People matter survey
2023

Have your say

Phillip Island Nature Park Board of Management
2023 people matter survey results report

People matter survey

2023

Have your say

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- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
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Victorian Public Sector Commission

VICTORIA State Government

Report overview

About your report

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

Report contents

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

Comparing data in this report

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

This means you'll be able to compare about 75% of this year's survey with your previous results.

Rounding of percentages

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

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

Survey questions and definitions

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

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Overview | Result summary

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Report overview

Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

Senior leadership → Organisation climate → Workgroup climate → Job and manager → Outcomes

Senior leadership	Organisation climate	Workgroup climate	Job and manager	Outcomes
• Lead the organisation • Set the culture • Lead by example • Actions influence outcomes	• Organisational integrity • Safety climate • Patient safety climate • Collaboration	• Quality service delivery • Innovation • Workgroup support • Safe to speak up	• Manager leadership • Manager support • Workload • Learning and development • Job enrichment • Meaningful work • Flexible working	• Engagement • Satisfaction • Wellbeing – work-related stress • Wellbeing – job-related affect • Intention to stay • Acting on negative behaviours • Inclusion

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

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

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Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Australian Grand Prix Corporation

Emerald Tourist Railway Board

Greyhound Racing Victoria

Harness Racing Victoria

Melbourne and Olympic Parks Trust

Royal Botanic Gardens Board

State Sport Centres Trust

Victorian Institute of Sport

Visit Victoria

Zoological Parks and Gardens Board

Victorian Public Sector Commission

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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.

2021		2023	
74%		**51%**	
(131)		**(104)**	
Comparator	61%	Comparator	60%
Public Sector	39%	Public Sector	57%

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People matter survey

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People outcomes

Scorecard: employee engagement index

What this is

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

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

The weightings for each engagement response are:

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

Why this is important

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

2021		2023	
73		**68**	
Comparator	78	Comparator	75
Public Sector	70	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 68.

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.
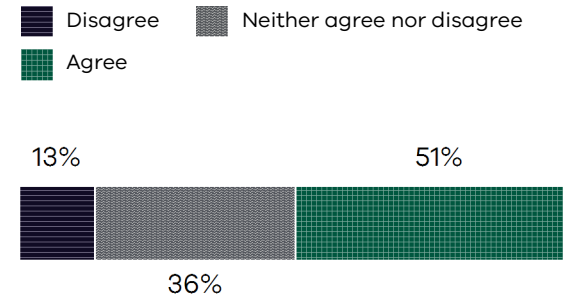
Example

77% 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					

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

Survey question	Disagree	Neither	Agree	You 2021	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to tell others I work for my organisation	3%	20%	77%	88 %	77 %	59 %	85 %	97 %
I would recommend my organisation as a good place to work	10%	30%	61%	69 %	61 %	38 %	74 %	97 %
I feel a strong personal attachment to my organisation	11%	32%	58%	79 %	58 %	49 %	72 %	87 %
My organisation motivates me to help achieve its objectives	17%	28%	55%	65 %	55 %	49 %	72 %	93 %

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 68.

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

51% of your staff who did the survey agreed or strongly agreed with 'My organisation inspires me to do the best in my job'.

Survey question	Your results			

Survey question

Your results

Benchmark agree results

■ Disagree ▨ Neither agree nor disagree
▦ Agree

Survey question	13%	51%	You 2021	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My organisation inspires me to do the best in my job		36%	64 %	51 %	45 %	72 %	94 %

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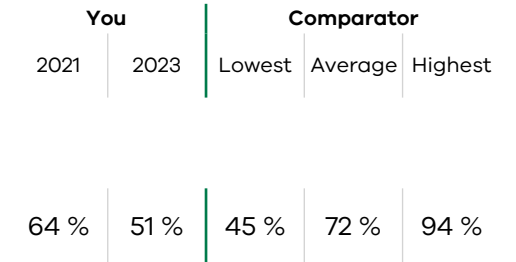
People outcomes

Scorecard: satisfaction, stress, intention to stay, inclusion

What this is

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

There are more people outcomes scorecards throughout this report.

Why this is important

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

How to read this

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

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

Example

In 2023:

- 79% of your staff who did the survey responded positively to questions about Inclusion.

Compared to:

- 84% of staff at your comparator and 78% of staff across the public sector.
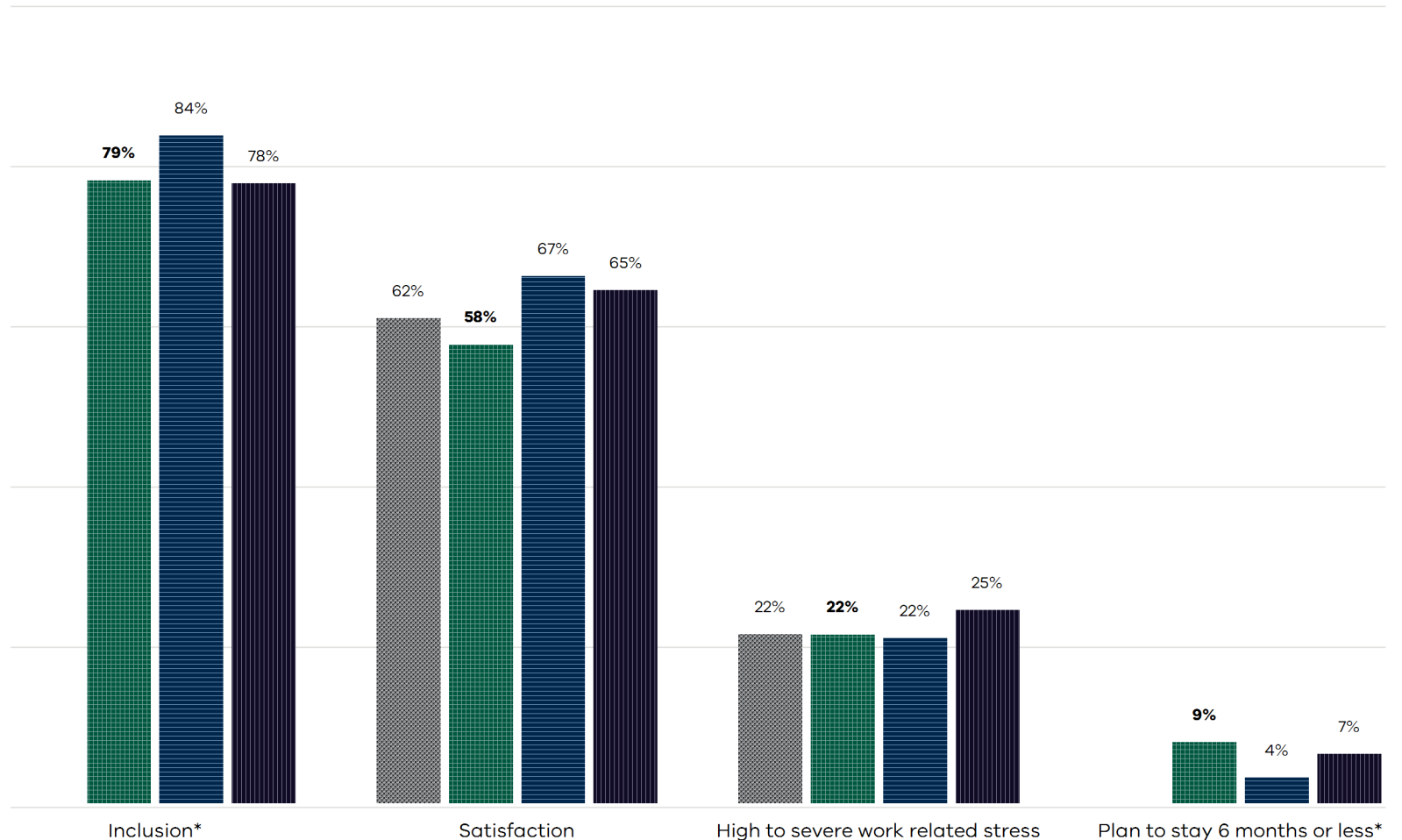
*We can't compare some data here because one or more questions were not asked in a previous survey

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

Chart data:
- Inclusion*: 79% (You 2023), 84% (Comparator 2023), 78% (Public sector 2023)
- Satisfaction: 62% (You 2021), 58% (You 2023), 67% (Comparator 2023), 65% (Public sector 2023)
- High to severe work related stress: 22% (You 2021), 22% (You 2023), 22% (Comparator 2023), 25% (Public sector 2023)
- Plan to stay 6 months or less*: 9% (You 2023), 4% (Comparator 2023), 7% (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

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

Survey question	Your results	Benchmark satisfied results

Legend:
- ■ Dissatisfied
- ▥ Neither satisfied nor dissatisfied
- ▦ Satisfied

Survey question	Your results	You 2021	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
Considering everything, how satisfied are you with your current job	12% / 19% / 69%	73 %	69 %	61 %	77 %	92 %
How satisfied are you with the work/life balance in your current job	13% / 30% / 57%	66 %	57 %	54 %	69 %	76 %
How satisfied are you with your career development within your current organisation	15% / 36% / 49%	47 %	49 %	38 %	54 %	78 %

People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

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

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

The numbers below show the percentage of staff in your organisation who said they experienced high to severe stress in 2023 compared to 2021 and your comparator.

Example

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

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

Category	Percentage
Nil	15%
Low / mild	35%
Moderate	28%
High	13%
Very high	6%
Severe	4%
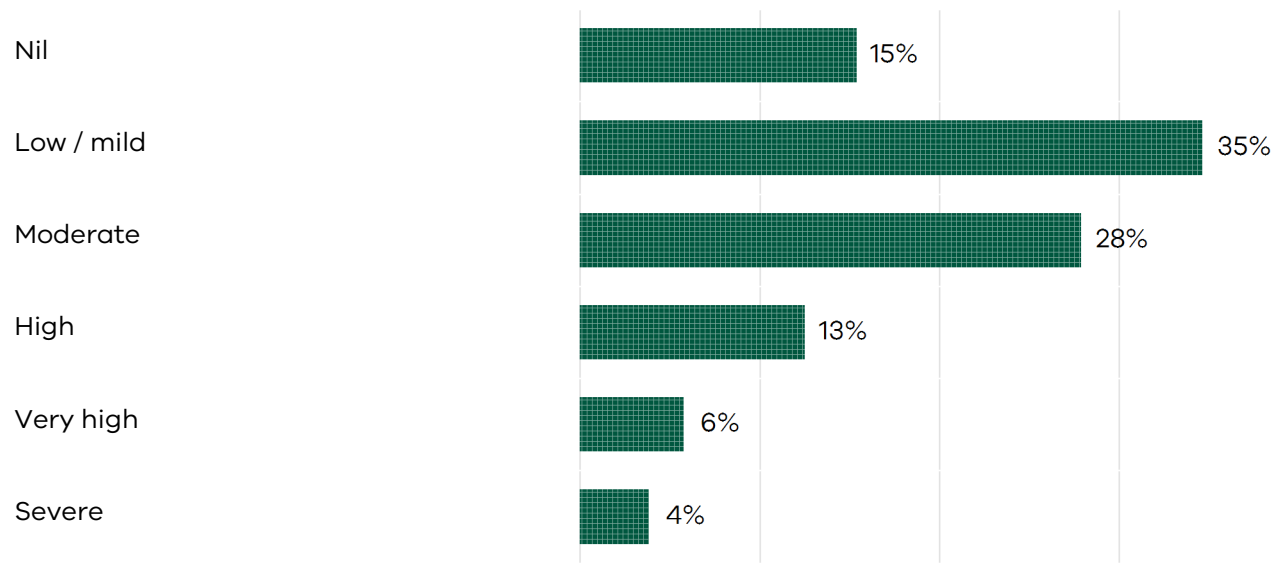
Reported levels of high to severe stress

2021		2023	
22%		**22%**	
Comparator	19%	Comparator	22%
Public Sector	26%	Public Sector	25%
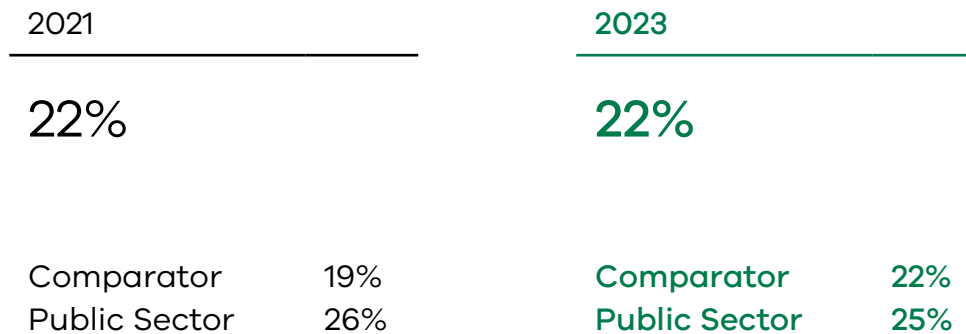
People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

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

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

Example

85% of your staff who did the survey said they experienced mild to severe stress.

Of that 85%, 44% said the top reason was 'Organisation or workplace change'.

	88	16
	85%	15%

■ Experienced some work-related stress   ■ Did not experience some work-related stress
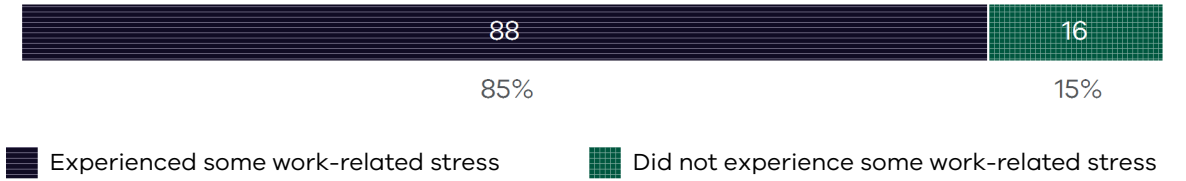
Of those that experienced work related stress it was from …	You 2021	You 2023	Comparator 2023	Public sector 2023
Organisation or workplace change	17%	44%	8%	12%
Workload	30%	34%	46%	49%
Job security	25%	23%	13%	11%
Unclear job expectations	12%	22%	11%	14%
Time pressure	23%	19%	38%	41%
Dealing with clients, patients or stakeholders	9%	17%	19%	15%
Management of work (e.g. supervision, training, information, support)	20%	15%	12%	13%
Competing home and work responsibilities	10%	14%	14%	14%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	15%	11%	17%	11%
Incivility, bullying, harassment or discrimination	3%	8%	5%	6%

People outcomes

Intention to stay

What this is

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

Why this is important

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

How to read this

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

Example

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

■ Leaving your organisation   ▦ Leaving the sector   ▦ Staying

Employees plan to work at your organisation for …	You 2023	Comparator 2023	Public sector 2023
6 months or less	9%	4%	7%
Over 6 months and up to 1 year	7%	10%	10%
Over 1 year and up to 3 years	14%	25%	24%
Over 3 years and up to 5 years	18%	15%	15%
Over 5 years	52%	46%	45%

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People outcomes

Inclusion question results

What this is

This is how included staff feel in their workplace.

Why this is important

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

How to read this

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

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

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

Example

85% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Your results	You 2021	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I feel culturally safe at work	Disagree 5%, Neither 11%, Agree 85%	81 %	85 %	68 %	89 %	97 %
I can be myself at work	Disagree 8%, Neither 13%, Agree 79%	Not asked	79 %	74 %	87 %	96 %
I feel as if I belong at this organisation	Disagree 11%, Neither 16%, Agree 73%	Not asked	73 %	60 %	78 %	96 %
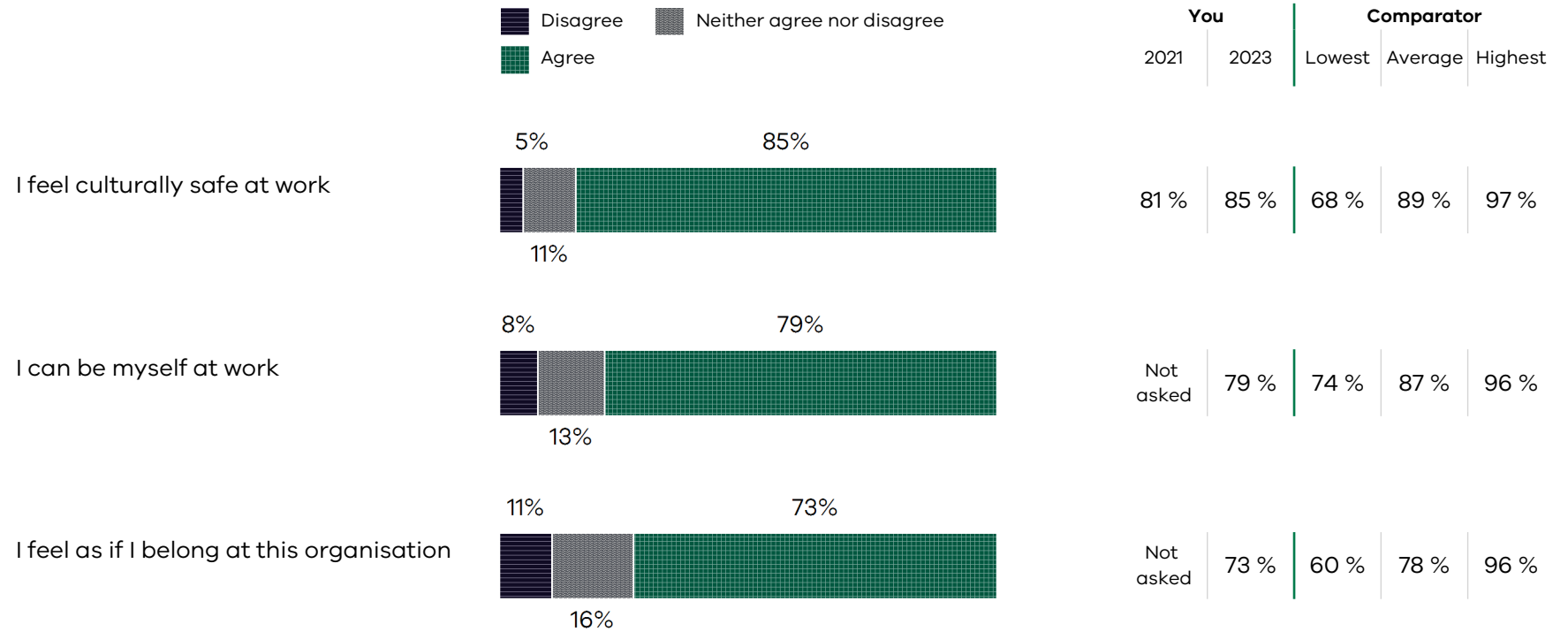
People outcomes

Inclusion - Barriers to success

What this is

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

Why this is important

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

How to read this

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

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

Example

14% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'My mental health'.

Staff who experienced one or more barriers to success at work

27	77
26%	74%

■ Experienced barriers listed   ▦ Did not experience any of the barriers listed
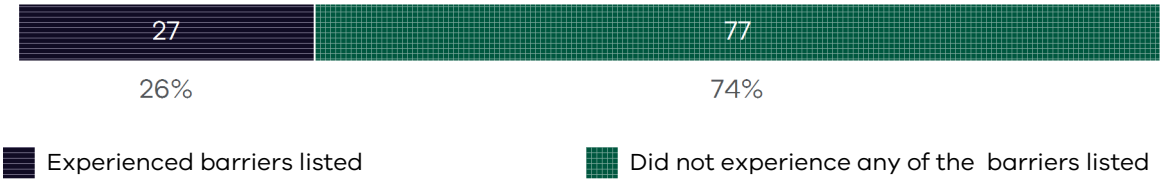
During the last 12 months, employees experienced barriers to their success due to ...	You 2023	Comparator 2023	Public sector 2023
My mental health	14%	8%	8%

People outcomes

Inclusion - Witnessed barriers to success

What this is

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

Why this is important

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

How to read this

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

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

Example

15% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'Mental health'.

Staff who witnessed one or more barriers to success at work

27	77
26%	74%

■ Witnessed barriers listed   ▨ Did not witness barriers listed
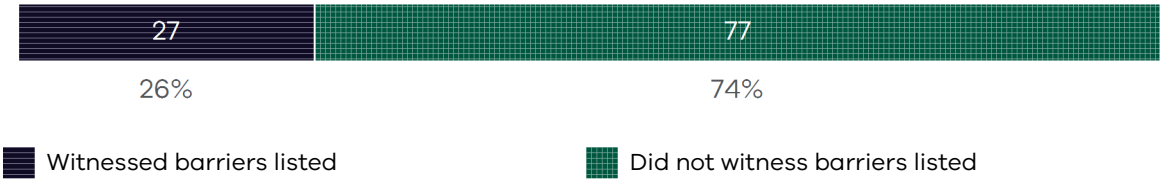
During the last 12 months, employees witnessed barriers to the success of other employees due to their...	You 2023	Comparator 2023	Public sector 2023
Mental health	15%	8%	8%
Caring responsibilities	10%	5%	7%

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:

- 57% of your staff who did the survey said work made them feel happy in 2023, which is down from 60% in 2021

Compared to:

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

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

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

Happy: 60%, 57%, 69%, 52%
Enthusiastic: 51%, 49%, 62%, 48%
Worried: 34%, 31%, 28%, 31%
Miserable: 11%, 14%, 13%, 18%
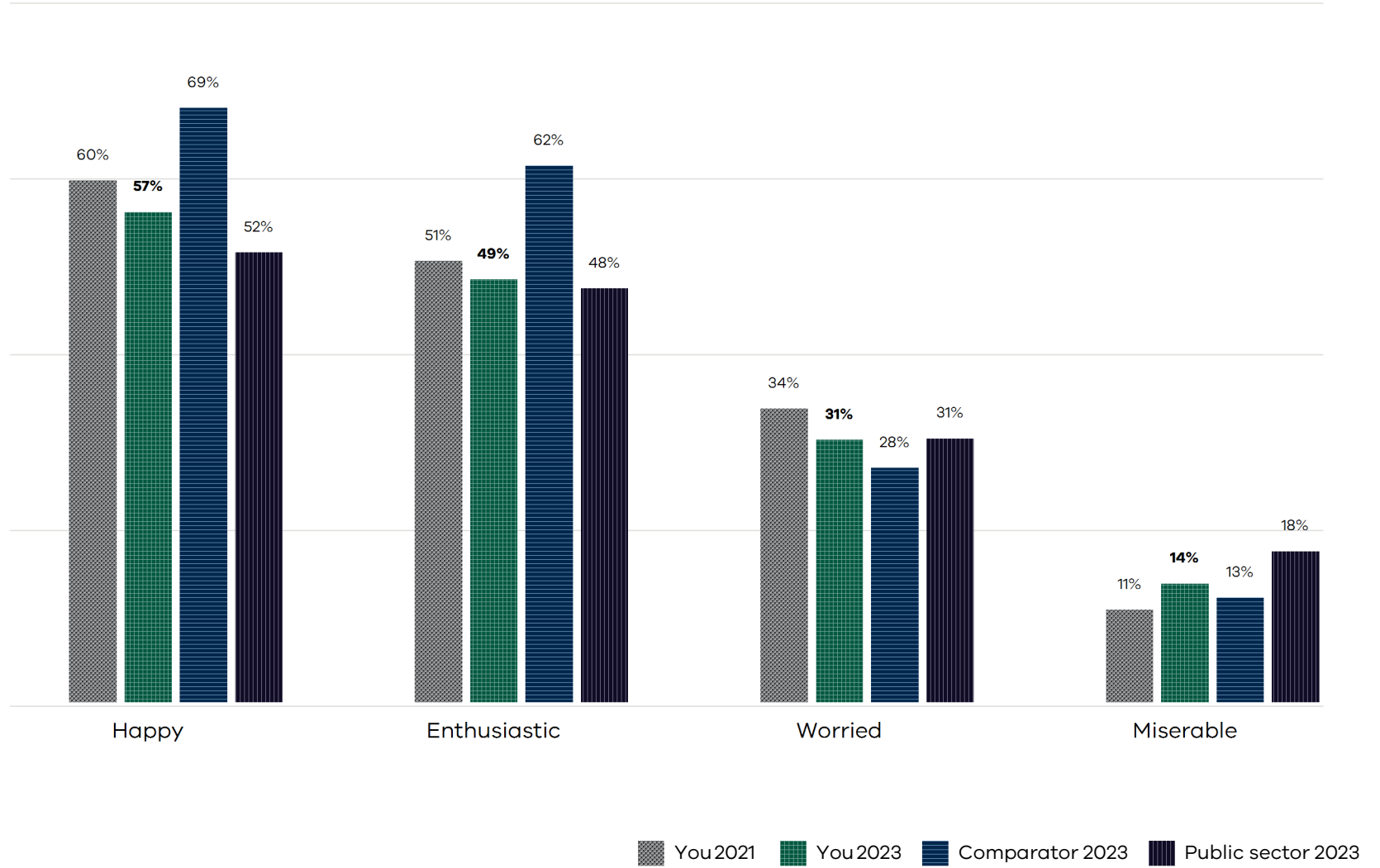
People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

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

Example

In 2023:

- 22% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is up from 19% in 2021.

Compared to:

- 9% of staff at your comparator and 11% of staff across the public sector.

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

Violence or aggression: 19%, 22%, 9%, 11%
Bullying: 10%, 17%, 10%, 12%
Sexual harassment: 8%, 7%, 6%, 4%
Discrimination: 3%, 4%, 5%, 6%
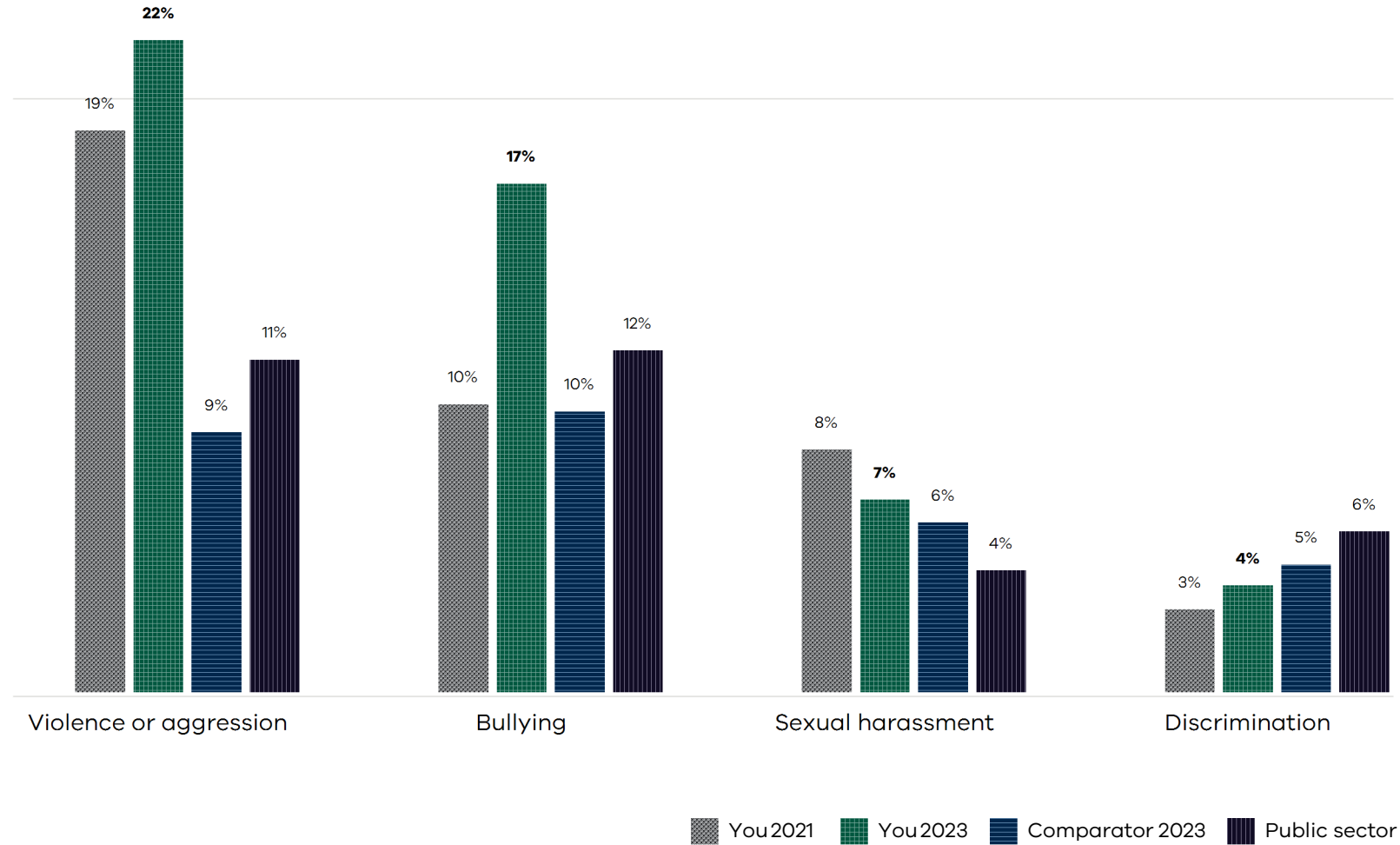
People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

17% of your staff who did the survey said they experienced bullying.

Of that 17%, 78% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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

18	79	7
17%	76%	7%

■ Experienced bullying ▦ Did not experience bullying ▦ Not sure
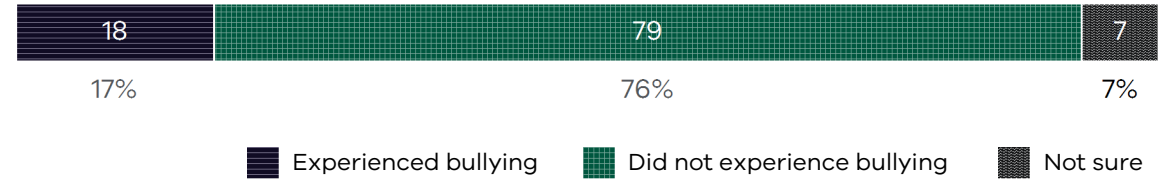
If you experienced bullying, what type of bullying did you experience?	You 2021	You 2023	Comparator 2023	Public sector 2023
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	77%	78%	79%	71%
Verbal abuse	23%	50%	17%	20%
Exclusion or isolation	31%	22%	42%	45%
Intimidation and/or threats	31%	22%	25%	29%
Withholding essential information for me to do my job	0%	17%	25%	30%
Interference with my personal property and/or work equipment	0%	11%	7%	6%
Being assigned meaningless tasks unrelated to my job	15%	6%	15%	16%
Being given impossible assignment(s)	23%	6%	4%	11%
Other	8%	6%	15%	16%

People outcomes

Telling someone about the bullying

What this is

This is if staff told someone when they experienced bullying.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

17% of your staff who did the survey said they experienced bullying, of which

- 56% said the top way they reported the bullying was 'Told a manager'.
- 67% said they didn't submit a formal complaint.

Have you experienced bullying at work in the last 12 months?	18	79	7
	17%	76%	7%

■ Experienced bullying   ▦ Did not experience bullying   ▨ Not sure
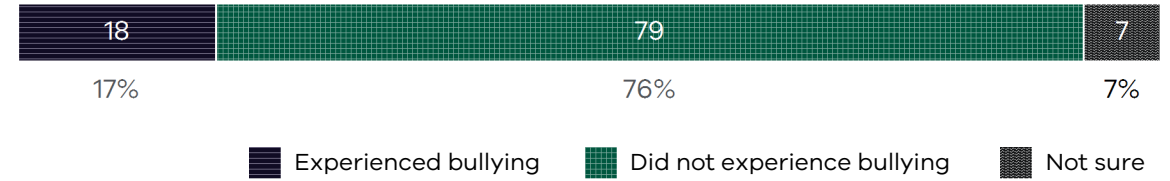
Did you tell anyone about the bullying?	You 2021	You 2023	Comparator 2023	Public sector 2023
Told a manager	31%	56%	47%	50%
Submitted a formal complaint	8%	33%	10%	12%
Told a colleague	46%	33%	44%	41%
Told the person the behaviour was not OK	23%	28%	15%	17%
Told employee assistance program (EAP) or peer support	15%	22%	6%	10%
Told a friend or family member	38%	17%	39%	36%
Told Human Resources	15%	17%	15%	13%
Told someone else	15%	11%	8%	13%
I did not tell anyone about the bullying	8%	6%	11%	12%

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

67% of your staff who experienced bullying did not submit a formal complaint, of which:

- 50% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?

6	12
33%	67%

■ Submitted formal complaint ■ Did not submit a formal complaint
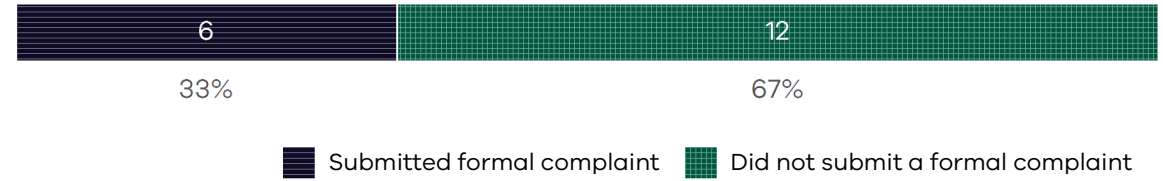
What was your reason for not submitting a formal complaint?	You 2021	You 2023	Comparator 2023	Public sector 2023
I believed there would be negative consequences for my reputation	58%	50%	58%	55%
I didn't think it would make a difference	33%	50%	52%	51%
I believed there would be negative consequences for my career	50%	33%	40%	45%
I didn't think it was serious enough	8%	25%	23%	16%
I believed there would be negative consequences for the person I was going to complain about	0%	17%	12%	10%
I didn't feel safe to report the incident	25%	17%	11%	19%
I didn't need to because I no longer had contact with the person(s) who bullied me	0%	17%	4%	7%
I thought the complaint process would be embarrassing or difficult	8%	17%	15%	13%
I didn't know how to make a complaint	0%	8%	5%	6%
I didn't know who to talk to	0%	8%	9%	5%

People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year's survey, 17% of your staff said they experienced bullying.

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

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

Each row is one perpetrator or group of perpetrators.

Example

17% of your staff who did the survey said they experienced bullying.

Of that 17%, 61% said it was by 'Colleague'.

18 people (17% of staff) experienced bullying (You2023)

Perpetrator	Percentage
Colleague	61%
A manager or supervisor	44%
Member of the public	22%
An executive, senior leader or the head of your organisation	11%
Client/ customer/ patient/ stakeholder	11%
Group of colleagues	6%
Member of your household	6%
A volunteer with my organisation	0%
Other	0%
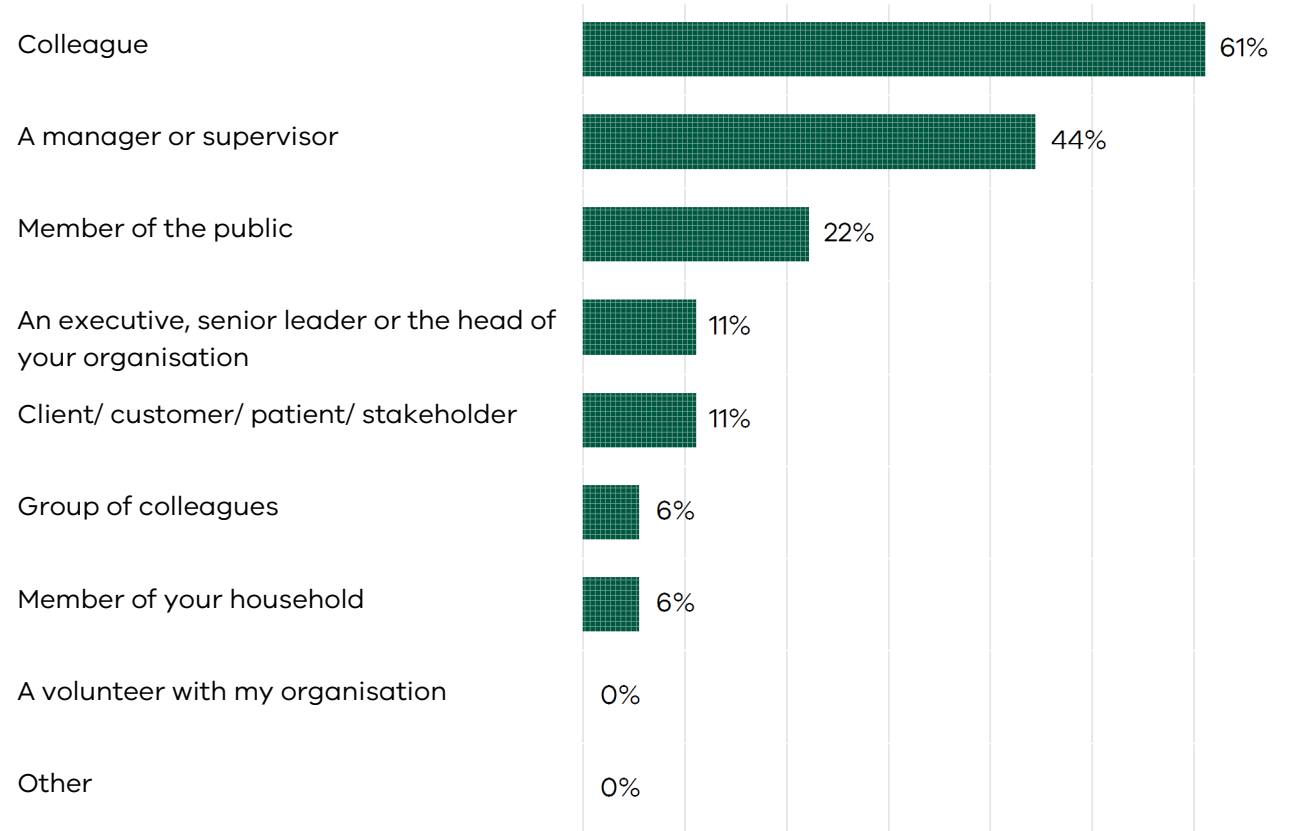
People outcomes

Relationship to perpetrator

What this is

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

Why this is important

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

How to read this

In this year's survey, 17% of your staff said they experienced bullying.

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

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

Example

17% of your staff who did the survey said they experienced bullying.

Of that 17%, 94% said it was by someone within the organisation.

Of that 94%, 47% said it was 'They were in my workgroup'.

17 people (94% of staff who experienced bullying) experienced bullying from within your organisation (You 2023)

They were in my workgroup	47%
They were my immediate manager or supervisor	41%
They were outside my workgroup	18%
They were someone I supervise or manage	6%

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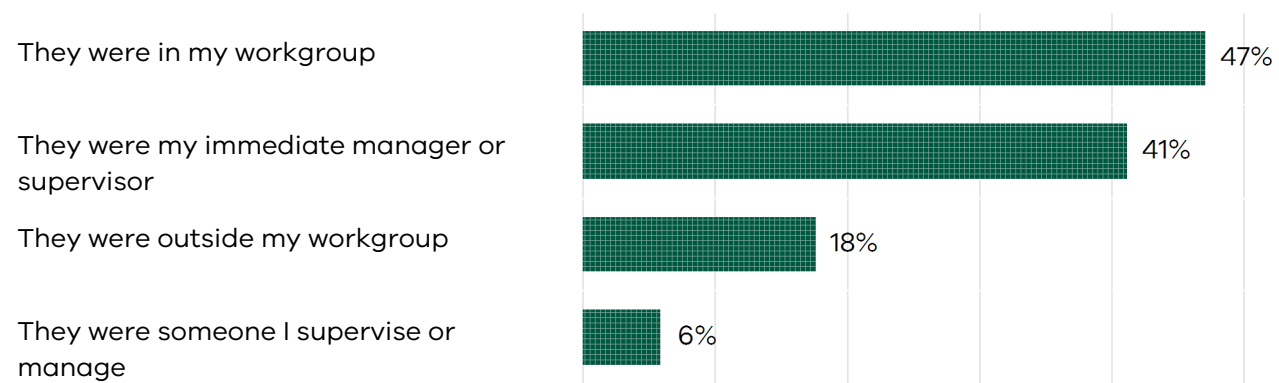
People outcomes

Sexual harassment

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

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People outcomes

Discrimination

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

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Negative behaviour

Violence and aggression

What this is

This is when staff are abused, threatened or assaulted in a situation related to their work.

Why this is important

Violence and aggression can have an immediate and long-term negative impact of those involved, including those who witness violence and aggression.

How to read this

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

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

In descending order, the table shows the answers.

Example

22% of your staff who did the survey said they experienced violence or aggression.

Of that 22%, 83% said it was from 'Abusive language'.

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

23	76	5
22%	73%	5%

■ Experienced violence or aggression ■ Did not experience violence or aggression ▨ Not sure
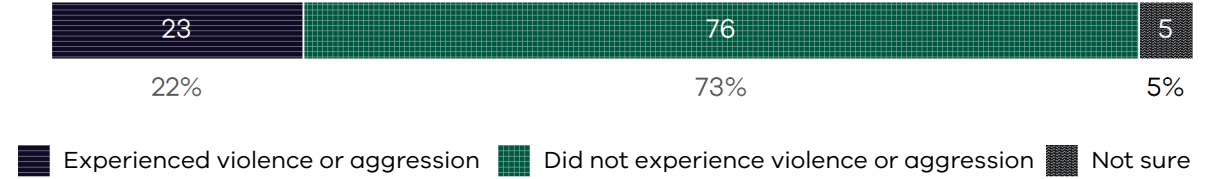
If you experienced violence or aggression, what type did you experience?	You 2021	You 2023	Comparator 2023	Public sector 2023
Abusive language	84%	83%	76%	75%
Intimidating behaviour	68%	83%	76%	73%
Other	0%	4%	4%	6%

Negative behaviour

Telling someone about violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

22% of your staff who did the survey said they experienced violence or aggression, of which

- 61% said the top way they reported the violence or agression was 'Told a manager'
- 61% said they didn't submit a formal incident report.

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

23	76	5
22%	73%	5%

■ Experienced violence or aggression   ■ Did not experience violence or aggression   ▦ Not sure
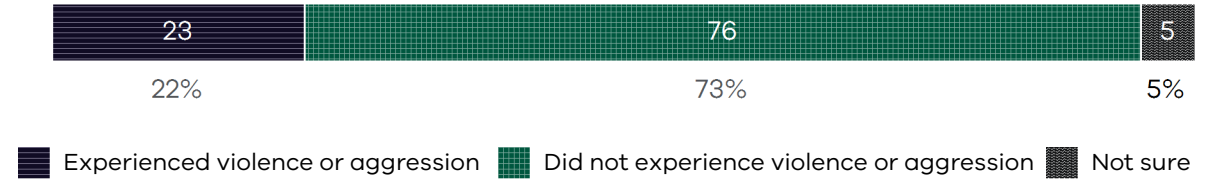
Did you tell anyone about the incident?	You 2021	You 2023	Comparator 2023	Public sector 2023
Told a manager	56%	61%	63%	56%
Told a colleague	36%	43%	46%	40%
Submitted a formal incident report	40%	39%	26%	30%
Told a friend or family member	28%	17%	18%	19%
Told the person the behaviour was not OK	16%	13%	21%	23%
Told Human Resources	4%	9%	14%	6%
Told someone else	0%	9%	5%	6%
Told employee assistance program (EAP) or peer support	4%	4%	1%	5%

Negative behaviour

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

What this is

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

Why this is important

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

How to read this

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

Example

61% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

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

Did you submit a formal incident report?

9	14
39%	61%
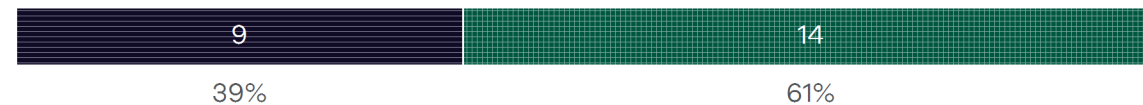
■ Submitted formal incident report ▦ Did not submit a formal incident report

What was your reason for not submitting a formal incident report?	You 2021	You 2023	Comparator 2023	Public sector 2023
I didn't think it would make a difference	20%	43%	36%	38%
I didn't think it was serious enough	73%	36%	35%	28%
I believed there would be negative consequences for my career	0%	21%	10%	18%
I believed there would be negative consequences for my reputation	0%	21%	14%	21%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	27%	21%	20%	13%
I didn't need to because I made the violence or aggression stop	20%	14%	17%	14%
Other	20%	14%	25%	22%
I didn't feel safe to report the incident	7%	7%	2%	7%
I didn't know how to make a complaint	0%	7%	4%	4%
I didn't know who to talk to	0%	7%	2%	2%

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Negative behaviour

Perpetrators of violence and aggression

What this is

This is who staff have said are responsible for violence and aggression.

Why this is important

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

How to read this

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

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

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

Each row is one perpetrator or a group of perpetrators.

Example

22% of your staff who did the survey said they experienced violence or aggression.

Of that 22%, 65% said it was 'Member of the public'.

23 people (22% of staff) experienced violence or aggression (You2023)

Perpetrator	Percentage
Member of the public	65%
Client/ customer/ patient/ stakeholder	35%
A manager or supervisor	22%
Colleague	4%
Group of colleagues	4%
A volunteer with my organisation	0%
An executive, senior leader or the head of your organisation	0%
Member of your household	0%
Other	0%
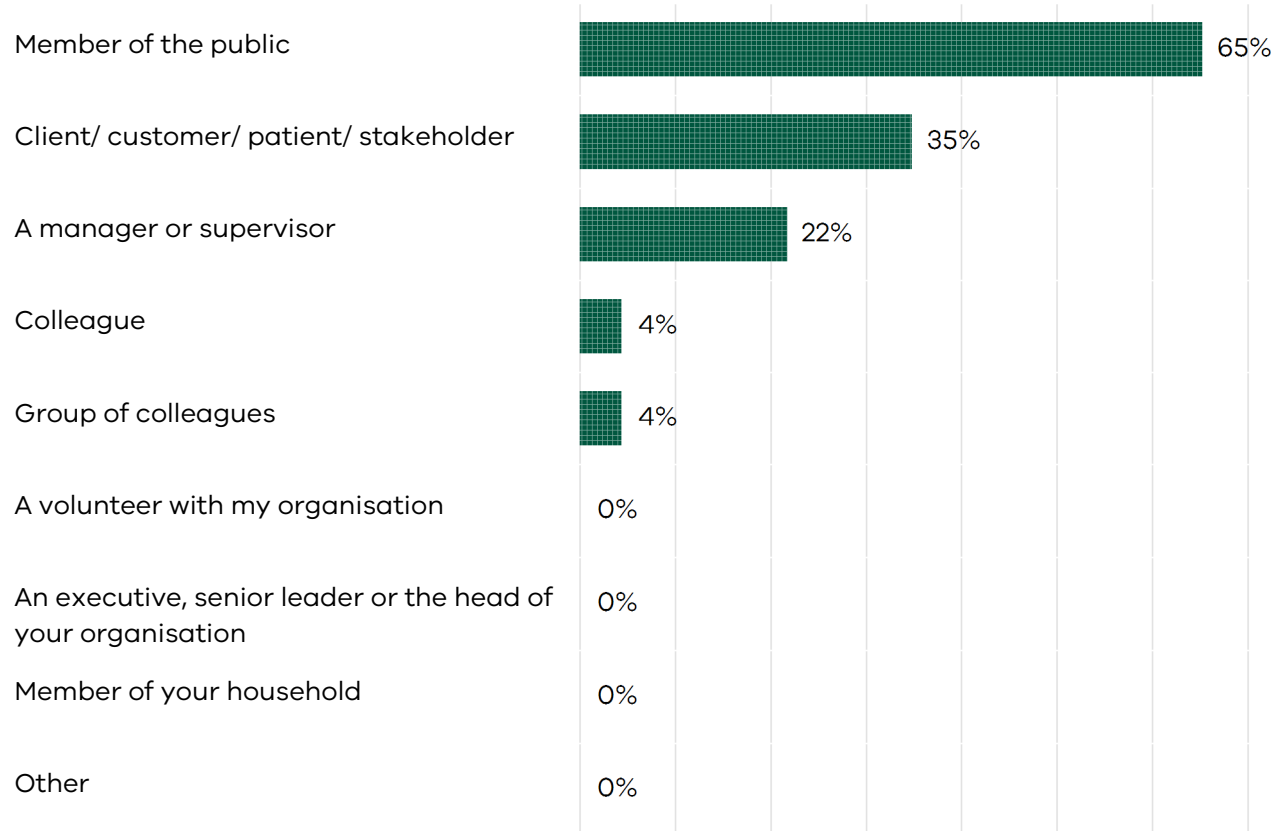
Negative behaviour

Witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

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?

23	81
22%	78%

■ Witnessed some negative behaviour ▦ Did not witness some negative behaviour

During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	You 2023	Comparator 2023	Public sector 2023
No, I have not witnessed any of the situations above	83%	78%	81%	81%
Bullying of a colleague	8%	16%	13%	13%
Violence or aggression against a colleague	6%	9%	4%	3%
Discrimination against a colleague	5%	8%	7%	7%
Sexual harassment of a colleague	1%	1%	2%	1%

Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

The table shows the answers in descending order.

Example

22% of your staff who did the survey witnessed negative behaviour, of which:

- 83% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 4% took no action.

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

23	81
22%	78%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour

When you witnessed the above behaviour(s), did you do any of the following?	You 2021	You 2023	Comparator 2023	Public sector 2023
Spoke to the person who experienced the behaviour	73%	83%	66%	69%
Told a manager	18%	48%	42%	38%
Spoke to the person who behaved in a negative way	18%	26%	21%	17%
Told the person the behaviour was not OK	23%	26%	20%	20%
Told Human Resources	5%	9%	11%	7%
Other	5%	4%	7%	6%
Submitted a formal complaint	14%	4%	5%	5%
Took no action	9%	4%	5%	8%

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

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- Cultural diversity
- Employment
- Adjustments
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Key differences

Highest scoring questions

What this is

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

How to read this

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

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

You can also compare your 2023 scores against your 2021 scores and your 2023 comparator group.

Example

On the first row 'Meaningful work', the 'You 2023' column shows 90% of your staff agreed with 'I can make a worthwhile contribution at work'.

This question was not asked in 2021.

Question group	Highest scoring questions	You 2023	Change from 2021	Comparator 2023
Meaningful work	I can make a worthwhile contribution at work	90%	Not asked in 2021	94%
Job enrichment	I can use my skills and knowledge in my job	88%	Not asked in 2021	91%
Gender equality supporting measures	My organisation would support me if I needed to take family violence leave	88%	+4%	87%
Job enrichment	I understand how my job helps my organisation achieve its goals	88%	Not asked in 2021	94%
Safety climate	My organisation provides a physically safe work environment	88%	0%	87%
Meaningful work	I achieve something important through my work	87%	+9%	89%
Job enrichment	I clearly understand what I am expected to do in this job	86%	+2%	89%
Collaboration	I am able to work effectively with others outside my immediate workgroup	86%	-9%	86%
Gender equality supporting measures	My organisation uses inclusive and respectful images and language	86%	-2%	88%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	85%	-2%	88%

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Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

You can also compare your 2023 scores against your 2021 scores and your 2023 comparator group.

Example

On the first row 'Safety climate', the 'You 2023' column shows 37% of your staff agreed with 'All levels of my organisation are involved in the prevention of stress'.
In the 'Change from 2021' column, you have a 5% decrease, which is a negative trend.

Question subgroup	Lowest scoring questions	You 2023	Change from 2021	Comparator 2023
Safety climate	All levels of my organisation are involved in the prevention of stress	37%	-5%	51%
Organisational integrity	I believe the promotion processes in my organisation are fair	38%	Not asked in 2021	45%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	38%	-8%	55%
Learning and development	I am satisfied with the opportunities to progress in my organisation	40%	Not asked in 2021	46%
Learning and development	My organisation places a high priority on the learning and development of staff	42%	-8%	51%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	44%	-14%	53%
Other questions	My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)	45%	Not asked in 2021	49%
Collaboration	Workgroups across my organisation willingly share information with each other	47%	-13%	58%
Organisational integrity	I have an equal chance at promotion in my organisation	47%	Not asked in 2021	51%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	48%	+6%	55%

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Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

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

In this table, your trend is shown in the 'Increase from 2021' column.

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

This is because the increase from 2021 shows you where the most positive changes are happening in your organisation.

Example

On the first row 'Human rights', the 'You 2023' column shows 72% of your staff agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.
In the 'Increase from 2021' column, you have a 11% increase, which is a positive trend.

Question group	Most improved from last survey	You 2023	Increase from 2021	Comparator 2023
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	72%	+11%	70%
Meaningful work	I achieve something important through my work	87%	+9%	89%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	48%	+6%	55%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	70%	+5%	76%
Job enrichment	I have the authority to do my job effectively	70%	+5%	80%
Gender equality supporting measures	My organisation would support me if I needed to take family violence leave	88%	+4%	87%
Inclusion	I feel culturally safe at work	85%	+4%	89%
Satisfaction	How satisfied are you with your career development within your current organisation	49%	+2%	54%
Job enrichment	I clearly understand what I am expected to do in this job	86%	+2%	89%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	73%	+2%	75%

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 2021' column.

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

This is because the decrease from 2021 shows you where the most negative changes are happening in your organisation.

Example

On the first row 'Engagement', the 'You 2023' column shows 58% of your staff agreed with 'I feel a strong personal attachment to my organisation'.
In the 'Decrease from 2021' column, you have a 22% decrease, which is a negative trend.

Question subgroup	Largest decline from last survey	You 2023	Decrease from 2021	Comparator 2023
Engagement	I feel a strong personal attachment to my organisation	58%	-22%	72%
Senior leadership	Senior leaders model my organisation's values	54%	-16%	69%
Senior leadership	Senior leaders provide clear strategy and direction	48%	-15%	62%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	44%	-14%	53%
Safe to speak up	People in my workgroup are able to bring up problems and tough issues	61%	-13%	71%
Collaboration	Workgroups across my organisation willingly share information with each other	47%	-13%	58%
Engagement	My organisation inspires me to do the best in my job	51%	-13%	72%
Quality service delivery	My workgroup has clear lines of responsibility	62%	-12%	73%
Workload	I have enough time to do my job effectively	50%	-11%	60%
Engagement	I am proud to tell others I work for my organisation	77%	-11%	85%

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 80% of your staff agreed with 'I understand how the Code of Conduct for Victorian public sector employees applies to my work'.

The 'difference' column, shows that agreement for this question was 8 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 understand how the Code of Conduct for Victorian public sector employees applies to my work	80%	+8%	72%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	72%	+2%	70%
Gender equality supporting measures	My organisation would support me if I needed to take family violence leave	88%	+1%	87%
Workgroup support	People in my workgroup work together effectively to get the job done	85%	+1%	84%
Safety climate	My organisation provides a physically safe work environment	88%	+1%	87%
Workgroup support	People in my workgroup are politically impartial in their work	77%	+0%	77%
Other questions	I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration	68%	+0%	68%

Key differences

Biggest negative difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Engagement', the 'You 2023' column shows 51% of your staff agreed with 'My organisation inspires me to do the best in my job'.

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

Question subgroup	Biggest negative difference from comparator	You 2023	Difference	Comparator 2023
Engagement	My organisation inspires me to do the best in my job	51%	–21%	72%
Organisational integrity	My organisation is committed to earning a high level of public trust	67%	–19%	86%
Innovation	My workgroup encourages employee creativity	57%	–18%	74%
Engagement	My organisation motivates me to help achieve its objectives	55%	–17%	72%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	38%	–16%	55%
Job enrichment	I have a say in how I do my work	65%	–16%	81%
Senior leadership	Senior leaders model my organisation's values	54%	–16%	69%
Manager support	I receive meaningful recognition when I do good work	55%	–15%	70%
Engagement	I feel a strong personal attachment to my organisation	58%	–14%	72%
Safety climate	All levels of my organisation are involved in the prevention of stress	37%	–14%	51%

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- Responsiveness
- Integrity
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- 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
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- 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

49% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will make improvements based on the results of this survey'.

| Survey question | Your results | Benchmark agree results |

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

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

Your results: 24% | 27% | 49%

Benchmark agree results

	You		Comparator		
	2021	2023	Lowest	Average	Highest
	Not asked	49 %	30 %	54 %	85 %

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- Disability
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- Employment
- Adjustments
- Caring

Senior leadership

Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

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

Example

56% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
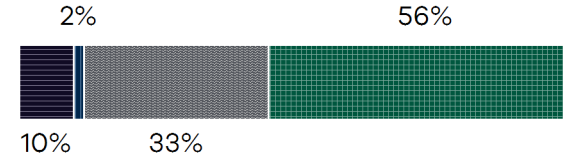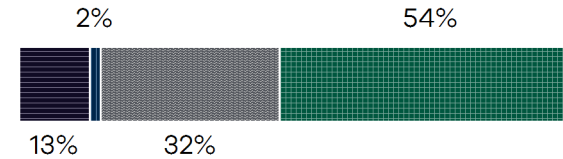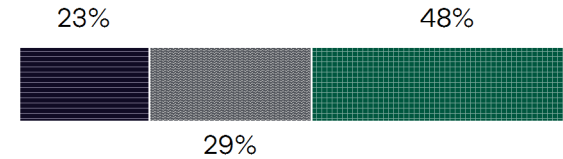
Survey question	Your results	You 2021	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders demonstrate honesty and integrity	10% / 2% / 33% / 56%	62 %	56 %	51 %	70 %	94 %
Senior leaders model my organisation's values	13% / 2% / 32% / 54%	70 %	54 %	45 %	69 %	92 %
Senior leaders provide clear strategy and direction	23% / 29% / 48%	63 %	48 %	26 %	62 %	90 %

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Key differences

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Demographics

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- 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:

- 66% of your staff who did the survey responded positively to questions about Collaboration which is down from 77% in 2021.

Compared to:

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

Collaboration: You 2021 77%, You 2023 66%, Comparator 2023 72%, Public sector 2023 72%

Organisational integrity*: You 2023 63%, Comparator 2023 71%, Public sector 2023 66%

Safety climate: You 2021 57%, You 2023 51%, Comparator 2023 60%, Public sector 2023 57%

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

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

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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.
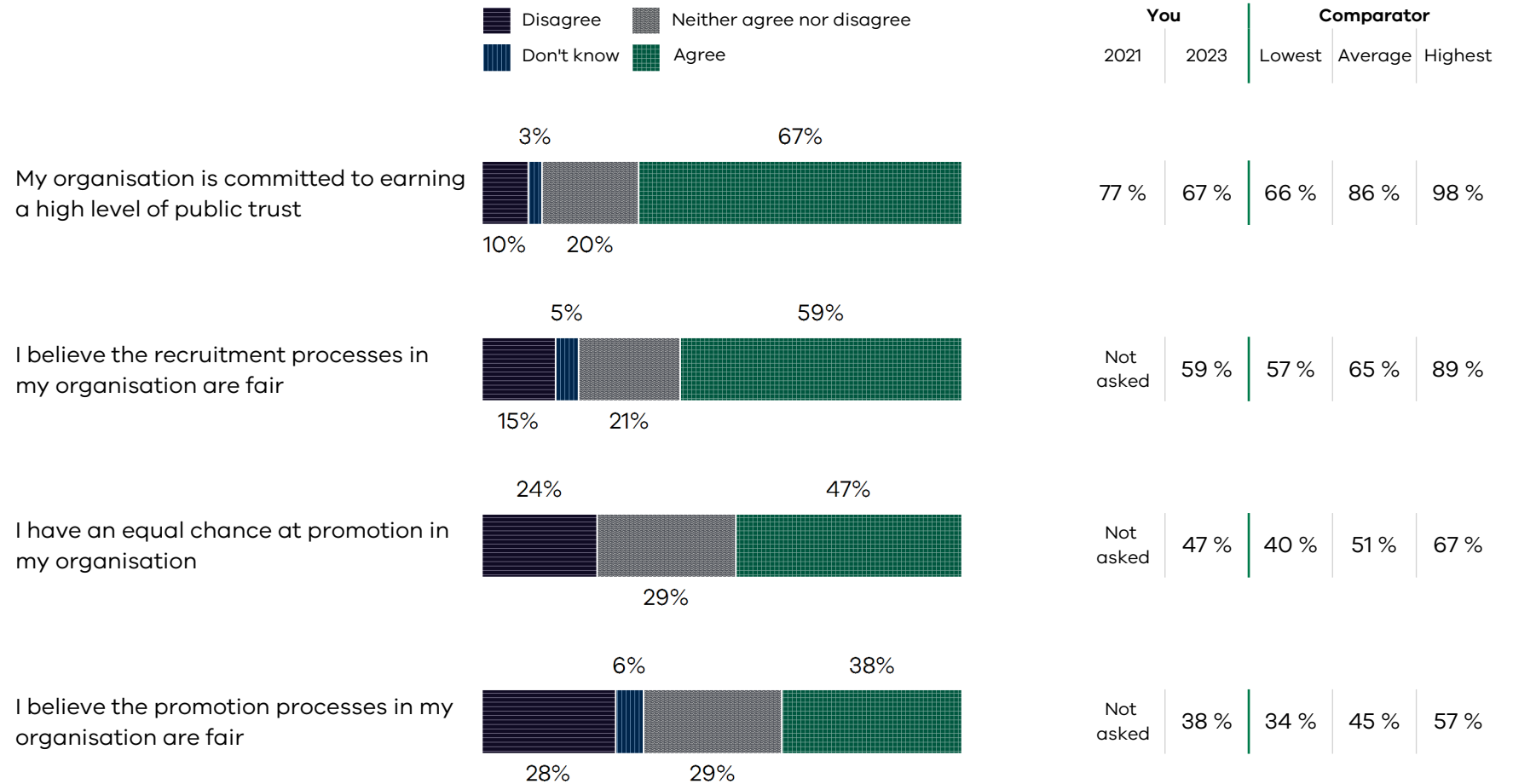
Example

85% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

| Survey question | Your results | Benchmark agree results |

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

Survey question		You 2021	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages employees to act in ways that are consistent with human rights	1% / 14% / 85%	87 %	85 %	64 %	88 %	98 %
My organisation encourages respectful workplace behaviours	5% / 19% / 76%	85 %	76 %	60 %	87 %	98 %
My organisation takes steps to eliminate bullying, harassment and discrimination	2% / 12% / 18% / 68%	78 %	68 %	51 %	73 %	87 %
My organisation does not tolerate improper conduct	1% / 13% / 19% / 67%	76 %	67 %	55 %	76 %	92 %

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.
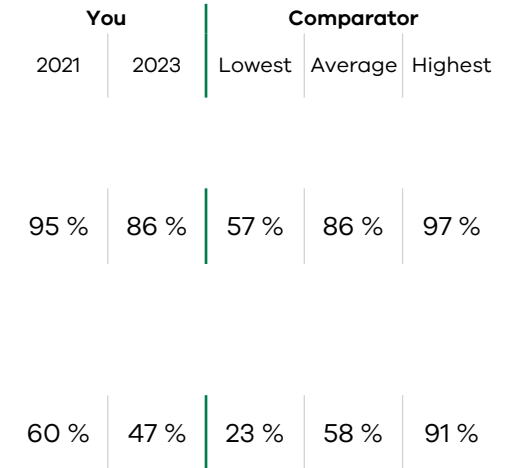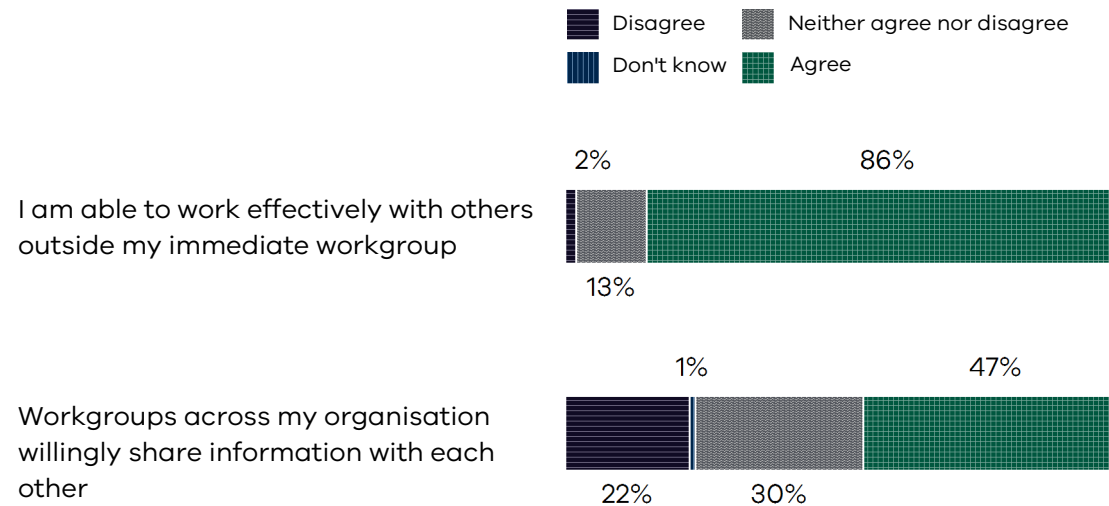
Example

67% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2021	2023	Lowest	Average	Highest

Survey question	Disagree	Neither	Agree	2021	2023	Lowest	Average	Highest
My organisation is committed to earning a high level of public trust	10% / 3%	20%	67%	77 %	67 %	66 %	86 %	98 %
I believe the recruitment processes in my organisation are fair	15% / 5%	21%	59%	Not asked	59 %	57 %	65 %	89 %
I have an equal chance at promotion in my organisation	24%	29%	47%	Not asked	47 %	40 %	51 %	67 %
I believe the promotion processes in my organisation are fair	28% / 6%	29%	38%	Not asked	38 %	34 %	45 %	57 %

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Organisational climate

Collaboration

What this is

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

Why this is important

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

How to read this

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

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

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

Example

86% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

Survey question	Your results		

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

Benchmark agree results

Survey question	You 2021	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others outside my immediate workgroup	95 %	86 %	57 %	86 %	97 %
Workgroups across my organisation willingly share information with each other	60 %	47 %	23 %	58 %	91 %

Your results bar data:

I am able to work effectively with others outside my immediate workgroup: 2%, 13%, 86%

Workgroups across my organisation willingly share information with each other: 22%, 1%, 30%, 47%

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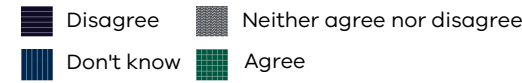
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
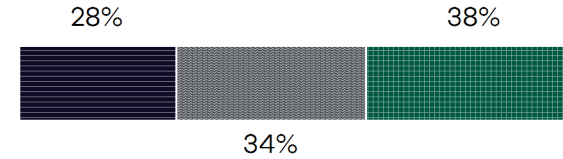
Example

88% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Survey question	Your results				

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
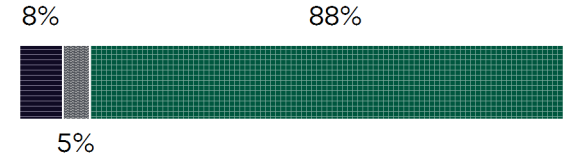
	You		Comparator		
Survey question	2021	2023	Lowest	Average	Highest
My organisation provides a physically safe work environment — Disagree 8%, Neither 5%, Agree 88%	88 %	88 %	70 %	87 %	100 %
In my workplace, there is good communication about psychological safety issues that affect me — Disagree 19%, Neither 30%, Agree 51%	56 %	51 %	28 %	53 %	70 %
Senior leaders consider the psychological health of employees to be as important as productivity — Disagree 24%, Neither 26%, Agree 50%	54 %	50 %	38 %	62 %	90 %
My organisation has effective procedures in place to support employees who may experience stress — Disagree 20%, Don't know 8%, Neither 28%, Agree 44%	58 %	44 %	32 %	53 %	66 %
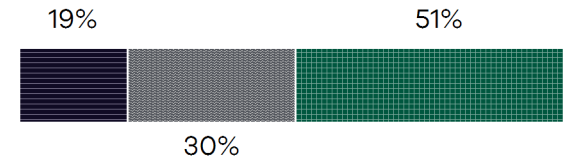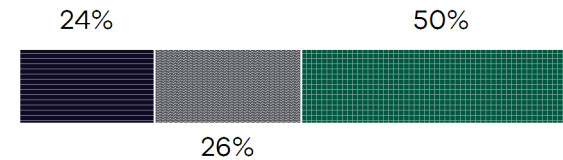
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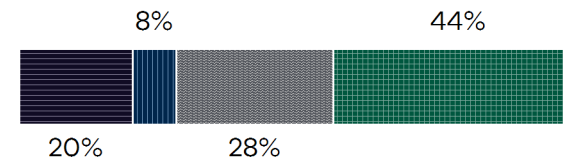
Organisational climate

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

38% of your staff who did the survey agreed or strongly agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

Survey question	Your results					

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

Benchmark agree results

Survey question		You		Comparator		
		2021	2023	Lowest	Average	Highest
Senior leaders show support for stress prevention through involvement and commitment	28% / 34% / 38%	47 %	38 %	36 %	55 %	81 %
All levels of my organisation are involved in the prevention of stress	30% / 34% / 37%	42 %	37 %	21 %	51 %	71 %

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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:

- 74% of your staff who did the survey responded positively to questions about Workgroup support which is down from 79% in 2021.

Compared to:

- 79% of staff at your comparator and 80% of staff across the public sector.
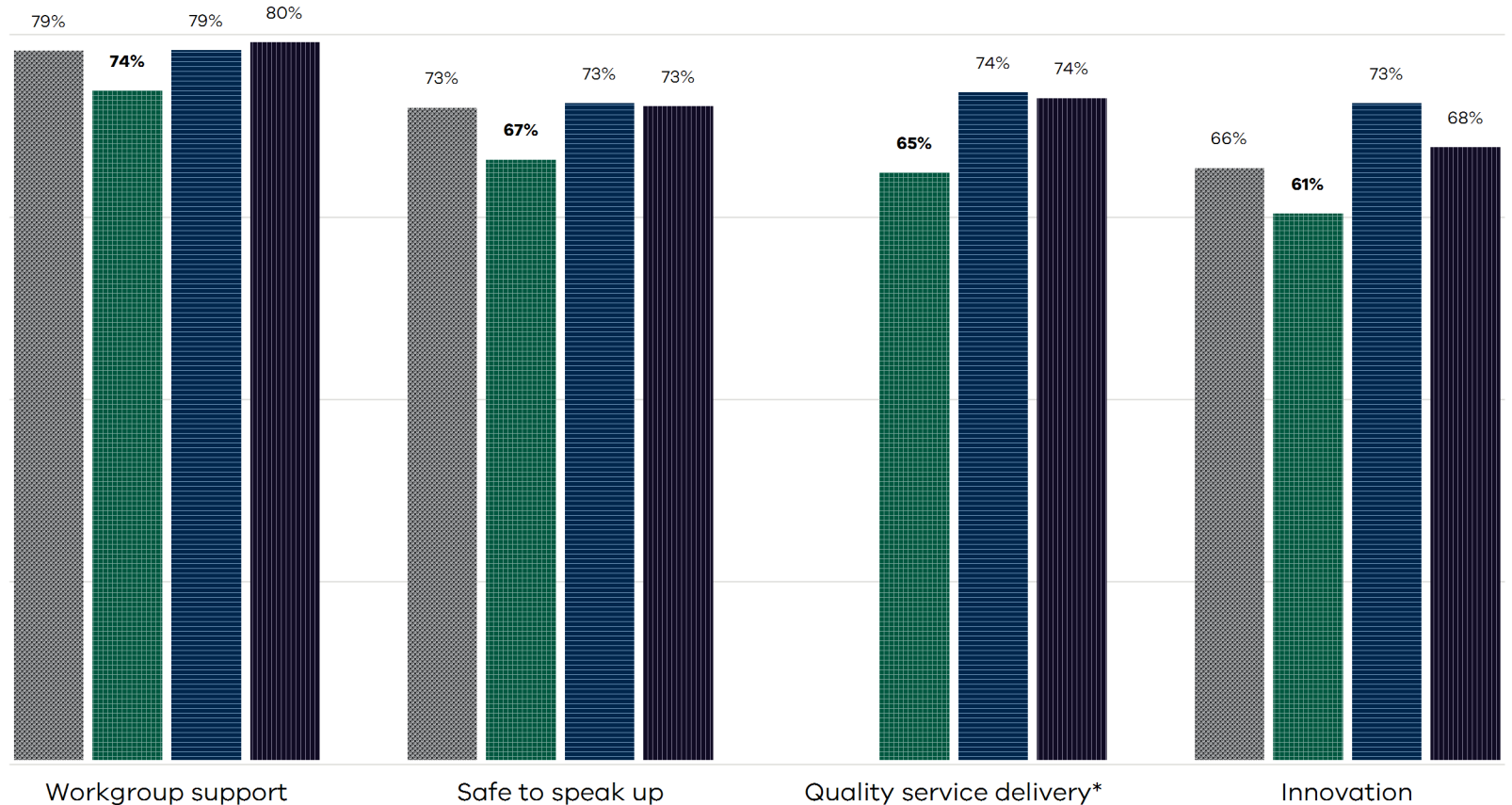
	Workgroup support	Safe to speak up	Quality service delivery*	Innovation
You 2021	79%	73%		66%
You 2023	74%	67%	65%	61%
Comparator 2023	79%	73%	74%	73%
Public sector 2023	80%	73%	74%	68%

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

Legend: You 2021, 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

68% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

Survey question	Your results	You 2021	You 2023	Comparator Lowest	Comparator Average	Comparator Highest

Legend: Disagree / Don't know / Neither agree nor disagree / Agree
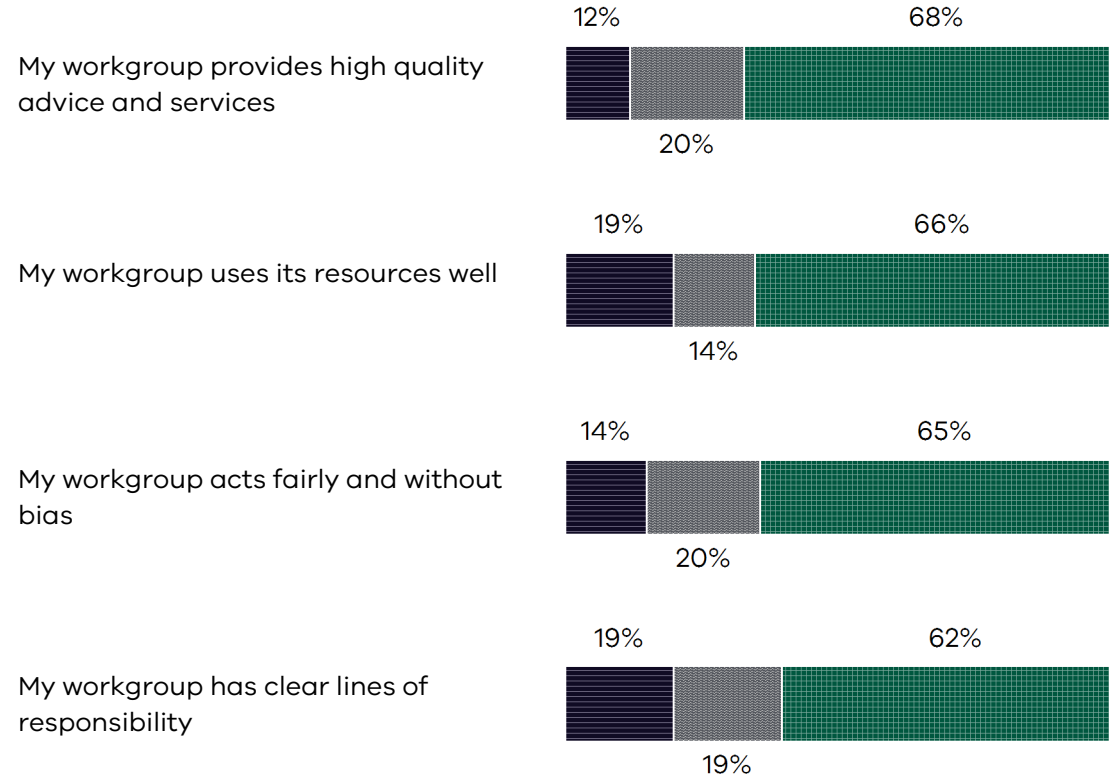
Survey question	Your results (Disagree / Neither / Agree)	2021	2023	Lowest	Average	Highest
My workgroup provides high quality advice and services	12% / 20% / 68%	Not asked	68 %	60 %	81 %	97 %
My workgroup uses its resources well	19% / 14% / 66%	Not asked	66 %	56 %	69 %	87 %
My workgroup acts fairly and without bias	14% / 20% / 65%	Not asked	65 %	55 %	74 %	91 %
My workgroup has clear lines of responsibility	19% / 19% / 62%	73 %	62 %	61 %	73 %	89 %

Workgroup climate

Innovation

What this is

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

Why this is important

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

How to read this

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

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

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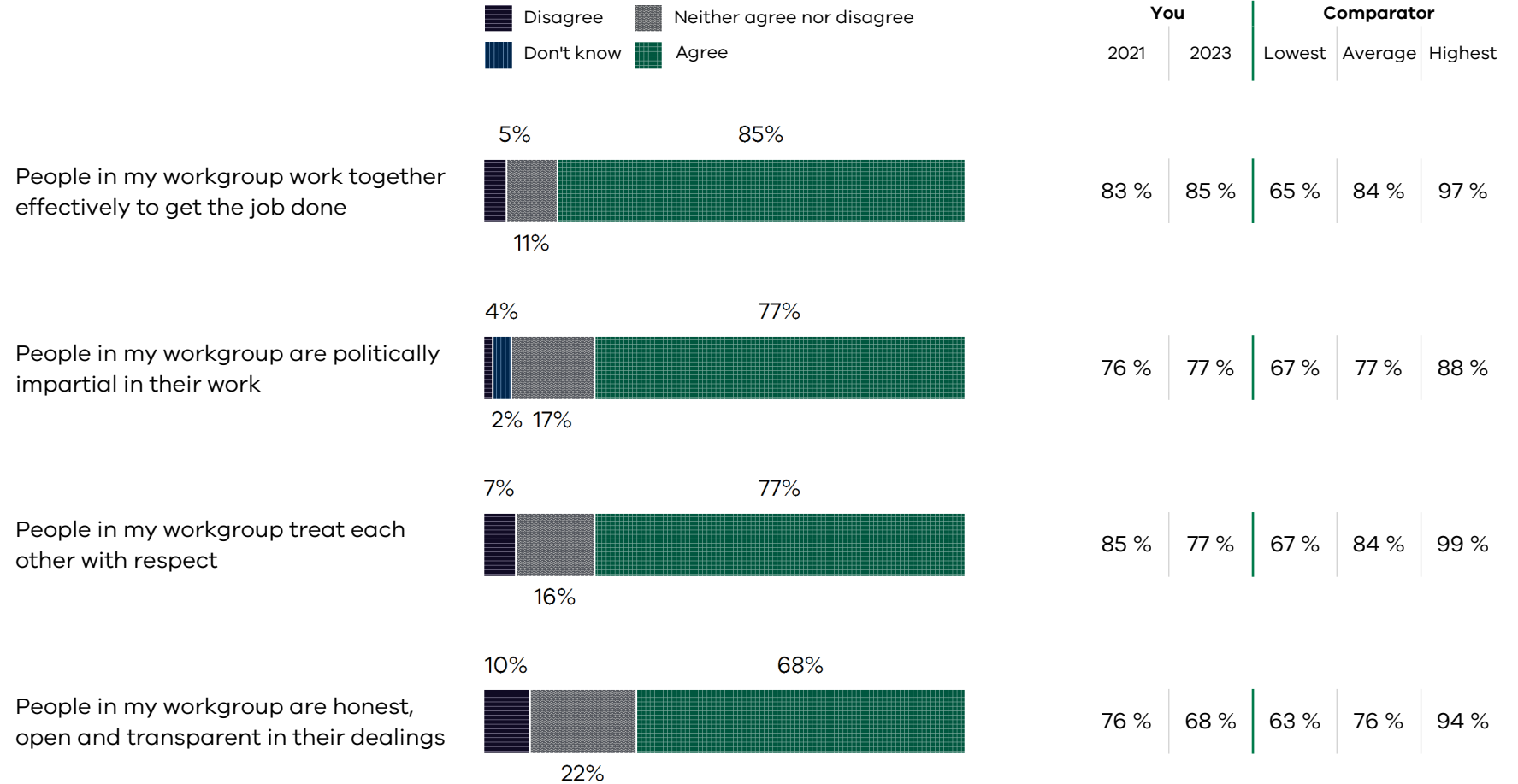
Example

64% of your staff who did the survey agreed or strongly agreed with 'My workgroup is quick to respond to opportunities to do things better'.

Survey question

Your results

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

Benchmark agree results
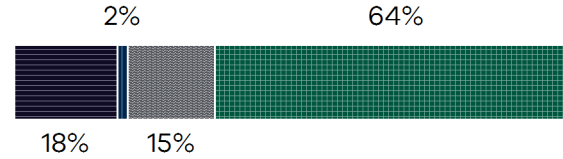
Survey question		You		Comparator		
		2021	2023	Lowest	Average	Highest
My workgroup is quick to respond to opportunities to do things better (Disagree 18%, Don't know 2%, Neither 15%, Agree 64%)		67 %	64 %	61 %	73 %	90 %
My workgroup learns from failures and mistakes (Disagree 13%, Neither 25%, Agree 62%)		68 %	62 %	57 %	72 %	89 %
My workgroup encourages employee creativity (Disagree 16%, Don't know 1%, Neither 26%, Agree 57%)		63 %	57 %	50 %	74 %	97 %
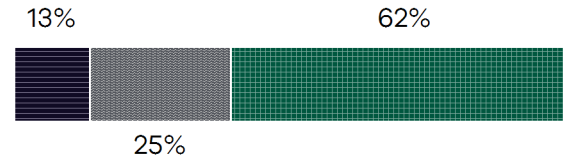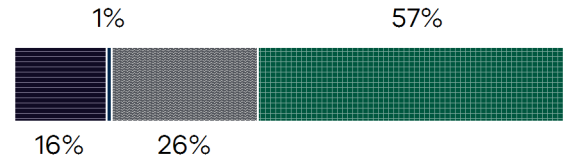
Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

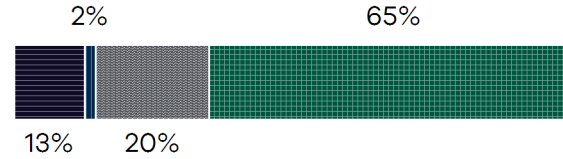Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

85% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

Survey question	Your results		You		Comparator		
			2021	2023	Lowest	Average	Highest
People in my workgroup work together effectively to get the job done	5% / 11% / 85%		83 %	85 %	65 %	84 %	97 %
People in my workgroup are politically impartial in their work	4% / 2% / 17% / 77%		76 %	77 %	67 %	77 %	88 %
People in my workgroup treat each other with respect	7% / 16% / 77%		85 %	77 %	67 %	84 %	99 %
People in my workgroup are honest, open and transparent in their dealings	10% / 22% / 68%		76 %	68 %	63 %	76 %	94 %

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

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Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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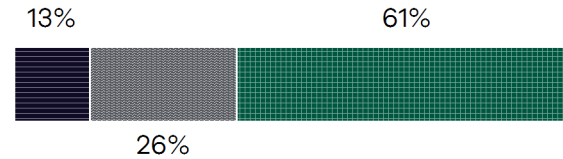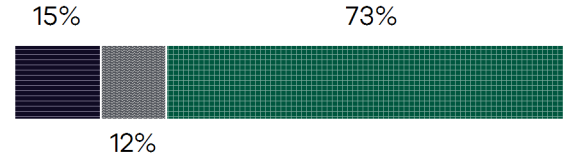
Example

65% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2021	2023	Lowest	Average	Highest

Survey question						
People in my workgroup appropriately manage conflicts of interest	13% / 2% / 20% / 65%	74 %	65 %	64 %	73 %	89 %

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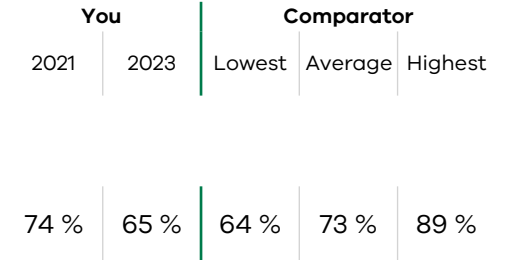
Workgroup climate

Safe to speak up

What this is

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

Why this is important

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

How to read this

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

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

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

Example

73% of your staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.

Survey question	Your results			You		Comparator		
				2021	2023	Lowest	Average	Highest

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

Benchmark agree results

Survey question	Disagree	Neither	Agree	2021	2023	Lowest	Average	Highest
I feel safe to challenge inappropriate behaviour at work	15%	12%	73%	71 %	73 %	62 %	75 %	88 %
People in my workgroup are able to bring up problems and tough issues	13%	26%	61%	74 %	61 %	58 %	71 %	89 %

People matter survey

2023

Have your say

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

Topical questions

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

Demographics

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

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

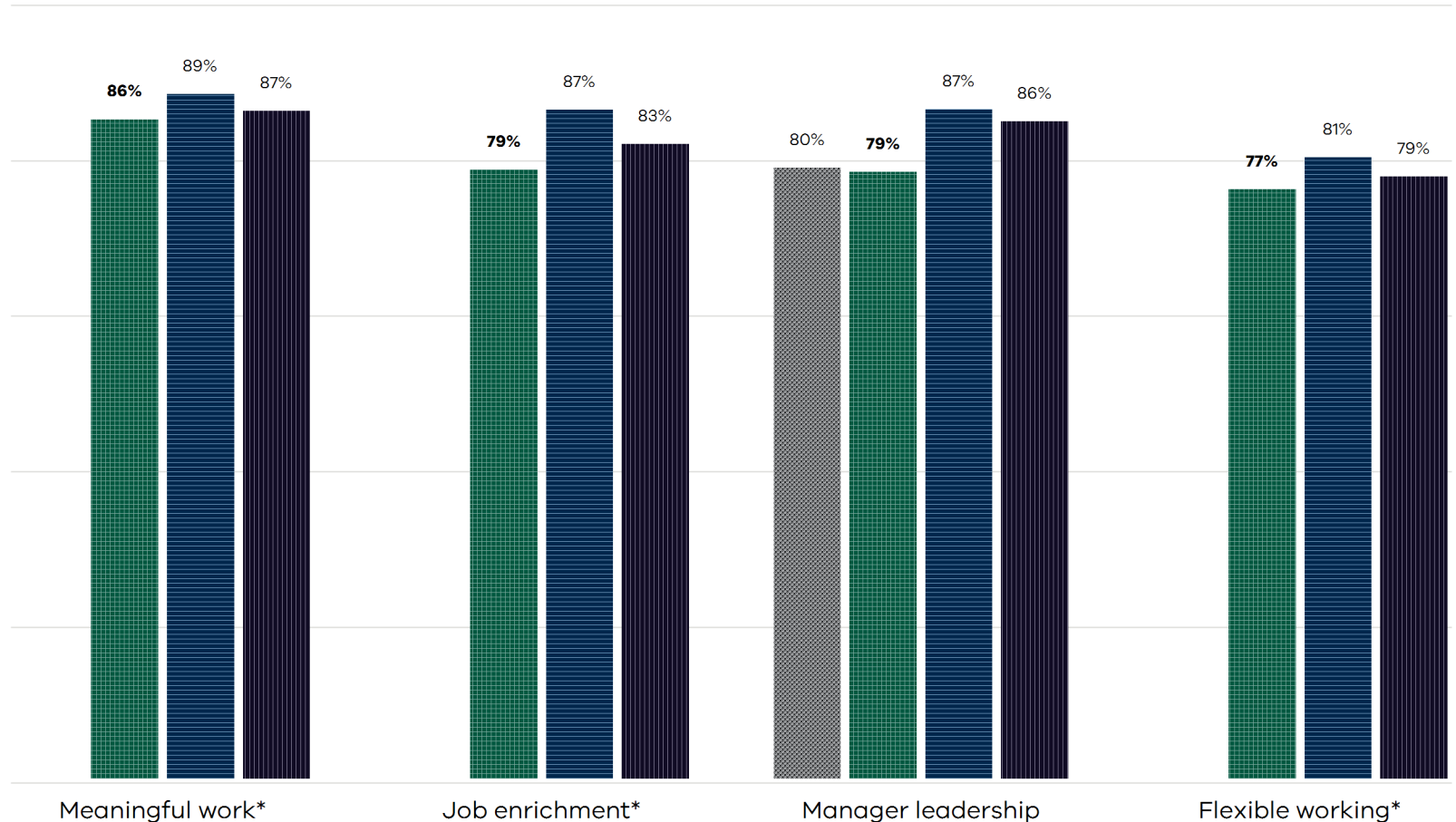Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

In 2023:

- 86% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 89% of staff at your comparator and 87% of staff across the public sector.

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

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

Meaningful work*: 86%, 89%, 87%
Job enrichment*: 79%, 87%, 83%
Manager leadership: 80%, 79%, 87%, 86%
Flexible working*: 77%, 81%, 79%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2023:

- 69% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

- 79% of staff at your comparator and 77% of staff across the public sector.
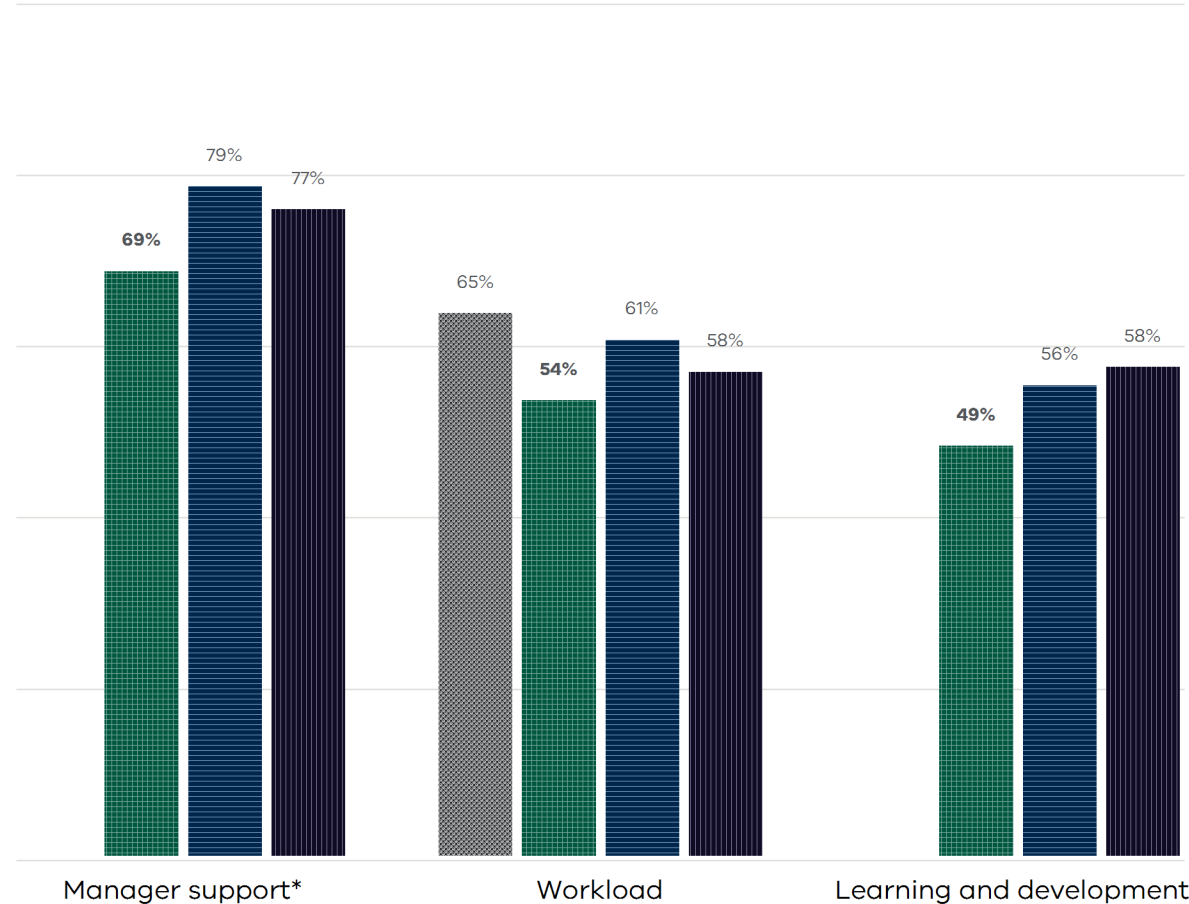
*We can't compare some data here because one or more questions were not asked in a previous survey

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

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Manager leadership

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

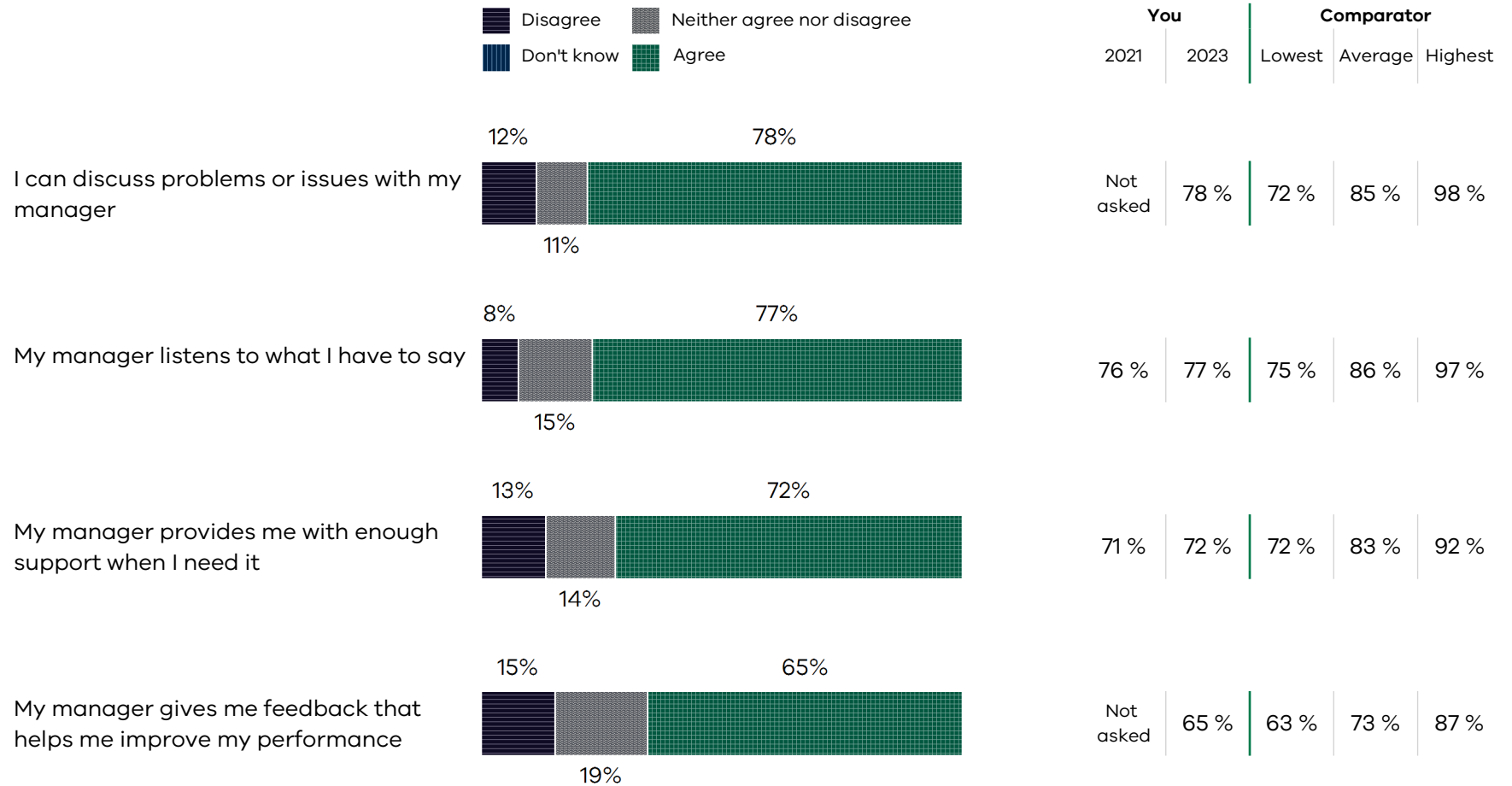Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

Survey question	Your results				

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

Survey question	Your results	You 2021	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect	13% / 6% / 82%	82 %	82 %	76 %	89 %	99 %
My manager demonstrates honesty and integrity	7% / 15% / 78%	79 %	78 %	74 %	87 %	100 %
My manager models my organisation's values	9% / 13% / 78%	78 %	78 %	73 %	85 %	94 %
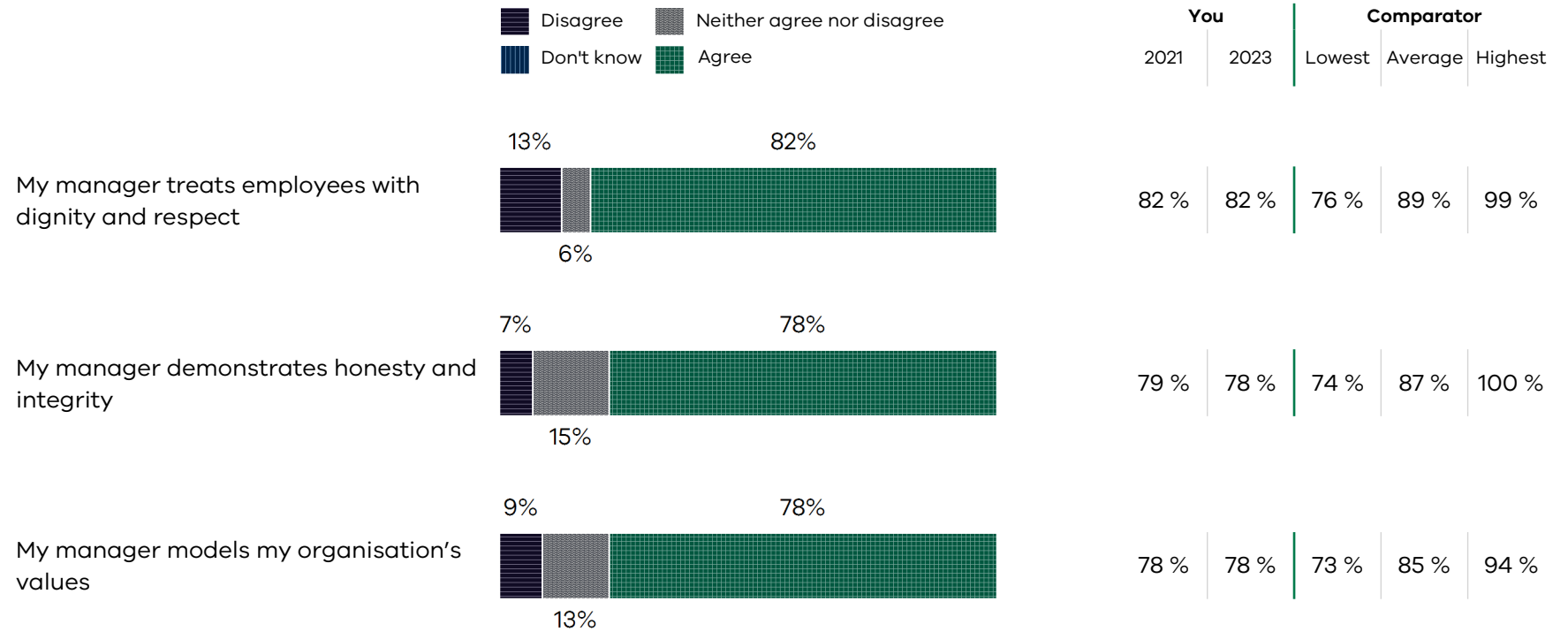
Job and manager factors

Manager support 1 of 2

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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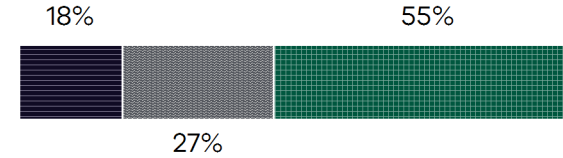
Example

78% of your staff who did the survey agreed or strongly agreed with 'I can discuss problems or issues with my manager'.

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

Survey question		You 2021	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I can discuss problems or issues with my manager	12% / 11% / 78%	Not asked	78 %	72 %	85 %	98 %
My manager listens to what I have to say	8% / 15% / 77%	76 %	77 %	75 %	86 %	97 %
My manager provides me with enough support when I need it	13% / 14% / 72%	71 %	72 %	72 %	83 %	92 %
My manager gives me feedback that helps me improve my performance	15% / 19% / 65%	Not asked	65 %	63 %	73 %	87 %

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.
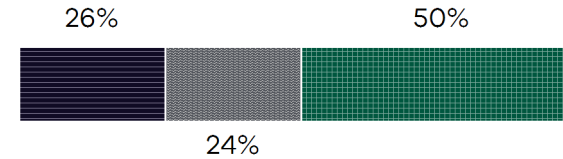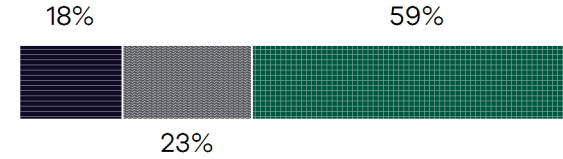
Example

55% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.

Survey question

Your results

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

I receive meaningful recognition when I do good work

18% | 55%
27%

Benchmark agree results

	You		Comparator		
	2021	2023	Lowest	Average	Highest
	Not asked	55 %	52 %	70 %	82 %

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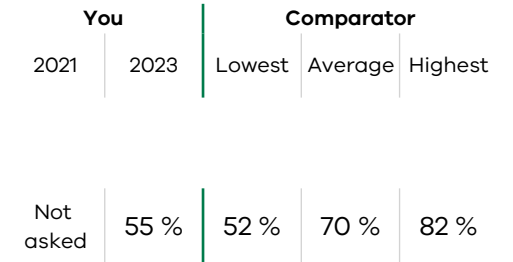
Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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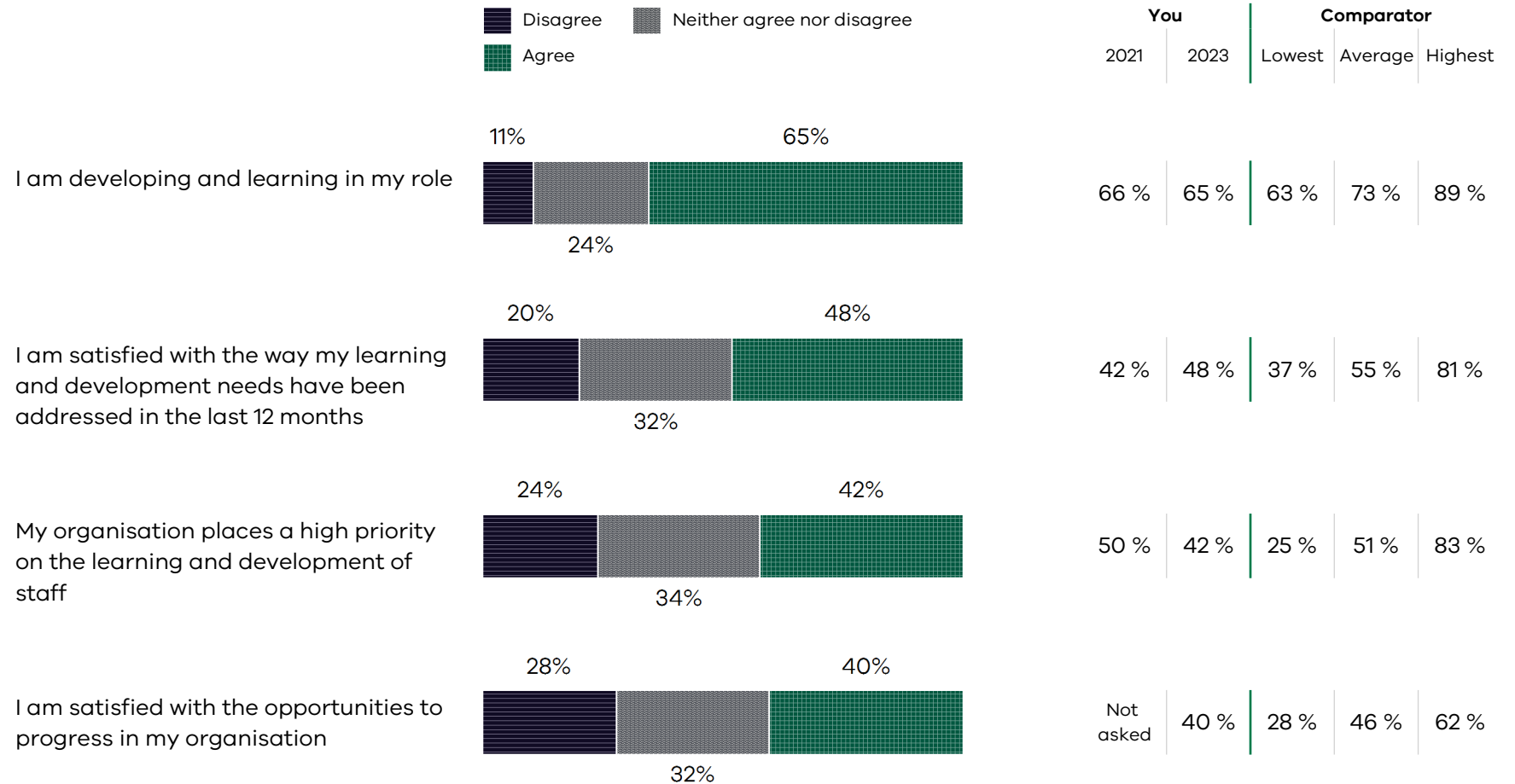
Example

59% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

| Survey question | Your results | Benchmark agree results |

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

	You		Comparator		
Survey question	2021	2023	Lowest	Average	Highest
The workload I have is appropriate for the job that I do	68 %	59 %	51 %	63 %	68 %
I have enough time to do my job effectively	61 %	50 %	38 %	60 %	68 %

The workload I have is appropriate for the job that I do: 18% Disagree, 23% Neither, 59% Agree

I have enough time to do my job effectively: 26% Disagree, 24% Neither, 50% Agree

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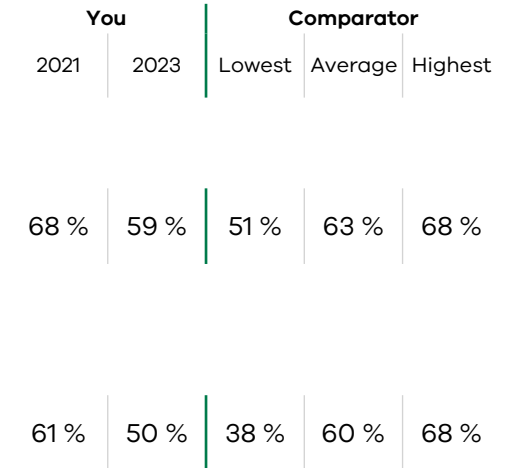
Job and manager factors

Learning and development

What this is

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

Why this is important

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

How to read this

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

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

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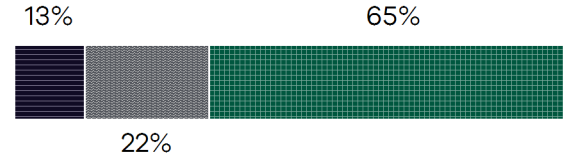
Example

65% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Legend: ■ Disagree   ▨ Neither agree nor disagree   ▨ Agree

Survey question	Your results			You 2021	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I am developing and learning in my role	11% Disagree	24% Neither	65% Agree	66 %	65 %	63 %	73 %	89 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	20%	32%	48%	42 %	48 %	37 %	55 %	81 %
My organisation places a high priority on the learning and development of staff	24%	34%	42%	50 %	42 %	25 %	51 %	83 %
I am satisfied with the opportunities to progress in my organisation	28%	32%	40%	Not asked	40 %	28 %	46 %	62 %

Victorian Public Sector Commission

VICTORIA State Government

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

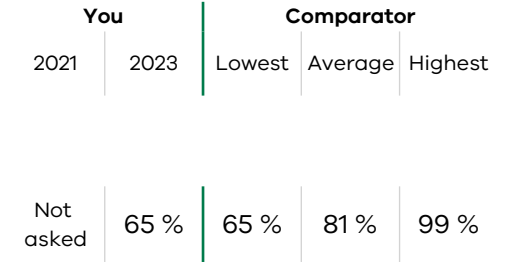88% of your staff who did the survey agreed or strongly agreed with 'I can use my skills and knowledge in my job'.
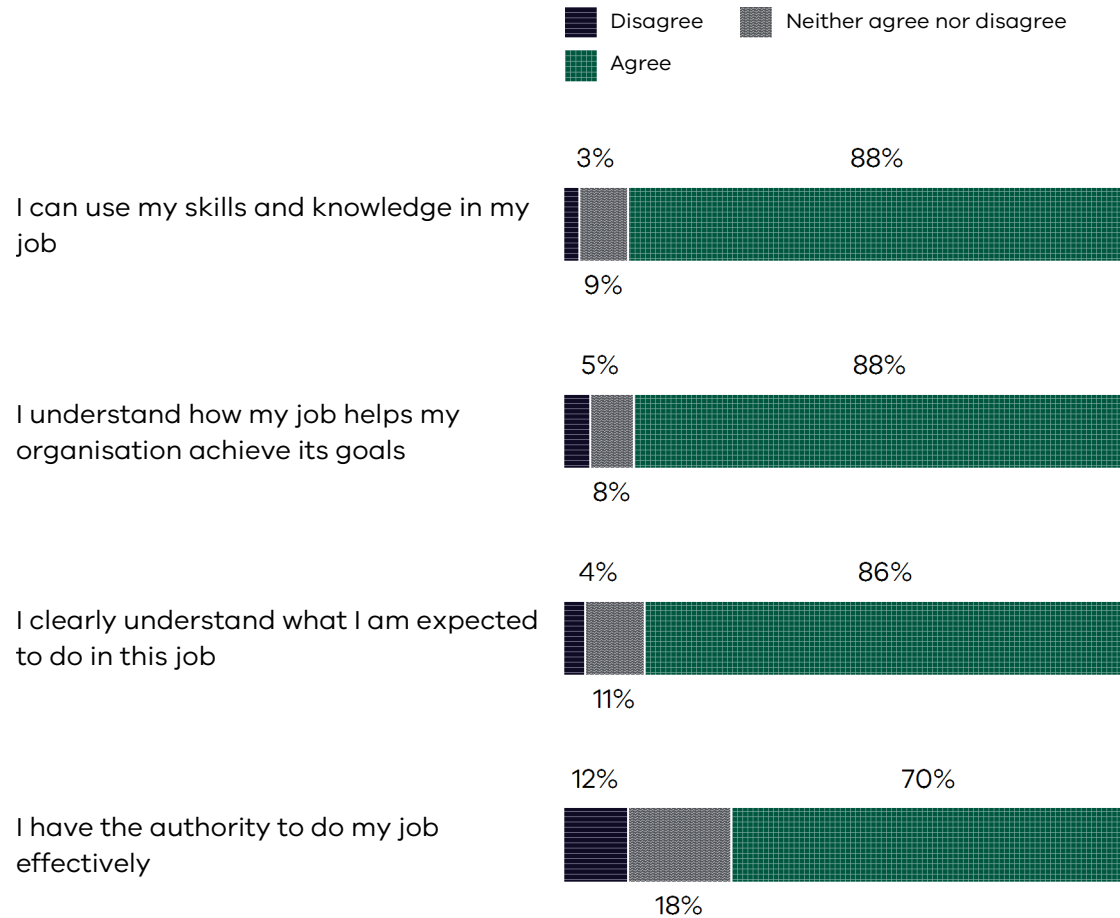
Survey question	Your results	You		Comparator		
		2021	2023	Lowest	Average	Highest
I can use my skills and knowledge in my job	Disagree 3% / Neither 9% / Agree 88%	Not asked	88 %	88 %	91 %	98 %
I understand how my job helps my organisation achieve its goals	Disagree 5% / Neither 8% / Agree 88%	Not asked	88 %	89 %	94 %	97 %
I clearly understand what I am expected to do in this job	Disagree 4% / Neither 11% / Agree 86%	83 %	86 %	83 %	89 %	96 %
I have the authority to do my job effectively	Disagree 12% / Neither 18% / Agree 70%	65 %	70 %	70 %	80 %	94 %

Legend: Disagree, Neither agree nor disagree, Agree

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

65% of your staff who did the survey agreed or strongly agreed with 'I have a say in how I do my work'.

Survey question

Your results

- Disagree
- Neither agree nor disagree
- Agree

13%   65%

I have a say in how I do my work

22%

Benchmark agree results

	You		Comparator		
	2021	2023	Lowest	Average	Highest
	Not asked	65 %	65 %	81 %	99 %

Victorian Public Sector Commission

VICTORIA State Government

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

90% of your staff who did the survey agreed or strongly agreed with 'I can make a worthwhile contribution at work'.
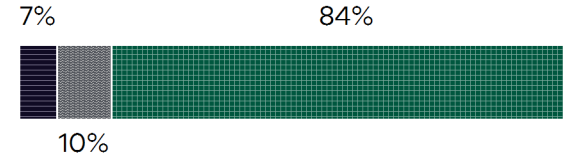
Survey question	Your results					

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree
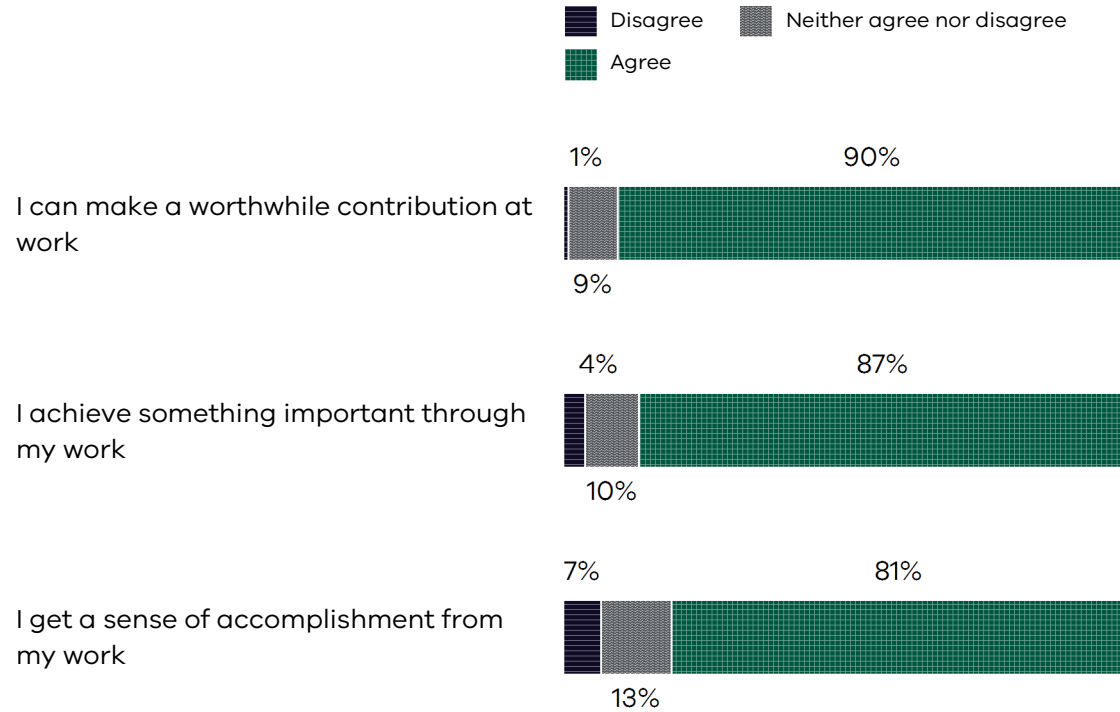
		You		Comparator		
Survey question	Your results	2021	2023	Lowest	Average	Highest
I can make a worthwhile contribution at work	1% / 9% / 90%	Not asked	90 %	87 %	94 %	100 %
I achieve something important through my work	4% / 10% / 87%	78 %	87 %	80 %	89 %	94 %
I get a sense of accomplishment from my work	7% / 13% / 81%	82 %	81 %	76 %	85 %	99 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Flexible working

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

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

Survey question	Your results	Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
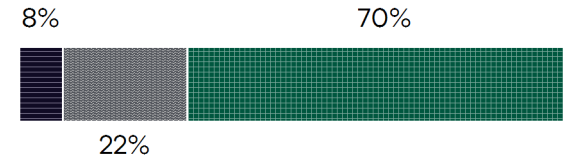
Survey question		You 2021	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My manager supports working flexibly	7% / 10% / 84%	Not asked	84 %	75 %	86 %	97 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	8% / 22% / 70%	65 %	70 %	70 %	76 %	93 %

People matter survey

2023

Have your say

Result summary

Report overview

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- Survey's theoretical framework
- Your comparator group
- Your response rate

People outcomes

- Scorecard: engagement index
- Engagement
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- 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

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- Organisational integrity
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- Safety climate

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- Flexible working

Public sector values

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

Topical questions

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

Demographics

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

Public sector values

What this is

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

Why this is important

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

How to read this

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

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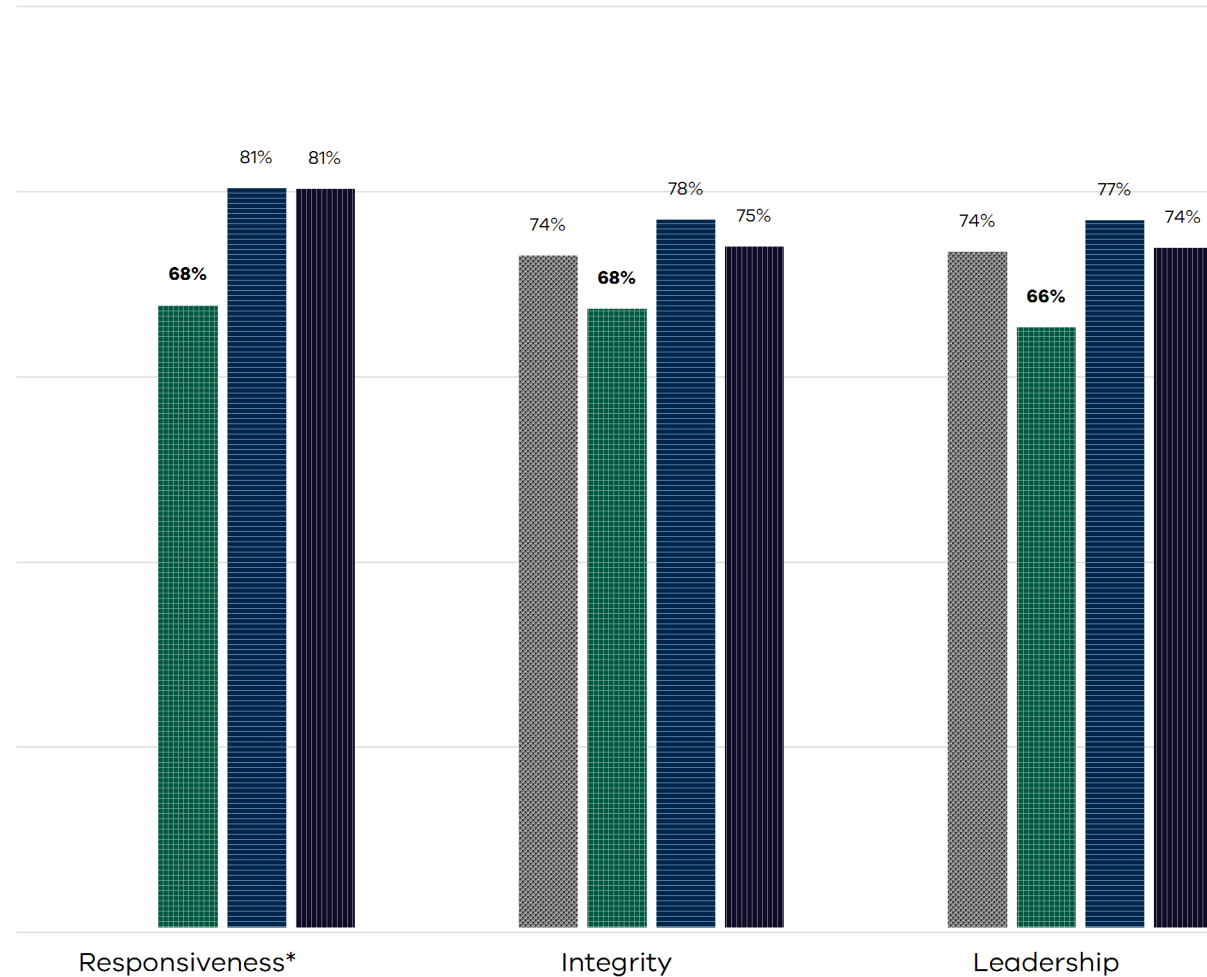
Example

In 2023:

- 78% of your staff who did the survey responded positively to questions about Human rights , which is up 4% in 2021.

Compared to:

- 79% of staff at your comparator and 83% of staff across the public sector.

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

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

Chart values:
- Human rights: You 2021 74%, You 2023 78%, Comparator 2023 79%, Public sector 2023 83%
- Respect: You 2021 81%, You 2023 76%, Comparator 2023 84%, Public sector 2023 81%
- Impartiality*: You 2023 71%, Comparator 2023 75%, Public sector 2023 78%
- Accountability*: You 2023 70%, Comparator 2023 77%, Public sector 2023 74%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2023:

- 68% of your staff who did the survey responded positively to questions about Responsiveness .

Compared to:

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

Chart data:

	Responsiveness*	Integrity	Leadership
You 2021		74%	74%
You 2023	68%	68%	66%
Comparator 2023	81%	78%	77%
Public sector 2023	81%	75%	74%

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

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

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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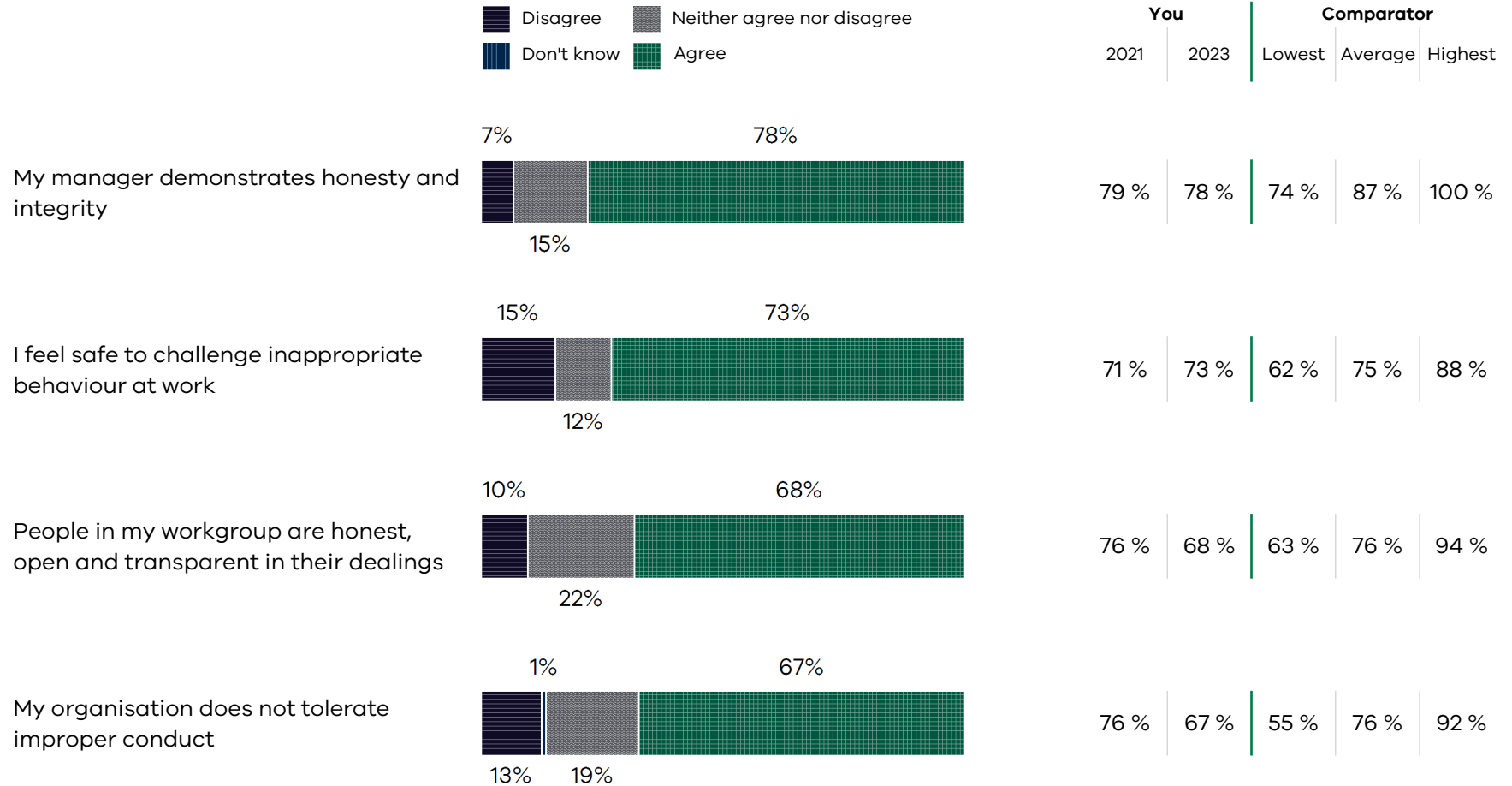
Example

68% of 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

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

	You		Comparator		
	2021	2023	Lowest	Average	Highest
My workgroup provides high quality advice and services	Not asked	68 %	60 %	81 %	97 %

Your results bar: 12% Disagree, 20% Neither agree nor disagree, 68% Agree

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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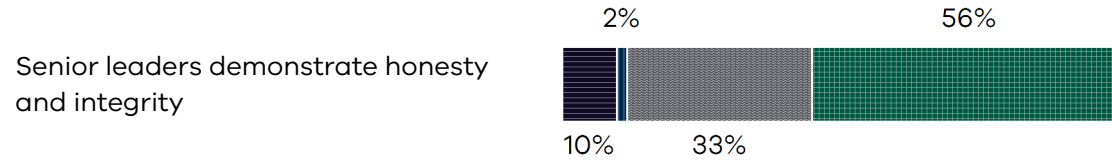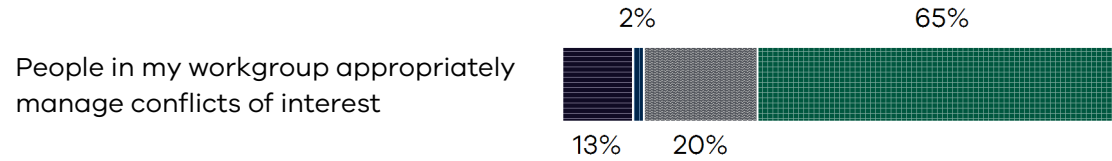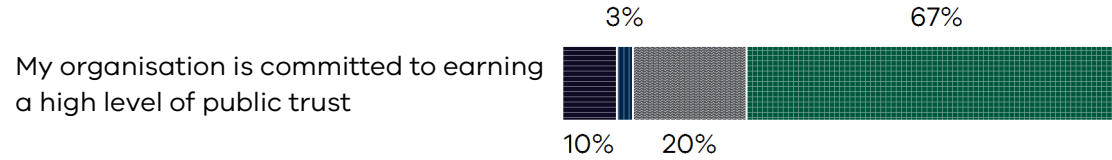
Example

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

Survey question	Your results		

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

Survey question		You 2021	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My manager demonstrates honesty and integrity	7% / 15% / 78%	79 %	78 %	74 %	87 %	100 %
I feel safe to challenge inappropriate behaviour at work	15% / 12% / 73%	71 %	73 %	62 %	75 %	88 %
People in my workgroup are honest, open and transparent in their dealings	10% / 22% / 68%	76 %	68 %	63 %	76 %	94 %
My organisation does not tolerate improper conduct	13% / 1% / 19% / 67%	76 %	67 %	55 %	76 %	92 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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

Example

67% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question / Your results / Benchmark agree results

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

Survey question		You 2021	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My organisation is committed to earning a high level of public trust	10% / 3% / 20% / 67%	77 %	67 %	66 %	86 %	98 %
People in my workgroup appropriately manage conflicts of interest	13% / 2% / 20% / 65%	74 %	65 %	64 %	73 %	89 %
Senior leaders demonstrate honesty and integrity	10% / 2% / 33% / 56%	62 %	56 %	51 %	70 %	94 %

Public sector values

Impartiality

What this is

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

Why this is important

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

How to read this

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

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

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

Example

77% 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 |

			You		Comparator		
			2021	2023	Lowest	Average	Highest
People in my workgroup are politically impartial in their work	4% / 2% 17% / 77%		76 %	77 %	67 %	77 %	88 %
My workgroup acts fairly and without bias	14% / 20% / 65%		Not asked	65 %	55 %	74 %	91 %

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

Victorian Public Sector Commission

VICTORIA State Government
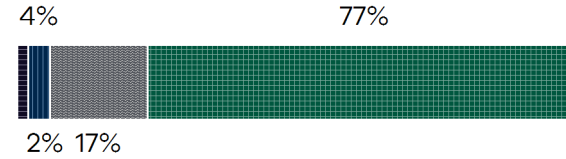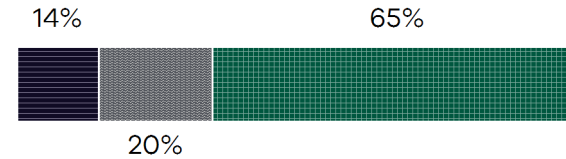
Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

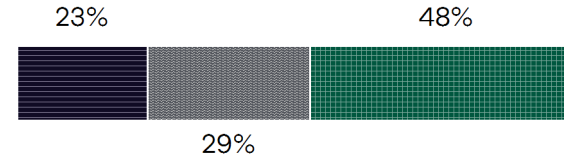Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

88% of staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.
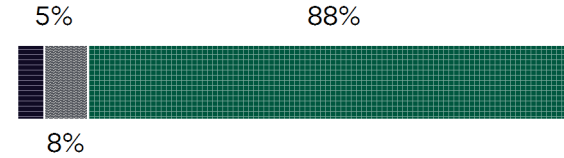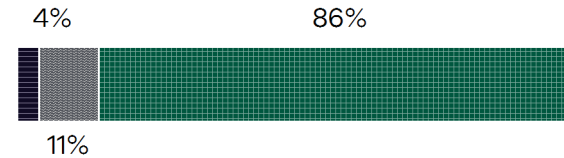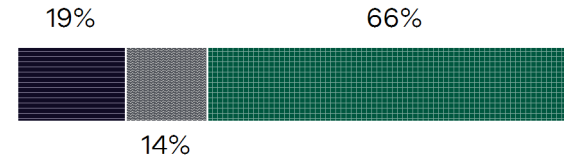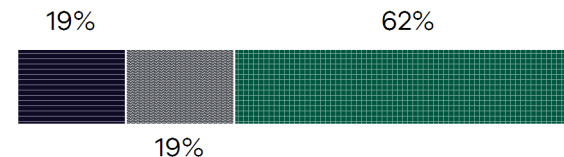
Survey question	Your results		You		Comparator		
			2021	2023	Lowest	Average	Highest
I understand how my job helps my organisation achieve its goals	5% / 8% / 88%		Not asked	88 %	89 %	94 %	97 %
I clearly understand what I am expected to do in this job	4% / 11% / 86%		83 %	86 %	83 %	89 %	96 %
My workgroup uses its resources well	19% / 14% / 66%		Not asked	66 %	56 %	69 %	87 %
My workgroup has clear lines of responsibility	19% / 19% / 62%		73 %	62 %	61 %	73 %	89 %

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

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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

Example

48% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.
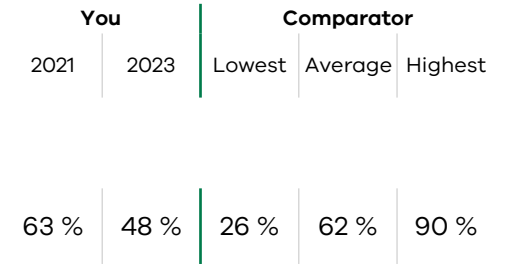
Survey question

Your results

		Neither agree nor disagree
	Disagree	
	Don't know	Agree

Senior leaders provide clear strategy and direction

23%   48%

29%

Benchmark agree results

	You		Comparator		
	2021	2023	Lowest	Average	Highest
	63 %	48 %	26 %	62 %	90 %

Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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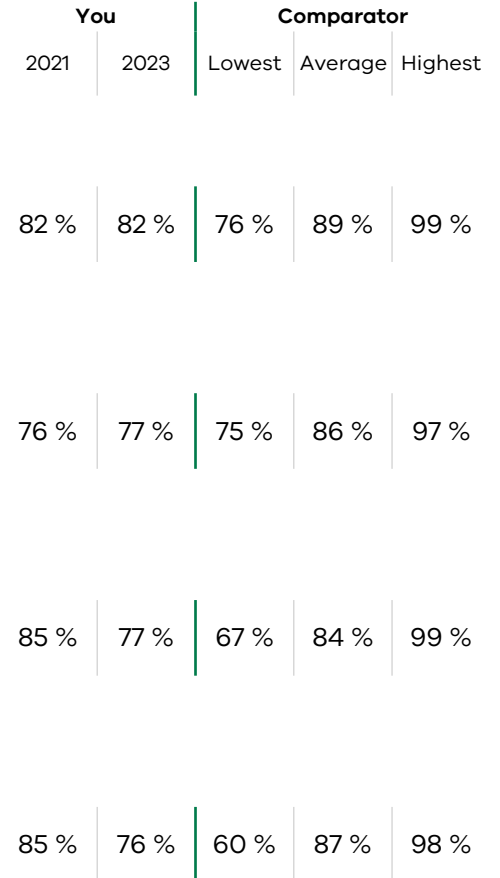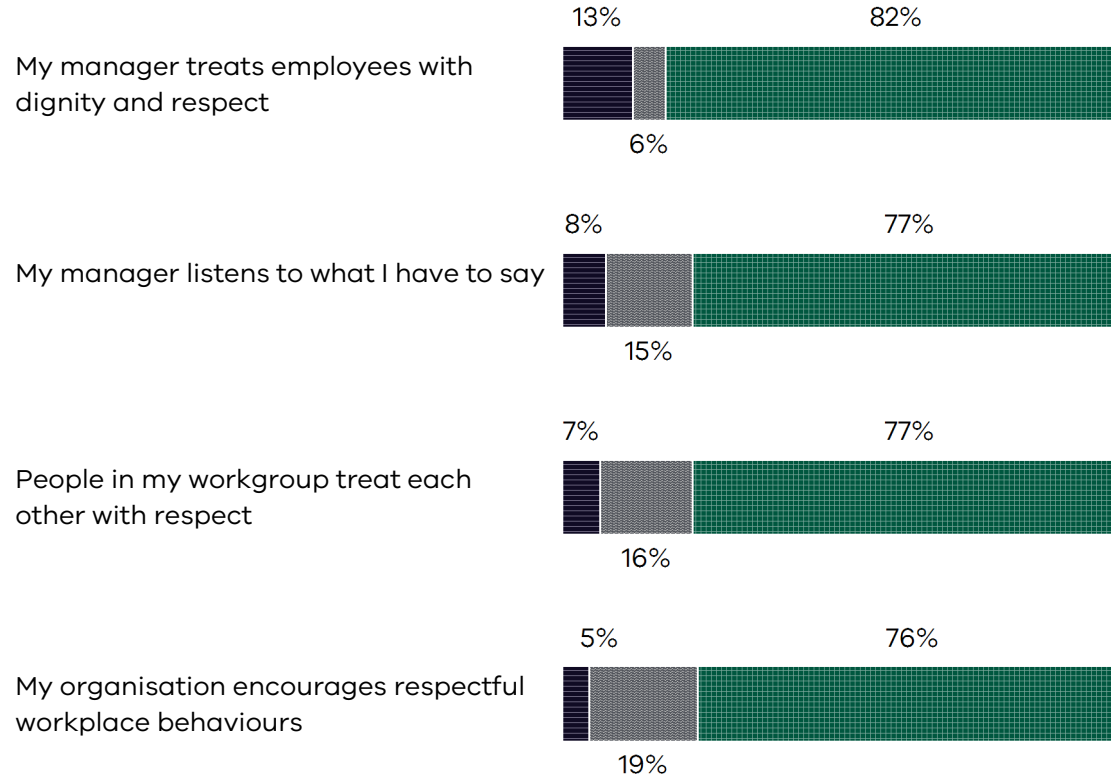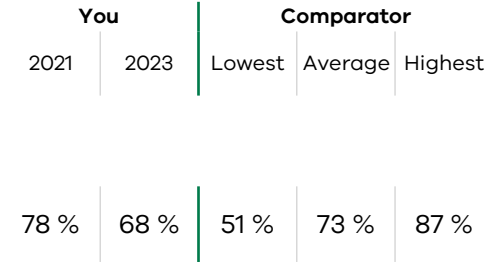
Example

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

Survey question	Your results					
		You		**Comparator**		
		2021	2023	Lowest	Average	Highest
My manager treats employees with dignity and respect	13% / 6% / 82%	82 %	82 %	76 %	89 %	99 %
My manager listens to what I have to say	8% / 15% / 77%	76 %	77 %	75 %	86 %	97 %
People in my workgroup treat each other with respect	7% / 16% / 77%	85 %	77 %	67 %	84 %	99 %
My organisation encourages respectful workplace behaviours	5% / 19% / 76%	85 %	76 %	60 %	87 %	98 %

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

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.
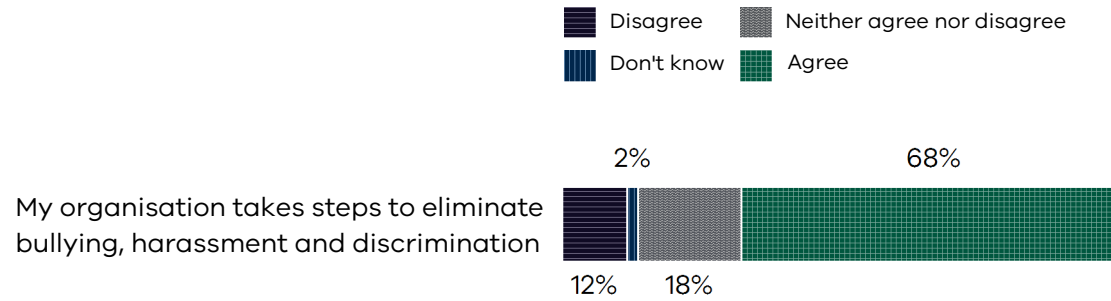
Example

68% of staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

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

My organisation takes steps to eliminate bullying, harassment and discrimination

2% · 68% · 12% · 18%

	You		Comparator		
	2021	2023	Lowest	Average	Highest
	78 %	68 %	51 %	73 %	87 %

Public sector values

Leadership

What this is

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

Why this is important

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

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

How to read this

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

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

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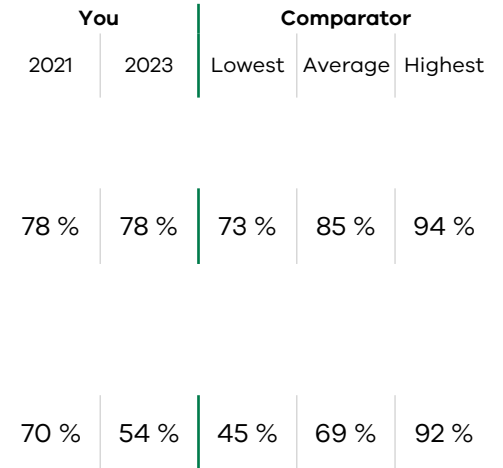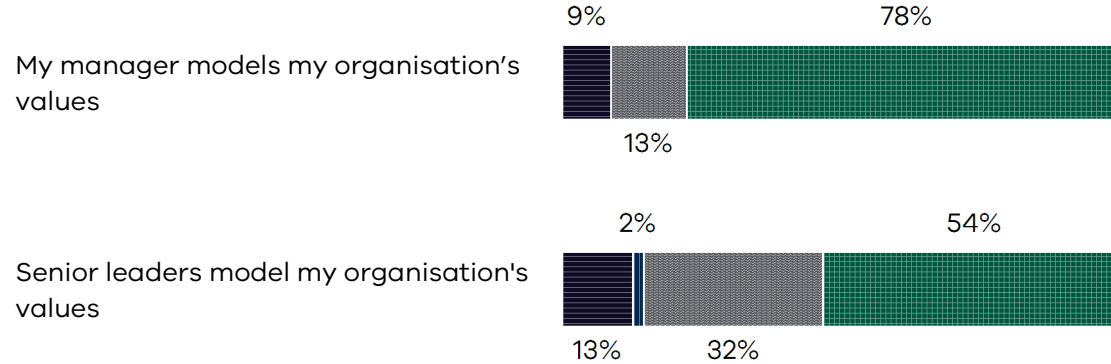
Example

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 |

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

Survey question		You 2021	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My manager models my organisation's values	9% / 13% / 78%	78 %	78 %	73 %	85 %	94 %
Senior leaders model my organisation's values	13% / 2% / 32% / 54%	70 %	54 %	45 %	69 %	92 %

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

85% 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'.
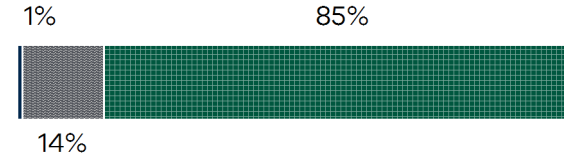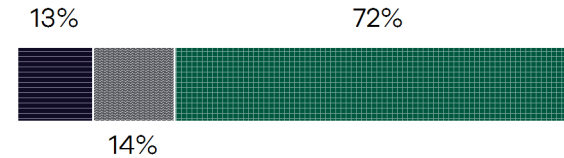
Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2021	2023	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights (1% / 14% / 85%)	87 %	85 %	64 %	88 %	98 %
I understand how the Charter of Human Rights and Responsibilities applies to my work (13% / 14% / 72%)	61 %	72 %	38 %	70 %	92 %

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.
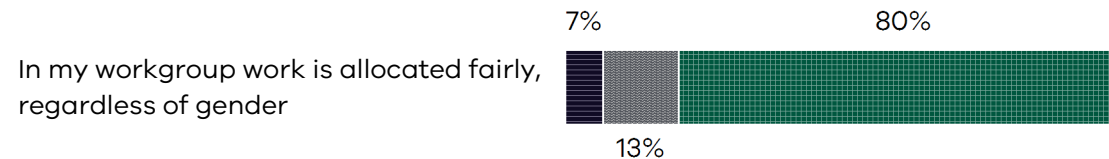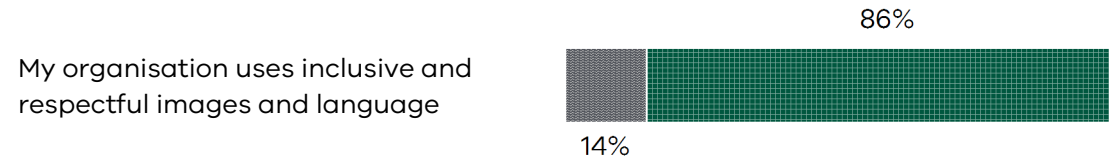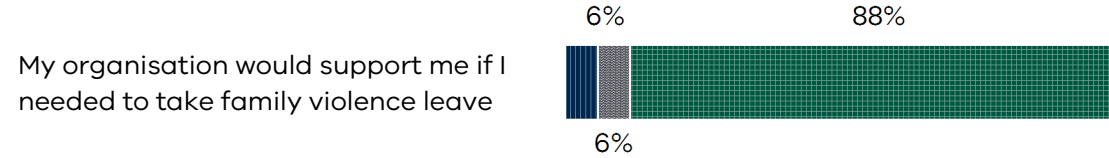
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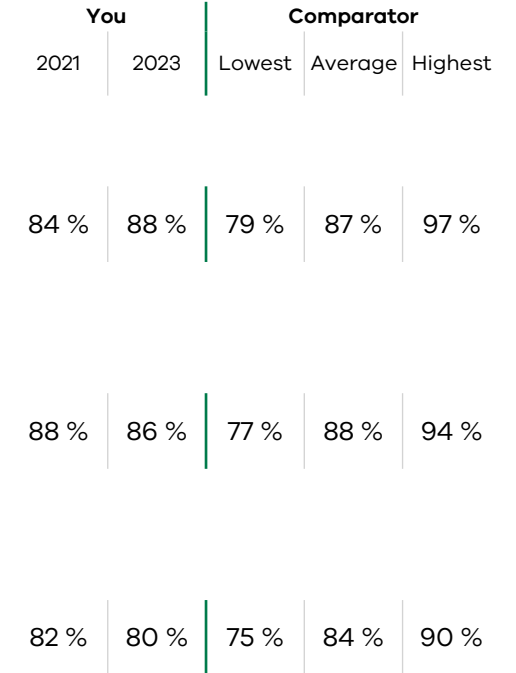
Example

88% of your staff who did the survey agreed or strongly agreed with 'My organisation would support me if I needed to take family violence leave'.

Survey question	Your results	Benchmark agree results				
		You		**Comparator**		
		2021	2023	Lowest	Average	Highest
My organisation would support me if I needed to take family violence leave	Disagree 6% / 6% · Agree 88%	84 %	88 %	79 %	87 %	97 %
My organisation uses inclusive and respectful images and language	14% · Agree 86%	88 %	86 %	77 %	88 %	94 %
In my workgroup work is allocated fairly, regardless of gender	7% / 13% · Agree 80%	82 %	80 %	75 %	84 %	90 %

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

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

80% of your staff who did the survey agreed or strongly agreed with 'I understand how the Code of Conduct for Victorian public sector employees applies to my work'.
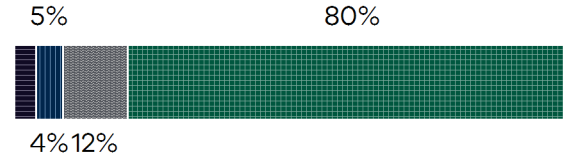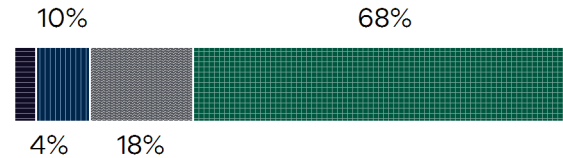
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	Your results	You 2021	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I understand how the Code of Conduct for Victorian public sector employees applies to my work	5% ... 80% / 4% 12%	Not asked	80 %	49 %	72 %	94 %
I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration	10% ... 68% / 4% 18%	Not asked	68 %	45 %	68 %	79 %
My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)	12% ... 45% / 16% 27%	Not asked	45 %	39 %	49 %	66 %

People matter survey

2023

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

Demographics

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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	23	22%
35-54 years	52	50%
55+ years	22	21%
Prefer not to say	7	7%

How would you describe your gender?	(n)	%
Woman	63	61%
Man	30	29%
Prefer not to say	8	8%
Non-binary and I use a different term	3	3%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	3	3%
No	96	92%
Prefer not to say	5	5%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	95	91%
Don't know	6	6%
Prefer not to say	3	3%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	74	71%
Prefer not to say	13	13%
Bisexual	4	4%
Asexual	3	3%
Don't know	3	3%
Gay or lesbian	3	3%
Pansexual	2	2%
I use a different term	2	2%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**1**	1%
Non Aboriginal and/or Torres Strait Islander	**102**	98%
Prefer not to say	**1**	1%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:
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Do you identify as a person with a disability?	(n)	%
Yes	**10**	10%
No	**92**	88%
Prefer not to say	**2**	2%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	**9**	90%
No	**1**	10%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Cultural diversity 1 of 2

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

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- 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	94	90%
Not born in Australia	7	7%
Prefer not to say	3	3%

Language other than English spoken with family or community	(n)	%
Yes	7	7%
No	95	91%
Prefer not to say	2	2%

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	**88**	85%
English, Irish, Scottish and/or Welsh	**12**	12%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**6**	6%
South Asian	**2**	2%
Prefer not to say	**2**	2%
North American	**1**	1%
African	**1**	1%
Aboriginal and/or Torres Strait Islander	**1**	1%
East and/or South-East Asian	**1**	1%

Religion	(n)	%
No religion	**76**	73%
Christianity	**18**	17%
Prefer not to say	**5**	5%
Buddhism	**3**	3%
Other	**2**	2%

Demographics

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	**54**	52%
Part-Time	**50**	48%

Gross base salary (ongoing/fixed term only)	(n)	%
Prefer not to say	**5**	5%
Below $80k	**59**	62%
$80k to $120k	**23**	24%
$120k to $160k	**7**	7%
$160k to $200k	**1**	1%

Organisational tenure	(n)	%
<1 year	**20**	19%
1 to less than 2 years	**16**	15%
2 to less than 5 years	**20**	19%
5 to less than 10 years	**29**	28%
10 to less than 20 years	**13**	13%
More than 20 years	**6**	6%

Management responsibility	(n)	%
Non-manager	**79**	76%
Other manager	**21**	20%
Manager of other manager(s)	**4**	4%

Employment type	(n)	%
Ongoing and executive	**80**	77%
Fixed term	**15**	14%
Other	**9**	9%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

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

Primary workplace location over the last 3 months	(n)	%
Rural	87	84%
Large regional city	9	9%
Melbourne: Suburbs	5	5%
Other	3	3%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	50	48%
A frontline or service delivery location	43	41%
Home or private location	27	26%
A shared office space (where two or more organisations share the same workspace e.g. Gov hubs, suburban hubs etc.)	6	6%
Other	12	12%

Flexible work	(n)	%
Working from an alternative location (e.g. home, hub/shared work space)	37	36%
Flexible start and finish times	34	33%
Part-time	32	31%
No, I do not use any flexible work arrangements	26	25%
Shift swap	20	19%
Using leave to work flexible hours	13	13%
Job sharing	2	2%
Working more hours over fewer days	1	1%
Study leave	1	1%
Purchased leave	1	1%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

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	76	73%
Flexible working arrangements	21	20%
Physical modifications or improvements to the workplace	5	5%
Job redesign or role sharing	4	4%
Career development support strategies	4	4%

Why did you make this request?	(n)	%
Work-life balance	12	43%
Family responsibilities	8	29%
Caring responsibilities	7	25%
Health	6	21%
Study commitments	3	11%
Other	3	11%
Disability	2	7%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	24	86%
The adjustments I needed were not made	3	11%
The adjustments I needed were made but the process was unsatisfactory	1	4%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

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Caring responsibility	(n)	%
None of the above	**46**	44%
Primary school aged child(ren)	**21**	20%
Secondary school aged child(ren)	**14**	13%
Frail or aged person(s)	**10**	10%
Child(ren) - younger than preschool age	**8**	8%
Prefer not to say	**8**	8%
Preschool aged child(ren)	**7**	7%
Person(s) with a medical condition	**6**	6%
Person(s) with disability	**2**	2%
Person(s) with a mental illness	**1**	1%
Other	**1**	1%

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