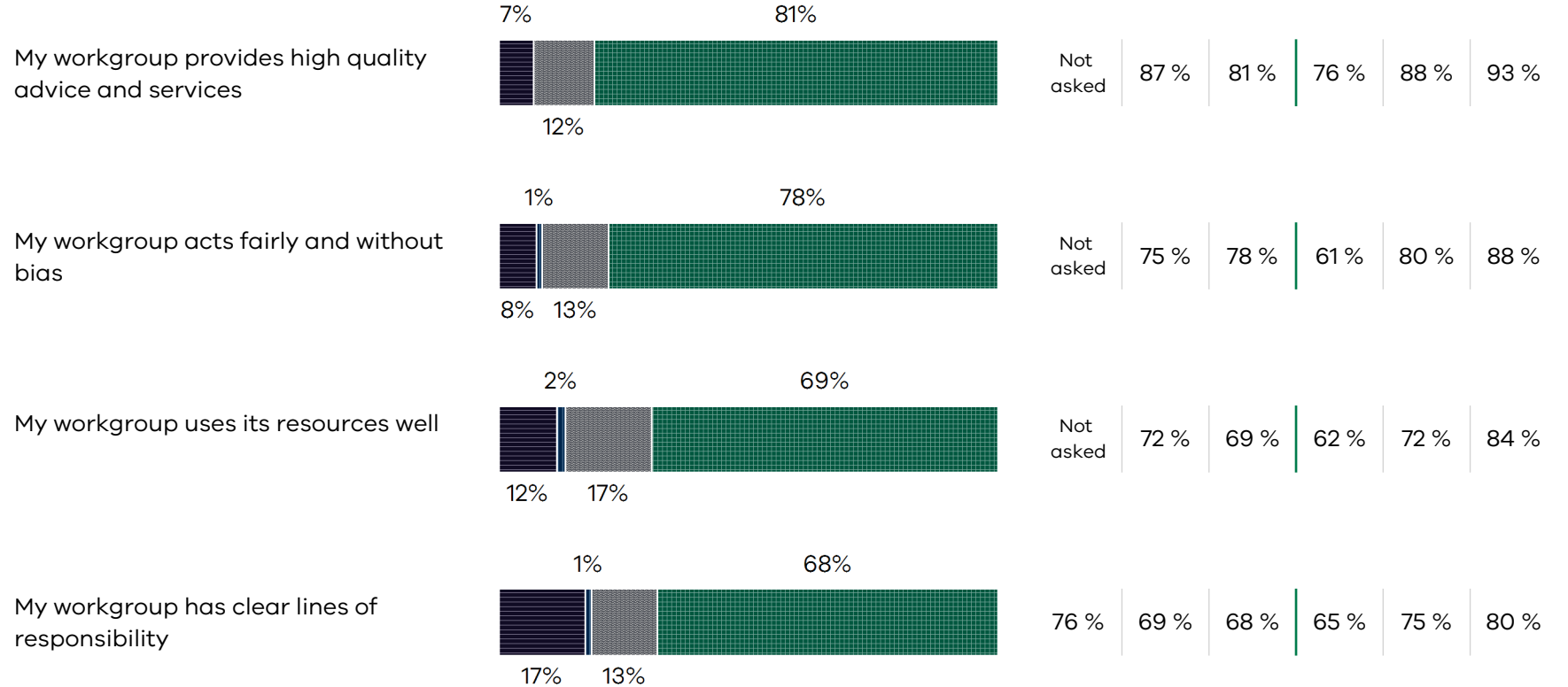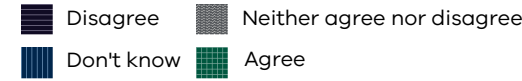
Example

81% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

Survey question

Your results

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

Benchmark agree results

Survey question	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup provides high quality advice and services	Not asked	87 %	81 %	76 %	88 %	93 %
My workgroup acts fairly and without bias	Not asked	75 %	78 %	61 %	80 %	88 %
My workgroup uses its resources well	Not asked	72 %	69 %	62 %	72 %	84 %
My workgroup has clear lines of responsibility	76 %	69 %	68 %	65 %	75 %	80 %

Your results bar values:
- My workgroup provides high quality advice and services: 7%, 12%, 81%
- My workgroup acts fairly and without bias: 1%, 8%, 13%, 78%
- My workgroup uses its resources well: 2%, 12%, 17%, 69%
- My workgroup has clear lines of responsibility: 1%, 17%, 13%, 68%

Workgroup climate

Innovation

What this is

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

Why this is important

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

How to read this

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

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

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

Example

68% of your staff who did the survey agreed or strongly agreed with 'My workgroup is quick to respond to opportunities to do things better'.

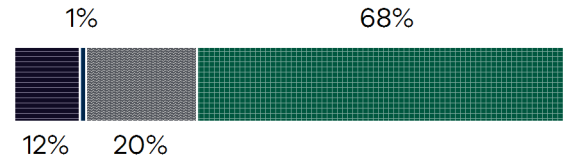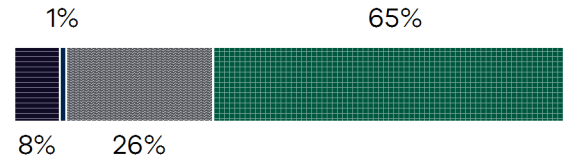| Survey question	Your results						

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
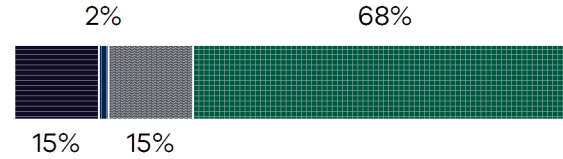
Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My workgroup is quick to respond to opportunities to do things better	15% / 2% / 15% / 68%	77 %	68 %	68 %	67 %	76 %	83 %
My workgroup learns from failures and mistakes	12% / 1% / 20% / 68%	75 %	72 %	68 %	65 %	78 %	87 %
My workgroup encourages employee creativity	8% / 1% / 26% / 65%	67 %	65 %	65 %	63 %	75 %	84 %

Workgroup climate

Workgroup support 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

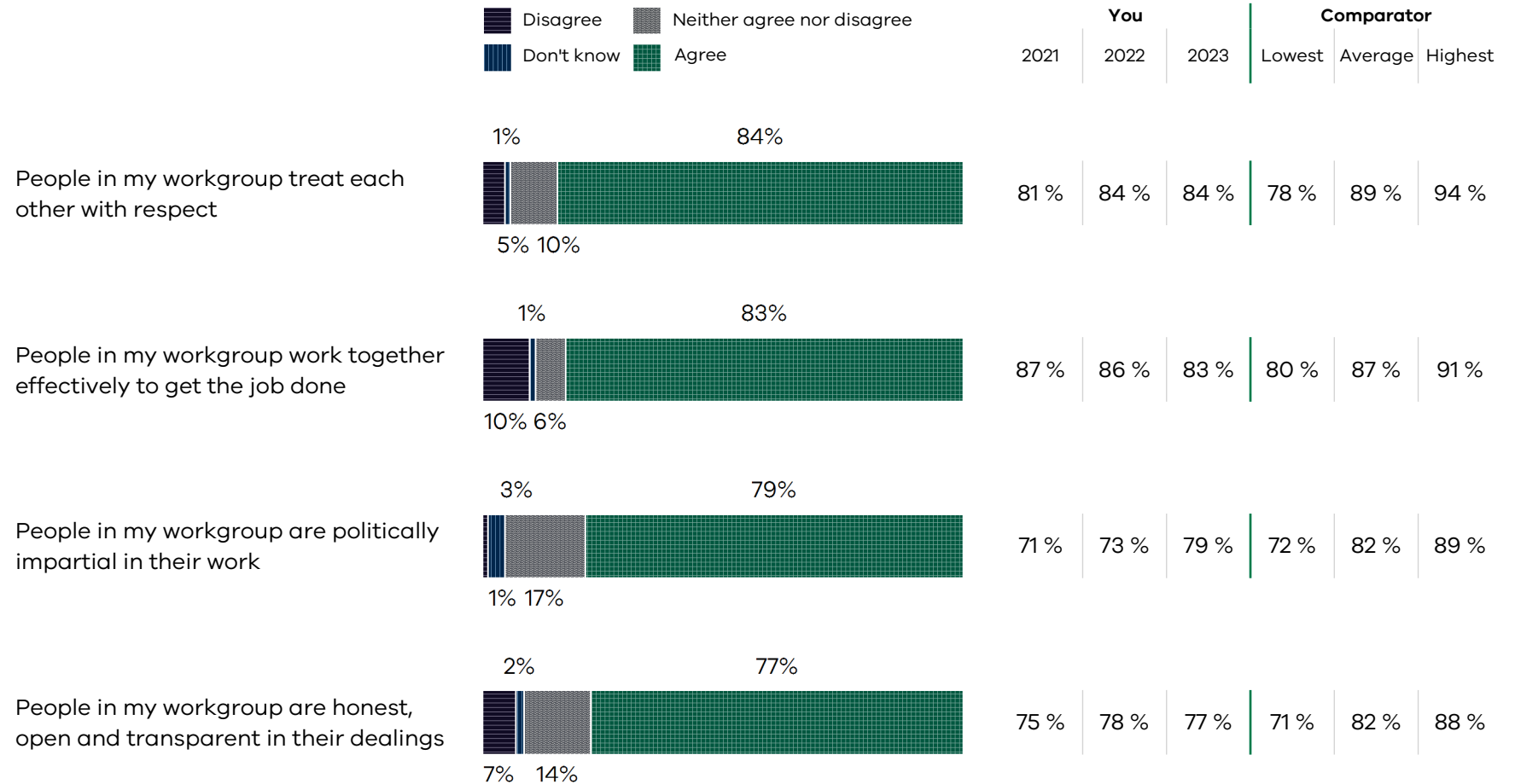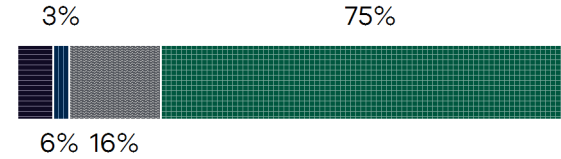Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

84% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question	Your results		Benchmark agree results					
			You			**Comparator**		
	Disagree / Don't know / Neither agree nor disagree / Agree		2021	2022	2023	Lowest	Average	Highest
People in my workgroup treat each other with respect	1% ... 84% / 5% 10%		81 %	84 %	84 %	78 %	89 %	94 %
People in my workgroup work together effectively to get the job done	1% ... 83% / 10% 6%		87 %	86 %	83 %	80 %	87 %	91 %
People in my workgroup are politically impartial in their work	3% ... 79% / 1% 17%		71 %	73 %	79 %	72 %	82 %	89 %
People in my workgroup are honest, open and transparent in their dealings	2% ... 77% / 7% 14%		75 %	78 %	77 %	71 %	82 %	88 %

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

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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

Example

75% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.
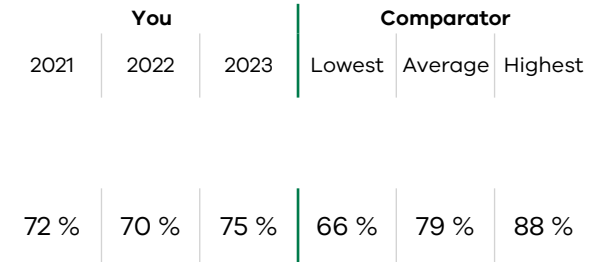
Survey question	Your results	Benchmark agree results

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

		You			Comparator		
Survey question		2021	2022	2023	Lowest	Average	Highest
People in my workgroup appropriately manage conflicts of interest	3% / 6% / 16% / 75%	72 %	70 %	75 %	66 %	79 %	88 %

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

75% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are able to bring up problems and tough issues'.
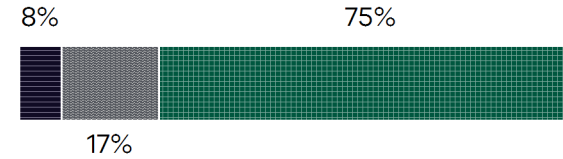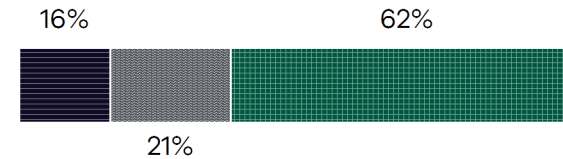
Survey question	Your results			

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

Benchmark agree results

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
People in my workgroup are able to bring up problems and tough issues	8% / 17% / 75%	75 %	74 %	75 %	73 %	80 %	88 %
I feel safe to challenge inappropriate behaviour at work	16% / 21% / 62%	56 %	68 %	62 %	66 %	78 %	88 %

People matter survey

2023

Have your say

Overview

Report overview

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

Result summary

People outcomes

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

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

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

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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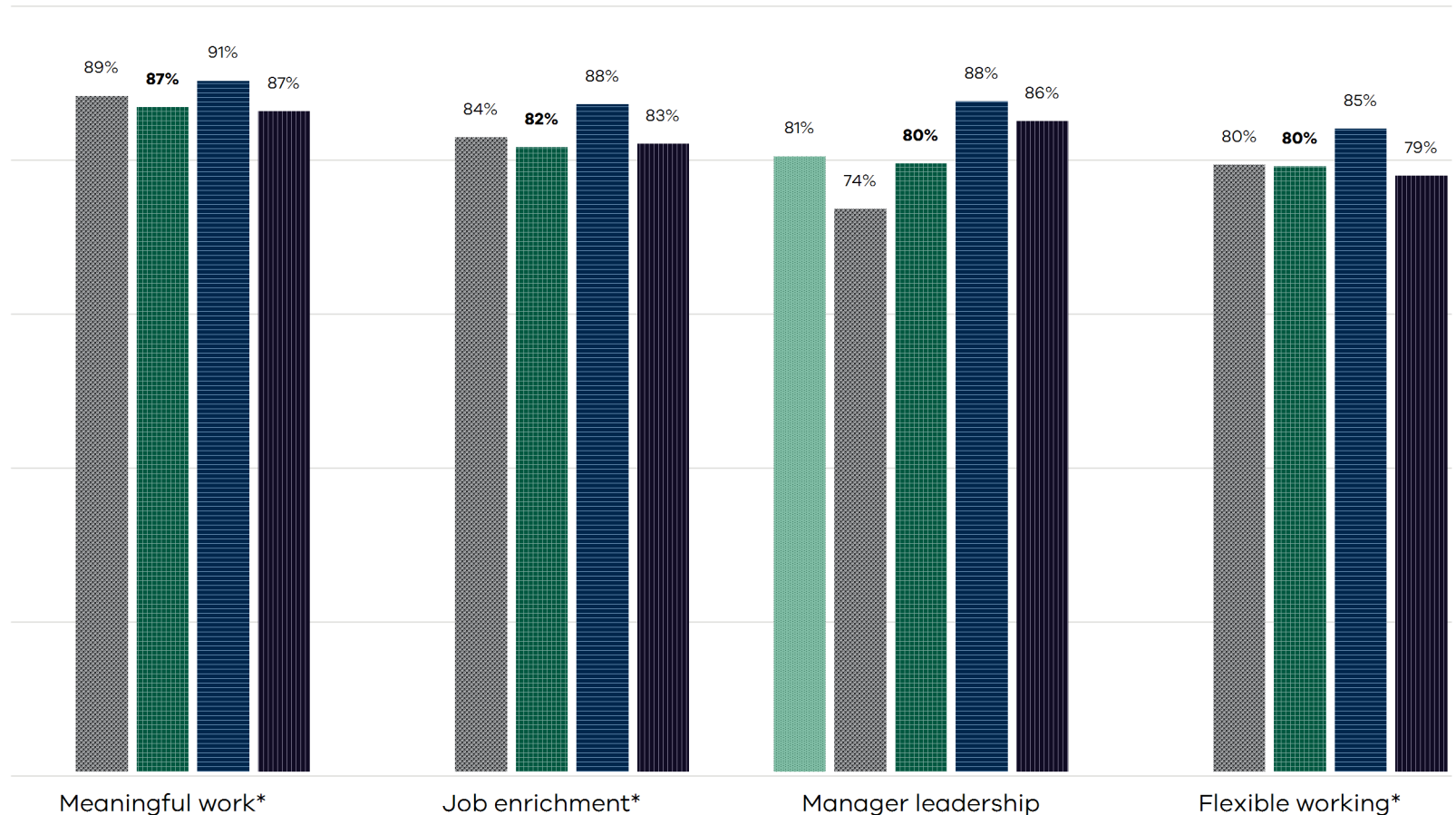
Example

In 2023:

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

Compared to:

- 91% of staff at your comparator and 87% 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:

Factor	You 2022	You 2023	Comparator 2023	Public sector 2023	You 2021
Meaningful work*	89%	87%	91%	87%	
Job enrichment*	84%	82%	88%	83%	
Manager leadership	74%	80%	88%	86%	81%
Flexible working*	80%	80%	85%	79%	

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

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

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.
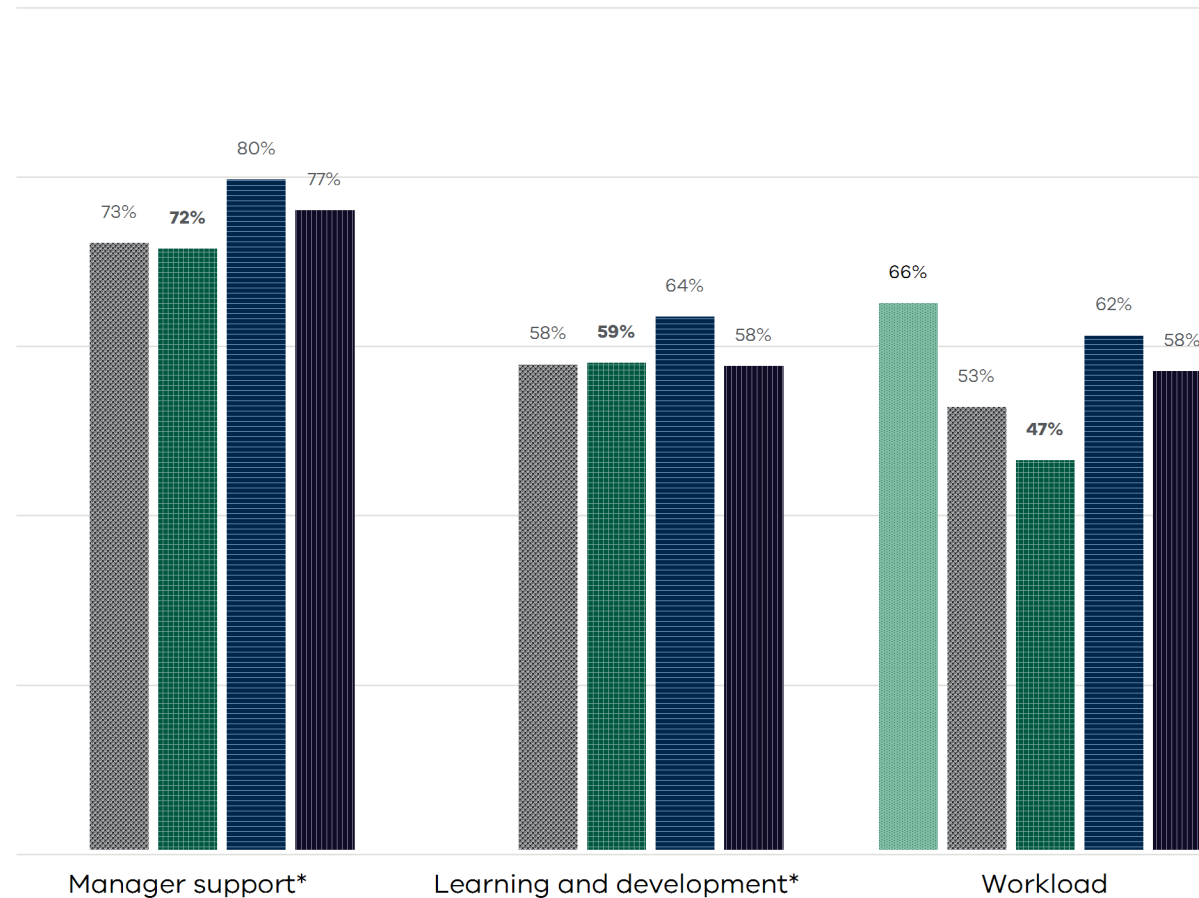
Example

In 2023:

- 72% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

- 80% of staff at your comparator and 77% of staff across the public sector.

Chart data:

Factor	You 2021	You 2022	You 2023	Comparator 2023	Public sector 2023
Manager support*		73%	72%	80%	77%
Learning and development*		58%	59%	64%	58%
Workload	66%	53%	47%	62%	58%

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

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

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Manager leadership

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

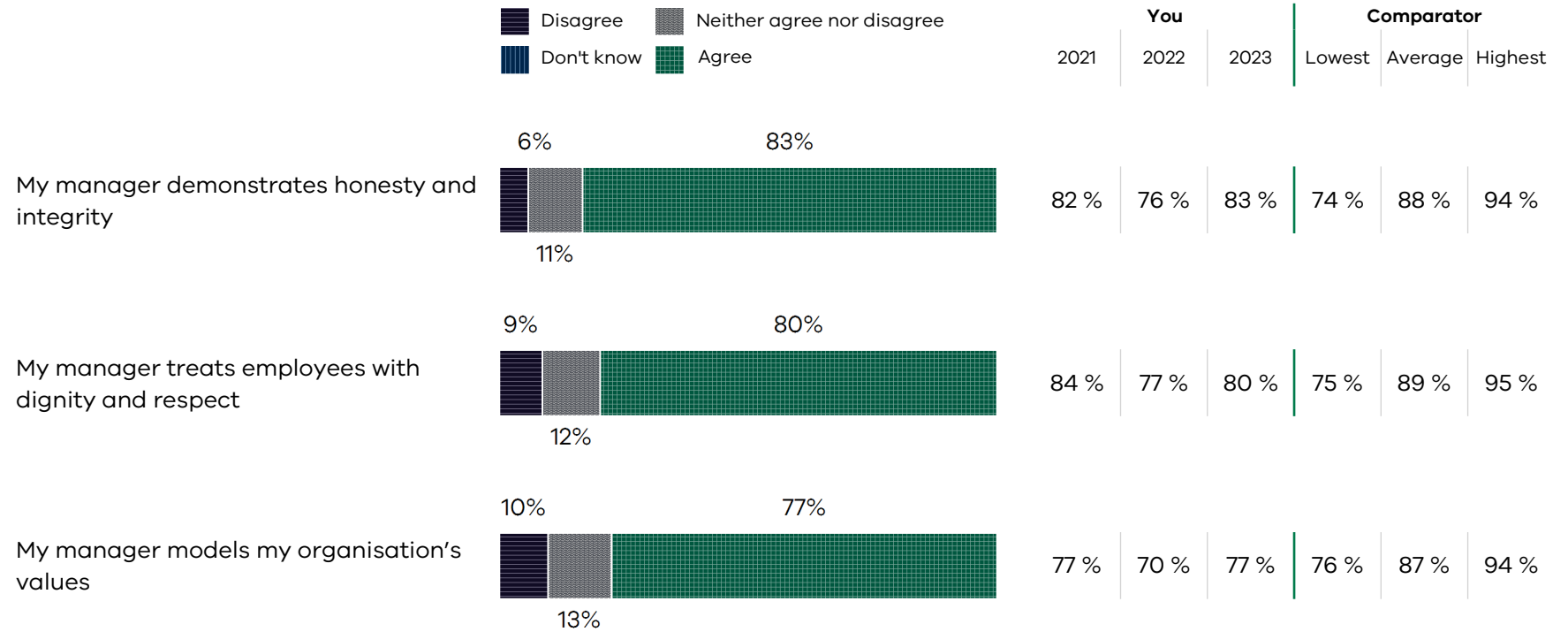Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

83% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

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 manager demonstrates honesty and integrity (6% / 11% / 83%)	82 %	76 %	83 %	74 %	88 %	94 %
My manager treats employees with dignity and respect (9% / 12% / 80%)	84 %	77 %	80 %	75 %	89 %	95 %
My manager models my organisation's values (10% / 13% / 77%)	77 %	70 %	77 %	76 %	87 %	94 %

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.
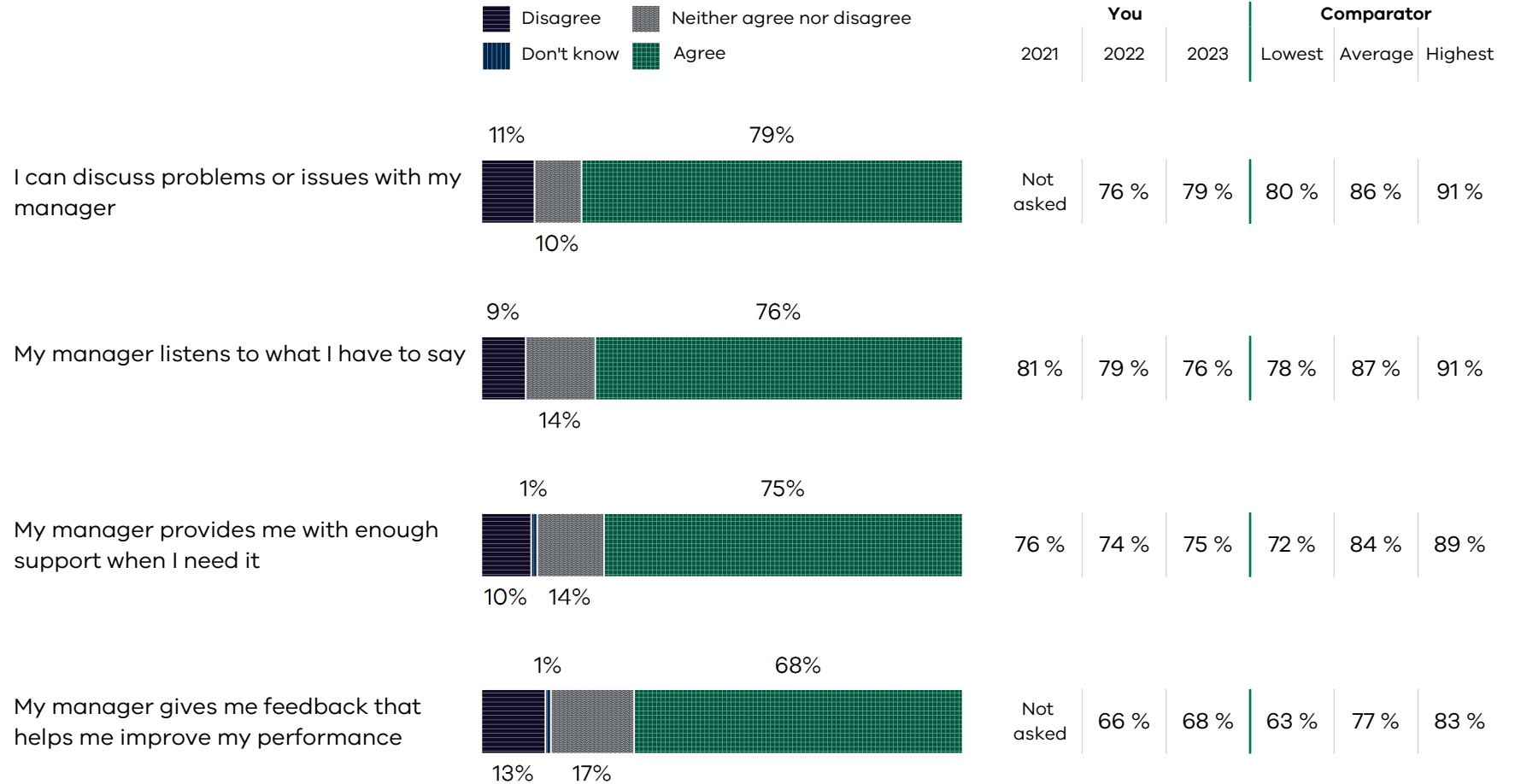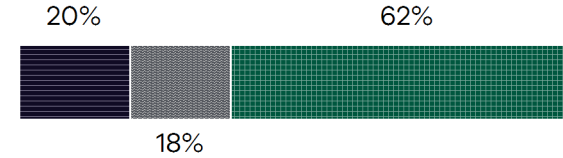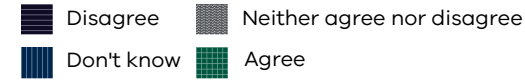
Example

79% of your staff who did the survey agreed or strongly agreed with 'I can discuss problems or issues with my manager'.

Survey question / Your results / Benchmark agree results

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

Survey question	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I can discuss problems or issues with my manager (Disagree 11%, Neither 10%, Agree 79%)	Not asked	76 %	79 %	80 %	86 %	91 %
My manager listens to what I have to say (Disagree 9%, Neither 14%, Agree 76%)	81 %	79 %	76 %	78 %	87 %	91 %
My manager provides me with enough support when I need it (Disagree 10%, Don't know 1%, Neither 14%, Agree 75%)	76 %	74 %	75 %	72 %	84 %	89 %
My manager gives me feedback that helps me improve my performance (Disagree 13%, Don't know 1%, Neither 17%, Agree 68%)	Not asked	66 %	68 %	63 %	77 %	83 %

Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

Example

62% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.
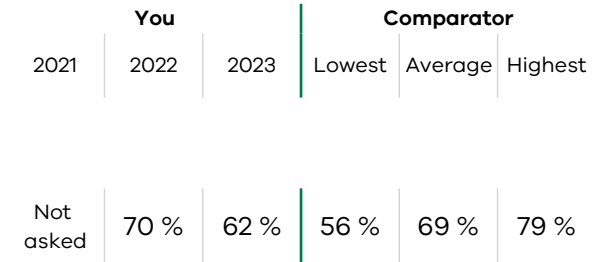
Survey question

Your results

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

I receive meaningful recognition when I do good work

- 20%
- 18%
- 62%

Benchmark agree results

	You			Comparator		
2021	2022	2023		Lowest	Average	Highest
Not asked	70 %	62 %		56 %	69 %	79 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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

Example

51% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.
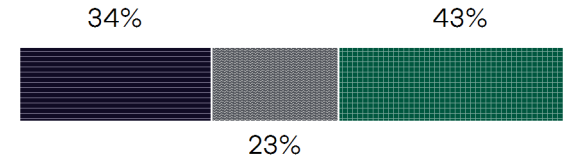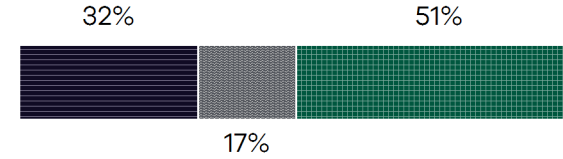
Survey question	Your results							

Your results

■ Disagree   ▦ Neither agree nor disagree   ▦ Agree

Benchmark agree results

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
The workload I have is appropriate for the job that I do	32% / 17% / 51%	68 %	57 %	51 %	55 %	64 %	76 %
I have enough time to do my job effectively	34% / 23% / 43%	63 %	50 %	43 %	51 %	59 %	70 %

Job and manager factors

Learning and development

What this is

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

Why this is important

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

How to read this

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

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

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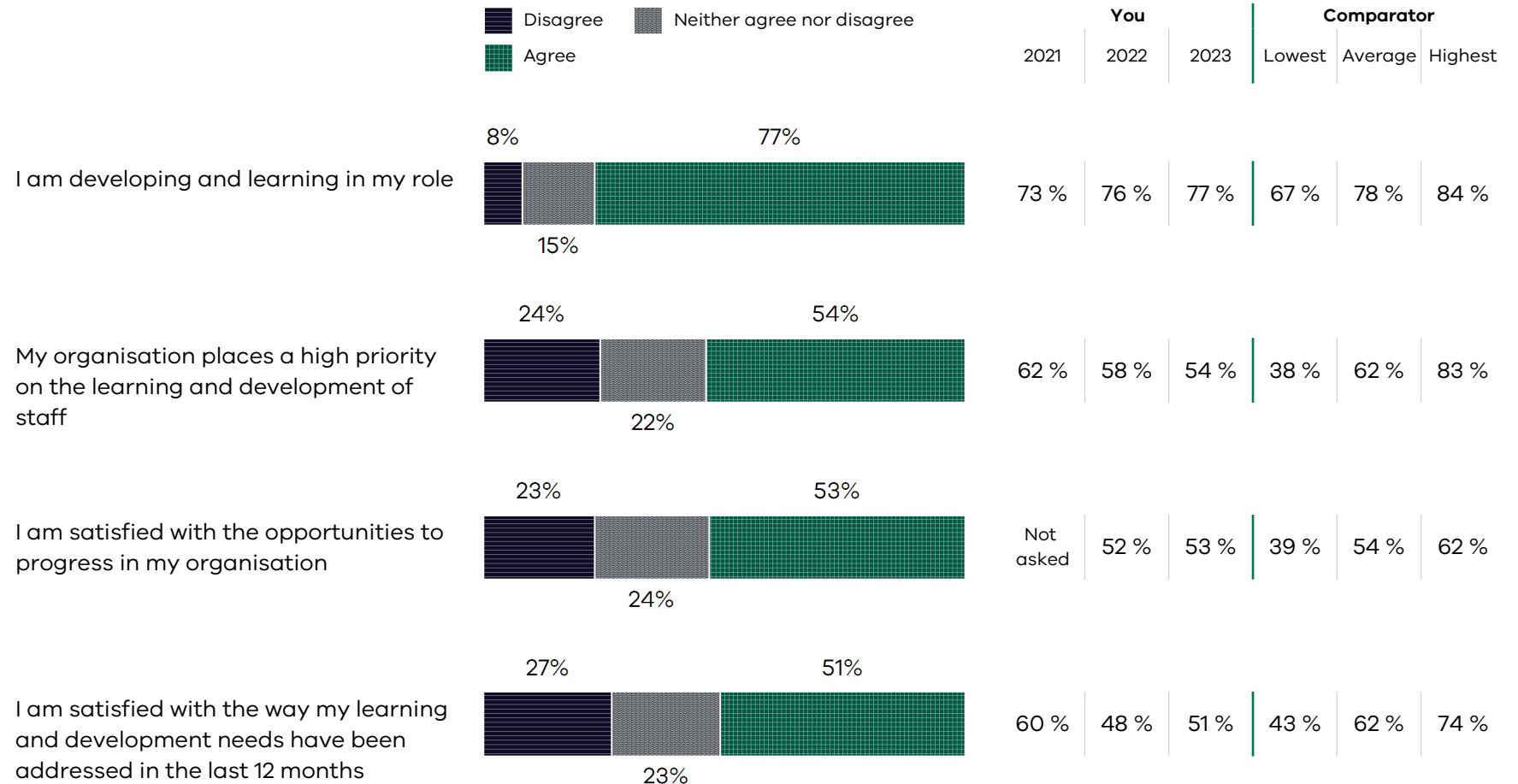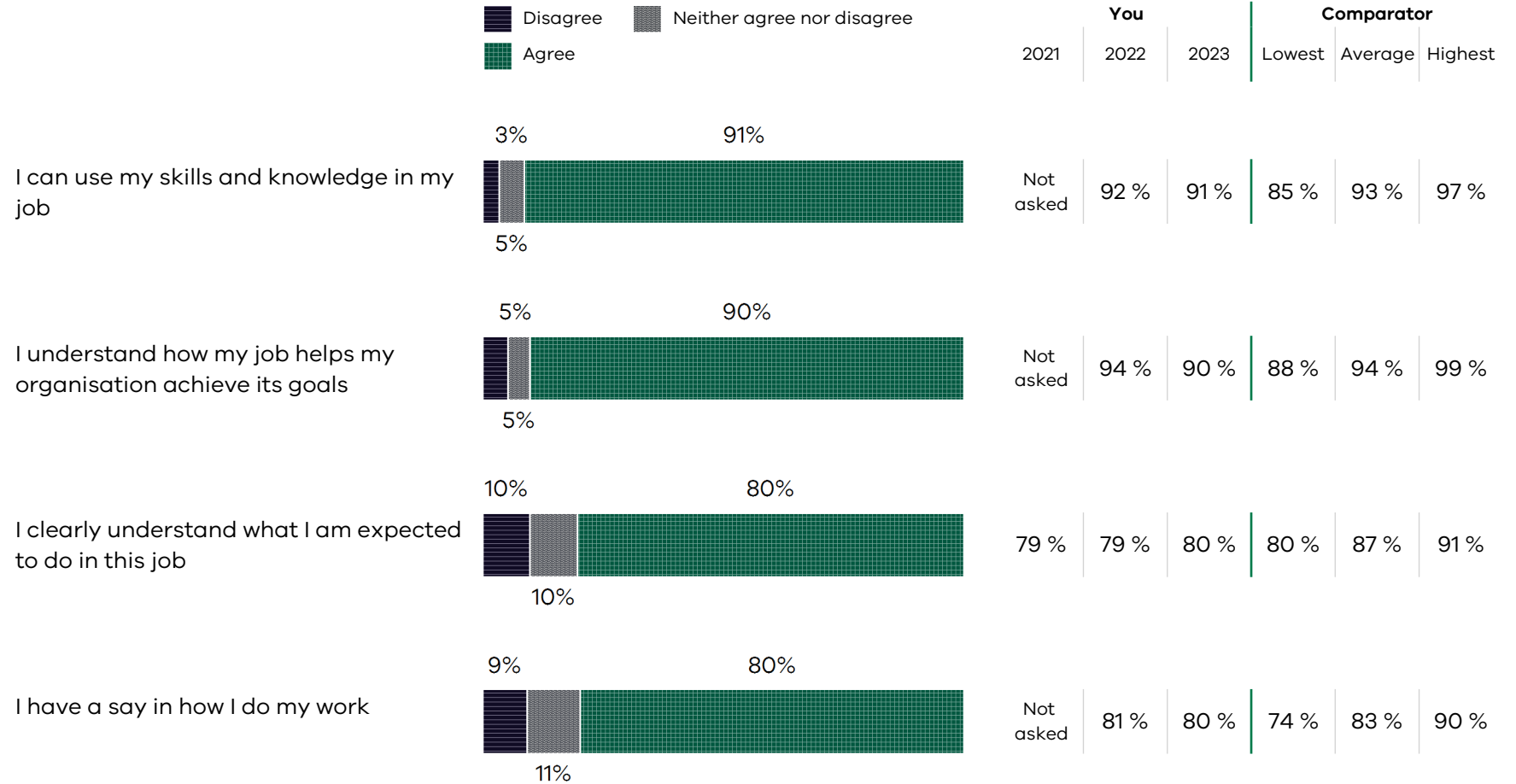
Example

77% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Survey question	Your results					

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ Agree

Benchmark agree results

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
I am developing and learning in my role (8% / 15% / 77%)	73 %	76 %	77 %	67 %	78 %	84 %
My organisation places a high priority on the learning and development of staff (24% / 22% / 54%)	62 %	58 %	54 %	38 %	62 %	83 %
I am satisfied with the opportunities to progress in my organisation (23% / 24% / 53%)	Not asked	52 %	53 %	39 %	54 %	62 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months (27% / 23% / 51%)	60 %	48 %	51 %	43 %	62 %	74 %

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.
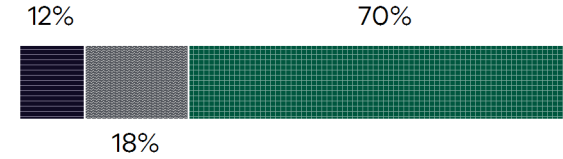
Example

91% 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		Benchmark agree results					

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Survey question	Your results	2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I can use my skills and knowledge in my job	3% / 5% / 91%	Not asked	92 %	91 %	85 %	93 %	97 %
I understand how my job helps my organisation achieve its goals	5% / 5% / 90%	Not asked	94 %	90 %	88 %	94 %	99 %
I clearly understand what I am expected to do in this job	10% / 10% / 80%	79 %	79 %	80 %	80 %	87 %	91 %
I have a say in how I do my work	9% / 11% / 80%	Not asked	81 %	80 %	74 %	83 %	90 %

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

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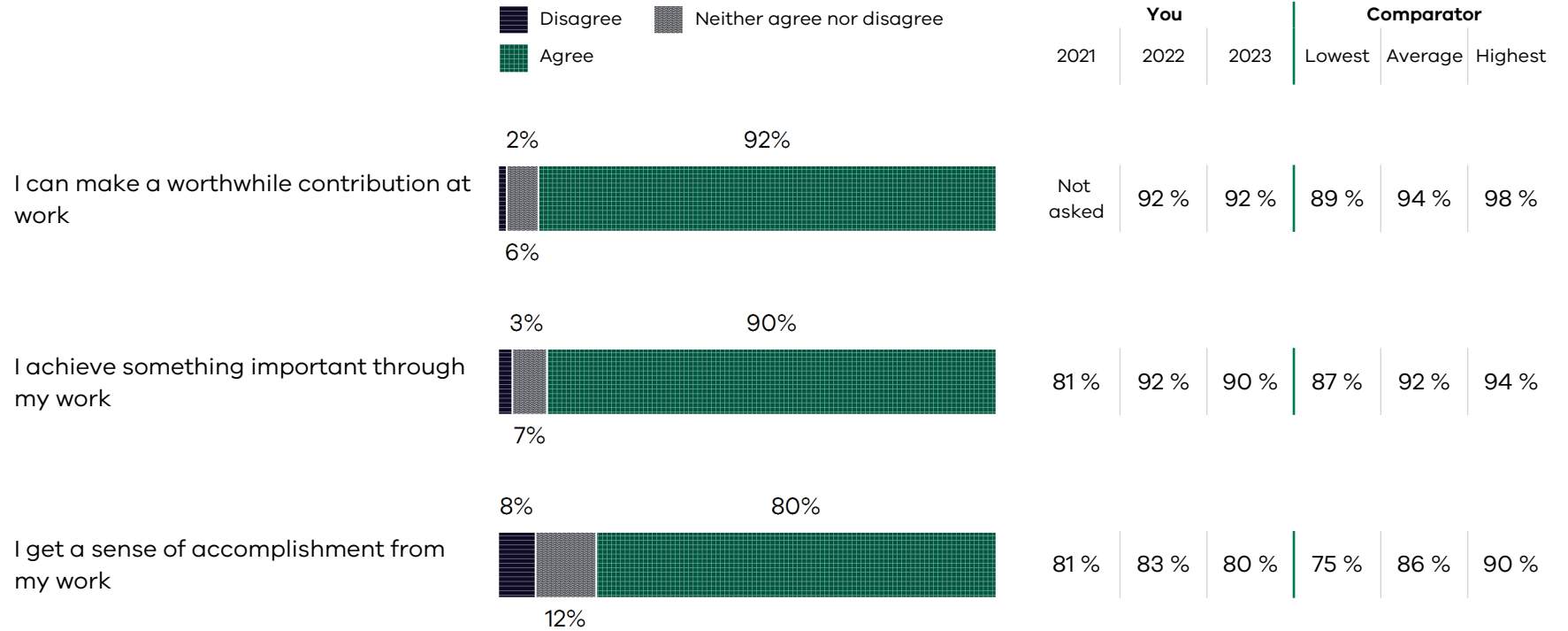
Example

70% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

Survey question

I have the authority to do my job effectively

Your results

■ Disagree   ▦ Neither agree nor disagree
▦ Agree

12%   70%

18%

Benchmark agree results

	You			Comparator		
2021	2022	2023		Lowest	Average	Highest
76 %	70 %	70 %		68 %	82 %	87 %
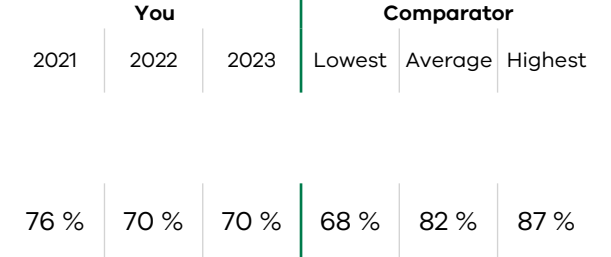
Job and manager factors

Meaningful work

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Survey question	Your results						

Your results legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
I can make a worthwhile contribution at work	2% / 92% / 6%	Not asked	92 %	92 %	89 %	94 %	98 %
I achieve something important through my work	3% / 90% / 7%	81 %	92 %	90 %	87 %	92 %	94 %
I get a sense of accomplishment from my work	8% / 80% / 12%	81 %	83 %	80 %	75 %	86 %	90 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Flexible working

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

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

Survey question	Your results	Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
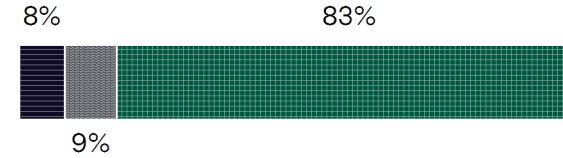
	You			Comparator		
Survey question	2021	2022	2023	Lowest	Average	Highest
My manager supports working flexibly — 8% / 9% / 83%	Not asked	80 %	83 %	71 %	88 %	95 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration — 9% / 14% / 77%	69 %	80 %	77 %	58 %	81 %	95 %

People matter survey

2023

Have your say

Overview

Result summary

Report overview

- About your report
- Privacy and anonymity
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- Violence and aggression

Key differences

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

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- 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
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- Impartiality
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- Human rights

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

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

VICTORIA State Government

Public sector values

Scorecard 1 of 2

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:

- 84% of your staff who did the survey responded positively to questions about Human rights , which is up 1% in 2022.

Compared to:

- 82% of staff at your comparator and 83% 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

Human rights: 83%, 83%, 84%, 82%, 83%
Responsiveness*: 87%, 81%, 88%, 81%
Respect: 79%, 77%, 79%, 87%, 81%
Impartiality*: 74%, 78%, 81%, 78%

Public sector values

What this is

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

Why this is important

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

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:

- 74% of your staff who did the survey responded positively to questions about Integrity , which is up 2% in 2022.

Compared to:

- 81% of staff at your comparator and 75% of staff across the public sector.
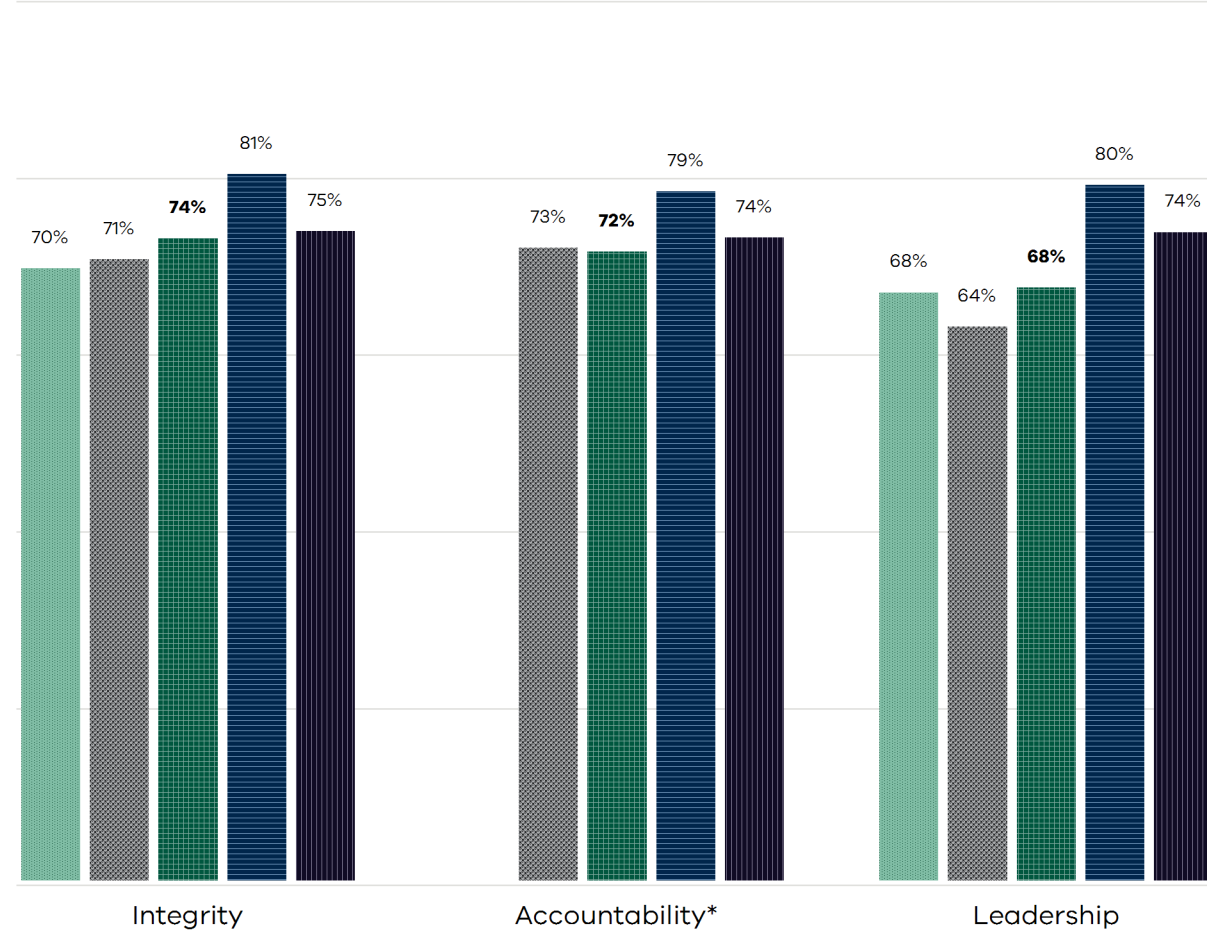
*We can't compare some data here because one or more questions were not asked in a previous survey

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

Integrity: 70%, 71%, **74%**, 81%, 75%
Accountability*: 73%, **72%**, 79%, 74%
Leadership: 68%, 64%, **68%**, 80%, 74%

Victorian Public Sector Commission

VICTORIA State Government

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.
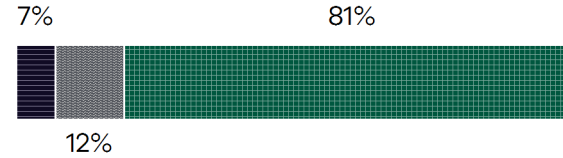
Example

81% of staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.
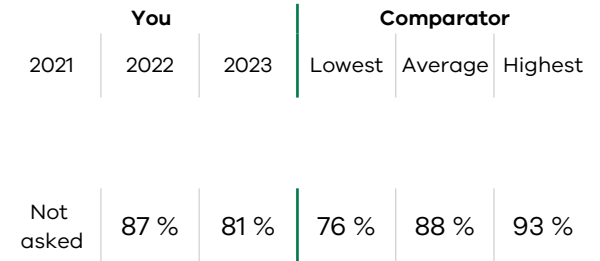
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question: My workgroup provides high quality advice and services

Your results: 7% 81% 12%

	You			Comparator		
2021	2022	2023		Lowest	Average	Highest
Not asked	87 %	81 %		76 %	88 %	93 %

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.

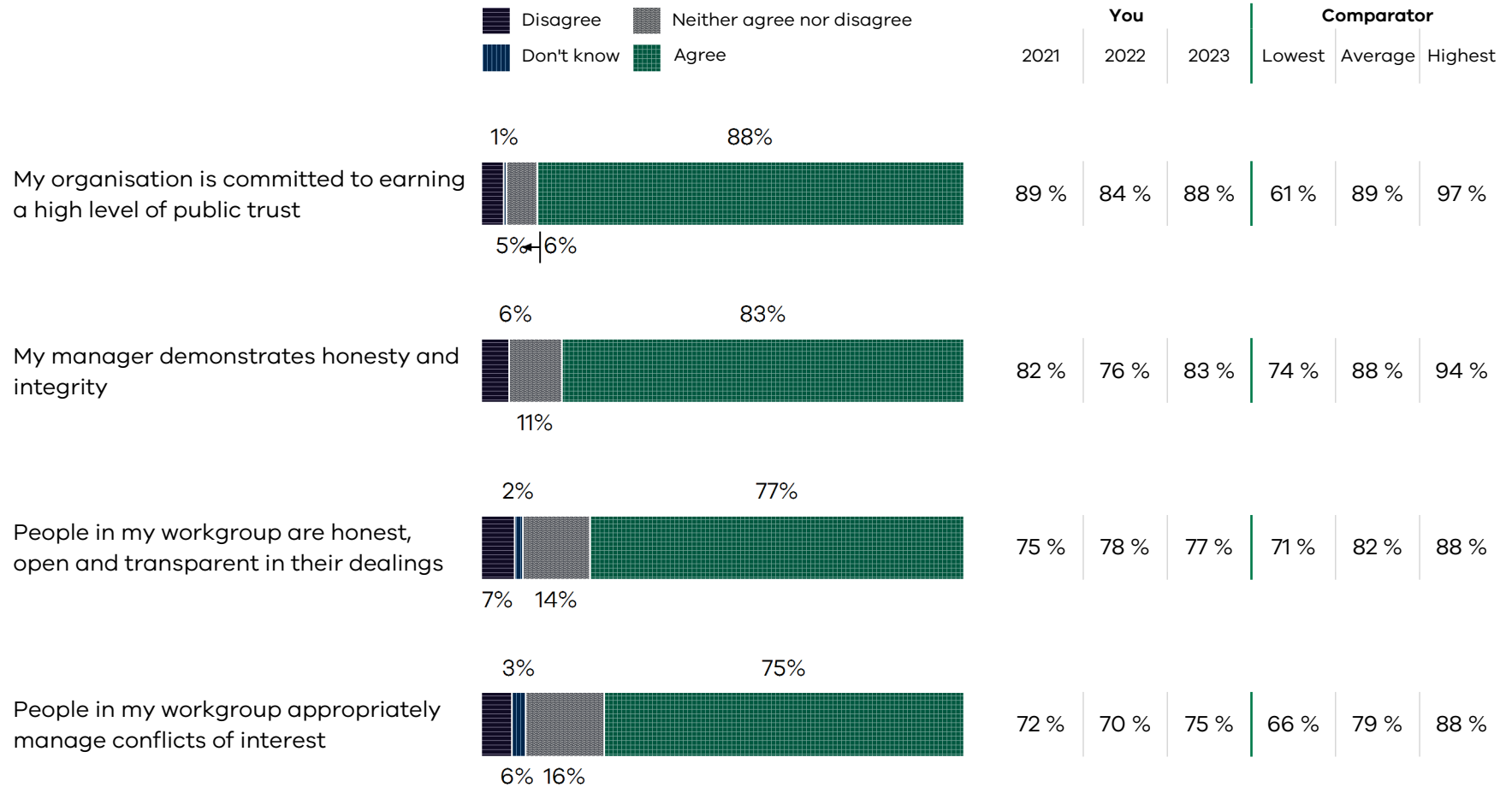Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

88% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.
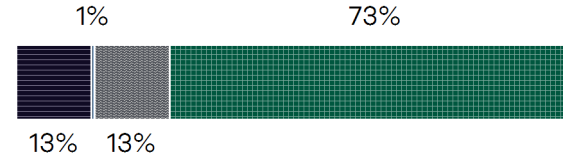
| Survey question | Your results | Benchmark agree results |

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

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My organisation is committed to earning a high level of public trust	1% Disagree, 5% Don't know, 6% Neither, 88% Agree	89 %	84 %	88 %	61 %	89 %	97 %
My manager demonstrates honesty and integrity	6% Neither, 11% , 83% Agree	82 %	76 %	83 %	74 %	88 %	94 %
People in my workgroup are honest, open and transparent in their dealings	2% , 7%, 14%, 77% Agree	75 %	78 %	77 %	71 %	82 %	88 %
People in my workgroup appropriately manage conflicts of interest	3% , 6%, 16%, 75% Agree	72 %	70 %	75 %	66 %	79 %	88 %

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

73% of staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.
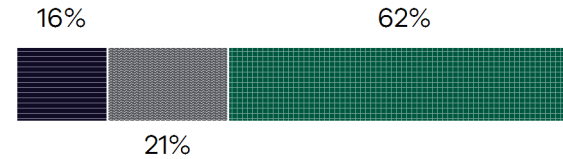
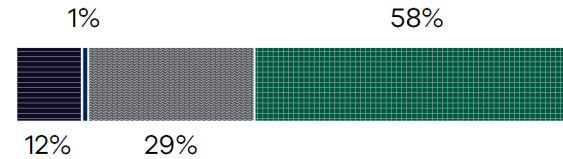| Survey question	Your results		Benchmark agree results					

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

Survey question	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My organisation does not tolerate improper conduct (13% / 13% / 73%, 1%)	66 %	59 %	73 %	65 %	79 %	87 %
I feel safe to challenge inappropriate behaviour at work (16% / 21% / 62%)	56 %	68 %	62 %	66 %	78 %	88 %
Senior leaders demonstrate honesty and integrity (12% / 29% / 58%, 1%)	52 %	64 %	58 %	52 %	72 %	84 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Impartiality

What this is

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

Why this is important

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

How to read this

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

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

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

Example

79% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.
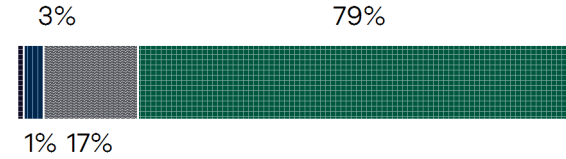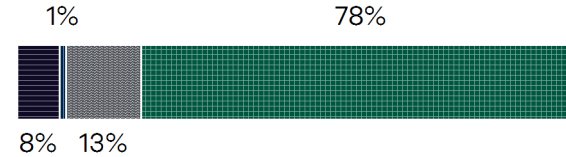
Survey question	Your results						

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

Survey question	Your results	2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup are politically impartial in their work	3% / 79% / 1% / 17%	71 %	73 %	79 %	72 %	82 %	89 %
My workgroup acts fairly and without bias	1% / 78% / 8% / 13%	Not asked	75 %	78 %	61 %	80 %	88 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

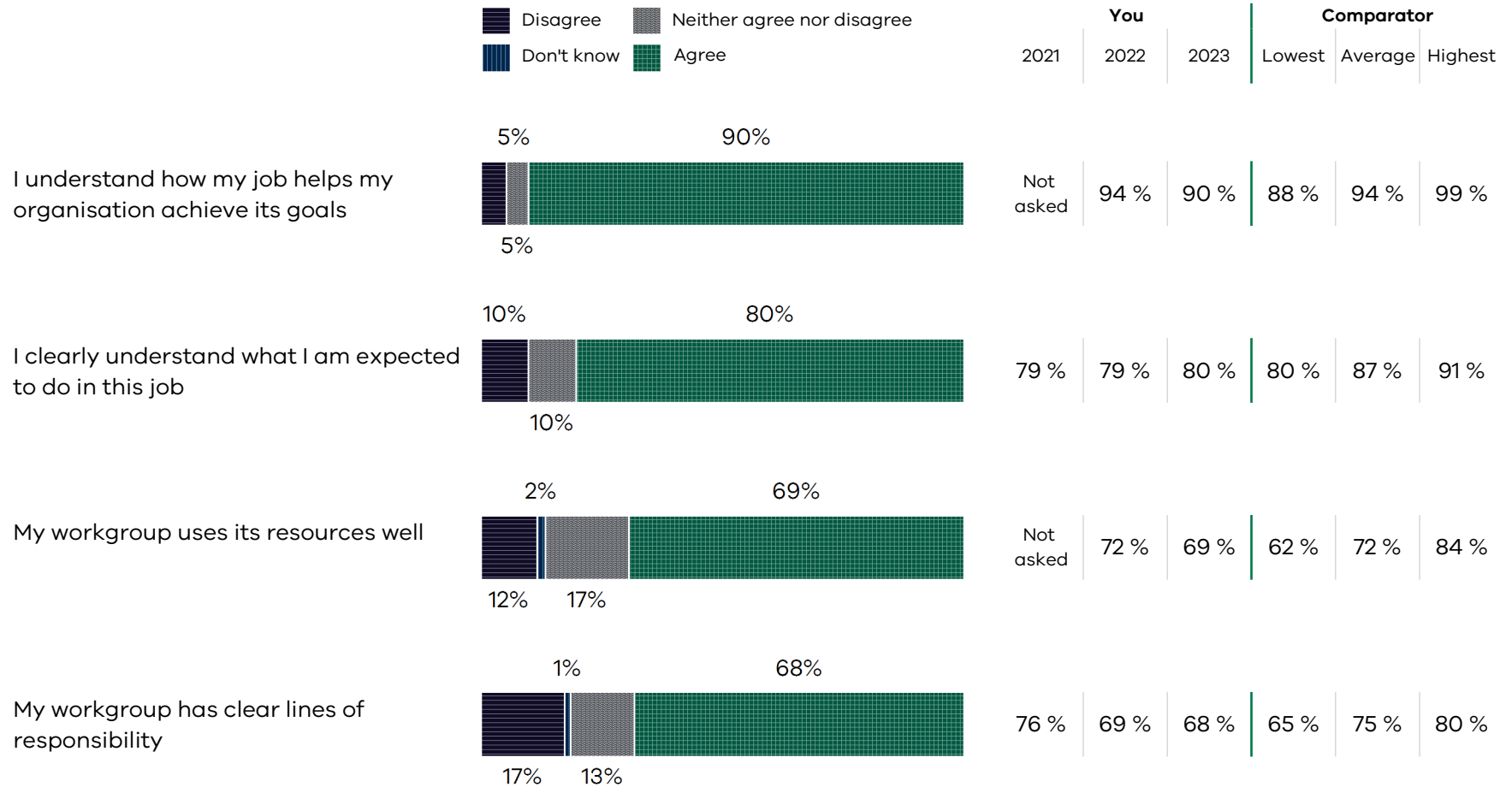Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

90% of staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.

Survey question	Your results		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
Legend: Disagree; Don't know; Neither agree nor disagree; Agree								
I understand how my job helps my organisation achieve its goals	5% / 5% / 90%	Not asked	94 %	90 %	88 %	94 %	99 %
I clearly understand what I am expected to do in this job	10% / 10% / 80%	79 %	79 %	80 %	80 %	87 %	91 %
My workgroup uses its resources well	12% / 2% / 17% / 69%	Not asked	72 %	69 %	62 %	72 %	84 %
My workgroup has clear lines of responsibility	17% / 1% / 13% / 68%	76 %	69 %	68 %	65 %	75 %	80 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

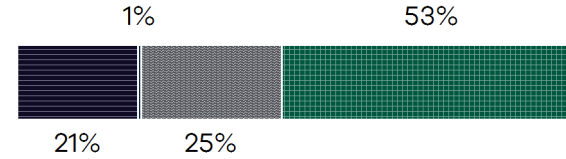Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

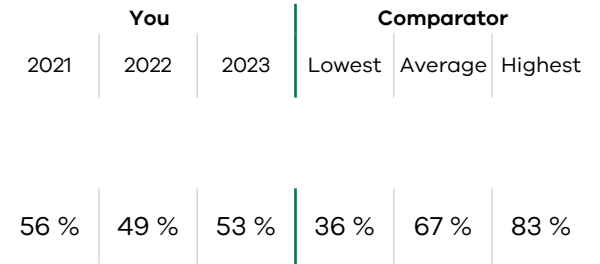53% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

- ▨ Disagree
- ▥ Don't know
- ▨ Neither agree nor disagree
- ▨ Agree

Senior leaders provide clear strategy and direction

1%   53%

21%   25%

Benchmark agree results

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
Senior leaders provide clear strategy and direction	56 %	49 %	53 %	36 %	67 %	83 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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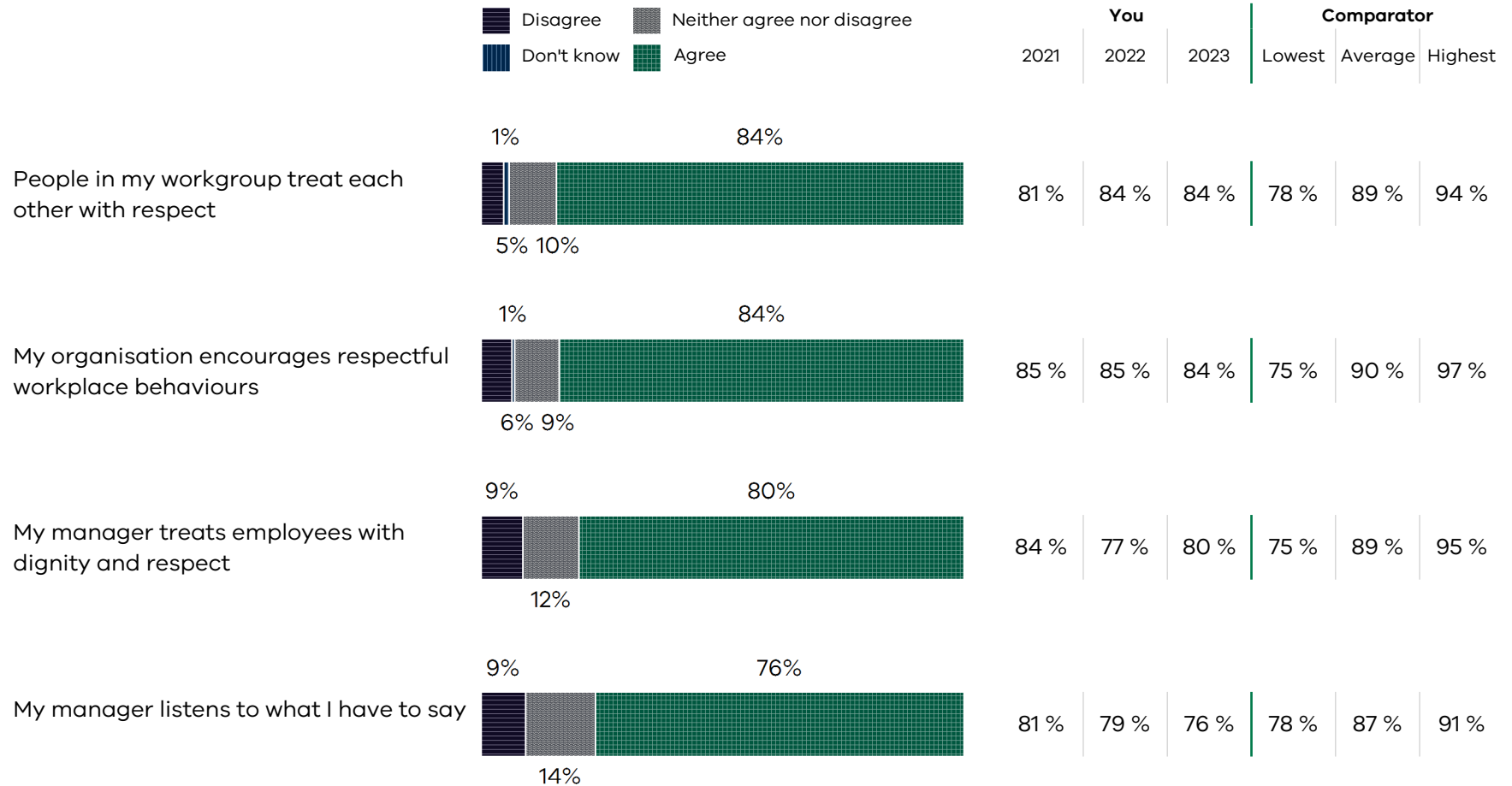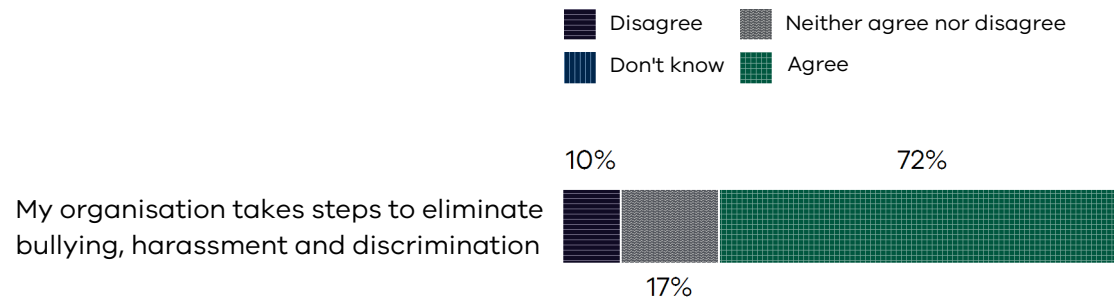
Example

84% of staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question	Your results	Benchmark agree results					
		You			**Comparator**		
		2021	2022	2023	Lowest	Average	Highest
People in my workgroup treat each other with respect	1% / 5% 10% / 84%	81 %	84 %	84 %	78 %	89 %	94 %
My organisation encourages respectful workplace behaviours	1% / 6% 9% / 84%	85 %	85 %	84 %	75 %	90 %	97 %
My manager treats employees with dignity and respect	9% / 12% / 80%	84 %	77 %	80 %	75 %	89 %	95 %
My manager listens to what I have to say	9% / 14% / 76%	81 %	79 %	76 %	78 %	87 %	91 %

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.
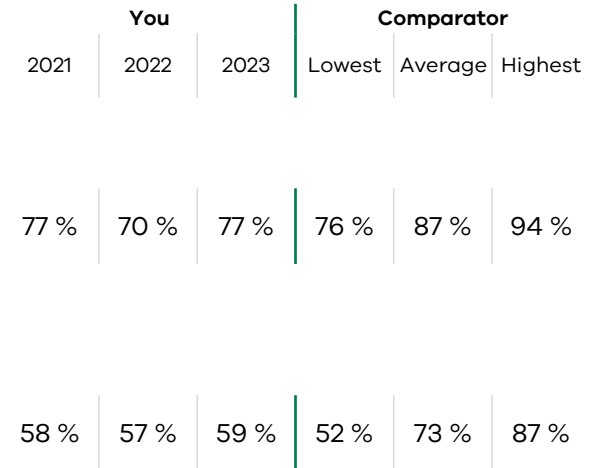
Example

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

Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My organisation takes steps to eliminate bullying, harassment and discrimination	10% / 17% / 72%	63 %	63 %	72 %	61 %	79 %	87 %

Public sector values

Leadership

What this is

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

Why this is important

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

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

How to read this

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

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

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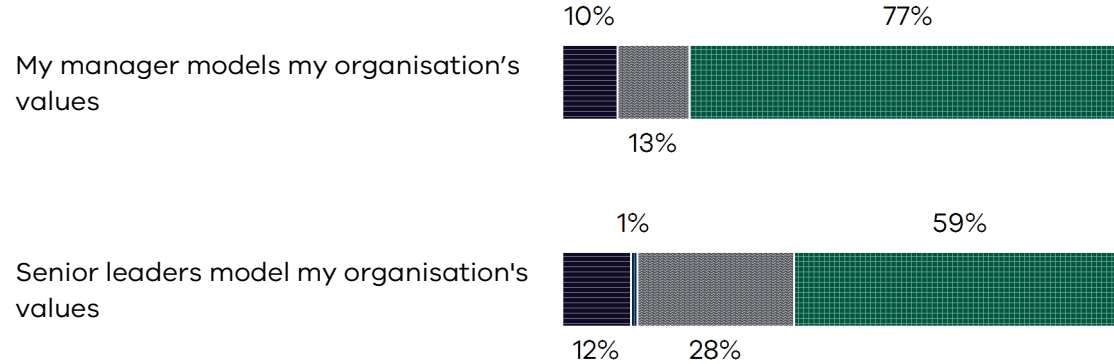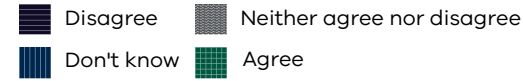
Example

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

Survey question	Your results										

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 models my organisation's values	10% / 13% / 77%	77 %	70 %	77 %	76 %	87 %	94 %
Senior leaders model my organisation's values	12% / 1% / 28% / 59%	58 %	57 %	59 %	52 %	73 %	87 %

Victorian Public Sector Commission · VICTORIA State Government

Public sector values

Human rights

What this is

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

Why this is important

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

How to read this

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

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

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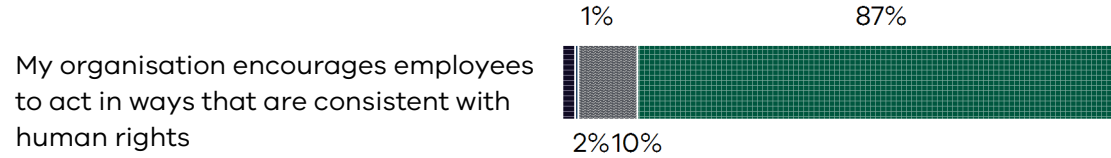
Example

87% 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

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

Benchmark agree results
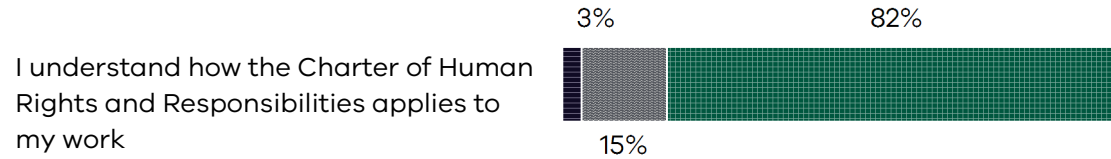
Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	1% ... 87% / 2% 10%	87 %	86 %	87 %	77 %	89 %	95 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	3% ... 82% / 15%	79 %	81 %	82 %	61 %	76 %	89 %

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
- Business units

Victorian Public Sector Commission

VICTORIA State Government

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.
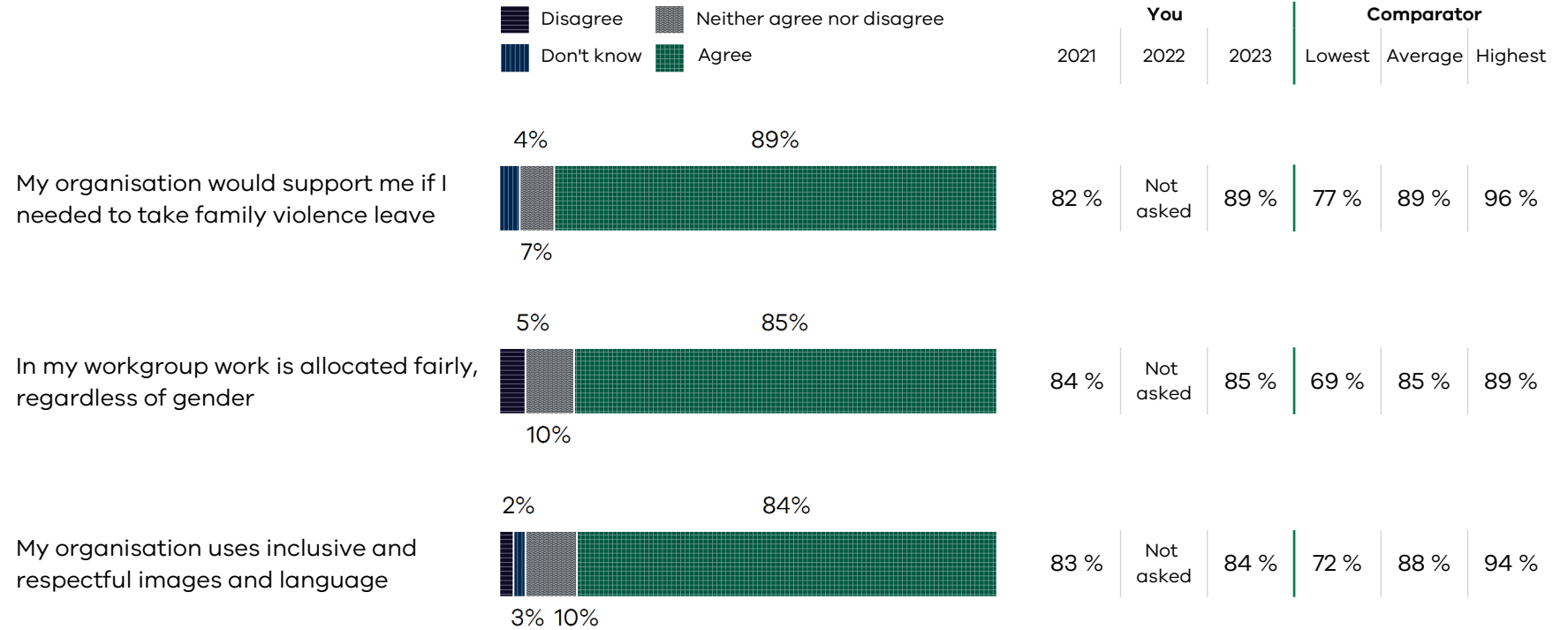
Example

89% of your staff who did the survey agreed or strongly agreed with 'My organisation would support me if I needed to take family violence leave'.

Survey question	Your results		You			Comparator		
			2021	2022	2023	Lowest	Average	Highest
My organisation would support me if I needed to take family violence leave	4% / 89% / 7%		82 %	Not asked	89 %	77 %	89 %	96 %
In my workgroup work is allocated fairly, regardless of gender	5% / 85% / 10%		84 %	Not asked	85 %	69 %	85 %	89 %
My organisation uses inclusive and respectful images and language	2% / 84% / 3% 10%		83 %	Not asked	84 %	72 %	88 %	94 %

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

Victorian Public Sector Commission · VICTORIA State Government

Topical questions

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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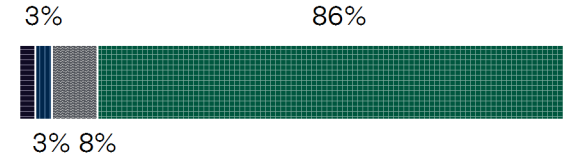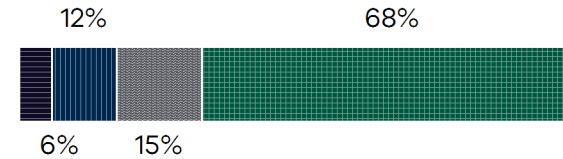
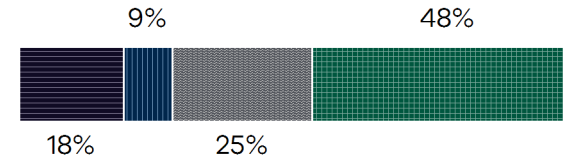## Survey question / Your results / Benchmark agree results

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

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
I understand how the Code of Conduct for Victorian public sector employees applies to my work (3%, 3% 8%, 86%)		Not asked	Not asked	86 %	73 %	83 %	95 %
I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration (12%, 6% 15%, 68%)		Not asked	Not asked	68 %	60 %	73 %	87 %
My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable) (18%, 9% 25%, 48%)		Not asked	Not asked	48 %	43 %	54 %	62 %

People matter survey

2023

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Demographics

- Age, gender, variations in sex characteristics and sexual orientation
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- Caring
- Business units

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	33	19%
35-54 years	85	49%
55+ years	25	14%
Prefer not to say	30	17%

How would you describe your gender?	(n)	%
Man	81	47%
Woman	60	35%
Prefer not to say	32	18%

Are you trans, non-binary or gender diverse?	(n)	%
No	149	86%
Prefer not to say	24	14%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	145	84%
Don't know	6	3%
Prefer not to say	22	13%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	134	77%
Prefer not to say	27	16%
Bisexual	6	3%
Asexual	4	2%
Gay or lesbian	1	1%
I use a different term	1	1%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**3**	2%
Non Aboriginal and/or Torres Strait Islander	**157**	91%
Prefer not to say	**13**	8%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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

Do you identify as a person with a disability?	(n)	%
Yes	**8**	5%
No	**150**	87%
Prefer not to say	**15**	9%

Demographics

Cultural diversity 1 of 2

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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

Country of birth	(n)	%
Born in Australia	**144**	83%
Not born in Australia	**12**	7%
Prefer not to say	**17**	10%

Language other than English spoken with family or community	(n)	%
Yes	**7**	4%
No	**156**	90%
Prefer not to say	**10**	6%

Demographics

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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

Cultural identity	(n)	%
Australian	**140**	81%
Prefer not to say	**18**	10%
English, Irish, Scottish and/or Welsh	**15**	9%
Aboriginal and/or Torres Strait Islander	**4**	2%
Other	**2**	1%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**2**	1%
New Zealander	**1**	1%

Religion	(n)	%
No religion	**88**	51%
Christianity	**52**	30%
Prefer not to say	**27**	16%
Other	**4**	2%
Buddhism	**1**	1%
Hinduism	**1**	1%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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

Working arrangement	(n)	%
Full-Time	**157**	91%
Part-Time	**16**	9%

Gross base salary (ongoing/fixed term only)	(n)	%
Prefer not to say	**31**	18%
Below $80k	**49**	29%
$80k to $120k	**66**	39%
$120k to $160k	**18**	11%
$160k to $200k	**2**	1%
$200k or more	**3**	2%

Organisational tenure	(n)	%
<1 year	**36**	21%
1 to less than 2 years	**23**	13%
2 to less than 5 years	**23**	13%
5 to less than 10 years	**42**	24%
10 to less than 20 years	**39**	23%
More than 20 years	**10**	6%

Management responsibility	(n)	%
Non-manager	**121**	70%
Other manager	**37**	21%
Manager of other manager(s)	**15**	9%

Employment type	(n)	%
Ongoing and executive	**155**	90%
Fixed term	**14**	8%
Other	**4**	2%

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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:

- 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.

Primary workplace location over the last 3 months	(n)	%
Rural	**94**	54%
Large regional city	**79**	46%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	**129**	75%
A frontline or service delivery location	**41**	24%
Home or private location	**34**	20%
A shared office space (where two or more organisations share the same workspace e.g. Gov hubs, suburban hubs etc.)	**5**	3%
Other	**4**	2%

Flexible work	(n)	%
Working from an alternative location (e.g. home, hub/shared work space)	**70**	40%
No, I do not use any flexible work arrangements	**58**	34%
Flexible start and finish times	**40**	23%
Working more hours over fewer days	**16**	9%
Part-time	**14**	8%
Other	**11**	6%
Using leave to work flexible hours	**10**	6%
Purchased leave	**4**	2%
Job sharing	**1**	1%

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Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

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Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	102	59%
Flexible working arrangements	59	34%
Physical modifications or improvements to the workplace	19	11%
Career development support strategies	4	2%
Accessible communications technologies	3	2%
Job redesign or role sharing	2	1%
Other	1	1%

Why did you make this request?	(n)	%
Work-life balance	48	68%
Health	22	31%
Family responsibilities	21	30%
Caring responsibilities	13	18%
Other	5	7%
Study commitments	3	4%
Disability	2	3%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	57	80%
The adjustments I needed were made but the process was unsatisfactory	7	10%
The adjustments I needed were not made	7	10%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

How we protect anonymity and privacy

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Caring responsibility	(n)	%
None of the above	**65**	38%
Primary school aged child(ren)	**40**	23%
Secondary school aged child(ren)	**36**	21%
Prefer not to say	**21**	12%
Child(ren) - younger than preschool age	**20**	12%
Preschool aged child(ren)	**13**	8%
Frail or aged person(s)	**9**	5%
Person(s) with a medical condition	**6**	3%
Person(s) with disability	**4**	2%
Person(s) with a mental illness	**4**	2%

Demographics

Business units

What is this

This shows the business unit in which your staff work.

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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Which of the following best describes the business unit in which you work	(n)	%
Sustainability	9	5%
Assets	28	16%
Customer Service	30	17%
Corporate	41	24%
Operations	65	38%

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