People matter survey 2021

Have your say

Report overview

About your report

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

Report contents

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

Comparing data in this report

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

This means you'll be able to compare about 73% of this year's survey with your previous results.

Rounding of percentages

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

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

Survey questions and definitions

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

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- Safe to speak up
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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

Victorian Public Sector Commission

VICTORIA State Government

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Report overview

Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Report overview

Survey's theoretical framework

What this is

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

Why this is important

Based on theory and research, the framework focuses on core themes that help guide organisations in creating better workplaces.
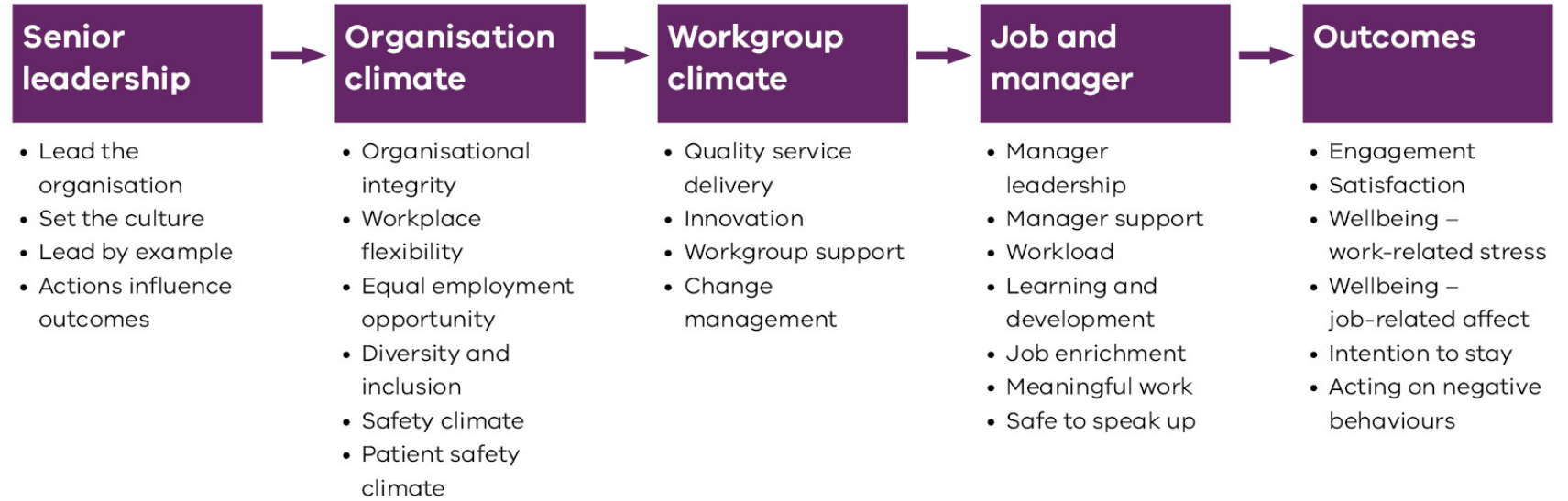
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

Our public sector values

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

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

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

Senior leadership → Organisation climate → Workgroup climate → Job and manager → Outcomes

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

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

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

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

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

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

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

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 Gippsland 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.

2019	
81%	
(161)	
Comparator	59%
Public Sector	46%

2021	
85%	
(178)	
Comparator	75%
Public Sector	39%

People matter survey 2021

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Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2019

68

Comparator	76
Public Sector	67

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.
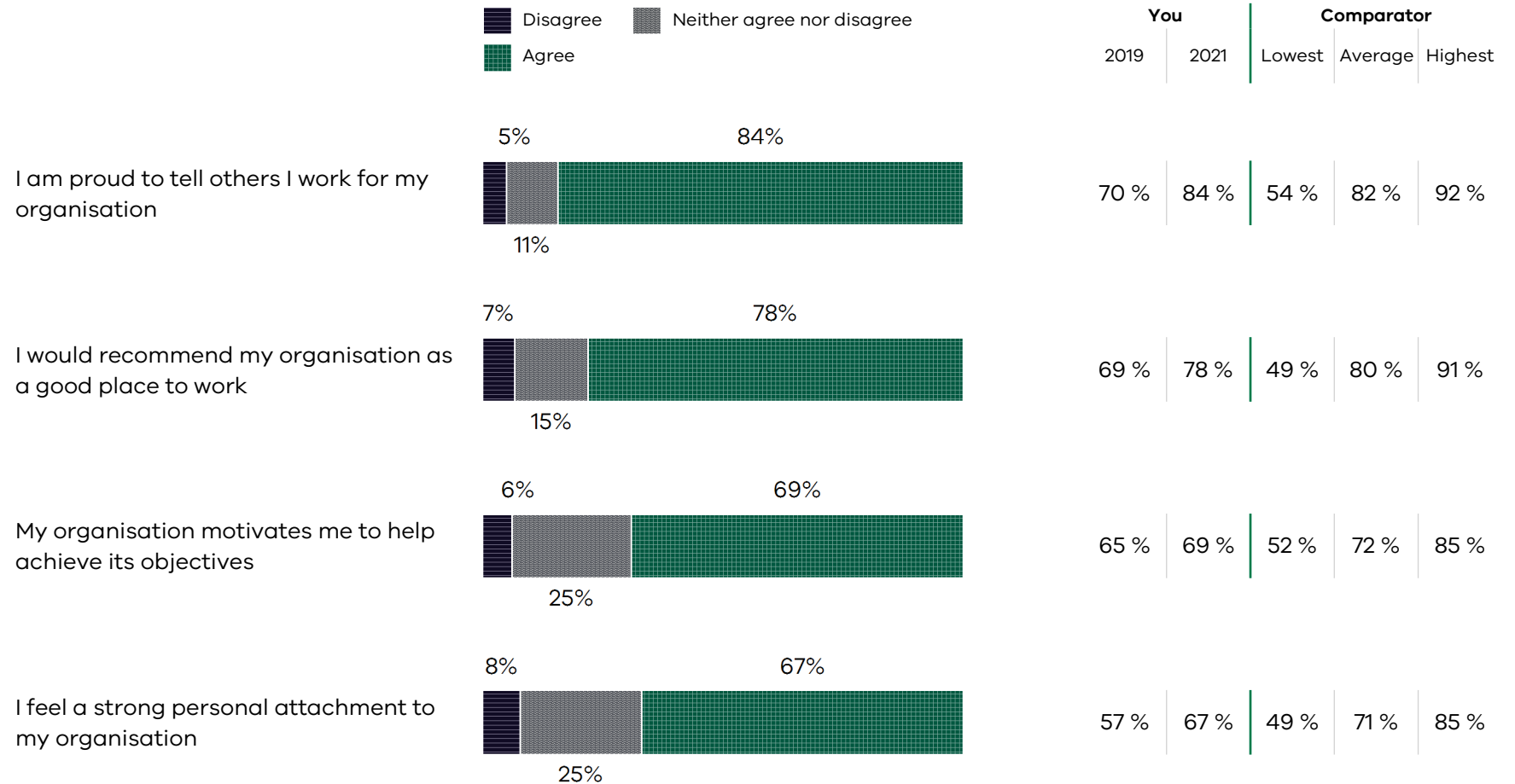
Example

84% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Survey question	Your results				Benchmark agree results				
					You		**Comparator**		
					2019	2021	Lowest	Average	Highest
I am proud to tell others I work for my organisation	5% / 11% / 84%				70 %	84 %	54 %	82 %	92 %
I would recommend my organisation as a good place to work	7% / 15% / 78%				69 %	78 %	49 %	80 %	91 %
My organisation motivates me to help achieve its objectives	6% / 25% / 69%				65 %	69 %	52 %	72 %	85 %
I feel a strong personal attachment to my organisation	8% / 25% / 67%				57 %	67 %	49 %	71 %	85 %

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

People outcomes

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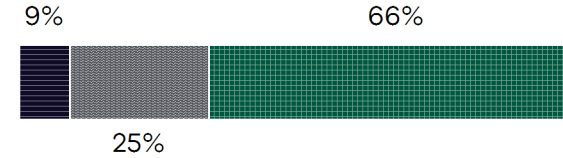
Example

66% of your staff who did the survey agreed or strongly agreed with 'My organisation inspires me to do the best in my job'.
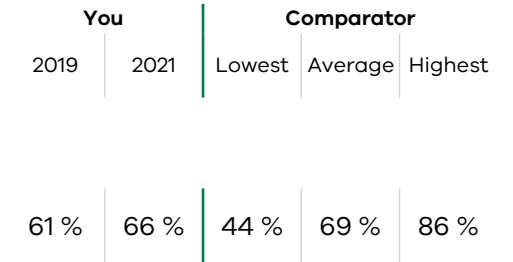
Survey question

Your results

Benchmark agree results

■ Disagree   ▨ Neither agree nor disagree
▨ Agree

	You		Comparator		
	2019	2021	Lowest	Average	Highest
My organisation inspires me to do the best in my job	61 %	66 %	44 %	69 %	86 %

9%   66%

25%

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.
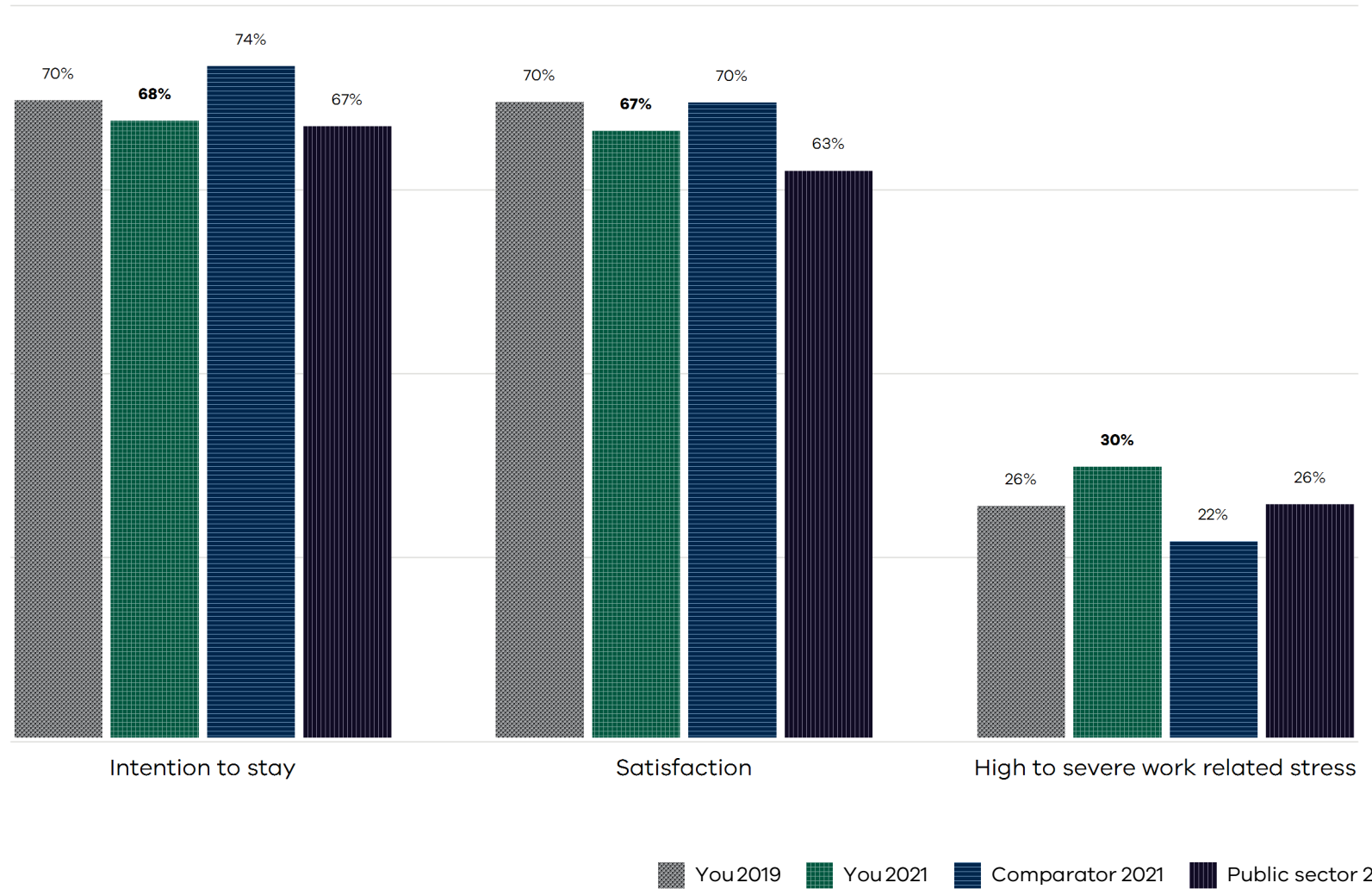
Example

In 2021:

- 68% of your staff who did the survey responded positively to questions about Intention to stay which is down from 70% in 2019.

Compared to:

- 74% of staff at your comparator and 67% of staff across the public sector.

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

Intention to stay: 70%, 68%, 74%, 67%
Satisfaction: 70%, 67%, 70%, 63%
High to severe work related stress: 26%, 30%, 22%, 26%

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.
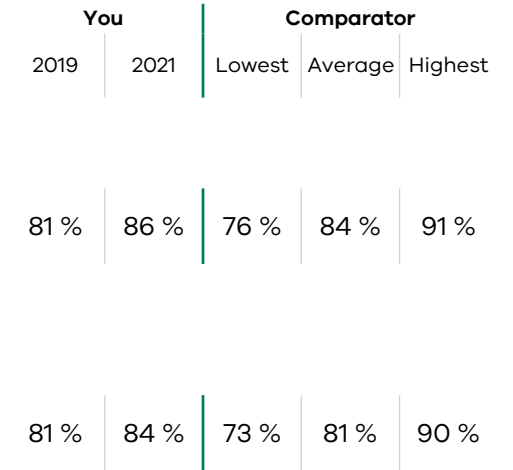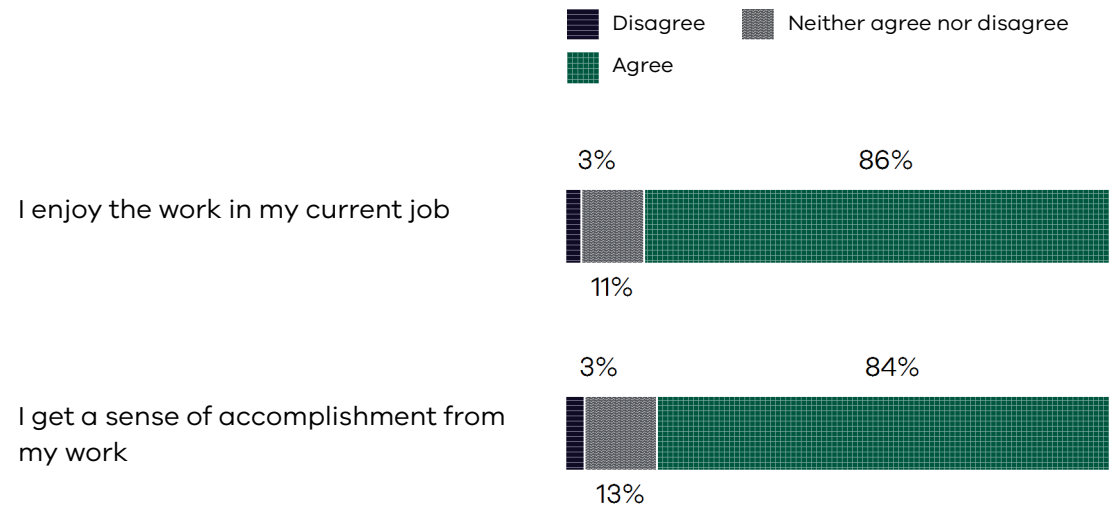
Example

86% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

Survey question

Your results

- ■ Disagree
- ▩ Neither agree nor disagree
- ▦ Agree

I enjoy the work in my current job

3%   86%

11%

I get a sense of accomplishment from my work

3%   84%

13%

Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
I enjoy the work in my current job	81 %	86 %	76 %	84 %	91 %
I get a sense of accomplishment from my work	81 %	84 %	73 %	81 %	90 %

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.
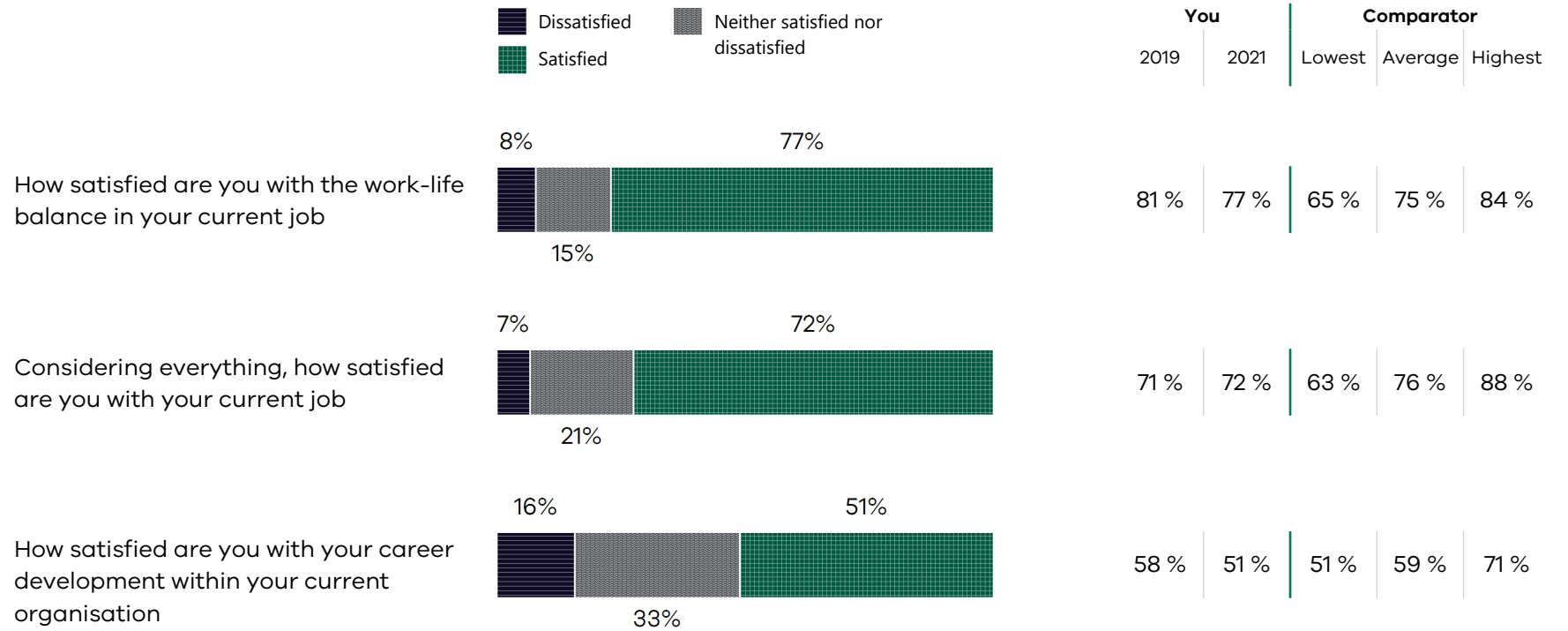
Example

77% 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

- Dissatisfied
- Neither satisfied nor dissatisfied
- Satisfied

How satisfied are you with the work-life balance in your current job

8% 77%
15%

Considering everything, how satisfied are you with your current job

7% 72%
21%

How satisfied are you with your career development within your current organisation

16% 51%
33%

Benchmark satisfied results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
How satisfied are you with the work-life balance in your current job	81 %	77 %	65 %	75 %	84 %
Considering everything, how satisfied are you with your current job	71 %	72 %	63 %	76 %	88 %
How satisfied are you with your career development within your current organisation	58 %	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 2019 and your comparator.

Example

30% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 22% of staff in your comparator group and 26% of staff across the public sector.

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

Nil	5%
Low / mild	29%
Moderate	36%
High	22%
Very high	7%
Severe	1%
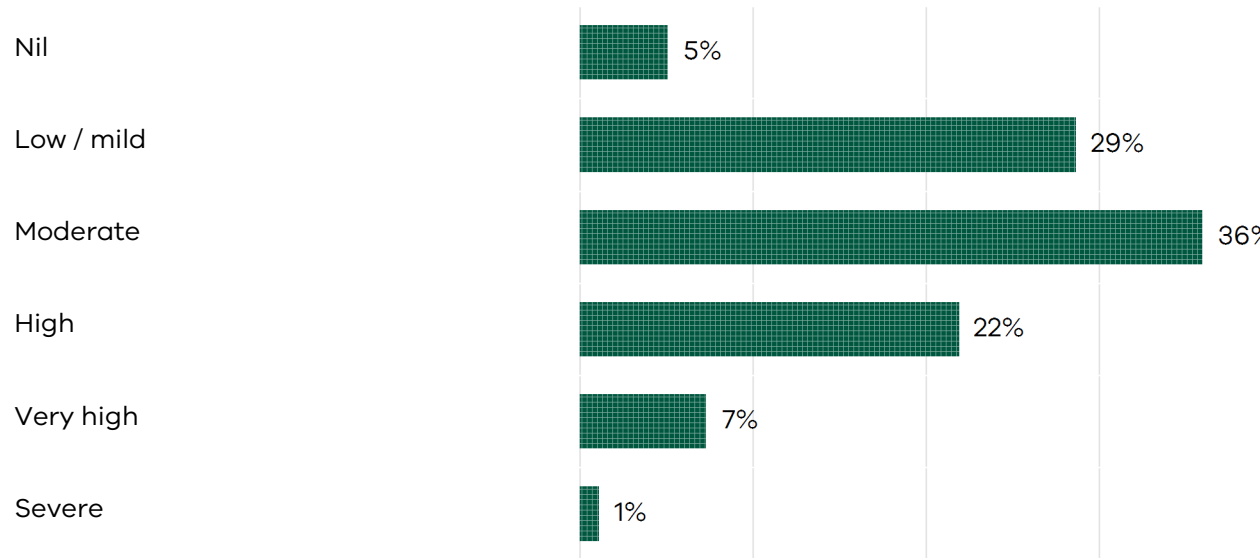
Reported levels of high to severe stress

2019	2021
26%	**30%**

Comparator	15%	Comparator	22%
Public Sector	22%	Public Sector	26%
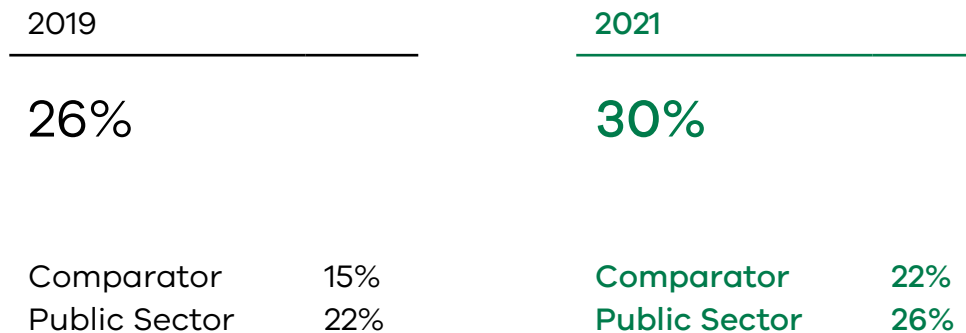
People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

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

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

Example

95% of your staff who did the survey said they experienced mild to severe stress.

Of that 95%, 59% said the top reason was 'Workload'.

	169	9
	95%	5%

◼ Experienced some work-related stress   ◼ Did not experience some work-related stress
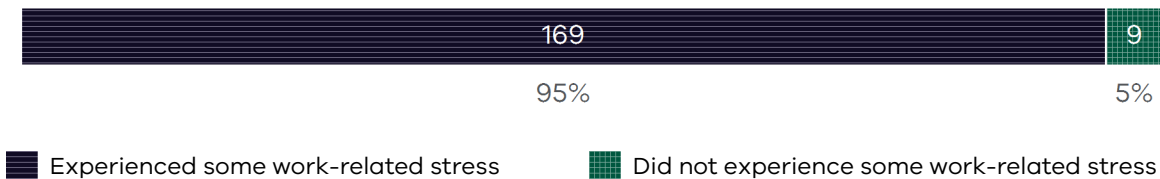
Of those that experienced work related stress it was from …	You 2021	Comparator 2021	Public sector 2021
Workload	59%	50%	51%
Time pressure	41%	41%	42%
Dealing with clients, patients or stakeholders	16%	14%	14%
Management of work (e.g. supervision, training, information, support)	15%	12%	13%
Unclear job expectations	15%	12%	11%
Competing home and work responsibilities	14%	12%	12%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	14%	10%	12%
Other	13%	10%	9%
Other changes due to COVID-19	10%	12%	15%
Job security	9%	7%	9%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Intention to stay

What this is

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

Why this is important

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

How to read this

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

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

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

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

Example

13% of your staff who did the survey said they intended to leave.

Of that 13%, 43% said it was from 'Opportunity to broaden experience'.

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

8	15	121
4%	8%	68%
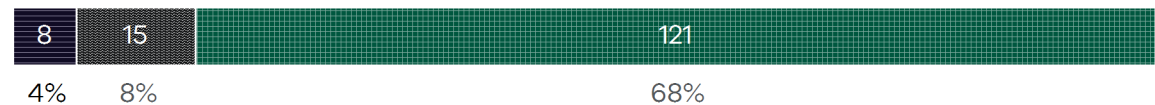
■ Leaving your organisation   ■ Leaving the sector   ■ Staying

Of those who indicated they're leaving your organisation (including leaving the sector) it was for …	You 2021	Comparator 2021	Public sector 2021
Opportunity to broaden experience	43%	39%	40%
Lack of confidence in senior leadership	39%	33%	34%
Limited future career opportunities at my organisation	39%	44%	42%
Opportunity to seek/take a promotion elsewhere	39%	29%	33%
Limited opportunities to gain further experience at my organisation	35%	32%	33%
Better remuneration	30%	35%	26%
My interests do not match my job role	26%	14%	14%
Excessive workload	22%	18%	25%
Limited developmental/educational opportunities at my organisation	22%	22%	24%
Limited recognition for doing a good job	22%	27%	32%

Victorian Public Sector Commission

VICTORIA State Government

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:

- 47% of your staff who did the survey said work made them feel happy in 2021, which is down from 56% in 2019

Compared to:

- 53% of staff at your comparator and 50% of staff across the public sector.

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

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

Happy: 56%, 47%, 53%, 50%
Enthusiastic: 48%, 43%, 51%, 48%
Worried: 30%, 42%, 29%, 37%
Miserable: 11%, 13%, 13%, 19%

Victorian Public Sector Commission

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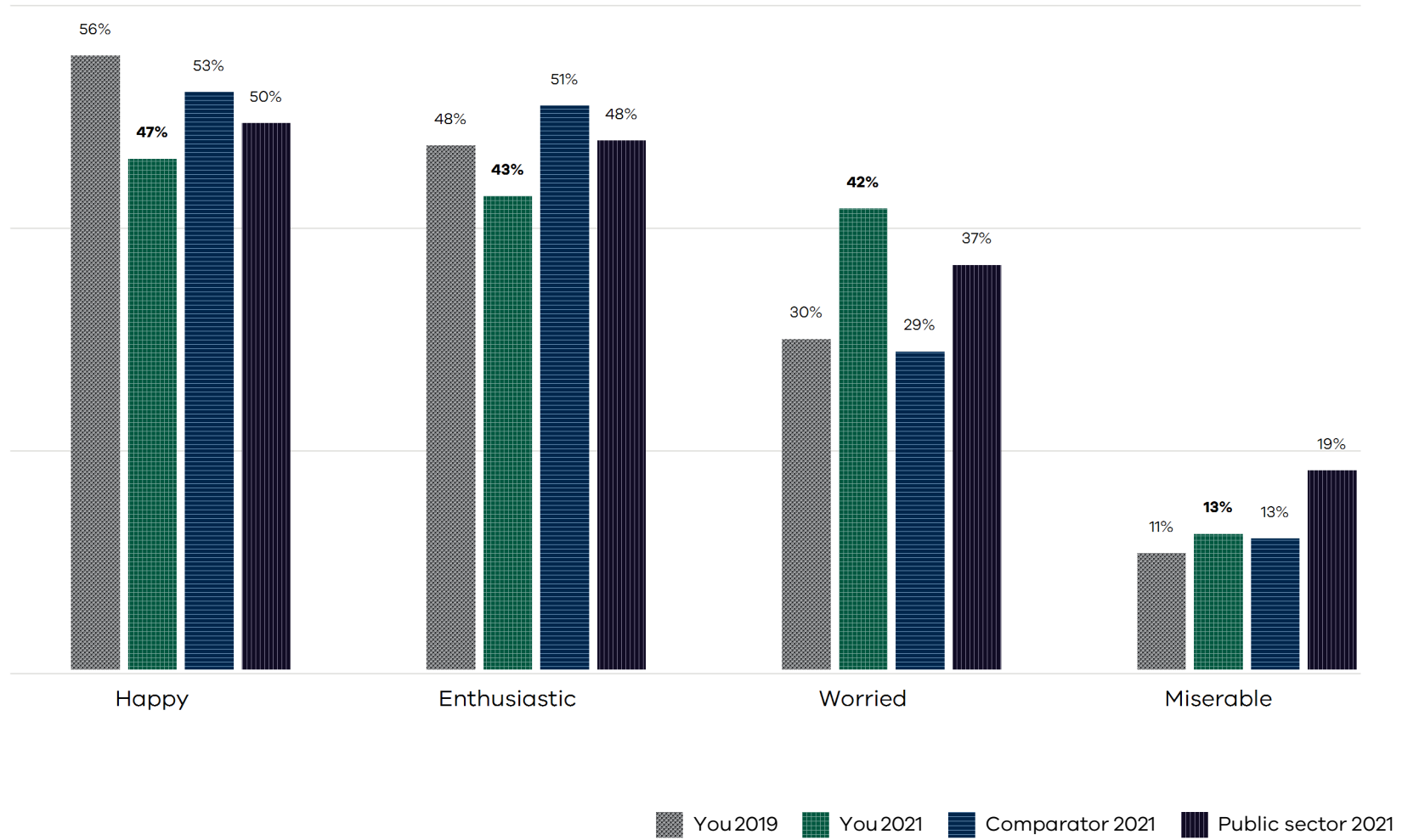
People outcomes

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:

- 7% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is down from 13% in 2019.

Compared to:

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

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

Bullying: 13%, 7%, 8%, 16%
Violence or aggression: 8%, 7%, 6%, 18%
Sexual harassment: 6%, 6%, 3%, 6%
Discrimination: 2%, 4%, 3%, 6%

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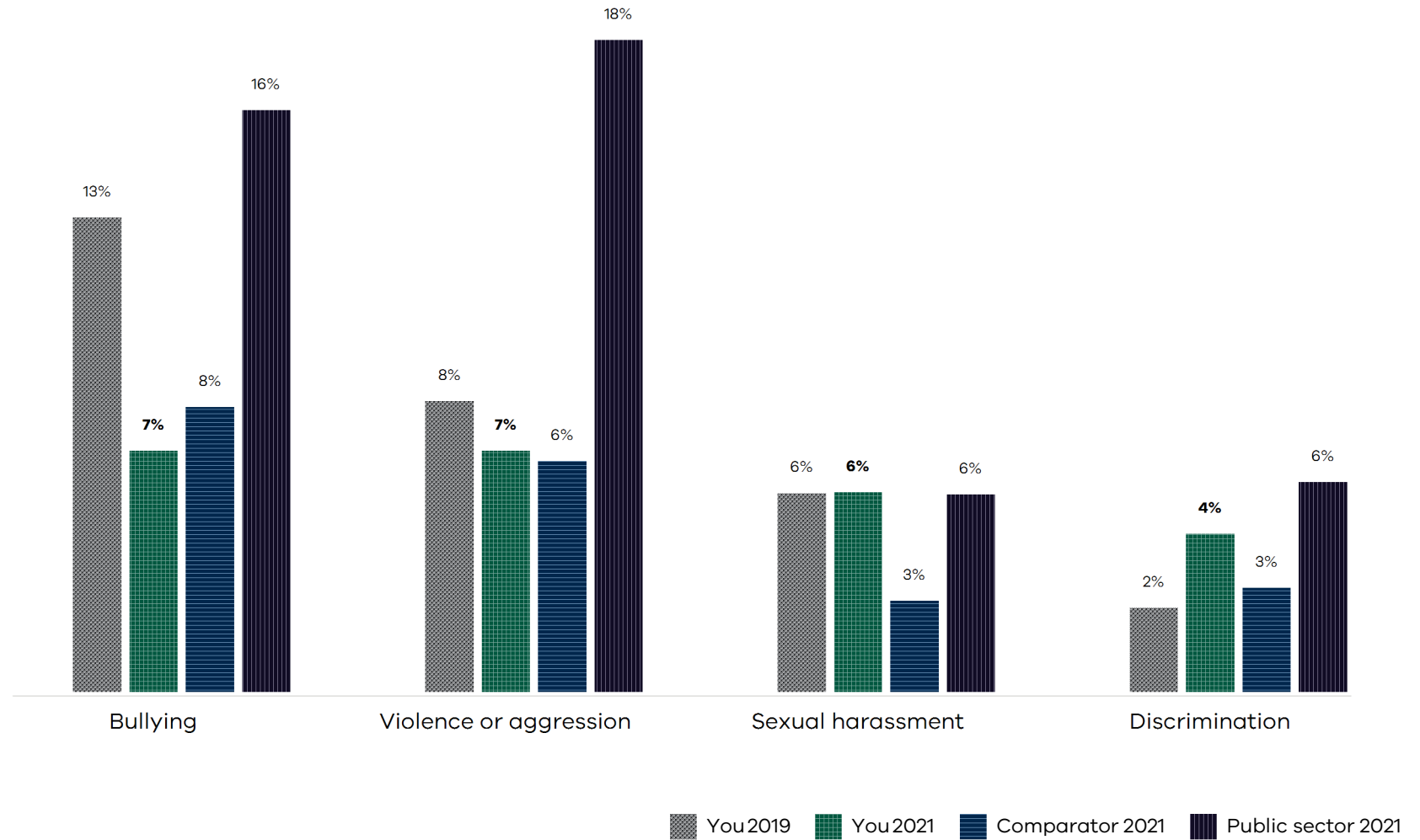
People outcomes

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

7% of your staff who did the survey said they experienced bullying.

Of that 7%, 58% said the top type was 'Exclusion or isolation'.

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

12	159	7
7%	89%	4%

■ Experienced bullying ▦ Did not experience bullying ▨ Not sure
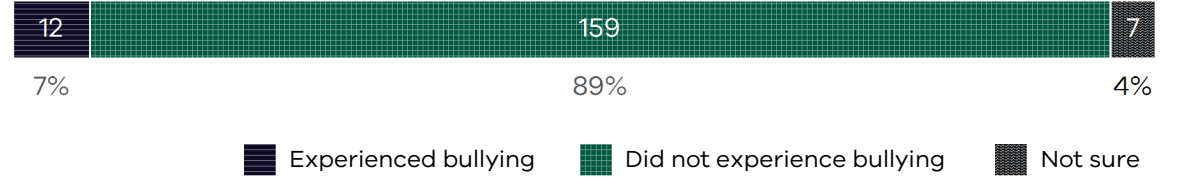
If you experienced bullying, what type of bullying did you experience?	You 2021	Comparator 2021	Public sector 2021
Exclusion or isolation	58%	43%	42%
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	50%	66%	69%
Withholding essential information for me to do my job	33%	27%	27%
Interference with my personal property and/or work equipment	25%	2%	4%
Intimidation and/or threats	17%	26%	32%
Other	8%	13%	15%
Verbal abuse	8%	17%	20%

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

7% of your staff who did the survey said they experienced bullying, of which

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

- 75% said they didn't submit a formal complaint.

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

12	159	7
7%	89%	4%

■ Experienced bullying   ▦ Did not experience bullying   ▨ Not sure
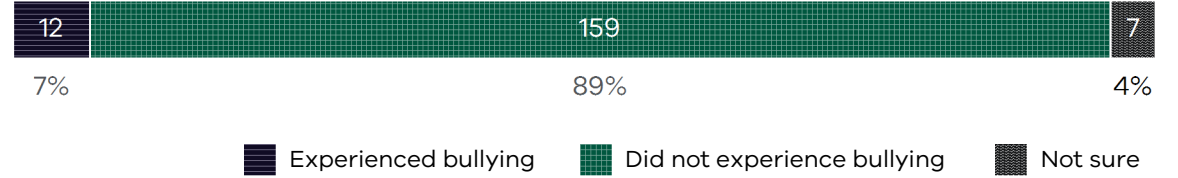
Did you tell anyone about the bullying?	You 2019	You 2021	Comparator 2021	Public sector 2021
Told a manager	38%	67%	42%	47%
Told a friend or family member	33%	42%	28%	34%
Told Human Resources	19%	42%	15%	12%
Submitted a formal complaint	14%	25%	5%	12%
Told a colleague	43%	25%	36%	42%
Told someone else	5%	17%	5%	12%
Told the person the behaviour was not OK	0%	8%	11%	17%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

75% of your staff who experienced bullying did not submit a formal complaint, of which:

- 56% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?
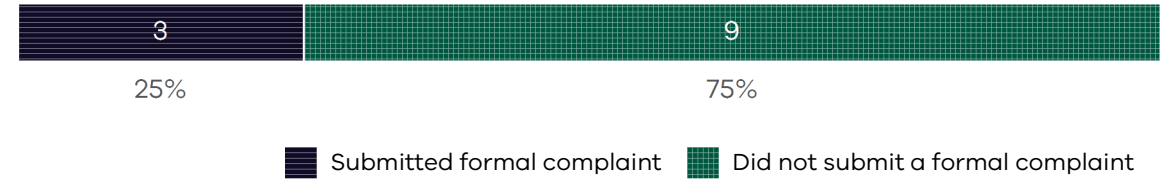
3	9
25%	75%

█ Submitted formal complaint   █ Did not submit a formal complaint

Please tell us why you did not submit a formal complaint?	You 2019	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	33%	56%	56%	53%
I didn't think it would make a difference	39%	56%	45%	50%
I didn't think it was serious enough	0%	33%	19%	16%
I was advised not to	0%	33%	6%	5%
I believed there would be negative consequences for my career	33%	22%	47%	40%
I didn't know how to make a complaint	0%	22%	5%	5%
Other	39%	22%	10%	12%
I believed there would be negative consequences for the person I was going to complain about	11%	11%	11%	10%
I didn't need to because I made the bullying stop	11%	11%	7%	7%
I thought the complaint process would be embarrassing or difficult	0%	11%	19%	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

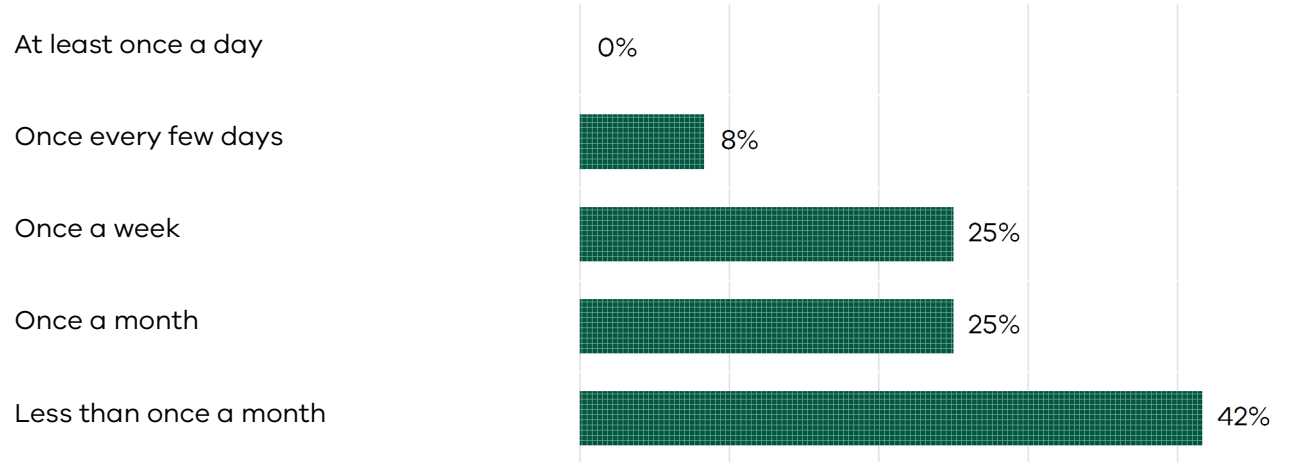In this year's survey, 7% of your staff said they experienced bullying.

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

7% of your staff who did the survey said they experienced bullying.

Of that 7%, 42% said it was by 'Colleague'.

12 people (7% of staff) experienced bullying (You2021)

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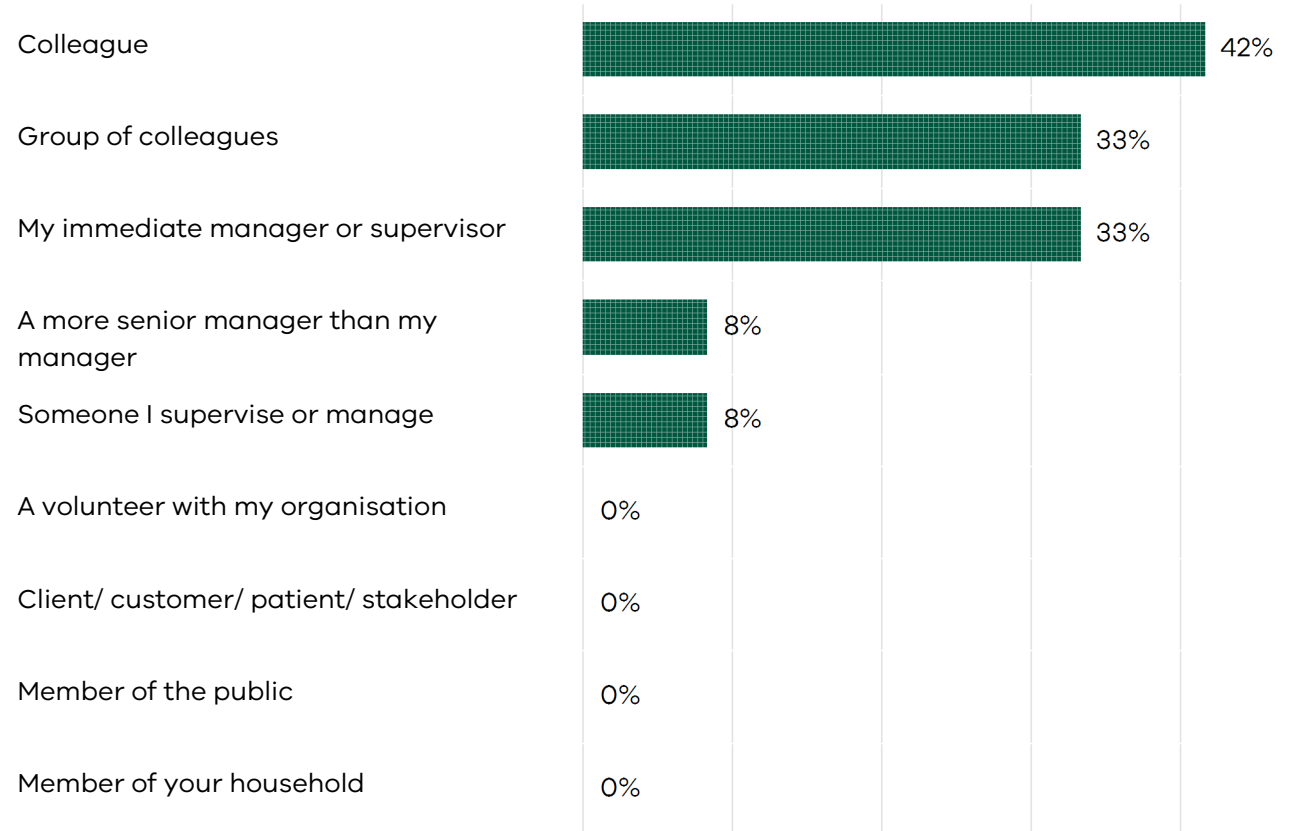
People outcomes

Frequency of bullying

What this is

This is how often staff experienced bullying.

Why this is important

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

How to read this

In this year's survey, 7% of your staff said they experienced bullying.

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

Example

7% of your staff who did the survey said they experienced bullying.

Of that 7%, 0% said it was 'At least once a day'.

How often have you experienced bullying? (You 2021)

At least once a day	0%
Once every few days	8%
Once a week	25%
Once a month	25%
Less than once a month	42%

People outcomes

Sexual harassment

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Of those, 80% said the top type was 'Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)'.

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

10	168
6%	94%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment
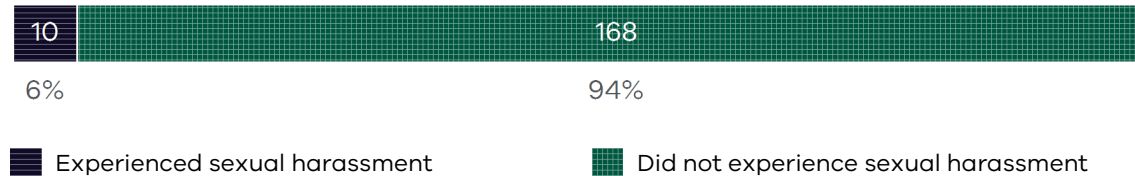
Behaviours reported	You 2019	You 2021	Comparator 2021	Public sector 2021
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	33%	80%	62%	54%
Intrusive questions about your private life or comments about your physical appearance	33%	40%	45%	50%
Any other unwelcome conduct of a sexual nature	11%	20%	0%	7%
Inappropriate physical contact (including momentary or brief physical contact)	22%	10%	6%	17%
Inappropriate staring or leering that made you feel intimidated	44%	0%	11%	15%
Unwelcome touching, hugging, cornering or kissing	22%	0%	6%	14%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	0%	0%	4%	3%
Repeated or inappropriate invitations to go out on dates	0%	0%	2%	3%
Request or pressure for sex or other sexual acts	0%	0%	2%	1%
Sexual gestures, indecent exposure or inappropriate display of the body	0%	0%	2%	6%

People outcomes

Response to sexual harassment

What this is

This is how staff responded when they experienced sexual harassment.

Why this is important

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

How to read this

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

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

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

Example

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

Of those, 50% said their top response was 'Pretended it didn't bother you'.

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

10	168
6%	94%

■ Experienced sexual harassment ▦ Did not experience sexual harassment
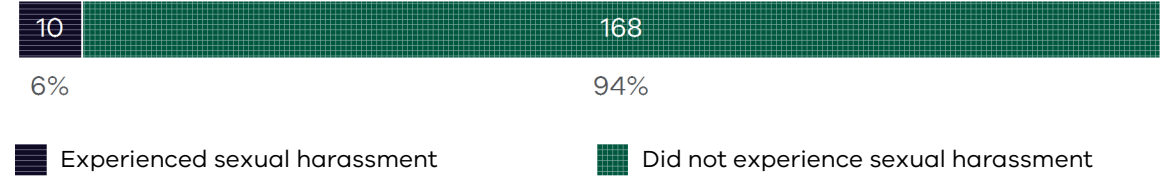
When the harassment happened to you, did you respond in any of the following ways?	You 2019	You 2021	Comparator 2021	Public sector 2021
Pretended it didn't bother you	67%	50%	51%	45%
Told the person the behaviour was not OK	33%	30%	19%	31%
Told a colleague	33%	20%	17%	29%
Told someone else	0%	20%	13%	6%
Tried to laugh it off or forget about it	56%	20%	45%	41%
Other	0%	10%	4%	7%
Told a friend or family member	56%	10%	23%	21%
Told a manager	33%	10%	19%	20%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Sexual harassment - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

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

- 40% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal complaint?

10

100%

■ Submitted formal complaint   ■ Did not submit a formal complaint
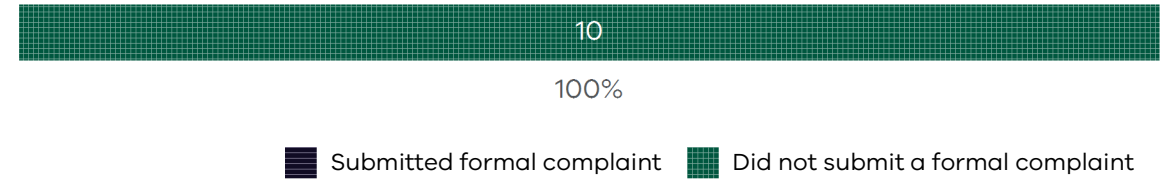
Please tell us why you did not submit a formal complaint?	You 2019	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	25%	40%	25%	39%
I believed there would be negative consequences for my reputation	0%	30%	41%	33%
I didn't need to because I made the harassment stop	13%	30%	4%	12%
I didn't think it was serious enough	0%	20%	49%	45%
Other	50%	20%	4%	7%
I believed there would be negative consequences for my career	13%	10%	24%	21%
I believed there would be negative consequences for the person I was going to complain about	25%	10%	2%	13%
I didn't feel safe to report the incident	0%	10%	16%	8%
I didn't know how to make a complaint	0%	10%	6%	4%
I didn't know who to talk to	0%	10%	2%	4%

People outcomes

Perpetrators of sexual harassment

What this is

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

Why this is important

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

How to read this

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

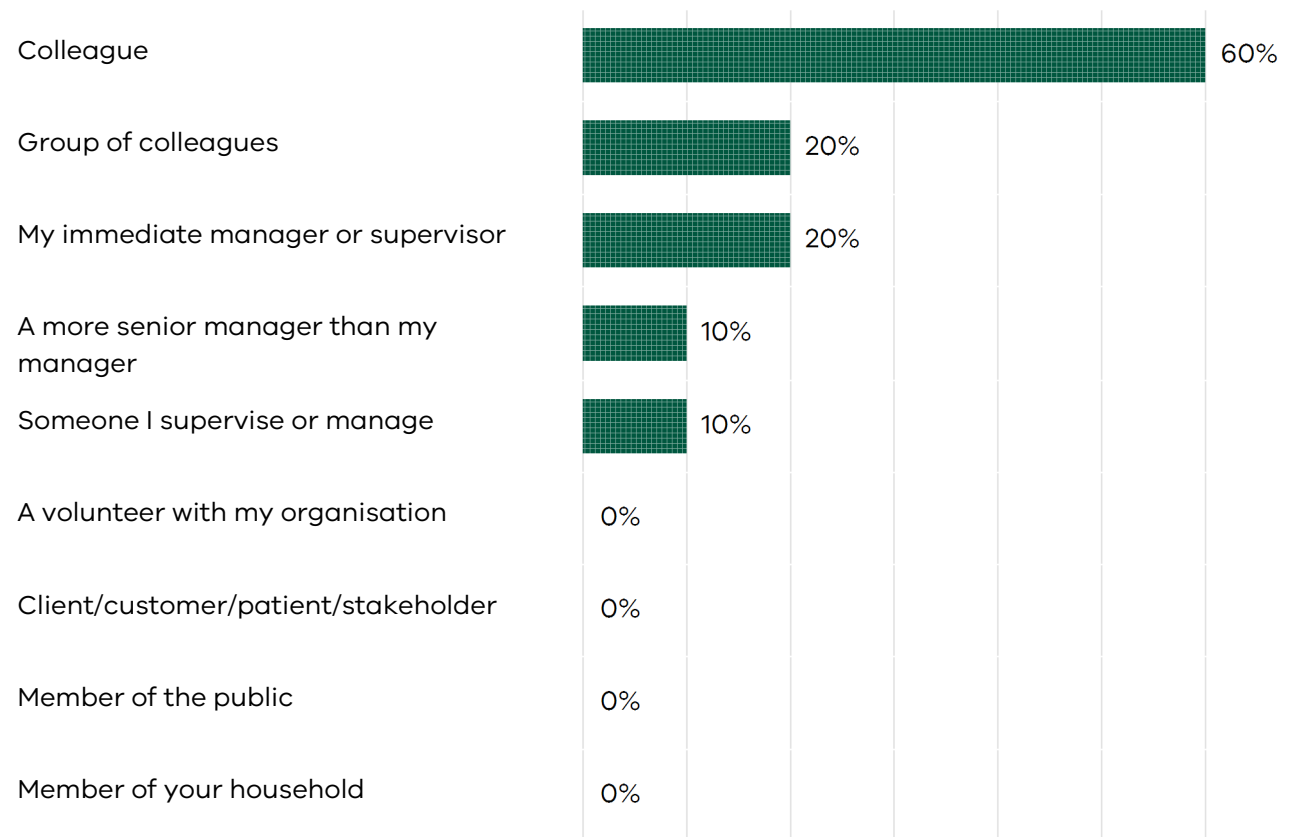If they did, they could tell us with one or more answers who the perpetrator was.

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

Each row is one perpetrator or group of perpetrators.

Example

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

Of that 6%, 60% said it was by 'Colleague'.

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

Perpetrator	Percentage
Colleague	60%
Group of colleagues	20%
My immediate manager or supervisor	20%
A more senior manager than my manager	10%
Someone I supervise or manage	10%
A volunteer with my organisation	0%
Client/customer/patient/stakeholder	0%
Member of the public	0%
Member of your household	0%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Frequency of sexual harassment

What this is

This is how often staff experienced sexual harassment.

Why this is important

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

How to read this

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

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

The graph shows how often staff were experiencing sexual harassment.

Example

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

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

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

At least once a day	0%
Once every few days	0%
Once a week	0%
Once a month	20%
Less than once a month	80%
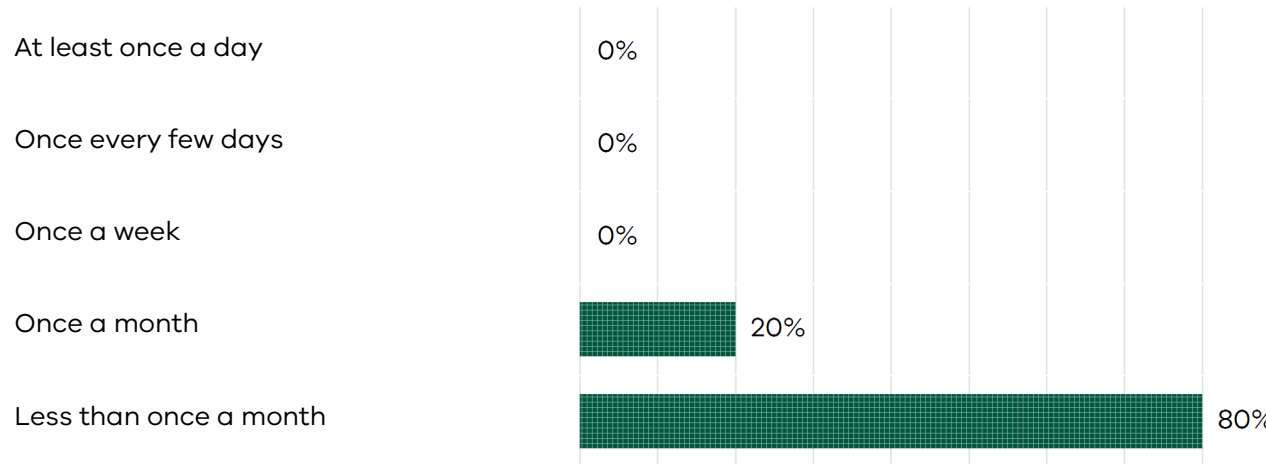
People outcomes

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

7% of your staff who did the survey said they experienced violence or aggression.

Of that 7%, 83% said it was from 'Intimidating behaviour'.

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

12	162	4
7%	91%	2%

■ Experienced violence or aggression   ■ Did not experience violence or aggression   ■ Not sure
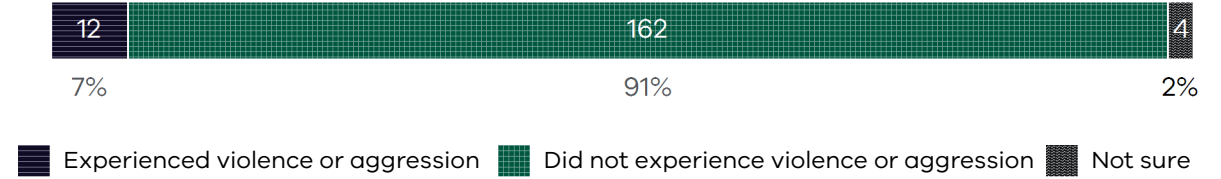
If you experienced violence or aggression, what type did you experience?	You 2021	Comparator 2021	Public sector 2021
Intimidating behaviour	83%	65%	69%
Abusive language	50%	63%	81%
Other	33%	3%	12%

Negative behaviour

Telling someone about violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

7% of your staff who did the survey said they experienced violence or aggression, fo which

- 92% said the top way they reported the violence or agression was 'Told a manager'

- 83% said they didn't submit a formal incident report.

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

12	162	4
7%	91%	2%

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

Did you tell anyone about the incident?	You 2021	Comparator 2021	Public sector 2021
Told a manager	92%	51%	52%
Told a colleague	33%	40%	46%
Told Human Resources	25%	11%	4%
Submitted a formal incident report	17%	13%	32%
Told a friend or family member	17%	23%	20%
I did not tell anyone about the incident(s)	8%	13%	8%

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

83% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 50% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal incident report?

2	10
17%	83%
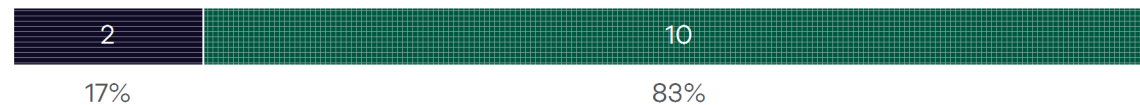
■ Submitted formal incident report ▦ Did not submit a formal incident report

Please tell us why you did not submit a formal incident report?	You 2019	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	45%	50%	39%	39%
I believed there would be negative consequences for my reputation	36%	40%	32%	16%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	0%	40%	13%	15%
I didn't need to because I made the violence or aggression stop	0%	30%	9%	16%
I didn't think it was serious enough	0%	30%	30%	33%
I believed there would be negative consequences for my career	18%	20%	25%	12%
Other	55%	20%	11%	12%

Negative behaviour

Perpetrators of violence and aggression

What this is

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

Why this is important

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

How to read this

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

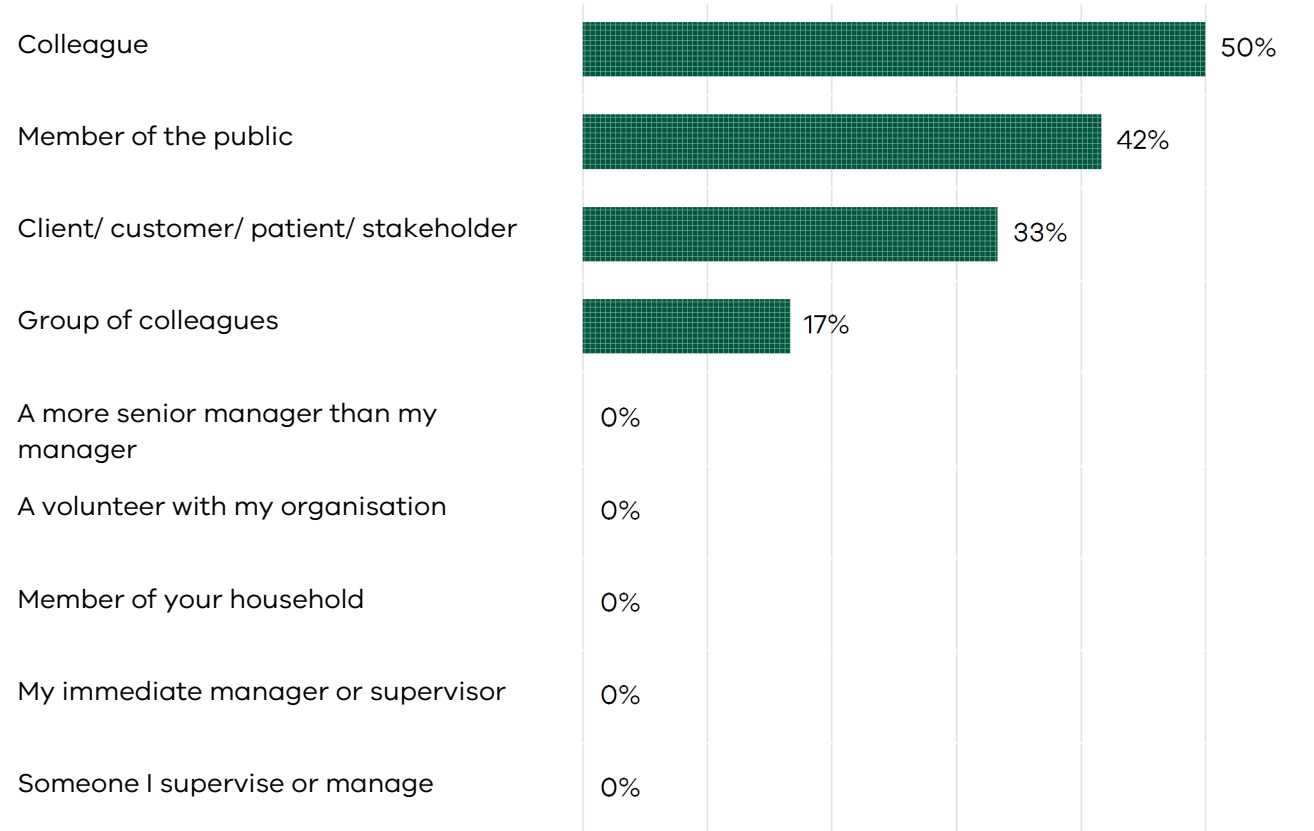If they did, they could tell us with one or more answers who the perpetrator was.

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

Each row is one perpetrator or a group of perpetrators.

Example

7% of your staff who did the survey said they experienced violence or aggression.

Of that 7%, 50% said it was 'Colleague'.

12 people (7% of staff) experienced violence or aggression (You2021)

Perpetrator	Percentage
Colleague	50%
Member of the public	42%
Client/ customer/ patient/ stakeholder	33%
Group of colleagues	17%
A more senior manager than my manager	0%
A volunteer with my organisation	0%
Member of your household	0%
My immediate manager or supervisor	0%
Someone I supervise or manage	0%

Negative behaviour

Frequency of violence and aggression

What this is

This is how often staff experienced violence or aggression.

Why this is important

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

How to read this

In this year's survey, 7% 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

7% of your staff who did the survey said they experienced violence or aggression.

Of that 7%, 0% said it was by 'At least once a day'.

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

At least once a day	0%
Once every few days	0%
Once a week	17%
Once a month	8%
Less than once a month	75%
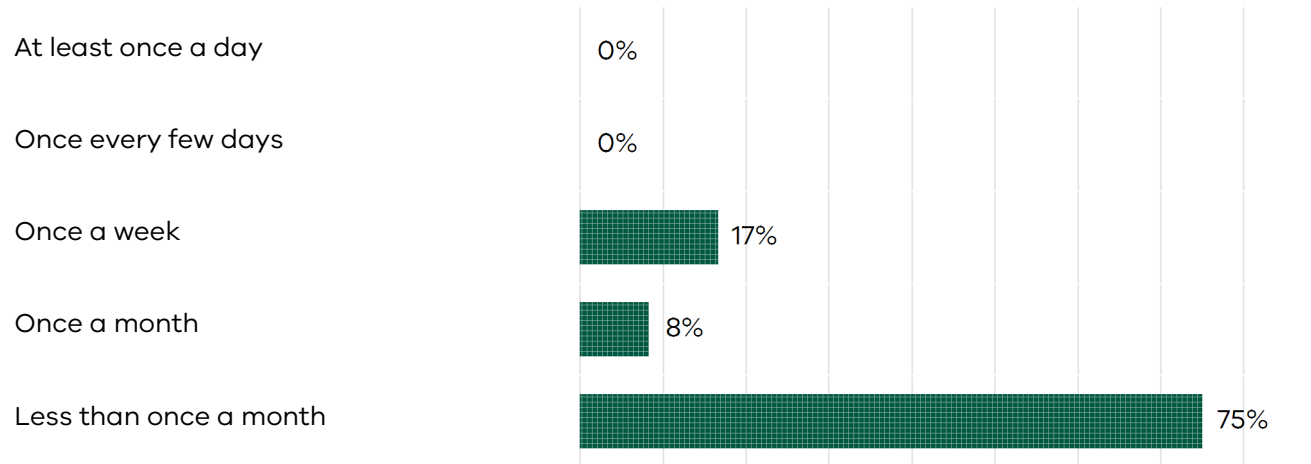
Negative behaviour

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

12% of your staff who did the survey said they witnessed some negative behaviour at work.

88% 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?

22	156
12%	88%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
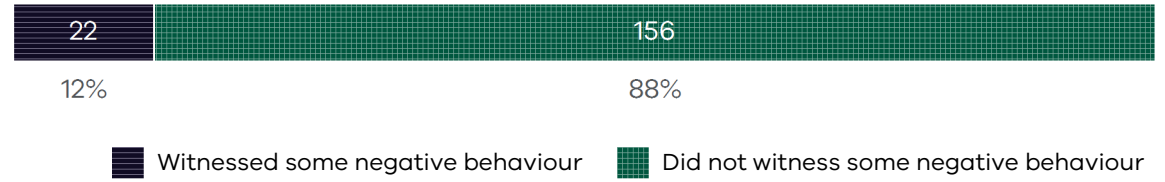
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2019	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	80%	88%	89%	77%
Bullying of a colleague	12%	8%	8%	16%
Discrimination against a colleague	7%	5%	4%	8%
Sexual harassment of a colleague	1%	2%	0%	1%
Violence or aggression against a colleague	4%	1%	2%	6%

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

12% of your staff who did the survey witnessed negative behaviour, of which:

- 77% said the top action they took was 'Spoke to the person who experienced the behaviour'.

- 9% took no action.

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

22	156
12%	88%

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

When you witnessed the above behaviour(s), did you do any of the following?	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	77%	65%	72%
Told the person the behaviour was not OK	36%	17%	25%
Spoke to the person who behaved in a negative way	27%	15%	22%
Told a manager	23%	32%	37%
Told a colleague	14%	16%	21%
Told Human Resources	14%	10%	6%
Took no action	9%	11%	7%

Victorian Public Sector Commission

VICTORIA State Government

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

0% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.

Were you satisfied with the way your formal complaint was handled

■ No   ▥ Don't know   ▦ Yes

Survey question	Your results	You		Comparator		
		2019	2021	Lowest	Average	Highest
Violence or aggression	50% / 50%	50 %	0 %	0 %	59 %	100 %
Bullying	100%	33 %	0 %	0 %	38 %	50 %

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Workplace flexibility
- Equal employment opportunity
- Psychosocial and physical safety climate
- Psychosocial safety climate score
- 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

Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Safety climate', the 'You 2021' column shows 96% of your staff agreed with 'My organisation provides a physically safe work environment'.
This question was not asked in 2019.

Question group	Highest scoring questions	You 2021	Change from 2019	Comparator 2021
Safety climate	My organisation provides a physically safe work environment	96%	Not asked in 2019	94%
Workgroup support	I am able to work effectively with others in my workgroup	94%	Not asked in 2019	94%
Safety climate	My organisation consults employees on health and safety matters	94%	+2%	89%
Manager leadership	My manager is committed to workplace safety	93%	-1%	94%
Job enrichment	I understand how my job contributes to my organisation's purpose	93%	-4%	93%
Manager leadership	My manager treats employees with dignity and respect	91%	+4%	91%
Organisational integrity	My organisation encourages respectful workplace behaviours	91%	+5%	90%
Manager leadership	My manager works effectively with people from diverse backgrounds	90%	+3%	90%
Workplace flexibility	My organisation supports employees with family or other caring responsibilities, regardless of gender	90%	Not asked in 2019	88%
Quality service delivery	My workgroup strives to provide high quality advice and services	90%	-1%	93%

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Learning and development', the 'You 2021' column shows 24% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'. This question was not asked in 2019.

Question subgroup	Lowest scoring questions	You 2021	Change from 2019	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	24%	Not asked in 2019	31%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	35%	Not asked in 2019	46%
Learning and development	I feel I have an equal chance at promotion in my organisation	35%	Not asked in 2019	49%
Workload	I have enough time to do my job effectively	47%	-4%	59%
Senior leadership	Senior leaders provide clear strategy and direction	47%	-10%	64%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	50%	+10%	59%
Satisfaction	How satisfied are you with your career development within your current organisation	51%	-7%	59%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	52%	-5%	57%
Safety climate	All levels of my organisation are involved in the prevention of stress	52%	+7%	53%
Workgroup support	Workgroups across my organisation willingly share information with each other	52%	-4%	63%

Victorian Public Sector Commission

VICTORIA State Government

Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

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

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

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

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

Example

On the first row 'Safety climate', the 'You 2021' column shows 67% of your staff agreed with 'Senior leaders consider the psychological health of employees to be as important as productivity'.
In the 'Increase from 2019' column, you have a 21% increase, which is a positive trend.

Question group	Most improved from last survey	You 2021	Increase from 2019	Comparator 2021
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	67%	+21%	65%
Engagement	I am proud to tell others I work for my organisation	84%	+14%	82%
Safe to speak up	I am confident that I would be protected from reprisal for reporting improper conduct	64%	+13%	71%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	88%	+13%	80%
Learning and development	My organisation places a high priority on the learning and development of staff	66%	+11%	67%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	50%	+10%	59%
Senior leadership	Senior leaders actively support diversity and inclusion in the workplace	78%	+10%	82%
Engagement	I feel a strong personal attachment to my organisation	67%	+10%	71%
Engagement	I would recommend my organisation as a good place to work	78%	+9%	80%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	76%	+9%	69%

Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

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

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

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

Example

On the first row 'Learning and development', the 'You 2021' column shows 53% of your staff agreed with 'There are adequate opportunities for me to develop skills and experience in my organisation'. In the 'Decrease from 2019' column, you have a 10% decrease, which is a negative trend.

Question subgroup	Largest decline from last survey	You 2021	Decrease from 2019	Comparator 2021
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	53%	-10%	64%
Senior leadership	Senior leaders provide clear strategy and direction	47%	-10%	64%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different age groups	74%	-8%	78%
Satisfaction	How satisfied are you with your career development within your current organisation	51%	-7%	59%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	69%	-7%	76%
Quality service delivery	My workgroup places a priority on acting fairly and without bias	76%	-6%	83%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	52%	-5%	57%
Quality service delivery	My workgroup strives to deliver services in a timely manner	89%	-4%	94%
Workgroup support	Workgroups across my organisation willingly share information with each other	52%	-4%	63%
Job enrichment	I understand how my job contributes to my organisation's purpose	93%	-4%	93%

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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 'Workplace flexibility', the 'You 2021' column shows 88% of your staff agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.

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

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	88%	+8%	80%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees with disability	77%	+8%	69%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	76%	+7%	69%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	79%	+6%	74%
Job enrichment	I have a choice in deciding how I do my work	88%	+5%	83%
Safety climate	My organisation consults employees on health and safety matters	94%	+5%	89%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	72%	+5%	68%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have family responsibilities	84%	+4%	79%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	75%	+4%	71%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	72%	+3%	69%

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 'Senior leadership', the 'You 2021' column shows 47% of your staff agreed with 'Senior leaders provide clear strategy and direction'.

The 'difference' column, shows that agreement for this question was 17 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Senior leadership	Senior leaders provide clear strategy and direction	47%	-17%	64%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	56%	-17%	73%
Learning and development	I feel I have an equal chance at promotion in my organisation	35%	-13%	49%
Workload	I have enough time to do my job effectively	47%	-12%	59%
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	53%	-11%	64%
Workgroup support	Workgroups across my organisation willingly share information with each other	52%	-11%	63%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	35%	-10%	46%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	50%	-9%	59%
Workload	The workload I have is appropriate for the job that I do	55%	-9%	64%
Innovation	My workgroup encourages employee creativity	66%	-8%	74%

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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

57% 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

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

Your results

Disagree   Neither agree nor disagree
Don't know   Agree

12%   57%
31%

Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	Not asked	57 %	34 %	58 %	79 %

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Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

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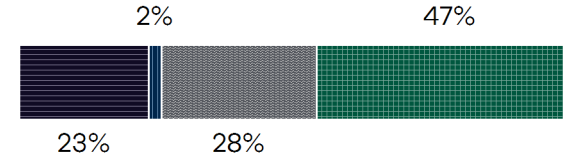
Example

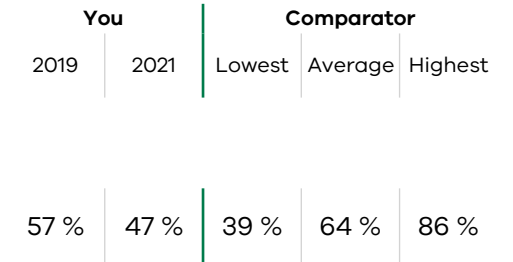78% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

Survey question	Your results		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
	Disagree	**Neither agree nor disagree**					
	Don't know	**Agree**					
Senior leaders actively support diversity and inclusion in the workplace	4% ... 78% / 6% 12%		68 %	78 %	59 %	82 %	97 %
Senior leaders model my organisation's values	3% ... 71% / 10% 16%		65 %	71 %	48 %	72 %	88 %
Senior leaders support staff to work in an environment of change	3% ... 67% / 11% 19%		59 %	67 %	46 %	69 %	86 %
Senior leaders demonstrate honesty and integrity	4% ... 67% / 9% 20%		66 %	67 %	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

47% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2019	2021	Lowest	Average	Highest
Senior leaders provide clear strategy and direction	57 %	47 %	39 %	64 %	86 %

Your results bar: Disagree 23%, Don't know 2%, Neither agree nor disagree 28%, Agree 47%

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Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 81% 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.

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

Workplace flexibility: 81%, 78%, 63%
Organisational integrity: 78%, 80%, 82%, 72%
Diversity and inclusion: 74%, 74%, 77%, 71%
Safety climate: 72%, 73%, 60%

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 72% of your staff who did the survey responded positively to questions about Equal employment opportunity.

Compared to:

- 76% of staff at your comparator and 69% of staff across the public sector.
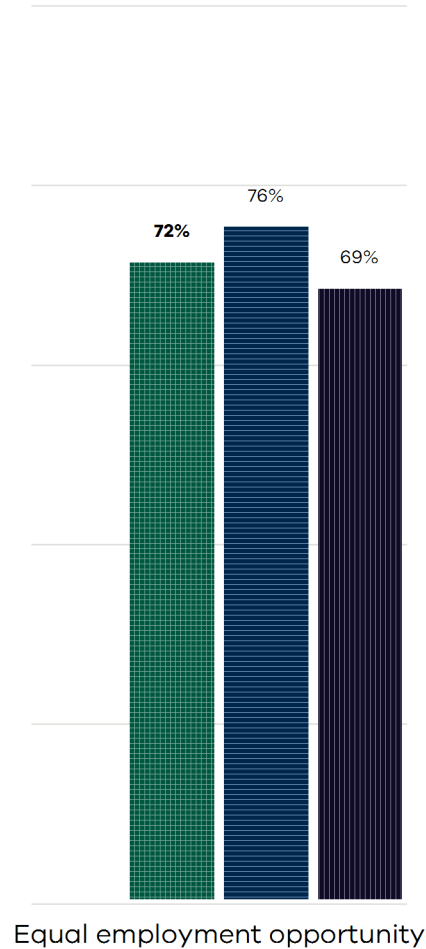
Equal employment opportunity

You 2019　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.
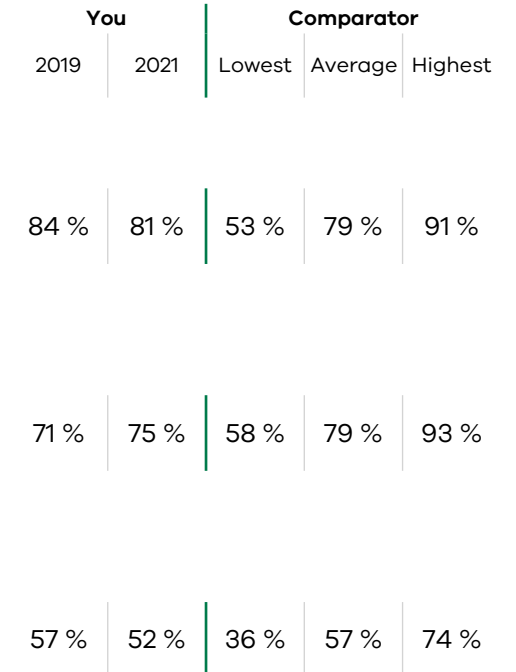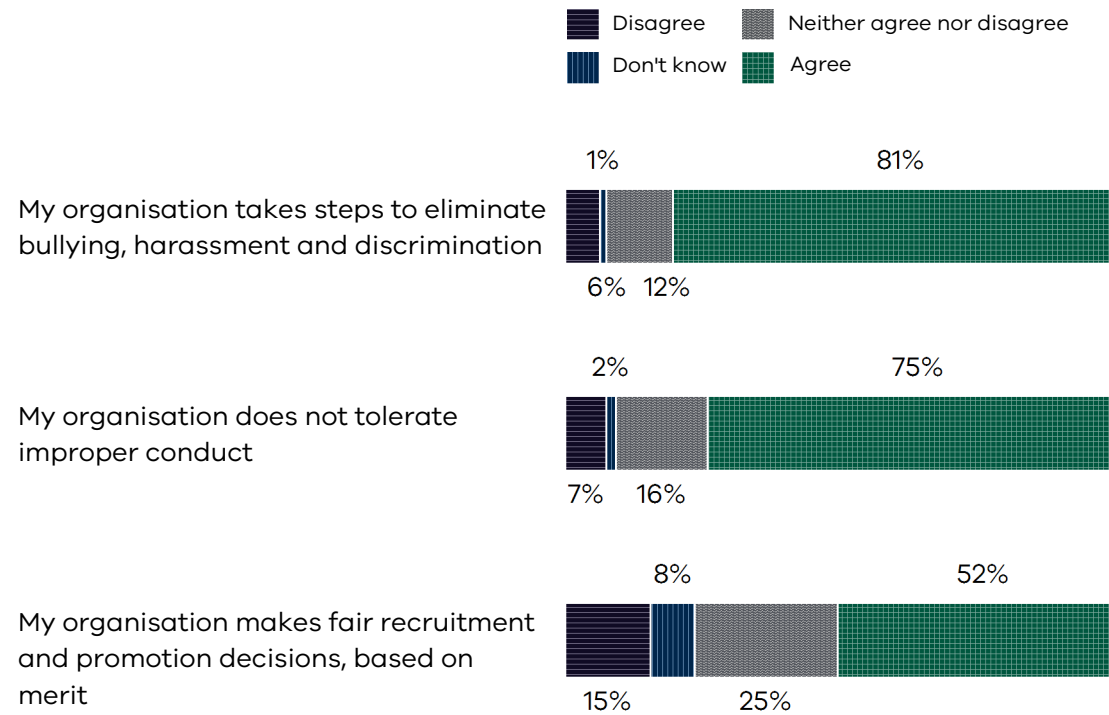
Example

91% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages respectful workplace behaviours	1% / 91% / 2% / 6%	86 %	91 %	67 %	90 %	96 %
My organisation is committed to earning a high level of public trust	1% / 89% / 3% / 7%	83 %	89 %	60 %	91 %	98 %
My organisation respects the human rights of employees	3% / 88% / 2% / 8%	84 %	88 %	64 %	88 %	95 %
My organisation encourages employees to act in ways that are consistent with human rights	1% / 86% / 3% / 11%	84 %	86 %	65 %	87 %	95 %
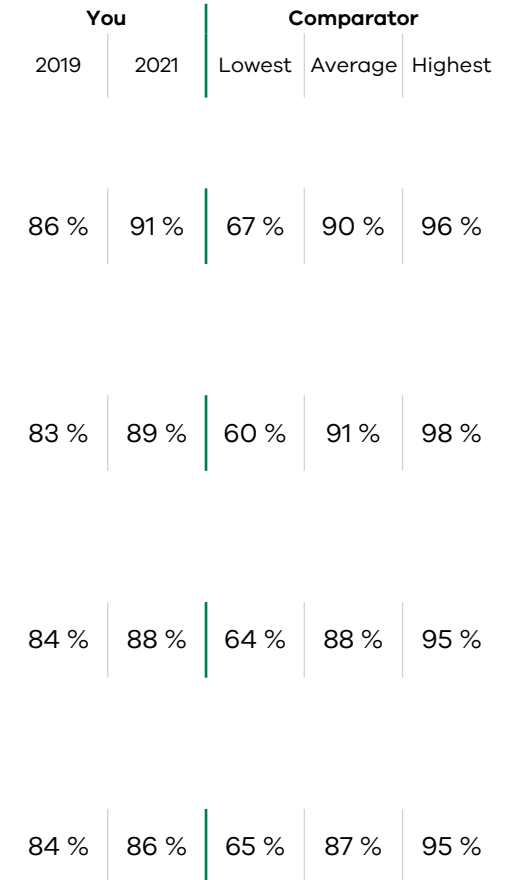
Organisational climate

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

81% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question

Your results

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

Survey question		Benchmark agree results				
		You		**Comparator**		
		2019	2021	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination (1%, 6%, 12%, 81%)		84 %	81 %	53 %	79 %	91 %
My organisation does not tolerate improper conduct (2%, 7%, 16%, 75%)		71 %	75 %	58 %	79 %	93 %
My organisation makes fair recruitment and promotion decisions, based on merit (8%, 15%, 25%, 52%)		57 %	52 %	36 %	57 %	74 %

Victorian Public Sector Commission

VICTORIA State Government

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.
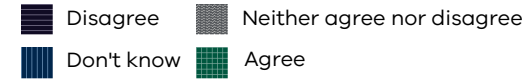
Example

90% 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'.

Your results

Benchmark agree results

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

Survey question		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation supports employees with family or other caring responsibilities, regardless of gender	1% / 90% / 8%	Not asked	90 %	81 %	88 %	95 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	5% / 88% / 7%	75 %	88 %	69 %	80 %	95 %
I have the flexibility I need to manage my work and non-work activities and responsibilities	5% / 84% / 11%	Not asked	84 %	73 %	83 %	90 %
There is a positive culture within my organisation in relation to employees who have family responsibilities	4% / 84% / 3% 9%	Not asked	84 %	67 %	79 %	90 %
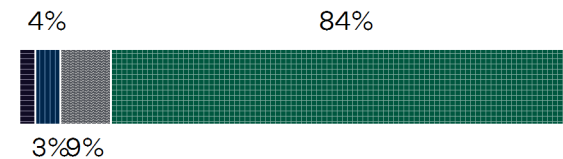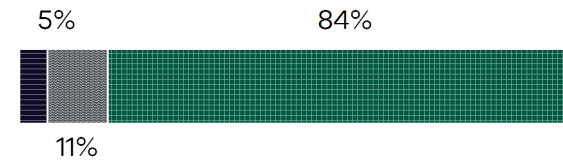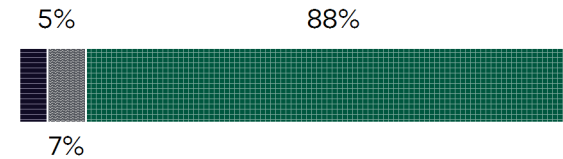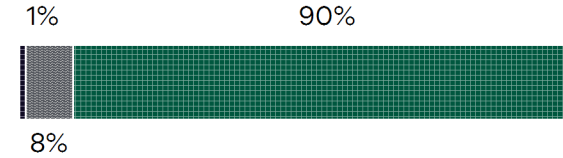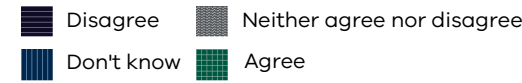
Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

79% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who use flexible work arrangements'.
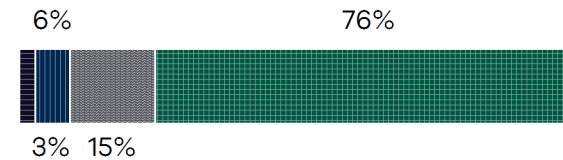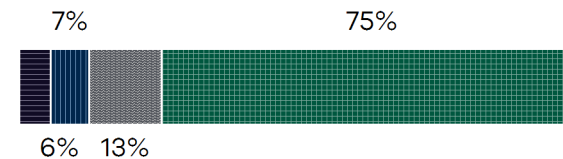
Survey question | Your results | Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
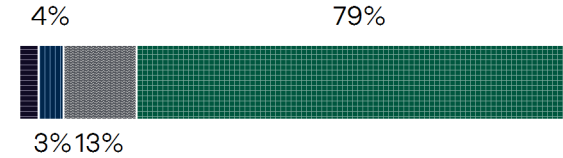
Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees who use flexible work arrangements (4% / 3% / 13% / 79%)	76 %	79 %	58 %	74 %	91 %
There is a positive culture within my organisation in relation to employees who have caring responsibilities (7% / 3% / 11% / 78%)	81 %	78 %	62 %	77 %	91 %
Having family responsibilities is not a barrier to success in my organisation (6% / 3% / 15% / 76%)	Not asked	76 %	65 %	76 %	84 %
Using flexible work arrangements is not a barrier to success in my organisation (7% / 6% / 13% / 75%)	Not asked	75 %	57 %	71 %	90 %
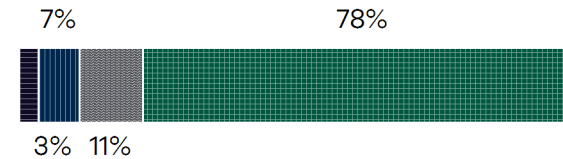
Victorian Public Sector Commission

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Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

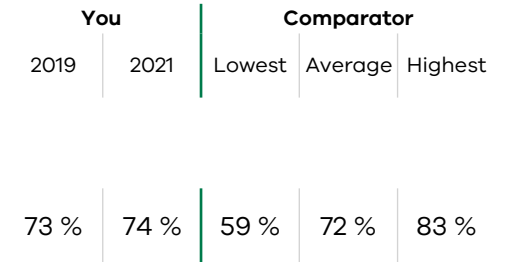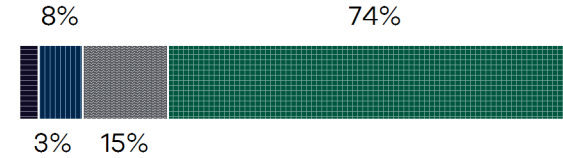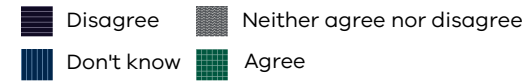74% of your staff who did the survey agreed or strongly agreed with 'Having caring responsibilities is not a barrier to success in my organisation'.

Survey question	Your results	Benchmark agree results

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

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

	You		Comparator		
	2019	2021	Lowest	Average	Highest
Having caring responsibilities is not a barrier to success in my organisation	73 %	74 %	59 %	72 %	83 %

Your results bar: Disagree 3%, Don't know 8%, Neither agree nor disagree 15%, Agree 74%

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

51% 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 2019	You 2021	Comparator 2021	Public sector 2021
Working from an alternative location (e.g. home, hub/shared work space)	0%	51%	34%	24%
Flexible start and finish times	29%	36%	30%	23%
No, I do not use any flexible work arrangements	50%	29%	39%	38%
Part-time	14%	15%	11%	19%
Using leave to work flexible hours	7%	11%	8%	8%
Purchased leave	1%	3%	3%	2%
Working more hours over fewer days	6%	2%	5%	6%
Job sharing	1%	1%	2%	1%
Other	4%	1%	3%	2%
Shift swap	2%	1%	3%	12%

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Equal employment opportunity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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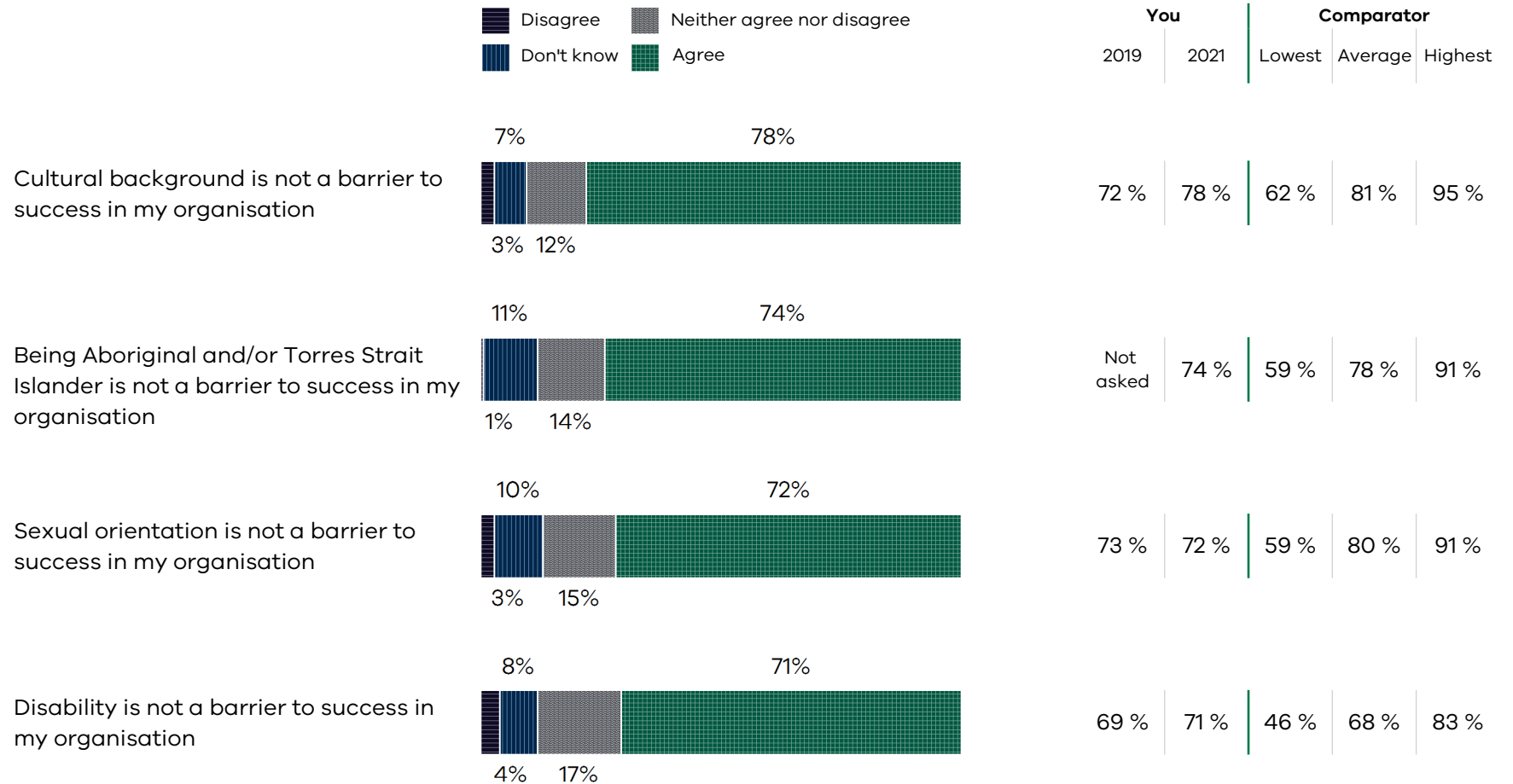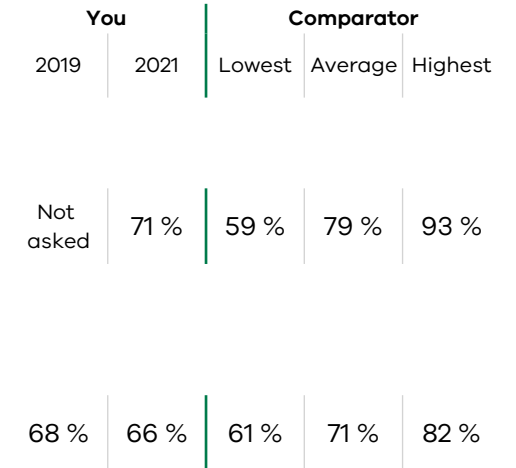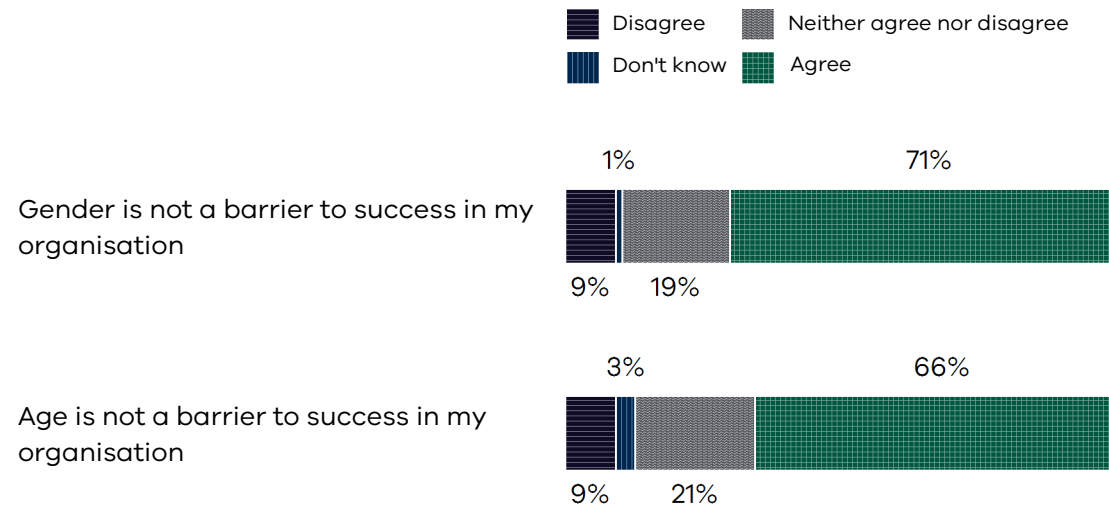
Example

78% 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						

Your results legend:
- Disagree (dark navy)
- Don't know (blue)
- Neither agree nor disagree (grey)
- Agree (green)

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Cultural background is not a barrier to success in my organisation	72 %	78 %	62 %	81 %	95 %
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	Not asked	74 %	59 %	78 %	91 %
Sexual orientation is not a barrier to success in my organisation	73 %	72 %	59 %	80 %	91 %
Disability is not a barrier to success in my organisation	69 %	71 %	46 %	68 %	83 %

Your results bar percentages:
- Cultural background: 7% (disagree), 3%, 12%, 78% (agree)
- Being Aboriginal and/or Torres Strait Islander: 11%, 1%, 14%, 74% (agree)
- Sexual orientation: 10%, 3%, 15%, 72% (agree)
- Disability: 8%, 4%, 17%, 71% (agree)

Victorian Public Sector Commission

VICTORIA State Government

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.
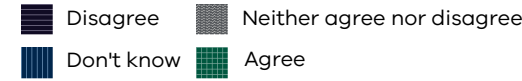
Example

71% of your staff who did the survey agreed or strongly agreed with 'Gender is not a barrier to success in my organisation'.

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Gender is not a barrier to success in my organisation	Disagree 9% · 1% · Neither 19% · Agree 71%	Not asked	71 %	59 %	79 %	93 %
Age is not a barrier to success in my organisation	Disagree 9% · 3% · Neither 21% · Agree 66%	68 %	66 %	61 %	71 %	82 %

Victorian Public Sector Commission

VICTORIA State Government

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

96% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

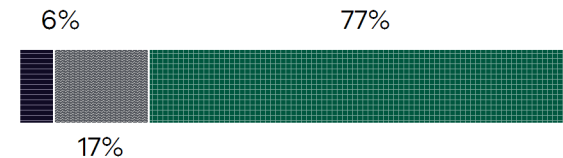| Survey question | Your results | Benchmark agree results |

Your results legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
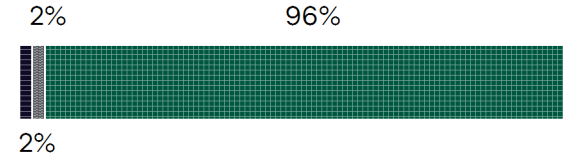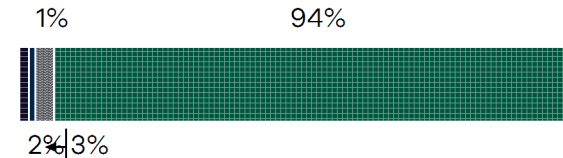
Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation provides a physically safe work environment	2% / 2% / 96%	Not asked	96 %	86 %	94 %	100 %
My organisation consults employees on health and safety matters	2% / 1% / 94%	92 %	94 %	73 %	89 %	100 %
I feel culturally safe at work	2% / 3% / 17% / 77%	Not asked	77 %	65 %	84 %	95 %
In my workplace, there is good communication about psychological safety issues that affect me	6% / 21% / 72%	68 %	72 %	48 %	68 %	88 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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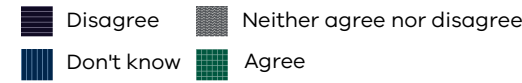
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
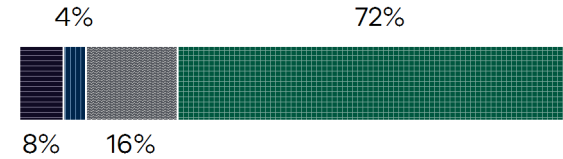
Example

72% 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'.
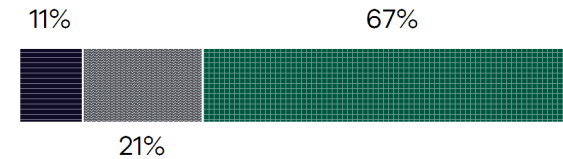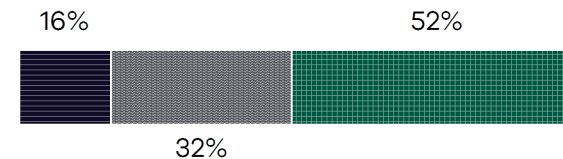
Survey question	Your results	Benchmark agree results				
		You		**Comparator**		
		2019	2021	Lowest	Average	Highest
My organisation has effective procedures in place to support employees who may experience stress	4% ... 72% / 8% 16%	71 %	72 %	46 %	69 %	81 %
Senior leaders consider the psychological health of employees to be as important as productivity	11% ... 67% / 21%	46 %	67 %	44 %	65 %	83 %
All levels of my organisation are involved in the prevention of stress	16% ... 52% / 32%	45 %	52 %	28 %	53 %	66 %
Senior leaders show support for stress prevention through involvement and commitment	13% ... 50% / 37%	40 %	50 %	38 %	59 %	74 %

Legend: Disagree / Don't know / Neither agree nor disagree / Agree
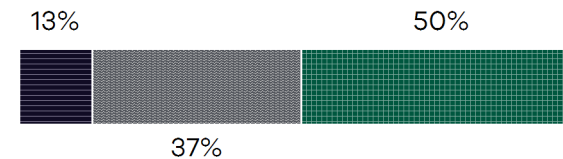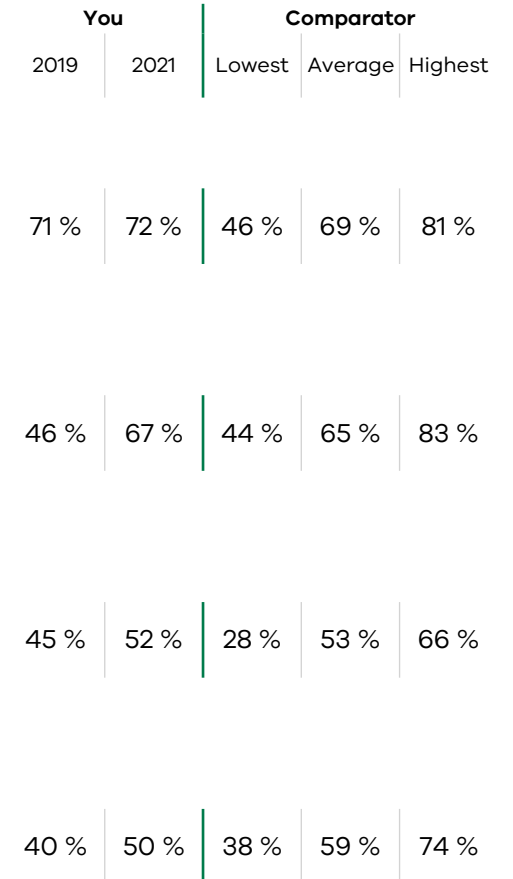
Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

1. In my workplace, there is good communication about psychological safety issues that affect me
2. All levels of my organisation are involved in the prevention of stress
3. Senior leaders consider the psychological health of employees to be as important as productivity
4. Senior leaders show support for stress prevention through involvement and commitment

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

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

How to interpret your score

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

A score of:

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

Adverse outcomes can include:

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

Benchmark results
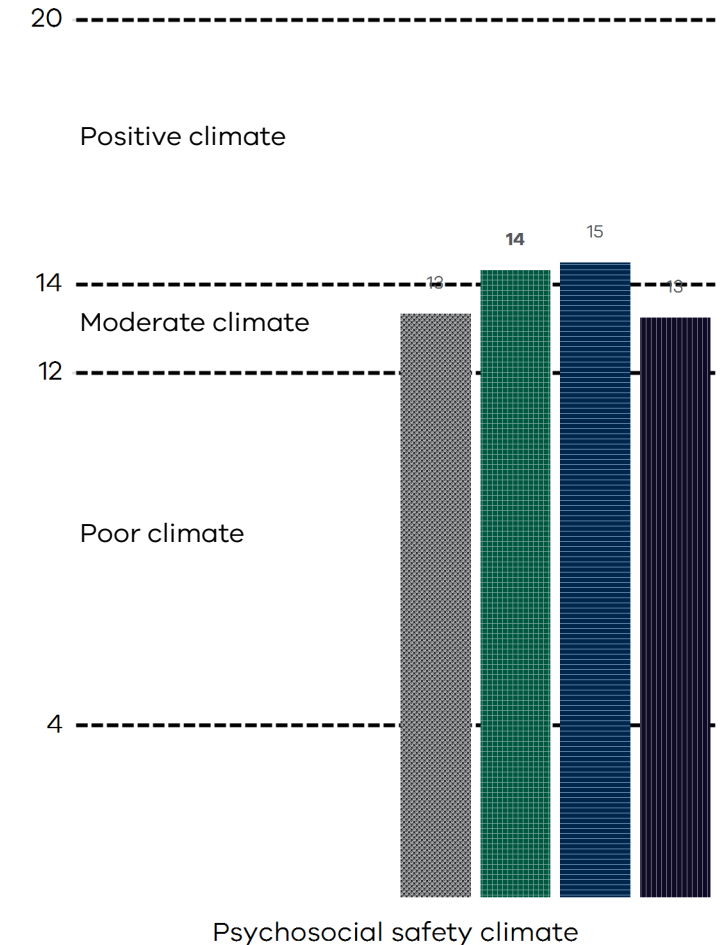
Psychosocial safety climate

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

Organisational climate

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.
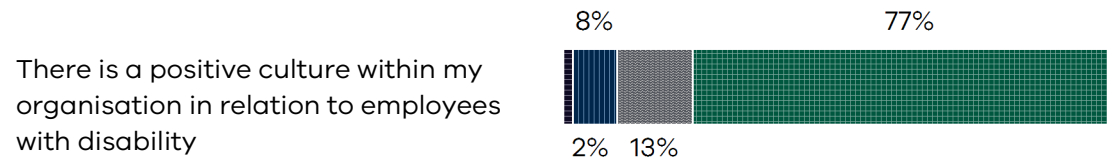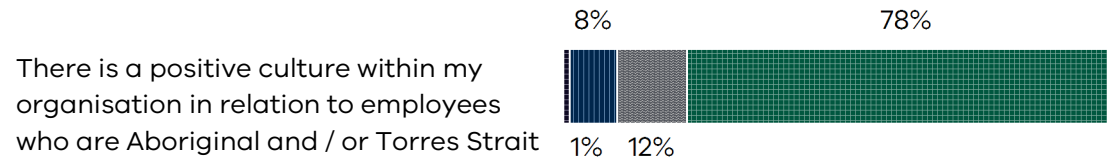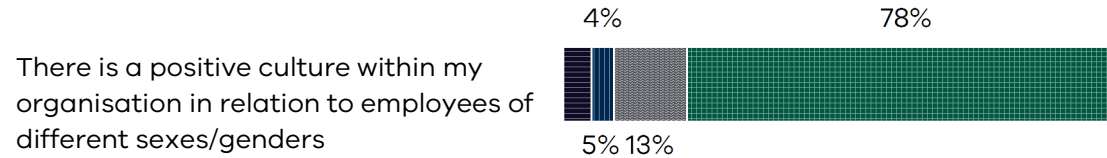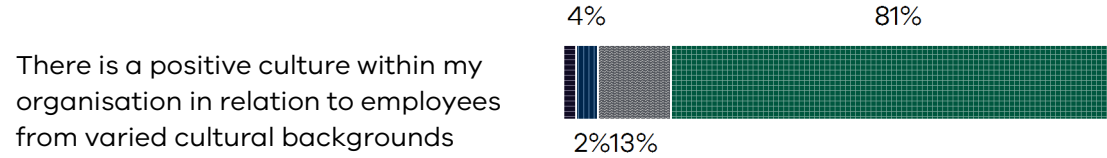
Example

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					

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

Benchmark agree results

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds (4% / 81% / 2% / 13%)	80 %	81 %	59 %	83 %	93 %
There is a positive culture within my organisation in relation to employees of different sexes/genders (4% / 78% / 5% / 13%)	81 %	78 %	62 %	82 %	92 %
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander (8% / 78% / 1% / 12%)	73 %	78 %	60 %	79 %	95 %
There is a positive culture within my organisation in relation to employees with disability (8% / 77% / 2% / 13%)	74 %	77 %	45 %	69 %	82 %

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.
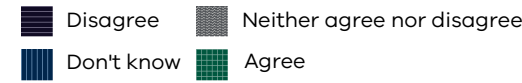
Example

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 of different age groups'.

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees of different age groups	7% / 2% / 17% / 74%	81 %	74 %	55 %	78 %	86 %
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	16% / 3% / 25% / 56%	57 %	56 %	41 %	73 %	94 %

Victorian Public Sector Commission

VICTORIA State Government

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

89% 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				

Legend: Disagree · Neither agree nor disagree · Don't know · Agree
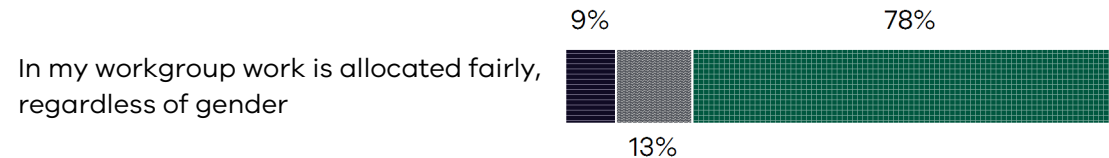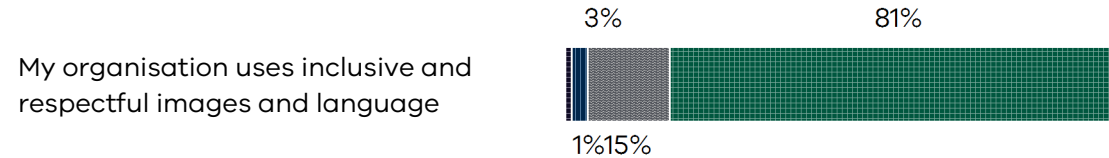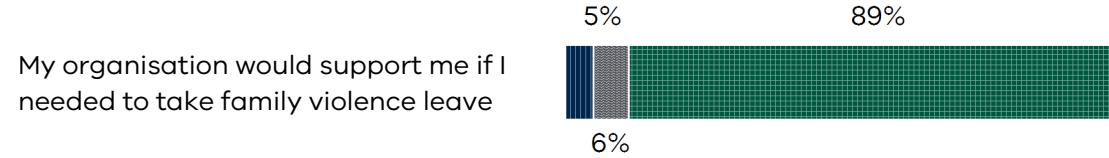
	You		Comparator		
	2019	2021	Lowest	Average	Highest
My organisation would support me if I needed to take family violence leave (5%, 6%, 89%)	Not asked	89 %	74 %	87 %	93 %
My organisation uses inclusive and respectful images and language (3%, 1%, 15%, 81%)	Not asked	81 %	69 %	88 %	95 %
In my workgroup work is allocated fairly, regardless of gender (9%, 13%, 78%)	Not asked	78 %	79 %	86 %	91 %

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Workplace flexibility
- Equal employment opportunity
- Psychosocial and physical safety climate
- Psychosocial safety climate score
- 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

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:
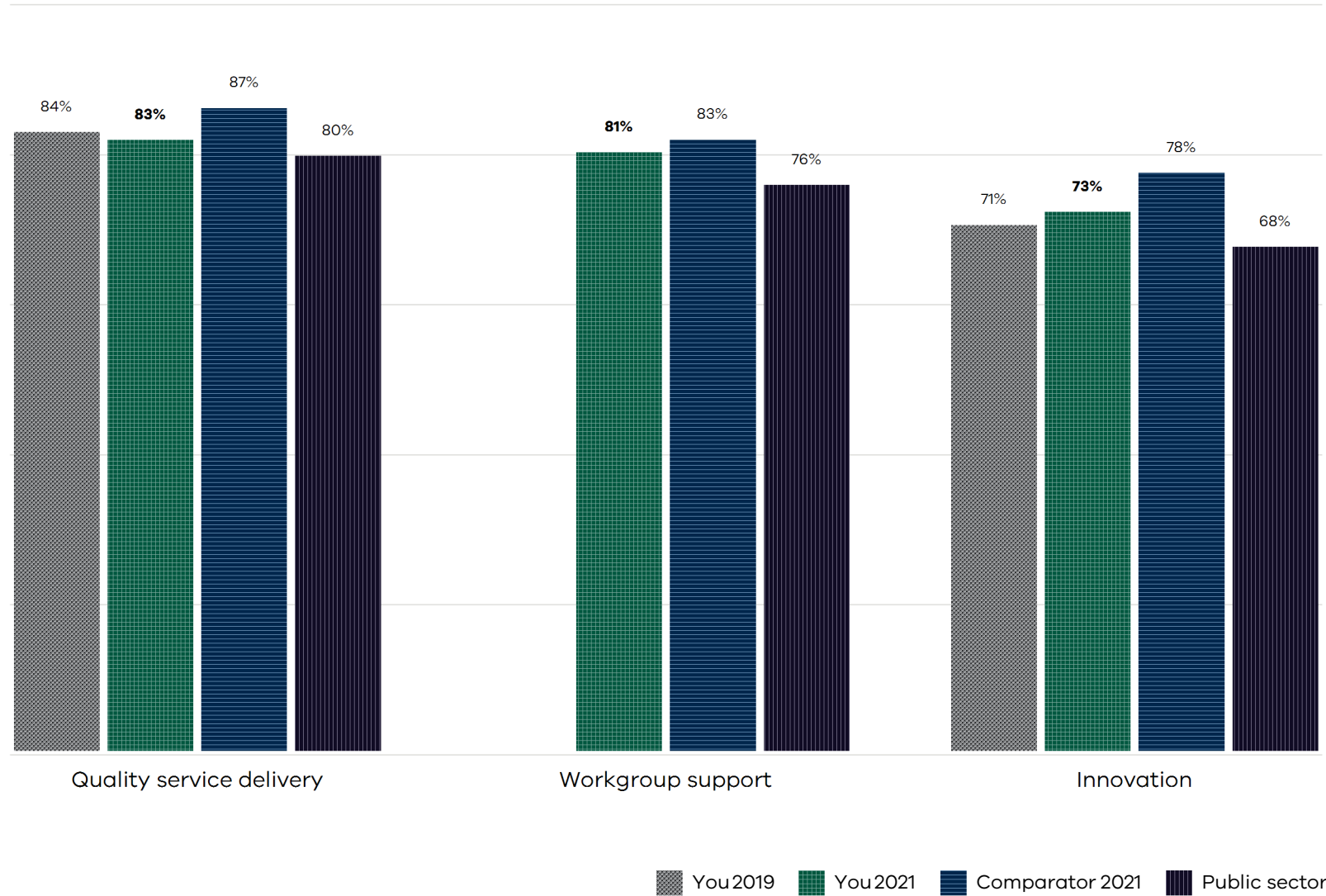
- 83% of your staff who did the survey responded positively to questions about which is down from 84% in 2019.

Compared to:

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

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

Quality service delivery: 84%, 83%, 87%, 80%
Workgroup support: 81%, 83%, 76%
Innovation: 71%, 73%, 78%, 68%

Workgroup climate

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

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

Survey question	Your results	Benchmark agree results

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

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup strives to provide high quality advice and services	91 %	90 %	88 %	93 %	95 %
My workgroup strives to deliver services in a timely manner	93 %	89 %	89 %	94 %	98 %
My workgroup values human rights	85 %	87 %	81 %	90 %	95 %
My workgroup strives to make the best use of its resources	84 %	80 %	74 %	85 %	89 %

Your results bar values:
- My workgroup strives to provide high quality advice and services: 1% / 90% (1% / 8%)
- My workgroup strives to deliver services in a timely manner: 1% / 89% (3% / 8%)
- My workgroup values human rights: 2% / 87% (1% / 10%)
- My workgroup strives to make the best use of its resources: 1% / 80% (10% / 10%)

Workgroup climate

What this is

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

Why this is important

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

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

How to read this

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

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

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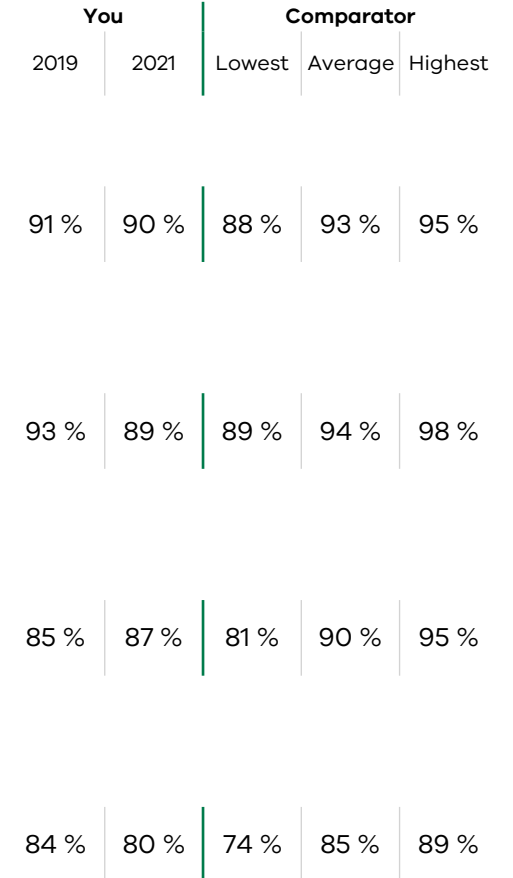
Example

79% of your staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question | Your results | Benchmark agree results

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

Survey question		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup focuses on making decisions informed by all relevant facts	1% / 79% / 6% / 13%	83 %	79 %	77 %	84 %	91 %
My workgroup places a priority on acting fairly and without bias	1% / 76% / 4% / 19%	83 %	76 %	73 %	83 %	90 %
My workgroup has clear lines of responsibility	1% / 76% / 11% / 12%	67 %	76 %	69 %	78 %	88 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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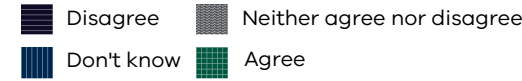
Example

87% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

| Survey question | Your results | Benchmark agree results |

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

	You		Comparator		
Survey question	2019	2021	Lowest	Average	Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes	84 %	87 %	82 %	89 %	93 %
My workgroup is quick to respond to opportunities to do things better	71 %	74 %	73 %	79 %	85 %
My workgroup learns from failures and mistakes	70 %	74 %	72 %	80 %	86 %
My workgroup encourages employee creativity	66 %	66 %	66 %	74 %	83 %

Your results bar values:
- My workgroup respectfully consults with clients and stakeholders to improve outcomes: 1%, 87%, 2%, 11%
- My workgroup is quick to respond to opportunities to do things better: 1%, 74%, 11%, 14%
- My workgroup learns from failures and mistakes: 1%, 74%, 10%, 16%
- My workgroup encourages employee creativity: 2%, 66%, 10%, 22%

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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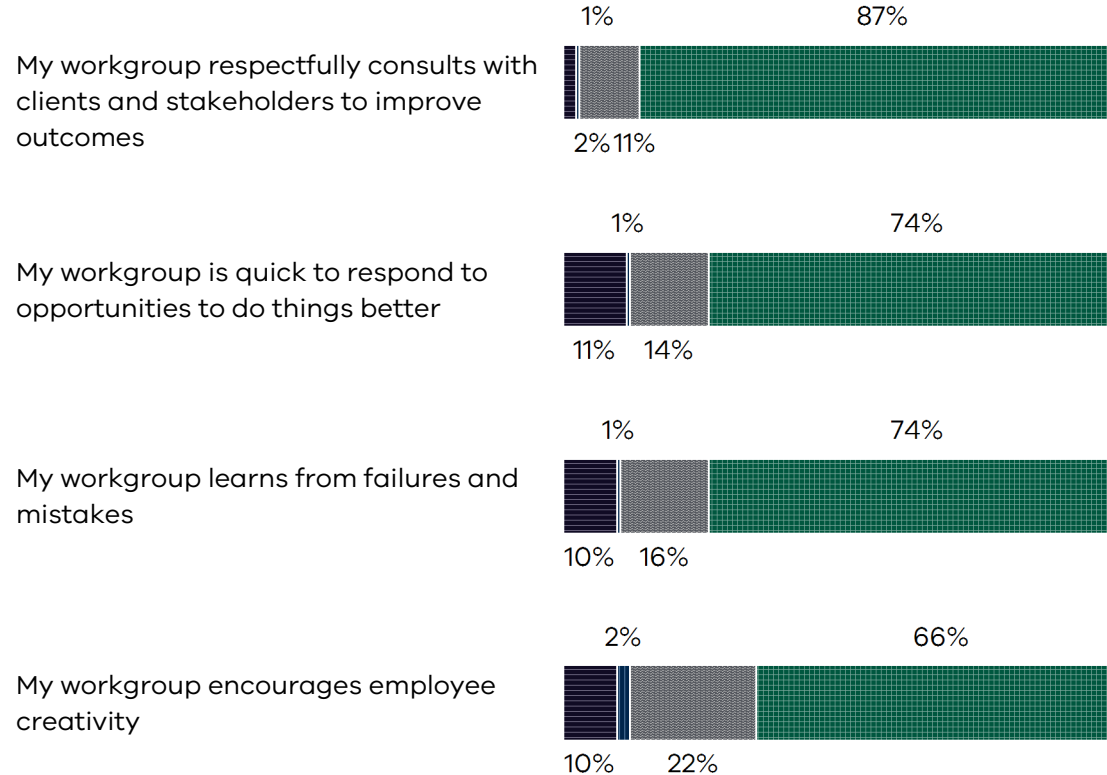
Example

64% of your staff who did the survey agreed or strongly agreed with 'My workgroup takes reasonable risks to improve its services'.

Survey question

Your results

Benchmark agree results

Legend	
Disagree	Neither agree nor disagree
Don't know	Agree

	You		Comparator		
	2019	2021	Lowest	Average	Highest

My workgroup takes reasonable risks to improve its services

3% · 64%
11% · 22%

| 63 % | 64 % | 54 % | 68 % | 77 % |

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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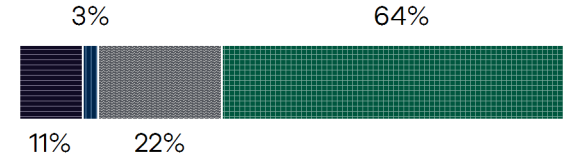
Example

94% 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

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

Survey question		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others in my workgroup	1% / 94% / 4%	Not asked	94 %	92 %	94 %	96 %
I am able to work effectively with others outside my immediate workgroup	3% / 89% / 8%	Not asked	89 %	84 %	92 %	97 %
People in my workgroup treat each other with respect	3% / 88% / 9%	86 %	88 %	81 %	89 %	94 %
People in my workgroup work together effectively to get the job done	4% / 87% / 8%	83 %	87 %	85 %	88 %	91 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

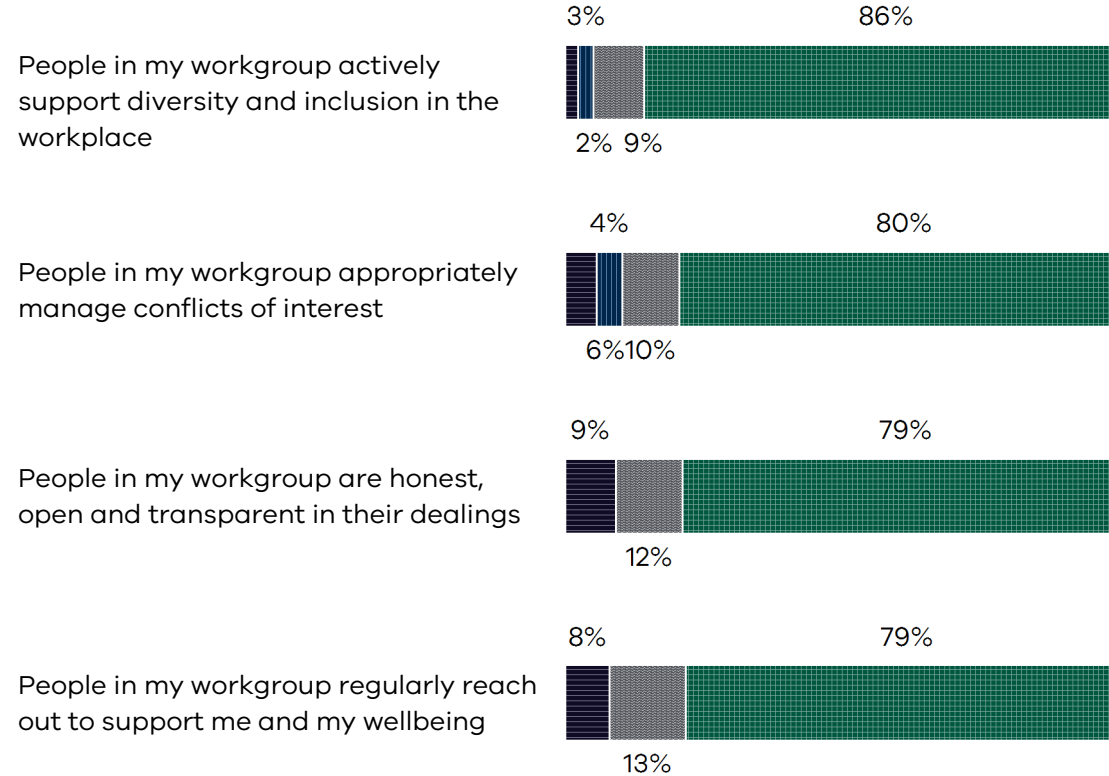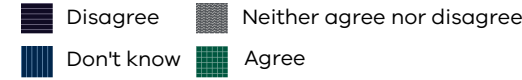Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

86% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup actively support diversity and inclusion in the workplace'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2019	2021	Lowest	Average	Highest
People in my workgroup actively support diversity and inclusion in the workplace (3%, 2%, 9%, 86%)	88 %	86 %	77 %	87 %	93 %
People in my workgroup appropriately manage conflicts of interest (4%, 6%, 10%, 80%)	76 %	80 %	72 %	79 %	88 %
People in my workgroup are honest, open and transparent in their dealings (9%, 12%, 79%)	73 %	79 %	75 %	81 %	86 %
People in my workgroup regularly reach out to support me and my wellbeing (8%, 13%, 79%)	Not asked	79 %	62 %	77 %	85 %

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.
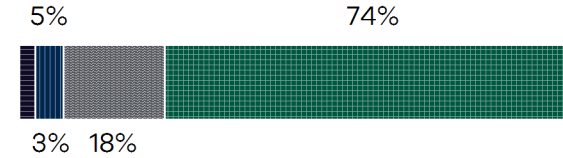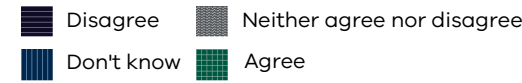
Example

74% 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

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

	You		Comparator		
	2019	2021	Lowest	Average	Highest
People in my workgroup are politically impartial in their work	76 %	74 %	67 %	76 %	86 %
Workgroups across my organisation willingly share information with each other	57 %	52 %	42 %	63 %	74 %

People in my workgroup are politically impartial in their work: 5%, 3%, 18%, 74%

Workgroups across my organisation willingly share information with each other: 20%, 3%, 25%, 52%

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People matter survey 2021

Have your say

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

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

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

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

Taking action
- Taking action questions

Senior leadership
- Senior leadership questions

Organisational climate
- Scorecard
- Organisational integrity
- Workplace flexibility
- Equal employment opportunity
- Psychosocial and physical safety climate
- Psychosocial safety climate score
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Workgroup climate
- Scorecard
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Job and manager factors
- Scorecard
- Manager leadership
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- Workload
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- Job enrichment
- Meaningful work
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Public sector values
- Scorecard
- Responsiveness
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Demographics
- Age, defence force and education
- Aboriginal and/or Torres Strait Islander
- Disability
- Gender, variations in sex characteristics and sexual orientation
- Cultural diversity
- Employment
- Adjustments
- Caring
- Business units

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Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 89% 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.

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

Manager leadership: 87%, 89%, 90%, 84%
Meaningful work: 87%, 87%, 84%
Job enrichment: 80%, 80%, 77%
Manager support: 75%, 78%, 70%

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

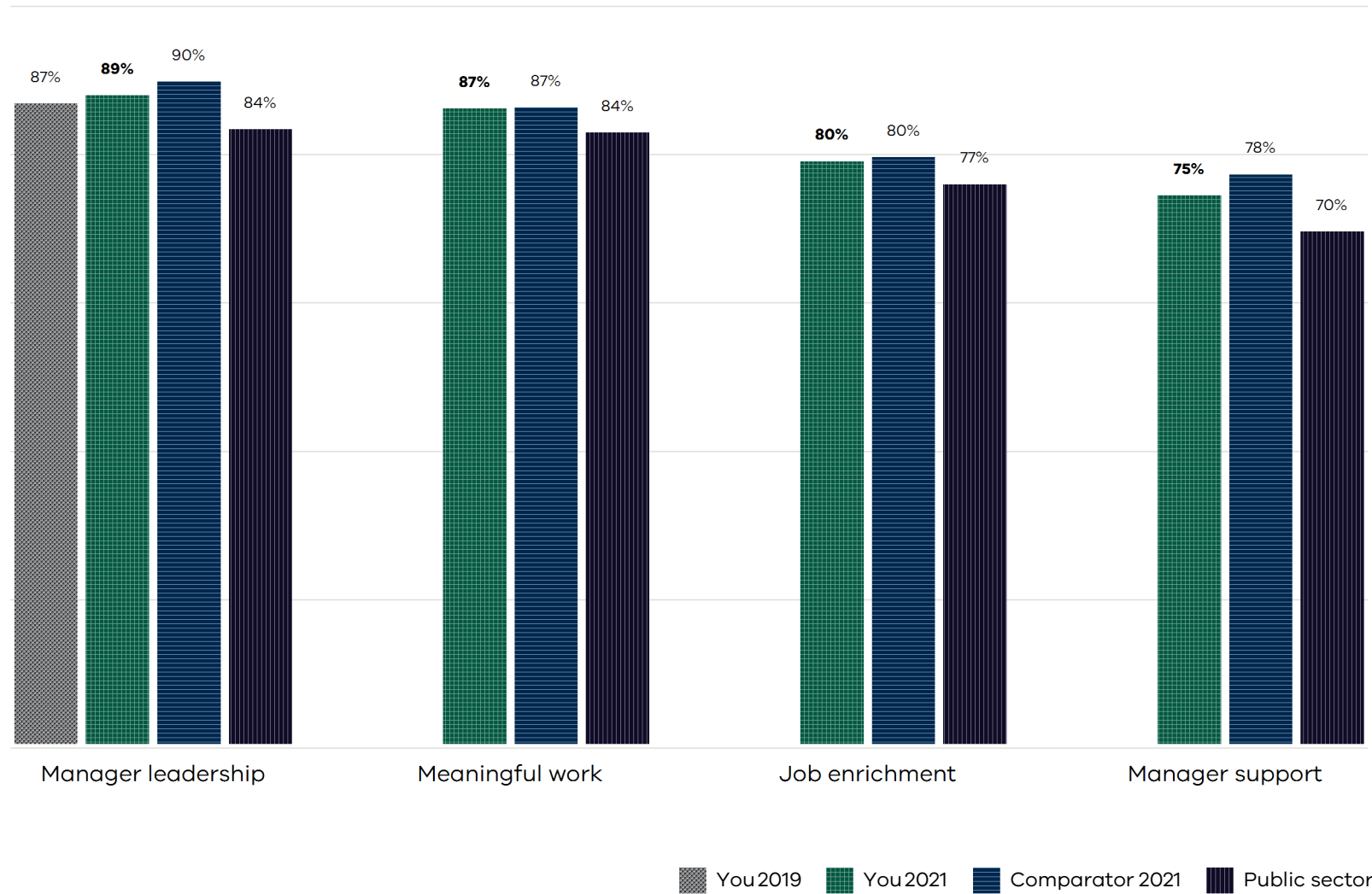Each result is the overall percentage of positive responses for your organisation, comparator and public sector.
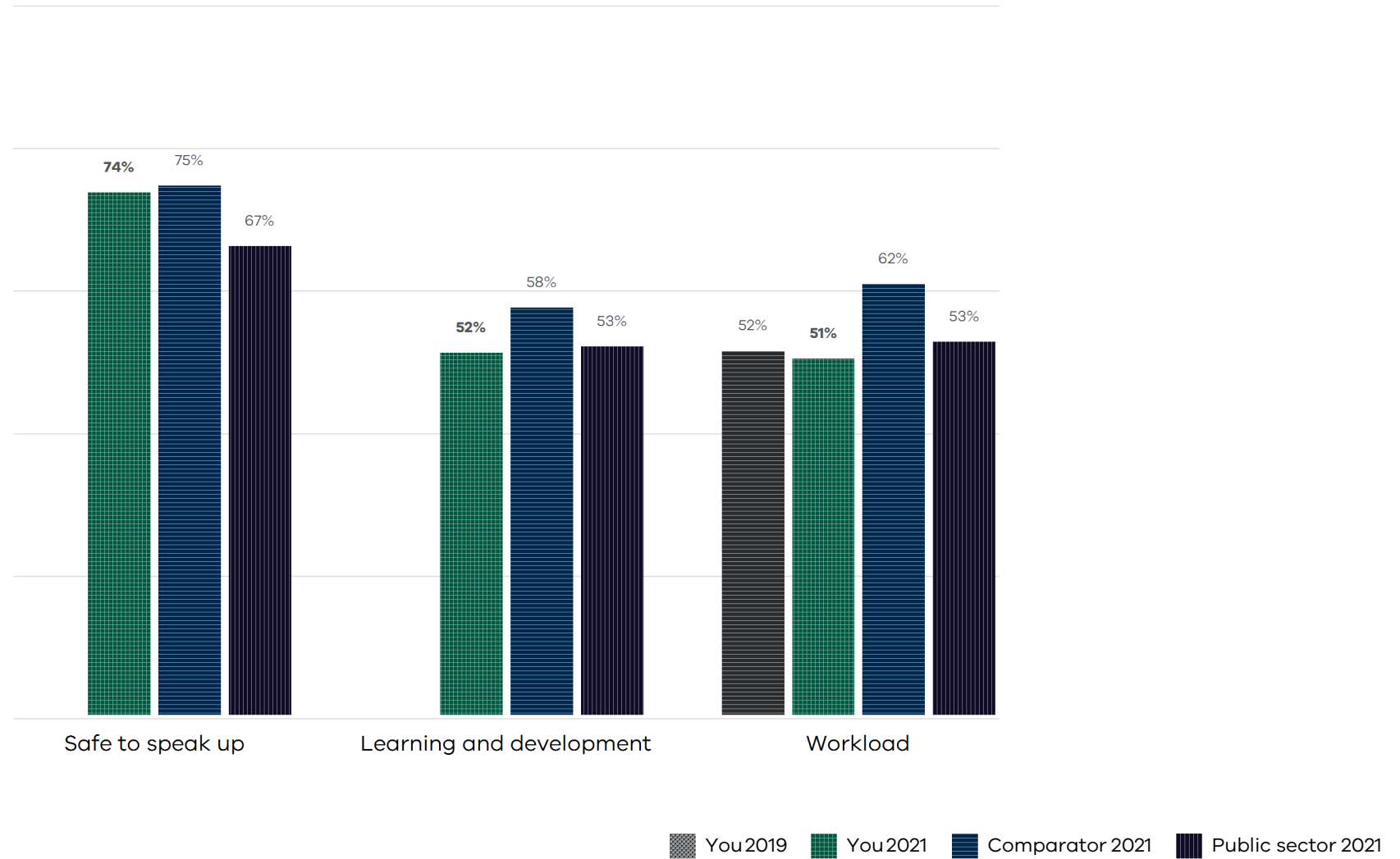
Example

In 2021:

- 74% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

- 75% of staff at your comparator and 67% of staff across the public sector.

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

Safe to speak up: 74%, 75%, 67%
Learning and development: 52%, 58%, 53%
Workload: 52%, 51%, 62%, 53%

Job and manager factors

Manager leadership 1 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

93% of your staff who did the survey agreed or strongly agreed with 'My manager is committed to workplace safety'.

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

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager is committed to workplace safety (2% / 5% / 93%)	94 %	93 %	87 %	94 %	98 %
My manager treats employees with dignity and respect (6% / 3% / 91%)	87 %	91 %	83 %	91 %	96 %
My manager works effectively with people from diverse backgrounds (2% / 7% / 90%)	87 %	90 %	81 %	90 %	96 %
My manager ensures clients receive a high standard of service (3% / 10% / 87%)	88 %	87 %	84 %	92 %	98 %

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.

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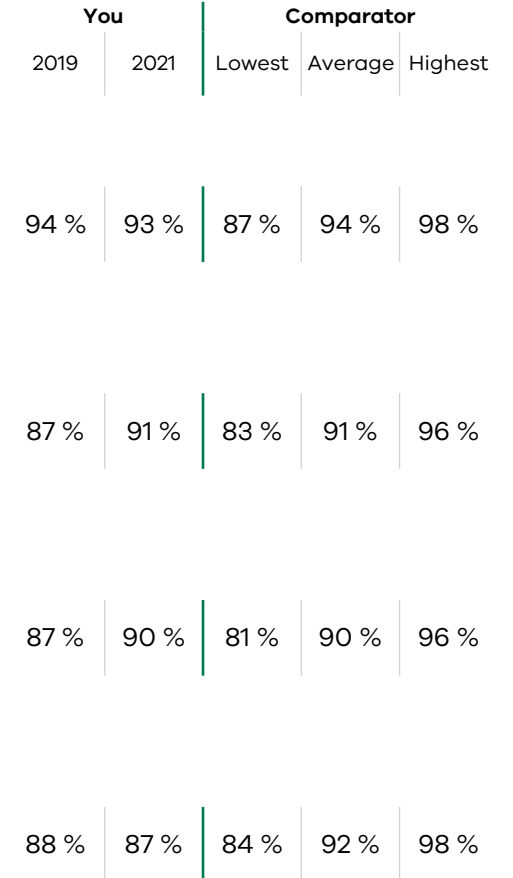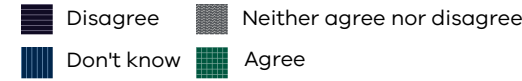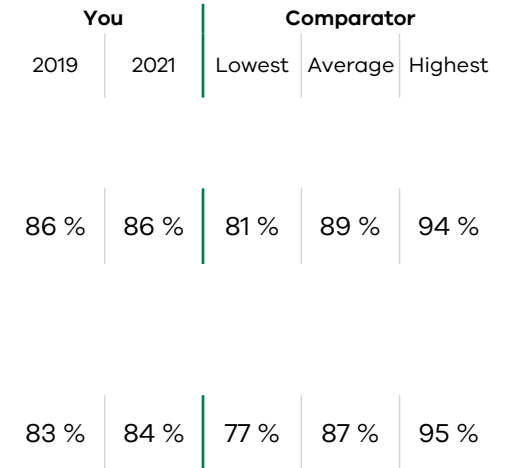
Example

86% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results	You		Comparator		
		2019	2021	Lowest	Average	Highest

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

Survey question	Your results	2019	2021	Lowest	Average	Highest
My manager demonstrates honesty and integrity	3% / 11% / 86%	86 %	86 %	81 %	89 %	94 %
My manager models my organisation's values	3% / 13% / 84%	83 %	84 %	77 %	87 %	95 %

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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.
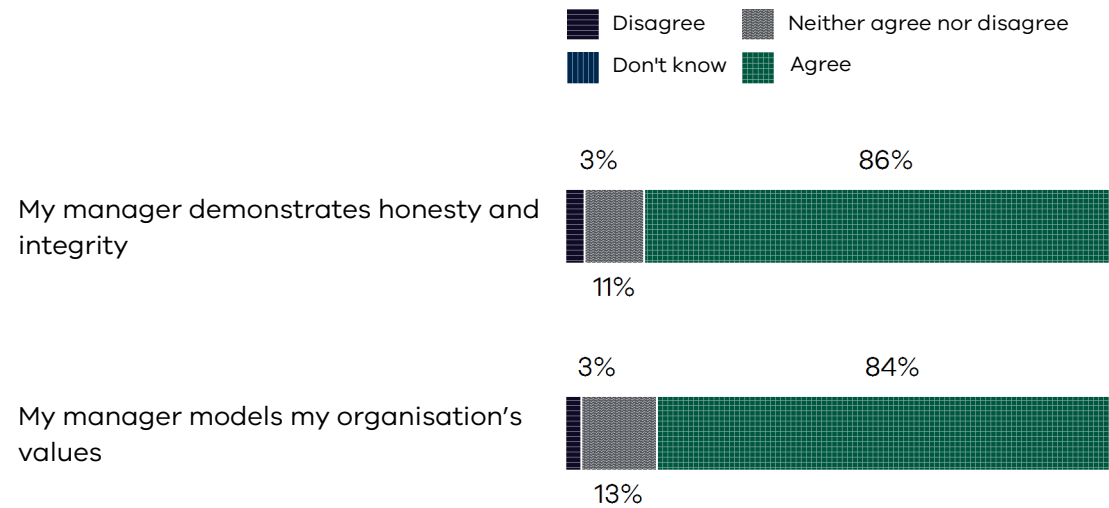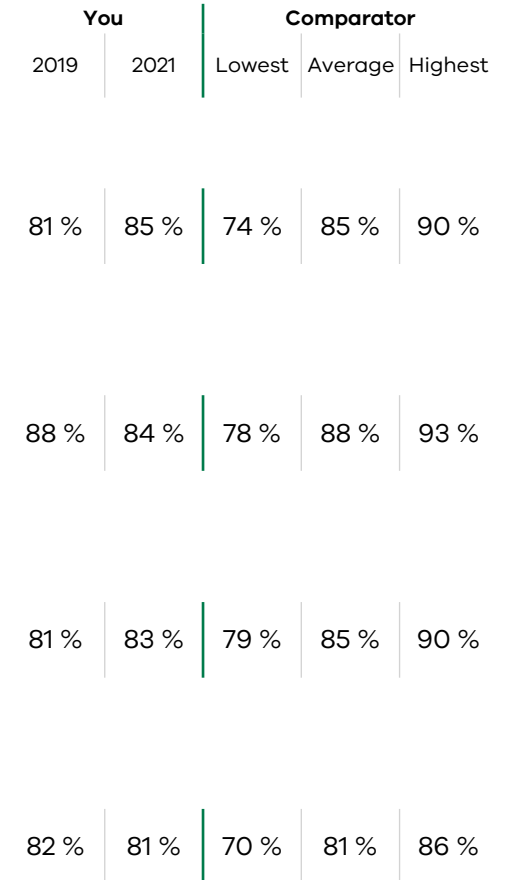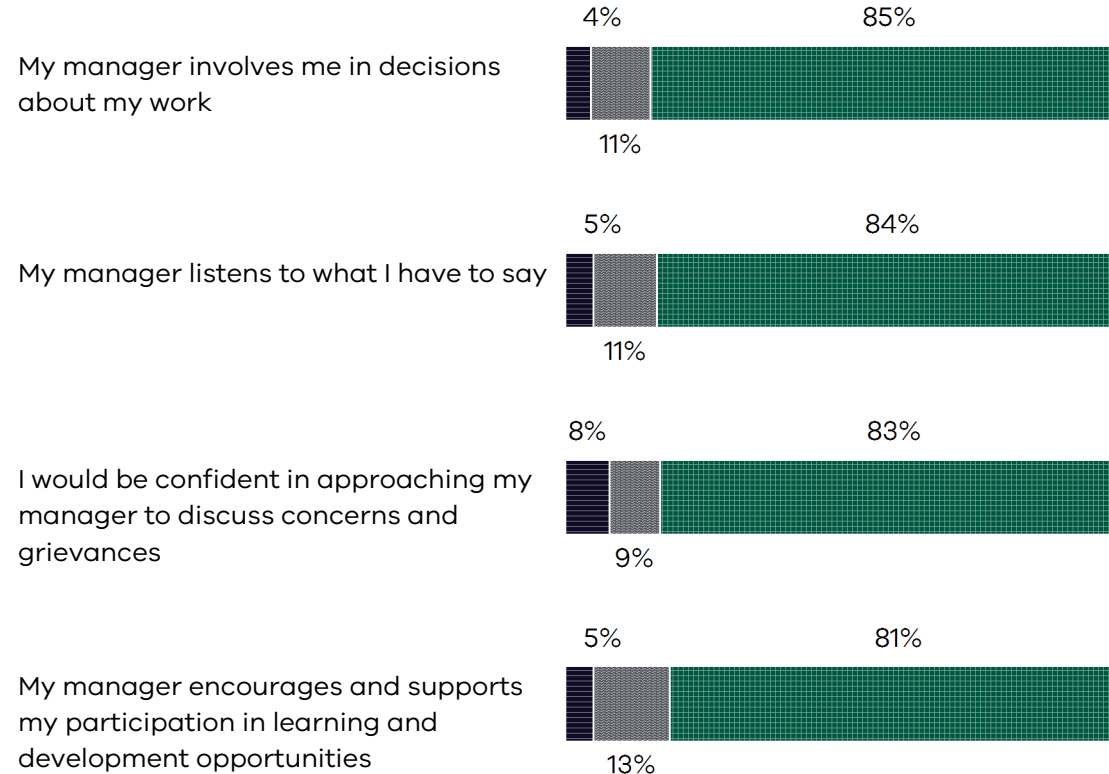
Example

85% of your staff who did the survey agreed or strongly agreed with 'My manager involves me in decisions about my work'.

Survey question	Your results		You		Comparator		
			2019	2021	Lowest	Average	Highest
My manager involves me in decisions about my work	4% / 11% / 85%		81 %	85 %	74 %	85 %	90 %
My manager listens to what I have to say	5% / 11% / 84%		88 %	84 %	78 %	88 %	93 %
I would be confident in approaching my manager to discuss concerns and grievances	8% / 9% / 83%		81 %	83 %	79 %	85 %	90 %
My manager encourages and supports my participation in learning and development opportunities	5% / 13% / 81%		82 %	81 %	70 %	81 %	86 %

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

Victorian Public Sector Commission

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Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

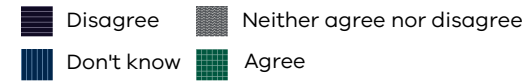Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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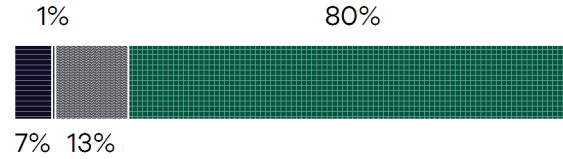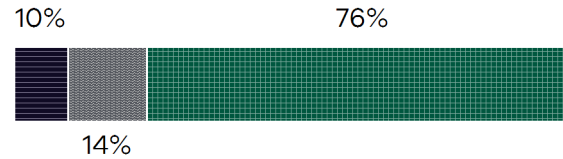
Survey question	Your results	Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
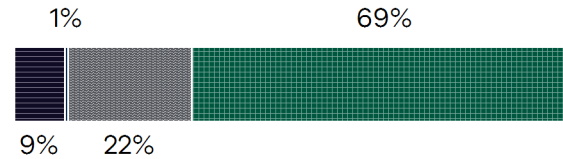
Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager provides me with enough support when I need it — 1% / 7% / 13% / 80%	Not asked	80 %	73 %	84 %	92 %
My manager keeps me informed about what's going on — 10% / 14% / 76%	71 %	76 %	68 %	80 %	88 %
My manager provides feedback to me in a way that helps me improve my performance — 1% / 9% / 22% / 69%	75 %	69 %	66 %	76 %	82 %
My manager has regular conversations with me about my learning and development — 15% / 24% / 61%	Not asked	61 %	46 %	62 %	72 %

Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

Example

57% 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

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

I receive adequate recognition for my contributions and accomplishments

19%   57%

24%

Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	59 %	57 %	52 %	61 %	75 %

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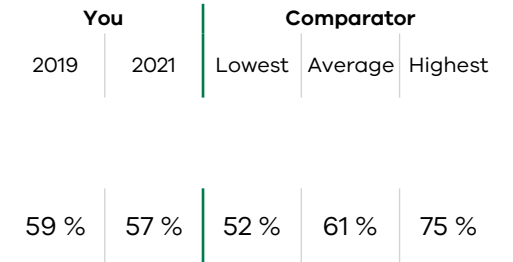
Job and manager factors

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.
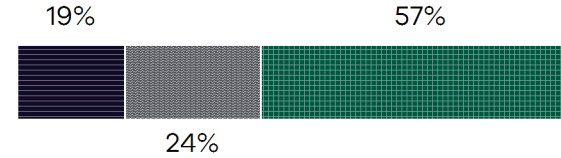
Example

55% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Disagree   Neither agree nor disagree   Agree

	You		Comparator		
Survey question	2019	2021	Lowest	Average	Highest
The workload I have is appropriate for the job that I do	53 %	55 %	47 %	64 %	71 %
I have enough time to do my job effectively	51 %	47 %	41 %	59 %	67 %

The workload I have is appropriate for the job that I do
25%   55%
20%

I have enough time to do my job effectively
34%   47%
19%
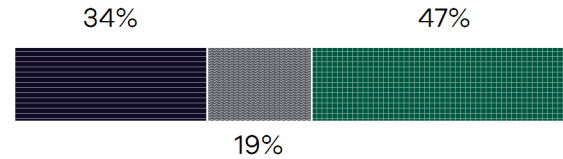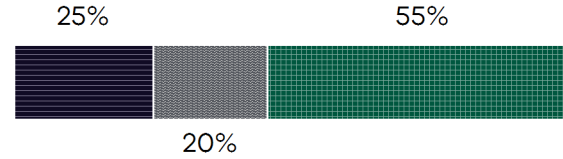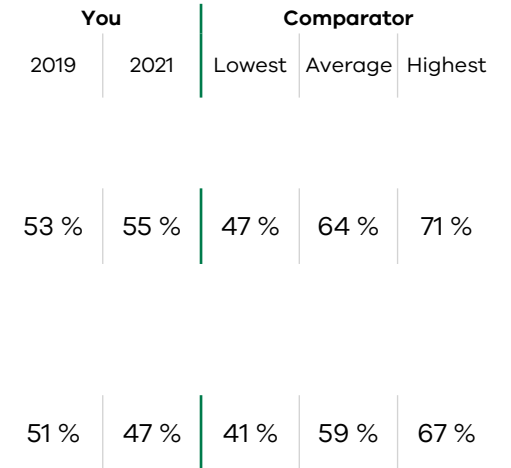
Job and manager factors

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

75% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Survey question

Your results

Legend: Disagree | Neither agree nor disagree | Agree

Benchmark agree results

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am developing and learning in my role	Disagree 7%, Neither 18%, Agree 75%	Not asked	75 %	56 %	75 %	86 %
In the last 12 months I have learned skills that have helped me do my job better	Disagree 9%, Neither 21%, Agree 70%	Not asked	70 %	63 %	74 %	83 %
My organisation places a high priority on the learning and development of staff	Disagree 7%, Neither 26%, Agree 66%	55 %	66 %	35 %	67 %	78 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	Disagree 15%, Neither 29%, Agree 56%	Not asked	56 %	43 %	61 %	69 %

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.
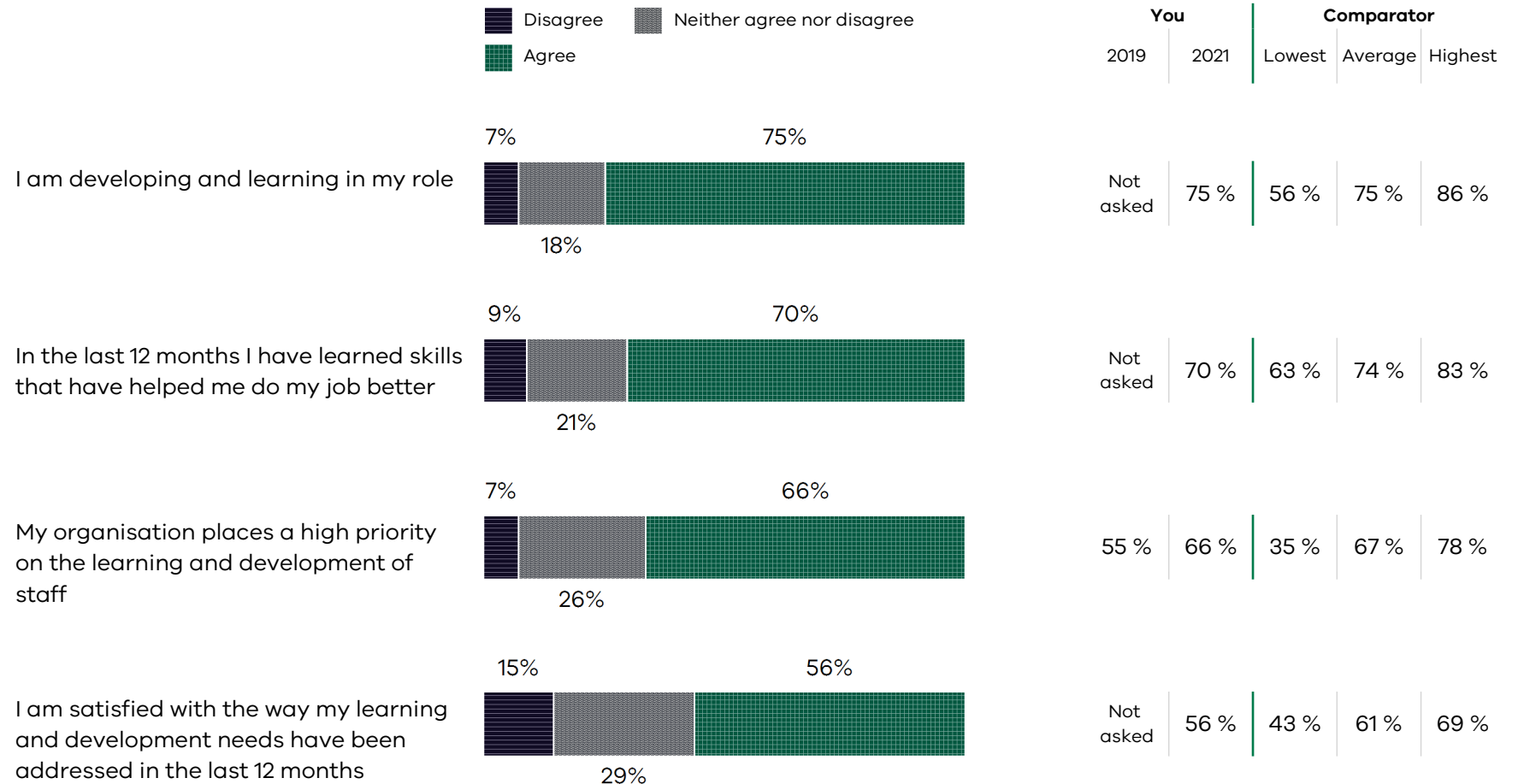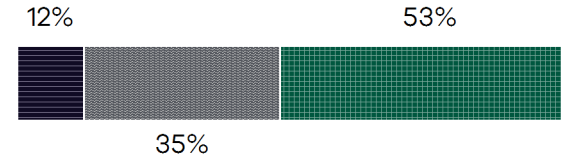
Example

53% of your staff who did the survey agreed or strongly agreed with 'There are adequate opportunities for me to develop skills and experience in my organisation'.

Survey question	Your results	Benchmark agree results

Legend: ■ Disagree ▦ Neither agree nor disagree ▩ Agree

	You		Comparator		
	2019	2021	Lowest	Average	Highest

Survey question	Disagree	Neither	Agree	2019	2021	Lowest	Average	Highest
There are adequate opportunities for me to develop skills and experience in my organisation	12%	35%	53%	63 %	53 %	44 %	64 %	72 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	24%	40%	35%	Not asked	35 %	24 %	46 %	54 %
I feel I have an equal chance at promotion in my organisation	29%	36%	35%	Not asked	35 %	32 %	49 %	64 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	24%	53%	24%	Not asked	24 %	21 %	31 %	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.
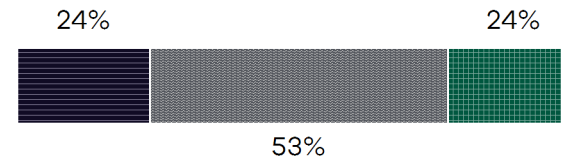
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

93% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question	Your results				Benchmark agree results				

Legend: Disagree | Neither agree nor disagree | Agree

	You		Comparator		
	2019	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	3% ... 93% / 4%	97 %	93 %	90 %	93 %	97 %
I have a choice in deciding how I do my work	3% ... 88% / 9%	80 %	88 %	75 %	83 %	90 %
My job allows me to utilise my skills, knowledge and abilities	8% ... 83% / 8%	84 %	83 %	77 %	85 %	93 %
I clearly understand what I am expected to do in this job	8% ... 82% / 10%	85 %	82 %	76 %	84 %	93 %

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

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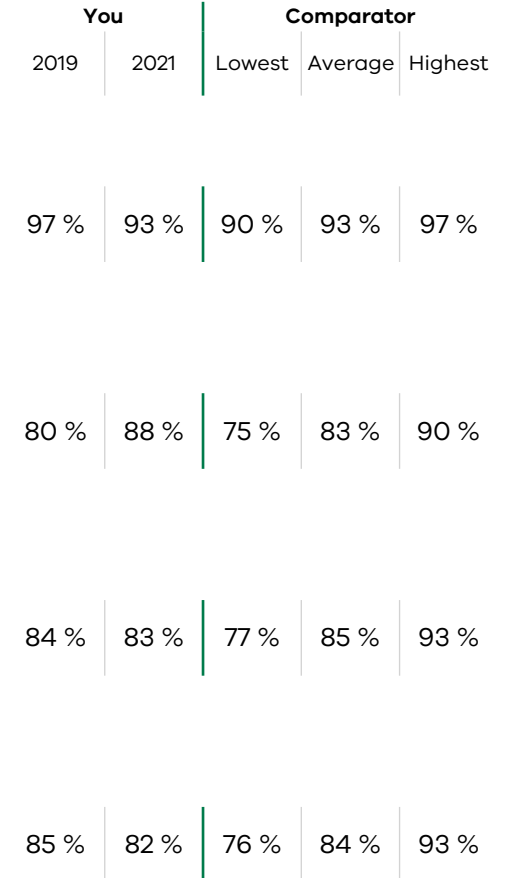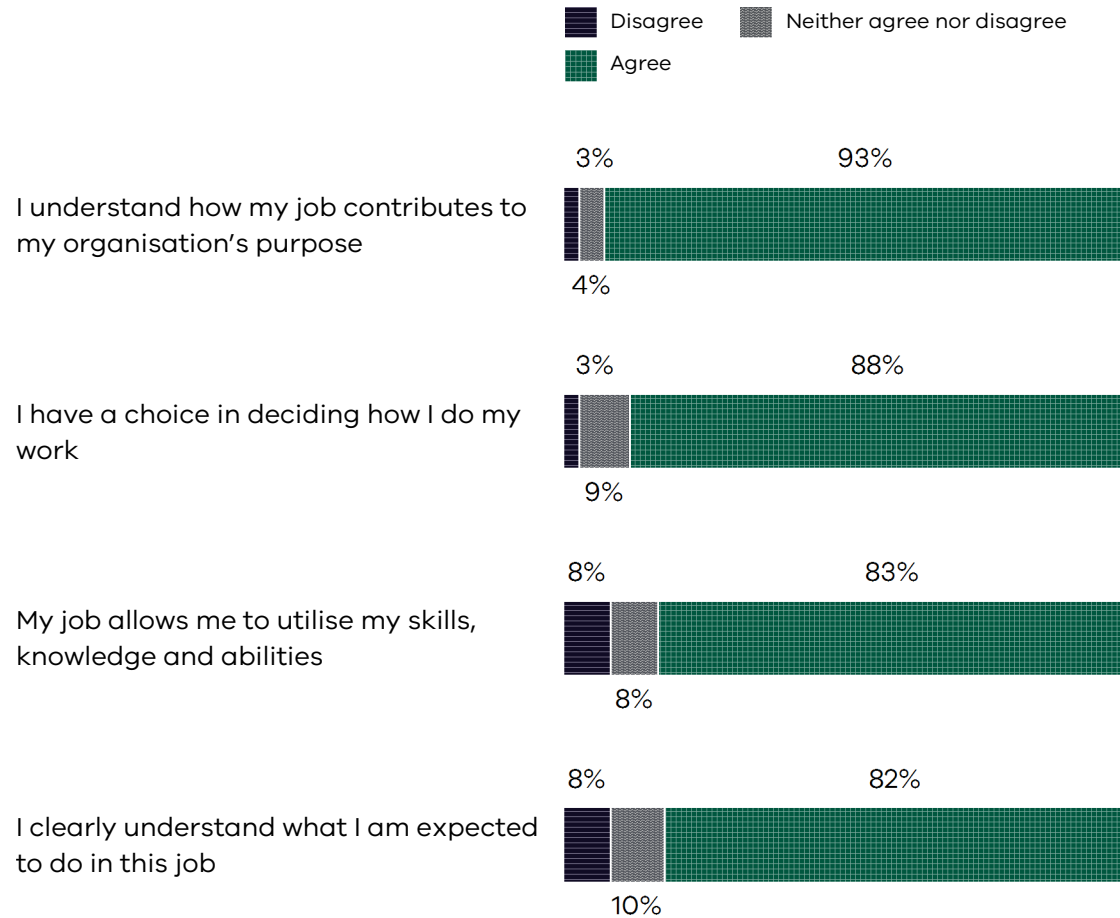
Example

80% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

Survey question	Your results					

Legend: ■ Disagree ▨ Neither agree nor disagree ▩ Agree

	You		Comparator		
	2019	2021	Lowest	Average	Highest
I have the authority to do my job effectively (11% / 8% / 80%)	82 %	80 %	75 %	84 %	90 %
I understand how the Charter of Human Rights and Responsibilities applies to my work (5% / 19% / 76%)	67 %	76 %	55 %	69 %	84 %
My work performance is assessed against clear criteria (19% / 26% / 56%)	Not asked	56 %	47 %	64 %	84 %

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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.
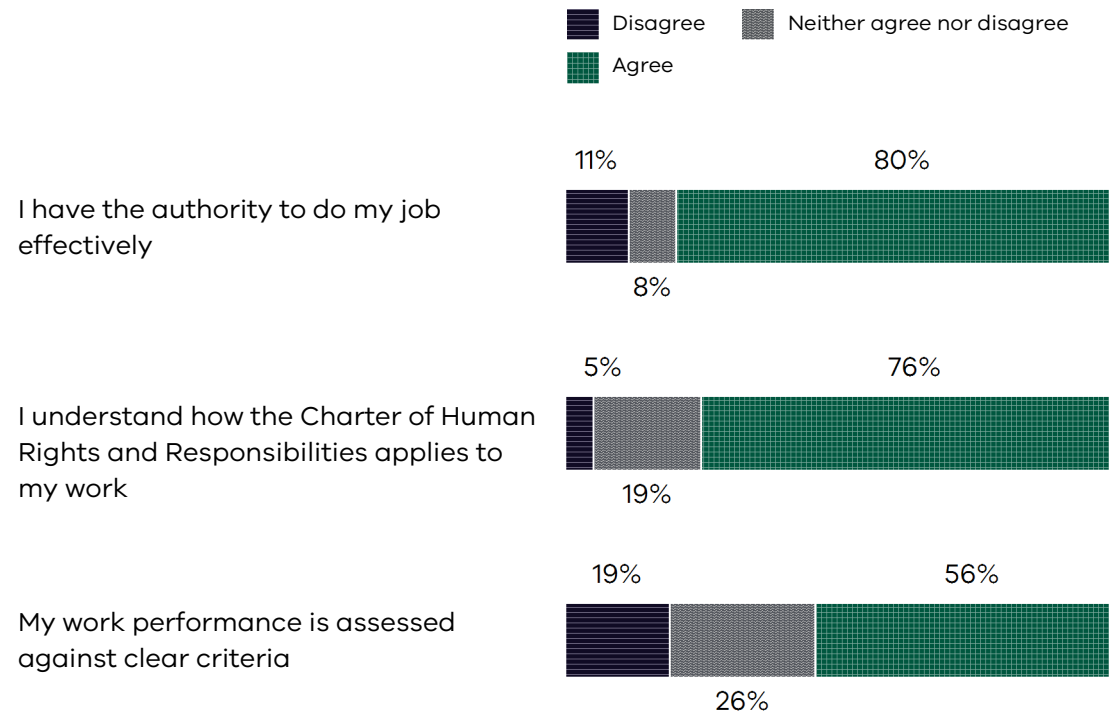
Example

89% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

Survey question	Your results	Benchmark agree results

Your results

■ Disagree   ▨ Neither agree nor disagree
▨ Agree
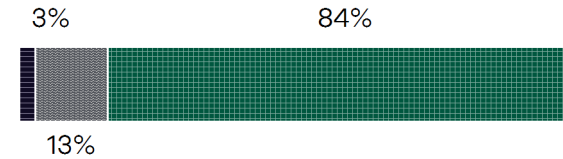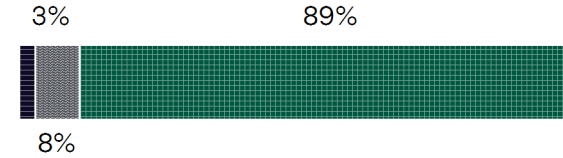
Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
I feel that I can make a worthwhile contribution at work	Not asked	89 %	82 %	89 %	97 %
I am achieving something important through my work	Not asked	84 %	81 %	85 %	94 %

I feel that I can make a worthwhile contribution at work — 3% / 89% / 8%

I am achieving something important through my work — 3% / 84% / 13%

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

Legend: ■ Disagree ▦ Neither agree nor disagree ▤ Agree

	You		Comparator		
	2019	2021	Lowest	Average	Highest
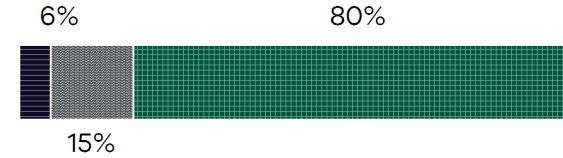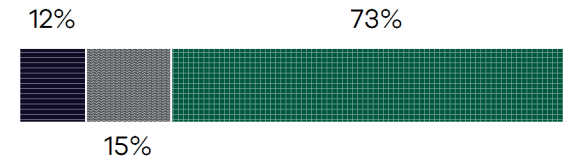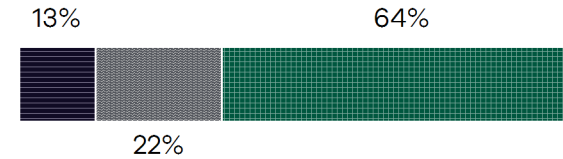
Survey question	Disagree	Neither	Agree	2019	2021	Lowest	Average	Highest
People in your workgroup are able to bring up problems and tough issues	6%	15%	80%	Not asked	80 %	75 %	81 %	86 %
I feel safe to challenge inappropriate behaviour at work	12%	15%	73%	Not asked	73 %	56 %	72 %	86 %
I am confident that I would be protected from reprisal for reporting improper conduct	13%	22%	64%	51 %	64 %	49 %	71 %	88 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	14%	24%	62%	57 %	62 %	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

87% 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
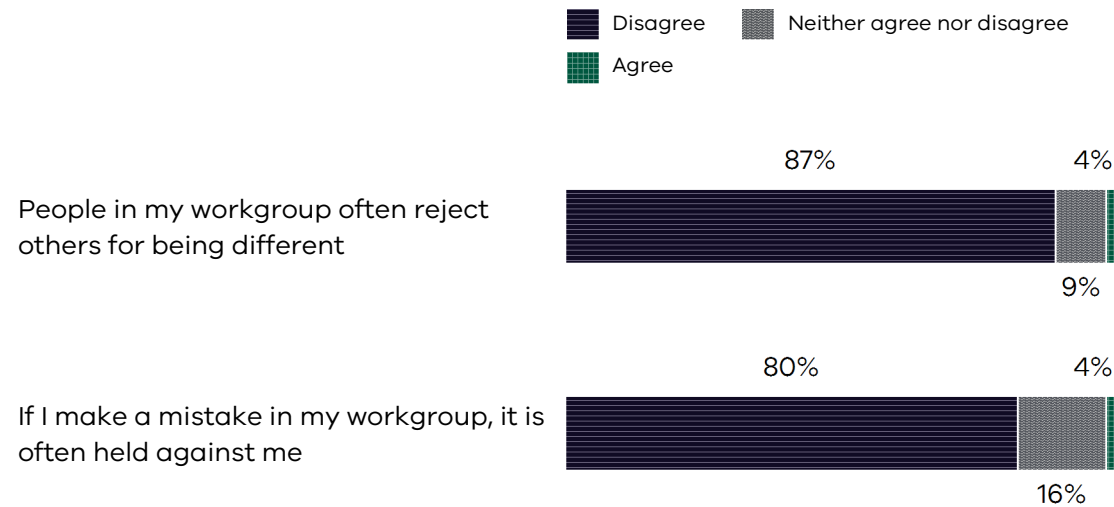
Legend: ■ Disagree   ▨ Neither agree nor disagree   ▦ Agree

	You		Comparator		
	2019	2021	Lowest	Average	Highest

People in my workgroup often reject others for being different — 87% Disagree, 4%, 9%

| Not asked | 87 % | 77 % | 85 % | 90 % |

If I make a mistake in my workgroup, it is often held against me — 80% Disagree, 4%, 16%

| Not asked | 80 % | 66 % | 78 % | 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%
Decision making and authorisation processes	29%	23%	23%
Technology limitations	27%	16%	20%
Communication processes	19%	13%	19%
There are no noticeable barriers	17%	20%	18%
Other	15%	9%	13%
Administrative processes (including leave and HR requirements)	15%	16%	19%
Absence of visibility of team progress and deliverables	13%	9%	9%
Difficulties in separating work from other aspects of my life	13%	11%	10%
Family/household commitments (carer responsibilities, child education responsibilities)	10%	8%	9%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Workplace flexibility
- Equal employment opportunity
- Psychosocial and physical safety climate
- Psychosocial safety climate score
- 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

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:

- 89% of your staff who did the survey responded positively to questions about Responsiveness , which is down 2% in 2019.

Compared to:

- 93% of staff at your comparator and 87% of staff across the public sector.
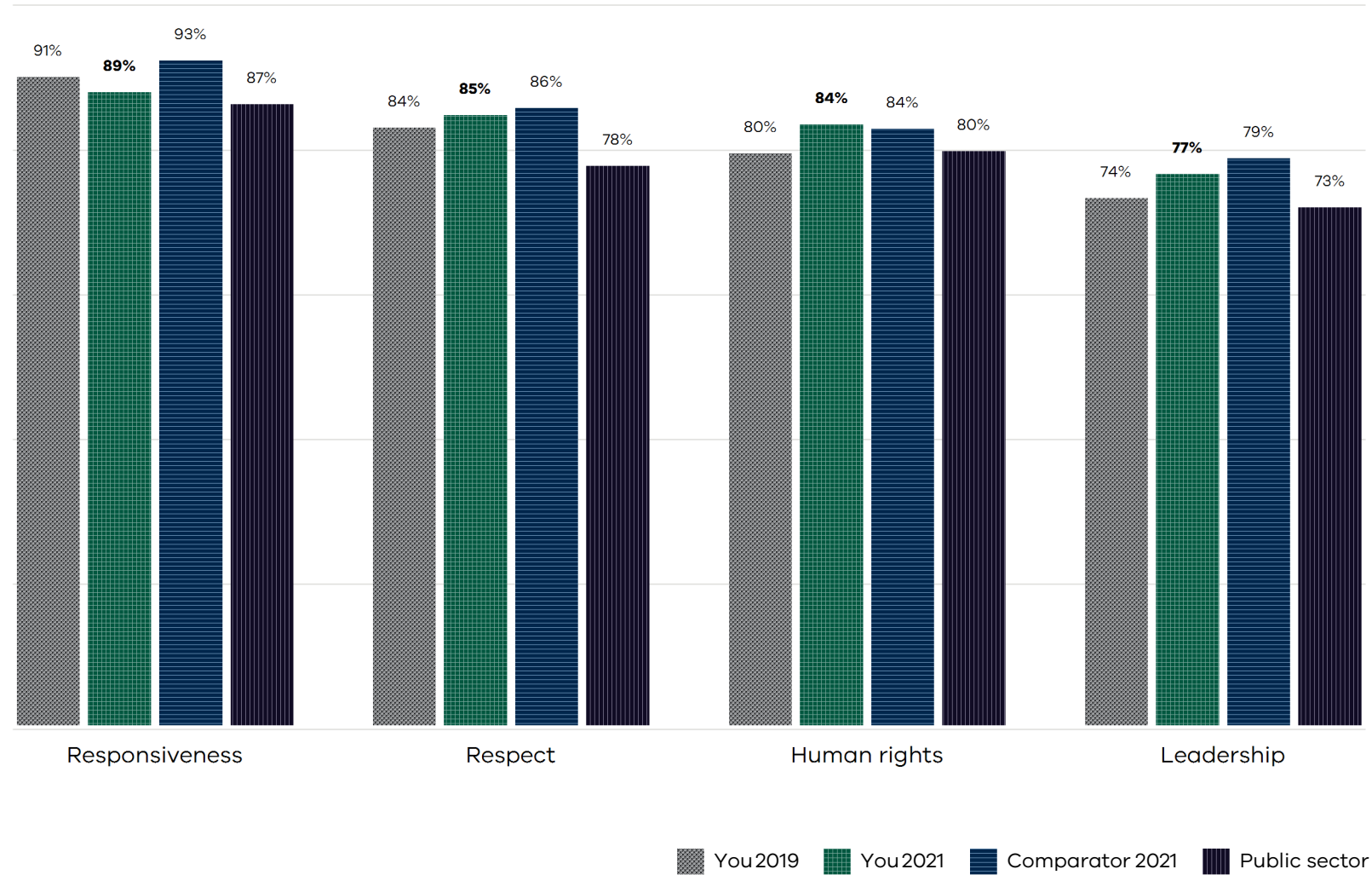
Legend: You 2019, You 2021, Comparator 2021, Public sector 2021

Responsiveness: 91%, 89%, 93%, 87%
Respect: 84%, 85%, 86%, 78%
Human rights: 80%, 84%, 84%, 80%
Leadership: 74%, 77%, 79%, 73%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 77% 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.

Chart data:

Value	You 2019	You 2021	Comparator 2021	Public sector 2021
Integrity	72%	77%	79%	70%
Accountability	78%	76%	81%	76%
Impartiality	75%	70%	75%	68%
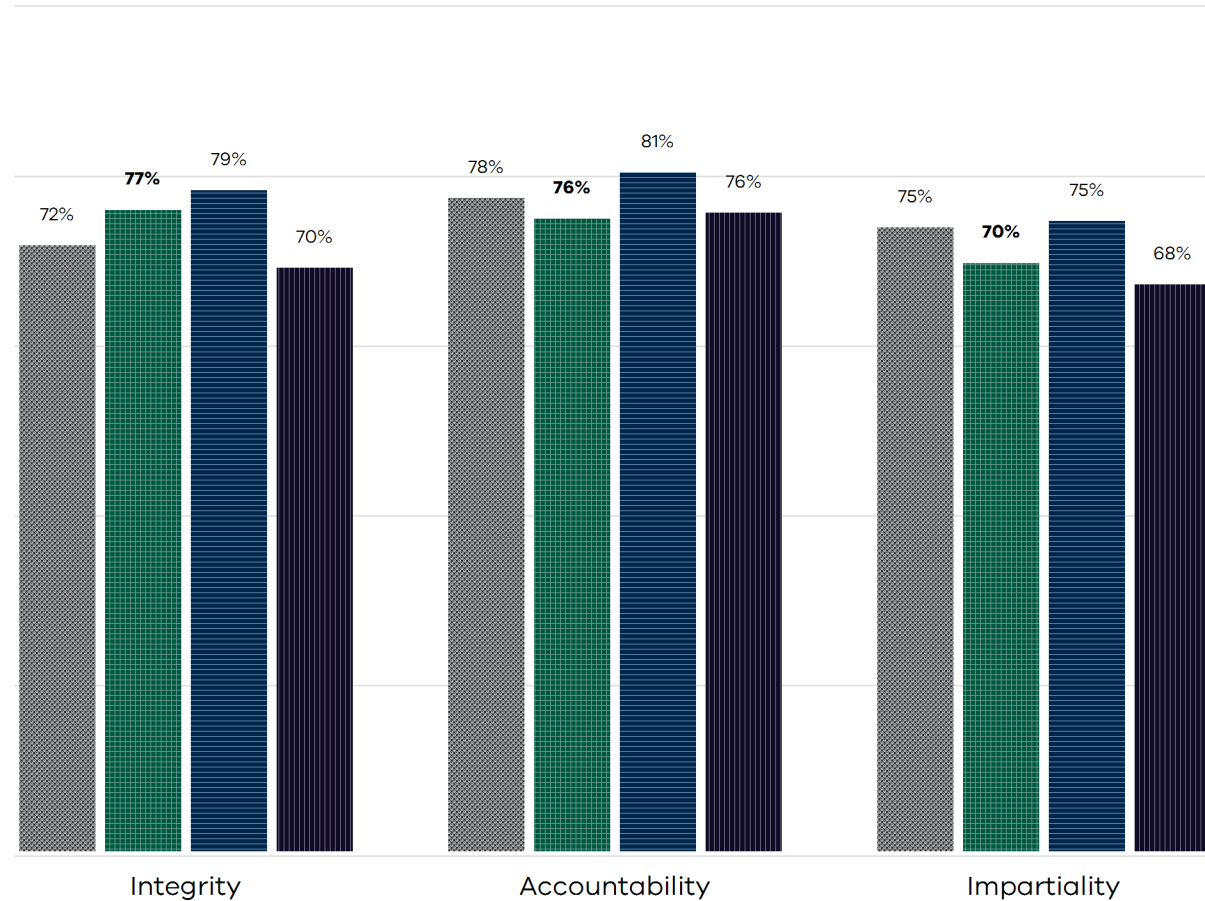
Legend: You 2019 | You 2021 | Comparator 2021 | Public sector 2021

Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2019	2021	Lowest	Average	Highest
My workgroup strives to provide high quality advice and services 1% ... 90% ... 1% 8%		91 %	90 %	88 %	93 %	95 %
My workgroup strives to deliver services in a timely manner 1% ... 89% ... 3% 8%		93 %	89 %	89 %	94 %	98 %
My manager ensures clients receive a high standard of service 3% ... 87% ... 10%		88 %	87 %	84 %	92 %	98 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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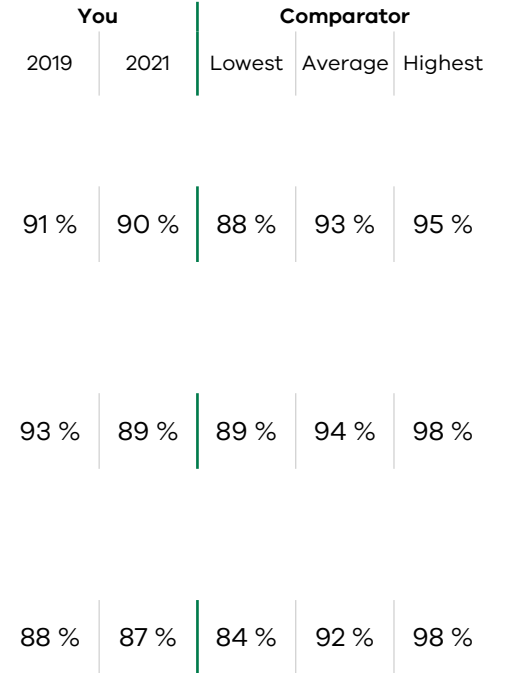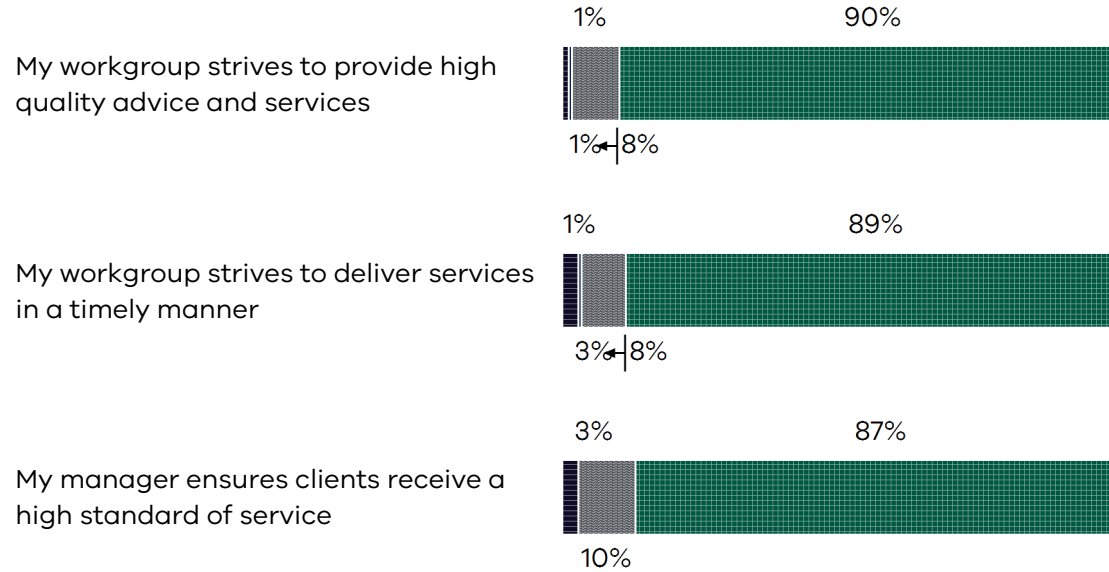
Example

89% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question · Your results · Benchmark agree results

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

Survey question		You		Comparator		
		2019	2021	Lowest	Average	Highest
My organisation is committed to earning a high level of public trust	1% / 89% / 3% / 7%	83 %	89 %	60 %	91 %	98 %
My manager demonstrates honesty and integrity	3% / 86% / 11%	86 %	86 %	81 %	89 %	94 %
People in my workgroup appropriately manage conflicts of interest	4% / 80% / 6% / 10%	76 %	80 %	72 %	79 %	88 %
People in my workgroup are honest, open and transparent in their dealings	9% / 79% / 12%	73 %	79 %	75 %	81 %	86 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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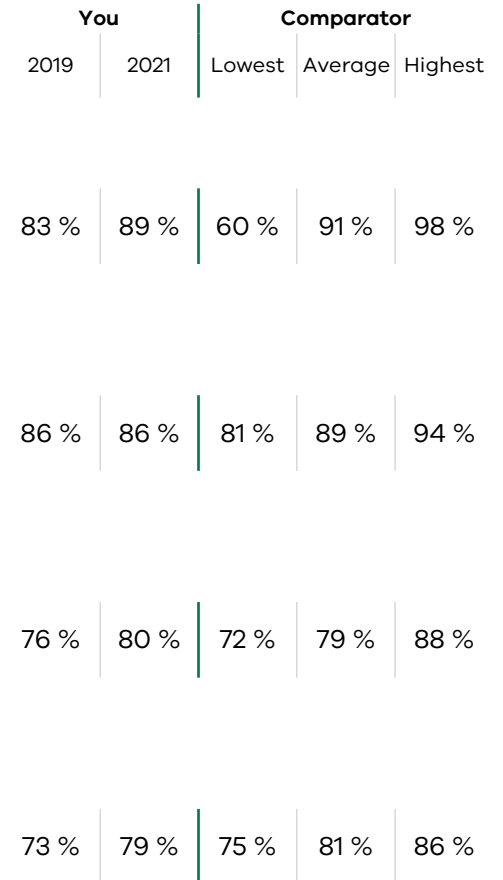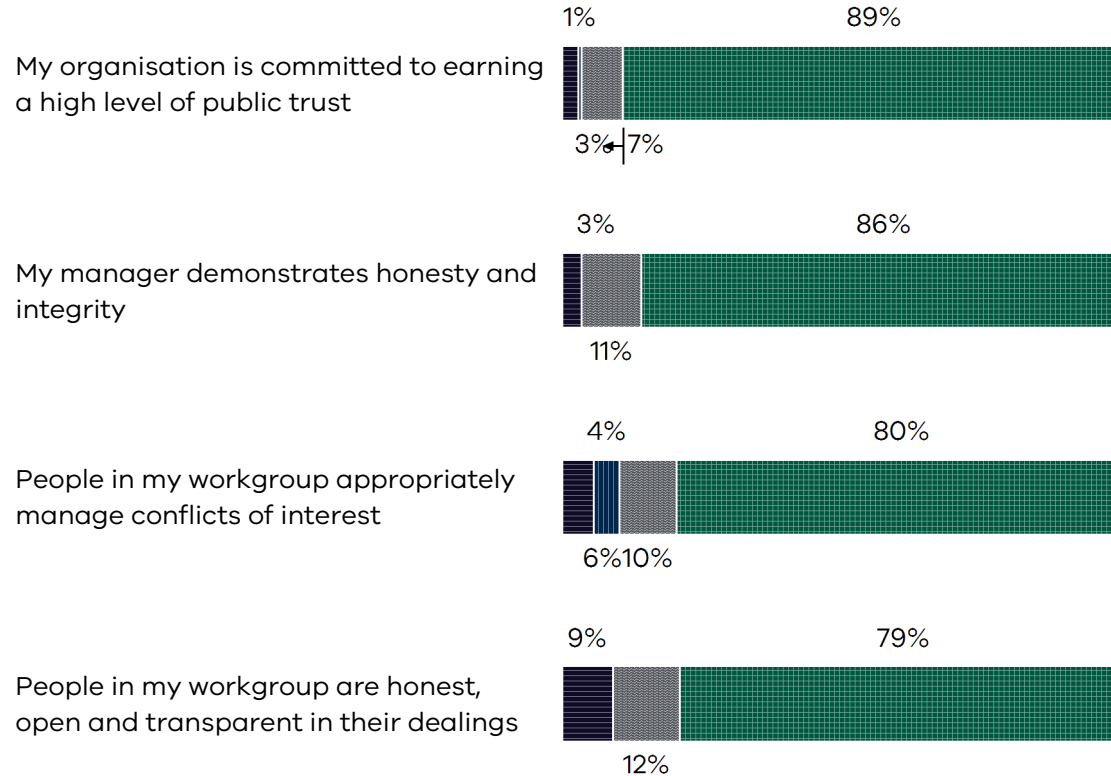
Example

75% 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

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
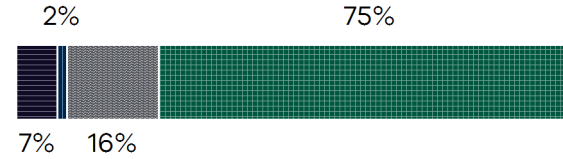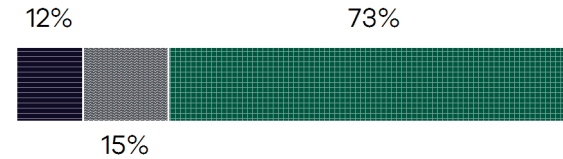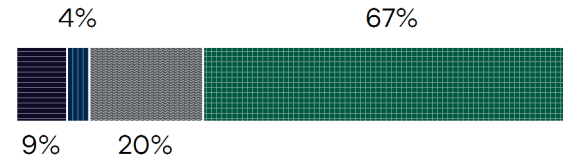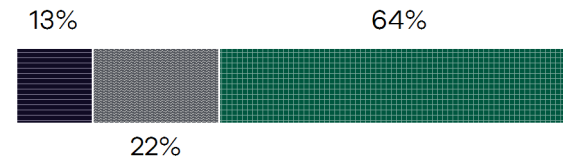
Survey question		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation does not tolerate improper conduct	2% / 7% / 16% / 75%	71 %	75 %	58 %	79 %	93 %
I feel safe to challenge inappropriate behaviour at work	12% / 15% / 73%	Not asked	73 %	56 %	72 %	86 %
Senior leaders demonstrate honesty and integrity	4% / 9% / 20% / 67%	66 %	67 %	45 %	71 %	84 %
I am confident that I would be protected from reprisal for reporting improper conduct	13% / 22% / 64%	51 %	64 %	49 %	71 %	88 %

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.
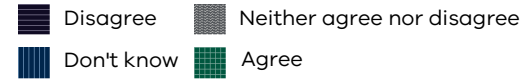
Example

79% 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				

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

		You		Comparator		
		2019	2021	Lowest	Average	Highest
My workgroup focuses on making decisions informed by all relevant facts	1% / 79% / 6% / 13%	83 %	79 %	77 %	84 %	91 %
My workgroup places a priority on acting fairly and without bias	1% / 76% / 4% / 19%	83 %	76 %	73 %	83 %	90 %
People in my workgroup are politically impartial in their work	5% / 74% / 3% / 18%	76 %	74 %	67 %	76 %	86 %
My organisation makes fair recruitment and promotion decisions, based on merit	8% / 52% / 15% / 25%	57 %	52 %	36 %	57 %	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.

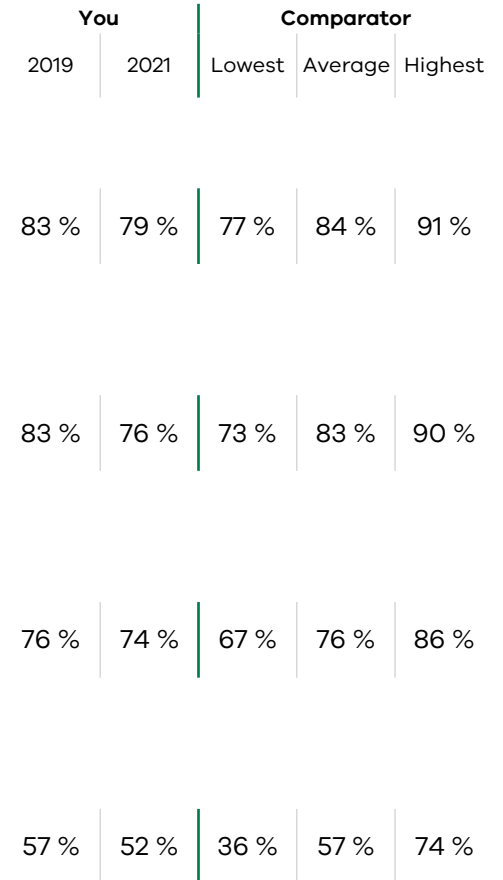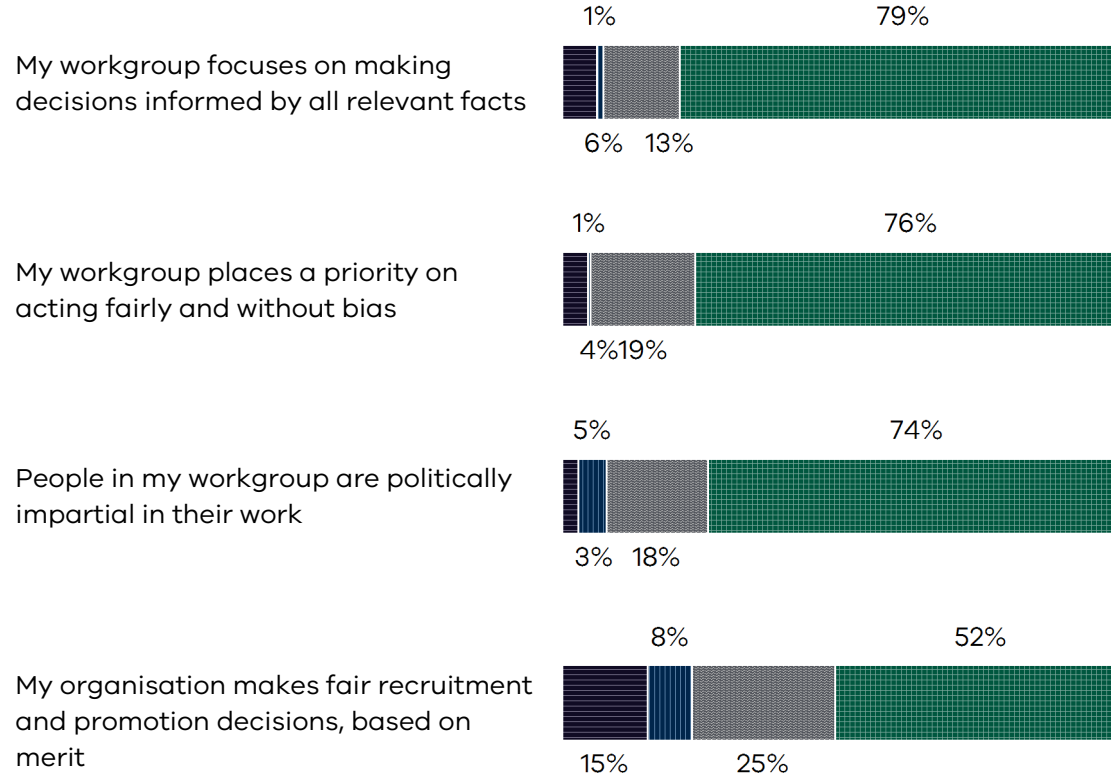Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

93% 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				
		You		**Comparator**		
		2019	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	3% ... 93% / 4%	97 %	93 %	90 %	93 %	97 %
I clearly understand what I am expected to do in this job	8% ... 82% / 10%	85 %	82 %	76 %	84 %	93 %
My workgroup strives to make the best use of its resources	1% ... 80% / 10% 10%	84 %	80 %	74 %	85 %	89 %
My workgroup has clear lines of responsibility	1% ... 76% / 11% 12%	67 %	76 %	69 %	78 %	88 %

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

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

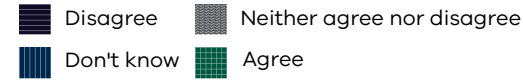Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

47% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Senior leaders provide clear strategy and direction

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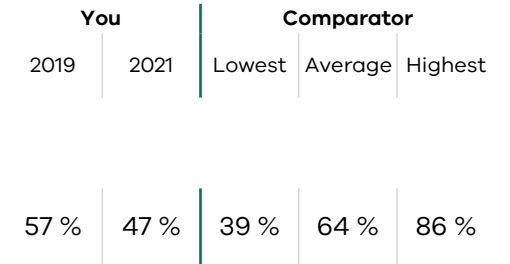
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

2% | 47%

23% | 28%

Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	57 %	47 %	39 %	64 %	86 %

Public sector values

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.
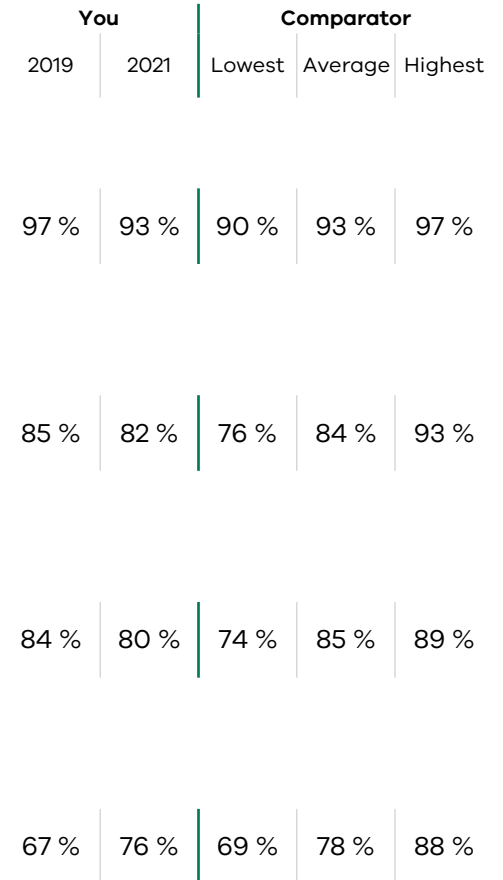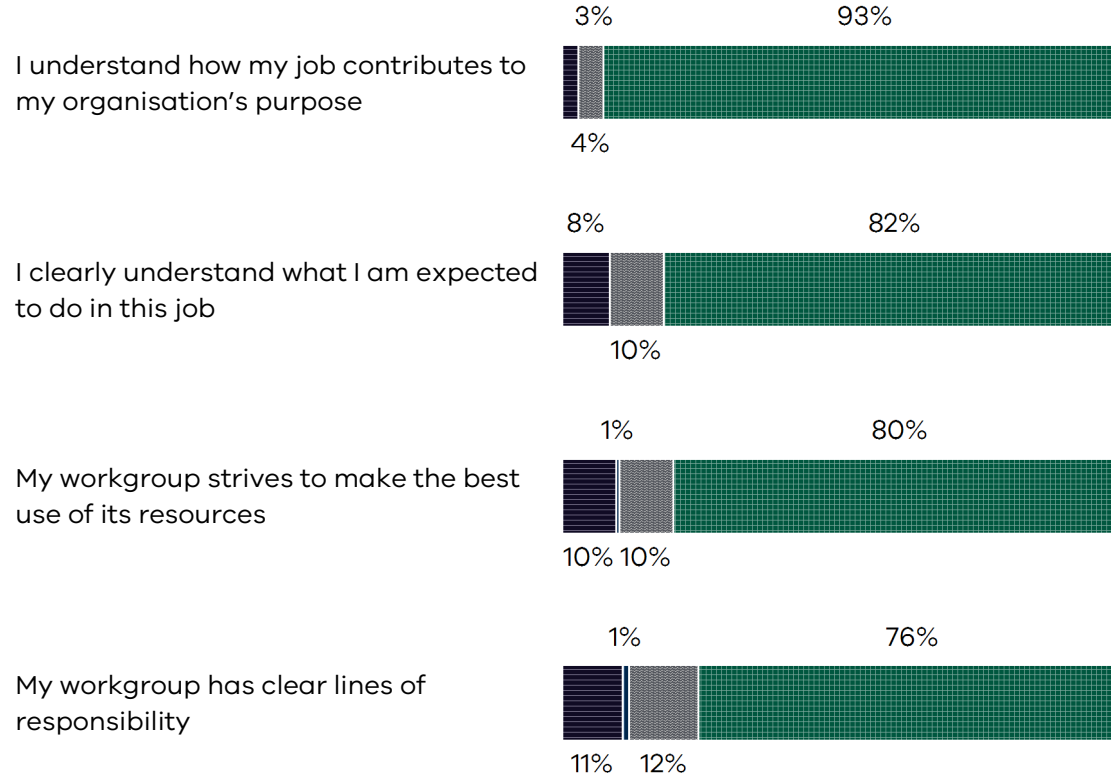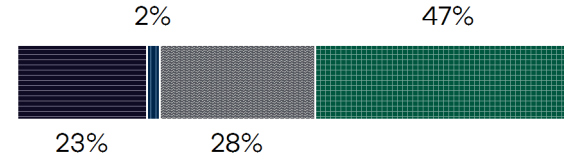
Example

91% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results	Benchmark agree results

		You		Comparator		
		2019	2021	Lowest	Average	Highest

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

Survey question	Your results	2019	2021	Lowest	Average	Highest
My manager treats employees with dignity and respect	6% / 3% / 91%	87 %	91 %	83 %	91 %	96 %
My organisation encourages respectful workplace behaviours	1% / 2% / 6% / 91%	86 %	91 %	67 %	90 %	96 %
People in my workgroup treat each other with respect	3% / 9% / 88%	86 %	88 %	81 %	89 %	94 %
My workgroup respectfully consults with clients and stakeholders to improve outcomes	1% / 2% / 11% / 87%	84 %	87 %	82 %	89 %	93 %

Public sector values

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

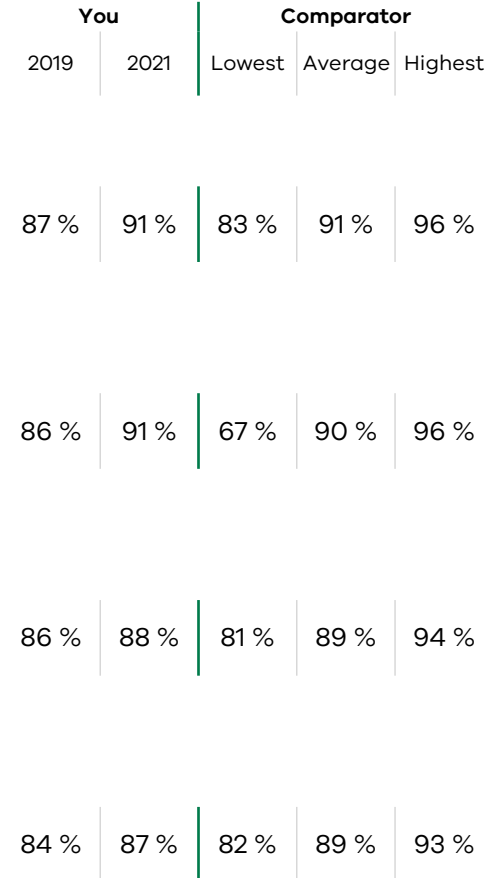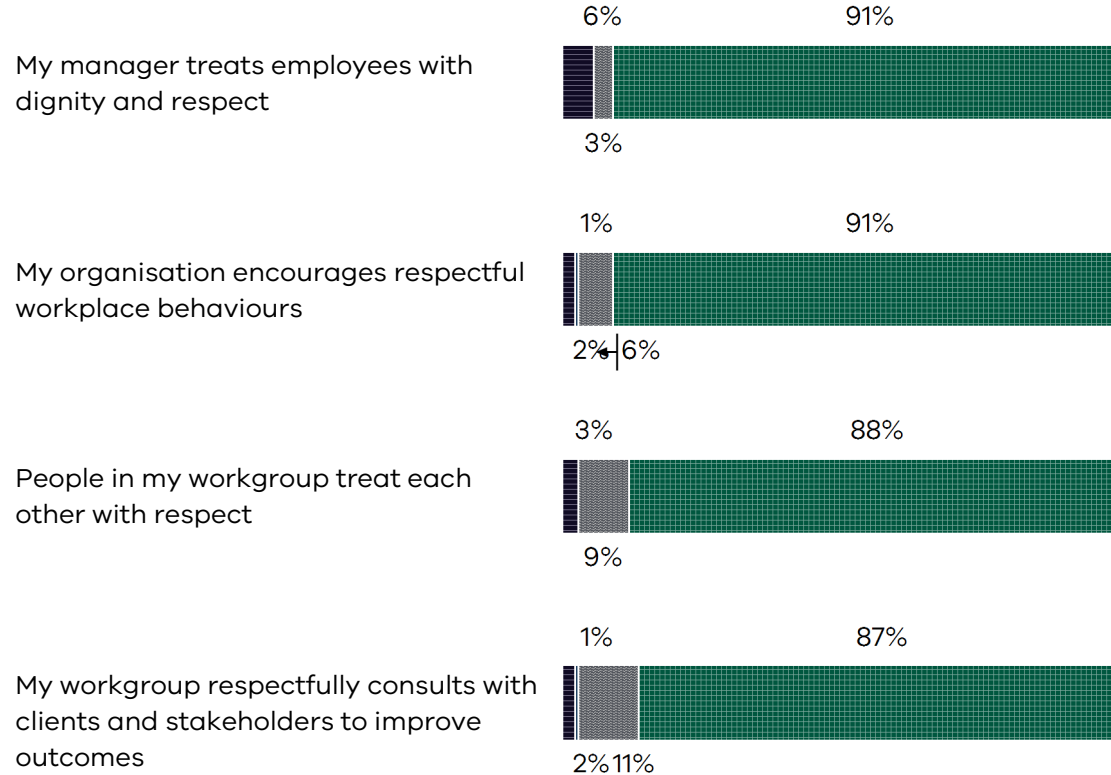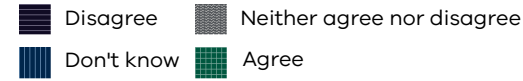84% of staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
Survey question	2019	2021	Lowest	Average	Highest
My manager listens to what I have to say	88 %	84 %	78 %	88 %	93 %
My organisation takes steps to eliminate bullying, harassment and discrimination	84 %	81 %	53 %	79 %	91 %
My manager keeps me informed about what's going on	71 %	76 %	68 %	80 %	88 %

My manager listens to what I have to say: 5%, 11%, 84%

My organisation takes steps to eliminate bullying, harassment and discrimination: 1%, 6%, 12%, 81%

My manager keeps me informed about what's going on: 10%, 14%, 76%

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.
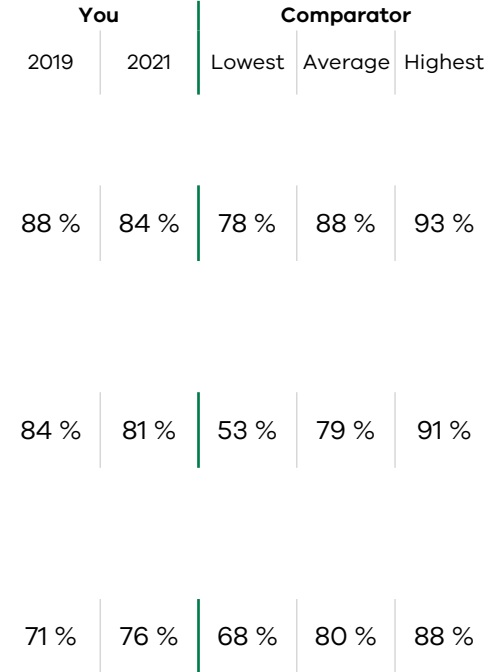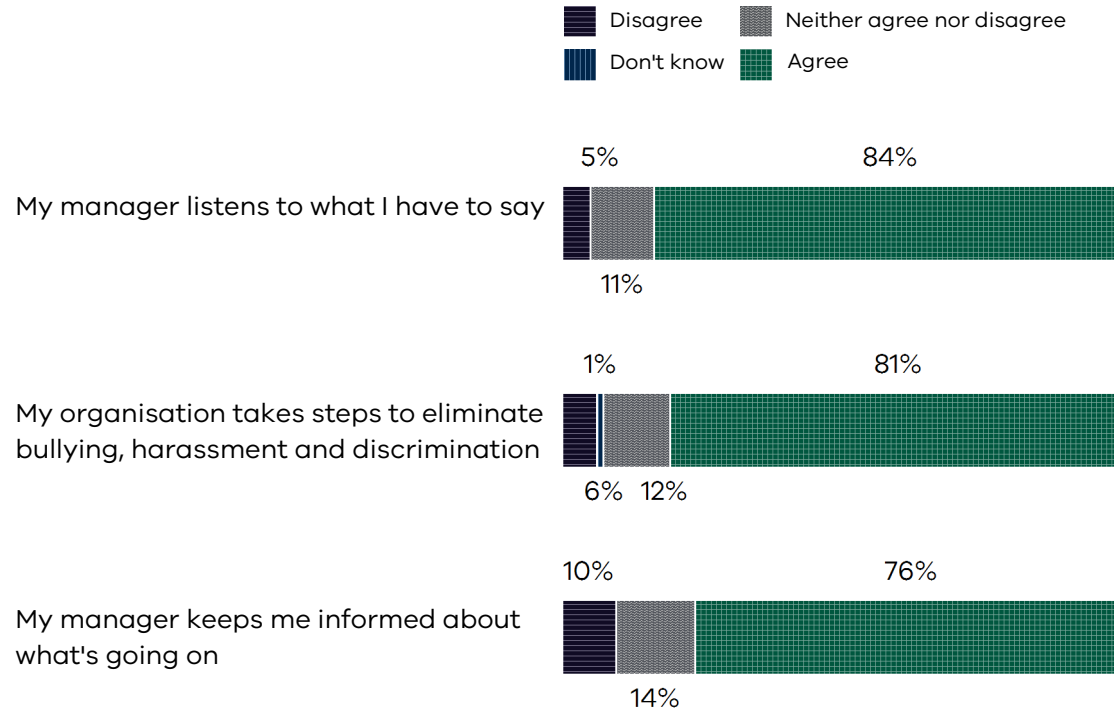
Example

84% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
Survey question	2019	2021	Lowest	Average	Highest
My manager models my organisation's values	83 %	84 %	77 %	87 %	95 %
Senior leaders model my organisation's values	65 %	71 %	48 %	72 %	88 %

My manager models my organisation's values: 3% | 13% | 84%
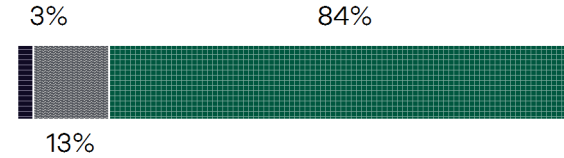
Senior leaders model my organisation's values: 3% | 10% | 16% | 71%
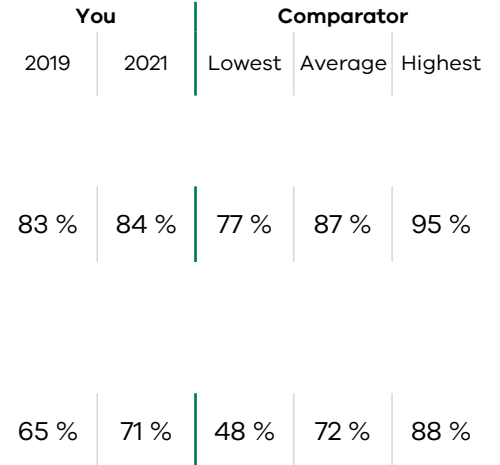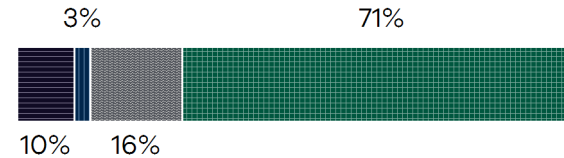
Public sector values

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.
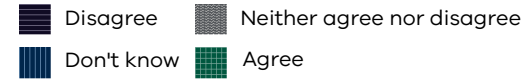
Example

88% of staff who did the survey agreed or strongly agreed with 'My organisation respects the human rights of employees'.

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

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

	You		Comparator		
	2019	2021	Lowest	Average	Highest
My organisation respects the human rights of employees	84 %	88 %	64 %	88 %	95 %
My workgroup values human rights	85 %	87 %	81 %	90 %	95 %
My organisation encourages employees to act in ways that are consistent with human rights	84 %	86 %	65 %	87 %	95 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	67 %	76 %	55 %	69 %	84 %

My organisation respects the human rights of employees — 3%, 88%, 2%, 8%

My workgroup values human rights — 2%, 87%, 1%, 10%

My organisation encourages employees to act in ways that are consistent with human rights — 1%, 86%, 3%, 11%

I understand how the Charter of Human Rights and Responsibilities applies to my work — 5%, 76%, 19%

People matter survey 2021

Have your say

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

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

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

Taking action
- Taking action questions

Senior leadership
- Senior leadership questions

Organisational climate
- Scorecard
- Organisational integrity
- Workplace flexibility
- Equal employment opportunity
- Psychosocial and physical safety climate
- Psychosocial safety climate score
- 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:

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Age	(n)	%
15-34 years	**27**	15%
35-54 years	**91**	51%
55+ years	**33**	19%
Prefer not to say	**27**	15%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	**5**	3%
No	**153**	86%
Prefer not to say	**20**	11%

Highest level of formal education	(n)	%
Doctoral Degree level	**1**	1%
Master Degree level	**18**	10%
Graduate Diploma or Graduate Certificate level	**17**	10%
Bachelor Degree level incl. honours degrees	**42**	24%
Advanced Diploma or Diploma level	**25**	14%
Certificate III or IV level	**42**	24%
Year 12 or equivalent (VCE/Leaving certificate)	**6**	3%
Certificate I or II level	**2**	1%
Lower than Certificate I or equivalent	**2**	1%
Prefer not to say	**23**	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.

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**4**	2%
Non Aboriginal and/or Torres Strait Islander	**157**	88%
Prefer not to say	**17**	10%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

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

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

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Do you identify as a person with a disability?

	(n)	%
Yes	**7**	4%
No	**147**	83%
Prefer not to say	**24**	13%

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

	(n)	%
Yes	**7**	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

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How would you describe your gender?	(n)	%
Man	83	47%
Woman	65	37%
Prefer not to say	25	14%
Non-binary and I use a different term	5	3%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	3	2%
No	148	83%
Prefer not to say	27	15%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	1	1%
No	147	83%
Don't know	7	4%
Prefer not to say	23	13%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	136	76%
Prefer not to say	30	17%
Bisexual	5	3%
Pansexual	3	2%
I use a different term	3	2%
Don't know	1	1%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

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Country of birth	(n)	%
Born in Australia	**148**	83%
Not born in Australia	**18**	10%
Prefer not to say	**12**	7%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	**8**	44%
2 to less than 5 years ago	**3**	17%
5 to less than 10 years ago	**5**	28%
10 to less than 20 years ago	**2**	11%

Language other than English spoken with family or community	(n)	%
Yes	**8**	4%
No	**154**	87%
Prefer not to say	**16**	9%

Demographics

Cultural diversity 2 of 3

What this is

These are the personal characteristics of staff.

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If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Hindi	**3**	38%
Other	**3**	38%
Cantonese	**1**	13%
French	**1**	13%
Italian	**1**	13%
Mandarin	**1**	13%
Spanish	**1**	13%
Tamil	**1**	13%

Demographics

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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Cultural identity	(n)	%
Australian	**145**	81%
Prefer not to say	**15**	8%
English, Irish, Scottish and/or Welsh	**15**	8%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**6**	3%
South Asian	**4**	2%
Aboriginal and/or Torres Strait Islander	**3**	2%
Other	**2**	1%
East and/or South-East Asian	**2**	1%
New Zealander	**1**	1%
North American	**1**	1%
Pacific Islander	**1**	1%
Central and/or South American	**1**	1%
Maori	**1**	1%

Religion	(n)	%
No religion	**89**	50%
Christianity	**47**	26%
Prefer not to say	**31**	17%
Other	**6**	3%
Hinduism	**2**	1%
Islam	**2**	1%
Buddhism	**1**	1%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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How we protect anonymity and privacy

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Working arrangement	(n)	%
Full-Time	**149**	84%
Part-Time	**29**	16%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	**20**	12%
$65k to $95k	**58**	34%
$95k to $125k	**51**	30%
$125k or more	**21**	12%
Prefer not to say	**22**	13%

Organisational tenure	(n)	%
<1 year	**17**	10%
1 to less than 2 years	**18**	10%
2 to less than 5 years	**46**	26%
5 to less than 10 years	**29**	16%
10 to less than 20 years	**44**	25%
More than 20 years	**24**	13%

Management responsibility	(n)	%
Non-manager	**131**	74%
Other manager	**34**	19%
Manager of other manager(s)	**13**	7%

Employment type	(n)	%
Ongoing and executive	**144**	81%
Fixed term	**28**	16%
Other	**6**	3%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	**148**	83%
I have moved to a different role within my organisation (including acting roles)	**22**	12%
I have moved to my role from outside the Victorian public sector	**5**	3%
I have moved to my role from a different Victorian public sector organisation	**3**	2%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

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Primary workplace location over the last 3 months	(n)	%
Ballarat	**165**	93%
Melbourne: Suburbs	**6**	3%
Other city or town	**6**	3%
Geelong	**1**	1%

Primary workplace type over the past 3 months*	(n)	%
Home/private location	**100**	56%
A main office	**52**	29%
A frontline or service delivery location (that is not a main office or home/private location)	**22**	12%
Other (please specify)	**3**	2%
A hub/shared work space	**1**	1%

Other workplace type over the past 3 months*	(n)	%
A main office	**101**	57%
Home/private location	**84**	47%
A frontline or service delivery location (that is not a main office or home/private location)	**23**	13%
No, I have not worked from any other locations	**18**	10%
Other	**7**	4%
A hub/shared work space	**4**	2%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	124	70%
Flexible working arrangements	44	25%
Physical modifications or improvements to the workplace	16	9%
Job redesign or role sharing	1	1%
Career development support strategies	1	1%
Other	1	1%

Why did you make this request?*	(n)	%
Family responsibilities	22	41%
Work-life balance	22	41%
Health	19	35%
Caring responsibilities	16	30%
Other	4	7%
Study commitments	2	4%
Disability	1	2%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	53	98%
The adjustments I needed were not made	1	2%

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.

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Caring responsibility	(n)	%
None of the above	**50**	28%
Primary school aged child(ren)	**48**	27%
Secondary school aged child(ren)	**48**	27%
Prefer not to say	**20**	11%
Child(ren) - younger than preschool age	**18**	10%
Frail or aged person(s)	**18**	10%
Preschool aged child(ren)	**17**	10%
Person(s) with a medical condition	**12**	7%
Person(s) with a mental illness	**7**	4%
Person(s) with disability	**6**	3%
Other	**6**	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.

How we protect anonymity and privacy

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Which of the following best describes the business unit in which you work	(n)	%
Corporate	61	34%
Operations	47	26%
Assets	37	21%
Customer Service	24	13%
Sustainability	9	5%

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