People matter survey 2021

Have your say

Alexandra District Health
2021 people matter survey results report

Victorian Public Sector Commission

VICTORIA State Government

Report overview

About your report

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

Report contents

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

Comparing data in this report

Your organisation took part in the survey in 2019 but not 2020.

This means you'll be able to compare about 74% of this year's survey with your previous results.

Rounding of percentages

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

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

Survey questions and definitions

Download Survey questions: People matter survey 2021 (DOCX, 62KB) to see how we asked questions and defined concepts in the 2021 survey

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- Human rights

Demographics

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

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Report overview

Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

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Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

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

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

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

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Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Alpine Health

Beaufort and Skipton Health Service

Beechworth Health Service

Boort District Health

Casterton Memorial Hospital

Central Highlands Rural Health

Cohuna District Hospital

Corryong Health

East Wimmera Health Service

Edenhope and District Memorial Hospital

Great Ocean Road Health

Heathcote Health

Hesse Rural Health Service

Heywood Rural Health

Inglewood and Districts Health Service

Kerang District Health

Kilmore District Health

Kooweerup Regional Health Service

Maldon Hospital

Mallee Track Health and Community Service

Mansfield District Hospital

Moyne Health Services

NCN Health

Omeo District Health

Orbost Regional Health

Robinvale District Health Services

Rochester and Elmore District Health Service

Rural Northwest Health

Seymour Health

South Gippsland Hospital

Terang and Mortlake Health Service

Timboon and District Healthcare Service

Yarram and District Health Service

Yarrawonga Health

Yea and District Memorial Hospital

Report overview

Your response rate

What this is

This is how many staff in your organisation did the survey in 2021.

Why this is important

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

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

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

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

How to read this

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

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

2019	2021
69% (58)	76% (68)

2019			2021		
Comparator	54%		Comparator	51%	
Public Sector	46%		Public Sector	39%	

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2019	
69	
Comparator	73
Public Sector	67

2021	
64	
Comparator	73
Public Sector	70

People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 64.

Why this is important

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

How to read this

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

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
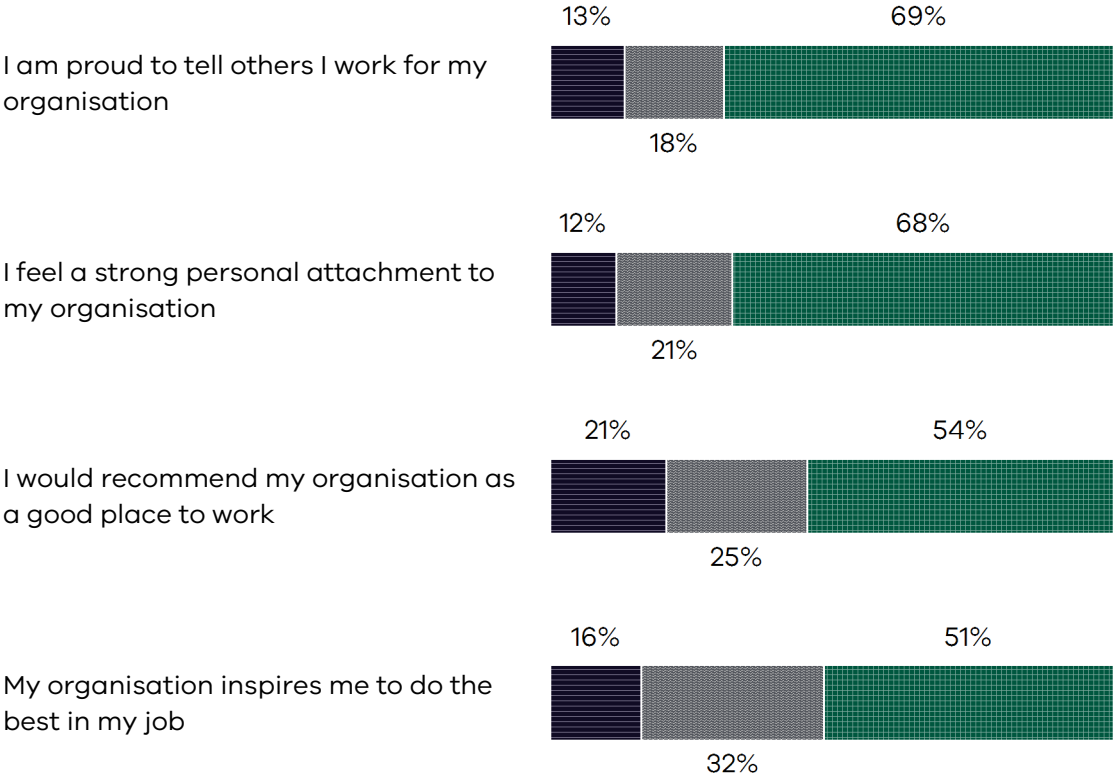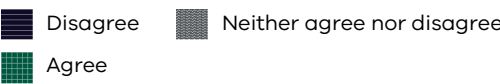
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

69% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to tell others I work for my organisation	13% / 18% / 69%	71 %	69 %	56 %	82 %	96 %
I feel a strong personal attachment to my organisation	12% / 21% / 68%	64 %	68 %	56 %	73 %	89 %
I would recommend my organisation as a good place to work	21% / 25% / 54%	72 %	54 %	40 %	76 %	95 %
My organisation inspires me to do the best in my job	16% / 32% / 51%	60 %	51 %	44 %	70 %	93 %

People outcomes

What this is

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

Your organisation's engagement index

Your 2021 index is 64.

Why this is important

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

How to read this

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

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

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

Example

50% of your staff who did the survey agreed or strongly agreed with 'My organisation motivates me to help achieve its objectives'.

Survey question

Your results

■ Disagree   ▦ Neither agree nor disagree

▦ Agree

My organisation motivates me to help achieve its objectives

13%   37%   50%
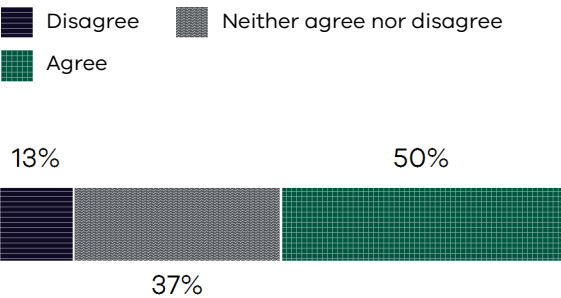
Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	62 %	50 %	50 %	70 %	93 %

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People outcomes

Scorecard: satisfaction, stress, intention to stay

What this is

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

There are more people outcomes scorecards throughout this report.

Why this is important

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

How to read this

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

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

Example

In 2021:

- 66% of your staff who did the survey responded positively to questions about Intention to stay which is down from 76% in 2019.

Compared to:

- 69% of staff at your comparator and 67% of staff across the public sector.

Chart legend: You 2019, You 2021, Comparator 2021, Public sector 2021

Intention to stay: 76%, 66%, 69%, 67%
Satisfaction: 72%, 59%, 70%, 63%
High to severe work related stress: 9%, 26%, 19%, 26%

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People outcomes

Satisfaction question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

76% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

Survey question	Your results	Benchmark agree results

Legend: Disagree · Neither agree nor disagree · Agree
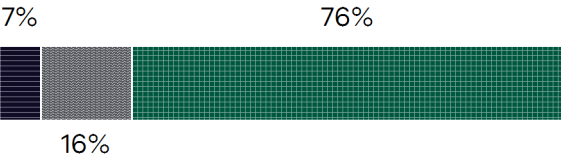
Survey question		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I enjoy the work in my current job	7% / 16% / 76%	86 %	76 %	66 %	83 %	94 %
I get a sense of accomplishment from my work	13% / 10% / 76%	86 %	76 %	70 %	84 %	95 %
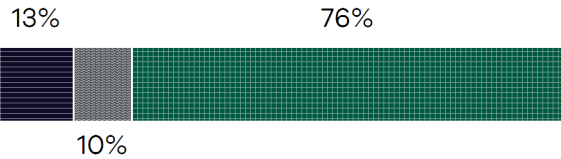
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People outcomes

Satisfaction question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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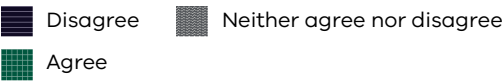
Example

66% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Legend: Dissatisfied | Neither satisfied nor dissatisfied | Satisfied

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Considering everything, how satisfied are you with your current job	15% / 19% / 66%	72 %	66 %	52 %	75 %	92 %
How satisfied are you with your career development within your current organisation	16% / 26% / 57%	67 %	57 %	50 %	65 %	84 %
How satisfied are you with the work-life balance in your current job	18% / 28% / 54%	76 %	54 %	53 %	71 %	89 %

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People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

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

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

The numbers below show the percentage of staff in your organisation who said they experienced high to severe stress in 2021 compared to 2019 and your comparator.

Example

26% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 19% of staff in your comparator group and 26% of staff across the public sector.

How would you rate your current level of work-related stress? (You 2021)

Category	Value
Nil	7%
Low / mild	38%
Moderate	28%
High	15%
Very high	7%
Severe	4%

Reported levels of high to severe stress

2019	2021
9%	26%

	2019		2021
Comparator	15%	Comparator	19%
Public Sector	22%	Public Sector	26%
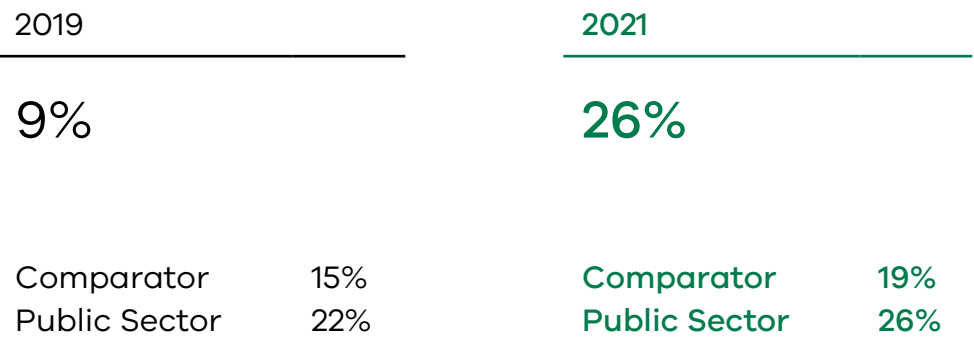
People outcomes

Work-related stress causes

What this is

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

Why this is important

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

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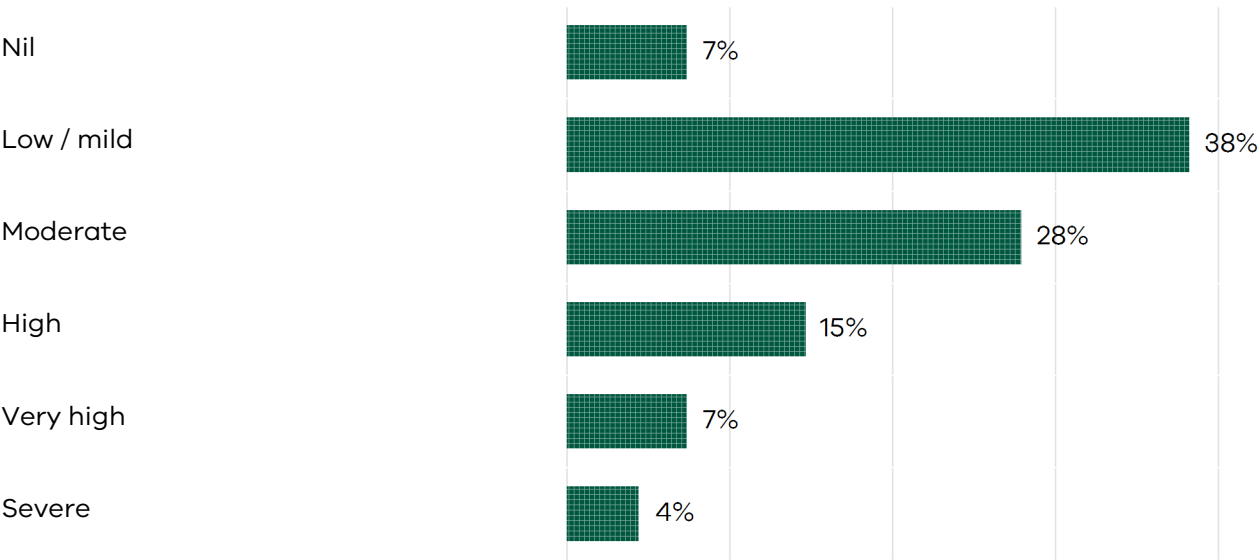
In the survey, we ask staff to tell us if they have experienced mild to severe stress at work, as shown in the visual above the table.

If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.
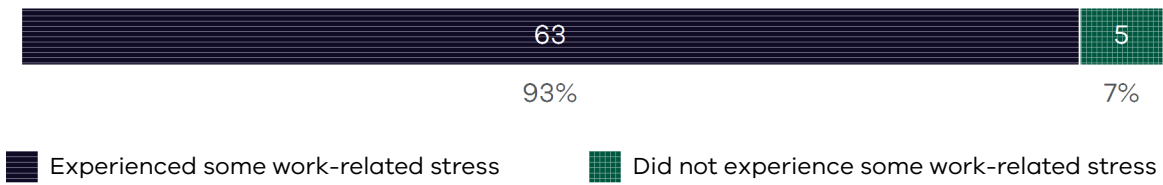
In descending order, the table shows the top 10 causes.

Example

93% of your staff who did the survey said they experienced mild to severe stress.

Of that 93%, 56% said the top reason was 'Workload'.

63	5
93%	7%

■ Experienced some work-related stress   ▨ Did not experience some work-related stress

Of those that experienced work related stress it was from …	You 2021	Comparator 2021	Public sector 2021
Workload	56%	50%	51%
Time pressure	41%	40%	42%
Other changes due to COVID-19	33%	24%	15%
Management of work (e.g. supervision, training, information, support)	17%	11%	13%
Work schedule or hours	17%	9%	8%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	14%	16%	12%
Unclear job expectations	14%	8%	11%
Organisation or workplace change	13%	8%	11%
Other	11%	10%	9%
Content, variety, or difficulty of work	8%	9%	12%

People outcomes

Intention to stay

What this is

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

Why this is important

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

How to read this

In the survey, we ask staff to tell us if they intend to leave their organisation, leave the sector or stay.

If they say they intend to leave, we ask them to tell us why they want to. They can select more than one reason.

In descending order, the table shows the top 10 reasons for leaving.

The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

Example

21% of your staff who did the survey said they intended to leave.

Of that 21%, 50% said it was from 'Excessive workload'.

What is your likely career plan for the next 2 years?

8	6	45
12%	9%	66%
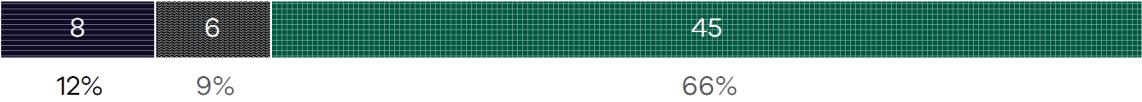
■ Leaving your organisation ▨ Leaving the sector ▧ Staying

Of those who indicated they're leaving your organisation (including leaving the sector) it was for ...	You 2021	Comparator 2021	Public sector 2021
Excessive workload	50%	21%	25%
Lack of confidence in senior leadership	50%	36%	34%
Limited recognition for doing a good job	43%	32%	32%
Limited flexible work arrangements for managing (e.g. family/caring commitments)	36%	8%	11%
Limited future career opportunities at my organisation	36%	29%	42%
Limited opportunities to gain further experience at my organisation	29%	29%	33%
Opportunity to broaden experience	29%	34%	40%
Lack of organisational stability	21%	17%	18%
Limited developmental/educational opportunities at my organisation	21%	22%	24%
Better location/reduced travel time	14%	21%	13%

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People outcomes

Scorecard: emotional effects of work

What this is

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

Why this is important

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

How to read this

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

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

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

Example

In 2021:

- 49% of your staff who did the survey said work made them feel happy in 2021, which is down from 60% in 2019

Compared to:

- 62% of staff at your comparator and 50% of staff across the public sector.

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

Legend: You 2019 | You 2021 | Comparator 2021 | Public sector 2021

Happy: 60%, 49%, 62%, 50%
Worried: 21%, 47%, 29%, 37%
Enthusiastic: 57%, 44%, 54%, 48%
Miserable: 3%, 28%, 16%, 19%
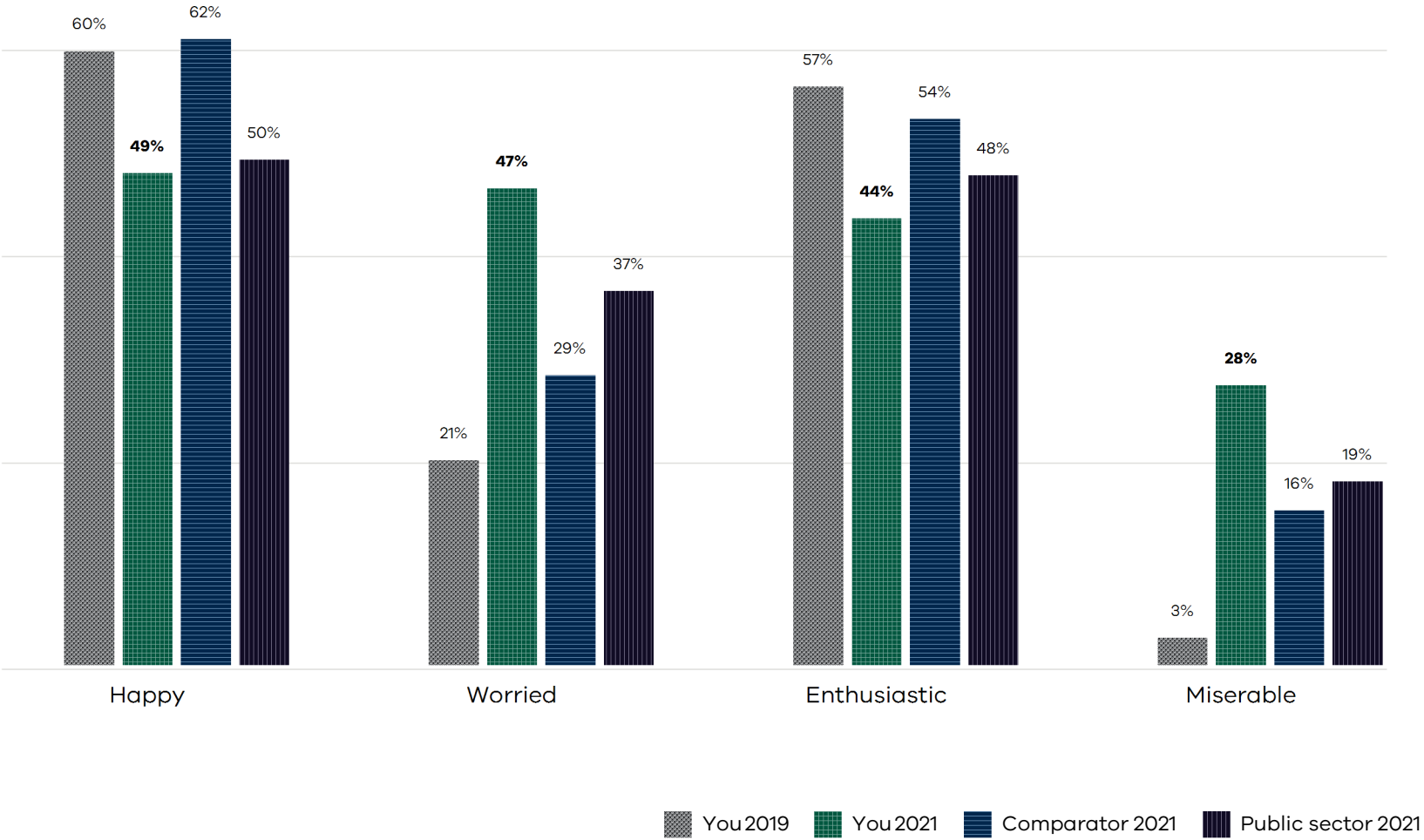
People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

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

Example

In 2021:

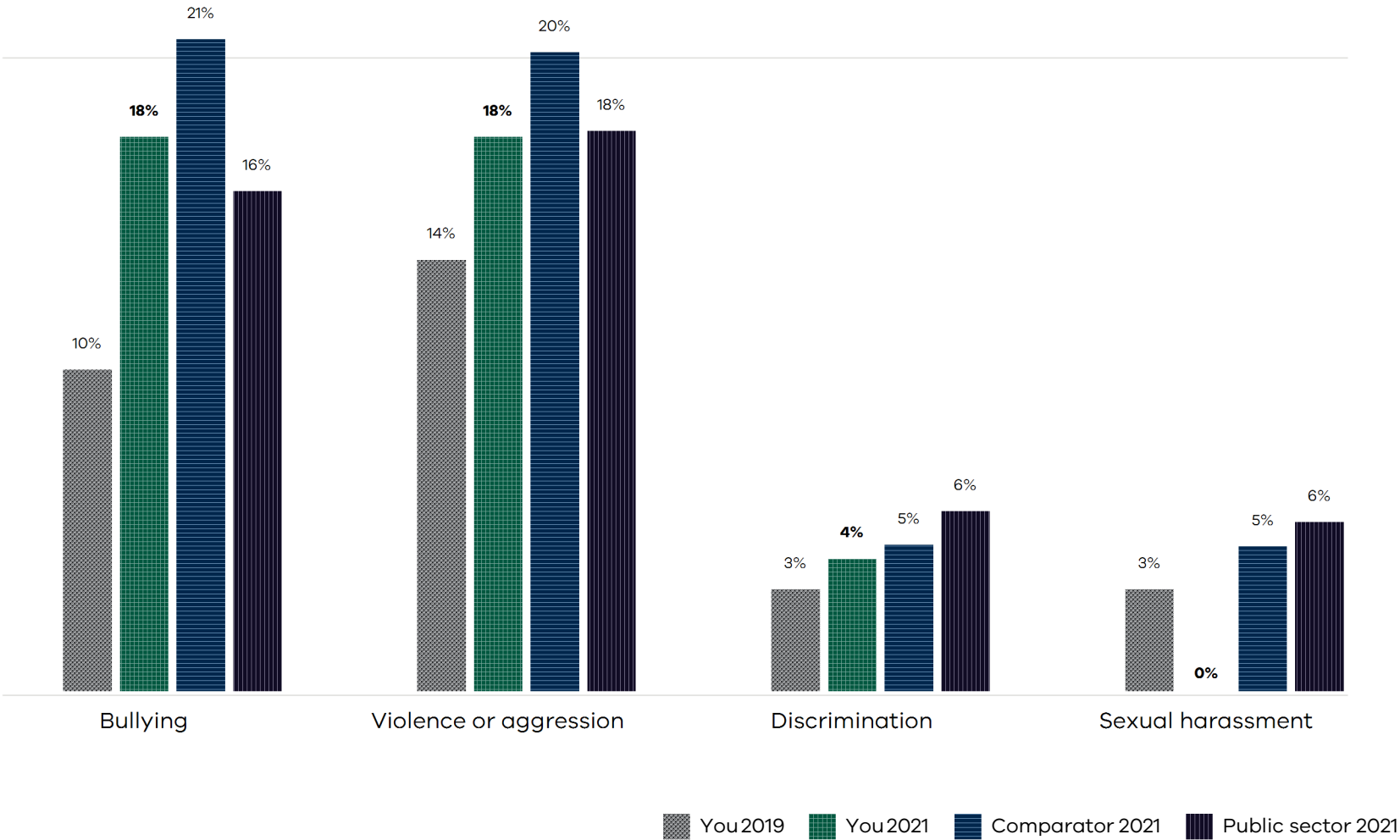- 18% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is up from 10% in 2019.

Compared to:

- 21% of staff at your comparator and 16% of staff across the public sector.

Legend: You 2019 | You 2021 | Comparator 2021 | Public sector 2021

People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

18% of your staff who did the survey said they experienced bullying.

Of that 18%, 58% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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

12	54	2
18%	79%	3%

■ Experienced bullying ■ Did not experience bullying ■ Not sure
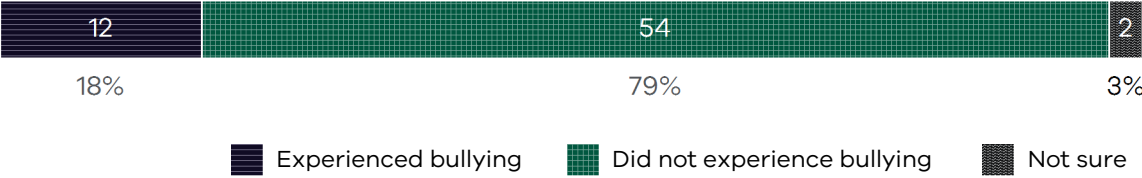
If you experienced bullying, what type of bullying did you experience?	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	58%	66%	69%
Exclusion or isolation	42%	40%	42%
Withholding essential information for me to do my job	42%	24%	27%
Intimidation and/or threats	33%	33%	32%
Verbal abuse	33%	21%	20%
Other	8%	12%	15%

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People outcomes

Telling someone about the bullying

What this is

This is if staff told someone when they experienced bullying.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

18% of your staff who did the survey said they experienced bullying, of which

- 67% said the top way they reported the bullying was 'Told a colleague'.

- 100% said they didn't submit a formal complaint.

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

12	54	2
18%	79%	3%

■ Experienced bullying   ▦ Did not experience bullying   ▨ Not sure
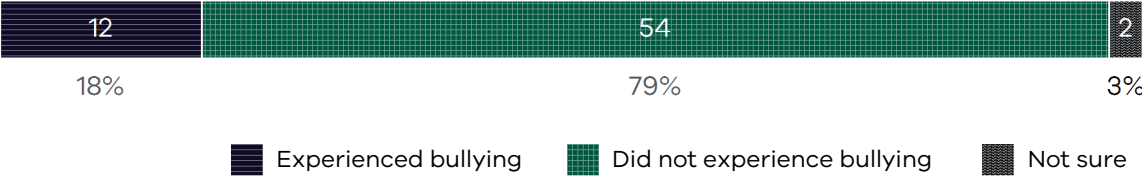
Did you tell anyone about the bullying?	You 2019	You 2021	Comparator 2021	Public sector 2021
Told a colleague	33%	67%	38%	42%
Told a manager	33%	50%	47%	47%
Told a friend or family member	83%	42%	28%	34%
Told employee assistance program (EAP) or peer support	0%	8%	7%	9%
Told someone else	17%	8%	12%	12%

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

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

- 50% said the top reason was 'I believed there would be negative consequences for my career'.

Did you submit a formal complaint?

	12
	100%

■ Submitted formal complaint ■ Did not submit a formal complaint
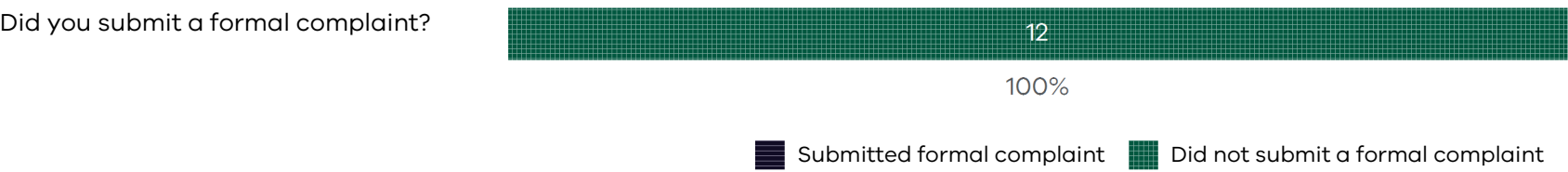
Please tell us why you did not submit a formal complaint?	You 2019	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my career	80%	50%	22%	40%
I believed there would be negative consequences for my reputation	60%	50%	42%	53%
I didn't think it would make a difference	60%	42%	46%	50%
I didn't feel safe to report the incident	0%	25%	12%	19%
I thought the complaint process would be embarrassing or difficult	0%	25%	7%	14%
Other	20%	25%	12%	12%
I didn't think it was serious enough	0%	8%	15%	16%

People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year's survey, 18% of your staff said they experienced bullying.

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

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

Each row is one perpetrator or group of perpetrators.

Example

18% of your staff who did the survey said they experienced bullying.

Of that 18%, 58% said it was by 'A more senior manager than my manager'.

12 people (18% of staff) experienced bullying (You 2021)

Perpetrator	Percentage
A more senior manager than my manager	58%
Colleague	42%
My immediate manager or supervisor	33%
Group of colleagues	8%
A volunteer with my organisation	0%
Client/ customer/ patient/ stakeholder	0%
Member of the public	0%
Member of your household	0%
Someone I supervise or manage	0%
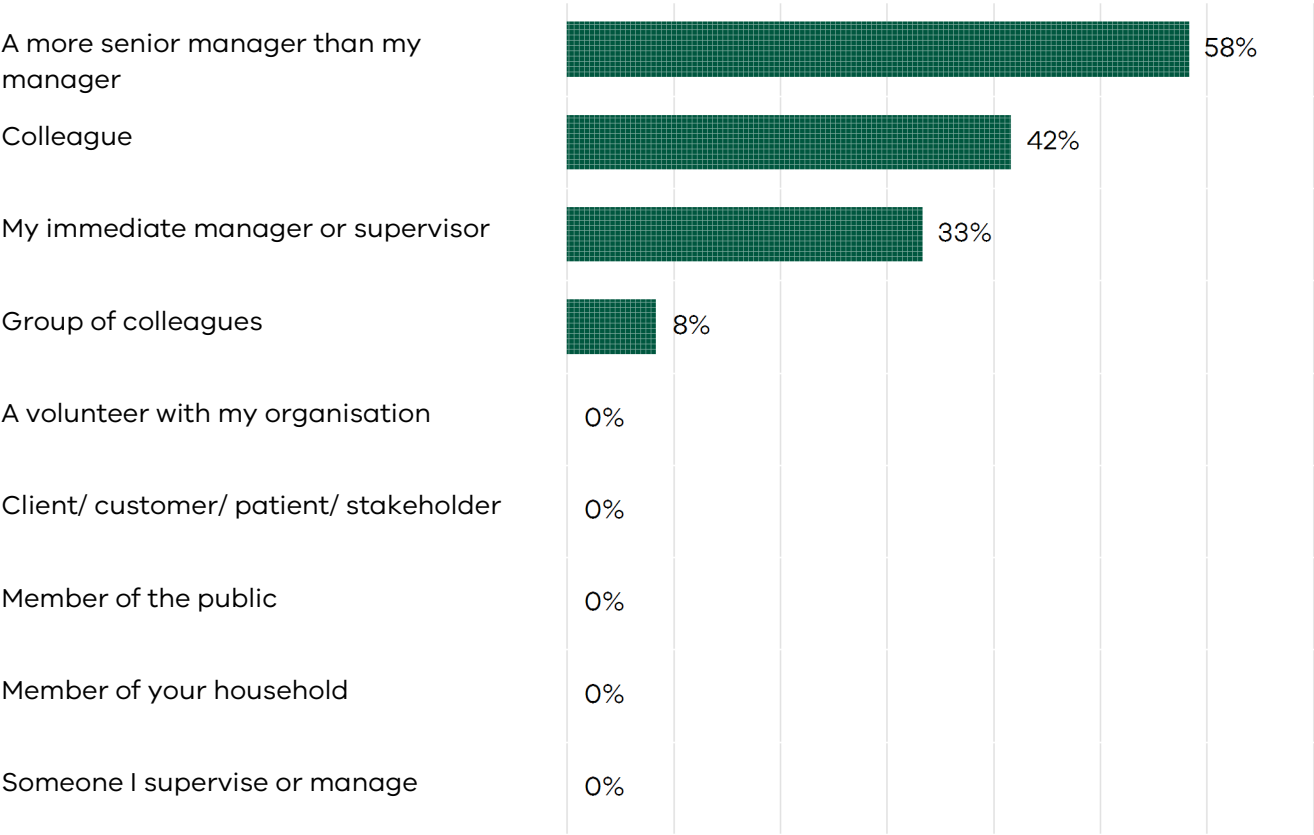
People outcomes

Frequency of bullying

What this is

This is how often staff experienced bullying.

Why this is important

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

How to read this

In this year's survey, 18% of your staff said they experienced bullying.

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

Example

18% of your staff who did the survey said they experienced bullying.

Of that 18%, 0% said it was 'At least once a day'.

How often have you experienced bullying? (You 2021)

Category	Value
At least once a day	0%
Once every few days	17%
Once a week	8%
Once a month	42%
Less than once a month	33%
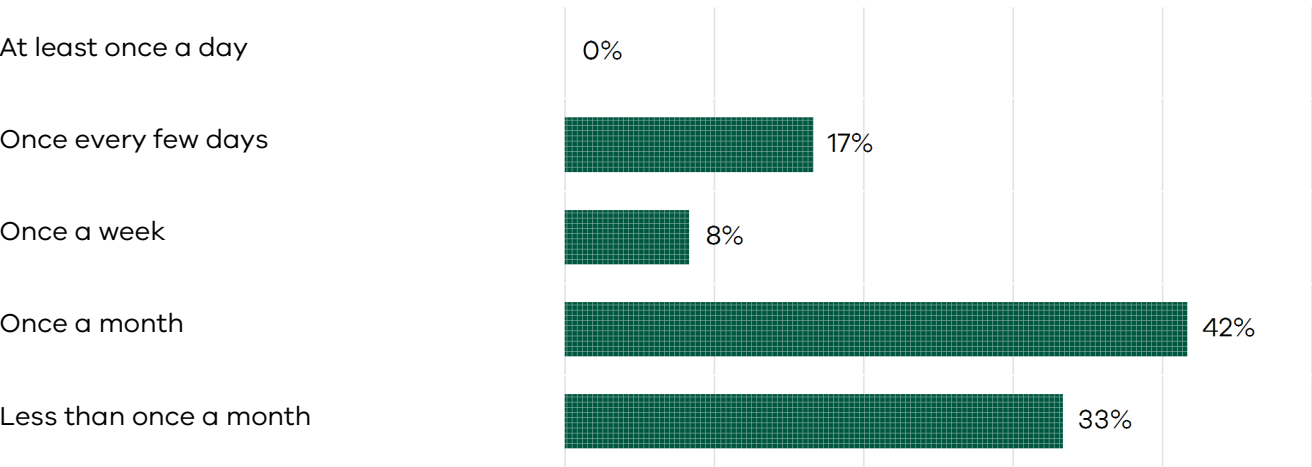
People outcomes

Discrimination

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

Negative behaviour

Violence and aggression

What this is

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

Why this is important

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

How to read this

In the survey, we asked staff to tell us if they'd experienced violence or aggression.

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

In descending order, the table shows the answers.

Example

18% of your staff who did the survey said they experienced violence or aggression.

Of that 18%, 75% said it was from 'Abusive language'.

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

12	52	4
18%	76%	6%

■ Experienced violence or aggression ■ Did not experience violence or aggression ▨ Not sure

If you experienced violence or aggression, what type did you experience?	You 2021	Comparator 2021	Public sector 2021
Abusive language	75%	74%	81%
Intimidating behaviour	75%	52%	69%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	17%	35%	28%
Threats of violence	17%	25%	39%
Other	8%	4%	12%

Negative behaviour

Telling someone about violence and aggression

What this is

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

Why this is important

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

How to read this

In the survey, we asked staff to tell us if they'd experienced violence or aggression.

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

In descending order, the table shows the answers.

Example

18% of your staff who did the survey said they experienced violence or aggression, fo which

- 67% said the top way they reported the violence or agression was 'Told a manager'
- 50% said they didn't submit a formal incident report.

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

12	52	4
18%	76%	6%

■ Experienced violence or aggression ▦ Did not experience violence or aggression ▦ Not sure

Did you tell anyone about the incident?	You 2021	Comparator 2021	Public sector 2021
Told a manager	67%	54%	52%
Submitted a formal incident report	50%	42%	32%
Told a colleague	50%	41%	46%
Told a friend or family member	25%	11%	20%
Told the person the behaviour was not OK	25%	33%	33%

Negative behaviour

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

What this is

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

Why this is important

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

How to read this

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

Example

50% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 33% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal incident report?

6	6
50%	50%

■ Submitted formal incident report   ■ Did not submit a formal incident report
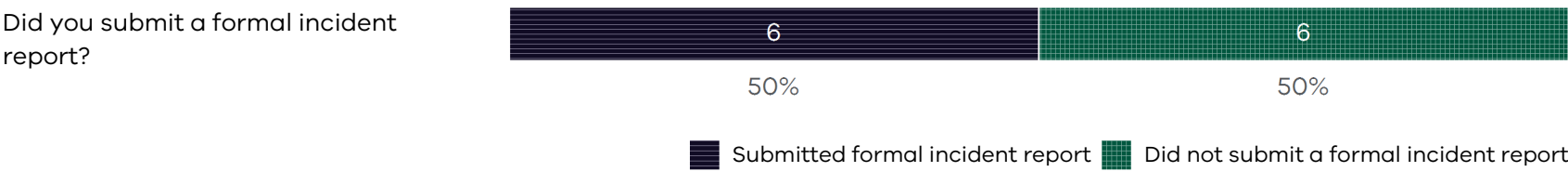
Please tell us why you did not submit a formal incident report?	You 2019	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	17%	33%	11%	16%
I didn't need to because I made the violence or aggression stop	0%	33%	13%	16%
I didn't think it would make a difference	17%	33%	34%	39%
I believed there would be negative consequences for my career	0%	17%	7%	12%
I didn't feel safe to report the incident	0%	17%	5%	5%
I didn't think it was serious enough	0%	17%	28%	33%
Other	50%	17%	23%	12%

Negative behaviour

Perpetrators of violence and aggression

What this is

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

Why this is important

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

How to read this

In the survey, we asked staff to tell us if they'd experienced violence or aggression.

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

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

Each row is one perpetrator or a group of perpetrators.

Example

18% of your staff who did the survey said they experienced violence or aggression.

Of that 18%, 75% said it was 'Client/ customer/ patient/ stakeholder'.

12 people (18% of staff) experienced violence or aggression (You 2021)

Perpetrator	Percentage
Client/ customer/ patient/ stakeholder	75%
Member of the public	25%
Colleague	17%
A more senior manager than my manager	8%
A volunteer with my organisation	0%
Group of colleagues	0%
Member of your household	0%
My immediate manager or supervisor	0%
Someone I supervise or manage	0%

Victorian Public Sector Commission

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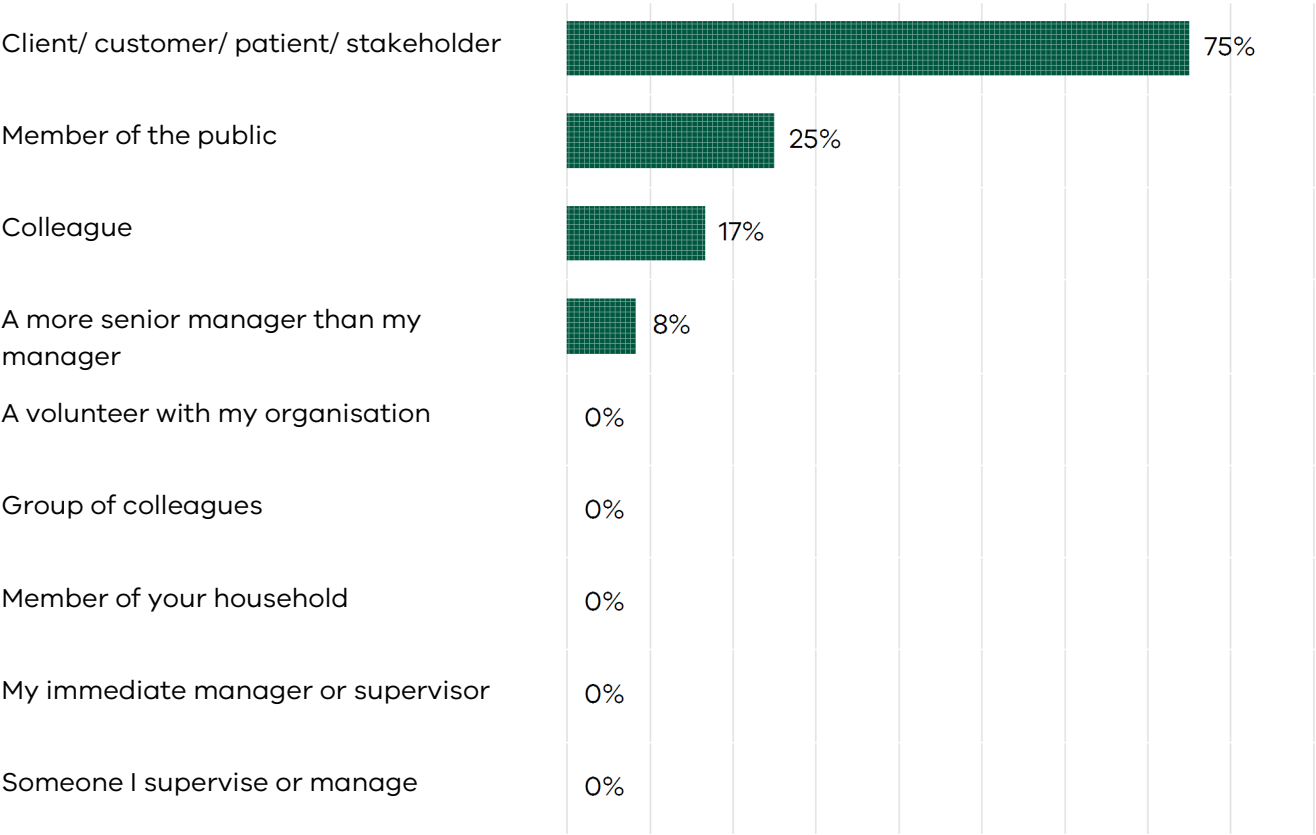
Negative behaviour

Frequency of violence and aggression

What this is

This is how often staff experienced violence or aggression.

Why this is important

Understanding the frequency staff experienced violence or aggression may help organisations work out what action to take.

How to read this

In this year's survey, 18% of your staff said they experienced violence or aggression.

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

The graph shows how often staff were experiencing violence or aggression.

Example

18% of your staff who did the survey said they experienced violence or aggression.

Of that 18%, 0% said it was by 'At least once a day'.

Negative behaviour

Witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

29% of your staff who did the survey said they witnessed some negative behaviour at work.

71% said they witnessed No, I have not witnessed any of the situations above'.

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

20	48
29%	71%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour

During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2019	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	72%	71%	74%	77%
Bullying of a colleague	26%	21%	20%	16%
Violence or aggression against a colleague	3%	10%	5%	6%
Discrimination against a colleague	5%	7%	8%	8%

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Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

The table shows the answers in descending order.

Example

29% of your staff who did the survey witnessed negative behaviour, of which:

- 55% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 5% took no action.

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

20	48
29%	71%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour

When you witnessed the above behaviour(s), did you do any of the following?	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	55%	72%	72%
Told a manager	40%	40%	37%
Told a colleague	30%	16%	21%
Told the person the behaviour was not OK	20%	26%	25%
Spoke to the person who behaved in a negative way	15%	23%	22%
Other	10%	7%	7%
Submitted a formal complaint	5%	8%	6%
Told Human Resources	5%	8%	6%
Took no action	5%	4%	7%

People outcomes

Negative behaviour — satisfaction with making a formal complaint

What this is

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

Why this is important

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

How to read this

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

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

Example

83% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.

Survey question	Your results	Benchmark satisfied results

Survey question

Were you satisfied with the way your formal complaint was handled

Your results

■ No   ▥ Don't know   ▨ Yes

	You		Comparator		
	2019	2021	Lowest	Average	Highest

	17%	83%					
Violence or aggression			100 %	83 %	0 %	57 %	100 %

People matter survey 2021

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Demographics

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

Key differences

Highest scoring questions

What this is

These are the questions your organisation had the highest agreement or satisfaction with in 2021.

How to read this

Use this data to see where your organisation has the highest agreement or satisfaction with questions from the 2021 survey.

In this table, your score for this year is shown in the 'you 2021 column'.

You can also compare your 2021 scores against your 2019 scores and your 2021 comparator group.

Example

On the first row 'Workgroup support', the 'You 2021' column shows 94% of your staff agreed with 'I am able to work effectively with others in my workgroup'.
This question was not asked in 2019.

Question group	Highest scoring questions	You 2021	Change from 2019	Comparator 2021
Workgroup support	I am able to work effectively with others in my workgroup	94%	Not asked in 2019	90%
Job enrichment	I understand how my job contributes to my organisation's purpose	91%	-2%	92%
Patient safety climate	I am encouraged by my colleagues to report any patient safety concerns I may have	93%	+1%	85%
Quality service delivery	My workgroup values human rights	91%	-4%	86%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	90%	+5%	89%
Manager leadership	My manager is committed to workplace safety	88%	-3%	86%
Equal employment opportunity	Gender is not a barrier to success in my organisation	87%	Not asked in 2019	86%
Quality service delivery	My workgroup strives to deliver services in a timely manner	87%	-10%	86%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	87%	Not asked in 2019	89%
Quality service delivery	My workgroup strives to provide high quality advice and services	85%	-13%	86%

Key differences

Lowest scoring questions

What this is

These are the questions your organisation had the lowest agreement or satisfaction with in 2021.

How to read this

Use this data to see where your organisation has the lowest agreement or satisfaction with questions from the 2021 survey.

In this table, your score for this year is shown in the 'you 2021 column'.

You can also compare your 2021 scores against your 2019 scores and your 2021 comparator group.

Example

On the first row 'Learning and development', the 'You 2021' column shows 13% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'.
This question was not asked in 2019.

Question subgroup	Lowest scoring questions	You 2021	Change from 2019	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	13%	Not asked in 2019	37%
Safety climate	All levels of my organisation are involved in the prevention of stress	28%	-8%	50%
Workload	I have enough time to do my job effectively	32%	-28%	54%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	34%	-2%	56%
Learning and development	I feel I have an equal chance at promotion in my organisation	37%	Not asked in 2019	48%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	38%	-5%	59%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	38%	+0%	58%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	40%	Not asked in 2019	52%
Patient safety climate	Trainees in my discipline are adequately supervised	40%	-27%	62%
Taking action	I believe my organisation will take positive action on the results of this year's survey	43%	Not asked in 2019	54%

Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

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

In this table, your trend is shown in the 'Increase from 2019' column.

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

This is because the increase from 2019 shows you where the most positive changes are happening in your organisation.

Example

On the first row 'Diversity and inclusion', the 'You 2021' column shows 71% of your staff agreed with 'There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander'.
In the 'Increase from 2019' column, you have a 10% increase, which is a positive trend.

Question group	Most improved from last survey	You 2021	Increase from 2019	Comparator 2021
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	71%	+10%	73%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	63%	+10%	72%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different sexes/genders	82%	+8%	81%
Patient safety climate	My suggestions about patient safety would be acted upon if I expressed them to my manager	82%	+8%	77%
Senior leadership	Senior leaders demonstrate honesty and integrity	60%	+7%	66%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	56%	+6%	69%
Senior leadership	Senior leaders provide clear strategy and direction	56%	+6%	64%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	90%	+5%	89%
Safe to speak up	I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	57%	+4%	63%
Engagement	I feel a strong personal attachment to my organisation	68%	+4%	73%

Victorian Public Sector Commission

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Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

In this table, your trend is shown in the 'Decrease from 2019' column.

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

This is because the decrease from 2019 shows you where the most negative changes are happening in your organisation.

Example

On the first row 'Workload', the 'You 2021' column shows 32% of your staff agreed with 'I have enough time to do my job effectively'.

In the 'Decrease from 2019' column, you have a 28% decrease, which is a negative trend.

Question subgroup	Largest decline from last survey	You 2021	Decrease from 2019	Comparator 2021
Workload	I have enough time to do my job effectively	32%	-28%	54%
Patient safety climate	Trainees in my discipline are adequately supervised	40%	-27%	62%
Quality service delivery	My workgroup focuses on making decisions informed by all relevant facts	72%	-23%	74%
Workplace flexibility	Having caring responsibilities is not a barrier to success in my organisation	54%	-21%	71%
Satisfaction	How satisfied are you with the work-life balance in your current job	54%	-21%	71%
Manager support	My manager encourages and supports my participation in learning and development opportunities	62%	-19%	77%
Patient safety climate	This health service does a good job of training new and existing staff	64%	-19%	62%
Engagement	I would recommend my organisation as a good place to work	54%	-18%	76%
Innovation	My workgroup is quick to respond to opportunities to do things better	53%	-18%	72%
Quality service delivery	My workgroup places a priority on acting fairly and without bias	72%	-18%	72%

Key differences

Biggest positive difference from comparator

What this is

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

How to read this

Use this data to see where your organisation has the biggest positive difference with questions from the 2021 survey compared to your comparator group.

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

Example

On the first row 'Workgroup support', the 'You 2021' column shows 74% of your staff agreed with 'People in my workgroup are honest, open and transparent in their dealings'.

The 'difference' column, shows that agreement for this question was 8 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	74%	+8%	66%
Patient safety climate	I am encouraged by my colleagues to report any patient safety concerns I may have	93%	+8%	85%
Safe to speak up	People in your workgroup are able to bring up problems and tough issues	75%	+7%	68%
Workgroup support	People in my workgroup treat each other with respect	78%	+6%	72%
Patient safety climate	My suggestions about patient safety would be acted upon if I expressed them to my manager	82%	+5%	77%
Quality service delivery	My workgroup values human rights	91%	+5%	86%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	72%	+4%	68%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	65%	+4%	60%
Workgroup support	I am able to work effectively with others in my workgroup	94%	+4%	90%
Workgroup support	People in my workgroup are politically impartial in their work	72%	+4%	68%

Key differences

Biggest negative difference from comparator

What this is

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

How to read this

Use this data to see where your organisation has the biggest negative difference with questions from the 2021 survey compared to your comparator group.

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

Example

On the first row 'Learning and development', the 'You 2021' column shows 13% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'.

The 'difference' column, shows that agreement for this question was 24 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	13%	-24%	37%
Safety climate	All levels of my organisation are involved in the prevention of stress	28%	-22%	50%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	34%	-22%	56%
Patient safety climate	Trainees in my discipline are adequately supervised	40%	-22%	62%
Engagement	I would recommend my organisation as a good place to work	54%	-22%	76%
Workload	I have enough time to do my job effectively	32%	-22%	54%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	38%	-20%	59%
Engagement	My organisation motivates me to help achieve its objectives	50%	-20%	70%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	38%	-20%	58%
Innovation	My workgroup is quick to respond to opportunities to do things better	53%	-19%	72%

People matter survey 2021

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- Gender, variations in sex characteristics and sexual orientation
- Cultural diversity
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- Categories
- Primary role

Victorian Public Sector Commission

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Taking action

What this is

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

Why this is important

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

How to read this

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

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

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

Example

43% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

Survey question

Your results

	Disagree		Neither agree nor disagree
	Don't know		Agree

I believe my organisation will take positive action on the results of this year's survey

22%   43%

35%
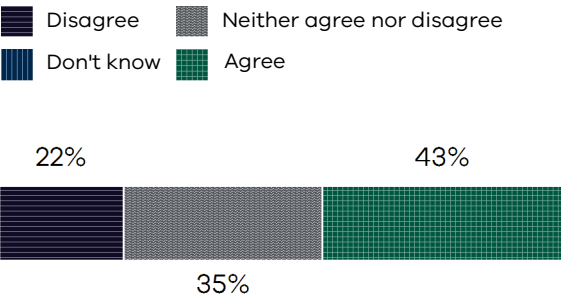
Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	43 %	34 %	54 %	78 %

People matter survey 2021

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- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

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

Taking action
- Taking action questions

Senior leadership
- Senior leadership questions

Organisational climate
- Scorecard
- Organisational integrity
- Workplace flexibility
- Equal employment opportunity
- Psychosocial and physical safety climate
- Psychosocial safety climate score
- Patient safety climate
- Diversity and inclusion
- Gender equality supporting measures

Workgroup climate
- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors
- Scorecard
- Manager leadership
- Manager support
- Workload
- Learning and development
- Job enrichment
- Meaningful work
- Safe to speak up
- Barriers to optimal work

Public sector values
- Scorecard
- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

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

Senior leadership

Senior leadership 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

65% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

Survey question

Your results

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

Benchmark agree results

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders actively support diversity and inclusion in the workplace	66 %	65 %	58 %	74 %	95 %
Senior leaders demonstrate honesty and integrity	53 %	60 %	38 %	66 %	89 %
Senior leaders provide clear strategy and direction	50 %	56 %	38 %	64 %	92 %
Senior leaders model my organisation's values	62 %	54 %	50 %	70 %	91 %

Your results bars:
- Senior leaders actively support diversity and inclusion in the workplace: 15%, 3%, 18%, 65%
- Senior leaders demonstrate honesty and integrity: 22%, 18%, 60%
- Senior leaders provide clear strategy and direction: 28%, 1%, 15%, 56%
- Senior leaders model my organisation's values: 31%, 1%, 13%, 54%

Victorian Public Sector Commission

VICTORIA State Government

Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

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

Example

49% of your staff who did the survey agreed or strongly agreed with 'Senior leaders support staff to work in an environment of change'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2019	2021	Lowest	Average	Highest
Senior leaders support staff to work in an environment of change	53 %	49 %	40 %	63 %	93 %

Your results bar: 31% Disagree, 21% Neither agree nor disagree, 49% Agree

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
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Key differences

- Highest scoring
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- Most improved
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Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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Workgroup climate

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- Workgroup support

Job and manager factors

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- Safe to speak up
- Barriers to optimal work

Public sector values

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

Demographics

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

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 80% of your staff who did the survey responded positively to questions about Equal employment opportunity.

Compared to:

- 81% of staff at your comparator and 69% of staff across the public sector.
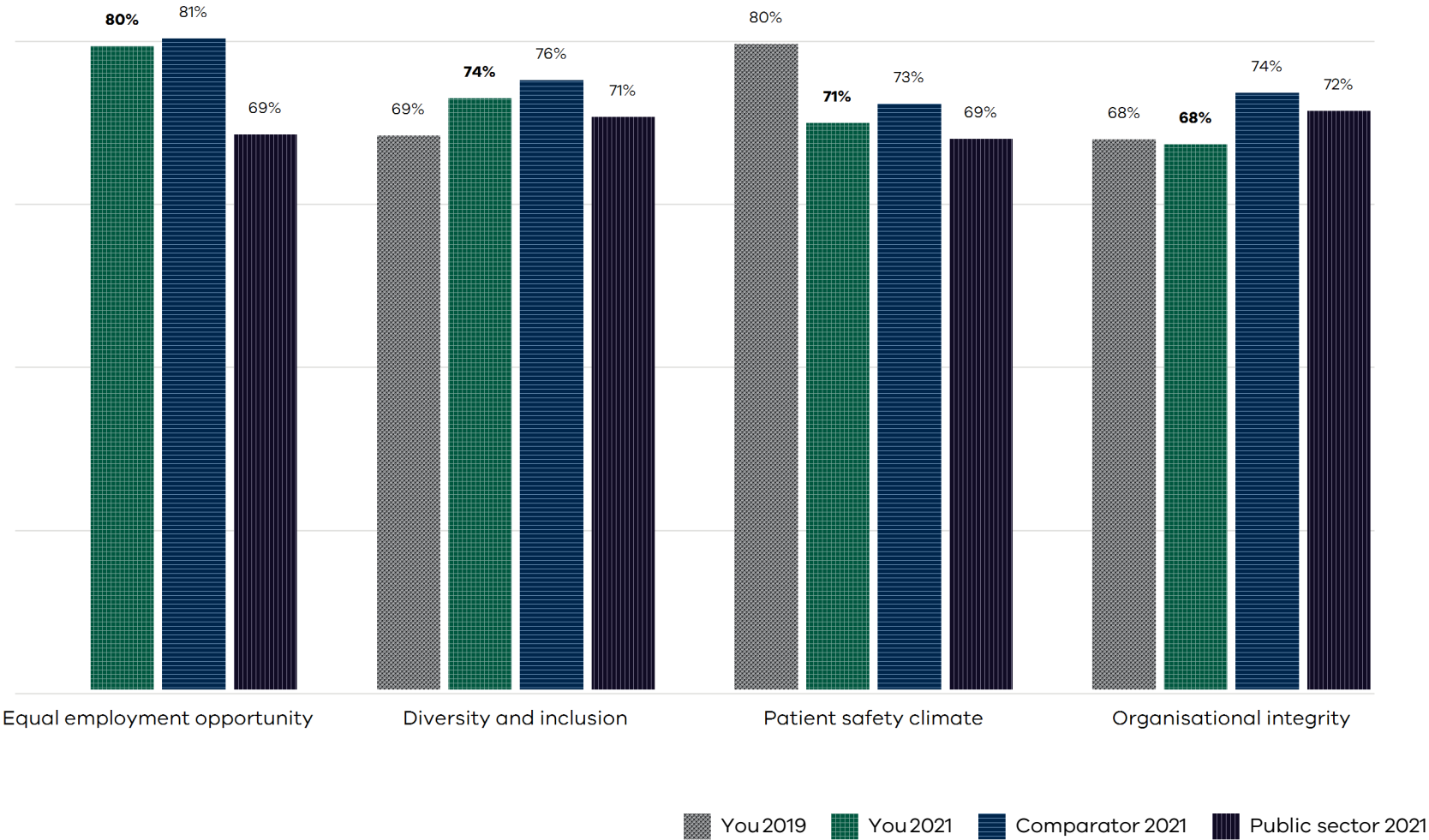
Chart legend: You 2019, You 2021, Comparator 2021, Public sector 2021

Equal employment opportunity: 80%, 81%, 69%
Diversity and inclusion: 69%, 74%, 76%, 71%
Patient safety climate: 80%, 71%, 73%, 69%
Organisational integrity: 68%, 68%, 74%, 72%

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 59% of your staff who did the survey responded positively to questions about Workplace flexibility.

Compared to:

- 71% of staff at your comparator and 63% of staff across the public sector.

Legend: You 2019, You 2021, Comparator 2021, Public sector 2021

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

82% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question	Your results					

Legend: ■ Disagree ▦ Neither agree nor disagree ▤ Don't know ▦ Agree

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages employees to act in ways that are consistent with human rights	81 %	82 %	62 %	83 %	96 %
My organisation respects the human rights of employees	76 %	76 %	62 %	81 %	95 %
My organisation encourages respectful workplace behaviours	69 %	72 %	54 %	80 %	93 %
My organisation does not tolerate improper conduct	69 %	68 %	38 %	69 %	85 %

Your results bar chart values:
- My organisation encourages employees to act in ways that are consistent with human rights: 7% / 10% / 82%
- My organisation respects the human rights of employees: 9% / 15% / 76%
- My organisation encourages respectful workplace behaviours: 12% / 1% / 15% / 72%
- My organisation does not tolerate improper conduct: 12% / 1% / 19% / 68%

Organisational climate

Organisational integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

66% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

| Survey question | Your results | Benchmark agree results |

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

Survey question		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation is committed to earning a high level of public trust	21% / 13% / 66%	69 %	66 %	60 %	81 %	97 %
My organisation takes steps to eliminate bullying, harassment and discrimination	24% / 1% / 18% / 57%	64 %	57 %	42 %	67 %	85 %
My organisation makes fair recruitment and promotion decisions, based on merit	24% / 7% / 16% / 53%	52 %	53 %	42 %	59 %	79 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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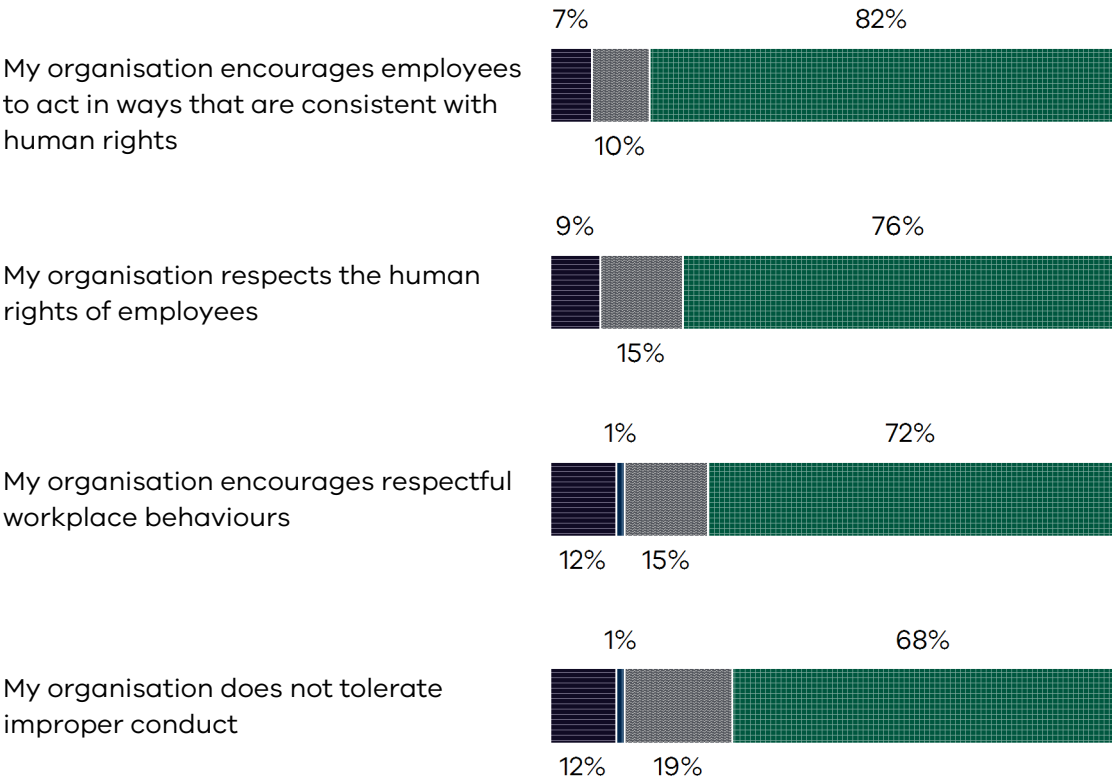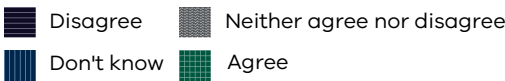
Example

71% of your staff who did the survey agreed or strongly agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.

Survey question | Your results | Benchmark agree results

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

Survey question	Disagree	Neither	Agree	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation supports employees with family or other caring responsibilities, regardless of gender	9%	21%	71%	Not asked	71 %	59 %	77 %	93 %
There is a positive culture within my organisation in relation to employees who have family responsibilities	12% / 7%	16%	65%	Not asked	65 %	58 %	72 %	90 %
There is a positive culture within my organisation in relation to employees who have caring responsibilities	10% / 9%	19%	62%	71 %	62 %	55 %	70 %	89 %
I have the flexibility I need to manage my work and non-work activities and responsibilities	18%	22%	60%	Not asked	60 %	58 %	73 %	88 %

Organisational climate

Workplace flexibility 2 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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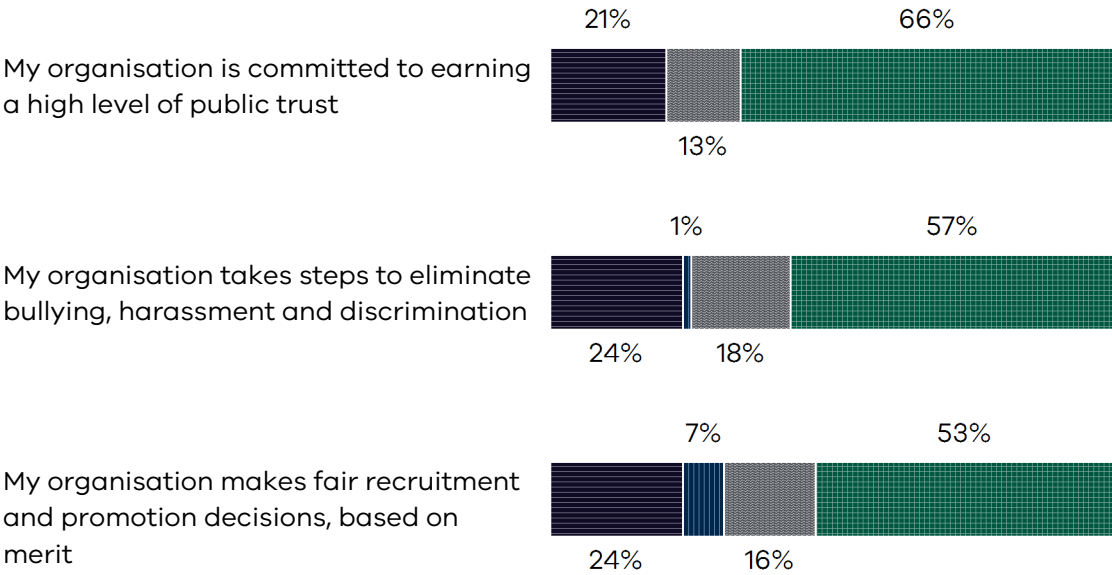
Example

60% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who use flexible work arrangements'.

Survey question	Your results						

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	16% / 9% / 15% / 60%	74 %	60 %	50 %	66 %	86 %
Having family responsibilities is not a barrier to success in my organisation	15% / 9% / 21% / 56%	Not asked	56 %	58 %	71 %	89 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	29% / 15% / 56%	50 %	56 %	56 %	69 %	86 %
Having caring responsibilities is not a barrier to success in my organisation	13% / 9% / 24% / 54%	76 %	54 %	58 %	71 %	88 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Workplace flexibility 3 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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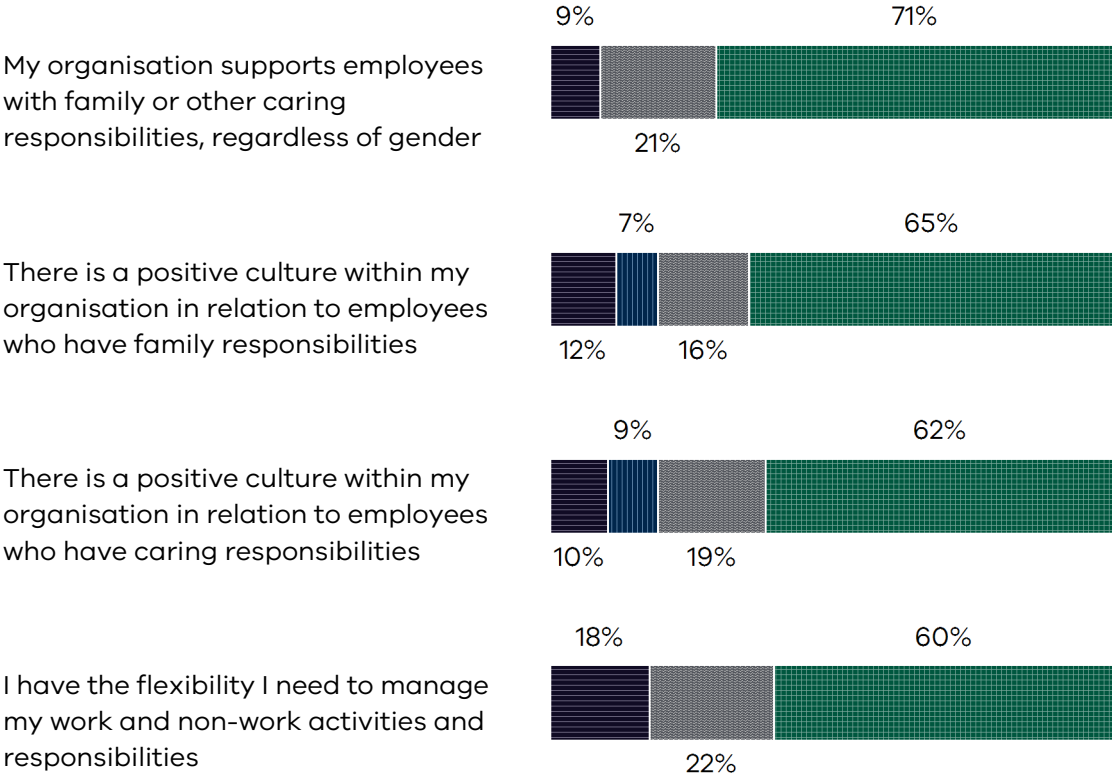
Example

51% of your staff who did the survey agreed or strongly agreed with 'Using flexible work arrangements is not a barrier to success in my organisation'.

Survey question

Using flexible work arrangements is not a barrier to success in my organisation

Your results

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

6%   51%

15%   28%
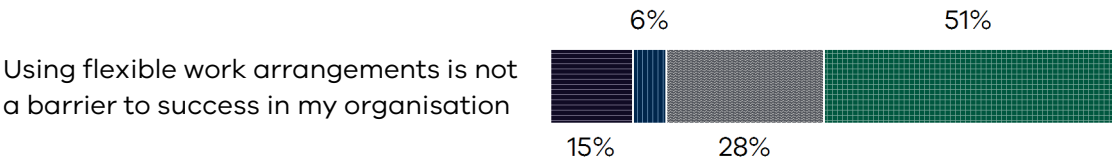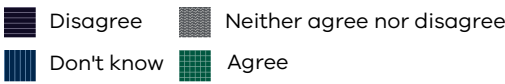
Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	Not asked	51 %	56 %	66 %	86 %

Organisational climate

Workplace flexibility 4 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

The table shows you what flexible work arrangements staff use.

Each row represents one use. Staff can select more than one.

You can compare between your organisation, comparator and the public sector.

Example

41% of staff who did the survey said the flexible work arrangement they used was 'No, I do not use any flexible work arrangements'.

Do you use any of the following flexible work arrangements?	You 2019	You 2021	Comparator 2021	Public sector 2021
No, I do not use any flexible work arrangements	33%	41%	30%	38%
Part-time	52%	38%	39%	19%
Shift swap	28%	19%	26%	12%
Flexible start and finish times	12%	13%	18%	23%
Working from an alternative location (e.g. home, hub/shared work space)	0%	4%	9%	24%
Using leave to work flexible hours	7%	3%	12%	8%
Study leave	14%	3%	8%	4%
Working more hours over fewer days	0%	3%	5%	6%
Purchased leave	0%	1%	2%	2%
Other	0%	1%	4%	2%

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Equal employment opportunity 1 of 2

What this is

This is how well staff feel your organisation supports equal opportunity in the workplace.

Why this is important

This is a Victorian employment principle and is set out in the charter of Human Rights and Responsibilities Act 2006.

How to read this

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

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

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

Example

87% of your staff who did the survey agreed or strongly agreed with 'Gender is not a barrier to success in my organisation'.

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Gender is not a barrier to success in my organisation	4% 87% 1% 7%	Not asked	87 %	71 %	86 %	97 %
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	7% 82% 10%	Not asked	82 %	57 %	79 %	96 %
Cultural background is not a barrier to success in my organisation	4% 81% 15%	83 %	81 %	74 %	84 %	97 %
Sexual orientation is not a barrier to success in my organisation	7% 81% 12%	78 %	81 %	71 %	84 %	92 %

Organisational climate

Equal employment opportunity 2 of 2

What this is

This is how well staff feel your organisation supports equal opportunity in the workplace.

Why this is important

This is a Victorian employment principle and is set out in the charter of Human Rights and Responsibilities Act 2006.

How to read this

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

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

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

Example

75% of your staff who did the survey agreed or strongly agreed with 'Age is not a barrier to success in my organisation'.

Survey question	Your results	Benchmark agree results

Legend: ■ Disagree   ▓ Neither agree nor disagree   ▌Don't know   ▓ Agree

	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Age is not a barrier to success in my organisation (3%, 7%, 15%, 75%)	81 %	75 %	75 %	81 %	91 %
Disability is not a barrier to success in my organisation (12%, 1%, 13%, 74%)	79 %	74 %	50 %	71 %	84 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

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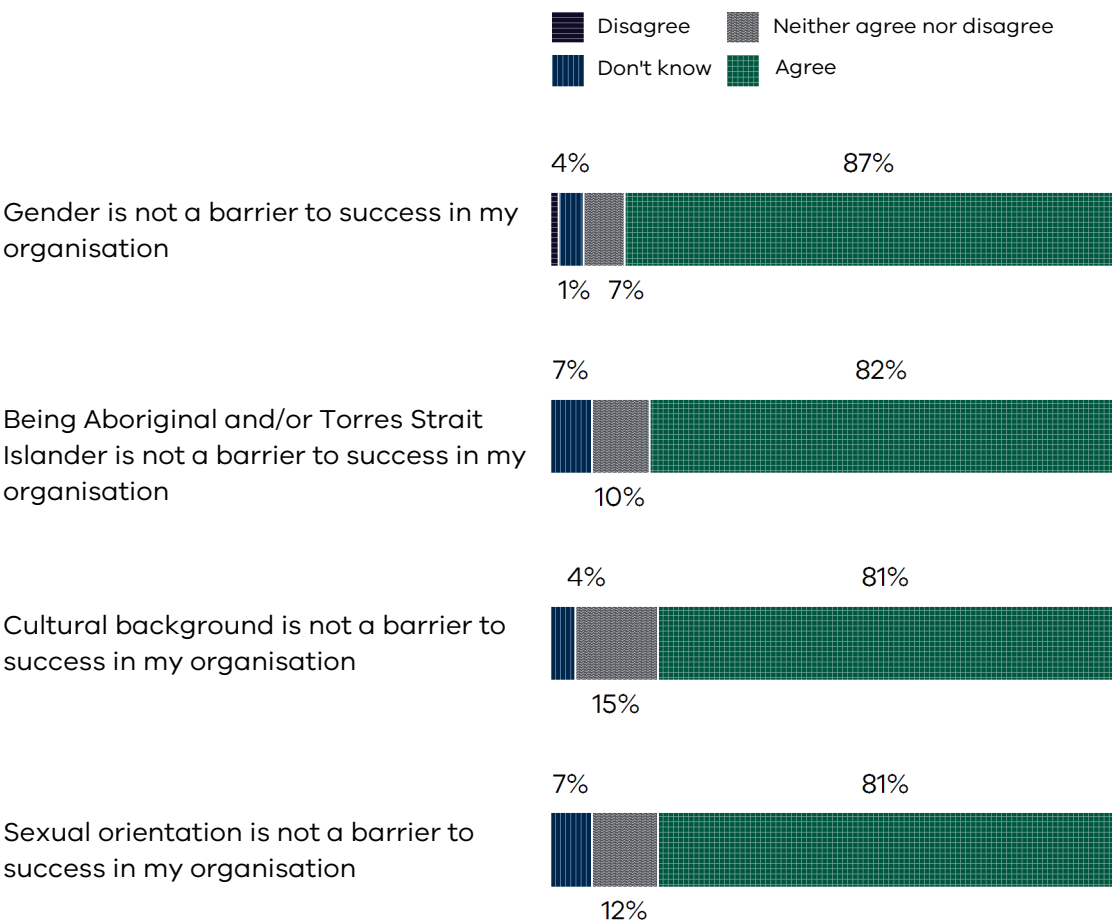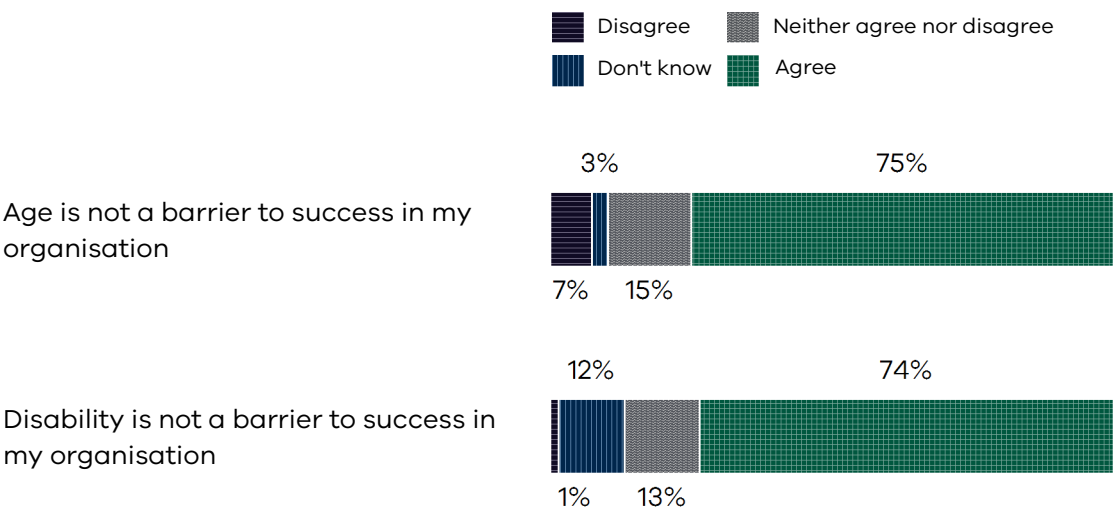
Example

84% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Survey question	Your results						

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

Survey question	Your results	Benchmark agree results — You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation provides a physically safe work environment	13% / 3% / 84%	Not asked	84 %	62 %	83 %	97 %
I feel culturally safe at work	4% / 13% / 82%	Not asked	82 %	62 %	81 %	94 %
My organisation consults employees on health and safety matters	12% / 3% / 10% / 75%	88 %	75 %	54 %	74 %	96 %
My organisation has effective procedures in place to support employees who may experience stress	26% / 21% / 53%	64 %	53 %	42 %	64 %	86 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Psychosocial and physical safety climate question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
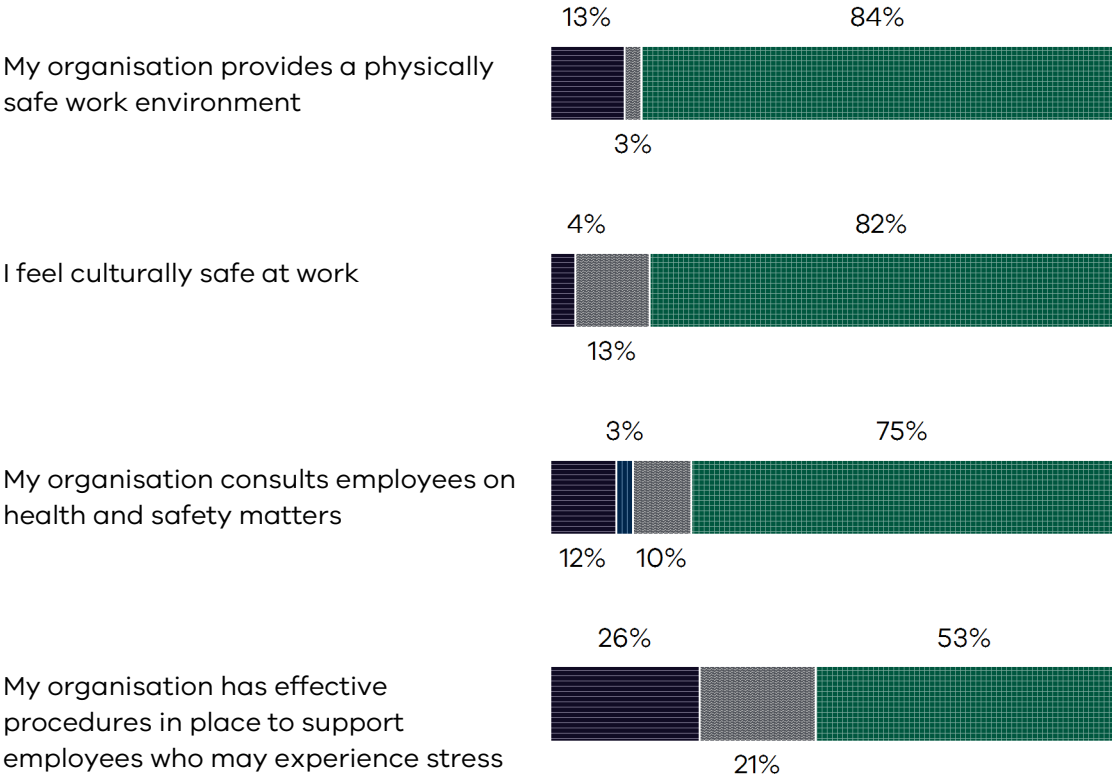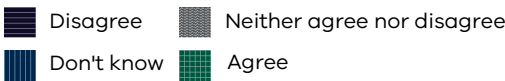
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

38% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.

| Survey question | Your results | Benchmark agree results |
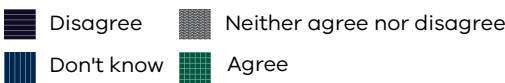
Your results legend: Disagree | Neither agree nor disagree | Don't know | Agree

	You		Comparator		
	2019	2021	Lowest	Average	Highest
In my workplace, there is good communication about psychological safety issues that affect me — 24% / 38% / 38%	43 %	38 %	43 %	59 %	81 %
Senior leaders consider the psychological health of employees to be as important as productivity — 37% / 25% / 38%	38 %	38 %	38 %	58 %	86 %
Senior leaders show support for stress prevention through involvement and commitment — 40% / 26% / 34%	36 %	34 %	35 %	56 %	84 %
All levels of my organisation are involved in the prevention of stress — 31% / 41% / 28%	36 %	28 %	28 %	50 %	76 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Psychosocial safety climate score

What this is

Psychosocial safety climate score reflects how well your organisation's workplace practices and processes support a climate for good psychological health.

How we work out your score

We work out your score from these 4 questions:

1. In my workplace, there is good communication about psychological safety issues that affect me

2. All levels of my organisation are involved in the prevention of stress

3. Senior leaders consider the psychological health of employees to be as important as productivity

4. Senior leaders show support for stress prevention through involvement and commitment

To work out your score, we rate each response and add them together

- strongly agree is 5
- agree is 4
- neither agree or disagree is 3
- disagree is 2
- strongly disagree is 1

How to interpret your score

Under 'Benchmark results', compare your organisation to your comparator and the highest and lowest score in your comparator group for 2021. We also show the lowest (4) and highest (20) scores possible.

A score of:

- 12 or less indicates a poor climate and a high risk of adverse outcomes
- 13 indicates a moderate climate and medium risk of adverse outcomes
- 14 or more indicates a high climate and low risk of adverse outcomes

Adverse outcomes can include:

- poor work quality
- negative acts such as bullying and harassment
- mental health problems such as depression, distress and emotional exhaustion
- sickness absence
- presenteeism (coming to work when sick)
- worker compensation
- reduced engagement

Benchmark results

Psychosocial safety climate
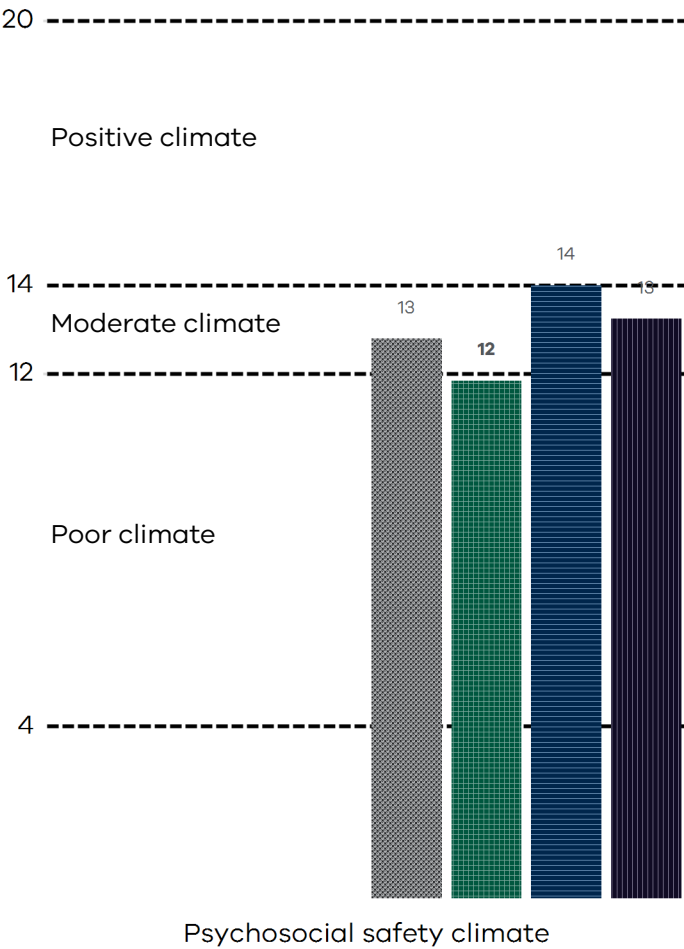
Legend: You 2019 | You 2021 | Comparator 2021 | Public sector 2021

Organisational climate

Patient safety climate 1 of 2

What this is

This is the safety culture in a healthcare workplace.

Why this is important

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

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

How to read this

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

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

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

Example

93% of your staff who did the survey agreed or strongly agreed with 'I am encouraged by my colleagues to report any patient safety concerns I may have'.

Survey question	Your results		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest

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

Survey question	Your results (Disagree / Don't know / Neither / Agree)	You 2019	You 2021	Lowest	Average	Highest
I am encouraged by my colleagues to report any patient safety concerns I may have	1% / 6% / 93%	91 %	93 %	73 %	85 %	97 %
My suggestions about patient safety would be acted upon if I expressed them to my manager	6% / 12% / 82%	74 %	82 %	56 %	77 %	89 %
I would recommend a friend or relative to be treated as a patient here	4% / 19% / 76%	91 %	76 %	60 %	78 %	96 %
Management is driving us to be a safety-centred organisation	6% / 19% / 75%	81 %	75 %	58 %	77 %	92 %

Organisational climate

Patient safety climate 2 of 2

What this is

This is the safety culture in a healthcare workplace.

Why this is important

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

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

How to read this

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

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

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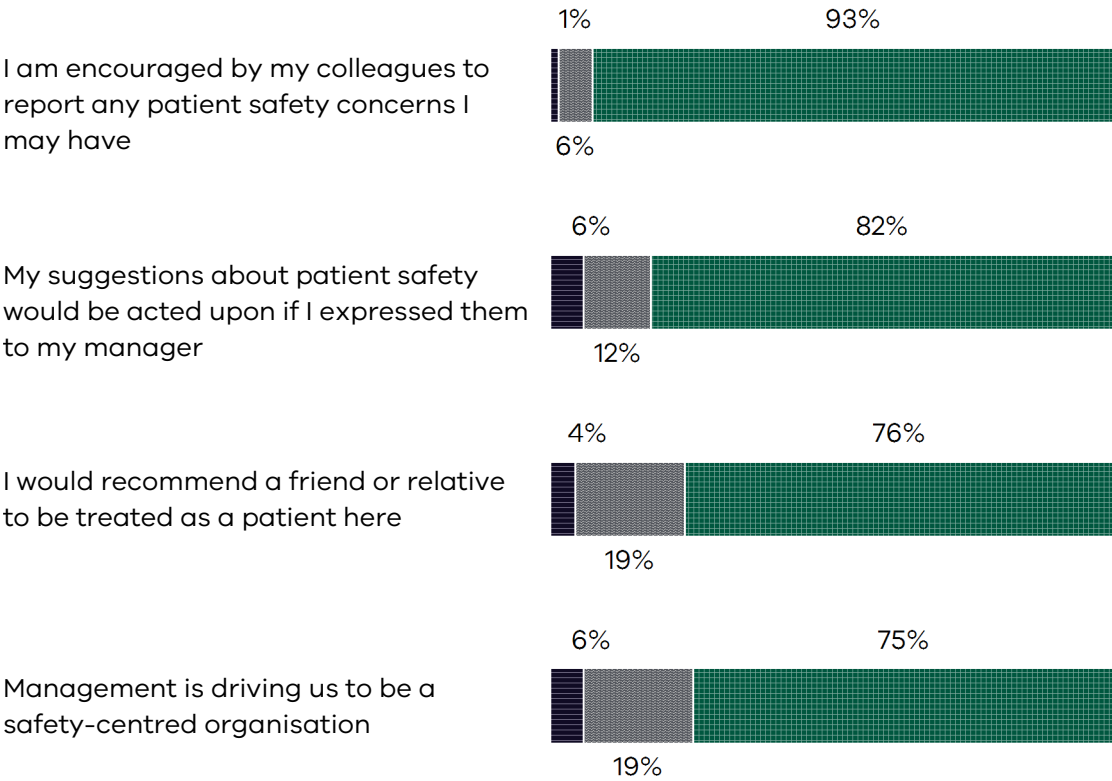
Example

72% of your staff who did the survey agreed or strongly agreed with 'Patient care errors are handled appropriately in my work area'.

Survey question	Your results	Benchmark agree results				
		You		**Comparator**		
		2019	2021	Lowest	Average	Highest
Patient care errors are handled appropriately in my work area	Disagree 7%, Don't know, Neither agree nor disagree 6%, 15%, Agree 72%	76 %	72 %	56 %	75 %	91 %
This health service does a good job of training new and existing staff	13%, 22%, 64%	83 %	64 %	40 %	62 %	92 %
The culture in my work area makes it easy to learn from the errors of others	13%, 24%, 63%	78 %	63 %	38 %	67 %	88 %
Trainees in my discipline are adequately supervised	15%, 10%, 34%, 40%	67 %	40 %	31 %	62 %	87 %

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

Organisational climate

Diversity and inclusion 1 of 2

What this is

This is how well your organisation's culture supports diversity in the workplace.

Why this is important

If staff feel valued and included, it can lead to a positive work environment and higher engagement and productivity.

How to read this

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

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

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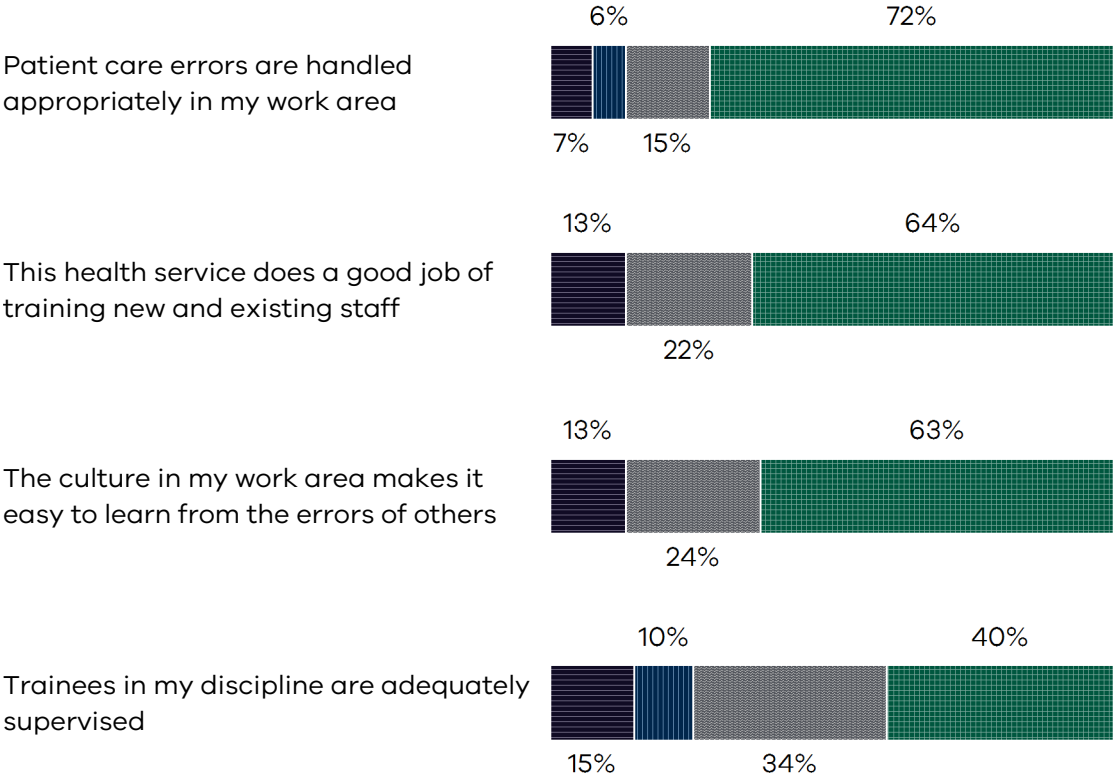
Example

82% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees of different sexes/genders'.

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
	Legend: Disagree, Don't know, Neither agree nor disagree, Agree					
There is a positive culture within my organisation in relation to employees of different sexes/genders	7% ... 82% / 3% 7%	74 %	82 %	64 %	81 %	92 %
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	7% ... 79% / 1% 12%	78 %	79 %	69 %	82 %	94 %
There is a positive culture within my organisation in relation to employees of different age groups	1% ... 79% / 7% 12%	83 %	79 %	60 %	79 %	90 %
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	13% ... 71% / 16%	60 %	71 %	43 %	73 %	92 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Diversity and inclusion 2 of 2

What this is

This is how well your organisation's culture supports diversity in the workplace.

Why this is important

If staff feel valued and included, it can lead to a positive work environment and higher engagement and productivity.

How to read this

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

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

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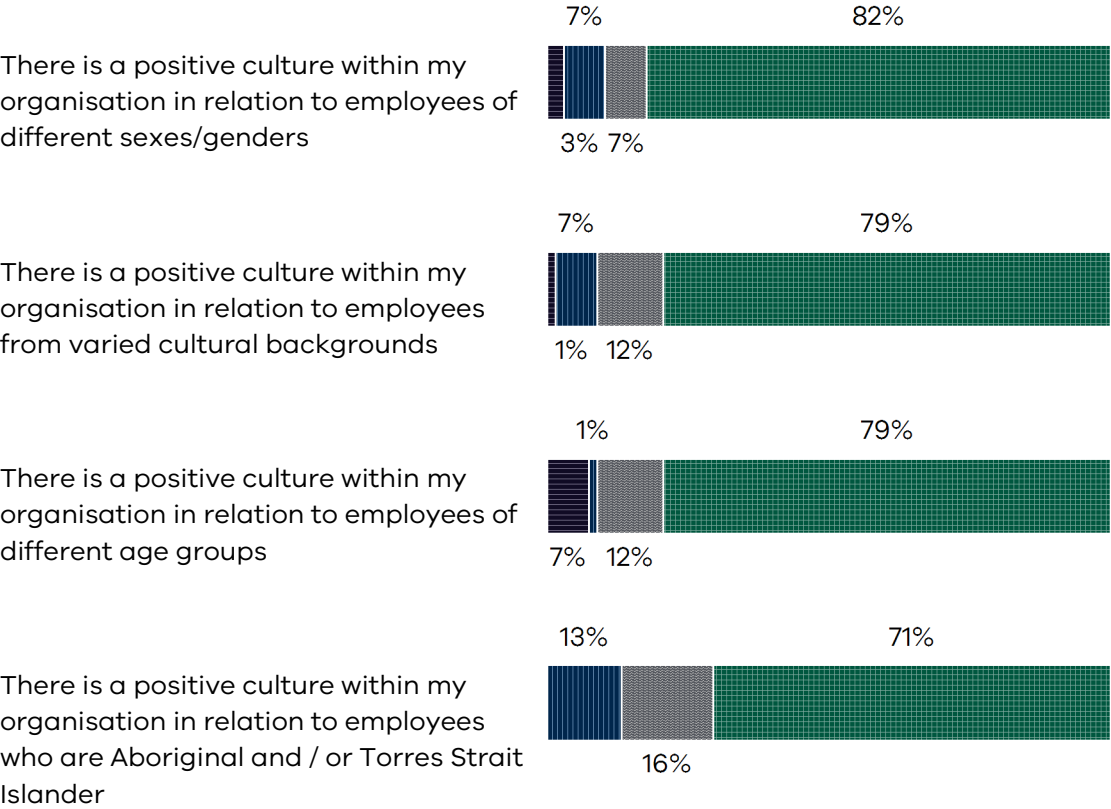
Example

66% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees with disability'.

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees with disability	12% / 1% / 21% / 66%	66 %	66 %	53 %	68 %	88 %
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	19% / 18% / 63%	53 %	63 %	50 %	72 %	88 %

Organisational climate

Gender equality supporting measures

What this is

These are new questions to support Workplace Gender Audits, in addition to existing People matter survey questions on gender equality.
Your excel files show all of the questions you can use in your workplace gender audits.

Why this is important

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

How to read this

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

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

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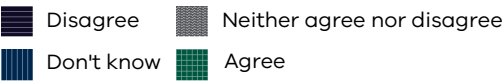
Example

79% of your staff who did the survey agreed or strongly agreed with 'In my workgroup work is allocated fairly, regardless of gender'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2019	2021	Lowest	Average	Highest
In my workgroup work is allocated fairly, regardless of gender	Not asked	79 %	57 %	82 %	92 %
My organisation uses inclusive and respectful images and language	Not asked	75 %	54 %	83 %	94 %
My organisation would support me if I needed to take family violence leave	Not asked	74 %	71 %	81 %	97 %

In my workgroup work is allocated fairly, regardless of gender: 6% / 15% / 79%

My organisation uses inclusive and respectful images and language: 6% / 19% / 75%

My organisation would support me if I needed to take family violence leave: 6% / 10% / 10% / 74%

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- Aboriginal and/or Torres Strait Islander
- Disability
- Gender, variations in sex characteristics and sexual orientation
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Workgroup climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

Example
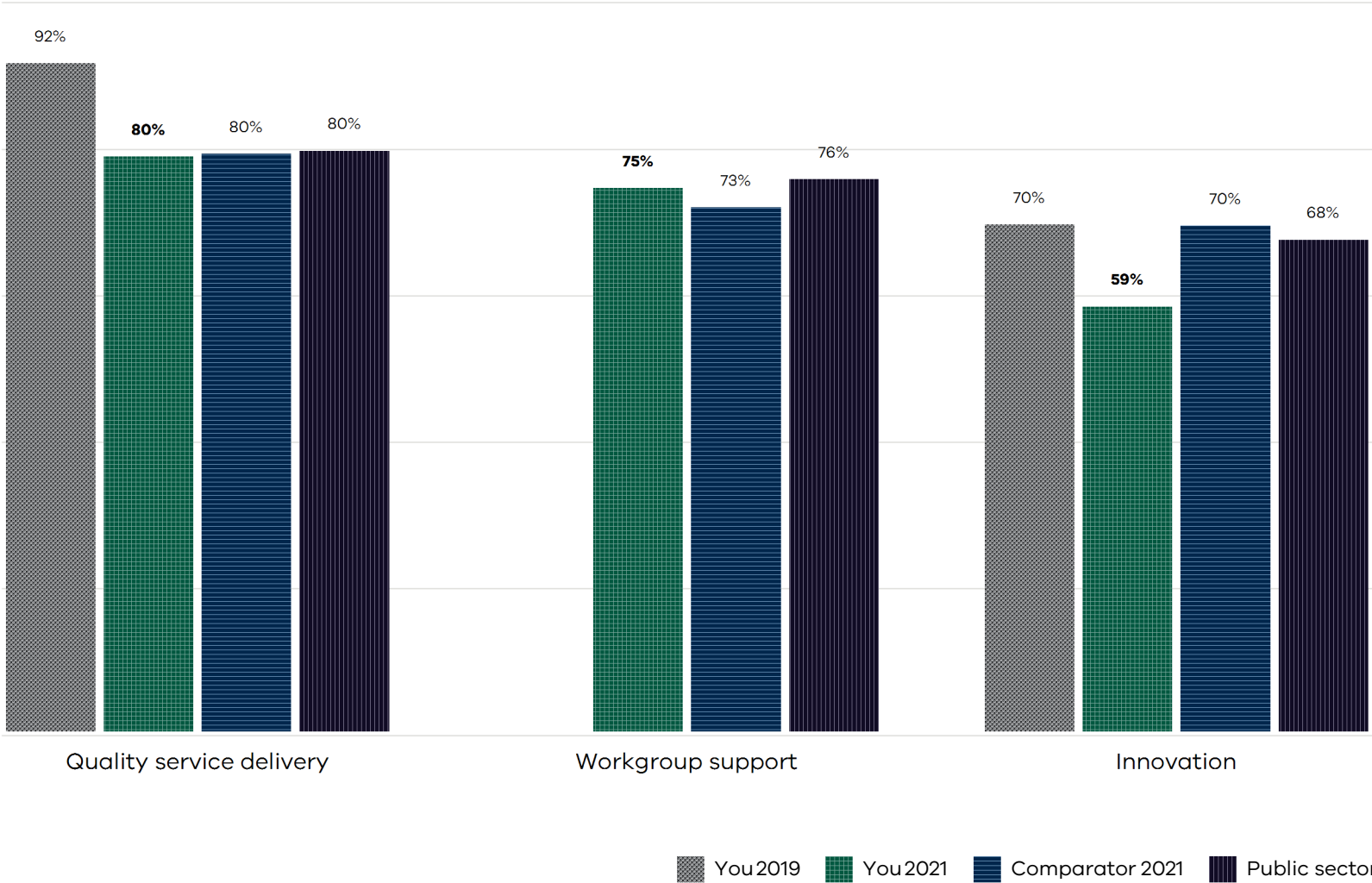
In 2021:

- 80% of your staff who did the survey responded positively to questions about which is down from 92% in 2019.

Compared to:

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

Legend: You 2019 | You 2021 | Comparator 2021 | Public sector 2021

Quality service delivery: 92%, 80%, 80%, 80%
Workgroup support: 75%, 73%, 76%
Innovation: 70%, 59%, 70%, 68%

Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

91% of your staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

Survey question	Your results			Benchmark agree results				

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup values human rights	3% / 6% / 91%	95 %	91 %	64 %	86 %	97 %
My workgroup strives to deliver services in a timely manner	6% / 7% / 87%	97 %	87 %	70 %	86 %	96 %
My workgroup strives to provide high quality advice and services	4% / 10% / 85%	98 %	85 %	66 %	86 %	97 %
My workgroup strives to make the best use of its resources	13% / 7% / 79%	88 %	79 %	50 %	79 %	92 %

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Workgroup climate

What this is

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

Why this is important

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

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

How to read this

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

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

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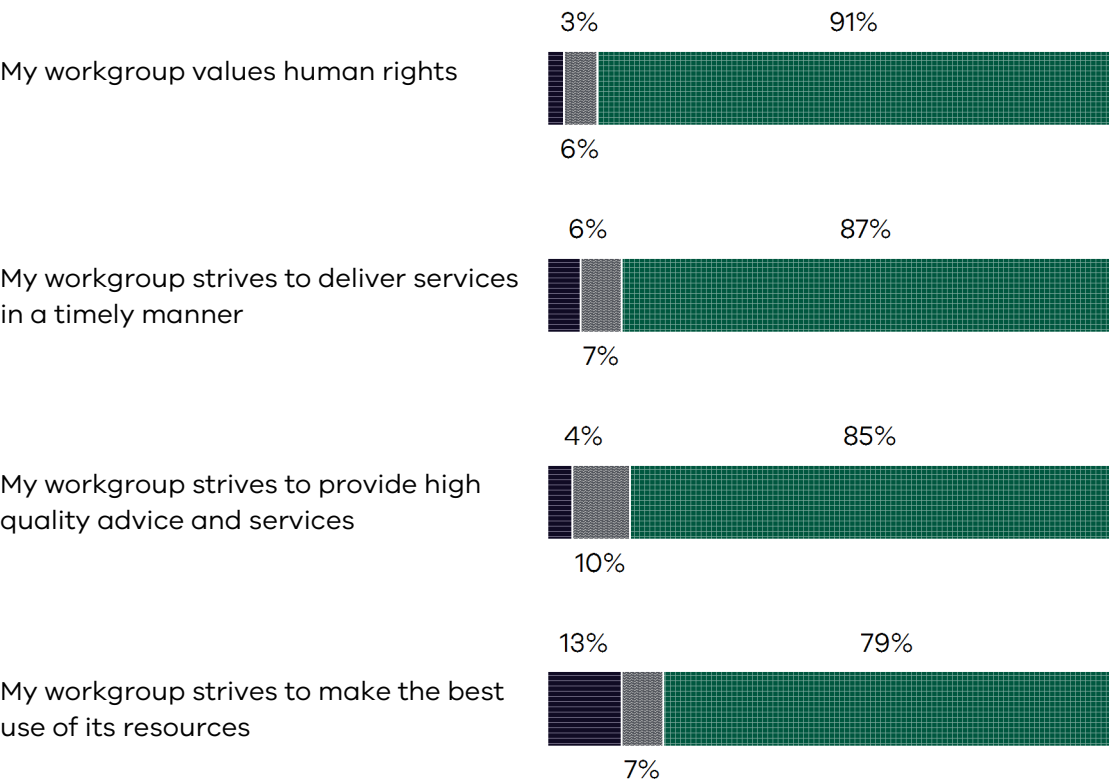
Example

72% of your staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2019	2021	Lowest	Average	Highest
My workgroup focuses on making decisions informed by all relevant facts	95 %	72 %	50 %	74 %	89 %
My workgroup places a priority on acting fairly and without bias	90 %	72 %	44 %	72 %	88 %
My workgroup has clear lines of responsibility	84 %	71 %	58 %	76 %	92 %

Your results bars:
- My workgroup focuses on making decisions informed by all relevant facts: 12% Disagree, 1% Don't know, 15% Neither agree nor disagree, 72% Agree
- My workgroup places a priority on acting fairly and without bias: 12% Disagree, 1% Don't know, 15% Neither agree nor disagree, 72% Agree
- My workgroup has clear lines of responsibility: 15% Disagree, 15% Neither agree nor disagree, 71% Agree

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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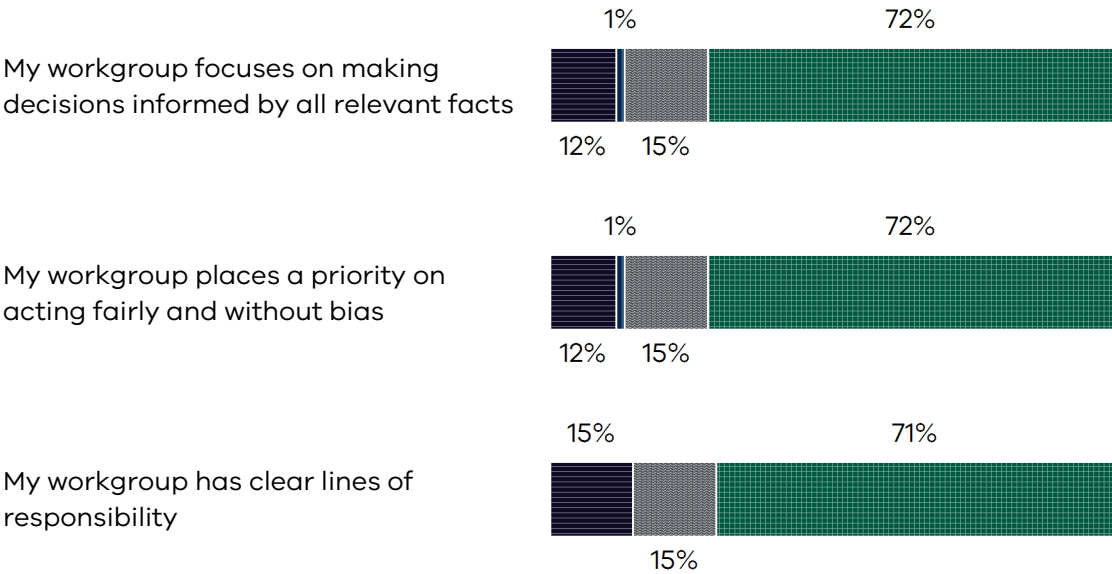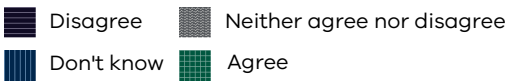
Example

76% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

Survey question — Your results — Benchmark agree results

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

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes (Disagree 6%, Neither 18%, Agree 76%)	90 %	76 %	62 %	81 %	90 %
My workgroup learns from failures and mistakes (Disagree 16%, Don't know 1%, Neither 25%, Agree 57%)	74 %	57 %	40 %	69 %	86 %
My workgroup encourages employee creativity (Disagree 24%, Don't know 1%, Neither 19%, Agree 56%)	62 %	56 %	38 %	64 %	85 %
My workgroup is quick to respond to opportunities to do things better (Disagree 21%, Neither 26%, Agree 53%)	71 %	53 %	46 %	72 %	86 %

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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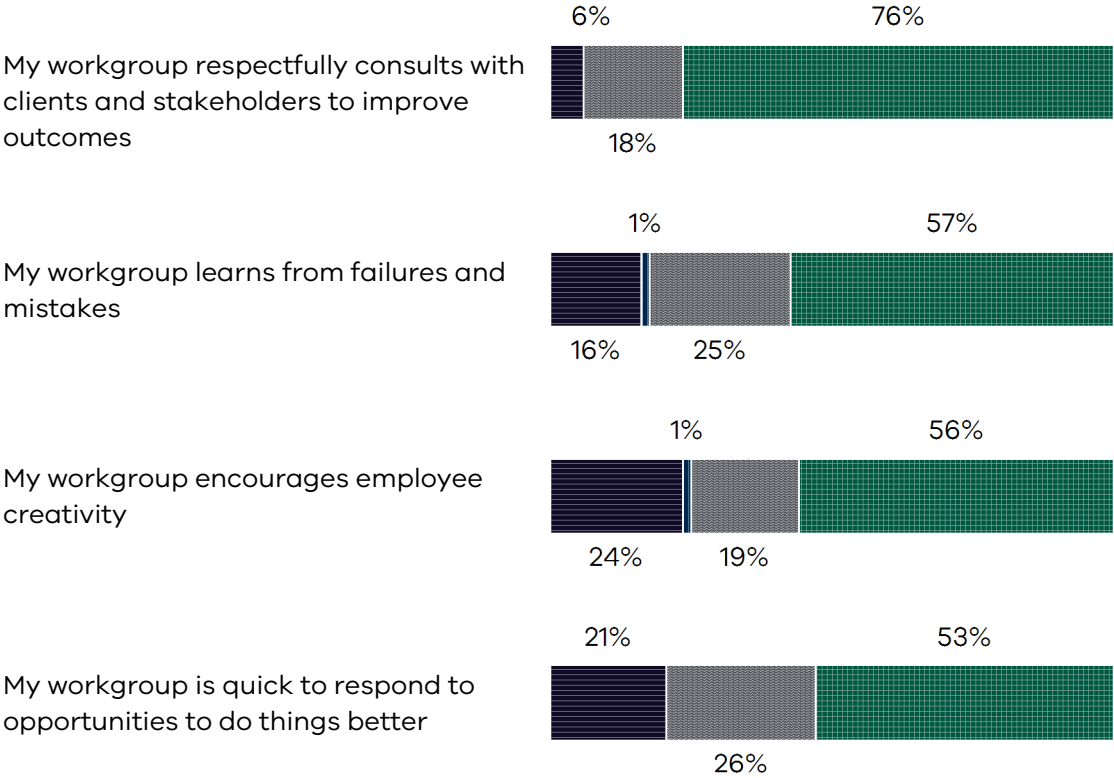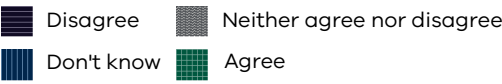
Example

53% of your staff who did the survey agreed or strongly agreed with 'My workgroup takes reasonable risks to improve its services'.

Survey question	Your results	Benchmark agree results

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

My workgroup takes reasonable risks to improve its services

15% — 4% — 28% — 53%
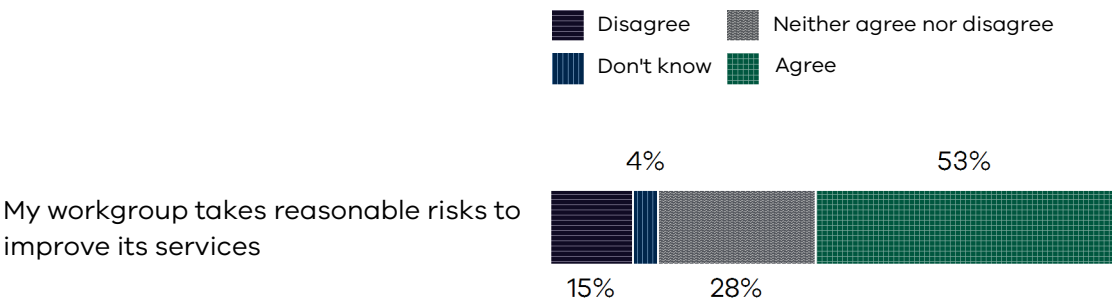
	You		Comparator		
	2019	2021	Lowest	Average	Highest
	55 %	53 %	48 %	64 %	84 %

Workgroup climate

Workgroup support 1 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

Example

94% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others in my workgroup'.

Legend: ■ Disagree ▦ Neither agree nor disagree ▥ Don't know ▦ Agree

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others in my workgroup	1% / 4% / 94%	Not asked	94 %	66 %	90 %	97 %
I am able to work effectively with others outside my immediate workgroup	4% / 9% / 87%	Not asked	87 %	82 %	89 %	96 %
People in my workgroup actively support diversity and inclusion in the workplace	1% / 16% / 81%	88 %	81 %	50 %	78 %	94 %
People in my workgroup work together effectively to get the job done	9% / 12% / 79%	97 %	79 %	42 %	76 %	92 %

Victorian Public Sector Commission

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Workgroup climate

Workgroup support 2 of 3

What this is

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

Why this is important

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

How to read this

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

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

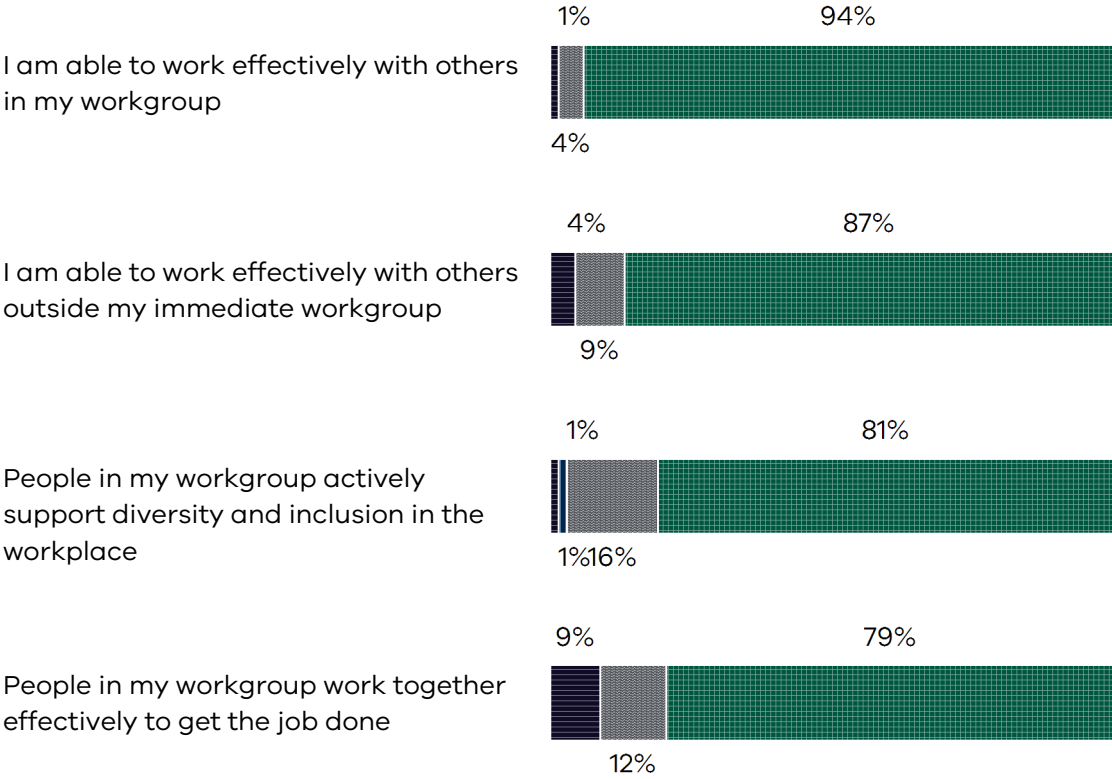Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

78% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

| Survey question | Your results | Benchmark agree results |

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

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup treat each other with respect	86 %	78 %	26 %	72 %	89 %
People in my workgroup are honest, open and transparent in their dealings	71 %	74 %	24 %	66 %	85 %
People in my workgroup are politically impartial in their work	76 %	72 %	42 %	68 %	84 %
People in my workgroup regularly reach out to support me and my wellbeing	Not asked	72 %	34 %	68 %	86 %

People in my workgroup treat each other with respect — 3%, 19%, 78%

People in my workgroup are honest, open and transparent in their dealings — 15%, 1%, 10%, 74%

People in my workgroup are politically impartial in their work — 3%, 4%, 21%, 72%

People in my workgroup regularly reach out to support me and my wellbeing — 10%, 18%, 72%

Workgroup climate

Workgroup support 3 of 3

What this is

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

Why this is important

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

How to read this

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

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

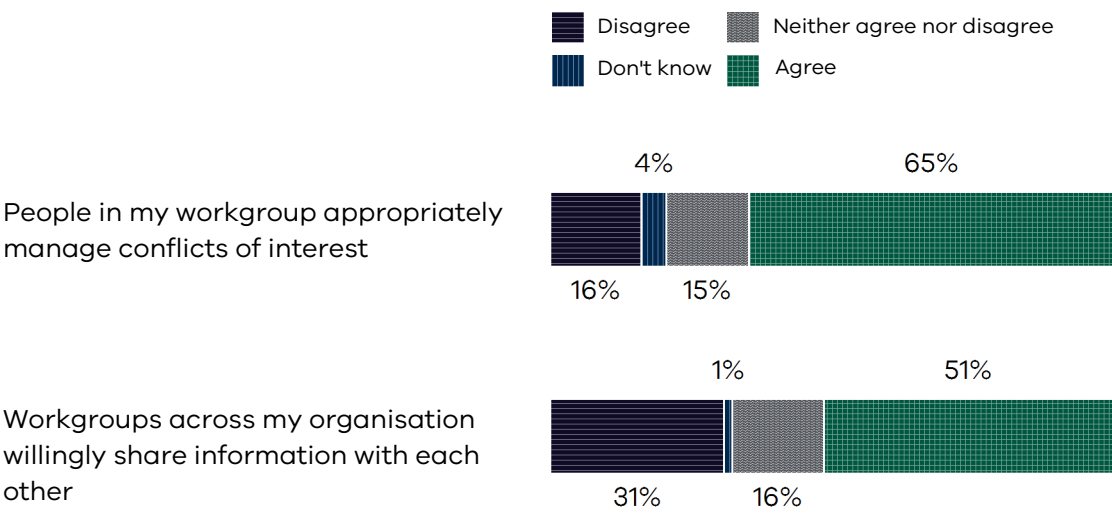Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

65% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

| Survey question | Your results | Benchmark agree results |

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

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup appropriately manage conflicts of interest	66 %	65 %	28 %	60 %	77 %
Workgroups across my organisation willingly share information with each other	69 %	51 %	38 %	59 %	81 %

People in my workgroup appropriately manage conflicts of interest: 16% Disagree, 4% Don't know, 15% Neither agree nor disagree, 65% Agree

Workgroups across my organisation willingly share information with each other: 31% Disagree, 1% Don't know, 16% Neither agree nor disagree, 51% Agree

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- Primary role

Job and manager factors

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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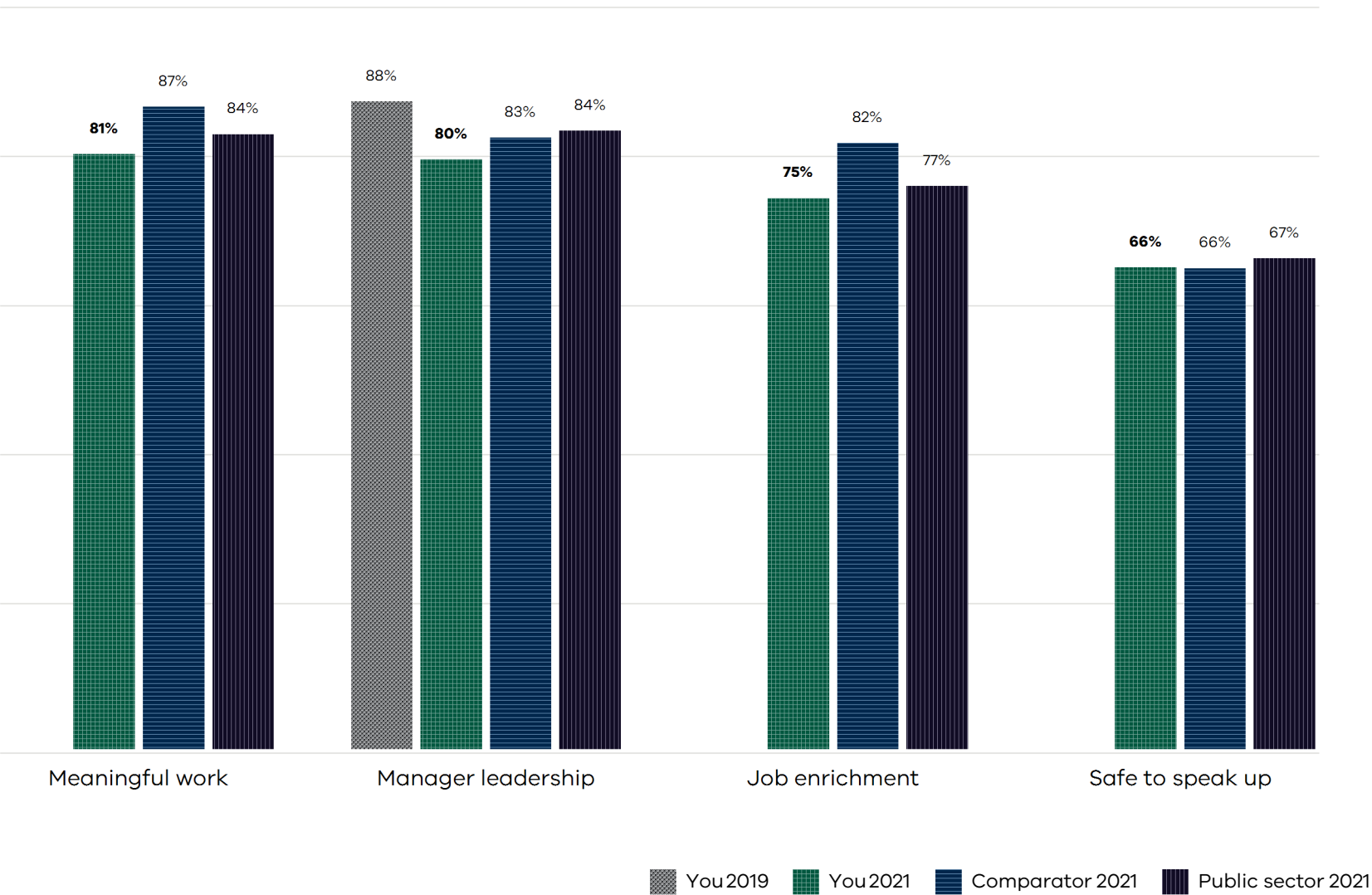
Example

In 2021:

- 81% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 87% of staff at your comparator and 84% of staff across the public sector.

Legend: You 2019, You 2021, Comparator 2021, Public sector 2021

Factor	You 2019	You 2021	Comparator 2021	Public sector 2021
Meaningful work		81%	87%	84%
Manager leadership	88%	80%	83%	84%
Job enrichment		75%	82%	77%
Safe to speak up		66%	66%	67%

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Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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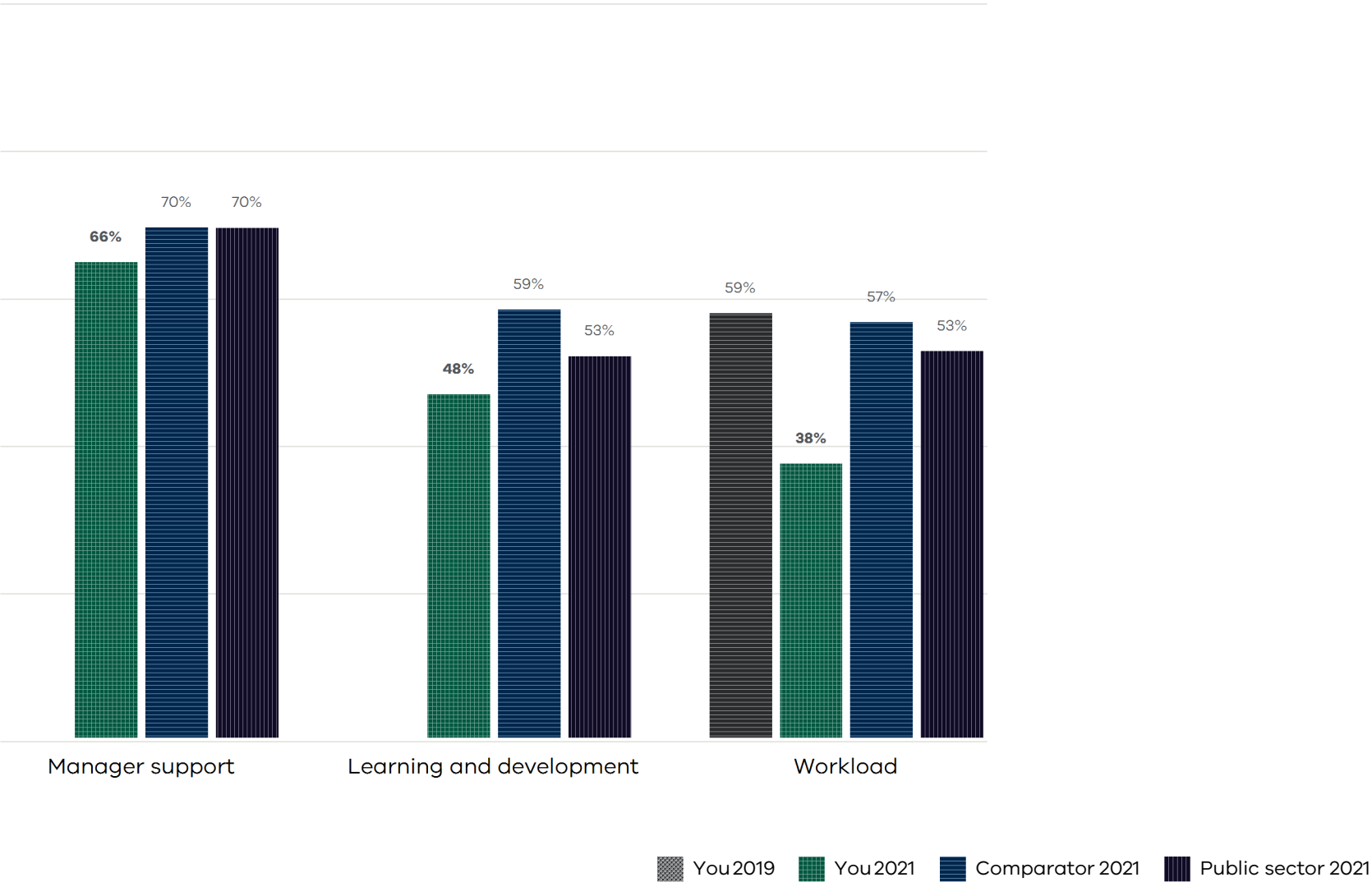
Example

In 2021:

- 66% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

- 70% of staff at your comparator and 70% of staff across the public sector.

| | You 2019 | You 2021 | Comparator 2021 | Public sector 2021 |

Job and manager factors

Manager leadership 1 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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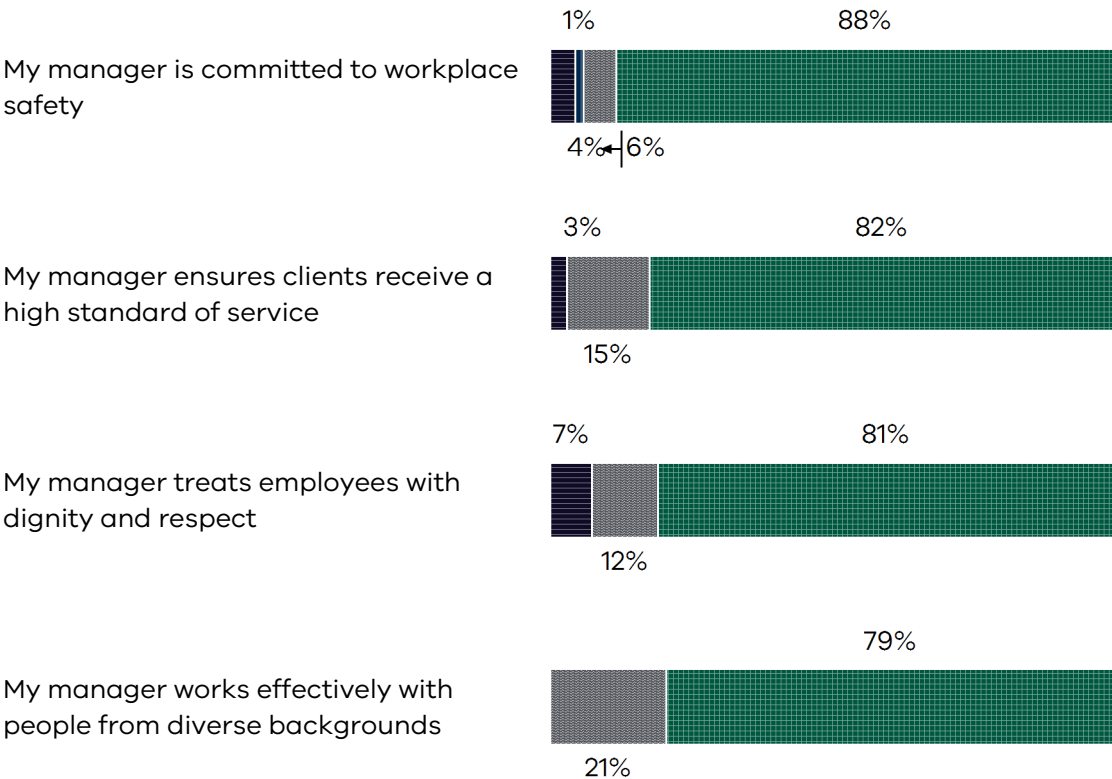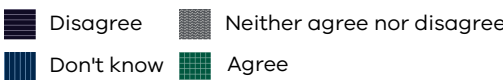
Example

88% of your staff who did the survey agreed or strongly agreed with 'My manager is committed to workplace safety'.

Survey question	Your results					

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager is committed to workplace safety	1% / 4% / 6% / 88%	91 %	88 %	64 %	86 %	96 %
My manager ensures clients receive a high standard of service	3% / 15% / 82%	90 %	82 %	68 %	86 %	95 %
My manager treats employees with dignity and respect	7% / 12% / 81%	88 %	81 %	56 %	82 %	93 %
My manager works effectively with people from diverse backgrounds	21% / 79%	83 %	79 %	72 %	85 %	95 %

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Job and manager factors

Manager leadership 2 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
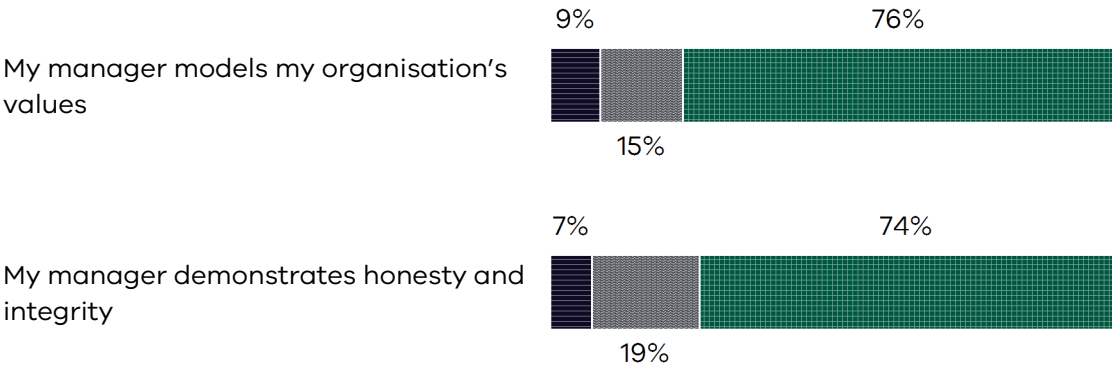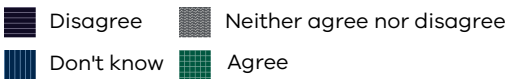
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

76% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

| Survey question | Your results | Benchmark agree results |

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

Survey question		You		Comparator		
		2019	2021	Lowest	Average	Highest
My manager models my organisation's values	9% / 15% / 76%	88 %	76 %	56 %	79 %	96 %
My manager demonstrates honesty and integrity	7% / 19% / 74%	88 %	74 %	54 %	81 %	94 %

Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

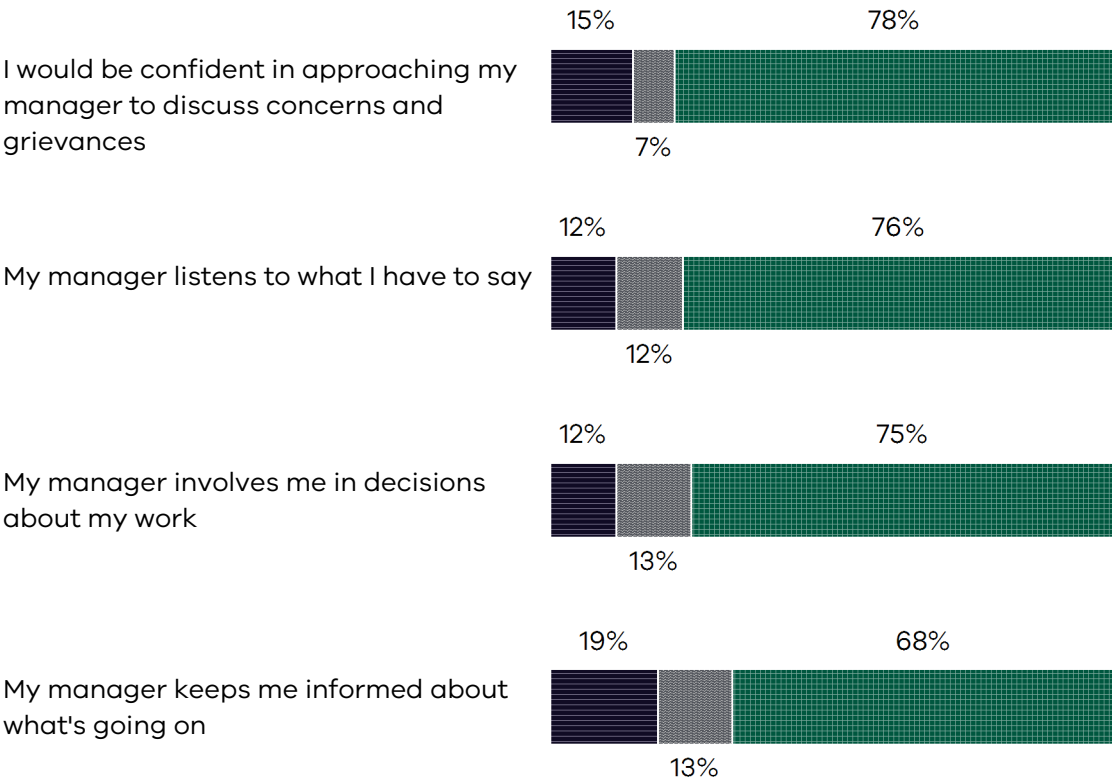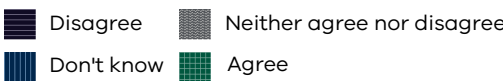Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

78% of your staff who did the survey agreed or strongly agreed with 'I would be confident in approaching my manager to discuss concerns and grievances'.

Survey question	Your results		You		Comparator		
			2019	2021	Lowest	Average	Highest

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

Survey question	Your results	2019	2021	Lowest	Average	Highest
I would be confident in approaching my manager to discuss concerns and grievances	15% / 7% / 78%	79 %	78 %	60 %	78 %	89 %
My manager listens to what I have to say	12% / 12% / 76%	90 %	76 %	64 %	79 %	93 %
My manager involves me in decisions about my work	12% / 13% / 75%	84 %	75 %	58 %	75 %	90 %
My manager keeps me informed about what's going on	19% / 13% / 68%	78 %	68 %	46 %	72 %	89 %

Job and manager factors

Manager support 2 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
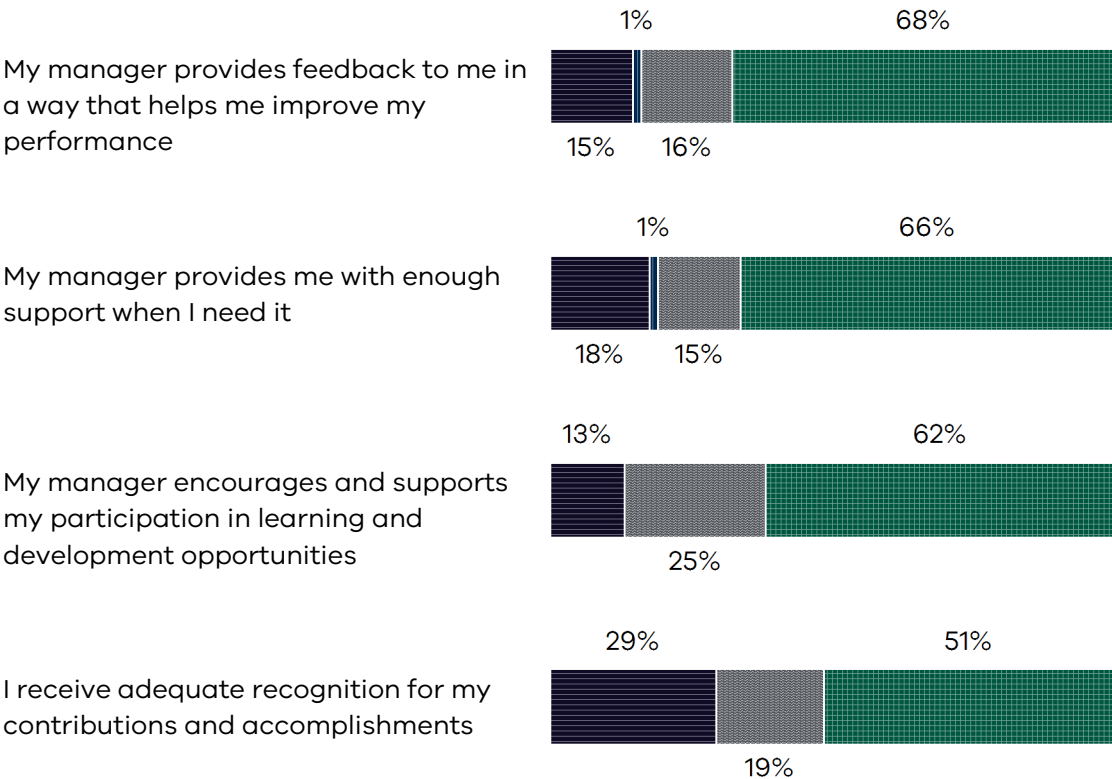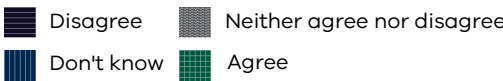
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

68% of your staff who did the survey agreed or strongly agreed with 'My manager provides feedback to me in a way that helps me improve my performance'.

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager provides feedback to me in a way that helps me improve my performance	15% / 1% / 16% / 68%	74 %	68 %	46 %	67 %	85 %
My manager provides me with enough support when I need it	18% / 1% / 15% / 66%	Not asked	66 %	46 %	74 %	87 %
My manager encourages and supports my participation in learning and development opportunities	13% / 25% / 62%	81 %	62 %	58 %	77 %	89 %
I receive adequate recognition for my contributions and accomplishments	29% / 19% / 51%	48 %	51 %	42 %	58 %	81 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Manager support 3 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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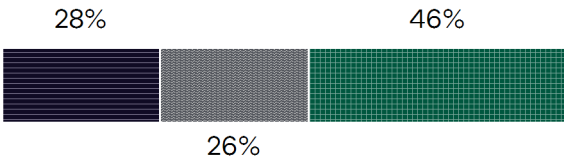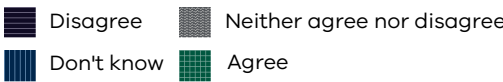
Example

46% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

| | Survey question | Your results | Benchmark agree results |

Survey question: My manager has regular conversations with me about my learning and development

Your results:
- Disagree 28%
- Neither agree nor disagree 26%
- Agree 46%

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

Benchmark agree results:

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	Not asked	46 %	34 %	53 %	78 %

Victorian Public Sector Commission   VICTORIA State Government

Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
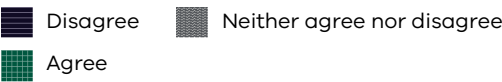
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
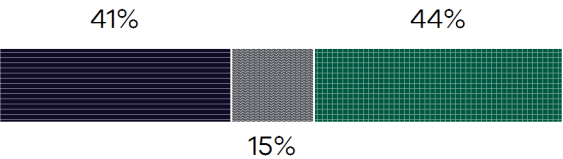
Example

44% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
The workload I have is appropriate for the job that I do	41% Disagree, 15% Neither, 44% Agree	57 %	44 %	43 %	61 %	89 %
I have enough time to do my job effectively	40% Disagree, 28% Neither, 32% Agree	60 %	32 %	29 %	54 %	81 %

Victorian Public Sector Commission

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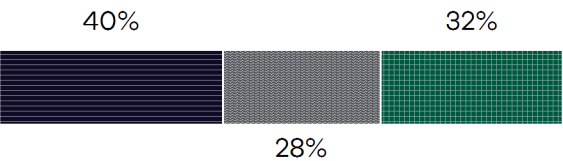
Job and manager factors

Learning and development 1 of 2

What this is

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

Why this is important

Good learning and career development can build engagement, efficiency and capability in organisations. It may also help staff retention.

How to read this

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

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

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

Example

63% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

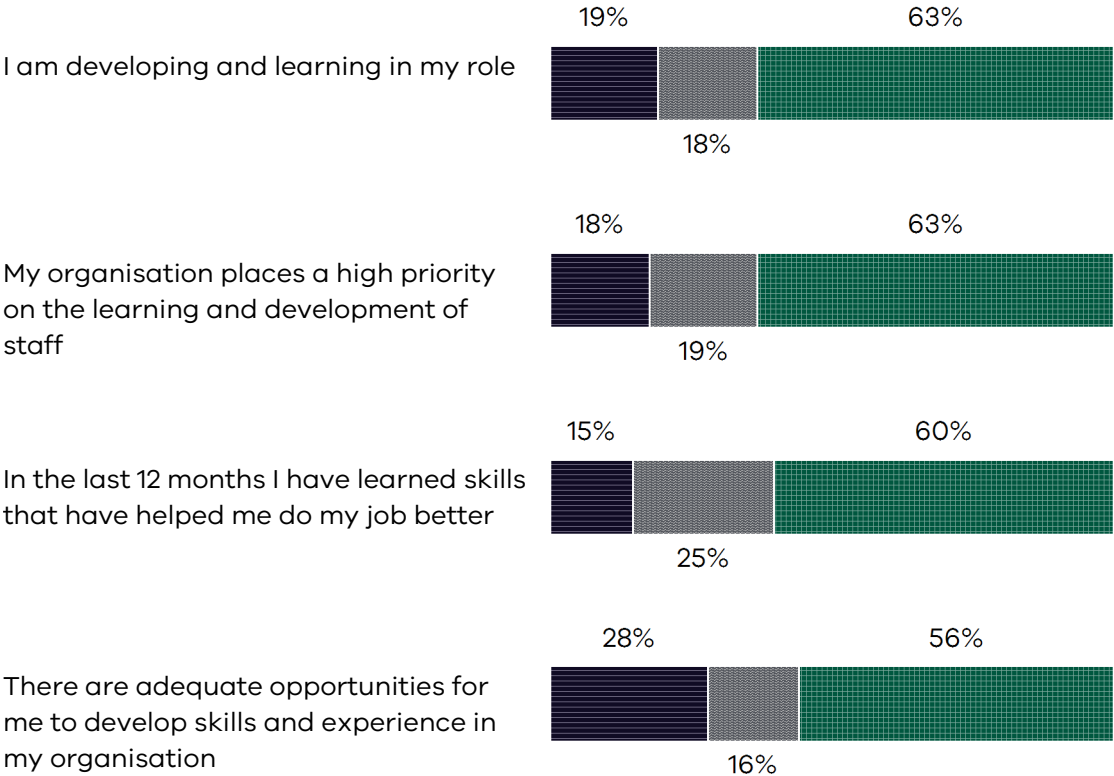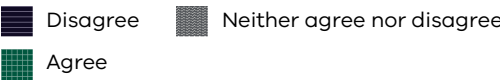| Survey question	Your results	Benchmark agree results

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

Survey question	Disagree	Neither	Agree	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am developing and learning in my role	19%	18%	63%	Not asked	63 %	58 %	74 %	90 %
My organisation places a high priority on the learning and development of staff	18%	19%	63%	66 %	63 %	51 %	69 %	87 %
In the last 12 months I have learned skills that have helped me do my job better	15%	25%	60%	Not asked	60 %	59 %	70 %	92 %
There are adequate opportunities for me to develop skills and experience in my organisation	28%	16%	56%	66 %	56 %	46 %	62 %	85 %

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Job and manager factors

Learning and development 2 of 2

What this is

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

Why this is important

Good learning and career development can build engagement, efficiency and capability in organisations. It may also help staff retention.

How to read this

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

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

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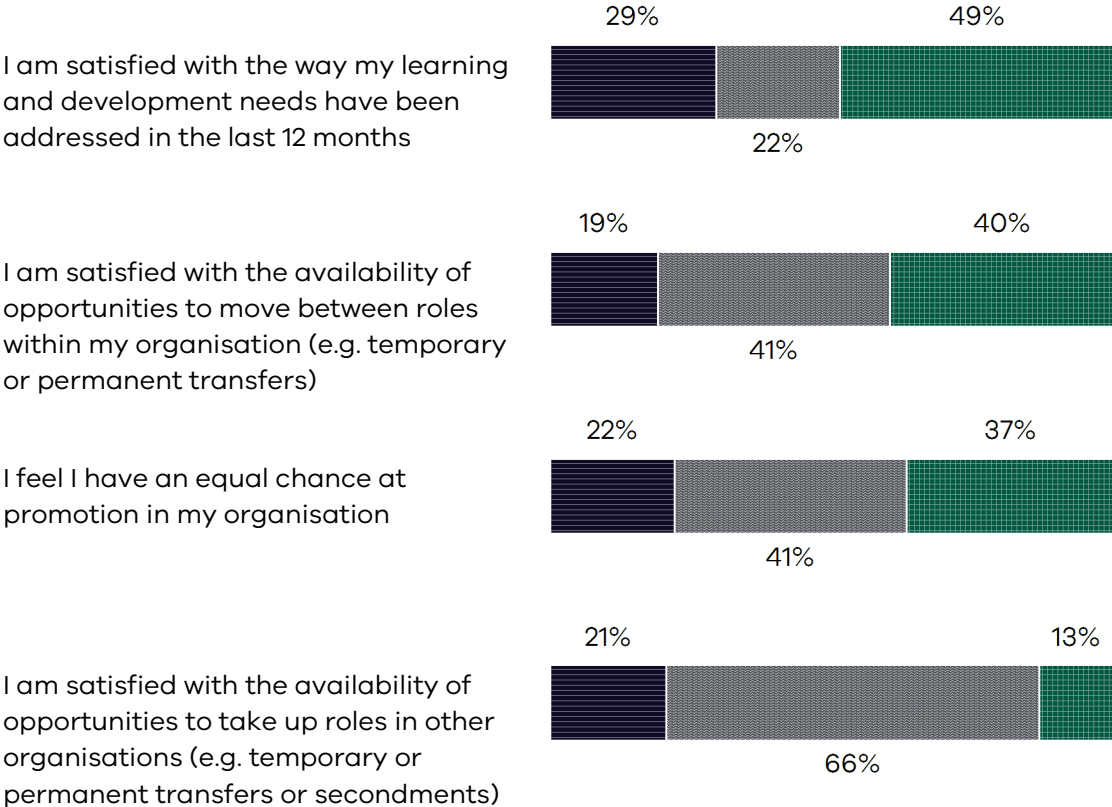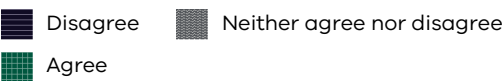
Example

49% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

Survey question	Your results				Benchmark agree results				
	Disagree	Neither agree nor disagree	Agree		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	29%	22%	49%		Not asked	49 %	44 %	61 %	84 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	19%	41%	40%		Not asked	40 %	34 %	52 %	68 %
I feel I have an equal chance at promotion in my organisation	22%	41%	37%		Not asked	37 %	29 %	48 %	73 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	21%	66%	13%		Not asked	13 %	23 %	37 %	64 %

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Job and manager factors

Job enrichment 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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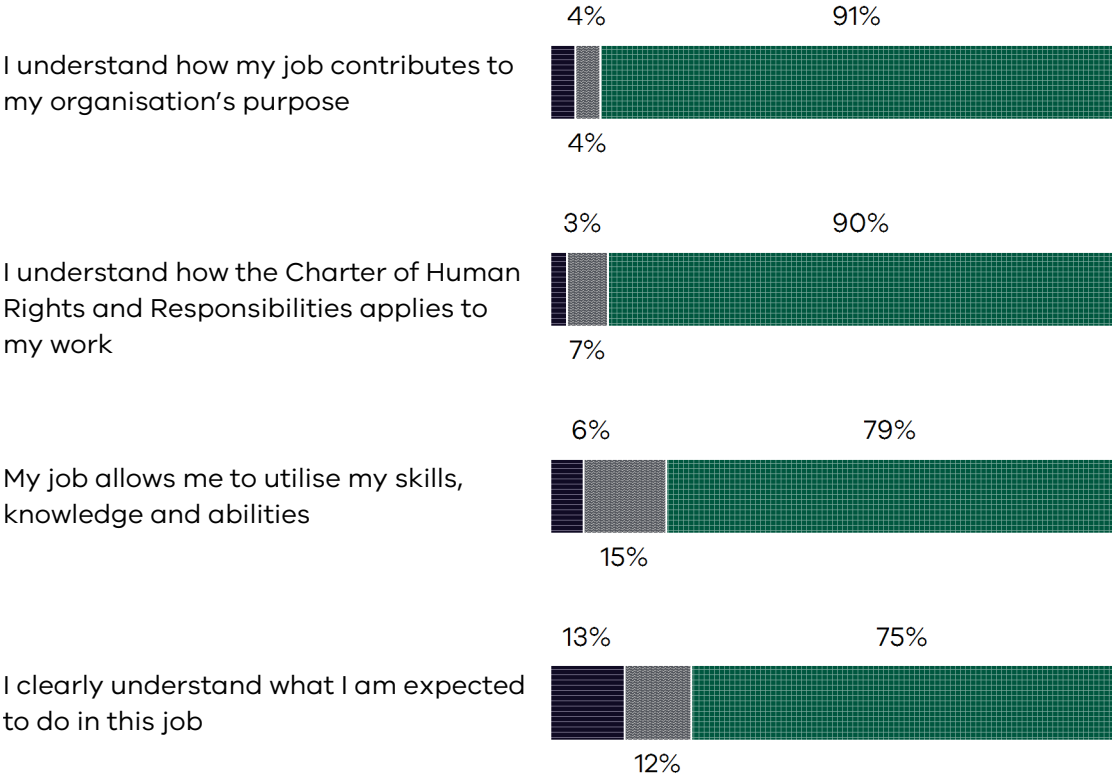
Example

91% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question	Your results		Benchmark agree results				
			You		**Comparator**		
			2019	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	4% 91% / 4%		93 %	91 %	71 %	92 %	100 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	3% 90% / 7%		84 %	90 %	79 %	89 %	98 %
My job allows me to utilise my skills, knowledge and abilities	6% 79% / 15%		86 %	79 %	64 %	83 %	94 %
I clearly understand what I am expected to do in this job	13% 75% / 12%		88 %	75 %	76 %	87 %	96 %

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

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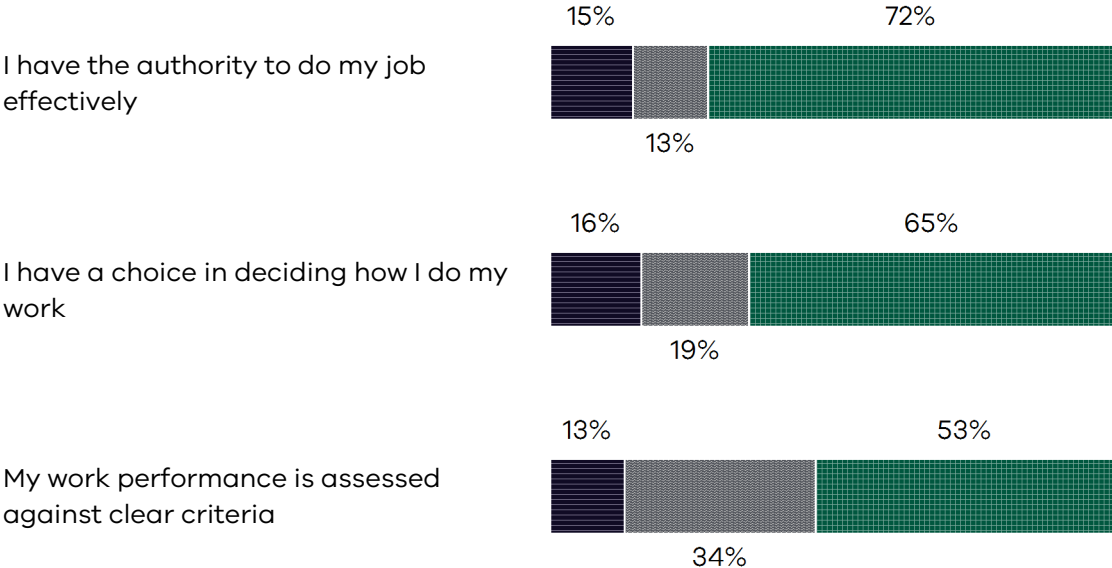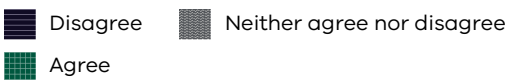
Example

72% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

Survey question	Your results					

Legend:
- Disagree
- Neither agree nor disagree
- Agree

	You		**Comparator**		
Survey question	2019	2021	Lowest	Average	Highest
I have the authority to do my job effectively — 15% / 13% / 72%	81 %	72 %	71 %	82 %	94 %
I have a choice in deciding how I do my work — 16% / 19% / 65%	76 %	65 %	52 %	75 %	91 %
My work performance is assessed against clear criteria — 13% / 34% / 53%	Not asked	53 %	46 %	69 %	90 %

Job and manager factors

Meaningful work

What this is

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

Why this is important

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

How to read this

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

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

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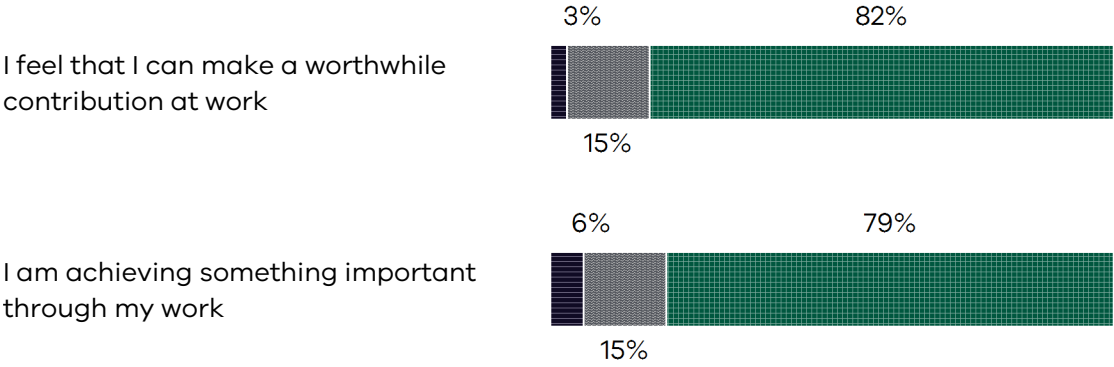
Example

82% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

Survey question	Your results	Benchmark agree results

Your results

Disagree ▪ Neither agree nor disagree ▪ Agree

Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest

I feel that I can make a worthwhile contribution at work

3% — 15% — 82%

| Not asked | 82 % | 74 % | 89 % | 97 % |

I am achieving something important through my work

6% — 15% — 79%

| Not asked | 79 % | 68 % | 85 % | 94 % |

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Job and manager factors

Safe to speak up 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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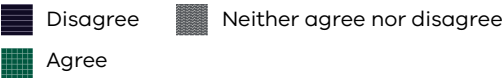
Example

75% of your staff who did the survey agreed or strongly agreed with 'People in your workgroup are able to bring up problems and tough issues'.
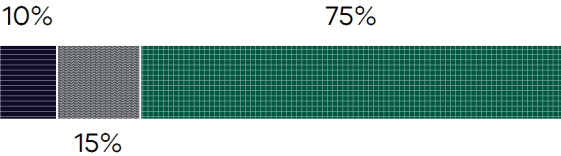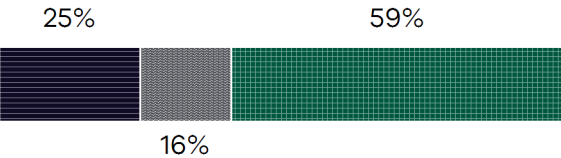
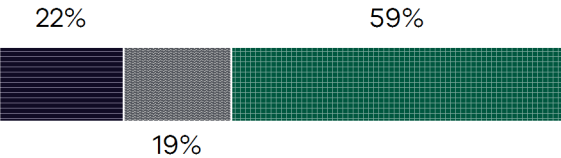| Survey question	Your results	Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Disagree	Neither	Agree	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in your workgroup are able to bring up problems and tough issues	10%	15%	75%	Not asked	75 %	32 %	68 %	85 %
I am confident that I would be protected from reprisal for reporting improper conduct	25%	16%	59%	57 %	59 %	44 %	66 %	82 %
I feel safe to challenge inappropriate behaviour at work	22%	19%	59%	Not asked	59 %	34 %	64 %	78 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	24%	19%	57%	53 %	57 %	40 %	63 %	86 %

Victorian Public Sector Commission

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Job and manager factors

Safe to speak up 2 of 2

What this is

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

Why this is important

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

How to read this

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

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
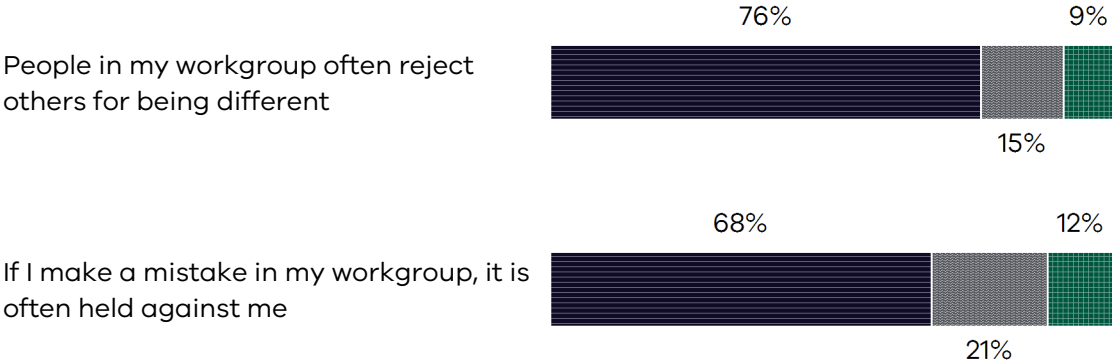
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

76% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

Survey question

Your results

- Disagree
- Neither agree nor disagree
- Agree

People in my workgroup often reject others for being different

76%   15%   9%

If I make a mistake in my workgroup, it is often held against me

68%   21%   12%
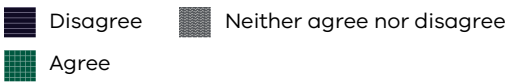
Benchmark disagree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
People in my workgroup often reject others for being different	Not asked	76 %	52 %	69 %	94 %
If I make a mistake in my workgroup, it is often held against me	Not asked	68 %	36 %	64 %	81 %

Victorian Public Sector Commission

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Job and manager factors

Barriers to optimal work

What this is

This is what staff feel stops them from working in an optimal way.

Why this is important

Workplace barriers prevent employees from working efficiently and effectively.

How to read this

In the survey, we asked staff to tell us the most significant barriers that prevented them from working optimally. They could select more than one barrier.

Example

37% of staff who did the survey said 'Communication processes' was a significant barrier to performing optimally at work.

Which of the following are currently the most significant barriers (if any) that prevent you performing optimally at work?	You 2021	Comparator 2021	Public sector 2021
Communication processes	37%	22%	19%
Too many competing priorities	34%	26%	36%
Decision making and authorisation processes	25%	13%	23%
Administrative processes (including leave and HR requirements)	21%	10%	19%
There are no noticeable barriers	19%	29%	18%
Other	18%	11%	13%
Family/household commitments (carer responsibilities, child education responsibilities)	13%	9%	9%
Poor mental health or wellbeing	13%	8%	11%
Technology limitations	12%	14%	20%
Poor work-life balance	9%	9%	12%

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People matter survey 2021

Have your say

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

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

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

Taking action
- Taking action questions

Senior leadership
- Senior leadership questions

Organisational climate
- Scorecard
- Organisational integrity
- Workplace flexibility
- Equal employment opportunity
- Psychosocial and physical safety climate
- Psychosocial safety climate score
- Patient safety climate
- Diversity and inclusion
- Gender equality supporting measures

Workgroup climate
- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors
- Scorecard
- Manager leadership
- Manager support
- Workload
- Learning and development
- Job enrichment
- Meaningful work
- Safe to speak up
- Barriers to optimal work

Public sector values
- Scorecard
- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

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

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 85% of your staff who did the survey responded positively to questions about Human rights , which is up 1% in 2019.

Compared to:

- 85% of staff at your comparator and 80% of staff across the public sector.

Chart legend: You 2019, You 2021, Comparator 2021, Public sector 2021

Value	You 2019	You 2021	Comparator 2021	Public sector 2021
Human rights	84%	85%	85%	80%
Responsiveness	95%	85%	86%	87%
Accountability	81%	74%	80%	76%
Respect	81%	73%	76%	78%

Public sector values

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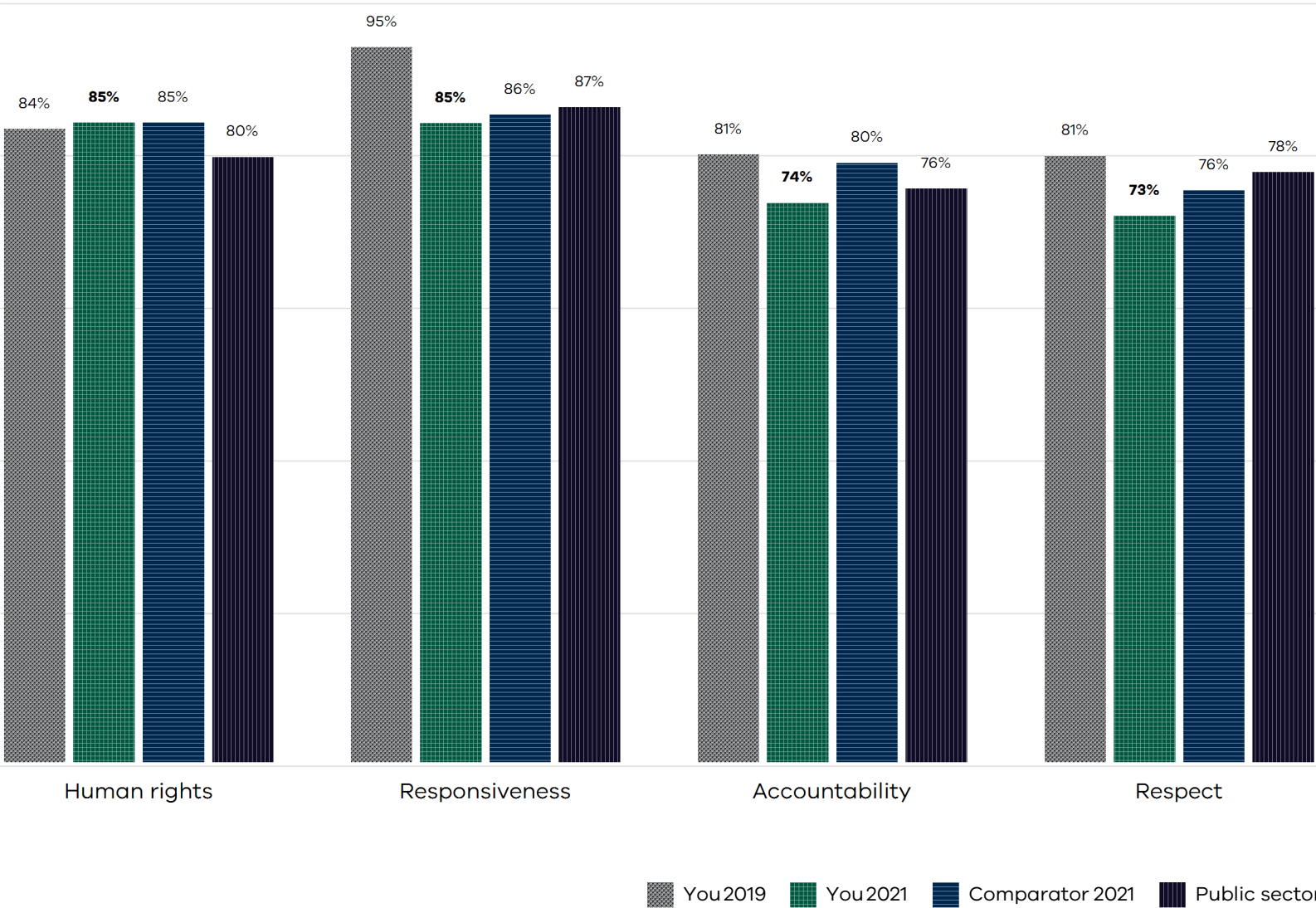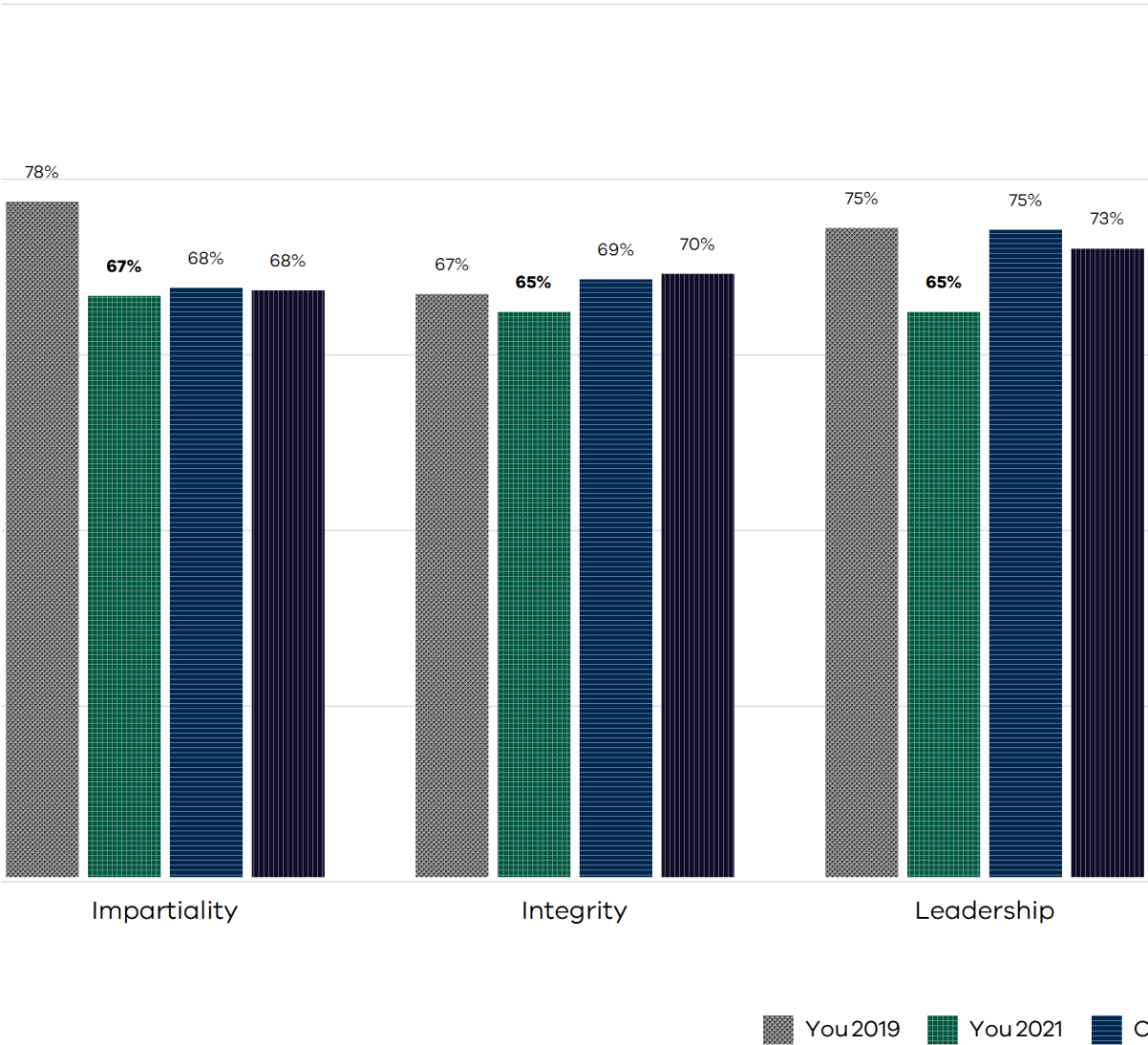
Example

In 2021:

- 67% of your staff who did the survey responded positively to questions about Impartiality , which is down 11% in 2019.

Compared to:

- 68% of staff at your comparator and 68% of staff across the public sector.

Legend: You 2019 · You 2021 · Comparator 2021 · Public sector 2021

Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

Example

87% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

Survey question	Your results	Benchmark agree results				
		You		Comparator		
		2019	2021	Lowest	Average	Highest
My workgroup strives to deliver services in a timely manner	Disagree 6%, Neither 7%, Agree 87%	97 %	87 %	70 %	86 %	96 %
My workgroup strives to provide high quality advice and services	Disagree 4%, Neither 10%, Agree 85%	98 %	85 %	66 %	86 %	97 %
My manager ensures clients receive a high standard of service	Disagree 3%, Neither 15%, Agree 82%	90 %	82 %	68 %	86 %	95 %

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

Public sector values

Integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

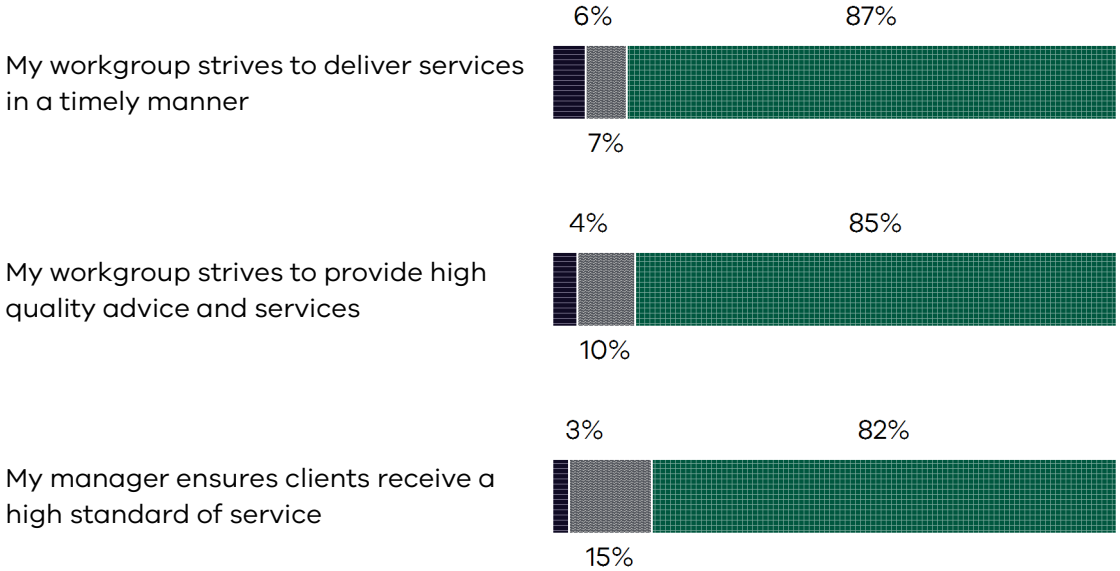Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

74% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
	Disagree / Don't know / Neither agree nor disagree / Agree					
My manager demonstrates honesty and integrity	7% · 19% · 74%	88 %	74 %	54 %	81 %	94 %
People in my workgroup are honest, open and transparent in their dealings	15% · 1% · 10% · 74%	71 %	74 %	24 %	66 %	85 %
My organisation does not tolerate improper conduct	12% · 1% · 19% · 68%	69 %	68 %	38 %	69 %	85 %
My organisation is committed to earning a high level of public trust	21% · 13% · 66%	69 %	66 %	60 %	81 %	97 %

Victorian Public Sector Commission

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Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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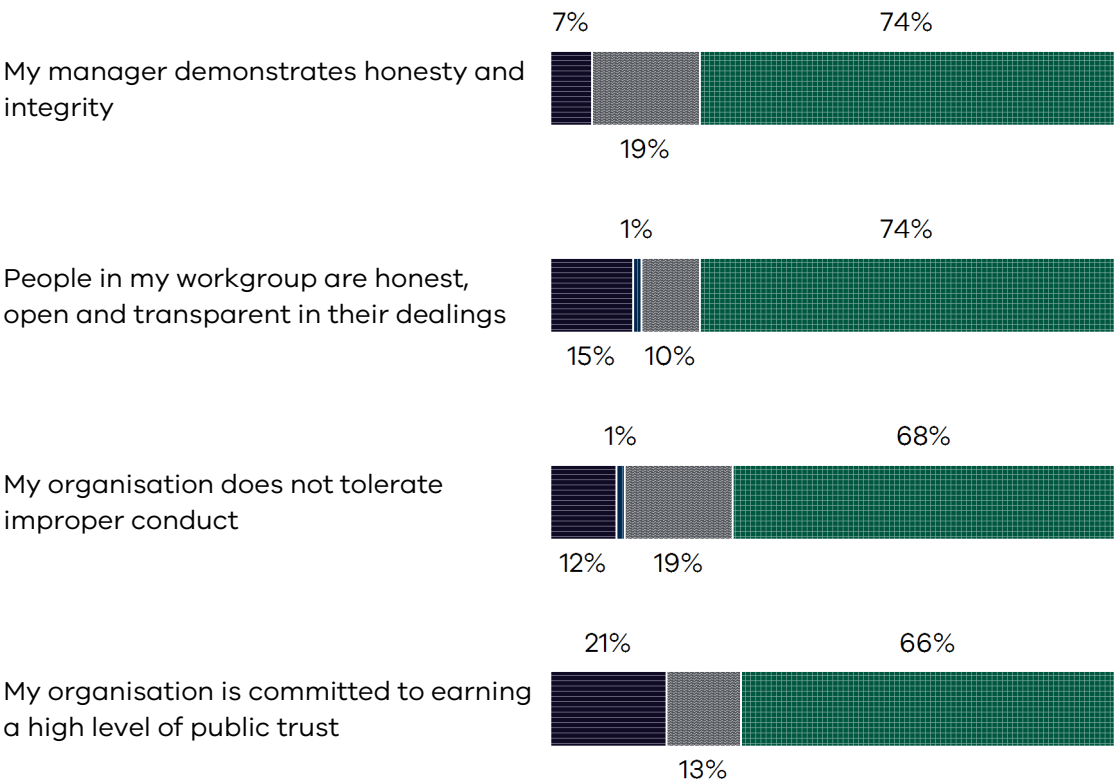
Example

65% of staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Survey question	Your results		You		Comparator		
			2019	2021	Lowest	Average	Highest
	Legend: Disagree / Don't know / Neither agree nor disagree / Agree						
People in my workgroup appropriately manage conflicts of interest	16% / 4% / 15% / 65%		66 %	65 %	28 %	60 %	77 %
Senior leaders demonstrate honesty and integrity	22% / 18% / 60%		53 %	60 %	38 %	66 %	89 %
I am confident that I would be protected from reprisal for reporting improper conduct	25% / 16% / 59%		57 %	59 %	44 %	66 %	82 %
I feel safe to challenge inappropriate behaviour at work	22% / 19% / 59%		Not asked	59 %	34 %	64 %	78 %

Public sector values

Impartiality

What this is

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

Why this is important

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

How to read this

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

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
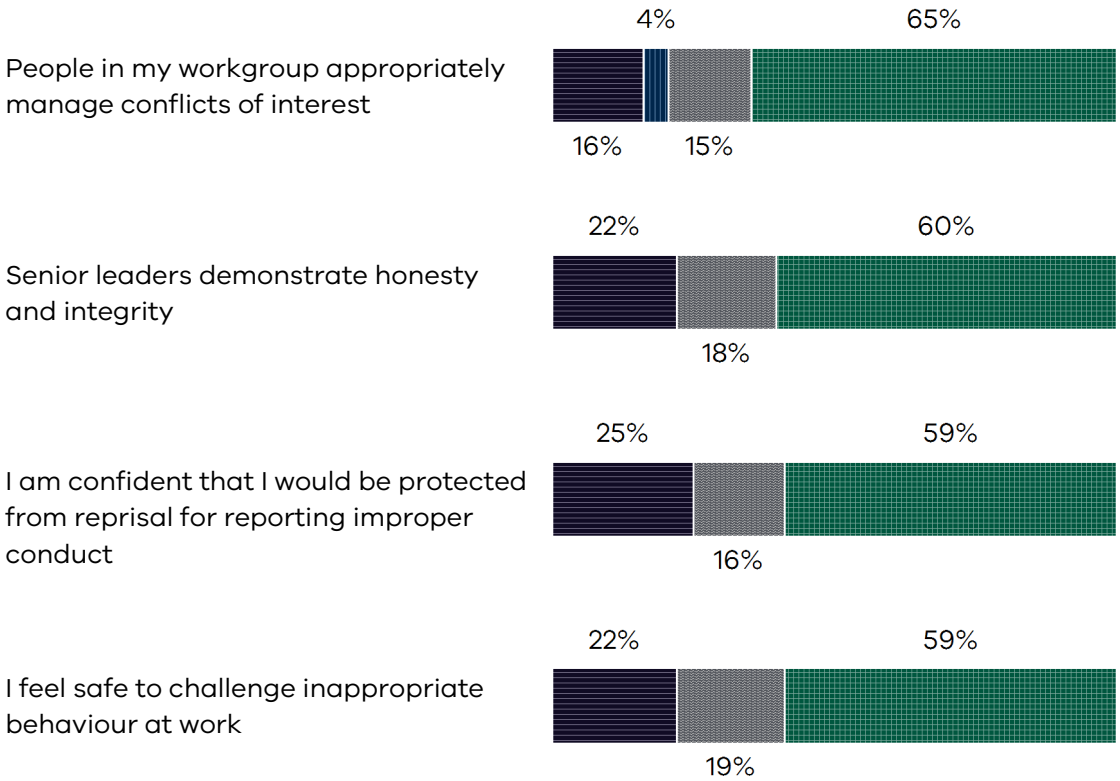
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
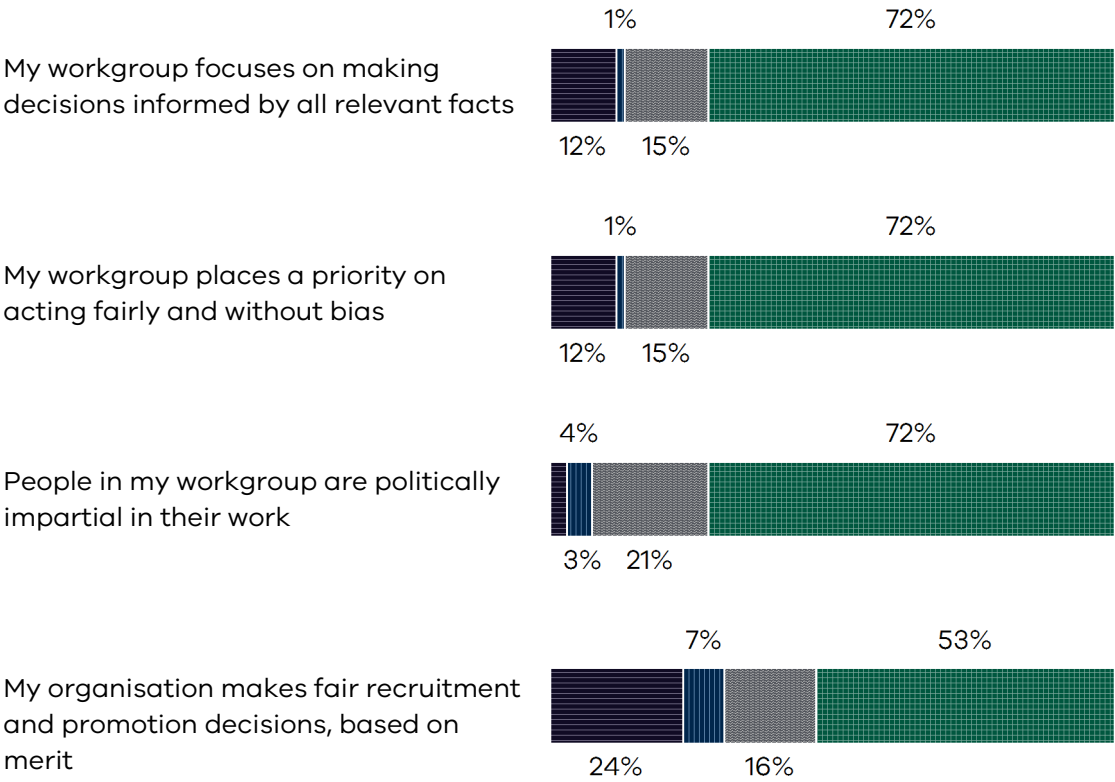
Example

72% of staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question	Your results				

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

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup focuses on making decisions informed by all relevant facts (12% / 1% / 15% / 72%)	95 %	72 %	50 %	74 %	89 %
My workgroup places a priority on acting fairly and without bias (12% / 1% / 15% / 72%)	90 %	72 %	44 %	72 %	88 %
People in my workgroup are politically impartial in their work (4% / 3% / 21% / 72%)	76 %	72 %	42 %	68 %	84 %
My organisation makes fair recruitment and promotion decisions, based on merit (24% / 7% / 16% / 53%)	52 %	53 %	42 %	59 %	79 %

Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

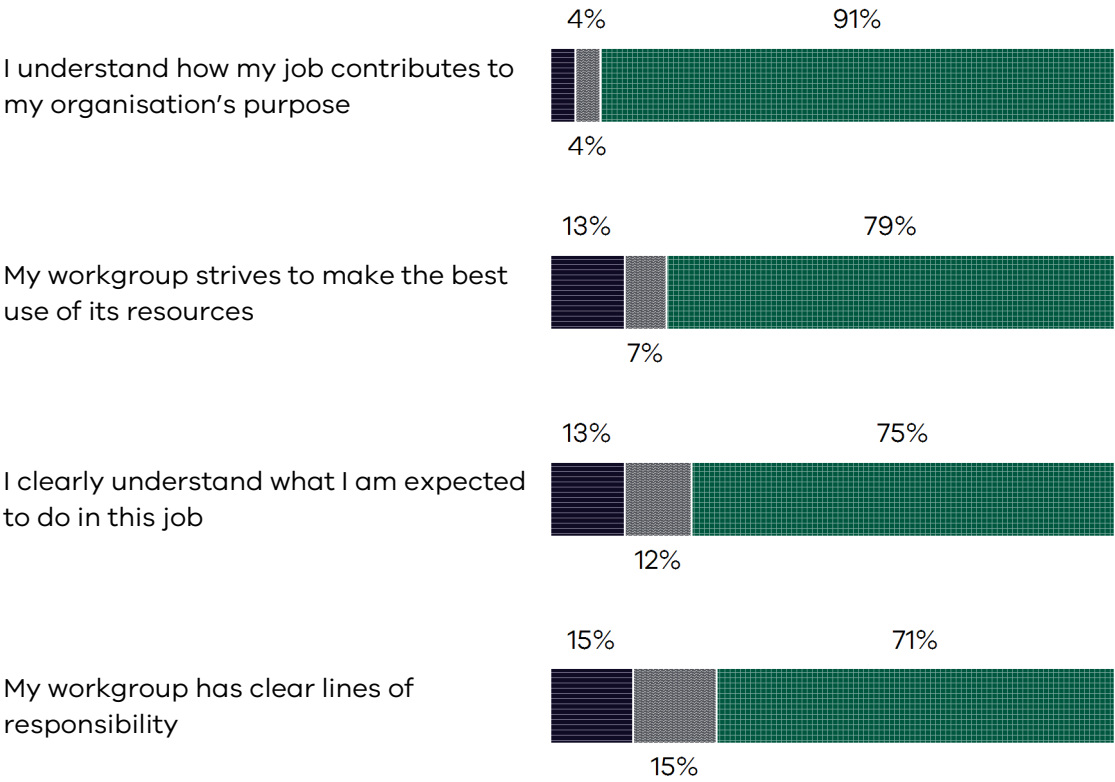Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

91% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question	Your results		You		Comparator		
			2019	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	4% / 91% / 4%		93 %	91 %	71 %	92 %	100 %
My workgroup strives to make the best use of its resources	13% / 79% / 7%		88 %	79 %	50 %	79 %	92 %
I clearly understand what I am expected to do in this job	13% / 75% / 12%		88 %	75 %	76 %	87 %	96 %
My workgroup has clear lines of responsibility	15% / 71% / 15%		84 %	71 %	58 %	76 %	92 %

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

Public sector values

What this is

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

Why this is important

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

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

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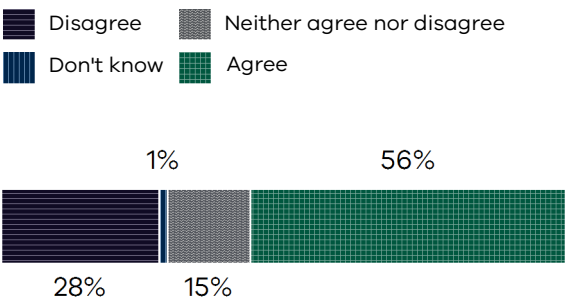
Example

56% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

| ■ Disagree | ▦ Neither agree nor disagree |
| ▥ Don't know | ▦ Agree |

Senior leaders provide clear strategy and direction

1%   56%

28%   15%

Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	50 %	56 %	38 %	64 %	92 %

Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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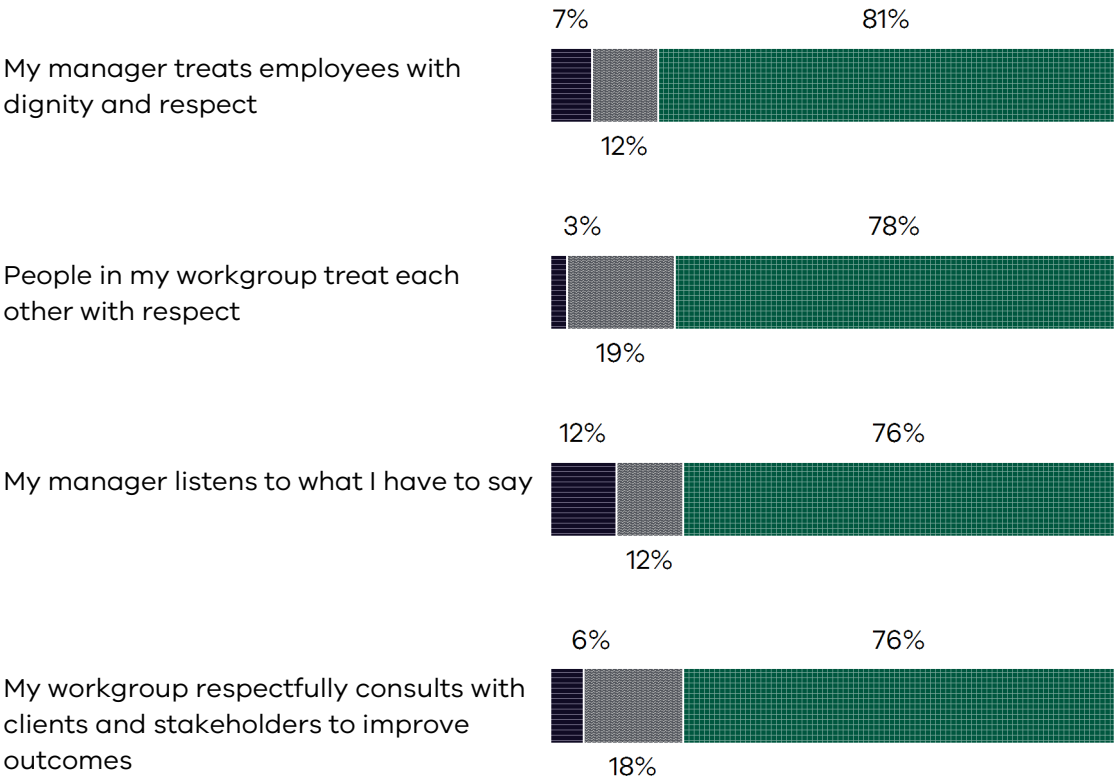
Example

81% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results					

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

Survey question		Benchmark agree results				
		You		**Comparator**		
		2019	2021	Lowest	Average	Highest
My manager treats employees with dignity and respect	7% / 12% / 81%	88 %	81 %	56 %	82 %	93 %
People in my workgroup treat each other with respect	3% / 19% / 78%	86 %	78 %	26 %	72 %	89 %
My manager listens to what I have to say	12% / 12% / 76%	90 %	76 %	64 %	79 %	93 %
My workgroup respectfully consults with clients and stakeholders to improve outcomes	6% / 18% / 76%	90 %	76 %	62 %	81 %	90 %

Public sector values

Respect 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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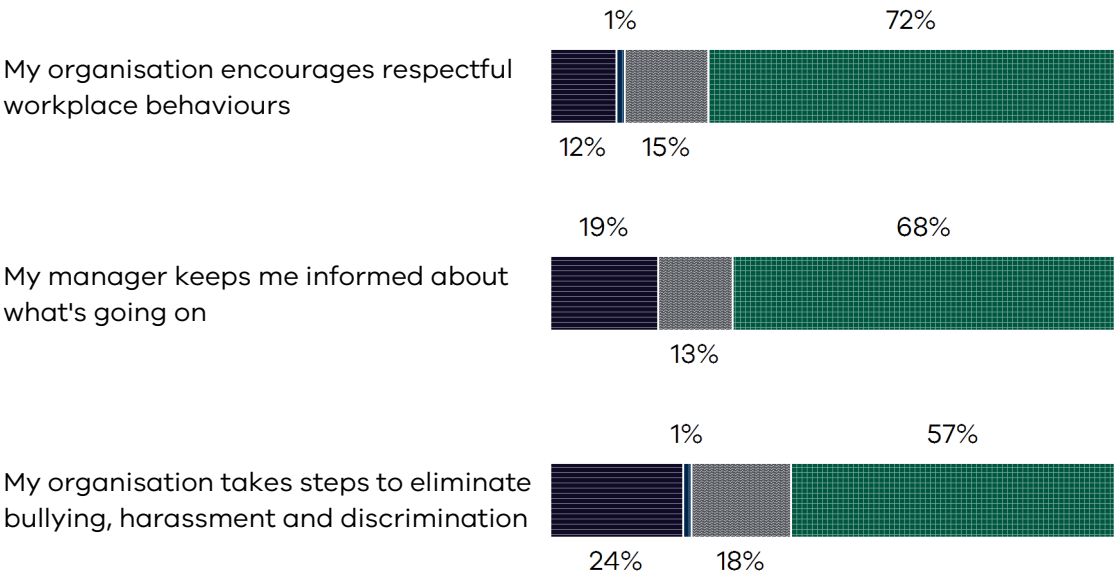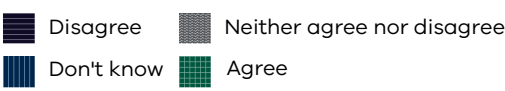
Example

72% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

| Survey question | Your results | Benchmark agree results |

Your results legend: ■ Disagree ▦ Neither agree nor disagree ▥ Don't know ▦ Agree

Survey question	Disagree	Neither agree nor disagree	Don't know	Agree	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages respectful workplace behaviours	12%	15%	1%	72%	69 %	72 %	54 %	80 %	93 %
My manager keeps me informed about what's going on	19%	13%		68%	78 %	68 %	46 %	72 %	89 %
My organisation takes steps to eliminate bullying, harassment and discrimination	24%	18%	1%	57%	64 %	57 %	42 %	67 %	85 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Leadership

What this is

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

Why this is important

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

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

How to read this

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

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
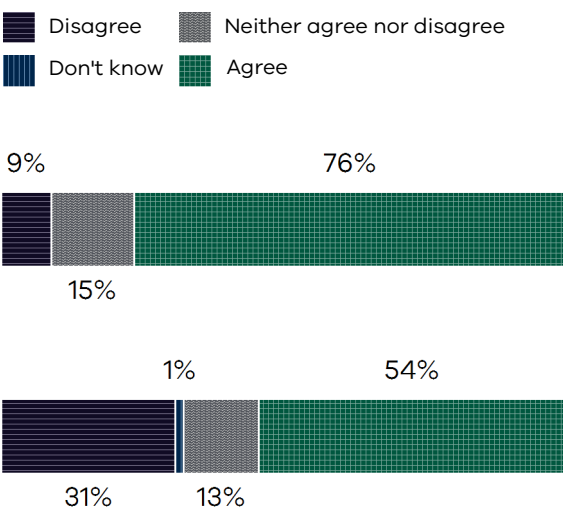
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

76% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

| Survey question | Your results | | | Benchmark agree results | | | | |

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

	Your results	You		Comparator		
Survey question		2019	2021	Lowest	Average	Highest
My manager models my organisation's values	9% / 15% / 76%	88 %	76 %	56 %	79 %	96 %
Senior leaders model my organisation's values	31% / 1% / 13% / 54%	62 %	54 %	50 %	70 %	91 %

Public sector values

Human rights

What this is

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

Why this is important

Using the Victorian Charter of Human Rights, organisations must consider human rights in how they work and act.

How to read this

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

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

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

Example

91% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

Survey question	Your results	You		Comparator		
		2019	2021	Lowest	Average	Highest
My workgroup values human rights	3% 91% / 6%	95 %	91 %	64 %	86 %	97 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	3% 90% / 7%	84 %	90 %	79 %	89 %	98 %
My organisation encourages employees to act in ways that are consistent with human rights	7% 82% / 10%	81 %	82 %	62 %	83 %	96 %
My organisation respects the human rights of employees	9% 76% / 15%	76 %	76 %	62 %	81 %	95 %

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

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Workplace flexibility
- Equal employment opportunity
- Psychosocial and physical safety climate
- Psychosocial safety climate score
- Patient safety climate
- Diversity and inclusion
- Gender equality supporting measures

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

- Scorecard
- Manager leadership
- Manager support
- Workload
- Learning and development
- Job enrichment
- Meaningful work
- Safe to speak up
- Barriers to optimal work

Public sector values

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

Demographics

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

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:
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Age	(n)	%
15-34 years	7	10%
35-54 years	33	49%
55+ years	23	34%
Prefer not to say	5	7%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	2	3%
No	60	88%
Prefer not to say	6	9%

Highest level of formal education	(n)	%
Master Degree level	7	10%
Graduate Diploma or Graduate Certificate level	8	12%
Bachelor Degree level incl. honours degrees	21	31%
Advanced Diploma or Diploma level	14	21%
Certificate III or IV level	3	4%
Year 12 or equivalent (VCE/Leaving certificate)	2	3%
Lower than Certificate I or equivalent	1	1%
Prefer not to say	12	18%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.
The (n) column shows the number of respondents in each category.
An asterisk (*) means this is a new question for the 2021 survey.

How we protect anonymity and privacy

To protect you, we:

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**1**	1%
Non Aboriginal and/or Torres Strait Islander	**63**	93%
Prefer not to say	**4**	6%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

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

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

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Do you identify as a person with a disability?	(n)	%
Yes	**1**	1%
No	**59**	87%
Prefer not to say	**8**	12%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	**1**	100%

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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How would you describe your gender?	(n)	%
Woman	58	85%
Man	6	9%
Prefer not to say	4	6%

Are you trans, non-binary or gender diverse?	(n)	%
No	63	93%
Prefer not to say	5	7%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	62	91%
Prefer not to say	6	9%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	58	85%
Prefer not to say	8	12%
Gay or lesbian	1	1%
I use a different term	1	1%

Demographics

Cultural diversity 1 of 2

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

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How we protect anonymity and privacy

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Country of birth	(n)	%
Born in Australia	59	87%
Not born in Australia	7	10%
Prefer not to say	2	3%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	6	86%
10 to less than 20 years ago	1	14%

Language other than English spoken with family or community	(n)	%
No	64	94%
Prefer not to say	4	6%

Demographics

Cultural diversity 2 of 2

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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An asterisk (*) means this is a new question for the 2021 survey.

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Cultural identity	(n)	%
Australian	59	87%
Prefer not to say	4	6%
English, Irish, Scottish and/or Welsh	3	4%
Other	1	1%
Aboriginal and/or Torres Strait Islander	1	1%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	1	1%

Religion	(n)	%
No religion	39	57%
Christianity	18	26%
Prefer not to say	8	12%
Other	2	3%
Buddhism	1	1%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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Working arrangement	(n)	%
Full-Time	10	15%
Part-Time	58	85%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	24	39%
$65k to $95k	18	30%
$95k to $125k	7	11%
$125k or more	3	5%
Prefer not to say	9	15%

Organisational tenure	(n)	%
<1 year	11	16%
1 to less than 2 years	6	9%
2 to less than 5 years	15	22%
5 to less than 10 years	9	13%
10 to less than 20 years	22	32%
More than 20 years	5	7%

Management responsibility	(n)	%
Non-manager	52	76%
Other manager	11	16%
Manager of other manager(s)	5	7%

Employment type	(n)	%
Ongoing and executive	53	78%
Fixed term	8	12%
Other	7	10%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	56	82%
I have moved to a different role within my organisation (including acting roles)	8	12%
I have moved to my role from a different Victorian public sector organisation	3	4%
I have moved to my role from outside the Victorian public sector	1	1%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

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

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How we protect anonymity and privacy

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Primary workplace location over the last 3 months	(n)	%
Other city or town	**64**	94%
Melbourne: Suburbs	**2**	3%
Melbourne CBD	**1**	1%
Outside Victoria	**1**	1%

Primary workplace type over the past 3 months*	(n)	%
A frontline or service delivery location (that is not a main office or home/private location)	**31**	46%
A main office	**22**	32%
A hub/shared work space	**10**	15%
Other (please specify)	**3**	4%
Home/private location	**2**	3%

Other workplace type over the past 3 months*	(n)	%
No, I have not worked from any other locations	**43**	63%
A frontline or service delivery location (that is not a main office or home/private location)	**13**	19%
Home/private location	**5**	7%
A hub/shared work space	**4**	6%
Other	**4**	6%
A main office	**3**	4%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	47	69%
Flexible working arrangements	15	22%
Job redesign or role sharing	4	6%
Physical modifications or improvements to the workplace	3	4%
Career development support strategies	2	3%
Accessible communications technologies	1	1%

Why did you make this request?*	(n)	%
Caring responsibilities	9	43%
Family responsibilities	6	29%
Health	6	29%
Other	4	19%
Work-life balance	3	14%
Study commitments	1	5%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	13	62%
The adjustments I needed were not made	7	33%
The adjustments I needed were made but the process was unsatisfactory	1	5%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:
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- don't release employee opinion results for demographic groups where organisations have fewer than 30 responses in total.

Caring responsibility	(n)	%
None of the above	22	32%
Primary school aged child(ren)	16	24%
Secondary school aged child(ren)	15	22%
Prefer not to say	11	16%
Frail or aged person(s)	8	12%
Child(ren) - younger than preschool age	4	6%
Preschool aged child(ren)	4	6%
Person(s) with a mental illness	2	3%
Person(s) with disability	1	1%
Person(s) with a medical condition	1	1%
Other	1	1%

Demographics

Employment categories

What is this

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

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

Which of the following categories best describes your current position?	(n)	%
Nursing Employees	28	42%
Medical Employees	2	3%
Personal service worker	1	1%
Allied health professional	10	15%
Other health professional	3	4%
Management, Administration and Corporate support	12	18%
Support services	11	16%

Demographics

Primary role

What is this

This shows the primary role of your staff.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:
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- don't release employee opinion results for demographic groups where organisations have fewer than 30 responses in total.

Which of the following best describes the primary operational area in which you work?

	(n)	%
Hospital-based services	55	82%
Community-based services	12	18%

Is your primary work role in one of the following areas?

	(n)	%
Aged care	1	1%
Emergency	1	1%
Medical	5	7%
Mental health	2	3%
Mixed medical/surgical	20	30%
Peri-operative	4	6%
Rehabilitation	3	4%
Other	31	46%

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