People matter survey 2021

Have your say

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 and 2020.

This means you'll be able to compare about 40% 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

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

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

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.

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**

Senior leadership
- Lead the organisation
- Set the culture
- Lead by example
- Actions influence outcomes

Organisation climate
- Organisational integrity
- Workplace flexibility
- Equal employment opportunity
- Diversity and inclusion
- Safety climate
- Patient safety climate

Workgroup climate
- Quality service delivery
- Innovation
- Workgroup support
- Change management

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

Outcomes
- 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

Victorian Public Sector Commission

VICTORIA State Government

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'.

Benalla Health

Castlemaine Health

Colac Area Health

East Grampians Health Service

Gippsland Southern Health Service

Kyabram and District Health Service

Maryborough District Health Service

Portland District Health

Stawell Regional Health

West Wimmera Health Service

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.

2020	2021
54%	**31%**
(352)	**(199)**
Comparator 48%	Comparator 47%
Public Sector 49%	Public Sector 39%

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

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.

2020	
63	
Comparator	71
Public Sector	68

2021	
64	
Comparator	71
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.
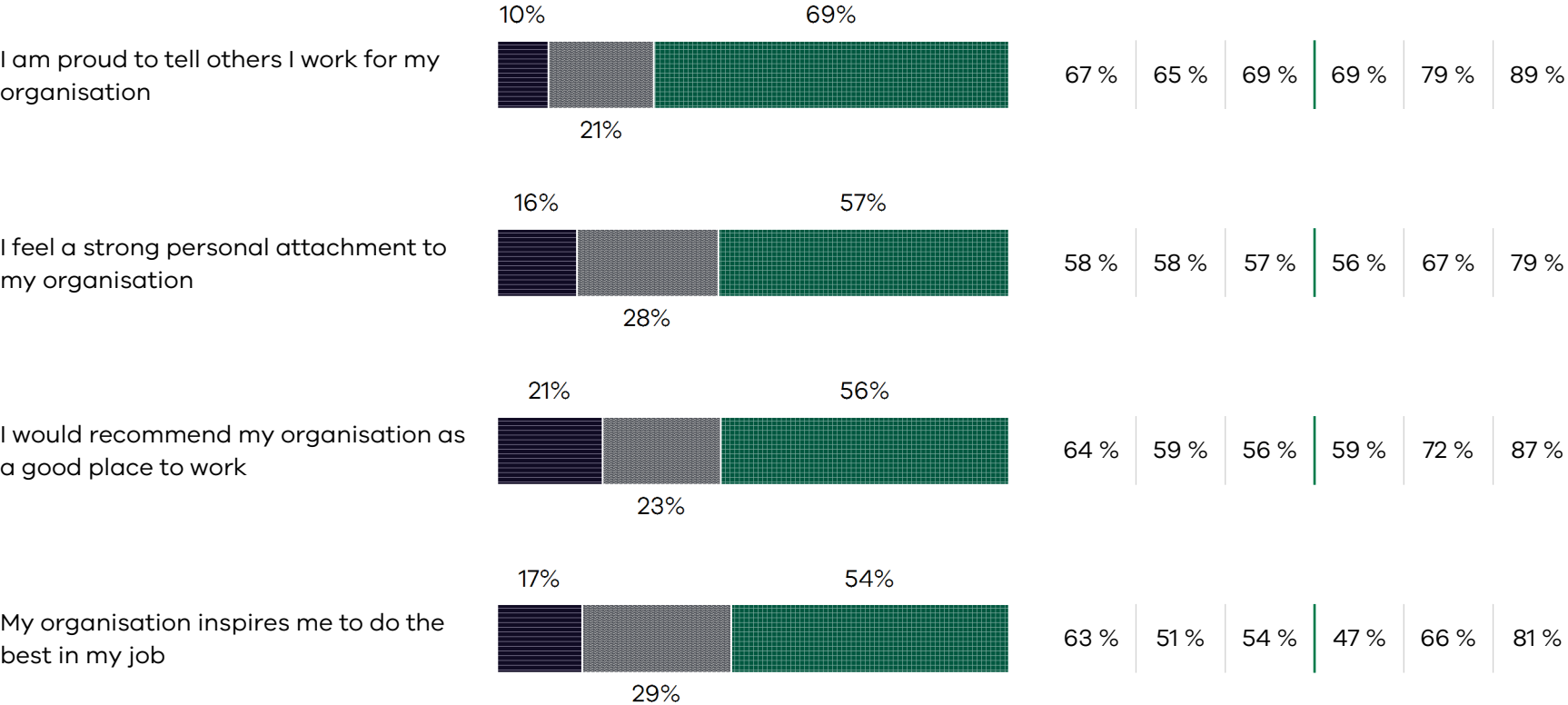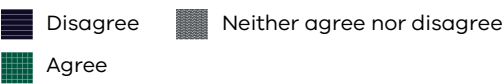
Example

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

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I am proud to tell others I work for my organisation	10% / 21% / 69%	67 %	65 %	69 %	69 %	79 %	89 %
I feel a strong personal attachment to my organisation	16% / 28% / 57%	58 %	58 %	57 %	56 %	67 %	79 %
I would recommend my organisation as a good place to work	21% / 23% / 56%	64 %	59 %	56 %	59 %	72 %	87 %
My organisation inspires me to do the best in my job	17% / 29% / 54%	63 %	51 %	54 %	47 %	66 %	81 %

Legend: Disagree, Neither agree nor disagree, Agree

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.
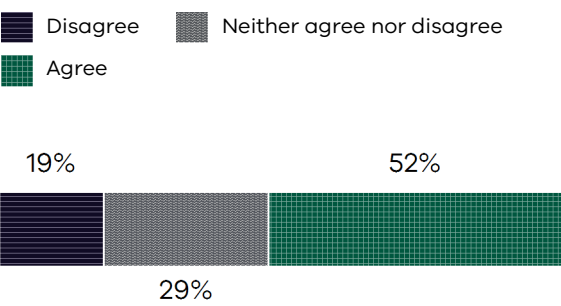
Example

52% 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						

Your results legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Benchmark agree results

	You			Comparator		
Survey question	2019	2020	2021	Lowest	Average	Highest
My organisation motivates me to help achieve its objectives	62 %	49 %	52 %	46 %	64 %	77 %

Your results bar: Disagree 19%, Neither agree nor disagree 29%, Agree 52%

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.
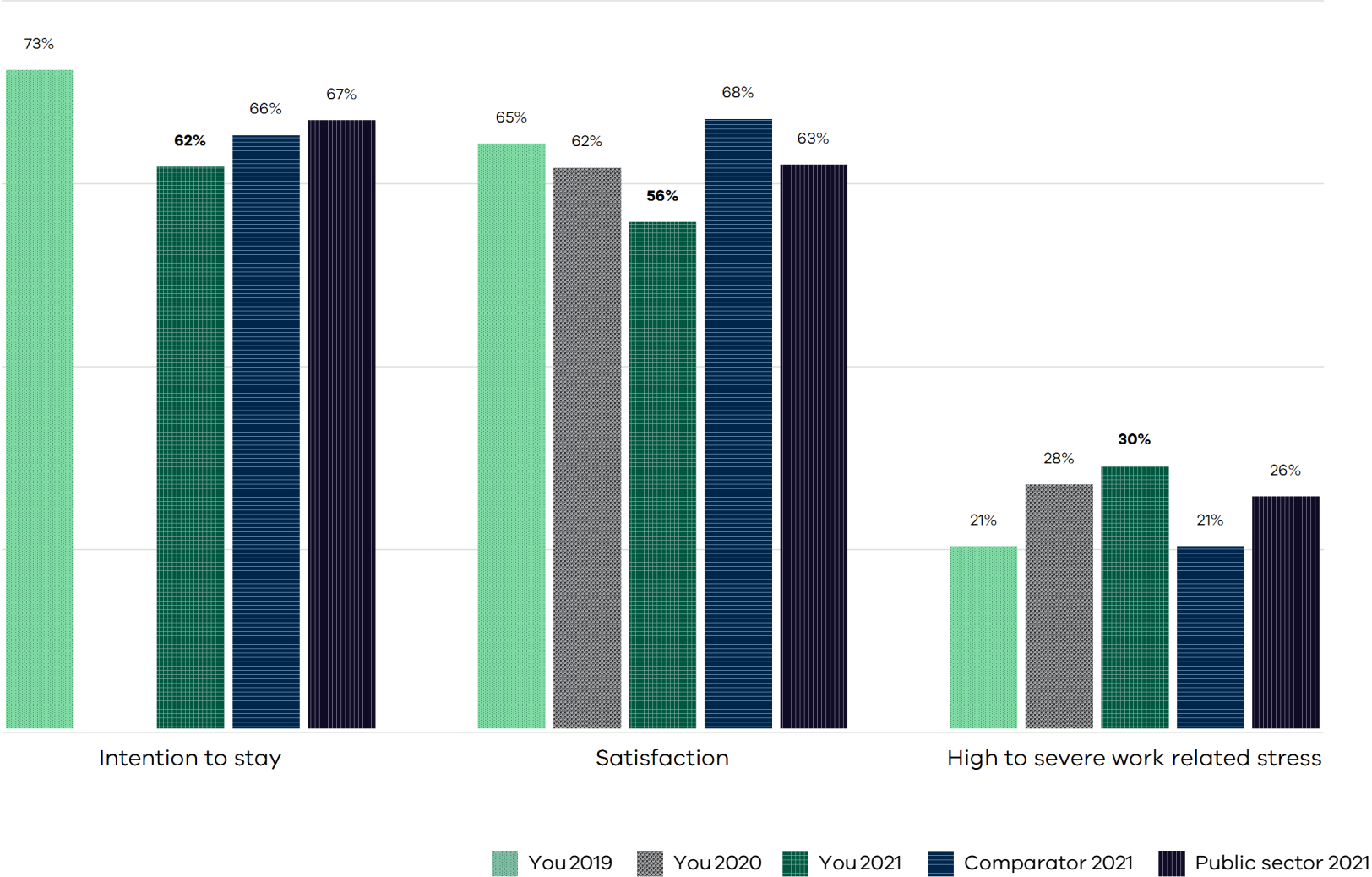
Example

In 2021:

- 62% of your staff who did the survey responded positively to questions about Intention to stay.

Compared to:

- 66% of staff at your comparator and 67% of staff across the public sector.

Legend: You 2019 | You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Intention to stay: 73%, 62%, 66%, 67%
Satisfaction: 65%, 62%, 56%, 68%, 63%
High to severe work related stress: 21%, 28%, 30%, 21%, 26%

Victorian Public Sector Commission

VICTORIA State Government

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

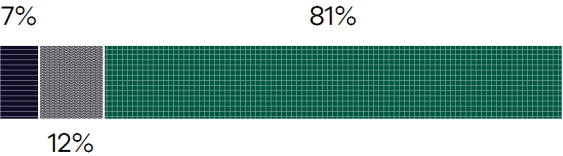81% of your staff who did the survey agreed or strongly agreed with 'I get a sense of accomplishment from my work'.

Legend: ■ Disagree   ▦ Neither agree nor disagree   ▦ Agree

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I get a sense of accomplishment from my work	7% / 12% / 81%	81 %	Not asked	81 %	80 %	83 %	89 %
I enjoy the work in my current job	7% / 14% / 79%	83 %	Not asked	79 %	79 %	83 %	87 %
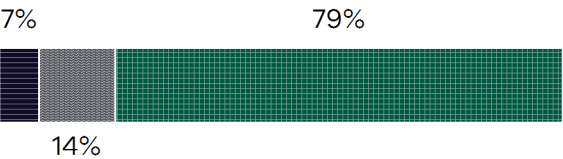
People outcomes

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

60% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Survey question	Your results			Benchmark satisfied results					
	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	**You**			**Comparator**		
				2019	2020	2021	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job	17%	23%	60%	71 %	66 %	60 %	66 %	73 %	81 %
How satisfied are you with the work-life balance in your current job	20%	23%	58%	63 %	66 %	58 %	56 %	68 %	76 %
How satisfied are you with your career development within your current organisation	19%	30%	51%	60 %	55 %	51 %	53 %	62 %	71 %

Victorian Public Sector Commission

VICTORIA State Government

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

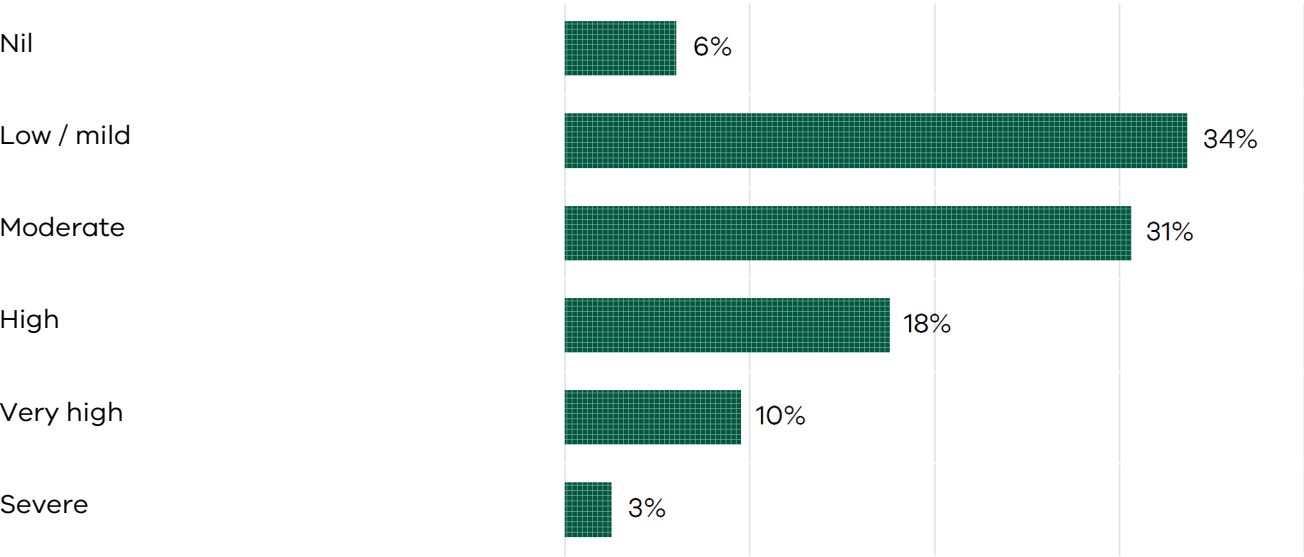In this survey we asked staff to tell us their stress level.

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 2020 and your comparator.
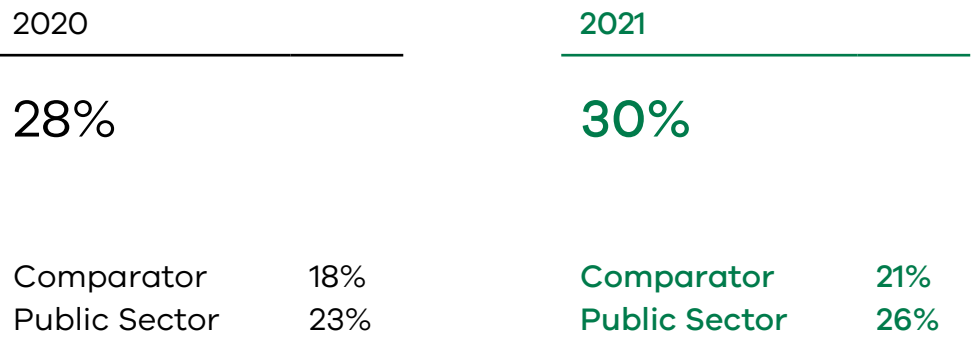
Example

30% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 21% 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)

Nil	6%
Low / mild	34%
Moderate	31%
High	18%
Very high	10%
Severe	3%

Reported levels of high to severe stress

2020		2021	
28%		**30%**	
Comparator	18%	Comparator	21%
Public Sector	23%	Public Sector	26%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Of that 94%, 57% said the top reason was 'Workload'.

187	12
94%	6%

■ Experienced some work-related stress   ▨ Did not experience some work-related stress
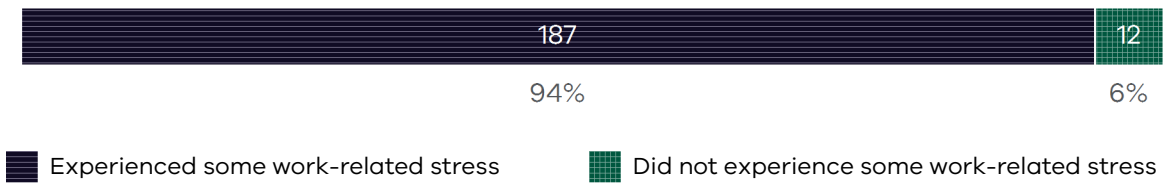
Of those that experienced work related stress it was from …	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	50%	57%	51%	51%
Time pressure	41%	39%	42%	42%
Other changes due to COVID-19	24%	26%	22%	15%
Physical environment	16%	17%	7%	5%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	12%	15%	15%	12%
Management of work (e.g. supervision, training, information, support)	15%	14%	10%	13%
Organisation or workplace change	19%	14%	9%	11%
Unclear job expectations	13%	14%	8%	11%
Competing home and work responsibilities	13%	13%	10%	12%
Dealing with clients, patients or stakeholders	10%	9%	13%	14%

Victorian Public Sector Commission

VICTORIA State Government

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

17% of your staff who did the survey said they intended to leave.

Of that 17%, 56% said it was from 'Lack of confidence in senior leadership'.

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

15	19	124
8%	10%	62%

■ 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
Lack of confidence in senior leadership	56%	31%	34%
Limited future career opportunities at my organisation	41%	33%	42%
Limited developmental/educational opportunities at my organisation	38%	24%	24%
Excessive workload	35%	23%	25%
Limited recognition for doing a good job	35%	36%	32%
Opportunity to broaden experience	35%	41%	40%
Limited opportunities to gain further experience at my organisation	29%	34%	33%
Better remuneration	26%	17%	26%
Lack of organisational stability	26%	19%	18%
Limited involvement in decisions affecting my job and career	24%	21%	20%

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.

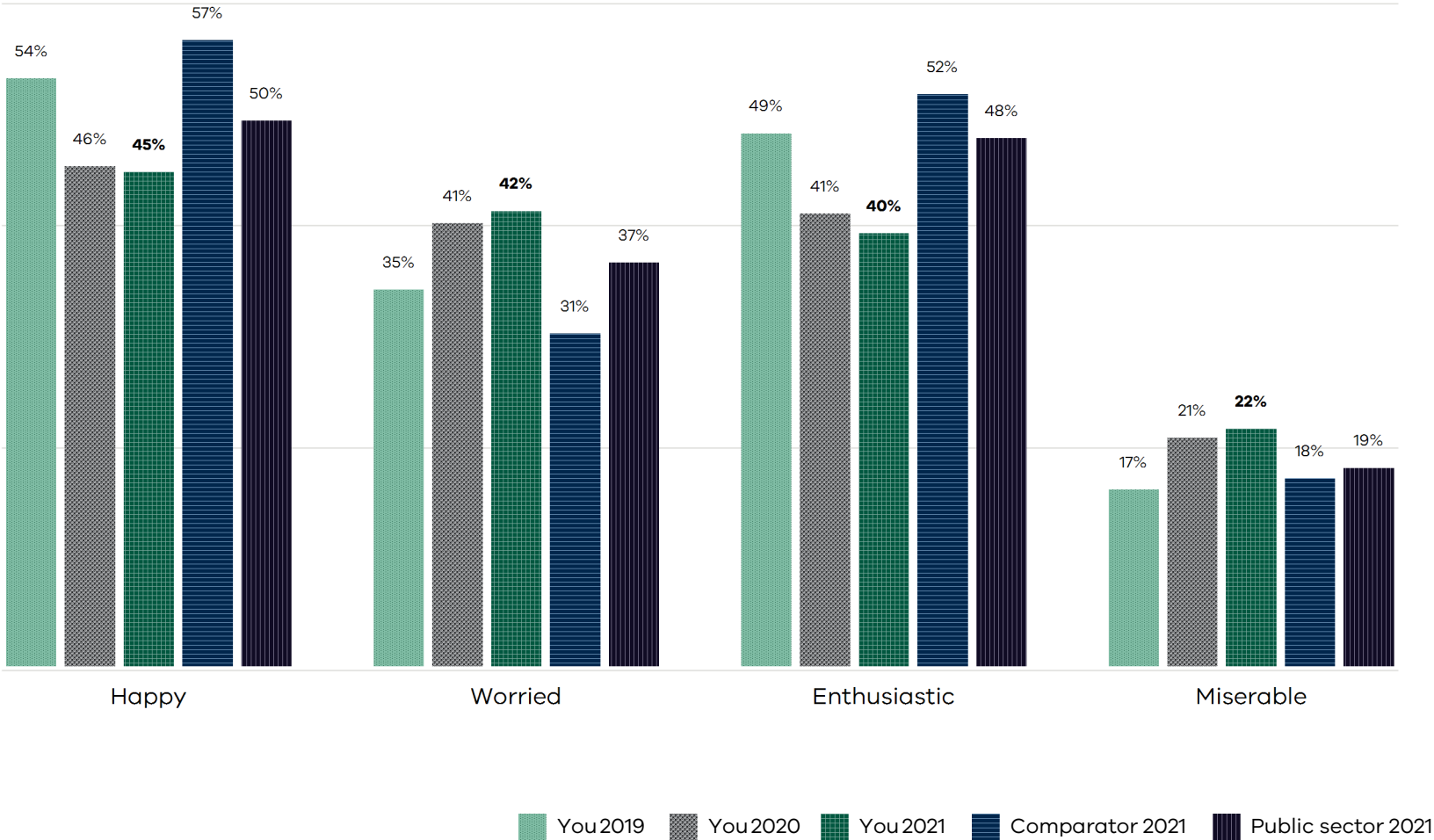You can compare these with your comparator and the public sector.

Example

In 2021:

- 45% of your staff who did the survey said work made them feel happy in 2021, which is down from 46% in 2020

Compared to:

- 57% 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 2020 | You 2021 | Comparator 2021 | Public sector 2021

	Happy	Worried	Enthusiastic	Miserable
You 2019	54%	35%	49%	17%
You 2020	46%	41%	41%	21%
You 2021	45%	42%	40%	22%
Comparator 2021	57%	31%	52%	18%
Public sector 2021	50%	37%	48%	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.
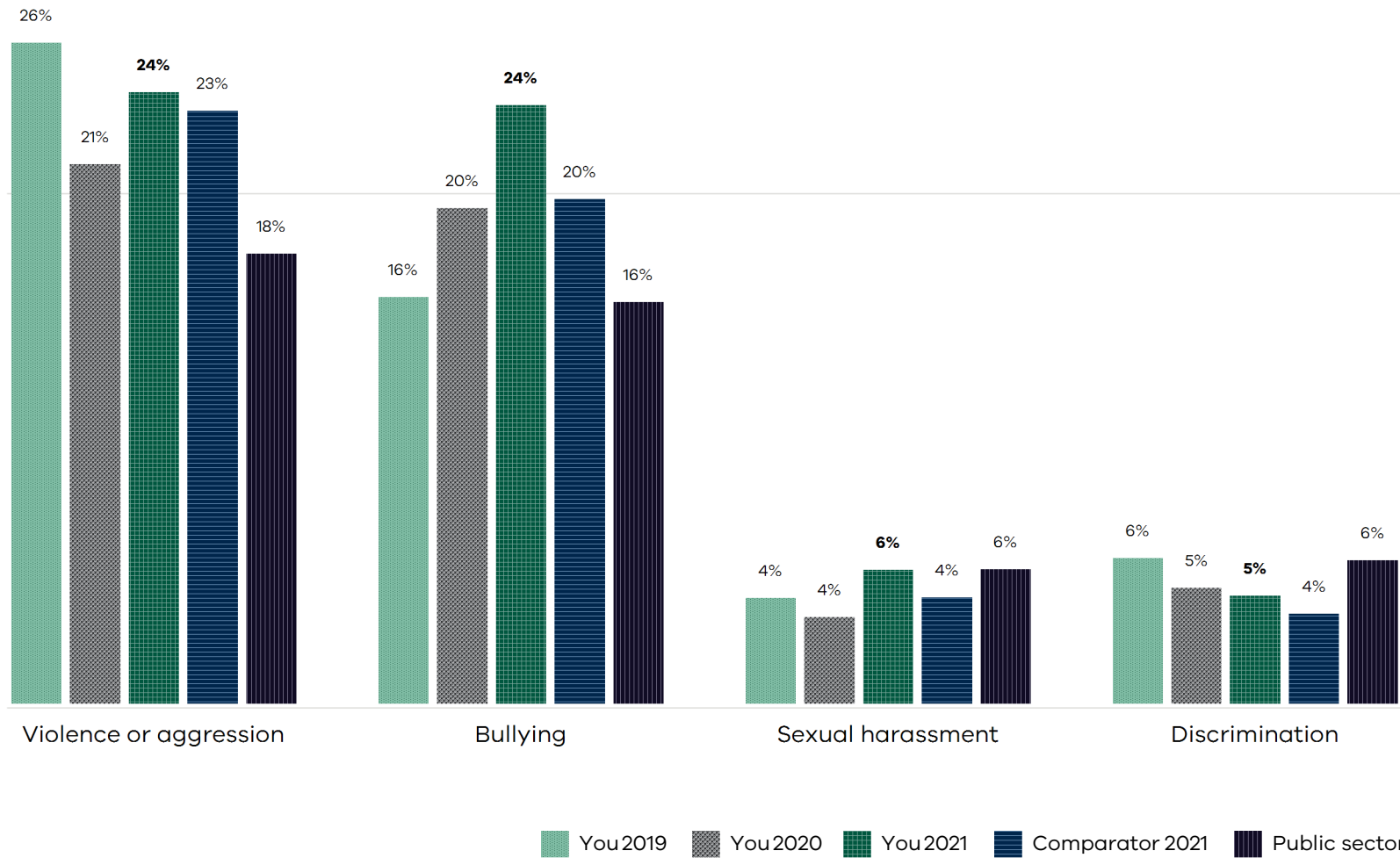
Why this is important

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:

- 24% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is up from 21% in 2020.

Compared to:

- 23% of staff at your comparator and 18% of staff across the public sector.

Violence or aggression: You 2019 26%, You 2020 21%, You 2021 24%, Comparator 2021 23%, Public sector 2021 18%

Bullying: You 2019 16%, You 2020 20%, You 2021 24%, Comparator 2021 20%, Public sector 2021 16%

Sexual harassment: You 2019 4%, You 2020 4%, You 2021 6%, Comparator 2021 4%, Public sector 2021 6%

Discrimination: You 2019 6%, You 2020 5%, You 2021 5%, Comparator 2021 4%, Public sector 2021 6%

Legend: You 2019 | You 2020 | 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

24% of your staff who did the survey said they experienced bullying.

Of that 24%, 68% 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?

47	137	15
24%	69%	8%

■ Experienced bullying ■ Did not experience bullying ■ Not sure
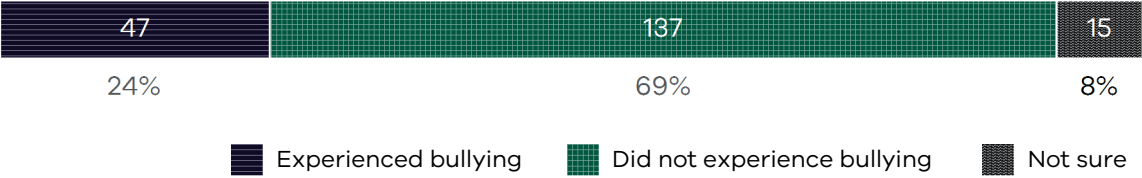
If you experienced bullying, what type of bullying did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	74%	68%	66%	69%
Exclusion or isolation	38%	30%	34%	42%
Intimidation and/or threats	28%	26%	33%	32%
Withholding essential information for me to do my job	29%	23%	24%	27%
Other	20%	17%	13%	15%
Being assigned meaningless tasks unrelated to the job	4%	11%	8%	13%
Verbal abuse	19%	9%	19%	20%
Being given impossible assignment(s)	10%	4%	6%	9%

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

24% of your staff who did the survey said they experienced bullying, of which

- 47% said the top way they reported the bullying was 'Told a manager'.
- 91% said they didn't submit a formal complaint.

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

47	137	15
24%	69%	8%

■ Experienced bullying   ▦ Did not experience bullying   ▨ Not sure
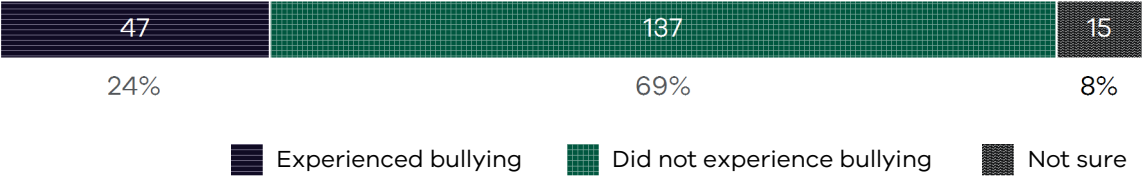
Did you tell anyone about the bullying?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a manager	39%	47%	48%	47%
Told a colleague	55%	38%	36%	42%
Told a friend or family member	35%	32%	29%	34%
I did not tell anyone about the bullying	13%	17%	12%	12%
Told the person the behaviour was not OK	0%	11%	16%	17%
Submitted a formal complaint	3%	9%	11%	12%
Told someone else	17%	9%	11%	12%
Told employee assistance program (EAP) or peer support	0%	6%	6%	9%
Told Human Resources	4%	6%	13%	12%

Victorian Public Sector Commission

VICTORIA State Government

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

91% of your staff who experienced bullying did not submit a formal complaint, of which:

- 56% said the top reason was 'I believed there would be negative consequences for my reputation'.
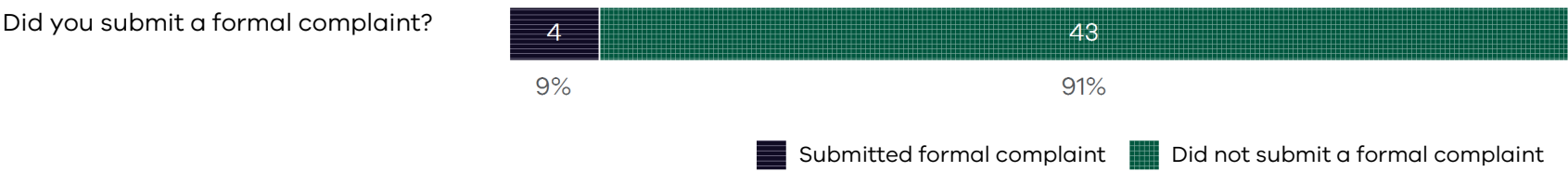
Did you submit a formal complaint?

4	43
9%	91%

■ Submitted formal complaint   ■ Did not submit a formal complaint

Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	56%	42%	53%
I didn't think it would make a difference	51%	51%	50%
I believed there would be negative consequences for my career	26%	24%	40%
I didn't feel safe to report the incident	16%	12%	19%
I believed there would be negative consequences for the person I was going to complain about	14%	8%	10%
Other	14%	14%	12%
I didn't need to because I made the bullying stop	12%	7%	7%
I thought the complaint process would be embarrassing or difficult	12%	8%	14%
I didn't think it was serious enough	9%	14%	16%
I didn't need to because I no longer had contact with the person(s) who bullied me	5%	6%	8%

Victorian Public Sector Commission

VICTORIA State Government

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, 24% 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.
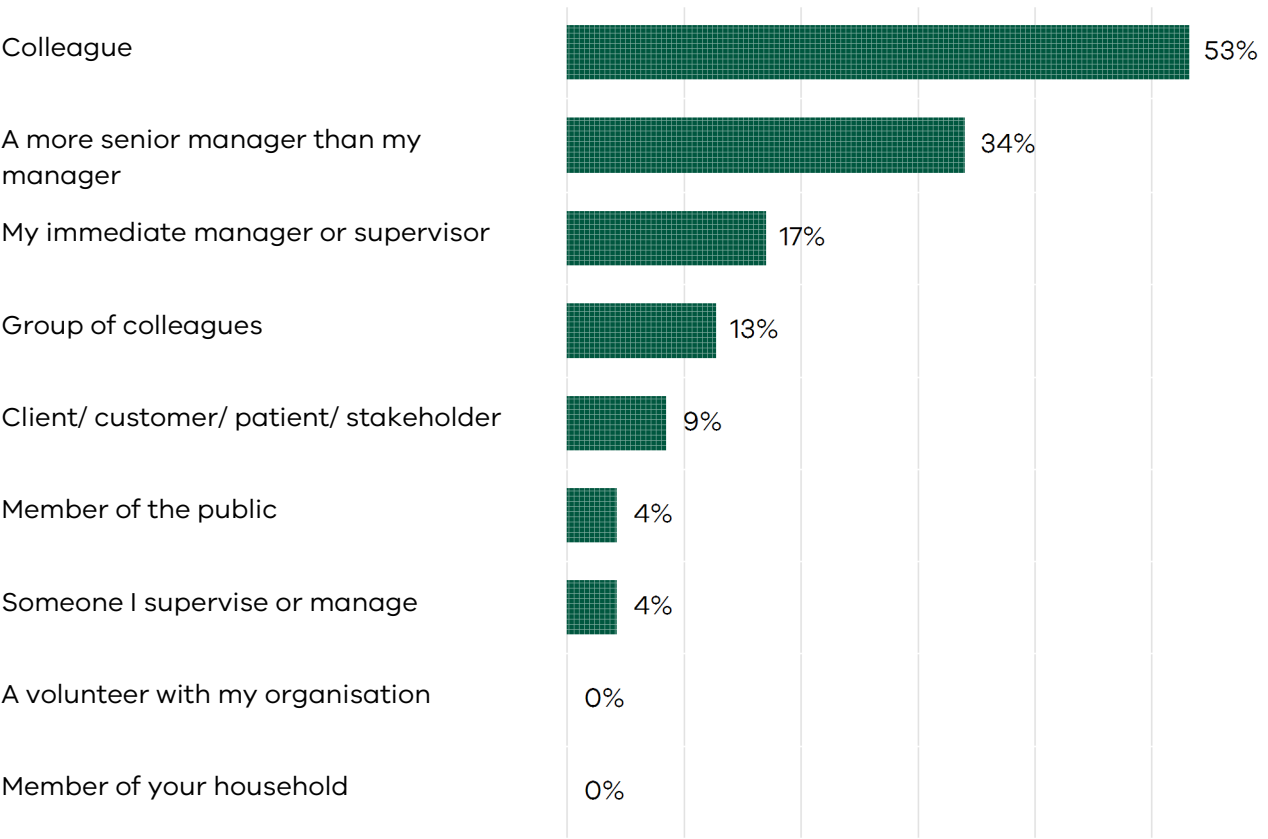
Each row is one perpetrator or group of perpetrators.

Example

24% of your staff who did the survey said they experienced bullying.

Of that 24%, 53% said it was by 'Colleague'.

47 people (24% of staff) experienced bullying (You 2021)

Perpetrator	Percentage
Colleague	53%
A more senior manager than my manager	34%
My immediate manager or supervisor	17%
Group of colleagues	13%
Client/ customer/ patient/ stakeholder	9%
Member of the public	4%
Someone I supervise or manage	4%
A volunteer with my organisation	0%
Member of your household	0%

Victorian Public Sector Commission

VICTORIA State Government

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

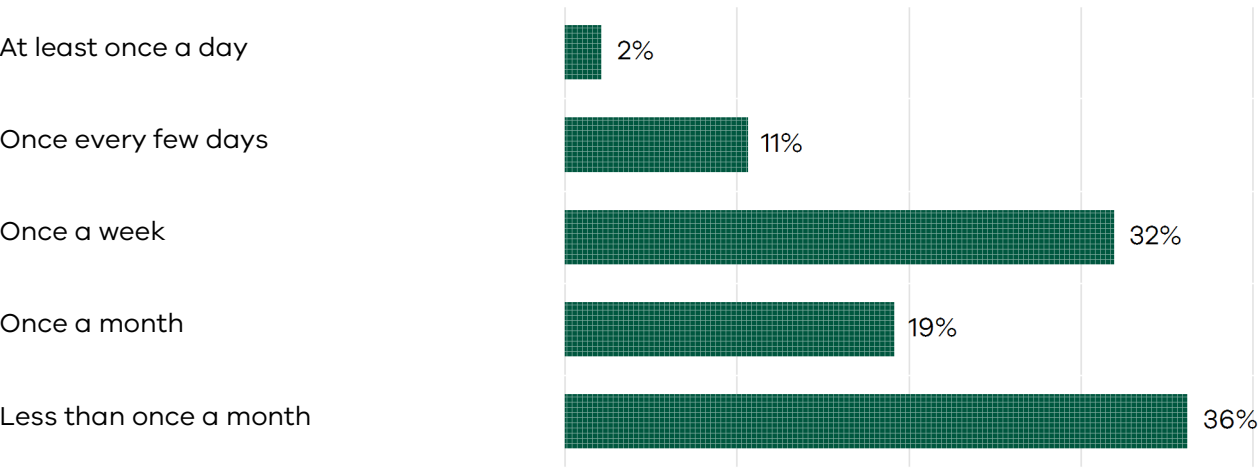In this year's survey, 24% of your staff said they experienced bullying.

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

Example

24% of your staff who did the survey said they experienced bullying.

Of that 24%, 2% said it was 'At least once a day'.

How often have you experienced bullying? (You 2021)

Frequency	Percentage
At least once a day	2%
Once every few days	11%
Once a week	32%
Once a month	19%
Less than once a month	36%

People outcomes

Sexual harassment

What this is

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

Why this is important

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

How to read this

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

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

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

Example

6% of your staff who did the survey said they experienced sexual harassment.

Of those, 73% said the top type was 'Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)'.

Have you experienced sexual harassment at work in the last 12 months?

11	188
6%	94%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment
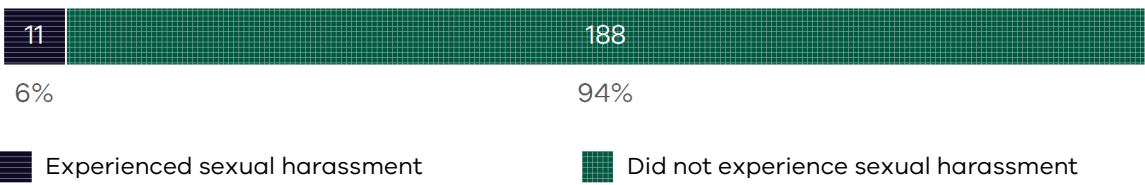
Behaviours reported	You 2020	You 2021	Comparator 2021	Public sector 2021
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	31%	73%	49%	54%
Intrusive questions about your private life or comments about your physical appearance	62%	36%	45%	50%
Any other unwelcome conduct of a sexual nature	0%	27%	8%	7%
Inappropriate physical contact (including momentary or brief physical contact)	8%	18%	21%	17%
Repeated or inappropriate invitations to go out on dates	15%	9%	1%	3%
Sexual gestures, indecent exposure or inappropriate display of the body	15%	9%	7%	6%
Request or pressure for sex or other sexual acts	0%	9%	1%	1%
Sexually explicit email or SMS message	0%	9%	1%	1%
Unwelcome touching, hugging, cornering or kissing	0%	9%	12%	14%
Inappropriate staring or leering that made you feel intimidated	8%	0%	18%	15%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Response to sexual harassment

What this is

This is how staff responded when they experienced sexual harassment.

Why this is important

How staff respond when they experience sexual harassment may help organisations work out what action they need to take.

How to read this

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

If they did, they could tell us with one or more answers how they responded.

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

Example

6% of your staff who did the survey said they experienced sexual harassment.

Of those, 55% said their top response was 'Tried to laugh it off or forget about it'.

Have you experienced sexual harassment at work in the last 12 months?

11	188
6%	94%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment
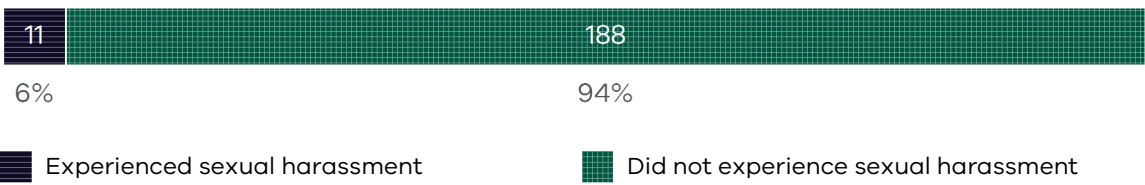
When the harassment happened to you, did you respond in any of the following ways?	You 2020	You 2021	Comparator 2021	Public sector 2021
Tried to laugh it off or forget about it	31%	55%	45%	41%
Told the person the behaviour was not OK	62%	45%	33%	31%
Pretended it didn't bother you	38%	27%	47%	45%
Told a colleague	38%	27%	23%	29%
Avoided locations where the behaviour might occur	15%	18%	20%	13%
Avoided the person(s) by staying away from them	31%	9%	34%	36%
Submitted a formal complaint	15%	9%	3%	5%
Told a friend or family member	15%	9%	22%	21%
Told a manager	31%	9%	17%	20%
Took time off work	8%	9%	2%	5%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Sexual harassment - reasons for not submitting a formal complaint

What this is

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

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 sexual harassment at work. We then asked them if they submitted a formal complaint. If they did not, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

Example

91% of your staff who experienced sexual harassment did not submit a formal complaint, of which:

- 30% said the top reason was 'I didn't think it was serious enough'.

Did you submit a formal complaint?

1	10
9%	91%

■ Submitted formal complaint   ■ Did not submit a formal complaint
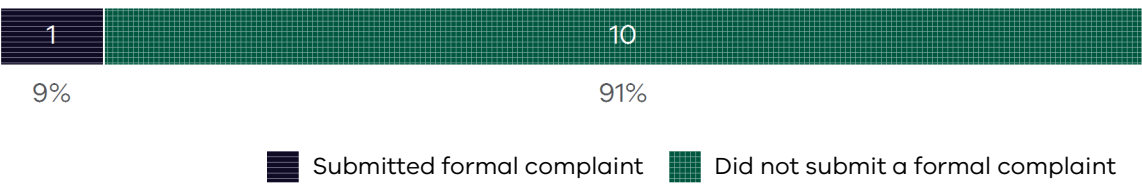
Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I didn't think it was serious enough	30%	40%	45%
I didn't think it would make a difference	30%	36%	39%
I believed there would be negative consequences for my reputation	20%	31%	33%
I believed there would be negative consequences for the person I was going to complain about	20%	17%	13%
Other	20%	13%	7%
I believed there would be negative consequences for my career	10%	20%	21%
I didn't feel safe to report the incident	10%	3%	8%
I didn't need to because I made the harassment stop	10%	8%	12%
I thought the complaint process would be embarrassing or difficult	10%	8%	11%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Perpetrators of sexual harassment

What this is

This is who staff have said are responsible for sexual harassment.

Why this is important

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

How to read this

In this year's survey, 6% of your staff said they experienced sexual harassment.

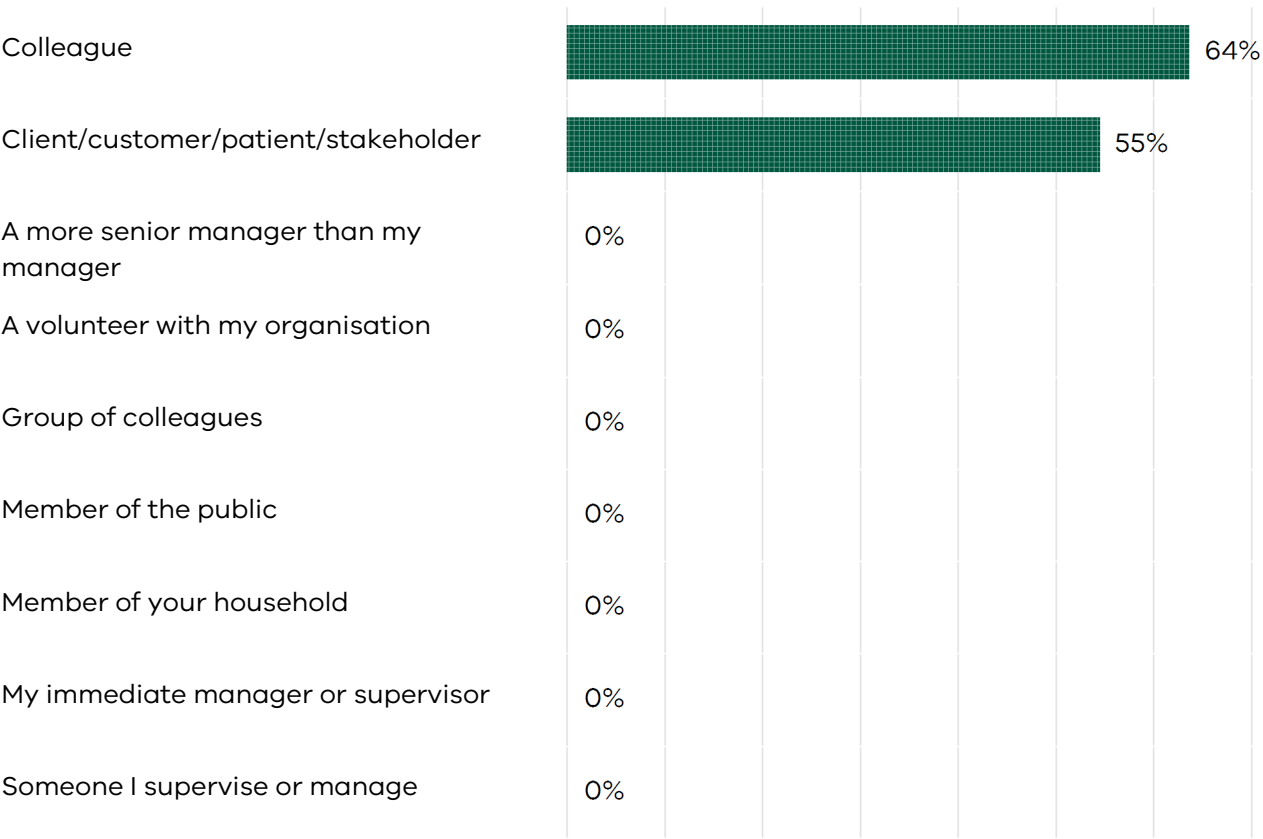If they did, they could tell us with one or more answers who the perpetrator was.

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

6% of your staff who did the survey said they experienced sexual harassment.

Of that 6%, 64% said it was by 'Colleague'.

11 people (6% of staff) experienced sexual harassment (You2021)

Colleague	64%
Client/customer/patient/stakeholder	55%
A more senior manager than my manager	0%
A volunteer with my organisation	0%
Group of colleagues	0%
Member of the public	0%
Member of your household	0%
My immediate manager or supervisor	0%
Someone I supervise or manage	0%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Frequency of sexual harassment

What this is

This is how often staff experienced sexual harassment.

Why this is important

Understanding the frequency staff experienced sexual harassment may help organisations work out what action to take.
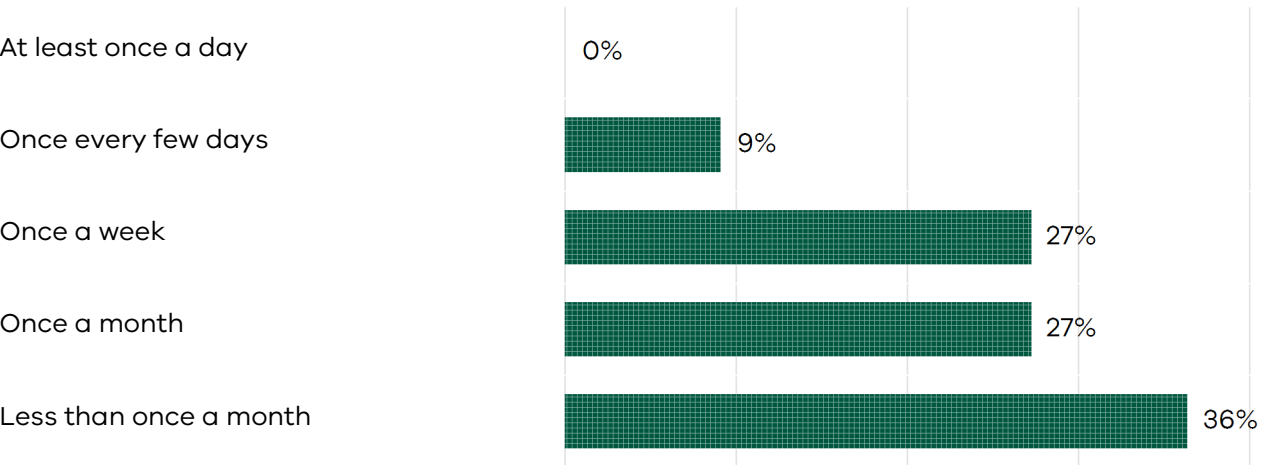
How to read this

In this year's survey, 6% of your staff said they experienced sexual harassment.

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

The graph shows how often staff were experiencing sexual harassment.

Example

6% of your staff who did the survey said they experienced sexual harassment.

Of that 6%, 0% said it was 'At least once a day'.

How often have you experienced the behaviour(s)? (You2021)

Frequency	Percentage
At least once a day	0%
Once every few days	9%
Once a week	27%
Once a month	27%
Less than once a month	36%

Victorian Public Sector Commission

VICTORIA State Government

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

24% of your staff who did the survey said they experienced violence or aggression.

Of that 24%, 85% said it was from 'Abusive language'.

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

48	144	7
24%	72%	4%

■ Experienced violence or aggression   ■ Did not experience violence or aggression   ■ Not sure
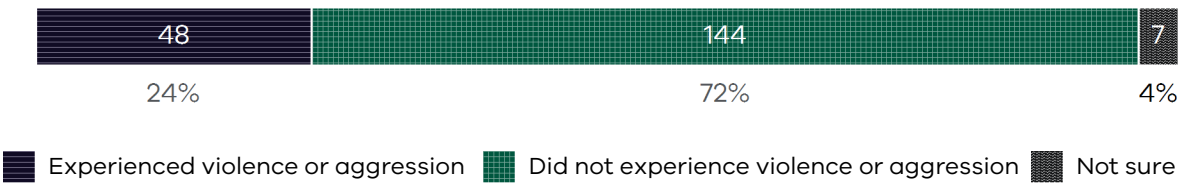
If you experienced violence or aggression, what type did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Abusive language	61%	85%	77%	81%
Intimidating behaviour	68%	54%	55%	69%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	31%	44%	35%	28%
Threats of violence	32%	38%	30%	39%
Damage to my property or work equipment	7%	8%	5%	7%
Stalking, including cyber-stalking	0%	2%	1%	1%

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.
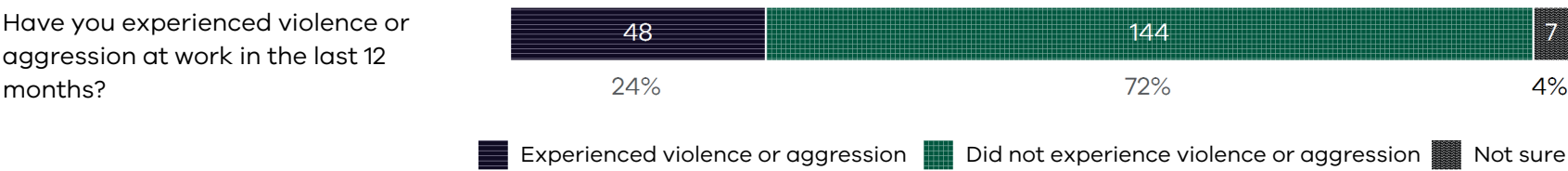
How to read this

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

24% of your staff who did the survey said they experienced violence or aggression, fo which

- 54% said the top way they reported the violence or agression was 'Told a colleague'
- 54% said they didn't submit a formal incident report.

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

48	144	7
24%	72%	4%

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

Did you tell anyone about the incident?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a colleague	45%	54%	42%	46%
Told a manager	60%	48%	52%	52%
Submitted a formal incident report	44%	46%	43%	32%
Told the person the behaviour was not OK	0%	35%	31%	33%
Told a friend or family member	23%	17%	13%	20%
I did not tell anyone about the incident(s)	3%	4%	4%	8%
Told employee assistance program (EAP) or peer support	0%	2%	3%	3%
Told someone else	4%	2%	4%	6%

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

54% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 31% said the top reason was 'I didn't think it was serious enough'.

Did you submit a formal incident report?

22	26
46%	54%

■ Submitted formal incident report   ■ Did not submit a formal incident report

Please tell us why you did not submit a formal incident report?	You 2021	Comparator 2021	Public sector 2021
I didn't think it was serious enough	31%	32%	33%
I didn't think it would make a difference	31%	40%	39%
Other	19%	22%	12%
I believed there would be negative consequences for my reputation	15%	13%	16%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	15%	9%	15%
I didn't need to because I made the violence or aggression stop	8%	16%	16%
I didn't know how to make a complaint	4%	3%	3%

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

24% of your staff who did the survey said they experienced violence or aggression.

Of that 24%, 90% said it was 'Client/ customer/ patient/ stakeholder'.

48 people (24% of staff) experienced violence or aggression (You2021)

Perpetrator	Percentage
Client/ customer/ patient/ stakeholder	90%
Member of the public	19%
Colleague	13%
A more senior manager than my manager	4%
My immediate manager or supervisor	2%
A volunteer with my organisation	0%
Group of colleagues	0%
Member of your household	0%
Someone I supervise or manage	0%
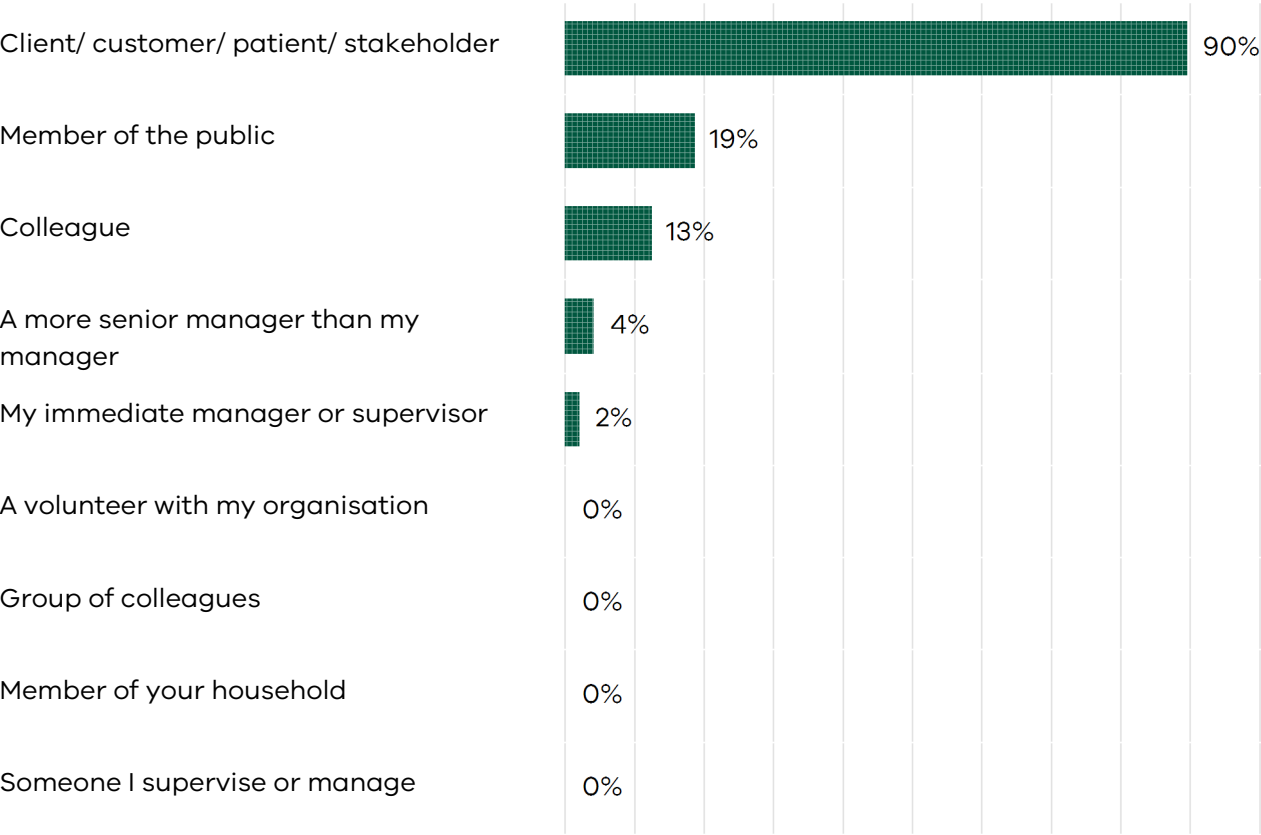
Negative behaviour

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.
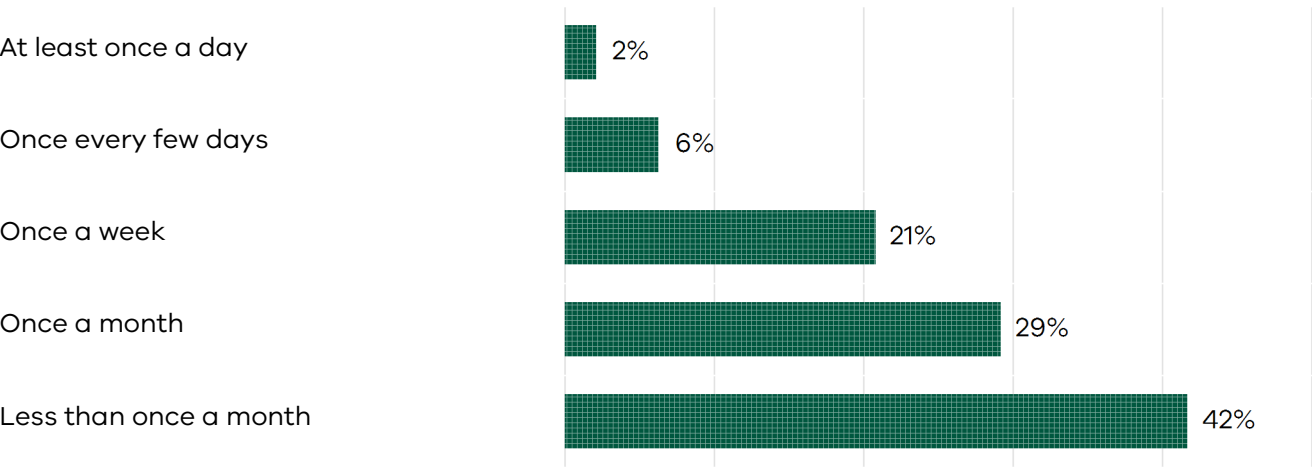
How to read this

In this year's survey, 24% 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

24% of your staff who did the survey said they experienced violence or aggression.

Of that 24%, 2% said it was by 'At least once a day'.

How often have you experienced the behaviour(s)? (You2021)

Frequency	Percentage
At least once a day	2%
Once every few days	6%
Once a week	21%
Once a month	29%
Less than once a month	42%

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

36% of your staff who did the survey said they witnessed some negative behaviour at work.

64% 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?

72	127
36%	64%

■ 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 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	64%	73%	77%
Bullying of a colleague	27%	19%	16%
Violence or aggression against a colleague	11%	6%	6%
Discrimination against a colleague	6%	8%	8%

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

36% of your staff who did the survey witnessed negative behaviour, of which:

- 75% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 1% took no action.

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

72	127
36%	64%

■ 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	75%	72%	72%
Told a manager	36%	36%	37%
Told the person the behaviour was not OK	33%	24%	25%
Spoke to the person who behaved in a negative way	31%	23%	22%
Told a colleague	19%	18%	21%
Other	10%	6%	7%
Submitted a formal complaint	6%	5%	6%
Told Human Resources	4%	7%	6%
Took no action	1%	5%	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.
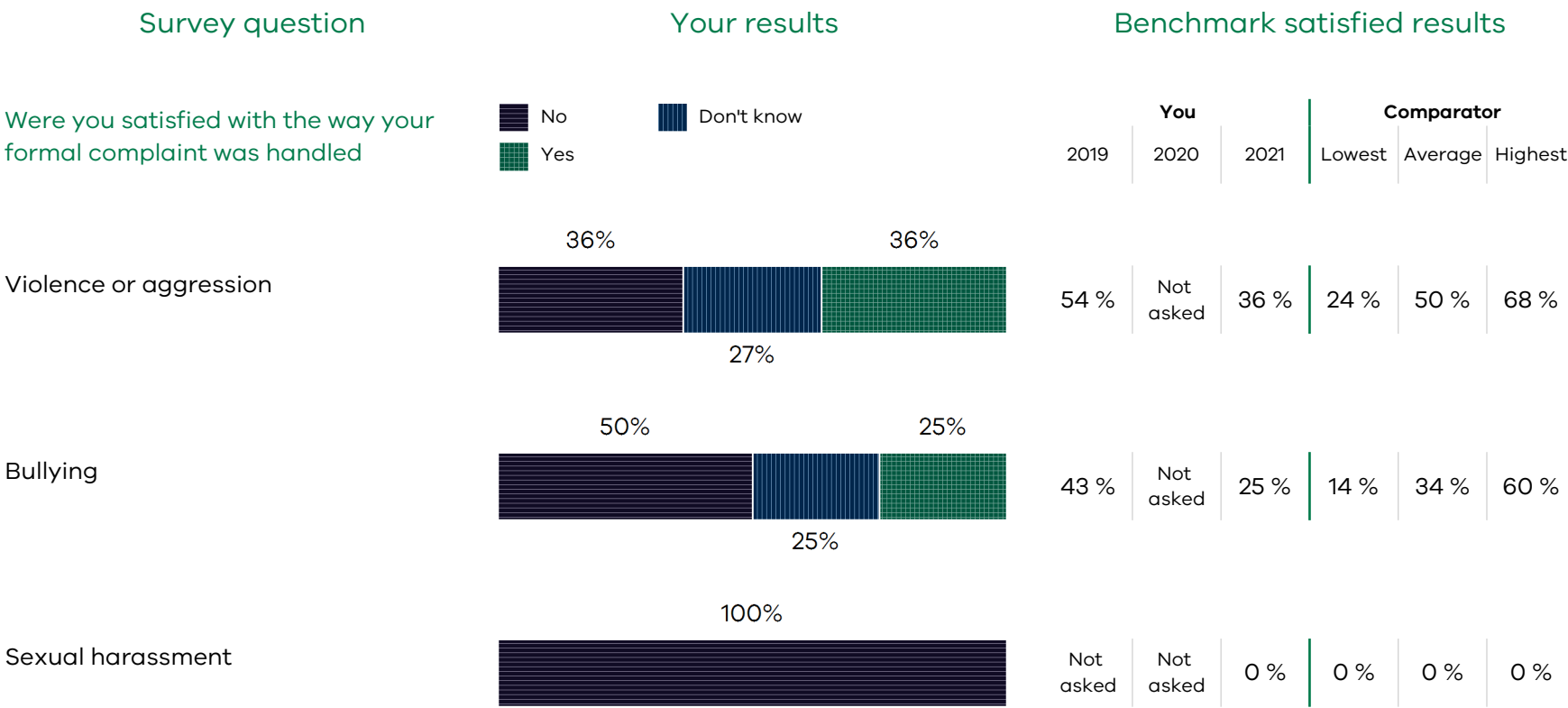
How to read this

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

36% 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

Legend: No | Don't know | Yes

Survey question	No	Don't know	Yes	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Violence or aggression	36%	27%	36%	54 %	Not asked	36 %	24 %	50 %	68 %
Bullying	50%	25%	25%	43 %	Not asked	25 %	14 %	34 %	60 %
Sexual harassment	100%			Not asked	Not asked	0 %	0 %	0 %	0 %

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

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 2020 scores and your 2021 comparator group.

Example

On the first row 'Quality service delivery', the 'You 2021' column shows 90% of your staff agreed with 'My workgroup strives to provide high quality advice and services'. This question was not asked in 2020.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Quality service delivery	My workgroup strives to provide high quality advice and services	90%	Not asked in 2020	88%
Workgroup support	I am able to work effectively with others in my workgroup	90%	+0%	90%
Meaningful work	I feel that I can make a worthwhile contribution at work	90%	+4%	90%
Quality service delivery	My workgroup values human rights	87%	Not asked in 2020	88%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	86%	+4%	89%
Job enrichment	I understand how my job contributes to my organisation's purpose	86%	–3%	91%
Meaningful work	I am achieving something important through my work	86%	+1%	85%
Quality service delivery	My workgroup strives to deliver services in a timely manner	86%	Not asked in 2020	88%
Manager leadership	My manager ensures clients receive a high standard of service	84%	Not asked in 2020	86%
Manager leadership	My manager works effectively with people from diverse backgrounds	83%	Not asked in 2020	86%

Victorian Public Sector Commission

VICTORIA State Government

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 2020 scores and your 2021 comparator group.

Example

On the first row 'Taking action', the 'You 2021' column shows 14% of your staff agreed with 'My organisation has taken positive action on the results of last year's survey'.
This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Taking action	My organisation has taken positive action on the results of last year's survey	14%	Not asked in 2020	33%
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)	21%	Not asked in 2020	34%
Safety climate	All levels of my organisation are involved in the prevention of stress	29%	-6%	45%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	34%	Not asked in 2020	48%
Workload	I have enough time to do my job effectively	35%	-9%	51%
Patient safety climate	This health service does a good job of training new and existing staff	35%	-10%	59%
Taking action	I believe my organisation will take positive action on the results of this year's survey	35%	Not asked in 2020	51%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	37%	-7%	52%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	38%	-7%	47%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	39%	-4%	50%

Victorian Public Sector Commission

VICTORIA State Government

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 2020' column.

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

This is because the increase from 2020 shows you where the most positive changes are happening in your organisation.

Example

On the first row 'Manager support', the 'You 2021' column shows 75% of your staff agreed with 'My manager involves me in decisions about my work'.

In the 'Increase from 2020' column, you have a 11% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Manager support	My manager involves me in decisions about my work	75%	+11%	73%
Job enrichment	I have a choice in deciding how I do my work	64%	+5%	72%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	86%	+4%	89%
Engagement	I am proud to tell others I work for my organisation	69%	+4%	79%
Meaningful work	I feel that I can make a worthwhile contribution at work	90%	+4%	90%
Manager support	My manager listens to what I have to say	81%	+4%	78%
Engagement	My organisation inspires me to do the best in my job	54%	+3%	66%
Engagement	My organisation motivates me to help achieve its objectives	52%	+3%	64%
Patient safety climate	Trainees in my discipline are adequately supervised	48%	+3%	61%
Workgroup support	Workgroups across my organisation willingly share information with each other	54%	+3%	56%

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 2020' column.

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

This is because the decrease from 2020 shows you where the most negative changes are happening in your organisation.

Example

On the first row 'Patient safety climate', the 'You 2021' column shows 35% of your staff agreed with 'This health service does a good job of training new and existing staff'. In the 'Decrease from 2020' column, you have a 10% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Patient safety climate	This health service does a good job of training new and existing staff	35%	-10%	59%
Workload	The workload I have is appropriate for the job that I do	46%	-9%	59%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	59%	-9%	67%
Workload	I have enough time to do my job effectively	35%	-9%	51%
Satisfaction	How satisfied are you with the work-life balance in your current job	58%	-8%	68%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	37%	-7%	52%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	38%	-7%	47%
Safety climate	All levels of my organisation are involved in the prevention of stress	29%	-6%	45%
Senior leadership	Senior leaders support staff to work in an environment of change	43%	-6%	55%
Satisfaction	Considering everything, how satisfied are you with your current job	60%	-6%	73%

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 'Diversity and inclusion', the 'You 2021' column shows 79% of your staff agreed with 'There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+'.

The 'difference' column, shows that agreement for this question was 9 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	79%	+9%	70%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	67%	+4%	63%
Manager support	My manager listens to what I have to say	81%	+4%	78%
Workgroup support	People in my workgroup work together effectively to get the job done	82%	+3%	79%
Quality service delivery	My workgroup strives to provide high quality advice and services	90%	+3%	88%
Innovation	My workgroup is quick to respond to opportunities to do things better	74%	+2%	72%
Workgroup support	People in my workgroup are politically impartial in their work	71%	+2%	69%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	71%	+2%	69%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	73%	+2%	71%
Quality service delivery	My workgroup places a priority on acting fairly and without bias	74%	+2%	73%

Victorian Public Sector Commission

VICTORIA State Government

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 40% of your staff agreed with 'My organisation places a high priority on the learning and development of staff'.

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	My organisation places a high priority on the learning and development of staff	40%	-24%	64%
Patient safety climate	This health service does a good job of training new and existing staff	35%	-24%	59%
Taking action	My organisation has taken positive action on the results of last year's survey	14%	-19%	33%
Safety climate	My organisation consults employees on health and safety matters	51%	-18%	70%
Job enrichment	My work performance is assessed against clear criteria	49%	-17%	67%
Workload	I have enough time to do my job effectively	35%	-17%	51%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	46%	-17%	62%
Safety climate	All levels of my organisation are involved in the prevention of stress	29%	-16%	45%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	44%	-16%	60%
Engagement	I would recommend my organisation as a good place to work	56%	-16%	72%

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

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.
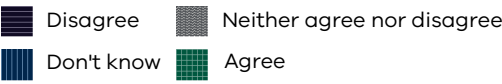
Example

35% 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'.
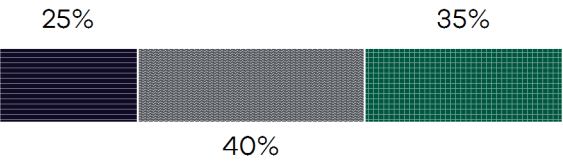
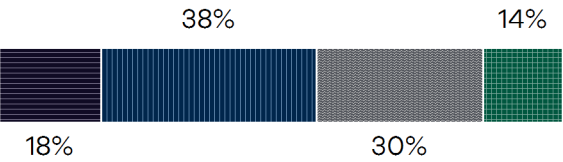Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I believe my organisation will take positive action on the results of this year's survey	25% / 40% / 35%	Not asked	Not asked	35 %	29 %	51 %	69 %
My organisation has taken positive action on the results of last year's survey	18% / 38% / 30% / 14%	Not asked	Not asked	14 %	14 %	33 %	49 %

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

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.
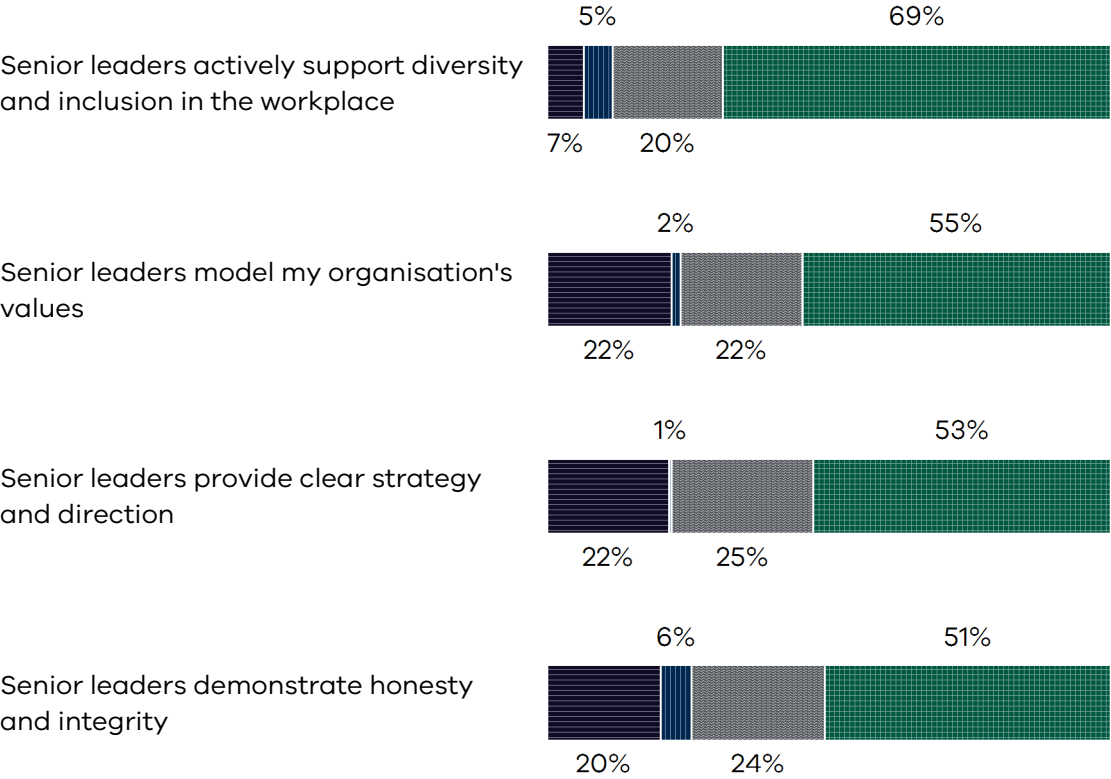
Example

69% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders actively support diversity and inclusion in the workplace	5% / 7% / 20% / 69%	71 %	Not asked	69 %	60 %	69 %	82 %
Senior leaders model my organisation's values	22% / 2% / 22% / 55%	62 %	Not asked	55 %	46 %	64 %	81 %
Senior leaders provide clear strategy and direction	22% / 1% / 25% / 53%	62 %	52 %	53 %	38 %	59 %	77 %
Senior leaders demonstrate honesty and integrity	20% / 6% / 24% / 51%	60 %	Not asked	51 %	44 %	59 %	75 %

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.
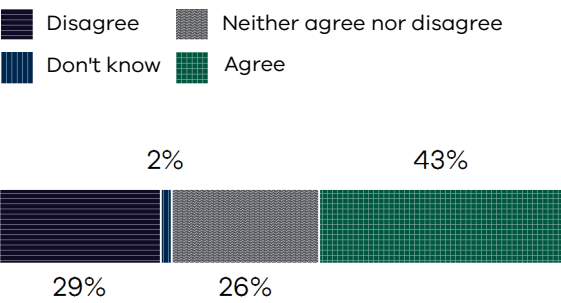
Example

43% 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

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

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Senior leaders support staff to work in an environment of change	29% / 2% / 26% / 43%	53 %	49 %	43 %	38 %	55 %	75 %

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

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.
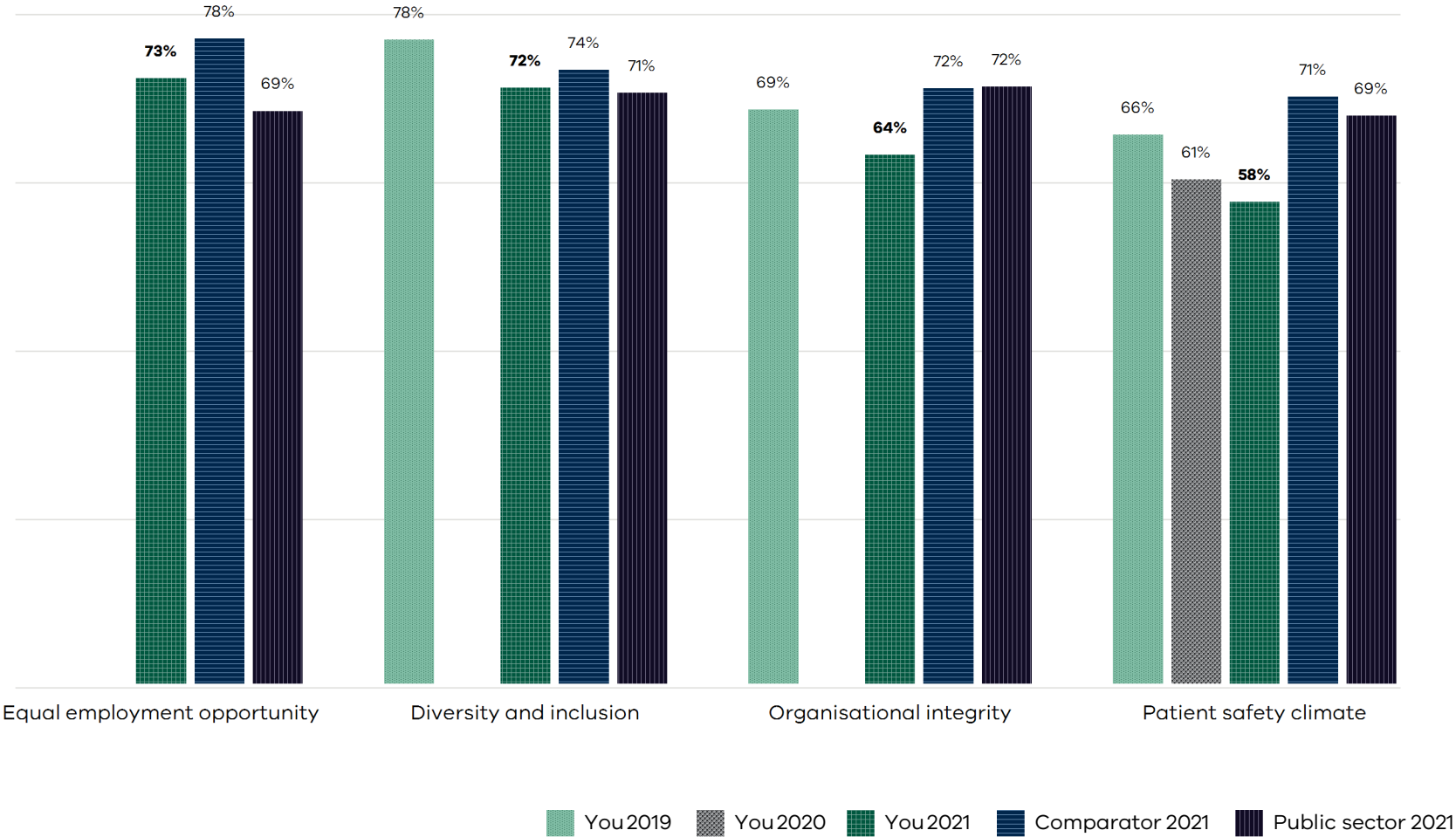
Example

In 2021:

- 73% of your staff who did the survey responded positively to questions about Equal employment opportunity.

Compared to:

- 78% of staff at your comparator and 69% of staff across the public sector.

Chart legend: You 2019 | You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Equal employment opportunity: 73%, 78%, 69%
Diversity and inclusion: 78%, 72%, 74%, 71%
Organisational integrity: 69%, 64%, 72%, 72%
Patient safety climate: 66%, 61%, 58%, 71%, 69%

Organisational climate

What this is

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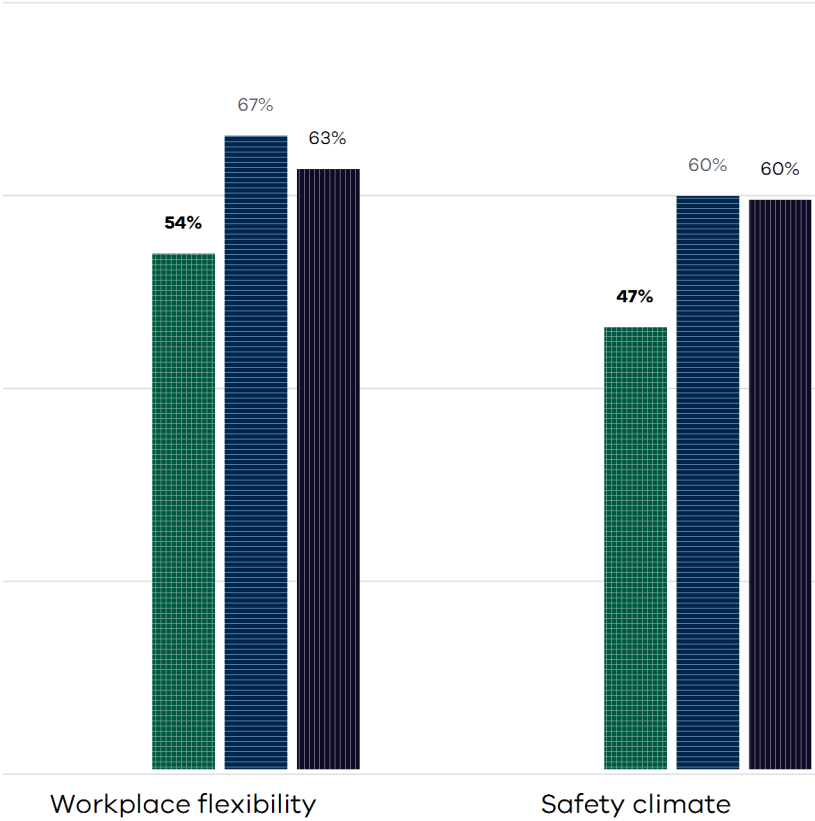
Why this is important

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:

- 54% of your staff who did the survey responded positively to questions about Workplace flexibility.

Compared to:

- 67% of staff at your comparator and 63% of staff across the public sector.

Legend: You 2019 | You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Organisational climate

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.
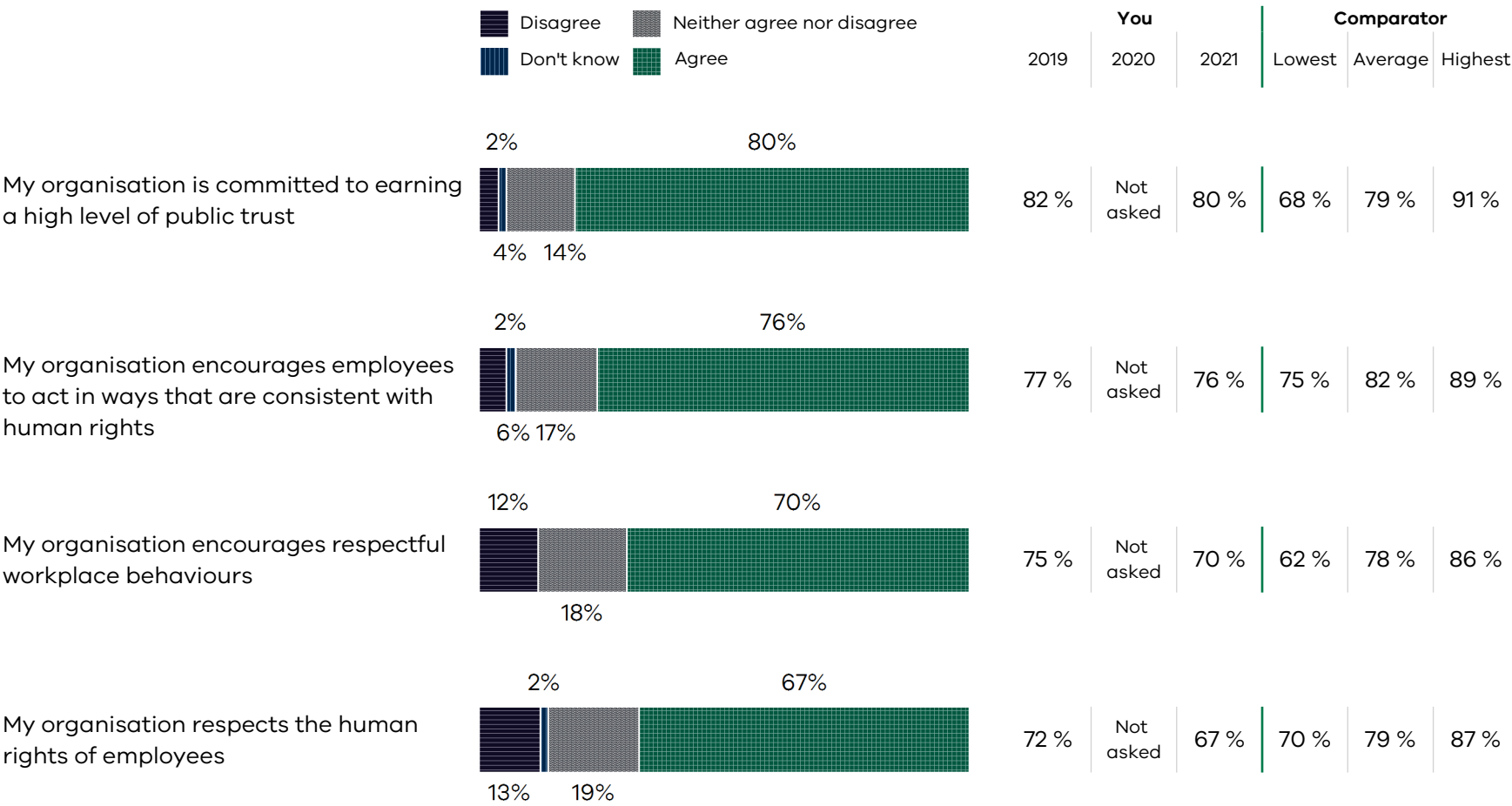
Example

80% 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						

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

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My organisation is committed to earning a high level of public trust	82 %	Not asked	80 %	68 %	79 %	91 %
My organisation encourages employees to act in ways that are consistent with human rights	77 %	Not asked	76 %	75 %	82 %	89 %
My organisation encourages respectful workplace behaviours	75 %	Not asked	70 %	62 %	78 %	86 %
My organisation respects the human rights of employees	72 %	Not asked	67 %	70 %	79 %	87 %

Your results bar values:
- My organisation is committed to earning a high level of public trust: 2%, 4%, 14%, 80%
- My organisation encourages employees to act in ways that are consistent with human rights: 2%, 6%, 17%, 76%
- My organisation encourages respectful workplace behaviours: 12%, 18%, 70%
- My organisation respects the human rights of employees: 2%, 13%, 19%, 67%

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.
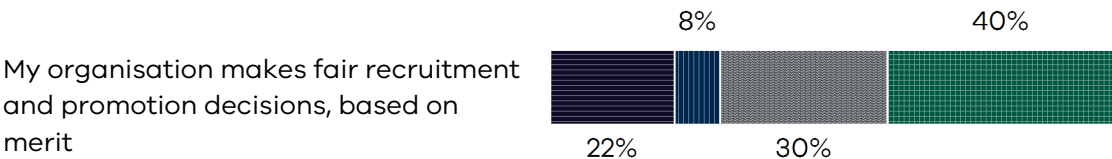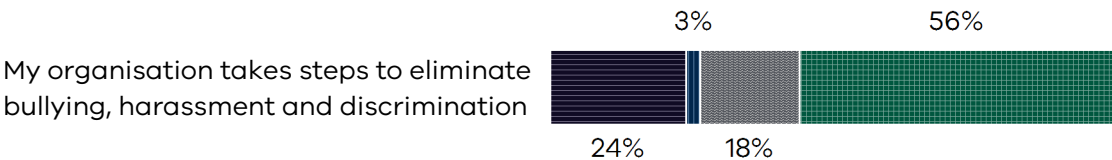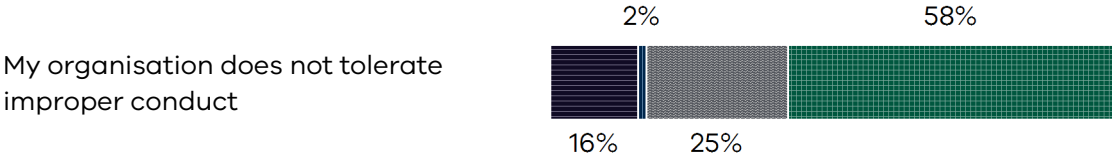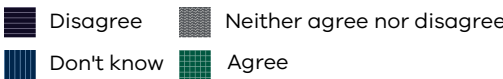
Example

58% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Legend	
Disagree	Neither agree nor disagree
Don't know	Agree

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation does not tolerate improper conduct	16% / 2% / 25% / 58%	65 %	Not asked	58 %	46 %	65 %	76 %
My organisation takes steps to eliminate bullying, harassment and discrimination	24% / 3% / 18% / 56%	62 %	Not asked	56 %	46 %	63 %	74 %
My organisation makes fair recruitment and promotion decisions, based on merit	22% / 8% / 30% / 40%	52 %	Not asked	40 %	37 %	55 %	68 %

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

62% of your staff who did the survey agreed or strongly agreed with 'I have the flexibility I need to manage my work and non-work activities and responsibilities'.
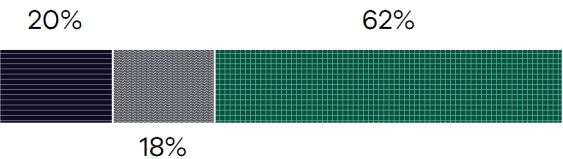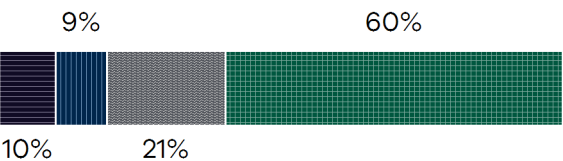
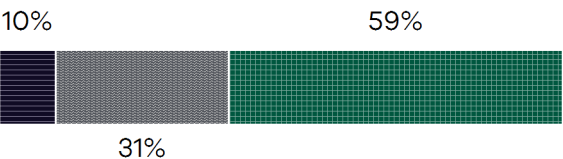## Survey question | Your results | Benchmark agree results

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I have the flexibility I need to manage my work and non-work activities and responsibilities	20% / 18% / 62%	Not asked	Not asked	62 %	59 %	70 %	77 %
There is a positive culture within my organisation in relation to employees who have family responsibilities	9% / 10% / 21% / 60%	Not asked	Not asked	60 %	59 %	68 %	78 %
My organisation supports employees with family or other caring responsibilities, regardless of gender	10% / 31% / 59%	Not asked	Not asked	59 %	66 %	74 %	83 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	25% / 18% / 57%	65 %	57 %	57 %	55 %	68 %	77 %

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

57% of your staff who did the survey agreed or strongly agreed with 'Having family responsibilities is not a barrier to success in my organisation'.

Survey question

Your results

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

Benchmark agree results

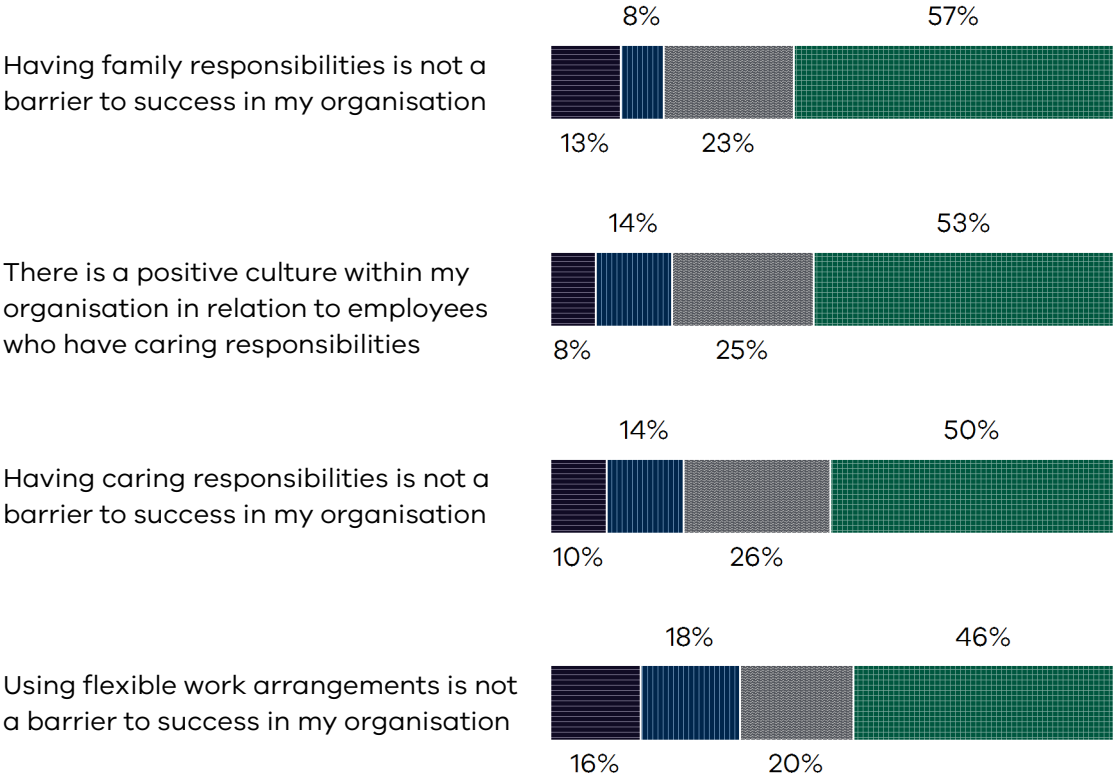|	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Having family responsibilities is not a barrier to success in my organisation	Not asked	Not asked	57 %	58 %	66 %	76 %
There is a positive culture within my organisation in relation to employees who have caring responsibilities	71 %	Not asked	53 %	57 %	67 %	78 %
Having caring responsibilities is not a barrier to success in my organisation	71 %	Not asked	50 %	54 %	65 %	76 %
Using flexible work arrangements is not a barrier to success in my organisation	Not asked	Not asked	46 %	50 %	61 %	70 %

Your results bar chart values:

- Having family responsibilities is not a barrier to success in my organisation: 13%, 8%, 23%, 57%
- There is a positive culture within my organisation in relation to employees who have caring responsibilities: 8%, 14%, 25%, 53%
- Having caring responsibilities is not a barrier to success in my organisation: 10%, 14%, 26%, 50%
- Using flexible work arrangements is not a barrier to success in my organisation: 16%, 18%, 20%, 46%

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

46% 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

There is a positive culture within my organisation in relation to employees who use flexible work arrangements

Your results

Disagree Neither agree nor disagree

Don't know Agree

17%   46%

13%   25%
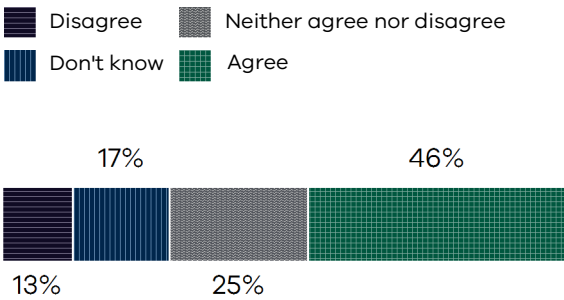
Benchmark agree results

	You			Comparator		
2019	2020	2021	Lowest	Average	Highest
69 %	Not asked	46 %	54 %	62 %	71 %

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

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

34% 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 2021	Comparator 2021	Public sector 2021
No, I do not use any flexible work arrangements	34%	37%	38%
Part-time	31%	34%	19%
Shift swap	18%	21%	12%
Flexible start and finish times	16%	16%	23%
Working from an alternative location (e.g. home, hub/shared work space)	16%	7%	24%
Using leave to work flexible hours	11%	11%	8%
Study leave	7%	8%	4%
Working more hours over fewer days	5%	5%	6%
Purchased leave	3%	2%	2%
Other	2%	3%	2%

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.
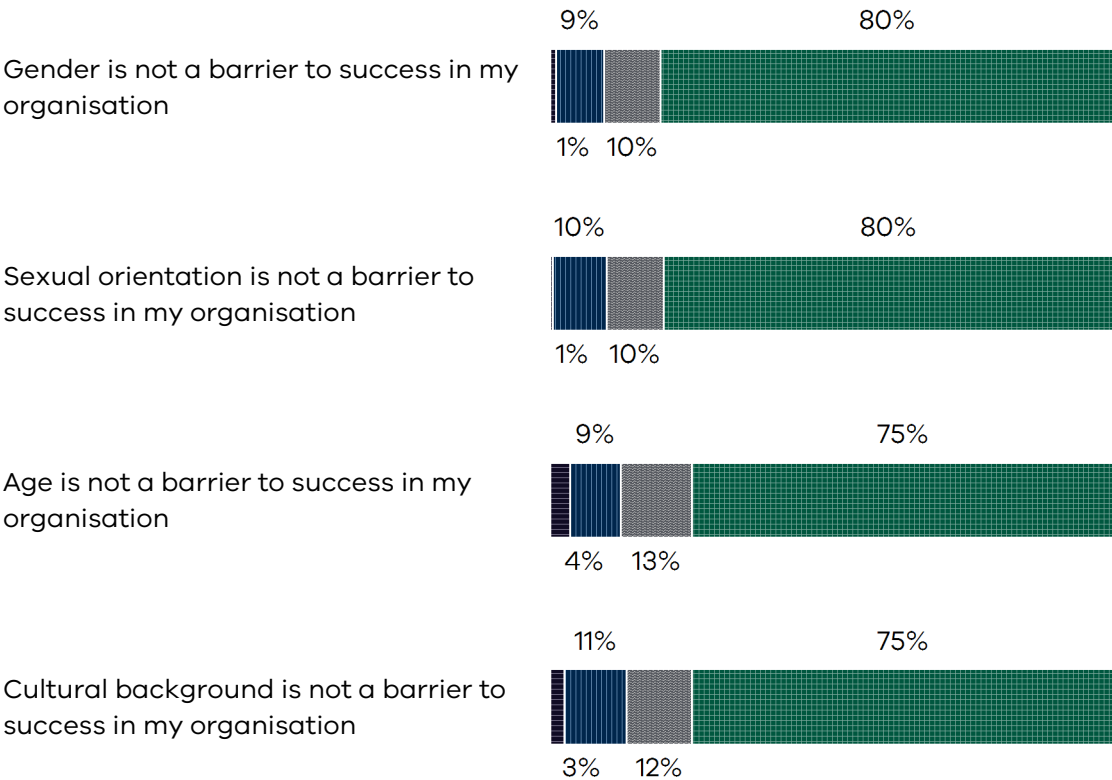
Example

80% of your staff who did the survey agreed or strongly agreed with 'Gender is not a barrier to success in my organisation'.

Survey question	Your results			Benchmark agree results		

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Gender is not a barrier to success in my organisation	1% · 9% · 10% · 80%	Not asked	Not asked	80 %	80 %	84 %	91 %
Sexual orientation is not a barrier to success in my organisation	1% · 10% · 10% · 80%	86 %	Not asked	80 %	75 %	81 %	88 %
Age is not a barrier to success in my organisation	4% · 9% · 13% · 75%	78 %	Not asked	75 %	70 %	78 %	83 %
Cultural background is not a barrier to success in my organisation	3% · 11% · 12% · 75%	84 %	Not asked	75 %	75 %	81 %	87 %

Organisational climate

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.
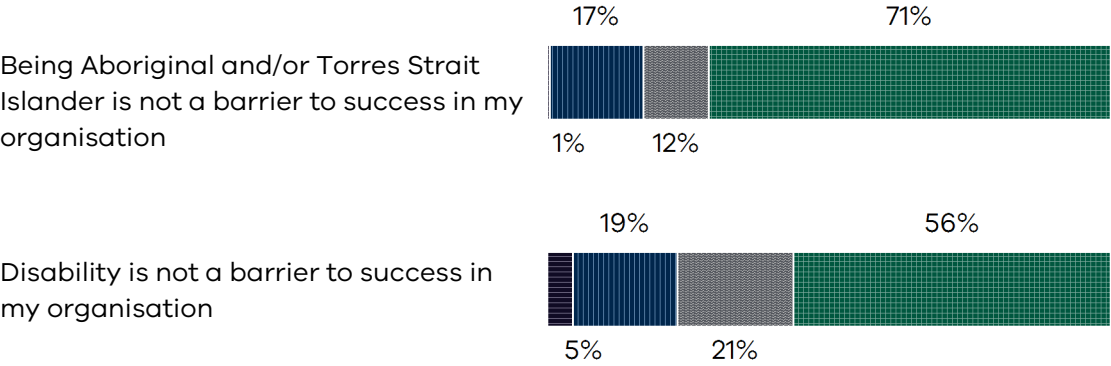
Example

71% of your staff who did the survey agreed or strongly agreed with 'Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation'.

Survey question	Your results	Benchmark agree results

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

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	Not asked	Not asked	71 %	69 %	76 %	86 %
Disability is not a barrier to success in my organisation	67 %	Not asked	56 %	53 %	66 %	78 %

Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation: 1% Disagree, 17% Don't know, 12% Neither agree nor disagree, 71% Agree

Disability is not a barrier to success in my organisation: 5% Disagree, 19% Don't know, 21% Neither agree nor disagree, 56% Agree

Organisational climate

Psychosocial and physical safety climate question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

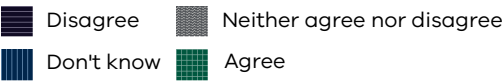Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

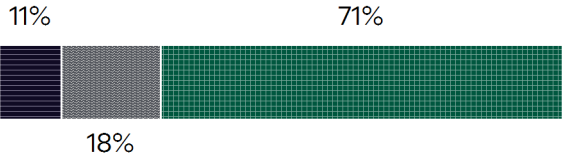71% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.
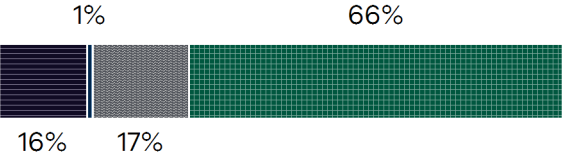
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I feel culturally safe at work	11% / 18% / 71%	Not asked	Not asked	71 %	64 %	79 %	86 %
My organisation provides a physically safe work environment	16% / 1% / 17% / 66%	Not asked	Not asked	66 %	73 %	81 %	87 %
My organisation consults employees on health and safety matters	18% / 3% / 29% / 51%	69 %	Not asked	51 %	58 %	70 %	78 %
My organisation has effective procedures in place to support employees who may experience stress	27% / 3% / 27% / 44%	56 %	46 %	44 %	51 %	60 %	71 %
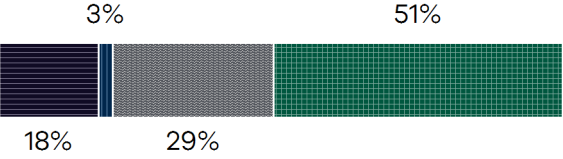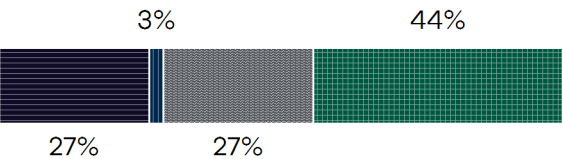
Organisational climate

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.
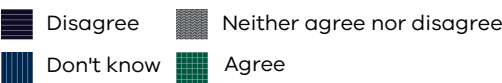
Example

39% of your staff who did the survey agreed or strongly agreed with 'Senior leaders consider the psychological health of employees to be as important as productivity'.
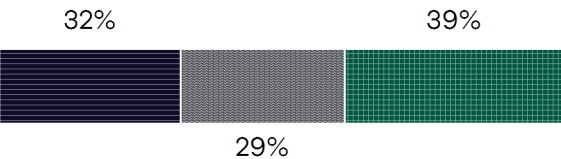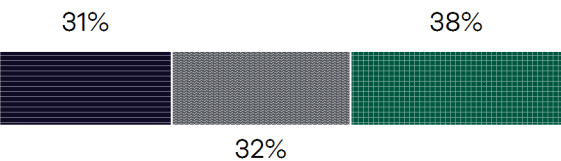
Survey question	Your results							

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

			You			Comparator		
Survey question		2019	2020	2021	Lowest	Average	Highest
Senior leaders consider the psychological health of employees to be as important as productivity	32% / 29% / 39%	39 %	43 %	39 %	37 %	50 %	67 %
Senior leaders show support for stress prevention through involvement and commitment	31% / 32% / 38%	36 %	45 %	38 %	34 %	47 %	62 %
In my workplace, there is good communication about psychological safety issues that affect me	29% / 34% / 37%	46 %	44 %	37 %	46 %	52 %	64 %
All levels of my organisation are involved in the prevention of stress	35% / 36% / 29%	36 %	35 %	29 %	34 %	45 %	59 %

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

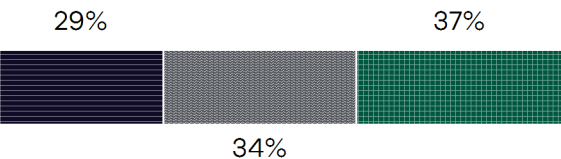2. All levels of my organisation are involved in the prevention of stress

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
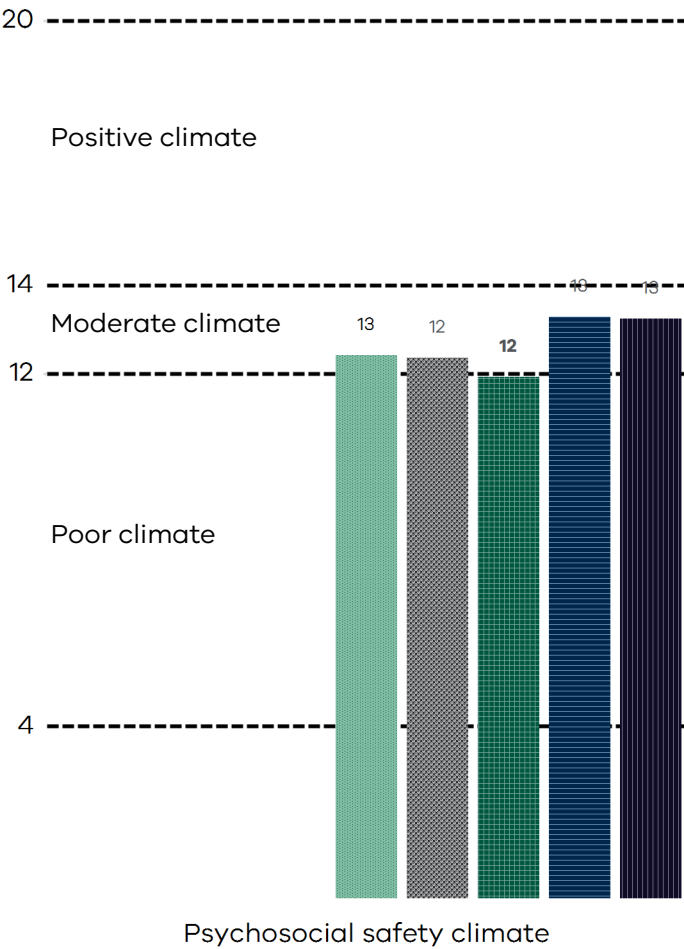
Psychosocial safety climate

You 2019 | You 2020 | 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

77% 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			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I am encouraged by my colleagues to report any patient safety concerns I may have	7% / 16% / 77%	78 %	77 %	77 %	78 %	85 %	91 %
I would recommend a friend or relative to be treated as a patient here	11% / 22% / 67%	71 %	71 %	67 %	60 %	75 %	86 %
My suggestions about patient safety would be acted upon if I expressed them to my manager	10% / 26% / 65%	75 %	68 %	65 %	70 %	75 %	80 %
Management is driving us to be a safety-centred organisation	11% / 27% / 62%	69 %	66 %	62 %	62 %	71 %	81 %

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

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.
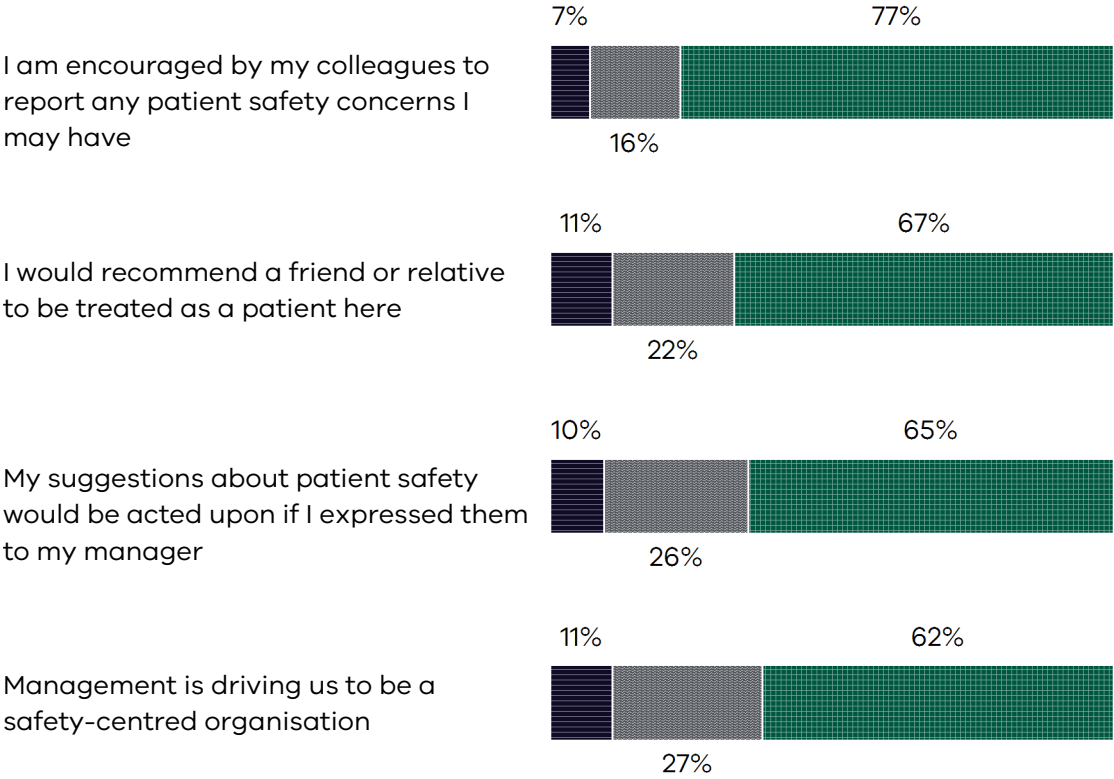
Example

60% of your staff who did the survey agreed or strongly agreed with 'Patient care errors are handled appropriately in my work area'.

Legend: Disagree | Don't know | Neither agree nor disagree | Agree
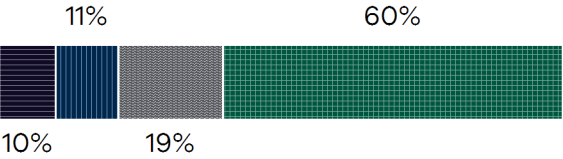
Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Patient care errors are handled appropriately in my work area	10% / 11% / 19% / 60%	67 %	63 %	60 %	61 %	73 %	82 %
The culture in my work area makes it easy to learn from the errors of others	13% / 36% / 52%	63 %	53 %	52 %	59 %	67 %	72 %
Trainees in my discipline are adequately supervised	22% / 11% / 19% / 48%	55 %	45 %	48 %	54 %	61 %	72 %
This health service does a good job of training new and existing staff	37% / 4% / 25% / 35%	53 %	45 %	35 %	38 %	59 %	75 %
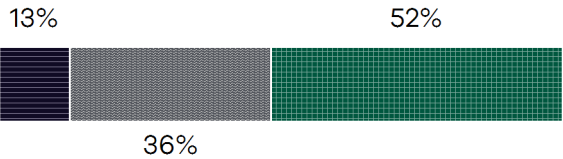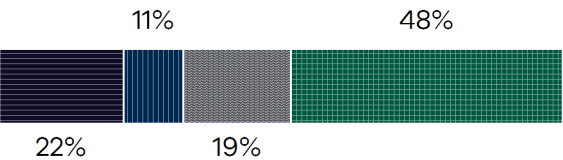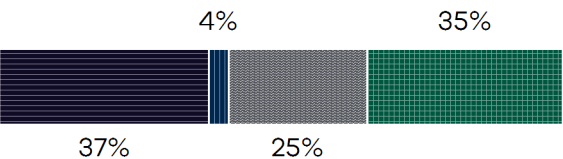
Organisational climate

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

79% 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 identify as LGBTIQ+'.

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	8% / 79% / 1% / 13%	82 %	Not asked	79 %	59 %	70 %	85 %
There is a positive culture within my organisation in relation to employees of different sexes/genders	6% / 77% / 2% / 16%	85 %	Not asked	77 %	66 %	80 %	88 %
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	7% / 76% / 3% / 15%	83 %	Not asked	76 %	72 %	80 %	86 %
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	12% / 73% / 1% / 15%	71 %	Not asked	73 %	59 %	71 %	86 %

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

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.
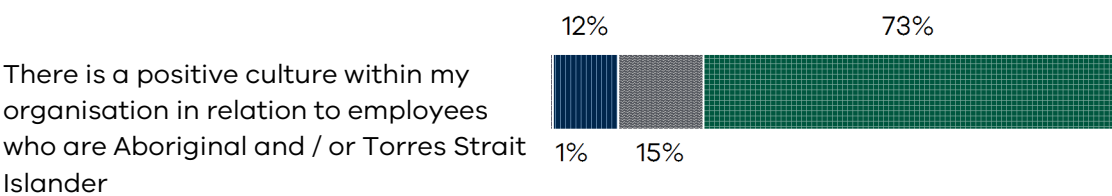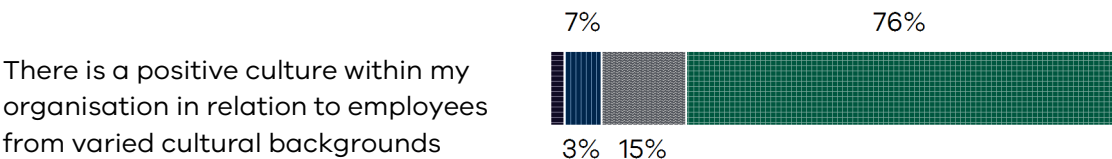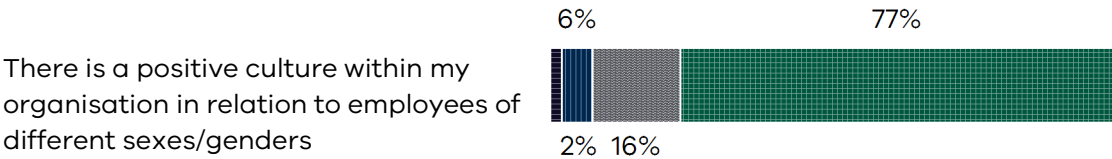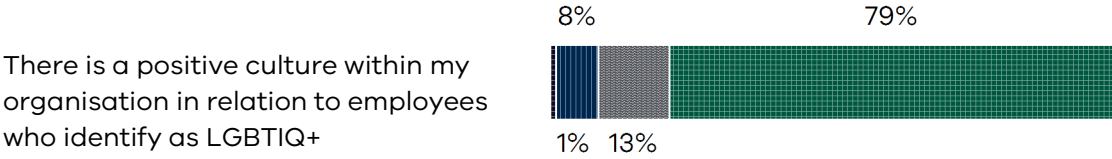
Example

71% 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 age groups'.

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees of different age groups	4% / 4% / 21% / 71%	82 %	Not asked	71 %	64 %	77 %	85 %
There is a positive culture within my organisation in relation to employees with disability	3% / 20% / 21% / 56%	63 %	Not asked	56 %	54 %	66 %	81 %

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.
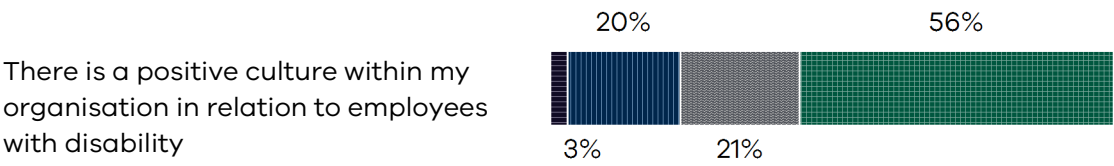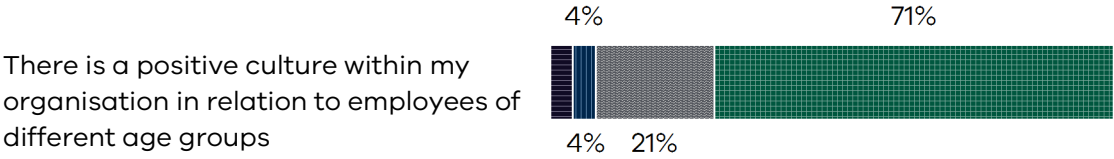
Example

81% 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	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
In my workgroup work is allocated fairly, regardless of gender	6% / 13% / 81%	Not asked	Not asked	81 %	79 %	84 %	86 %
My organisation uses inclusive and respectful images and language	3% / 1% 18% / 79%	Not asked	Not asked	79 %	73 %	81 %	90 %
My organisation would support me if I needed to take family violence leave	22% / 2% / 12% / 64%	Not asked	Not asked	64 %	72 %	80 %	88 %

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

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

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.
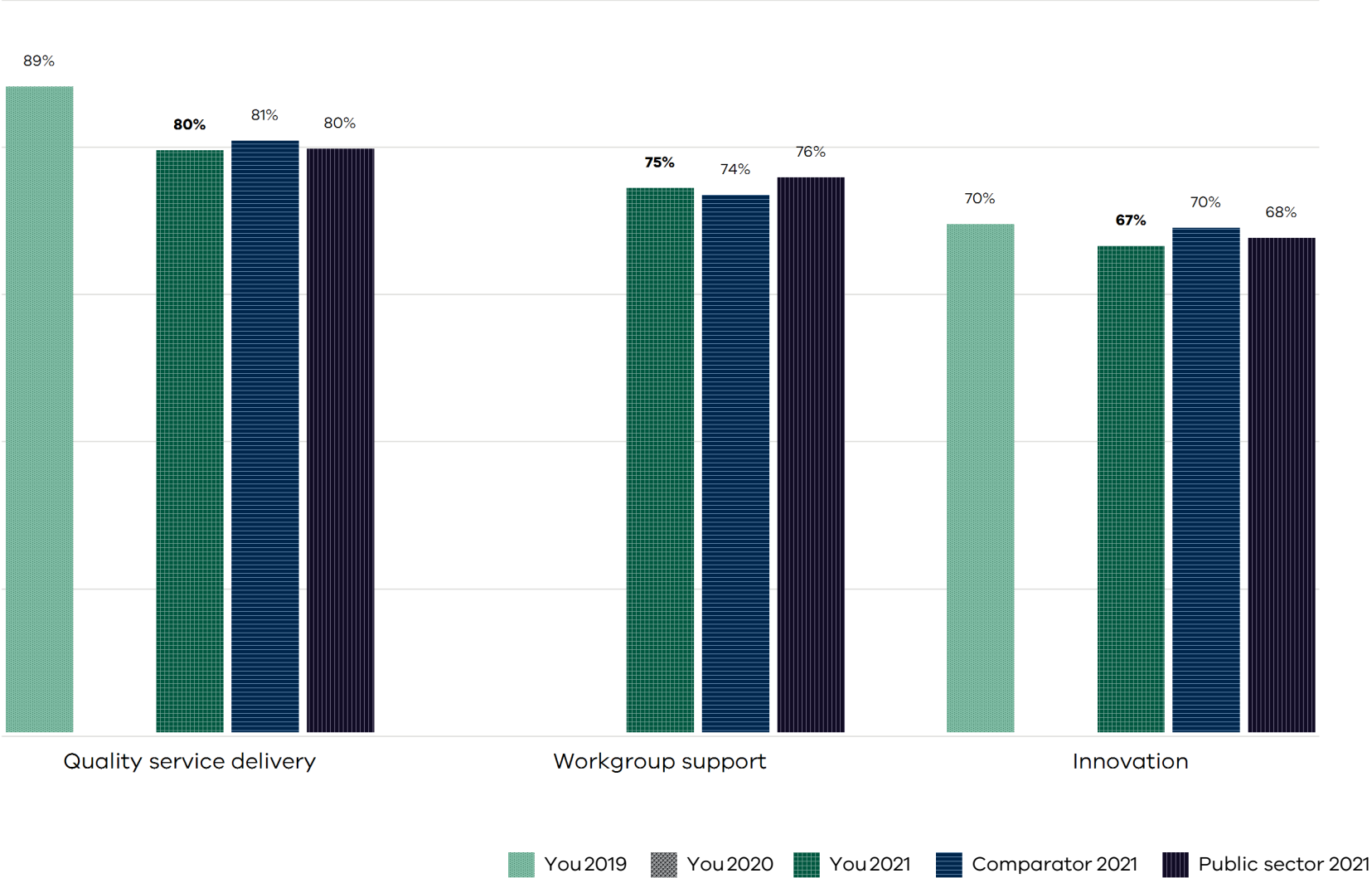
Example

In 2021:

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

Compared to:

- 81% of staff at your comparator and 80% of staff across the public sector.

Quality service delivery: 89%, 80%, 81%, 80%

Workgroup support: 75%, 74%, 76%

Innovation: 70%, 67%, 70%, 68%

Legend: You 2019 | You 2020 | You 2021 | Comparator 2021 | Public sector 2021

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

90% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

Survey question	Your results						
		You			**Comparator**		
		2019	2020	2021	Lowest	Average	Highest
My workgroup strives to provide high quality advice and services	3% / 7% / 90%	94 %	Not asked	90 %	85 %	88 %	92 %
My workgroup values human rights	2% / 4% 7% / 87%	88 %	Not asked	87 %	84 %	88 %	91 %
My workgroup strives to deliver services in a timely manner	1% / 6% 8% / 86%	93 %	Not asked	86 %	86 %	88 %	92 %
My workgroup strives to make the best use of its resources	11% / 12% / 78%	93 %	Not asked	78 %	75 %	80 %	83 %

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

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.
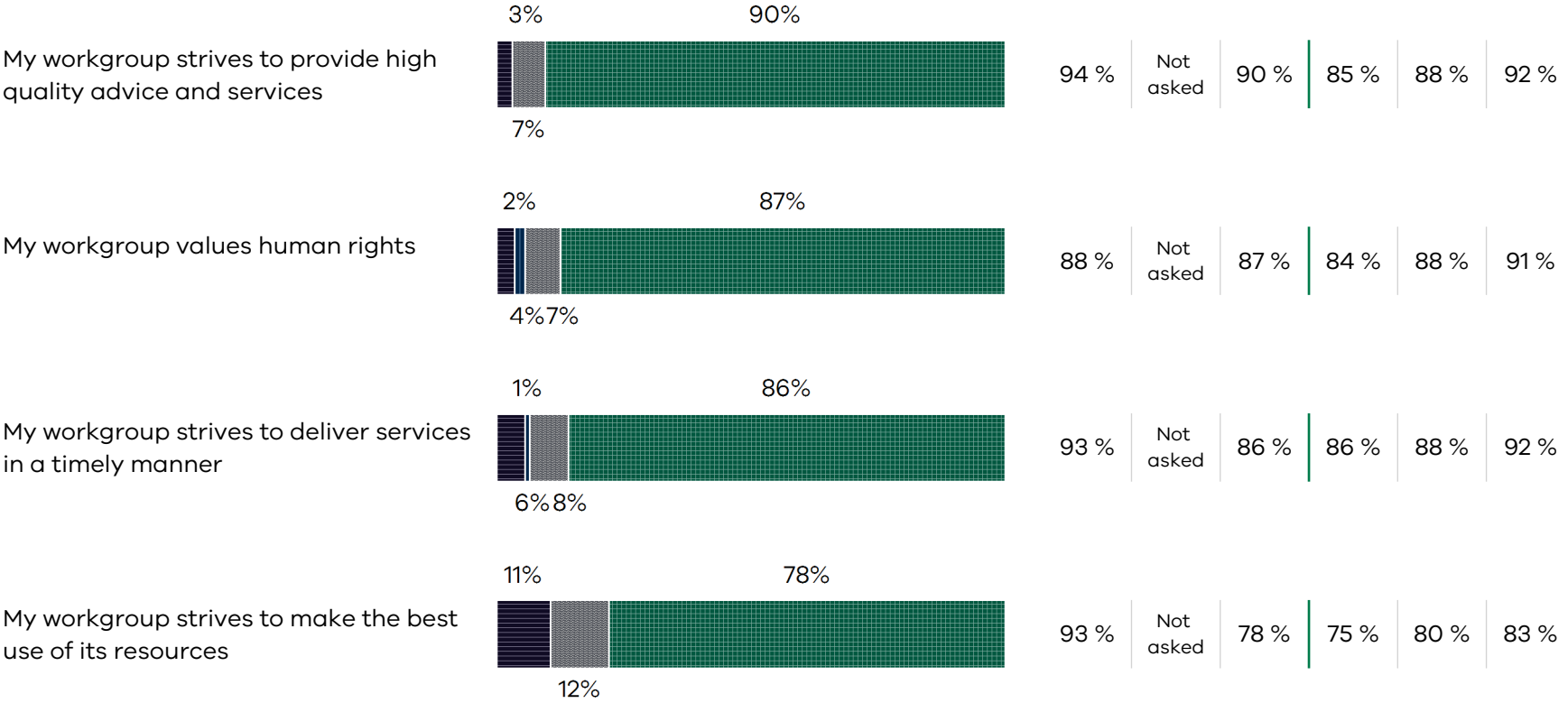
Example

77% of your staff who did the survey agreed or strongly agreed with 'My workgroup has clear lines of responsibility'.

Survey question	Your results	Benchmark agree results

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My workgroup has clear lines of responsibility	1% / 77% / 11% / 12%	81 %	Not asked	77 %	68 %	78 %	84 %
My workgroup places a priority on acting fairly and without bias	2% / 74% / 9% / 15%	85 %	Not asked	74 %	67 %	73 %	81 %
My workgroup focuses on making decisions informed by all relevant facts	2% / 68% / 13% / 18%	88 %	Not asked	68 %	70 %	75 %	82 %

Victorian Public Sector Commission

VICTORIA State Government

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.

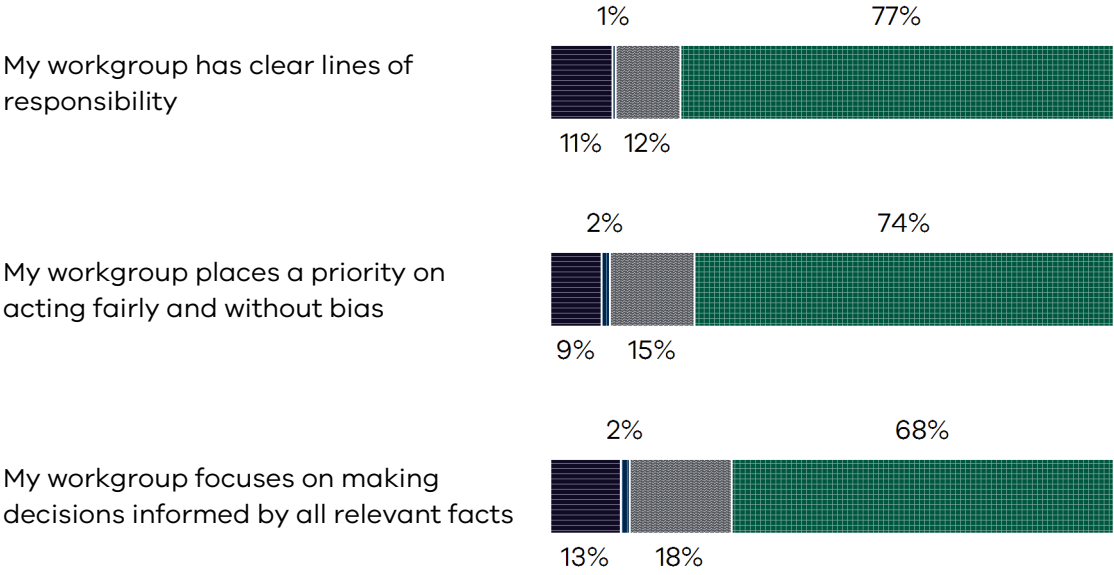Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

81% 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					
		You			**Comparator**		
		2019	2020	2021	Lowest	Average	Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes	2% / 81% / 8% / 10%	78 %	Not asked	81 %	73 %	81 %	88 %
My workgroup is quick to respond to opportunities to do things better	1% / 74% / 12% / 13%	73 %	Not asked	74 %	64 %	72 %	80 %
My workgroup learns from failures and mistakes	2% / 66% / 11% / 21%	71 %	Not asked	66 %	64 %	71 %	78 %
My workgroup encourages employee creativity	1% / 59% / 16% / 25%	66 %	Not asked	59 %	54 %	63 %	70 %

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

Victorian Public Sector Commission — VICTORIA State Government

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.
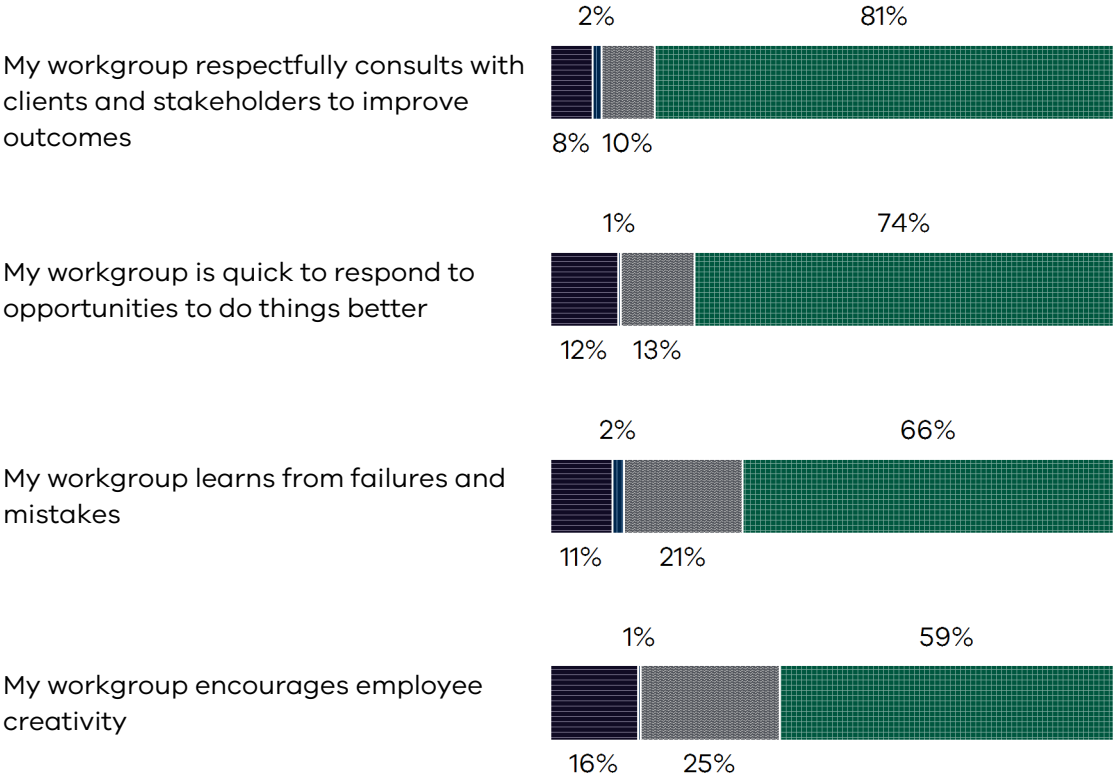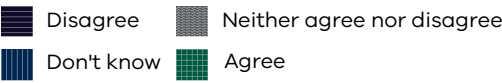
Example

55% 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

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

My workgroup takes reasonable risks to improve its services

3%   55%

12%   31%

	You			Comparator		
2019	2020	2021	Lowest	Average	Highest
62 %	Not asked	55 %	51 %	61 %	71 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

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.

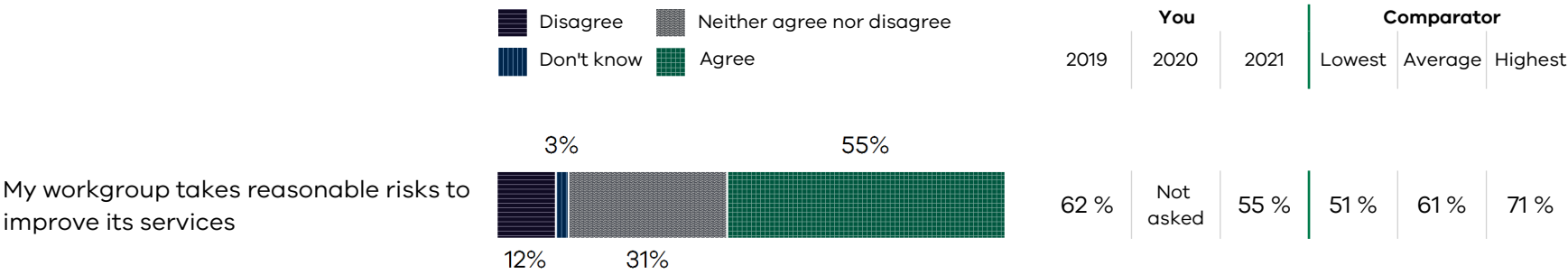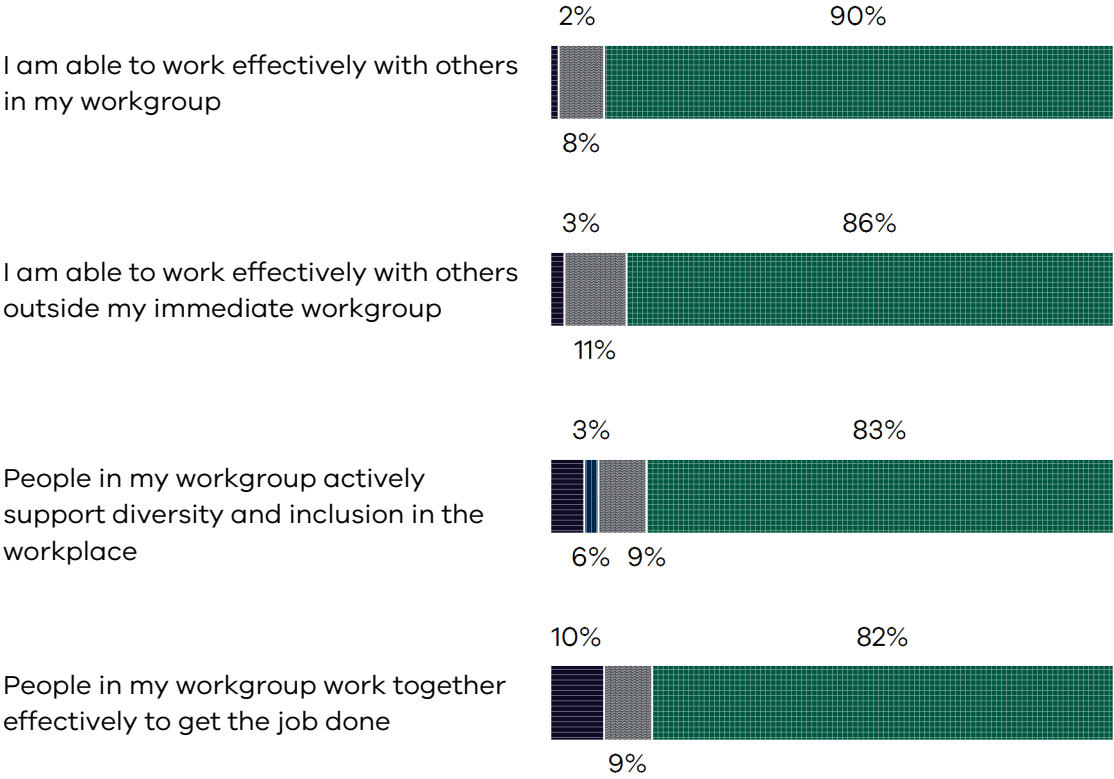Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

90% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others in my workgroup'.

Survey question	Your results					

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

Benchmark agree results

Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others in my workgroup	Not asked	90 %	90 %	84 %	90 %	94 %
I am able to work effectively with others outside my immediate workgroup	Not asked	82 %	86 %	86 %	89 %	91 %
People in my workgroup actively support diversity and inclusion in the workplace	85 %	Not asked	83 %	74 %	82 %	87 %
People in my workgroup work together effectively to get the job done	85 %	81 %	82 %	70 %	79 %	82 %

Your results (bar chart values):
- I am able to work effectively with others in my workgroup: 2% disagree, 8% neither, 90% agree
- I am able to work effectively with others outside my immediate workgroup: 3% disagree, 11% neither, 86% agree
- People in my workgroup actively support diversity and inclusion in the workplace: 3% disagree, 6% don't know, 9% neither, 83% agree
- People in my workgroup work together effectively to get the job done: 10% disagree, 9% neither, 82% agree

Workgroup climate

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.

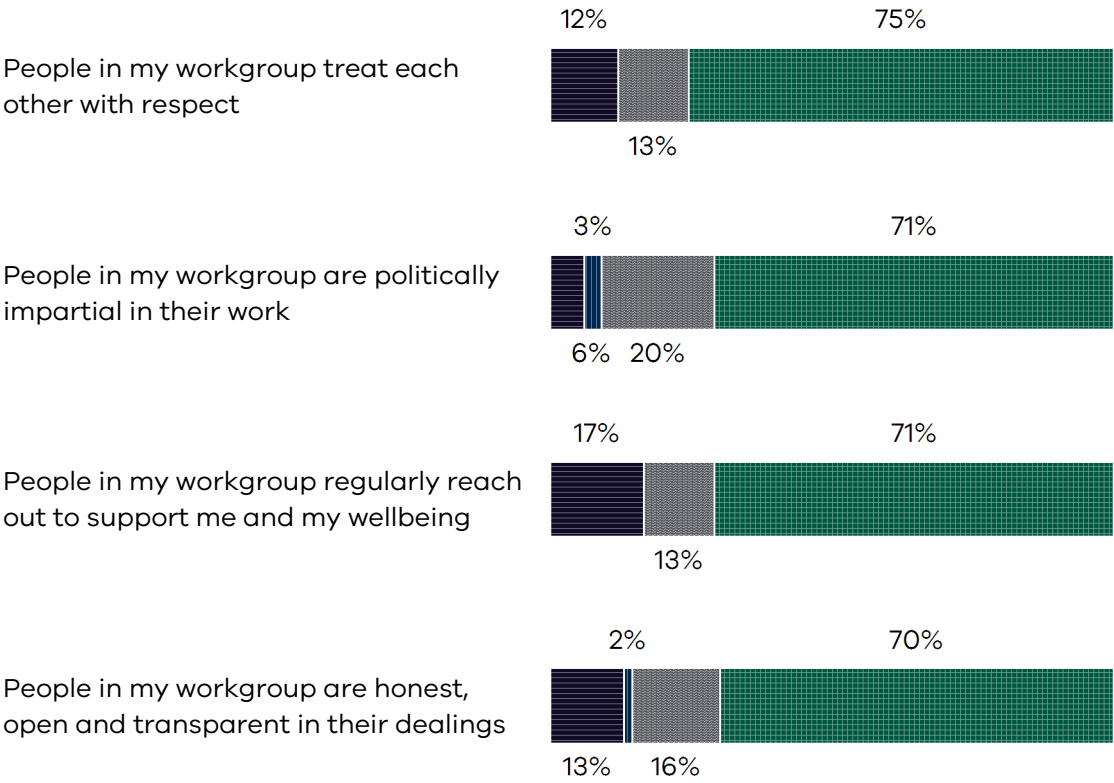Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

75% 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						

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

Survey question		Benchmark agree results					
		You			**Comparator**		
		2019	2020	2021	Lowest	Average	Highest
People in my workgroup treat each other with respect	12% / 13% / 75%	84 %	79 %	75 %	69 %	74 %	82 %
People in my workgroup are politically impartial in their work	3% / 6% / 20% / 71%	74 %	Not asked	71 %	63 %	69 %	77 %
People in my workgroup regularly reach out to support me and my wellbeing	17% / 13% / 71%	Not asked	73 %	71 %	60 %	69 %	75 %
People in my workgroup are honest, open and transparent in their dealings	2% / 13% / 16% / 70%	76 %	Not asked	70 %	59 %	69 %	78 %

Victorian Public Sector Commission · Victoria State Government

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

67% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.
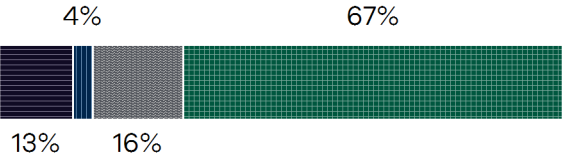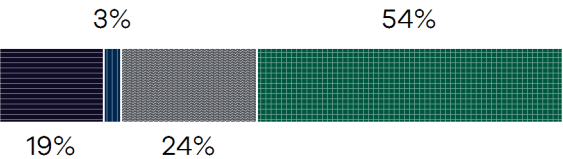
Survey question	Your results	Benchmark agree results

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup appropriately manage conflicts of interest	13% / 4% / 16% / 67%	69 %	Not asked	67 %	59 %	63 %	70 %
Workgroups across my organisation willingly share information with each other	19% / 3% / 24% / 54%	57 %	52 %	54 %	43 %	56 %	64 %

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

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:

- 88% 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 2020 | You 2021 | Comparator 2021 | Public sector 2021

Meaningful work: 85%, 88%, 87%, 84%
Manager leadership: 84%, 82%, 84%, 84%
Job enrichment: 71%, 81%, 77%
Manager support: 66%, 69%, 70%

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.

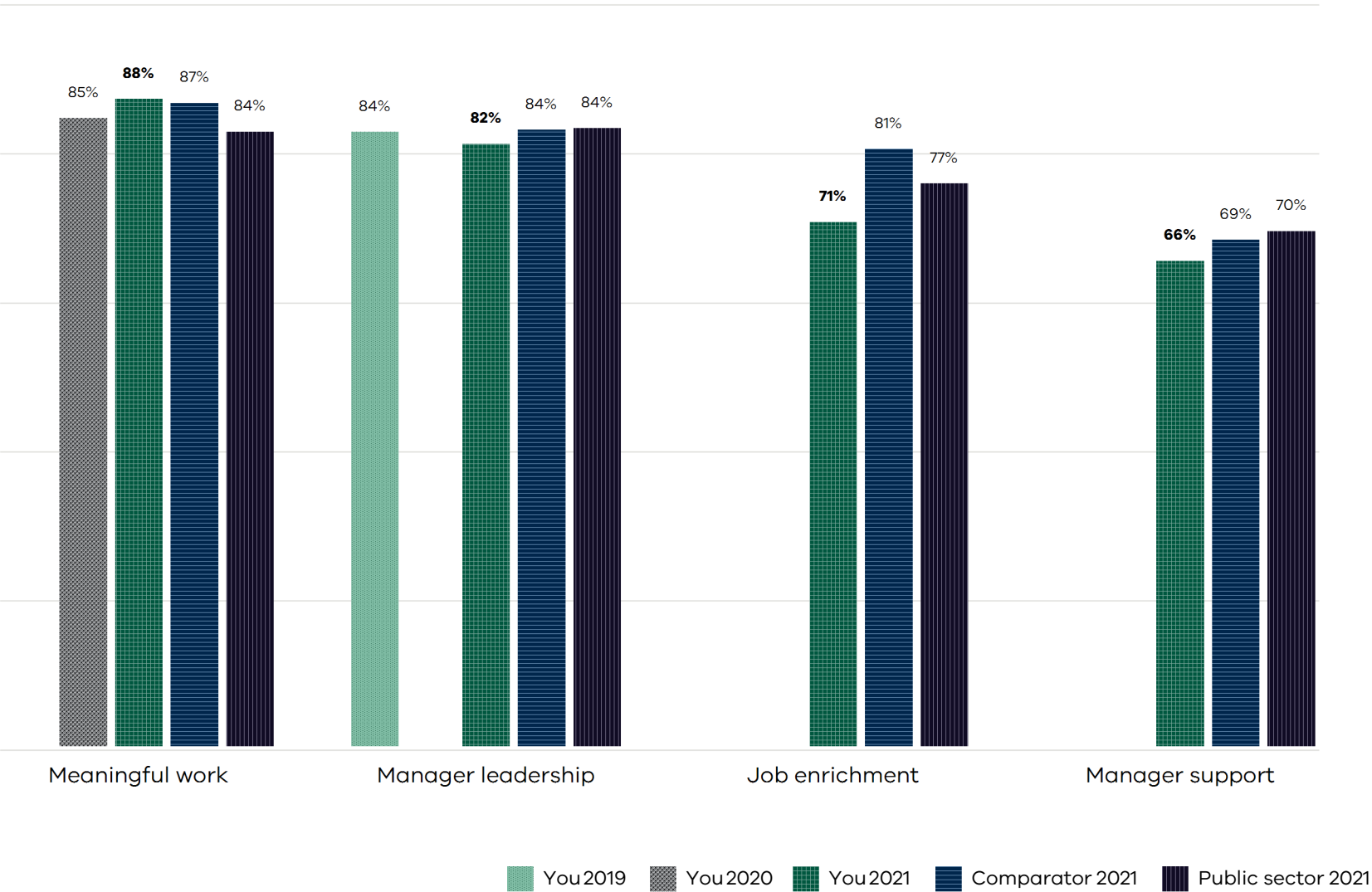Each result is the overall percentage of positive responses for your organisation, comparator and public sector.
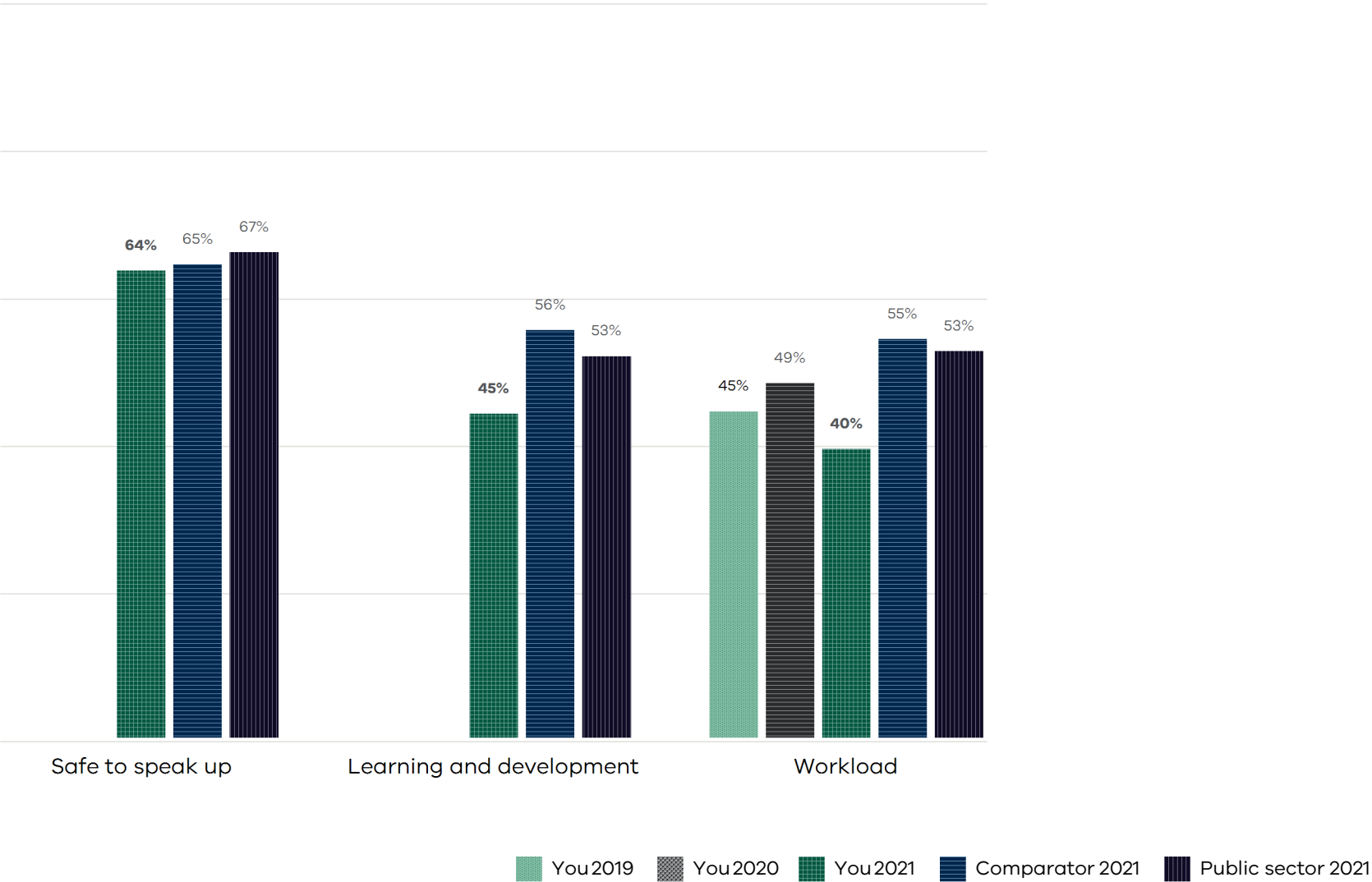
Example

In 2021:

- 64% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

- 65% of staff at your comparator and 67% of staff across the public sector.

Legend: You 2019, You 2020, You 2021, Comparator 2021, Public sector 2021

Safe to speak up: 64%, 65%, 67%
Learning and development: 45%, 56%, 53%
Workload: 45%, 49%, 40%, 55%, 53%

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

84% of your staff who did the survey agreed or strongly agreed with 'My manager ensures clients receive a high standard of service'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
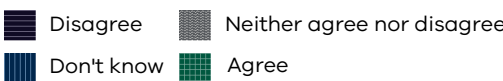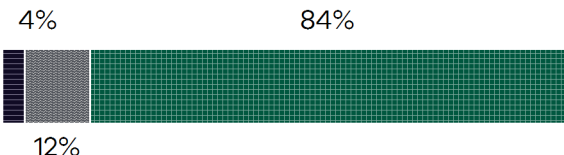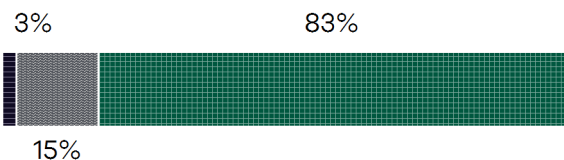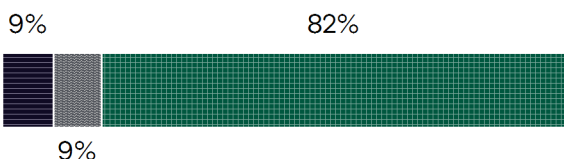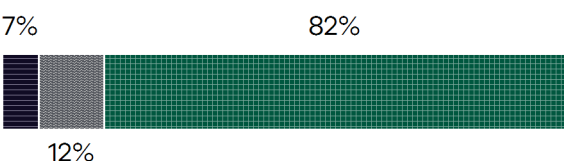
Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My manager ensures clients receive a high standard of service	4% / 12% / 84%	86 %	Not asked	84 %	79 %	86 %	91 %
My manager works effectively with people from diverse backgrounds	3% / 15% / 83%	85 %	Not asked	83 %	82 %	86 %	90 %
My manager treats employees with dignity and respect	9% / 9% / 82%	83 %	Not asked	82 %	74 %	82 %	88 %
My manager demonstrates honesty and integrity	7% / 12% / 82%	83 %	Not asked	82 %	70 %	81 %	88 %

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

82% of your staff who did the survey agreed or strongly agreed with 'My manager is committed to workplace safety'.

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager is committed to workplace safety	2% / 6% / 11% / 82%	84 %	Not asked	82 %	80 %	87 %	92 %
My manager models my organisation's values	7% / 16% / 78%	80 %	Not asked	78 %	70 %	80 %	86 %

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.

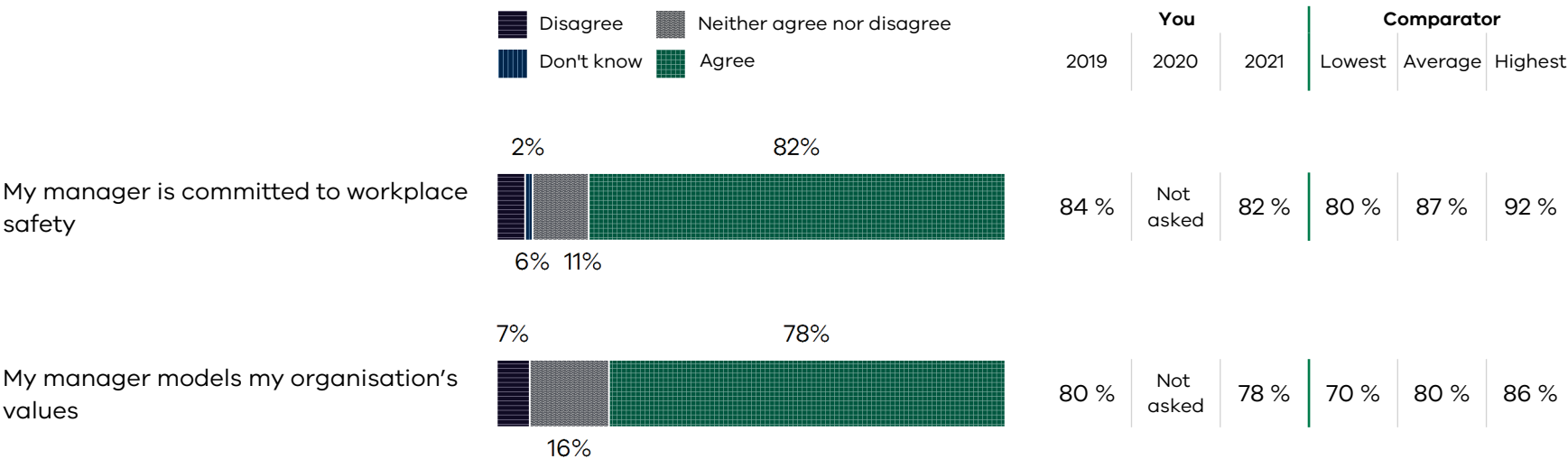Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

81% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question	Your results						

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

Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager listens to what I have to say — Disagree 8%, 11%, Agree 81%	86 %	78 %	81 %	68 %	78 %	82 %
I would be confident in approaching my manager to discuss concerns and grievances — 14%, 7%, Agree 79%	79 %	Not asked	79 %	68 %	77 %	83 %
My manager involves me in decisions about my work — 9%, 16%, Agree 75%	76 %	64 %	75 %	68 %	73 %	77 %
My manager keeps me informed about what's going on — 13%, 16%, Agree 71%	71 %	69 %	71 %	61 %	71 %	76 %

Victorian Public Sector Commission

VICTORIA State Government

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.

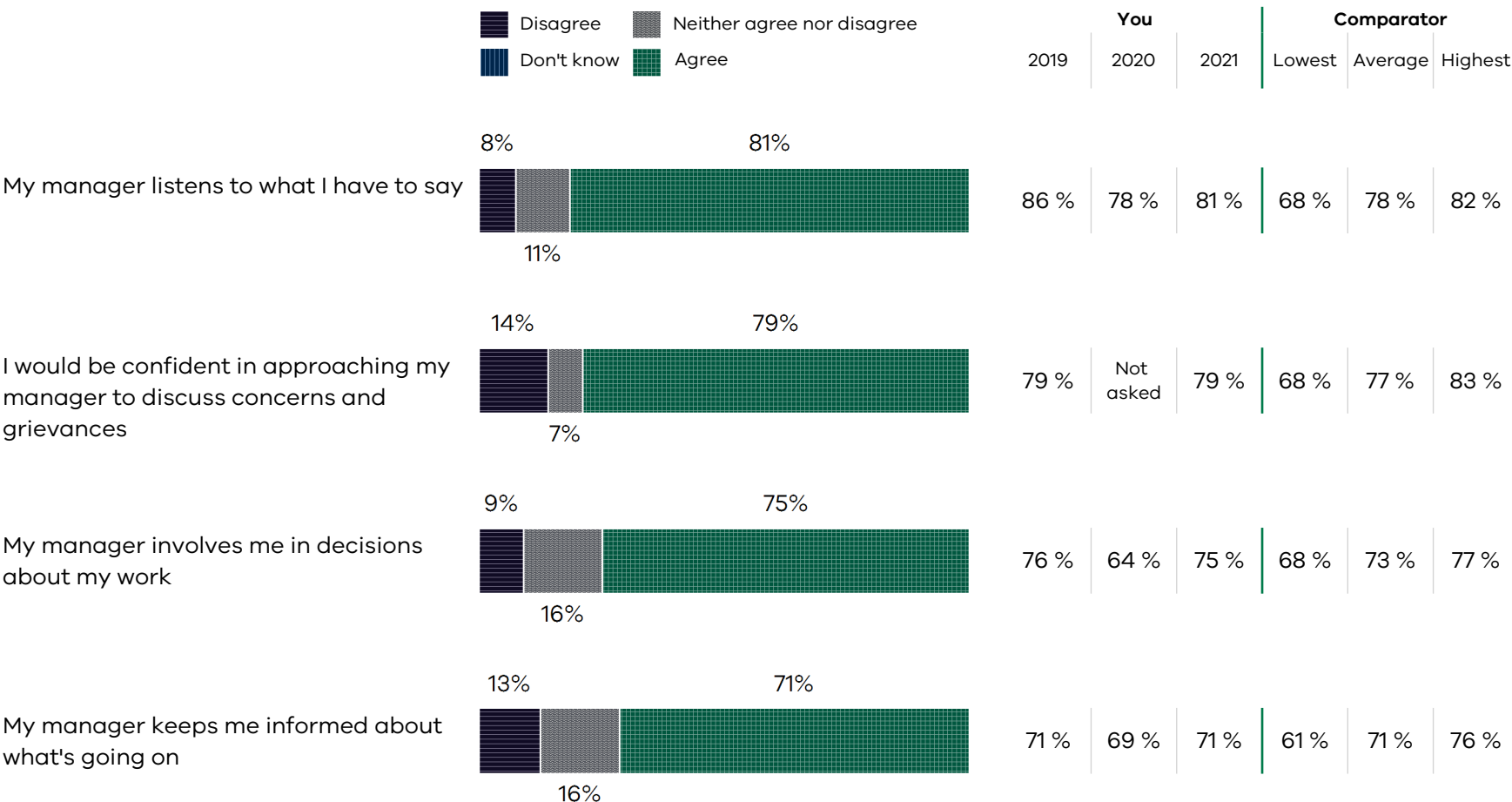Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

69% of your staff who did the survey agreed or strongly agreed with 'My manager encourages and supports my participation in learning and development opportunities'.

Survey question — Your results — Benchmark agree results

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My manager encourages and supports my participation in learning and development opportunities	9% / 22% / 69%	76 %	Not asked	69 %	68 %	76 %	81 %
My manager provides me with enough support when I need it	15% / 1% / 16% / 69%	Not asked	70 %	69 %	64 %	73 %	78 %
My manager provides feedback to me in a way that helps me improve my performance	13% / 1% / 28% / 59%	72 %	68 %	59 %	56 %	67 %	76 %
I receive adequate recognition for my contributions and accomplishments	29% / 23% / 48%	55 %	Not asked	48 %	42 %	54 %	65 %

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.

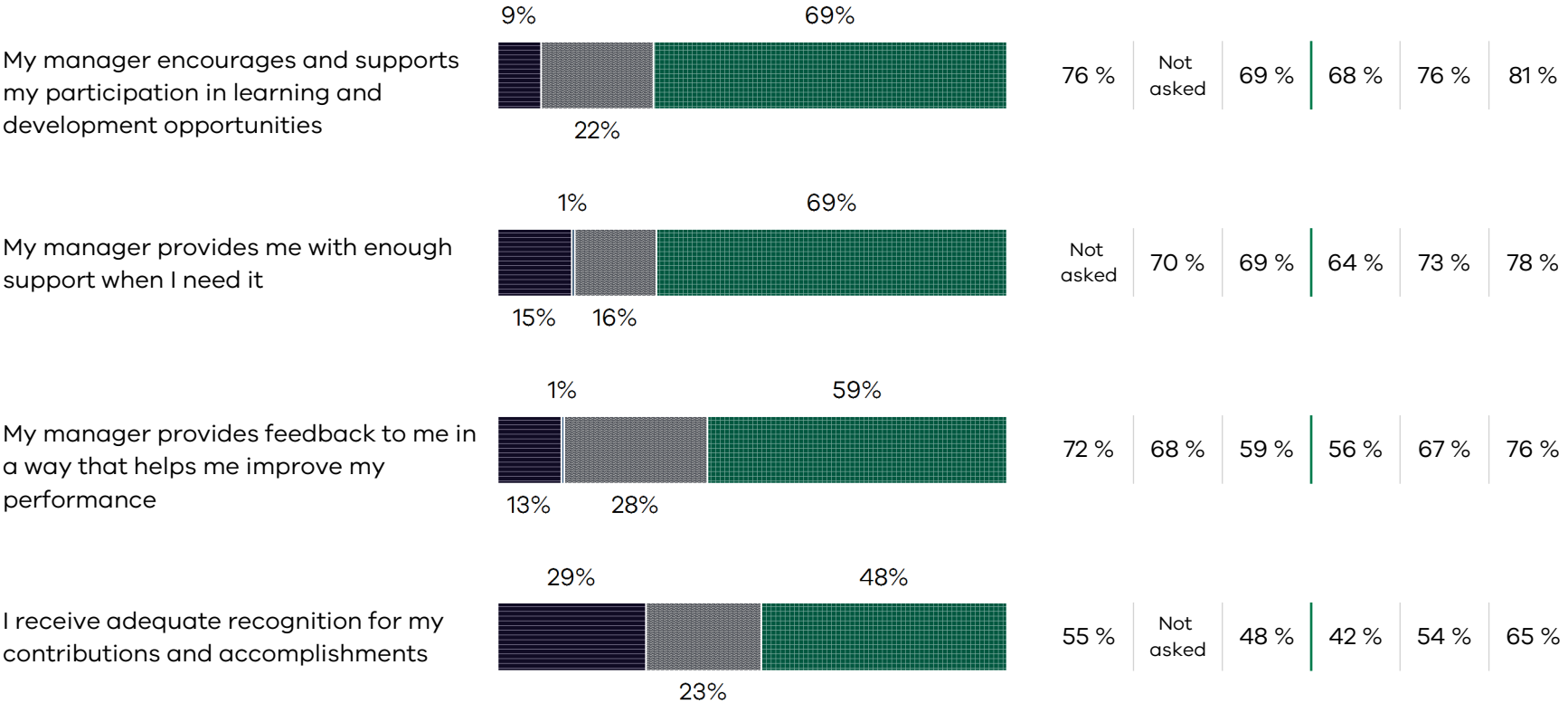Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

44% 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

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

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My manager has regular conversations with me about my learning and development	Not asked	Not asked	44 %	43 %	52 %	67 %

Your results bar: 27% Disagree, 29% Neither agree nor disagree, 44% Agree

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.
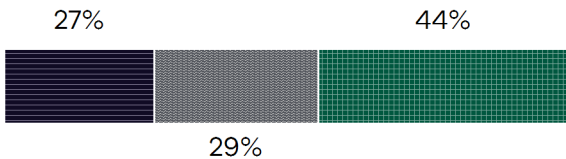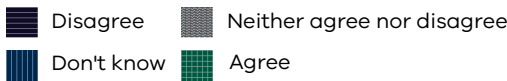
Example

46% 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
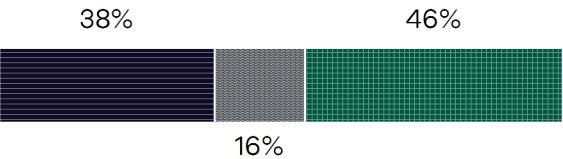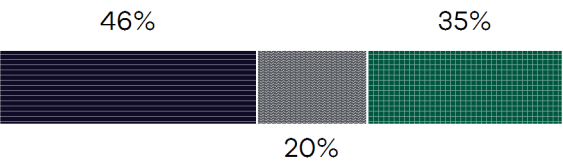
Survey question	Disagree	Neither	Agree		You			Comparator	
				2019	2020	2021	Lowest	Average	Highest
The workload I have is appropriate for the job that I do	38%	16%	46%	48 %	55 %	46 %	48 %	59 %	69 %
I have enough time to do my job effectively	46%	20%	35%	43 %	43 %	35 %	40 %	51 %	65 %

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

70% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am developing and learning in my role	12% / 19% / 70%	Not asked	Not asked	70 %	65 %	74 %	82 %
In the last 12 months I have learned skills that have helped me do my job better	16% / 17% / 67%	Not asked	Not asked	67 %	63 %	71 %	77 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	31% / 25% / 44%	Not asked	Not asked	44 %	43 %	59 %	74 %
There are adequate opportunities for me to develop skills and experience in my organisation	27% / 30% / 43%	61 %	Not asked	43 %	48 %	59 %	72 %

Victorian Public Sector Commission

VICTORIA State Government

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.
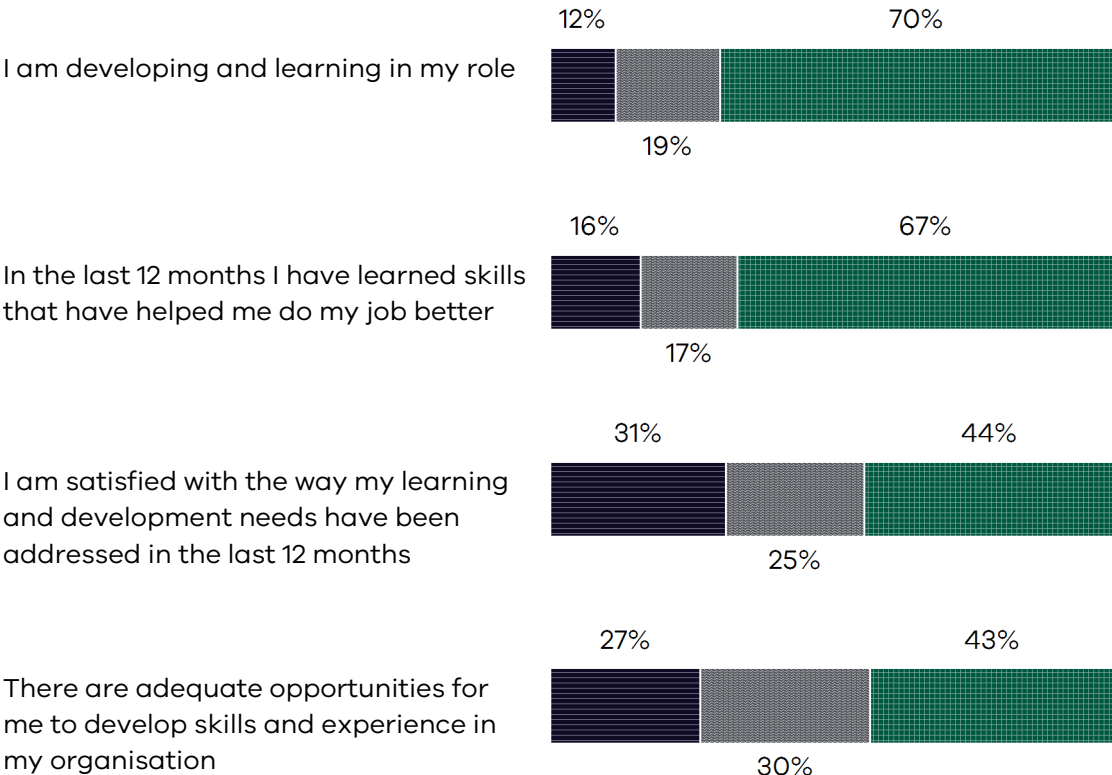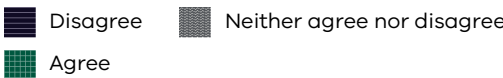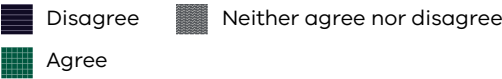
Example

42% of your staff who did the survey agreed or strongly agreed with 'I feel I have an equal chance at promotion in my organisation'.

Survey question	Your results						

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

Benchmark agree results
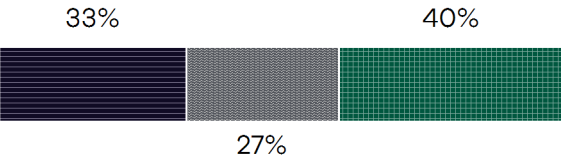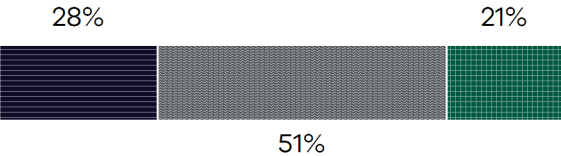
Survey question	Disagree	Neither	Agree	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I feel I have an equal chance at promotion in my organisation	22%	36%	42%	Not asked	Not asked	42 %	34 %	44 %	53 %
My organisation places a high priority on the learning and development of staff	33%	27%	40%	60 %	Not asked	40 %	51 %	64 %	85 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	25%	41%	34%	Not asked	Not asked	34 %	37 %	48 %	57 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	28%	51%	21%	Not asked	Not asked	21 %	21 %	34 %	47 %

Victorian Public Sector Commission

VICTORIA State Government

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

86% 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					

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job contributes to my organisation's purpose	4% / 10% / 86%	90 %	89 %	86 %	86 %	91 %	95 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	6% / 13% / 81%	80 %	Not asked	81 %	78 %	88 %	95 %
I clearly understand what I am expected to do in this job	11% / 12% / 78%	84 %	81 %	78 %	76 %	86 %	93 %
My job allows me to utilise my skills, knowledge and abilities	13% / 12% / 75%	87 %	81 %	75 %	78 %	83 %	89 %

Job and manager factors

Job enrichment 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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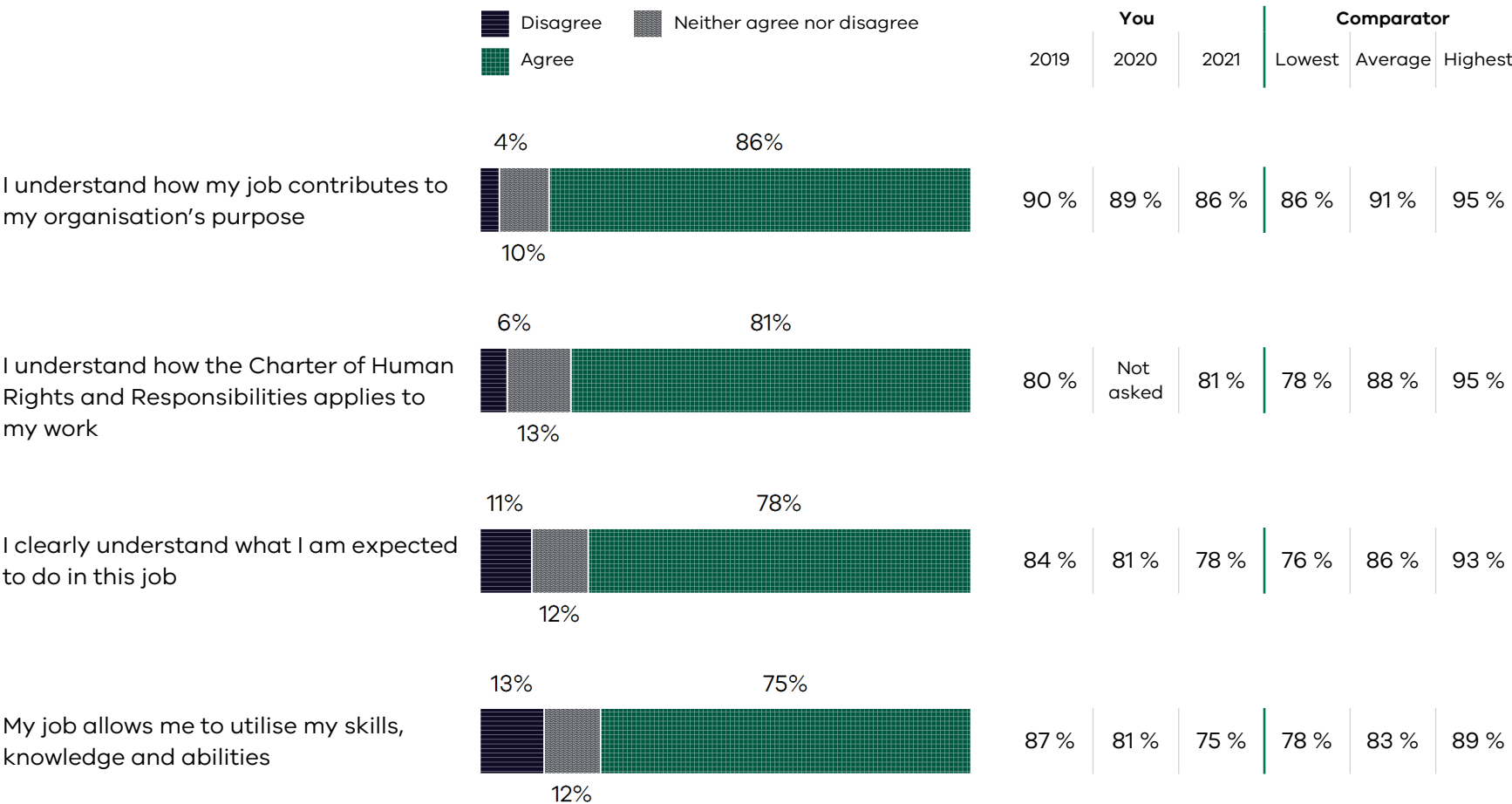
Example

66% 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

Benchmark agree results

Survey question	15% / 66% (19%)	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I have the authority to do my job effectively	15% · 19% · 66%	79 %	Not asked	66 %	75 %	82 %	90 %
I have a choice in deciding how I do my work	15% · 22% · 64%	67 %	59 %	64 %	65 %	72 %	82 %
My work performance is assessed against clear criteria	20% · 31% · 49%	Not asked	Not asked	49 %	52 %	67 %	76 %

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.
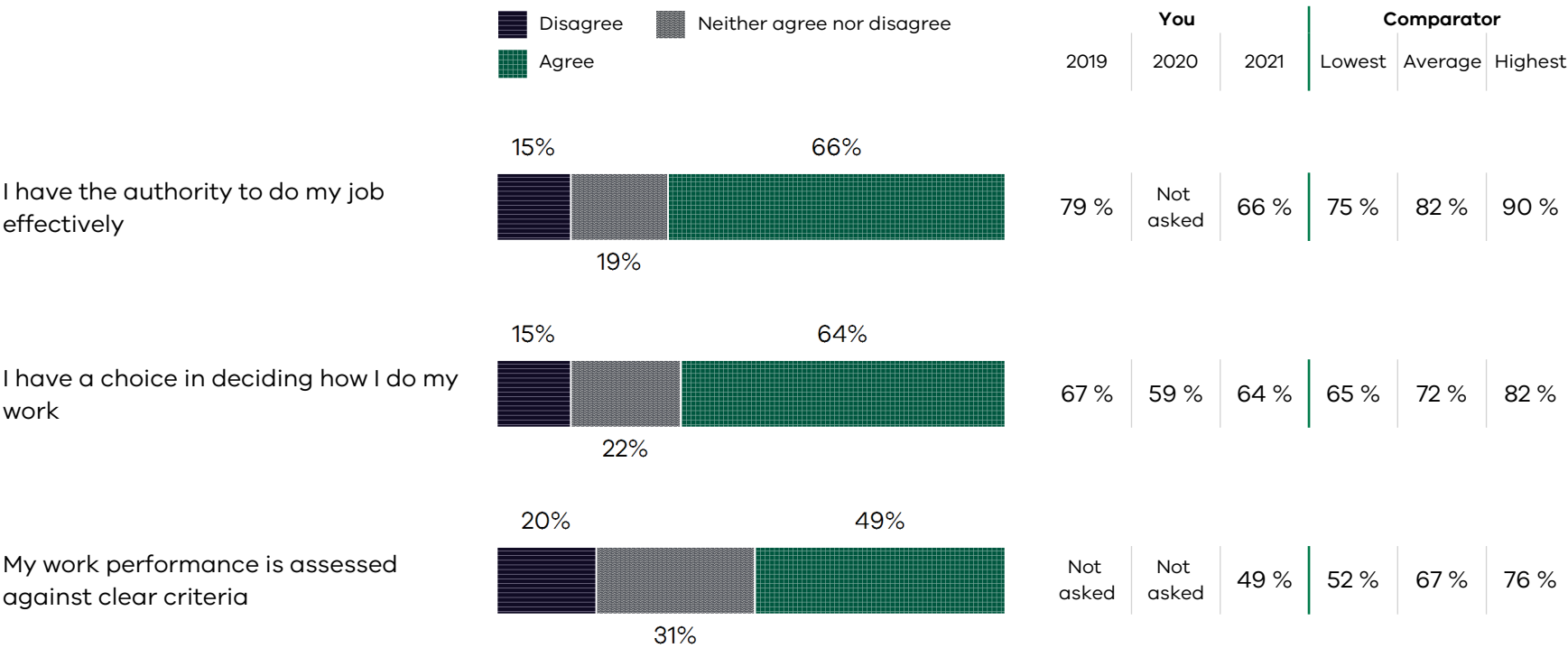
Example

90% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

Legend: Disagree | Neither agree nor disagree | Agree
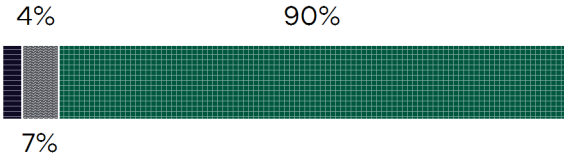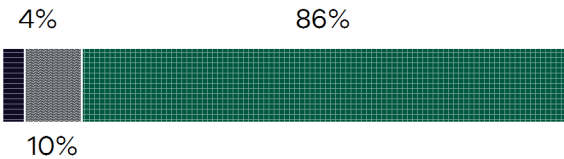
Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I feel that I can make a worthwhile contribution at work	4% / 7% / 90%	Not asked	86 %	90 %	77 %	90 %	94 %
I am achieving something important through my work	4% / 10% / 86%	Not asked	85 %	86 %	79 %	85 %	90 %

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.
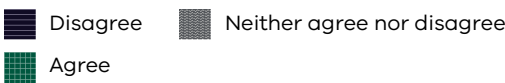
Example

71% 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'.
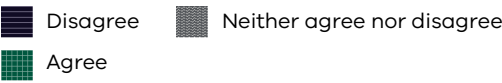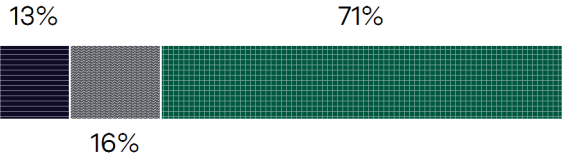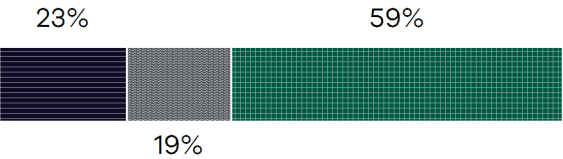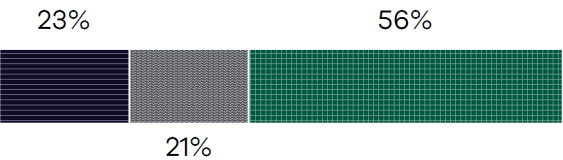
Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
People in your workgroup are able to bring up problems and tough issues	13% / 16% / 71%	Not asked	71 %	71 %	62 %	71 %	76 %
I feel safe to challenge inappropriate behaviour at work	23% / 19% / 59%	Not asked	Not asked	59 %	47 %	61 %	67 %
I am confident that I would be protected from reprisal for reporting improper conduct	23% / 21% / 56%	50 %	Not asked	56 %	53 %	62 %	74 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	29% / 25% / 47%	51 %	Not asked	47 %	40 %	56 %	67 %
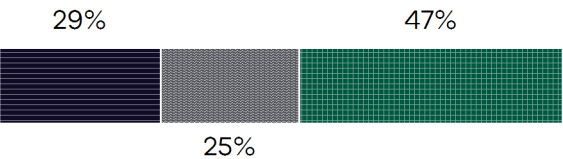
Legend: Disagree / Neither agree nor disagree / Agree

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

85% 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			Benchmark disagree results				

Your results legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree
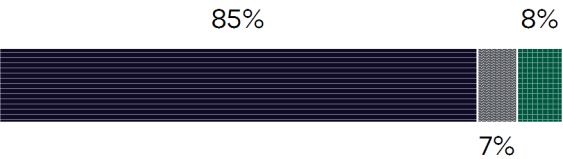
Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup often reject others for being different	85% Disagree, 7% Neither, 8% Agree	Not asked	Not asked	85 %	65 %	73 %	80 %
If I make a mistake in my workgroup, it is often held against me	69% Disagree, 22% Neither, 10% Agree	Not asked	Not asked	69 %	66 %	69 %	75 %

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

39% of staff who did the survey said 'Too many competing priorities' 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
Too many competing priorities	39%	26%	36%
Communication processes	38%	23%	19%
Technology limitations	31%	14%	20%
Decision making and authorisation processes	30%	14%	23%
Administrative processes (including leave and HR requirements)	22%	12%	19%
Limited social interactions with the team	14%	6%	11%
Other	13%	14%	13%
There are no noticeable barriers	13%	26%	18%
Absence of visibility of team progress and deliverables	13%	7%	9%
Insufficient autonomy	12%	5%	9%

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

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:

- 87% of your staff who did the survey responded positively to questions about Responsiveness , which is down 4% in 2019.

Compared to:

- 87% of staff at your comparator and 87% of staff across the public sector.
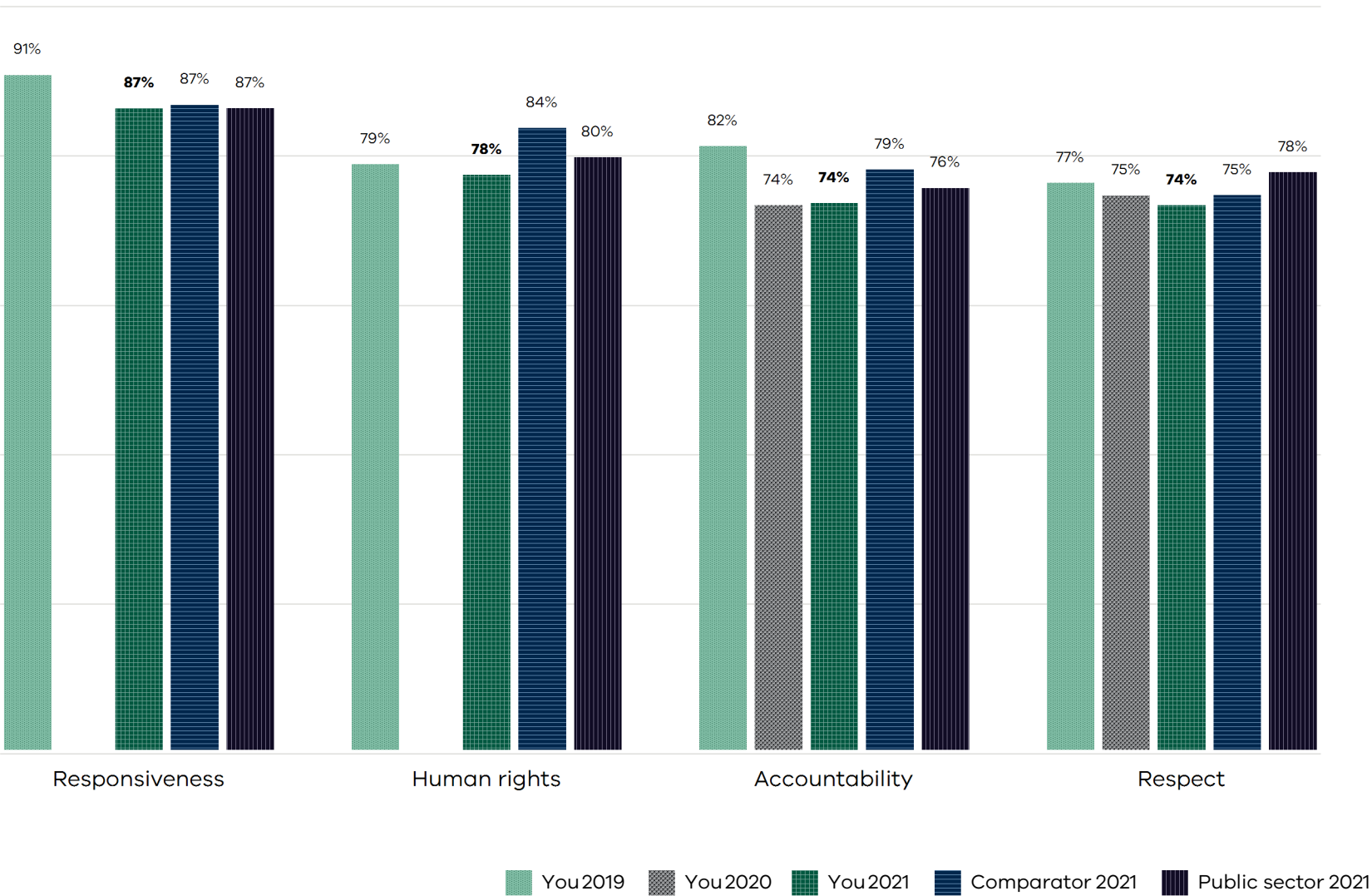
Legend: You 2019 | You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Responsiveness: 91%, 87%, 87%, 87%
Human rights: 79%, 78%, 84%, 80%
Accountability: 82%, 74%, 74%, 79%, 76%
Respect: 77%, 75%, 74%, 75%, 78%

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:

- 66% of your staff who did the survey responded positively to questions about Leadership , which is down 5% in 2019.

Compared to:

- 72% of staff at your comparator and 73% of staff across the public sector.

Legend: You 2019 · You 2020 · You 2021 · Comparator 2021 · Public sector 2021

	Leadership	Integrity	Impartiality
You 2019	71%	69%	74%
You 2021	66%	65%	63%
Comparator 2021	72%	68%	68%
Public sector 2021	73%	70%	68%
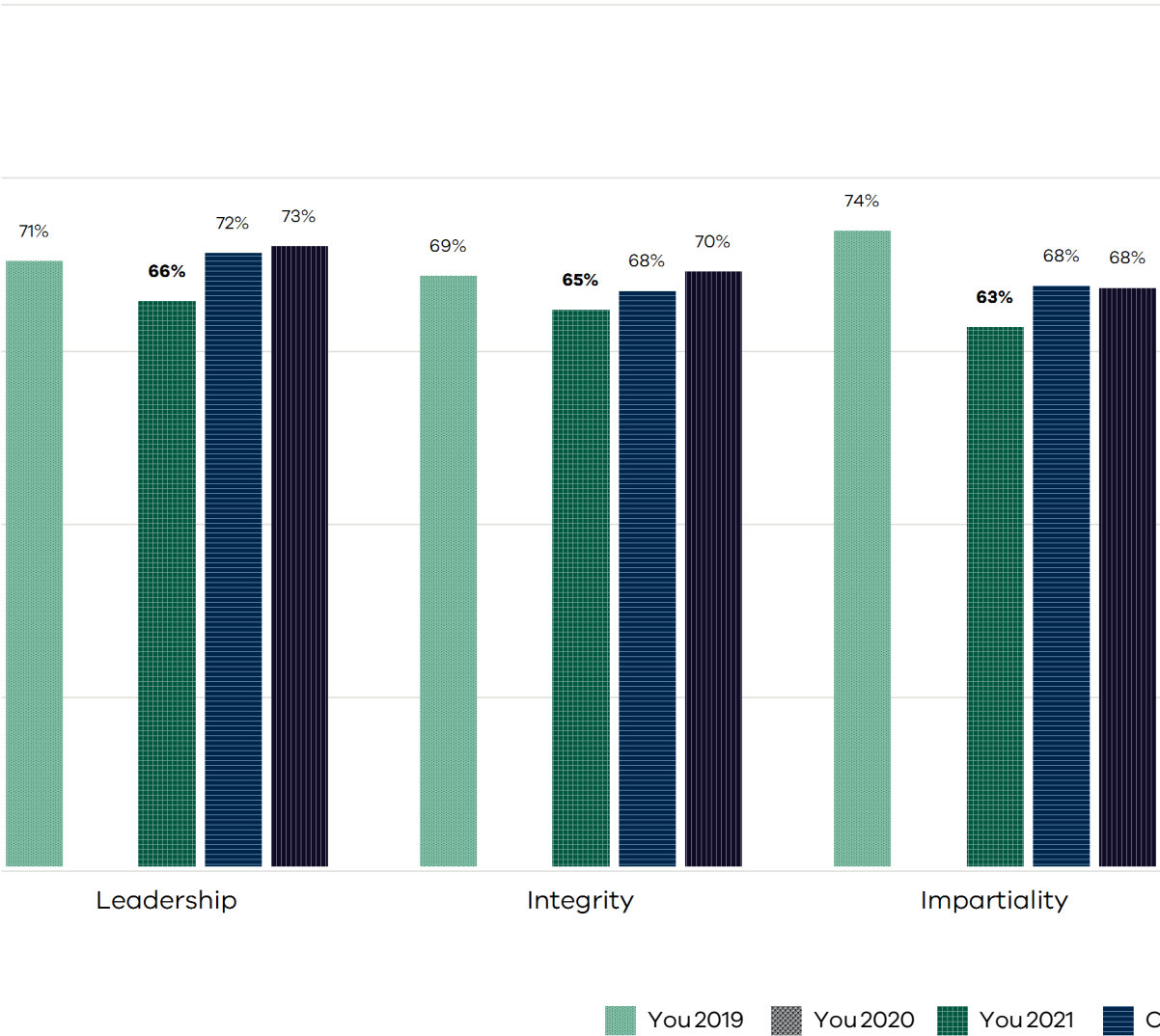
Public sector values

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

90% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

Survey question	Your results		Benchmark agree results					
				You			**Comparator**	
			2019	2020	2021	Lowest	Average	Highest

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

Survey question	Your results	2019	2020	2021	Lowest	Average	Highest
My workgroup strives to provide high quality advice and services	3% · 90% · 7%	94 %	Not asked	90 %	85 %	88 %	92 %
My workgroup strives to deliver services in a timely manner	1% · 86% · 6% 8%	93 %	Not asked	86 %	86 %	88 %	92 %
My manager ensures clients receive a high standard of service	4% · 84% · 12%	86 %	Not asked	84 %	79 %	86 %	91 %

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.
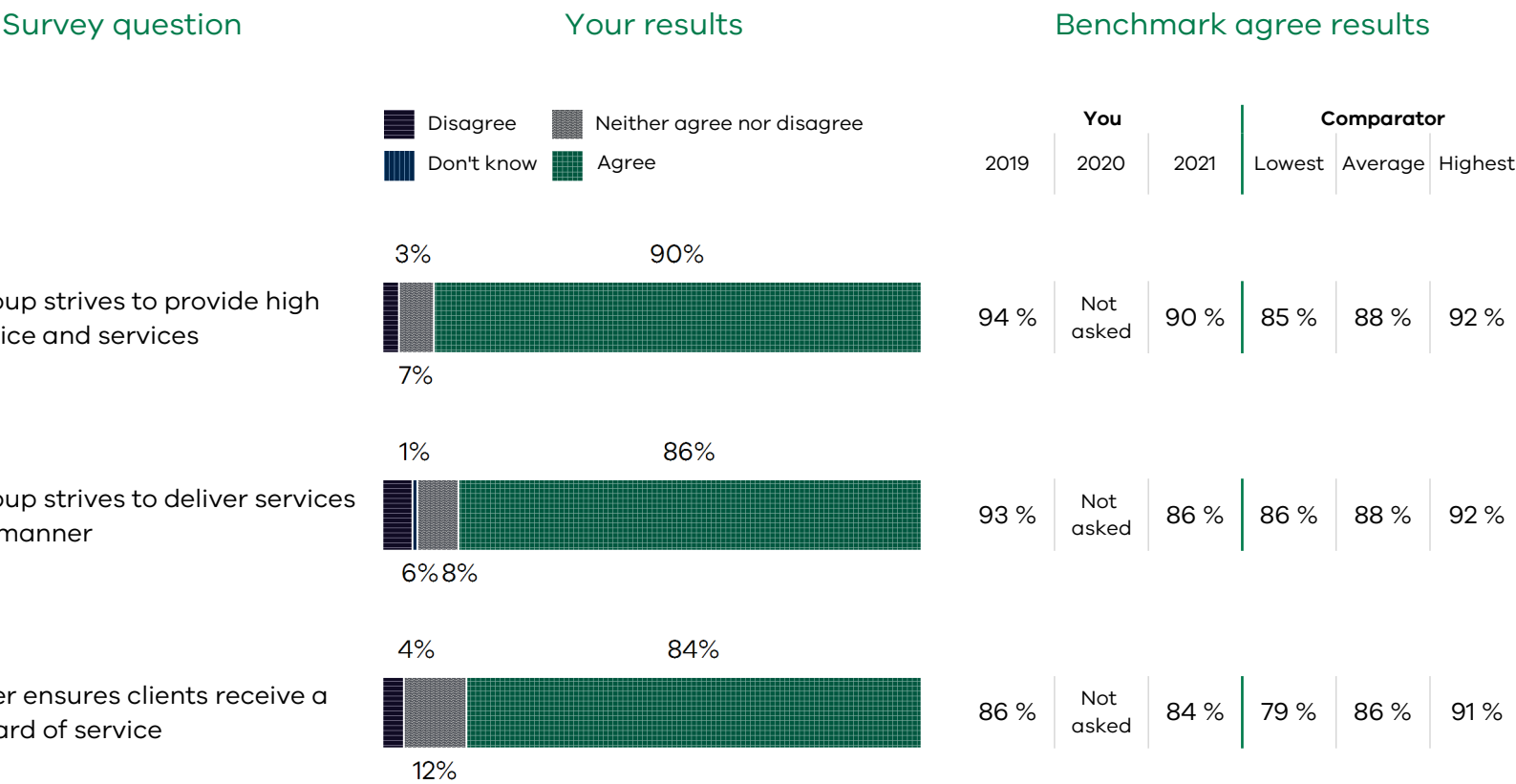
Example

82% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results			You			Comparator		
			2019	2020	2021	Lowest	Average	Highest

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

Survey question	Benchmark agree results — You 2019	2020	2021	Comparator Lowest	Average	Highest
My manager demonstrates honesty and integrity — 7% / 12% / 82%	83 %	Not asked	82 %	70 %	81 %	88 %
My organisation is committed to earning a high level of public trust — 2% / 4% / 14% / 80%	82 %	Not asked	80 %	68 %	79 %	91 %
People in my workgroup are honest, open and transparent in their dealings — 13% / 2% / 16% / 70%	76 %	Not asked	70 %	59 %	69 %	78 %
People in my workgroup appropriately manage conflicts of interest — 13% / 4% / 16% / 67%	69 %	Not asked	67 %	59 %	63 %	70 %

Public sector values

Integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

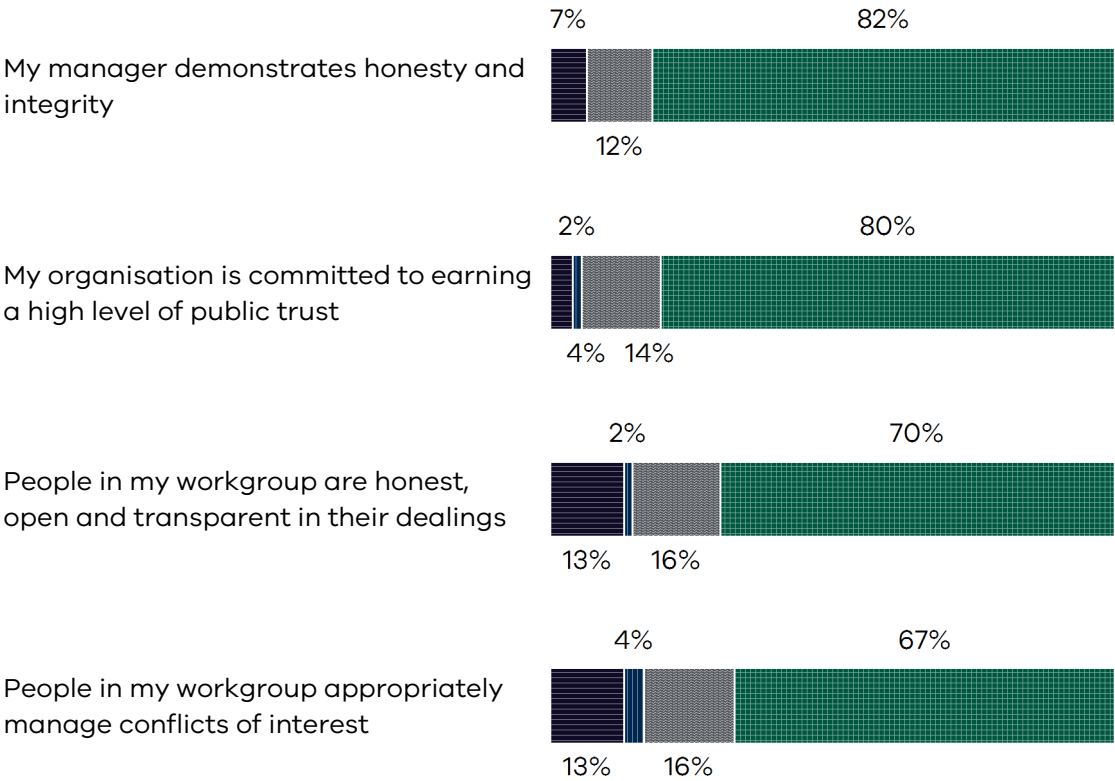Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

59% of staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest

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

Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I feel safe to challenge inappropriate behaviour at work	Not asked	Not asked	59 %	47 %	61 %	67 %
My organisation does not tolerate improper conduct	65 %	Not asked	58 %	46 %	65 %	76 %
I am confident that I would be protected from reprisal for reporting improper conduct	50 %	Not asked	56 %	53 %	62 %	74 %
Senior leaders demonstrate honesty and integrity	60 %	Not asked	51 %	44 %	59 %	75 %

Your results bar values:
- I feel safe to challenge inappropriate behaviour at work: 23%, 19%, 59%
- My organisation does not tolerate improper conduct: 16%, 2%, 25%, 58%
- I am confident that I would be protected from reprisal for reporting improper conduct: 23%, 21%, 56%
- Senior leaders demonstrate honesty and integrity: 20%, 6%, 24%, 51%

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.
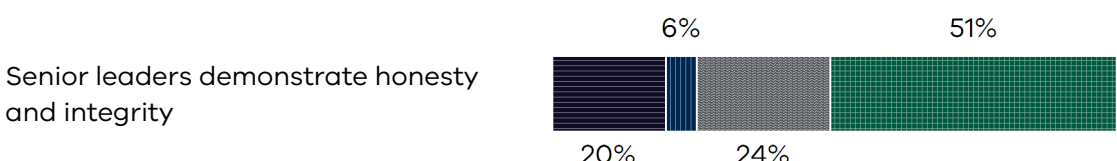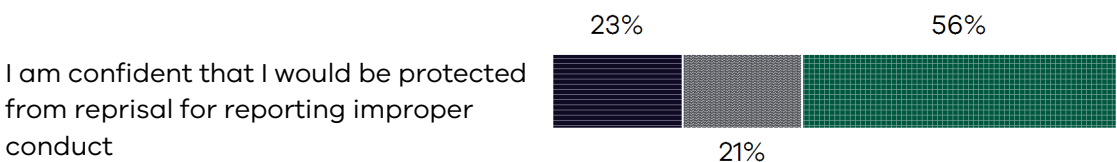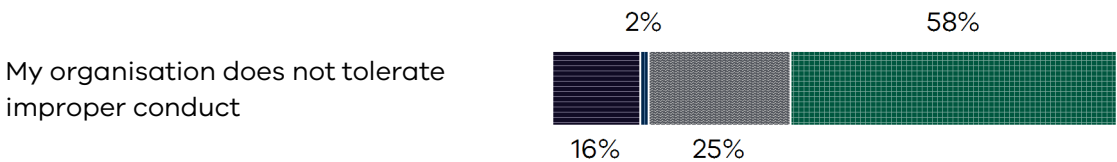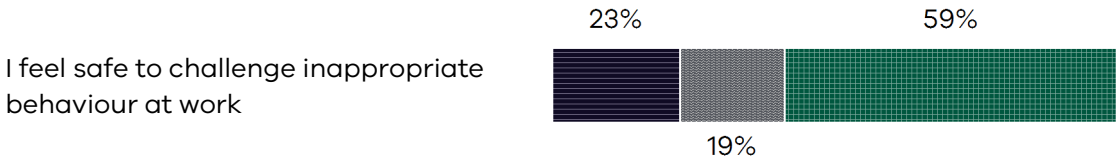
Example

74% of staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.

Survey question	Your results			Benchmark agree results					

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

Survey question	2019	You 2020	2021	Comparator Lowest	Average	Highest
My workgroup places a priority on acting fairly and without bias (9% / 2% / 15% / 74%)	85 %	Not asked	74 %	67 %	73 %	81 %
People in my workgroup are politically impartial in their work (6% / 3% / 20% / 71%)	74 %	Not asked	71 %	63 %	69 %	77 %
My workgroup focuses on making decisions informed by all relevant facts (13% / 2% / 18% / 68%)	88 %	Not asked	68 %	70 %	75 %	82 %
My organisation makes fair recruitment and promotion decisions, based on merit (22% / 8% / 30% / 40%)	52 %	Not asked	40 %	37 %	55 %	68 %

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.

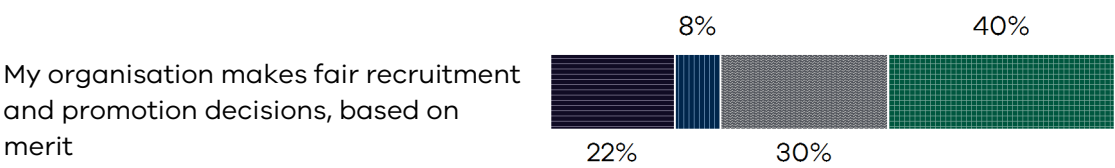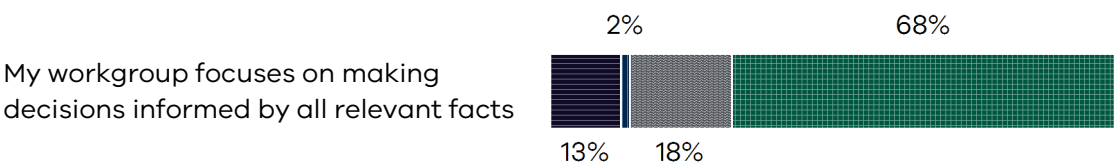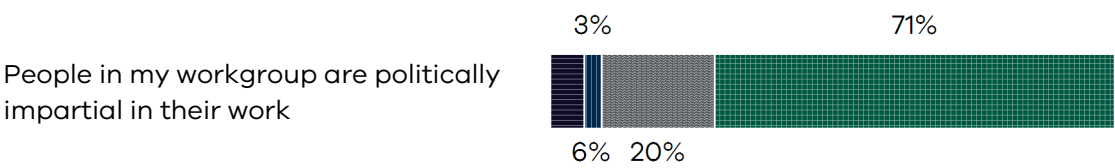Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
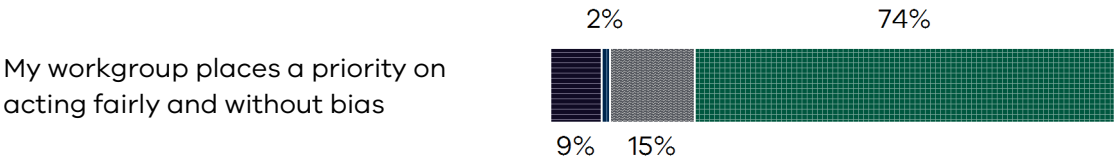
Example

86% 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						

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	4% / 10% / 86%	90 %	89 %	86 %	86 %	91 %	95 %
I clearly understand what I am expected to do in this job	11% / 12% / 78%	84 %	81 %	78 %	76 %	86 %	93 %
My workgroup strives to make the best use of its resources	11% / 12% / 78%	93 %	Not asked	78 %	75 %	80 %	83 %
My workgroup has clear lines of responsibility	1% / 11% / 12% / 77%	81 %	Not asked	77 %	68 %	78 %	84 %

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.

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.

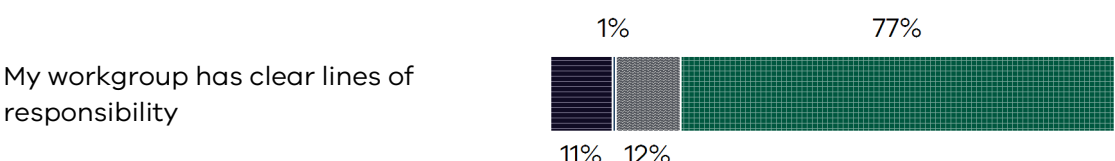Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

53% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

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

Senior leaders provide clear strategy and direction

1% 53%

22% 25%

Benchmark agree results
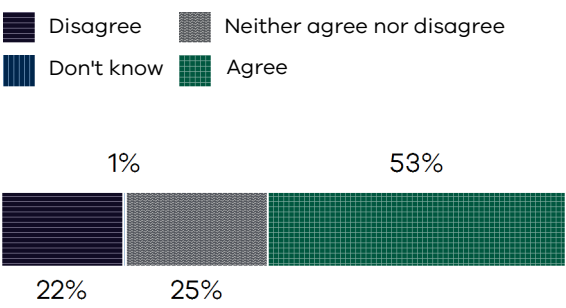
	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	62 %	52 %	53 %	38 %	59 %	77 %

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.
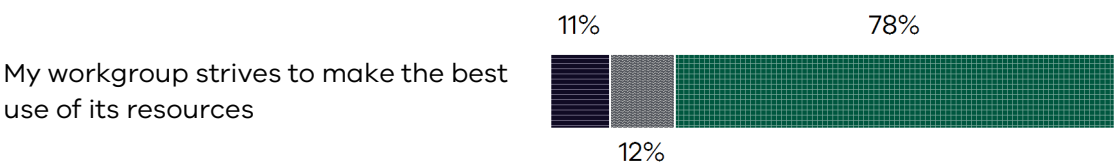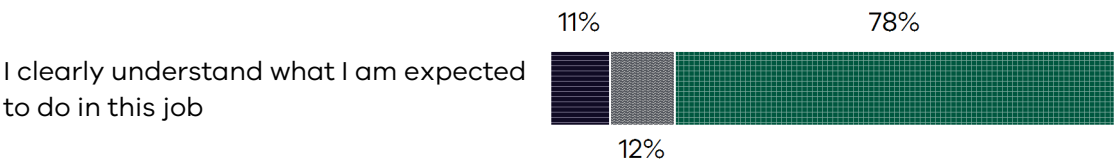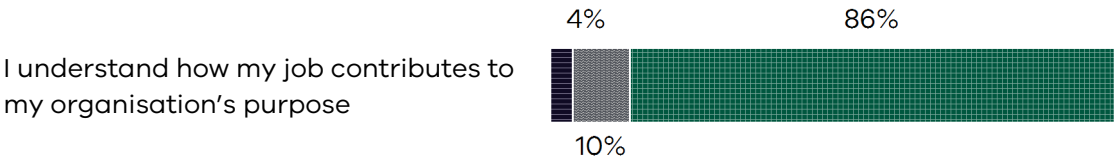
Example

82% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results		Benchmark agree results					
				You			**Comparator**	
			2019	2020	2021	Lowest	Average	Highest

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

Survey question	Your results	2019	2020	2021	Lowest	Average	Highest
My manager treats employees with dignity and respect	9% / 9% / 82%	83 %	Not asked	82 %	74 %	82 %	88 %
My manager listens to what I have to say	8% / 11% / 81%	86 %	78 %	81 %	68 %	78 %	82 %
My workgroup respectfully consults with clients and stakeholders to improve outcomes	2% / 8% / 10% / 81%	78 %	Not asked	81 %	73 %	81 %	88 %
People in my workgroup treat each other with respect	12% / 13% / 75%	84 %	79 %	75 %	69 %	74 %	82 %

Public sector values

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.
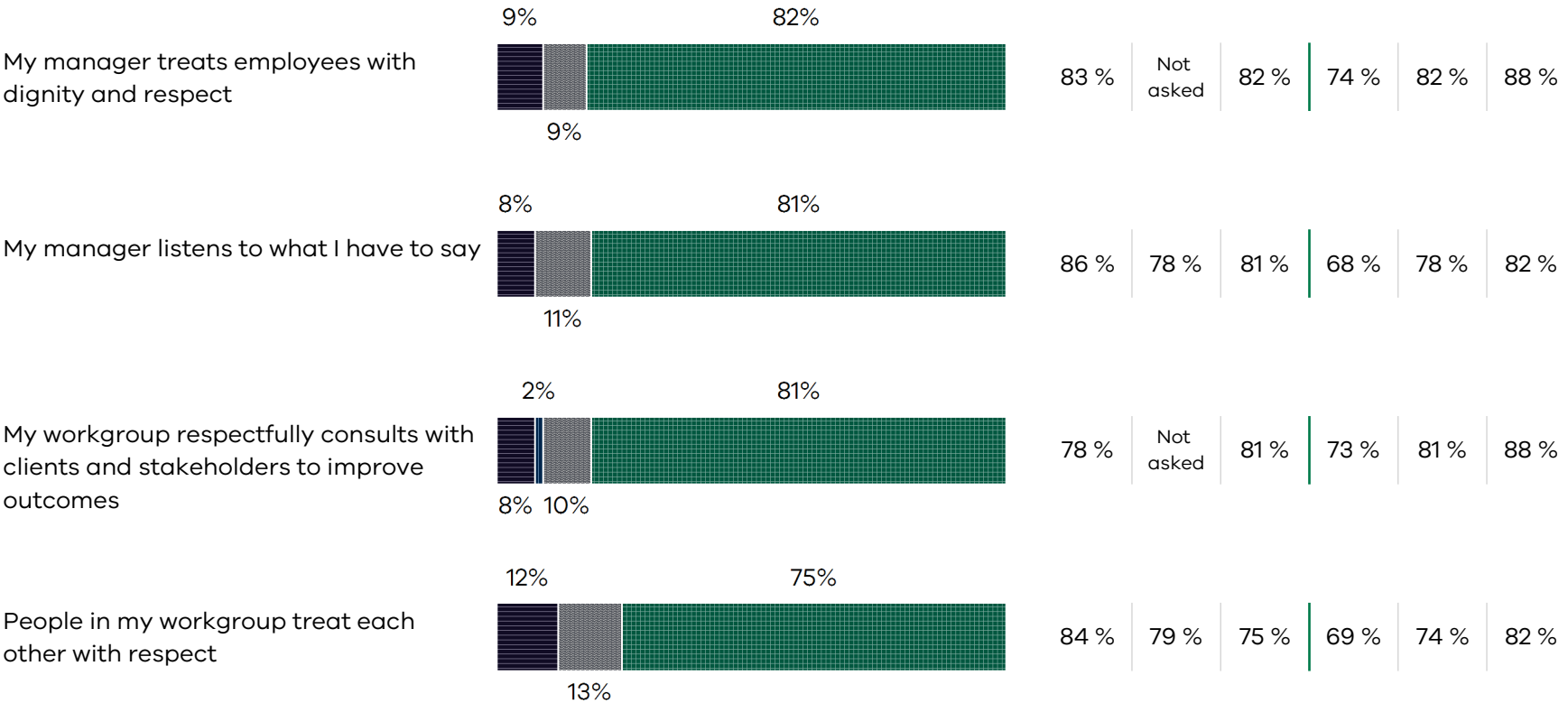
Example

71% of staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.

Survey question	Your results						

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

Survey question		Benchmark agree results					
			You		**Comparator**		
		2019	2020	2021	Lowest	Average	Highest
My manager keeps me informed about what's going on	13% / 16% / 71%	71 %	69 %	71 %	61 %	71 %	76 %
My organisation encourages respectful workplace behaviours	12% / 18% / 70%	75 %	Not asked	70 %	62 %	78 %	86 %
My organisation takes steps to eliminate bullying, harassment and discrimination	24% / 3% / 18% / 56%	62 %	Not asked	56 %	46 %	63 %	74 %

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.
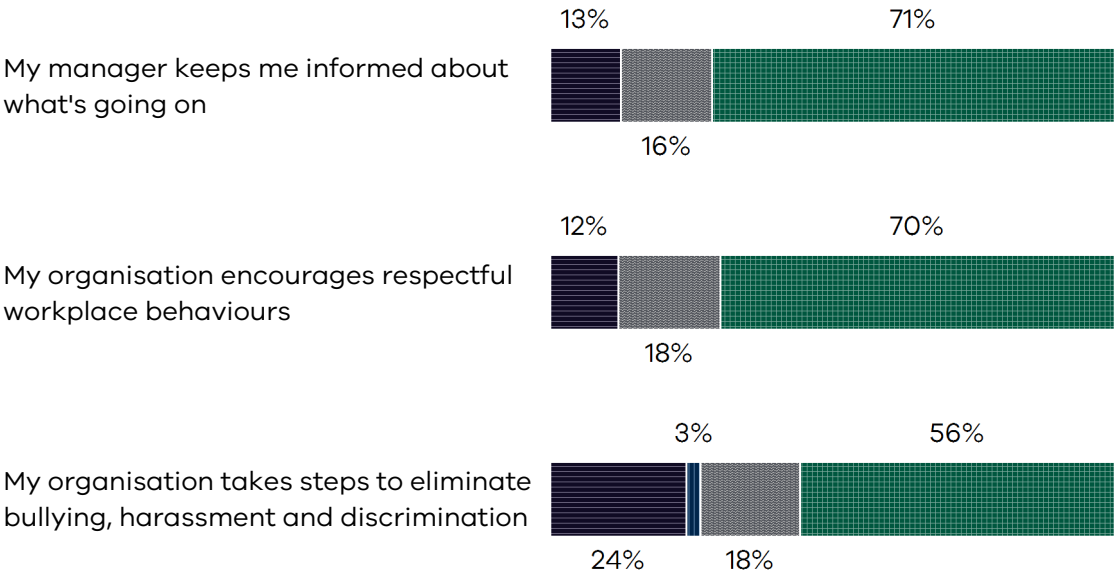
Example

78% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results							

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

	You			**Comparator**		
Survey question	2019	2020	2021	Lowest	Average	Highest
My manager models my organisation's values	80 %	Not asked	78 %	70 %	80 %	86 %
Senior leaders model my organisation's values	62 %	Not asked	55 %	46 %	64 %	81 %

Your results (My manager models my organisation's values): Disagree 7%, Neither agree nor disagree 16%, Agree 78%

Your results (Senior leaders model my organisation's values): Disagree 22%, Don't know 2%, Neither agree nor disagree 22%, Agree 55%

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.
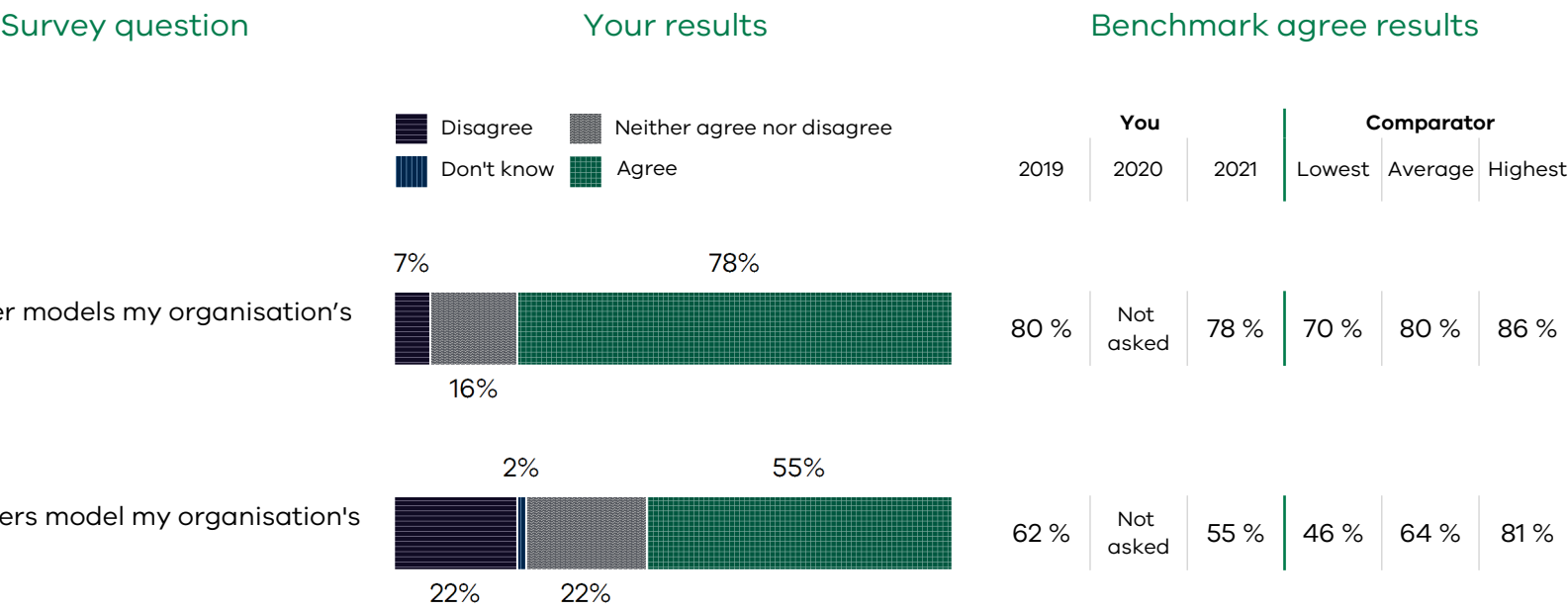
How to read this

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

87% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

Survey question	Your results						

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

		You			Comparator		
Survey question		2019	2020	2021	Lowest	Average	Highest
My workgroup values human rights	2% ... 87% (4% 7%)	88 %	Not asked	87 %	84 %	88 %	91 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	6% ... 81% (13%)	80 %	Not asked	81 %	78 %	88 %	95 %
My organisation encourages employees to act in ways that are consistent with human rights	2% ... 76% (6% 17%)	77 %	Not asked	76 %	75 %	82 %	89 %
My organisation respects the human rights of employees	2% ... 67% (13% 19%)	72 %	Not asked	67 %	70 %	79 %	87 %

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

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:
- 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.

Age	(n)	%
15-34 years	**32**	16%
35-54 years	**102**	51%
55+ years	**43**	22%
Prefer not to say	**22**	11%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	**1**	1%
No	**190**	95%
Prefer not to say	**8**	4%

Highest level of formal education	(n)	%
Master Degree level	**31**	16%
Graduate Diploma or Graduate Certificate level	**37**	19%
Bachelor Degree level incl. honours degrees	**59**	30%
Advanced Diploma or Diploma level	**17**	9%
Certificate III or IV level	**31**	16%
Year 12 or equivalent (VCE/Leaving certificate)	**11**	6%
Prefer not to say	**13**	7%

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:

- 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.

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	1	1%
Non Aboriginal and/or Torres Strait Islander	189	95%
Prefer not to say	9	5%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

- de-identify all survey response data provided to your organisation
- don't release 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.

Do you identify as a person with a disability?

	(n)	%
Yes	**9**	5%
No	**176**	88%
Prefer not to say	**14**	7%

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

	(n)	%
Yes	**7**	78%
No	**2**	22%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?

	(n)	%
I do not require any adjustments to be made to perform my role	**1**	50%
My disability does not impact on my ability to perform my role	**1**	50%

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.

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:
- 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.

How would you describe your gender?	(n)	%
Woman	159	80%
Prefer not to say	23	12%
Man	16	8%
Non-binary and I use a different term	1	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	1	1%
No	178	89%
Prefer not to say	20	10%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	1	1%
No	178	89%
Don't know	4	2%
Prefer not to say	16	8%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	163	82%
Prefer not to say	23	12%
Gay or lesbian	4	2%
Bisexual	4	2%
Don't know	3	2%
I use a different term	2	1%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

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.

Country of birth	(n)	%
Born in Australia	**165**	83%
Not born in Australia	**22**	11%
Prefer not to say	**12**	6%

When did you first arrive in Australia?*	(n)	%
Less than 1 year ago	**1**	5%
More than 20 years ago	**11**	50%
5 to less than 10 years ago	**3**	14%
10 to less than 20 years ago	**7**	32%

Language other than English spoken with family or community	(n)	%
Yes	**9**	5%
No	**179**	90%
Prefer not to say	**11**	6%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Cultural diversity 2 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

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.

If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Italian	3	33%
Other	3	33%
Cantonese	1	11%
Filipino	1	11%
French	1	11%
German	1	11%
Indonesian	1	11%
Mandarin	1	11%

Demographics

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

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.

Cultural identity	(n)	%
Australian	**167**	84%
English, Irish, Scottish and/or Welsh	**16**	8%
Prefer not to say	**10**	5%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**8**	4%
East and/or South-East Asian	**4**	2%
South Asian	**2**	1%
Other	**2**	1%
Middle Eastern and/or North African	**1**	1%
New Zealander	**1**	1%
North American	**1**	1%
Pacific Islander	**1**	1%
Aboriginal and/or Torres Strait Islander	**1**	1%
Central and/or South American	**1**	1%

Religion	(n)	%
No religion	**109**	55%
Christianity	**50**	25%
Prefer not to say	**26**	13%
Other	**10**	5%
Buddhism	**4**	2%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

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.

Working arrangement	(n)	%
Full-Time	**64**	32%
Part-Time	**135**	68%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	**65**	37%
$65k to $95k	**49**	28%
$95k to $125k	**26**	15%
$125k or more	**9**	5%
Prefer not to say	**29**	16%

Organisational tenure	(n)	%
<1 year	**24**	12%
1 to less than 2 years	**21**	11%
2 to less than 5 years	**52**	26%
5 to less than 10 years	**43**	22%
10 to less than 20 years	**37**	19%
More than 20 years	**22**	11%

Management responsibility	(n)	%
Non-manager	**157**	79%
Other manager	**25**	13%
Manager of other manager(s)	**17**	9%

Employment type	(n)	%
Ongoing and executive	**158**	79%
Other	**21**	11%
Fixed term	**20**	10%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	**132**	66%
I have moved to a different role within my organisation (including acting roles)	**52**	26%
I have moved to my role from outside the Victorian public sector	**10**	5%
I have moved to my role from a different Victorian public sector organisation	**5**	3%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

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.

Primary workplace location over the last 3 months	(n)	%
Other city or town	**189**	95%
Melbourne: Suburbs	**4**	2%
Latrobe	**4**	2%
Outside Victoria	**2**	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)	**98**	49%
A hub/shared work space	**42**	21%
A main office	**36**	18%
Home/private location	**15**	8%
Other (please specify)	**8**	4%

Other workplace type over the past 3 months*	(n)	%
No, I have not worked from any other locations	**112**	56%
A main office	**33**	17%
Home/private location	**32**	16%
A frontline or service delivery location (that is not a main office or home/private location)	**22**	11%
A hub/shared work space	**20**	10%
Other	**1**	1%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:
- 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

Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	135	68%
Flexible working arrangements	43	22%
Physical modifications or improvements to the workplace	22	11%
Job redesign or role sharing	6	3%
Career development support strategies	6	3%
Other	5	3%
Accessible communications technologies	4	2%

Why did you make this request?*	(n)	%
Family responsibilities	24	38%
Health	23	36%
Work-life balance	22	34%
Caring responsibilities	18	28%
Other	11	17%
Disability	2	3%
Study commitments	1	2%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	40	63%
The adjustments I needed were not made	17	27%
The adjustments I needed were made but the process was unsatisfactory	7	11%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:
- de-identify all survey response data provided to your organisation
- don't release 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.

Caring responsibility	(n)	%
None of the above	57	29%
Secondary school aged child(ren)	48	24%
Primary school aged child(ren)	45	23%
Frail or aged person(s)	30	15%
Child(ren) - younger than preschool age	23	12%
Preschool aged child(ren)	23	12%
Prefer not to say	20	10%
Person(s) with a mental illness	19	10%
Person(s) with a medical condition	16	8%
Person(s) with disability	11	6%
Other	7	4%

Victorian Public Sector Commission

VICTORIA State Government

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	**89**	45%
Medical Employees	**5**	3%
Personal service worker	**7**	4%
Allied health professional	**32**	16%
Other health professional	**10**	5%
Management, Administration and Corporate support	**45**	23%
Support services	**11**	6%

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:

- 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 best describes the primary operational area in which you work?	(n)	%
Hospital-based services	**135**	68%
Community-based services	**64**	32%

Is your primary work role in one of the following areas?	(n)	%
Aged care	**32**	16%
Critical care	**1**	1%
Drug and alcohol	**1**	1%
Emergency	**14**	7%
Maternity care	**8**	4%
Medical	**15**	8%
Mental health	**1**	1%
Mixed medical/surgical	**10**	5%
Palliative care	**2**	1%
Paediatrics	**2**	1%
Peri-operative	**11**	6%
Rehabilitation	**11**	6%
Surgical	**2**	1%
Other	**89**	45%

vpsc.vic.gov.au/peoplemattersurvey