People matter survey 2023

Have your say

West Gippsland Healthcare Group
2023 people matter survey results report

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2023

Have your say

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

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

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Report overview

About your report

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

Report contents

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

Comparing data in this report

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

This means you'll be able to compare about 92% of this year's survey with your previous results.

Rounding of percentages

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

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

Survey questions and definitions

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

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Report overview

Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

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

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

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

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Bairnsdale Regional Health Service

Bendigo Health Care Group

Central Gippsland Health Service

Echuca Regional Health

Goulburn Valley Health Services

Grampians Health

Latrobe Regional Hospital

Mildura Base Public Hospital

Northeast Health Wangaratta

Swan Hill District Health

Western District Health Service

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	
26%	
(223)	
Comparator	34%
Public Sector	42%

2023	
36%	
(409)	
Comparator	22%
Public Sector	34%

People matter survey

2023

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People outcomes

Scorecard: employee engagement index

What this is

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

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

The weightings for each engagement response are:

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

Why this is important

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

2022	
69	
Comparator	65
Public Sector	68

2023	
64	
Comparator	67
Public Sector	68

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 64.

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.
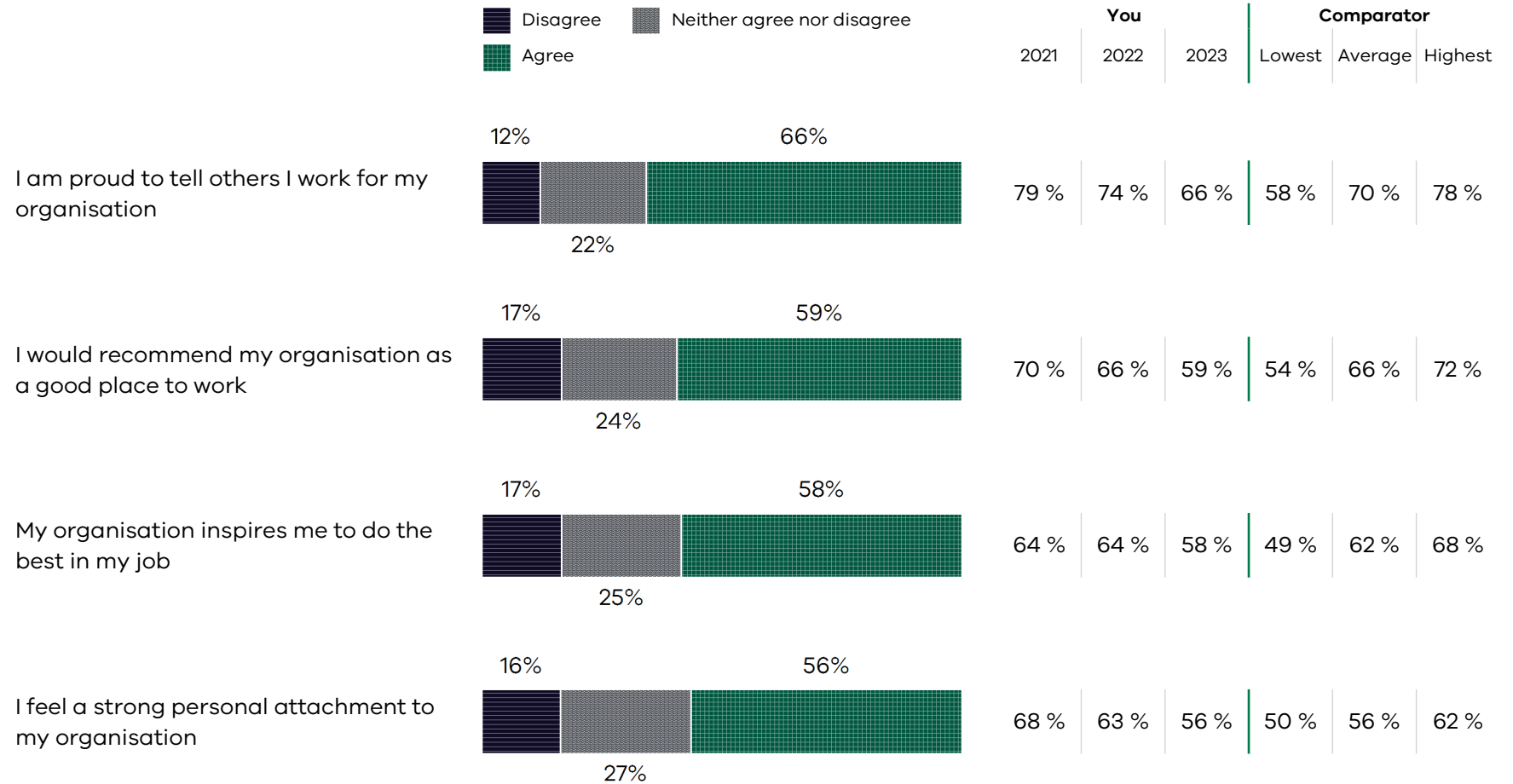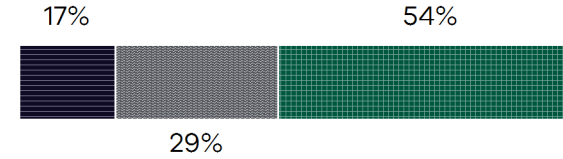
Example

66% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Survey question	Your results		Benchmark agree results					
			You			**Comparator**		
			2021	2022	2023	Lowest	Average	Highest
I am proud to tell others I work for my organisation	12% / 22% / 66%		79 %	74 %	66 %	58 %	70 %	78 %
I would recommend my organisation as a good place to work	17% / 24% / 59%		70 %	66 %	59 %	54 %	66 %	72 %
My organisation inspires me to do the best in my job	17% / 25% / 58%		64 %	64 %	58 %	49 %	62 %	68 %
I feel a strong personal attachment to my organisation	16% / 27% / 56%		68 %	63 %	56 %	50 %	56 %	62 %

Legend: ■ Disagree · ▨ Neither agree nor disagree · ▩ Agree

People outcomes

What this is

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

Your organisation's engagement index

Your 2023 index is 64.

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

54% of your staff who did the survey agreed or strongly agreed with 'My organisation motivates me to help achieve its objectives'.
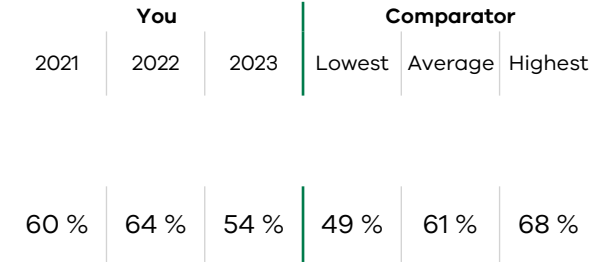
Survey question	Your results		

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ Agree

Survey question	Your results
My organisation motivates me to help achieve its objectives	17% / 29% / 54%

Benchmark agree results

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
My organisation motivates me to help achieve its objectives	60 %	64 %	54 %	49 %	61 %	68 %

People outcomes

Scorecard: satisfaction, stress, intention to stay, inclusion

What this is

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

There are more people outcomes scorecards throughout this report.

Why this is important

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

How to read this

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

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

Example

In 2023:

- 79% of your staff who did the survey responded positively to questions about Inclusion which is down from 83% in 2022.

Compared to:

- 80% of staff at your comparator and 79% of staff across the public sector.
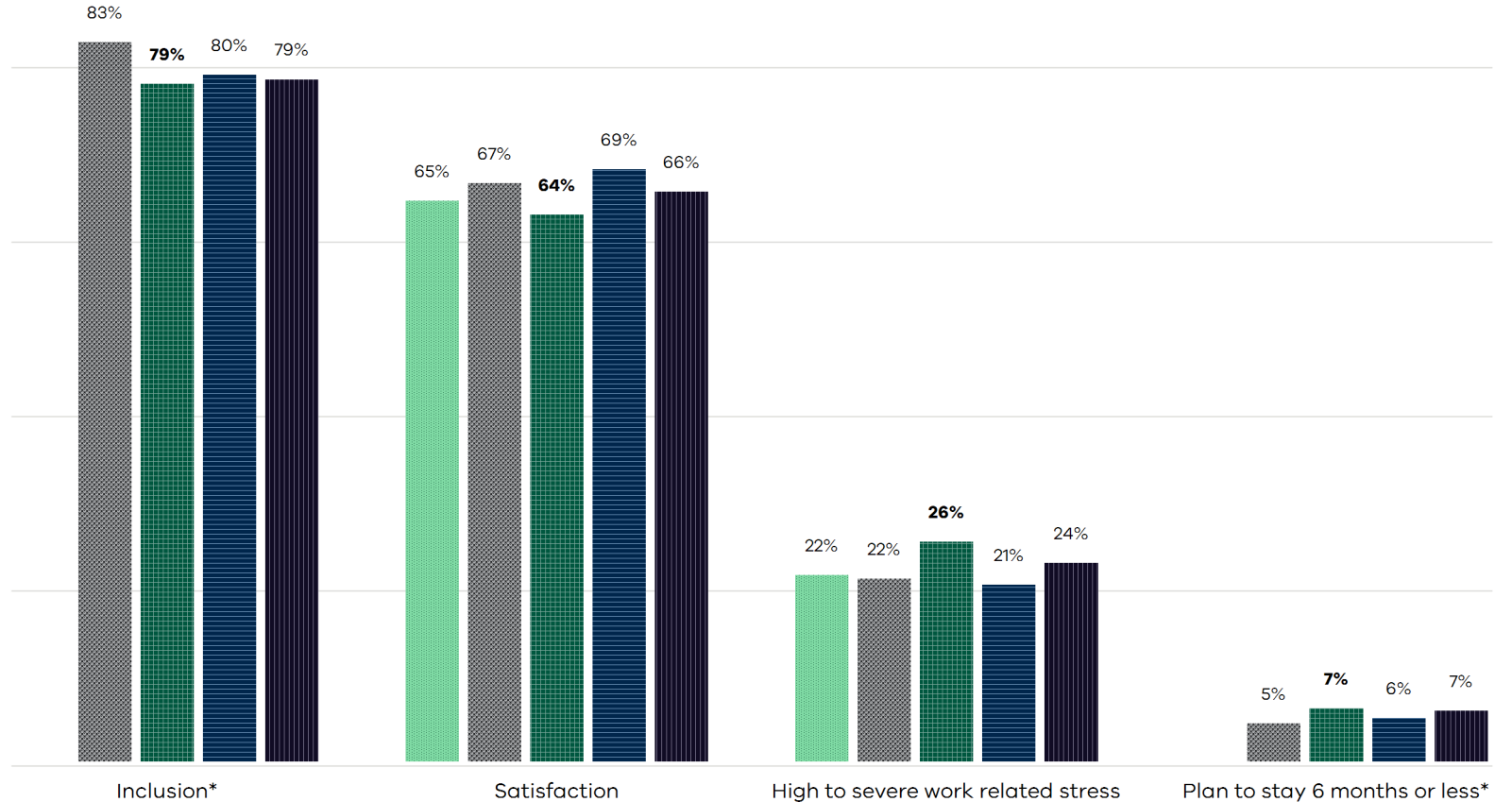
Inclusion*: 83%, 79%, 80%, 79%
Satisfaction: 65%, 67%, 64%, 69%, 66%
High to severe work related stress: 22%, 22%, 26%, 21%, 24%
Plan to stay 6 months or less*: 5%, 7%, 6%, 7%

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

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

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

68% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.
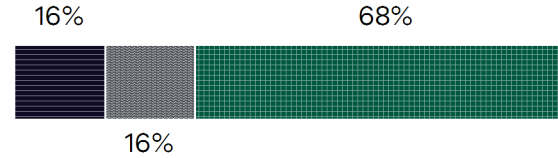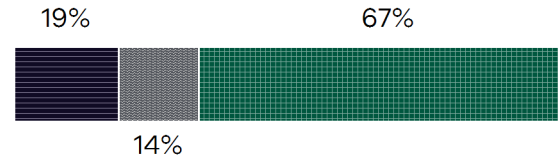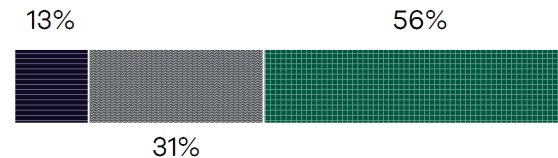
Survey question
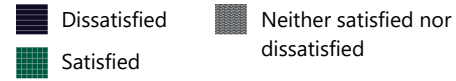
Your results

Dissatisfied • Neither satisfied nor dissatisfied • Satisfied

Benchmark satisfied results

Survey question	Your results	You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job	16% / 16% / 68%	71 %	74 %	68 %	67 %	74 %	81 %
How satisfied are you with the work/life balance in your current job	19% / 14% / 67%	66 %	65 %	67 %	66 %	69 %	75 %
How satisfied are you with your career development within your current organisation	13% / 31% / 56%	59 %	64 %	56 %	54 %	63 %	70 %

People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

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

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

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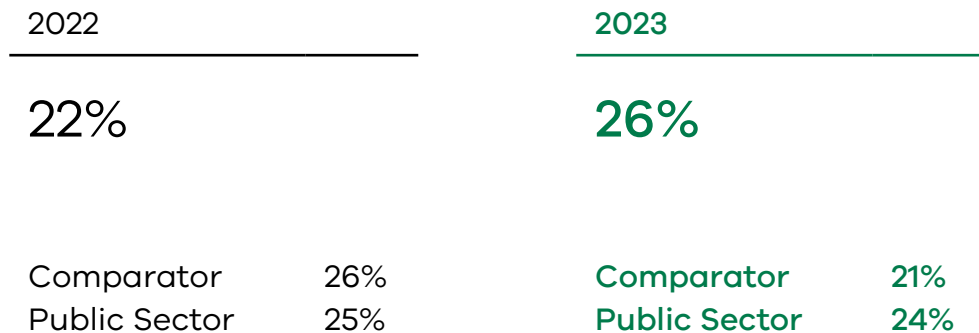
Example

26% of your staff who did the survey said they had high to severe stress in 2023. This is compared to 21% of staff in your comparator group and 24% of staff across the public sector.

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

Nil	13%
Low / mild	33%
Moderate	28%
High	14%
Very high	8%
Severe	4%
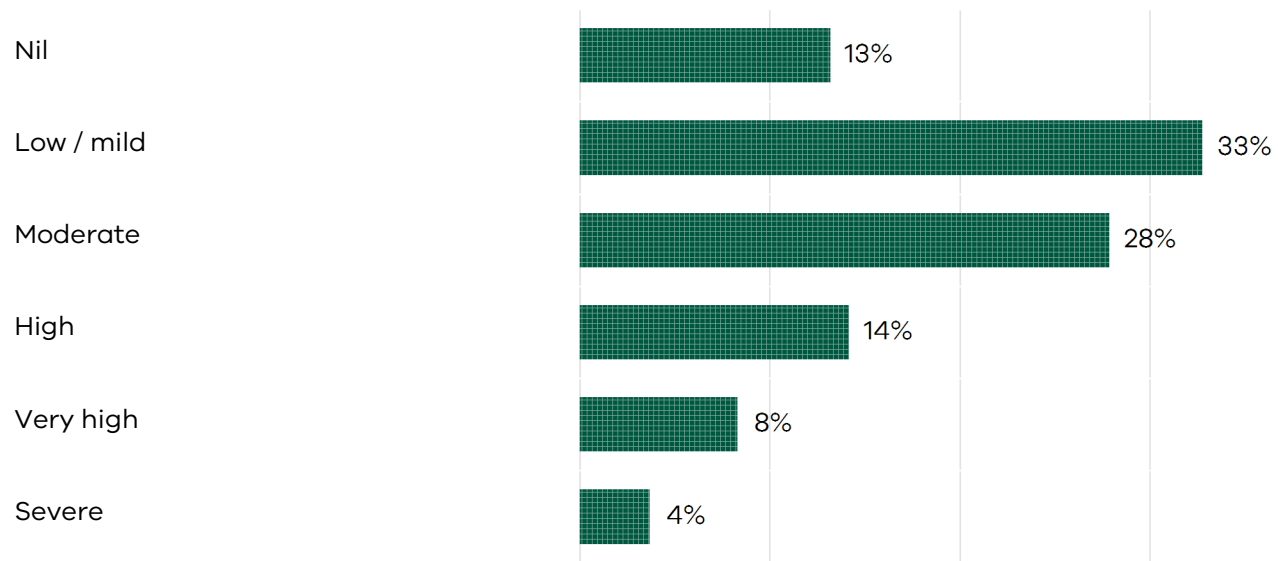
Reported levels of high to severe stress

2022		2023	
22%		**26%**	
Comparator	26%	Comparator	21%
Public Sector	25%	Public Sector	24%

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

87% of your staff who did the survey said they experienced mild to severe stress.

Of that 87%, 59% said the top reason was 'Workload'.

	355		54
	87%		13%

■ Experienced some work-related stress   ▦ Did not experience some work-related stress
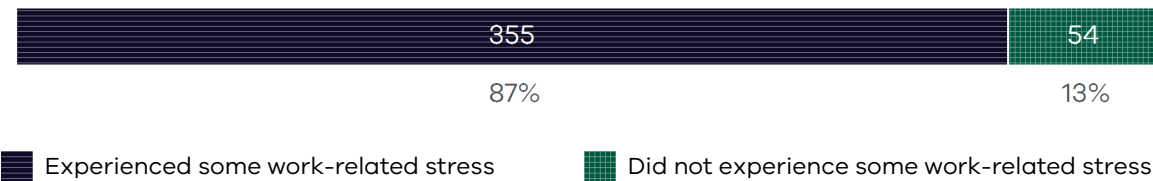
Of those that experienced work related stress it was from ...	You 2022	You 2023	Comparator 2023	Public sector 2023
Workload	60%	59%	53%	49%
Time pressure	41%	42%	41%	41%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	13%	17%	14%	11%
Other	12%	14%	13%	12%
Physical environment	8%	12%	7%	4%
Dealing with clients, patients or stakeholders	12%	12%	16%	16%
Management of work (e.g. supervision, training, information, support)	11%	12%	13%	13%
Competing home and work responsibilities	20%	11%	14%	14%
Content, variety, or difficulty of work	8%	10%	10%	11%
Unclear job expectations	10%	9%	9%	12%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Burnout levels

What this is

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

Why this is important

Burnout can affect 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 being burned out at work, as shown in the visual above the table.

Example

40% of your staff who did the survey said they felt burnout at work in 2023.

164	245
40%	60%

■ Experienced some burnout   ▦ Did not experienced any burnout
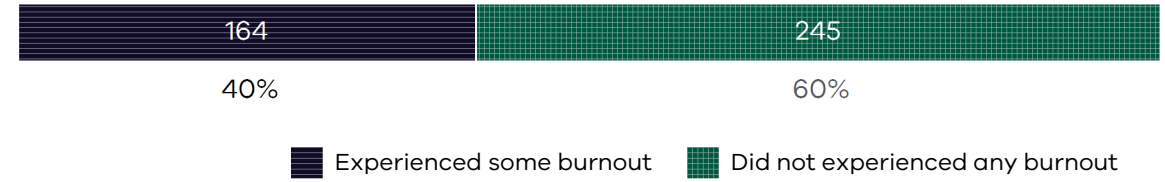
Overall, based on your definition of burnout, how would you rate your level of burnout?	You 2022	You 2023	Comparator 2023	Public sector 2023
Occasionally I am under stress, and I don't always have as much energy as I once did, but I don't feel burned out	41%	41%	48%	48%
I am definitely burning out and have one or more symptoms of burnout, such as physical and emotional exhaustion	32%	25%	23%	22%
I enjoy my work. I have no symptoms of burnout	18%	19%	18%	21%
The symptoms of burnout that I am experiencing won't go away. I think about frustration at work a lot	7%	9%	7%	6%
I feel completely burned out and often wonder if I can go on. I am at the point where I may need some changes or may need to seek some help	2%	6%	4%	3%

People outcomes

Intention to stay

What this is

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

Why this is important

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

How to read this

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

Example

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

Employees plan to work at your organisation for ...	You 2022	You 2023	Comparator 2023	Public sector 2023
6 months or less	5%	7%	6%	7%
Over 6 months and up to 1 year	9%	9%	8%	9%
Over 1 year and up to 3 years	23%	22%	21%	24%
Over 3 years and up to 5 years	14%	11%	15%	15%
Over 5 years	48%	50%	50%	45%

People outcomes

Inclusion question results

What this is

This is how included staff feel in their workplace.

Why this is important

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

How to read this

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

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

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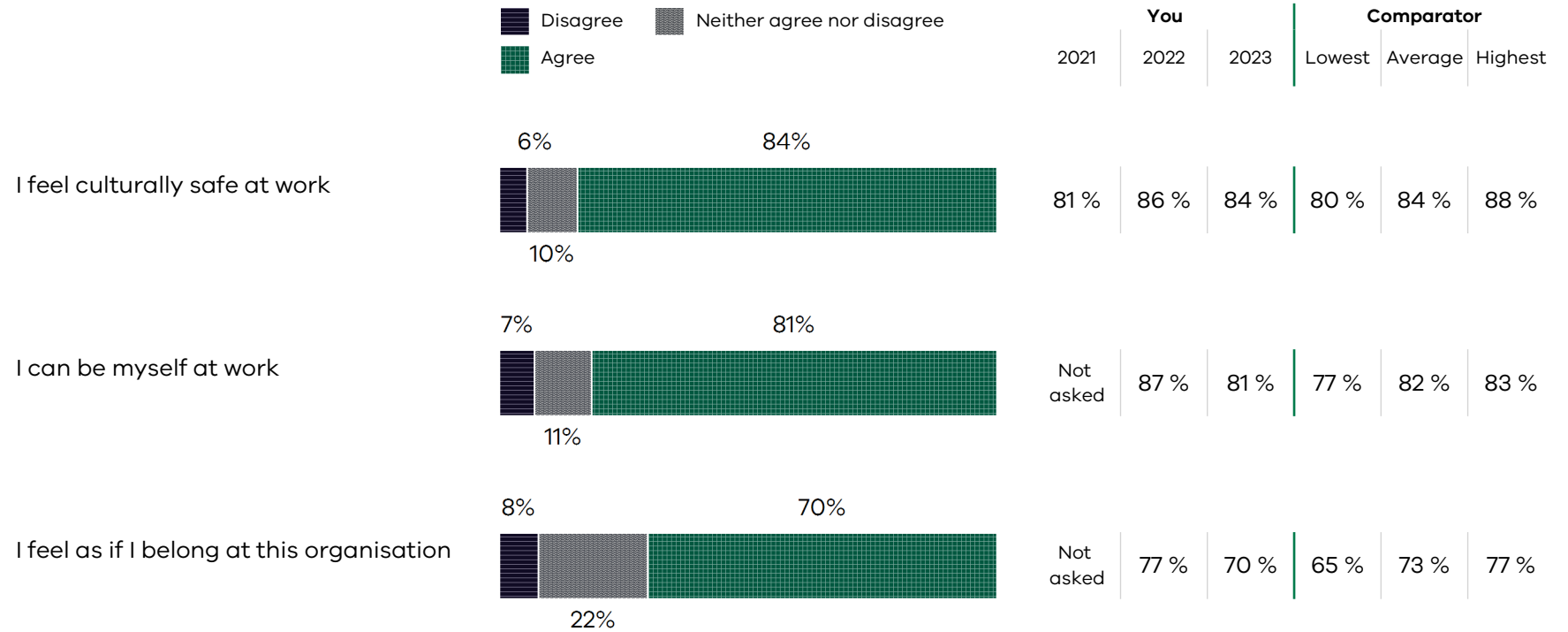
Example

84% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

Survey question

Your results

■ Disagree   ▨ Neither agree nor disagree
▨ Agree

I feel culturally safe at work

6%   84%
10%

I can be myself at work

7%   81%
11%

I feel as if I belong at this organisation

8%   70%
22%

Benchmark agree results

	You			Comparator		
2021	2022	2023	Lowest	Average	Highest
81 %	86 %	84 %	80 %	84 %	88 %
Not asked	87 %	81 %	77 %	82 %	83 %
Not asked	77 %	70 %	65 %	73 %	77 %

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

8% 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

90	319
22%	78%

■ Experienced barriers listed   ▦ Did not experience any of the barriers listed
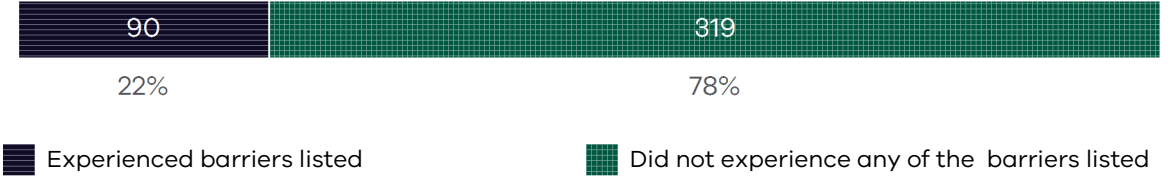
During the last 12 months, employees experienced barriers to their success due to …	You 2022	You 2023	Comparator 2023	Public sector 2023
My mental health	7%	8%	7%	8%
My age	5%	6%	7%	7%
My caring responsibilities	6%	6%	8%	7%
My physical health	0%	3%	4%	4%
My flexible working	0%	3%	6%	7%

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

10% 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

104	305
25%	75%

■ Witnessed barriers listed ▨ Did not witness barriers listed
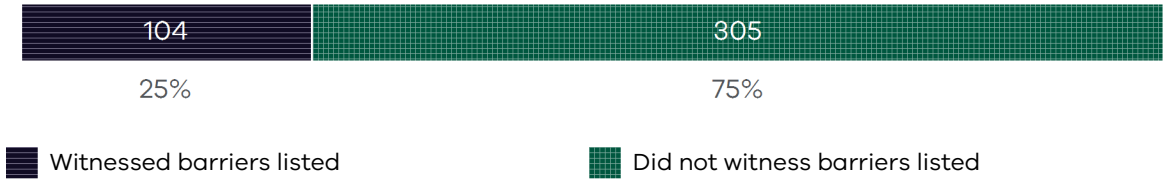
During the last 12 months, employees witnessed barriers to the success of other employees due to their...	You 2023	Comparator 2023	Public sector 2023
Flexible working	10%	9%	10%
Caring responsibilities	9%	8%	7%
Mental health	8%	7%	7%
Age	8%	6%	6%
Physical health	6%	4%	4%
Sex	5%	4%	6%
Cultural background	3%	5%	4%
Race	3%	3%	3%

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People outcomes

Scorecard: emotional effects of work

What this is

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

Why this is important

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

How to read this

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

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

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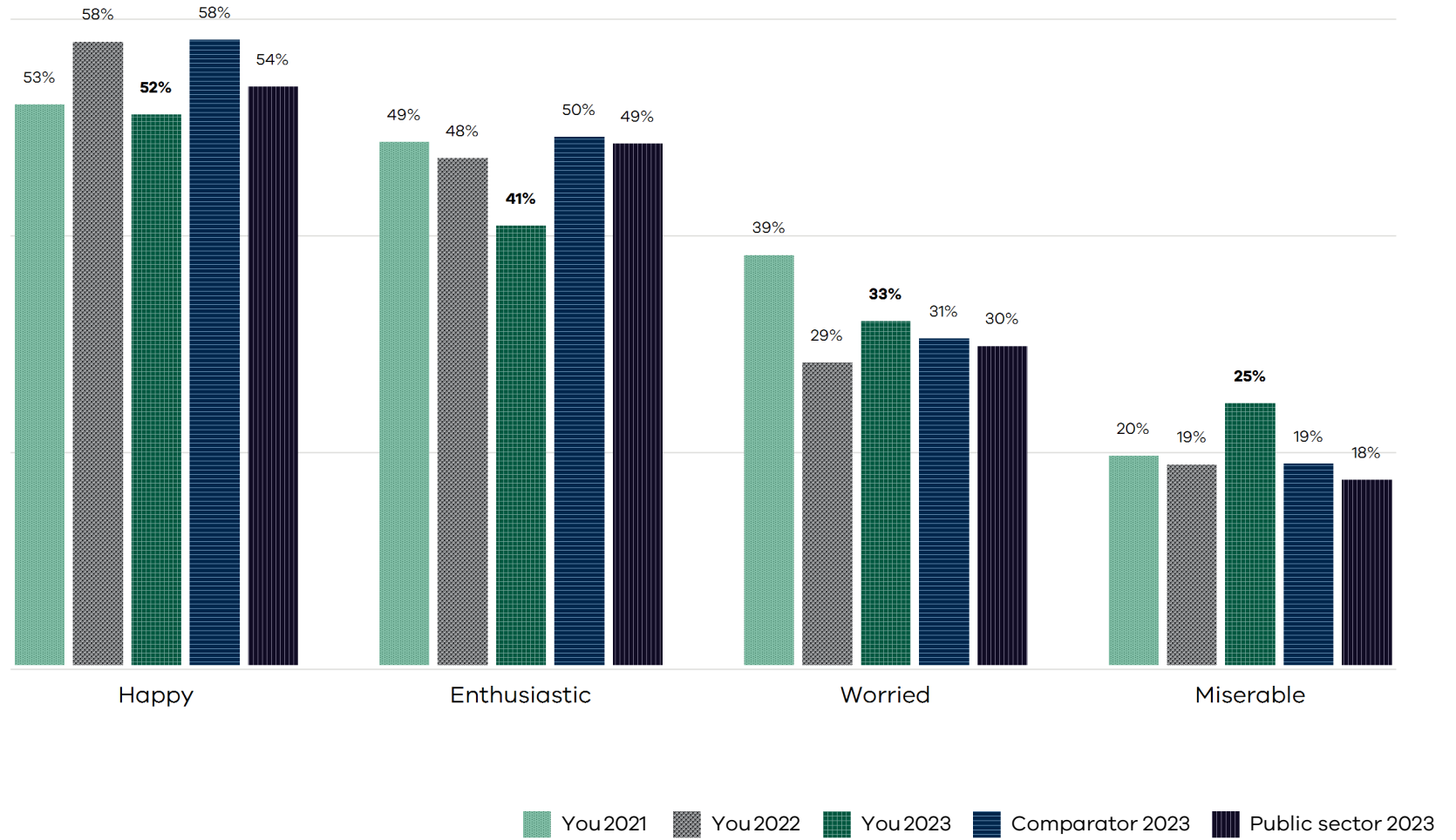
Example

In 2023:

- 52% of your staff who did the survey said work made them feel happy in 2023, which is down from 58% in 2022

Compared to:

- 58% of staff at your comparator and 54% of staff across the public sector.

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

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

	Happy	Enthusiastic	Worried	Miserable
You 2021	53%	49%	39%	20%
You 2022	58%	48%	29%	19%
You 2023	52%	41%	33%	25%
Comparator 2023	58%	50%	31%	19%
Public sector 2023	54%	49%	30%	18%

People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

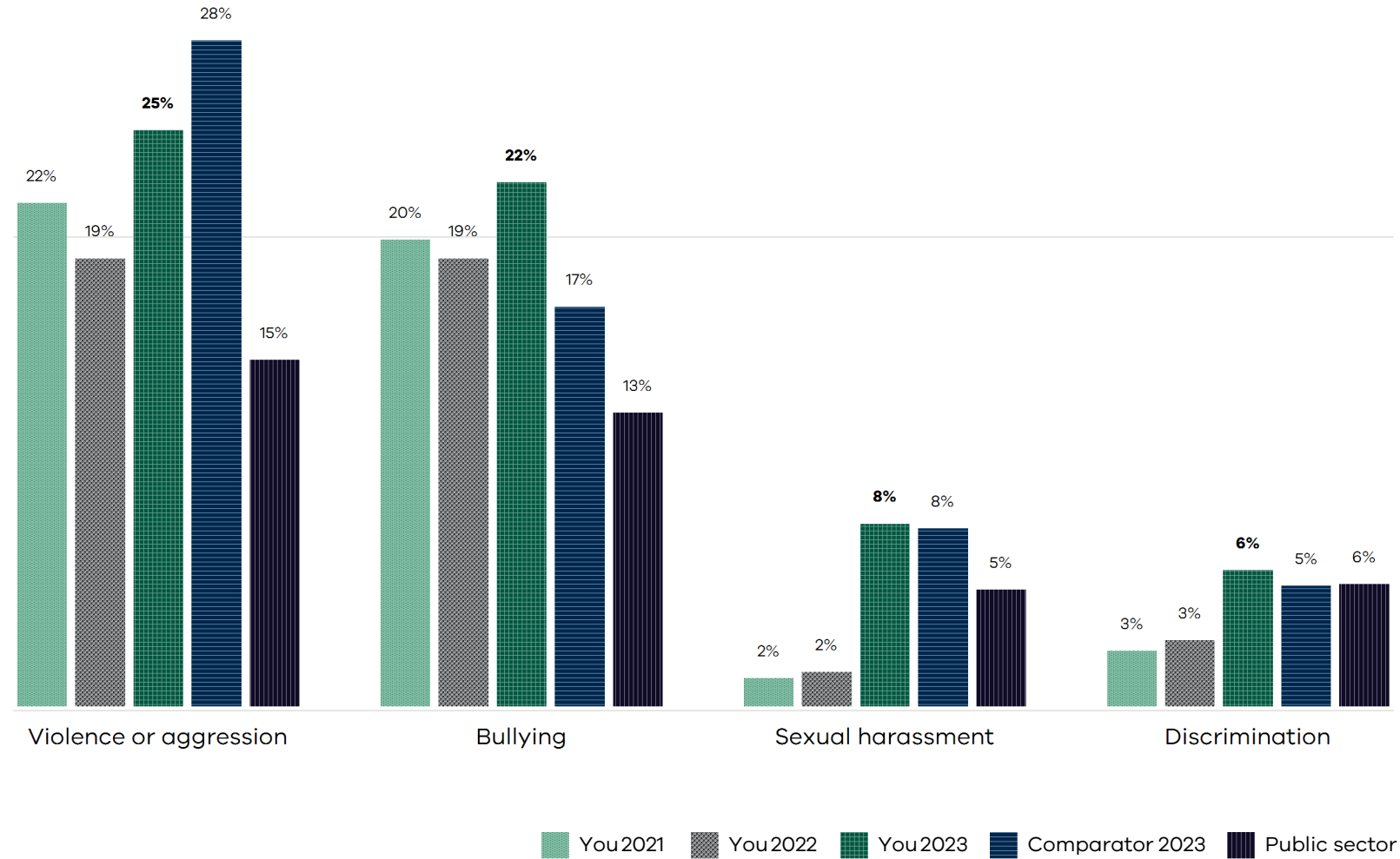You can compare these with your comparator and the public sector.

Example

In 2023:

- 25% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is up from 19% in 2022.

Compared to:

- 28% of staff at your comparator and 15% of staff across the public sector.

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

Category	You 2021	You 2022	You 2023	Comparator 2023	Public sector 2023
Violence or aggression	22%	19%	25%	28%	15%
Bullying	20%	19%	22%	17%	13%
Sexual harassment	2%	2%	8%	8%	5%
Discrimination	3%	3%	6%	5%	6%

People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

22% of your staff who did the survey said they experienced bullying.

Of that 22%, 63% 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?

92	276	41
22%	67%	10%

■ Experienced bullying ■ Did not experience bullying ■ Not sure
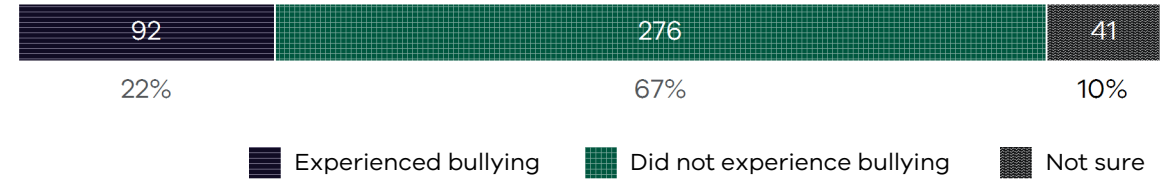
If you experienced bullying, what type of bullying did you experience?	You 2022	You 2023	Comparator 2023	Public sector 2023
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	74%	63%	71%	71%
Exclusion or isolation	44%	34%	41%	43%
Intimidation and/or threats	30%	29%	32%	29%
Verbal abuse	21%	27%	21%	20%
Withholding essential information for me to do my job	28%	16%	26%	28%
Other	12%	13%	12%	15%
Interference with my personal property and/or work equipment	0%	11%	5%	5%
Being given impossible assignment(s)	7%	9%	7%	10%
Being assigned meaningless tasks unrelated to my job	7%	4%	10%	14%

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.

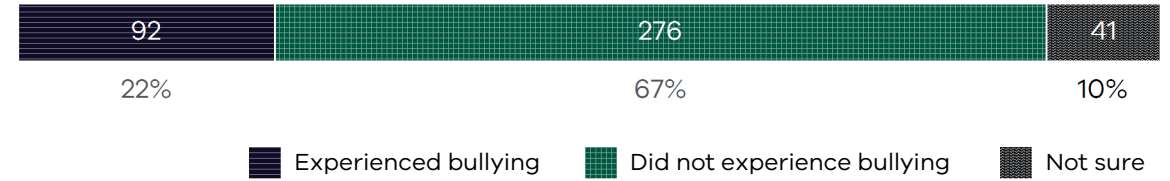If they did, they could tell us with one or more answers who they told about it.

In descending order, the table shows the answers.

Example

22% of your staff who did the survey said they experienced bullying, of which

- 47% said the top way they reported the bullying was 'Told a manager'.
- 83% said they didn't submit a formal complaint.

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

Experienced bullying	Did not experience bullying	Not sure
92	276	41
22%	67%	10%

■ Experienced bullying   ■ Did not experience bullying   ■ Not sure

Did you tell anyone about the bullying?	You 2022	You 2023	Comparator 2023	Public sector 2023
Told a manager	60%	47%	49%	49%
Told a colleague	37%	43%	42%	41%
Told a friend or family member	33%	32%	35%	35%
Told the person the behaviour was not OK	14%	20%	15%	17%
Submitted a formal complaint	2%	17%	10%	12%
Told Human Resources	14%	12%	11%	12%
I did not tell anyone about the bullying	7%	9%	12%	12%
Told someone else	9%	9%	10%	12%
Told employee assistance program (EAP) or peer support	12%	5%	7%	9%

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

83% of your staff who experienced bullying did not submit a formal complaint, of which:

- 47% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal complaint?

16	76
17%	83%

■ Submitted formal complaint   ■ Did not submit a formal complaint
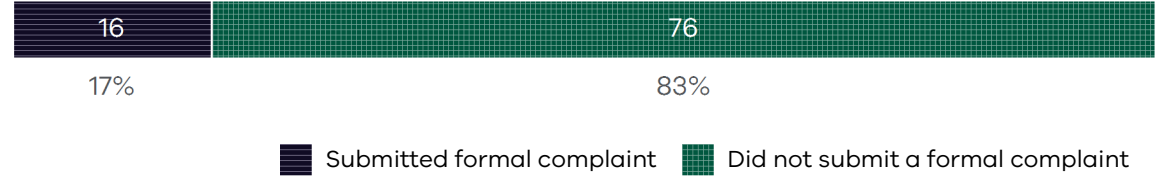
What was your reason for not submitting a formal complaint?	You 2022	You 2023	Comparator 2023	Public sector 2023
I didn't think it would make a difference	71%	47%	52%	51%
I believed there would be negative consequences for my reputation	48%	33%	46%	52%
I didn't think it was serious enough	14%	25%	17%	17%
I believed there would be negative consequences for my career	24%	20%	32%	40%
Other	5%	17%	12%	14%
I didn't feel safe to report the incident	5%	8%	15%	18%
I thought the complaint process would be embarrassing or difficult	12%	8%	9%	12%
I didn't need to because I made the bullying stop	10%	7%	5%	6%
I didn't know who to talk to	2%	5%	4%	5%
I didn't need to because I no longer had contact with the person(s) who bullied me	10%	5%	6%	7%

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, 22% 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.
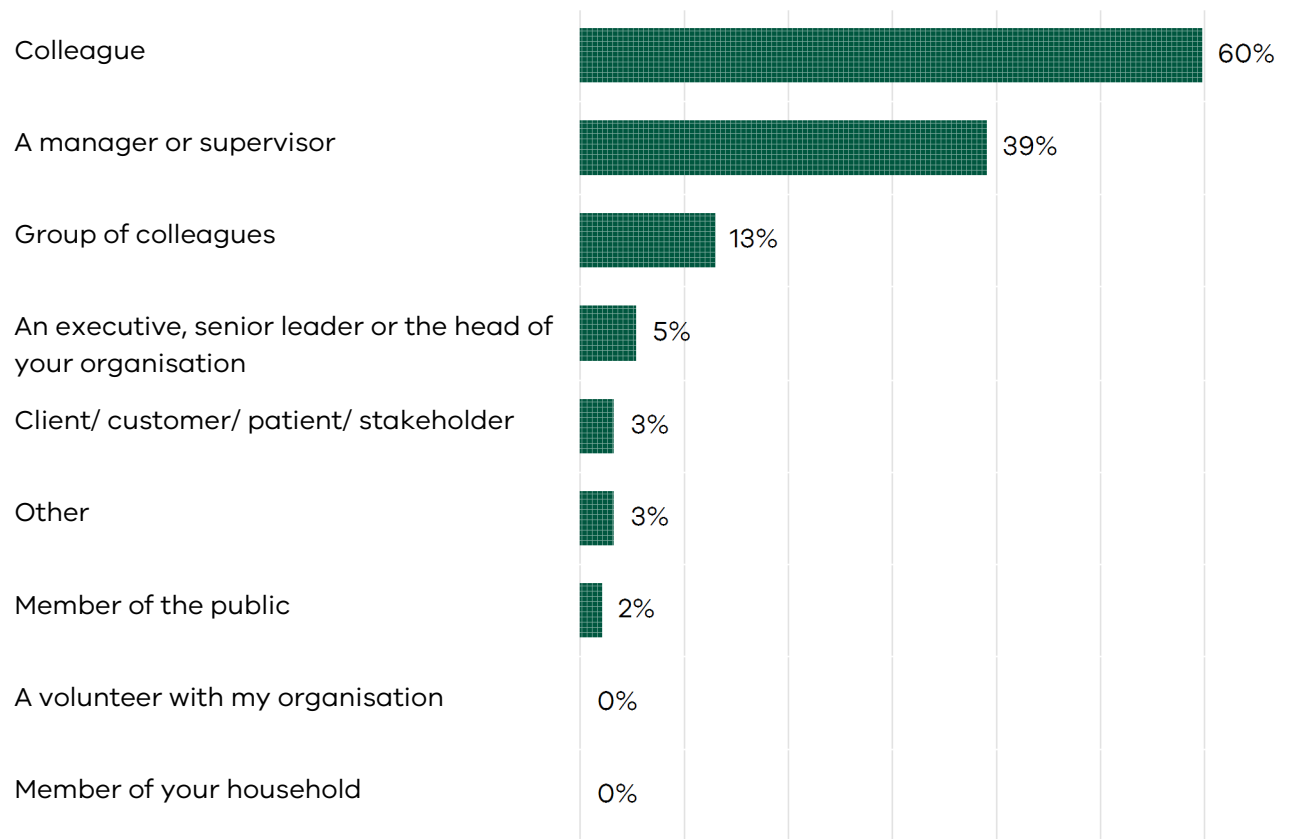
Each row is one perpetrator or group of perpetrators.

Example

22% of your staff who did the survey said they experienced bullying.

Of that 22%, 60% said it was by 'Colleague'.

92 people (22% of staff) experienced bullying (You2023)

Perpetrator	Percentage
Colleague	60%
A manager or supervisor	39%
Group of colleagues	13%
An executive, senior leader or the head of your organisation	5%
Client/ customer/ patient/ stakeholder	3%
Other	3%
Member of the public	2%
A volunteer with my organisation	0%
Member of your household	0%

People outcomes

Relationship to perpetrator

What this is

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

Why this is important

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

How to read this

In this year's survey, 22% 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.
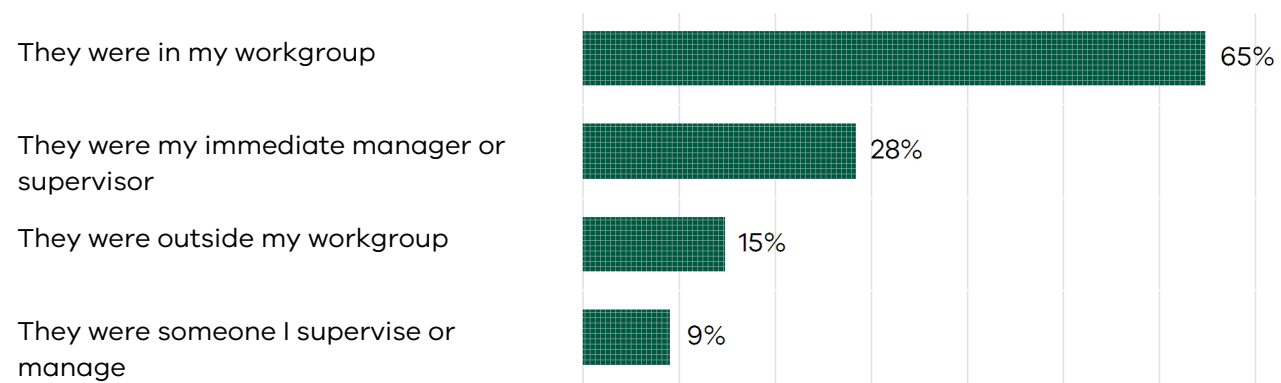
Example

22% of your staff who did the survey said they experienced bullying.

Of that 22%, 96% said it was by someone within the organisation.

Of that 96%, 65% said it was 'They were in my workgroup'.

88 people (96% of staff who experienced bullying) experienced bullying from within your organisation (You 2023)

They were in my workgroup	65%
They were my immediate manager or supervisor	28%
They were outside my workgroup	15%
They were someone I supervise or manage	9%

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.

How to read this

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

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

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

Example

8% of your staff who did the survey said they experienced sexual harassment.

Of those, 58% said the top type was 'Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)'.

Have you experienced sexual harassment at work in the last 12 months?

33	376
8%	92%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment
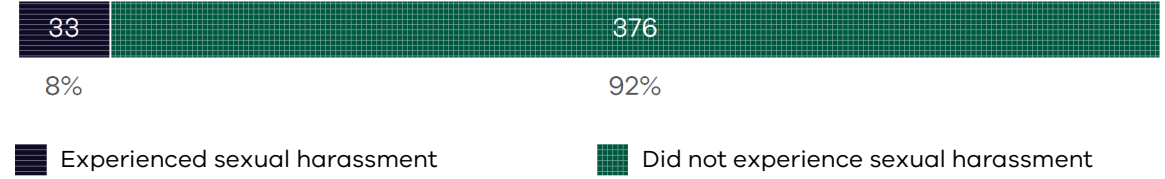
Behaviours reported	You 2023	Comparator 2023	Public sector 2023
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	58%	54%	52%
Intrusive questions about your private life or comments about your physical appearance	52%	50%	47%
Inappropriate staring or leering that made you feel intimidated	30%	17%	16%
Inappropriate physical contact	12%	25%	19%
Unwelcome touching, hugging, cornering or kissing	12%	23%	17%
Any other unwelcome conduct of a sexual nature	6%	8%	8%
Repeated or inappropriate invitations to go out on dates	6%	4%	4%
Sexual gestures, indecent exposure or inappropriate display of the body	6%	10%	6%
Request or pressure for sex or other sexual acts	3%	1%	2%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	0%	2%	3%

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People outcomes

Response to sexual harassment

What this is

This is how staff responded when they experienced sexual harassment.

Why this is important

How staff respond when they experience sexual harassment may help organisations work out what action they need to take.

How to read this

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

If they did, they could tell us with one or more answers how they responded.

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

Example

8% of your staff who did the survey said they experienced sexual harassment.

Of those, 58% said their top response was 'Tried to laugh it off or forget about it'.

Have you experienced sexual harassment at work in the last 12 months?

33	376
8%	92%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment
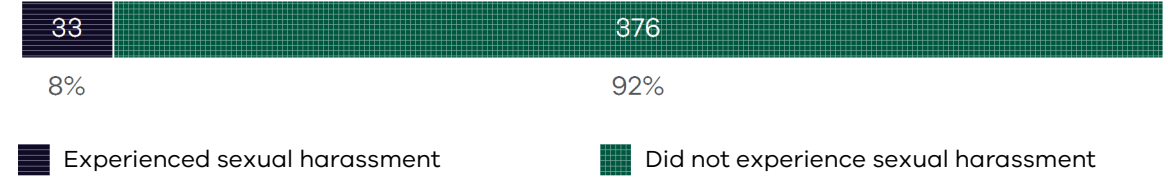
When the harassment happened to you, did you respond in any of the following ways?	You 2023	Comparator 2023	Public sector 2023
Tried to laugh it off or forget about it	58%	43%	39%
Pretended it didn't bother you	55%	41%	43%
Avoided the person(s) by staying away from them	36%	34%	35%
Told the person the behaviour was not OK	33%	41%	30%
Told a manager	24%	22%	22%
Told a colleague	21%	32%	27%
Avoided locations where the behaviour might occur	15%	14%	14%
Told a friend or family member	15%	19%	20%
Took time off work	12%	4%	5%
Submitted a formal complaint	9%	5%	6%

People outcomes

Sexual harassment - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

91% of your staff who experienced sexual harassment did not submit a formal complaint, of which:

- 43% said the top reason was 'I didn't think it was serious enough'.

Did you submit a formal complaint?
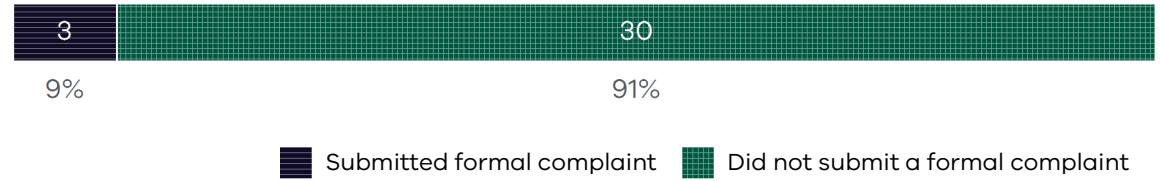
3	30
9%	91%

■ Submitted formal complaint   ▦ Did not submit a formal complaint

What was your reason for not submitting a formal complaint?	You 2023	Comparator 2023	Public sector 2023
I didn't think it was serious enough	43%	47%	46%
I didn't think it would make a difference	37%	43%	39%
I believed there would be negative consequences for my reputation	17%	16%	29%
I believed there would be negative consequences for the person I was going to complain about	17%	7%	11%
I believed there would be negative consequences for my career	7%	10%	20%
I didn't feel safe to report the incident	7%	5%	7%
I didn't need to because I made the harassment stop	7%	12%	10%
I didn't need to because I no longer had contact with the person(s) who harassed me	7%	13%	10%
I thought the complaint process would be embarrassing or difficult	7%	6%	10%
I didn't know who to talk to	3%	3%	3%

People outcomes

Perpetrators of sexual harassment

What this is

This is who staff have said are responsible for sexual harassment.

Why this is important

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

How to read this

In this year's survey, 8% of your staff said they experienced sexual harassment.

If they did, they could tell us with one or more answers who the perpetrator was.
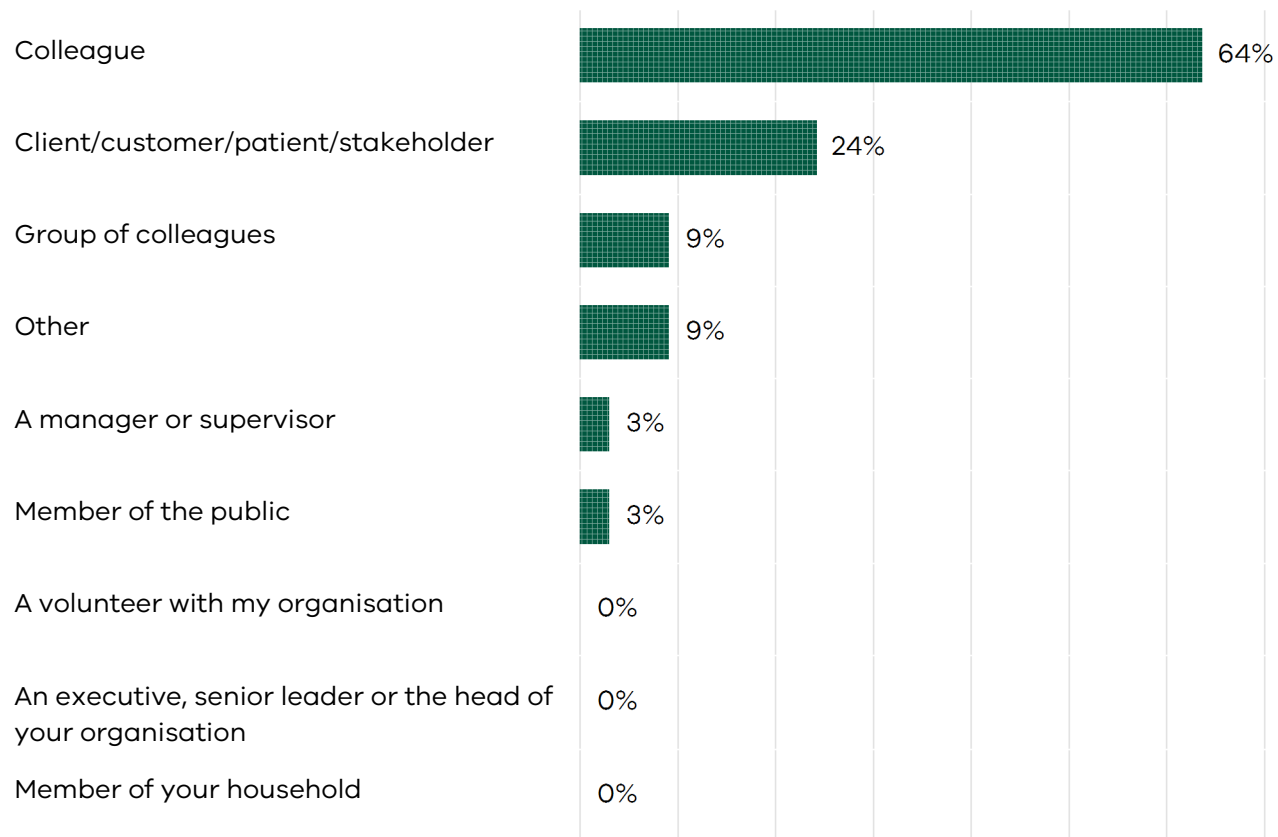
In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

Example

8% of your staff who did the survey said they experienced sexual harassment.

Of that 8%, 64% said it was by 'Colleague'.

33 people (8% of staff) experienced sexual harassment (You2023)

Perpetrator	%
Colleague	64%
Client/customer/patient/stakeholder	24%
Group of colleagues	9%
Other	9%
A manager or supervisor	3%
Member of the public	3%
A volunteer with my organisation	0%
An executive, senior leader or the head of your organisation	0%
Member of your household	0%

People outcomes

Relationship to perpetrator

What this is

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

Why this is important

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

How to read this

In this year's survey, 8% of your staff said they experienced sexual harassment.

If they experienced sexual harassment 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 sexual harassment to different workplace relationships.
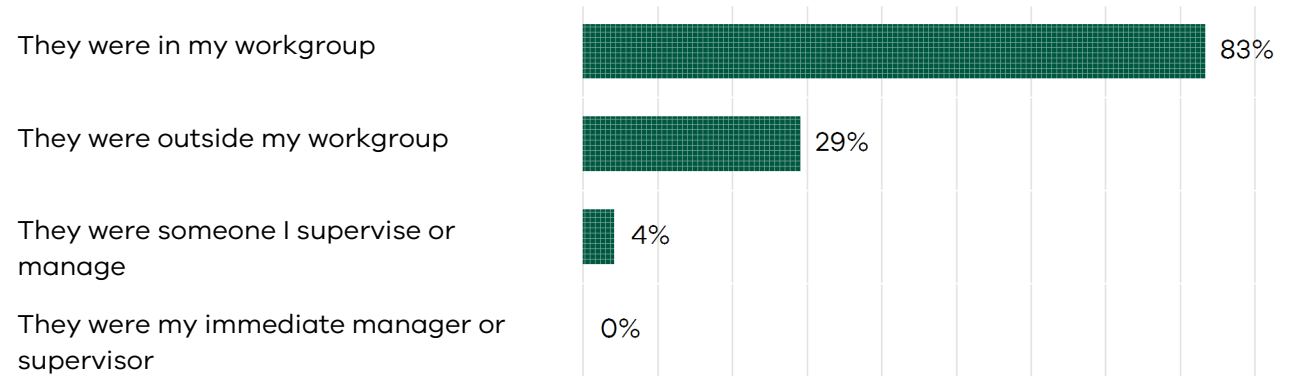
Example

8% of your staff who did the survey said they experienced sexual harassment.

Of that 8%, 73% said it was by someone within the organisation.

Of that 73%, 83% said it was 'They were in my workgroup'.

24 people (73% of staff who experienced harassment) experienced harassment from within your organisation (You 2023)

They were in my workgroup	83%
They were outside my workgroup	29%
They were someone I supervise or manage	4%
They were my immediate manager or supervisor	0%

People outcomes

Frequency of sexual harassment

What this is

This is how often staff experienced sexual harassment.

Why this is important

Understanding the frequency staff experienced sexual harassment may help organisations work out what action to take.
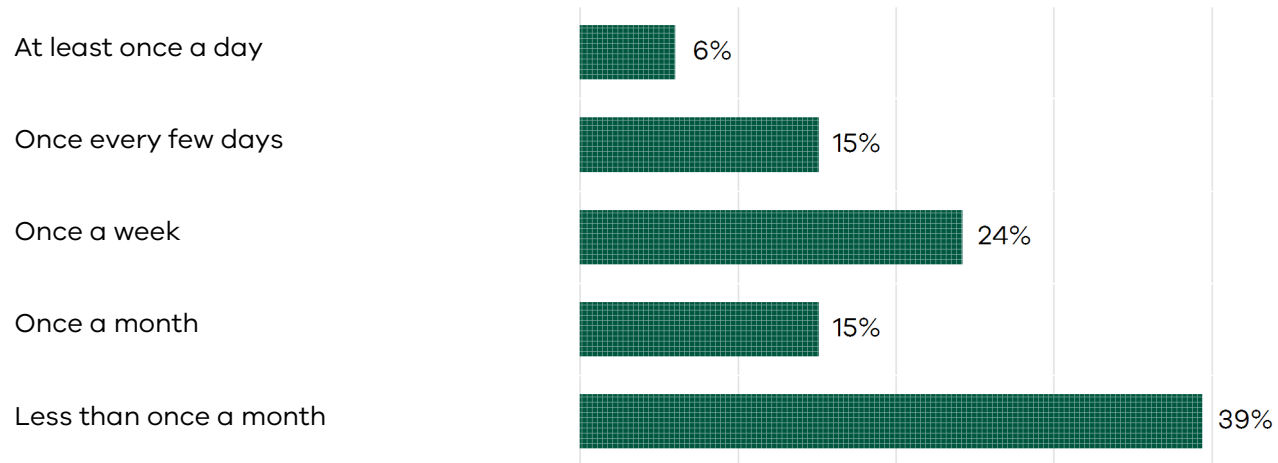
How to read this

In this year's survey, 8% of your staff said they experienced sexual harassment.

If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing sexual harassment.

Example

8% of your staff who did the survey said they experienced sexual harassment.

Of that 8%, 6% said it was 'At least once a day'.

How often have you experienced the behaviour(s)? (You2023)

At least once a day	6%
Once every few days	15%
Once a week	24%
Once a month	15%
Less than once a month	39%

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

6% of your staff who did the survey said they experienced discrimination.

Of that 6%, 40% said it was 'Other'.

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

25	345	39
6%	84%	10%

■ Experienced discrimination ■ Did not experience discrimination ■ Not sure
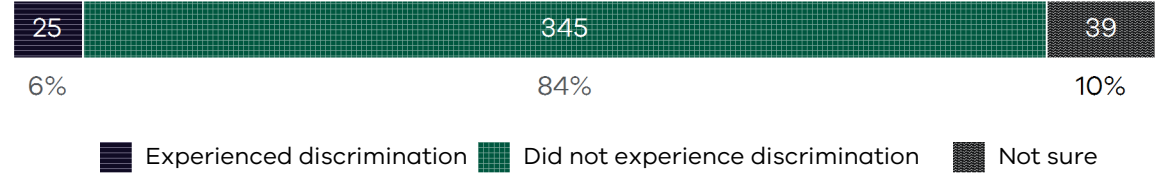
If you experienced discrimination, what type of discrimination did you experience?		You 2023	Comparator 2023	Public sector 2023
Other	0%	40%	43%	37%
Opportunities for promotion	0%	28%	29%	38%
Denied flexible work arrangements or other adjustments	0%	24%	31%	23%
Employment security - threats of dismissal or termination	0%	16%	11%	13%
Pay or conditions offered by employer	0%	8%	13%	10%
Access to leave	0%	4%	9%	9%
Opportunities for training	0%	4%	23%	25%
Opportunities for transfer/secondment	0%	4%	8%	18%

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

6% of your staff who did the survey said they experienced discrimination, of which

- 28% said the top way they reported the discrimination was 'Told a friend or family member'.
- 88% said they didn't submit a formal complaint.

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

25	345	39
6%	84%	10%

■ Experienced discrimination   ■ Did not experience discrimination   ■ Not sure
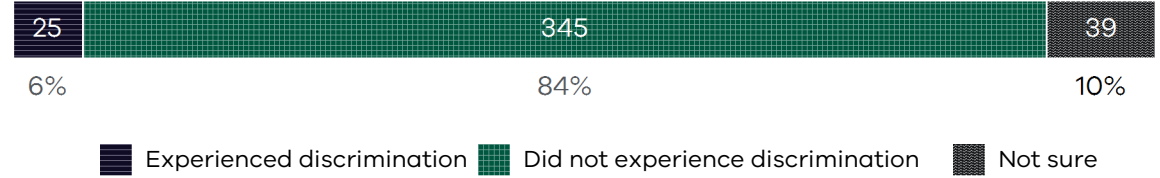
Did you tell anyone about the discrimination?	You 2023	Comparator 2023	Public sector 2023
Told a friend or family member	28%	32%	32%
Told a colleague	24%	37%	37%
I did not tell anyone about the discrimination	20%	27%	24%
Told a manager	16%	26%	30%
Told someone else	16%	13%	14%
Told the person the behaviour was not OK	16%	9%	9%
Submitted a formal complaint	12%	7%	8%
Told Human Resources	12%	10%	11%
Told employee assistance program (EAP) or peer support	8%	7%	9%

Victorian Public Sector Commission

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People outcomes

Discrimination - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

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

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

Did you submit a formal complaint?

3	22
12%	88%

■ Submitted formal complaint   ■ Did not submit a formal complaint
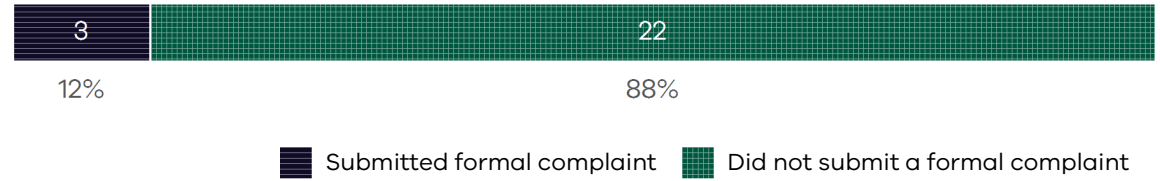
What was your reason for not submitting a formal complaint?	You 2023	Comparator 2023	Public sector 2023
I didn't think it would make a difference	50%	60%	59%
I believed there would be negative consequences for my reputation	32%	45%	53%
I believed there would be negative consequences for my career	27%	40%	51%
I didn't think it was serious enough	14%	15%	12%
I didn't feel safe to report the incident	9%	17%	18%
I was advised not to	9%	4%	4%
I believed there would be negative consequences for the person I was going to complain about	5%	6%	8%
I didn't know how to make a complaint	5%	4%	5%
I didn't know who to talk to	5%	5%	6%
Other	5%	11%	11%

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, 6% 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.
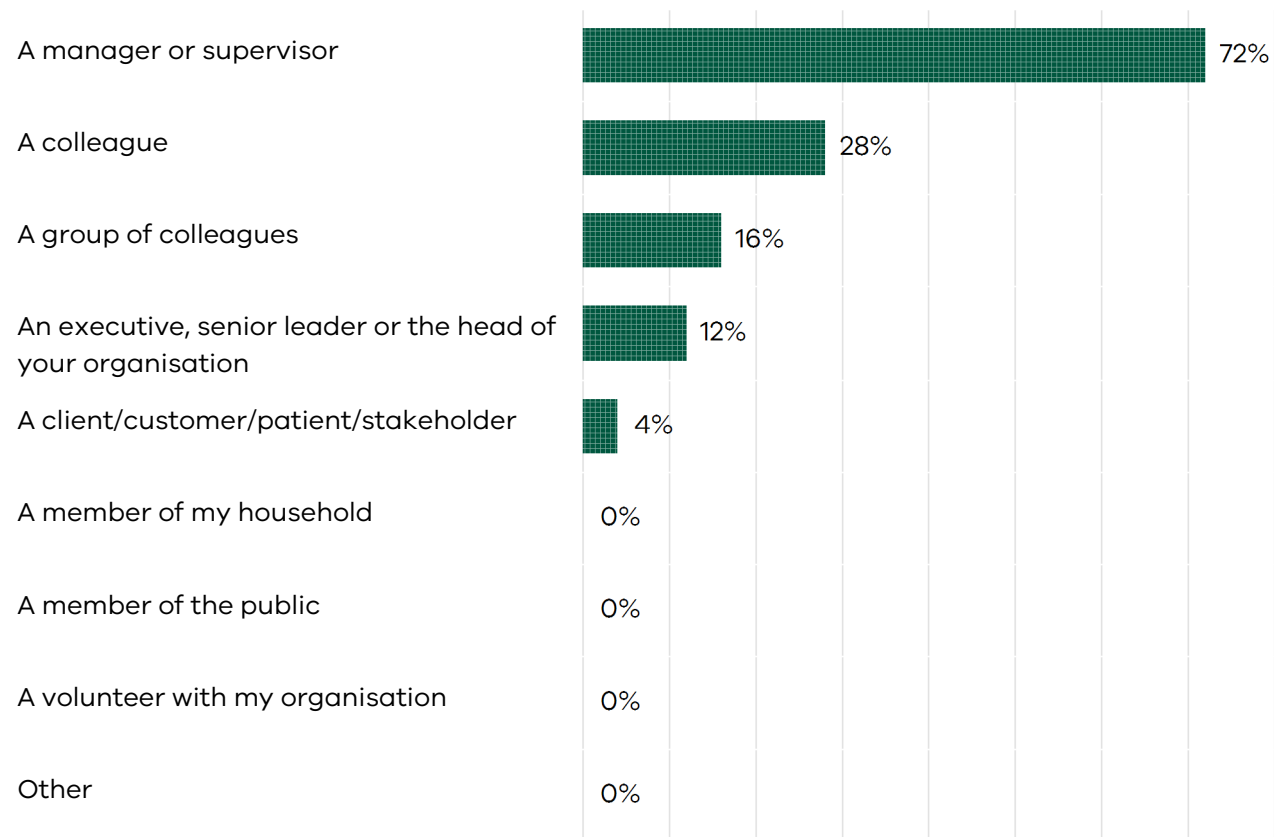
Each row is one perpetrator or group of perpetrators.

Example

6% of your staff who did the survey said they experienced discrimination.

Of that 6%, 72% said it was by 'A manager or supervisor'.

25 people (6% of staff) experienced discrimination (You 2023)

A manager or supervisor	72%
A colleague	28%
A group of colleagues	16%
An executive, senior leader or the head of your organisation	12%
A client/customer/patient/stakeholder	4%
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, 6% 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.
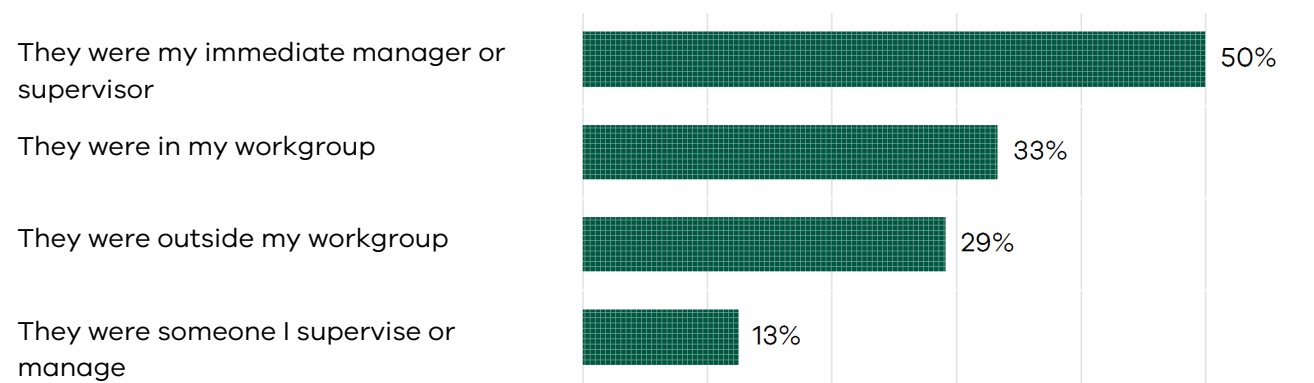
Example

6% of your staff who did the survey said they experienced discrimination.

Of that 6%, 96% said it was by someone within the organisation.

Of that 96%, 50% said it was 'They were my immediate manager or supervisor'.

24 people (96% of staff who experienced discrimination) experienced discrimination from within your organisation (You 2023)

Relationship	Percentage
They were my immediate manager or supervisor	50%
They were in my workgroup	33%
They were outside my workgroup	29%
They were someone I supervise or manage	13%

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

25% of your staff who did the survey said they experienced violence or aggression.

Of that 25%, 83% said it was from 'Abusive language'.

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

101	295	13
25%	72%	3%

■ Experienced violence or aggression   ■ Did not experience violence or aggression   ■ Not sure
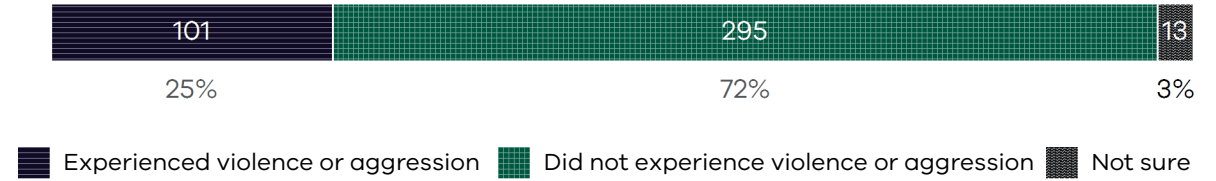
If you experienced violence or aggression, what type did you experience?	You 2022	You 2023	Comparator 2023	Public sector 2023
Abusive language	77%	83%	88%	79%
Intimidating behaviour	65%	71%	68%	70%
Threats of violence	12%	43%	46%	39%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	23%	41%	37%	27%
Damage to my property or work equipment	0%	15%	10%	7%
Other	9%	4%	3%	4%
Stalking, including cyber-stalking	2%	1%	1%	2%

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

25% of your staff who did the survey said they experienced violence or aggression, of which

- 57% said the top way they reported the violence or agression was 'Told a manager'
- 52% said they didn't submit a formal incident report.

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

101	295	13
25%	72%	3%

■ Experienced violence or aggression   ■ Did not experience violence or aggression   ▦ Not sure
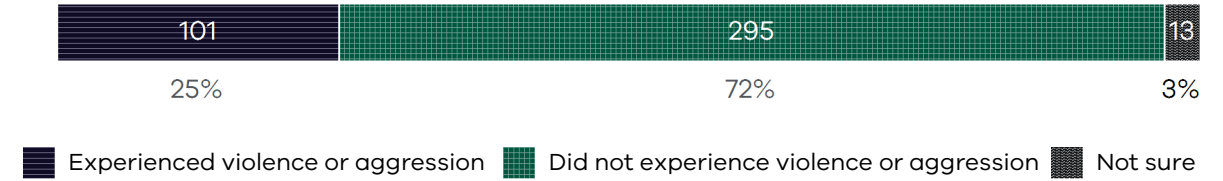
Did you tell anyone about the incident?	You 2022	You 2023	Comparator 2023	Public sector 2023
Told a manager	60%	57%	56%	56%
Submitted a formal incident report	37%	48%	35%	34%
Told a colleague	35%	43%	46%	44%
Told the person the behaviour was not OK	26%	33%	36%	29%
Told a friend or family member	9%	19%	18%	19%
Told Human Resources	2%	4%	3%	5%
I did not tell anyone about the incident(s)	7%	3%	6%	8%
Told employee assistance program (EAP) or peer support	0%	3%	2%	4%
Told someone else	2%	2%	4%	6%

Victorian Public Sector Commission

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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

52% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

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

Did you submit a formal incident report?

48	53
48%	52%

■ Submitted formal incident report ■ Did not submit a formal incident report

What was your reason for not submitting a formal incident report?	You 2022	You 2023	Comparator 2023	Public sector 2023
I didn't think it would make a difference	41%	43%	40%	38%
I didn't think it was serious enough	26%	30%	32%	31%
Other	30%	23%	21%	22%
I didn't need to because I made the violence or aggression stop	7%	9%	15%	15%
I believed there would be negative consequences for my reputation	19%	8%	9%	17%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	11%	8%	15%	14%
I was advised not to	0%	4%	1%	2%
I believed there would be negative consequences for my career	7%	2%	6%	14%
I believed there would be negative consequences for the person I was going to complain about	0%	2%	2%	4%
I didn't know how to make a complaint	0%	2%	2%	3%

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.

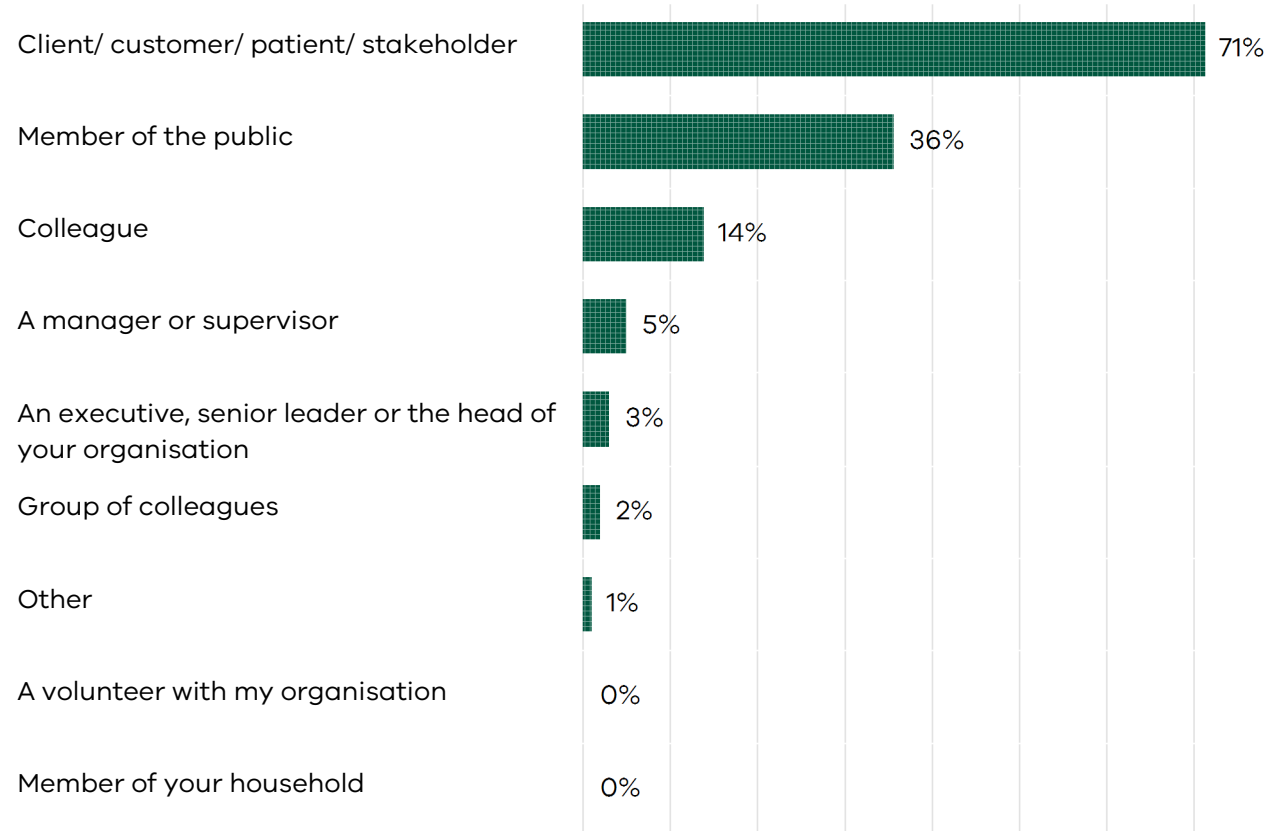In descending order, the bar chart shows the perpetrators with the largest number of responses.
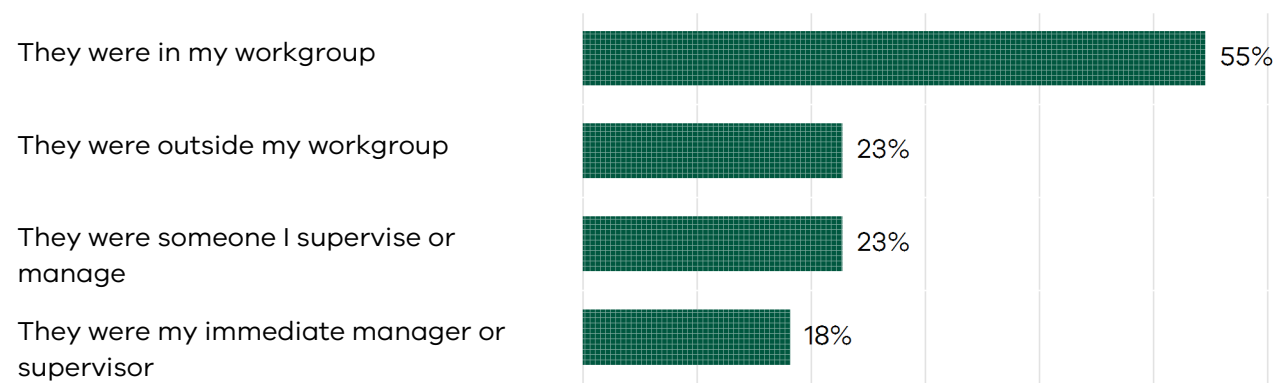
Each row is one perpetrator or a group of perpetrators.

Example

25% of your staff who did the survey said they experienced violence or aggression.

Of that 25%, 71% said it was 'Client/ customer/ patient/ stakeholder'.

101 people (25% of staff) experienced violence or aggression (You2023)

Perpetrator	Percentage
Client/ customer/ patient/ stakeholder	71%
Member of the public	36%
Colleague	14%
A manager or supervisor	5%
An executive, senior leader or the head of your organisation	3%
Group of colleagues	2%
Other	1%
A volunteer with my organisation	0%
Member of your household	0%

Victorian Public Sector Commission

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People outcomes

Relationship to perpetrator

What this is

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

Why this is important

Understanding where violence or aggression happens means organisations can work out what action to take.

How to read this

In this year's survey, 25% of your staff said they experienced violence or aggression.

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

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

Example

25% of your staff who did the survey said they experienced violence or aggression.

Of that 25%, 22% said it was by someone within the organisation.

Of that 22%, 55% said it was 'They were in my workgroup'.

22 people (22% of staff who experienced violence or aggression) experienced violence or aggression from within your organisation (You2023)

They were in my workgroup	55%
They were outside my workgroup	23%
They were someone I supervise or manage	23%
They were my immediate manager or supervisor	18%

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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

32% of your staff who did the survey said they witnessed some negative behaviour at work.

68% 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?

131	278
32%	68%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
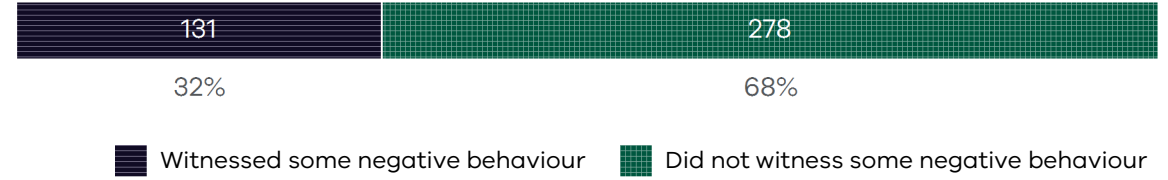
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2023	Comparator 2023	Public sector 2023
No, I have not witnessed any of the situations above	68%	70%	79%
Bullying of a colleague	22%	19%	14%
Discrimination against a colleague	11%	10%	8%
Violence or aggression against a colleague	8%	9%	5%
Sexual harassment of a colleague	2%	1%	1%

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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

32% of your staff who did the survey witnessed negative behaviour, of which:

- 64% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 5% took no action.

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

131	278
32%	68%

■ 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	64%	70%	70%
Told a manager	38%	40%	39%
Told the person the behaviour was not OK	27%	28%	22%
Spoke to the person who behaved in a negative way	24%	23%	19%
Told a colleague	17%	20%	20%
Told Human Resources	11%	6%	7%
Submitted a formal complaint	8%	6%	6%
Other	5%	5%	6%
Took no action	5%	7%	8%

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People outcomes

Negative behaviour — satisfaction with making a formal complaint

What this is

This is how satisfied a staff member was with how your organisation managed their complaint.

Why this is important

When staff submit a formal complaint for negative behaviours, they should feel your organisation will manage it effectively and professionally.

How to read this

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

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

Example

33% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.

Survey question

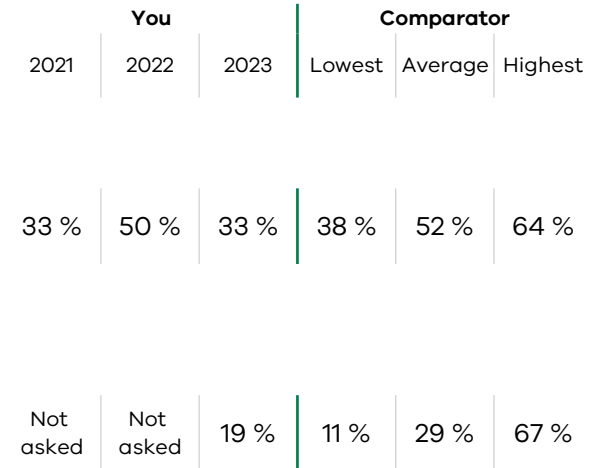Were you satisfied with the way your formal complaint was handled

■ No   ▦ Don't know   ▦ Yes

Your results

Violence or aggression

40%   33%

27%

Bullying

69%   19%

13%

Benchmark satisfied results

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
Violence or aggression	33 %	50 %	33 %	38 %	52 %	64 %
Bullying	Not asked	Not asked	19 %	11 %	29 %	67 %

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Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Meaningful work', the 'You 2023' column shows 92% of your staff agreed with 'I can make a worthwhile contribution at work'.
In the 'Change from 2022' column, you have a 1% decrease, which is a negative trend.

Question group	Highest scoring questions	You 2023	Change from 2022	Comparator 2023
Meaningful work	I can make a worthwhile contribution at work	92%	-1%	94%
Job enrichment	I clearly understand what I am expected to do in this job	92%	+1%	89%
Job enrichment	I understand how my job helps my organisation achieve its goals	92%	-1%	91%
Job enrichment	I can use my skills and knowledge in my job	89%	-5%	93%
Meaningful work	I achieve something important through my work	88%	-4%	93%
Collaboration	I am able to work effectively with others outside my immediate workgroup	84%	-3%	86%
Inclusion	I feel culturally safe at work	84%	-2%	84%
Manager leadership	My manager treats employees with dignity and respect	83%	+3%	84%
Gender equality supporting measures	My organisation uses inclusive and respectful images and language	82%	Not asked in 2022	83%
Inclusion	I can be myself at work	81%	-6%	82%

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Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Taking action', the 'You 2023' column shows 30% of your staff agreed with 'My organisation has made improvements based on the survey results from last year'.
In the 'Change from 2022' column, you have a 6% increase, which is a positive trend.

Question subgroup	Lowest scoring questions	You 2023	Change from 2022	Comparator 2023
Taking action	My organisation has made improvements based on the survey results from last year	30%	+6%	33%
Safety climate	All levels of my organisation are involved in the prevention of stress	36%	-10%	42%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	44%	-9%	49%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	44%	-4%	47%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	45%	-6%	48%
Taking action	I believe my organisation will make improvements based on the results of this survey	46%	+0%	49%
Organisational integrity	I believe the promotion processes in my organisation are fair	47%	+1%	47%
Patient safety climate	This health service does a good job of training new and existing staff	47%	-5%	56%
Other questions	My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)	48%	Not asked in 2022	52%
Workload	I have enough time to do my job effectively	48%	-9%	56%

Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

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

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

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

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

Example

On the first row 'Taking action', the 'You 2023' column shows 30% of your staff agreed with 'My organisation has made improvements based on the survey results from last year'.

In the 'Increase from 2022' column, you have a 6% increase, which is a positive trend.

Question group	Most improved from last year	You 2023	Increase from 2022	Comparator 2023
Taking action	My organisation has made improvements based on the survey results from last year	30%	+6%	33%
Manager leadership	My manager treats employees with dignity and respect	83%	+3%	84%
Satisfaction	How satisfied are you with the work/life balance in your current job	67%	+3%	69%
Manager leadership	My manager demonstrates honesty and integrity	78%	+2%	82%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	66%	+2%	67%
Flexible working	My manager supports working flexibly	74%	+2%	78%
Job enrichment	I clearly understand what I am expected to do in this job	92%	+1%	89%
Collaboration	Workgroups across my organisation willingly share information with each other	58%	+1%	63%
Manager leadership	My manager models my organisation's values	78%	+1%	81%
Organisational integrity	I believe the promotion processes in my organisation are fair	47%	+1%	47%

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Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

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

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

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

Example

On the first row 'Patient safety climate', the 'You 2023' column shows 59% of your staff agreed with 'I would recommend a friend or relative to be treated as a patient here'. In the 'Decrease from 2022' column, you have a 13% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2023	Decrease from 2022	Comparator 2023
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	59%	-13%	67%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	64%	-12%	67%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	54%	-11%	64%
Quality service delivery	My workgroup uses its resources well	61%	-10%	71%
Engagement	My organisation motivates me to help achieve its objectives	54%	-10%	61%
Safety climate	All levels of my organisation are involved in the prevention of stress	36%	-10%	42%
Learning and development	My organisation places a high priority on the learning and development of staff	53%	-10%	62%
Organisational integrity	My organisation does not tolerate improper conduct	61%	-10%	66%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	44%	-9%	49%
Patient safety climate	The culture in my work area makes it easy to learn from the errors of others	60%	-9%	66%

Key differences

Biggest positive difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Job enrichment', the 'You 2023' column shows 92% of your staff agreed with 'I clearly understand what I am expected to do in this job'.

The 'difference' column, shows that agreement for this question was 3 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2023	Difference	Comparator 2023
Job enrichment	I clearly understand what I am expected to do in this job	92%	+3%	89%
Organisational integrity	I believe the recruitment processes in my organisation are fair	63%	+1%	62%
Job enrichment	I understand how my job helps my organisation achieve its goals	92%	+1%	91%
Inclusion	I feel culturally safe at work	84%	+0%	84%
Engagement	I feel a strong personal attachment to my organisation	56%	+0%	56%

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 'Safety climate', the 'You 2023' column shows 67% of your staff agreed with 'My organisation provides a physically safe work environment'.

The 'difference' column, shows that agreement for this question was 13 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2023	Difference	Comparator 2023
Safety climate	My organisation provides a physically safe work environment	67%	-13%	80%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	54%	-10%	64%
Quality service delivery	My workgroup uses its resources well	61%	-10%	71%
Patient safety climate	Patient care errors are handled appropriately in my work area	56%	-10%	66%
Learning and development	My organisation places a high priority on the learning and development of staff	53%	-10%	62%
Patient safety climate	Trainees in my discipline are adequately supervised	53%	-9%	62%
Workload	The workload I have is appropriate for the job that I do	51%	-9%	60%
Patient safety climate	This health service does a good job of training new and existing staff	47%	-9%	56%
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	59%	-8%	67%
Other questions	I understand how the Code of Conduct for Victorian public sector employees applies to my work	74%	-8%	82%

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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

46% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will make improvements based on the results of this survey'.
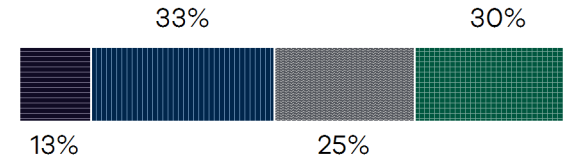
Survey question	Your results						

Legend: ■ Disagree ▨ Neither agree nor disagree ■ Don't know ▨ Agree
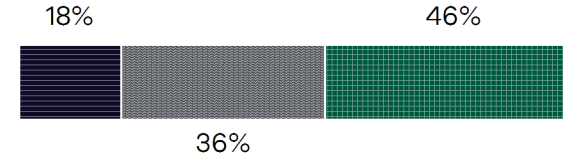
	You			**Comparator**		
Survey question	2021	2022	2023	Lowest	Average	Highest
I believe my organisation will make improvements based on the results of this survey	Not asked	45 %	46 %	32 %	49 %	59 %
My organisation has made improvements based on the survey results from last year	Not asked	24 %	30 %	14 %	33 %	45 %

Your results bars:

I believe my organisation will make improvements based on the results of this survey: 18% Disagree, 36% Neither agree nor disagree, 46% Agree

My organisation has made improvements based on the survey results from last year: 13% Disagree, 33% Don't know, 25% Neither agree nor disagree, 30% Agree

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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

57% of your staff who did the survey agreed or strongly agreed with 'Senior leaders model my organisation's values'.

Survey question — Your results — Benchmark agree results

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

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
Senior leaders model my organisation's values	14% · 5% · 24% · 57%	58 %	59 %	57 %	49 %	61 %	66 %
Senior leaders demonstrate honesty and integrity	14% · 5% · 26% · 54%	58 %	56 %	54 %	48 %	60 %	66 %
Senior leaders provide clear strategy and direction	20% · 4% · 26% · 50%	56 %	53 %	50 %	44 %	58 %	67 %

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- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Satisfaction with complaint processes

Key differences

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

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate
- Patient safety climate

Workgroup climate

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

Job and manager factors

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

Public sector values

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

Topical questions

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

Demographics

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

Organisational climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2023:

- 71% of your staff who did the survey responded positively to questions about Collaboration which is down from 72% in 2022.

Compared to:

- 75% of staff at your comparator and 73% of staff across the public sector.

Chart data:

Factor	You 2021	You 2022	You 2023	Comparator 2023	Public sector 2023
Collaboration	74%	72%	71%	75%	73%
Organisational integrity*		67%	62%	65%	67%
Patient safety climate	68%	66%	60%	68%	71%
Safety climate	52%	54%	48%	53%	57%

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

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

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

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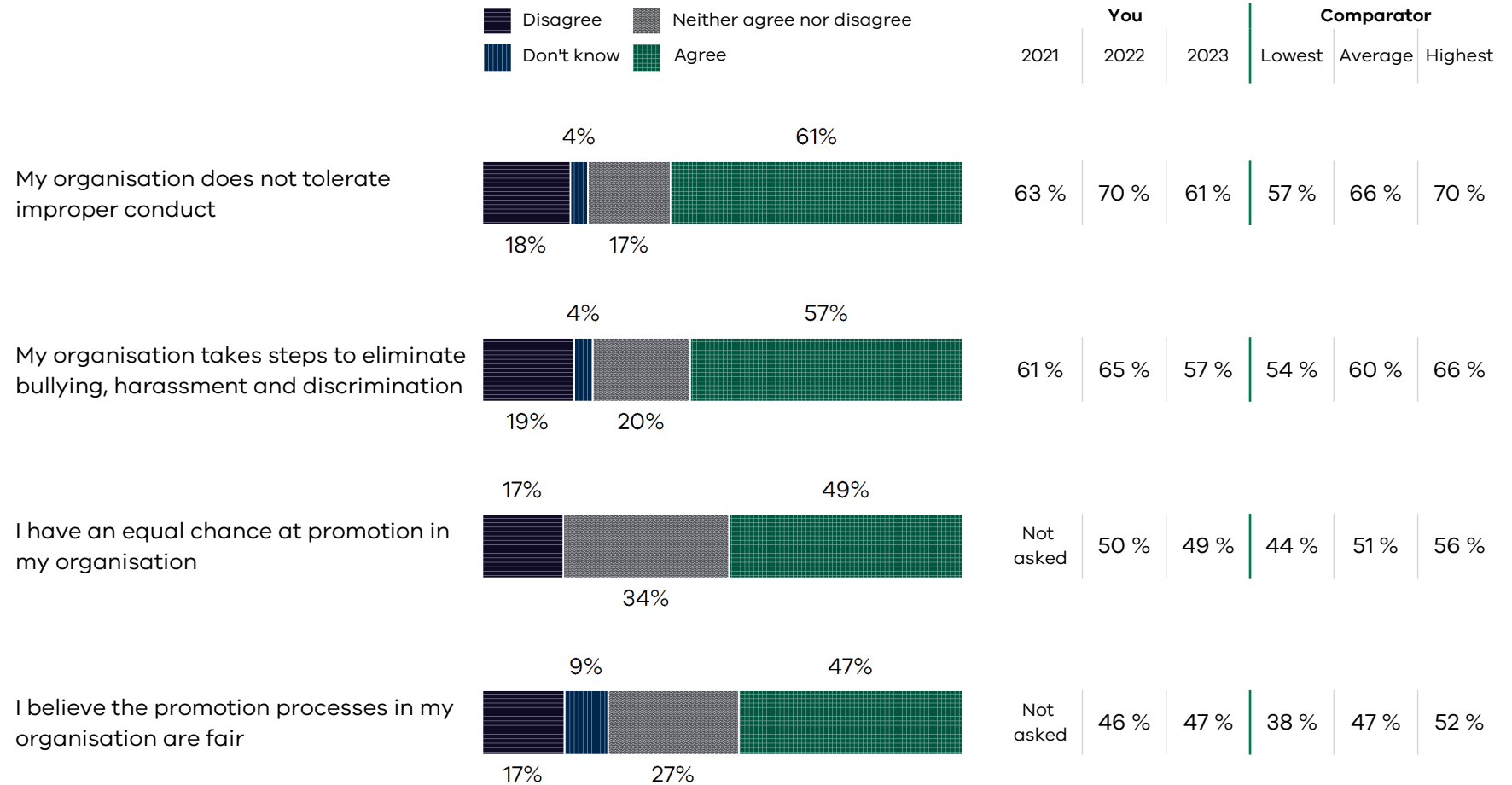
Example

77% 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
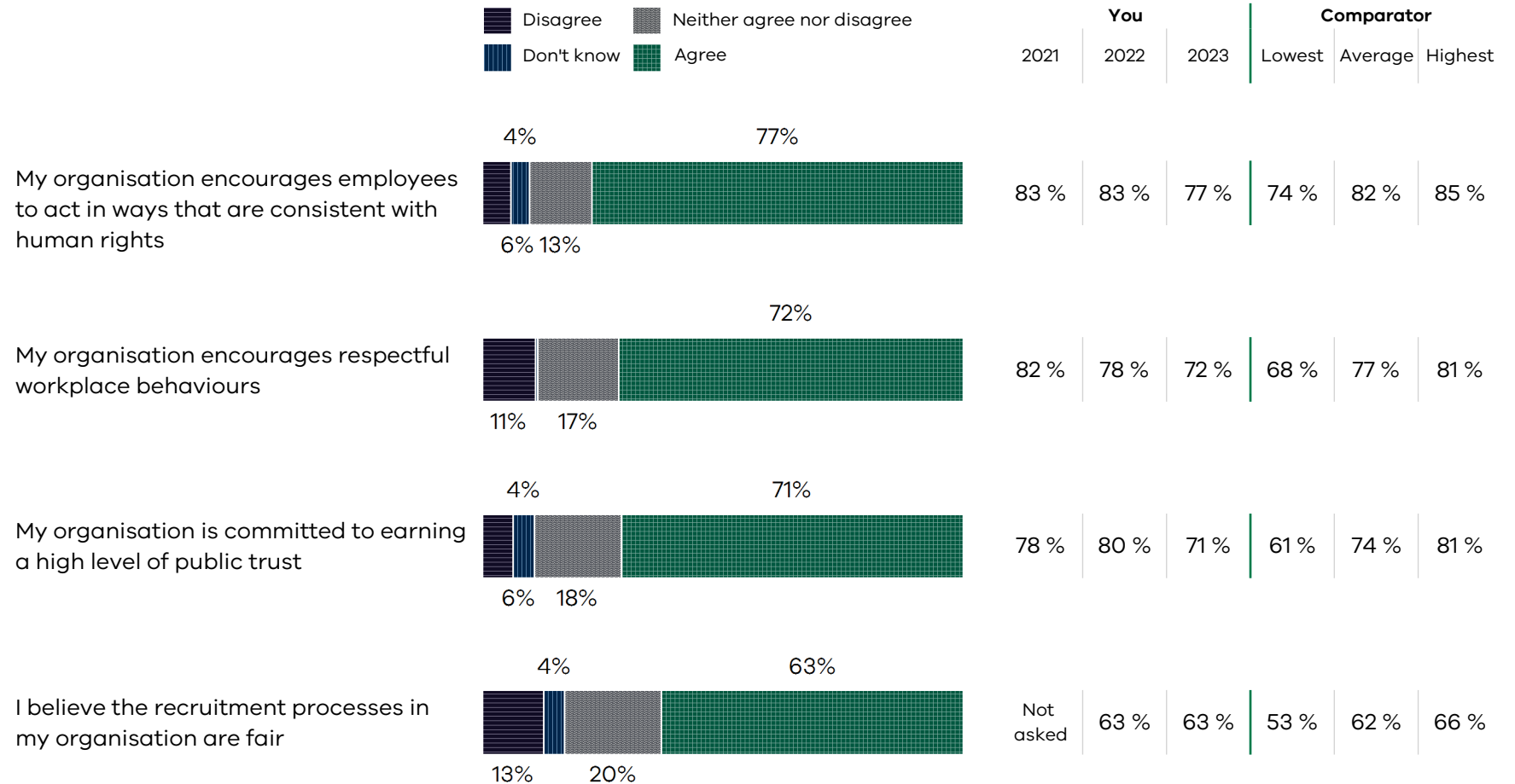
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	4% / 6% / 13% / 77%	83 %	83 %	77 %	74 %	82 %	85 %
My organisation encourages respectful workplace behaviours	11% / 17% / 72%	82 %	78 %	72 %	68 %	77 %	81 %
My organisation is committed to earning a high level of public trust	4% / 6% / 18% / 71%	78 %	80 %	71 %	61 %	74 %	81 %
I believe the recruitment processes in my organisation are fair	4% / 13% / 20% / 63%	Not asked	63 %	63 %	53 %	62 %	66 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

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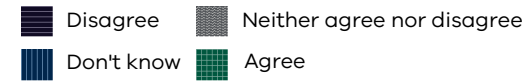
Example

61% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question	Your results						

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

		You			Comparator		
Survey question		2021	2022	2023	Lowest	Average	Highest
My organisation does not tolerate improper conduct (18%, 4%, 17%, 61%)		63 %	70 %	61 %	57 %	66 %	70 %
My organisation takes steps to eliminate bullying, harassment and discrimination (19%, 4%, 20%, 57%)		61 %	65 %	57 %	54 %	60 %	66 %
I have an equal chance at promotion in my organisation (17%, 34%, 49%)		Not asked	50 %	49 %	44 %	51 %	56 %
I believe the promotion processes in my organisation are fair (17%, 9%, 27%, 47%)		Not asked	46 %	47 %	38 %	47 %	52 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Collaboration

What this is

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

Why this is important

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

How to read this

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

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

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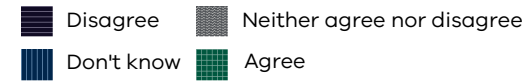
Example

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

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
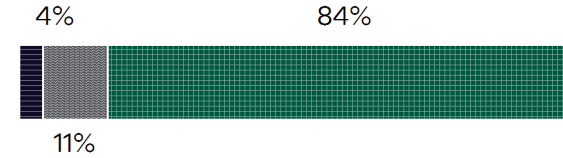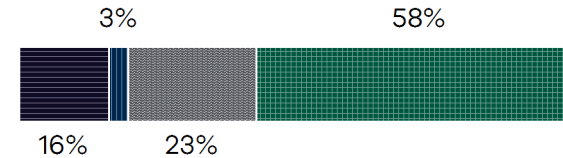
Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others outside my immediate workgroup	4% / 11% / 84%	92 %	87 %	84 %	82 %	86 %	89 %
Workgroups across my organisation willingly share information with each other	16% / 3% / 23% / 58%	55 %	57 %	58 %	56 %	63 %	70 %

Victorian Public Sector Commission

VICTORIA State Government

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

67% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

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

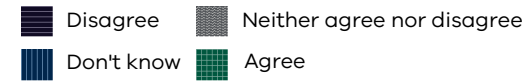| Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My organisation provides a physically safe work environment	Disagree 21%, Neither 11%, Agree 67%	70 %	73 %	67 %	73 %	80 %	87 %
Senior leaders consider the psychological health of employees to be as important as productivity	Disagree 24%, Neither 24%, Agree 51%	47 %	53 %	51 %	41 %	52 %	60 %
Senior leaders show support for stress prevention through involvement and commitment	Disagree 26%, Neither 30%, Agree 45%	46 %	51 %	45 %	36 %	48 %	56 %
In my workplace, there is good communication about psychological safety issues that affect me	Disagree 26%, Neither 30%, Agree 44%	47 %	48 %	44 %	40 %	47 %	56 %
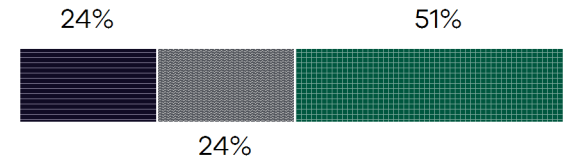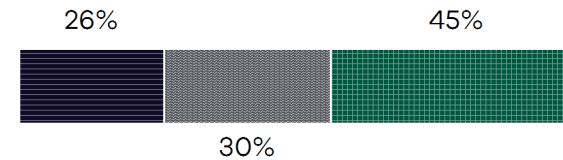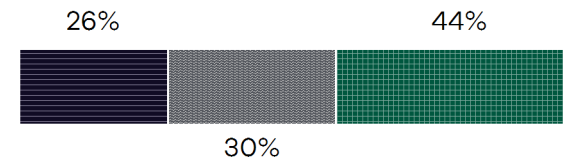
Organisational climate

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

44% of your staff who did the survey agreed or strongly agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.
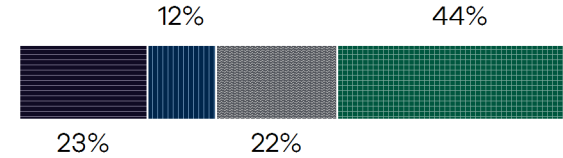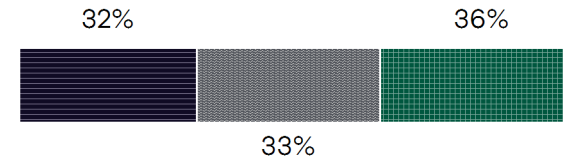
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My organisation has effective procedures in place to support employees who may experience stress	23% / 12% / 22% / 44%	59 %	53 %	44 %	43 %	49 %	57 %
All levels of my organisation are involved in the prevention of stress	32% / 33% / 36%	43 %	46 %	36 %	34 %	42 %	49 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Patient safety climate 1 of 2

What this is

This is the safety culture in a healthcare workplace.

Why this is important

A good patient safety climate means safe, high-quality care and experiences.

The Victorian Managed Insurance Authority and the Victorian Quality Council developed these tools.

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.
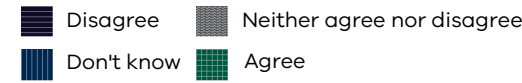
Example

75% of your staff who did the survey agreed or strongly agreed with 'I am encouraged by my colleagues to report any patient safety concerns I may have'.
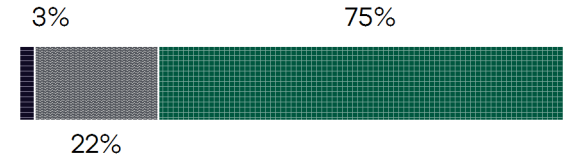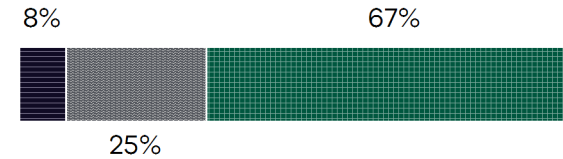
Survey question / Your results / Benchmark agree results

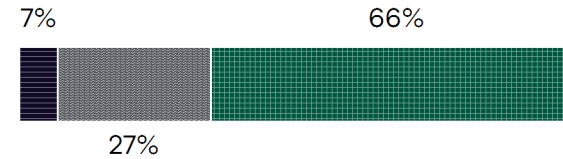Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I am encouraged by my colleagues to report any patient safety concerns I may have	3% / 22% / 75%	83 %	79 %	75 %	76 %	80 %	85 %
Management is driving us to be a safety-centred organisation	8% / 25% / 67%	68 %	67 %	67 %	64 %	71 %	77 %
My suggestions about patient safety would be acted upon if I expressed them to my manager	7% / 27% / 66%	72 %	70 %	66 %	69 %	73 %	79 %
The culture in my work area makes it easy to learn from the errors of others	15% / 25% / 60%	65 %	69 %	60 %	54 %	66 %	70 %
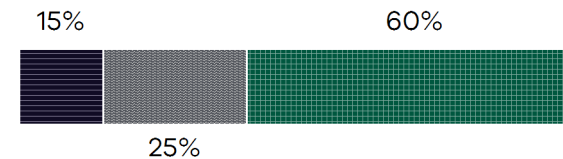
Organisational climate

Patient safety climate 2 of 2

What this is

This is the safety culture in a healthcare workplace.

Why this is important

A good patient safety climate means safe, high-quality care and experiences.

The Victorian Managed Insurance Authority and the Victorian Quality Council developed these tools.

How to read this

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

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

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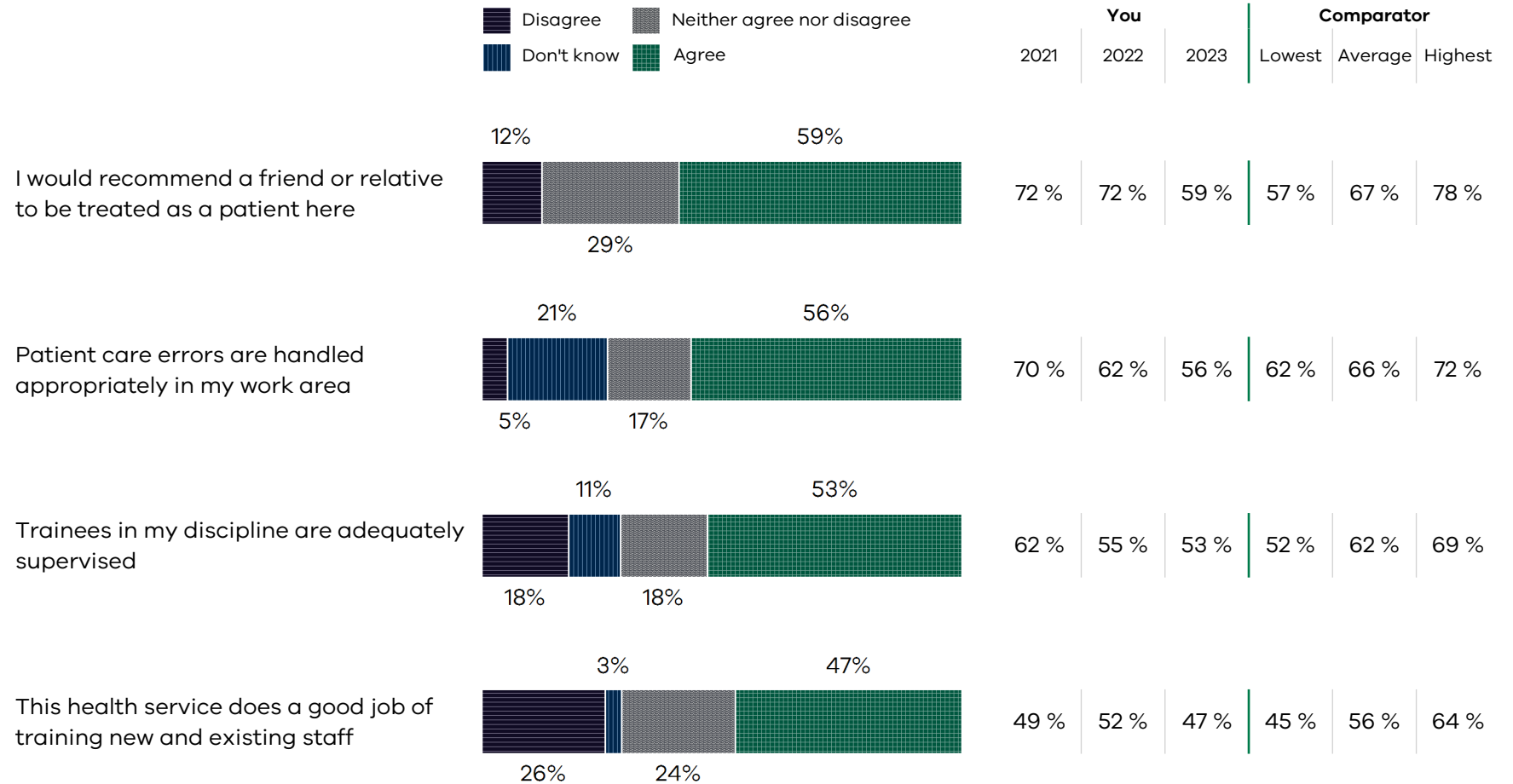
Example

59% of your staff who did the survey agreed or strongly agreed with 'I would recommend a friend or relative to be treated as a patient here'.

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

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
I would recommend a friend or relative to be treated as a patient here	12% / 29% / 59%	72 %	72 %	59 %	57 %	67 %	78 %
Patient care errors are handled appropriately in my work area	5% / 21% / 17% / 56%	70 %	62 %	56 %	62 %	66 %	72 %
Trainees in my discipline are adequately supervised	18% / 11% / 18% / 53%	62 %	55 %	53 %	52 %	62 %	69 %
This health service does a good job of training new and existing staff	26% / 3% / 24% / 47%	49 %	52 %	47 %	45 %	56 %	64 %

People matter survey

2023

Have your say

Overview

Result summary

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
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- Safety climate
- Patient safety climate

Workgroup climate

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- Innovation
- Workgroup support
- Safe to speak up

Job and manager factors

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- Flexible working

Public sector values

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

Topical questions

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

Demographics

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

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.
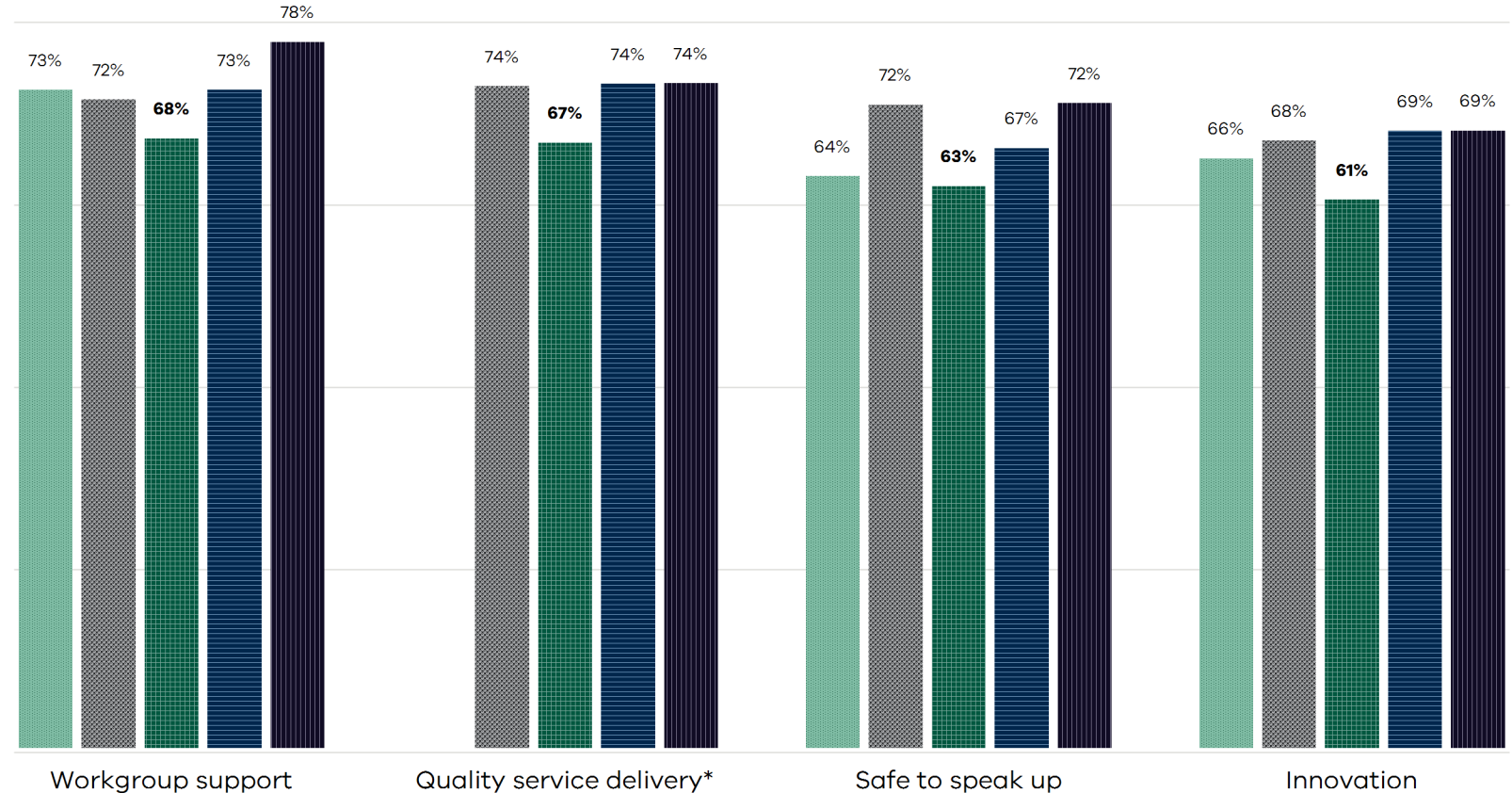
Example

In 2023:

- 68% of your staff who did the survey responded positively to questions about Workgroup support which is down from 72% in 2022.

Compared to:

- 73% of staff at your comparator and 78% of staff across the public sector.

	Workgroup support	Quality service delivery*	Safe to speak up	Innovation
You 2021	73%		64%	66%
You 2022	72%	74%	72%	68%
You 2023	68%	67%	63%	61%
Comparator 2023	73%	74%	67%	69%
Public sector 2023	78%	74%	72%	69%

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

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

Workgroup climate

Quality service delivery

What this is

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

Why this is important

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

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

How to read this

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

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

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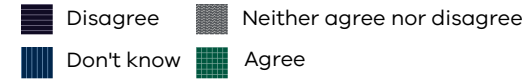
Example

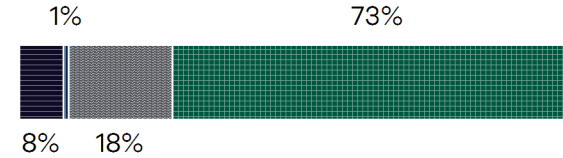73% of your staff who did the survey agreed or strongly agreed with 'My workgroup has clear lines of responsibility'.
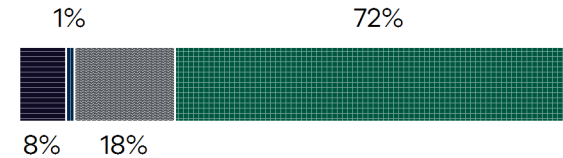
Survey question	Your results	You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My workgroup has clear lines of responsibility	Disagree 8%, Don't know 1%, Neither agree nor disagree 18%, Agree 73%	79 %	74 %	73 %	69 %	74 %	76 %
My workgroup provides high quality advice and services	Disagree 8%, Don't know 1%, Neither agree nor disagree 18%, Agree 72%	Not asked	81 %	72 %	76 %	80 %	85 %
My workgroup acts fairly and without bias	Disagree 17%, Don't know 1%, Neither agree nor disagree 19%, Agree 63%	Not asked	68 %	63 %	68 %	70 %	73 %
My workgroup uses its resources well	Disagree 16%, Don't know 1%, Neither agree nor disagree 22%, Agree 61%	Not asked	71 %	61 %	67 %	71 %	76 %
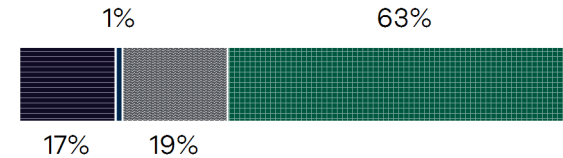
Legend: Disagree | Don't know | Neither agree nor disagree | Agree

Workgroup climate

Innovation

What this is

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

Why this is important

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

How to read this

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

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

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

Example

64% of your staff who did the survey agreed or strongly agreed with 'My workgroup learns from failures and mistakes'.

Survey question — Your results — Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
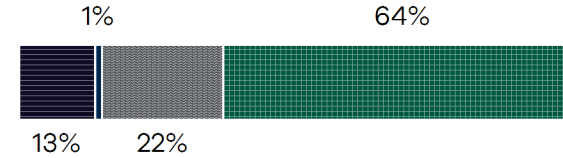
Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My workgroup learns from failures and mistakes	13% / 1% / 22% / 64%	71 %	72 %	64 %	65 %	71 %	76 %
My workgroup is quick to respond to opportunities to do things better	15% / 2% / 21% / 62%	68 %	68 %	62 %	65 %	69 %	76 %
My workgroup encourages employee creativity	16% / 2% / 25% / 57%	58 %	63 %	57 %	58 %	65 %	72 %
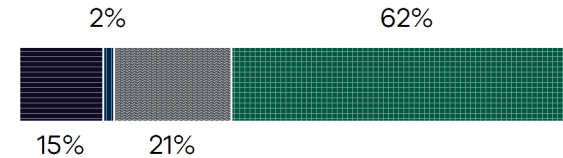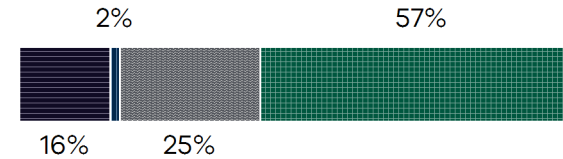
Victorian Public Sector Commission

VICTORIA State Government

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

78% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

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

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
People in my workgroup work together effectively to get the job done (10% Disagree, 12% Neither, 78% Agree)		85 %	79 %	78 %	73 %	80 %	83 %
People in my workgroup treat each other with respect (12% Disagree, 1% Don't know, 16% Neither, 71% Agree)		77 %	79 %	71 %	73 %	78 %	80 %
People in my workgroup are politically impartial in their work (4% Disagree, 7% Don't know, 20% Neither, 68% Agree)		72 %	71 %	68 %	68 %	73 %	75 %
People in my workgroup are honest, open and transparent in their dealings (15% Disagree, 1% Don't know, 19% Neither, 65% Agree)		71 %	68 %	65 %	67 %	71 %	75 %

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.

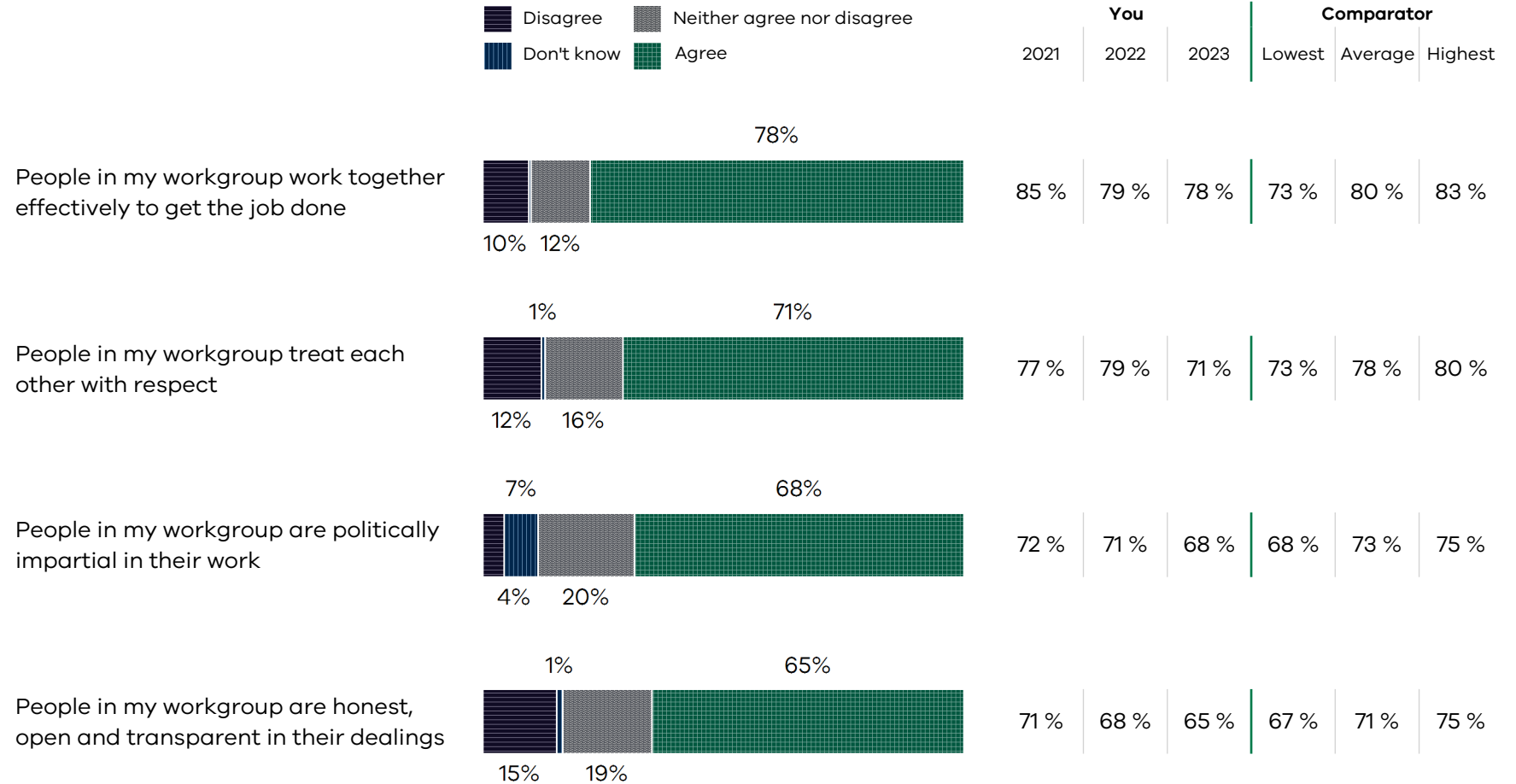Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

57% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

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

People in my workgroup appropriately manage conflicts of interest

4% | 57%
18% | 21%

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
People in my workgroup appropriately manage conflicts of interest	62 %	63 %	57 %	58 %	64 %	67 %

Victorian Public Sector Commission

VICTORIA State Government

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.

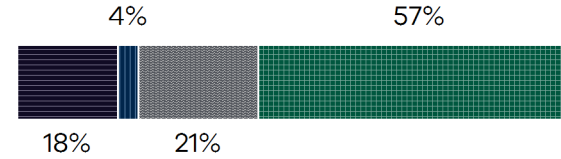Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

64% of your staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.
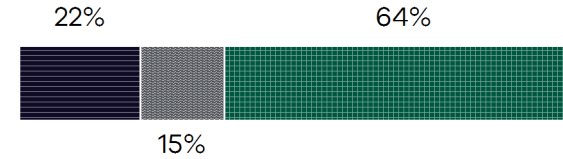
Survey question	Your results		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
	Disagree / Neither agree nor disagree / Don't know / Agree							
I feel safe to challenge inappropriate behaviour at work	22% / 15% / 64%	60 %	75 %	64 %	60 %	67 %	69 %
People in my workgroup are able to bring up problems and tough issues	16% / 22% / 62%	67 %	68 %	62 %	61 %	67 %	72 %

Victorian Public Sector Commission

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People matter survey

2023

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

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2023:

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

Compared to:

- 91% of staff at your comparator and 88% of staff across the public sector.
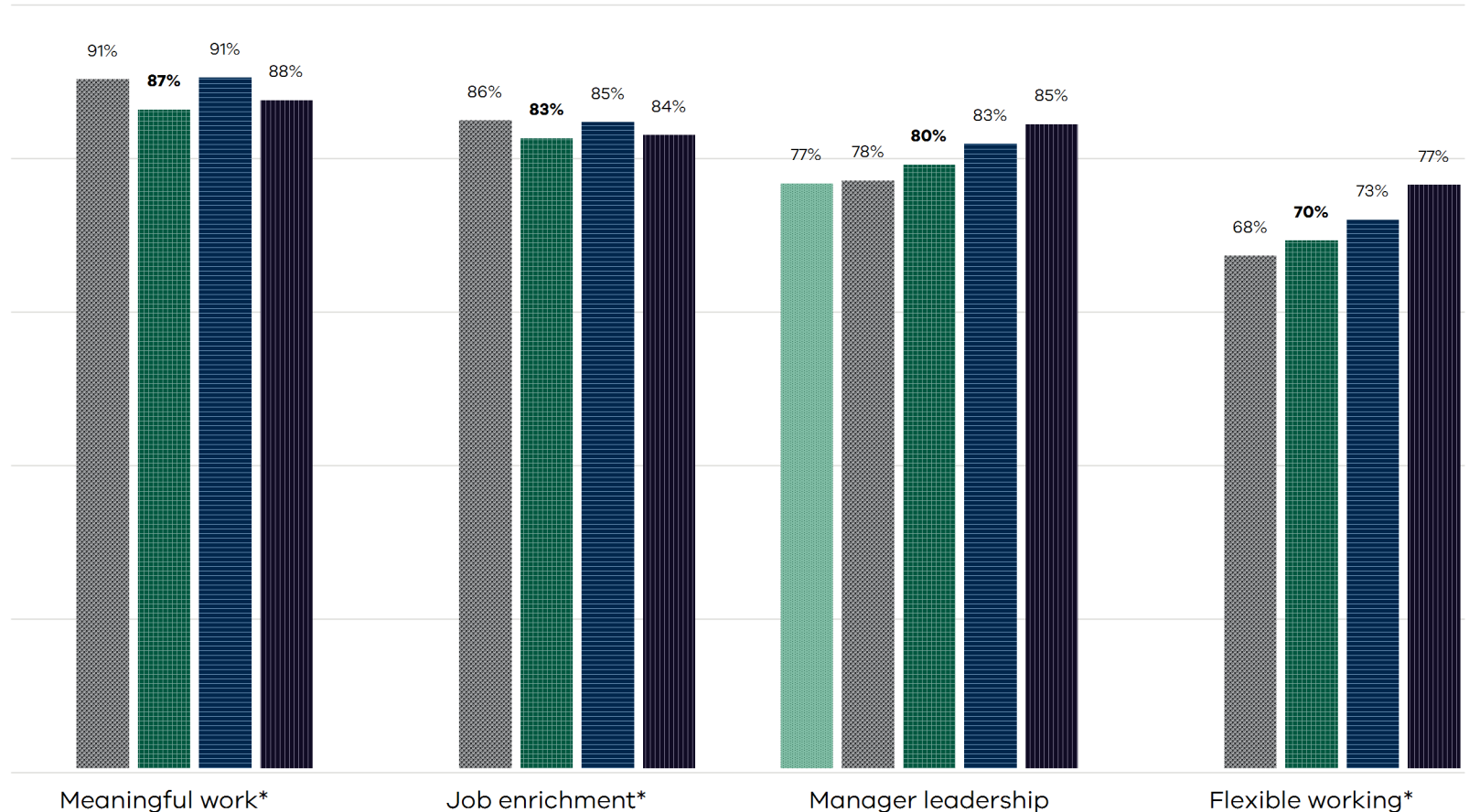
*We can't compare some data here because one or more questions were not asked in a previous survey

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

Meaningful work*: 91%, 87%, 91%, 88%
Job enrichment*: 86%, 83%, 85%, 84%
Manager leadership: 77%, 78%, 80%, 83%, 85%
Flexible working*: 68%, 70%, 73%, 77%

Job and manager factors

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2023:

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

Compared to:

- 74% of staff at your comparator and 76% of staff across the public sector.
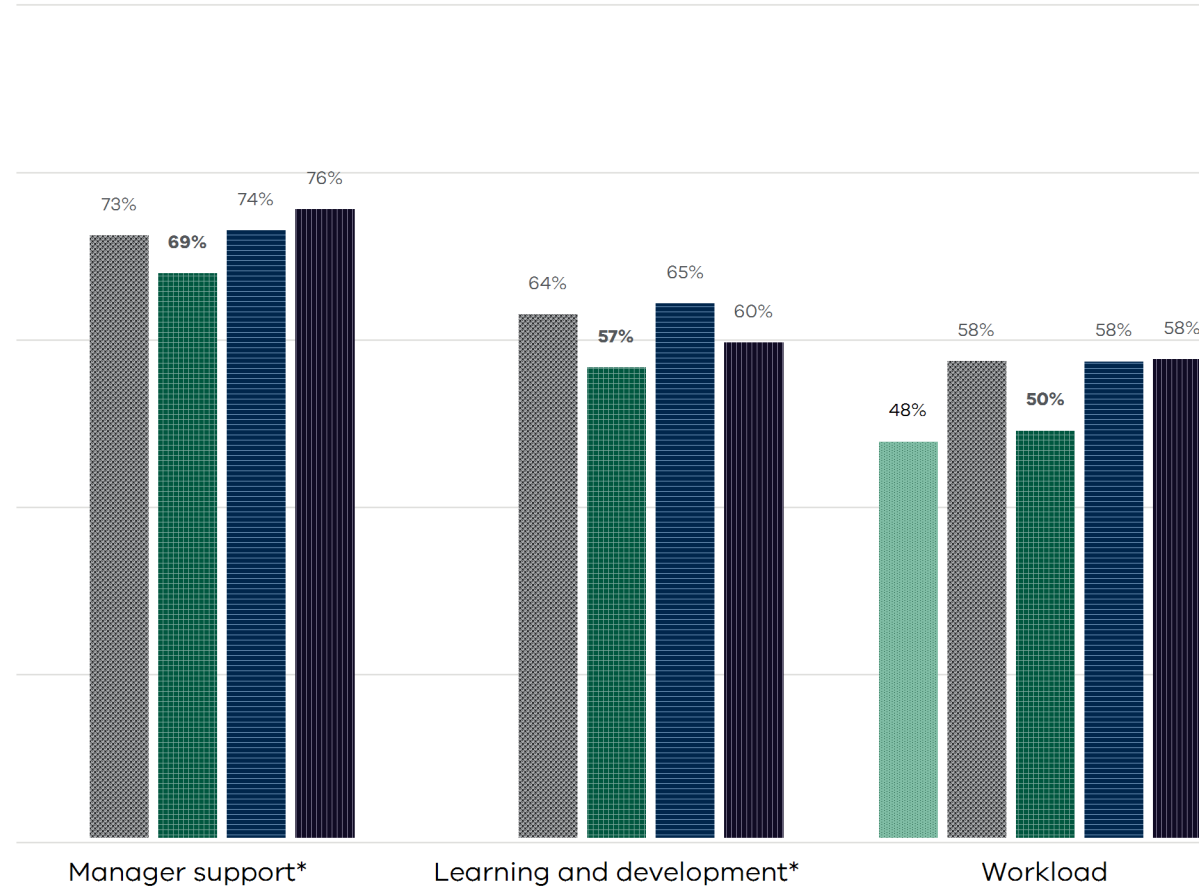
	Manager support*	Learning and development*	Workload
You 2021			48%
You 2022	73%	64%	58%
You 2023	**69%**	**57%**	**50%**
Comparator 2023	74%	65%	58%
Public sector 2023	76%	60%	58%

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

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

Victorian Public Sector Commission

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Job and manager factors

Manager leadership

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

83% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results						

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

			Benchmark agree results					
			You			**Comparator**		
Survey question	Disagree	Agree	2021	2022	2023	Lowest	Average	Highest
My manager treats employees with dignity and respect	11% / 6%	83%	79 %	80 %	83 %	81 %	84 %	87 %
My manager demonstrates honesty and integrity	9% / 12%	78%	78 %	76 %	78 %	78 %	82 %	84 %
My manager models my organisation's values	9% / 13%	78%	75 %	77 %	78 %	77 %	81 %	84 %

Victorian Public Sector Commission

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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.

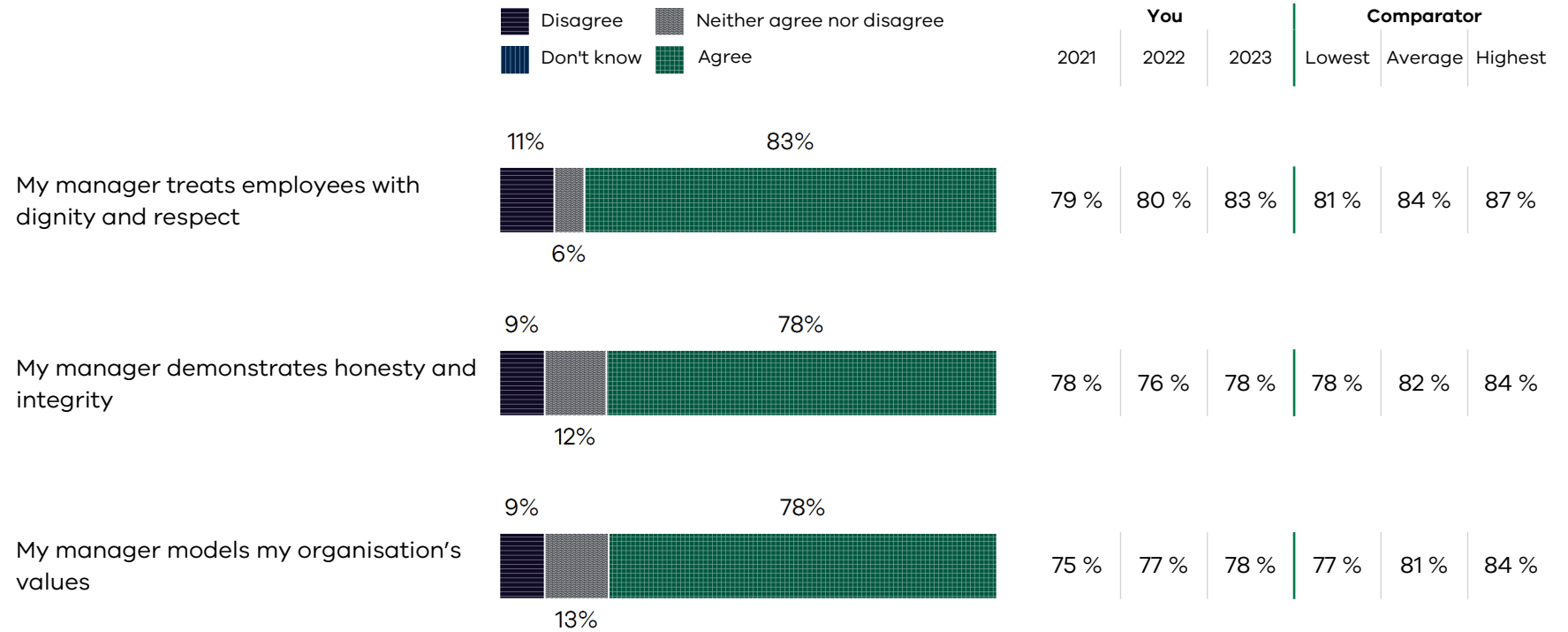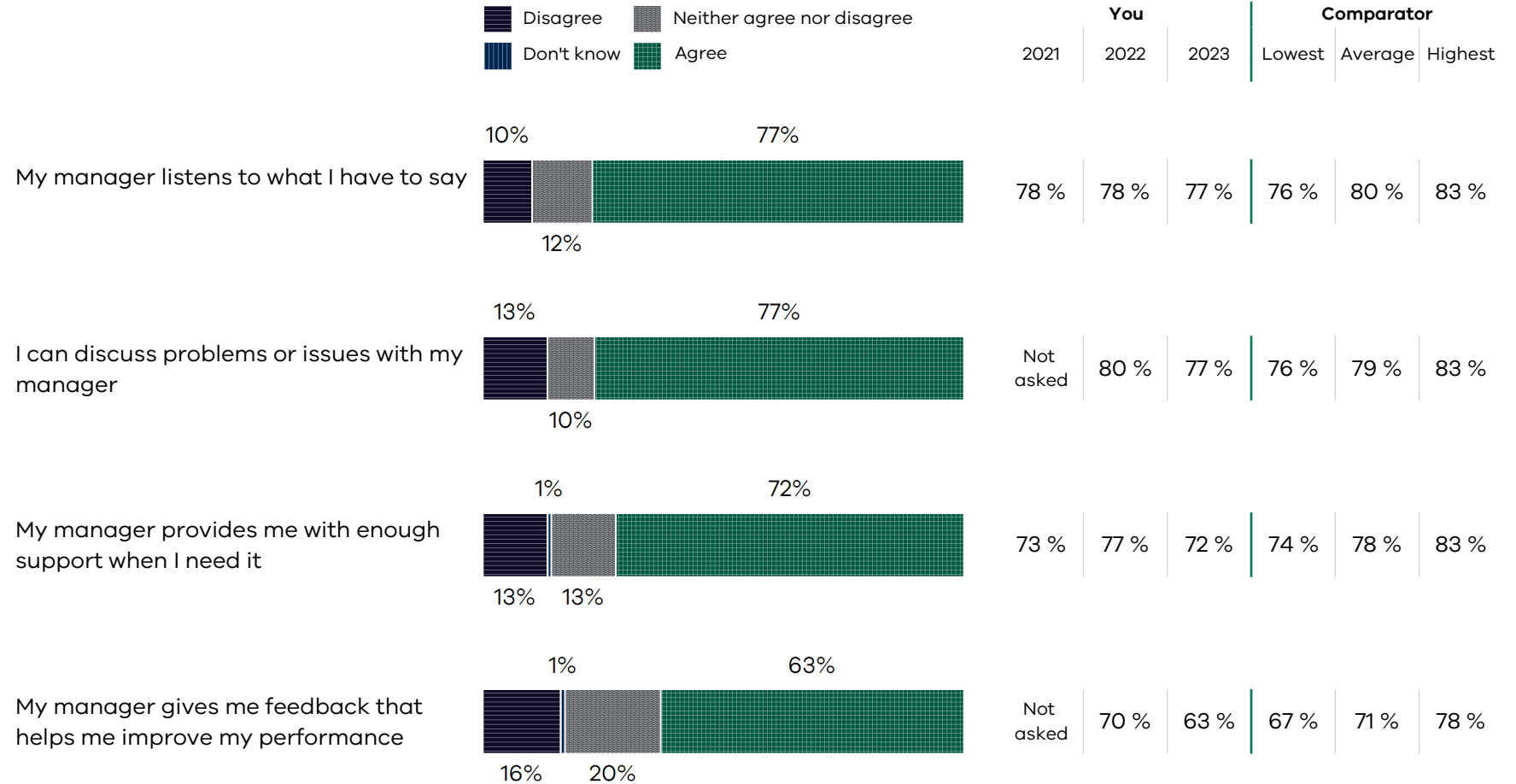Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

77% 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**		
			2021	2022	2023	Lowest	Average	Highest

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

Survey question	Disagree	Neither	Agree	2021	2022	2023	Lowest	Average	Highest
My manager listens to what I have to say	10%	12%	77%	78 %	78 %	77 %	76 %	80 %	83 %
I can discuss problems or issues with my manager	13%	10%	77%	Not asked	80 %	77 %	76 %	79 %	83 %
My manager provides me with enough support when I need it	13%	13%	1% / 72%	73 %	77 %	72 %	74 %	78 %	83 %
My manager gives me feedback that helps me improve my performance	16%	20%	1% / 63%	Not asked	70 %	63 %	67 %	71 %	78 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Manager support 2 of 2

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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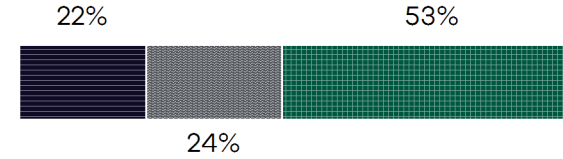
Example

53% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.
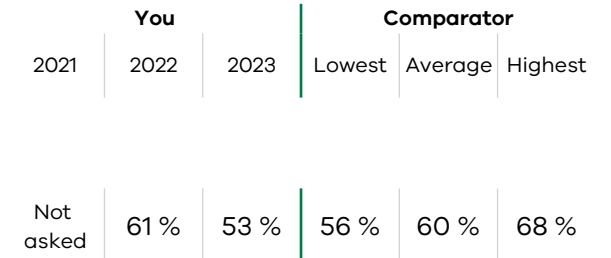
Survey question

Your results

Benchmark agree results

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

Survey question		You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
I receive meaningful recognition when I do good work	Not asked	61 %	53 %	56 %	60 %	68 %

Your results bar: 22% / 24% / 53%

Victorian Public Sector Commission

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Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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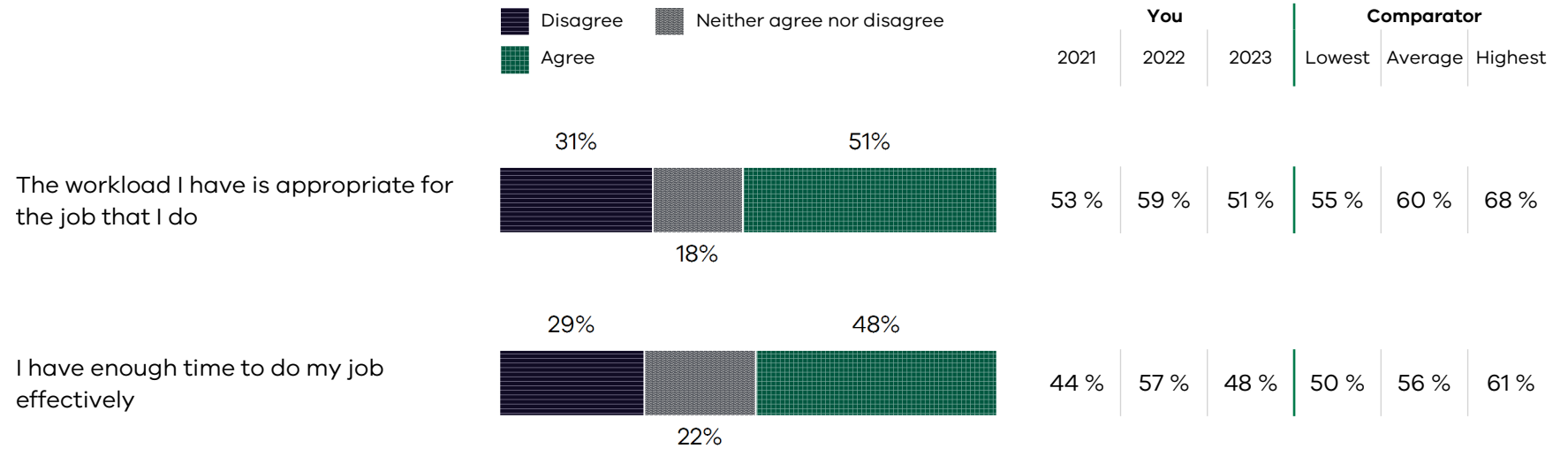
Example

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

Survey question

Your results

Benchmark agree results

■ Disagree   ▨ Neither agree nor disagree
▨ Agree

Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
The workload I have is appropriate for the job that I do	31% / 18% / 51%	53 %	59 %	51 %	55 %	60 %	68 %
I have enough time to do my job effectively	29% / 22% / 48%	44 %	57 %	48 %	50 %	56 %	61 %

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.
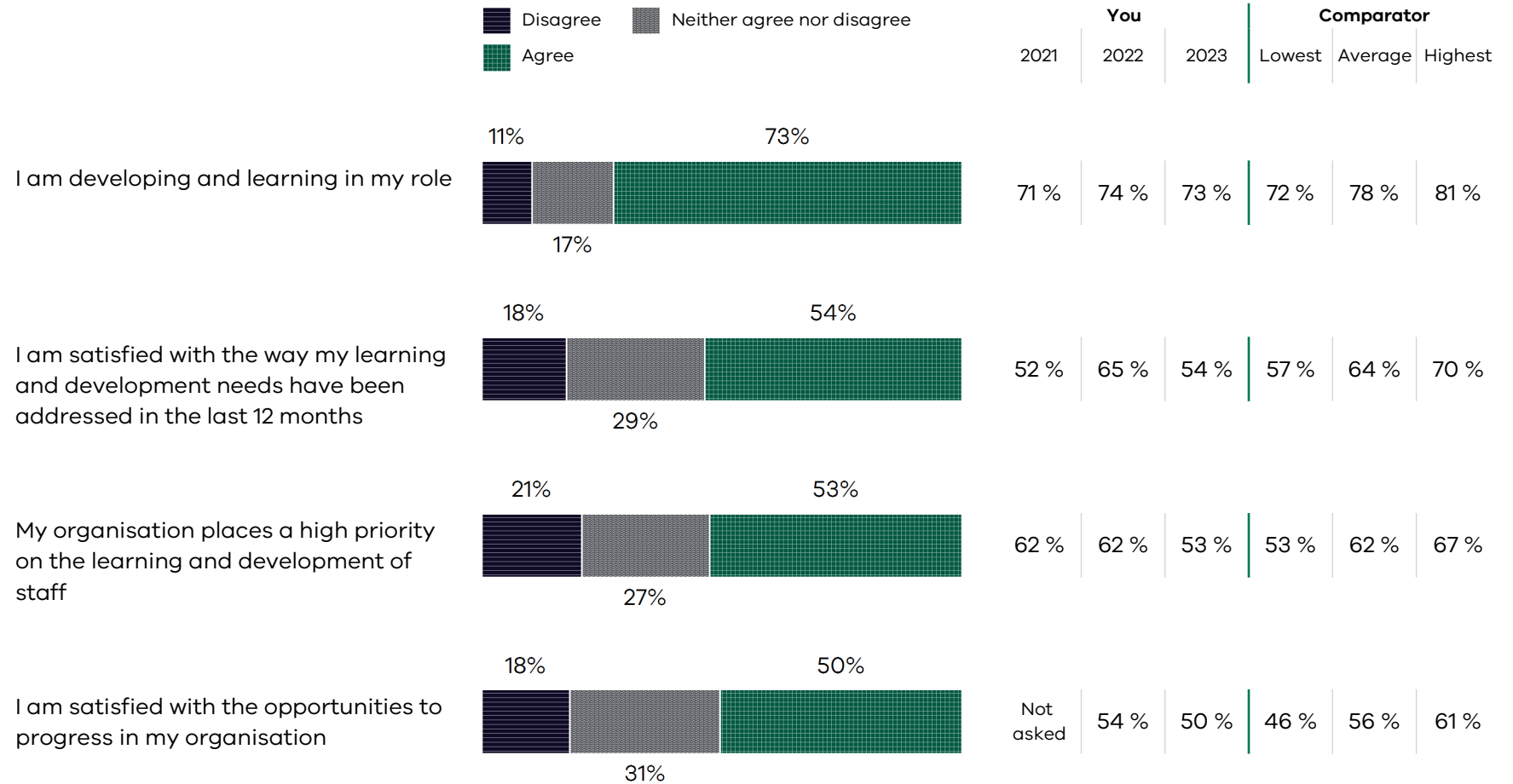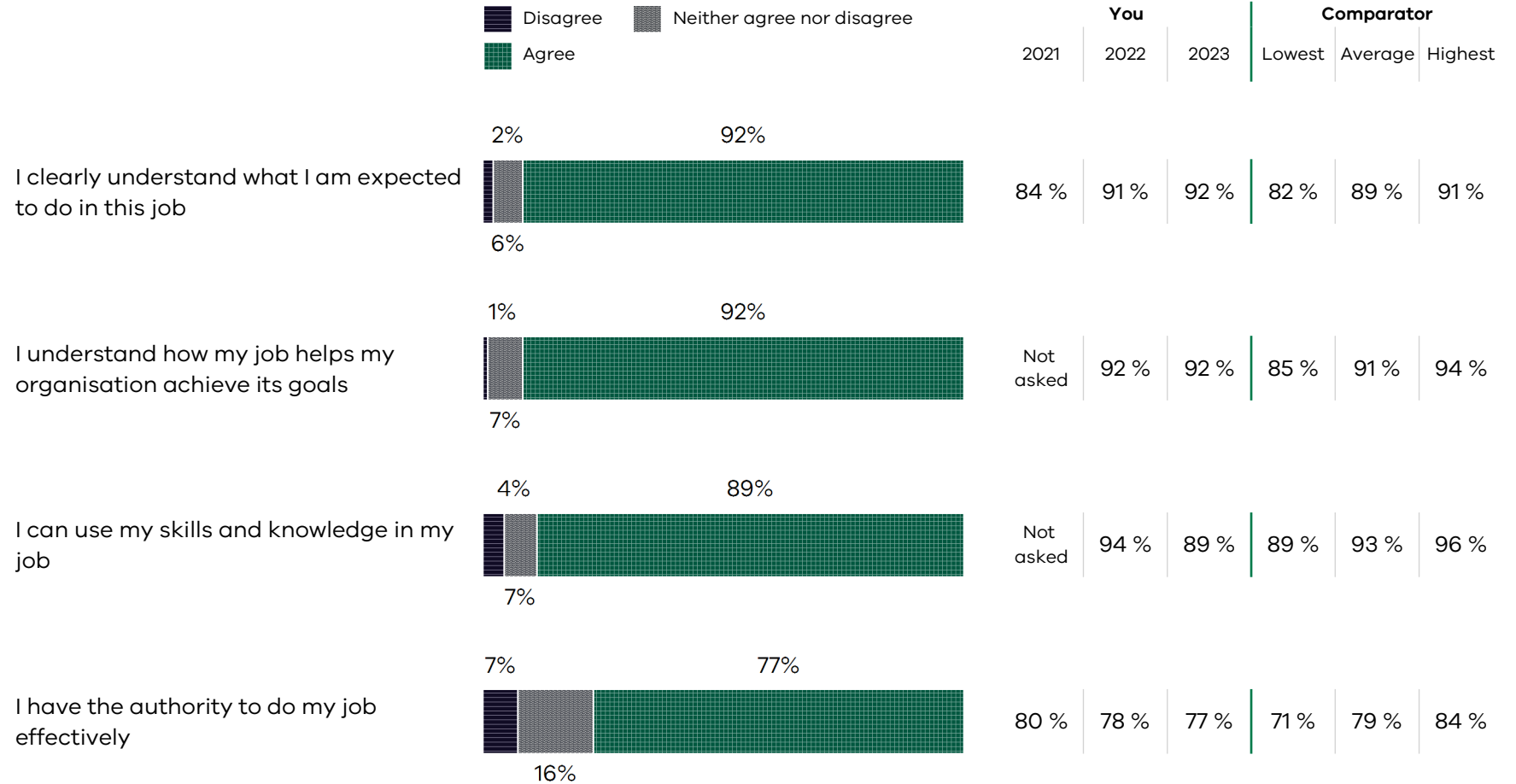
Example

73% 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 | | |

Your results legend: Disagree | Neither agree nor disagree | Agree

Benchmark agree results:

Survey question	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I am developing and learning in my role (Disagree 11%, Neither 17%, Agree 73%)	71 %	74 %	73 %	72 %	78 %	81 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months (Disagree 18%, Neither 29%, Agree 54%)	52 %	65 %	54 %	57 %	64 %	70 %
My organisation places a high priority on the learning and development of staff (Disagree 21%, Neither 27%, Agree 53%)	62 %	62 %	53 %	53 %	62 %	67 %
I am satisfied with the opportunities to progress in my organisation (Disagree 18%, Neither 31%, Agree 50%)	Not asked	54 %	50 %	46 %	56 %	61 %

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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.
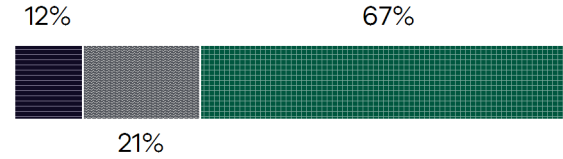
Example

92% of your staff who did the survey agreed or strongly agreed with 'I clearly understand what I am expected to do in this job'.

Survey question

Your results

Legend:
- Disagree
- Neither agree nor disagree
- Agree

Benchmark agree results

Survey question		You			Comparator		
	2021	2022	2023		Lowest	Average	Highest
I clearly understand what I am expected to do in this job (Disagree 2%, Agree 92%, Neither 6%)	84 %	91 %	92 %		82 %	89 %	91 %
I understand how my job helps my organisation achieve its goals (Disagree 1%, Agree 92%, Neither 7%)	Not asked	92 %	92 %		85 %	91 %	94 %
I can use my skills and knowledge in my job (Disagree 4%, Agree 89%, Neither 7%)	Not asked	94 %	89 %		89 %	93 %	96 %
I have the authority to do my job effectively (Disagree 7%, Agree 77%, Neither 16%)	80 %	78 %	77 %		71 %	79 %	84 %

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.
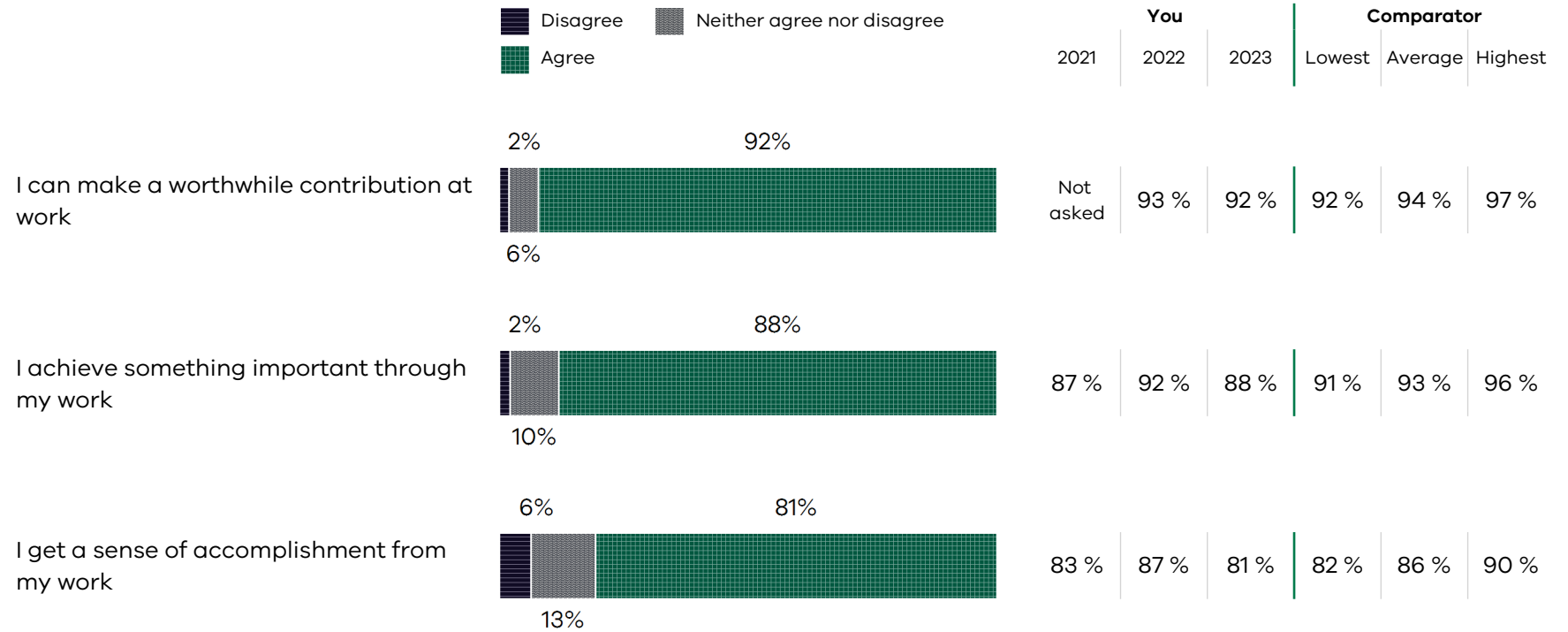
Example

67% of your staff who did the survey agreed or strongly agreed with 'I have a say in how I do my work'.

Survey question

I have a say in how I do my work

Your results

Disagree · Neither agree nor disagree · Agree

12% · 21% · 67%

Benchmark agree results

	You			Comparator		
2021	2022	2023		Lowest	Average	Highest
Not asked	73 %	67 %		71 %	74 %	78 %
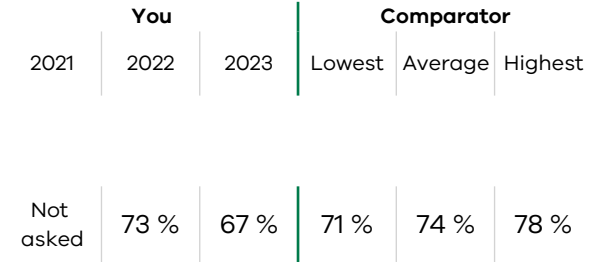
Job and manager factors

Meaningful work

What this is

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

Why this is important

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

How to read this

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

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

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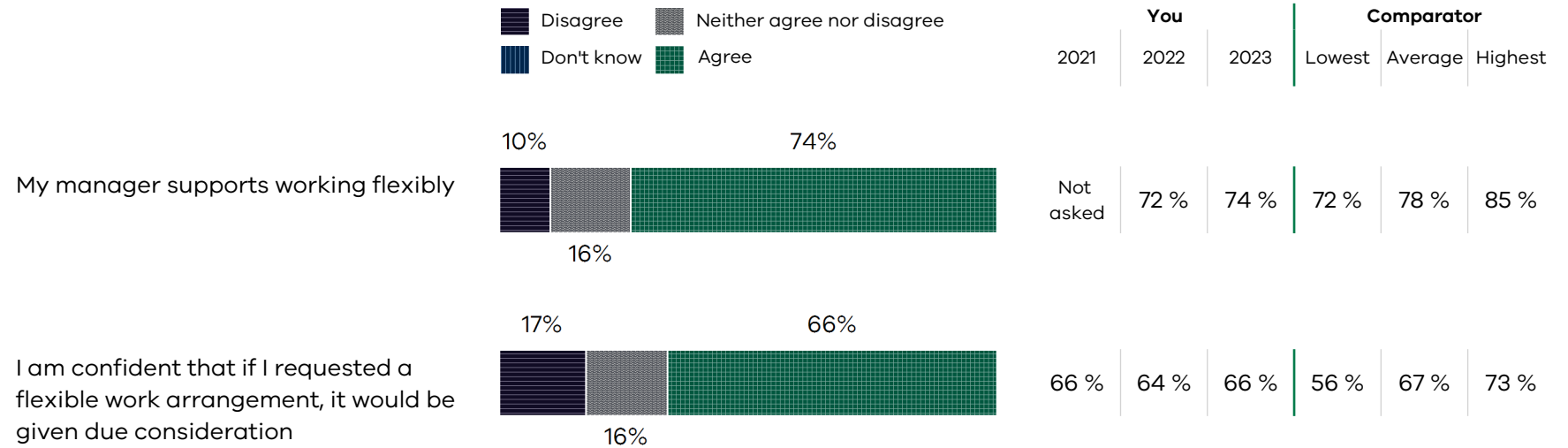
Example

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

Survey question	Your results	Benchmark agree results

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

		You			Comparator		
Survey question		2021	2022	2023	Lowest	Average	Highest
I can make a worthwhile contribution at work	2% / 6% / 92%	Not asked	93 %	92 %	92 %	94 %	97 %
I achieve something important through my work	2% / 10% / 88%	87 %	92 %	88 %	91 %	93 %	96 %
I get a sense of accomplishment from my work	6% / 13% / 81%	83 %	87 %	81 %	82 %	86 %	90 %

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

74% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.

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

Survey question	Your results		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My manager supports working flexibly	10% / 16% / 74%	Not asked	72 %	74 %	72 %	78 %	85 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	17% / 16% / 66%	66 %	64 %	66 %	56 %	67 %	73 %

People matter survey

2023

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- Satisfaction with complaint processes

Key differences

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

Taking action

- Taking action questions

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- Senior leadership questions

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Public sector values

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- 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
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- Employment
- Adjustments
- Caring
- Categories
- Primary role

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:

- 76% of your staff who did the survey responded positively to questions about Human rights , which is down 7% in 2022.

Compared to:

- 81% of staff at your comparator and 82% of staff across the public sector.

Human rights: 82%, 83%, 76%, 81%, 82%
Accountability*: 76%, 74%, 76%, 75%
Responsiveness*: 81%, 72%, 80%, 81%
Respect: 76%, 76%, 72%, 76%, 81%

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

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

Victorian Public Sector Commission

VICTORIA State Government

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:

- 67% of your staff who did the survey responded positively to questions about Leadership , which is down 0% in 2022.

Compared to:

- 71% of staff at your comparator and 74% of staff across the public sector.
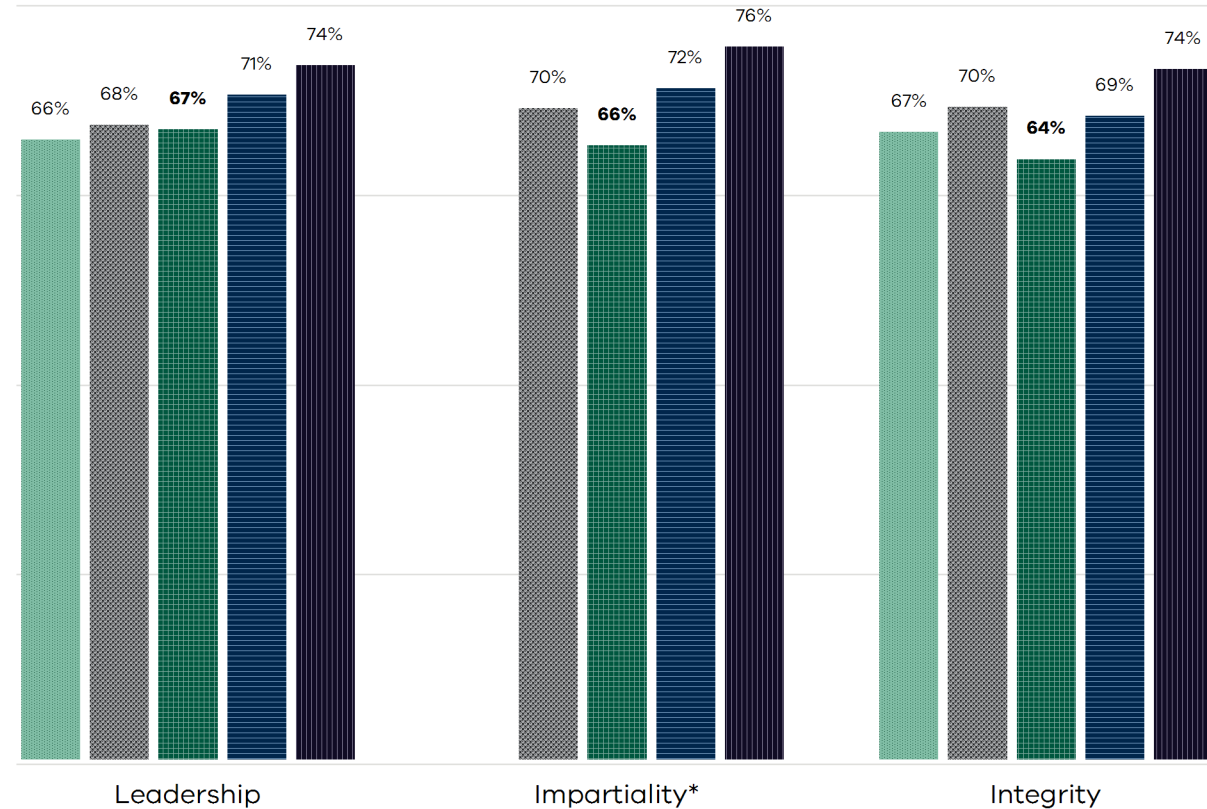
Leadership: 66%, 68%, 67%, 71%, 74%
Impartiality*: 70%, 66%, 72%, 76%
Integrity: 67%, 70%, 64%, 69%, 74%

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

You 2021   You 2022   You 2023   Comparator 2023   Public sector 2023

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.
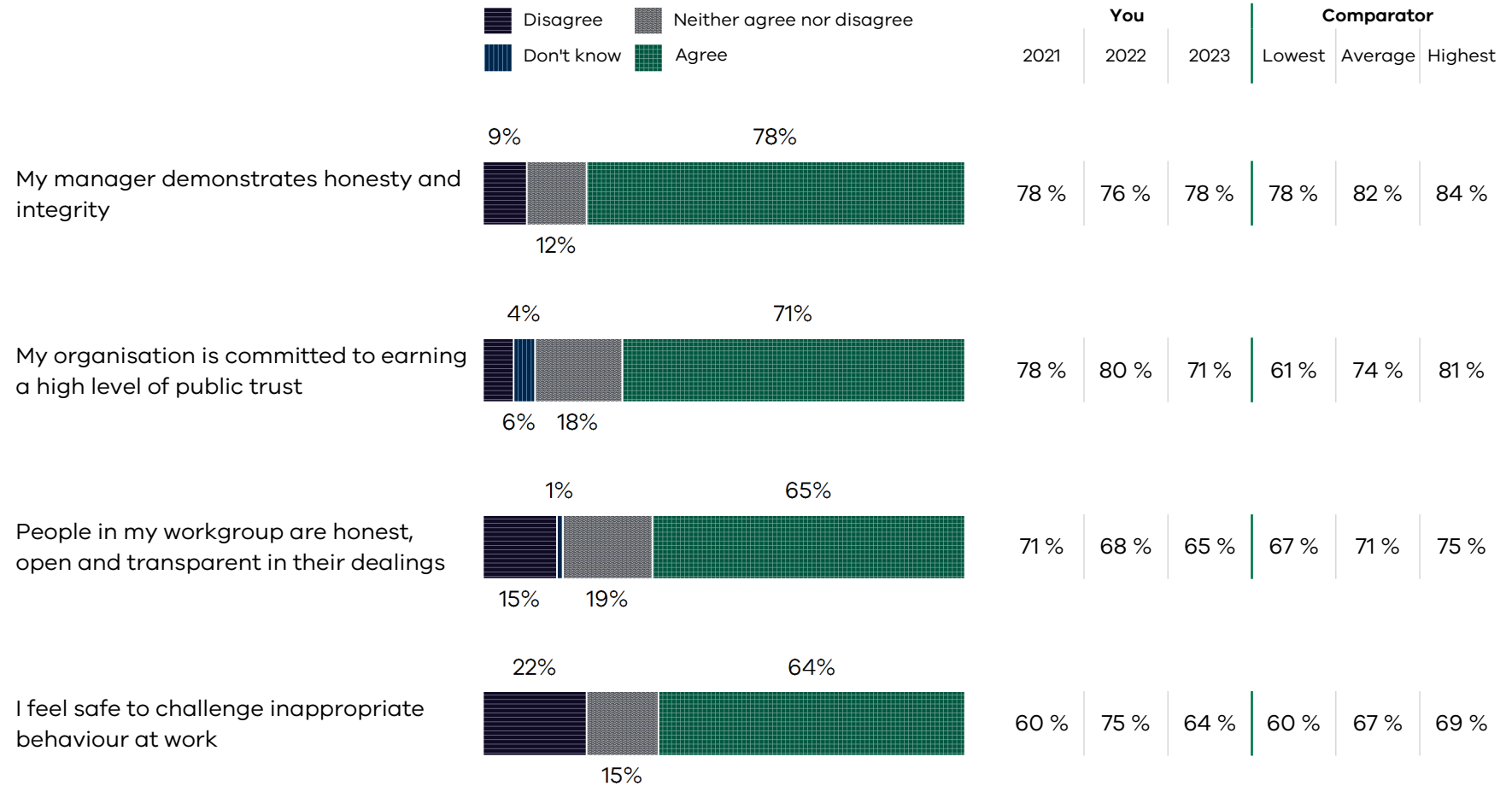
Example

72% 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

Survey question	Your results		You			Comparator		
		2021	2022	2023		Lowest	Average	Highest
My workgroup provides high quality advice and services	8% / 1% / 18% / 72%	Not asked	81 %	72 %		76 %	80 %	85 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My manager demonstrates honesty and integrity	9% / 12% / 78%	78 %	76 %	78 %	78 %	82 %	84 %
My organisation is committed to earning a high level of public trust	4% / 6% / 18% / 71%	78 %	80 %	71 %	61 %	74 %	81 %
People in my workgroup are honest, open and transparent in their dealings	15% / 1% / 19% / 65%	71 %	68 %	65 %	67 %	71 %	75 %
I feel safe to challenge inappropriate behaviour at work	22% / 15% / 64%	60 %	75 %	64 %	60 %	67 %	69 %

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

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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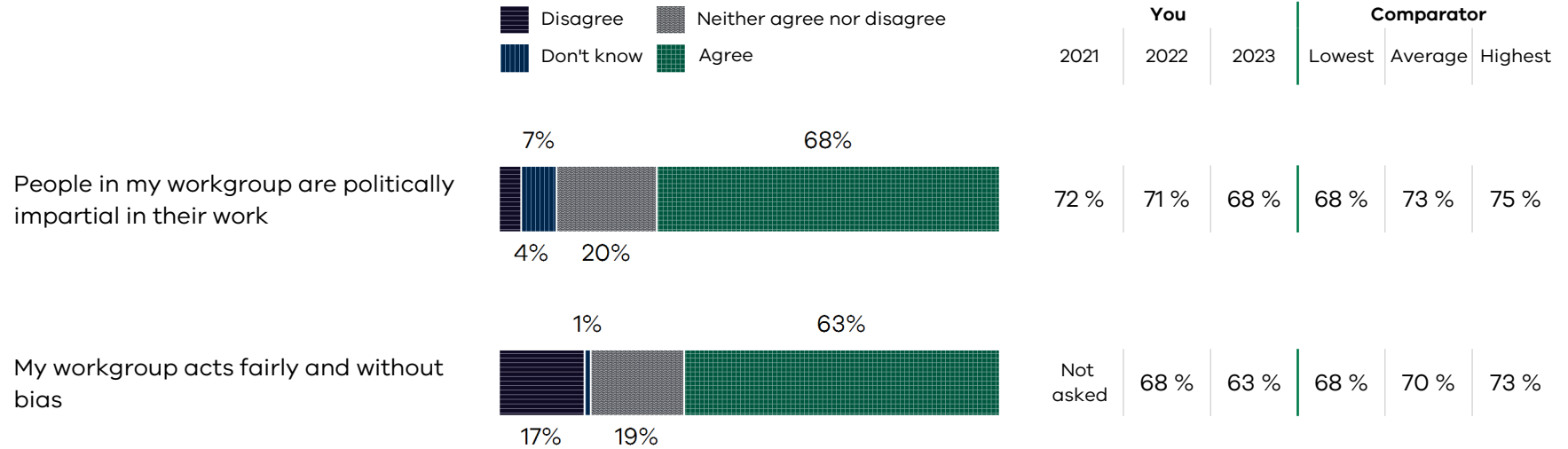
Example

61% of staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question	Your results						

Your results legend: Disagree · Don't know · Neither agree nor disagree · Agree
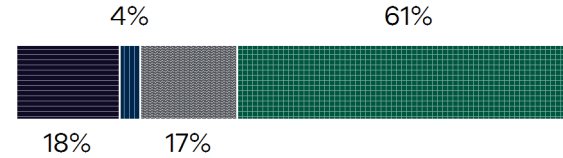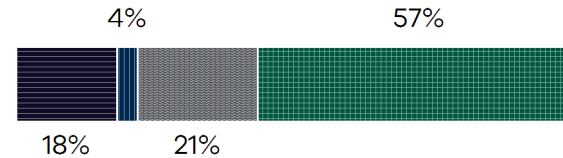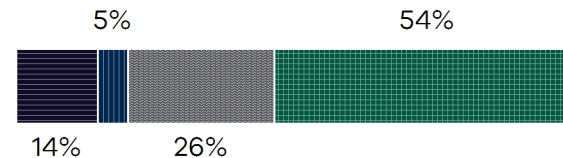
Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My organisation does not tolerate improper conduct	18% / 4% / 17% / 61%	63 %	70 %	61 %	57 %	66 %	70 %
People in my workgroup appropriately manage conflicts of interest	18% / 4% / 21% / 57%	62 %	63 %	57 %	58 %	64 %	67 %
Senior leaders demonstrate honesty and integrity	14% / 5% / 26% / 54%	58 %	56 %	54 %	48 %	60 %	66 %

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.
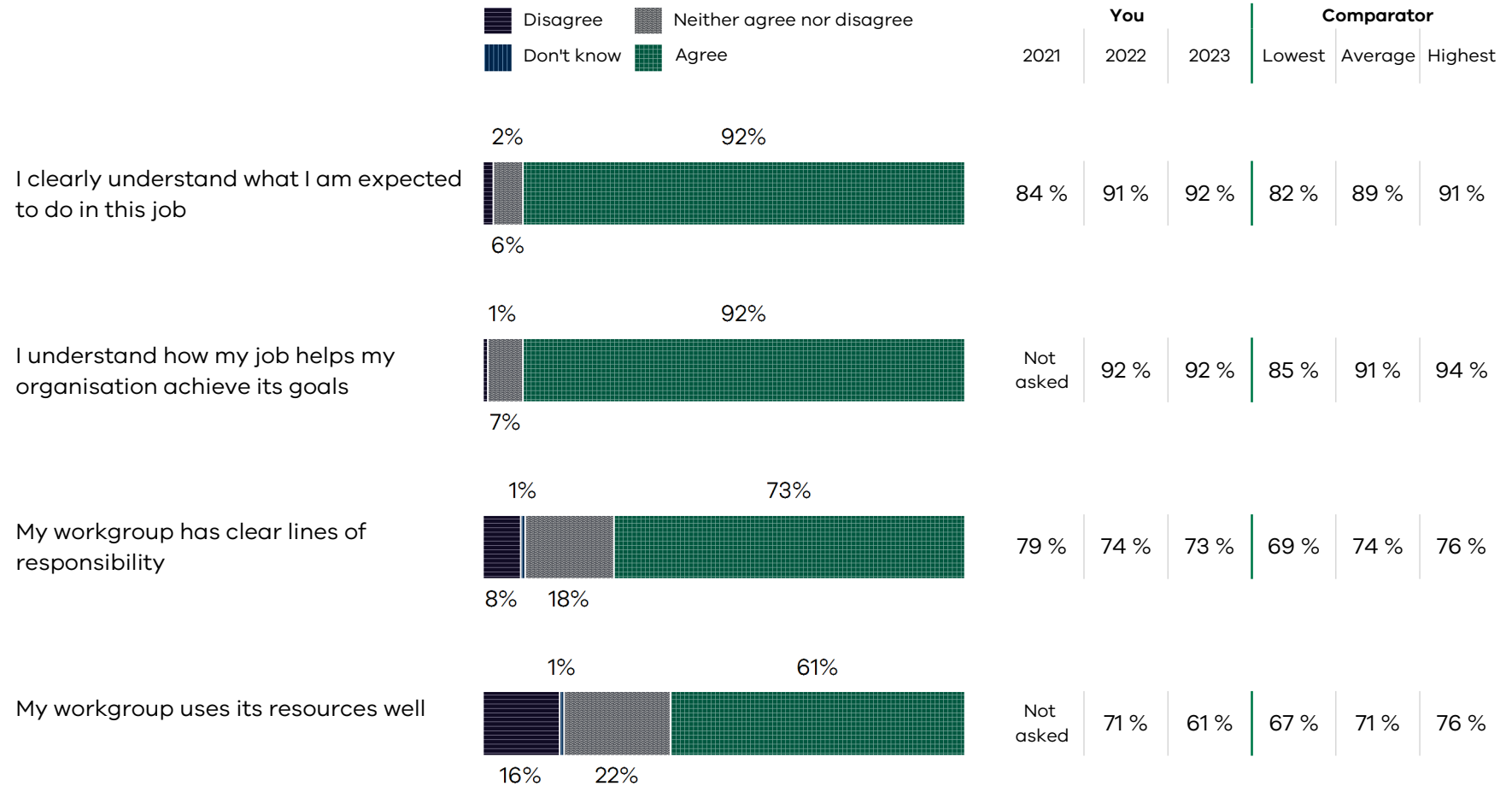
Example

68% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

Survey question

Your results

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

People in my workgroup are politically impartial in their work

7% | 68%
4% | 20%

My workgroup acts fairly and without bias

1% | 63%
17% | 19%

Benchmark agree results

Survey question	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup are politically impartial in their work	72 %	71 %	68 %	68 %	73 %	75 %
My workgroup acts fairly and without bias	Not asked	68 %	63 %	68 %	70 %	73 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

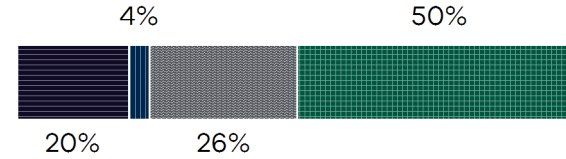Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

92% of staff who did the survey agreed or strongly agreed with 'I clearly understand what I am expected to do in this job'.

Survey question	Your results		You			Comparator		
		2021	2022	2023		Lowest	Average	Highest

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

Survey question	Disagree	Neither	Agree	2021	2022	2023	Lowest	Average	Highest
I clearly understand what I am expected to do in this job	2%	6%	92%	84 %	91 %	92 %	82 %	89 %	91 %
I understand how my job helps my organisation achieve its goals	1%	7%	92%	Not asked	92 %	92 %	85 %	91 %	94 %
My workgroup has clear lines of responsibility	1% / 8%	18%	73%	79 %	74 %	73 %	69 %	74 %	76 %
My workgroup uses its resources well	1% / 16%	22%	61%	Not asked	71 %	61 %	67 %	71 %	76 %

Public sector values

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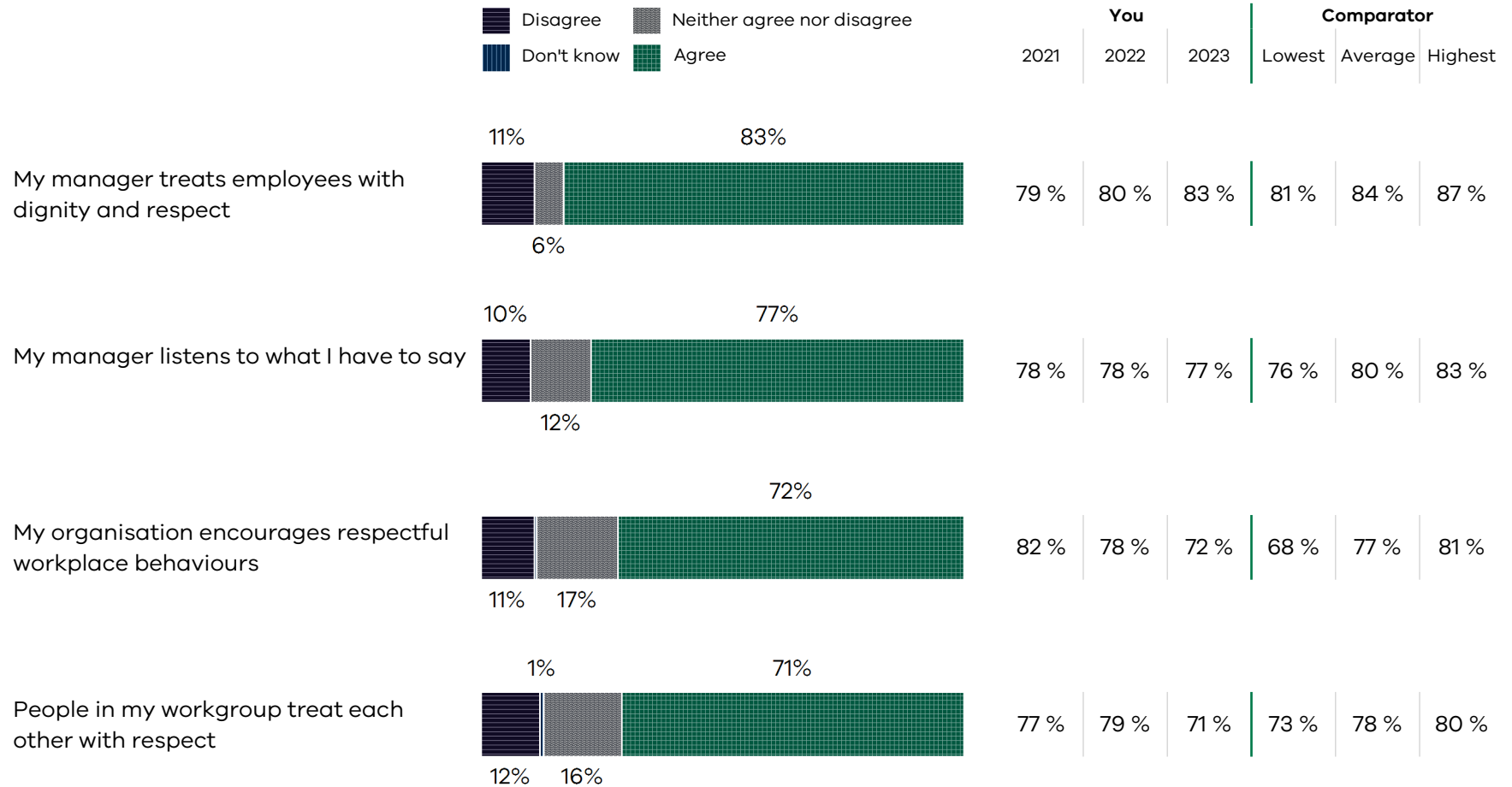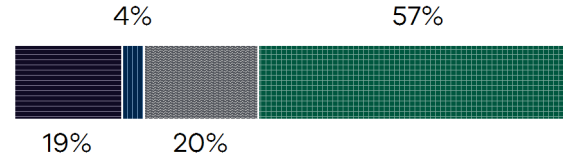Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

50% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

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

Senior leaders provide clear strategy and direction

4% | 50%
20% | 26%

Benchmark agree results

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
	56 %	53 %	50 %	44 %	58 %	67 %
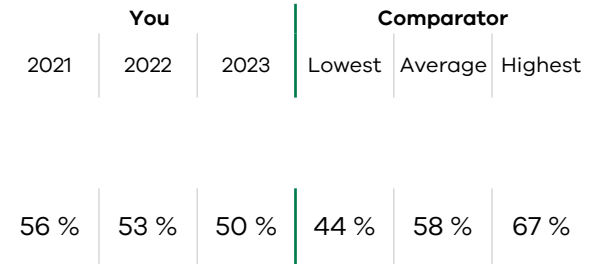
Public sector values

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

83% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results			You			Comparator		
			You				**Comparator**		
		2021	2022	2023	Lowest	Average	Highest
My manager treats employees with dignity and respect	11% 6% 83%	79 %	80 %	83 %	81 %	84 %	87 %
My manager listens to what I have to say	10% 12% 77%	78 %	78 %	77 %	76 %	80 %	83 %
My organisation encourages respectful workplace behaviours	11% 17% 72%	82 %	78 %	72 %	68 %	77 %	81 %
People in my workgroup treat each other with respect	1% 12% 16% 71%	77 %	79 %	71 %	73 %	78 %	80 %

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

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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

Example

57% of staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question	Your results	Benchmark agree results

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

		You			Comparator		
Survey question		2021	2022	2023	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination	19% / 4% / 20% / 57%	61 %	65 %	57 %	54 %	60 %	66 %

Victorian Public Sector Commission

VICTORIA State Government
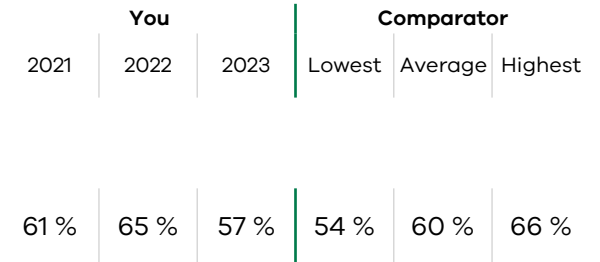
Public sector values

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

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

| Survey question | Your results | Benchmark agree results |

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
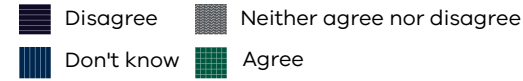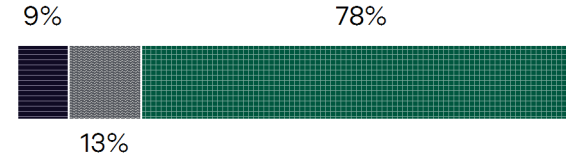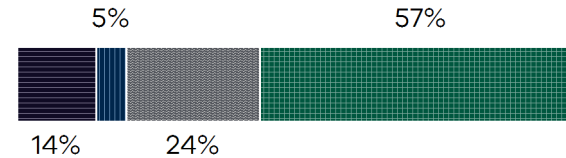
Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My manager models my organisation's values	9% / 13% / 78%	75 %	77 %	78 %	77 %	81 %	84 %
Senior leaders model my organisation's values	14% / 5% / 24% / 57%	58 %	59 %	57 %	49 %	61 %	66 %

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

Legend: ■ Disagree ▨ Neither agree nor disagree ▥ Don't know ▦ Agree
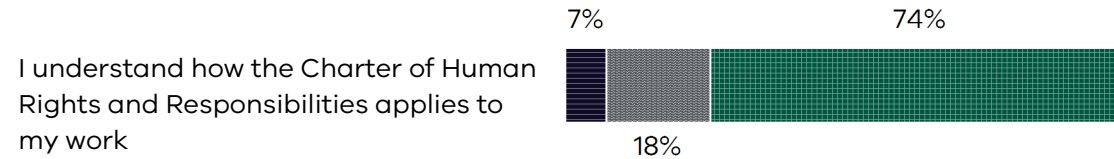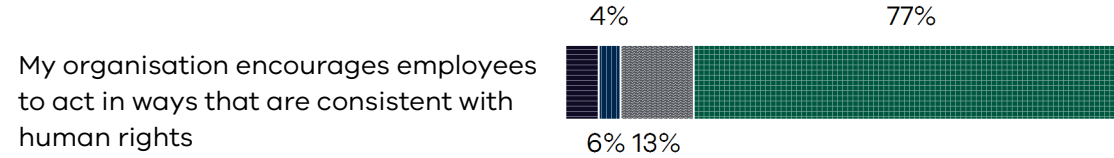
Survey question	Your results		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	4% · 6% · 13% · 77%	83 %	83 %	77 %	74 %	82 %	85 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	7% · 18% · 74%	80 %	82 %	74 %	77 %	80 %	89 %

People matter survey

2023

Have your say

Overview

Result summary

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate
- Patient 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
- Categories
- Primary role

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

82% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.
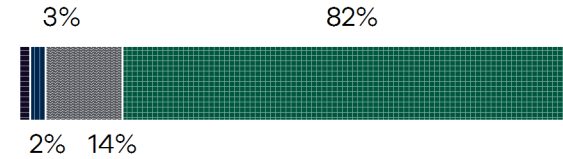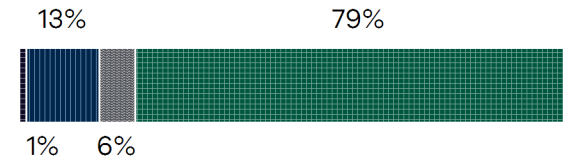
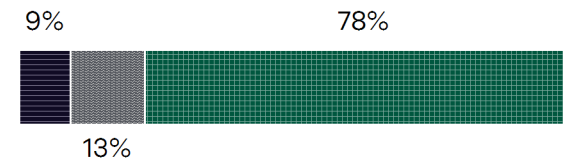| Survey question	Your results		You			Comparator		
			2021	2022	2023	Lowest	Average	Highest

Legend: Disagree · Don't know · Neither agree nor disagree · Agree
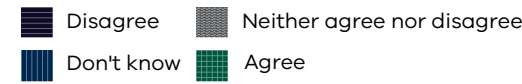
Survey question	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My organisation uses inclusive and respectful images and language (2% / 3% / 14% / 82%)	83 %	Not asked	82 %	78 %	83 %	87 %
My organisation would support me if I needed to take family violence leave (13% / 1% / 6% / 79%)	75 %	Not asked	79 %	77 %	80 %	87 %
In my workgroup work is allocated fairly, regardless of gender (9% / 13% / 78%)	81 %	Not asked	78 %	78 %	81 %	88 %

Victorian Public Sector Commission

VICTORIA State Government

Topical questions

What this is

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

Why this is important

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

How to read this

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

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

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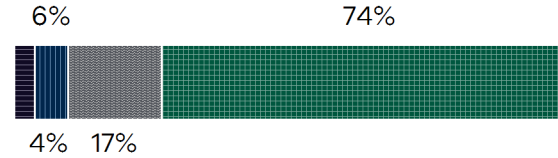
Example

74% of your staff who did the survey agreed or strongly agreed with 'I understand how the Code of Conduct for Victorian public sector employees applies to my work'.
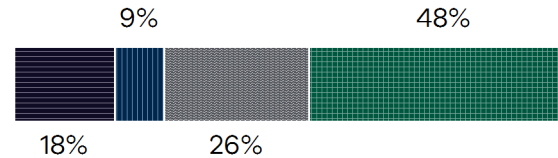
Survey question	Your results	Benchmark agree results

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

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest

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

6% ... 74%
4% 17%

| Not asked | Not asked | 74 % | 77 % | 82 % | 86 % |

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

9% ... 48%
18% 26%

| Not asked | Not asked | 48 % | 45 % | 52 % | 56 % |

People matter survey

2023

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- Human rights

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

Demographics

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

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	**101**	25%
35-54 years	**198**	48%
55+ years	**91**	22%
Prefer not to say	**19**	5%

How would you describe your gender?	(n)	%
Woman	**331**	81%
Man	**53**	13%
Prefer not to say	**23**	6%
Non-binary and I use a different term	**2**	0%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	**2**	0%
No	**376**	92%
Prefer not to say	**31**	8%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	**3**	1%
No	**357**	87%
Don't know	**22**	5%
Prefer not to say	**27**	7%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	**314**	77%
Prefer not to say	**50**	12%
Asexual	**17**	4%
Bisexual	**12**	3%
Gay or lesbian	**8**	2%
I use a different term	**3**	1%
Don't know	**3**	1%
Pansexual	**2**	0%

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.

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**9**	2%
Non Aboriginal and/or Torres Strait Islander	**382**	93%
Prefer not to say	**18**	4%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:
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Do you identify as a person with a disability?	(n)	%
Yes	**17**	4%
No	**361**	88%
Prefer not to say	**31**	8%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	**8**	47%
No	**7**	41%
Prefer not to say	**2**	12%

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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Country of birth	(n)	%
Born in Australia	**345**	84%
Not born in Australia	**41**	10%
Prefer not to say	**23**	6%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Other	**6**	25%
Hindi	**5**	21%
Malayalam	**4**	17%
Punjabi	**3**	13%
Australian Indigenous Language	**2**	8%
Filipino	**2**	8%
Macedonian	**2**	8%
Spanish	**2**	8%
Arabic	**1**	4%
Cantonese	**1**	4%
Italian	**1**	4%
Tamil	**1**	4%

Language other than English spoken with family or community	(n)	%
Yes	**24**	6%
No	**363**	89%
Prefer not to say	**22**	5%

Victorian Public Sector Commission

VICTORIA State Government

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

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Cultural identity	(n)	%
Australian	345	84%
English, Irish, Scottish and/or Welsh	34	8%
Prefer not to say	26	6%
New Zealander	9	2%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	9	2%
Aboriginal and/or Torres Strait Islander	6	1%
East and/or South-East Asian	6	1%
South Asian	2	0%
Other	2	0%
Central and/or South American	2	0%
Middle Eastern	1	0%

Religion	(n)	%
No religion	223	55%
Christianity	116	28%
Prefer not to say	46	11%
Other	17	4%
Sikhism	3	1%
Hinduism	2	0%
Buddhism	1	0%
Islam	1	0%

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

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How we protect anonymity and privacy

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

Working arrangement	(n)	%
Full-Time	108	26%
Part-Time	301	74%

Gross base salary (ongoing/fixed term only)	(n)	%
Prefer not to say	51	14%
Below $80k	197	54%
$80k to $120k	97	27%
$120k to $160k	11	3%
$160k to $200k	2	1%
$200k or more	7	2%

Organisational tenure	(n)	%
<1 year	64	16%
1 to less than 2 years	62	15%
2 to less than 5 years	98	24%
5 to less than 10 years	61	15%
10 to less than 20 years	75	18%
More than 20 years	49	12%

Management responsibility	(n)	%
Non-manager	341	83%
Other manager	50	12%
Manager of other manager(s)	18	4%

Employment type	(n)	%
Ongoing and executive	319	78%
Fixed term	46	11%
Other	44	11%

Demographics

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Primary workplace location over the last 3 months	(n)	%
Rural	295	72%
Large regional city	87	21%
Other	15	4%
Melbourne: Suburbs	10	2%
Melbourne CBD	2	0%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	148	36%
A frontline or service delivery location	216	53%
Home or private location	7	2%
A shared office space (where two or more organisations share the same workspace e.g. Gov hubs, suburban hubs etc.)	20	5%
Other	55	13%

Flexible work	(n)	%
Part-time	156	38%
No, I do not use any flexible work arrangements	134	33%
Flexible start and finish times	87	21%
Shift swap	66	16%
Working more hours over fewer days	39	10%
Using leave to work flexible hours	37	9%
Study leave	25	6%
Working from an alternative location (e.g. home, hub/shared work space)	18	4%
Other	13	3%
Job sharing	8	2%
Purchased leave	6	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	**296**	72%
Flexible working arrangements	**78**	19%
Physical modifications or improvements to the workplace	**33**	8%
Career development support strategies	**9**	2%
Job redesign or role sharing	**8**	2%
Other	**7**	2%
Accessible communications technologies	**4**	1%

Why did you make this request?	(n)	%
Work-life balance	**36**	32%
Health	**35**	31%
Family responsibilities	**34**	30%
Caring responsibilities	**28**	25%
Other	**14**	12%
Study commitments	**10**	9%
Disability	**4**	4%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	**85**	75%
The adjustments I needed were not made	**20**	18%
The adjustments I needed were made but the process was unsatisfactory	**8**	7%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

How we protect anonymity and privacy

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Caring responsibility	(n)	%
None of the above	**154**	38%
Primary school aged child(ren)	**87**	21%
Secondary school aged child(ren)	**79**	19%
Frail or aged person(s)	**44**	11%
Child(ren) - younger than preschool age	**43**	11%
Preschool aged child(ren)	**29**	7%
Prefer not to say	**26**	6%
Person(s) with a medical condition	**26**	6%
Person(s) with disability	**21**	5%
Person(s) with a mental illness	**16**	4%
Other	**12**	3%

Demographics

Employment categories

What is this

This shows how many people in each employee category responded to the survey.

Why this is important

This helps you assess how representative of your organisation your survey was.

How to read this

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

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

How we protect anonymity and privacy

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Which of the following categories best describes your current position?	(n)	%
Nursing Employees	**132**	32%
Management, Administration and Corporate support	**102**	25%
Support services	**92**	22%
Allied health - therapy discipline	**44**	11%
Other health and social care	**18**	4%
Medical Employees	**11**	3%
Allied health - assistant	**7**	2%
Community development	**2**	0%
Pastoral / spiritual care	**1**	0%

Demographics

Primary role

What is this

This shows the primary role of your staff.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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Which of the following best describes the primary operational area in which you work?	(n)	%
Hospital-based services	**293**	72%
Corporate services	**29**	7%
Community-based services	**58**	14%
Residential aged care services	**29**	7%

Is your primary work role in one of the following areas?	(n)	%
Aged care	**32**	8%
Emergency	**27**	7%
Maternity care	**23**	6%
Medical	**43**	11%
Mental health	**1**	0%
Mixed medical/surgical	**7**	2%
Palliative care	**5**	1%
Paediatrics	**5**	1%
Peri-operative	**12**	3%
Rehabilitation	**11**	3%
Surgical	**10**	2%
Other	**145**	35%
Administration	**88**	22%

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