People matter survey 2021

Have your say

Central Gippsland Region Water Corporation
2021 people matter survey results report

Victorian Public Sector Commission

VICTORIA State Government

Report overview

About your report

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

Report contents

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

Rounding of percentages

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

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

Survey questions and definitions

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

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- 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
- Business units

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

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

Responsiveness | Integrity | Impartiality | Accountability | Respect | Leadership | Human Rights

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'.

Central Highlands Region Water Corporation

Coliban Region Water Corporation

East Gippsland Region Water Corporation

Gippsland and Southern Rural Water Corporation

Grampians Wimmera Mallee Water Corporation

Lower Murray Urban and Rural Water Corporation

North East Region Water Corporation

South Gippsland Region Water Corporation

Wannon Region Water Corporation

Westernport Region Water Corporation

Yarra Valley Water Corporation

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	
–	
–	
Comparator	70%
Public Sector	49%

2021	
76%	
(234)	
Comparator	76%
Public Sector	39%

People matter survey 2021

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020	
–	
Comparator	72
Public Sector	68

2021	
71	
Comparator	74
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 71.

Why this is important

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

How to read this

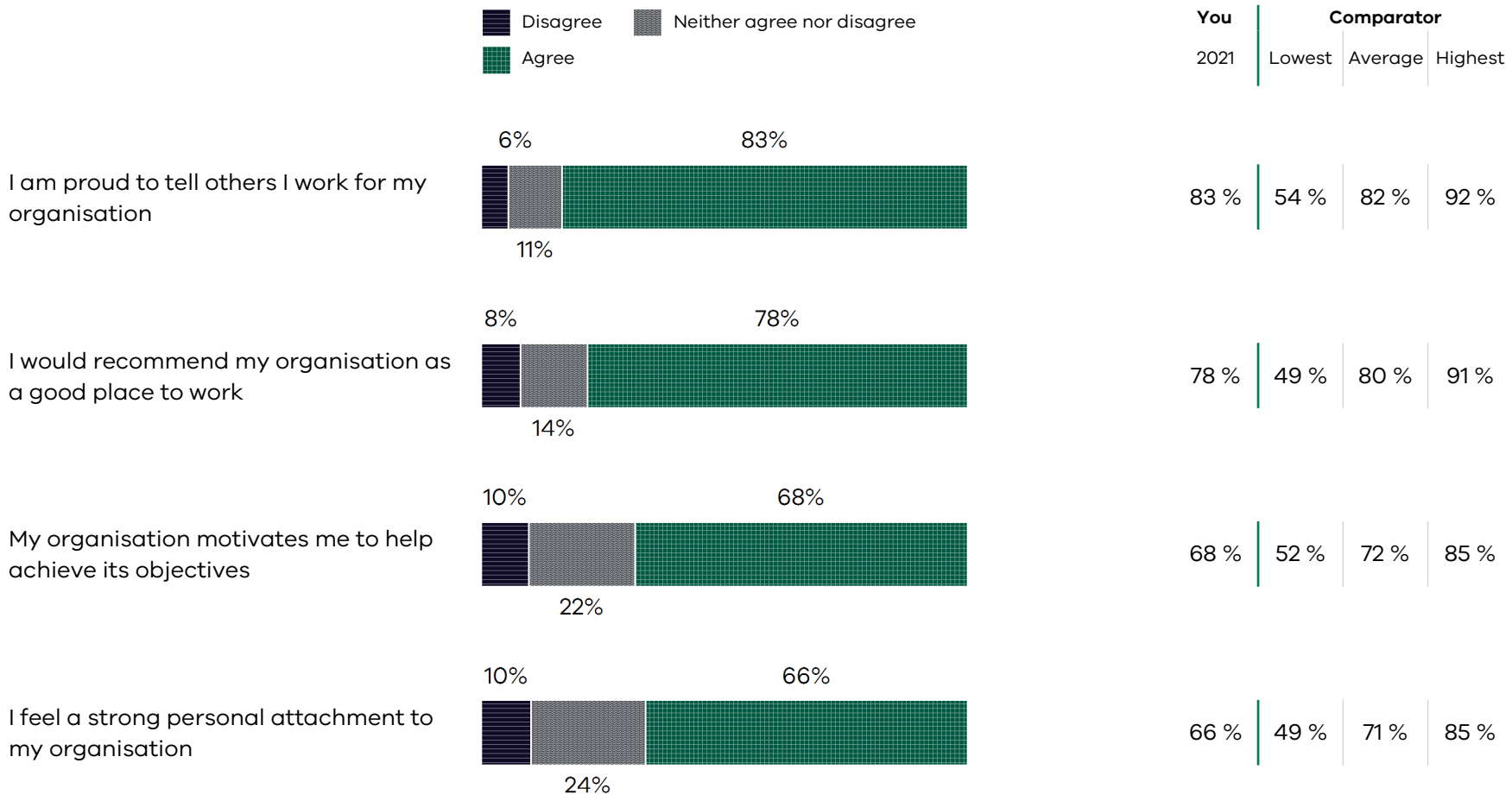
Under 'Your results', see results for each question in descending order by most agreed.

'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

83% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.



People outcomes

Engagement question results 2 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 71.

Why this is important

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

How to read this

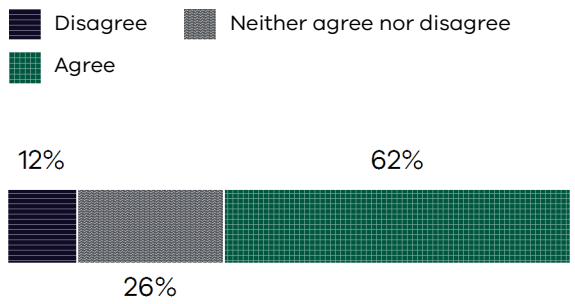
Under 'Your results', see results for each question in descending order by most agreed.

'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

62% of your staff who did the survey agreed or strongly agreed with 'My organisation inspires me to do the best in my job'.

Survey question	Your results	Benchmark agree results			
		You	Comparator		
		2021	Lowest	Average	Highest
My organisation inspires me to do the best in my job		62 %	44 %	69 %	86 %

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.

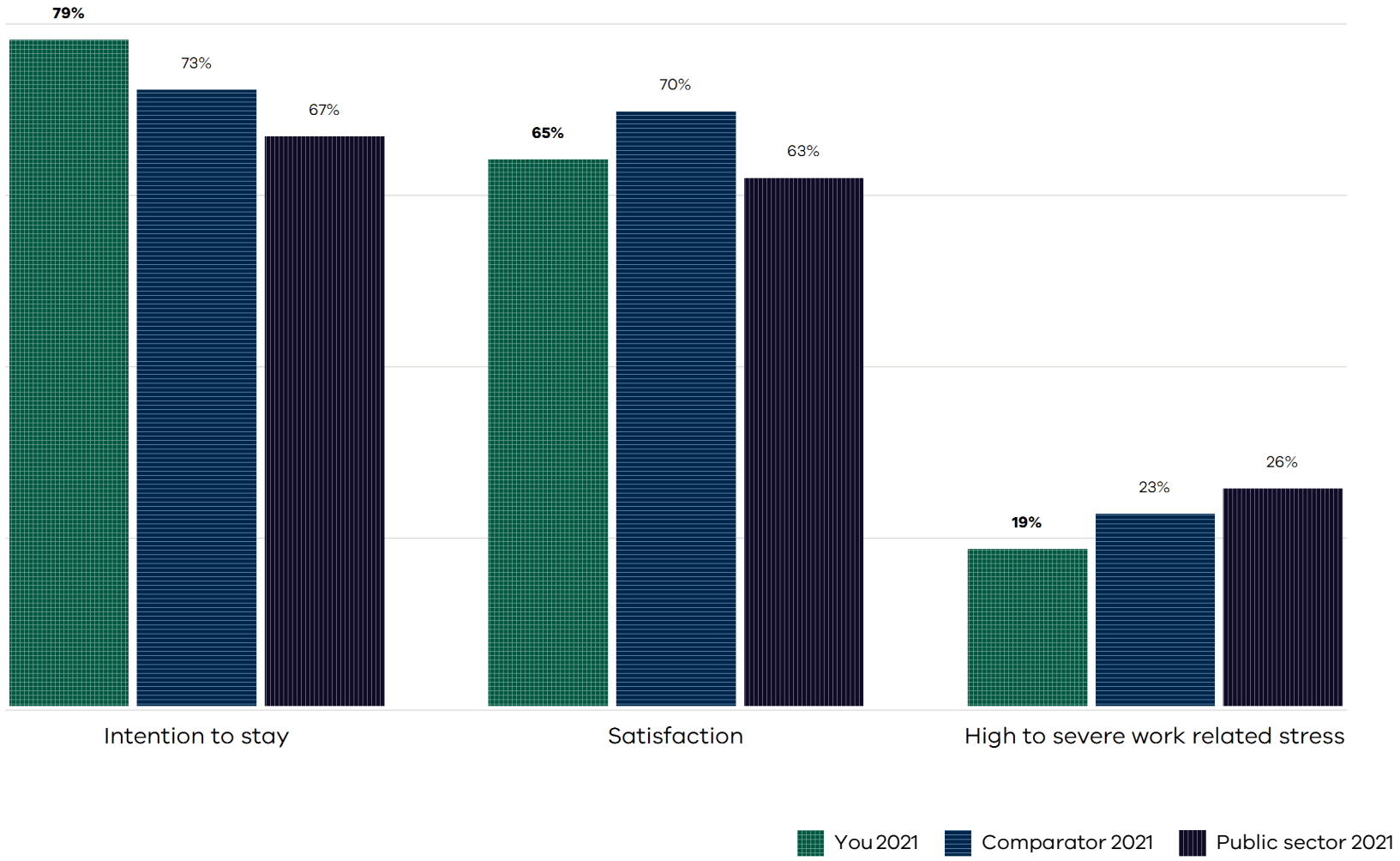
Example

In 2021:

- 79% of your staff who did the survey responded positively to questions about Intention to stay.

Compared to:

- 73% of staff at your comparator and 67% of staff across the public sector.



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

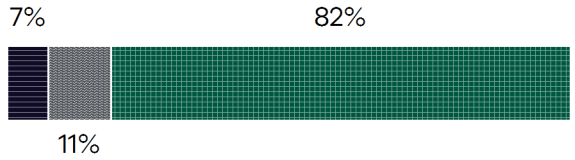
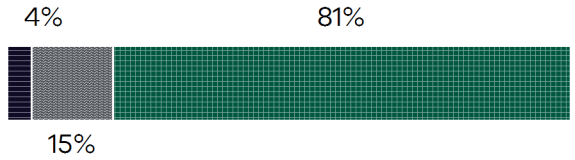
Under 'Your results', see results for each question in descending order by most agreed.

'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

82% of your staff who did the survey agreed or strongly agreed with 'I get a sense of accomplishment from my work'.

Survey question	Your results	Benchmark agree results			
	Disagree / Neither agree nor disagree / Agree	You	Comparator		
		2021	Lowest	Average	Highest
I get a sense of accomplishment from my work		82 %	73 %	82 %	90 %
I enjoy the work in my current job		81 %	76 %	84 %	91 %

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

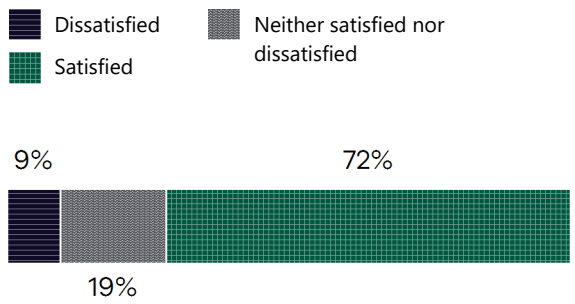
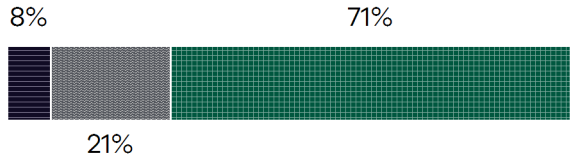
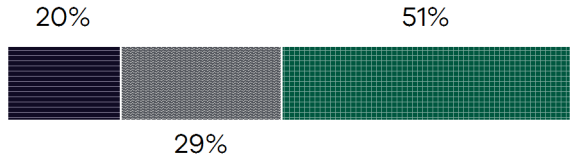
Under 'Your results', see results for each question in descending order by most satisfied.

'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

72% of your staff who did the survey were satisfied or very satisfied with 'How satisfied are you with the work-life balance in your current job'.

Survey question	Your results	Benchmark satisfied results			
		You	Comparator		
		2021	Lowest	Average	Highest
How satisfied are you with the work-life balance in your current job		72 %	65 %	76 %	84 %
Considering everything, how satisfied are you with your current job		71 %	63 %	76 %	88 %
How satisfied are you with your career development within your current organisation		51 %	51 %	59 %	71 %

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.

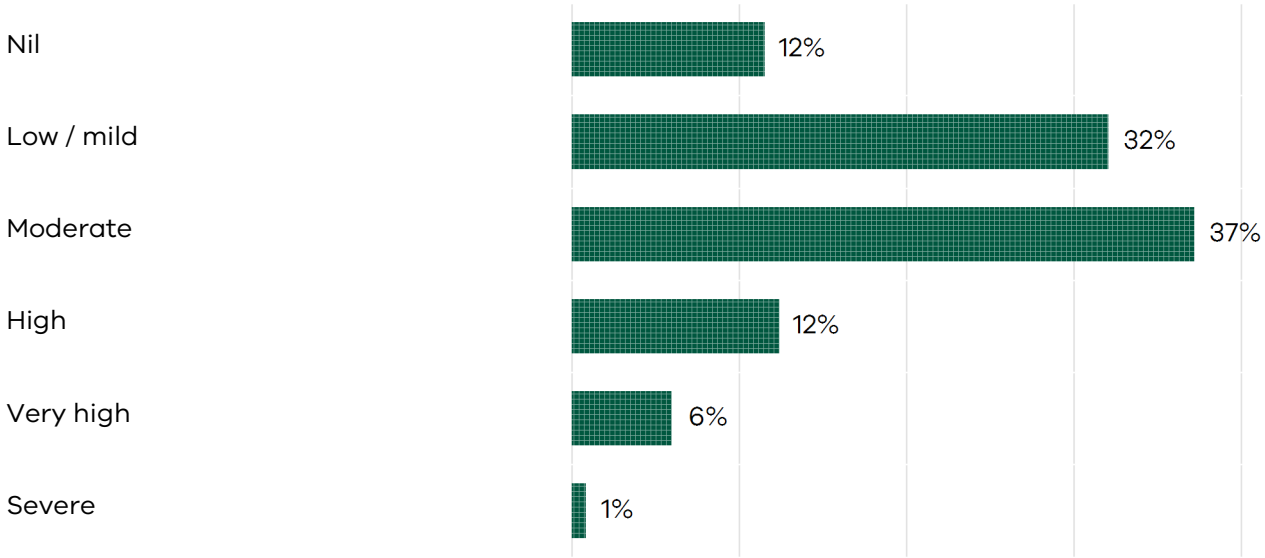
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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

Example

19% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 23% 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)



Reported levels of high to severe stress

2020	
Comparator	22%

2021	
	19%
Comparator	23%
Public Sector	26%

People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

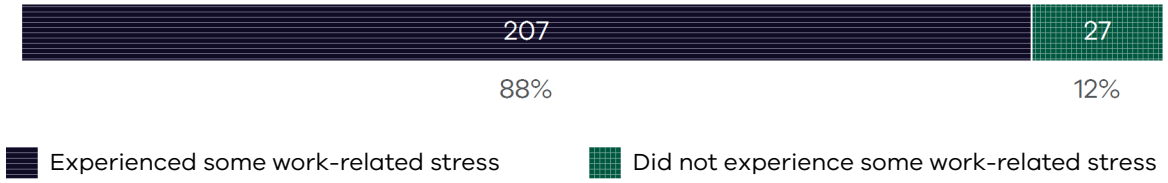
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

Example

88% of your staff who did the survey said they experienced mild to severe stress.

Of that 88%, 57% said the top reason was 'Workload'.



Of those that experienced work related stress it was from ...	You 2021	Comparator 2021	Public sector 2021
Workload	57%	50%	51%
Time pressure	43%	40%	42%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	14%	10%	12%
Unclear job expectations	14%	12%	11%
Management of work (e.g. supervision, training, information, support)	13%	13%	13%
Other changes due to COVID-19	13%	12%	15%
Content, variety, or difficulty of work	12%	13%	12%
Dealing with clients, patients or stakeholders	12%	15%	14%
Competing home and work responsibilities	11%	12%	12%
Organisation or workplace change	10%	13%	11%

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.

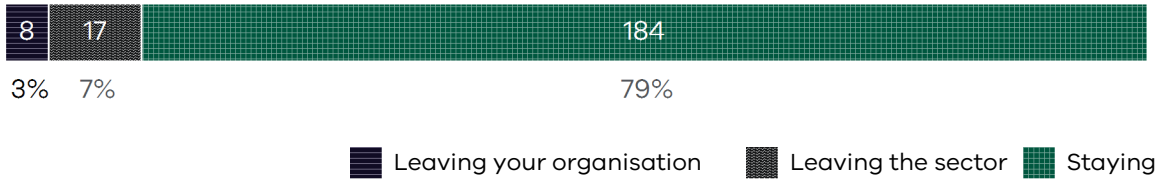
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

Example

11% of your staff who did the survey said they intended to leave.

Of that 11%, 52% said it was from 'Lack of confidence in senior leadership'.

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



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	52%	31%	34%
Limited opportunities to gain further experience at my organisation	52%	31%	33%
Limited future career opportunities at my organisation	48%	43%	42%
Opportunity to broaden experience	40%	39%	40%
Limited recognition for doing a good job	36%	25%	32%
Limited developmental/educational opportunities at my organisation	32%	21%	24%
Opportunity to seek/take a promotion elsewhere	28%	30%	33%
Better remuneration	20%	36%	26%
Lack of organisational stability	16%	15%	18%
My interests do not match my job role	16%	15%	14%

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

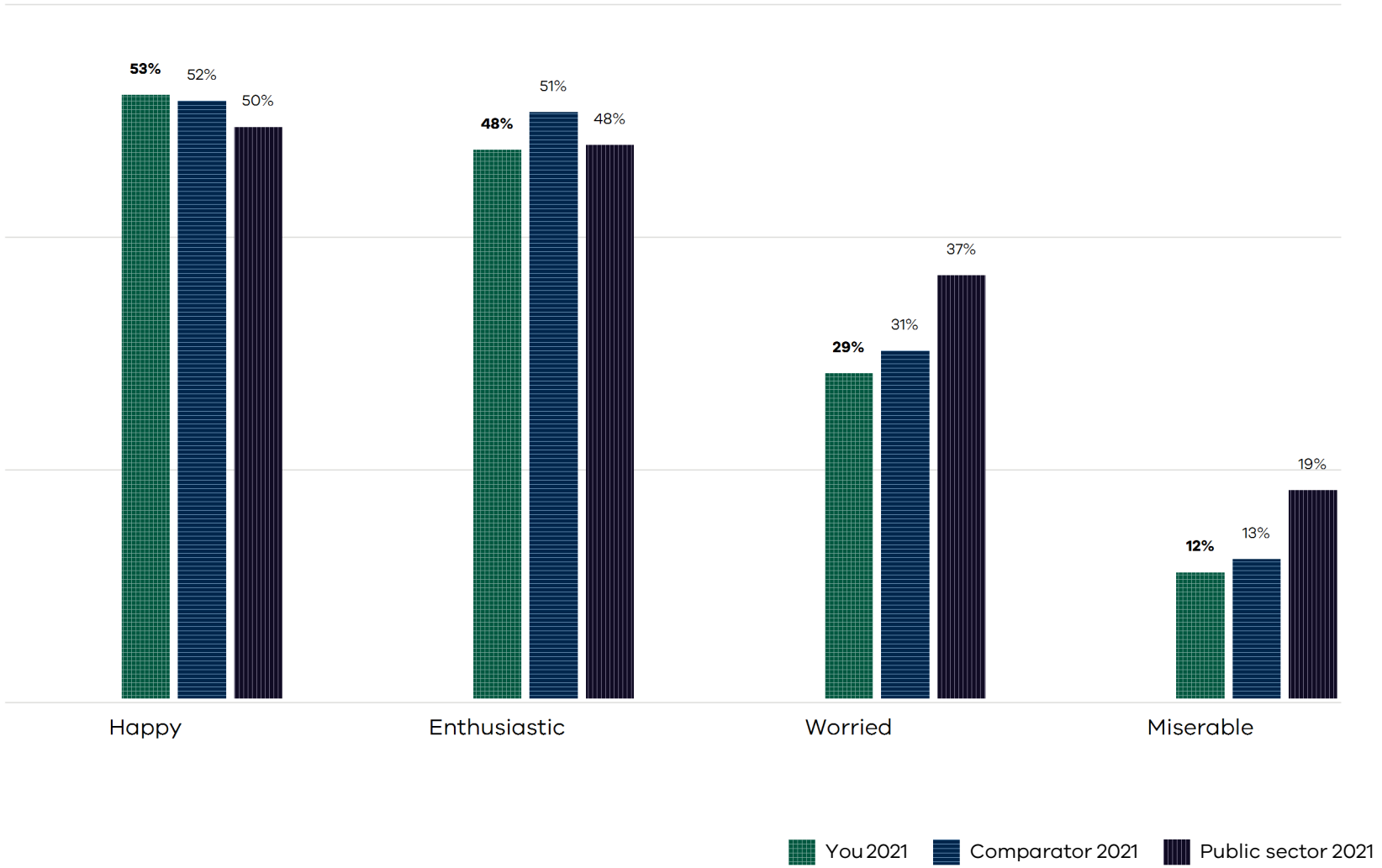
In 2021:

- 53% of your staff who did the survey said work made them feel happy in 2021

Compared to:

- 52% 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 ...



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.

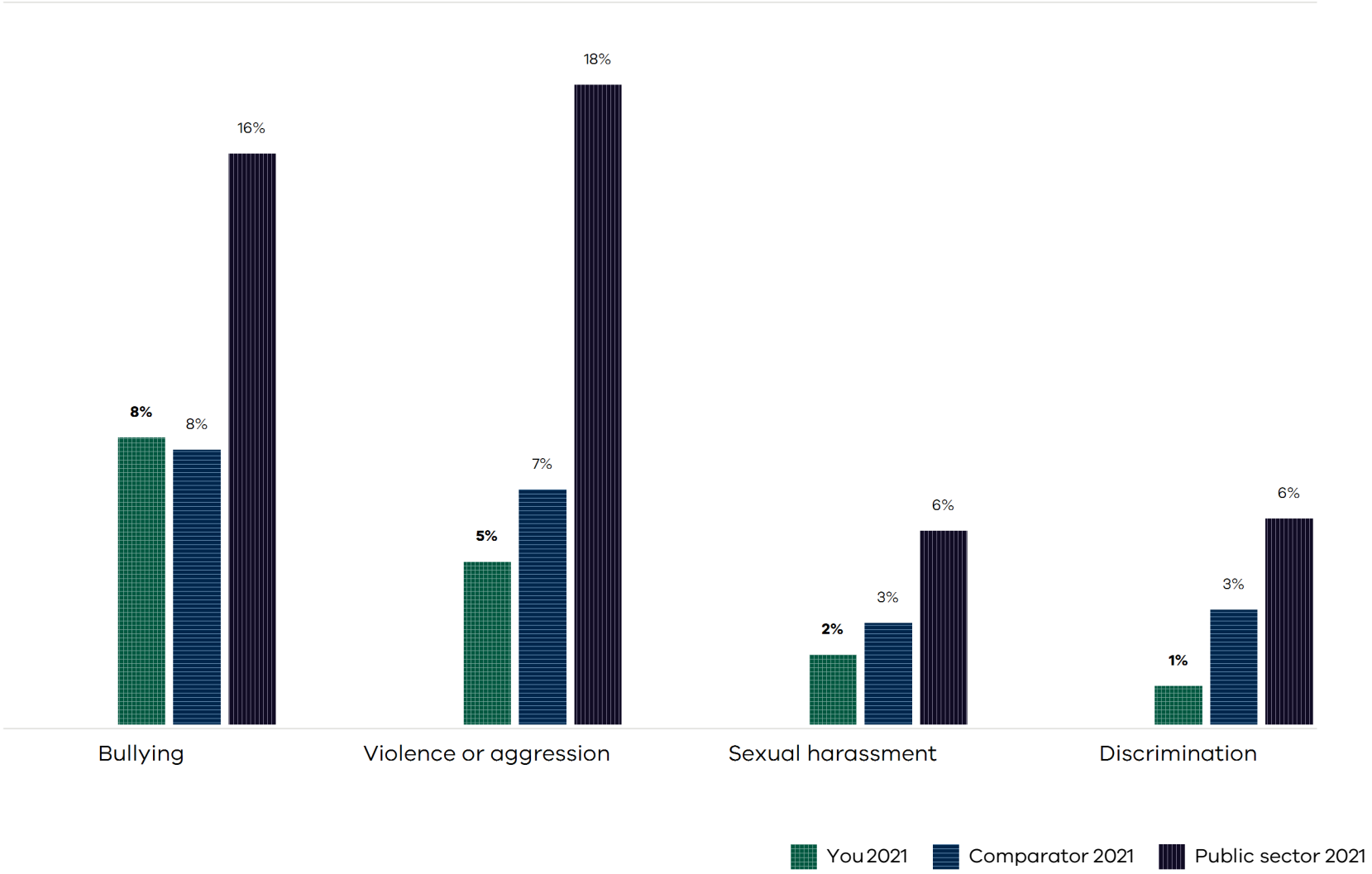
Example

In 2021:

- 8% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months.

Compared to:

- 8% of staff at your comparator and 16% of staff across the public sector.



People outcomes

Bullying

What this is

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

Why this is important

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

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.

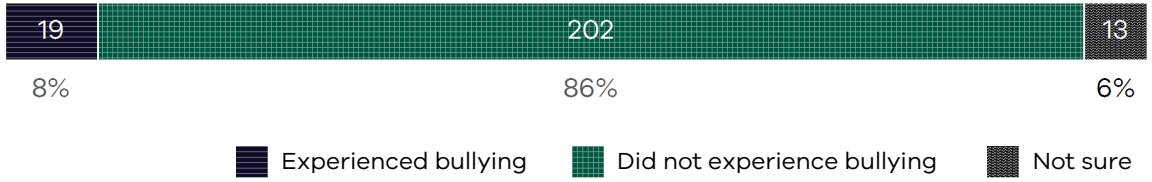
In descending order, the table shows the answers.

Example

8% of your staff who did the survey said they experienced bullying.

Of that 8%, 47% 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?



If you experienced bullying, what type of bullying did you experience?	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	47%	67%	69%
Intimidation and/or threats	42%	23%	32%
Exclusion or isolation	37%	45%	42%
Verbal abuse	21%	16%	20%
Being given impossible assignment(s)	11%	10%	9%
Other	11%	13%	15%
Withholding essential information for me to do my job	5%	30%	27%

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.

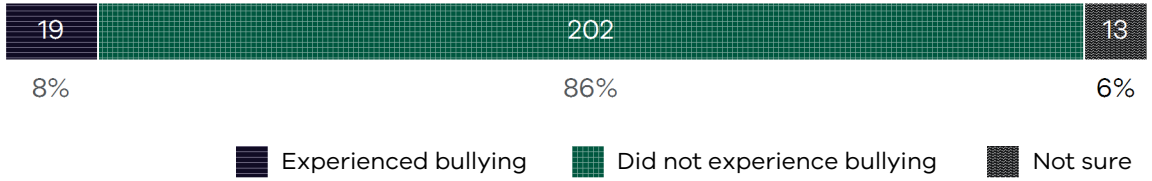
In descending order, the table shows the answers.

Example

8% of your staff who did the survey said they experienced bullying, of which

- 37% said the top way they reported the bullying was 'Told a colleague'.
- 95% said they didn't submit a formal complaint.

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



Did you tell anyone about the bullying?	You 2021	Comparator 2021	Public sector 2021
Told a colleague	37%	35%	42%
Told a manager	37%	45%	47%
Told a friend or family member	16%	31%	34%
Told someone else	16%	5%	12%
Told the person the behaviour was not OK	16%	11%	17%
I did not tell anyone about the bullying	11%	18%	12%
Told employee assistance program (EAP) or peer support	11%	7%	9%
Told Human Resources	11%	17%	12%
Submitted a formal complaint	5%	7%	12%

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

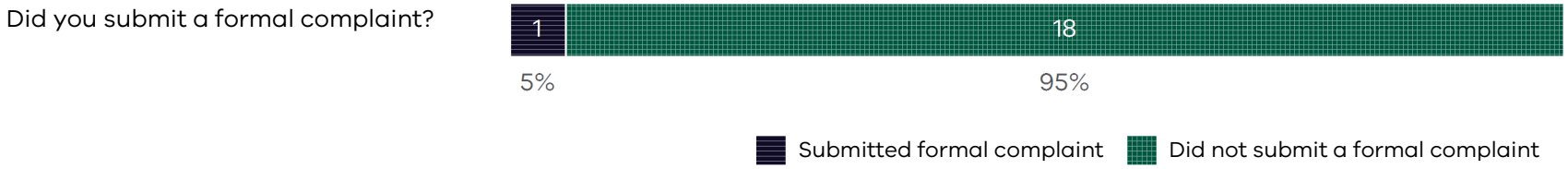
How to read this

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

Example

95% of your staff who experienced bullying did not submit a formal complaint, of which:

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



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 career	50%	45%	40%
I believed there would be negative consequences for my reputation	50%	57%	53%
I didn't think it would make a difference	50%	45%	50%
I believed there would be negative consequences for the person I was going to complain about	17%	10%	10%
I didn't feel safe to report the incident	11%	16%	19%
I didn't think it was serious enough	11%	21%	16%
Other	11%	11%	12%
I didn't know how to make a complaint	6%	6%	5%
I didn't know who to talk to	6%	4%	5%
I thought the complaint process would be embarrassing or difficult	6%	20%	14%

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, 8% 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.

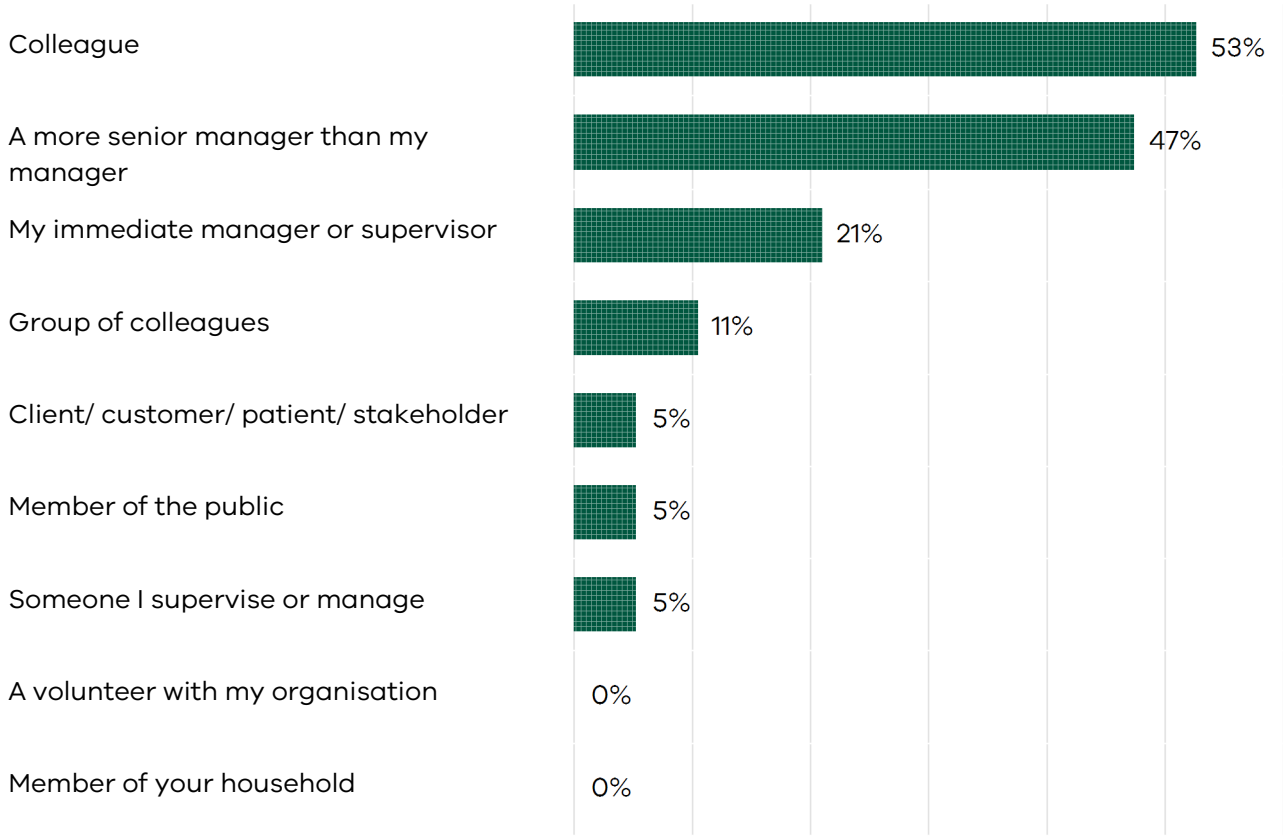
Each row is one perpetrator or group of perpetrators.

Example

8% of your staff who did the survey said they experienced bullying.

Of that 8%, 53% said it was by 'Colleague'.

19 people (8% of staff) experienced bullying (You2021)



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, 8% of your staff said they experienced bullying.

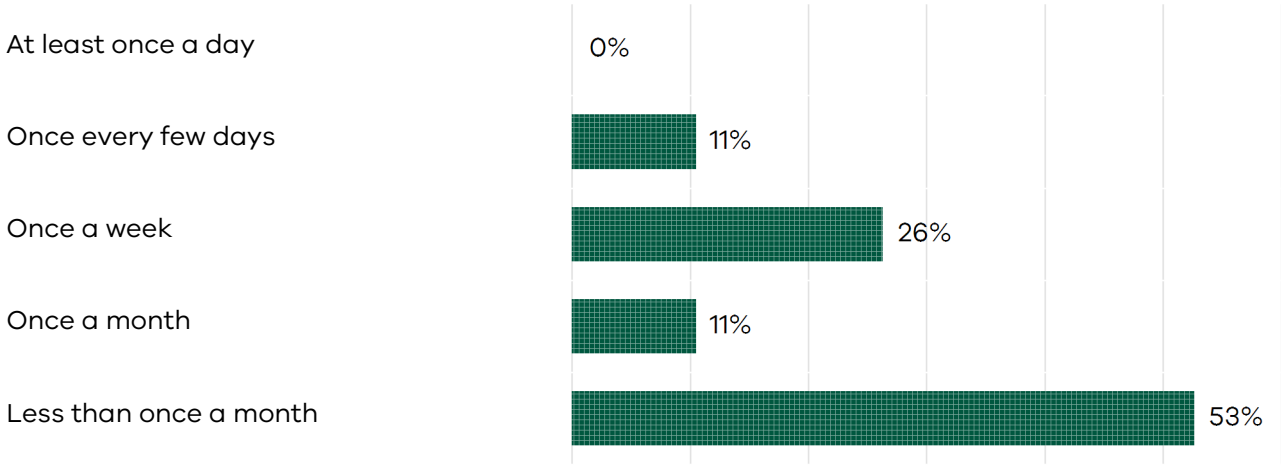
If they did, they could tell us how often they experienced this behaviour.

Example

8% of your staff who did the survey said they experienced bullying.

Of that 8%, 0% said it was 'At least once a day'.

How often have you experienced bullying? (You2021)



People outcomes

Sexual harassment

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Discrimination

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

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.

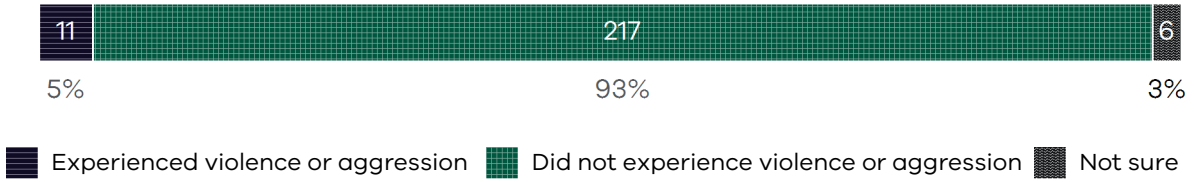
In descending order, the table shows the answers.

Example

5% of your staff who did the survey said they experienced violence or aggression.

Of that 5%, 91% said it was from 'Intimidating behaviour'.

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



If you experienced violence or aggression, what type did you experience?	You 2021	Comparator 2021	Public sector 2021
Intimidating behaviour	91%	64%	69%
Abusive language	55%	63%	81%
Threats of violence	36%	10%	39%

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.

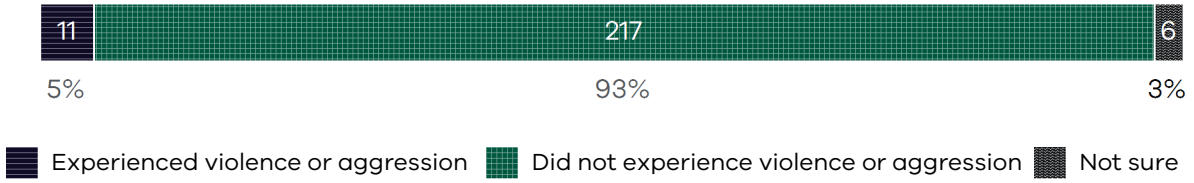
In descending order, the table shows the answers.

Example

5% of your staff who did the survey said they experienced violence or aggression, fo which

- 82% said the top way they reported the violence or agression was 'Told a manager'
- 64% said they didn't submit a formal incident report.

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



Did you tell anyone about the incident?	You 2021	Comparator 2021	Public sector 2021
Told a manager	82%	52%	52%
Told a colleague	55%	38%	46%
Submitted a formal incident report	36%	12%	32%
Told a friend or family member	27%	22%	20%
Told Human Resources	18%	12%	4%
Told the person the behaviour was not OK	18%	14%	33%
I did not tell anyone about the incident(s)	9%	12%	8%
Told employee assistance program (EAP) or peer support	9%	2%	3%

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

64% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 71% said the top reason was 'I didn't think it would make a difference'.

Did you 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 would make a difference	71%	38%	39%
I believed there would be negative consequences for my reputation	43%	32%	16%
I didn't need to because I made the violence or aggression stop	43%	9%	16%
I believed there would be negative consequences for my career	14%	25%	12%
I believed there would be negative consequences for the person I was going to complain about	14%	4%	4%

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.

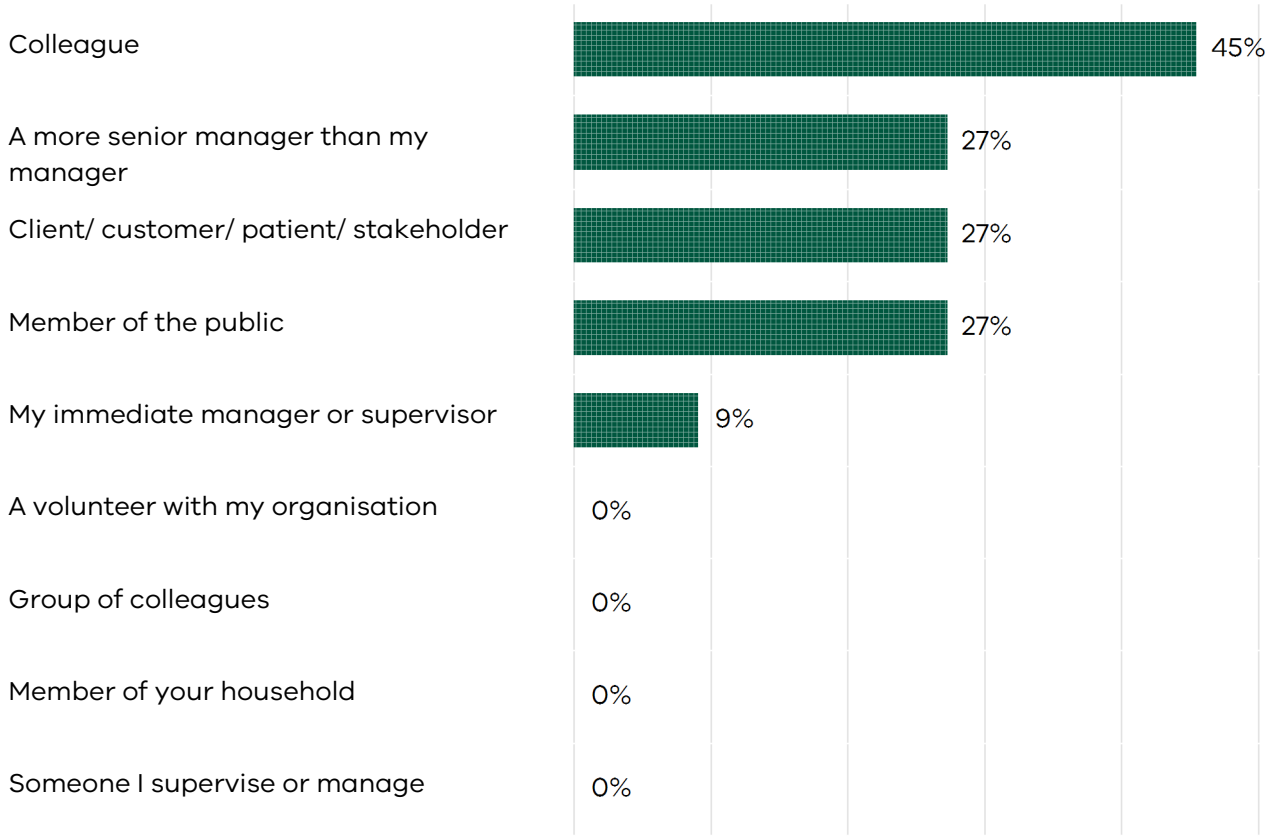
Each row is one perpetrator or a group of perpetrators.

Example

5% of your staff who did the survey said they experienced violence or aggression.

Of that 5%, 45% said it was 'Colleague'.

11 people (5% of staff) experienced violence or aggression (You2021)



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, 5% of your staff said they experienced violence or aggression.

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

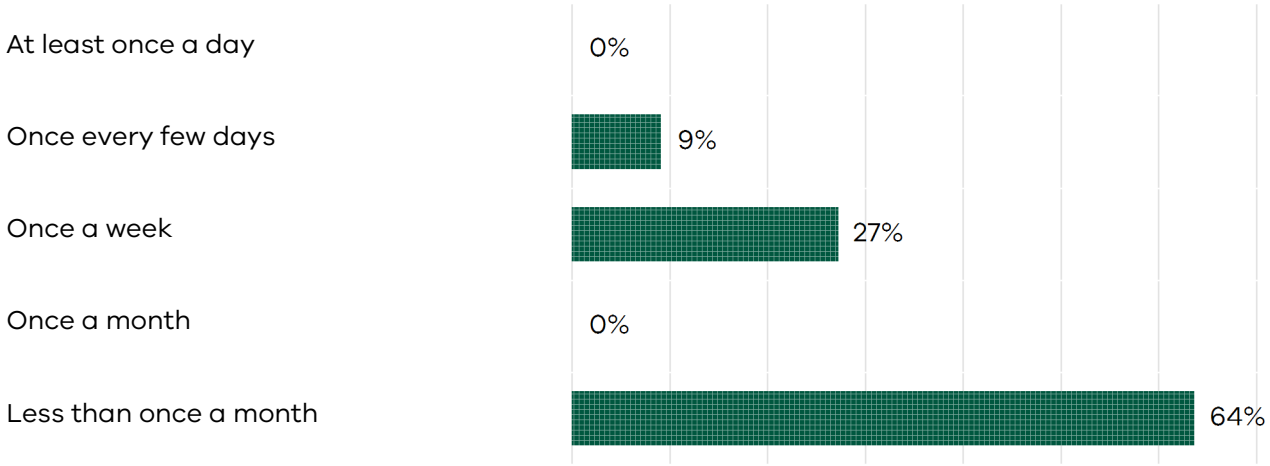
The graph shows how often staff were experiencing violence or aggression.

Example

5% of your staff who did the survey said they experienced violence or aggression.

Of that 5%, 0% said it was by 'At least once a day'.

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



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.

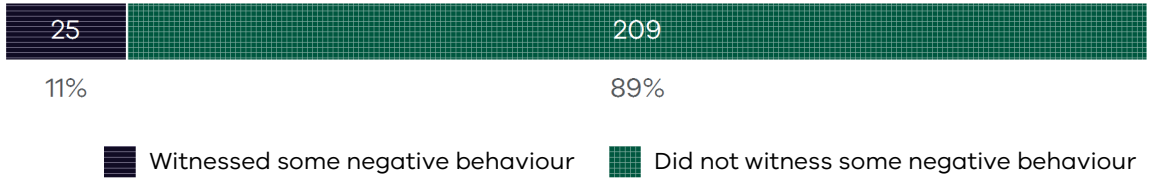
In descending order, the table shows the answers.

Example

11% of your staff who did the survey said they witnessed some negative behaviour at work.

89% said they witnessed No, I have not witnessed any of the situations above'.

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



During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	89%	88%	77%
Bullying of a colleague	8%	8%	16%
Discrimination against a colleague	3%	4%	8%
Violence or aggression against a colleague	3%	1%	6%
Sexual harassment of a colleague	1%	1%	1%

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.

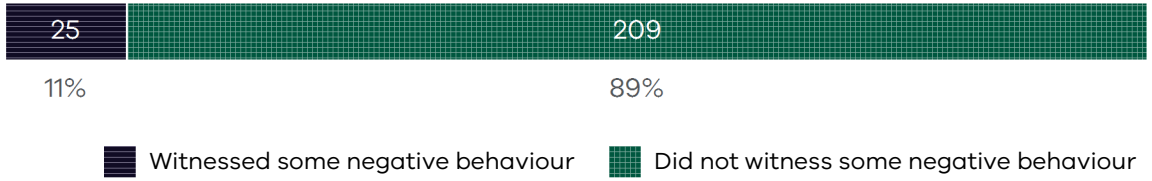
The table shows the answers in descending order.

Example

11% of your staff who did the survey witnessed negative behaviour, of which:

- 68% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 8% took no action.

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



When you witnessed the above behaviour(s), did you do any of the following?	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	68%	65%	72%
Told a manager	40%	30%	37%
Spoke to the person who behaved in a negative way	24%	15%	22%
Told a colleague	24%	15%	21%
Told the person the behaviour was not OK	16%	19%	25%
Other	12%	5%	7%
Told Human Resources	12%	10%	6%
Took no action	8%	11%	7%
Submitted a formal complaint	4%	1%	6%

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.

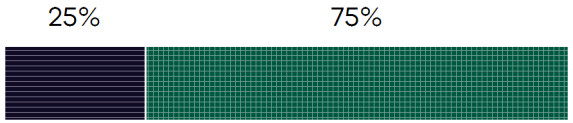
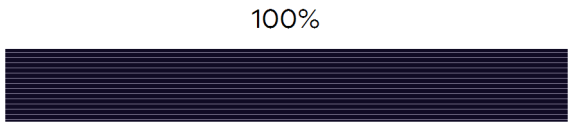
How to read this

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

100% of staff who did the survey were satisfied with the way your organisation handled their formal 'Sexual harassment' complaint.

Survey question	Your results	Benchmark satisfied results				
		You	Comparator			
		2021	Lowest	Average	Highest	
Were you satisfied with the way your formal complaint was handled	No, Don't know, Yes					
Violence or aggression		75 %	0 %	47 %	100 %	
Bullying		0 %	0 %	30 %	50 %	

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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 comparator group.

Example

On the first row 'Safety climate', the 'You 2021' column shows 95% of your staff agreed with 'My organisation provides a physically safe work environment'.
This question was not asked in 0.

Question group	Highest scoring questions	You 2021	Comparator 2021
Safety climate	My organisation provides a physically safe work environment	95%	94%
Manager leadership	My manager is committed to workplace safety	94%	94%
Workgroup support	I am able to work effectively with others in my workgroup	93%	94%
Quality service delivery	My workgroup strives to deliver services in a timely manner	92%	94%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	91%	91%
Quality service delivery	My workgroup strives to provide high quality advice and services	91%	93%
Job enrichment	I understand how my job contributes to my organisation's purpose	91%	93%
Manager leadership	My manager ensures clients receive a high standard of service	90%	92%
Organisational integrity	My organisation is committed to earning a high level of public trust	90%	91%
Manager leadership	My manager treats employees with dignity and respect	89%	91%

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 comparator group.

Example

On the first row 'Learning and development', the 'You 2021' column shows 21% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'.
This question was not asked in 0.

Question subgroup	Lowest scoring questions	You 2021	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	21%	32%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	36%	46%
Learning and development	I feel I have an equal chance at promotion in my organisation	42%	48%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	44%	58%
Taking action	I believe my organisation will take positive action on the results of this year's survey	47%	59%
Satisfaction	How satisfied are you with your career development within your current organisation	51%	59%
Safety climate	All levels of my organisation are involved in the prevention of stress	52%	53%
Manager support	I receive adequate recognition for my contributions and accomplishments	56%	61%
Workload	I have enough time to do my job effectively	57%	58%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	57%	59%

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 'Learning and development', the 'You 2021' column shows 71% 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 5 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Learning and development	My organisation places a high priority on the learning and development of staff	71%	+5%	66%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees with disability	74%	+4%	70%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	74%	+3%	71%
Innovation	My workgroup encourages employee creativity	76%	+3%	73%
Quality service delivery	My workgroup focuses on making decisions informed by all relevant facts	86%	+2%	83%
Learning and development	I am developing and learning in my role	77%	+2%	75%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	62%	+2%	60%
Equal employment opportunity	Age is not a barrier to success in my organisation	72%	+2%	70%
Meaningful work	I am achieving something important through my work	86%	+2%	85%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	69%	+1%	68%

Key differences

Biggest negative difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Job enrichment', the 'You 2021' column shows 57% of your staff agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

The 'difference' column, shows that agreement for this question was 14 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	57%	-14%	71%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	44%	-14%	58%
Senior leadership	Senior leaders model my organisation's values	61%	-12%	74%
Taking action	I believe my organisation will take positive action on the results of this year's survey	47%	-12%	59%
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%	-10%	32%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	36%	-10%	46%
Senior leadership	Senior leaders demonstrate honesty and integrity	62%	-9%	71%
Engagement	My organisation inspires me to do the best in my job	62%	-8%	69%
Satisfaction	How satisfied are you with your career development within your current organisation	51%	-8%	59%
Organisational integrity	My organisation respects the human rights of employees	82%	-7%	89%

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Taking action

What this is

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

Why this is important

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

How to read this

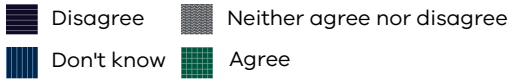
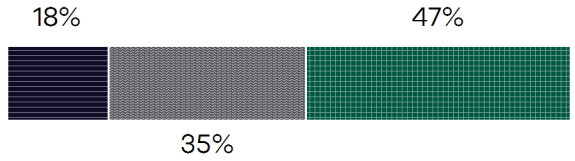
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

47% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

Survey question	Your results	Benchmark agree results			
		You	Comparator		
		2021	Lowest	Average	Highest
I believe my organisation will take positive action on the results of this year's survey		47 %	34 %	59 %	79 %

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- 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
- Business units

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

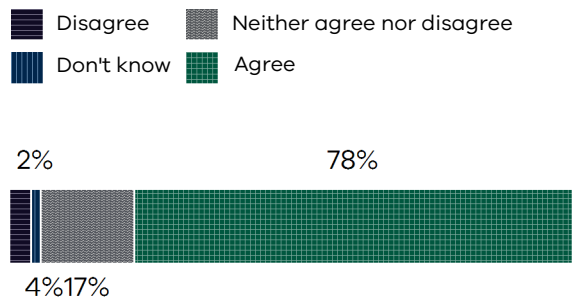
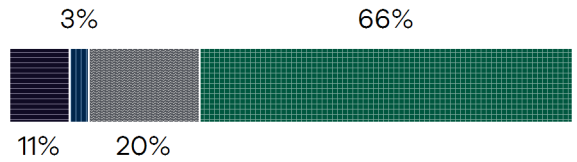
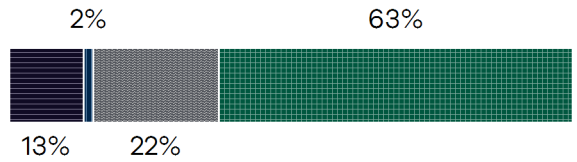
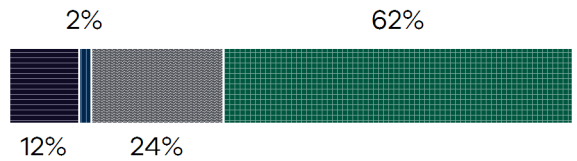
Under 'Your results', see results for each question in descending order by most agreed.

'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

78% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

Survey question	Your results	Benchmark agree results			
		You	Comparator		
		2021	Lowest	Average	Highest
Senior leaders actively support diversity and inclusion in the workplace		78 %	59 %	82 %	97 %
Senior leaders support staff to work in an environment of change		66 %	46 %	69 %	86 %
Senior leaders provide clear strategy and direction		63 %	39 %	63 %	86 %
Senior leaders demonstrate honesty and integrity		62 %	45 %	71 %	84 %

Senior leadership

Senior leadership 2 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

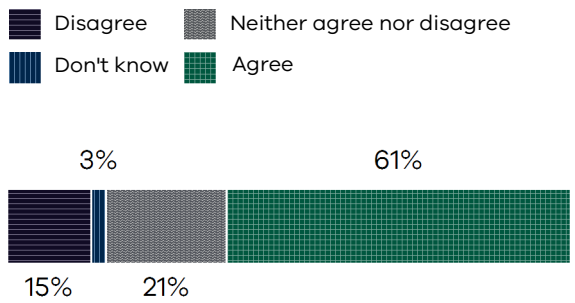
Under 'Your results', see results for each question in descending order by most agreed.

'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

61% of your staff who did the survey agreed or strongly agreed with 'Senior leaders model my organisation's values'.

Survey question	Your results	Benchmark agree results			
		You	Comparator		
		2021	Lowest	Average	Highest
Senior leaders model my organisation's values		61 %	48 %	74 %	88 %

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
- 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
- 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

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- Disability
- Gender, variations in sex characteristics and sexual orientation
- Cultural diversity
- Employment
- Adjustments
- Caring
- Business units

Organisational climate

Scorecard 1 of 2

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.

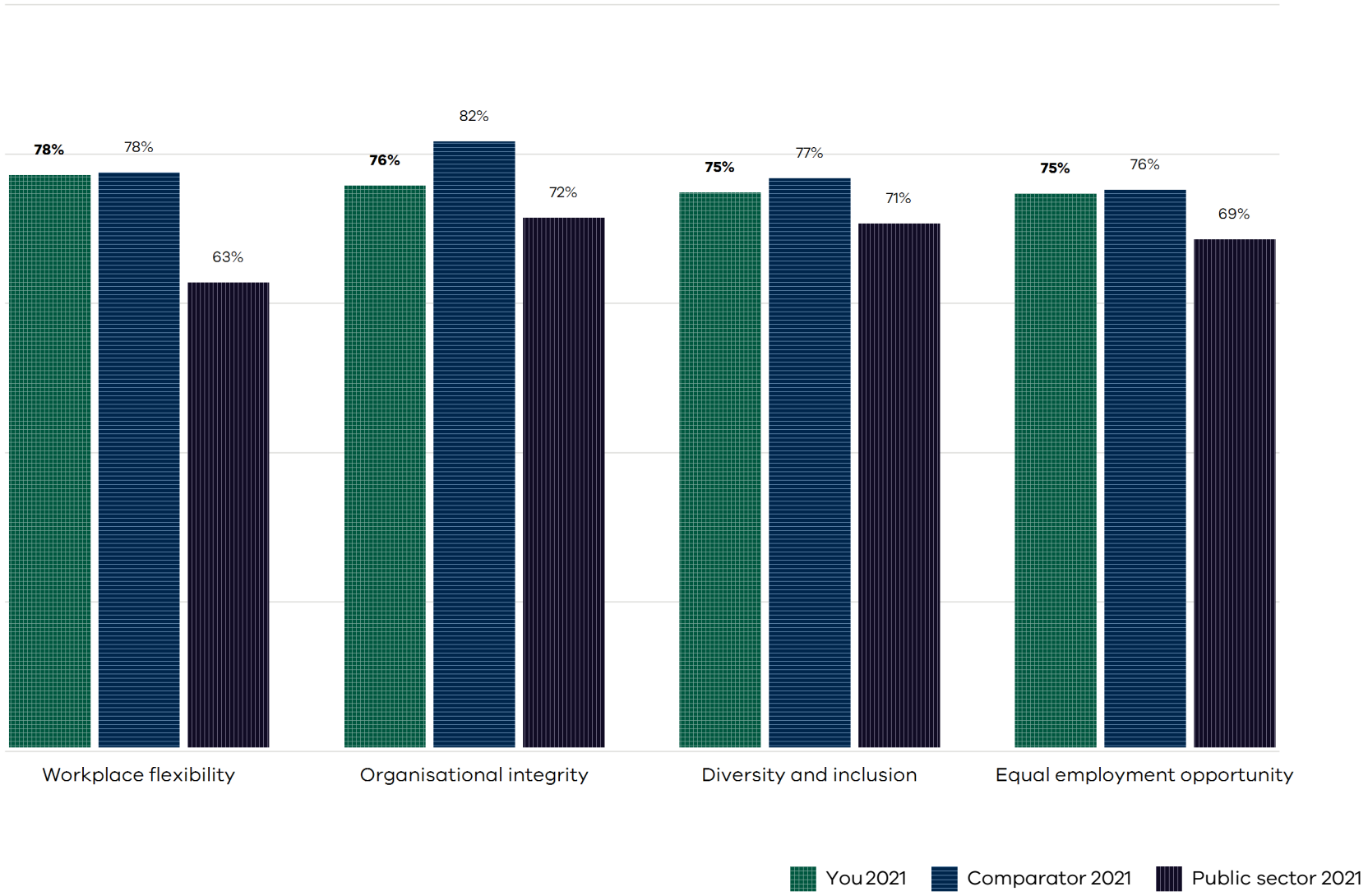
Example

In 2021:

- 78% of your staff who did the survey responded positively to questions about Workplace flexibility.

Compared to:

- 78% of staff at your comparator and 63% of staff across the public sector.



Organisational climate

Scorecard 2 of 2

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.

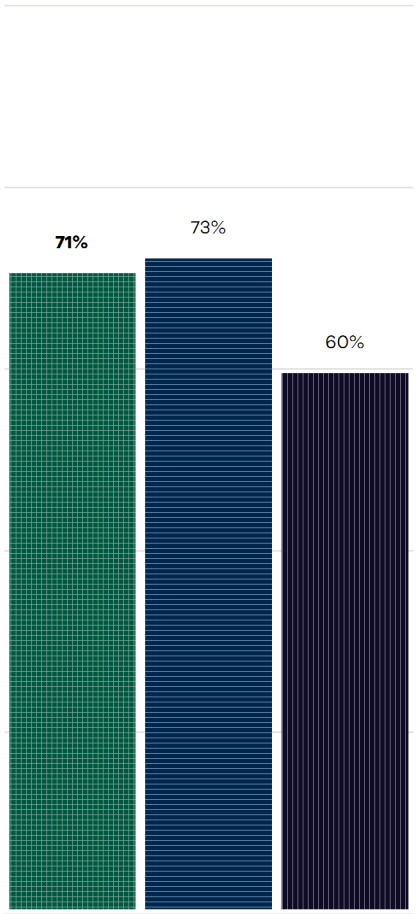
Example

In 2021:

- 71% of your staff who did the survey responded positively to questions about Safety climate.

Compared to:

- 73% of staff at your comparator and 60% of staff across the public sector.



Safety climate

You 2021 Comparator 2021 Public sector 2021

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

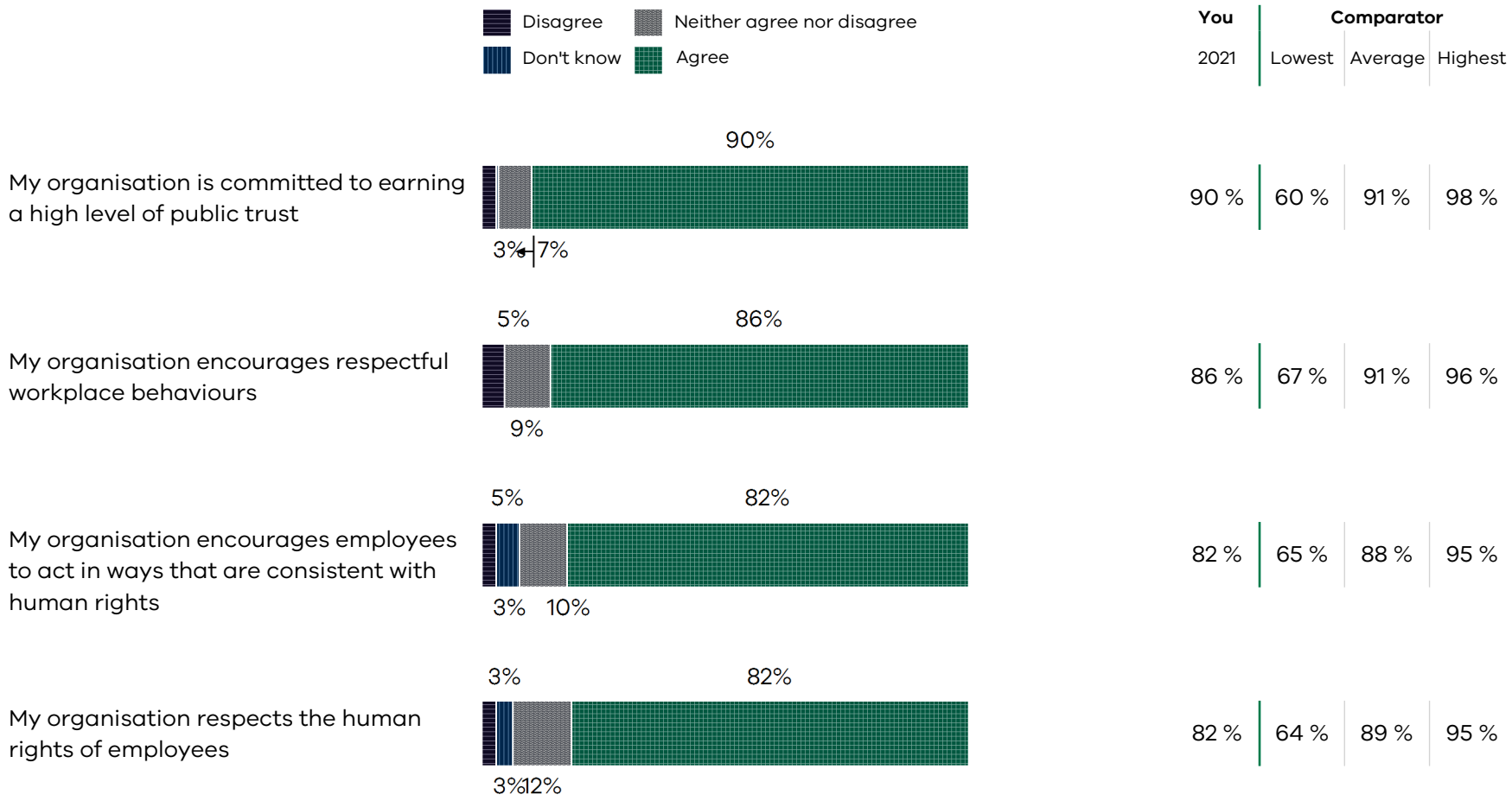
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

90% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.



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

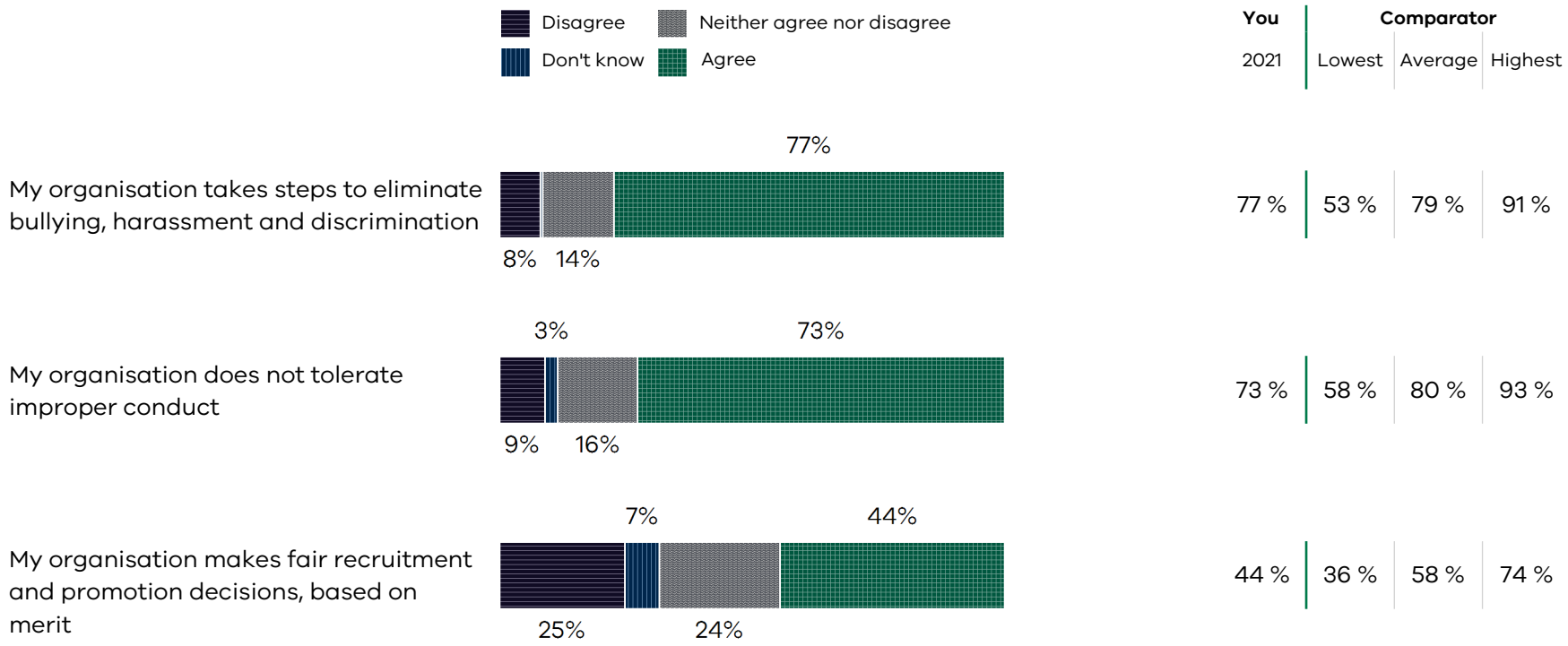
Under 'Your results', see results for each question in descending order by most agreed.

'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

77% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.



Organisational climate

Workplace flexibility 1 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

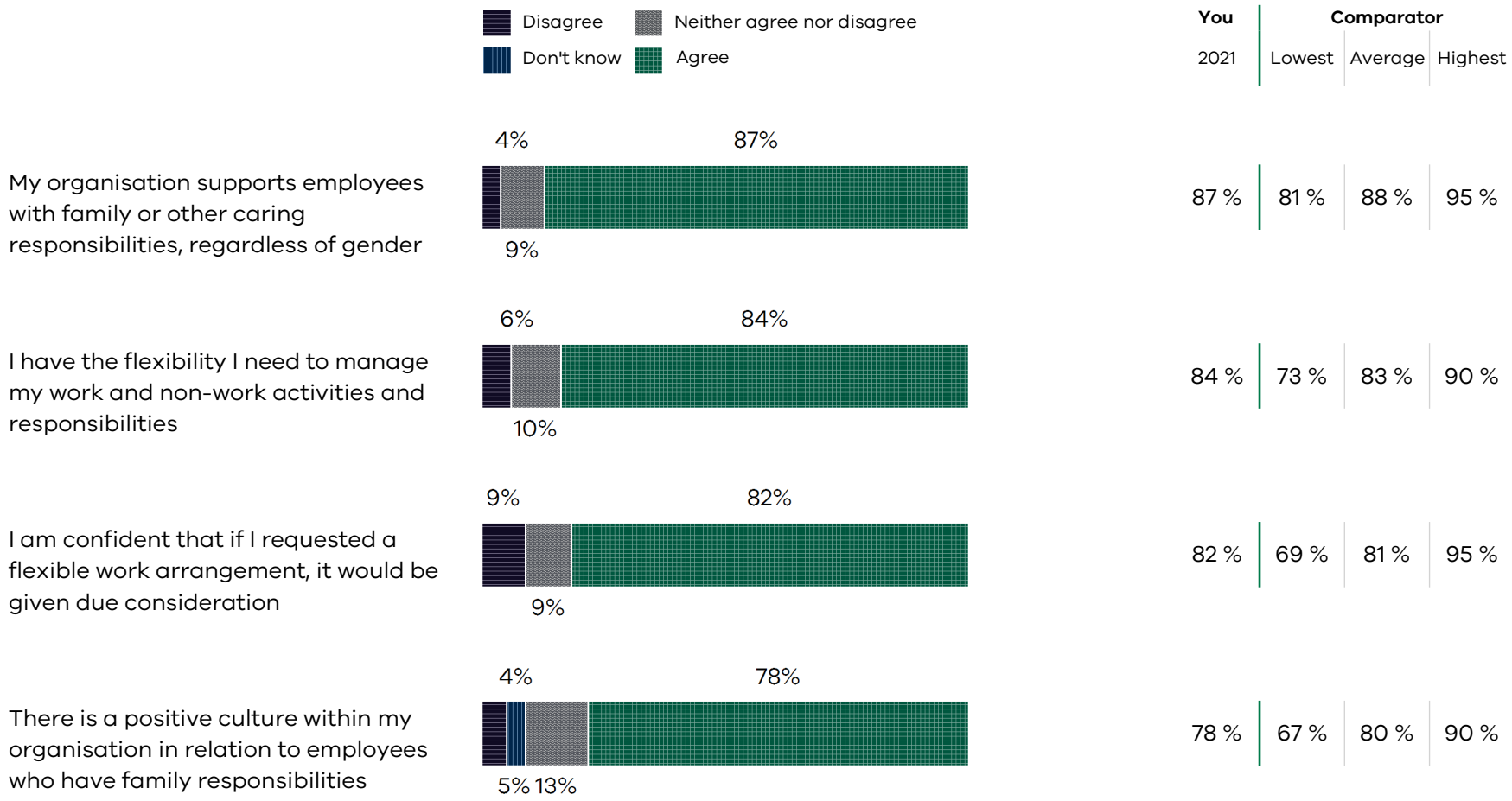
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

87% of your staff who did the survey agreed or strongly agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.



Organisational climate

Workplace flexibility 2 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

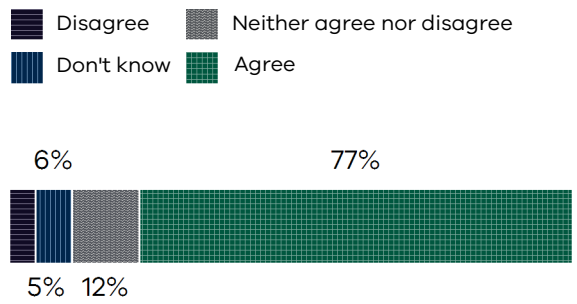
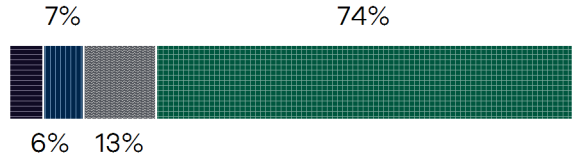
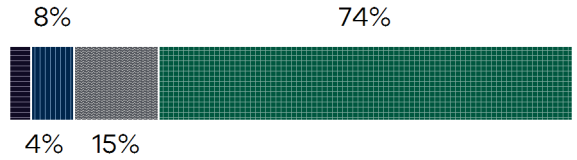
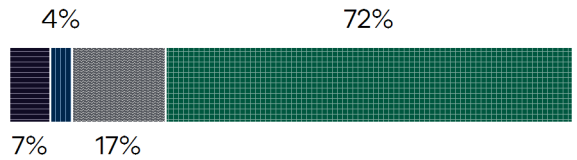
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

77% 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	Benchmark agree results			
		You	Comparator		
		2021	Lowest	Average	Highest
Having family responsibilities is not a barrier to success in my organisation		77 %	65 %	76 %	84 %
Using flexible work arrangements is not a barrier to success in my organisation		74 %	57 %	71 %	90 %
There is a positive culture within my organisation in relation to employees who have caring responsibilities		74 %	62 %	77 %	91 %
There is a positive culture within my organisation in relation to employees who use flexible work arrangements		72 %	58 %	74 %	91 %

Organisational climate

Workplace flexibility 3 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

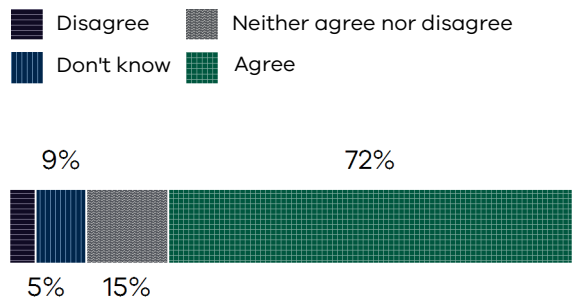
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

72% of your staff who did the survey agreed or strongly agreed with 'Having caring responsibilities is not a barrier to success in my organisation'.

Survey question	Your results	Benchmark agree results			
		You	Comparator		
		2021	Lowest	Average	Highest
Having caring responsibilities is not a barrier to success in my organisation		72 %	59 %	72 %	83 %

Organisational climate

Workplace flexibility 4 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

The table shows you what flexible work arrangements staff use.

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

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

Example

43% of staff who did the survey said the flexible work arrangement they used was 'Working from an alternative location (e.g. home, hub/shared work space)'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
Working from an alternative location (e.g. home, hub/shared work space)	43%	34%	24%
Flexible start and finish times	39%	30%	23%
No, I do not use any flexible work arrangements	26%	40%	38%
Working more hours over fewer days	11%	5%	6%
Part-time	9%	11%	19%
Using leave to work flexible hours	6%	8%	8%
Purchased leave	6%	3%	2%
Study leave	3%	1%	4%
Other	3%	3%	2%
Job sharing	2%	1%	1%

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

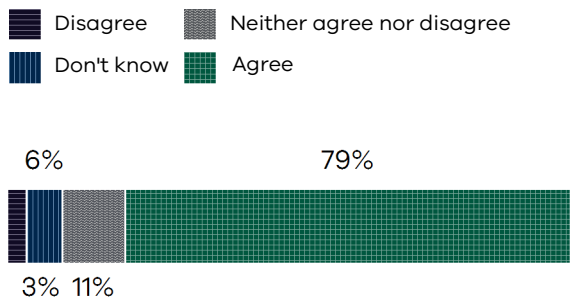
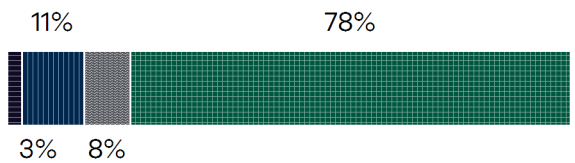
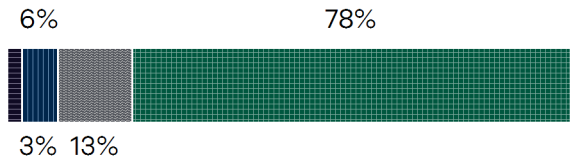
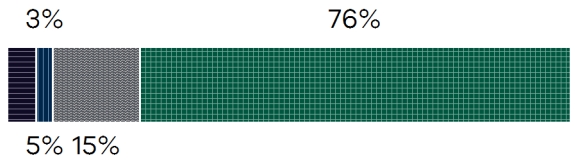
Under 'Your results', see results for each question in descending order by most agreed.

'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

79% of your staff who did the survey agreed or strongly agreed with 'Cultural background is not a barrier to success in my organisation'.

Survey question	Your results	Benchmark agree results			
		You	Comparator		
		2021	Lowest	Average	Highest
Cultural background is not a barrier to success in my organisation		79 %	62 %	81 %	95 %
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation		78 %	59 %	77 %	91 %
Sexual orientation is not a barrier to success in my organisation		78 %	59 %	79 %	91 %
Gender is not a barrier to success in my organisation		76 %	59 %	78 %	93 %

Organisational climate

Equal employment opportunity 2 of 2

What this is

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

Why this is important

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

How to read this

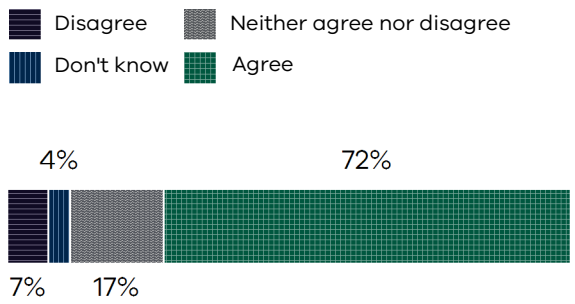
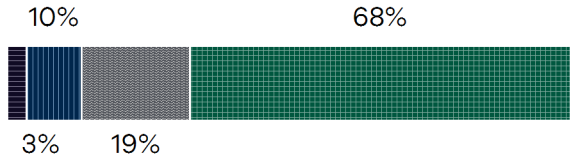
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

72% of your staff who did the survey agreed or strongly agreed with 'Age is not a barrier to success in my organisation'.

Survey question	Your results	Benchmark agree results			
		You	Comparator		
		2021	Lowest	Average	Highest
Age is not a barrier to success in my organisation		72 %	61 %	70 %	82 %
Disability is not a barrier to success in my organisation		68 %	46 %	68 %	83 %

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

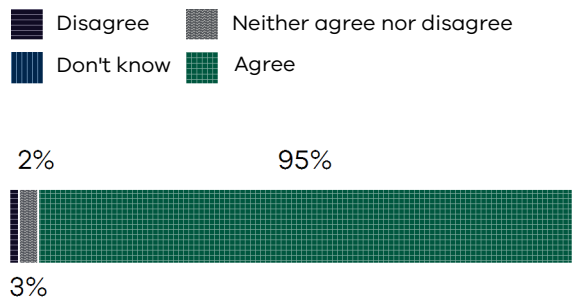
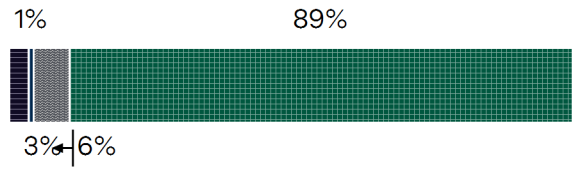
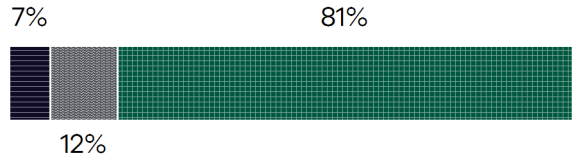
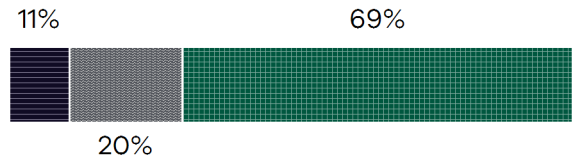
Under 'Your results', see results for each question in descending order by most agreed.

'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

95% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Survey question	Your results	Benchmark agree results			
		You	Comparator		
		2021	Lowest	Average	Highest
My organisation provides a physically safe work environment		95 %	86 %	94 %	100 %
My organisation consults employees on health and safety matters		89 %	73 %	89 %	100 %
I feel culturally safe at work		81 %	65 %	84 %	95 %
In my workplace, there is good communication about psychological safety issues that affect me		69 %	48 %	68 %	88 %

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

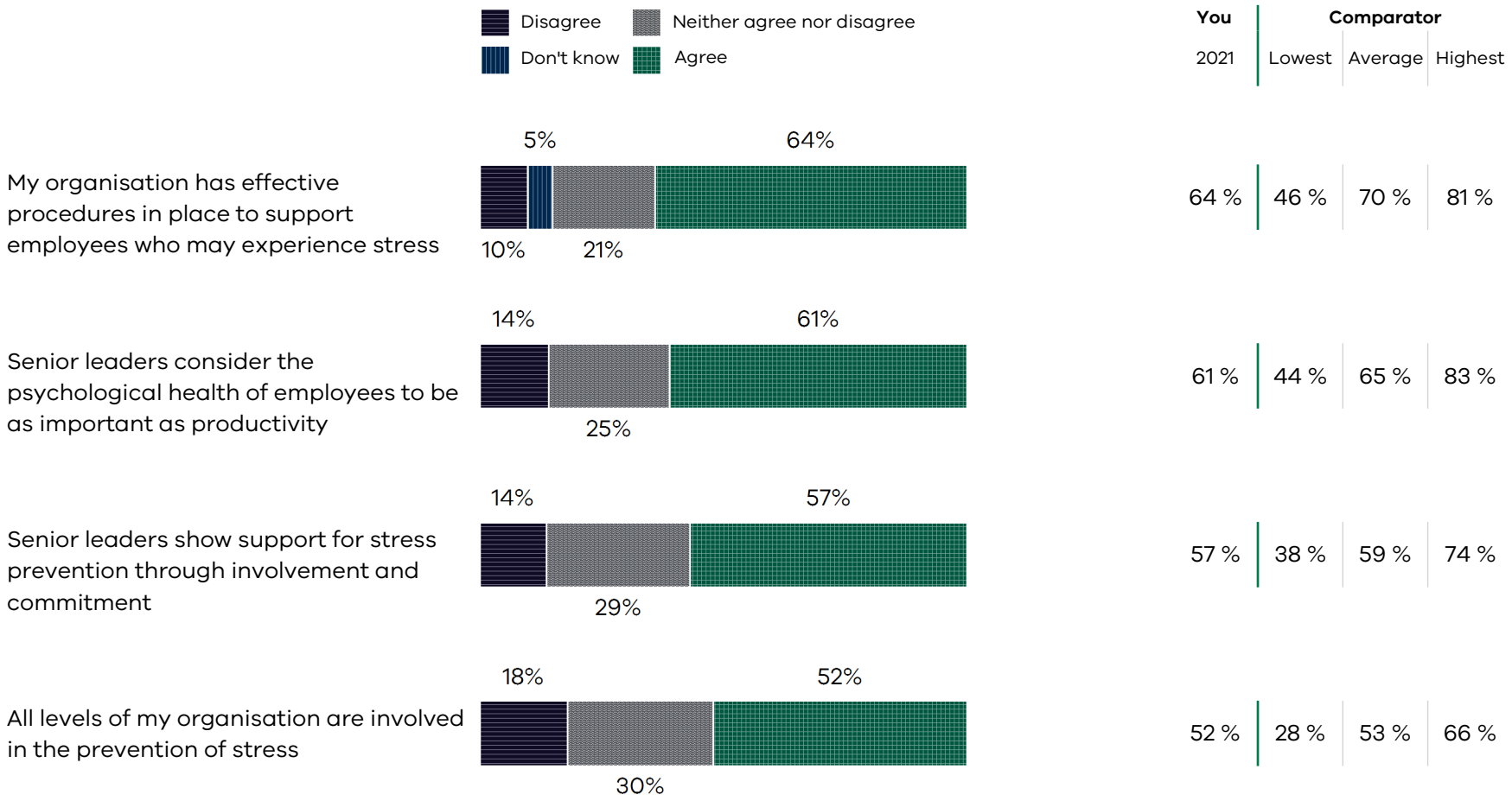
Under 'Your results', see results for each question in descending order by most agreed.

'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

64% of your staff who did the survey agreed or strongly agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.



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.

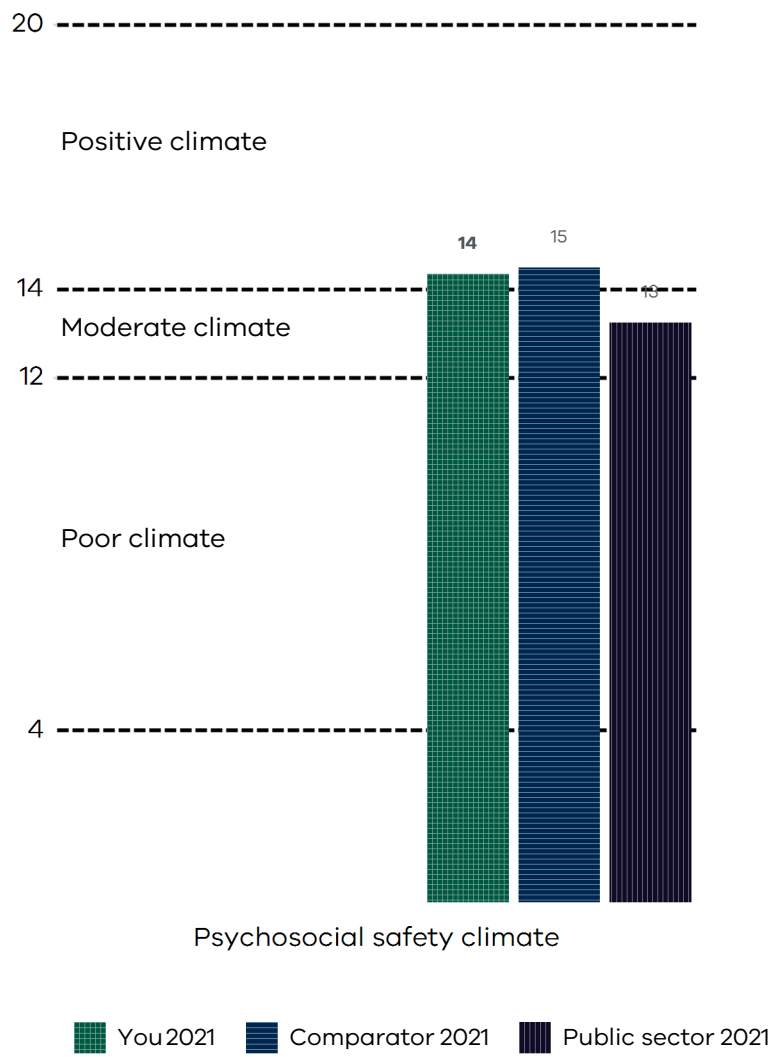
A score of:

- 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



Organisational climate

Diversity and inclusion 1 of 2

What this is

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

Why this is important

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

How to read this

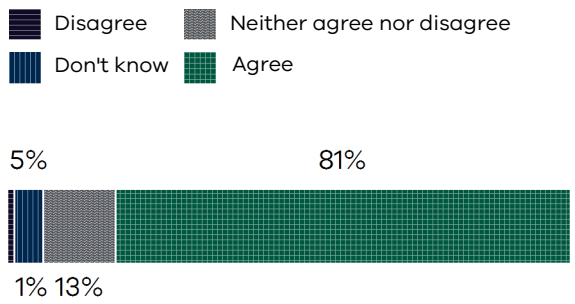
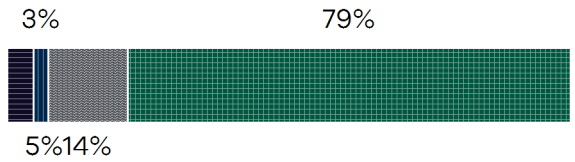
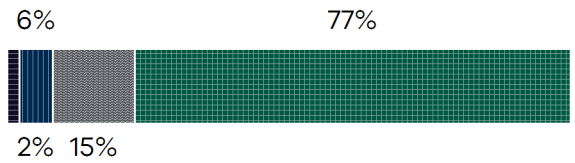
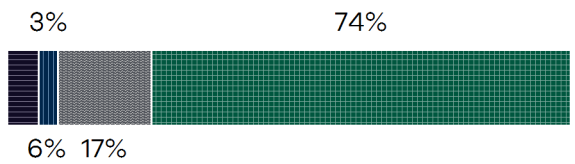
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

81% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees from varied cultural backgrounds'.

Survey question	Your results	Benchmark agree results			
		You	Comparator		
		2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds		81 %	59 %	83 %	93 %
There is a positive culture within my organisation in relation to employees of different sexes/genders		79 %	62 %	82 %	92 %
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander		77 %	60 %	79 %	95 %
There is a positive culture within my organisation in relation to employees of different age groups		74 %	55 %	78 %	86 %

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

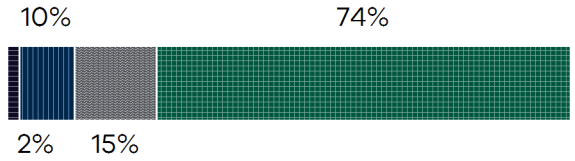
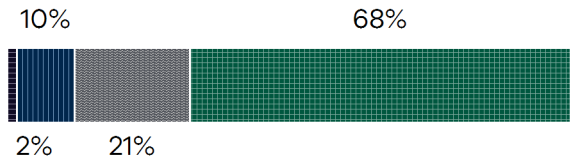
Under 'Your results', see results for each question in descending order by most agreed.

'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

74% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees with disability'.

Survey question	Your results	Benchmark agree results			
	Disagree, Neither agree nor disagree, Don't know, Agree	You	Comparator		
		2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees with disability		74 %	45 %	70 %	82 %
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+		68 %	41 %	72 %	94 %

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

88% of your staff who did the survey agreed or strongly agreed with 'My organisation would support me if I needed to take family violence leave'.

Survey question	Your results	Benchmark agree results			
	Disagree, Neither agree nor disagree, Don't know, Agree	You	Comparator		
		2021	Lowest	Average	Highest
My organisation would support me if I needed to take family violence leave	8% / 88% / 4%	88 %	74 %	87 %	93 %
My organisation uses inclusive and respectful images and language	3% / 85% / 2% / 11%	85 %	69 %	88 %	95 %
In my workgroup work is allocated fairly, regardless of gender	6% / 84% / 10%	84 %	78 %	85 %	91 %

People matter survey 2021

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

Key differences

- Highest scoring
- Lowest scoring
- Biggest positive difference from comparator
- Biggest negative difference from comparator

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- Taking action questions

Senior leadership

- Senior leadership questions

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- Psychosocial safety climate score
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Job and manager factors

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- Barriers to optimal work

Public sector values

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- 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
- Business units

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.

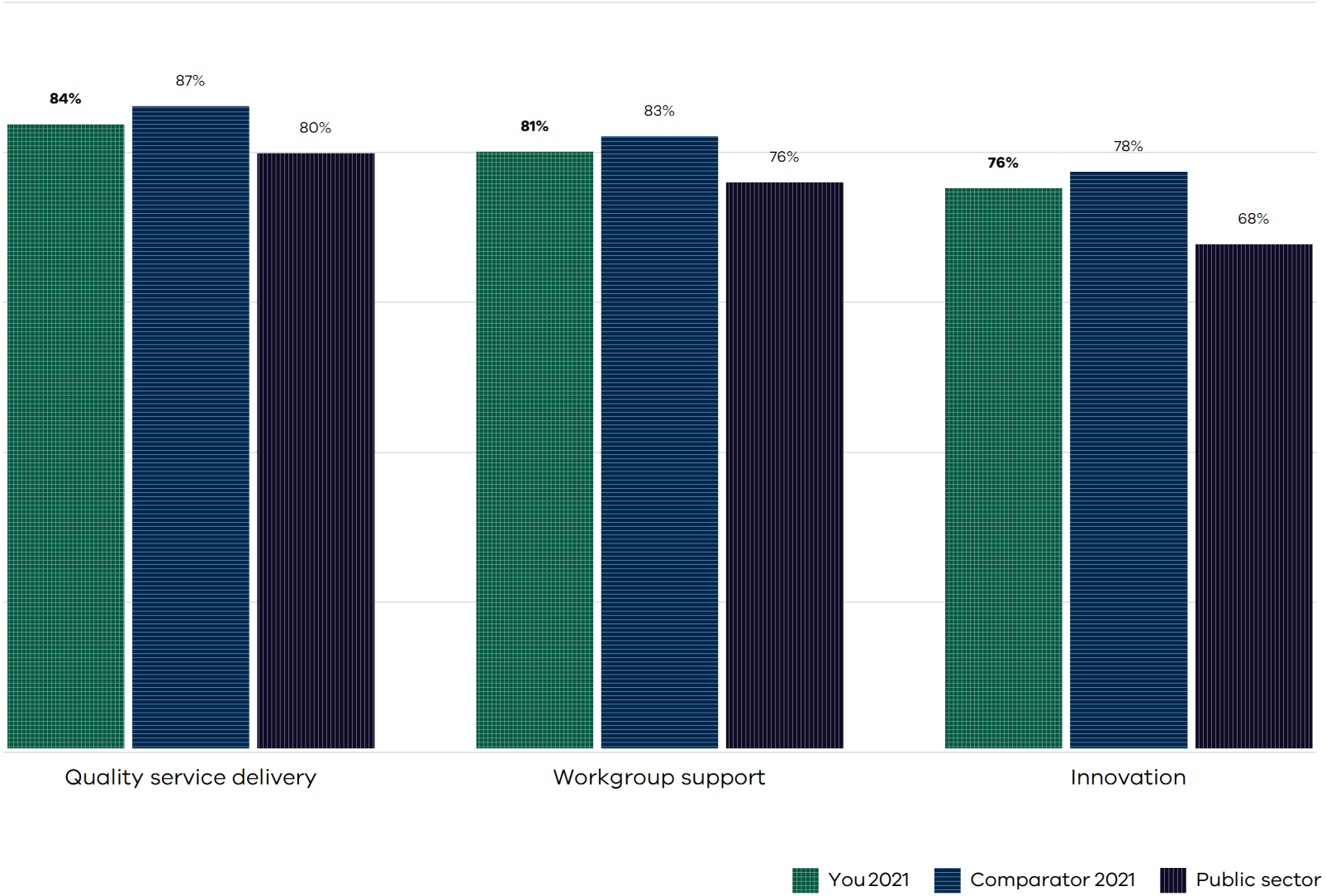
Example

In 2021:

- 84% of your staff who did the survey responded positively to questions about .

Compared to:

- 87% of staff at your comparator and 80% of staff across the public sector.



Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

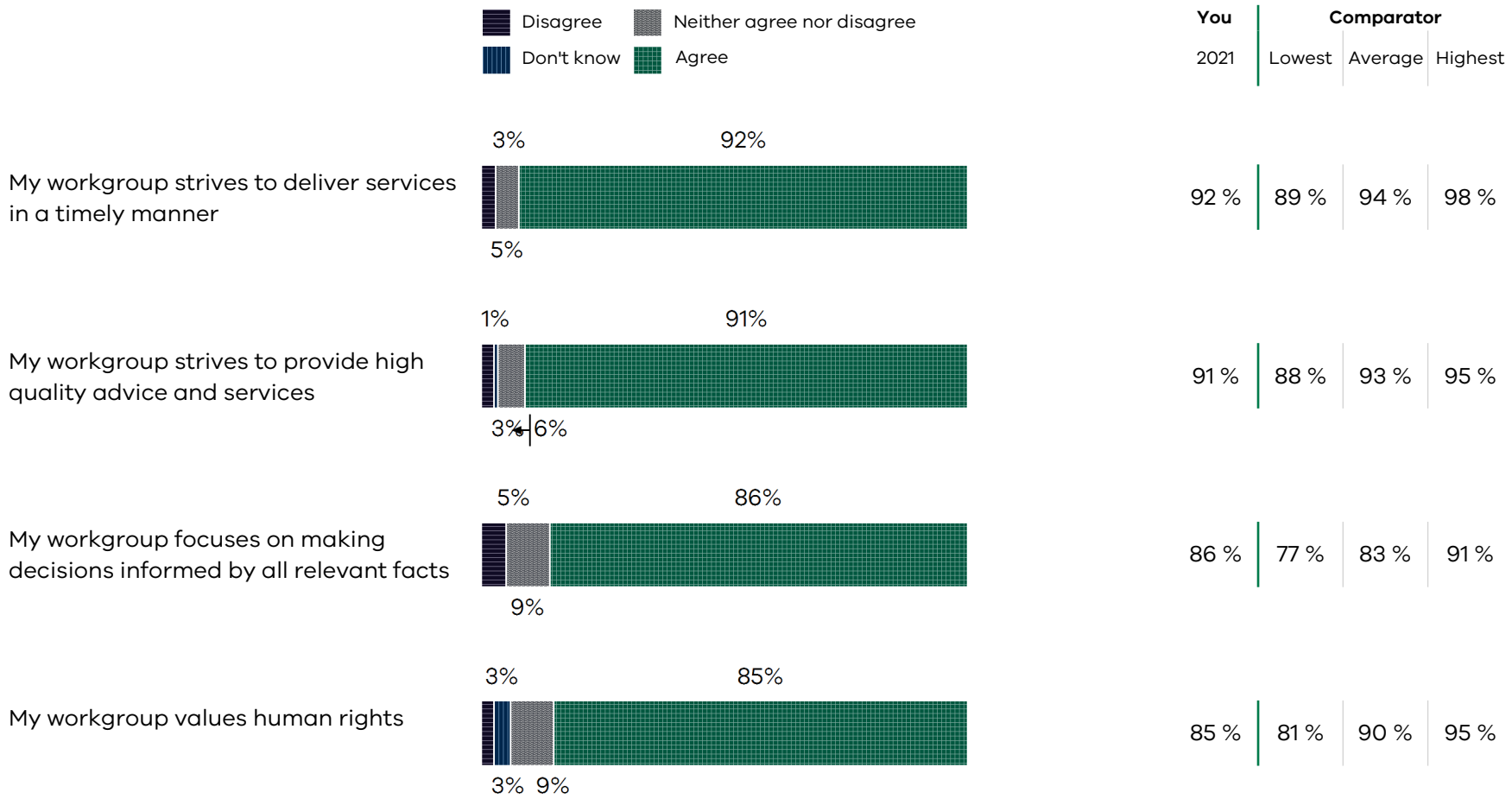
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

92% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.



Workgroup climate

Quality service delivery 2 of 2

What this is

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

Why this is important

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

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

How to read this

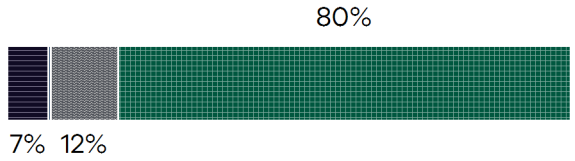
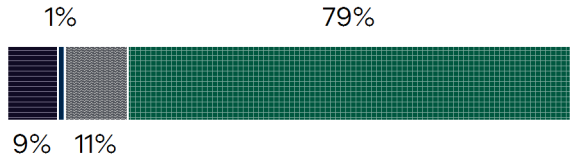
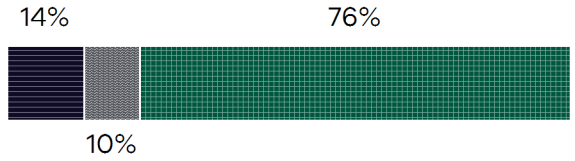
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

80% of your 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			
	Disagree, Neither agree nor disagree, Don't know, Agree	You	Comparator		
		2021	Lowest	Average	Highest
My workgroup places a priority on acting fairly and without bias		80 %	73 %	83 %	90 %
My workgroup strives to make the best use of its resources		79 %	74 %	85 %	89 %
My workgroup has clear lines of responsibility		76 %	69 %	78 %	88 %

Workgroup climate

Innovation 1 of 2

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

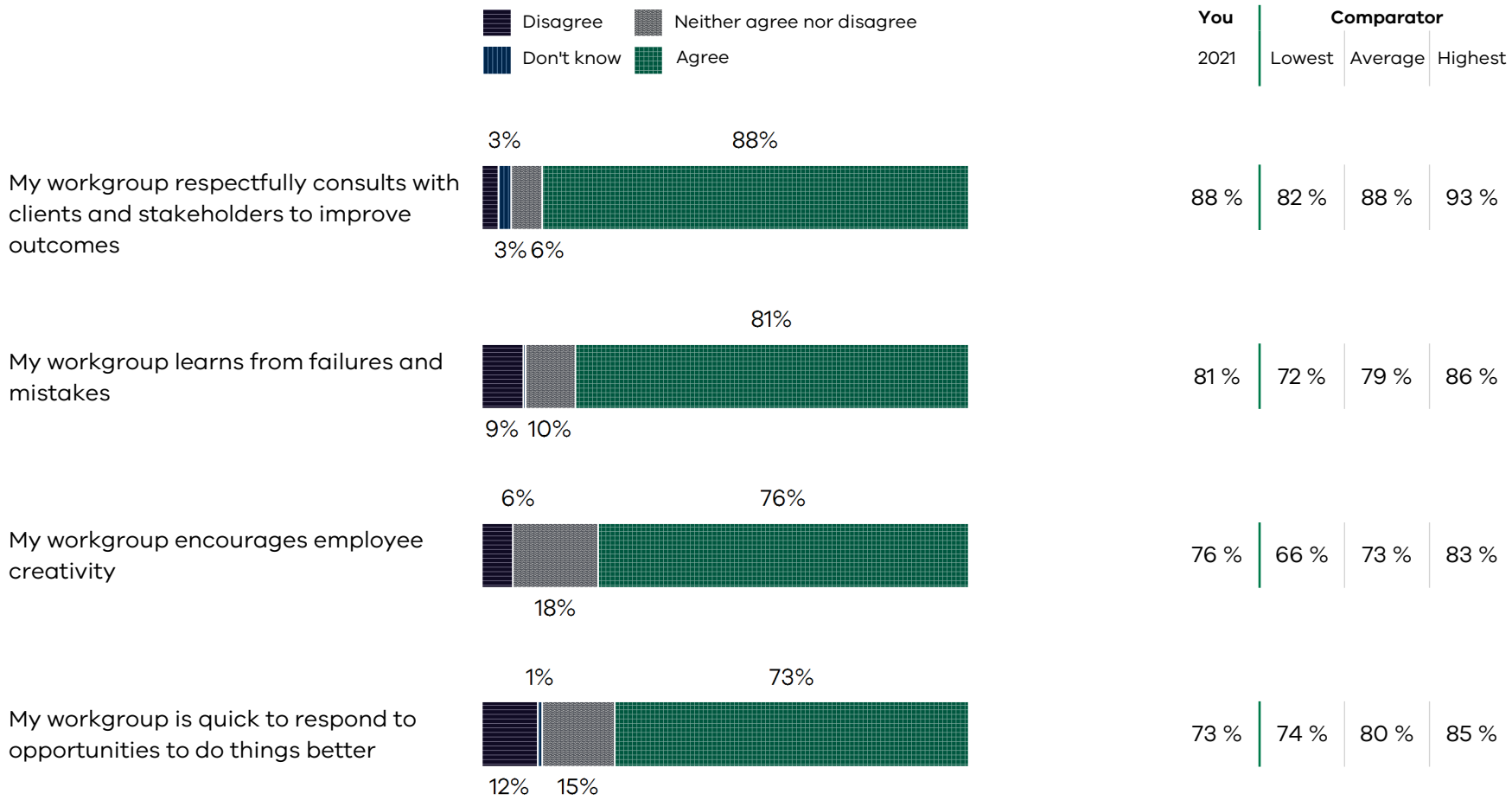
Under 'Your results', see results for each question in descending order by most agreed.

'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

88% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.



Workgroup climate

Innovation 2 of 2

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

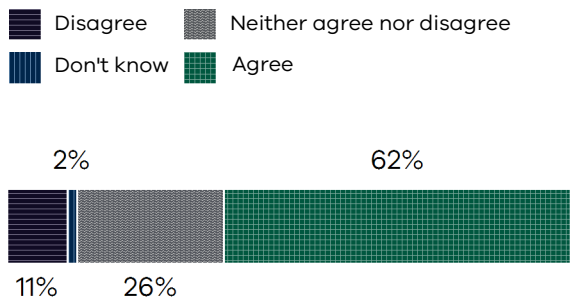
Under 'Your results', see results for each question in descending order by most agreed.

'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

62% 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			
		You	Comparator		
		2021	Lowest	Average	Highest
My workgroup takes reasonable risks to improve its services		62 %	54 %	69 %	77 %

Workgroup climate

Workgroup support 1 of 3

What this is

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

Why this is important

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

How to read this

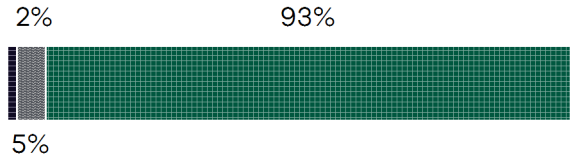
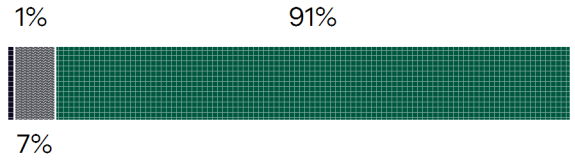
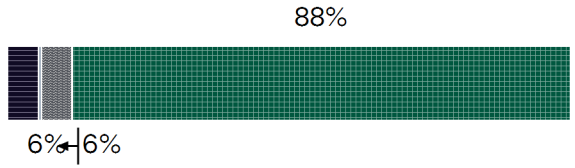
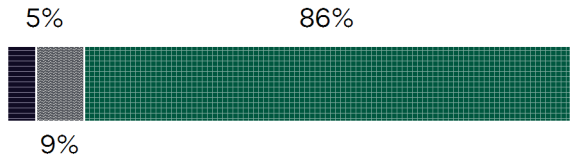
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

93% 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	Benchmark agree results			
		You	Comparator		
		2021	Lowest	Average	Highest
I am able to work effectively with others in my workgroup		93 %	92 %	94 %	96 %
I am able to work effectively with others outside my immediate workgroup		91 %	84 %	91 %	97 %
People in my workgroup treat each other with respect		88 %	81 %	89 %	94 %
People in my workgroup work together effectively to get the job done		86 %	85 %	88 %	91 %

Workgroup climate

Workgroup support 2 of 3

What this is

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

Why this is important

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

How to read this

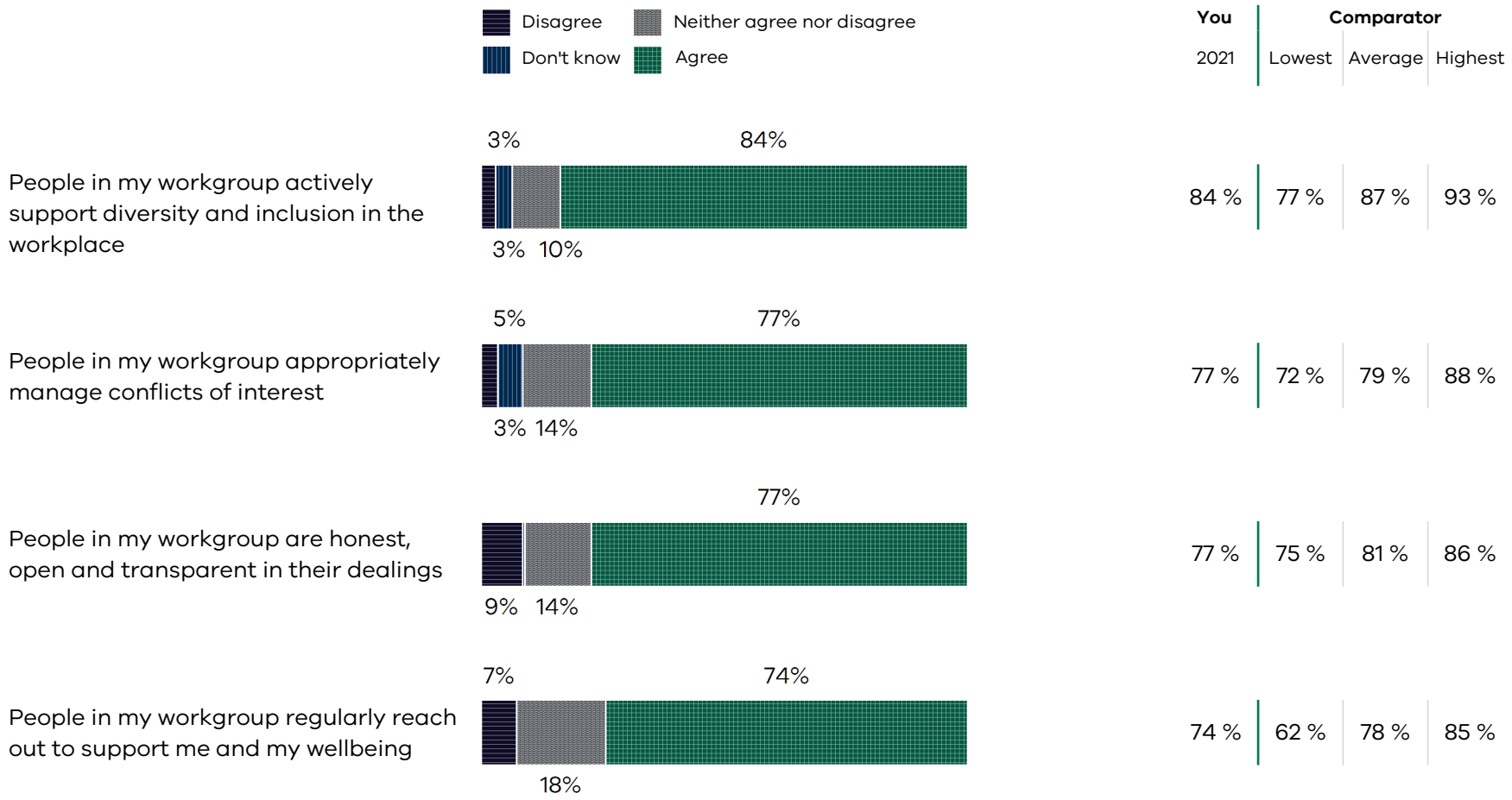
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

84% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup actively support diversity and inclusion in the workplace'.



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

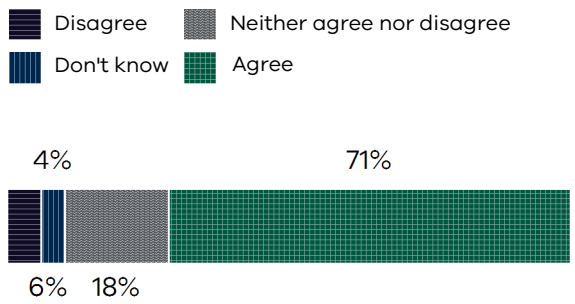
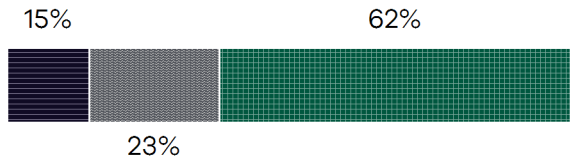
Under 'Your results', see results for each question in descending order by most agreed.

'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

71% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

Survey question	Your results	Benchmark agree results			
		You	Comparator		
		2021	Lowest	Average	Highest
People in my workgroup are politically impartial in their work		71 %	67 %	77 %	86 %
Workgroups across my organisation willingly share information with each other		62 %	42 %	62 %	74 %

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Key differences

- Highest scoring
- Lowest scoring
- Biggest positive difference from comparator
- Biggest negative difference from comparator

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- Adjustments
- Caring
- Business units

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.

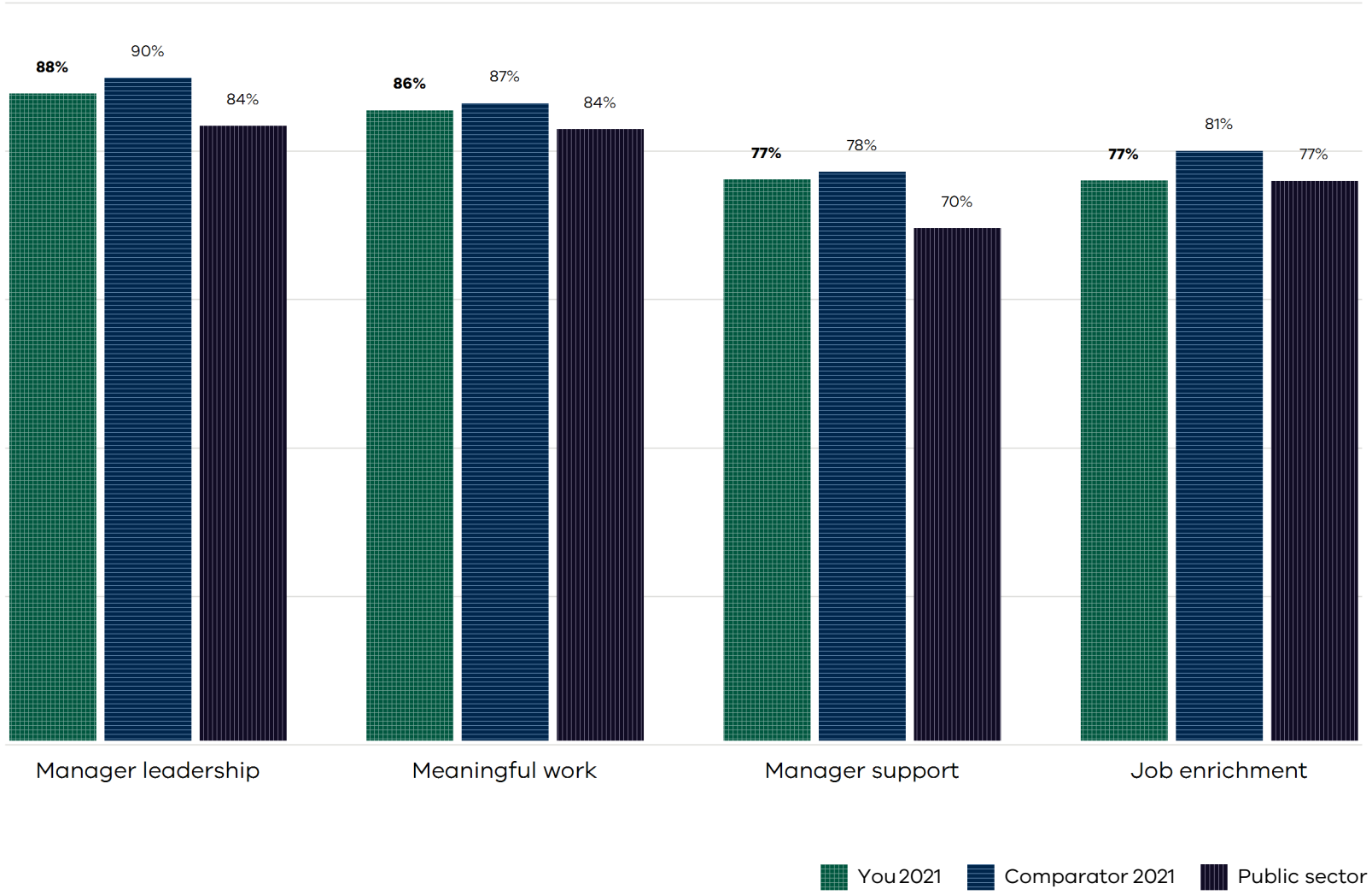
Example

In 2021:

- 88% of your staff who did the survey responded positively to questions about Manager leadership.

Compared to:

- 90% of staff at your comparator and 84% of staff across the public sector.



Job and manager factors

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

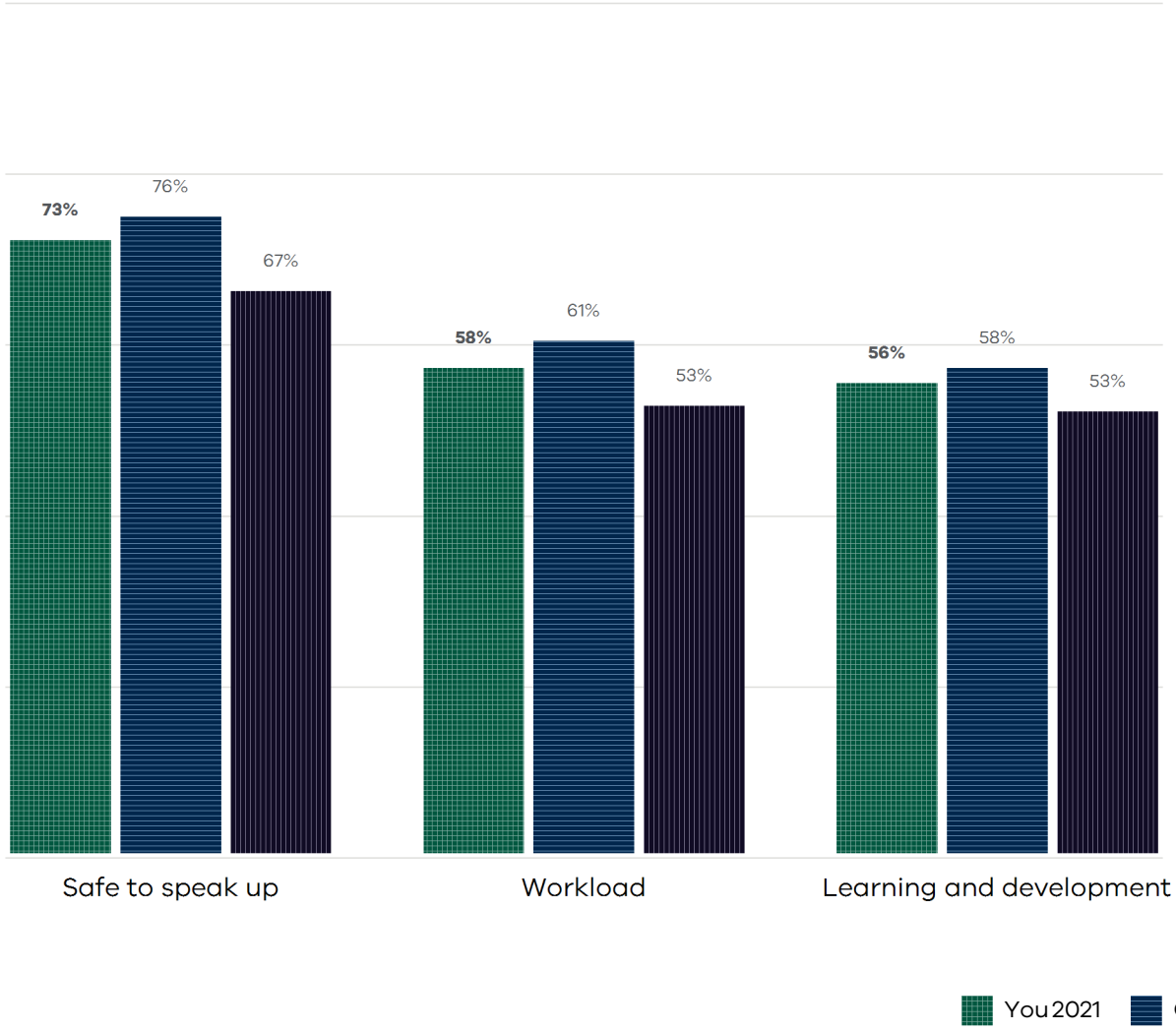
Example

In 2021:

- 73% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

- 76% of staff at your comparator and 67% of staff across the public sector.



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

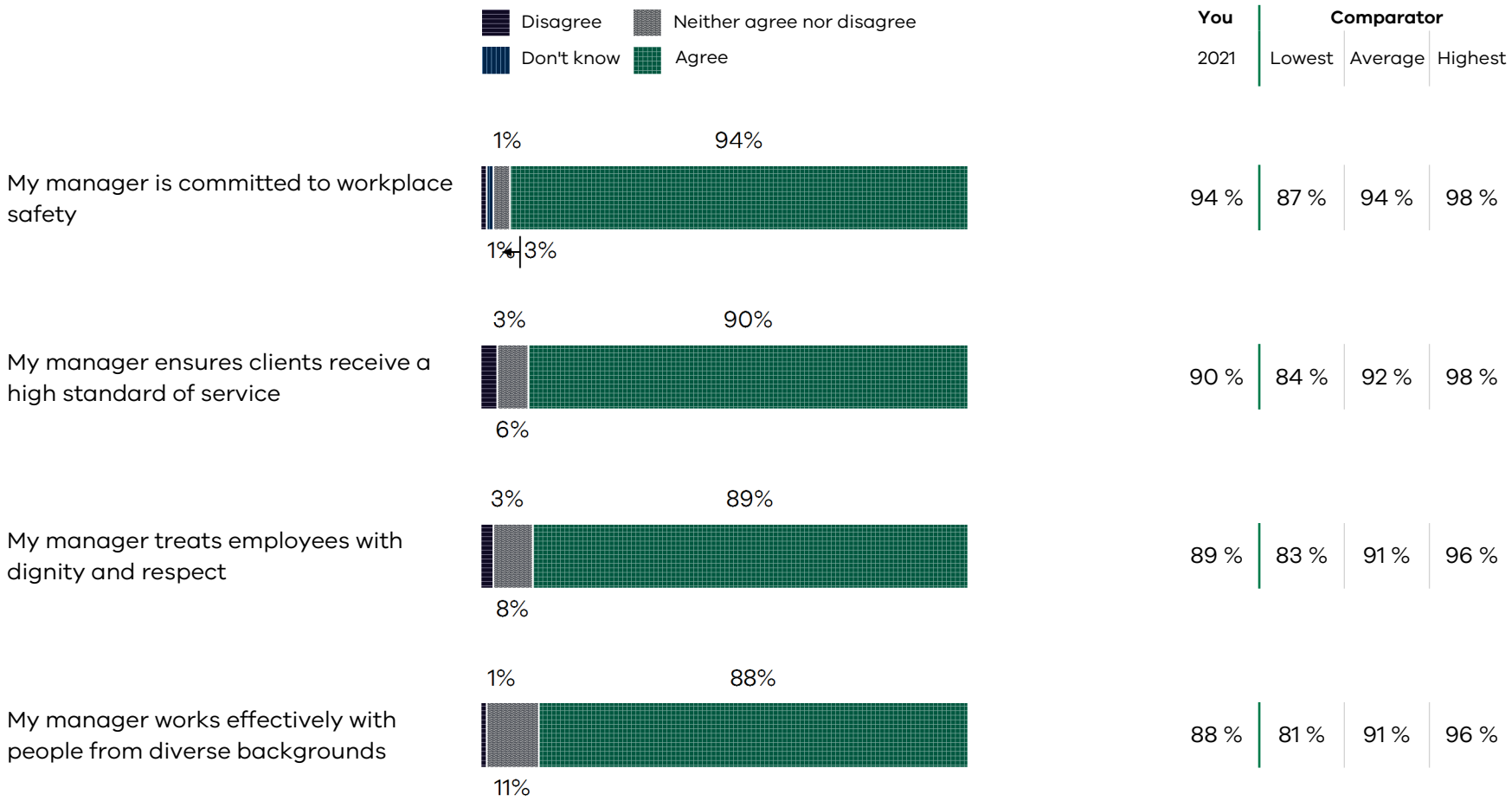
Under 'Your results', see results for each question in descending order by most agreed.

'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

94% of your staff who did the survey agreed or strongly agreed with 'My manager is committed to workplace safety'.



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

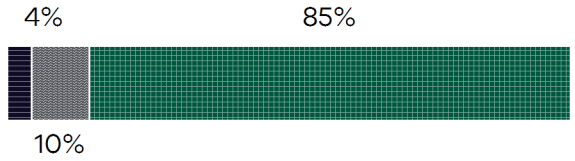
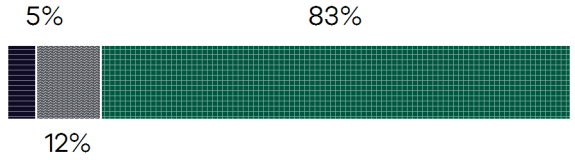
Under 'Your results', see results for each question in descending order by most agreed.

'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

85% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results	Benchmark agree results			
	Disagree, Neither agree nor disagree, Don't know, Agree	You	Comparator		
		2021	Lowest	Average	Highest
My manager demonstrates honesty and integrity		85 %	81 %	89 %	94 %
My manager models my organisation's values		83 %	77 %	87 %	95 %

Job and manager factors

Manager support 1 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

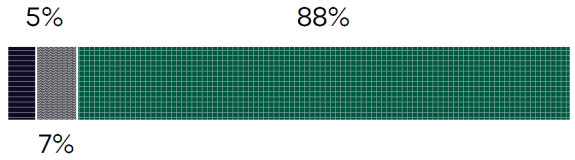
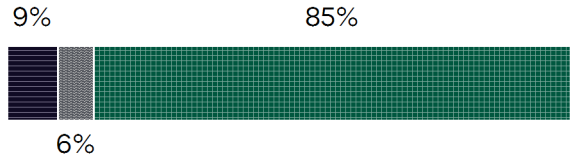
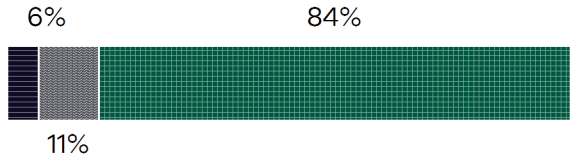
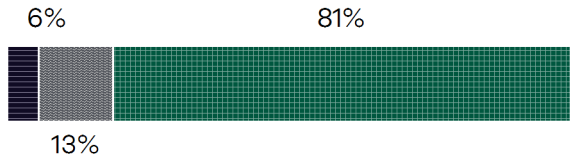
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

88% 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	Benchmark agree results			
	Disagree / Neither agree nor disagree / Don't know / Agree	You	Comparator		
		2021	Lowest	Average	Highest
My manager listens to what I have to say		88 %	78 %	87 %	93 %
I would be confident in approaching my manager to discuss concerns and grievances		85 %	79 %	85 %	90 %
My manager involves me in decisions about my work		84 %	74 %	85 %	90 %
My manager encourages and supports my participation in learning and development opportunities		81 %	70 %	81 %	86 %

Job and manager factors

Manager support 2 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

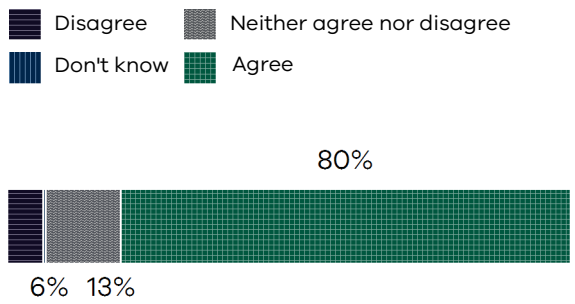
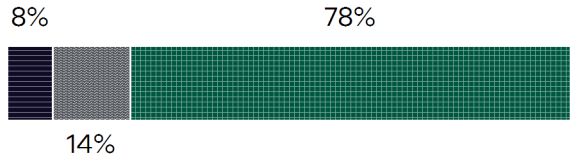
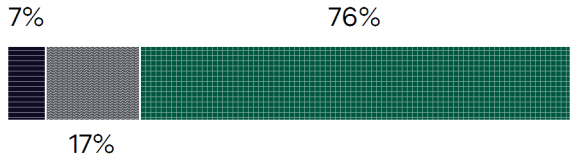
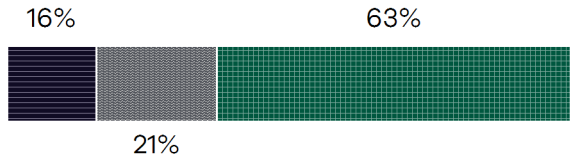
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

80% of your staff who did the survey agreed or strongly agreed with 'My manager provides me with enough support when I need it'.

Survey question	Your results	Benchmark agree results			
		You	Comparator		
		2021	Lowest	Average	Highest
My manager provides me with enough support when I need it		80 %	73 %	84 %	92 %
My manager keeps me informed about what's going on		78 %	68 %	80 %	88 %
My manager provides feedback to me in a way that helps me improve my performance		76 %	66 %	75 %	82 %
My manager has regular conversations with me about my learning and development		63 %	46 %	62 %	72 %

Job and manager factors

Manager support 3 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

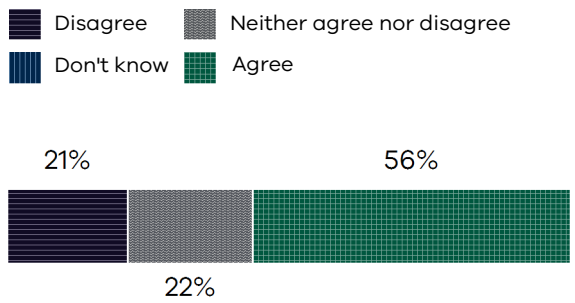
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

56% of your staff who did the survey agreed or strongly agreed with 'I receive adequate recognition for my contributions and accomplishments'.

Survey question	Your results	Benchmark agree results			
		You	Comparator		
		2021	Lowest	Average	Highest
I receive adequate recognition for my contributions and accomplishments		56 %	52 %	61 %	75 %

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

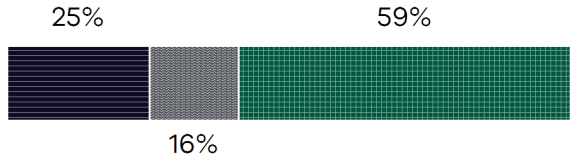
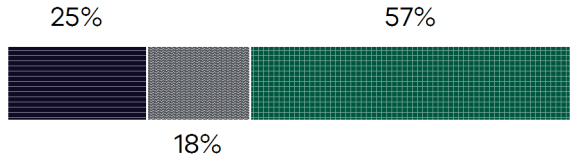
Under 'Your results', see results for each question in descending order by most agreed.

'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

59% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Survey question	Your results	Benchmark agree results			
	Disagree / Neither agree nor disagree / Agree	You	Comparator		
		2021	Lowest	Average	Highest
The workload I have is appropriate for the job that I do		59 %	47 %	64 %	71 %
I have enough time to do my job effectively		57 %	41 %	58 %	67 %

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

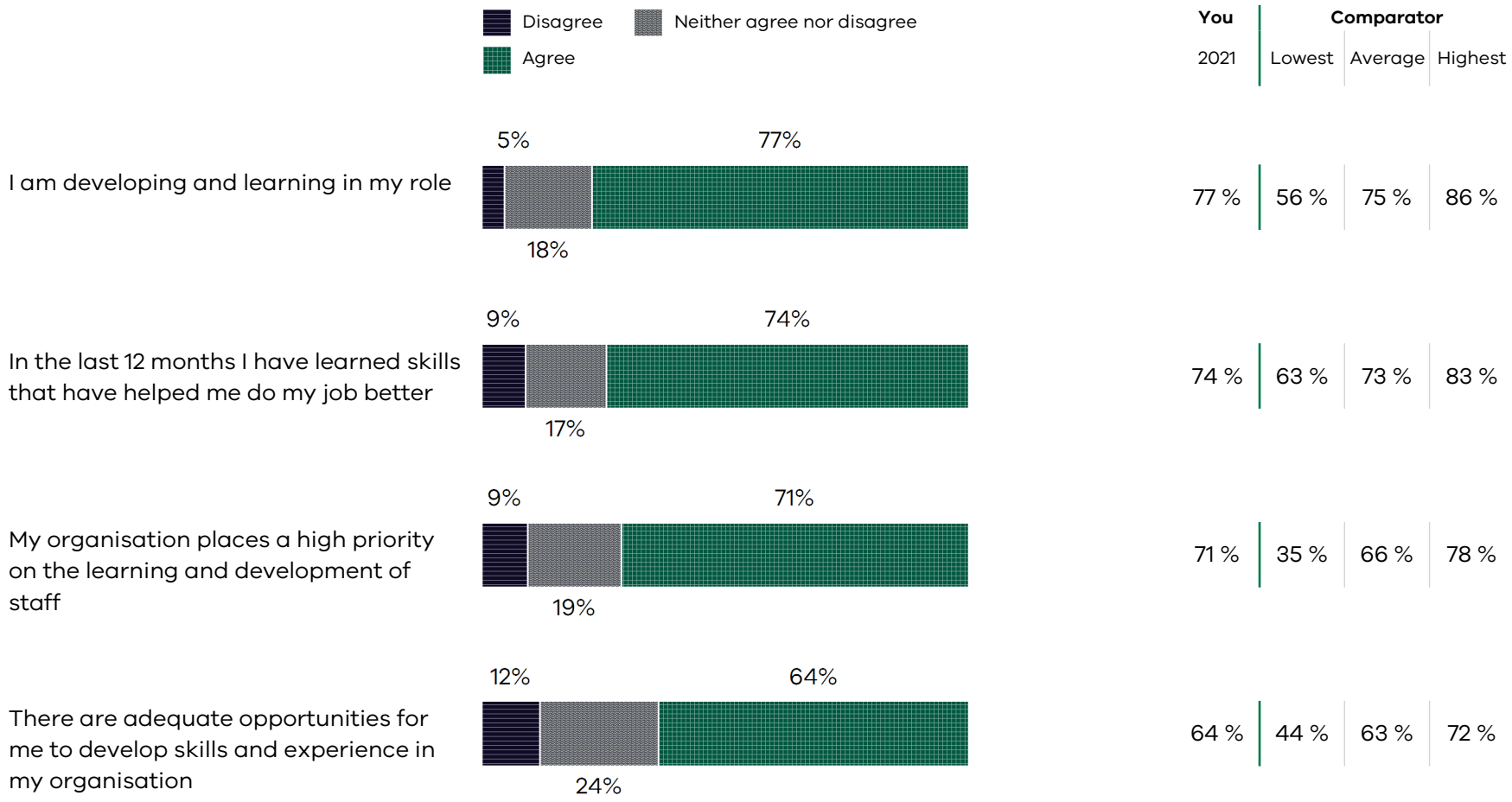
Under 'Your results', see results for each question in descending order by most agreed.

'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

77% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.



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

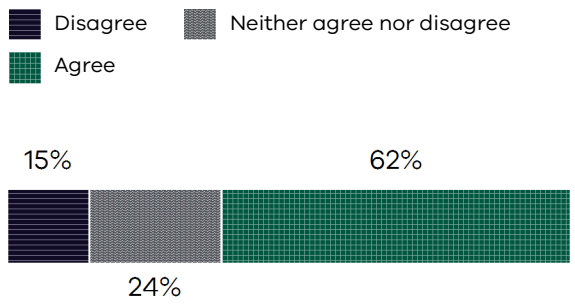
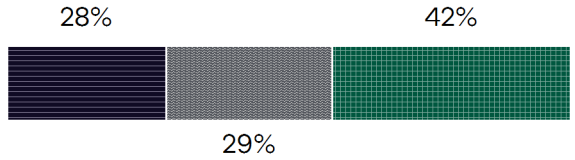
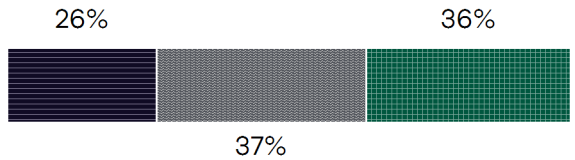
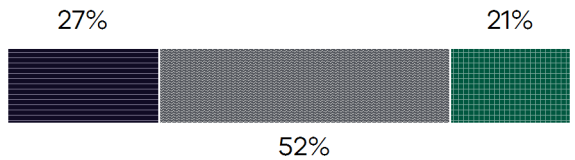
Under 'Your results', see results for each question in descending order by most agreed.

'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

62% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

Survey question	Your results	Benchmark agree results			
		You	Comparator		
		2021	Lowest	Average	Highest
I am satisfied with the way my learning and development needs have been addressed in the last 12 months		62 %	43 %	60 %	69 %
I feel I have an equal chance at promotion in my organisation		42 %	32 %	48 %	64 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)		36 %	24 %	46 %	54 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)		21 %	21 %	32 %	50 %

Job and manager factors

Job enrichment 1 of 2

What this is

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

Why this is important

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

How to read this

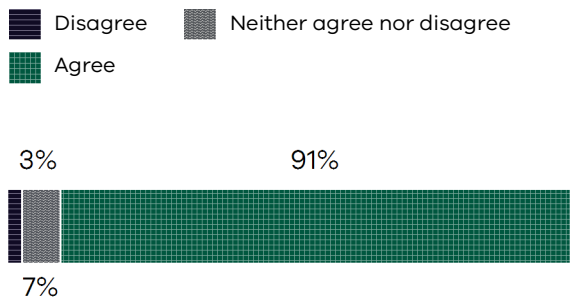
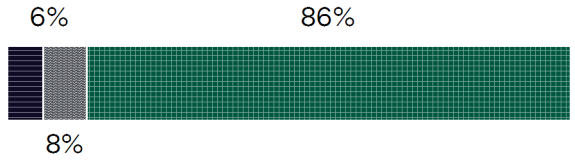
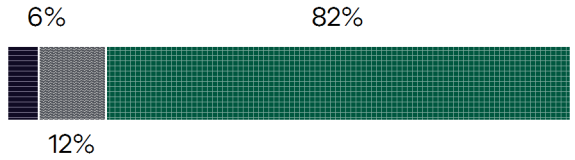
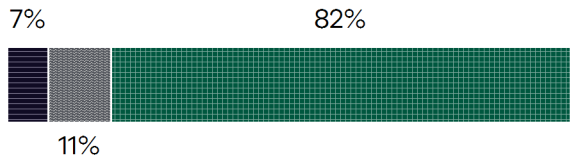
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

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

Survey question	Your results	Benchmark agree results			
		You	Comparator		
		2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose		91 %	90 %	93 %	97 %
My job allows me to utilise my skills, knowledge and abilities		86 %	77 %	85 %	93 %
I have a choice in deciding how I do my work		82 %	75 %	84 %	90 %
I have the authority to do my job effectively		82 %	75 %	84 %	90 %

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

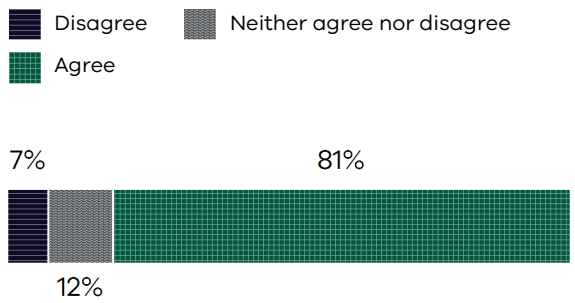
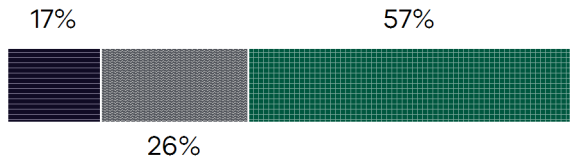
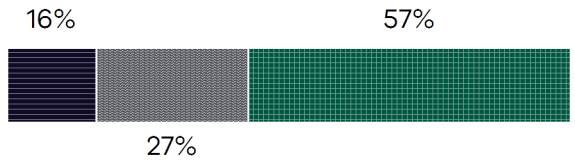
Under 'Your results', see results for each question in descending order by most agreed.

'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

81% of your staff who did the survey agreed or strongly agreed with 'I clearly understand what I am expected to do in this job'.

Survey question	Your results	Benchmark agree results			
		You	Comparator		
		2021	Lowest	Average	Highest
I clearly understand what I am expected to do in this job		81 %	76 %	84 %	93 %
I understand how the Charter of Human Rights and Responsibilities applies to my work		57 %	55 %	71 %	84 %
My work performance is assessed against clear criteria		57 %	47 %	64 %	84 %

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

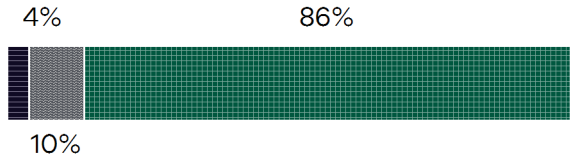
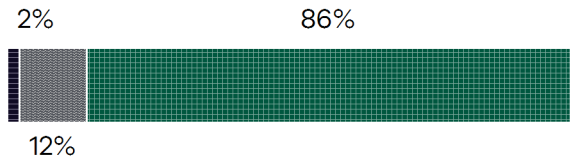
Under 'Your results', see results for each question in descending order by most agreed.

'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

86% of your staff who did the survey agreed or strongly agreed with 'I am achieving something important through my work'.

Survey question	Your results	Benchmark agree results			
	Disagree / Neither agree nor disagree / Agree	You	Comparator		
		2021	Lowest	Average	Highest
I am achieving something important through my work		86 %	81 %	85 %	94 %
I feel that I can make a worthwhile contribution at work		86 %	82 %	89 %	97 %

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

80% of your staff who did the survey agreed or strongly agreed with 'People in your workgroup are able to bring up problems and tough issues'.

Survey question	Your results	Benchmark agree results			
	Disagree / Neither agree nor disagree / Agree	You	Comparator		
		2021	Lowest	Average	Highest
People in your workgroup are able to bring up problems and tough issues	10% / 80% / 10%	80 %	75 %	81 %	86 %
I am confident that I would be protected from reprisal for reporting improper conduct	15% / 69% / 16%	69 %	49 %	70 %	88 %
I feel safe to challenge inappropriate behaviour at work	14% / 65% / 21%	65 %	56 %	72 %	86 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	16% / 64% / 20%	64 %	43 %	66 %	88 %

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

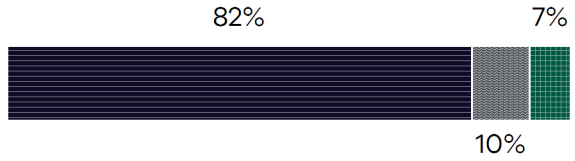
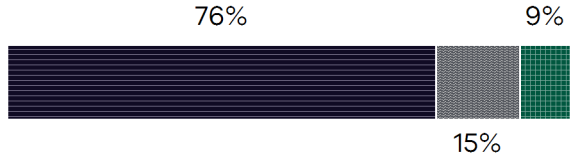
Under 'Your results', see results for each question in descending order by most disagreed.

'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

82% 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			
	Disagree / Neither agree nor disagree / Agree	You	Comparator		
		2021	Lowest	Average	Highest
People in my workgroup often reject others for being different		82 %	77 %	85 %	90 %
If I make a mistake in my workgroup, it is often held against me		76 %	66 %	79 %	85 %

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

43% 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	43%	38%	36%
Administrative processes (including leave and HR requirements)	20%	16%	19%
There are no noticeable barriers	20%	20%	18%
Decision making and authorisation processes	18%	24%	23%
Technology limitations	17%	17%	20%
Communication processes	12%	14%	19%
Difficulties in separating work from other aspects of my life	12%	11%	10%
Other	11%	9%	13%
Absence of visibility of team progress and deliverables	9%	9%	9%
Poor mental health or wellbeing	9%	12%	11%

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
- 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
- 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
- Business units

Public sector values

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

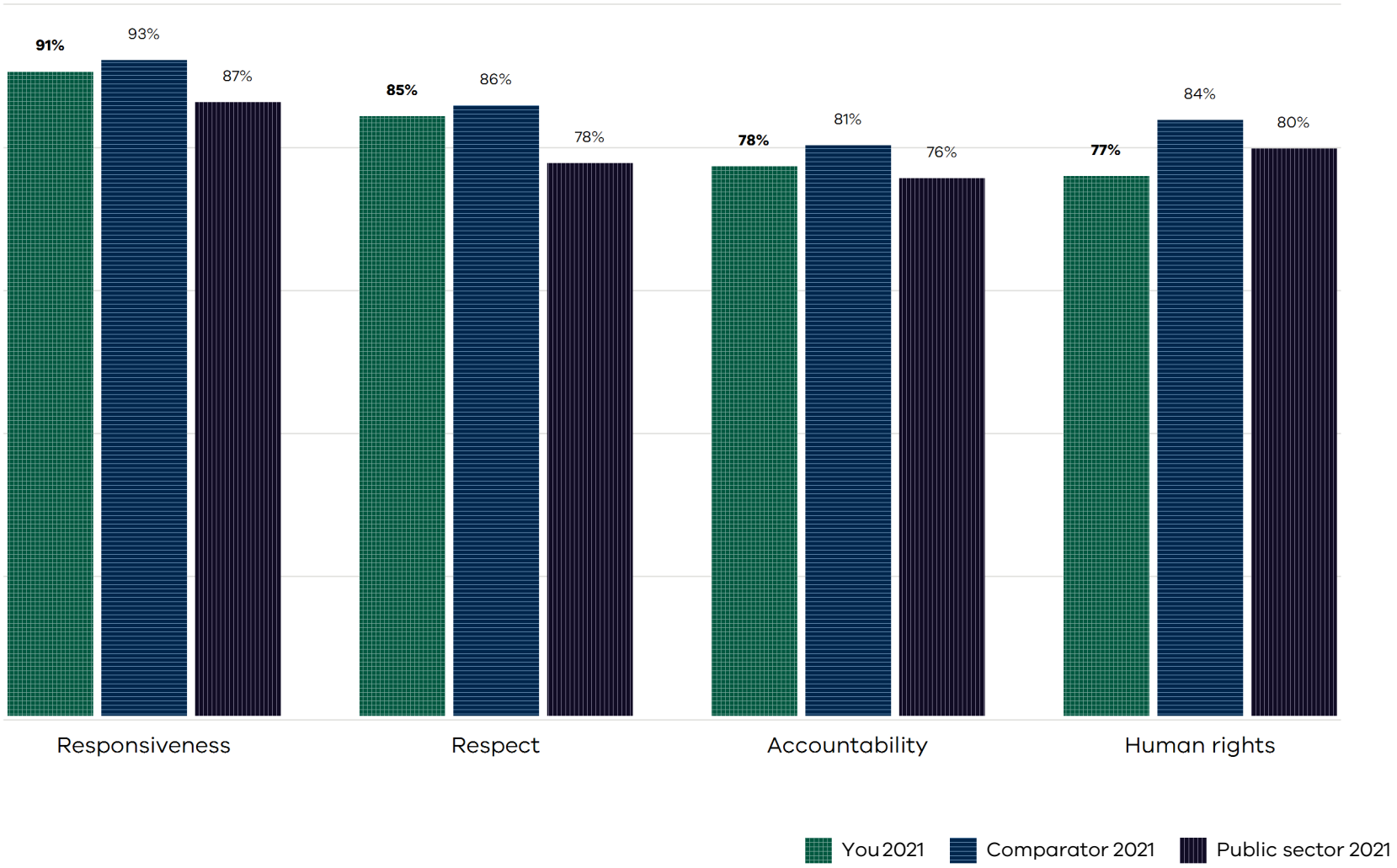
Example

In 2021:

- 91% of your staff who did the survey responded positively to questions about Responsiveness .

Compared to:

- 93% of staff at your comparator and 87% of staff across the public sector.



Public sector values

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

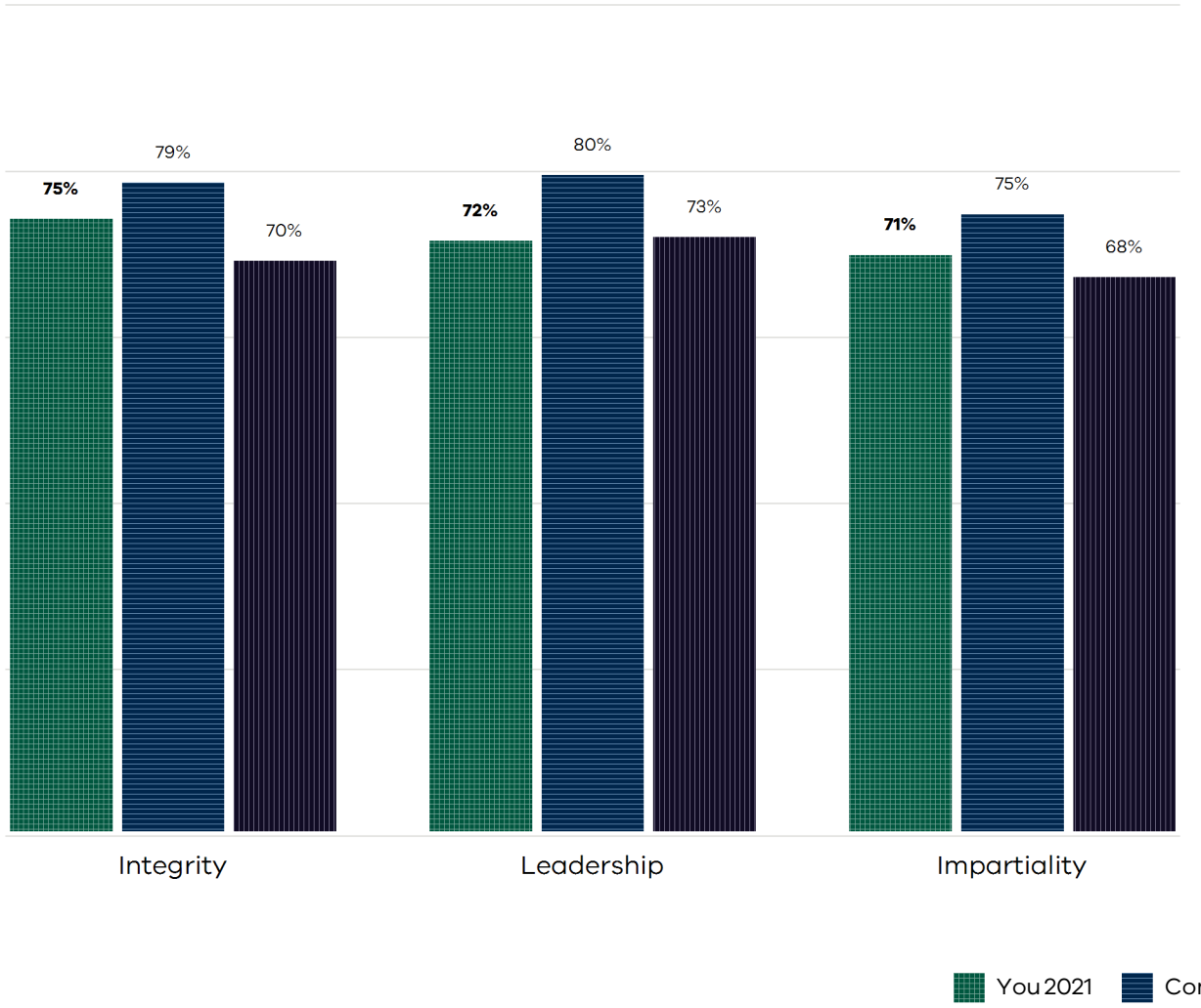
Example

In 2021:

- 75% of your staff who did the survey responded positively to questions about Integrity .

Compared to:

- 79% of staff at your comparator and 70% of staff across the public sector.



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

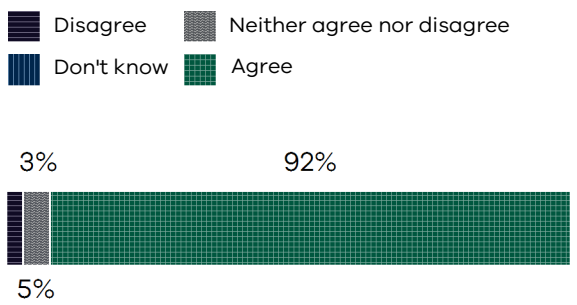
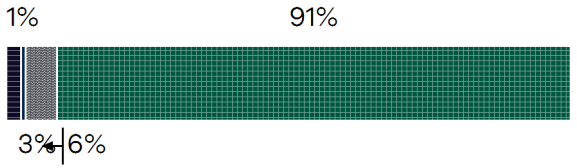
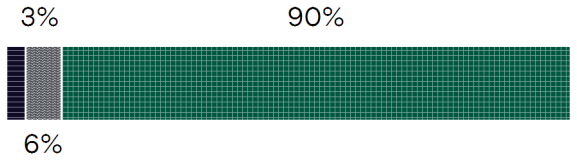
Under 'Your results', see results for each question in descending order by most agreed.

'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

92% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

Survey question	Your results	Benchmark agree results			
		You	Comparator		
		2021	Lowest	Average	Highest
My workgroup strives to deliver services in a timely manner		92 %	89 %	94 %	98 %
My workgroup strives to provide high quality advice and services		91 %	88 %	93 %	95 %
My manager ensures clients receive a high standard of service		90 %	84 %	92 %	98 %

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

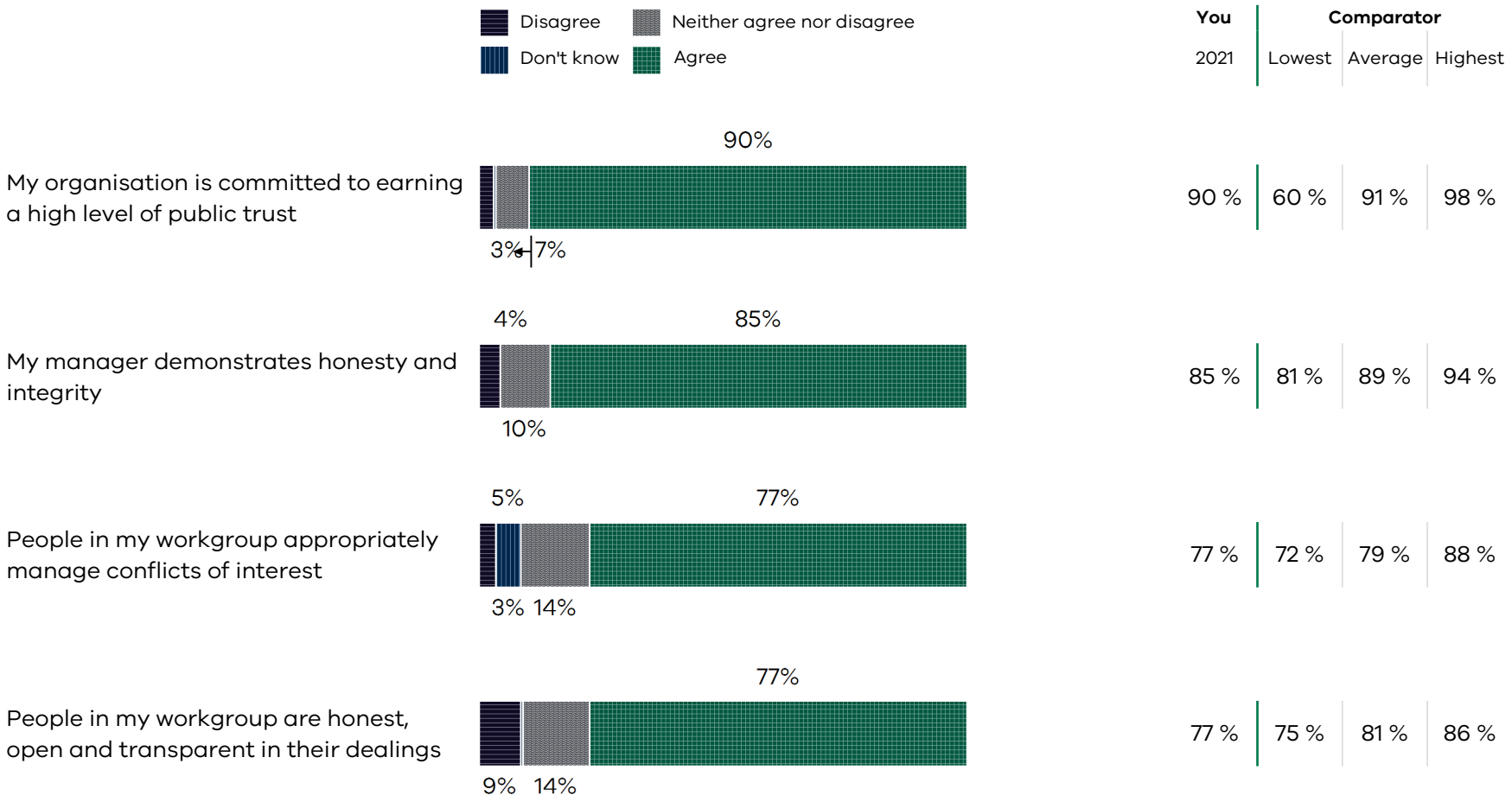
Under 'Your results', see results for each question in descending order by most agreed.

'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

90% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.



Public sector values

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

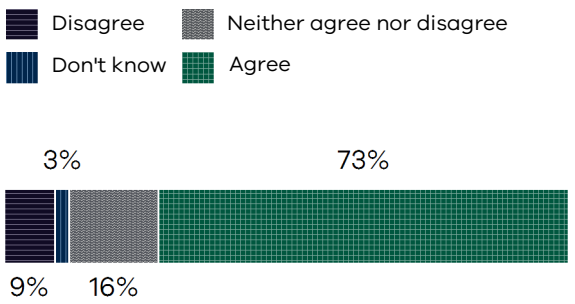
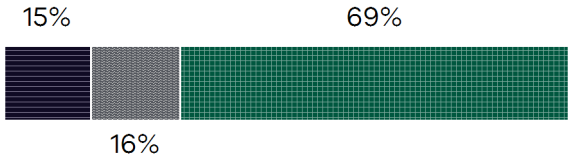
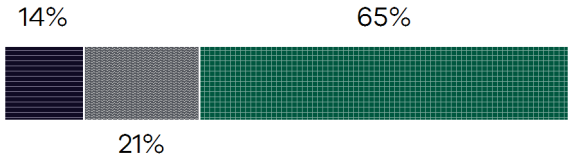
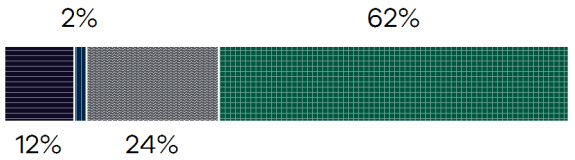
Under 'Your results', see results for each question in descending order by most agreed.

'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

73% of staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question	Your results	Benchmark agree results			
		You	Comparator		
		2021	Lowest	Average	Highest
My organisation does not tolerate improper conduct		73 %	58 %	80 %	93 %
I am confident that I would be protected from reprisal for reporting improper conduct		69 %	49 %	70 %	88 %
I feel safe to challenge inappropriate behaviour at work		65 %	56 %	72 %	86 %
Senior leaders demonstrate honesty and integrity		62 %	45 %	71 %	84 %

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

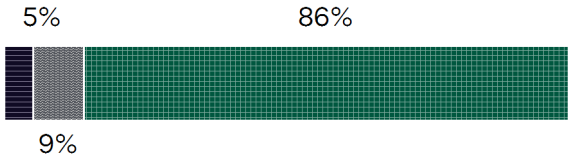
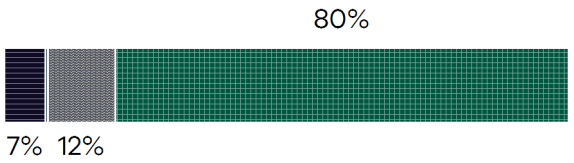
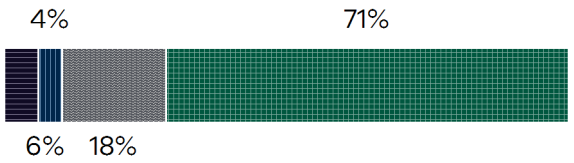
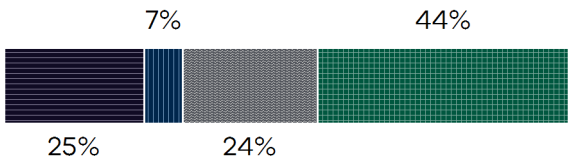
Under 'Your results', see results for each question in descending order by most agreed.

'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

86% of staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question	Your results	Benchmark agree results			
	Disagree, Neither agree nor disagree, Don't know, Agree	You	Comparator		
		2021	Lowest	Average	Highest
My workgroup focuses on making decisions informed by all relevant facts		86 %	77 %	83 %	91 %
My workgroup places a priority on acting fairly and without bias		80 %	73 %	83 %	90 %
People in my workgroup are politically impartial in their work		71 %	67 %	77 %	86 %
My organisation makes fair recruitment and promotion decisions, based on merit		44 %	36 %	58 %	74 %

Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

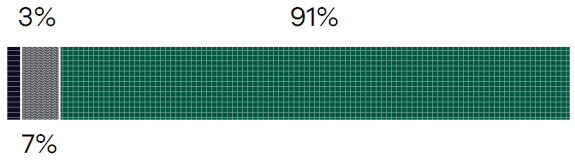
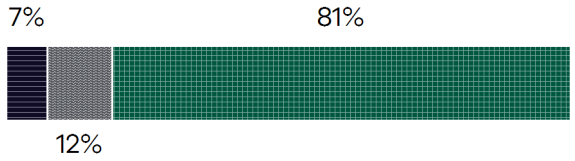
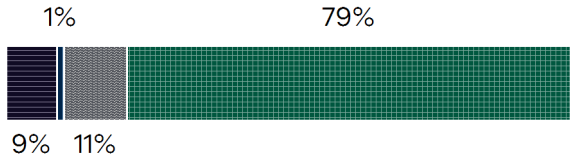
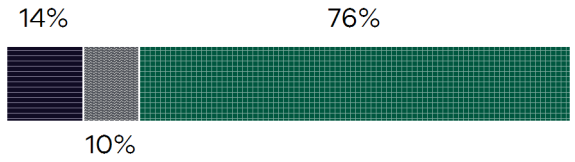
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

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

Survey question	Your results	Benchmark agree results			
	Disagree, Neither agree nor disagree, Don't know, Agree	You	Comparator		
		2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose		91 %	90 %	93 %	97 %
I clearly understand what I am expected to do in this job		81 %	76 %	84 %	93 %
My workgroup strives to make the best use of its resources		79 %	74 %	85 %	89 %
My workgroup has clear lines of responsibility		76 %	69 %	78 %	88 %

Public sector values

Accountability 2 of 2

What this is

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

Why this is important

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

How to read this

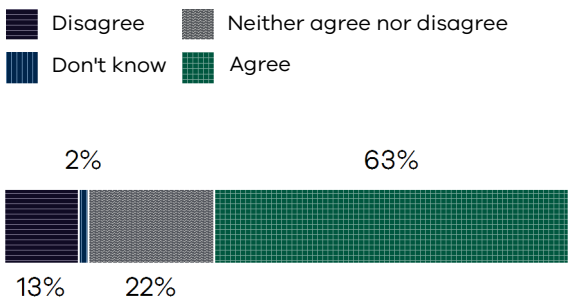
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

63% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question	Your results	Benchmark agree results			
		You	Comparator		
		2021	Lowest	Average	Highest
Senior leaders provide clear strategy and direction		63 %	39 %	63 %	86 %

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

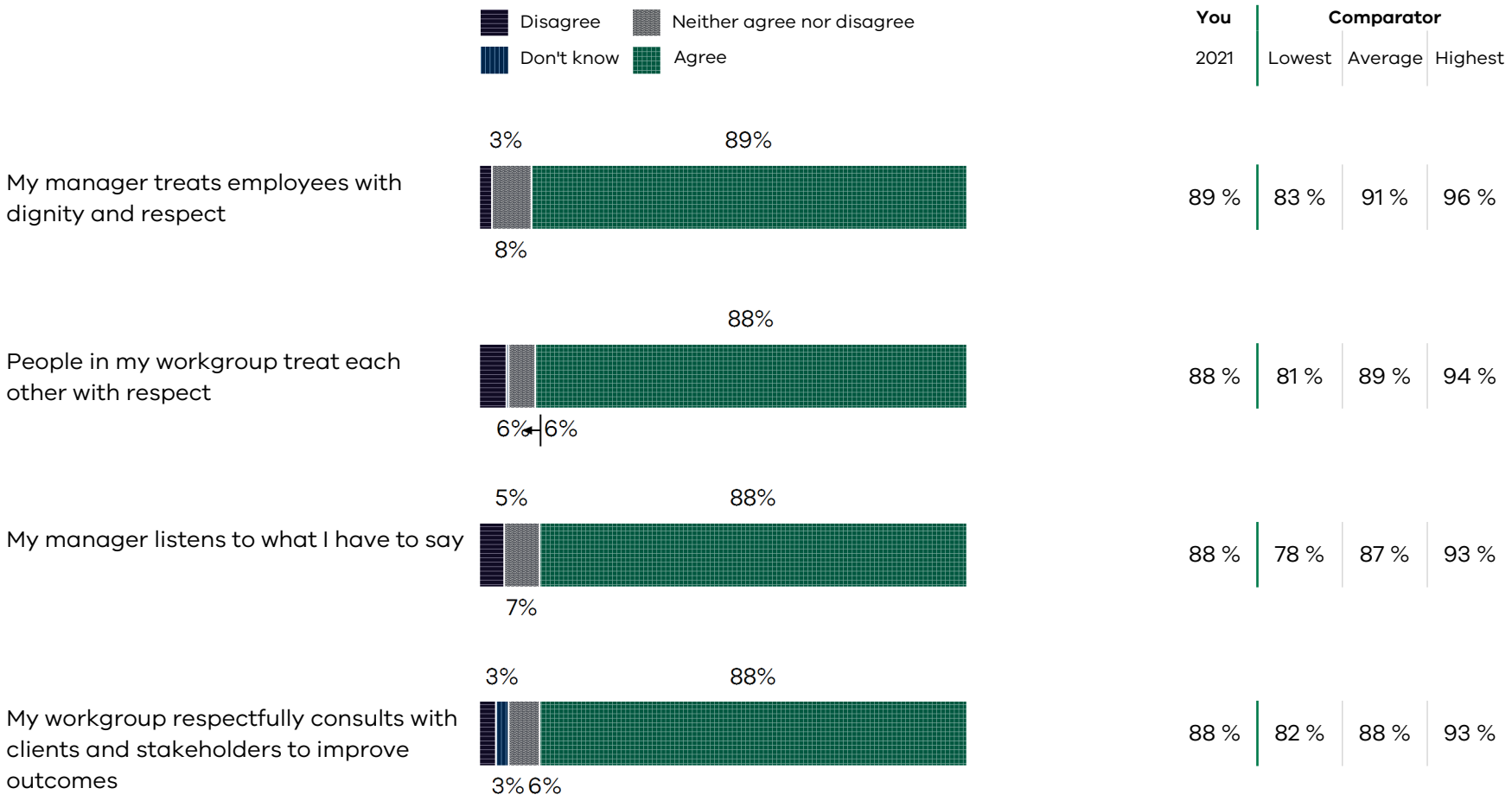
Under 'Your results', see results for each question in descending order by most agreed.

'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

89% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.



Public sector values

Respect 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

86% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

Survey question	Your results	Benchmark agree results			
	Disagree, Neither agree nor disagree, Don't know, Agree	You	Comparator		
		2021	Lowest	Average	Highest
My organisation encourages respectful workplace behaviours	5%, 86%, 9%	86 %	67 %	91 %	96 %
My manager keeps me informed about what's going on	8%, 78%, 14%	78 %	68 %	80 %	88 %
My organisation takes steps to eliminate bullying, harassment and discrimination	77%, 8%, 14%	77 %	53 %	79 %	91 %

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

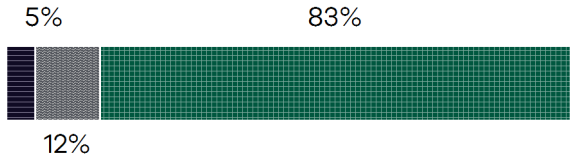
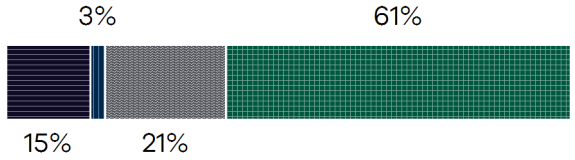
Under 'Your results', see results for each question in descending order by most agreed.

'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

83% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results	Benchmark agree results			
	Disagree, Neither agree nor disagree, Don't know, Agree	You	Comparator		
		2021	Lowest	Average	Highest
My manager models my organisation's values		83 %	77 %	87 %	95 %
Senior leaders model my organisation's values		61 %	48 %	74 %	88 %

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

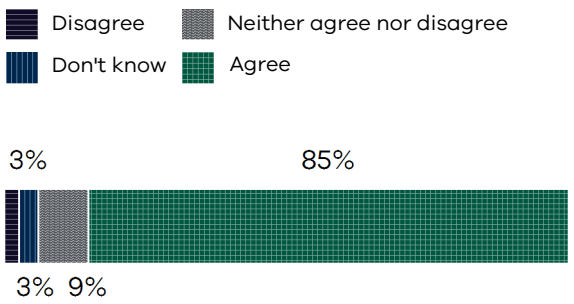
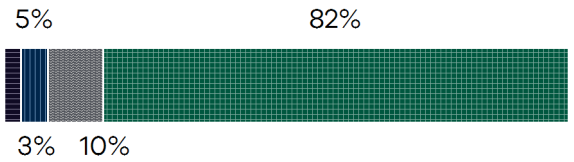
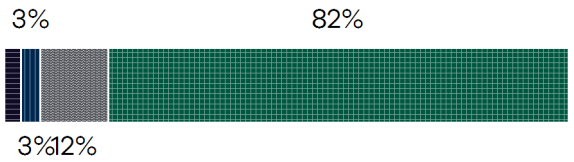
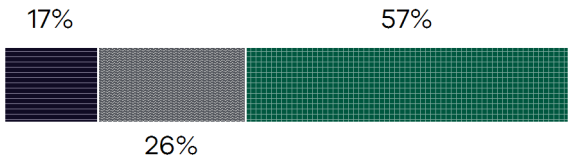
Under 'Your results', see results for each question in descending order by most agreed.

'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

85% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

Survey question	Your results	Benchmark agree results			
		You	Comparator		
		2021	Lowest	Average	Highest
My workgroup values human rights		85 %	81 %	90 %	95 %
My organisation encourages employees to act in ways that are consistent with human rights		82 %	65 %	88 %	95 %
My organisation respects the human rights of employees		82 %	64 %	89 %	95 %
I understand how the Charter of Human Rights and Responsibilities applies to my work		57 %	55 %	71 %	84 %

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
- 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
- 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
- Business units

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	**46**	20%
35-54 years	**113**	48%
55+ years	**38**	16%
Prefer not to say	**37**	16%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	**5**	2%
No	**214**	91%
Prefer not to say	**15**	6%

Highest level of formal education	(n)	%
Master Degree level	**9**	4%
Graduate Diploma or Graduate Certificate level	**18**	8%
Bachelor Degree level incl. honours degrees	**76**	32%
Advanced Diploma or Diploma level	**35**	15%
Certificate III or IV level	**44**	19%
Year 12 or equivalent (VCE/Leaving certificate)	**16**	7%
Certificate I or II level	**3**	1%
Lower than Certificate I or equivalent	**2**	1%
Prefer not to say	**31**	13%

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	**3**	1%
Non Aboriginal and/or Torres Strait Islander	**220**	94%
Prefer not to say	**11**	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	**8**	3%
No	**202**	86%
Prefer not to say	**24**	10%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	**5**	63%
No	**1**	13%
Prefer not to say	**2**	25%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
My disability does not impact on my ability to perform my role	**1**	100%

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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)	%
Man	**130**	56%
Woman	**74**	32%
Prefer not to say	**27**	12%
Non-binary and I use a different term	**3**	1%

Are you trans, non-binary or gender diverse?	(n)	%
No	**208**	89%
Prefer not to say	**26**	11%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	**201**	86%
Don't know	**8**	3%
Prefer not to say	**25**	11%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	**191**	82%
Prefer not to say	**34**	15%
Bisexual	**4**	2%
Gay or lesbian	**3**	1%
Pansexual	**1**	0%
I use a different term	**1**	0%

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	**205**	88%
Not born in Australia	**20**	9%
Prefer not to say	**9**	4%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	**11**	55%
2 to less than 5 years ago	**1**	5%
5 to less than 10 years ago	**3**	15%
10 to less than 20 years ago	**5**	25%

Language other than English spoken with family or community	(n)	%
Yes	**13**	6%
No	**210**	90%
Prefer not to say	**11**	5%

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:

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If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Other	**7**	54%
Mandarin	**2**	15%
Cantonese	**1**	8%
Filipino	**1**	8%
French	**1**	8%
Greek	**1**	8%
Indonesian	**1**	8%
Italian	**1**	8%
Sinhalese	**1**	8%
Vietnamese	**1**	8%

Demographics

Cultural diversity 3 of 3

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

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Cultural identity	(n)	%
Australian	**195**	83%
English, Irish, Scottish and/or Welsh	**21**	9%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**13**	6%
Prefer not to say	**10**	4%
East and/or South-East Asian	**6**	3%
New Zealander	**5**	2%
Aboriginal and/or Torres Strait Islander	**3**	1%
Pacific Islander	**1**	0%
Other	**1**	0%
Maori	**1**	0%

Religion	(n)	%
No religion	**126**	54%
Christianity	**69**	29%
Prefer not to say	**29**	12%
Other	**6**	3%
Buddhism	**2**	1%
Hinduism	**1**	0%
Islam	**1**	0%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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Working arrangement	(n)	%
Full-Time	**208**	89%
Part-Time	**26**	11%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	**26**	11%
$65k to $95k	**79**	34%
$95k to $125k	**53**	23%
$125k or more	**34**	15%
Prefer not to say	**38**	17%

Organisational tenure	(n)	%
<1 year	**22**	9%
1 to less than 2 years	**20**	9%
2 to less than 5 years	**47**	20%
5 to less than 10 years	**47**	20%
10 to less than 20 years	**68**	29%
More than 20 years	**30**	13%

Management responsibility	(n)	%
Non-manager	**161**	69%
Other manager	**49**	21%
Manager of other manager(s)	**24**	10%

Employment type	(n)	%
Ongoing and executive	**215**	92%
Fixed term	**15**	6%
Other	**4**	2%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	**185**	79%
I have moved to a different role within my organisation (including acting roles)	**40**	17%
I have moved to my role from outside the Victorian public sector	**7**	3%
I have moved to my role from a different Victorian public sector organisation	**2**	1%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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Primary workplace location over the last 3 months	(n)	%
Latrobe	**185**	79%
Other city or town	**44**	19%
Melbourne: Suburbs	**4**	2%
Melbourne CBD	**1**	0%

Primary workplace type over the past 3 months*	(n)	%
A main office	**101**	43%
Home/private location	**73**	31%
A frontline or service delivery location (that is not a main office or home/private location)	**45**	19%
Other (please specify)	**8**	3%
A hub/shared work space	**7**	3%

Other workplace type over the past 3 months*	(n)	%
Home/private location	**111**	47%
A main office	**85**	36%
No, I have not worked from any other locations	**46**	20%
A frontline or service delivery location (that is not a main office or home/private location)	**31**	13%
A hub/shared work space	**7**	3%
Other	**4**	2%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	**162**	69%
Flexible working arrangements	**55**	24%
Physical modifications or improvements to the workplace	**24**	10%
Career development support strategies	**5**	2%
Job redesign or role sharing	**4**	2%
Accessible communications technologies	**1**	0%

Why did you make this request?*	(n)	%
Work-life balance	**35**	49%
Family responsibilities	**25**	35%
Health	**18**	25%
Caring responsibilities	**13**	18%
Other	**11**	15%
Study commitments	**4**	6%
Disability	**1**	1%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	**56**	78%
The adjustments I needed were not made	**10**	14%
The adjustments I needed were made but the process was unsatisfactory	**6**	8%

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

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Caring responsibility	(n)	%
None of the above	**90**	38%
Primary school aged child(ren)	**52**	22%
Secondary school aged child(ren)	**43**	18%
Prefer not to say	**33**	14%
Child(ren) - younger than preschool age	**21**	9%
Frail or aged person(s)	**18**	8%
Preschool aged child(ren)	**15**	6%
Person(s) with disability	**11**	5%
Person(s) with a medical condition	**11**	5%
Person(s) with a mental illness	**7**	3%

Demographics

Business units

What is this

This shows the business unit in which your staff work.

Why this is important

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

How to read this

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

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

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Which of the following best describes the business unit in which you work	(n)	%
Operations	**85**	36%
Corporate	**63**	27%
Assets	**50**	21%
Customer Service	**33**	14%
Sustainability	**3**	1%

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