

# People matter survey

2023

Have your say



# 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

## 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 83% 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

## 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

### 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

## 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.



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



## Report overview

### Your comparator group 1 of 2

#### 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'.

CenITex

Commission for Children and Young People

Court Services Victoria

Emergency Services Superannuation Board

Essential Services Commission

Family Violence Prevention Agency

Game Management Authority

Independent Broad-based Anti-corruption Commission

Infrastructure Victoria

Labour Hire Licensing Authority

Major Transport Infrastructure Authority

Office of Public Prosecutions

Office of the Chief Parliamentary Counsel

Office of the Legal Services Commissioner

Office of the Ombudsman Victoria

Office of the Victorian Electoral Commissioner

Office of the Victorian Government Architect

Office of the Victorian Information Commissioner

Office of the Victorian Inspectorate

Portable Long Service Authority

Public Record Office Victoria

Safe Transport Victoria

Safer Care Victoria

Service Victoria

Suburban Rail Loop Authority

Victorian Auditor-General's Office

Victorian Disability Worker Commission

Victorian Equal Opportunity and Human Rights Commission

Victorian Fisheries Authority

Victorian Gambling and Casino Control Commission

Victorian Government Solicitor's Office

## Report overview

Your comparator group 2 of 2

### 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'.

Victorian Public Sector  
Commission

Victorian Responsible Gambling  
Foundation

Victorian Skills Authority

Wage Inspectorate Victoria

## 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

58%  
(29)

Comparator 53%  
Public Sector 42%

2023

60%  
(32)

Comparator 59%  
Public Sector 57%



# 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

## 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

79

Comparator 73  
Public Sector 68

2023

74

Comparator 71  
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 74.

#### 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.

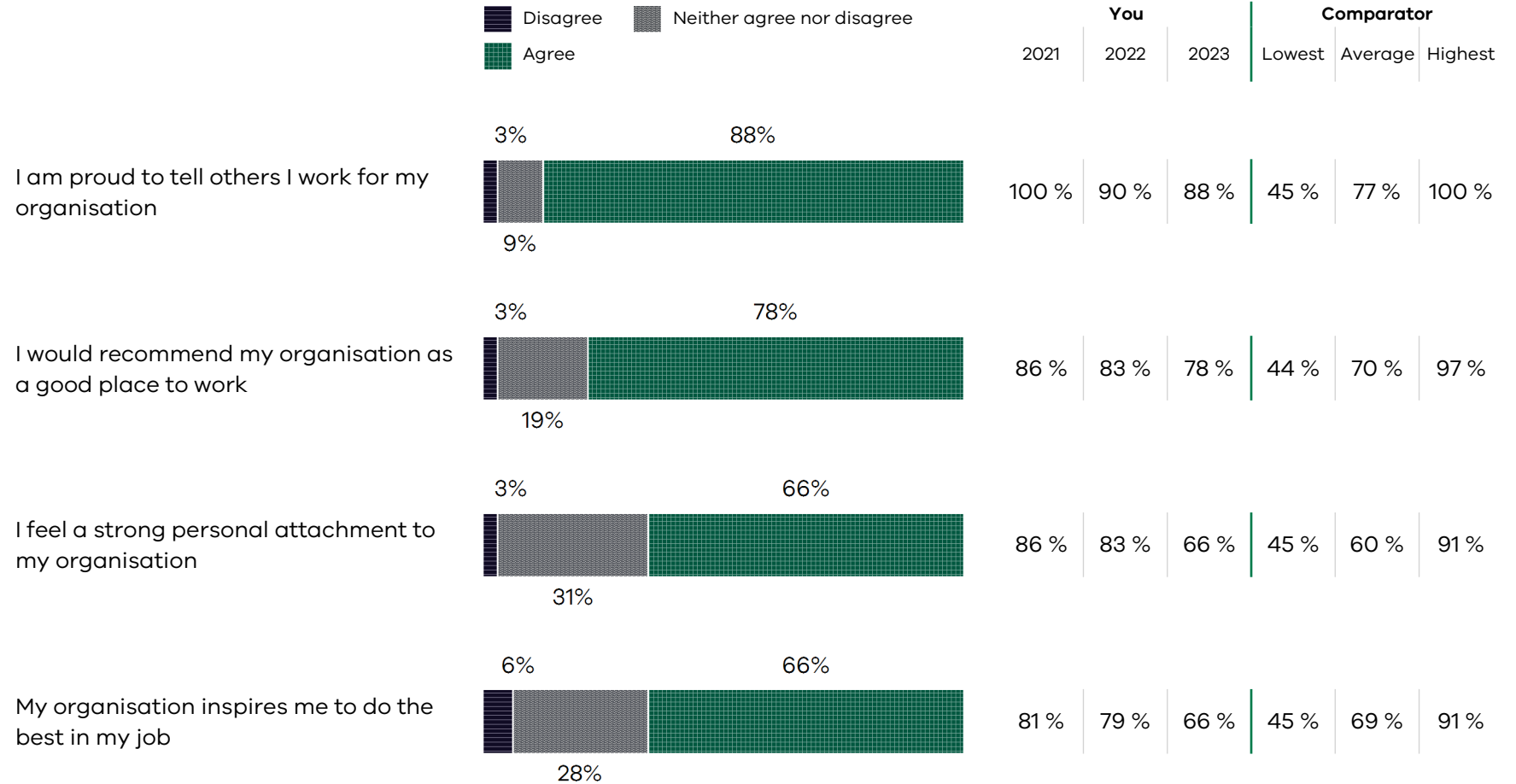
#### Example

88% 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



## 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 74.

#### 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.

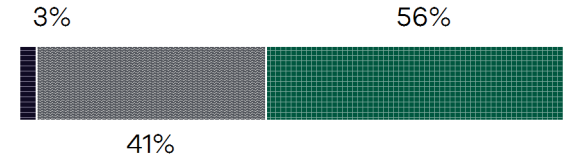
#### Example

56% of your staff who did the survey agreed or strongly agreed with 'My organisation motivates me to help achieve its objectives'.

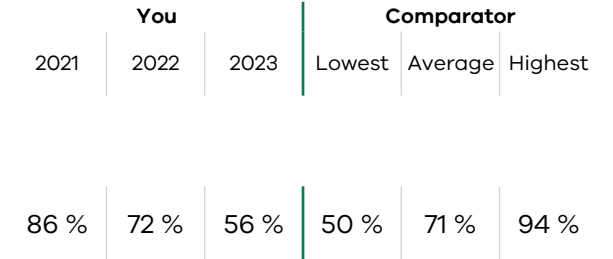
## Survey question

My organisation motivates me to help achieve its objectives

## Your results



## Benchmark agree results



## 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.

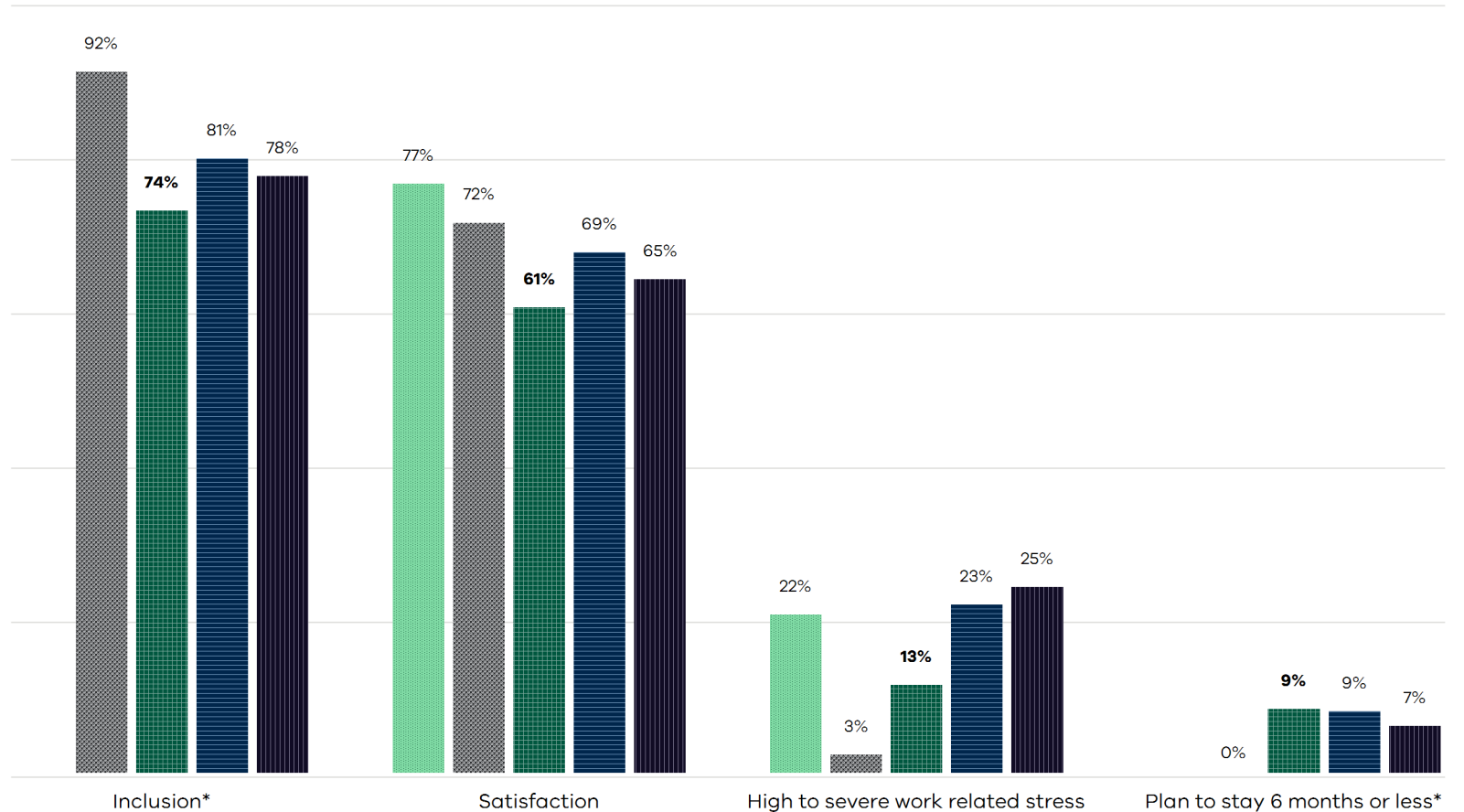
### Example

In 2023:

- 74% of your staff who did the survey responded positively to questions about Inclusion which is down from 92% in 2022.

Compared to:

- 81% 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

■ You 2021 ■ You 2022 ■ You 2023 ■ Comparator 2023 ■ Public sector 2023

## People outcomes

### Satisfaction question results

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

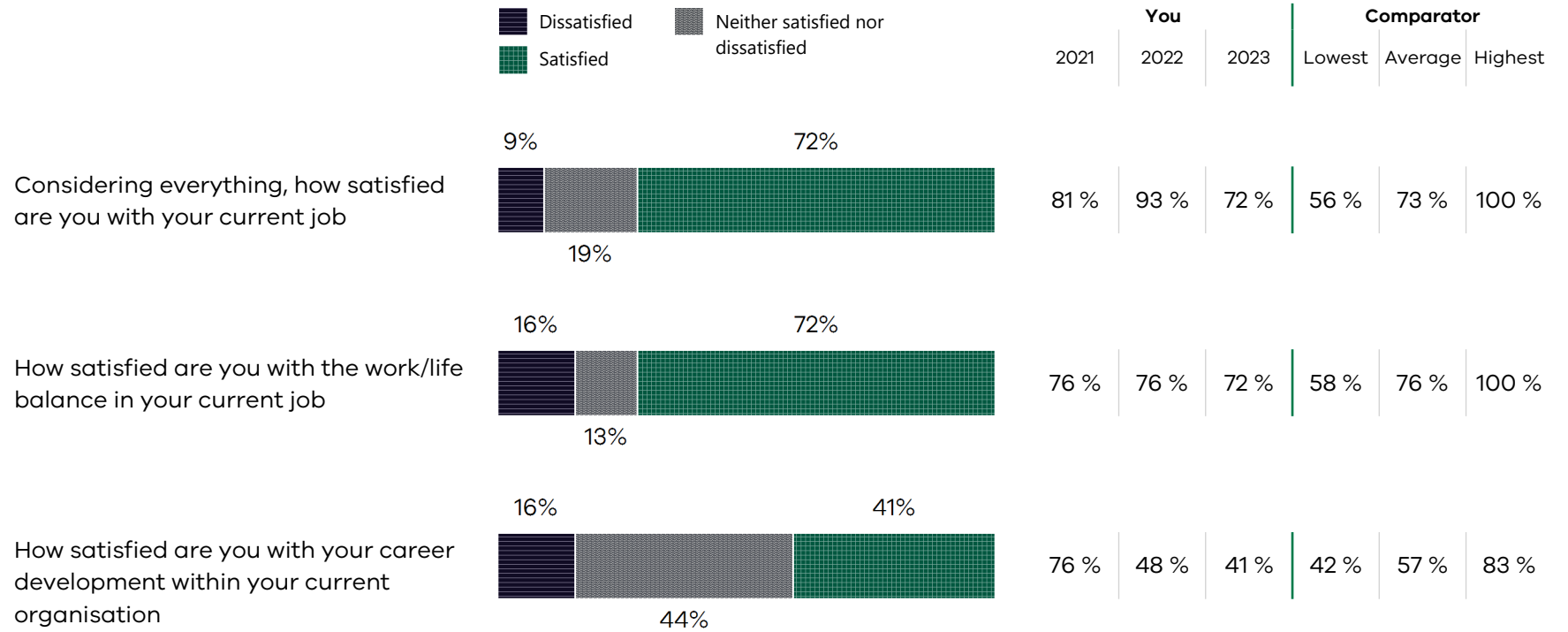
#### Example

72% 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



## 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.

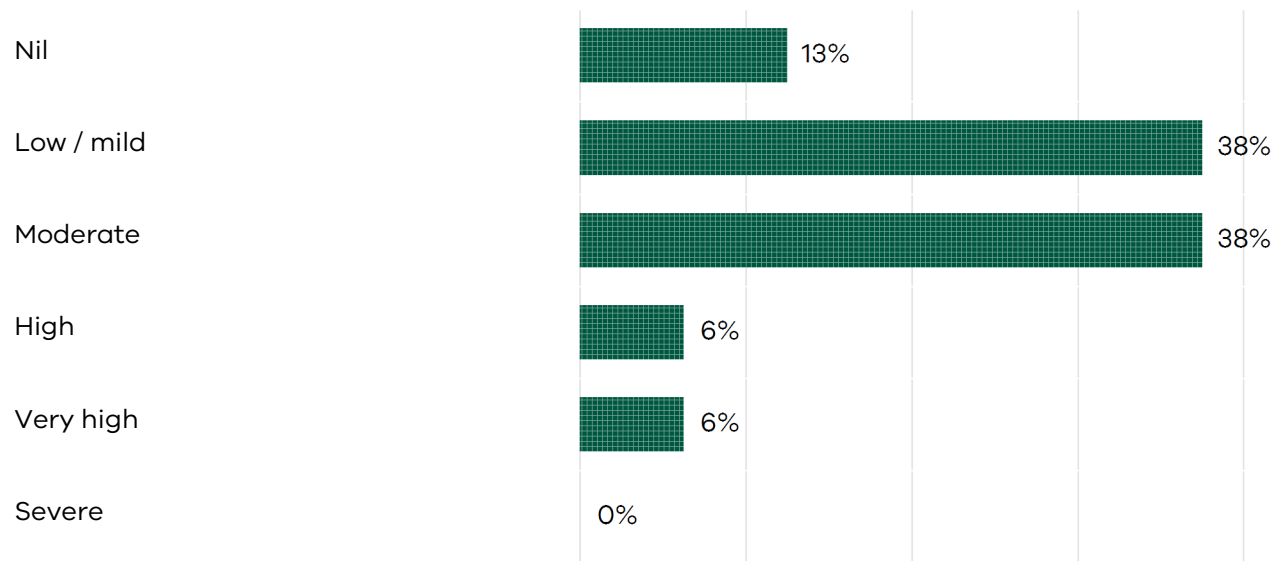
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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.

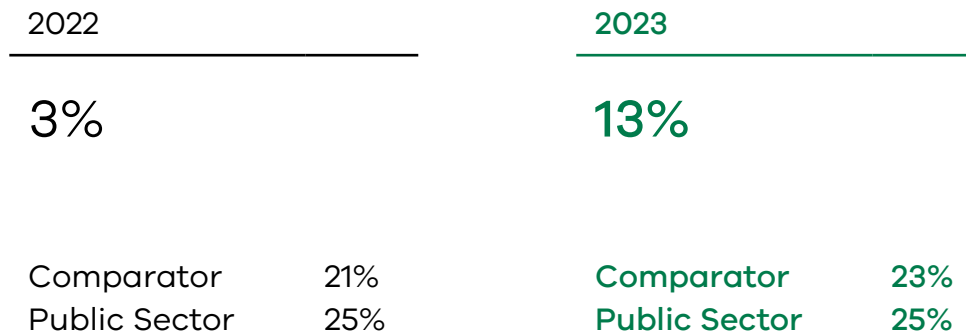
#### Example

13% of your staff who did the survey said they had high to severe stress in 2023. This is compared to 23% of staff in your comparator group and 25% of staff across the public sector.

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



### Reported levels of high to severe stress



## 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.

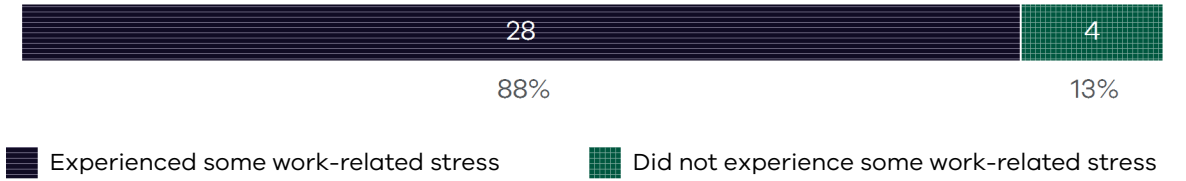
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

#### Example

88% of your staff who did the survey said they experienced mild to severe stress.

Of that 88%, 32% said the top reason was 'Unclear job expectations'.



| Of those that experienced work related stress it was from ...                          | You 2022 | You 2023 | Comparator 2023 | Public sector 2023 |
|--|----------|----------|-----------------|--------------------|
| Unclear job expectations   | 23%      | 32%      | 14%             | 14%                |
| Workload   | 42%      | 29%      | 45%             | 49%                |
| Competing home and work responsibilities   | 27%      | 21%      | 13%             | 14%                |
| Management of work (e.g. supervision, training, information, support)                  | 12%      | 21%      | 11%             | 13%                |
| Time pressure  | 35%      | 21%      | 42%             | 41%                |
| Work schedule or hours   | 15%      | 18%      | 4%              | 7%                 |
| Job security   | 4%       | 14%      | 15%             | 11%                |
| Social environment (e.g. relationships with colleagues, manager and/or senior leaders) | 12%      | 14%      | 10%             | 11%                |
| Dealing with clients, patients or stakeholders   | 0%       | 11%      | 17%             | 15%                |
| Ability to choose how my work is done  | 8%       | 7%       | 6%              | 5%                 |



## 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

6% 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                                    | 0%       | 9%       | 9%              | 7%                 |
| Over 6 months and up to 1 year                      | 7%       | 6%       | 13%             | 10%                |
| Over 1 year and up to 3 years                       | 28%      | 16%      | 31%             | 24%                |
| Over 3 years and up to 5 years                      | 10%      | 9%       | 17%             | 15%                |
| Over 5 years  | 55%      | 59%      | 31%             | 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.

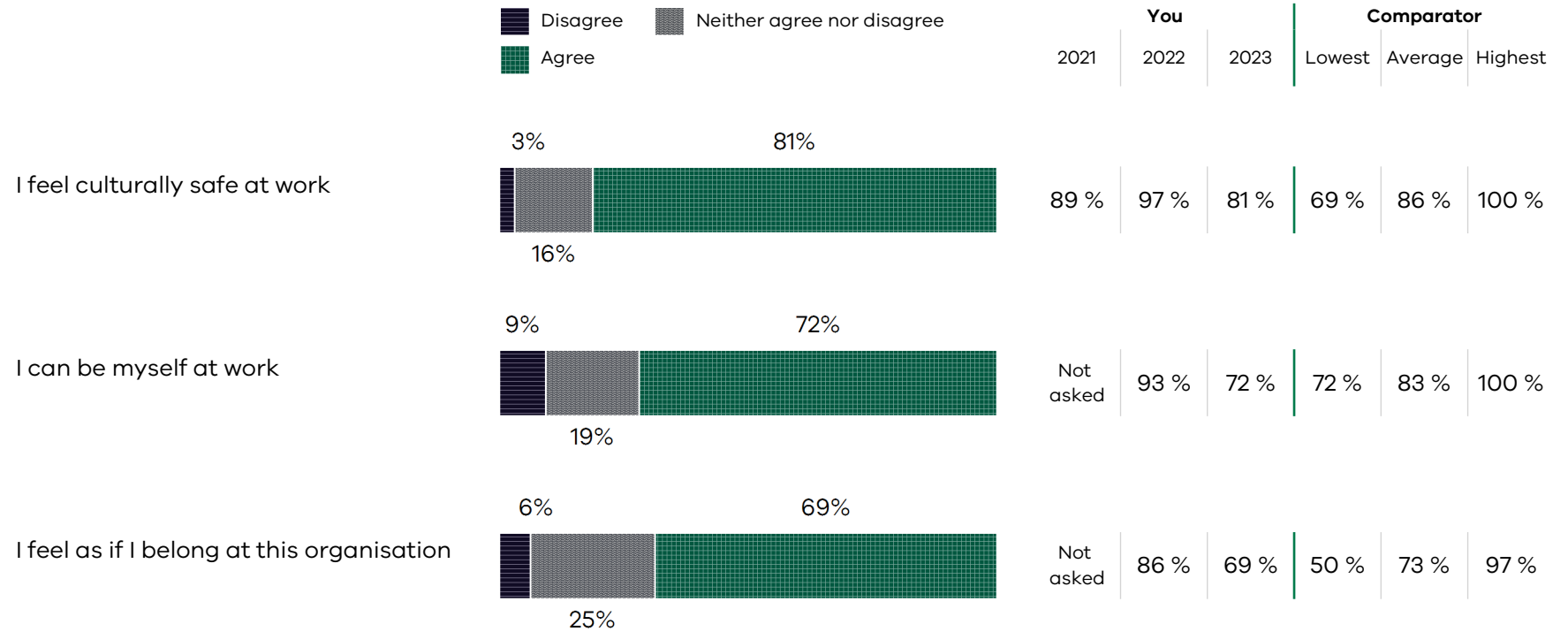
#### Example

81% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

### Survey question

### Your results

### Benchmark agree results



## 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

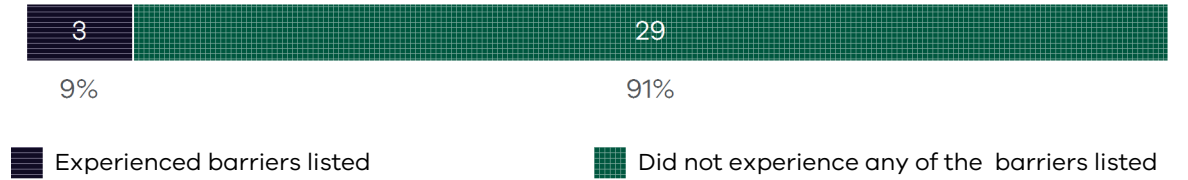
In the survey, we ask staff to select from a list, any barriers they have experienced and believe to have hindered their success at work. They can select more than one option.

#### Why there are no further details

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

No response option has 10 or more responses.

Staff who experienced one or more barriers to success at work



## 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

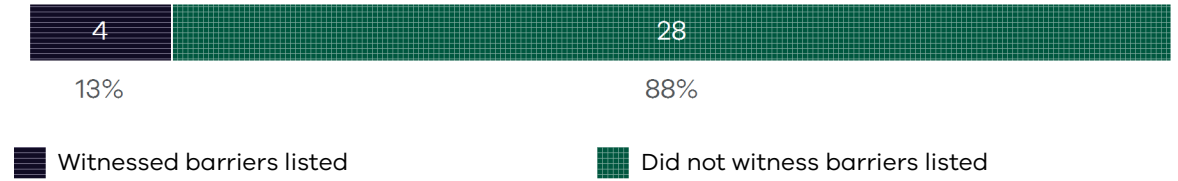
In the survey, we ask staff to choose from a list, any barriers that they may have witnessed that hinder the success of other employees at work. They can select more than one option.

#### Why there are no further details

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

No response option has 10 or more responses

Staff who witnessed one or more barriers to success at work



## 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

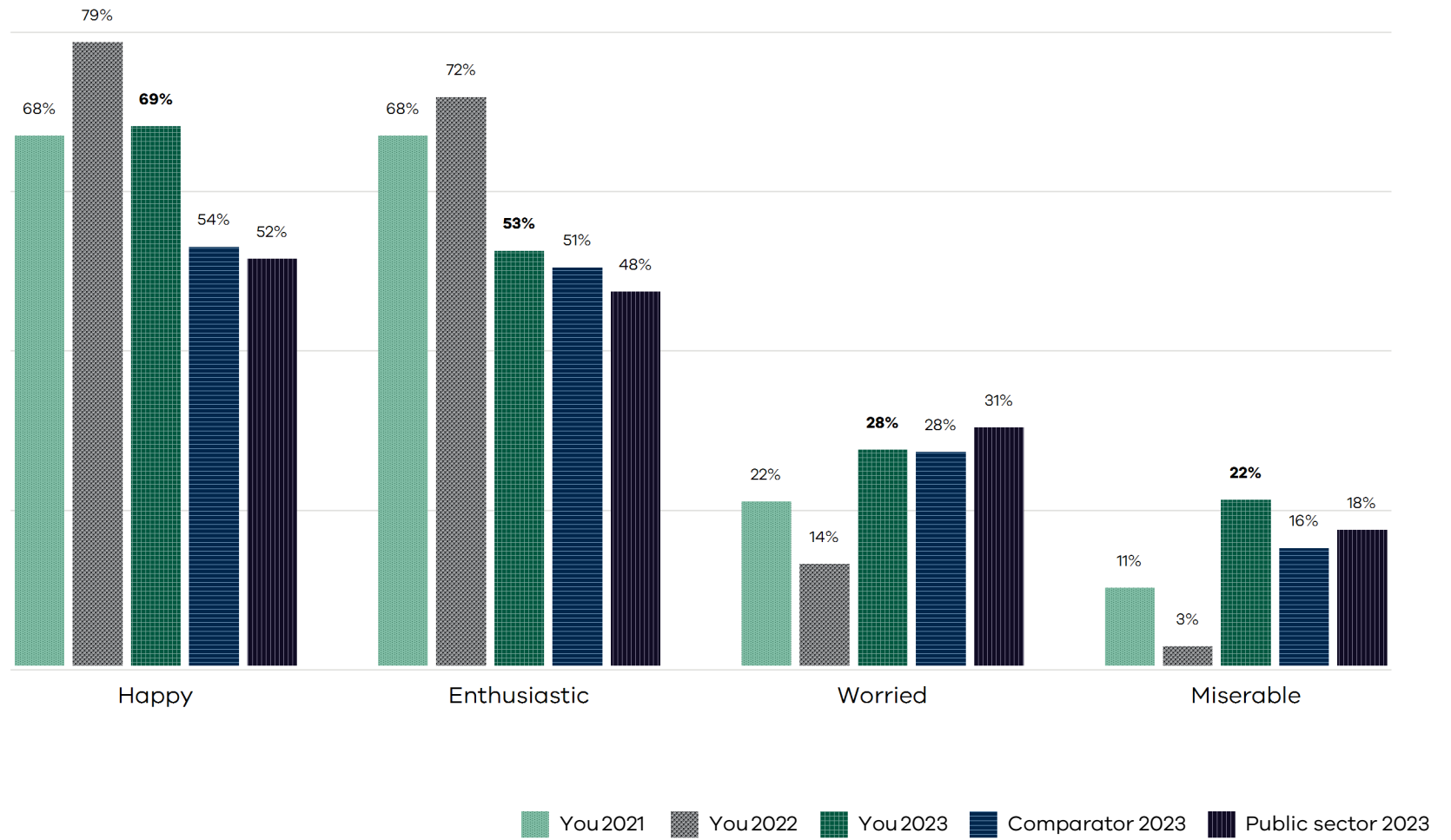
In 2023:

- 69% of your staff who did the survey said work made them feel happy in 2023, which is down from 79% in 2022

Compared to:

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

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



## 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.

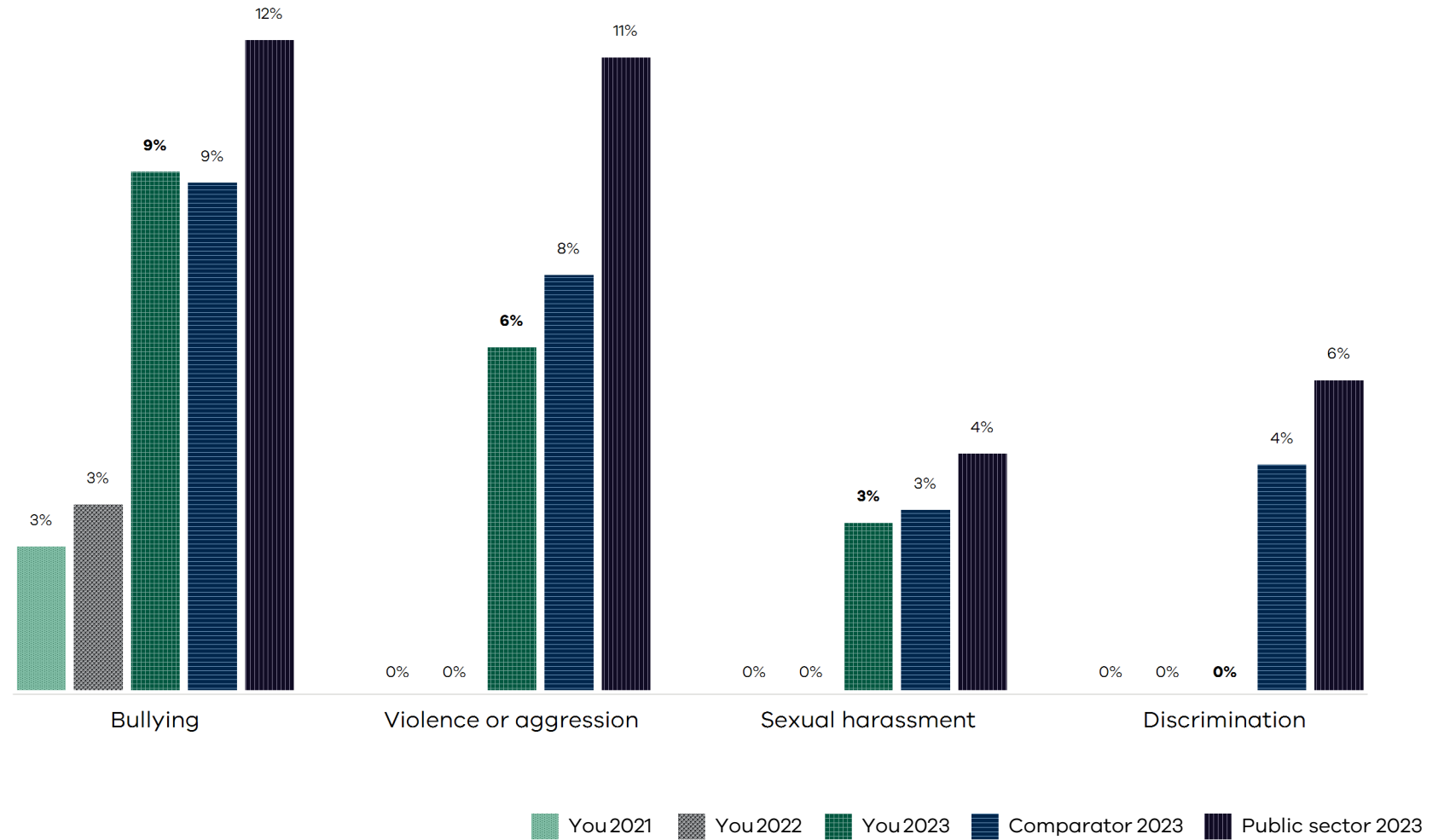
#### Example

In 2023:

- 9% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is up from 3% in 2022.

Compared to:

- 9% of staff at your comparator and 12% of staff across the public sector.



## 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.

#### Why there is no data here

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

We do this to protect the respondents.

## 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

### 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.

#### Why there is no data here

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

We do this to protect the respondents.

## 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

22% of your staff who did the survey said they witnessed some negative behaviour at work.

78% 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?



### 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 | 78%      | 85%             | 81%                |
| Bullying of a colleague                              | 16%      | 11%             | 13%                |
| Discrimination against a colleague                   | 6%       | 6%              | 7%                 |
| Violence or aggression against a colleague           | 6%       | 2%              | 3%                 |

# 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

## 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 'Flexible working', the 'You 2023' column shows 94% of your staff agreed with 'My manager supports working flexibly'.

In the 'Change from 2022' column, you have a 8% increase, which is a positive trend.

| Question group                      | Highest scoring questions   | You 2023 | Change from 2022  | Comparator 2023 |
|-------------------------------------|---|----------|-------------------|-----------------|
| Flexible working                    | My manager supports working flexibly  | 94%      | +8%               | 90%             |
| Collaboration                       | I am able to work effectively with others outside my immediate workgroup                  | 94%      | -3%               | 85%             |
| Organisational integrity            | My organisation encourages employees to act in ways that are consistent with human rights | 94%      | +8%               | 86%             |
| Organisational integrity            | My organisation is committed to earning a high level of public trust                      | 94%      | -3%               | 84%             |
| Gender equality supporting measures | My organisation uses inclusive and respectful images and language                         | 91%      | Not asked in 2022 | 87%             |
| Gender equality supporting measures | My organisation would support me if I needed to take family violence leave                | 91%      | Not asked in 2022 | 84%             |
| Job enrichment                      | I can use my skills and knowledge in my job   | 88%      | -9%               | 90%             |
| Job enrichment                      | I understand how my job helps my organisation achieve its goals                           | 88%      | -6%               | 92%             |
| Meaningful work                     | I can make a worthwhile contribution at work  | 88%      | -2%               | 92%             |
| Engagement                          | I am proud to tell others I work for my organisation                                      | 88%      | -2%               | 77%             |

## 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 'Learning and development', the 'You 2023' column shows 31% of your staff agreed with 'I am satisfied with the opportunities to progress in my organisation'.

In the 'Change from 2022' column, you have a 14% decrease, which is a negative trend.

| Question subgroup        | Lowest scoring questions   | You 2023 | Change from 2022 | Comparator 2023 |
|--------------------------|--|----------|------------------|-----------------|
| Learning and development | I am satisfied with the opportunities to progress in my organisation                             | 31%      | -14%             | 46%             |
| Taking action            | My organisation has made improvements based on the survey results from last year                 | 31%      | -10%             | 40%             |
| Organisational integrity | I have an equal chance at promotion in my organisation   | 41%      | -11%             | 52%             |
| Satisfaction             | How satisfied are you with your career development within your current organisation              | 41%      | -8%              | 57%             |
| Organisational integrity | I believe the promotion processes in my organisation are fair                                    | 44%      | -11%             | 47%             |
| Taking action            | I believe my organisation will make improvements based on the results of this survey             | 44%      | -15%             | 56%             |
| Safety climate           | My organisation has effective procedures in place to support employees who may experience stress | 47%      | -5%              | 54%             |
| Organisational integrity | I believe the recruitment processes in my organisation are fair                                  | 50%      | -22%             | 65%             |
| Safety climate           | All levels of my organisation are involved in the prevention of stress                           | 50%      | +5%              | 54%             |
| Safety climate           | In my workplace, there is good communication about psychological safety issues that affect me    | 50%      | -16%             | 58%             |

## 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 'Quality service delivery', the 'You 2023' column shows 78% of your staff agreed with 'My workgroup acts fairly and without bias'.

In the 'Increase from 2022' column, you have a 20% increase, which is a positive trend.

| Question group           | Most improved from last year  | You 2023 | Increase from 2022 | Comparator 2023 |
|--------------------------|---|----------|--------------------|-----------------|
| Quality service delivery | My workgroup acts fairly and without bias   | 78%      | +20%               | 81%             |
| Workgroup support        | People in my workgroup are honest, open and transparent in their dealings                 | 78%      | +9%                | 83%             |
| Flexible working         | My manager supports working flexibly  | 94%      | +8%                | 90%             |
| Organisational integrity | My organisation encourages employees to act in ways that are consistent with human rights | 94%      | +8%                | 86%             |
| Quality service delivery | My workgroup has clear lines of responsibility  | 72%      | +6%                | 74%             |
| Quality service delivery | My workgroup uses its resources well  | 75%      | +6%                | 71%             |
| Human rights             | I understand how the Charter of Human Rights and Responsibilities applies to my work      | 81%      | +5%                | 78%             |
| Workgroup support        | People in my workgroup work together effectively to get the job done                      | 81%      | +5%                | 86%             |
| Safety climate           | All levels of my organisation are involved in the prevention of stress                    | 50%      | +5%                | 54%             |
| Quality service delivery | My workgroup provides high quality advice and services                                    | 84%      | +2%                | 86%             |

## 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 'Organisational integrity', the 'You 2023' column shows 50% of your staff agreed with 'I believe the recruitment processes in my organisation are fair'. In the 'Decrease from 2022' column, you have a 22% decrease, which is a negative trend.

| Question subgroup        | Largest decline from last year  | You 2023 | Decrease from 2022 | Comparator 2023 |
|--------------------------|---|----------|--------------------|-----------------|
| Organisational integrity | I believe the recruitment processes in my organisation are fair                               | 50%      | -22%               | 65%             |
| Satisfaction             | Considering everything, how satisfied are you with your current job                           | 72%      | -21%               | 73%             |
| Inclusion                | I can be myself at work   | 72%      | -21%               | 83%             |
| Inclusion                | I feel as if I belong at this organisation  | 69%      | -17%               | 73%             |
| Meaningful work          | I get a sense of accomplishment from my work  | 69%      | -17%               | 83%             |
| Organisational integrity | My organisation does not tolerate improper conduct  | 69%      | -17%               | 75%             |
| Engagement               | I feel a strong personal attachment to my organisation  | 66%      | -17%               | 60%             |
| Manager support          | I receive meaningful recognition when I do good work  | 59%      | -16%               | 69%             |
| Engagement               | My organisation motivates me to help achieve its objectives                                   | 56%      | -16%               | 71%             |
| Safety climate           | In my workplace, there is good communication about psychological safety issues that affect me | 50%      | -16%               | 58%             |

## Key differences

### Biggest positive difference from comparator

#### What this is

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

#### How to read this

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

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

#### Example

On the first row 'Other questions', the 'You 2023' column shows 88% of your staff agreed with 'I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration'.

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

| Question group                      | Biggest positive difference from comparator   | You 2023 | Difference | Comparator 2023 |
|-------------------------------------|---|----------|------------|-----------------|
| Other questions                     | I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration | 88%      | +16%       | 71%             |
| Collaboration                       | Workgroups across my organisation willingly share information with each other   | 78%      | +13%       | 65%             |
| Engagement                          | I am proud to tell others I work for my organisation  | 88%      | +10%       | 77%             |
| Organisational integrity            | My organisation is committed to earning a high level of public trust  | 94%      | +10%       | 84%             |
| Collaboration                       | I am able to work effectively with others outside my immediate workgroup  | 94%      | +9%        | 85%             |
| Organisational integrity            | My organisation encourages employees to act in ways that are consistent with human rights                                     | 94%      | +8%        | 86%             |
| Safety climate                      | Senior leaders show support for stress prevention through involvement and commitment  | 66%      | +8%        | 58%             |
| Senior leadership                   | Senior leaders demonstrate honesty and integrity  | 81%      | +8%        | 74%             |
| Engagement                          | I would recommend my organisation as a good place to work   | 78%      | +8%        | 70%             |
| Gender equality supporting measures | My organisation would support me if I needed to take family violence leave  | 91%      | +7%        | 84%             |



## 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 'Manager support', the 'You 2023' column shows 69% of your staff agreed with 'I can discuss problems or issues with my manager'.

The 'difference' column, shows that agreement for this question was 17 percentage points lower in your organisation than in your comparator.

| Question subgroup        | Biggest negative difference from comparator   | You 2023 | Difference | Comparator 2023 |
|--------------------------|---|----------|------------|-----------------|
| Manager support          | I can discuss problems or issues with my manager                                    | 69%      | -17%       | 85%             |
| Job enrichment           | I have a say in how I do my work  | 63%      | -17%       | 79%             |
| Satisfaction             | How satisfied are you with your career development within your current organisation | 41%      | -16%       | 57%             |
| Organisational integrity | I believe the recruitment processes in my organisation are fair                     | 50%      | -15%       | 65%             |
| Learning and development | I am satisfied with the opportunities to progress in my organisation                | 31%      | -15%       | 46%             |
| Engagement               | My organisation motivates me to help achieve its objectives                         | 56%      | -15%       | 71%             |
| Manager support          | My manager listens to what I have to say  | 72%      | -15%       | 87%             |
| Workgroup support        | People in my workgroup appropriately manage conflicts of interest                   | 66%      | -15%       | 80%             |
| Meaningful work          | I get a sense of accomplishment from my work  | 69%      | -14%       | 83%             |
| Learning and development | I am developing and learning in my role   | 63%      | -14%       | 76%             |

# 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

## 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

44% 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'.

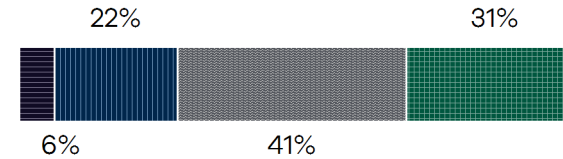
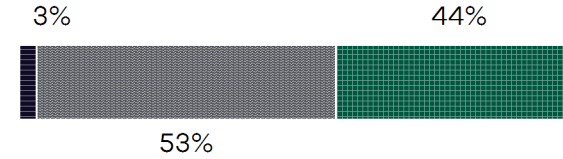
## Survey question

## Your results

## Benchmark agree results

I believe my organisation will make improvements based on the results of this survey

My organisation has made improvements based on the survey results from last year



|  | You       |      |      | Comparator |         |         |
|--|-----------|------|------|------------|---------|---------|
|  | 2021      | 2022 | 2023 | Lowest     | Average | Highest |
| I believe my organisation will make improvements based on the results of this survey | Not asked | 59 % | 44 % | 26 %       | 56 %    | 94 %    |
| My organisation has made improvements based on the survey results from last year     | Not asked | 41 % | 31 % | 20 %       | 40 %    | 80 %    |

# 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

## 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.

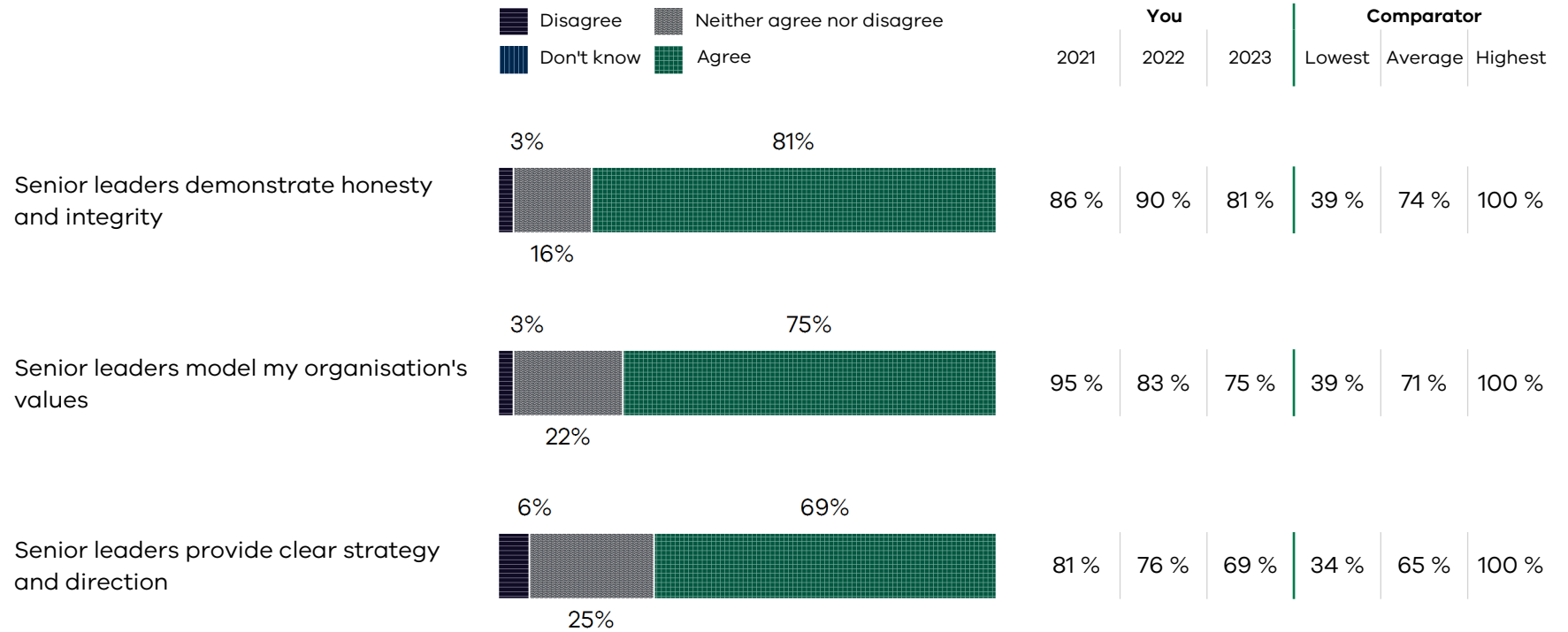
#### Example

81% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

### Survey question

### Your results

### Benchmark agree results



# 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

# 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.

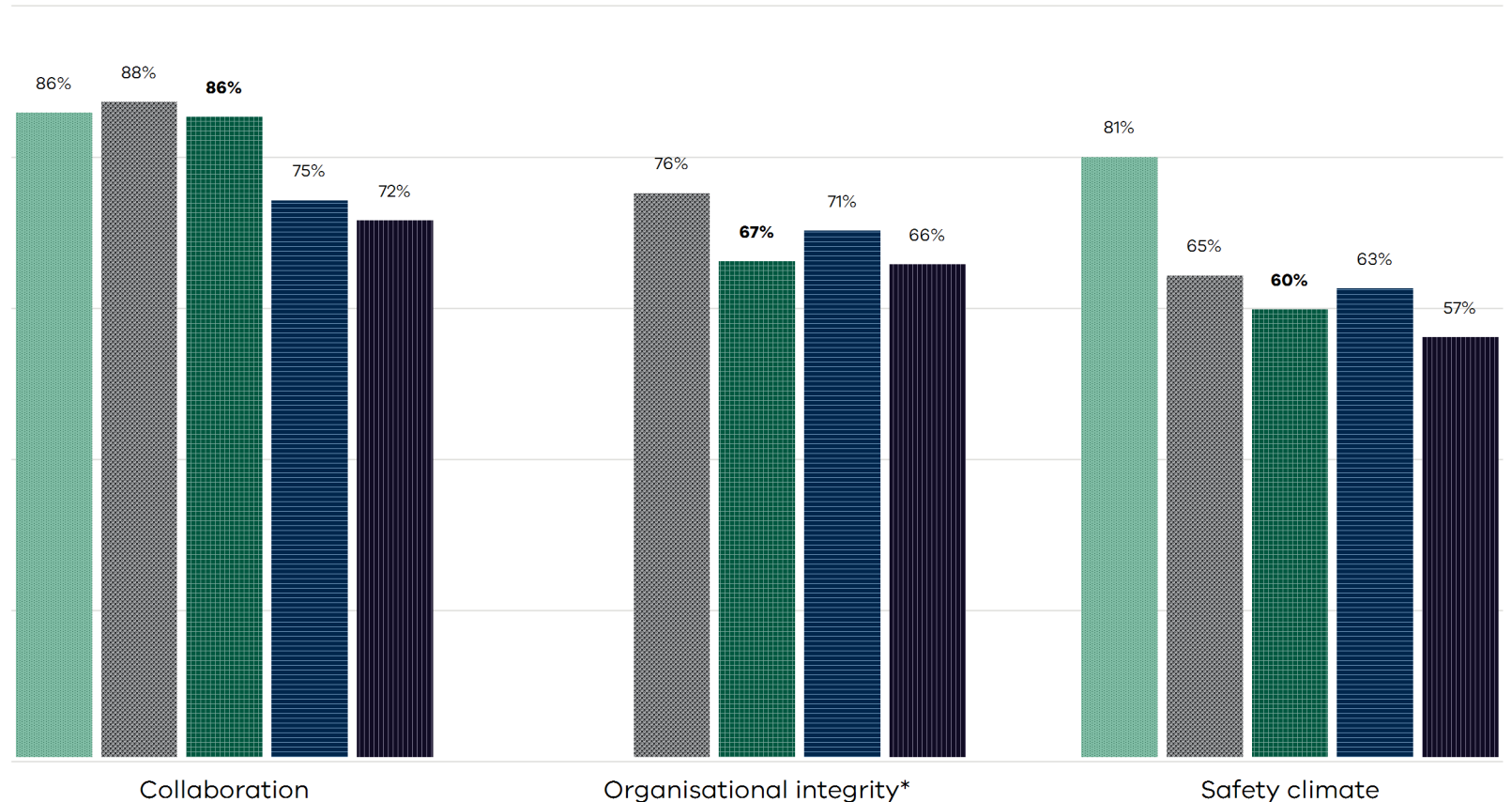
### Example

In 2023:

- 86% of your staff who did the survey responded positively to questions about Collaboration which is down from 88% in 2022.

Compared to:

- 75% 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

■ You 2021 ■ You 2022 ■ You 2023 ■ Comparator 2023 ■ Public sector 2023

## 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

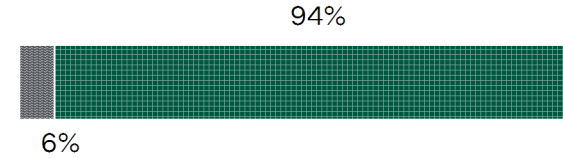
94% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

### Survey question

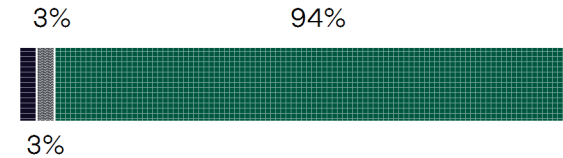
### Your results



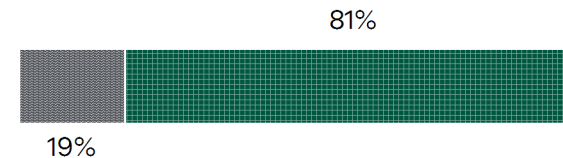
My organisation encourages employees to act in ways that are consistent with human rights



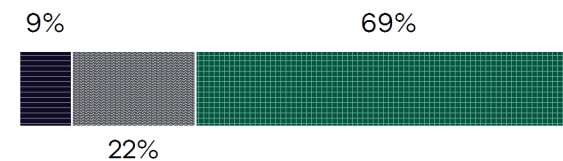
My organisation is committed to earning a high level of public trust



My organisation encourages respectful workplace behaviours



My organisation does not tolerate improper conduct



### Benchmark agree results

|   | You   |      |      | Comparator |         |         |
|---|-------|------|------|------------|---------|---------|
|   | 2021  | 2022 | 2023 | Lowest     | Average | Highest |
| My organisation encourages employees to act in ways that are consistent with human rights | 97 %  | 86 % | 94 % | 63 %       | 86 %    | 100 %   |
| My organisation is committed to earning a high level of public trust                      | 100 % | 97 % | 94 % | 53 %       | 84 %    | 100 %   |
| My organisation encourages respectful workplace behaviours                                | 100 % | 86 % | 81 % | 63 %       | 86 %    | 100 %   |
| My organisation does not tolerate improper conduct  | 95 %  | 86 % | 69 % | 48 %       | 75 %    | 94 %    |



## 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.

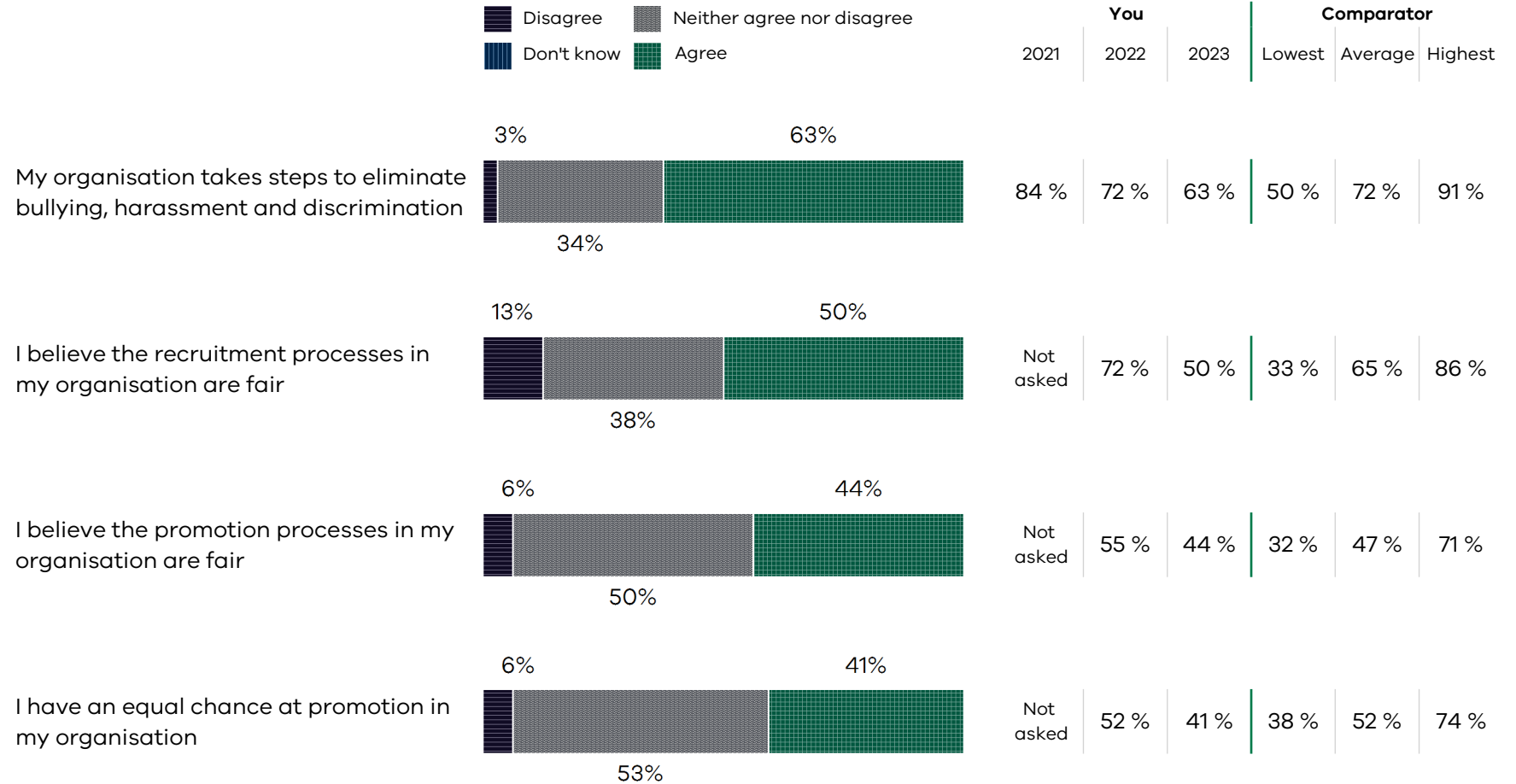
#### Example

63% 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



## 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

94% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

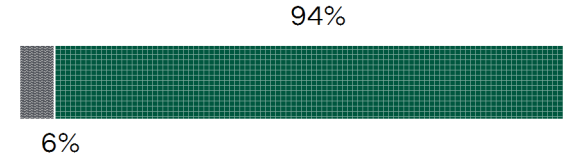
### Survey question

### Your results

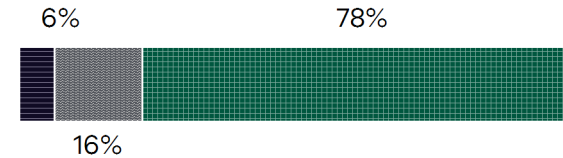
### Benchmark agree results



I am able to work effectively with others outside my immediate workgroup



Workgroups across my organisation willingly share information with each other



|   | You  |      |      | Comparator |         |         |
|---|------|------|------|------------|---------|---------|
|   | 2021 | 2022 | 2023 | Lowest     | Average | Highest |
| I am able to work effectively with others outside my immediate workgroup      | 97 % | 97 % | 94 % | 68 %       | 85 %    | 94 %    |
| Workgroups across my organisation willingly share information with each other | 76 % | 79 % | 78 % | 41 %       | 65 %    | 97 %    |

## 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.

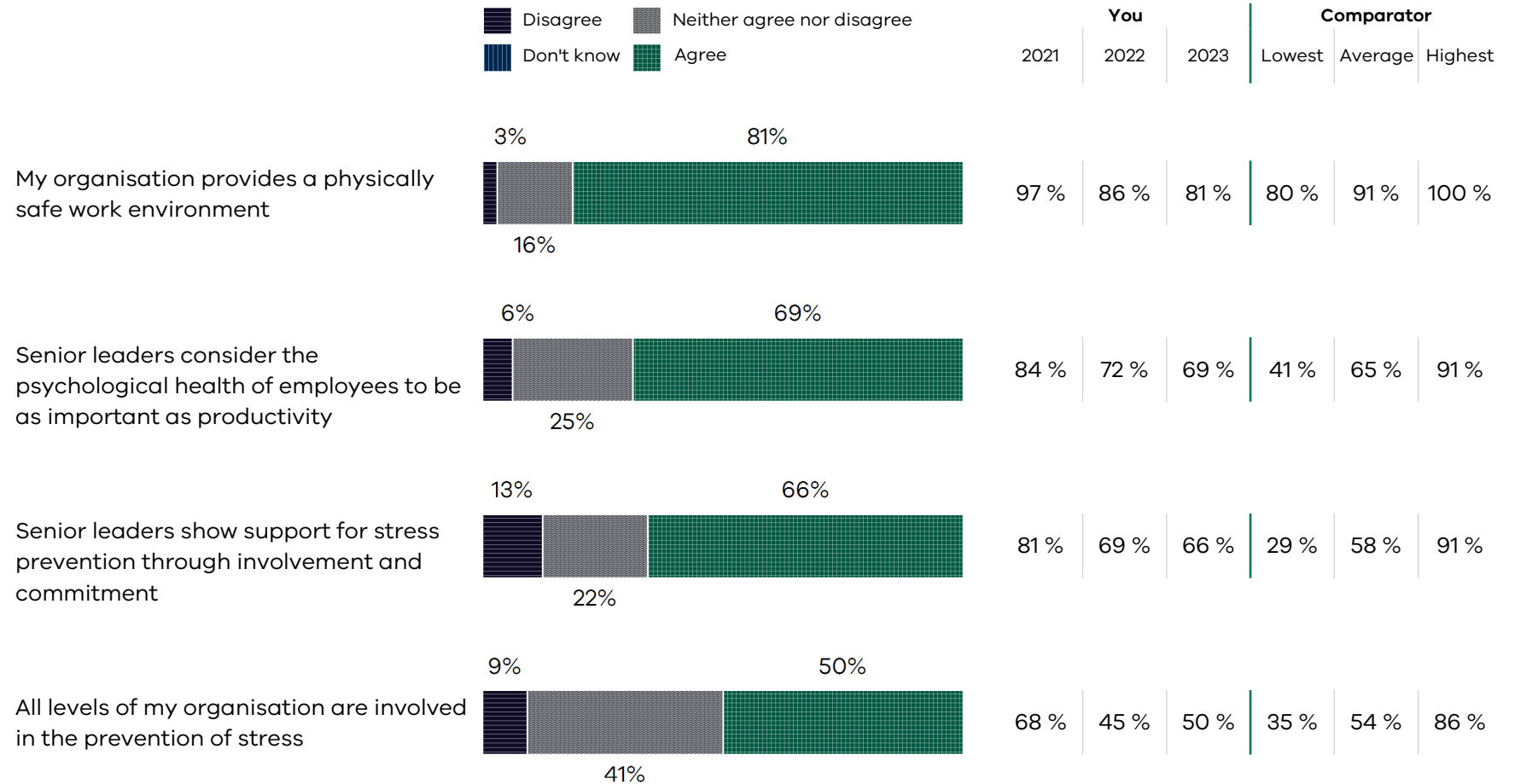
#### Example

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

### Survey question

### Your results

### Benchmark agree results



## 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

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

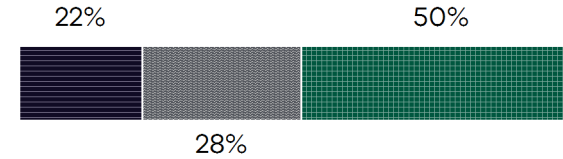
### Survey question

### Your results

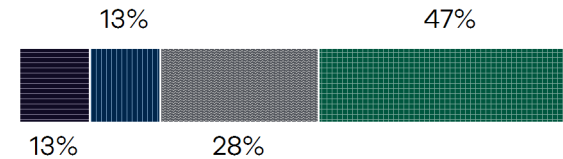
### Benchmark agree results



In my workplace, there is good communication about psychological safety issues that affect me



My organisation has effective procedures in place to support employees who may experience stress



|  | You  |      |      | Comparator |         |         |
|--|------|------|------|------------|---------|---------|
|  | 2021 | 2022 | 2023 | Lowest     | Average | Highest |
| In my workplace, there is good communication about psychological safety issues that affect me    | 76 % | 66 % | 50 % | 32 %       | 58 %    | 89 %    |
| My organisation has effective procedures in place to support employees who may experience stress | 78 % | 52 % | 47 % | 34 %       | 54 %    | 80 %    |

# 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

## 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.

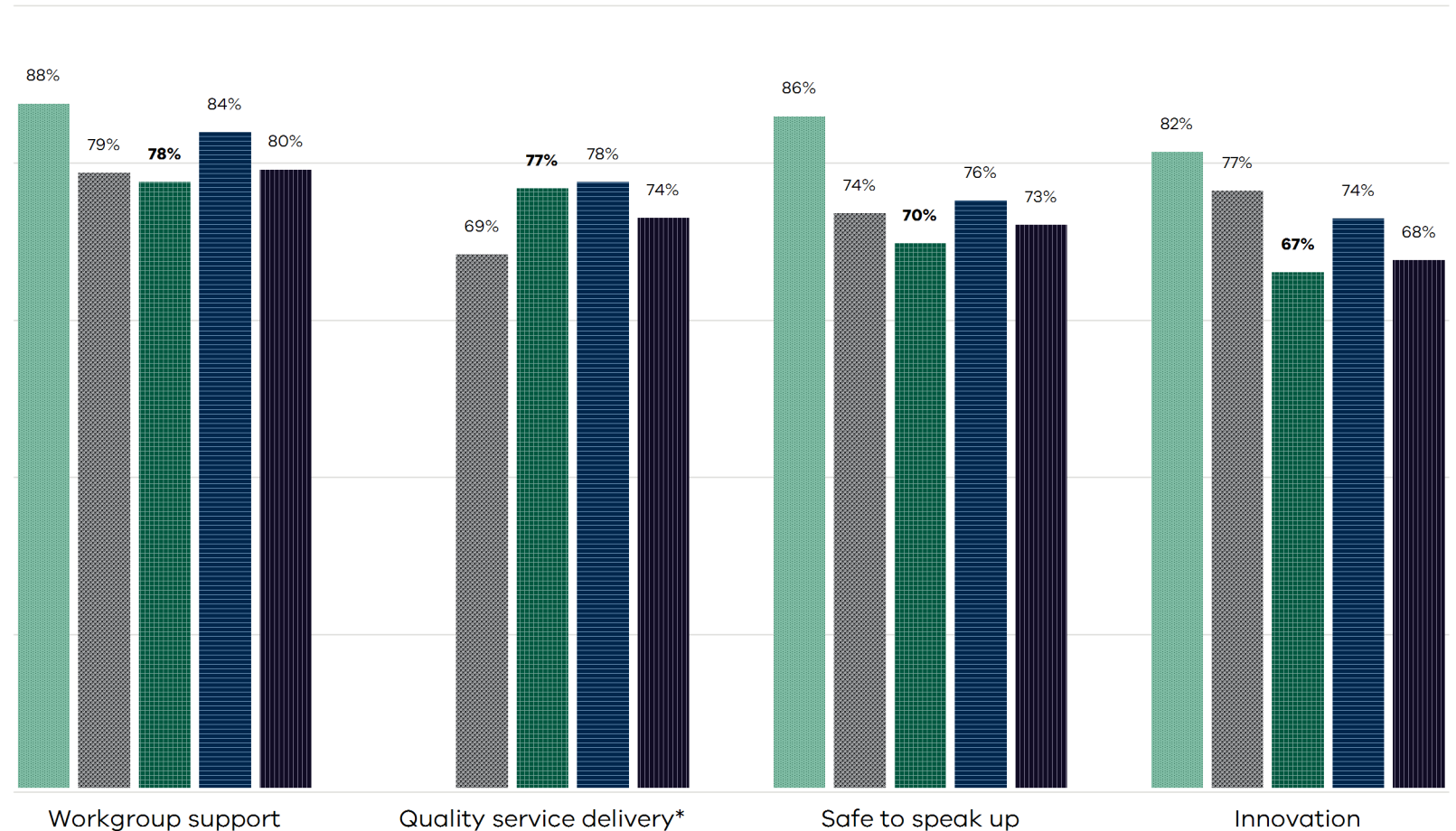
#### Example

In 2023:

- 78% of your staff who did the survey responded positively to questions about Workgroup support which is down from 79% in 2022.

Compared to:

- 84% of staff at your comparator and 80% 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

■ 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.

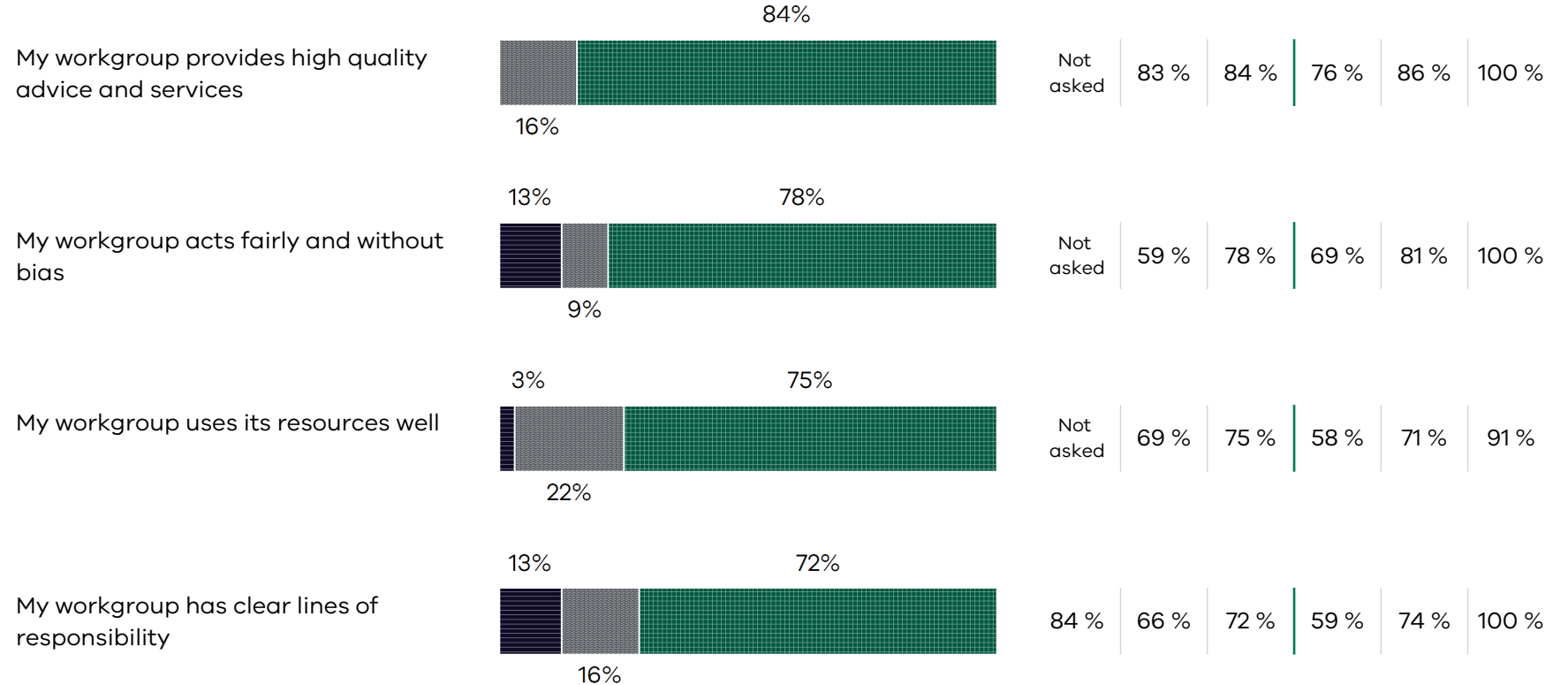
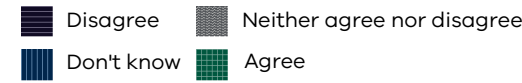
#### Example

84% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

### Survey question

### Your results

### Benchmark agree results



## 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.

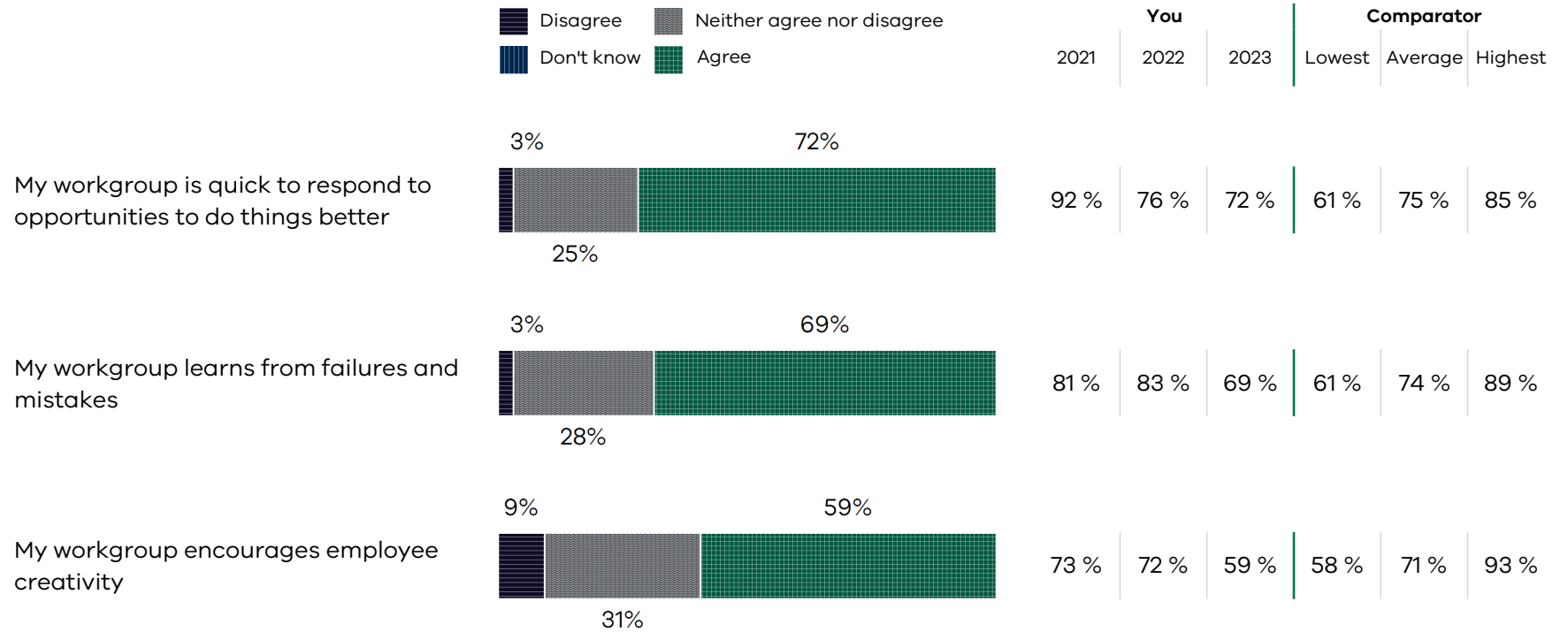
#### Example

72% 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

## Benchmark agree results





## 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.

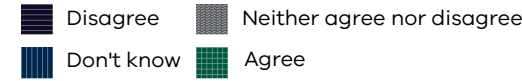
#### Example

84% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

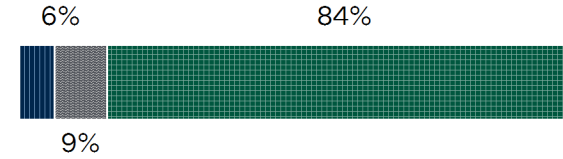
## Survey question

## Your results

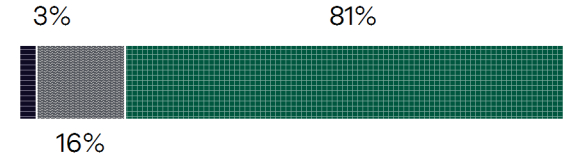
## Benchmark agree results



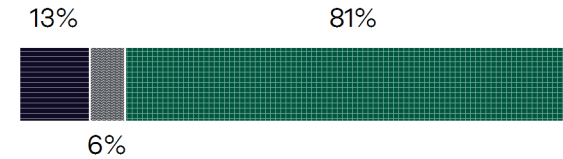
People in my workgroup are politically impartial in their work



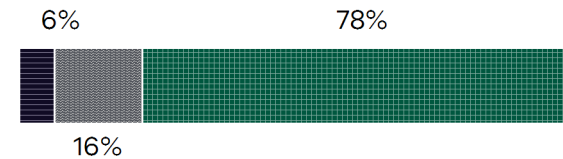
People in my workgroup treat each other with respect



People in my workgroup work together effectively to get the job done



People in my workgroup are honest, open and transparent in their dealings



|   | You  |      |      | Comparator |         |         |
|---|------|------|------|------------|---------|---------|
|   | 2021 | 2022 | 2023 | Lowest     | Average | Highest |
| People in my workgroup are politically impartial in their work            | 92 % | 93 % | 84 % | 77 %       | 85 %    | 100 %   |
| People in my workgroup treat each other with respect                      | 92 % | 90 % | 81 % | 75 %       | 88 %    | 100 %   |
| People in my workgroup work together effectively to get the job done      | 89 % | 76 % | 81 % | 75 %       | 86 %    | 100 %   |
| People in my workgroup are honest, open and transparent in their dealings | 78 % | 69 % | 78 % | 63 %       | 83 %    | 97 %    |

## Workgroup climate

### Workgroup support 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

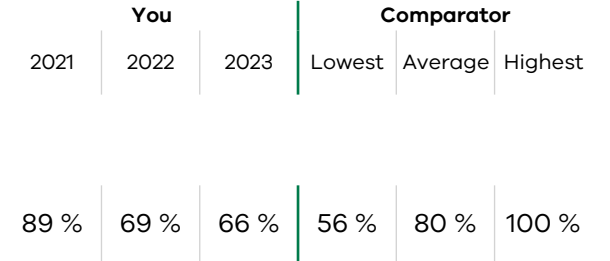
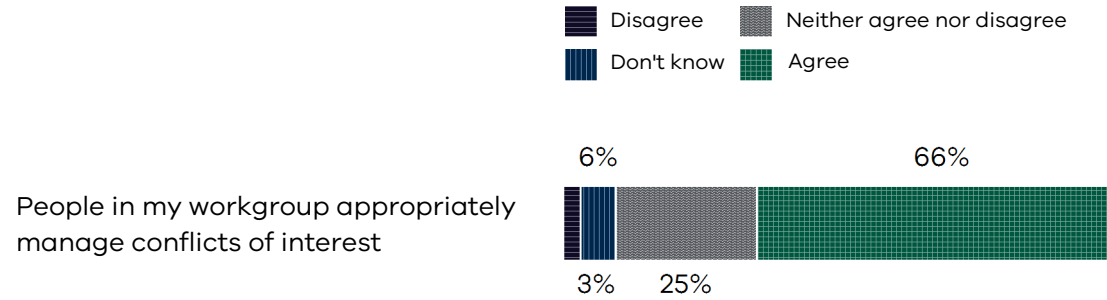
#### Example

66% 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



## 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.

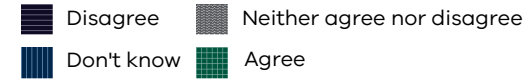
#### Example

72% 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'.

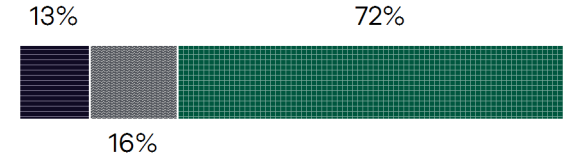
## Survey question

## Your results

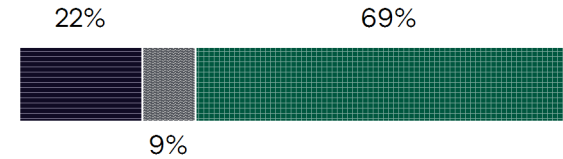
## Benchmark agree results



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



I feel safe to challenge inappropriate behaviour at work



|   | You  |      |      | Comparator |         |         |
|---|------|------|------|------------|---------|---------|
|   | 2021 | 2022 | 2023 | Lowest     | Average | Highest |
| People in my workgroup are able to bring up problems and tough issues | 86 % | 72 % | 72 % | 63 %       | 78 %    | 97 %    |
| I feel safe to challenge inappropriate behaviour at work              | 86 % | 76 % | 69 % | 53 %       | 73 %    | 94 %    |

# People matter survey

2023

Have your say

## Overview

### Report overview

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

## Result summary

### People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay
- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Demographics

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

## Job and manager factors

### 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.

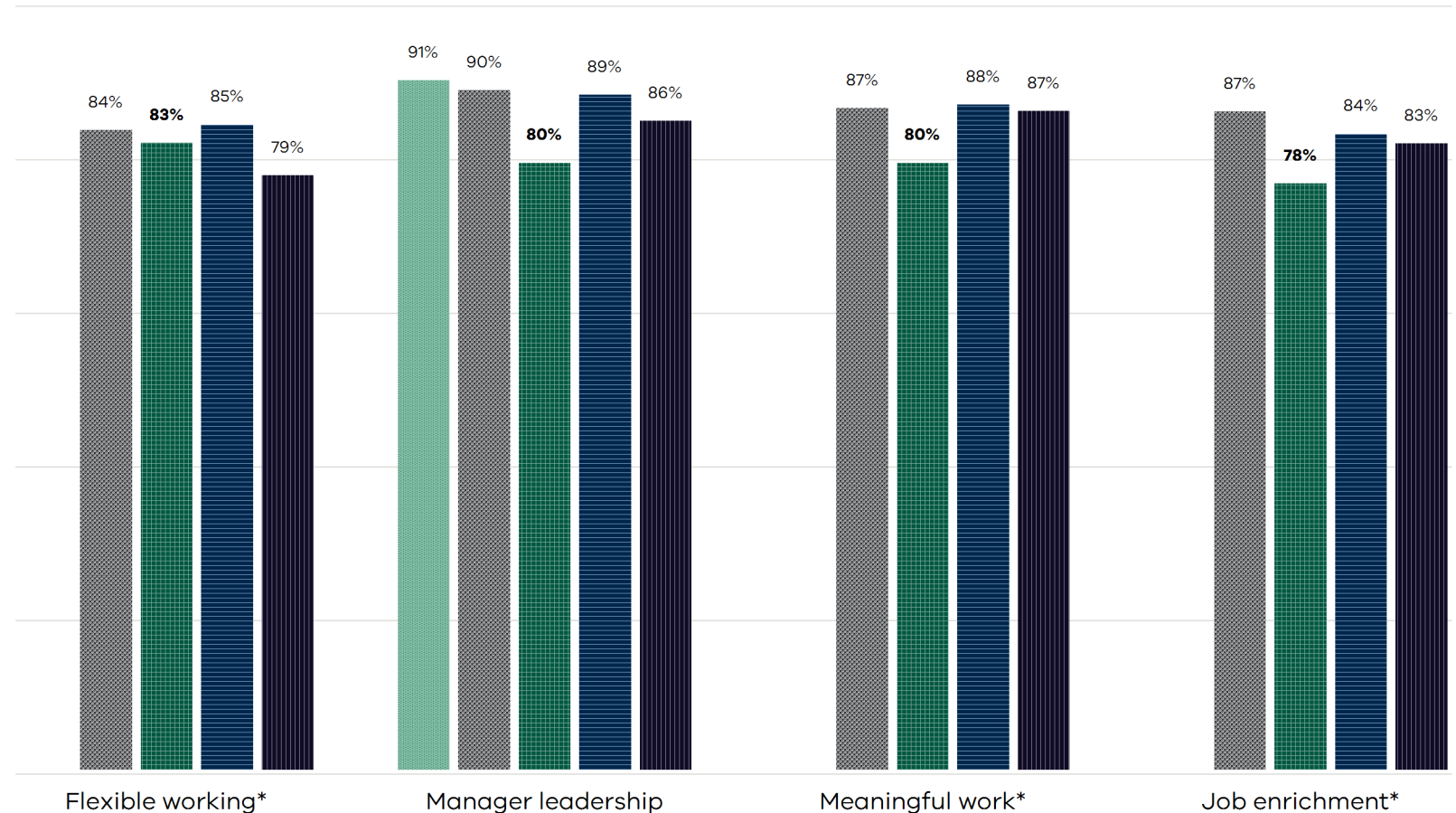
#### Example

In 2023:

- 83% of your staff who did the survey responded positively to questions about Flexible working.

Compared to:

- 85% of staff at your comparator and 79% of staff across the public sector.



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

■ You 2021 ■ You 2022 ■ You 2023 ■ Comparator 2023 ■ Public sector 2023

## Job and manager factors

### Scorecard 2 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.

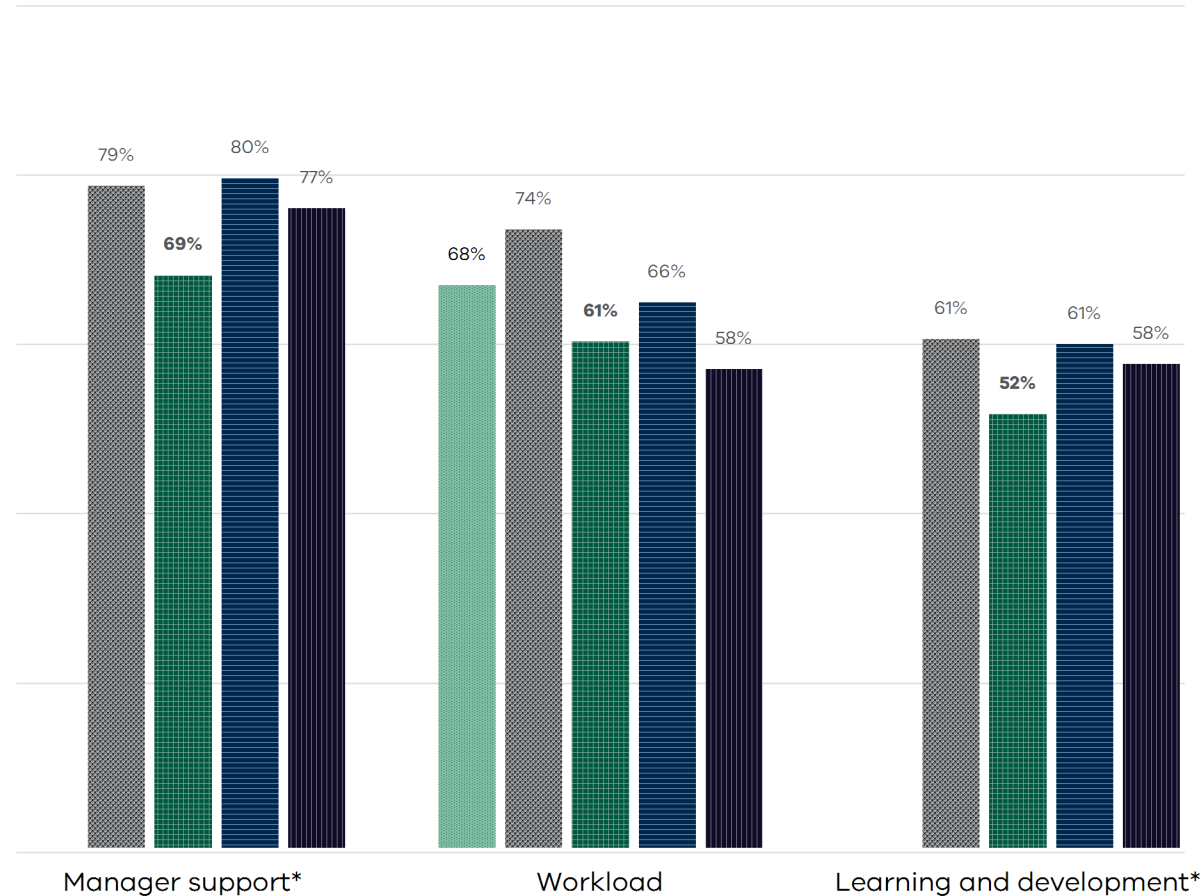
#### Example

In 2023:

- 69% 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.



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

You2021 You2022 You2023 Comparator 2023 Public sector 2023

## Job and manager factors

### Manager leadership

#### What this is

This is how well staff perceive their direct managers lead.

#### Why this is important

Great managers can foster the right environment for staff engagement.

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

#### How to read this

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

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

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

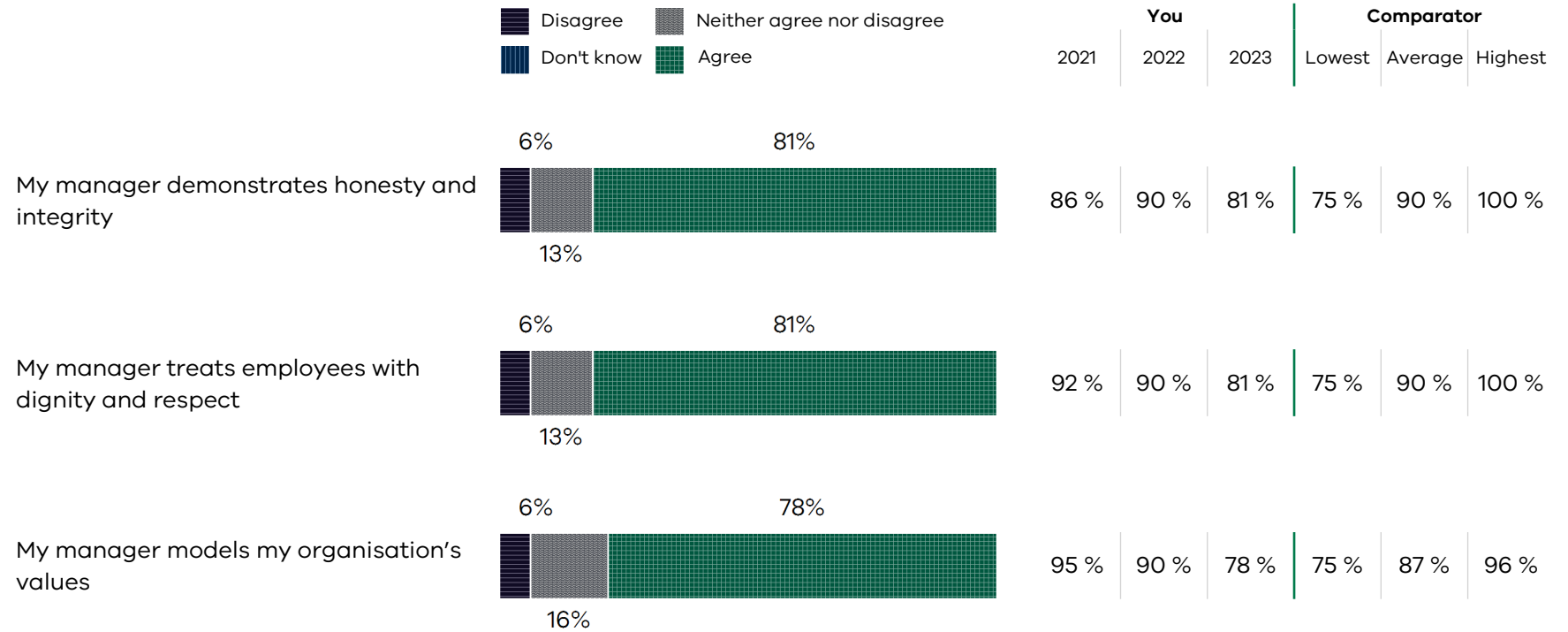
#### Example

81% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

### Survey question

### Your results

### Benchmark agree results



## 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.

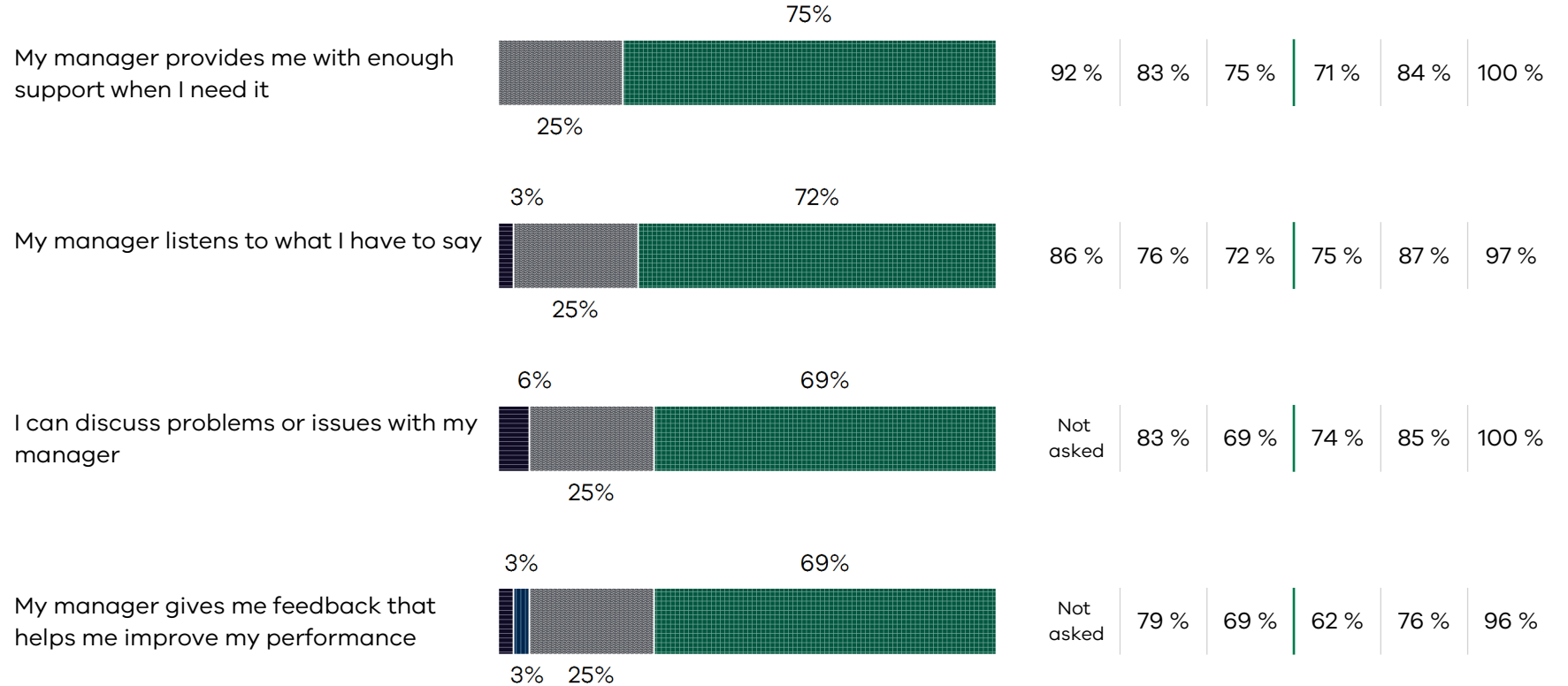
#### Example

75% of your staff who did the survey agreed or strongly agreed with 'My manager provides me with enough support when I need it'.

### Survey question

### Your results

### Benchmark agree results





## Job and manager factors

### Manager support 2 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.

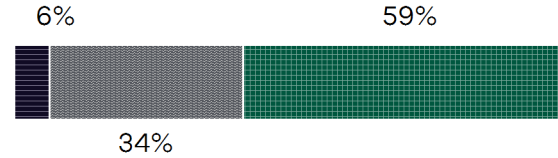
#### Example

59% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.

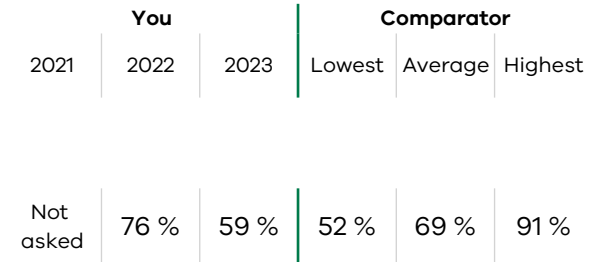
### Survey question

I receive meaningful recognition when I do good work

### Your results



### Benchmark agree results



## 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.

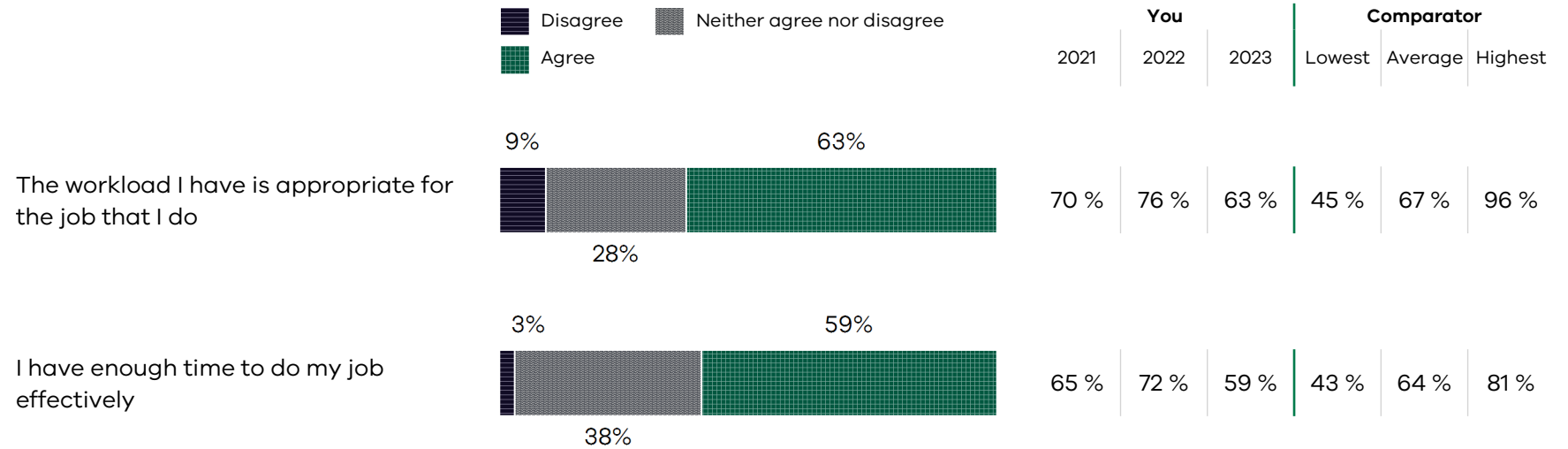
#### Example

63% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

## Survey question

## Your results

## Benchmark agree results



## 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.

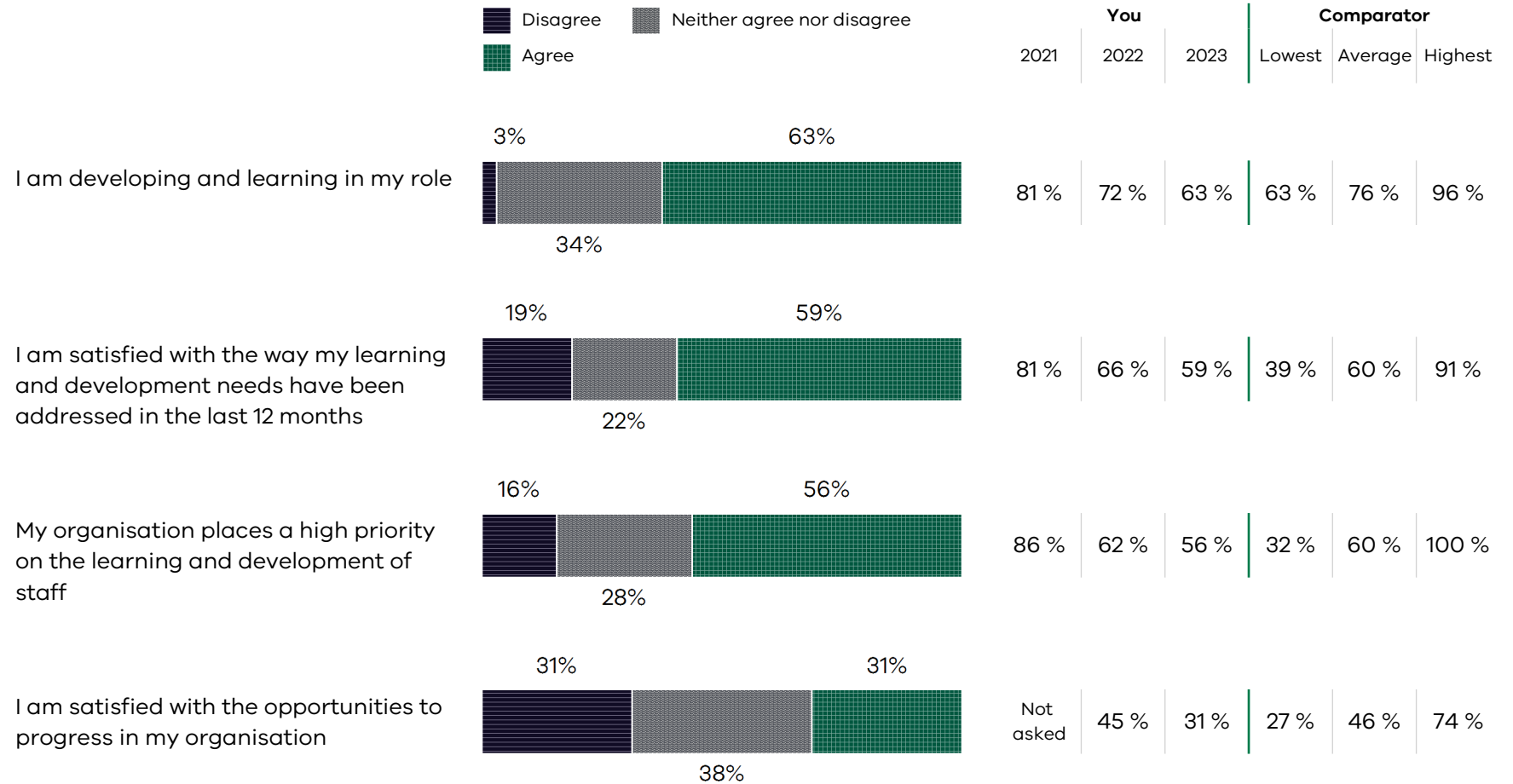
#### Example

63% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

### Survey question

### Your results

### Benchmark agree results



## 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.

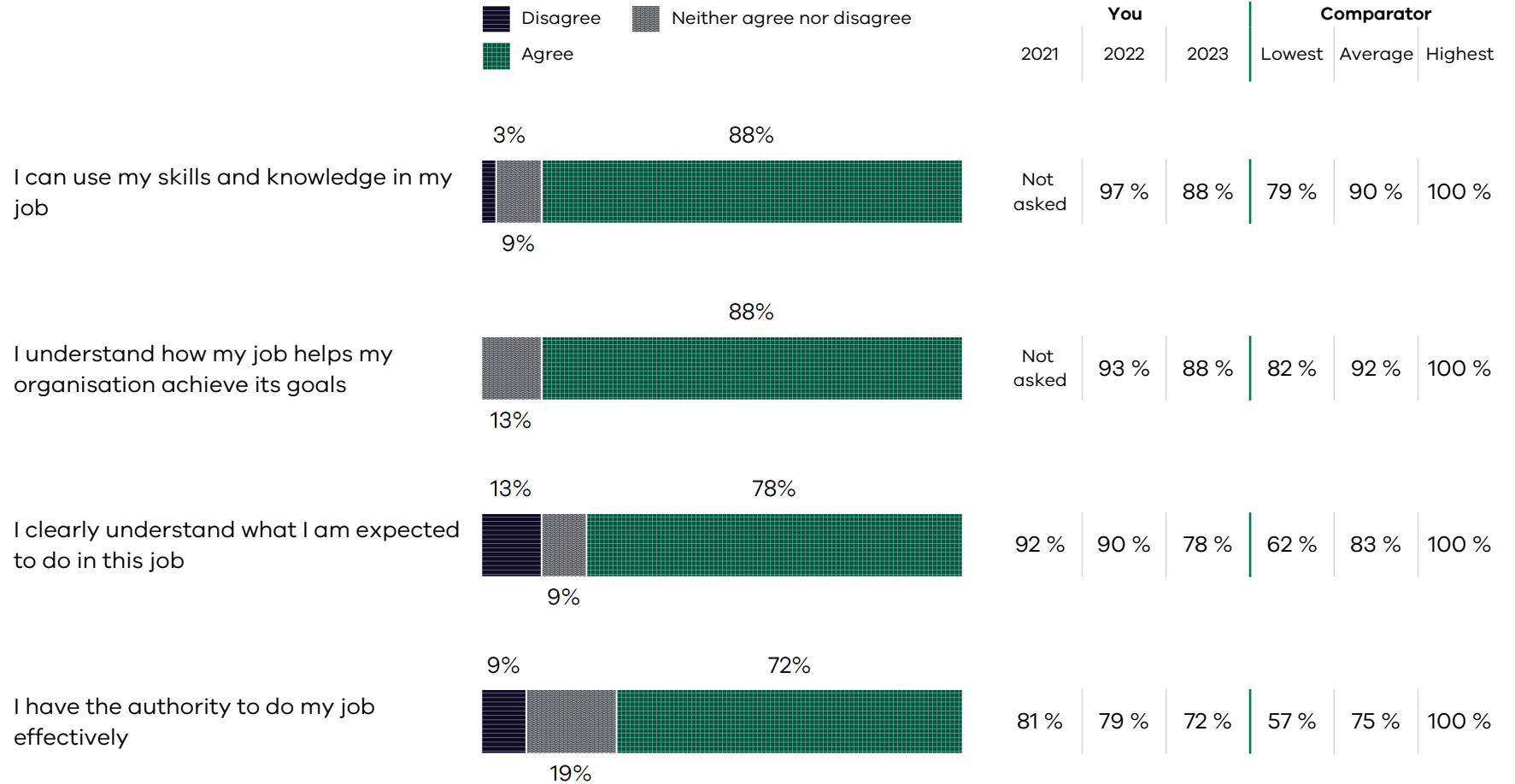
#### Example

88% 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



## Job and manager factors

### Job enrichment 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

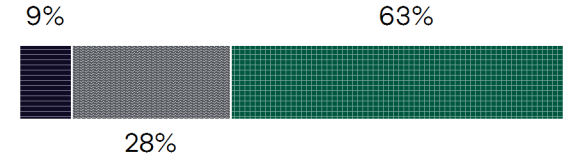
#### Example

63% of your staff who did the survey agreed or strongly agreed with 'I have a say in how I do my work'.

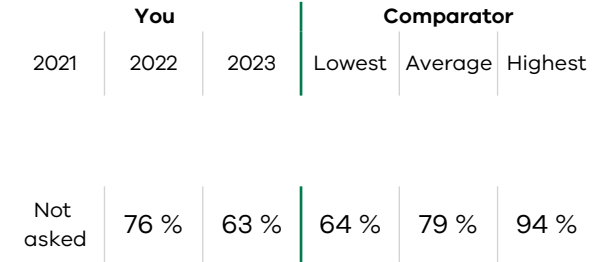
### Survey question

I have a say in how I do my work

### Your results



### Benchmark agree results



## 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.

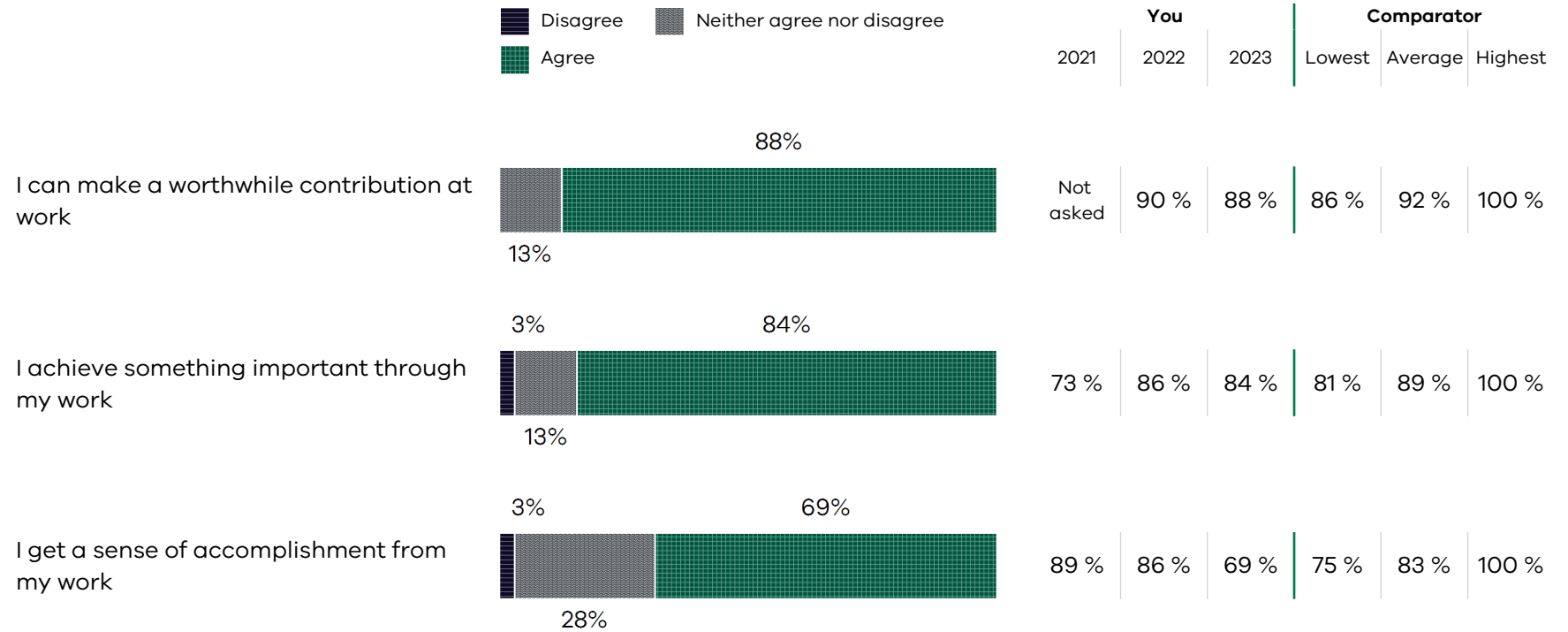
#### Example

88% of your staff who did the survey agreed or strongly agreed with 'I can make a worthwhile contribution at work'.

### Survey question

### Your results

### Benchmark agree results



## Job and manager factors

### Flexible working

#### What this is

This is how well your 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.

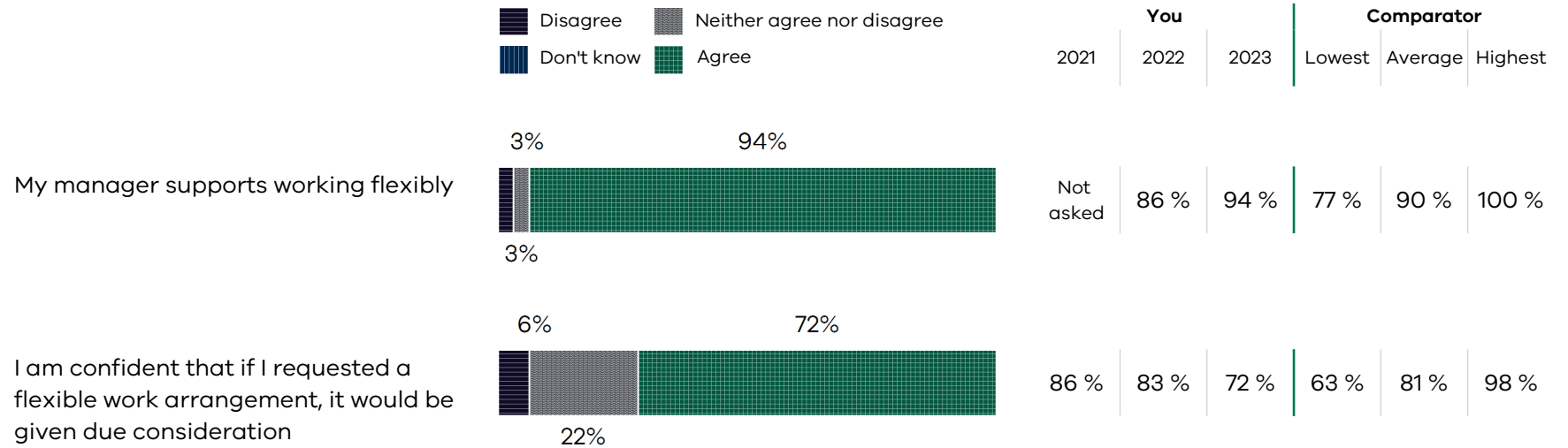
#### Example

94% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.

### Survey question

### Your results

### Benchmark agree results



# 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



## 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.

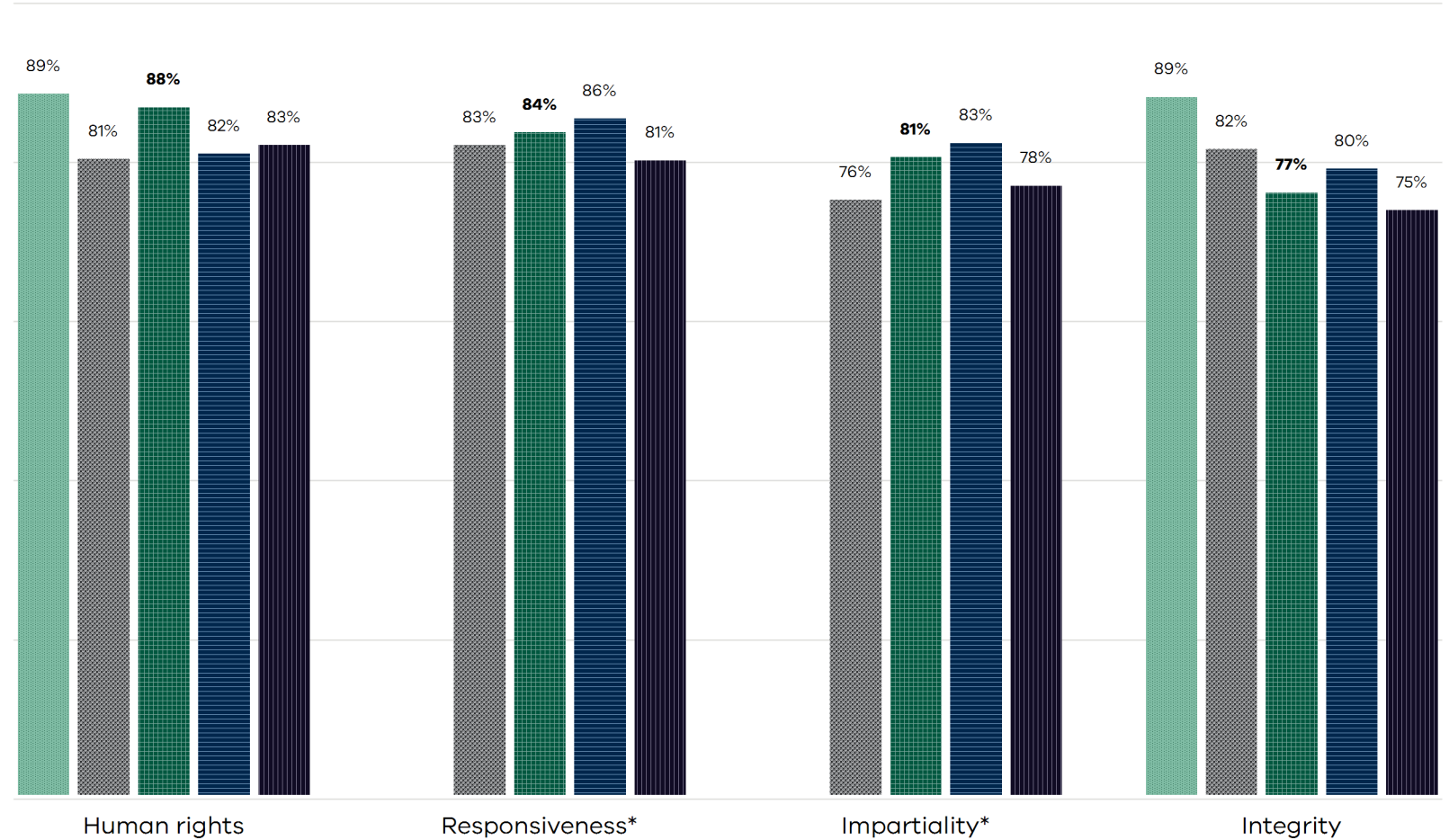
#### Example

In 2023:

- 88% of your staff who did the survey responded positively to questions about Human rights, which is up 6% 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

■ You 2021 ■ You 2022 ■ You 2023 ■ Comparator 2023 ■ Public sector 2023

## Public sector values

### Scorecard 2 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.

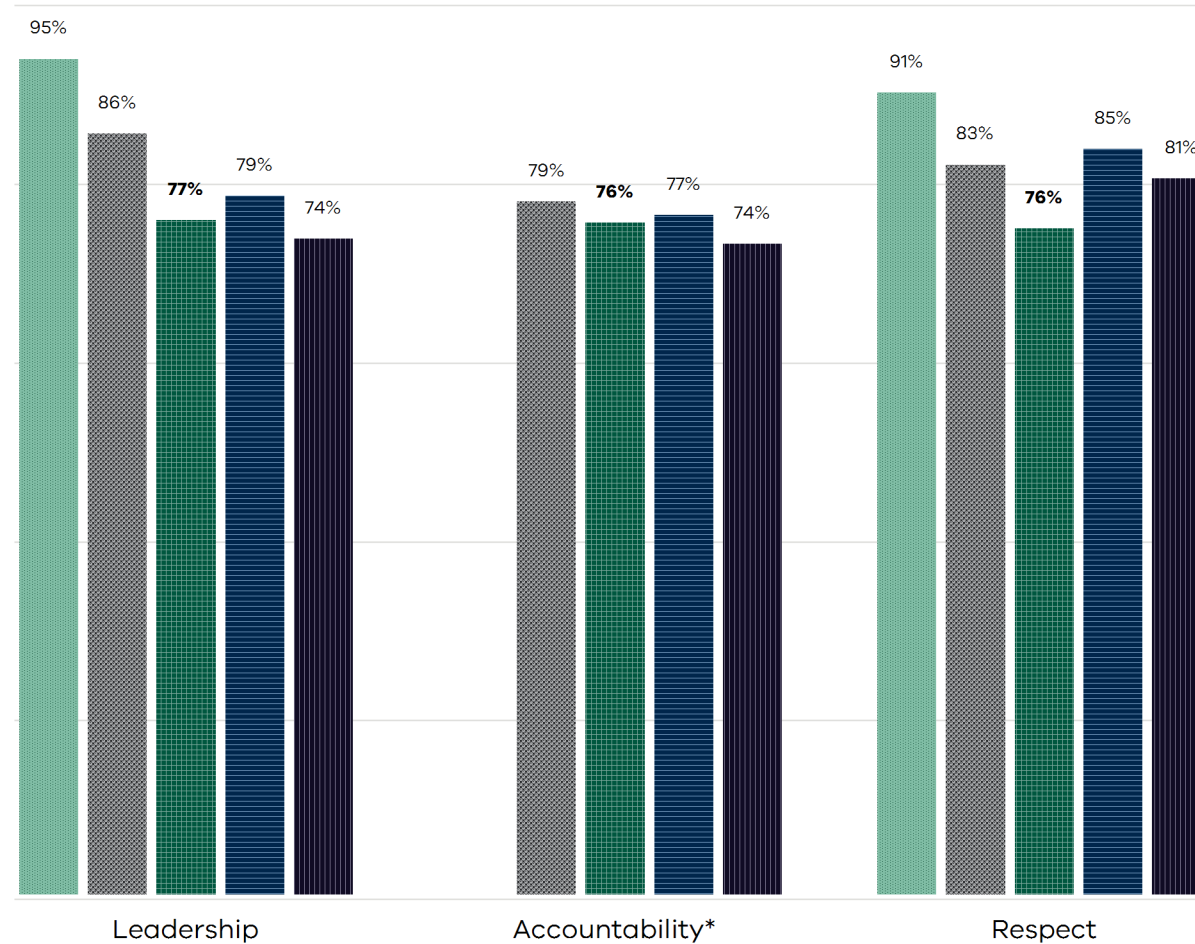
#### Example

In 2023:

- 77% of your staff who did the survey responded positively to questions about Leadership, which is down 10% in 2022.

Compared to:

- 79% of staff at your comparator and 74% of staff across the public sector.



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

■ You 2021 ■ You 2022 ■ You 2023 ■ Comparator 2023 ■ Public sector 2023

## Public sector values

### Responsiveness

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

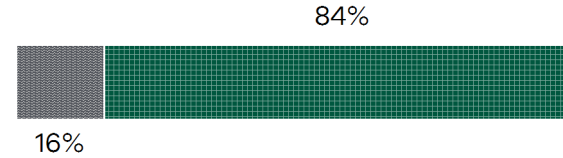
#### Example

84% of staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

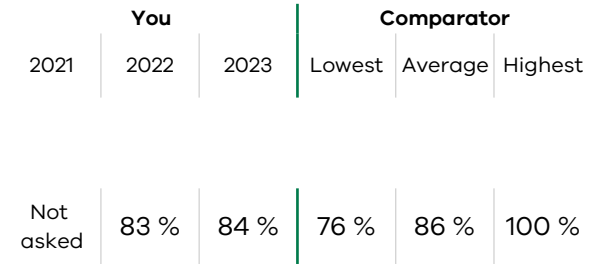
### Survey question

My workgroup provides high quality advice and services

### Your results



### Benchmark agree results



## 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.

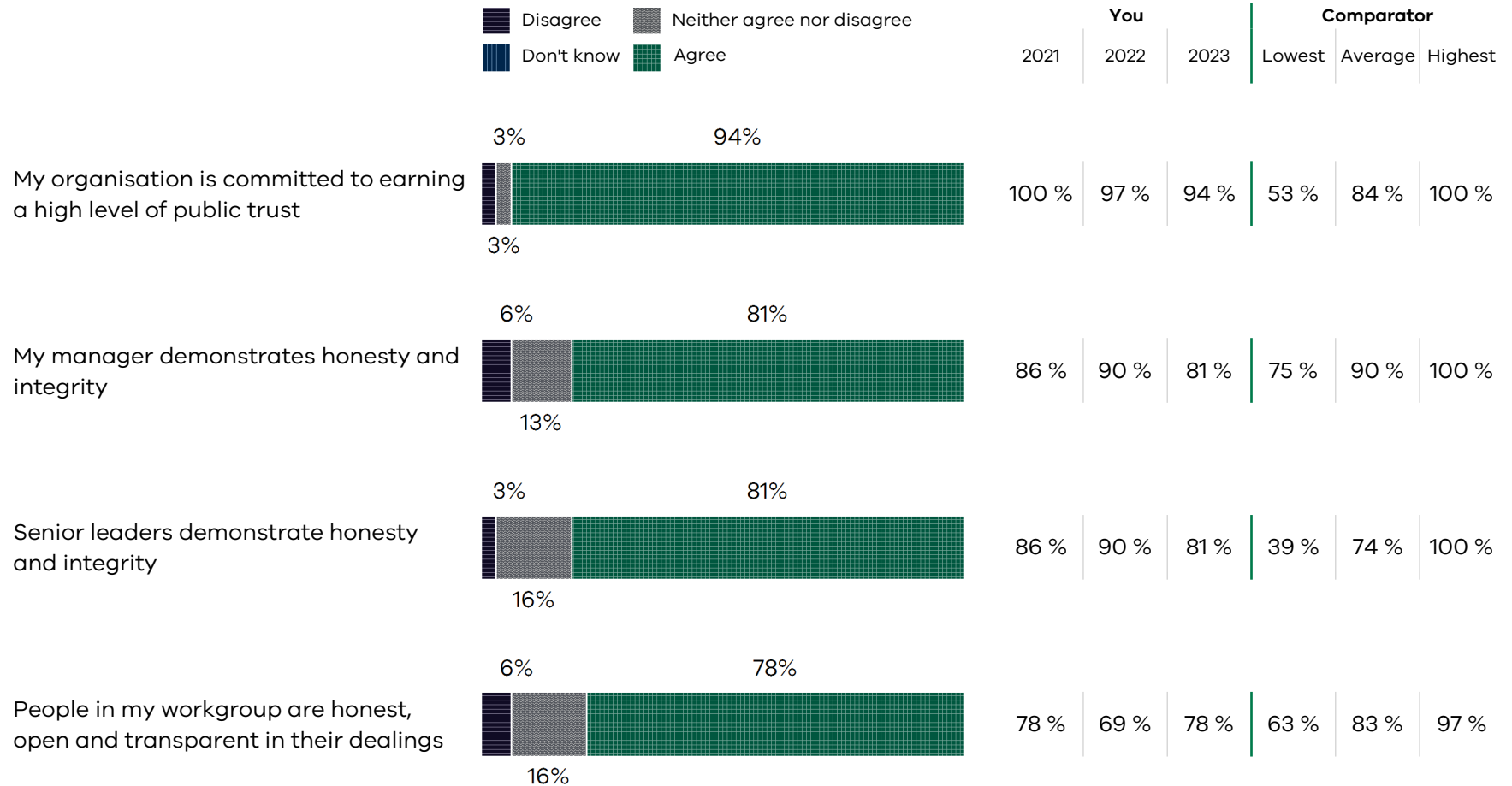
#### Example

94% 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



## 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

69% of staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.

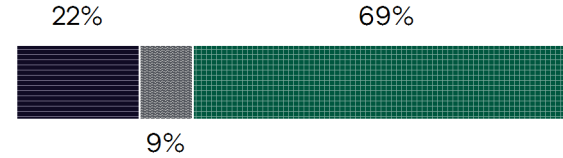
### Survey question

### Your results

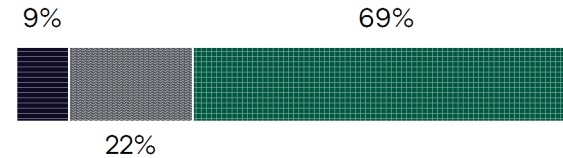
### Benchmark agree results



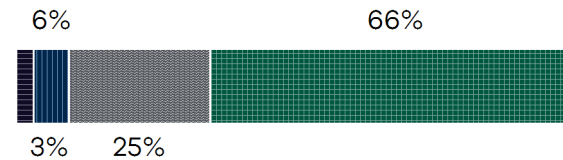
I feel safe to challenge inappropriate behaviour at work



My organisation does not tolerate improper conduct



People in my workgroup appropriately manage conflicts of interest



|   | You  |      |      | Comparator |         |         |
|---|------|------|------|------------|---------|---------|
|   | 2021 | 2022 | 2023 | Lowest     | Average | Highest |
| I feel safe to challenge inappropriate behaviour at work          | 86 % | 76 % | 69 % | 53 %       | 73 %    | 94 %    |
| My organisation does not tolerate improper conduct                | 95 % | 86 % | 69 % | 48 %       | 75 %    | 94 %    |
| People in my workgroup appropriately manage conflicts of interest | 89 % | 69 % | 66 % | 56 %       | 80 %    | 100 %   |

## 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

84% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

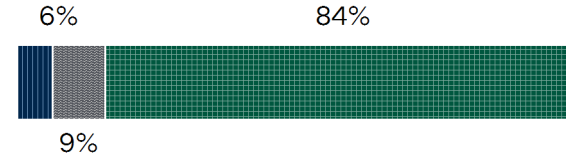
### Survey question

### Your results

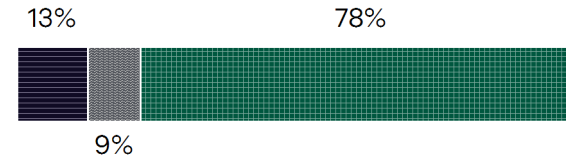
### Benchmark agree results



People in my workgroup are politically impartial in their work



My workgroup acts fairly and without bias



|  | You       |      |      | Comparator |         |         |
|--|-----------|------|------|------------|---------|---------|
|  | 2021      | 2022 | 2023 | Lowest     | Average | Highest |
| People in my workgroup are politically impartial in their work | 92 %      | 93 % | 84 % | 77 %       | 85 %    | 100 %   |
| My workgroup acts fairly and without bias                      | Not asked | 59 % | 78 % | 69 %       | 81 %    | 100 %   |

## Public sector values

### Accountability 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

88% of staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.

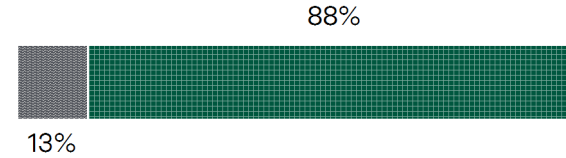
### Survey question

### Your results

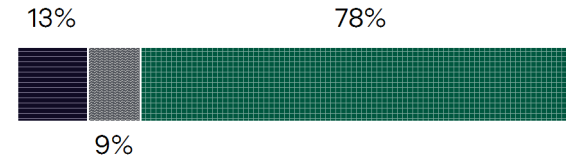
### Benchmark agree results



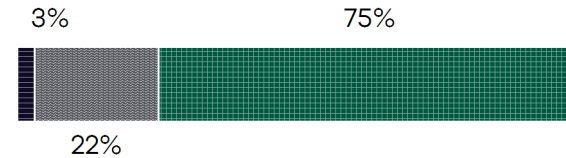
I understand how my job helps my organisation achieve its goals



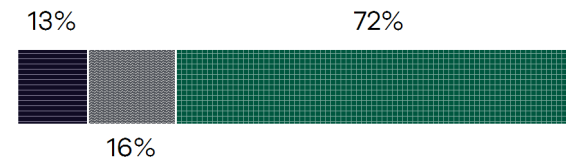
I clearly understand what I am expected to do in this job



My workgroup uses its resources well



My workgroup has clear lines of responsibility



|   | You       |      |      | Comparator |         |         |
|---|-----------|------|------|------------|---------|---------|
|   | 2021      | 2022 | 2023 | Lowest     | Average | Highest |
| I understand how my job helps my organisation achieve its goals | Not asked | 93 % | 88 % | 82 %       | 92 %    | 100 %   |
| I clearly understand what I am expected to do in this job       | 92 %      | 90 % | 78 % | 62 %       | 83 %    | 100 %   |
| My workgroup uses its resources well                            | Not asked | 69 % | 75 % | 58 %       | 71 %    | 91 %    |
| My workgroup has clear lines of responsibility                  | 84 %      | 66 % | 72 % | 59 %       | 74 %    | 100 %   |

## Public sector values

### Accountability 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

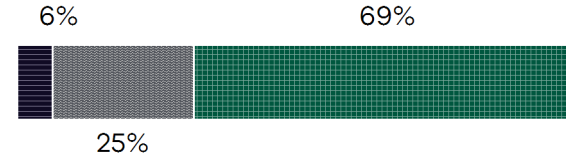
#### Example

69% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

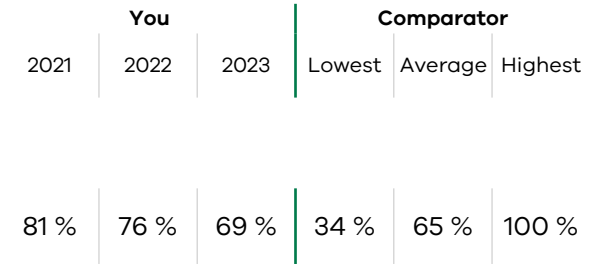
## Survey question

Senior leaders provide clear strategy and direction

## Your results



## Benchmark agree results





## Public sector values

### Respect 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

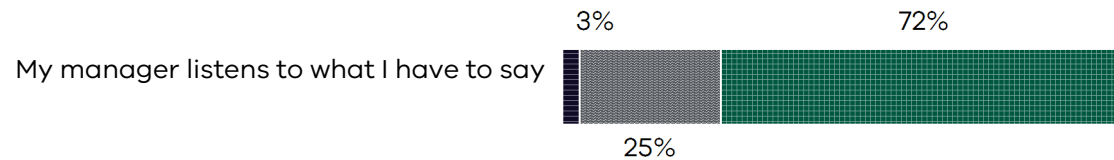
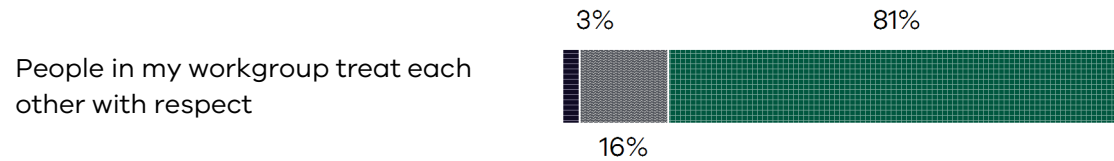
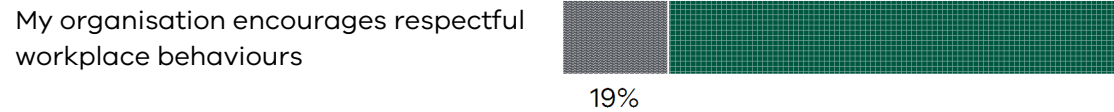
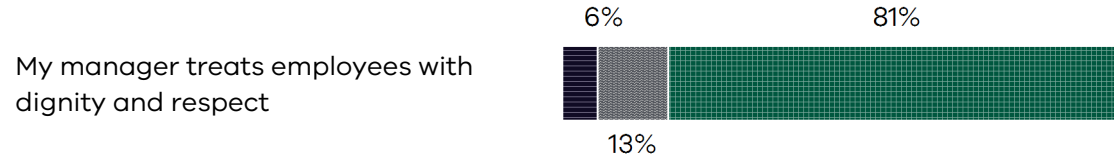
#### Example

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

### Survey question

### Your results

### Benchmark agree results



| Year   | You   |      |      | Comparator |         |         |
|--|-------|------|------|------------|---------|---------|
|  | 2021  | 2022 | 2023 | Lowest     | Average | Highest |
| My manager treats employees with dignity and respect       | 92 %  | 90 % | 81 % | 75 %       | 90 %    | 100 %   |
| My organisation encourages respectful workplace behaviours | 100 % | 86 % | 81 % | 63 %       | 86 %    | 100 %   |
| People in my workgroup treat each other with respect       | 92 %  | 90 % | 81 % | 75 %       | 88 %    | 100 %   |
| My manager listens to what I have to say                   | 86 %  | 76 % | 72 % | 75 %       | 87 %    | 97 %    |

## Public sector values

### Respect 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

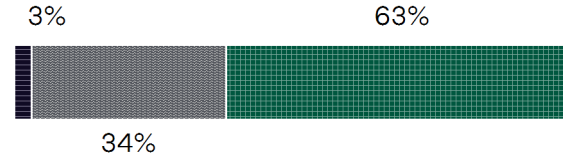
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

#### Example

63% of staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

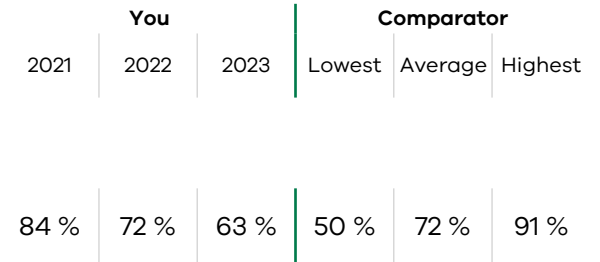
### Survey question

My organisation takes steps to eliminate bullying, harassment and discrimination



### Your results

### Benchmark agree results



## 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.

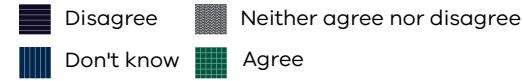
#### Example

78% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

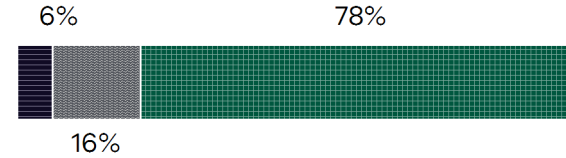
### Survey question

### Your results

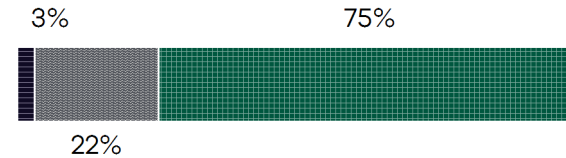
### Benchmark agree results



My manager models my organisation's values



Senior leaders model my organisation's values



| Year  | You  |      |      | Comparator |         |         |
|---|------|------|------|------------|---------|---------|
|   | 2021 | 2022 | 2023 | Lowest     | Average | Highest |
| My manager models my organisation's values    | 95 % | 90 % | 78 % | 75 %       | 87 %    | 96 %    |
| Senior leaders model my organisation's values | 95 % | 83 % | 75 % | 39 %       | 71 %    | 100 %   |

## 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

94% 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'.

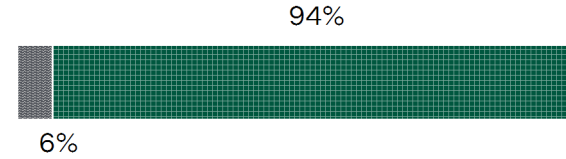
### Survey question

### Your results

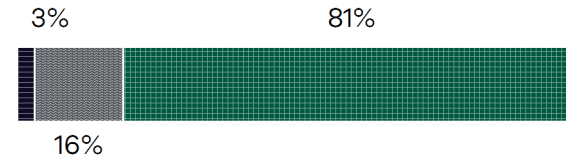
### Benchmark agree results



My organisation encourages employees to act in ways that are consistent with human rights



I understand how the Charter of Human Rights and Responsibilities applies to my work



|   | You  |      |      | Comparator |         |         |
|---|------|------|------|------------|---------|---------|
|   | 2021 | 2022 | 2023 | Lowest     | Average | Highest |
| My organisation encourages employees to act in ways that are consistent with human rights | 97 % | 86 % | 94 % | 63 %       | 86 %    | 100 %   |
| I understand how the Charter of Human Rights and Responsibilities applies to my work      | 81 % | 76 % | 81 % | 63 %       | 78 %    | 95 %    |

# People matter survey

2023

Have your say

## Overview

### Report overview

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

## Result summary

### People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay
- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Custom questions

- Questions requested by your organisation

### Demographics

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

## Topical questions

### What this is

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

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

### Why this is important

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

### How to read this

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

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

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

### Example

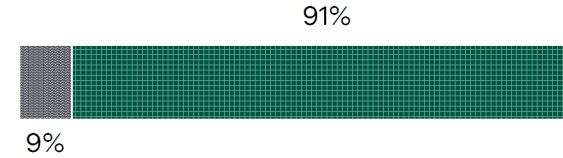
91% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

## Survey question

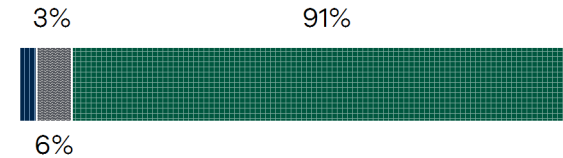
## Your results



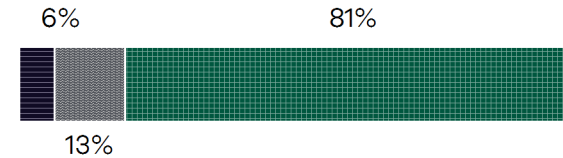
My organisation uses inclusive and respectful images and language



My organisation would support me if I needed to take family violence leave



In my workgroup work is allocated fairly, regardless of gender



## Benchmark agree results

| Year | You   |           |      | Comparator |         |         |
|------|-------|-----------|------|------------|---------|---------|
|      | 2021  | 2022      | 2023 | Lowest     | Average | Highest |
| 2021 | 100 % | Not asked | 91 % | 63 %       | 87 %    | 100 %   |
| 2022 | 95 %  | Not asked | 91 % | 63 %       | 84 %    | 100 %   |
| 2023 | 86 %  | Not asked | 81 % | 75 %       | 86 %    | 100 %   |

## Topical questions

### What this is

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

### Why this is important

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

### How to read this

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

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

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

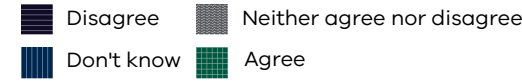
### Example

88% of your staff who did the survey agreed or strongly agreed with 'I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration'.

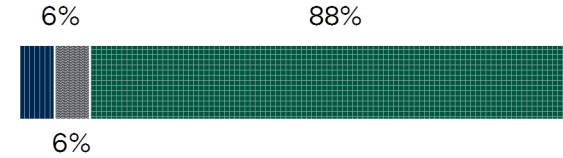
## Survey question

## Your results

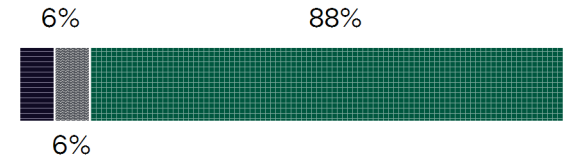
## Benchmark agree results



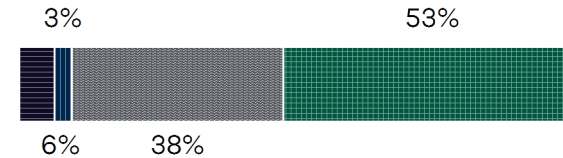
I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration



I understand how the Code of Conduct for Victorian public sector employees applies to my work



My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)



|   | You       |           |      | Comparator |         |         |
|---|-----------|-----------|------|------------|---------|---------|
|   | 2021      | 2022      | 2023 | Lowest     | Average | Highest |
| I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration | Not asked | Not asked | 88 % | 38 %       | 71 %    | 95 %    |
| I understand how the Code of Conduct for Victorian public sector employees applies to my work                                 | Not asked | Not asked | 88 % | 78 %       | 91 %    | 100 %   |
| My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)           | Not asked | Not asked | 53 % | 44 %       | 60 %    | 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
- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring



## Demographics

Age, gender, variations in sex characteristics and sexual orientation

### What this is

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

### Why this is important

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

### How to read this

Each table shows the breakdown of responses from your survey.

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

### How we protect anonymity and privacy

To protect you, we:

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

| Age               | (n) | %   |
|-------------------|-----|-----|
| 15-34 years       | 4   | 13% |
| 35-54 years       | 15  | 47% |
| 55+ years         | 5   | 16% |
| Prefer not to say | 8   | 25% |

| How would you describe your gender? | (n) | %   |
|-------------------------------------|-----|-----|
| Man                                 | 12  | 38% |
| Woman                               | 11  | 34% |
| Prefer not to say                   | 9   | 28% |

| Are you trans, non-binary or gender diverse? | (n) | %   |
|--|-----|-----|
| No   | 23  | 72% |
| Prefer not to say                            | 9   | 28% |

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?\*

|                   | (n) | %   |
|-------------------|-----|-----|
| No                | 24  | 75% |
| Don't know        | 1   | 3%  |
| Prefer not to say | 7   | 22% |

How do you describe your sexual orientation?

|                         | (n) | %   |
|-------------------------|-----|-----|
| Prefer not to say       | 14  | 44% |
| Straight (heterosexual) | 13  | 41% |
| Gay or lesbian          | 2   | 6%  |
| Bisexual                | 2   | 6%  |
| Don't know              | 1   | 3%  |

## Demographics

### Aboriginal and/or Torres Strait Islander employees

#### What this is

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

To protect you, we:

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

### Aboriginal and/or Torres Strait Islander

|  | (n) | %   |
|--|-----|-----|
| Yes  | 0   | 0%  |
| Non Aboriginal and/or Torres Strait Islander | 25  | 78% |
| Prefer not to say                            | 7   | 22% |

## 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               | 1   | 3%  |
| No                | 22  | 69% |
| Prefer not to say | 9   | 28% |

## 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     | <b>20</b> | 63% |
| Not born in Australia | <b>5</b>  | 16% |
| Prefer not to say     | <b>7</b>  | 22% |

#### Language other than English spoken with family or community

|                   | (n)       | %   |
|-------------------|-----------|-----|
| Yes               | <b>6</b>  | 19% |
| No                | <b>15</b> | 47% |
| Prefer not to say | <b>11</b> | 34% |

## Demographics

### Cultural diversity 2 of 2

#### What this is

This is the cultural identity and religion of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

To protect you, we:

- 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  | 17  | 53% |
| Prefer not to say   | 10  | 31% |
| European (including Western, Eastern and South-Eastern Europe, and Scandinavia) | 4   | 13% |
| Central Asian   | 2   | 6%  |
| East and/or South-East Asian  | 2   | 6%  |
| Other   | 1   | 3%  |
| English, Irish, Scottish and/or Welsh   | 1   | 3%  |

| Religion          | (n) | %   |
|-------------------|-----|-----|
| Prefer not to say | 15  | 47% |
| No religion       | 14  | 44% |
| Christianity      | 3   | 9%  |

## 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           | <b>28</b> | 88% |
| Part-Time           | <b>4</b>  | 13% |

| Gross base salary (ongoing/fixed term only) | (n)       | %   |
|---|-----------|-----|
| Prefer not to say                           | <b>10</b> | 32% |
| Below \$80k                                 | <b>13</b> | 42% |
| \$80k to \$120k                             | <b>6</b>  | 19% |
| \$120k to \$160k                            | <b>1</b>  | 3%  |
| \$200k or more                              | <b>1</b>  | 3%  |

| Organisational tenure    | (n)       | %   |
|--------------------------|-----------|-----|
| <1 year                  | <b>3</b>  | 9%  |
| 1 to less than 2 years   | <b>6</b>  | 19% |
| 2 to less than 5 years   | <b>12</b> | 38% |
| 5 to less than 10 years  | <b>7</b>  | 22% |
| 10 to less than 20 years | <b>3</b>  | 9%  |
| More than 20 years       | <b>1</b>  | 3%  |

| Management responsibility   | (n)       | %   |
|-----------------------------|-----------|-----|
| Non-manager                 | <b>27</b> | 84% |
| Other manager               | <b>4</b>  | 13% |
| Manager of other manager(s) | <b>1</b>  | 3%  |

| Employment type       | (n)       | %   |
|-----------------------|-----------|-----|
| Ongoing and executive | <b>28</b> | 88% |
| Fixed term            | <b>3</b>  | 9%  |
| Other                 | <b>1</b>  | 3%  |

## 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) | %   |
|--------------------|-----|-----|
| Melbourne CBD      | 27  | 84% |
| Melbourne: Suburbs | 4   | 13% |
| Rural              | 1   | 3%  |

### What have been your main places of work over the last 3-months?

|  | (n) | %   |
|--|-----|-----|
| Your employer's office   | 26  | 81% |
| A frontline or service delivery location   | 3   | 9%  |
| Home or private location   | 3   | 9%  |
| A shared office space (where two or more organisations share the same workspace e.g. Gov hubs, suburban hubs etc.) | 3   | 9%  |

### Flexible work

|   | (n) | %   |
|---|-----|-----|
| No, I do not use any flexible work arrangements                         | 12  | 38% |
| Flexible start and finish times   | 8   | 25% |
| Working from an alternative location (e.g. home, hub/shared work space) | 5   | 16% |
| Working more hours over fewer days                                      | 4   | 13% |
| Shift swap  | 3   | 9%  |
| Other   | 3   | 9%  |
| Part-time   | 3   | 9%  |
| Using leave to work flexible hours                                      | 2   | 6%  |

## Demographics

### Adjustments

#### What this is

These are adjustments staff requested to perform in their role.

#### Why this is important

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

#### How to read this

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

### Have you requested any of the following adjustments at work?\*

|   | (n) | %   |
|---|-----|-----|
| No, I have not requested adjustments                    | 26  | 81% |
| Flexible working arrangements                           | 6   | 19% |
| Physical modifications or improvements to the workplace | 1   | 3%  |



## Demographics

### Caring

#### What this is

These are staff-reported caring responsibilities.

#### Why this is important

This shows organisations what caring responsibilities their staff have.

#### How to read this

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

| Caring responsibility                   | (n) | %   |
|---|-----|-----|
| Prefer not to say                       | 11  | 34% |
| None of the above                       | 9   | 28% |
| Secondary school aged child(ren)        | 6   | 19% |
| Frail or aged person(s)                 | 4   | 13% |
| Child(ren) - younger than preschool age | 2   | 6%  |
| Preschool aged child(ren)               | 2   | 6%  |
| Person(s) with disability               | 2   | 6%  |
| Person(s) with a medical condition      | 2   | 6%  |
| Primary school aged child(ren)          | 1   | 3%  |



**Victorian  
Public Sector  
Commission**



**VICTORIA**  
State  
Government

[vpsc.vic.gov.au/peoplemattersurvey](https://vpsc.vic.gov.au/peoplemattersurvey)