

# 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 36% 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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- Scorecard
- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
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## Report overview

### Privacy and anonymity

To protect you, we:

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

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

## Report overview

### Survey's theoretical framework

#### What this is

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

#### Why this is important

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

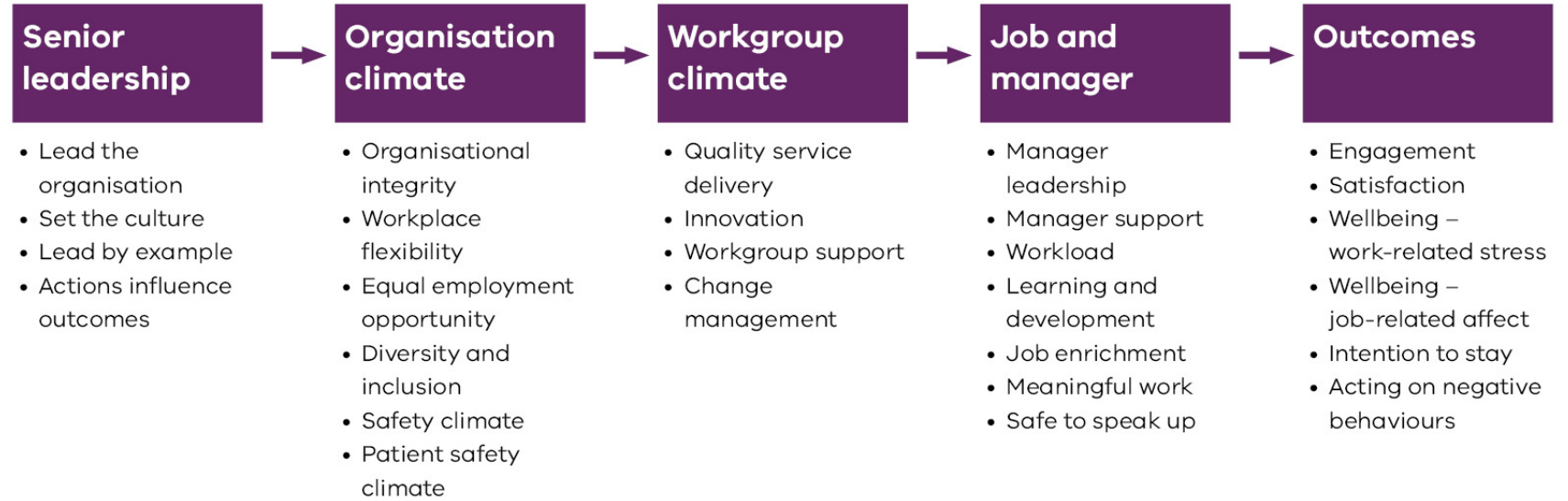
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

#### Our public sector values

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

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

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



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



Responsiveness



Integrity



Impartiality



Accountability



Respect



Leadership



Human Rights

## Report overview

Your comparator group<sup>1</sup> 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

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 Auditor-General's Office

## Report overview

Your comparator group 2 of 2

### What this is

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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

84%  
(21)

Comparator 70%  
Public Sector 49%

2021

82%  
(23)

Comparator 50%  
Public Sector 39%



# People matter

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## People outcomes

### Scorecard: employee engagement index

#### What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

#### Why this is important

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

2020

62

Comparator 69  
Public Sector 68

2021

72

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 72.

#### Why this is important

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

#### How to read this

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

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

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

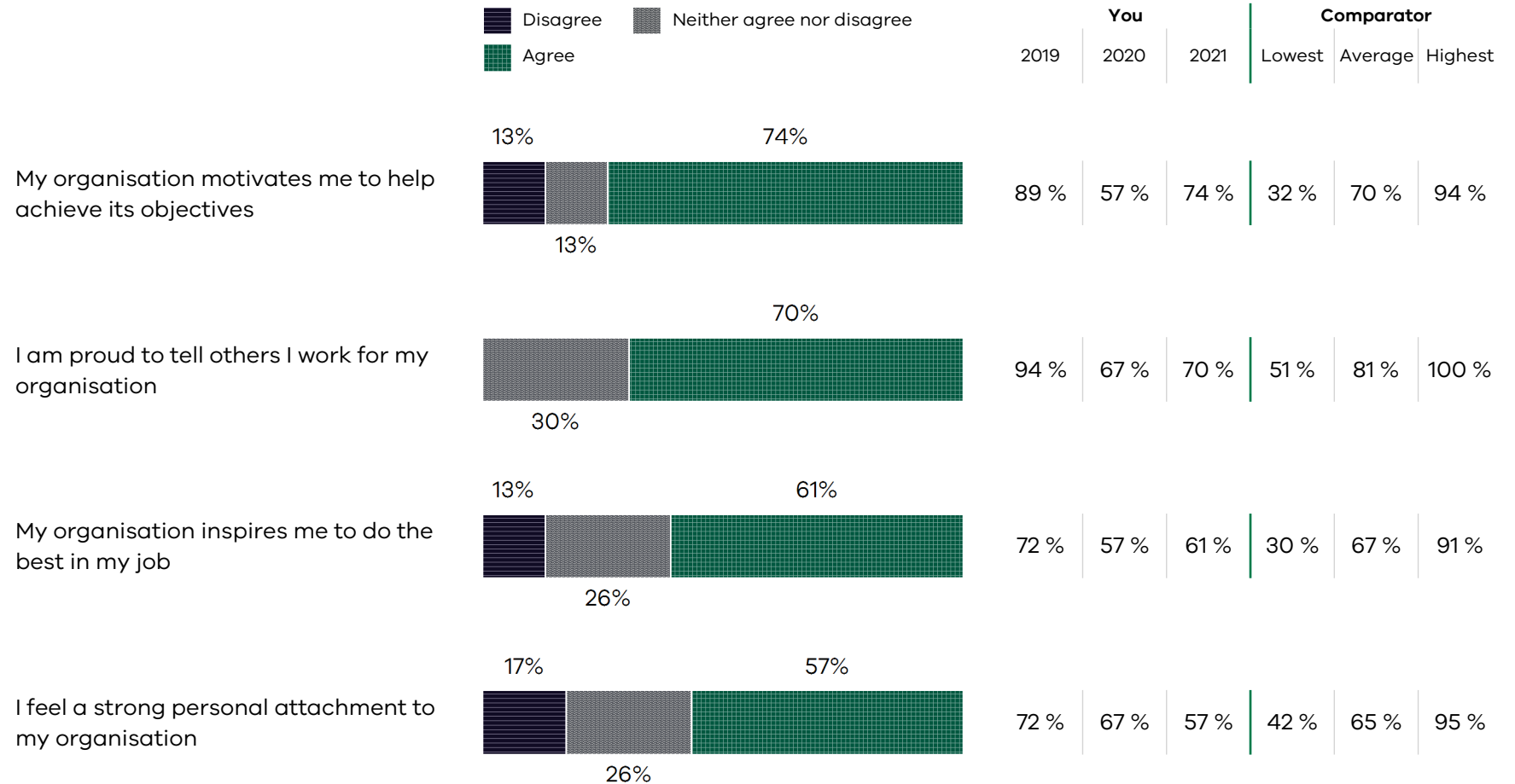
#### Example

74% of your staff who did the survey agreed or strongly agreed with 'My organisation motivates me to help achieve its objectives'.

### Survey question

### Your results

### Benchmark agree results



## People outcomes

### Engagement question results 2 of 2

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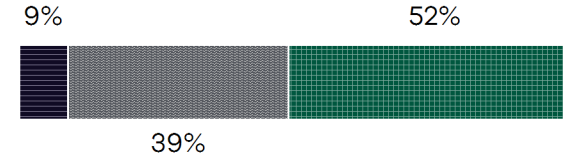
#### Example

52% of your staff who did the survey agreed or strongly agreed with 'I would recommend my organisation as a good place to work'.

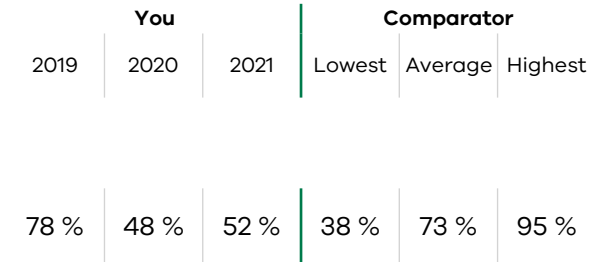
## Survey question

I would recommend my organisation as a good place to work

## Your results



## Benchmark agree results



## People outcomes

Scorecard: satisfaction, stress, intention to stay

### What this is

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

There are more people outcomes scorecards throughout this report.

### Why this is important

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

### How to read this

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

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

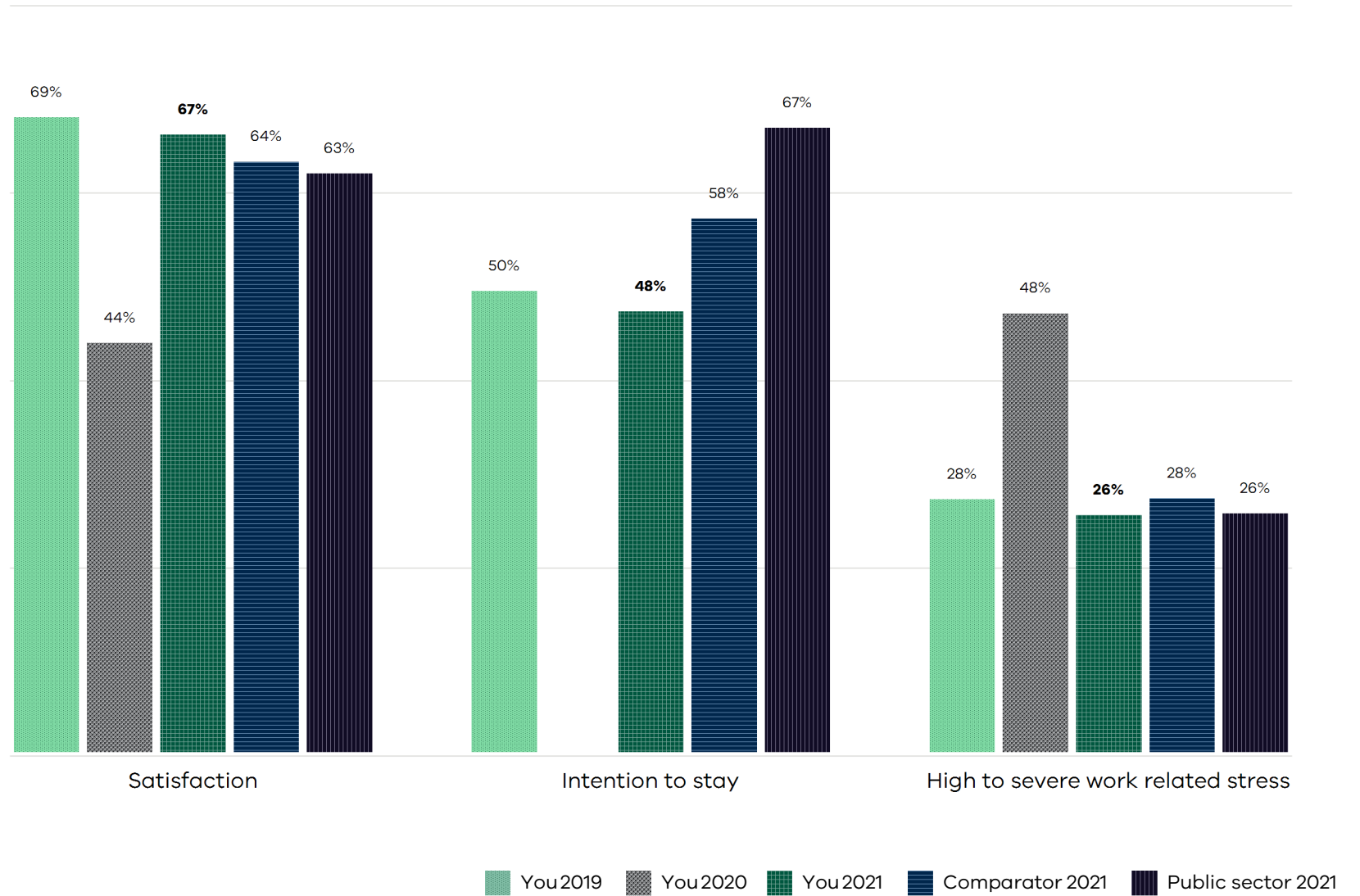
### Example

In 2021:

- 67% of your staff who did the survey responded positively to questions about Satisfaction which is up from 44% in 2020.

Compared to:

- 64% of staff at your comparator and 63% of staff across the public sector.





## People outcomes

### Satisfaction question results 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

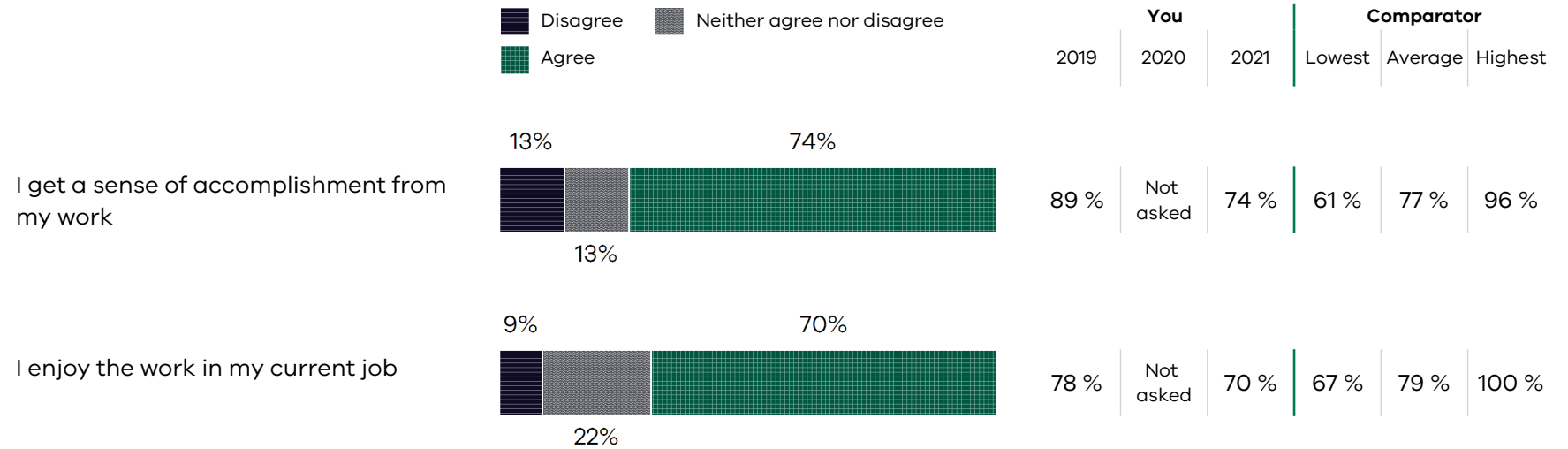
#### Example

74% of your staff who did the survey agreed or strongly agreed with 'I get a sense of accomplishment from my work'.

## Survey question

## Your results

## Benchmark agree results



## People outcomes

### Satisfaction question results 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

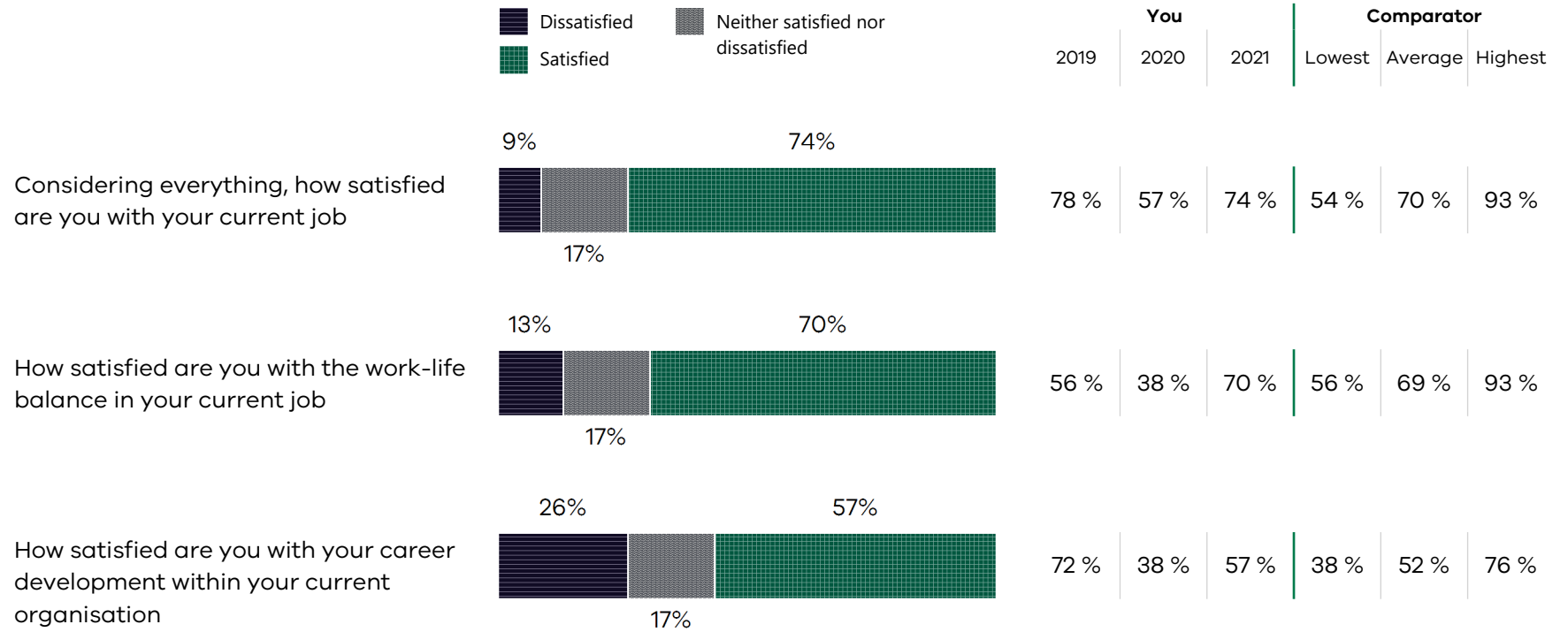
#### Example

74% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

### Survey question

### Your results

### Benchmark satisfied results



## People outcomes

### Work-related stress levels

#### What this is

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

#### Why this is important

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

#### How to read this

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

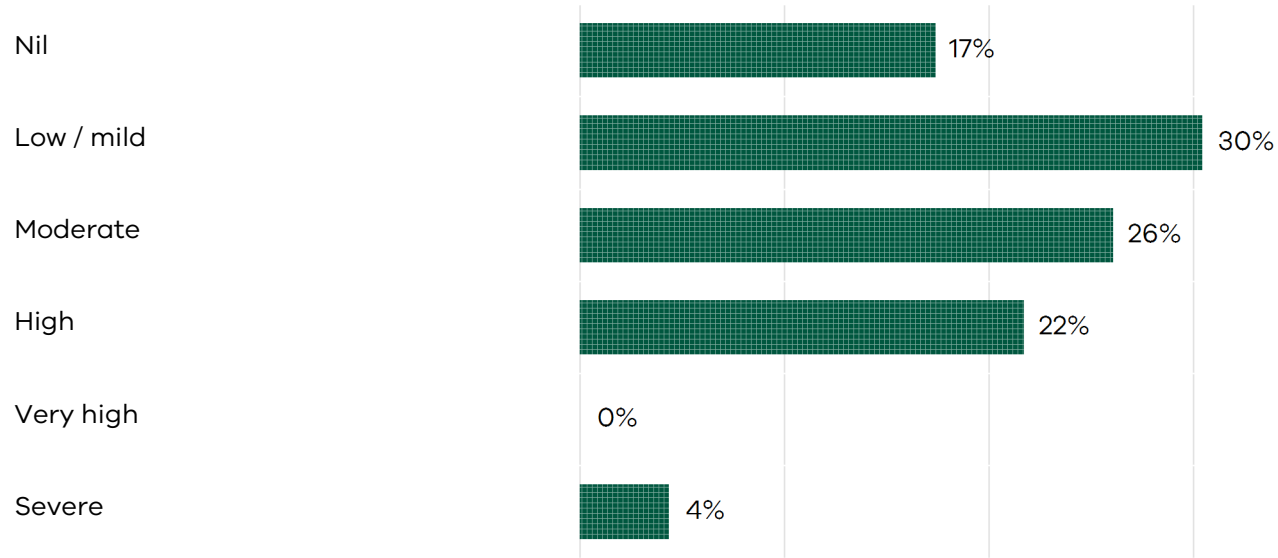
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

The numbers below show the percentage of staff in your organisation who said they experienced high to severe stress in 2021 compared to 2020 and your comparator.

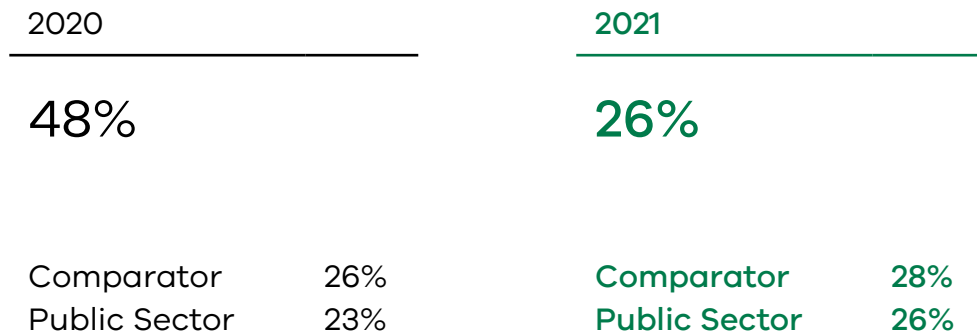
#### Example

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

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



### Reported levels of high to severe stress



## People outcomes

### Work-related stress causes

#### What this is

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

#### Why this is important

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

#### How to read this

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

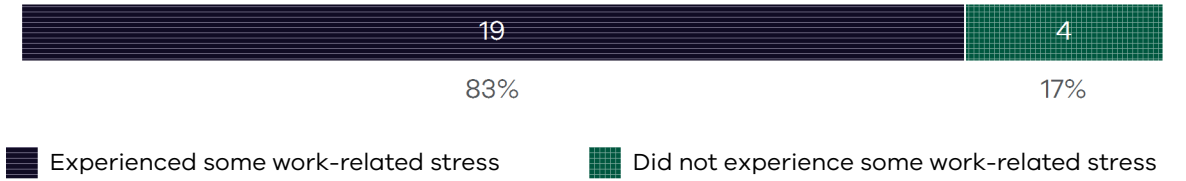
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

#### Example

83% of your staff who did the survey said they experienced mild to severe stress.

Of that 83%, 58% said the top reason was 'Time pressure'.



Of those that experienced work related stress it was from ...	You 2020	You 2021	Comparator 2021	Public sector 2021
Time pressure	67%	58%	47%	42%
Workload	71%	58%	51%	51%
Organisation or workplace change	0%	21%	11%	11%
Unclear job expectations	14%	21%	14%	11%
Content, variety, or difficulty of work	5%	16%	14%	12%
Job security	14%	16%	9%	9%
Management of work (e.g. supervision, training, information, support)	33%	11%	13%	13%
Other	0%	11%	8%	9%
Other changes due to COVID-19	10%	11%	11%	15%
Work that doesn't match my skills or experience	10%	11%	9%	7%

## People outcomes

### Intention to stay

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

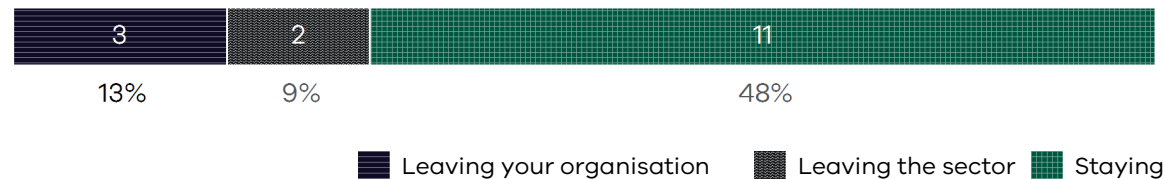
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

#### Example

22% of your staff who did the survey said they intended to leave.

Of that 22%, 80% said it was from 'Limited future career opportunities at my organisation'.

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



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

	You 2021	Comparator 2021	Public sector 2021
Limited future career opportunities at my organisation	80%	51%	42%
Opportunity to broaden experience	60%	49%	40%
Better remuneration	40%	30%	26%
Excessive workload	40%	22%	25%
Limited involvement in decisions affecting my job and career	40%	19%	20%
Opportunity to seek/take a promotion elsewhere	40%	44%	33%
Lack of organisational stability	20%	17%	18%
Limited developmental/educational opportunities at my organisation	20%	24%	24%
Limited recognition for doing a good job	20%	26%	32%
My interests do not match my job role	20%	15%	14%



## 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

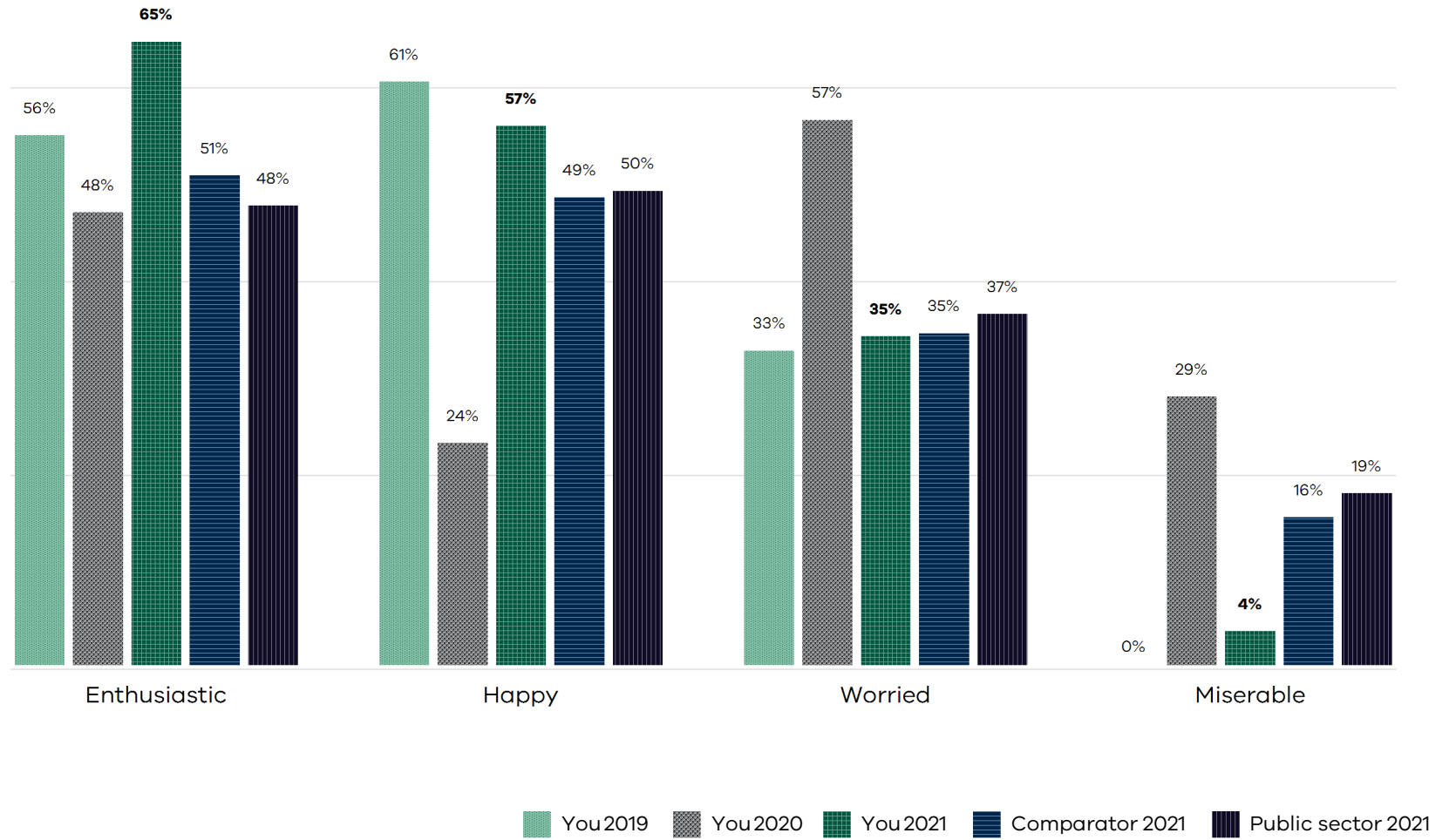
In 2021:

- 57% of your staff who did the survey said work made them feel happy in 2021, which is up from 24% 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 ...



## 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.

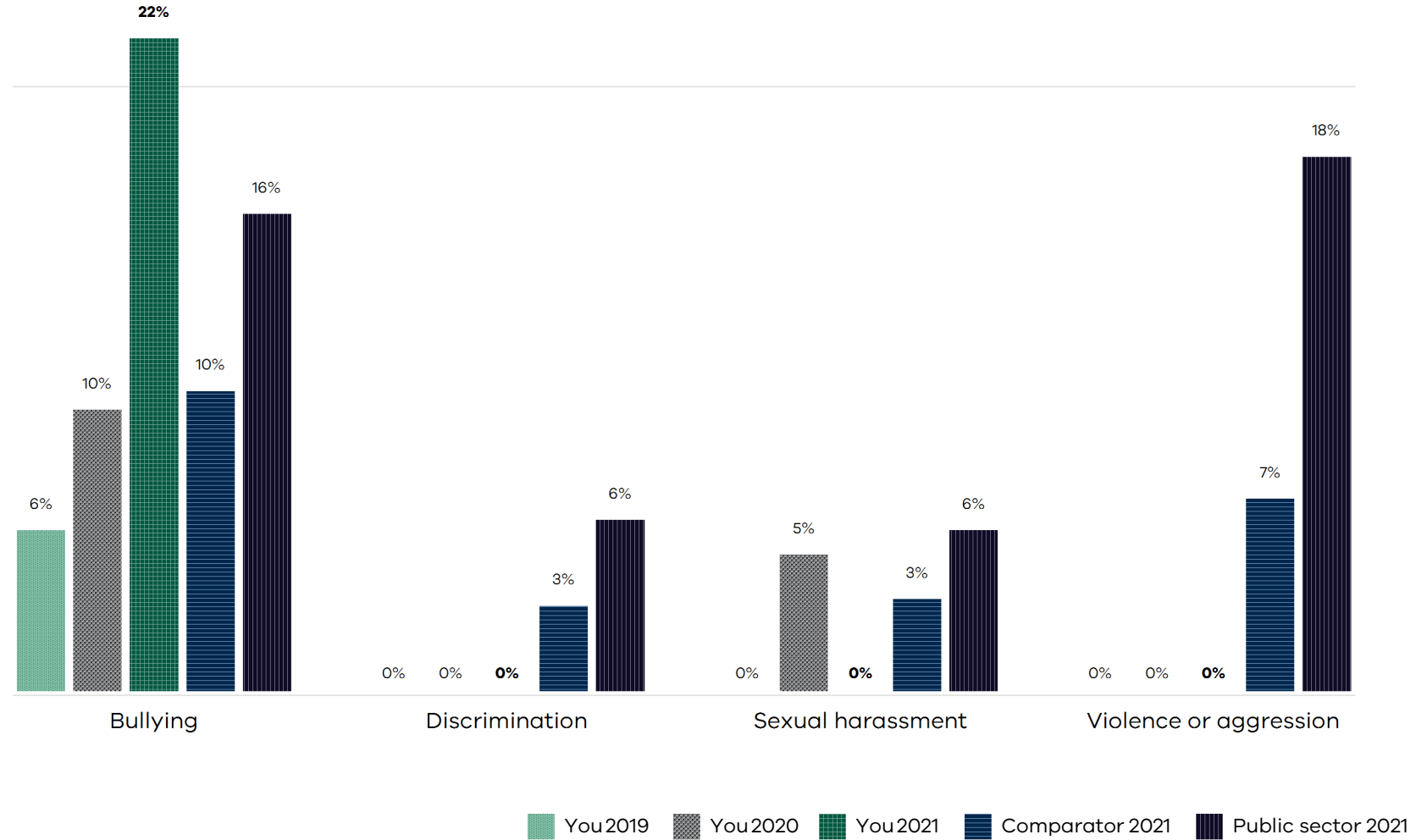
#### Example

In 2021:

- 22% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is up from 10% in 2020.

Compared to:

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



## People outcomes

### Bullying

#### What this is

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

#### Why this is important

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

#### Why there is no data here

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

We do this to protect the respondents.

## 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.

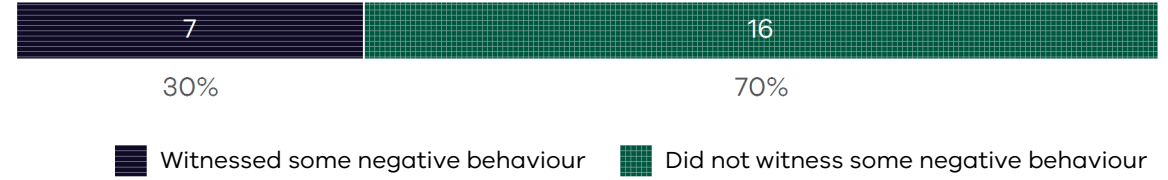
In descending order, the table shows the answers.

#### Example

30% of your staff who did the survey said they witnessed some negative behaviour at work.

70% said they witnessed No, I have not witnessed any of the situations above'.

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



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

	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	70%	85%	77%
Bullying of a colleague	26%	11%	16%
Discrimination against a colleague	4%	5%	8%

## 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

30% of your staff who did the survey witnessed negative behaviour, of which:

- 86% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 14% took no action.

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



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

	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	86%	75%	72%
Spoke to the person who behaved in a negative way	29%	14%	22%
Told Human Resources	29%	12%	6%
Told a colleague	14%	18%	21%
Told a manager	14%	35%	37%
Told the person the behaviour was not OK	14%	18%	25%
Took no action	14%	8%	7%



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## Key differences

### Highest scoring questions

#### What this is

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

#### How to read this

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

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

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

#### Example

On the first row 'Safety climate', the 'You 2021' column shows 100% of your staff agreed with 'My organisation provides a physically safe work environment'.

This question was not asked in 2020.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Safety climate	My organisation provides a physically safe work environment	100%	Not asked in 2020	87%
Quality service delivery	My workgroup strives to deliver services in a timely manner	100%	Not asked in 2020	91%
Workgroup support	I am able to work effectively with others in my workgroup	100%	+10%	92%
Manager leadership	My manager ensures clients receive a high standard of service	96%	Not asked in 2020	90%
Manager leadership	My manager treats employees with dignity and respect	96%	Not asked in 2020	90%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different sexes/genders	96%	Not asked in 2020	81%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	96%	Not asked in 2020	74%
Equal employment opportunity	Sexual orientation is not a barrier to success in my organisation	96%	Not asked in 2020	78%
Supporting question - gender equality	My organisation uses inclusive and respectful images and language	96%	Not asked in 2020	85%
Supporting question - gender equality	My organisation would support me if I needed to take family violence leave	96%	Not asked in 2020	79%

## 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 30% 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)	30%	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)	39%	Not asked in 2020	37%
Learning and development	I feel I have an equal chance at promotion in my organisation	43%	Not asked in 2020	44%
Manager support	My manager has regular conversations with me about my learning and development	43%	Not asked in 2020	60%
Workload	I have enough time to do my job effectively	43%	+15%	56%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	48%	Not asked in 2020	56%
Learning and development	In the last 12 months I have learned skills that have helped me do my job better	52%	Not asked in 2020	72%
Workload	The workload I have is appropriate for the job that I do	52%	+19%	59%
Equal employment opportunity	Disability is not a barrier to success in my organisation	52%	Not asked in 2020	62%
Safety climate	All levels of my organisation are involved in the prevention of stress	52%	+24%	47%

## 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 'Safety climate', the 'You 2021' column shows 78% of your staff agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

In the 'Increase from 2020' column, you have a 40% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	78%	+40%	57%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	91%	+39%	81%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	74%	+36%	60%
Job enrichment	I have a choice in deciding how I do my work	83%	+35%	78%
Satisfaction	How satisfied are you with the work-life balance in your current job	70%	+31%	69%
Senior leadership	Senior leaders provide clear strategy and direction	74%	+31%	62%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	70%	+27%	58%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	70%	+27%	61%
Senior leadership	Senior leaders support staff to work in an environment of change	78%	+26%	69%
Safety climate	All levels of my organisation are involved in the prevention of stress	52%	+24%	47%

## 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 'Meaningful work', the 'You 2021' column shows 70% of your staff agreed with 'I am achieving something important through my work'.

In the 'Decrease from 2020' column, you have a 11% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Meaningful work	I am achieving something important through my work	70%	-11%	80%
Engagement	I feel a strong personal attachment to my organisation	57%	-10%	65%
Job enrichment	I understand how my job contributes to my organisation's purpose	87%	-8%	91%

## Key differences

### Biggest positive difference from comparator

#### What this is

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

#### How to read this

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

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

#### Example

On the first row 'Taking action', the 'You 2021' column shows 91% of your staff agreed with 'My organisation has taken positive action on the results of last year's survey'.

The 'difference' column, shows that agreement for this question was 52 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Taking action	My organisation has taken positive action on the results of last year's survey	91%	+52%	39%
Taking action	I believe my organisation will take positive action on the results of this year's survey	96%	+40%	56%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	96%	+21%	74%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	78%	+21%	57%
Safe to speak up	I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	83%	+20%	62%
Senior leadership	Senior leaders demonstrate honesty and integrity	91%	+19%	72%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	96%	+18%	77%
Safe to speak up	I am confident that I would be protected from reprisal for reporting improper conduct	87%	+18%	69%
Equal employment opportunity	Sexual orientation is not a barrier to success in my organisation	96%	+18%	78%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different age groups	91%	+18%	74%

## 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 'Engagement', the 'You 2021' column shows 52% of your staff agreed with 'I would recommend my organisation as a good place to work'.

The 'difference' column, shows that agreement for this question was 20 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Engagement	I would recommend my organisation as a good place to work	52%	-20%	73%
Learning and development	In the last 12 months I have learned skills that have helped me do my job better	52%	-20%	72%
Manager support	My manager has regular conversations with me about my learning and development	43%	-16%	60%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	57%	-16%	73%
Workload	I have enough time to do my job effectively	43%	-12%	56%
Manager support	My manager provides me with enough support when I need it	70%	-12%	81%
Engagement	I am proud to tell others I work for my organisation	70%	-11%	81%
Quality service delivery	My workgroup focuses on making decisions informed by all relevant facts	70%	-11%	80%
Meaningful work	I am achieving something important through my work	70%	-11%	80%
Equal employment opportunity	Disability is not a barrier to success in my organisation	52%	-10%	62%



# 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
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- Intention to stay
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
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- Violence and aggression
- Witnessing negative behaviours

### Key differences

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

### Taking action

- Taking action questions

### Senior leadership

- Senior leadership questions

### Organisational climate

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- Workplace flexibility
- Equal employment opportunity
- Psychosocial and physical safety climate
- Psychosocial safety climate score
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- Gender equality supporting measures

### Workgroup climate

- Scorecard
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- Innovation
- Workgroup support

### Job and manager factors

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

### Public sector values

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

## 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.

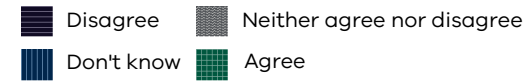
### Example

96% 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'.

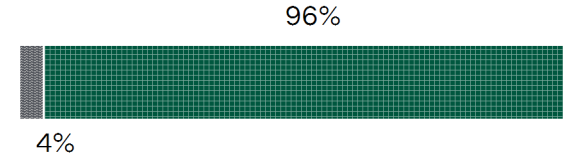
## Survey question

## Your results

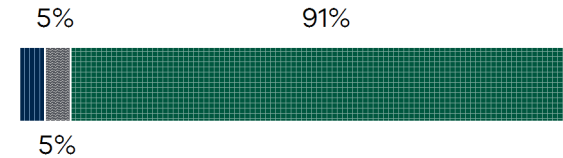
## Benchmark agree results



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



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



	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	96 %	27 %	56 %	89 %
My organisation has taken positive action on the results of last year's survey	Not asked	Not asked	91 %	11 %	39 %	72 %

# People matter

## survey 2021

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### Key differences

- Highest scoring
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- Biggest positive difference from comparator
- Biggest negative difference from comparator

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- Taking action questions

### Senior leadership

- Senior leadership questions

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- Respect
- Leadership
- Human rights

## Senior leadership

### Senior leadership 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

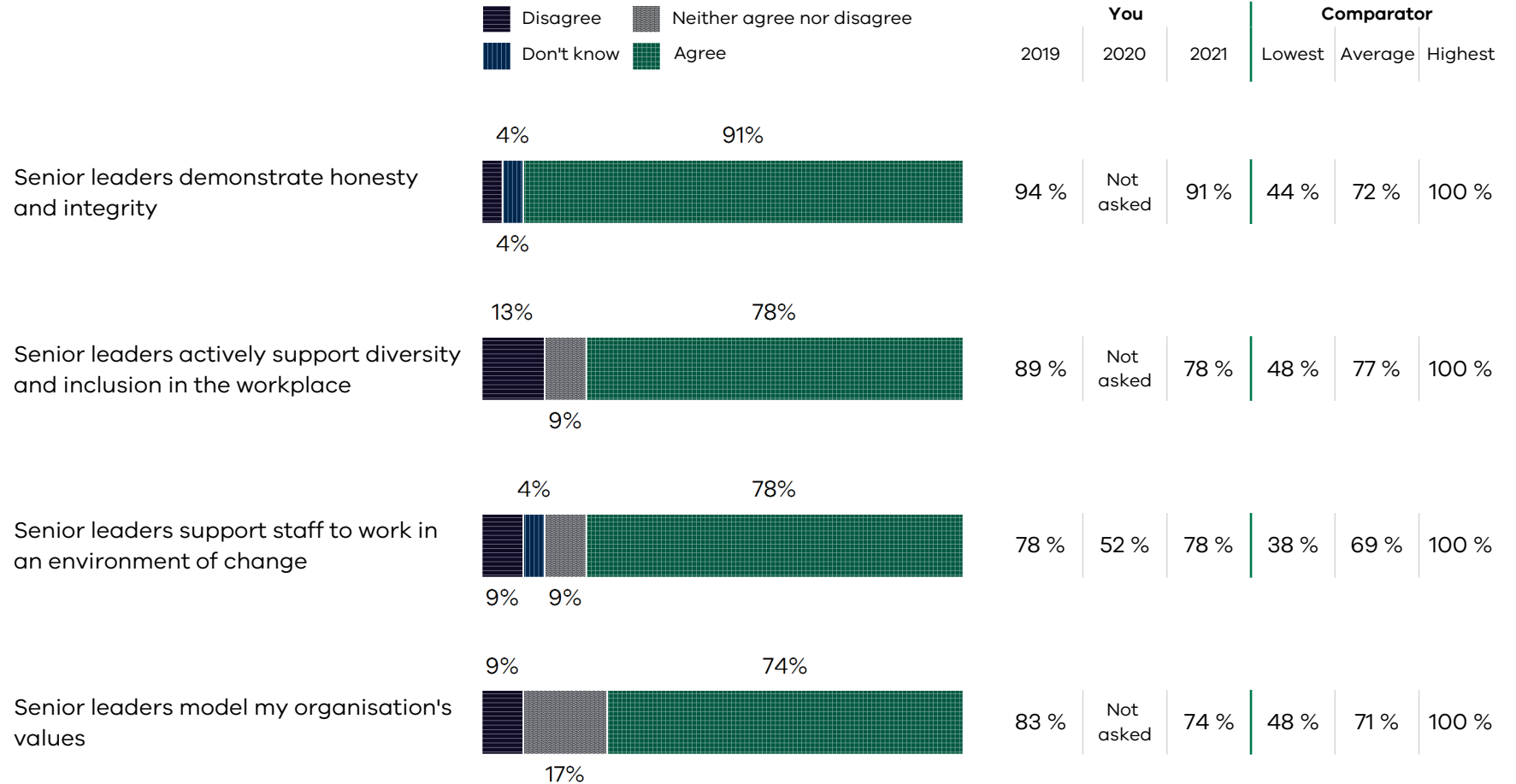
#### Example

91% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

### Survey question

### Your results

### Benchmark agree results



## Senior leadership

### Senior leadership 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

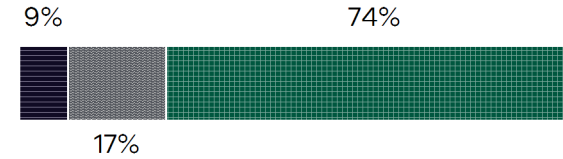
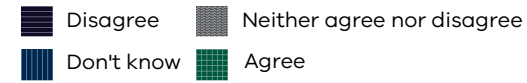
#### Example

74% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

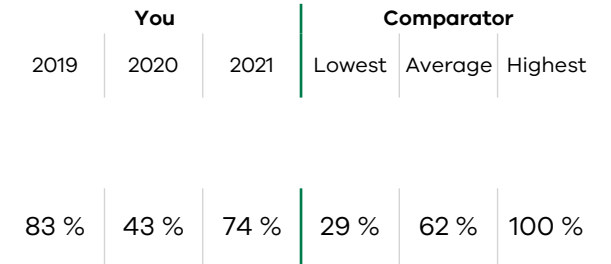
## Survey question

Senior leaders provide clear strategy and direction

## Your results



## Benchmark agree results



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## Organisational climate

### Scorecard 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

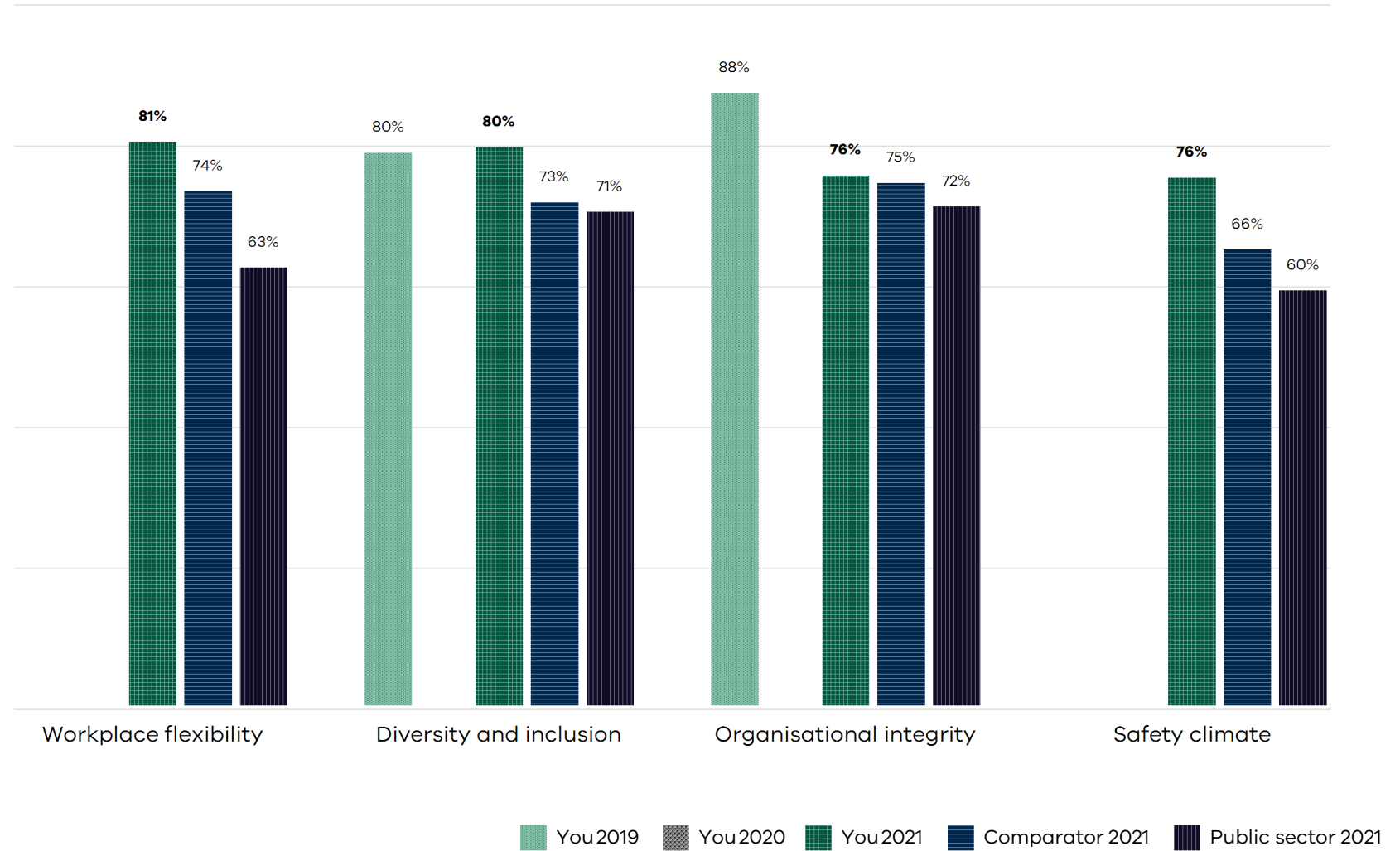
#### Example

In 2021:

- 81% 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.





## Organisational climate

### Scorecard 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

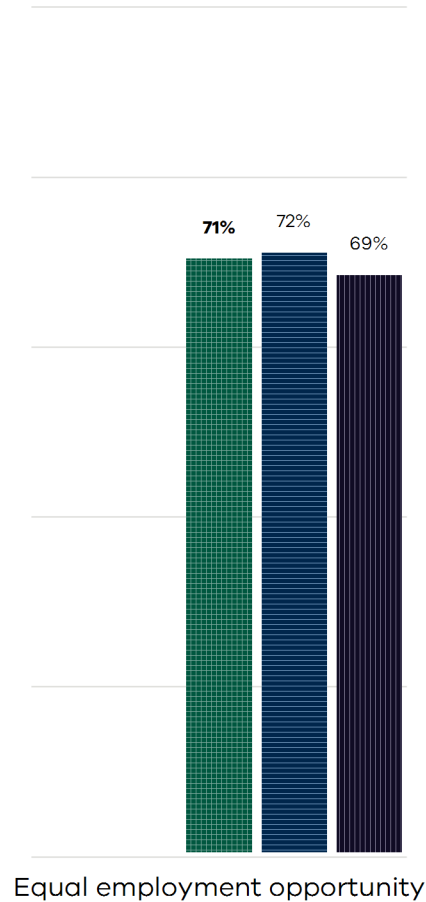
#### Example

In 2021:

- 71% 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.



■ 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.

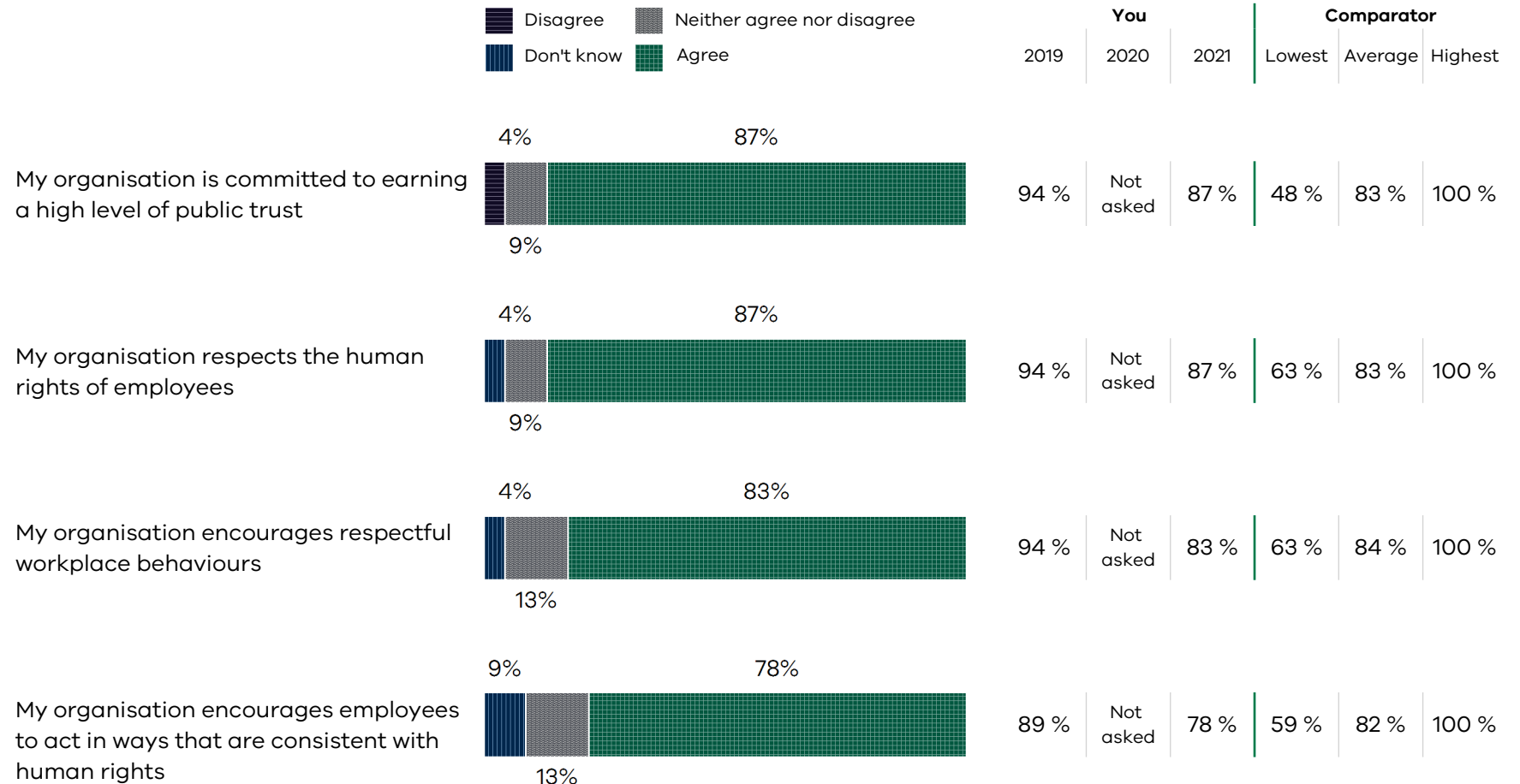
#### Example

87% of your 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



## 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.

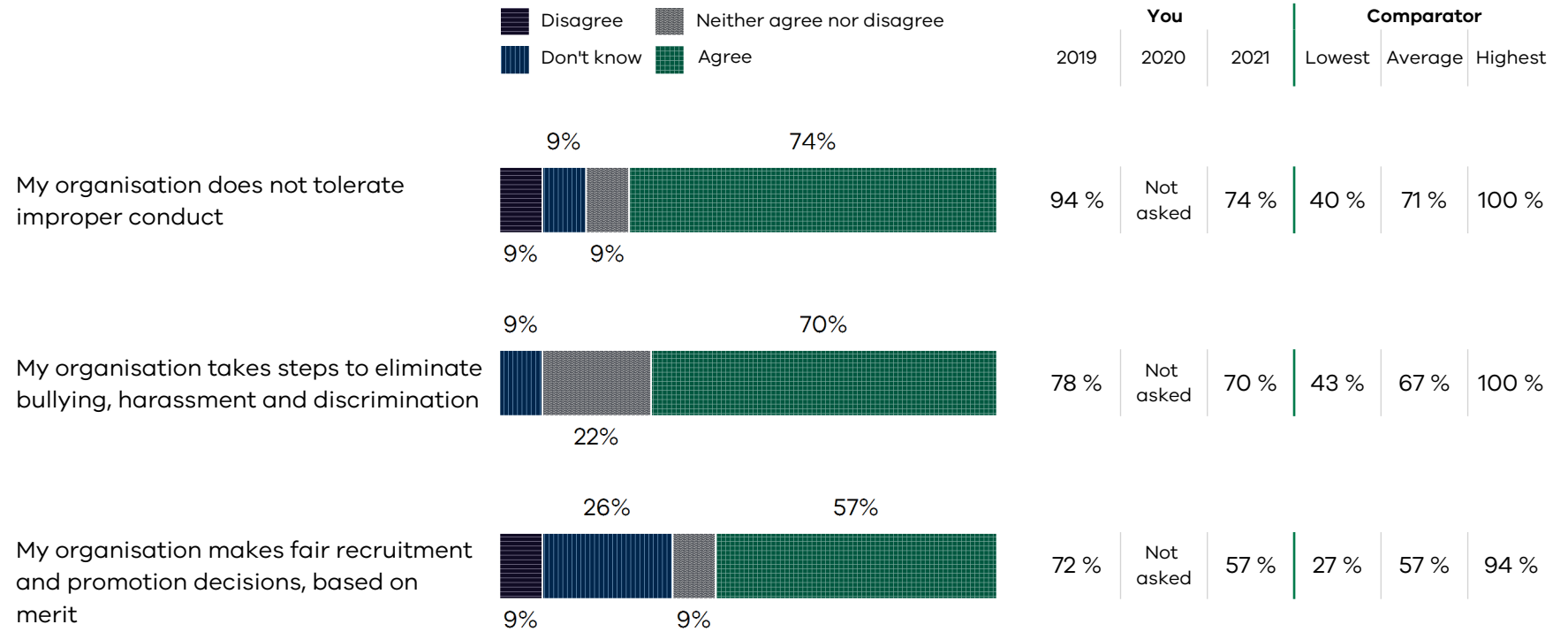
#### Example

74% 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



## Organisational climate

### Workplace flexibility 1 of 4

#### What this is

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

#### Why this is important

Supporting flexible working can improve employee wellbeing.

#### How to read this

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

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

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

#### Example

91% of your staff who did the survey agreed or strongly agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.

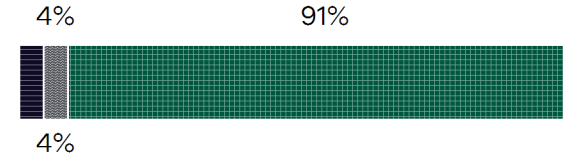
### Survey question

### Your results

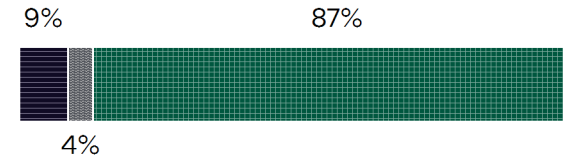
### Benchmark agree results



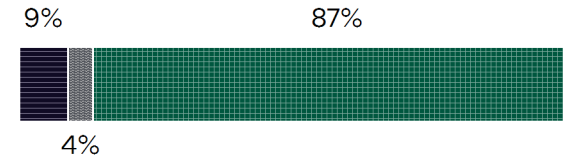
I am confident that if I requested a flexible work arrangement, it would be given due consideration



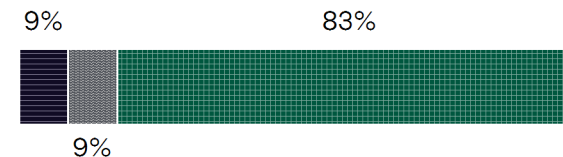
There is a positive culture within my organisation in relation to employees who have caring responsibilities



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



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



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I am confident that if I requested a flexible work arrangement, it would be given due consideration	67 %	52 %	91 %	61 %	81 %	98 %
There is a positive culture within my organisation in relation to employees who have caring responsibilities	78 %	Not asked	87 %	52 %	72 %	91 %
There is a positive culture within my organisation in relation to employees who have family responsibilities	Not asked	Not asked	87 %	55 %	75 %	96 %
My organisation supports employees with family or other caring responsibilities, regardless of gender	Not asked	Not asked	83 %	63 %	82 %	100 %

## Organisational climate

### Workplace flexibility 2 of 4

#### What this is

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

#### Why this is important

Supporting flexible working can improve employee wellbeing.

#### How to read this

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

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

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

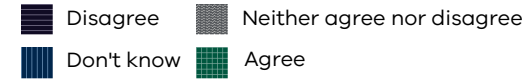
#### Example

83% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who use flexible work arrangements'.

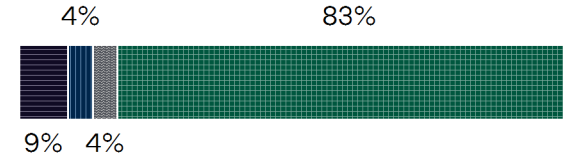
### Survey question

### Your results

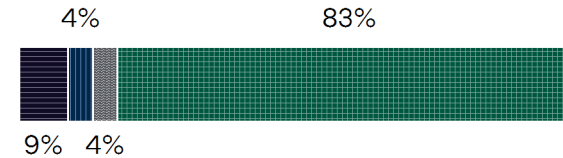
### Benchmark agree results



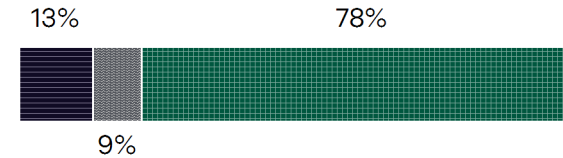
There is a positive culture within my organisation in relation to employees who use flexible work arrangements



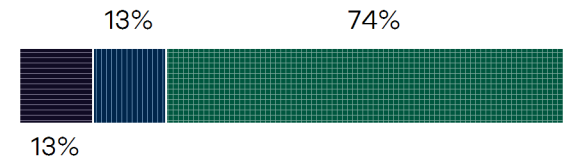
Using flexible work arrangements is not a barrier to success in my organisation



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



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



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
2019	67 %	Not asked	83 %	51 %	72 %	96 %
2020	Not asked	Not asked	83 %	50 %	69 %	89 %
2021	Not asked	Not asked	78 %	61 %	79 %	96 %
2022	Not asked	Not asked	74 %	52 %	70 %	94 %

## Organisational climate

### Workplace flexibility 3 of 4

#### What this is

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

#### Why this is important

Supporting flexible working can improve employee wellbeing.

#### How to read this

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

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

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

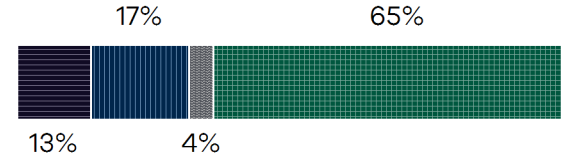
#### Example

65% of your staff who did the survey agreed or strongly agreed with 'Having caring responsibilities is not a barrier to success in my organisation'.

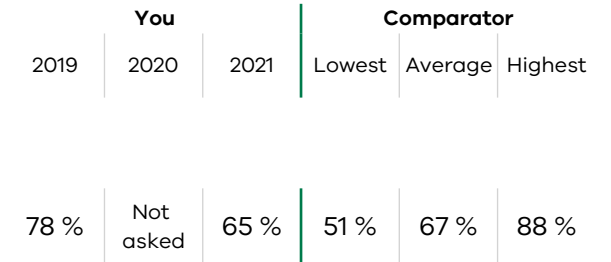
### Survey question

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

### Your results



### Benchmark agree results



## Organisational climate

### Workplace flexibility 4 of 4

#### What this is

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

#### Why this is important

Supporting flexible working can improve employee wellbeing.

#### How to read this

The table shows you what flexible work arrangements staff use.

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

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

#### Example

70% 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	70%	29%	23%
Working from an alternative location (e.g. home, hub/shared work space)	57%	42%	24%
Part-time	22%	10%	19%
Using leave to work flexible hours	9%	6%	8%
Study leave	9%	2%	4%
No, I do not use any flexible work arrangements	4%	35%	38%
Purchased leave	4%	2%	2%
Other	4%	2%	2%



## 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

96% of your staff who did the survey agreed or strongly agreed with 'Sexual orientation is not a barrier to success in my organisation'.

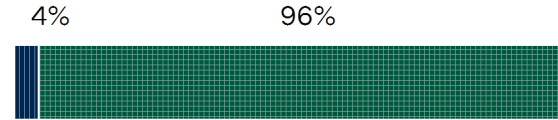
### Survey question

### Your results

### Benchmark agree results

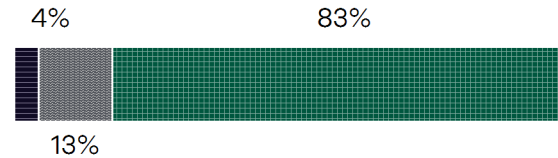


Sexual orientation is not a barrier to success in my organisation



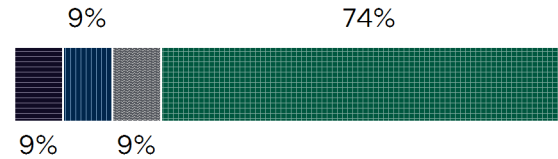
Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
2019	100 %	Not asked	96 %	58 %	78 %	97 %

Gender is not a barrier to success in my organisation



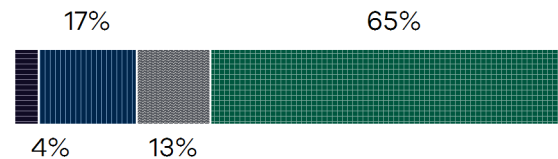
Not asked	Not asked	83 %	52 %	79 %	100 %
-----------	-----------	------	------	------	-------

Age is not a barrier to success in my organisation



100 %	Not asked	74 %	47 %	70 %	96 %
-------	-----------	------	------	------	------

Cultural background is not a barrier to success in my organisation



89 %	Not asked	65 %	54 %	75 %	97 %
------	-----------	------	------	------	------

## Organisational climate

### Equal employment opportunity 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

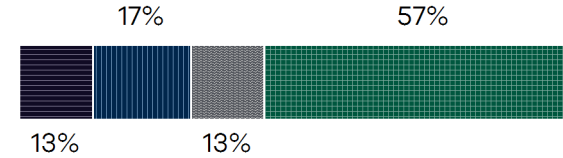
57% of your staff who did the survey agreed or strongly agreed with 'Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation'.

### Survey question

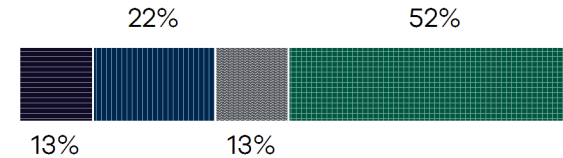
### Your results



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



Disability is not a barrier to success in my organisation



### Benchmark agree results

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	Not asked	Not asked	57 %	48 %	65 %	95 %
Disability is not a barrier to success in my organisation	67 %	Not asked	52 %	40 %	62 %	92 %

## 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.

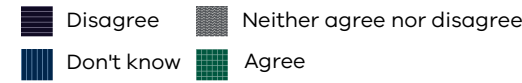
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

#### Example

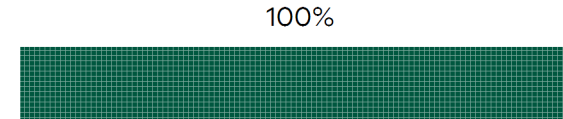
100% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

### Survey question

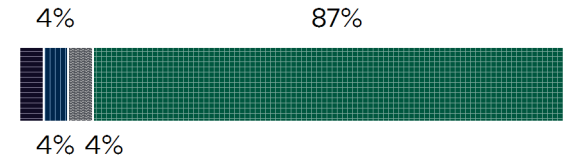
### Your results



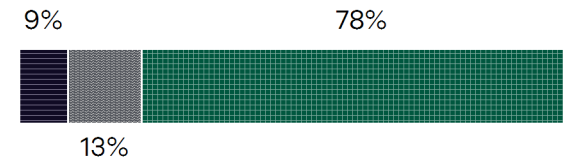
My organisation provides a physically safe work environment



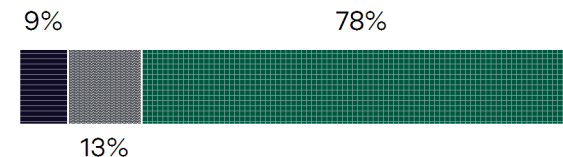
My organisation consults employees on health and safety matters



I feel culturally safe at work



Senior leaders show support for stress prevention through involvement and commitment



### Benchmark agree results

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My organisation provides a physically safe work environment	Not asked	Not asked	100 %	61 %	87 %	100 %
My organisation consults employees on health and safety matters	94 %	Not asked	87 %	52 %	75 %	96 %
I feel culturally safe at work	Not asked	Not asked	78 %	64 %	81 %	97 %
Senior leaders show support for stress prevention through involvement and commitment	78 %	38 %	78 %	37 %	57 %	94 %

## 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.

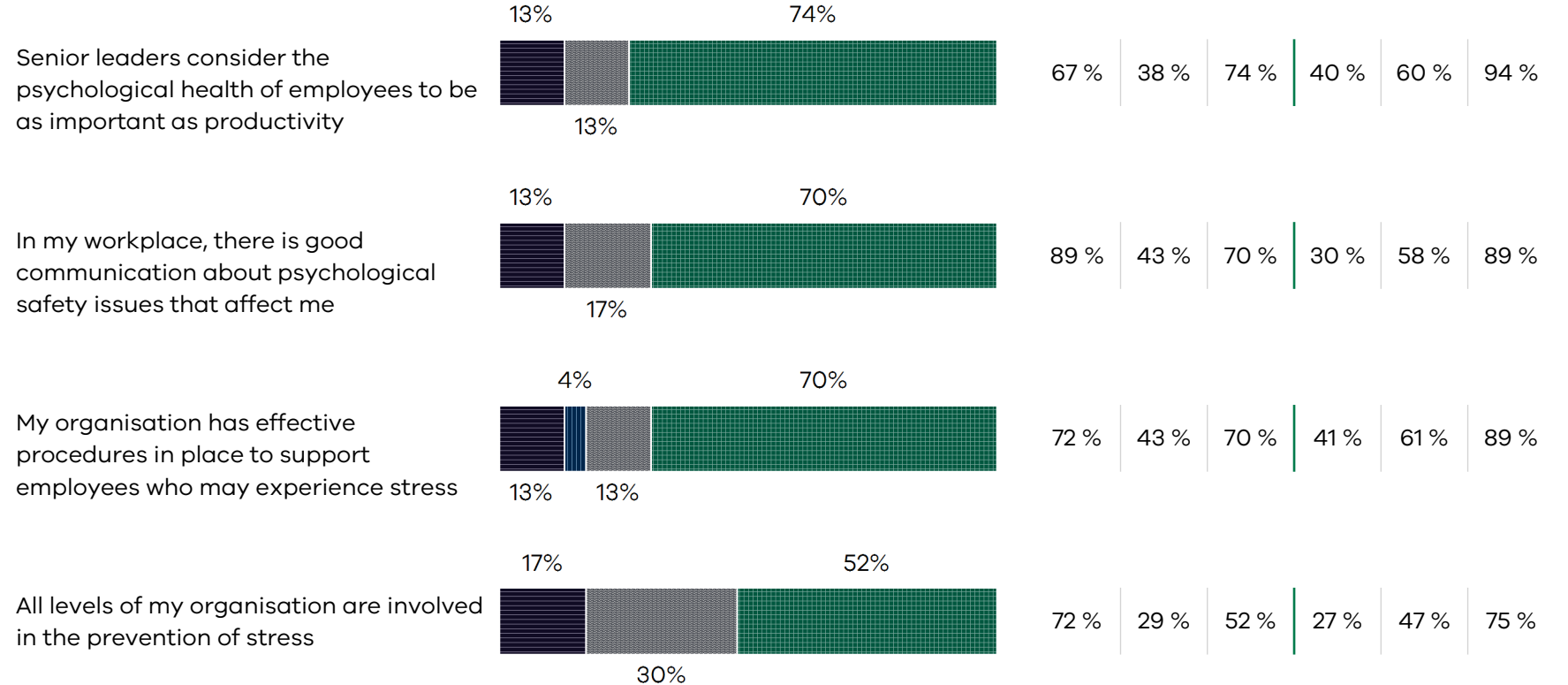
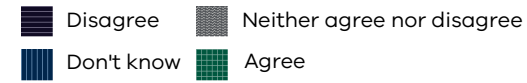
#### Example

74% 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'.

### Survey question

### Your results

### Benchmark agree results



## Organisational climate

### Psychosocial safety climate score

#### What this is

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

#### How we work out your score

We work out your score from these 4 questions:

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

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

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

#### How to interpret your score

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

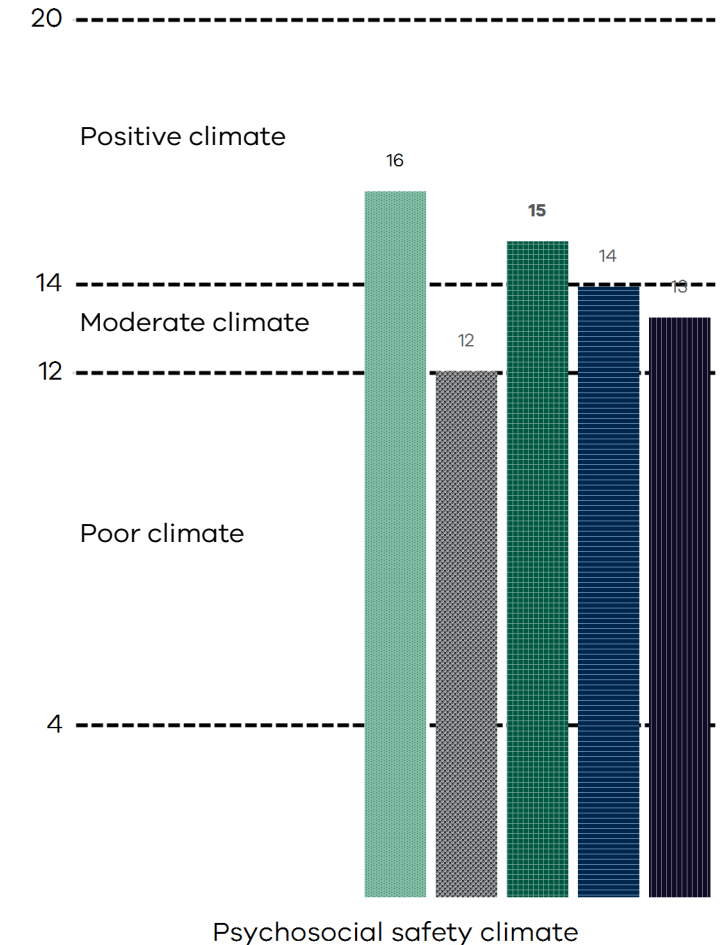
A score of:

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

Adverse outcomes can include:

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

### Benchmark results



You 2019 You 2020 You 2021 Comparator 2021 Public sector 2021

## Organisational climate

### Diversity and inclusion 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

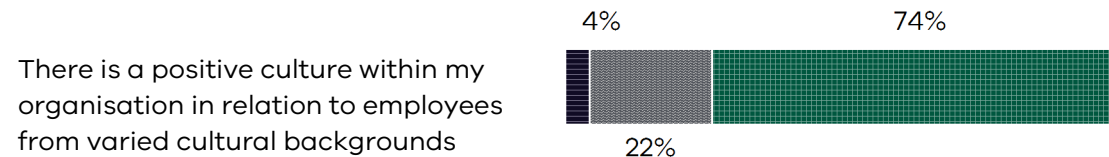
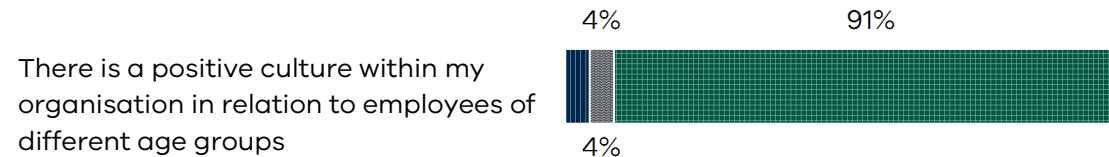
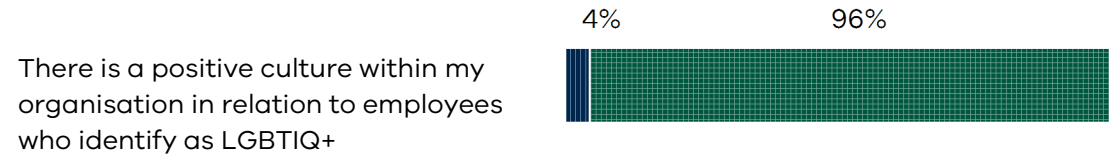
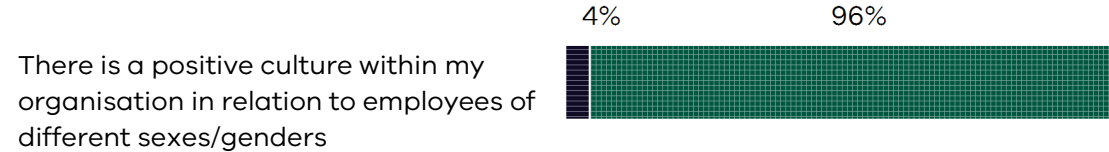
#### Example

96% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees of different sexes/genders'.

### Survey question

### Your results

### Benchmark agree results



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	89 %	Not asked	96 %	57 %	81 %	97 %
	94 %	Not asked	96 %	51 %	74 %	96 %
	94 %	Not asked	91 %	51 %	74 %	97 %
	83 %	Not asked	74 %	58 %	79 %	95 %

## Organisational climate

### Diversity and inclusion 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

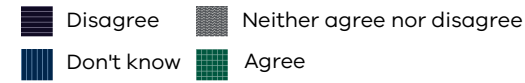
#### Example

65% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander'.

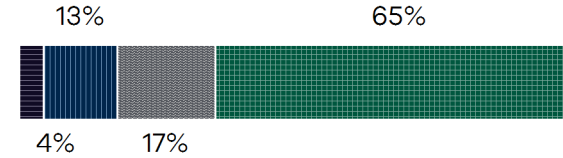
### Survey question

### Your results

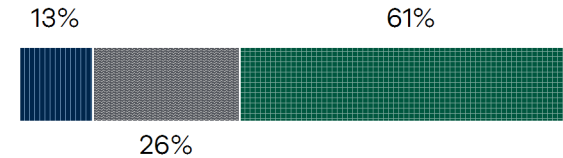
### Benchmark agree results



There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander



There is a positive culture within my organisation in relation to employees with disability



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	61 %	Not asked	65 %	35 %	67 %	96 %
	56 %	Not asked	61 %	37 %	61 %	92 %



## 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

96% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

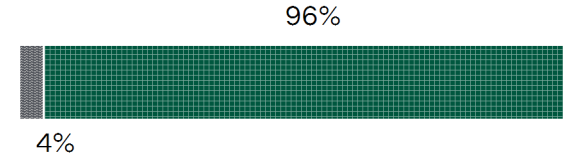
### Survey question

### Your results

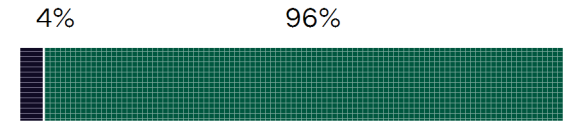
### Benchmark agree results



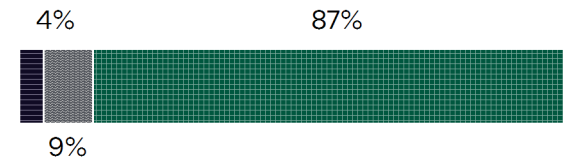
My organisation uses inclusive and respectful images and language



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



In my workgroup work is allocated fairly, regardless of gender



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My organisation uses inclusive and respectful images and language	Not asked	Not asked	96 %	60 %	85 %	100 %
My organisation would support me if I needed to take family violence leave	Not asked	Not asked	96 %	54 %	79 %	100 %
In my workgroup work is allocated fairly, regardless of gender	Not asked	Not asked	87 %	74 %	85 %	96 %

# 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

## 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.

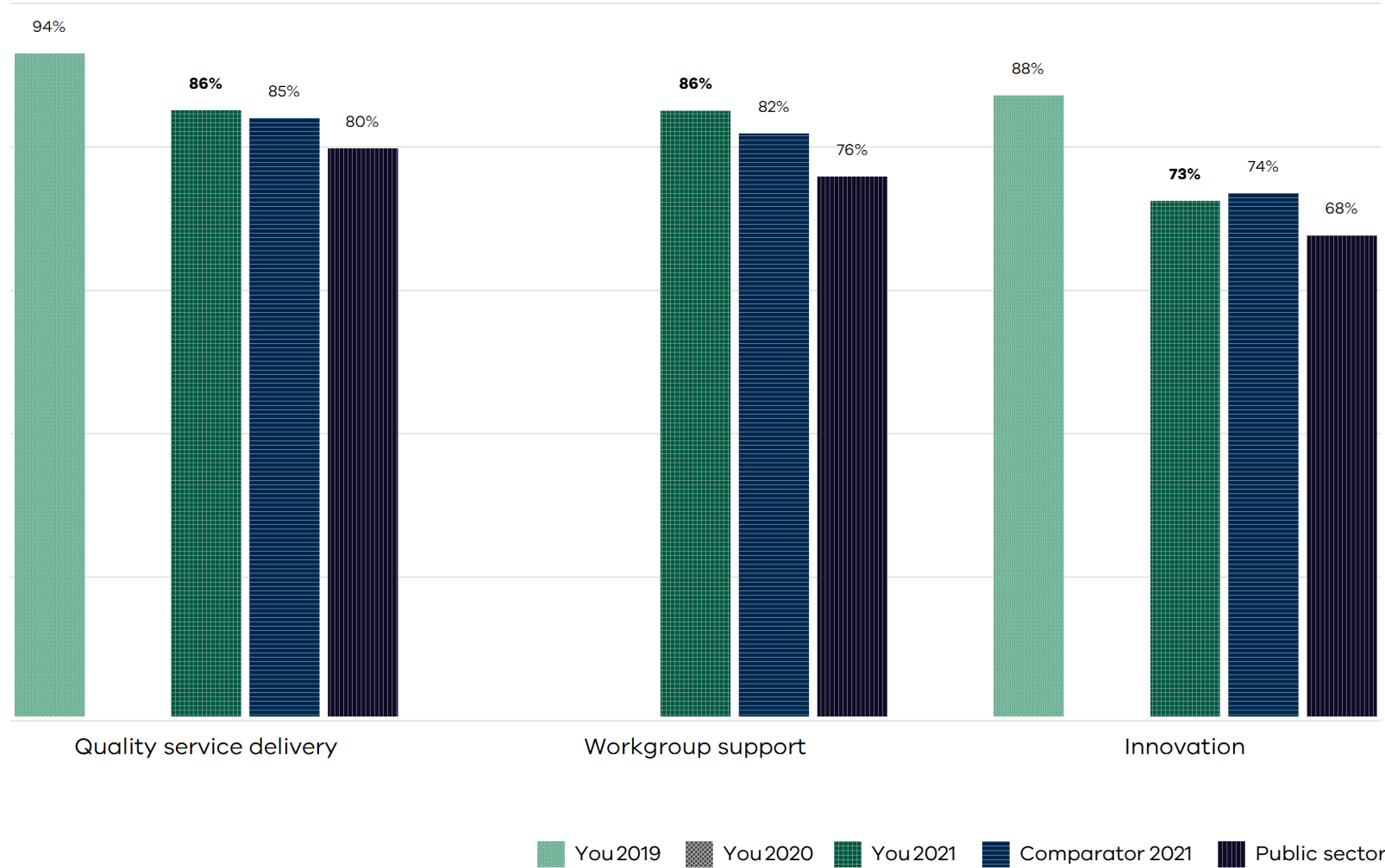
#### Example

In 2021:

- 86% 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.



## Workgroup climate

### Quality service delivery 1 of 2

#### What this is

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

#### Why this is important

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

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

#### How to read this

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

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

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

#### Example

100% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

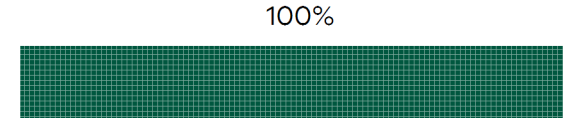
### Survey question

### Your results

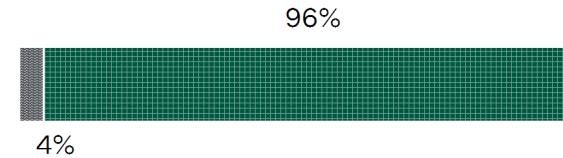
### Benchmark agree results



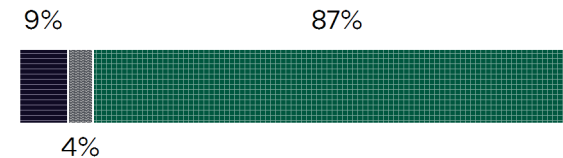
My workgroup strives to deliver services in a timely manner



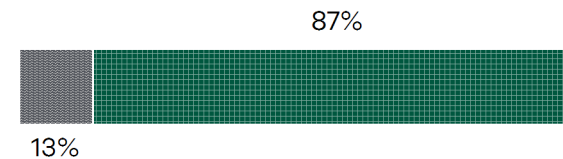
My workgroup strives to provide high quality advice and services



My workgroup has clear lines of responsibility



My workgroup places a priority on acting fairly and without bias



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My workgroup strives to deliver services in a timely manner	94 %	Not asked	100 %	70 %	91 %	100 %
My workgroup strives to provide high quality advice and services	100 %	Not asked	96 %	78 %	92 %	100 %
My workgroup has clear lines of responsibility	94 %	Not asked	87 %	65 %	77 %	94 %
My workgroup places a priority on acting fairly and without bias	94 %	Not asked	87 %	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.

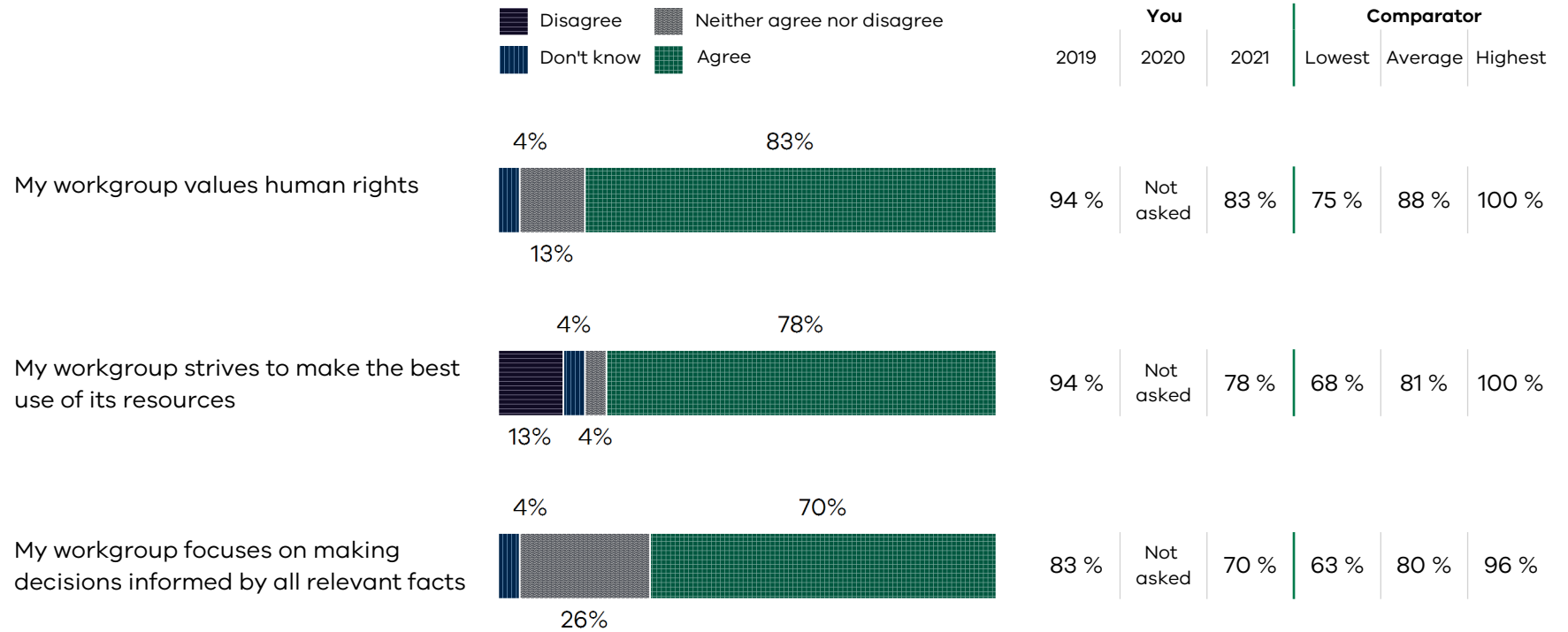
#### Example

83% of your staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

## Survey question

## Your results

## Benchmark agree results



## Workgroup climate

### Innovation 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

83% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

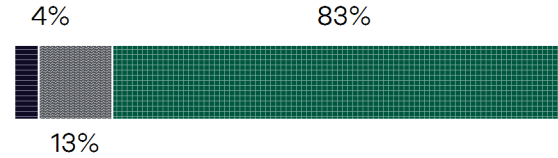
## Survey question

## Your results

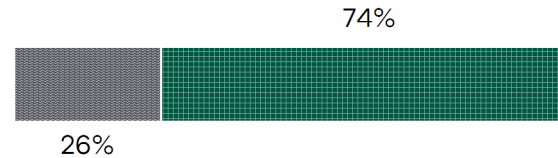
## Benchmark agree results



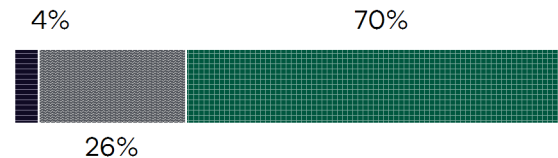
My workgroup respectfully consults with clients and stakeholders to improve outcomes



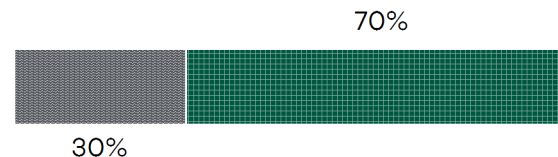
My workgroup learns from failures and mistakes



My workgroup encourages employee creativity



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



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
100 %	Not asked	83 %	73 %	88 %	100 %	
100 %	Not asked	74 %	59 %	73 %	96 %	
89 %	Not asked	70 %	50 %	67 %	95 %	
78 %	Not asked	70 %	64 %	76 %	96 %	

## Workgroup climate

### Innovation 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

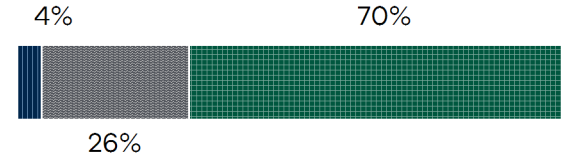
#### Example

70% of your staff who did the survey agreed or strongly agreed with 'My workgroup takes reasonable risks to improve its services'.

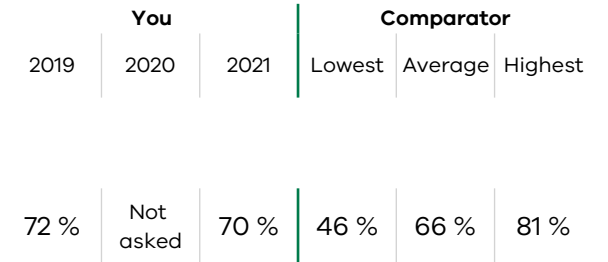
## Survey question

My workgroup takes reasonable risks to improve its services

## Your results



## Benchmark agree results





## Workgroup climate

### Workgroup support 1 of 3

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

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

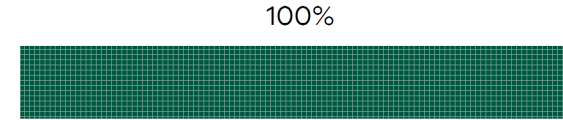
### Survey question

### Your results

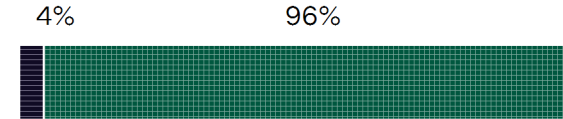
### Benchmark agree results



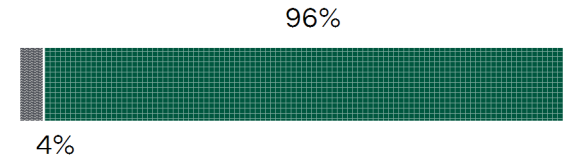
I am able to work effectively with others in my workgroup



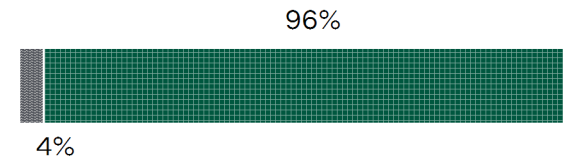
People in my workgroup regularly reach out to support me and my wellbeing



People in my workgroup treat each other with respect



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



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I am able to work effectively with others in my workgroup	Not asked	90 %	100 %	83 %	92 %	100 %
People in my workgroup regularly reach out to support me and my wellbeing	Not asked	76 %	96 %	59 %	77 %	92 %
People in my workgroup treat each other with respect	100 %	90 %	96 %	73 %	90 %	100 %
People in my workgroup work together effectively to get the job done	94 %	86 %	96 %	71 %	87 %	95 %

## Workgroup climate

### Workgroup support 2 of 3

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

91% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are honest, open and transparent in their dealings'.

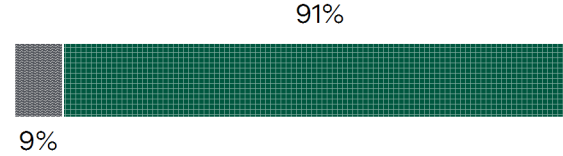
## Survey question

## Your results

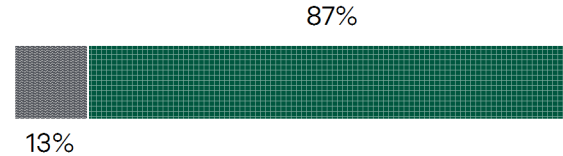
## Benchmark agree results



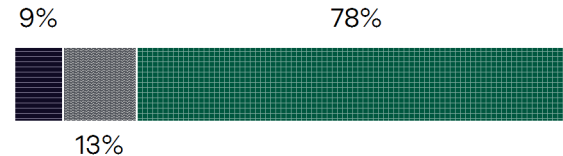
People in my workgroup are honest, open and transparent in their dealings



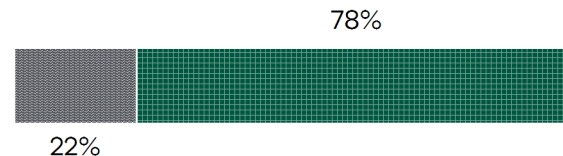
People in my workgroup actively support diversity and inclusion in the workplace



I am able to work effectively with others outside my immediate workgroup



People in my workgroup are politically impartial in their work



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
People in my workgroup are honest, open and transparent in their dealings	89 %	Not asked	91 %	65 %	81 %	97 %
People in my workgroup actively support diversity and inclusion in the workplace	100 %	Not asked	87 %	68 %	87 %	100 %
I am able to work effectively with others outside my immediate workgroup	Not asked	71 %	78 %	75 %	88 %	97 %
People in my workgroup are politically impartial in their work	83 %	Not asked	78 %	63 %	82 %	97 %

## Workgroup climate

### Workgroup support 3 of 3

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

74% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

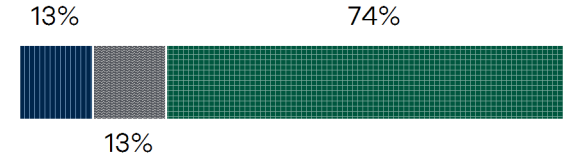
## Survey question

## Your results

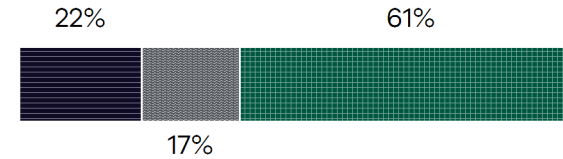
## Benchmark agree results



People in my workgroup appropriately manage conflicts of interest



Workgroups across my organisation willingly share information with each other



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
People in my workgroup appropriately manage conflicts of interest	94 %	Not asked	74 %	56 %	79 %	100 %
Workgroups across my organisation willingly share information with each other	100 %	48 %	61 %	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

- 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

## Job and manager factors

### Scorecard 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

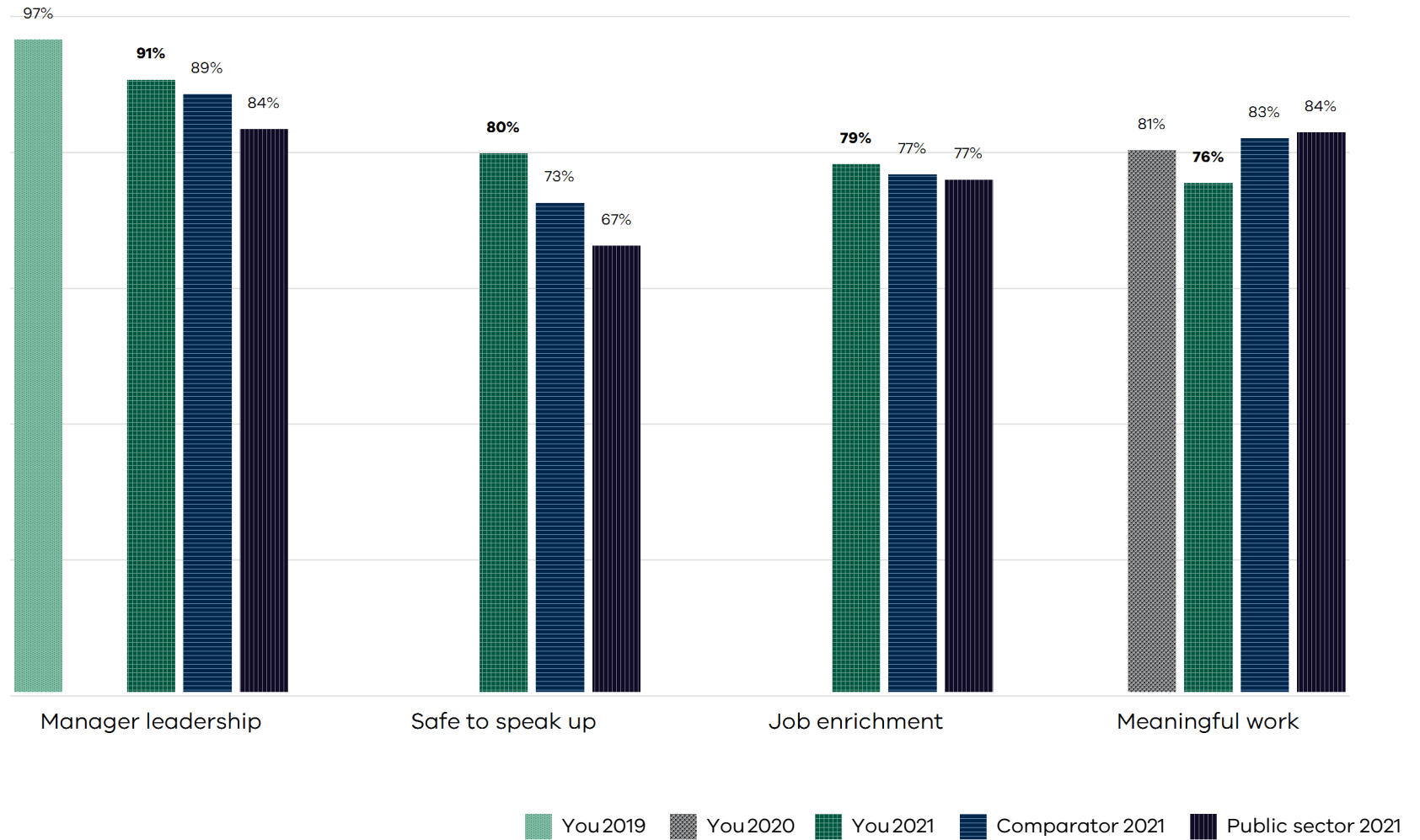
#### Example

In 2021:

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

Compared to:

- 89% of staff at your comparator and 84% of staff across the public sector.



## Job and manager factors

### Scorecard 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

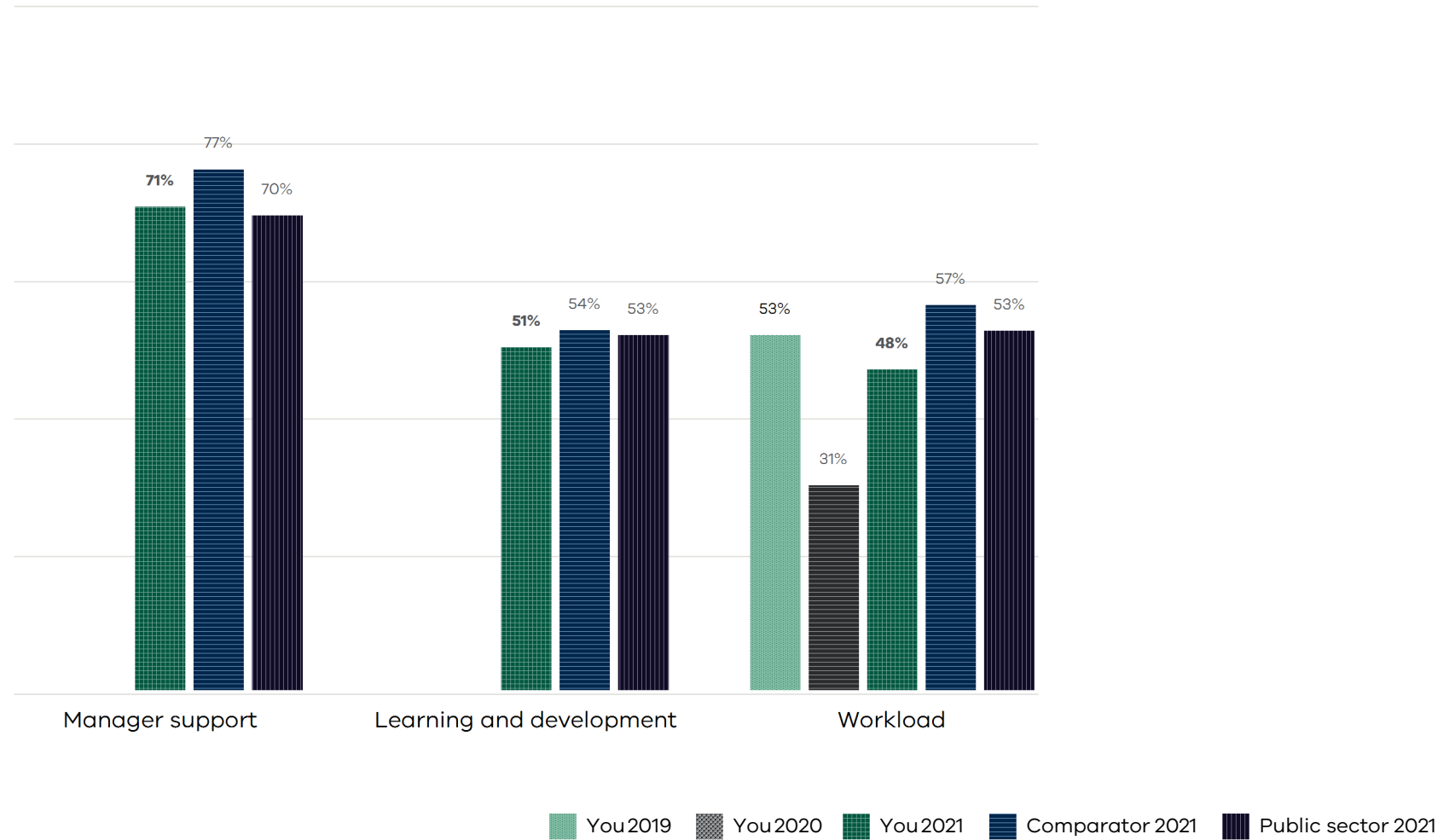
#### Example

In 2021:

- 71% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

- 77% of staff at your comparator and 70% of staff across the public sector.



## Job and manager factors

### Manager leadership 1 of 2

#### What this is

This is how well staff perceive their direct managers lead.

#### Why this is important

Great managers can foster the right environment for staff engagement.

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

#### How to read this

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

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

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

#### Example

96% of your staff who did the survey agreed or strongly agreed with 'My manager ensures clients receive a high standard of service'.

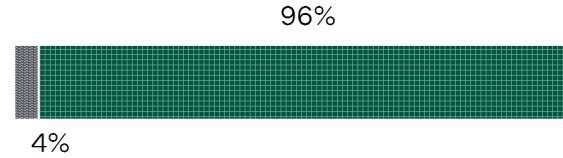
### Survey question

### Your results



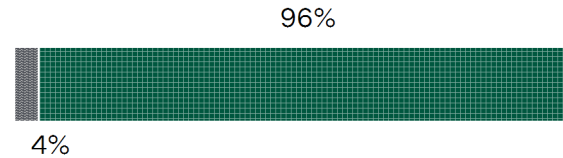
### Benchmark agree results

My manager ensures clients receive a high standard of service



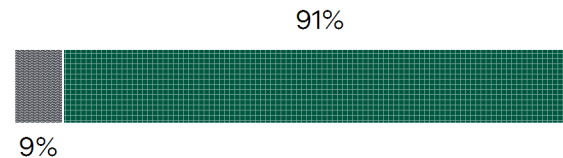
Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
2019	100 %	Not asked	96 %	76 %	90 %	100 %

My manager treats employees with dignity and respect



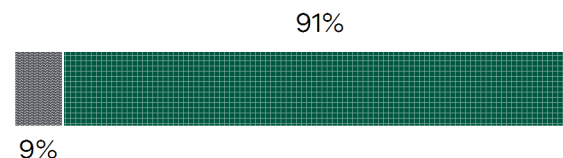
2019	94 %	Not asked	96 %	79 %	90 %	100 %
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My manager demonstrates honesty and integrity



2019	100 %	Not asked	91 %	70 %	89 %	100 %
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My manager models my organisation's values



2019	94 %	Not asked	91 %	67 %	86 %	100 %
------	------	-----------	------	------	------	-------



## Job and manager factors

### Manager leadership 2 of 2

#### What this is

This is how well staff perceive their direct managers lead.

#### Why this is important

Great managers can foster the right environment for staff engagement.

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

#### How to read this

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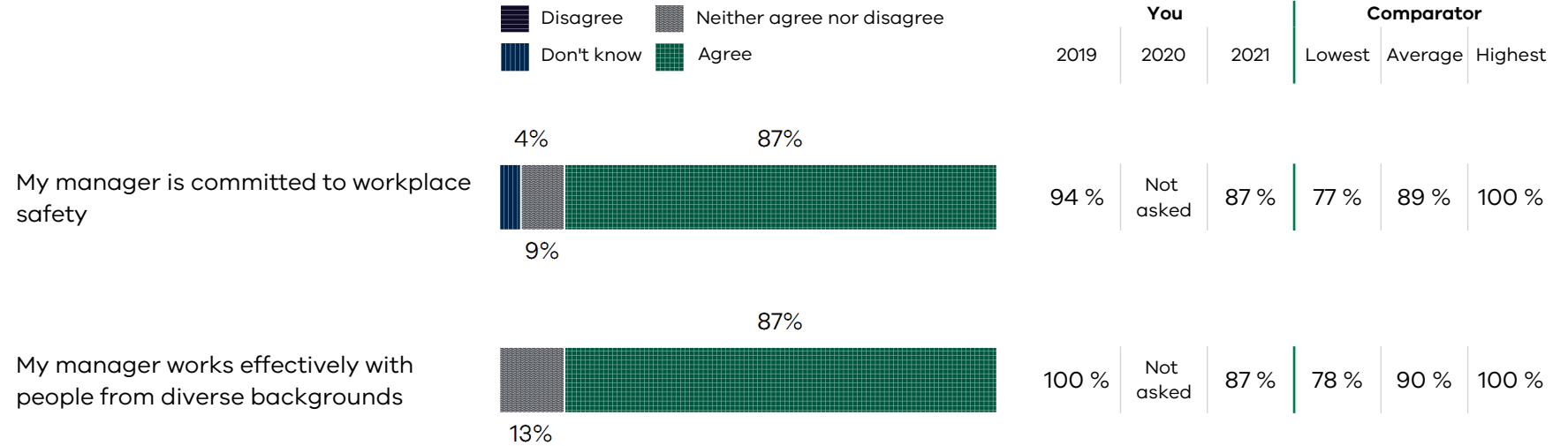
#### Example

87% of your staff who did the survey agreed or strongly agreed with 'My manager is committed to workplace safety'.

## Survey question

## Your results

## Benchmark agree results



## Job and manager factors

### Manager support 1 of 3

#### What this is

This is how supported staff feel by their direct manager.

#### Why this is important

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

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

#### How to read this

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

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

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

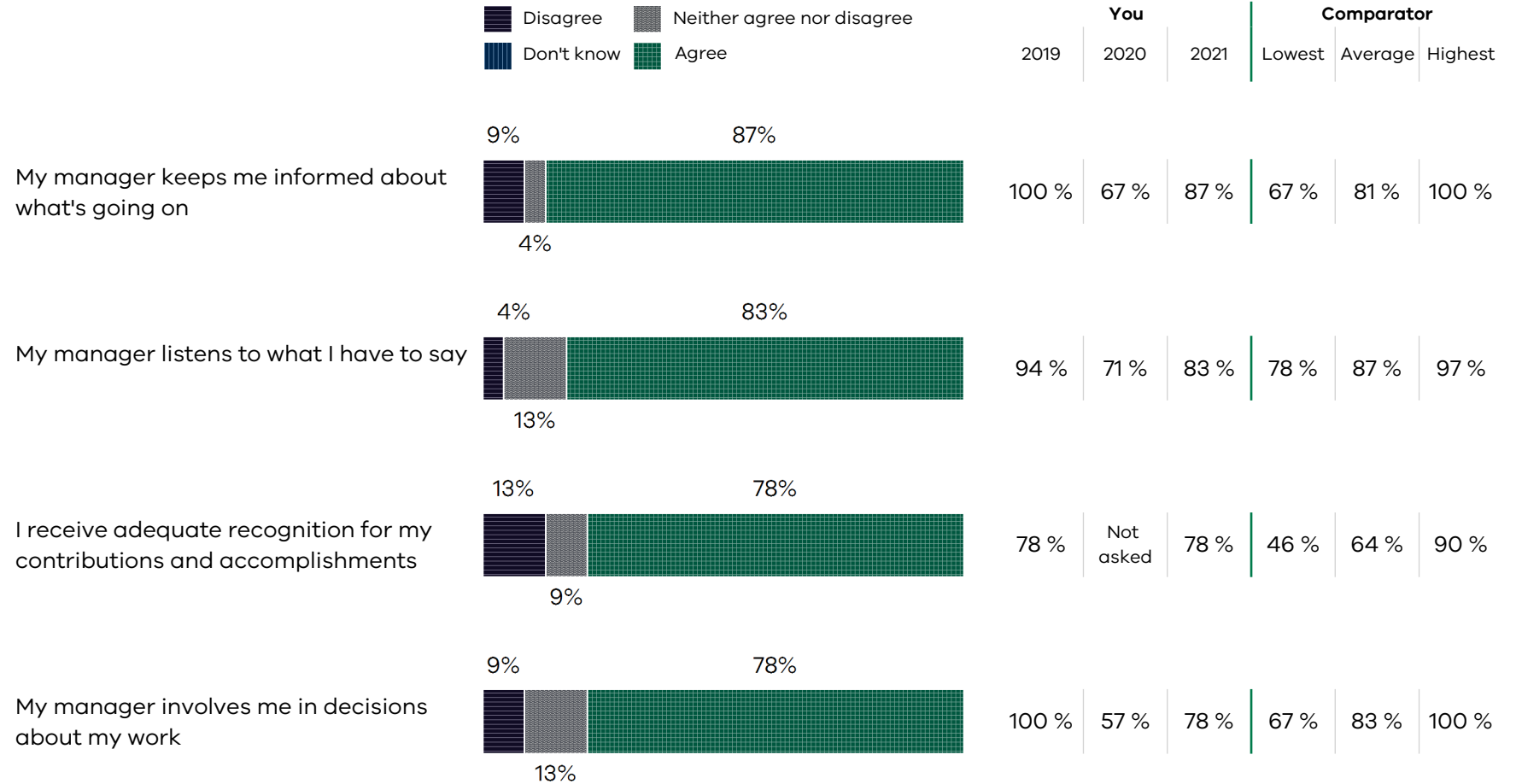
#### Example

87% of your staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.

### Survey question

### Your results

### Benchmark agree results



## Job and manager factors

### Manager support 2 of 3

#### What this is

This is how supported staff feel by their direct manager.

#### Why this is important

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

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

#### How to read this

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

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

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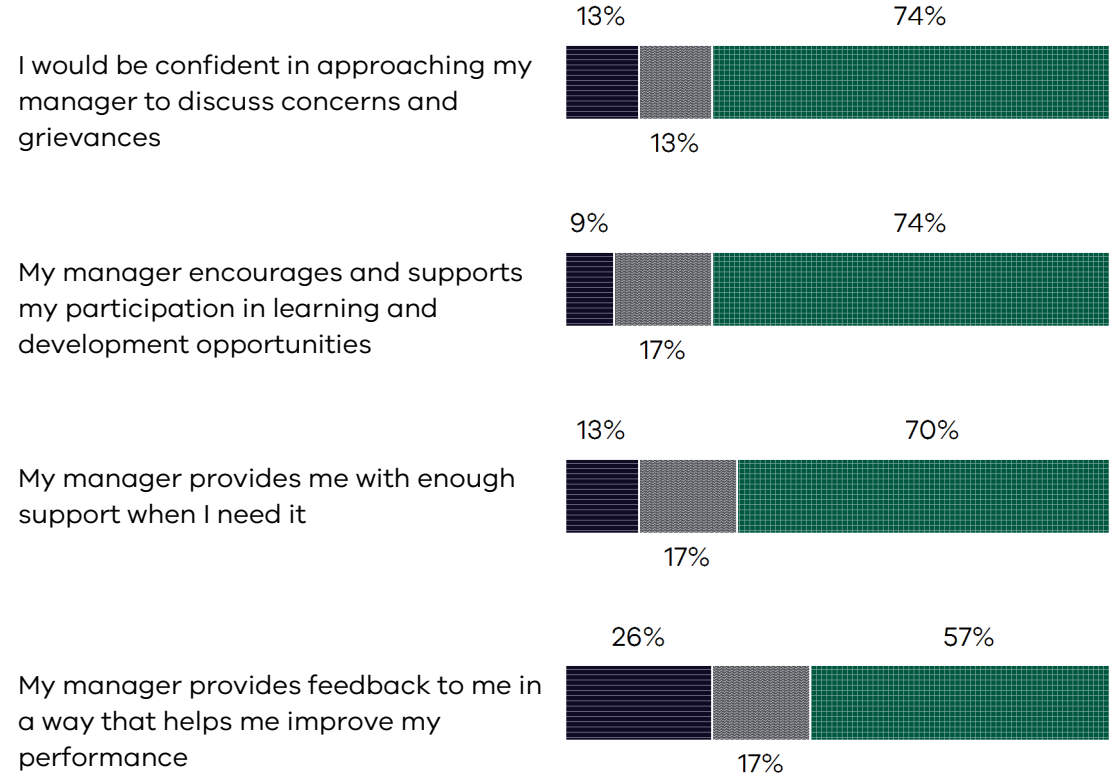
#### Example

74% of your staff who did the survey agreed or strongly agreed with 'I would be confident in approaching my manager to discuss concerns and grievances'.

### Survey question

### Your results

### Benchmark agree results



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
2019	89 %	Not asked	74 %	73 %	83 %	100 %
2020	89 %	Not asked	74 %	59 %	80 %	96 %
2021	Not asked	48 %	70 %	67 %	81 %	96 %
Lowest	100 %	48 %	57 %	52 %	73 %	94 %

## Job and manager factors

### Manager support 3 of 3

#### What this is

This is how supported staff feel by their direct manager.

#### Why this is important

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

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'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.

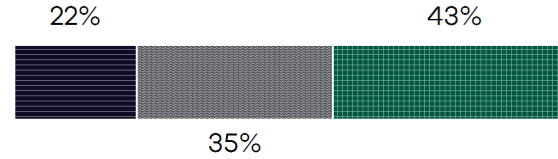
#### Example

43% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

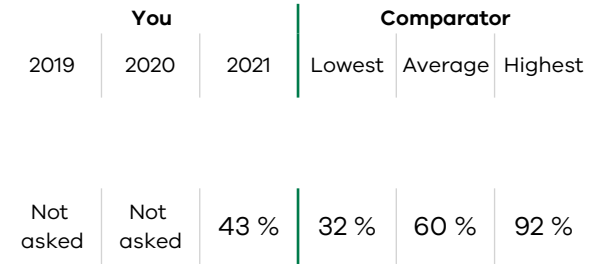
## Survey question

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

## Your results



## Benchmark agree results



## Job and manager factors

### Workload

#### What this is

This is how staff feel about workload and time pressure.

#### Why this is important

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

#### How to read this

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

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

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

#### Example

52% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

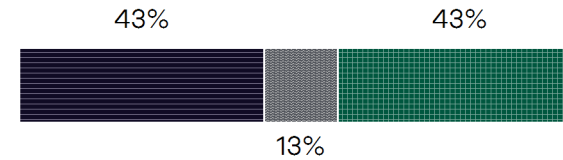
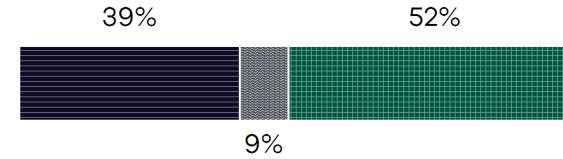
### Survey question

### Your results

### Benchmark agree results

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

I have enough time to do my job effectively



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
The workload I have is appropriate for the job that I do	61 %	33 %	52 %	39 %	59 %	85 %
I have enough time to do my job effectively	44 %	29 %	43 %	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 'My organisation places a high priority on the learning and development of staff.'

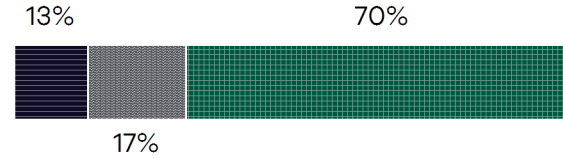
### Survey question

### Your results

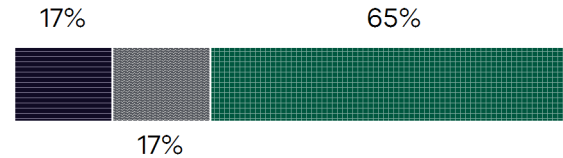
### Benchmark agree results



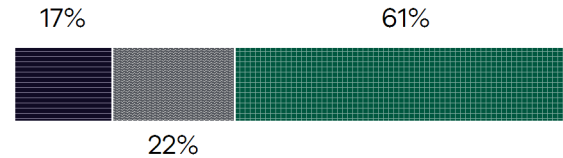
My organisation places a high priority on the learning and development of staff



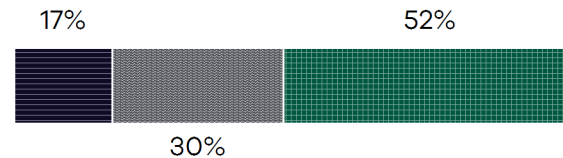
I am developing and learning in my role



There are adequate opportunities for me to develop skills and experience in my organisation



In the last 12 months I have learned skills that have helped me do my job better



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	72 %	Not asked	70 %	34 %	60 %	93 %
	Not asked	Not asked	65 %	50 %	72 %	96 %
	72 %	Not asked	61 %	35 %	58 %	83 %
	Not asked	Not asked	52 %	49 %	72 %	93 %

## Job and manager factors

### Learning and development 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

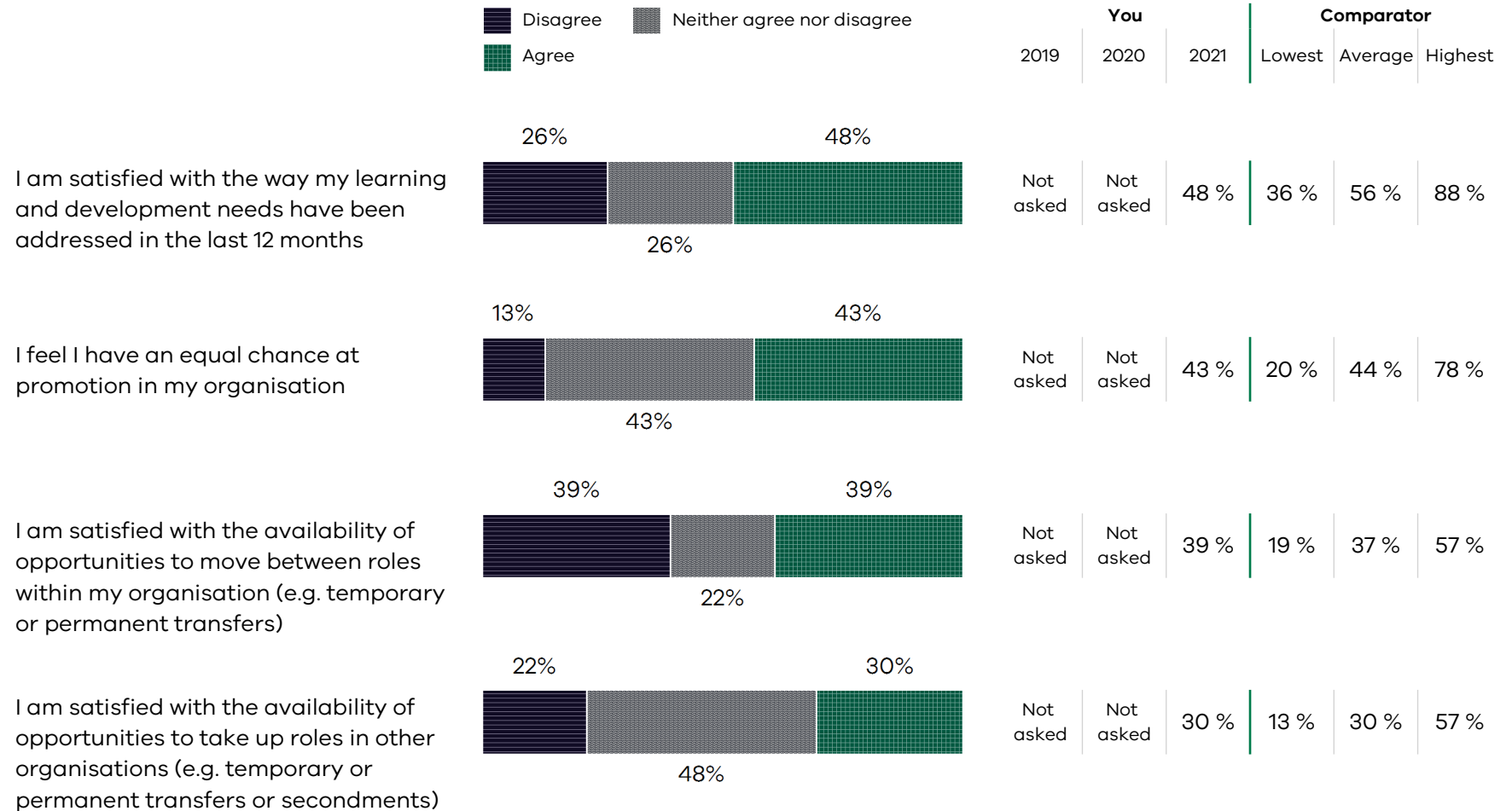
#### Example

48% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

### Survey question

### Your results

### Benchmark agree results





## Job and manager factors

### Job enrichment 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

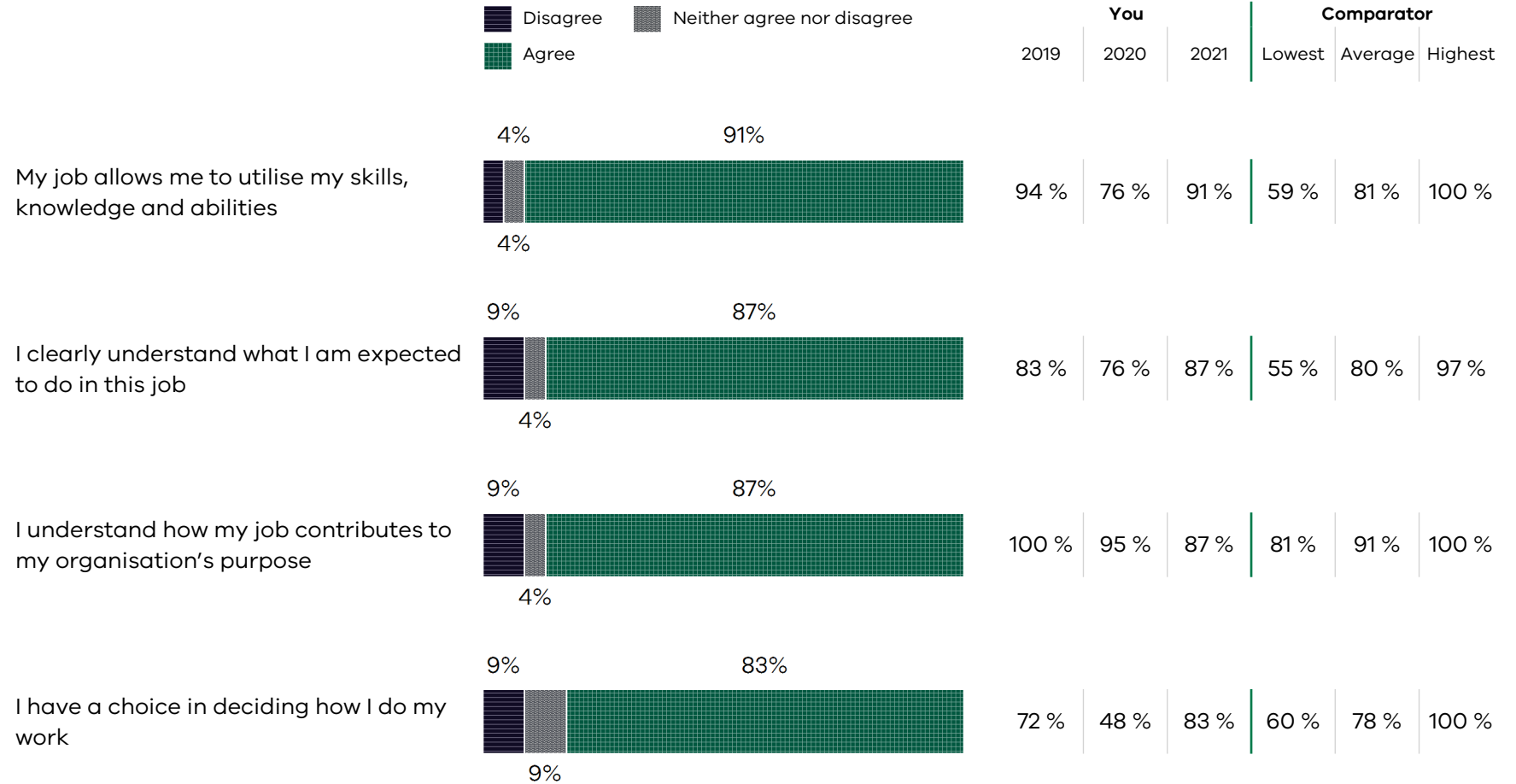
#### Example

91% of your staff who did the survey agreed or strongly agreed with 'My job allows me to utilise my skills, knowledge and abilities'.

### Survey question

### Your results

### Benchmark agree results



## Job and manager factors

### Job enrichment 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

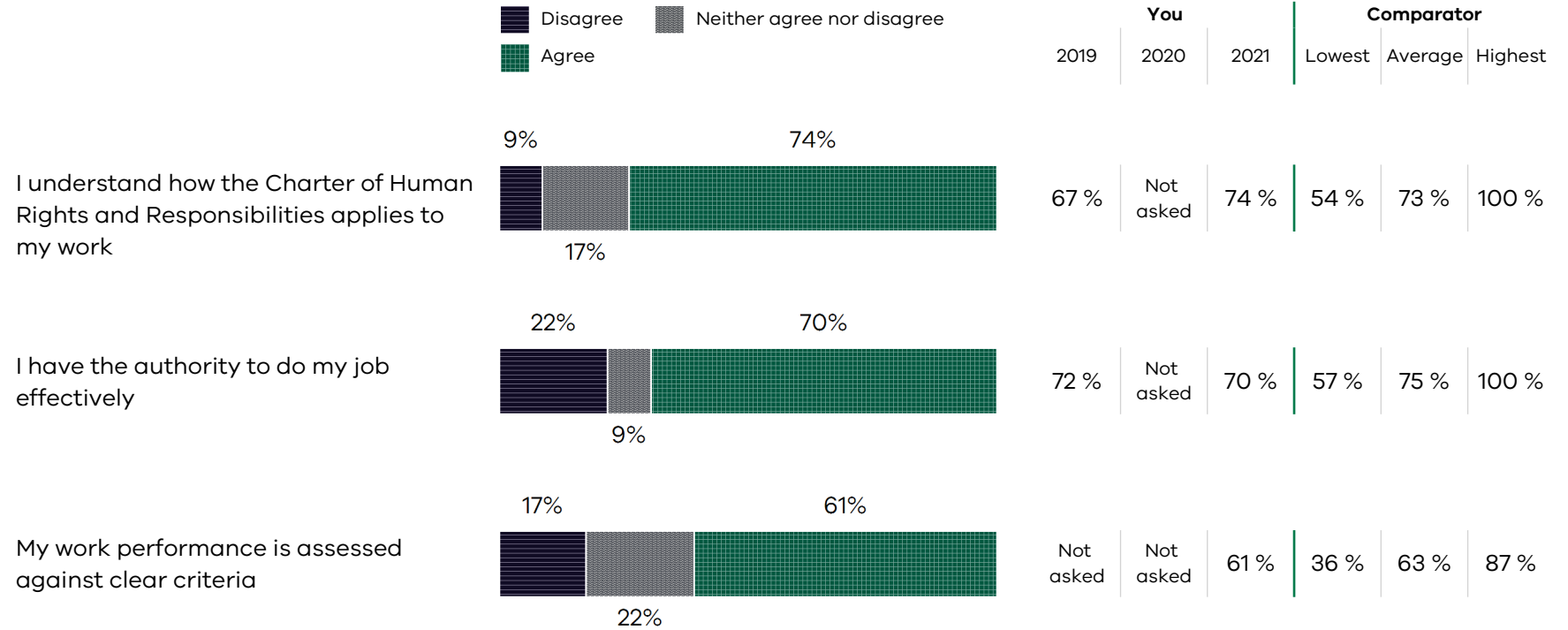
#### Example

74% of your staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

### Survey question

### Your results

### Benchmark agree results



## 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

83% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

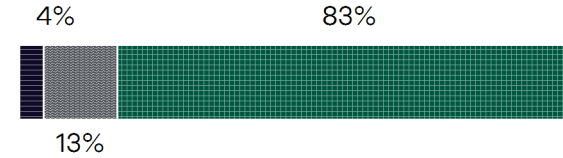
## Survey question

## Your results

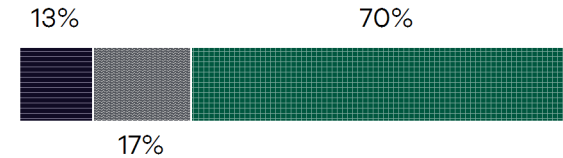
## Benchmark agree results



I feel that I can make a worthwhile contribution at work



I am achieving something important through my work



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I feel that I can make a worthwhile contribution at work	Not asked	81 %	83 %	73 %	85 %	100 %
I am achieving something important through my work	Not asked	81 %	70 %	62 %	80 %	100 %

## Job and manager factors

### Safe to speak up 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

87% of your staff who did the survey agreed or strongly agreed with 'I am confident that I would be protected from reprisal for reporting improper conduct!'

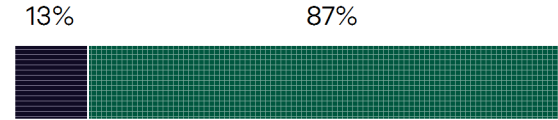
### Survey question

### Your results

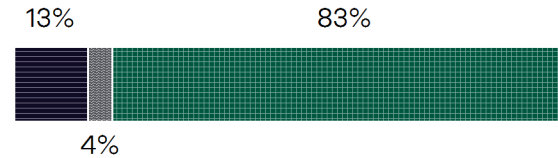
### Benchmark agree results



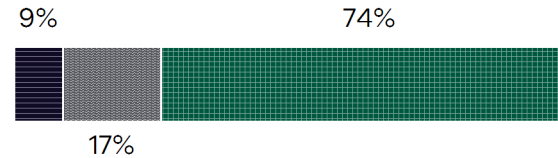
I am confident that I would be protected from reprisal for reporting improper conduct



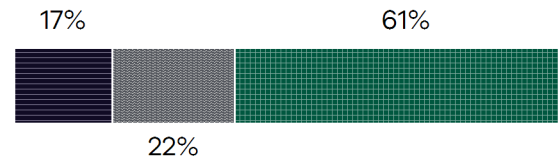
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner



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



I feel safe to challenge inappropriate behaviour at work



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	72 %	Not asked	87 %	51 %	69 %	100 %
	83 %	Not asked	83 %	38 %	62 %	94 %
	Not asked	67 %	74 %	61 %	78 %	97 %
	Not asked	Not asked	61 %	49 %	68 %	100 %

## Job and manager factors

### Safe to speak up 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

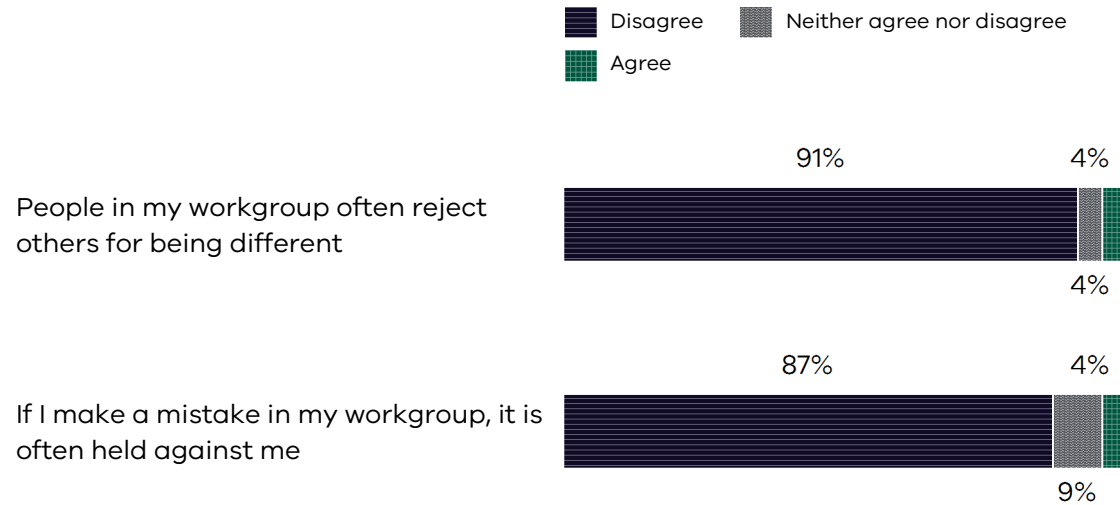
#### Example

91% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

## Survey question

## Your results

## Benchmark disagree results



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
People in my workgroup often reject others for being different	Not asked	Not asked	91 %	75 %	85 %	100 %
If I make a mistake in my workgroup, it is often held against me	Not asked	Not asked	87 %	61 %	77 %	96 %

## Job and manager factors

### Barriers to optimal work

#### What this is

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

#### Why this is important

Workplace barriers prevent employees from working efficiently and effectively.

#### How to read this

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

#### Example

43% of staff who did the survey said 'Too many competing priorities' was a significant barrier to performing optimally at work.

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

	You 2021	Comparator 2021	Public sector 2021
Too many competing priorities	43%	40%	36%
Decision making and authorisation processes	39%	29%	23%
Administrative processes (including leave and HR requirements)	26%	16%	19%
Poor work-life balance	17%	12%	12%
Insufficient autonomy	13%	10%	9%
Technology limitations	13%	17%	20%
There are no noticeable barriers	13%	16%	18%
Communication processes	9%	16%	19%
Difficulties in separating work from other aspects of my life	9%	13%	10%
Limited social interactions with the team	9%	15%	11%

# People matter

## survey 2021

Have your say

### Report overview

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

### People outcomes

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

### Key differences

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

### Taking action

- Taking action questions

### Senior leadership

- Senior leadership questions

### Organisational climate

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

### Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

### Job and manager factors

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

### Public sector values

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



## Public sector values

### Scorecard 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

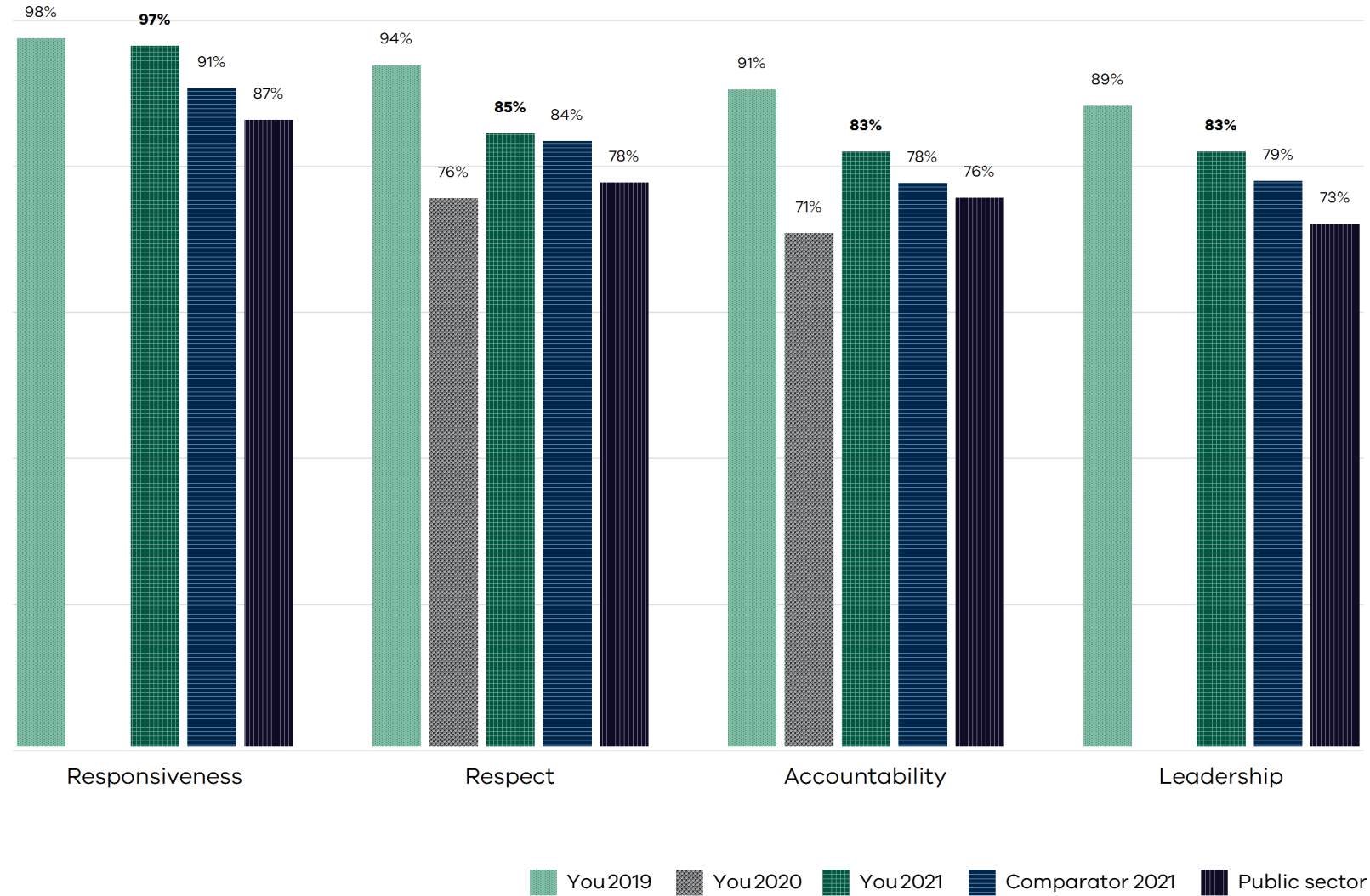
#### Example

In 2021:

- 97% of your staff who did the survey responded positively to questions about Responsiveness, which is down 1% in 2019.

Compared to:

- 91% of staff at your comparator and 87% of staff across the public sector.



## Public sector values

### Scorecard 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

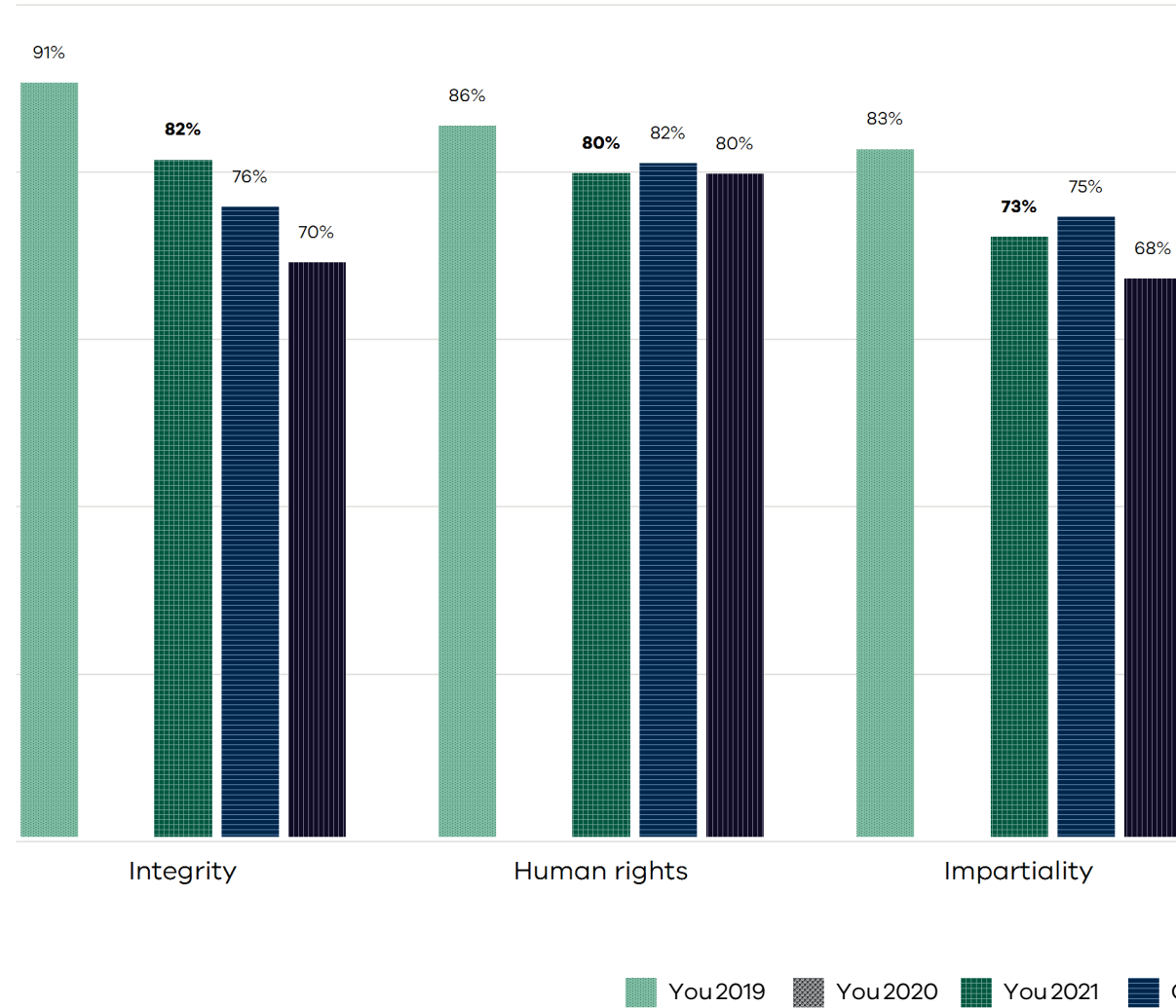
#### Example

In 2021:

- 82% of your staff who did the survey responded positively to questions about Integrity .

Compared to:

- 76% of staff at your comparator and 70% of staff across the public sector.



## Public sector values

### Responsiveness

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

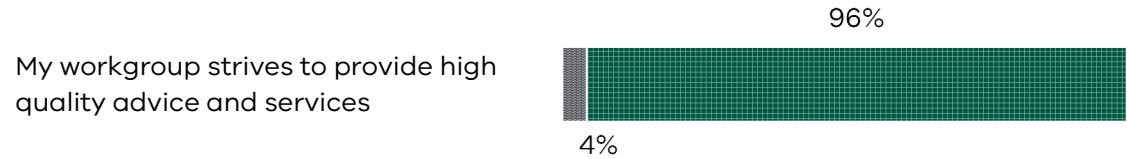
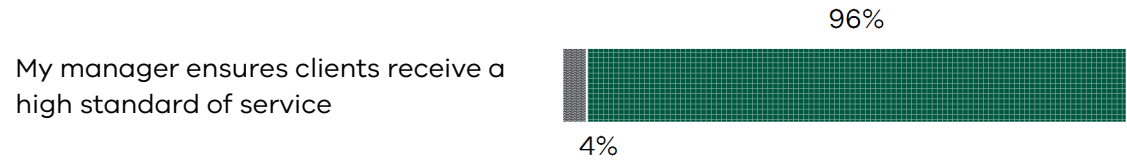
#### Example

100% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

### Survey question

### Your results

### Benchmark agree results



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My workgroup strives to deliver services in a timely manner	94 %	Not asked	100 %	70 %	91 %	100 %
My manager ensures clients receive a high standard of service	100 %	Not asked	96 %	76 %	90 %	100 %
My workgroup strives to provide high quality advice and services	100 %	Not asked	96 %	78 %	92 %	100 %

## Public sector values

### Integrity 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

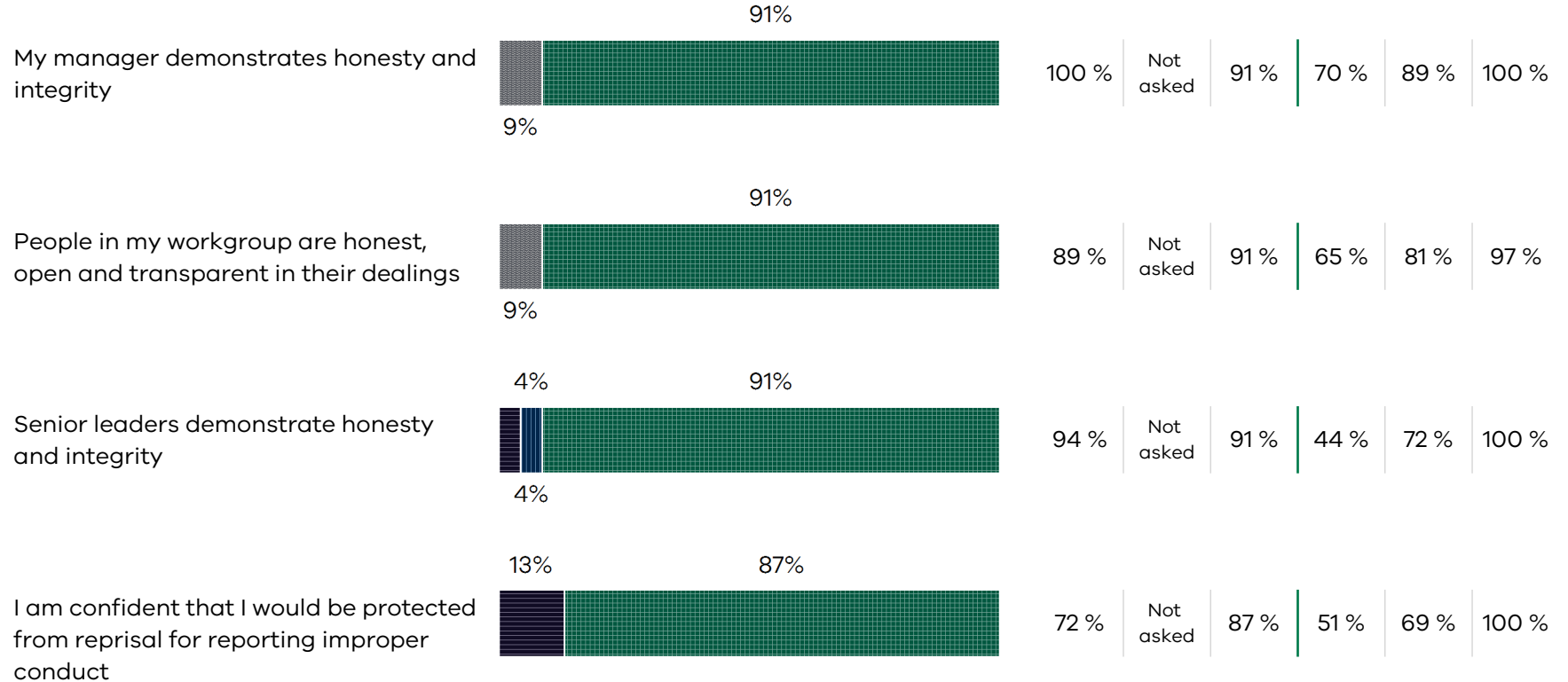
#### Example

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

### Survey question

### Your results

### Benchmark agree results



## Public sector values

### Integrity 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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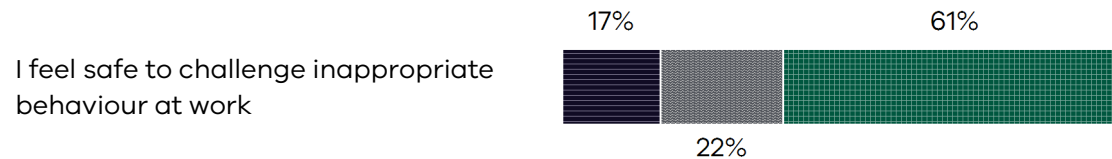
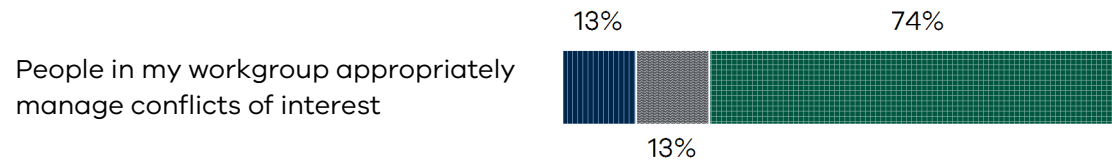
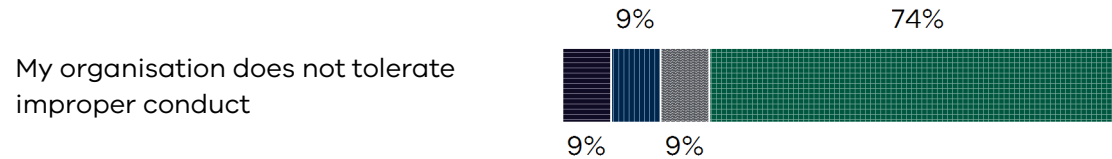
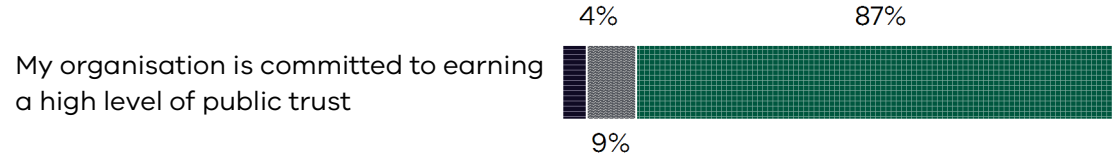
#### Example

87% 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



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
2019	94 %	Not asked	87 %	48 %	83 %	100 %
2020	94 %	Not asked	74 %	40 %	71 %	100 %
2021	94 %	Not asked	74 %	56 %	79 %	100 %
2022	Not asked	Not asked	61 %	49 %	68 %	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

87% of staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.

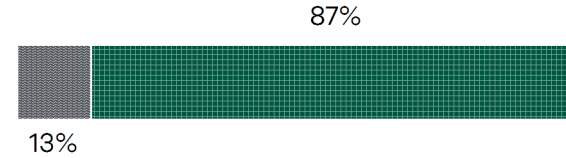
### Survey question

### Your results

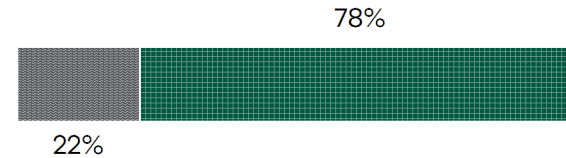
### Benchmark agree results



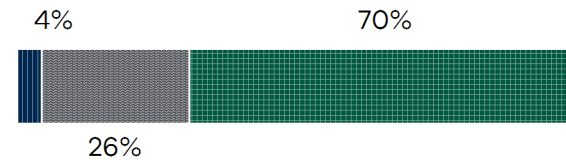
My workgroup places a priority on acting fairly and without bias



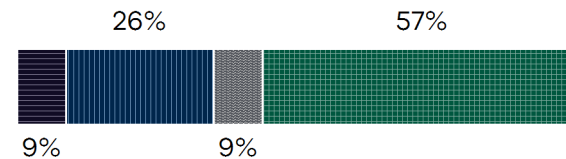
People in my workgroup are politically impartial in their work



My workgroup focuses on making decisions informed by all relevant facts



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



Year	You		Comparator		
	2020	2021	Lowest	Average	Highest
2019	94 %	87 %	68 %	82 %	97 %
	Not asked				
2019	83 %	78 %	63 %	82 %	100 %
	Not asked				
2019	83 %	70 %	63 %	80 %	96 %
	Not asked				
2019	72 %	57 %	27 %	57 %	94 %
	Not asked				

## Public sector values

### Accountability 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

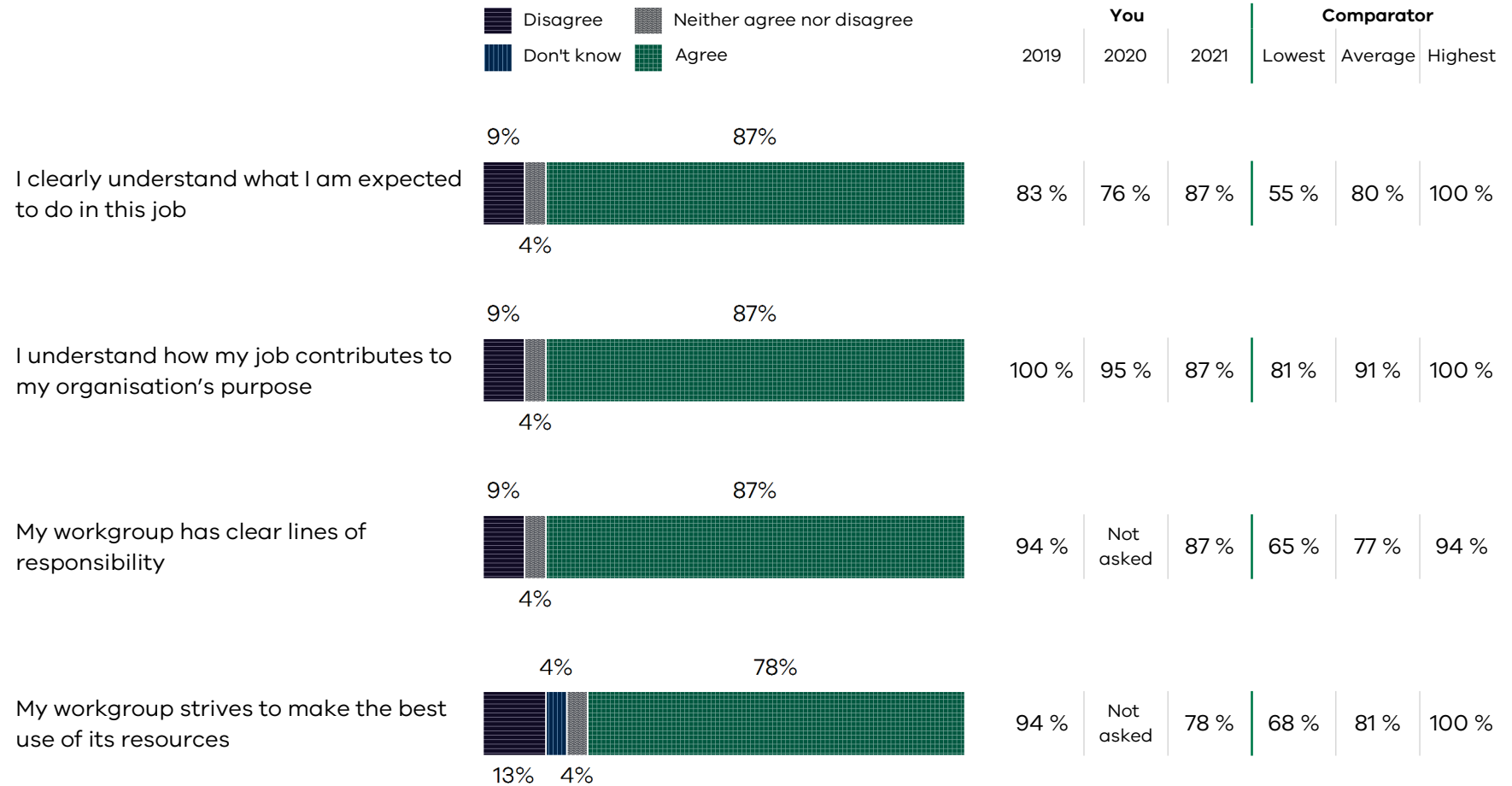
#### Example

87% of staff who did the survey agreed or strongly agreed with 'I clearly understand what I am expected to do in this job'.

### Survey question

### Your results

### Benchmark agree results





## Public sector values

### Accountability 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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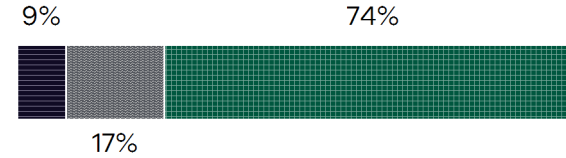
#### Example

74% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

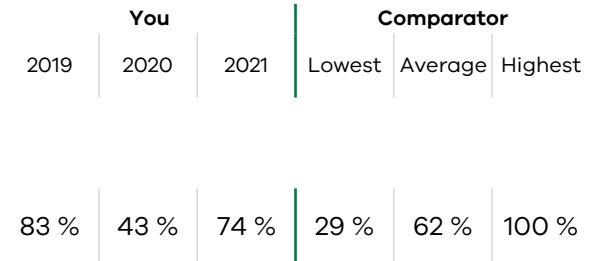
## Survey question

Senior leaders provide clear strategy and direction

## Your results



## Benchmark agree results



## Public sector values

### Respect 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

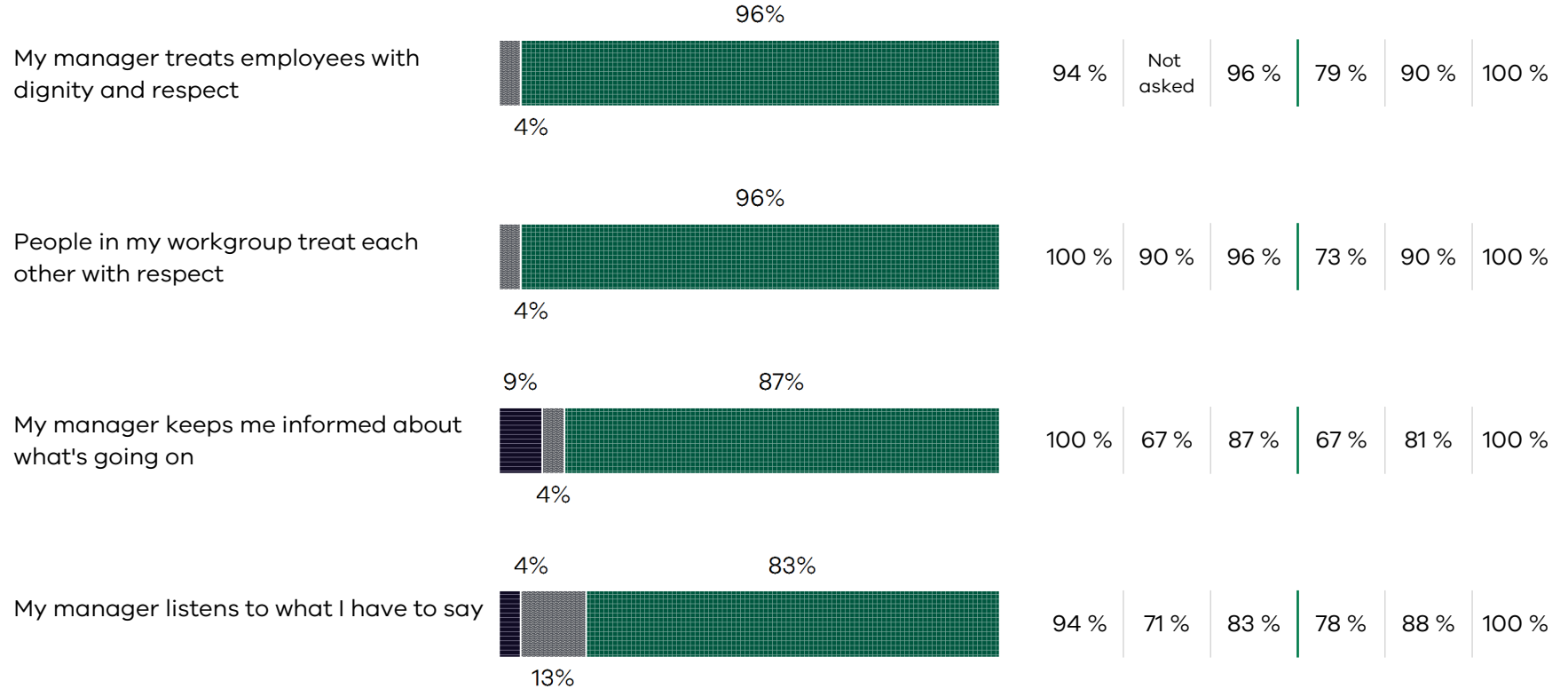
#### Example

96% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

### Survey question

### Your results

### Benchmark agree results



## Public sector values

### Respect 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

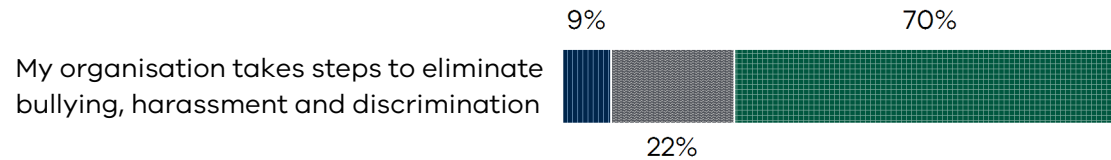
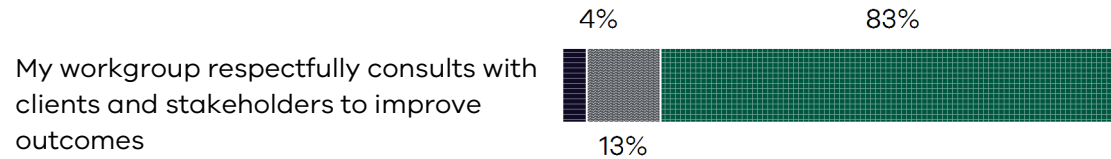
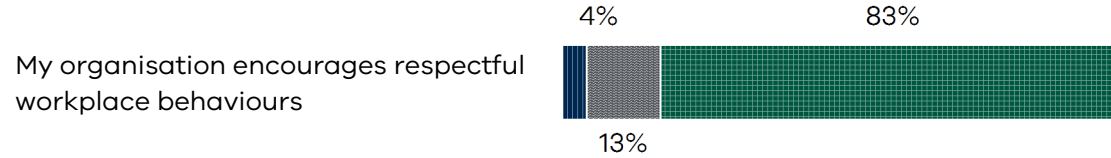
#### Example

83% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

### Survey question

### Your results

### Benchmark agree results



Year	You		Comparator		
	2020	2021	Lowest	Average	Highest
2019	94 %	83 %	63 %	84 %	100 %
	Not asked	83 %	73 %	88 %	100 %
	100 %	83 %	43 %	67 %	100 %
	Not asked	70 %	43 %	67 %	100 %

## 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

91% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

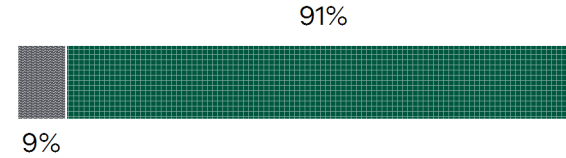
### Survey question

### Your results

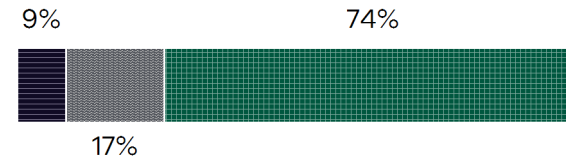
### Benchmark agree results



My manager models my organisation's values



Senior leaders model my organisation's values



Year	You		Comparator		
	2020	2021	Lowest	Average	Highest
2019	94 %	91 %	67 %	86 %	100 %
	Not asked				
	83 %	74 %	48 %	71 %	100 %
	Not asked				

## 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.

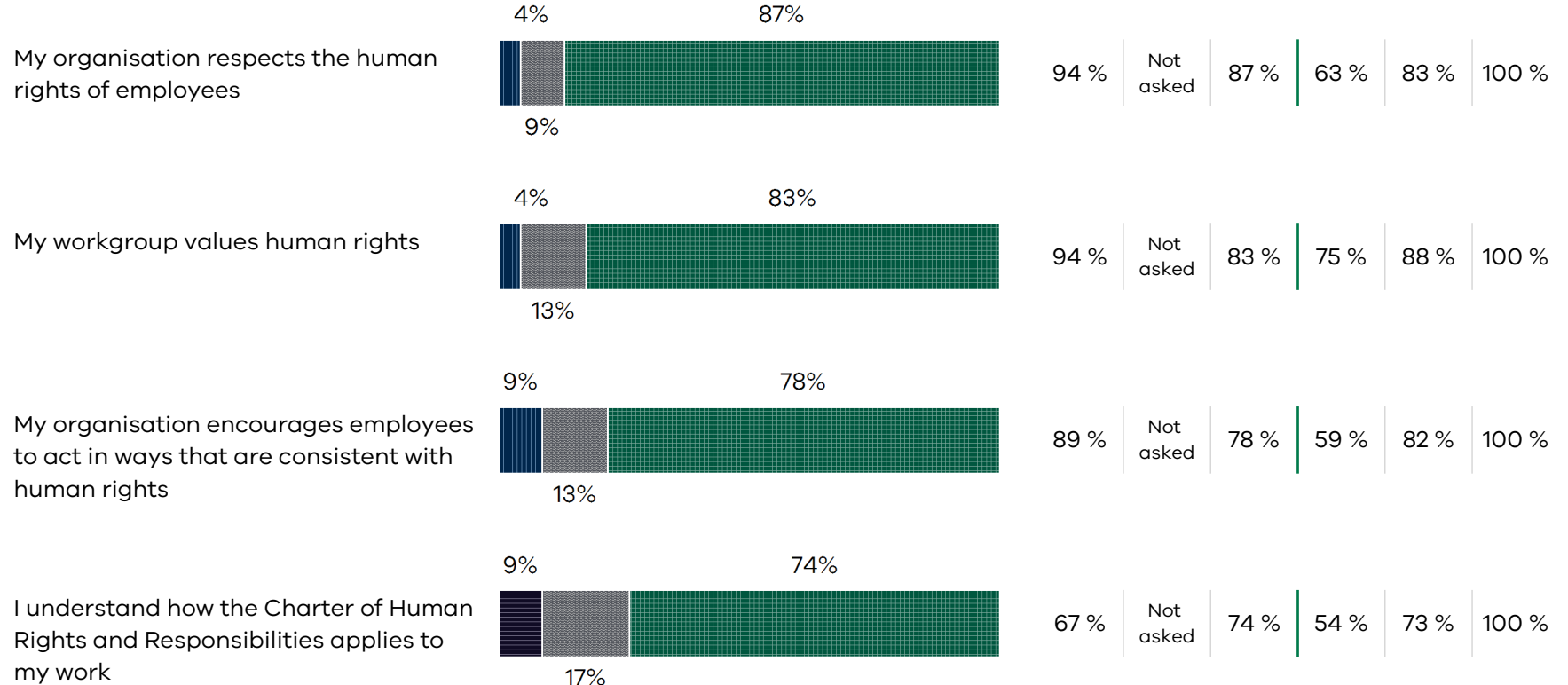
#### Example

87% of staff who did the survey agreed or strongly agreed with 'My organisation respects the human rights of employees'.

### Survey question

### Your results

### Benchmark agree results





**Victorian  
Public Sector  
Commission**



[vpsc.vic.gov.au/peoplemattersurvey](https://vpsc.vic.gov.au/peoplemattersurvey)