

# 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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- Respect
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### Topical questions

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

### Demographics

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



# 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 88% of this year's survey with your previous results.

## Rounding of percentages

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

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

## Survey questions and definitions

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

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## Report overview

### Privacy and anonymity

To protect you, we:

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

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

# Report overview

## Survey's theoretical framework

### What this is

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

### Why this is important

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

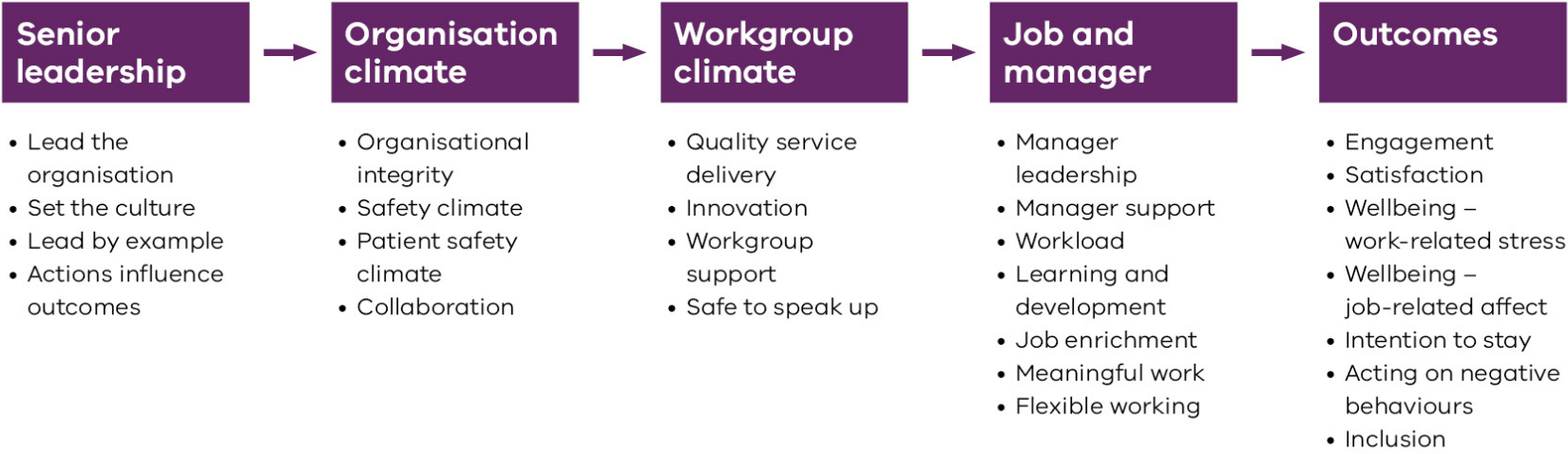
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

### Our public sector values

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

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

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



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



# Report overview

Your comparator group1 of 2

## What this is

This is a list of similar organisations to yours.

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

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

## How we use this in your report

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

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

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

CenITex	Office of Public Prosecutions	Public Record Office Victoria
Commission for Children and Young People	Office of the Chief Parliamentary Counsel	Safe Transport Victoria
Court Services Victoria	Office of the Governor Victoria	Safer Care Victoria
Emergency Services Superannuation Board	Office of the Legal Services Commissioner	Service Victoria
Essential Services Commission	Office of the Ombudsman Victoria	Suburban Rail Loop Authority
Family Violence Prevention Agency	Office of the Victorian Electoral Commissioner	Victorian Auditor-General's Office
Game Management Authority	Office of the Victorian Government Architect	Victorian Disability Worker Commission
Independent Broad-based Anti-corruption Commission	Office of the Victorian Information Commissioner	Victorian Equal Opportunity and Human Rights Commission
Infrastructure Victoria	Office of the Victorian Inspectorate	Victorian Fisheries Authority
Labour Hire Licensing Authority		Victorian Gambling and Casino Control Commission
Major Transport Infrastructure Authority		Victorian Government Solicitor's Office

# Report overview

Your comparator group2 of 2

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- Victorian Public Sector Commission
- Victorian Responsible Gambling Foundation
- Victorian Skills Authority
- Wage Inspectorate Victoria



# Report overview

## Your response rate

### What this is

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

### Why this is important

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

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

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

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

### How to read this

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

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

2022

78%  
(40)

Comparator	52%
Public Sector	42%

2023

90%  
(47)

Comparator	59%
Public Sector	57%



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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

60

Comparator 73  
Public Sector 68

2023

67

Comparator 71  
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 67.

### Why this is important

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

### How to read this

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

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

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

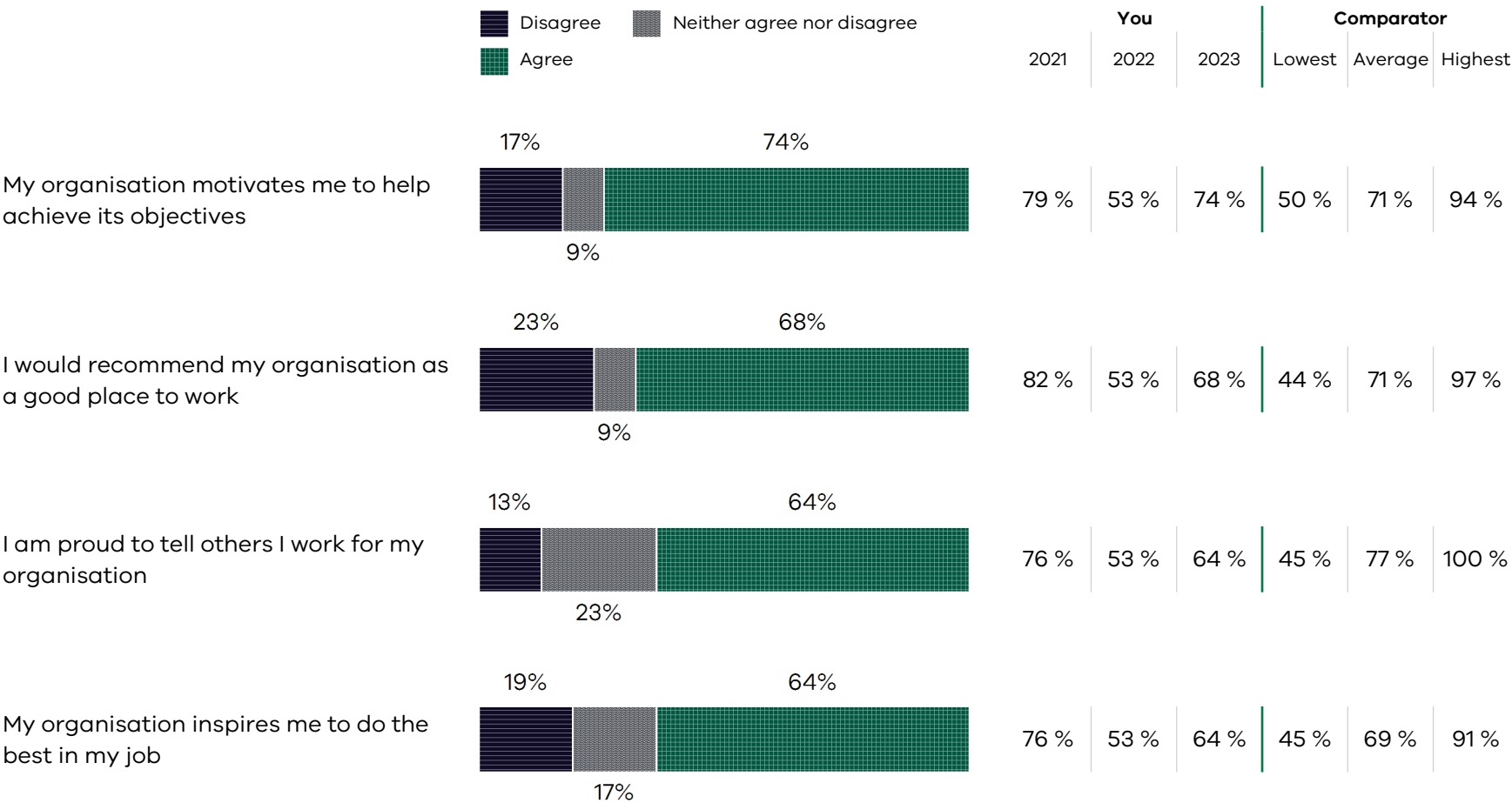
### Example

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

## Survey question

## Your results

## Benchmark agree results



People outcomes

Engagement question results 2 of 2

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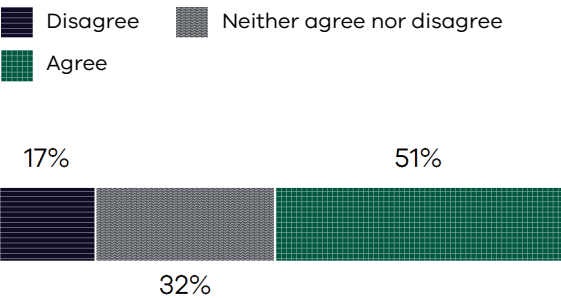
Example

51% 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
	64 %	55 %	51 %	45 %	60 %	91 %



# 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.

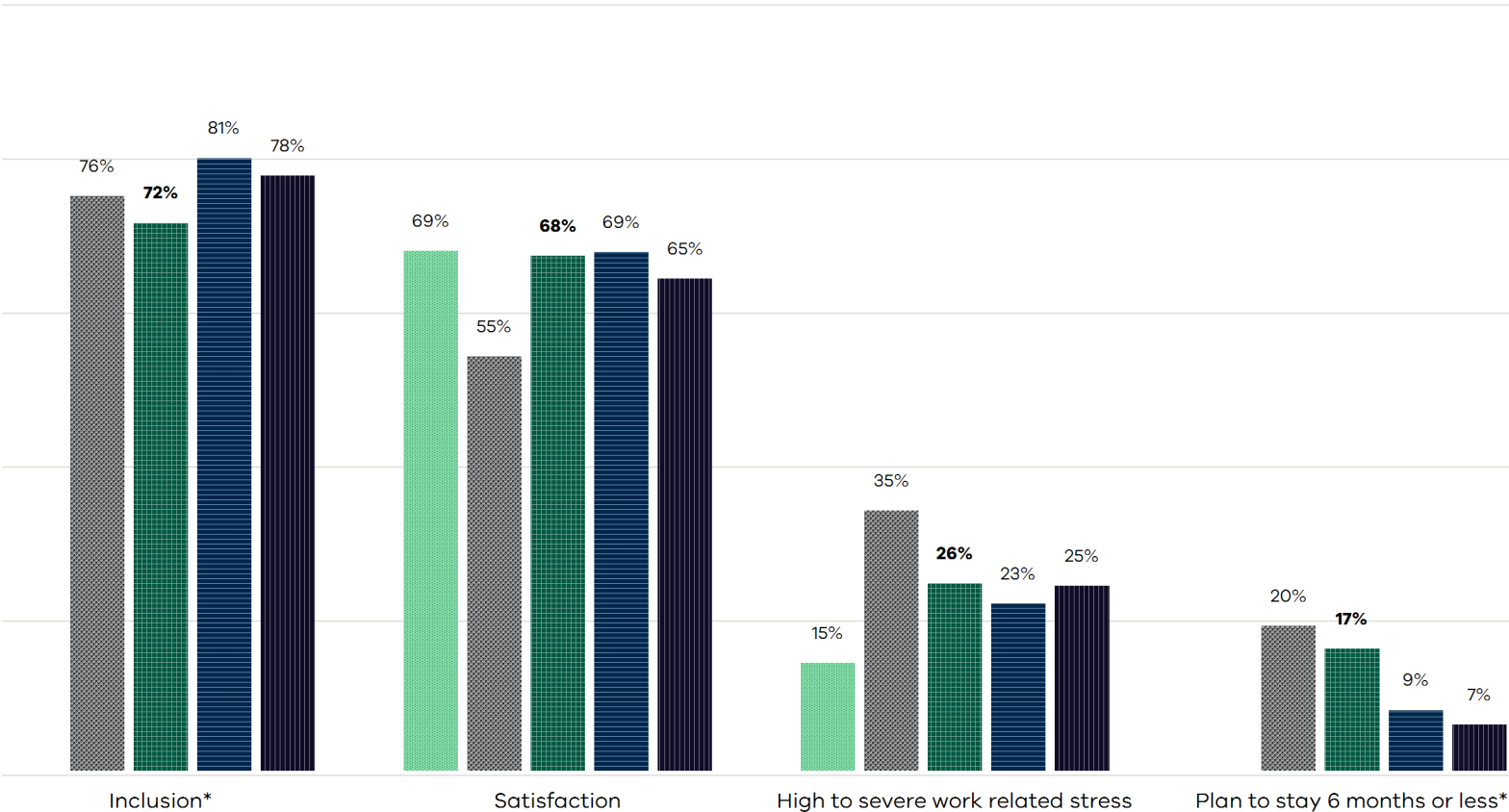
## Example

In 2023:

- 72% of your staff who did the survey responded positively to questions about Inclusion which is down from 76% in 2022.

Compared to:

- 81% 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.

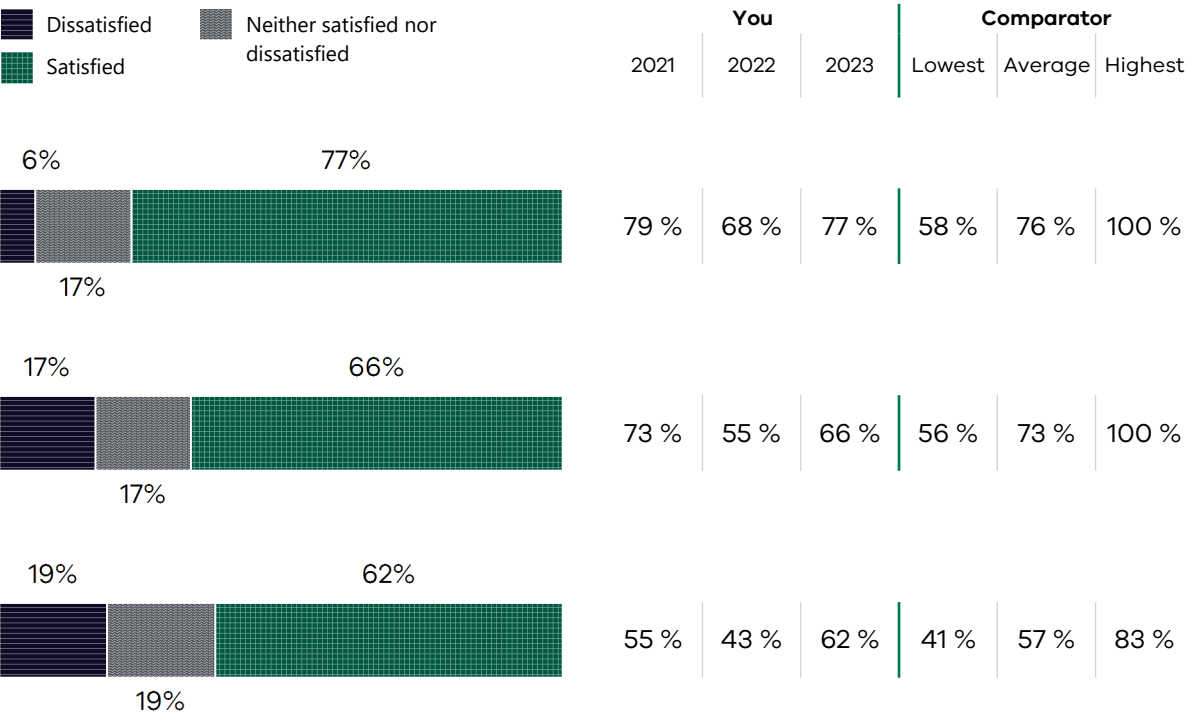
### Example

77% of your staff who did the survey were satisfied or very satisfied with 'How satisfied are you with the work/life balance in your current job'.

## Survey question

## Your results

## Benchmark satisfied results



# People outcomes

## Work-related stress levels

### What this is

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

### Why this is important

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

### How to read this

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

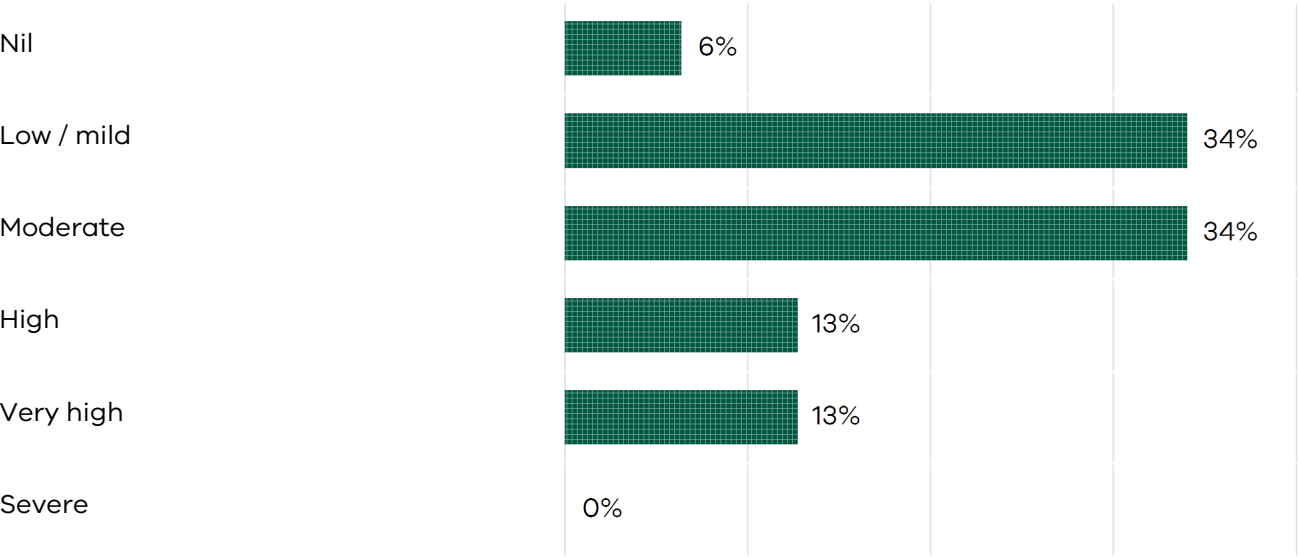
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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

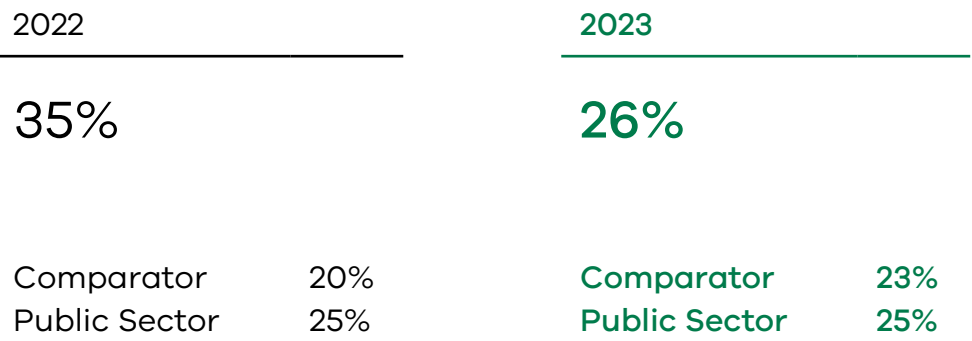
### Example

26% of your staff who did the survey said they had high to severe stress in 2023. This is compared to 23% of staff in your comparator group and 25% of staff across the public sector.

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



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.

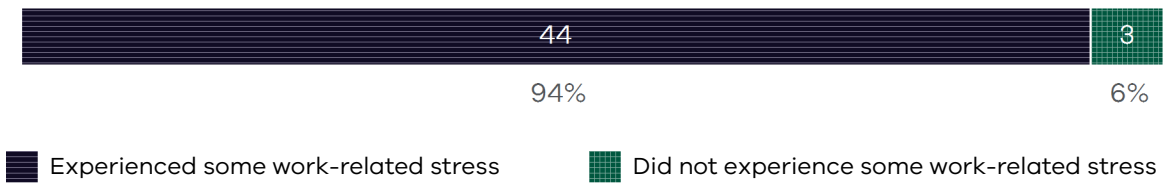
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

#### Example

94% of your staff who did the survey said they experienced mild to severe stress.

Of that 94%, 57% 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	55%	57%	45%	49%
Time pressure	29%	27%	42%	41%
Unclear job expectations	29%	20%	15%	14%
Competing home and work responsibilities	5%	18%	13%	14%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	11%	16%	10%	11%
Work that doesn't match my skills or experience	13%	16%	7%	7%
Management of work (e.g. supervision, training, information, support)	11%	14%	12%	13%
Content, variety, or difficulty of work	8%	11%	14%	11%
Dealing with clients, patients or stakeholders	11%	11%	17%	15%
Ability to choose how my work is done	5%	9%	6%	5%



# 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

4% 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	20%	17%	9%	7%
Over 6 months and up to 1 year	10%	4%	13%	10%
Over 1 year and up to 3 years	23%	30%	31%	24%
Over 3 years and up to 5 years	18%	17%	16%	15%
Over 5 years	30%	32%	31%	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.

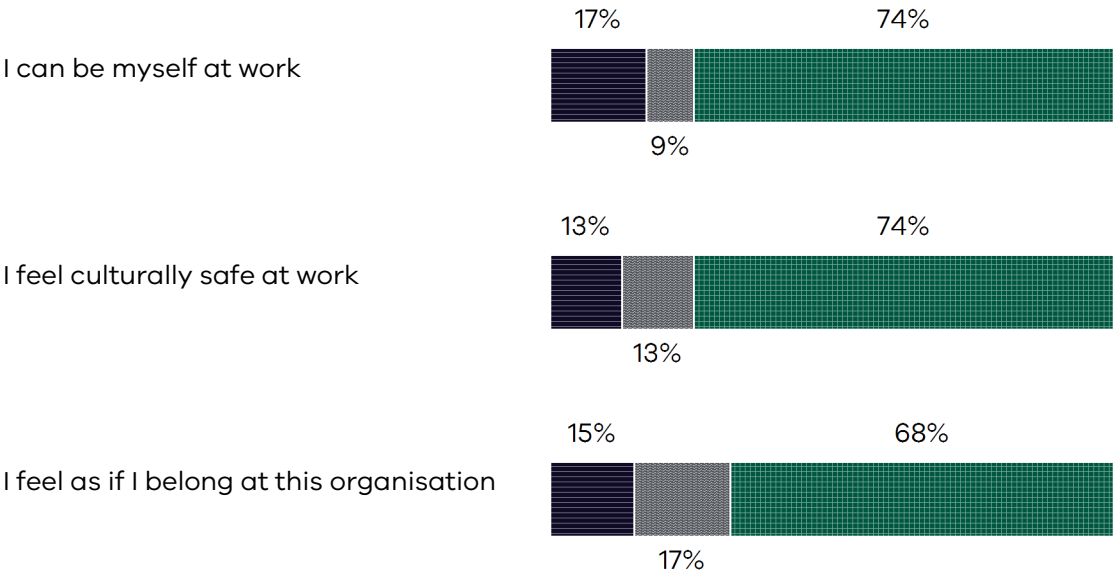
### Example

74% 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



2021	You		Comparator		
	2022	2023	Lowest	Average	Highest
Not asked	83 %	74 %	72 %	83 %	100 %
97 %	80 %	74 %	69 %	86 %	100 %
Not asked	65 %	68 %	50 %	73 %	97 %

# People outcomes

## Inclusion - Barriers to success

### What this is

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

### Why this is important

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

### How to read this

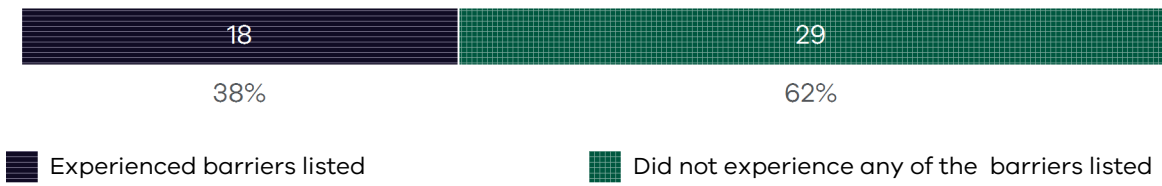
In the survey, we ask staff to select from a list, any barriers they have experienced and believe to have hindered their success at work. They can select more than one option.

### Why there are no further details

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

No response option has 10 or more responses.

Staff who experienced one or more barriers to success at work



# 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

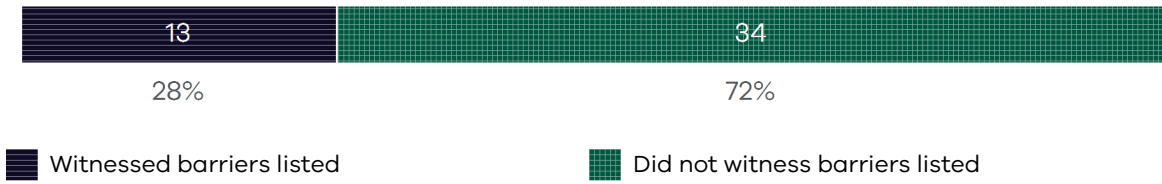
n the survey, we ask staff to choose from a list, any barriers that they may have witnessed that hinder the success of other employees at work. They can select more than one option.

### 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

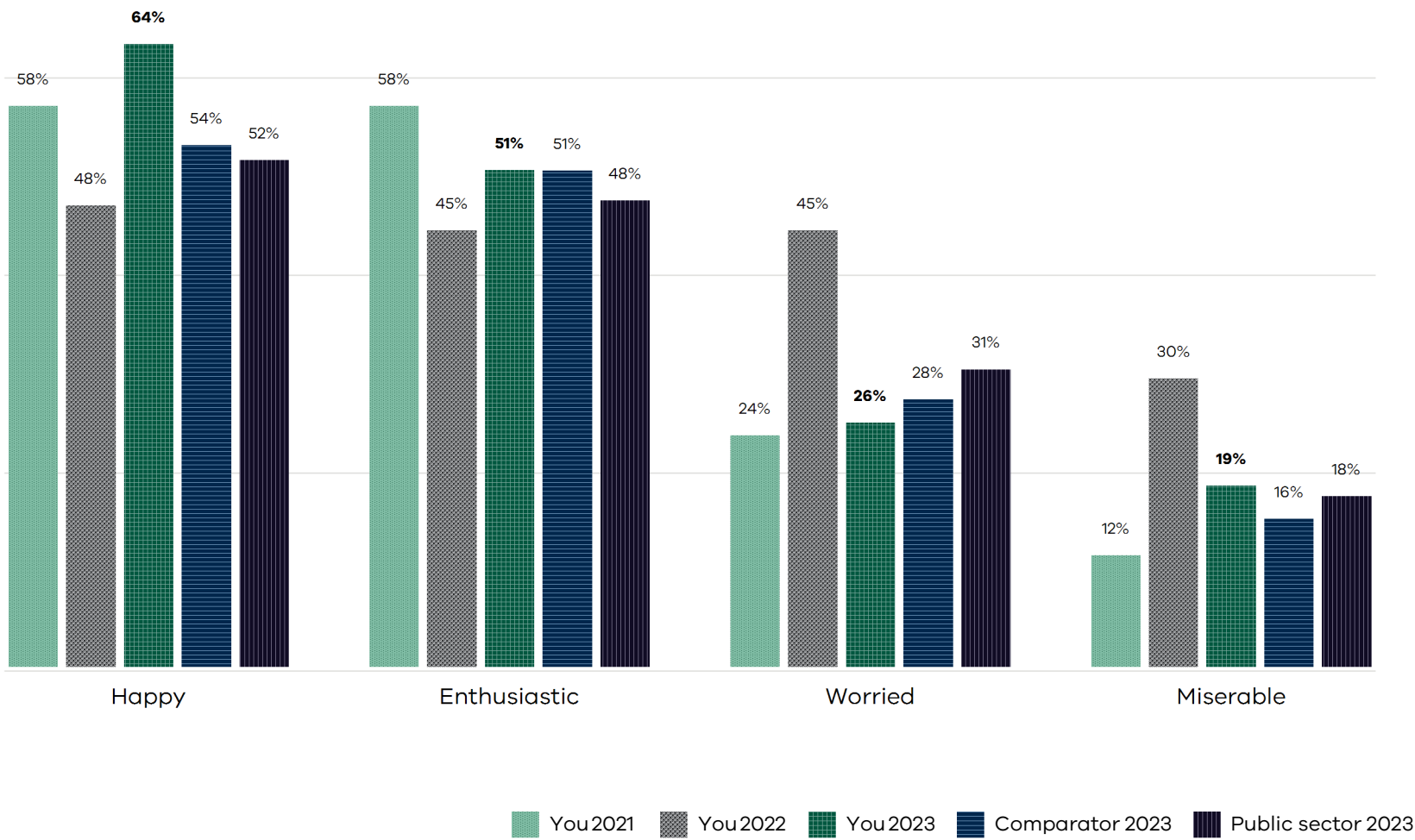
Each label represents a question in the survey about emotional effects of work. Each result is the percentage of staff who said they often, very often or always felt happy, enthusiastic, worried or miserable in the past 3 months.

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

### Example

- In 2023:
- 64% of your staff who did the survey said work made them feel happy in 2023, which is up from 48% in 2022
- Compared to:
- 54% of staff at your comparator and 52% of staff across the public sector.

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



# 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.

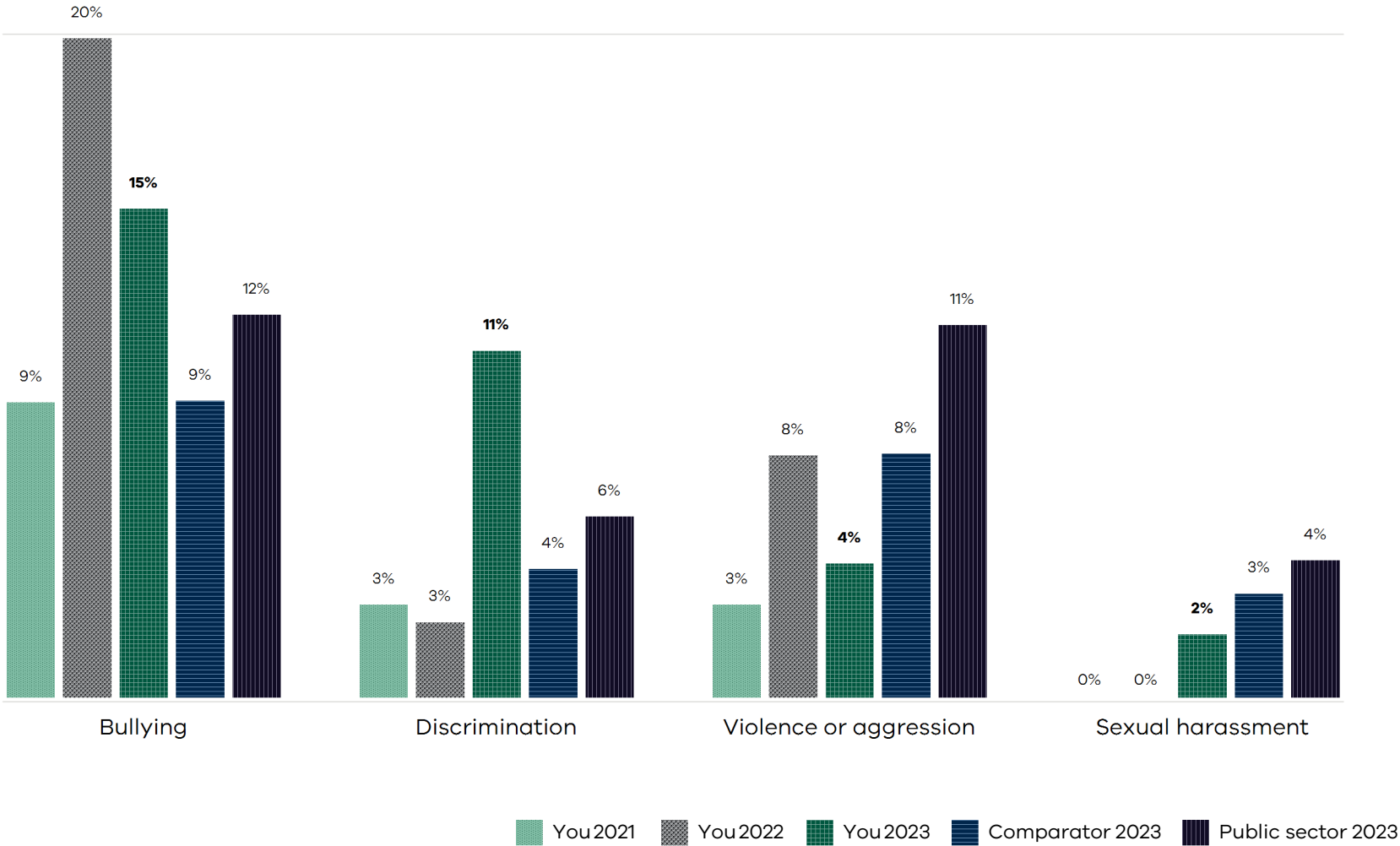
### Example

In 2023:

- 15% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is down from 20% in 2022.

Compared to:

- 9% 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.

### Why there is no data here

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

We do this to protect the respondents.

## 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

26% of your staff who did the survey said they witnessed some negative behaviour at work.

74% 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	74%	85%	81%
Bullying of a colleague	19%	11%	13%
Discrimination against a colleague	13%	6%	7%

# 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

26% of your staff who did the survey witnessed negative behaviour, of which:

- 92% 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	92%	73%	69%
Told a colleague	42%	21%	19%
Other	33%	5%	6%
Told a manager	25%	38%	38%
Told Human Resources	8%	12%	7%

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- 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

## 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 'Job enrichment', the 'You 2023' column shows 91% of your staff agreed with 'I understand how my job helps my organisation achieve its goals'. In the 'Change from 2022' column, you have a 9% increase, which is a positive trend.

Question group	Highest scoring questions	You 2023	Change from 2022	Comparator 2023
Job enrichment	I understand how my job helps my organisation achieve its goals	91%	+9%	92%
Other questions	I understand how the Code of Conduct for Victorian public sector employees applies to my work	91%	Not asked in 2022	91%
Workgroup support	People in my workgroup treat each other with respect	91%	-1%	88%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	89%	+14%	78%
Meaningful work	I can make a worthwhile contribution at work	89%	+14%	92%
Workgroup support	People in my workgroup work together effectively to get the job done	89%	-1%	86%
Manager leadership	My manager demonstrates honesty and integrity	87%	-3%	90%
Manager leadership	My manager treats employees with dignity and respect	87%	-5%	90%
Meaningful work	I achieve something important through my work	87%	+10%	89%
Safety climate	My organisation provides a physically safe work environment	87%	0%	91%

## 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 'Workload', the 'You 2023' column shows 51% of your staff agreed with 'I have enough time to do my job effectively'.

In the 'Change from 2022' column, you have a 4% increase, which is a positive trend.

Question subgroup	Lowest scoring questions	You 2023	Change from 2022	Comparator 2023
Workload	I have enough time to do my job effectively	51%	+4%	64%
Engagement	I feel a strong personal attachment to my organisation	51%	-4%	60%
Collaboration	Workgroups across my organisation willingly share information with each other	53%	+3%	65%
Other questions	My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)	53%	Not asked in 2022	60%
Workload	The workload I have is appropriate for the job that I do	55%	+3%	67%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	57%	+20%	54%
Job enrichment	I have the authority to do my job effectively	60%	+7%	75%
Learning and development	I am satisfied with the opportunities to progress in my organisation	60%	+17%	46%
Organisational integrity	I believe the promotion processes in my organisation are fair	60%	+17%	47%
Organisational integrity	I have an equal chance at promotion in my organisation	60%	+15%	52%

# 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 'Senior leadership', the 'You2023' column shows 74% of your staff agreed with 'Senior leaders provide clear strategy and direction'.

In the 'Increase from 2022' column, you have a 39% increase, which is a positive trend.

Question group	Most improved from last year	You 2023	Increase from 2022	Comparator 2023
Senior leadership	Senior leaders provide clear strategy and direction	74%	+39%	65%
Taking action	My organisation has made improvements based on the survey results from last year	60%	+37%	40%
Safety climate	All levels of my organisation are involved in the prevention of stress	64%	+36%	54%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	68%	+33%	65%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	77%	+27%	60%
Taking action	I believe my organisation will make improvements based on the results of this survey	68%	+26%	56%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	60%	+25%	58%
Senior leadership	Senior leaders model my organisation's values	66%	+23%	71%
Organisational integrity	My organisation is committed to earning a high level of public trust	68%	+23%	84%
Engagement	My organisation motivates me to help achieve its objectives	74%	+22%	71%



## 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 'Workgroup support', the 'You 2023' column shows 83% of your staff agreed with 'People in my workgroup appropriately manage conflicts of interest'.

In the 'Decrease from 2022' column, you have a 15% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2023	Decrease from 2022	Comparator 2023
Workgroup support	People in my workgroup appropriately manage conflicts of interest	83%	-15%	80%
Quality service delivery	My workgroup uses its resources well	68%	-12%	71%
Quality service delivery	My workgroup acts fairly and without bias	79%	-11%	81%
Innovation	My workgroup encourages employee creativity	62%	-11%	71%
Safe to speak up	People in my workgroup are able to bring up problems and tough issues	74%	-11%	78%
Workgroup support	People in my workgroup are politically impartial in their work	87%	-10%	85%
Flexible working	My manager supports working flexibly	79%	-9%	90%
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	77%	-8%	83%
Inclusion	I can be myself at work	74%	-8%	83%
Manager support	I can discuss problems or issues with my manager	83%	-7%	85%

## Key differences

### Biggest positive difference from comparator

#### What this is

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

#### How to read this

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

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

#### Example

On the first row 'Taking action', the 'You 2023' column shows 60% 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 20 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	60%	+20%	40%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	77%	+17%	60%
Learning and development	I am satisfied with the opportunities to progress in my organisation	60%	+13%	46%
Organisational integrity	I believe the promotion processes in my organisation are fair	60%	+12%	47%
Taking action	I believe my organisation will make improvements based on the results of this survey	68%	+12%	56%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	89%	+12%	78%
Safety climate	All levels of my organisation are involved in the prevention of stress	64%	+10%	54%
Senior leadership	Senior leaders provide clear strategy and direction	74%	+10%	65%
Organisational integrity	I believe the recruitment processes in my organisation are fair	74%	+9%	65%
Organisational integrity	I have an equal chance at promotion in my organisation	60%	+7%	52%

## 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 'Collaboration', the 'You 2023' column shows 68% of your staff agreed with 'I am able to work effectively with others outside my immediate workgroup'.

The 'difference' column, shows that agreement for this question was 17 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2023	Difference	Comparator 2023
Collaboration	I am able to work effectively with others outside my immediate workgroup	68%	-17%	85%
Organisational integrity	My organisation is committed to earning a high level of public trust	68%	-16%	84%
Job enrichment	I have the authority to do my job effectively	60%	-15%	75%
Engagement	I am proud to tell others I work for my organisation	64%	-13%	77%
Workload	I have enough time to do my job effectively	51%	-13%	64%
Job enrichment	I have a say in how I do my work	66%	-13%	79%
Job enrichment	I can use my skills and knowledge in my job	79%	-12%	91%
Collaboration	Workgroups across my organisation willingly share information with each other	53%	-12%	65%
Workload	The workload I have is appropriate for the job that I do	55%	-11%	67%
Inclusion	I feel culturally safe at work	74%	-11%	86%

# People matter survey

2023

Have your say

## Overview

### Report overview

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

## Result summary

### People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay
- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Demographics

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

Taking action

What this is

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

Why this is important

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

How to read this

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

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

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

Example

68% 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'.

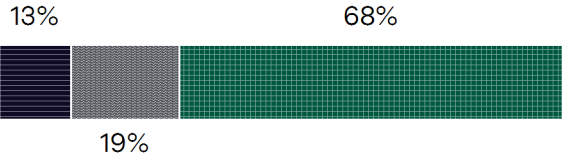
Survey question

Your results

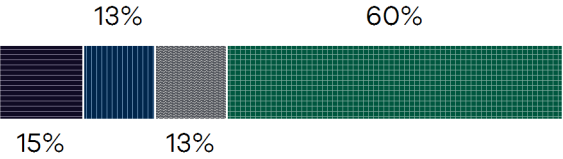
Benchmark agree results



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	43 %	68 %	26 %	56 %	94 %
My organisation has made improvements based on the survey results from last year	Not asked	23 %	60 %	20 %	40 %	80 %

# People matter survey

2023

Have your say

## Overview

### Report overview

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

## Result summary

### People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay
- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Demographics

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



# Senior leadership

## Senior leadership

### What this is

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

### Why this is important

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

### How to read this

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

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

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

### Example

74% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

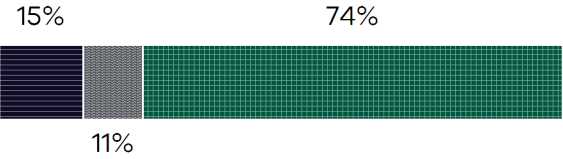
## Survey question

## Your results

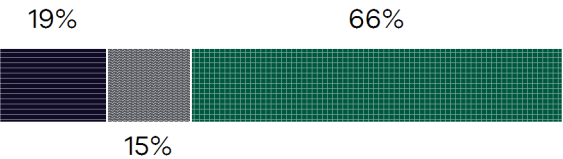
## Benchmark agree results



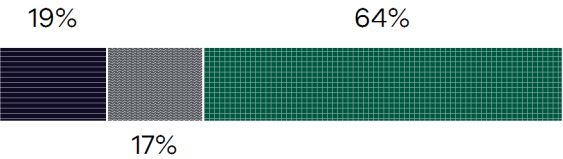
Senior leaders provide clear strategy and direction



Senior leaders model my organisation's values



Senior leaders demonstrate honesty and integrity



You			Comparator		
2021	2022	2023	Lowest	Average	Highest
48 %	35 %	74 %	34 %	65 %	100 %
61 %	43 %	66 %	39 %	71 %	100 %
61 %	43 %	64 %	39 %	74 %	100 %

# 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> <div><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></div>	<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></ul>

# 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.

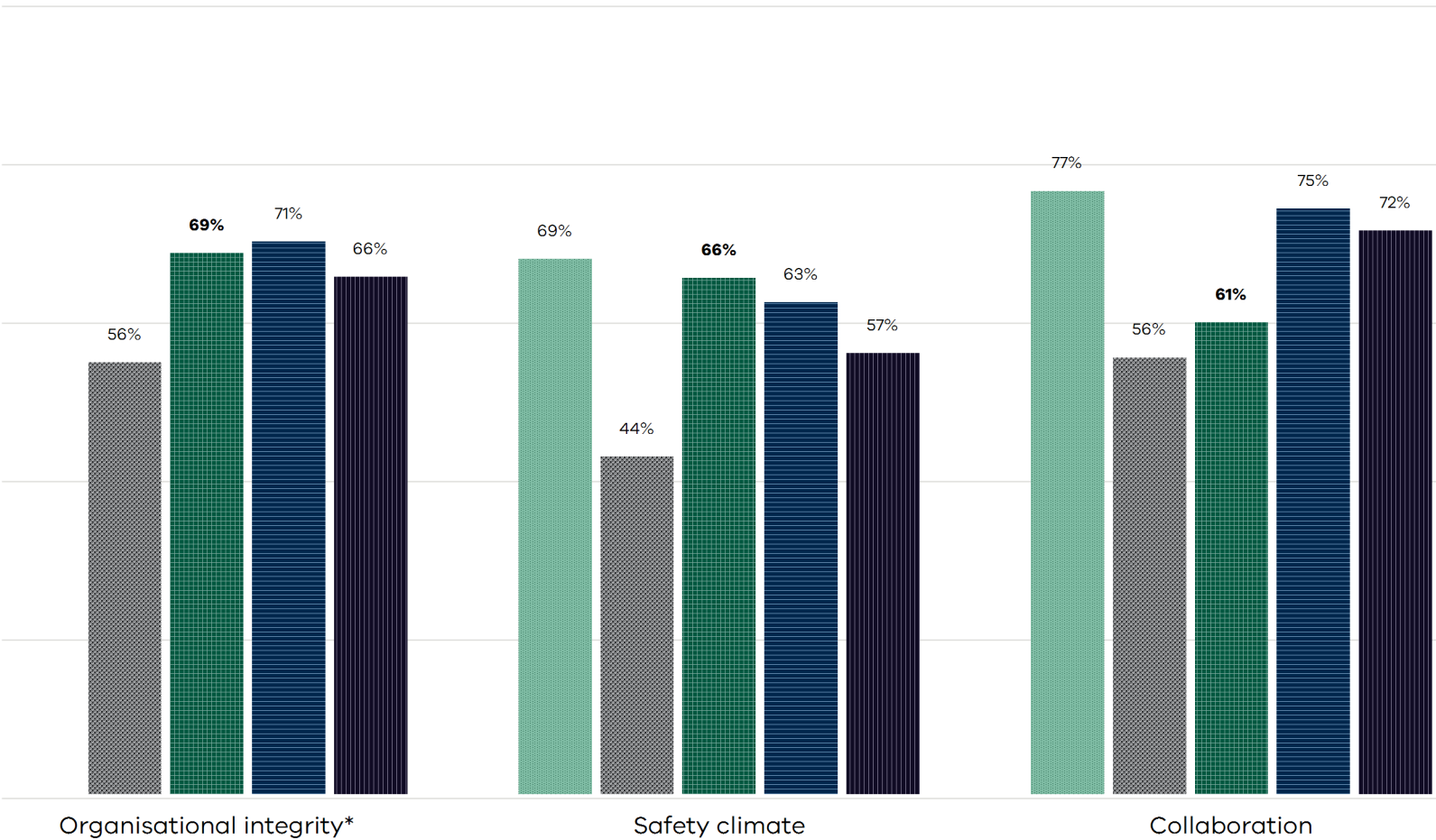
### Example

In 2023:

- 69% of your staff who did the survey responded positively to questions about Organisational integrity which is up from 56% in 2022.

Compared to:

- 71% of staff at your comparator and 66% 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.

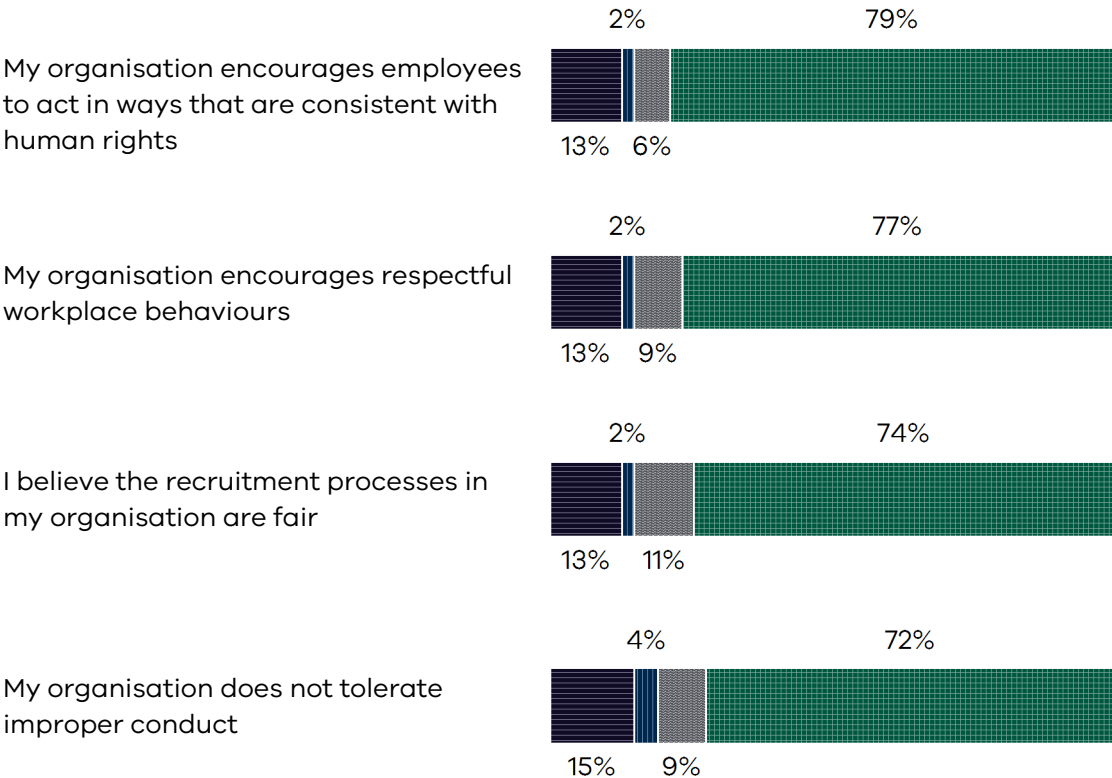
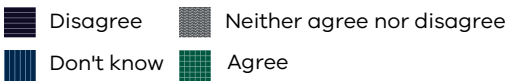
### Example

79% 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



2021	You		2023	Comparator		
	2022			Lowest	Average	Highest
91 %	68 %	79 %	63 %	86 %	100 %	
94 %	60 %	77 %	63 %	86 %	100 %	
Not asked	70 %	74 %	33 %	65 %	86 %	
85 %	58 %	72 %	48 %	75 %	94 %	

# 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.

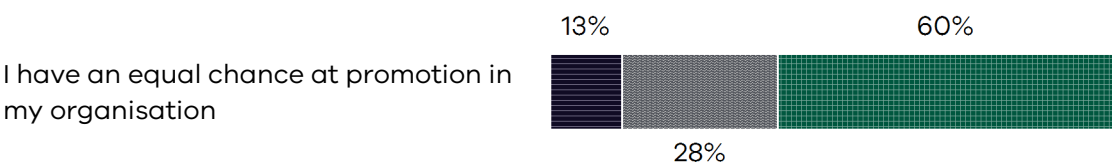
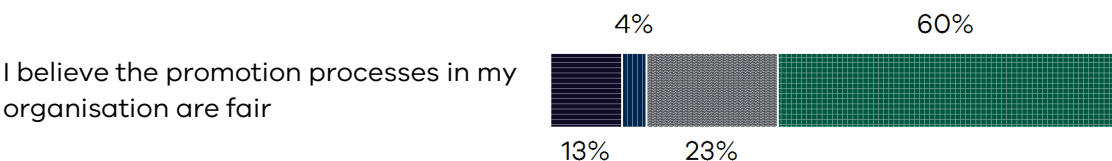
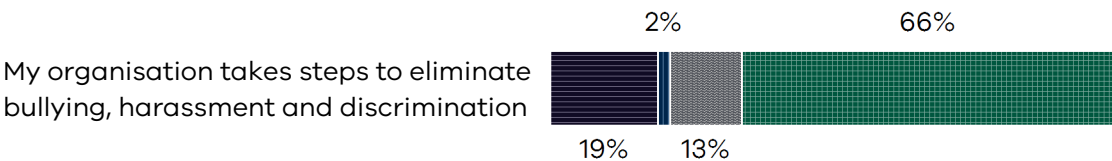
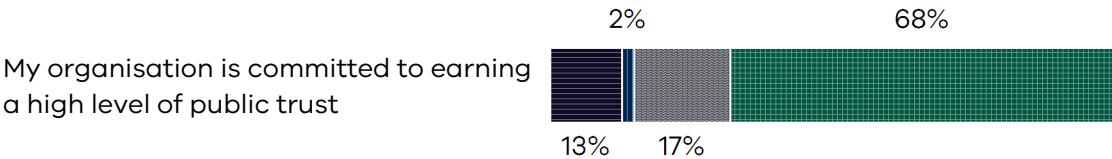
### Example

68% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

## Survey question

## Your results

## Benchmark agree results



2021	You		Comparator		
	2022	2023	Lowest	Average	Highest
88 %	45 %	68 %	53 %	84 %	100 %
79 %	58 %	66 %	50 %	72 %	91 %
Not asked	43 %	60 %	32 %	47 %	71 %
Not asked	45 %	60 %	38 %	52 %	74 %

# 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.

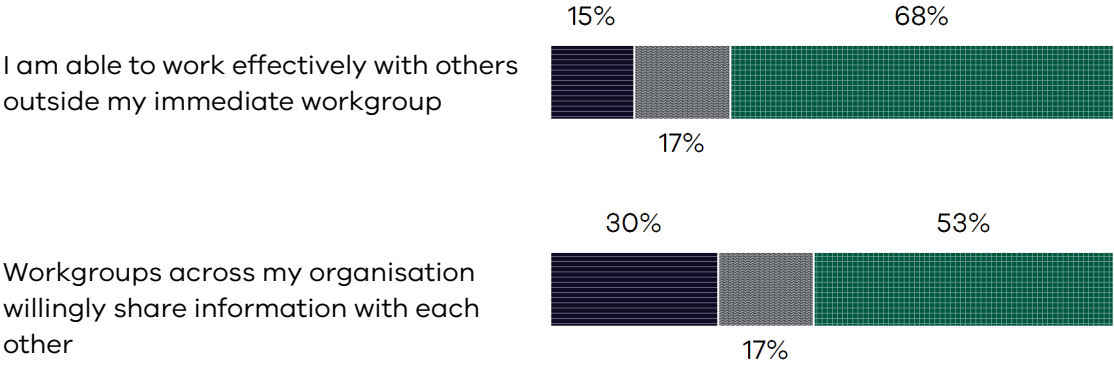
### Example

68% 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
82 %	63 %	68 %	71 %	85 %	94 %
73 %	50 %	53 %	41 %	65 %	97 %



# Organisational climate

## Safety climate 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

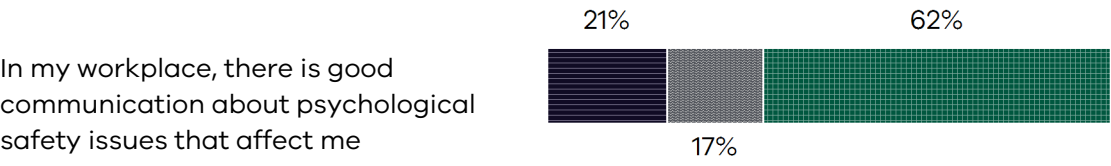
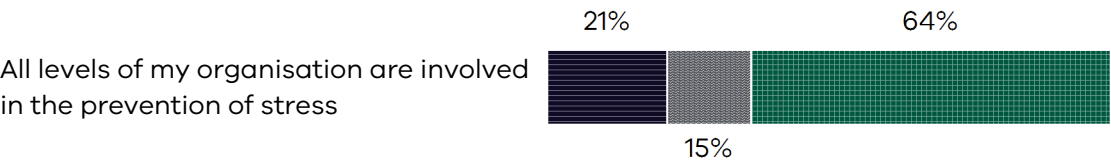
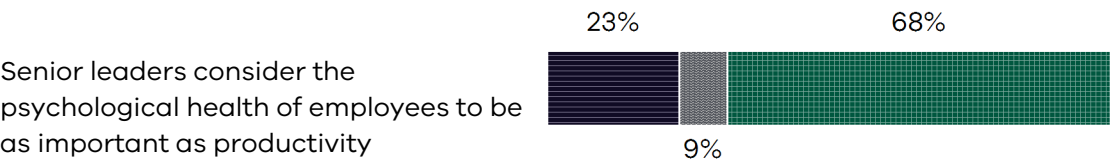
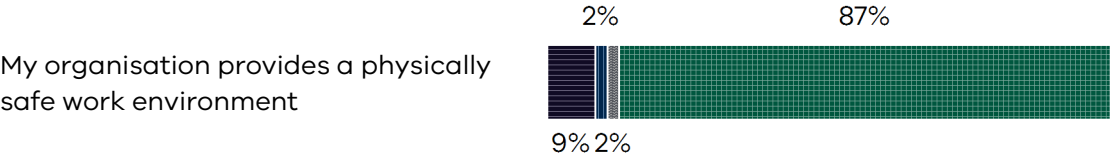
### Example

87% 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



You			Comparator		
2021	2022	2023	Lowest	Average	Highest
97 %	88 %	87 %	80 %	91 %	100 %
58 %	35 %	68 %	41 %	65 %	91 %
55 %	28 %	64 %	35 %	54 %	86 %
73 %	40 %	62 %	32 %	58 %	89 %

# 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

60% of your staff who did the survey agreed or strongly agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

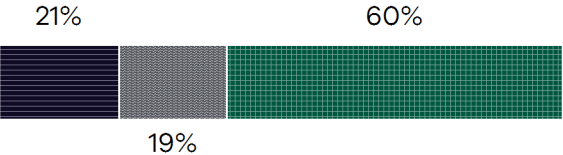
## Survey question

## Your results

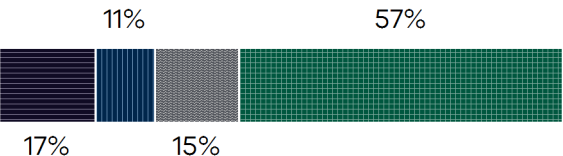
## Benchmark agree results



Senior leaders show support for stress prevention through involvement and commitment



My organisation has effective procedures in place to support employees who may experience stress



You			Comparator		
2021	2022	2023	Lowest	Average	Highest
55 %	35 %	60 %	29 %	58 %	91 %
76 %	38 %	57 %	34 %	54 %	80 %

# 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



# 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.

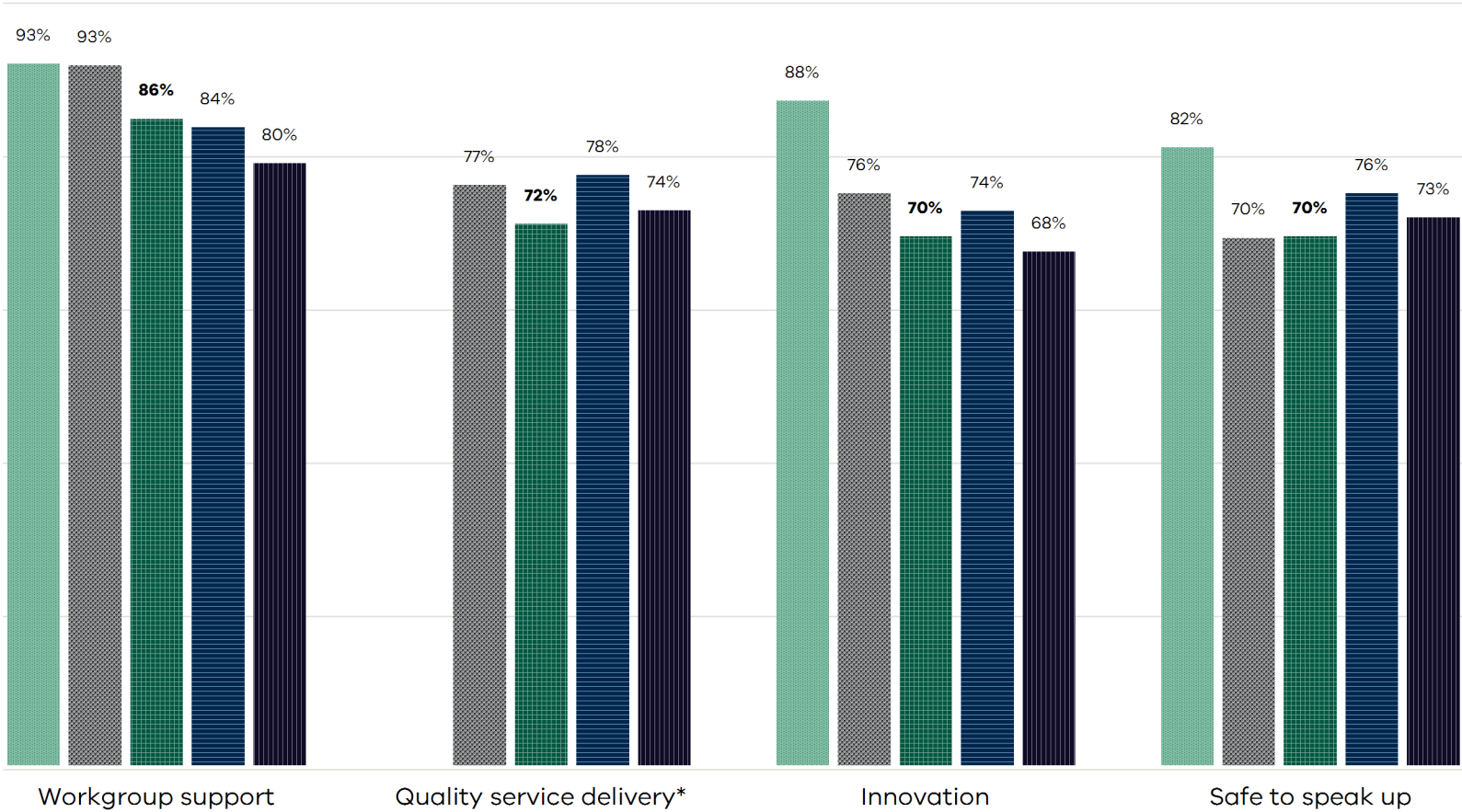
### Example

In 2023:

- 86% of your staff who did the survey responded positively to questions about Workgroup support which is down from 93% in 2022.

Compared to:

- 84% 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

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

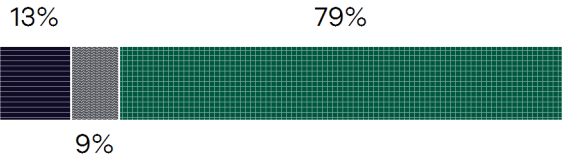
Survey question

Your results

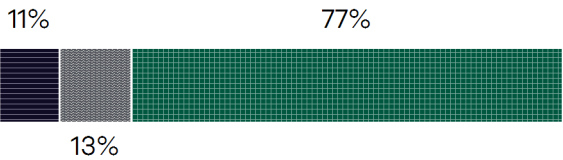
Benchmark agree results



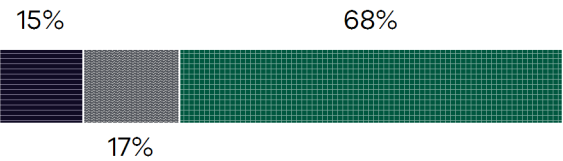
My workgroup acts fairly and without bias



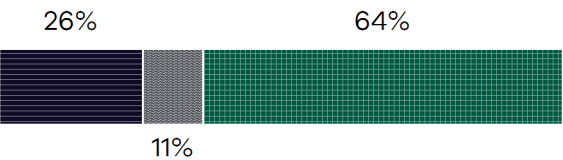
My workgroup provides high quality advice and services



My workgroup uses its resources well



My workgroup has clear lines of responsibility



	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
My workgroup acts fairly and without bias	Not asked	90 %	79 %	69 %	81 %	100 %
My workgroup provides high quality advice and services	Not asked	83 %	77 %	76 %	86 %	100 %
My workgroup uses its resources well	Not asked	80 %	68 %	58 %	71 %	91 %
My workgroup has clear lines of responsibility	91 %	55 %	64 %	59 %	74 %	100 %

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

77% of your staff who did the survey agreed or strongly agreed with 'My workgroup is quick to respond to opportunities to do things better'.

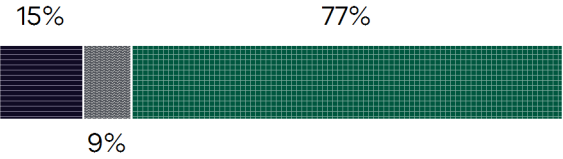
Survey question

Your results

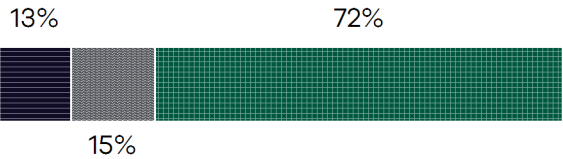
Benchmark agree results



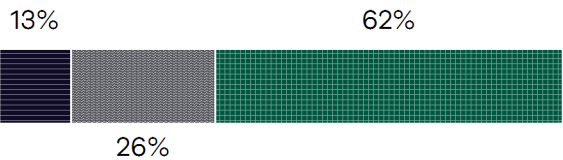
My workgroup is quick to respond to opportunities to do things better



My workgroup learns from failures and mistakes



My workgroup encourages employee creativity



2021	You		2023	Comparator		
	2022			Lowest	Average	Highest
	88 %	78 %	77 %	61 %	75 %	85 %
	88 %	78 %	72 %	61 %	74 %	89 %
	88 %	73 %	62 %	58 %	71 %	93 %



# Workgroup climate

## Workgroup support 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

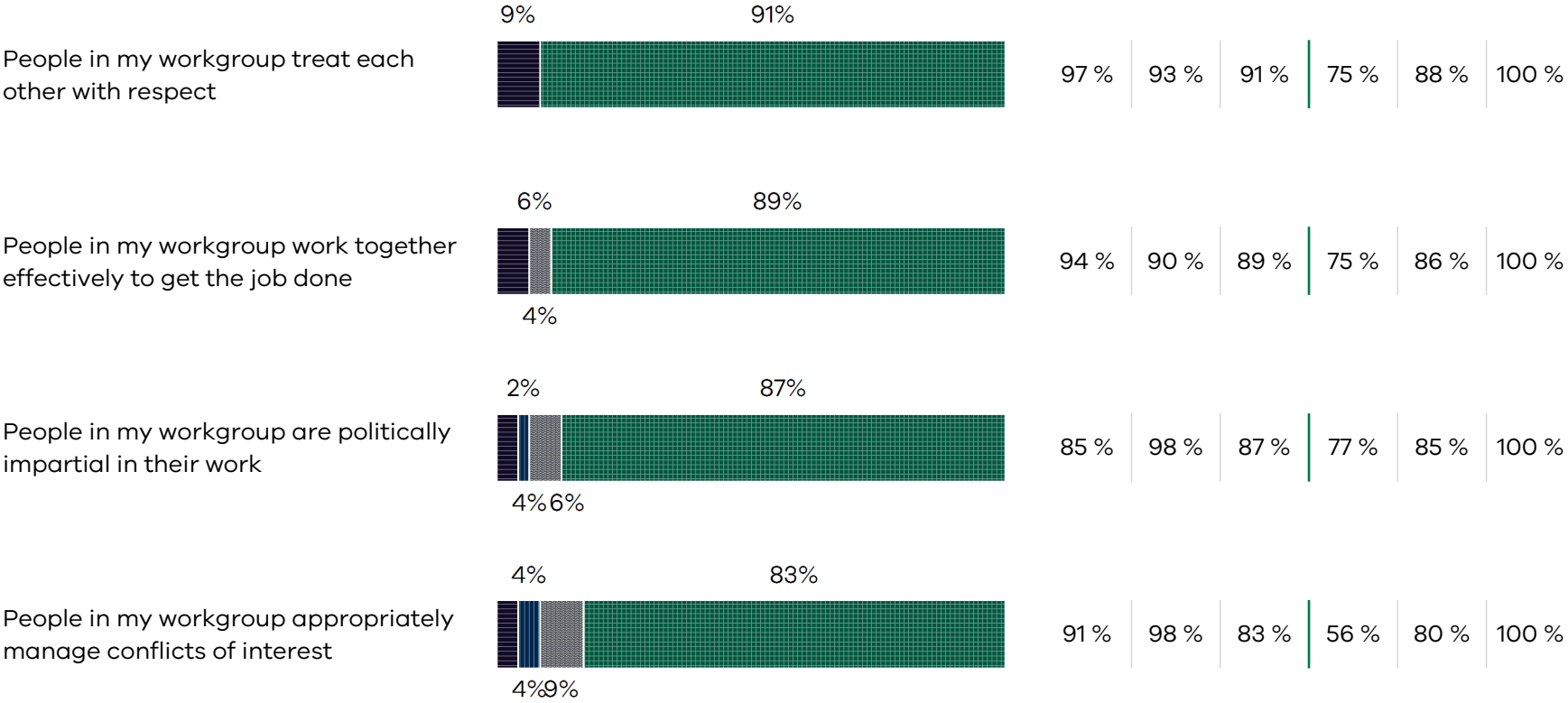
### Example

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

## Survey question

## Your results

## 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.

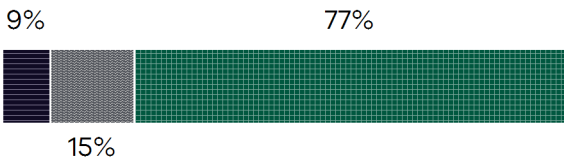
Example

77% 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

People in my workgroup are honest, open and transparent in their dealings

Your results



Benchmark agree results

You			Comparator		
2021	2022	2023	Lowest	Average	Highest
97 %	85 %	77 %	63 %	83 %	97 %

# 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

74% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are able to bring up problems and tough issues'.

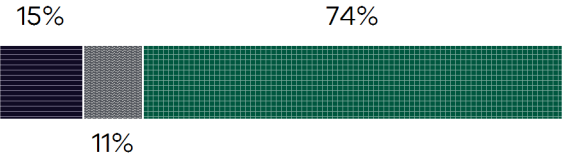
## Survey question

## Your results

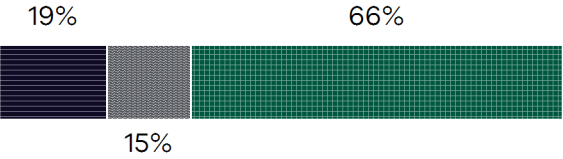
## Benchmark agree results



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



I feel safe to challenge inappropriate behaviour at work



You			Comparator		
2021	2022	2023	Lowest	Average	Highest
97 %	85 %	74 %	63 %	78 %	97 %
67 %	55 %	66 %	53 %	73 %	94 %

# 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></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.

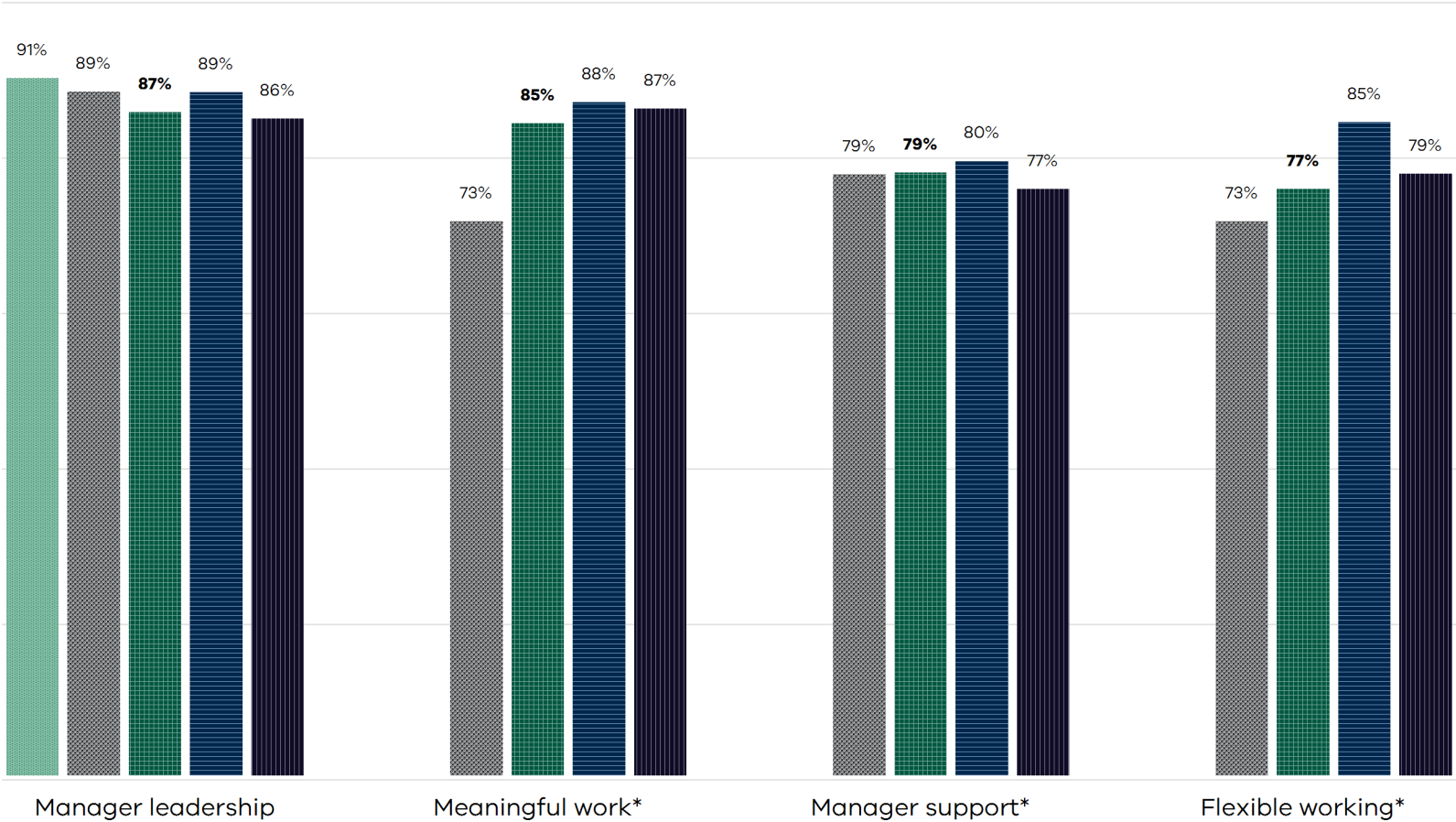
### Example

In 2023:

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

Compared to:

- 89% of staff at your comparator and 86% 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

## 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.

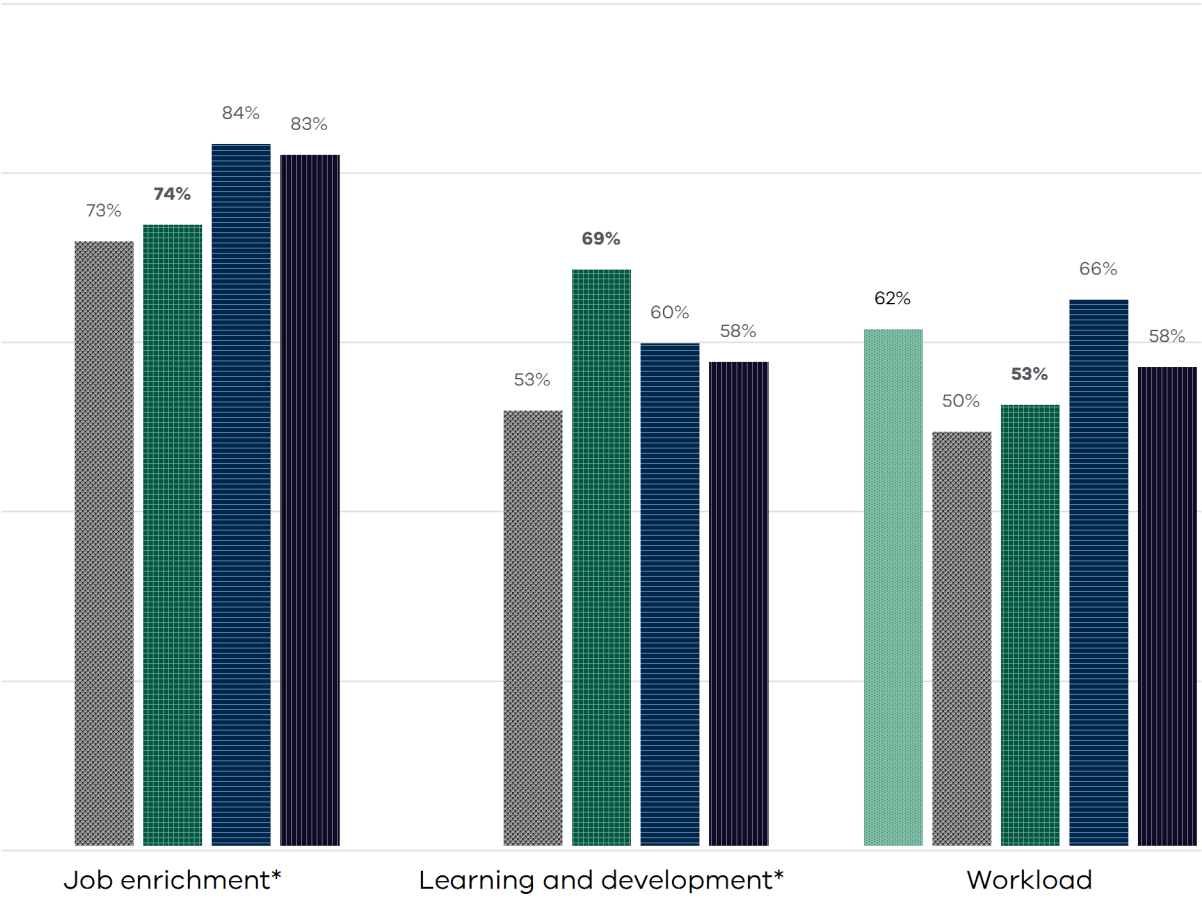
### Example

In 2023:

- 74% of your staff who did the survey responded positively to questions about Job enrichment.

Compared to:

- 84% 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

# 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.

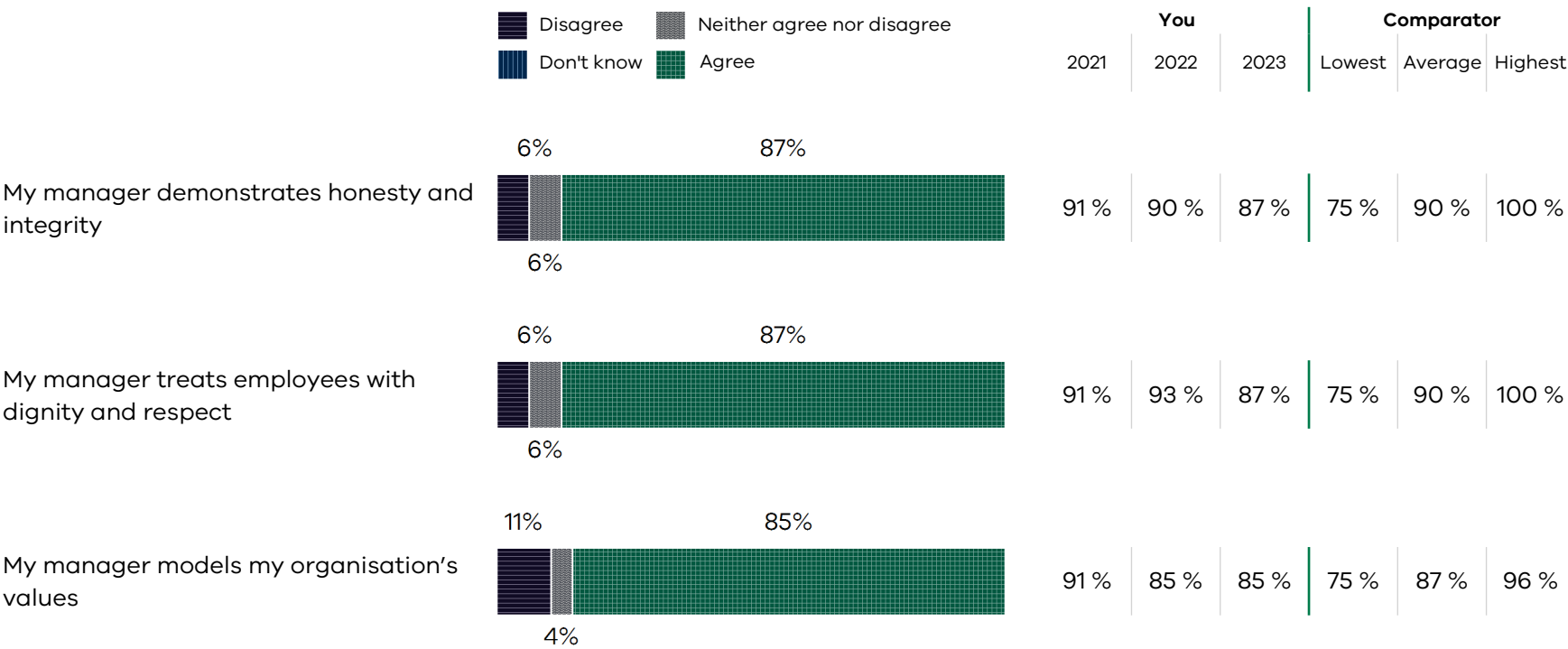
### Example

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.

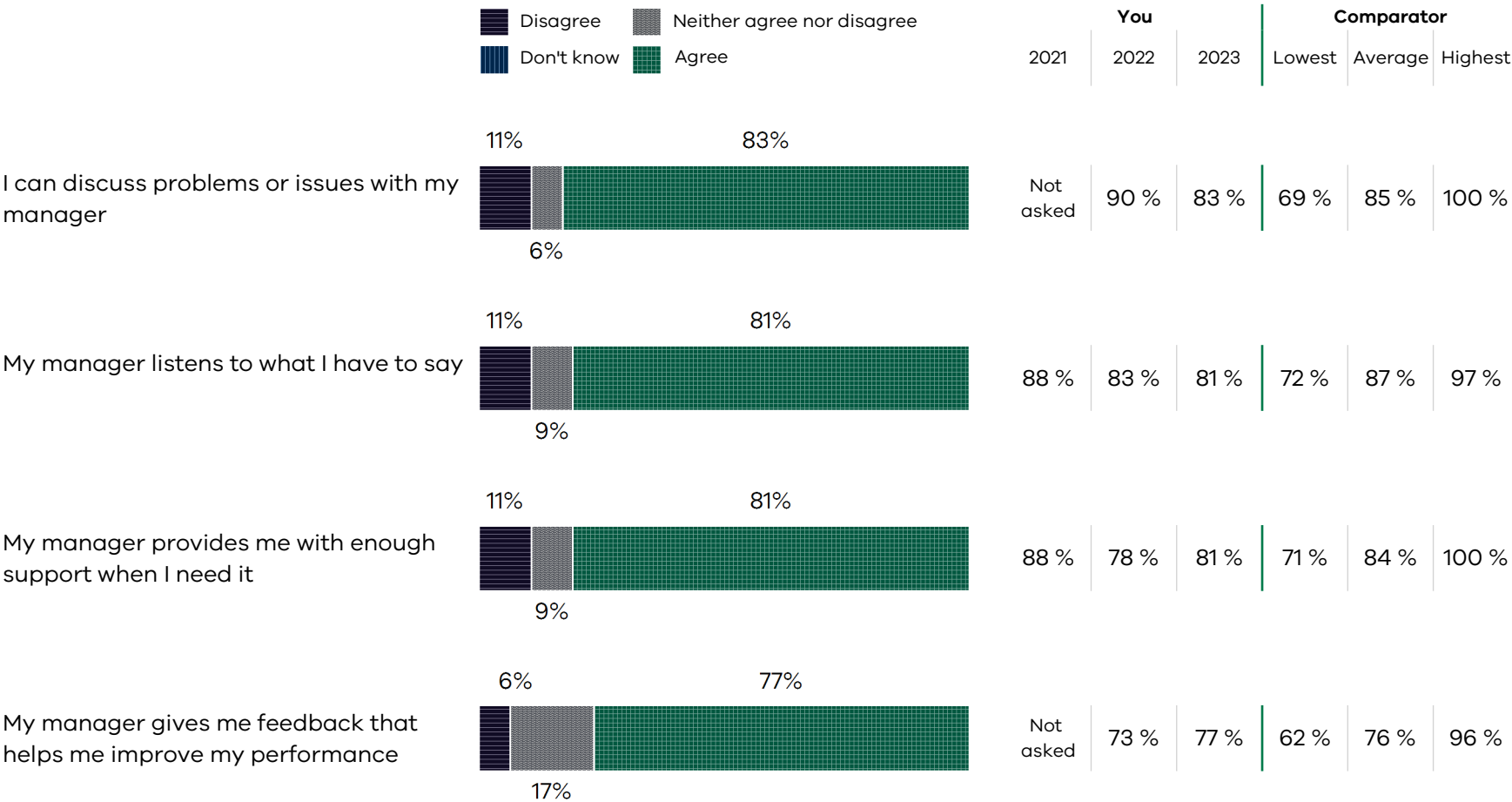
#### Example

83% 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.

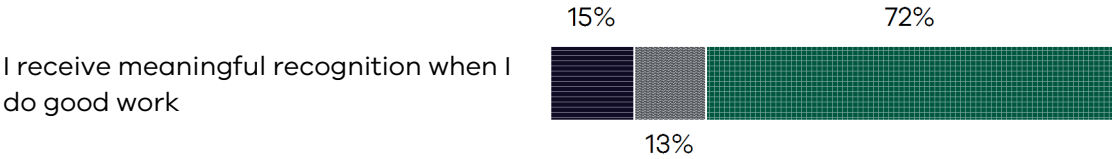
### Example

72% 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



2021	You		Comparator		
	2022	2023	Lowest	Average	Highest
Not asked	70 %	72 %	52 %	69 %	91 %

# 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.

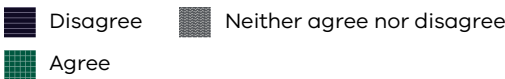
### Example

55% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

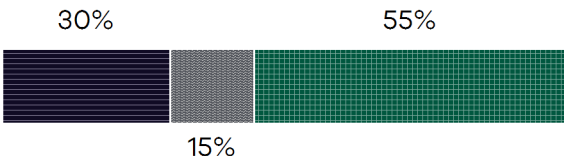
## Survey question

## Your results

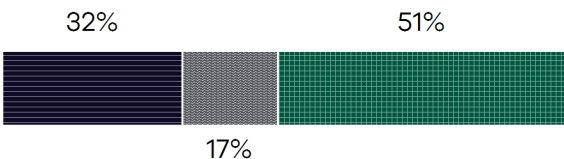
## Benchmark agree results



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
61 %	53 %	55 %	45 %	67 %	96 %
64 %	48 %	51 %	43 %	64 %	81 %

# 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.

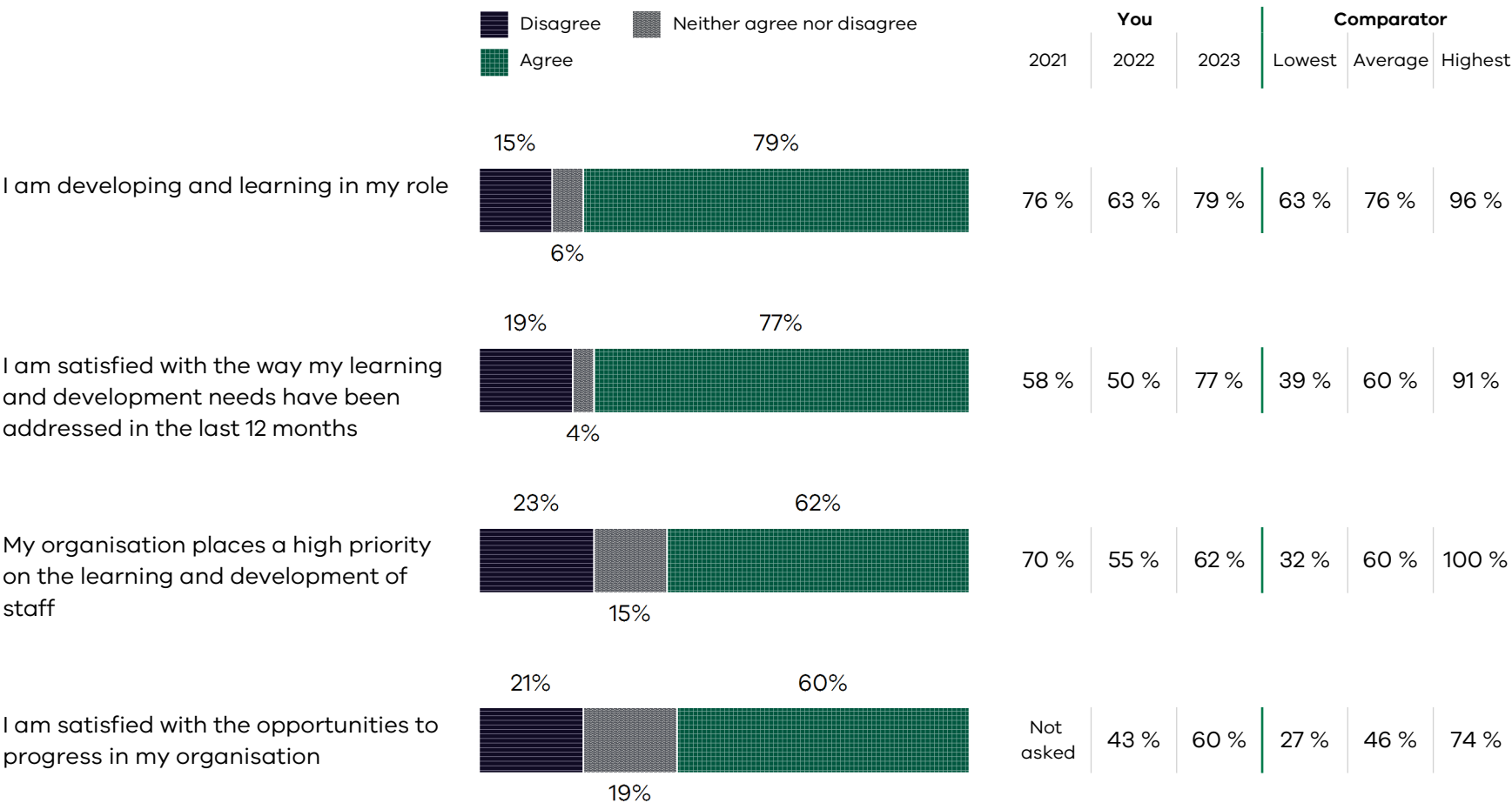
### Example

79% 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.

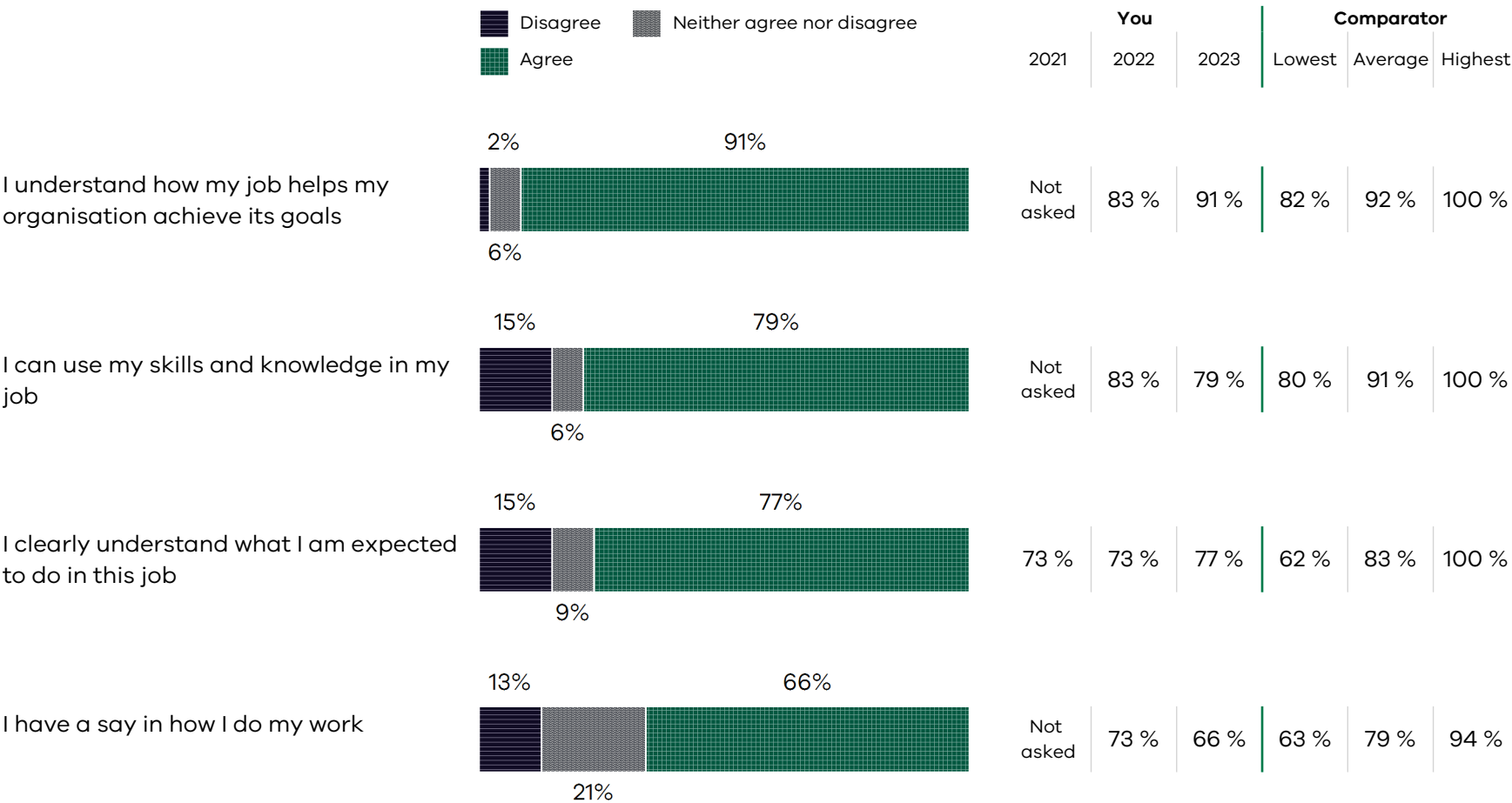
### Example

91% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.

## Survey question

## Your results

## Benchmark agree results



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.

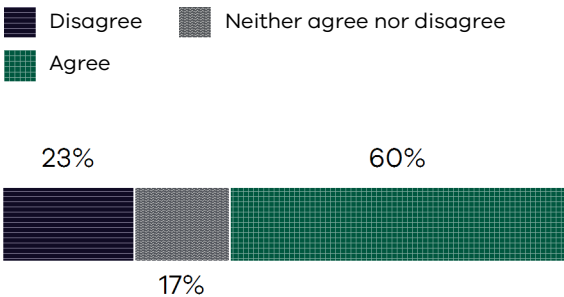
Example

60% 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
85 %	53 %	60 %	57 %	75 %	100 %

## 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.

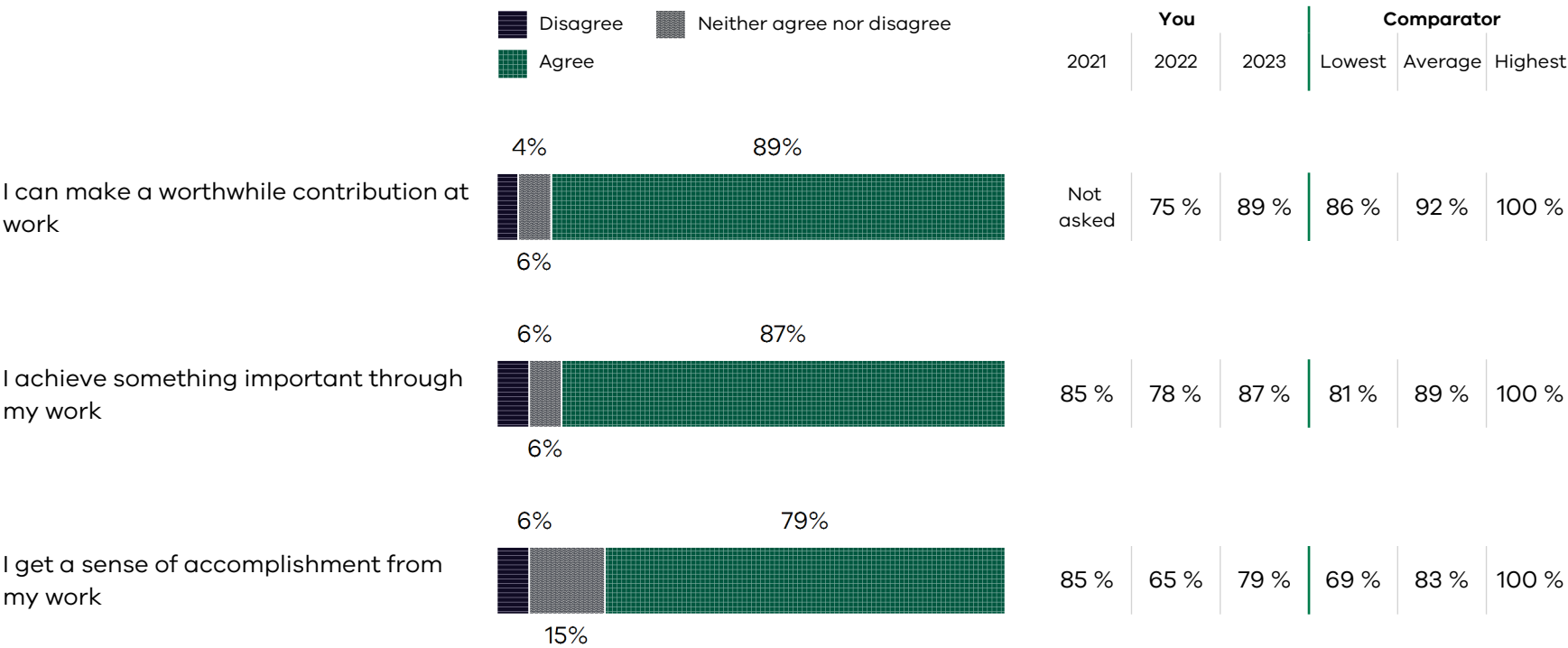
#### Example

89% 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



# Job and manager factors

## Flexible working

### What this is

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

### Why this is important

Supporting flexible working can improve employee wellbeing.

### How to read this

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

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

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

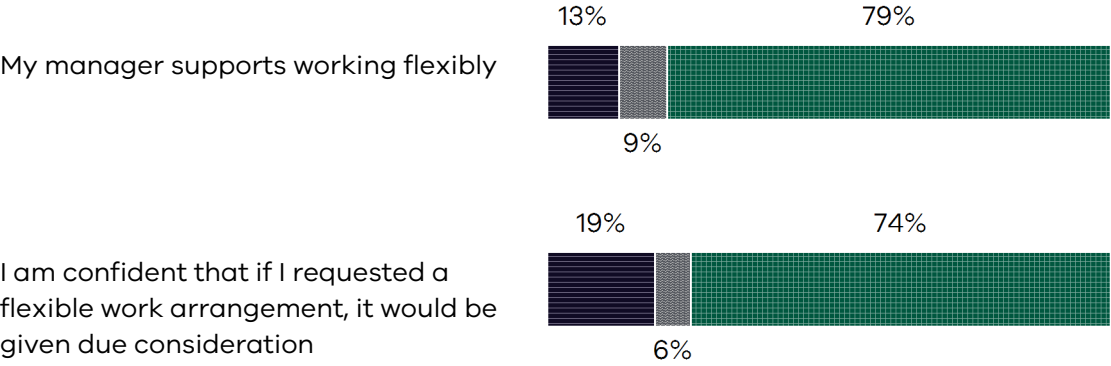
### Example

79% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.

## Survey question

## Your results

## Benchmark agree results



	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
My manager supports working flexibly	Not asked	88 %	79 %	77 %	90 %	100 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	88 %	58 %	74 %	63 %	81 %	98 %



# 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

# 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.

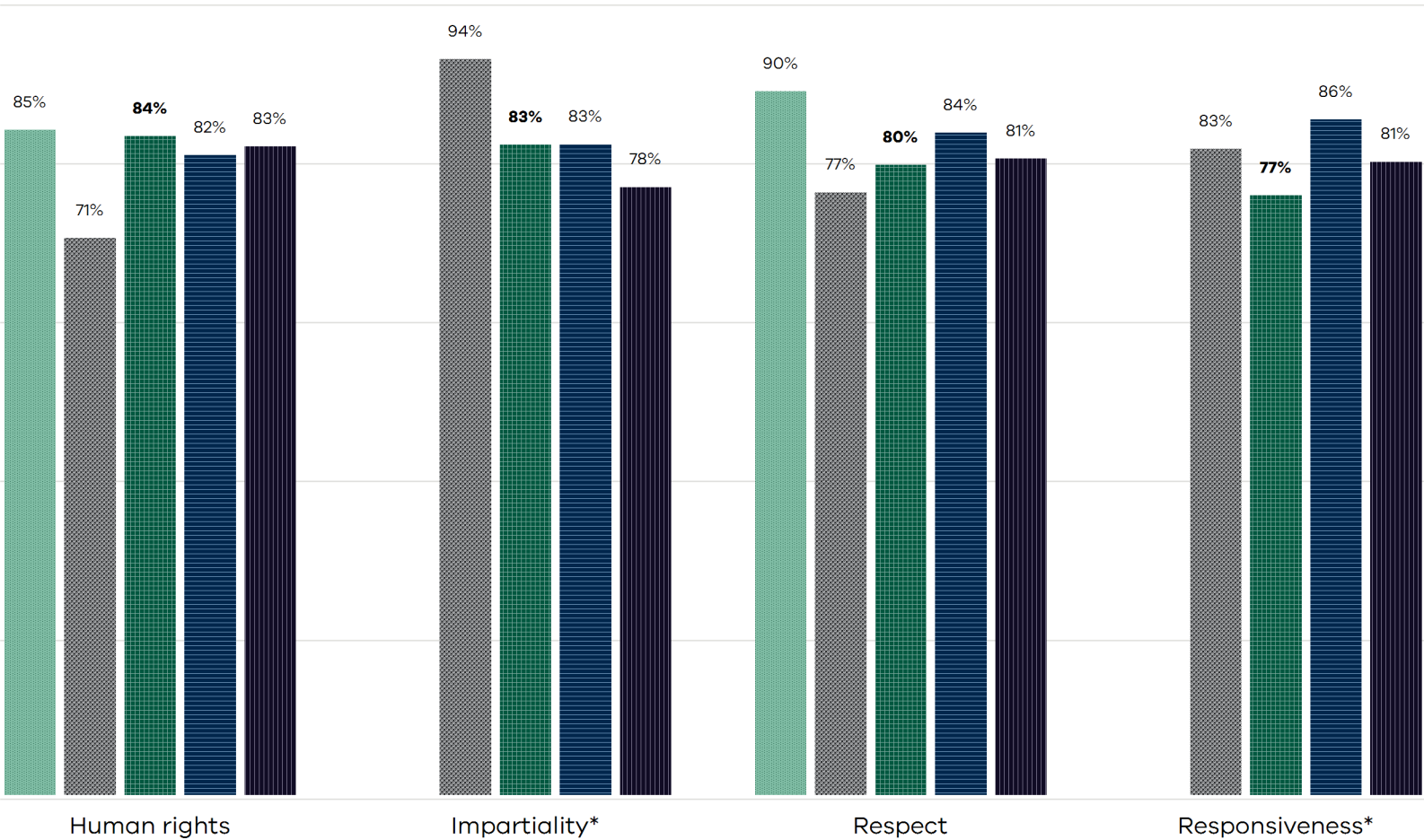
### Example

In 2023:

- 84% of your staff who did the survey responded positively to questions about Human rights , which is up 13% 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.

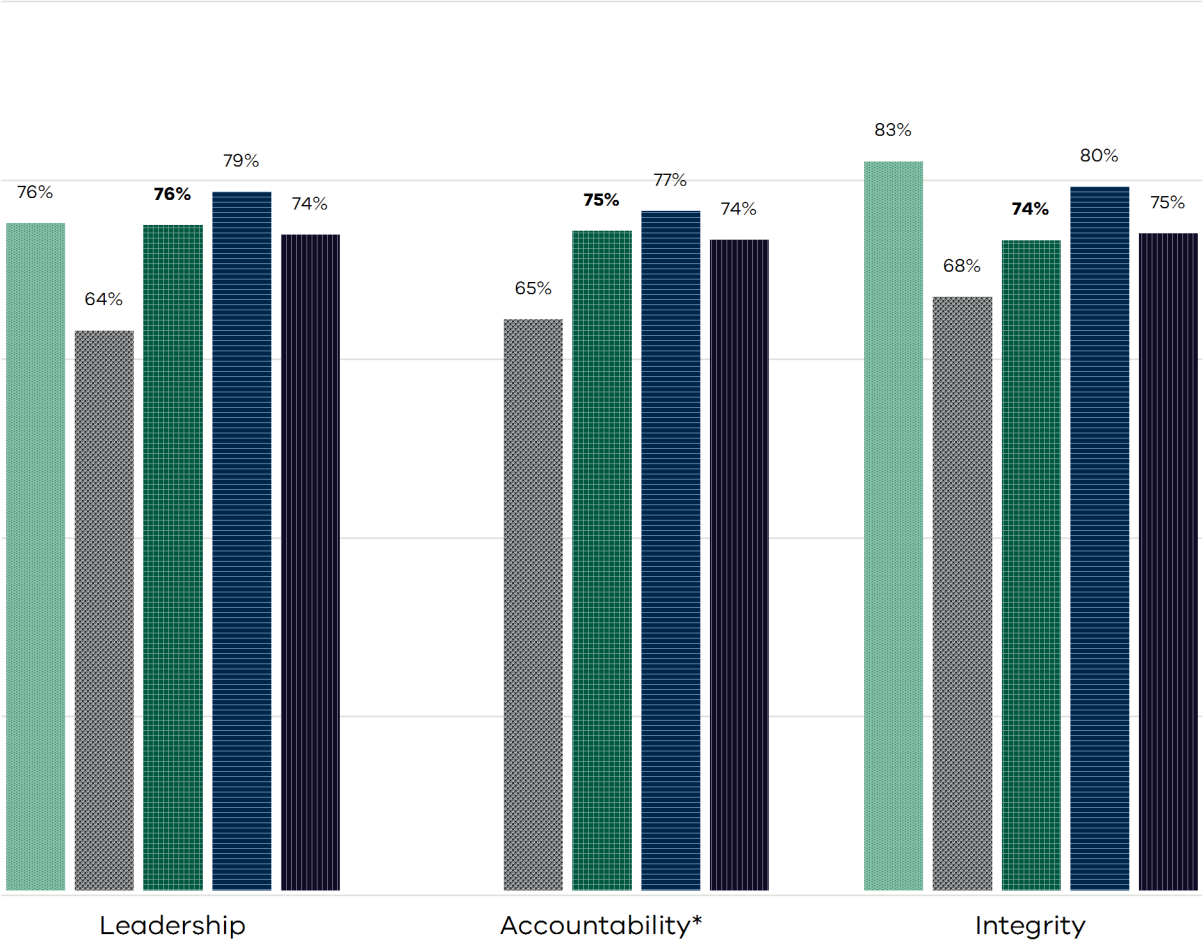
### Example

In 2023:

- 76% of your staff who did the survey responded positively to questions about Leadership , which is up 12% in 2022.

Compared to:

- 79% of staff at your comparator and 74% 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

## Responsiveness

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

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

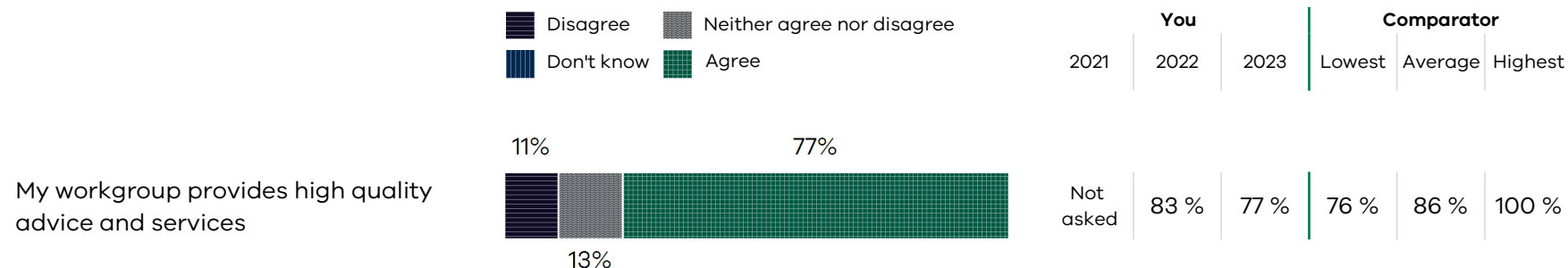
Under 'Your results', see results for each question in descending order by most agreed.

'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.

77% of staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

## Benchmark agree results



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

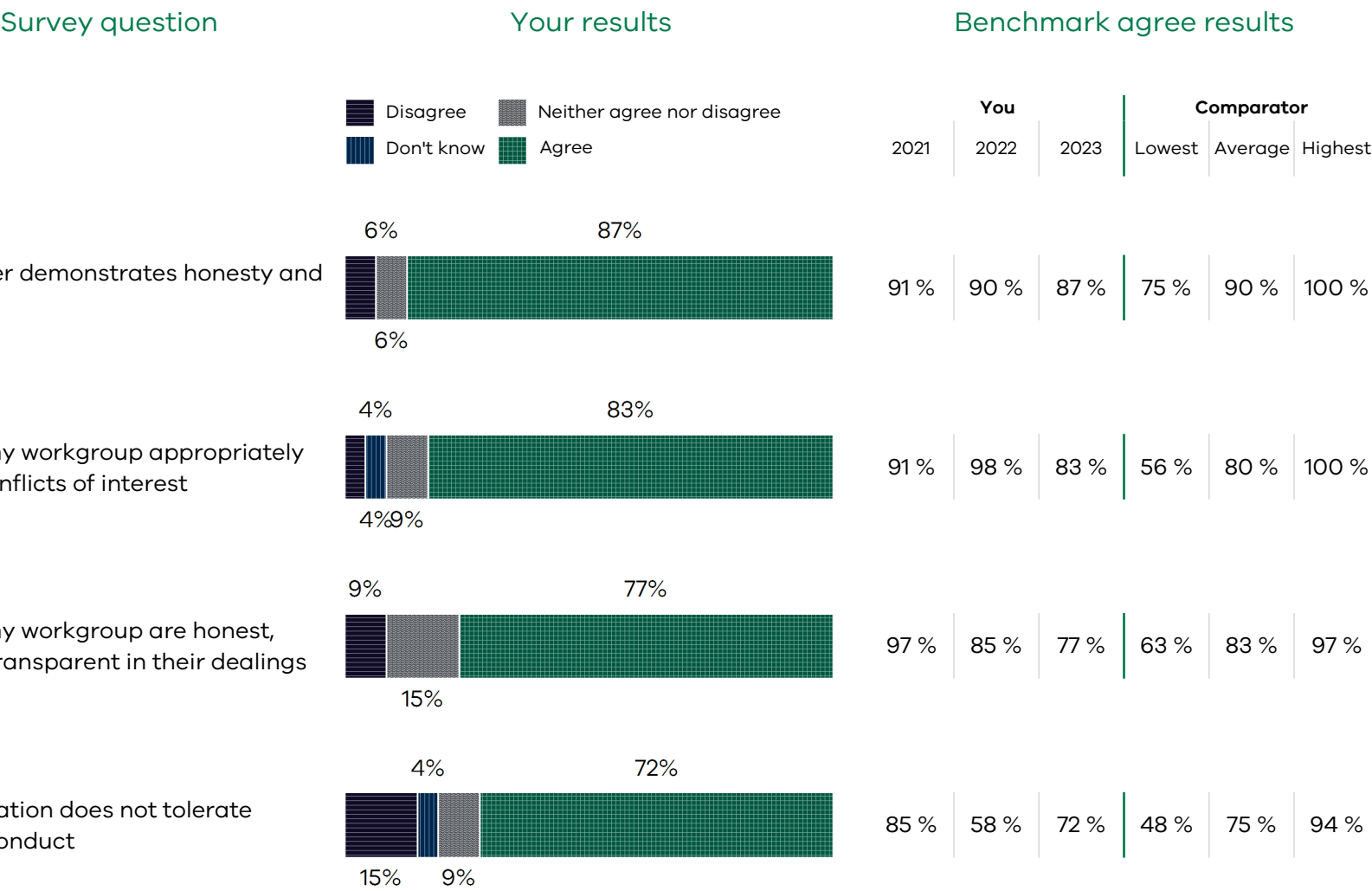
Under 'Your results', see results for each question in descending order by most agreed.

'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

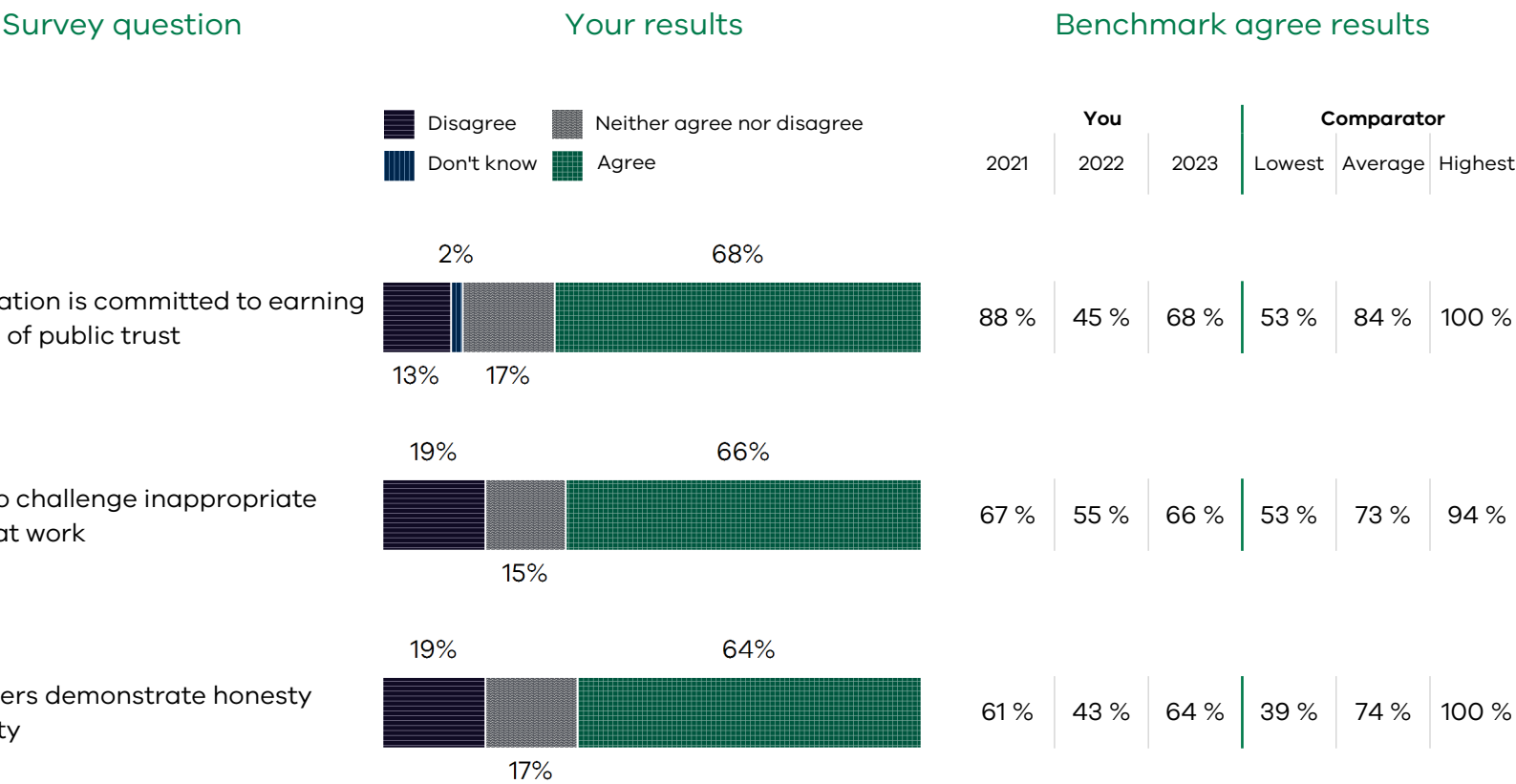
Under 'Your results', see results for each question in descending order by most agreed.

'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

68% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.



# 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.

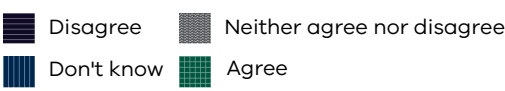
### Example

87% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

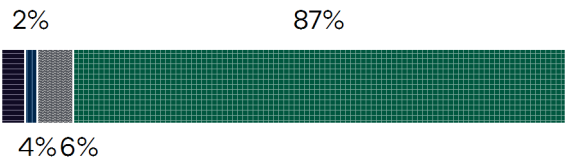
## Survey question

## Your results

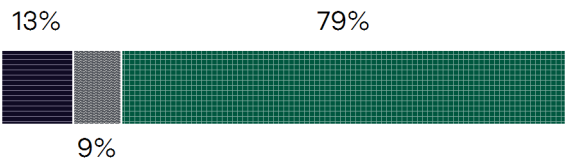
## Benchmark agree results



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
85 %	98 %	87 %	77 %	85 %	100 %
Not asked	90 %	79 %	69 %	81 %	100 %



Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

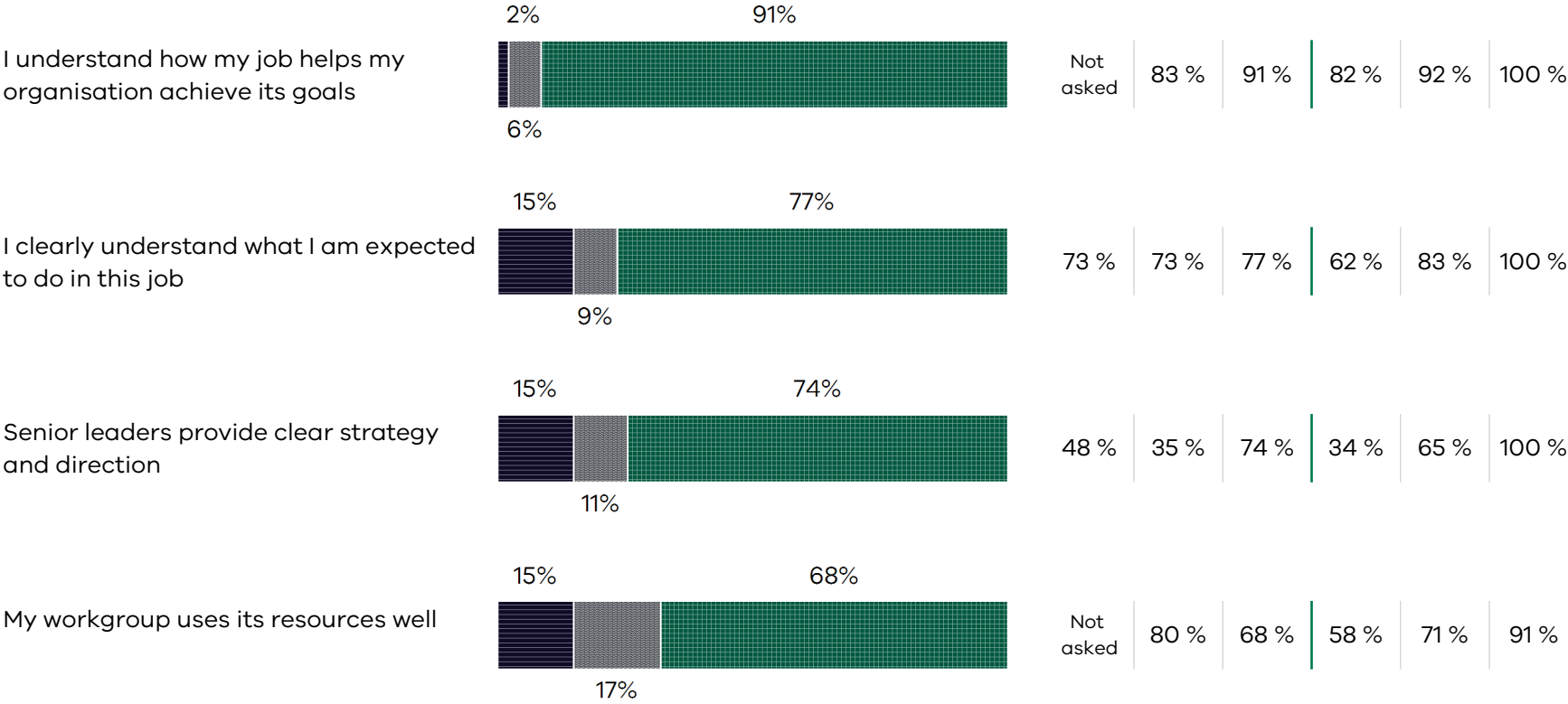
Example

91% of staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.

Survey question

Your results

Benchmark agree results



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.

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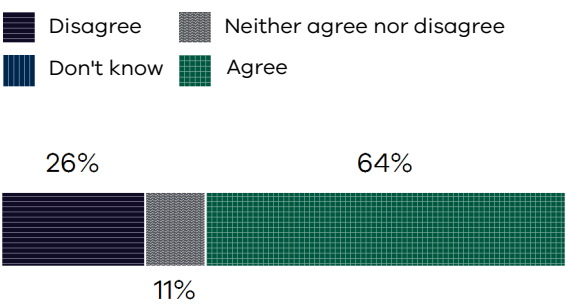
Example

64% of staff who did the survey agreed or strongly agreed with 'My workgroup has clear lines of responsibility'.

Survey question

My workgroup has clear lines of responsibility

Your results



Benchmark agree results

You			Comparator		
2021	2022	2023	Lowest	Average	Highest
91 %	55 %	64 %	59 %	74 %	100 %

Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

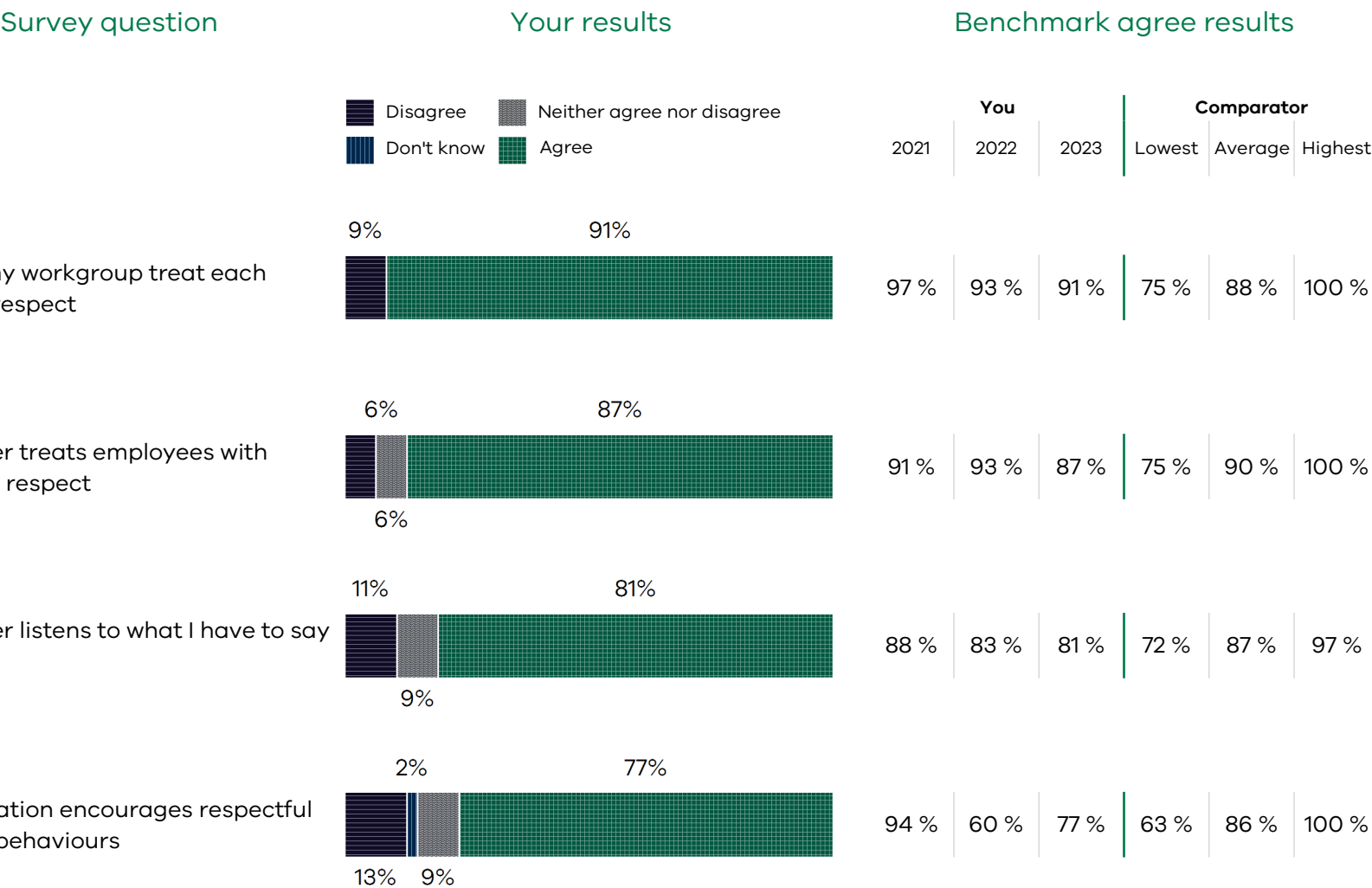
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

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



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.

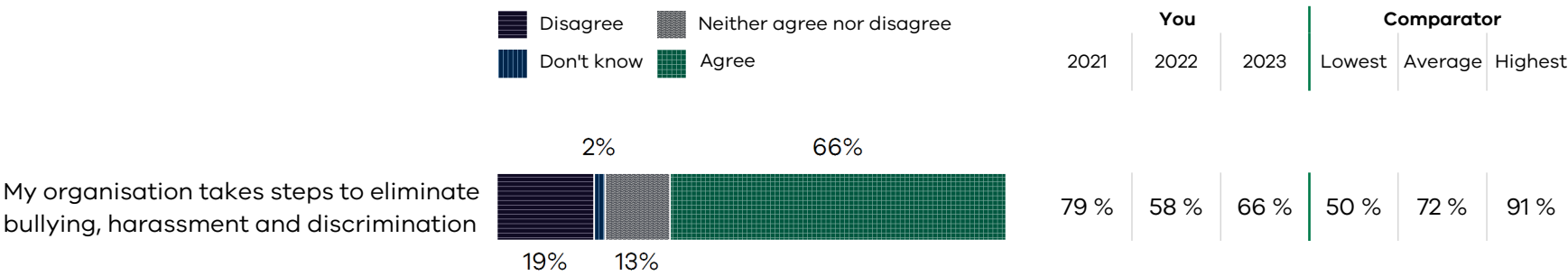
Example

66% 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

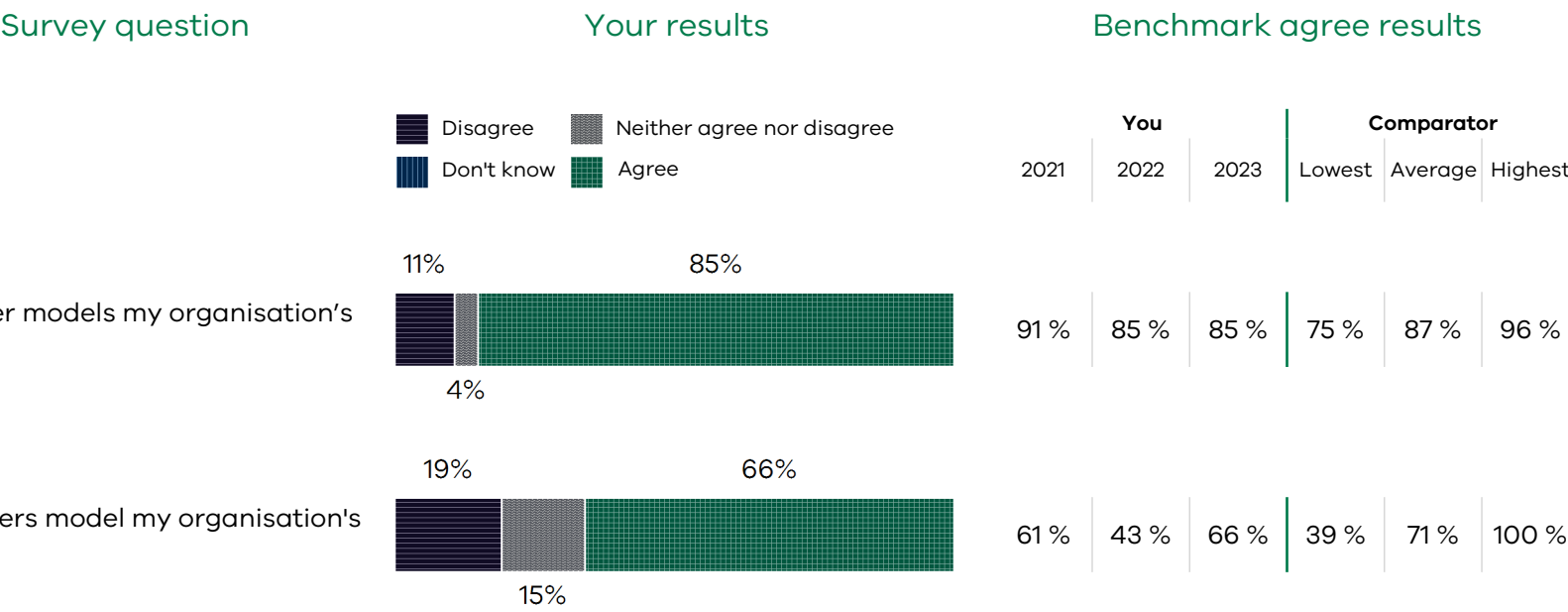
Under 'Your results', see results for each question in descending order by most agreed.

'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

85% 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

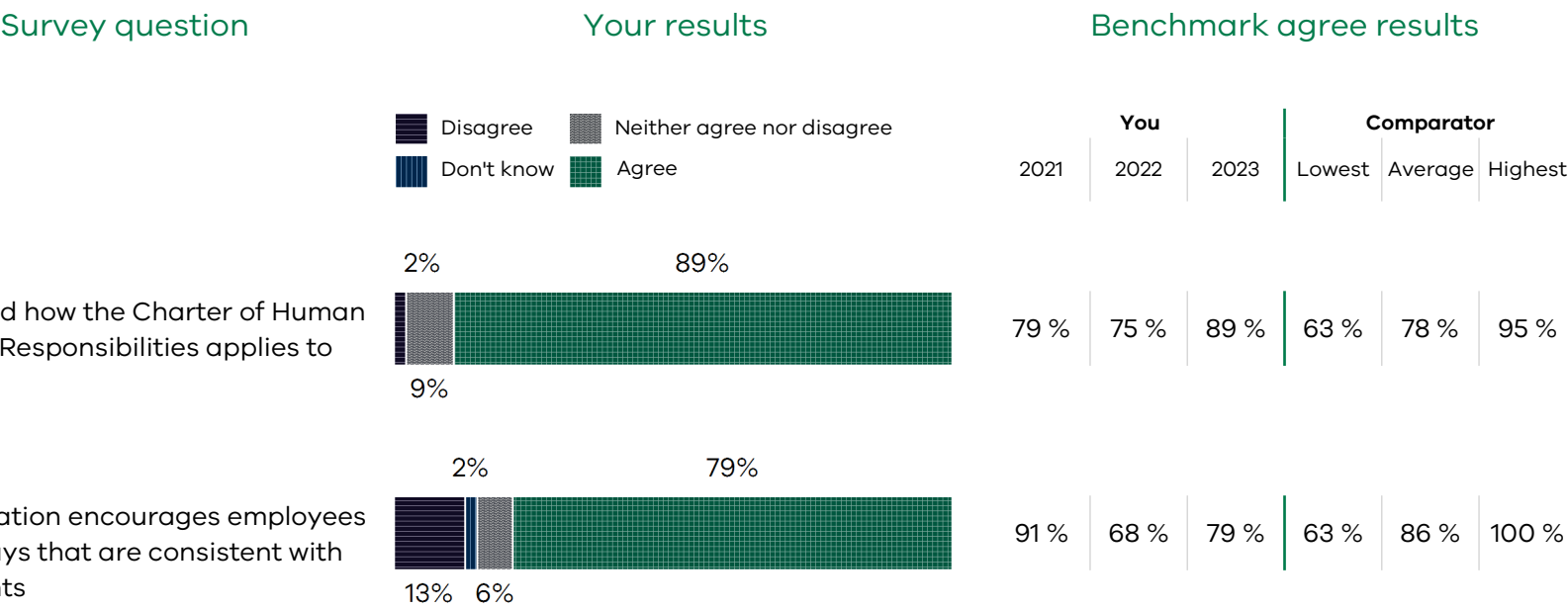
Under 'Your results', see results for each question in descending order by most agreed.

'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

89% of staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.



# People matter survey

2023

Have your say

## Overview

### Report overview

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

## Result summary

### People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay
- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Custom questions

- Questions requested by your organisation

### Demographics

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



Topical questions

What this is

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

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

Why this is important

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

How to read this

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

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

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

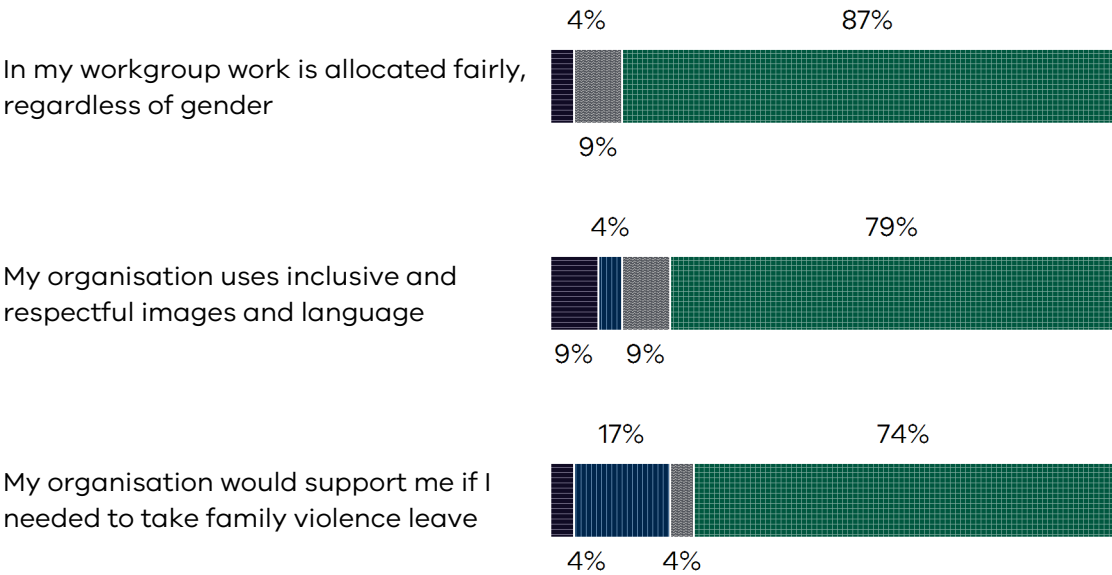
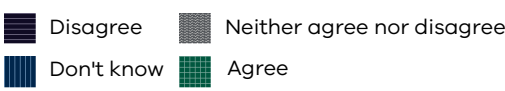
Example

87% of your staff who did the survey agreed or strongly agreed with 'In my workgroup work is allocated fairly, regardless of gender'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2021	2022	2023	Lowest	Average	Highest
94 %	Not asked	87 %	75 %	86 %	100 %
94 %	Not asked	79 %	63 %	87 %	100 %
94 %	Not asked	74 %	63 %	84 %	100 %

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

91% 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'.

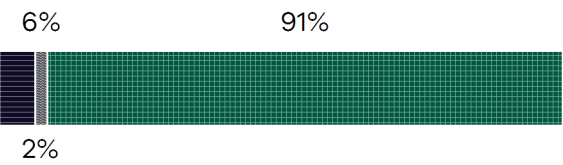
Survey question

Your results

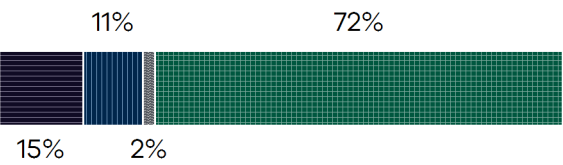
Benchmark agree results



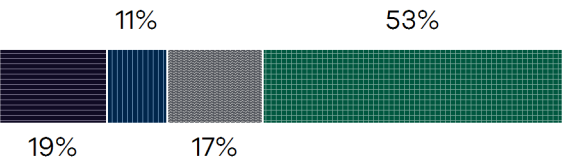
I understand how the Code of Conduct for Victorian public sector employees applies to my work



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	91 %	78 %	91 %	100 %
Not asked	Not asked	72 %	38 %	72 %	95 %
Not asked	Not asked	53 %	44 %	60 %	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

<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></ul>
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## Demographics

Age, gender, variations in sex characteristics and sexual orientation

### What this is

This is how staff describe their age, gender, variations in sex characteristics and sexual orientation.

### Why this is important

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

### How to read this

Each table shows the breakdown of responses from your survey.

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

### How we protect anonymity and privacy

To protect you, we:

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

Age	(n)	%
15-34 years	6	13%
35-54 years	33	70%
55+ years	5	11%
Prefer not to say	3	6%

How would you describe your gender?	(n)	%
Woman	29	62%
Man	11	23%
Prefer not to say	5	11%
Non-binary and I use a different term	2	4%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	2	4%
No	39	83%
Prefer not to say	6	13%

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

	(n)	%
No	41	87%
Don't know	2	4%
Prefer not to say	4	9%

How do you describe your sexual orientation?

	(n)	%
Straight (heterosexual)	31	66%
Prefer not to say	8	17%
Gay or lesbian	3	6%
Bisexual	2	4%
Asexual	1	2%
Pansexual	1	2%
I use a different term	1	2%

## Demographics

### Aboriginal and/or Torres Strait Islander employees

#### What this is

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

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
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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	1	2%
Non Aboriginal and/or Torres Strait Islander	43	91%
Prefer not to say	3	6%

## Demographics

### Disability

#### What this is

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

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

	(n)	%
Yes	9	19%
No	36	77%
Prefer not to say	2	4%

## Demographics

### Cultural diversity 1 of 2

#### What this is

These are the personal characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

To protect you, we:

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

Country of birth	(n)	%
Born in Australia	35	74%
Not born in Australia	7	15%
Prefer not to say	5	11%

Language other than English spoken with family or community	(n)	%
Yes	7	15%
No	38	81%
Prefer not to say	2	4%



## Demographics

### Cultural diversity 2 of 2

#### What this is

This is the cultural identity and religion of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

To protect you, we:

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

Cultural identity	(n)	%
Australian	36	77%
Prefer not to say	5	11%
English, Irish, Scottish and/or Welsh	3	6%
East and/or South-East Asian	2	4%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	2	4%
Aboriginal and/or Torres Strait Islander	1	2%
Central and/or South American	1	2%
Central Asian	1	2%
Maori	1	2%

Religion	(n)	%
No religion	22	47%
Christianity	17	36%
Prefer not to say	5	11%
Other	2	4%
Buddhism	1	2%

## Demographics

### Employment characteristics 1 of 2

#### What this is

These are the employment characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

To protect you, we:

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

Working arrangement	(n)	%
Full-Time	41	87%
Part-Time	6	13%
<b>Gross base salary (ongoing/fixed term only)</b>		
	(n)	%
Prefer not to say	4	9%
Below \$80k	19	40%
\$80k to \$120k	15	32%
\$120k to \$160k	4	9%
\$160k to \$200k	3	6%
\$200k or more	2	4%
<b>Organisational tenure</b>		
	(n)	%
<1 year	14	30%
1 to less than 2 years	12	26%
2 to less than 5 years	21	45%

Management responsibility	(n)	%
Non-manager	30	64%
Other manager	10	21%
Manager of other manager(s)	7	15%
<b>Employment type</b>		
	(n)	%
Ongoing and executive	42	89%
Fixed term	5	11%

## Demographics

### Employment characteristics 2 of 2

#### What this is

These are the employment characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

To protect you, we:

- de-identify all survey response data provided to your organisation
- 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.

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

	(n)	%
Large regional city	44	94%
Melbourne CBD	3	6%

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

	(n)	%
Your employer's office	34	72%
Home or private location	24	51%
A shared office space (where two or more organisations share the same workspace e.g. Gov hubs, suburban hubs etc.)	16	34%
Other	1	2%

#### Flexible work

	(n)	%
Working from an alternative location (e.g. home, hub/shared work space)	21	45%
Flexible start and finish times	18	38%
No, I do not use any flexible work arrangements	13	28%
Part-time	3	6%
Other	2	4%
Using leave to work flexible hours	2	4%
Shift swap	1	2%
Working more hours over fewer days	1	2%
Study leave	1	2%
Purchased leave	1	2%

## Demographics

### Adjustments

#### What this is

These are adjustments staff requested to perform in their role.

#### Why this is important

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

#### How to read this

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

### Have you requested any of the following adjustments at work?\*

	(n)	%
No, I have not requested adjustments	28	60%
Flexible working arrangements	18	38%
Physical modifications or improvements to the workplace	1	2%
Accessible communications technologies	1	2%
Career development support strategies	1	2%
Other	1	2%

### Why did you make this request?

	(n)	%
Family responsibilities	9	47%
Work-life balance	8	42%
Caring responsibilities	7	37%
Other	4	21%
Health	3	16%
Disability	2	11%

### What was your experience with making the request?

	(n)	%
The adjustments I needed were made and the process was satisfactory	13	68%
The adjustments I needed were made but the process was unsatisfactory	3	16%
The adjustments I needed were not made	3	16%

# Demographics

## Caring

### What this is

These are staff-reported caring responsibilities.

### Why this is important

This shows organisations what caring responsibilities their staff have.

### How to read this

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

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

### How we protect anonymity and privacy

To protect you, we:

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

Caring responsibility	(n)	%
Secondary school aged child(ren)	16	34%
Primary school aged child(ren)	14	30%
None of the above	11	23%
Prefer not to say	5	11%
Person(s) with disability	4	9%
Person(s) with a medical condition	4	9%
Person(s) with a mental illness	2	4%
Frail or aged person(s)	2	4%
Child(ren) - younger than preschool age	1	2%
Other	1	2%



**Victorian  
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