

# People matter survey

2023

Have your say

Mallee 5.7%

Grampians

Hume 5.6%

Barwon South  
West 7.8%

Gippsland  
5.2%

Barwon South  
West

Gippsland

Grampians

10.8%

3.0%

2.6%

# People matter survey

2023

Have your say

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### Topical questions

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

### Demographics

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



# 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 91% 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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### Privacy and anonymity

To protect you, we:

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

Read more in [our privacy policy](#).

## Report overview

### Survey's theoretical framework

#### What this is

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

#### Why this is important

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

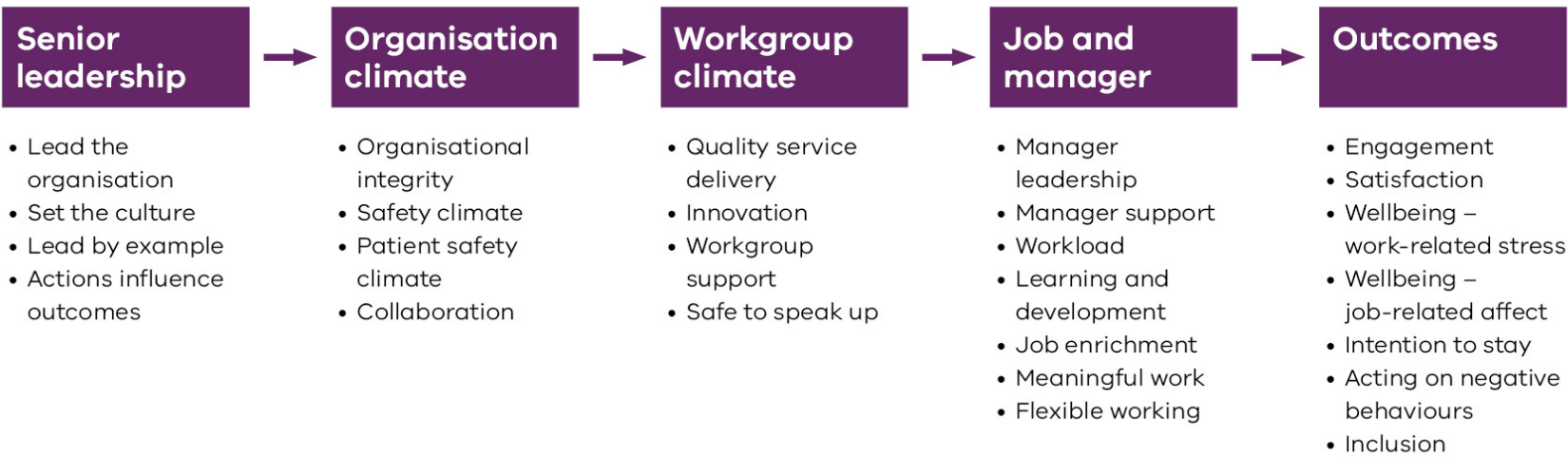
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

#### Our public sector values

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

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

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



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



## Report overview

### Your comparator group

#### 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'.

- Barwon Asset Solutions Pty Ltd
- Barwon Region Water Corporation
- Central Gippsland Region Water Corporation
- Central Highlands Region Water Corporation
- Coliban Region Water Corporation
- Gippsland and Southern Rural Water Corporation
- Goulburn Murray Rural Water Corporation
- Grampians Wimmera Mallee Water Corporation
- Lower Murray Urban and Rural Water Corporation
- North East Region Water Corporation
- South Gippsland Region Water Corporation
- Wannon Region Water Corporation
- Westernport Region Water Corporation
- Yarra Valley Water Corporation

# 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

100%  
(107)

Comparator	72%
Public Sector	42%

2023

94%  
(113)

Comparator	72%
Public Sector	57%

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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

72

Comparator 69  
Public Sector 68

2023

70

Comparator 72  
Public Sector 67



# People outcomes

## Engagement question results 1 of 2

### What this is

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

### Your organisation's engagement index

Your 2023 index is 70.

### Why this is important

High engagement drives greater productivity, employee wellbeing and lower absences, turnover and workplace stress.

### How to read this

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

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

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

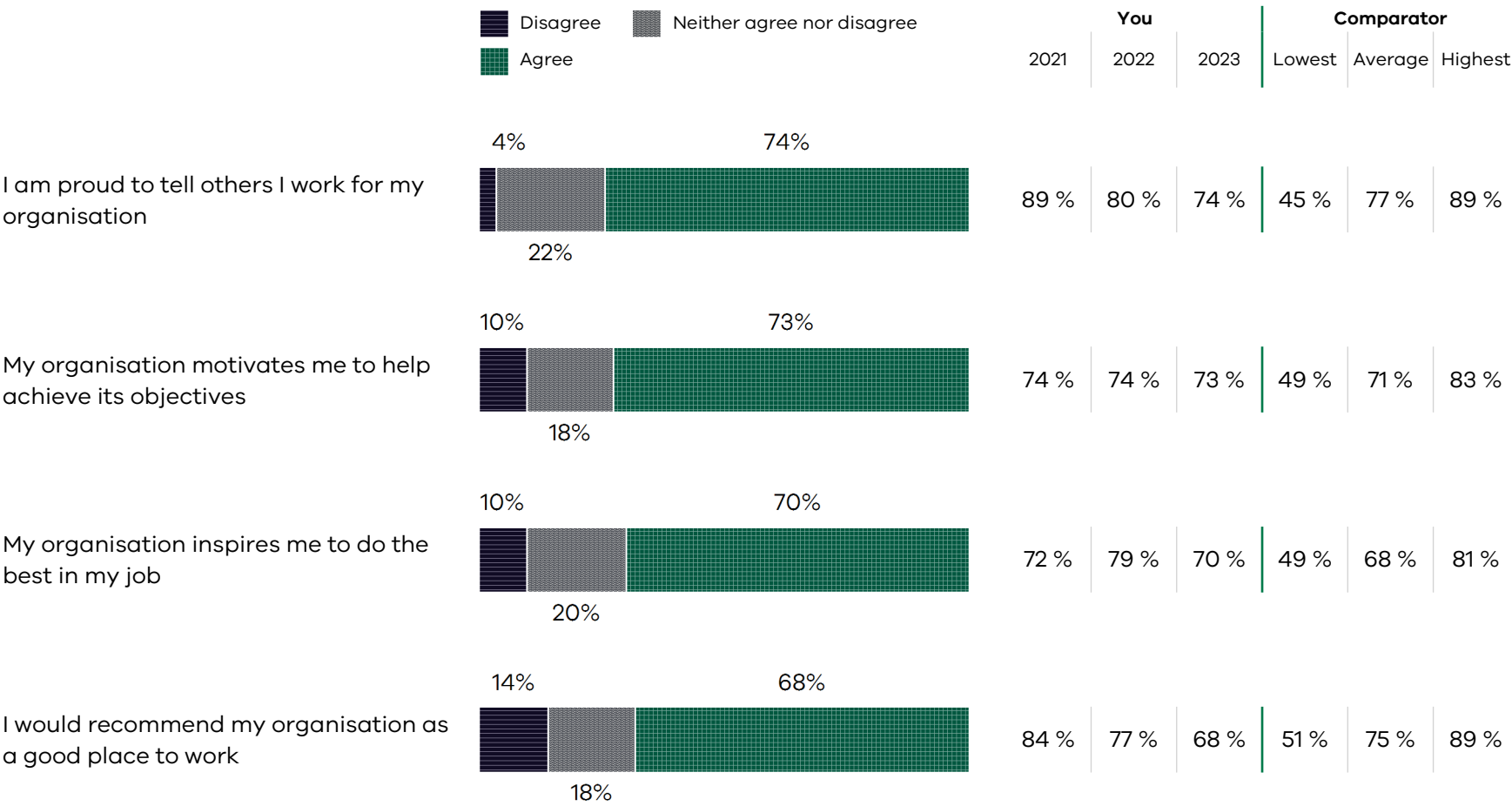
### Example

74% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

## Survey question

## Your results

## Benchmark agree results



People outcomes

Engagement question results 2 of 2

What this is

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

Your organisation's engagement index

Your 2023 index is 70.

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How to read this

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

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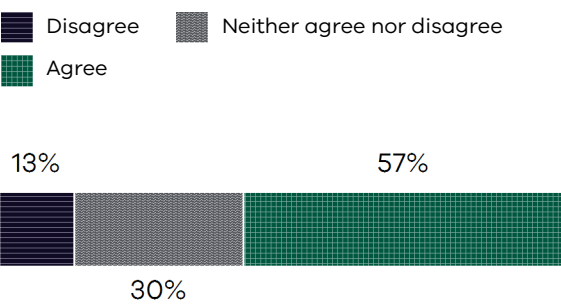
Example

57% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Survey question

I feel a strong personal attachment to my organisation

Your results



Benchmark agree results

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
I feel a strong personal attachment to my organisation	71 %	65 %	57 %	48 %	64 %	75 %

# 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.

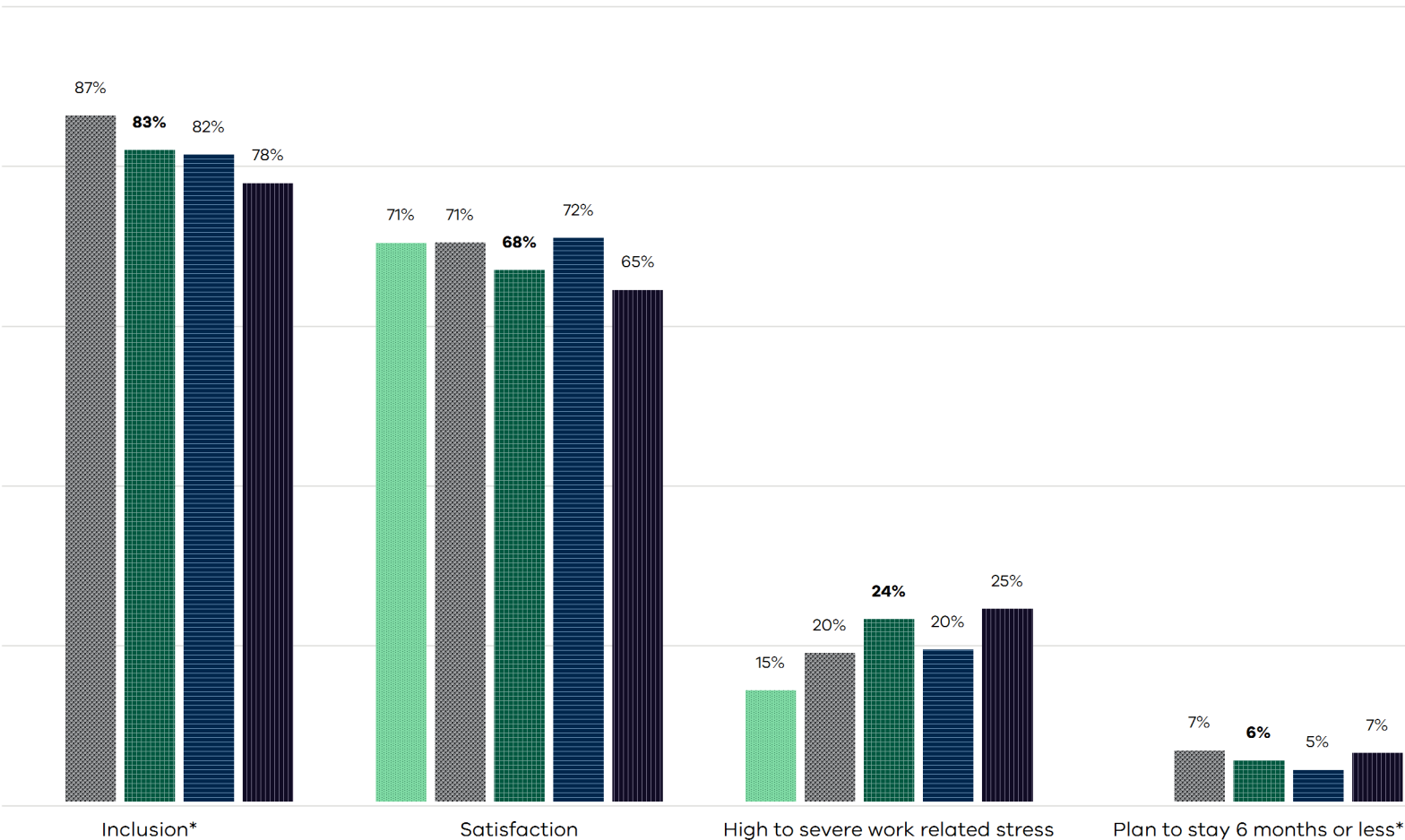
## Example

In 2023:

- 83% of your staff who did the survey responded positively to questions about Inclusion which is down from 87% in 2022.

Compared to:

- 82% of staff at your comparator and 78% of staff across the public sector.



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

You2021 You2022 You2023 Comparator 2023 Public sector 2023



# People outcomes

## Satisfaction question results

### What this is

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

### Why this is important

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

### How to read this

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

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

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

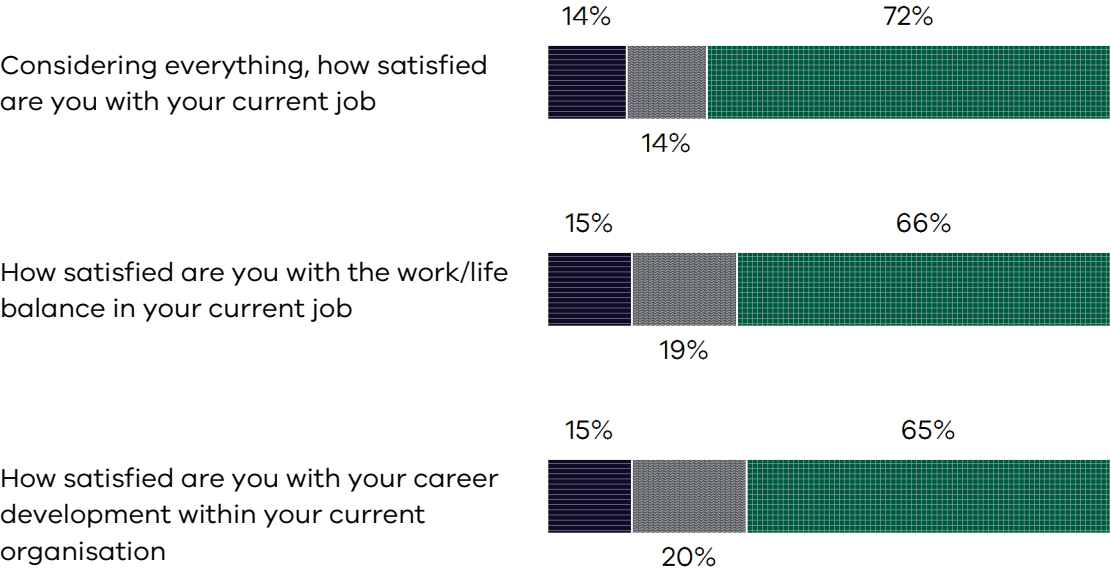
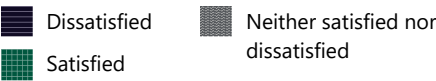
### Example

72% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

## Survey question

## Your results

## Benchmark satisfied results



You			Comparator		
2021	2022	2023	Lowest	Average	Highest
81 %	80 %	72 %	65 %	77 %	85 %
71 %	66 %	66 %	63 %	77 %	91 %
61 %	66 %	65 %	49 %	61 %	66 %

# 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.

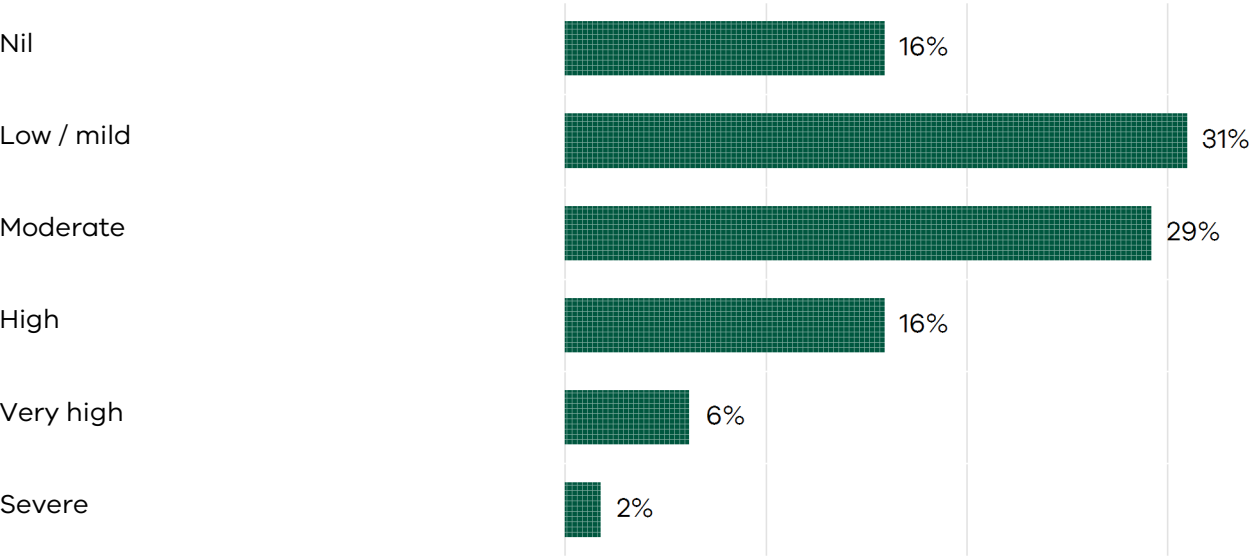
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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.

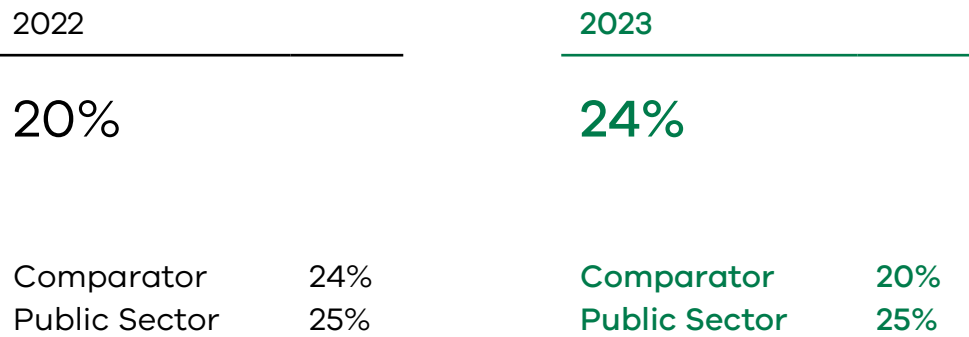
### Example

24% of your staff who did the survey said they had high to severe stress in 2023. This is compared to 20% of staff in your comparator group and 25% of staff across the public sector.

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



Reported levels of high to severe stress



## People outcomes

### Work-related stress causes

#### What this is

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

#### Why this is important

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

#### How to read this

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

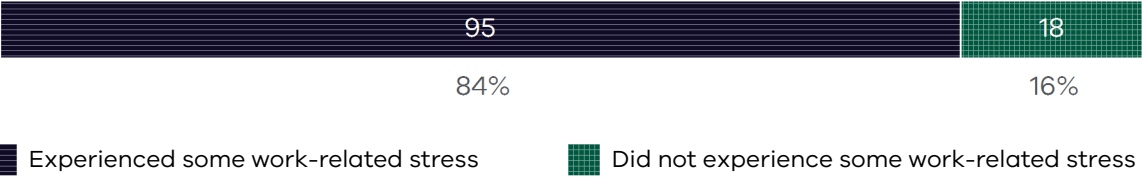
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

#### Example

84% of your staff who did the survey said they experienced mild to severe stress.

Of that 84%, 49% said the top reason was 'Workload'.



Of those that experienced work related stress it was from ...	You 2022	You 2023	Comparator 2023	Public sector 2023
Workload	46%	49%	52%	49%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	11%	25%	9%	11%
Time pressure	37%	21%	40%	41%
Organisation or workplace change	11%	18%	12%	12%
Unclear job expectations	10%	17%	13%	14%
Content, variety, or difficulty of work	16%	15%	12%	11%
Competing home and work responsibilities	17%	14%	14%	14%
Other	12%	14%	11%	12%
Management of work (e.g. supervision, training, information, support)	14%	12%	12%	13%
Dealing with clients, patients or stakeholders	12%	11%	15%	15%

# 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

5% of your staff who did the survey said they intended to work for your organisation for Over 6 months and up to 1 year.

 Leaving your organisation  Leaving the sector  Staying

Employees plan to work at your organisation for ...	You 2022	You 2023	Comparator 2023	Public sector 2023
6 months or less	7%	6%	5%	7%
Over 6 months and up to 1 year	5%	5%	6%	10%
Over 1 year and up to 3 years	21%	27%	21%	24%
Over 3 years and up to 5 years	8%	19%	15%	15%
Over 5 years	59%	43%	52%	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.

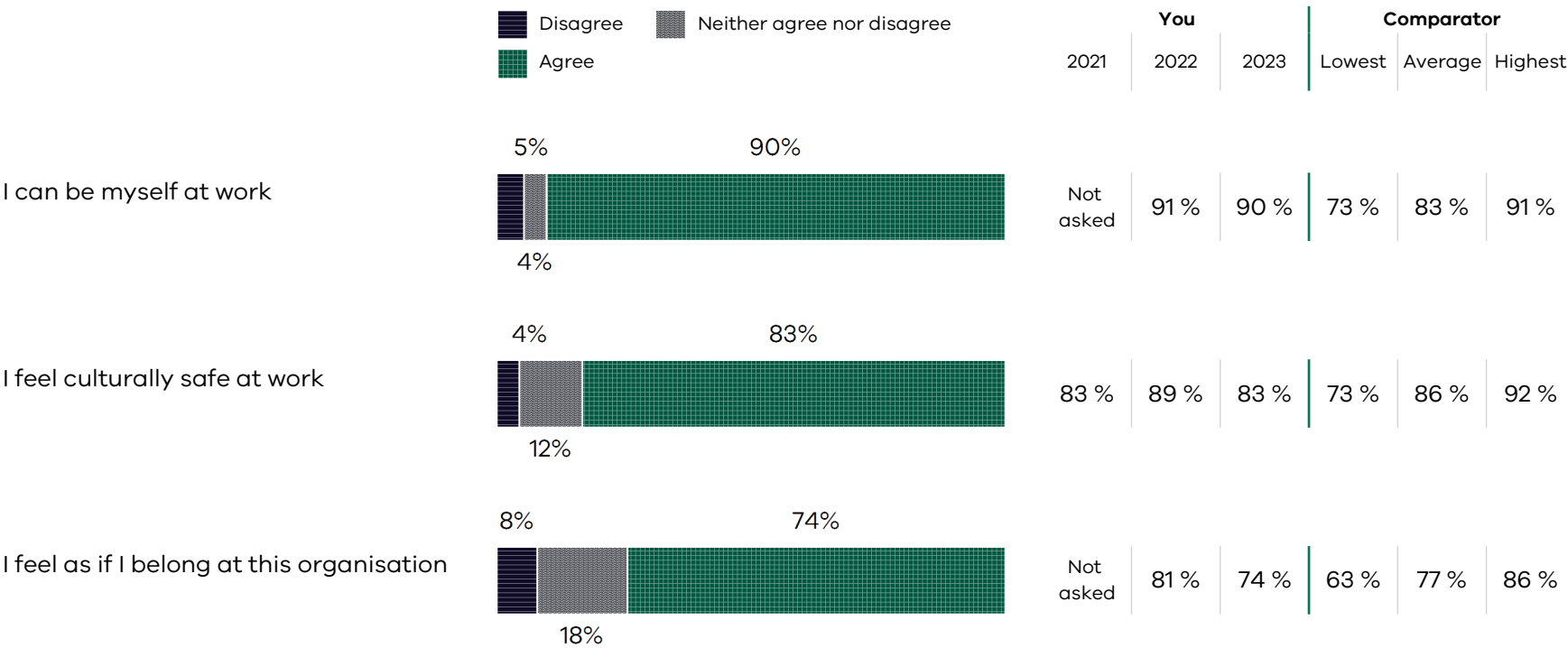
### Example

90% of your staff who did the survey agreed or strongly agreed with 'I can be myself at work'.

## Survey question

## Your results

## Benchmark agree results



# People outcomes

## Inclusion - Barriers to success

### What this is

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

### Why this is important

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

### How to read this

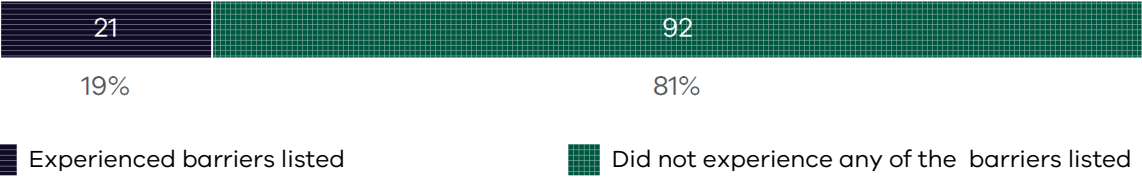
In the survey, we ask staff to select from a list, any barriers they have experienced and believe to have hindered their success at work. They can select more than one barrier.

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

### Example

11% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'My age'.

Staff who experienced one or more barriers to success at work



During the last 12 months, employees experienced barriers to their success due to ...	You 2023	Comparator 2023	Public sector 2023
My age	11%	6%	8%
My mental health	9%	6%	8%

# People outcomes

## Inclusion - Witnessed barriers to success

### What this is

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

### Why this is important

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

### How to read this

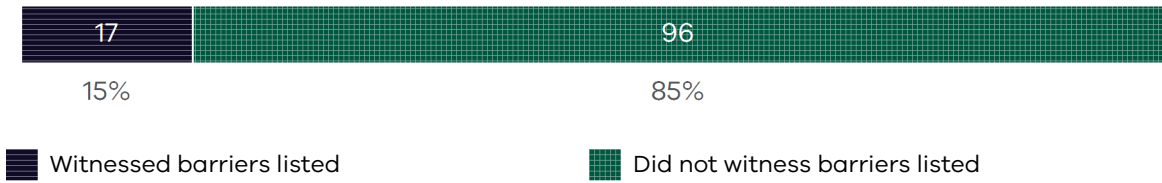
n the survey, we ask staff to choose from a list, any barriers that they may have witnessed that hinder the success of other employees at work. They can select more than one option.

### Why there are no further details

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

No response option has 10 or more responses

Staff who witnessed one or more barriers to success at work



# People outcomes

## Scorecard: emotional effects of work

### What this is

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

### Why this is important

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

### How to read this

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

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

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

### Example

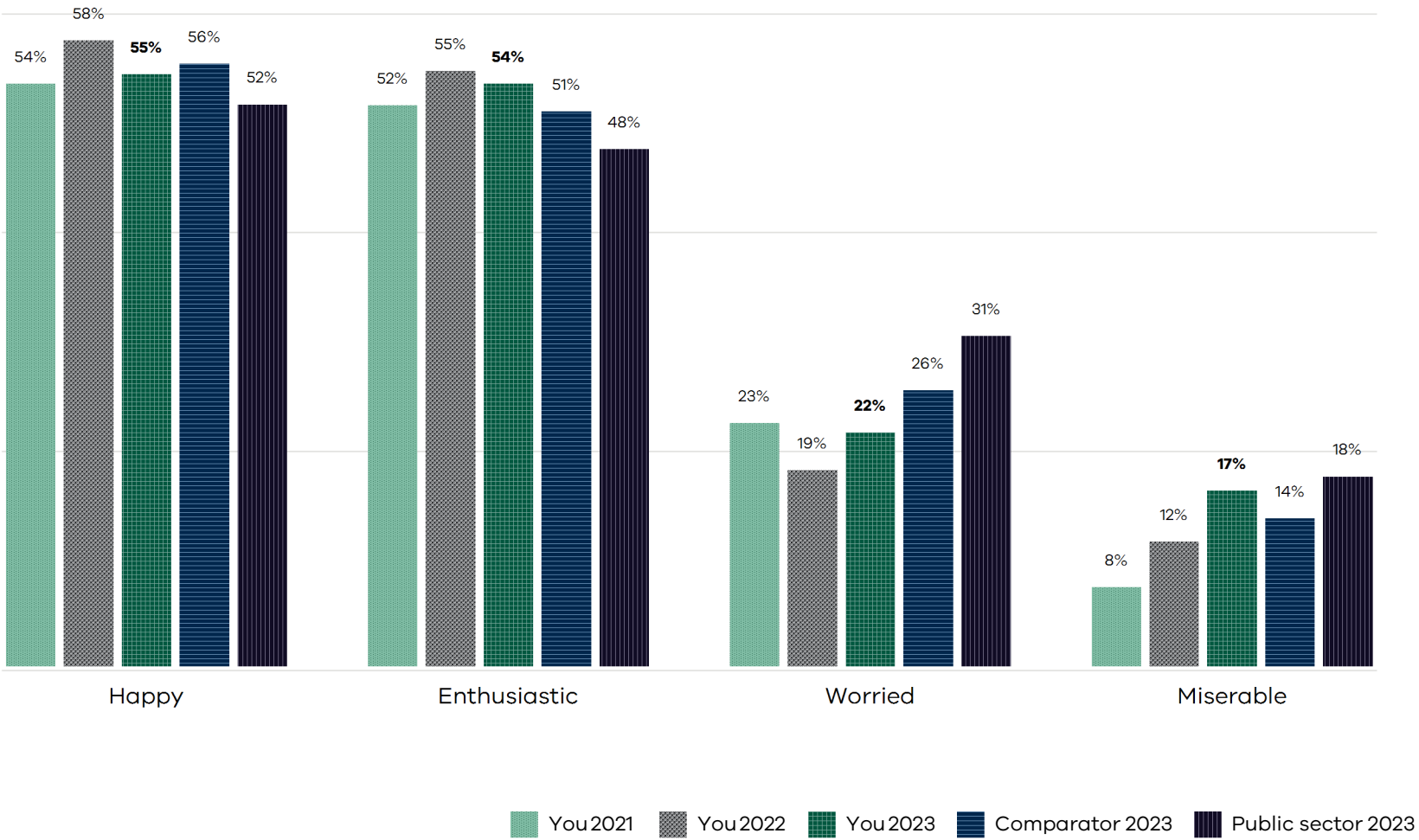
In 2023:

- 55% of your staff who did the survey said work made them feel happy in 2023, which is down from 58% in 2022

Compared to:

- 56% of staff at your comparator and 52% of staff across the public sector.

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





# People outcomes

## Scorecard: negative behaviours

### What this is

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

### Why this is important

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

### How to read this

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

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

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

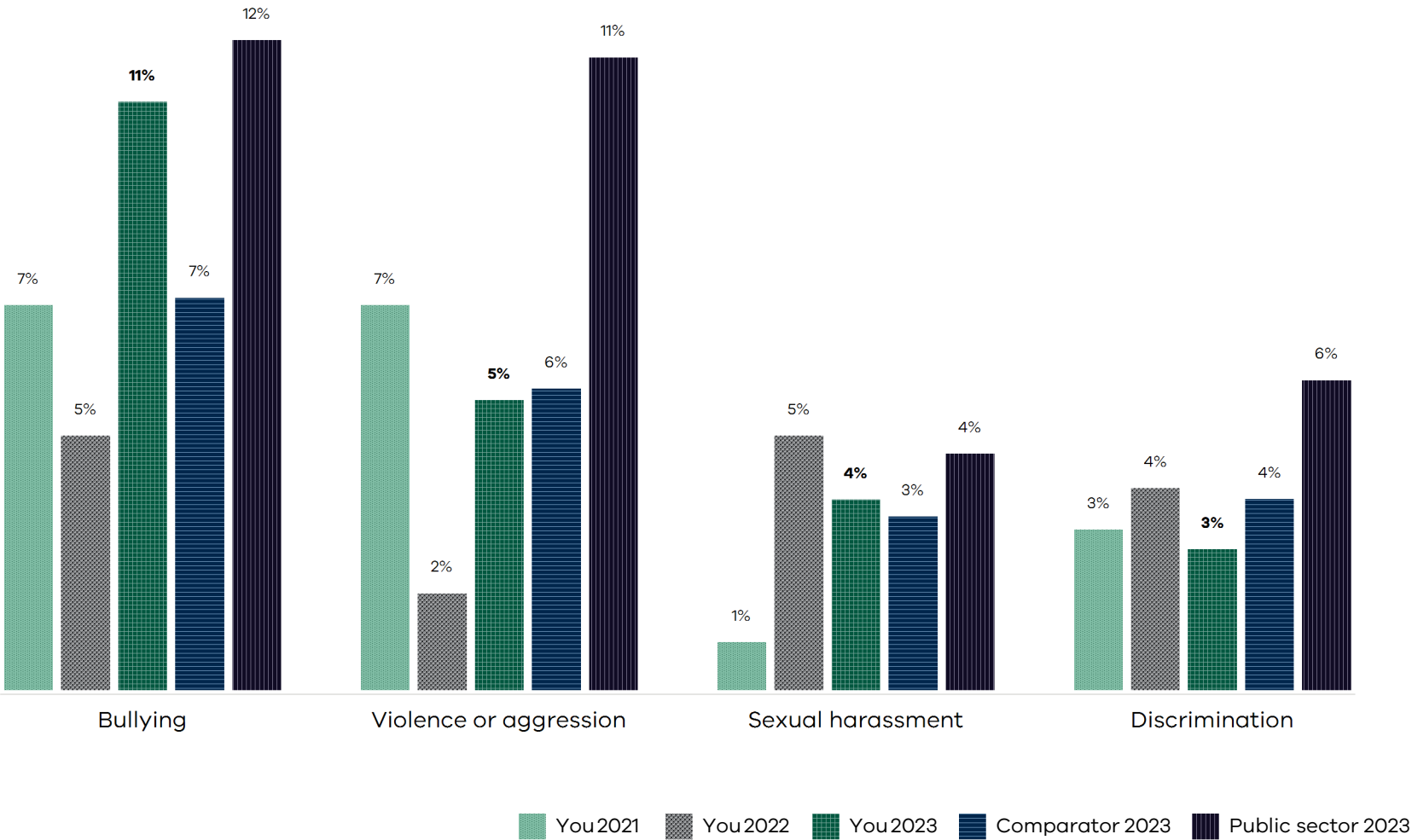
### Example

In 2023:

- 11% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is up from 5% in 2022.

Compared to:

- 7% of staff at your comparator and 12% of staff across the public sector.



## People outcomes

### Bullying

#### What this is

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

#### Why this is important

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

#### 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.

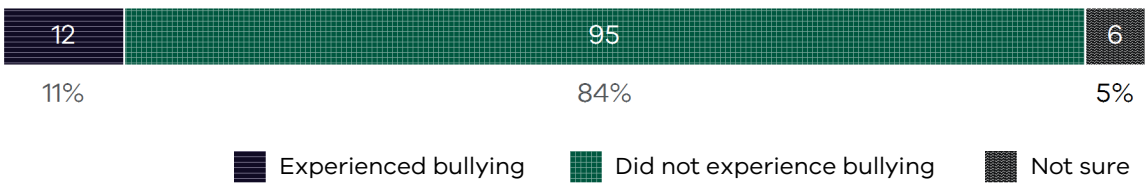
In descending order, the table shows the answers.

#### Example

11% of your staff who did the survey said they experienced bullying.

Of that 11%, 67% 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?



#### If you experienced bullying, what type of bullying did you experience?

	You 2023	Comparator 2023	Public sector 2023
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	67%	70%	71%
Intimidation and/or threats	50%	32%	29%
Exclusion or isolation	42%	38%	45%
Withholding essential information for me to do my job	33%	27%	30%
Verbal abuse	25%	25%	20%
Interference with my personal property and/or work equipment	17%	6%	6%
Other	17%	9%	16%
Being assigned meaningless tasks unrelated to my job	8%	10%	16%
Being given impossible assignment(s)	8%	10%	11%

## People outcomes

### Telling someone about the bullying

#### What this is

This is if staff told someone when they experienced bullying.

#### Why this is important

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

#### How to read this

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

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

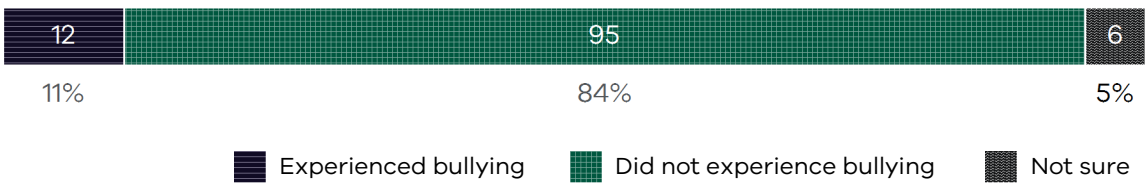
In descending order, the table shows the answers.

#### Example

11% of your staff who did the survey said they experienced bullying, of which

- 50% said the top way they reported the bullying was 'Told a manager'.
- 100% said they didn't submit a formal complaint.

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



### Did you tell anyone about the bullying?

	You 2023	Comparator 2023	Public sector 2023
Told a manager	50%	50%	50%
Told Human Resources	42%	25%	13%
Told a colleague	25%	43%	41%
Told a friend or family member	25%	33%	36%
Told employee assistance program (EAP) or peer support	17%	7%	10%
Told the person the behaviour was not OK	17%	24%	17%
I did not tell anyone about the bullying	8%	9%	12%
Told someone else	8%	9%	13%

## People outcomes

### Bullying - reasons for not submitting a formal complaint

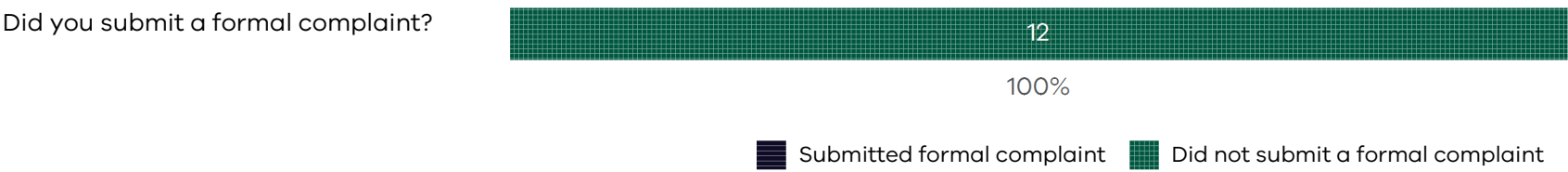
**What this is**  
This is why staff who experienced bullying chose not to submit a formal complaint.

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

- 42% said the top reason was 'I believed there would be negative consequences for my career'.



What was your reason for not submitting a formal complaint?	You 2023	Comparator 2023	Public sector 2023
I believed there would be negative consequences for my career	42%	38%	45%
I believed there would be negative consequences for my reputation	33%	51%	55%
I didn't think it would make a difference	25%	46%	51%
I believed there would be negative consequences for the person I was going to complain about	17%	13%	10%
I didn't think it was serious enough	17%	17%	16%
I didn't feel safe to report the incident	8%	17%	19%
I didn't know how to make a complaint	8%	5%	6%
I didn't need to because I made the bullying stop	8%	3%	6%
I didn't need to because I no longer had contact with the person(s) who bullied me	8%	4%	7%
I thought the complaint process would be embarrassing or difficult	8%	17%	13%



## 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, 11% 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.

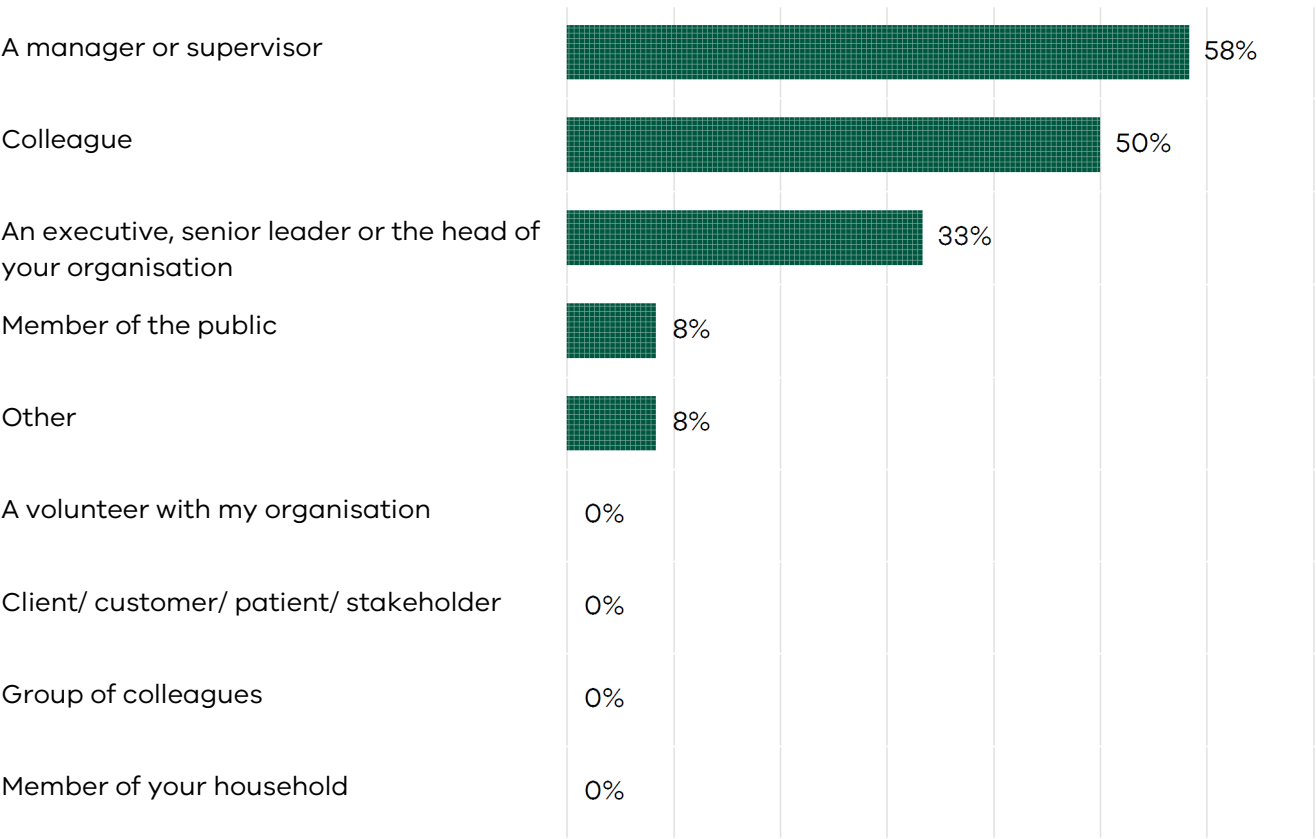
Each row is one perpetrator or group of perpetrators.

#### Example

11% of your staff who did the survey said they experienced bullying.

Of that 11%, 58% said it was by 'A manager or supervisor'.

### 12 people (11% of staff) experienced bullying (You2023)



## 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, 11% 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.

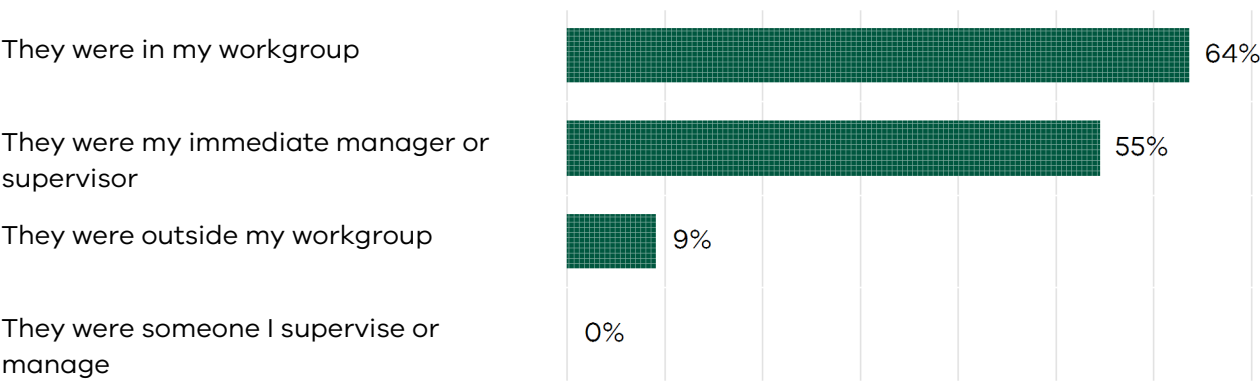
#### Example

11% of your staff who did the survey said they experienced bullying.

Of that 11%, 92% said it was by someone within the organisation.

Of that 92%, 64% said it was 'They were in my workgroup'.

11 people (92% of staff who experienced bullying) experienced bullying from within your organisation (You2023)



## People outcomes

### Sexual harassment

#### What this is

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

#### Why this is important

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

#### Why there is no data here

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

We do this to protect the respondents.

# People outcomes

## Discrimination

### What this is

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

### Why this is important

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

### Why there is no data here

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

We do this to protect the respondents.

# People outcomes

## Violence and aggression

### What this is

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

### Why this is important

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

### Why there is no data here

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

# Negative behaviour

## Witnessing negative behaviours

### What this is

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

### Why this is important

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

### How to read this

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

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

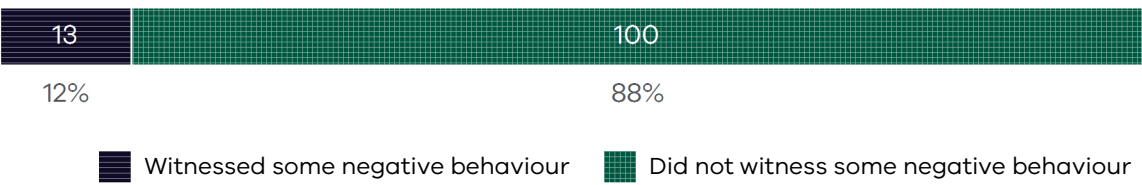
In descending order, the table shows the answers.

### Example

12% of your staff who did the survey said they witnessed some negative behaviour at work.

88% said they witnessed No, I have not witnessed any of the situations above'.

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



During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2023	Comparator 2023	Public sector 2023
No, I have not witnessed any of the situations above	88%	87%	81%
Bullying of a colleague	7%	8%	13%
Discrimination against a colleague	4%	5%	7%
Sexual harassment of a colleague	3%	1%	1%
Violence or aggression against a colleague	2%	2%	3%



## Negative behaviour

### Taking action when witnessing negative behaviours

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

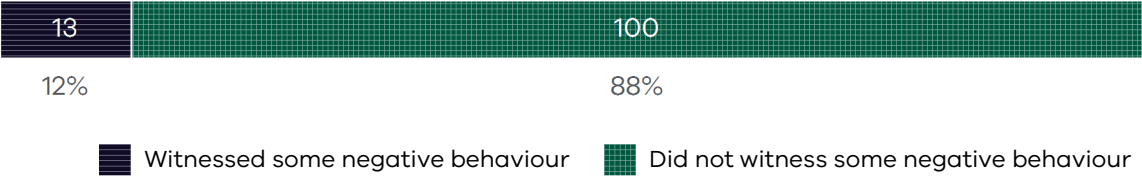
The table shows the answers in descending order.

#### Example

12% of your staff who did the survey witnessed negative behaviour, of which:

- 62% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 0% took no action.

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



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	62%	67%	69%
Told a manager	46%	32%	38%
Told the person the behaviour was not OK	31%	16%	20%
Spoke to the person who behaved in a negative way	23%	12%	17%
Told Human Resources	15%	13%	7%
Other	8%	5%	6%
Told a colleague	8%	16%	19%

# People matter survey

2023

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- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
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- Discrimination
- Violence and aggression

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

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- Taking action questions

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- 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
- Business units

## 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 'Safety climate', the 'You 2023' column shows 97% of your staff agreed with 'My organisation provides a physically safe work environment'.

In the 'Change from 2022' column, you have a 3% increase, which is a positive trend.

Question group	Highest scoring questions	You 2023	Change from 2022	Comparator 2023
Safety climate	My organisation provides a physically safe work environment	97%	+3%	93%
Meaningful work	I can make a worthwhile contribution at work	94%	-1%	94%
Collaboration	I am able to work effectively with others outside my immediate workgroup	93%	+1%	87%
Gender equality supporting measures	My organisation would support me if I needed to take family violence leave	93%	Not asked in 2022	89%
Job enrichment	I can use my skills and knowledge in my job	92%	0%	93%
Job enrichment	I understand how my job helps my organisation achieve its goals	92%	-2%	94%
Meaningful work	I achieve something important through my work	92%	+1%	92%
Manager support	I can discuss problems or issues with my manager	91%	+3%	85%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	90%	-3%	89%
Inclusion	I can be myself at work	90%	0%	83%

# Key differences

## Lowest scoring questions

### What this is

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

### How to read this

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

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

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

### Example

On the first row 'Organisational integrity', the 'You 2023' column shows 42% of your staff agreed with 'I believe the promotion processes in my organisation are fair'. In the 'Change from 2022' column, you have a 11% decrease, which is a negative trend.

Question subgroup	Lowest scoring questions	You 2023	Change from 2022	Comparator 2023
Organisational integrity	I believe the promotion processes in my organisation are fair	42%	-11%	48%
Organisational integrity	I have an equal chance at promotion in my organisation	51%	-1%	53%
Taking action	My organisation has made improvements based on the survey results from last year	55%	+6%	36%
Engagement	I feel a strong personal attachment to my organisation	57%	-9%	64%
Learning and development	I am satisfied with the opportunities to progress in my organisation	59%	+1%	54%
Safety climate	All levels of my organisation are involved in the prevention of stress	60%	-1%	56%
Taking action	I believe my organisation will make improvements based on the results of this survey	60%	-3%	56%
Other questions	My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)	61%	Not asked in 2022	54%
Organisational integrity	I believe the recruitment processes in my organisation are fair	62%	-11%	63%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	62%	+2%	60%

## 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 55% 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	55%	+6%	36%
Senior leadership	Senior leaders provide clear strategy and direction	63%	+5%	66%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	64%	+4%	58%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	72%	+3%	81%
Manager support	I can discuss problems or issues with my manager	91%	+3%	85%
Safety climate	My organisation provides a physically safe work environment	97%	+3%	93%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	82%	+3%	79%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	62%	+2%	60%
Workload	The workload I have is appropriate for the job that I do	71%	+2%	63%
Collaboration	Workgroups across my organisation willingly share information with each other	73%	+1%	65%

## 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 'Job enrichment', the 'You 2023' column shows 75% of your staff agreed with 'I have the authority to do my job effectively'.

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

Question subgroup	Largest decline from last year	You 2023	Decrease from 2022	Comparator 2023
Job enrichment	I have the authority to do my job effectively	75%	-14%	81%
Senior leadership	Senior leaders demonstrate honesty and integrity	64%	-11%	71%
Organisational integrity	I believe the recruitment processes in my organisation are fair	62%	-11%	63%
Organisational integrity	I believe the promotion processes in my organisation are fair	42%	-11%	48%
Organisational integrity	My organisation is committed to earning a high level of public trust	85%	-9%	89%
Manager support	My manager provides me with enough support when I need it	82%	-9%	83%
Manager support	My manager gives me feedback that helps me improve my performance	76%	-9%	76%
Engagement	I feel a strong personal attachment to my organisation	57%	-9%	64%
Satisfaction	Considering everything, how satisfied are you with your current job	72%	-9%	77%
Engagement	My organisation inspires me to do the best in my job	70%	-9%	68%



## 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 'Taking action', the 'You 2023' column shows 55% of your staff agreed with 'My organisation has made improvements based on the survey results from last year'.

The 'difference' column, shows that agreement for this question was 19 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2023	Difference	Comparator 2023
Taking action	My organisation has made improvements based on the survey results from last year	55%	+19%	36%
Learning and development	My organisation places a high priority on the learning and development of staff	75%	+14%	61%
Workload	I have enough time to do my job effectively	66%	+8%	58%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	84%	+8%	76%
Collaboration	Workgroups across my organisation willingly share information with each other	73%	+8%	65%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	73%	+8%	64%
Other questions	My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)	61%	+7%	54%
Workload	The workload I have is appropriate for the job that I do	71%	+7%	63%
Inclusion	I can be myself at work	90%	+7%	83%
Manager support	I can discuss problems or issues with my manager	91%	+6%	85%

## 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 'Satisfaction', the 'You 2023' column shows 66% of your staff were satisfied with 'How satisfied are you with the work/life balance in your current job'.

The 'difference' column, shows that agreement for this question was 10 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2023	Difference	Comparator 2023
Satisfaction	How satisfied are you with the work/life balance in your current job	66%	-10%	77%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	72%	-10%	81%
Senior leadership	Senior leaders demonstrate honesty and integrity	64%	-7%	71%
Engagement	I feel a strong personal attachment to my organisation	57%	-7%	64%
Engagement	I would recommend my organisation as a good place to work	68%	-7%	75%
Job enrichment	I have the authority to do my job effectively	75%	-6%	81%
Satisfaction	Considering everything, how satisfied are you with your current job	72%	-6%	77%
Organisational integrity	I believe the promotion processes in my organisation are fair	42%	-5%	48%
Workgroup support	People in my workgroup treat each other with respect	84%	-5%	89%
Manager leadership	My manager treats employees with dignity and respect	85%	-4%	89%

# People matter survey

2023

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### Public sector values

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### Topical questions

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

### Demographics

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

# 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

60% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will make improvements based on the results of this survey'.

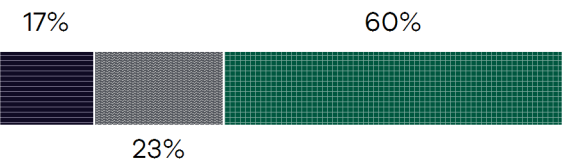
# Survey question

# Your results

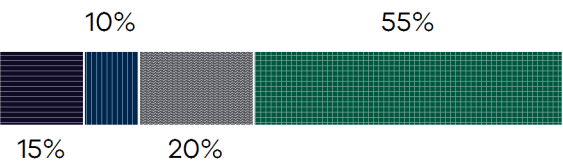
# Benchmark agree results



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



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



	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
I believe my organisation will make improvements based on the results of this survey	Not asked	64 %	60 %	34 %	56 %	72 %
My organisation has made improvements based on the survey results from last year	Not asked	49 %	55 %	23 %	36 %	52 %

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2023

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- Flexible working

### Public sector values

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

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- Cultural diversity
- Employment
- Adjustments
- Caring
- Business units

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.

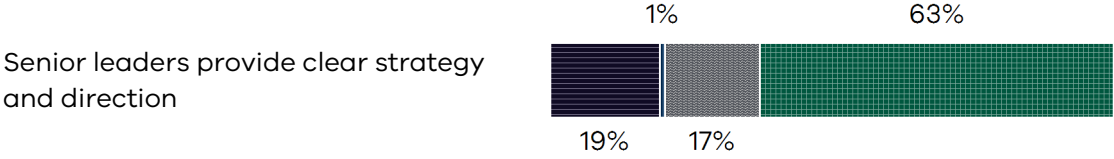
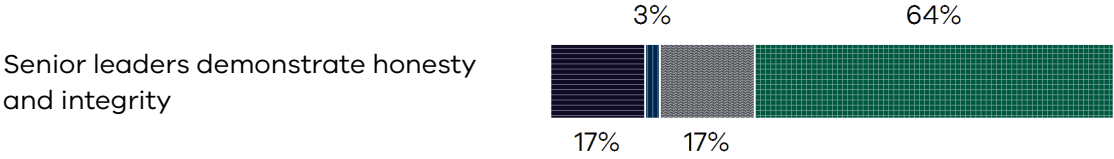
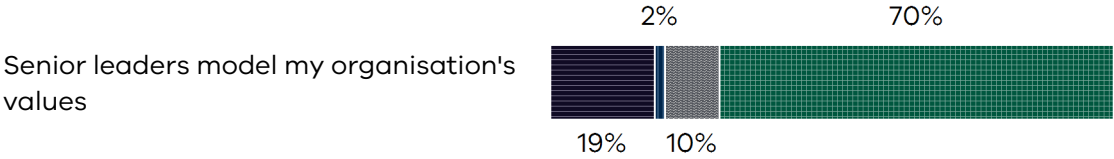
Example

70% 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



You			Comparator		
2021	2022	2023	Lowest	Average	Highest
73 %	72 %	70 %	52 %	72 %	87 %
70 %	75 %	64 %	52 %	71 %	84 %
64 %	58 %	63 %	36 %	66 %	83 %



# People matter survey

2023

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# Organisational climate

## Scorecard

### What this is

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

### Why this is important

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

### How to read this

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

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

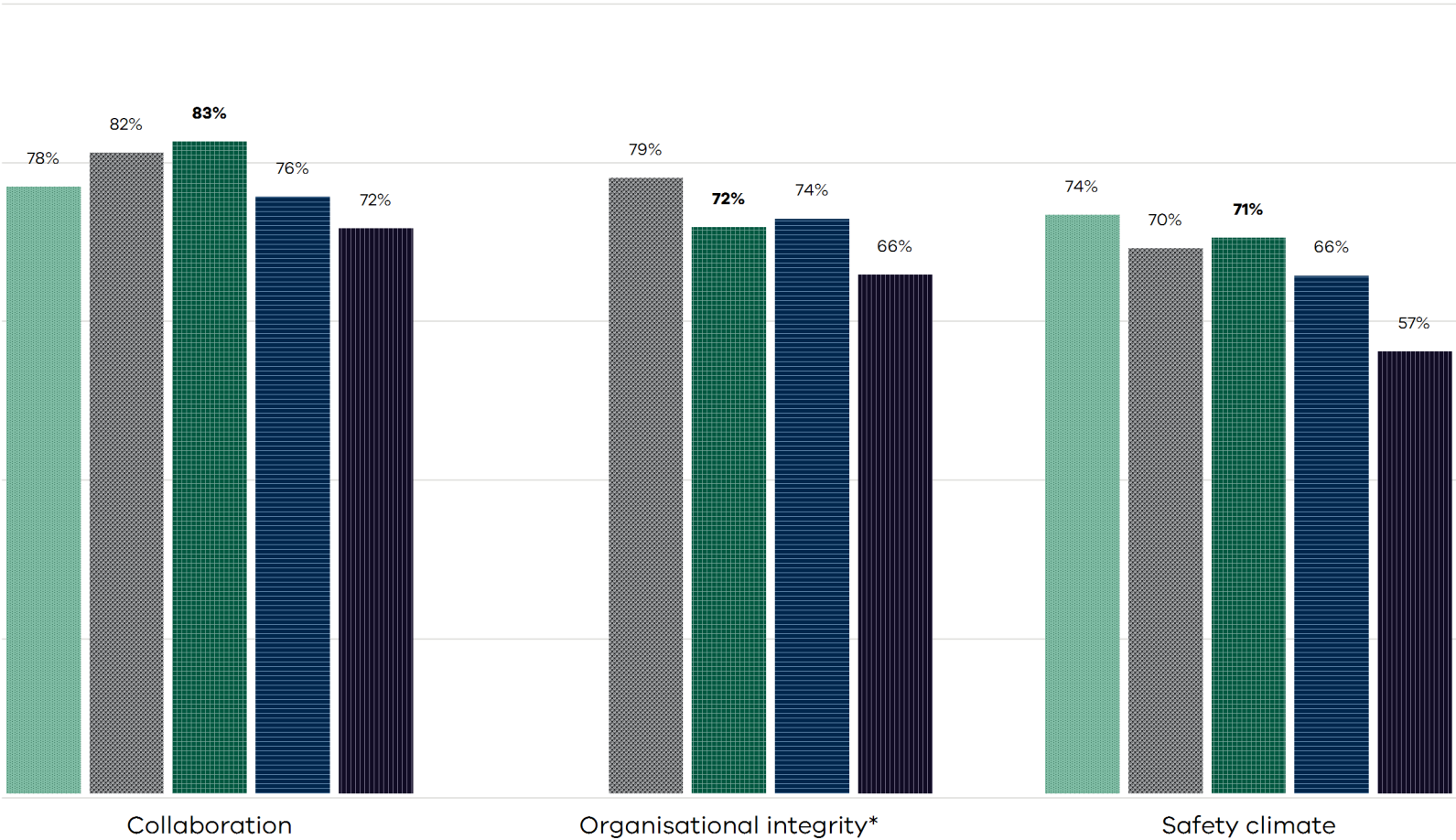
### Example

In 2023:

- 83% of your staff who did the survey responded positively to questions about Collaboration which is up from 82% in 2022.

Compared to:

- 76% of staff at your comparator and 72% of staff across the public sector.



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

You2021 You2022 You2023 Comparator 2023 Public sector 2023

# Organisational climate

## Organisational integrity 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

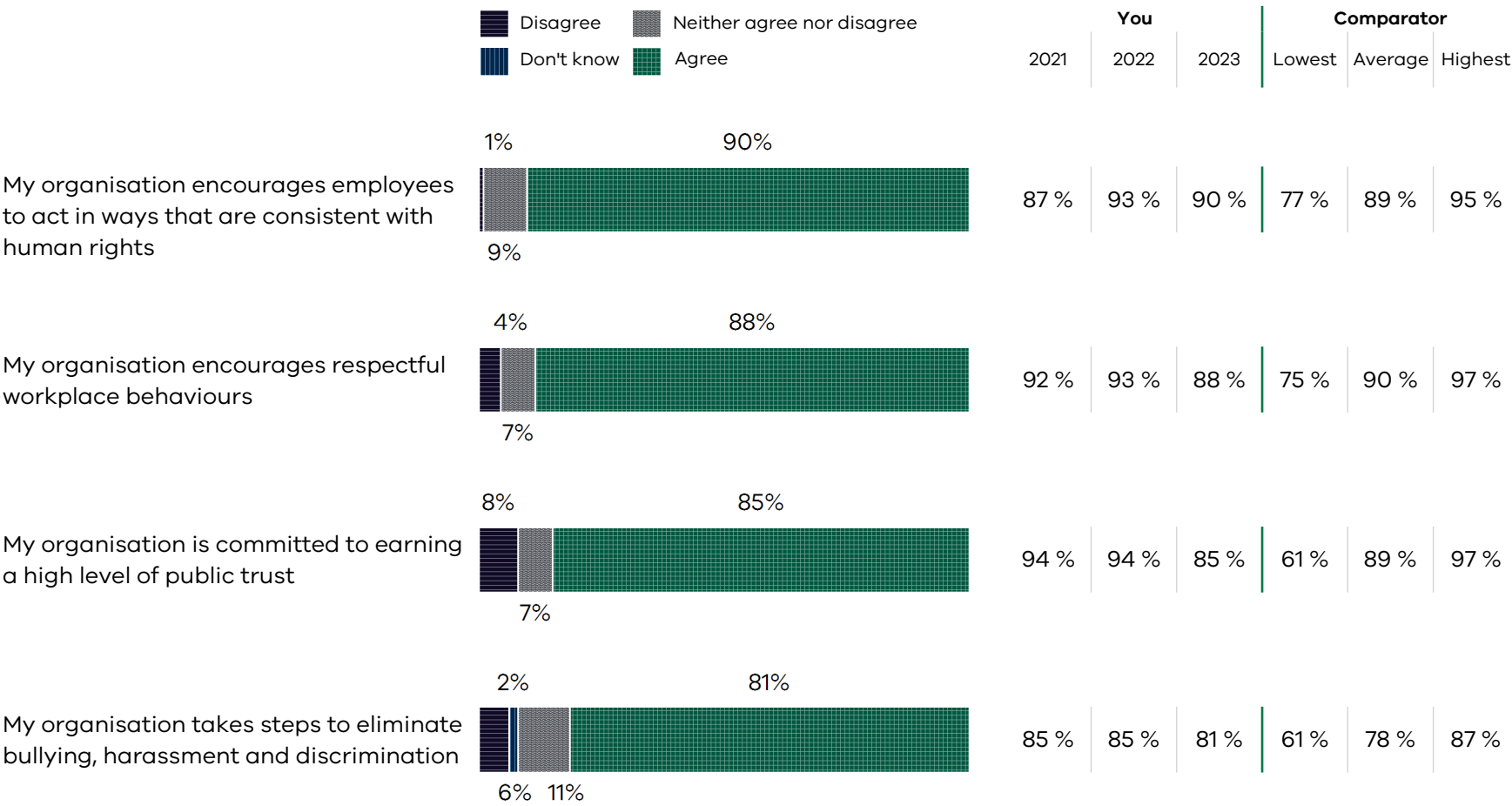
### Example

90% 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



# Organisational climate

## Organisational integrity 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

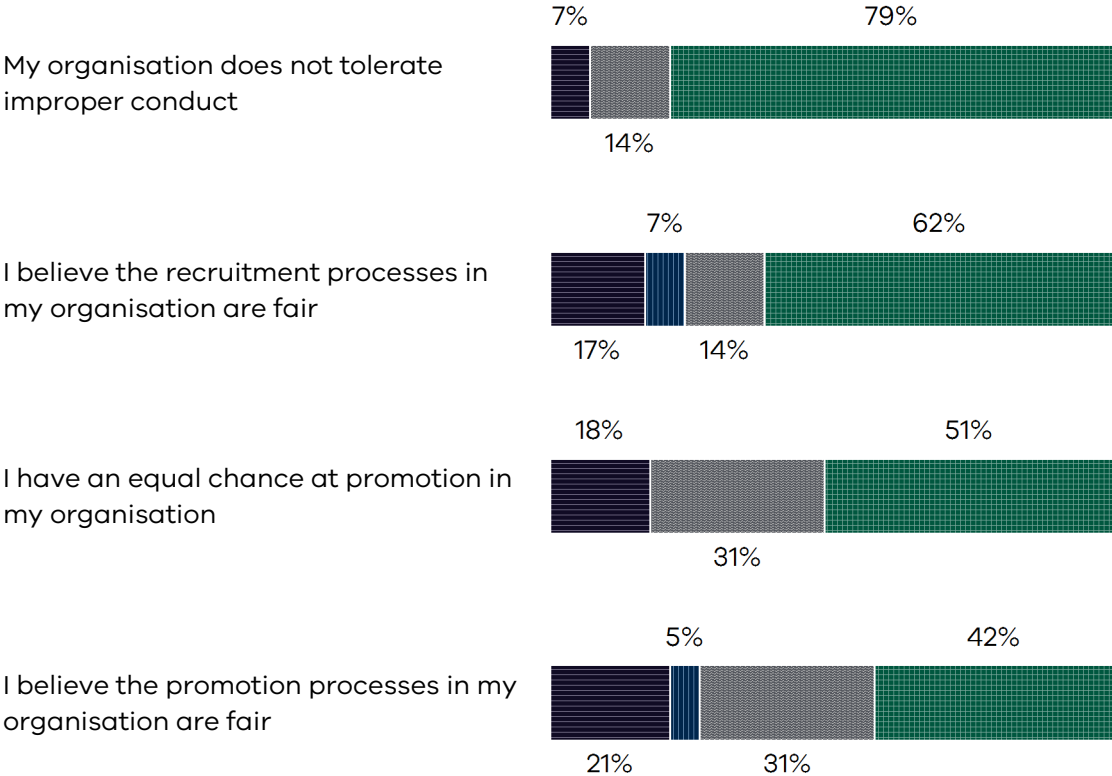
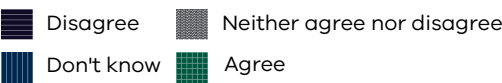
### Example

79% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

## Survey question

## Your results

## Benchmark agree results



2021	You		Comparator		
	2022	2023	Lowest	Average	Highest
84 %	85 %	79 %	65 %	79 %	87 %
Not asked	73 %	62 %	36 %	63 %	74 %
Not asked	52 %	51 %	42 %	53 %	63 %
Not asked	53 %	42 %	37 %	48 %	58 %

# 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.

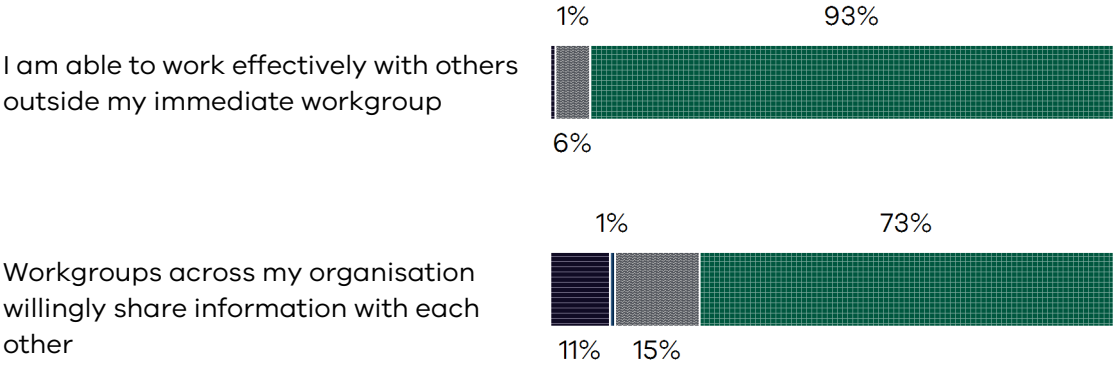
### Example

93% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

## Survey question

## Your results

## Benchmark agree results



You			Comparator		
2021	2022	2023	Lowest	Average	Highest
93 %	92 %	93 %	75 %	87 %	93 %
62 %	72 %	73 %	49 %	65 %	76 %

# 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.

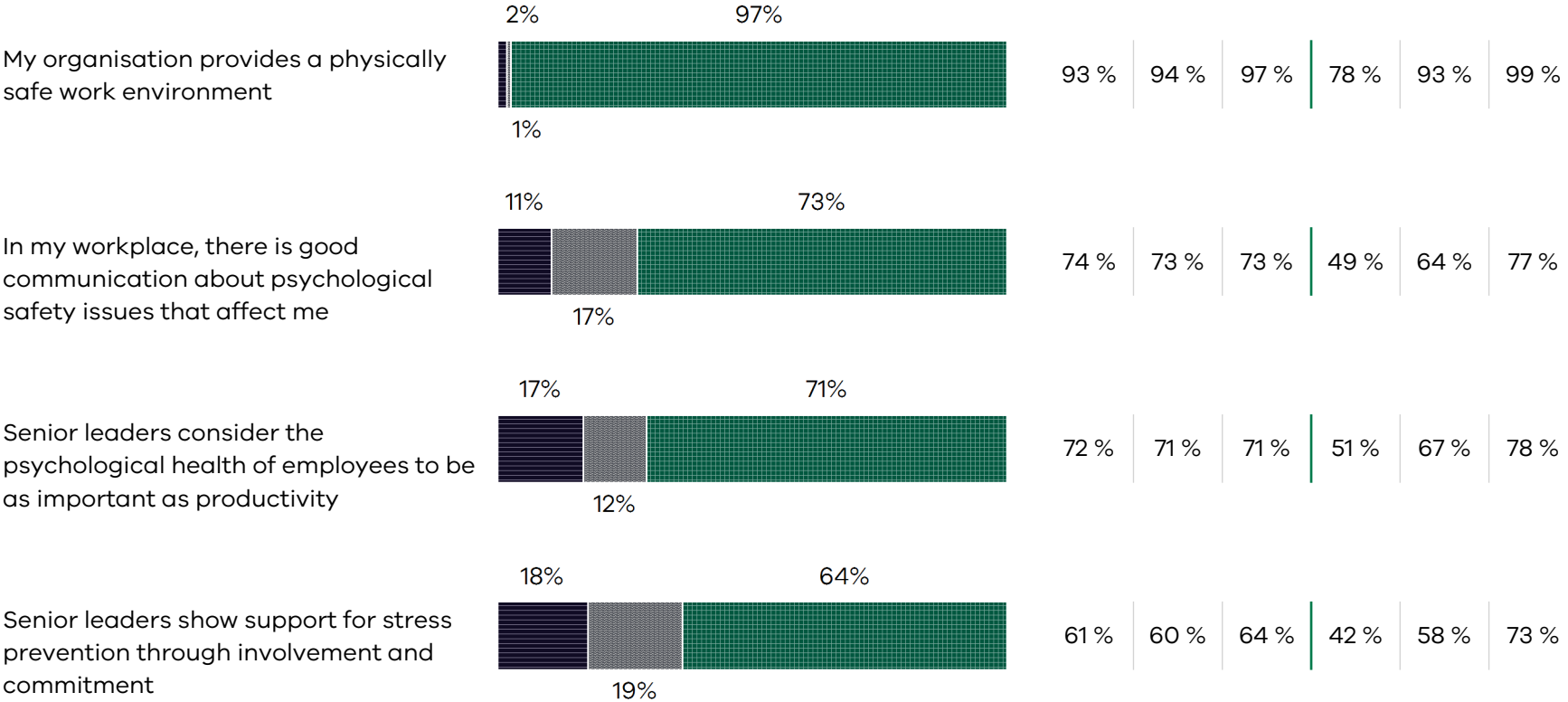
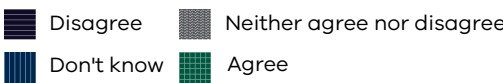
### Example

97% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

## Survey question

## Your results

## Benchmark agree results





# Organisational climate

## Safety climate 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

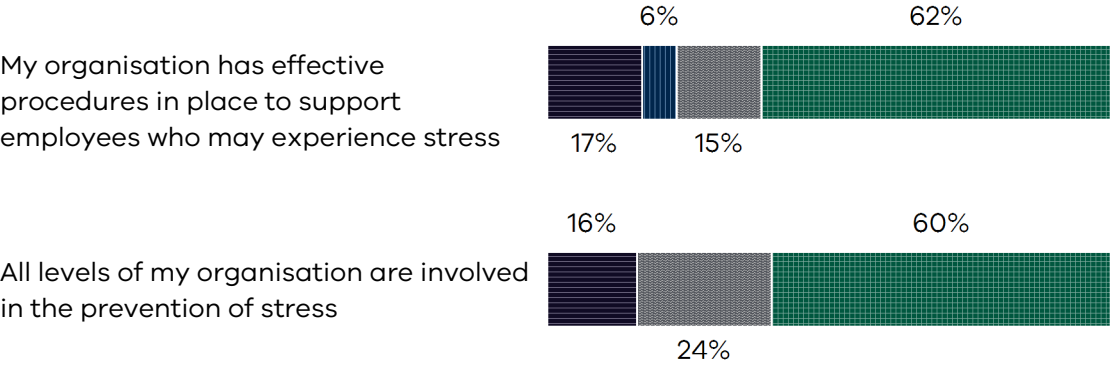
### Example

62% 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'.

## Survey question

## Your results

## Benchmark agree results



You			Comparator		
2021	2022	2023	Lowest	Average	Highest
81 %	60 %	62 %	42 %	60 %	75 %
63 %	61 %	60 %	37 %	56 %	68 %

# People matter survey

2023

Have your say

## OverviewResult 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
- Intention to stay
- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Demographics

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



# 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.

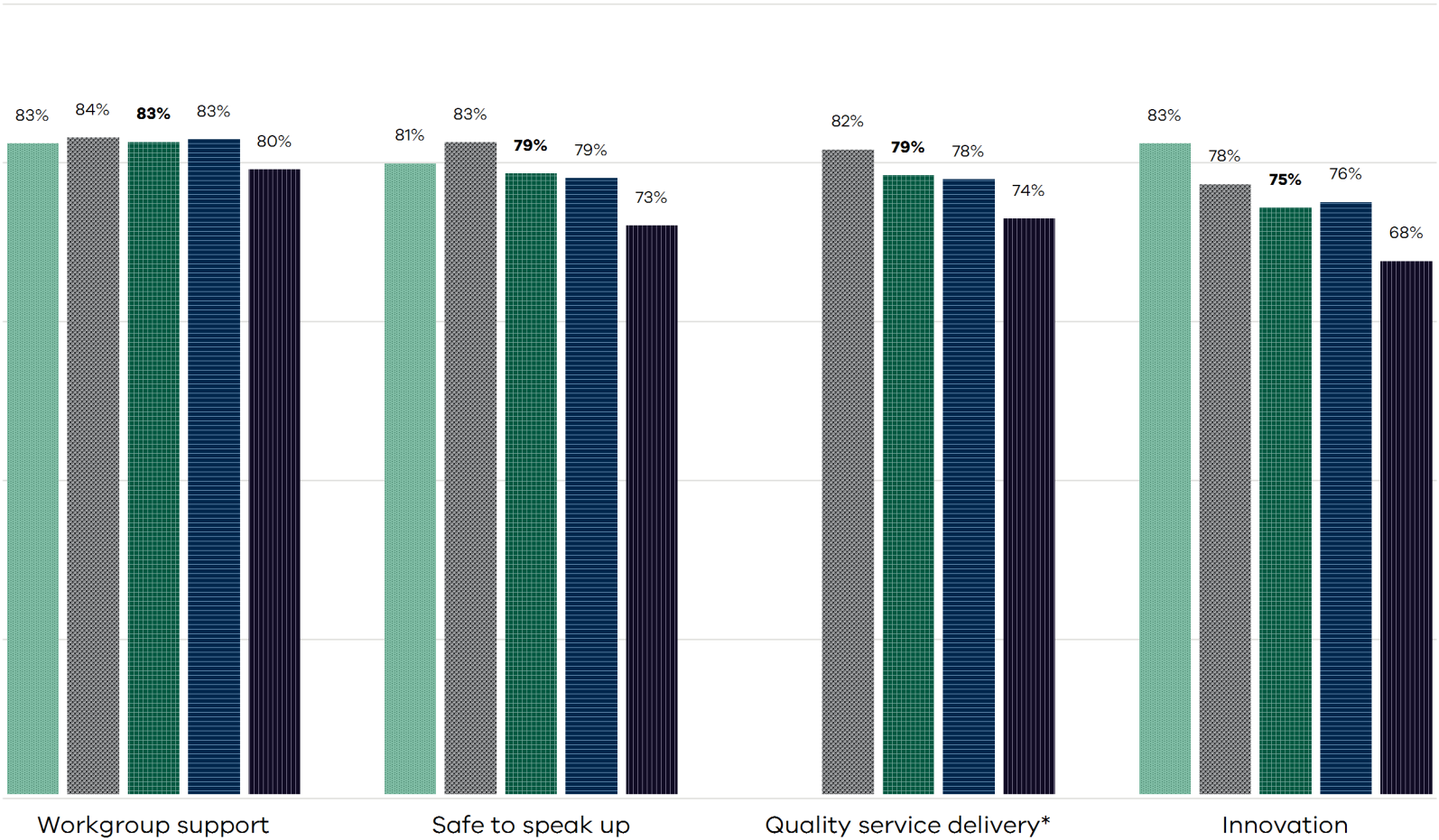
### Example

In 2023:

- 83% of your staff who did the survey responded positively to questions about Workgroup support which is down from 84% in 2022.

Compared to:

- 83% of staff at your comparator and 80% of staff across the public sector.



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

You2021 You2022 You2023 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.

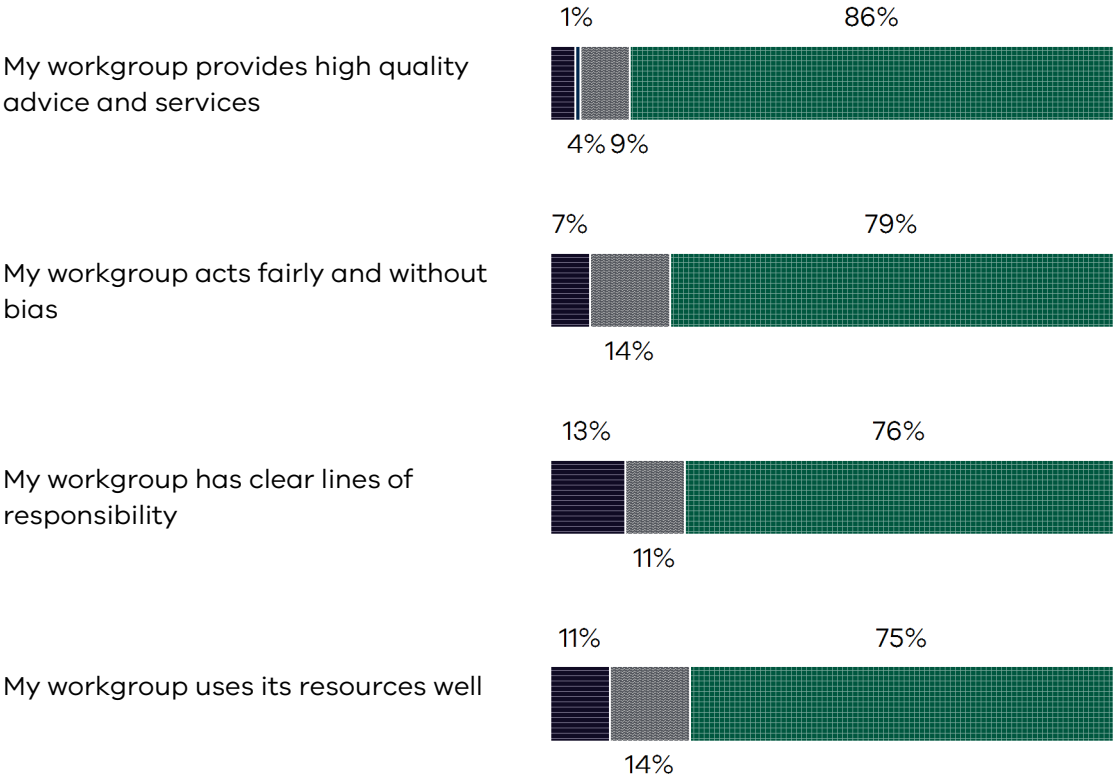
Example

86% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

Survey question

Your results

Benchmark agree results



	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
My workgroup provides high quality advice and services	Not asked	87 %	86 %	76 %	87 %	93 %
My workgroup acts fairly and without bias	Not asked	84 %	79 %	61 %	80 %	88 %
My workgroup has clear lines of responsibility	88 %	79 %	76 %	65 %	75 %	80 %
My workgroup uses its resources well	Not asked	79 %	75 %	62 %	72 %	84 %

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

76% of your staff who did the survey agreed or strongly agreed with 'My workgroup is quick to respond to opportunities to do things better'.

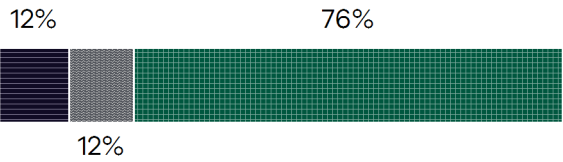
Survey question

Your results

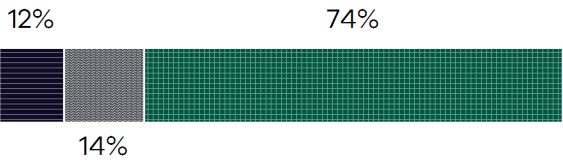
Benchmark agree results



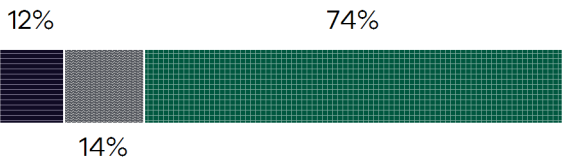
My workgroup is quick to respond to opportunities to do things better



My workgroup encourages employee creativity



My workgroup learns from failures and mistakes



You			Comparator		
2021	2022	2023	Lowest	Average	Highest

83 %	78 %	76 %	67 %	75 %	83 %
------	------	------	------	------	------

80 %	76 %	74 %	63 %	74 %	84 %
------	------	------	------	------	------

86 %	80 %	74 %	65 %	77 %	87 %
------	------	------	------	------	------

# 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.

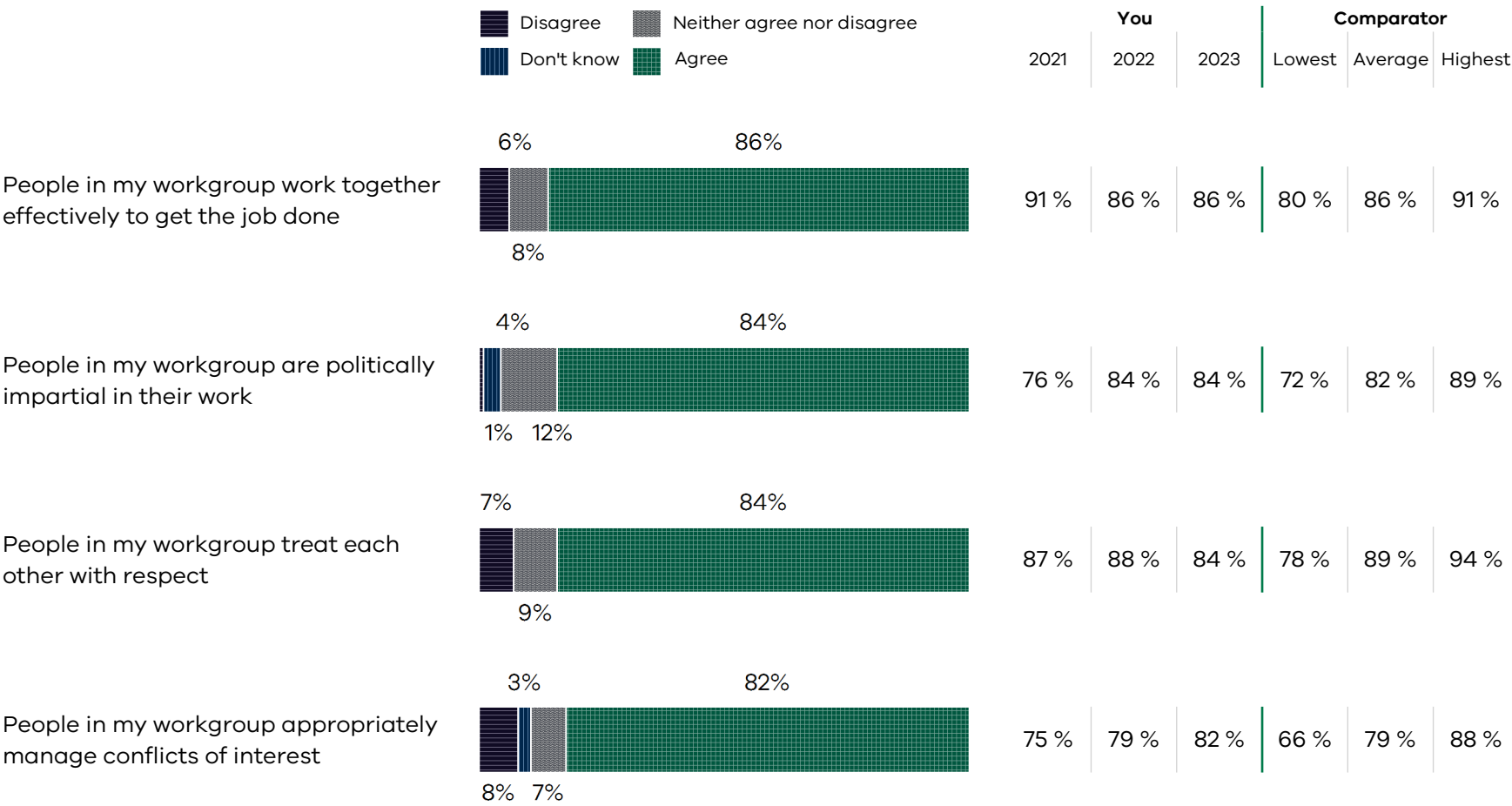
### Example

86% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

## Survey question

## Your results

## Benchmark agree results



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.

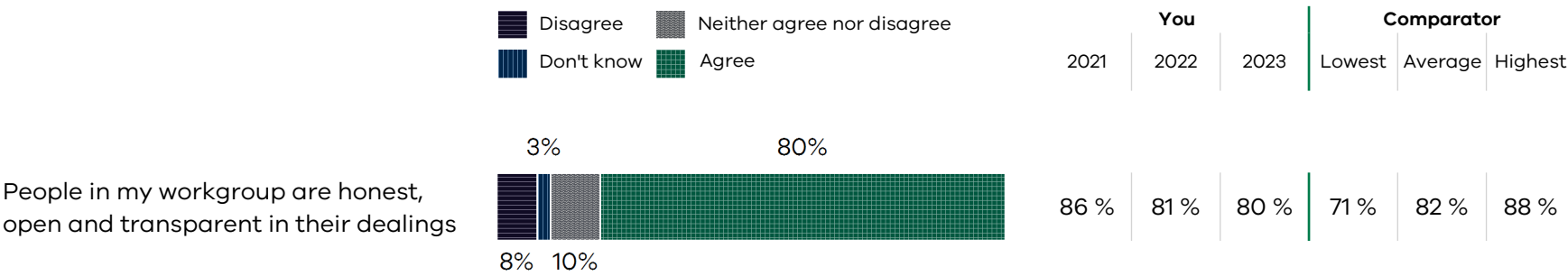
Example

80% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are honest, open and transparent in their dealings'.

Survey question

Your results

Benchmark agree results





# 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

80% of your staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.

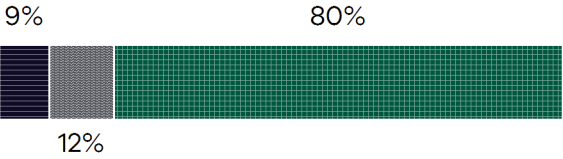
## Survey question

## Your results

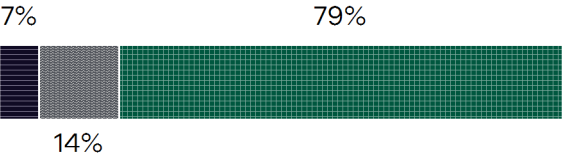
## Benchmark agree results



I feel safe to challenge inappropriate behaviour at work



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




You			Comparator		
2021	2022	2023	Lowest	Average	Highest
78 %	84 %	80 %	62 %	77 %	88 %
83 %	82 %	79 %	73 %	80 %	88 %

# People matter survey

2023

Have your say

## OverviewResult summary

Report overview	People outcomes	Key differences	Taking action
<ul style="list-style-type: none"><li>• About your report</li><li>• Privacy and anonymity</li><li>• Survey's theoretical framework</li><li>• Your comparator group</li><li>• Your response rate</li></ul>	<ul style="list-style-type: none"><li>• Scorecard: engagement index</li><li>• Engagement</li><li>• Scorecard: satisfaction, stress, intention to stay, inclusion</li><li>• Satisfaction</li><li>• Work-related stress levels</li><li>• Work-related stress causes</li><li>• Intention to stay</li></ul>	<ul style="list-style-type: none"><li>• Inclusion</li><li>• Scorecard: emotional effects of work</li><li>• Scorecard: negative behaviour</li><li>• Bullying</li><li>• Sexual harassment</li><li>• Discrimination</li><li>• Violence and aggression</li></ul>	<ul style="list-style-type: none"><li>• Highest scoring</li><li>• Lowest scoring</li><li>• Most improved</li><li>• Most declined</li><li>• Biggest positive difference from comparator</li><li>• Biggest negative difference from comparator</li></ul>
			<ul style="list-style-type: none"><li>• Taking action questions</li></ul>

## Detailed results

Senior leadership	Workgroup climate	Job and manager factors	Public sector values	Topical questions	Demographics
<ul style="list-style-type: none"><li>• Senior leadership questions</li></ul> <p><b>Organisational climate</b></p> <ul style="list-style-type: none"><li>• Scorecard</li><li>• Organisational integrity</li><li>• Collaboration</li><li>• Safety climate</li></ul>	<ul style="list-style-type: none"><li>• Scorecard</li><li>• Quality service delivery</li><li>• Innovation</li><li>• Workgroup support</li><li>• Safe to speak up</li></ul>	<ul style="list-style-type: none"><li>• Scorecard</li><li>• Manager leadership</li><li>• Manager support</li><li>• Workload</li><li>• Learning and development</li><li>• Job enrichment</li><li>• Meaningful work</li><li>• Flexible working</li></ul>	<p><b>Public sector values</b></p> <ul style="list-style-type: none"><li>• Scorecard</li><li>• Responsiveness</li><li>• Integrity</li><li>• Impartiality</li><li>• Accountability</li><li>• Respect</li><li>• Leadership</li><li>• Human rights</li></ul>	<ul style="list-style-type: none"><li>• Questions on topical issues, includes additional questions that support the Gender Equality Act 2020</li></ul>	<ul style="list-style-type: none"><li>• Age, gender, variations in sex characteristics and sexual orientation</li><li>• Aboriginal and/or Torres Strait Islander</li><li>• Disability</li><li>• Cultural diversity</li><li>• Employment</li><li>• Adjustments</li><li>• Caring</li><li>• Business units</li></ul>

# 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.

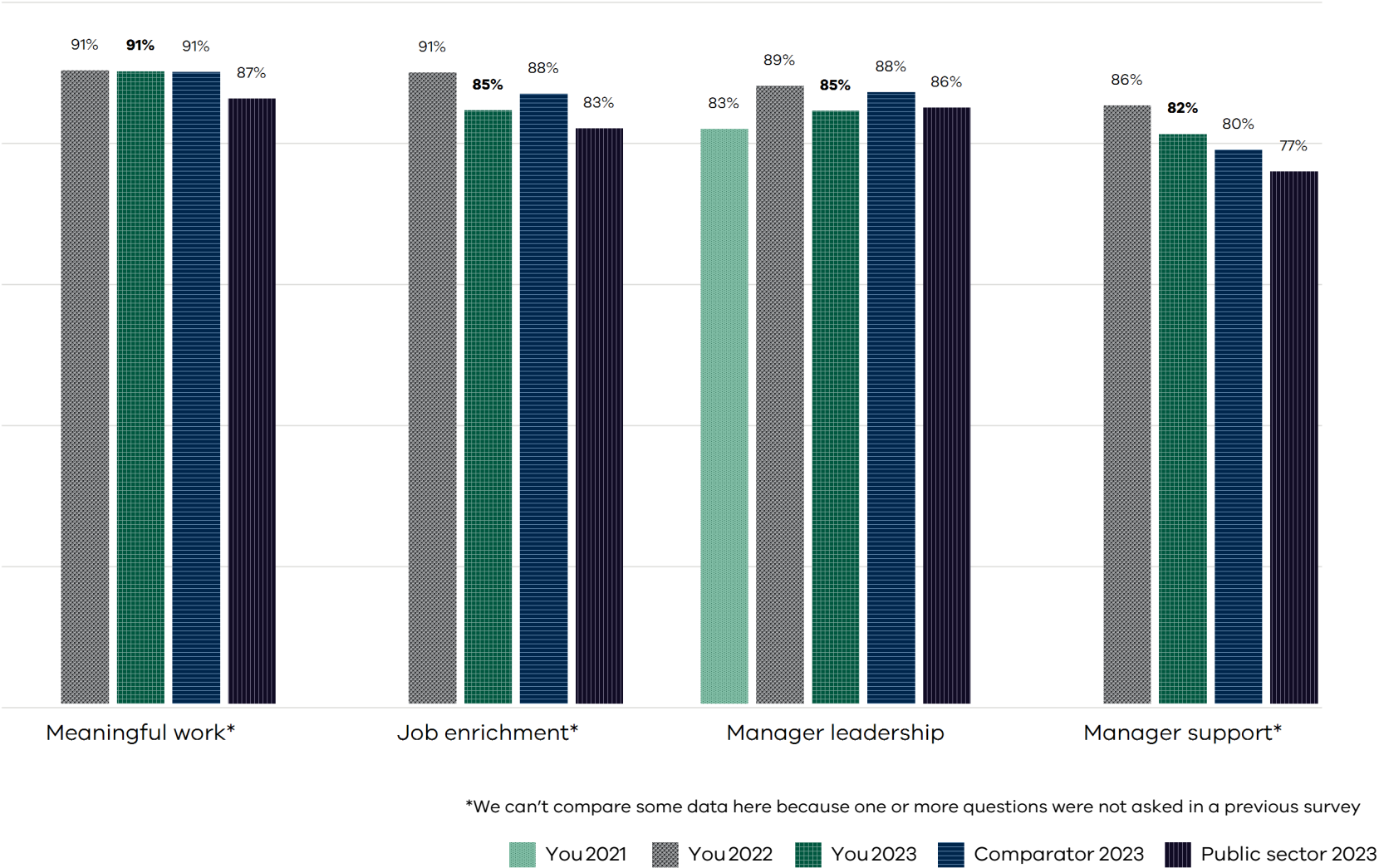
### Example

In 2023:

- 91% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 91% of staff at your comparator and 87% of staff across the public sector.



# 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.

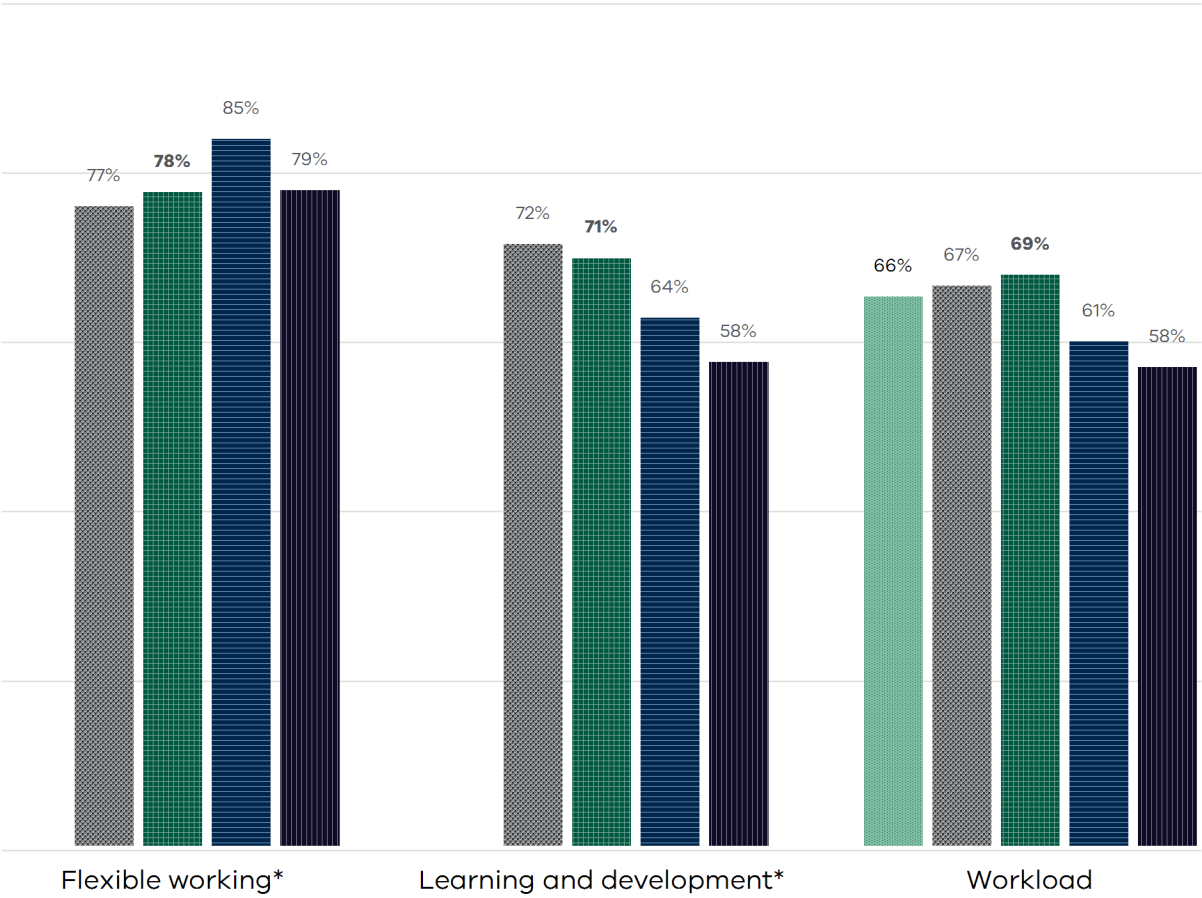
### Example

In 2023:

- 78% of your staff who did the survey responded positively to questions about Flexible working.

Compared to:

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



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

You2021 You2022 You2023 Comparator 2023 Public sector 2023

# Job and manager factors

## Manager leadership

### What this is

This is how well staff perceive their direct managers lead.

### Why this is important

Great managers can foster the right environment for staff engagement.

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

### How to read this

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

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

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

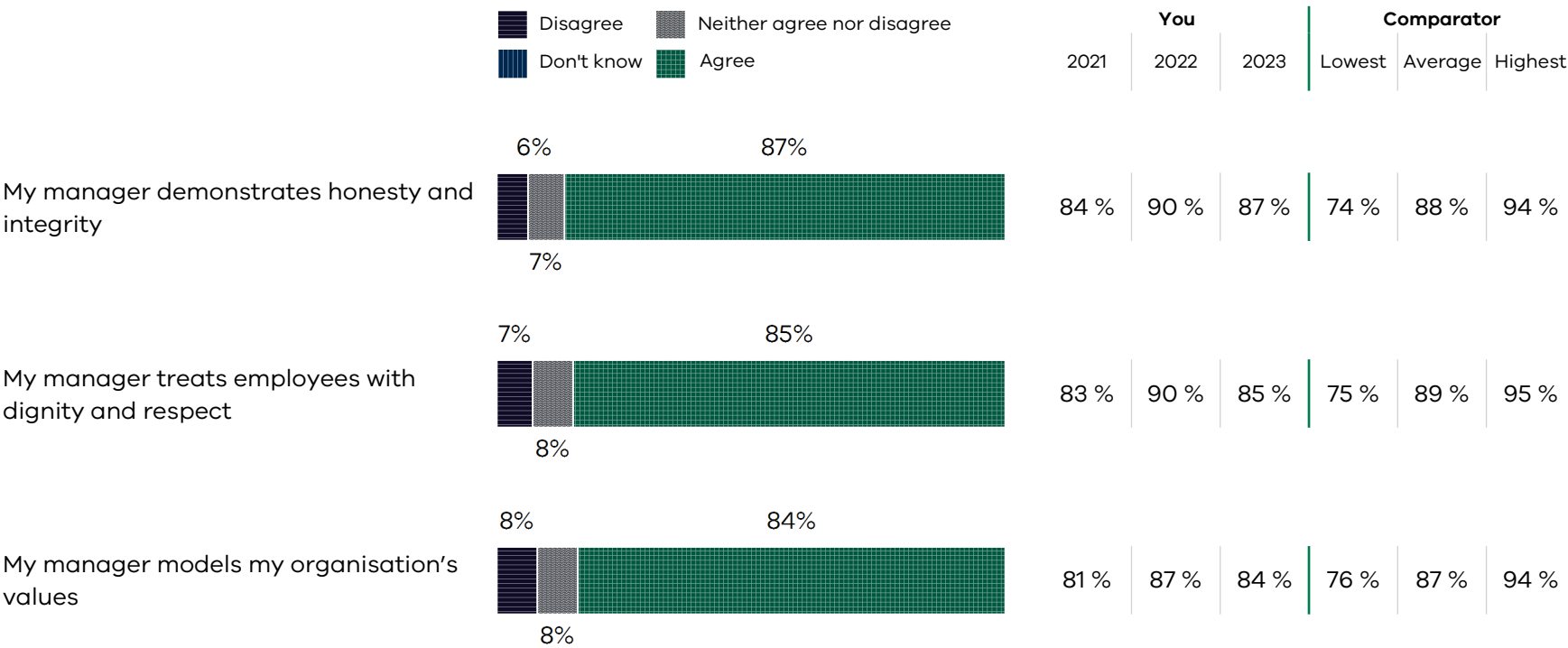
### Example

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

## Survey question

## Your results

## Benchmark agree results



# Job and manager factors

## Manager support 1 of 2

### What this is

This is how supported staff feel by their direct manager.

### Why this is important

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

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

### How to read this

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

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

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

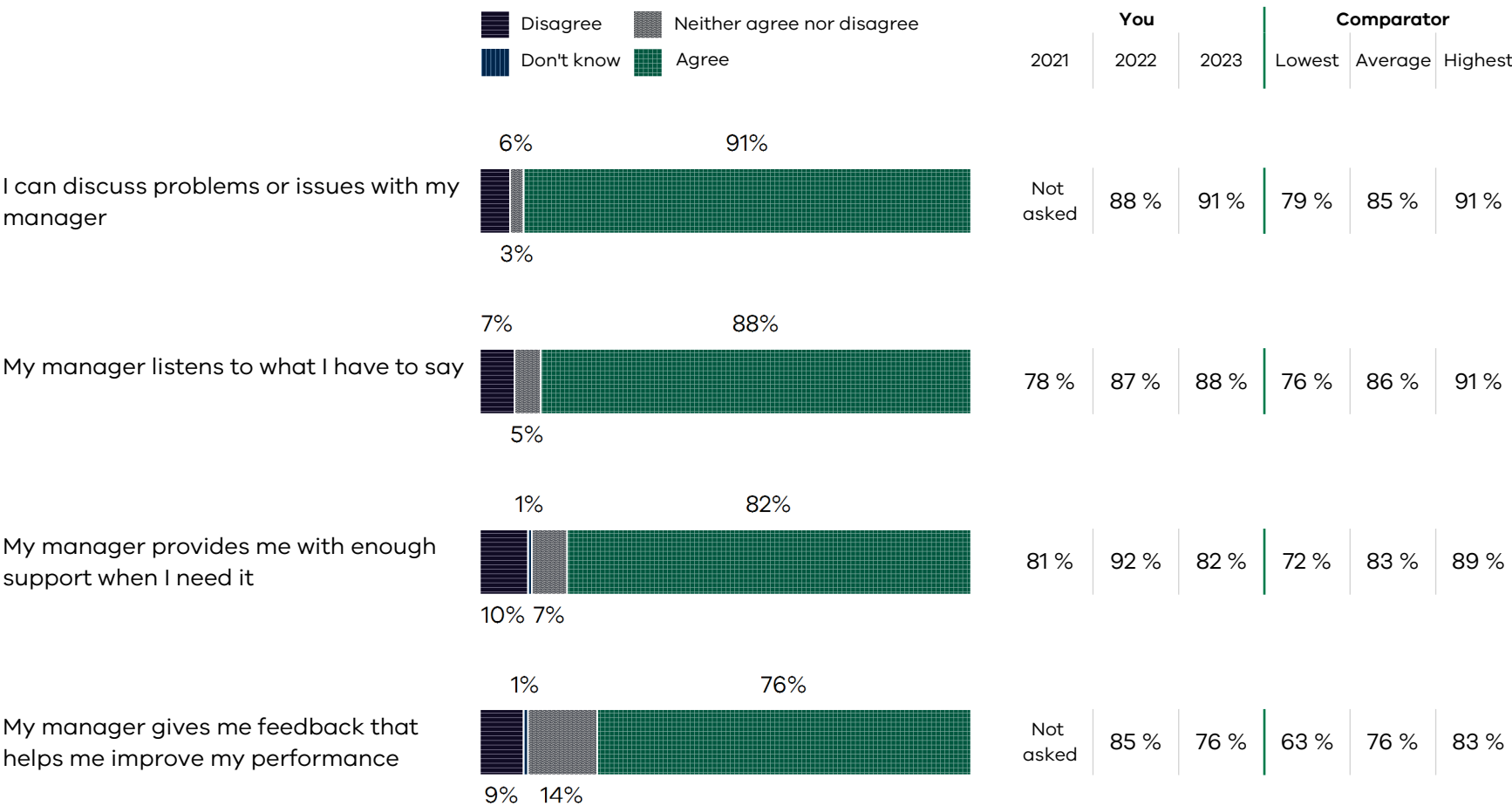
### Example

91% of your staff who did the survey agreed or strongly agreed with 'I can discuss problems or issues with my manager'.

## Survey question

## Your results

## Benchmark agree results



Job and manager factors

Manager support 2 of 2

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

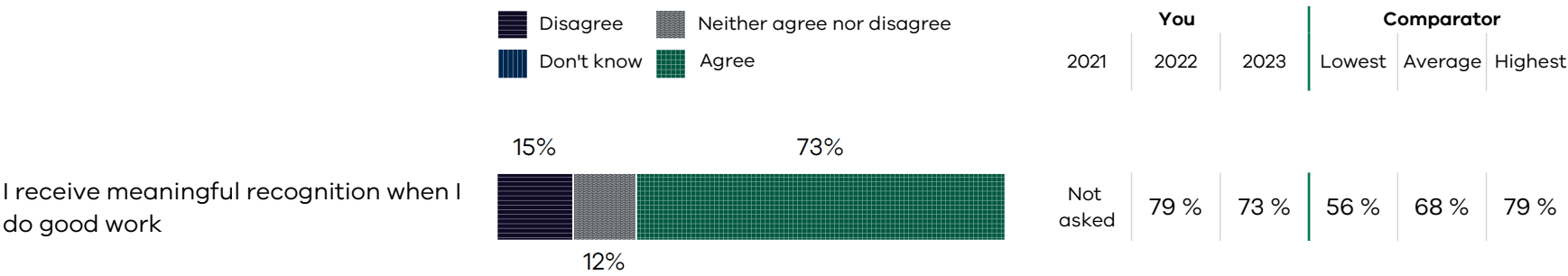
Example

73% 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





# 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.

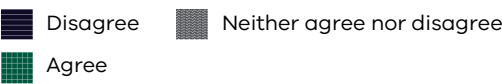
### Example

71% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

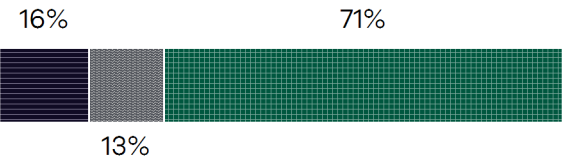
## Survey question

## Your results

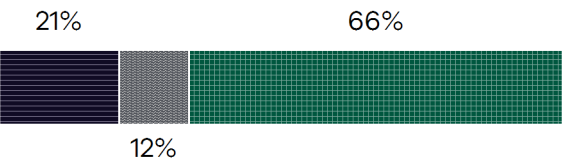
## Benchmark agree results



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



I have enough time to do my job effectively



You			Comparator		
2021	2022	2023	Lowest	Average	Highest
70 %	69 %	71 %	51 %	63 %	76 %
62 %	65 %	66 %	43 %	58 %	70 %

# 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.

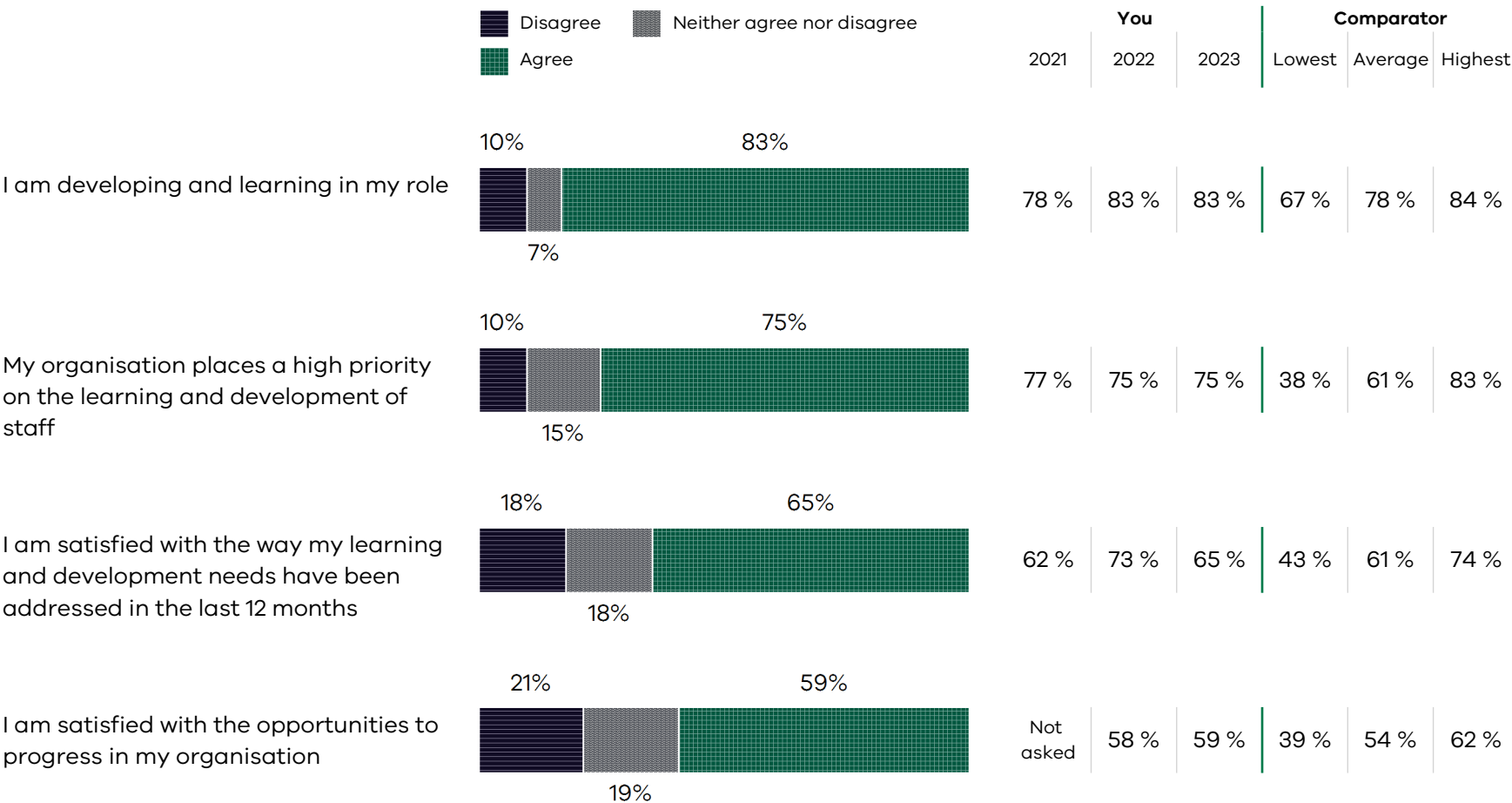
### Example

83% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

## Survey question

## Your results

## Benchmark agree results



# Job and manager factors

## Job enrichment 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

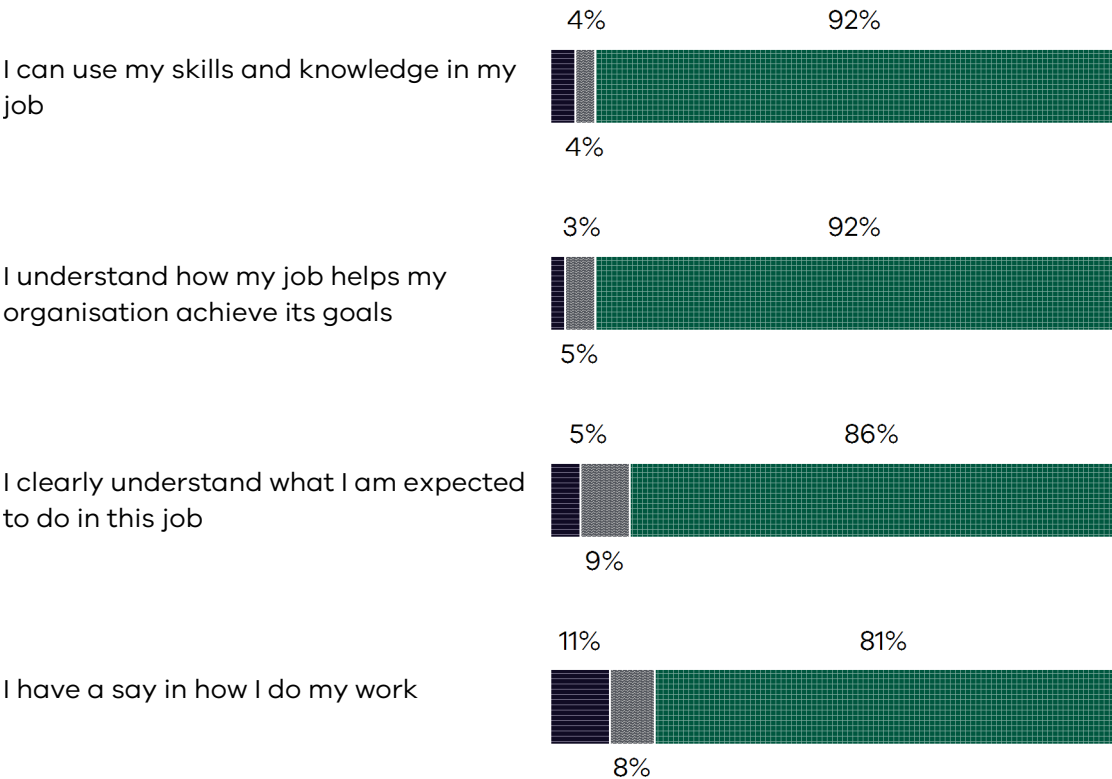
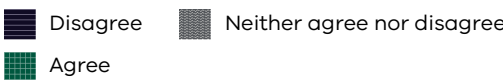
### Example

92% of your staff who did the survey agreed or strongly agreed with 'I can use my skills and knowledge in my job'.

## Survey question

## Your results

## Benchmark agree results



2021	You		Comparator		
	2022	2023	Lowest	Average	Highest
Not asked	93 %	92 %	85 %	93 %	97 %
Not asked	94 %	92 %	88 %	94 %	99 %
87 %	90 %	86 %	80 %	86 %	91 %
Not asked	88 %	81 %	74 %	83 %	90 %

Job and manager factors

Job enrichment 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

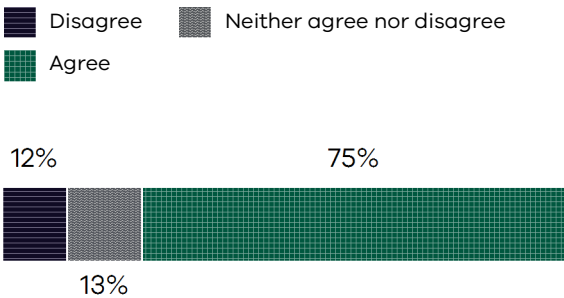
Example

75% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

Survey question

I have the authority to do my job effectively

Your results



Benchmark agree results

You			Comparator		
2021	2022	2023	Lowest	Average	Highest
88 %	89 %	75 %	68 %	81 %	87 %

# 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.

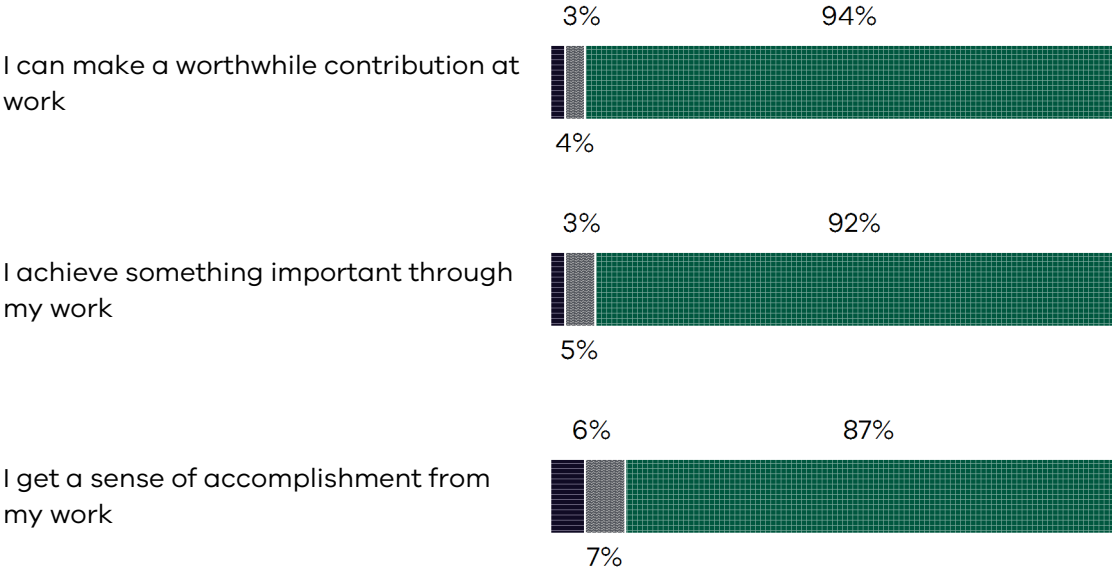
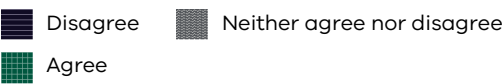
### Example

94% 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



2021	You		Comparator		
	2022	2023	Lowest	Average	Highest
Not asked	94 %	94 %	89 %	94 %	98 %
84 %	91 %	92 %	87 %	92 %	94 %
87 %	88 %	87 %	75 %	86 %	90 %

# Job and manager factors

## Flexible working

### What this is

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

### Why this is important

Supporting flexible working can improve employee wellbeing.

### How to read this

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

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

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

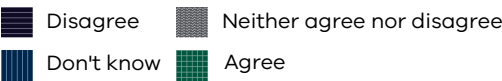
### Example

85% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.

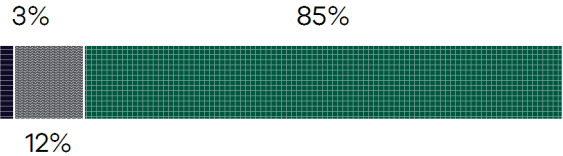
## Survey question

## Your results

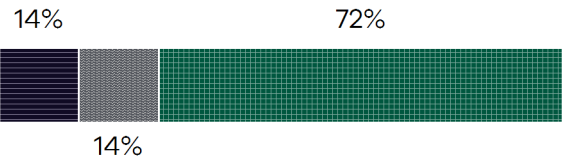
## Benchmark agree results



My manager supports working flexibly



I am confident that if I requested a flexible work arrangement, it would be given due consideration



	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
My manager supports working flexibly	Not asked	85 %	85 %	71 %	88 %	95 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	74 %	68 %	72 %	58 %	81 %	95 %

# People matter survey

2023

Have your say

## OverviewResult summary

Report overview	People outcomes	Key differences	Taking action
<ul style="list-style-type: none"><li>• About your report</li><li>• Privacy and anonymity</li><li>• Survey's theoretical framework</li><li>• Your comparator group</li><li>• Your response rate</li></ul>	<ul style="list-style-type: none"><li>• Scorecard: engagement index</li><li>• Engagement</li><li>• Scorecard: satisfaction, stress, intention to stay, inclusion</li><li>• Satisfaction</li><li>• Work-related stress levels</li><li>• Work-related stress causes</li><li>• Intention to stay</li></ul>	<ul style="list-style-type: none"><li>• Inclusion</li><li>• Scorecard: emotional effects of work</li><li>• Scorecard: negative behaviour</li><li>• Bullying</li><li>• Sexual harassment</li><li>• Discrimination</li><li>• Violence and aggression</li></ul>	<ul style="list-style-type: none"><li>• Highest scoring</li><li>• Lowest scoring</li><li>• Most improved</li><li>• Most declined</li><li>• Biggest positive difference from comparator</li><li>• Biggest negative difference from comparator</li></ul>
			<ul style="list-style-type: none"><li>• Taking action questions</li></ul>

## Detailed results

Senior leadership	Workgroup climate	Job and manager factors	Public sector values	Topical questions	Demographics
<ul style="list-style-type: none"><li>• Senior leadership questions</li></ul> <p><b>Organisational climate</b></p> <ul style="list-style-type: none"><li>• Scorecard</li><li>• Organisational integrity</li><li>• Collaboration</li><li>• Safety climate</li></ul>	<ul style="list-style-type: none"><li>• Scorecard</li><li>• Quality service delivery</li><li>• Innovation</li><li>• Workgroup support</li><li>• Safe to speak up</li></ul>	<ul style="list-style-type: none"><li>• Scorecard</li><li>• Manager leadership</li><li>• Manager support</li><li>• Workload</li><li>• Learning and development</li><li>• Job enrichment</li><li>• Meaningful work</li><li>• Flexible working</li></ul>	<ul style="list-style-type: none"><li>• Scorecard</li><li>• Responsiveness</li><li>• Integrity</li><li>• Impartiality</li><li>• Accountability</li><li>• Respect</li><li>• Leadership</li><li>• Human rights</li></ul>	<ul style="list-style-type: none"><li>• Questions on topical issues, includes additional questions that support the Gender Equality Act 2020</li></ul>	<ul style="list-style-type: none"><li>• Age, gender, variations in sex characteristics and sexual orientation</li><li>• Aboriginal and/or Torres Strait Islander</li><li>• Disability</li><li>• Cultural diversity</li><li>• Employment</li><li>• Adjustments</li><li>• Caring</li><li>• Business units</li></ul>



# Public sector values

## Scorecard 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

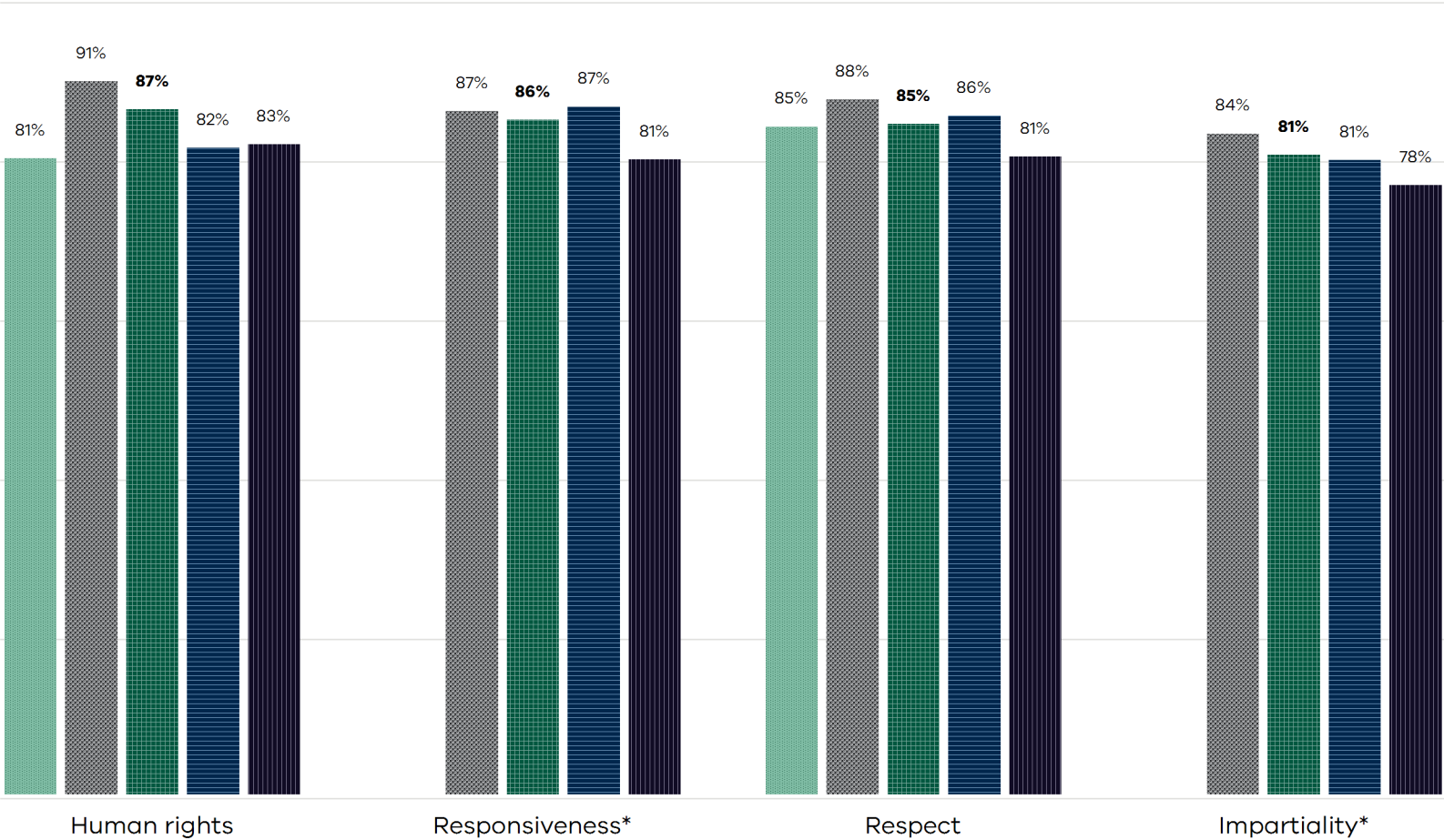
### Example

In 2023:

- 87% of your staff who did the survey responded positively to questions about Human rights , which is down 3% in 2022.

Compared to:

- 82% of staff at your comparator and 83% of staff across the public sector.



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

You2021 You2022 You2023 Comparator 2023 Public sector 2023

# Public sector values

## Scorecard 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

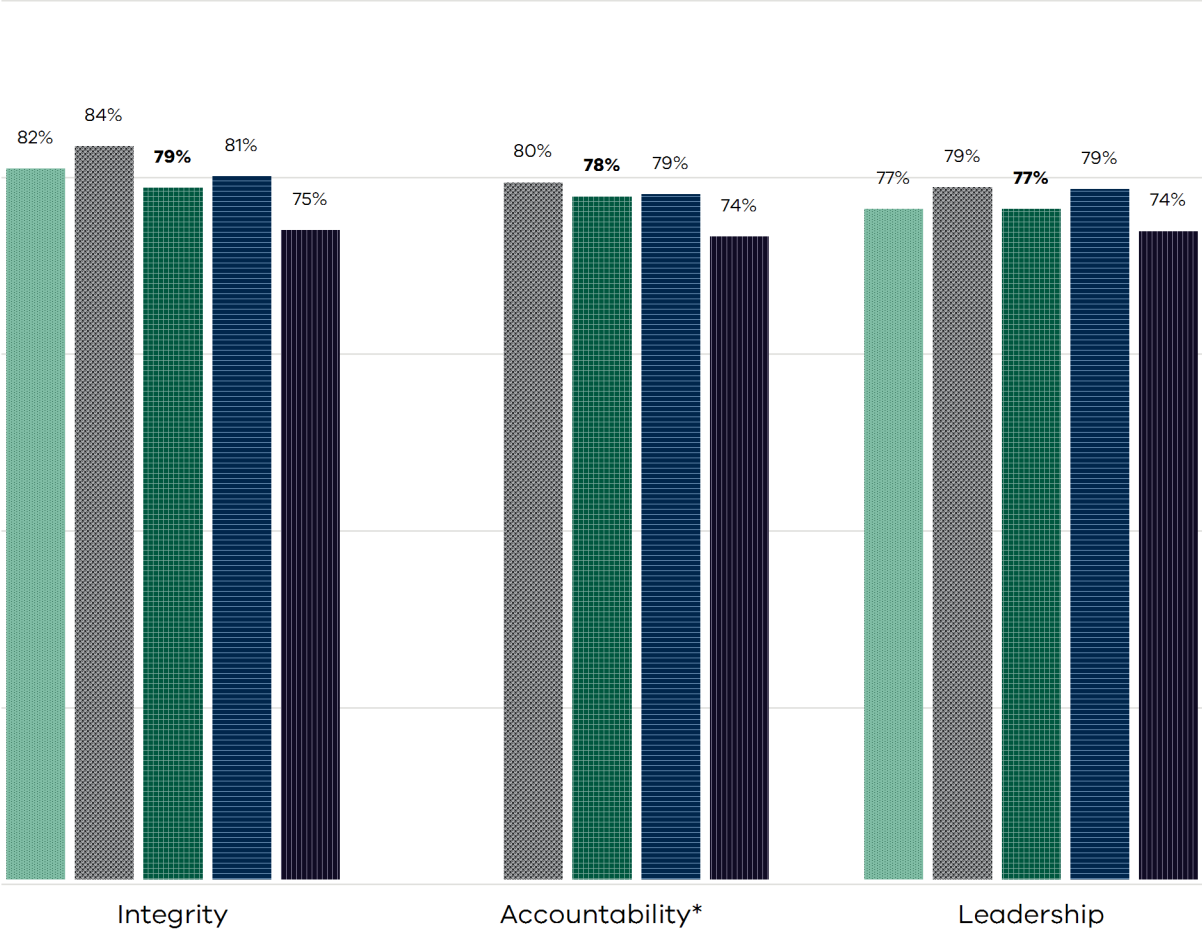
### Example

In 2023:

- 79% of your staff who did the survey responded positively to questions about Integrity , which is down 5% in 2022.

Compared to:

- 81% of staff at your comparator and 75% of staff across the public sector.



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

You 2021   You 2022   You 2023   Comparator 2023   Public sector 2023

Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

Example

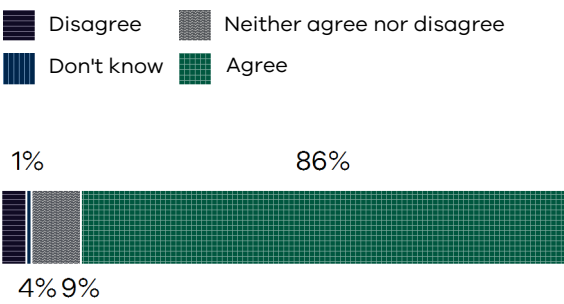
86% of staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

Survey question

Your results

Benchmark agree results

My workgroup provides high quality advice and services



2021	You		Comparator		
	2022	2023	Lowest	Average	Highest
	Not asked	87 %	86 %	76 %	87 %
				93 %	

Public sector values

Integrity 1 of 2

What this is

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

Why this is important

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

How to read this

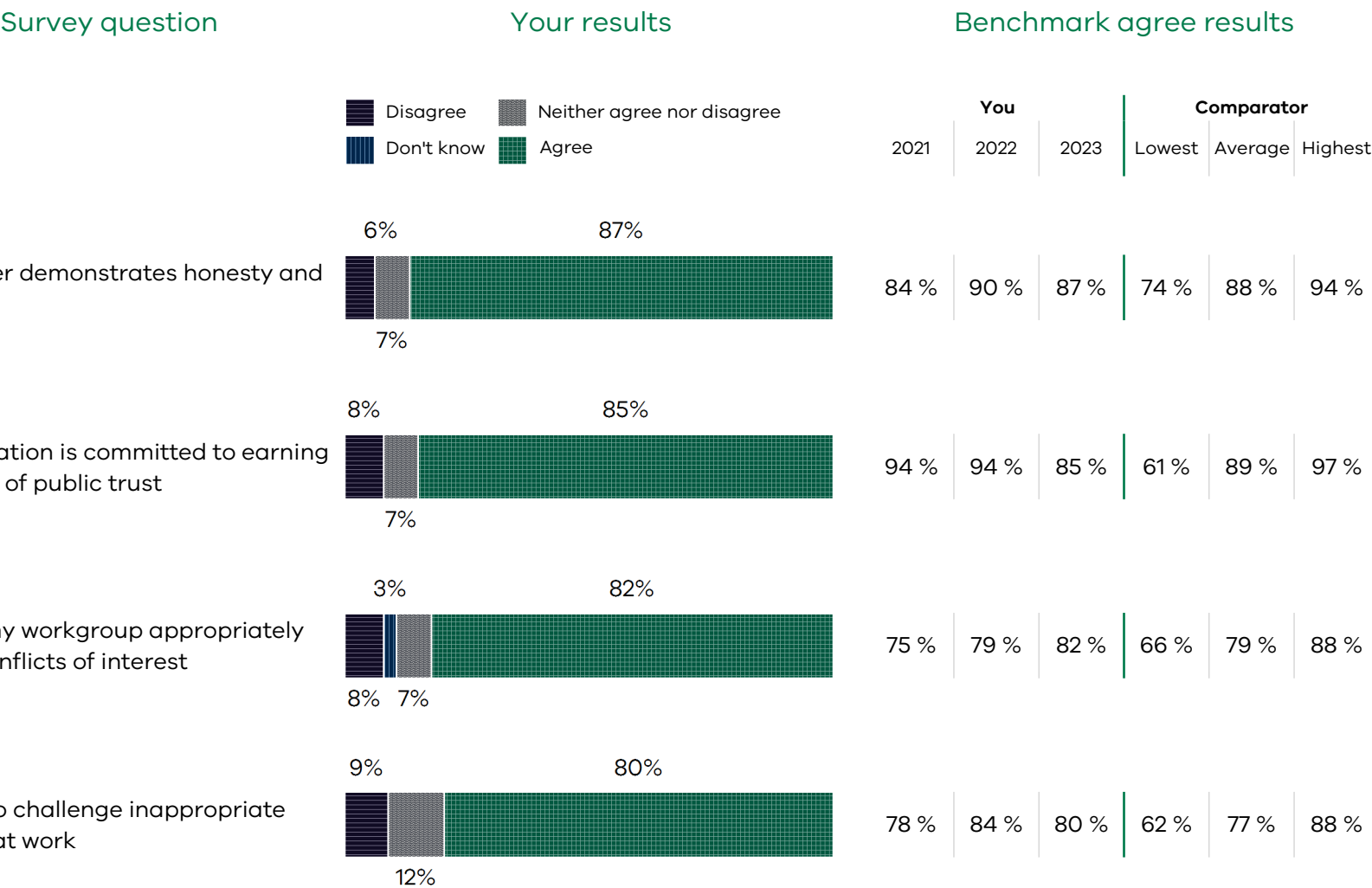
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

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



Public sector values

Integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

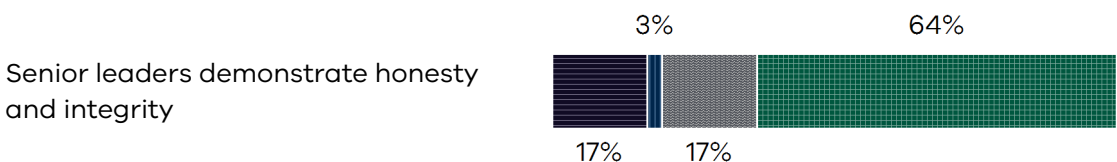
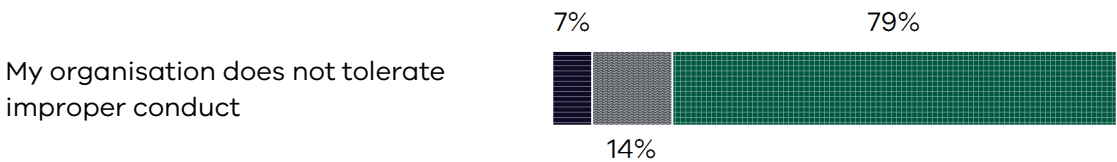
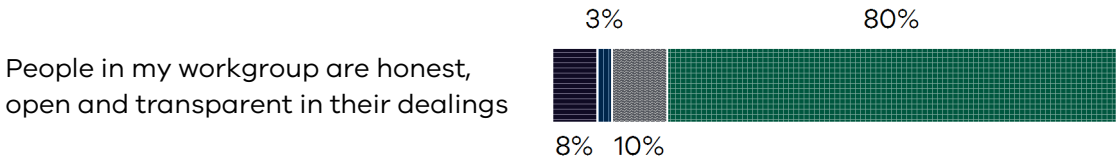
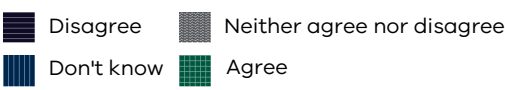
Example

80% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are honest, open and transparent in their dealings'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2021	2022	2023	Lowest	Average	Highest
86 %	81 %	80 %	71 %	82 %	88 %
84 %	85 %	79 %	65 %	79 %	87 %
70 %	75 %	64 %	52 %	71 %	84 %

Public sector values

Impartiality

What this is

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

Why this is important

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

How to read this

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

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

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

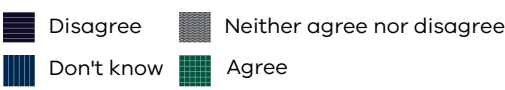
Example

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

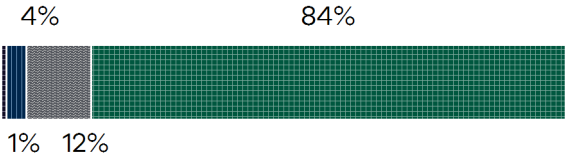
Survey question

Your results

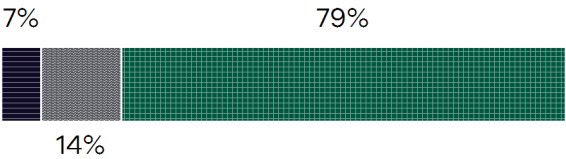
Benchmark agree results



People in my workgroup are politically impartial in their work



My workgroup acts fairly and without bias



You			Comparator		
2021	2022	2023	Lowest	Average	Highest
76 %	84 %	84 %	72 %	82 %	89 %
Not asked	84 %	79 %	61 %	80 %	88 %

Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

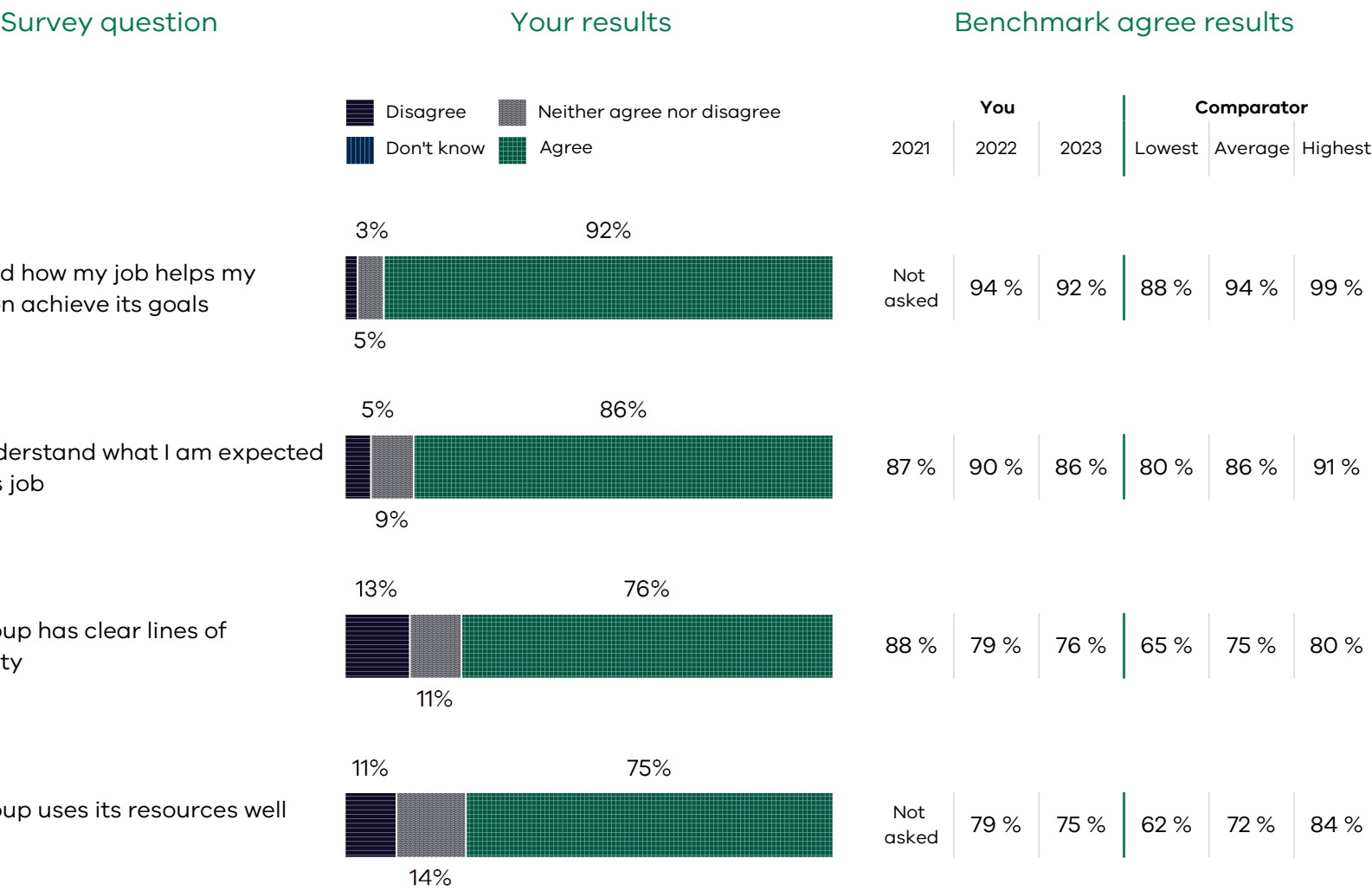
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

92% of staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.





Public sector values

Accountability 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

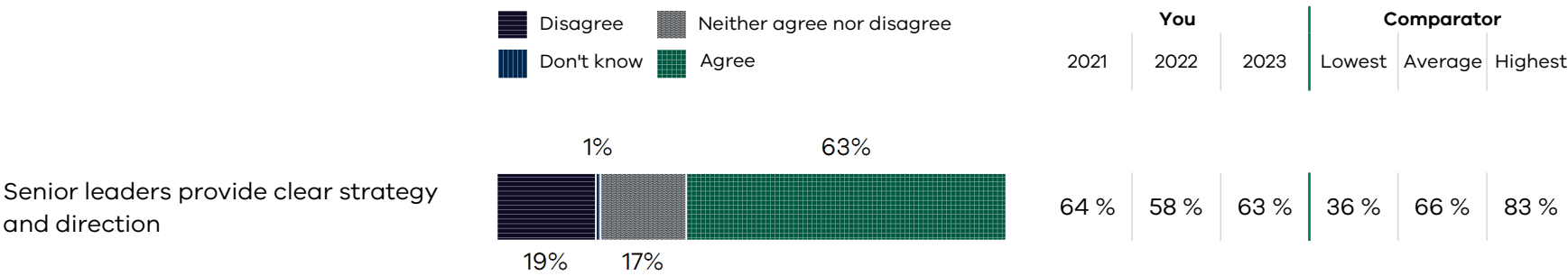
Example

63% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

Benchmark agree results



Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

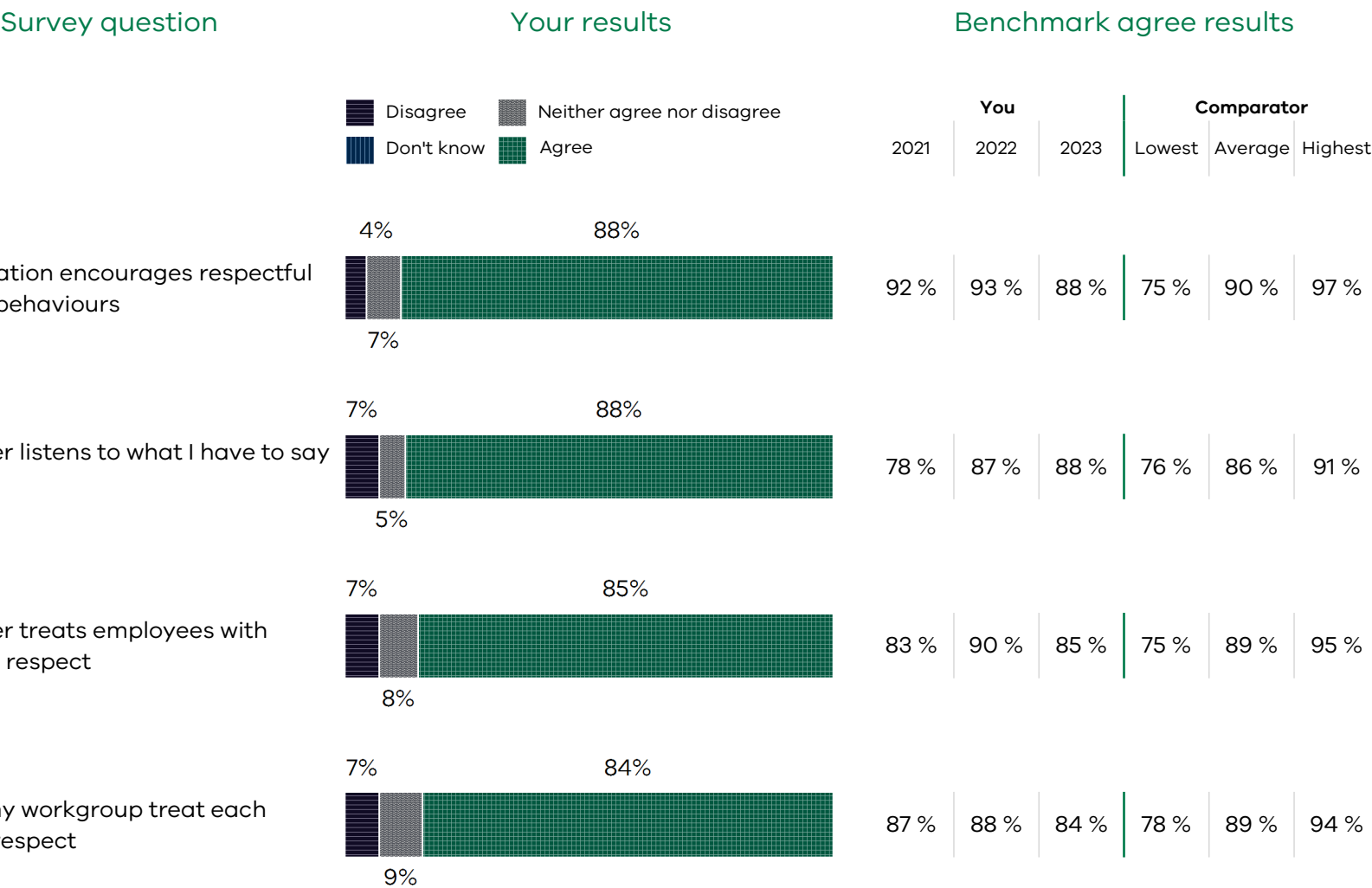
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

88% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.



Public sector values

Respect 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

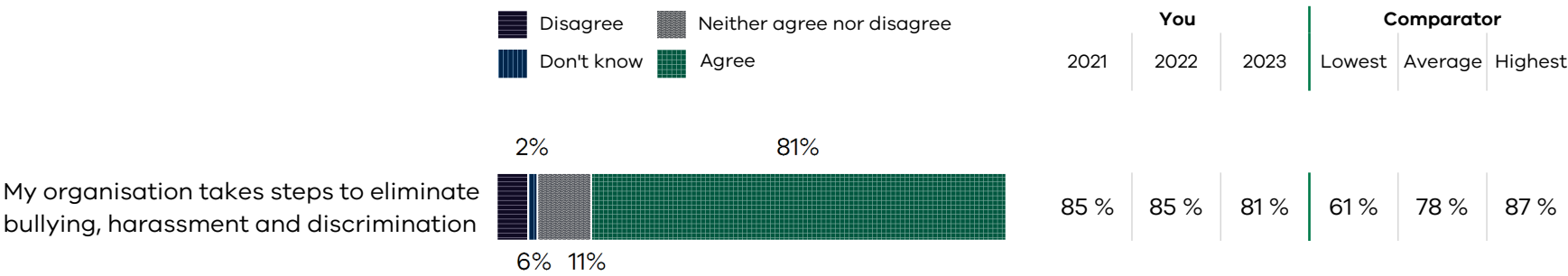
Example

81% 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



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

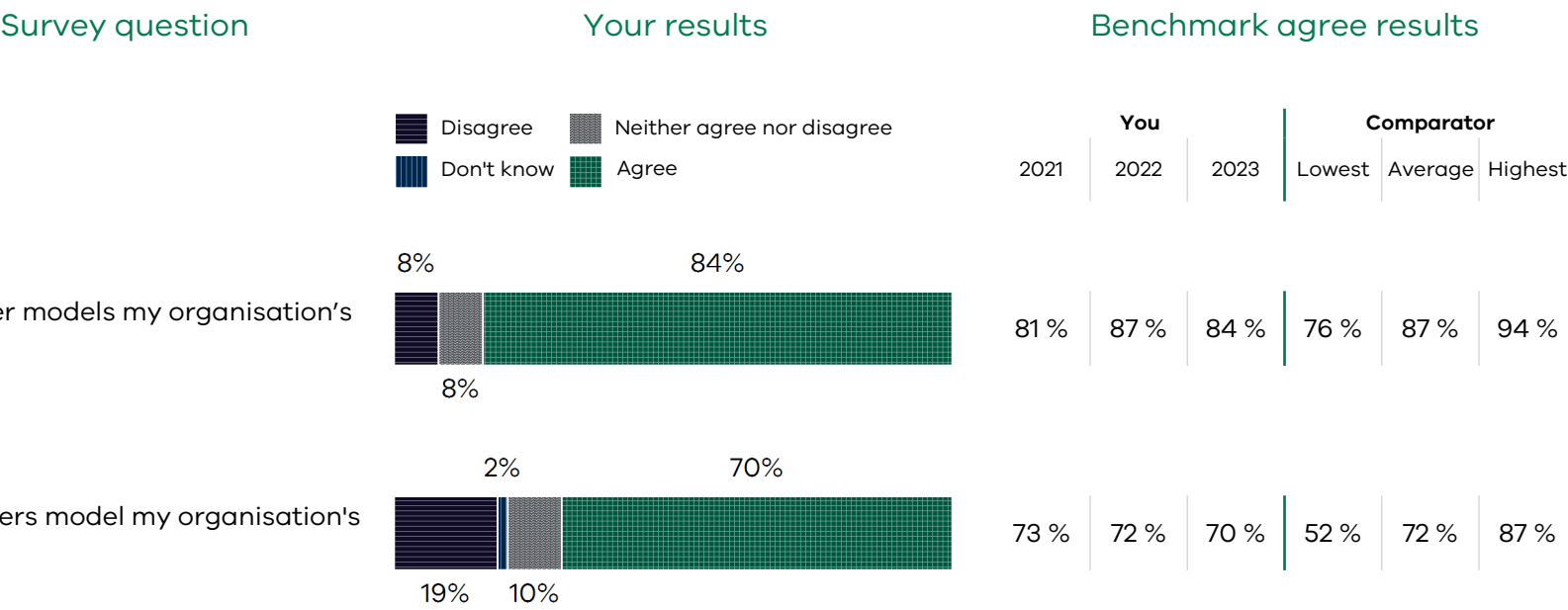
Under 'Your results', see results for each question in descending order by most agreed.

'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

84% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.



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

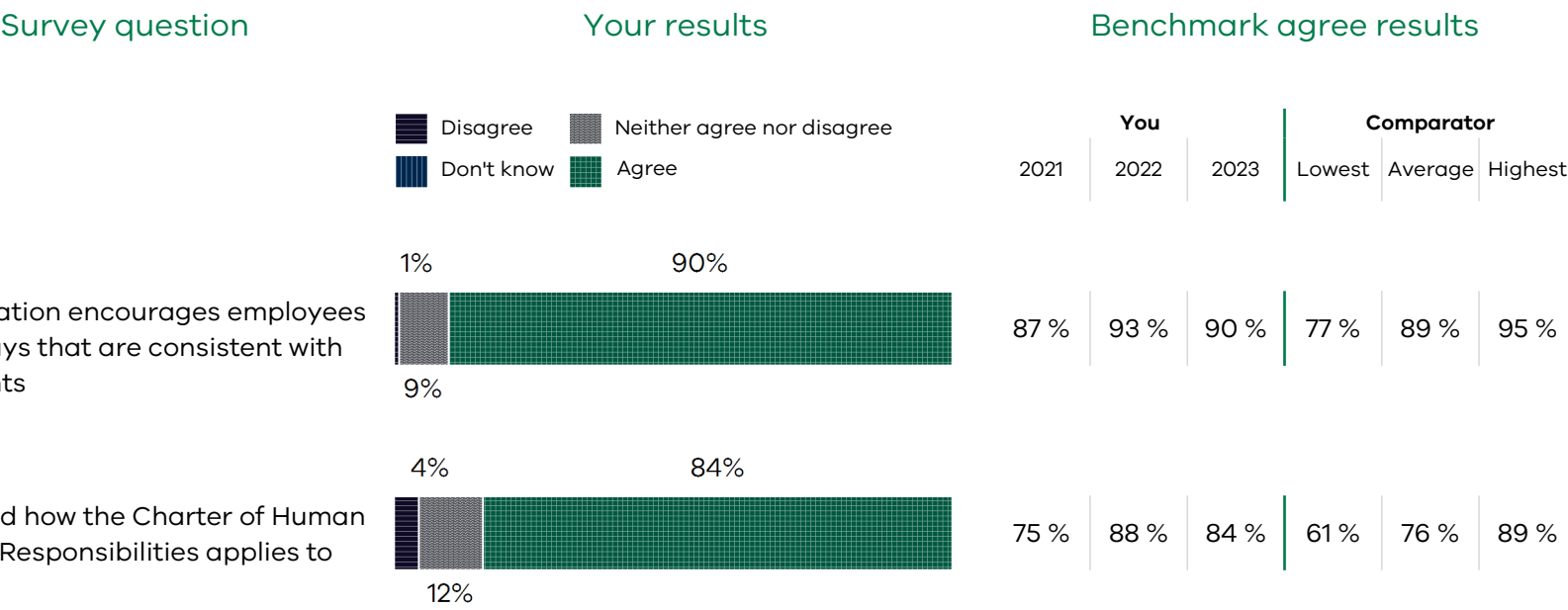
Under 'Your results', see results for each question in descending order by most agreed.

'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

90% 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'.



# People matter survey

2023

Have your say

## OverviewResult 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
- Intention to stay
- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Custom questions

- Questions requested by your organisation

### Demographics

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

Topical questions

What this is

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

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

Why this is important

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

How to read this

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

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

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

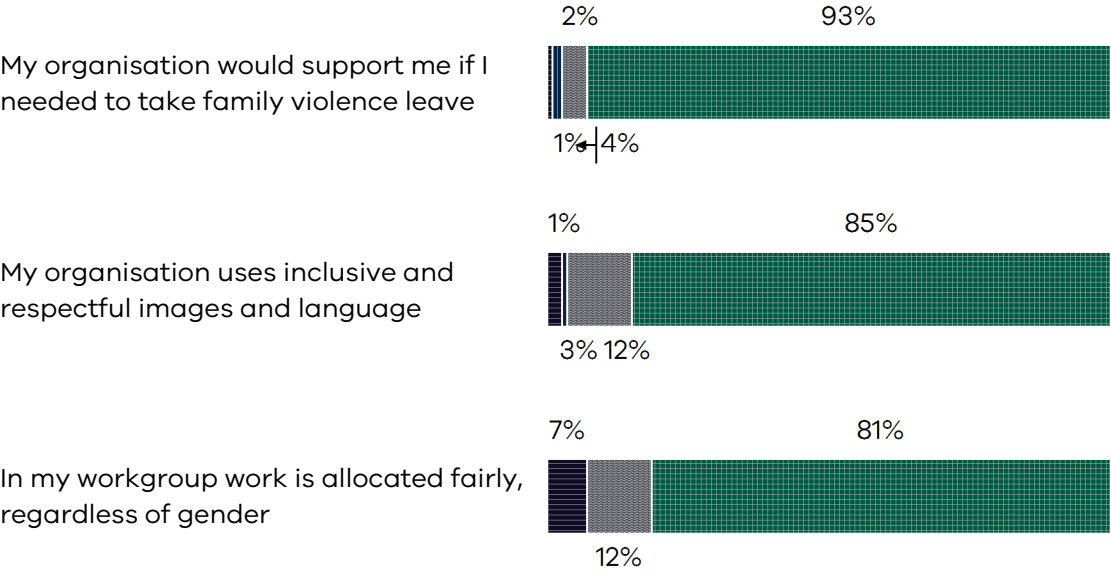
Example

93% of your staff who did the survey agreed or strongly agreed with 'My organisation would support me if I needed to take family violence leave'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2021	2022	2023	Lowest	Average	Highest
89 %	Not asked	93 %	77 %	89 %	96 %
84 %	Not asked	85 %	72 %	88 %	94 %
85 %	Not asked	81 %	69 %	85 %	89 %



Topical questions

What this is

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

Why this is important

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

How to read this

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

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

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

Example

88% of your staff who did the survey agreed or strongly agreed with 'I understand how the Code of Conduct for Victorian public sector employees applies to my work'.

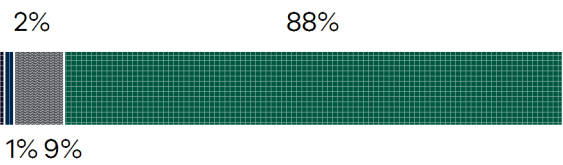
Survey question

Your results

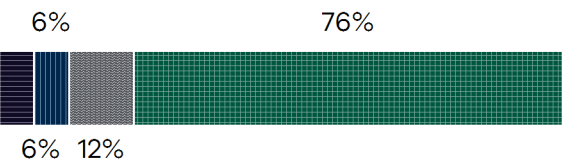
Benchmark agree results



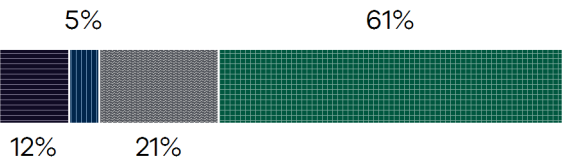
I understand how the Code of Conduct for Victorian public sector employees applies to my work



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



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



You			Comparator		
2021	2022	2023	Lowest	Average	Highest
Not asked	Not asked	88 %	73 %	83 %	95 %
Not asked	Not asked	76 %	60 %	72 %	87 %
Not asked	Not asked	61 %	43 %	54 %	62 %

# People matter survey

2023

Have your say

Overview		Result summary		
<b>Report overview</b> <ul style="list-style-type: none"><li>About your report</li><li>Privacy and anonymity</li><li>Survey's theoretical framework</li><li>Your comparator group</li><li>Your response rate</li></ul>	<b>People outcomes</b> <ul style="list-style-type: none"><li>Scorecard: engagement index</li><li>Engagement</li><li>Scorecard: satisfaction, stress, intention to stay, inclusion</li><li>Satisfaction</li><li>Work-related stress levels</li><li>Work-related stress causes</li><li>Intention to stay</li></ul>	<b>Key differences</b> <ul style="list-style-type: none"><li>Inclusion</li><li>Scorecard: emotional effects of work</li><li>Scorecard: negative behaviour</li><li>Bullying</li><li>Sexual harassment</li><li>Discrimination</li><li>Violence and aggression</li></ul>	<b>Taking action</b> <ul style="list-style-type: none"><li>Taking action questions</li></ul>	

Detailed results					
<b>Senior leadership</b> <ul style="list-style-type: none"><li>Senior leadership questions</li></ul> <b>Organisational climate</b> <ul style="list-style-type: none"><li>Scorecard</li><li>Organisational integrity</li><li>Collaboration</li><li>Safety climate</li></ul>	<b>Workgroup climate</b> <ul style="list-style-type: none"><li>Scorecard</li><li>Quality service delivery</li><li>Innovation</li><li>Workgroup support</li><li>Safe to speak up</li></ul>	<b>Job and manager factors</b> <ul style="list-style-type: none"><li>Scorecard</li><li>Manager leadership</li><li>Manager support</li><li>Workload</li><li>Learning and development</li><li>Job enrichment</li><li>Meaningful work</li><li>Flexible working</li></ul>	<b>Public sector values</b> <ul style="list-style-type: none"><li>Scorecard</li><li>Responsiveness</li><li>Integrity</li><li>Impartiality</li><li>Accountability</li><li>Respect</li><li>Leadership</li><li>Human rights</li></ul>	<b>Topical questions</b> <ul style="list-style-type: none"><li>Questions on topical issues, includes additional questions that support the Gender Equality Act 2020</li></ul>	<b>Demographics</b> <ul style="list-style-type: none"><li>Age, gender, variations in sex characteristics and sexual orientation</li><li>Aboriginal and/or Torres Strait Islander</li><li>Disability</li><li>Cultural diversity</li><li>Employment</li><li>Adjustments</li><li>Caring</li><li>Business units</li></ul>

## 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	35	31%
35-54 years	49	43%
55+ years	19	17%
Prefer not to say	10	9%

How would you describe your gender?	(n)	%
Man	63	56%
Woman	38	34%
Prefer not to say	10	9%
Non-binary and I use a different term	2	2%

Are you trans, non-binary or gender diverse?	(n)	%
No	102	90%
Prefer not to say	11	10%

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

	(n)	%
No	99	88%
Don't know	4	4%
Prefer not to say	10	9%

How do you describe your sexual orientation?

	(n)	%
Straight (heterosexual)	91	81%
Prefer not to say	14	12%
Bisexual	3	3%
I use a different term	2	2%
Don't know	2	2%
Asexual	1	1%

## Demographics

### Aboriginal and/or Torres Strait Islander employees

#### What this is

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

To protect you, we:

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

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	4	4%
Non Aboriginal and/or Torres Strait Islander	98	87%
Prefer not to say	11	10%

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

## Do you identify as a person with a disability?

	(n)	%
Yes	3	3%
No	103	91%
Prefer not to say	7	6%

## Demographics

### Cultural diversity 1 of 2

#### What this is

These are the personal characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

To protect you, we:

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Country of birth	(n)	%
Born in Australia	101	89%
Not born in Australia	7	6%
Prefer not to say	5	4%

Language other than English spoken with family or community	(n)	%
Yes	6	5%
No	98	87%
Prefer not to say	9	8%

## Demographics

### Cultural diversity 2 of 2

#### What this is

This is the cultural identity and religion of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

To protect you, we:

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Cultural identity	(n)	%
Australian	92	81%
Prefer not to say	9	8%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	8	7%
English, Irish, Scottish and/or Welsh	7	6%
Aboriginal and/or Torres Strait Islander	4	4%
South Asian	3	3%
African	1	1%
East and/or South-East Asian	1	1%

Religion	(n)	%
No religion	71	63%
Christianity	27	24%
Prefer not to say	12	11%
Other	2	2%
Buddhism	1	1%



# Demographics

## Employment characteristics 1 of 2

### What this is

These are the employment characteristics of staff.

### Why this is important

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

### How to read this

Each table shows the breakdown of responses from your survey.

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

### How we protect anonymity and privacy

To protect you, we:

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Working arrangement	(n)	%
Full-Time	99	88%
Part-Time	14	12%
Gross base salary (ongoing/fixed term only)		
	(n)	%
Prefer not to say	6	6%
Below \$80k	55	51%
\$80k to \$120k	36	34%
\$120k to \$160k	4	4%
\$160k to \$200k	1	1%
\$200k or more	5	5%
Organisational tenure		
	(n)	%
<1 year	22	19%
1 to less than 2 years	22	19%
2 to less than 5 years	20	18%
5 to less than 10 years	16	14%
10 to less than 20 years	29	26%
More than 20 years	4	4%

Management responsibility	(n)	%
Non-manager	82	73%
Other manager	18	16%
Manager of other manager(s)	13	12%
Employment type		
	(n)	%
Ongoing and executive	97	86%
Fixed term	10	9%
Other	6	5%

## Demographics

### Employment characteristics 2 of 2

#### What this is

These are the employment characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

To protect you, we:

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#### Primary workplace location over the last 3 months

	(n)	%
Rural	94	83%
Large regional city	16	14%
Other	3	3%

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

	(n)	%
Your employer's office	70	62%
A frontline or service delivery location	37	33%
Home or private location	10	9%
A shared office space (where two or more organisations share the same workspace e.g. Gov hubs, suburban hubs etc.)	5	4%
Other	5	4%

#### Flexible work

	(n)	%
No, I do not use any flexible work arrangements	56	50%
Working from an alternative location (e.g. home, hub/shared work space)	29	26%
Flexible start and finish times	28	25%
Part-time	13	12%
Using leave to work flexible hours	8	7%
Other	3	3%
Working more hours over fewer days	2	2%
Study leave	1	1%
Purchased leave	1	1%

# Demographics

## Adjustments

### What this is

These are adjustments staff requested to perform in their role.

### Why this is important

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

### How to read this

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

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

### How we protect anonymity and privacy

To protect you, we:

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- 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	72	64%
Flexible working arrangements	30	27%
Physical modifications or improvements to the workplace	15	13%
Career development support strategies	1	1%
Other	1	1%

## Why did you make this request?

	(n)	%
Work-life balance	20	49%
Health	13	32%
Caring responsibilities	11	27%
Family responsibilities	10	24%
Other	3	7%
Disability	2	5%
Study commitments	1	2%

## What was your experience with making the request?

	(n)	%
The adjustments I needed were made and the process was satisfactory	38	93%
The adjustments I needed were made but the process was unsatisfactory	3	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

To protect you, we:

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Caring responsibility	(n)	%
None of the above	37	33%
Primary school aged child(ren)	30	27%
Secondary school aged child(ren)	21	19%
Prefer not to say	14	12%
Child(ren) - younger than preschool age	11	10%
Preschool aged child(ren)	7	6%
Person(s) with a mental illness	7	6%
Frail or aged person(s)	7	6%
Person(s) with disability	4	4%
Person(s) with a medical condition	4	4%

## Demographics

### Business units

#### What is this

This shows the business unit in which your staff work.

#### Why this is important

Understanding how many people you have in each business unit 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

To protect you, we:

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

### Which of the following best describes the business unit in which you work

	(n)	%
Customer Service	9	8%
Sustainability	11	10%
Assets	13	12%
Corporate	29	26%
Operations	51	45%



**Victorian  
Public Sector  
Commission**



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