People matter survey 2023

Have your say

Royal Botanic Gardens Board
2023 people matter survey results report

Victorian Public Sector Commission

VICTORIA State Government

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
- Cultural diversity
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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 and 2022.

This means you'll be able to compare about 92% 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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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

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

Phillip Island Nature Park Board of Management

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.

2022		2023	
61%		**65%**	
(149)		**(152)**	
Comparator	52%	Comparator	59%
Public Sector	42%	Public Sector	57%

People matter survey

2023

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People outcomes

Scorecard: employee engagement index

What this is

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

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

The weightings for each engagement response are:

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

Why this is important

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

2022		2023	
76		**77**	
Comparator	74	Comparator	74
Public Sector	68	Public Sector	67

People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2023 index is 77.

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.
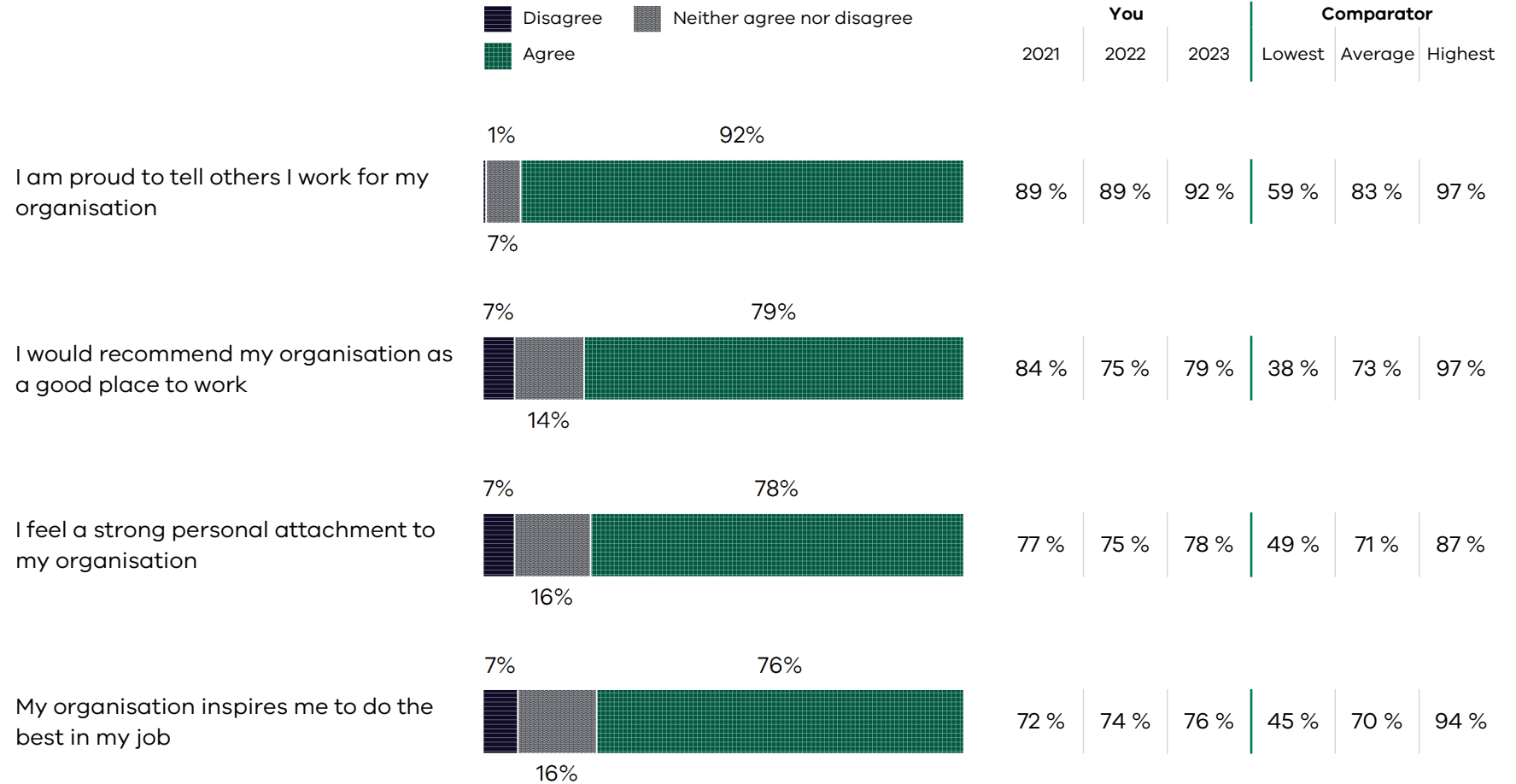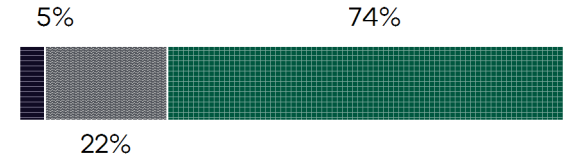
Example

92% 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	You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
I am proud to tell others I work for my organisation	1% / 92% / 7%	89 %	89 %	92 %	59 %	83 %	97 %
I would recommend my organisation as a good place to work	7% / 79% / 14%	84 %	75 %	79 %	38 %	73 %	97 %
I feel a strong personal attachment to my organisation	7% / 78% / 16%	77 %	75 %	78 %	49 %	71 %	87 %
My organisation inspires me to do the best in my job	7% / 76% / 16%	72 %	74 %	76 %	45 %	70 %	94 %

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ Agree

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People outcomes

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 77.

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

74% of your staff who did the survey agreed or strongly agreed with 'My organisation motivates me to help achieve its objectives'.
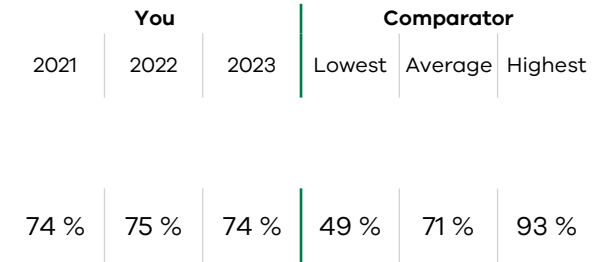
Survey question

Your results

Benchmark agree results

Legend:
- ■ Disagree
- ▨ Neither agree nor disagree
- ▦ Agree

Survey question	Your results	You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My organisation motivates me to help achieve its objectives	5% / 22% / 74%	74 %	75 %	74 %	49 %	71 %	93 %

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:

- 85% of your staff who did the survey responded positively to questions about Inclusion which is up from 82% in 2022.

Compared to:

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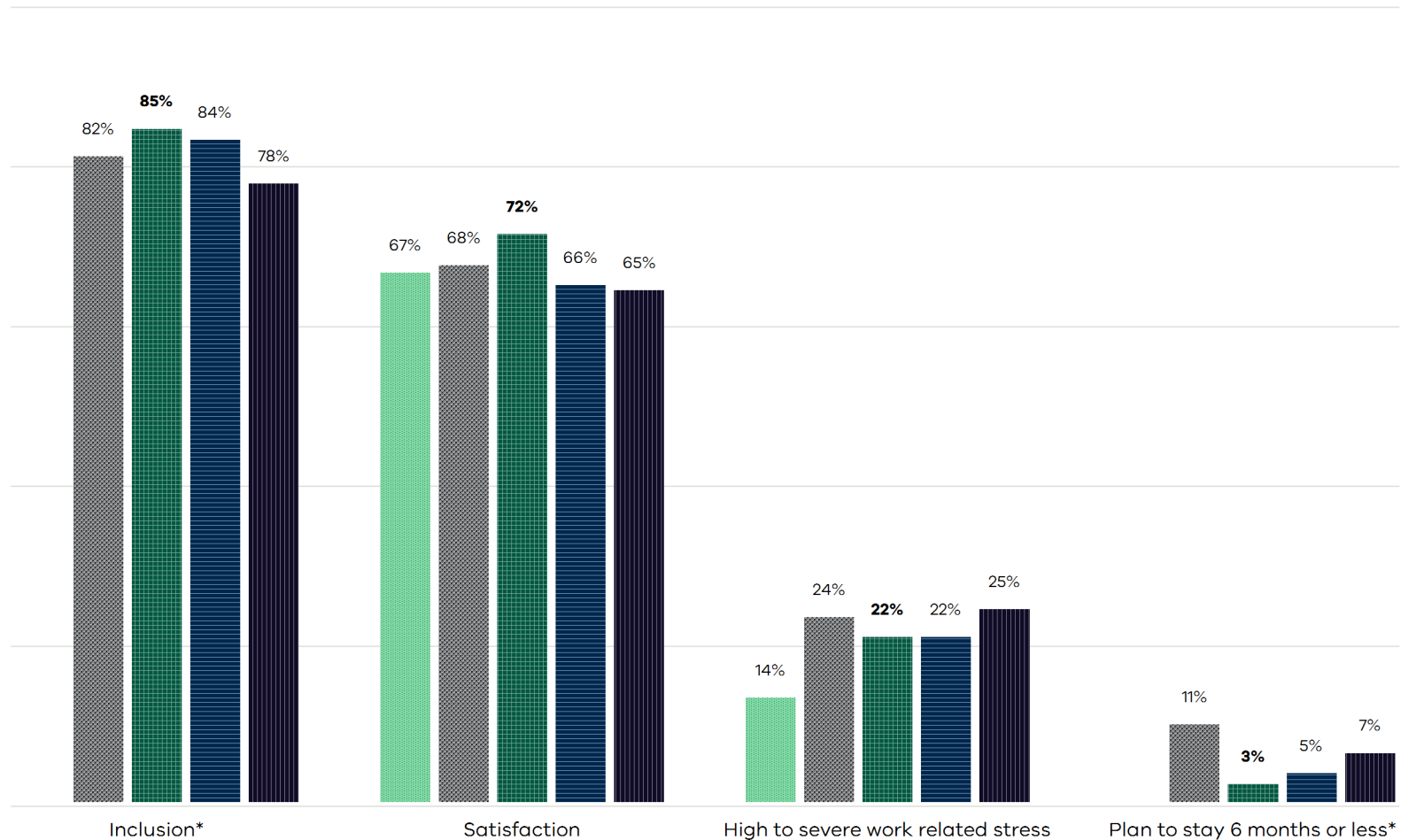
*We can't compare some data here because one or more questions were not asked in a previous survey

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

Chart data:
- Inclusion*: You 2022 82%, You 2023 85%, Comparator 2023 84%, Public sector 2023 78%
- Satisfaction: You 2021 67%, You 2022 68%, You 2023 72%, Comparator 2023 66%, Public sector 2023 65%
- High to severe work related stress: You 2021 14%, You 2022 24%, You 2023 22%, Comparator 2023 22%, Public sector 2023 25%
- Plan to stay 6 months or less*: You 2022 11%, You 2023 3%, Comparator 2023 5%, Public sector 2023 7%

People outcomes

Satisfaction question results

What this is

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

Why this is important

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

How to read this

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

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

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

Example

82% 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

		You			Comparator		
Survey question		2021	2022	2023	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job		80 %	77 %	82 %	61 %	76 %	92 %
How satisfied are you with the work/life balance in your current job		77 %	75 %	76 %	54 %	68 %	73 %
How satisfied are you with your career development within your current organisation		45 %	53 %	59 %	38 %	54 %	78 %

Legend: Dissatisfied ■ | Neither satisfied nor dissatisfied ▨ | Satisfied ▨

Considering everything, how satisfied are you with your current job — 5% Dissatisfied, 14% Neither, 82% Satisfied

How satisfied are you with the work/life balance in your current job — 9% Dissatisfied, 14% Neither, 76% Satisfied

How satisfied are you with your career development within your current organisation — 17% Dissatisfied, 24% Neither, 59% Satisfied

People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

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

Nil	11%
Low / mild	37%
Moderate	30%
High	17%
Very high	5%
Severe	0%
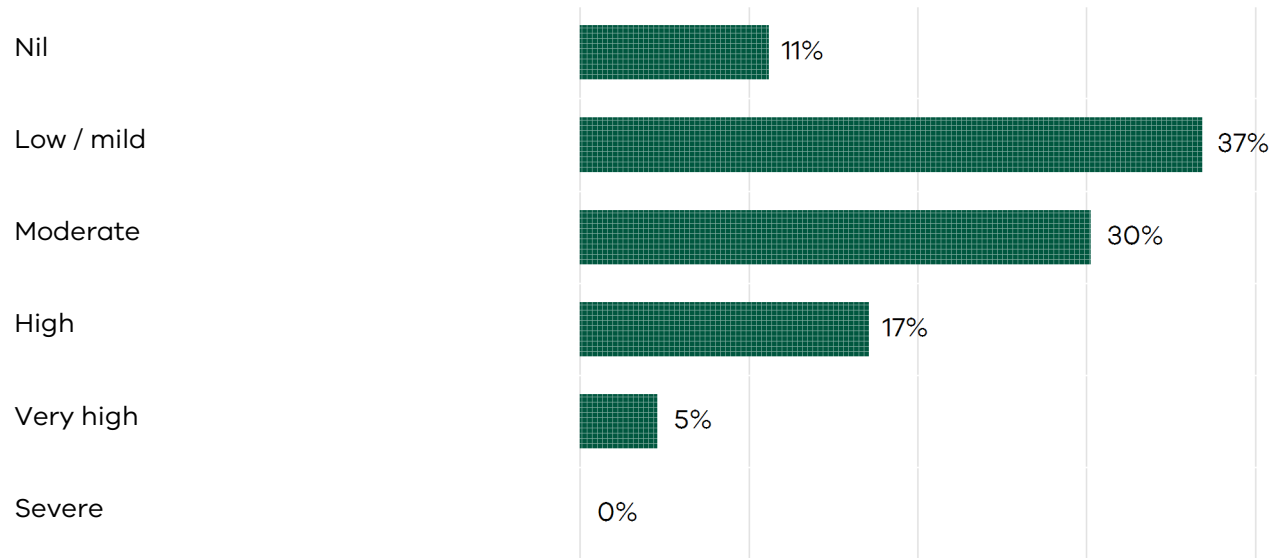
Reported levels of high to severe stress

2022		2023	
24%		**22%**	
Comparator	22%	Comparator	22%
Public Sector	25%	Public Sector	25%
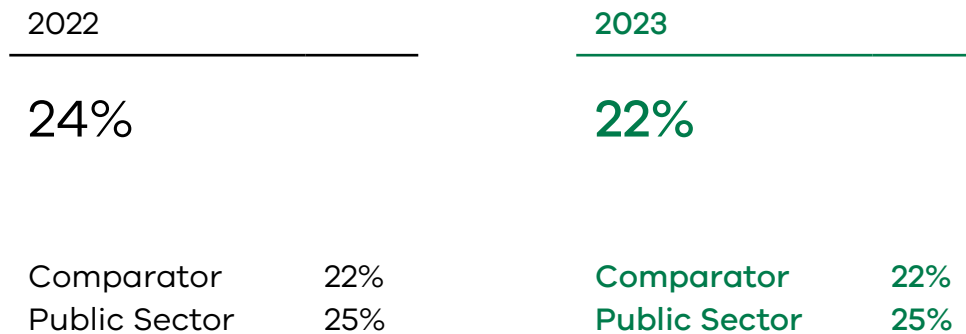
People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

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

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

Example

89% of your staff who did the survey said they experienced mild to severe stress.

Of that 89%, 49% said the top reason was 'Workload'.

	135	17
	89%	11%

■ Experienced some work-related stress   ▦ Did not experience some work-related stress
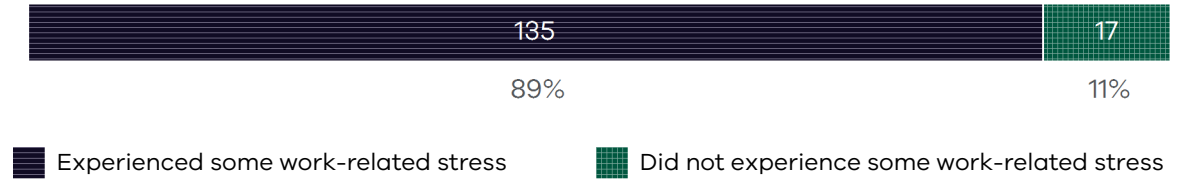
Of those that experienced work related stress it was from …	You 2022	You 2023	Comparator 2023	Public sector 2023
Workload	52%	49%	44%	49%
Time pressure	38%	41%	36%	41%
Competing home and work responsibilities	15%	18%	14%	14%
Management of work (e.g. supervision, training, information, support)	14%	15%	12%	13%
Organisation or workplace change	10%	13%	10%	12%
Job security	16%	12%	14%	11%
Other	9%	12%	11%	12%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	17%	12%	17%	11%
Unclear job expectations	10%	11%	12%	14%
Dealing with clients, patients or stakeholders	7%	8%	20%	15%

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People outcomes

Intention to stay

What this is

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

Why this is important

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

How to read this

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

Example

9% of your staff who did the survey said they intended to work for your organisation for Over 6 months and up to 1 year.

| | Leaving your organisation | Leaving the sector | Staying |

Employees plan to work at your organisation for …	You 2022	You 2023	Comparator 2023	Public sector 2023
6 months or less	11%	3%	5%	7%
Over 6 months and up to 1 year	9%	9%	9%	10%
Over 1 year and up to 3 years	19%	24%	25%	24%
Over 3 years and up to 5 years	15%	16%	15%	15%
Over 5 years	46%	48%	46%	45%

People outcomes

Inclusion question results

What this is

This is how included staff feel in their workplace.

Why this is important

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

How to read this

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

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

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

Example

91% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

| Survey question | Your results | Benchmark agree results |

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

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
I feel culturally safe at work	7% / 2% / 91%	83 %	83 %	91 %	68 %	88 %	97 %
I can be myself at work	6% / 11% / 84%	Not asked	83 %	84 %	74 %	86 %	96 %
I feel as if I belong at this organisation	5% / 13% / 82%	Not asked	81 %	82 %	60 %	77 %	96 %
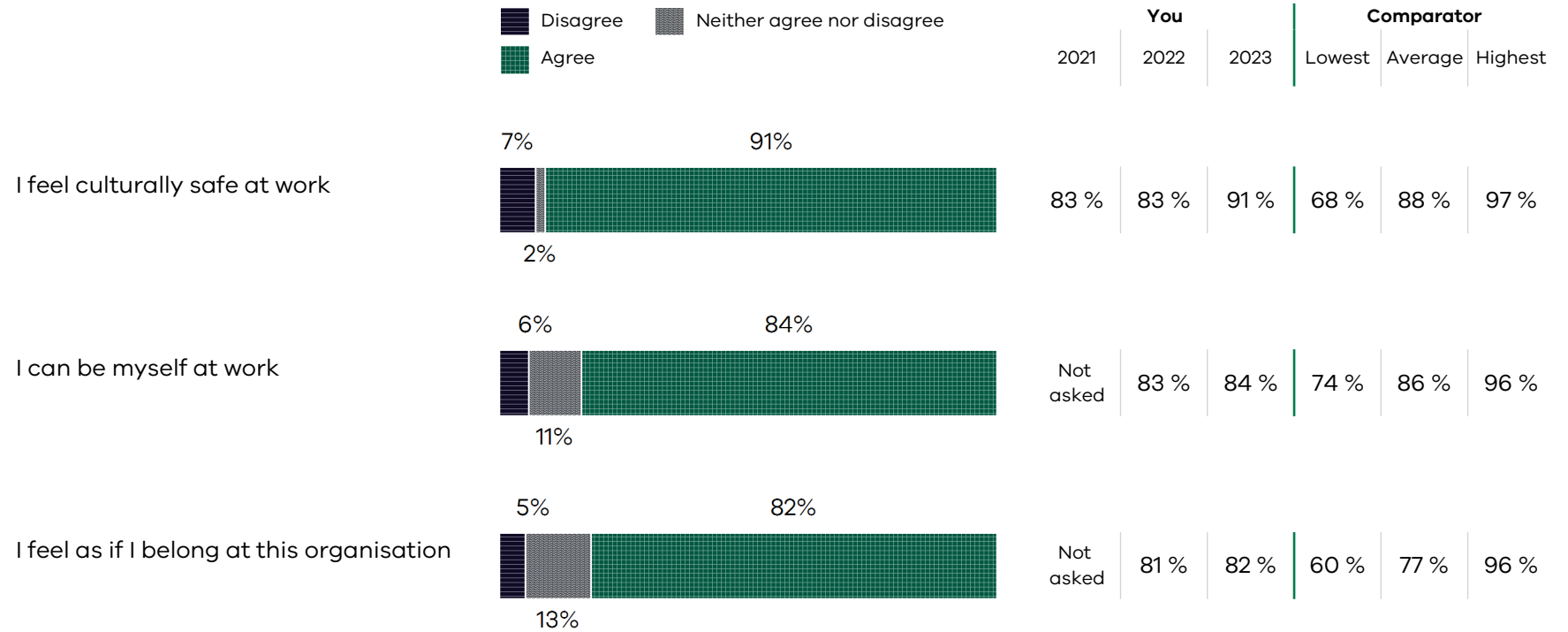
People outcomes

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.
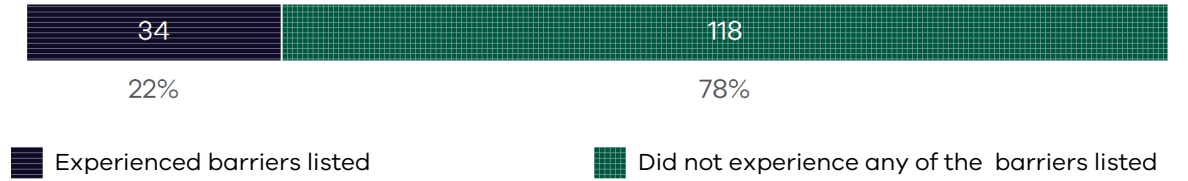
How to read this

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 option.

Why there are no further details

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

No response option has 10 or more responses.

Staff who experienced one or more barriers to success at work

34	118
22%	78%

■ Experienced barriers listed   ▦ Did not experience any of the barriers listed

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

8% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'Flexible working'.

Staff who witnessed one or more barriers to success at work

40	112
26%	74%

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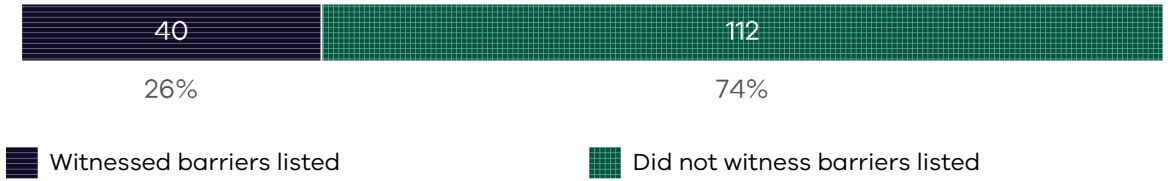
During the last 12 months, employees witnessed barriers to the success of other employees due to their...	You 2023	Comparator 2023	Public sector 2023
Flexible working	8%	7%	10%

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:

- 73% of your staff who did the survey said work made them feel happy in 2023, which is up from 70% in 2022

Compared to:

- 67% of staff at your comparator and 52% of staff across the public sector.

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

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

Happy: 62%, 70%, 73%, 67%, 52%
Enthusiastic: 60%, 66%, 70%, 60%, 48%
Worried: 26%, 32%, 18%, 29%, 31%
Miserable: 8%, 13%, 9%, 13%, 18%
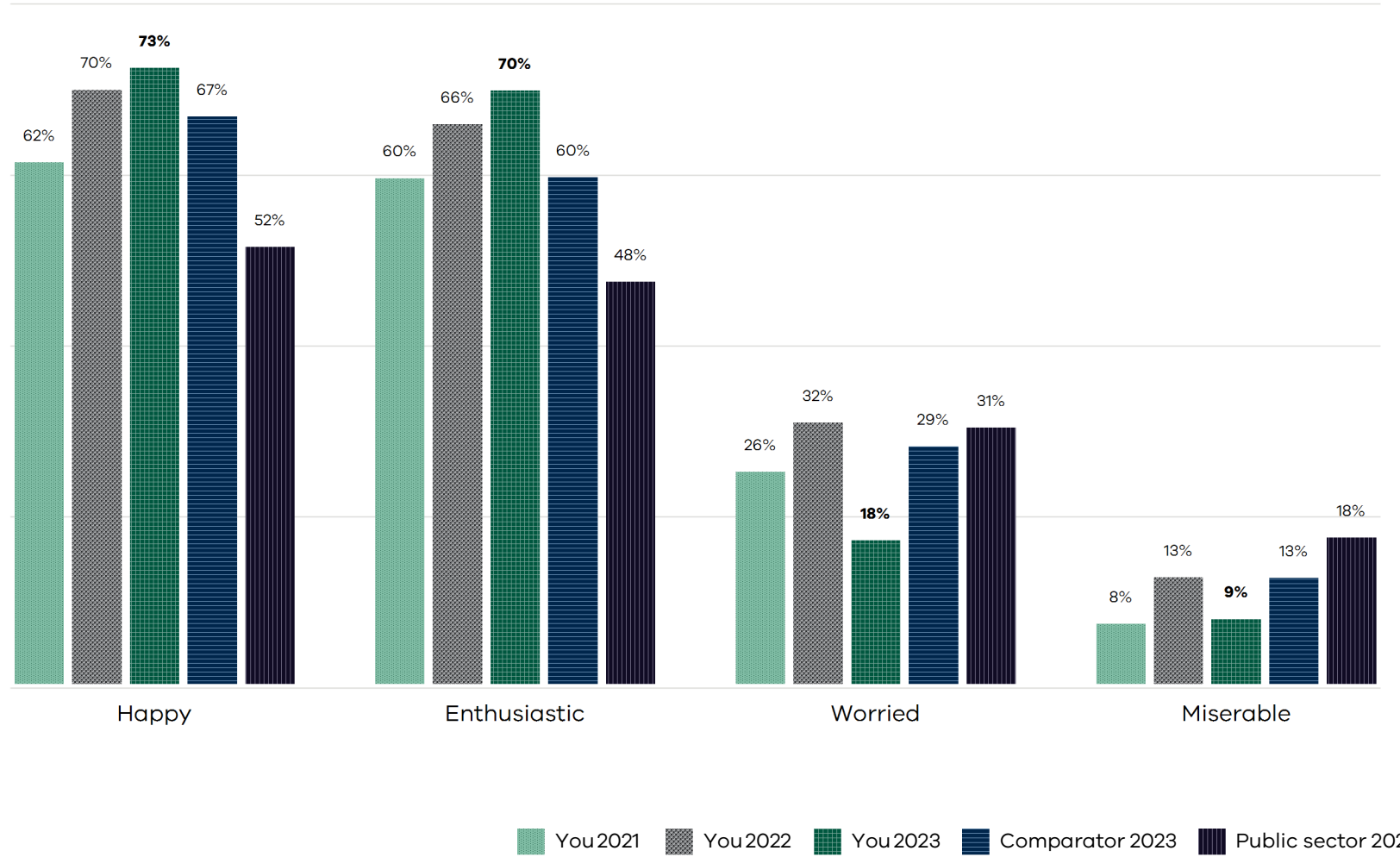
People outcomes

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:

- 9% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is down from 11% in 2022.

Compared to:

- 10% of staff at your comparator and 12% of staff across the public sector.

Chart: negative behaviours by category

Bullying: You 2021 12%, You 2022 11%, You 2023 9%, Comparator 2023 10%, Public sector 2023 12%

Discrimination: You 2021 4%, You 2022 5%, You 2023 7%, Comparator 2023 4%, Public sector 2023 6%

Violence or aggression: You 2021 8%, You 2022 5%, You 2023 6%, Comparator 2023 10%, Public sector 2023 11%

Sexual harassment: You 2021 6%, You 2022 4%, You 2023 3%, Comparator 2023 6%, Public sector 2023 4%

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

People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

9% of your staff who did the survey said they experienced bullying.

Of that 9%, 79% 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?

14	128	10
9%	84%	7%

■ Experienced bullying   ▨ Did not experience bullying   ▨ Not sure
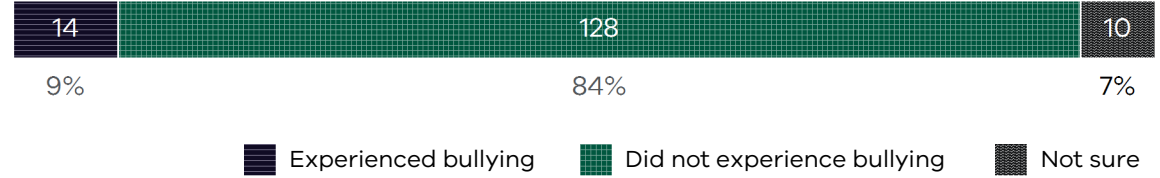
If you experienced bullying, what type of bullying did you experience?	You 2022	You 2023	Comparator 2023	Public sector 2023
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	63%	79%	79%	71%
Exclusion or isolation	56%	43%	40%	45%
Intimidation and/or threats	13%	29%	25%	29%
Withholding essential information for me to do my job	38%	21%	25%	30%
Other	6%	14%	14%	16%
Being assigned meaningless tasks unrelated to my job	6%	7%	14%	16%
Being given impossible assignment(s)	6%	7%	4%	11%

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

9% of your staff who did the survey said they experienced bullying, of which

- 43% said the top way they reported the bullying was 'Told a colleague'.
- 86% said they didn't submit a formal complaint.

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

14	128	10
9%	84%	7%

■ Experienced bullying ▨ Did not experience bullying ▨ Not sure
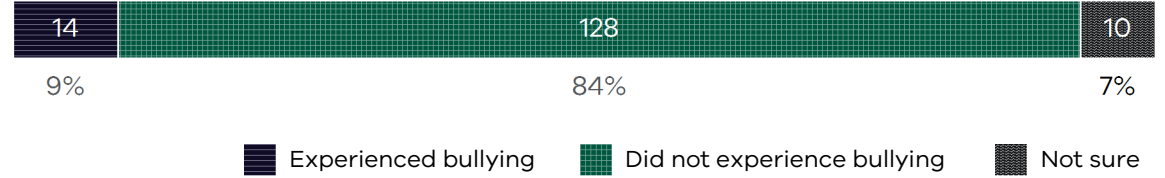
Did you tell anyone about the bullying?	You 2022	You 2023	Comparator 2023	Public sector 2023
Told a colleague	31%	43%	43%	41%
Told a manager	31%	43%	48%	50%
I did not tell anyone about the bullying	6%	29%	8%	12%
Told a friend or family member	13%	29%	37%	36%
Submitted a formal complaint	19%	14%	12%	12%
Told Human Resources	19%	7%	15%	13%
Told the person the behaviour was not OK	13%	7%	17%	17%

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

86% of your staff who experienced bullying did not submit a formal complaint, of which:

- 67% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?

2	12
14%	86%

■ Submitted formal complaint   ■ Did not submit a formal complaint
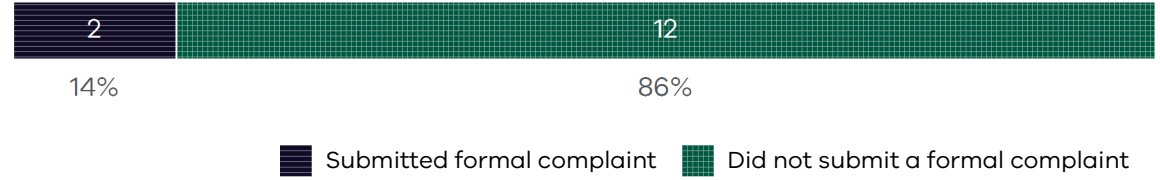
What was your reason for not submitting a formal complaint?	You 2022	You 2023	Comparator 2023	Public sector 2023
I believed there would be negative consequences for my reputation	46%	67%	57%	55%
I didn't think it would make a difference	38%	50%	52%	51%
I believed there would be negative consequences for my career	31%	33%	40%	45%
I didn't think it was serious enough	15%	33%	22%	16%
Other	15%	17%	16%	14%
I didn't feel safe to report the incident	0%	8%	12%	19%
I didn't know how to make a complaint	0%	8%	5%	6%
I didn't need to because I made the bullying stop	0%	8%	6%	6%
I didn't need to because I no longer had contact with the person(s) who bullied me	15%	8%	4%	7%
I thought the complaint process would be embarrassing or difficult	8%	8%	15%	13%

Victorian Public Sector Commission

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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, 9% of your staff said they experienced bullying.

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

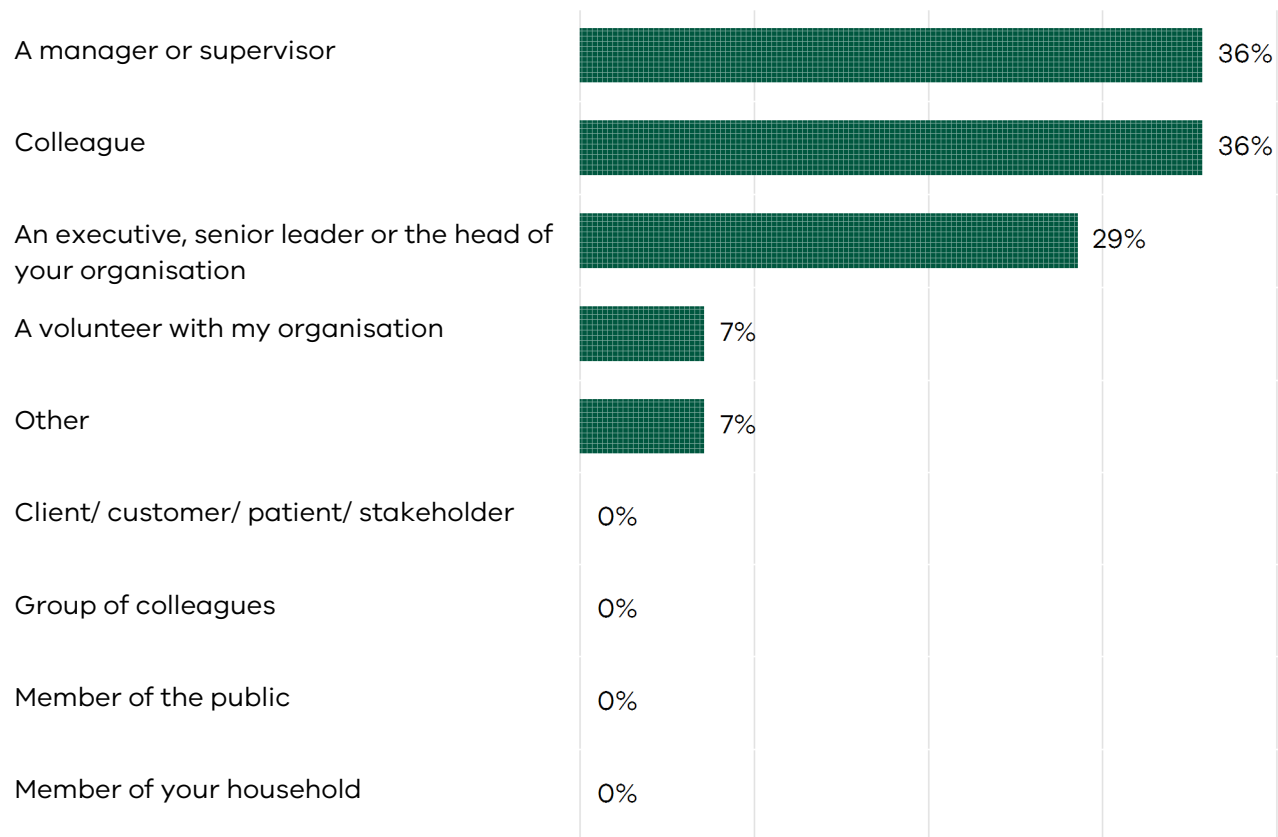In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

Example

9% of your staff who did the survey said they experienced bullying.

Of that 9%, 36% said it was by 'A manager or supervisor'.

14 people (9% of staff) experienced bullying (You2023)

Perpetrator	Percentage
A manager or supervisor	36%
Colleague	36%
An executive, senior leader or the head of your organisation	29%
A volunteer with my organisation	7%
Other	7%
Client/ customer/ patient/ stakeholder	0%
Group of colleagues	0%
Member of the public	0%
Member of your household	0%

People outcomes

Relationship to perpetrator

What this is

This provides further detail on who staff have said are responsible for 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, 9% 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

9% of your staff who did the survey said they experienced bullying.

Of that 9%, 93% said it was by someone within the organisation.

Of that 93%, 46% said it was 'They were outside my workgroup'.

13 people (93% of staff who experienced bullying) experienced bullying from within your organisation (You 2023)

Relationship	Percentage
They were outside my workgroup	46%
They were in my workgroup	31%
They were my immediate manager or supervisor	31%
They were someone I supervise or manage	8%
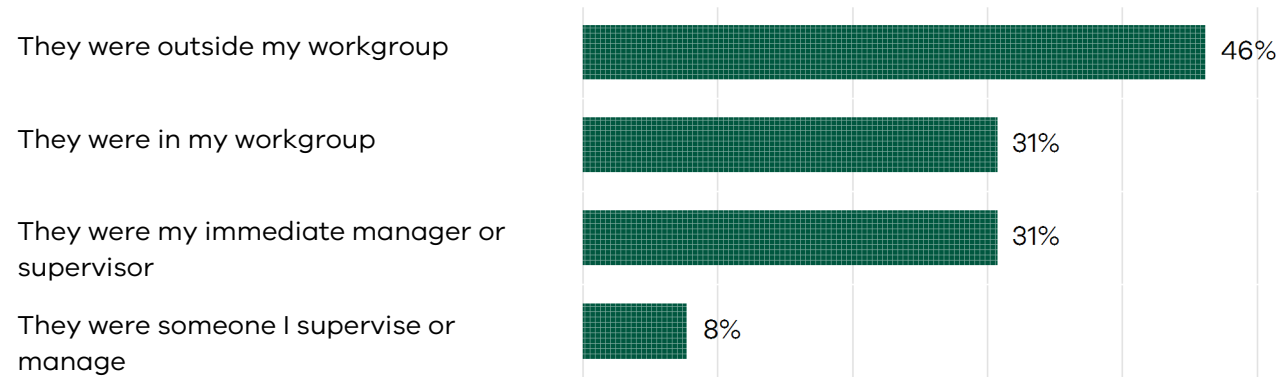
People outcomes

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.

Victorian Public Sector Commission

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People outcomes

Type of discrimination

What this is

This is what types of discrimination staff report experiencing in their organisation.

Why this is important

Understanding what types of discrimination happen means an organisation can work out what action to take.

How to read this

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

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

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

Example

7% of your staff who did the survey said they experienced discrimination.

Of that 7%, 40% said it was 'Other'.

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

10	133	9
7%	88%	6%

■ Experienced discrimination ▦ Did not experience discrimination ▦ Not sure
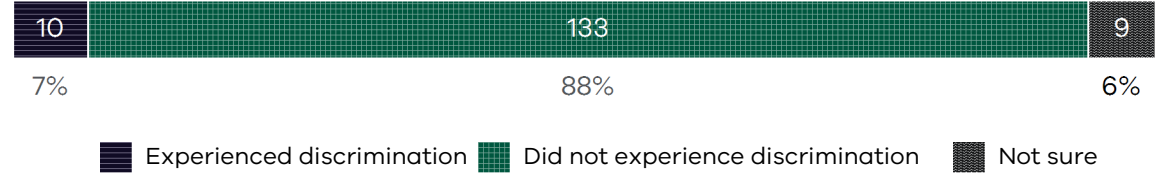
If you experienced discrimination, what type of discrimination did you experience?	You 2023	Comparator 2023	Public sector 2023
Other	0%	40%	45%	36%
Opportunities for promotion	0%	30%	32%	41%
Opportunities for training	0%	20%	22%	26%
Denied flexible work arrangements or other adjustments	0%	10%	12%	22%
Employment security - threats of dismissal or termination	0%	10%	11%	13%
Opportunities for transfer/secondment	0%	10%	12%	21%

People outcomes

Telling someone about the discrimination

What this is

This is who staff told about the discrimination they experienced.

Why this is important

Understanding who staff tell about their discrimination can inform how organisations can support staff.

How to read this

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

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

In descending order, the table shows the answers.

Example

7% of your staff who did the survey said they experienced discrimination, of which

- 30% said the top way they reported the discrimination was 'I did not tell anyone about the discrimination'.

- 100% said they didn't submit a formal complaint.

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

10	133	9
7%	88%	6%

■ Experienced discrimination   ▦ Did not experience discrimination   ▦ Not sure
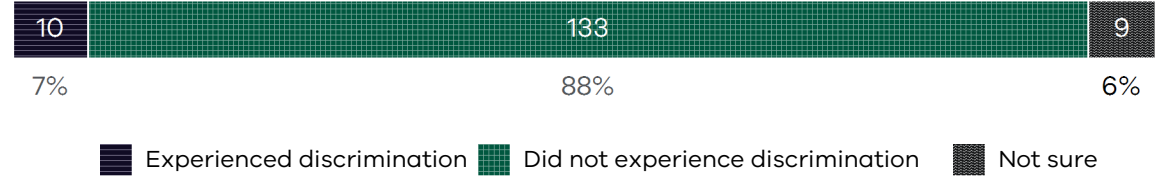
Did you tell anyone about the discrimination?	You 2023	Comparator 2023	Public sector 2023
I did not tell anyone about the discrimination	30%	29%	24%
Told a friend or family member	30%	31%	31%
Told a colleague	20%	26%	36%
Told a manager	20%	22%	30%
Told someone else	10%	8%	14%

People outcomes

Discrimination - reasons for not submitting a formal complaint

What this is

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

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 discrimination at work. We then asked them if they submitted a formal complaint. 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

100% of your staff who experienced discrimination did not submit a formal complaint, of which:

- 90% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal complaint?

10

100%

■ Submitted formal complaint   ▨ Did not submit a formal complaint
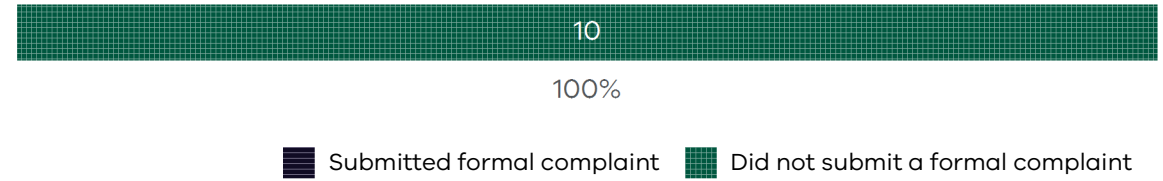
What was your reason for not submitting a formal complaint?	You 2023	Comparator 2023	Public sector 2023
I didn't think it would make a difference	90%	57%	59%
I believed there would be negative consequences for my reputation	50%	46%	56%
I believed there would be negative consequences for my career	40%	41%	54%
I didn't think it was serious enough	40%	11%	12%
I didn't know who to talk to	10%	2%	6%
I was advised not to	10%	3%	4%

Victorian Public Sector Commission

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People outcomes

Perpetrators of discrimination

What this is

This is who staff have said are responsible for discrimination.

Why this is important

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

How to read this

In this year's survey, 7% of your staff said they experienced discrimination.

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

7% of your staff who did the survey said they experienced discrimination.

Of that 7%, 80% said it was by 'A manager or supervisor'.

10 people (7% of staff) experienced discrimination (You2023)

A manager or supervisor	80%
A colleague	10%
An executive, senior leader or the head of your organisation	10%
Other	10%
A client/customer/patient/stakeholder	0%
A group of colleagues	0%
A member of my household	0%
A member of the public	0%
A volunteer with my organisation	0%
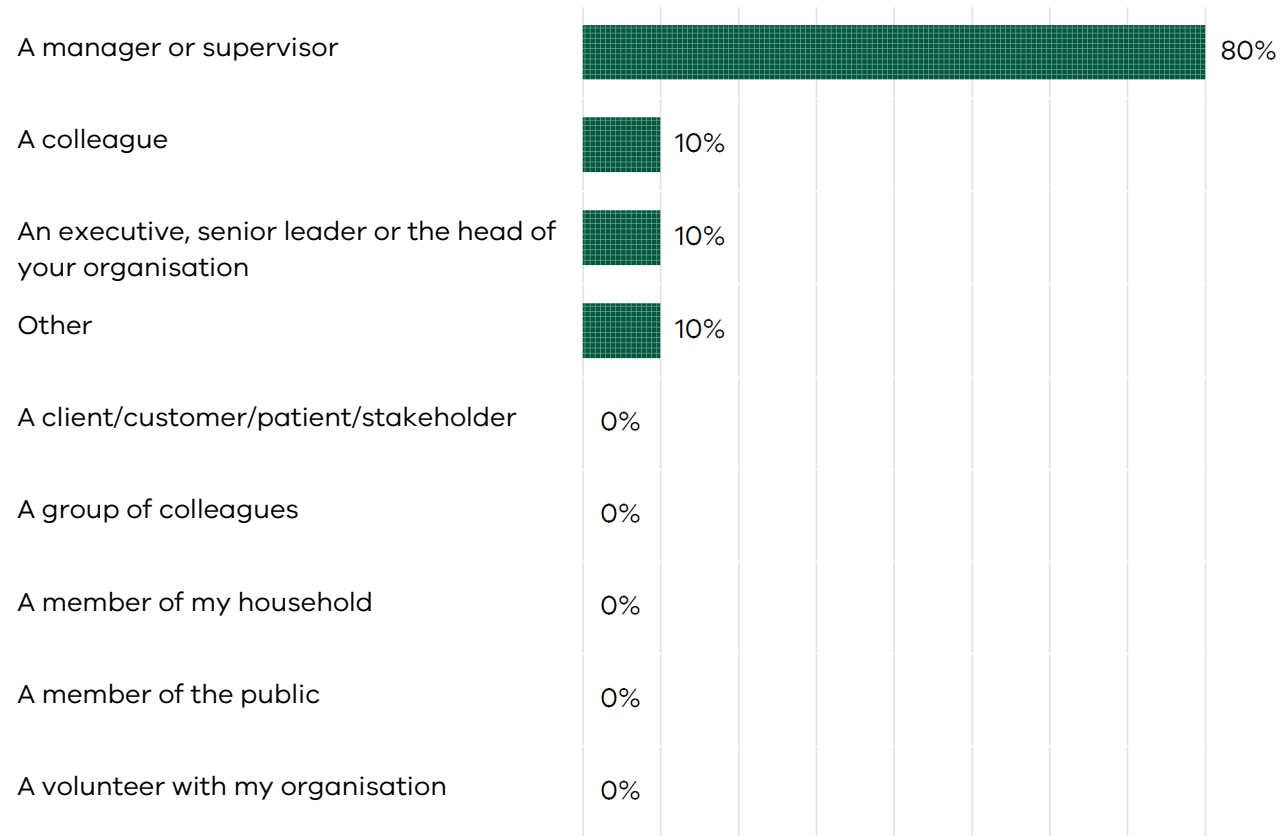
People outcomes

Violence and aggression

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

Negative behaviour

Witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

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

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

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

25	127
16%	84%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
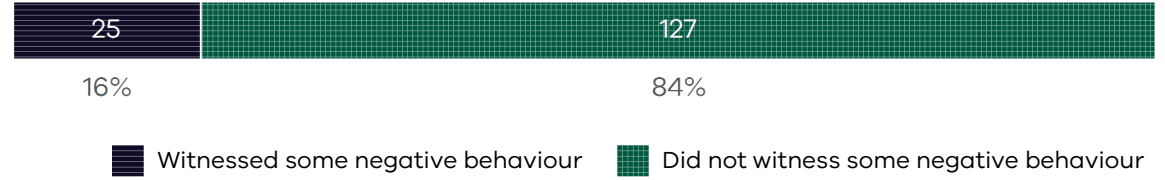
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2023	Comparator 2023	Public sector 2023
No, I have not witnessed any of the situations above	84%	80%	81%
Bullying of a colleague	11%	13%	13%
Discrimination against a colleague	5%	7%	7%
Violence or aggression against a colleague	1%	4%	3%

Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

The table shows the answers in descending order.

Example

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

- 60% said the top action they took was 'Spoke to the person who experienced the behaviour'.

- 8% took no action.

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

25	127
16%	84%

■ Witnessed some negative behaviour ▦ Did not witness some negative behaviour
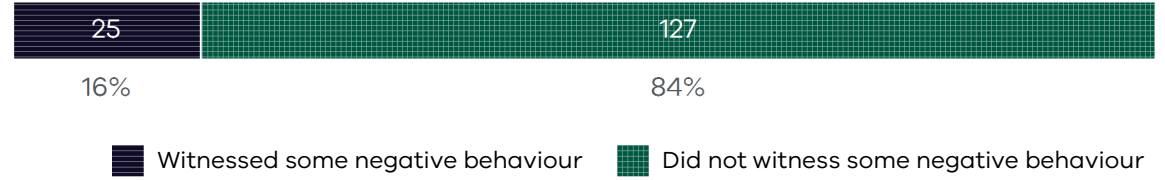
When you witnessed the above behaviour(s), did you do any of the following?	You 2023	Comparator 2023	Public sector 2023
Spoke to the person who experienced the behaviour	60%	67%	69%
Told a manager	32%	43%	38%
Told the person the behaviour was not OK	28%	19%	20%
Told a colleague	20%	21%	19%
Spoke to the person who behaved in a negative way	16%	21%	17%
Told Human Resources	16%	11%	7%
Other	8%	7%	6%
Took no action	8%	5%	8%

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2023

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- Cultural diversity
- Employment
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Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Meaningful work', the 'You 2023' column shows 97% of your staff agreed with 'I can make a worthwhile contribution at work'.
In the 'Change from 2022' column, you have a 2% increase, which is a positive trend.

Question group	Highest scoring questions	You 2023	Change from 2022	Comparator 2023
Meaningful work	I can make a worthwhile contribution at work	97%	+2%	93%
Job enrichment	I understand how my job helps my organisation achieve its goals	95%	+3%	94%
Meaningful work	I achieve something important through my work	94%	+1%	88%
Other questions	I understand how the Code of Conduct for Victorian public sector employees applies to my work	94%	Not asked in 2022	70%
Job enrichment	I can use my skills and knowledge in my job	93%	+3%	91%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	93%	+3%	87%
Organisational integrity	My organisation encourages respectful workplace behaviours	93%	+4%	86%
Gender equality supporting measures	My organisation would support me if I needed to take family violence leave	93%	Not asked in 2022	87%
Manager leadership	My manager treats employees with dignity and respect	92%	+5%	89%
Engagement	I am proud to tell others I work for my organisation	92%	+4%	83%

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Learning and development', the 'You 2023' column shows 41% of your staff agreed with 'I am satisfied with the opportunities to progress in my organisation'.

In the 'Change from 2022' column, you have a 1% decrease, which is a negative trend.

Question subgroup	Lowest scoring questions	You 2023	Change from 2022	Comparator 2023
Learning and development	I am satisfied with the opportunities to progress in my organisation	41%	-1%	46%
Other questions	My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)	42%	Not asked in 2022	49%
Senior leadership	Senior leaders provide clear strategy and direction	51%	-10%	62%
Organisational integrity	I believe the promotion processes in my organisation are fair	52%	+4%	44%
Taking action	My organisation has made improvements based on the survey results from last year	53%	+15%	33%
Organisational integrity	I have an equal chance at promotion in my organisation	55%	+3%	51%
Workload	I have enough time to do my job effectively	55%	+4%	59%
Safety climate	All levels of my organisation are involved in the prevention of stress	56%	+6%	49%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	56%	+0%	53%
Satisfaction	How satisfied are you with your career development within your current organisation	59%	+6%	54%

Victorian Public Sector Commission

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Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

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

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

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

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

Example

On the first row 'Taking action', the 'You 2023' column shows 53% of your staff agreed with 'My organisation has made improvements based on the survey results from last year'.

In the 'Increase from 2022' column, you have a 15% increase, which is a positive trend.

Question group	Most improved from last year	You 2023	Increase from 2022	Comparator 2023
Taking action	My organisation has made improvements based on the survey results from last year	53%	+15%	33%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	67%	+13%	51%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	76%	+10%	72%
Innovation	My workgroup encourages employee creativity	80%	+10%	73%
Collaboration	I am able to work effectively with others outside my immediate workgroup	91%	+10%	85%
Workgroup support	People in my workgroup treat each other with respect	91%	+9%	83%
Inclusion	I feel culturally safe at work	91%	+8%	88%
Organisational integrity	My organisation does not tolerate improper conduct	83%	+8%	74%
Workgroup support	People in my workgroup work together effectively to get the job done	88%	+7%.	83%
Taking action	I believe my organisation will make improvements based on the results of this survey	61%	+7%	53%

Victorian Public Sector Commission

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Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

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

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

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

Example

On the first row 'Senior leadership', the 'You 2023' column shows 51% of your staff agreed with 'Senior leaders provide clear strategy and direction'.
In the 'Decrease from 2022' column, you have a 10% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2023	Decrease from 2022	Comparator 2023
Senior leadership	Senior leaders provide clear strategy and direction	51%	-10%	62%
Senior leadership	Senior leaders model my organisation's values	66%	-7%	69%
Flexible working	My manager supports working flexibly	84%	-4%	86%
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	76%	-4%	76%
Senior leadership	Senior leaders demonstrate honesty and integrity	72%	-3%	68%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	76%	-2%	76%
Quality service delivery	My workgroup has clear lines of responsibility	74%	-2%	72%
Manager support	I receive meaningful recognition when I do good work	71%	-2%	68%
Engagement	My organisation motivates me to help achieve its objectives	74%	-1%	71%
Learning and development	I am satisfied with the opportunities to progress in my organisation	41%	-1%	46%

Victorian Public Sector Commission

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Key differences

Biggest positive difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Other questions', the 'You 2023' column shows 94% 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 24 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	94%	+24%	70%
Taking action	My organisation has made improvements based on the survey results from last year	53%	+20%	33%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	88%	+19%	68%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	67%	+16%	51%
Learning and development	My organisation places a high priority on the learning and development of staff	61%	+12%	49%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	82%	+11%	71%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	62%	+10%	52%
Organisational integrity	I believe the recruitment processes in my organisation are fair	74%	+10%	64%
Quality service delivery	My workgroup provides high quality advice and services	88%	+9%	79%
Engagement	I am proud to tell others I work for my organisation	92%	+9%	83%

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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 'Senior leadership', the 'You 2023' column shows 51% of your staff agreed with 'Senior leaders provide clear strategy and direction'.

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

Question subgroup	Biggest negative difference from comparator	You 2023	Difference	Comparator 2023
Senior leadership	Senior leaders provide clear strategy and direction	51%	-11%	62%
Other questions	My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)	42%	-7%	49%
Manager support	My manager gives me feedback that helps me improve my performance	67%	-6%	73%
Learning and development	I am satisfied with the opportunities to progress in my organisation	41%	-5%	46%
Workload	I have enough time to do my job effectively	55%	-4%	59%
Senior leadership	Senior leaders model my organisation's values	66%	-3%	69%
Manager support	I can discuss problems or issues with my manager	82%	-3%	85%
Inclusion	I can be myself at work	84%	-3%	86%
Flexible working	My manager supports working flexibly	84%	-3%	86%
Manager support	My manager provides me with enough support when I need it	80%	-2%	83%

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Topical questions

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

Demographics

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

Taking action

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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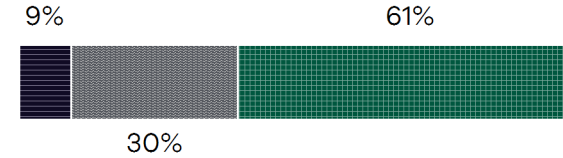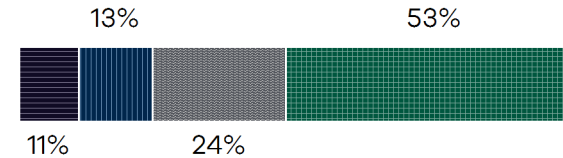
Survey question	Your results								

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

Benchmark agree results

Survey question		You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
I believe my organisation will make improvements based on the results of this survey	Not asked	54 %	61 %	30 %	53 %	85 %
My organisation has made improvements based on the survey results from last year	Not asked	38 %	53 %	16 %	33 %	56 %

Your results — I believe my organisation will make improvements based on the results of this survey: 9%, 30%, 61%

Your results — My organisation has made improvements based on the survey results from last year: 11%, 13%, 24%, 53%

People matter survey

2023

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Topical questions

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

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
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- Disability
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- 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.

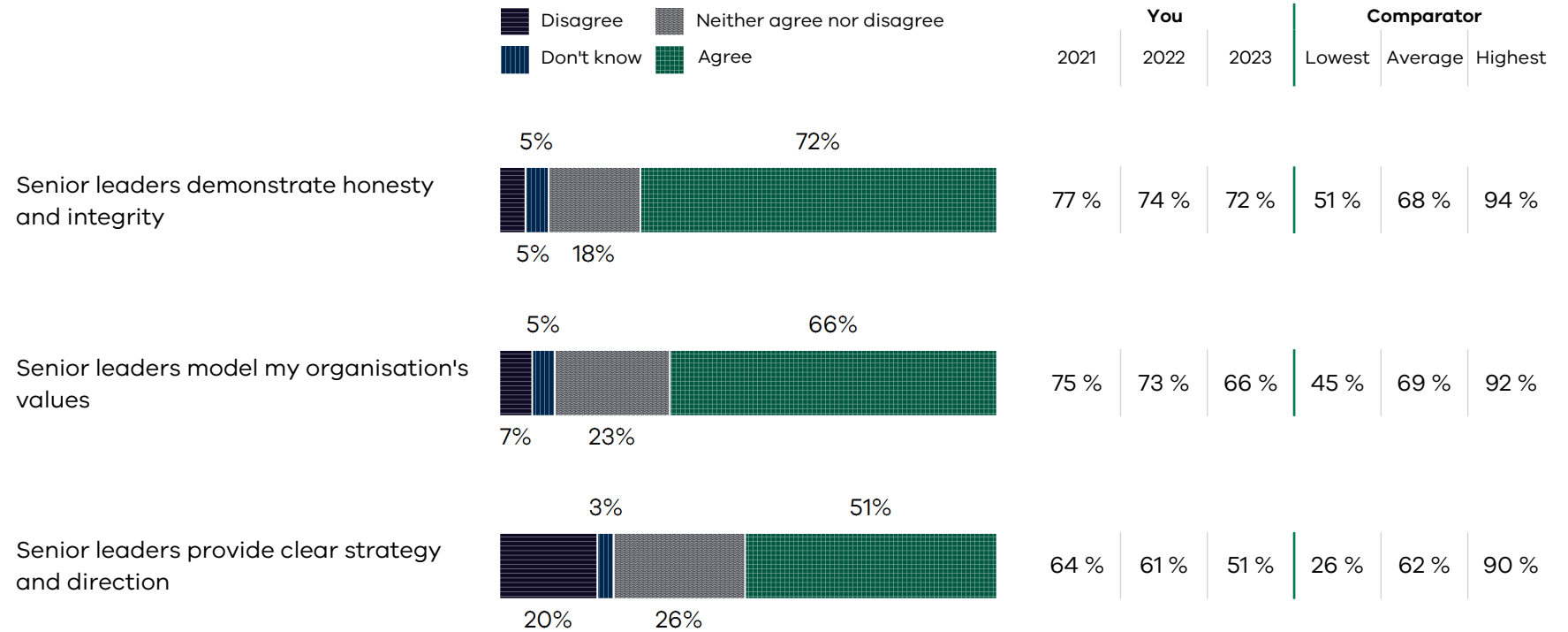Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

72% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question	Your results		You			Comparator		
		2021	2022	2023		Lowest	Average	Highest
Senior leaders demonstrate honesty and integrity	5% / 5% / 18% / 72%	77 %	74 %	72 %		51 %	68 %	94 %
Senior leaders model my organisation's values	5% / 7% / 23% / 66%	75 %	73 %	66 %		45 %	69 %	92 %
Senior leaders provide clear strategy and direction	20% / 3% / 26% / 51%	64 %	61 %	51 %		26 %	62 %	90 %

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

People matter survey

2023

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Key differences

- Highest scoring
- Lowest scoring
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- Biggest positive difference from comparator
- Biggest negative difference from comparator

Taking action

- Taking action questions

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Topical questions

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Demographics

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

Organisational climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

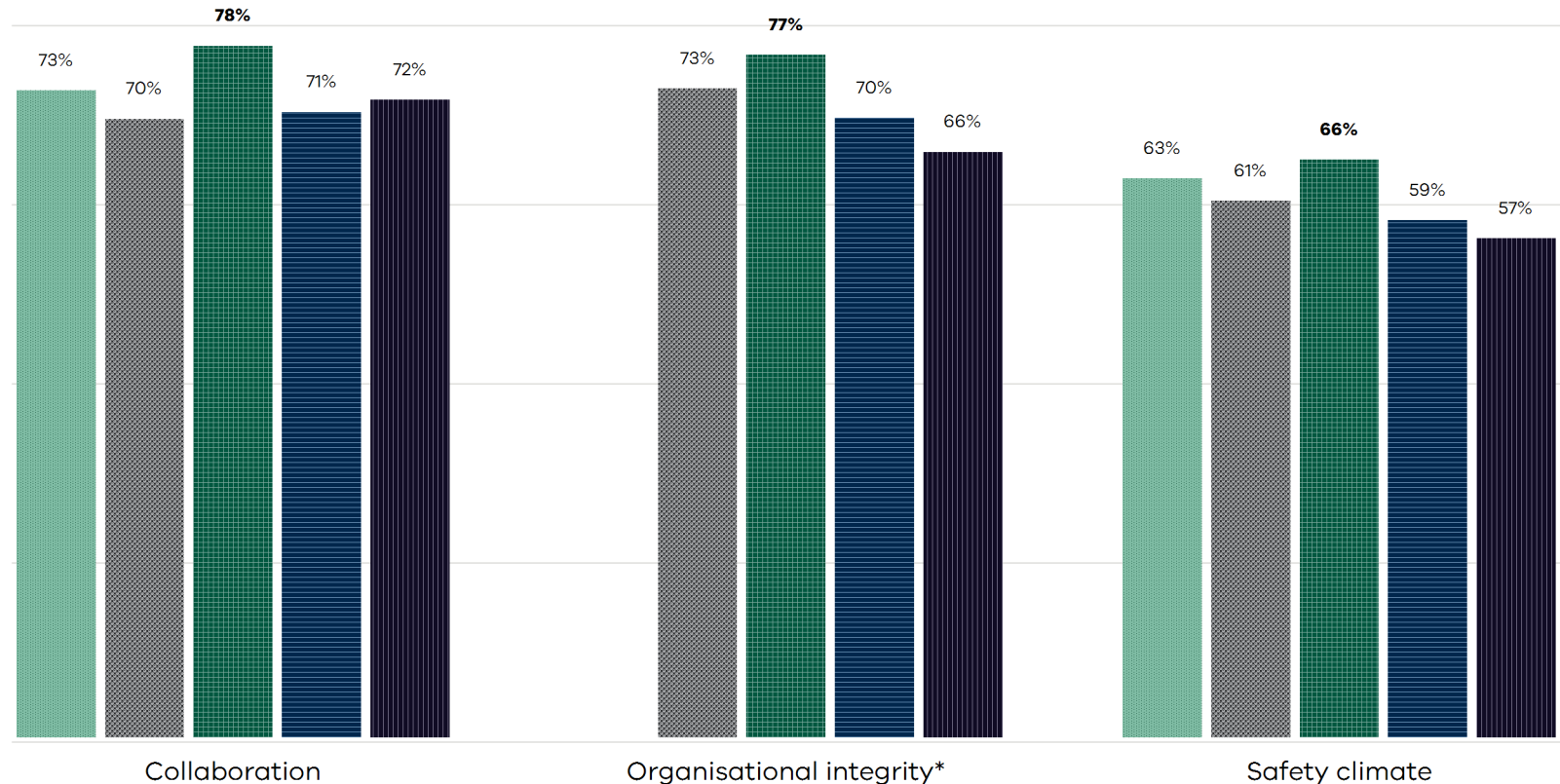Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

In 2023:

- 78% of your staff who did the survey responded positively to questions about Collaboration which is up from 70% in 2022.

Compared to:

- 71% of staff at your comparator and 72% of staff across the public sector.

Chart — Organisational climate factors:

Collaboration: You 2021 73%, You 2022 70%, You 2023 78%, Comparator 2023 71%, Public sector 2023 72%

Organisational integrity*: You 2022 73%, You 2023 77%, Comparator 2023 70%, Public sector 2023 66%

Safety climate: You 2021 63%, You 2022 61%, You 2023 66%, Comparator 2023 59%, 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 2022 | You 2023 | Comparator 2023 | Public sector 2023

Victorian Public Sector Commission

Victoria State Government

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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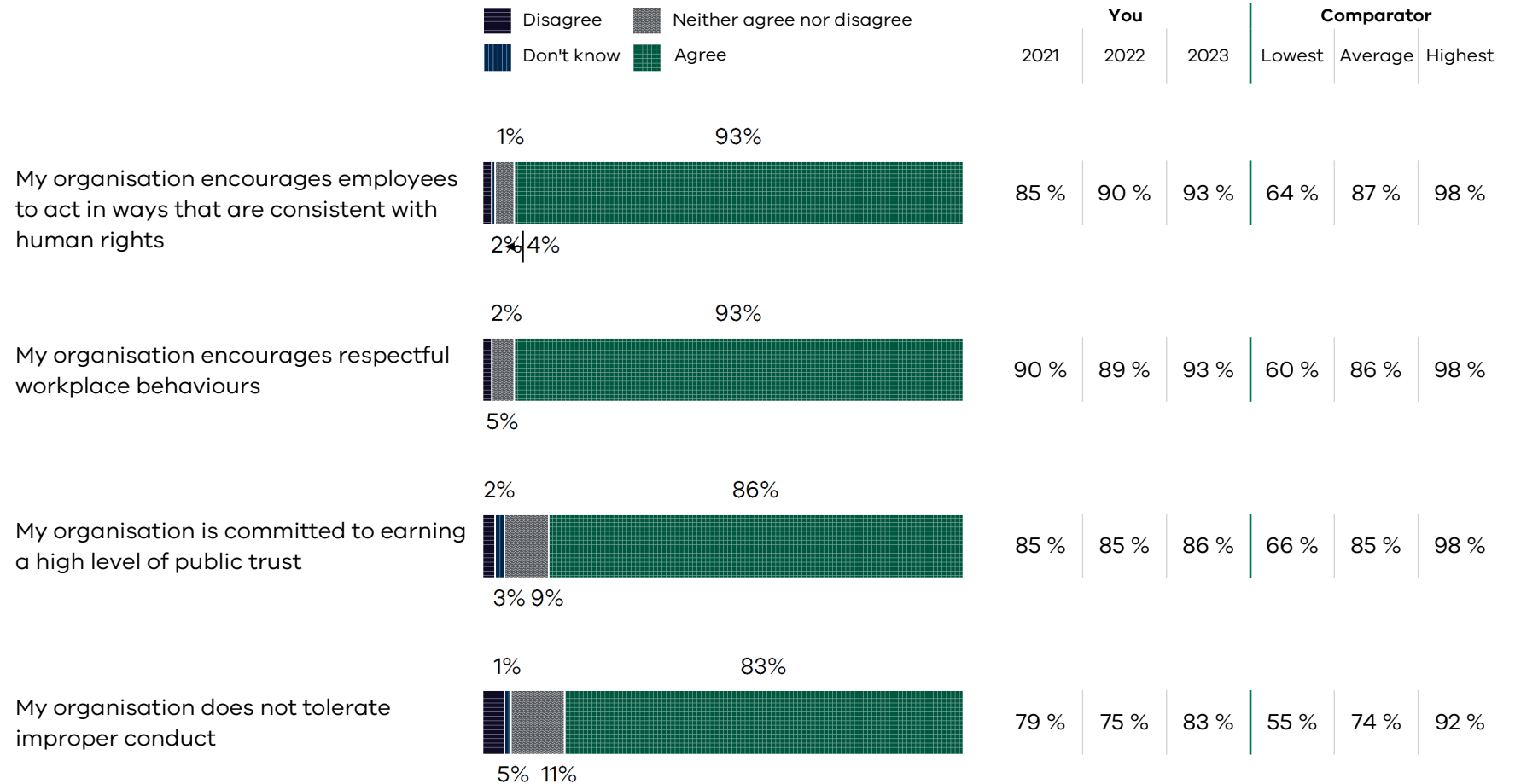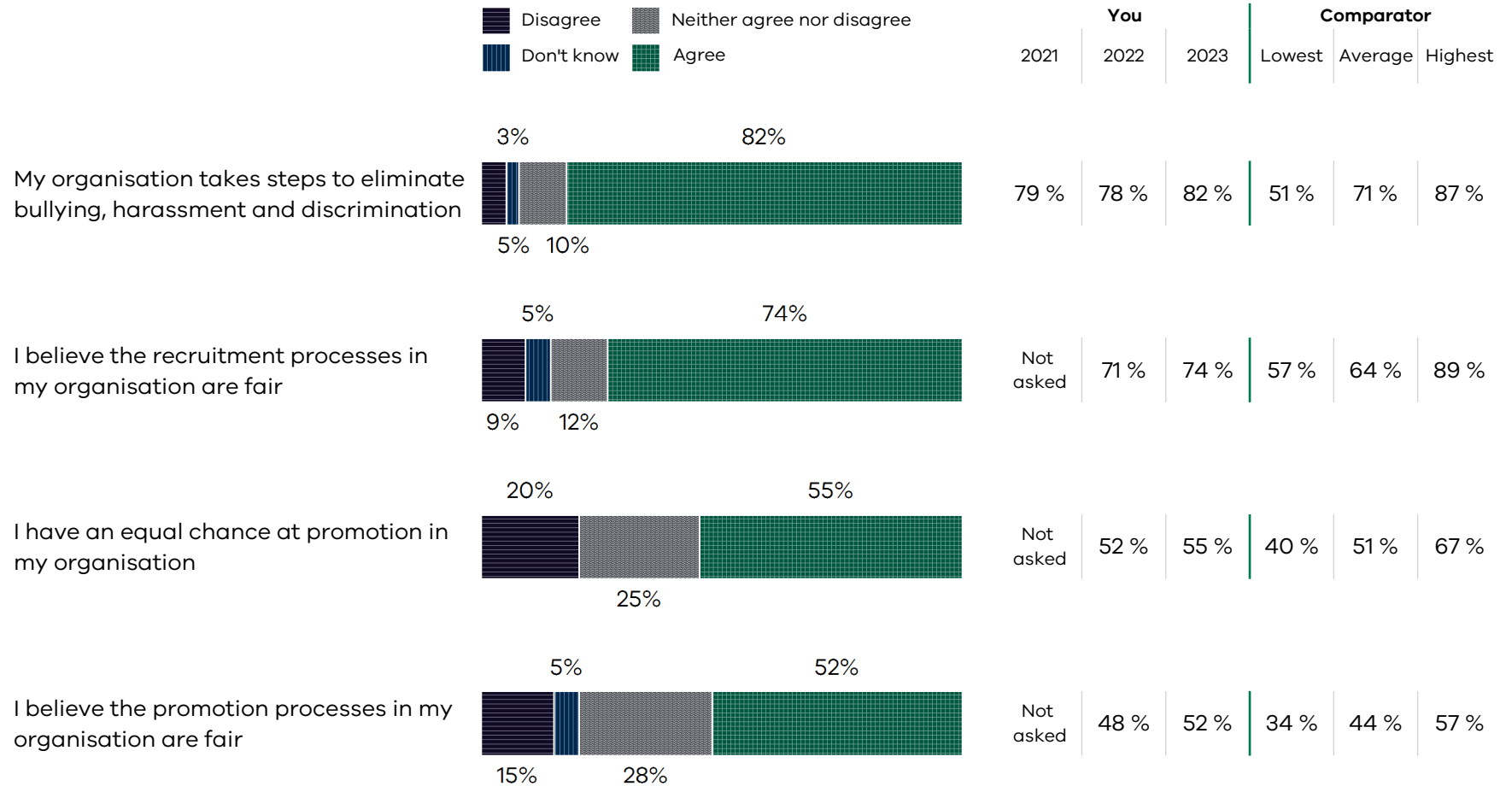
Example

93% 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'.

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

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	1% / 93% / 2% / 4%	85 %	90 %	93 %	64 %	87 %	98 %
My organisation encourages respectful workplace behaviours	2% / 93% / 5%	90 %	89 %	93 %	60 %	86 %	98 %
My organisation is committed to earning a high level of public trust	2% / 86% / 3% 9%	85 %	85 %	86 %	66 %	85 %	98 %
My organisation does not tolerate improper conduct	1% / 83% / 5% 11%	79 %	75 %	83 %	55 %	74 %	92 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

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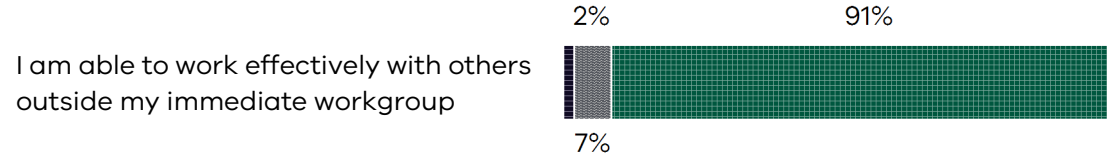
Example

82% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question · Your results · Benchmark agree results

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

Survey question		You			Comparator		
	2021	2022	2023		Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination (3% / 5% / 10% / 82%)	79 %	78 %	82 %		51 %	71 %	87 %
I believe the recruitment processes in my organisation are fair (5% / 9% / 12% / 74%)	Not asked	71 %	74 %		57 %	64 %	89 %
I have an equal chance at promotion in my organisation (20% / 25% / 55%)	Not asked	52 %	55 %		40 %	51 %	67 %
I believe the promotion processes in my organisation are fair (5% / 15% / 28% / 52%)	Not asked	48 %	52 %		34 %	44 %	57 %

Victorian Public Sector Commission

VICTORIA State Government

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

91% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

Survey question	Your results						

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

Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others outside my immediate workgroup	2% / 91% / 7%	90 %	82 %	91 %	57 %	85 %	97 %
Workgroups across my organisation willingly share information with each other	2% / 65% / 14% / 18%	56 %	58 %	65 %	23 %	57 %	91 %

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

85% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Survey question	Your results	Benchmark agree results

Legend: Disagree, Don't know, Neither agree nor disagree, Agree
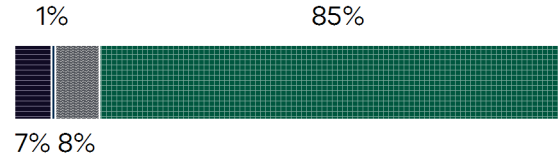
Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My organisation provides a physically safe work environment	1% / 85% / 7% 8%	87 %	80 %	85 %	70 %	87 %	100 %
Senior leaders consider the psychological health of employees to be as important as productivity	15% / 68% / 17%	66 %	65 %	68 %	38 %	60 %	90 %
In my workplace, there is good communication about psychological safety issues that affect me	13% / 67% / 20%	56 %	54 %	67 %	28 %	51 %	70 %
My organisation has effective procedures in place to support employees who may experience stress	4% / 62% / 14% 20%	66 %	61 %	62 %	32 %	52 %	66 %

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

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

Example

56% of your staff who did the survey agreed or strongly agreed with 'All levels of my organisation are involved in the prevention of stress'.
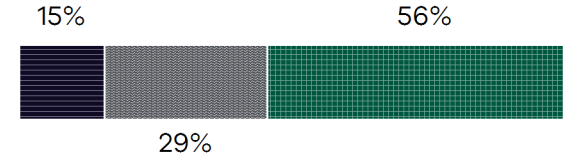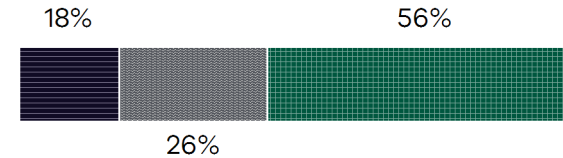
Survey question	Your results						

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

		Benchmark agree results					
Survey question	Your results	**You** 2021	**You** 2022	**You** 2023	**Comparator** Lowest	**Comparator** Average	**Comparator** Highest
All levels of my organisation are involved in the prevention of stress	15% / 29% / 56%	45 %	50 %	56 %	21 %	49 %	71 %
Senior leaders show support for stress prevention through involvement and commitment	18% / 26% / 56%	60 %	56 %	56 %	36 %	53 %	81 %

People matter survey

2023

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Topical questions

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

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
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- Employment
- Adjustments
- Caring

Workgroup climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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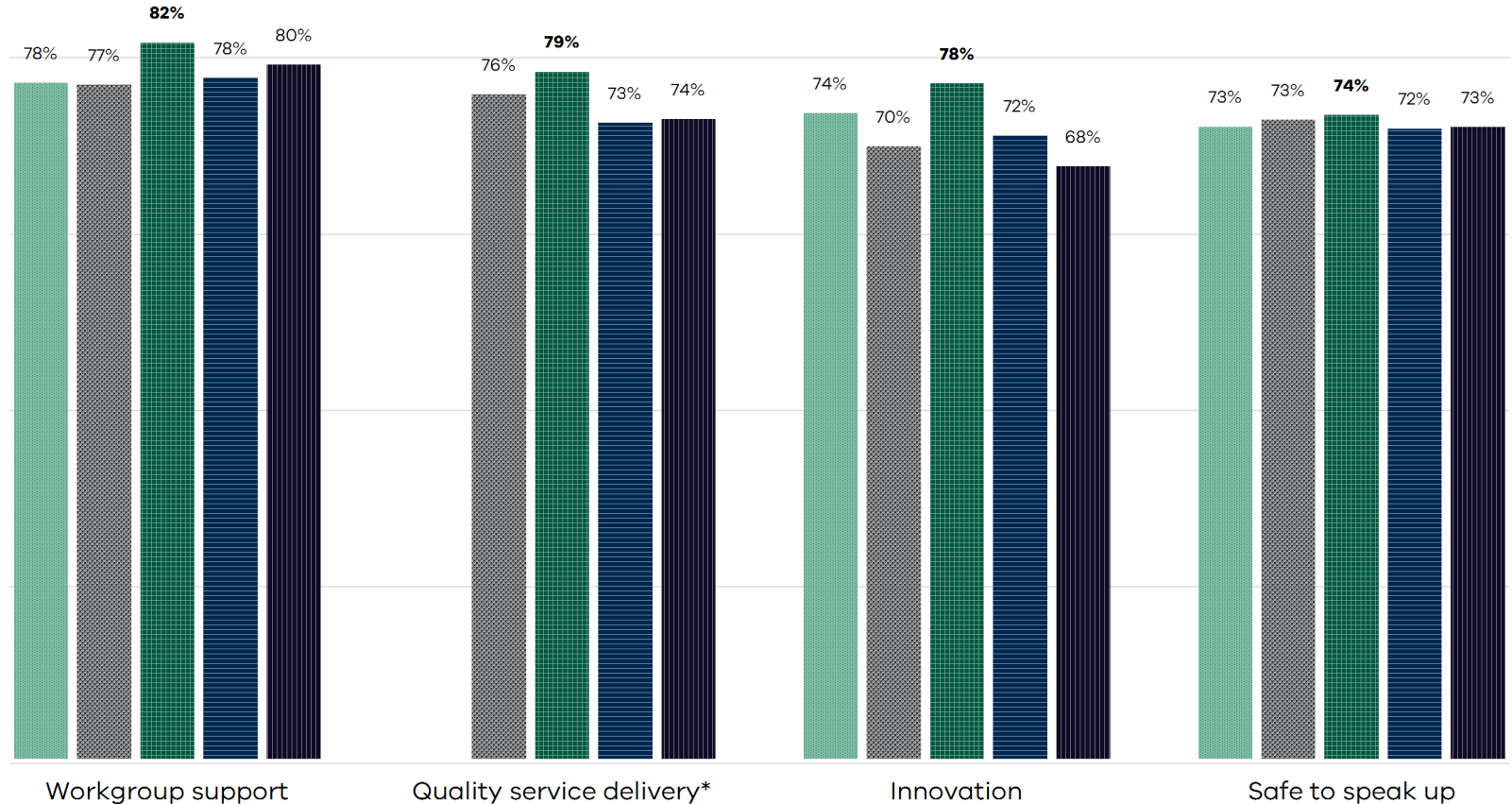
Example

In 2023:

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

Compared to:

- 78% of staff at your comparator and 80% of staff across the public sector.

Workgroup support: You 2021: 78%, You 2022: 77%, You 2023: 82%, Comparator 2023: 78%, Public sector 2023: 80%

Quality service delivery*: You 2022: 76%, You 2023: 79%, Comparator 2023: 73%, Public sector 2023: 74%

Innovation: You 2021: 74%, You 2022: 70%, You 2023: 78%, Comparator 2023: 72%, Public sector 2023: 68%

Safe to speak up: You 2021: 73%, You 2022: 73%, You 2023: 74%, Comparator 2023: 72%, Public sector 2023: 73%

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

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

Workgroup climate

Quality service delivery

What this is

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

Why this is important

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

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

How to read this

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

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

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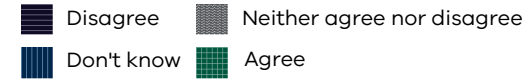
Example

88% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.
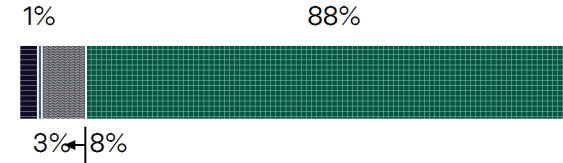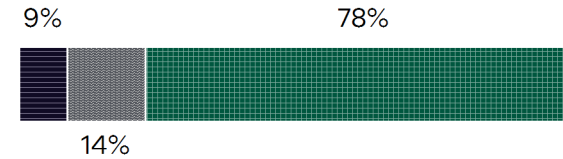
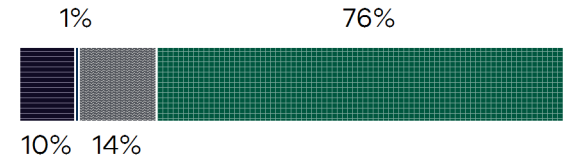**Survey question**

Your results

Benchmark agree results

Legend:
- Disagree
- Neither agree nor disagree
- Don't know
- Agree
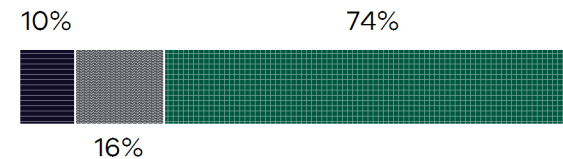
Survey question		You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
My workgroup provides high quality advice and services	Not asked	82 %	88 %	60 %	79 %	97 %
My workgroup acts fairly and without bias	Not asked	72 %	78 %	55 %	73 %	91 %
My workgroup uses its resources well	Not asked	75 %	76 %	56 %	68 %	87 %
My workgroup has clear lines of responsibility	81 %	77 %	74 %	61 %	72 %	89 %

My workgroup provides high quality advice and services: 1%, 88%, 3%, 8%

My workgroup acts fairly and without bias: 9%, 78%, 14%

My workgroup uses its resources well: 1%, 76%, 10%, 14%

My workgroup has clear lines of responsibility: 10%, 74%, 16%

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.
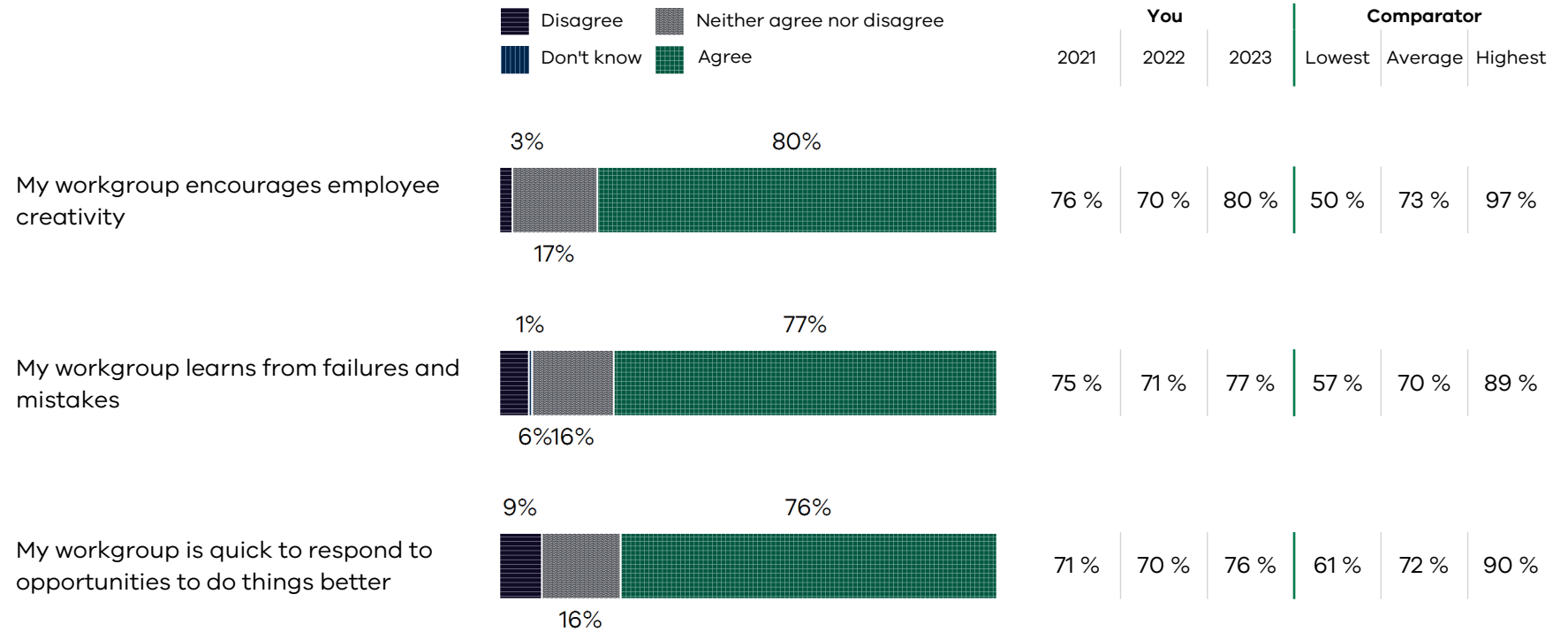
Example

80% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.

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

Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup encourages employee creativity	3% / 17% / 80%	76 %	70 %	80 %	50 %	73 %	97 %
My workgroup learns from failures and mistakes	1% / 6% / 16% / 77%	75 %	71 %	77 %	57 %	70 %	89 %
My workgroup is quick to respond to opportunities to do things better	9% / 16% / 76%	71 %	70 %	76 %	61 %	72 %	90 %

Workgroup climate

Workgroup support 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

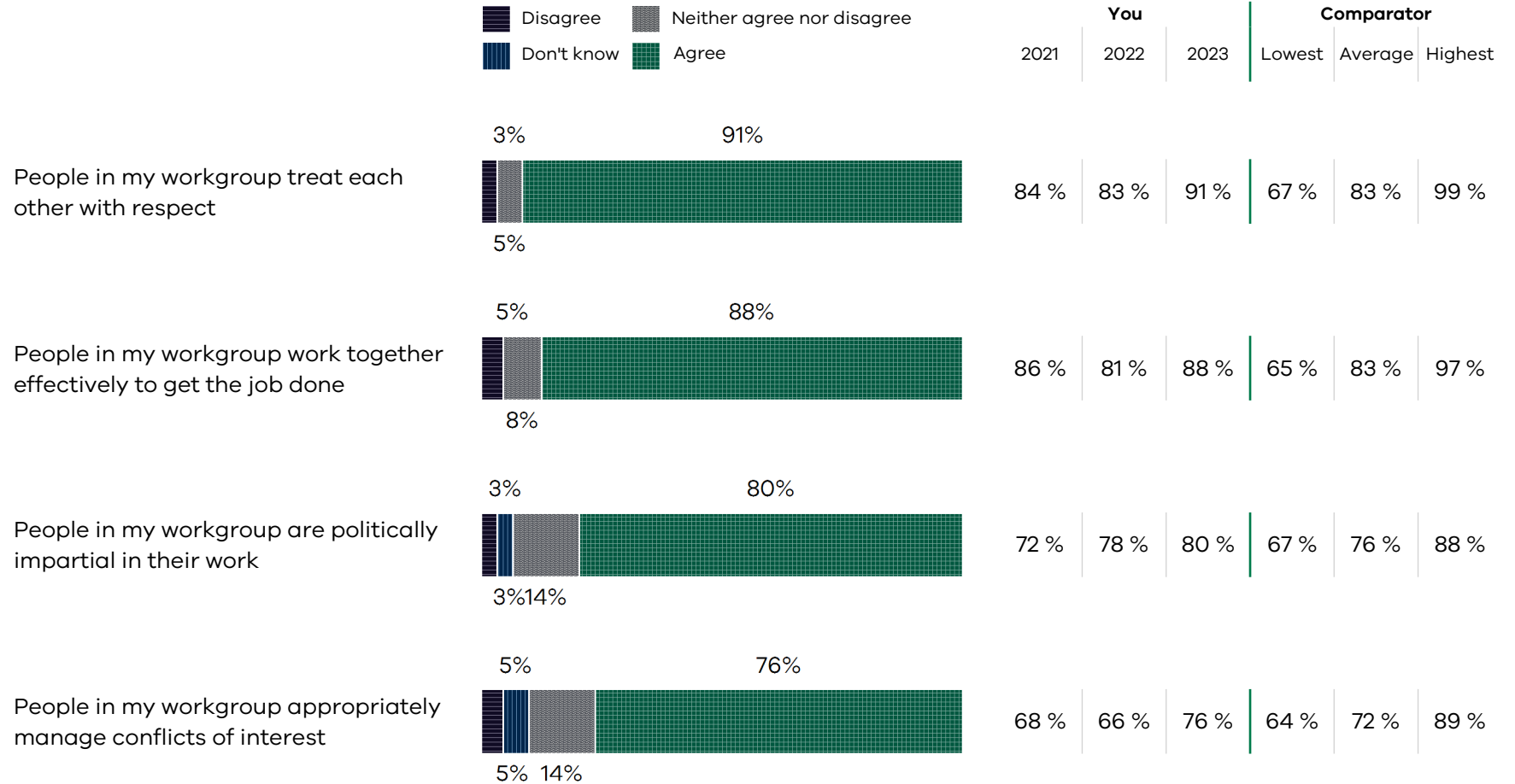Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

91% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question	Your results						

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

Benchmark agree results

Survey question	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup treat each other with respect	84 %	83 %	91 %	67 %	83 %	99 %
People in my workgroup work together effectively to get the job done	86 %	81 %	88 %	65 %	83 %	97 %
People in my workgroup are politically impartial in their work	72 %	78 %	80 %	67 %	76 %	88 %
People in my workgroup appropriately manage conflicts of interest	68 %	66 %	76 %	64 %	72 %	89 %

Your results bar chart values:
- People in my workgroup treat each other with respect: 3% / 5% / 91%
- People in my workgroup work together effectively to get the job done: 5% / 8% / 88%
- People in my workgroup are politically impartial in their work: 3% / 3% / 14% / 80%
- People in my workgroup appropriately manage conflicts of interest: 5% / 5% / 14% / 76%

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

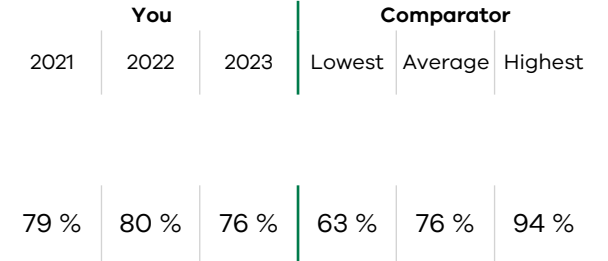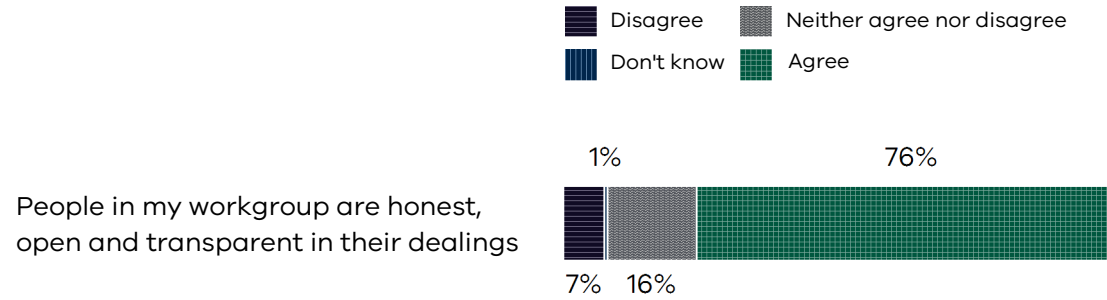Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

76% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are honest, open and transparent in their dealings'.

Survey question	Your results	Benchmark agree results

		Disagree		Neither agree nor disagree	
		Don't know		Agree	

Survey question	Your results		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
People in my workgroup are honest, open and transparent in their dealings	1% Disagree, 7% Don't know, 16% Neither, 76% Agree	79 %	80 %	76 %	63 %	76 %	94 %

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

76% of your staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.
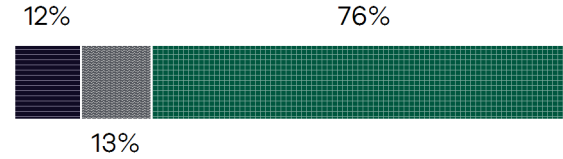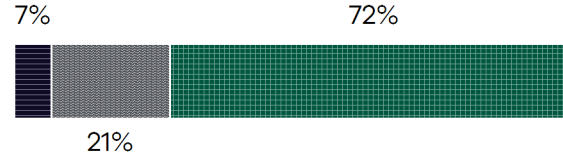
Survey question

Your results

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

I feel safe to challenge inappropriate behaviour at work

12% · 13% · 76%

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

7% · 21% · 72%

Benchmark agree results

Survey question	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I feel safe to challenge inappropriate behaviour at work	74 %	76 %	76 %	62 %	75 %	88 %
People in my workgroup are able to bring up problems and tough issues	72 %	71 %	72 %	58 %	70 %	89 %

People matter survey

2023

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- Biggest positive difference from comparator
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Topical questions

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

Demographics

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

Job and manager factors

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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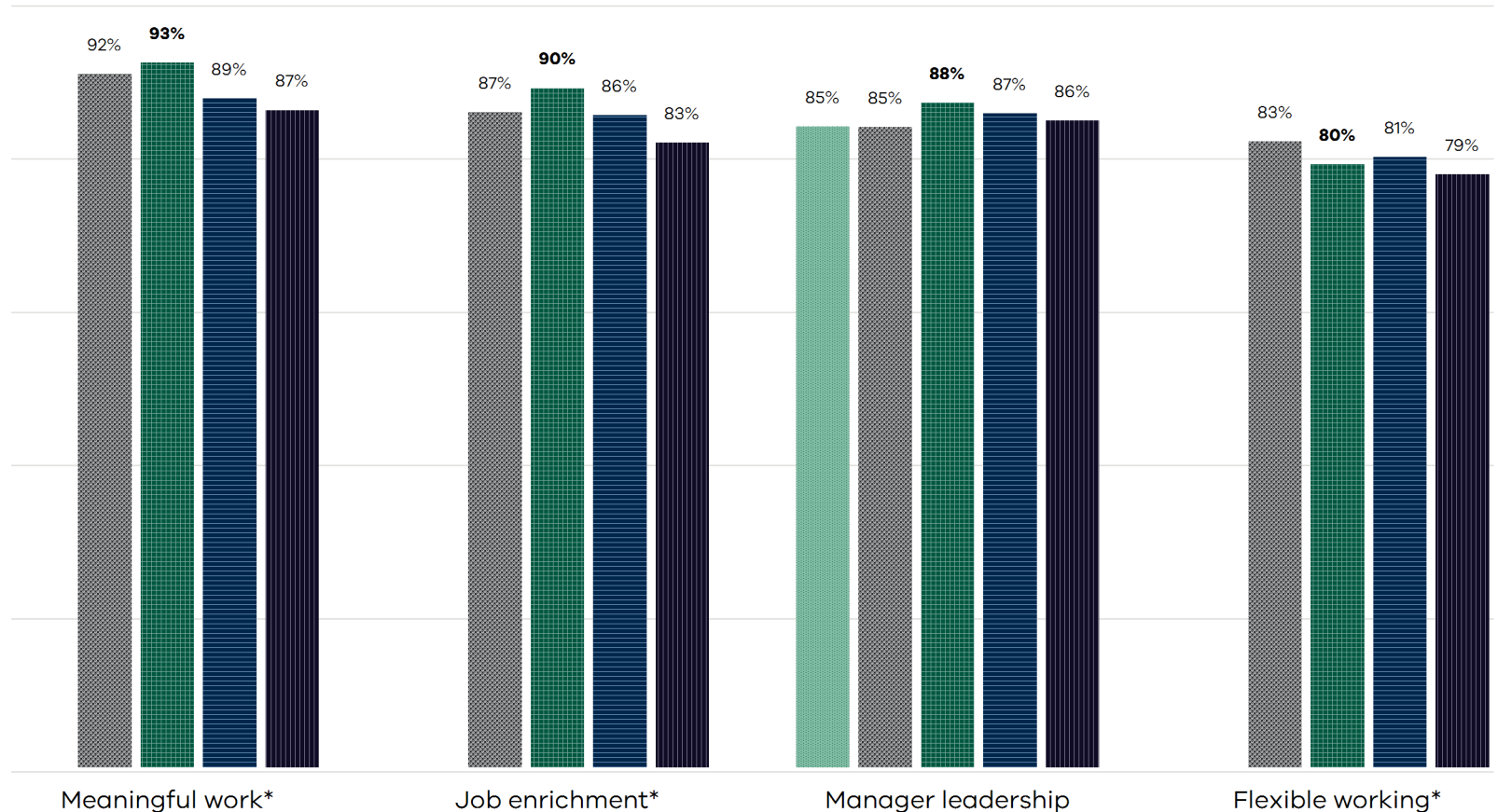
Example

In 2023:

- 93% 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.

	Meaningful work*	Job enrichment*	Manager leadership	Flexible working*
You 2021			85%	
You 2022	92%	87%	85%	83%
You 2023	93%	90%	88%	80%
Comparator 2023	89%	86%	87%	81%
Public sector 2023	87%	83%	86%	79%

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

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

Victorian Public Sector Commission

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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.

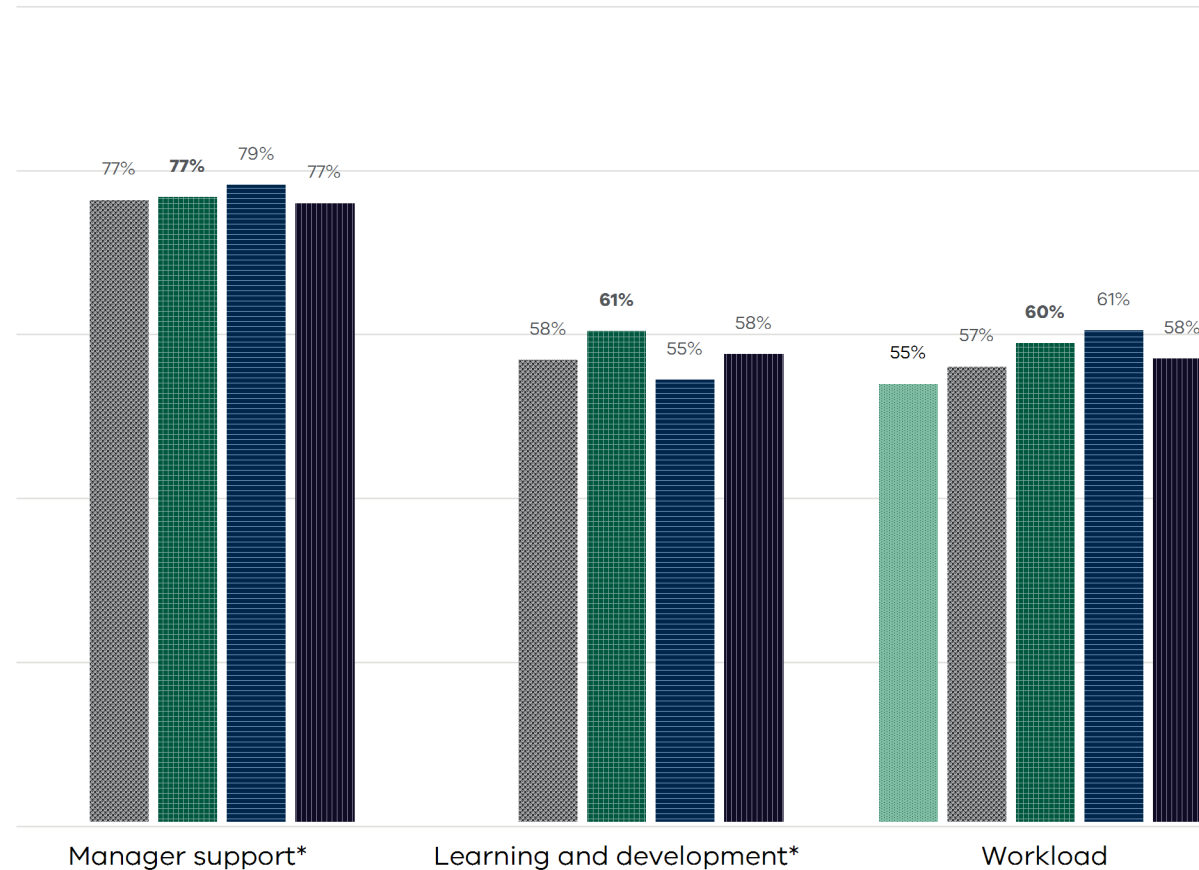Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

In 2023:

- 77% 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.

Chart data:

Factor	You 2021	You 2022	You 2023	Comparator 2023	Public sector 2023
Manager support*		77%	77%	79%	77%
Learning and development*		58%	61%	55%	58%
Workload	55%	57%	60%	61%	58%

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

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

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Manager leadership

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

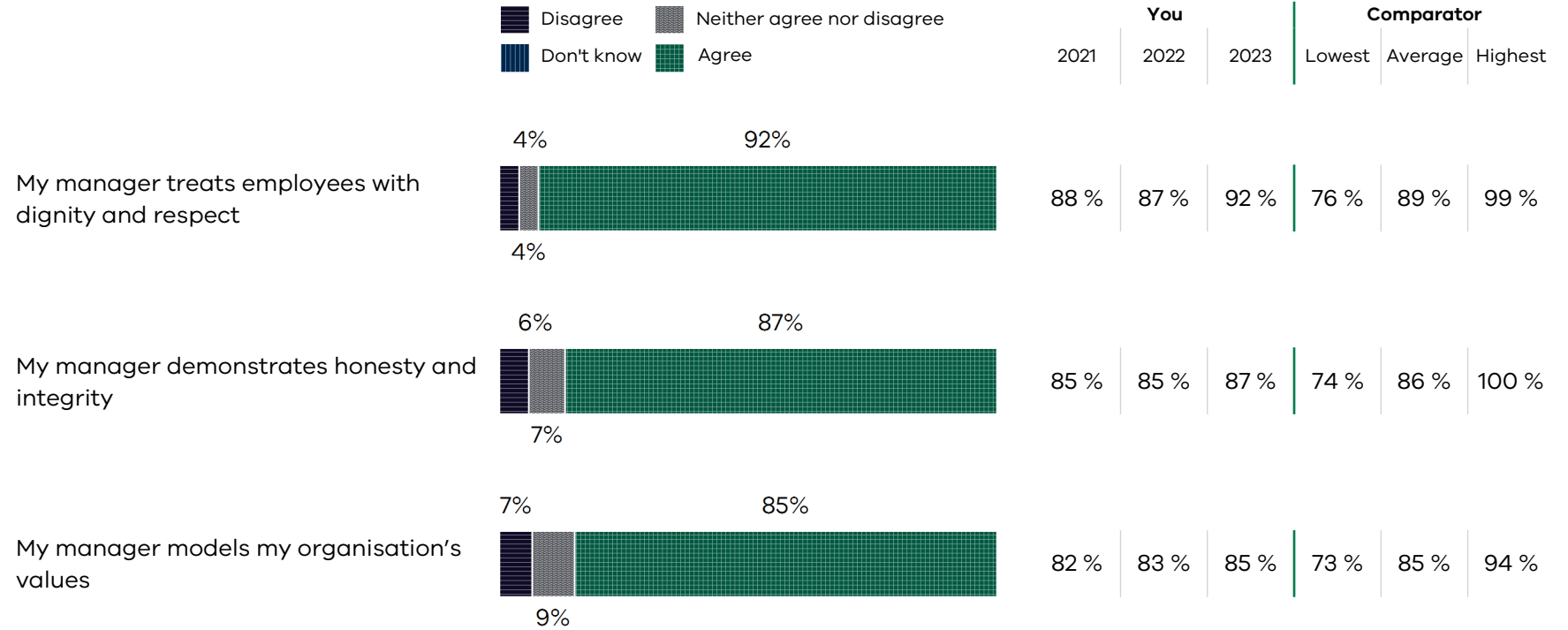Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

92% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results			Benchmark agree results		

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

Survey question	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect (4% / 4% / 92%)	88 %	87 %	92 %	76 %	89 %	99 %
My manager demonstrates honesty and integrity (6% / 7% / 87%)	85 %	85 %	87 %	74 %	86 %	100 %
My manager models my organisation's values (7% / 9% / 85%)	82 %	83 %	85 %	73 %	85 %	94 %

Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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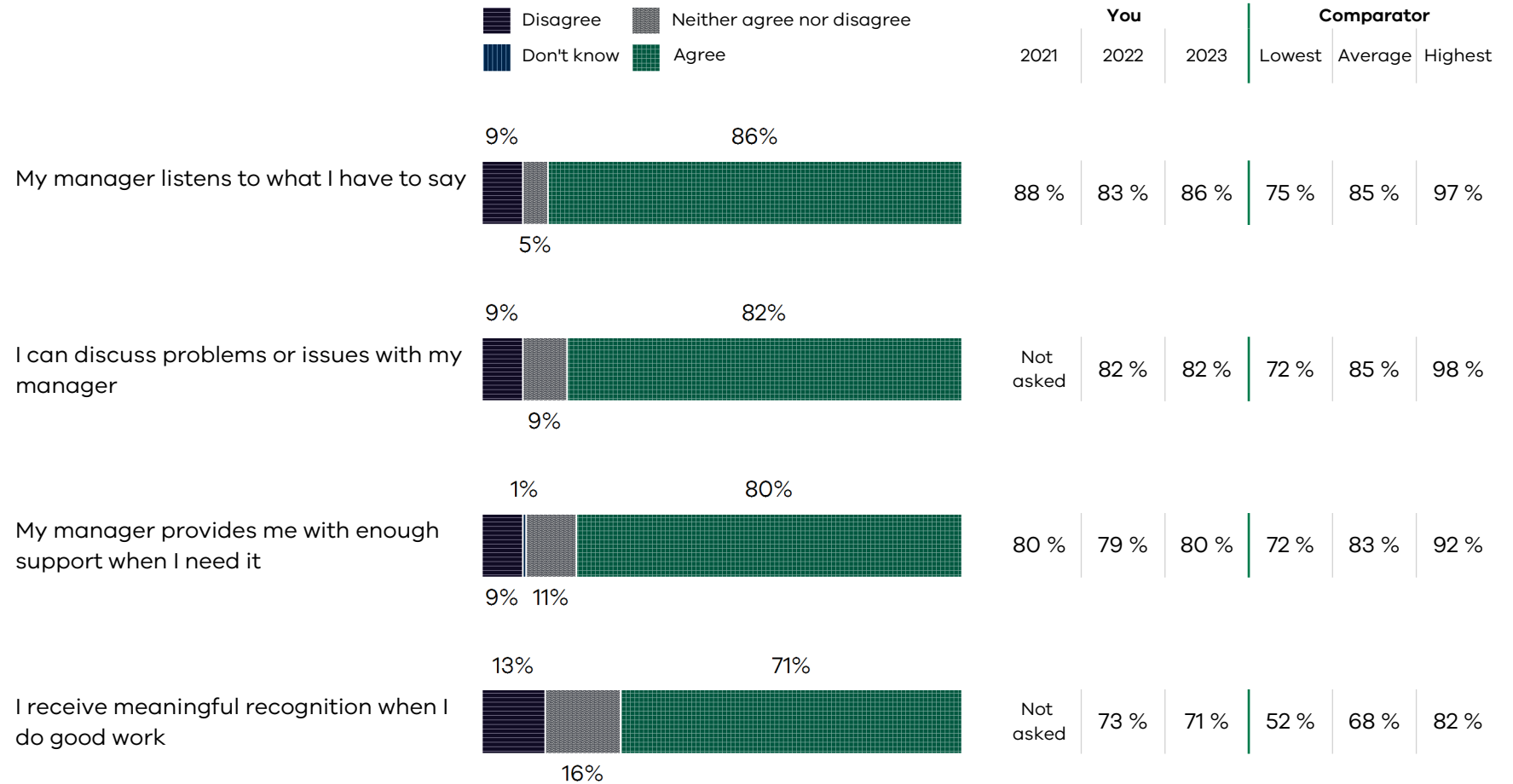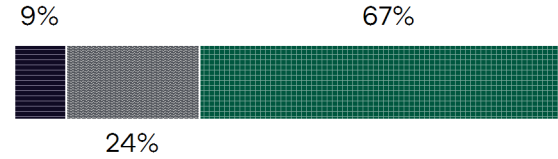
Example

86% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question	Your results						

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

Survey question	Your results	Benchmark agree results — You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My manager listens to what I have to say	9% Disagree, 5% Neither, 86% Agree	88 %	83 %	86 %	75 %	85 %	97 %
I can discuss problems or issues with my manager	9% Disagree, 9% Neither, 82% Agree	Not asked	82 %	82 %	72 %	85 %	98 %
My manager provides me with enough support when I need it	9% Disagree, 11% Neither, 1% Don't know, 80% Agree	80 %	79 %	80 %	72 %	83 %	92 %
I receive meaningful recognition when I do good work	13% Disagree, 16% Neither, 71% Agree	Not asked	73 %	71 %	52 %	68 %	82 %

Victorian Public Sector Commission

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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

67% of your staff who did the survey agreed or strongly agreed with 'My manager gives me feedback that helps me improve my performance'.

Survey question

Your results

Benchmark agree results

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

My manager gives me feedback that helps me improve my performance

9%   67%

24%

	You			Comparator		
2021	2022	2023		Lowest	Average	Highest
Not asked	68 %	67 %		63 %	73 %	87 %

Victorian Public Sector Commission

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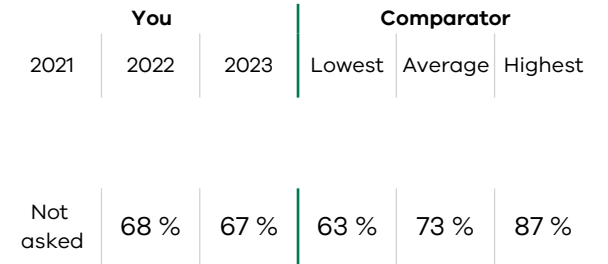
Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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

Example

64% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.
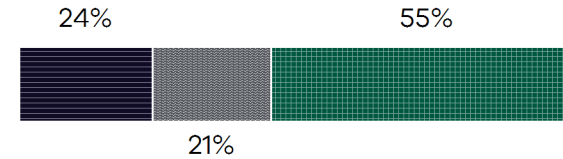
Survey question

Your results

	Disagree		Neither agree nor disagree
	Agree		

Benchmark agree results
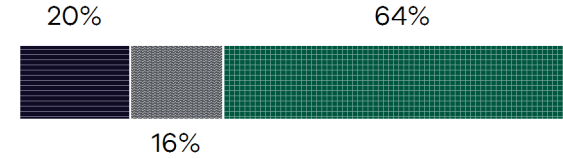
		You			Comparator	
	2021	2022	2023	Lowest	Average	Highest

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

20% · 64% · 16%

| 60 % | 62 % | 64 % | 51 % | 63 % | 68 % |

I have enough time to do my job effectively

24% · 55% · 21%

| 50 % | 52 % | 55 % | 38 % | 59 % | 68 % |

Job and manager factors

Learning and development

What this is

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

Why this is important

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

How to read this

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

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

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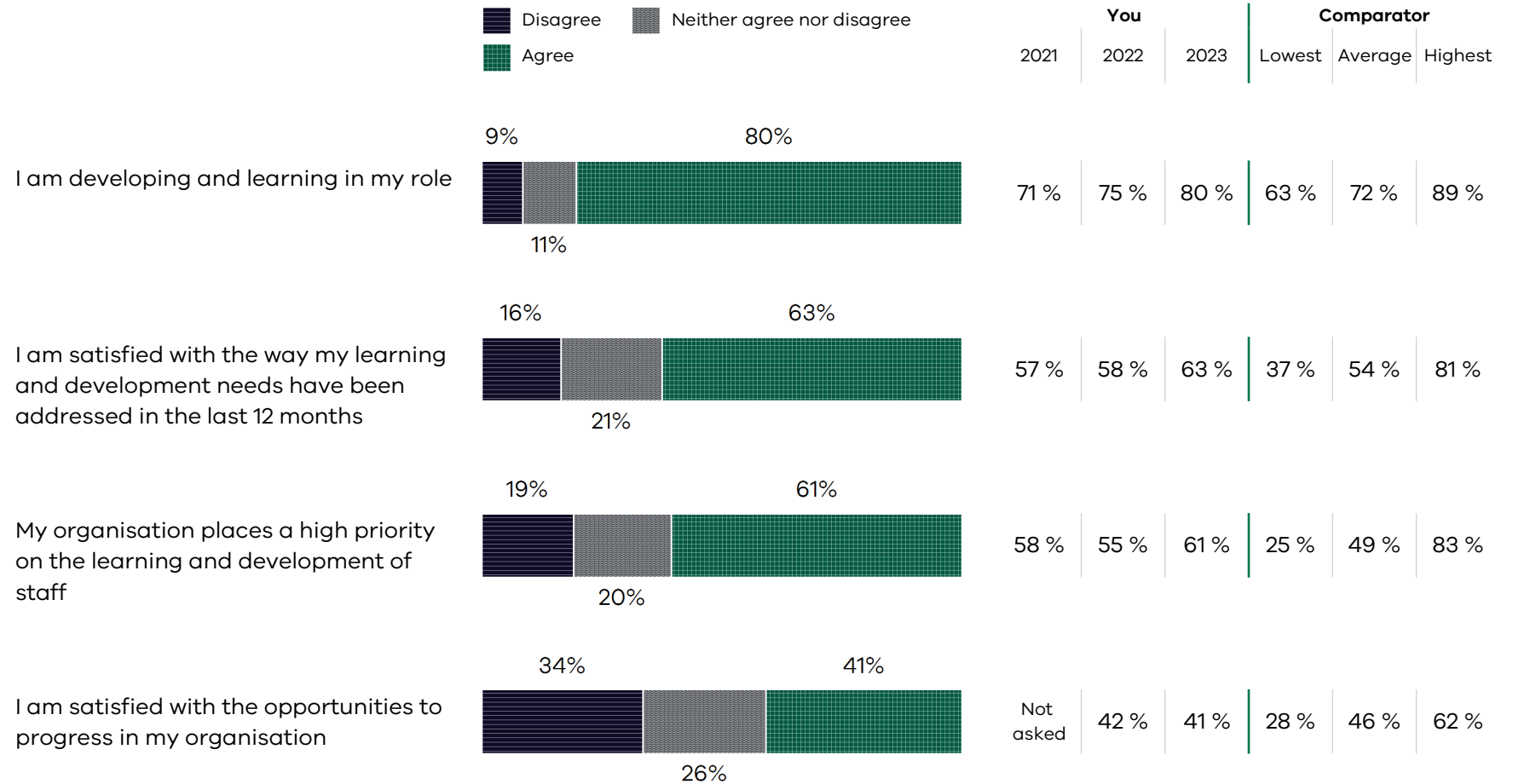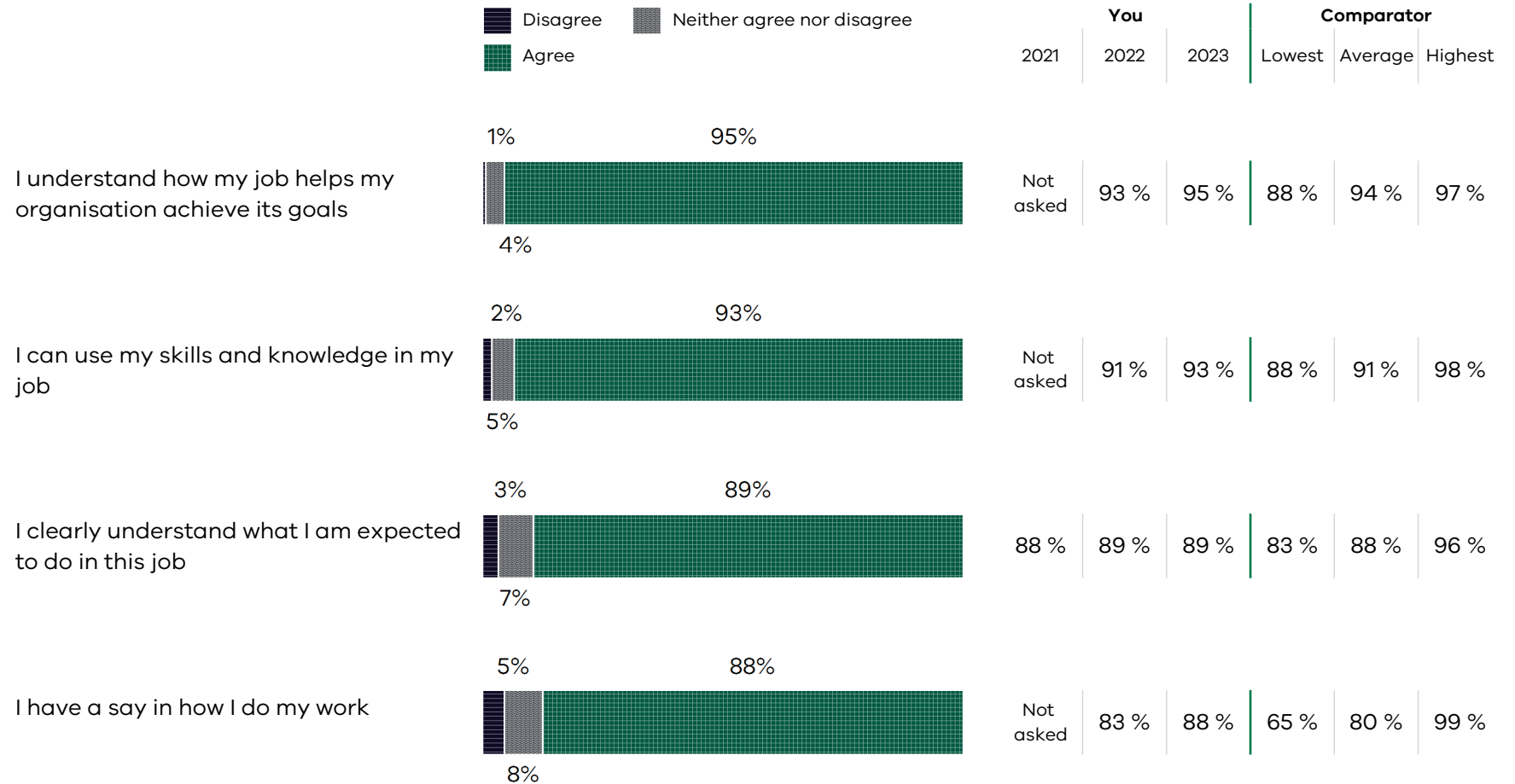
Example

80% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Survey question	Your results	Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Agree

		You			Comparator		
Survey question	Your results	2021	2022	2023	Lowest	Average	Highest
I am developing and learning in my role	9% / 11% / 80%	71 %	75 %	80 %	63 %	72 %	89 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	16% / 21% / 63%	57 %	58 %	63 %	37 %	54 %	81 %
My organisation places a high priority on the learning and development of staff	19% / 20% / 61%	58 %	55 %	61 %	25 %	49 %	83 %
I am satisfied with the opportunities to progress in my organisation	34% / 26% / 41%	Not asked	42 %	41 %	28 %	46 %	62 %

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.
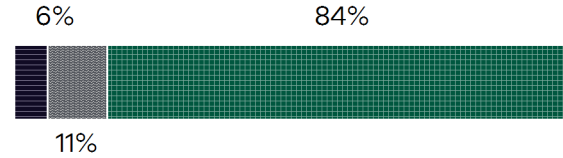
Example

95% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.

Survey question	Your results						

Legend: ■ Disagree   ▦ Neither agree nor disagree   ▦ Agree

Benchmark agree results

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
I understand how my job helps my organisation achieve its goals — 1% / 95% / 4%	Not asked	93 %	95 %	88 %	94 %	97 %
I can use my skills and knowledge in my job — 2% / 93% / 5%	Not asked	91 %	93 %	88 %	91 %	98 %
I clearly understand what I am expected to do in this job — 3% / 89% / 7%	88 %	89 %	89 %	83 %	88 %	96 %
I have a say in how I do my work — 5% / 88% / 8%	Not asked	83 %	88 %	65 %	80 %	99 %

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.
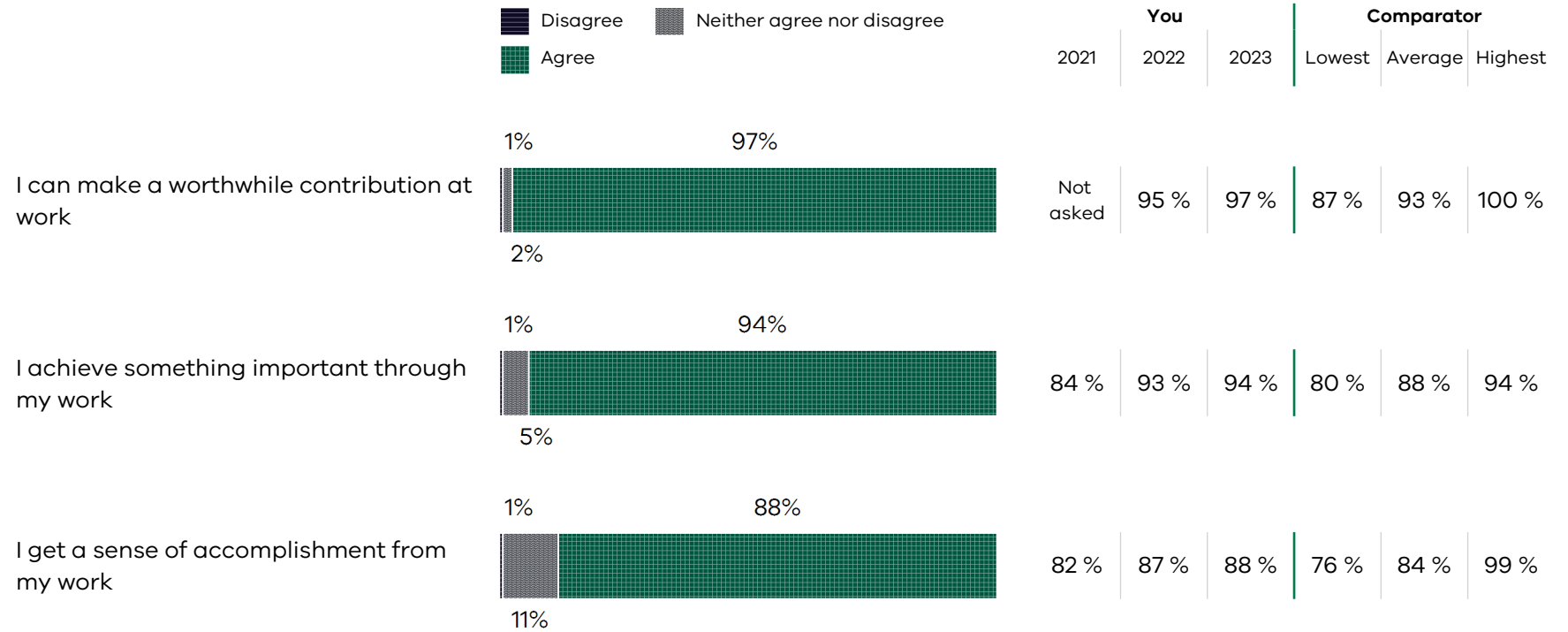
Example

84% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

■ Disagree   ▦ Neither agree nor disagree
▦ Agree

I have the authority to do my job effectively

6%   84%

11%

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
	79 %	79 %	84 %	70 %	79 %	94 %
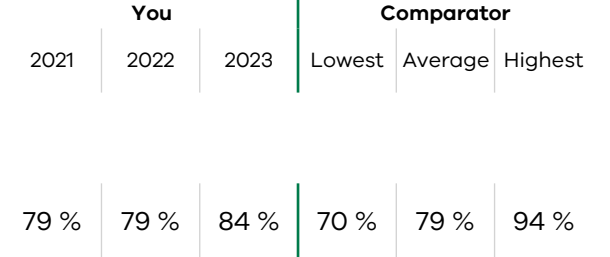
Job and manager factors

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

97% of your staff who did the survey agreed or strongly agreed with 'I can make a worthwhile contribution at work'.

Survey question

Your results

Benchmark agree results

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
I can make a worthwhile contribution at work (1% Disagree, 2% Neither, 97% Agree)		Not asked	95 %	97 %	87 %	93 %	100 %
I achieve something important through my work (1% Disagree, 5% Neither, 94% Agree)		84 %	93 %	94 %	80 %	88 %	94 %
I get a sense of accomplishment from my work (1% Disagree, 11% Neither, 88% Agree)		82 %	87 %	88 %	76 %	84 %	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'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
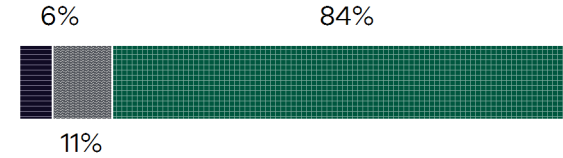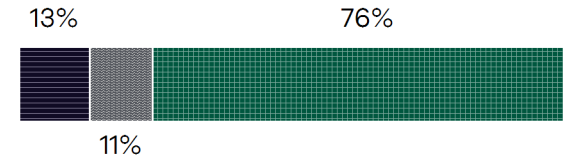
Survey question	Your results		You			Comparator		
		2021	2022	2023		Lowest	Average	Highest
My manager supports working flexibly	6% / 11% / 84%	Not asked	87 %	84 %		75 %	86 %	97 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	13% / 11% / 76%	74 %	79 %	76 %		70 %	76 %	93 %

People matter survey

2023

Have your say

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- Biggest positive difference from comparator
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Public sector values

- Scorecard
- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
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- Questions on topical issues, includes additional questions that support the Gender Equality Act 2020

Demographics

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- Disability
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- Caring

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2023:

- 90% of your staff who did the survey responded positively to questions about Human rights , which is up 2% in 2022.

Compared to:

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

Bar chart showing percentages by value group:

Human rights: You 2021: 81%, You 2022: 89%, You 2023: 90%, Comparator 2023: 78%, Public sector 2023: 83%

Respect: You 2021: 86%, You 2022: 84%, You 2023: 89%, Comparator 2023: 83%, Public sector 2023: 81%

Responsiveness*: You 2022: 82%, You 2023: 88%, Comparator 2023: 79%, Public sector 2023: 81%

Integrity: You 2021: 78%, You 2022: 77%, You 2023: 79%, Comparator 2023: 77%, Public sector 2023: 75%

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

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

Victorian Public Sector Commission

VICTORIA State Government

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How to read this

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

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

Example

In 2023:

- 79% of your staff who did the survey responded positively to questions about Impartiality , which is up 4% in 2022.

Compared to:

- 75% of staff at your comparator and 78% of staff across the public sector.
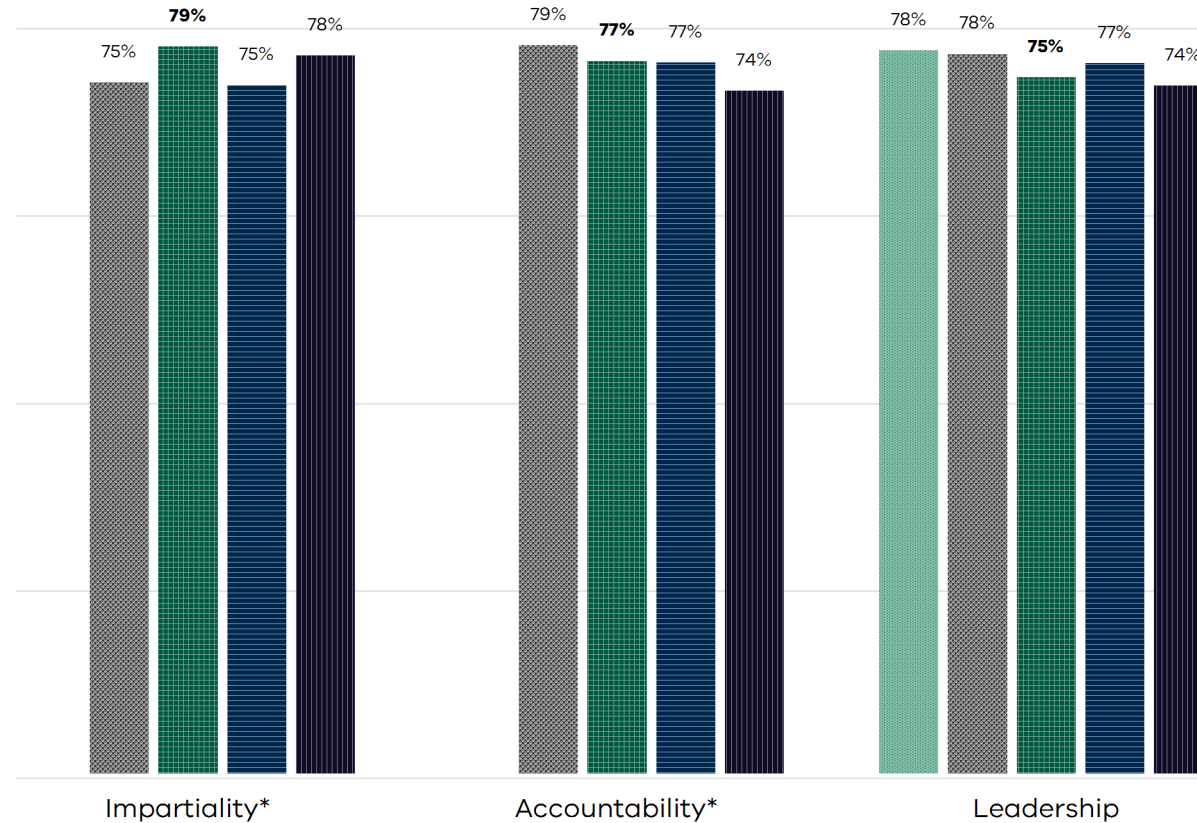
Impartiality*: 75%, 79%, 75%, 78%
Accountability*: 79%, 77%, 77%, 74%
Leadership: 78%, 78%, 75%, 77%, 74%

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

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

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

88% of staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.
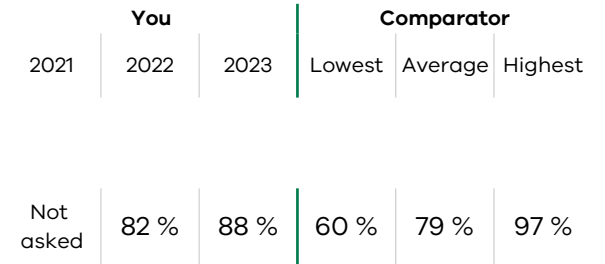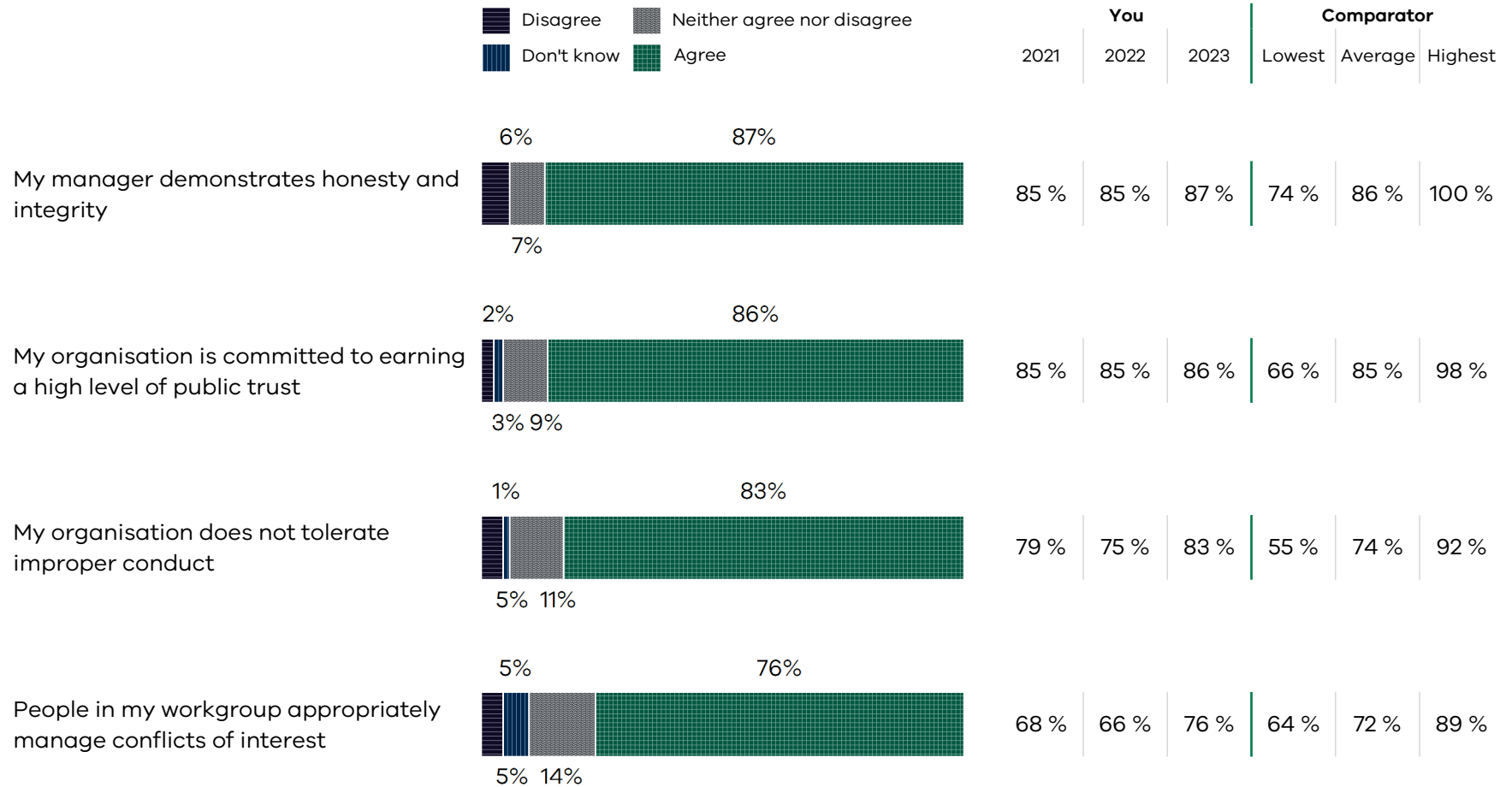
Disagree	Neither agree nor disagree
Don't know	Agree

My workgroup provides high quality advice and services

1%   88%

3% 8%

	You			Comparator		
2021	2022	2023		Lowest	Average	Highest
Not asked	82 %	88 %		60 %	79 %	97 %

Victorian Public Sector Commission

VICTORIA State Government

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

87% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results							

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

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My manager demonstrates honesty and integrity	6% / 7% / 87%	85 %	85 %	87 %	74 %	86 %	100 %
My organisation is committed to earning a high level of public trust	2% / 3% 9% / 86%	85 %	85 %	86 %	66 %	85 %	98 %
My organisation does not tolerate improper conduct	1% / 5% 11% / 83%	79 %	75 %	83 %	55 %	74 %	92 %
People in my workgroup appropriately manage conflicts of interest	5% / 5% 14% / 76%	68 %	66 %	76 %	64 %	72 %	89 %

Victorian Public Sector Commission

VICTORIA State Government

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

76% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are honest, open and transparent in their dealings'.
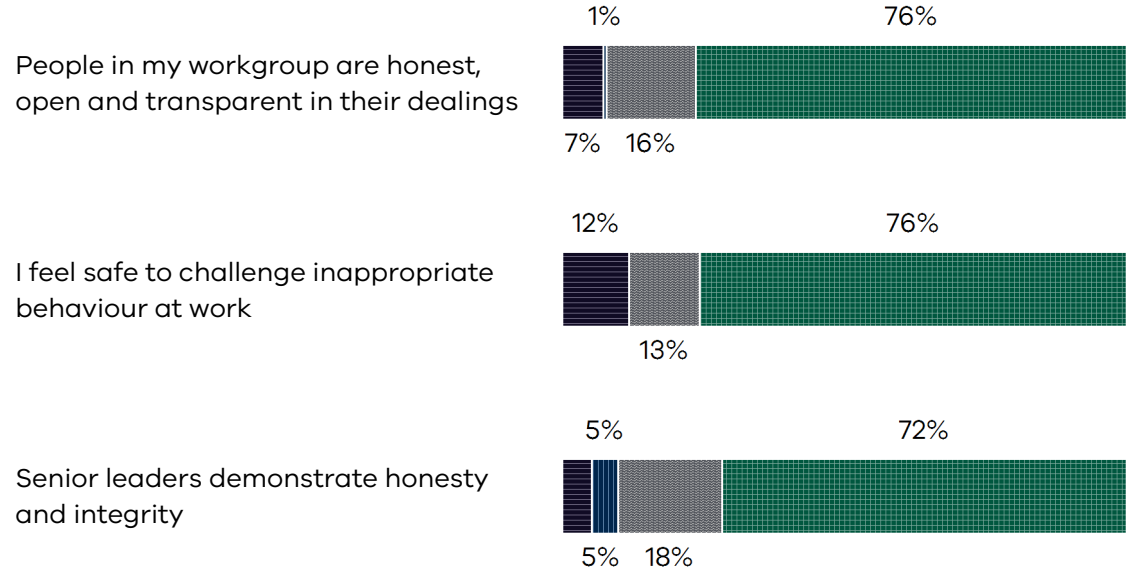
Survey question	Your results		You			Comparator		
			2021	2022	2023	Lowest	Average	Highest
People in my workgroup are honest, open and transparent in their dealings	1% / 7% / 16% / 76%		79 %	80 %	76 %	63 %	76 %	94 %
I feel safe to challenge inappropriate behaviour at work	12% / 13% / 76%		74 %	76 %	76 %	62 %	75 %	88 %
Senior leaders demonstrate honesty and integrity	5% / 5% / 18% / 72%		77 %	74 %	72 %	51 %	68 %	94 %

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

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

80% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

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

Survey question		You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
People in my workgroup are politically impartial in their work (3% / 80%, 3% 14%)	72 %	78 %	80 %	67 %	76 %	88 %
My workgroup acts fairly and without bias (9% / 78%, 14%)	Not asked	72 %	78 %	55 %	73 %	91 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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

Example

95% of staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.
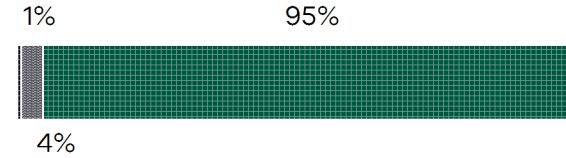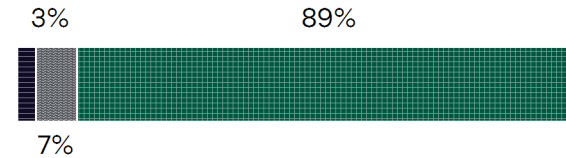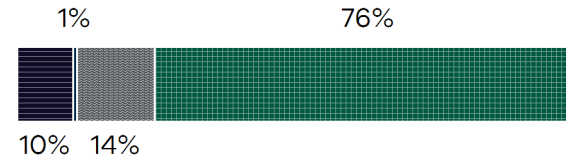
Survey question	Your results	You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
Legend Disagree / Don't know / Neither agree nor disagree / Agree							
I understand how my job helps my organisation achieve its goals	1% Disagree / 4% / 95% Agree	Not asked	93 %	95 %	88 %	94 %	97 %
I clearly understand what I am expected to do in this job	3% / 7% / 89%	88 %	89 %	89 %	83 %	88 %	96 %
My workgroup uses its resources well	10% / 14% / 1% / 76%	Not asked	75 %	76 %	56 %	68 %	87 %
My workgroup has clear lines of responsibility	10% / 16% / 74%	81 %	77 %	74 %	61 %	72 %	89 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

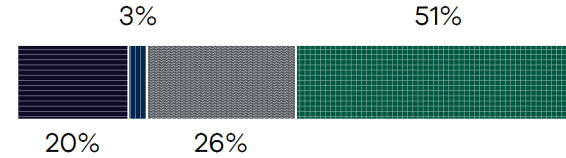Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

51% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

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

Senior leaders provide clear strategy and direction

3% — 51%
20% — 26%

Benchmark agree results

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
	64 %	61 %	51 %	26 %	62 %	90 %
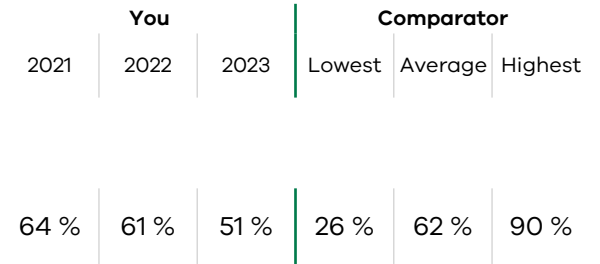
Public sector values

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

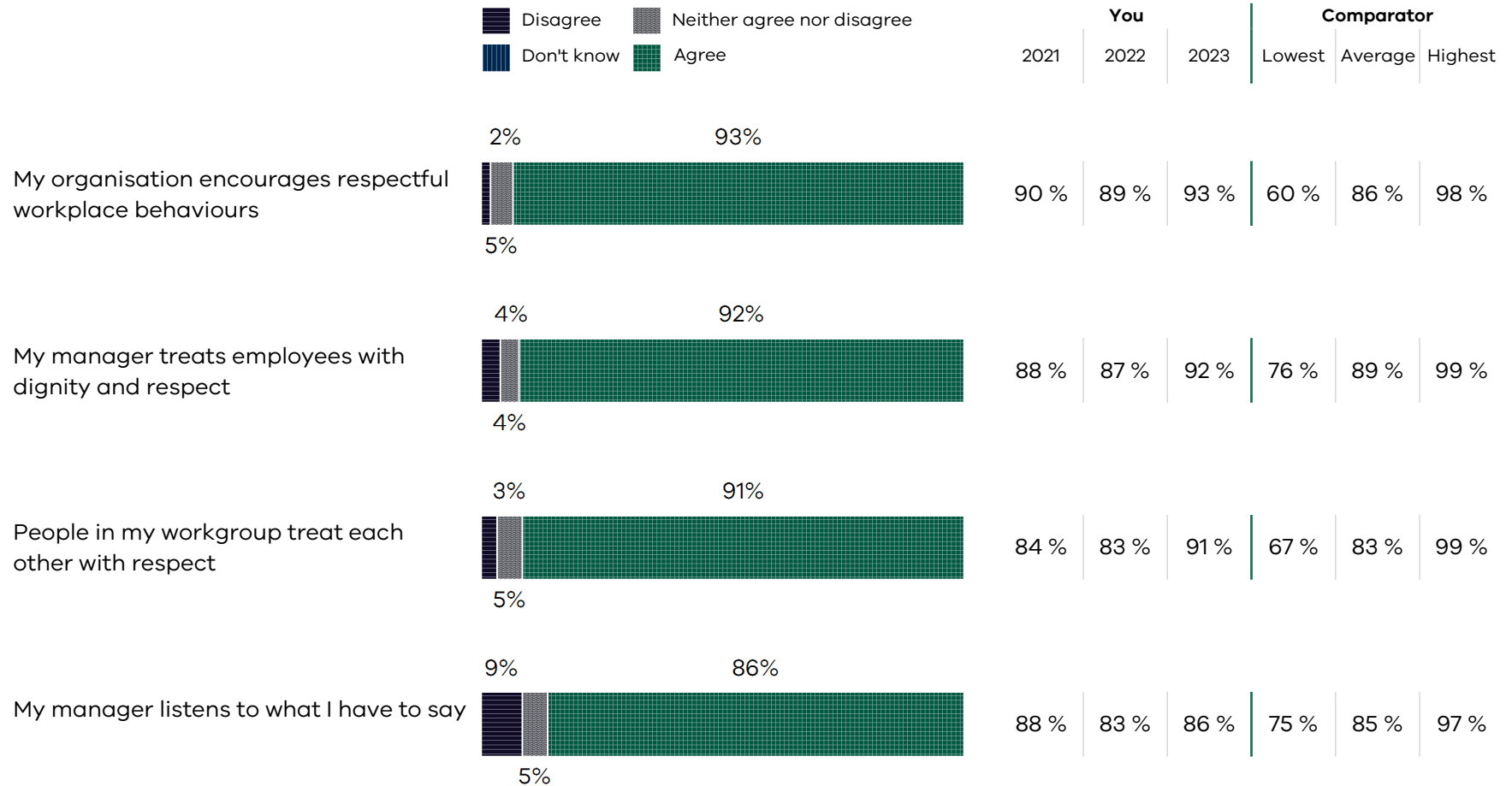93% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

Survey question	Your results		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My organisation encourages respectful workplace behaviours	2% · 93% / 5%	90 %	89 %	93 %	60 %	86 %	98 %
My manager treats employees with dignity and respect	4% · 92% / 4%	88 %	87 %	92 %	76 %	89 %	99 %
People in my workgroup treat each other with respect	3% · 91% / 5%	84 %	83 %	91 %	67 %	83 %	99 %
My manager listens to what I have to say	9% · 86% / 5%	88 %	83 %	86 %	75 %	85 %	97 %

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

Victorian Public Sector Commission

VICTORIA State Government

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

82% of staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.
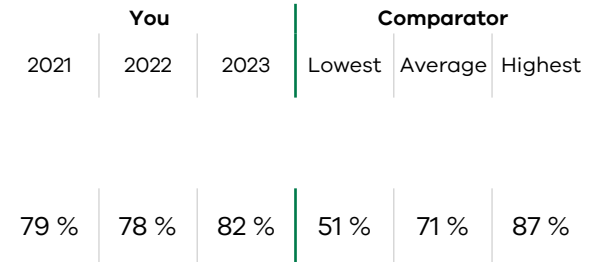
| Disagree | Neither agree nor disagree |
| Don't know | Agree |

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination	3% / 5% / 10% / 82%	79 %	78 %	82 %	51 %	71 %	87 %
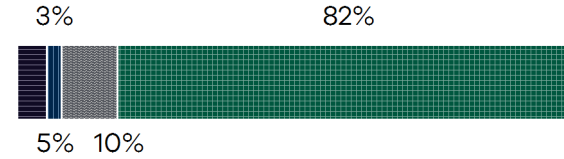
Public sector values

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.
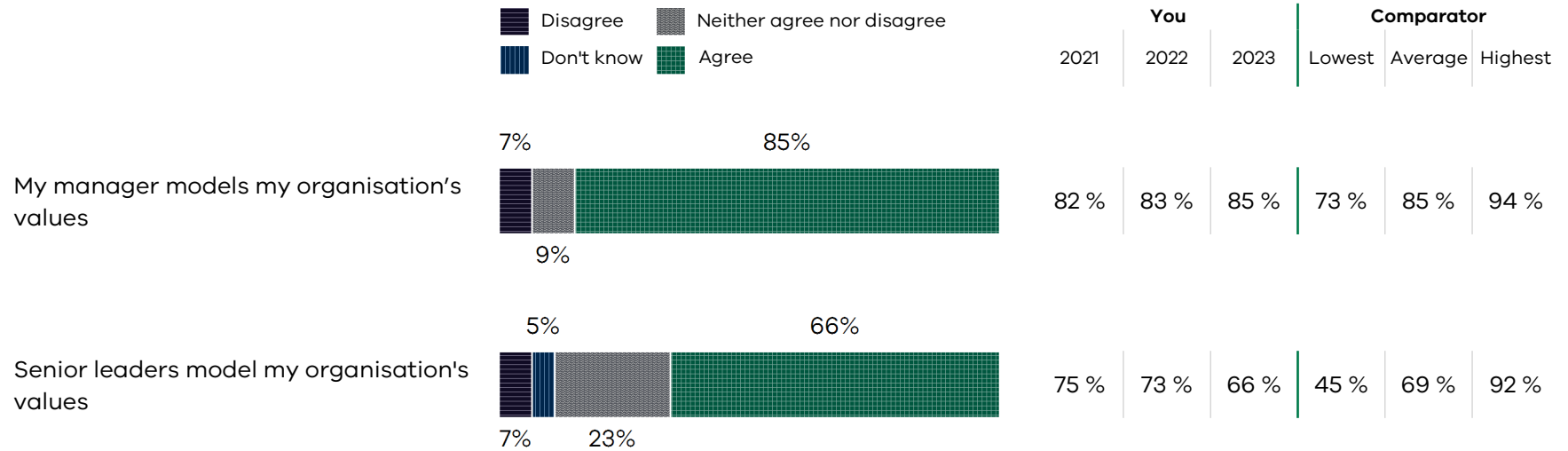
Example

85% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results			

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

Survey question	Your results	Benchmark agree results – You 2021	2022	2023	Comparator Lowest	Average	Highest
My manager models my organisation's values	7% · 9% · 85%	82 %	83 %	85 %	73 %	85 %	94 %
Senior leaders model my organisation's values	7% · 5% · 23% · 66%	75 %	73 %	66 %	45 %	69 %	92 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Human rights

What this is

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

Why this is important

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

How to read this

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

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

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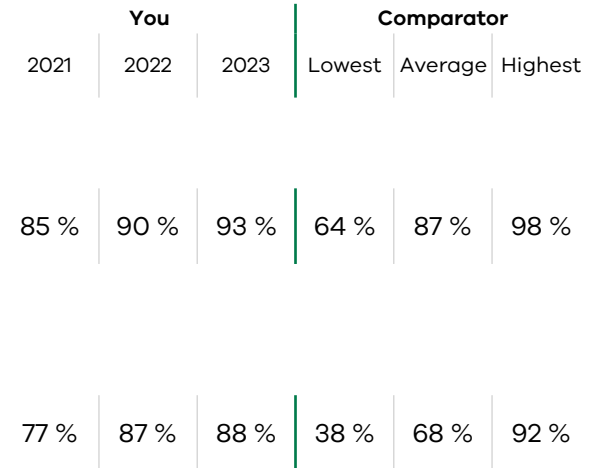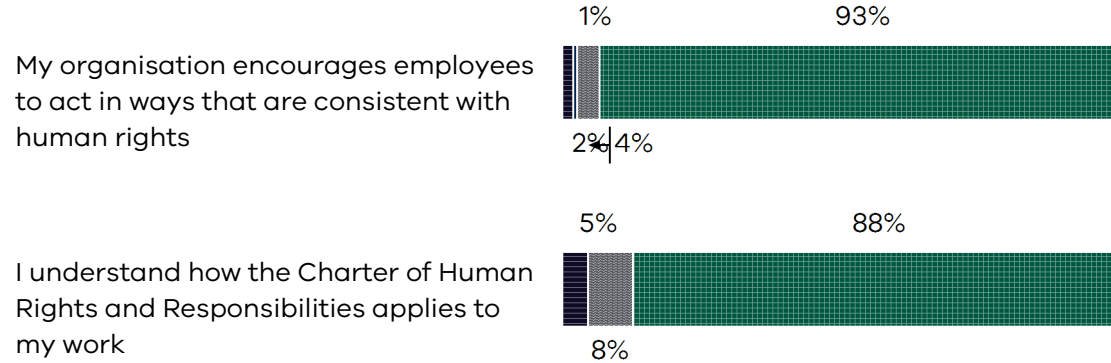
Example

93% of staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question	Your results						

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

Benchmark agree results

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	1% / 93% / 2% / 4%	85 %	90 %	93 %	64 %	87 %	98 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	5% / 88% / 8%	77 %	87 %	88 %	38 %	68 %	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.

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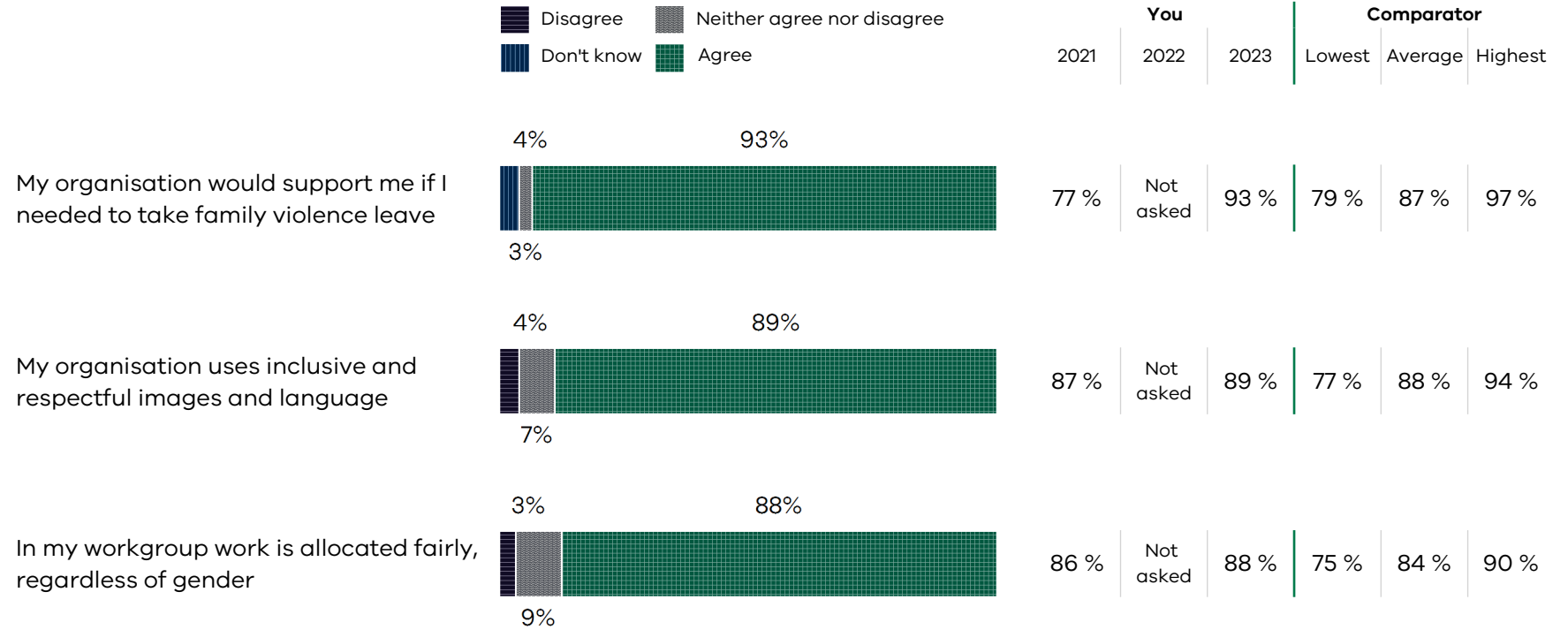
Example

93% 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

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

Survey question	Disagree	Neither	Agree	Don't know	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My organisation would support me if I needed to take family violence leave		4%	93%	3%	77 %	Not asked	93 %	79 %	87 %	97 %
My organisation uses inclusive and respectful images and language		4%	89%	7%	87 %	Not asked	89 %	77 %	88 %	94 %
In my workgroup work is allocated fairly, regardless of gender		3%	88%	9%	86 %	Not asked	88 %	75 %	84 %	90 %

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.

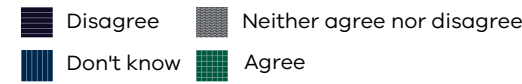Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

94% of your staff who did the survey agreed or strongly agreed with 'I understand how the Code of Conduct for Victorian public sector employees applies to my work'.
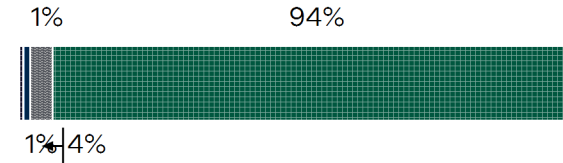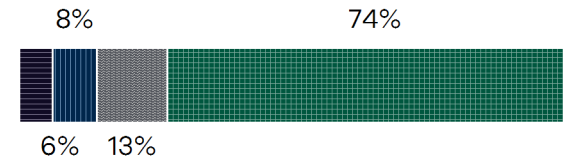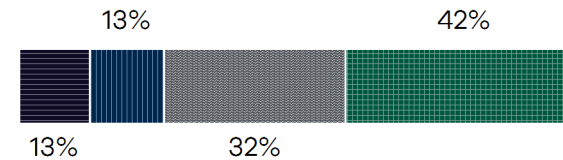
Survey question	Your results						

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

	Benchmark agree results					
	You			**Comparator**		
	2021	2022	2023	Lowest	Average	Highest
I understand how the Code of Conduct for Victorian public sector employees applies to my work	Not asked	Not asked	94 %	49 %	70 %	88 %
I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration	Not asked	Not asked	74 %	45 %	68 %	79 %
My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)	Not asked	Not asked	42 %	39 %	49 %	66 %

Your results bar values:
- I understand how the Code of Conduct...: 1%, 94%, 1%, 4%
- I am confident that if I requested...: 8%, 74%, 6%, 13%
- My workgroup gives frank and fearless advice...: 13%, 42%, 13%, 32%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2023

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

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
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- Cultural diversity
- Employment
- Adjustments
- Caring

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	29	19%
35-54 years	87	57%
55+ years	25	16%
Prefer not to say	11	7%

How would you describe your gender?	(n)	%
Woman	88	58%
Man	49	32%
Prefer not to say	13	9%
Non-binary and I use a different term	2	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	3	2%
No	137	90%
Prefer not to say	12	8%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	143	94%
Don't know	3	2%
Prefer not to say	6	4%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	108	71%
Prefer not to say	19	13%
Bisexual	11	7%
Gay or lesbian	8	5%
Asexual	3	2%
Pansexual	1	1%
I use a different term	1	1%
Don't know	1	1%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	1	1%
Non Aboriginal and/or Torres Strait Islander	147	97%
Prefer not to say	4	3%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:
- de-identify all survey response data provided to your organisation
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Do you identify as a person with a disability?	(n)	%
Yes	**17**	11%
No	**127**	84%
Prefer not to say	**8**	5%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	**9**	53%
No	**7**	41%
Prefer not to say	**1**	6%

Demographics

Cultural diversity 1 of 2

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

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

Country of birth	(n)	%
Born in Australia	**115**	76%
Not born in Australia	**28**	18%
Prefer not to say	**9**	6%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Other	**11**	48%
Greek	**3**	13%
Italian	**3**	13%
Mandarin	**3**	13%
Spanish	**2**	9%
Auslan	**1**	4%
Australian Indigenous Language	**1**	4%
Hindi	**1**	4%
Tamil	**1**	4%
Vietnamese	**1**	4%

Language other than English spoken with family or community	(n)	%
Yes	**23**	15%
No	**120**	79%
Prefer not to say	**9**	6%

Demographics

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

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

Cultural identity	(n)	%
Australian	106	70%
English, Irish, Scottish and/or Welsh	23	15%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	17	11%
Prefer not to say	12	8%
East and/or South-East Asian	6	4%
Other	5	3%
New Zealander	4	3%
South Asian	3	2%
Central Asian	2	1%
North American	1	1%
Middle Eastern	1	1%
Aboriginal and/or Torres Strait Islander	1	1%
Central and/or South American	1	1%

Religion	(n)	%
No religion	103	68%
Christianity	23	15%
Prefer not to say	19	13%
Other	3	2%
Hinduism	2	1%
Islam	1	1%
Judaism	1	1%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

Working arrangement	(n)	%
Full-Time	**107**	70%
Part-Time	**45**	30%

Gross base salary (ongoing/fixed term only)	(n)	%
Prefer not to say	**14**	10%
Below $80k	**66**	46%
$80k to $120k	**53**	37%
$120k to $160k	**7**	5%
$160k to $200k	**1**	1%
$200k or more	**4**	3%

Organisational tenure	(n)	%
<1 year	**16**	11%
1 to less than 2 years	**18**	12%
2 to less than 5 years	**50**	33%
5 to less than 10 years	**28**	18%
10 to less than 20 years	**27**	18%
More than 20 years	**13**	9%

Management responsibility	(n)	%
Non-manager	**109**	72%
Other manager	**25**	16%
Manager of other manager(s)	**18**	12%

Employment type	(n)	%
Ongoing and executive	**112**	74%
Fixed term	**33**	22%
Other	**7**	5%

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.

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To protect you, we:
- de-identify all survey response data provided to your organisation
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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)	%
Melbourne: Suburbs	**77**	51%
Melbourne CBD	**71**	47%
Rural	**2**	1%
Large regional city	**1**	1%
Other	**1**	1%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	**113**	74%
A frontline or service delivery location	**30**	20%
Home or private location	**43**	28%
A shared office space (where two or more organisations share the same workspace e.g. Gov hubs, suburban hubs etc.)	**7**	5%
Other	**7**	5%

Flexible work	(n)	%
Flexible start and finish times	**61**	40%
Working from an alternative location (e.g. home, hub/shared work space)	**56**	37%
No, I do not use any flexible work arrangements	**41**	27%
Part-time	**30**	20%
Using leave to work flexible hours	**9**	6%
Shift swap	**4**	3%
Other	**4**	3%
Working more hours over fewer days	**4**	3%
Study leave	**3**	2%
Purchased leave	**3**	2%
Job sharing	**2**	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	113	74%
Flexible working arrangements	34	22%
Physical modifications or improvements to the workplace	6	4%
Job redesign or role sharing	3	2%
Career development support strategies	2	1%
Accessible communications technologies	1	1%

Why did you make this request?	(n)	%
Work-life balance	19	49%
Caring responsibilities	15	38%
Family responsibilities	13	33%
Health	12	31%
Other	4	10%
Disability	3	8%
Study commitments	2	5%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	30	77%
The adjustments I needed were not made	6	15%
The adjustments I needed were made but the process was unsatisfactory	3	8%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:
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- don't release employee experience results when fewer than 10 people in a demographic group have responded to the survey
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Caring responsibility	(n)	%
None of the above	**64**	42%
Secondary school aged child(ren)	**29**	19%
Primary school aged child(ren)	**23**	15%
Frail or aged person(s)	**20**	13%
Prefer not to say	**15**	10%
Person(s) with a medical condition	**11**	7%
Child(ren) - younger than preschool age	**9**	6%
Person(s) with a mental illness	**8**	5%
Other	**6**	4%
Preschool aged child(ren)	**5**	3%
Person(s) with disability	**4**	3%

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