People matter survey 2023

Have your say

Mallee 5.7%

Hume 5.6%

Grampians

Barwon South West 7.8%

Gippsland 5.2%

	Barwon South West	Gippsland	Grampians
	10.8%	3.0%	2.6%

Safe Transport Victoria
2023 people matter survey results report

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2023

Have your say

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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

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.

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.

Victorian Public Sector Commission

VICTORIA State Government

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 1 of 2

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

CenITex

Commission for Children and Young People

Court Services Victoria

Emergency Services Superannuation Board

Essential Services Commission

Family Violence Prevention Agency

Game Management Authority

Independent Broad-based Anti-corruption Commission

Infrastructure Victoria

Labour Hire Licensing Authority

Major Transport Infrastructure Authority

Office of Public Prosecutions

Office of the Chief Parliamentary Counsel

Office of the Governor Victoria

Office of the Legal Services Commissioner

Office of the Ombudsman Victoria

Office of the Victorian Electoral Commissioner

Office of the Victorian Government Architect

Office of the Victorian Information Commissioner

Office of the Victorian Inspectorate

Portable Long Service Authority

Public Record Office Victoria

Safer Care Victoria

Service Victoria

Suburban Rail Loop Authority

Victorian Auditor-General's Office

Victorian Disability Worker Commission

Victorian Equal Opportunity and Human Rights Commission

Victorian Fisheries Authority

Victorian Gambling and Casino Control Commission

Victorian Government Solicitor's Office

Report overview

Your comparator group 2 of 2

What this is

This is a list of similar organisations to yours.

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

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Victorian Public Sector Commission

Victorian Responsible Gambling Foundation

Victorian Skills Authority

Wage Inspectorate Victoria

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2022		2023	
–		**65%**	
–		**(137)**	
Comparator	53%	Comparator	59%
Public Sector	42%	Public Sector	57%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2023

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Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Scorecard: employee engagement index

What this is

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

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

The weightings for each engagement response are:

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

Why this is important

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

2022		2023	
–		**55**	
Comparator	73	Comparator	71
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 55.

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.
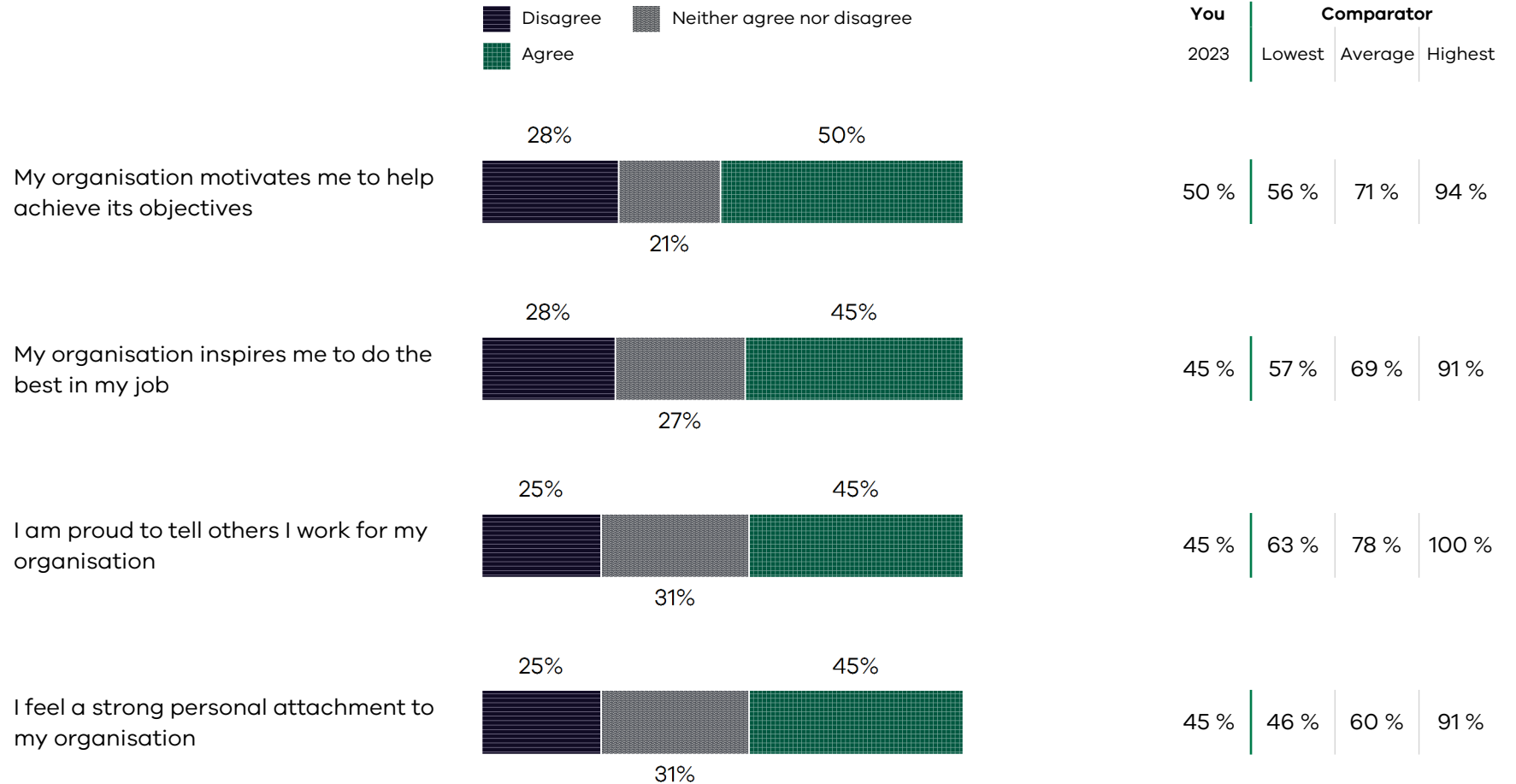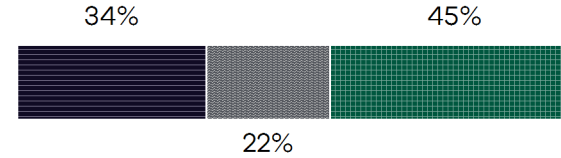
Example

50% 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			
	Disagree / Neither agree nor disagree / Agree	**You** 2023	**Comparator** Lowest	Average	Highest
My organisation motivates me to help achieve its objectives	28% / 21% / 50%	50 %	56 %	71 %	94 %
My organisation inspires me to do the best in my job	28% / 27% / 45%	45 %	57 %	69 %	91 %
I am proud to tell others I work for my organisation	25% / 31% / 45%	45 %	63 %	78 %	100 %
I feel a strong personal attachment to my organisation	25% / 31% / 45%	45 %	46 %	60 %	91 %

People outcomes

Engagement question results 2 of 2

What this is

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

Your organisation's engagement index

Your 2023 index is 55.

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

45% of your staff who did the survey agreed or strongly agreed with 'I would recommend my organisation as a good place to work'.
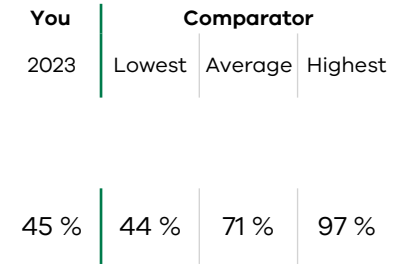
| | Disagree | | Neither agree nor disagree |
| Agree | | | |

	You	Comparator		
	2023	Lowest	Average	Highest

Survey question	Your results	You 2023	Lowest	Average	Highest
I would recommend my organisation as a good place to work	34% 22% 45%	45 %	44 %	71 %	97 %

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.
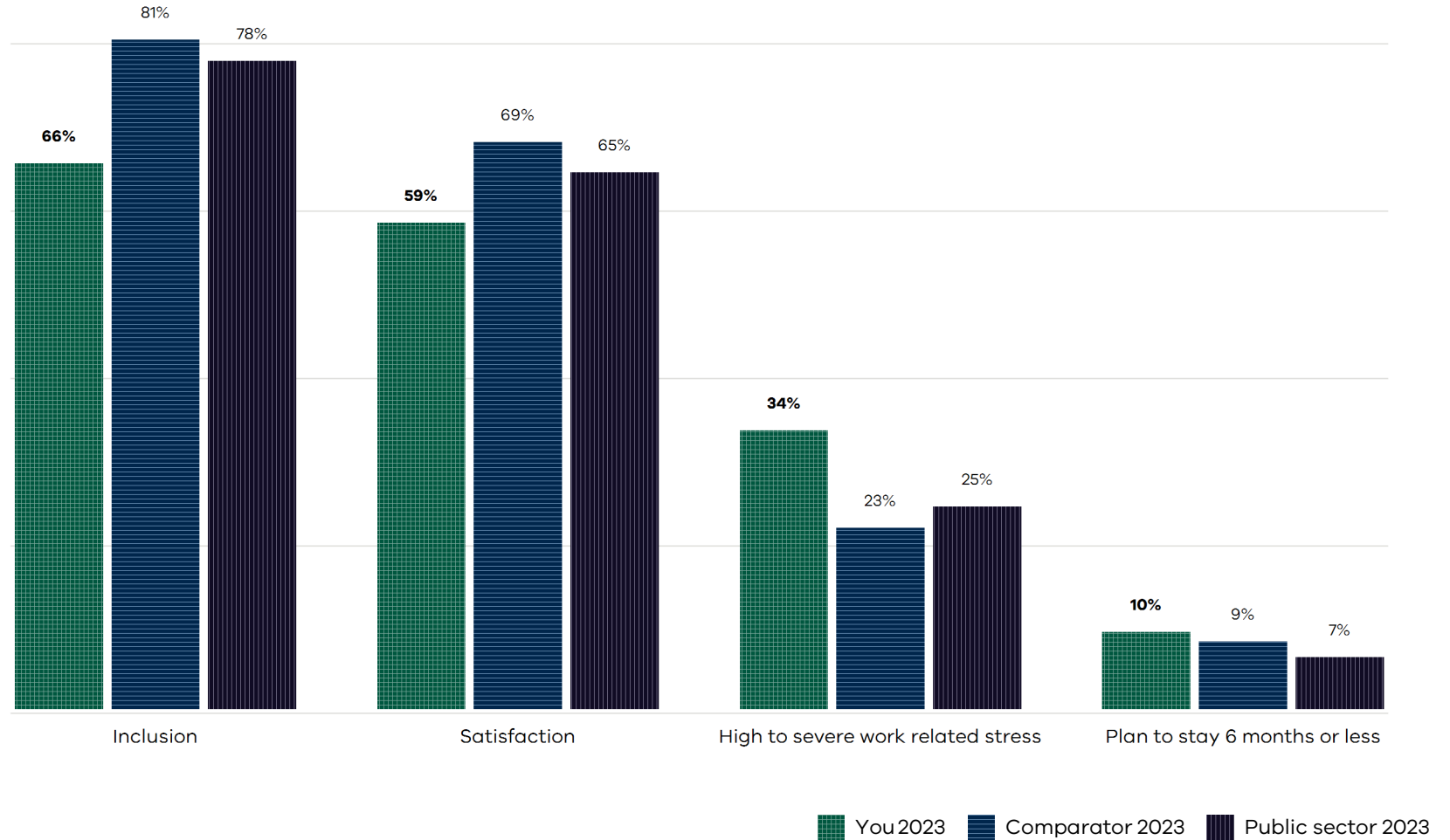
Example

In 2023:

- 66% of your staff who did the survey responded positively to questions about Inclusion.

Compared to:

- 81% of staff at your comparator and 78% of staff across the public sector.

Chart legend: ▮ You 2023 ▮ Comparator 2023 ▮ Public sector 2023

	Inclusion	Satisfaction	High to severe work related stress	Plan to stay 6 months or less
You 2023	66%	59%	34%	10%
Comparator 2023	81%	69%	23%	9%
Public sector 2023	78%	65%	25%	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.
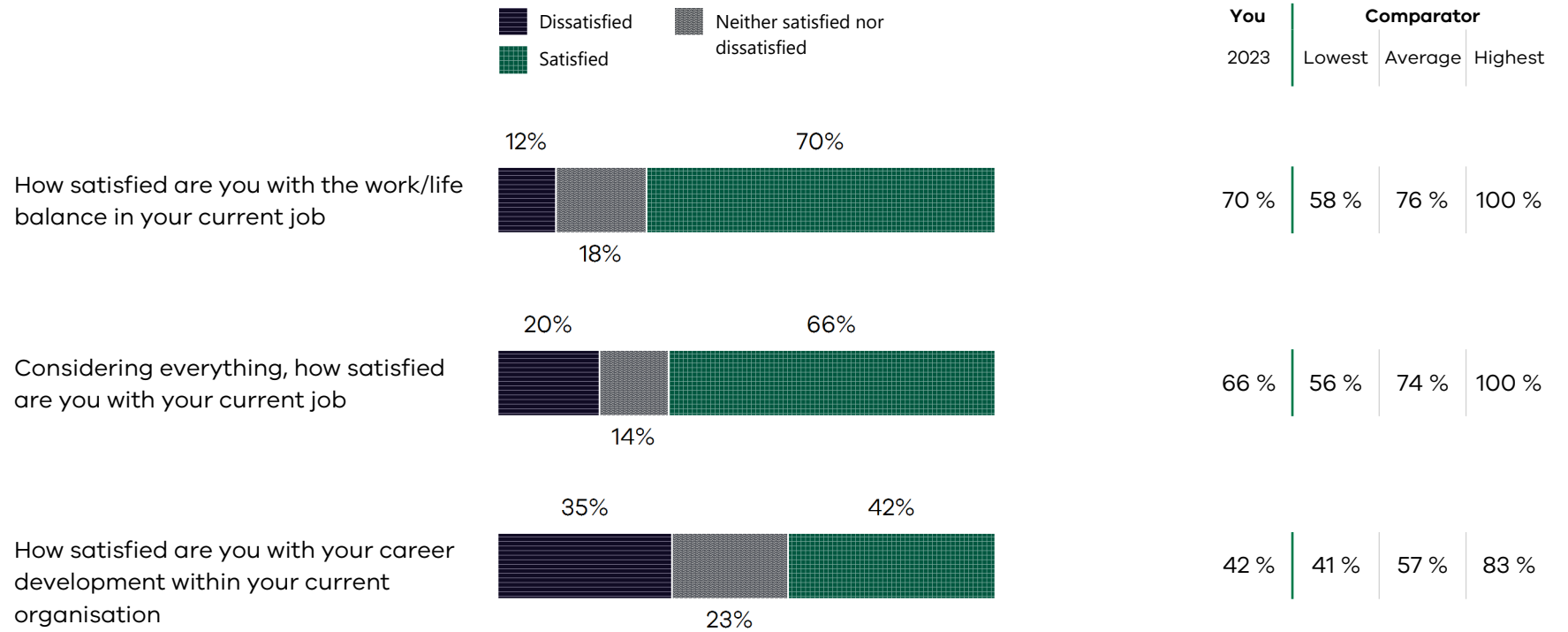
Example

70% of your staff who did the survey were satisfied or very satisfied with 'How satisfied are you with the work/life balance in your current job'.

| Survey question | Your results | Benchmark satisfied results |

Legend: Dissatisfied | Neither satisfied nor dissatisfied | Satisfied

	You	Comparator		
	2023	Lowest	Average	Highest

How satisfied are you with the work/life balance in your current job
12% / 18% / 70%

| | 70 % | 58 % | 76 % | 100 % |

Considering everything, how satisfied are you with your current job
20% / 14% / 66%

| | 66 % | 56 % | 74 % | 100 % |

How satisfied are you with your career development within your current organisation
35% / 23% / 42%

| | 42 % | 41 % | 57 % | 83 % |

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

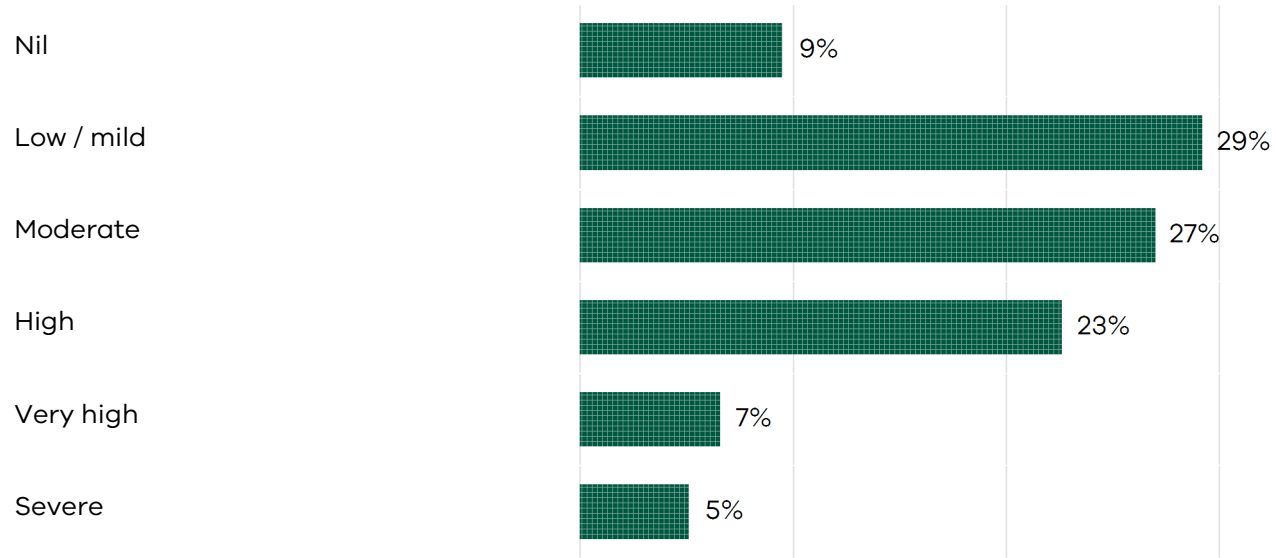In this survey we asked staff to tell us their stress level.

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 your comparator.

Example

34% of your staff who did the survey said they had high to severe stress in 2023. This is compared to 23% of staff in your comparator group and 25% of staff across the public sector.

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

Nil	9%
Low / mild	29%
Moderate	27%
High	23%
Very high	7%
Severe	5%

Reported levels of high to severe stress

2022	2023
–	**34%**

2022		2023	
Comparator	20%	Comparator	23%
Public Sector	25%	Public Sector	25%
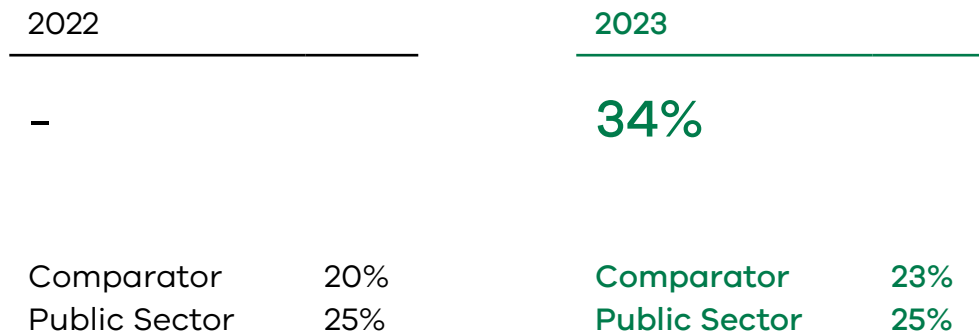
People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

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

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

Example

91% of your staff who did the survey said they experienced mild to severe stress.

Of that 91%, 44% said the top reason was 'Workload'.

	124	13
	91%	9%

■ Experienced some work-related stress ■ Did not experience some work-related stress
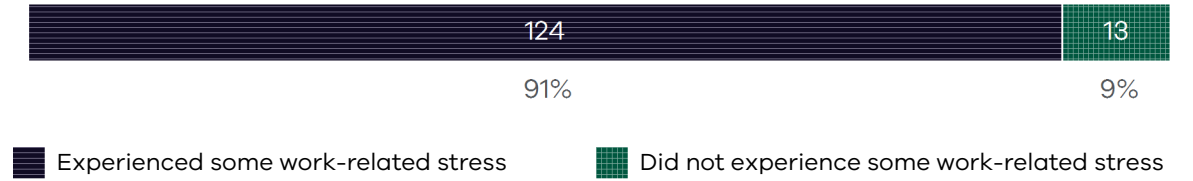
Of those that experienced work related stress it was from …	You 2023	Comparator 2023	Public sector 2023
Workload	44%	45%	49%
Organisation or workplace change	38%	12%	12%
Time pressure	36%	42%	41%
Job security	31%	14%	11%
Unclear job expectations	21%	14%	14%
Management of work (e.g. supervision, training, information, support)	15%	11%	13%
Dealing with clients, patients or stakeholders	10%	17%	15%
Other	10%	10%	12%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	10%	10%	11%
Technology or equipment	9%	6%	8%

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

15% of your staff who did the survey said they intended to work for your organisation for Over 6 months and up to 1 year.

■ Leaving your organisation   ■ Leaving the sector   ■ Staying

Employees plan to work at your organisation for …	You 2023	Comparator 2023	Public sector 2023
6 months or less	10%	9%	7%
Over 6 months and up to 1 year	15%	13%	10%
Over 1 year and up to 3 years	31%	31%	24%
Over 3 years and up to 5 years	12%	17%	15%
Over 5 years	32%	31%	45%

Victorian Public Sector Commission

VICTORIA State Government

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.
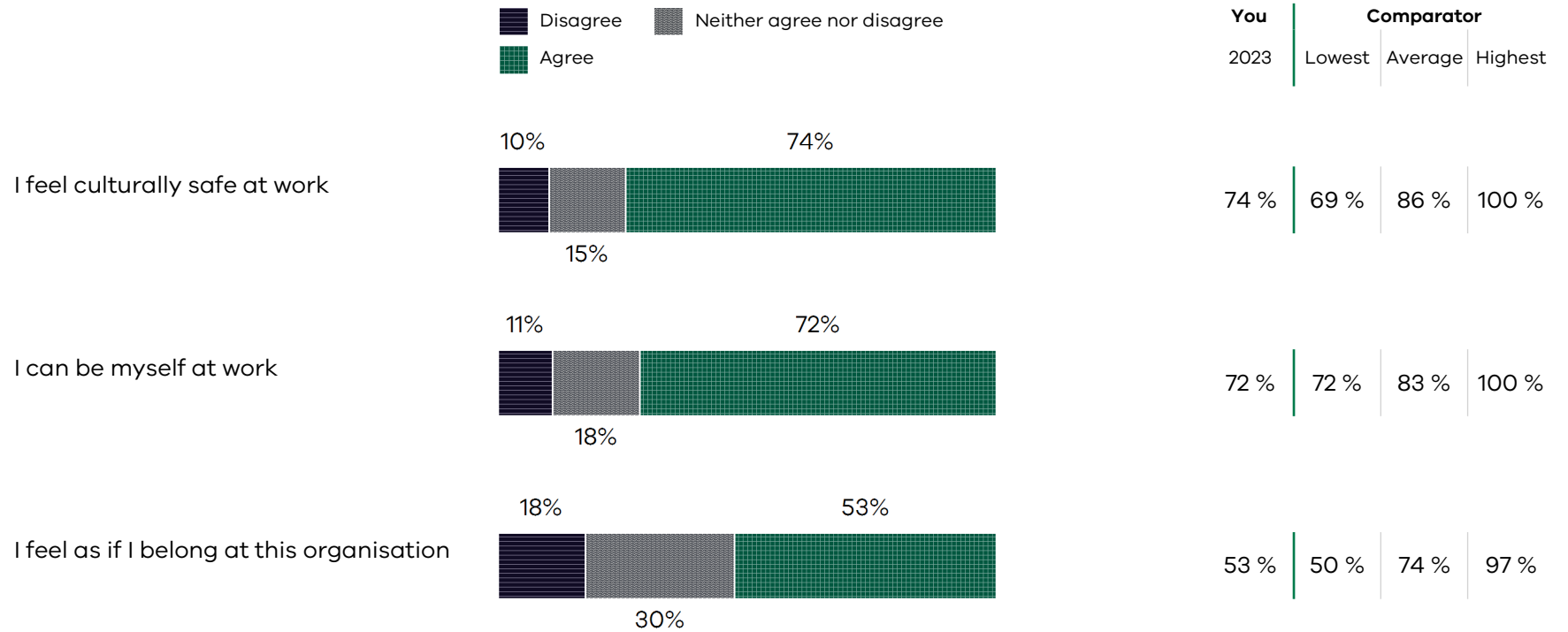
Example

74% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

Survey question	Your results	Benchmark agree results

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

	You 2023	Comparator Lowest	Comparator Average	Comparator Highest

I feel culturally safe at work — 10% / 15% / 74%

| | 74 % | 69 % | 86 % | 100 % |

I can be myself at work — 11% / 18% / 72%

| | 72 % | 72 % | 83 % | 100 % |

I feel as if I belong at this organisation — 18% / 30% / 53%

| | 53 % | 50 % | 74 % | 97 % |

People outcomes

Inclusion - Barriers to success

What this is

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

Why this is important

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

How to read this

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

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

Example

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

Staff who experienced one or more barriers to success at work

32	105
23%	77%

■ Experienced barriers listed   ▨ Did not experience any of the barriers listed
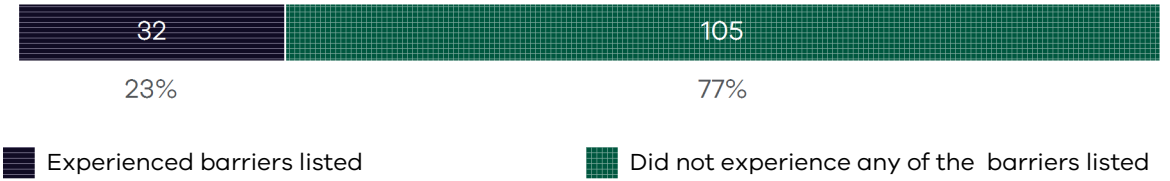
During the last 12 months, employees experienced barriers to their success due to ...	You 2023	Comparator 2023	Public sector 2023
My mental health	7%	7%	8%

Victorian Public Sector Commission

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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

9% 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

25	112
18%	82%

■ Witnessed barriers listed   ▦ Did not witness barriers listed
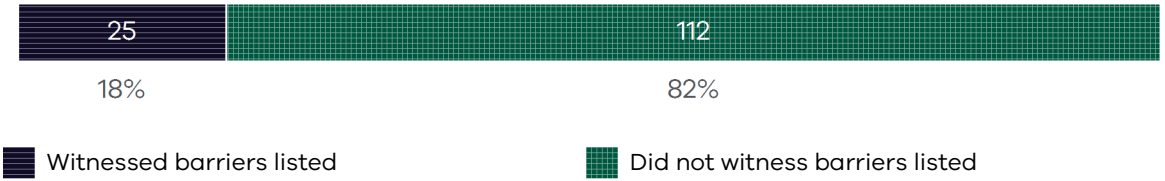
During the last 12 months, employees witnessed barriers to the success of other employees due to their...	You 2023	Comparator 2023	Public sector 2023
Flexible working	9%	8%	10%

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.
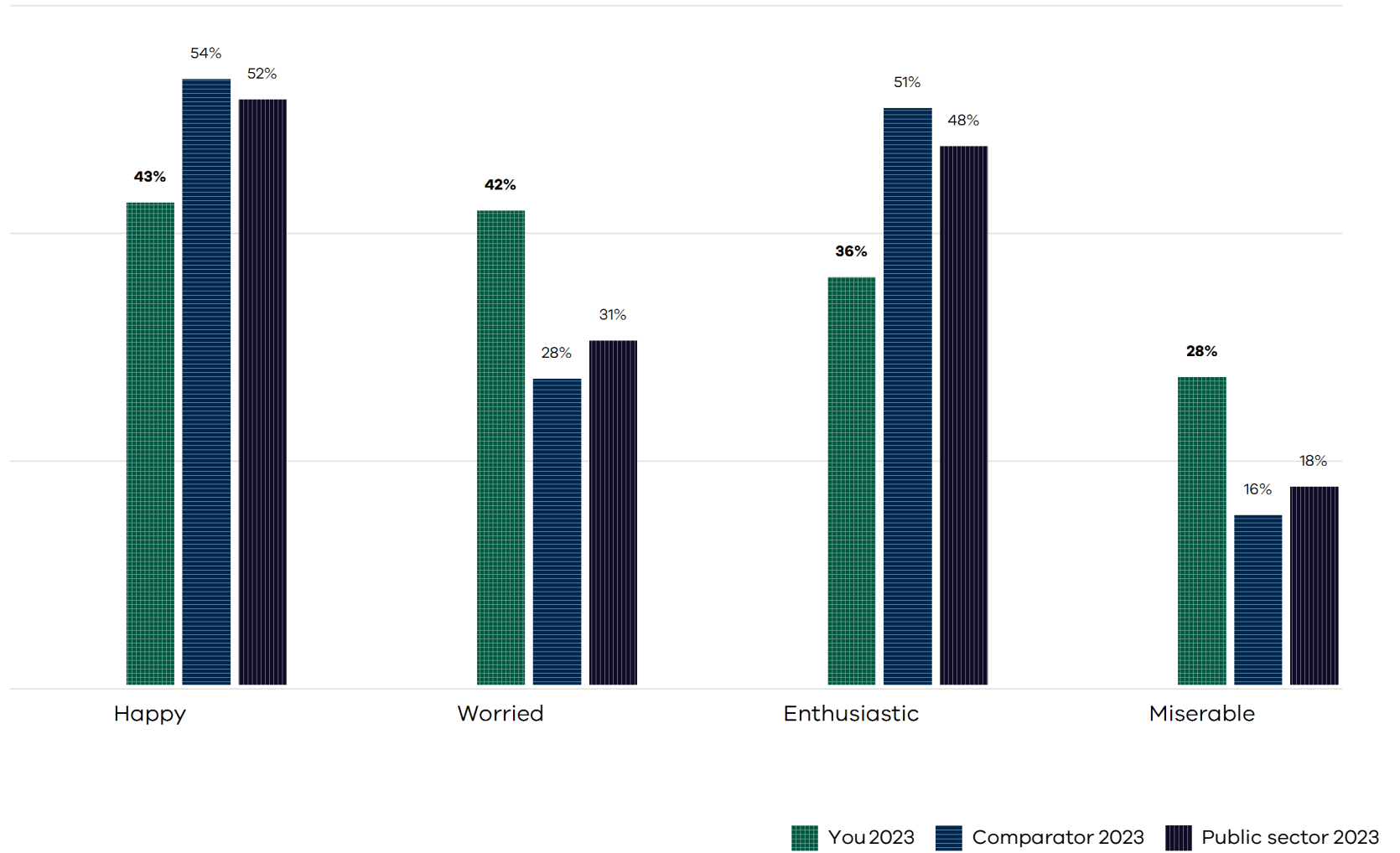
Example

In 2023:

- 43% of your staff who did the survey said work made them feel happy in 2023

Compared to:

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

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

Legend: You 2023 (green), Comparator 2023 (blue), Public sector 2023 (dark navy)

	Happy	Worried	Enthusiastic	Miserable
You 2023	43%	42%	36%	28%
Comparator 2023	54%	28%	51%	16%
Public sector 2023	52%	31%	48%	18%

Victorian Public Sector Commission

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People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

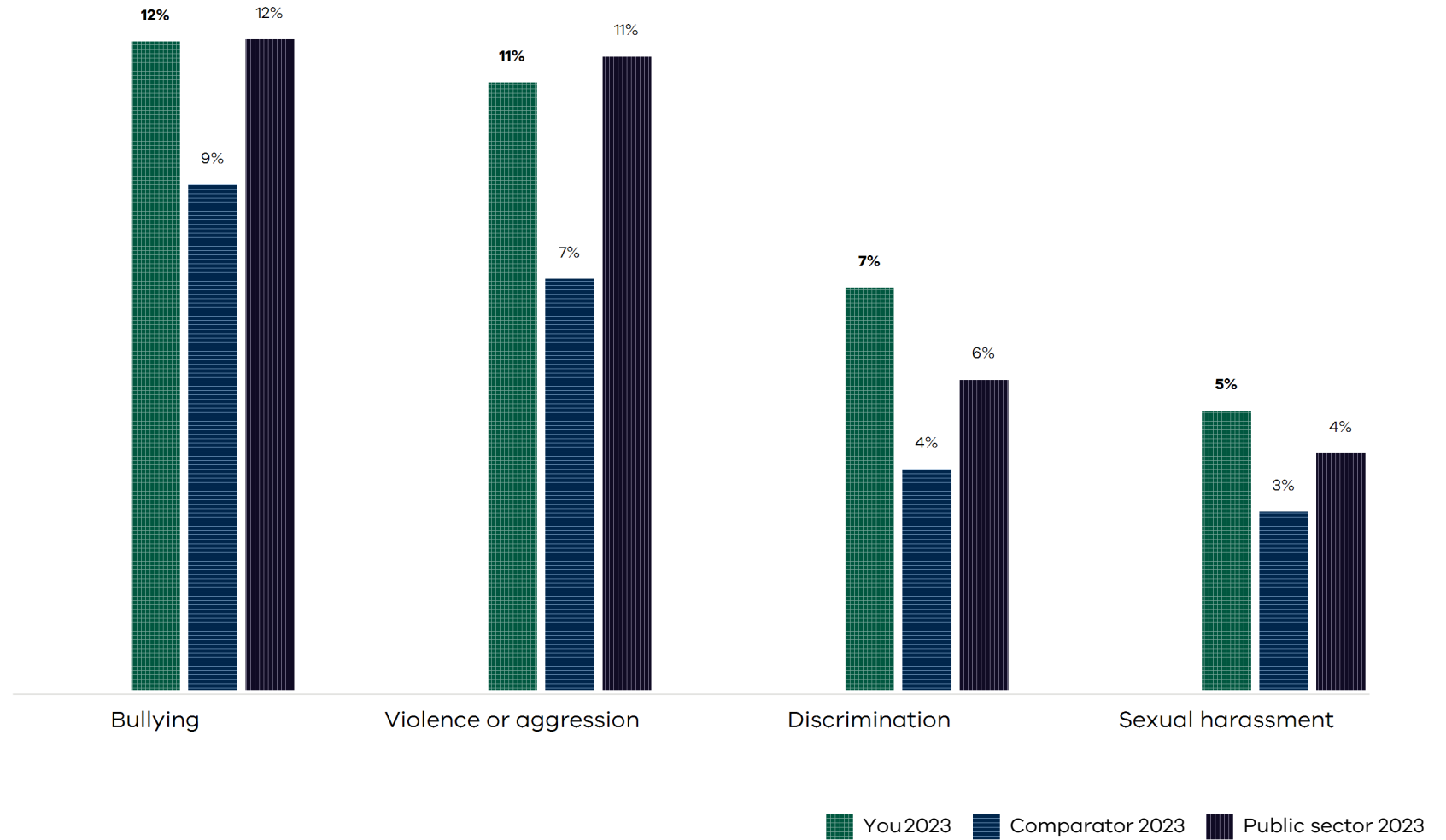You can compare these with your comparator and the public sector.

Example

In 2023:

- 12% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months.

Compared to:

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

Bar chart showing negative behaviours by category. Bullying: You 2023 12%, Comparator 2023 9%, Public sector 2023 12%. Violence or aggression: You 2023 11%, Comparator 2023 7%, Public sector 2023 11%. Discrimination: You 2023 7%, Comparator 2023 4%, Public sector 2023 6%. Sexual harassment: You 2023 5%, Comparator 2023 3%, Public sector 2023 4%.

Legend: 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

12% of your staff who did the survey said they experienced bullying.

Of that 12%, 81% 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?

16	108	13
12%	79%	9%

■ Experienced bullying   ▨ Did not experience bullying   ▨ Not sure
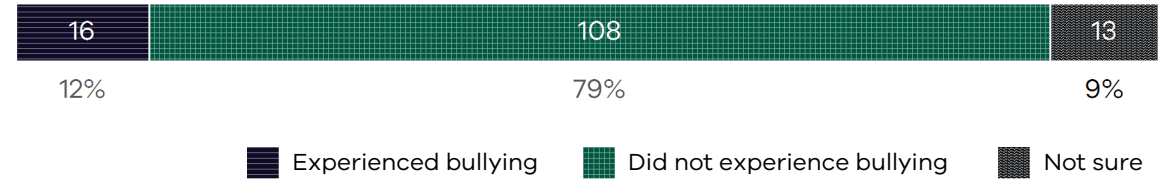
If you experienced bullying, what type of bullying did you experience?	You 2023	Comparator 2023	Public sector 2023
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	81%	79%	71%
Withholding essential information for me to do my job	69%	35%	30%
Exclusion or isolation	44%	50%	45%
Being assigned meaningless tasks unrelated to my job	31%	18%	16%
Intimidation and/or threats	25%	27%	29%
Other	25%	13%	16%
Verbal abuse	25%	19%	20%
Being given impossible assignment(s)	13%	14%	11%
Interference with my personal property and/or work equipment	6%	3%	6%

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

12% of your staff who did the survey said they experienced bullying, of which

- 75% said the top way they reported the bullying was 'Told a manager'.
- 88% said they didn't submit a formal complaint.

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

16	108	13
12%	79%	9%

◼ Experienced bullying ▦ Did not experience bullying ▨ Not sure
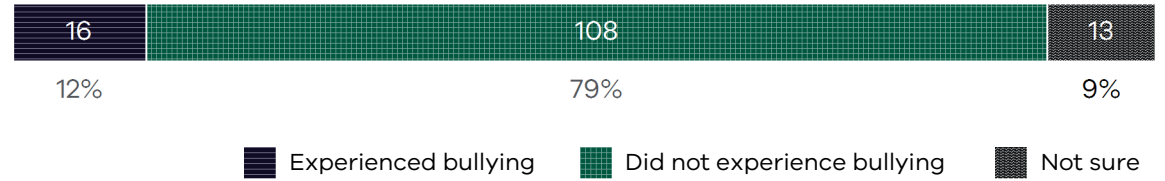
Did you tell anyone about the bullying?	You 2023	Comparator 2023	Public sector 2023
Told a manager	75%	54%	50%
Told a colleague	31%	44%	41%
Told Human Resources	31%	20%	13%
Told a friend or family member	25%	40%	36%
Told the person the behaviour was not OK	19%	20%	17%
Submitted a formal complaint	13%	12%	12%
Told someone else	13%	15%	13%
I did not tell anyone about the bullying	6%	9%	12%

Victorian Public Sector Commission

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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

88% of your staff who experienced bullying did not submit a formal complaint, of which:

- 71% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?

2	14
13%	88%

■ Submitted formal complaint   ■ Did not submit a formal complaint
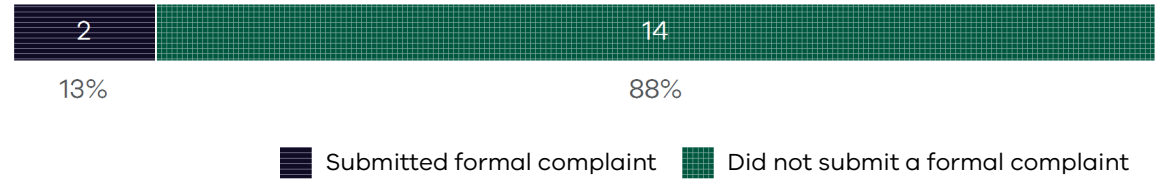
What was your reason for not submitting a formal complaint?	You 2023	Comparator 2023	Public sector 2023
I believed there would be negative consequences for my reputation	71%	58%	55%
I didn't feel safe to report the incident	43%	26%	19%
I believed there would be negative consequences for my career	36%	49%	45%
I didn't think it would make a difference	29%	52%	51%
I believed there would be negative consequences for the person I was going to complain about	14%	10%	10%
I didn't know who to talk to	14%	5%	5%
I didn't think it was serious enough	14%	17%	16%
I was advised not to	14%	3%	5%
I didn't know how to make a complaint	7%	7%	6%
I didn't need to because I made the bullying stop	7%	6%	6%

Victorian Public Sector Commission

VICTORIA State Government

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, 12% 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.
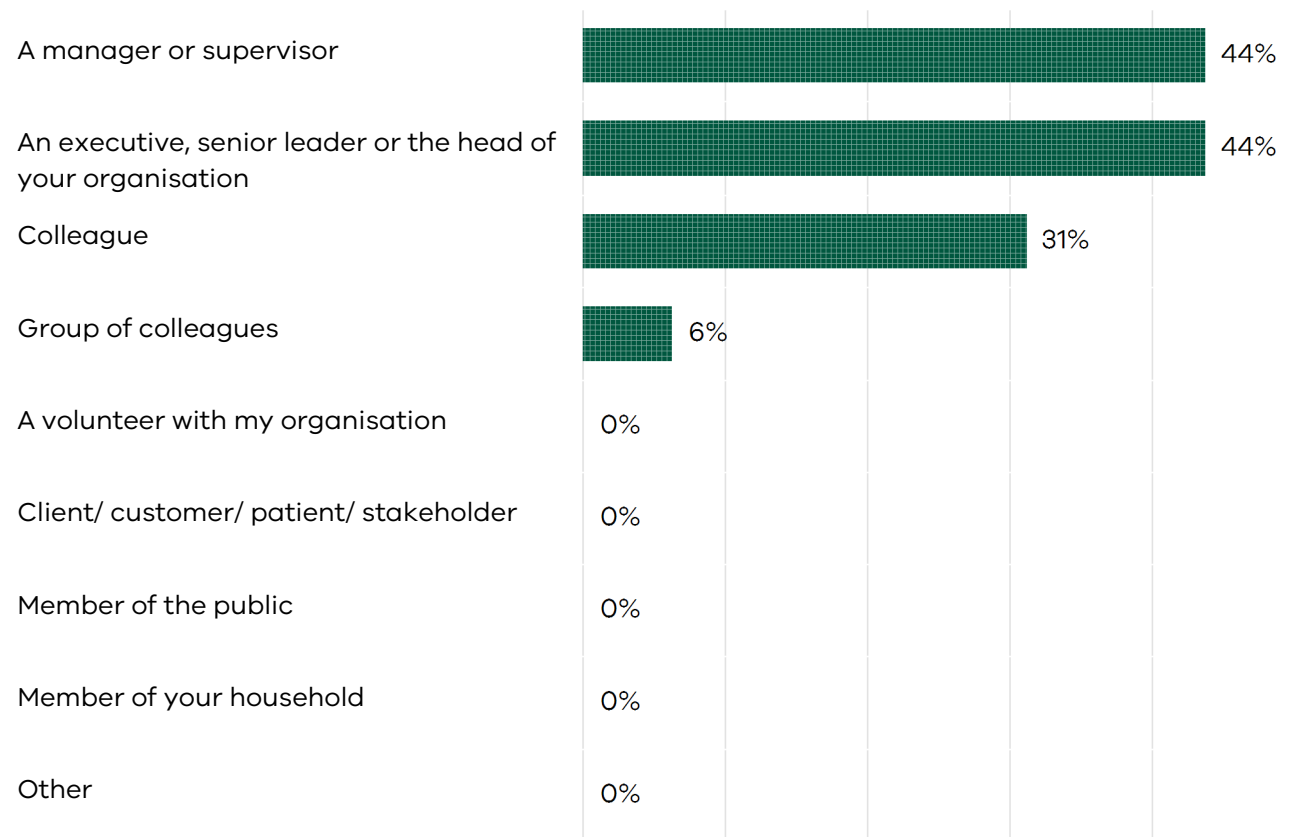
Each row is one perpetrator or group of perpetrators.

Example

12% of your staff who did the survey said they experienced bullying.

Of that 12%, 44% said it was by 'A manager or supervisor'.

16 people (12% of staff) experienced bullying (You 2023)

Perpetrator	Percentage
A manager or supervisor	44%
An executive, senior leader or the head of your organisation	44%
Colleague	31%
Group of colleagues	6%
A volunteer with my organisation	0%
Client/ customer/ patient/ stakeholder	0%
Member of the public	0%
Member of your household	0%
Other	0%

People outcomes

Relationship to perpetrator

What this is

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

Why this is important

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

How to read this

In this year's survey, 12% 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.
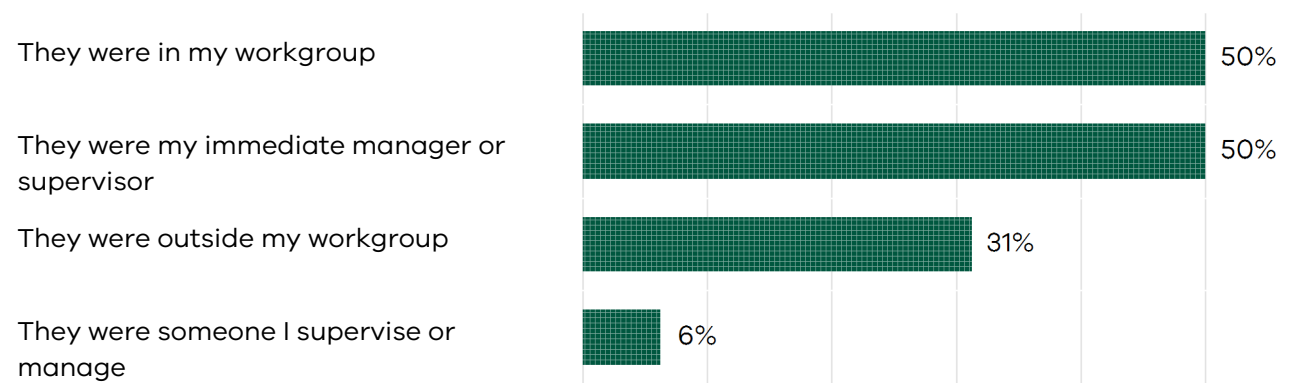
Example

12% of your staff who did the survey said they experienced bullying.

Of that 12%, 100% said it was by someone within the organisation.

Of that 100%, 50% said it was 'They were in my workgroup'.

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

Relationship	Percentage
They were in my workgroup	50%
They were my immediate manager or supervisor	50%
They were outside my workgroup	31%
They were someone I supervise or manage	6%

People outcomes

Sexual harassment

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

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%, 70% said it was 'Opportunities for promotion'.

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

10	112	15
7%	82%	11%

■ 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
Opportunities for promotion	70%	33%	41%
Opportunities for training	50%	23%	26%
Denied flexible work arrangements or other adjustments	40%	22%	22%
Employment security - threats of dismissal or termination	30%	11%	13%
Other	30%	46%	36%
Access to leave	10%	7%	9%
Opportunities for transfer/secondment	10%	13%	21%
Pay or conditions offered by employer	10%	8%	10%

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

- 50% said the top way they reported the discrimination was 'Told Human Resources'.
- 90% said they didn't submit a formal complaint.

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

10	112	15
7%	82%	11%

■ Experienced discrimination　■ Did not experience discrimination　■ Not sure
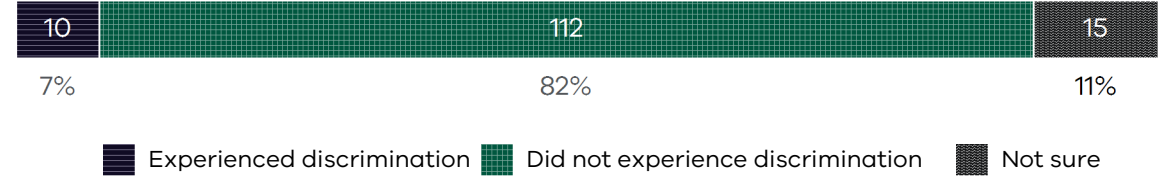
Did you tell anyone about the discrimination?	You 2023	Comparator 2023	Public sector 2023
Told Human Resources	50%	18%	11%
Told a manager	40%	36%	30%
Told a colleague	20%	40%	36%
Told someone else	20%	16%	14%
Submitted a formal complaint	10%	8%	8%
Told a friend or family member	10%	37%	31%
Told employee assistance program (EAP) or peer support	10%	10%	9%

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.
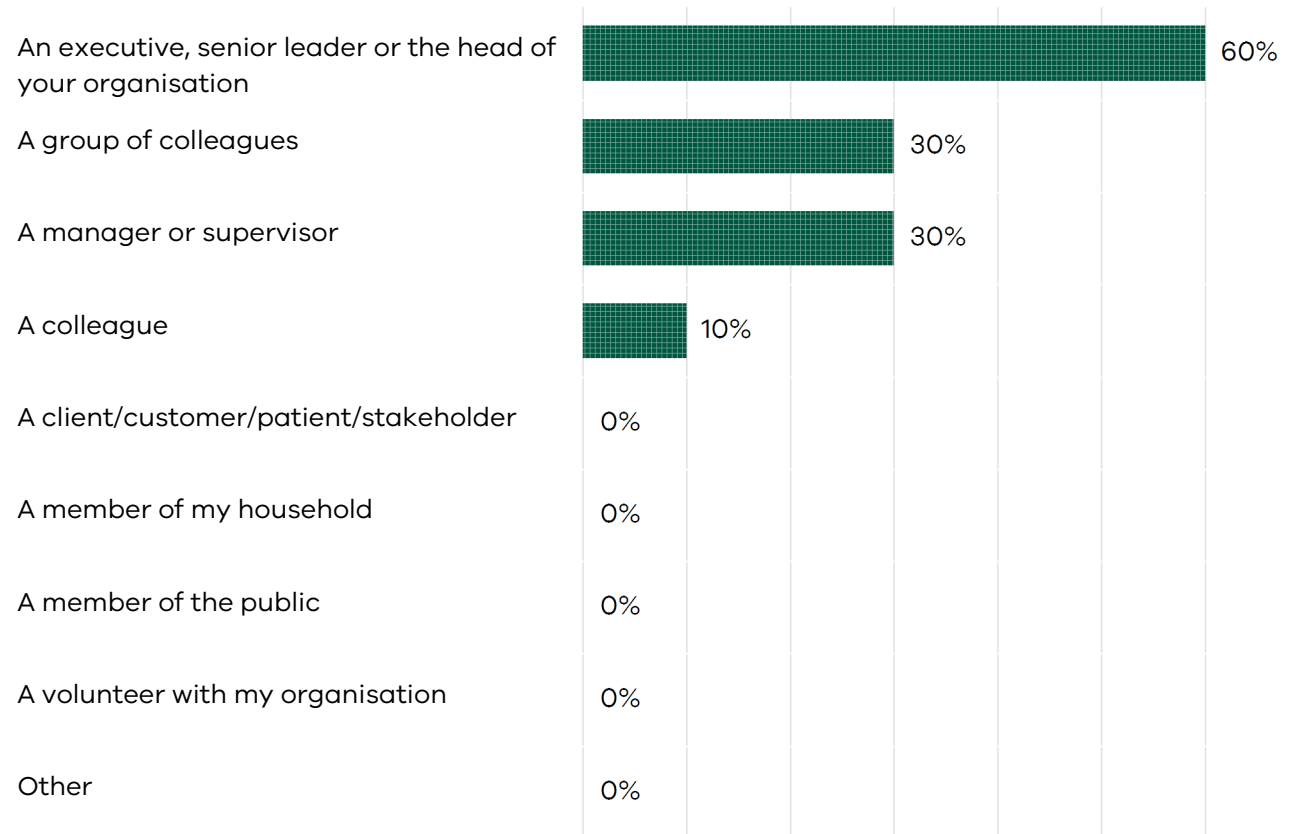
Each row is one perpetrator or group of perpetrators.

Example

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

Of that 7%, 60% said it was by 'An executive, senior leader or the head of your organisation'.

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

Perpetrator	Percentage
An executive, senior leader or the head of your organisation	60%
A group of colleagues	30%
A manager or supervisor	30%
A colleague	10%
A client/customer/patient/stakeholder	0%
A member of my household	0%
A member of the public	0%
A volunteer with my organisation	0%
Other	0%

People outcomes

Relationship to perpetrator

What this is

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

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 experienced discrimination 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 discrimination to different workplace relationships.
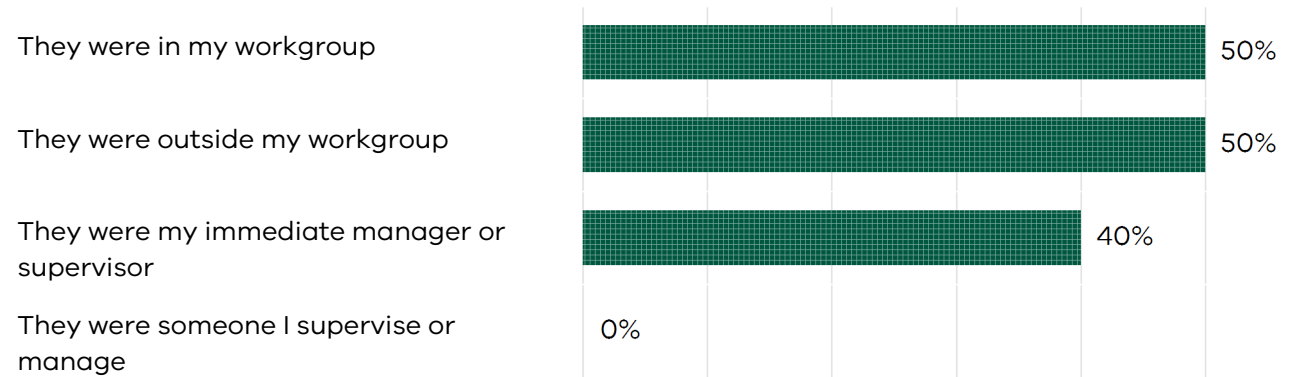
Example

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

Of that 7%, 100% said it was by someone within the organisation.

Of that 100%, 50% said it was 'They were in my workgroup'.

10 people (100% of staff who experienced discrimination) experienced discrimination from within your organisation (You 2023)

They were in my workgroup	50%
They were outside my workgroup	50%
They were my immediate manager or supervisor	40%
They were someone I supervise or manage	0%

Negative behaviour

Violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

11% of your staff who did the survey said they experienced violence or aggression.

Of that 11%, 80% said it was from 'Intimidating behaviour'.

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

15	117	5
11%	85%	4%

■ Experienced violence or aggression ■ Did not experience violence or aggression ■ Not sure
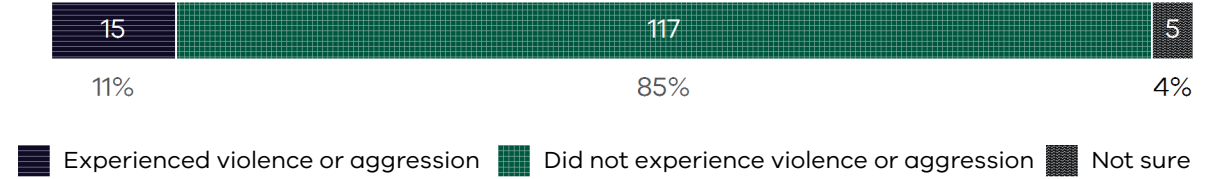
If you experienced violence or aggression, what type did you experience?	You 2023	Comparator 2023	Public sector 2023
Intimidating behaviour	80%	75%	73%
Abusive language	60%	71%	75%
Threats of violence	20%	20%	39%
Other	13%	7%	6%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	7%	2%	20%

Victorian Public Sector Commission

VICTORIA State Government

Negative behaviour

Telling someone about violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

11% of your staff who did the survey said they experienced violence or aggression, of which

- 67% said the top way they reported the violence or agression was 'Told a manager'

- 87% said they didn't submit a formal incident report.

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

15	117	5
11%	85%	4%

■ Experienced violence or aggression ■ Did not experience violence or aggression ■ Not sure
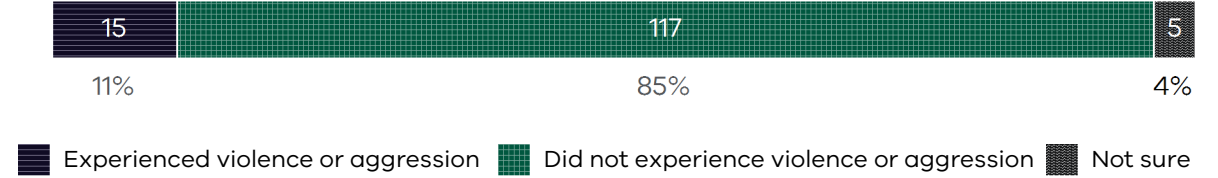
Did you tell anyone about the incident?	You 2023	Comparator 2023	Public sector 2023
Told a manager	67%	62%	56%
Told a colleague	47%	51%	40%
Told the person the behaviour was not OK	40%	24%	23%
Told a friend or family member	27%	26%	19%
Submitted a formal incident report	13%	11%	30%
Told someone else	13%	9%	6%
Told employee assistance program (EAP) or peer support	7%	5%	5%
Told Human Resources	7%	8%	6%

Negative behaviour

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

What this is

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

Why this is important

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

How to read this

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

Example

87% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 31% said the top reason was 'I believed there would be negative consequences for my career'.

Did you submit a formal incident report?

2	13
13%	87%

■ Submitted formal incident report ▦ Did not submit a formal incident report
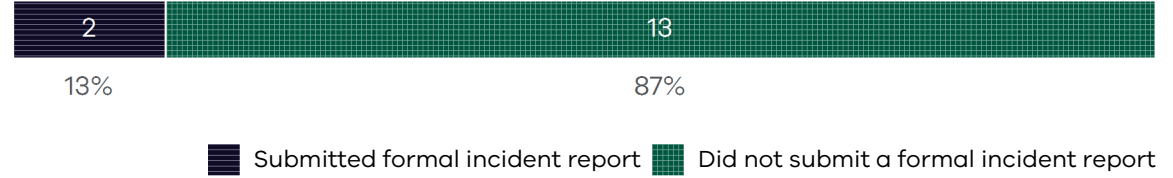
What was your reason for not submitting a formal incident report?	You 2023	Comparator 2023	Public sector 2023
I believed there would be negative consequences for my career	31%	23%	18%
I believed there would be negative consequences for my reputation	31%	24%	21%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	31%	21%	13%
I didn't think it would make a difference	31%	35%	38%
I didn't need to because I made the violence or aggression stop	23%	13%	14%
I didn't feel safe to report the incident	15%	10%	7%
I didn't think it was serious enough	15%	33%	28%

Negative behaviour

Perpetrators of violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

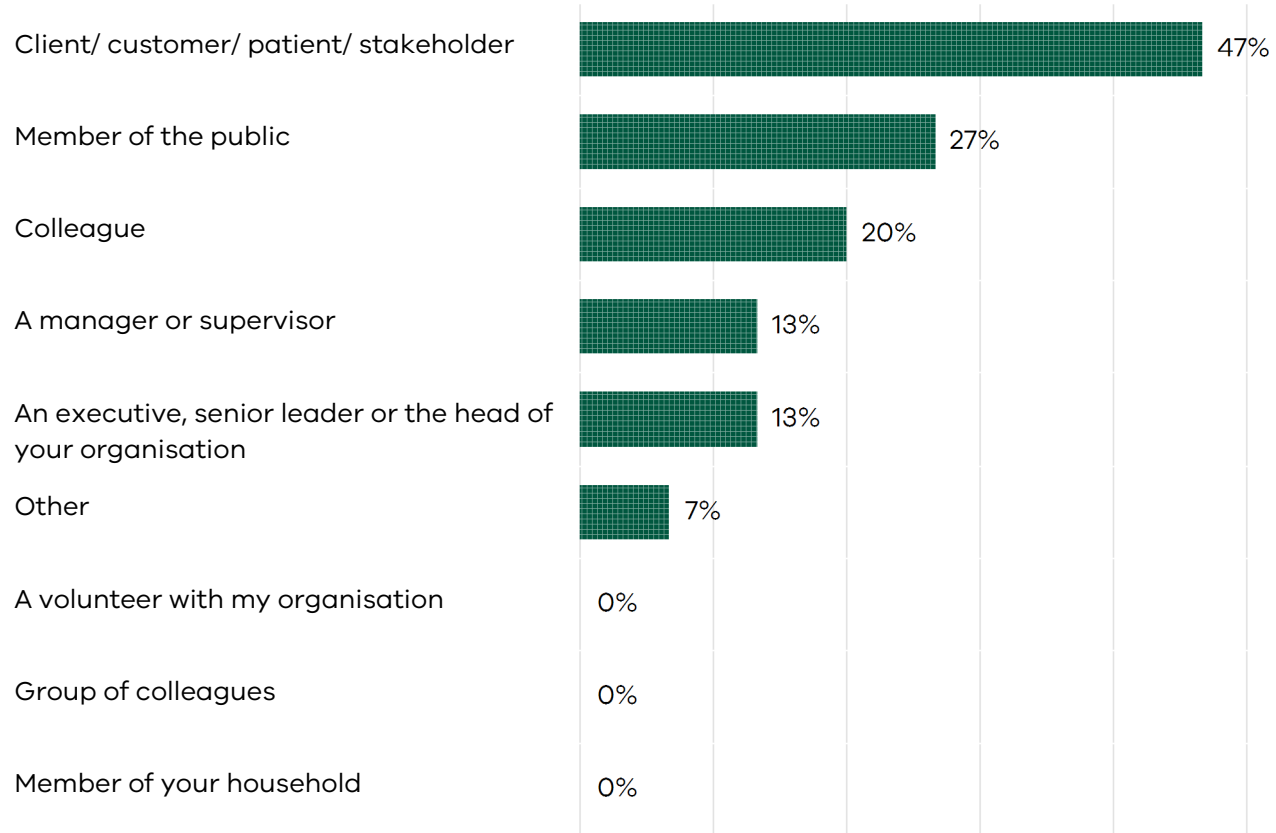In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or a group of perpetrators.

Example

11% of your staff who did the survey said they experienced violence or aggression.

Of that 11%, 47% said it was 'Client/ customer/ patient/ stakeholder'.

15 people (11% of staff) experienced violence or aggression (You2023)

Perpetrator	%
Client/ customer/ patient/ stakeholder	47%
Member of the public	27%
Colleague	20%
A manager or supervisor	13%
An executive, senior leader or the head of your organisation	13%
Other	7%
A volunteer with my organisation	0%
Group of colleagues	0%
Member of your household	0%

Negative behaviour

Witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

23% of your staff who did the survey said they witnessed some negative behaviour at work.

77% 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?

32	105
23%	77%

■ 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	77%	85%	81%
Bullying of a colleague	18%	11%	13%
Discrimination against a colleague	7%	6%	7%
Violence or aggression against a colleague	4%	2%	3%
Sexual harassment of a colleague	2%	1%	1%

Victorian Public Sector Commission

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Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

The table shows the answers in descending order.

Example

23% of your staff who did the survey witnessed negative behaviour, of which:

- 75% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 9% took no action.

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

32	105
23%	77%

■ 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	75%	73%	69%
Told a manager	25%	38%	38%
Told Human Resources	13%	12%	7%
Told the person the behaviour was not OK	13%	17%	20%
Took no action	9%	8%	8%
Other	6%	5%	6%
Told a colleague	6%	22%	19%
Spoke to the person who behaved in a negative way	3%	16%	17%
Submitted a formal complaint	3%	4%	5%

People matter survey

2023

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- Highest scoring
- Lowest scoring
- Biggest positive difference from comparator
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- Senior leadership questions

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Public sector values

- Scorecard
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- Accountability
- Respect
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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

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 comparator group.

Example

On the first row 'Flexible working', the 'You 2023' column shows 88% of your staff agreed with 'My manager supports working flexibly'.

Question group	Highest scoring questions	You 2023	Comparator 2023
Flexible working	My manager supports working flexibly	88%	90%
Other questions	I understand how the Code of Conduct for Victorian public sector employees applies to my work	88%	91%
Workgroup support	People in my workgroup treat each other with respect	88%	88%
Meaningful work	I can make a worthwhile contribution at work	87%	92%
Meaningful work	I achieve something important through my work	85%	89%
Gender equality supporting measures	In my workgroup work is allocated fairly, regardless of gender	85%	86%
Job enrichment	I understand how my job helps my organisation achieve its goals	82%	92%
Manager leadership	My manager demonstrates honesty and integrity	82%	90%
Manager leadership	My manager treats employees with dignity and respect	82%	90%
Manager support	My manager listens to what I have to say	82%	87%

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 comparator group.

Example

On the first row 'Safety climate', the 'You 2023' column shows 29% of your staff agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

Question subgroup	Lowest scoring questions	You 2023	Comparator 2023
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	29%	58%
Learning and development	My organisation places a high priority on the learning and development of staff	32%	60%
Organisational integrity	I believe the promotion processes in my organisation are fair	32%	48%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	32%	58%
Learning and development	I am satisfied with the opportunities to progress in my organisation	34%	47%
Senior leadership	Senior leaders provide clear strategy and direction	34%	65%
Safety climate	All levels of my organisation are involved in the prevention of stress	35%	54%
Taking action	I believe my organisation will make improvements based on the results of this survey	36%	57%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	37%	55%
Organisational integrity	I have an equal chance at promotion in my organisation	38%	52%

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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.

As there is no positive difference from your comparator, we have no data to show on this page.

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 39% of your staff agreed with 'Senior leaders demonstrate honesty and integrity'.

The 'difference' column, shows that agreement for this question was 35 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 demonstrate honesty and integrity	39%	-35%	74%
Engagement	I am proud to tell others I work for my organisation	45%	-33%	78%
Senior leadership	Senior leaders model my organisation's values	39%	-32%	72%
Organisational integrity	My organisation is committed to earning a high level of public trust	53%	-32%	85%
Senior leadership	Senior leaders provide clear strategy and direction	34%	-31%	65%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	29%	-29%	58%
Learning and development	My organisation places a high priority on the learning and development of staff	32%	-28%	60%
Engagement	I would recommend my organisation as a good place to work	45%	-27%	71%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	32%	-26%	58%
Collaboration	Workgroups across my organisation willingly share information with each other	41%	-24%	65%

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- Sexual harassment
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Key differences

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

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- Taking action questions

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- Employment
- Adjustments
- Caring

Taking action

What this is

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

Why this is important

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

How to read this

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

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

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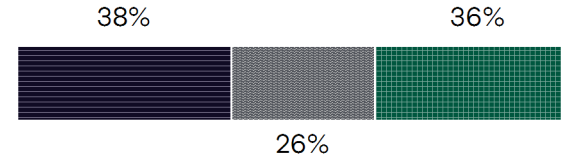
Example

36% 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

Disagree   Neither agree nor disagree

Don't know   Agree

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

38%   36%

26%

Benchmark agree results

You	Comparator		
2023	Lowest	Average	Highest
36 %	26 %	57 %	94 %

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- Employment
- Adjustments
- Caring

Senior leadership

Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

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

Example

39% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

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

Survey question	Your results	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders demonstrate honesty and integrity	Disagree 30%, Don't know 3%, Neither 28%, Agree 39%	39 %	48 %	74 %	100 %
Senior leaders model my organisation's values	Disagree 31%, Don't know 4%, Neither 26%, Agree 39%	39 %	44 %	72 %	100 %
Senior leaders provide clear strategy and direction	Disagree 47%, Neither 19%, Agree 34%	34 %	44 %	65 %	100 %

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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:

- 56% of your staff who did the survey responded positively to questions about Collaboration.

Compared to:

- 75% of staff at your comparator and 72% of staff across the public sector.
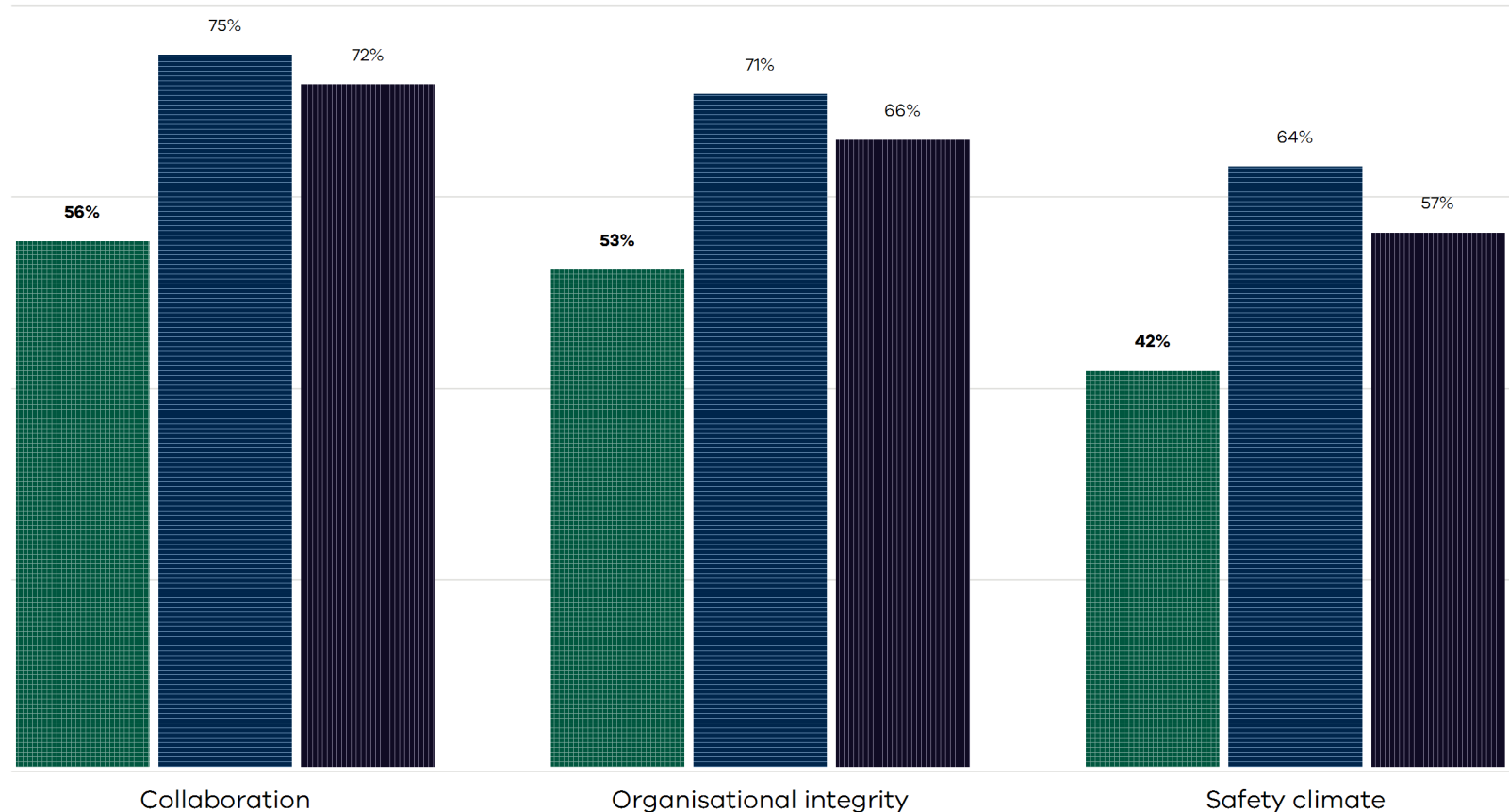
Legend: ■ You 2023 ■ Comparator 2023 ■ Public sector 2023

Collaboration: You 56%, Comparator 75%, Public sector 72%
Organisational integrity: You 53%, Comparator 71%, Public sector 66%
Safety climate: You 42%, Comparator 64%, Public sector 57%

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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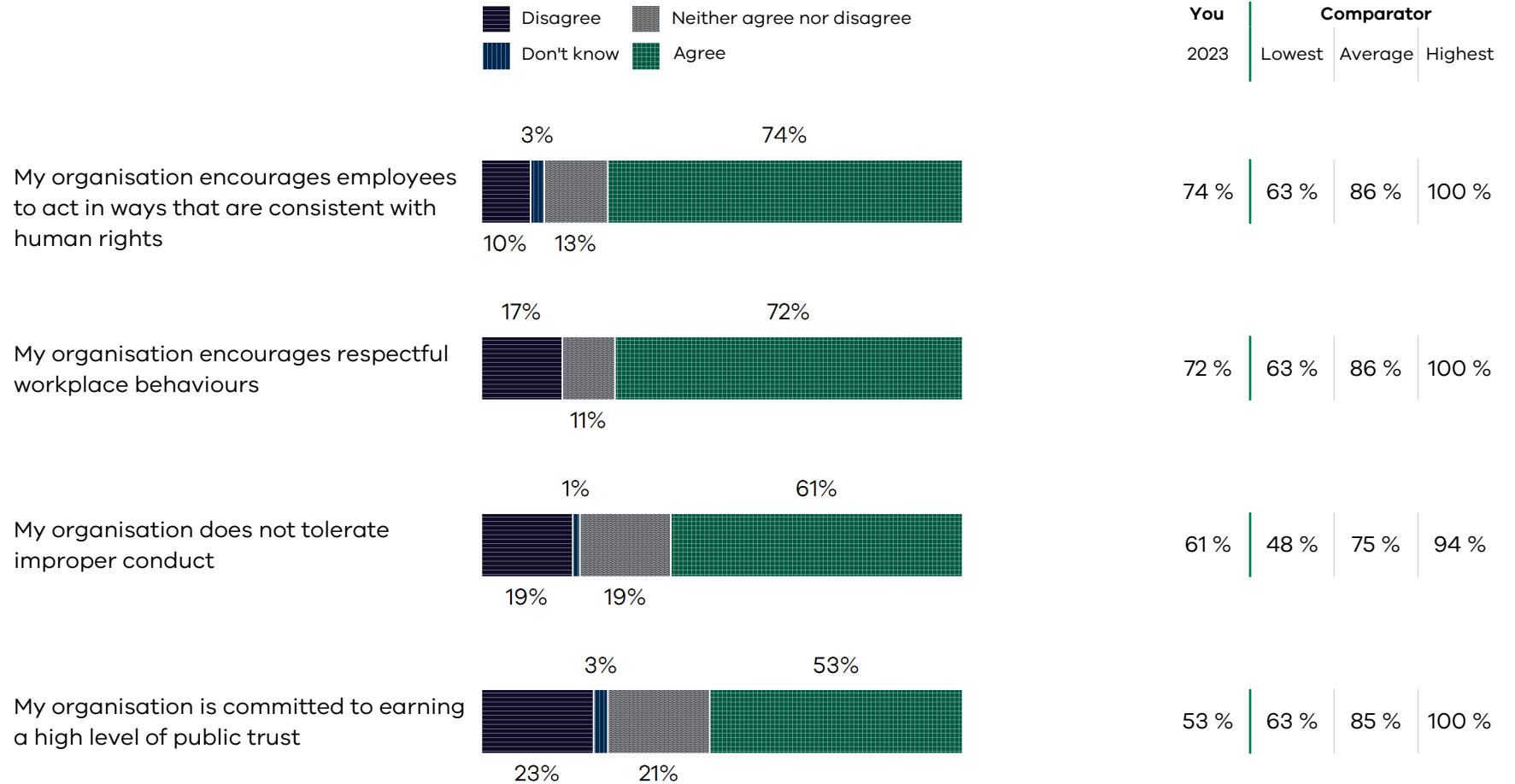
Example

74% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question	Your results	Benchmark agree results

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

	You	Comparator		
	2023	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	74 %	63 %	86 %	100 %
My organisation encourages respectful workplace behaviours	72 %	63 %	86 %	100 %
My organisation does not tolerate improper conduct	61 %	48 %	75 %	94 %
My organisation is committed to earning a high level of public trust	53 %	63 %	85 %	100 %

Your results percentages:
- My organisation encourages employees to act in ways that are consistent with human rights: 10%, 3%, 13%, 74%
- My organisation encourages respectful workplace behaviours: 17%, 11%, 72%
- My organisation does not tolerate improper conduct: 19%, 1%, 19%, 61%
- My organisation is committed to earning a high level of public trust: 23%, 3%, 21%, 53%

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Organisational climate

Organisational integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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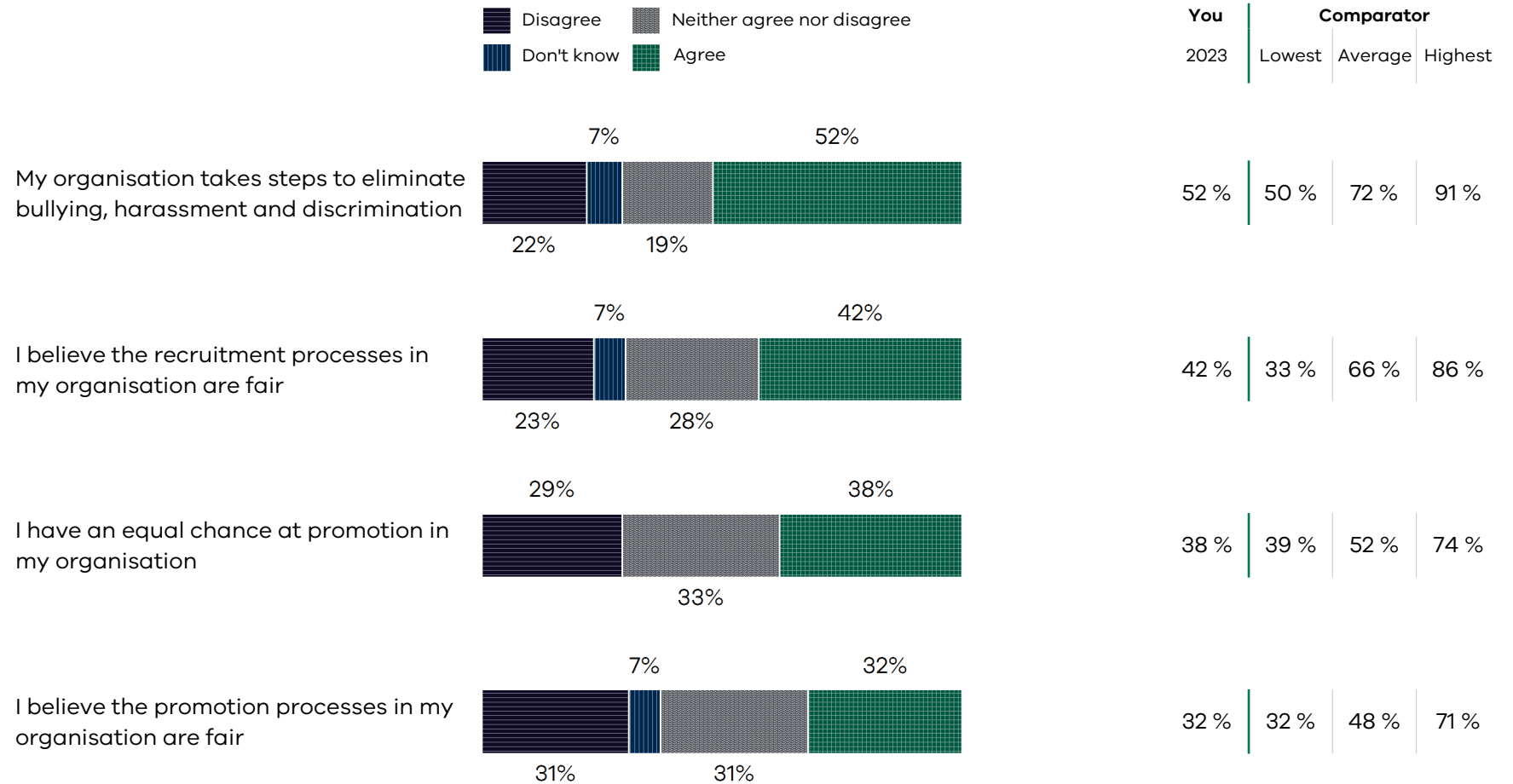
Example

52% 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 2023	Comparator Lowest	Comparator Average	Comparator Highest
My organisation takes steps to eliminate bullying, harassment and discrimination	22% / 7% / 19% / 52%	52 %	50 %	72 %	91 %
I believe the recruitment processes in my organisation are fair	23% / 7% / 28% / 42%	42 %	33 %	66 %	86 %
I have an equal chance at promotion in my organisation	29% / 33% / 38%	38 %	39 %	52 %	74 %
I believe the promotion processes in my organisation are fair	31% / 7% / 31% / 32%	32 %	32 %	48 %	71 %

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Organisational climate

Collaboration

What this is

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

Why this is important

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

How to read this

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

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

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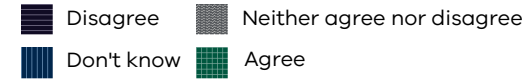
Example

71% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.
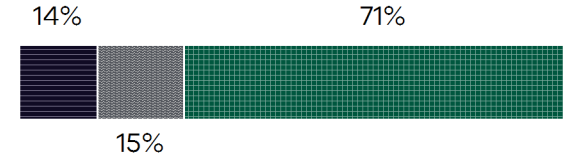
Survey question	Your results	Benchmark agree results

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

Survey question		You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others outside my immediate workgroup	14% / 15% / 71%	71 %	68 %	85 %	94 %
Workgroups across my organisation willingly share information with each other	34% / 5% / 20% / 41%	41 %	53 %	65 %	97 %
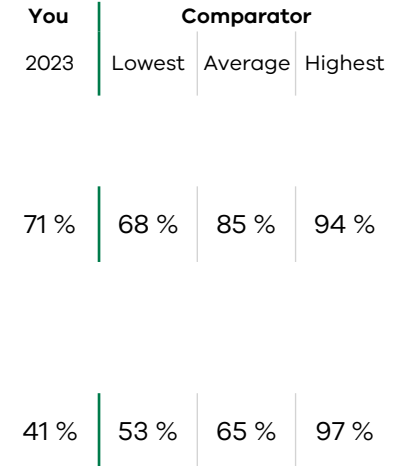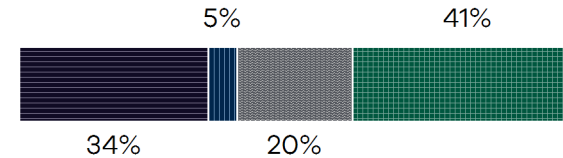
Organisational climate

Safety climate 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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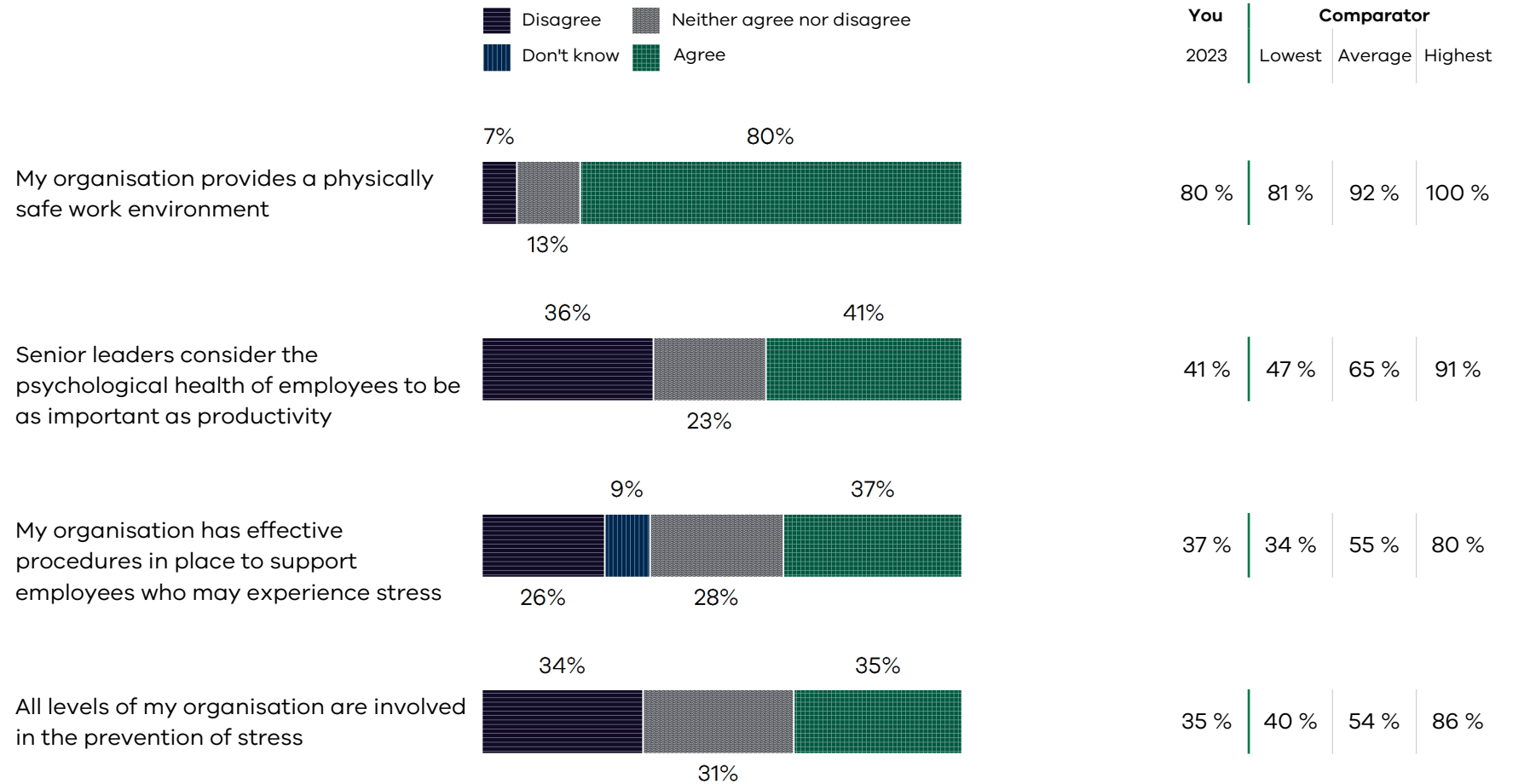
Example

80% 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 | Neither agree nor disagree | Don't know | Agree

	You	Comparator		
	2023	Lowest	Average	Highest
My organisation provides a physically safe work environment — 7%, 13%, 80%	80 %	81 %	92 %	100 %
Senior leaders consider the psychological health of employees to be as important as productivity — 36%, 23%, 41%	41 %	47 %	65 %	91 %
My organisation has effective procedures in place to support employees who may experience stress — 26%, 9%, 28%, 37%	37 %	34 %	55 %	80 %
All levels of my organisation are involved in the prevention of stress — 34%, 31%, 35%	35 %	40 %	54 %	86 %

Organisational climate

Safety climate 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

32% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.
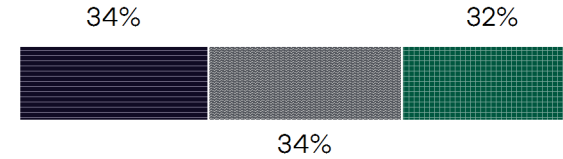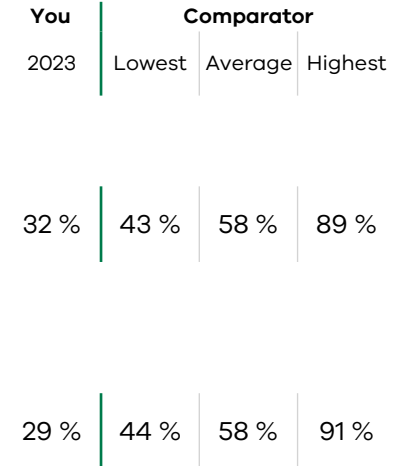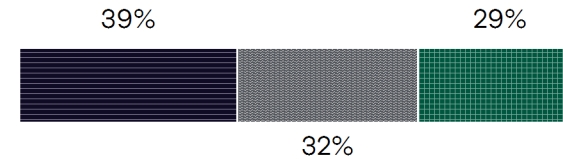
Legend: Disagree · Neither agree nor disagree · Don't know · Agree

	You 2023	Comparator		
		Lowest	Average	Highest

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

34% — 34% — 32%

| 32 % | 43 % | 58 % | 89 % |

Senior leaders show support for stress prevention through involvement and commitment

39% — 32% — 29%

| 29 % | 44 % | 58 % | 91 % |

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

Demographics

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- 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.
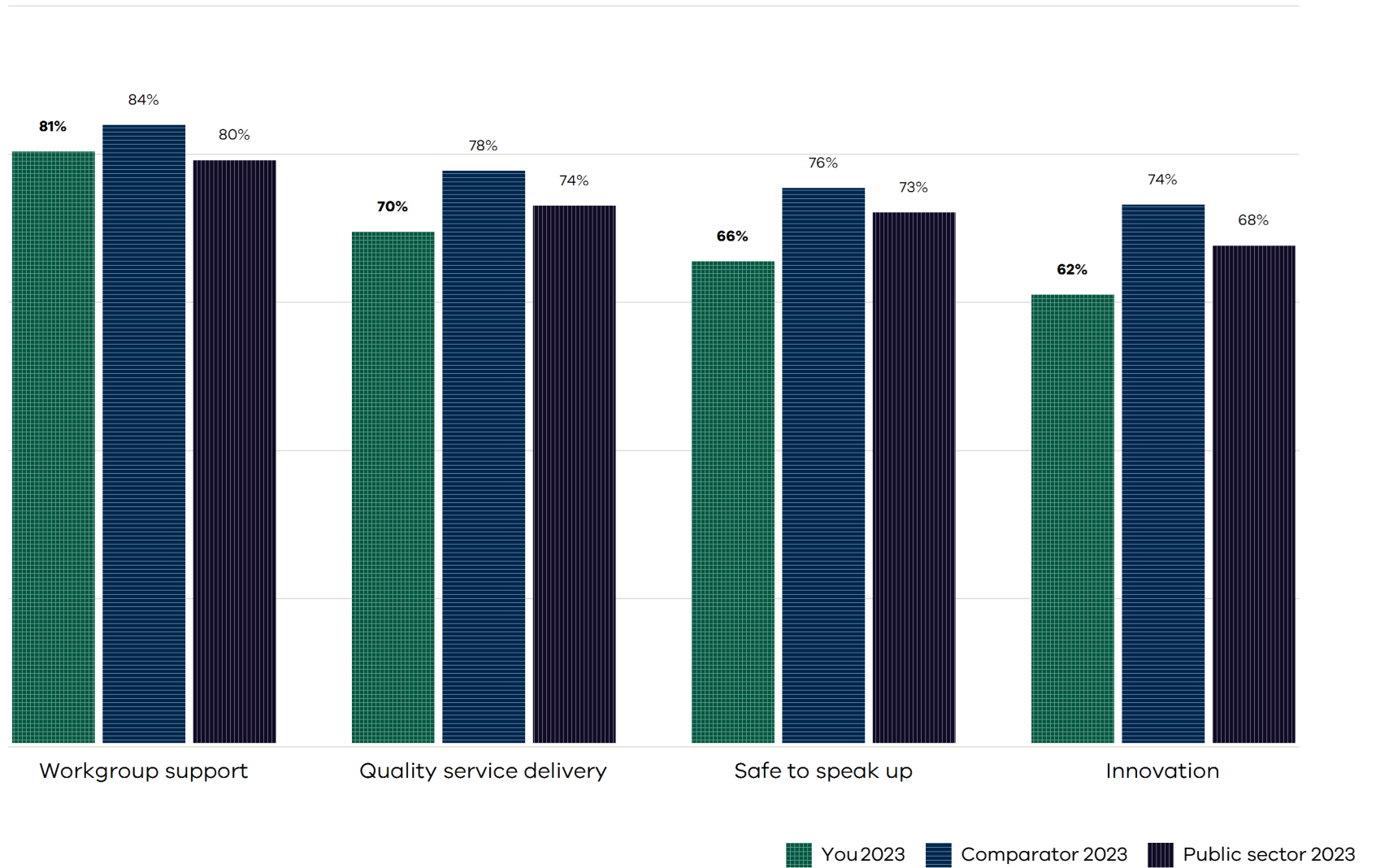
Example

In 2023:

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

Compared to:

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

Bar chart:

Factor	You 2023	Comparator 2023	Public sector 2023
Workgroup support	81%	84%	80%
Quality service delivery	70%	78%	74%
Safe to speak up	66%	76%	73%
Innovation	62%	74%	68%

Workgroup climate

Quality service delivery

What this is

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

Why this is important

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

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

How to read this

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

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

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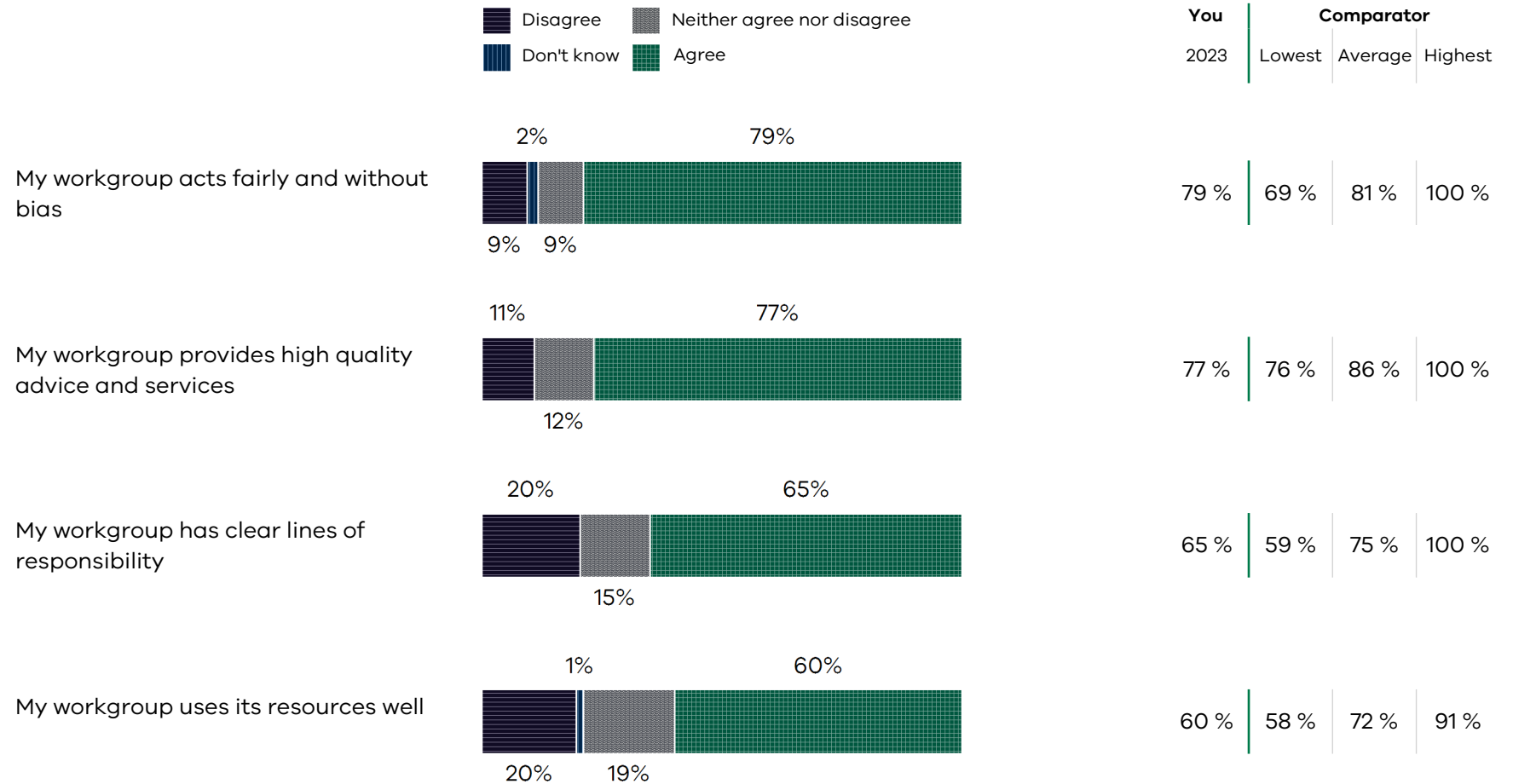
Example

79% of your staff who did the survey agreed or strongly agreed with 'My workgroup acts fairly and without bias'.

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

Survey question	Your results	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup acts fairly and without bias	Disagree 9%, Don't know, Neither 9%, Agree 79% (2% label)	79 %	69 %	81 %	100 %
My workgroup provides high quality advice and services	Disagree 11%, Neither 12%, Agree 77%	77 %	76 %	86 %	100 %
My workgroup has clear lines of responsibility	Disagree 20%, Neither 15%, Agree 65%	65 %	59 %	75 %	100 %
My workgroup uses its resources well	Disagree 20%, Don't know 1%, Neither 19%, Agree 60%	60 %	58 %	72 %	91 %

Victorian Public Sector Commission

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Workgroup climate

Innovation

What this is

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

Why this is important

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

How to read this

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

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

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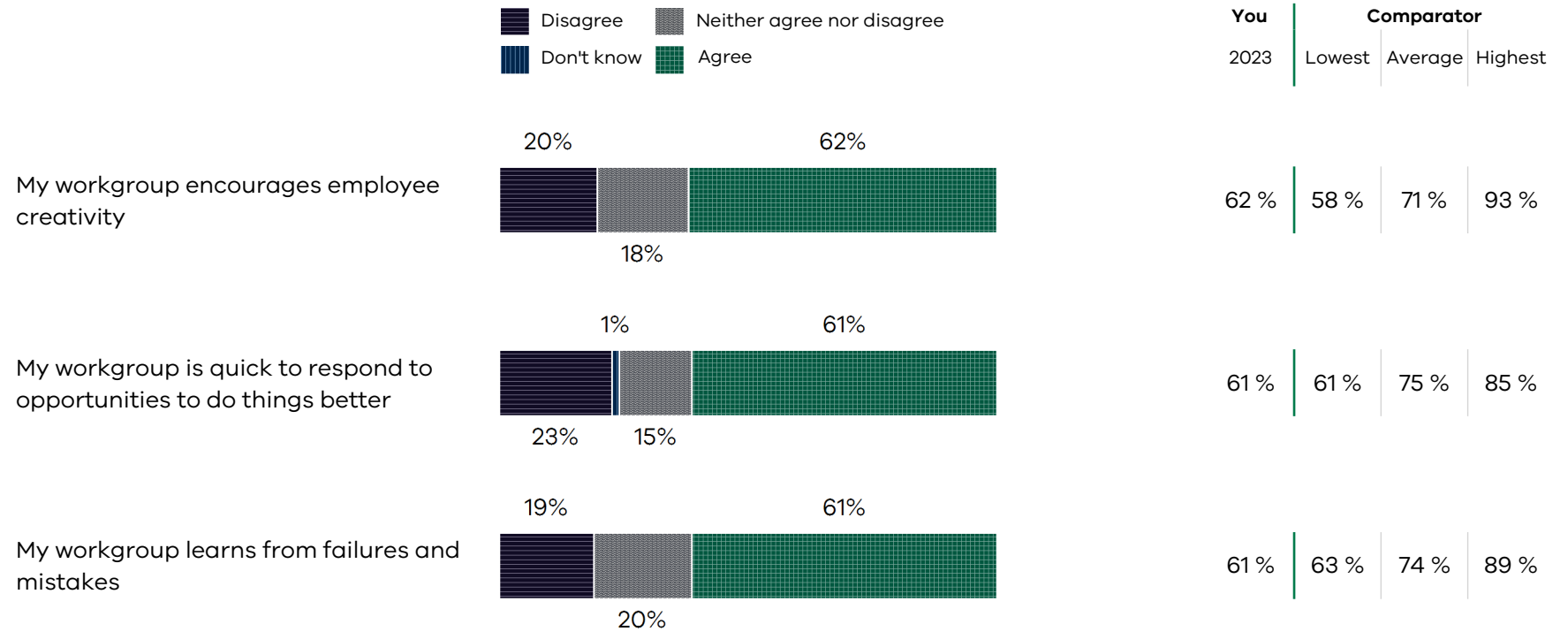
Example

62% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.

| Survey question | Your results | Benchmark agree results |

Your results legend: ■ Disagree ▦ Neither agree nor disagree ▥ Don't know ▦ Agree

Survey question	Disagree	Neither agree nor disagree	Agree	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup encourages employee creativity	20%	18%	62%	62 %	58 %	71 %	93 %
My workgroup is quick to respond to opportunities to do things better	23%	1% / 15%	61%	61 %	61 %	75 %	85 %
My workgroup learns from failures and mistakes	19%	20%	61%	61 %	63 %	74 %	89 %

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

88% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.
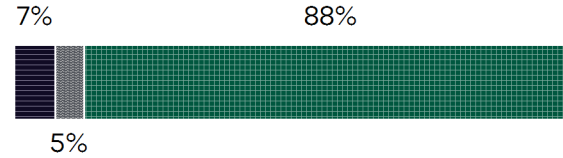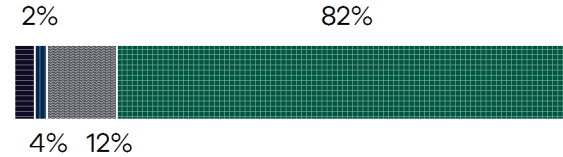
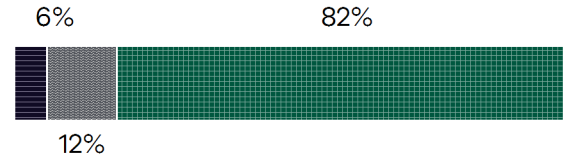| Survey question	Your results	Benchmark agree results

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

	You 2023	Comparator Lowest	Comparator Average	Comparator Highest

People in my workgroup treat each other with respect
7% / 88% / 5%
| | 88 % | 75 % | 88 % | 100 % |

People in my workgroup are politically impartial in their work
2% / 82% / 4% / 12%
| | 82 % | 77 % | 85 % | 100 % |

People in my workgroup work together effectively to get the job done
6% / 82% / 12%
| | 82 % | 75 % | 86 % | 100 % |
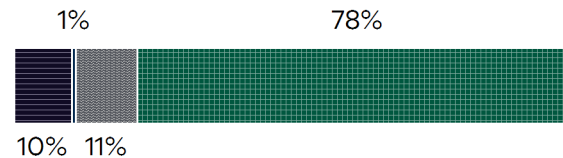
People in my workgroup are honest, open and transparent in their dealings
1% / 78% / 10% / 11%
| | 78 % | 63 % | 83 % | 97 % |

Workgroup climate

Workgroup support 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

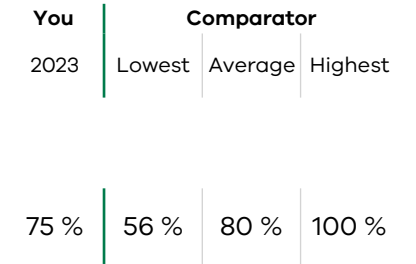Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

75% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

	Disagree		Neither agree nor disagree
	Don't know		Agree

	You	Comparator		
	2023	Lowest	Average	Highest

People in my workgroup appropriately manage conflicts of interest

4%   75%

9%   11%

You 2023	Lowest	Average	Highest
75 %	56 %	80 %	100 %

Workgroup climate

Safe to speak up

What this is

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

Why this is important

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

How to read this

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

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

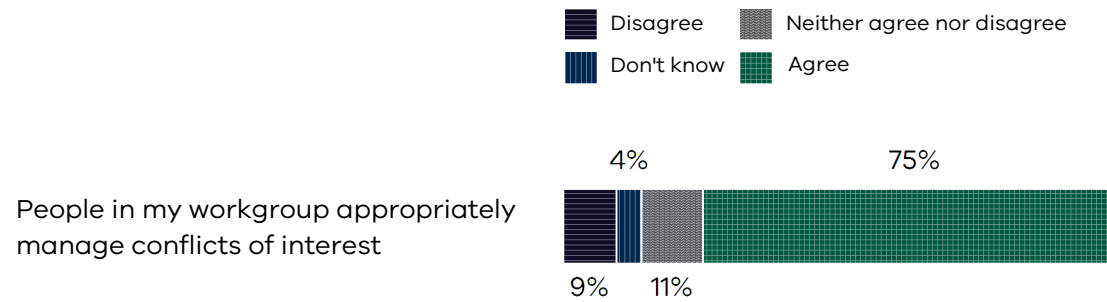Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

72% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are able to bring up problems and tough issues'.

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

Survey question	Your results	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup are able to bring up problems and tough issues	15% / 12% / 72%	72 %	63 %	78 %	97 %
I feel safe to challenge inappropriate behaviour at work	20% / 20% / 60%	60 %	53 %	74 %	94 %

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Job and manager factors

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

Public sector values

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

Topical questions

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

Demographics

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

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2023:

- 82% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

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

Bar chart legend: You 2023 | Comparator 2023 | Public sector 2023

Meaningful work: 82%, 88%, 87%
Flexible working: 80%, 85%, 79%
Manager leadership: 80%, 89%, 86%
Job enrichment: 72%, 84%, 83%

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.
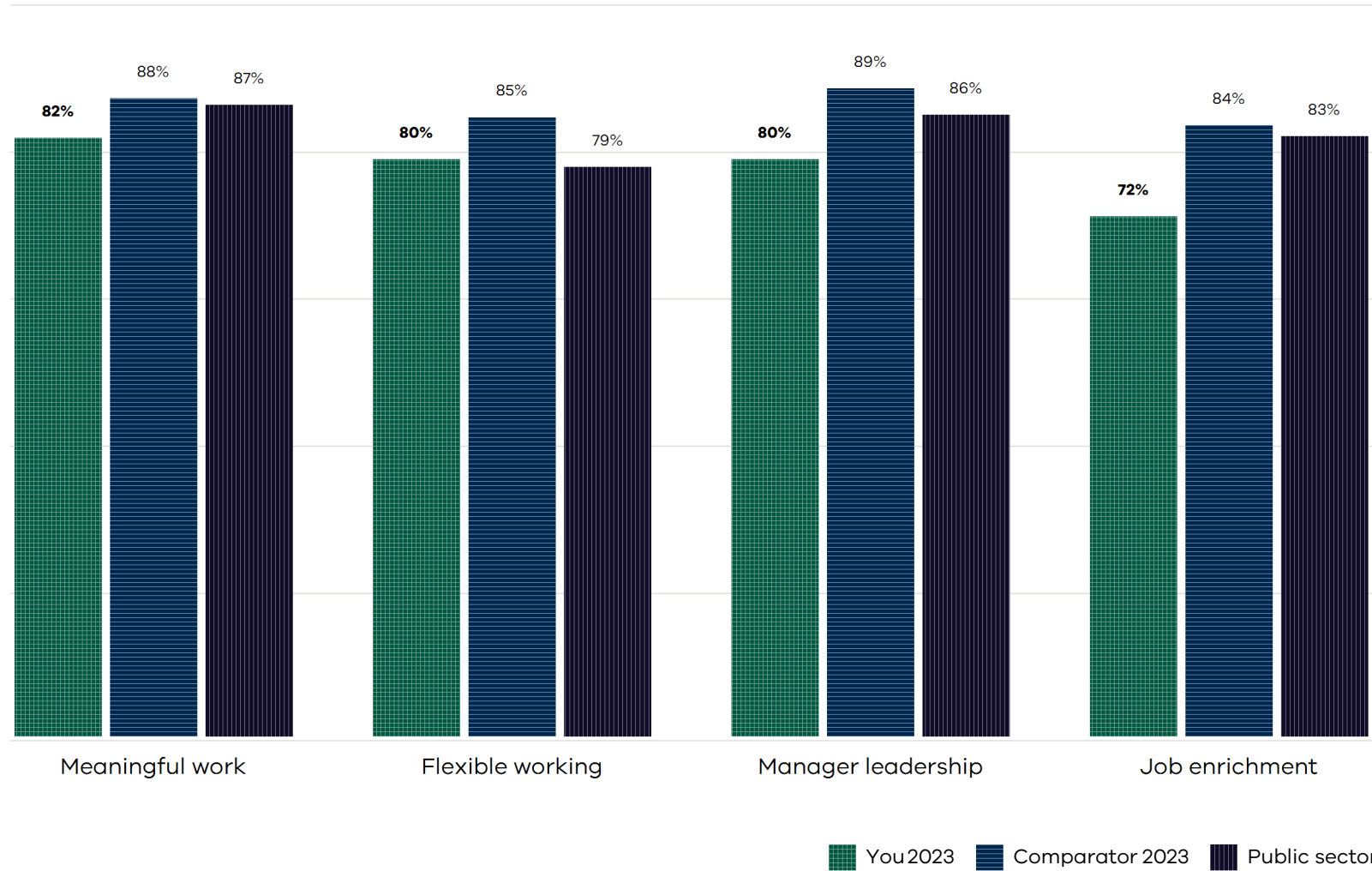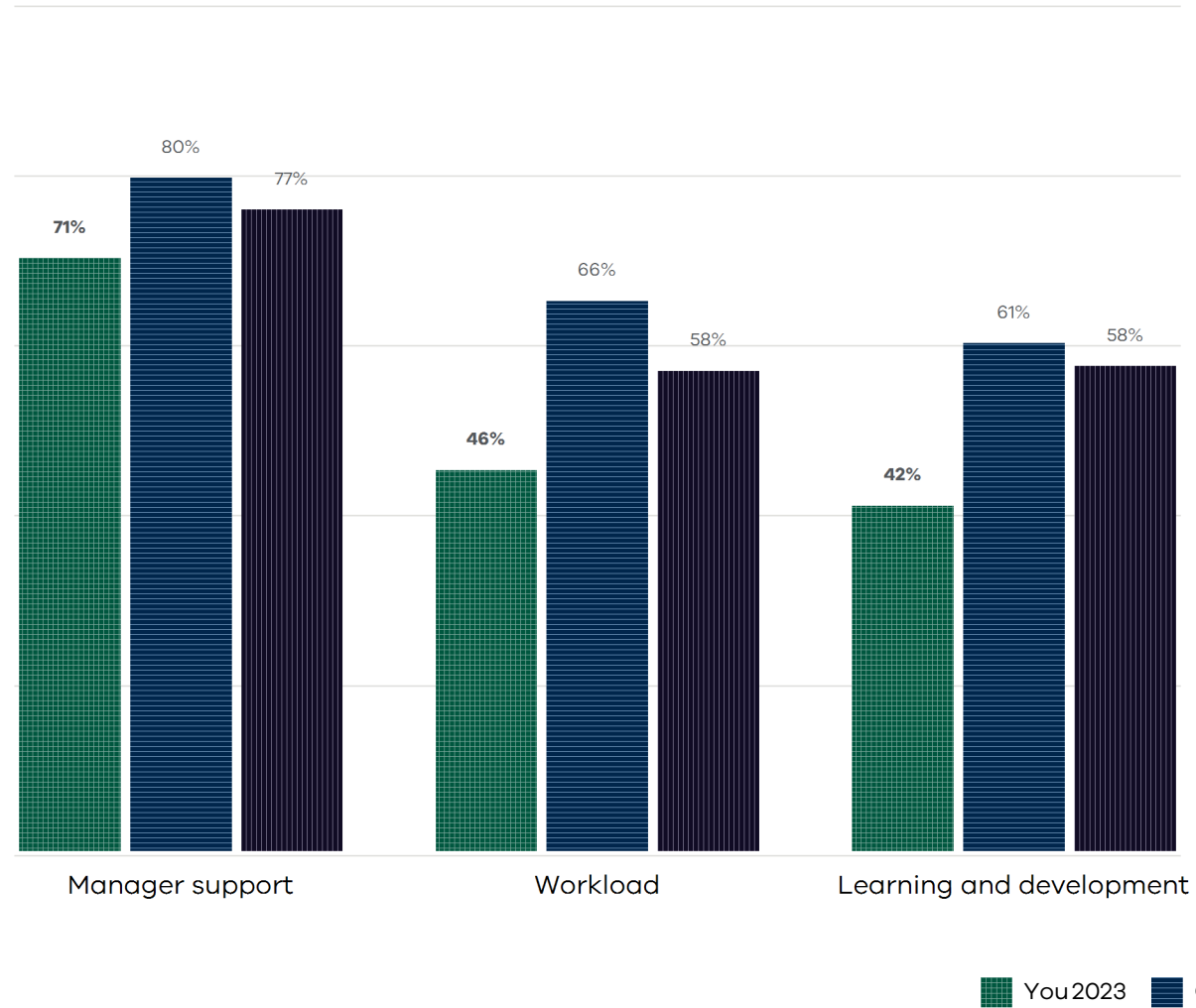
Example

In 2023:

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

Compared to:

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

Legend: You 2023, Comparator 2023, Public sector 2023

- Manager support: 71%, 80%, 77%
- Workload: 46%, 66%, 58%
- Learning and development: 42%, 61%, 58%

Job and manager factors

Manager leadership

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

82% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question

Your results

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

My manager demonstrates honesty and integrity
- 9%
- 82%
- 9%

My manager treats employees with dignity and respect
- 9%
- 82%
- 9%

My manager models my organisation's values
- 9%
- 75%
- 16%

Benchmark agree results

	You	Comparator		
	2023	Lowest	Average	Highest
My manager demonstrates honesty and integrity	82 %	75 %	90 %	100 %
My manager treats employees with dignity and respect	82 %	75 %	90 %	100 %
My manager models my organisation's values	75 %	75 %	88 %	96 %

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.

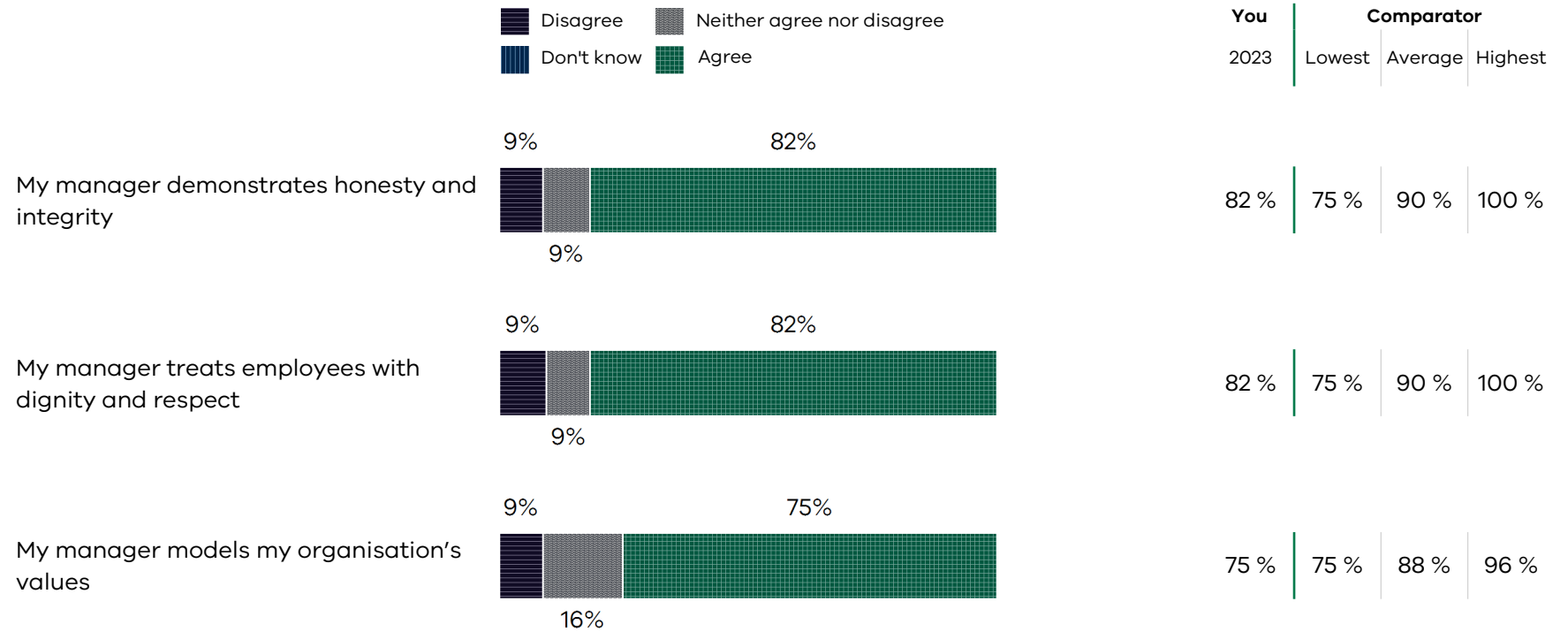Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

82% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question	Your results	Benchmark agree results			
		You	**Comparator**		
		2023	Lowest	Average	Highest
My manager listens to what I have to say	9% / 9% / 82%	82 %	72 %	87 %	97 %
I can discuss problems or issues with my manager	9% / 11% / 80%	80 %	69 %	86 %	100 %
My manager provides me with enough support when I need it	13% / 1% / 11% / 75%	75 %	71 %	84 %	100 %
My manager gives me feedback that helps me improve my performance	16% / 18% / 66%	66 %	62 %	76 %	96 %

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

Victorian Public Sector Commission

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Job and manager factors

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

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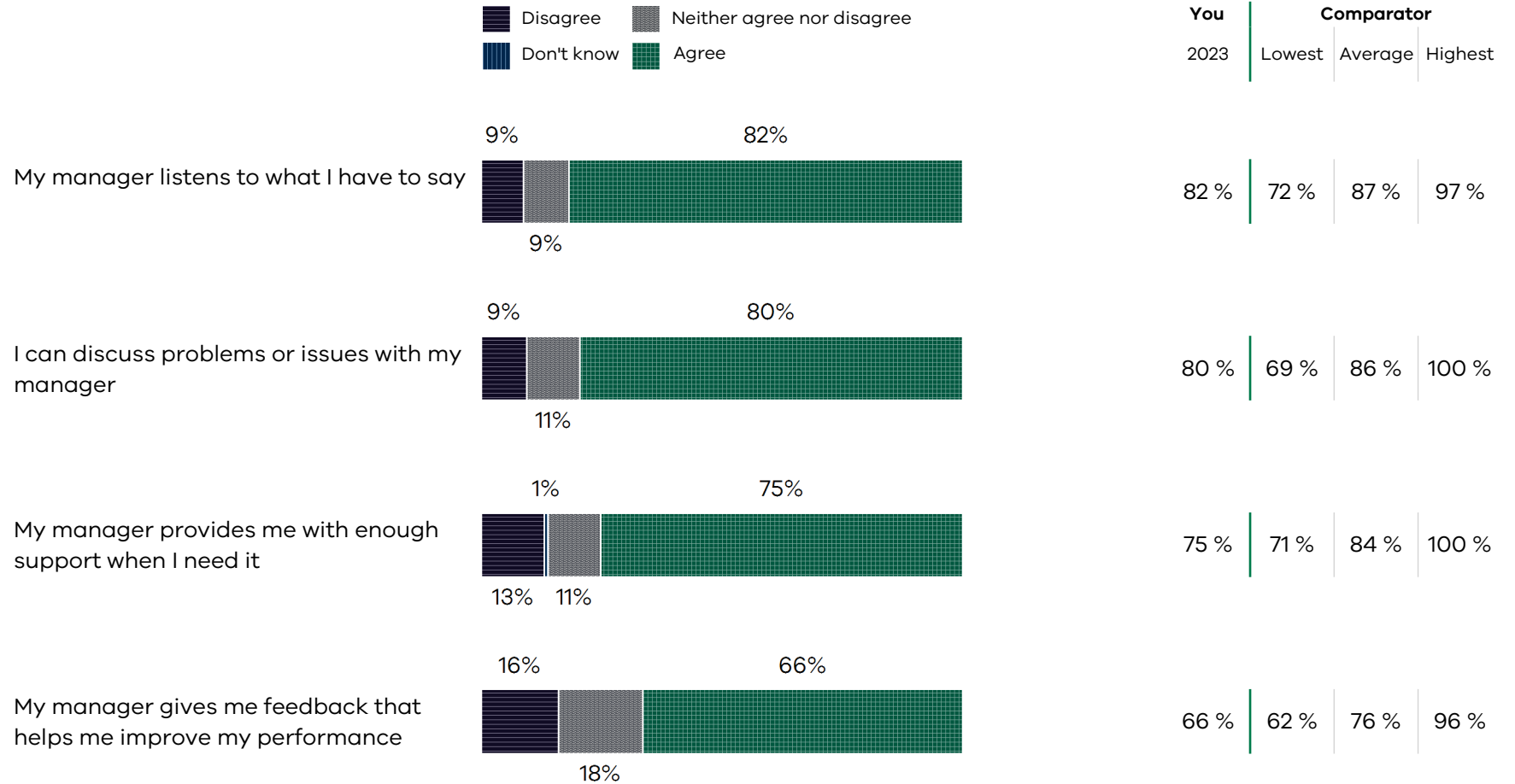Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

52% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.

Survey question

Your results

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

I receive meaningful recognition when I do good work

27%   52%

21%

Benchmark agree results

	You	Comparator		
	2023	Lowest	Average	Highest
	52 %	56 %	69 %	91 %

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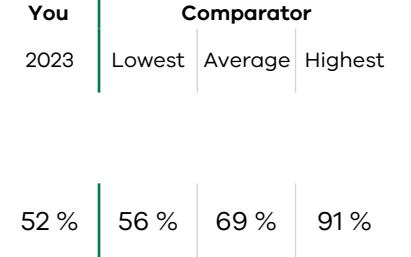
Job and manager factors

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.
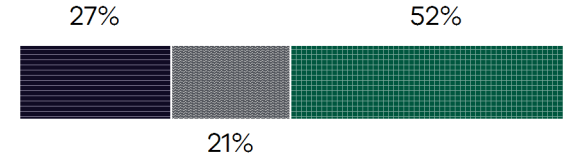
Example

47% of your staff who did the survey agreed or strongly agreed with 'I have enough time to do my job effectively'.

Survey question	Your results	Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Agree

	You	Comparator		
	2023	Lowest	Average	Highest

Survey question	Disagree	Neither	Agree	You 2023	Lowest	Average	Highest
I have enough time to do my job effectively	29%	24%	47%	47 %	43 %	65 %	81 %
The workload I have is appropriate for the job that I do	31%	23%	45%	45 %	46 %	67 %	96 %

Victorian Public Sector Commission

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Job and manager factors

Learning and development

What this is

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

Why this is important

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

How to read this

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

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

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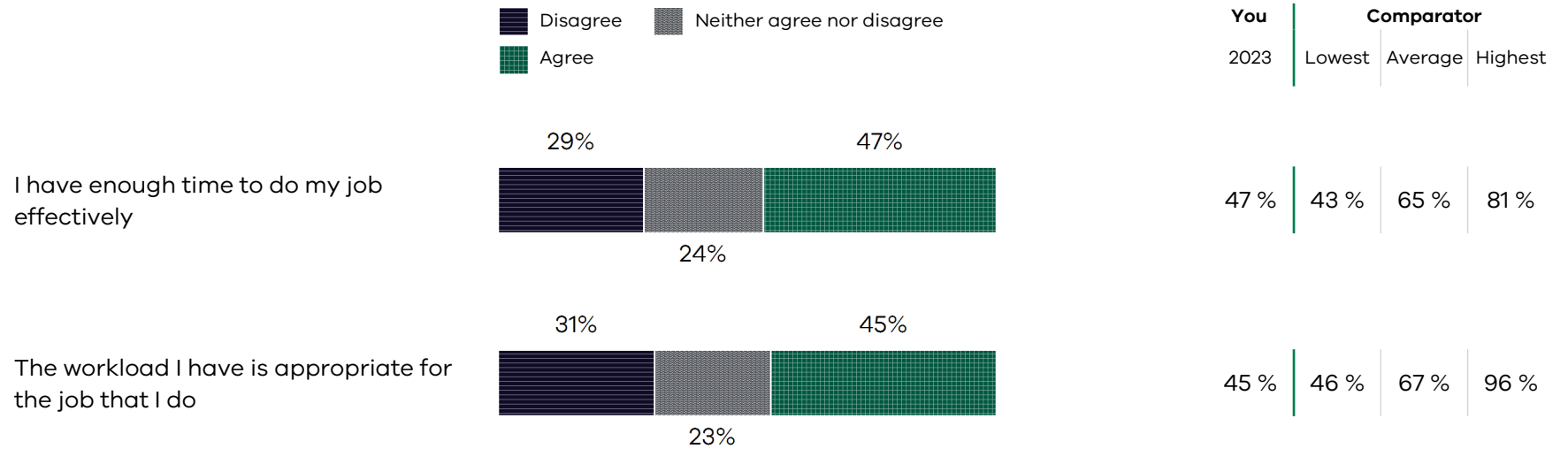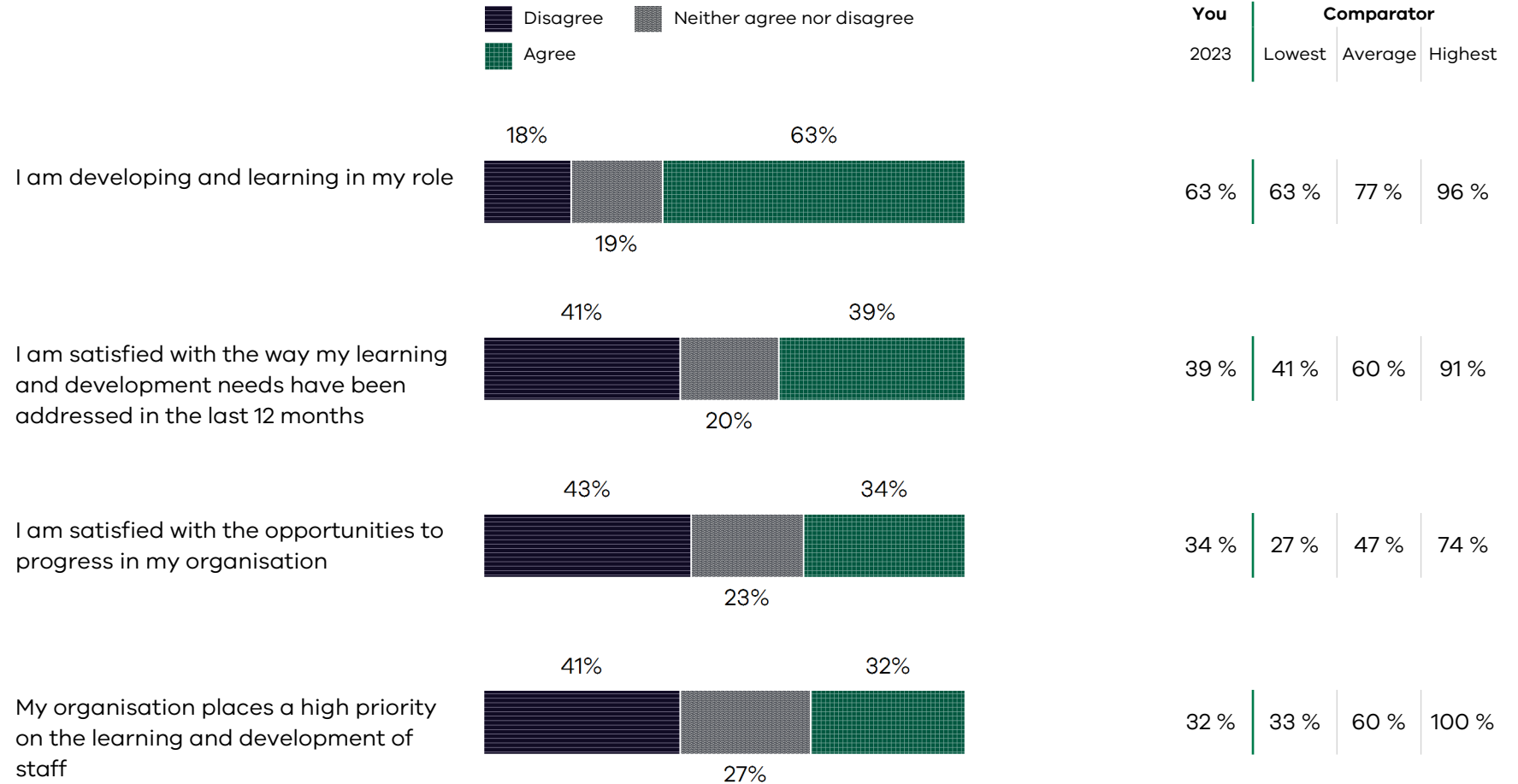
Example

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

Survey question	Your results			Benchmark agree results			
	Disagree	Neither agree nor disagree	Agree	**You**	**Comparator**		
				2023	Lowest	Average	Highest
I am developing and learning in my role	18%	19%	63%	63 %	63 %	77 %	96 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	41%	20%	39%	39 %	41 %	60 %	91 %
I am satisfied with the opportunities to progress in my organisation	43%	23%	34%	34 %	27 %	47 %	74 %
My organisation places a high priority on the learning and development of staff	41%	27%	32%	32 %	33 %	60 %	100 %

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Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

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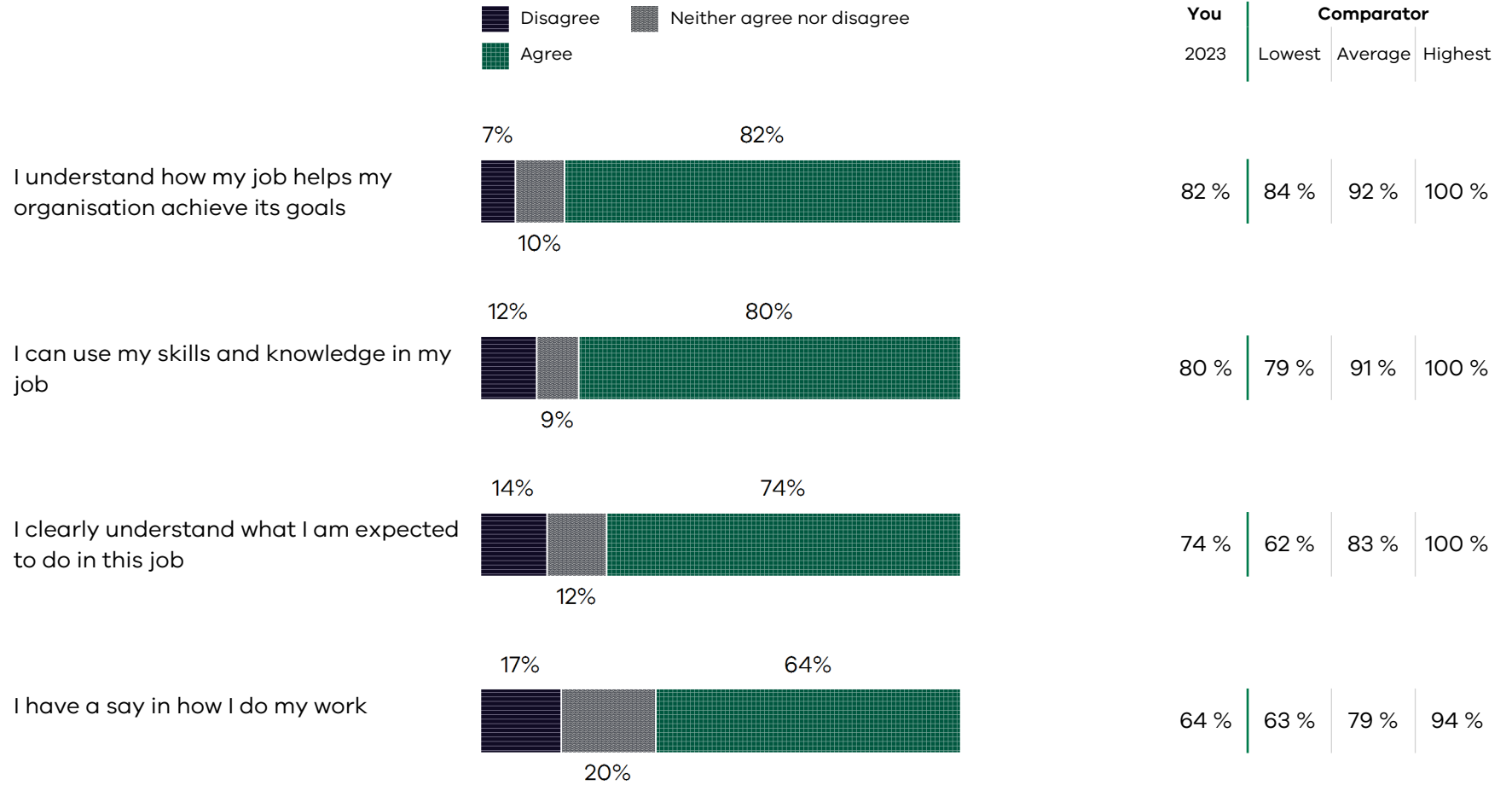
Example

82% of your staff who did the survey agreed or strongly agreed with '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		
	2023	Lowest	Average	Highest

Survey question	Disagree	Neither	Agree	You 2023	Lowest	Average	Highest
I understand how my job helps my organisation achieve its goals	7%	10%	82%	82 %	84 %	92 %	100 %
I can use my skills and knowledge in my job	12%	9%	80%	80 %	79 %	91 %	100 %
I clearly understand what I am expected to do in this job	14%	12%	74%	74 %	62 %	83 %	100 %
I have a say in how I do my work	17%	20%	64%	64 %	63 %	79 %	94 %

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Job and manager factors

What this is

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

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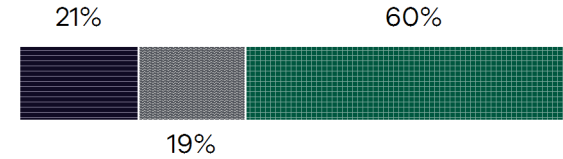
Example

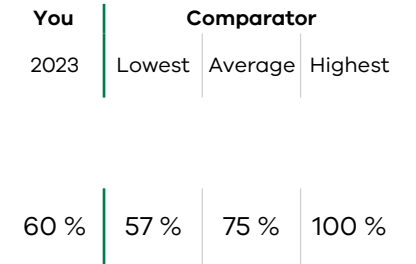60% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

Survey question	Your results	Benchmark agree results

Legend:
- Disagree
- Neither agree nor disagree
- Agree

	You	Comparator		
	2023	Lowest	Average	Highest

I have the authority to do my job effectively

21% | 60%
19%

You 2023	Lowest	Average	Highest
60 %	57 %	75 %	100 %

Victorian Public Sector Commission

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Job and manager factors

Meaningful work

What this is

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

Why this is important

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

How to read this

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

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

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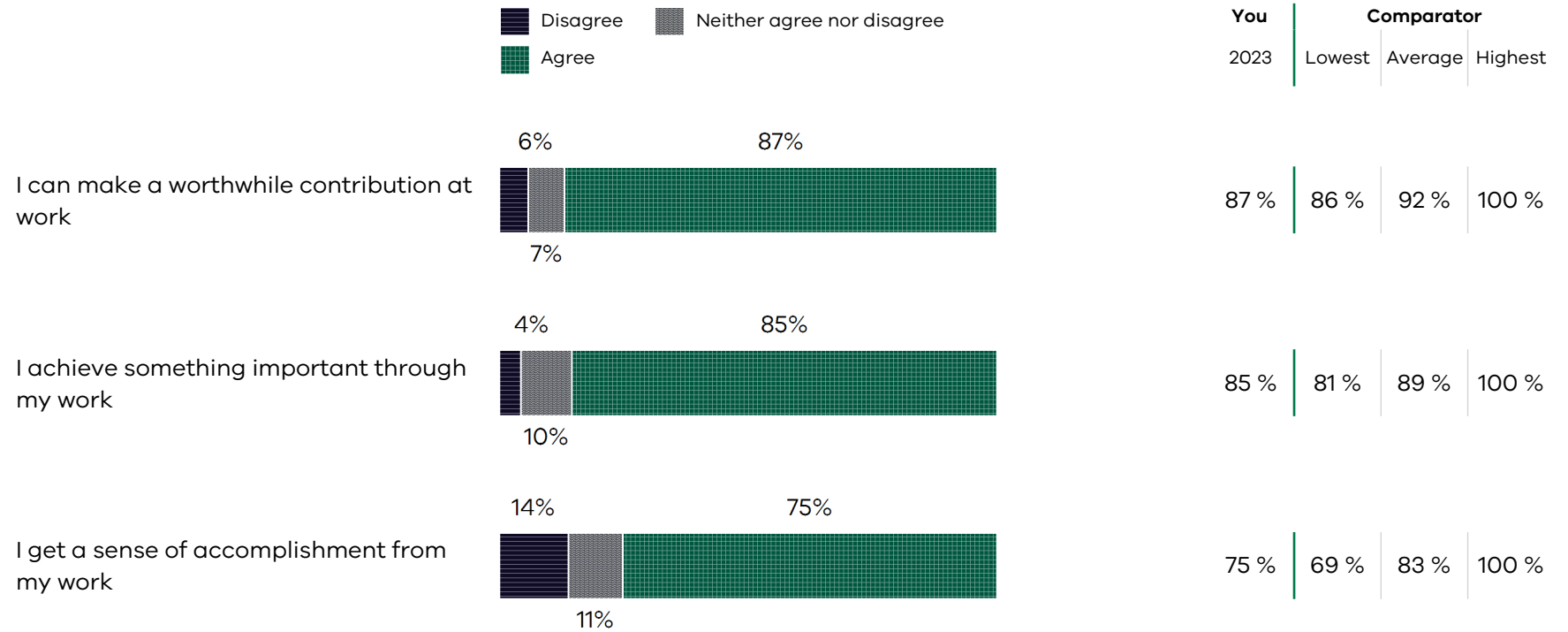
Example

87% of your staff who did the survey agreed or strongly agreed with 'I can make a worthwhile contribution at work'.

Survey question	Your results			

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Benchmark agree results			
	You	**Comparator**		
	2023	Lowest	Average	Highest
I can make a worthwhile contribution at work (6% / 7% / 87%)	87 %	86 %	92 %	100 %
I achieve something important through my work (4% / 10% / 85%)	85 %	81 %	89 %	100 %
I get a sense of accomplishment from my work (14% / 11% / 75%)	75 %	69 %	83 %	100 %

Job and manager factors

Flexible working

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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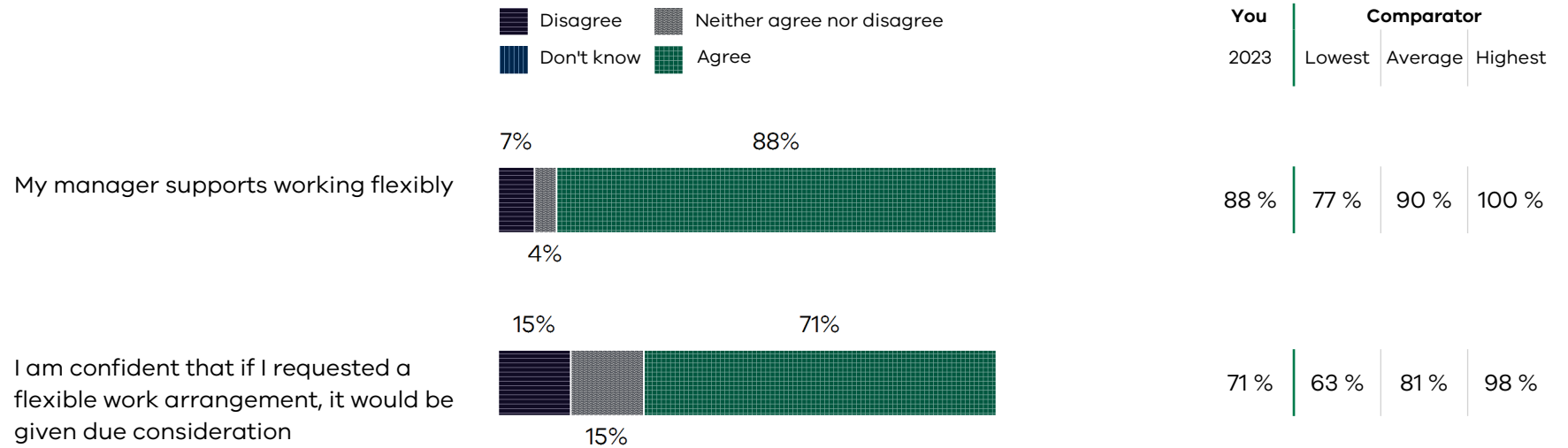
Example

88% 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 2023	Comparator Lowest	Comparator Average	Comparator Highest
My manager supports working flexibly	7% / 4% / 88%	88 %	77 %	90 %	100 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	15% / 15% / 71%	71 %	63 %	81 %	98 %

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
- 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

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Public sector values

- Scorecard
- Responsiveness
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- Respect
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- Human rights

Topical questions

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

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
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- Caring

Public sector values

What this is

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

Why this is important

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

How to read this

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

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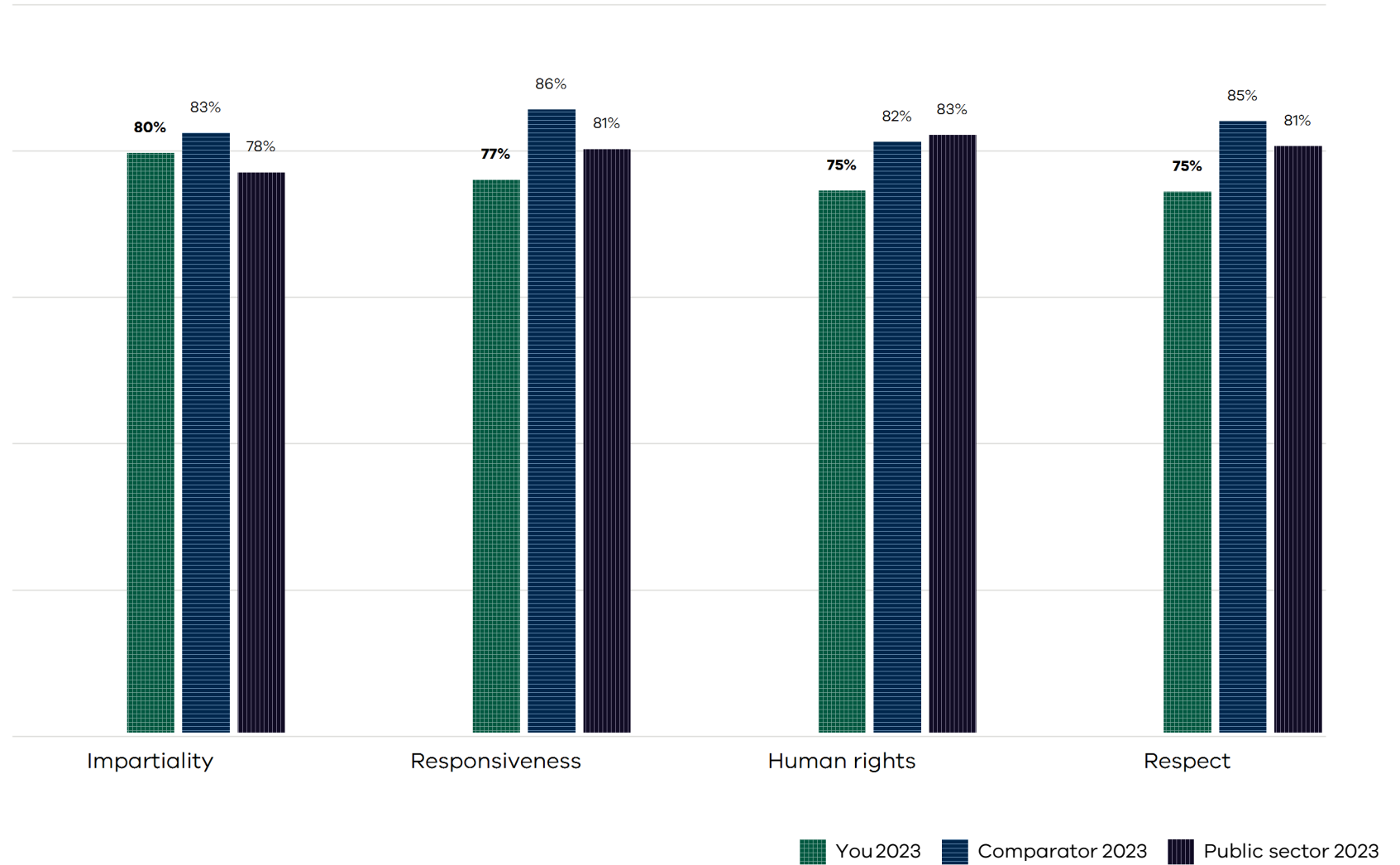
Example

In 2023:

- 80% of your staff who did the survey responded positively to questions about Impartiality .

Compared to:

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

Chart legend: ■ You 2023 ■ Comparator 2023 ■ Public sector 2023

	You 2023	Comparator 2023	Public sector 2023
Impartiality	80%	83%	78%
Responsiveness	77%	86%	81%
Human rights	75%	82%	83%
Respect	75%	85%	81%

Public sector values

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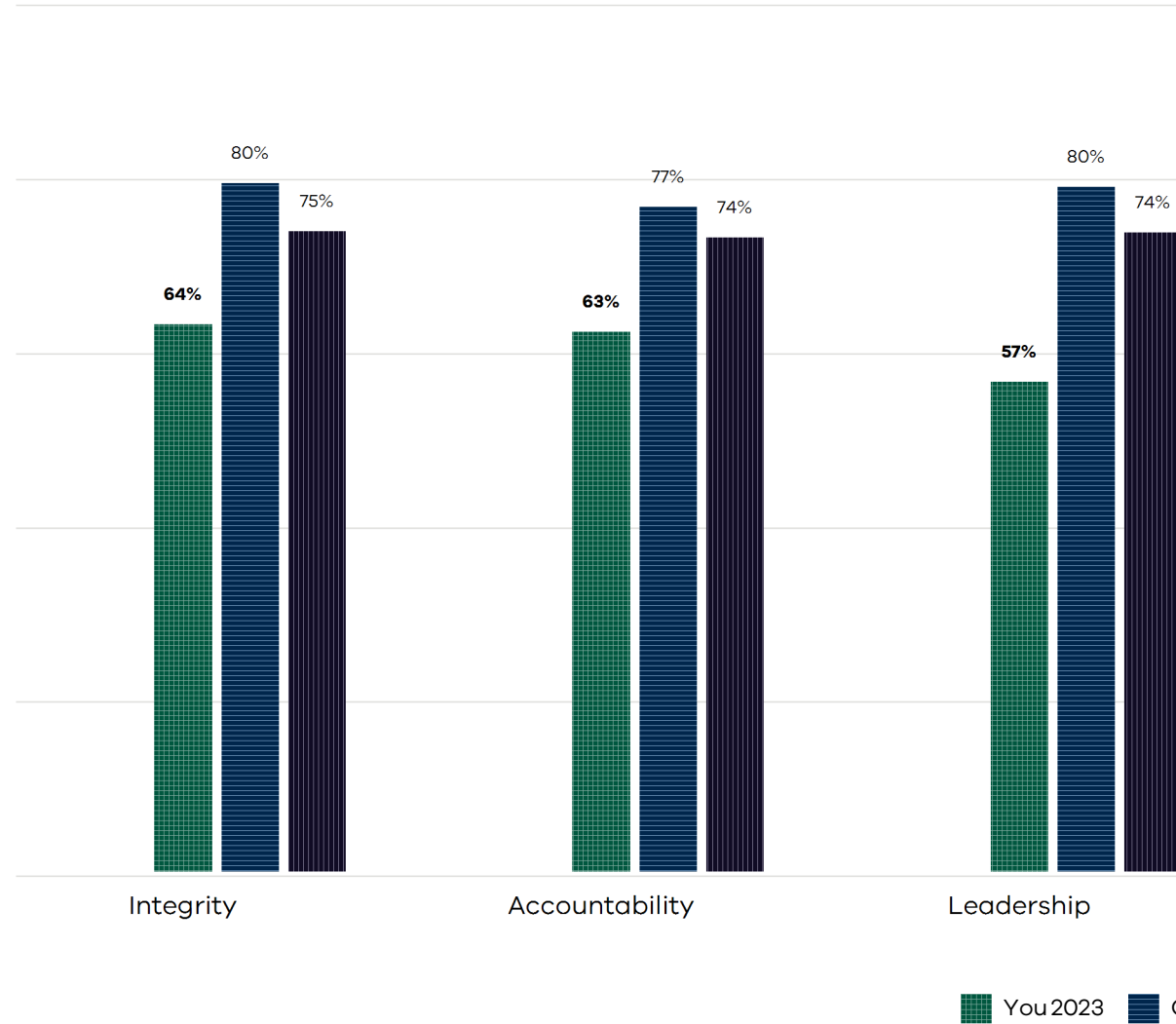
Example

In 2023:

- 64% of your staff who did the survey responded positively to questions about Integrity .

Compared to:

- 80% of staff at your comparator and 75% of staff across the public sector.

Legend: You 2023 · Comparator 2023 · Public sector 2023

	You 2023	Comparator 2023	Public sector 2023
Integrity	64%	80%	75%
Accountability	63%	77%	74%
Leadership	57%	80%	74%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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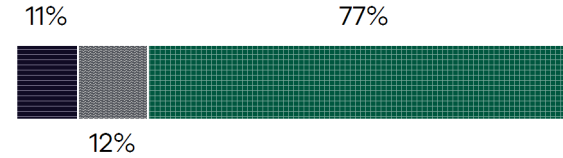
Example

77% of staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.
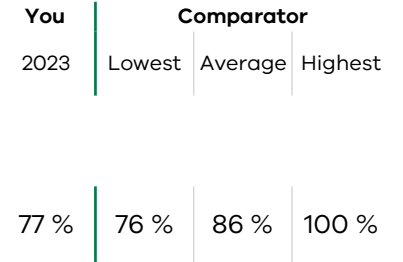
	Legend
■ Disagree	▦ Neither agree nor disagree
▌ Don't know	▦ Agree

My workgroup provides high quality advice and services

11%   77%

12%

	You	Comparator		
	2023	Lowest	Average	Highest
	77 %	76 %	86 %	100 %

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.
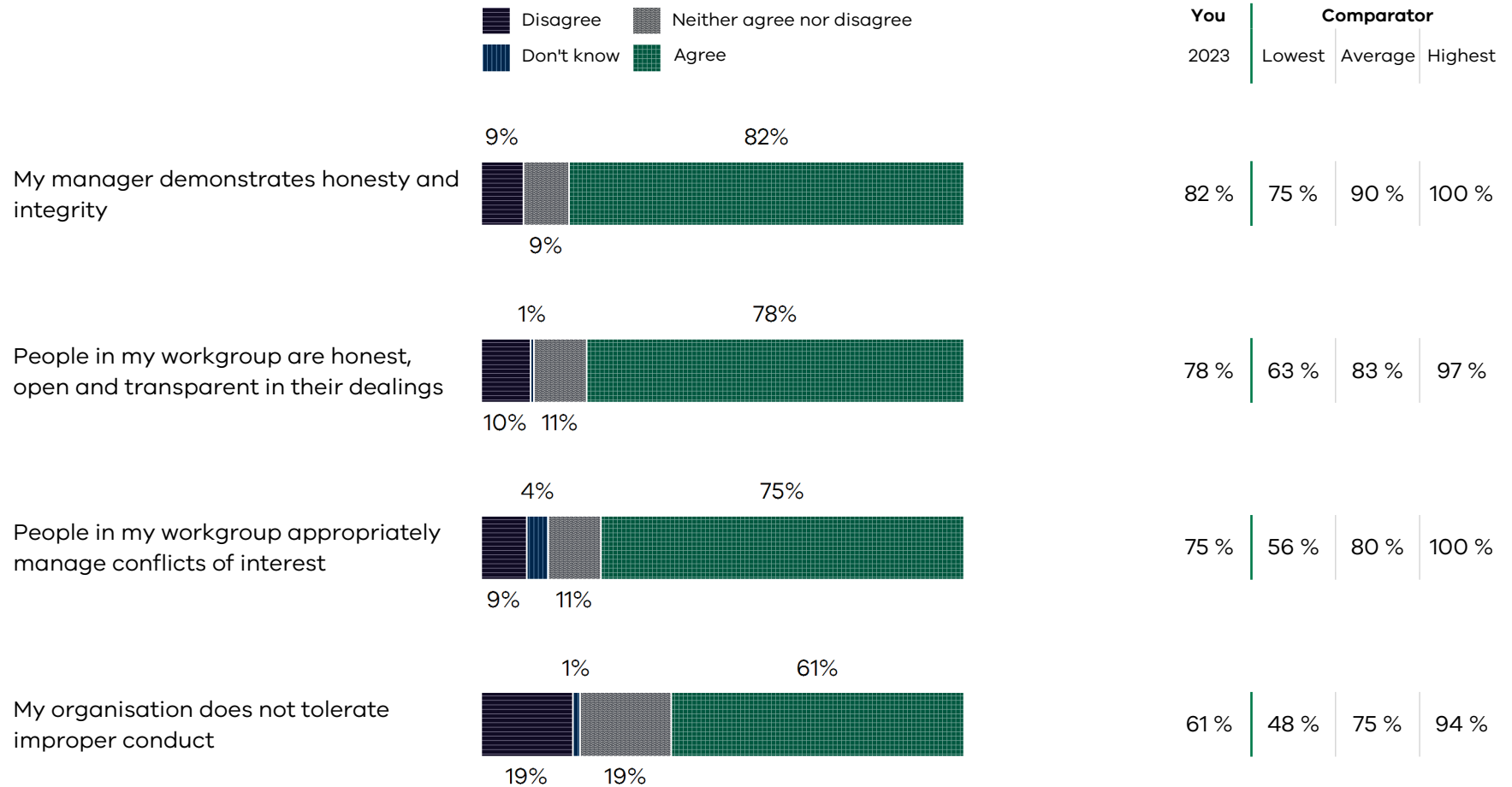
Example

82% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question | Your results | Benchmark agree results

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

	You 2023	Comparator Lowest	Average	Highest

My manager demonstrates honesty and integrity
9% / 82% (top), 9% (bottom)

| | 82 % | 75 % | 90 % | 100 % |

People in my workgroup are honest, open and transparent in their dealings
1% / 78% (top), 10% / 11% (bottom)

| | 78 % | 63 % | 83 % | 97 % |

People in my workgroup appropriately manage conflicts of interest
4% / 75% (top), 9% / 11% (bottom)

| | 75 % | 56 % | 80 % | 100 % |

My organisation does not tolerate improper conduct
1% / 61% (top), 19% / 19% (bottom)

| | 61 % | 48 % | 75 % | 94 % |

Public sector values

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

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

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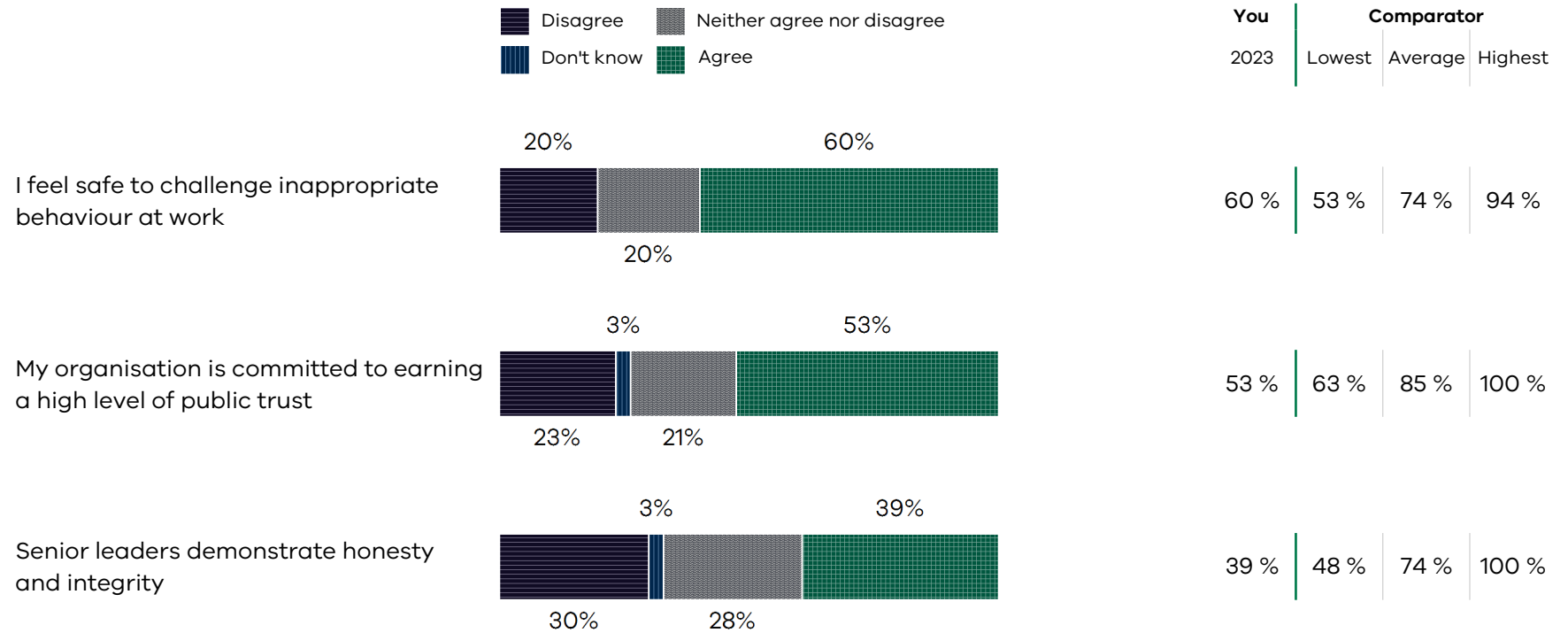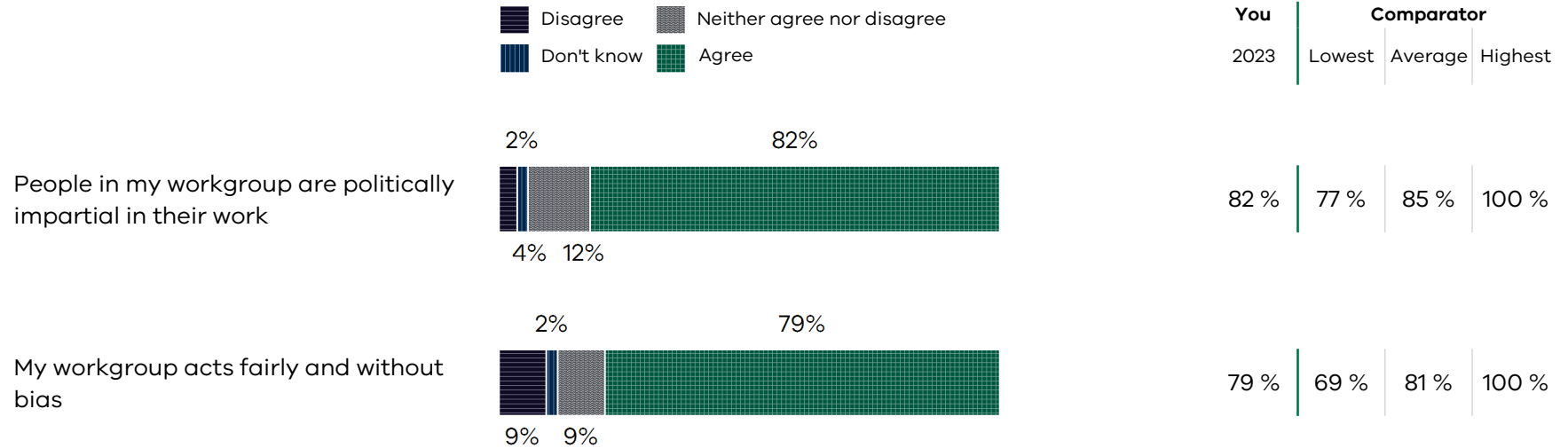
Example

60% of 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
- 20% (Disagree)
- 20% (Neither agree nor disagree)
- 60% (Agree)

My organisation is committed to earning a high level of public trust
- 23% (Disagree)
- 3% (Don't know)
- 21% (Neither agree nor disagree)
- 53% (Agree)

Senior leaders demonstrate honesty and integrity
- 30% (Disagree)
- 3% (Don't know)
- 28% (Neither agree nor disagree)
- 39% (Agree)

Benchmark agree results

	You	Comparator		
	2023	Lowest	Average	Highest
I feel safe to challenge inappropriate behaviour at work	60 %	53 %	74 %	94 %
My organisation is committed to earning a high level of public trust	53 %	63 %	85 %	100 %
Senior leaders demonstrate honesty and integrity	39 %	48 %	74 %	100 %

Victorian Public Sector Commission

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Public sector values

Impartiality

What this is

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

Why this is important

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

How to read this

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

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

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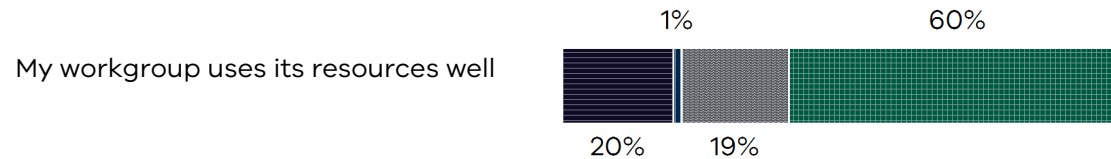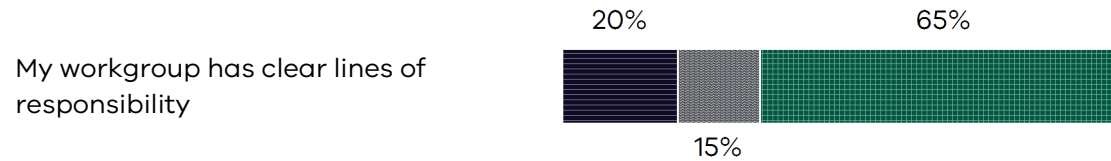
Example

82% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

	Disagree		Neither agree nor disagree
	Don't know		Agree

Survey question	Your results	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup are politically impartial in their work	2% / 4% / 12% / 82%	82 %	77 %	85 %	100 %
My workgroup acts fairly and without bias	2% / 9% / 9% / 79%	79 %	69 %	81 %	100 %

Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

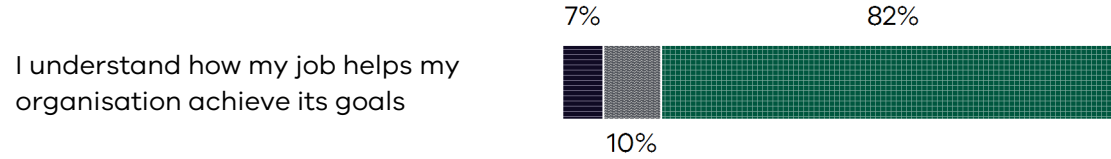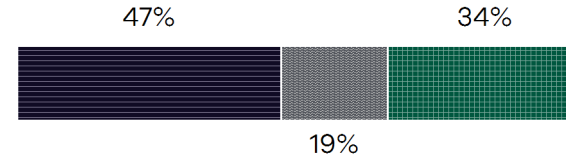Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

82% of staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.

Survey question	Your results	Benchmark agree results			
		You	**Comparator**		
		2023	Lowest	Average	Highest

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

Survey question	Disagree	Neither	Agree	You 2023	Lowest	Average	Highest
I understand how my job helps my organisation achieve its goals	7%	10%	82%	82 %	84 %	92 %	100 %
I clearly understand what I am expected to do in this job	14%	12%	74%	74 %	62 %	83 %	100 %
My workgroup has clear lines of responsibility	20%	15%	65%	65 %	59 %	75 %	100 %
My workgroup uses its resources well	20%	1% / 19%	60%	60 %	58 %	72 %	91 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Accountability 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

34% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.
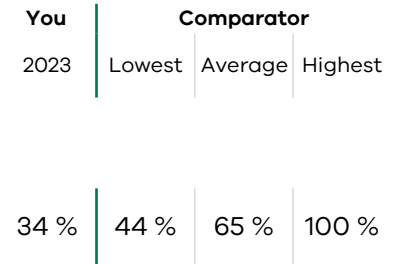
	Disagree		Neither agree nor disagree
	Don't know		Agree

	You	Comparator		
	2023	Lowest	Average	Highest

Senior leaders provide clear strategy and direction

47%   34%

19%

34 %	44 %	65 %	100 %

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.
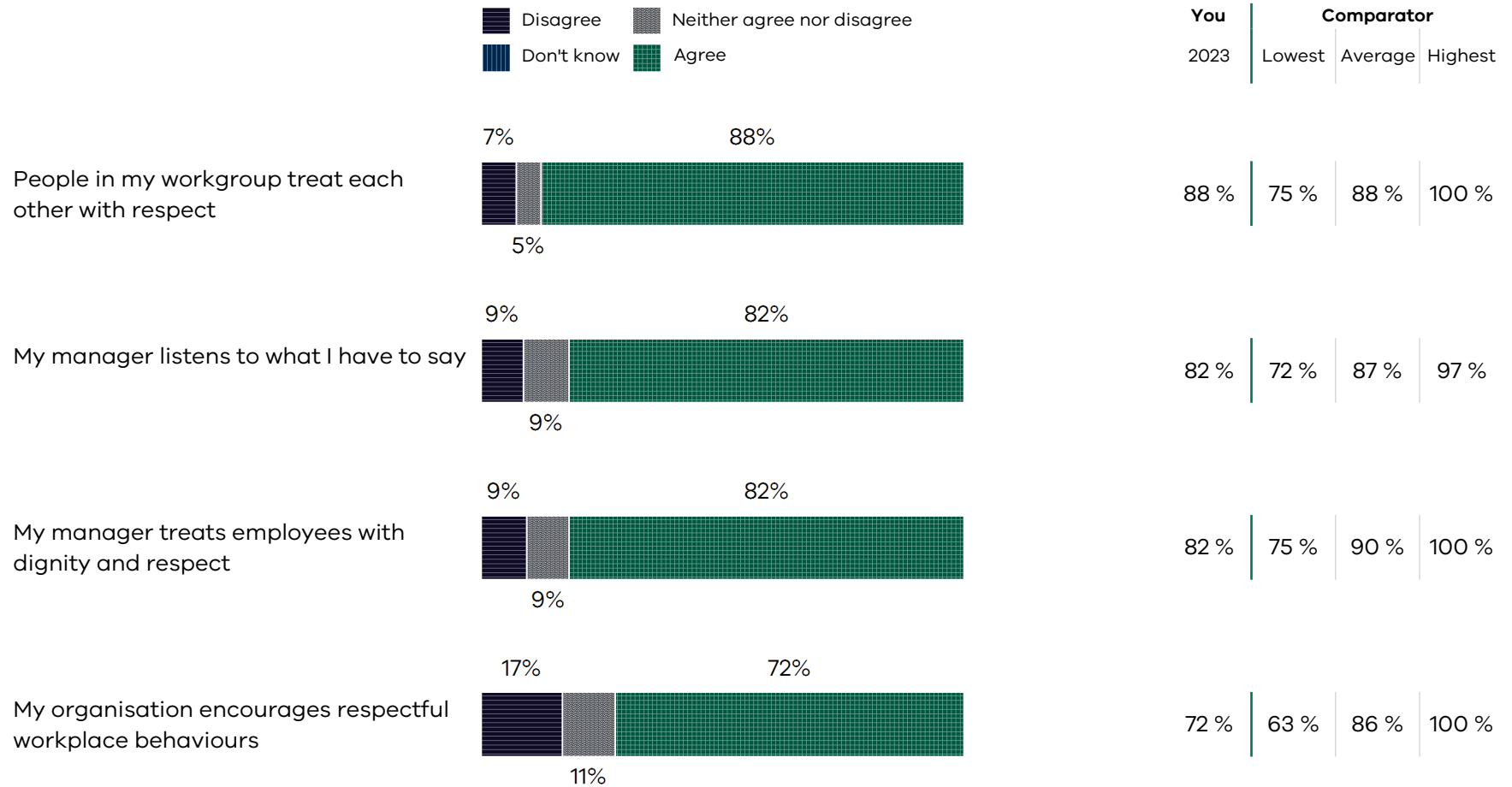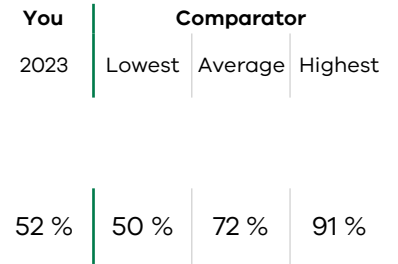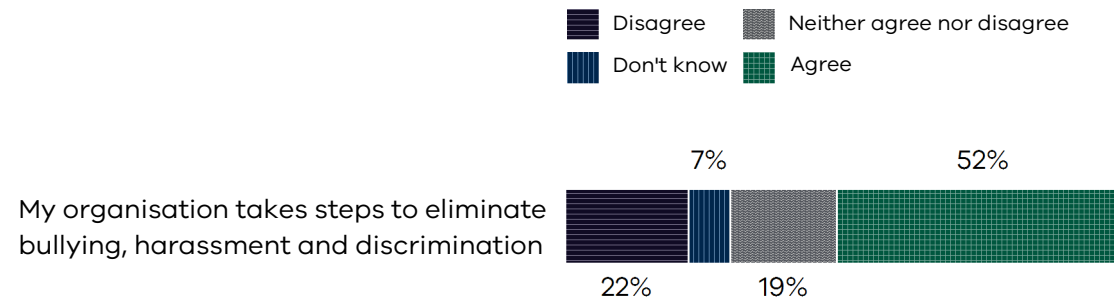
Example

88% of staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

| Survey question | Your results | Benchmark agree results |

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

Survey question	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup treat each other with respect (7% / 5% / 88%)	88 %	75 %	88 %	100 %
My manager listens to what I have to say (9% / 9% / 82%)	82 %	72 %	87 %	97 %
My manager treats employees with dignity and respect (9% / 9% / 82%)	82 %	75 %	90 %	100 %
My organisation encourages respectful workplace behaviours (17% / 11% / 72%)	72 %	63 %	86 %	100 %

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.
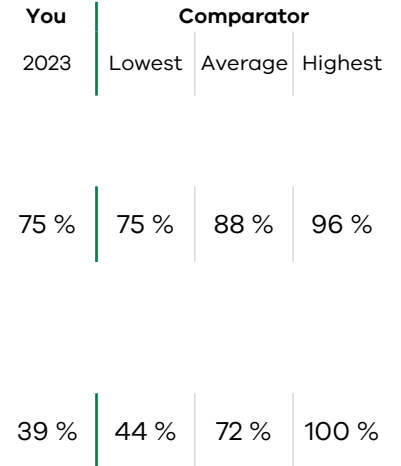
Example

52% of staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question

Your results

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

My organisation takes steps to eliminate bullying, harassment and discrimination

7%   52%

22%   19%

Benchmark agree results

You	Comparator		
2023	Lowest	Average	Highest
52 %	50 %	72 %	91 %

Victorian Public Sector Commission

VICTORIA State Government

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.
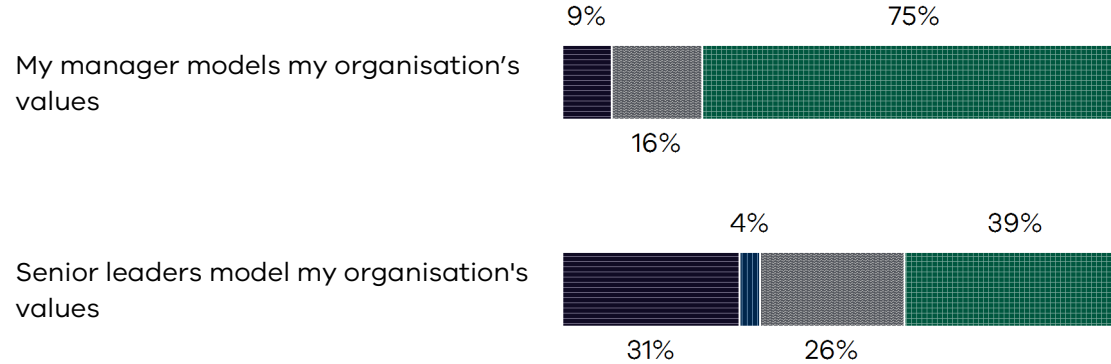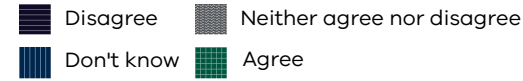
Example

75% 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 2023	Comparator Lowest	Comparator Average	Comparator Highest
My manager models my organisation's values — 9% / 16% / 75%	75 %	75 %	88 %	96 %
Senior leaders model my organisation's values — 31% / 4% / 26% / 39%	39 %	44 %	72 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Human rights

What this is

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

Why this is important

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

How to read this

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

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

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

Example

77% of staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.
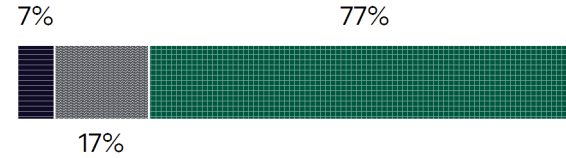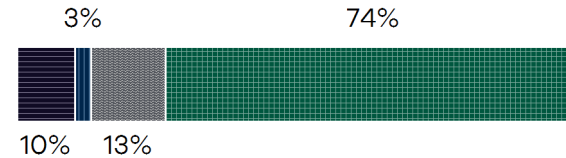
Survey question	Your results	Benchmark agree results

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

	You 2023	Comparator Lowest	Average	Highest

I understand how the Charter of Human Rights and Responsibilities applies to my work — 7% / 77% / 17%

| | 77 % | 63 % | 78 % | 95 % |

My organisation encourages employees to act in ways that are consistent with human rights — 3% / 74% / 10% / 13%

| | 74 % | 63 % | 86 % | 100 % |

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
- 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

Victorian Public Sector Commission

VICTORIA State Government

Topical questions

What this is

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

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

Why this is important

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

How to read this

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

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

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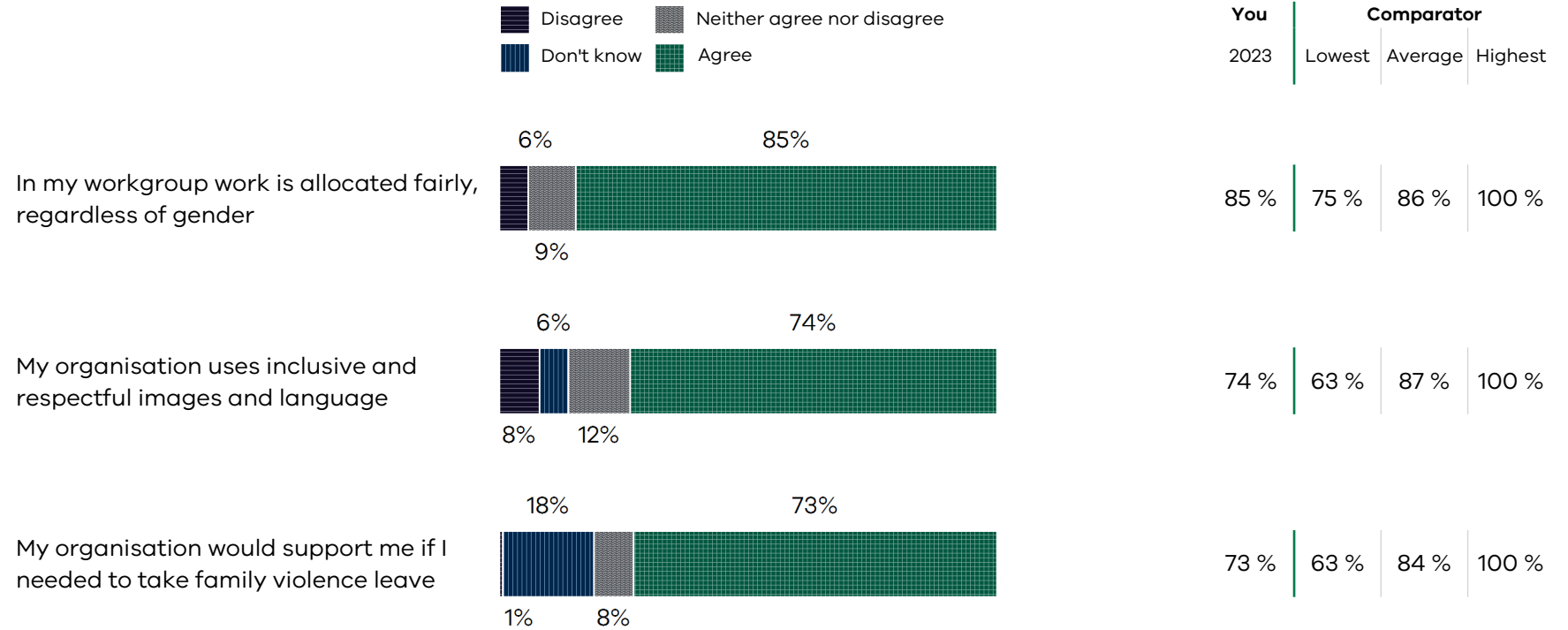
Example

85% of your staff who did the survey agreed or strongly agreed with 'In my workgroup work is allocated fairly, regardless of gender'.

Survey question	Your results		Benchmark agree results			
			You	**Comparator**		
			2023	Lowest	Average	Highest
In my workgroup work is allocated fairly, regardless of gender	6% / 85% / 9%		85 %	75 %	86 %	100 %
My organisation uses inclusive and respectful images and language	6% / 74% / 8% / 12%		74 %	63 %	87 %	100 %
My organisation would support me if I needed to take family violence leave	18% / 73% / 1% / 8%		73 %	63 %	84 %	100 %

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

Topical questions

What this is

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

Why this is important

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

How to read this

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

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

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

Example

88% 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'.
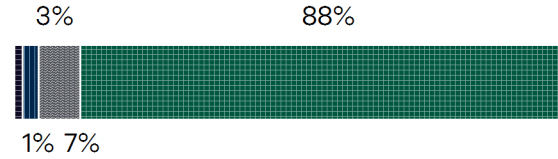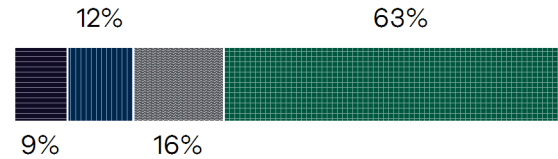
Survey question

Your results

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

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

3% 88%
1% 7%

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

12% 63%
9% 16%

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

10% 44%
20% 26%

Benchmark agree results
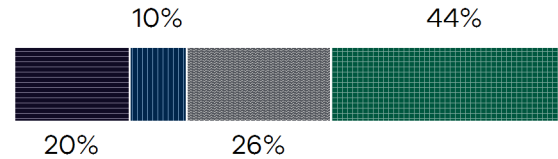
| | You | Comparator | | |
	2023	Lowest	Average	Highest
	88 %	78 %	91 %	100 %
	63 %	38 %	72 %	95 %
	44 %	48 %	61 %	88 %

People matter survey

2023

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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

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	20	15%
35-54 years	62	45%
55+ years	30	22%
Prefer not to say	25	18%

How would you describe your gender?	(n)	%
Man	60	44%
Woman	41	30%
Prefer not to say	34	25%
Non-binary and I use a different term	2	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	1	1%
No	109	80%
Prefer not to say	27	20%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	110	80%
Don't know	2	1%
Prefer not to say	25	18%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	90	66%
Prefer not to say	35	26%
Gay or lesbian	4	3%
Bisexual	4	3%
Asexual	3	2%
I use a different term	1	1%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

To protect you, we:
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- don't release employee experience results for demographic groups where organisations have fewer than 30 responses in total.

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**1**	1%
Non Aboriginal and/or Torres Strait Islander	**117**	85%
Prefer not to say	**19**	14%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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

Do you identify as a person with a disability?	(n)	%
Yes	**9**	7%
No	**104**	76%
Prefer not to say	**24**	18%

Demographics

Cultural diversity 1 of 2

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:
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- don't release employee experience results for demographic groups where organisations have fewer than 30 responses in total.

Country of birth	(n)	%
Born in Australia	**84**	61%
Not born in Australia	**26**	19%
Prefer not to say	**27**	20%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Other	**12**	46%
Cantonese	**3**	12%
Italian	**3**	12%
Tamil	**3**	12%
Greek	**2**	8%
Hindi	**2**	8%
Macedonian	**2**	8%
Punjabi	**2**	8%
Malayalam	**1**	4%
Mandarin	**1**	4%
Sinhalese	**1**	4%

Language other than English spoken with family or community	(n)	%
Yes	**26**	19%
No	**81**	59%
Prefer not to say	**30**	22%

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	81	59%
Prefer not to say	32	23%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	19	14%
English, Irish, Scottish and/or Welsh	13	9%
Other	4	3%
East and/or South-East Asian	4	3%
South Asian	3	2%
New Zealander	2	1%
Central and/or South American	2	1%
African	1	1%
Middle Eastern	1	1%
Aboriginal and/or Torres Strait Islander	1	1%

Religion	(n)	%
No religion	62	45%
Prefer not to say	31	23%
Christianity	29	21%
Other	11	8%
Hinduism	2	1%
Buddhism	1	1%
Sikhism	1	1%

Demographics

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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

Working arrangement	(n)	%
Full-time	**127**	93%
Part-time	**10**	7%

Gross base salary (ongoing/fixed term only)	(n)	%
Prefer not to say	**26**	20%
Below $80k	**21**	16%
$80k to $120k	**59**	45%
$120k to $160k	**16**	12%
$160k to $200k	**7**	5%
$200k or more	**3**	2%

Organisational tenure	(n)	%
<1 year	**12**	9%
1 to less than 2 years	**23**	17%
2 to less than 5 years	**49**	36%
5 to less than 10 years	**19**	14%
10 to less than 20 years	**31**	23%
More than 20 years	**3**	2%

Management responsibility	(n)	%
Non-manager	**100**	73%
Other manager	**26**	19%
Manager of other manager(s)	**11**	8%

Employment type	(n)	%
Ongoing and executive	**108**	79%
Fixed term	**24**	18%
Other	**5**	4%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

- de-identify all survey response data provided to your organisation
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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 CBD	97	71%
Melbourne: Suburbs	34	25%
Other	4	3%
Rural	2	1%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	105	77%
A frontline or service delivery location	15	11%
Home or private location	92	67%
A shared office space (where two or more organisations share the same workspace e.g. Gov hubs, suburban hubs etc.)	5	4%
Other	6	4%

Flexible work	(n)	%
Working from an alternative location (e.g. home, hub/shared work space)	77	56%
No, I do not use any flexible work arrangements	45	33%
Flexible start and finish times	32	23%
Part-time	10	7%
Using leave to work flexible hours	4	3%
Working more hours over fewer days	3	2%
Purchased leave	3	2%
Other	1	1%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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

Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	93	68%
Flexible working arrangements	38	28%
Physical modifications or improvements to the workplace	6	4%
Career development support strategies	3	2%
Job redesign or role sharing	1	1%
Accessible communications technologies	1	1%
Other	1	1%

Why did you make this request?	(n)	%
Work-life balance	22	50%
Caring responsibilities	21	48%
Health	16	36%
Family responsibilities	14	32%
Disability	4	9%
Other	3	7%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	31	70%
The adjustments I needed were made but the process was unsatisfactory	7	16%
The adjustments I needed were not made	6	14%

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

Caring responsibility	(n)	%
None of the above	**42**	31%
Prefer not to say	**25**	18%
Primary school aged child(ren)	**24**	18%
Secondary school aged child(ren)	**22**	16%
Frail or aged person(s)	**21**	15%
Person(s) with a medical condition	**14**	10%
Child(ren) - younger than preschool age	**11**	8%
Person(s) with disability	**9**	7%
Preschool aged child(ren)	**8**	6%
Person(s) with a mental illness	**6**	4%
Other	**6**	4%

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