**People matter survey wellbeing check 2022**

#### Benchmarked results report - Wannon Region Water Corporation

# Report contents

## [Report overview](#reportOver)

[About your report](#aboutRep)

[Privacy and anonymity](#Privacy)

[Survey theoretical framework](#framework)

[Your comparator group](#comparator)

[Your response rate](#responseRate)

## [People outcomes](#peopleOutcomes)

[Scorecard: Employee engagement index](#engagementIndex)

[Engagement](#Engage)

[Scorecard: Satisfaction, stress, intention to stay, inclusion](#SSI)

[Satisfaction](#Satisfaction)

[Work-related stress levels](#Stress)

[Work-related stress causes](#stressCauses)

[Intention to stay](#Stay)

[Inclusion](#Inclusion)

[Inclusion - barriers to success](#inclusionBarriers)

[Emotional effects of work](#Emotion)

## [Negative behaviours](#negBehaviours)

## [Key differences](#keyDiff)

[Highest scoring questions](#Highest)

[Lowest scoring questions](#Lowest)

[Most improved](#Improved)

[Most declined](#Declined)

[Biggest positive difference from comparator](#positiveDiff)

[Biggest negative difference from comparator](#negativeDiff)

## [Taking action](#takingAction)

[Taking action](#takingAction)

## [Senior leadership](#sLeadership)

[Senior leadership](#sLeadership)

## [Organisational climate](#orgClimate)

[Scorecard](#SorgClimate)

[Organisational integrity](#orgIntegrity)

[Collaboration](#wFlex)

[Safety climate](#SafetyCl)

## [Workgroup climate](#workgroupClimate)

[Scorecard](#SworkgroupClimate)

[Quality service delivery](#qualityService)

[Innovation](#Innovation)

[Workgroup support](#workgroupSupport)

[Safe to speak up](#safeSpeak)

## [Job and manager factors](#jobFactors)

[Scorecard](#SjobFactors)

[Manager leadership](#mLeadership)

[Manager support](#managerSupport)

[Workload](#Workload)

[Learning and development](#LearningDev)

[Job enrichment](#jobEnrich)

[Meaningful work](#Meaningful)

[Flexible work](#FlexWork)

## [Public sector values](#PSV)

[Scorecard](#PSVscorecard)

[Responsiveness](#Responsiveness)

[Integrity](#Integrity)

[Impartiality](#Impartiality)

[Accountability](#Accountability)

[Respect](#Respect)

[Leadership](#Leadership)

[Human rights](#humanRights)

## [Custom questions](#Custom)

## [Demographics](#Demographics)

[Age, gender, variations in sex characteristics and sexual orientation](#ADF)

[Aboriginal and/or Torres Strait Islander employees](#ATSI)

[Disability](#Disability)

[Cultural diversity](#CulturalDiversity)

[Employment characteristics](#EmpCharacter)

[Adjustments](#Adjustments)

[Caring responsibilities](#Caring)

## [End of report](#EOR)

# Report overview

## About your report

Welcome to your People matter survey 2022 report.

Your results help your organisation build a positive workplace culture with integrity that live the public sector values.

This report complements or gives you new data for use in planning.

### Comparing data in this report

Your organisation took part in the survey in 2020 and 2021.

This means you’ll be able to compare about 75% 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

Go to <https://vpsc.vic.gov.au/data-and-research/about-the-people-matter-survey/2022-survey-questions/> to see how we asked questions and defined concepts in the 2022 survey.

### 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 results when fewer than 10 people in a work group have responded to the survey
* don't release employee opinion 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](https://vpsc.vic.gov.au/html-resources/data-collection-statement-people-matter-survey-2/).

## Survey theoretical framework

### What is this

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.

### Workplace factors and outcomes

#### Senior leadership factors

* Lead the organisation
* Set the culture
* Lead by example
* Actions influence outcomes

#### Organisation climate factors

* Organisational integrity
* Safety climate
* Patient safety climate
* Collaboration

#### Workgroup climate factors

* Quality service delivery
* Innovation
* Workgroup support
* Safe to speak up

#### Job and manager factors

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

#### Outcomes

* Engagement
* Satisfaction
* Wellbeing - work-related stress
* Wellbeing - job-related affect
* Intention to stay
* Inclusion
* Acting on negative behaviours

### 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 underpin the framework and all public sector organisations.

The values are:

* responsiveness
* integrity
* impartiality
* accountability
* respect
* leadership
* human rights.

## Your comparator group

### What is this

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’.

### Your comparator group

|  |  |
| --- | --- |
| Responses for | Comparator organisation |
| Organisation 1 | Barwon Asset Solutions Pty Ltd |
| Organisation 2 | Barwon Region Water Corporation |
| Organisation 3 | Central Gippsland Region Water Corporation |
| Organisation 4 | Central Highlands Region Water Corporation |
| Organisation 5 | Coliban Region Water Corporation |
| Organisation 6 | East Gippsland Region Water Corporation |
| Organisation 7 | Gippsland and Southern Rural Water Corporation |
| Organisation 8 | Goulburn Valley Region Water Corporation |
| Organisation 9 | Grampians Wimmera Mallee Water Corporation |
| Organisation 10 | Lower Murray Urban and Rural Water Corporation |
| Organisation 11 | North East Region Water Corporation |
| Organisation 12 | South Gippsland Region Water Corporation |
| Organisation 13 | Westernport Region Water Corporation |
| End of table |  |

## Your response rate

### What is this

This is how many staff in your organisation did the survey in 2022.

### Why is this important

The higher the response rate, the more your results 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.

### Results 2022

#### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2021 | You in 2022 |
| Response rate | 82% (176) | 86% (195) |
| End of table |  |  |

#### Comparator and public sector results

##### 2021 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Response rate | 82% | 75% | 39% |
| End of table |  |  |  |

##### 2022 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | Comparator average in 2022 | Public sector average in 2022 |
| Response rate | 86% | 73% | 52% |
| End of table |  |  |  |

# Result summary

People outcomes

Key differences

Taking action

# People outcomes

## Contents

Results included in this section:

* Scorecard: employee engagement index
* Engagement question results
* Scorecard: satisfaction, stress, intention to stay, inclusion
* Satisfaction question results
* Work-related stress
* Intention to stay
* Inclusion
* Scorecard: emotional effects of work
* Scorecard: negative behaviours
* Bullying
* Sexual harassment
* Discrimination
* Violence and aggression

## Scorecard: employee engagement index

### What is this

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.

The index is the average of these scores.

### Why is this important

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

### Results 2022

#### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2021 | You in 2022 |
| Employee engagement index | 73 | 73 |
| End of table |  |  |

#### Comparator and public sector results

##### 2021 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Employee engagement index | 73 | 71 | 70 |
| End of table |  |  |  |

##### 2022 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | Comparator average in 2022 | Public sector average in 2022 |
| Employee engagement index | 73 | 68 | 69 |
| End of table |  |  |  |

## Engagement

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2022 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2022

#### Your 2022 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I would recommend my organisation as a good place to work | 4% | 14% | 82% |
| I am proud to tell others I work for my organisation | 5% | 17% | 77% |
| My organisation motivates me to help achieve its objectives | 7% | 17% | 76% |
| My organisation inspires me to do the best in my job | 7% | 20% | 73% |
| I feel a strong personal attachment to my organisation | 10% | 27% | 63% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| I would recommend my organisation as a good place to work | 81% | 82% | 82% |
| I am proud to tell others I work for my organisation | 78% | 77% | 77% |
| My organisation motivates me to help achieve its objectives | 72% | 70% | 76% |
| My organisation inspires me to do the best in my job | 68% | 65% | 73% |
| I feel a strong personal attachment to my organisation | 69% | 68% | 63% |
| End of table |  |  |  |

##### Comparator results 2022

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I would recommend my organisation as a good place to work | 82% | 54% | 69% | 88% |
| I am proud to tell others I work for my organisation | 77% | 54% | 72% | 84% |
| My organisation motivates me to help achieve its objectives | 76% | 45% | 62% | 82% |
| My organisation inspires me to do the best in my job | 73% | 44% | 60% | 79% |
| I feel a strong personal attachment to my organisation | 63% | 43% | 59% | 72% |
| End of table |  |  |  |  |

## Scorecard: satisfaction, stress, intention to stay, inclusion

### What is this

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 is this 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.

### Results 2022

#### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| Satisfaction | 77% | 70% | 75% |
| High to severe work related stress | 16% | 23% | 16% |
| End of table |  |  |  |

#### Comparator and public sector results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | Comparator average in 2022 | Public sector average in 2022 |
| Inclusion | 85% | 76% | 78% |
| Satisfaction | 75% | 67% | 67% |
| High to severe work related stress | 16% | 25% | 25% |
| Plan to stay 6 months or less | 3% | 6% | 8% |
| End of table |  |  |  |

## Satisfaction

### What is this

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

### Why is this important

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

### How to read this

#### Satisfaction results

Under ‘Your 2022 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 satisfaction results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2022

##### Your 2022 satisfaction results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Dissatisfied | Neither satisfied nor dissatisfied | Satisfied |
| How satisfied are you with the work/life balance in your current job | 7% | 11% | 82% |
| Considering everything, how satisfied are you with your current job | 7% | 15% | 78% |
| How satisfied are you with your career development within your current organisation | 12% | 23% | 65% |
| End of table |  |  |  |

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| How satisfied are you with the work/life balance in your current job | 84% | 76% | 82% |
| Considering everything, how satisfied are you with your current job | 81% | 74% | 78% |
| How satisfied are you with your career development within your current organisation | 66% | 61% | 65% |
| End of table |  |  |  |

##### Comparator results 2022

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| How satisfied are you with the work/life balance in your current job | 82% | 52% | 71% | 90% |
| Considering everything, how satisfied are you with your current job | 78% | 60% | 72% | 91% |
| How satisfied are you with your career development within your current organisation | 65% | 46% | 58% | 72% |
| End of table |  |  |  |  |

## Work-related stress levels

### What is this

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

### Why is this important

Stress can negatively affect people’s 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 tables below show the level of work-related stress reported in 2022 and the percentage of staff in your organisation who said they experienced high to severe stress in comparison to previous years and your comparator group.

### Results 2022

#### Your 2022 results

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Responses for | Nil | Low / mid | Moderate | High | Very high | Severe |
| How would you rate your current level of work-related stress | 16% | 39% | 28% | 12% | 3% | 2% |
| End of table |  |  |  |  |  |  |

#### Comparator and public sector average results

##### Results 2021

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Reported levels of high to severe stress | 23% | 25% | 26% |
| End of table |  |  |  |

##### Results 2022

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | Comparator average in 2022 | Public sector average in 2022 |
| Reported levels of high to severe stress | 16% | 25% | 25% |
| End of table |  |  |  |

## Work-related stress causes

### What is this

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

### Why is this important

Stress can affect negatively affect people’s 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.

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.

### Results 2022

#### Your 2022 results

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Experienced some work related stress | 84% | 164 |
| Did not experience any work related stress | 16% | 31 |
| End of table |  |  |

#### Of those that experienced work related stress it was from...

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | Comparator average in 2022 | Public sector average in 2022 |
| Workload | 51% | 56% | 51% |
| Time pressure | 34% | 40% | 44% |
| Dealing with clients, patients or stakeholders | 19% | 14% | 15% |
| Management of work (e.g. supervision, training, information, support) | 15% | 12% | 12% |
| Content, variety, or difficulty of work | 14% | 11% | 11% |
| Other changes due to COVID-19 | 13% | 6% | 7% |
| Competing home and work responsibilities | 10% | 12% | 14% |
| Social environment (e.g. relationships with colleagues, manager and/or senior leaders) | 10% | 11% | 10% |
| Unclear job expectations | 10% | 12% | 14% |
| Other | 9% | 11% | 9% |
| End of table |  |  |  |

## Intention to stay

### What is this

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

### Why is this 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.

### Results 2022

#### Employees plan to work at your organisation for…

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | Comparator average in 2022 | Public sector average in 2022 |
| 6 months or less | 3% | 6% | 8% |
| Over 6 months and up to 1 year | 6% | 7% | 10% |
| Over 1 year and up to 3 years | 21% | 22% | 25% |
| Over 3 years and up to 5 years | 16% | 15% | 16% |
| Over 5 years | 55% | 50% | 41% |
| End of table |  |  |  |

## Inclusion

### What is this

This is how many staff experience that they belong, and can be themselves, at work.

### Why is this 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 2022 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2022

#### Your 2022 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I can be myself at work | 3% | 6% | 91% |
| I feel as if I belong at this organisation | 5% | 17% | 78% |
| End of table |  |  |  |

##### Comparator results 2022

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2022 | Lowest comparator | Comparator average | Highest comparator |
| I can be myself at work | 91% | 70% | 81% | 91% |
| I feel as if I belong at this organisation | 78% | 61% | 72% | 81% |
| End of table |  |  |  |  |

## Inclusion - Barriers to success

### What is this

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

### Why is this 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 tell us if they have experienced any barriers to their success at work and what those barriers were. They can select more than one barrier.

### Results 2022

#### Experienced and did not experience barriers to success at work

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Experienced barriers to success at work | 21% | 41 |
| Did not experience barriers to success at work | 79% | 154 |
| End of table |  |  |

#### Of those that experienced barriers to success it was related to…

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | Comparator average in 2022 | Public sector average in 2022 |
| My sex | 6% | 5% | 4% |
| My age | 5% | 6% | 8% |
| Other | 5% | 4% | 4% |
| My caring responsibilities | 5% | 5% | 7% |
| My physical health | 4% | 2% | 4% |
| My mental health | 3% | 6% | 7% |
| My industrial activity | 2% | 1% | 1% |
| My cultural background | 1% | 1% | 3% |
| My gender identity | 1% | 0% | 1% |
| My physical features | 1% | 1% | 1% |
| End of table |  |  |  |

## Scorecard: emotional effects of work

### What is this

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

### Why is this 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.

### Results 2022

#### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| Happy | 47% | 51% | 57% |
| Enthusiastic | 44% | 47% | 54% |
| Worried | 23% | 29% | 25% |
| Miserable | 12% | 15% | 10% |
| End of table |  |  |  |

#### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | Comparator average in 2022 | Public sector average in 2022 |
| Happy | 57% | 51% | 54% |
| Enthusiastic | 54% | 44% | 49% |
| Worried | 25% | 30% | 31% |
| Miserable | 10% | 17% | 17% |
| End of table |  |  |  |

## Scorecard: negative behaviours

### What is this

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

### Why is this 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.

### Results 2022

#### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| Violence or aggression | 9% | 9% | 4% |
| Bullying | 8% | 7% | 4% |
| Discrimination | 6% | 6% | 2% |
| Sexual harassment | 3% | 3% | 2% |
| End of table |  |  |  |

#### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | Comparator average in 2022 | Public sector average in 2022 |
| Violence or aggression | 4% | 5% | 10% |
| Bullying | 4% | 7% | 11% |
| Discrimination | 2% | 3% | 5% |
| Sexual harassment | 2% | 3% | 4% |
| End of table |  |  |  |

## Key differences

### Contents

Results included in this section:

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

## Highest scoring questions

### What is this

These are the questions your organisation had the highest agreement or satisfaction with in 2022.

### How to read this

Use this data to see where your organisation has the highest agreement or satisfaction with questions from the 2022 survey.

In this table, your score for this year is shown in the ‘You in 2022’ column.

You can also compare your 2022 scores against your 2021 scores and your 2022 comparator group.

### Results 2022

#### Highest scoring questions this year

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Section | You in  2022 | Change  from 2021 | Comparator average in 2022 |
| I can make a worthwhile contribution at work | Meaningful work | 97% | Not asked in 2021 | 93% |
| My organisation provides a physically safe work environment | Safety climate | 96% | +2% | 91% |
| I understand how my job helps my organisation achieve it's goals | Job enrichment | 96% | Not asked in 2021 | 93% |
| I can use my skills and knowledge in my job | Job enrichment | 95% | Not asked in 2021 | 92% |
| I achieve something important through my work | Meaningful work | 93% | +8% | 90% |
| My manager treats employees with dignity and respect | Manager leadership | 92% | -2% | 87% |
| My organisation encourages respectful workplace behaviours | Organisational integrity | 92% | +0% | 86% |
| My workgroup provides high quality advice and services | Quality service delivery | 92% | Not asked in 2021 | 87% |
| My manager models my organisation’s values | Manager leadership | 91% | +3% | 83% |
| My organisation encourages employees to act in ways that are consistent with human rights | Organisational integrity | 91% | +4% | 87% |
| End of table |  |  |  |  |

## Lowest scoring questions

### What is this

These are the questions your organisation had the lowest agreement or satisfaction with in 2022.

### How to read this

Use this data to see where your organisation has the lowest agreement or satisfaction with questions from the 2022 survey.

In this table, your score for this year is shown in the ‘You in 2022’ column.

You can also compare your 2022 scores against your 2021 scores and your 2022 comparator group.

### Results 2022

#### Lowest scoring questions this year

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Section | You in  2022 | Change  from 2021 | Comparator average in 2022 |
| My organisation has made improvements based on the survey results from last year | Taking action | 44% | Not asked in 2021 | 32% |
| I believe the promotion processes in my organisation are fair | Organisational integrity | 51% | Not asked in 2021 | 44% |
| I am satisfied with the opportunities to progress in my organisation | Learning and development | 55% | Not asked in 2021 | 48% |
| I have an equal chance at promotion in my organisation | Organisational integrity | 56% | Not asked in 2021 | 47% |
| I believe my organisation will make improvements based on the results of this survey | Taking action | 60% | Not asked in 2021 | 45% |
| All levels of my organisation are involved in the prevention of stress | Safety climate | 63% | +7% | 47% |
| I feel a strong personal attachment to my organisation | Engagement | 63% | -5% | 59% |
| Workgroups across my organisation willingly share information with each other | Collaboration | 65% | +4% | 61% |
| Senior leaders show support for stress prevention through involvement and commitment | Safety climate | 65% | +8% | 50% |
| How satisfied are you with your career development within your current organisation | Satisfaction | 65% | +4% | 58% |
| End of table |  |  |  |  |

## Most improved

### What is this

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 2021’ columns.

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

This is because the increase from 2021 shows you where the most positive changes are happening in your organisation.

If no results improved, the table will be empty.

### Results 2022

#### Most improved from last year

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Section | You in  2022 | Increase from 2021 | Comparator average in 2022 |
| Senior leaders show support for stress prevention through involvement and commitment | Safety climate | 65% | +8% | 50% |
| My organisation inspires me to do the best in my job | Engagement | 73% | +8% | 60% |
| I am satisfied with the way my learning and development needs have been addressed in the last 12 months | Learning and development | 74% | +8% | 55% |
| I achieve something important through my work | Meaningful work | 93% | +8% | 90% |
| Senior leaders provide clear strategy and direction | Senior leadership | 72% | +8% | 57% |
| All levels of my organisation are involved in the prevention of stress | Safety climate | 63% | +7% | 47% |
| My organisation places a high priority on the learning and development of staff | Learning and development | 80% | +7% | 59% |
| Senior leaders demonstrate honesty and integrity | Senior leadership | 75% | +7% | 65% |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | Human rights | 82% | +7% | 76% |
| How satisfied are you with the work/life balance in your current job | Satisfaction | 82% | +6% | 71% |
| End of table |  |  |  |  |

## Most declined

### What is this

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 2021’ columns.

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

This is because the decrease from 2021 shows you where the most negative changes are happening in your organisation.

If no results declined, the table will be empty.

### Results 2022

#### Most declined from last year

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Section | You in  2022 | Decrease from 2021 | Comparator average in 2022 |
| I feel a strong personal attachment to my organisation | Engagement | 63% | -5% | 59% |
| My organisation has effective procedures in place to support employees who may experience stress | Safety climate | 66% | -3% | 52% |
| I am able to work effectively with others outside my immediate workgroup | Collaboration | 89% | -3% | 86% |
| My workgroup has clear lines of responsibility | Quality service delivery | 81% | -2% | 72% |
| My manager treats employees with dignity and respect | Manager leadership | 92% | -2% | 87% |
| My manager listens to what I have to say | Manager support | 87% | -1% | 82% |
| My workgroup is quick to respond to opportunities to do things better | Innovation | 79% | -1% | 72% |
| I have the authority to do my job effectively | Job enrichment | 85% | -1% | 78% |
| People in my workgroup are honest, open and transparent in their dealings | Workgroup support | 85% | -1% | 78% |
| My organisation is committed to earning a high level of public trust | Organisational integrity | 90% | -1% | 86% |
| End of table |  |  |  |  |

## Biggest positive difference from comparator

### What is this

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 2022 survey compared to your comparator group.

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

If none of your results are better than your comparator, the table will be empty.

### Results 2022

#### Biggest positive difference from comparator

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Section | You in  2022 | Difference | Comparator average in 2022 |
| My organisation places a high priority on the learning and development of staff | Learning and development | 80% | +21% | 59% |
| I am satisfied with the way my learning and development needs have been addressed in the last 12 months | Learning and development | 74% | +19% | 55% |
| I have enough time to do my job effectively | Workload | 69% | +17% | 52% |
| Senior leaders provide clear strategy and direction | Senior leadership | 72% | +15% | 57% |
| All levels of my organisation are involved in the prevention of stress | Safety climate | 63% | +15% | 47% |
| I believe my organisation will make improvements based on the results of this survey | Taking action | 60% | +15% | 45% |
| Senior leaders show support for stress prevention through involvement and commitment | Safety climate | 65% | +15% | 50% |
| My workgroup uses its resources well | Quality service delivery | 84% | +14% | 69% |
| My organisation has effective procedures in place to support employees who may experience stress | Safety climate | 66% | +14% | 52% |
| My organisation motivates me to help achieve its objectives | Engagement | 76% | +14% | 62% |
| End of table |  |  |  |  |

## Biggest negative difference from comparator

### What is this

This is where less of your staff have agreed 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 2022 survey compared to your comparator group.

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

If none of your results are worse than your comparator, the table will be empty.

### Results 2022

#### Biggest negative difference from comparator

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Section | You in  2022 | Difference | Comparator average in 2022 |
| End of table |  |  |  |  |

# Taking action

## Contents

Results included in this section:

* Taking action questions

## Taking action

### What is this

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

### Why is this 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 2022 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2022

#### Your 2022 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| I believe my organisation will make improvements based on the results of this survey | 13% | 0% | 27% | 60% |
| My organisation has made improvements based on the survey results from last year | 14% | 25% | 17% | 44% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| I believe my organisation will make improvements based on the results of this survey | Not asked | Not asked | 60% |
| My organisation has made improvements based on the survey results from last year | Not asked | Not asked | 44% |
| End of table |  |  |  |

##### Comparator results 2022

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I believe my organisation will make improvements based on the results of this survey | 60% | 27% | 45% | 74% |
| My organisation has made improvements based on the survey results from last year | 44% | 22% | 32% | 50% |
| End of table |  |  |  |  |

# Senior leadership

## Contents

Results included in this section:

* Senior leadership

## Senior leadership

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2022 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2022

#### Your 2022 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| Senior leaders model my organisation's values | 6% | 2% | 15% | 76% |
| Senior leaders demonstrate honesty and integrity | 6% | 4% | 15% | 75% |
| Senior leaders provide clear strategy and direction | 12% | 3% | 13% | 72% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| Senior leaders model my organisation's values | Not asked | 73% | 76% |
| Senior leaders demonstrate honesty and integrity | Not asked | 68% | 75% |
| Senior leaders provide clear strategy and direction | 67% | 65% | 72% |
| End of table |  |  |  |

##### Comparator results 2022

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| Senior leaders model my organisation's values | 76% | 49% | 63% | 90% |
| Senior leaders demonstrate honesty and integrity | 75% | 50% | 65% | 82% |
| Senior leaders provide clear strategy and direction | 72% | 43% | 57% | 84% |
| End of table |  |  |  |  |

# Organisation climate

## Contents

Results included in this section:

* Scorecard: organisational climate
* Organisational integrity
* Collaboration
* Safety climate
* Patient safety climate

## Scorecard: organisational climate

### What is this

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

### Why is this 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.

### Results 2022

#### Your 2022 results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| Organisational integrity | Not comparable | Not comparable | 77% |
| Collaboration | 71% | 76% | 77% |
| Safety climate | Not comparable | 68% | 71% |
| End of table |  |  |  |

##### Comparator and public sector results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | Comparator average in 2022 | Public sector average in 2022 |
| Organisational integrity | 77% | 70% | 68% |
| Collaboration | 77% | 74% | 73% |
| Safety climate | 71% | 60% | 58% |
| End of table |  |  |  |

## Organisational integrity

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2022 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2022

#### Your 2022 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My organisation encourages respectful workplace behaviours | 1% | 1% | 7% | 92% |
| My organisation encourages employees to act in ways that are consistent with human rights | 0% | 4% | 5% | 91% |
| My organisation is committed to earning a high level of public trust | 1% | 2% | 8% | 90% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 4% | 3% | 10% | 84% |
| My organisation does not tolerate improper conduct | 6% | 2% | 9% | 84% |
| I believe the recruitment processes in my organisation are fair | 6% | 7% | 16% | 71% |
| I have an equal chance at promotion in my organisation | 20% | 0% | 24% | 56% |
| I believe the promotion processes in my organisation are fair | 13% | 10% | 27% | 51% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| My organisation encourages respectful workplace behaviours | Not asked | 91% | 92% |
| My organisation encourages employees to act in ways that are consistent with human rights | Not asked | 88% | 91% |
| My organisation is committed to earning a high level of public trust | Not asked | 91% | 90% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | Not asked | 80% | 84% |
| My organisation does not tolerate improper conduct | Not asked | 82% | 84% |
| I believe the recruitment processes in my organisation are fair | Not asked | Not asked | 71% |
| I have an equal chance at promotion in my organisation | Not asked | Not asked | 56% |
| I believe the promotion processes in my organisation are fair | Not asked | Not asked | 51% |
| End of table |  |  |  |

##### Comparator results 2022

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My organisation encourages respectful workplace behaviours | 92% | 79% | 86% | 99% |
| My organisation encourages employees to act in ways that are consistent with human rights | 91% | 78% | 87% | 96% |
| My organisation is committed to earning a high level of public trust | 90% | 71% | 86% | 96% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 84% | 54% | 74% | 91% |
| My organisation does not tolerate improper conduct | 84% | 51% | 74% | 93% |
| I believe the recruitment processes in my organisation are fair | 71% | 41% | 58% | 76% |
| I have an equal chance at promotion in my organisation | 56% | 37% | 47% | 61% |
| I believe the promotion processes in my organisation are fair | 51% | 33% | 44% | 60% |
| End of table |  |  |  |  |

## Collaboration

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2022 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2022

#### Your 2022 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| I am able to work effectively with others outside my immediate workgroup | 2% | 0% | 9% | 89% |
| Workgroups across my organisation willingly share information with each other | 14% | 2% | 19% | 65% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| I am able to work effectively with others outside my immediate workgroup | 86% | 92% | 89% |
| Workgroups across my organisation willingly share information with each other | 57% | 60% | 65% |
| End of table |  |  |  |

##### Comparator results 2022

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I am able to work effectively with others outside my immediate workgroup | 89% | 75% | 86% | 94% |
| Workgroups across my organisation willingly share information with each other | 65% | 48% | 61% | 82% |
| End of table |  |  |  |  |

## Safety climate

### What is this

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

### Why is this important

A safe workplace is a key outcome of [Leading the way](https://vpsc.vic.gov.au/resources/leading-the-way-ohs/) and the Victorian public sector mental health and wellbeing charter.

### How to read this

Under ‘Your 2022 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2022

#### Your 2022 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My organisation provides a physically safe work environment | 0% | 0% | 4% | 96% |
| Senior leaders consider the psychological health of employees to be as important as productivity | 10% | 0% | 20% | 70% |
| In my workplace, there is good communication about psychological safety issues that affect me | 10% | 0% | 23% | 67% |
| My organisation has effective procedures in place to support employees who may experience stress | 10% | 7% | 17% | 66% |
| Senior leaders show support for stress prevention through involvement and commitment | 13% | 0% | 22% | 65% |
| All levels of my organisation are involved in the prevention of stress | 15% | 0% | 22% | 63% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| My organisation provides a physically safe work environment | Not asked | 95% | 96% |
| Senior leaders consider the psychological health of employees to be as important as productivity | 68% | 65% | 70% |
| In my workplace, there is good communication about psychological safety issues that affect me | 64% | 65% | 67% |
| My organisation has effective procedures in place to support employees who may experience stress | 66% | 69% | 66% |
| Senior leaders show support for stress prevention through involvement and commitment | 64% | 56% | 65% |
| All levels of my organisation are involved in the prevention of stress | 59% | 55% | 63% |
| End of table |  |  |  |

##### Comparator results 2022

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My organisation provides a physically safe work environment | 96% | 70% | 91% | 100% |
| Senior leaders consider the psychological health of employees to be as important as productivity | 70% | 44% | 59% | 82% |
| In my workplace, there is good communication about psychological safety issues that affect me | 67% | 45% | 58% | 79% |
| My organisation has effective procedures in place to support employees who may experience stress | 66% | 37% | 52% | 78% |
| Senior leaders show support for stress prevention through involvement and commitment | 65% | 38% | 50% | 78% |
| All levels of my organisation are involved in the prevention of stress | 63% | 32% | 47% | 66% |
| End of table |  |  |  |  |

# Workgroup climate

## Contents

Results included in this section:

* Scorecard: workgroup climate
* Quality service delivery
* Innovation
* Workgroup support
* Safe to speak up

## Scorecard: workgroup climate

### What is this

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

### Why is this 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.

### Results 2022

#### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| Workgroup support | Not comparable | 85% | 86% |
| Quality service delivery | Not comparable | Not comparable | 86% |
| Safe to speak up | Not comparable | 79% | 83% |
| Innovation | Not comparable | 79% | 82% |
| End of table |  |  |  |

#### Benchmark results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | Comparator average in 2022 | Public sector average in 2022 |
| Workgroup support | 86% | 80% | 80% |
| Quality service delivery | 86% | 77% | 76% |
| Safe to speak up | 83% | 78% | 77% |
| Innovation | 82% | 73% | 70% |
| End of table |  |  |  |

## Quality service delivery

### What is this

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

### Why is this 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 2022 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2022

#### Your 2022 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My workgroup provides high quality advice and services | 4% | 0% | 4% | 92% |
| My workgroup acts fairly and without bias | 3% | 1% | 9% | 87% |
| My workgroup uses its resources well | 7% | 1% | 9% | 84% |
| My workgroup has clear lines of responsibility | 9% | 0% | 10% | 81% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| My workgroup provides high quality advice and services | Not asked | Not asked | 92% |
| My workgroup acts fairly and without bias | Not asked | Not asked | 87% |
| My workgroup uses its resources well | Not asked | Not asked | 84% |
| My workgroup has clear lines of responsibility | Not asked | 83% | 81% |
| End of table |  |  |  |

##### Comparator results 2022

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My workgroup provides high quality advice and services | 92% | 82% | 87% | 97% |
| My workgroup acts fairly and without bias | 87% | 73% | 79% | 85% |
| My workgroup uses its resources well | 84% | 60% | 69% | 90% |
| My workgroup has clear lines of responsibility | 81% | 65% | 72% | 81% |
| End of table |  |  |  |  |

## Innovation

### What is this

This is how well staff feel their workgroups innovate their operations.

### Why is this important

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

### How to read this

Under ‘Your 2022 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2022

#### Your 2022 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My workgroup learns from failures and mistakes | 4% | 1% | 10% | 86% |
| My workgroup encourages employee creativity | 6% | 0% | 14% | 80% |
| My workgroup is quick to respond to opportunities to do things better | 6% | 1% | 14% | 79% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| My workgroup learns from failures and mistakes | Not asked | 80% | 86% |
| My workgroup encourages employee creativity | Not asked | 77% | 80% |
| My workgroup is quick to respond to opportunities to do things better | Not asked | 81% | 79% |
| End of table |  |  |  |

##### Comparator results 2022

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My workgroup learns from failures and mistakes | 86% | 70% | 75% | 87% |
| My workgroup encourages employee creativity | 80% | 63% | 71% | 76% |
| My workgroup is quick to respond to opportunities to do things better | 79% | 66% | 72% | 88% |
| End of table |  |  |  |  |

## Workgroup support

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2022 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2022

#### Your 2022 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| People in my workgroup treat each other with respect | 4% | 0% | 6% | 91% |
| People in my workgroup work together effectively to get the job done | 3% | 0% | 9% | 88% |
| People in my workgroup are politically impartial in their work | 1% | 3% | 9% | 87% |
| People in my workgroup are honest, open and transparent in their dealings | 7% | 2% | 7% | 85% |
| People in my workgroup appropriately manage conflicts of interest | 2% | 4% | 12% | 82% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| People in my workgroup treat each other with respect | 90% | 88% | 91% |
| People in my workgroup work together effectively to get the job done | 86% | 85% | 88% |
| People in my workgroup are politically impartial in their work | Not asked | 85% | 87% |
| People in my workgroup are honest, open and transparent in their dealings | Not asked | 86% | 85% |
| People in my workgroup appropriately manage conflicts of interest | Not asked | 83% | 82% |
| End of table |  |  |  |

##### Comparator results 2022

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| People in my workgroup treat each other with respect | 91% | 82% | 86% | 89% |
| People in my workgroup work together effectively to get the job done | 88% | 79% | 85% | 94% |
| People in my workgroup are politically impartial in their work | 87% | 70% | 77% | 84% |
| People in my workgroup are honest, open and transparent in their dealings | 85% | 71% | 78% | 88% |
| People in my workgroup appropriately manage conflicts of interest | 82% | 67% | 76% | 82% |
| End of table |  |  |  |  |

## Safe to speak up

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2022 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2022

#### Your 2022 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I feel culturally safe at work | 4% | 8% | 88% |
| People in my workgroup are able to bring up problems and tough issues | 6% | 13% | 81% |
| I feel safe to challenge inappropriate behaviour at work | 8% | 12% | 80% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| I feel culturally safe at work | Not asked | 84% | 88% |
| People in my workgroup are able to bring up problems and tough issues | 83% | 80% | 81% |
| I feel safe to challenge inappropriate behaviour at work | Not asked | 75% | 80% |
| End of table |  |  |  |

##### Comparator results 2022

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I feel culturally safe at work | 88% | 76% | 84% | 91% |
| People in my workgroup are able to bring up problems and tough issues | 81% | 69% | 76% | 83% |
| I feel safe to challenge inappropriate behaviour at work | 80% | 65% | 73% | 90% |
| End of table |  |  |  |  |

# Job and manager factors

## Contents

Results included in this section:

* Scorecard: job and manager factors
* Manager leadership
* Manager support
* Workload
* Learning and development
* Job enrichment
* Meaningful work
* Flexible working

## Scorecard: job and manager factors

### What is this

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

### Why is this 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.

### Results 2022

#### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| Meaningful work | Not comparable | Not comparable | 92% |
| Manager leadership | Not comparable | 91% | 91% |
| Job enrichment | Not comparable | Not comparable | 90% |
| Flexible working | Not comparable | Not comparable | 85% |
| Manager support | Not comparable | Not comparable | 83% |
| Learning and development | Not comparable | Not comparable | 73% |
| Workload | 73% | 64% | 69% |
| End of table |  |  |  |

#### Benchmark results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | Comparator average in 2022 | Public sector average in 2022 |
| Meaningful work | 92% | 89% | 89% |
| Manager leadership | 91% | 85% | 86% |
| Job enrichment | 90% | 86% | 84% |
| Flexible working | 85% | 81% | 81% |
| Manager support | 83% | 76% | 78% |
| Learning and development | 73% | 59% | 59% |
| Workload | 69% | 54% | 57% |
| End of table |  |  |  |

## Manager leadership

### What is this

This is how well staff perceive their direct managers lead.

### Why is this 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 2022 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2022

#### Your 2022 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| My manager treats employees with dignity and respect | 3% | 5% | 92% |
| My manager models my organisation’s values | 4% | 5% | 91% |
| My manager demonstrates honesty and integrity | 3% | 6% | 91% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| My manager treats employees with dignity and respect | Not asked | 94% | 92% |
| My manager models my organisation’s values | Not asked | 89% | 91% |
| My manager demonstrates honesty and integrity | Not asked | 90% | 91% |
| End of table |  |  |  |

##### Comparator results 2022

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My manager treats employees with dignity and respect | 92% | 70% | 87% | 94% |
| My manager models my organisation’s values | 91% | 65% | 83% | 93% |
| My manager demonstrates honesty and integrity | 91% | 65% | 86% | 93% |
| End of table |  |  |  |  |

## Manager support

### What is this

This is how supported staff feel by their direct manager.

### Why is this 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 2022 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2022

#### Your 2022 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My manager provides me with enough support when I need it | 6% | 1% | 6% | 88% |
| I can discuss problems or issues with my manager | 4% | 0% | 9% | 87% |
| My manager listens to what I have to say | 6% | 0% | 8% | 87% |
| My manager gives me feedback that helps me improve my performance | 6% | 0% | 10% | 84% |
| I receive meaningful recognition when I do good work | 10% | 0% | 17% | 73% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| My manager provides me with enough support when I need it | 81% | 84% | 88% |
| I can discuss problems or issues with my manager | Not asked | Not asked | 87% |
| My manager listens to what I have to say | 83% | 88% | 87% |
| My manager gives me feedback that helps me improve my performance | Not asked | Not asked | 84% |
| I receive meaningful recognition when I do good work | Not asked | Not asked | 73% |
| End of table |  |  |  |

##### Comparator results 2022

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My manager provides me with enough support when I need it | 88% | 54% | 80% | 92% |
| I can discuss problems or issues with my manager | 87% | 59% | 83% | 93% |
| My manager listens to what I have to say | 87% | 65% | 82% | 90% |
| My manager gives me feedback that helps me improve my performance | 84% | 50% | 73% | 87% |
| I receive meaningful recognition when I do good work | 73% | 52% | 62% | 79% |
| End of table |  |  |  |  |

## Workload

### What is this

This is how staff feel about workload and time-pressure.

### Why is this important

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

### How to read this

Under ‘Your 2022 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2022

#### Your 2022 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| The workload I have is appropriate for the job that I do | 16% | 15% | 69% |
| I have enough time to do my job effectively | 15% | 16% | 69% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| The workload I have is appropriate for the job that I do | 75% | 65% | 69% |
| I have enough time to do my job effectively | 72% | 64% | 69% |
| End of table |  |  |  |

##### Comparator results 2022

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| The workload I have is appropriate for the job that I do | 69% | 46% | 57% | 69% |
| I have enough time to do my job effectively | 69% | 45% | 52% | 69% |
| End of table |  |  |  |  |

## Learning and development

### What is this

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

### Why is this 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 2022 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2022

#### Your 2022 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I am developing and learning in my role | 5% | 14% | 81% |
| My organisation places a high priority on the learning and development of staff | 7% | 13% | 80% |
| I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 9% | 17% | 74% |
| I am satisfied with the opportunities to progress in my organisation | 19% | 25% | 55% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| I am developing and learning in my role | Not asked | 76% | 81% |
| My organisation places a high priority on the learning and development of staff | Not asked | 73% | 80% |
| I am satisfied with the way my learning and development needs have been addressed in the last 12 months | Not asked | 66% | 74% |
| I am satisfied with the opportunities to progress in my organisation | Not asked | Not asked | 55% |
| End of table |  |  |  |

##### Comparator results 2022

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I am developing and learning in my role | 81% | 67% | 76% | 84% |
| My organisation places a high priority on the learning and development of staff | 80% | 39% | 59% | 75% |
| I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 74% | 35% | 55% | 73% |
| I am satisfied with the opportunities to progress in my organisation | 55% | 35% | 48% | 65% |
| End of table |  |  |  |  |

## Job enrichment

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2022 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2022

#### Your 2022 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I understand how my job helps my organisation achieve it's goals | 1% | 4% | 96% |
| I can use my skills and knowledge in my job | 2% | 4% | 95% |
| I clearly understand what I am expected to do in this job | 2% | 9% | 89% |
| I have a say in how I do my work | 5% | 10% | 86% |
| I have the authority to do my job effectively | 6% | 9% | 85% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| I understand how my job helps my organisation achieve it's goals | Not asked | Not asked | 96% |
| I can use my skills and knowledge in my job | Not asked | Not asked | 95% |
| I clearly understand what I am expected to do in this job | 88% | 86% | 89% |
| I have a say in how I do my work | Not asked | Not asked | 86% |
| I have the authority to do my job effectively | Not asked | 86% | 85% |
| End of table |  |  |  |

##### Comparator results 2022

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I understand how my job helps my organisation achieve it's goals | 96% | 89% | 93% | 96% |
| I can use my skills and knowledge in my job | 95% | 90% | 92% | 95% |
| I clearly understand what I am expected to do in this job | 89% | 78% | 84% | 94% |
| I have a say in how I do my work | 86% | 72% | 82% | 88% |
| I have the authority to do my job effectively | 85% | 70% | 78% | 89% |
| End of table |  |  |  |  |

## Meaningful work

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2022 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2022

#### Your 2022 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I can make a worthwhile contribution at work | 1% | 3% | 97% |
| I achieve something important through my work | 1% | 6% | 93% |
| I get a sense of accomplishment from my work | 4% | 11% | 85% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| I can make a worthwhile contribution at work | Not asked | Not asked | 97% |
| I achieve something important through my work | 88% | 86% | 93% |
| I get a sense of accomplishment from my work | Not asked | 81% | 85% |
| End of table |  |  |  |

##### Comparator results 2022

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I can make a worthwhile contribution at work | 97% | 87% | 93% | 96% |
| I achieve something important through my work | 93% | 85% | 90% | 93% |
| I get a sense of accomplishment from my work | 85% | 75% | 83% | 88% |
| End of table |  |  |  |  |

## Flexible working

### What is this

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

### Why is this important

Supporting flexible working can improve employee wellbeing.

### How to read this

Under ‘Your 2022 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2022

#### Your 2022 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| My manager supports working flexibly | 2% | 9% | 89% |
| I am confident that if I requested a flexible work arrangement, it would be given due consideration | 8% | 12% | 80% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| My manager supports working flexibly | Not asked | Not asked | 89% |
| I am confident that if I requested a flexible work arrangement, it would be given due consideration | 79% | 80% | 80% |
| End of table |  |  |  |

##### Comparator results 2022

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My manager supports working flexibly | 89% | 65% | 86% | 96% |
| I am confident that if I requested a flexible work arrangement, it would be given due consideration | 80% | 52% | 76% | 90% |
| End of table |  |  |  |  |

# Public sector values

## Contents

Results included in this section:

* Scorecard: public sector values
* Responsiveness
* Integrity
* Impartiality
* Accountability
* Respect
* Leadership
* Human rights

## Scorecard: public sector values

### What is this

These are the 7 values that form the basis for the professional and ethical conduct of everyone who works in the public sector.

### Why is this 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.

### Results 2022

#### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| Responsiveness | Not comparable | Not comparable | 92% |
| Respect | Not comparable | 88% | 89% |
| Impartiality | Not comparable | Not comparable | 87% |
| Human rights | Not comparable | 81% | 87% |
| Accountability | Not comparable | Not comparable | 84% |
| Leadership | Not comparable | 81% | 84% |
| Integrity | Not comparable | 82% | 84% |
| End of table |  |  |  |

#### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | Comparator average in 2022 | Public sector average in 2022 |
| Responsiveness | 92% | 87% | 83% |
| Respect | 89% | 83% | 82% |
| Impartiality | 87% | 78% | 78% |
| Human rights | 87% | 82% | 83% |
| Accountability | 84% | 75% | 76% |
| Leadership | 84% | 73% | 76% |
| Integrity | 84% | 77% | 76% |
| End of table |  |  |  |

## Responsiveness

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2022 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2022

#### Your 2022 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My workgroup provides high quality advice and services | 4% | 0% | 4% | 92% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| My workgroup provides high quality advice and services | Not asked | Not asked | 92% |
| End of table |  |  |  |

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My workgroup provides high quality advice and services | 92% | 82% | 87% | 97% |
| End of table |  |  |  |  |

## Integrity

### What is this

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

### Why is this 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 2022 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2022

#### Your 2022 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My manager demonstrates honesty and integrity | 3% | 0% | 6% | 91% |
| My organisation is committed to earning a high level of public trust | 1% | 2% | 8% | 90% |
| People in my workgroup are honest, open and transparent in their dealings | 7% | 2% | 7% | 85% |
| My organisation does not tolerate improper conduct | 6% | 2% | 9% | 84% |
| People in my workgroup appropriately manage conflicts of interest | 2% | 4% | 12% | 82% |
| I feel safe to challenge inappropriate behaviour at work | 8% | 0% | 12% | 80% |
| Senior leaders demonstrate honesty and integrity | 6% | 4% | 15% | 75% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| My manager demonstrates honesty and integrity | Not asked | 90% | 91% |
| My organisation is committed to earning a high level of public trust | Not asked | 91% | 90% |
| People in my workgroup are honest, open and transparent in their dealings | Not asked | 86% | 85% |
| My organisation does not tolerate improper conduct | Not asked | 82% | 84% |
| People in my workgroup appropriately manage conflicts of interest | Not asked | 83% | 82% |
| I feel safe to challenge inappropriate behaviour at work | Not asked | 75% | 80% |
| Senior leaders demonstrate honesty and integrity | Not asked | 68% | 75% |
| End of table |  |  |  |

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My manager demonstrates honesty and integrity | 91% | 65% | 86% | 93% |
| My organisation is committed to earning a high level of public trust | 90% | 71% | 86% | 96% |
| People in my workgroup are honest, open and transparent in their dealings | 85% | 71% | 78% | 88% |
| My organisation does not tolerate improper conduct | 84% | 51% | 74% | 93% |
| People in my workgroup appropriately manage conflicts of interest | 82% | 67% | 76% | 82% |
| I feel safe to challenge inappropriate behaviour at work | 80% | 65% | 73% | 90% |
| Senior leaders demonstrate honesty and integrity | 75% | 50% | 65% | 82% |
| End of table |  |  |  |  |

## Impartiality

### What is this

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

### Why is this 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 2022 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2022

#### Your 2022 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My workgroup acts fairly and without bias | 3% | 1% | 9% | 87% |
| People in my workgroup are politically impartial in their work | 1% | 3% | 9% | 87% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| My workgroup acts fairly and without bias | Not asked | Not asked | 87% |
| People in my workgroup are politically impartial in their work | Not asked | 85% | 87% |
| End of table |  |  |  |

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My workgroup acts fairly and without bias | 87% | 73% | 79% | 85% |
| People in my workgroup are politically impartial in their work | 87% | 70% | 77% | 84% |
| End of table |  |  |  |  |

## Accountability

### What is this

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

### Why is this 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 2022 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2022

#### Your 2022 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| I understand how my job helps my organisation achieve it's goals | 1% | 0% | 4% | 96% |
| I clearly understand what I am expected to do in this job | 2% | 0% | 9% | 89% |
| My workgroup uses its resources well | 7% | 1% | 9% | 84% |
| My workgroup has clear lines of responsibility | 9% | 0% | 10% | 81% |
| Senior leaders provide clear strategy and direction | 12% | 3% | 13% | 72% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| I understand how my job helps my organisation achieve it's goals | Not asked | Not asked | 96% |
| I clearly understand what I am expected to do in this job | 88% | 86% | 89% |
| My workgroup uses its resources well | Not asked | Not asked | 84% |
| My workgroup has clear lines of responsibility | Not asked | 83% | 81% |
| Senior leaders provide clear strategy and direction | 67% | 65% | 72% |
| End of table |  |  |  |

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I understand how my job helps my organisation achieve it's goals | 96% | 89% | 93% | 96% |
| I clearly understand what I am expected to do in this job | 89% | 78% | 84% | 94% |
| My workgroup uses its resources well | 84% | 60% | 69% | 90% |
| My workgroup has clear lines of responsibility | 81% | 65% | 72% | 81% |
| Senior leaders provide clear strategy and direction | 72% | 43% | 57% | 84% |
| End of table |  |  |  |  |

## Respect

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2022 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2022

#### Your 2022 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My manager treats employees with dignity and respect | 3% | 0% | 5% | 92% |
| My organisation encourages respectful workplace behaviours | 1% | 1% | 7% | 92% |
| People in my workgroup treat each other with respect | 4% | 0% | 6% | 91% |
| My manager listens to what I have to say | 6% | 0% | 8% | 87% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 4% | 3% | 10% | 84% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| My manager treats employees with dignity and respect | Not asked | 94% | 92% |
| My organisation encourages respectful workplace behaviours | Not asked | 91% | 92% |
| People in my workgroup treat each other with respect | 90% | 88% | 91% |
| My manager listens to what I have to say | 83% | 88% | 87% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | Not asked | 80% | 84% |
| End of table |  |  |  |

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My manager treats employees with dignity and respect | 92% | 70% | 87% | 94% |
| My organisation encourages respectful workplace behaviours | 92% | 79% | 86% | 99% |
| People in my workgroup treat each other with respect | 91% | 82% | 86% | 89% |
| My manager listens to what I have to say | 87% | 65% | 82% | 90% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 84% | 54% | 74% | 91% |
| End of table |  |  |  |  |

## Leadership

### What is this

Leadership is how your staff feel an organisation implements and promotes the public sector values.

### Why is this important

Good leadership plays a role in the development of workplace culture.

It also gives Victorian's confidence that staff in the public sector behave to a high standard.

### How to read this

Under ‘Your 2022 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2022

#### Your 2022 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My manager models my organisation’s values | 4% | 0% | 5% | 91% |
| Senior leaders model my organisation's values | 6% | 2% | 15% | 76% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| My manager models my organisation’s values | Not asked | 89% | 91% |
| Senior leaders model my organisation's values | Not asked | 73% | 76% |
| End of table |  |  |  |

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My manager models my organisation’s values | 91% | 65% | 83% | 93% |
| Senior leaders model my organisation's values | 76% | 49% | 63% | 90% |
| End of table |  |  |  |  |

## Human rights

### What is this

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

### Why is this 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 2022 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2022

#### Your 2022 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My organisation encourages employees to act in ways that are consistent with human rights | 0% | 4% | 5% | 91% |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | 5% | 0% | 13% | 82% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| My organisation encourages employees to act in ways that are consistent with human rights | Not asked | 88% | 91% |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | Not asked | 75% | 82% |
| End of table |  |  |  |

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My organisation encourages employees to act in ways that are consistent with human rights | 91% | 78% | 87% | 96% |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | 82% | 65% | 76% | 88% |
| End of table |  |  |  |  |

## Custom question

### What is this

Your organisation asked 1 custom questions as part of the 2022 survey.

### Why is this important

By asking custom questions, organisations make the survey more meaningful to their needs.

### How to read this

Under ‘Your 2022 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.

### Results 2022

#### Your 2022 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My organisation uses inclusive and respectful images and language | 2% | 2% | 9% | 88% |
| End of table |  |  |  |  |

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | You in 2021 | You in 2022 |
| My organisation uses inclusive and respectful images and language | Not asked | Not asked | 88% |
| End of table |  |  |  |

# Demographics

## Contents

Results included in this section:

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

## Age, gender, variations in sex characteristics and sexual orientation

### What is this

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

### Why is this important

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

### How to read this

Each demographic area shows the breakdown of responses from your survey results, by percentage and number.

### How we protect anonymity and privacy

To protect you, we:

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

### Results 2022

#### Age

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| 15-34 years | 24% | 46 |
| 35-54 years | 54% | 106 |
| 55+ years | 16% | 31 |
| Prefer not to say | 6% | 12 |
| End of table |  |  |

#### How would you describe your gender?

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Man | 61% | 118 |
| Woman | 30% | 58 |
| Prefer not to say | 9% | 17 |
| Non-binary and I use a different term | 1% | 2 |
| End of table |  |  |

#### Are you trans, non-binary or gender diverse?

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Yes | 1% | 2 |
| No | 92% | 180 |
| Prefer not to say | 7% | 13 |
| End of table |  |  |

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Yes | 1% | 1 |
| No | 93% | 182 |
| Don't know | 1% | 2 |
| Prefer not to say | 5% | 10 |
| End of table |  |  |

#### How do you describe your sexual orientation?

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Straight (heterosexual) | 90% | 175 |
| Prefer not to say | 8% | 15 |
| Gay or lesbian | 1% | 2 |
| Don't know | 1% | 1 |
| Bisexual | 1% | 1 |
| Asexual | 1% | 1 |
| End of table |  |  |

## Aboriginal and/or Torres Strait Islander employees

### What is this

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

### Why is this important

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

### How to read this

Each demographic area shows the breakdown of responses from your survey results, by percentage and number.

### How we protect anonymity and privacy

To protect you, we:

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

### Results 2022

#### Aboriginal and/or Torres Strait Islander

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Yes | 1% | 1 |
| Non Aboriginal and/or Torres Strait Islander | 98% | 191 |
| Prefer not to say | 2% | 3 |
| End of table |  |  |

## Disability

### What is this

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

### Why is this important

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

### How to read this

Each demographic area shows the breakdown of responses from your survey results, by percentage and number.

### How we protect anonymity and privacy

To protect you, we:

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

### Results 2022

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Yes | 7% | 13 |
| No | 91% | 177 |
| Prefer not to say | 3% | 5 |
| End of table |  |  |

#### If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Yes | 77% | 10 |
| No | 15% | 2 |
| Prefer not to say | 8% | 1 |
| End of table |  |  |

## Cultural diversity

### What is this

These are the personal characteristics of staff.

### Why is this important

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

### How to read this

Each demographic area shows the breakdown of responses from your survey results, by percentage and number.

### How we protect anonymity and privacy

To protect you, we:

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

### Results 2022

#### Country of birth

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Born in Australia | 89% | 173 |
| Not born in Australia | 8% | 15 |
| Prefer not to say | 4% | 7 |
| End of table |  |  |

#### Language other than English spoken with family or community

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Yes | 5% | 10 |
| No | 94% | 183 |
| Prefer not to say | 1% | 2 |
| End of table |  |  |

#### If you speak another language with your family or community, what language(s) do you speak?

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Other | 40% | 4 |
| Auslan | 10% | 1 |
| Filipino | 10% | 1 |
| French | 10% | 1 |
| Hindi | 10% | 1 |
| Mandarin | 10% | 1 |
| Spanish | 10% | 1 |
| End of table |  |  |

#### Cultural identity

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Australian | 88% | 172 |
| English, Irish, Scottish and/or Welsh | 9% | 18 |
| Prefer not to say | 3% | 6 |
| New Zealander | 1% | 2 |
| Middle Eastern | 1% | 2 |
| Central and/or South American | 1% | 2 |
| East and/or South-East Asian | 1% | 2 |
| European (including Western, Eastern and South-Eastern Europe, and Scandinavia) | 1% | 2 |
| North American | 1% | 1 |
| South Asian | 1% | 1 |
| Aboriginal and/or Torres Strait Islander | 1% | 1 |
| Central Asian | 1% | 1 |
| End of table |  |  |

#### Religion

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| No religion | 56% | 109 |
| Christianity | 35% | 69 |
| Prefer not to say | 6% | 12 |
| Buddhism | 2% | 3 |
| Islam | 1% | 1 |
| Judaism | 1% | 1 |
| End of table |  |  |

## Employment characteristics

### What is this

These are the employment characteristics of staff.

### Why is this important

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

### How to read this

Each demographic area shows the breakdown of responses from your survey results, by percentage and number.

### How we protect anonymity and privacy

To protect you, we:

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

### Results 2022

#### Working arrangement

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Full-Time | 87% | 170 |
| Part-Time | 13% | 25 |
| End of table |  |  |

#### Gross base salary (ongoing/fixed term only)

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Below $65k | 18% | 35 |
| $65k to $95k | 49% | 94 |
| $95k to $125k | 16% | 31 |
| $125k or more | 9% | 17 |
| Prefer not to say | 8% | 15 |
| End of table |  |  |

#### Organisational tenure

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| <1 year | 18% | 35 |
| 1 to less than 2 years | 8% | 16 |
| 2 to less than 5 years | 12% | 23 |
| 5 to less than 10 years | 16% | 32 |
| 10 to less than 20 years | 34% | 67 |
| More than 20 years | 11% | 22 |
| End of table |  |  |

#### Management responsibility

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Manager of other manager(s) | 12% | 24 |
| Other manager | 11% | 21 |
| Non-manager | 77% | 150 |
| End of table |  |  |

#### Employment type

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Ongoing and executive | 87% | 170 |
| Fixed term | 11% | 22 |
| Other | 2% | 3 |
| End of table |  |  |

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Rural | 52% | 102 |
| Large regional city | 47% | 91 |
| Other | 1% | 2 |
| End of table |  |  |

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Your employer’s office | 68% | 133 |
| A frontline or service delivery location | 29% | 56 |
| Home or private location | 24% | 47 |
| A shared office space (where two or more organisations share the same workspace e.g. Gov hubs, suburban hubs etc.) | 1% | 2 |
| Other | 2% | 3 |
| End of table |  |  |

#### Flexible work

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| No, I do not use any flexible work arrangements | 44% | 86 |
| Flexible start and finish times | 31% | 61 |
| Working from an alternative location (e.g. home, hub/shared work space) | 23% | 45 |
| Part-time | 10% | 20 |
| Purchased leave | 7% | 14 |
| Using leave to work flexible hours | 7% | 13 |
| Other | 5% | 10 |
| Working more hours over fewer days | 2% | 4 |
| Shift swap | 1% | 2 |
| Study leave | 1% | 2 |
| Job sharing | 1% | 1 |
| End of table |  |  |

## Adjustments

### What is this

These are adjustments staff requested to perform in their role.

### Why is this 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, by percentage and number.

### How we protect anonymity and privacy

To protect you, we:

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

### Results 2022

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| No, I have not requested adjustments | 58% | 113 |
| Flexible working arrangements | 37% | 73 |
| Physical modifications or improvements to the workplace | 11% | 21 |
| Career development support strategies | 2% | 3 |
| Other | 2% | 3 |
| Job redesign or role sharing | 1% | 2 |
| Accessible communications technologies | 1% | 1 |
| End of table |  |  |

#### Why did you make this request?

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Work-life balance | 65% | 53 |
| Family responsibilities | 33% | 27 |
| Health | 32% | 26 |
| Caring responsibilities | 22% | 18 |
| Other | 10% | 8 |
| Study commitments | 2% | 2 |
| Disability | 1% | 1 |
| End of table |  |  |

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| The adjustments I needed were made and the process was satisfactory | 93% | 76 |
| The adjustments I needed were not made | 7% | 6 |
| End of table |  |  |

## Caring

### What is this

These are staff-reported caring responsibilities.

### Why is this 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, by percentage and number.

### How we protect anonymity and privacy

To protect you, we:

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

### Results 2022

#### Caring responsibility

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| None of the above | 37% | 73 |
| Primary school aged child(ren) | 29% | 56 |
| Secondary school aged child(ren) | 22% | 42 |
| Preschool aged child(ren) | 8% | 15 |
| Prefer not to say | 7% | 13 |
| Person(s) with a medical condition | 7% | 13 |
| Child(ren) - younger than preschool age | 6% | 12 |
| Frail or aged person(s) | 6% | 11 |
| Person(s) with disability | 5% | 9 |
| Person(s) with a mental illness | 4% | 8 |
| Other | 2% | 4 |
| End of table |  |  |

## Business units

### What is this

This shows the business unit in which your staff work.

### Why is this important

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

### How to read this

Each demographic area shows the breakdown of responses from your survey results, by percentage and number.

### How we protect anonymity and privacy

To protect you, we:

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

### Results 2022

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Operations | 37% | 72 |
| Corporate | 33% | 65 |
| Assets | 19% | 37 |
| Customer Service | 8% | 16 |
| Sustainability | 3% | 5 |
| End of table |  |  |

# End of report

Produced by the Victorian Public Sector Commission.

For more information about the survey, read: [People matter survey](https://vpsc.vic.gov.au/resources/people-matter-survey-resources/)