People matter survey 2021

Have your say

East Gippsland Catchment Management Authority
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 73% of this year's survey with your previous results.

Rounding of percentages

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

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

Survey questions and definitions

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

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Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

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

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

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

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Corangamite Catchment Management Authority

Glenelg Hopkins Catchment Management Authority

Goulburn Broken Catchment Management Authority

Mallee Catchment Management Authority

North Central Catchment Management Authority

North East Catchment Management Authority

Port Phillip and Westernport Catchment Management Authority

West Gippsland Catchment Management Authority

Wimmera Catchment Management Authority

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		2021	
67% (20)		53% (17)	
Comparator	85%	Comparator	76%
Public Sector	46%	Public Sector	39%

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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	
71	
Comparator	75
Public Sector	67

2021	
72	
Comparator	79
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 72.

Why this is important

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

How to read this

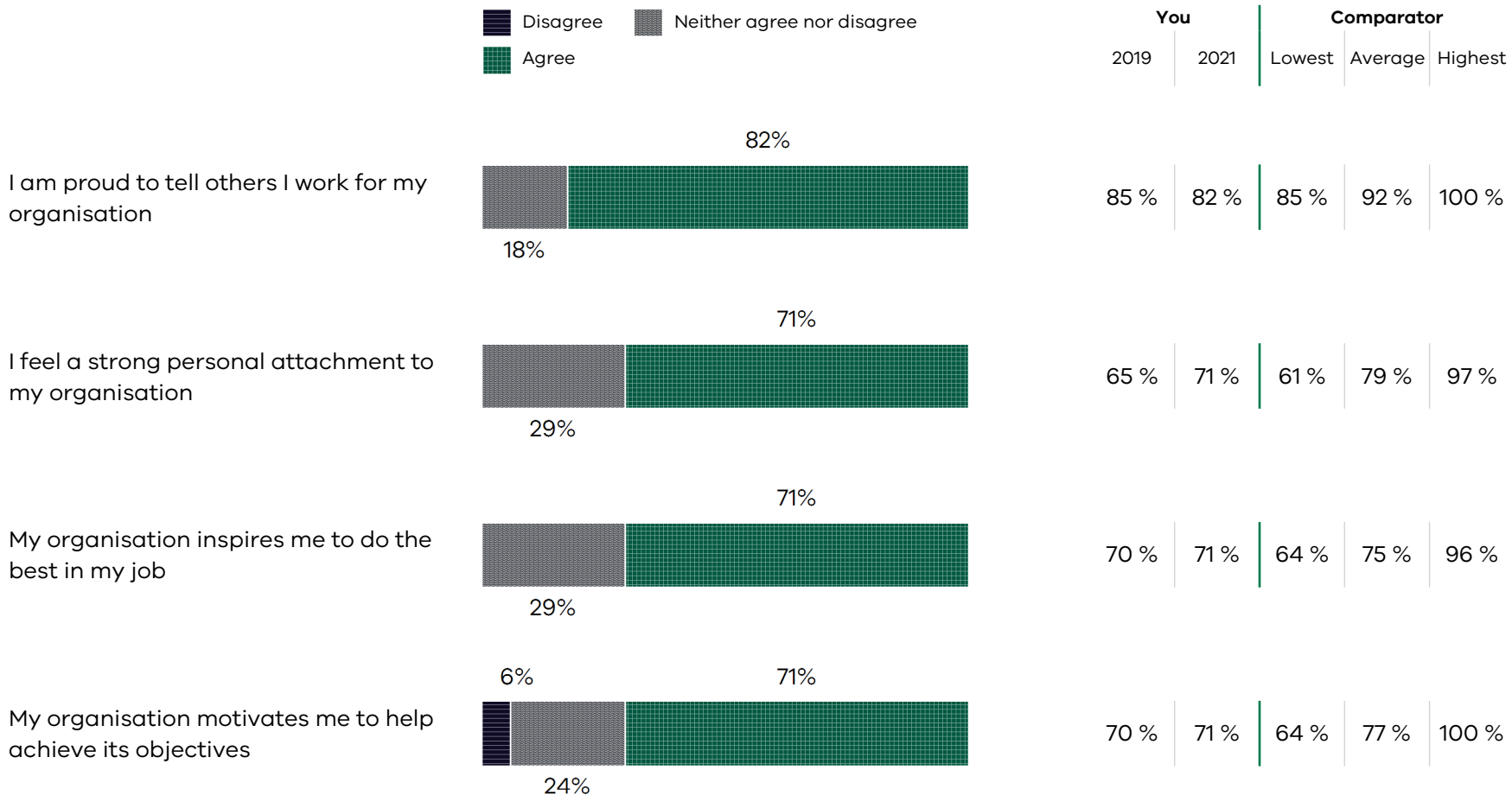
Under 'Your results', see results for each question in descending order by most agreed.

'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

82% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.



People outcomes

Engagement question results 2 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 72.

Why this is important

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

How to read this

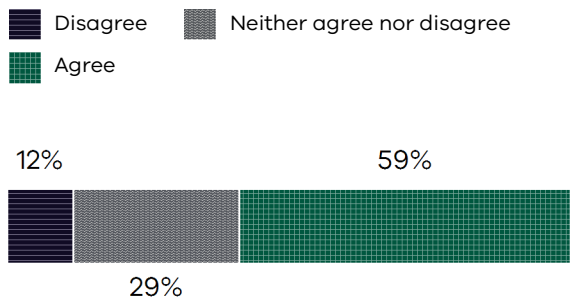
Under 'Your results', see results for each question in descending order by most agreed.

'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

59% of your staff who did the survey agreed or strongly agreed with 'I would recommend my organisation as a good place to work'.

Survey question	Your results	Benchmark agree results				
		You		Comparator		
		2019	2021	Lowest	Average	Highest
I would recommend my organisation as a good place to work		70 %	59 %	73 %	90 %	100 %

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.

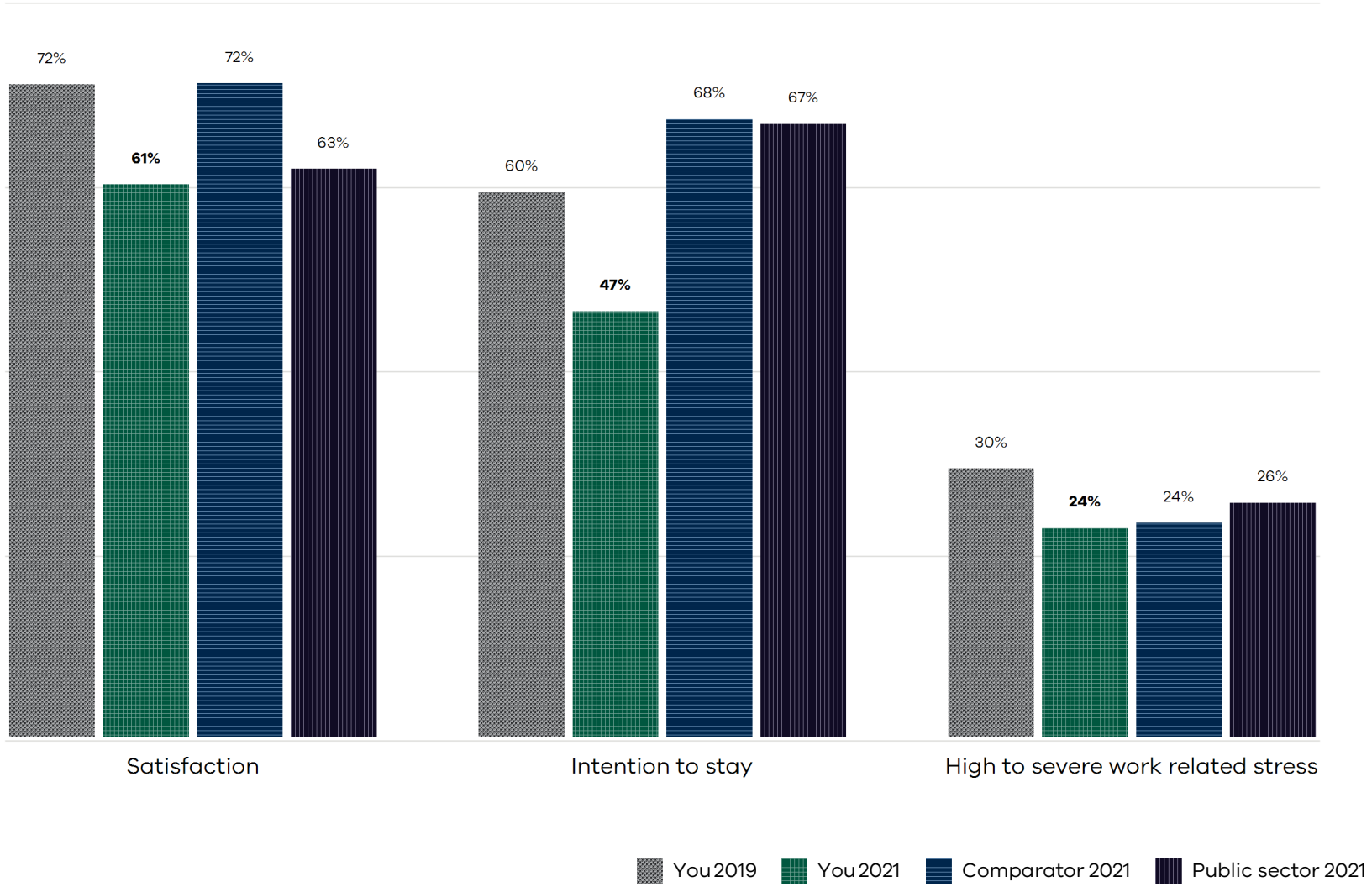
Example

In 2021:

- 61% of your staff who did the survey responded positively to questions about Satisfaction which is down from 72% in 2019.

Compared to:

- 72% 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

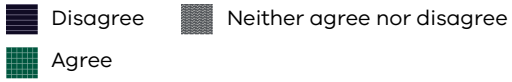
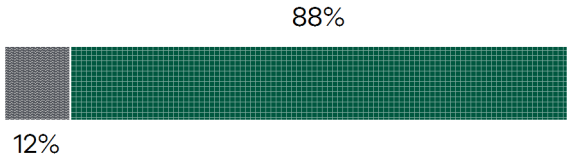
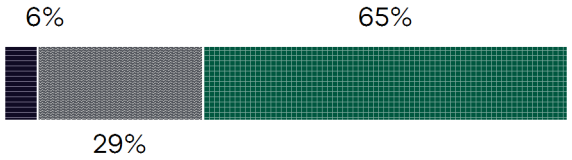
Under 'Your results', see results for each question in descending order by most agreed.

'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

88% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

Survey question	Your results	Benchmark agree results				
		You		Comparator		
		2019	2021	Lowest	Average	Highest
I enjoy the work in my current job		85 %	88 %	79 %	87 %	100 %
I get a sense of accomplishment from my work		85 %	65 %	79 %	86 %	100 %

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

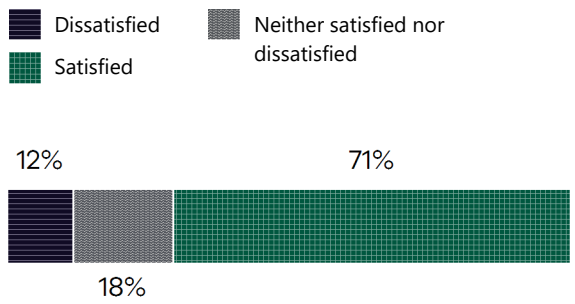
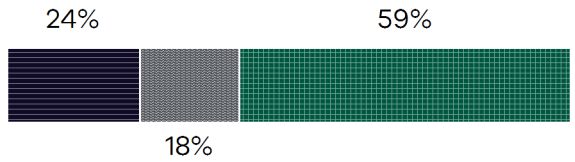
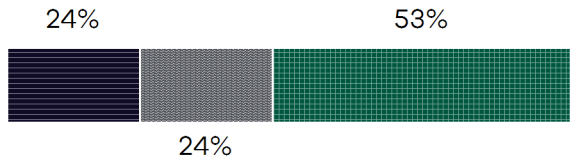
Under 'Your results', see results for each question in descending order by most satisfied.

'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

71% 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				
		You		Comparator		
		2019	2021	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job		65 %	71 %	70 %	81 %	100 %
How satisfied are you with the work-life balance in your current job		75 %	59 %	64 %	76 %	91 %
How satisfied are you with your career development within your current organisation		75 %	53 %	42 %	59 %	83 %

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.

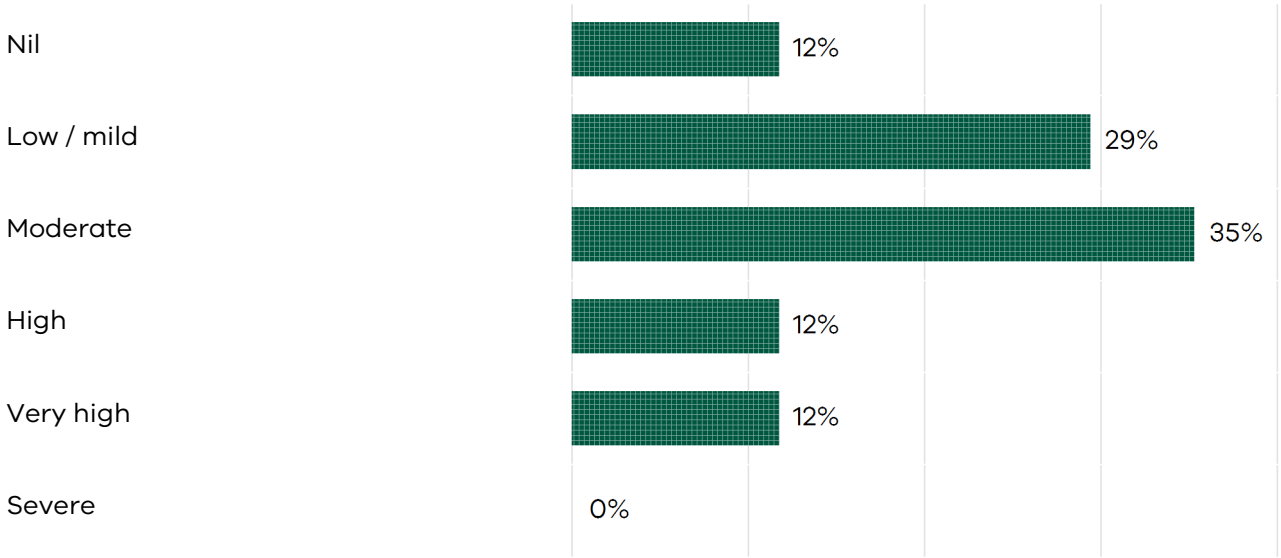
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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

24% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 24% 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

2019		2021	
30%		24%	
Comparator	17%	Comparator	24%
Public Sector	22%	Public Sector	26%

People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

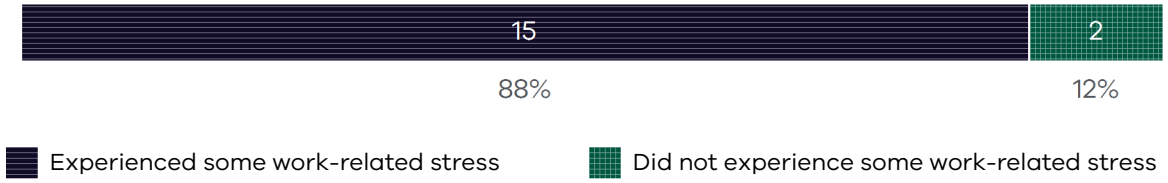
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

Example

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

Of that 88%, 60% said the top reason was 'Workload'.



Of those that experienced work related stress it was from ...	You 2021	Comparator 2021	Public sector 2021
Workload	60%	55%	51%
Unclear job expectations	33%	13%	11%
Working from home	33%	14%	4%
Time pressure	27%	51%	42%
Other changes due to COVID-19	20%	16%	15%
Content, variety, or difficulty of work	13%	15%	12%
Management of work (e.g. supervision, training, information, support)	13%	8%	13%
Organisation or workplace change	13%	15%	11%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	13%	7%	12%
Work that doesn't match my skills or experience	13%	6%	7%

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.

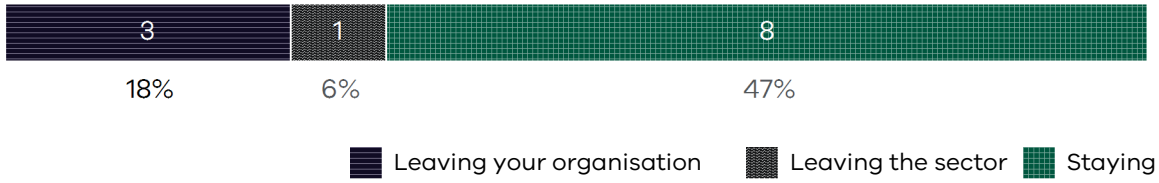
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

Example

24% of your staff who did the survey said they intended to leave.

Of that 24%, 75% said it was from 'Limited opportunities to gain further experience at my organisation'.

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
Limited opportunities to gain further experience at my organisation	75%	36%	33%
Limited developmental/educational opportunities at my organisation	50%	18%	24%
Opportunity to broaden experience	50%	46%	40%
Better location/reduced travel time	25%	16%	13%
Better remuneration	25%	34%	26%
Excessive workload	25%	20%	25%
Lack of organisational stability	25%	4%	18%
Limited future career opportunities at my organisation	25%	50%	42%
Limited recognition for doing a good job	25%	12%	32%
Opportunity to seek/take a promotion elsewhere	25%	40%	33%

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

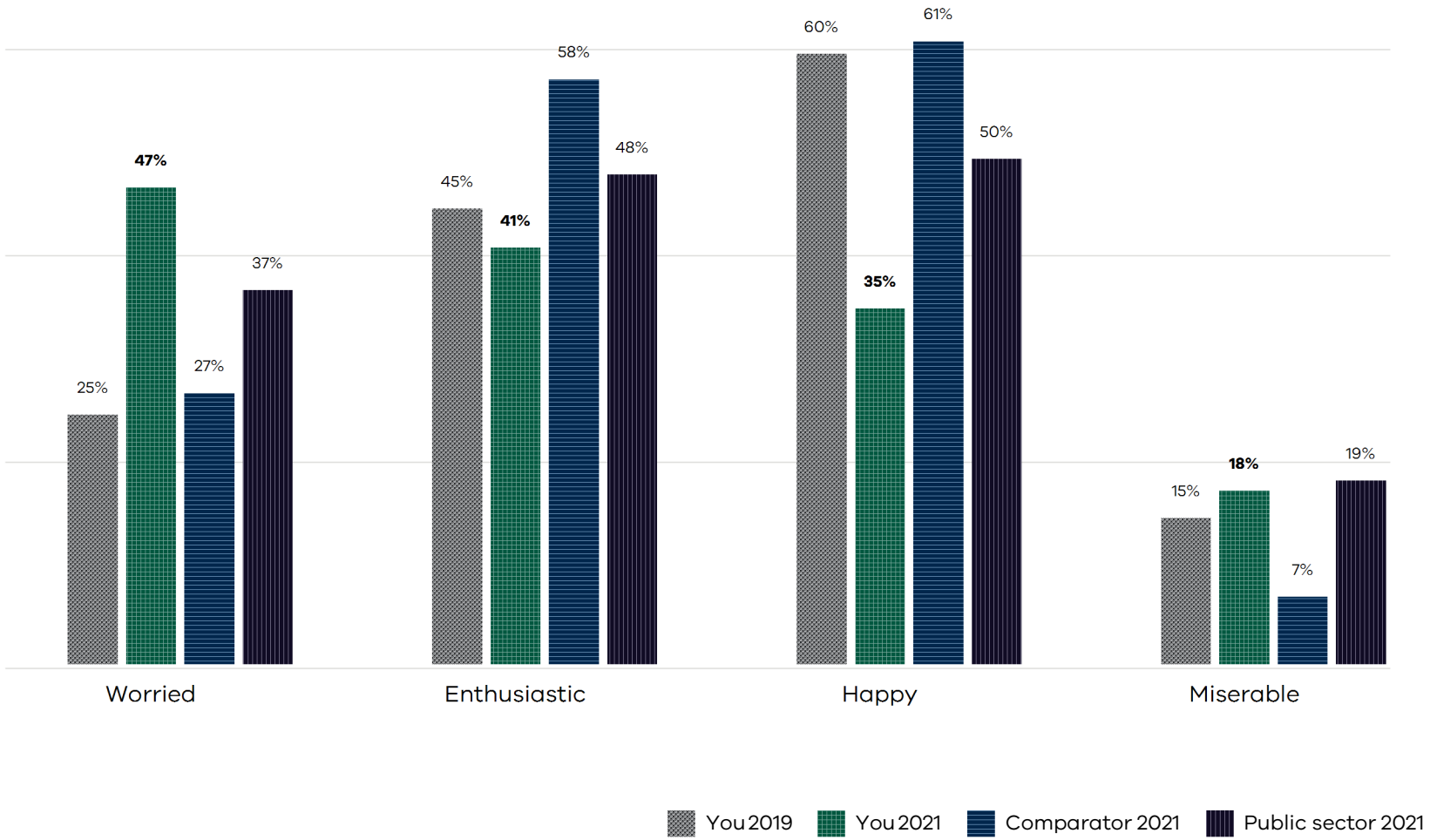
In 2021:

- 35% of your staff who did the survey said work made them feel happy in 2021, which is down from 60% in 2019

Compared to:

- 61% 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.

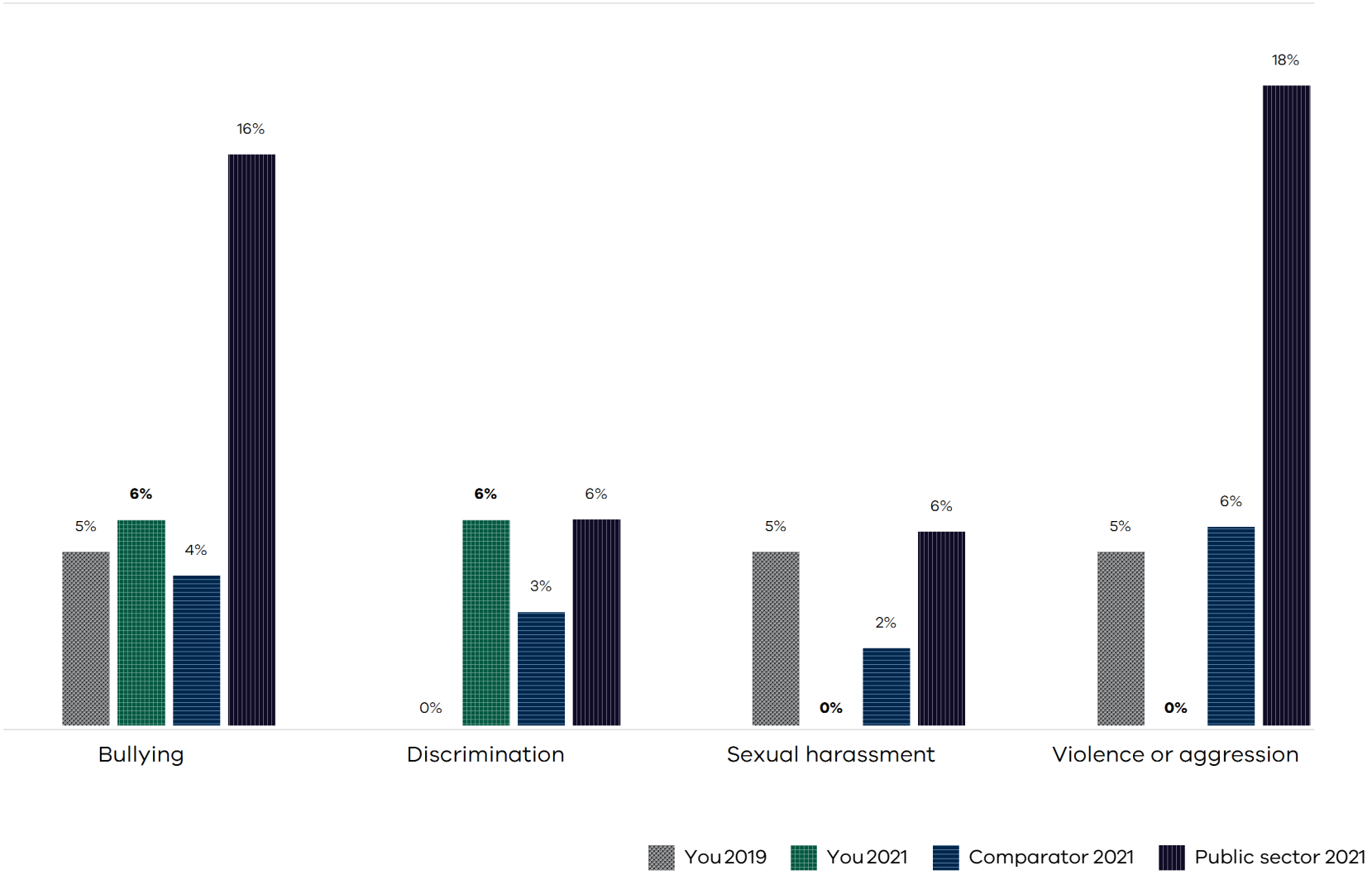
Example

In 2021:

- 6% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is up from 5% in 2019.

Compared to:

- 4% 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.

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Discrimination

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

Negative behaviour

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.

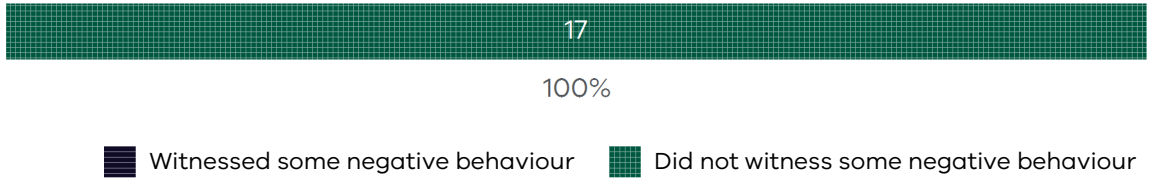
In descending order, the table shows the answers.

Example

0% of your staff who did the survey said they witnessed some negative behaviour at work.

100% 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	100%	100%	94%	77%

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Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Organisational integrity', the 'You 2021' column shows 100% of your staff agreed with 'My organisation is committed to earning a high level of public trust'.
In the 'Change from 2019' column, you have a 10% increase, which is a positive trend.

Question group	Highest scoring questions	You 2021	Change from 2019	Comparator 2021
Organisational integrity	My organisation is committed to earning a high level of public trust	100%	+10%	97%
Quality service delivery	My workgroup strives to provide high quality advice and services	100%	0%	98%
Workgroup support	I am able to work effectively with others in my workgroup	100%	Not asked in 2019	97%
Job enrichment	I have a choice in deciding how I do my work	94%	+24%	89%
Job enrichment	I understand how my job contributes to my organisation's purpose	94%	+4%	94%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	94%	-1%	86%
Equal employment opportunity	Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	94%	Not asked in 2019	85%
Equal employment opportunity	Cultural background is not a barrier to success in my organisation	94%	+4%	82%
Organisational integrity	My organisation respects the human rights of employees	94%	+9%	95%
Safety climate	My organisation provides a physically safe work environment	94%	Not asked in 2019	98%

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 'Workload', the 'You 2021' column shows 29% of your staff agreed with 'I have enough time to do my job effectively'.
In the 'Change from 2019' column, you have a 11% decrease, which is a negative trend.

Question subgroup	Lowest scoring questions	You 2021	Change from 2019	Comparator 2021
Workload	I have enough time to do my job effectively	29%	-11%	57%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	41%	Not asked in 2019	40%
Learning and development	I feel I have an equal chance at promotion in my organisation	41%	Not asked in 2019	46%
Workload	The workload I have is appropriate for the job that I do	41%	-9%	63%
Safety climate	All levels of my organisation are involved in the prevention of stress	41%	+6%	62%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	41%	-9%	72%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	47%	-23%	75%
Senior leadership	Senior leaders support staff to work in an environment of change	47%	-13%	86%
Taking action	I believe my organisation will take positive action on the results of this year's survey	47%	Not asked in 2019	76%
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)	53%	Not asked in 2019	31%

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 'Innovation', the 'You 2021' column shows 88% of your staff agreed with 'My workgroup is quick to respond to opportunities to do things better'.
In the 'Increase from 2019' column, you have a 28% increase, which is a positive trend.

Question group	Most improved from last survey	You 2021	Increase from 2019	Comparator 2021
Innovation	My workgroup is quick to respond to opportunities to do things better	88%	+28%	85%
Job enrichment	I have a choice in deciding how I do my work	94%	+24%	89%
Innovation	My workgroup encourages employee creativity	76%	+21%	80%
Safe to speak up	I am confident that I would be protected from reprisal for reporting improper conduct	71%	+21%	88%
Innovation	My workgroup takes reasonable risks to improve its services	65%	+20%	77%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	53%	+18%	74%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	76%	+16%	92%
Innovation	My workgroup learns from failures and mistakes	71%	+16%	85%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	59%	+14%	77%
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	88%	+13%	91%

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 'Senior leadership', the 'You 2021' column shows 59% of your staff agreed with 'Senior leaders provide clear strategy and direction'.
In the 'Decrease from 2019' column, you have a 26% decrease, which is a negative trend.

Question subgroup	Largest decline from last survey	You 2021	Decrease from 2019	Comparator 2021
Senior leadership	Senior leaders provide clear strategy and direction	59%	-26%	85%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	47%	-23%	75%
Satisfaction	How satisfied are you with your career development within your current organisation	53%	-22%	59%
Satisfaction	I get a sense of accomplishment from my work	65%	-20%	86%
Satisfaction	How satisfied are you with the work-life balance in your current job	59%	-16%	76%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	59%	-16%	78%
Equal employment opportunity	Age is not a barrier to success in my organisation	76%	-14%	82%
Job enrichment	My job allows me to utilise my skills, knowledge and abilities	76%	-14%	89%
Senior leadership	Senior leaders support staff to work in an environment of change	47%	-13%	86%
Safety climate	My organisation consults employees on health and safety matters	88%	-12%	92%

Key differences

Biggest positive difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Learning and development', the 'You 2021' column shows 53% 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)'.

The 'difference' column, shows that agreement for this question was 22 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	53%	+22%	31%
Equal employment opportunity	Cultural background is not a barrier to success in my organisation	94%	+12%	82%
Learning and development	I am developing and learning in my role	88%	+9%	79%
Equal employment opportunity	Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	94%	+9%	85%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	94%	+8%	86%
Equal employment opportunity	Disability is not a barrier to success in my organisation	71%	+6%	65%
Learning and development	In the last 12 months I have learned skills that have helped me do my job better	76%	+6%	71%
Job enrichment	I have a choice in deciding how I do my work	94%	+5%	89%
Innovation	My workgroup is quick to respond to opportunities to do things better	88%	+3%	85%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	65%	+3%	62%

Key differences

Biggest negative difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Senior leadership', the 'You 2021' column shows 47% of your staff agreed with 'Senior leaders support staff to work in an environment of change'.

The 'difference' column, shows that agreement for this question was 39 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Senior leadership	Senior leaders support staff to work in an environment of change	47%	-39%	86%
Engagement	I would recommend my organisation as a good place to work	59%	-31%	90%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	41%	-31%	72%
Taking action	I believe my organisation will take positive action on the results of this year's survey	47%	-29%	76%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	47%	-28%	75%
Workload	I have enough time to do my job effectively	29%	-27%	57%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	59%	-27%	86%
Quality service delivery	My workgroup places a priority on acting fairly and without bias	65%	-27%	91%
Senior leadership	Senior leaders provide clear strategy and direction	59%	-26%	85%
Quality service delivery	My workgroup focuses on making decisions informed by all relevant facts	71%	-23%	94%

People matter survey 2021

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Taking action

What this is

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

Why this is important

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

How to read this

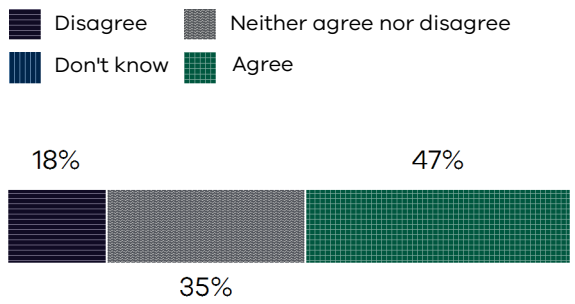
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

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

Survey question	Your results	Benchmark agree results				
		You		Comparator		
		2019	2021	Lowest	Average	Highest
I believe my organisation will take positive action on the results of this year's survey		Not asked	47 %	48 %	76 %	94 %

People matter survey 2021

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- Human rights

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

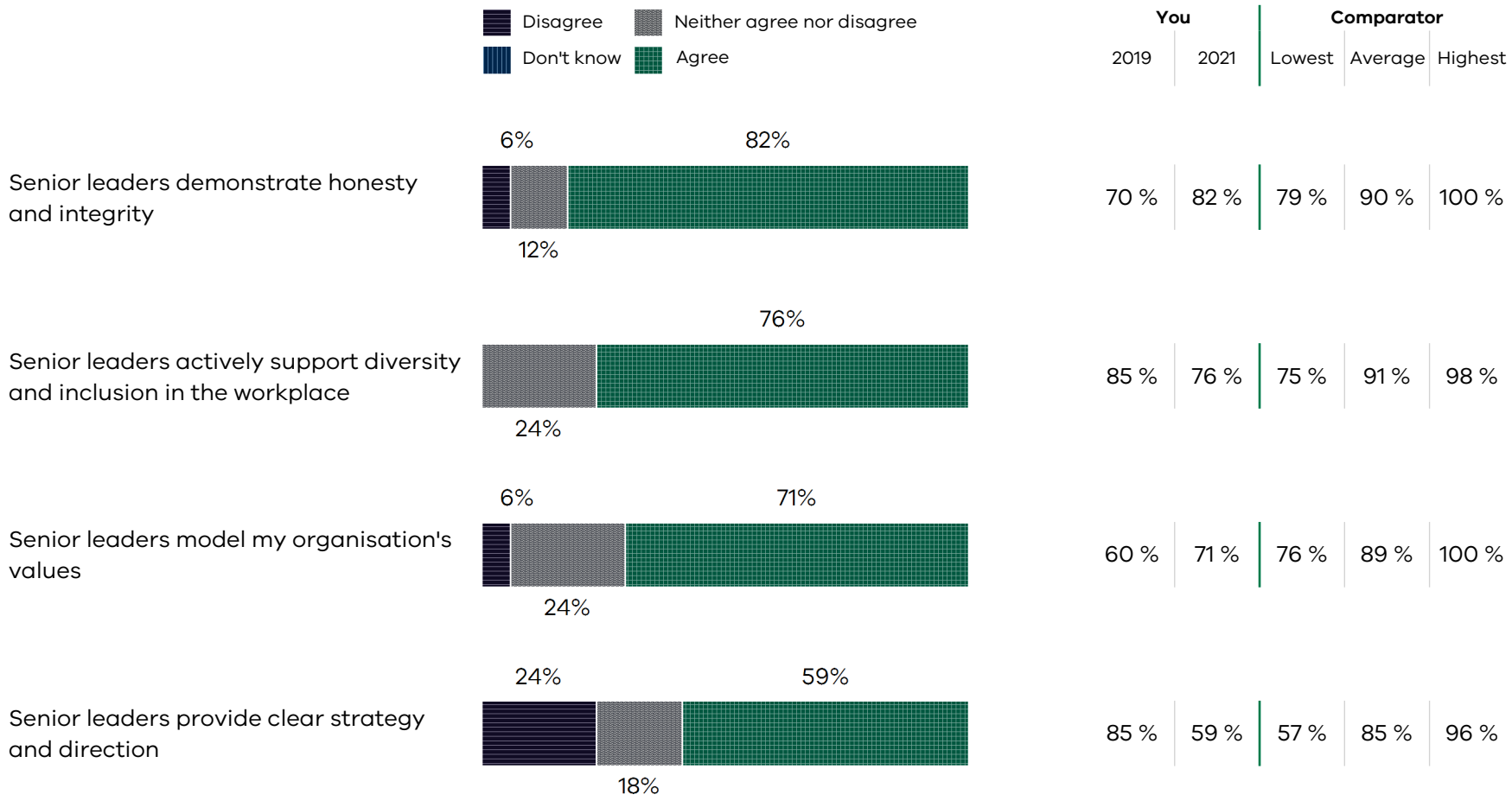
Under 'Your results', see results for each question in descending order by most agreed.

'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

82% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.



Senior leadership

Senior leadership 2 of 2

What this is

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

Why this is important

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

How to read this

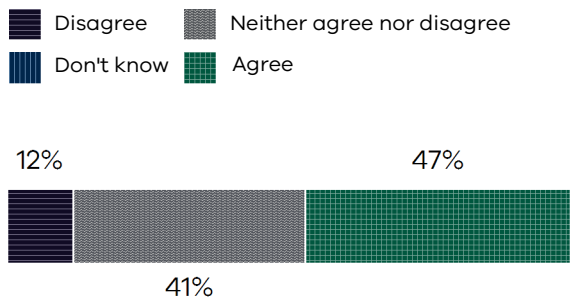
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

47% of your staff who did the survey agreed or strongly agreed with 'Senior leaders support staff to work in an environment of change'.

Survey question	Your results	Benchmark agree results				
		You		Comparator		
		2019	2021	Lowest	Average	Highest
Senior leaders support staff to work in an environment of change		60 %	47 %	68 %	86 %	100 %

People matter survey 2021

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Public sector values

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- Leadership
- Human rights

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.

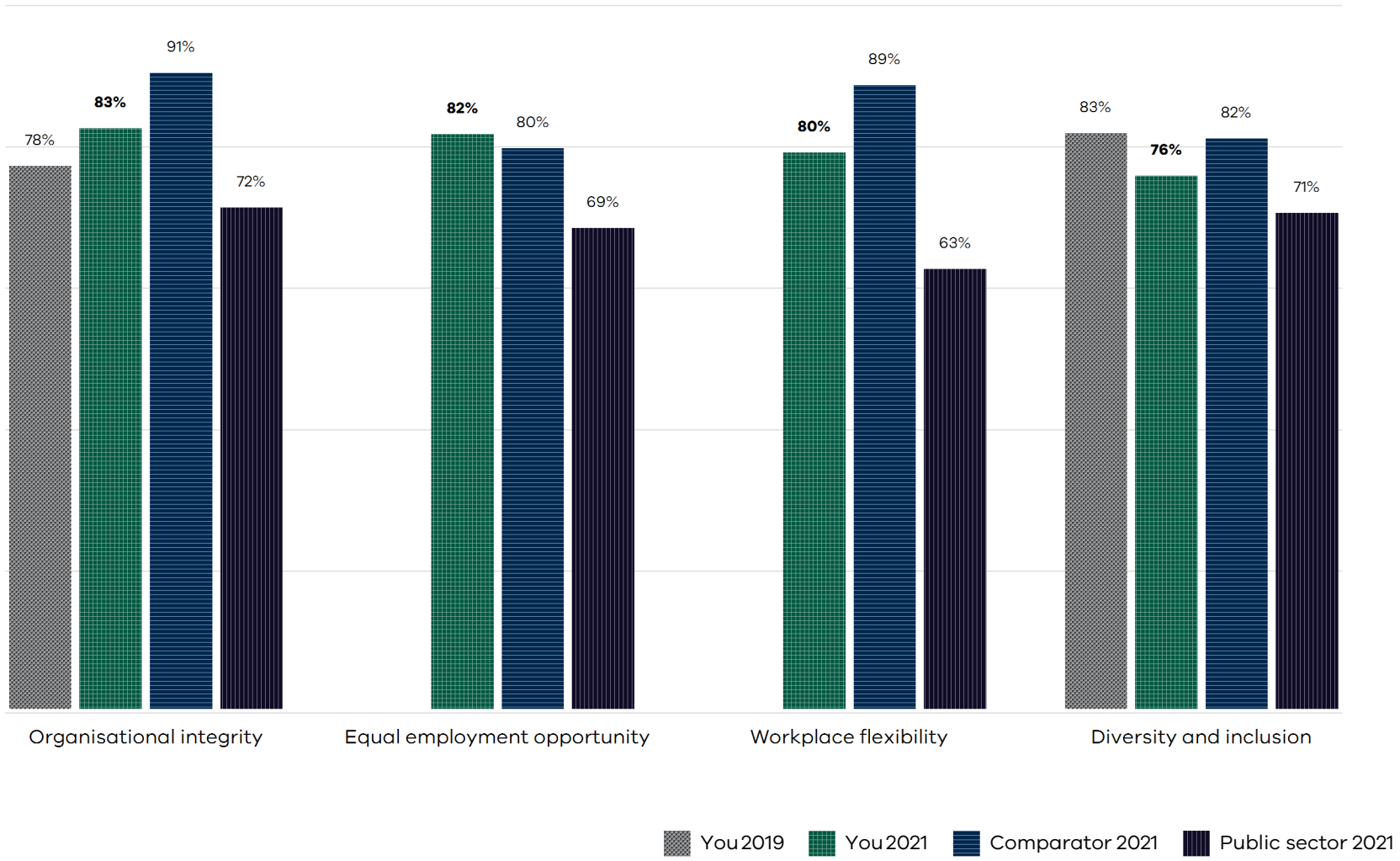
Example

In 2021:

- 83% of your staff who did the survey responded positively to questions about Organisational integrity which is up from 78% in 2019.

Compared to:

- 91% 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.

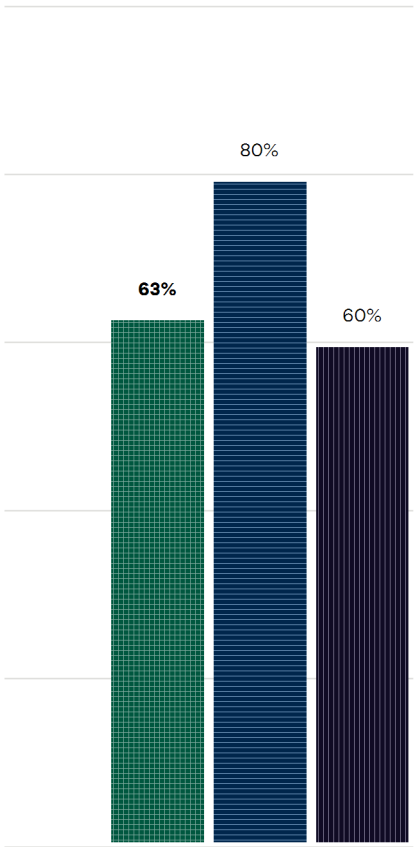
Example

In 2021:

- 63% of your staff who did the survey responded positively to questions about Safety climate.

Compared to:

- 80% of staff at your comparator and 60% of staff across the public sector.



Safety climate

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

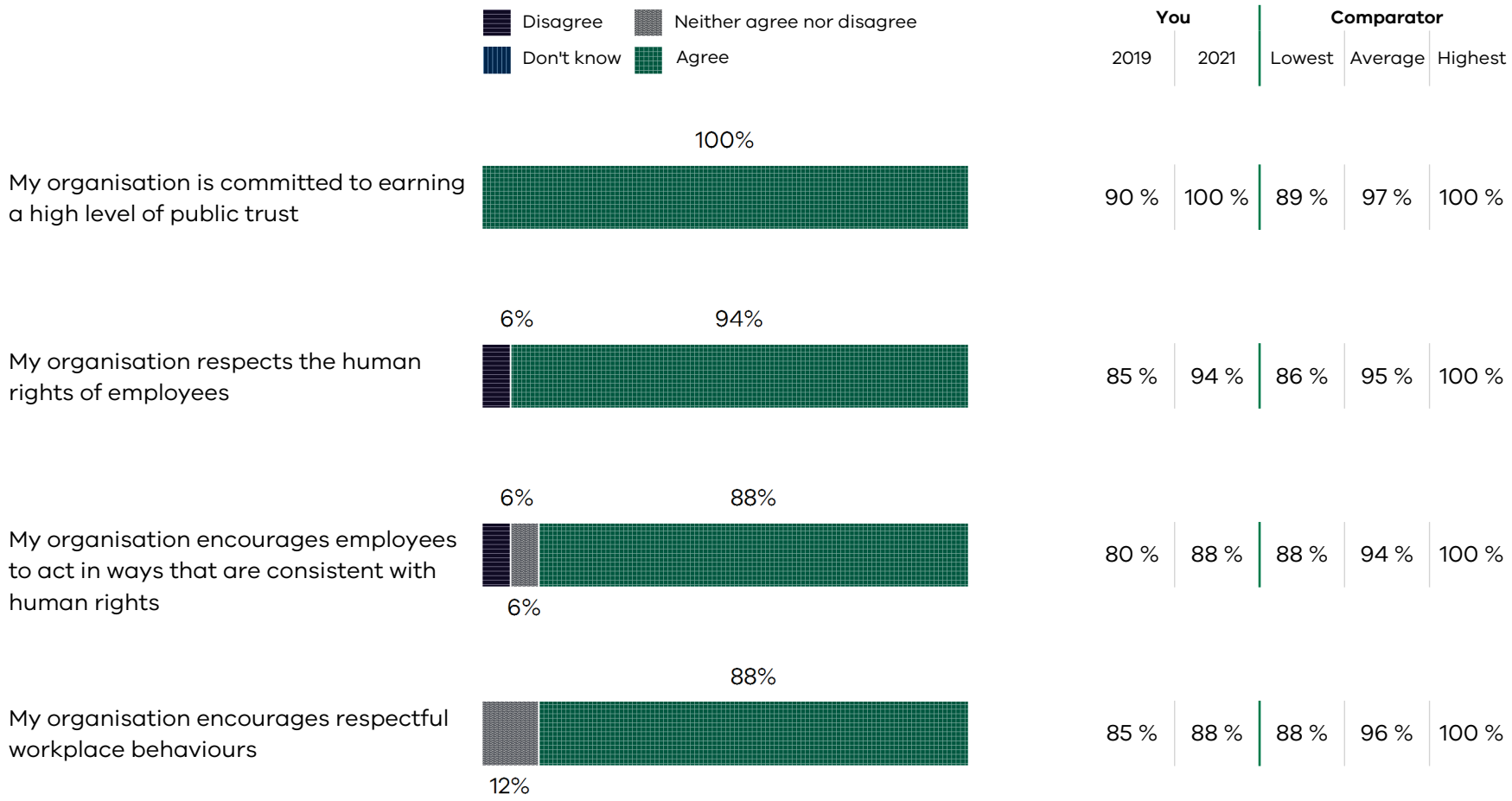
Under 'Your results', see results for each question in descending order by most agreed.

'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

100% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.



Organisational climate

Organisational integrity 2 of 2

What this is

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

Why this is important

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

How to read this

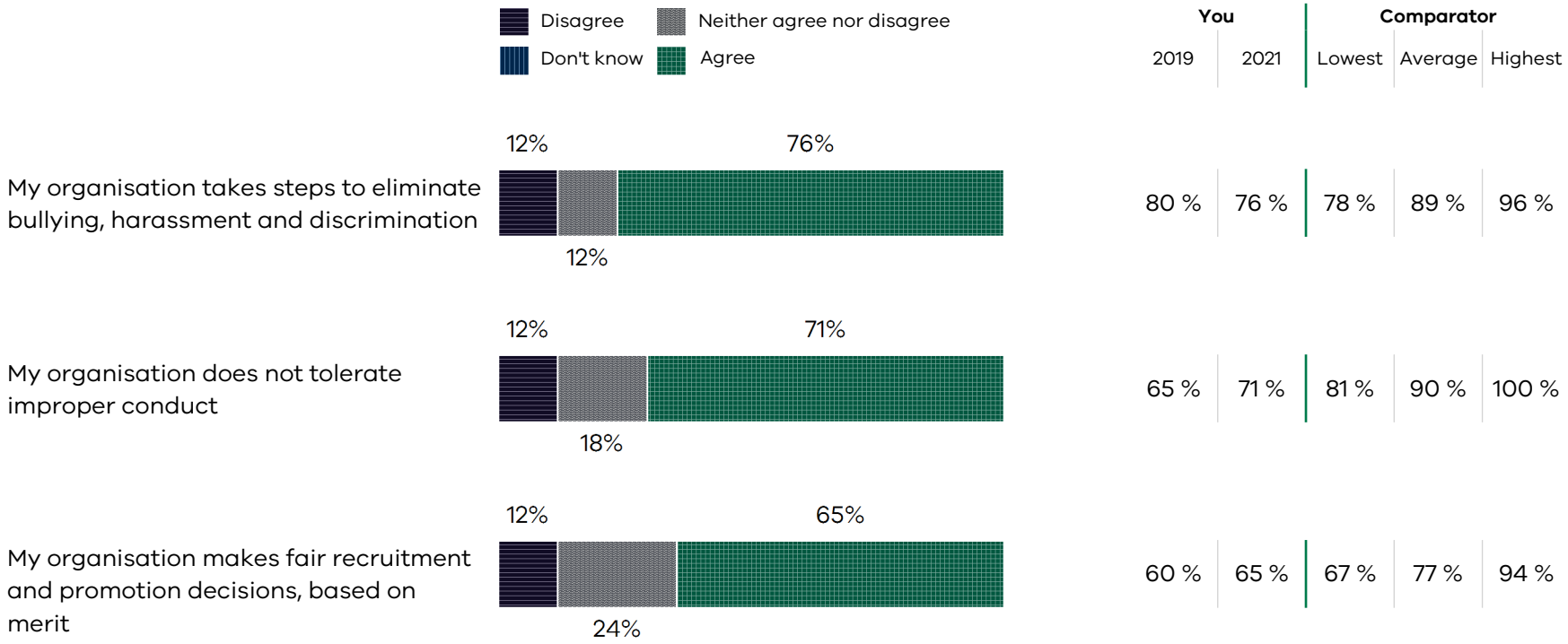
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

76% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.



Organisational climate

Workplace flexibility 1 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

94% 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 family responsibilities'.

Survey question	Your results	You		Comparator		
		2019	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees who have family responsibilities	94% / 6%	Not asked	94 %	82 %	92 %	100 %
My organisation supports employees with family or other caring responsibilities, regardless of gender	6% / 82% / 12%	Not asked	82 %	86 %	94 %	100 %
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	6% / 82% / 12%	85 %	82 %	70 %	89 %	100 %
Having caring responsibilities is not a barrier to success in my organisation	6% / 76% / 6% / 12%	85 %	76 %	72 %	83 %	94 %

Organisational climate

Workplace flexibility 2 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

76% of your staff who did the survey agreed or strongly agreed with 'Having family responsibilities is not a barrier to success in my organisation'.

Survey question	Your results	Benchmark agree results				
	Disagree, Neither agree nor disagree, Don't know, Agree	You		Comparator		
		2019	2021	Lowest	Average	Highest
Having family responsibilities is not a barrier to success in my organisation	6% / 18% / 76%	Not asked	76 %	75 %	86 %	100 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	18% / 6% / 76%	60 %	76 %	70 %	92 %	100 %
I have the flexibility I need to manage my work and non-work activities and responsibilities	12% / 12% / 76%	Not asked	76 %	79 %	93 %	100 %
There is a positive culture within my organisation in relation to employees who have caring responsibilities	12% / 12% / 76%	80 %	76 %	76 %	87 %	97 %

Organisational climate

Workplace flexibility 3 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

76% of your staff who did the survey agreed or strongly agreed with 'Using flexible work arrangements is not a barrier to success in my organisation'.

Survey question	Your results	Benchmark agree results				
	Disagree, Neither agree nor disagree, Don't know, Agree	You		Comparator		
		2019	2021	Lowest	Average	Highest
Using flexible work arrangements is not a barrier to success in my organisation	12% / 76% / 12%	Not asked	76 %	73 %	87 %	100 %

Organisational climate

Workplace flexibility 4 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

The table shows you what flexible work arrangements staff use.

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

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

Example

41% of staff who did the survey said the flexible work arrangement they used was 'Flexible start and finish times'.

Do you use any of the following flexible work arrangements?	You 2019	You 2021	Comparator 2021	Public sector 2021
Flexible start and finish times	65%	41%	60%	23%
No, I do not use any flexible work arrangements	30%	41%	14%	38%
Working from an alternative location (e.g. home, hub/shared work space)	0%	29%	54%	24%
Part-time	30%	12%	24%	19%
Using leave to work flexible hours	15%	12%	13%	8%
Working more hours over fewer days	10%	6%	7%	6%

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

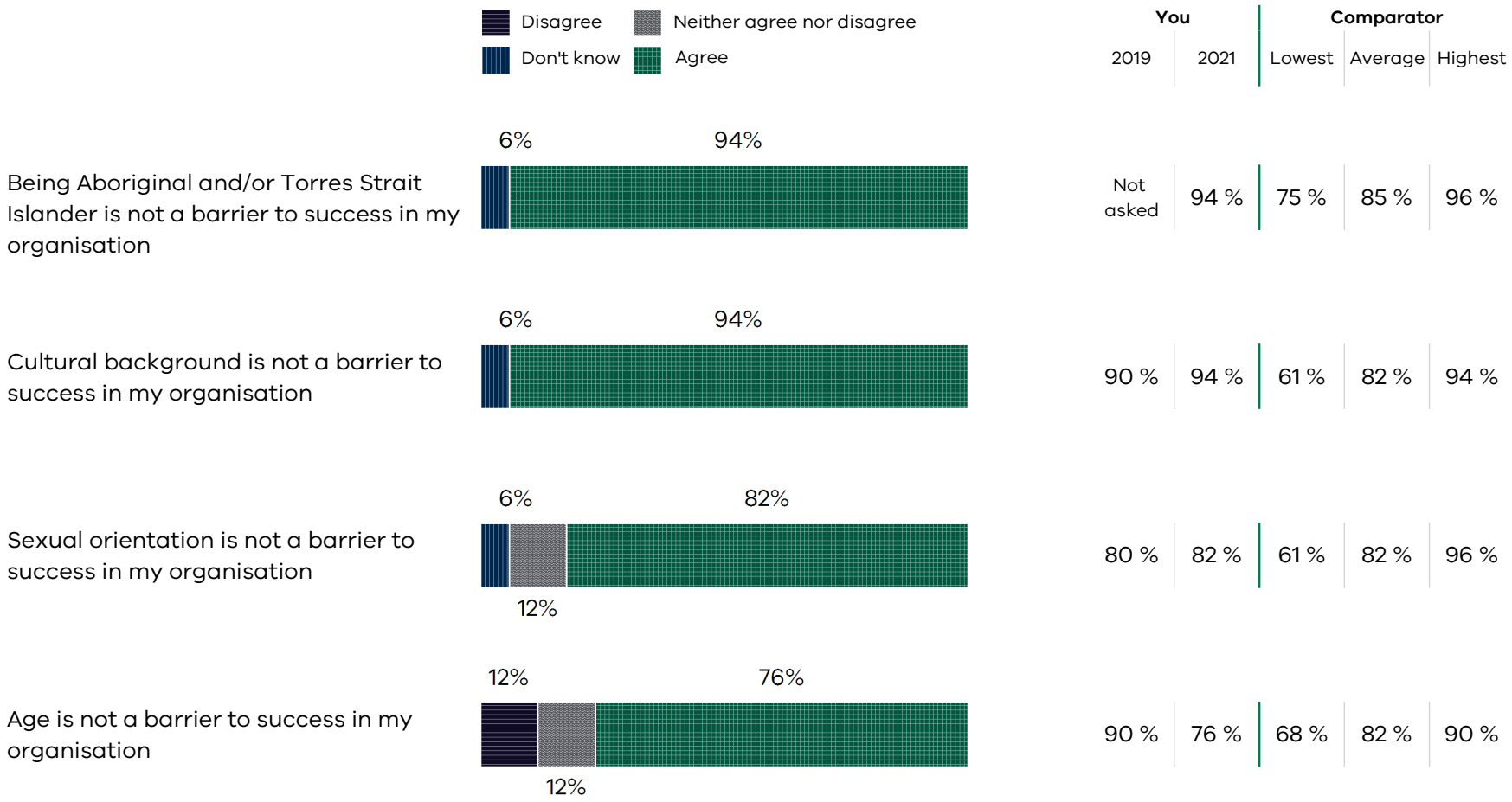
Under 'Your results', see results for each question in descending order by most agreed.

'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

94% 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'.



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

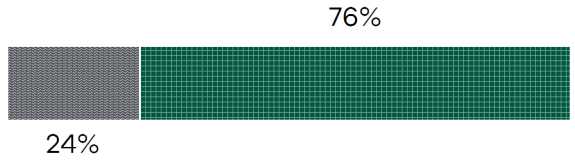
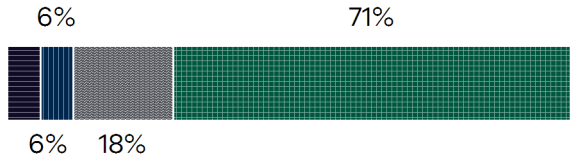
Under 'Your results', see results for each question in descending order by most agreed.

'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

76% 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				
	Disagree, Neither agree nor disagree, Don't know, Agree	You		Comparator		
		2019	2021	Lowest	Average	Highest
Gender is not a barrier to success in my organisation		Not asked	76 %	71 %	86 %	97 %
Disability is not a barrier to success in my organisation		80 %	71 %	54 %	65 %	84 %

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

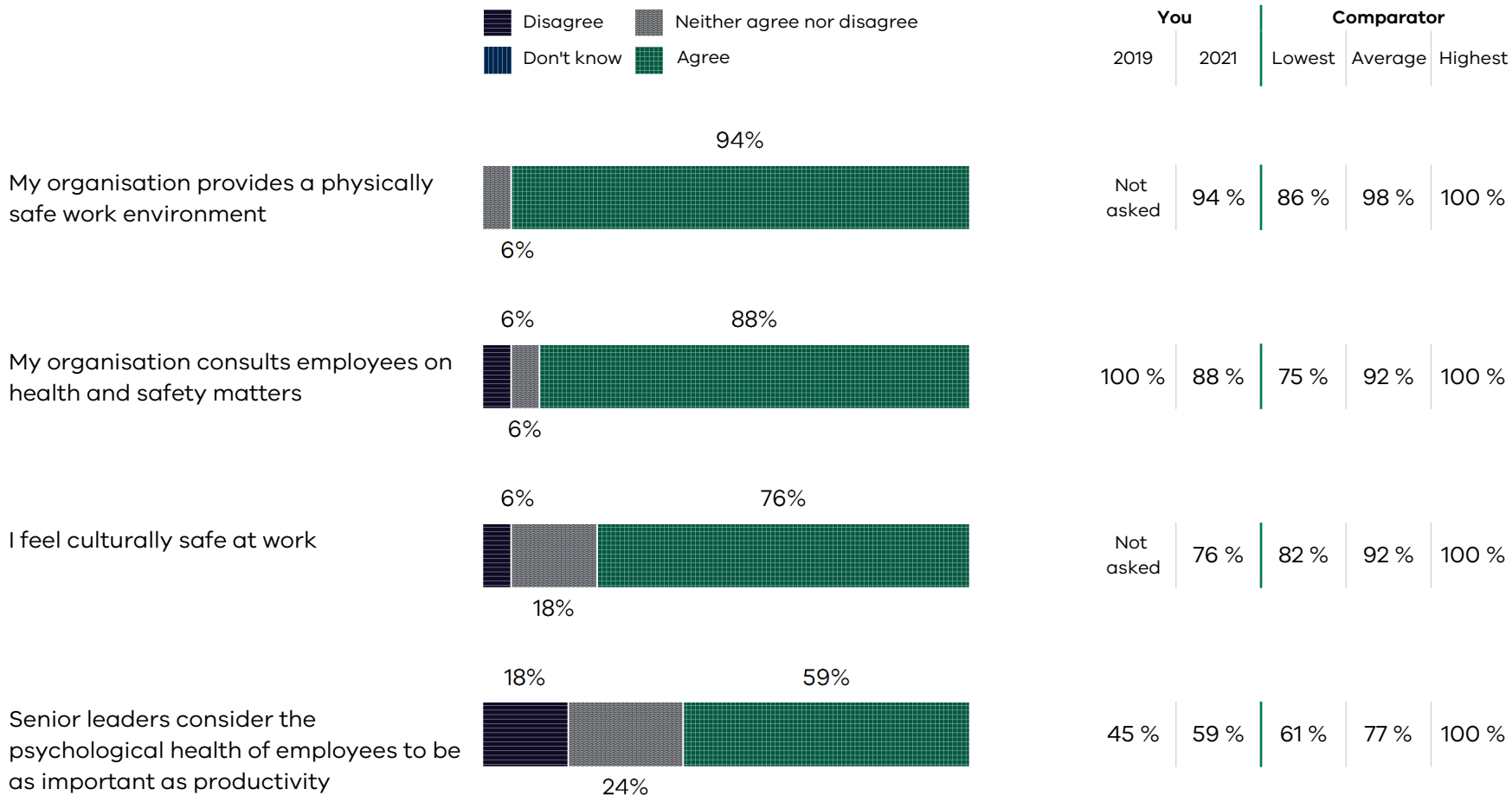
Under 'Your results', see results for each question in descending order by most agreed.

'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

94% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.



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

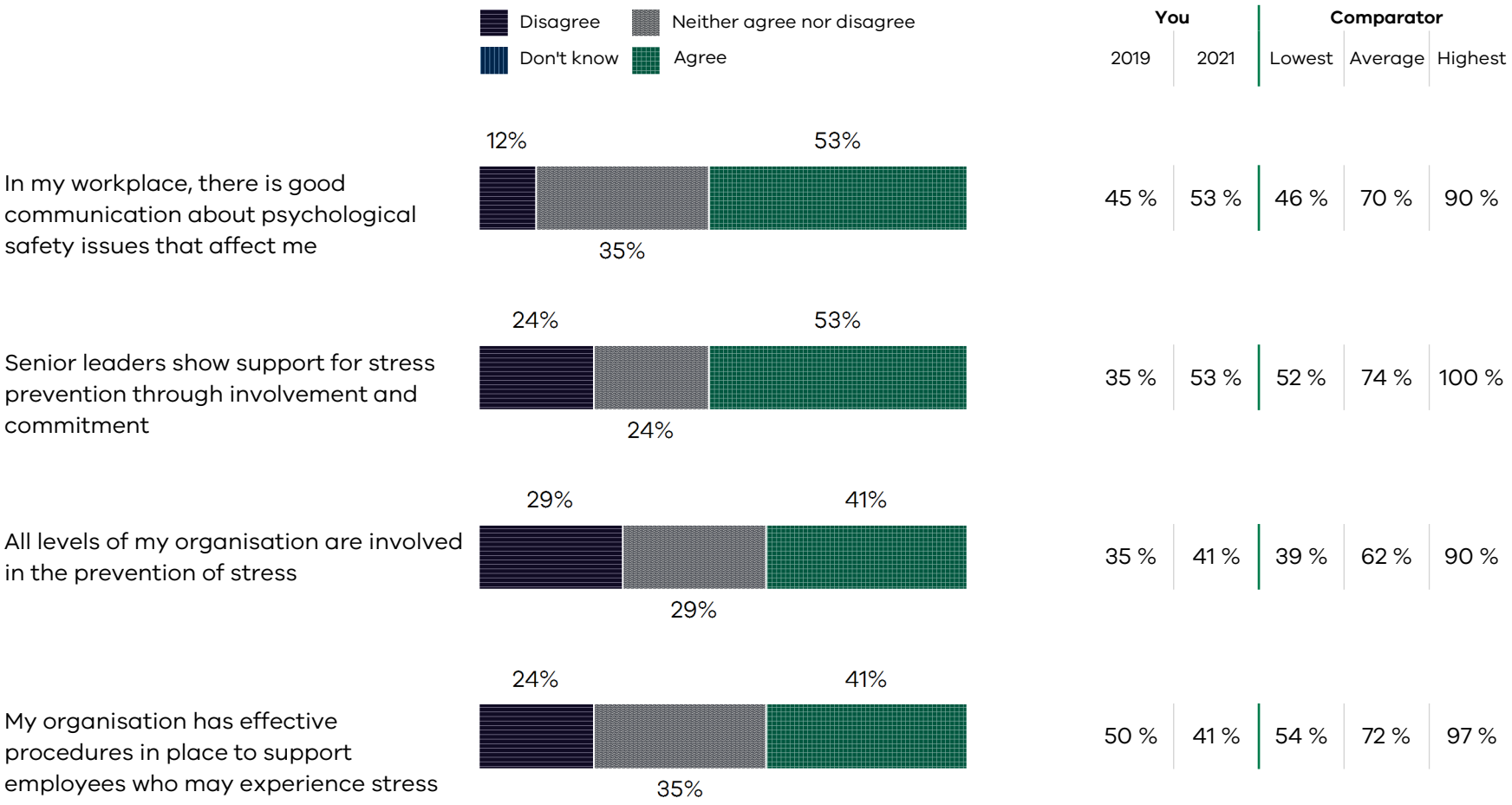
Under 'Your results', see results for each question in descending order by most agreed.

'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

53% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.



Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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

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

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

How to interpret your score

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

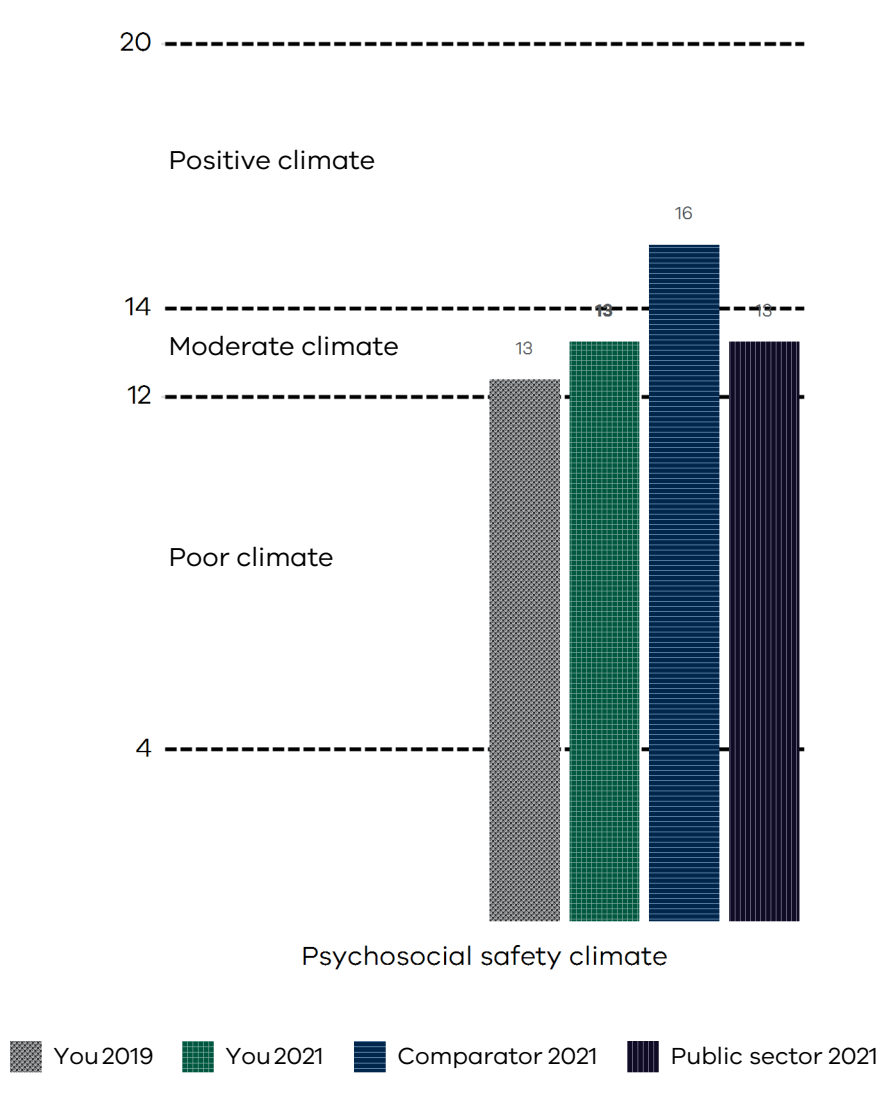
A score of:

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

Adverse outcomes can include:

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

Benchmark results



Organisational climate

Diversity and inclusion 1 of 2

What this is

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

Why this is important

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

How to read this

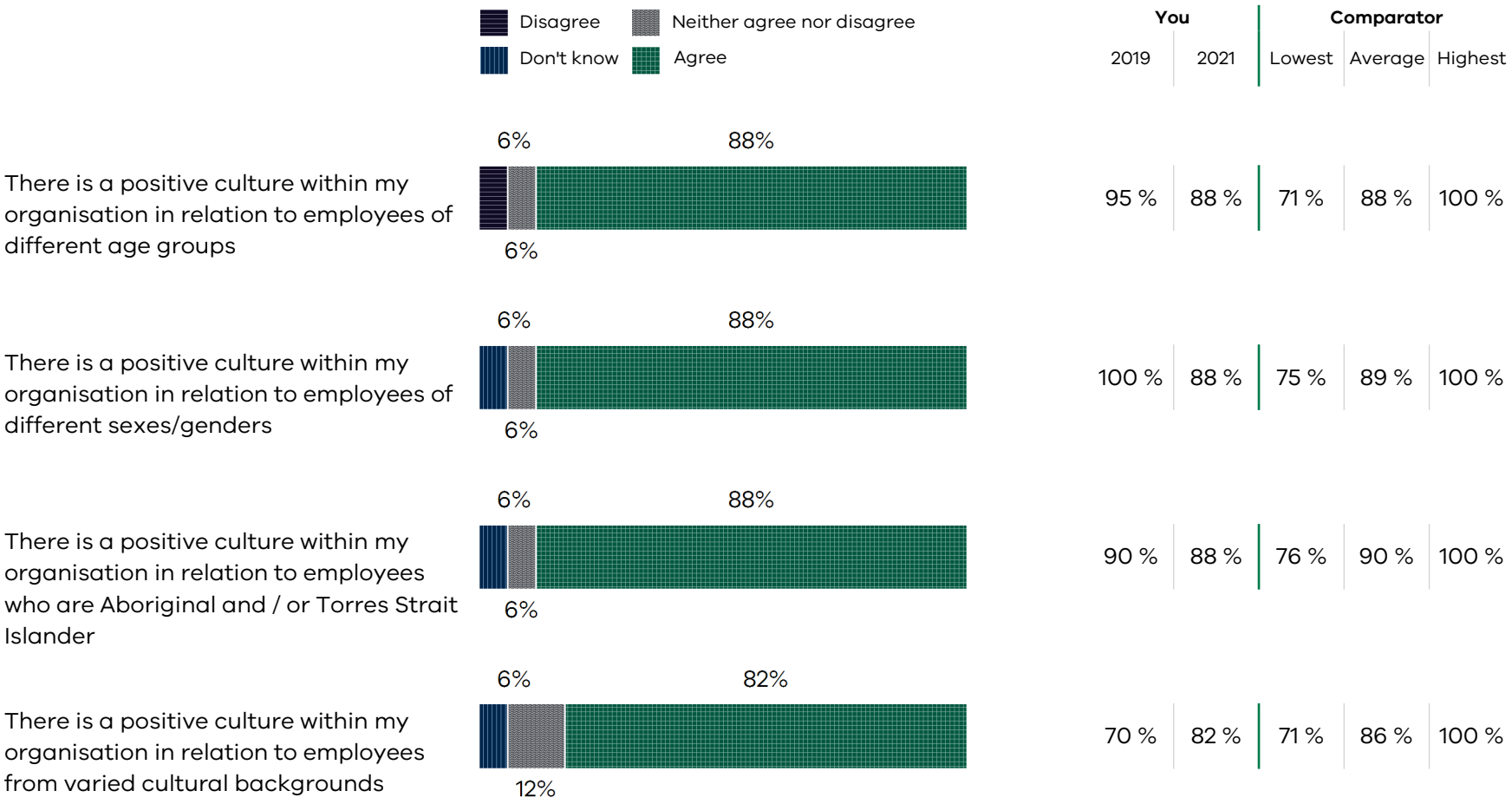
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

88% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees of different age groups'.



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

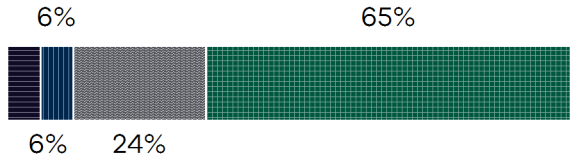
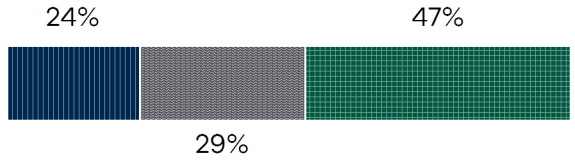
Under 'Your results', see results for each question in descending order by most agreed.

'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

65% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees with disability'.

Survey question	Your results	Benchmark agree results				
	Disagree, Neither agree nor disagree, Don't know, Agree	You		Comparator		
		2019	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees with disability		70 %	65 %	44 %	63 %	90 %
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+		70 %	47 %	57 %	75 %	87 %

Organisational climate

Gender equality supporting measures

What this is

These are new questions to support Workplace Gender Audits, in addition to existing People matter survey questions on gender equality.
Your excel files show all of the questions you can use in your workplace gender audits.

Why this is important

Under the Gender Equality Act 2020, organisations have obligations to promote gender equality in the workplace.

How to read this

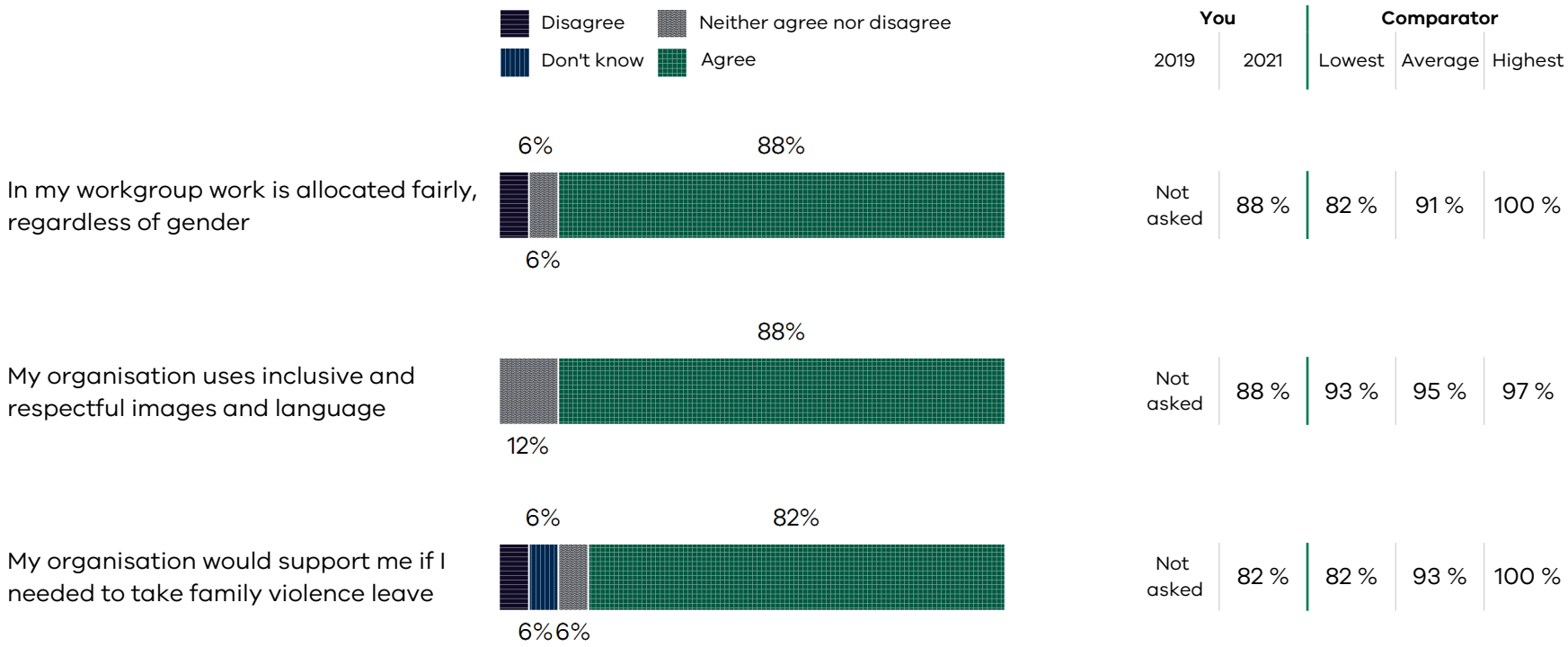
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

88% of your staff who did the survey agreed or strongly agreed with 'In my workgroup work is allocated fairly, regardless of gender'.



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- Accountability
- Respect
- Leadership
- Human rights

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.

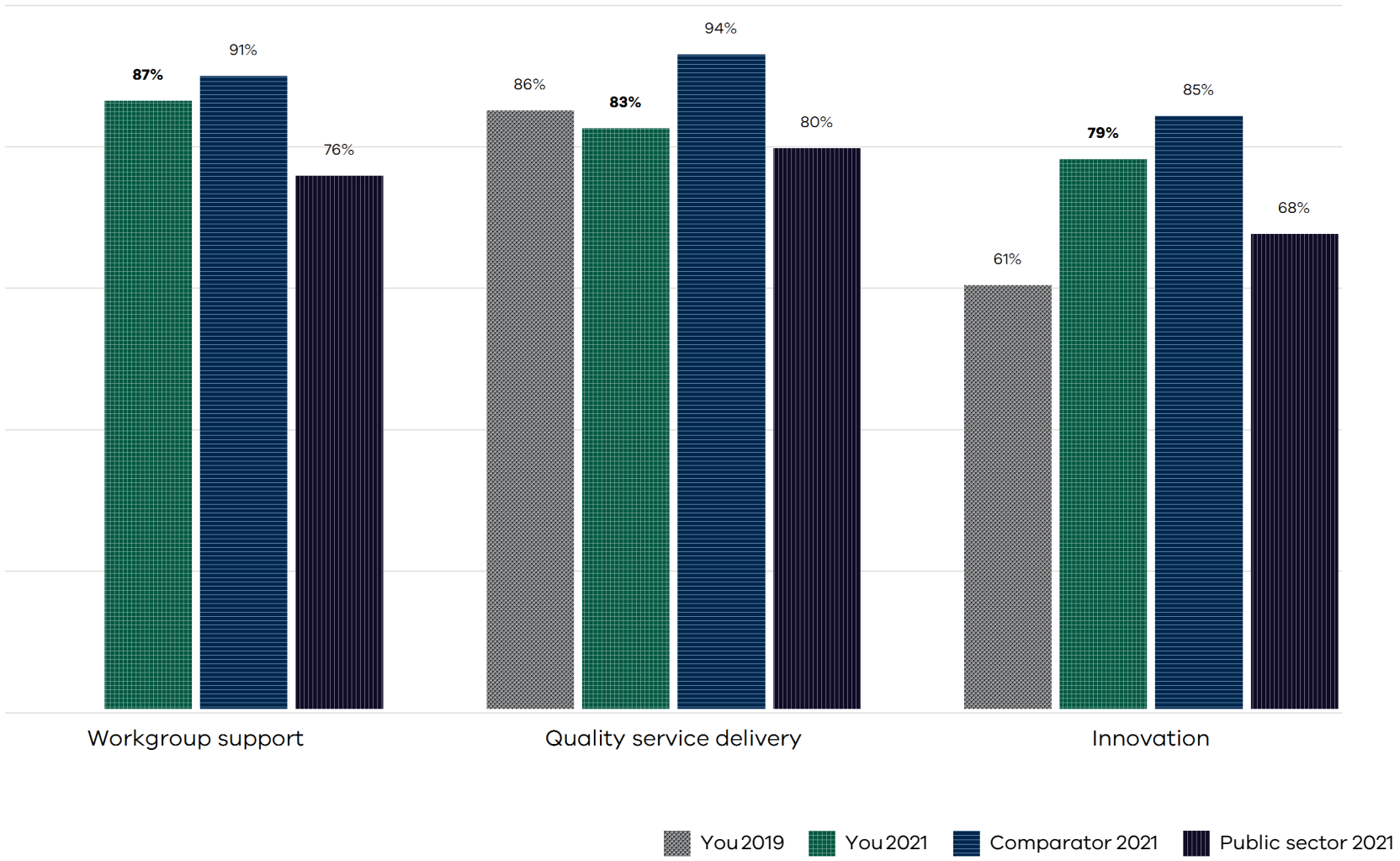
Example

In 2021:

- 87% of your staff who did the survey responded positively to questions about .

Compared to:

- 91% of staff at your comparator and 76% 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

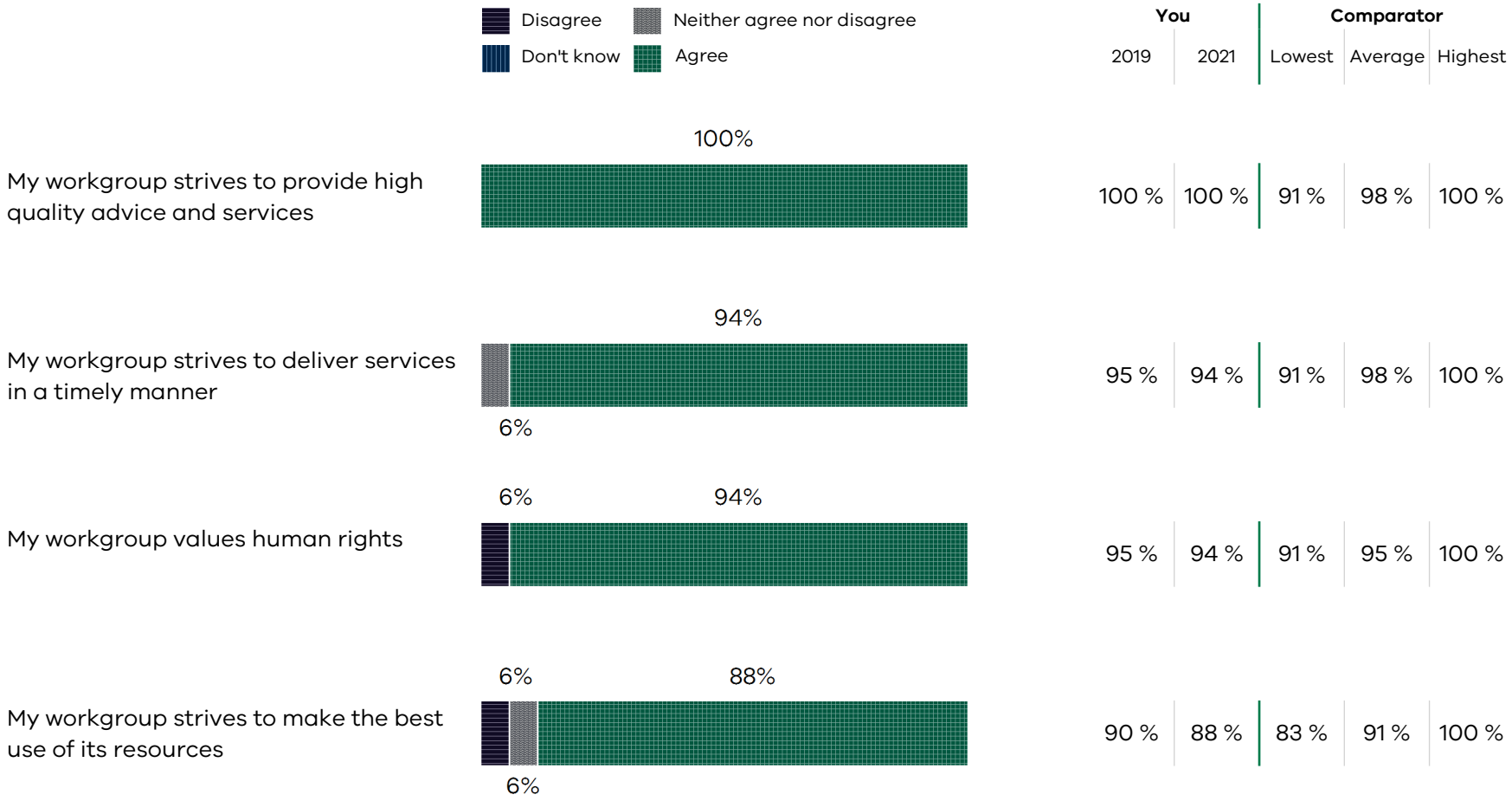
Under 'Your results', see results for each question in descending order by most agreed.

'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

100% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.



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

71% of your staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question	Your results	Benchmark agree results				
	Disagree, Neither agree nor disagree, Don't know, Agree	You		Comparator		
		2019	2021	Lowest	Average	Highest
My workgroup focuses on making decisions informed by all relevant facts	12% / 18% / 71%	80 %	71 %	82 %	94 %	100 %
My workgroup has clear lines of responsibility	6% / 24% / 71%	70 %	71 %	73 %	89 %	100 %
My workgroup places a priority on acting fairly and without bias	6% / 29% / 65%	70 %	65 %	82 %	91 %	100 %

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

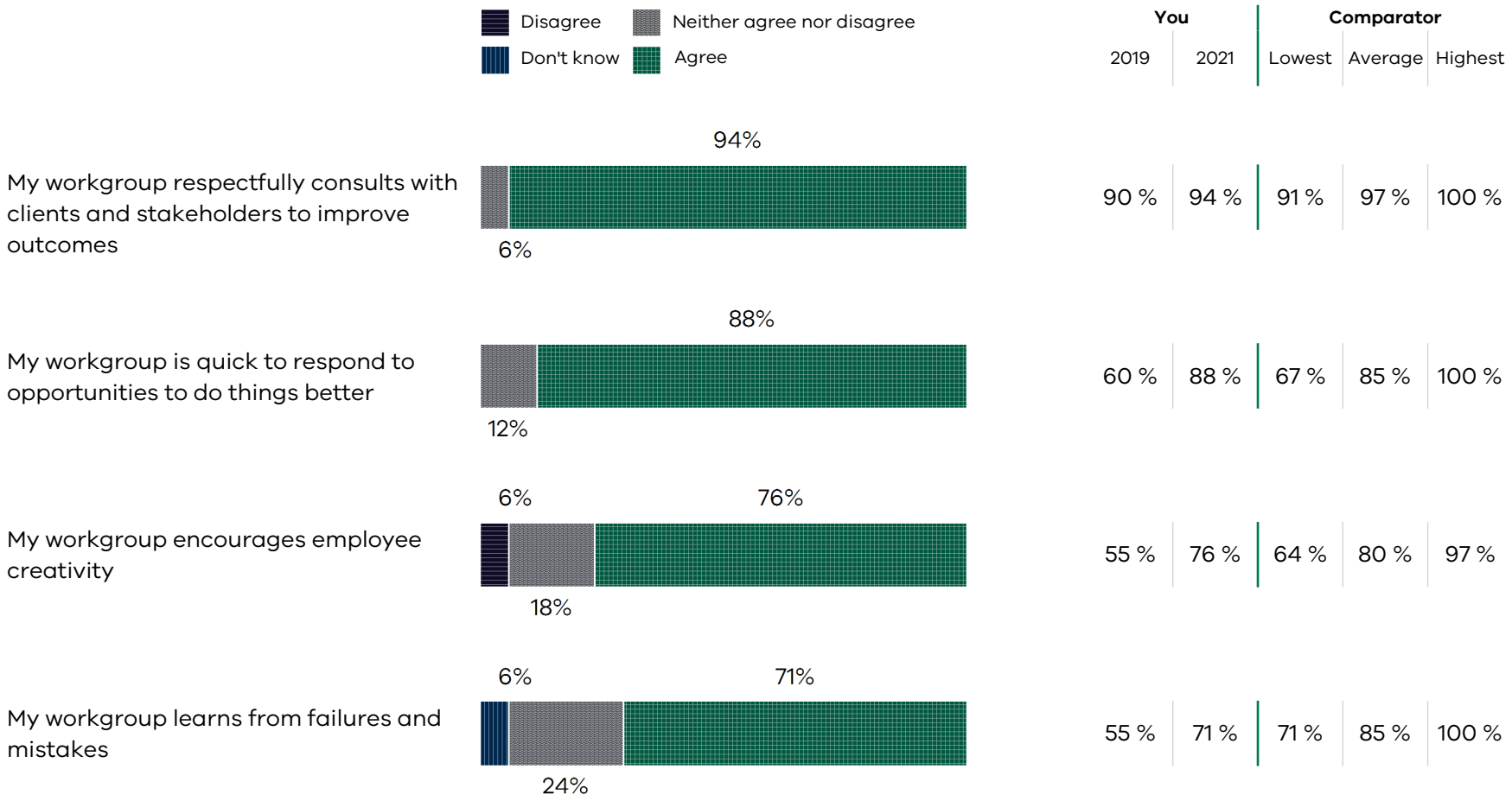
Under 'Your results', see results for each question in descending order by most agreed.

'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

94% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.



Workgroup climate

Innovation 2 of 2

What this is

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

Why this is important

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

How to read this

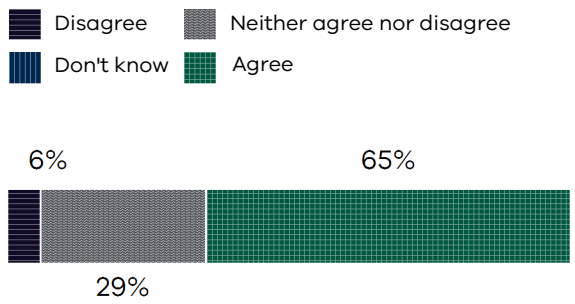
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

65% of your staff who did the survey agreed or strongly agreed with 'My workgroup takes reasonable risks to improve its services'.

Survey question	Your results	Benchmark agree results				
		You		Comparator		
		2019	2021	Lowest	Average	Highest
My workgroup takes reasonable risks to improve its services		45 %	65 %	57 %	77 %	96 %

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

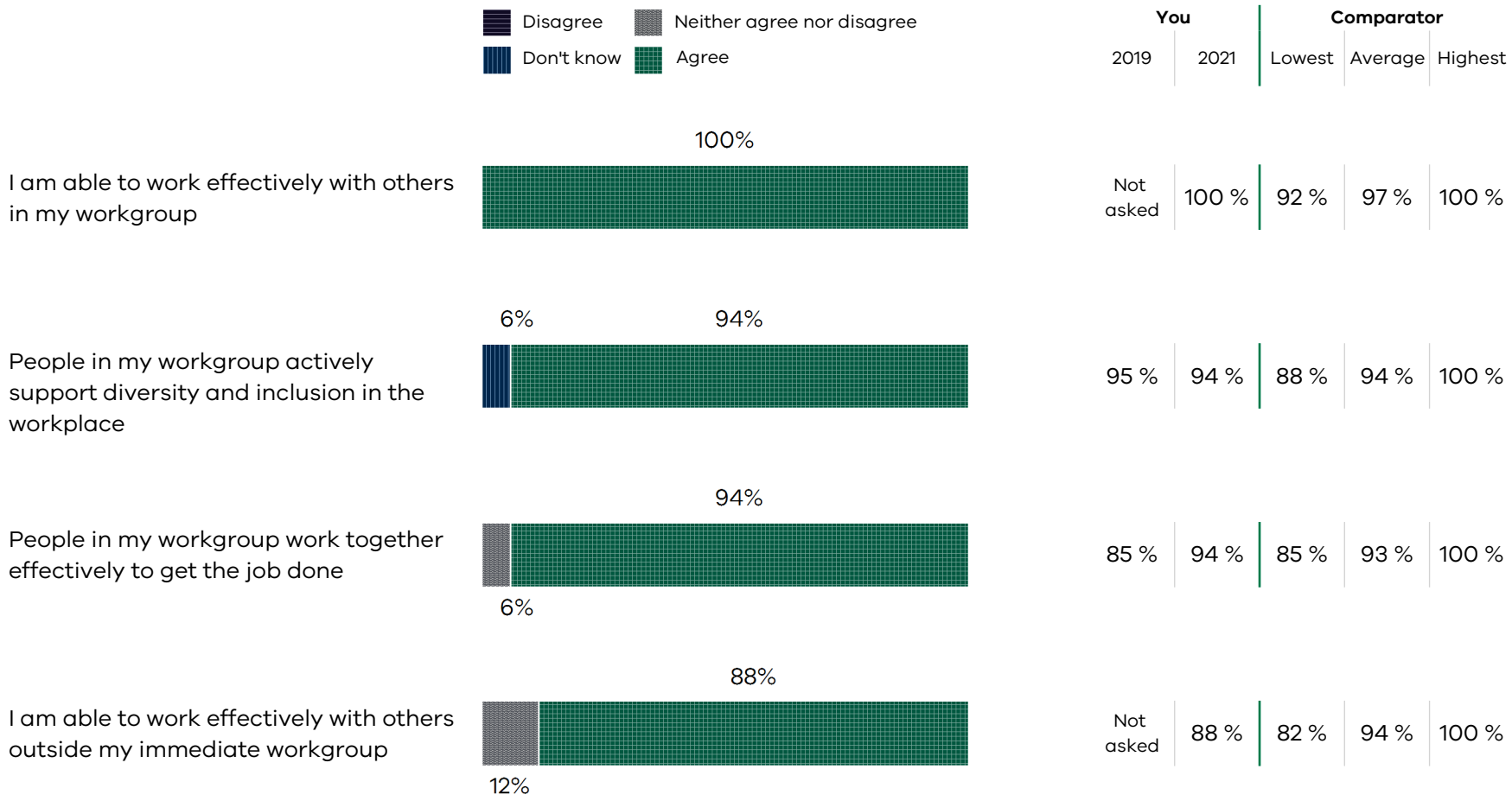
Under 'Your results', see results for each question in descending order by most agreed.

'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

100% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others in my workgroup'.



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

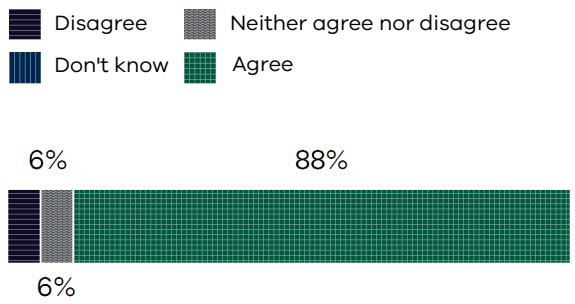
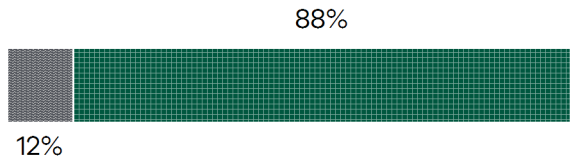
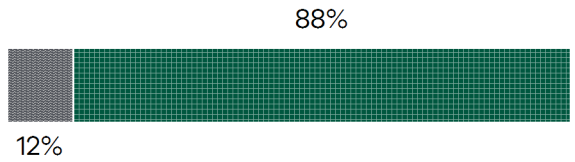
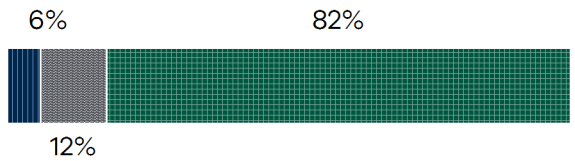
Under 'Your results', see results for each question in descending order by most agreed.

'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

88% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Survey question	Your results	Benchmark agree results				
		You		Comparator		
		2019	2021	Lowest	Average	Highest
People in my workgroup appropriately manage conflicts of interest		80 %	88 %	86 %	90 %	100 %
People in my workgroup are honest, open and transparent in their dealings		75 %	88 %	82 %	91 %	100 %
People in my workgroup treat each other with respect		90 %	88 %	82 %	95 %	100 %
People in my workgroup are politically impartial in their work		85 %	82 %	88 %	90 %	100 %

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

82% 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				
	Disagree, Neither agree nor disagree, Don't know, Agree	You		Comparator		
		2019	2021	Lowest	Average	Highest
People in my workgroup regularly reach out to support me and my wellbeing	82% (18%)	Not asked	82 %	70 %	85 %	100 %
Workgroups across my organisation willingly share information with each other	18% (65%, 18%)	75 %	65 %	64 %	77 %	94 %

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Public sector values

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

Job and manager factors

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

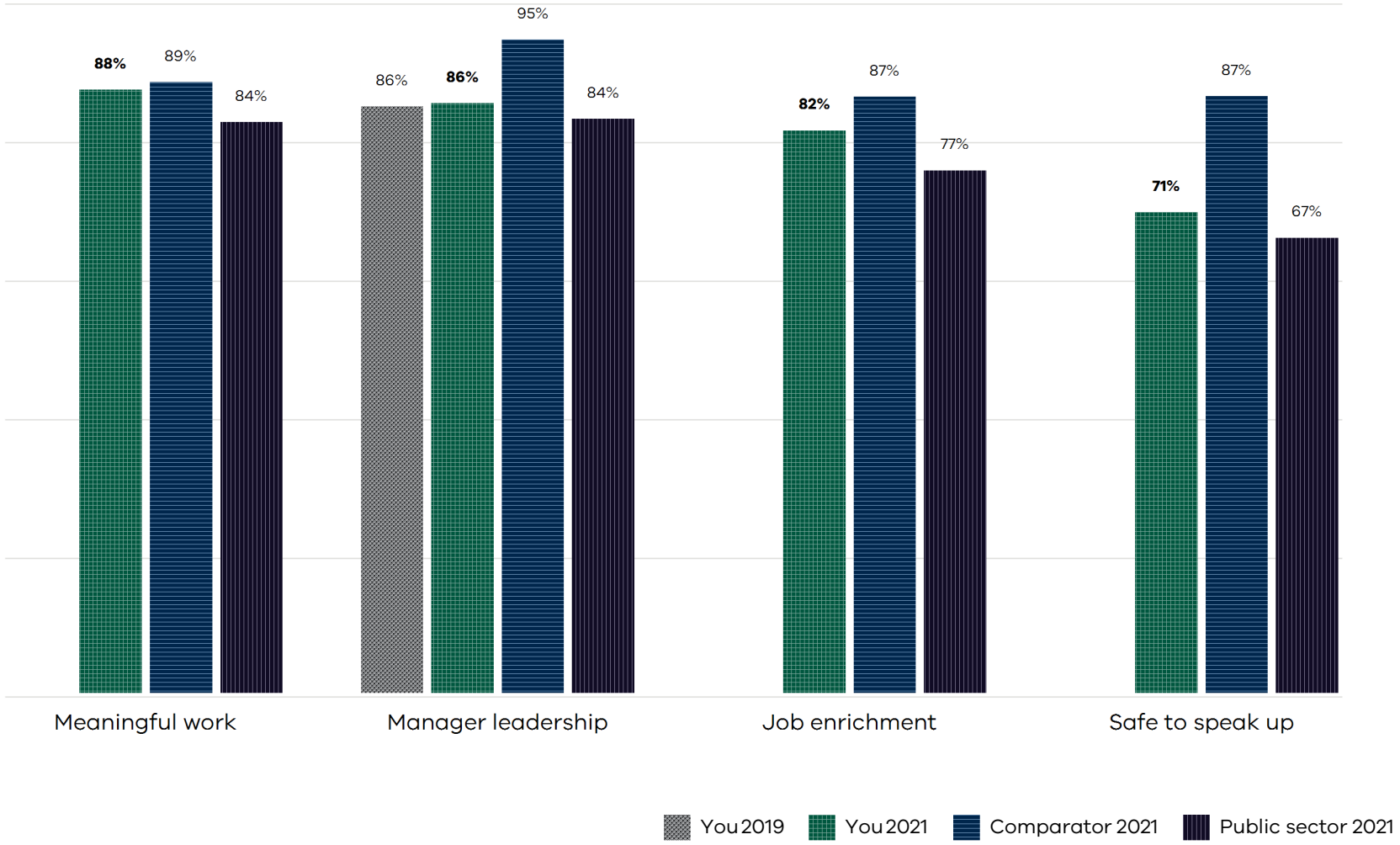
Example

In 2021:

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

Compared to:

- 89% 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.

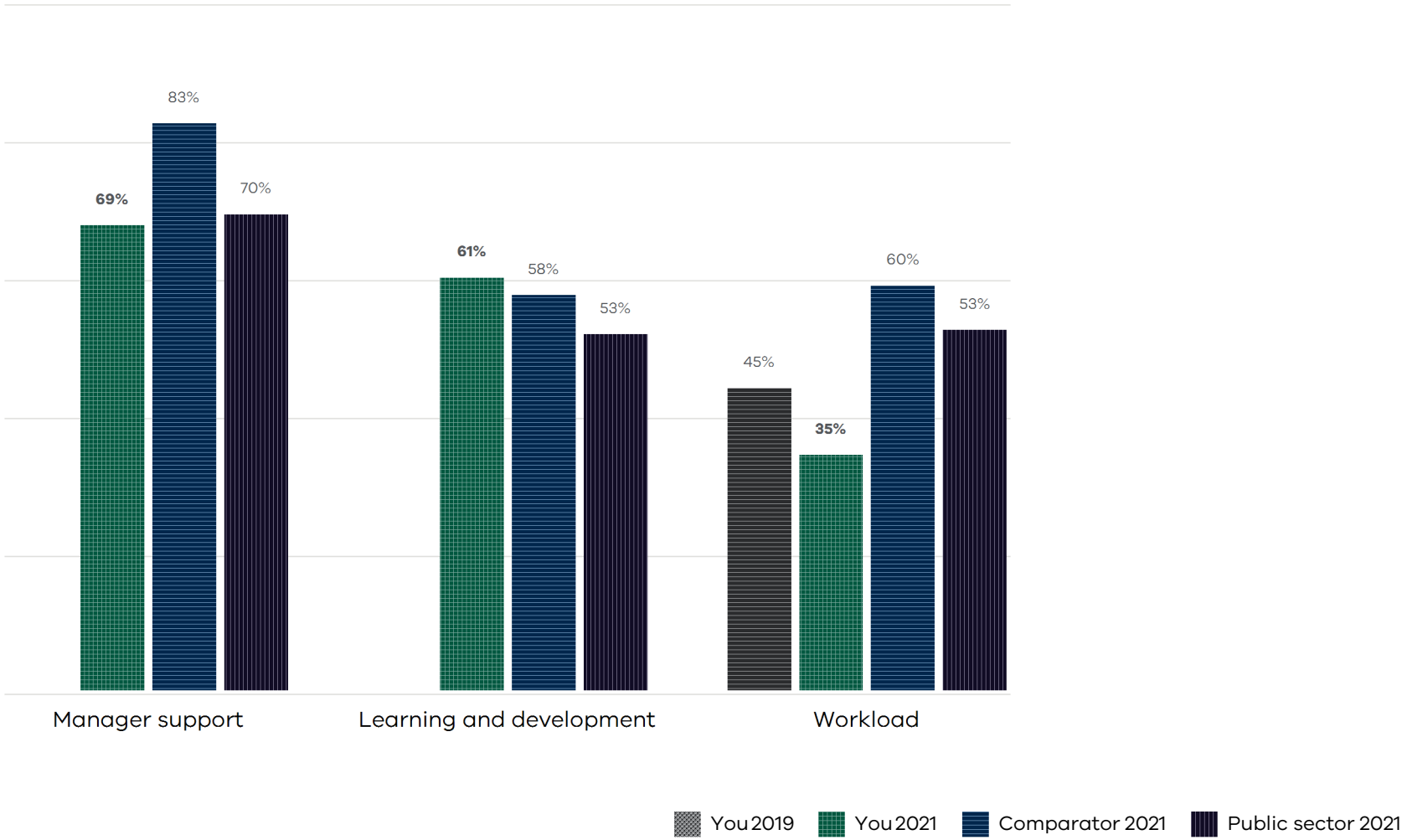
Example

In 2021:

- 69% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

- 83% of staff at your comparator and 70% 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

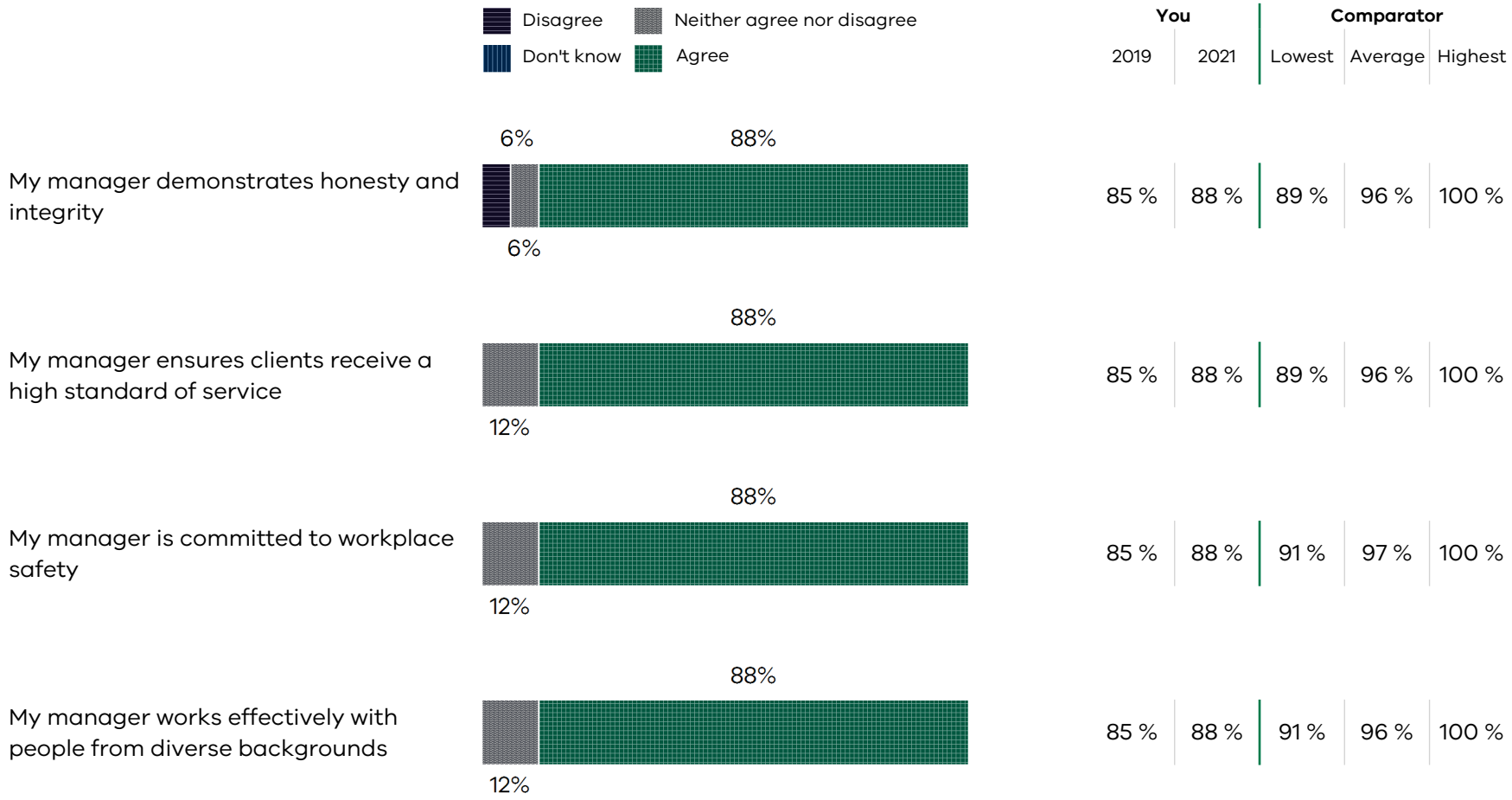
Under 'Your results', see results for each question in descending order by most agreed.

'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

88% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.



Job and manager factors

Manager leadership 2 of 2

What this is

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Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

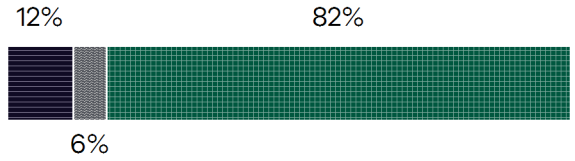
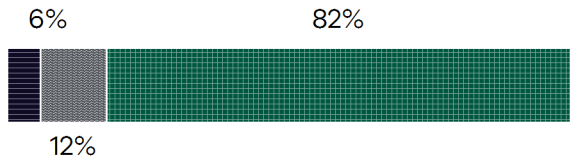
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

82% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results	Benchmark agree results				
	Disagree, Neither agree nor disagree, Don't know, Agree	You		Comparator		
		2019	2021	Lowest	Average	Highest
My manager models my organisation's values		90 %	82 %	79 %	92 %	100 %
My manager treats employees with dignity and respect		85 %	82 %	93 %	97 %	100 %

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

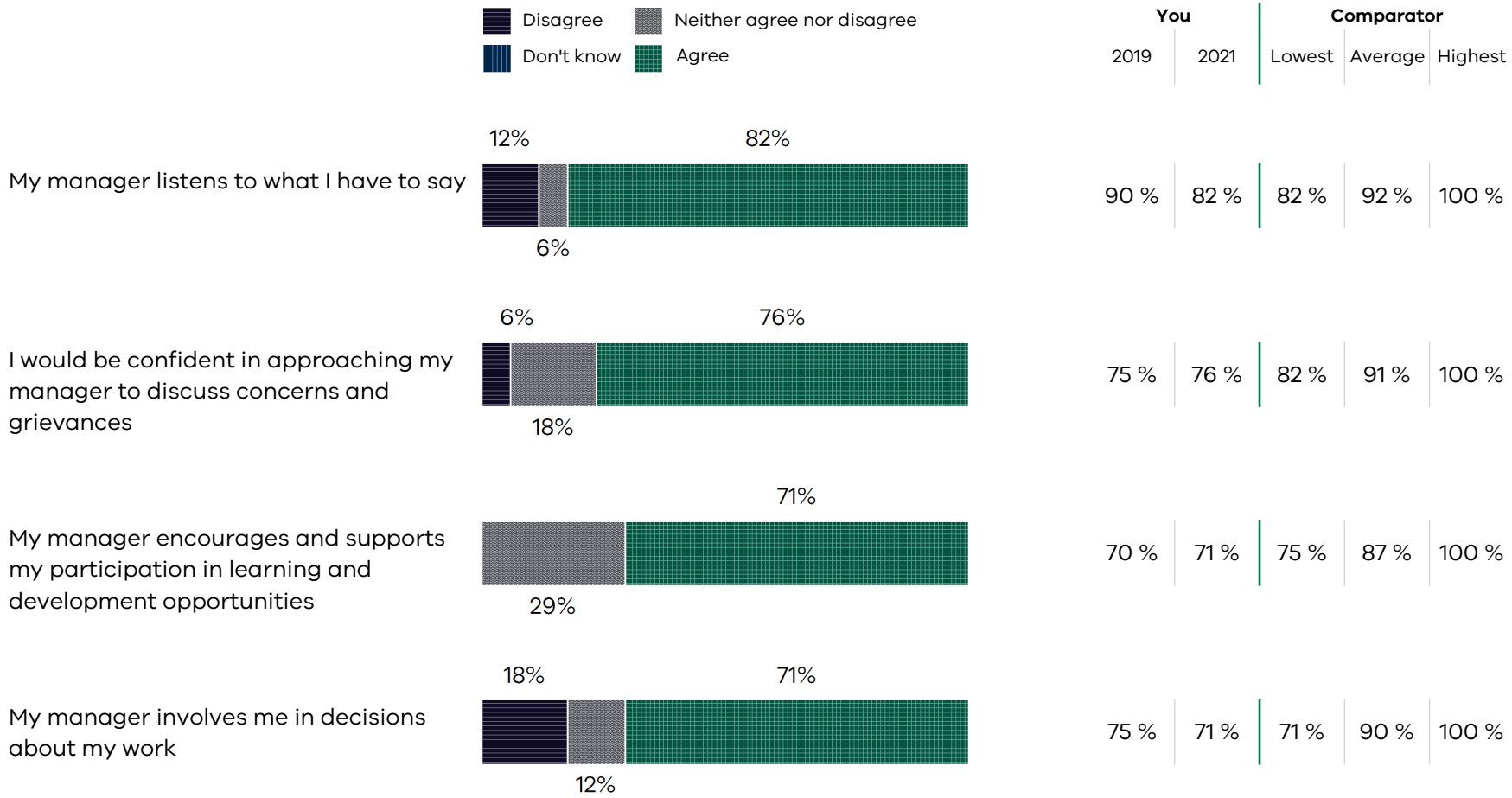
Under 'Your results', see results for each question in descending order by most agreed.

'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

82% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.



Job and manager factors

Manager support 2 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

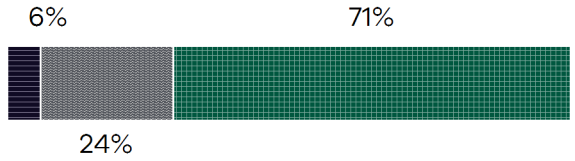
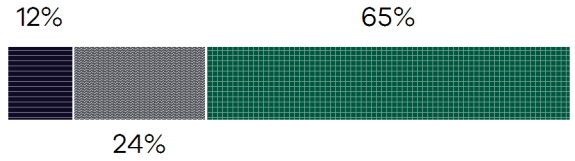
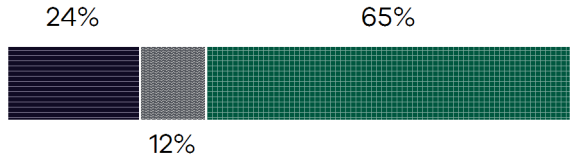
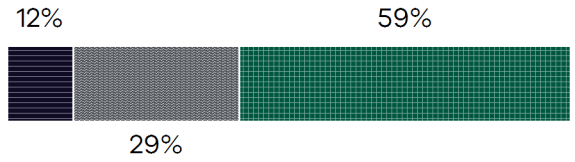
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

71% of your staff who did the survey agreed or strongly agreed with 'My manager provides me with enough support when I need it'.

Survey question	Your results	Benchmark agree results				
		You		Comparator		
		2019	2021	Lowest	Average	Highest
My manager provides me with enough support when I need it		Not asked	71 %	69 %	87 %	100 %
I receive adequate recognition for my contributions and accomplishments		55 %	65 %	43 %	73 %	100 %
My manager keeps me informed about what's going on		75 %	65 %	79 %	88 %	100 %
My manager has regular conversations with me about my learning and development		Not asked	59 %	55 %	65 %	88 %

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

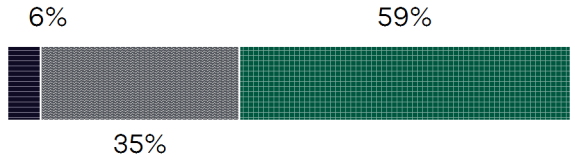
Under 'Your results', see results for each question in descending order by most agreed.

'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

59% of your staff who did the survey agreed or strongly agreed with 'My manager provides feedback to me in a way that helps me improve my performance'.

Survey question	Your results	Benchmark agree results				
	Disagree, Neither agree nor disagree, Don't know, Agree	You		Comparator		
		2019	2021	Lowest	Average	Highest
My manager provides feedback to me in a way that helps me improve my performance		75 %	59 %	58 %	78 %	97 %

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

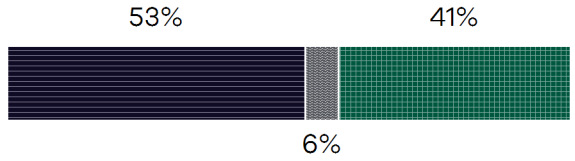
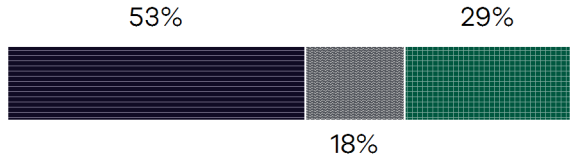
Under 'Your results', see results for each question in descending order by most agreed.

'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

41% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Survey question	Your results	Benchmark agree results				
	Disagree / Neither agree nor disagree / Agree	You		Comparator		
		2019	2021	Lowest	Average	Highest
The workload I have is appropriate for the job that I do		50 %	41 %	42 %	63 %	91 %
I have enough time to do my job effectively		40 %	29 %	39 %	57 %	78 %

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

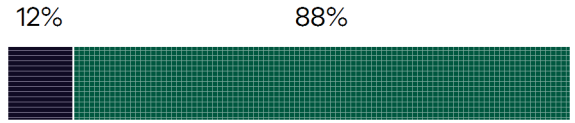
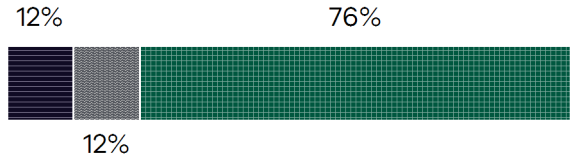
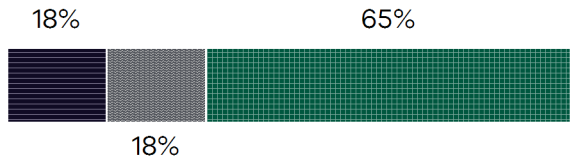
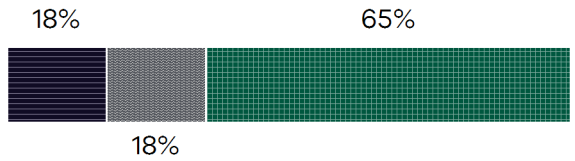
Under 'Your results', see results for each question in descending order by most agreed.

'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

88% 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				
	Disagree / Neither agree nor disagree / Agree	You		Comparator		
		2019	2021	Lowest	Average	Highest
I am developing and learning in my role		Not asked	88 %	64 %	79 %	94 %
In the last 12 months I have learned skills that have helped me do my job better		Not asked	76 %	46 %	71 %	94 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months		Not asked	65 %	39 %	62 %	94 %
There are adequate opportunities for me to develop skills and experience in my organisation		70 %	65 %	50 %	68 %	90 %

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

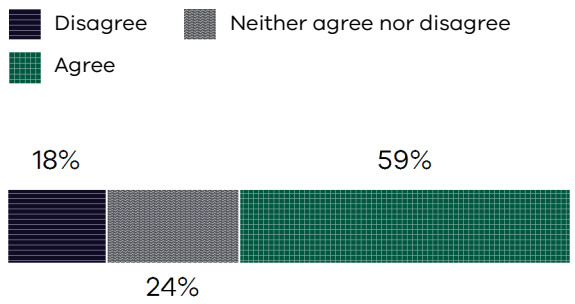
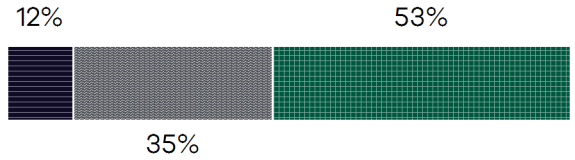
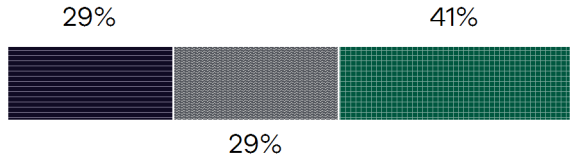
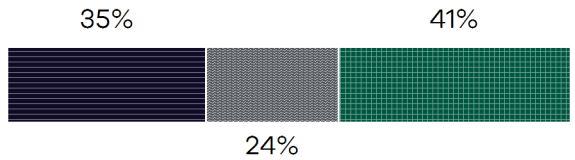
Under 'Your results', see results for each question in descending order by most agreed.

'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

59% of your staff who did the survey agreed or strongly agreed with 'My organisation places a high priority on the learning and development of staff'.

Survey question	Your results	Benchmark agree results				
		You		Comparator		
		2019	2021	Lowest	Average	Highest
My organisation places a high priority on the learning and development of staff		60 %	59 %	48 %	71 %	100 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)		Not asked	53 %	9 %	31 %	57 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)		Not asked	41 %	18 %	40 %	65 %
I feel I have an equal chance at promotion in my organisation		Not asked	41 %	30 %	46 %	55 %

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

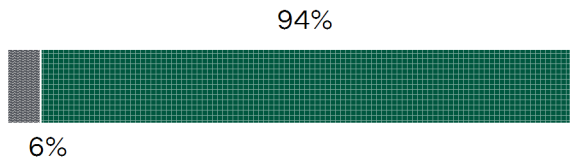
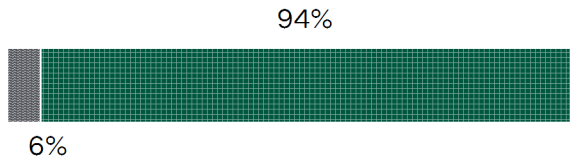
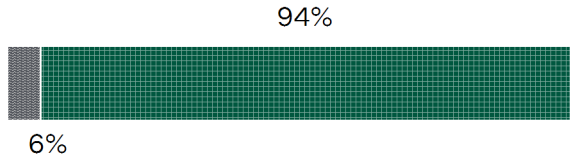
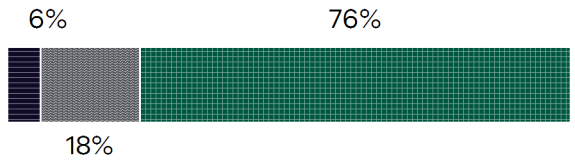
Under 'Your results', see results for each question in descending order by most agreed.

'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

94% of your staff who did the survey agreed or strongly agreed with 'I have a choice in deciding how I do my work'.

Survey question	Your results	Benchmark agree results				
		You		Comparator		
		2019	2021	Lowest	Average	Highest
I have a choice in deciding how I do my work		70 %	94 %	75 %	89 %	97 %
I understand how my job contributes to my organisation's purpose		90 %	94 %	85 %	94 %	100 %
I understand how the Charter of Human Rights and Responsibilities applies to my work		95 %	94 %	70 %	86 %	100 %
I clearly understand what I am expected to do in this job		75 %	76 %	79 %	88 %	97 %

Job and manager factors

Job enrichment 2 of 2

What this is

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

Why this is important

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

How to read this

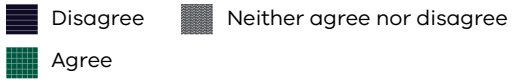
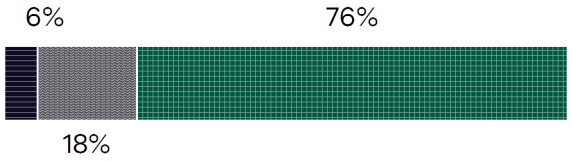
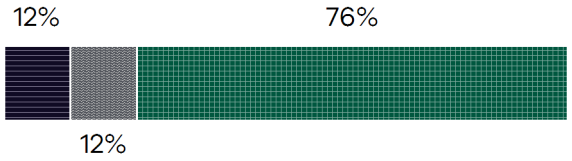
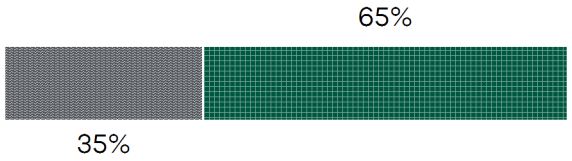
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

76% 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
I have the authority to do my job effectively		75 %	76 %	76 %	87 %	100 %
My job allows me to utilise my skills, knowledge and abilities		90 %	76 %	79 %	89 %	100 %
My work performance is assessed against clear criteria		Not asked	65 %	61 %	77 %	100 %

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

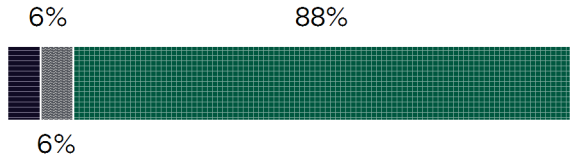
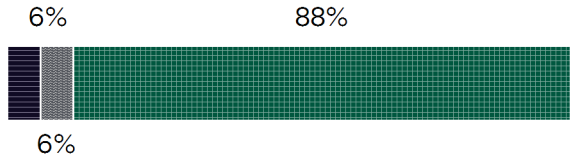
Under 'Your results', see results for each question in descending order by most agreed.

'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 am achieving something important through my work'.

Survey question	Your results	Benchmark agree results				
	Disagree / Neither agree nor disagree / Agree	You		Comparator		
		2019	2021	Lowest	Average	Highest
I am achieving something important through my work		Not asked	88 %	67 %	89 %	100 %
I feel that I can make a worthwhile contribution at work		Not asked	88 %	81 %	90 %	100 %

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

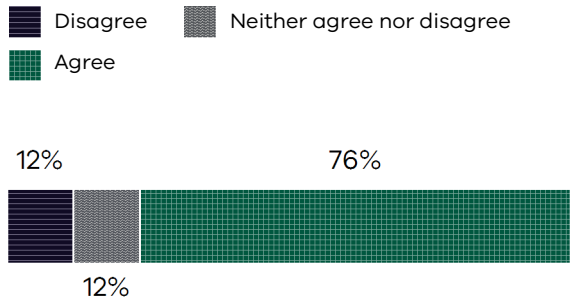
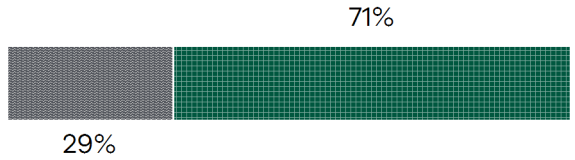
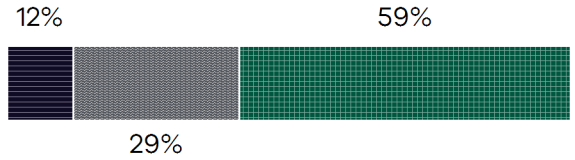
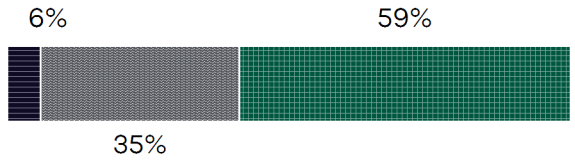
Under 'Your results', see results for each question in descending order by most agreed.

'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

76% of your staff who did the survey agreed or strongly agreed with 'People in your workgroup are able to bring up problems and tough issues'.

Survey question	Your results	You		Comparator		
		2019	2021	Lowest	Average	Highest
People in your workgroup are able to bring up problems and tough issues		Not asked	76 %	82 %	89 %	100 %
I am confident that I would be protected from reprisal for reporting improper conduct		50 %	71 %	68 %	88 %	100 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner		50 %	59 %	64 %	81 %	100 %
I feel safe to challenge inappropriate behaviour at work		Not asked	59 %	75 %	86 %	100 %

Job and manager factors

Safe to speak up 2 of 2

What this is

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

Why this is important

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

How to read this

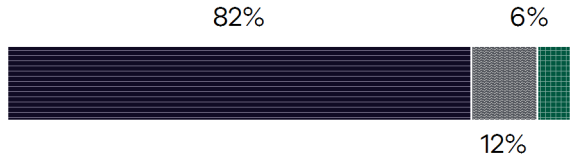
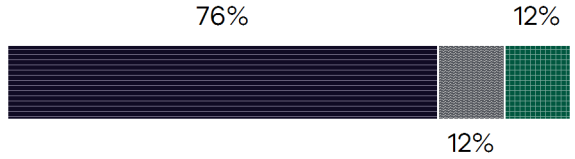
Under 'Your results', see results for each question in descending order by most disagreed.

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

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

Example

82% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

Survey question	Your results	Benchmark disagree results				
	Disagree / Neither agree nor disagree / Agree	You		Comparator		
		2019	2021	Lowest	Average	Highest
People in my workgroup often reject others for being different		Not asked	82 %	85 %	93 %	100 %
If I make a mistake in my workgroup, it is often held against me		Not asked	76 %	76 %	87 %	100 %

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

47% 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	47%	46%	36%
Limited social interactions with the team	29%	12%	11%
Decision making and authorisation processes	24%	15%	23%
There are no noticeable barriers	24%	18%	18%
Difficulties in separating work from other aspects of my life	18%	12%	10%
Family/household commitments (carer responsibilities, child education responsibilities)	18%	10%	9%
Administrative processes (including leave and HR requirements)	12%	17%	19%
Communication processes	12%	11%	19%
Poor work-life balance	12%	9%	12%
Technology limitations	12%	9%	20%

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

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.

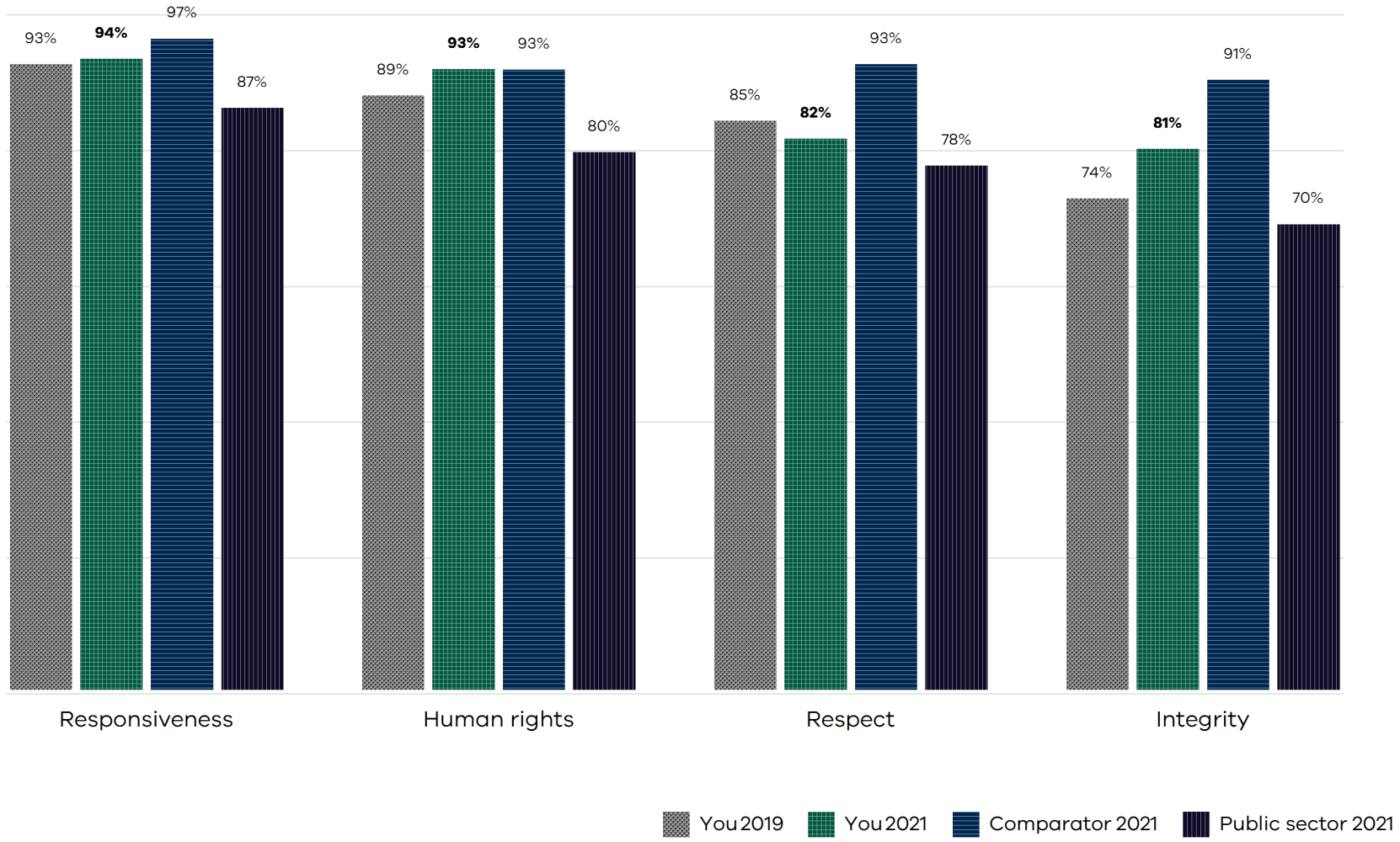
Example

In 2021:

- 94% of your staff who did the survey responded positively to questions about Responsiveness , which is up 1% in 2019.

Compared to:

- 97% 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.

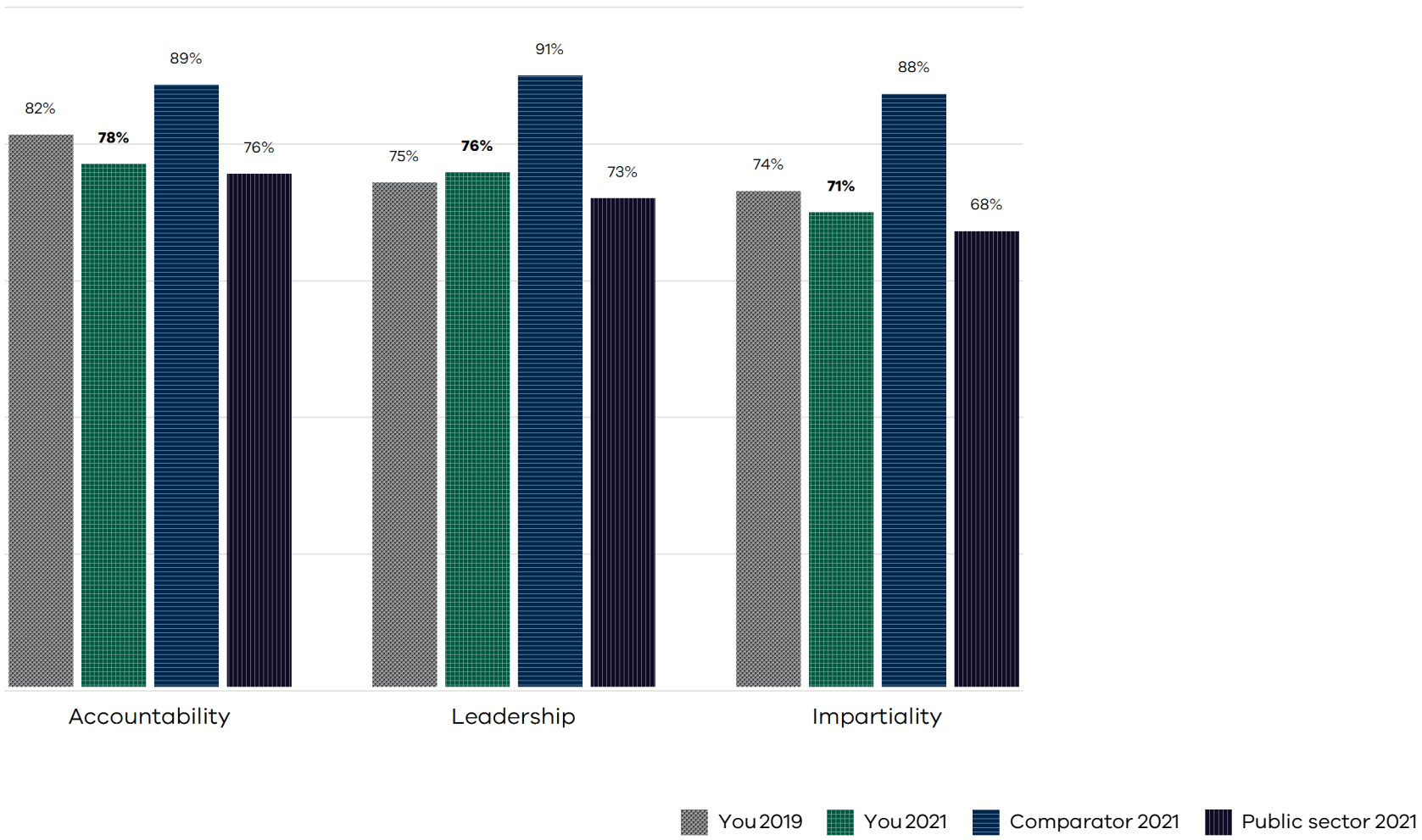
Example

In 2021:

- 78% of your staff who did the survey responded positively to questions about Accountability , which is down 4% in 2019.

Compared to:

- 89% of staff at your comparator and 76% of staff across the public sector.



Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

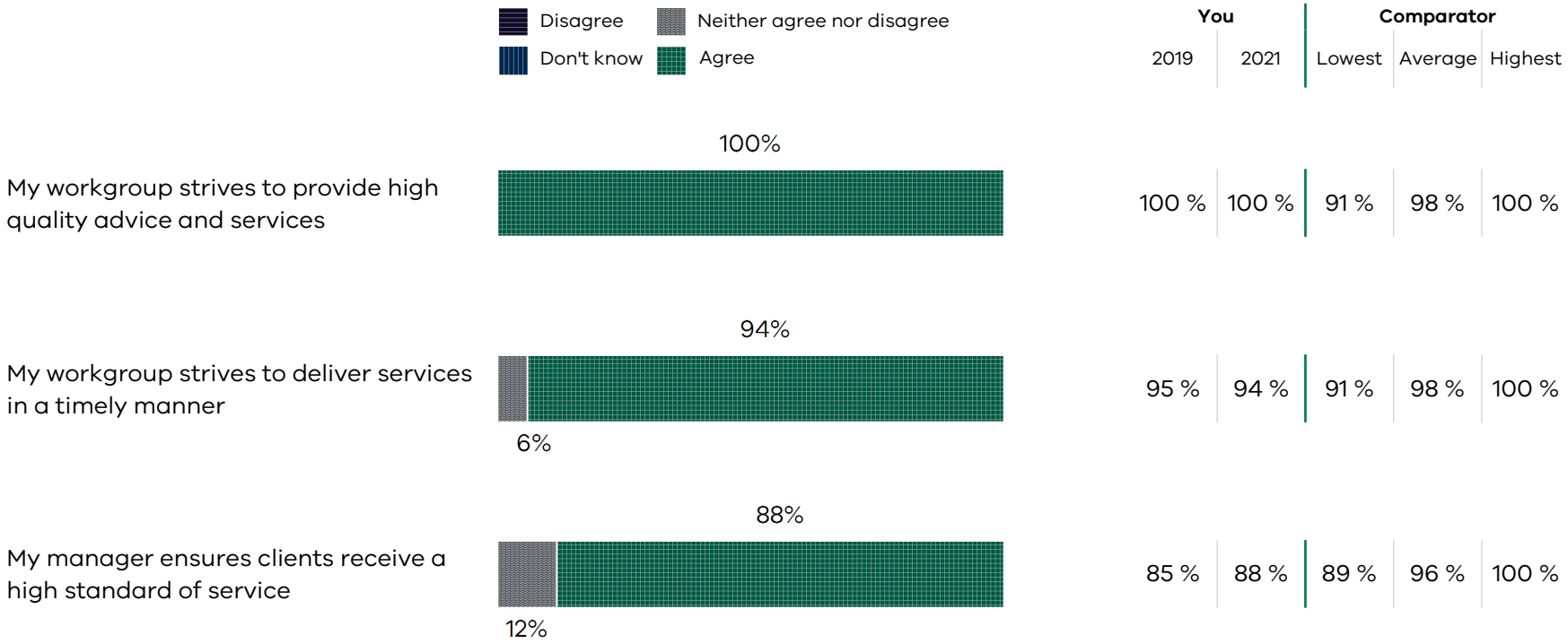
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

100% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.



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

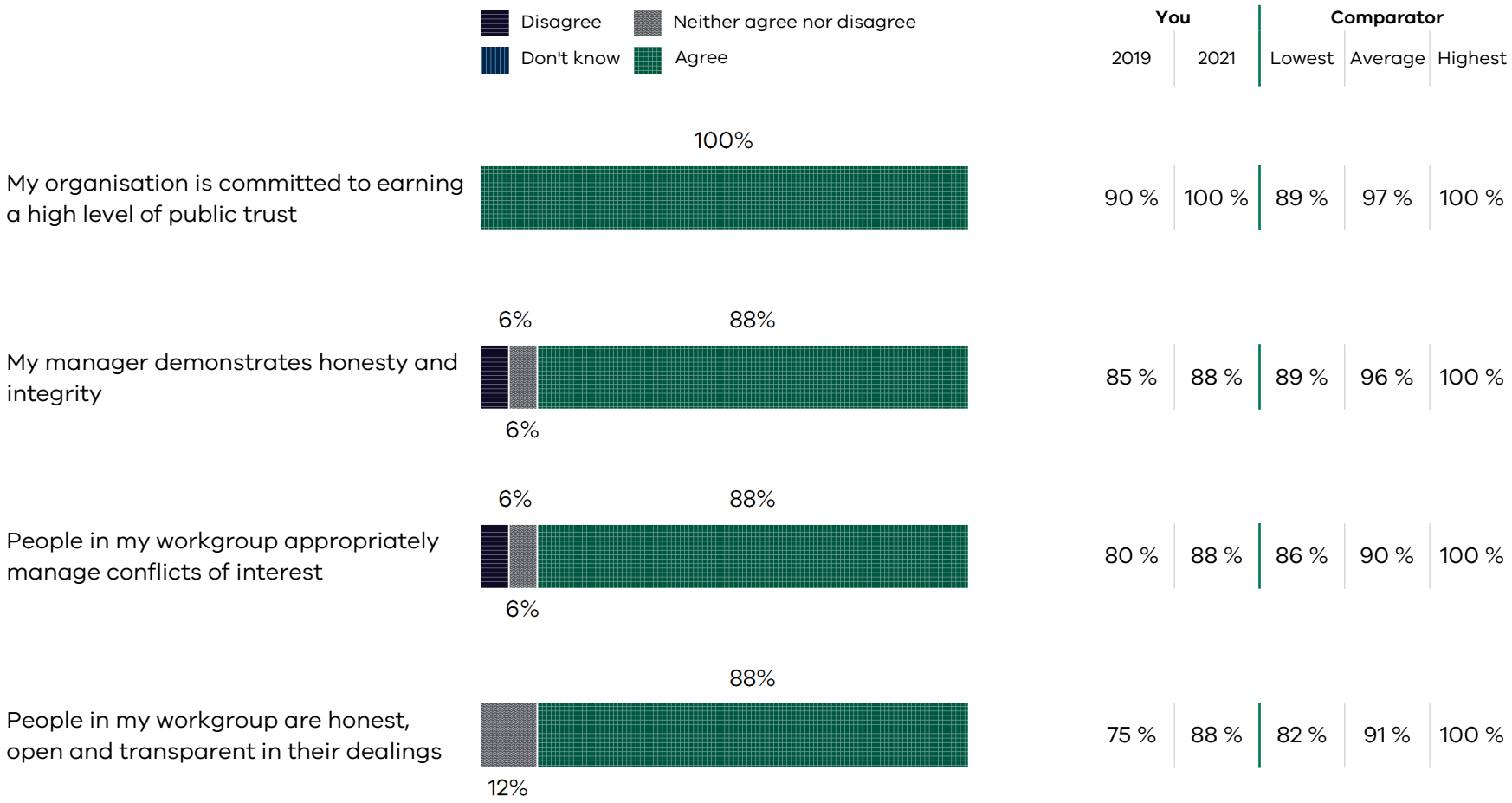
Under 'Your results', see results for each question in descending order by most agreed.

'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

100% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.



Public sector values

Integrity 2 of 2

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

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

How to read this

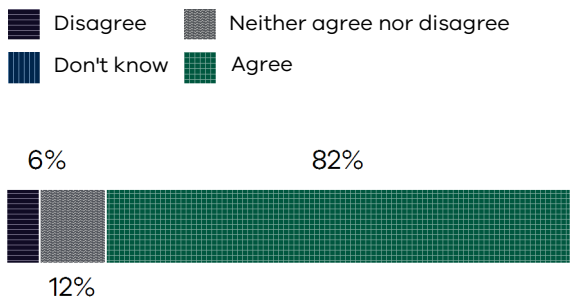
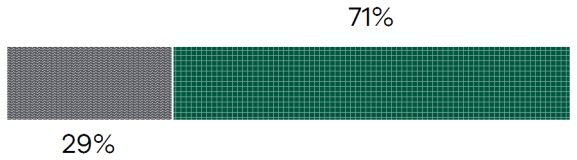
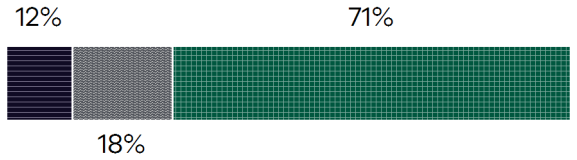
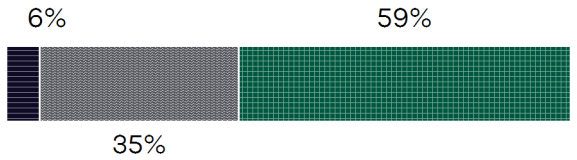
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

82% of staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question	Your results	Benchmark agree results				
		You		Comparator		
		2019	2021	Lowest	Average	Highest
Senior leaders demonstrate honesty and integrity		70 %	82 %	79 %	90 %	100 %
I am confident that I would be protected from reprisal for reporting improper conduct		50 %	71 %	68 %	88 %	100 %
My organisation does not tolerate improper conduct		65 %	71 %	81 %	90 %	100 %
I feel safe to challenge inappropriate behaviour at work		Not asked	59 %	75 %	86 %	100 %

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

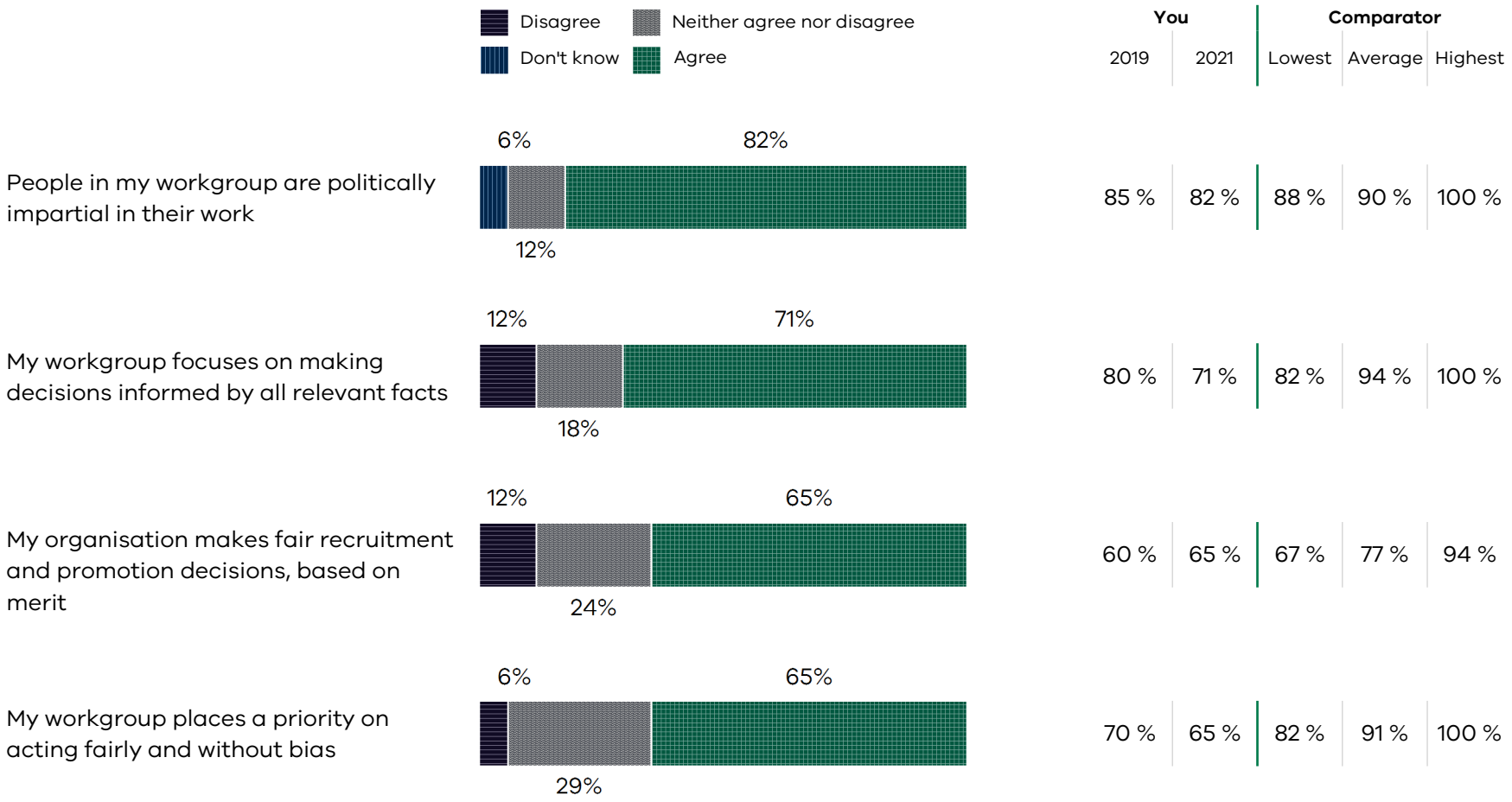
Under 'Your results', see results for each question in descending order by most agreed.

'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

82% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.



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

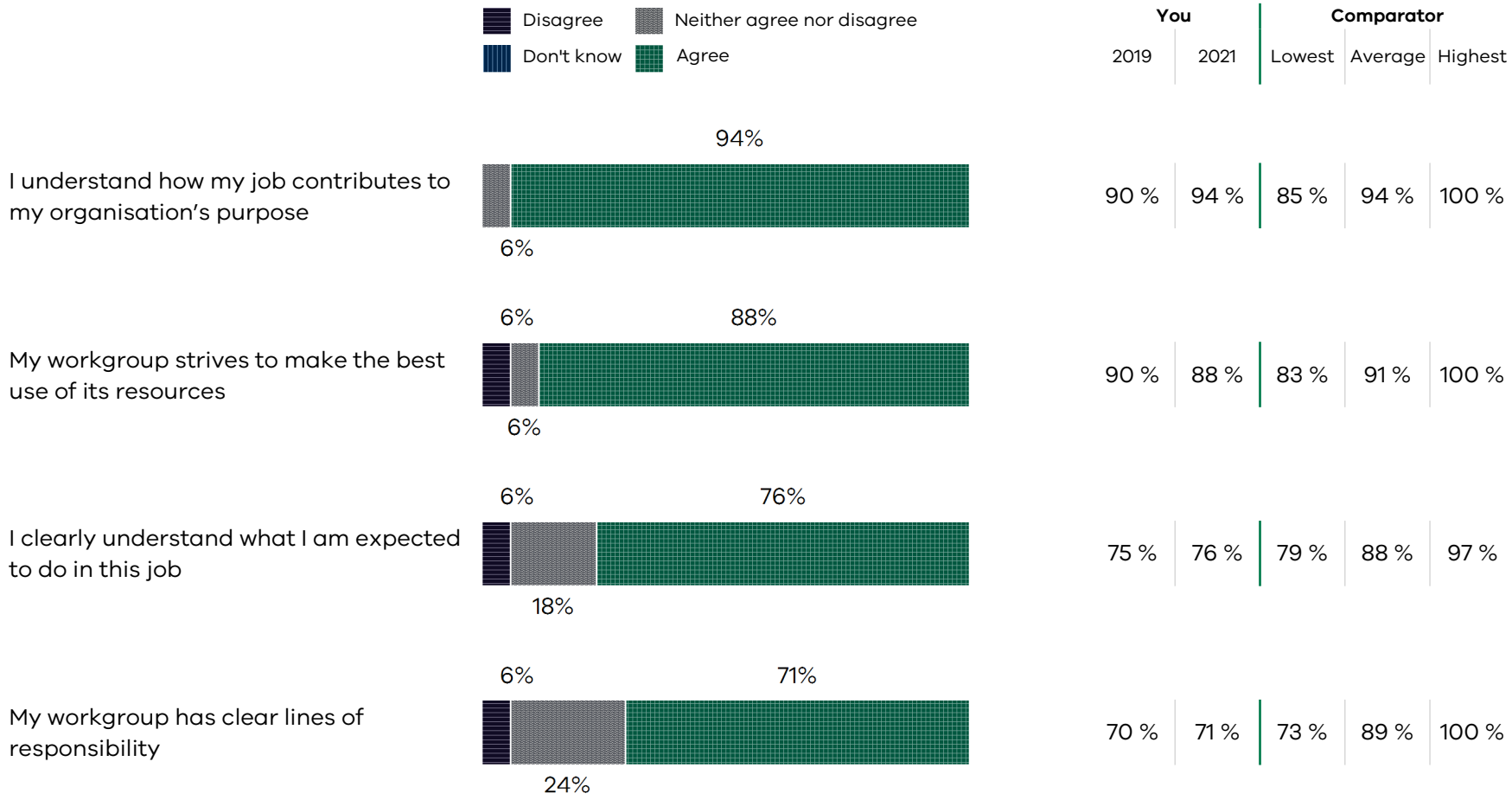
Under 'Your results', see results for each question in descending order by most agreed.

'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

94% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.



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

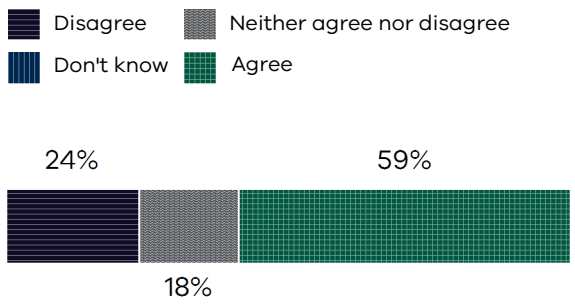
Under 'Your results', see results for each question in descending order by most agreed.

'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

59% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question	Your results	Benchmark agree results				
		You		Comparator		
		2019	2021	Lowest	Average	Highest
Senior leaders provide clear strategy and direction		85 %	59 %	57 %	85 %	96 %

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

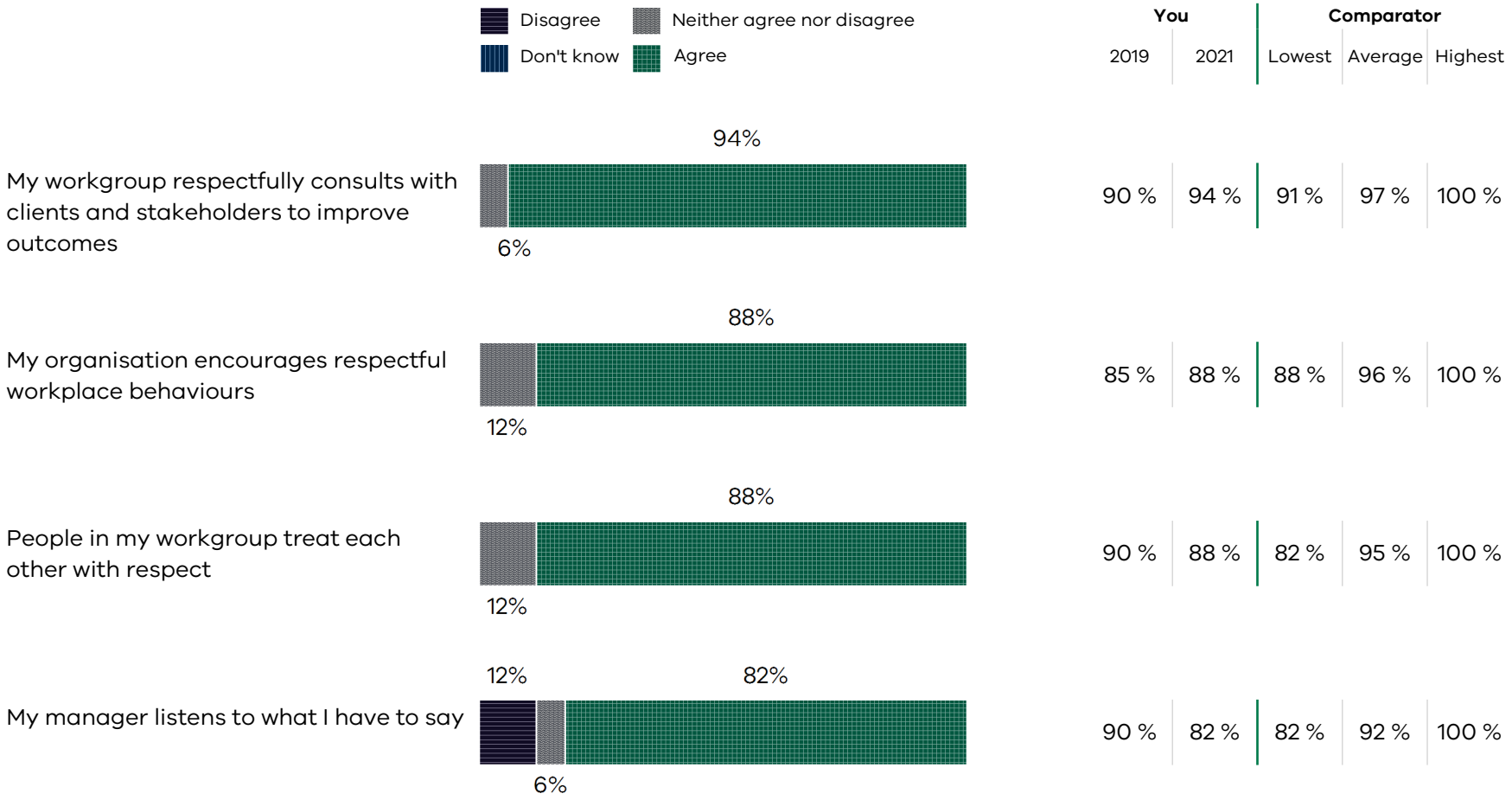
Under 'Your results', see results for each question in descending order by most agreed.

'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

94% of staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.



Public sector values

Respect 2 of 2

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

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

How to read this

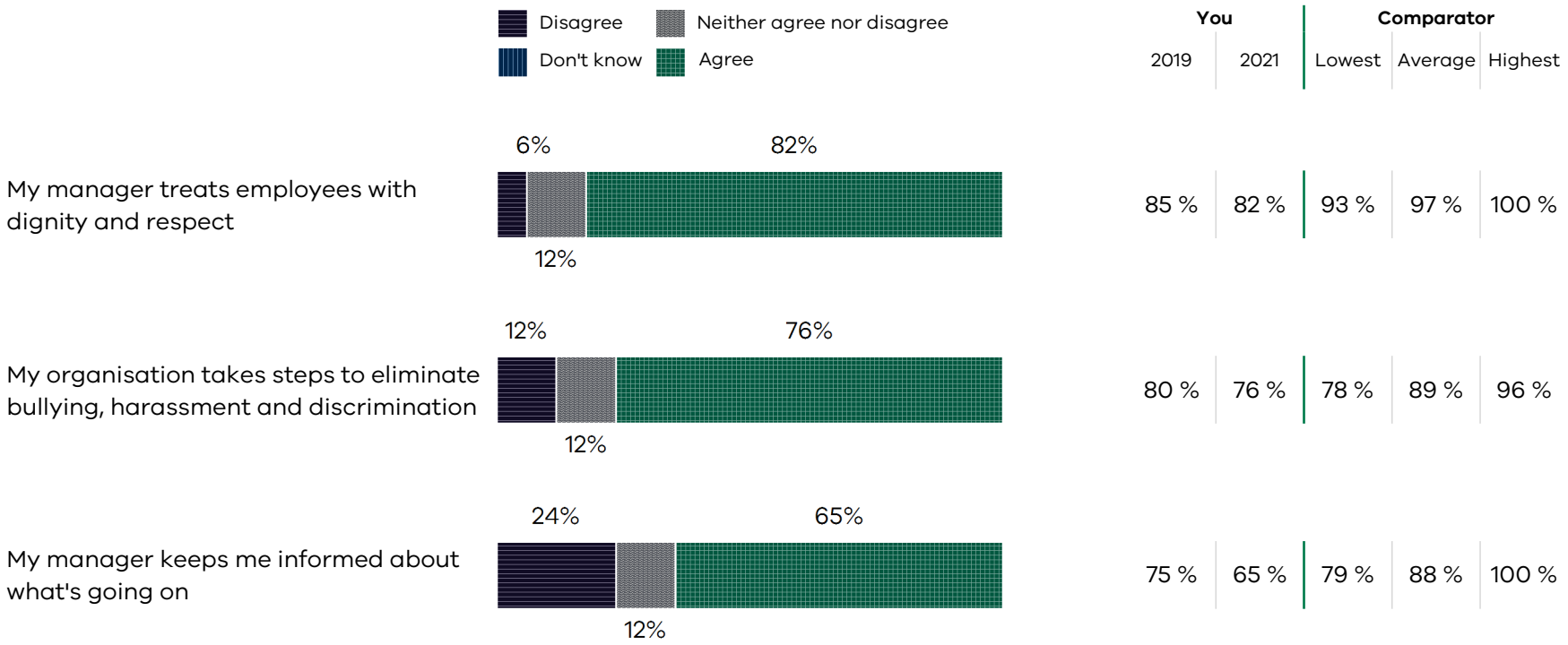
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

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



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

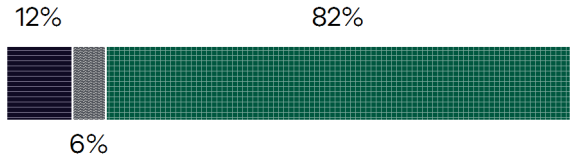
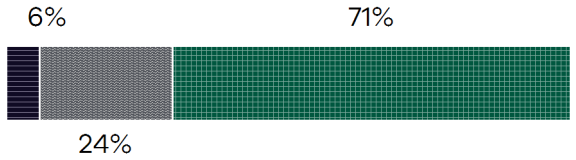
Under 'Your results', see results for each question in descending order by most agreed.

'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

82% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results	Benchmark agree results				
	Disagree, Neither agree nor disagree, Don't know, Agree	You		Comparator		
		2019	2021	Lowest	Average	Highest
My manager models my organisation's values		90 %	82 %	79 %	92 %	100 %
Senior leaders model my organisation's values		60 %	71 %	76 %	89 %	100 %

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

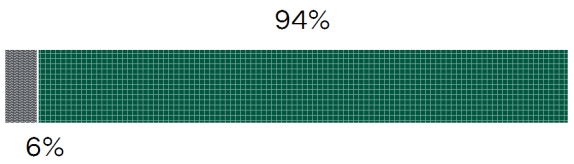
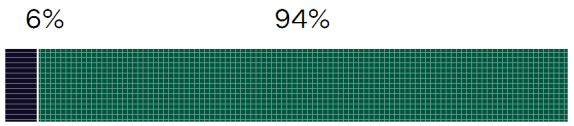
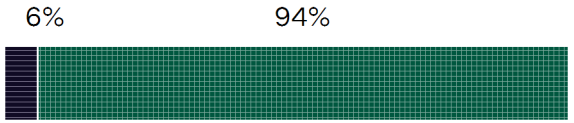
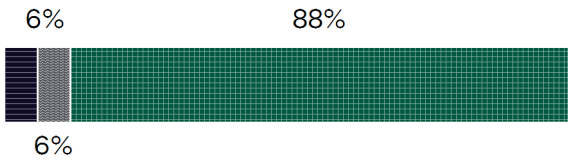
Under 'Your results', see results for each question in descending order by most agreed.

'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

94% of staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

Survey question	Your results	Benchmark agree results				
		You		Comparator		
		2019	2021	Lowest	Average	Highest
I understand how the Charter of Human Rights and Responsibilities applies to my work		95 %	94 %	70 %	86 %	100 %
My organisation respects the human rights of employees		85 %	94 %	86 %	95 %	100 %
My workgroup values human rights		95 %	94 %	91 %	95 %	100 %
My organisation encourages employees to act in ways that are consistent with human rights		80 %	88 %	88 %	94 %	100 %

Victorian
Public Sector
Commission

vpsc.vic.gov.au/peoplemattersurvey