People matter survey 2023

#### Benchmarked results report – Barwon Region Water Corporation

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# Report overview

## About your report

Welcome to your People matter survey 2023 report.

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

### Comparing data in this report

Your organisation took part in the survey in 2022 but not 2021.

This means you’ll be able to compare about 88% of this year’s survey with your previous results.

### Rounding of percentages

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

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

### Survey questions and definitions

Go to [Survey questions: People matter survey 2023 (DOCX, 83 pages)](https://vpsc.vic.gov.au/wp-content/uploads/2023/06/People-matter-survey-2023-questions-for-the-website-updated-09-06-2023-v5.docx) to see how we asked questions and defined concepts in the 2023 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 employee experience results when fewer than 10 people in a work group have responded to the survey
* don't release employee experience results for demographic groups where organisations have fewer than 30 responses in total
* don't link the free-text comment reporting to any other survey information

Read more in [our privacy policy](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 | Central Gippsland Region Water Corporation |
| Organisation 3 | Central Highlands Region Water Corporation |
| Organisation 4 | Coliban Region Water Corporation |
| Organisation 5 | East Gippsland Region Water Corporation |
| Organisation 6 | Gippsland and Southern Rural Water Corporation |
| Organisation 7 | Goulburn Murray Rural Water Corporation |
| Organisation 8 | Grampians Wimmera Mallee Water Corporation |
| Organisation 9 | Lower Murray Urban and Rural Water Corporation |
| Organisation 10 | North East Region Water Corporation |
| Organisation 11 | South Gippsland Region Water Corporation |
| Organisation 12 | Wannon Region Water Corporation |
| Organisation 13 | Westernport Region Water Corporation |
| Organisation 14 | Yarra Valley Water Corporation |
| End of table |  |

## Your response rate

### What is this

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

### 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 2023

#### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| Response rate | 58% (198) | 82% (286) |
| End of table |  |  |

#### Comparator and public sector results

##### 2022 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | Comparator average in 2022 | Public sector average in 2022 |
| Response rate | 58% | 76% | 42% |
| End of table |  |  |  |

##### 2023 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| Response rate | 82% | 72% | 57% |
| 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 2023

#### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| Employee engagement index | 74 | 75 |
| End of table |  |  |

#### Comparator and public sector results

##### 2022 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | Comparator average in 2022 | Public sector average in 2022 |
| Employee engagement index | 74 | 69 | 68 |
| End of table |  |  |  |

##### 2023 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| Employee engagement index | 75 | 72 | 67 |
| 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 2023 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 2023

#### Your 2023 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I am proud to tell others I work for my organisation | 4% | 13% | 83% |
| I would recommend my organisation as a good place to work | 7% | 10% | 83% |
| My organisation motivates me to help achieve its objectives | 8% | 20% | 73% |
| My organisation inspires me to do the best in my job | 9% | 20% | 70% |
| I feel a strong personal attachment to my organisation | 9% | 21% | 70% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| I am proud to tell others I work for my organisation | 80% | 83% |
| I would recommend my organisation as a good place to work | 80% | 83% |
| My organisation motivates me to help achieve its objectives | 74% | 73% |
| My organisation inspires me to do the best in my job | 72% | 70% |
| I feel a strong personal attachment to my organisation | 68% | 70% |
| End of table |  |  |

##### Comparator results 2023

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I am proud to tell others I work for my organisation | 83% | 45% | 77% | 89% |
| I would recommend my organisation as a good place to work | 83% | 51% | 74% | 89% |
| My organisation motivates me to help achieve its objectives | 73% | 49% | 71% | 83% |
| My organisation inspires me to do the best in my job | 70% | 49% | 68% | 81% |
| I feel a strong personal attachment to my organisation | 70% | 48% | 63% | 75% |
| 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 2023

#### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| Inclusion | 82% | 81% |
| Satisfaction | 71% | 71% |
| High to severe work related stress | 22% | 22% |
| Plan to stay 6 months or less | 3% | 5% |
| End of table |  |  |

#### Comparator and public sector results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| Inclusion | 81% | 82% | 78% |
| Satisfaction | 71% | 72% | 65% |
| High to severe work related stress | 22% | 20% | 25% |
| Plan to stay 6 months or less | 5% | 5% | 7% |
| 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 2023 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 2023

##### Your 2023 satisfaction results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Dissatisfied | Neither satisfied nor dissatisfied | Satisfied |
| How satisfied are you with the work/life balance in your current job | 10% | 14% | 76% |
| Considering everything, how satisfied are you with your current job | 9% | 16% | 76% |
| How satisfied are you with your career development within your current organisation | 18% | 21% | 60% |
| End of table |  |  |  |

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| How satisfied are you with the work/life balance in your current job | 78% | 76% |
| Considering everything, how satisfied are you with your current job | 76% | 76% |
| How satisfied are you with your career development within your current organisation | 58% | 60% |
| End of table |  |  |

##### Comparator results 2023

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| How satisfied are you with the work/life balance in your current job | 76% | 63% | 76% | 91% |
| Considering everything, how satisfied are you with your current job | 76% | 65% | 77% | 85% |
| How satisfied are you with your career development within your current organisation | 60% | 49% | 61% | 66% |
| 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 2023 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 2023

#### Your 2023 results

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Responses for | Nil | Low / mid | Moderate | High | Very high | Severe |
| How would you rate your current level of work-related stress | 9% | 30% | 40% | 12% | 7% | 3% |
| End of table |  |  |  |  |  |  |

#### Comparator and public sector average results

##### Results 2022

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | Comparator average in 2022 | Public sector average in 2022 |
| Reported levels of high to severe stress | 22% | 24% | 25% |
| End of table |  |  |  |

##### Results 2023

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| Reported levels of high to severe stress | 22% | 20% | 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 2023

#### Your 2023 results

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Experienced some work related stress | 91% | 261 |
| Did not experience any work related stress | 9% | 25 |
| End of table |  |  |

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

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| Workload | 63% | 50% | 49% |
| Time pressure | 50% | 38% | 41% |
| Competing home and work responsibilities | 15% | 14% | 14% |
| Technology or equipment | 15% | 10% | 8% |
| Content, variety, or difficulty of work | 15% | 12% | 11% |
| Dealing with clients, patients or stakeholders | 13% | 15% | 15% |
| Management of work (e.g. supervision, training, information, support) | 12% | 12% | 13% |
| Unclear job expectations | 12% | 13% | 14% |
| Social environment (e.g. relationships with colleagues, manager and/or senior leaders) | 8% | 10% | 11% |
| Work that doesn't match my skills or experience | 7% | 7% | 7% |
| 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 2023

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| 6 months or less | 3% | 5% | 5% | 7% |
| Over 6 months and up to 1 year | 10% | 4% | 6% | 10% |
| Over 1 year and up to 3 years | 22% | 22% | 21% | 24% |
| Over 3 years and up to 5 years | 16% | 19% | 15% | 15% |
| Over 5 years | 49% | 50% | 52% | 45% |
| 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 2023 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 2023

#### Your 2023 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I feel culturally safe at work | 5% | 7% | 88% |
| I can be myself at work | 9% | 10% | 80% |
| I feel as if I belong at this organisation | 6% | 20% | 74% |
| End of table |  |  |  |

##### Comparator results 2023

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2023 | Lowest comparator | Comparator average | Highest comparator |
| I feel culturally safe at work | 88% | 73% | 85% | 92% |
| I can be myself at work | 80% | 73% | 84% | 91% |
| I feel as if I belong at this organisation | 74% | 63% | 77% | 86% |
| 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 option.

### Results 2023

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Experienced barriers to success at work | 28% | 80 |
| Did not experience barriers to success at work | 72% | 206 |
| End of table |  |  |

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

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| My sex | 10% | 4% | 6% |
| My mental health | 8% | 6% | 8% |
| My age | 7% | 6% | 8% |
| My caring responsibilities | 6% | 5% | 7% |
| My flexible working | 5% | 5% | 7% |
| End of table |  |  |  |

## Inclusion - Witnessed barriers to success

### What is this

This is a list of things that staff witnessed were barriers to the success of other employees 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 choose from a list, any barriers that they may have witnessed that hinder the success of other employees at work. They can select more than one option.

### Results 2023

#### Witnessed and did not witness barriers to the success of other employees at work

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Witnessed barriers listed | 21% | 61 |
| Did not witness barriers listed | 79% | 225 |
| End of table |  |  |

#### During the last 12 months, employees witnessed barriers to the success of other employees due to their…

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| Sex | 8% | 5% | 7% |
| Flexible working | 7% | 6% | 10% |
| Caring responsibilities | 5% | 4% | 7% |
| Mental health | 4% | 6% | 8% |
| 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 2023

#### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| Happy | 53% | 51% |
| Enthusiastic | 48% | 48% |
| Worried | 27% | 29% |
| Miserable | 13% | 15% |
| End of table |  |  |

#### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| Happy | 51% | 56% | 52% |
| Enthusiastic | 48% | 52% | 48% |
| Worried | 29% | 25% | 31% |
| Miserable | 15% | 14% | 18% |
| 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 2023

#### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| Bullying | 9% | 7% |
| Discrimination | 6% | 6% |
| Violence or aggression | 3% | 4% |
| Sexual harassment | 2% | 3% |
| End of table |  |  |

#### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| Bullying | 7% | 7% | 12% |
| Discrimination | 6% | 3% | 6% |
| Violence or aggression | 4% | 6% | 11% |
| Sexual harassment | 3% | 3% | 4% |
| End of table |  |  |  |

## Bullying

### What is this

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

### Why is this important

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

### How to read this

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

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

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

### Results 2023

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Experienced bullying | 7% | 20 |
| Did not experience bullying | 87% | 249 |
| Not sure | 6% | 17 |
| End of table |  |  |

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

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| Exclusion or isolation | 35% | 60% |
| Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody) | 65% | 45% |
| Intimidation and/or threats | 18% | 35% |
| Verbal abuse | 6% | 35% |
| Withholding essential information for me to do my job | 24% | 20% |
| Being assigned meaningless tasks unrelated to my job | 18% | 10% |
| Being given impossible assignment(s) | 6% | 10% |
| Other | 6% | 10% |
| Interference with my personal property and/or work equipment | 0% | 5% |
| End of table |  |  |

##### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| Exclusion or isolation | 60% | 36% | 45% |
| Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody) | 45% | 73% | 71% |
| Intimidation and/or threats | 35% | 33% | 29% |
| Verbal abuse | 35% | 24% | 20% |
| Withholding essential information for me to do my job | 20% | 28% | 30% |
| Being assigned meaningless tasks unrelated to my job | 10% | 10% | 16% |
| Being given impossible assignment(s) | 10% | 10% | 11% |
| Other | 10% | 10% | 16% |
| Interference with my personal property and/or work equipment | 5% | 7% | 6% |
| End of table |  |  |  |

## Telling someone about the bullying

### What is this

This is if staff told someone when they experienced bullying.

### Why is this important

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

### How to read this

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

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

In descending order, the table shows the answers.

### Results 2023

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Experienced bullying | 7% | 20 |
| Did not experience bullying | 87% | 249 |
| Not sure | 6% | 17 |
| End of table |  |  |

#### Did you tell someone about the bullying?

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| Told a colleague | 59% | 50% |
| Told a manager | 47% | 45% |
| Told the person the behaviour was not OK | 12% | 40% |
| Told a friend or family member | 41% | 30% |
| Told Human Resources | 0% | 30% |
| Submitted a formal complaint | 12% | 15% |
| Told someone else | 0% | 15% |
| Told employee assistance program (EAP) or peer support | 0% | 10% |
| I did not tell anyone about the bullying | 12% | 5% |
| End of table |  |  |

##### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| Told a colleague | 50% | 42% | 41% |
| Told a manager | 45% | 50% | 50% |
| Told the person the behaviour was not OK | 40% | 22% | 17% |
| Told a friend or family member | 30% | 33% | 36% |
| Told Human Resources | 30% | 25% | 13% |
| Submitted a formal complaint | 15% | 10% | 12% |
| Told someone else | 15% | 9% | 13% |
| Told employee assistance program (EAP) or peer support | 10% | 7% | 10% |
| I did not tell anyone about the bullying | 5% | 10% | 12% |
| End of table |  |  |  |

## Bullying - reasons for not submitting a formal complaint

### What is this

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

### Why is this important

By understanding this, organisations can plan how to support staff.

### How to read this

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

We then asked them if they submitted a formal complaint. If they didn’t, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

### Results 2023

#### Did you submit a formal complaint?

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Submitted formal complaint | 15% | 3 |
| Did not submit a formal complaint | 85% | 17 |
| End of table |  |  |

#### Reasons for not submitting a formal complaint

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| I didn't think it would make a difference | 53% | 53% |
| I believed there would be negative consequences for my reputation | 67% | 47% |
| I didn't think it was serious enough | 20% | 29% |
| I believed there would be negative consequences for my career | 47% | 24% |
| I believed there would be negative consequences for the person I was going to complain about | 13% | 12% |
| I didn't feel safe to report the incident | 13% | 12% |
| I thought the complaint process would be embarrassing or difficult | 20% | 12% |
| I didn't know how to make a complaint | 0% | 6% |
| I didn't need to because I made the bullying stop | 20% | 6% |
| Other | 0% | 6% |
| End of table |  |  |

##### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| I didn't think it would make a difference | 53% | 43% | 51% |
| I believed there would be negative consequences for my reputation | 47% | 50% | 55% |
| I didn't think it was serious enough | 29% | 16% | 16% |
| I believed there would be negative consequences for my career | 24% | 40% | 45% |
| I believed there would be negative consequences for the person I was going to complain about | 12% | 13% | 10% |
| I didn't feel safe to report the incident | 12% | 17% | 19% |
| I thought the complaint process would be embarrassing or difficult | 12% | 17% | 13% |
| I didn't know how to make a complaint | 6% | 5% | 6% |
| I didn't need to because I made the bullying stop | 6% | 3% | 6% |
| Other | 6% | 21% | 14% |
| End of table |  |  |  |

## Perpetrators of bullying

### What is this

This is who staff have said are responsible for bullying.

### Why is this important

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

### How to read this

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

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

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

Each row is one perpetrator or group of perpetrators.

### Results 2023

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Experienced bullying | 7% | 20 |
| Did not experience bullying | 87% | 249 |
| Not sure | 6% | 17 |
| End of table |  |  |

#### Who perpetrated the bullying?

|  |  |
| --- | --- |
| Responses for | You in 2023 |
| A manager or supervisor | 40% |
| Colleague | 40% |
| An executive, senior leader or the head of your organisation | 25% |
| Group of colleagues | 10% |
| Client/ customer/ patient/ stakeholder | 5% |
| Member of the public | 5% |
| Other | 5% |
| End of table |  |

#### What was your relationship with these colleagues?

|  |  |
| --- | --- |
| Responses for | You in 2023 |
| They were in my workgroup | 53% |
| They were outside my workgroup | 26% |
| They were my immediate manager or supervisor | 21% |
| They were someone I supervise or manage | 11% |
| End of table |  |

## Type of discrimination

### What is this

This is what types of discrimination staff report experiencing in their organisation.

### Why is this important

Understanding what types of discrimination happen means an organisation can work out what action to take.

### How to read this

In the survey, we asked staff to tell us if they’d experienced discrimination.

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

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

### Results 2023

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Experienced discrimination | 6% | 16 |
| Did not experience discrimination | 84% | 239 |
| Not sure | 11% | 31 |
| End of table |  |  |

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

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| Opportunities for promotion | 64% | 63% |
| Opportunities for training | 27% | 44% |
| Employment security - threats of dismissal or termination | 18% | 31% |
| Other | 27% | 25% |
| Opportunities for transfer/secondment | 0% | 13% |
| Pay or conditions offered by employer | 9% | 13% |
| End of table |  |  |

##### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| Opportunities for promotion | 63% | 38% | 41% |
| Opportunities for training | 44% | 26% | 26% |
| Employment security - threats of dismissal or termination | 31% | 17% | 13% |
| Other | 25% | 34% | 36% |
| Opportunities for transfer/secondment | 13% | 15% | 21% |
| Pay or conditions offered by employer | 13% | 10% | 10% |
| End of table |  |  |  |

## Telling someone about the discrimination

### What is this

This is who staff told about the discrimination they experienced.

### Why is this important

Understanding who staff tell about their discrimination can inform how organisations can support staff.

### How to read this

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

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

In descending order, the table shows the answers.

### Results 2023

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Experienced discrimination | 6% | 16 |
| Did not experience discrimination | 84% | 239 |
| Not sure | 11% | 31 |
| End of table |  |  |

#### Did you tell someone about the discrimination?

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| Told a colleague | 45% | 44% |
| I did not tell anyone about the discrimination | 18% | 31% |
| Told a manager | 36% | 19% |
| Told a friend or family member | 18% | 13% |
| Told Human Resources | 9% | 13% |
| Told the person the behaviour was not OK | 9% | 13% |
| Submitted a formal complaint | 9% | 6% |
| Told someone else | 18% | 6% |
| End of table |  |  |

##### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| Told a colleague | 44% | 36% | 36% |
| I did not tell anyone about the discrimination | 31% | 23% | 24% |
| Told a manager | 19% | 45% | 30% |
| Told a friend or family member | 13% | 25% | 31% |
| Told Human Resources | 13% | 22% | 11% |
| Told the person the behaviour was not OK | 13% | 10% | 9% |
| Submitted a formal complaint | 6% | 8% | 8% |
| Told someone else | 6% | 10% | 14% |
| End of table |  |  |  |

## Discrimination - reasons for not submitting a formal complaint

### What is this

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

### Why is this important

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

### How to read this

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

### Results 2023

#### Did you submit a formal complaint?

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Submitted formal complaint | 6% | 1 |
| Did not submit a formal complaint | 94% | 15 |
| End of table |  |  |

#### Reasons for not submitting a formal complaint

##### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| I didn't think it would make a difference | 73% | 51% | 59% |
| I believed there would be negative consequences for my career | 53% | 49% | 54% |
| I believed there would be negative consequences for my reputation | 53% | 51% | 56% |
| I didn't feel safe to report the incident | 13% | 14% | 18% |
| I didn't know how to make a complaint | 7% | 6% | 5% |
| I didn't know who to talk to | 7% | 5% | 6% |
| I thought the complaint process would be embarrassing or difficult | 7% | 17% | 12% |
| I was advised not to | 7% | 4% | 4% |
| Other | 7% | 12% | 11% |
| End of table |  |  |  |

## Perpetrators of discrimination

### What is this

This is who staff have said are responsible for discrimination.

### Why is this important

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

### How to read this

In the survey, we asked staff to tell us if they’d discrimination. If they did, they could tell us with one or more answers who the perpetrator was. In descending order, the table shows the perpetrators with the largest number of responses. Each row is one perpetrator or group of perpetrators.

### Results 2023

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Experienced discrimination | 6% | 16 |
| Did not experience discrimination | 84% | 239 |
| Not sure | 11% | 31 |
| End of table |  |  |

#### Who perpetrated the discrimination?

|  |  |
| --- | --- |
| Responses for | You in 2023 |
| A manager or supervisor | 75% |
| An executive, senior leader or the head of your organisation | 50% |
| A colleague | 13% |
| Other | 13% |
| End of table |  |

#### What was your relationship with these colleagues?

|  |  |
| --- | --- |
| Responses for | You in 2023 |
| They were my immediate manager or supervisor | 53% |
| They were in my workgroup | 33% |
| They were outside my workgroup | 27% |
| They were someone I supervise or manage | 0% |
| End of table |  |

## Violence and aggression

### What is this

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

### Why is this important

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

### How to read this

In the survey, we asked staff to tell us if they’d experienced violence and aggression at work.

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

In descending order, the table shows the answers.

### Results 2023

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Experienced violence or aggression | 4% | 12 |
| Did not experience violence or aggression | 91% | 261 |
| Not sure | 5% | 13 |
| End of table |  |  |

#### If you experienced violence or aggression, what type did you experience?

##### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| Abusive language | 75% | 66% | 75% |
| Intimidating behaviour | 75% | 69% | 73% |
| Threats of violence | 25% | 13% | 39% |
| Other | 17% | 3% | 6% |
| End of table |  |  |  |

## Telling someone about the violence and aggression

### What is this

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

### Why is this important

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

### How to read this

In the survey, we asked staff to tell us if they’d experienced violence and aggression at work. If they did, they could tell us with one or more answers who they told. In descending order, the table shows the answers.

### Results 2023

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Experienced violence or aggression | 4% | 12 |
| Did not experience violence or aggression | 91% | 261 |
| Not sure | 5% | 13 |
| End of table |  |  |

#### Did you tell someone about the incident?

##### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| Told a manager | 75% | 61% | 56% |
| Told a colleague | 42% | 43% | 40% |
| Told a friend or family member | 25% | 24% | 19% |
| Told Human Resources | 25% | 14% | 6% |
| Told the person the behaviour was not OK | 25% | 19% | 23% |
| I did not tell anyone about the incident(s) | 17% | 9% | 9% |
| Submitted a formal incident report | 17% | 17% | 30% |
| Told employee assistance program (EAP) or peer support | 8% | 2% | 5% |
| End of table |  |  |  |

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

### What is this

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

### Why is this important

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

### How to read this

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

### Results 2023

#### Did you submit a formal incident report?

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Submitted formal incident report | 17% | 2 |
| Did not submit a formal incident report | 83% | 10 |
| End of table |  |  |

#### Reasons for not submitting a formal incident report

##### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| I didn't think it would make a difference | 60% | 30% | 38% |
| I didn't think it was serious enough | 30% | 34% | 28% |
| I believed there would be negative consequences for the person I was going to complain about | 20% | 6% | 4% |
| I believed there would be negative consequences for my career | 10% | 14% | 18% |
| I believed there would be negative consequences for my reputation | 10% | 24% | 21% |
| I didn't need to because I made the violence or aggression stop | 10% | 10% | 14% |
| Other | 10% | 17% | 22% |
| End of table |  |  |  |

## Perpetrators of violence and aggression

### What is this

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

### Why is this important

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

### How to read this

In the survey, we asked staff to tell us if they’d experienced violence and aggression. If they did, they could tell us with one or more answers who the perpetrator was. In descending order, the table shows the perpetrators with the largest number of responses. Each row is one perpetrator or group of perpetrators.

### Results 2023

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Experienced violence or aggression | 4% | 12 |
| Did not experience violence or aggression | 91% | 261 |
| Not sure | 5% | 13 |
| End of table |  |  |

#### Who perpetrated the violence or aggression?

|  |  |
| --- | --- |
| Responses for | You in 2023 |
| Client/ customer/ patient/ stakeholder | 42% |
| Colleague | 33% |
| A manager or supervisor | 17% |
| Member of the public | 8% |
| Other | 8% |
| End of table |  |

## Witnessing negative behaviours

### What is this

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

### Why is this important

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

### How to read this

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

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

In descending order, the table shows the answers.

### Results 2023

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Witnessed negative behaviours | 12% | 34 |
| Did not witness negative behaviours | 88% | 252 |
| End of table |  |  |

#### During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?

|  |  |
| --- | --- |
| Responses for | You in 2023 |
| No, I have not witnessed any of the situations above | 88% |
| Discrimination against a colleague | 5% |
| Bullying of a colleague | 5% |
| Violence or aggression against a colleague | 4% |
| Sexual harassment of a colleague | 2% |
| End of table |  |

##### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| No, I have not witnessed any of the situations above | 88% | 87% | 81% |
| Discrimination against a colleague | 5% | 5% | 7% |
| Bullying of a colleague | 5% | 9% | 13% |
| Violence or aggression against a colleague | 4% | 2% | 3% |
| Sexual harassment of a colleague | 2% | 1% | 1% |
| End of table |  |  |  |

## Take action when witnessing negative behaviours

### What is this

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

### Why is this important

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

### How to read this

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

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

The table shows the answers in descending order.

### Results 2023

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Witnessed negative behaviours | 12% | 34 |
| Did not witness negative behaviours | 88% | 252 |
| End of table |  |  |

#### When you witnessed the above behaviour(s), did you do any of the following?

##### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| Spoke to the person who experienced the behaviour | 62% | 67% | 69% |
| Told a manager | 38% | 32% | 38% |
| Told the person the behaviour was not OK | 24% | 16% | 20% |
| Took no action | 21% | 8% | 8% |
| Spoke to the person who behaved in a negative way | 12% | 13% | 17% |
| Told a colleague | 12% | 16% | 19% |
| Other | 9% | 5% | 6% |
| Told Human Resources | 9% | 13% | 7% |
| 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 2023.

### How to read this

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

In this table, your score for this year is shown in the ‘You in 2023’ column.

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

### Results 2023

#### Highest scoring questions this year

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Section | You in  2023 | Change  from 2022 | Comparator average in 2023 |
| My organisation provides a physically safe work environment | Safety climate | 96% | +1% | 93% |
| My organisation is committed to earning a high level of public trust | Organisational integrity | 96% | +1% | 88% |
| I can make a worthwhile contribution at work | Meaningful work | 95% | -1% | 94% |
| I can use my skills and knowledge in my job | Job enrichment | 94% | +1% | 93% |
| I understand how my job helps my organisation achieve its goals | Job enrichment | 94% | +0% | 94% |
| My organisation encourages respectful workplace behaviours | Organisational integrity | 94% | +2% | 89% |
| My organisation encourages employees to act in ways that are consistent with human rights | Organisational integrity | 93% | +2% | 88% |
| My manager supports working flexibly | Flexible working | 92% | -1% | 87% |
| I achieve something important through my work | Meaningful work | 92% | +2% | 92% |
| My organisation would support me if I needed to take family violence leave | Gender equality supporting measures | 91% | Not asked in 2022 | 89% |
| End of table |  |  |  |  |

## Lowest scoring questions

### What is this

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

### How to read this

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

In this table, your score for this year is shown in the ‘You in 2023’ column.

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

### Results 2023

#### Lowest scoring questions this year

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Section | You in  2023 | Change  from 2022 | Comparator average in 2023 |
| My organisation has made improvements based on the survey results from last year | Taking action | 34% | Not asked in 2022 | 38% |
| I believe the promotion processes in my organisation are fair | Organisational integrity | 48% | +2% | 47% |
| I am satisfied with the opportunities to progress in my organisation | Learning and development | 49% | +0% | 55% |
| All levels of my organisation are involved in the prevention of stress | Safety climate | 50% | -11% | 57% |
| I have an equal chance at promotion in my organisation | Organisational integrity | 51% | +5% | 53% |
| I have enough time to do my job effectively | Workload | 51% | 0% | 59% |
| Senior leaders show support for stress prevention through involvement and commitment | Safety climate | 53% | -6% | 59% |
| My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable) | Other questions | 53% | Not asked in 2022 | 54% |
| I believe my organisation will make improvements based on the results of this survey | Taking action | 54% | +3% | 56% |
| My organisation has effective procedures in place to support employees who may experience stress | Safety climate | 55% | -7% | 61% |
| 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 2022’ columns.

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

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

If no results improved, the table will be empty.

### Results 2023

#### Most improved from last year

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Section | You in  2023 | Increase from 2022 | Comparator average in 2023 |
| People in my workgroup appropriately manage conflicts of interest | Workgroup support | 83% | +6% | 78% |
| People in my workgroup are politically impartial in their work | Workgroup support | 84% | +6% | 81% |
| I receive meaningful recognition when I do good work | Manager support | 69% | +5% | 68% |
| Senior leaders model my organisation's values | Senior leadership | 81% | +5% | 71% |
| I have an equal chance at promotion in my organisation | Organisational integrity | 51% | +5% | 53% |
| My workgroup has clear lines of responsibility | Quality service delivery | 80% | +4% | 74% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | Organisational integrity | 83% | +4% | 78% |
| Senior leaders consider the psychological health of employees to be as important as productivity | Safety climate | 68% | +4% | 67% |
| Workgroups across my organisation willingly share information with each other | Collaboration | 74% | +3% | 65% |
| I believe the recruitment processes in my organisation are fair | Organisational integrity | 57% | +3% | 64% |
| 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 2022’ columns.

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

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

If no results declined, the table will be empty.

### Results 2023

#### Most declined from last year

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Section | You in  2023 | Decrease from 2022 | Comparator average in 2023 |
| All levels of my organisation are involved in the prevention of stress | Safety climate | 50% | -11% | 57% |
| In my workplace, there is good communication about psychological safety issues that affect me | Safety climate | 60% | -7% | 65% |
| My organisation has effective procedures in place to support employees who may experience stress | Safety climate | 55% | -7% | 61% |
| Senior leaders show support for stress prevention through involvement and commitment | Safety climate | 53% | -6% | 59% |
| My organisation places a high priority on the learning and development of staff | Learning and development | 62% | -6% | 62% |
| My organisation does not tolerate improper conduct | Organisational integrity | 82% | -5% | 78% |
| I feel as if I belong at this organisation | Inclusion | 74% | -4% | 77% |
| I can be myself at work | Inclusion | 80% | -2% | 84% |
| My workgroup provides high quality advice and services | Quality service delivery | 89% | -2% | 87% |
| How satisfied are you with the work/life balance in your current job | Satisfaction | 76% | -2% | 76% |
| 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 2023 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 2023

#### Biggest positive difference from comparator

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Section | You in  2023 | Difference | Comparator average in 2023 |
| Senior leaders provide clear strategy and direction | Senior leadership | 78% | +13% | 65% |
| Senior leaders model my organisation's values | Senior leadership | 81% | +10% | 71% |
| Workgroups across my organisation willingly share information with each other | Collaboration | 74% | +9% | 65% |
| I understand how the Code of Conduct for Victorian public sector employees applies to my work | Other questions | 91% | +8% | 82% |
| I would recommend my organisation as a good place to work | Engagement | 83% | +8% | 74% |
| My organisation is committed to earning a high level of public trust | Organisational integrity | 96% | +8% | 88% |
| I am confident that if I requested a flexible work arrangement, it would be given due consideration | Flexible working | 88% | +8% | 80% |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | Human rights | 82% | +7% | 75% |
| I feel a strong personal attachment to my organisation | Engagement | 70% | +7% | 63% |
| I am proud to tell others I work for my organisation | Engagement | 83% | +6% | 77% |
| 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 2023 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 2023

#### Biggest negative difference from comparator

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Section | You in  2023 | Difference | Comparator average in 2023 |
| The workload I have is appropriate for the job that I do | Workload | 56% | -8% | 64% |
| I have enough time to do my job effectively | Workload | 51% | -8% | 59% |
| All levels of my organisation are involved in the prevention of stress | Safety climate | 50% | -7% | 57% |
| My manager gives me feedback that helps me improve my performance | Manager support | 70% | -7% | 77% |
| I believe the recruitment processes in my organisation are fair | Organisational integrity | 57% | -6% | 64% |
| My organisation has effective procedures in place to support employees who may experience stress | Safety climate | 55% | -6% | 61% |
| I am satisfied with the opportunities to progress in my organisation | Learning and development | 49% | -6% | 55% |
| Senior leaders show support for stress prevention through involvement and commitment | Safety climate | 53% | -6% | 59% |
| In my workplace, there is good communication about psychological safety issues that affect me | Safety climate | 60% | -5% | 65% |
| My workgroup uses its resources well | Quality service delivery | 68% | -5% | 73% |
| 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 2023 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 2023

#### Your 2023 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 | 12% | 0% | 34% | 54% |
| My organisation has made improvements based on the survey results from last year | 9% | 28% | 29% | 34% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| I believe my organisation will make improvements based on the results of this survey | 51% | 54% |
| My organisation has made improvements based on the survey results from last year | Not asked | 34% |
| End of table |  |  |

##### Comparator results 2023

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I believe my organisation will make improvements based on the results of this survey | 54% | 34% | 56% | 72% |
| My organisation has made improvements based on the survey results from last year | 34% | 23% | 38% | 55% |
| 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 2023 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 2023

#### Your 2023 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| Senior leaders model my organisation's values | 6% | 1% | 12% | 81% |
| Senior leaders provide clear strategy and direction | 7% | 1% | 15% | 78% |
| Senior leaders demonstrate honesty and integrity | 5% | 1% | 17% | 77% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| Senior leaders model my organisation's values | 76% | 81% |
| Senior leaders provide clear strategy and direction | 76% | 78% |
| Senior leaders demonstrate honesty and integrity | 75% | 77% |
| End of table |  |  |

##### Comparator results 2023

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| Senior leaders model my organisation's values | 81% | 52% | 71% | 87% |
| Senior leaders provide clear strategy and direction | 78% | 36% | 65% | 83% |
| Senior leaders demonstrate honesty and integrity | 77% | 52% | 70% | 84% |
| End of table |  |  |  |  |

# Organisation climate

## Contents

Results included in this section:

* Scorecard: organisational climate
* Organisational integrity
* Collaboration
* 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 2023

#### Your 2023 results

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| Collaboration | 80% | 82% |
| Organisational integrity | 74% | 76% |
| Safety climate | 68% | 64% |
| End of table |  |  |

##### Comparator and public sector results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| Collaboration | 82% | 76% | 72% |
| Organisational integrity | 76% | 73% | 66% |
| Safety climate | 64% | 67% | 57% |
| 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 2023 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 2023

#### Your 2023 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My organisation is committed to earning a high level of public trust | 0% | 0% | 4% | 96% |
| My organisation encourages respectful workplace behaviours | 2% | 0% | 3% | 94% |
| My organisation encourages employees to act in ways that are consistent with human rights | 2% | 0% | 4% | 93% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 6% | 2% | 9% | 83% |
| My organisation does not tolerate improper conduct | 8% | 1% | 9% | 82% |
| I believe the recruitment processes in my organisation are fair | 18% | 5% | 20% | 57% |
| I have an equal chance at promotion in my organisation | 22% | 0% | 27% | 51% |
| I believe the promotion processes in my organisation are fair | 17% | 8% | 27% | 48% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| My organisation is committed to earning a high level of public trust | 95% | 96% |
| My organisation encourages respectful workplace behaviours | 92% | 94% |
| My organisation encourages employees to act in ways that are consistent with human rights | 91% | 93% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 79% | 83% |
| My organisation does not tolerate improper conduct | 87% | 82% |
| I believe the recruitment processes in my organisation are fair | 54% | 57% |
| I have an equal chance at promotion in my organisation | 46% | 51% |
| I believe the promotion processes in my organisation are fair | 46% | 48% |
| End of table |  |  |

##### Comparator results 2023

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My organisation is committed to earning a high level of public trust | 96% | 61% | 88% | 97% |
| My organisation encourages respectful workplace behaviours | 94% | 75% | 89% | 97% |
| My organisation encourages employees to act in ways that are consistent with human rights | 93% | 77% | 88% | 95% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 83% | 61% | 78% | 87% |
| My organisation does not tolerate improper conduct | 82% | 65% | 78% | 87% |
| I believe the recruitment processes in my organisation are fair | 57% | 36% | 64% | 74% |
| I have an equal chance at promotion in my organisation | 51% | 42% | 53% | 63% |
| I believe the promotion processes in my organisation are fair | 48% | 37% | 47% | 58% |
| 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 2023 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 2023

#### Your 2023 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% | 8% | 90% |
| Workgroups across my organisation willingly share information with each other | 9% | 0% | 16% | 74% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| I am able to work effectively with others outside my immediate workgroup | 89% | 90% |
| Workgroups across my organisation willingly share information with each other | 71% | 74% |
| End of table |  |  |

##### Comparator results 2023

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I am able to work effectively with others outside my immediate workgroup | 90% | 75% | 87% | 93% |
| Workgroups across my organisation willingly share information with each other | 74% | 49% | 65% | 76% |
| 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 2023 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 2023

#### Your 2023 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My organisation provides a physically safe work environment | 2% | 0% | 2% | 96% |
| Senior leaders consider the psychological health of employees to be as important as productivity | 14% | 0% | 17% | 68% |
| In my workplace, there is good communication about psychological safety issues that affect me | 12% | 0% | 28% | 60% |
| My organisation has effective procedures in place to support employees who may experience stress | 14% | 8% | 23% | 55% |
| Senior leaders show support for stress prevention through involvement and commitment | 17% | 0% | 30% | 53% |
| All levels of my organisation are involved in the prevention of stress | 20% | 0% | 30% | 50% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| My organisation provides a physically safe work environment | 95% | 96% |
| Senior leaders consider the psychological health of employees to be as important as productivity | 65% | 68% |
| In my workplace, there is good communication about psychological safety issues that affect me | 67% | 60% |
| My organisation has effective procedures in place to support employees who may experience stress | 61% | 55% |
| Senior leaders show support for stress prevention through involvement and commitment | 60% | 53% |
| All levels of my organisation are involved in the prevention of stress | 61% | 50% |
| End of table |  |  |

##### Comparator results 2023

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My organisation provides a physically safe work environment | 96% | 78% | 93% | 99% |
| Senior leaders consider the psychological health of employees to be as important as productivity | 68% | 51% | 67% | 78% |
| In my workplace, there is good communication about psychological safety issues that affect me | 60% | 49% | 65% | 77% |
| My organisation has effective procedures in place to support employees who may experience stress | 55% | 42% | 61% | 75% |
| Senior leaders show support for stress prevention through involvement and commitment | 53% | 42% | 59% | 73% |
| All levels of my organisation are involved in the prevention of stress | 50% | 37% | 57% | 68% |
| 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 2023

#### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| Workgroup support | 82% | 85% |
| Quality service delivery | 79% | 79% |
| Safe to speak up | 78% | 79% |
| Innovation | 75% | 75% |
| End of table |  |  |

#### Benchmark results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| Workgroup support | 85% | 83% | 80% |
| Quality service delivery | 79% | 78% | 74% |
| Safe to speak up | 79% | 79% | 73% |
| Innovation | 75% | 76% | 68% |
| 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 2023 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 2023

#### Your 2023 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My workgroup provides high quality advice and services | 3% | 0% | 8% | 89% |
| My workgroup acts fairly and without bias | 7% | 0% | 11% | 81% |
| My workgroup has clear lines of responsibility | 9% | 0% | 11% | 80% |
| My workgroup uses its resources well | 13% | 1% | 18% | 68% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| My workgroup provides high quality advice and services | 91% | 89% |
| My workgroup acts fairly and without bias | 79% | 81% |
| My workgroup has clear lines of responsibility | 76% | 80% |
| My workgroup uses its resources well | 68% | 68% |
| End of table |  |  |

##### Comparator results 2023

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My workgroup provides high quality advice and services | 89% | 76% | 87% | 93% |
| My workgroup acts fairly and without bias | 81% | 61% | 80% | 88% |
| My workgroup has clear lines of responsibility | 80% | 65% | 74% | 78% |
| My workgroup uses its resources well | 68% | 62% | 73% | 84% |
| 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 2023 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 2023

#### Your 2023 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My workgroup learns from failures and mistakes | 10% | 0% | 13% | 77% |
| My workgroup is quick to respond to opportunities to do things better | 10% | 0% | 15% | 75% |
| My workgroup encourages employee creativity | 10% | 0% | 17% | 73% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| My workgroup learns from failures and mistakes | 77% | 77% |
| My workgroup is quick to respond to opportunities to do things better | 74% | 75% |
| My workgroup encourages employee creativity | 73% | 73% |
| End of table |  |  |

##### Comparator results 2023

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My workgroup learns from failures and mistakes | 77% | 65% | 77% | 87% |
| My workgroup is quick to respond to opportunities to do things better | 75% | 67% | 75% | 83% |
| My workgroup encourages employee creativity | 73% | 63% | 75% | 84% |
| 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 2023 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 2023

#### Your 2023 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| People in my workgroup treat each other with respect | 5% | 0% | 5% | 90% |
| People in my workgroup are politically impartial in their work | 3% | 2% | 10% | 84% |
| People in my workgroup work together effectively to get the job done | 5% | 0% | 11% | 84% |
| People in my workgroup are honest, open and transparent in their dealings | 6% | 0% | 10% | 83% |
| People in my workgroup appropriately manage conflicts of interest | 5% | 3% | 9% | 83% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| People in my workgroup treat each other with respect | 87% | 90% |
| People in my workgroup are politically impartial in their work | 78% | 84% |
| People in my workgroup work together effectively to get the job done | 85% | 84% |
| People in my workgroup are honest, open and transparent in their dealings | 81% | 83% |
| People in my workgroup appropriately manage conflicts of interest | 76% | 83% |
| End of table |  |  |

##### Comparator results 2023

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| People in my workgroup treat each other with respect | 90% | 78% | 89% | 94% |
| People in my workgroup are politically impartial in their work | 84% | 72% | 81% | 89% |
| People in my workgroup work together effectively to get the job done | 84% | 80% | 87% | 91% |
| People in my workgroup are honest, open and transparent in their dealings | 83% | 71% | 82% | 88% |
| People in my workgroup appropriately manage conflicts of interest | 83% | 66% | 78% | 88% |
| 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 2023 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 2023

#### Your 2023 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I feel safe to challenge inappropriate behaviour at work | 10% | 9% | 81% |
| People in my workgroup are able to bring up problems and tough issues | 8% | 14% | 78% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| I feel safe to challenge inappropriate behaviour at work | 80% | 81% |
| People in my workgroup are able to bring up problems and tough issues | 76% | 78% |
| End of table |  |  |

##### Comparator results 2023

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I feel safe to challenge inappropriate behaviour at work | 81% | 62% | 77% | 88% |
| People in my workgroup are able to bring up problems and tough issues | 78% | 73% | 80% | 88% |
| 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 2023

#### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| Meaningful work | 89% | 90% |
| Flexible working | 90% | 90% |
| Manager leadership | 88% | 90% |
| Job enrichment | 88% | 88% |
| Manager support | 77% | 78% |
| Learning and development | 64% | 62% |
| Workload | 53% | 54% |
| End of table |  |  |

#### Benchmark results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| Meaningful work | 90% | 91% | 87% |
| Flexible working | 90% | 84% | 79% |
| Manager leadership | 90% | 88% | 86% |
| Job enrichment | 88% | 87% | 83% |
| Manager support | 78% | 80% | 77% |
| Learning and development | 62% | 64% | 58% |
| Workload | 54% | 62% | 58% |
| 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 2023 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 2023

#### Your 2023 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| My manager models my organisation’s values | 5% | 5% | 90% |
| My manager treats employees with dignity and respect | 5% | 5% | 90% |
| My manager demonstrates honesty and integrity | 5% | 6% | 89% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| My manager models my organisation’s values | 87% | 90% |
| My manager treats employees with dignity and respect | 90% | 90% |
| My manager demonstrates honesty and integrity | 88% | 89% |
| End of table |  |  |

##### Comparator results 2023

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My manager models my organisation’s values | 90% | 76% | 86% | 94% |
| My manager treats employees with dignity and respect | 90% | 75% | 89% | 95% |
| My manager demonstrates honesty and integrity | 89% | 74% | 88% | 94% |
| 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 2023 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 2023

#### Your 2023 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My manager listens to what I have to say | 6% | 0% | 9% | 86% |
| I can discuss problems or issues with my manager | 7% | 0% | 9% | 84% |
| My manager provides me with enough support when I need it | 7% | 0% | 10% | 84% |
| My manager gives me feedback that helps me improve my performance | 9% | 0% | 20% | 70% |
| I receive meaningful recognition when I do good work | 15% | 0% | 17% | 69% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| My manager listens to what I have to say | 83% | 86% |
| I can discuss problems or issues with my manager | 85% | 84% |
| My manager provides me with enough support when I need it | 83% | 84% |
| My manager gives me feedback that helps me improve my performance | 71% | 70% |
| I receive meaningful recognition when I do good work | 63% | 69% |
| End of table |  |  |

##### Comparator results 2023

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My manager listens to what I have to say | 86% | 76% | 86% | 91% |
| I can discuss problems or issues with my manager | 84% | 79% | 86% | 91% |
| My manager provides me with enough support when I need it | 84% | 72% | 83% | 89% |
| My manager gives me feedback that helps me improve my performance | 70% | 63% | 77% | 83% |
| I receive meaningful recognition when I do good work | 69% | 56% | 68% | 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 2023 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 2023

#### Your 2023 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| The workload I have is appropriate for the job that I do | 24% | 20% | 56% |
| I have enough time to do my job effectively | 26% | 23% | 51% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| The workload I have is appropriate for the job that I do | 55% | 56% |
| I have enough time to do my job effectively | 52% | 51% |
| End of table |  |  |

##### Comparator results 2023

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| The workload I have is appropriate for the job that I do | 56% | 51% | 64% | 76% |
| I have enough time to do my job effectively | 51% | 43% | 59% | 70% |
| 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 2023 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 2023

#### Your 2023 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I am developing and learning in my role | 8% | 15% | 77% |
| I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 19% | 19% | 62% |
| My organisation places a high priority on the learning and development of staff | 15% | 23% | 62% |
| I am satisfied with the opportunities to progress in my organisation | 26% | 25% | 49% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| I am developing and learning in my role | 76% | 77% |
| I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 63% | 62% |
| My organisation places a high priority on the learning and development of staff | 68% | 62% |
| I am satisfied with the opportunities to progress in my organisation | 48% | 49% |
| End of table |  |  |

##### Comparator results 2023

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I am developing and learning in my role | 77% | 67% | 78% | 84% |
| I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 62% | 43% | 61% | 74% |
| My organisation places a high priority on the learning and development of staff | 62% | 38% | 62% | 83% |
| I am satisfied with the opportunities to progress in my organisation | 49% | 39% | 55% | 62% |
| 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 2023 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 2023

#### Your 2023 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I can use my skills and knowledge in my job | 2% | 3% | 94% |
| I understand how my job helps my organisation achieve its goals | 1% | 4% | 94% |
| I clearly understand what I am expected to do in this job | 2% | 8% | 90% |
| I have a say in how I do my work | 5% | 13% | 82% |
| I have the authority to do my job effectively | 7% | 12% | 81% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| I can use my skills and knowledge in my job | 93% | 94% |
| I understand how my job helps my organisation achieve its goals | 94% | 94% |
| I clearly understand what I am expected to do in this job | 88% | 90% |
| I have a say in how I do my work | 82% | 82% |
| I have the authority to do my job effectively | 80% | 81% |
| End of table |  |  |

##### Comparator results 2023

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I can use my skills and knowledge in my job | 94% | 85% | 93% | 97% |
| I understand how my job helps my organisation achieve its goals | 94% | 88% | 94% | 99% |
| I clearly understand what I am expected to do in this job | 90% | 80% | 86% | 91% |
| I have a say in how I do my work | 82% | 74% | 83% | 90% |
| I have the authority to do my job effectively | 81% | 68% | 81% | 87% |
| 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 2023 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 2023

#### Your 2023 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I can make a worthwhile contribution at work | 1% | 4% | 95% |
| I achieve something important through my work | 2% | 6% | 92% |
| 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 2022 | You in 2023 |
| I can make a worthwhile contribution at work | 95% | 95% |
| I achieve something important through my work | 90% | 92% |
| I get a sense of accomplishment from my work | 82% | 85% |
| End of table |  |  |

##### Comparator results 2023

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I can make a worthwhile contribution at work | 95% | 89% | 94% | 98% |
| I achieve something important through my work | 92% | 87% | 92% | 94% |
| I get a sense of accomplishment from my work | 85% | 75% | 86% | 90% |
| 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 2023 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 2023

#### Your 2023 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| My manager supports working flexibly | 3% | 5% | 92% |
| I am confident that if I requested a flexible work arrangement, it would be given due consideration | 4% | 8% | 88% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| My manager supports working flexibly | 93% | 92% |
| I am confident that if I requested a flexible work arrangement, it would be given due consideration | 87% | 88% |
| End of table |  |  |

##### Comparator results 2023

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My manager supports working flexibly | 92% | 71% | 87% | 95% |
| I am confident that if I requested a flexible work arrangement, it would be given due consideration | 88% | 58% | 80% | 95% |
| 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 2023

#### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| Responsiveness | 91% | 89% |
| Respect | 86% | 89% |
| Human rights | 85% | 88% |
| Leadership | 82% | 86% |
| Integrity | 83% | 84% |
| Impartiality | 79% | 83% |
| Accountability | 80% | 82% |
| End of table |  |  |

#### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| Responsiveness | 89% | 87% | 81% |
| Respect | 89% | 86% | 81% |
| Human rights | 88% | 82% | 83% |
| Leadership | 86% | 78% | 74% |
| Integrity | 84% | 80% | 75% |
| Impartiality | 83% | 81% | 78% |
| Accountability | 82% | 78% | 74% |
| 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 2023 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 2023

#### Your 2023 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My workgroup provides high quality advice and services | 3% | 0% | 8% | 89% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| My workgroup provides high quality advice and services | 91% | 89% |
| End of table |  |  |

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My workgroup provides high quality advice and services | 89% | 76% | 87% | 93% |
| 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 2023 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 2023

#### Your 2023 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My organisation is committed to earning a high level of public trust | 0% | 0% | 4% | 96% |
| My manager demonstrates honesty and integrity | 5% | 0% | 6% | 89% |
| People in my workgroup are honest, open and transparent in their dealings | 6% | 0% | 10% | 83% |
| People in my workgroup appropriately manage conflicts of interest | 5% | 3% | 9% | 83% |
| My organisation does not tolerate improper conduct | 8% | 1% | 9% | 82% |
| I feel safe to challenge inappropriate behaviour at work | 10% | 0% | 9% | 81% |
| Senior leaders demonstrate honesty and integrity | 5% | 1% | 17% | 77% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| My organisation is committed to earning a high level of public trust | 95% | 96% |
| My manager demonstrates honesty and integrity | 88% | 89% |
| People in my workgroup are honest, open and transparent in their dealings | 81% | 83% |
| People in my workgroup appropriately manage conflicts of interest | 76% | 83% |
| My organisation does not tolerate improper conduct | 87% | 82% |
| I feel safe to challenge inappropriate behaviour at work | 80% | 81% |
| Senior leaders demonstrate honesty and integrity | 75% | 77% |
| End of table |  |  |

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My organisation is committed to earning a high level of public trust | 96% | 61% | 88% | 97% |
| My manager demonstrates honesty and integrity | 89% | 74% | 88% | 94% |
| People in my workgroup are honest, open and transparent in their dealings | 83% | 71% | 82% | 88% |
| People in my workgroup appropriately manage conflicts of interest | 83% | 66% | 78% | 88% |
| My organisation does not tolerate improper conduct | 82% | 65% | 78% | 87% |
| I feel safe to challenge inappropriate behaviour at work | 81% | 62% | 77% | 88% |
| Senior leaders demonstrate honesty and integrity | 77% | 52% | 70% | 84% |
| 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 2023 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 2023

#### Your 2023 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| People in my workgroup are politically impartial in their work | 3% | 2% | 10% | 84% |
| My workgroup acts fairly and without bias | 7% | 0% | 11% | 81% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| People in my workgroup are politically impartial in their work | 78% | 84% |
| My workgroup acts fairly and without bias | 79% | 81% |
| End of table |  |  |

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| People in my workgroup are politically impartial in their work | 84% | 72% | 81% | 89% |
| My workgroup acts fairly and without bias | 81% | 61% | 80% | 88% |
| 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 2023 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 2023

#### Your 2023 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| I understand how my job helps my organisation achieve its goals | 1% | 0% | 4% | 94% |
| I clearly understand what I am expected to do in this job | 2% | 0% | 8% | 90% |
| My workgroup has clear lines of responsibility | 9% | 0% | 11% | 80% |
| Senior leaders provide clear strategy and direction | 7% | 1% | 15% | 78% |
| My workgroup uses its resources well | 13% | 1% | 18% | 68% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| I understand how my job helps my organisation achieve its goals | 94% | 94% |
| I clearly understand what I am expected to do in this job | 88% | 90% |
| My workgroup has clear lines of responsibility | 76% | 80% |
| Senior leaders provide clear strategy and direction | 76% | 78% |
| My workgroup uses its resources well | 68% | 68% |
| End of table |  |  |

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I understand how my job helps my organisation achieve its goals | 94% | 88% | 94% | 99% |
| I clearly understand what I am expected to do in this job | 90% | 80% | 86% | 91% |
| My workgroup has clear lines of responsibility | 80% | 65% | 74% | 78% |
| Senior leaders provide clear strategy and direction | 78% | 36% | 65% | 83% |
| My workgroup uses its resources well | 68% | 62% | 73% | 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 2023 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 2023

#### Your 2023 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My organisation encourages respectful workplace behaviours | 2% | 0% | 3% | 94% |
| My manager treats employees with dignity and respect | 5% | 0% | 5% | 90% |
| People in my workgroup treat each other with respect | 5% | 0% | 5% | 90% |
| My manager listens to what I have to say | 6% | 0% | 9% | 86% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 6% | 2% | 9% | 83% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| My organisation encourages respectful workplace behaviours | 92% | 94% |
| My manager treats employees with dignity and respect | 90% | 90% |
| People in my workgroup treat each other with respect | 87% | 90% |
| My manager listens to what I have to say | 83% | 86% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 79% | 83% |
| End of table |  |  |

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My organisation encourages respectful workplace behaviours | 94% | 75% | 89% | 97% |
| My manager treats employees with dignity and respect | 90% | 75% | 89% | 95% |
| People in my workgroup treat each other with respect | 90% | 78% | 89% | 94% |
| My manager listens to what I have to say | 86% | 76% | 86% | 91% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 83% | 61% | 78% | 87% |
| 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 2023 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 2023

#### Your 2023 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My manager models my organisation’s values | 5% | 0% | 5% | 90% |
| Senior leaders model my organisation's values | 6% | 1% | 12% | 81% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| My manager models my organisation’s values | 87% | 90% |
| Senior leaders model my organisation's values | 76% | 81% |
| End of table |  |  |

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My manager models my organisation’s values | 90% | 76% | 86% | 94% |
| Senior leaders model my organisation's values | 81% | 52% | 71% | 87% |
| 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 2023 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 2023

#### Your 2023 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 | 2% | 0% | 4% | 93% |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | 3% | 0% | 14% | 82% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| My organisation encourages employees to act in ways that are consistent with human rights | 91% | 93% |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | 79% | 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 | 93% | 77% | 88% | 95% |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | 82% | 61% | 75% | 89% |
| End of table |  |  |  |  |

# Topical questions

## Contents

Results included in this section:

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

## Topical questions

### What is this

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

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

### Why is this important

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

### How to read this

Under ‘Your 2023 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 2023

#### Your 2023 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My organisation would support me if I needed to take family violence leave | 0% | 4% | 4% | 91% |
| My organisation uses inclusive and respectful images and language | 2% | 0% | 7% | 91% |
| In my workgroup work is allocated fairly, regardless of gender | 8% | 0% | 8% | 84% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| My organisation would support me if I needed to take family violence leave | Not asked | 91% |
| My organisation uses inclusive and respectful images and language | Not asked | 91% |
| In my workgroup work is allocated fairly, regardless of gender | Not asked | 84% |
| End of table |  |  |

##### Organisation results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My organisation would support me if I needed to take family violence leave | 91% | 77% | 89% | 96% |
| My organisation uses inclusive and respectful images and language | 91% | 72% | 87% | 94% |
| In my workgroup work is allocated fairly, regardless of gender | 84% | 69% | 85% | 89% |
| End of table |  |  |  |  |

## Topical questions

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2023 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 2023

#### Your 2023 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| I understand how the Code of Conduct for Victorian public sector employees applies to my work | 2% | 2% | 6% | 91% |
| I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration | 4% | 9% | 15% | 73% |
| My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable) | 13% | 7% | 27% | 53% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| I understand how the Code of Conduct for Victorian public sector employees applies to my work | Not asked | 91% |
| I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration | Not asked | 73% |
| My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable) | Not asked | 53% |
| End of table |  |  |

##### Organisation results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I understand how the Code of Conduct for Victorian public sector employees applies to my work | 91% | 73% | 82% | 95% |
| I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration | 73% | 60% | 72% | 87% |
| My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable) | 53% | 43% | 54% | 62% |
| End of table |  |  |  |  |

# Custom questions

## Contents

Results included in this section:

* Questions requested by your organisation

## Custom questions

### What is this

Your organisation asked 6 custom questions as part of the 2023 survey.

### Why is this important

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

### How to read this

Under ‘Your 2023 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 2023

#### Your 2023 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| I actively contribute to Barwon Water being a safer work place through my mindset and actions. | 0% | 0% | 6% | 94% |
| People in my workgroup actively support diversity and inclusion in the workplace | 2% | 1% | 9% | 88% |
| I have the flexibility I need to manage my work and non-work activities and responsibilities | 3% | 0% | 9% | 88% |
| The Barwon Water Group is committed to supporting our people to be healthy, safe and resilient through our health, safety & wellbeing initiatives. | 3% | 0% | 13% | 85% |
| Barwon Water values individual differences. | 6% | 0% | 14% | 80% |
| Barwon Water celebrates individual differences. | 6% | 0% | 19% | 75% |
| End of table |  |  |  |  |

##### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2022 | You in 2023 |
| I actively contribute to Barwon Water being a safer work place through my mindset and actions. | Not asked | 94% |
| People in my workgroup actively support diversity and inclusion in the workplace | Not asked | 88% |
| I have the flexibility I need to manage my work and non-work activities and responsibilities | Not asked | 88% |
| The Barwon Water Group is committed to supporting our people to be healthy, safe and resilient through our health, safety & wellbeing initiatives. | Not asked | 85% |
| Barwon Water values individual differences. | Not asked | 80% |
| Barwon Water celebrates individual differences. | Not asked | 75% |
| 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 employee experience results when fewer than 10 people in a demographic group have responded to the survey
* don’t release employee experience results for demographic groups where organisations have fewer than 30 responses in total.

### Results 2023

#### Age

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| 15-34 years | 20% | 58 |
| 35-54 years | 56% | 159 |
| 55+ years | 13% | 36 |
| Prefer not to say | 12% | 33 |
| End of table |  |  |

#### How would you describe your gender?

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Man | 49% | 140 |
| Woman | 37% | 106 |
| Prefer not to say | 14% | 39 |
| Non-binary and I use a different term | 0% | 1 |
| End of table |  |  |

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Yes | 1% | 2 |
| No | 87% | 250 |
| Prefer not to say | 12% | 34 |
| End of table |  |  |

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| No | 87% | 248 |
| Don't know | 3% | 10 |
| Prefer not to say | 10% | 28 |
| End of table |  |  |

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Straight (heterosexual) | 74% | 212 |
| Prefer not to say | 16% | 45 |
| Bisexual | 3% | 10 |
| Gay or lesbian | 3% | 8 |
| Don't know | 1% | 4 |
| Asexual | 1% | 3 |
| Pansexual | 1% | 2 |
| I use a different term | 1% | 2 |
| 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 employee experience results when fewer than 10 people in a demographic group have responded to the survey
* don’t release employee experience results for demographic groups where organisations have fewer than 30 responses in total.

### Results 2023

#### Aboriginal and/or Torres Strait Islander

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Yes | 3% | 8 |
| Non Aboriginal and/or Torres Strait Islander | 90% | 257 |
| Prefer not to say | 7% | 21 |
| 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 employee experience results when fewer than 10 people in a demographic group have responded to the survey
* don’t release employee experience results for demographic groups where organisations have fewer than 30 responses in total.

### Results 2023

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Yes | 9% | 25 |
| No | 84% | 239 |
| Prefer not to say | 8% | 22 |
| 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 | 72% | 18 |
| No | 24% | 6 |
| Prefer not to say | 4% | 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 employee experience results when fewer than 10 people in a demographic group have responded to the survey
* don’t release employee experience results for demographic groups where organisations have fewer than 30 responses in total.

### Results 2023

#### Country of birth

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Born in Australia | 83% | 236 |
| Not born in Australia | 10% | 28 |
| Prefer not to say | 8% | 22 |
| End of table |  |  |

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Yes | 10% | 30 |
| No | 82% | 234 |
| Prefer not to say | 8% | 22 |
| 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 | 33% | 10 |
| Italian | 13% | 4 |
| Hindi | 10% | 3 |
| Mandarin | 10% | 3 |
| Cantonese | 7% | 2 |
| Greek | 7% | 2 |
| Spanish | 7% | 2 |
| Tagalog | 7% | 2 |
| Australian Indigenous Language | 3% | 1 |
| Filipino | 3% | 1 |
| Gujarati | 3% | 1 |
| Macedonian | 3% | 1 |
| Telugu | 3% | 1 |
| Turkish | 3% | 1 |
| Urdu | 3% | 1 |
| End of table |  |  |

#### Cultural identity

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Australian | 77% | 221 |
| English, Irish, Scottish and/or Welsh | 11% | 31 |
| European (including Western, Eastern and South-Eastern Europe, and Scandinavia) | 10% | 29 |
| Prefer not to say | 7% | 21 |
| East and/or South-East Asian | 2% | 7 |
| Aboriginal and/or Torres Strait Islander | 2% | 6 |
| South Asian | 1% | 4 |
| New Zealander | 0% | 1 |
| North American | 0% | 1 |
| Other | 0% | 1 |
| Middle Eastern | 0% | 1 |
| End of table |  |  |

#### Religion

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| No religion | 57% | 164 |
| Christianity | 24% | 68 |
| Prefer not to say | 13% | 38 |
| Other | 3% | 9 |
| Hinduism | 1% | 3 |
| Buddhism | 1% | 2 |
| Islam | 1% | 2 |
| 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 employee experience results when fewer than 10 people in a demographic group have responded to the survey
* don’t release employee experience results for demographic groups where organisations have fewer than 30 responses in total.

### Results 2023

#### Working arrangement

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Full-Time | 86% | 245 |
| Part-Time | 14% | 41 |
| End of table |  |  |

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Prefer not to say | 11% | 30 |
| Below $80k | 14% | 37 |
| $80k to $120k | 45% | 124 |
| $120k to $160k | 24% | 65 |
| $160k to $200k | 2% | 5 |
| $200k or more | 4% | 12 |
| End of table |  |  |

#### Organisational tenure

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| <1 year | 14% | 39 |
| 1 to less than 2 years | 9% | 26 |
| 2 to less than 5 years | 23% | 67 |
| 5 to less than 10 years | 17% | 49 |
| 10 to less than 20 years | 23% | 67 |
| More than 20 years | 13% | 38 |
| End of table |  |  |

#### Management responsibility

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Manager of other manager(s) | 9% | 26 |
| Other manager | 19% | 53 |
| Non-manager | 72% | 207 |
| End of table |  |  |

#### Employment type

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Ongoing and executive | 88% | 253 |
| Fixed term | 7% | 20 |
| Other | 5% | 13 |
| End of table |  |  |

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Large regional city | 88% | 252 |
| Rural | 8% | 22 |
| Melbourne: Suburbs | 3% | 10 |
| 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 | 75% | 214 |
| A frontline or service delivery location | 13% | 36 |
| Home or private location | 66% | 189 |
| A shared office space (where two or more organisations share the same workspace e.g. Gov hubs, suburban hubs etc.) | 3% | 9 |
| Other | 2% | 7 |
| End of table |  |  |

#### Flexible work

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Working from an alternative location (e.g. home, hub/shared work space) | 51% | 147 |
| Flexible start and finish times | 45% | 129 |
| Working more hours over fewer days | 33% | 95 |
| No, I do not use any flexible work arrangements | 18% | 51 |
| Purchased leave | 13% | 36 |
| Part-time | 10% | 30 |
| Using leave to work flexible hours | 7% | 19 |
| Other | 2% | 6 |
| Study leave | 2% | 6 |
| Shift swap | 1% | 4 |
| Job sharing | 1% | 2 |
| 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 employee experience results when fewer than 10 people in a demographic group have responded to the survey
* don’t release employee experience results for demographic groups where organisations have fewer than 30 responses in total.

### Results 2023

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| No, I have not requested adjustments | 63% | 180 |
| Flexible working arrangements | 35% | 99 |
| Career development support strategies | 4% | 12 |
| Physical modifications or improvements to the workplace | 3% | 9 |
| Job redesign or role sharing | 1% | 3 |
| Accessible communications technologies | 1% | 3 |
| Other | 0% | 1 |
| End of table |  |  |

#### Why did you make this request?

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Work-life balance | 62% | 66 |
| Family responsibilities | 42% | 44 |
| Caring responsibilities | 37% | 39 |
| Health | 18% | 19 |
| Study commitments | 8% | 8 |
| Other | 8% | 8 |
| Disability | 5% | 5 |
| 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 | 92% | 97 |
| The adjustments I needed were made but the process was unsatisfactory | 7% | 7 |
| The adjustments I needed were not made | 2% | 2 |
| 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 employee experience results when fewer than 10 people in a demographic group have responded to the survey
* don’t release employee experience results for demographic groups where organisations have fewer than 30 responses in total.

### Results 2023

#### Caring responsibility

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| None of the above | 29% | 84 |
| Primary school aged child(ren) | 28% | 79 |
| Secondary school aged child(ren) | 21% | 59 |
| Prefer not to say | 11% | 31 |
| Child(ren) - younger than preschool age | 9% | 26 |
| Preschool aged child(ren) | 8% | 24 |
| Frail or aged person(s) | 8% | 24 |
| Person(s) with a mental illness | 7% | 19 |
| Person(s) with a medical condition | 6% | 17 |
| Person(s) with disability | 3% | 8 |
| Other | 3% | 8 |
| 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 employee experience results when fewer than 10 people in a demographic group have responded to the survey
* don’t release employee experience results for demographic groups where organisations have fewer than 30 responses in total.

### Results 2023

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Corporate | 38% | 109 |
| Assets | 25% | 71 |
| Operations | 16% | 46 |
| Customer Service | 12% | 33 |
| Sustainability | 9% | 27 |
| 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/data-and-research/about-the-people-matter-survey/)