People matter survey 2021

Have your say

Report overview

About your report

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

Report contents

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

Comparing data in this report

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

This means you'll be able to compare about 37% 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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- Integrity
- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

Custom questions

- Questions requested by your organisation

Demographics

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

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Victorian Public Sector Commission

VICTORIA State Government

Report overview

Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

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

Senior leadership	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

VICTORIA State Government

Report overview

Your comparator group 1 of 2

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'.

Bushfire Recovery Victoria

CenITex

Commercial Passenger Vehicles Victoria

Commission for Children and Young People

Court Services Victoria

Emergency Services Superannuation Board

Environment Protection Authority

Essential Services Commission

Family Safety Victoria

Family Violence Prevention Agency

Game Management Authority

Independent Broad-based Anti-corruption Commission

Infrastructure Victoria

Labour Hire Licensing Authority

Latrobe Valley Authority

Major Transport Infrastructure Authority

Office of Public Prosecutions

Office of the Chief Parliamentary Counsel

Office of the Governor Victoria

Office of the Legal Services Commissioner

Office of the Ombudsman Victoria

Office of the Victorian Electoral Commissioner

Office of the Victorian Government Architect

Office of the Victorian Information Commissioner

Office of the Victorian Inspectorate

Portable Long Service Authority

Public Record Office Victoria

Public Transport Safety Victoria

Safer Care Victoria

Service Victoria

Suburban Rail Loop Authority

Victorian Public Sector Commission

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Victorian Auditor-General's Office

Victorian Commission for Gambling and Liquor Regulation

Victorian Disability Worker Commission

Victorian Equal Opportunity and Human Rights Commission

Victorian Fisheries Authority

Victorian Government Solicitor's Office

Victorian Public Sector Commission

Victorian Responsible Gambling Foundation

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2020		2021	
85%		**77%**	
(159)		**(155)**	
Comparator	71%	Comparator	50%
Public Sector	49%	Public Sector	39%

Victorian Public Sector Commission

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020	
74	
Comparator	69
Public Sector	68

2021	
71	
Comparator	72
Public Sector	70

People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 71.

Why this is important

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

How to read this

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

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

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

Example

80% 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

Legend: Disagree, Neither agree nor disagree, Agree

	You			Comparator		
Survey question	2019	2020	2021	Lowest	Average	Highest
I would recommend my organisation as a good place to work (11% / 9% / 80%)	82 %	86 %	80 %	38 %	73 %	95 %
I am proud to tell others I work for my organisation (8% / 14% / 78%)	81 %	81 %	78 %	51 %	81 %	100 %
My organisation motivates me to help achieve its objectives (14% / 17% / 70%)	75 %	69 %	70 %	32 %	70 %	94 %
I feel a strong personal attachment to my organisation (14% / 17% / 69%)	66 %	71 %	69 %	42 %	65 %	95 %

People outcomes

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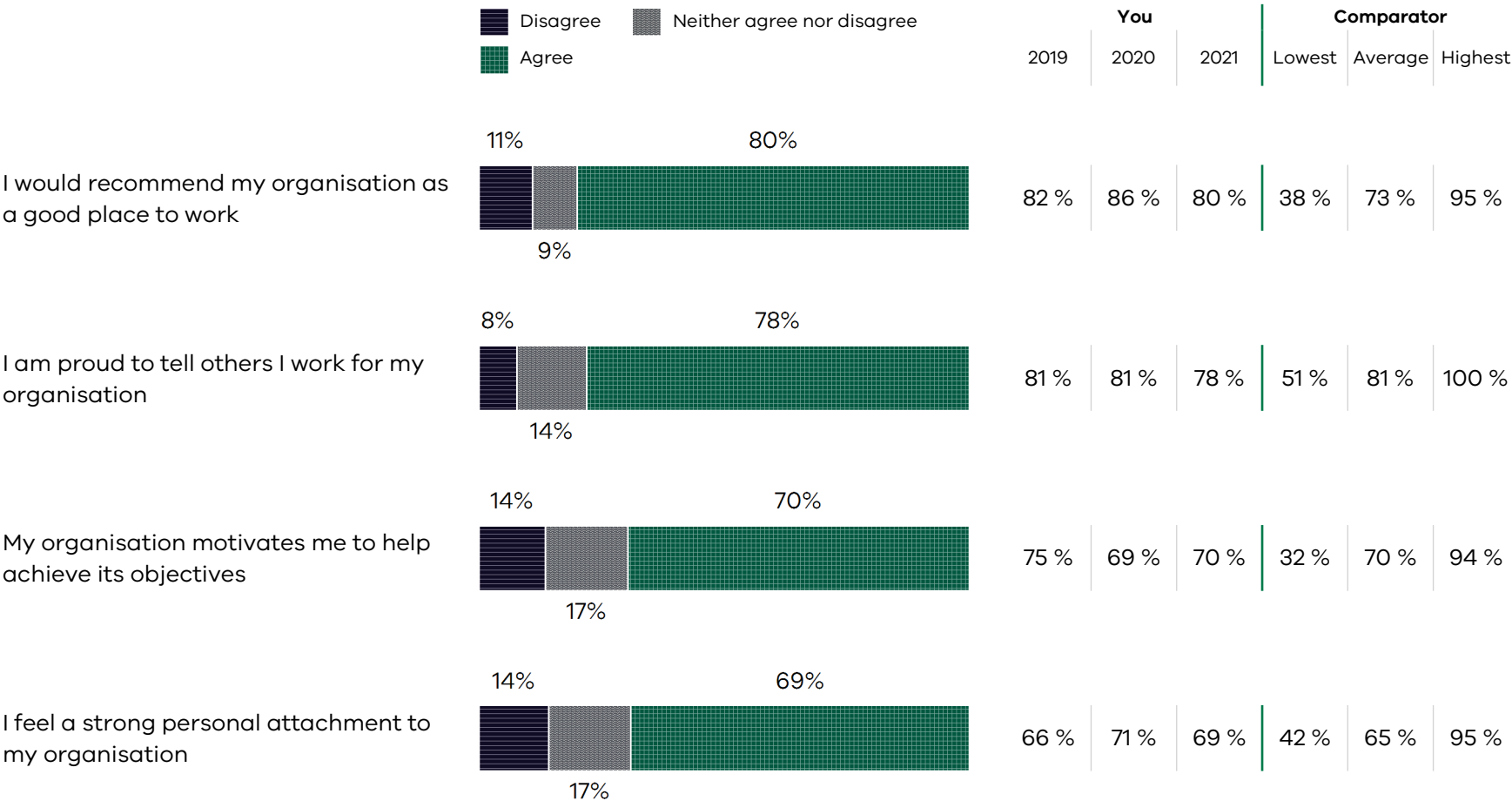
Example

65% of your staff who did the survey agreed or strongly agreed with 'My organisation inspires me to do the best in my job'.

| Survey question | Your results | Benchmark agree results |

Survey question

Your results

■ Disagree   ▦ Neither agree nor disagree
▦ Agree

My organisation inspires me to do the best in my job

14%   65%
21%

Benchmark agree results

	You			Comparator		
2019	2020	2021	Lowest	Average	Highest
73 %	66 %	65 %	30 %	67 %	91 %
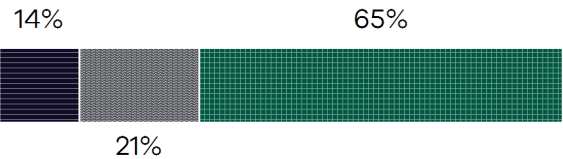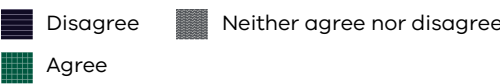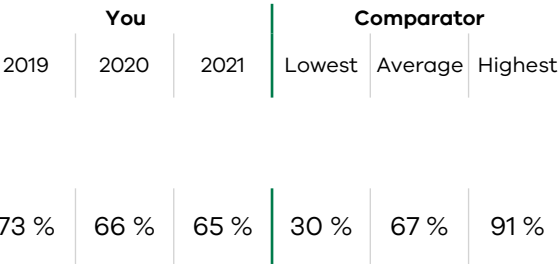
People outcomes

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:

- 73% of your staff who did the survey responded positively to questions about Intention to stay.

Compared to:

- 58% of staff at your comparator and 67% of staff across the public sector.

Legend: You 2019 | You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Intention to stay: 76%, 73%, 58%, 67%

Satisfaction: 73%, 74%, 68%, 64%, 63%

High to severe work related stress: 19%, 17%, 21%, 28%, 26%

People outcomes

Satisfaction question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

81% of your staff who did the survey agreed or strongly agreed with 'I get a sense of accomplishment from my work'.

Legend: Disagree, Neither agree nor disagree, Agree

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I get a sense of accomplishment from my work	Disagree 10% / Neither 9% / Agree 81%	87 %	Not asked	81 %	61 %	77 %	96 %
I enjoy the work in my current job	Disagree 9% / Neither 12% / Agree 79%	87 %	Not asked	79 %	67 %	79 %	100 %

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People outcomes

Satisfaction question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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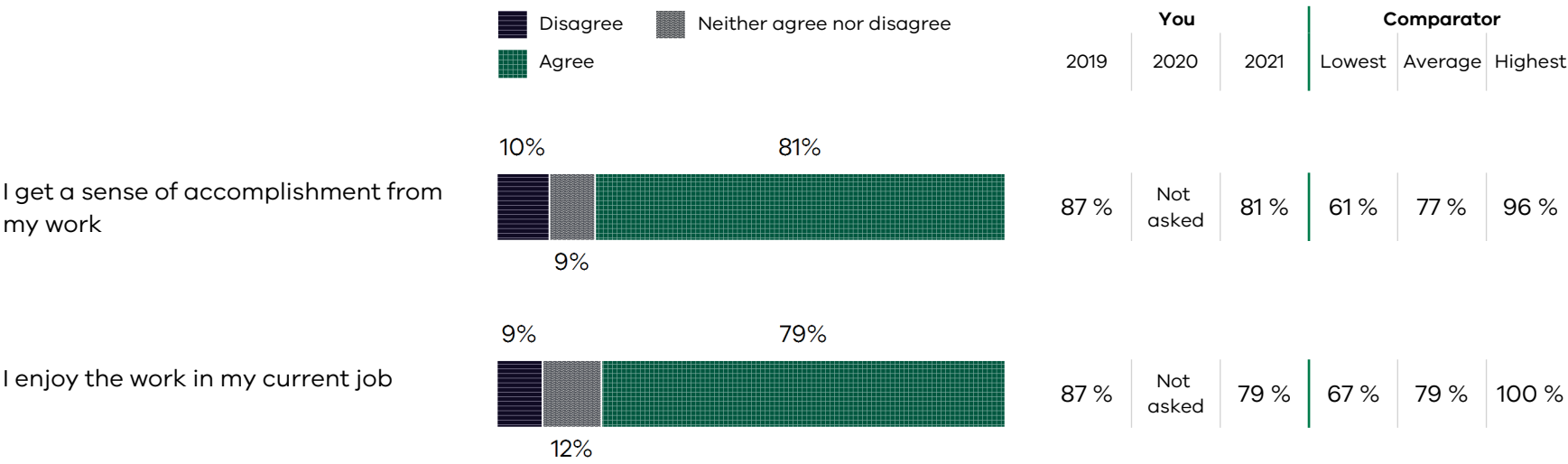
Example

77% of your staff who did the survey were satisfied or very satisfied with 'How satisfied are you with the work-life balance in your current job'.

Survey question

Your results

Legend: Dissatisfied | Neither satisfied nor dissatisfied | Satisfied

Benchmark satisfied results

Survey question	Your results		You			Comparator		
			2019	2020	2021	Lowest	Average	Highest
How satisfied are you with the work-life balance in your current job	8% / 15% / 77%		81 %	81 %	77 %	56 %	69 %	93 %
Considering everything, how satisfied are you with your current job	14% / 10% / 75%		78 %	82 %	75 %	54 %	70 %	93 %
How satisfied are you with your career development within your current organisation	19% / 31% / 50%		59 %	59 %	50 %	38 %	52 %	76 %

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 2020 and your comparator.
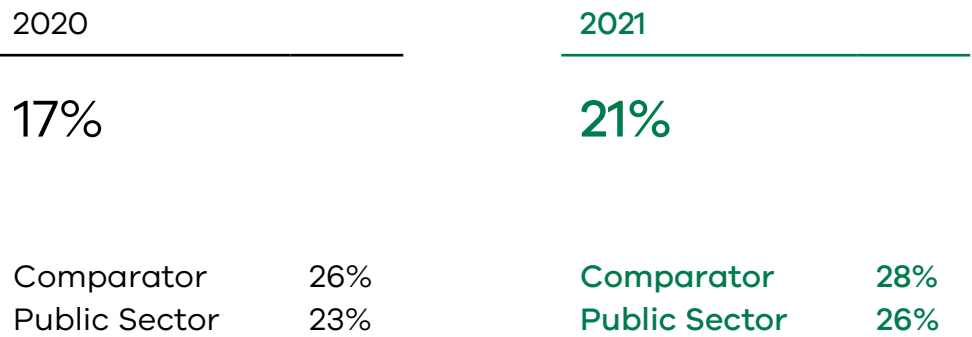
Example

21% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 28% of staff in your comparator group and 26% of staff across the public sector.

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

Nil	15%
Low / mild	30%
Moderate	35%
High	13%
Very high	6%
Severe	2%
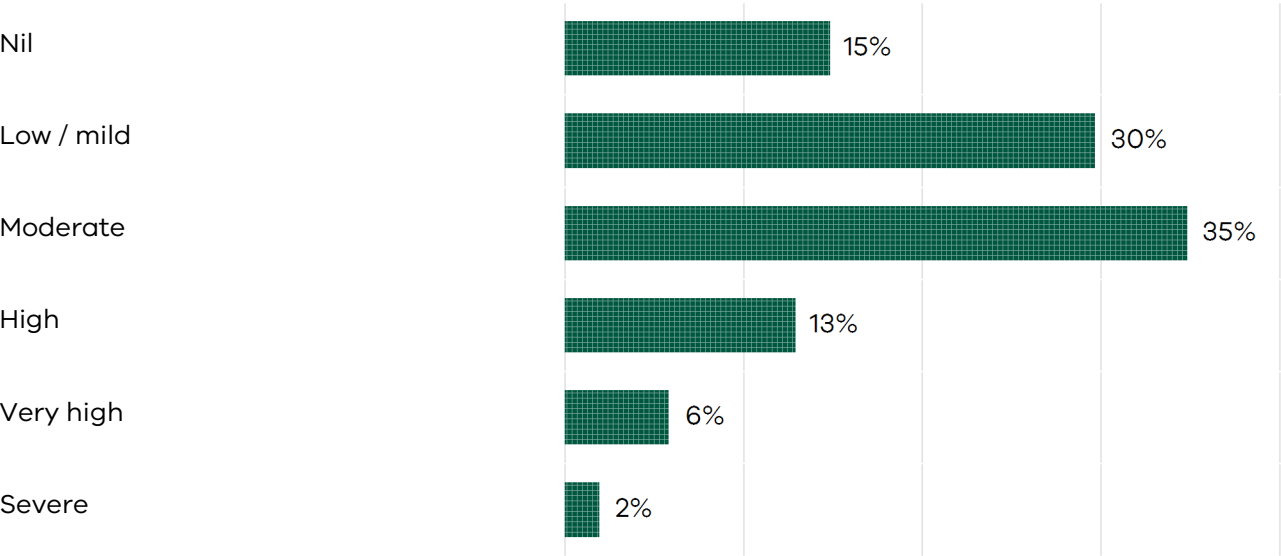
Reported levels of high to severe stress

2020		2021	
17%		**21%**	
Comparator	26%	Comparator	28%
Public Sector	23%	Public Sector	26%

People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

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

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

Example

85% of your staff who did the survey said they experienced mild to severe stress.

Of that 85%, 45% said the top reason was 'Workload'.

	132	23
	85%	15%

■ Experienced some work-related stress   ▨ Did not experience some work-related stress
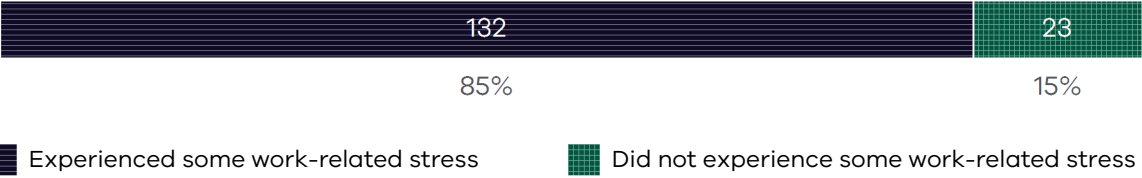
Of those that experienced work related stress it was from …	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	54%	45%	51%	51%
Time pressure	40%	37%	47%	42%
Unclear job expectations	11%	20%	14%	11%
Other changes due to COVID-19	14%	19%	11%	15%
Content, variety, or difficulty of work	10%	14%	14%	12%
Management of work (e.g. supervision, training, information, support)	9%	14%	13%	13%
Dealing with clients, patients or stakeholders	17%	13%	15%	14%
Organisation or workplace change	7%	11%	11%	11%
Incivility, bullying, harassment or discrimination	3%	10%	5%	7%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	15%	9%	9%	12%

People outcomes

Intention to stay

What this is

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

Why this is important

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

How to read this

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

If they say they intend to leave, we ask them to tell us why they want to. They can select more than one reason.
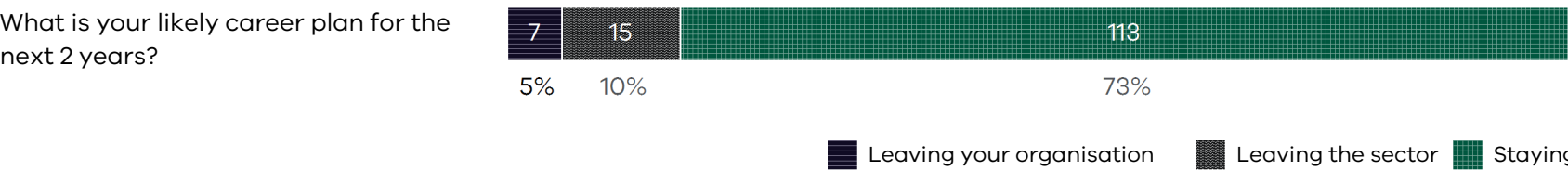
In descending order, the table shows the top 10 reasons for leaving.

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

Example

14% of your staff who did the survey said they intended to leave.

Of that 14%, 64% said it was from 'Limited future career opportunities at my organisation'.

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

7	15	113
5%	10%	73%

■ Leaving your organisation ▨ Leaving the sector ■ Staying

Of those who indicated they're leaving your organisation (including leaving the sector) it was for …	You 2021	Comparator 2021	Public sector 2021
Limited future career opportunities at my organisation	64%	51%	42%
Limited opportunities to gain further experience at my organisation	59%	39%	33%
Lack of confidence in senior leadership	55%	30%	34%
Opportunity to seek/take a promotion elsewhere	50%	44%	33%
Better remuneration	45%	30%	26%
Opportunity to broaden experience	45%	49%	40%
Limited developmental/educational opportunities at my organisation	41%	24%	24%
Limited involvement in decisions affecting my job and career	32%	19%	20%
Limited recognition for doing a good job	32%	26%	32%
Poor relationship with my colleagues and/or manager	32%	11%	15%

Victorian Public Sector Commission

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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.

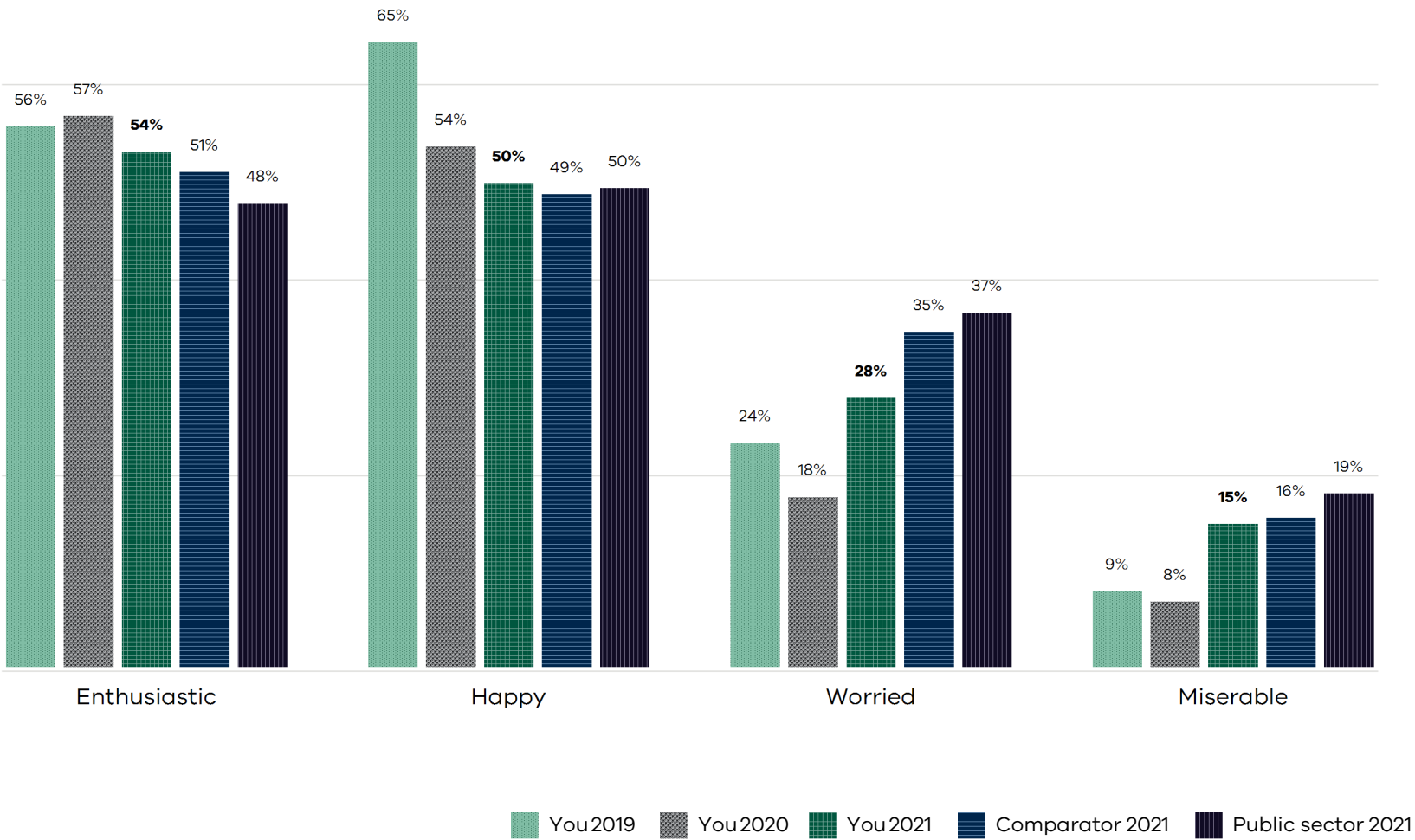You can compare these with your comparator and the public sector.

Example

In 2021:

- 50% of your staff who did the survey said work made them feel happy in 2021, which is down from 54% in 2020

Compared to:

- 49% of staff at your comparator and 50% of staff across the public sector.

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

Legend: You 2019 | You 2020 | You 2021 | Comparator 2021 | Public sector 2021

	Enthusiastic	Happy	Worried	Miserable
You 2019	56%	65%	24%	9%
You 2020	57%	54%	18%	8%
You 2021	54%	50%	28%	15%
Comparator 2021	51%	49%	35%	16%
Public sector 2021	48%	50%	37%	19%

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.

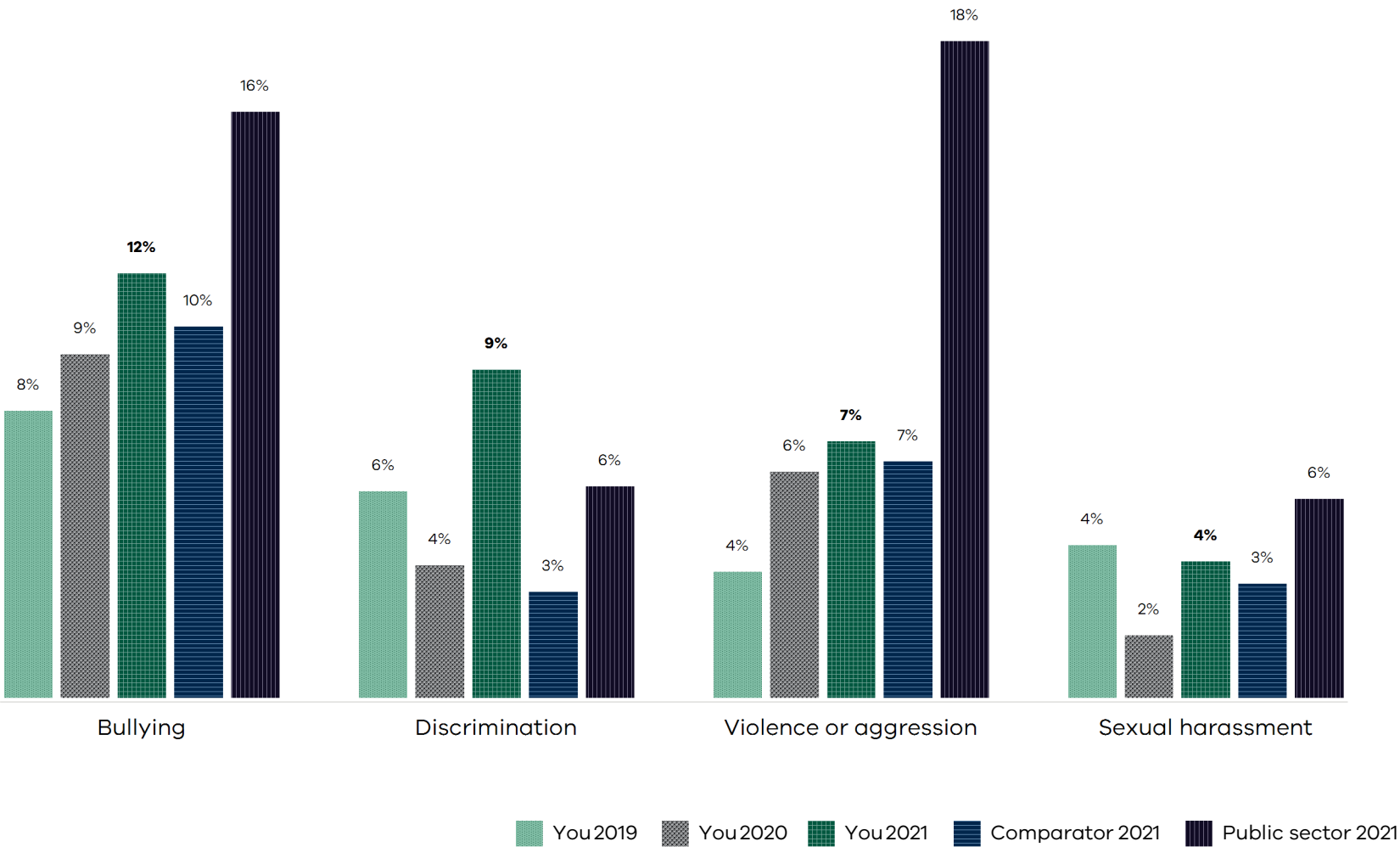You can compare these with your comparator and the public sector.

Example

In 2021:

- 12% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is up from 9% in 2020.

Compared to:

- 10% of staff at your comparator and 16% of staff across the public sector.

Chart: Negative behaviours by category

Category	You 2019	You 2020	You 2021	Comparator 2021	Public sector 2021
Bullying	8%	9%	12%	10%	16%
Discrimination	6%	4%	9%	3%	6%
Violence or aggression	4%	6%	7%	7%	18%
Sexual harassment	4%	2%	4%	3%	6%

People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

12% of your staff who did the survey said they experienced bullying.

Of that 12%, 67% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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

18	123	14
12%	79%	9%

■ Experienced bullying ▦ Did not experience bullying ▨ Not sure
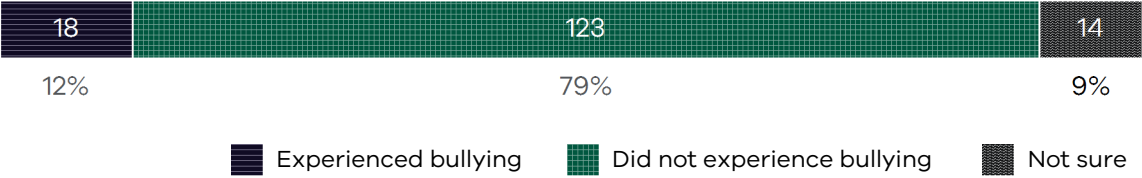
If you experienced bullying, what type of bullying did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	53%	67%	75%	69%
Exclusion or isolation	33%	50%	43%	42%
Intimidation and/or threats	27%	50%	26%	32%
Withholding essential information for me to do my job	27%	28%	36%	27%
Being assigned meaningless tasks unrelated to the job	7%	17%	15%	13%
Verbal abuse	13%	17%	17%	20%
Being given impossible assignment(s)	7%	11%	12%	9%

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People outcomes

Telling someone about the bullying

What this is

This is if staff told someone when they experienced bullying.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

12% of your staff who did the survey said they experienced bullying, of which

- 39% said the top way they reported the bullying was 'Told a colleague'.
- 83% said they didn't submit a formal complaint.

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

18	123	14
12%	79%	9%

■ Experienced bullying　▦ Did not experience bullying　▨ Not sure
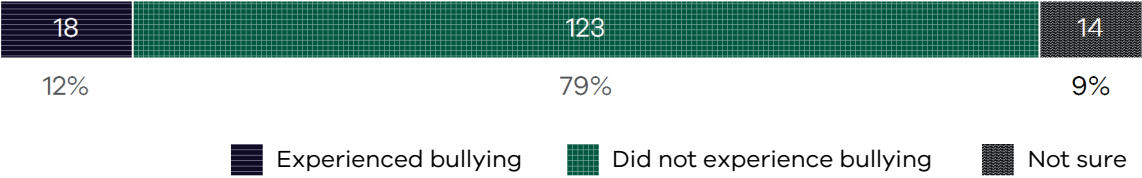
Did you tell anyone about the bullying?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a colleague	53%	39%	44%	42%
Told Human Resources	13%	39%	20%	12%
Told a friend or family member	27%	33%	42%	34%
Told a manager	60%	28%	50%	47%
Submitted a formal complaint	20%	17%	8%	12%
Told someone else	0%	17%	13%	12%
Told the person the behaviour was not OK	0%	17%	20%	17%
Told employee assistance program (EAP) or peer support	0%	11%	11%	9%
I did not tell anyone about the bullying	0%	6%	11%	12%

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

83% of your staff who experienced bullying did not submit a formal complaint, of which:

- 67% said the top reason was 'I believed there would be negative consequences for my career'.

Did you submit a formal complaint?

3	15
17%	83%

■ Submitted formal complaint ▦ Did not submit a formal complaint
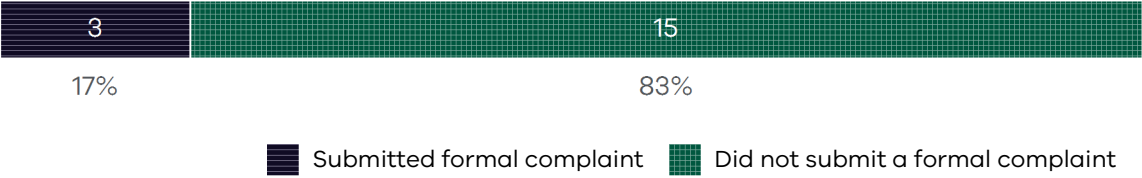
Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my career	67%	49%	40%
I believed there would be negative consequences for my reputation	60%	59%	53%
I didn't think it would make a difference	47%	50%	50%
I didn't feel safe to report the incident	20%	21%	19%
Other	20%	14%	12%
I thought the complaint process would be embarrassing or difficult	13%	14%	14%
I believed there would be negative consequences for the person I was going to complain about	7%	10%	10%
I didn't need to because I no longer had contact with the person(s) who bullied me	7%	10%	8%
I didn't think it was serious enough	7%	20%	16%
I was advised not to	7%	5%	5%

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People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year's survey, 12% of your staff said they experienced bullying.

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

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

Each row is one perpetrator or group of perpetrators.

Example

12% of your staff who did the survey said they experienced bullying.

Of that 12%, 56% said it was by 'A more senior manager than my manager'.

18 people (12% of staff) experienced bullying (You 2021)

Perpetrator	Percentage
A more senior manager than my manager	56%
My immediate manager or supervisor	56%
Colleague	33%
A volunteer with my organisation	0%
Client/ customer/ patient/ stakeholder	0%
Group of colleagues	0%
Member of the public	0%
Member of your household	0%
Someone I supervise or manage	0%

Victorian Public Sector Commission

VICTORIA State Government
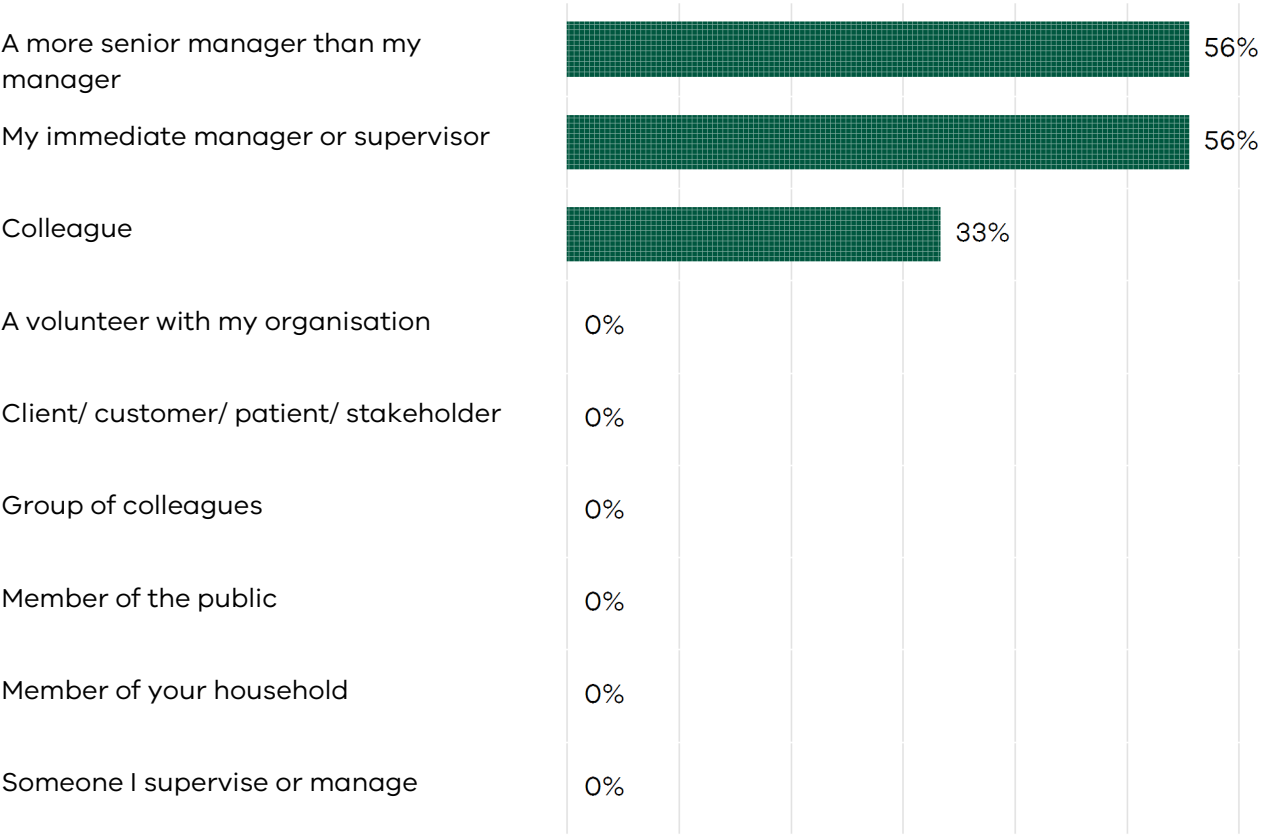
People outcomes

Frequency of bullying

What this is

This is how often staff experienced bullying.

Why this is important

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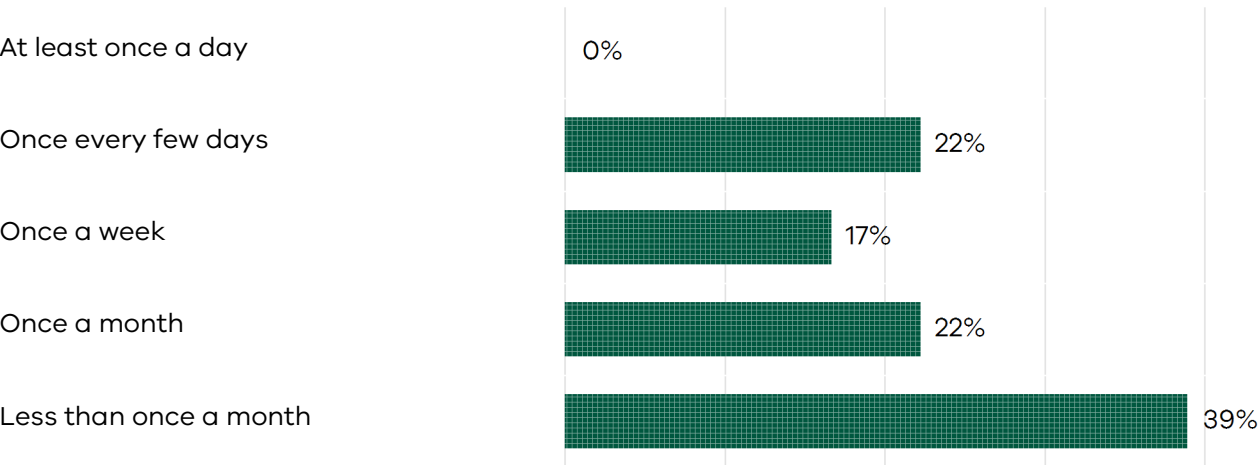
How to read this

In this year's survey, 12% of your staff said they experienced bullying.

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

Example

12% of your staff who did the survey said they experienced bullying.

Of that 12%, 0% said it was 'At least once a day'.

How often have you experienced bullying? (You 2021)

At least once a day	0%
Once every few days	22%
Once a week	17%
Once a month	22%
Less than once a month	39%

People outcomes

Sexual harassment

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Type of discrimination

What this is

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

Why this is important

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

How to read this

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

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

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

Example

9% of your staff who did the survey said they experienced discrimination.

Of that 9%, 43% said it was 'Other'.

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

14	129	12
9%	83%	8%

■ Experienced discrimination ▦ Did not experience discrimination ▦ Not sure

If you experienced discrimination, what type of discrimination did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Other	33%	43%	41%	38%
Opportunities for promotion	50%	21%	45%	37%
Denied flexible work arrangements or other adjustments	0%	14%	19%	21%
Opportunities for training	0%	14%	26%	24%
Pay or conditions offered by employer	17%	14%	9%	9%
Access to leave	0%	7%	6%	8%
Opportunities for transfer/secondment	0%	7%	18%	19%

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People outcomes

Telling someone about the discrimination

What this is

This is who staff told about the discrimination they experienced.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

9% of your staff who did the survey said they experienced discrimination, of which

- 50% said the top way they reported the discrimination was 'Told a colleague'.
- 93% said they didn't submit a formal complaint.

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

14	129	12
9%	83%	8%

■ Experienced discrimination   ■ Did not experience discrimination   ■ Not sure
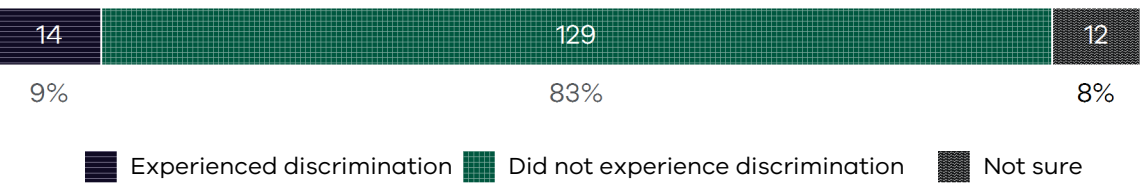
Did you tell anyone about the discrimination?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a colleague	33%	50%	31%	38%
Told a manager	50%	36%	28%	28%
Told employee assistance program (EAP) or peer support	0%	21%	9%	8%
Told Human Resources	0%	21%	13%	10%
Told the person the behaviour was not OK	0%	21%	10%	9%
I did not tell anyone about the discrimination	0%	14%	30%	24%
Told a friend or family member	17%	14%	38%	32%
Told someone else	0%	14%	16%	14%
Submitted a formal complaint	17%	7%	2%	8%

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People outcomes

Discrimination - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

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

- 77% said the top reason was 'I believed there would be negative consequences for my career'.

Did you submit a formal complaint?

1	13
7%	93%

■ Submitted formal complaint   ■ Did not submit a formal complaint
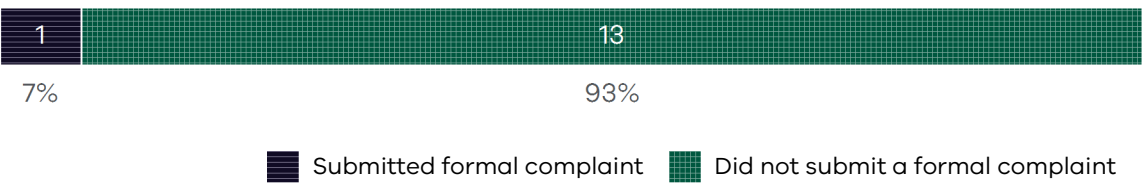
Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my career	77%	61%	54%
I believed there would be negative consequences for my reputation	54%	60%	56%
I didn't think it would make a difference	54%	54%	57%
I believed there would be negative consequences for the person I was going to complain about	15%	9%	9%
I didn't feel safe to report the incident	8%	25%	19%
I didn't think it was serious enough	8%	19%	12%

People outcomes

Frequency of discrimination

What this is

This is how often staff experienced discrimination.

Why this is important

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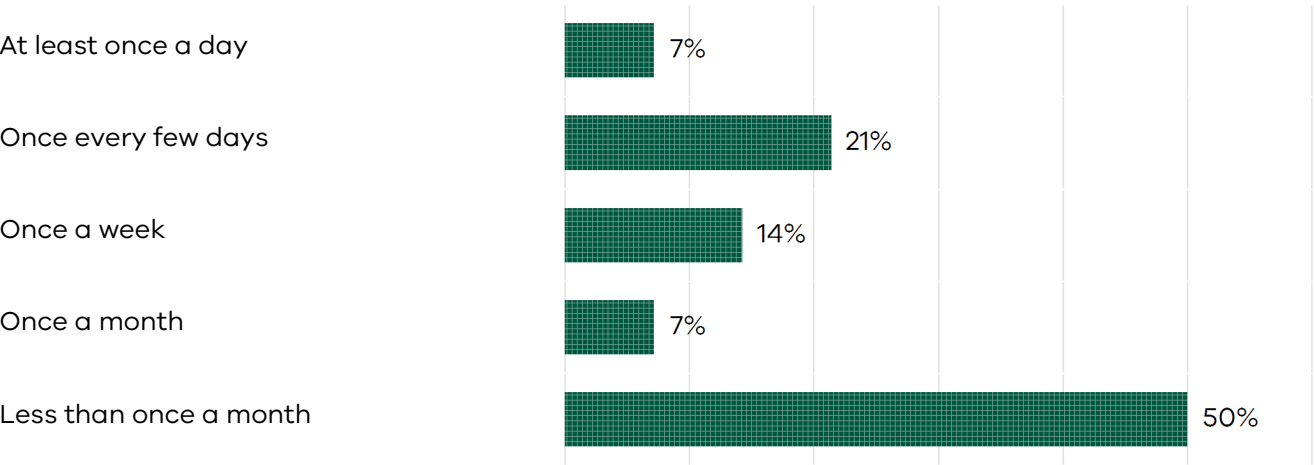
How to read this

In this year's survey, 9% of your staff said they experienced discrimination.

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

The graph shows how often staff were experiencing discrimination.

Example

9% of your staff who did the survey said they experienced discrimination.

Of that 9%, 7% said it was 'At least once a day'.

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

Frequency	Percentage
At least once a day	7%
Once every few days	21%
Once a week	14%
Once a month	7%
Less than once a month	50%

Negative behaviour

Violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

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

Of that 7%, 64% said it was from 'Intimidating behaviour'.

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

11	138	6
7%	89%	4%

■ Experienced violence or aggression ■ Did not experience violence or aggression ■ Not sure
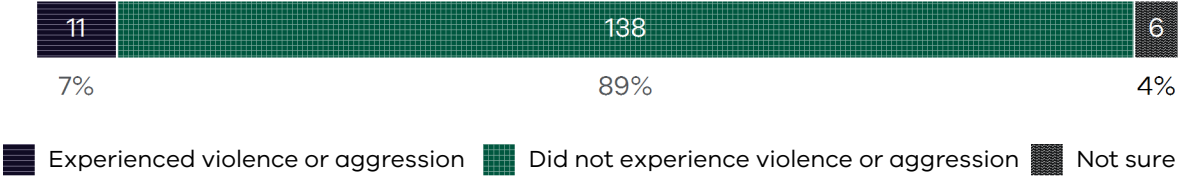
If you experienced violence or aggression, what type did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Intimidating behaviour	80%	64%	73%	69%
Abusive language	40%	45%	68%	81%
Other	0%	18%	7%	12%
Threats of violence	0%	9%	20%	39%

Negative behaviour

Telling someone about violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

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

- 64% said the top way they reported the violence or agression was 'Told a manager'

- 73% said they didn't submit a formal incident report.

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

11	138	6
7%	89%	4%

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

Did you tell anyone about the incident?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a manager	60%	64%	58%	52%
Told a colleague	40%	45%	50%	46%
Told Human Resources	0%	36%	9%	4%
Submitted a formal incident report	20%	27%	9%	32%
Told a friend or family member	10%	27%	24%	20%
Told employee assistance program (EAP) or peer support	0%	27%	5%	3%
Told the person the behaviour was not OK	0%	27%	26%	33%

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Negative behaviour

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

What this is

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

Why this is important

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

How to read this

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

Example

73% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 63% said the top reason was 'I believed there would be negative consequences for my career'.

Did you submit a formal incident report?

3	8
27%	73%

■ Submitted formal incident report ■ Did not submit a formal incident report

Please tell us why you did not submit a formal incident report?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my career	63%	23%	12%
I didn't think it would make a difference	50%	38%	39%
I believed there would be negative consequences for my reputation	38%	26%	16%
I believed there would be negative consequences for the person I was going to complain about	13%	3%	4%
I didn't need to because I made the violence or aggression stop	13%	16%	16%
I didn't think it was serious enough	13%	39%	33%
I thought the complaint process would be embarrassing or difficult	13%	6%	4%

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Negative behaviour

Perpetrators of violence and aggression

What this is

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

Why this is important

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

How to read this

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

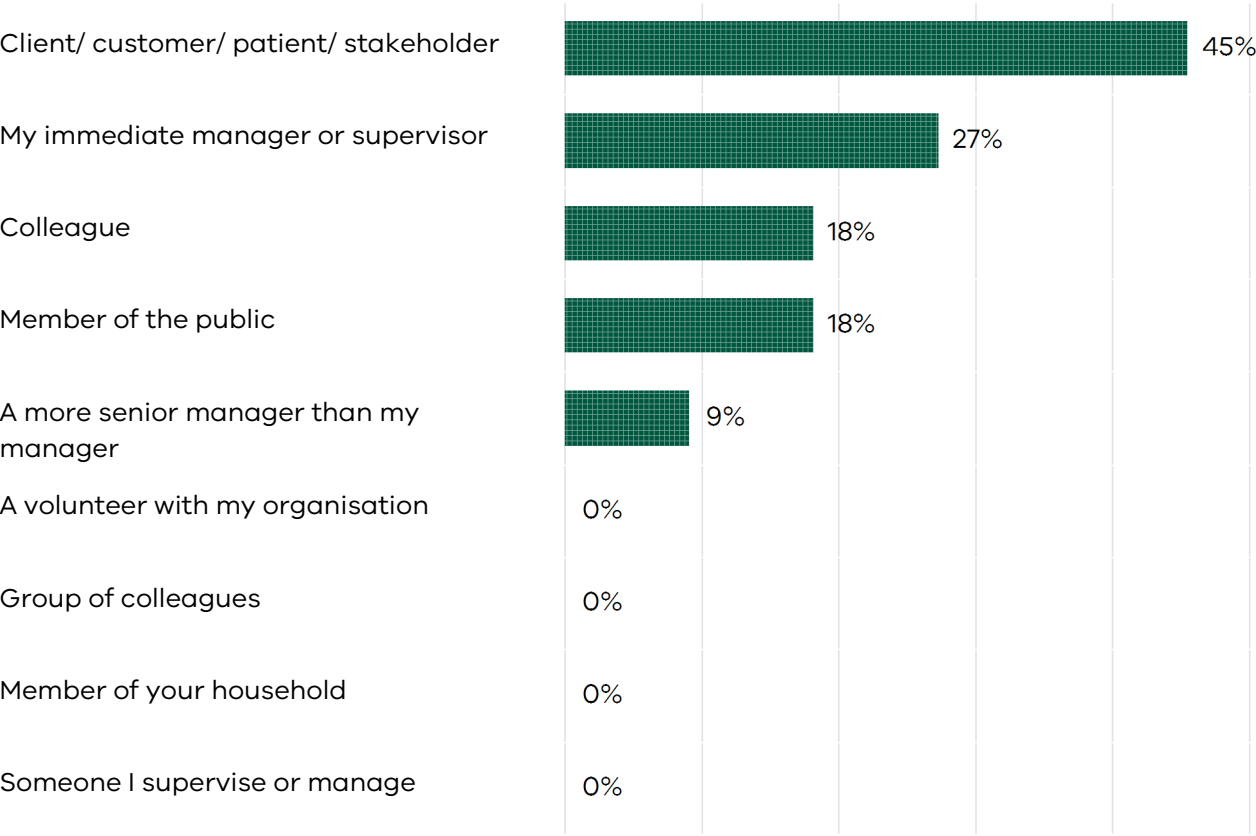If they did, they could tell us with one or more answers who the perpetrator was.

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

Each row is one perpetrator or a group of perpetrators.

Example

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

Of that 7%, 45% said it was 'Client/ customer/ patient/ stakeholder'.

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

Perpetrator	Percentage
Client/ customer/ patient/ stakeholder	45%
My immediate manager or supervisor	27%
Colleague	18%
Member of the public	18%
A more senior manager than my manager	9%
A volunteer with my organisation	0%
Group of colleagues	0%
Member of your household	0%
Someone I supervise or manage	0%

Negative behaviour

Frequency of violence and aggression

What this is

This is how often staff experienced violence or aggression.

Why this is important

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

How to read this

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

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

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

Example

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

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

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

Category	Percentage
At least once a day	0%
Once every few days	18%
Once a week	0%
Once a month	9%
Less than once a month	73%
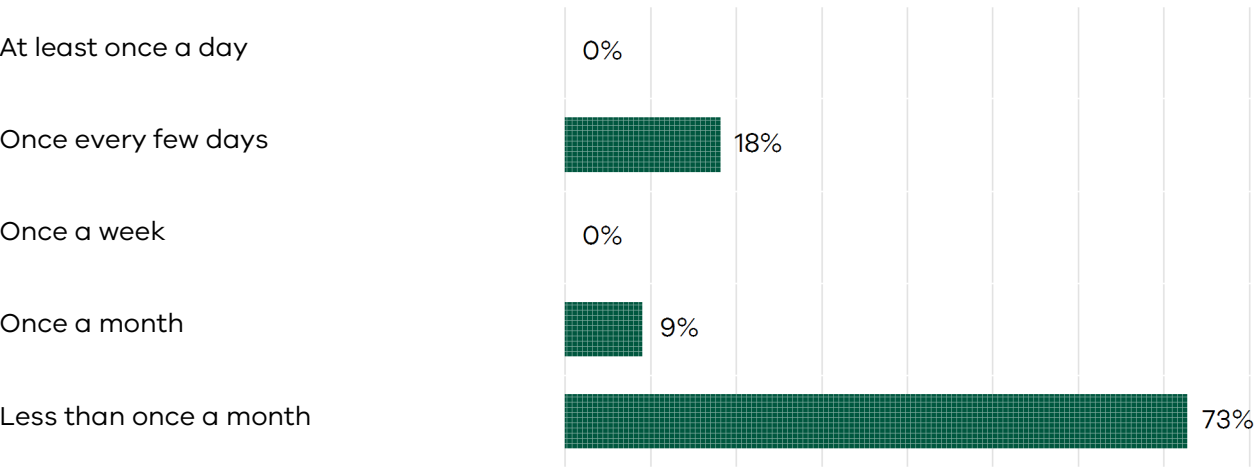
Negative behaviour

Witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

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

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

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

17	138
11%	89%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
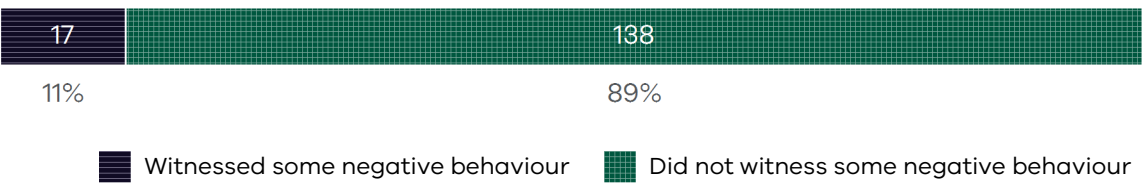
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	89%	85%	77%
Bullying of a colleague	11%	12%	16%
Discrimination against a colleague	3%	5%	8%
Sexual harassment of a colleague	1%	1%	1%
Violence or aggression against a colleague	1%	2%	6%

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Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

The table shows the answers in descending order.

Example

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

- 88% said the top action they took was 'Spoke to the person who experienced the behaviour'.

- 6% took no action.

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

17	138
11%	89%

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

When you witnessed the above behaviour(s), did you do any of the following?	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	88%	75%	72%
Told a colleague	24%	18%	21%
Told a manager	24%	35%	37%
Spoke to the person who behaved in a negative way	18%	14%	22%
Told the person the behaviour was not OK	18%	18%	25%
Told Human Resources	12%	12%	6%
Other	6%	6%	7%
Took no action	6%	8%	7%

People outcomes

Negative behaviour — satisfaction with making a formal complaint

What this is

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

Why this is important

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

How to read this

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

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

Example

33% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.

Survey question

Were you satisfied with the way your formal complaint was handled

■ No   ■ Don't know
■ Yes

Your results

Violence or aggression
67% | 33%

Bullying
67% | 33%

Discrimination
100%

Benchmark satisfied results

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Violence or aggression	0 %	Not asked	33 %	0 %	57 %	100 %
Bullying	Not asked	Not asked	0 %	0 %	18 %	100 %
Discrimination	Not asked	Not asked	0 %	0 %	0 %	0 %

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
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- Innovation
- Workgroup support

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

Public sector values
- Scorecard
- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

Custom questions
- Questions requested by your organisation

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

Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Workgroup support', the 'You 2021' column shows 92% of your staff agreed with 'I am able to work effectively with others in my workgroup'.
In the 'Change from 2020' column, you have a 4% increase, which is a positive trend.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Workgroup support	I am able to work effectively with others in my workgroup	92%	+4%	92%
Quality service delivery	My workgroup strives to provide high quality advice and services	90%	Not asked in 2020	92%
Innovation	My workgroup respectfully consults with clients and stakeholders to improve outcomes	90%	Not asked in 2020	88%
Quality service delivery	My workgroup values human rights	88%	Not asked in 2020	88%
Workgroup support	People in my workgroup treat each other with respect	88%	-4%	90%
Job enrichment	I understand how my job contributes to my organisation's purpose	88%	-3%	91%
Manager leadership	My manager is committed to workplace safety	88%	Not asked in 2020	89%
Meaningful work	I feel that I can make a worthwhile contribution at work	88%	-2%	85%
Workplace flexibility	My organisation supports employees with family or other caring responsibilities, regardless of gender	88%	Not asked in 2020	82%
Quality service delivery	My workgroup strives to deliver services in a timely manner	88%	Not asked in 2020	91%

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Learning and development', the 'You 2021' column shows 19% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'.
This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	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)	19%	Not asked in 2020	30%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	32%	Not asked in 2020	37%
Taking action	My organisation has taken positive action on the results of last year's survey	33%	Not asked in 2020	39%
Learning and development	I feel I have an equal chance at promotion in my organisation	37%	Not asked in 2020	44%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	47%	Not asked in 2020	56%
Satisfaction	How satisfied are you with your career development within your current organisation	50%	–9%	52%
Manager support	My manager has regular conversations with me about my learning and development	52%	Not asked in 2020	59%
Taking action	I believe my organisation will take positive action on the results of this year's survey	52%	Not asked in 2020	56%
Safety climate	All levels of my organisation are involved in the prevention of stress	52%	–1%	47%
Learning and development	My organisation places a high priority on the learning and development of staff	54%	Not asked in 2020	60%

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 2020' column.

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

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

Example

On the first row 'Workgroup support', the 'You 2021' column shows 92% of your staff agreed with 'I am able to work effectively with others in my workgroup'.
In the 'Increase from 2020' column, you have a 4% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Workgroup support	I am able to work effectively with others in my workgroup	92%	+4%	92%
Workload	I have enough time to do my job effectively	61%	+2%	56%
Engagement	My organisation motivates me to help achieve its objectives	70%	+1%	70%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	88%	+1%	88%
Workgroup support	Workgroups across my organisation willingly share information with each other	57%	+1%	62%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	70%	+1%	61%

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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 2020' column.

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

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

Example

On the first row 'Safety climate', the 'You 2021' column shows 66% of your staff agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.
In the 'Decrease from 2020' column, you have a 9% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	66%	-9%	58%
Satisfaction	How satisfied are you with your career development within your current organisation	50%	-9%	52%
Meaningful work	I am achieving something important through my work	79%	-9%	80%
Job enrichment	I clearly understand what I am expected to do in this job	80%	-7%	80%
Satisfaction	Considering everything, how satisfied are you with your current job	75%	-7%	70%
Job enrichment	My job allows me to utilise my skills, knowledge and abilities	82%	-7%	81%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	59%	-7%	58%
Senior leadership	Senior leaders support staff to work in an environment of change	72%	-6%	69%
Job enrichment	I have a choice in deciding how I do my work	76%	-6%	78%
Manager support	My manager provides me with enough support when I need it	77%	-6%	81%

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 'Job enrichment', the 'You 2021' column shows 87% of your staff agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

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

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	87%	+14%	73%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	70%	+10%	60%
Workload	The workload I have is appropriate for the job that I do	69%	+10%	59%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have family responsibilities	85%	+9%	75%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	70%	+9%	61%
Satisfaction	How satisfied are you with the work-life balance in your current job	77%	+8%	69%
Workplace flexibility	Having family responsibilities is not a barrier to success in my organisation	79%	+8%	70%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	66%	+8%	58%
Workplace flexibility	Having caring responsibilities is not a barrier to success in my organisation	75%	+8%	67%
Engagement	I would recommend my organisation as a good place to work	80%	+7%	73%

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 'Equal employment opportunity', the 'You 2021' column shows 67% of your staff agreed with 'Gender is not a barrier to success in my organisation'.

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

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Equal employment opportunity	Gender is not a barrier to success in my organisation	67%	–12%	79%
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)	19%	–11%	30%
Manager leadership	My manager ensures clients receive a high standard of service	81%	–9%	90%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	58%	–9%	67%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	47%	–8%	56%
Manager leadership	My manager treats employees with dignity and respect	82%	–8%	90%
Manager support	My manager has regular conversations with me about my learning and development	52%	–8%	59%
Workgroup support	People in my workgroup work together effectively to get the job done	79%	–8%	87%
Equal employment opportunity	Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	58%	–7%	65%
Learning and development	I feel I have an equal chance at promotion in my organisation	37%	–7%	44%

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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

52% 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'.
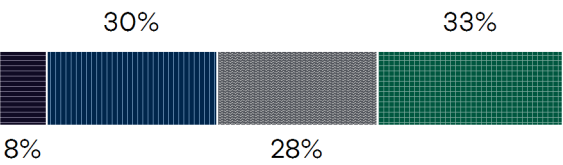
Survey question

Your results

Benchmark agree results

| | Disagree | | Neither agree nor disagree |
| | Don't know | | Agree |
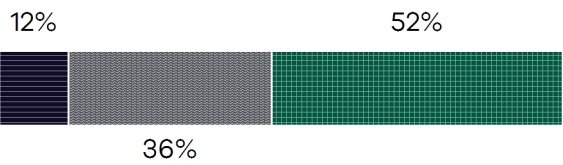
	You			**Comparator**		
	2019	2020	2021	Lowest	Average	Highest
I believe my organisation will take positive action on the results of this year's survey	Not asked	Not asked	52 %	27 %	56 %	96 %
My organisation has taken positive action on the results of last year's survey	Not asked	Not asked	33 %	11 %	39 %	91 %

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

12% — 36% — 52%

My organisation has taken positive action on the results of last year's survey

8% — 30% — 28% — 33%

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Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

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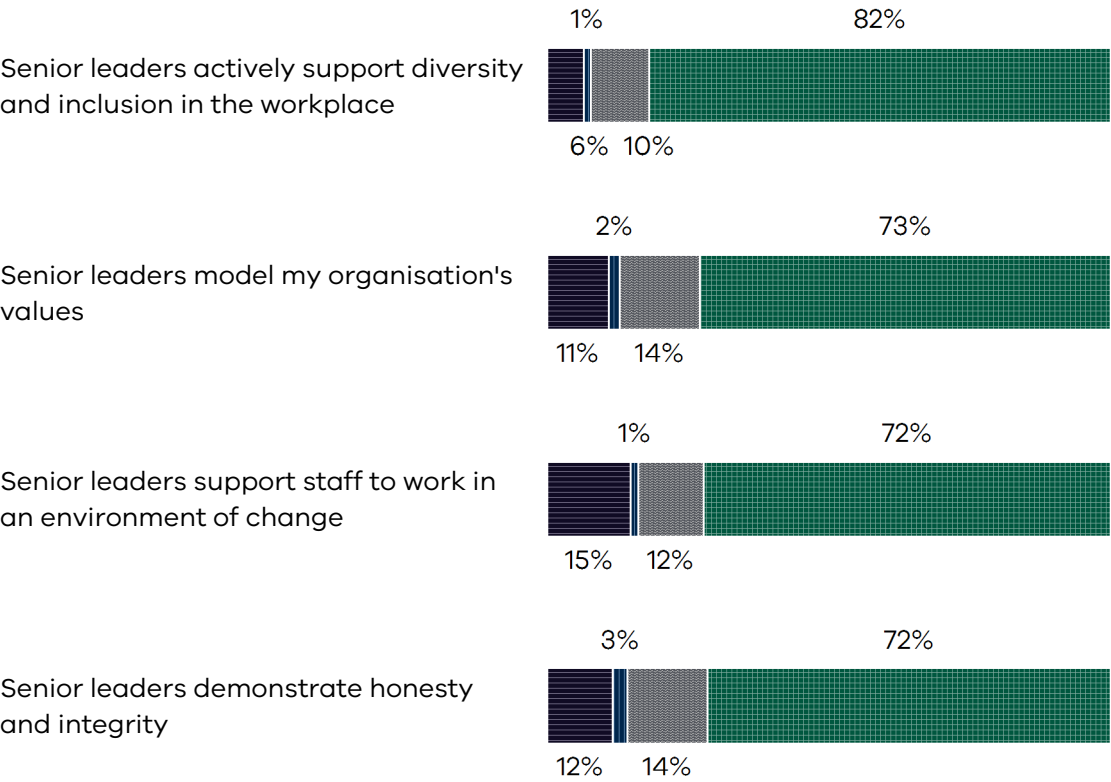
Example

82% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

Survey question	Your results		You			Comparator		
			2019	2020	2021	Lowest	Average	Highest
Senior leaders actively support diversity and inclusion in the workplace	1% / 6% / 10% / 82%		80 %	Not asked	82 %	48 %	77 %	100 %
Senior leaders model my organisation's values	2% / 11% / 14% / 73%		78 %	Not asked	73 %	48 %	71 %	100 %
Senior leaders support staff to work in an environment of change	1% / 15% / 12% / 72%		73 %	79 %	72 %	38 %	69 %	100 %
Senior leaders demonstrate honesty and integrity	3% / 12% / 14% / 72%		77 %	Not asked	72 %	44 %	72 %	100 %

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

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Senior leadership

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

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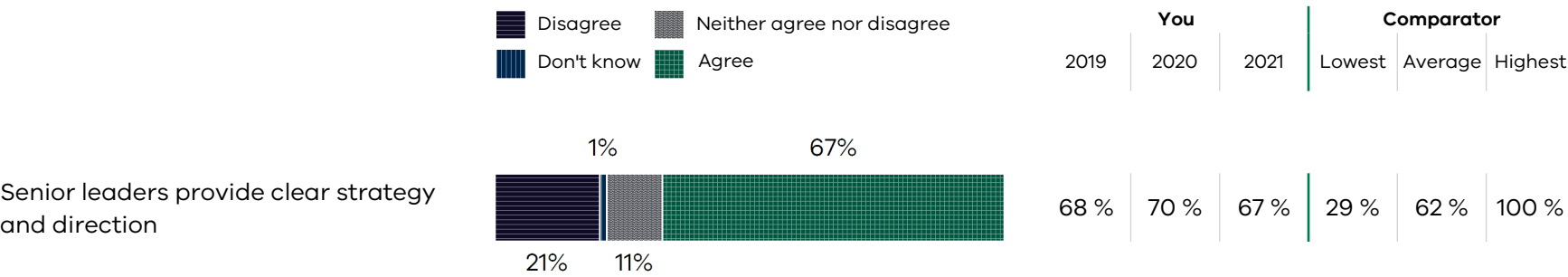
Example

67% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question	Your results	Benchmark agree results

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

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Senior leaders provide clear strategy and direction	68 %	70 %	67 %	29 %	62 %	100 %

Your results bar: 21% Disagree, 1% Don't know, 11% Neither agree nor disagree, 67% Agree

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Organisational climate

What this is

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

Why this is important

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

How to read this

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

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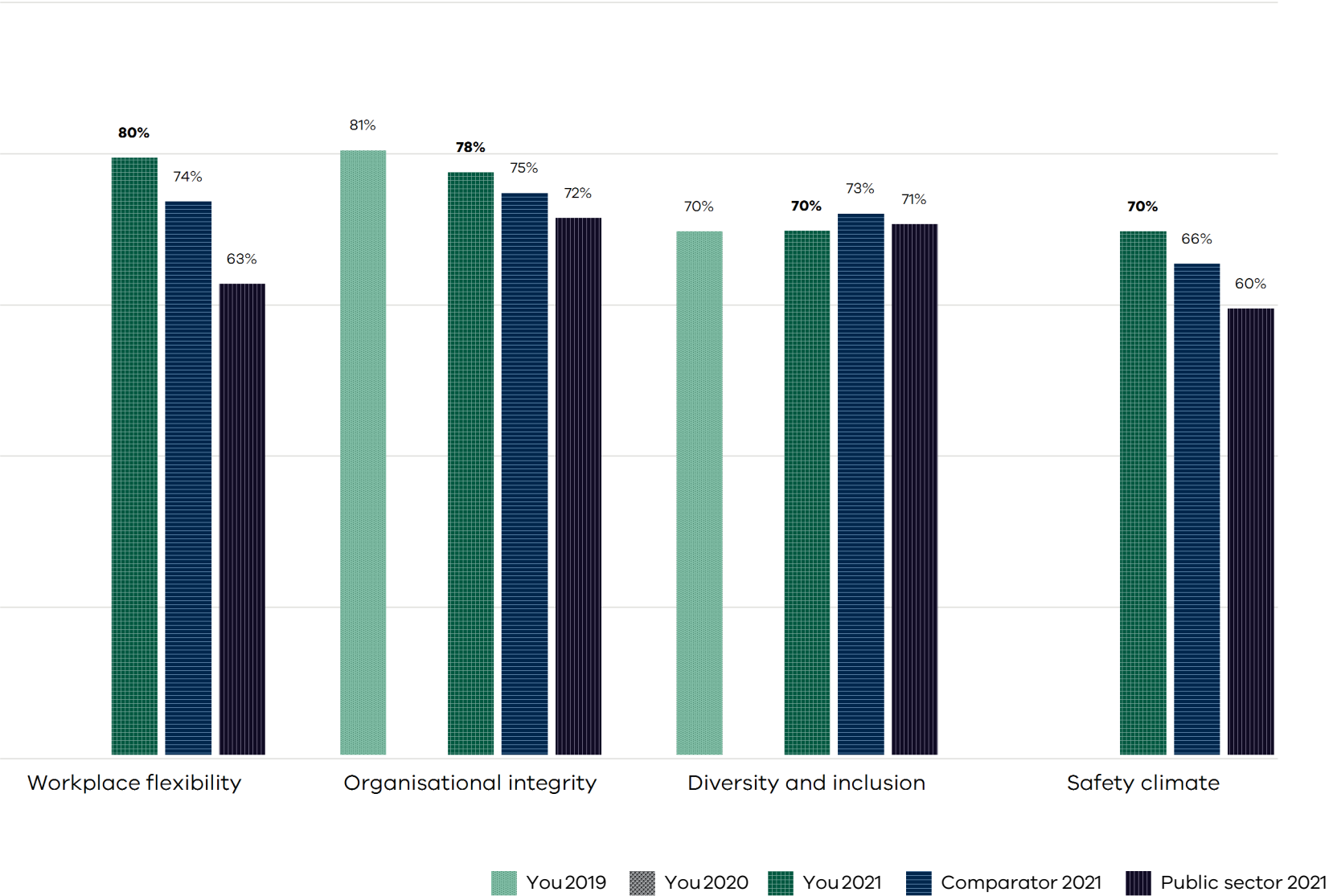
Example

In 2021:

- 80% of your staff who did the survey responded positively to questions about Workplace flexibility.

Compared to:

- 74% of staff at your comparator and 63% of staff across the public sector.

Legend: You 2019, You 2020, You 2021, Comparator 2021, Public sector 2021

	Workplace flexibility	Organisational integrity	Diversity and inclusion	Safety climate
You 2021	80%	78%	70%	70%
Comparator 2021	74%	75%	73%	66%
Public sector 2021	63%	72%	71%	60%
You 2019		81%	70%	

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Organisational climate

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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.

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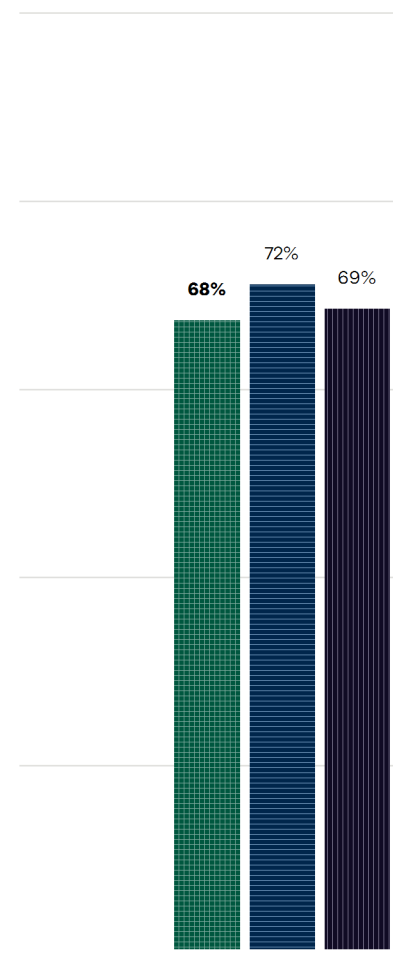
Example

In 2021:

- 68% of your staff who did the survey responded positively to questions about Equal employment opportunity.

Compared to:

- 72% of staff at your comparator and 69% of staff across the public sector.

68%   72%   69%

Equal employment opportunity

You 2019   You 2020   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.
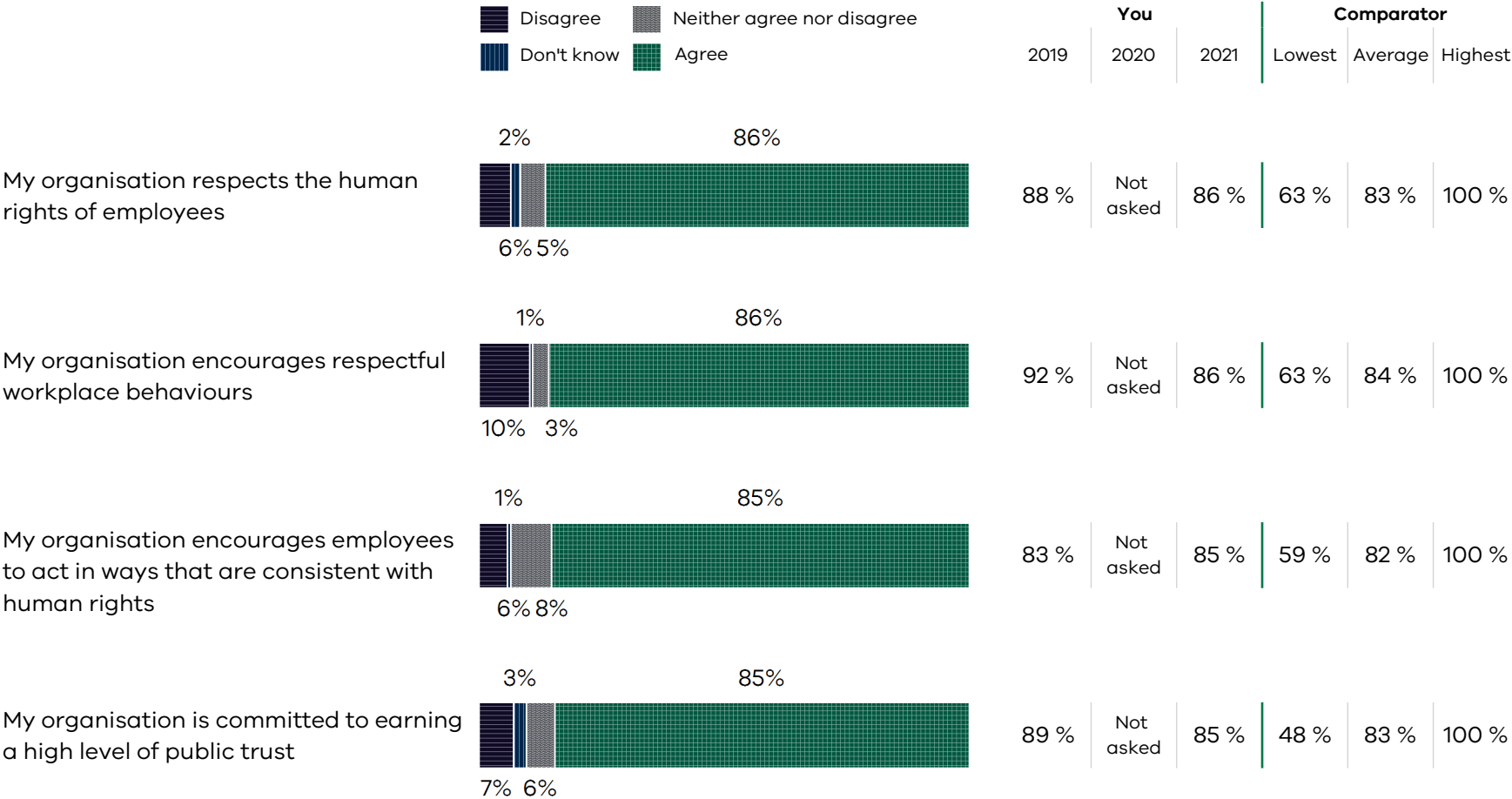
Example

86% of your staff who did the survey agreed or strongly agreed with 'My organisation respects the human rights of employees'.

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation respects the human rights of employees	2% / 86% / 6% / 5%	88 %	Not asked	86 %	63 %	83 %	100 %
My organisation encourages respectful workplace behaviours	1% / 86% / 10% / 3%	92 %	Not asked	86 %	63 %	84 %	100 %
My organisation encourages employees to act in ways that are consistent with human rights	1% / 85% / 6% / 8%	83 %	Not asked	85 %	59 %	82 %	100 %
My organisation is committed to earning a high level of public trust	3% / 85% / 7% / 6%	89 %	Not asked	85 %	48 %	83 %	100 %

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.
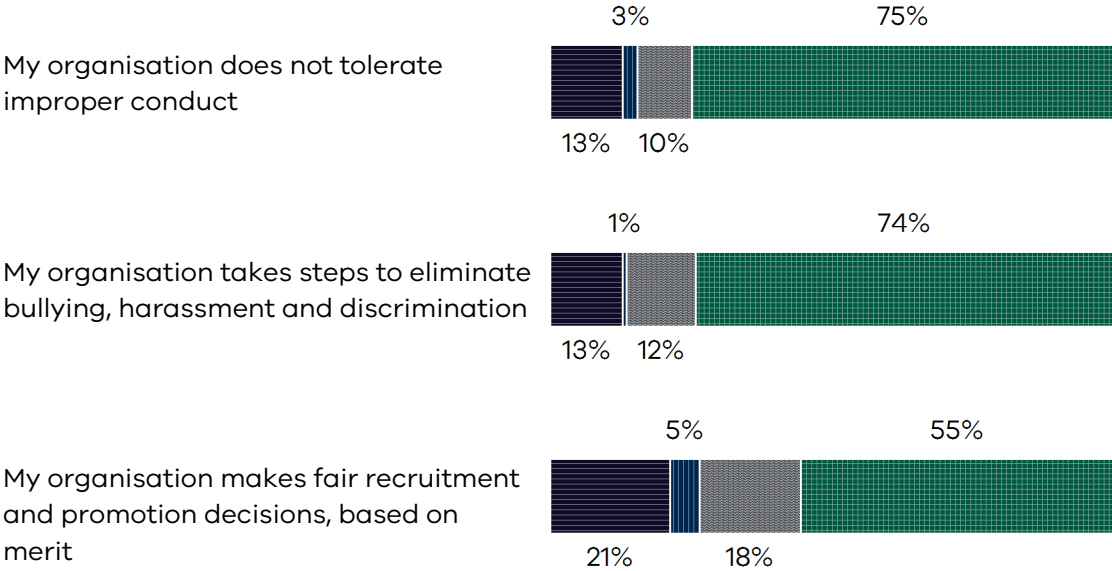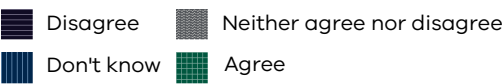
Example

75% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question / Your results / Benchmark agree results

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation does not tolerate improper conduct (13%, 10%, 3%, 75%)		78 %	Not asked	75 %	40 %	71 %	100 %
My organisation takes steps to eliminate bullying, harassment and discrimination (13%, 12%, 1%, 74%)		76 %	Not asked	74 %	43 %	67 %	100 %
My organisation makes fair recruitment and promotion decisions, based on merit (21%, 18%, 5%, 55%)		60 %	Not asked	55 %	27 %	57 %	94 %

Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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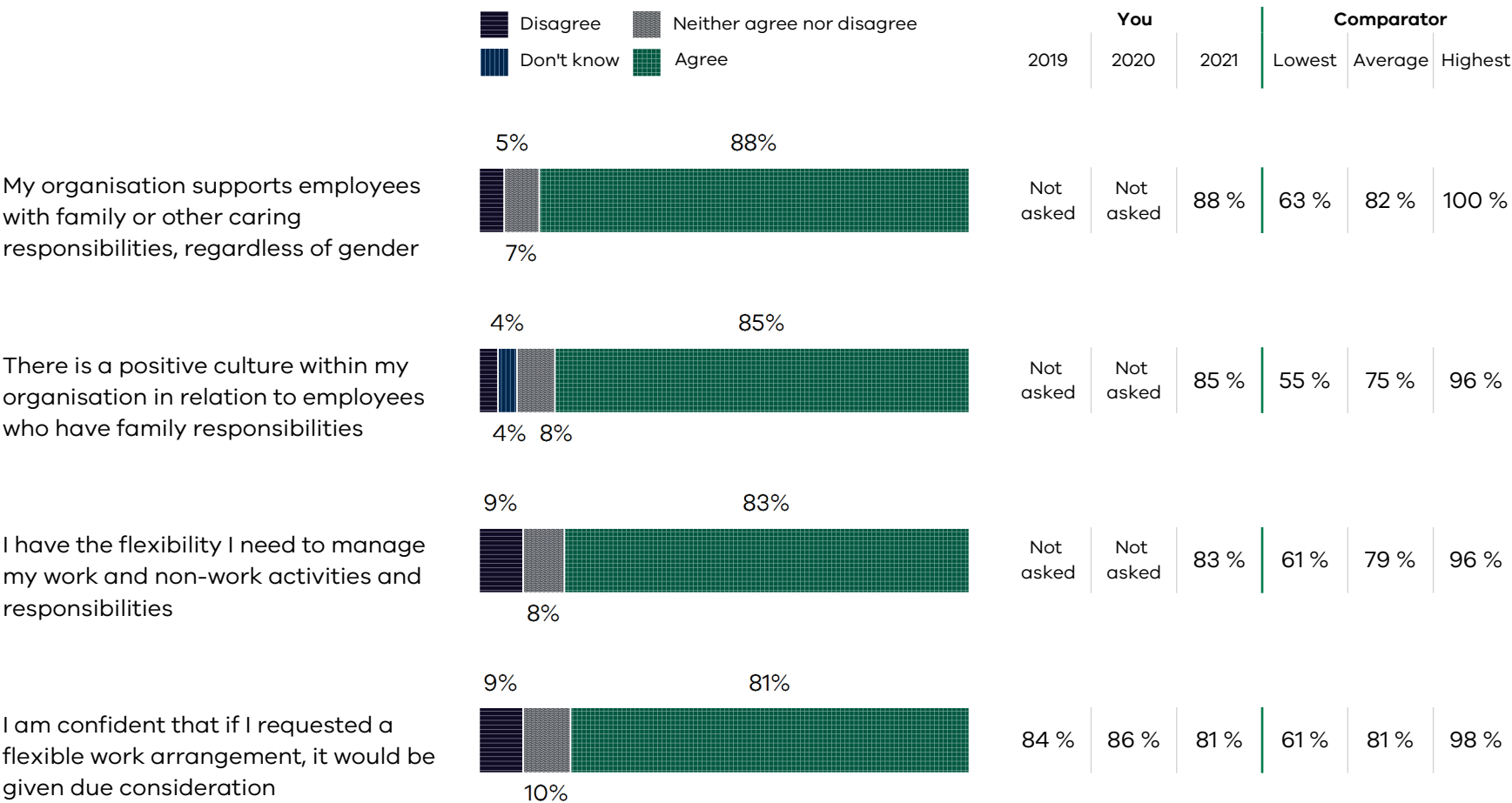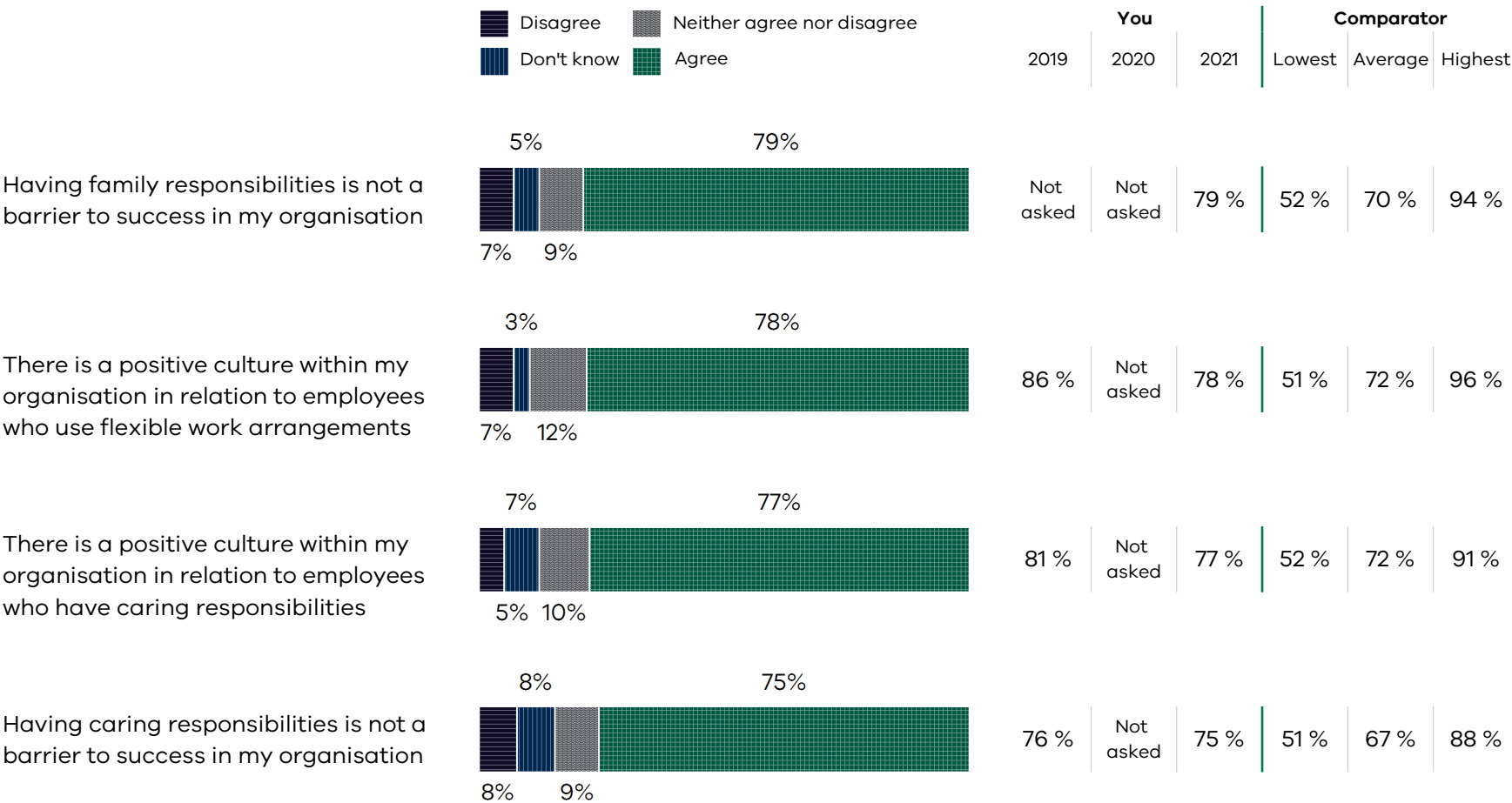
Example

88% of your staff who did the survey agreed or strongly agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation supports employees with family or other caring responsibilities, regardless of gender	5% / 7% / 88%	Not asked	Not asked	88 %	63 %	82 %	100 %
There is a positive culture within my organisation in relation to employees who have family responsibilities	4% / 4% / 8% / 85%	Not asked	Not asked	85 %	55 %	75 %	96 %
I have the flexibility I need to manage my work and non-work activities and responsibilities	9% / 8% / 83%	Not asked	Not asked	83 %	61 %	79 %	96 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	9% / 10% / 81%	84 %	86 %	81 %	61 %	81 %	98 %

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

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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.
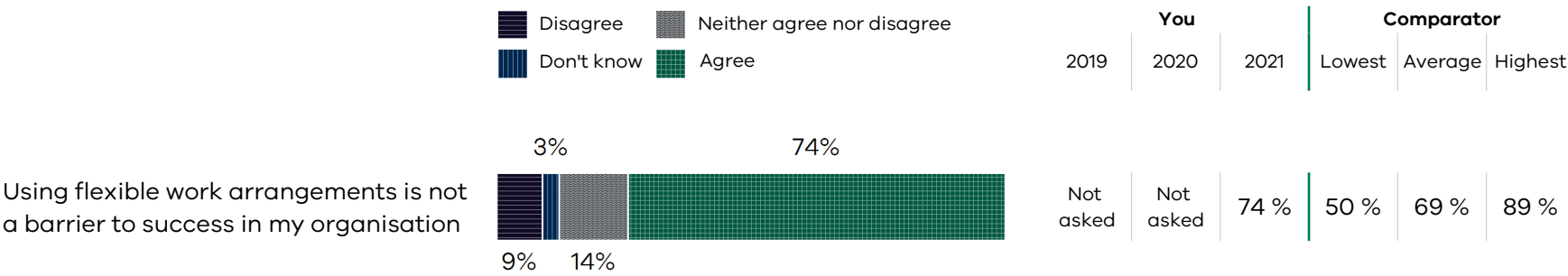
Example

79% 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		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Having family responsibilities is not a barrier to success in my organisation	5% / 7% / 9% / 79%	Not asked	Not asked	79 %	52 %	70 %	94 %
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	3% / 7% / 12% / 78%	86 %	Not asked	78 %	51 %	72 %	96 %
There is a positive culture within my organisation in relation to employees who have caring responsibilities	7% / 5% / 10% / 77%	81 %	Not asked	77 %	52 %	72 %	91 %
Having caring responsibilities is not a barrier to success in my organisation	8% / 8% / 9% / 75%	76 %	Not asked	75 %	51 %	67 %	88 %

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

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Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

74% of your staff who did the survey agreed or strongly agreed with 'Using flexible work arrangements is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results

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

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

3% | 74%
9% | 14%

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	Not asked	Not asked	74 %	50 %	69 %	89 %

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

54% 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 2021	Comparator 2021	Public sector 2021
Flexible start and finish times	54%	30%	23%
Working from an alternative location (e.g. home, hub/shared work space)	40%	42%	24%
No, I do not use any flexible work arrangements	26%	35%	38%
Using leave to work flexible hours	14%	6%	8%
Working more hours over fewer days	12%	5%	6%
Part-time	5%	10%	19%
Purchased leave	3%	2%	2%
Other	3%	2%	2%
Study leave	2%	2%	4%
Shift swap	1%	1%	12%

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.
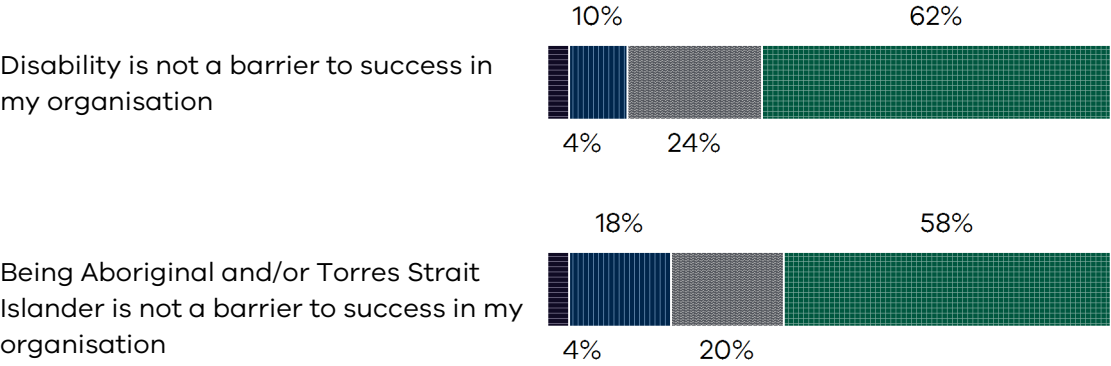
Example

77% of your staff who did the survey agreed or strongly agreed with 'Cultural background is not a barrier to success in my organisation'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
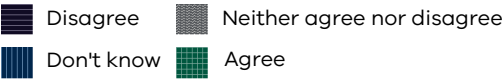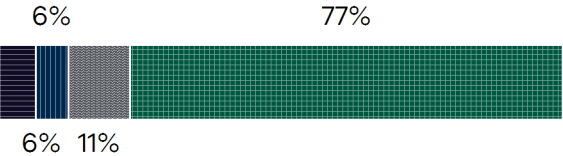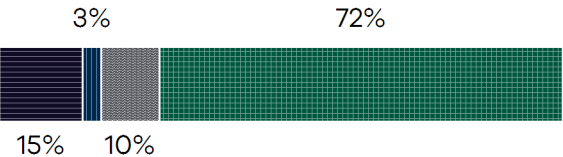
Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Cultural background is not a barrier to success in my organisation (6% / 6% / 11% / 77%)	81 %	Not asked	77 %	54 %	75 %	97 %
Age is not a barrier to success in my organisation (15% / 3% / 10% / 72%)	78 %	Not asked	72 %	47 %	70 %	96 %
Sexual orientation is not a barrier to success in my organisation (5% / 11% / 13% / 72%)	71 %	Not asked	72 %	58 %	78 %	97 %
Gender is not a barrier to success in my organisation (12% / 5% / 16% / 67%)	Not asked	Not asked	67 %	52 %	79 %	100 %
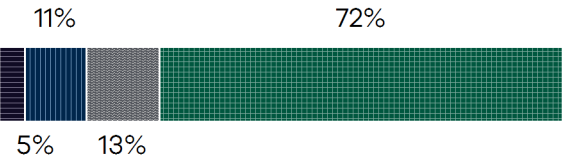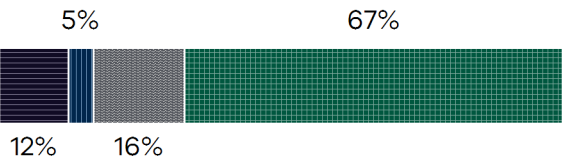
Organisational climate

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.
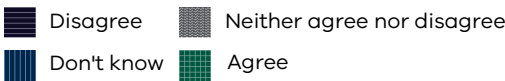
Example

62% of your staff who did the survey agreed or strongly agreed with 'Disability is not a barrier to success in my organisation'.

Survey question	Your results			

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

Survey question	Your results	**You**			**Comparator**		
		2019	2020	2021	Lowest	Average	Highest
Disability is not a barrier to success in my organisation	Disagree 4%, Don't know, Neither agree nor disagree 24%, Agree 62% (10%)	69 %	Not asked	62 %	40 %	62 %	92 %
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	Disagree 4%, Don't know, Neither agree nor disagree 20%, Agree 58% (18%)	Not asked	Not asked	58 %	48 %	65 %	95 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Psychosocial and physical safety climate question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

85% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation provides a physically safe work environment	1% / 85% / 9% / 6%	Not asked	Not asked	85 %	61 %	88 %	100 %
I feel culturally safe at work	9% / 80% / 11%	Not asked	Not asked	80 %	64 %	81 %	97 %
My organisation consults employees on health and safety matters	1% / 80% / 11% / 8%	78 %	Not asked	80 %	52 %	75 %	96 %
My organisation has effective procedures in place to support employees who may experience stress	1% / 70% / 15% / 13%	74 %	70 %	70 %	41 %	61 %	89 %
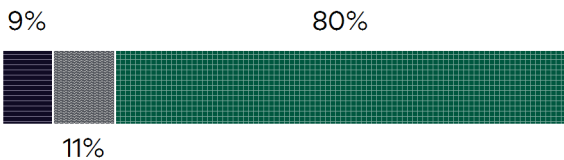
Victorian Public Sector Commission

VICTORIA State Government

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

70% of your staff who did the survey agreed or strongly agreed with 'Senior leaders consider the psychological health of employees to be as important as productivity'.
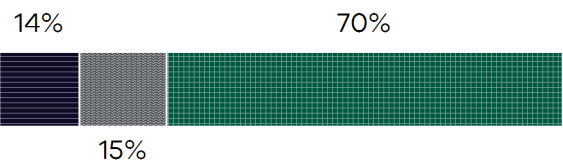
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Senior leaders consider the psychological health of employees to be as important as productivity	14% / 15% / 70%	55 %	76 %	70 %	40 %	60 %	94 %
Senior leaders show support for stress prevention through involvement and commitment	16% / 18% / 66%	59 %	75 %	66 %	37 %	58 %	94 %
In my workplace, there is good communication about psychological safety issues that affect me	19% / 23% / 59%	68 %	65 %	59 %	30 %	58 %	89 %
All levels of my organisation are involved in the prevention of stress	24% / 24% / 52%	53 %	53 %	52 %	27 %	47 %	75 %
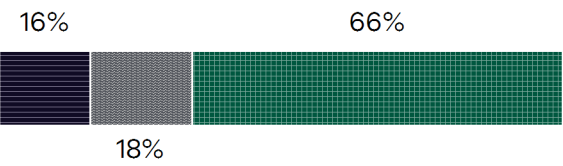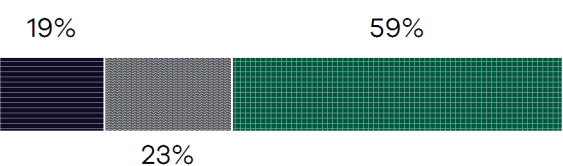
Victorian Public Sector Commission

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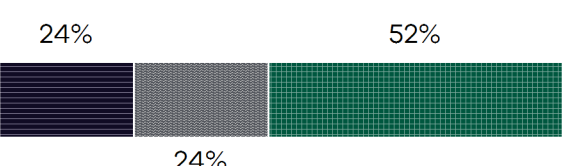
Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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

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

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

How to interpret your score

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

A score of:

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

Adverse outcomes can include:

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

Benchmark results

Psychosocial safety climate
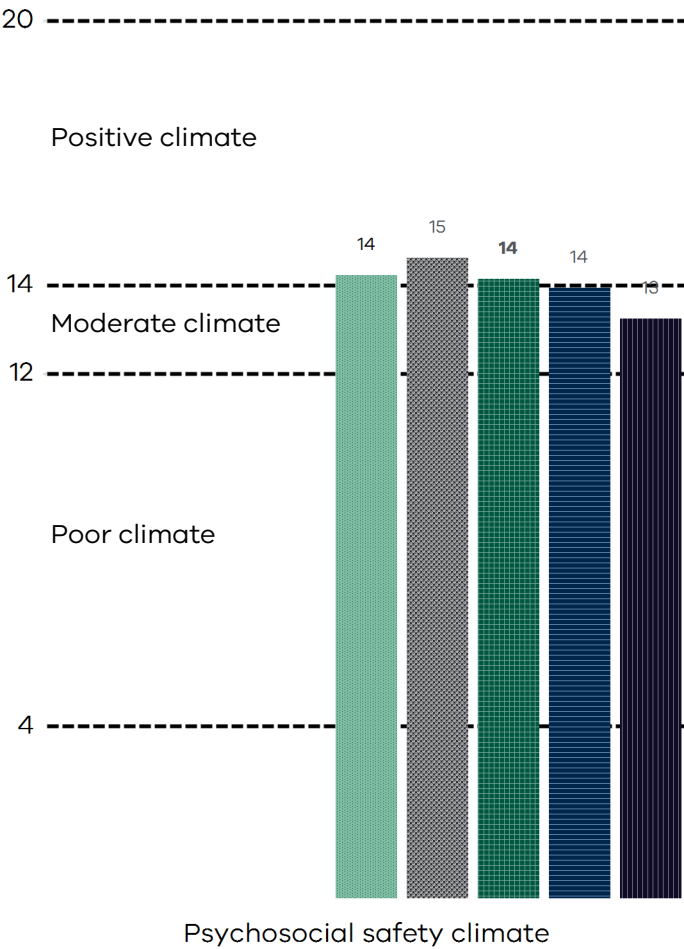
	You 2019	You 2020	You 2021	Comparator 2021	Public sector 2021
Score	14	15	14	14	13

Organisational climate

Diversity and inclusion 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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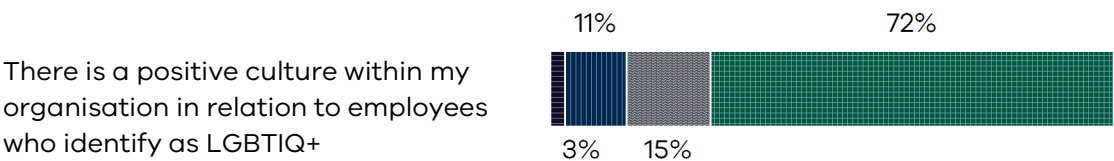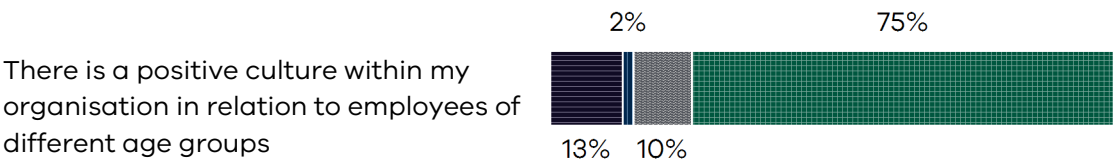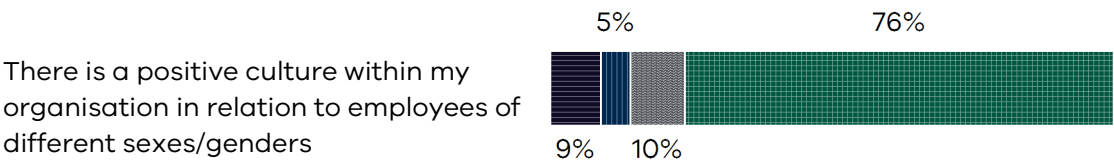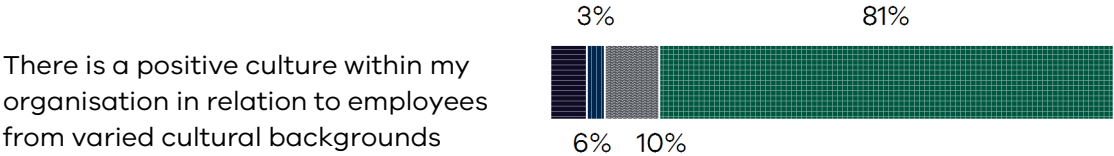
Example

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

Survey question	Your results	Benchmark agree results

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

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest

There is a positive culture within my organisation in relation to employees from varied cultural backgrounds — 3% / 81% / 6% / 10%
| | 84 % | Not asked | 81 % | 58 % | 79 % | 95 % |

There is a positive culture within my organisation in relation to employees of different sexes/genders — 5% / 76% / 9% / 10%
| | 78 % | Not asked | 76 % | 57 % | 81 % | 97 % |

There is a positive culture within my organisation in relation to employees of different age groups — 2% / 75% / 13% / 10%
| | 81 % | Not asked | 75 % | 51 % | 74 % | 97 % |

There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+ — 11% / 72% / 3% / 15%
| | 60 % | Not asked | 72 % | 51 % | 74 % | 96 % |

Organisational climate

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.

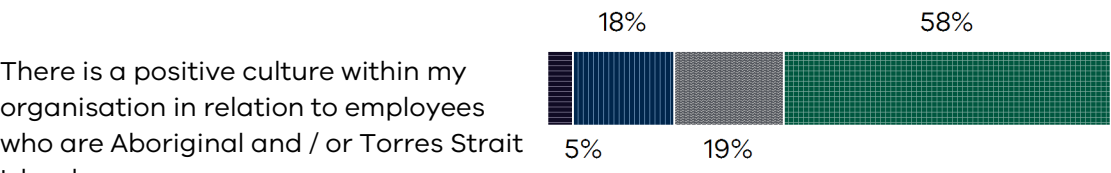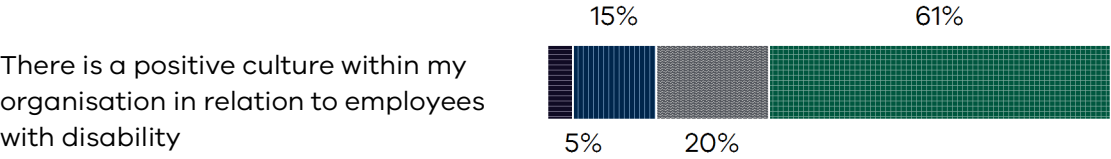Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

61% 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

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

		You			Comparator		
Survey question		2019	2020	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees with disability	5% / 15% / 20% / 61%	63 %	Not asked	61 %	37 %	61 %	92 %
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	5% / 18% / 19% / 58%	56 %	Not asked	58 %	35 %	67 %	96 %

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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.
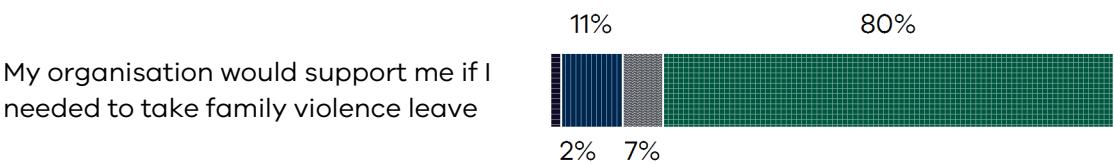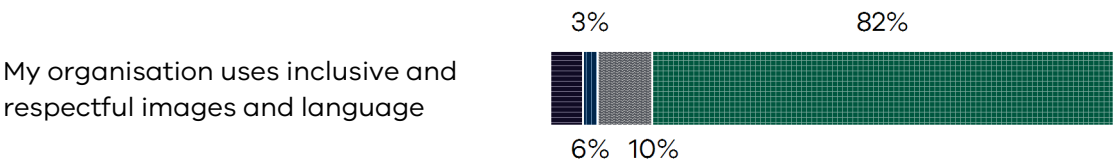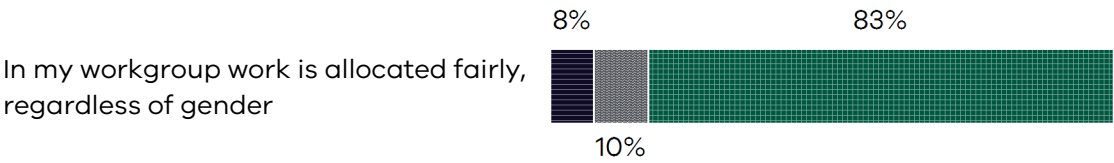
Example

83% of your staff who did the survey agreed or strongly agreed with 'In my workgroup work is allocated fairly, regardless of gender'.

Survey question	Your results						

Benchmark agree results

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
In my workgroup work is allocated fairly, regardless of gender	8% Disagree, 10%, 83% Agree	Not asked	Not asked	83 %	74 %	85 %	96 %
My organisation uses inclusive and respectful images and language	3%, 6%, 10%, 82%	Not asked	Not asked	82 %	60 %	85 %	100 %
My organisation would support me if I needed to take family violence leave	11%, 2%, 7%, 80%	Not asked	Not asked	80 %	54 %	79 %	100 %

Victorian Public Sector Commission

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People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Custom questions

- Questions requested by your organisation

Demographics

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

Workgroup climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

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

Compared to:

- 85% of staff at your comparator and 80% of staff across the public sector.

Quality service delivery: You 2019 87%, You 2021 84%, Comparator 2021 85%, Public sector 2021 80%

Workgroup support: You 2021 80%, Comparator 2021 82%, Public sector 2021 76%

Innovation: You 2019 78%, You 2021 74%, Comparator 2021 74%, Public sector 2021 68%

Legend: You 2019, You 2020, You 2021, Comparator 2021, Public sector 2021

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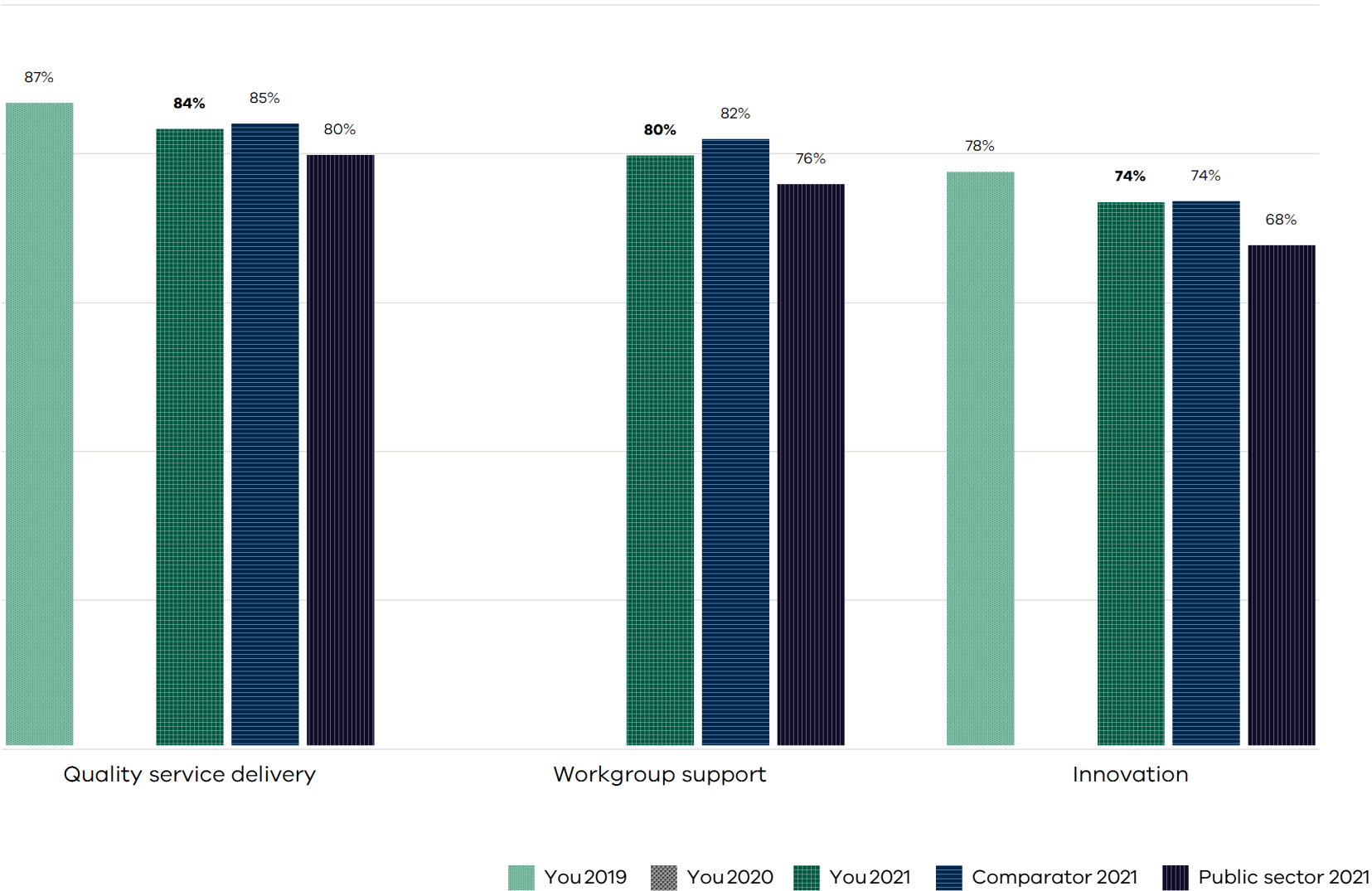
Workgroup climate

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

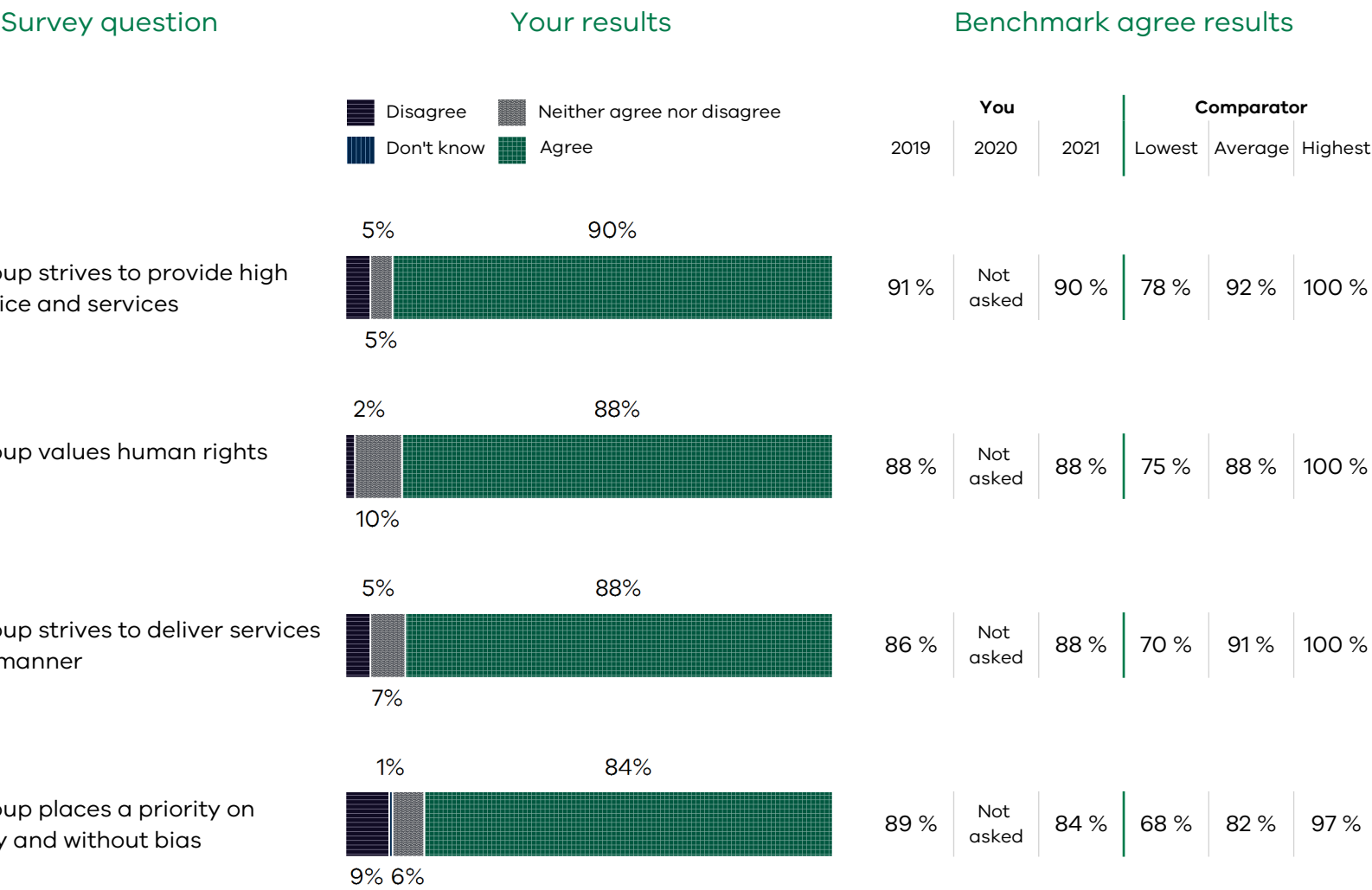Under 'Your results', see results for each question in descending order by most agreed.

'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

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

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup strives to provide high quality advice and services	5% Disagree / 5% / 90% Agree	91 %	Not asked	90 %	78 %	92 %	100 %
My workgroup values human rights	2% / 10% / 88% Agree	88 %	Not asked	88 %	75 %	88 %	100 %
My workgroup strives to deliver services in a timely manner	5% / 7% / 88% Agree	86 %	Not asked	88 %	70 %	91 %	100 %
My workgroup places a priority on acting fairly and without bias	1% / 9% 6% / 84% Agree	89 %	Not asked	84 %	68 %	82 %	97 %

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

84% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to make the best use of its resources'.
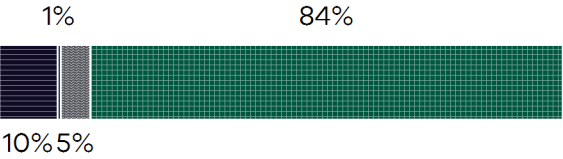
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My workgroup strives to make the best use of its resources	1% / 84% / 10% / 5%	86 %	Not asked	84 %	68 %	81 %	100 %
My workgroup focuses on making decisions informed by all relevant facts	1% / 80% / 8% / 11%	89 %	Not asked	80 %	63 %	80 %	96 %
My workgroup has clear lines of responsibility	1% / 73% / 14% / 13%	82 %	Not asked	73 %	65 %	77 %	94 %
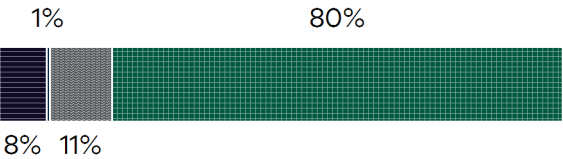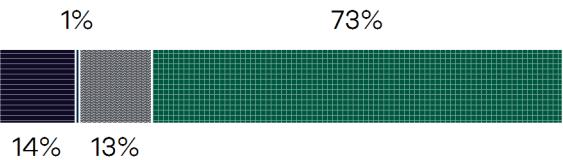
Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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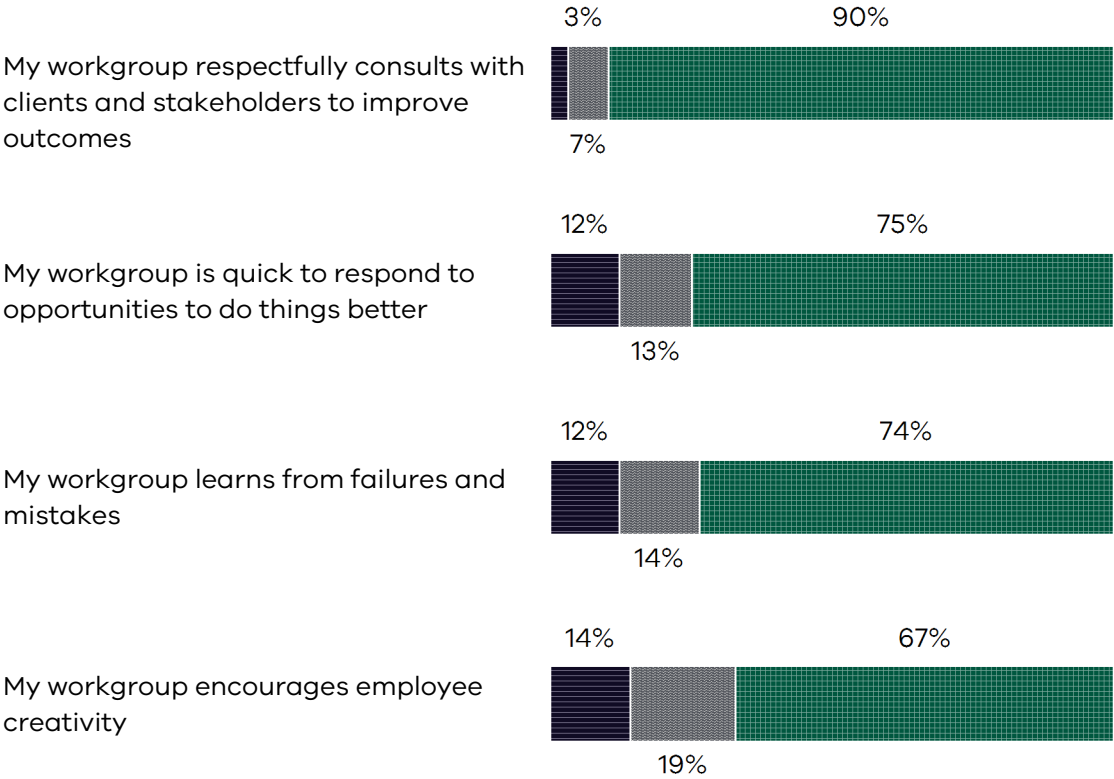
Example

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

Survey question	Your results		
	Disagree	Neither agree nor disagree	
	Don't know	Agree	

Benchmark agree results

Survey question	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes	91 %	Not asked	90 %	73 %	88 %	100 %
My workgroup is quick to respond to opportunities to do things better	77 %	Not asked	75 %	64 %	76 %	96 %
My workgroup learns from failures and mistakes	79 %	Not asked	74 %	59 %	73 %	96 %
My workgroup encourages employee creativity	74 %	Not asked	67 %	50 %	67 %	95 %

Your results bar values:
- My workgroup respectfully consults with clients and stakeholders to improve outcomes: 3% / 7% / 90%
- My workgroup is quick to respond to opportunities to do things better: 12% / 13% / 75%
- My workgroup learns from failures and mistakes: 12% / 14% / 74%
- My workgroup encourages employee creativity: 14% / 19% / 67%

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

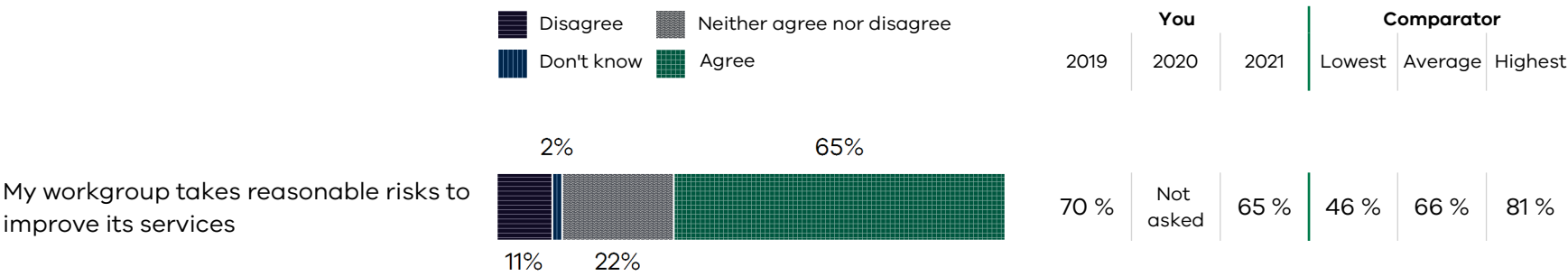Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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					

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

	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My workgroup takes reasonable risks to improve its services	11%	2%	22%	65%			
		70 %	Not asked	65 %	46 %	66 %	81 %

Victorian Public Sector Commission

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Workgroup climate

What this is

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

Why this is important

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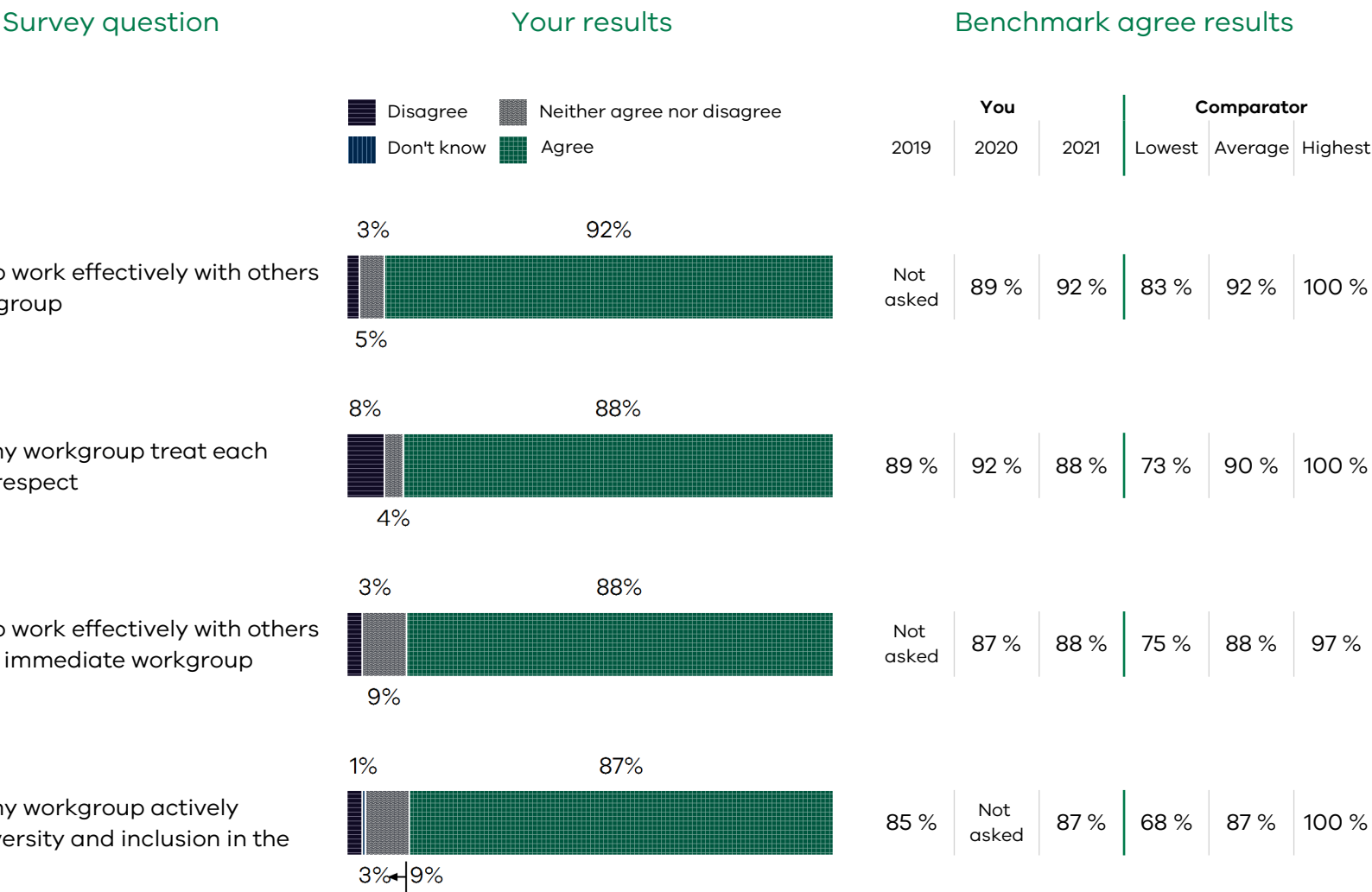
How to read this

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

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

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

Example

92% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others in my workgroup'.

Survey question	Your results	Benchmark agree results

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others in my workgroup	3% ... 92% / 5%	Not asked	89 %	92 %	83 %	92 %	100 %
People in my workgroup treat each other with respect	8% ... 88% / 4%	89 %	92 %	88 %	73 %	90 %	100 %
I am able to work effectively with others outside my immediate workgroup	3% ... 88% / 9%	Not asked	87 %	88 %	75 %	88 %	97 %
People in my workgroup actively support diversity and inclusion in the workplace	1% ... 87% / 3% 9%	85 %	Not asked	87 %	68 %	87 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

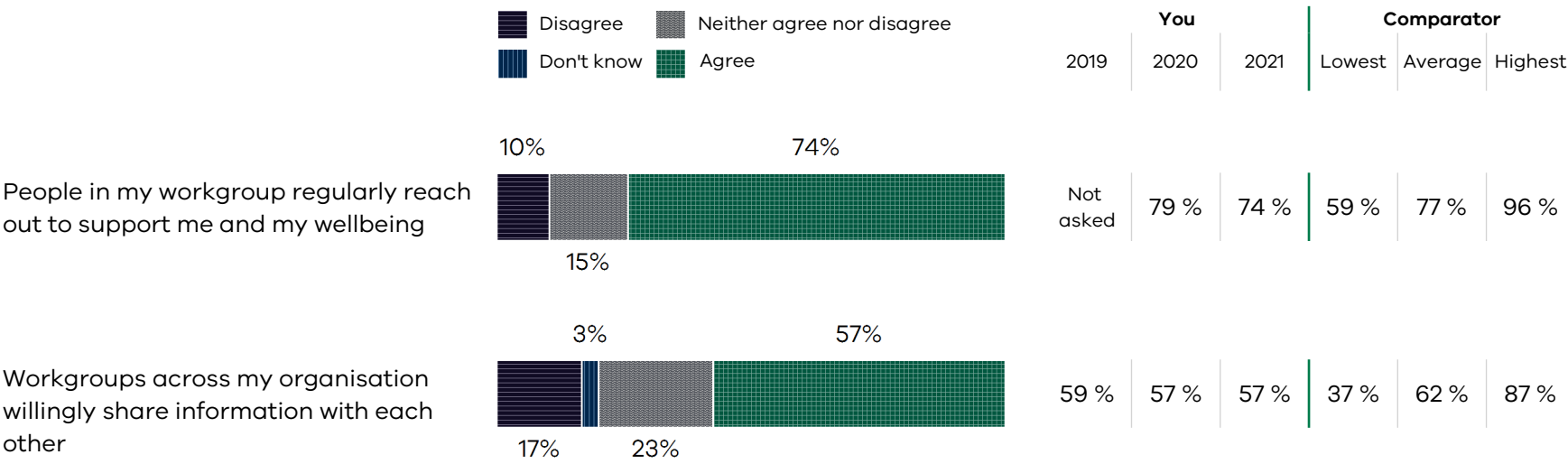Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

83% 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	2020	2021	Lowest	Average	Highest
People in my workgroup appropriately manage conflicts of interest	1% / 83% / 8% / 7%		85 %	Not asked	83 %	56 %	79 %	100 %
People in my workgroup work together effectively to get the job done	11% / 79% / 10%		86 %	86 %	79 %	71 %	87 %	96 %
People in my workgroup are honest, open and transparent in their dealings	1% / 77% / 10% / 11%		82 %	Not asked	77 %	65 %	81 %	97 %
People in my workgroup are politically impartial in their work	1% / 76% / 10% / 12%		86 %	Not asked	76 %	63 %	82 %	97 %

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

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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

Example

74% 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						

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

Benchmark agree results

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
People in my workgroup regularly reach out to support me and my wellbeing	10% / 15% / 74%	Not asked	79 %	74 %	59 %	77 %	96 %
Workgroups across my organisation willingly share information with each other	17% / 3% / 23% / 57%	59 %	57 %	57 %	37 %	62 %	87 %

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

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- Scorecard
- Organisational integrity
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Workgroup climate

- Scorecard
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Job and manager factors

- Scorecard
- Manager leadership
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- Workload
- Learning and development
- Job enrichment
- Meaningful work
- Safe to speak up
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Public sector values

- Scorecard
- Responsiveness
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- Accountability
- Respect
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Custom questions

- Questions requested by your organisation

Demographics

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

Job and manager factors

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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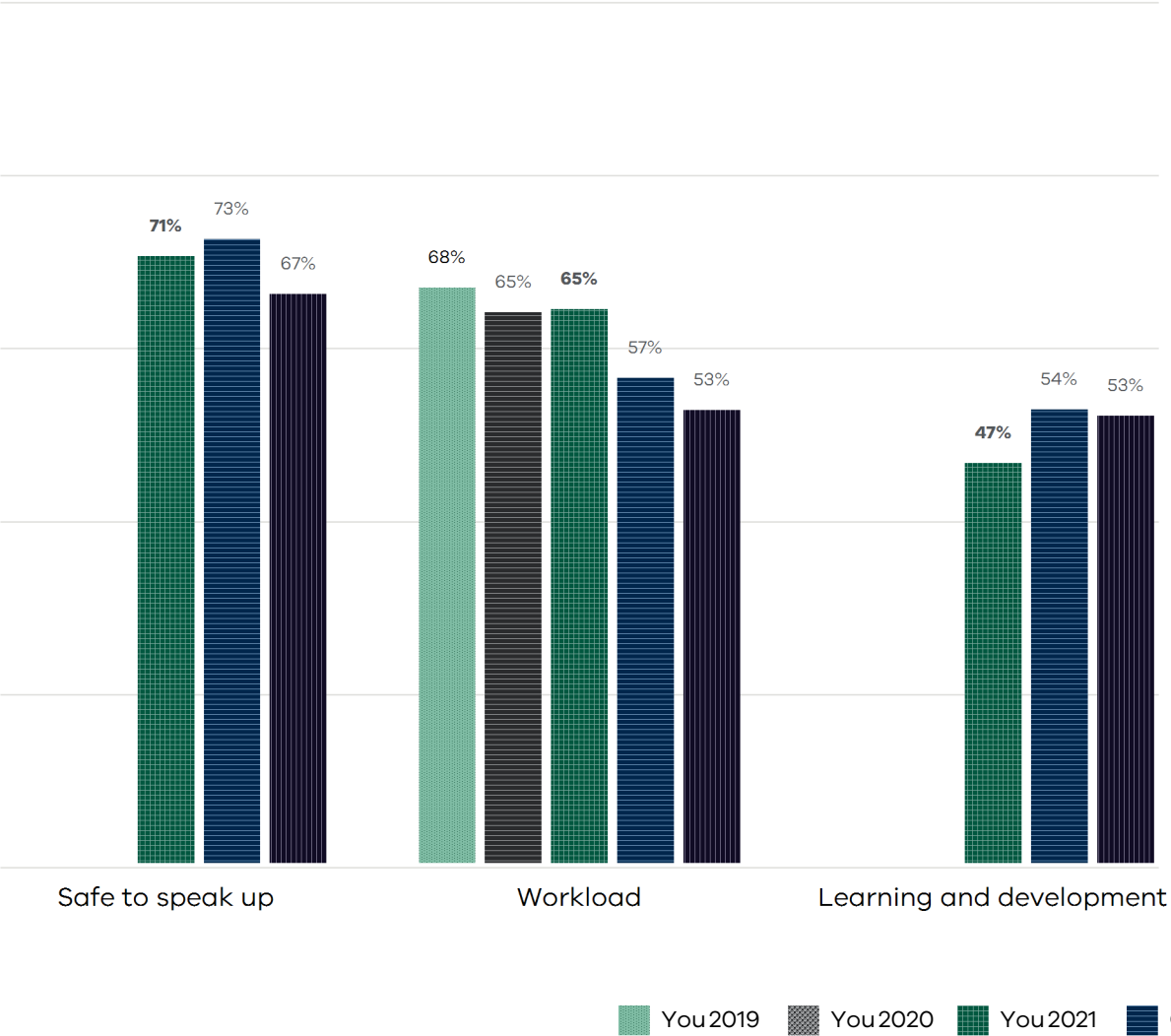
Example

In 2021:

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

Compared to:

- 83% of staff at your comparator and 84% of staff across the public sector.
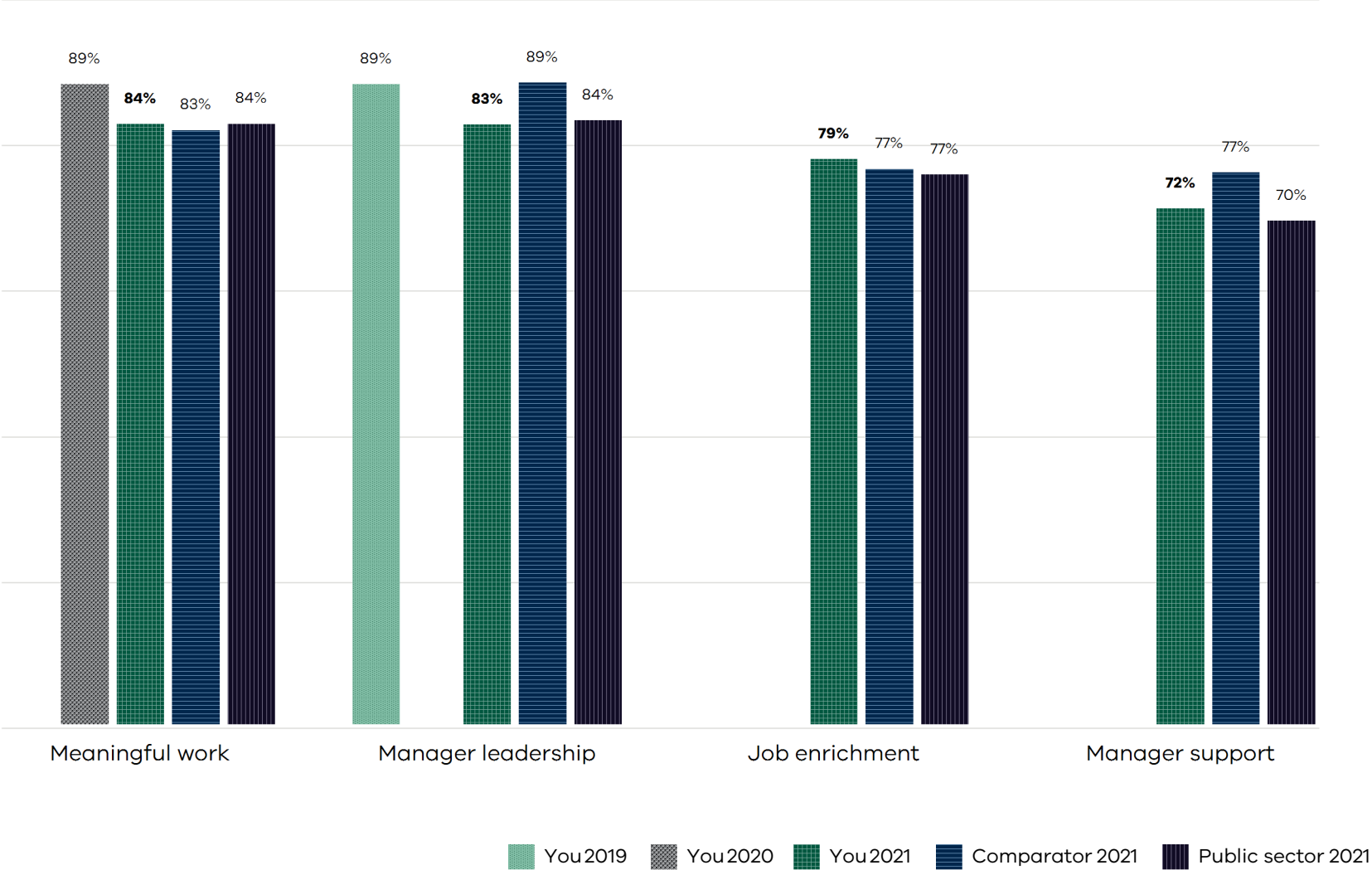
Legend: You 2019 | You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Factor	You 2019	You 2020	You 2021	Comparator 2021	Public sector 2021
Meaningful work		89%	84%	83%	84%
Manager leadership	89%		83%	89%	84%
Job enrichment			79%	77%	77%
Manager support			72%	77%	70%

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Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 71% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

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

Legend: You 2019, You 2020, You 2021, Comparator 2021, Public sector 2021

Safe to speak up: 71%, 73%, 67%
Workload: 68%, 65%, 65%, 57%, 53%
Learning and development: 47%, 54%, 53%

Job and manager factors

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.
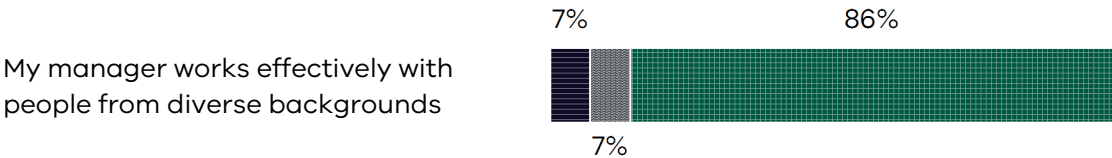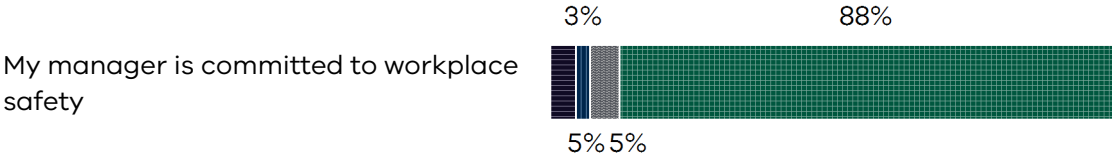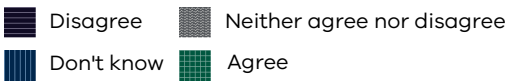
Example

88% of your staff who did the survey agreed or strongly agreed with 'My manager is committed to workplace safety'.

Survey question	Your results							

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

Benchmark agree results

	You			Comparator		
Survey question	2019	2020	2021	Lowest	Average	Highest
My manager is committed to workplace safety (3% / 5% 5% / 88%)	92 %	Not asked	88 %	77 %	89 %	100 %
My manager works effectively with people from diverse backgrounds (7% / 7% / 86%)	88 %	Not asked	86 %	78 %	90 %	100 %
My manager demonstrates honesty and integrity (12% / 5% / 83%)	89 %	Not asked	83 %	70 %	89 %	100 %
My manager treats employees with dignity and respect (12% / 6% / 82%)	89 %	Not asked	82 %	79 %	90 %	100 %

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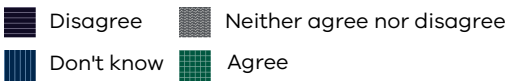
Example

81% of your staff who did the survey agreed or strongly agreed with 'My manager ensures clients receive a high standard of service'.
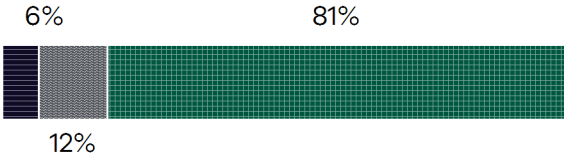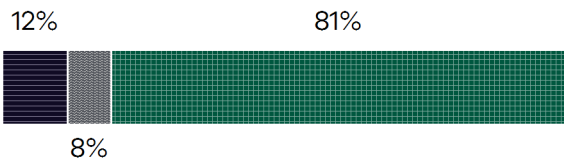
Survey question	Your results						

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

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My manager ensures clients receive a high standard of service — 6% / 12% / 81%	90 %	Not asked	81 %	76 %	90 %	100 %
My manager models my organisation's values — 12% / 8% / 81%	85 %	Not asked	81 %	67 %	86 %	100 %

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Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

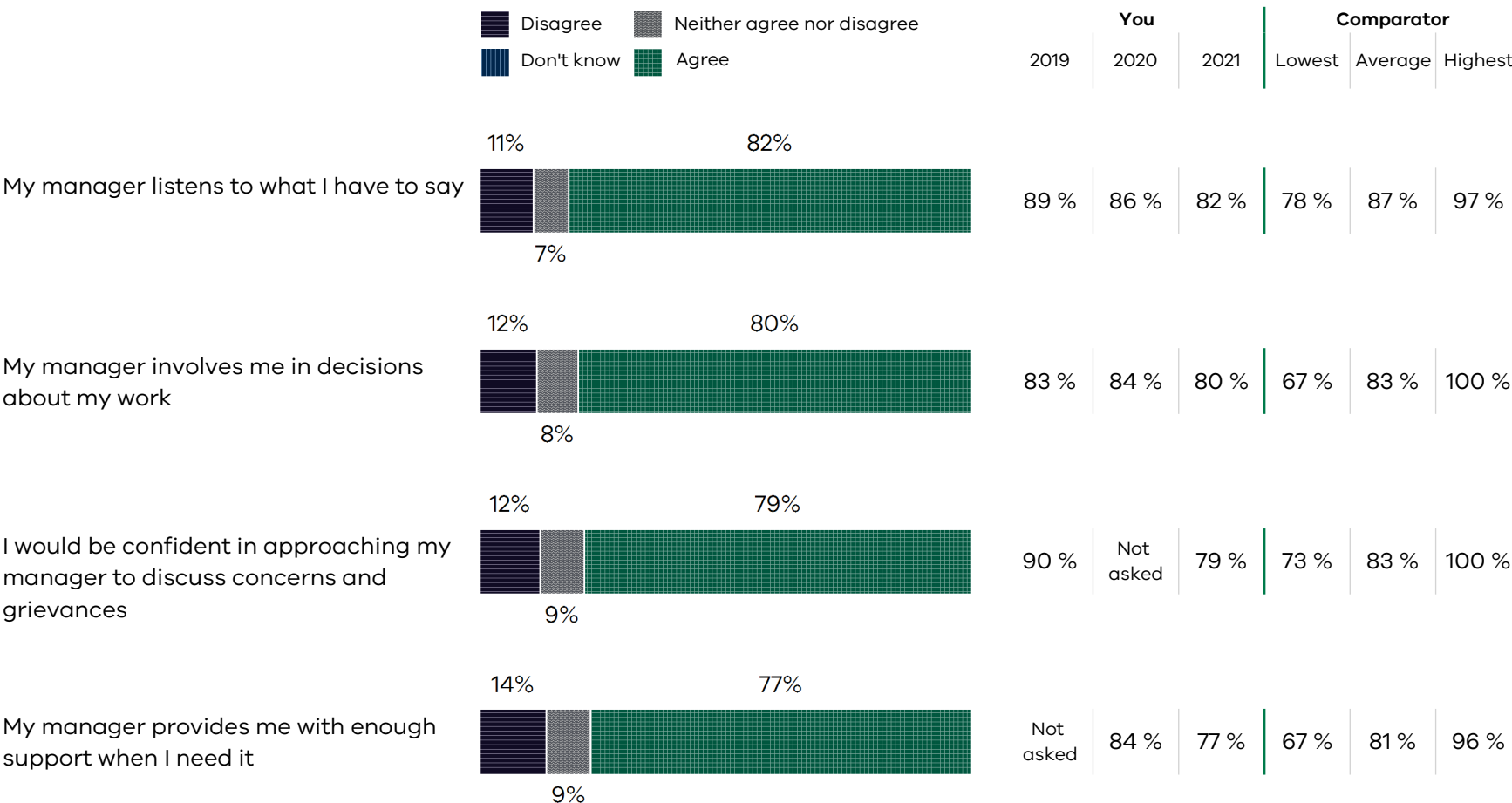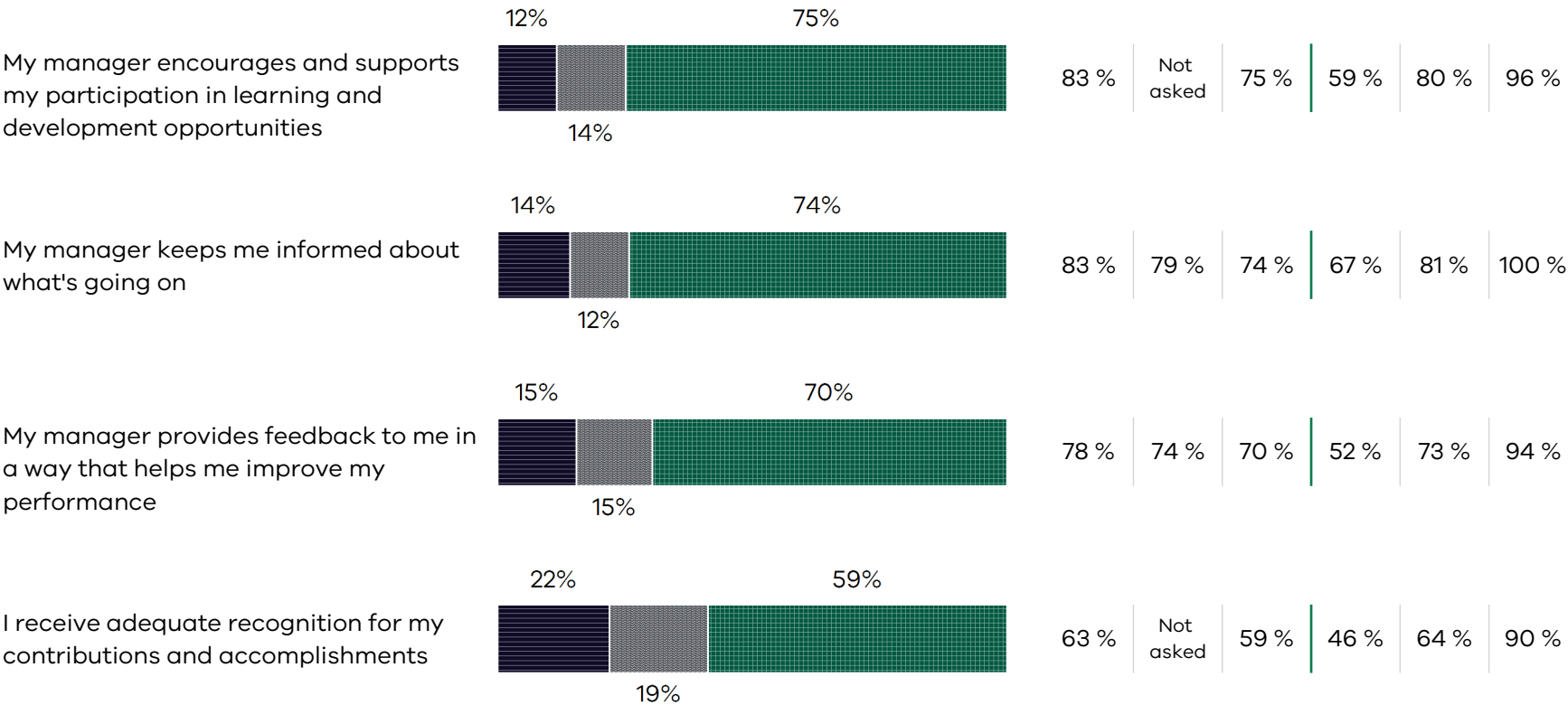Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

Survey question	Your results						

Your results legend: ■ Disagree ▦ Neither agree nor disagree ▥ Don't know ▦ Agree

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager listens to what I have to say	11% / 7% / 82%	89 %	86 %	82 %	78 %	87 %	97 %
My manager involves me in decisions about my work	12% / 8% / 80%	83 %	84 %	80 %	67 %	83 %	100 %
I would be confident in approaching my manager to discuss concerns and grievances	12% / 9% / 79%	90 %	Not asked	79 %	73 %	83 %	100 %
My manager provides me with enough support when I need it	14% / 9% / 77%	Not asked	84 %	77 %	67 %	81 %	96 %

Victorian Public Sector Commission

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Job and manager factors

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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

75% of your staff who did the survey agreed or strongly agreed with 'My manager encourages and supports my participation in learning and development opportunities'.

Survey question | Your results | Benchmark agree results

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

Survey question	Your results	2019	You 2020	2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager encourages and supports my participation in learning and development opportunities	12% / 14% / 75%	83 %	Not asked	75 %	59 %	80 %	96 %
My manager keeps me informed about what's going on	14% / 12% / 74%	83 %	79 %	74 %	67 %	81 %	100 %
My manager provides feedback to me in a way that helps me improve my performance	15% / 15% / 70%	78 %	74 %	70 %	52 %	73 %	94 %
I receive adequate recognition for my contributions and accomplishments	22% / 19% / 59%	63 %	Not asked	59 %	46 %	64 %	90 %

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Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

Example

52% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

Survey question

Your results

Disagree   Neither agree nor disagree

Don't know   Agree

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

21%   52%

28%

Benchmark agree results
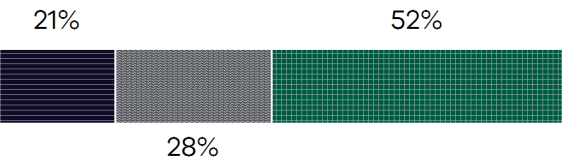
	You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	52 %	32 %	59 %	92 %

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.
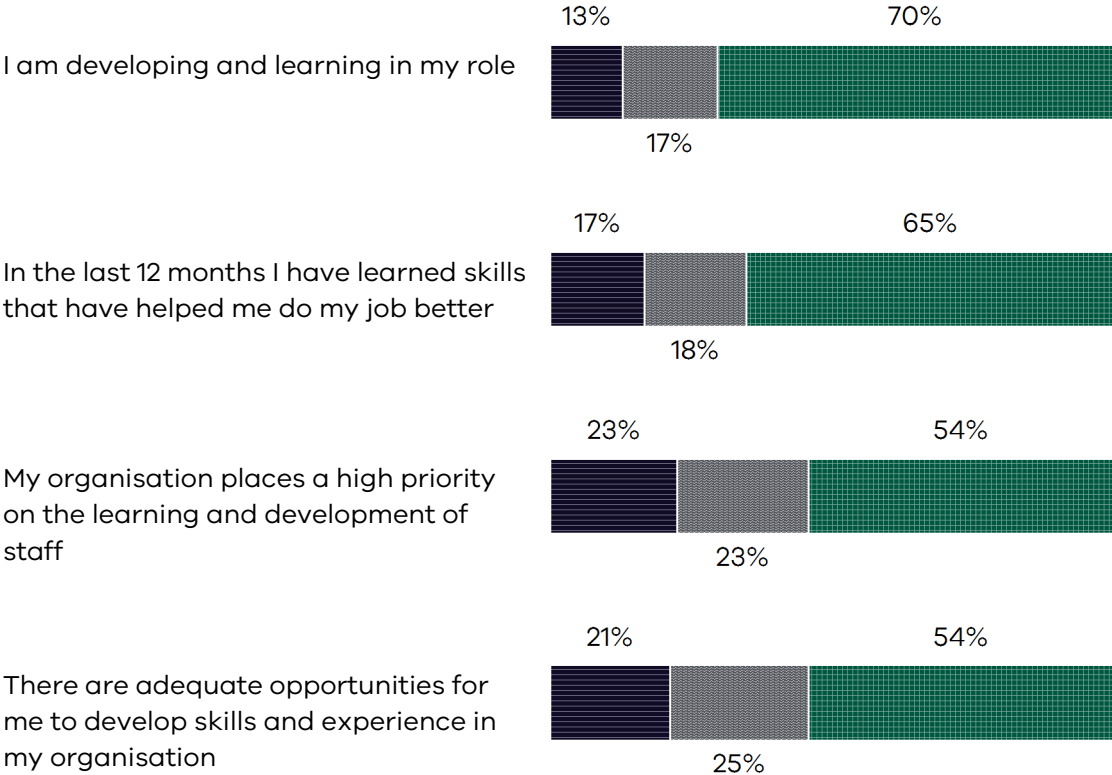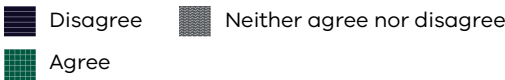
Example

69% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Legend: ■ Disagree ▦ Neither agree nor disagree ▩ Agree
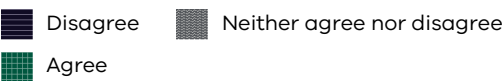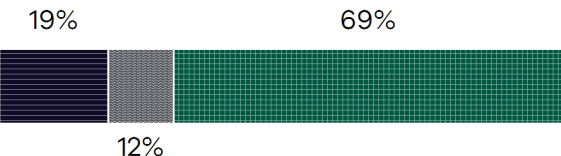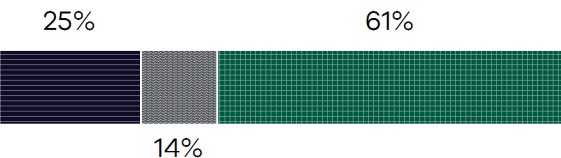
Survey question	Your results		You			Comparator		
		2019	2020	2021		Lowest	Average	Highest
The workload I have is appropriate for the job that I do	19% / 12% / 69%	68 %	70 %	69 %		39 %	59 %	85 %
I have enough time to do my job effectively	25% / 14% / 61%	68 %	59 %	61 %		42 %	56 %	89 %

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.
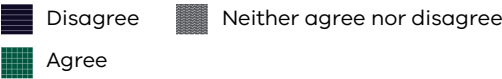
Example

70% 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				

Your results legend: Disagree | Neither agree nor disagree | Agree

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I am developing and learning in my role — 13% Disagree, 17% Neither, 70% Agree	Not asked	Not asked	70 %	50 %	72 %	96 %
In the last 12 months I have learned skills that have helped me do my job better — 17% Disagree, 18% Neither, 65% Agree	Not asked	Not asked	65 %	49 %	72 %	93 %
My organisation places a high priority on the learning and development of staff — 23% Disagree, 23% Neither, 54% Agree	59 %	Not asked	54 %	34 %	60 %	93 %
There are adequate opportunities for me to develop skills and experience in my organisation — 21% Disagree, 25% Neither, 54% Agree	68 %	Not asked	54 %	35 %	58 %	83 %

Job and manager factors

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

47% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

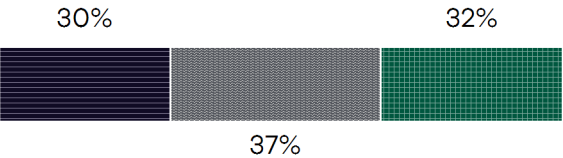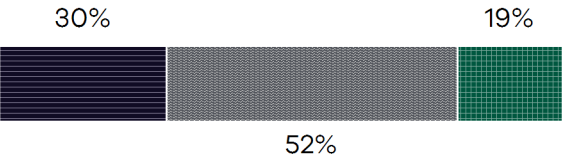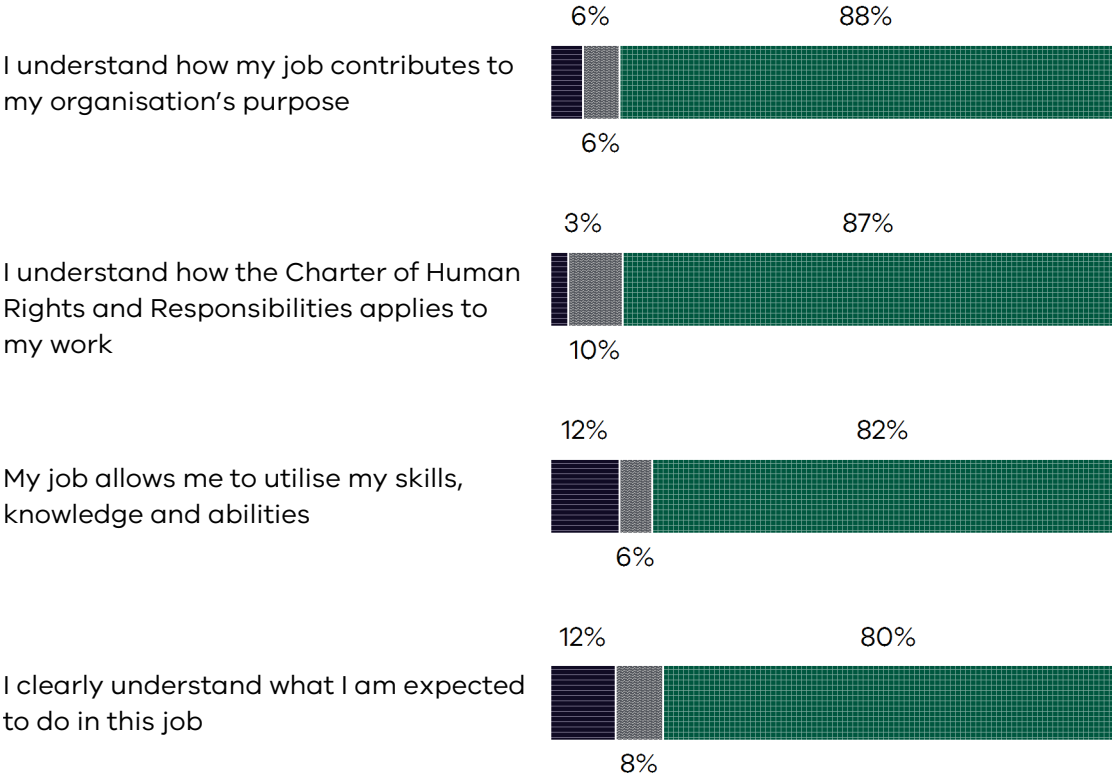## Survey question · Your results · Benchmark agree results

Legend: ■ Disagree ▦ Neither agree nor disagree ▩ Agree
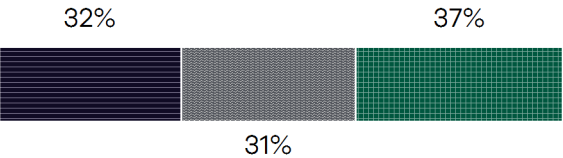
Survey question	Disagree	Neither	Agree	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	24%	29%	47%	Not asked	Not asked	47 %	36 %	56 %	88 %
I feel I have an equal chance at promotion in my organisation	32%	31%	37%	Not asked	Not asked	37 %	20 %	44 %	78 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	30%	37%	32%	Not asked	Not asked	32 %	19 %	37 %	57 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	30%	52%	19%	Not asked	Not asked	19 %	13 %	30 %	57 %

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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.
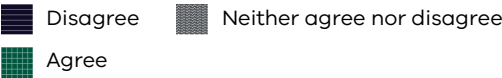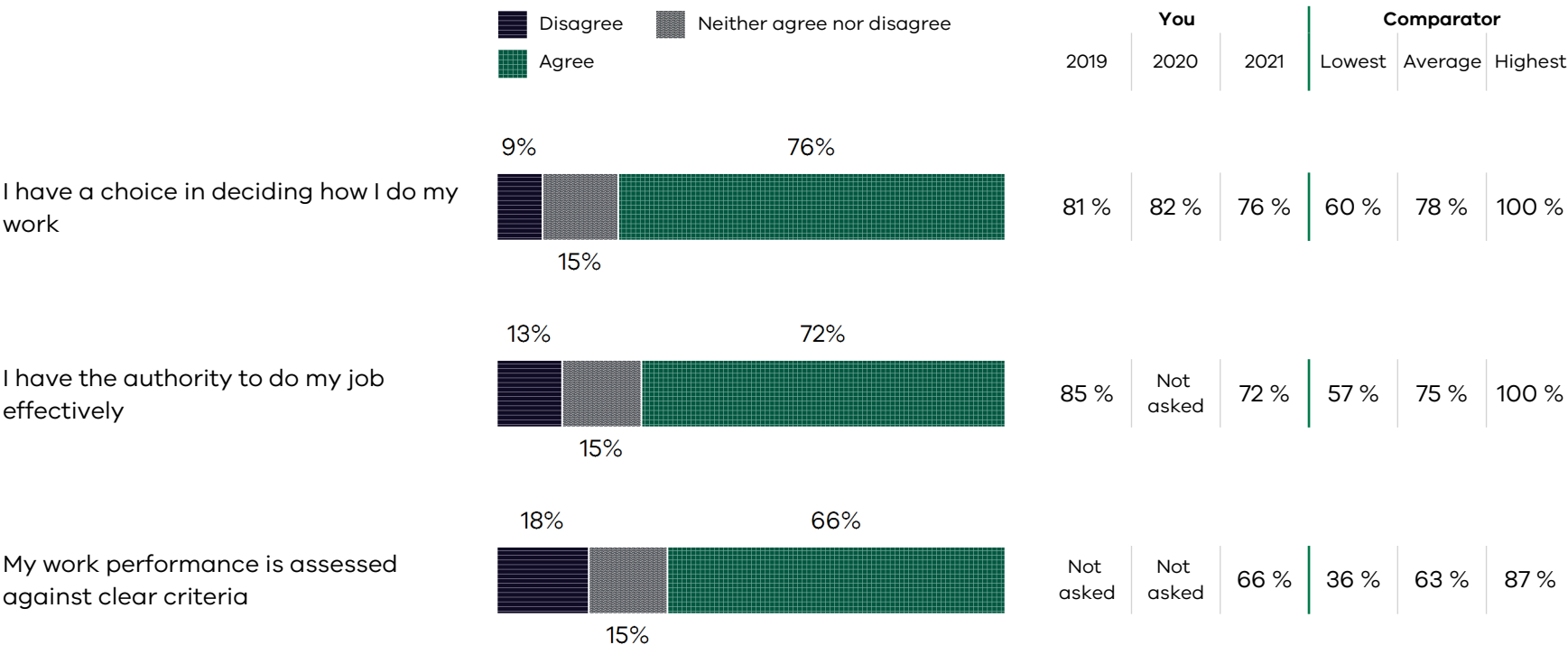
Example

88% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question	Your results						

Your results legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Benchmark agree results

Survey question	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose (Disagree 6%, Neither 6%, Agree 88%)	94 %	91 %	88 %	81 %	91 %	100 %
I understand how the Charter of Human Rights and Responsibilities applies to my work (Disagree 3%, Neither 10%, Agree 87%)	79 %	Not asked	87 %	54 %	73 %	100 %
My job allows me to utilise my skills, knowledge and abilities (Disagree 12%, Neither 6%, Agree 82%)	89 %	89 %	82 %	59 %	81 %	100 %
I clearly understand what I am expected to do in this job (Disagree 12%, Neither 8%, Agree 80%)	88 %	87 %	80 %	55 %	80 %	97 %

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

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 a choice in deciding how I do my work'.

Survey question / Your results / Benchmark agree results

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I have a choice in deciding how I do my work (9% disagree, 15% neither, 76% agree)		81 %	82 %	76 %	60 %	78 %	100 %
I have the authority to do my job effectively (13% disagree, 15% neither, 72% agree)		85 %	Not asked	72 %	57 %	75 %	100 %
My work performance is assessed against clear criteria (18% disagree, 15% neither, 66% agree)		Not asked	Not asked	66 %	36 %	63 %	87 %

Job and manager factors

Meaningful work

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Survey question	Your results	Benchmark agree results

Your results

■ Disagree   ▨ Neither agree nor disagree   ▨ Agree

Benchmark agree results
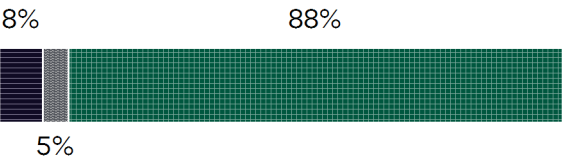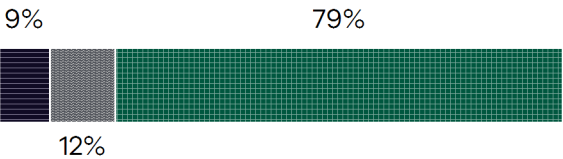
Survey question		You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I feel that I can make a worthwhile contribution at work	Not asked	90 %	88 %	73 %	85 %	100 %
I am achieving something important through my work	Not asked	88 %	79 %	62 %	80 %	100 %

Your results chart (I feel that I can make a worthwhile contribution at work): 8% Disagree, 5% Neither agree nor disagree, 88% Agree

Your results chart (I am achieving something important through my work): 9% Disagree, 12% Neither agree nor disagree, 79% Agree

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

77% of your staff who did the survey agreed or strongly agreed with 'People in your workgroup are able to bring up problems and tough issues'.

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

Legend: Disagree | Neither agree nor disagree | Agree
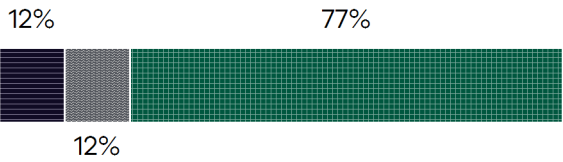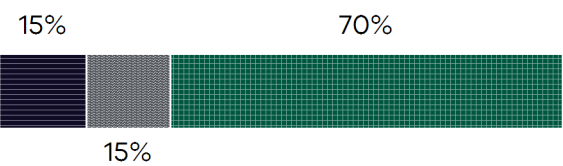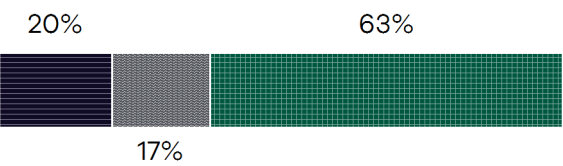
Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in your workgroup are able to bring up problems and tough issues	12% / 12% / 77%	Not asked	79 %	77 %	61 %	78 %	97 %
I feel safe to challenge inappropriate behaviour at work	15% / 15% / 70%	Not asked	Not asked	70 %	49 %	68 %	100 %
I am confident that I would be protected from reprisal for reporting improper conduct	20% / 17% / 63%	67 %	Not asked	63 %	51 %	69 %	100 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	22% / 17% / 61%	63 %	Not asked	61 %	38 %	62 %	94 %

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.
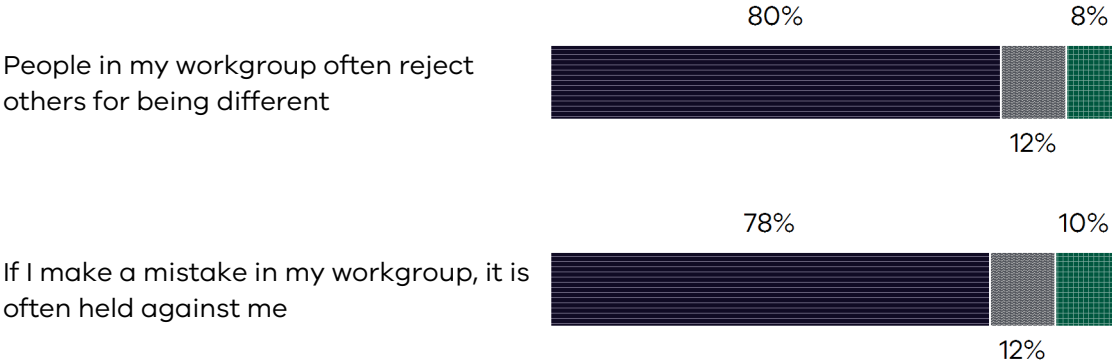
Example

80% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

Survey question	Your results			Benchmark disagree results					

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ Agree

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup often reject others for being different	80% Disagree, 12% Neither, 8% Agree	Not asked	Not asked	80 %	75 %	85 %	100 %
If I make a mistake in my workgroup, it is often held against me	78% Disagree, 12% Neither, 10% Agree	Not asked	Not asked	78 %	61 %	77 %	96 %

Victorian Public Sector Commission

VICTORIA State Government

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

36% of staff who did the survey said 'Technology limitations' 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
Technology limitations	36%	17%	20%
Too many competing priorities	33%	40%	36%
Decision making and authorisation processes	32%	29%	23%
There are no noticeable barriers	20%	16%	18%
Administrative processes (including leave and HR requirements)	19%	16%	19%
Limited social interactions with the team	19%	15%	11%
Communication processes	15%	16%	19%
Absence of visibility of team progress and deliverables	10%	11%	9%
Poor mental health or wellbeing	10%	12%	11%
Insufficient autonomy	9%	10%	9%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

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Custom questions
- Questions requested by your organisation

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

VICTORIA State Government

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.
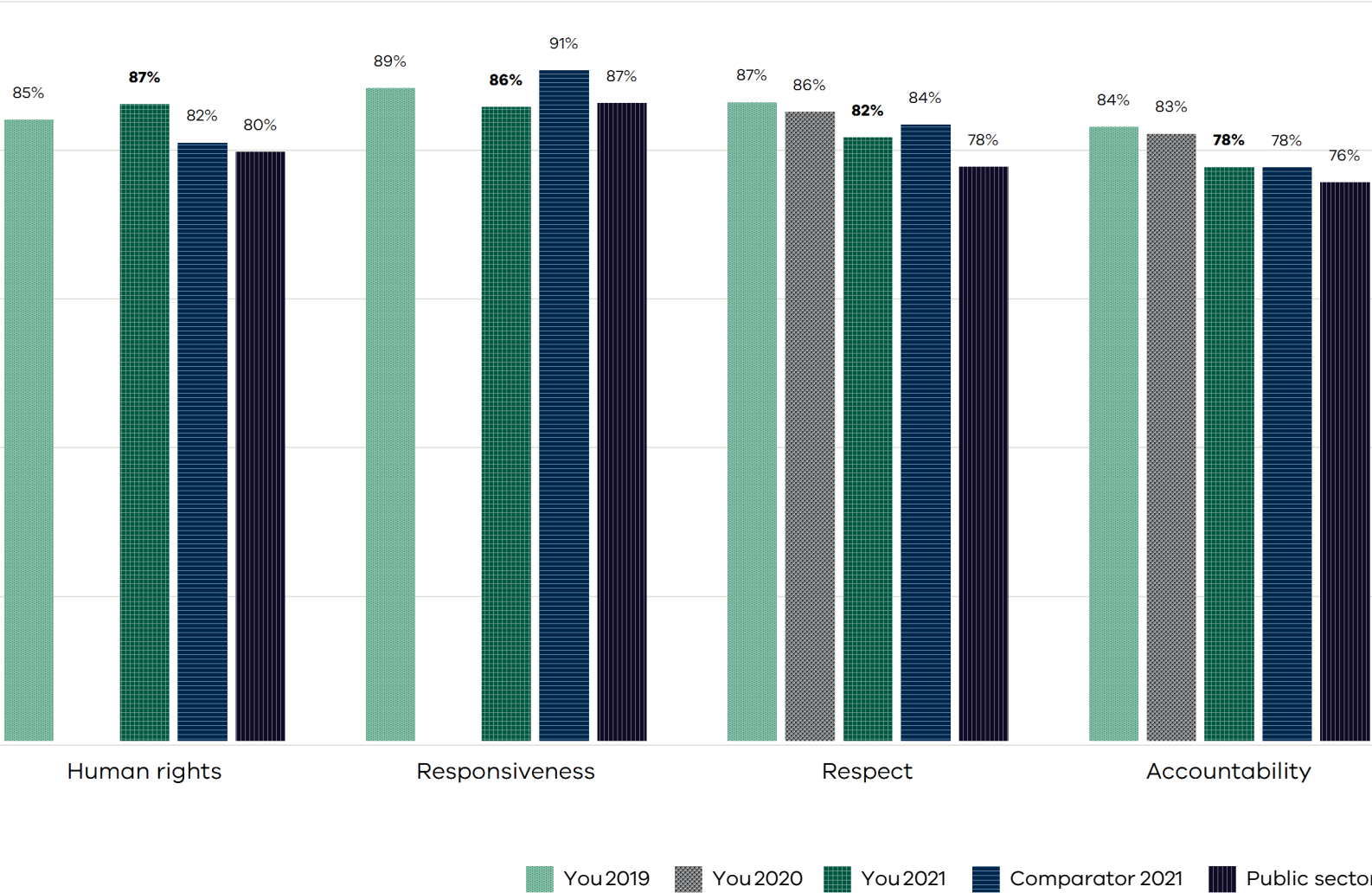
How to read this

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:

- 87% of your staff who did the survey responded positively to questions about Human rights , which is up 2% in 2019.

Compared to:

- 82% of staff at your comparator and 80% of staff across the public sector.

Legend: You 2019, You 2020, You 2021, Comparator 2021, Public sector 2021

Human rights: 85%, 87%, 82%, 80%
Responsiveness: 89%, 86%, 91%, 87%
Respect: 87%, 86%, 82%, 84%, 78%
Accountability: 84%, 83%, 78%, 78%, 76%

Public sector values

What this is

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

Why this is important

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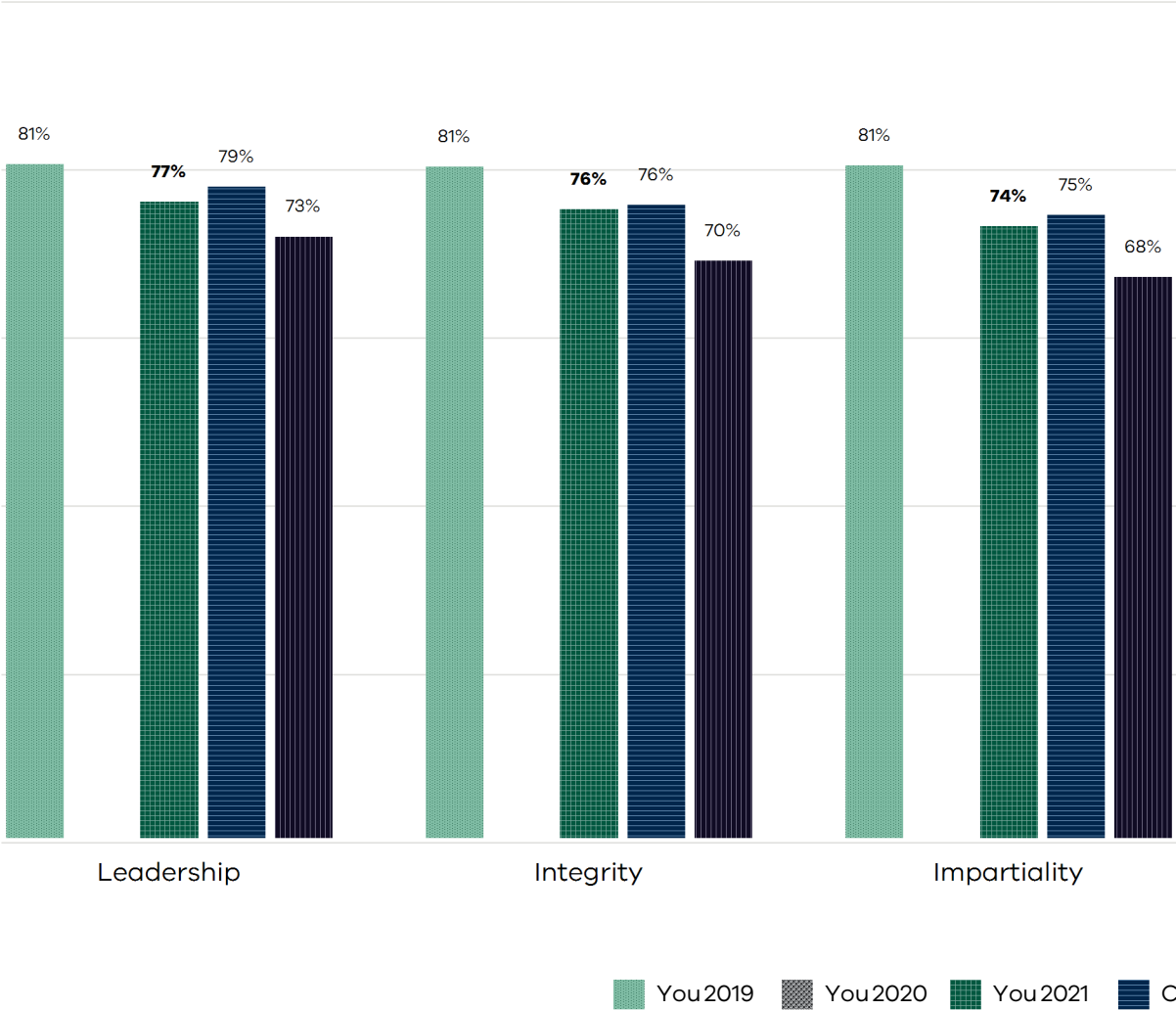
How to read this

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

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

Example

In 2021:

- 77% of your staff who did the survey responded positively to questions about Leadership , which is down 5% in 2019.

Compared to:

- 79% of staff at your comparator and 73% of staff across the public sector.

Chart showing Leadership: 81%, 77%, 79%, 73%; Integrity: 81%, 76%, 76%, 70%; Impartiality: 81%, 74%, 75%, 68%.

Legend: You 2019 | You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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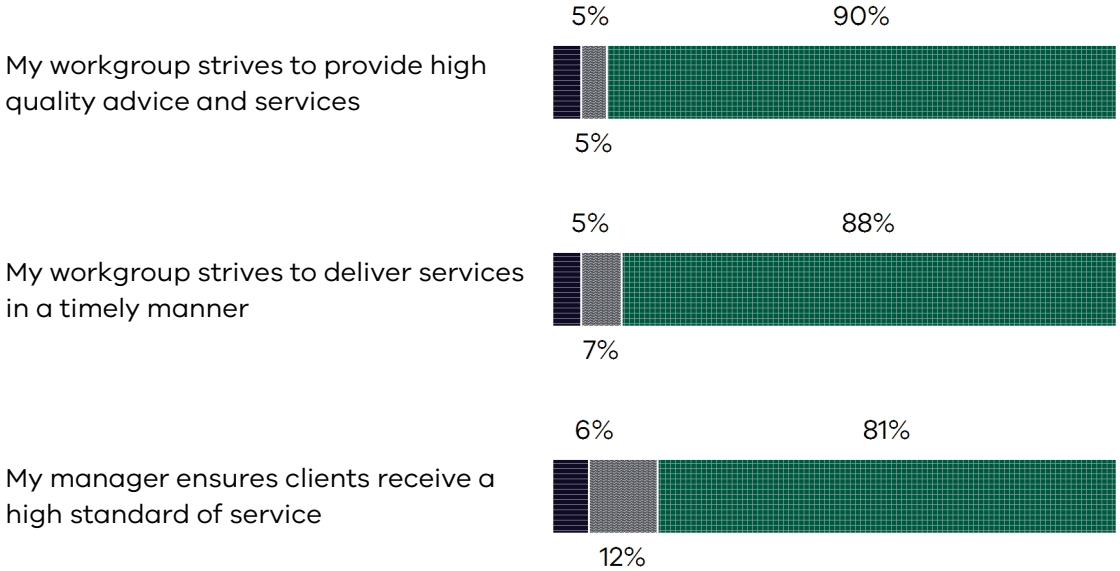
Example

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

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup strives to provide high quality advice and services	5% / 5% / 90%	91 %	Not asked	90 %	78 %	92 %	100 %
My workgroup strives to deliver services in a timely manner	5% / 7% / 88%	86 %	Not asked	88 %	70 %	91 %	100 %
My manager ensures clients receive a high standard of service	6% / 12% / 81%	90 %	Not asked	81 %	76 %	90 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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

Why this is important

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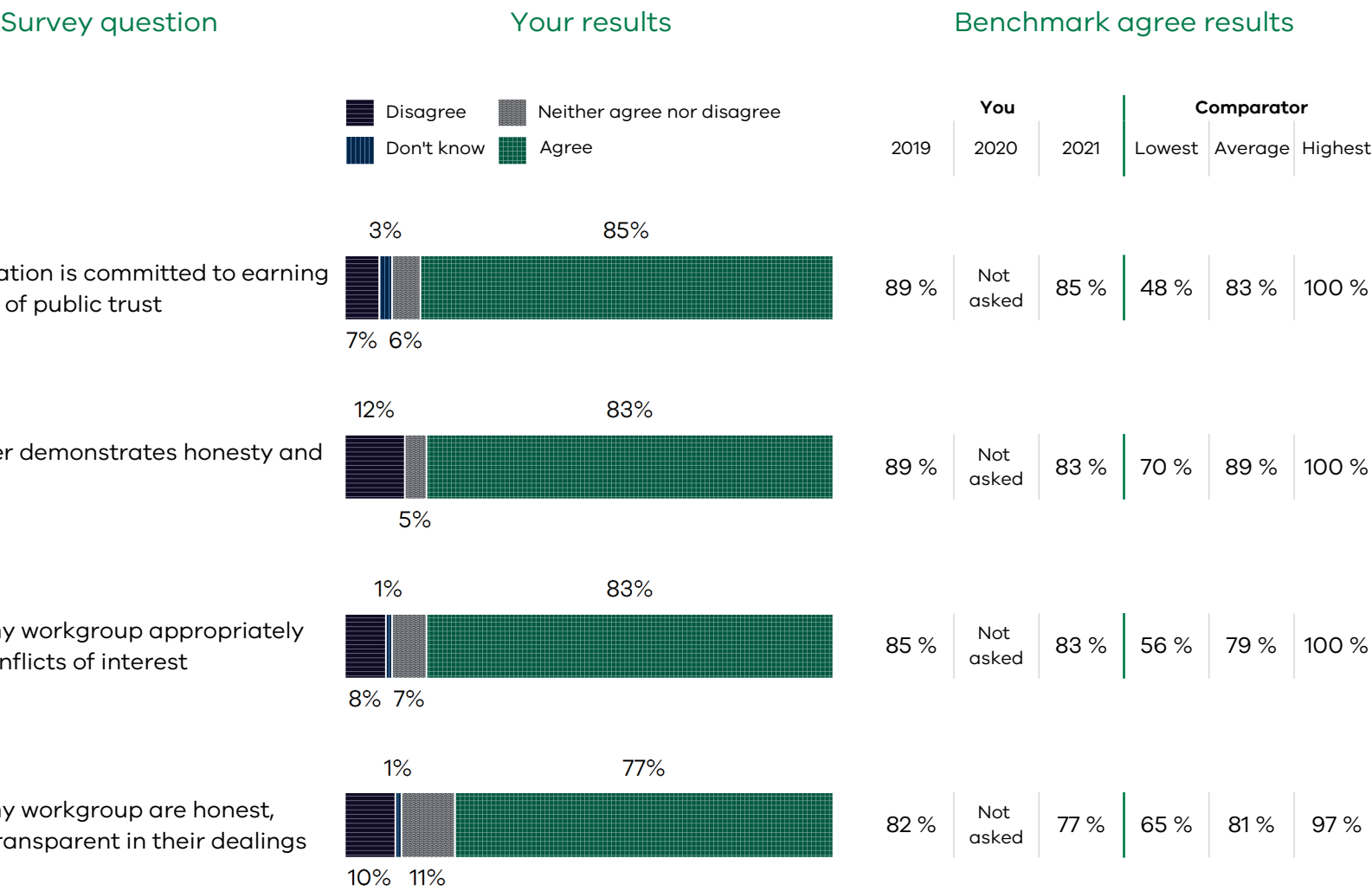
How to read this

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

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

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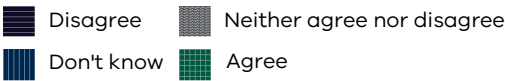
Example

85% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question	Your results	Benchmark agree results

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

Survey question	2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation is committed to earning a high level of public trust (3%, 85%, 7%, 6%)	89 %	Not asked	85 %	48 %	83 %	100 %
My manager demonstrates honesty and integrity (12%, 83%, 5%)	89 %	Not asked	83 %	70 %	89 %	100 %
People in my workgroup appropriately manage conflicts of interest (1%, 83%, 8%, 7%)	85 %	Not asked	83 %	56 %	79 %	100 %
People in my workgroup are honest, open and transparent in their dealings (1%, 77%, 10%, 11%)	82 %	Not asked	77 %	65 %	81 %	97 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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

Example

75% of staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.
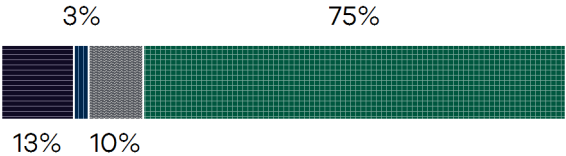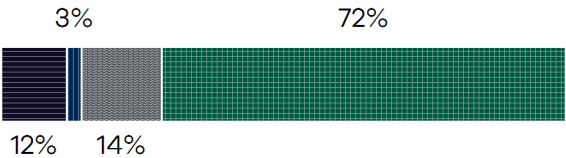
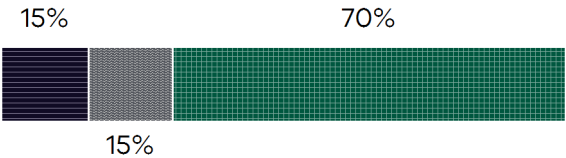## Survey question | Your results | Benchmark agree results

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation does not tolerate improper conduct	Disagree 13%, Don't know 3%, Neither 10%, Agree 75%	78 %	Not asked	75 %	40 %	71 %	100 %
Senior leaders demonstrate honesty and integrity	Disagree 12%, Don't know 3%, Neither 14%, Agree 72%	77 %	Not asked	72 %	44 %	72 %	100 %
I feel safe to challenge inappropriate behaviour at work	Disagree 15%, Neither 15%, Agree 70%	Not asked	Not asked	70 %	49 %	68 %	100 %
I am confident that I would be protected from reprisal for reporting improper conduct	Disagree 20%, Neither 17%, Agree 63%	67 %	Not asked	63 %	51 %	69 %	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

84% of staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.
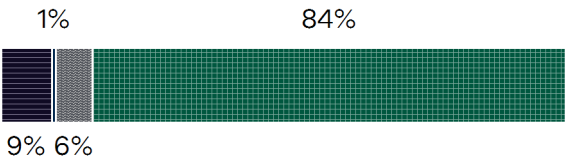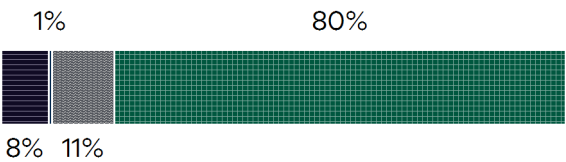
Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My workgroup places a priority on acting fairly and without bias	1% Disagree, 9% 6%, 84% Agree	89 %	Not asked	84 %	68 %	82 %	97 %
My workgroup focuses on making decisions informed by all relevant facts	1% Disagree, 8% 11%, 80% Agree	89 %	Not asked	80 %	63 %	80 %	96 %
People in my workgroup are politically impartial in their work	1% Disagree, 10% 12%, 76% Agree	86 %	Not asked	76 %	63 %	82 %	100 %
My organisation makes fair recruitment and promotion decisions, based on merit	5% Disagree, 21% 18%, 55% Agree	60 %	Not asked	55 %	27 %	57 %	94 %
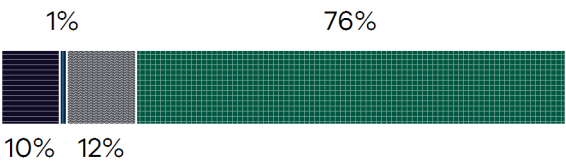
Legend: Disagree · Don't know · Neither agree nor disagree · Agree

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

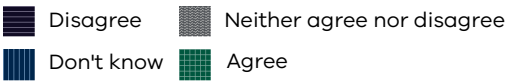Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

88% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.
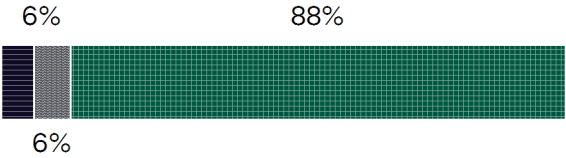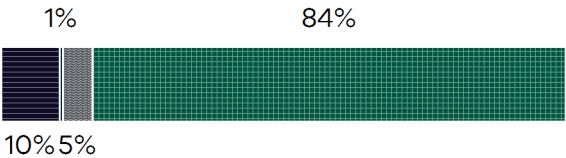
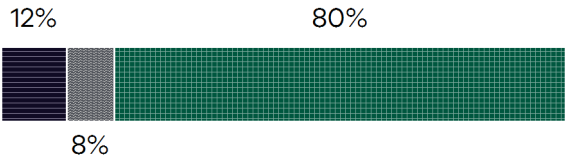## Survey question / Your results / Benchmark agree results

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job contributes to my organisation's purpose	6% / 88% / 6%	94 %	91 %	88 %	81 %	91 %	100 %
My workgroup strives to make the best use of its resources	1% / 84% / 10% 5%	86 %	Not asked	84 %	68 %	81 %	100 %
I clearly understand what I am expected to do in this job	12% / 80% / 8%	88 %	87 %	80 %	55 %	80 %	100 %
My workgroup has clear lines of responsibility	1% / 73% / 14% 13%	82 %	Not asked	73 %	65 %	77 %	94 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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

Example

67% 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

Disagree   Neither agree nor disagree

Don't know   Agree

Senior leaders provide clear strategy and direction

1%   67%

21%   11%

	You			Comparator		
2019	2020	2021		Lowest	Average	Highest
68 %	70 %	67 %		29 %	62 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

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.
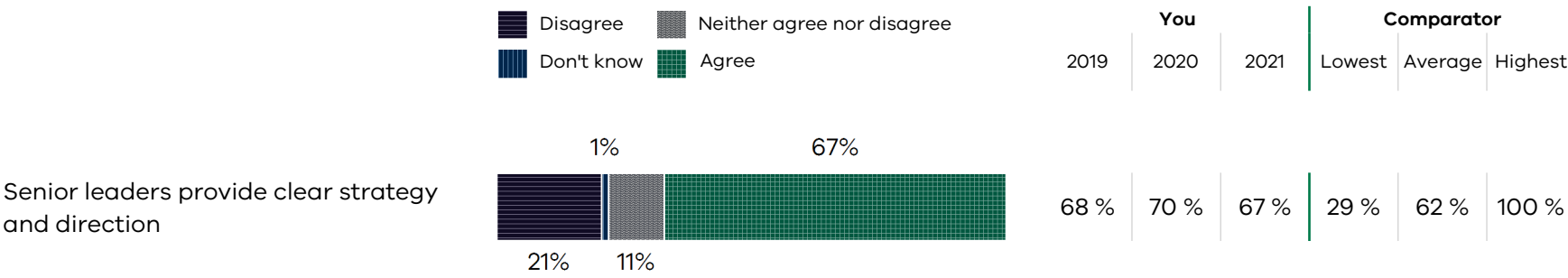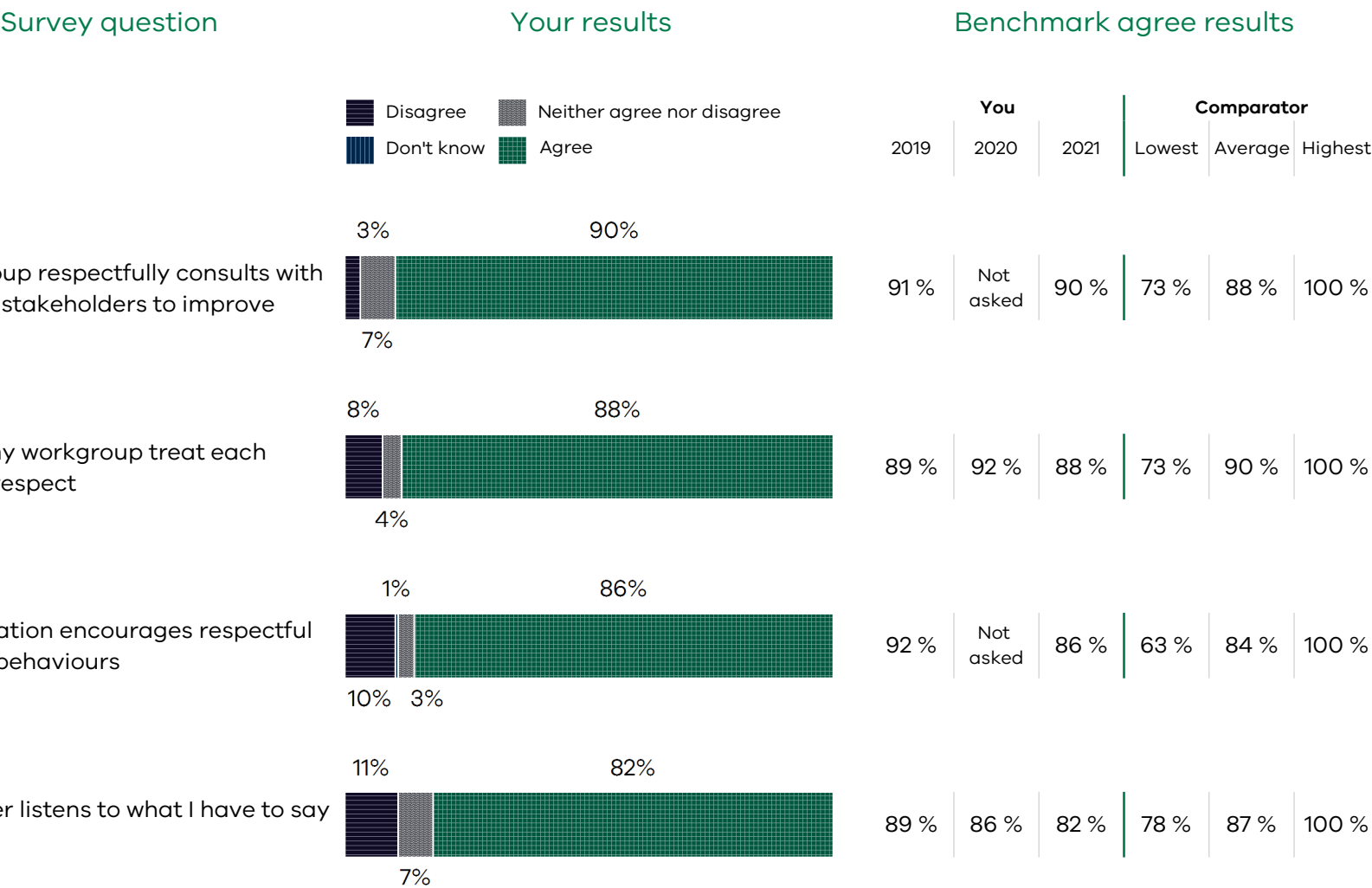
Example

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

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Legend: Disagree, Don't know, Neither agree nor disagree, Agree								
My workgroup respectfully consults with clients and stakeholders to improve outcomes	3% / 90% / 7%	91 %	Not asked	90 %	73 %	88 %	100 %
People in my workgroup treat each other with respect	8% / 88% / 4%	89 %	92 %	88 %	73 %	90 %	100 %
My organisation encourages respectful workplace behaviours	1% / 86% / 10% 3%	92 %	Not asked	86 %	63 %	84 %	100 %
My manager listens to what I have to say	11% / 82% / 7%	89 %	86 %	82 %	78 %	87 %	100 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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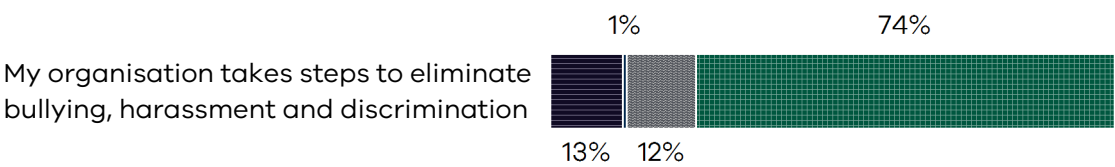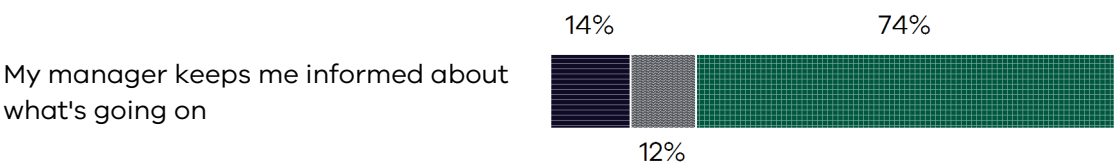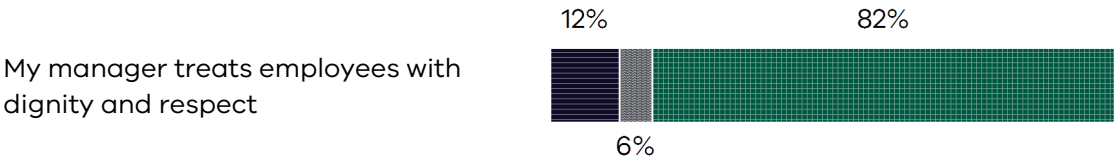
Example

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

Survey question	Your results		Benchmark agree results					

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

Survey question	Your results	2019	You 2020	2021	Comparator Lowest	Average	Highest
My manager treats employees with dignity and respect	12% / 6% / 82%	89 %	Not asked	82 %	79 %	90 %	100 %
My manager keeps me informed about what's going on	14% / 12% / 74%	83 %	79 %	74 %	67 %	81 %	100 %
My organisation takes steps to eliminate bullying, harassment and discrimination	13% / 1% / 12% / 74%	76 %	Not asked	74 %	43 %	67 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

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.
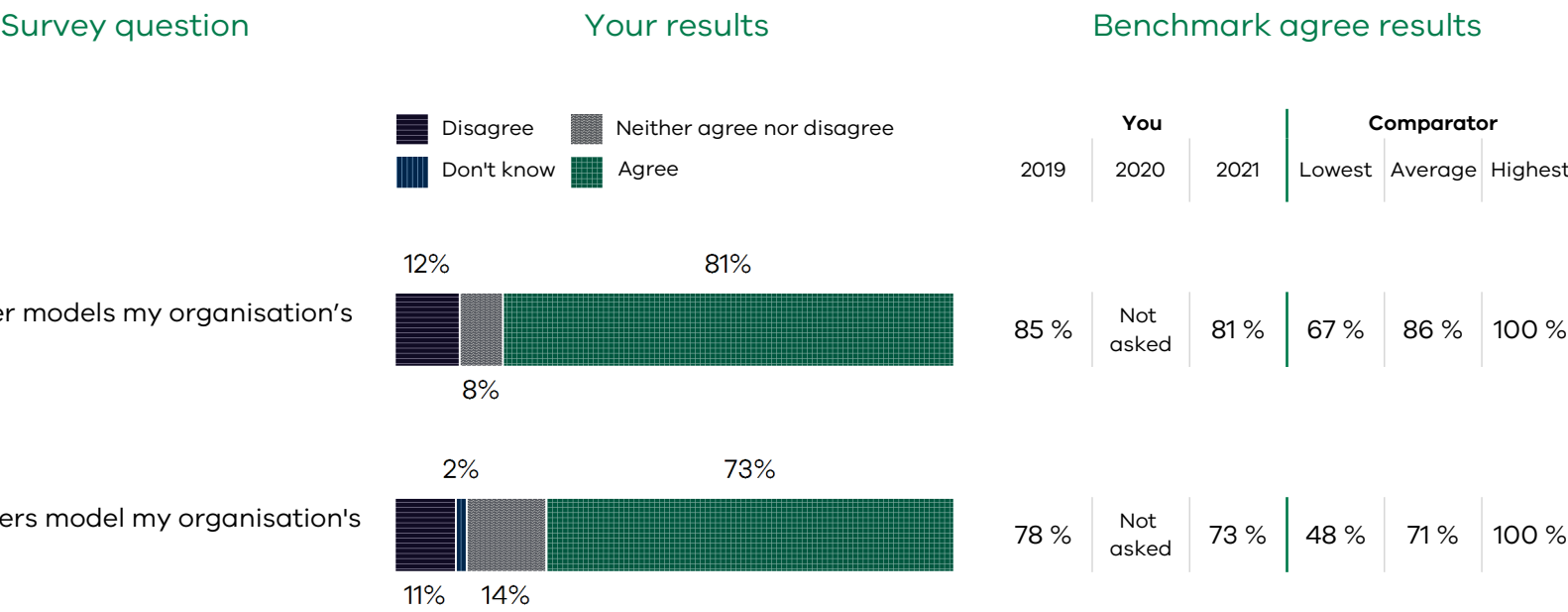
How to read this

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

81% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results	Benchmark agree results

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My manager models my organisation's values	Disagree 12%, Neither 8%, Agree 81%	85 %	Not asked	81 %	67 %	86 %	100 %
Senior leaders model my organisation's values	Disagree 11%, Don't know 2%, Neither 14%, Agree 73%	78 %	Not asked	73 %	48 %	71 %	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

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

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

Survey question	Your results	2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup values human rights	2% / 88% / 10%	88 %	Not asked	88 %	75 %	88 %	100 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	3% / 87% / 10%	79 %	Not asked	87 %	54 %	73 %	100 %
My organisation respects the human rights of employees	2% / 86% / 6% 5%	88 %	Not asked	86 %	63 %	83 %	100 %
My organisation encourages employees to act in ways that are consistent with human rights	1% / 85% / 6% 8%	83 %	Not asked	85 %	59 %	82 %	100 %

People matter survey 2021

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- Scorecard: negative behaviour
- Bullying
- Sexual harassment
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- 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

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Workgroup climate

- Scorecard
- Quality service delivery
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Job and manager factors

- Scorecard
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- Job enrichment
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- Safe to speak up
- Barriers to optimal work

Public sector values

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

Custom questions

- Questions requested by your organisation

Demographics

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

Custom questions

What this is

Your organisation asked 5 custom questions as part of the 2021 survey.

Why this is important

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

How to read this

Under 'Your results' in descending order, you can see the percentage of staff who agreed or disagreed with each question.
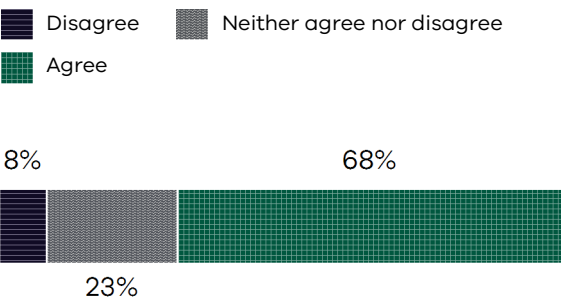
In this report, 'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Example

68% of staff who did the survey agreed or strongly agreed with 'I feel supported by ESV in the return to office!'.

Survey question	Your results	Benchmark results

Disagree   Neither agree nor disagree
Agree

You

2019	2020	2021

Survey question	Your results	Benchmark results
I feel supported by ESV in the return to office.	8% 23% 68%	Not asked / Not asked / 68 %

Custom questions

What this is

Your organisation asked 5 custom questions as part of the 2021 survey.

Why this is important

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

How to read this

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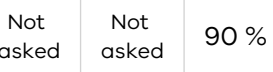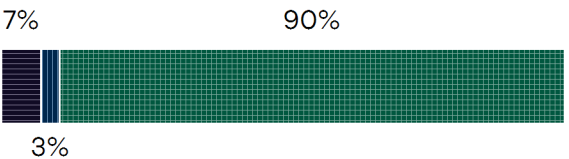
Example

90% of staff who did the survey agreed with 'In the future, a hybrid working model would suit me (working week split between working from home/field, and from the office).'.

No   Don't know

Yes

You

	2019	2020	2021

In the future, a hybrid working model would suit me (working week split between working from home/field, and from the office).

7%   90%

3%

Not asked	Not asked	90 %

Victorian
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Government

Custom questions

What this is

Your organisation asked 5 custom questions as part of the 2021 survey.

Why this is important

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

How to read this

The table shows you responses to the question 'To what extent has ESV's move to becoming a commission impacted your job satisfaction'.

Example

52% of staff who did the survey

responded 'No change' to the question.

To what extent has ESV's move to becoming a commission impacted your job satisfaction	You 2021
No change	52%
A marginal positive change	18%
A marginal negative change	13%
A significant negative change	8%
A significant positive change	8%

Custom questions

What this is

Your organisation asked 5 custom questions as part of the 2021 survey.

Why this is important

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

How to read this

The table shows you responses to the question 'To what extent have the transformation changes taking place at ESV from August 2020 to the current time impacted on your workload'.

Example

49% of staff who did the survey responded 'No change' to the question.

To what extent have the transformation changes taking place at ESV from August 2020 to the current time impacted on your workload	You 2021
No change	49%
A marginal negative change	17%
A marginal positive change	17%
A significant negative change	8%
A significant positive change	8%

Custom questions

What this is

Your organisation asked 5 custom questions as part of the 2021 survey.

Why this is important

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

How to read this

The table shows you responses to the question 'To what extent has working from home during the pandemic impacted your efficiency and productivity'.

Example

45% of staff who did the survey

responded 'A significant positive change' to the question.

To what extent has working from home during the pandemic impacted your efficiency and productivity	You 2021
A significant positive change	45%
A marginal positive change	25%
No change	18%
A marginal negative change	10%
A significant negative change	3%

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Custom questions

- Questions requested by your organisation

Demographics

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

Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

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

Age	(n)	%
15-34 years	**9**	6%
35-54 years	**86**	55%
55+ years	**39**	25%
Prefer not to say	**21**	14%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	**6**	4%
No	**137**	88%
Prefer not to say	**12**	8%

Highest level of formal education	(n)	%
Doctoral Degree level	**1**	1%
Master Degree level	**19**	12%
Graduate Diploma or Graduate Certificate level	**12**	8%
Bachelor Degree level incl. honours degrees	**43**	28%
Advanced Diploma or Diploma level	**29**	19%
Certificate III or IV level	**26**	17%
Year 12 or equivalent (VCE/Leaving certificate)	**1**	1%
Prefer not to say	**24**	15%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.
The (n) column shows the number of respondents in each category.
An asterisk (*) means this is a new question for the 2021 survey.

How we protect anonymity and privacy

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**1**	1%
Non Aboriginal and/or Torres Strait Islander	**144**	93%
Prefer not to say	**10**	6%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

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Do you identify as a person with a disability?

	(n)	%
Yes	**5**	3%
No	**135**	87%
Prefer not to say	**15**	10%

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

	(n)	%
Yes	**2**	40%
No	**3**	60%

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

	(n)	%
I feel that sharing my disability information will reflect negatively on me	**3**	100%

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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How would you describe your gender?	(n)	%
Man	**85**	55%
Woman	**43**	28%
Prefer not to say	**25**	16%
Non-binary and I use a different term	**2**	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	**2**	1%
No	**131**	85%
Prefer not to say	**22**	14%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	**129**	83%
Don't know	**4**	3%
Prefer not to say	**22**	14%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	**118**	76%
Prefer not to say	**27**	17%
Don't know	**4**	3%
Gay or lesbian	**2**	1%
I use a different term	**2**	1%
Asexual	**1**	1%
Pansexual	**1**	1%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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Country of birth	(n)	%
Born in Australia	93	60%
Not born in Australia	35	23%
Prefer not to say	27	17%

When did you first arrive in Australia?*	(n)	%
1 to less than 2 years ago	2	6%
More than 20 years ago	18	51%
2 to less than 5 years ago	2	6%
5 to less than 10 years ago	3	9%
10 to less than 20 years ago	10	29%

Language other than English spoken with family or community	(n)	%
Yes	28	18%
No	104	67%
Prefer not to say	23	15%

Demographics

Cultural diversity 2 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Other	9	32%
Italian	7	25%
Greek	3	11%
Hindi	3	11%
Spanish	3	11%
Filipino	1	4%
Macedonian	1	4%
Punjabi	1	4%
Tagalog	1	4%

Demographics

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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Cultural identity	(n)	%
Australian	**99**	64%
Prefer not to say	**25**	16%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**20**	13%
English, Irish, Scottish and/or Welsh	**15**	10%
Other	**7**	5%
South Asian	**5**	3%
East and/or South-East Asian	**3**	2%
Pacific Islander	**2**	1%
New Zealander	**1**	1%
North American	**1**	1%
Aboriginal and/or Torres Strait Islander	**1**	1%
Central and/or South American	**1**	1%
Maori	**1**	1%

Religion	(n)	%
No religion	**61**	39%
Christianity	**41**	26%
Prefer not to say	**38**	25%
Other	**9**	6%
Hinduism	**4**	3%
Islam	**1**	1%
Judaism	**1**	1%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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Working arrangement	(n)	%
Full-Time	**144**	93%
Part-Time	**11**	7%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	**1**	1%
$65k to $95k	**17**	11%
$95k to $125k	**36**	24%
$125k or more	**61**	40%
Prefer not to say	**38**	25%

Organisational tenure	(n)	%
<1 year	**13**	8%
1 to less than 2 years	**24**	15%
2 to less than 5 years	**47**	30%
5 to less than 10 years	**37**	24%
10 to less than 20 years	**24**	15%
More than 20 years	**10**	6%

Management responsibility	(n)	%
Non-manager	**116**	75%
Other manager	**27**	17%
Manager of other manager(s)	**12**	8%

Employment type	(n)	%
Ongoing and executive	**142**	92%
Fixed term	**11**	7%
Other	**2**	1%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	**128**	83%
I have moved to a different role within my organisation (including acting roles)	**22**	14%
I have moved to my role from a different Victorian public sector organisation	**3**	2%
I have moved to my role from outside the Victorian public sector	**2**	1%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:
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Primary workplace location over the last 3 months	(n)	%
Melbourne: Suburbs	**116**	75%
Melbourne CBD	**26**	17%
Other city or town	**8**	5%
Shepparton	**2**	1%
Ballarat	**2**	1%
Geelong	**1**	1%

Primary workplace type over the past 3 months*	(n)	%
Home/private location	**140**	90%
A main office	**9**	6%
A frontline or service delivery location (that is not a main office or home/private location)	**3**	2%
Other (please specify)	**2**	1%
A hub/shared work space	**1**	1%

Other workplace type over the past 3 months*	(n)	%
A main office	**102**	66%
Home/private location	**63**	41%
No, I have not worked from any other locations	**17**	11%
A frontline or service delivery location (that is not a main office or home/private location)	**11**	7%
Other	**9**	6%
A hub/shared work space	**2**	1%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:
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- don't release employee opinion results for demographic groups where organisations have fewer than 30 responses in total

Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	118	76%
Flexible working arrangements	22	14%
Physical modifications or improvements to the workplace	14	9%
Career development support strategies	3	2%
Other	2	1%
Job redesign or role sharing	1	1%
Accessible communications technologies	1	1%

Why did you make this request?*	(n)	%
Health	19	51%
Work-life balance	14	38%
Family responsibilities	7	19%
Caring responsibilities	6	16%
Other	6	16%
Disability	1	3%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	26	70%
The adjustments I needed were not made	8	22%
The adjustments I needed were made but the process was unsatisfactory	3	8%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

How we protect anonymity and privacy

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

Caring responsibility	(n)	%
None of the above	**53**	34%
Primary school aged child(ren)	**27**	17%
Prefer not to say	**23**	15%
Frail or aged person(s)	**23**	15%
Secondary school aged child(ren)	**21**	14%
Child(ren) - younger than preschool age	**15**	10%
Preschool aged child(ren)	**11**	7%
Person(s) with a mental illness	**10**	6%
Person(s) with a medical condition	**8**	5%
Person(s) with disability	**6**	4%
Other	**6**	4%

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