2021 People matter survey

Benchmarked results report - Commission for Children and Young People

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# Report overview

## About your report

Welcome to your People matter survey 2021 report.

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

This report complements or gives you new data for use in planning.

### Comparing data in this report

Your organisation took part in the survey in 2019 and 2020.

This means you’ll be able to compare about 38% 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%.

### 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](https://vpsc.vic.gov.au/html-resources/data-collection-statement-people-matter-survey-2/).

## Survey theoretical framework

### What is this

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

### Why this is important

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

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

### Workplace factors and outcomes

#### Senior leadership factors

* Lead the organisation
* Set the culture
* Lead by example
* Actions influence outcomes

#### Organisation climate factors

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

#### Workgroup climate factors

* Quality service delivery
* Innovation
* Workgroup support
* Change management

#### Job and manager factors

* 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

### Our public sector values

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

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

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

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

The values are:

* responsiveness
* integrity
* impartiality
* accountability
* respect
* leadership
* human rights.

## Your comparator group

### What is this

This is a list of similar organisations to yours. We try to make sure they’re in the same industry your organisation is in.

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

### How we use this in your report

In this report, we compare your organisation’s survey results to your comparator group’s results. This is so you can compare how your organisation is doing in your industry or to similar organisations.

We refer to your comparator group in this report as ‘comparator’.

### Your comparator group

|  |  |
| --- | --- |
| Responses for | Comparator organisation |
| Organisation 1 | Bushfire Recovery Victoria |
| Organisation 2 | CenITex |
| Organisation 3 | Commercial Passenger Vehicles Victoria |
| Organisation 4 | Court Services Victoria |
| Organisation 5 | Emergency Services Superannuation Board |
| Organisation 6 | Environment Protection Authority |
| Organisation 7 | Essential Services Commission |
| Organisation 8 | Family Safety Victoria |
| Organisation 9 | Family Violence Prevention Agency |
| Organisation 10 | Game Management Authority |
| Organisation 11 | Independent Broad-based Anti-corruption Commission |
| Organisation 12 | Infrastructure Victoria |
| Organisation 13 | Labour Hire Licensing Authority |
| Organisation 14 | Latrobe Valley Authority |
| Organisation 15 | Major Transport Infrastructure Authority |
| Organisation 16 | Office of Public Prosecutions |
| Organisation 17 | Office of the Chief Parliamentary Counsel |
| Organisation 18 | Office of the Governor Victoria |
| Organisation 19 | Office of the Legal Services Commissioner |
| Organisation 20 | Office of the Ombudsman Victoria |
| Organisation 21 | Office of the Victorian Electoral Commissioner |
| Organisation 22 | Office of the Victorian Government Architect |
| Organisation 23 | Office of the Victorian Information Commissioner |
| Organisation 24 | Office of the Victorian Inspectorate |
| Organisation 25 | Portable Long Service Authority |
| Organisation 26 | Public Record Office Victoria |
| Organisation 27 | Public Transport Safety Victoria |
| Organisation 28 | Safer Care Victoria |
| Organisation 29 | Service Victoria |
| Organisation 30 | Suburban Rail Loop Authority |
| Organisation 31 | Victorian Auditor-General's Office |
| Organisation 32 | Victorian Commission for Gambling and Liquor Regulation |
| Organisation 33 | Victorian Disability Worker Commission |
| Organisation 34 | Victorian Equal Opportunity and Human Rights Commission |
| Organisation 35 | Victorian Fisheries Authority |
| Organisation 36 | Victorian Government Solicitor's Office |
| Organisation 37 | Victorian Public Sector Commission |
| Organisation 38 | Victorian Responsible Gambling Foundation |
| End of table |  |

## Your response rate

### What is this

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

### Why is this important

The higher the response rate, the more your results reflect how staff feel.  
If less than 100 completed the survey, consider how much one person could change your results.

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

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

### How to read this

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

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

### Results 2021

#### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2020 | You in 2021 |
| Response rate | 91% (72) | 83% (62) |
| End of table |  |  |

#### Comparator and public sector results

##### 2020 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | Comparator average in 2020 | Public sector average in 2020 |
| Response rate | 91% | 70% | 49% |
| End of table |  |  |  |

##### 2021 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Response rate | 83% | 49% | 39% |
| End of table |  |  |  |

# People outcomes

## Contents

Results included in this section:

* Scorecard: employee engagement index
* Engagement question results
* Scorecard: satisfaction, stress and intention to stay
* Satisfaction question results
* Work-related stress
* Intention to stay
* Scorecard: emotional effects of work
* Scorecard: negative behaviours
* Bullying
* Sexual harassment
* Discrimination
* Violence and aggression
* Witnessing negative behaviours

## Scorecard: employee engagement index

### What is this

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.

The index is the average of these scores.

### Why is this important

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

### Results 2021

#### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2020 | You in 2021 |
| Employee engagement index | 71 | 79 |
| End of table |  |  |

#### Comparator and public sector results

##### 2020 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | Comparator average in 2020 | Public sector average in 2020 |
| Employee engagement index | 71 | 69 | 68 |
| End of table |  |  |  |

##### 2021 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Employee engagement index | 79 | 72 | 70 |
| End of table |  |  |  |

## Engagement

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

### Results 2021

#### Your 2021 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I am proud to tell others I work for my organisation | 0% | 8% | 92% |
| I feel a strong personal attachment to my organisation | 2% | 15% | 84% |
| My organisation motivates me to help achieve its objectives | 3% | 13% | 84% |
| I would recommend my organisation as a good place to work | 6% | 13% | 81% |
| My organisation inspires me to do the best in my job | 2% | 19% | 79% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| I am proud to tell others I work for my organisation | 92% | 78% | 92% |
| I feel a strong personal attachment to my organisation | 70% | 69% | 84% |
| My organisation motivates me to help achieve its objectives | 77% | 67% | 84% |
| I would recommend my organisation as a good place to work | 75% | 76% | 81% |
| My organisation inspires me to do the best in my job | 76% | 63% | 79% |
| End of table |  |  |  |

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I am proud to tell others I work for my organisation | 92% | 51% | 81% | 100% |
| I feel a strong personal attachment to my organisation | 84% | 42% | 65% | 95% |
| My organisation motivates me to help achieve its objectives | 84% | 32% | 70% | 94% |
| I would recommend my organisation as a good place to work | 81% | 38% | 72% | 95% |
| My organisation inspires me to do the best in my job | 79% | 30% | 67% | 91% |
| End of table |  |  |  |  |

## Scorecard: satisfaction, stress and intention to stay

### What is this

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 is this important

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

### How to read this

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

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

### Results 2021

#### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| Satisfaction | 67% | 59% | 67% |
| High to severe work related stress | 23% | 19% | 29% |
| End of table |  |  |  |

#### Comparator and public sector results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Satisfaction | 67% | 64% | 63% |
| Intention to stay | 60% | 58% | 67% |
| High to severe work related stress | 29% | 28% | 26% |
| End of table |  |  |  |

## Satisfaction

### What is this

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

### Why is this important

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

### How to read this

#### Agree results

Under ‘Your 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

#### Satisfaction results

Under ‘Your 2021 results’, see results for each question in descending order by most satisfied.

‘Satisfied’ combines responses for satisfied and very satisfied and ‘Dissatisfied’ combines responses for dissatisfied and very dissatisfied.

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

### Results 2021

#### Your 2021 agree results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I enjoy the work in my current job | 6% | 13% | 81% |
| I get a sense of accomplishment from my work | 10% | 13% | 77% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| I enjoy the work in my current job | 82% | Not asked | 81% |
| I get a sense of accomplishment from my work | 85% | Not asked | 77% |
| End of table |  |  |  |

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I enjoy the work in my current job | 81% | 67% | 79% | 100% |
| I get a sense of accomplishment from my work | 77% | 61% | 77% | 96% |
| End of table |  |  |  |  |

##### Your 2021 satisfaction results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Dissatisfied | Neither satisfied nor dissatisfied | Satisfied |
| Considering everything, how satisfied are you with your current job | 8% | 19% | 73% |
| How satisfied are you with the work-life balance in your current job | 10% | 19% | 71% |
| How satisfied are you with your career development within your current organisation | 6% | 35% | 58% |
| End of table |  |  |  |

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| Considering everything, how satisfied are you with your current job | 72% | 61% | 73% |
| How satisfied are you with the work-life balance in your current job | 66% | 65% | 71% |
| How satisfied are you with your career development within your current organisation | 62% | 50% | 58% |
| End of table |  |  |  |

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| Considering everything, how satisfied are you with your current job | 73% | 54% | 70% | 93% |
| How satisfied are you with the work-life balance in your current job | 71% | 56% | 69% | 93% |
| How satisfied are you with your career development within your current organisation | 58% | 38% | 52% | 76% |
| End of table |  |  |  |  |

## Work-related stress levels

### What is this

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

### Why is this important

Stress can negatively affect people’s health and wellbeing as well as their performance and behaviour.

### How to read this

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

The tables below show the level of work-related stress reported in 2021 and the percentage of staff in your organisation who said they experienced high to severe stress in comparison to previous years and your comparator group.

### Results 2021

#### Your 2021 results

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Responses for | Nil | Low / mid | Moderate | High | Very high | Severe |
| How would you rate your current level of work-related stress | 6% | 39% | 26% | 18% | 10% | 2% |
| End of table |  |  |  |  |  |  |

#### Comparator and public sector average results

##### Results 2020

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | Comparator average in 2020 | Public sector average in 2020 |
| Reported levels of high to severe stress | 19% | 26% | 23% |
| End of table |  |  |  |

##### Results 2021

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Reported levels of high to severe stress | 29% | 28% | 26% |
| End of table |  |  |  |

## Work-related stress causes

### What is this

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

### Why is this important

Stress can affect negatively affect people’s health and wellbeing as well as their performance and behaviour.

### How to read this

In the survey, we ask staff to tell us if they have experienced mild to severe stress at work.

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

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

### Results 2021

#### Your 2021 results

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Experienced some work related stress | 94% | 58 |
| Did not experience any work related stress | 6% | 4 |
| End of table |  |  |

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

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Workload | 67% | 51% | 51% |
| Time pressure | 50% | 47% | 42% |
| Content, variety, or difficulty of work | 22% | 13% | 12% |
| Unclear job expectations | 14% | 14% | 11% |
| Management of work (e.g. supervision, training, information, support) | 12% | 13% | 13% |
| Other | 9% | 8% | 9% |
| Ability to choose how my work is done | 7% | 6% | 5% |
| Competing home and work responsibilities | 7% | 12% | 12% |
| Dealing with clients, patients or stakeholders | 7% | 16% | 14% |
| Organisation or workplace change | 7% | 11% | 11% |
| End of table |  |  |  |

## Intention to stay

### What is this

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

### Why is this important

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

### How to read this

In the survey, we ask staff to tell us 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 percentages may not add up to 100% as it doesn’t include people who intend to retire, or those who answered 'don’t know’.

### Results 2021

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Leaving your organisation | 18% | 11 |
| Leaving the sector | 2% | 1 |
| Staying | 60% | 37 |
| End of table |  |  |

#### Of those who indicated they're leaving your organisation (including leaving the sector) it was for...

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Opportunity to broaden experience | 58% | 49% | 40% |
| Limited opportunities to gain further experience at my organisation | 33% | 39% | 33% |
| Excessive workload | 25% | 22% | 25% |
| Limited future career opportunities at my organisation | 25% | 51% | 42% |
| Opportunity to seek/take a promotion elsewhere | 25% | 44% | 33% |
| Better remuneration | 17% | 30% | 26% |
| Limited recognition for doing a good job | 17% | 26% | 32% |
| Other | 17% | 6% | 9% |
| Desire to relocate interstate or overseas | 8% | 5% | 7% |
| Lack of confidence in senior leadership | 8% | 31% | 34% |
| End of table |  |  |  |

## Scorecard: emotional effects of work

### What is this

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

### Why is this important

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

### How to read this

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

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

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

### Results 2021

#### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| Enthusiastic | 52% | 39% | 60% |
| Happy | 56% | 32% | 58% |
| Worried | 27% | 31% | 27% |
| Miserable | 8% | 11% | 5% |
| End of table |  |  |  |

#### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Enthusiastic | 60% | 51% | 48% |
| Happy | 58% | 49% | 50% |
| Worried | 27% | 35% | 37% |
| Miserable | 5% | 16% | 19% |
| End of table |  |  |  |

## Scorecard: negative behaviours

### What is this

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

### Why is this important

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

### How to read this

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

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

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

### Results 2021

#### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| Bullying | 13% | 21% | 11% |
| Sexual harassment | 10% | 6% | 3% |
| Discrimination | 1% | 7% | 2% |
| Violence or aggression | 4% | 1% | 2% |
| End of table |  |  |  |

#### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Bullying | 11% | 10% | 16% |
| Sexual harassment | 3% | 3% | 6% |
| Discrimination | 2% | 3% | 6% |
| Violence or aggression | 2% | 7% | 18% |
| End of table |  |  |  |

## Witnessing negative behaviours

### What is this

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

### Why is this important

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

### How to read this

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

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

In descending order, the table shows the answers.

### Results 2021

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Witnessed negative behaviours | 15% | 9 |
| Did not witness negative behaviours | 85% | 53 |
| End of table |  |  |

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

##### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| No, I have not witnessed any of the situations above | 85% | 85% | 77% |
| Bullying of a colleague | 11% | 12% | 16% |
| Discrimination against a colleague | 3% | 5% | 8% |
| End of table |  |  |  |

## Take action when witnessing negative behaviours

### What is this

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

### Why is this important

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

### How to read this

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

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

The table shows the answers in descending order.

### Results 2021

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Witnessed negative behaviours | 15% | 9 |
| Did not witness negative behaviours | 85% | 53 |
| End of table |  |  |

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

##### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Spoke to the person who experienced the behaviour | 89% | 75% | 72% |
| Told a colleague | 11% | 18% | 21% |
| Told a manager | 11% | 35% | 37% |
| Took no action | 11% | 8% | 7% |
| End of table |  |  |  |

## Key differences

### Contents

Results included in this section:

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

## Highest scoring questions

### What is this

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

You can also compare your 2021 scores against your 2020 scores and your 2021 comparator group.

### Results 2021

#### Highest scoring questions this year

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Section | You in  2021 | Change  from 2020 | Comparator average in 2021 |
| My organisation provides a physically safe work environment | Safety climate | 97% | Not asked in 2020 | 87% |
| My organisation would support me if I needed to take family violence leave | Supporting question - gender equality | 97% | Not asked in 2020 | 79% |
| My workgroup values human rights | Quality service delivery | 97% | Not asked in 2020 | 88% |
| I am confident that if I requested a flexible work arrangement, it would be given due consideration | Workplace flexibility | 95% | +3% | 80% |
| My workgroup strives to provide high quality advice and services | Quality service delivery | 95% | Not asked in 2020 | 92% |
| There is a positive culture within my organisation in relation to employees of different sexes/genders | Diversity and inclusion | 94% | Not asked in 2020 | 81% |
| There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+ | Diversity and inclusion | 94% | Not asked in 2020 | 74% |
| My organisation encourages employees to act in ways that are consistent with human rights | Organisational integrity | 94% | Not asked in 2020 | 82% |
| Senior leaders actively support diversity and inclusion in the workplace | Senior leadership | 94% | Not asked in 2020 | 77% |
| I am able to work effectively with others in my workgroup | Workgroup support | 94% | +10% | 92% |
| End of table |  |  |  |  |

## Lowest scoring questions

### What is this

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 in 2021’ column.

You can also compare your 2021 scores against your 2020 scores and your 2021 comparator group.

### Results 2021

#### Lowest scoring questions this year

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Section | You in  2021 | Change  from 2020 | Comparator average in 2021 |
| I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments) | Learning and development | 42% | Not asked in 2020 | 30% |
| I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers) | Learning and development | 47% | Not asked in 2020 | 36% |
| I have enough time to do my job effectively | Workload | 48% | -2% | 56% |
| The workload I have is appropriate for the job that I do | Workload | 50% | -1% | 59% |
| I am satisfied with the way my learning and development needs have been addressed in the last 12 months | Learning and development | 55% | Not asked in 2020 | 56% |
| My workgroup takes reasonable risks to improve its services | Innovation | 55% | Not asked in 2020 | 66% |
| How satisfied are you with your career development within your current organisation | Satisfaction | 58% | +8% | 52% |
| There are adequate opportunities for me to develop skills and experience in my organisation | Learning and development | 60% | Not asked in 2020 | 58% |
| I feel I have an equal chance at promotion in my organisation | Learning and development | 63% | Not asked in 2020 | 44% |
| My manager has regular conversations with me about my learning and development | Manager support | 63% | Not asked in 2020 | 59% |
| End of table |  |  |  |  |

## Most improved

### What is this

This is where staff feel their organisation has most improved.

### How to read this

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

In this table, your trend is shown in the ‘Increase from 2020’ columns.

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

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

### Results 2021

#### Most improved from last year

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Section | You in  2021 | Increase from 2020 | Comparator average in 2021 |
| My organisation motivates me to help achieve its objectives | Engagement | 84% | +17% | 70% |
| My organisation inspires me to do the best in my job | Engagement | 79% | +17% | 67% |
| In my workplace, there is good communication about psychological safety issues that affect me | Safety climate | 84% | +16% | 58% |
| I am able to work effectively with others outside my immediate workgroup | Workgroup support | 89% | +15% | 88% |
| I feel a strong personal attachment to my organisation | Engagement | 84% | +14% | 65% |
| Workgroups across my organisation willingly share information with each other | Workgroup support | 73% | +14% | 62% |
| I am proud to tell others I work for my organisation | Engagement | 92% | +14% | 81% |
| Senior leaders provide clear strategy and direction | Senior leadership | 81% | +14% | 62% |
| All levels of my organisation are involved in the prevention of stress | Safety climate | 69% | +14% | 47% |
| Considering everything, how satisfied are you with your current job | Satisfaction | 73% | +11% | 70% |
| End of table |  |  |  |  |

## Most declined

### What is this

This is where staff feel their organisation has most declined.

### How to read this

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

In this table, your trend is shown in the ‘Decrease from 2020’ columns.

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

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

### Results 2021

#### Most declined from last year

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Section | You in  2021 | Decrease from 2020 | Comparator average in 2021 |
| I clearly understand what I am expected to do in this job | Job enrichment | 74% | -12% | 80% |
| Senior leaders show support for stress prevention through involvement and commitment | Safety climate | 69% | -8% | 57% |
| Senior leaders consider the psychological health of employees to be as important as productivity | Safety climate | 74% | -5% | 60% |
| I understand how my job contributes to my organisation’s purpose | Job enrichment | 89% | -4% | 91% |
| My manager provides me with enough support when I need it | Manager support | 79% | -4% | 81% |
| I have enough time to do my job effectively | Workload | 48% | -2% | 56% |
| The workload I have is appropriate for the job that I do | Workload | 50% | -1% | 59% |
| People in your workgroup are able to bring up problems and tough issues | Safe to speak up | 74% | -1% | 78% |
| End of table |  |  |  |  |

## Biggest positive difference from comparator

### What is this

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

### How to read this

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

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

### Results 2021

#### Biggest positive difference from comparator

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Section | You in  2021 | Difference | Comparator average in 2021 |
| My organisation has taken positive action on the results of last year’s survey | Taking action | 66% | +28% | 38% |
| In my workplace, there is good communication about psychological safety issues that affect me | Safety climate | 84% | +26% | 58% |
| There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander | Diversity and inclusion | 90% | +24% | 67% |
| All levels of my organisation are involved in the prevention of stress | Safety climate | 69% | +23% | 47% |
| Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation | Equal employment opportunity | 87% | +22% | 65% |
| Senior leaders support staff to work in an environment of change | Senior leadership | 89% | +20% | 69% |
| I believe my organisation will take positive action on the results of this year’s survey | Taking action | 76% | +20% | 56% |
| There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+ | Diversity and inclusion | 94% | +19% | 74% |
| I feel I have an equal chance at promotion in my organisation | Learning and development | 63% | +19% | 44% |
| I feel a strong personal attachment to my organisation | Engagement | 84% | +19% | 65% |
| End of table |  |  |  |  |

## Biggest negative difference from comparator

### What is this

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

### How to read this

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

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

### Results 2021

#### Biggest negative difference from comparator

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Section | You in  2021 | Difference | Comparator average in 2021 |
| My workgroup is quick to respond to opportunities to do things better | Innovation | 65% | -12% | 77% |
| My workgroup takes reasonable risks to improve its services | Innovation | 55% | -11% | 66% |
| The workload I have is appropriate for the job that I do | Workload | 50% | -9% | 59% |
| My workgroup strives to deliver services in a timely manner | Quality service delivery | 84% | -8% | 92% |
| I have enough time to do my job effectively | Workload | 48% | -7% | 56% |
| I clearly understand what I am expected to do in this job | Job enrichment | 74% | -6% | 80% |
| I am developing and learning in my role | Learning and development | 66% | -6% | 72% |
| In my workgroup work is allocated fairly, regardless of gender | Supporting question - gender equality | 79% | -6% | 85% |
| My manager ensures clients receive a high standard of service | Manager leadership | 85% | -5% | 90% |
| I have the authority to do my job effectively | Job enrichment | 71% | -4% | 75% |
| End of table |  |  |  |  |

# Taking action

## Contents

Results included in this section:

* Taking action questions

## Taking action

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| I believe my organisation will take positive action on the results of this year’s survey | 6% | 0% | 18% | 76% |
| My organisation has taken positive action on the results of last year’s survey | 8% | 10% | 16% | 66% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| I believe my organisation will take positive action on the results of this year’s survey | Not asked | Not asked | 76% |
| My organisation has taken positive action on the results of last year’s survey | Not asked | Not asked | 66% |
| End of table |  |  |  |

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I believe my organisation will take positive action on the results of this year’s survey | 76% | 27% | 56% | 96% |
| My organisation has taken positive action on the results of last year’s survey | 66% | 11% | 38% | 91% |
| End of table |  |  |  |  |

# Senior leadership

## Contents

Results included in this section:

* Senior leadership

## Senior leadership

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| Senior leaders actively support diversity and inclusion in the workplace | 0% | 0% | 6% | 94% |
| Senior leaders demonstrate honesty and integrity | 0% | 0% | 10% | 90% |
| Senior leaders model my organisation's values | 2% | 0% | 10% | 89% |
| Senior leaders support staff to work in an environment of change | 3% | 2% | 6% | 89% |
| Senior leaders provide clear strategy and direction | 3% | 0% | 16% | 81% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| Senior leaders actively support diversity and inclusion in the workplace | 83% | Not asked | 94% |
| Senior leaders demonstrate honesty and integrity | 80% | Not asked | 90% |
| Senior leaders model my organisation's values | 80% | Not asked | 89% |
| Senior leaders support staff to work in an environment of change | 63% | 83% | 89% |
| Senior leaders provide clear strategy and direction | 61% | 67% | 81% |
| End of table |  |  |  |

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| Senior leaders actively support diversity and inclusion in the workplace | 94% | 48% | 77% | 100% |
| Senior leaders demonstrate honesty and integrity | 90% | 44% | 72% | 100% |
| Senior leaders model my organisation's values | 89% | 48% | 71% | 100% |
| Senior leaders support staff to work in an environment of change | 89% | 38% | 69% | 100% |
| Senior leaders provide clear strategy and direction | 81% | 29% | 62% | 100% |
| End of table |  |  |  |  |

# Organisation climate

## Contents

Results included in this section:

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

## Scorecard: organisational climate

### What is this

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

### Why is this important

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

### How to read this

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

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

### Results 2021

#### Your 2021 results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| Diversity and inclusion | 91% | Not comparable | 85% |
| Equal employment opportunity | Not comparable | Not comparable | 85% |
| Organisational integrity | 75% | Not comparable | 84% |
| Workplace flexibility | Not comparable | Not comparable | 83% |
| Safety climate | Not comparable | Not comparable | 80% |
| End of table |  |  |  |

##### Comparator and public sector results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Diversity and inclusion | 85% | 72% | 71% |
| Equal employment opportunity | 85% | 72% | 69% |
| Organisational integrity | 84% | 75% | 72% |
| Workplace flexibility | 83% | 74% | 63% |
| Safety climate | 80% | 66% | 60% |
| End of table |  |  |  |

## Organisational integrity

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My organisation encourages employees to act in ways that are consistent with human rights | 0% | 0% | 6% | 94% |
| My organisation is committed to earning a high level of public trust | 2% | 0% | 8% | 90% |
| My organisation encourages respectful workplace behaviours | 5% | 0% | 6% | 89% |
| My organisation respects the human rights of employees | 0% | 0% | 15% | 85% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 10% | 0% | 6% | 84% |
| My organisation does not tolerate improper conduct | 13% | 0% | 13% | 74% |
| My organisation makes fair recruitment and promotion decisions, based on merit | 10% | 3% | 16% | 71% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| My organisation encourages employees to act in ways that are consistent with human rights | 86% | Not asked | 94% |
| My organisation is committed to earning a high level of public trust | 82% | Not asked | 90% |
| My organisation encourages respectful workplace behaviours | 80% | Not asked | 89% |
| My organisation respects the human rights of employees | 83% | Not asked | 85% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 72% | Not asked | 84% |
| My organisation does not tolerate improper conduct | 61% | Not asked | 74% |
| My organisation makes fair recruitment and promotion decisions, based on merit | 61% | Not asked | 71% |
| End of table |  |  |  |

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My organisation encourages employees to act in ways that are consistent with human rights | 94% | 59% | 82% | 100% |
| My organisation is committed to earning a high level of public trust | 90% | 48% | 83% | 100% |
| My organisation encourages respectful workplace behaviours | 89% | 63% | 84% | 100% |
| My organisation respects the human rights of employees | 85% | 63% | 83% | 100% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 84% | 43% | 67% | 100% |
| My organisation does not tolerate improper conduct | 74% | 40% | 70% | 100% |
| My organisation makes fair recruitment and promotion decisions, based on merit | 71% | 27% | 57% | 94% |
| End of table |  |  |  |  |

## Workplace flexibility

### What is this

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

### Why is this important

Supporting flexible working can improve employee wellbeing.

### How to read this

Under ‘Your 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| I am confident that if I requested a flexible work arrangement, it would be given due consideration | 0% | 0% | 5% | 95% |
| My organisation supports employees with family or other caring responsibilities, regardless of gender | 0% | 0% | 10% | 90% |
| I have the flexibility I need to manage my work and non-work activities and responsibilities | 8% | 0% | 5% | 87% |
| There is a positive culture within my organisation in relation to employees who have family responsibilities | 0% | 5% | 13% | 82% |
| There is a positive culture within my organisation in relation to employees who use flexible work arrangements | 0% | 0% | 18% | 82% |
| Using flexible work arrangements is not a barrier to success in my organisation | 6% | 0% | 11% | 82% |
| There is a positive culture within my organisation in relation to employees who have caring responsibilities | 0% | 6% | 13% | 81% |
| Having caring responsibilities is not a barrier to success in my organisation | 2% | 8% | 13% | 77% |
| Having family responsibilities is not a barrier to success in my organisation | 5% | 5% | 19% | 71% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| I am confident that if I requested a flexible work arrangement, it would be given due consideration | 83% | 92% | 95% |
| My organisation supports employees with family or other caring responsibilities, regardless of gender | Not asked | Not asked | 90% |
| I have the flexibility I need to manage my work and non-work activities and responsibilities | Not asked | Not asked | 87% |
| There is a positive culture within my organisation in relation to employees who have family responsibilities | Not asked | Not asked | 82% |
| There is a positive culture within my organisation in relation to employees who use flexible work arrangements | 82% | Not asked | 82% |
| Using flexible work arrangements is not a barrier to success in my organisation | Not asked | Not asked | 82% |
| There is a positive culture within my organisation in relation to employees who have caring responsibilities | 82% | Not asked | 81% |
| Having caring responsibilities is not a barrier to success in my organisation | 80% | Not asked | 77% |
| Having family responsibilities is not a barrier to success in my organisation | Not asked | Not asked | 71% |
| End of table |  |  |  |

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I am confident that if I requested a flexible work arrangement, it would be given due consideration | 95% | 61% | 80% | 98% |
| My organisation supports employees with family or other caring responsibilities, regardless of gender | 90% | 63% | 82% | 100% |
| I have the flexibility I need to manage my work and non-work activities and responsibilities | 87% | 61% | 79% | 96% |
| There is a positive culture within my organisation in relation to employees who have family responsibilities | 82% | 55% | 75% | 96% |
| There is a positive culture within my organisation in relation to employees who use flexible work arrangements | 82% | 51% | 72% | 96% |
| Using flexible work arrangements is not a barrier to success in my organisation | 82% | 50% | 69% | 89% |
| There is a positive culture within my organisation in relation to employees who have caring responsibilities | 81% | 52% | 72% | 91% |
| Having caring responsibilities is not a barrier to success in my organisation | 77% | 51% | 67% | 88% |
| Having family responsibilities is not a barrier to success in my organisation | 71% | 52% | 70% | 94% |
| End of table |  |  |  |  |

##### Do you use any of the following flexible work arrangements?

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Working from an alternative location (e.g. home, hub/shared work space) | 44% | 42% | 24% |
| Flexible start and finish times | 40% | 29% | 23% |
| No, I do not use any flexible work arrangements | 31% | 35% | 38% |
| Part-time | 15% | 10% | 19% |
| Working more hours over fewer days | 8% | 5% | 6% |
| Job sharing | 3% | 1% | 1% |
| Purchased leave | 3% | 2% | 2% |
| Shift swap | 3% | 1% | 12% |
| Using leave to work flexible hours | 3% | 6% | 8% |
| End of table |  |  |  |

## Equal opportunity employment

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| Gender is not a barrier to success in my organisation | 0% | 2% | 6% | 92% |
| Sexual orientation is not a barrier to success in my organisation | 0% | 5% | 6% | 89% |
| Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation | 3% | 3% | 6% | 87% |
| Cultural background is not a barrier to success in my organisation | 3% | 5% | 8% | 84% |
| Age is not a barrier to success in my organisation | 5% | 5% | 8% | 82% |
| Disability is not a barrier to success in my organisation | 2% | 5% | 18% | 76% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| Gender is not a barrier to success in my organisation | Not asked | Not asked | 92% |
| Sexual orientation is not a barrier to success in my organisation | 94% | Not asked | 89% |
| Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation | Not asked | Not asked | 87% |
| Cultural background is not a barrier to success in my organisation | 92% | Not asked | 84% |
| Age is not a barrier to success in my organisation | 90% | Not asked | 82% |
| Disability is not a barrier to success in my organisation | 85% | Not asked | 76% |
| End of table |  |  |  |

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| Gender is not a barrier to success in my organisation | 92% | 52% | 79% | 100% |
| Sexual orientation is not a barrier to success in my organisation | 89% | 58% | 78% | 97% |
| Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation | 87% | 48% | 65% | 95% |
| Cultural background is not a barrier to success in my organisation | 84% | 54% | 75% | 97% |
| Age is not a barrier to success in my organisation | 82% | 47% | 70% | 96% |
| Disability is not a barrier to success in my organisation | 76% | 40% | 62% | 92% |
| End of table |  |  |  |  |

## Psychosocial and physical safety climate question results

### What is this

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

### Why is this important

A safe workplace is a key outcome of [Leading the way](https://vpsc.vic.gov.au/resources/leading-the-way-ohs/) and the Victorian public sector mental health and wellbeing charter.

### How to read this

Under ‘Your 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My organisation provides a physically safe work environment | 0% | 0% | 3% | 97% |
| My organisation consults employees on health and safety matters | 2% | 0% | 10% | 89% |
| In my workplace, there is good communication about psychological safety issues that affect me | 5% | 0% | 11% | 84% |
| I feel culturally safe at work | 3% | 0% | 16% | 81% |
| My organisation has effective procedures in place to support employees who may experience stress | 6% | 2% | 15% | 77% |
| Senior leaders consider the psychological health of employees to be as important as productivity | 6% | 0% | 19% | 74% |
| All levels of my organisation are involved in the prevention of stress | 16% | 0% | 15% | 69% |
| Senior leaders show support for stress prevention through involvement and commitment | 11% | 0% | 19% | 69% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| My organisation provides a physically safe work environment | Not asked | Not asked | 97% |
| My organisation consults employees on health and safety matters | 85% | Not asked | 89% |
| In my workplace, there is good communication about psychological safety issues that affect me | 73% | 68% | 84% |
| I feel culturally safe at work | Not asked | Not asked | 81% |
| My organisation has effective procedures in place to support employees who may experience stress | 77% | 67% | 77% |
| Senior leaders consider the psychological health of employees to be as important as productivity | 59% | 79% | 74% |
| All levels of my organisation are involved in the prevention of stress | 54% | 56% | 69% |
| Senior leaders show support for stress prevention through involvement and commitment | 55% | 78% | 69% |
| End of table |  |  |  |

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My organisation provides a physically safe work environment | 97% | 61% | 87% | 100% |
| My organisation consults employees on health and safety matters | 89% | 52% | 75% | 96% |
| In my workplace, there is good communication about psychological safety issues that affect me | 84% | 30% | 58% | 89% |
| I feel culturally safe at work | 81% | 64% | 81% | 97% |
| My organisation has effective procedures in place to support employees who may experience stress | 77% | 41% | 61% | 89% |
| Senior leaders consider the psychological health of employees to be as important as productivity | 74% | 40% | 60% | 94% |
| All levels of my organisation are involved in the prevention of stress | 69% | 27% | 47% | 75% |
| Senior leaders show support for stress prevention through involvement and commitment | 69% | 37% | 57% | 94% |
| End of table |  |  |  |  |

## Psychosocial safety climate score

### What is this

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 scores in your comparator group for 2021.

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 positive 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

### Results 2021

#### Benchmark results

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Climate score | 14 | 15 | 16 | 14 | 13 |
| End of table |  |  |  |  |  |

## Diversity and inclusion

### What is this

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

### Why is this 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 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| There is a positive culture within my organisation in relation to employees of different sexes/genders | 0% | 2% | 5% | 94% |
| There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+ | 0% | 3% | 3% | 94% |
| There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander | 3% | 2% | 5% | 90% |
| There is a positive culture within my organisation in relation to employees from varied cultural backgrounds | 2% | 2% | 11% | 85% |
| There is a positive culture within my organisation in relation to employees of different age groups | 3% | 2% | 13% | 82% |
| There is a positive culture within my organisation in relation to employees with disability | 2% | 10% | 23% | 66% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| There is a positive culture within my organisation in relation to employees of different sexes/genders | 92% | Not asked | 94% |
| There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+ | 96% | Not asked | 94% |
| There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander | 89% | Not asked | 90% |
| There is a positive culture within my organisation in relation to employees from varied cultural backgrounds | 94% | Not asked | 85% |
| There is a positive culture within my organisation in relation to employees of different age groups | 87% | Not asked | 82% |
| There is a positive culture within my organisation in relation to employees with disability | 87% | Not asked | 66% |
| End of table |  |  |  |

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| There is a positive culture within my organisation in relation to employees of different sexes/genders | 94% | 57% | 81% | 97% |
| There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+ | 94% | 51% | 74% | 96% |
| There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander | 90% | 35% | 67% | 96% |
| There is a positive culture within my organisation in relation to employees from varied cultural backgrounds | 85% | 58% | 79% | 95% |
| There is a positive culture within my organisation in relation to employees of different age groups | 82% | 51% | 74% | 97% |
| There is a positive culture within my organisation in relation to employees with disability | 66% | 37% | 61% | 92% |
| End of table |  |  |  |  |

## Gender equality supporting measures

### What is this

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 is this important

Under the [Gender Equality Act 2020](https://www.genderequalitycommission.vic.gov.au/about-gender-equality-act-2020), organisations have obligations to promote gender equality in the workplace.

### How to read this

Under ‘Your 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My organisation would support me if I needed to take family violence leave | 0% | 2% | 2% | 97% |
| My organisation uses inclusive and respectful images and language | 0% | 0% | 8% | 92% |
| In my workgroup work is allocated fairly, regardless of gender | 6% | 0% | 15% | 79% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| My organisation would support me if I needed to take family violence leave | Not asked | Not asked | 97% |
| My organisation uses inclusive and respectful images and language | Not asked | Not asked | 92% |
| In my workgroup work is allocated fairly, regardless of gender | Not asked | Not asked | 79% |
| End of table |  |  |  |

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My organisation would support me if I needed to take family violence leave | 97% | 54% | 79% | 100% |
| My organisation uses inclusive and respectful images and language | 92% | 60% | 85% | 100% |
| In my workgroup work is allocated fairly, regardless of gender | 79% | 74% | 85% | 96% |
| End of table |  |  |  |  |

# Workgroup climate

## Contents

Results included in this section:

* Scorecard: workgroup climate
* Quality service delivery
* Innovation
* Workgroup support

## Scorecard: workgroup climate

### What is this

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

### Why is this important

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

### How to read this

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

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

### Results 2021

#### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| Quality service delivery | 80% | Not comparable | 86% |
| Workgroup support | Not comparable | Not comparable | 85% |
| Innovation | 62% | Not comparable | 69% |
| End of table |  |  |  |

#### Benchmark results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Quality service delivery | 86% | 85% | 80% |
| Workgroup support | 85% | 82% | 76% |
| Innovation | 69% | 74% | 68% |
| End of table |  |  |  |

## Quality service delivery

### What is this

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

### Why is this important

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

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

### How to read this

Under ‘Your 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My workgroup values human rights | 0% | 0% | 3% | 97% |
| My workgroup strives to provide high quality advice and services | 2% | 2% | 2% | 95% |
| My workgroup places a priority on acting fairly and without bias | 2% | 2% | 11% | 85% |
| My workgroup has clear lines of responsibility | 8% | 2% | 6% | 84% |
| My workgroup strives to deliver services in a timely manner | 10% | 2% | 5% | 84% |
| My workgroup focuses on making decisions informed by all relevant facts | 8% | 0% | 11% | 81% |
| My workgroup strives to make the best use of its resources | 10% | 0% | 11% | 79% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| My workgroup values human rights | 89% | Not asked | 97% |
| My workgroup strives to provide high quality advice and services | 89% | Not asked | 95% |
| My workgroup places a priority on acting fairly and without bias | 76% | Not asked | 85% |
| My workgroup has clear lines of responsibility | 66% | Not asked | 84% |
| My workgroup strives to deliver services in a timely manner | 82% | Not asked | 84% |
| My workgroup focuses on making decisions informed by all relevant facts | 82% | Not asked | 81% |
| My workgroup strives to make the best use of its resources | 77% | Not asked | 79% |
| End of table |  |  |  |

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My workgroup values human rights | 97% | 75% | 88% | 100% |
| My workgroup strives to provide high quality advice and services | 95% | 78% | 92% | 100% |
| My workgroup places a priority on acting fairly and without bias | 85% | 68% | 82% | 97% |
| My workgroup has clear lines of responsibility | 84% | 65% | 77% | 94% |
| My workgroup strives to deliver services in a timely manner | 84% | 70% | 92% | 100% |
| My workgroup focuses on making decisions informed by all relevant facts | 81% | 63% | 80% | 96% |
| My workgroup strives to make the best use of its resources | 79% | 68% | 81% | 100% |
| End of table |  |  |  |  |

## Innovation

### What is this

This is how well staff feel their workgroups innovate their operations.

### Why is this important

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

### How to read this

Under ‘Your 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My workgroup respectfully consults with clients and stakeholders to improve outcomes | 2% | 2% | 10% | 87% |
| My workgroup learns from failures and mistakes | 10% | 2% | 18% | 71% |
| My workgroup encourages employee creativity | 13% | 0% | 21% | 66% |
| My workgroup is quick to respond to opportunities to do things better | 16% | 0% | 19% | 65% |
| My workgroup takes reasonable risks to improve its services | 18% | 2% | 26% | 55% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| My workgroup respectfully consults with clients and stakeholders to improve outcomes | 77% | Not asked | 87% |
| My workgroup learns from failures and mistakes | 61% | Not asked | 71% |
| My workgroup encourages employee creativity | 54% | Not asked | 66% |
| My workgroup is quick to respond to opportunities to do things better | 61% | Not asked | 65% |
| My workgroup takes reasonable risks to improve its services | 58% | Not asked | 55% |
| End of table |  |  |  |

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My workgroup respectfully consults with clients and stakeholders to improve outcomes | 87% | 73% | 88% | 100% |
| My workgroup learns from failures and mistakes | 71% | 59% | 73% | 96% |
| My workgroup encourages employee creativity | 66% | 50% | 67% | 95% |
| My workgroup is quick to respond to opportunities to do things better | 65% | 64% | 77% | 96% |
| My workgroup takes reasonable risks to improve its services | 55% | 46% | 66% | 81% |
| End of table |  |  |  |  |

## Workgroup support

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| I am able to work effectively with others in my workgroup | 2% | 0% | 5% | 94% |
| People in my workgroup treat each other with respect | 2% | 0% | 6% | 92% |
| I am able to work effectively with others outside my immediate workgroup | 2% | 0% | 10% | 89% |
| People in my workgroup actively support diversity and inclusion in the workplace | 0% | 0% | 11% | 89% |
| People in my workgroup are politically impartial in their work | 3% | 3% | 8% | 85% |
| People in my workgroup work together effectively to get the job done | 5% | 2% | 8% | 85% |
| People in my workgroup are honest, open and transparent in their dealings | 6% | 2% | 8% | 84% |
| People in my workgroup appropriately manage conflicts of interest | 8% | 5% | 6% | 81% |
| People in my workgroup regularly reach out to support me and my wellbeing | 6% | 0% | 13% | 81% |
| Workgroups across my organisation willingly share information with each other | 6% | 3% | 18% | 73% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| I am able to work effectively with others in my workgroup | Not asked | 83% | 94% |
| People in my workgroup treat each other with respect | 90% | 92% | 92% |
| I am able to work effectively with others outside my immediate workgroup | Not asked | 74% | 89% |
| People in my workgroup actively support diversity and inclusion in the workplace | 92% | Not asked | 89% |
| People in my workgroup are politically impartial in their work | 75% | Not asked | 85% |
| People in my workgroup work together effectively to get the job done | 85% | 76% | 85% |
| People in my workgroup are honest, open and transparent in their dealings | 75% | Not asked | 84% |
| People in my workgroup appropriately manage conflicts of interest | 77% | Not asked | 81% |
| People in my workgroup regularly reach out to support me and my wellbeing | Not asked | 76% | 81% |
| Workgroups across my organisation willingly share information with each other | 63% | 58% | 73% |
| End of table |  |  |  |

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I am able to work effectively with others in my workgroup | 94% | 83% | 92% | 100% |
| People in my workgroup treat each other with respect | 92% | 73% | 90% | 100% |
| I am able to work effectively with others outside my immediate workgroup | 89% | 75% | 88% | 97% |
| People in my workgroup actively support diversity and inclusion in the workplace | 89% | 68% | 87% | 100% |
| People in my workgroup are politically impartial in their work | 85% | 63% | 82% | 97% |
| People in my workgroup work together effectively to get the job done | 85% | 71% | 87% | 96% |
| People in my workgroup are honest, open and transparent in their dealings | 84% | 65% | 81% | 97% |
| People in my workgroup appropriately manage conflicts of interest | 81% | 56% | 79% | 100% |
| People in my workgroup regularly reach out to support me and my wellbeing | 81% | 59% | 77% | 96% |
| Workgroups across my organisation willingly share information with each other | 73% | 37% | 62% | 87% |
| End of table |  |  |  |  |

# Job and manager factors

## Contents

Results included in this section:

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

## Scorecard: job and manager factors

### What is this

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

### Why is this important

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

### How to read this

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

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

### Results 2021

#### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| Manager leadership | 91% | Not comparable | 88% |
| Meaningful work | Not comparable | 76% | 86% |
| Job enrichment | Not comparable | Not comparable | 79% |
| Manager support | Not comparable | Not comparable | 79% |
| Safe to speak up | Not comparable | Not comparable | 74% |
| Learning and development | Not comparable | Not comparable | 58% |
| Workload | 52% | 51% | 49% |
| End of table |  |  |  |

#### Benchmark results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Manager leadership | 88% | 89% | 84% |
| Meaningful work | 86% | 83% | 84% |
| Job enrichment | 79% | 77% | 77% |
| Manager support | 79% | 77% | 70% |
| Safe to speak up | 74% | 73% | 67% |
| Learning and development | 58% | 53% | 53% |
| Workload | 49% | 57% | 53% |
| End of table |  |  |  |

## Manager leadership

### What is this

This is how well staff perceive their direct managers lead.

### Why is this important

Great managers can foster the right environment for staff engagement.

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

### How to read this

Under ‘Your 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My manager demonstrates honesty and integrity | 3% | 0% | 6% | 90% |
| My manager is committed to workplace safety | 2% | 2% | 8% | 89% |
| My manager models my organisation’s values | 5% | 0% | 6% | 89% |
| My manager treats employees with dignity and respect | 3% | 0% | 8% | 89% |
| My manager works effectively with people from diverse backgrounds | 2% | 0% | 10% | 89% |
| My manager ensures clients receive a high standard of service | 3% | 0% | 11% | 85% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| My manager demonstrates honesty and integrity | 92% | Not asked | 90% |
| My manager is committed to workplace safety | 92% | Not asked | 89% |
| My manager models my organisation’s values | 86% | Not asked | 89% |
| My manager treats employees with dignity and respect | 92% | Not asked | 89% |
| My manager works effectively with people from diverse backgrounds | 93% | Not asked | 89% |
| My manager ensures clients receive a high standard of service | 93% | Not asked | 85% |
| End of table |  |  |  |

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My manager demonstrates honesty and integrity | 90% | 70% | 89% | 100% |
| My manager is committed to workplace safety | 89% | 77% | 89% | 100% |
| My manager models my organisation’s values | 89% | 67% | 86% | 100% |
| My manager treats employees with dignity and respect | 89% | 79% | 90% | 100% |
| My manager works effectively with people from diverse backgrounds | 89% | 78% | 90% | 100% |
| My manager ensures clients receive a high standard of service | 85% | 76% | 90% | 100% |
| End of table |  |  |  |  |

## Manager support

### What is this

This is how supported staff feel by their direct manager.

### Why is this important

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

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

### How to read this

Under ‘Your 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My manager listens to what I have to say | 6% | 0% | 6% | 87% |
| I would be confident in approaching my manager to discuss concerns and grievances | 6% | 0% | 10% | 84% |
| My manager involves me in decisions about my work | 6% | 0% | 10% | 84% |
| My manager keeps me informed about what's going on | 3% | 0% | 13% | 84% |
| My manager encourages and supports my participation in learning and development opportunities | 6% | 0% | 11% | 82% |
| My manager provides me with enough support when I need it | 6% | 2% | 13% | 79% |
| My manager provides feedback to me in a way that helps me improve my performance | 10% | 0% | 15% | 76% |
| I receive adequate recognition for my contributions and accomplishments | 13% | 0% | 15% | 73% |
| My manager has regular conversations with me about my learning and development | 19% | 0% | 18% | 63% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| My manager listens to what I have to say | 94% | 79% | 87% |
| I would be confident in approaching my manager to discuss concerns and grievances | 83% | Not asked | 84% |
| My manager involves me in decisions about my work | 79% | 78% | 84% |
| My manager keeps me informed about what's going on | 79% | 76% | 84% |
| My manager encourages and supports my participation in learning and development opportunities | 80% | Not asked | 82% |
| My manager provides me with enough support when I need it | Not asked | 83% | 79% |
| My manager provides feedback to me in a way that helps me improve my performance | 73% | 69% | 76% |
| I receive adequate recognition for my contributions and accomplishments | 70% | Not asked | 73% |
| My manager has regular conversations with me about my learning and development | Not asked | Not asked | 63% |
| End of table |  |  |  |

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My manager listens to what I have to say | 87% | 78% | 87% | 97% |
| I would be confident in approaching my manager to discuss concerns and grievances | 84% | 73% | 83% | 100% |
| My manager involves me in decisions about my work | 84% | 67% | 83% | 100% |
| My manager keeps me informed about what's going on | 84% | 67% | 81% | 100% |
| My manager encourages and supports my participation in learning and development opportunities | 82% | 59% | 80% | 96% |
| My manager provides me with enough support when I need it | 79% | 67% | 81% | 96% |
| My manager provides feedback to me in a way that helps me improve my performance | 76% | 52% | 72% | 94% |
| I receive adequate recognition for my contributions and accomplishments | 73% | 46% | 64% | 90% |
| My manager has regular conversations with me about my learning and development | 63% | 32% | 59% | 92% |
| End of table |  |  |  |  |

## Workload

### What is this

This is how staff feel about workload and time-pressure.

### Why is this important

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

### How to read this

Under ‘Your 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

### Results 2021

#### Your 2021 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| The workload I have is appropriate for the job that I do | 31% | 19% | 50% |
| I have enough time to do my job effectively | 34% | 18% | 48% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| The workload I have is appropriate for the job that I do | 49% | 51% | 50% |
| I have enough time to do my job effectively | 55% | 50% | 48% |
| End of table |  |  |  |

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| The workload I have is appropriate for the job that I do | 50% | 39% | 59% | 85% |
| I have enough time to do my job effectively | 48% | 42% | 56% | 89% |
| End of table |  |  |  |  |

## Learning and development

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

### Results 2021

#### Your 2021 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| In the last 12 months I have learned skills that have helped me do my job better | 6% | 24% | 69% |
| I am developing and learning in my role | 6% | 27% | 66% |
| My organisation places a high priority on the learning and development of staff | 6% | 27% | 66% |
| I feel I have an equal chance at promotion in my organisation | 18% | 19% | 63% |
| There are adequate opportunities for me to develop skills and experience in my organisation | 16% | 24% | 60% |
| I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 16% | 29% | 55% |
| I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers) | 13% | 40% | 47% |
| I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments) | 10% | 48% | 42% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| In the last 12 months I have learned skills that have helped me do my job better | Not asked | Not asked | 69% |
| I am developing and learning in my role | Not asked | Not asked | 66% |
| My organisation places a high priority on the learning and development of staff | 66% | Not asked | 66% |
| I feel I have an equal chance at promotion in my organisation | Not asked | Not asked | 63% |
| There are adequate opportunities for me to develop skills and experience in my organisation | 62% | Not asked | 60% |
| I am satisfied with the way my learning and development needs have been addressed in the last 12 months | Not asked | Not asked | 55% |
| I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers) | Not asked | Not asked | 47% |
| I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments) | Not asked | Not asked | 42% |
| End of table |  |  |  |

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| In the last 12 months I have learned skills that have helped me do my job better | 69% | 49% | 72% | 93% |
| I am developing and learning in my role | 66% | 50% | 72% | 96% |
| My organisation places a high priority on the learning and development of staff | 66% | 34% | 60% | 93% |
| I feel I have an equal chance at promotion in my organisation | 63% | 20% | 44% | 78% |
| There are adequate opportunities for me to develop skills and experience in my organisation | 60% | 35% | 58% | 83% |
| I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 55% | 36% | 56% | 88% |
| I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers) | 47% | 19% | 36% | 57% |
| I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments) | 42% | 13% | 30% | 57% |
| End of table |  |  |  |  |

## Job enrichment

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

### Results 2021

#### Your 2021 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | 0% | 10% | 90% |
| I understand how my job contributes to my organisation’s purpose | 3% | 8% | 89% |
| My job allows me to utilise my skills, knowledge and abilities | 8% | 8% | 84% |
| I have a choice in deciding how I do my work | 11% | 8% | 81% |
| I clearly understand what I am expected to do in this job | 13% | 13% | 74% |
| I have the authority to do my job effectively | 18% | 11% | 71% |
| My work performance is assessed against clear criteria | 13% | 19% | 68% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | 79% | Not asked | 90% |
| I understand how my job contributes to my organisation’s purpose | 94% | 93% | 89% |
| My job allows me to utilise my skills, knowledge and abilities | 80% | 75% | 84% |
| I have a choice in deciding how I do my work | 72% | 79% | 81% |
| I clearly understand what I am expected to do in this job | 72% | 86% | 74% |
| I have the authority to do my job effectively | 68% | Not asked | 71% |
| My work performance is assessed against clear criteria | Not asked | Not asked | 68% |
| End of table |  |  |  |

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | 90% | 54% | 73% | 100% |
| I understand how my job contributes to my organisation’s purpose | 89% | 81% | 91% | 100% |
| My job allows me to utilise my skills, knowledge and abilities | 84% | 59% | 81% | 100% |
| I have a choice in deciding how I do my work | 81% | 60% | 78% | 100% |
| I clearly understand what I am expected to do in this job | 74% | 55% | 80% | 97% |
| I have the authority to do my job effectively | 71% | 57% | 75% | 100% |
| My work performance is assessed against clear criteria | 68% | 36% | 63% | 87% |
| End of table |  |  |  |  |

## Meaningful work

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

### Results 2021

#### Your 2021 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I feel that I can make a worthwhile contribution at work | 8% | 5% | 87% |
| I am achieving something important through my work | 2% | 13% | 85% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| I feel that I can make a worthwhile contribution at work | Not asked | 78% | 87% |
| I am achieving something important through my work | Not asked | 75% | 85% |
| End of table |  |  |  |

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I feel that I can make a worthwhile contribution at work | 87% | 73% | 85% | 100% |
| I am achieving something important through my work | 85% | 62% | 80% | 100% |
| End of table |  |  |  |  |

## Safe to speak up

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

### Results 2021

#### Your 2021 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| People in your workgroup are able to bring up problems and tough issues | 8% | 18% | 74% |
| I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner | 19% | 10% | 71% |
| I am confident that I would be protected from reprisal for reporting improper conduct | 19% | 11% | 69% |
| I feel safe to challenge inappropriate behaviour at work | 21% | 10% | 69% |
| People in my workgroup often reject others for being different | 84% | 10% | 6% |
| If I make a mistake in my workgroup, it is often held against me | 79% | 18% | 3% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| People in your workgroup are able to bring up problems and tough issues | Not asked | 75% | 74% |
| I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner | 61% | Not asked | 71% |
| I am confident that I would be protected from reprisal for reporting improper conduct | 65% | Not asked | 69% |
| I feel safe to challenge inappropriate behaviour at work | Not asked | Not asked | 69% |
| End of table |  |  |  |

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| People in your workgroup are able to bring up problems and tough issues | 74% | 61% | 78% | 97% |
| I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner | 71% | 38% | 62% | 94% |
| I am confident that I would be protected from reprisal for reporting improper conduct | 69% | 51% | 69% | 100% |
| I feel safe to challenge inappropriate behaviour at work | 69% | 49% | 68% | 100% |
| End of table |  |  |  |  |

#### Benchmark disagree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| People in my workgroup often reject others for being different | Not asked | Not asked | 84% |
| If I make a mistake in my workgroup, it is often held against me | Not asked | Not asked | 79% |
| End of table |  |  |  |

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| People in my workgroup often reject others for being different | 84% | 75% | 85% | 100% |
| If I make a mistake in my workgroup, it is often held against me | 79% | 61% | 77% | 96% |
| End of table |  |  |  |  |

## Barriers to optimal work

### What is this

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

### Why is this 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.

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

### Results 2021

#### Which of the following are currently the most significant barriers (if any) that prevent you performing optimally at work?

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Too many competing priorities | 44% | 40% | 36% |
| Decision making and authorisation processes | 40% | 29% | 23% |
| Insufficient autonomy | 23% | 10% | 9% |
| Technology limitations | 16% | 17% | 20% |
| Communication processes | 15% | 16% | 19% |
| There are no noticeable barriers | 15% | 16% | 18% |
| Poor mental health or wellbeing | 13% | 12% | 11% |
| Difficulties in separating work from other aspects of my life | 11% | 13% | 10% |
| Limited social interactions with the team | 10% | 15% | 11% |
| Poor work-life balance | 10% | 12% | 12% |
| End of table |  |  |  |

# Public sector values

## Contents

Results included in this section:

* Scorecard: public sector values
* Responsiveness
* Integrity
* Impartiality
* Accountability
* Respect
* Leadership
* Human rights

## Scorecard: public sector values

### What is this

These are the 7 values that form the basis for the professional and ethical conduct of everyone who works in the public sector.

### Why is this important

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

### How to read this

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

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

### Results 2021

#### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| Human rights | 84% | Not comparable | 92% |
| Leadership | 83% | Not comparable | 89% |
| Responsiveness | 88% | Not comparable | 88% |
| Respect | 84% | Not comparable | 87% |
| Accountability | 74% | Not comparable | 81% |
| Integrity | Not comparable | Not comparable | 81% |
| Impartiality | 73% | Not comparable | 81% |
| End of table |  |  |  |

#### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Human rights | 92% | 81% | 80% |
| Leadership | 89% | 78% | 73% |
| Responsiveness | 88% | 91% | 87% |
| Respect | 87% | 84% | 78% |
| Accountability | 81% | 78% | 76% |
| Integrity | 81% | 76% | 70% |
| Impartiality | 81% | 75% | 68% |
| End of table |  |  |  |

## Responsiveness

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My workgroup strives to provide high quality advice and services | 2% | 2% | 2% | 95% |
| My manager ensures clients receive a high standard of service | 3% | 0% | 11% | 85% |
| My workgroup strives to deliver services in a timely manner | 10% | 2% | 5% | 84% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| My workgroup strives to provide high quality advice and services | 89% | Not asked | 95% |
| My manager ensures clients receive a high standard of service | 93% | Not asked | 85% |
| My workgroup strives to deliver services in a timely manner | 82% | Not asked | 84% |
| End of table |  |  |  |

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My workgroup strives to provide high quality advice and services | 95% | 78% | 92% | 100% |
| My manager ensures clients receive a high standard of service | 85% | 76% | 90% | 100% |
| My workgroup strives to deliver services in a timely manner | 84% | 70% | 92% | 100% |
| End of table |  |  |  |  |

## Integrity

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My manager demonstrates honesty and integrity | 3% | 0% | 6% | 90% |
| My organisation is committed to earning a high level of public trust | 2% | 0% | 8% | 90% |
| Senior leaders demonstrate honesty and integrity | 0% | 0% | 10% | 90% |
| People in my workgroup are honest, open and transparent in their dealings | 6% | 2% | 8% | 84% |
| People in my workgroup appropriately manage conflicts of interest | 8% | 5% | 6% | 81% |
| My organisation does not tolerate improper conduct | 13% | 0% | 13% | 74% |
| I am confident that I would be protected from reprisal for reporting improper conduct | 19% | 0% | 11% | 69% |
| I feel safe to challenge inappropriate behaviour at work | 21% | 0% | 10% | 69% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| My manager demonstrates honesty and integrity | 92% | Not asked | 90% |
| My organisation is committed to earning a high level of public trust | 82% | Not asked | 90% |
| Senior leaders demonstrate honesty and integrity | 80% | Not asked | 90% |
| People in my workgroup are honest, open and transparent in their dealings | 75% | Not asked | 84% |
| People in my workgroup appropriately manage conflicts of interest | 77% | Not asked | 81% |
| My organisation does not tolerate improper conduct | 61% | Not asked | 74% |
| I am confident that I would be protected from reprisal for reporting improper conduct | 65% | Not asked | 69% |
| I feel safe to challenge inappropriate behaviour at work | Not asked | Not asked | 69% |
| End of table |  |  |  |

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My manager demonstrates honesty and integrity | 90% | 70% | 89% | 100% |
| My organisation is committed to earning a high level of public trust | 90% | 48% | 83% | 100% |
| Senior leaders demonstrate honesty and integrity | 90% | 44% | 72% | 100% |
| People in my workgroup are honest, open and transparent in their dealings | 84% | 65% | 81% | 97% |
| People in my workgroup appropriately manage conflicts of interest | 81% | 56% | 79% | 100% |
| My organisation does not tolerate improper conduct | 74% | 40% | 71% | 100% |
| I am confident that I would be protected from reprisal for reporting improper conduct | 69% | 51% | 69% | 100% |
| I feel safe to challenge inappropriate behaviour at work | 69% | 49% | 68% | 100% |
| End of table |  |  |  |  |

## Impartiality

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My workgroup places a priority on acting fairly and without bias | 2% | 2% | 11% | 85% |
| People in my workgroup are politically impartial in their work | 3% | 3% | 8% | 85% |
| My workgroup focuses on making decisions informed by all relevant facts | 8% | 0% | 11% | 81% |
| My organisation makes fair recruitment and promotion decisions, based on merit | 10% | 3% | 16% | 71% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| My workgroup places a priority on acting fairly and without bias | 76% | Not asked | 85% |
| People in my workgroup are politically impartial in their work | 75% | Not asked | 85% |
| My workgroup focuses on making decisions informed by all relevant facts | 82% | Not asked | 81% |
| My organisation makes fair recruitment and promotion decisions, based on merit | 61% | Not asked | 71% |
| End of table |  |  |  |

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My workgroup places a priority on acting fairly and without bias | 85% | 68% | 82% | 97% |
| People in my workgroup are politically impartial in their work | 85% | 63% | 82% | 100% |
| My workgroup focuses on making decisions informed by all relevant facts | 81% | 63% | 80% | 96% |
| My organisation makes fair recruitment and promotion decisions, based on merit | 71% | 27% | 57% | 94% |
| End of table |  |  |  |  |

## Accountability

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| I understand how my job contributes to my organisation’s purpose | 3% | 0% | 8% | 89% |
| My workgroup has clear lines of responsibility | 8% | 2% | 6% | 84% |
| Senior leaders provide clear strategy and direction | 3% | 0% | 16% | 81% |
| My workgroup strives to make the best use of its resources | 10% | 0% | 11% | 79% |
| I clearly understand what I am expected to do in this job | 13% | 0% | 13% | 74% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| I understand how my job contributes to my organisation’s purpose | 94% | 93% | 89% |
| My workgroup has clear lines of responsibility | 66% | Not asked | 84% |
| Senior leaders provide clear strategy and direction | 61% | 67% | 81% |
| My workgroup strives to make the best use of its resources | 77% | Not asked | 79% |
| I clearly understand what I am expected to do in this job | 72% | 86% | 74% |
| End of table |  |  |  |

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I understand how my job contributes to my organisation’s purpose | 89% | 81% | 91% | 100% |
| My workgroup has clear lines of responsibility | 84% | 65% | 77% | 94% |
| Senior leaders provide clear strategy and direction | 81% | 29% | 62% | 100% |
| My workgroup strives to make the best use of its resources | 79% | 68% | 81% | 100% |
| I clearly understand what I am expected to do in this job | 74% | 55% | 81% | 100% |
| End of table |  |  |  |  |

## Respect

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| People in my workgroup treat each other with respect | 2% | 0% | 6% | 92% |
| My manager treats employees with dignity and respect | 3% | 0% | 8% | 89% |
| My organisation encourages respectful workplace behaviours | 5% | 0% | 6% | 89% |
| My manager listens to what I have to say | 6% | 0% | 6% | 87% |
| My workgroup respectfully consults with clients and stakeholders to improve outcomes | 2% | 2% | 10% | 87% |
| My manager keeps me informed about what's going on | 3% | 0% | 13% | 84% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 10% | 0% | 6% | 84% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| People in my workgroup treat each other with respect | 90% | 92% | 92% |
| My manager treats employees with dignity and respect | 92% | Not asked | 89% |
| My organisation encourages respectful workplace behaviours | 80% | Not asked | 89% |
| My manager listens to what I have to say | 94% | 79% | 87% |
| My workgroup respectfully consults with clients and stakeholders to improve outcomes | 77% | Not asked | 87% |
| My manager keeps me informed about what's going on | 79% | 76% | 84% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 72% | Not asked | 84% |
| End of table |  |  |  |

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| People in my workgroup treat each other with respect | 92% | 73% | 90% | 100% |
| My manager treats employees with dignity and respect | 89% | 79% | 90% | 100% |
| My organisation encourages respectful workplace behaviours | 89% | 63% | 84% | 100% |
| My manager listens to what I have to say | 87% | 78% | 88% | 100% |
| My workgroup respectfully consults with clients and stakeholders to improve outcomes | 87% | 73% | 88% | 100% |
| My manager keeps me informed about what's going on | 84% | 67% | 81% | 100% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 84% | 43% | 67% | 100% |
| End of table |  |  |  |  |

## Leadership

### What is this

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

### Why is this important

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

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

### How to read this

Under ‘Your 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My manager models my organisation’s values | 5% | 0% | 6% | 89% |
| Senior leaders model my organisation's values | 2% | 0% | 10% | 89% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| My manager models my organisation’s values | 86% | Not asked | 89% |
| Senior leaders model my organisation's values | 80% | Not asked | 89% |
| End of table |  |  |  |

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My manager models my organisation’s values | 89% | 67% | 86% | 100% |
| Senior leaders model my organisation's values | 89% | 48% | 71% | 100% |
| End of table |  |  |  |  |

## Human rights

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 results’, see results for each question in descending order by most agreed.

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My workgroup values human rights | 0% | 0% | 3% | 97% |
| My organisation encourages employees to act in ways that are consistent with human rights | 0% | 0% | 6% | 94% |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | 0% | 0% | 10% | 90% |
| My organisation respects the human rights of employees | 0% | 0% | 15% | 85% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2019 | You in 2020 | You in 2021 |
| My workgroup values human rights | 89% | Not asked | 97% |
| My organisation encourages employees to act in ways that are consistent with human rights | 86% | Not asked | 94% |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | 79% | Not asked | 90% |
| My organisation respects the human rights of employees | 83% | Not asked | 85% |
| End of table |  |  |  |

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My workgroup values human rights | 97% | 75% | 88% | 100% |
| My organisation encourages employees to act in ways that are consistent with human rights | 94% | 59% | 82% | 100% |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | 90% | 54% | 73% | 100% |
| My organisation respects the human rights of employees | 85% | 63% | 83% | 100% |
| End of table |  |  |  |  |

# Demographics

## Contents

Results included in this section:

* Age, Australian Defence Force service and education
* Aboriginal and/or Torres Strait Islander
* Disability
* Gender, variations in sex characteristics and sexual orientation
* Cultural diversity
* Employment characteristics
* Adjustments
* Caring responsibilities

## Age, Australian Defence Force service and education

### What is this

These are employment characteristics of staff.

### Why is this important

This helps organisations understand the diversity of their staff.

### How to read this

Each demographic area shows the breakdown of responses from your survey results, by percentage and number.

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

### How we protect anonymity and privacy

To protect you, we:

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

### Results 2021

#### Age

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| 15-34 years | 21% | 13 |
| 35-54 years | 55% | 34 |
| 55+ years | 16% | 10 |
| Prefer not to say | 8% | 5 |
| End of table |  |  |

#### Have you served in the Australian Defence Force (permanent or reservist)?

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| No | 98% | 61 |
| Prefer not to say | 2% | 1 |
| End of table |  |  |

#### Highest level of formal education

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Doctoral Degree level | 3% | 2 |
| Master Degree level | 23% | 14 |
| Graduate Diploma or Graduate Certificate level | 13% | 8 |
| Bachelor Degree level incl. honours degrees | 39% | 24 |
| Advanced Diploma or Diploma level | 5% | 3 |
| Certificate III or IV level | 6% | 4 |
| Year 12 or equivalent (VCE/Leaving certificate) | 3% | 2 |
| Prefer not to say | 8% | 5 |
| End of table |  |  |

## Aboriginal and/or Torres Strait Islander employees

### What is this

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

### Why is this important

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

### How to read this

Each demographic area shows the breakdown of responses from your survey results, by percentage and number.

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

### How we protect anonymity and privacy

To protect you, we:

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* don’t release employee opinion results for demographic groups where organisations have fewer than 30 responses in total.

### Results 2021

#### Aboriginal and/or Torres Strait Islander

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Yes | 5% | 3 |
| Non Aboriginal and/or Torres Strait Islander | 92% | 57 |
| Prefer not to say | 3% | 2 |
| End of table |  |  |

## Disability

### What is this

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

### Why is this important

This helps organisations understand the diversity of their staff.

### How to read this

Each demographic area shows the breakdown of responses from your survey results, by percentage and number.

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

### How we protect anonymity and privacy

To protect you, we:

* de-identify all survey response data provided to your organisation
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* don’t release employee opinion results for demographic groups where organisations have fewer than 30 responses in total.

### Results 2021

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Yes | 5% | 3 |
| No | 89% | 55 |
| Prefer not to say | 6% | 4 |
| End of table |  |  |

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Yes | 33% | 1 |
| No | 67% | 2 |
| End of table |  |  |

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| I do not require any adjustments to be made to perform my role | 100% | 2 |
| End of table |  |  |

## Gender, variations in sex characteristics and sexual orientation

### What is this

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

### Why is this important

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

### How to read this

Each demographic area shows the breakdown of responses from your survey results, by percentage and number.

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

### How we protect anonymity and privacy

To protect you, we:

* de-identify all survey response data provided to your organisation
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* don’t release employee opinion results for demographic groups where organisations have fewer than 30 responses in total.

### Results 2021

#### How would you describe your gender?

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Woman | 69% | 43 |
| Man | 19% | 12 |
| Prefer not to say | 11% | 7 |
| End of table |  |  |

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| No | 87% | 54 |
| Prefer not to say | 13% | 8 |
| End of table |  |  |

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| No | 87% | 54 |
| Don't know | 2% | 1 |
| Prefer not to say | 11% | 7 |
| End of table |  |  |

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Straight (heterosexual) | 68% | 42 |
| Prefer not to say | 19% | 12 |
| Pansexual | 3% | 2 |
| Bisexual | 3% | 2 |
| Asexual | 2% | 1 |
| Gay or lesbian | 2% | 1 |
| I use a different term | 2% | 1 |
| Don't know | 2% | 1 |
| End of table |  |  |

## Cultural diversity

### What is this

These are the personal characteristics of staff.

### Why is this important

This helps organisations understand the diversity of their staff.

### How to read this

Each demographic area shows the breakdown of responses from your survey results, by percentage and number.

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

### How we protect anonymity and privacy

To protect you, we:

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

### Results 2021

#### Country of birth

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Born in Australia | 65% | 40 |
| Not born in Australia | 23% | 14 |
| Prefer not to say | 13% | 8 |
| End of table |  |  |

#### When did you first arrive in Australia?\*

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| 1 to less than 2 years ago | 7% | 1 |
| More than 20 years ago | 57% | 8 |
| 5 to less than 10 years ago | 7% | 1 |
| 10 to less than 20 years ago | 29% | 4 |
| End of table |  |  |

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Yes | 8% | 5 |
| No | 84% | 52 |
| Prefer not to say | 8% | 5 |
| End of table |  |  |

#### If you speak another language with your family or community, what language(s) do you speak?\*

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Other | 40% | 2 |
| Arabic | 20% | 1 |
| Macedonian | 20% | 1 |
| Spanish | 20% | 1 |
| End of table |  |  |

#### Cultural identity

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Australian | 77% | 48 |
| English, Irish, Scottish and/or Welsh | 15% | 9 |
| Prefer not to say | 10% | 6 |
| New Zealander | 5% | 3 |
| Aboriginal and/or Torres Strait Islander | 5% | 3 |
| European (including Western, Eastern and South-Eastern Europe, and Scandinavia) | 5% | 3 |
| East and/or South-East Asian | 3% | 2 |
| Other | 2% | 1 |
| African (including Central, West, Southern and East African) | 2% | 1 |
| Central and/or South American | 2% | 1 |
| Central Asian | 2% | 1 |
| Maori | 2% | 1 |
| End of table |  |  |

#### Religion

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| No religion | 66% | 41 |
| Christianity | 21% | 13 |
| Prefer not to say | 11% | 7 |
| Islam | 2% | 1 |
| End of table |  |  |

## Employment characteristics

### What is this

These are the employment characteristics of staff.

### Why is this important

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

### How to read this

Each demographic area shows the breakdown of responses from your survey results, by percentage and number.

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

### How we protect anonymity and privacy

To protect you, we:

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### Results 2021

#### Working arrangement

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Full-Time | 79% | 49 |
| Part-Time | 21% | 13 |
| End of table |  |  |

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| $65k to $95k | 15% | 9 |
| $95k to $125k | 48% | 29 |
| $125k or more | 25% | 15 |
| Prefer not to say | 12% | 7 |
| End of table |  |  |

#### Organisational tenure

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| <1 year | 11% | 7 |
| 1 to less than 2 years | 11% | 7 |
| 2 to less than 5 years | 58% | 36 |
| 5 to less than 10 years | 11% | 7 |
| 10 to less than 20 years | 6% | 4 |
| More than 20 years | 2% | 1 |
| End of table |  |  |

#### Management responsibility

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Manager of other manager(s) | 8% | 5 |
| Other manager | 15% | 9 |
| Non-manager | 77% | 48 |
| End of table |  |  |

#### Employment type

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Ongoing and executive | 87% | 54 |
| Fixed term | 10% | 6 |
| Other | 3% | 2 |
| End of table |  |  |

#### Have you moved between roles in the last 12 months?\*

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| I have moved to a different role within my organisation (including acting roles) | 16% | 10 |
| I have moved to my role from a different Victorian public sector organisation | 10% | 6 |
| I have moved to my role from outside the Victorian public sector | 2% | 1 |
| I have not moved between roles | 73% | 45 |
| End of table |  |  |

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Melbourne: Suburbs | 74% | 46 |
| Melbourne CBD | 21% | 13 |
| Other city or town | 3% | 2 |
| Geelong | 2% | 1 |
| End of table |  |  |

#### Primary workplace type over the past 3 months\*

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Home/private location | 95% | 59 |
| A main office | 5% | 3 |
| End of table |  |  |

#### Other workplace type over the past 3 months\*

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| A main office | 76% | 47 |
| Home/private location | 23% | 14 |
| No, I have not worked from any other locations | 18% | 11 |
| Other | 2% | 1 |
| End of table |  |  |

## Adjustments

### What is this

These are adjustments staff requested to perform in their role.

### Why is this important

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

### How to read this

Each demographic area shows the breakdown of responses from your survey results, by percentage and number.

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

### How we protect anonymity and privacy

To protect you, we:

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* don’t release employee opinion results for demographic groups where organisations have fewer than 30 responses in total.

### Results 2021

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| No, I have not requested adjustments | 79% | 49 |
| Flexible working arrangements | 21% | 13 |
| Career development support strategies | 2% | 1 |
| End of table |  |  |

#### Why did you make this request?\*

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Work-life balance | 62% | 8 |
| Family responsibilities | 54% | 7 |
| Caring responsibilities | 46% | 6 |
| Health | 23% | 3 |
| Study commitments | 15% | 2 |
| Disability | 8% | 1 |
| End of table |  |  |

#### What was your experience with making the request?

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| The adjustments I needed were made and the process was satisfactory | 100% | 13 |
| End of table |  |  |

## Caring

### What is this

These are staff-reported caring responsibilities.

### Why is this important

This shows organisations what caring responsibilities their staff have.

### How to read this

Each demographic area shows the breakdown of responses from your survey results, by percentage and number.

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

### How we protect anonymity and privacy

To protect you, we:

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

### Results 2021

#### Caring responsibility

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| None of the above | 39% | 24 |
| Child(ren) - younger than preschool age | 15% | 9 |
| Primary school aged child(ren) | 15% | 9 |
| Secondary school aged child(ren) | 15% | 9 |
| Prefer not to say | 11% | 7 |
| Preschool aged child(ren) | 6% | 4 |
| Frail or aged person(s) | 6% | 4 |
| Person(s) with disability | 5% | 3 |
| Person(s) with a mental illness | 5% | 3 |
| Other | 3% | 2 |
| End of table |  |  |

# End of report

Produced by the Victorian Public Sector Commission.

For more information about the survey, read: [People matter survey](https://vpsc.vic.gov.au/resources/people-matter-survey-resources/)