

# People matter survey 2021

Have your say

Department of Treasury and Finance  
2021 people matter survey results report



**Victorian  
Public Sector  
Commission**



**VICTORIA**  
State  
Government

## Report overview

### About your report

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

### Report contents

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

### Comparing data in this report

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

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

### Rounding of percentages

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

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

### Survey questions and definitions

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

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- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

### Custom questions

- Questions requested by your organisation

### Demographics

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



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## Report overview

### Privacy and anonymity

To protect you, we:

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

Read more in [our privacy policy](#).

## Report overview

### Survey's theoretical framework

#### What this is

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

#### Why this is important

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

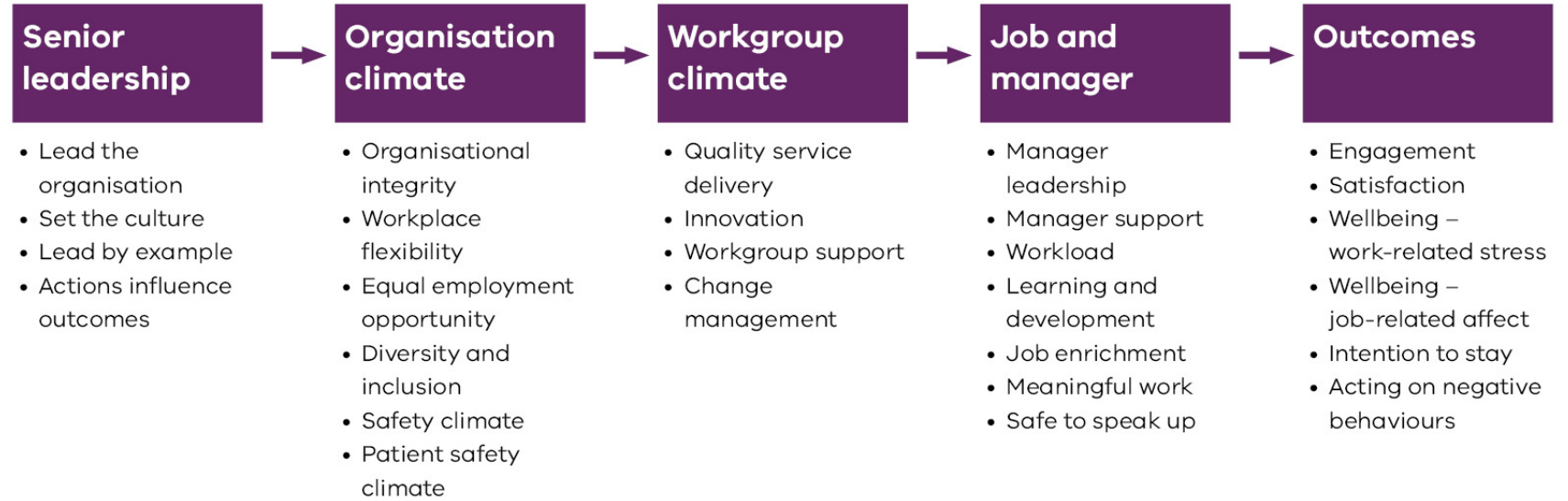
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

#### Our public sector values

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

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

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



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



Responsiveness



Integrity



Impartiality



Accountability



Respect



Leadership



Human Rights

## Report overview

### Your comparator group

#### What this is

This is a list of similar organisations to yours.

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

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

#### How we use this in your report

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

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

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

Department of Education and Training

Department of Environment, Land, Water and Planning

Department of Families, Fairness and Housing

Department of Health

Department of Jobs, Precincts and Regions

Department of Justice and Community Safety

Department of Premier and Cabinet

Department of Transport

State Revenue Office

## Report overview

### Your response rate

#### What this is

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

#### Why this is important

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

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

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

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

#### How to read this

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

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

2019

72%  
(525)

Comparator 56%  
Public Sector 46%

2021

65%  
(546)

Comparator 49%  
Public Sector 39%

# People matter

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## People outcomes

### Scorecard: employee engagement index

#### What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

#### Why this is important

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

2019

68

Comparator 65  
Public Sector 67

2021

73

Comparator 70  
Public Sector 70

## People outcomes

### Engagement question results 1 of 2

#### What this is

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

#### Your organisation's engagement index

Your 2021 index is 73.

#### Why this is important

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

#### How to read this

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

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

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

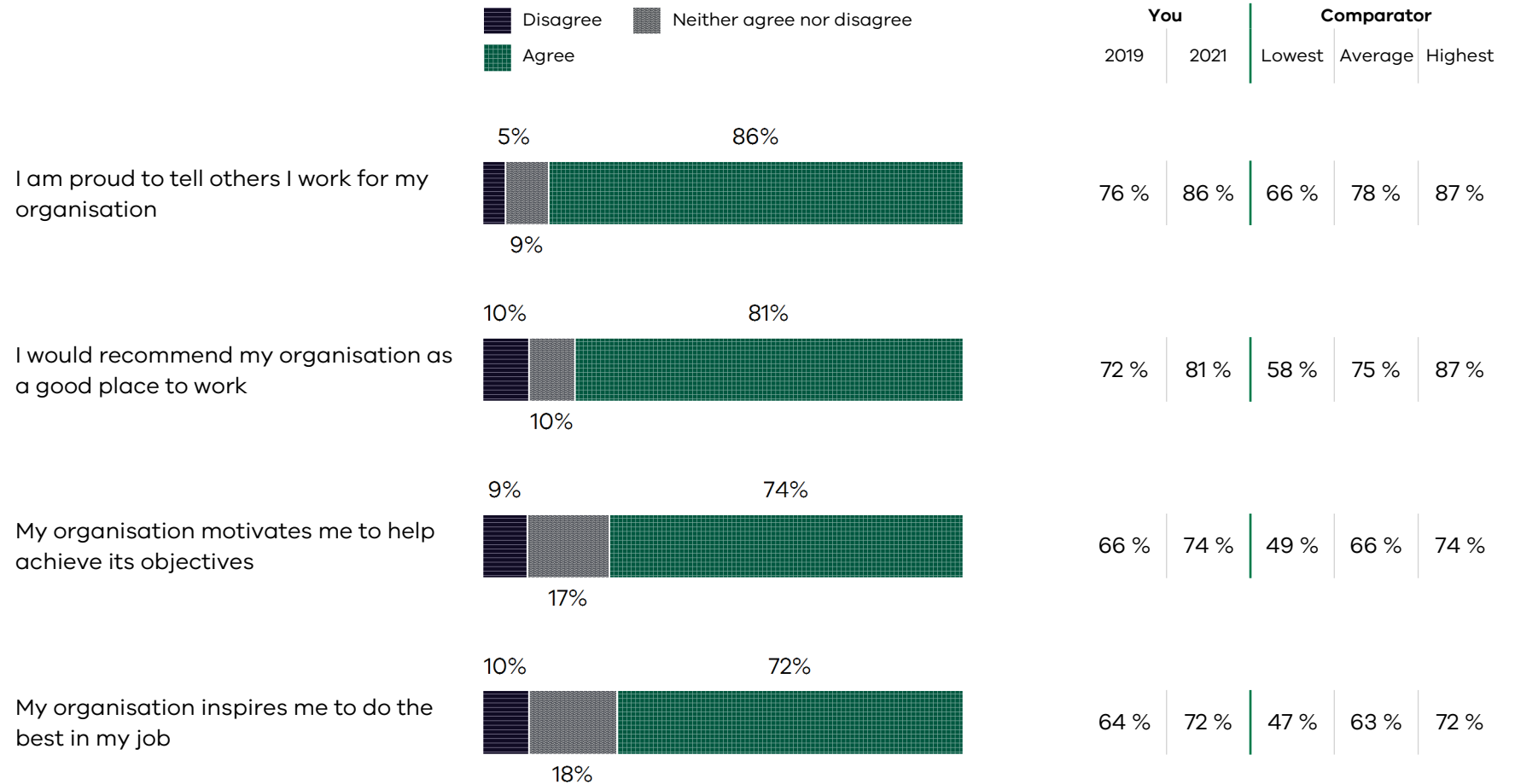
#### Example

86% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

### Survey question

### Your results

### Benchmark agree results



## People outcomes

### Engagement question results 2 of 2

#### What this is

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

#### Your organisation's engagement index

Your 2021 index is 73.

#### Why this is important

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

#### How to read this

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

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

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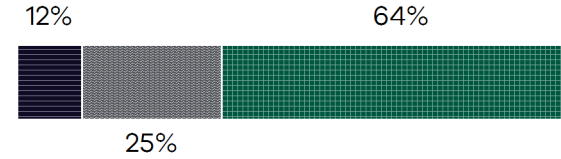
#### Example

64% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

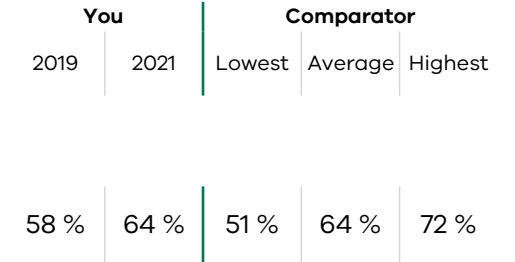
### Survey question

I feel a strong personal attachment to my organisation

### Your results



### Benchmark agree results



## People outcomes

Scorecard: satisfaction, stress, intention to stay

### What this is

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

There are more people outcomes scorecards throughout this report.

### Why this is important

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

### How to read this

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

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

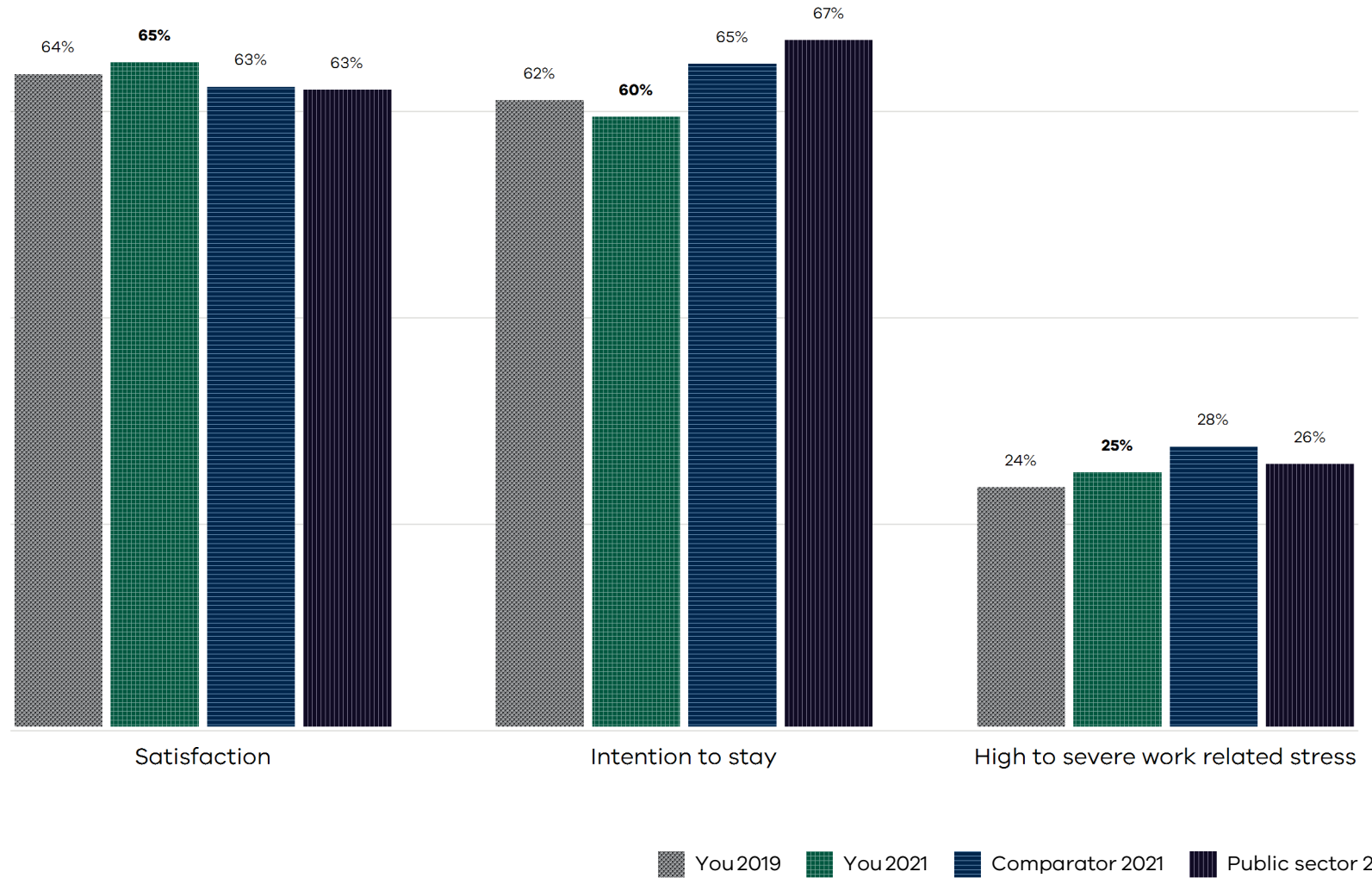
### Example

In 2021:

- 65% of your staff who did the survey responded positively to questions about Satisfaction which is up from 64% in 2019.

Compared to:

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





## People outcomes

### Satisfaction question results 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

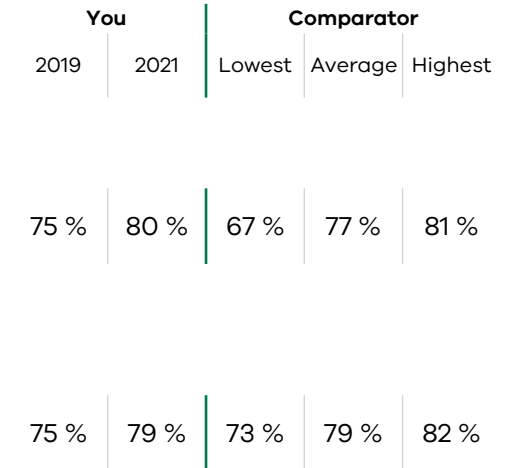
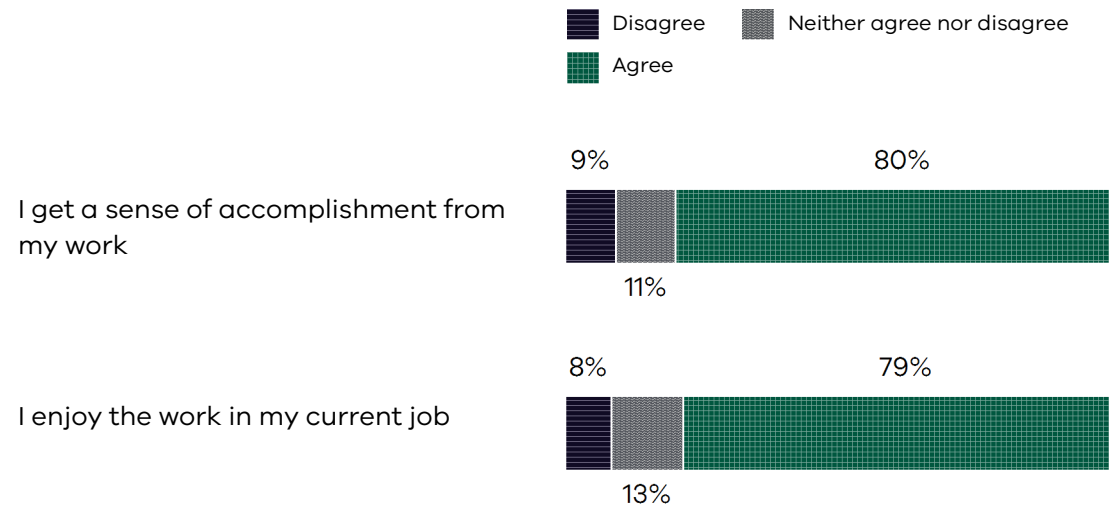
#### Example

80% of your staff who did the survey agreed or strongly agreed with 'I get a sense of accomplishment from my work'.

## Survey question

## Your results

## Benchmark agree results



## People outcomes

### Satisfaction question results 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

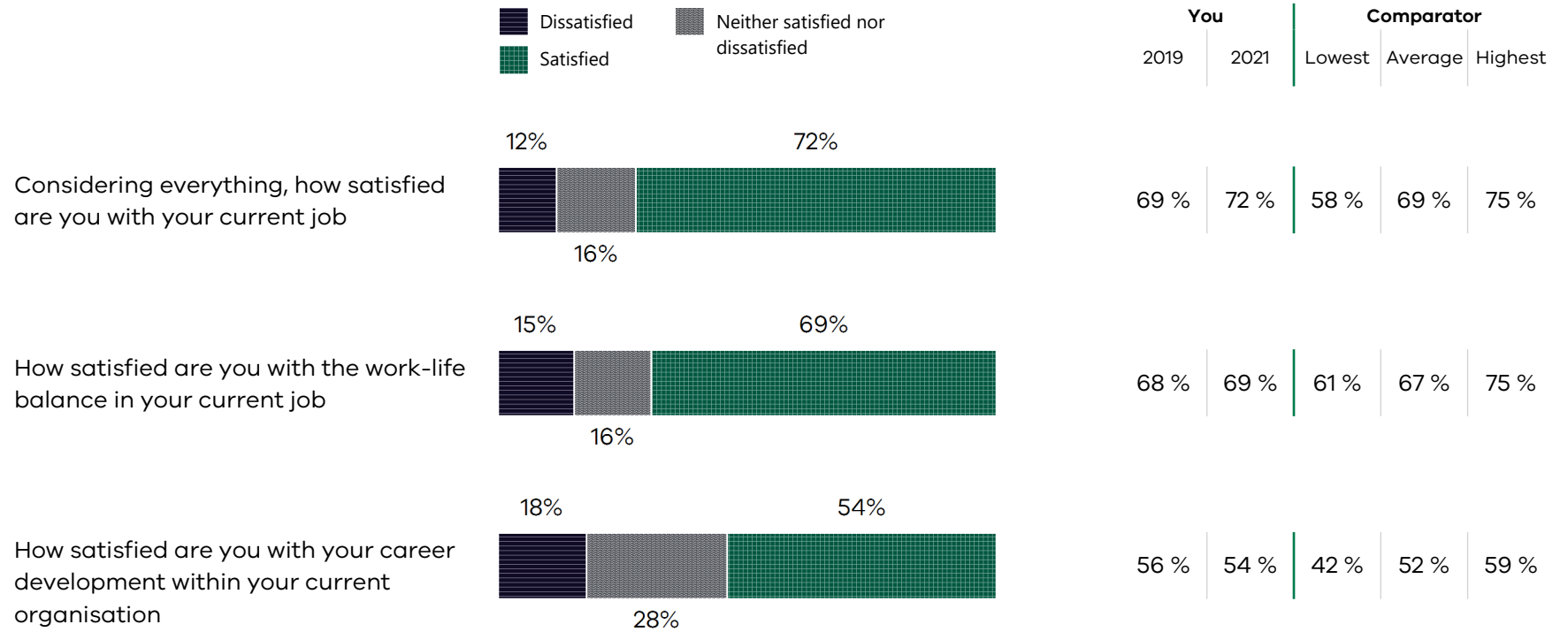
#### Example

72% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

## Survey question

## Your results

## Benchmark satisfied results



## People outcomes

### Work-related stress levels

#### What this is

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

#### Why this is important

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

#### How to read this

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

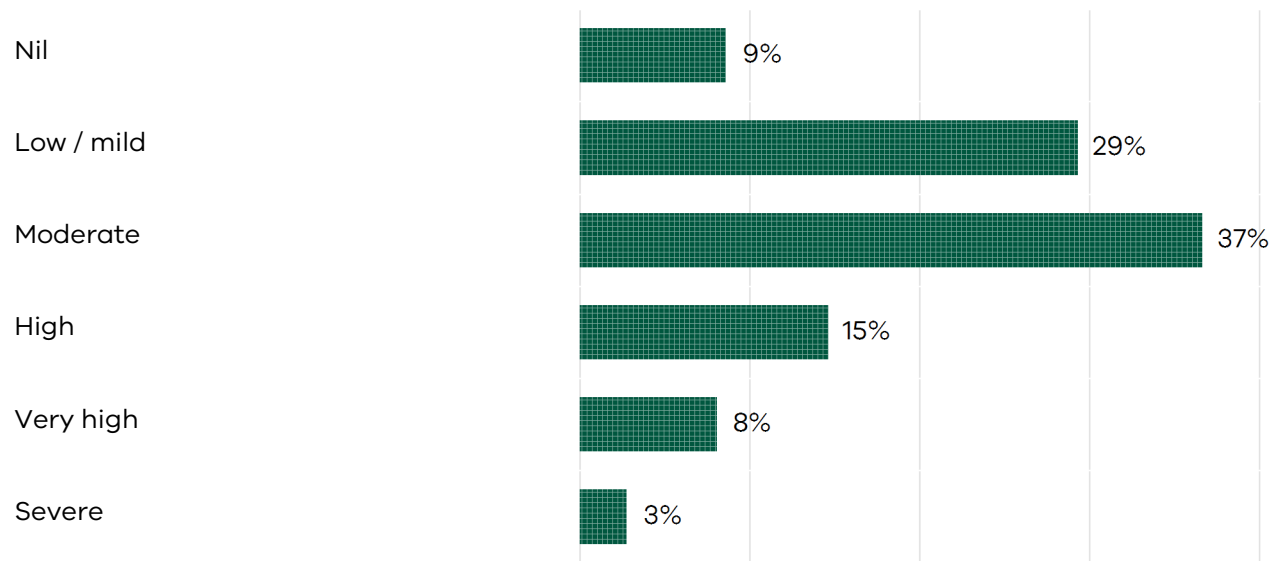
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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

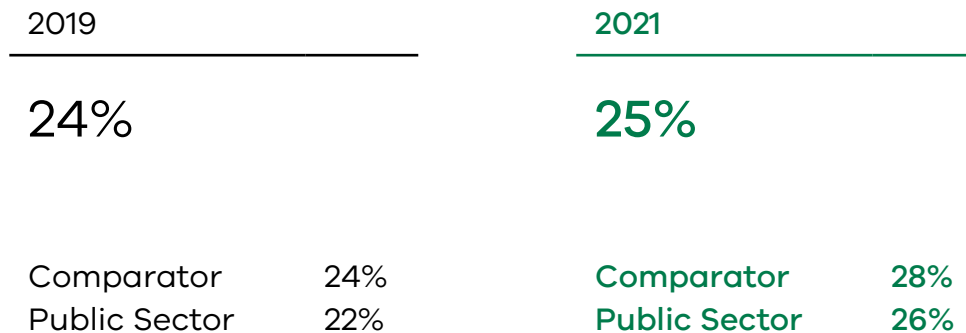
#### Example

25% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 28% of staff in your comparator group and 26% of staff across the public sector.

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



### Reported levels of high to severe stress



## People outcomes

### Work-related stress causes

#### What this is

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

#### Why this is important

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

#### How to read this

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

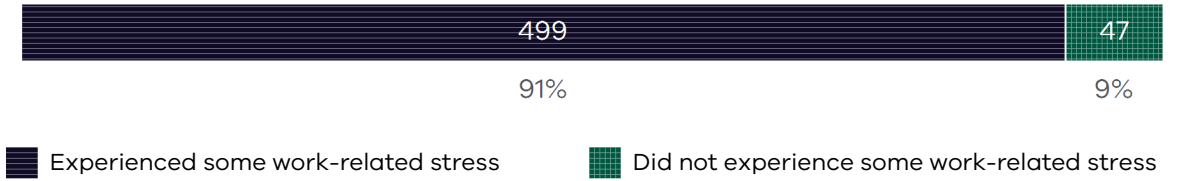
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

#### Example

91% of your staff who did the survey said they experienced mild to severe stress.

Of that 91%, 54% said the top reason was 'Workload'.



Of those that experienced work related stress it was from ...	You 2021	Comparator 2021	Public sector 2021
Workload	54%	50%	51%
Time pressure	53%	45%	42%
Unclear job expectations	16%	14%	11%
Content, variety, or difficulty of work	14%	13%	12%
Competing home and work responsibilities	14%	13%	12%
Management of work (e.g. supervision, training, information, support)	12%	12%	13%
Other changes due to COVID-19	12%	12%	15%
Dealing with clients, patients or stakeholders	11%	14%	14%
Working from home	9%	8%	4%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	8%	9%	12%



## People outcomes

### Intention to stay

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

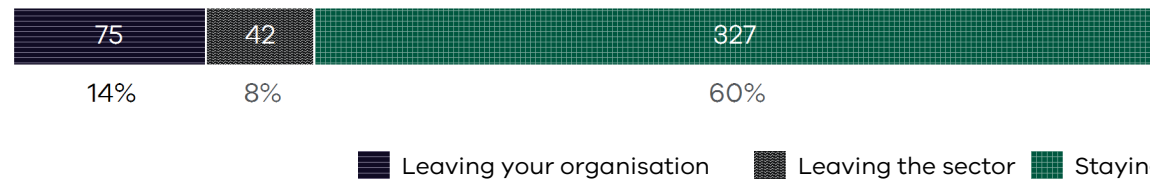
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

#### Example

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

Of that 21%, 51% said it was from 'Opportunity to seek/take a promotion elsewhere'.

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



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

	You 2021	Comparator 2021	Public sector 2021
Opportunity to seek/take a promotion elsewhere	51%	38%	33%
Opportunity to broaden experience	45%	44%	40%
Limited future career opportunities at my organisation	44%	38%	42%
Limited recognition for doing a good job	33%	27%	32%
Better remuneration	29%	24%	26%
Limited opportunities to gain further experience at my organisation	29%	30%	33%
Lack of confidence in senior leadership	28%	32%	34%
Limited developmental/educational opportunities at my organisation	21%	20%	24%
Excessive workload	21%	23%	25%
Limited involvement in decisions affecting my job and career	16%	19%	20%

## People outcomes

### Scorecard: emotional effects of work

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

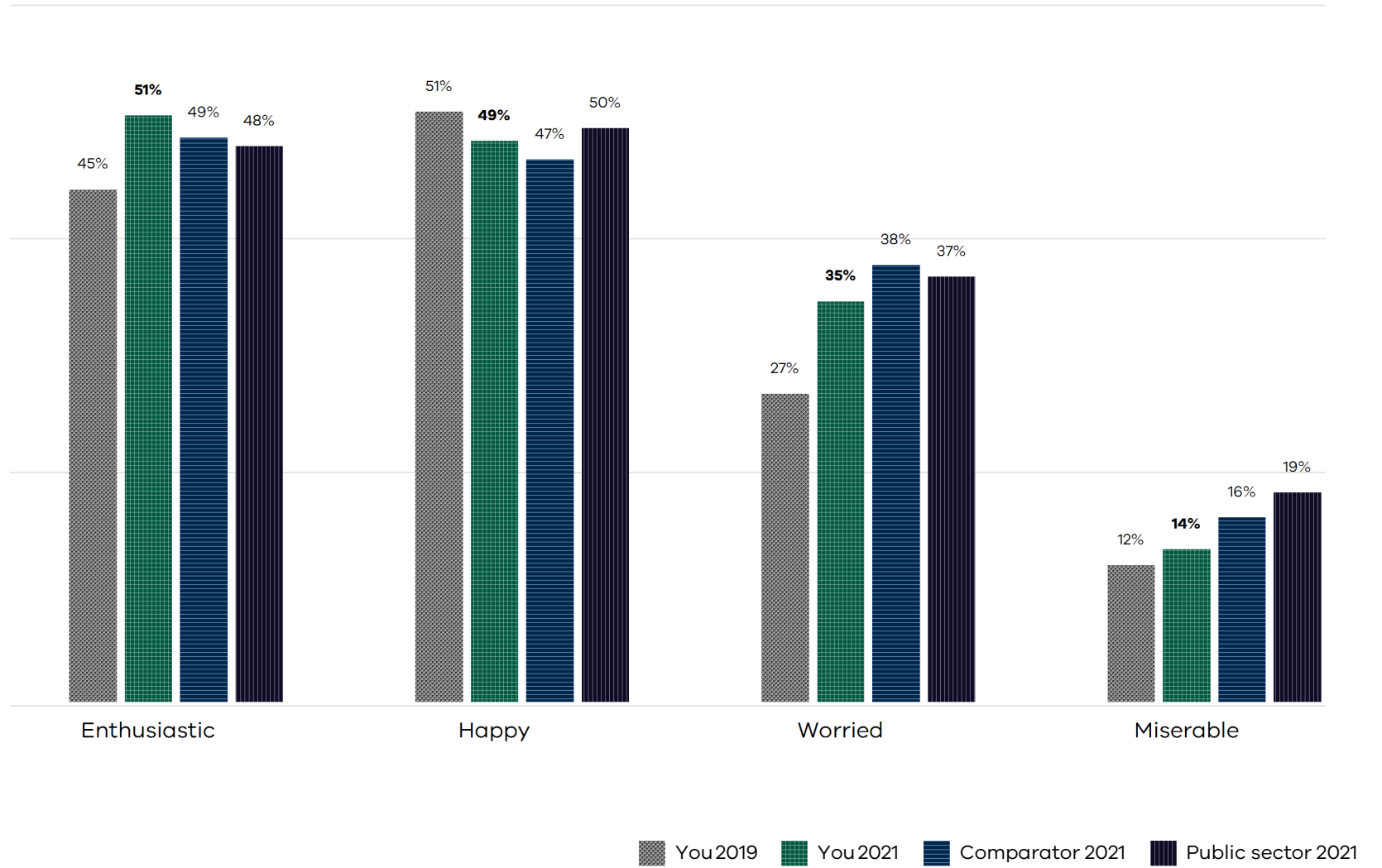
In 2021:

- 49% of your staff who did the survey said work made them feel happy in 2021, which is down from 51% in 2019

Compared to:

- 47% of staff at your comparator and 50% of staff across the public sector.

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



## People outcomes

### Scorecard: negative behaviours

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

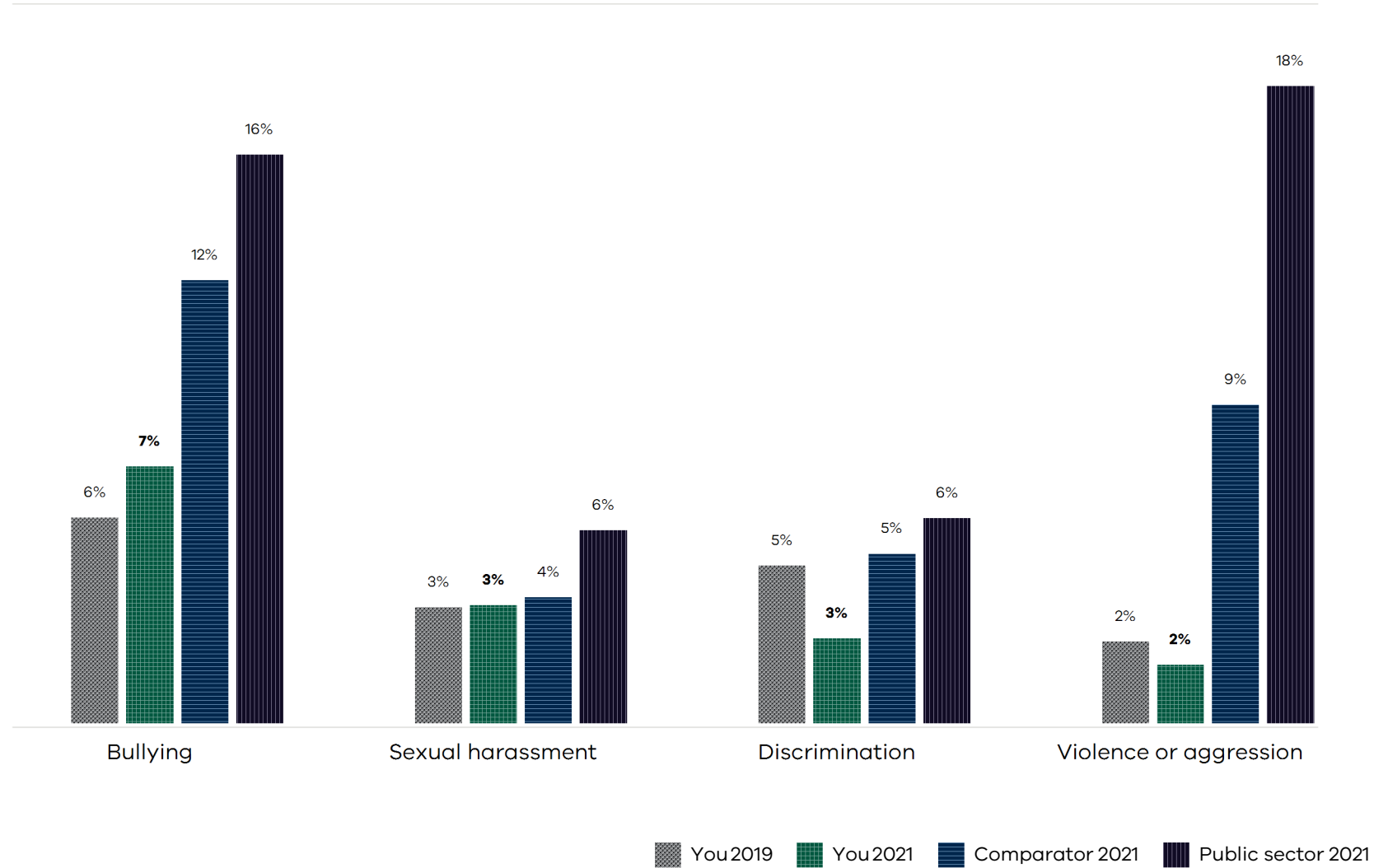
#### Example

In 2021:

- 7% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is up from 6% in 2019.

Compared to:

- 12% of staff at your comparator and 16% of staff across the public sector.



## People outcomes

### Bullying

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

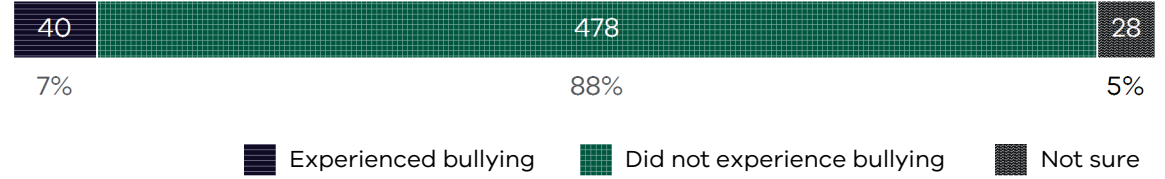
In descending order, the table shows the answers.

#### Example

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

Of that 7%, 75% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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



#### If you experienced bullying, what type of bullying did you experience?

	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	75%	70%	69%
Exclusion or isolation	35%	42%	42%
Withholding essential information for me to do my job	30%	31%	27%
Being assigned meaningless tasks unrelated to the job	20%	15%	13%
Intimidation and/or threats	20%	27%	32%
Other	18%	16%	15%
Being given impossible assignment(s)	15%	13%	9%
Verbal abuse	10%	19%	20%
Interference with my personal property and/or work equipment	5%	3%	4%



## People outcomes

### Telling someone about the bullying

#### What this is

This is if staff told someone when they experienced bullying.

#### Why this is important

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

#### How to read this

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

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

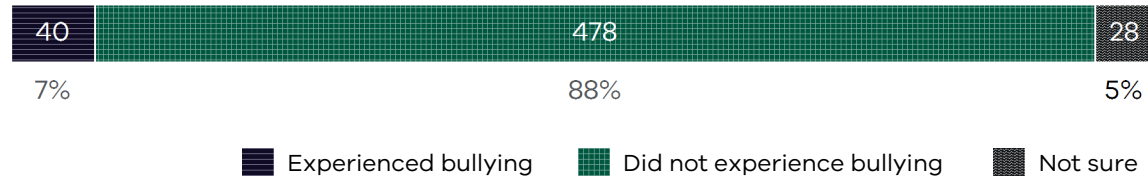
In descending order, the table shows the answers.

#### Example

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

- 43% said the top way they reported the bullying was 'Told a manager'.
- 93% said they didn't submit a formal complaint.

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



### Did you tell anyone about the bullying?

	You 2019	You 2021	Comparator 2021	Public sector 2021
Told a manager	42%	43%	50%	47%
Told a colleague	29%	33%	43%	42%
Told a friend or family member	35%	28%	35%	34%
I did not tell anyone about the bullying	3%	25%	11%	12%
Told the person the behaviour was not OK	0%	23%	19%	17%
Told Human Resources	13%	10%	10%	12%
Submitted a formal complaint	6%	8%	11%	12%
Told someone else	26%	5%	12%	12%
Told employee assistance program (EAP) or peer support	0%	3%	15%	9%

## People outcomes

### Bullying - reasons for not submitting a formal complaint

#### What this is

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

#### Why this is important

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

#### How to read this

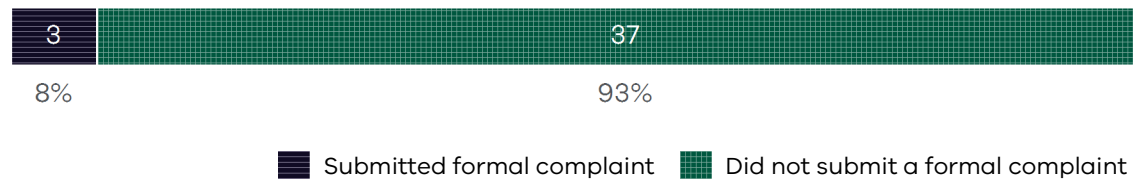
In the survey, we asked staff to tell us if they'd experienced bullying at work. We then asked them if they submitted a formal complaint. If they didn't, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

#### Example

93% of your staff who experienced bullying did not submit a formal complaint, of which:

- 59% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?



Please tell us why you did not submit a formal complaint?	You 2019	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	59%	59%	58%	53%
I didn't think it would make a difference	48%	54%	51%	50%
I believed there would be negative consequences for my career	55%	46%	48%	40%
I thought the complaint process would be embarrassing or difficult	0%	24%	15%	14%
I didn't think it was serious enough	0%	22%	17%	16%
I didn't feel safe to report the incident	0%	19%	21%	19%
I believed there would be negative consequences for the person I was going to complain about	10%	16%	9%	10%
I didn't know how to make a complaint	0%	11%	6%	5%
Other	14%	11%	12%	12%
I didn't need to because I made the bullying stop	14%	8%	6%	7%

## People outcomes

### Perpetrators of bullying

#### What this is

This is who staff have said are responsible for bullying.

#### Why this is important

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

#### How to read this

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

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

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

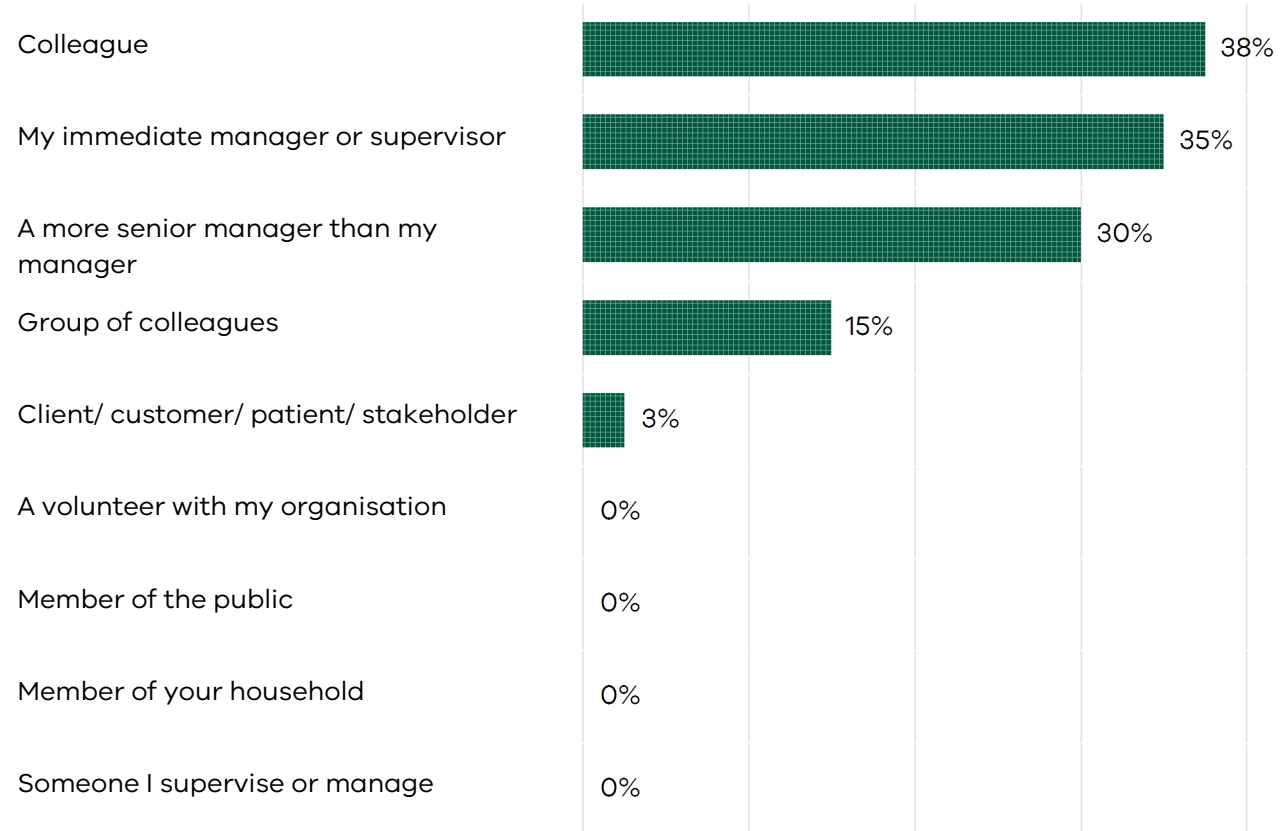
Each row is one perpetrator or group of perpetrators.

#### Example

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

Of that 7%, 38% said it was by 'Colleague'.

### 40 people (7% of staff) experienced bullying (You2021)



## People outcomes

### Frequency of bullying

#### What this is

This is how often staff experienced bullying.

#### Why this is important

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

#### How to read this

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

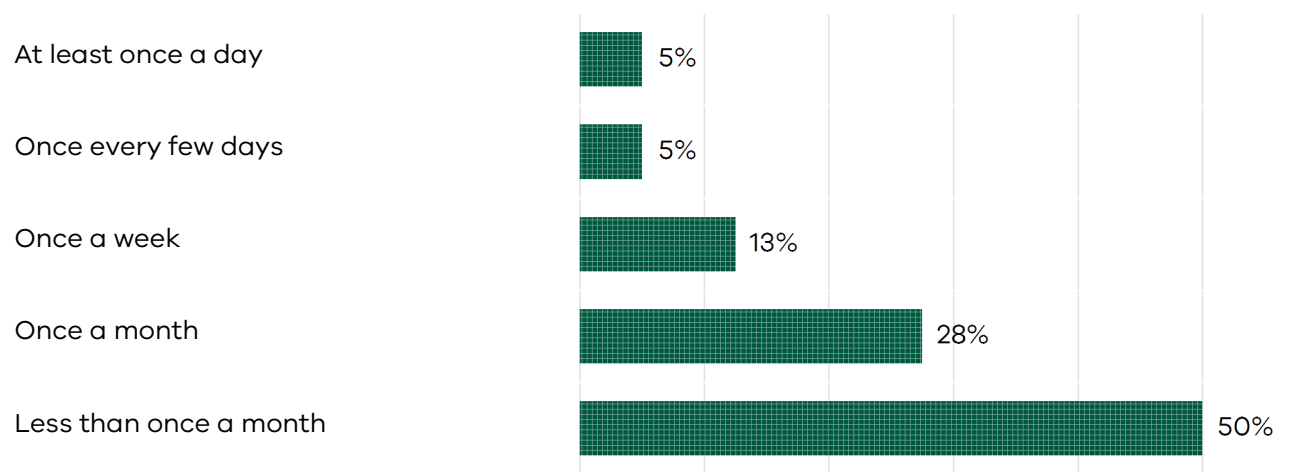
If they did, they could tell us how often they experienced this behaviour.

#### Example

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

Of that 7%, 5% said it was 'At least once a day'.

### How often have you experienced bullying? (You2021)



## People outcomes

### Sexual harassment

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

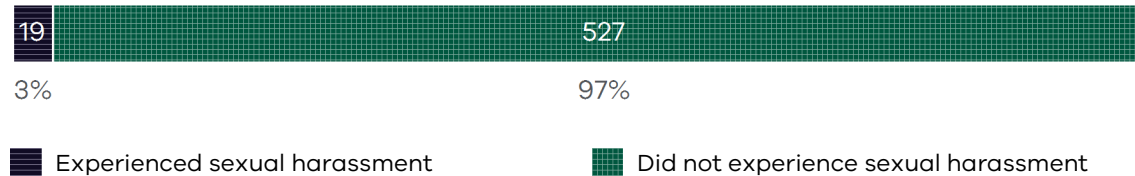
In descending order, the table shows the top 10 answers.

#### Example

3% of your staff who did the survey said they experienced sexual harassment.

Of those, 63% said the top type was 'Intrusive questions about your private life or comments about your physical appearance'.

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



Behaviours reported	You 2019	You 2021	Comparator 2021	Public sector 2021
Intrusive questions about your private life or comments about your physical appearance	67%	63%	50%	50%
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	22%	42%	53%	54%
Inappropriate staring or leering that made you feel intimidated	6%	16%	11%	15%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	6%	16%	4%	3%
Repeated or inappropriate invitations to go out on dates	6%	11%	4%	3%
Inappropriate physical contact (including momentary or brief physical contact)	22%	5%	10%	17%
Unwelcome touching, hugging, cornering or kissing	6%	0%	8%	14%
Any other unwelcome conduct of a sexual nature	0%	0%	7%	7%
Request or pressure for sex or other sexual acts	0%	0%	2%	1%
Sexual gestures, indecent exposure or inappropriate display of the body	0%	0%	3%	6%

## People outcomes

### Response to sexual harassment

#### What this is

This is how staff responded when they experienced sexual harassment.

#### Why this is important

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

#### How to read this

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

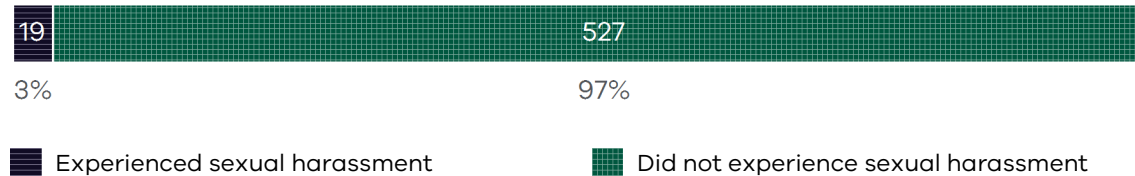
If they did, they could tell us with one or more answers how they responded.

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

#### Example

3% of your staff who did the survey said they experienced sexual harassment. Of those, 63% said their top response was 'Pretended it didn't bother you'.

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



### When the harassment happened to you, did you respond in any of the following ways?

	You 2019	You 2021	Comparator 2021	Public sector 2021
Pretended it didn't bother you	61%	63%	46%	45%
Tried to laugh it off or forget about it	28%	58%	42%	41%
Avoided the person(s) by staying away from them	44%	42%	32%	36%
Told a friend or family member	11%	26%	22%	21%
Told the person the behaviour was not OK	22%	21%	25%	31%
Avoided locations where the behaviour might occur	0%	16%	12%	13%
Told a manager	17%	16%	19%	20%
Submitted a formal complaint	0%	11%	4%	5%
Told a colleague	17%	11%	25%	29%
Told Human Resources	6%	11%	2%	3%



## People outcomes

### Sexual harassment - reasons for not submitting a formal complaint

#### What this is

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

#### Why this is important

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

#### How to read this

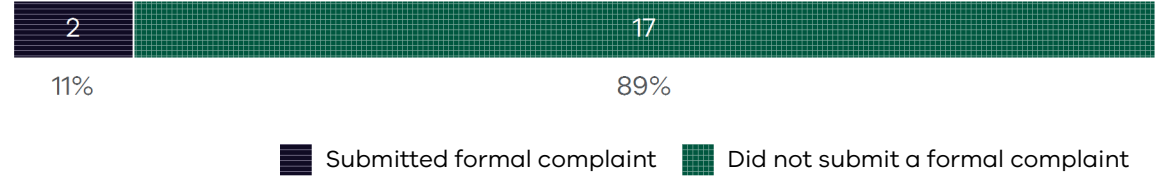
In the survey, we asked staff to tell us if they'd experienced sexual harassment at work. We then asked them if they submitted a formal complaint. If they did not, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

#### Example

89% of your staff who experienced sexual harassment did not submit a formal complaint, of which:

- 53% said the top reason was 'I didn't think it was serious enough'.

Did you submit a formal complaint?



#### Please tell us why you did not submit a formal complaint?

	You 2019	You 2021	Comparator 2021	Public sector 2021
I didn't think it was serious enough	0%	53%	44%	45%
I didn't think it would make a difference	67%	29%	36%	39%
I thought the complaint process would be embarrassing or difficult	0%	24%	13%	11%
I believed there would be negative consequences for my reputation	50%	18%	42%	33%
I believed there would be negative consequences for the person I was going to complain about	22%	18%	13%	13%
I didn't need to because I made the harassment stop	6%	18%	11%	12%
I believed there would be negative consequences for my career	39%	12%	28%	21%
I didn't feel safe to report the incident	0%	6%	11%	8%
I didn't know how to make a complaint	0%	6%	3%	4%
I didn't know who to talk to	0%	6%	4%	4%

## People outcomes

### Perpetrators of sexual harassment

#### What this is

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

#### Why this is important

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

#### How to read this

In this year's survey, 3% of your staff said they experienced sexual harassment.

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

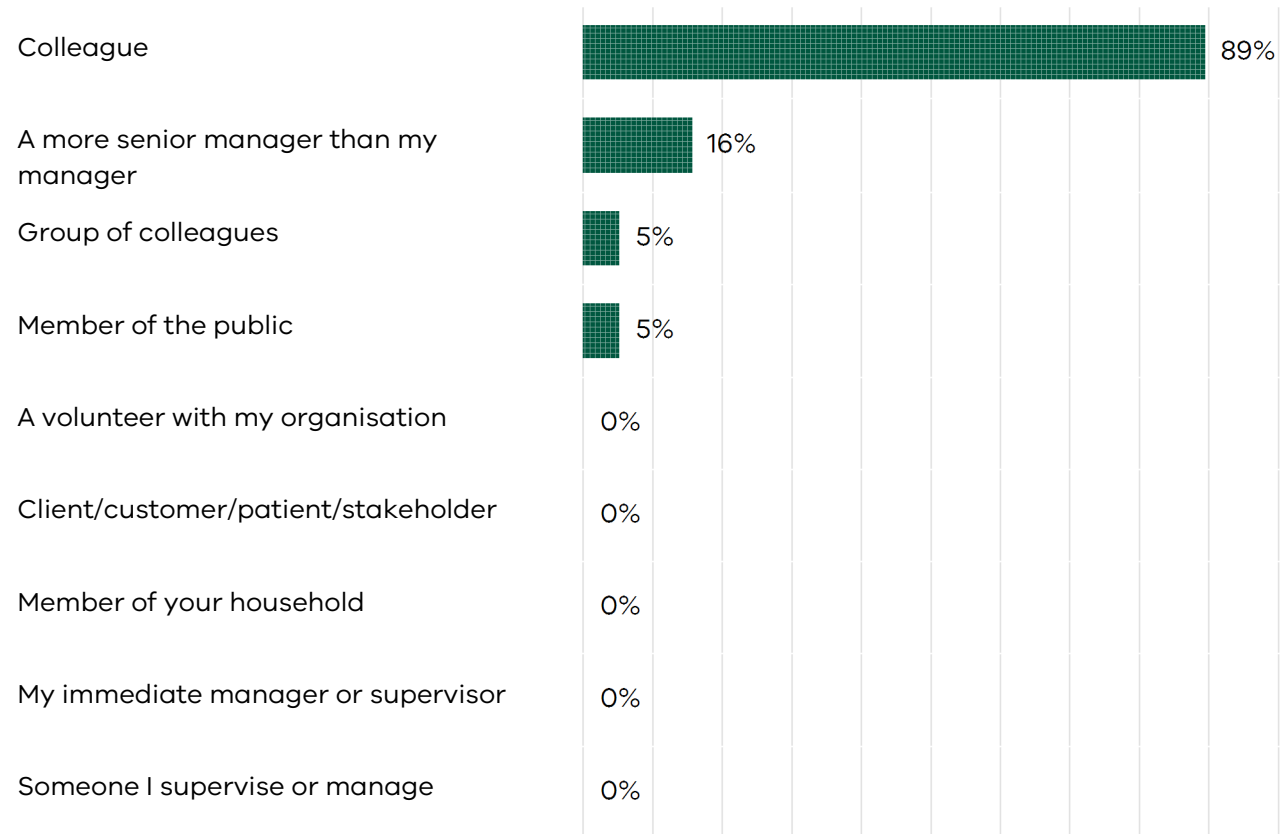
In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

#### Example

3% of your staff who did the survey said they experienced sexual harassment. Of that 3%, 89% said it was by 'Colleague'.

### 19 people (3% of staff) experienced sexual harassment (You2021)



## People outcomes

### Frequency of sexual harassment

#### What this is

This is how often staff experienced sexual harassment.

#### Why this is important

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

#### How to read this

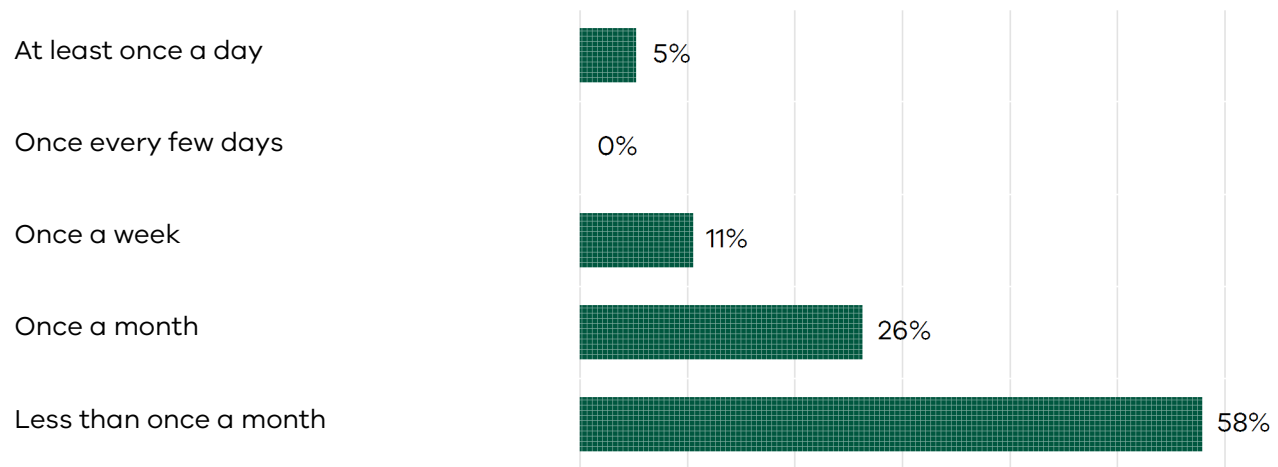
In this year's survey, 3% of your staff said they experienced sexual harassment. If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing sexual harassment.

#### Example

3% of your staff who did the survey said they experienced sexual harassment. Of that 3%, 5% said it was 'At least once a day'.

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



## People outcomes

### Type of discrimination

#### What this is

This is what types of discrimination staff report experiencing in their organisation.

#### Why this is important

Understanding what types of discrimination happen means an organisation can work out what action to take.

#### How to read this

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

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

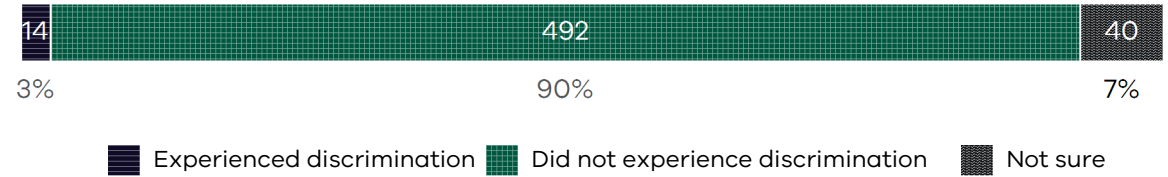
In descending order, the table shows the top 10 types.

#### Example

3% of your staff who did the survey said they experienced discrimination.

Of that 3%, 50% said it was 'Opportunities for promotion'.

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



If you experienced discrimination, what type of discrimination did you experience?	You 2019	You 2021	Comparator 2021	Public sector 2021
Opportunities for promotion	42%	50%	44%	37%
Other	54%	43%	35%	38%
Employment security - threats of dismissal or termination	17%	21%	10%	11%
Denied flexible work arrangements or other adjustments	0%	14%	17%	21%
Access to leave	0%	7%	8%	8%
Opportunities for transfer/secondment	13%	7%	21%	19%
Pay or conditions offered by employer	29%	7%	9%	9%

## People outcomes

### Telling someone about the discrimination

#### What this is

This is who staff told about the discrimination they experienced.

#### Why this is important

Understanding who staff tell about their discrimination can inform how organisations can support staff.

#### How to read this

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

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

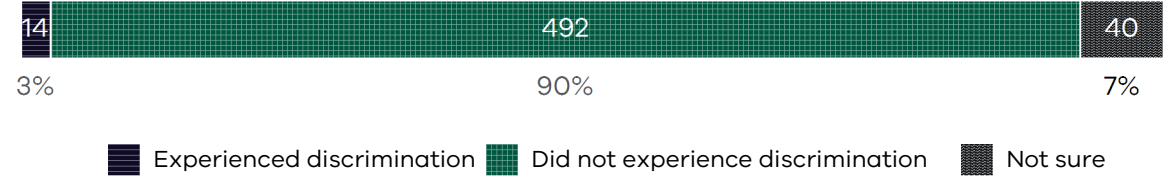
In descending order, the table shows the answers.

#### Example

3% of your staff who did the survey said they experienced discrimination, of which

- 50% said the top way they reported the discrimination was 'Told a friend or family member'.
- 86% said they didn't submit a formal complaint.

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



### Did you tell anyone about the discrimination?

	You 2019	You 2021	Comparator 2021	Public sector 2021
Told a friend or family member	38%	50%	30%	32%
Told a manager	13%	50%	28%	28%
Submitted a formal complaint	0%	14%	8%	8%
Told Human Resources	8%	14%	8%	10%
Told the person the behaviour was not OK	0%	14%	9%	9%
I did not tell anyone about the discrimination	21%	7%	26%	24%
Told a colleague	42%	7%	36%	38%
Told someone else	17%	7%	15%	14%

## People outcomes

### Discrimination - reasons for not submitting a formal complaint

#### What this is

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

#### Why this is important

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

#### How to read this

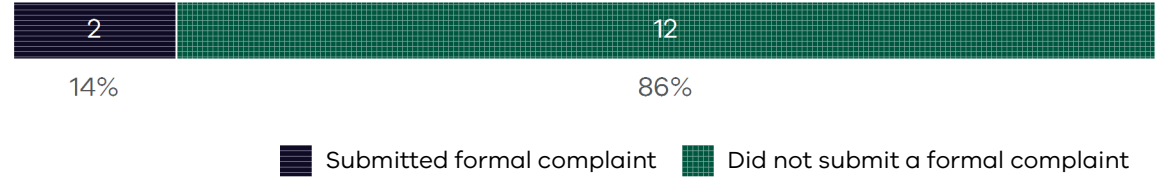
In the survey, we asked staff to tell us if they'd experienced discrimination at work. We then asked them if they submitted a formal complaint. If they did not, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

#### Example

86% of your staff who experienced discrimination did not submit a formal complaint, of which:

- 83% said the top reason was 'I believed there would be negative consequences for my career'.

Did you submit a formal complaint?



Please tell us why you did not submit a formal complaint?	You 2019	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my career	67%	83%	57%	54%
I didn't think it would make a difference	67%	75%	57%	57%
I believed there would be negative consequences for my reputation	67%	67%	58%	56%
I didn't feel safe to report the incident	0%	25%	19%	19%
I didn't think it was serious enough	0%	17%	13%	12%
I thought the complaint process would be embarrassing or difficult	0%	17%	14%	13%
I was advised not to	0%	17%	5%	4%
Other	17%	17%	11%	10%



## People outcomes

### Frequency of discrimination

#### What this is

This is how often staff experienced discrimination.

#### Why this is important

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

#### How to read this

In this year's survey, 3% of your staff said they experienced discrimination.

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

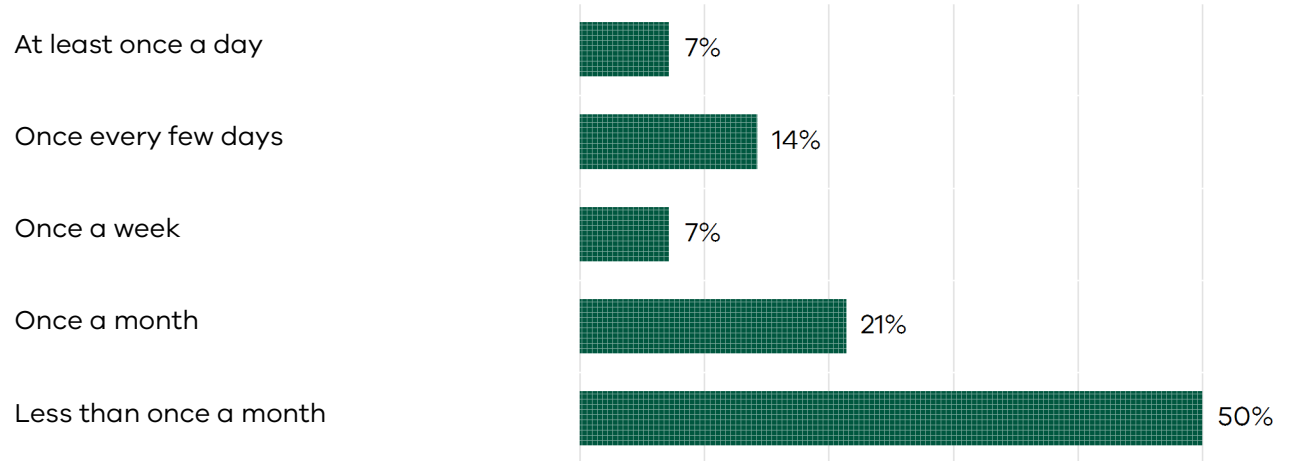
The graph shows how often staff were experiencing discrimination.

#### Example

3% of your staff who did the survey said they experienced discrimination.

Of that 3%, 7% said it was 'At least once a day'.

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



## Negative behaviour

### Violence and aggression

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

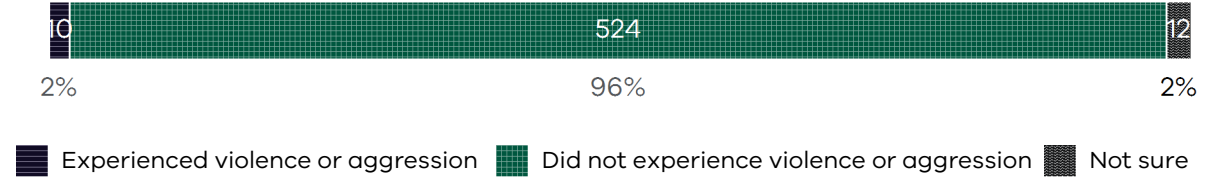
In descending order, the table shows the answers.

#### Example

2% of your staff who did the survey said they experienced violence or aggression.

Of that 2%, 90% said it was from 'Intimidating behaviour'.

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



#### If you experienced violence or aggression, what type did you experience?

	You 2021	Comparator 2021	Public sector 2021
Intimidating behaviour	90%	72%	69%
Abusive language	30%	74%	81%

## Negative behaviour

### Telling someone about violence and aggression

#### What this is

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

#### Why this is important

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

#### How to read this

In the survey, we asked staff to tell us if they'd experienced violence or aggression. If they did, they could tell us with one or more answers who they told.

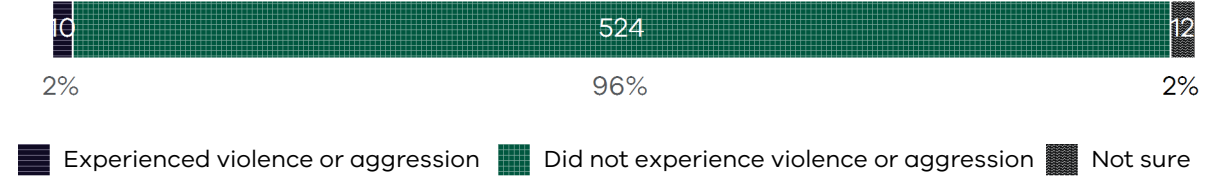
In descending order, the table shows the answers.

#### Example

2% of your staff who did the survey said they experienced violence or aggression, of which

- 50% said the top way they reported the violence or aggression was 'Told a colleague'
- 90% said they didn't submit a formal incident report.

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



### Did you tell anyone about the incident?

	You 2021	Comparator 2021	Public sector 2021
Told a colleague	50%	42%	46%
Told a manager	40%	60%	52%
I did not tell anyone about the incident(s)	20%	9%	8%
Told Human Resources	20%	4%	4%
Submitted a formal incident report	10%	24%	32%
Told a friend or family member	10%	21%	20%
Told employee assistance program (EAP) or peer support	10%	7%	3%
Told someone else	10%	8%	6%
Told the person the behaviour was not OK	10%	26%	33%

## Negative behaviour

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

#### What this is

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

#### Why this is important

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

#### How to read this

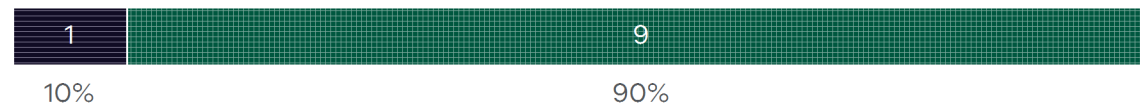
In the survey, we asked staff to tell us if they'd experienced violence or aggression at work. We then asked them if they submitted a formal incident report. If they did not, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

#### Example

90% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 44% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal incident report?



Submitted formal incident report Did not submit a formal incident report

Please tell us why you did not submit a formal incident report?	You 2019	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	67%	44%	40%	39%
I believed there would be negative consequences for my reputation	42%	33%	25%	16%
I didn't need to because I made the violence or aggression stop	0%	33%	13%	16%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	0%	33%	12%	15%
I didn't think it was serious enough	0%	33%	34%	33%
I believed there would be negative consequences for my career	50%	22%	20%	12%
I believed there would be negative consequences for the person I was going to complain about	8%	11%	5%	4%
I didn't feel safe to report the incident	0%	11%	8%	5%
I thought the complaint process would be embarrassing or difficult	0%	11%	6%	4%
Other	8%	11%	19%	12%

## Negative behaviour

### Perpetrators of violence and aggression

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

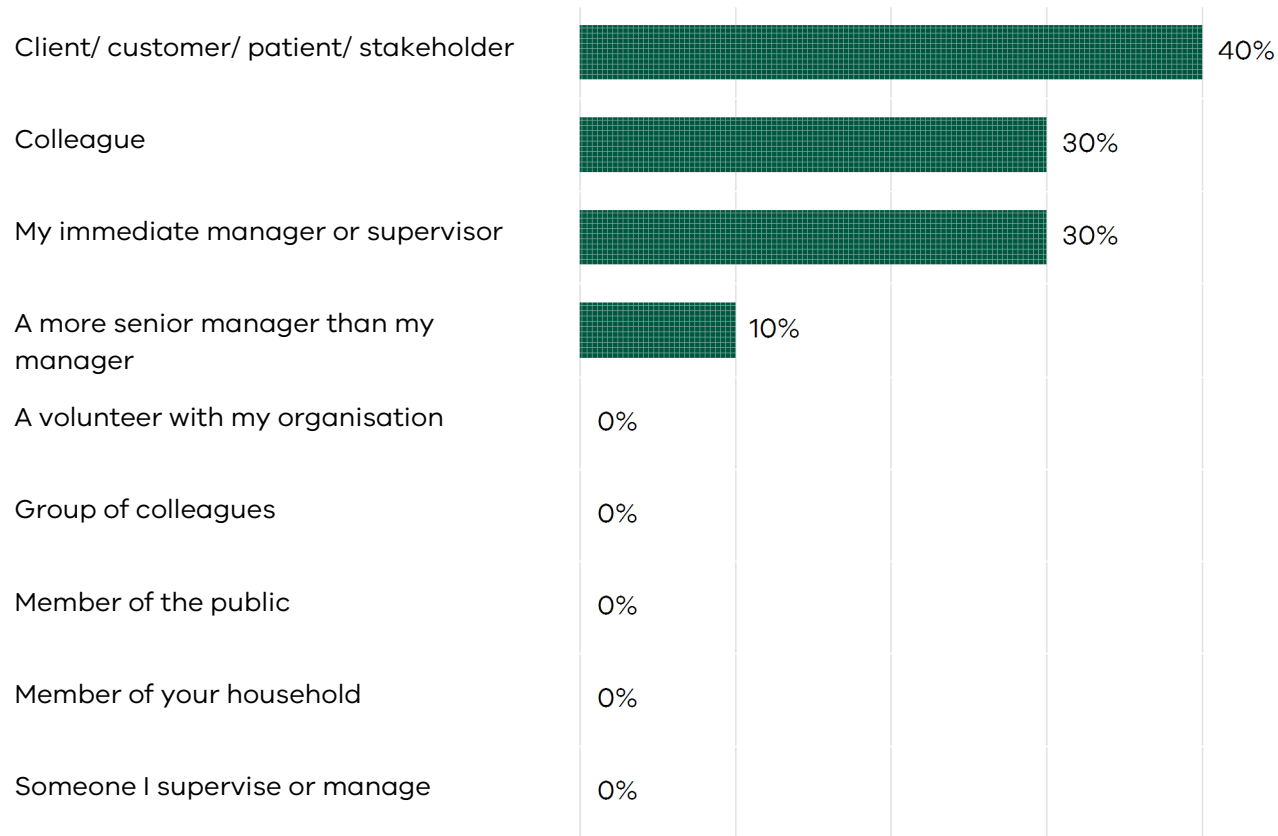
Each row is one perpetrator or a group of perpetrators.

#### Example

2% of your staff who did the survey said they experienced violence or aggression.

Of that 2%, 40% said it was 'Client/ customer/ patient/ stakeholder'.

10 people (2% of staff) experienced violence or aggression (You2021)



## Negative behaviour

### Frequency of violence and aggression

#### What this is

This is how often staff experienced violence or aggression.

#### Why this is important

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

#### How to read this

In this year's survey, 2% of your staff said they experienced violence or aggression.

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

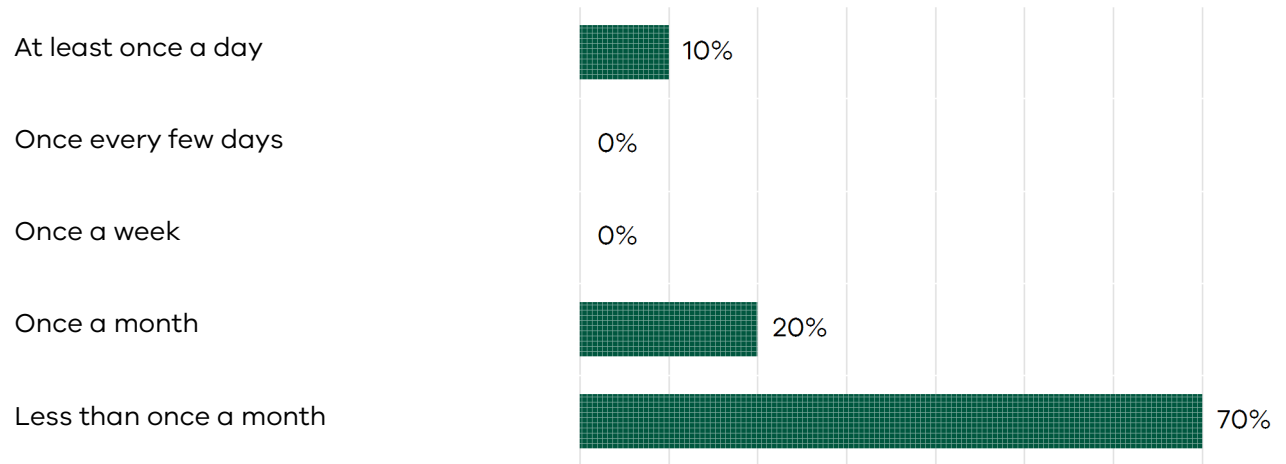
The graph shows how often staff were experiencing violence or aggression.

#### Example

2% of your staff who did the survey said they experienced violence or aggression.

Of that 2%, 10% said it was by 'At least once a day'.

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





## Negative behaviour

### Witnessing negative behaviours

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

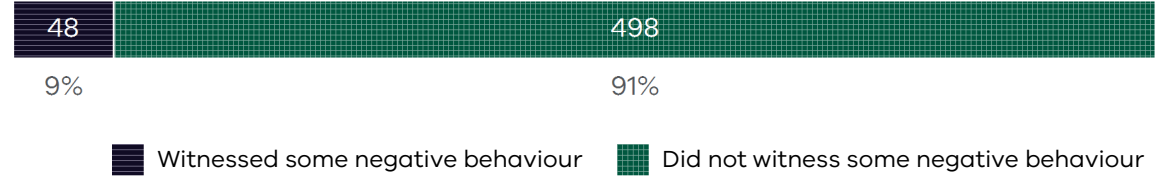
In descending order, the table shows the answers.

#### Example

9% of your staff who did the survey said they witnessed some negative behaviour at work.

91% said they witnessed 'No, I have not witnessed any of the situations above'.

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



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

	You 2019	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	85%	91%	83%	77%
Bullying of a colleague	11%	6%	13%	16%
Discrimination against a colleague	4%	2%	6%	8%
Violence or aggression against a colleague	1%	1%	3%	6%
Sexual harassment of a colleague	1%	1%	1%	1%

## Negative behaviour

### Taking action when witnessing negative behaviours

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

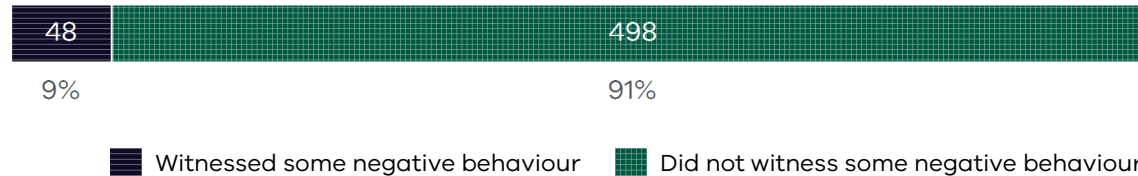
The table shows the answers in descending order.

#### Example

9% of your staff who did the survey witnessed negative behaviour, of which:

- 58% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 10% took no action.

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



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

	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	58%	73%	72%
Told a manager	29%	39%	37%
Told a colleague	23%	22%	21%
Spoke to the person who behaved in a negative way	19%	19%	22%
Told the person the behaviour was not OK	15%	22%	25%
Told Human Resources	10%	5%	6%
Took no action	10%	7%	7%
Other	6%	6%	7%
Submitted a formal complaint	2%	5%	6%

## People outcomes

### Negative behaviour — satisfaction with making a formal complaint

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

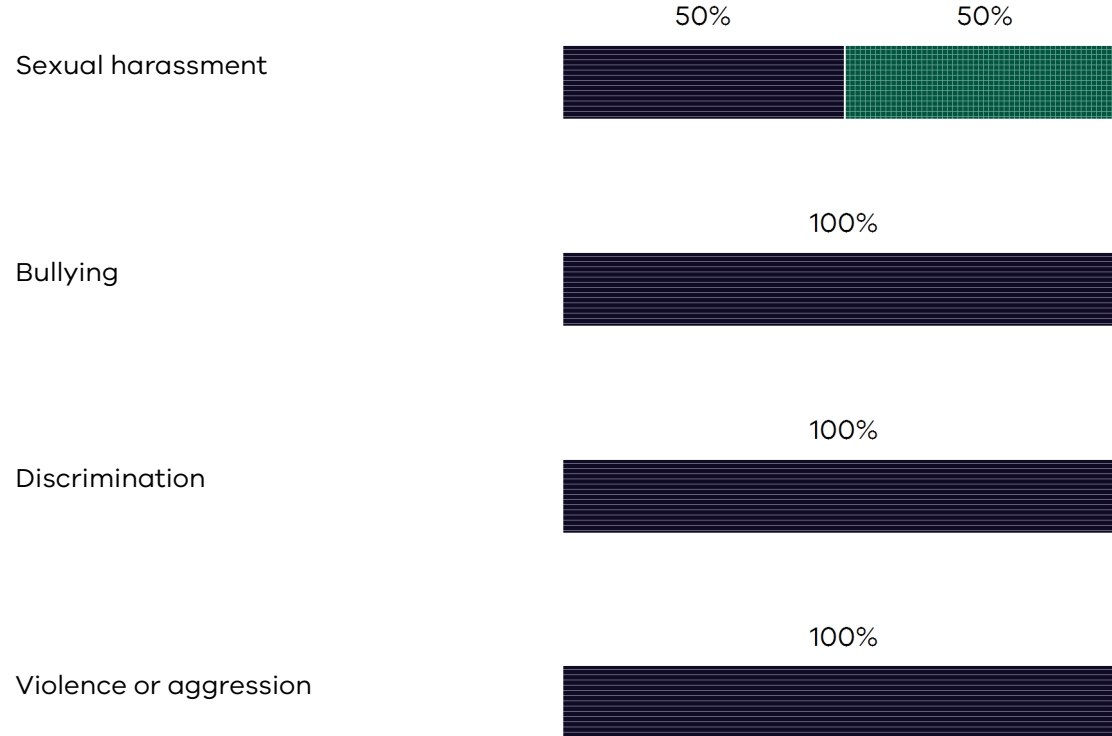
#### Example

50% of staff who did the survey were satisfied with the way your organisation handled their formal 'Sexual harassment' complaint.

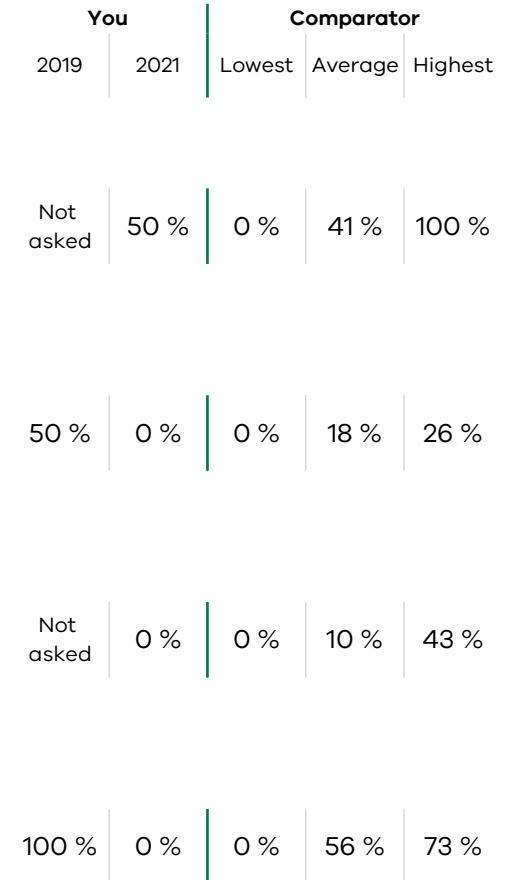
## Survey question

Were you satisfied with the way your formal complaint was handled

## Your results



## Benchmark satisfied results



# People matter

## survey 2021

Have your say

### Report overview

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

### People outcomes

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

### Key differences

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

### Taking action

- Taking action questions

### Senior leadership

- Senior leadership questions

### Organisational climate

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

### Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

### Job and manager factors

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

### Public sector values

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

### Custom questions

- Questions requested by your organisation

### Demographics

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

## Key differences

### Highest scoring questions

#### What this is

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

#### How to read this

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

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

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

#### Example

On the first row 'Quality service delivery', the 'You 2021' column shows 93% of your staff agreed with 'My workgroup strives to provide high quality advice and services'. In the 'Change from 2019' column, you have a 1% increase, which is a positive trend.

Question group	Highest scoring questions	You 2021	Change from 2019	Comparator 2021
Quality service delivery	My workgroup strives to provide high quality advice and services	93%	+1%	90%
Workgroup support	I am able to work effectively with others in my workgroup	93%	Not asked in 2019	92%
Manager leadership	My manager ensures clients receive a high standard of service	93%	+4%	89%
Manager leadership	My manager works effectively with people from diverse backgrounds	92%	+4%	88%
Quality service delivery	My workgroup strives to deliver services in a timely manner	92%	+1%	90%
Manager leadership	My manager treats employees with dignity and respect	92%	+5%	88%
Manager leadership	My manager demonstrates honesty and integrity	91%	+3%	87%
Job enrichment	I understand how my job contributes to my organisation's purpose	90%	+4%	89%
Innovation	My workgroup respectfully consults with clients and stakeholders to improve outcomes	90%	+6%	87%
Manager leadership	My manager is committed to workplace safety	90%	+8%	88%

## Key differences

### Lowest scoring questions

#### What this is

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

#### How to read this

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

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

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

#### Example

On the first row 'Learning and development', the 'You 2021' column shows 37% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'. This question was not asked in 2019.

Question subgroup	Lowest scoring questions	You 2021	Change from 2019	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	37%	Not asked in 2019	38%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	43%	Not asked in 2019	47%
Learning and development	I feel I have an equal chance at promotion in my organisation	47%	Not asked in 2019	45%
Safety climate	All levels of my organisation are involved in the prevention of stress	49%	+9%	45%
Satisfaction	How satisfied are you with your career development within your current organisation	54%	-2%	52%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	56%	+12%	55%
Workload	I have enough time to do my job effectively	57%	-3%	53%
Workload	The workload I have is appropriate for the job that I do	57%	-3%	56%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	58%	Not asked in 2019	55%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	58%	+6%	59%

## Key differences

### Most improved

#### What this is

This is where staff feel their organisation has most improved.

#### How to read this

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

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

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

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

#### Example

On the first row 'Senior leadership', the 'You 2021' column shows 74% of your staff agreed with 'Senior leaders support staff to work in an environment of change'. In the 'Increase from 2019' column, you have a 16% increase, which is a positive trend.

Question group	Most improved from last survey	You 2021	Increase from 2019	Comparator 2021
Senior leadership	Senior leaders support staff to work in an environment of change	74%	+16%	66%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	60%	+14%	57%
Safe to speak up	I am confident that I would be protected from reprisal for reporting improper conduct	75%	+12%	65%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	56%	+12%	55%
Safe to speak up	I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	70%	+11%	58%
Engagement	I am proud to tell others I work for my organisation	86%	+10%	78%
Engagement	I would recommend my organisation as a good place to work	81%	+9%	75%
Safety climate	All levels of my organisation are involved in the prevention of stress	49%	+9%	45%
Safety climate	My organisation consults employees on health and safety matters	71%	+8%	71%
Manager leadership	My manager is committed to workplace safety	90%	+8%	88%



## Key differences

### Most declined

#### What this is

This is where staff feel their organisation has most declined.

#### How to read this

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

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

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

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

#### Example

On the first row 'Workplace flexibility', the 'You 2021' column shows 75% of your staff agreed with 'There is a positive culture within my organisation in relation to employees who use flexible work arrangements'.

In the 'Decrease from 2019' column, you have a 6% decrease, which is a negative trend.

Question subgroup	Largest decline from last survey	You 2021	Decrease from 2019	Comparator 2021
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	75%	-6%	68%
Equal employment opportunity	Disability is not a barrier to success in my organisation	62%	-4%	59%
Workload	The workload I have is appropriate for the job that I do	57%	-3%	56%
Workload	I have enough time to do my job effectively	57%	-3%	53%
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	63%	-3%	61%
Quality service delivery	My workgroup focuses on making decisions informed by all relevant facts	82%	-2%	79%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	79%	-2%	76%
Satisfaction	How satisfied are you with your career development within your current organisation	54%	-2%	52%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have caring responsibilities	75%	-2%	69%
Workplace flexibility	Having caring responsibilities is not a barrier to success in my organisation	67%	-1%	61%

## Key differences

### Biggest positive difference from comparator

#### What this is

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

#### How to read this

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

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

#### Example

On the first row 'Taking action', the 'You 2021' column shows 61% of your staff agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

The 'difference' column, shows that agreement for this question was 12 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Taking action	I believe my organisation will take positive action on the results of this year's survey	61%	+12%	49%
Safe to speak up	I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	70%	+12%	58%
Senior leadership	Senior leaders demonstrate honesty and integrity	80%	+12%	68%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	65%	+11%	54%
Safe to speak up	I am confident that I would be protected from reprisal for reporting improper conduct	75%	+10%	65%
Engagement	I am proud to tell others I work for my organisation	86%	+9%	78%
Engagement	My organisation inspires me to do the best in my job	72%	+8%	63%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	77%	+8%	68%
Workgroup support	People in my workgroup are politically impartial in their work	86%	+8%	78%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	73%	+8%	65%

## Key differences

### Biggest negative difference from comparator

#### What this is

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

#### How to read this

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

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

#### Example

On the first row 'Learning and development', the 'You 2021' column shows 43% of your staff agreed with 'I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)'.  
The 'difference' column, shows that agreement for this question was 4 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	43%	-4%	47%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	70%	-3%	73%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	58%	-2%	60%
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	37%	-2%	38%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	58%	-1%	59%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	77%	-1%	78%
Manager support	My manager encourages and supports my participation in learning and development opportunities	78%	-1%	79%
Learning and development	In the last 12 months I have learned skills that have helped me do my job better	72%	0%	72%
Equal employment opportunity	Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	65%	0%	65%
Innovation	My workgroup is quick to respond to opportunities to do things better	73%	0%	73%

# People matter

## survey 2021

Have your say

### Report overview

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

### People outcomes

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

### Key differences

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

### Taking action

- Taking action questions

### Senior leadership

- Senior leadership questions

### Organisational climate

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

### Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

### Job and manager factors

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

### Public sector values

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

### Custom questions

- Questions requested by your organisation

### Demographics

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

## Taking action

### What this is

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

### Why this is important

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

### How to read this

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

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

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

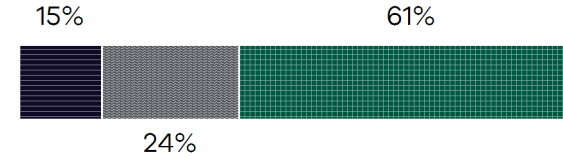
### Example

61% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

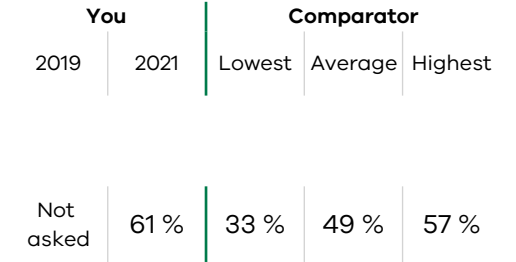
## Survey question

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

## Your results



## Benchmark agree results



# People matter

## survey 2021

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## Senior leadership

### Senior leadership 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

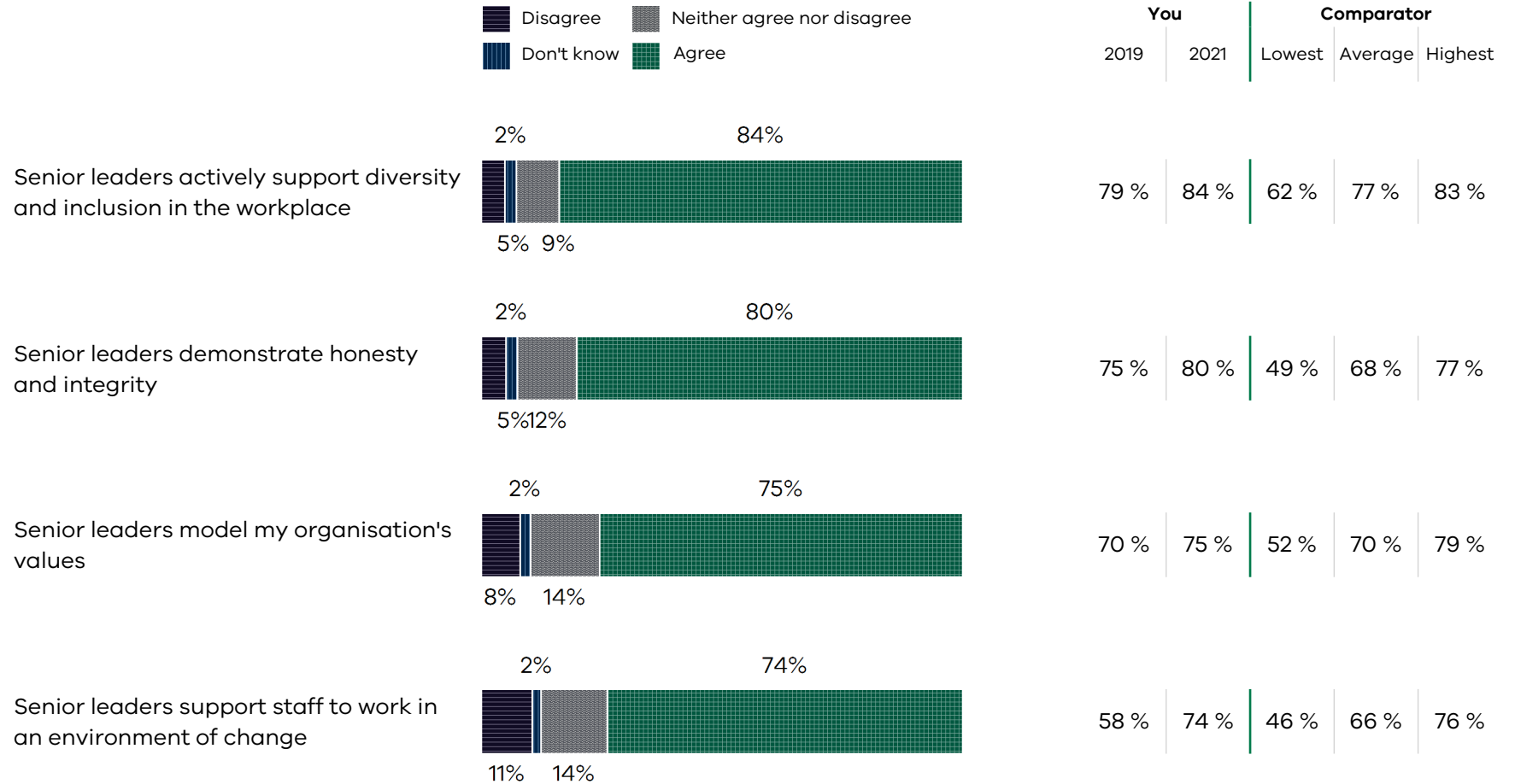
#### Example

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

### Survey question

### Your results

### Benchmark agree results





## Senior leadership

### Senior leadership 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

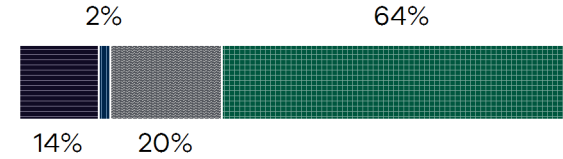
#### Example

64% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

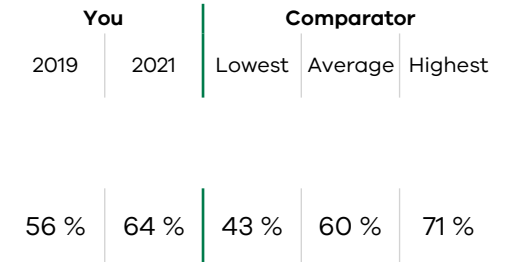
## Survey question

Senior leaders provide clear strategy and direction

## Your results



## Benchmark agree results



# People matter

## survey 2021

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- Biggest negative difference from comparator

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- Caring

# Organisational climate

## Scorecard 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

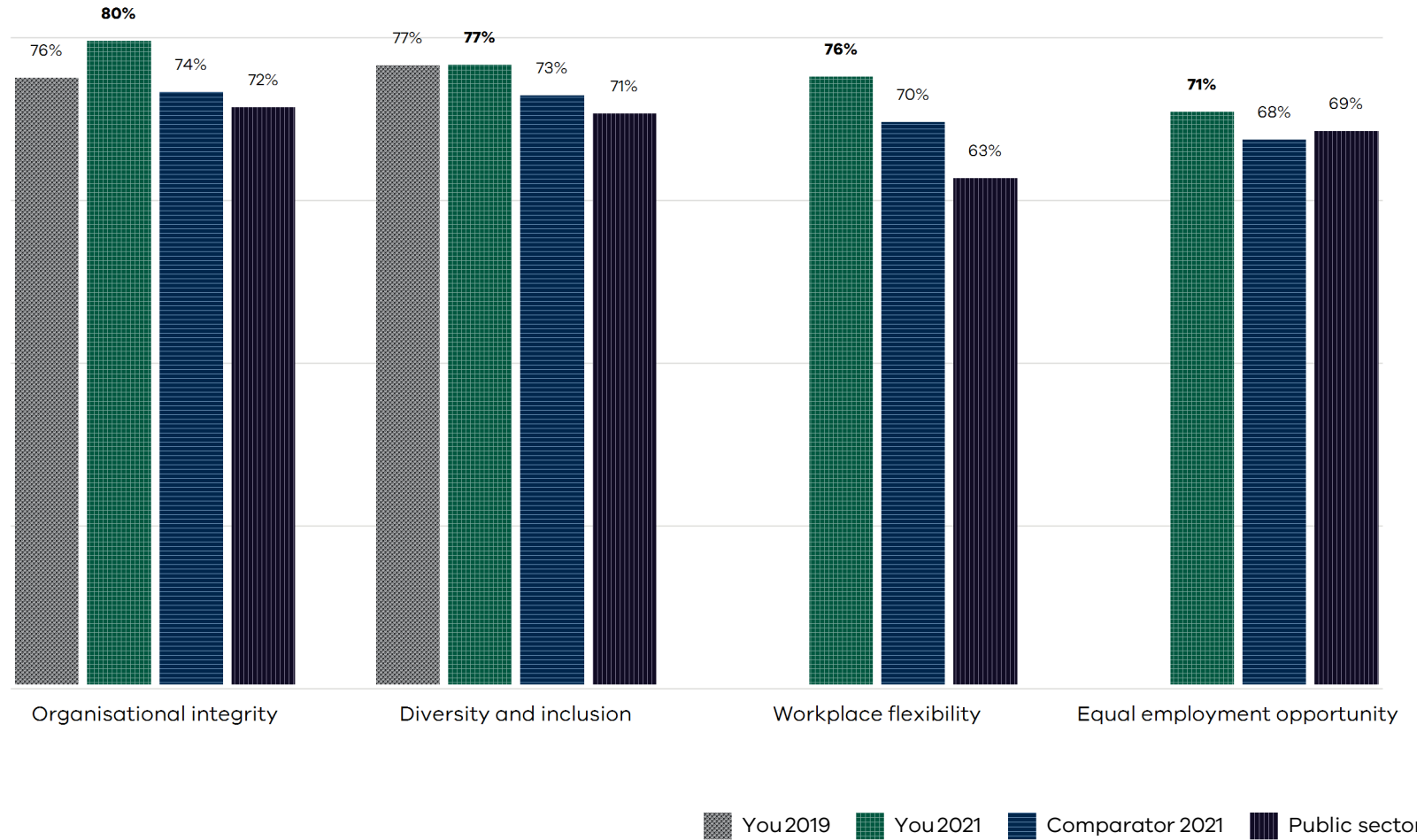
### Example

In 2021:

- 80% of your staff who did the survey responded positively to questions about Organisational integrity which is up from 76% in 2019.

Compared to:

- 74% of staff at your comparator and 72% of staff across the public sector.



## Organisational climate

### Scorecard 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

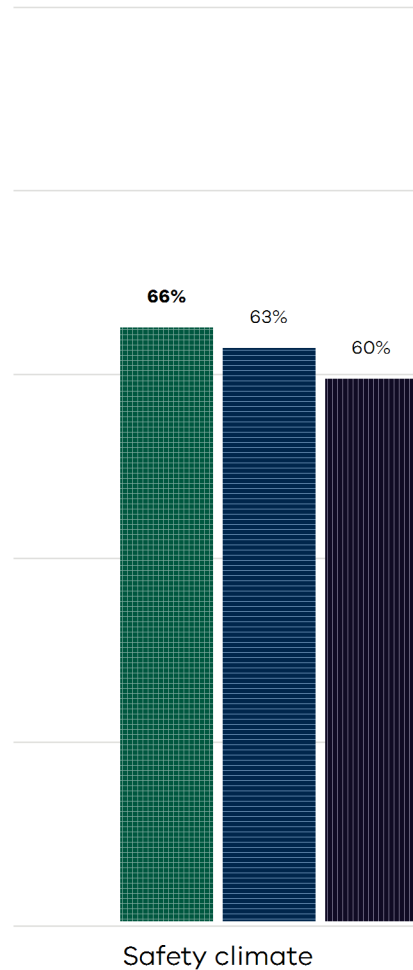
#### Example

In 2021:

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

Compared to:

- 63% of staff at your comparator and 60% of staff across the public sector.



■ You 2019 ■ You 2021 ■ Comparator 2021 ■ Public sector 2021

## Organisational climate

### Organisational integrity 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

89% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

### Survey question

### Your results

### Benchmark agree results



## Organisational climate

### Organisational integrity 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

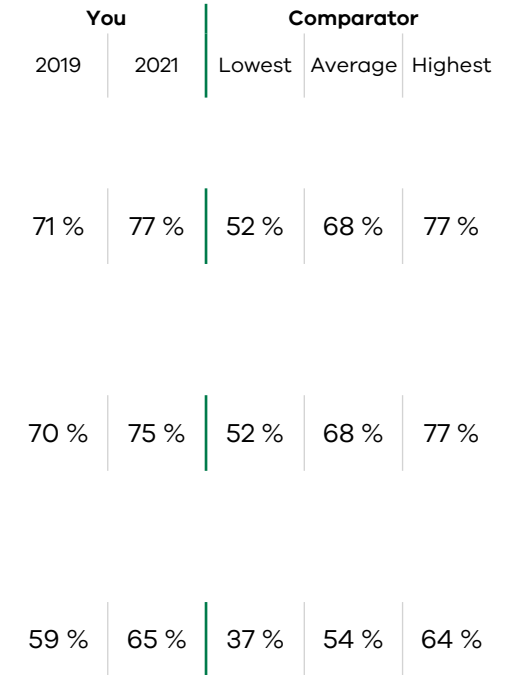
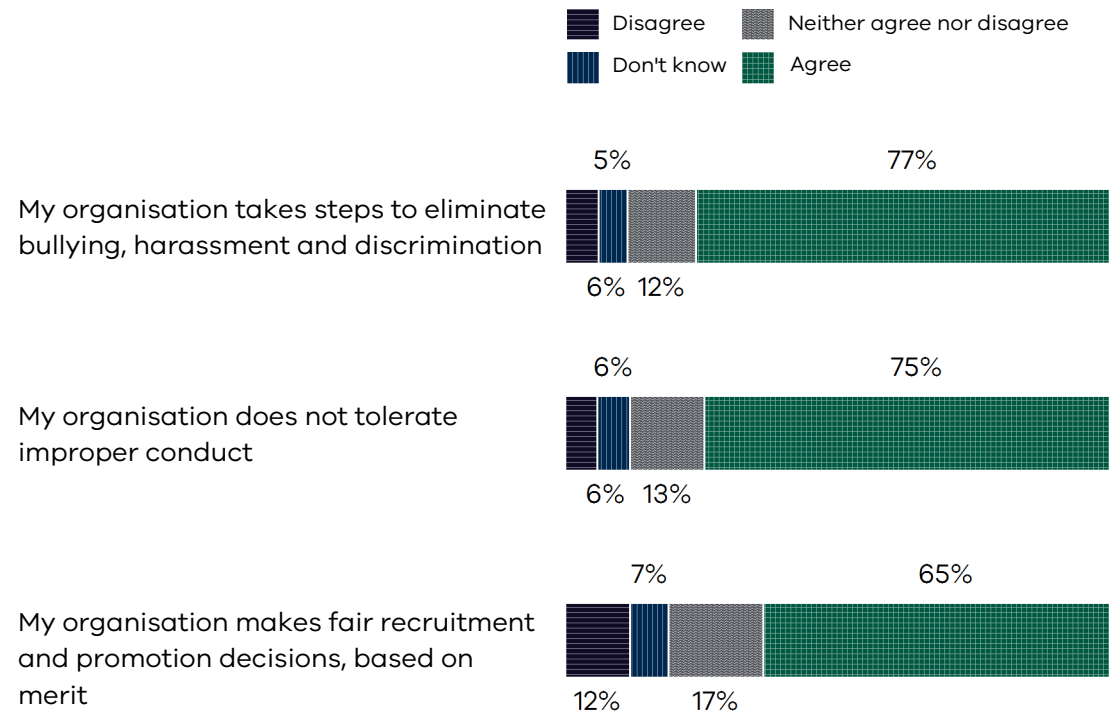
#### Example

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

### Survey question

### Your results

### Benchmark agree results



## Organisational climate

### Workplace flexibility 1 of 4

#### What this is

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

#### Why this is important

Supporting flexible working can improve employee wellbeing.

#### How to read this

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

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

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

#### Example

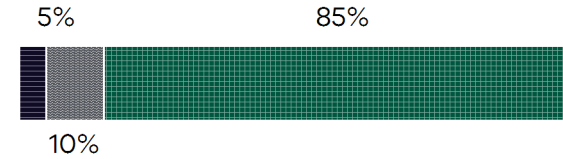
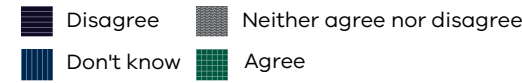
85% of your staff who did the survey agreed or strongly agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.

### Survey question

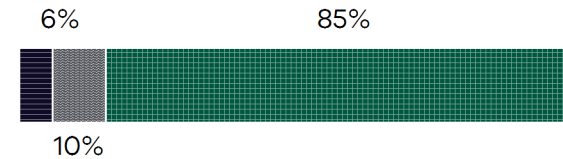
### Your results

### Benchmark agree results

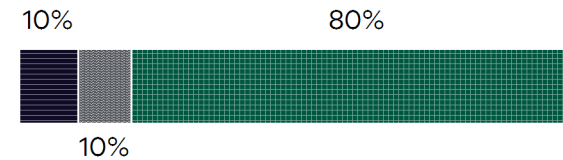
My organisation supports employees with family or other caring responsibilities, regardless of gender



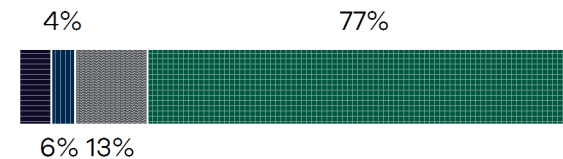
I am confident that if I requested a flexible work arrangement, it would be given due consideration



I have the flexibility I need to manage my work and non-work activities and responsibilities



There is a positive culture within my organisation in relation to employees who have family responsibilities



You	Comparator				
	2019	2021	Lowest	Average	Highest
Not asked	85 %	63 %	63 %	79 %	88 %
82 %	85 %	55 %	55 %	79 %	89 %
Not asked	80 %	63 %	63 %	77 %	84 %
Not asked	77 %	52 %	52 %	71 %	82 %



## Organisational climate

### Workplace flexibility 2 of 4

#### What this is

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

#### Why this is important

Supporting flexible working can improve employee wellbeing.

#### How to read this

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

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

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

#### Example

75% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who have caring responsibilities'.

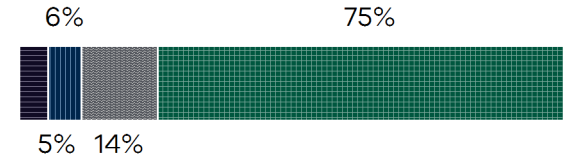
### Survey question

### Your results

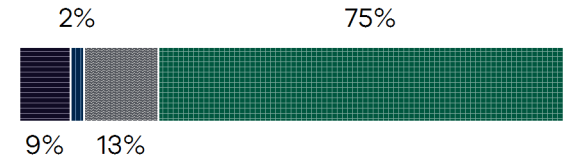
### Benchmark agree results



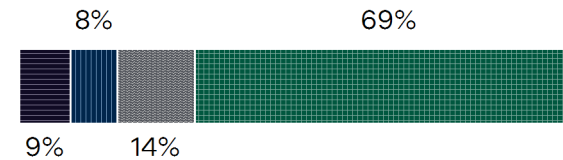
There is a positive culture within my organisation in relation to employees who have caring responsibilities



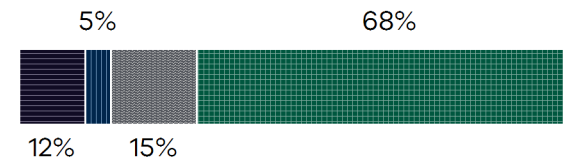
There is a positive culture within my organisation in relation to employees who use flexible work arrangements



Having family responsibilities is not a barrier to success in my organisation



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



You		Comparator		
2019	2021	Lowest	Average	Highest
77 %	75 %	50 %	69 %	80 %
82 %	75 %	46 %	68 %	82 %
Not asked	69 %	48 %	64 %	72 %
Not asked	68 %	43 %	63 %	76 %

## Organisational climate

### Workplace flexibility 3 of 4

#### What this is

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

#### Why this is important

Supporting flexible working can improve employee wellbeing.

#### How to read this

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

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

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

#### Example

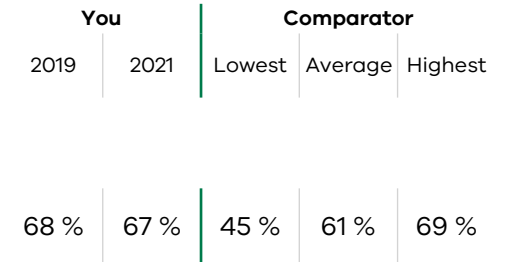
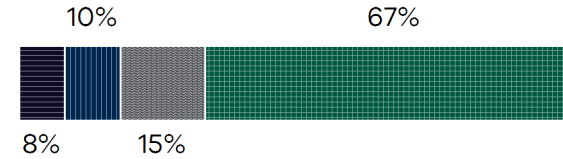
67% of your staff who did the survey agreed or strongly agreed with 'Having caring responsibilities is not a barrier to success in my organisation'.

## Survey question

## Your results

## Benchmark agree results

Having caring responsibilities is not a barrier to success in my organisation



## Organisational climate

### Workplace flexibility 4 of 4

#### What this is

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

#### Why this is important

Supporting flexible working can improve employee wellbeing.

#### How to read this

The table shows you what flexible work arrangements staff use.

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

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

#### Example

39% of staff who did the survey said the flexible work arrangement they used was 'Working from an alternative location (e.g. home, hub/shared work space)'.

Do you use any of the following flexible work arrangements?	You 2019	You 2021	Comparator 2021	Public sector 2021
Working from an alternative location (e.g. home, hub/shared work space)	0%	39%	35%	24%
No, I do not use any flexible work arrangements	40%	36%	35%	38%
Flexible start and finish times	27%	30%	34%	23%
Part-time	12%	8%	11%	19%
Working more hours over fewer days	4%	6%	6%	6%
Study leave	3%	4%	1%	4%
Using leave to work flexible hours	4%	3%	7%	8%
Purchased leave	3%	1%	3%	2%
Other	2%	1%	2%	2%
Job sharing	1%	0%	1%	1%

## Organisational climate

### Equal employment opportunity 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

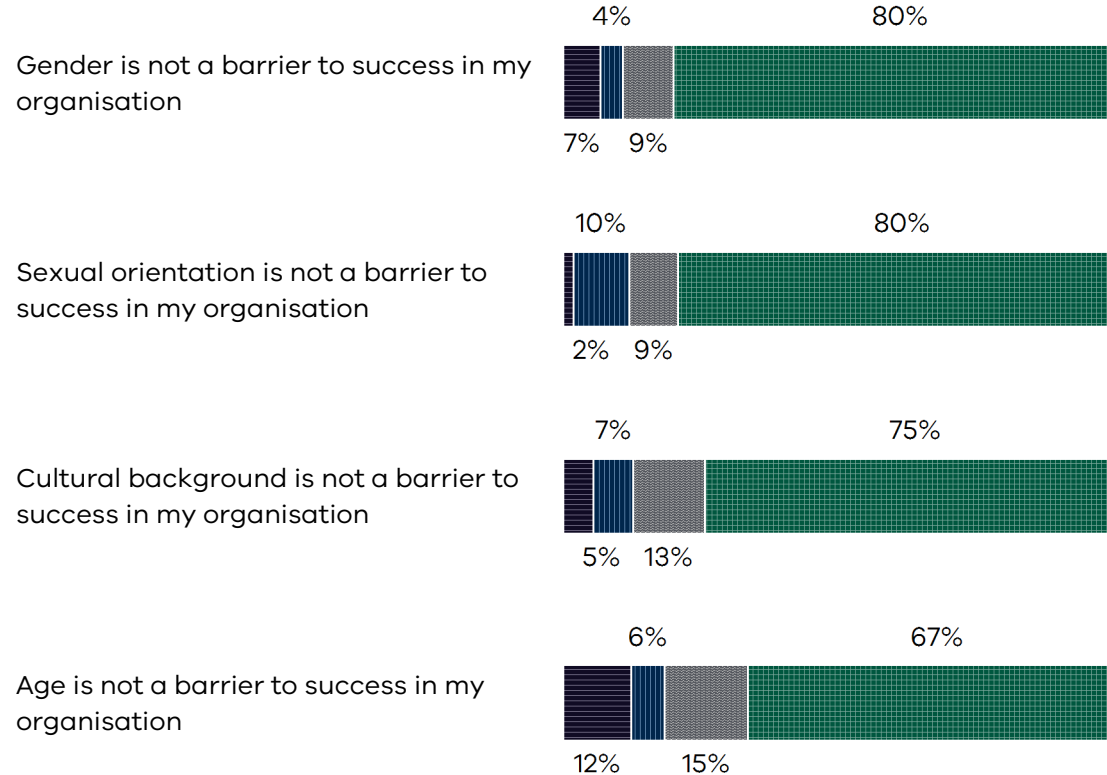
#### Example

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

### Survey question

### Your results

### Benchmark agree results



	You		Comparator		
	2019	2021	Lowest	Average	Highest
Gender is not a barrier to success in my organisation	Not asked	80 %	66 %	74 %	81 %
Sexual orientation is not a barrier to success in my organisation	78 %	80 %	68 %	75 %	80 %
Cultural background is not a barrier to success in my organisation	76 %	75 %	66 %	70 %	75 %
Age is not a barrier to success in my organisation	64 %	67 %	59 %	65 %	69 %

## Organisational climate

### Equal employment opportunity 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

65% of your staff who did the survey agreed or strongly agreed with 'Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation'.

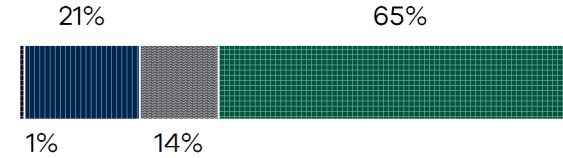
### Survey question

### Your results

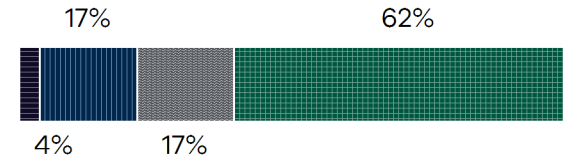
### Benchmark agree results



Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation



Disability is not a barrier to success in my organisation



	You		Comparator		
	2019	2021	Lowest	Average	Highest
Not asked		65 %	56 %	65 %	68 %
	66 %	62 %	49 %	59 %	67 %

## Organisational climate

### Psychosocial and physical safety climate question results 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

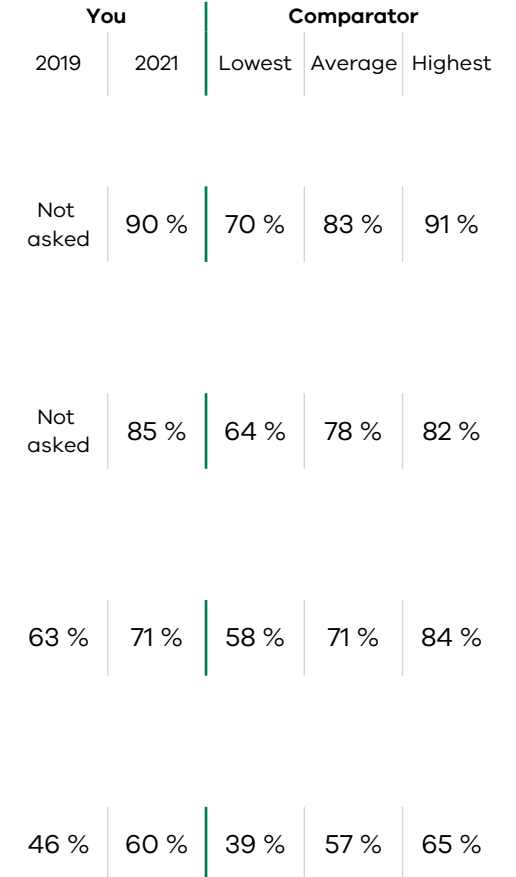
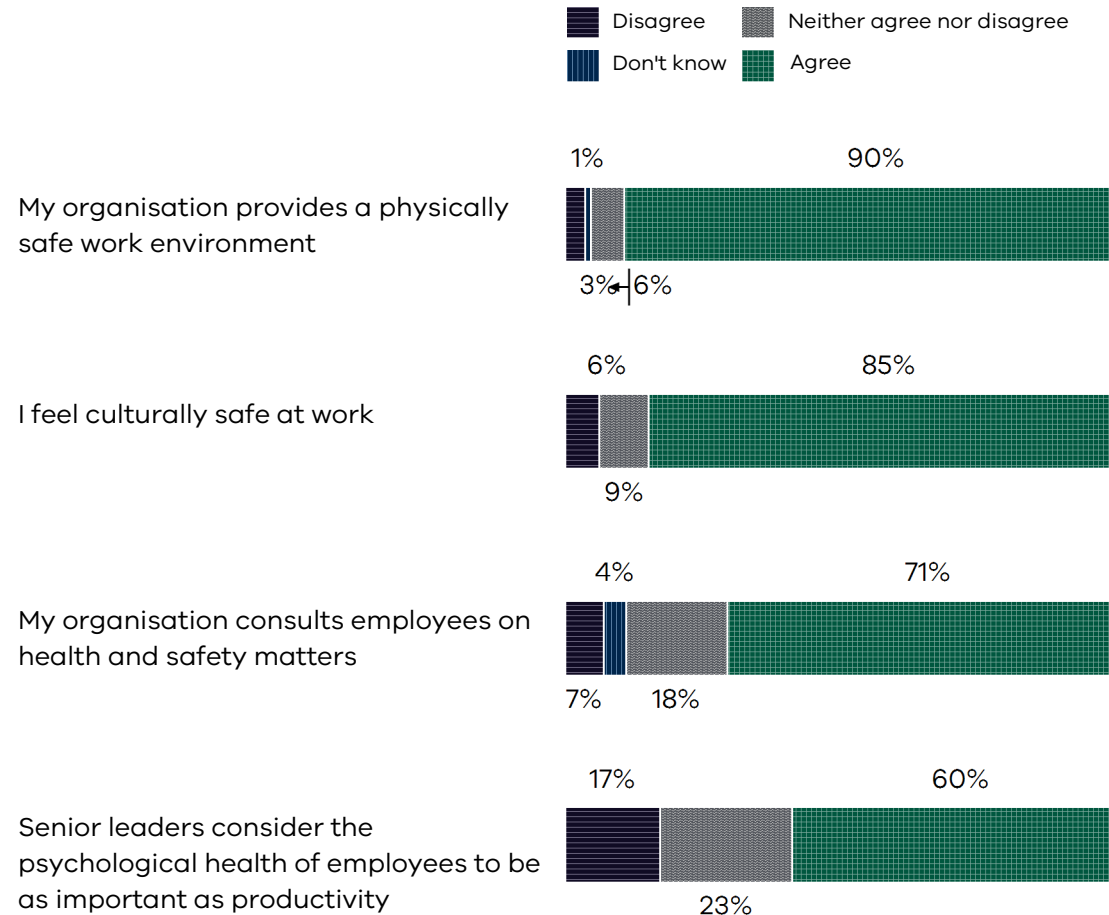
#### Example

90% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

### Survey question

### Your results

### Benchmark agree results



## Organisational climate

### Psychosocial and physical safety climate question results 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

58% of your staff who did the survey agreed or strongly agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.

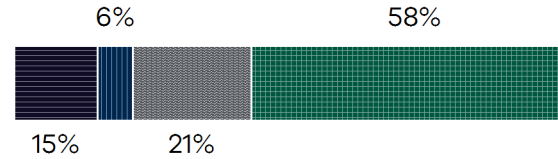
### Survey question

### Your results

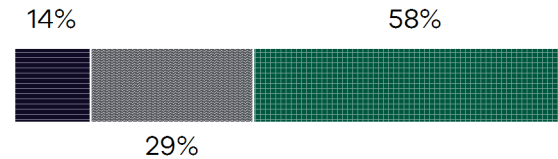
### Benchmark agree results



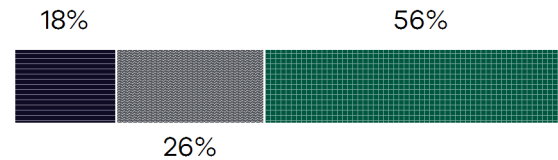
My organisation has effective procedures in place to support employees who may experience stress



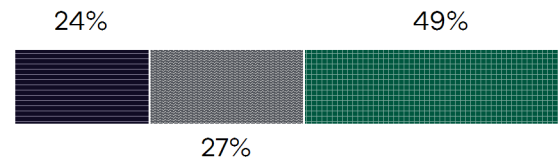
In my workplace, there is good communication about psychological safety issues that affect me



Senior leaders show support for stress prevention through involvement and commitment



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



You		Comparator		
2019	2021	Lowest	Average	Highest
58 %	58 %	46 %	60 %	67 %
51 %	58 %	42 %	59 %	70 %
44 %	56 %	38 %	55 %	63 %
39 %	49 %	31 %	45 %	52 %



## Organisational climate

### Psychosocial safety climate score

#### What this is

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

#### How we work out your score

We work out your score from these 4 questions:

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

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

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

#### How to interpret your score

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

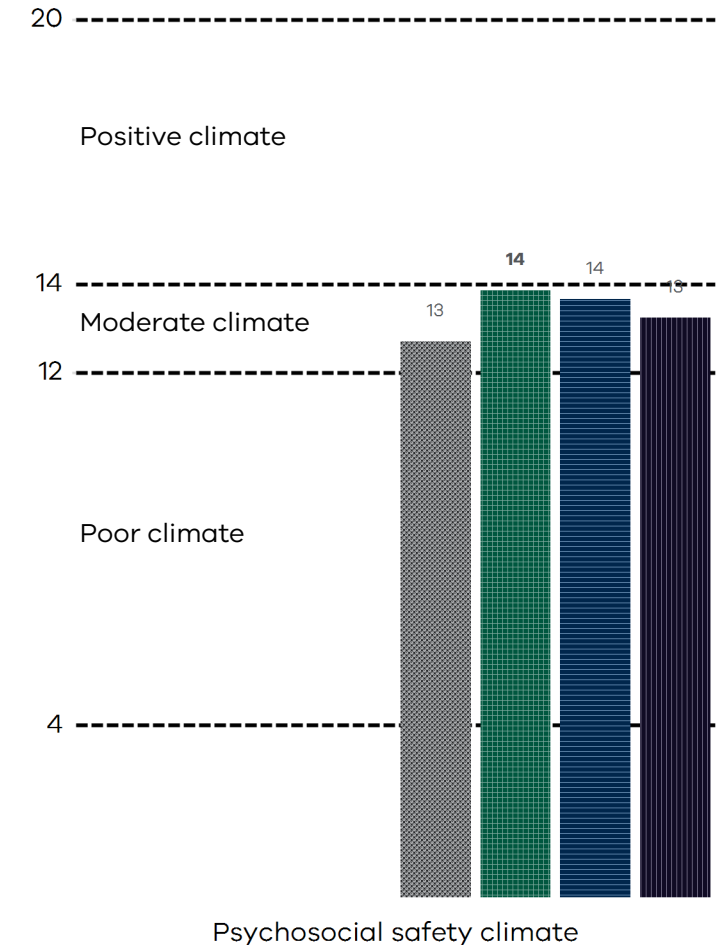
A score of:

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

Adverse outcomes can include:

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

### Benchmark results



■ You 2019 ■ You 2021 ■ Comparator 2021 ■ Public sector 2021

## Organisational climate

### Diversity and inclusion 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

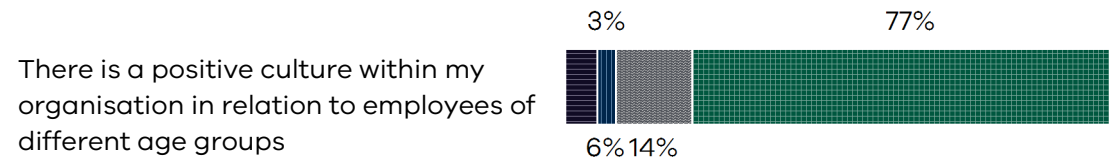
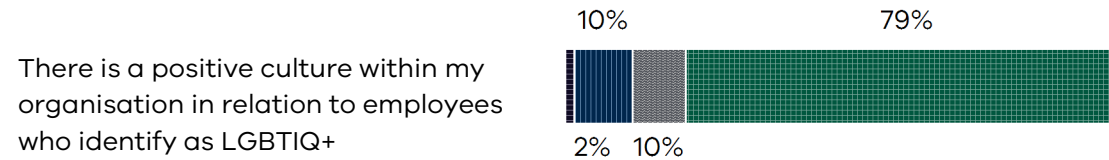
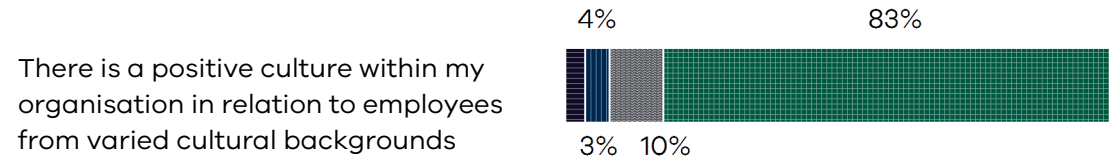
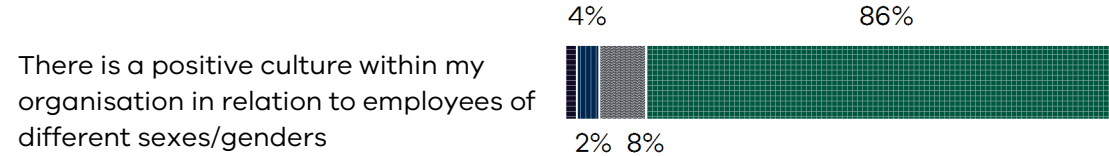
#### Example

86% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees of different sexes/genders'.

### Survey question

### Your results

### Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
84 %	86 %	67 %	80 %	86 %
84 %	83 %	68 %	78 %	81 %
81 %	79 %	58 %	76 %	82 %
77 %	77 %	59 %	71 %	75 %

## Organisational climate

### Diversity and inclusion 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

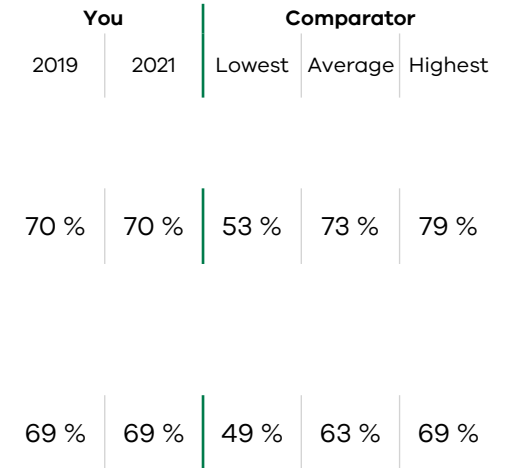
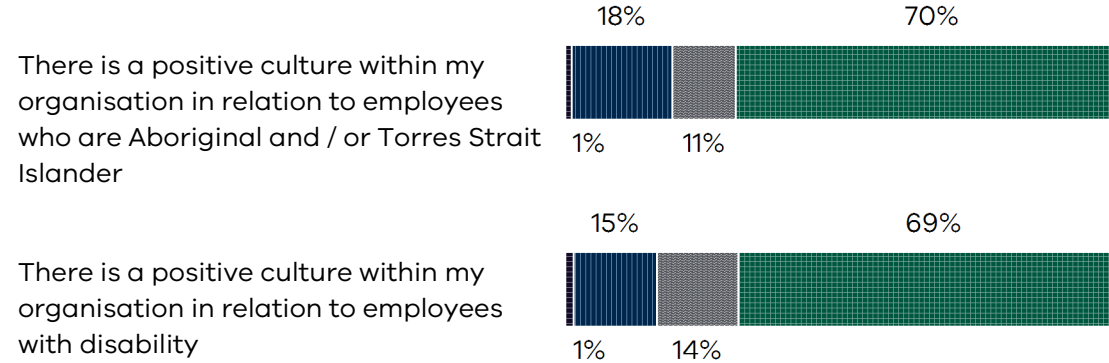
#### Example

70% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander'.

### Survey question

### Your results

### Benchmark agree results



## Organisational climate

### Gender equality supporting measures

#### What this is

These are new questions to support Workplace Gender Audits, in addition to existing People matter survey questions on gender equality.

Your excel files show all of the questions you can use in your workplace gender audits.

#### Why this is important

Under the [Gender Equality Act 2020](#), organisations have obligations to promote gender equality in the workplace.

#### How to read this

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

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

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

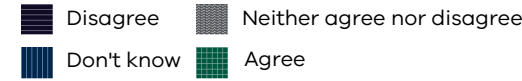
#### Example

87% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

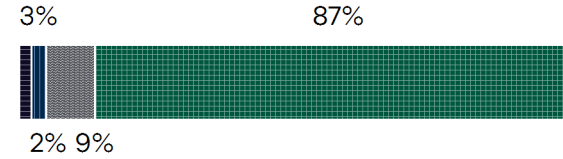
## Survey question

## Your results

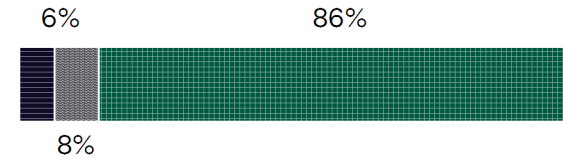
## Benchmark agree results



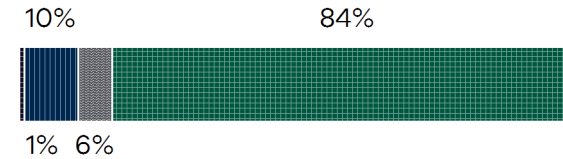
My organisation uses inclusive and respectful images and language



In my workgroup work is allocated fairly, regardless of gender



My organisation would support me if I needed to take family violence leave



	You		Comparator		
	2019	2021	Lowest	Average	Highest
My organisation uses inclusive and respectful images and language	Not asked	87 %	74 %	86 %	91 %
In my workgroup work is allocated fairly, regardless of gender	Not asked	86 %	73 %	83 %	87 %
My organisation would support me if I needed to take family violence leave	Not asked	84 %	67 %	79 %	85 %

# People matter

## survey 2021

Have your say

### Report overview

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

### People outcomes

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

### Key differences

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

### Taking action

- Taking action questions

### Senior leadership

- Senior leadership questions

### Organisational climate

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

### Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

### Job and manager factors

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

### Public sector values

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

### Custom questions

- Questions requested by your organisation

### Demographics

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

## Workgroup climate

### Scorecard

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

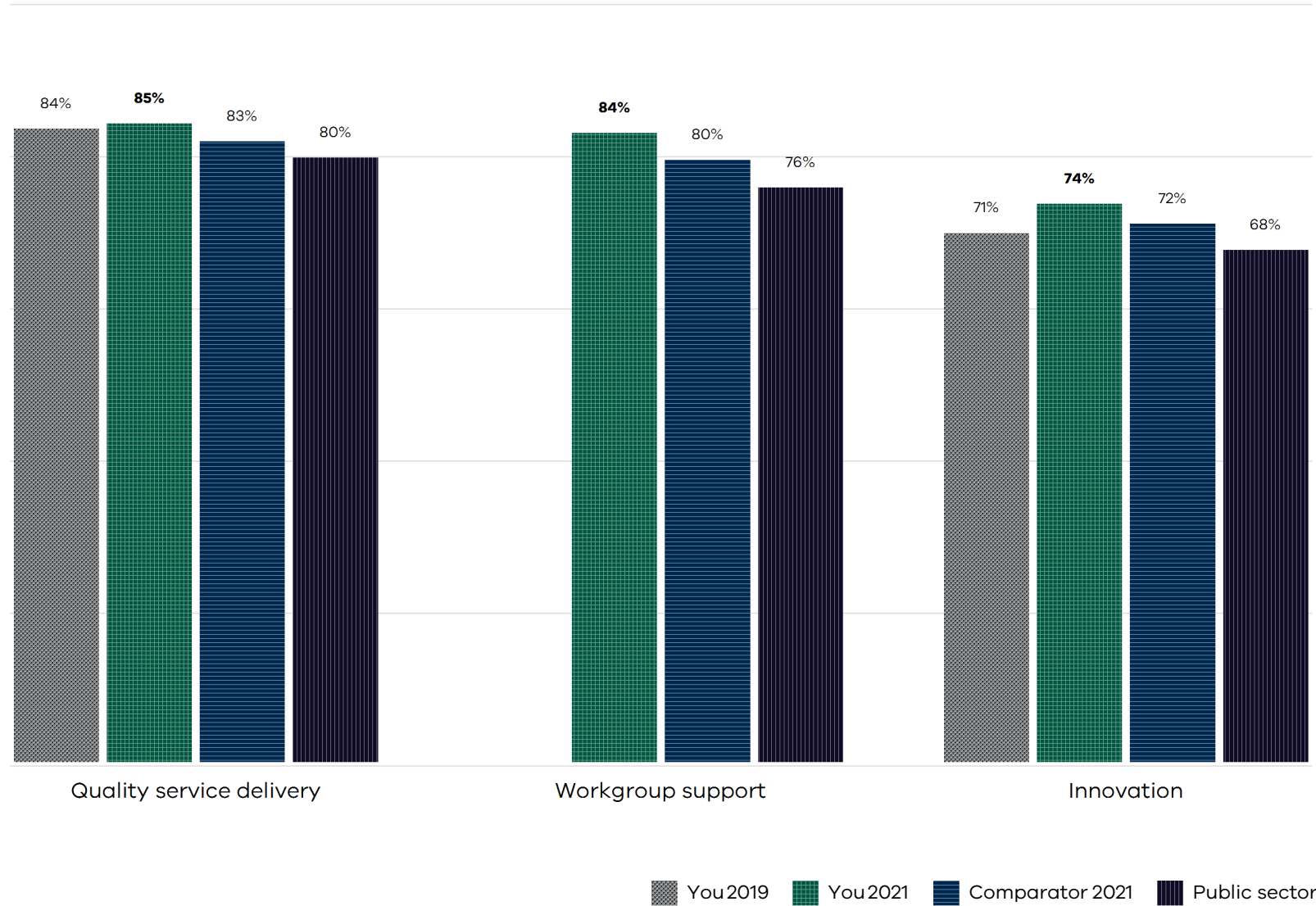
#### Example

In 2021:

- 85% of your staff who did the survey responded positively to questions about which is up from 84% in 2019.

Compared to:

- 83% of staff at your comparator and 80% of staff across the public sector.





## Workgroup climate

### Quality service delivery 1 of 2

#### What this is

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

#### Why this is important

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

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

#### How to read this

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

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

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

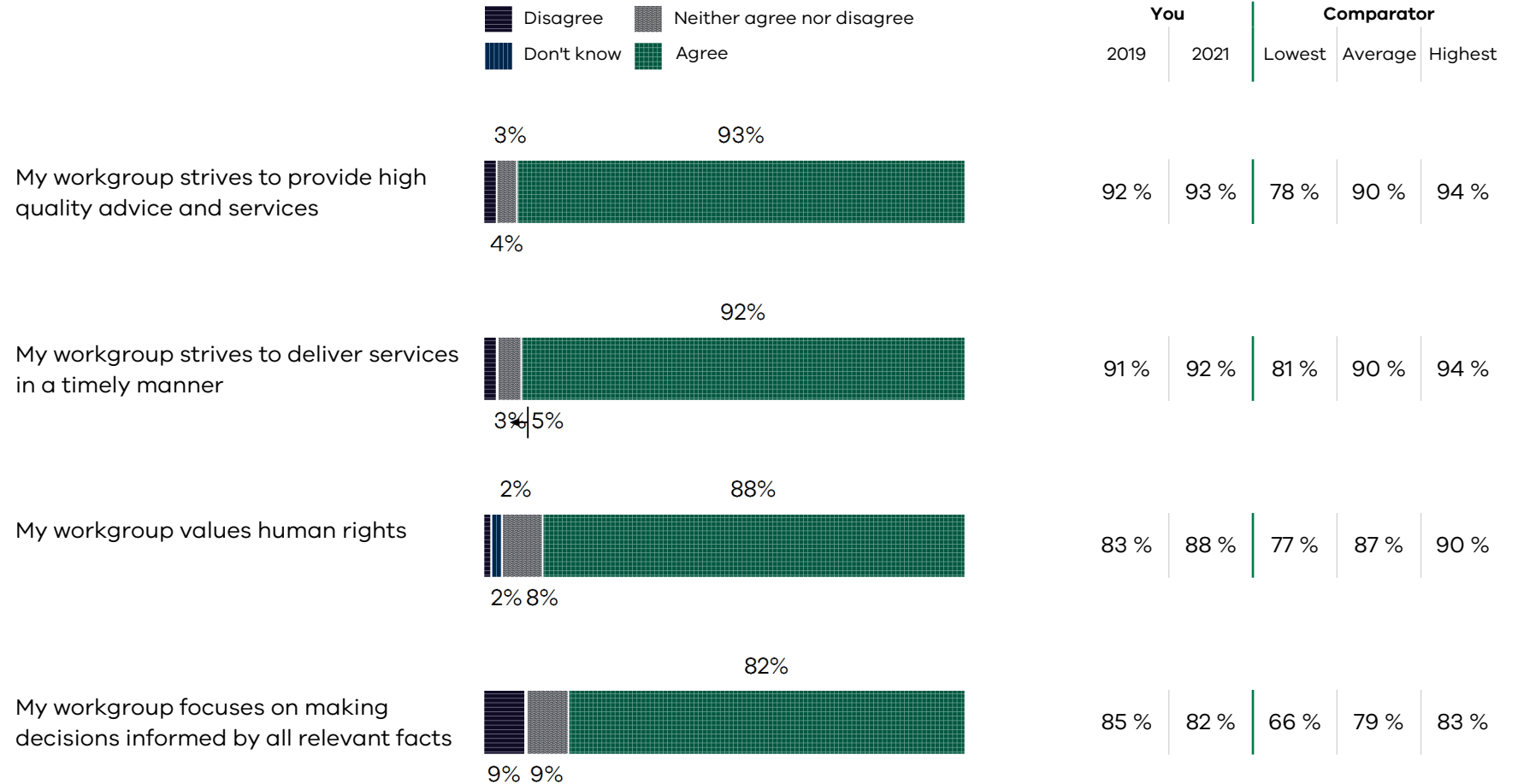
#### Example

93% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

## Survey question

## Your results

## Benchmark agree results





## Workgroup climate

### Quality service delivery 2 of 2

#### What this is

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

#### Why this is important

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

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

#### How to read this

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

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

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

#### Example

82% of your staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.

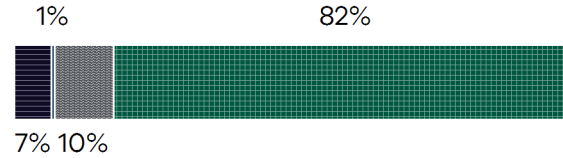
## Survey question

## Your results

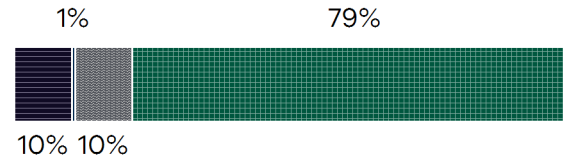
## Benchmark agree results



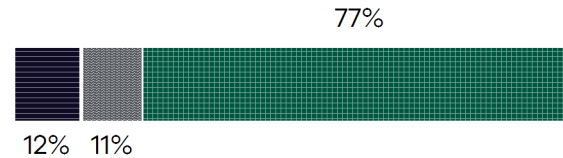
My workgroup places a priority on acting fairly and without bias



My workgroup strives to make the best use of its resources



My workgroup has clear lines of responsibility



You		Comparator		
2019	2021	Lowest	Average	Highest
83 %	82 %	63 %	78 %	83 %
80 %	79 %	67 %	78 %	82 %
74 %	77 %	67 %	75 %	82 %

## Workgroup climate

### Innovation 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

90% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

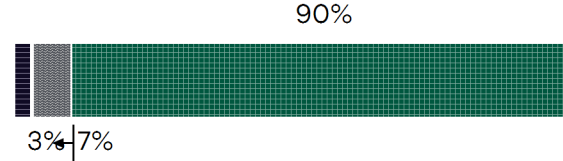
## Survey question

## Your results

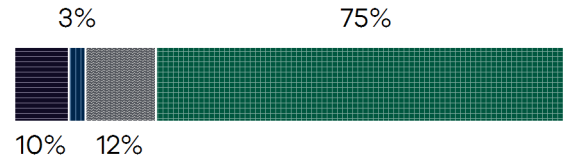
## Benchmark agree results



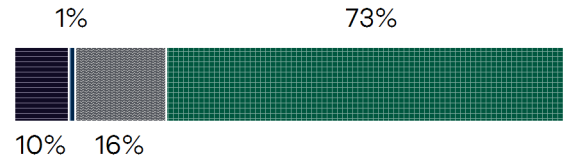
My workgroup respectfully consults with clients and stakeholders to improve outcomes



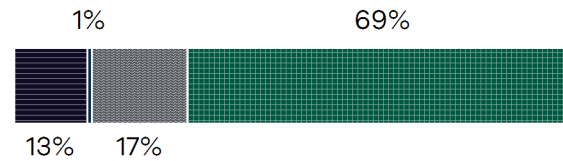
My workgroup learns from failures and mistakes



My workgroup is quick to respond to opportunities to do things better



My workgroup encourages employee creativity



You		Comparator		
2019	2021	Lowest	Average	Highest
84 %	90 %	76 %	87 %	92 %
70 %	75 %	54 %	70 %	73 %
69 %	73 %	58 %	73 %	79 %
64 %	69 %	49 %	65 %	71 %

## Workgroup climate

### Innovation 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

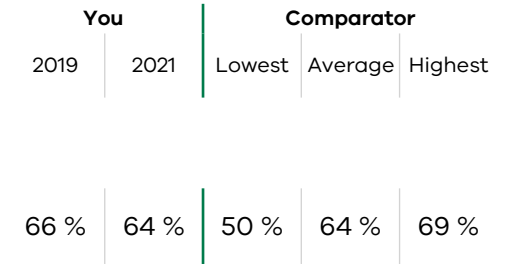
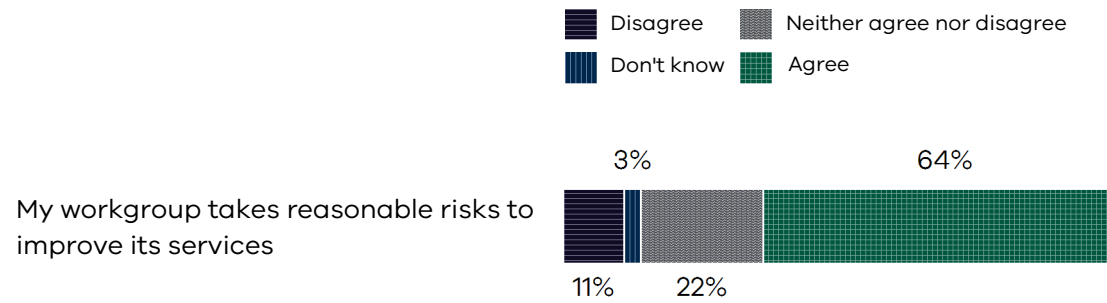
#### Example

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

## Survey question

## Your results

## Benchmark agree results



## Workgroup climate

### Workgroup support 1 of 3

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

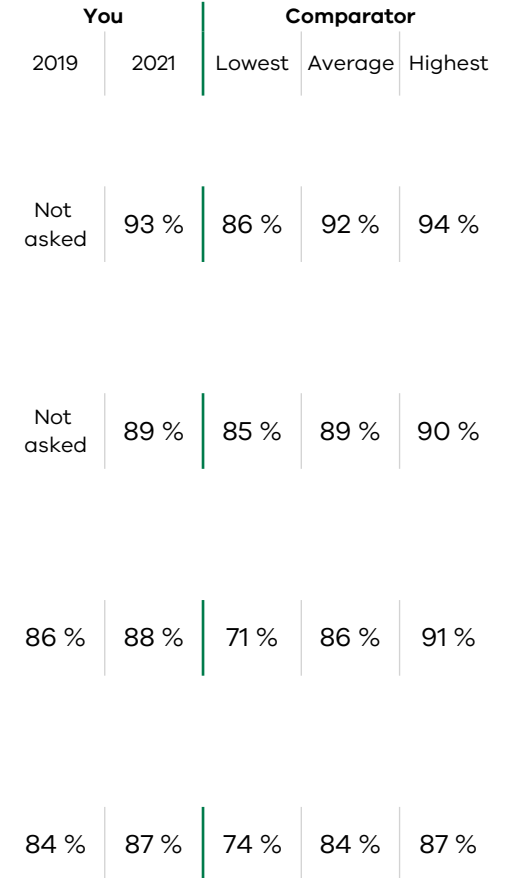
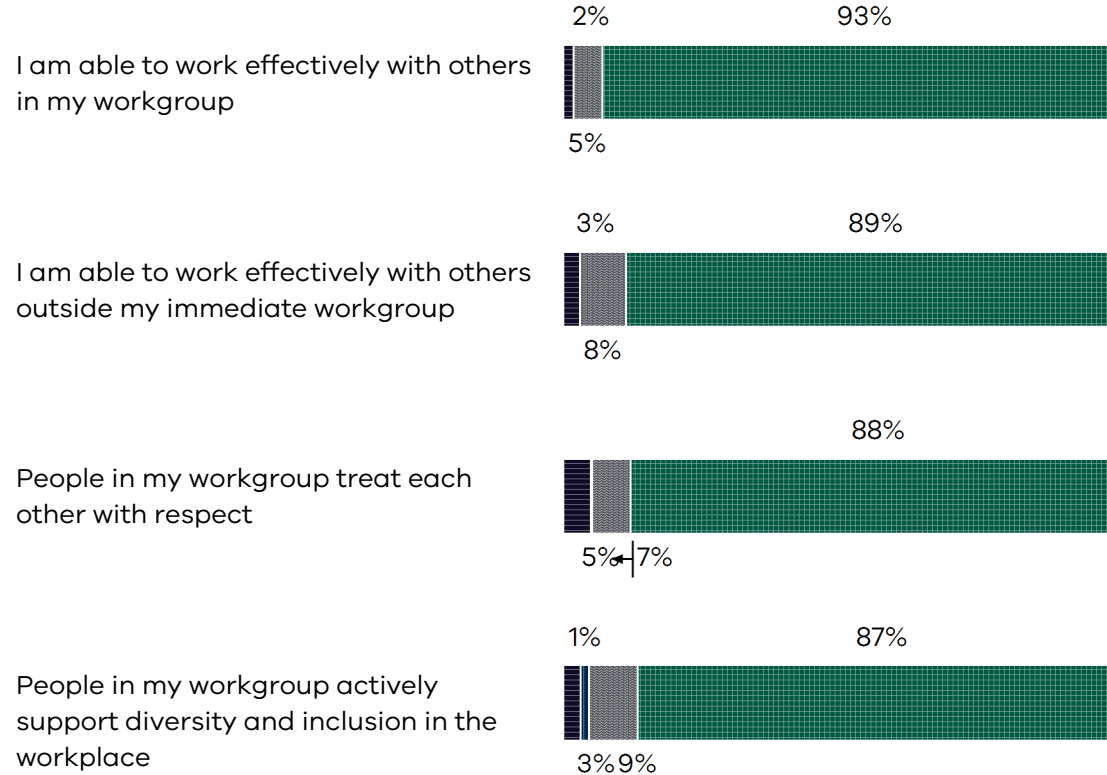
#### Example

93% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others in my workgroup'.

### Survey question

### Your results

### Benchmark agree results



## Workgroup climate

### Workgroup support 2 of 3

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

86% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

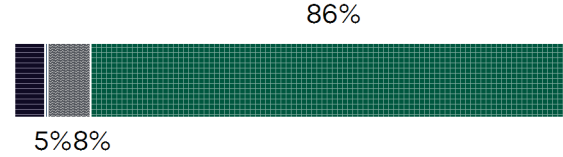
## Survey question

## Your results

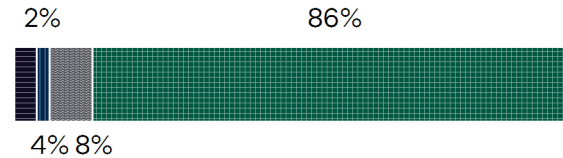
## Benchmark agree results



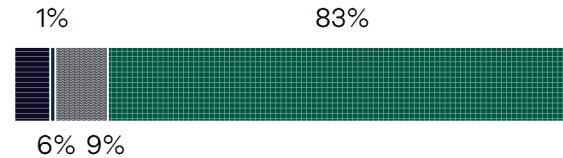
People in my workgroup work together effectively to get the job done



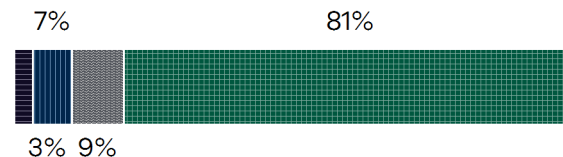
People in my workgroup are politically impartial in their work



People in my workgroup are honest, open and transparent in their dealings



People in my workgroup appropriately manage conflicts of interest



You		Comparator		
2019	2021	Lowest	Average	Highest
86 %	86 %	75 %	85 %	89 %
86 %	86 %	65 %	78 %	85 %
82 %	83 %	58 %	77 %	82 %
78 %	81 %	64 %	76 %	80 %

## Workgroup climate

### Workgroup support 3 of 3

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

76% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup regularly reach out to support me and my wellbeing'.

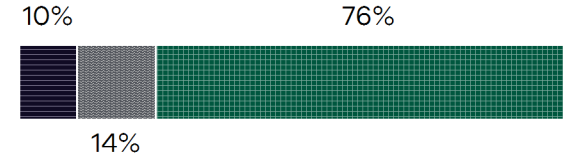
## Survey question

## Your results

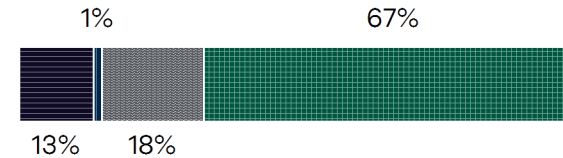
## Benchmark agree results



People in my workgroup regularly reach out to support me and my wellbeing



Workgroups across my organisation willingly share information with each other



	You		Comparator		
	2019	2021	Lowest	Average	Highest
Not asked		76 %	61 %	75 %	78 %
	62 %	67 %	47 %	60 %	69 %

# People matter

## survey 2021

Have your say

### Report overview

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

### People outcomes

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

### Key differences

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

### Taking action

- Taking action questions

### Senior leadership

- Senior leadership questions

### Organisational climate

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

### Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

### Job and manager factors

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

### Public sector values

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

### Custom questions

- Questions requested by your organisation

### Demographics

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



## Job and manager factors

### Scorecard 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

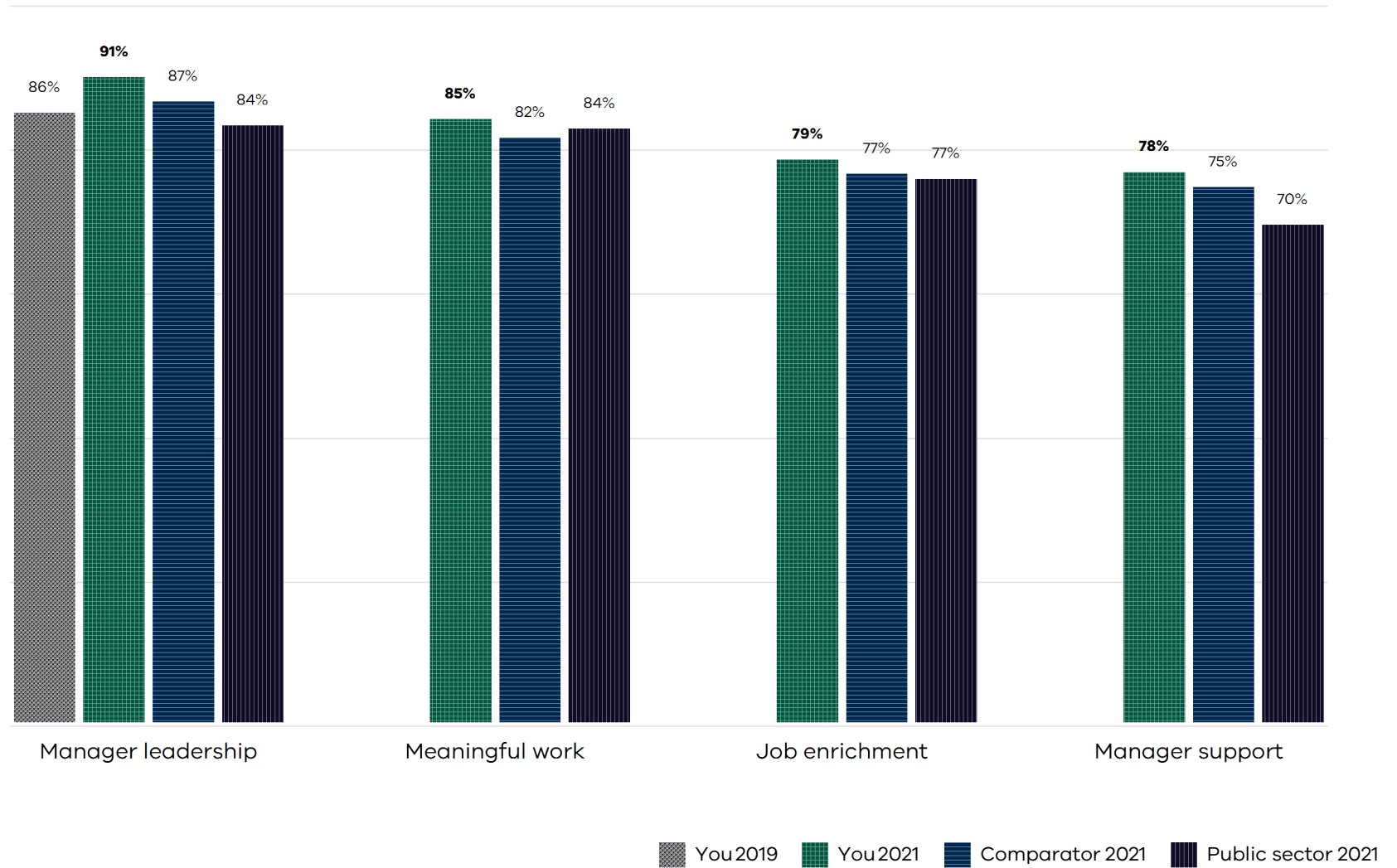
#### Example

In 2021:

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

Compared to:

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



## Job and manager factors

### Scorecard 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

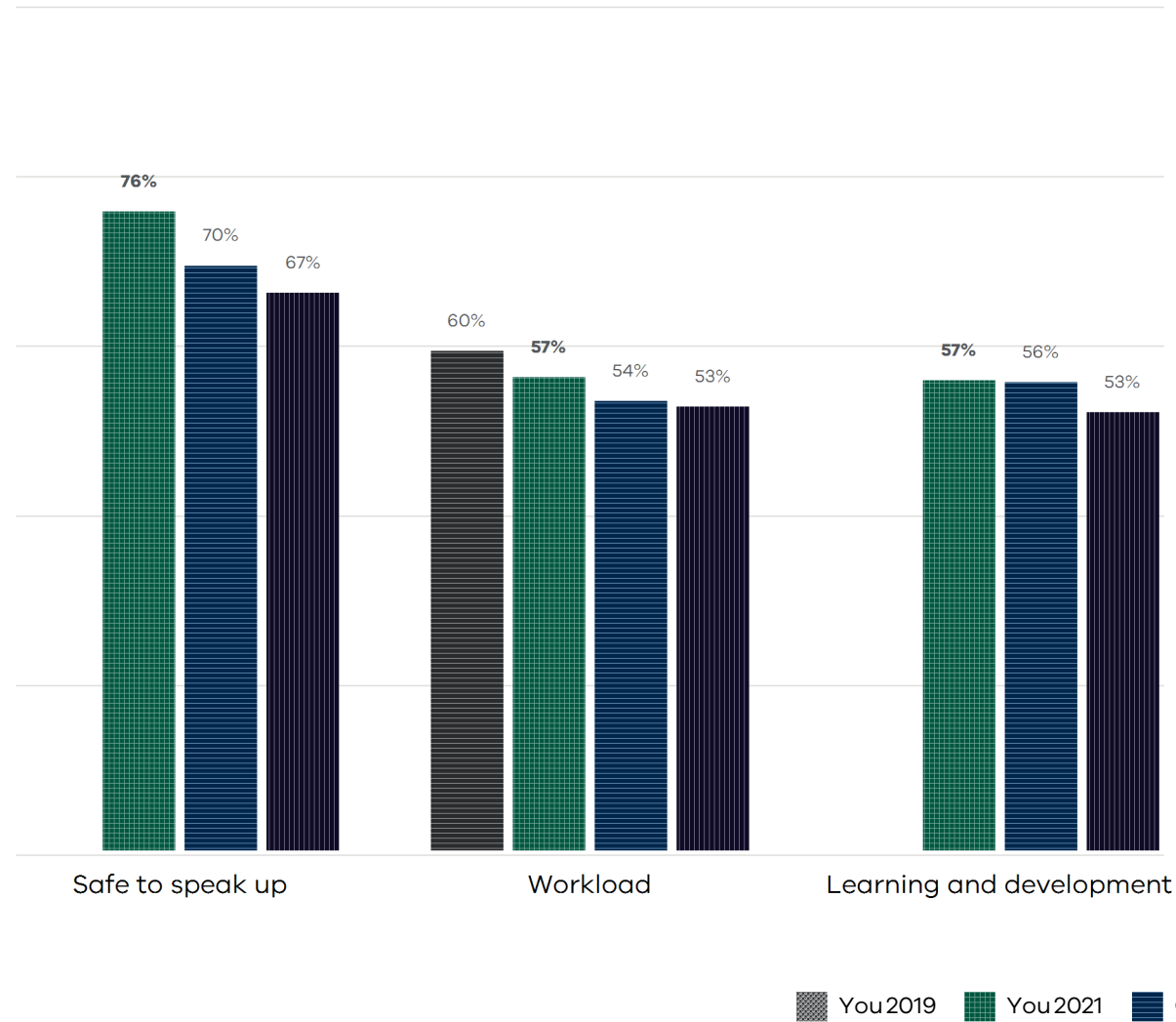
#### Example

In 2021:

- 76% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

- 70% of staff at your comparator and 67% of staff across the public sector.



## Job and manager factors

### Manager leadership 1 of 2

#### What this is

This is how well staff perceive their direct managers lead.

#### Why this is important

Great managers can foster the right environment for staff engagement.

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

#### How to read this

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

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

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

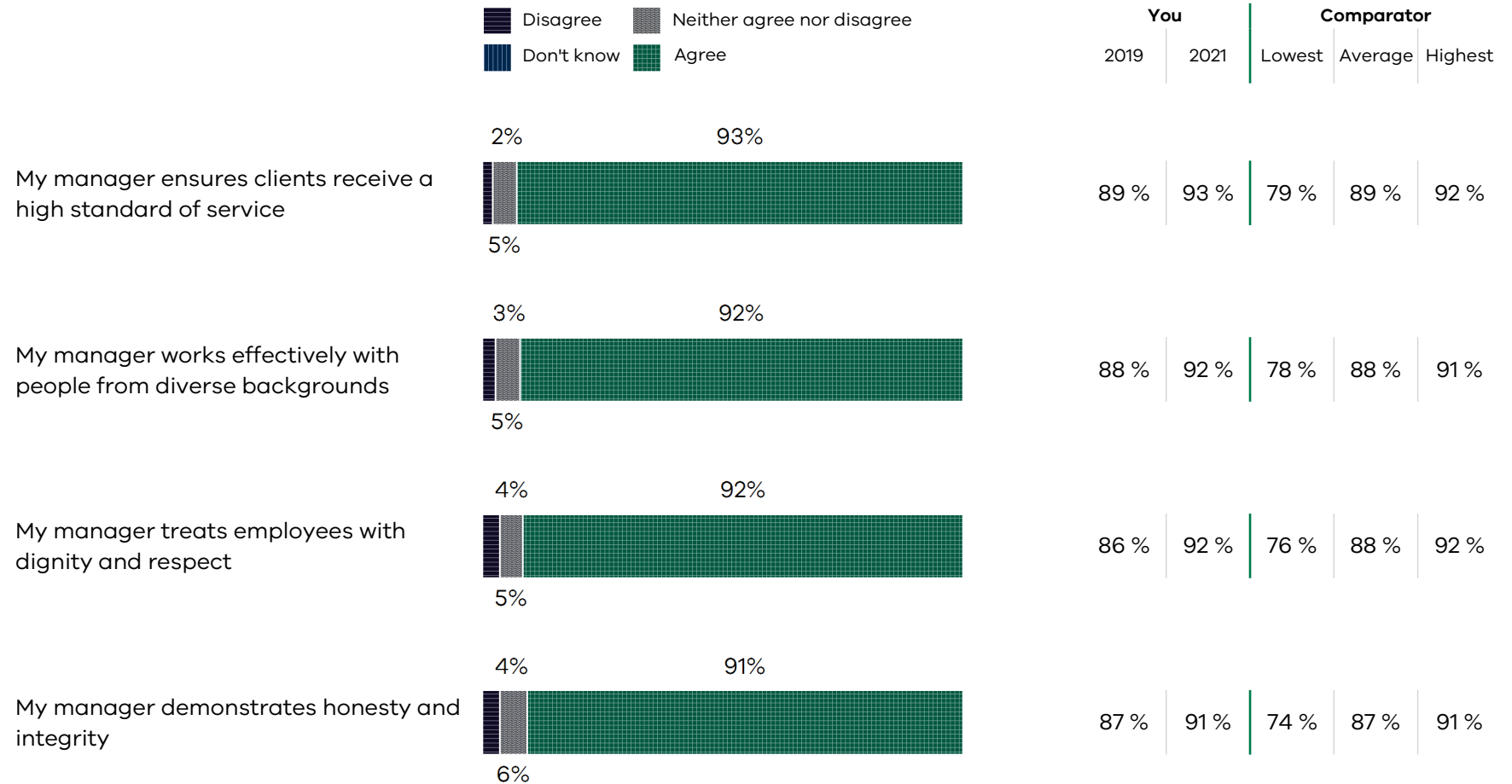
#### Example

93% of your staff who did the survey agreed or strongly agreed with 'My manager ensures clients receive a high standard of service'.

### Survey question

### Your results

### Benchmark agree results



## Job and manager factors

### Manager leadership 2 of 2

#### What this is

This is how well staff perceive their direct managers lead.

#### Why this is important

Great managers can foster the right environment for staff engagement.

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

#### How to read this

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

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#### Example

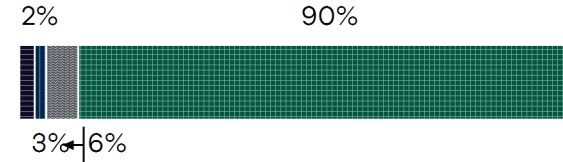
90% of your staff who did the survey agreed or strongly agreed with 'My manager is committed to workplace safety'.

### Survey question

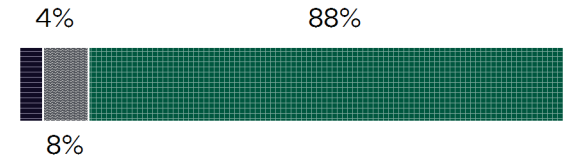
### Your results



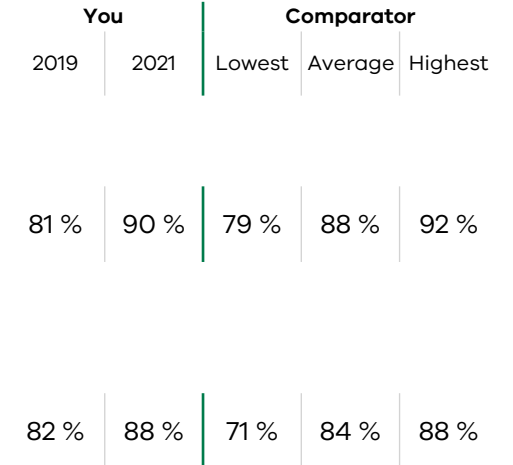
My manager is committed to workplace safety



My manager models my organisation's values



### Benchmark agree results



## Job and manager factors

### Manager support 1 of 3

#### What this is

This is how supported staff feel by their direct manager.

#### Why this is important

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

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

#### How to read this

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

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

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

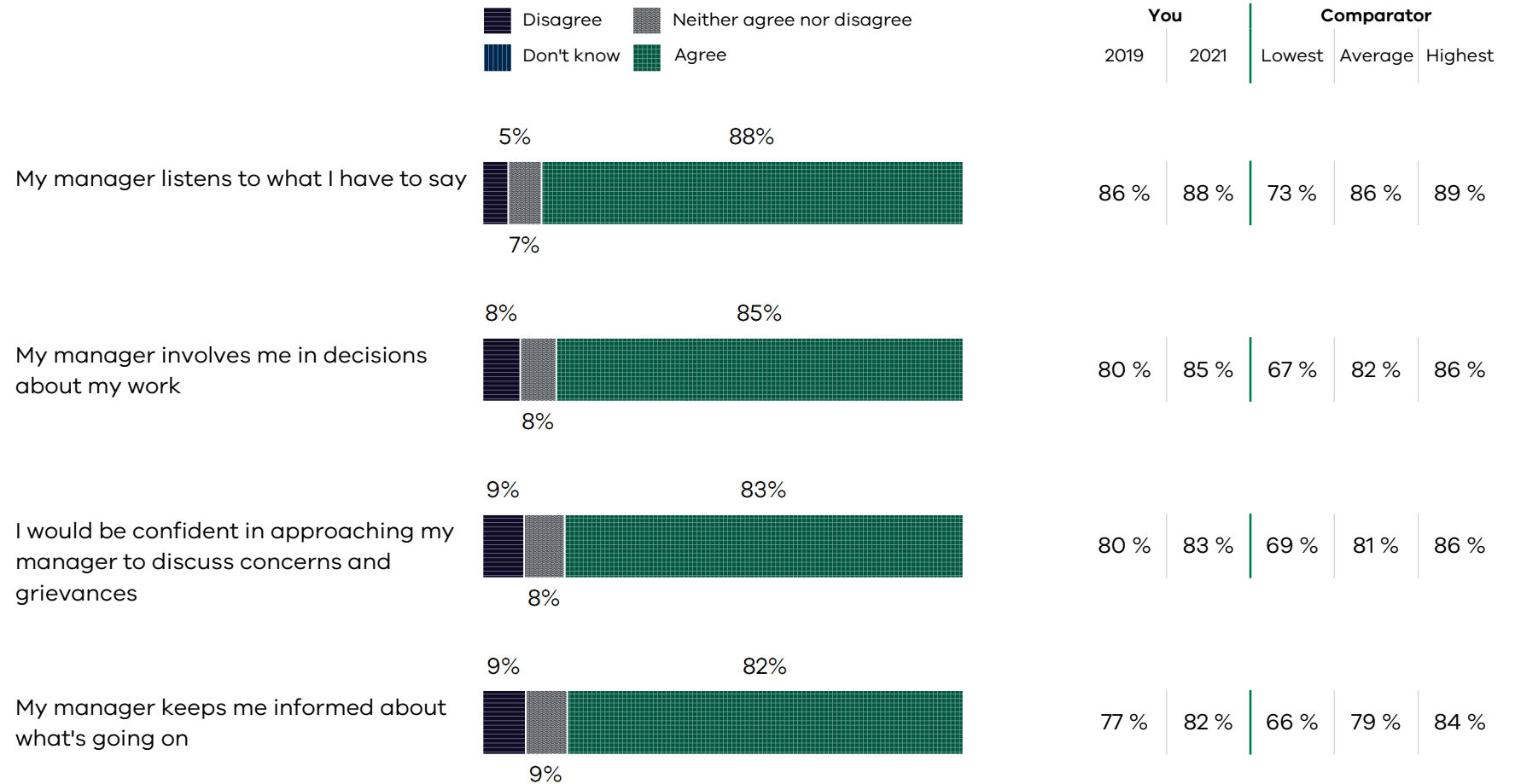
#### Example

88% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

### Survey question

### Your results

### Benchmark agree results



## Job and manager factors

### Manager support 2 of 3

#### What this is

This is how supported staff feel by their direct manager.

#### Why this is important

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

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

#### How to read this

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

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

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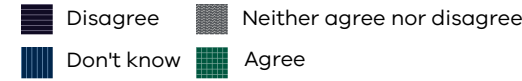
#### Example

81% of your staff who did the survey agreed or strongly agreed with 'My manager provides me with enough support when I need it'.

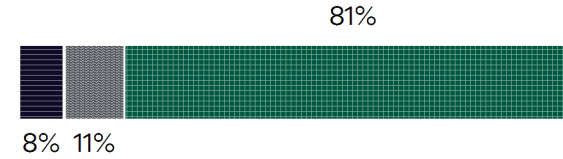
## Survey question

## Your results

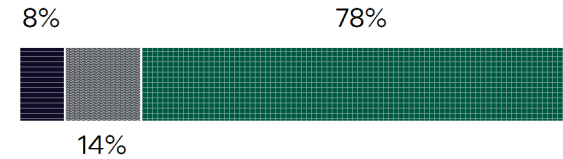
## Benchmark agree results



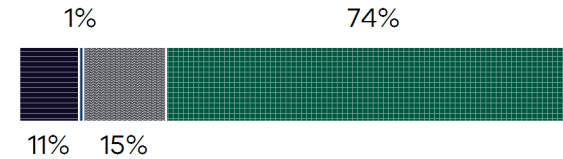
My manager provides me with enough support when I need it



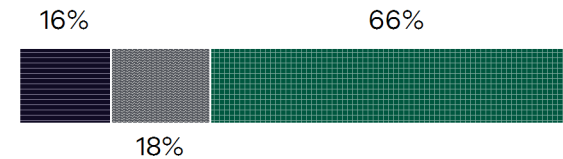
My manager encourages and supports my participation in learning and development opportunities



My manager provides feedback to me in a way that helps me improve my performance



I receive adequate recognition for my contributions and accomplishments



You	Comparator		
	2019	2021	Lowest   Average   Highest
Not asked	81 %	66 %	79 %   83 %
77 %	78 %	66 %	79 %   84 %
70 %	74 %	60 %	71 %   80 %
64 %	66 %	43 %	63 %   70 %

## Job and manager factors

### Manager support 3 of 3

#### What this is

This is how supported staff feel by their direct manager.

#### Why this is important

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

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

#### How to read this

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

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

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

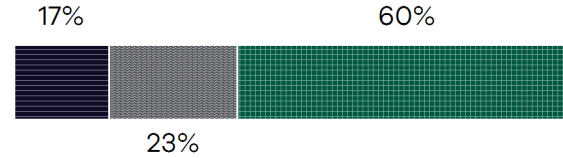
#### Example

60% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

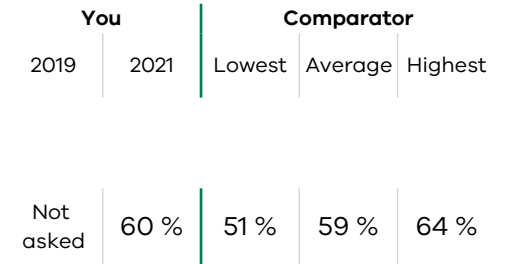
## Survey question

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

## Your results



## Benchmark agree results





## Job and manager factors

### Workload

#### What this is

This is how staff feel about workload and time pressure.

#### Why this is important

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

#### How to read this

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

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

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

#### Example

57% of your staff who did the survey agreed or strongly agreed with 'I have enough time to do my job effectively'.

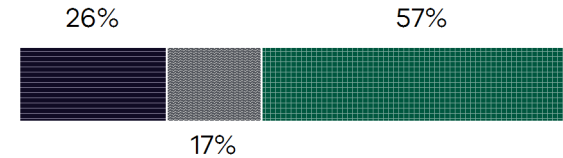
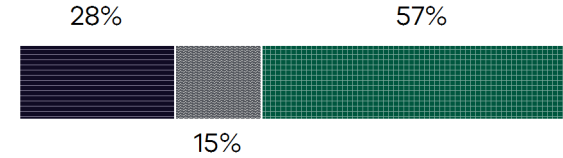
## Survey question

## Your results

## Benchmark agree results

I have enough time to do my job effectively

The workload I have is appropriate for the job that I do



You		Comparator		
2019	2021	Lowest	Average	Highest
60 %	57 %	44 %	53 %	62 %
60 %	57 %	48 %	56 %	65 %

## Job and manager factors

### Learning and development 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

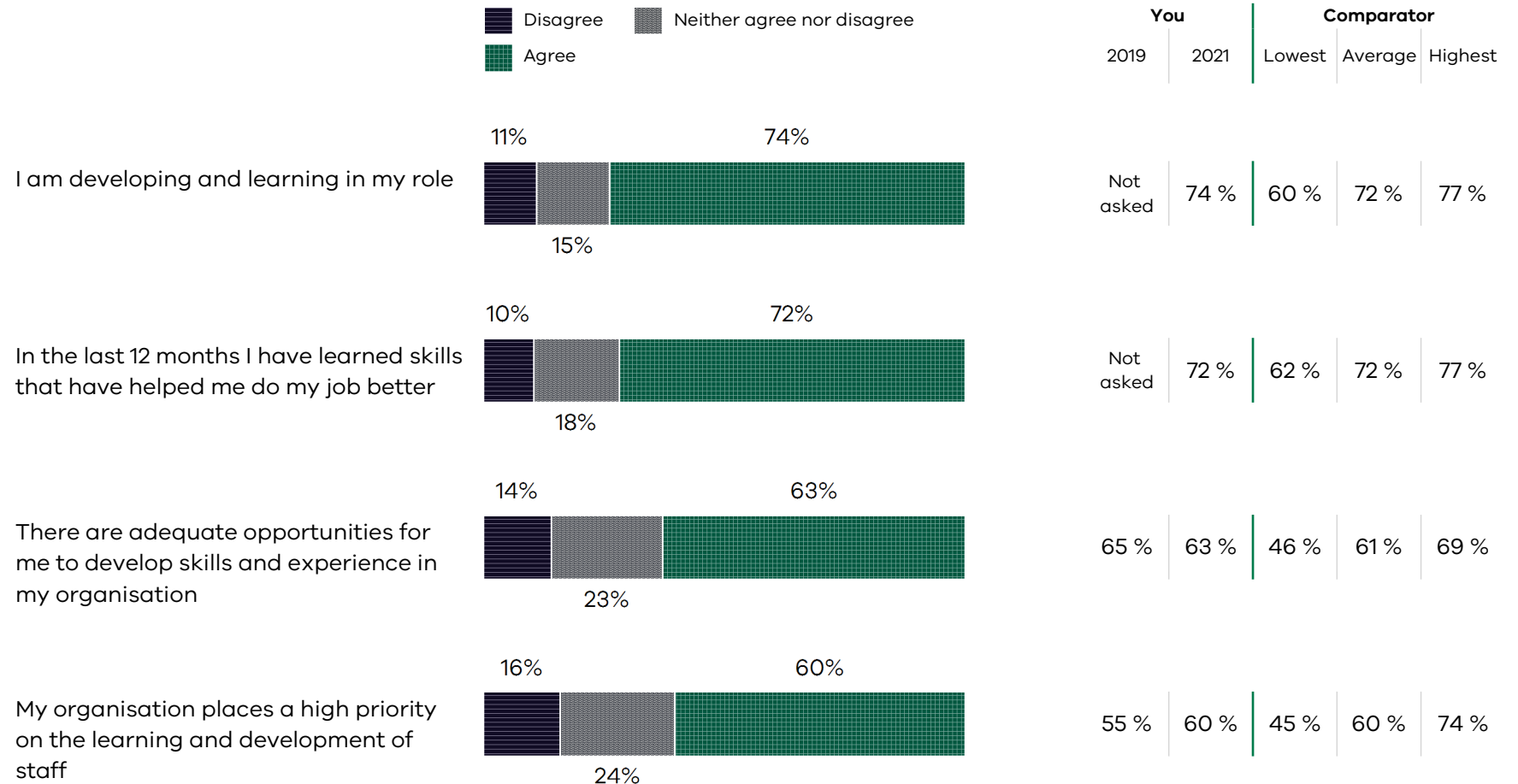
#### Example

74% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

### Survey question

### Your results

### Benchmark agree results



## Job and manager factors

### Learning and development 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

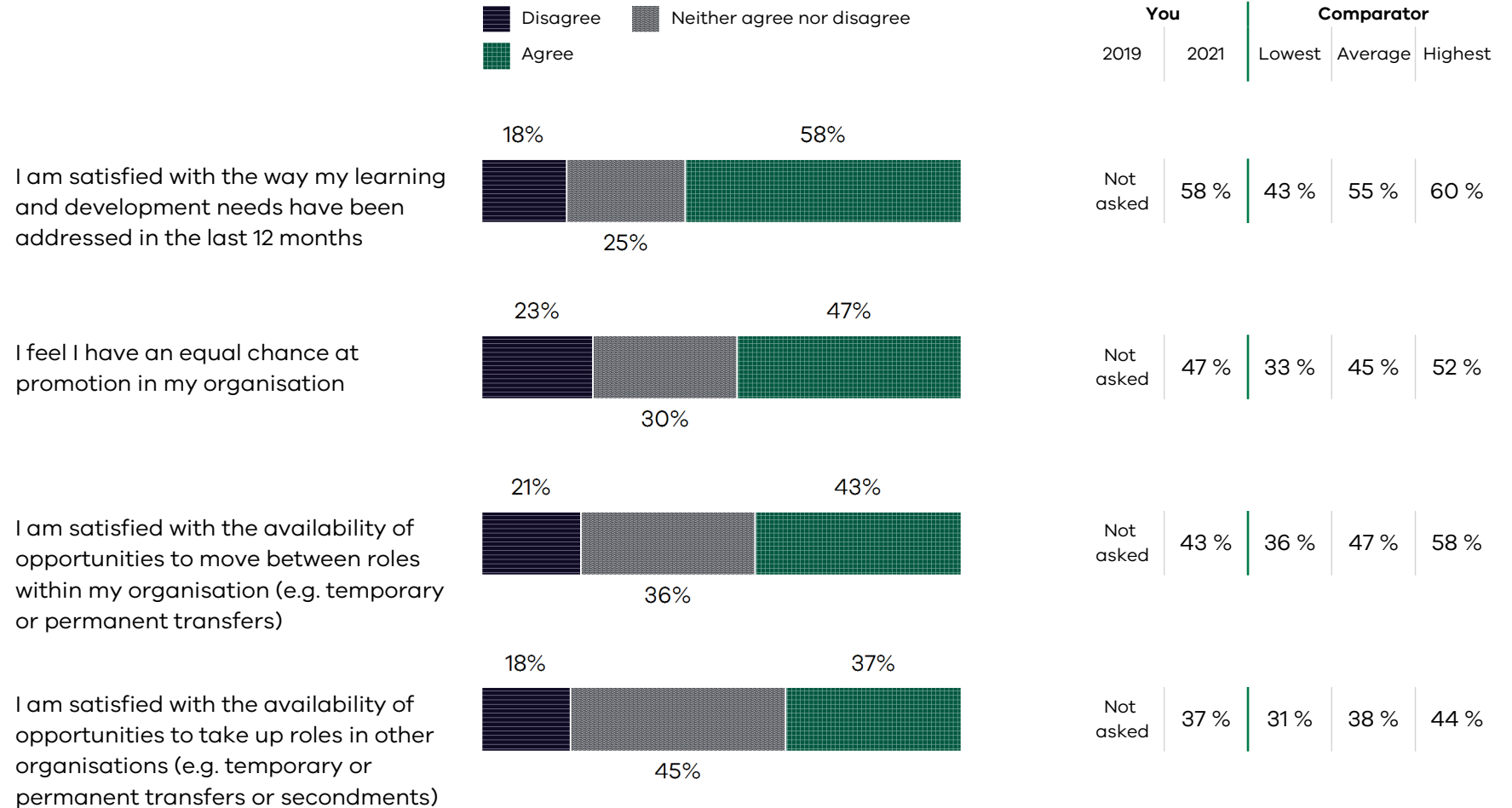
#### Example

58% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

## Survey question

## Your results

## Benchmark agree results



## Job and manager factors

### Job enrichment 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

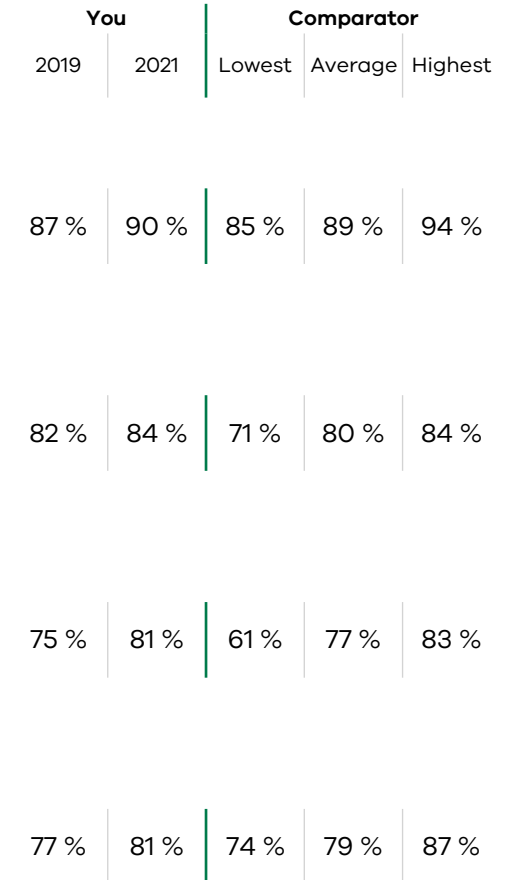
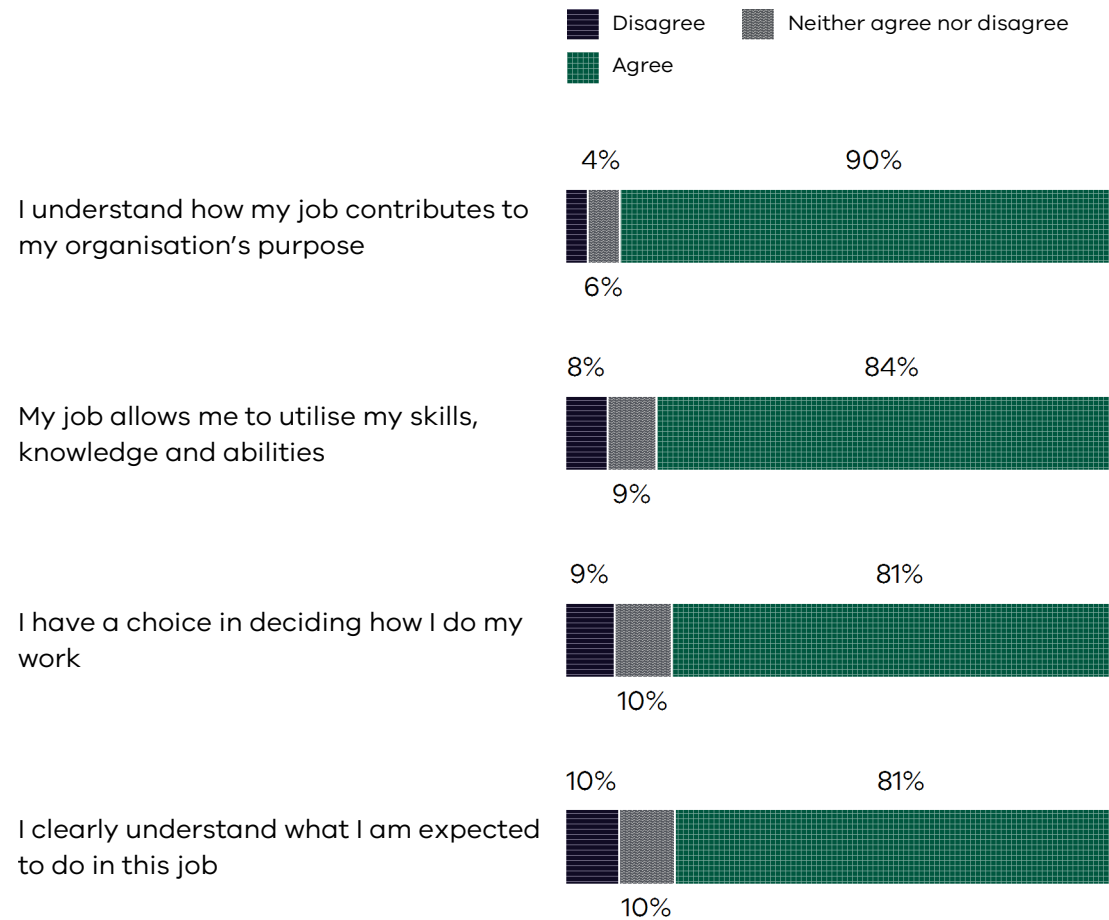
#### Example

90% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

### Survey question

### Your results

### Benchmark agree results



## Job and manager factors

### Job enrichment 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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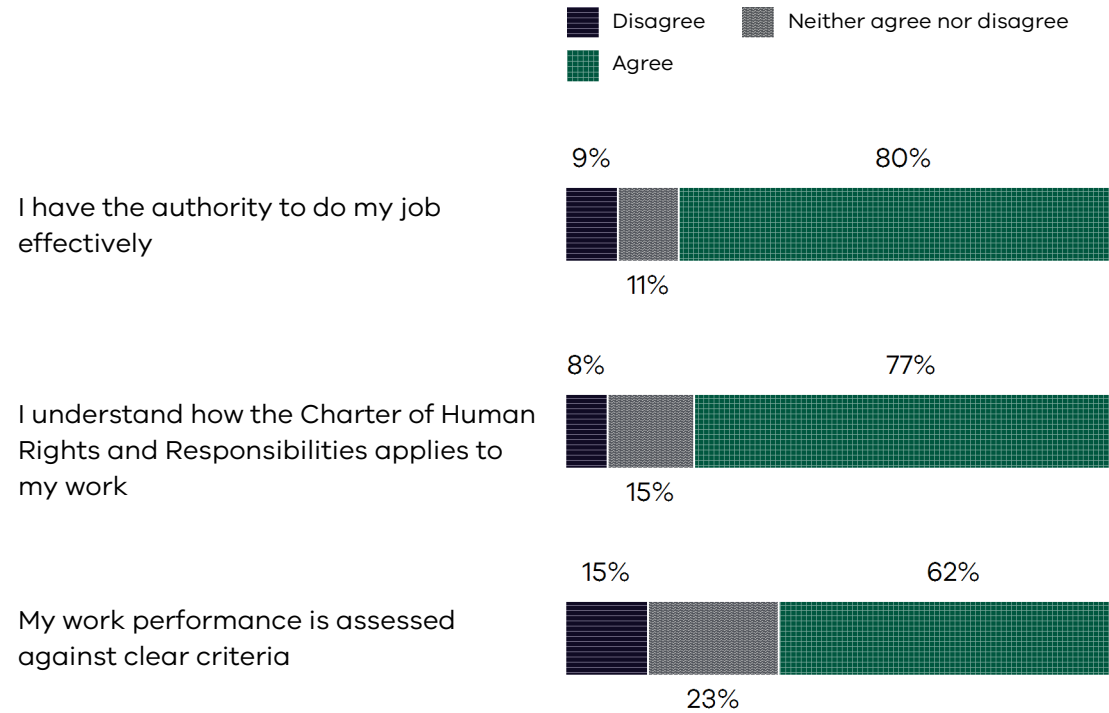
#### Example

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

### Survey question

### Your results

### Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
76 %	80 %	67 %	76 %	81 %
78 %	77 %	68 %	78 %	92 %
Not asked	62 %	52 %	62 %	77 %

## Job and manager factors

### Meaningful work

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

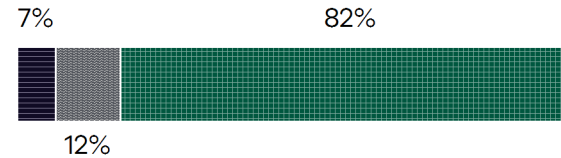
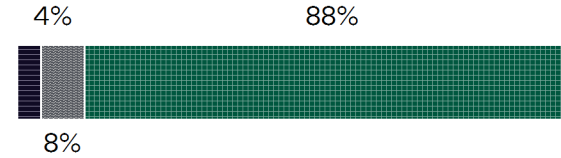
88% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

### Survey question

I feel that I can make a worthwhile contribution at work

I am achieving something important through my work

### Your results



### Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
I feel that I can make a worthwhile contribution at work	Not asked	88 %	75 %	84 %	87 %
I am achieving something important through my work	Not asked	82 %	68 %	80 %	84 %

## Job and manager factors

### Safe to speak up 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

78% of your staff who did the survey agreed or strongly agreed with 'People in your workgroup are able to bring up problems and tough issues'.

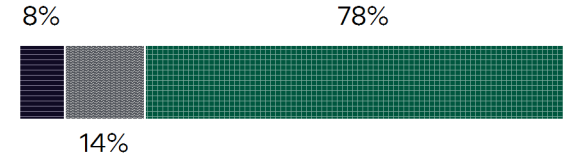
### Survey question

### Your results

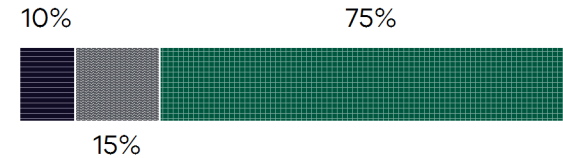
### Benchmark agree results



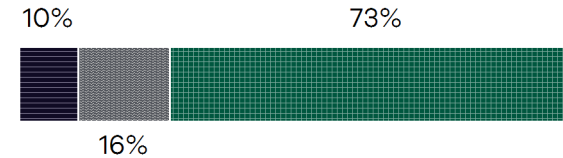
People in your workgroup are able to bring up problems and tough issues



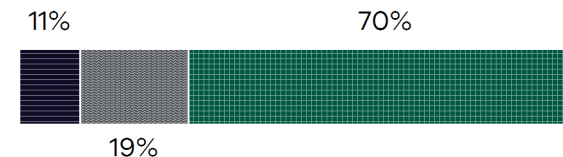
I am confident that I would be protected from reprisal for reporting improper conduct



I feel safe to challenge inappropriate behaviour at work



I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner



You	Comparator				
	2019	2021	Lowest	Average	Highest
Not asked	78 %	63 %	63 %	74 %	77 %
63 %	75 %	46 %	65 %	76 %	
Not asked	73 %	51 %	51 %	65 %	76 %
59 %	70 %	40 %	58 %	70 %	



## Job and manager factors

### Safe to speak up 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

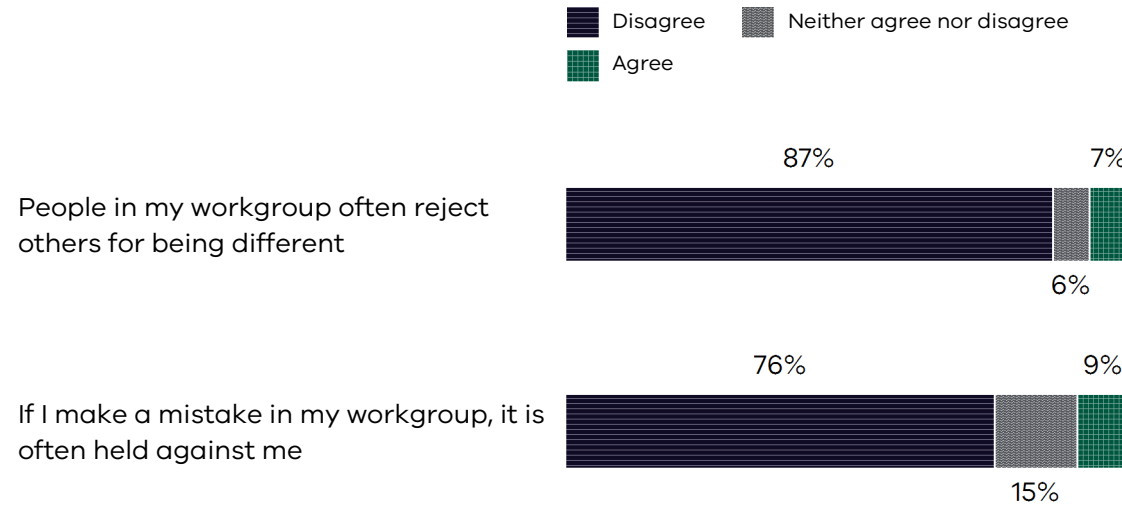
#### Example

87% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

## Survey question

## Your results

## Benchmark disagree results



	You		Comparator		
	2019	2021	Lowest	Average	Highest
People in my workgroup often reject others for being different	Not asked	87 %	74 %	84 %	87 %
If I make a mistake in my workgroup, it is often held against me	Not asked	76 %	63 %	74 %	78 %

## Job and manager factors

### Barriers to optimal work

#### What this is

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

#### Why this is important

Workplace barriers prevent employees from working efficiently and effectively.

#### How to read this

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

#### Example

41% of staff who did the survey said 'Too many competing priorities' was a significant barrier to performing optimally at work.

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

	You 2021	Comparator 2021	Public sector 2021
Too many competing priorities	41%	39%	36%
Decision making and authorisation processes	30%	29%	23%
Technology limitations	18%	17%	20%
Limited social interactions with the team	17%	14%	11%
Difficulties in separating work from other aspects of my life	15%	13%	10%
There are no noticeable barriers	15%	15%	18%
Absence of visibility of team progress and deliverables	14%	10%	9%
Communication processes	14%	15%	19%
Poor work-life balance	13%	13%	12%
Administrative processes (including leave and HR requirements)	12%	22%	19%

# People matter

## survey 2021

Have your say

### Report overview

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

### People outcomes

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

### Key differences

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

### Taking action

- Taking action questions

### Senior leadership

- Senior leadership questions

### Organisational climate

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

### Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

### Job and manager factors

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

### Public sector values

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

### Custom questions

- Questions requested by your organisation

### Demographics

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

## Public sector values

### Scorecard 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

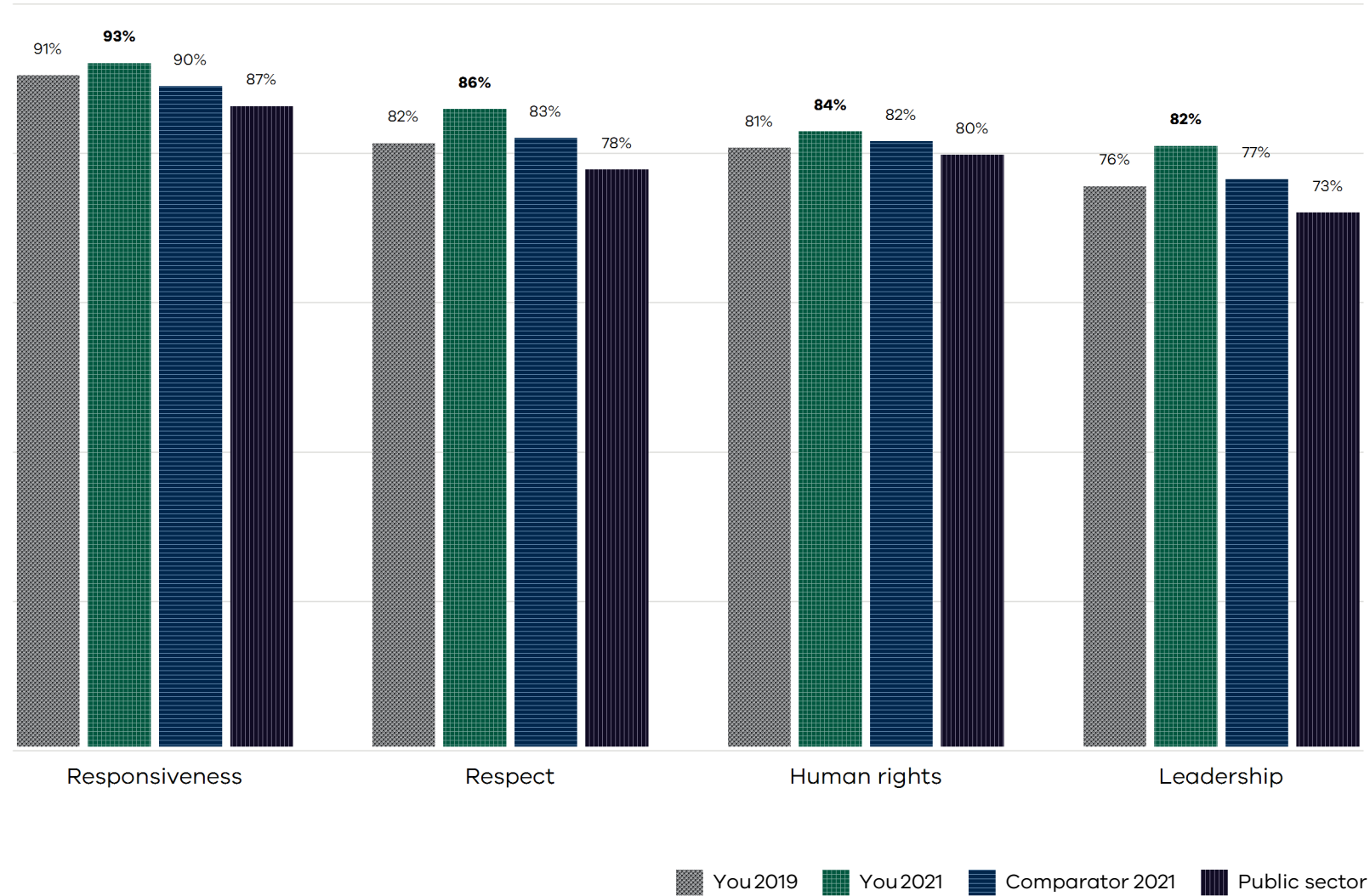
#### Example

In 2021:

- 93% of your staff who did the survey responded positively to questions about Responsiveness, which is up 2% in 2019.

Compared to:

- 90% of staff at your comparator and 87% of staff across the public sector.



## Public sector values

### Scorecard 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

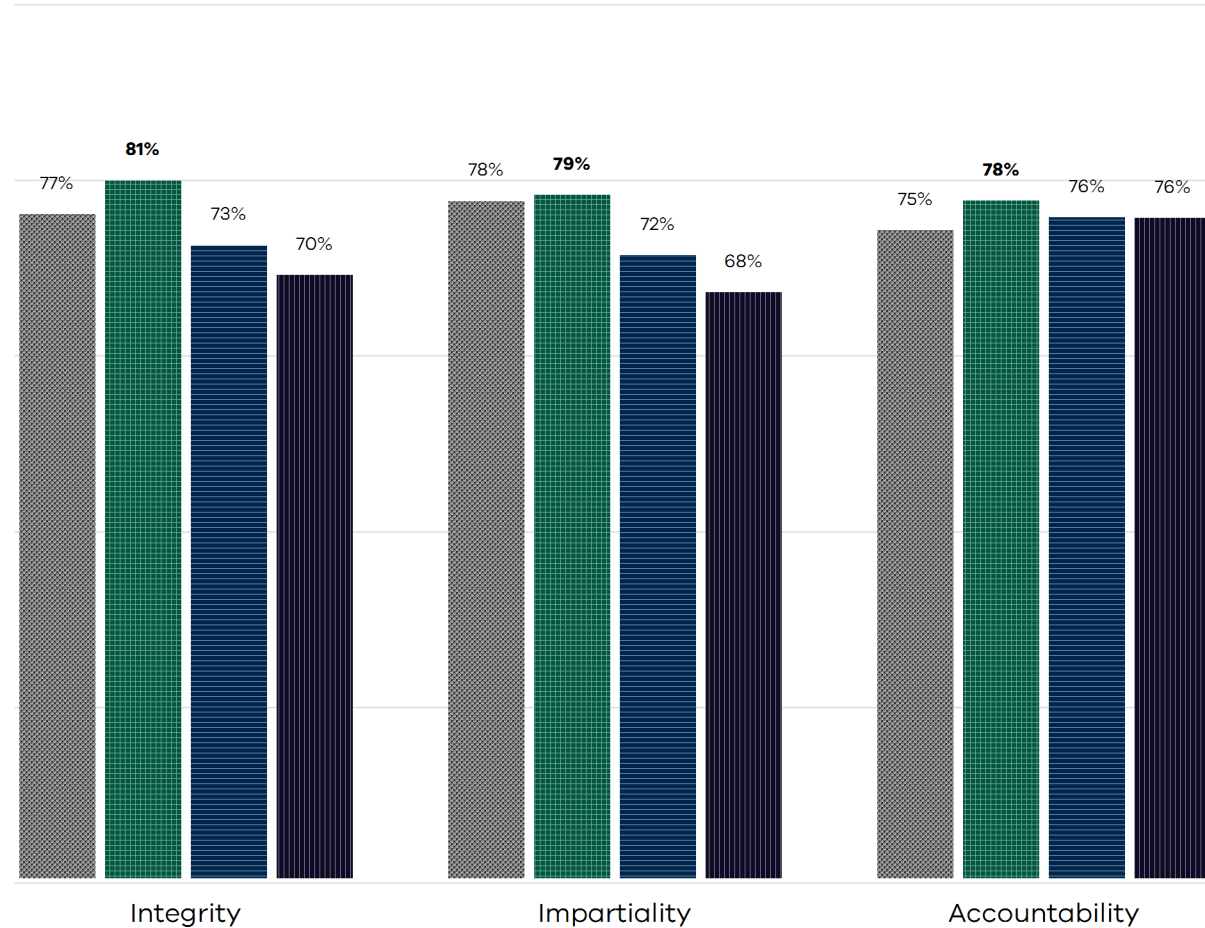
#### Example

In 2021:

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

Compared to:

- 73% of staff at your comparator and 70% of staff across the public sector.



■ You 2019 ■ You 2021 ■ Comparator 2021 ■ Public sector 2021

## Public sector values

### Responsiveness

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

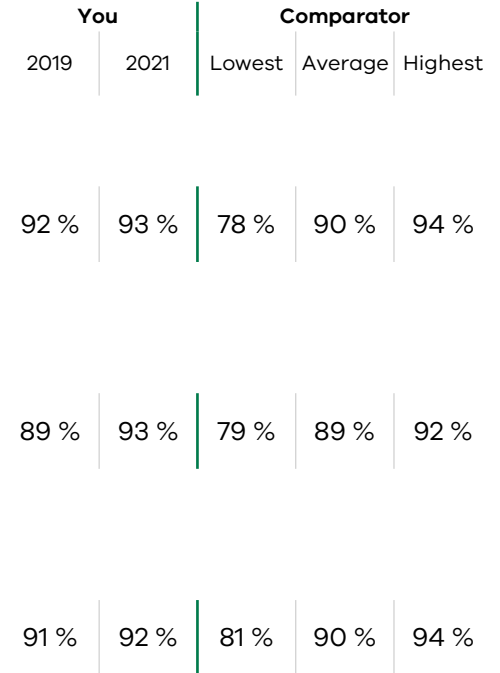
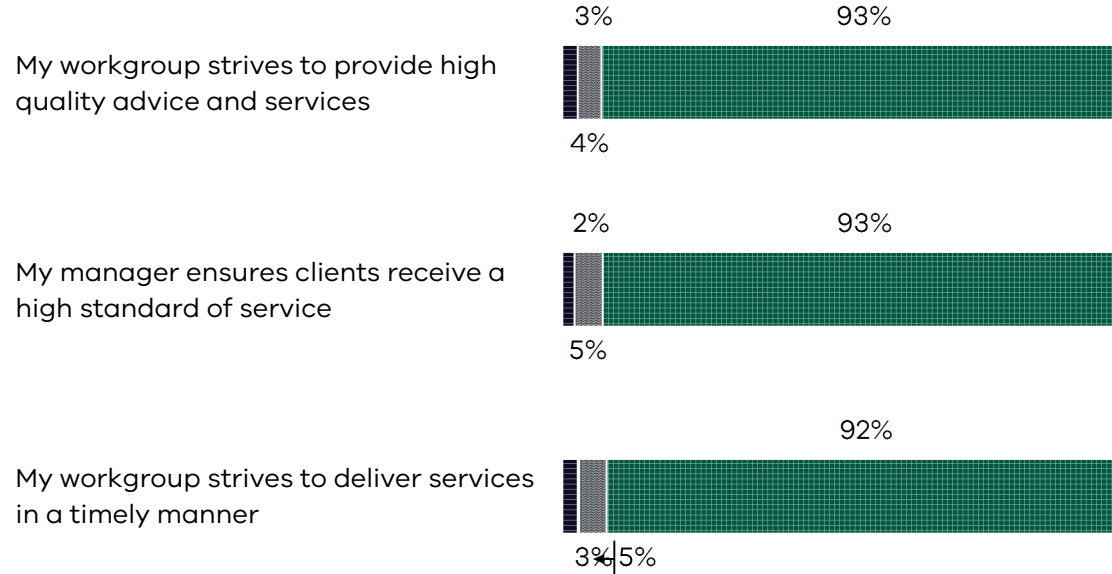
#### Example

93% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

### Survey question

### Your results

### Benchmark agree results



## Public sector values

### Integrity 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

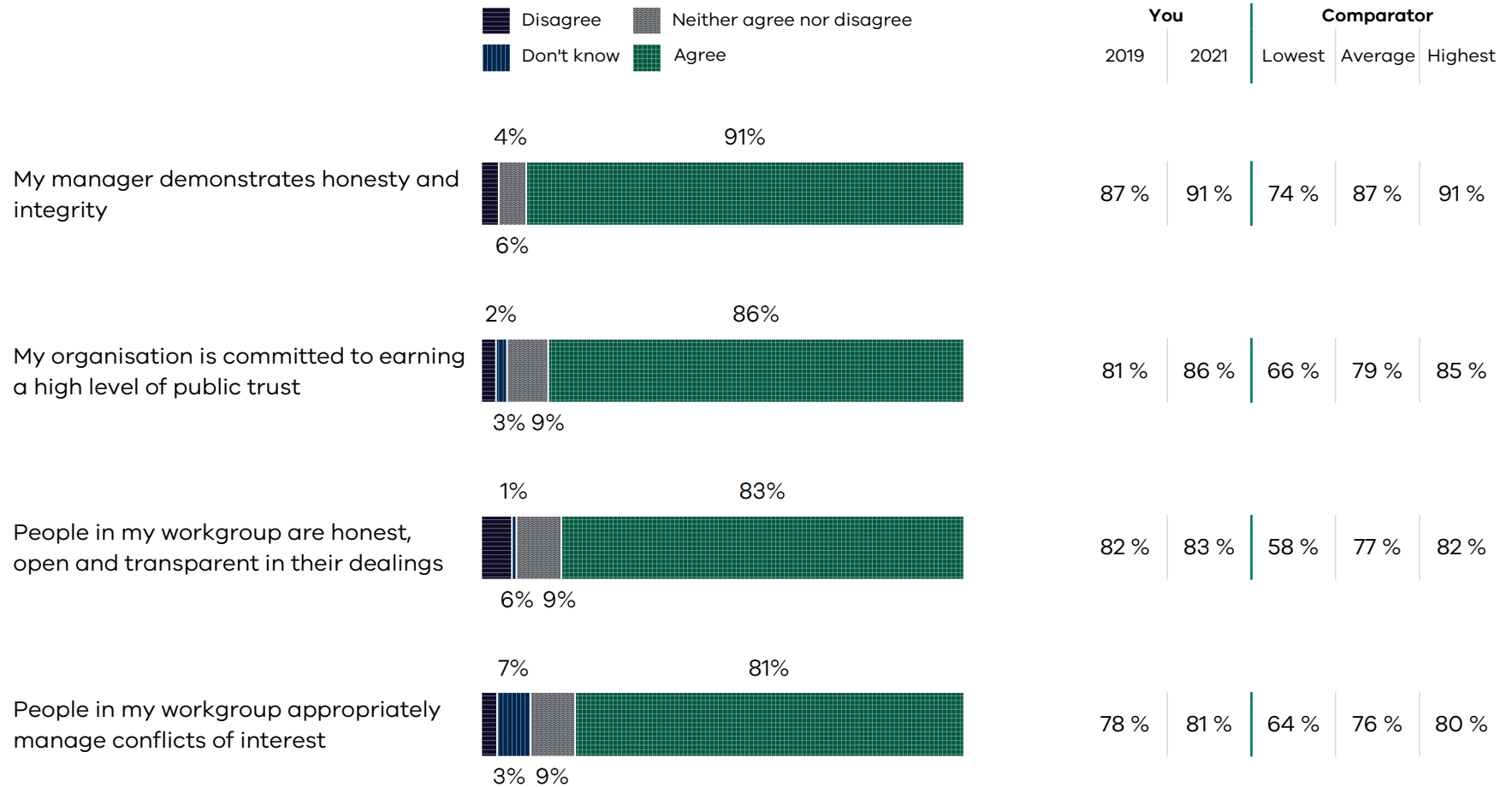
#### Example

91% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

### Survey question

### Your results

### Benchmark agree results





## Public sector values

### Integrity 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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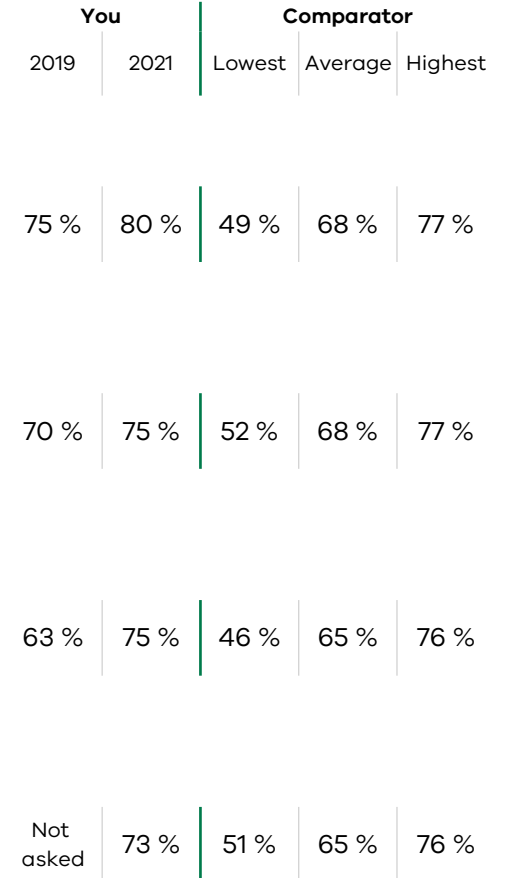
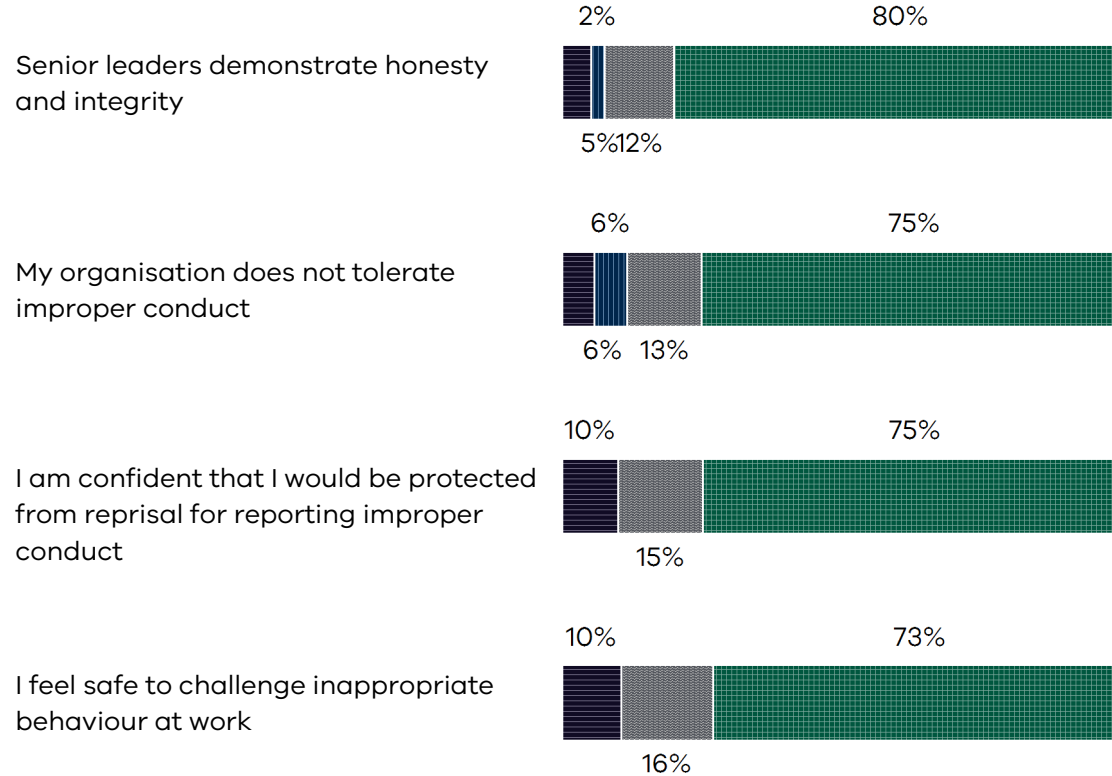
#### Example

80% of staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

### Survey question

### Your results

### Benchmark agree results



## Public sector values

### Impartiality

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

86% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

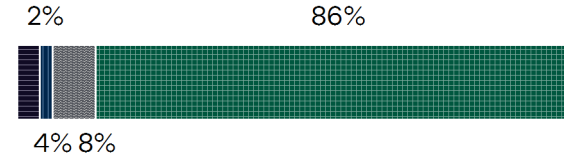
### Survey question

### Your results

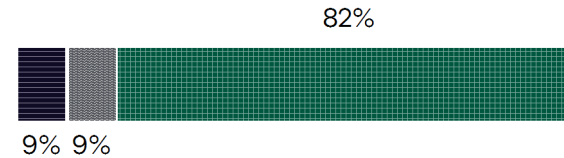
### Benchmark agree results



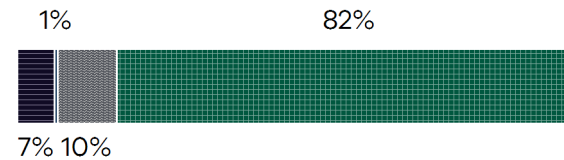
People in my workgroup are politically impartial in their work



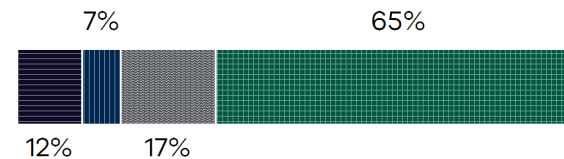
My workgroup focuses on making decisions informed by all relevant facts



My workgroup places a priority on acting fairly and without bias



My organisation makes fair recruitment and promotion decisions, based on merit



You		Comparator		
2019	2021	Lowest	Average	Highest
86 %	86 %	65 %	78 %	85 %
85 %	82 %	66 %	79 %	83 %
83 %	82 %	63 %	78 %	83 %
59 %	65 %	37 %	54 %	64 %

## Public sector values

### Accountability 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

90% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

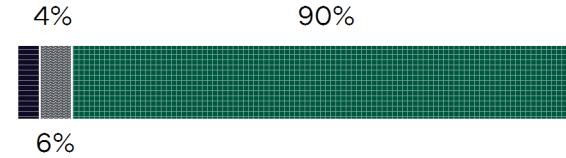
### Survey question

### Your results

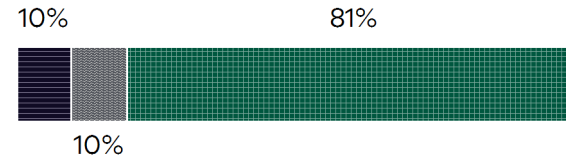
### Benchmark agree results



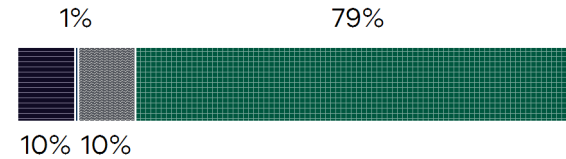
I understand how my job contributes to my organisation's purpose



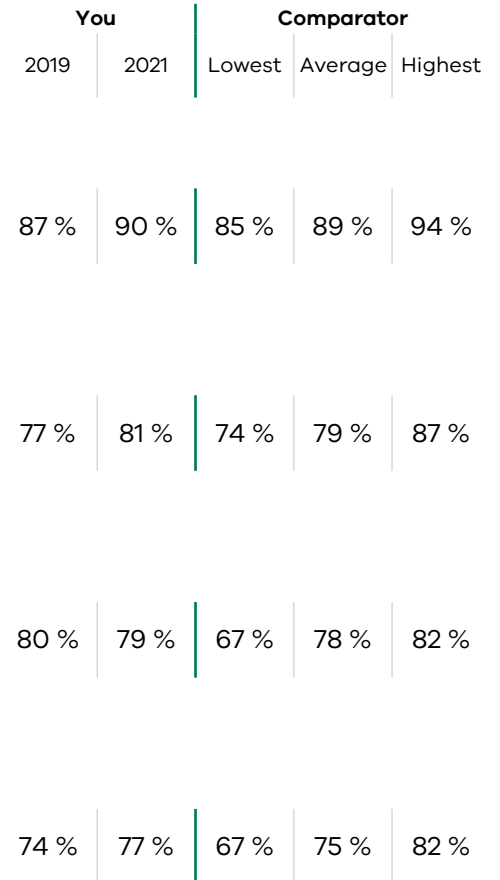
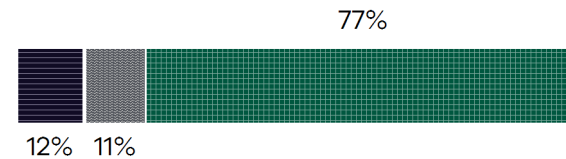
I clearly understand what I am expected to do in this job



My workgroup strives to make the best use of its resources



My workgroup has clear lines of responsibility



## Public sector values

### Accountability 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

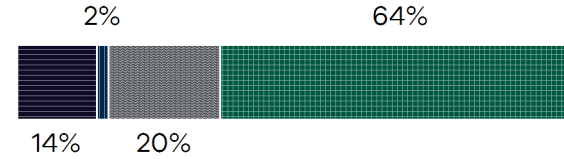
#### Example

64% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

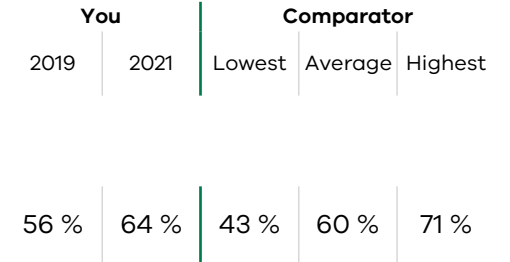
## Survey question

Senior leaders provide clear strategy and direction

## Your results



## Benchmark agree results



## Public sector values

### Respect 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

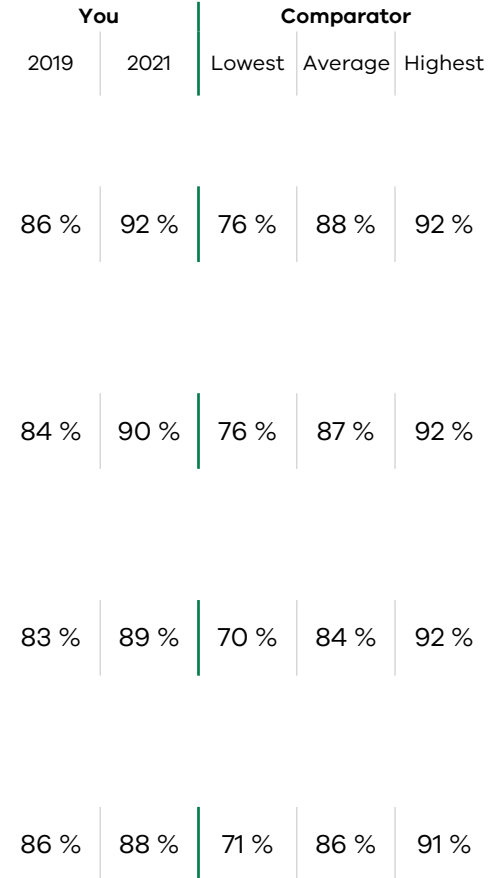
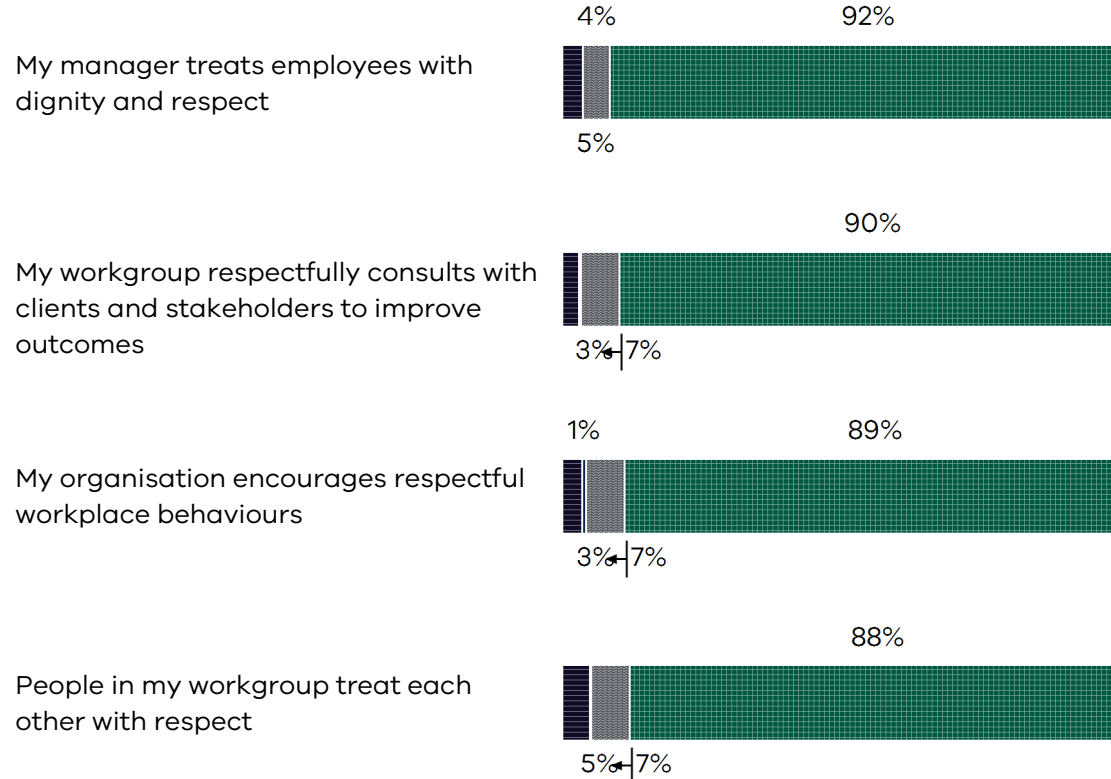
#### Example

92% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

### Survey question

### Your results

### Benchmark agree results



## Public sector values

### Respect 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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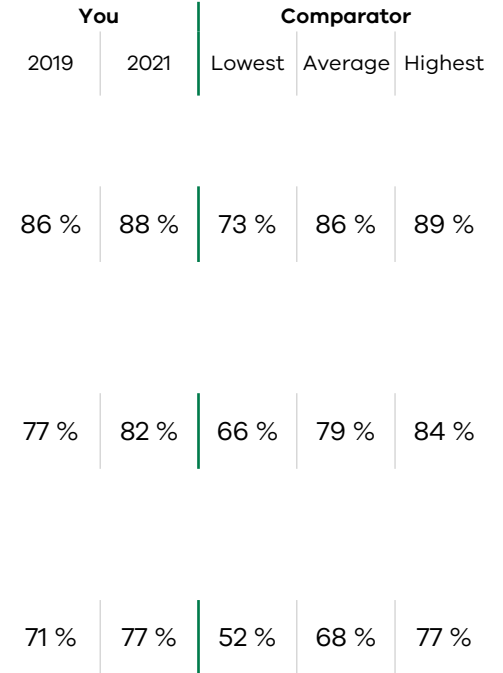
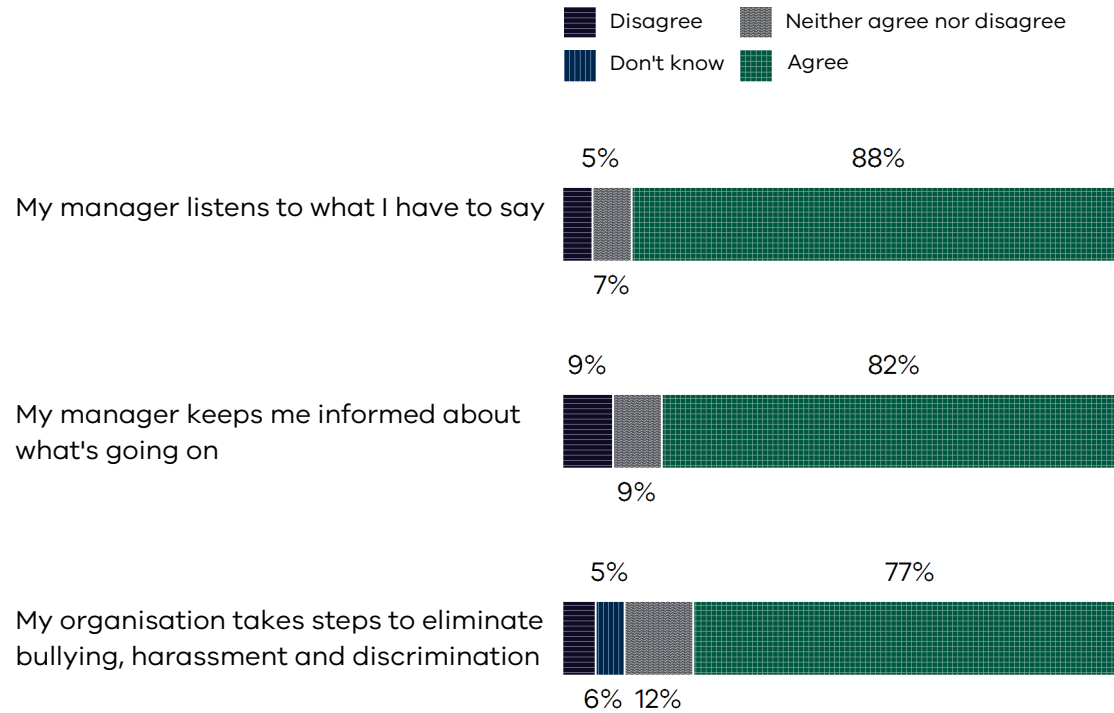
#### Example

88% of staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

### Survey question

### Your results

### Benchmark agree results



## Public sector values

### Leadership

#### What this is

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

#### Why this is important

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

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

#### How to read this

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

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

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

#### Example

88% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

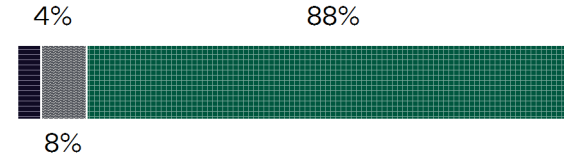
### Survey question

### Your results

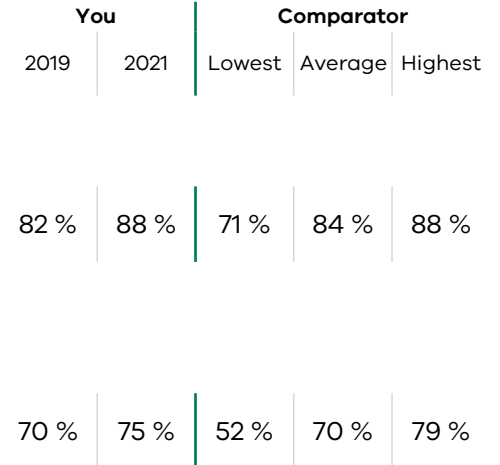
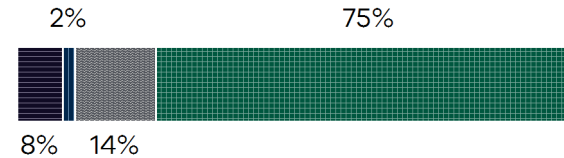
### Benchmark agree results



My manager models my organisation's values



Senior leaders model my organisation's values





## Public sector values

### Human rights

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

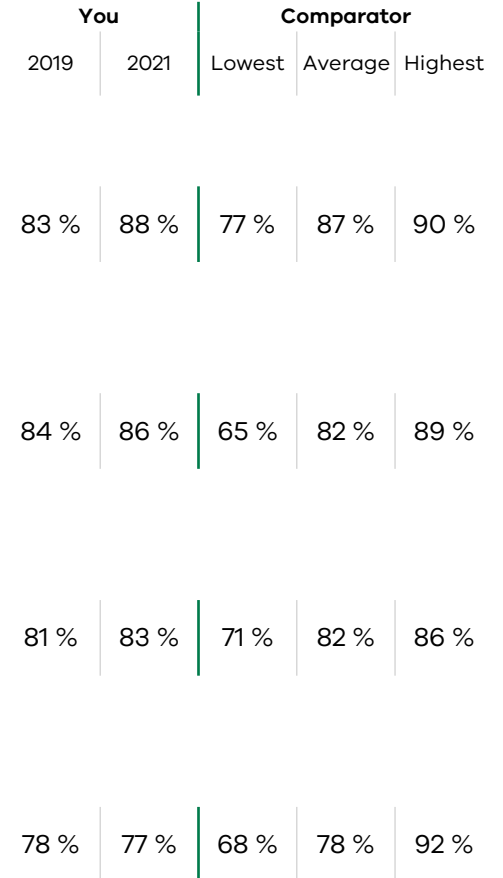
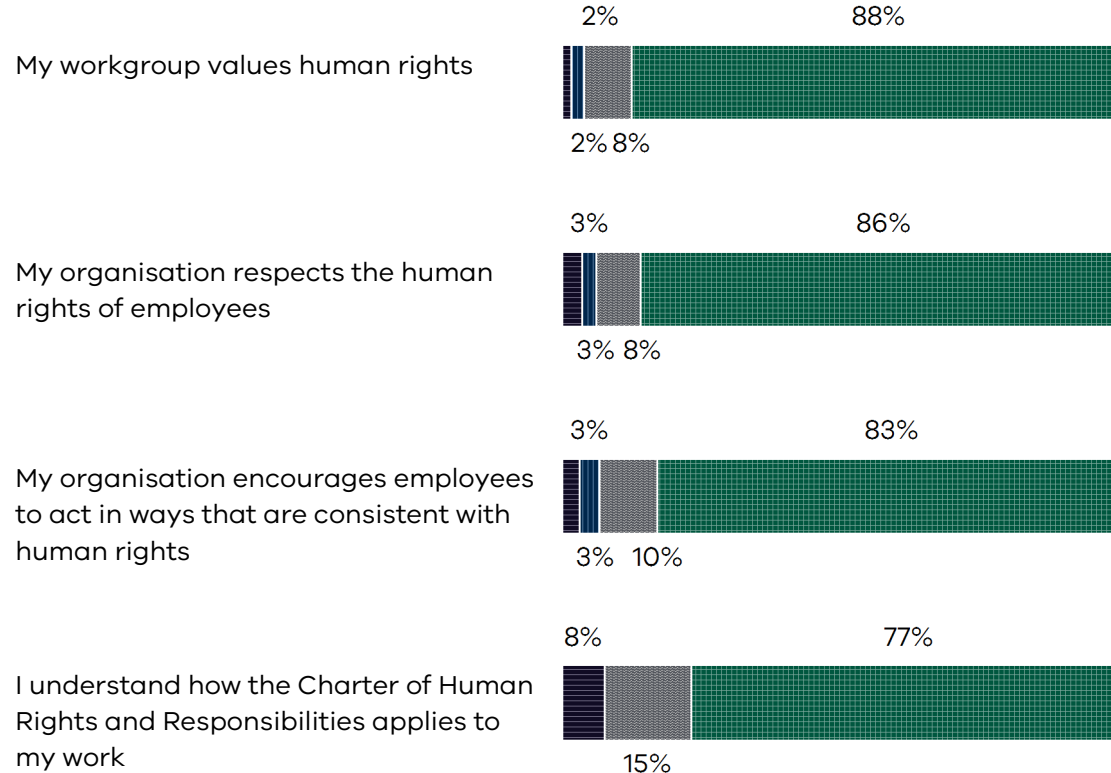
#### Example

88% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

### Survey question

### Your results

### Benchmark agree results



# People matter

## survey 2021

Have your say

### Report overview

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

### People outcomes

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

### Key differences

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

### Taking action

- Taking action questions

### Senior leadership

- Senior leadership questions

### Organisational climate

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

### Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

### Job and manager factors

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

### Public sector values

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

### Custom questions

- Questions requested by your organisation

### Demographics

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

## Custom questions

### What this is

Your organisation asked 5 custom questions as part of the 2021 survey. In this report, we've only included results for 4 custom questions, as your other custom question results contain sensitive information that only specific people in your organisation can see.

### Why this is important

By asking custom questions, organisations make the survey more meaningful to their needs.

### How to read this

Under 'Your results' in descending order, you can see the percentage of staff who agreed or disagreed with each question.

In this report, 'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

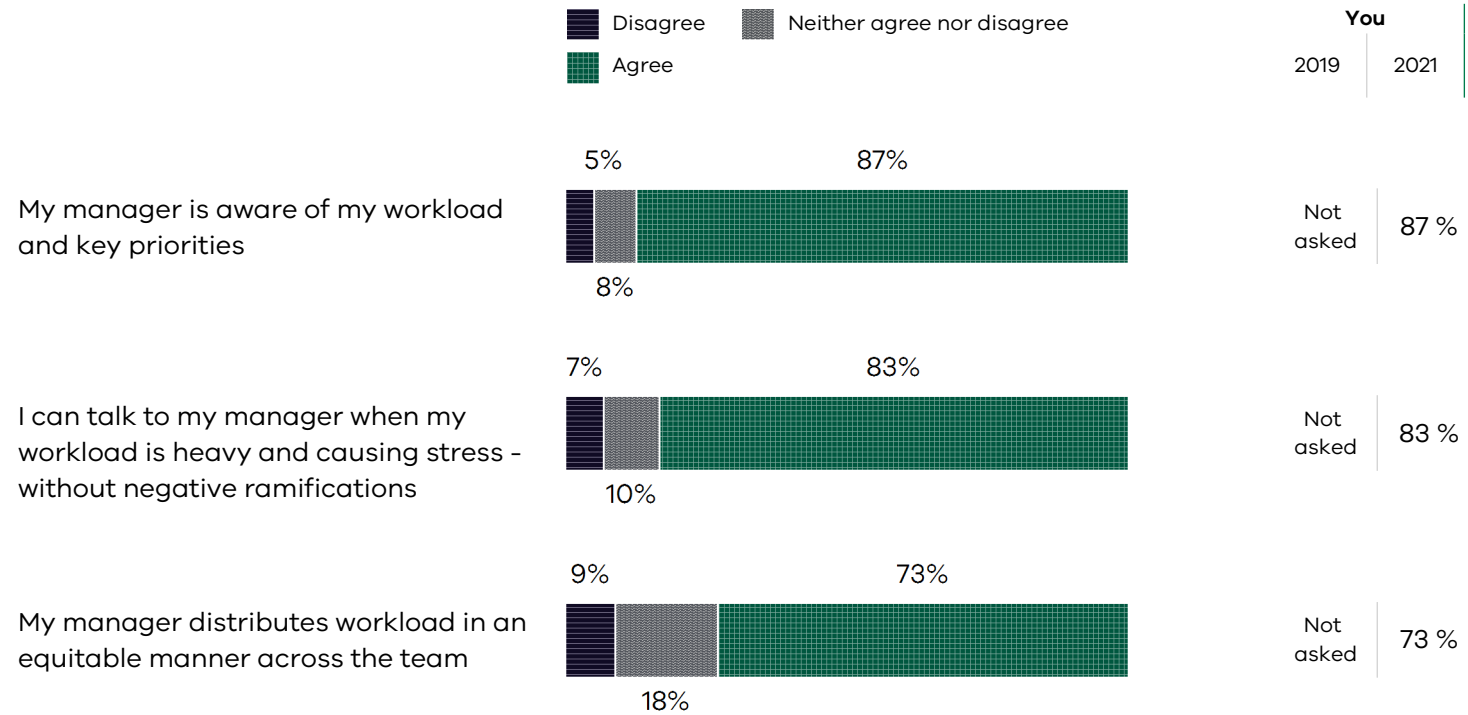
### Example

87% of staff who did the survey agreed or strongly agreed with 'My manager is aware of my workload and key priorities'.

## Survey question

## Your results

## Benchmark results



## Custom questions

### What this is

Your organisation asked 5 custom questions as part of the 2021 survey. In this report, we've only included results for 4 custom questions, as your other custom question results contain sensitive information that only specific people in your organisation can see.

### Why this is important

By asking custom questions, organisations make the survey more meaningful to their needs.

### How to read this

The table shows your responses to the question 'What are the main causes of your workload pressure'.

### Example

45% of staff who did the survey responded 'Tight deadlines' to the question.

## What are the main causes of your workload pressure

You  
2021

Tight deadlines	45%
Insufficient staffing	40%
Reliance on people outside my team to progress my work	21%
Authorising environment, i.e. too many layers of review	21%
Technology	19%
Manual processes	15%
Leadership	13%
Lack of capability in my team	9%
Other	9%
Organisational change	8%

# People matter

## survey 2021

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### Key differences

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- Taking action questions

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- Senior leadership questions

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- Organisational integrity
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- Quality service delivery
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- Manager leadership
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- Job enrichment
- Meaningful work
- Safe to speak up
- Barriers to optimal work

### Public sector values

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

### Custom questions

- Questions requested by your organisation

### Demographics

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

## Demographics

### Age, Australian defence force and education

#### What this is

These are the employment characteristics of staff.

#### Why this is important

This helps organisations understand the diversity of their staff.

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

To protect you, we:

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

Age	(n)	%
15-34 years	<b>167</b>	31%
35-54 years	<b>225</b>	41%
55+ years	<b>74</b>	14%
Prefer not to say	<b>80</b>	15%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	<b>9</b>	2%
No	<b>486</b>	89%
Prefer not to say	<b>51</b>	9%

Highest level of formal education	(n)	%
Doctoral Degree level	<b>12</b>	2%
Master Degree level	<b>134</b>	25%
Graduate Diploma or Graduate Certificate level	<b>69</b>	13%
Bachelor Degree level incl. honours degrees	<b>198</b>	36%
Advanced Diploma or Diploma level	<b>22</b>	4%
Certificate III or IV level	<b>16</b>	3%
Year 12 or equivalent (VCE/Leaving certificate)	<b>21</b>	4%
Lower than Certificate I or equivalent	<b>3</b>	1%
Prefer not to say	<b>71</b>	13%

## Demographics

### Aboriginal and/or Torres Strait Islander employees

#### What this is

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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### Aboriginal and/or Torres Strait Islander

	(n)	%
Yes	3	1%
Non Aboriginal and/or Torres Strait Islander	498	91%
Prefer not to say	45	8%



## Demographics

### Disability

#### What this is

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

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

	(n)	%
Yes	22	4%
No	461	84%
Prefer not to say	63	12%

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

	(n)	%
Yes	13	59%
No	8	36%
Prefer not to say	1	5%

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

	(n)	%
My disability does not impact on my ability to perform my role	4	50%
I do not require any adjustments to be made to perform my role	3	38%
Other	1	13%

## Demographics

### Gender, variations in sex characteristics and sexual orientation

#### What this is

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

How would you describe your gender?	(n)	%
Woman	<b>248</b>	45%
Man	<b>214</b>	39%
Prefer not to say	<b>80</b>	15%
Non-binary and I use a different term	<b>4</b>	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	<b>2</b>	0%
No	<b>472</b>	86%
Prefer not to say	<b>72</b>	13%

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

	(n)	%
Yes	<b>1</b>	0%
No	<b>458</b>	84%
Don't know	<b>20</b>	4%
Prefer not to say	<b>67</b>	12%

### How do you describe your sexual orientation?

	(n)	%
Straight (heterosexual)	<b>395</b>	72%
Prefer not to say	<b>113</b>	21%
Gay or lesbian	<b>24</b>	4%
Bisexual	<b>6</b>	1%
Pansexual	<b>3</b>	1%
I use a different term	<b>3</b>	1%
Don't know	<b>1</b>	0%
Asexual	<b>1</b>	0%

## Demographics

### Cultural diversity 1 of 3

#### What this is

These are the personal characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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Country of birth	(n)	%
Born in Australia	<b>344</b>	63%
Not born in Australia	<b>117</b>	21%
Prefer not to say	<b>85</b>	16%

When did you first arrive in Australia?*	(n)	%
Less than 1 year ago	<b>1</b>	1%
1 to less than 2 years ago	<b>1</b>	1%
More than 20 years ago	<b>58</b>	50%
2 to less than 5 years ago	<b>6</b>	5%
5 to less than 10 years ago	<b>26</b>	22%
10 to less than 20 years ago	<b>25</b>	21%

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

	(n)	%
Yes	<b>131</b>	24%
No	<b>337</b>	62%
Prefer not to say	<b>78</b>	14%

## Demographics

### Cultural diversity 2 of 3

#### What this is

These are the personal characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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- don't release results when fewer than 10 people in a demographic group have responded to the survey
- don't release employee opinion results for demographic groups where organisations have fewer than 30 responses in total.

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

	(n)	%
Other	35	27%
Mandarin	25	19%
Cantonese	19	15%
Greek	13	10%
Italian	12	9%
Hindi	11	8%
Vietnamese	10	8%
Arabic	4	3%
Filipino	3	2%
French	3	2%
Punjabi	3	2%
Spanish	3	2%
Korean	2	2%
Macedonian	2	2%
Tagalog	2	2%

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

	(n)	%
German	1	1%
Sinhalese	1	1%
Tamil	1	1%

## Demographics

### Cultural diversity 3 of 3

#### What this is

This is the cultural identity and religion of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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Cultural identity	(n)	%
Australian	<b>338</b>	62%
Prefer not to say	<b>88</b>	16%
East and/or South-East Asian	<b>56</b>	10%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	<b>49</b>	9%
English, Irish, Scottish and/or Welsh	<b>40</b>	7%
South Asian	<b>14</b>	3%
New Zealander	<b>11</b>	2%
Other	<b>11</b>	2%
Middle Eastern and/or North African	<b>7</b>	1%
Central and/or South American	<b>4</b>	1%
North American	<b>3</b>	1%
Aboriginal and/or Torres Strait Islander	<b>3</b>	1%
African (including Central, West, Southern and East African)	<b>3</b>	1%
Central Asian	<b>3</b>	1%
Pacific Islander	<b>2</b>	0%
Maori	<b>1</b>	0%

Religion	(n)	%
No religion	<b>261</b>	48%
Christianity	<b>144</b>	26%
Prefer not to say	<b>108</b>	20%
Hinduism	<b>14</b>	3%
Other	<b>7</b>	1%
Buddhism	<b>6</b>	1%
Judaism	<b>3</b>	1%
Sikhism	<b>2</b>	0%
Islam	<b>1</b>	0%

## Demographics

### Employment characteristics 1 of 2

#### What this is

These are the employment characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

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Working arrangement	(n)	%
Full-Time	<b>490</b>	90%
Part-Time	<b>56</b>	10%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$65k	<b>19</b>	4%
\$65k to \$95k	<b>108</b>	20%
\$95k to \$125k	<b>156</b>	29%
\$125k or more	<b>166</b>	31%
Prefer not to say	<b>83</b>	16%

Organisational tenure	(n)	%
<1 year	<b>114</b>	21%
1 to less than 2 years	<b>87</b>	16%
2 to less than 5 years	<b>124</b>	23%
5 to less than 10 years	<b>80</b>	15%
10 to less than 20 years	<b>104</b>	19%
More than 20 years	<b>37</b>	7%

Management responsibility	(n)	%
Non-manager	<b>369</b>	68%
Other manager	<b>93</b>	17%
Manager of other manager(s)	<b>84</b>	15%

Employment type	(n)	%
Ongoing and executive	<b>448</b>	82%
Fixed term	<b>84</b>	15%
Other	<b>14</b>	3%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	<b>366</b>	67%
I have moved to a different role within my organisation (including acting roles)	<b>100</b>	18%
I have moved to my role from a different Victorian public sector organisation	<b>51</b>	9%
I have moved to my role from outside the Victorian public sector	<b>29</b>	5%

## Demographics

### Employment characteristics 2 of 2

#### What this is

These are the employment characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

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

	(n)	%
Melbourne: Suburbs	301	55%
Melbourne CBD	219	40%
Other city or town	16	3%
Ballarat	3	1%
Geelong	3	1%
Latrobe	2	0%
Outside Victoria	2	0%

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

	(n)	%
Home/private location	406	74%
A main office	126	23%
Other (please specify)	7	1%
A frontline or service delivery location (that is not a main office or home/private location)	5	1%
A hub/shared work space	2	0%

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

	(n)	%
A main office	361	66%
Home/private location	242	44%
No, I have not worked from any other locations	41	8%
A hub/shared work space	6	1%
Other	4	1%
A frontline or service delivery location (that is not a main office or home/private location)	1	0%



## Demographics

### Adjustments

#### What this is

These are adjustments staff requested to perform in their role.

#### Why this is important

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

#### How to read this

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

	(n)	%
No, I have not requested adjustments	<b>395</b>	72%
Flexible working arrangements	<b>105</b>	19%
Physical modifications or improvements to the workplace	<b>60</b>	11%
Job redesign or role sharing	<b>4</b>	1%
Career development support strategies	<b>3</b>	1%
Accessible communications technologies	<b>2</b>	0%
Other	<b>1</b>	0%

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

	(n)	%
Health	<b>64</b>	42%
Work-life balance	<b>58</b>	38%
Caring responsibilities	<b>46</b>	30%
Family responsibilities	<b>39</b>	26%
Study commitments	<b>12</b>	8%
Other	<b>9</b>	6%
Disability	<b>3</b>	2%

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

	(n)	%
The adjustments I needed were made and the process was satisfactory	<b>125</b>	83%
The adjustments I needed were not made	<b>14</b>	9%
The adjustments I needed were made but the process was unsatisfactory	<b>12</b>	8%

## Demographics

### Caring

#### What this is

These are staff-reported caring responsibilities.

#### Why this is important

This shows organisations what caring responsibilities their staff have.

#### How to read this

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

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

#### How we protect anonymity and privacy

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Caring responsibility	(n)	%
None of the above	<b>244</b>	45%
Primary school aged child(ren)	<b>97</b>	18%
Prefer not to say	<b>80</b>	15%
Secondary school aged child(ren)	<b>60</b>	11%
Frail or aged person(s)	<b>45</b>	8%
Child(ren) - younger than preschool age	<b>44</b>	8%
Preschool aged child(ren)	<b>27</b>	5%
Person(s) with a mental illness	<b>16</b>	3%
Person(s) with a medical condition	<b>14</b>	3%
Person(s) with disability	<b>9</b>	2%
Other	<b>5</b>	1%



**Victorian  
Public Sector  
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