People matter survey 2021

Have your say

Gateway Health
2021 people matter survey results report

Victorian Public Sector Commission

VICTORIA State Government

Report overview

About your report

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

Report contents

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

Comparing data in this report

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

This means you'll be able to compare about 37% of this year's survey with your previous results.

Rounding of percentages

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

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

Survey questions and definitions

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

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- Accountability
- Respect
- Leadership
- Human rights

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- Questions requested by your organisation

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

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Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Report overview

Survey's theoretical framework

What this is

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

Why this is important

Based on theory and research, the framework focuses on core themes that help guide organisations in creating better workplaces.
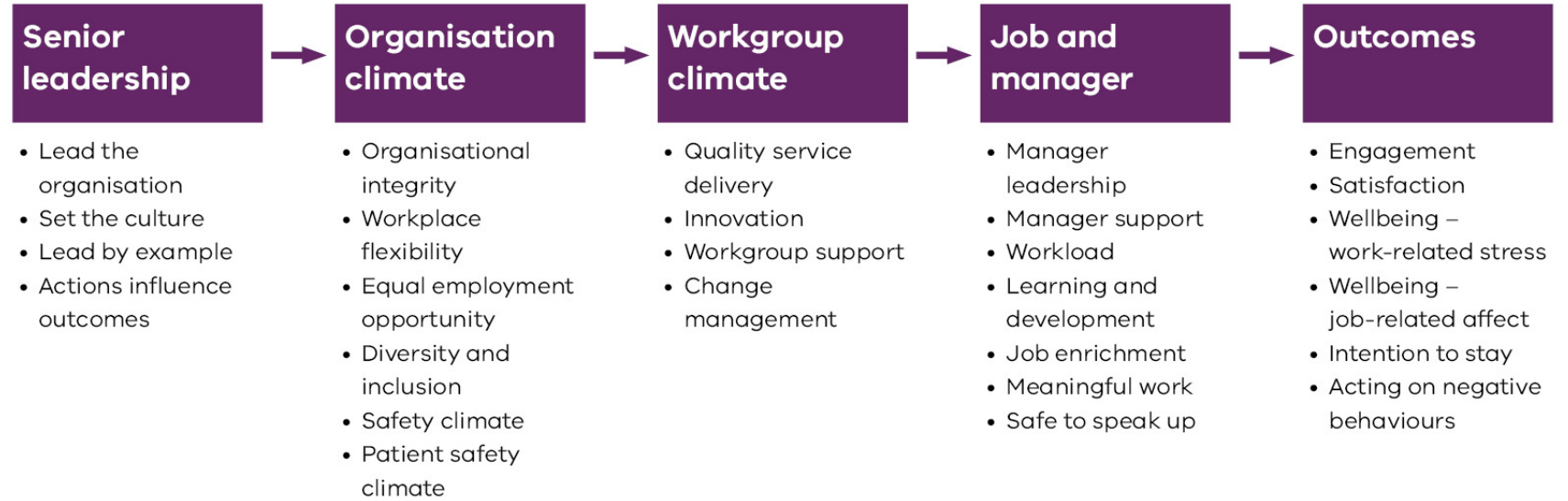
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

Our public sector values

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

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

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

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

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

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Bendigo Community Health Services

Castlemaine District Community Health

cohealth

Connect Health & Community

healthAbility

IPC Health

North Richmond Community Health

Northern District Community Health

Sunbury & Cobaw Community Health

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2020		2021	
31%		**56%**	
(109)		**(196)**	
Comparator	60%	Comparator	48%
Public Sector	49%	Public Sector	39%

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020		2021	
67		**72**	
Comparator	71	Comparator	74
Public Sector	68	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.
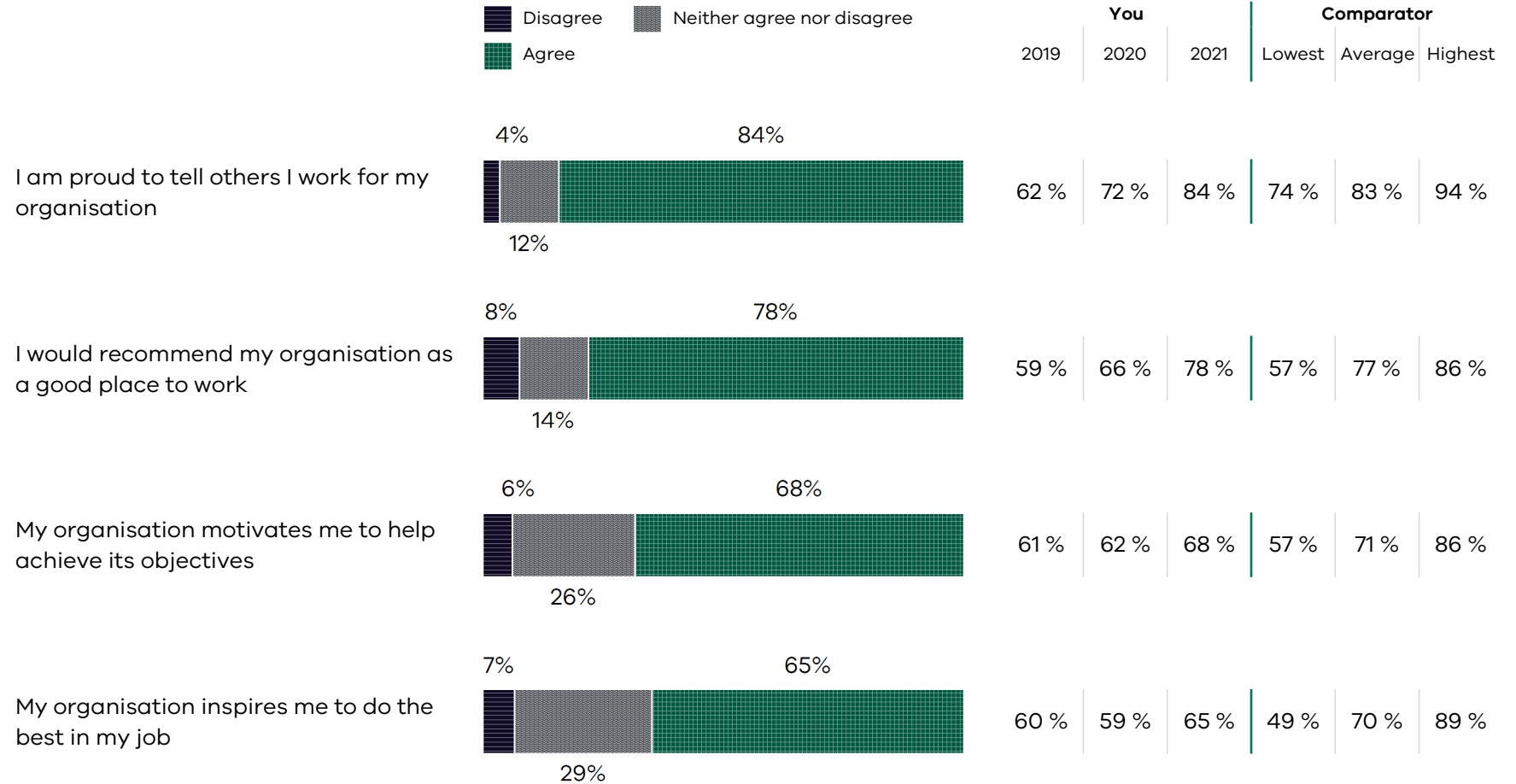
Example

84% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Survey question

Your results

Legend: Disagree | Neither agree nor disagree | Agree

Benchmark agree results

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I am proud to tell others I work for my organisation	4% / 12% / 84%	62 %	72 %	84 %	74 %	83 %	94 %
I would recommend my organisation as a good place to work	8% / 14% / 78%	59 %	66 %	78 %	57 %	77 %	86 %
My organisation motivates me to help achieve its objectives	6% / 26% / 68%	61 %	62 %	68 %	57 %	71 %	86 %
My organisation inspires me to do the best in my job	7% / 29% / 65%	60 %	59 %	65 %	49 %	70 %	89 %

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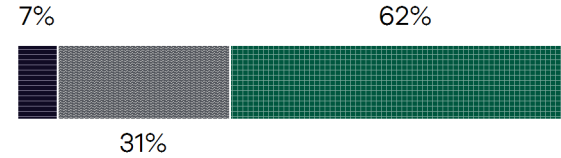
Example

62% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.
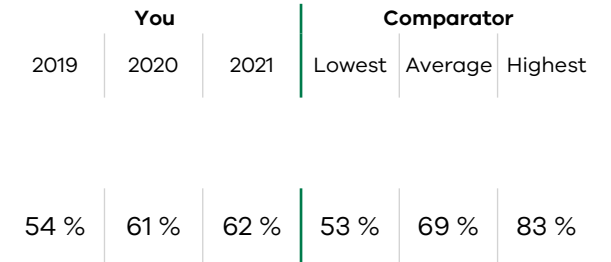
Survey question

Your results

Benchmark agree results

■ Disagree ▦ Neither agree nor disagree
▩ Agree

	You			Comparator		
2019	2020	2021	Lowest	Average	Highest

I feel a strong personal attachment to my organisation

7% 62%

31%

| 54 % | 61 % | 62 % | 53 % | 69 % | 83 % |

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.
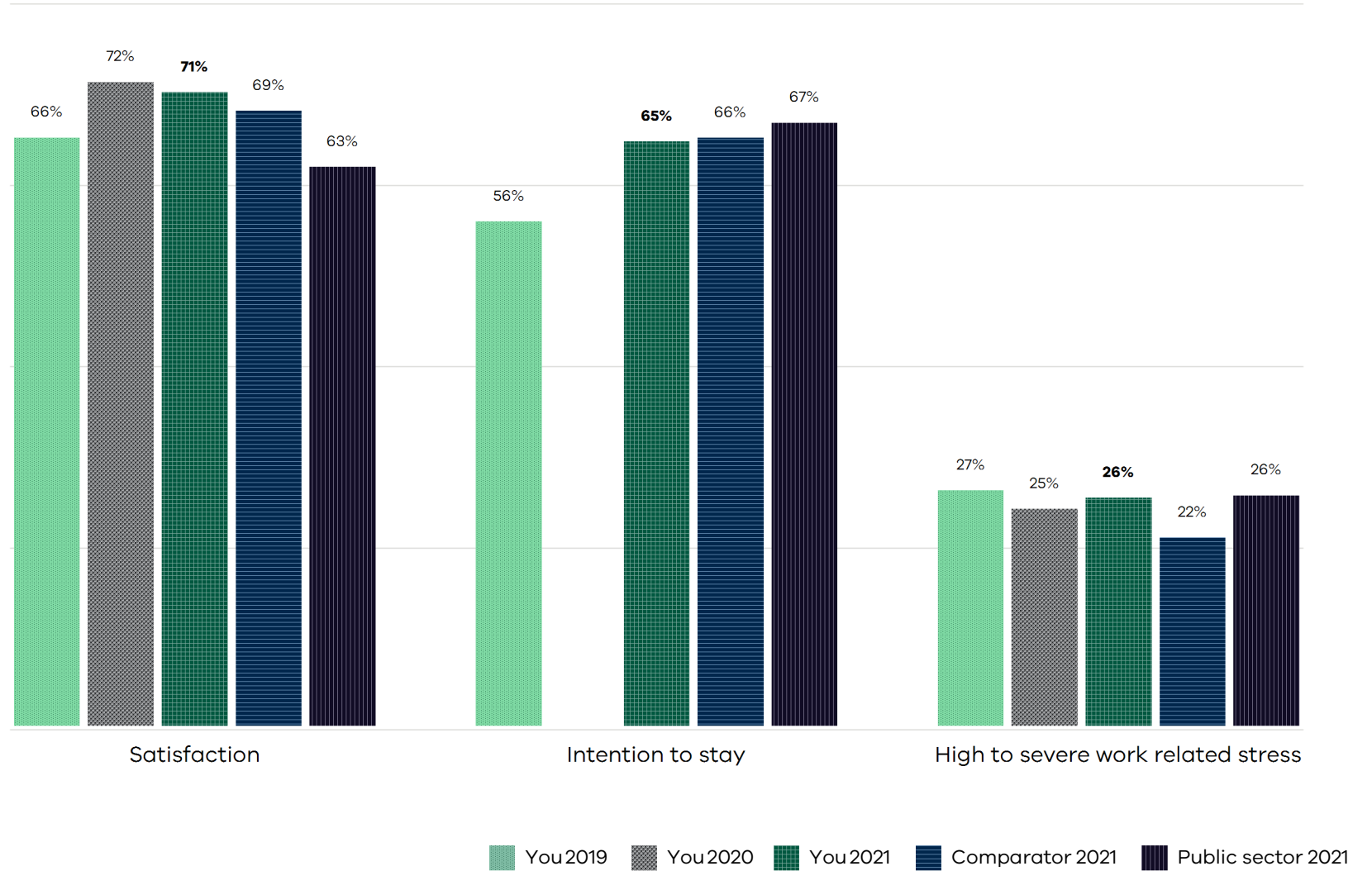
Example

In 2021:

- 71% of your staff who did the survey responded positively to questions about Satisfaction which is down from 72% in 2020.

Compared to:

- 69% of staff at your comparator and 63% of staff across the public sector.

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

Satisfaction: 66%, 72%, 71%, 69%, 63%
Intention to stay: 56%, 65%, 66%, 67%
High to severe work related stress: 27%, 25%, 26%, 22%, 26%

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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.
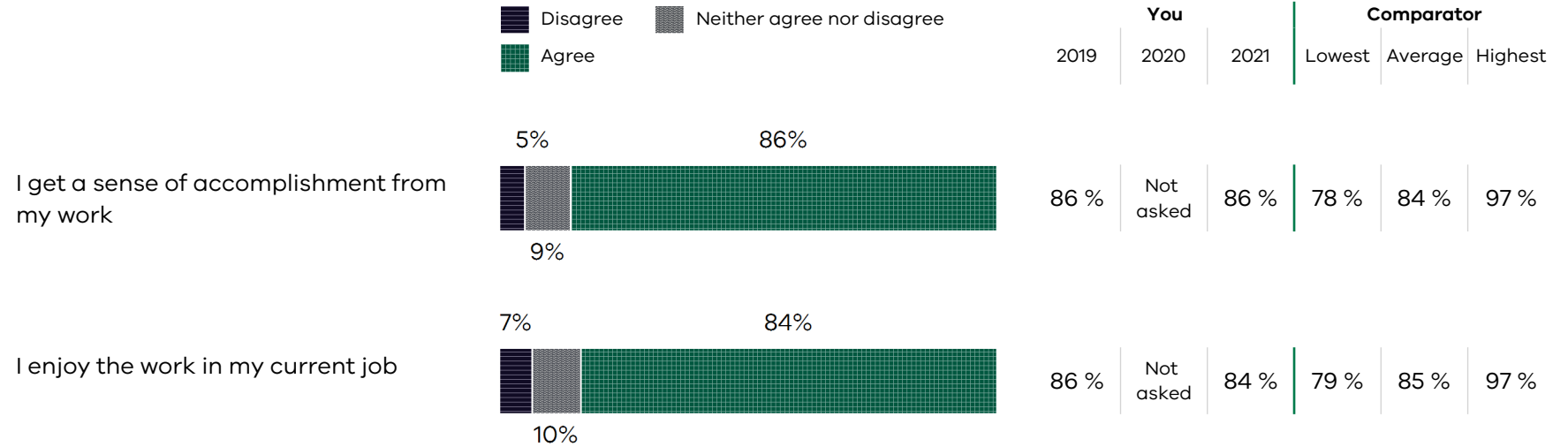
Example

86% 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 |

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I get a sense of accomplishment from my work	5% / 9% / 86%	86 %	Not asked	86 %	78 %	84 %	97 %
I enjoy the work in my current job	7% / 10% / 84%	86 %	Not asked	84 %	79 %	85 %	97 %

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People outcomes

Satisfaction question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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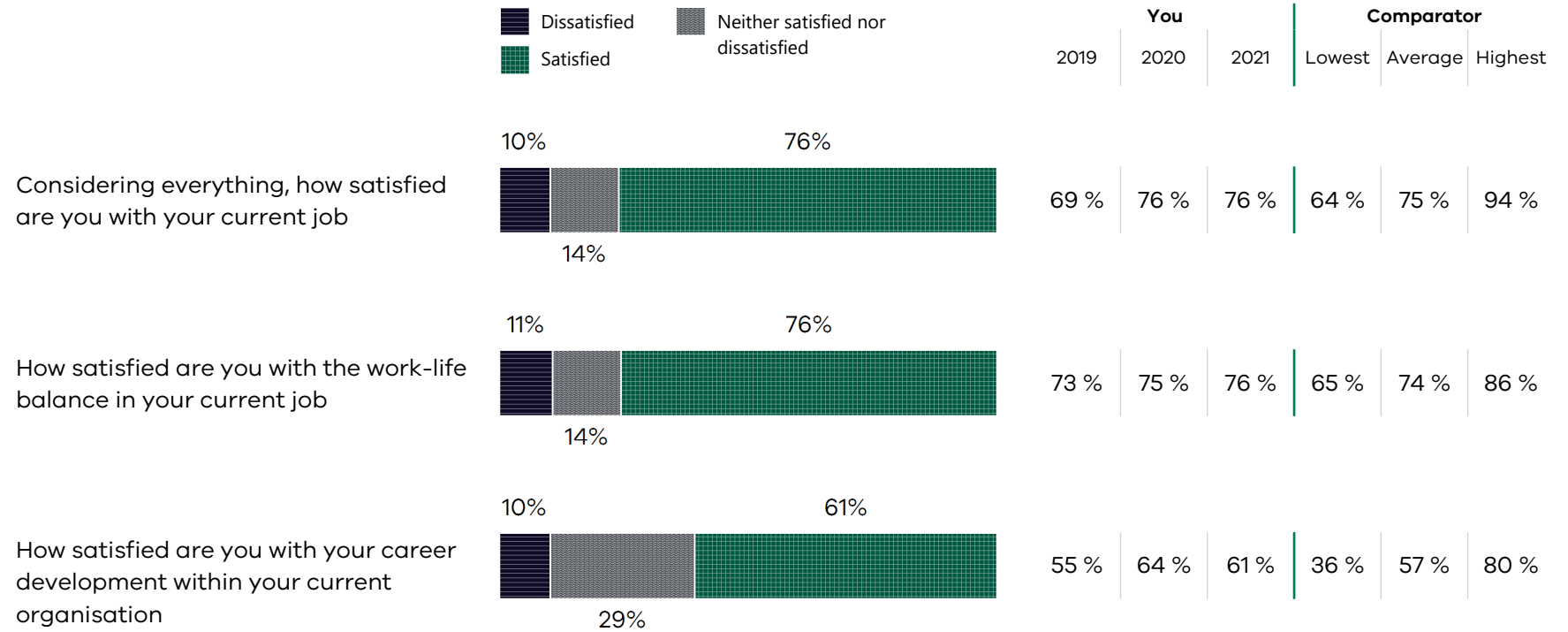
Example

76% 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

Legend: Dissatisfied · Satisfied · Neither satisfied nor dissatisfied

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job	10% / 14% / 76%	69 %	76 %	76 %	64 %	75 %	94 %
How satisfied are you with the work-life balance in your current job	11% / 14% / 76%	73 %	75 %	76 %	65 %	74 %	86 %
How satisfied are you with your career development within your current organisation	10% / 29% / 61%	55 %	64 %	61 %	36 %	57 %	80 %

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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.
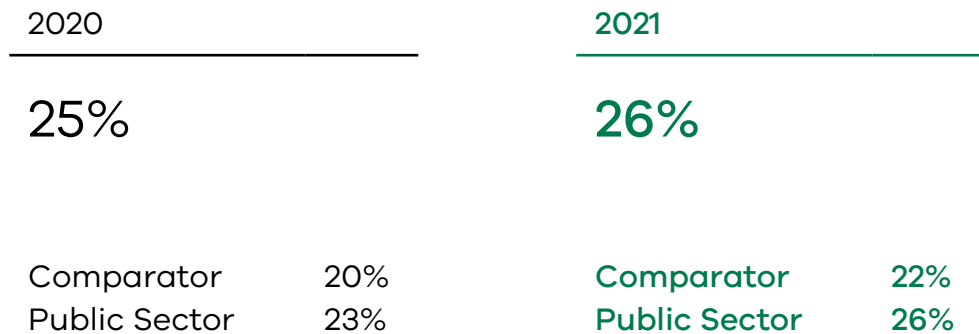
Example

26% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 22% 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)

Level	Percentage
Nil	9%
Low / mild	38%
Moderate	27%
High	16%
Very high	7%
Severe	3%
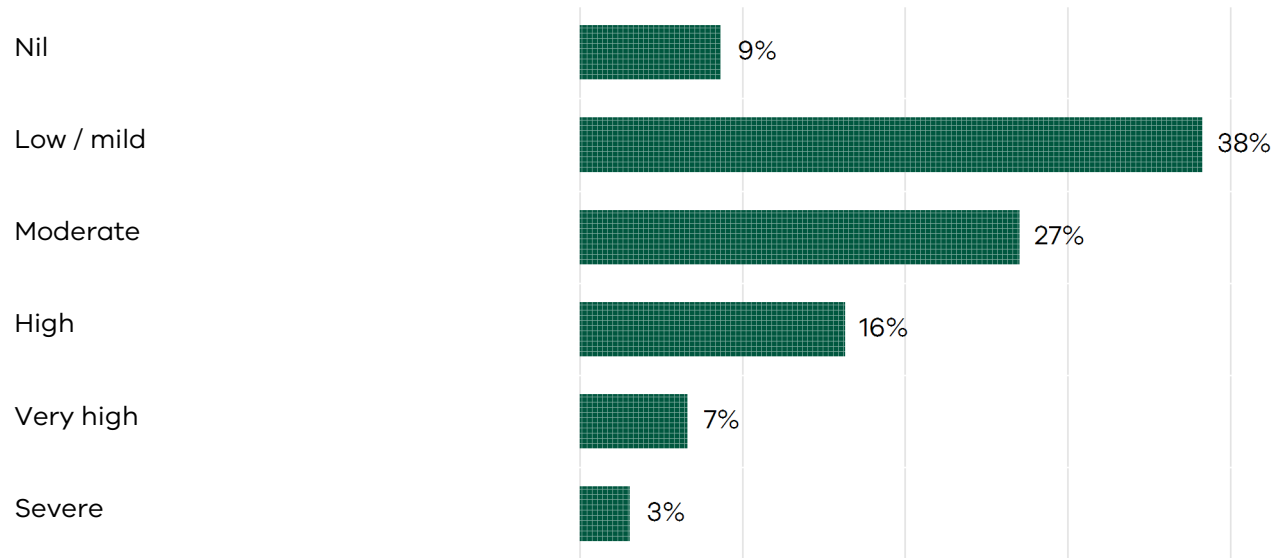
Reported levels of high to severe stress

2020		2021	
25%		**26%**	
Comparator	20%	Comparator	22%
Public Sector	23%	Public Sector	26%

People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Of that 91%, 48% said the top reason was 'Workload'.

	179	17
	91%	9%

■ Experienced some work-related stress   ▦ Did not experience some work-related stress
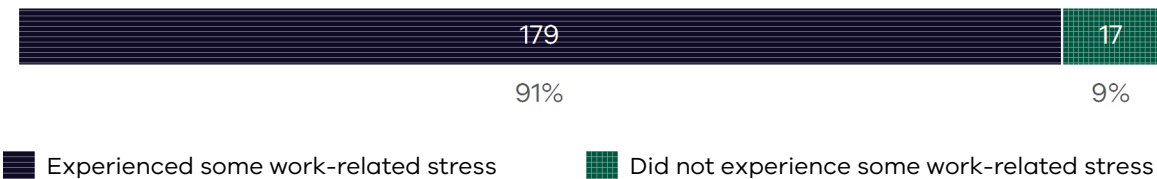
Of those that experienced work related stress it was from …	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	46%	48%	45%	51%
Time pressure	27%	37%	37%	42%
Other changes due to COVID-19	17%	26%	23%	15%
Dealing with clients, patients or stakeholders	31%	23%	23%	14%
Content, variety, or difficulty of work	17%	18%	11%	12%
Job security	8%	13%	9%	9%
Other	14%	12%	8%	9%
Competing home and work responsibilities	10%	11%	10%	12%
Unclear job expectations	13%	11%	9%	11%
Management of work (e.g. supervision, training, information, support)	14%	9%	14%	13%

Victorian Public Sector Commission

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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

17% of your staff who did the survey said they intended to leave.

Of that 17%, 33% said it was from 'Limited future career opportunities at my organisation'.

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

11	22	128
6%	11%	65%
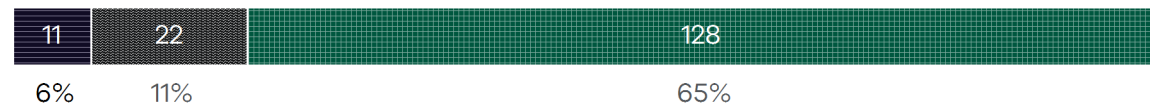
■ Leaving your organisation ▨ Leaving the sector ▨ Staying

Of those who indicated they're leaving your organisation (including leaving the sector) it was for …	You 2021	Comparator 2021	Public sector 2021
Limited future career opportunities at my organisation	33%	41%	42%
Opportunity to broaden experience	30%	45%	40%
Limited opportunities to gain further experience at my organisation	27%	28%	33%
Limited recognition for doing a good job	24%	27%	32%
Opportunity to seek/take a promotion elsewhere	24%	28%	33%
Excessive workload	21%	20%	25%
Lack of confidence in senior leadership	21%	25%	34%
Limited developmental/educational opportunities at my organisation	21%	26%	24%
My interests do not match my job role	21%	11%	14%
Other	18%	15%	9%

Victorian Public Sector Commission

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People outcomes

Scorecard: emotional effects of work

What this is

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

Why this is important

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

How to read this

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

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

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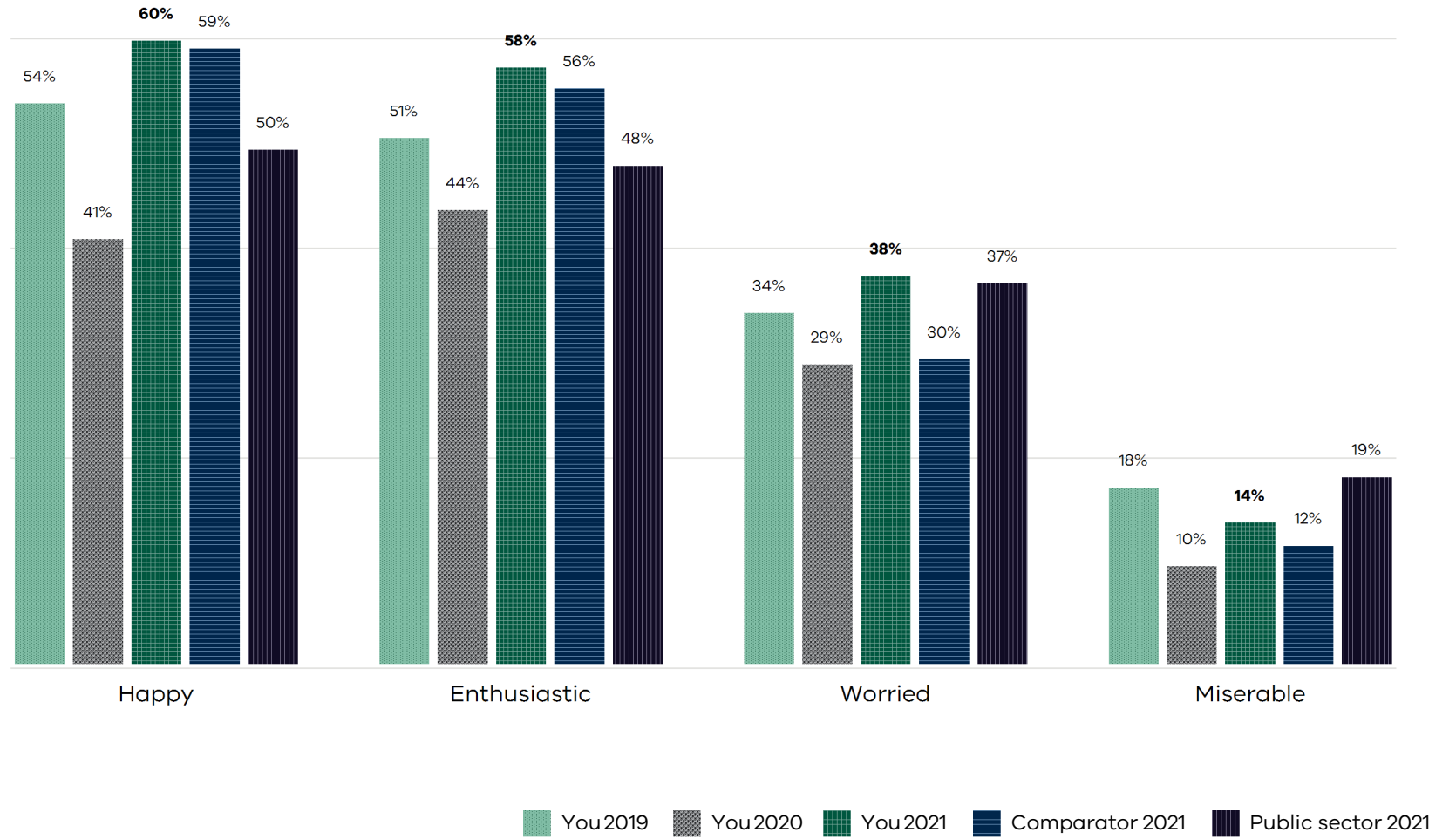
Example

In 2021:

- 60% of your staff who did the survey said work made them feel happy in 2021, which is up from 41% in 2020

Compared to:

- 59% of staff at your comparator and 50% of staff across the public sector.

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

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

	Happy	Enthusiastic	Worried	Miserable
You 2019	54%	51%	34%	18%
You 2020	41%	44%	29%	10%
You 2021	60%	58%	38%	14%
Comparator 2021	59%	56%	30%	12%
Public sector 2021	50%	48%	37%	19%

People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

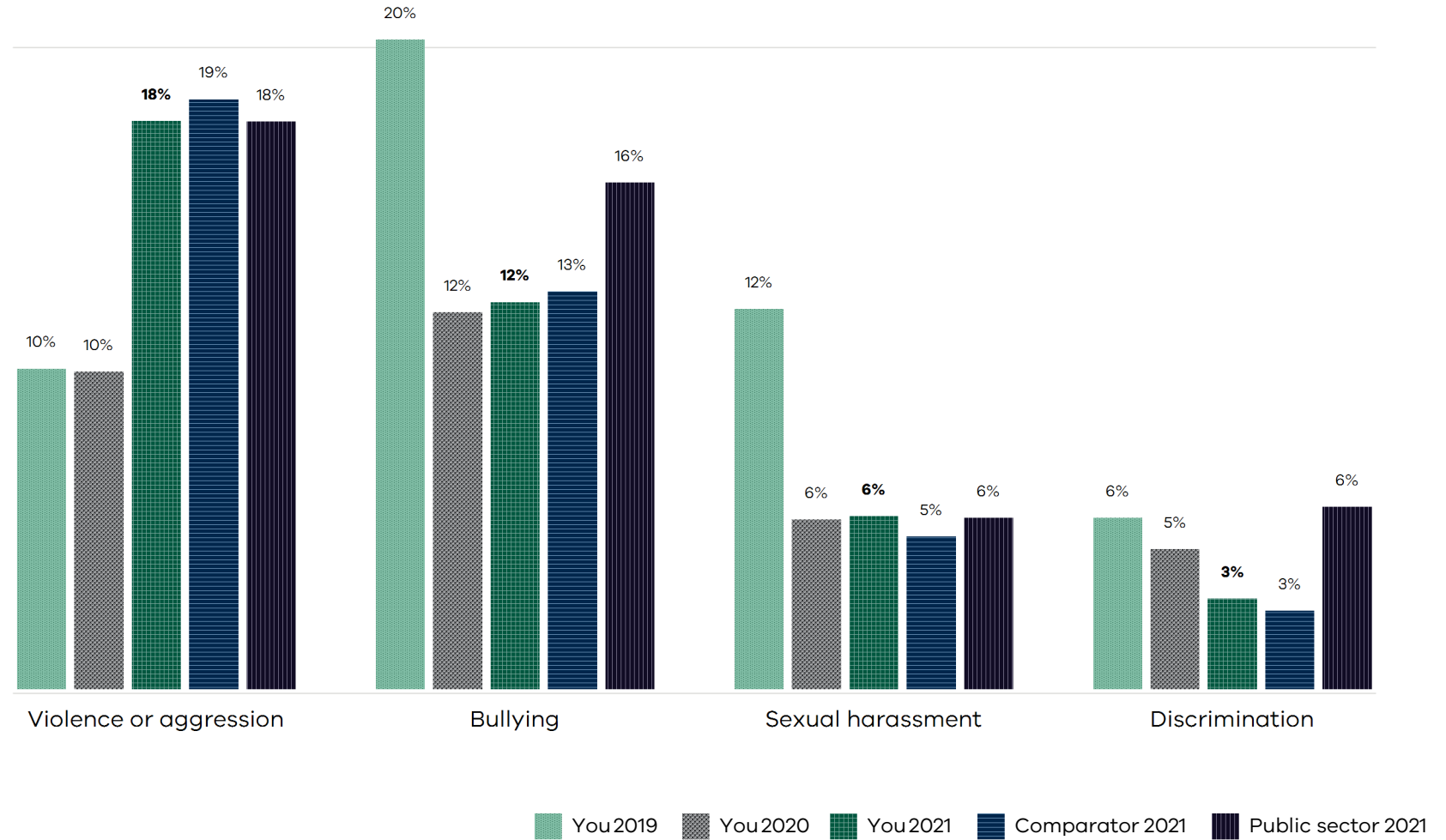You can compare these with your comparator and the public sector.

Example

In 2021:

- 18% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is up from 10% in 2020.

Compared to:

- 19% of staff at your comparator and 18% of staff across the public sector.

Chart legend: You 2019 | You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Violence or aggression: 10%, 10%, 18%, 19%, 18%
Bullying: 20%, 12%, 12%, 13%, 16%
Sexual harassment: 12%, 6%, 6%, 5%, 6%
Discrimination: 6%, 5%, 3%, 3%, 6%

People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

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

Of that 12%, 63% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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

24	166	6
12%	85%	3%

■ Experienced bullying ▦ Did not experience bullying ▨ Not sure
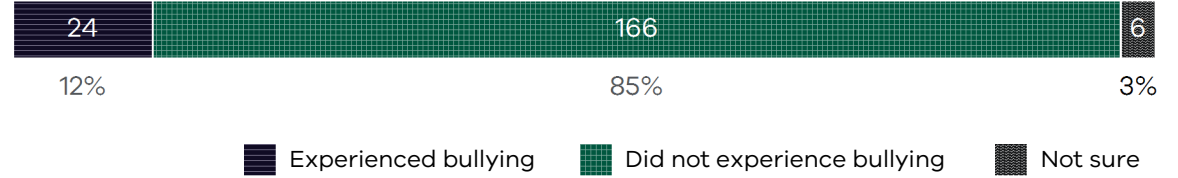
If you experienced bullying, what type of bullying did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	54%	63%	66%	69%
Exclusion or isolation	62%	33%	34%	42%
Withholding essential information for me to do my job	23%	29%	27%	27%
Other	23%	25%	23%	15%
Being given impossible assignment(s)	0%	13%	7%	9%
Interference with my personal property and/or work equipment	8%	13%	2%	4%
Verbal abuse	8%	13%	25%	20%
Being assigned meaningless tasks unrelated to the job	15%	8%	12%	13%
Intimidation and/or threats	23%	8%	29%	32%

People outcomes

Telling someone about the bullying

What this is

This is if staff told someone when they experienced bullying.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

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

- 54% said the top way they reported the bullying was 'Told a manager'.
- 79% said they didn't submit a formal complaint.

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

24	166	6
12%	85%	3%

■ Experienced bullying ▦ Did not experience bullying ▨ Not sure
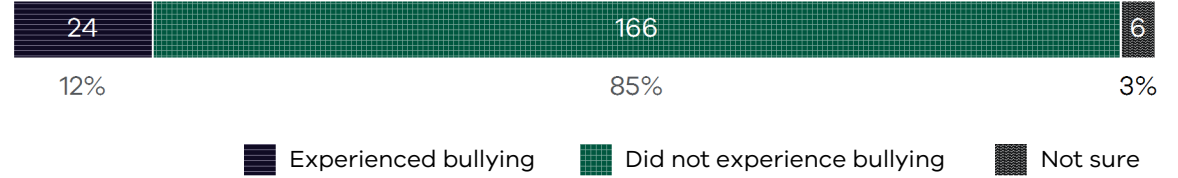
Did you tell anyone about the bullying?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a manager	62%	54%	46%	47%
Told a colleague	31%	42%	40%	42%
Submitted a formal complaint	8%	21%	16%	12%
Told a friend or family member	23%	21%	35%	34%
Told the person the behaviour was not OK	0%	21%	21%	17%
Told employee assistance program (EAP) or peer support	0%	17%	11%	9%
I did not tell anyone about the bullying	15%	13%	12%	12%
Told Human Resources	15%	8%	21%	12%
Told someone else	8%	8%	12%	12%

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

79% of your staff who experienced bullying did not submit a formal complaint, of which:

- 63% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal complaint?
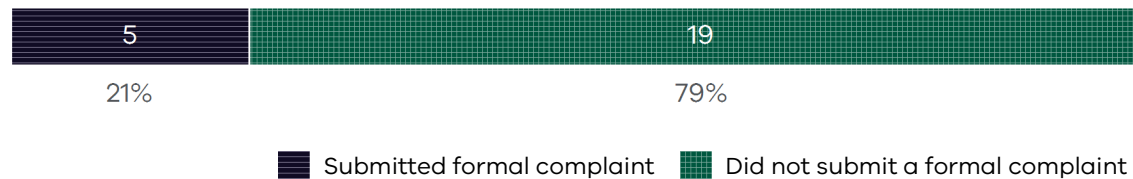
5	19
21%	79%

█ Submitted formal complaint   █ Did not submit a formal complaint

Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	63%	37%	50%
I believed there would be negative consequences for my reputation	47%	44%	53%
I didn't think it was serious enough	37%	21%	16%
I believed there would be negative consequences for my career	26%	26%	40%
I believed there would be negative consequences for the person I was going to complain about	26%	10%	10%
Other	16%	17%	12%
I didn't need to because I made the bullying stop	11%	8%	7%
I didn't feel safe to report the incident	5%	19%	19%
I didn't need to because I no longer had contact with the person(s) who bullied me	5%	12%	8%
I thought the complaint process would be embarrassing or difficult	5%	16%	14%

People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

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

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

In descending order, the bar chart shows the perpetrators with the largest number of responses.
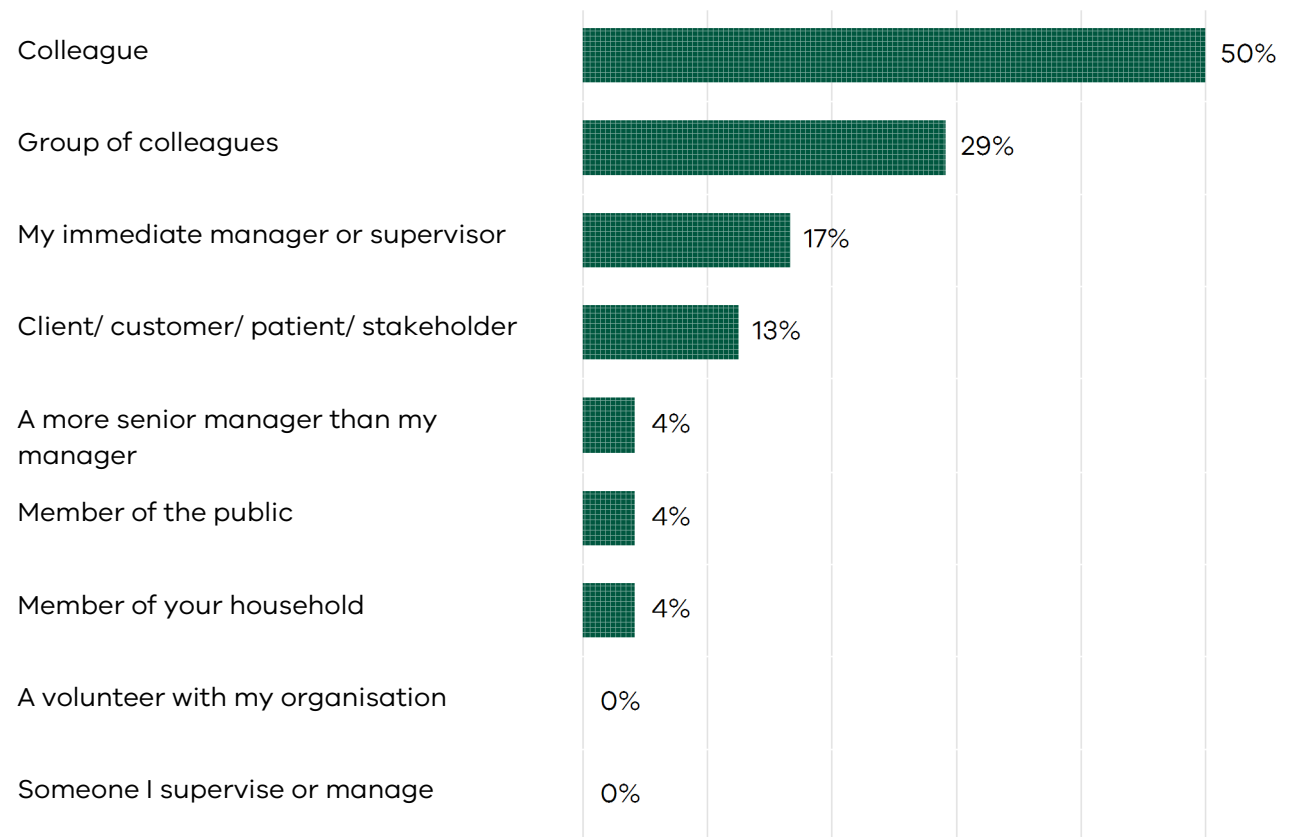
Each row is one perpetrator or group of perpetrators.

Example

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

Of that 12%, 50% said it was by 'Colleague'.

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

Perpetrator	Percentage
Colleague	50%
Group of colleagues	29%
My immediate manager or supervisor	17%
Client/ customer/ patient/ stakeholder	13%
A more senior manager than my manager	4%
Member of the public	4%
Member of your household	4%
A volunteer with my organisation	0%
Someone I supervise or manage	0%

People outcomes

Frequency of bullying

What this is

This is how often staff experienced bullying.

Why this is important

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

How to read this

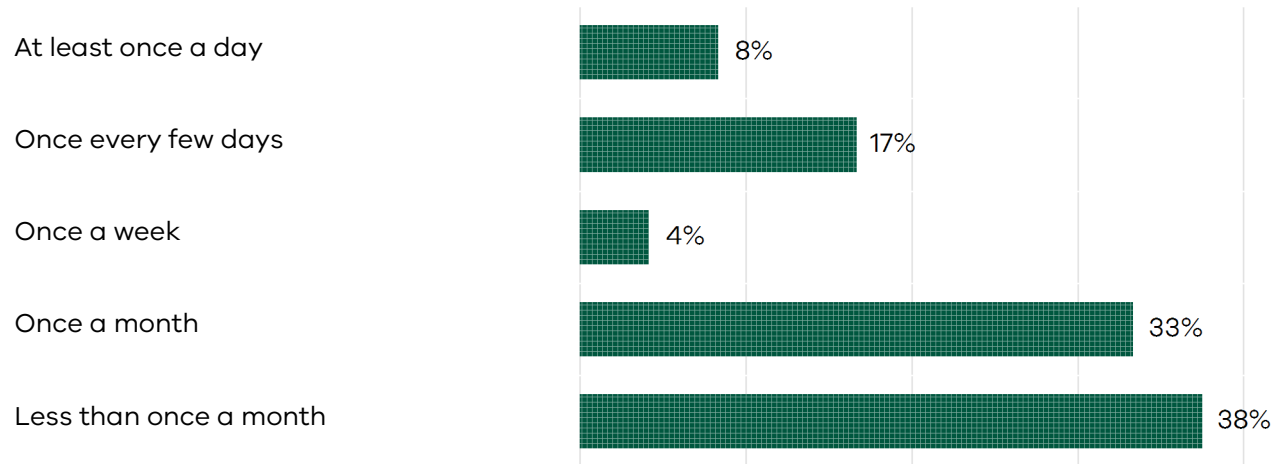In this year's survey, 12% of your staff said they experienced bullying.

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

Example

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

Of that 12%, 8% said it was 'At least once a day'.

How often have you experienced bullying? (You 2021)

Category	Percentage
At least once a day	8%
Once every few days	17%
Once a week	4%
Once a month	33%
Less than once a month	38%

People outcomes

Sexual harassment

What this is

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

Why this is important

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

How to read this

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

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

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

Example

6% of your staff who did the survey said they experienced sexual harassment.

Of those, 64% said the top type was 'Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)'.

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

11	185
6%	94%

- ■ Experienced sexual harassment
- ▦ Did not experience sexual harassment
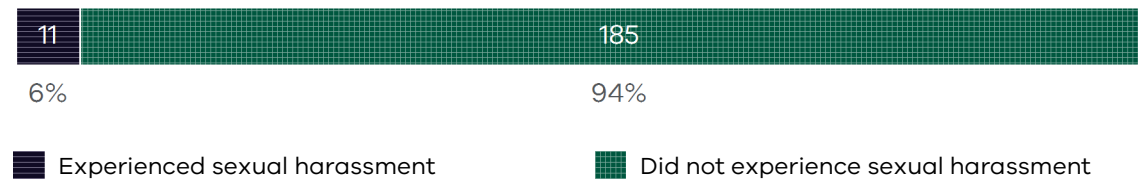
Behaviours reported	You 2020	You 2021	Comparator 2021	Public sector 2021
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	67%	64%	51%	54%
Inappropriate physical contact (including momentary or brief physical contact)	17%	27%	12%	17%
Unwelcome touching, hugging, cornering or kissing	0%	27%	15%	14%
Intrusive questions about your private life or comments about your physical appearance	50%	18%	52%	50%
Any other unwelcome conduct of a sexual nature	33%	9%	16%	7%
Inappropriate staring or leering that made you feel intimidated	17%	9%	16%	15%
Sexually explicit pictures, posters or gifts that made you feel offended	0%	9%	0%	1%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	17%	0%	1%	3%
Repeated or inappropriate invitations to go out on dates	17%	0%	6%	3%
Sexually explicit email or SMS message	17%	0%	1%	1%

People outcomes

Response to sexual harassment

What this is

This is how staff responded when they experienced sexual harassment.

Why this is important

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

How to read this

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

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

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

Example

6% of your staff who did the survey said they experienced sexual harassment.

Of those, 55% said their top response was 'Told a manager'.

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

11	185
6%	94%

■ Experienced sexual harassment ▦ Did not experience sexual harassment
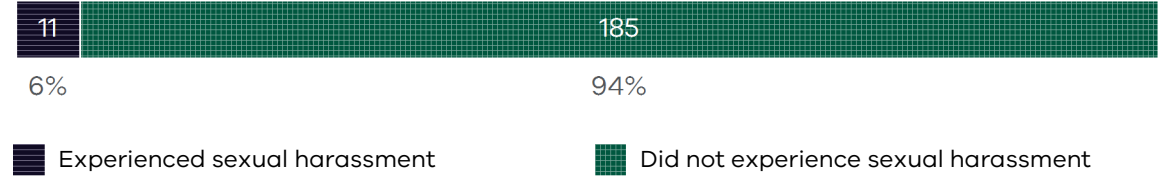
When the harassment happened to you, did you respond in any of the following ways?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a manager	33%	55%	18%	20%
Told the person the behaviour was not OK	0%	45%	33%	31%
Told a colleague	50%	36%	31%	29%
Tried to laugh it off or forget about it	67%	36%	36%	41%
Pretended it didn't bother you	50%	27%	51%	45%
Told a friend or family member	17%	27%	24%	21%
Avoided the person(s) by staying away from them	50%	18%	33%	36%
Submitted a formal complaint	17%	18%	6%	5%
Sought a transfer to another role/location/roster	0%	9%	1%	2%
Told employee assistance program (EAP) or peer support	0%	9%	1%	3%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Sexual harassment - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

82% of your staff who experienced sexual harassment did not submit a formal complaint, of which:

- 44% said the top reason was 'I didn't think it was serious enough'.

Did you submit a formal complaint?

2	9
18%	82%

■ Submitted formal complaint   ■ Did not submit a formal complaint
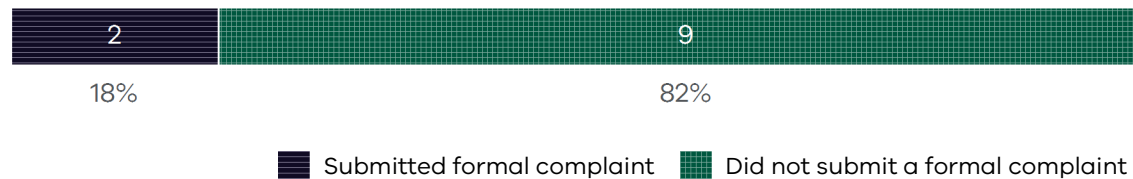
Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I didn't think it was serious enough	44%	41%	45%
I didn't think it would make a difference	33%	25%	39%
I believed there would be negative consequences for my reputation	22%	19%	33%
I believed there would be negative consequences for the person I was going to complain about	22%	10%	13%
I didn't need to because I made the harassment stop	22%	13%	12%
I thought the complaint process would be embarrassing or difficult	22%	13%	11%
I believed there would be negative consequences for my career	11%	13%	21%
I didn't feel safe to report the incident	11%	8%	8%
I didn't need to because I no longer had contact with the person(s) who harassed me	11%	5%	9%

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People outcomes

Perpetrators of sexual harassment

What this is

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

Why this is important

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

How to read this

In this year's survey, 6% of your staff said they experienced sexual harassment.

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

In descending order, the bar chart shows the perpetrators with the largest number of responses.
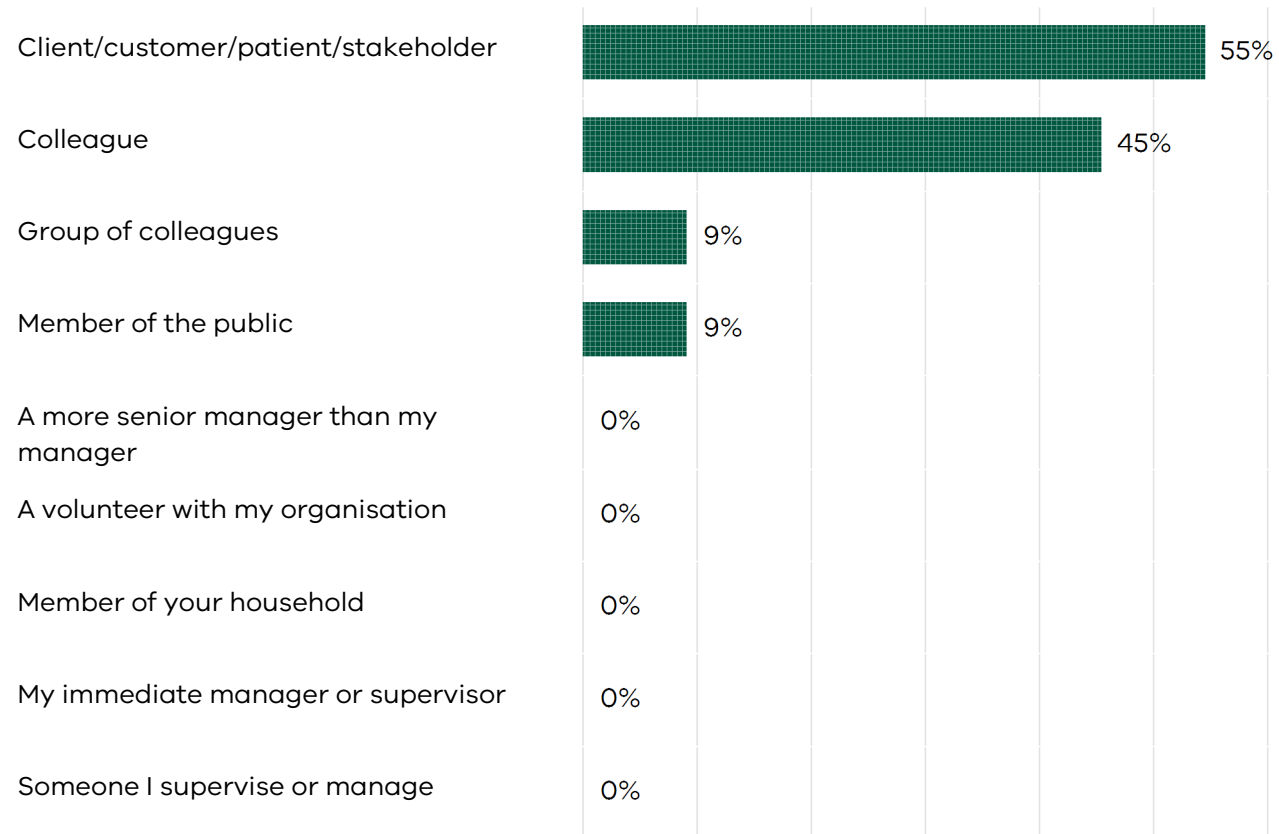
Each row is one perpetrator or group of perpetrators.

Example

6% of your staff who did the survey said they experienced sexual harassment.

Of that 6%, 55% said it was by 'Client/customer/patient/stakeholder'.

11 people (6% of staff) experienced sexual harassment (You2021)

Perpetrator	Percentage
Client/customer/patient/stakeholder	55%
Colleague	45%
Group of colleagues	9%
Member of the public	9%
A more senior manager than my manager	0%
A volunteer with my organisation	0%
Member of your household	0%
My immediate manager or supervisor	0%
Someone I supervise or manage	0%

People outcomes

Frequency of sexual harassment

What this is

This is how often staff experienced sexual harassment.

Why this is important

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

How to read this

In this year's survey, 6% of your staff said they experienced sexual harassment.

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

The graph shows how often staff were experiencing sexual harassment.

Example

6% of your staff who did the survey said they experienced sexual harassment.

Of that 6%, 0% said it was 'At least once a day'.

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

At least once a day	0%
Once every few days	0%
Once a week	9%
Once a month	18%
Less than once a month	73%
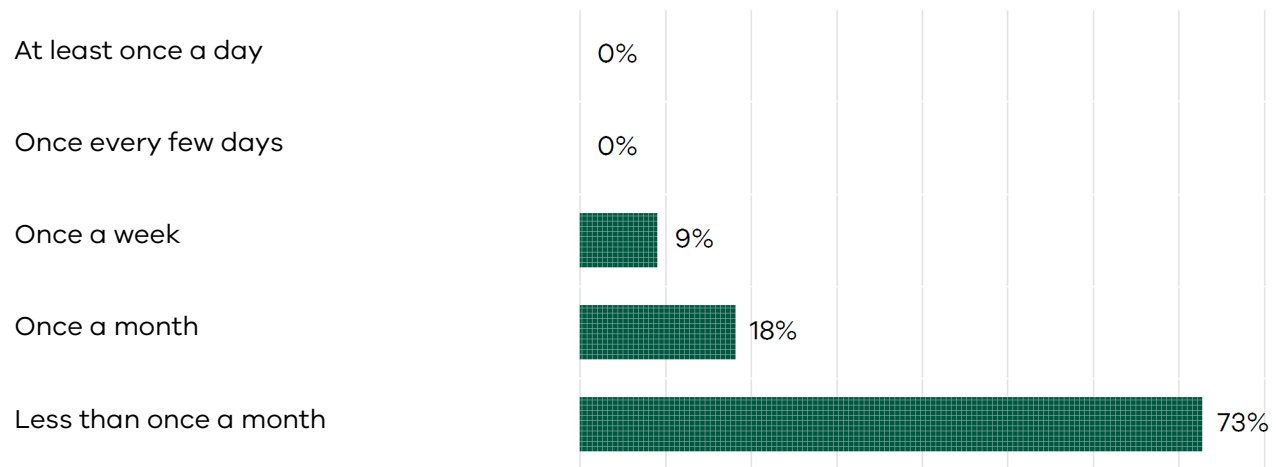
People outcomes

Discrimination

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

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Negative behaviour

Violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

18% of your staff who did the survey said they experienced violence or aggression.

Of that 18%, 66% said it was from 'Abusive language'.

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

35	157	4
18%	80%	2%

■ Experienced violence or aggression   ■ Did not experience violence or aggression   ■ Not sure
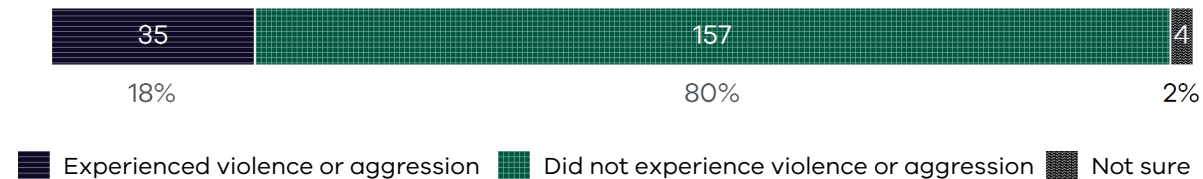
If you experienced violence or aggression, what type did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Abusive language	82%	66%	81%	81%
Intimidating behaviour	64%	46%	71%	69%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	27%	14%	9%	28%
Threats of violence	27%	14%	27%	39%
Other	9%	9%	4%	12%
Stalking, including cyber-stalking	0%	3%	1%	1%

Negative behaviour

Telling someone about violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

18% of your staff who did the survey said they experienced violence or aggression, fo which

- 49% said the top way they reported the violence or agression was 'Told a manager'
- 71% said they didn't submit a formal incident report.

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

35	157	4
18%	80%	2%

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

Did you tell anyone about the incident?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a manager	45%	49%	61%	52%
Told the person the behaviour was not OK	0%	37%	28%	33%
Submitted a formal incident report	36%	29%	43%	32%
Told a colleague	55%	26%	48%	46%
Told a friend or family member	9%	11%	19%	20%
Told Human Resources	27%	6%	7%	4%
I did not tell anyone about the incident(s)	18%	3%	6%	8%
Told employee assistance program (EAP) or peer support	0%	3%	3%	3%
Told someone else	0%	3%	6%	6%

Negative behaviour

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

What this is

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

Why this is important

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

How to read this

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

Example

71% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 40% said the top reason was 'I didn't think it was serious enough'.

Did you submit a formal incident report?

10	25
29%	71%

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

Please tell us why you did not submit a formal incident report?	You 2021	Comparator 2021	Public sector 2021
I didn't think it was serious enough	40%	41%	33%
I didn't think it would make a difference	32%	30%	39%
Other	24%	24%	12%
I didn't need to because I made the violence or aggression stop	20%	16%	16%
I believed there would be negative consequences for my career	16%	4%	12%
I believed there would be negative consequences for my reputation	16%	8%	16%
I believed there would be negative consequences for the person I was going to complain about	8%	7%	4%
I thought the complaint process would be embarrassing or difficult	8%	3%	4%
I didn't know how to make a complaint	4%	1%	3%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	4%	17%	15%

Negative behaviour

Perpetrators of violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

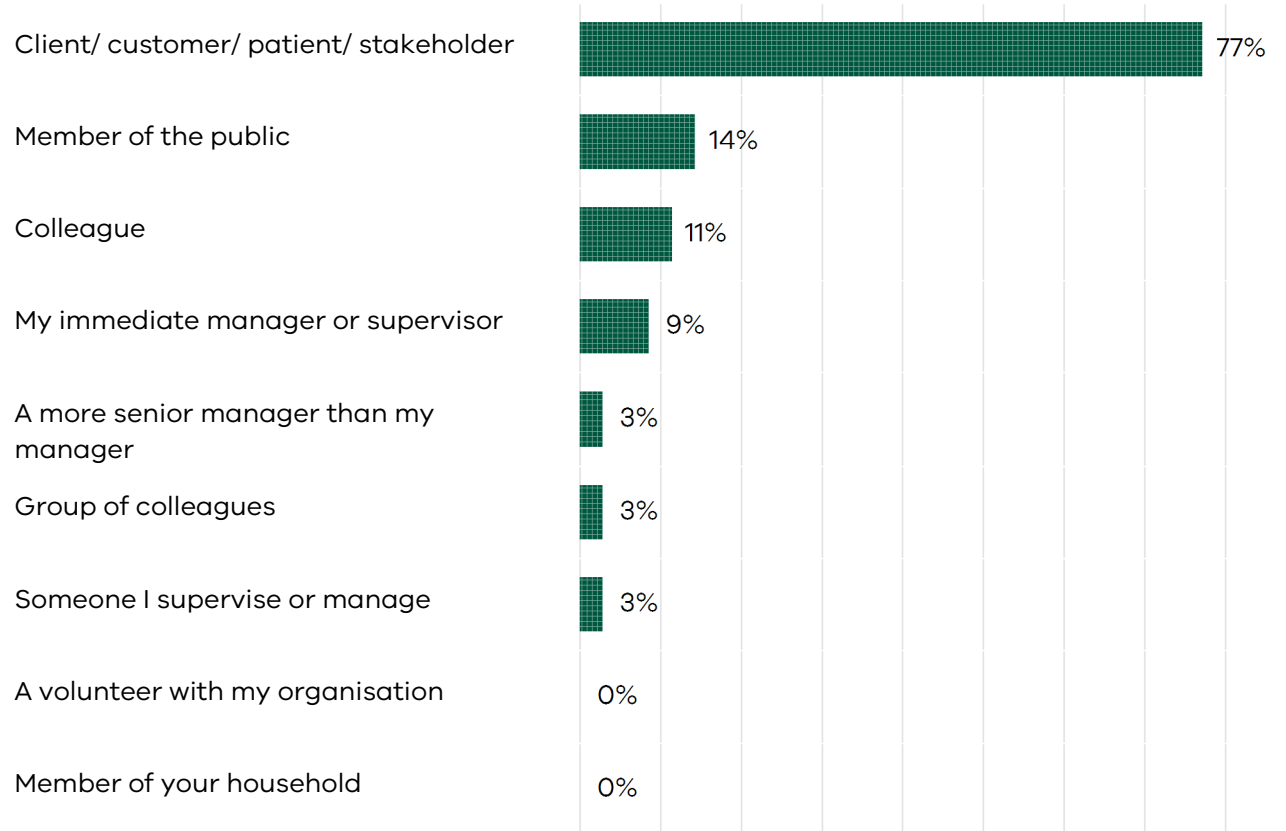In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or a group of perpetrators.

Example

18% of your staff who did the survey said they experienced violence or aggression.

Of that 18%, 77% said it was 'Client/ customer/ patient/ stakeholder'.

35 people (18% of staff) experienced violence or aggression (You2021)

Perpetrator	Percentage
Client/ customer/ patient/ stakeholder	77%
Member of the public	14%
Colleague	11%
My immediate manager or supervisor	9%
A more senior manager than my manager	3%
Group of colleagues	3%
Someone I supervise or manage	3%
A volunteer with my organisation	0%
Member of your household	0%

Negative behaviour

Frequency of violence and aggression

What this is

This is how often staff experienced violence or aggression.

Why this is important

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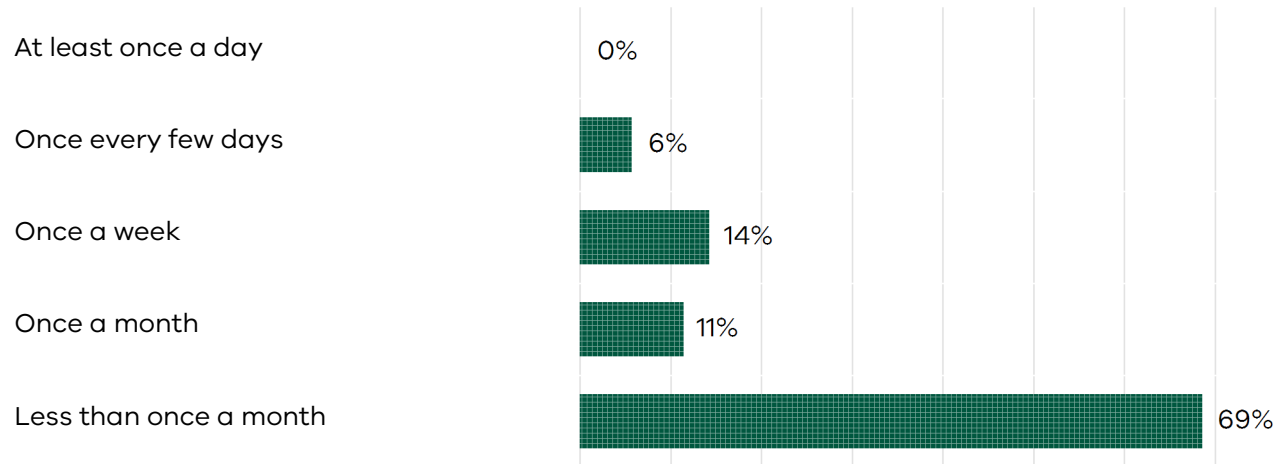
How to read this

In this year's survey, 18% of your staff said they experienced violence or aggression.

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

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

Example

18% of your staff who did the survey said they experienced violence or aggression.

Of that 18%, 0% said it was by 'At least once a day'.

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

Frequency	Percentage
At least once a day	0%
Once every few days	6%
Once a week	14%
Once a month	11%
Less than once a month	69%

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

18% of your staff who did the survey said they witnessed some negative behaviour at work.

82% 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?

36	160
18%	82%

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

During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	82%	81%	77%
Bullying of a colleague	14%	13%	16%
Discrimination against a colleague	5%	5%	8%
Violence or aggression against a colleague	3%	6%	6%
Sexual harassment of a colleague	1%	1%	1%

Victorian Public Sector Commission

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Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

The table shows the answers in descending order.

Example

18% of your staff who did the survey witnessed negative behaviour, of which:

- 72% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 6% took no action.

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

36	160
18%	82%

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

When you witnessed the above behaviour(s), did you do any of the following?	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	72%	76%	72%
Told a manager	42%	40%	37%
Told the person the behaviour was not OK	28%	27%	25%
Spoke to the person who behaved in a negative way	19%	26%	22%
Told Human Resources	17%	9%	6%
Told a colleague	14%	17%	21%
Submitted a formal complaint	8%	7%	6%
Other	6%	5%	7%
Took no action	6%	5%	7%

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People outcomes

Negative behaviour — satisfaction with making a formal complaint

What this is

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

Why this is important

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

How to read this

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

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

Example

70% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.
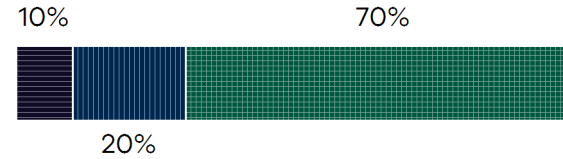
Survey question

Were you satisfied with the way your formal complaint was handled
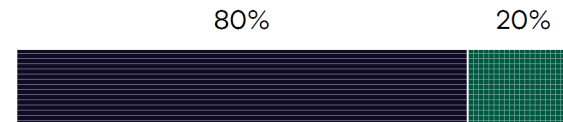
| No | Don't know |
| Yes | |

Your results

Violence or aggression
10% · 70% · 20%

Sexual harassment
50% · 50%

Bullying
80% · 20%

Benchmark satisfied results

| Survey question | You | | | Comparator | | |
	2019	2020	2021	Lowest	Average	Highest
Violence or aggression	0 %	Not asked	70 %	0 %	62 %	100 %
Sexual harassment	0 %	Not asked	50 %	0 %	25 %	33 %
Bullying	17 %	Not asked	20 %	0 %	26 %	100 %

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
- Patient safety climate
- Diversity and inclusion
- Gender equality supporting measures

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Custom questions

- Questions requested by your organisation

Demographics

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

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 'Quality service delivery', the 'You 2021' column shows 94% of your staff agreed with 'My workgroup strives to provide high quality advice and services'. This question was not asked in 2020.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Quality service delivery	My workgroup strives to provide high quality advice and services	94%	Not asked in 2020	93%
Quality service delivery	My workgroup values human rights	93%	Not asked in 2020	93%
Workgroup support	I am able to work effectively with others in my workgroup	93%	+6%	92%
Quality service delivery	My workgroup strives to deliver services in a timely manner	92%	Not asked in 2020	90%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	91%	Not asked in 2020	81%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	91%	+12%	88%
Job enrichment	My job allows me to utilise my skills, knowledge and abilities	91%	+1%	89%
Manager leadership	My manager treats employees with dignity and respect	91%	Not asked in 2020	89%
Job enrichment	I understand how my job contributes to my organisation's purpose	90%	-4%	91%
Manager leadership	My manager ensures clients receive a high standard of service	90%	Not asked in 2020	88%

Victorian Public Sector Commission

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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 'Taking action', the 'You 2021' column shows 24% of your staff agreed with 'My organisation has taken positive action on the results of last year's survey'.
This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Taking action	My organisation has taken positive action on the results of last year's survey	24%	Not asked in 2020	36%
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)	24%	Not asked in 2020	31%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	44%	Not asked in 2020	45%
Learning and development	I feel I have an equal chance at promotion in my organisation	45%	Not asked in 2020	45%
Workload	I have enough time to do my job effectively	48%	-7%	57%
Safety climate	All levels of my organisation are involved in the prevention of stress	49%	+4%	47%
Workload	The workload I have is appropriate for the job that I do	54%	-9%	63%
Taking action	I believe my organisation will take positive action on the results of this year's survey	55%	Not asked in 2020	63%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	57%	-2%	59%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	58%	Not asked in 2020	59%

Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

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

In this table, your trend is shown in the 'Increase from 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 'Engagement', the 'You 2021' column shows 84% of your staff agreed with 'I am proud to tell others I work for my organisation'.

In the 'Increase from 2020' column, you have a 13% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Engagement	I am proud to tell others I work for my organisation	84%	+13%	83%
Engagement	I would recommend my organisation as a good place to work	78%	+12%	77%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	67%	+12%	64%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	91%	+12%	88%
Safe to speak up	People in your workgroup are able to bring up problems and tough issues	79%	+8%	72%
Manager support	My manager keeps me informed about what's going on	85%	+8%	78%
Workgroup support	Workgroups across my organisation willingly share information with each other	61%	+7%	63%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	71%	+6%	68%
Engagement	My organisation inspires me to do the best in my job	65%	+6%	70%
Engagement	My organisation motivates me to help achieve its objectives	68%	+6%	71%

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 'Workload', the 'You 2021' column shows 54% of your staff agreed with 'The workload I have is appropriate for the job that I do'.

In the 'Decrease from 2020' column, you have a 9% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Workload	The workload I have is appropriate for the job that I do	54%	-9%	63%
Workload	I have enough time to do my job effectively	48%	-7%	57%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	60%	-5%	60%
Job enrichment	I understand how my job contributes to my organisation's purpose	90%	-4%	91%
Satisfaction	How satisfied are you with your career development within your current organisation	61%	-4%	57%
Meaningful work	I am achieving something important through my work	89%	-3%	88%
Job enrichment	I clearly understand what I am expected to do in this job	86%	-3%	86%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	57%	-2%	59%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	75%	-2%	78%
Meaningful work	I feel that I can make a worthwhile contribution at work	89%	-2%	91%

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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 'Workplace flexibility', the 'You 2021' column shows 88% of your staff agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.

The 'difference' column, shows that agreement for this question was 11 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	88%	+11%	76%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	91%	+10%	81%
Workplace flexibility	Having family responsibilities is not a barrier to success in my organisation	80%	+8%	72%
Workplace flexibility	Having caring responsibilities is not a barrier to success in my organisation	78%	+8%	69%
Workplace flexibility	My organisation supports employees with family or other caring responsibilities, regardless of gender	86%	+8%	78%
Manager support	My manager keeps me informed about what's going on	85%	+7%	78%
Equal employment opportunity	Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	83%	+7%	76%
Safe to speak up	People in your workgroup are able to bring up problems and tough issues	79%	+7%	72%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	86%	+7%	79%
Workplace flexibility	I have the flexibility I need to manage my work and non-work activities and responsibilities	84%	+7%	77%

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 'Taking action', the 'You 2021' column shows 24% 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 13 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Taking action	My organisation has taken positive action on the results of last year's survey	24%	-13%	36%
Workload	The workload I have is appropriate for the job that I do	54%	-8%	63%
Workload	I have enough time to do my job effectively	48%	-8%	57%
Taking action	I believe my organisation will take positive action on the results of this year's survey	55%	-8%	63%
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)	24%	-7%	31%
Engagement	I feel a strong personal attachment to my organisation	62%	-7%	69%
Safety climate	My organisation consults employees on health and safety matters	66%	-5%	71%
Engagement	My organisation inspires me to do the best in my job	65%	-5%	70%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	69%	-5%	74%
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	60%	-5%	65%

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Taking action

What this is

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

Why this is important

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

How to read this

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

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

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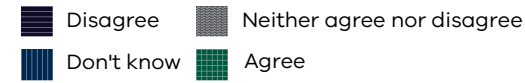
Example

55% 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'.
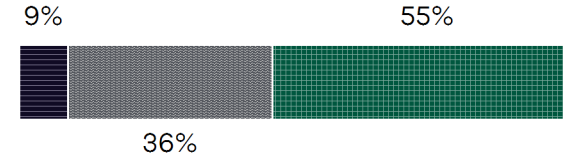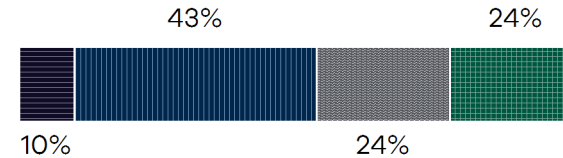
Survey question	Your results		Benchmark agree results					

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I believe my organisation will take positive action on the results of this year's survey	9% / 36% / 55%	Not asked	Not asked	55 %	37 %	63 %	89 %
My organisation has taken positive action on the results of last year's survey	10% / 43% / 24% / 24%	Not asked	Not asked	24 %	11 %	36 %	49 %

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Senior leadership

Senior leadership 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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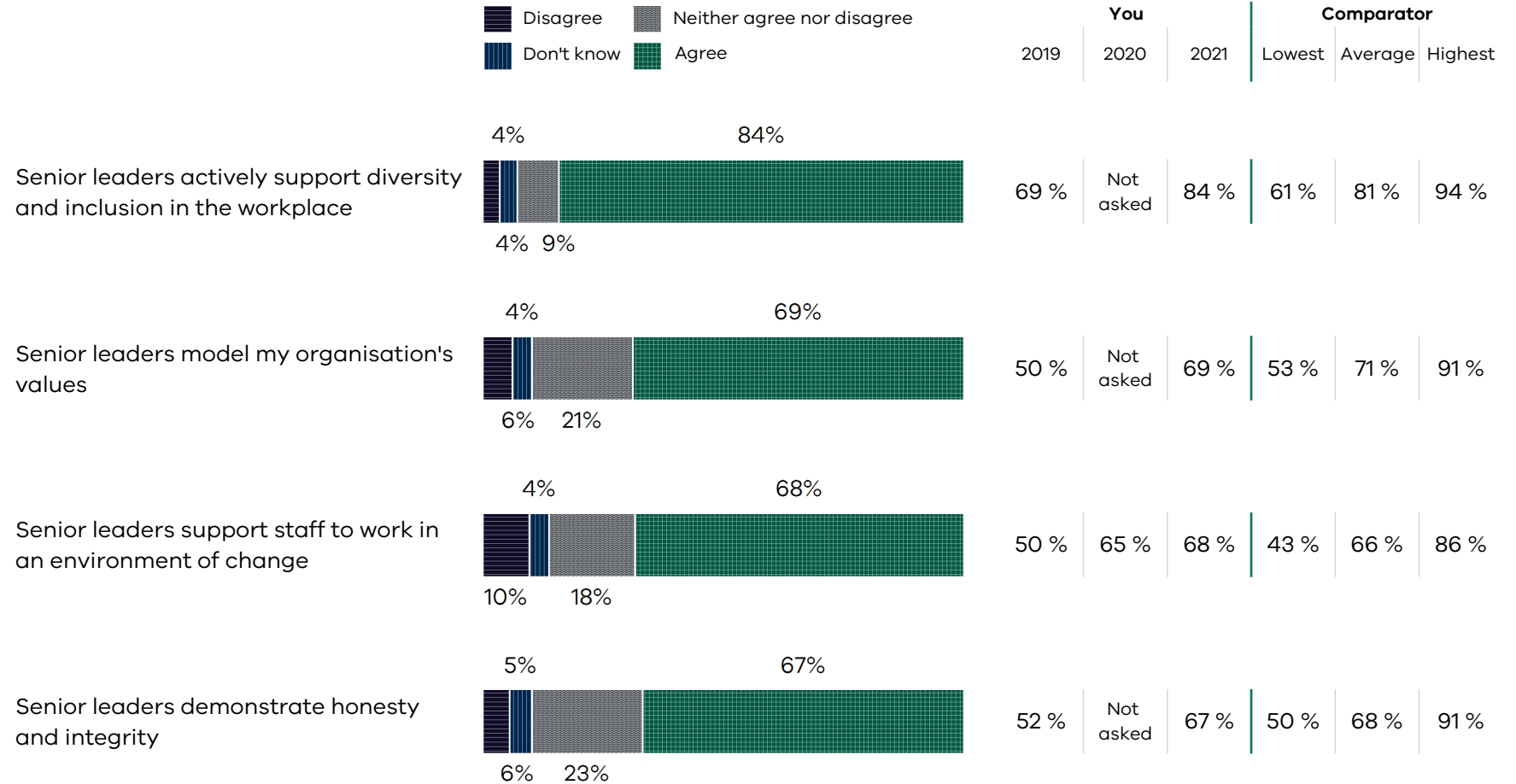
Example

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

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders actively support diversity and inclusion in the workplace	4% / 4% / 9% / 84%	69 %	Not asked	84 %	61 %	81 %	94 %
Senior leaders model my organisation's values	4% / 6% / 21% / 69%	50 %	Not asked	69 %	53 %	71 %	91 %
Senior leaders support staff to work in an environment of change	4% / 10% / 18% / 68%	50 %	65 %	68 %	43 %	66 %	86 %
Senior leaders demonstrate honesty and integrity	5% / 6% / 23% / 67%	52 %	Not asked	67 %	50 %	68 %	91 %

Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

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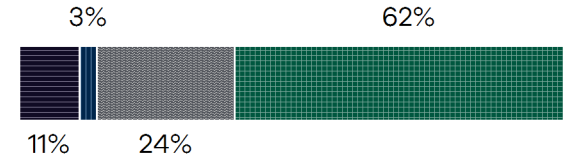
Example

62% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.
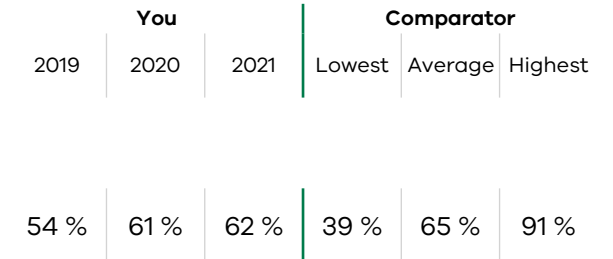
Survey question

Your results

Benchmark agree results

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

Senior leaders provide clear strategy and direction

3% · 62%
11% · 24%

	You			Comparator		
2019	2020	2021	Lowest	Average	Highest
54 %	61 %	62 %	39 %	65 %	91 %

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Organisational climate

What this is

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

Why this is important

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

How to read this

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

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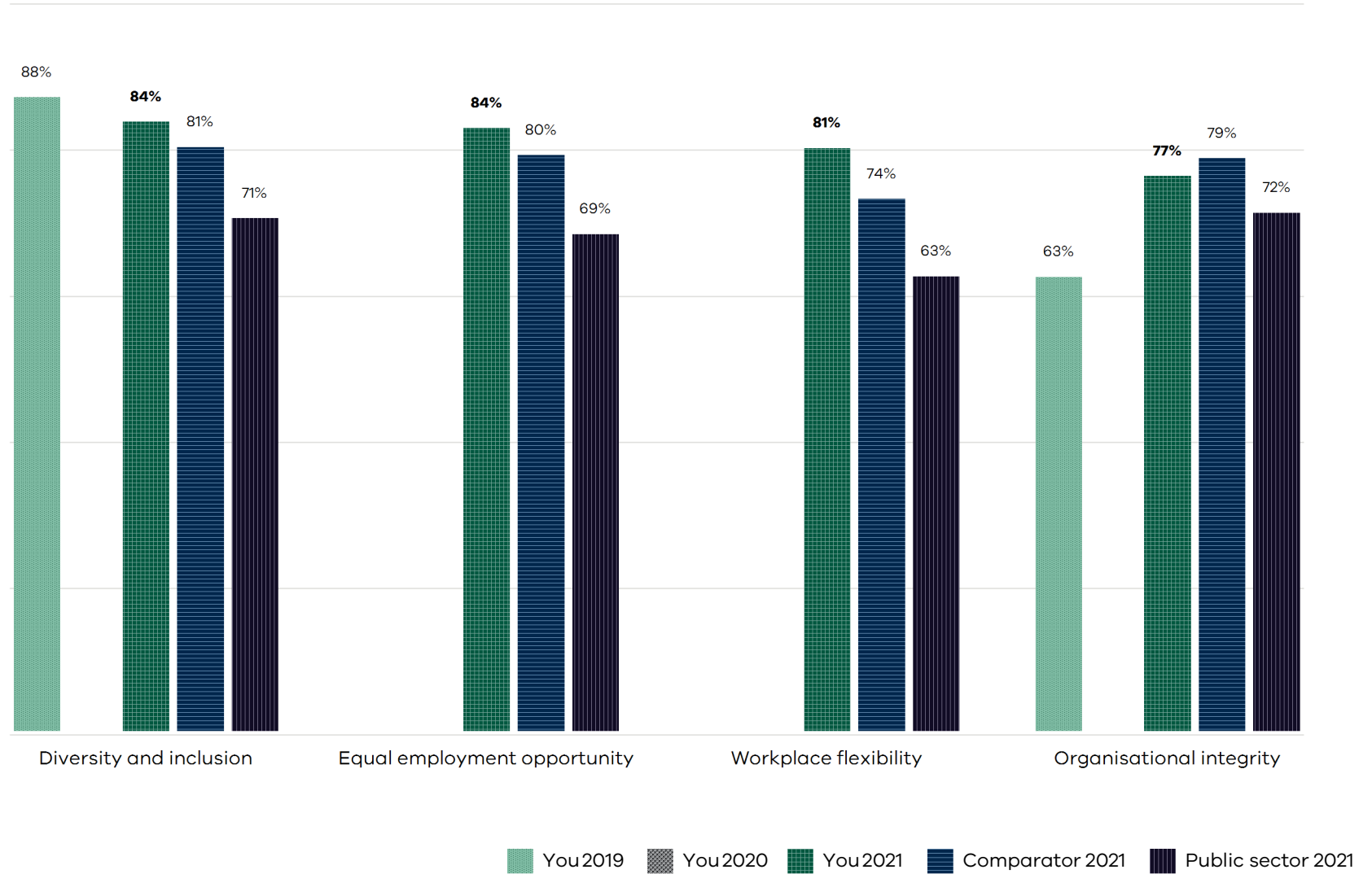
Example

In 2021:

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

Compared to:

- 81% of staff at your comparator and 71% of staff across the public sector.

Diversity and inclusion: 88%, 84%, 81%, 71%
Equal employment opportunity: 84%, 80%, 69%
Workplace flexibility: 81%, 74%, 63%
Organisational integrity: 63%, 77%, 79%, 72%

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

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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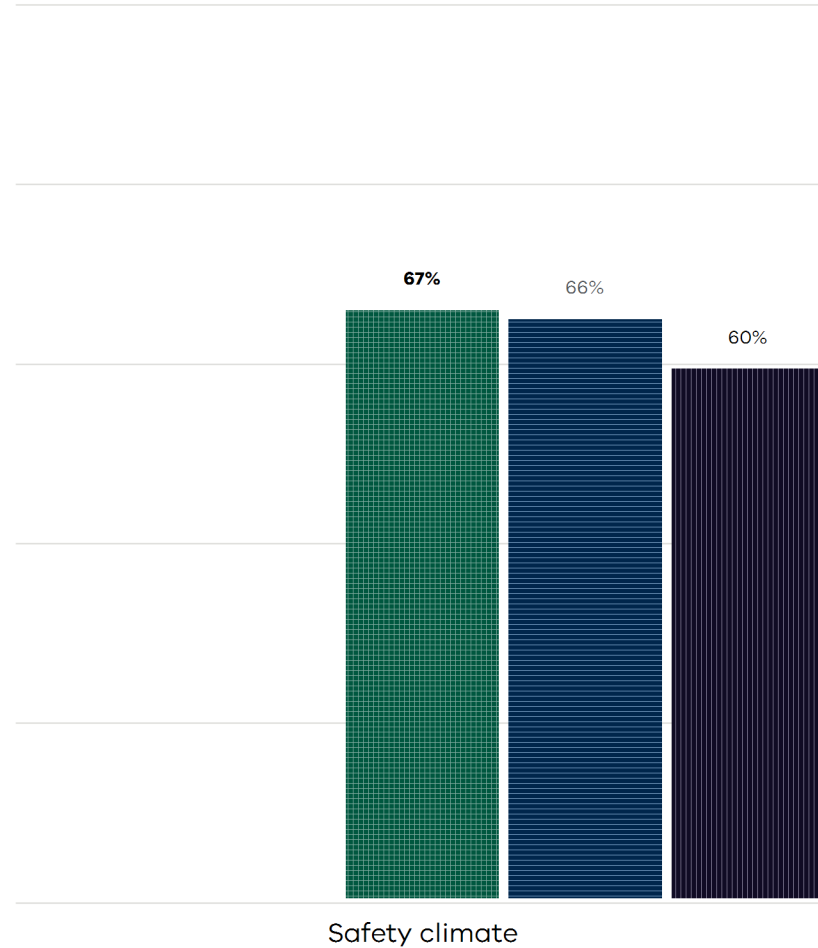
Example

In 2021:

- 67% of your staff who did the survey responded positively to questions about Safety climate.

Compared to:

- 66% of staff at your comparator and 60% of staff across the public sector.

Safety climate

You 2019   You 2020   You 2021   Comparator 2021   Public sector 2021

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

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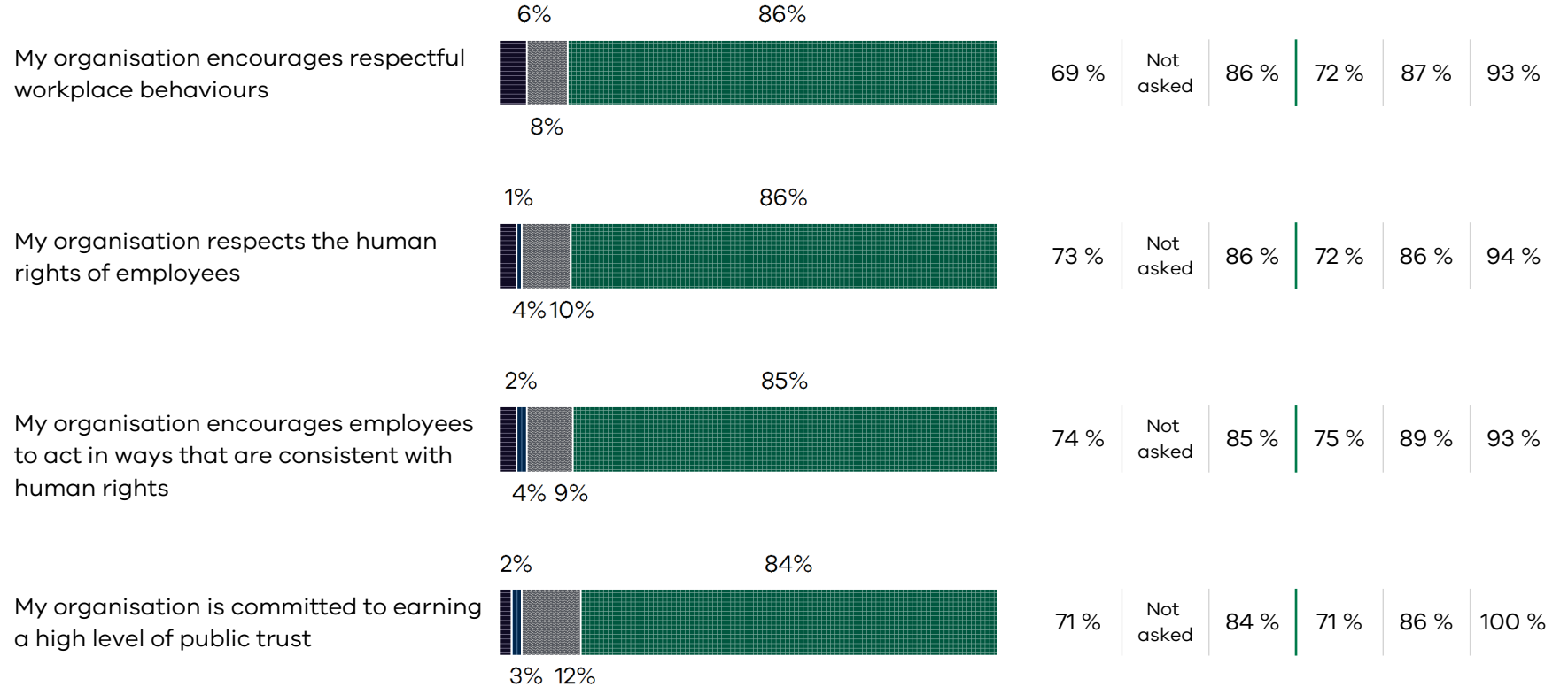
Example

86% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

Survey question	Your results	Benchmark agree results

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation encourages respectful workplace behaviours	6% / 8% / 86%	69 %	Not asked	86 %	72 %	87 %	93 %
My organisation respects the human rights of employees	1% / 4% 10% / 86%	73 %	Not asked	86 %	72 %	86 %	94 %
My organisation encourages employees to act in ways that are consistent with human rights	2% / 4% 9% / 85%	74 %	Not asked	85 %	75 %	89 %	93 %
My organisation is committed to earning a high level of public trust	2% / 3% 12% / 84%	71 %	Not asked	84 %	71 %	86 %	100 %

Organisational climate

Organisational integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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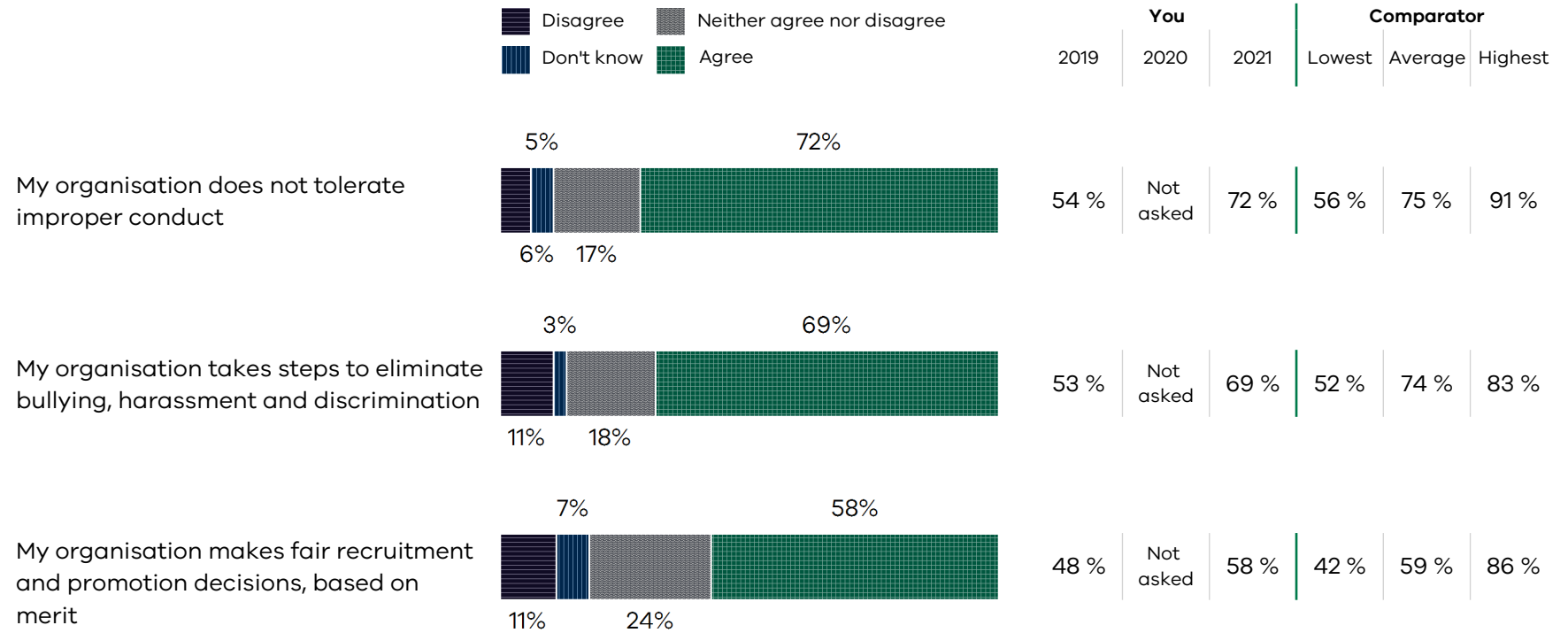
Example

72% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question	Your results							

Your results

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

Benchmark agree results

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest

My organisation does not tolerate improper conduct
5% / 72% / 6% / 17%

| 54 % | Not asked | 72 % | 56 % | 75 % | 91 % |

My organisation takes steps to eliminate bullying, harassment and discrimination
3% / 69% / 11% / 18%

| 53 % | Not asked | 69 % | 52 % | 74 % | 83 % |

My organisation makes fair recruitment and promotion decisions, based on merit
7% / 58% / 11% / 24%

| 48 % | Not asked | 58 % | 42 % | 59 % | 86 % |

Victorian Public Sector Commission

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Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

88% 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'.
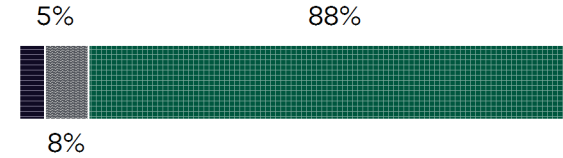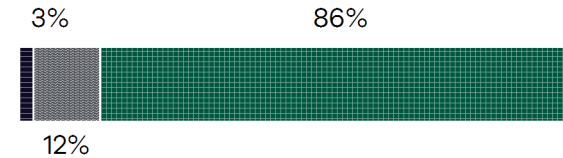
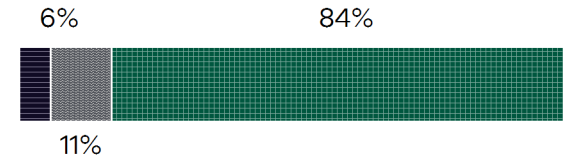## Survey question · Your results · Benchmark agree results

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

Survey question		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	5% / 8% / 88%	76 %	88 %	88 %	68 %	76 %	94 %
My organisation supports employees with family or other caring responsibilities, regardless of gender	3% / 12% / 86%	Not asked	Not asked	86 %	65 %	78 %	100 %
I have the flexibility I need to manage my work and non-work activities and responsibilities	6% / 11% / 84%	Not asked	Not asked	84 %	67 %	77 %	85 %
There is a positive culture within my organisation in relation to employees who have family responsibilities	5% / 3% 10% / 82%	Not asked	Not asked	82 %	62 %	76 %	100 %

Victorian Public Sector Commission

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Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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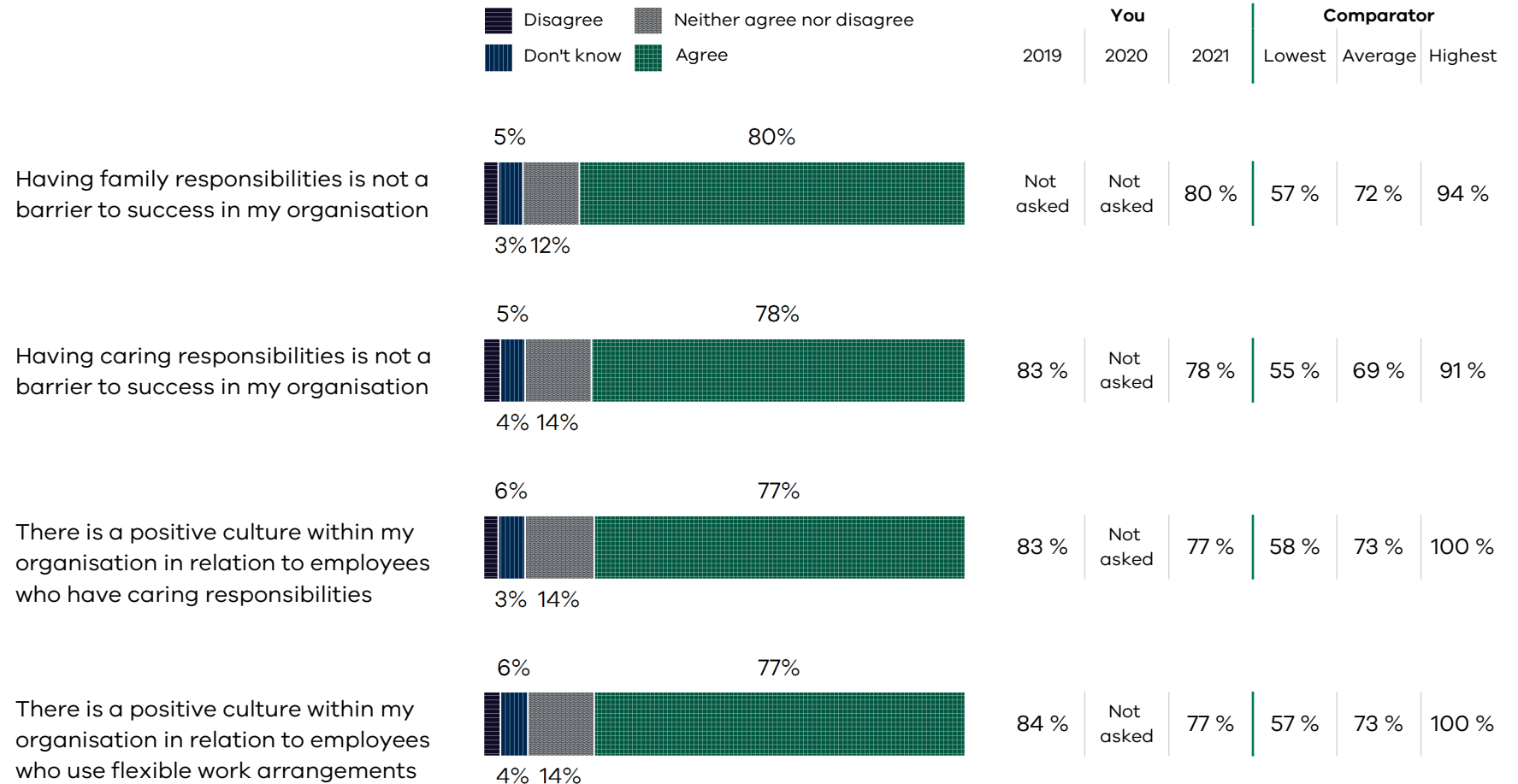
Example

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

Survey question | Your results | Benchmark agree results

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Having family responsibilities is not a barrier to success in my organisation	5% ... 80% / 3% 12%	Not asked	Not asked	80 %	57 %	72 %	94 %
Having caring responsibilities is not a barrier to success in my organisation	5% ... 78% / 4% 14%	83 %	Not asked	78 %	55 %	69 %	91 %
There is a positive culture within my organisation in relation to employees who have caring responsibilities	6% ... 77% / 3% 14%	83 %	Not asked	77 %	58 %	73 %	100 %
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	6% ... 77% / 4% 14%	84 %	Not asked	77 %	57 %	73 %	100 %

Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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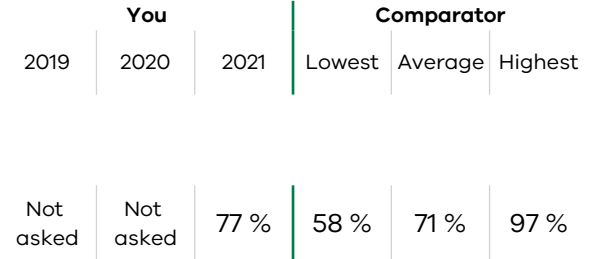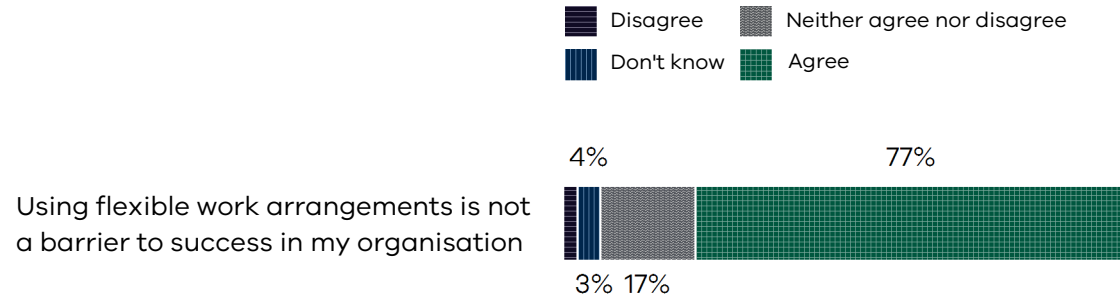
Example

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

Survey question

Your results

| ■ Disagree | ▨ Neither agree nor disagree |
| ▥ Don't know | ▦ Agree |

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

4%   77%

3% 17%

Benchmark agree results

	You			**Comparator**		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	77 %	58 %	71 %	97 %

Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

48% of staff who did the survey said the flexible work arrangement they used was 'Working from an alternative location (e.g. home, hub/shared work space)'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
Working from an alternative location (e.g. home, hub/shared work space)	48%	28%	24%
Part-time	33%	31%	19%
Flexible start and finish times	30%	27%	23%
No, I do not use any flexible work arrangements	19%	28%	38%
Purchased leave	16%	4%	2%
Using leave to work flexible hours	9%	8%	8%
Working more hours over fewer days	6%	6%	6%
Study leave	4%	4%	4%
Other	4%	2%	2%
Shift swap	3%	6%	12%

Victorian Public Sector Commission

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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.
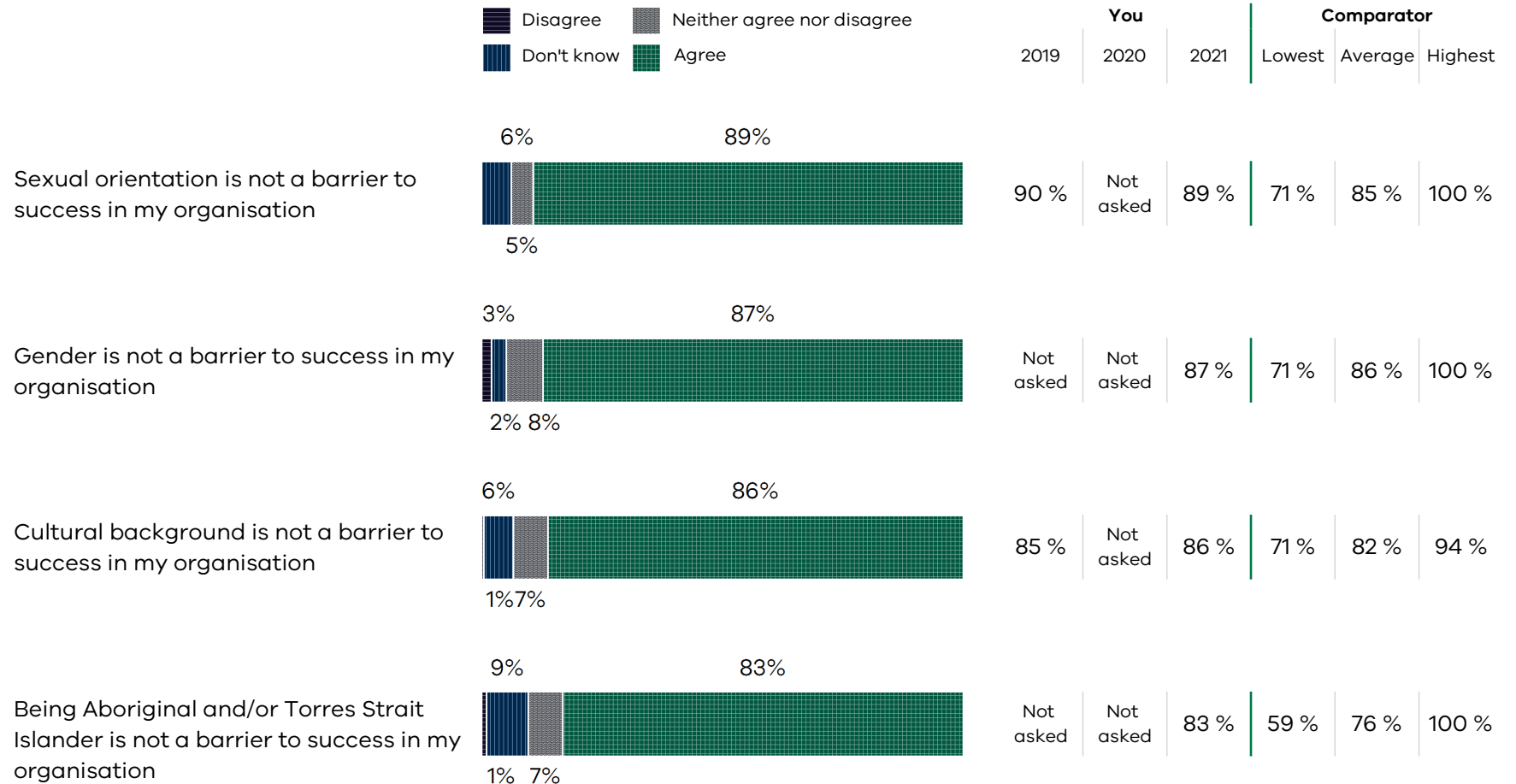
Example

89% 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						

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

		You			Comparator		
Survey question		2019	2020	2021	Lowest	Average	Highest
Sexual orientation is not a barrier to success in my organisation	6% / 89% / 5%	90 %	Not asked	89 %	71 %	85 %	100 %
Gender is not a barrier to success in my organisation	3% / 87% / 2% 8%	Not asked	Not asked	87 %	71 %	86 %	100 %
Cultural background is not a barrier to success in my organisation	6% / 86% / 1% 7%	85 %	Not asked	86 %	71 %	82 %	94 %
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	9% / 83% / 1% 7%	Not asked	Not asked	83 %	59 %	76 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

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

81% of your staff who did the survey agreed or strongly agreed with 'Age is not a barrier to success in my organisation'.
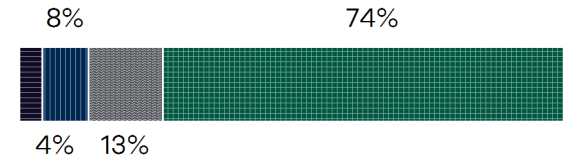
Legend: Disagree | Neither agree nor disagree | Don't know | Agree
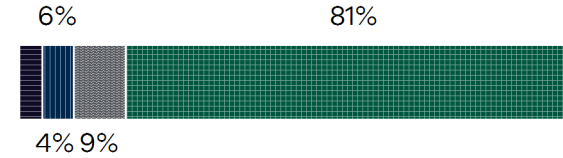
Survey question	Your results		You			Comparator		
		2019	2020	2021		Lowest	Average	Highest
Age is not a barrier to success in my organisation	6% / 81% / 4% / 9%	84 %	Not asked	81 %		70 %	79 %	100 %
Disability is not a barrier to success in my organisation	8% / 74% / 4% / 13%	81 %	Not asked	74 %		50 %	70 %	89 %

Organisational climate

Psychosocial and physical safety climate question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

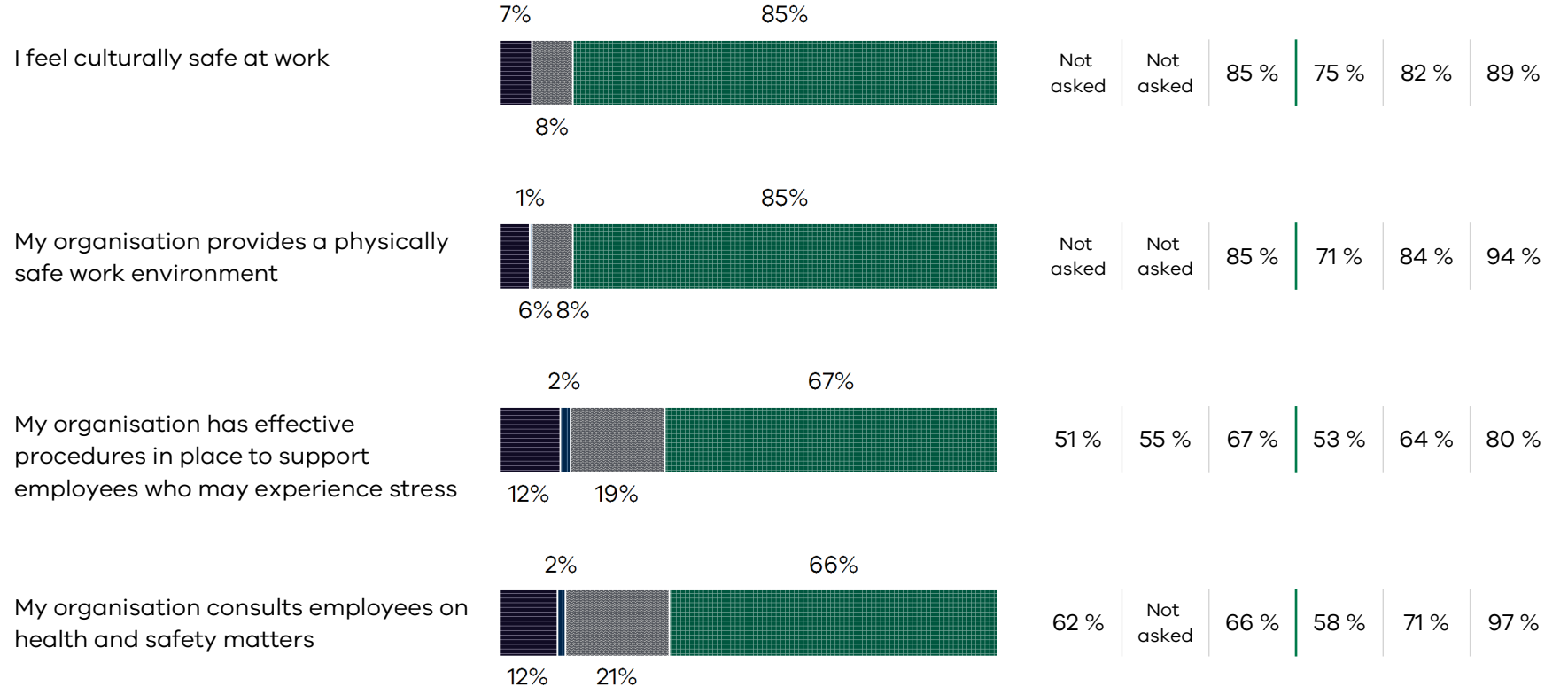Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

85% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

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

Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I feel culturally safe at work (7% / 8% / 85%)	Not asked	Not asked	85 %	75 %	82 %	89 %
My organisation provides a physically safe work environment (6% / 1% / 8% / 85%)	Not asked	Not asked	85 %	71 %	84 %	94 %
My organisation has effective procedures in place to support employees who may experience stress (12% / 2% / 19% / 67%)	51 %	55 %	67 %	53 %	64 %	80 %
My organisation consults employees on health and safety matters (12% / 2% / 21% / 66%)	62 %	Not asked	66 %	58 %	71 %	97 %

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

63% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.
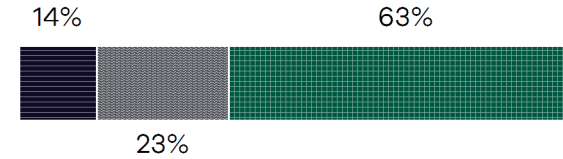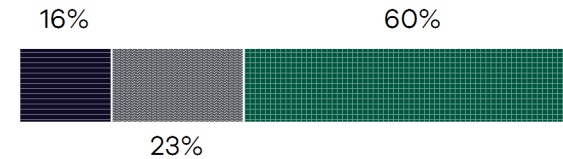
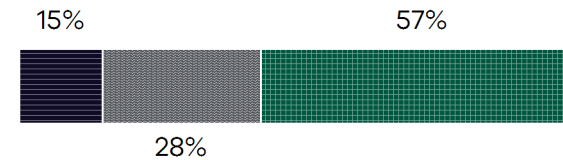## Survey question | Your results | Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
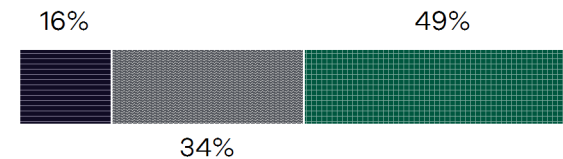
Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
In my workplace, there is good communication about psychological safety issues that affect me	14% / 23% / 63%	43 %	58 %	63 %	44 %	57 %	71 %
Senior leaders consider the psychological health of employees to be as important as productivity	16% / 23% / 60%	35 %	65 %	60 %	38 %	60 %	86 %
Senior leaders show support for stress prevention through involvement and commitment	15% / 28% / 57%	33 %	60 %	57 %	39 %	59 %	83 %
All levels of my organisation are involved in the prevention of stress	16% / 34% / 49%	30 %	46 %	49 %	29 %	47 %	71 %

Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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

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

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

How to interpret your score

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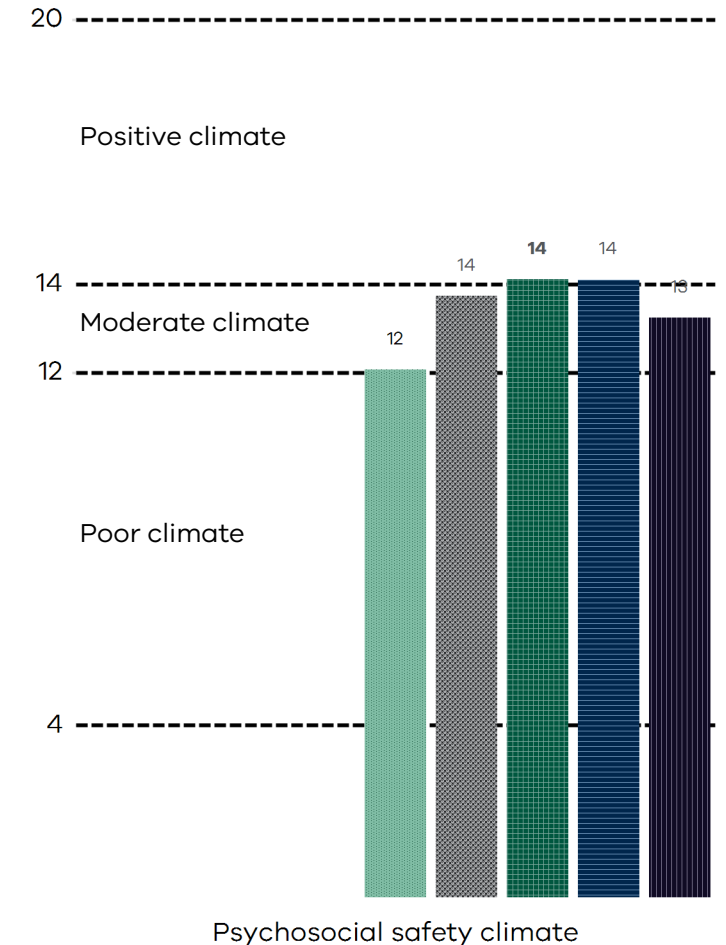
A score of:

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

Adverse outcomes can include:

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

Benchmark results

Psychosocial safety climate

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

Values shown: 12, 14, **14**, 14, 13

Scale markers: 20 (Positive climate), 14 (Moderate climate), 12, 4 (Poor climate)

Survey question

Your results

Benchmark agree results

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

| | **You** | | | | **Comparator** | |
| 2019 | 2020 | 2021 | | Lowest | Average | Highest |

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Survey question

Your results

- ▦ Disagree
- ▦ Don't know
- ▦ Neither agree nor disagree
- ▦ Agree

Benchmark agree results

	You			Comparator		
2019	**2020**	2021	Lowest	**Average**	Highest

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.
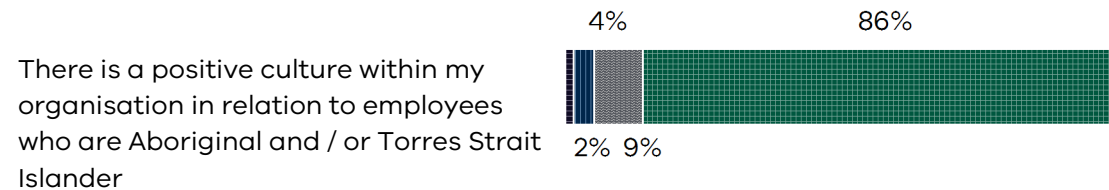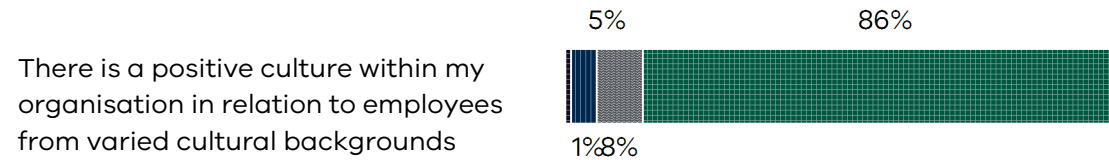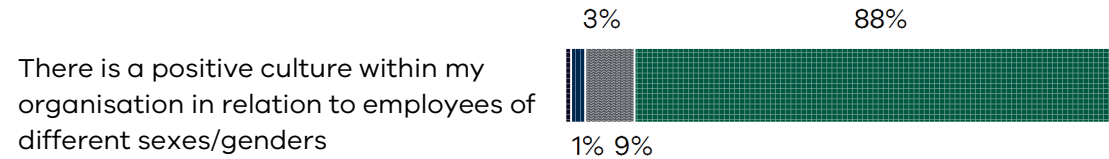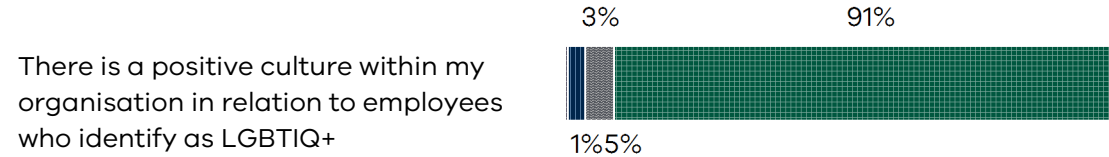
Example

91% 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 identify as LGBTIQ+'.

Survey question	Your results			Benchmark agree results				
					You		Comparator	
				2019	2020	2021	Lowest	Average	Highest

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

Survey question	Disagree	Don't know	Neither	Agree	2019	2020	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	1%	5%	3%	91%	90 %	Not asked	91 %	51 %	81 %	100 %
There is a positive culture within my organisation in relation to employees of different sexes/genders	1%	9%	3%	88%	92 %	Not asked	88 %	76 %	86 %	100 %
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	1%	8%	5%	86%	88 %	Not asked	86 %	75 %	87 %	94 %
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	2%	9%	4%	86%	86 %	Not asked	86 %	59 %	79 %	97 %

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

81% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees of different age groups'.
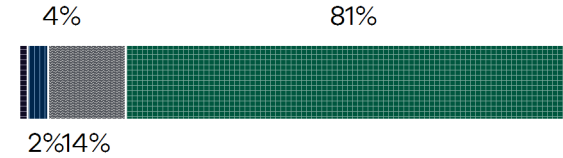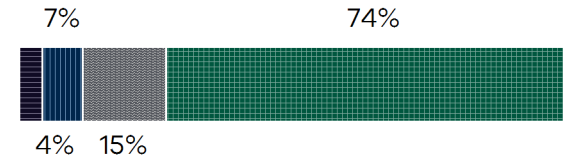
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees of different age groups	4% ... 81% (2% 14%)	87 %	Not asked	81 %	75 %	81 %	100 %
There is a positive culture within my organisation in relation to employees with disability	7% ... 74% (4% 15%)	84 %	Not asked	74 %	60 %	72 %	78 %

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.
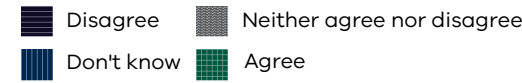
Example

90% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.
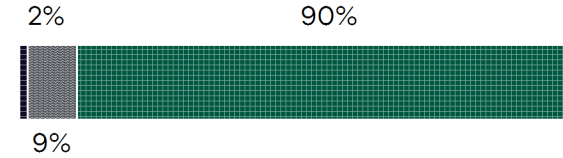
Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
	Disagree / Neither agree nor disagree / Don't know / Agree							
My organisation uses inclusive and respectful images and language	2% / 9% / 90%	Not asked	Not asked	90 %	83 %	91 %	100 %
My organisation would support me if I needed to take family violence leave	11% / 1% / 4% / 84%	Not asked	Not asked	84 %	64 %	80 %	94 %
In my workgroup work is allocated fairly, regardless of gender	5% / 13% / 82%	Not asked	Not asked	82 %	77 %	86 %	100 %
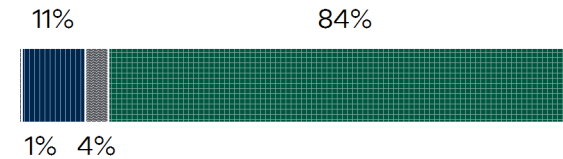
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People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Workplace flexibility
- Equal employment opportunity
- Psychosocial and physical safety climate
- Psychosocial safety climate score
- Patient safety climate
- Diversity and inclusion
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Workgroup climate

- Scorecard
- Quality service delivery
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Job and manager factors

- Scorecard
- Manager leadership
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- Workload
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- Meaningful work
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Public sector values

- Scorecard
- Responsiveness
- Integrity
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- Accountability
- Respect
- Leadership
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Custom questions

- Questions requested by your organisation

Demographics

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

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.

Chart data:

	Quality service delivery	Workgroup support	Innovation
You 2019	85%		69%
You 2021	86%	80%	76%
Comparator 2021	85%	80%	75%
Public sector 2021	80%	76%	68%

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

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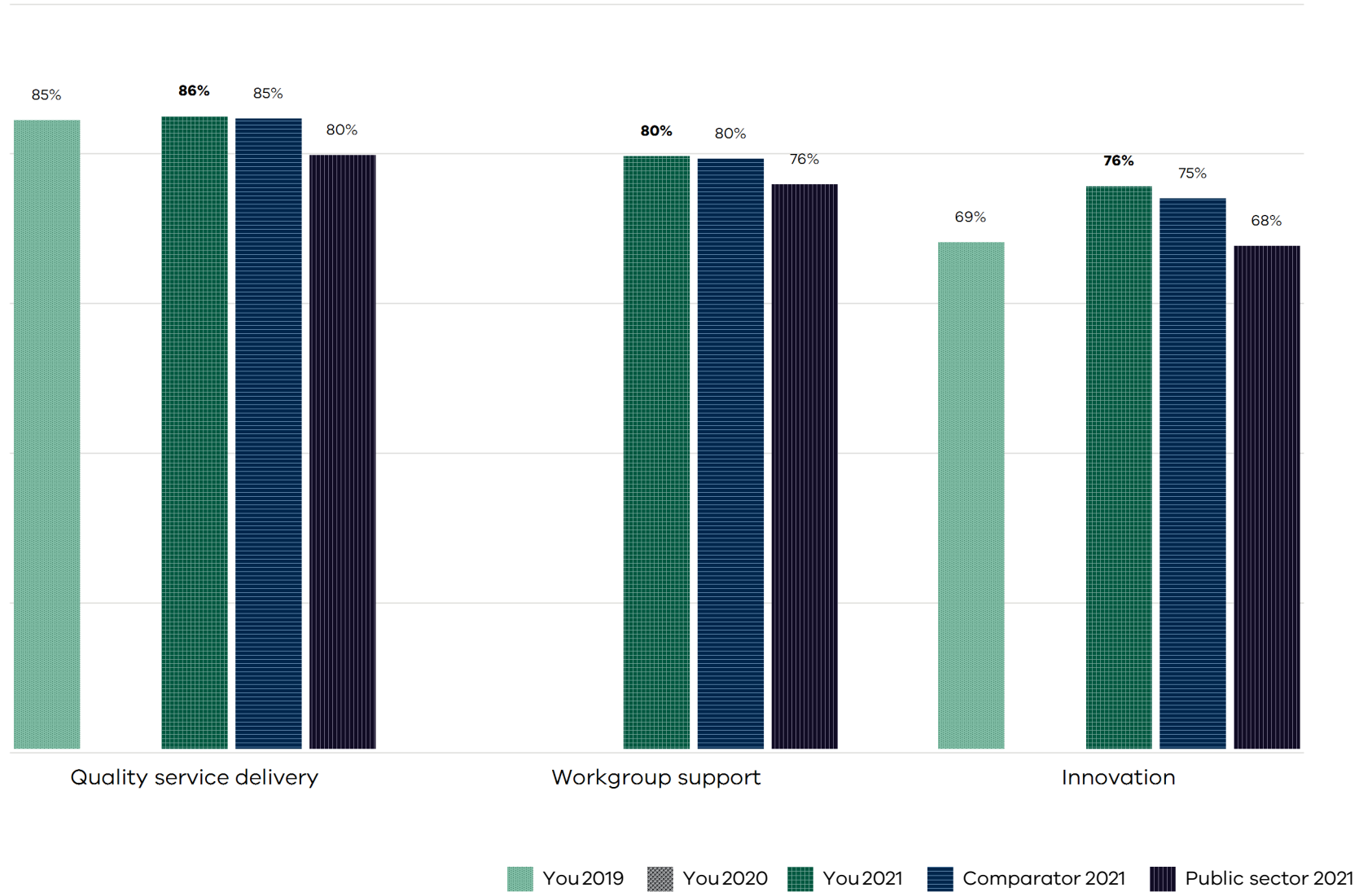
Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

94% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

Survey question	Your results			Benchmark agree results					
					You			**Comparator**		
	Disagree	Neither agree nor disagree								
	Don't know	Agree		2019	2020	2021	Lowest	Average	Highest
My workgroup strives to provide high quality advice and services	2% 94% / 5%			94 %	Not asked	94 %	89 %	93 %	100 %
My workgroup values human rights	3% 93% / 4%			88 %	Not asked	93 %	87 %	93 %	97 %
My workgroup strives to deliver services in a timely manner	4% 92% / 4%			90 %	Not asked	92 %	87 %	90 %	100 %
My workgroup places a priority on acting fairly and without bias	1% 82% / 8% 10%			85 %	Not asked	82 %	77 %	81 %	87 %

Workgroup climate

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.
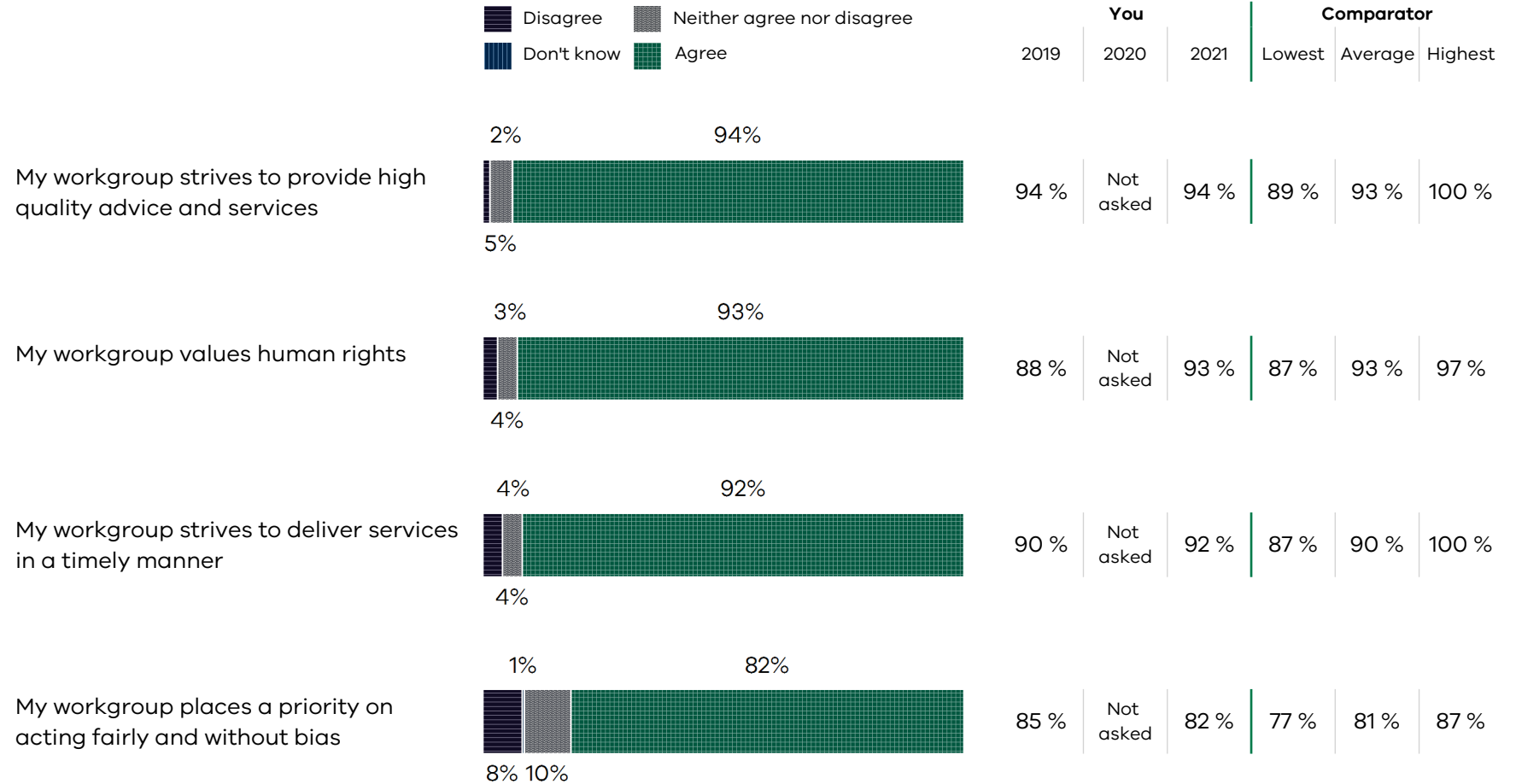
Example

81% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to make the best use of its resources'.

Survey question	Your results						

Legend: ■ Disagree ▦ Neither agree nor disagree ▮ Don't know ▦ Agree
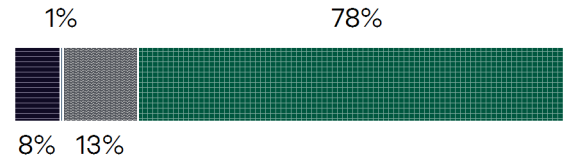
Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup strives to make the best use of its resources	1% 6% 12% 81%	85 %	Not asked	81 %	79 %	83 %	93 %
My workgroup focuses on making decisions informed by all relevant facts	8% 13% 80%	81 %	Not asked	80 %	71 %	79 %	91 %
My workgroup has clear lines of responsibility	1% 8% 13% 78%	71 %	Not asked	78 %	74 %	79 %	94 %

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Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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

Example

86% 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		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes	1% / 3% 10% / 86%	76 %	Not asked	86 %	80 %	85 %	94 %
My workgroup is quick to respond to opportunities to do things better	1% / 6% 17% / 77%	66 %	Not asked	77 %	70 %	76 %	94 %
My workgroup learns from failures and mistakes	1% / 7% 17% / 76%	66 %	Not asked	76 %	64 %	73 %	86 %
My workgroup encourages employee creativity	1% / 7% 18% / 74%	67 %	Not asked	74 %	59 %	72 %	91 %

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

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Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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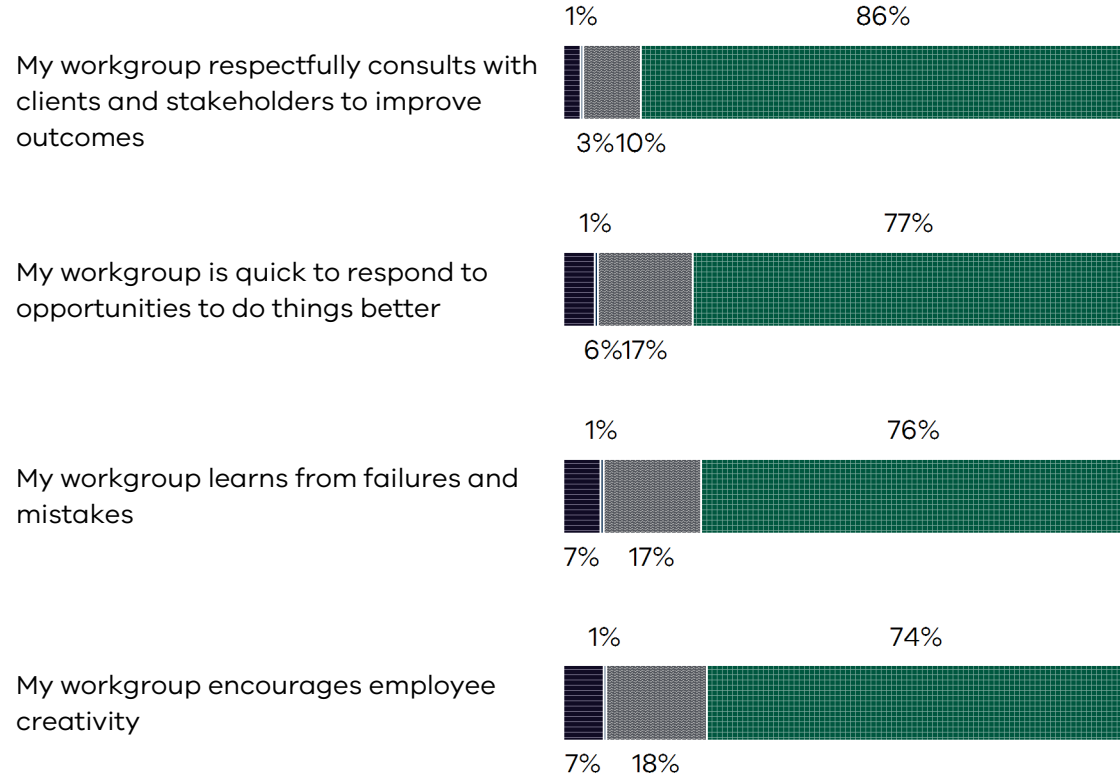
Example

68% of your staff who did the survey agreed or strongly agreed with 'My workgroup takes reasonable risks to improve its services'.

Survey question	Your results						

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

Benchmark agree results

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My workgroup takes reasonable risks to improve its services	69 %	Not asked	68 %	50 %	67 %	86 %

Your results for "My workgroup takes reasonable risks to improve its services": 4%, 6%, 22%, 68%

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

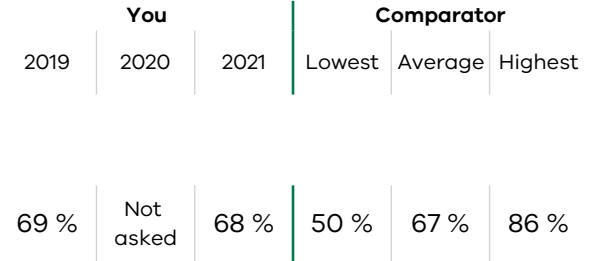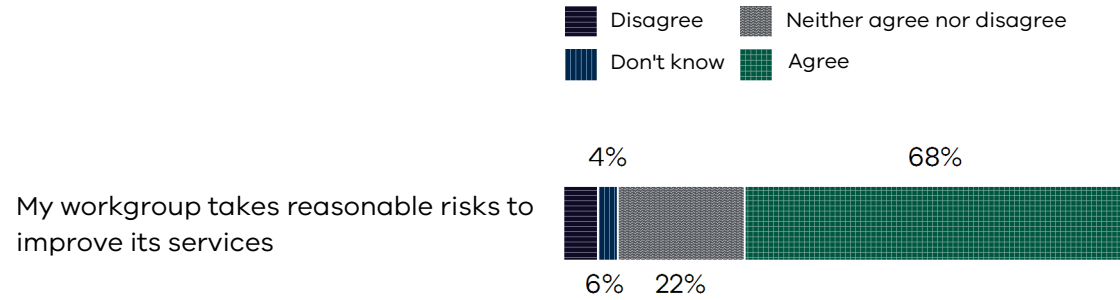Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

Survey question	Your results						

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

Benchmark agree results

Survey question	2019 (You)	2020 (You)	2021 (You)	Lowest (Comparator)	Average (Comparator)	Highest (Comparator)
I am able to work effectively with others in my workgroup — 3%, 93%, 4%	Not asked	87 %	93 %	89 %	92 %	100 %
I am able to work effectively with others outside my immediate workgroup — 2%, 91%, 7%	Not asked	80 %	91 %	82 %	88 %	100 %
People in my workgroup actively support diversity and inclusion in the workplace — 1%, 89%, 4%, 7%	81 %	Not asked	89 %	81 %	90 %	97 %
People in my workgroup treat each other with respect — 8%, 86%, 7%	77 %	86 %	86 %	64 %	86 %	91 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

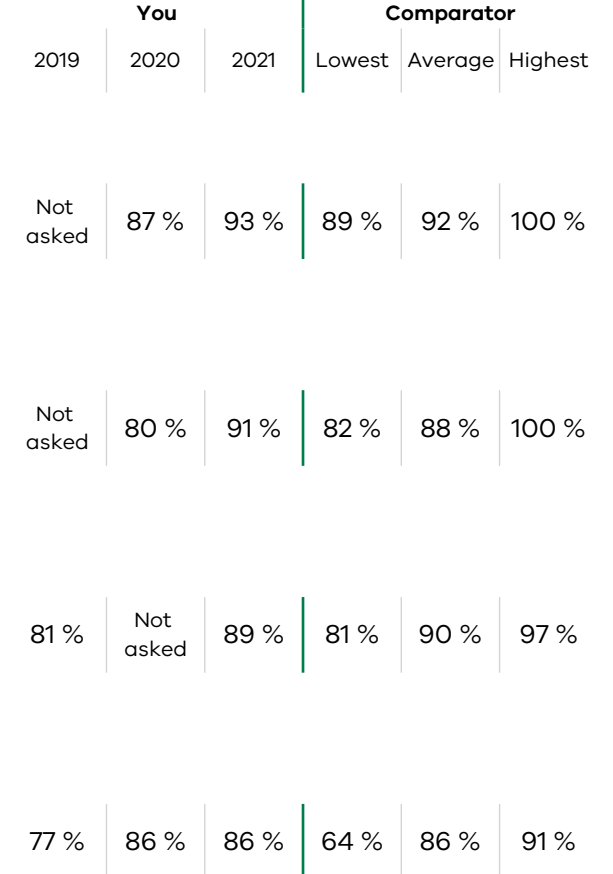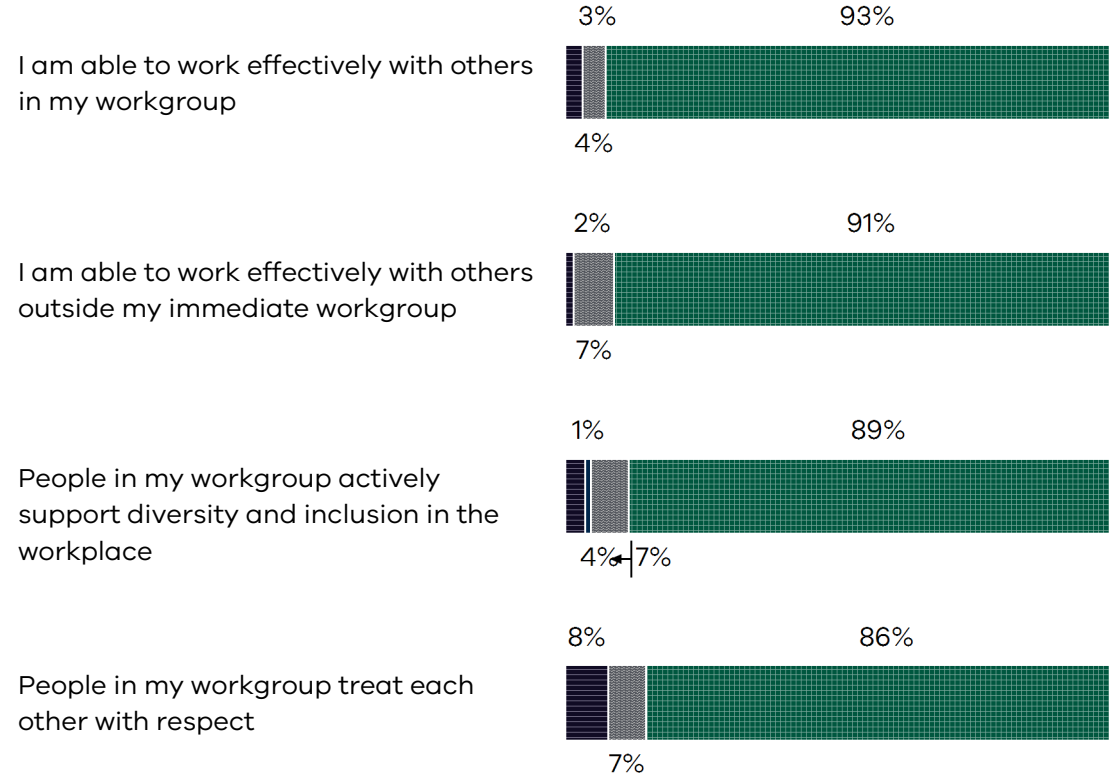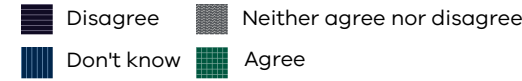Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

83% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

| Survey question | Your results | Benchmark agree results |

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
People in my workgroup work together effectively to get the job done	8% / 9% / 83%	80 %	80 %	83 %	71 %	84 %	91 %
People in my workgroup are honest, open and transparent in their dealings	1% / 9% / 14% / 77%	65 %	Not asked	77 %	66 %	77 %	89 %
People in my workgroup are politically impartial in their work	5% / 5% / 14% / 77%	67 %	Not asked	77 %	61 %	70 %	80 %
People in my workgroup regularly reach out to support me and my wellbeing	8% / 17% / 75%	Not asked	77 %	75 %	70 %	78 %	91 %

Victorian Public Sector Commission

VICTORIA State Government

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.

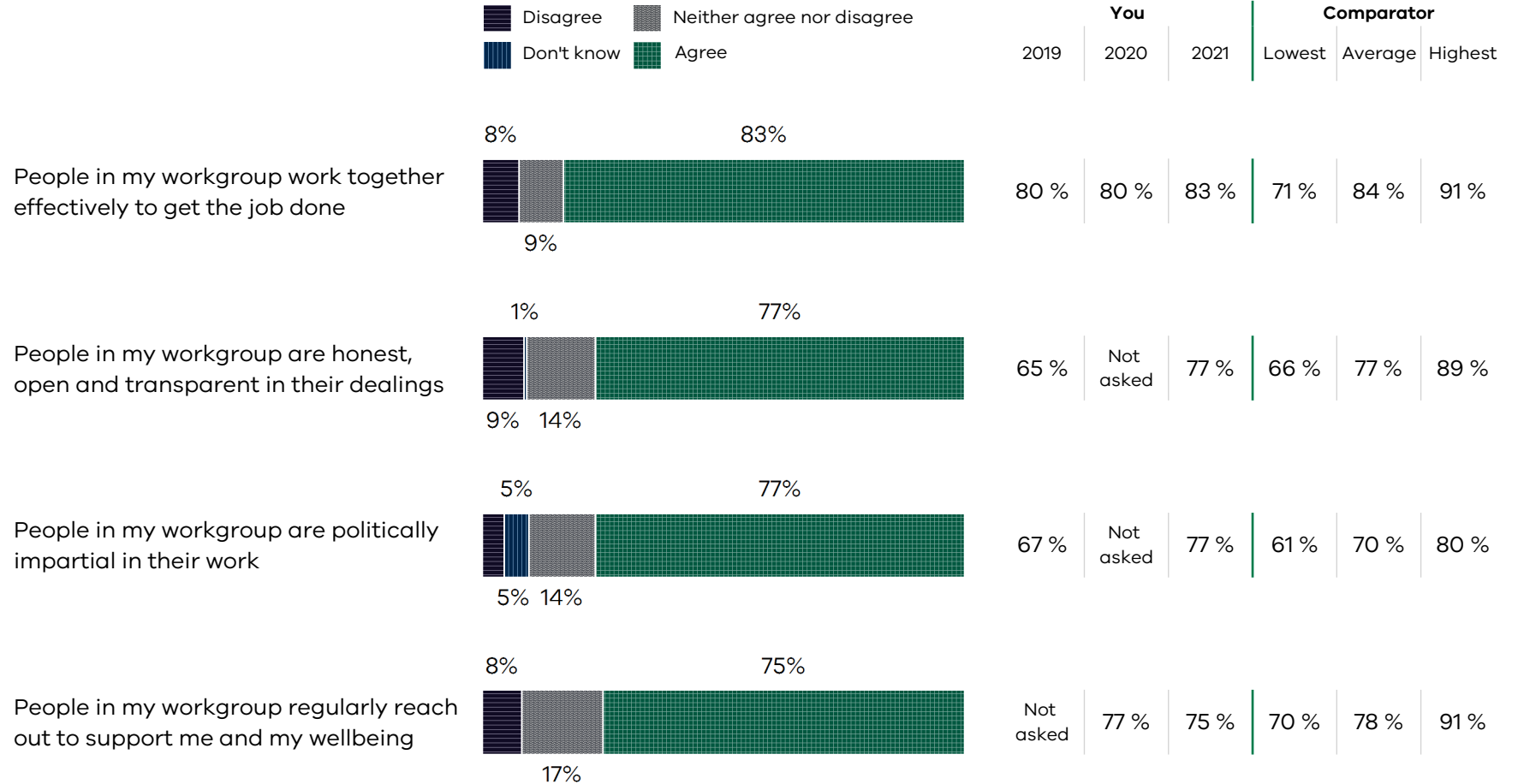Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

71% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

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

Survey question	Your results		You			Comparator		
		2019	2020	2021		Lowest	Average	Highest
People in my workgroup appropriately manage conflicts of interest	3% 71% 9% 17%	58 %	Not asked	71 %		61 %	71 %	86 %
Workgroups across my organisation willingly share information with each other	2% 61% 13% 24%	56 %	54 %	61 %		44 %	63 %	86 %

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
- Patient safety climate
- Diversity and inclusion
- Gender equality supporting measures

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Custom questions

- Questions requested by your organisation

Demographics

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

Victorian Public Sector Commission

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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:

- 89% of your staff who did the survey responded positively to questions about Manager leadership.

Compared to:

- 88% of staff at your comparator and 84% of staff across the public sector.

Chart legend: You 2019, You 2020, You 2021, Comparator 2021, Public sector 2021

Manager leadership: 77%, 89%, 88%, 84%
Meaningful work: 92%, 89%, 90%, 84%
Job enrichment: 84%, 82%, 77%
Manager support: 77%, 74%, 70%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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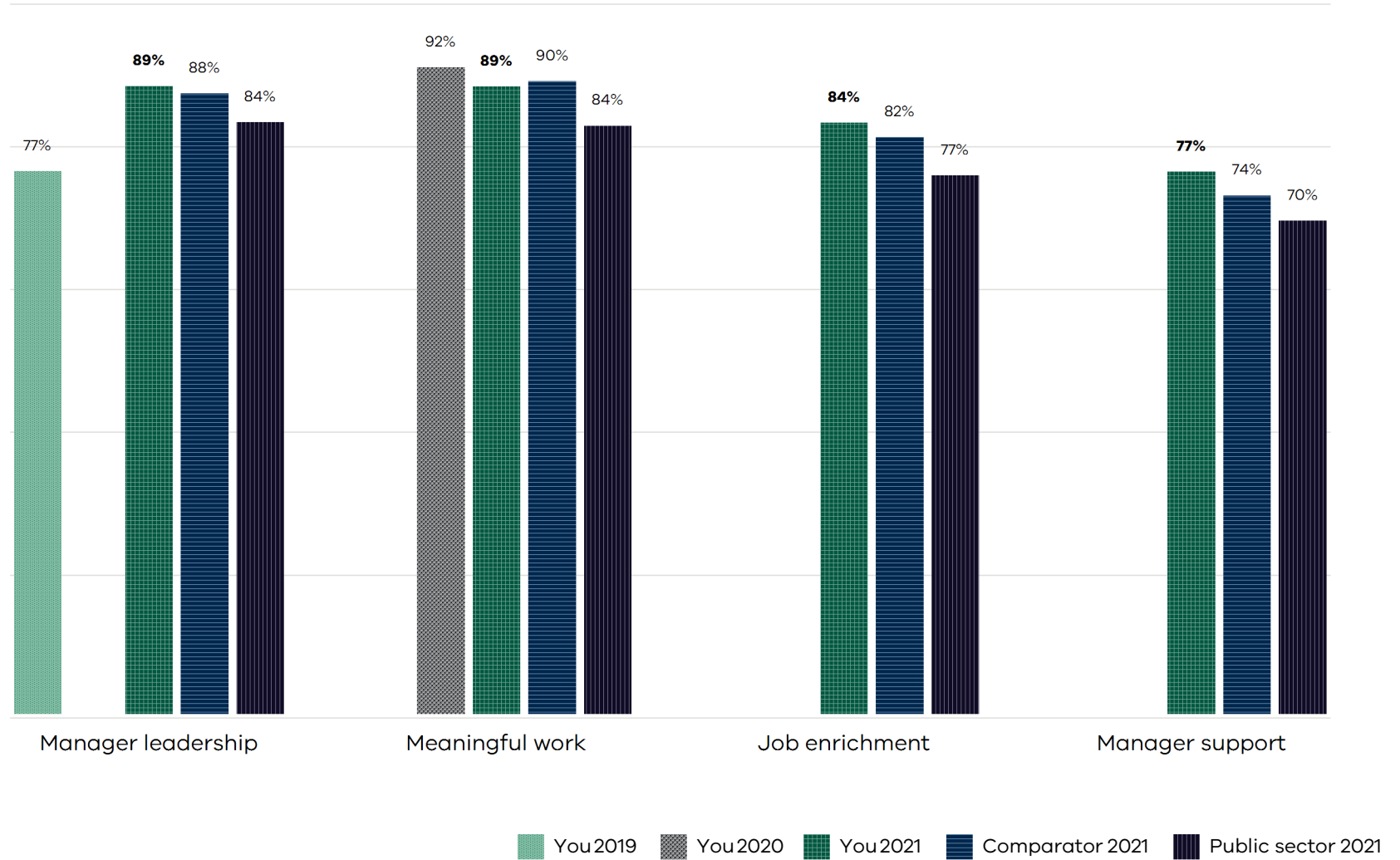
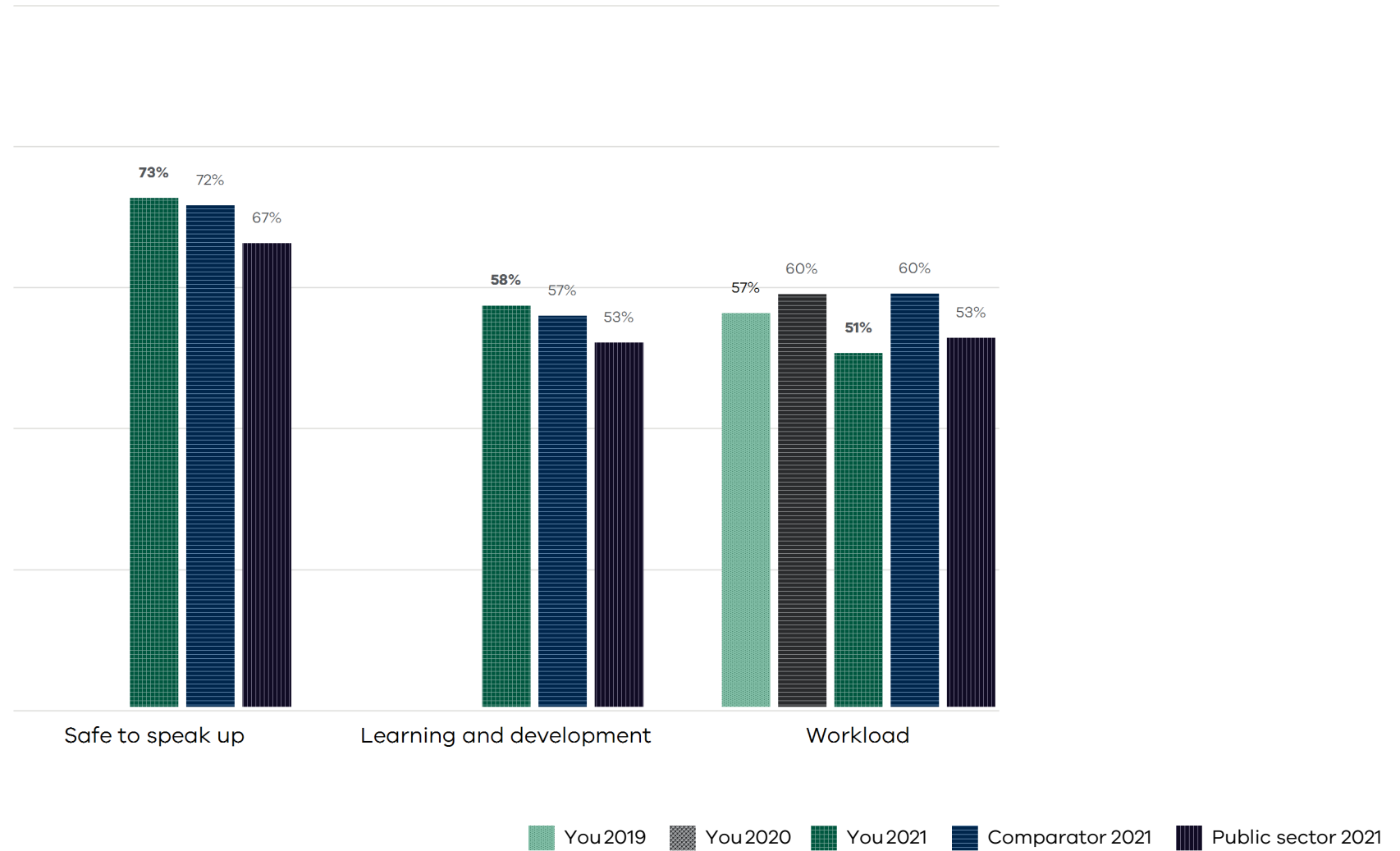**Example**

In 2021:

- 73% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

- 72% of staff at your comparator and 67% of staff across the public sector.

Chart legend: You 2019, You 2020, You 2021, Comparator 2021, Public sector 2021

Safe to speak up: 73%, 72%, 67%
Learning and development: 58%, 57%, 53%
Workload: 57%, 60%, 51%, 60%, 53%

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

91% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Your results

■ Disagree   ▨ Neither agree nor disagree
▥ Don't know   ▨ Agree

Benchmark agree results

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My manager treats employees with dignity and respect	4% / 91% / 5%	78 %	Not asked	91 %	80 %	89 %	94 %
My manager ensures clients receive a high standard of service	2% / 90% / 8%	81 %	Not asked	90 %	83 %	88 %	94 %
My manager works effectively with people from diverse backgrounds	2% / 90% / 8%	76 %	Not asked	90 %	87 %	91 %	100 %
My manager is committed to workplace safety	1% / 88% / 3% / 8%	81 %	Not asked	88 %	81 %	89 %	94 %

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

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

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

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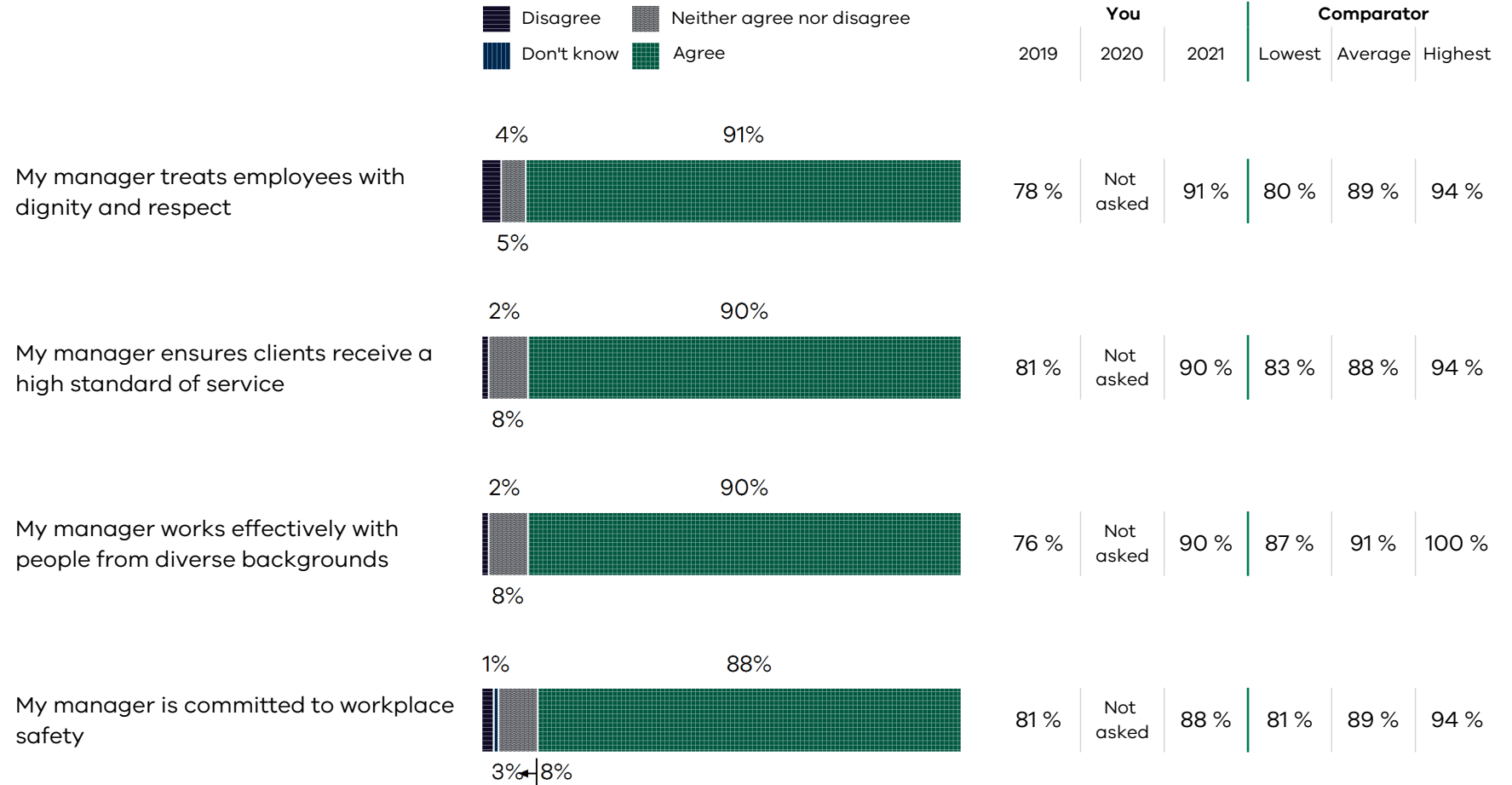
Example

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

Survey question	Your results		Benchmark agree results					

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My manager models my organisation's values	6% / 88% / 6%	73 %	Not asked	88 %	80 %	85 %	100 %
My manager demonstrates honesty and integrity	2% / 87% / 12%	73 %	Not asked	87 %	81 %	86 %	94 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

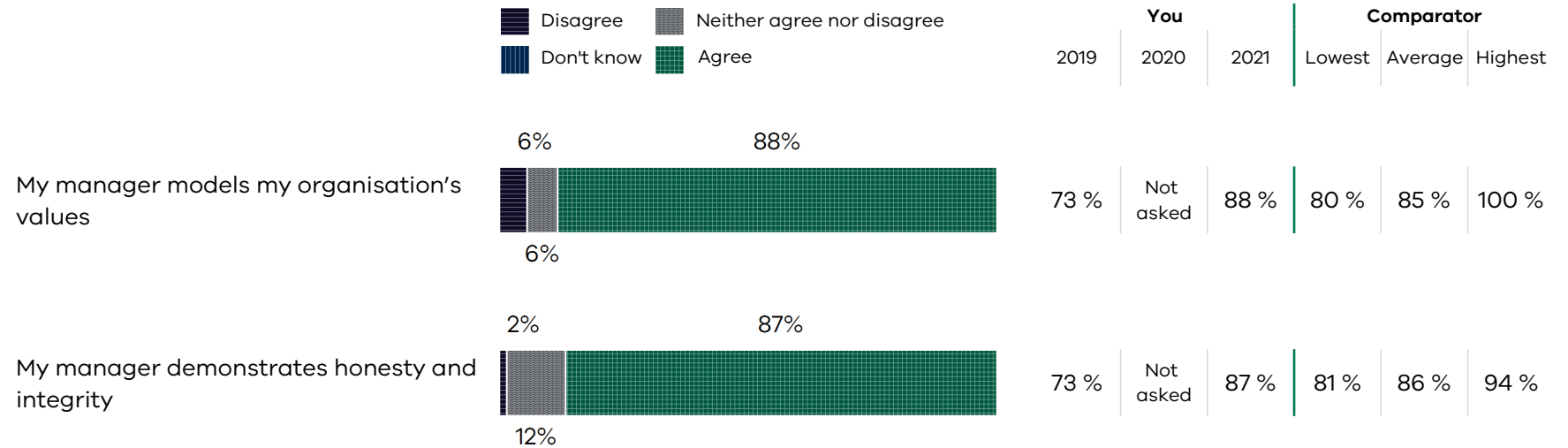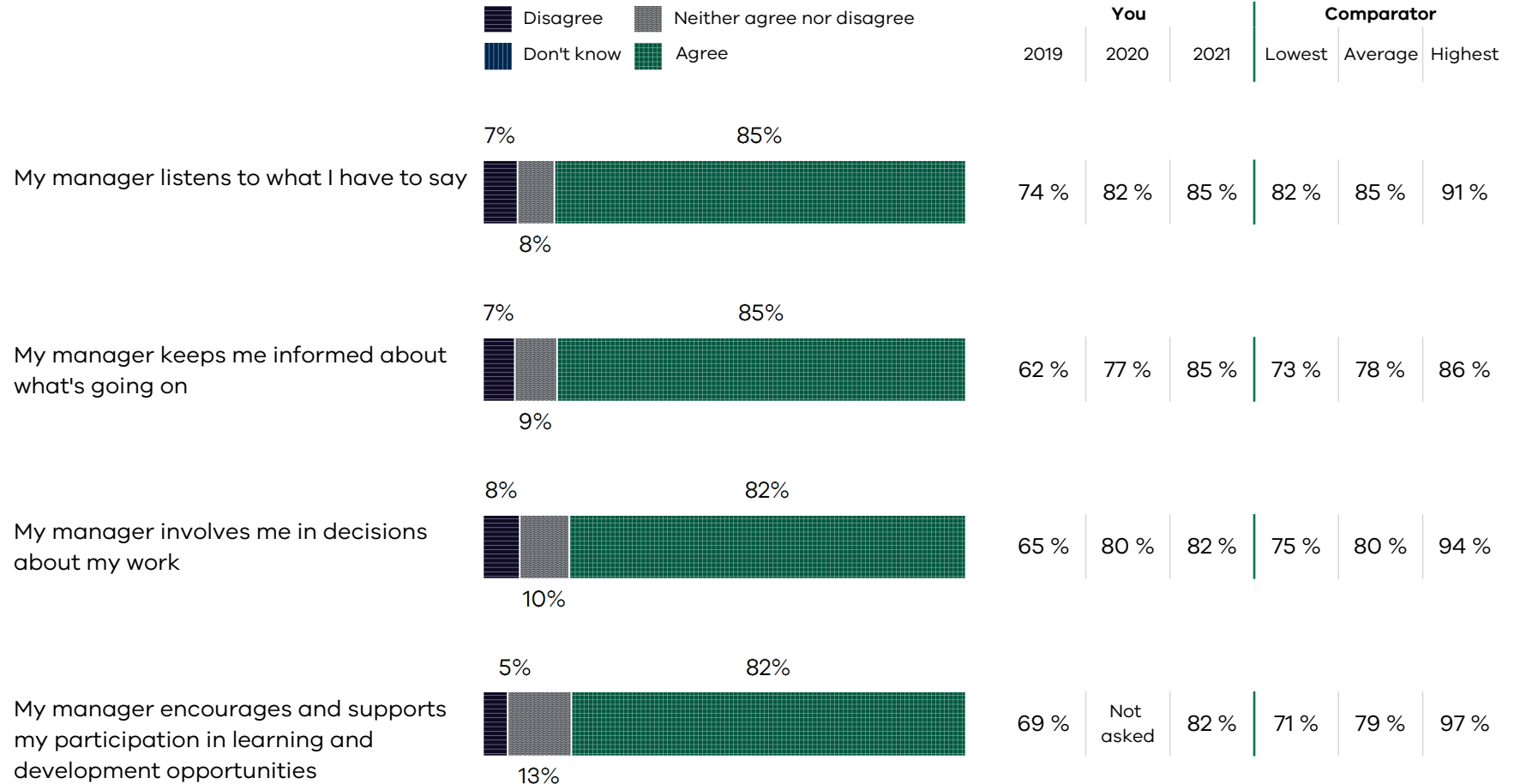Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

85% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question	Your results					

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

		You			Comparator		
Survey question	Your results	2019	2020	2021	Lowest	Average	Highest
My manager listens to what I have to say	7% / 8% / 85%	74 %	82 %	85 %	82 %	85 %	91 %
My manager keeps me informed about what's going on	7% / 9% / 85%	62 %	77 %	85 %	73 %	78 %	86 %
My manager involves me in decisions about my work	8% / 10% / 82%	65 %	80 %	82 %	75 %	80 %	94 %
My manager encourages and supports my participation in learning and development opportunities	5% / 13% / 82%	69 %	Not asked	82 %	71 %	79 %	97 %

Job and manager factors

Manager support 2 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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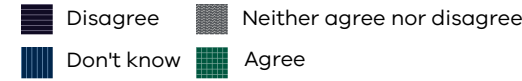
Example

81% 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'.
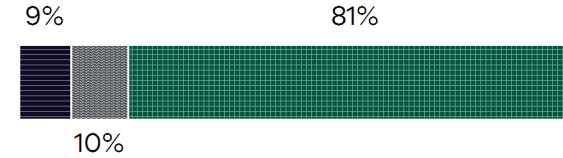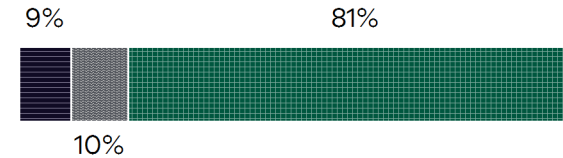
Survey question	Your results	Benchmark agree results

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I would be confident in approaching my manager to discuss concerns and grievances	9% / 10% / 81%	69 %	Not asked	81 %	78 %	82 %	94 %
My manager provides me with enough support when I need it	9% / 10% / 81%	Not asked	75 %	81 %	70 %	78 %	91 %
My manager provides feedback to me in a way that helps me improve my performance	8% / 21% / 71%	62 %	65 %	71 %	57 %	68 %	72 %
I receive adequate recognition for my contributions and accomplishments	11% / 22% / 66%	56 %	Not asked	66 %	50 %	61 %	80 %
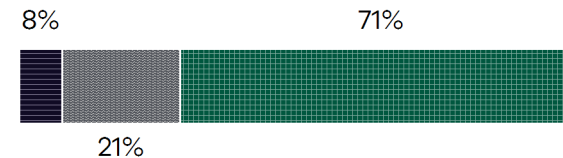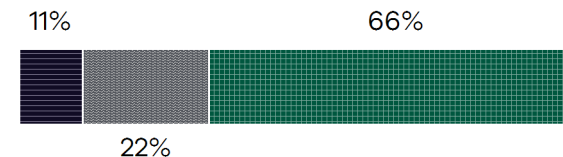
Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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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

61% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

Survey question

Your results

Benchmark agree results

	Disagree		Neither agree nor disagree
	Don't know		Agree

Survey question	Your results		You			Comparator		
			2019	2020	2021	Lowest	Average	Highest
My manager has regular conversations with me about my learning and development	16% ▪ 23% ▪ 61%		Not asked	Not asked	61 %	43 %	55 %	68 %
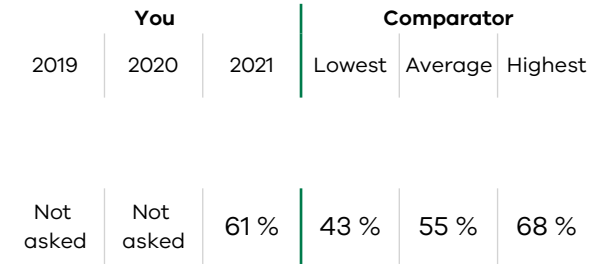
Job and manager factors

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.
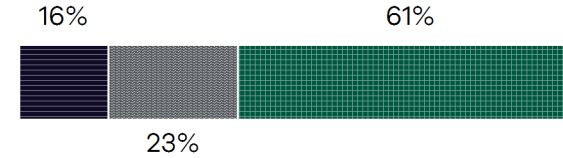
Example

54% 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 |

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ Agree

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest

The workload I have is appropriate for the job that I do — 28% / 18% / 54%
| 59 % | 63 % | 54 % | 52 % | 63 % | 77 % |

I have enough time to do my job effectively — 31% / 20% / 48%
| 55 % | 56 % | 48 % | 43 % | 57 % | 69 % |

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

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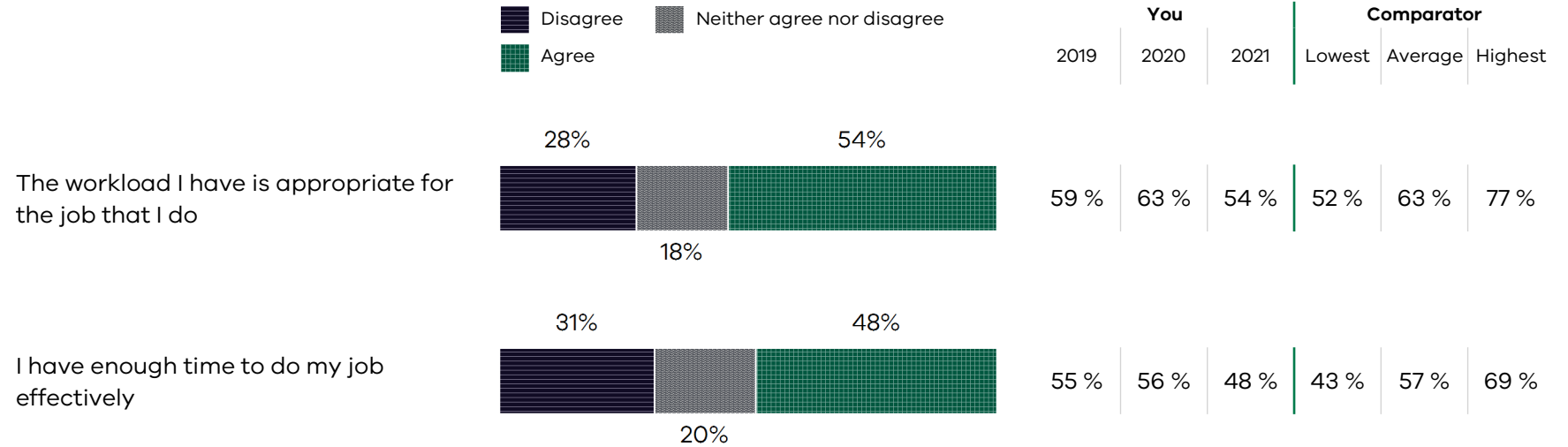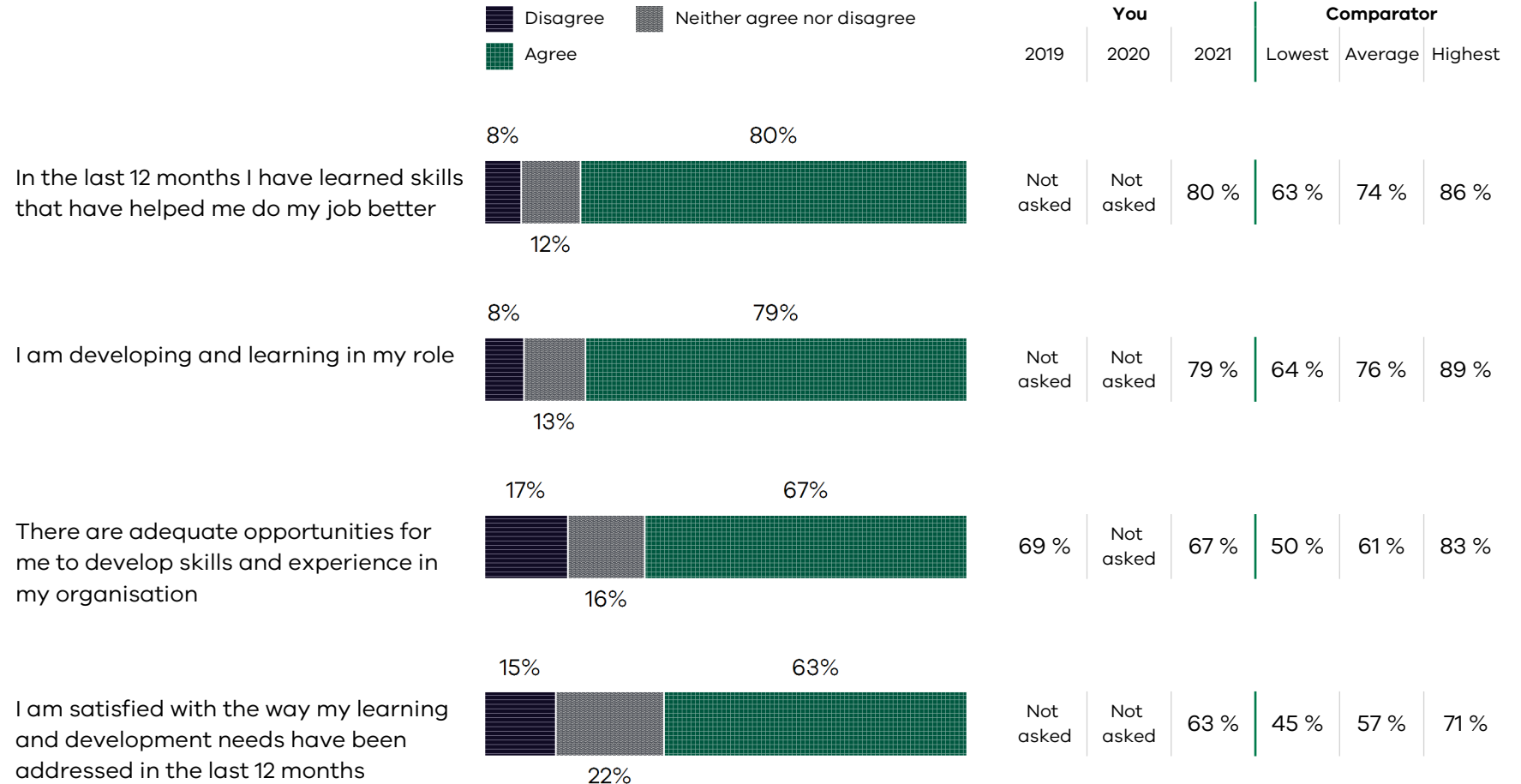
Example

80% of your staff who did the survey agreed or strongly agreed with 'In the last 12 months I have learned skills that have helped me do my job better'.

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
In the last 12 months I have learned skills that have helped me do my job better	Disagree 8%, Neither 12%, Agree 80%	Not asked	Not asked	80 %	63 %	74 %	86 %
I am developing and learning in my role	Disagree 8%, Neither 13%, Agree 79%	Not asked	Not asked	79 %	64 %	76 %	89 %
There are adequate opportunities for me to develop skills and experience in my organisation	Disagree 17%, Neither 16%, Agree 67%	69 %	Not asked	67 %	50 %	61 %	83 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	Disagree 15%, Neither 22%, Agree 63%	Not asked	Not asked	63 %	45 %	57 %	71 %

Legend: Disagree, Neither agree nor disagree, Agree

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

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

Example

63% 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'.
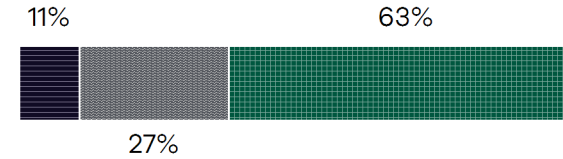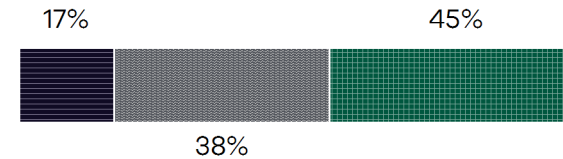
Survey question | Your results | Benchmark agree results

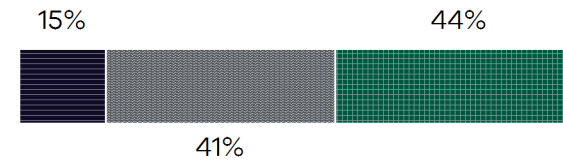Legend: ■ Disagree ▦ Neither agree nor disagree ▩ Agree

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation places a high priority on the learning and development of staff	Disagree 11% / Neither 27% / Agree 63%	59 %	Not asked	63 %	43 %	64 %	97 %
I feel I have an equal chance at promotion in my organisation	Disagree 17% / Neither 38% / Agree 45%	Not asked	Not asked	45 %	29 %	45 %	54 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	Disagree 15% / Neither 41% / Agree 44%	Not asked	Not asked	44 %	28 %	45 %	60 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	Disagree 16% / Neither 60% / Agree 24%	Not asked	Not asked	24 %	18 %	31 %	37 %

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		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
	Disagree ▪ Neither agree nor disagree ▪ Agree ▪							
My job allows me to utilise my skills, knowledge and abilities	3% · 91% · 6%	87 %	90 %	91 %	80 %	89 %	100 %
I understand how my job contributes to my organisation's purpose	2% · 90% · 8%	87 %	94 %	90 %	87 %	91 %	100 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	5% · 90% · 5%	77 %	Not asked	90 %	75 %	85 %	94 %
I clearly understand what I am expected to do in this job	6% · 86% · 8%	81 %	89 %	86 %	80 %	86 %	97 %

Job and manager factors

Job enrichment 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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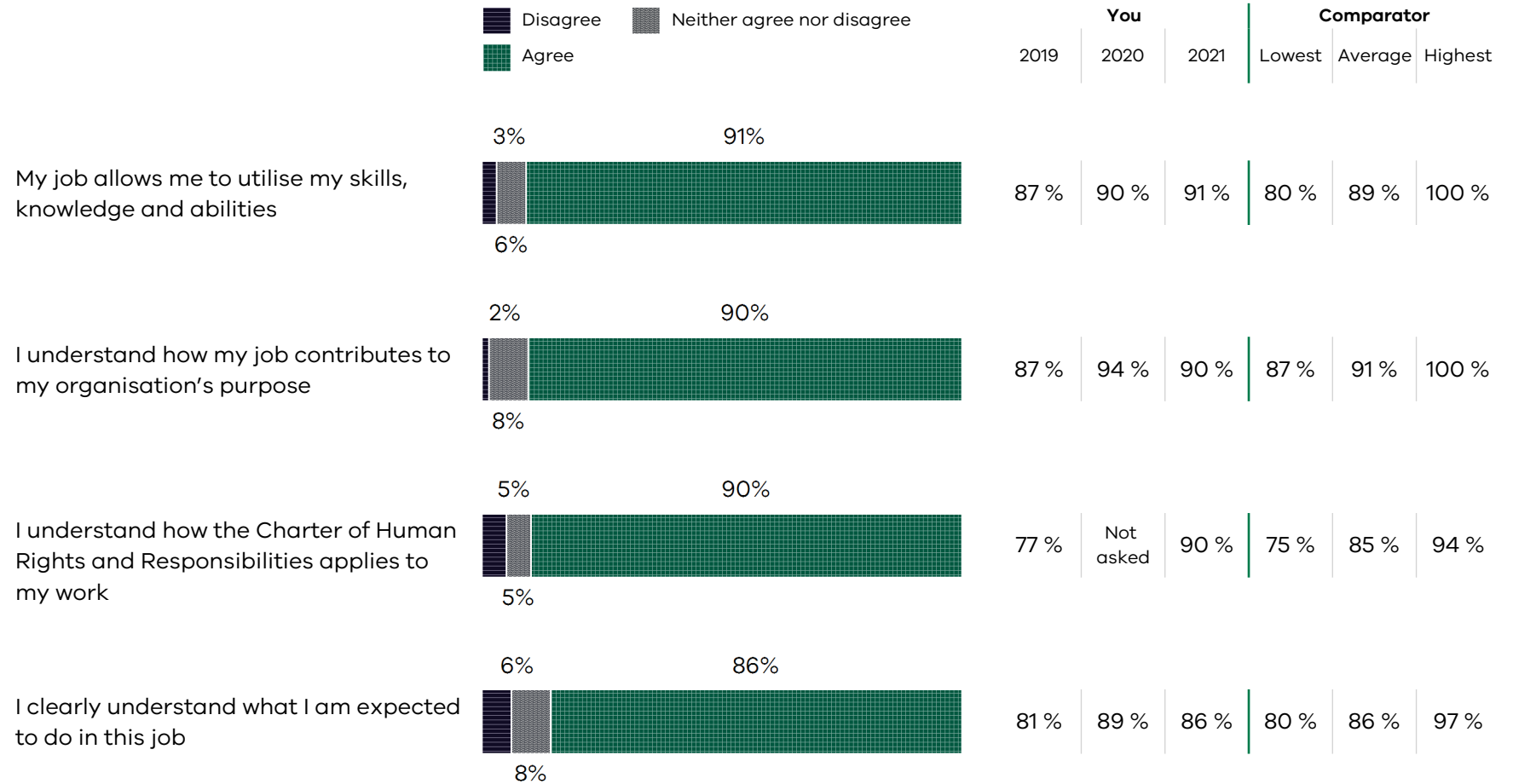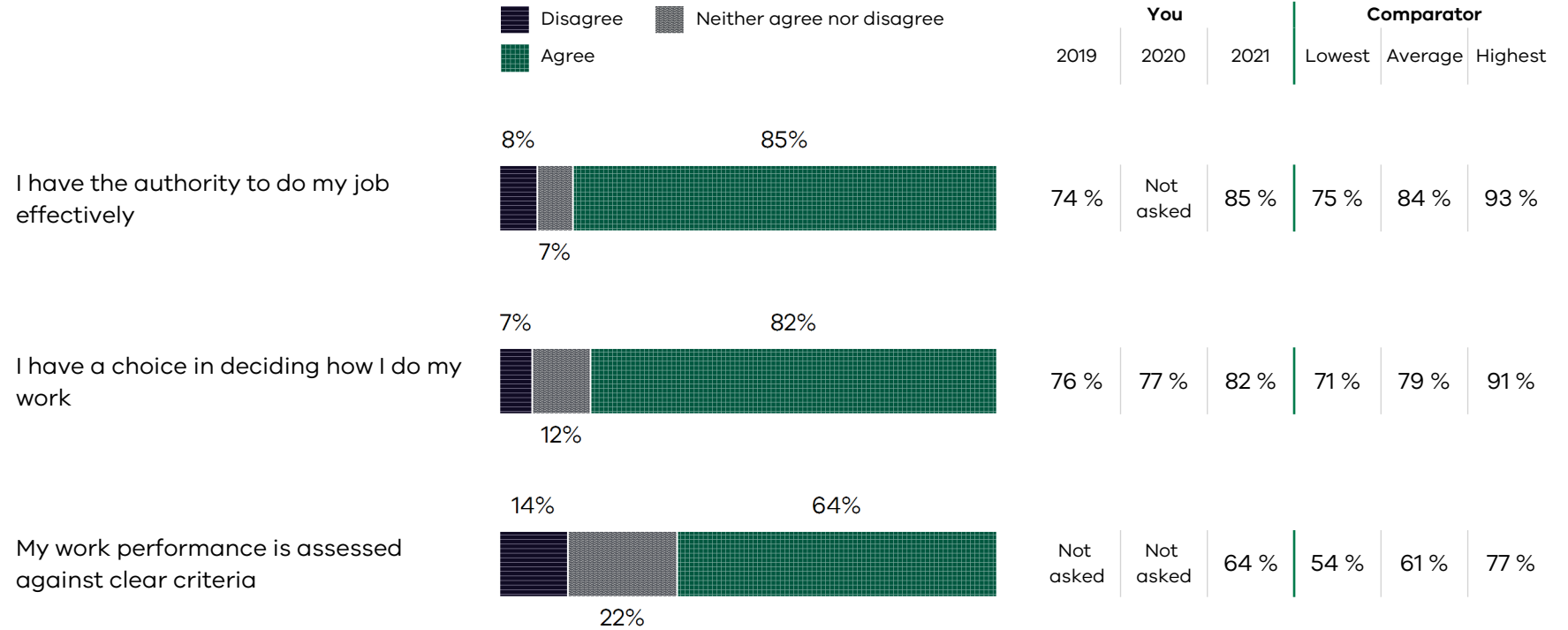
Example

85% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

Survey question	Your results			Benchmark agree results			

Legend: ■ Disagree   ▦ Neither agree nor disagree   ▦ Agree

		You			Comparator		
Survey question		2019	2020	2021	Lowest	Average	Highest
I have the authority to do my job effectively	8% / 7% / 85%	74 %	Not asked	85 %	75 %	84 %	93 %
I have a choice in deciding how I do my work	7% / 12% / 82%	76 %	77 %	82 %	71 %	79 %	91 %
My work performance is assessed against clear criteria	14% / 22% / 64%	Not asked	Not asked	64 %	54 %	61 %	77 %

Job and manager factors

Meaningful work

What this is

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

Why this is important

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

How to read this

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

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

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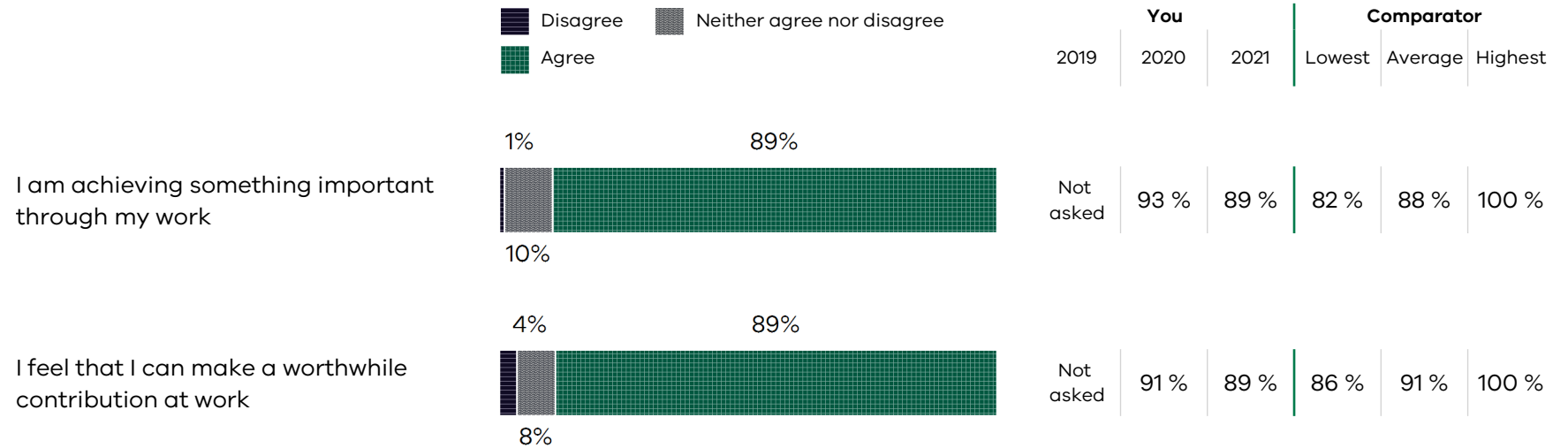
Example

89% of your staff who did the survey agreed or strongly agreed with 'I am achieving something important through my work'.

| Survey question | Your results | Benchmark agree results |

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I am achieving something important through my work	1% / 89% / 10%	Not asked	93 %	89 %	82 %	88 %	100 %
I feel that I can make a worthwhile contribution at work	4% / 89% / 8%	Not asked	91 %	89 %	86 %	91 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

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

79% of your staff who did the survey agreed or strongly agreed with 'People in your workgroup are able to bring up problems and tough issues'.
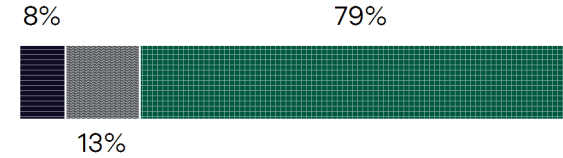
Survey question | Your results | Benchmark agree results
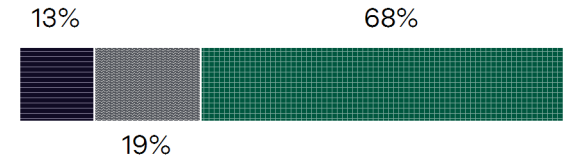
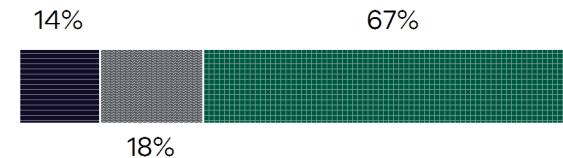Legend: ■ Disagree   ▨ Neither agree nor disagree   ▨ Agree
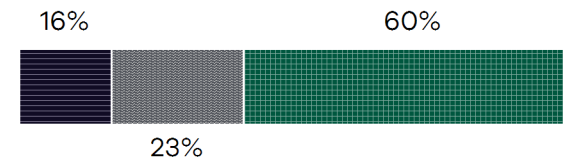
Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in your workgroup are able to bring up problems and tough issues (8% / 13% / 79%)	Not asked	71 %	79 %	57 %	72 %	87 %
I am confident that I would be protected from reprisal for reporting improper conduct (13% / 19% / 68%)	43 %	Not asked	68 %	57 %	71 %	86 %
I feel safe to challenge inappropriate behaviour at work (14% / 18% / 67%)	Not asked	Not asked	67 %	62 %	69 %	86 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner (16% / 23% / 60%)	44 %	Not asked	60 %	50 %	65 %	80 %

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Survey question

Your results

Benchmark disagree results
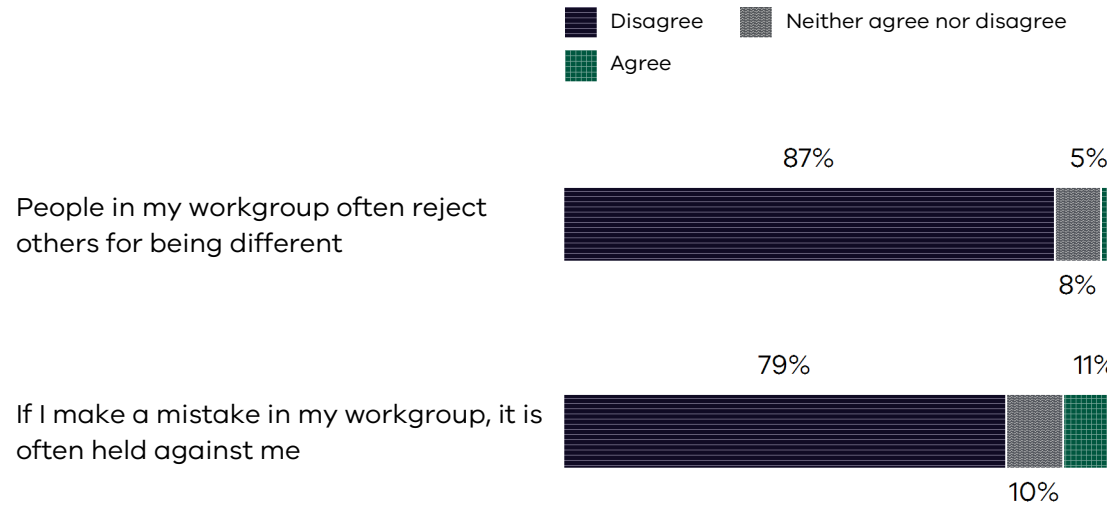
■ Disagree   ▨ Neither agree nor disagree   ▨ Agree

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
People in my workgroup often reject others for being different	87% / 8% / 5%	Not asked	Not asked	87 %	77 %	81 %	93 %
If I make a mistake in my workgroup, it is often held against me	79% / 10% / 11%	Not asked	Not asked	79 %	72 %	76 %	84 %

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

40% 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	40%	29%	36%
Technology limitations	34%	17%	20%
Administrative processes (including leave and HR requirements)	19%	17%	19%
Communication processes	18%	20%	19%
There are no noticeable barriers	16%	23%	18%
Decision making and authorisation processes	15%	18%	23%
Limited social interactions with the team	14%	15%	11%
Family/household commitments (carer responsibilities, child education responsibilities)	13%	8%	9%
Other	13%	14%	13%
Poor mental health or wellbeing	10%	8%	11%

Victorian Public Sector Commission

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- Satisfaction
- Work-related stress levels
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- Scorecard: negative behaviour
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- Employment
- Adjustments
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- Categories
- Primary role

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 92% of your staff who did the survey responded positively to questions about Responsiveness , which is up 3% in 2019.

Compared to:

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

Chart data:

	You 2019	You 2020	You 2021	Comparator 2021	Public sector 2021
Responsiveness	89%		92%	90%	87%
Human rights	78%		88%	88%	80%
Respect	70%	82%	84%	83%	78%
Accountability	76%	81%	79%	81%	76%

Victorian Public Sector Commission

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Public sector values

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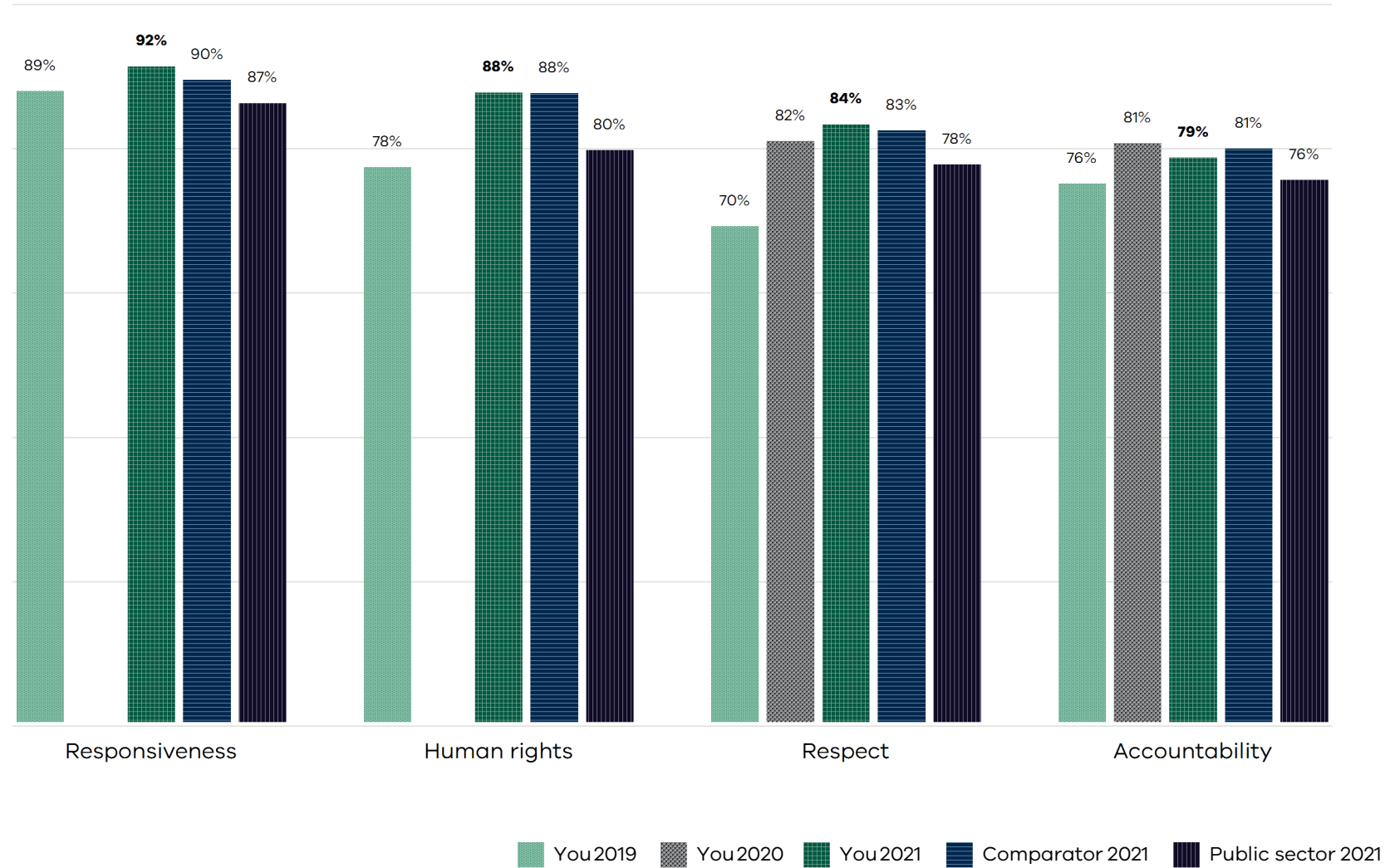
Example
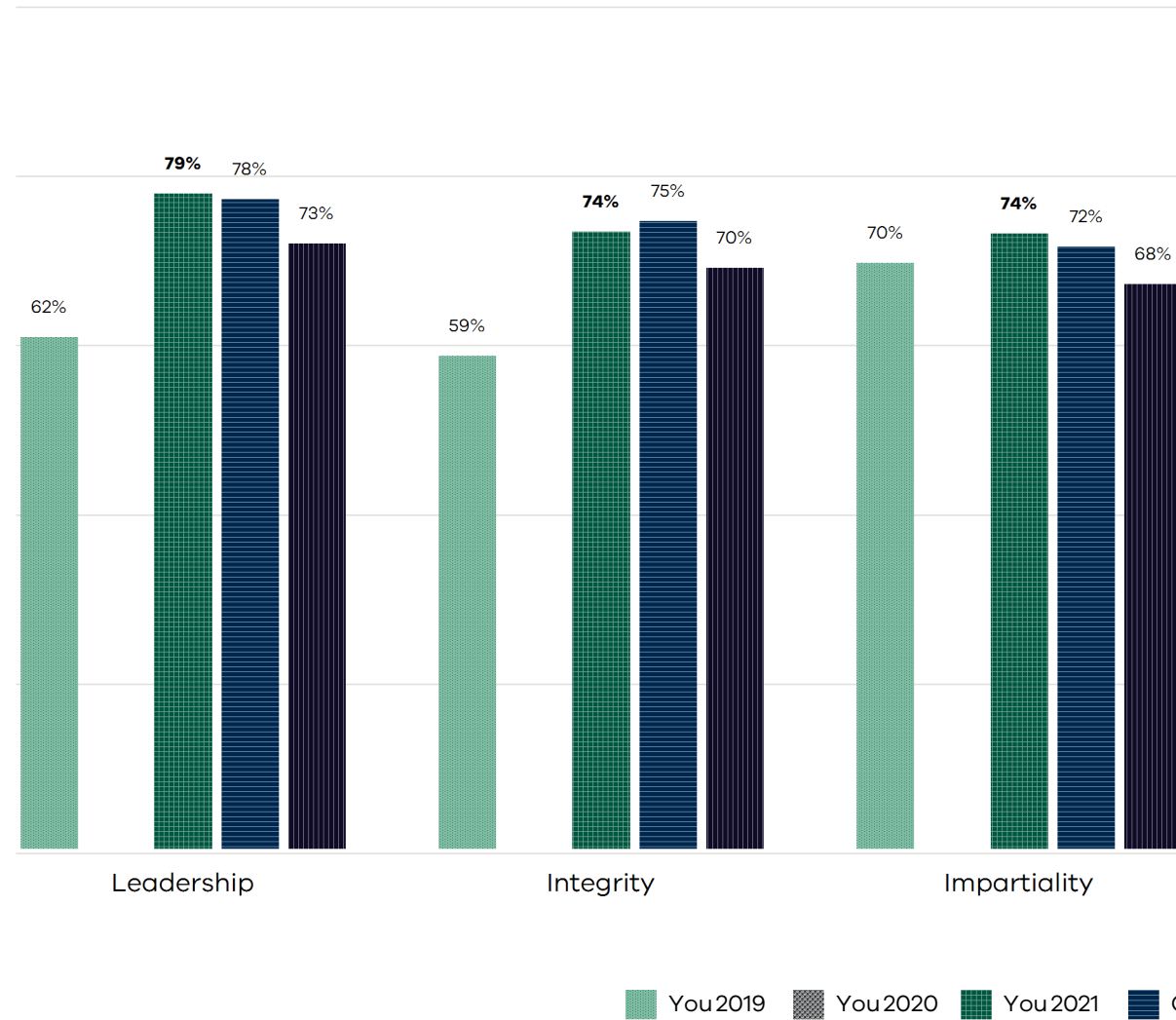
In 2021:

- 79% of your staff who did the survey responded positively to questions about Leadership , which is up 17% in 2019.

Compared to:

- 78% of staff at your comparator and 73% of staff across the public sector.

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

Leadership: 62%, 79%, 78%, 73%
Integrity: 59%, 74%, 75%, 70%
Impartiality: 70%, 74%, 72%, 68%

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

94% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

Survey question	Your results		Benchmark agree results					
				You		**Comparator**		
	Disagree / Don't know / Neither agree nor disagree / Agree		2019	2020	2021	Lowest	Average	Highest
My workgroup strives to provide high quality advice and services	2% 94% / 5%		94 %	Not asked	94 %	89 %	93 %	100 %
My workgroup strives to deliver services in a timely manner	4% 92% / 4%		90 %	Not asked	92 %	87 %	90 %	100 %
My manager ensures clients receive a high standard of service	2% 90% / 8%		81 %	Not asked	90 %	83 %	88 %	94 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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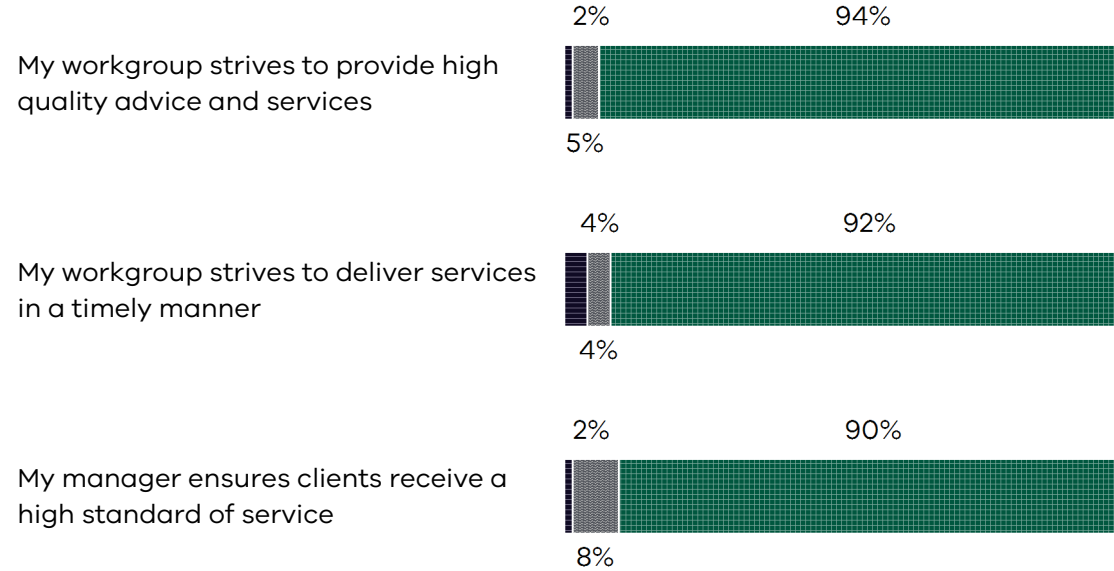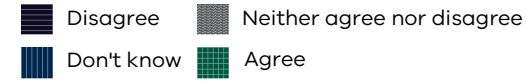
Example

87% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results		2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest

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

Survey question	2019	2020	2021	Lowest	Average	Highest
My manager demonstrates honesty and integrity — 2% / 87% / 12%	73 %	Not asked	87 %	81 %	86 %	94 %
My organisation is committed to earning a high level of public trust — 2% / 84% / 3% 12%	71 %	Not asked	84 %	71 %	86 %	100 %
People in my workgroup are honest, open and transparent in their dealings — 1% / 77% / 9% 14%	65 %	Not asked	77 %	66 %	77 %	89 %
My organisation does not tolerate improper conduct — 5% / 72% / 6% 17%	54 %	Not asked	72 %	56 %	75 %	91 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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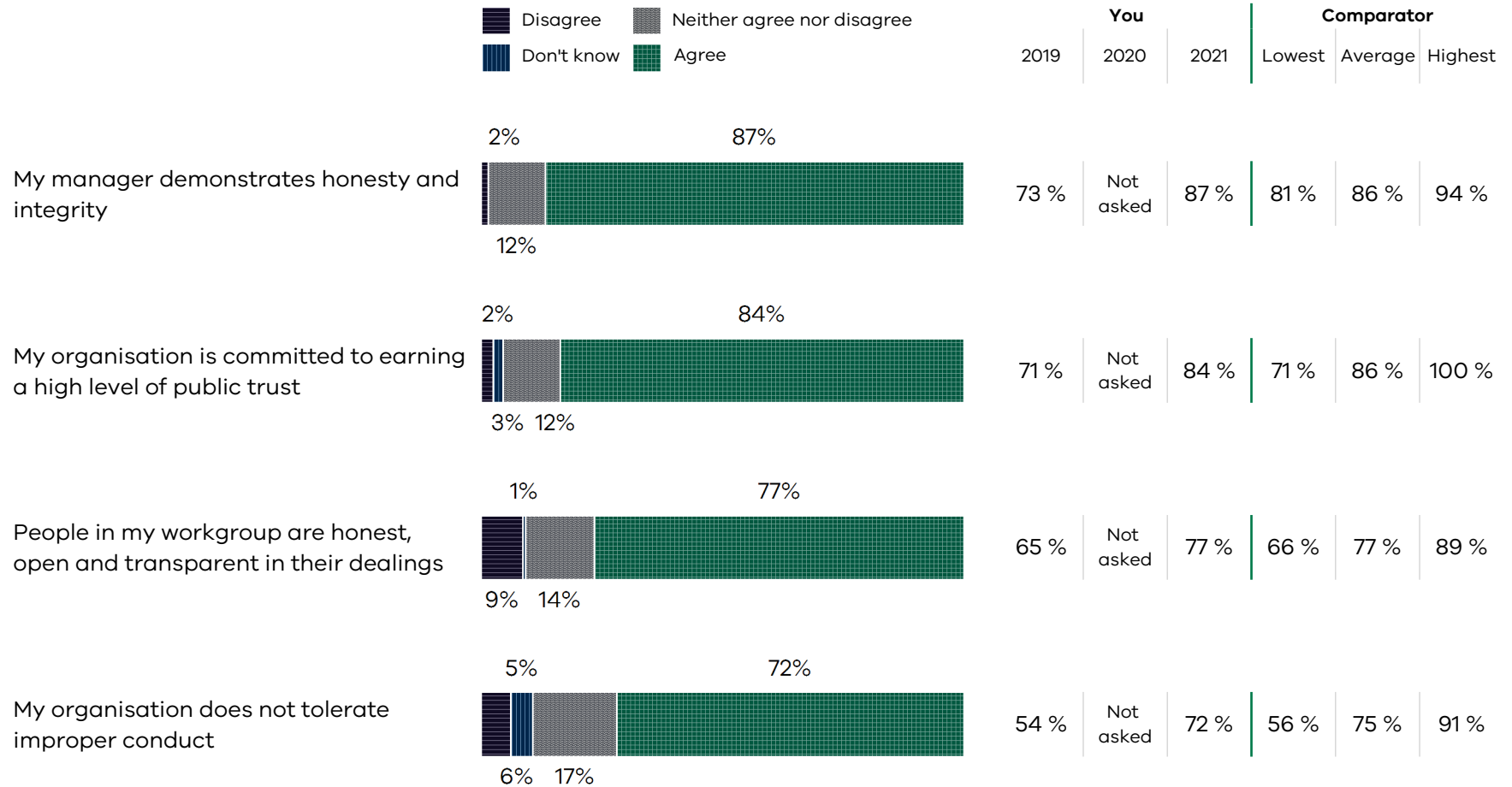
Example

71% of 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

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
People in my workgroup appropriately manage conflicts of interest	3% 9% 17% 71%	58 %	Not asked	71 %	61 %	71 %	86 %
I am confident that I would be protected from reprisal for reporting improper conduct	13% 19% 68%	43 %	Not asked	68 %	57 %	71 %	86 %
I feel safe to challenge inappropriate behaviour at work	14% 18% 67%	Not asked	Not asked	67 %	62 %	69 %	86 %
Senior leaders demonstrate honesty and integrity	5% 6% 23% 67%	52 %	Not asked	67 %	50 %	68 %	91 %

Public sector values

Impartiality

What this is

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

Why this is important

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

How to read this

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

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

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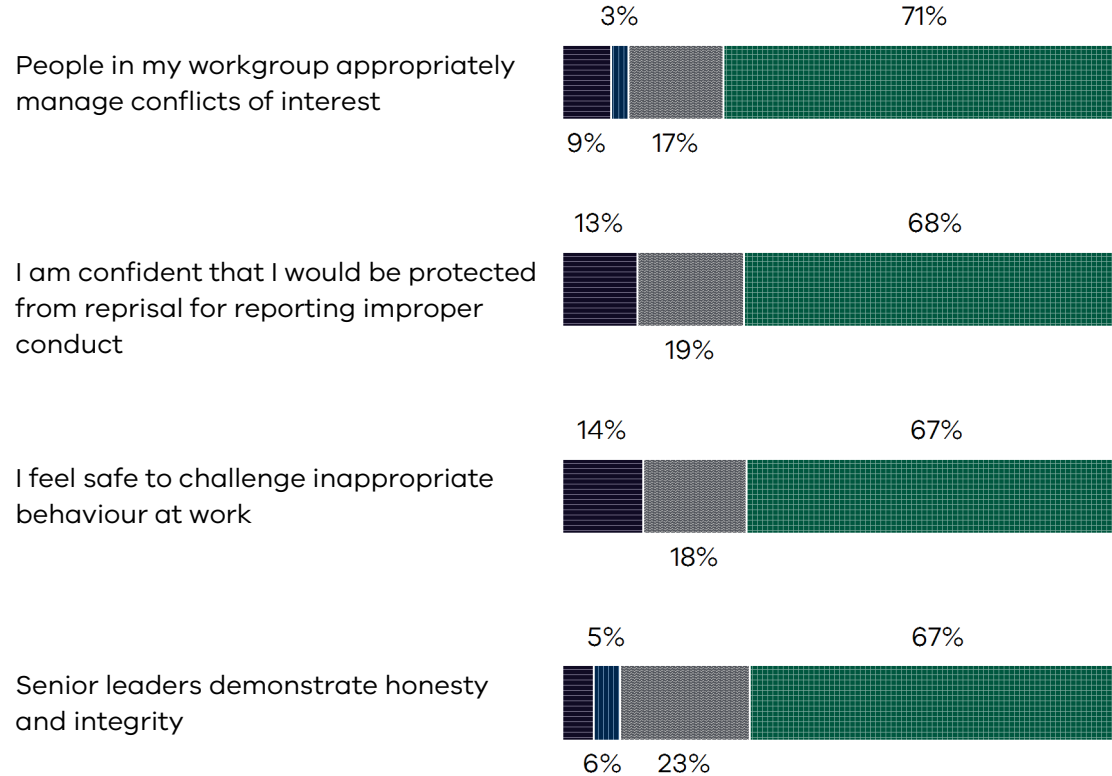
Example

82% of staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.
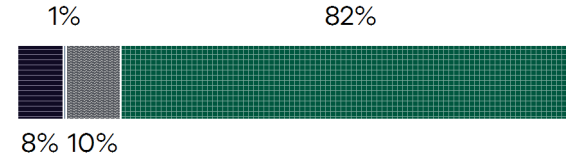
Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
	Legend: Disagree · Don't know · Neither agree nor disagree · Agree							
My workgroup places a priority on acting fairly and without bias	8% / 1% / 10% / 82%	85 %	Not asked	82 %	77 %	81 %	87 %
My workgroup focuses on making decisions informed by all relevant facts	8% / 13% / 80%	81 %	Not asked	80 %	71 %	79 %	91 %
People in my workgroup are politically impartial in their work	5% / 5% / 14% / 77%	67 %	Not asked	77 %	61 %	70 %	80 %
My organisation makes fair recruitment and promotion decisions, based on merit	11% / 7% / 24% / 58%	48 %	Not asked	58 %	42 %	59 %	86 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Survey question	Your results		Benchmark agree results					
			You			**Comparator**		
			2019	2020	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	2% 90% 8%		87 %	94 %	90 %	87 %	91 %	100 %
I clearly understand what I am expected to do in this job	6% 86% 8%		81 %	89 %	86 %	80 %	86 %	97 %
My workgroup strives to make the best use of its resources	1% 81% 6% 12%		85 %	Not asked	81 %	79 %	83 %	93 %
My workgroup has clear lines of responsibility	1% 78% 8% 13%		71 %	Not asked	78 %	74 %	79 %	94 %

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

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

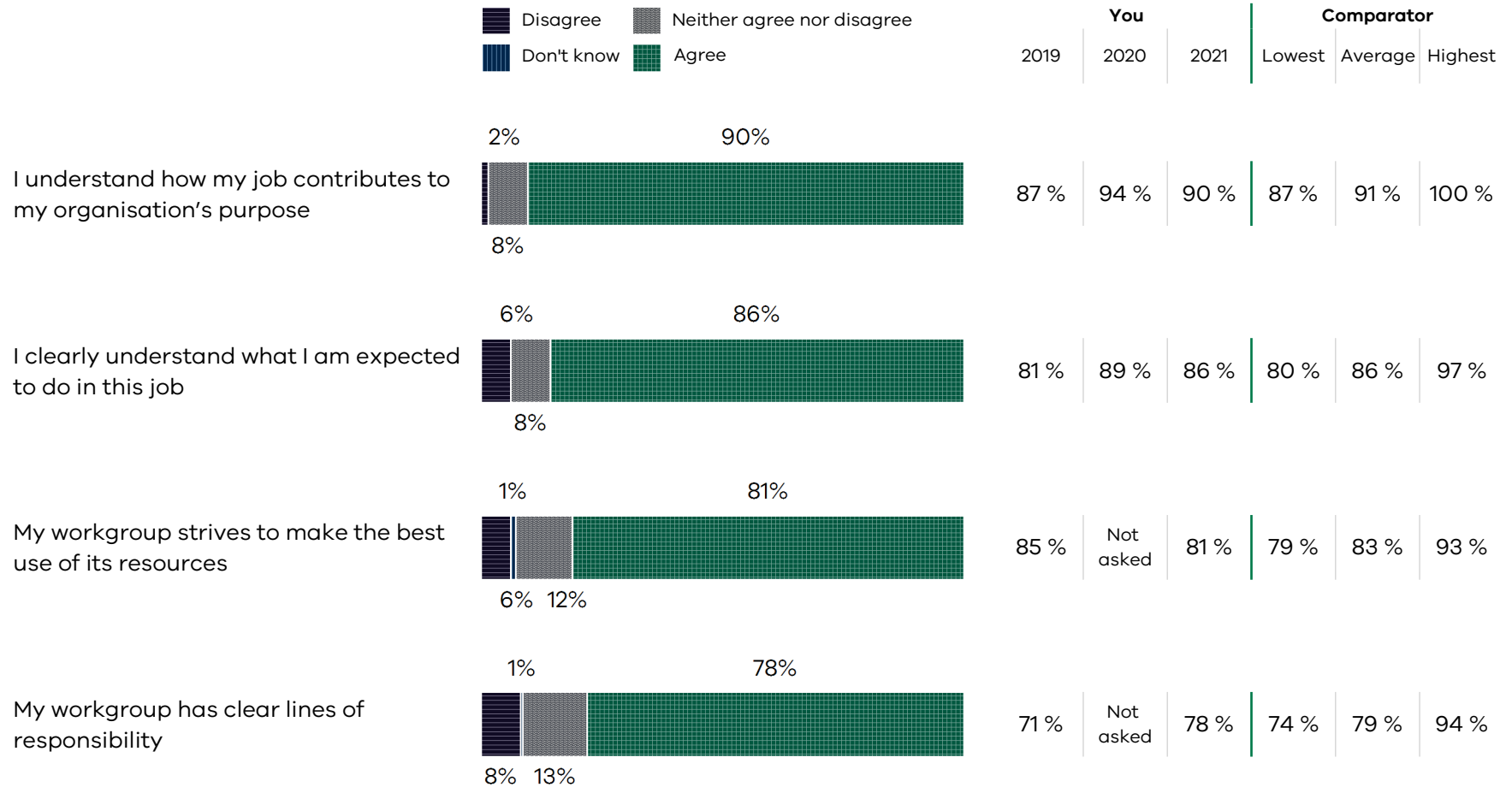Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

62% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

Benchmark agree results

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

Survey question		You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Senior leaders provide clear strategy and direction	54 %	61 %	62 %	39 %	65 %	91 %

Your results bar: Disagree 11%, Don't know 3%, Neither agree nor disagree 24%, Agree 62%

Victorian Public Sector Commission

VICTORIA State Government
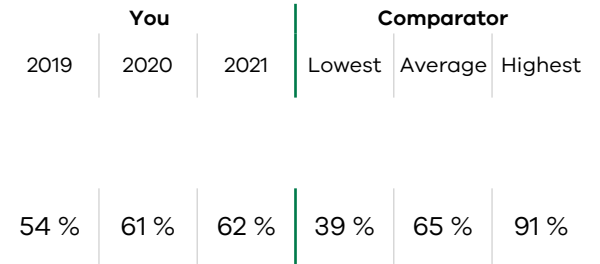
Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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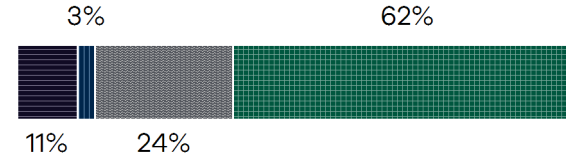
Example

91% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results							

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

		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My manager treats employees with dignity and respect	4% / 5% / 91%	78 %	Not asked	91 %	80 %	89 %	94 %
My organisation encourages respectful workplace behaviours	6% / 8% / 86%	69 %	Not asked	86 %	72 %	87 %	93 %
My workgroup respectfully consults with clients and stakeholders to improve outcomes	1% / 3% 10% / 86%	76 %	Not asked	86 %	80 %	85 %	94 %
People in my workgroup treat each other with respect	8% / 7% / 86%	77 %	86 %	86 %	64 %	86 %	91 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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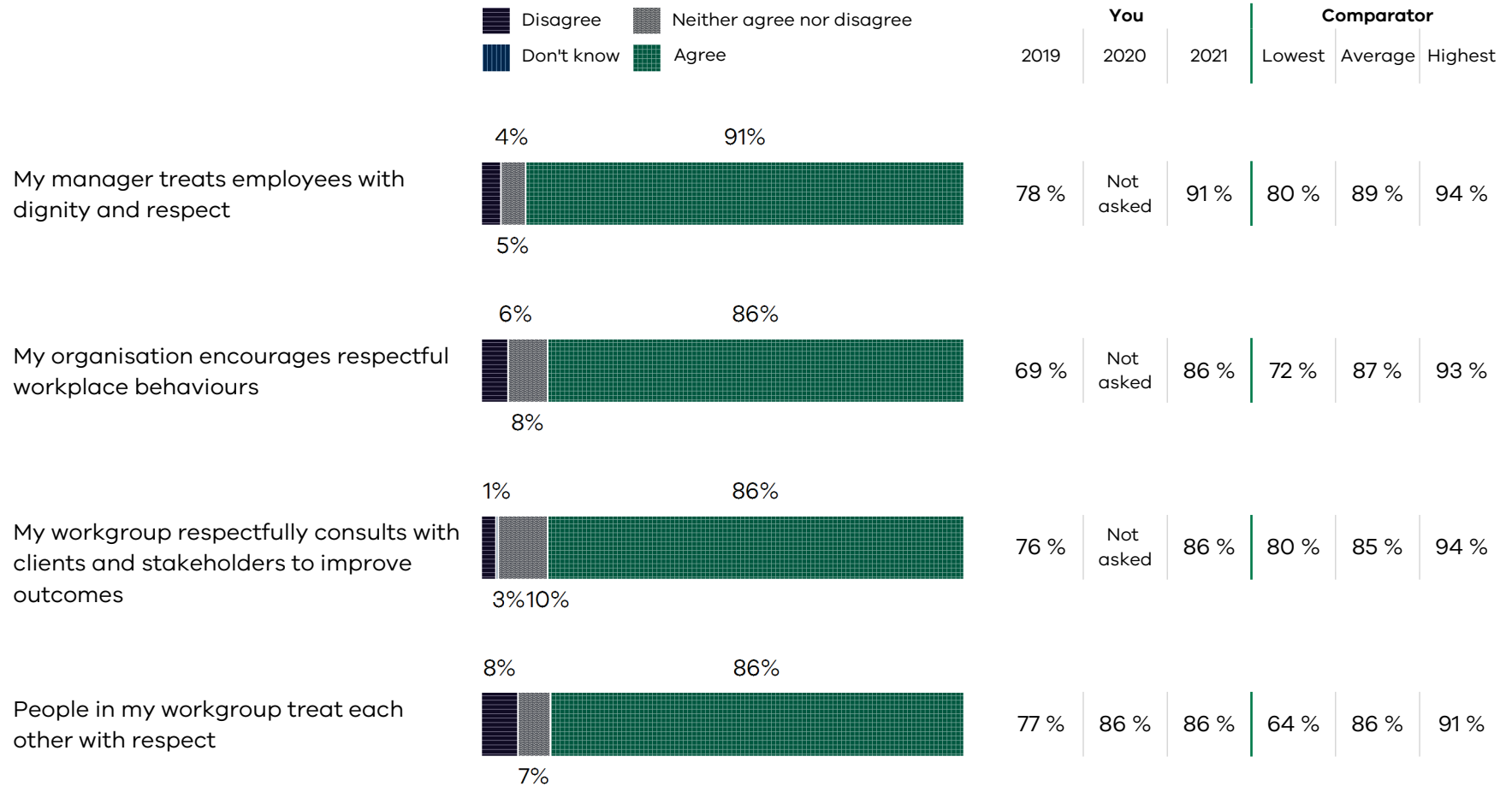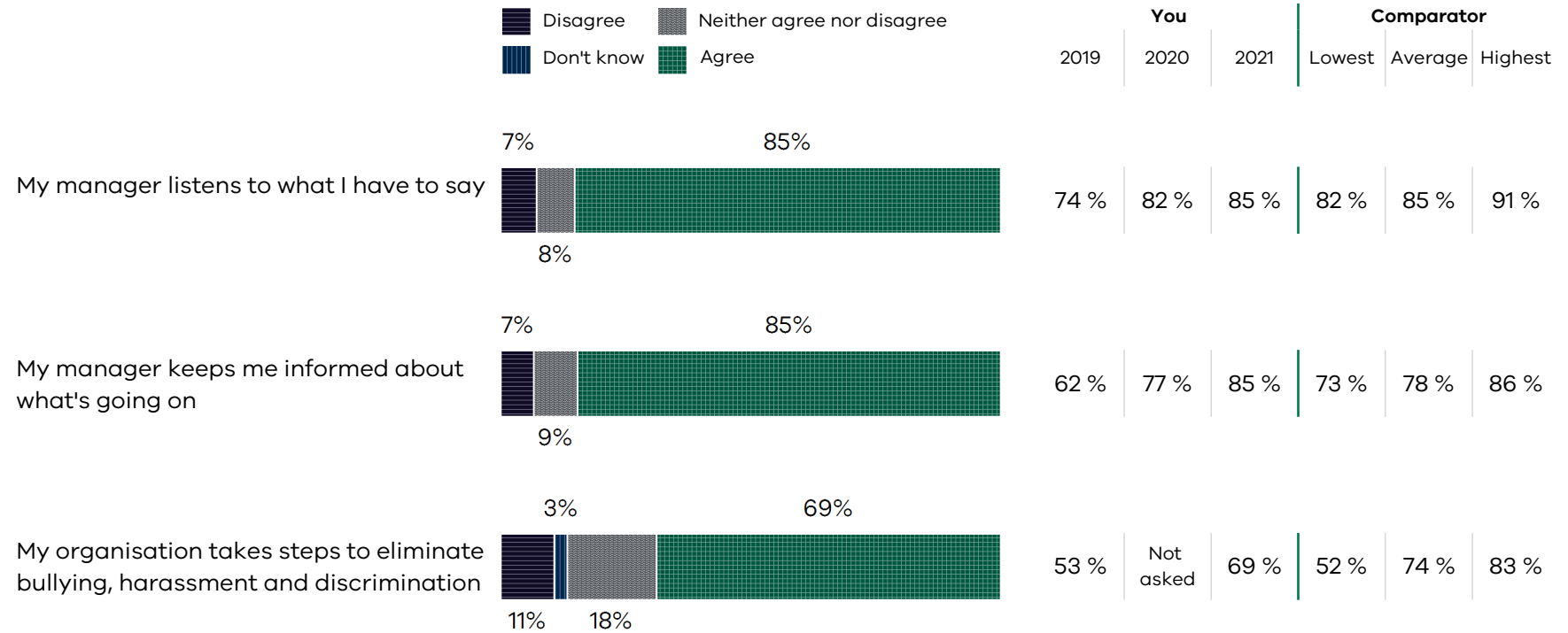
Example

85% of staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question	Your results			Benchmark agree results					

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

Survey question	Your results	2019	You 2020	2021	Comparator Lowest	Average	Highest
My manager listens to what I have to say	7% / 8% / 85%	74 %	82 %	85 %	82 %	85 %	91 %
My manager keeps me informed about what's going on	7% / 9% / 85%	62 %	77 %	85 %	73 %	78 %	86 %
My organisation takes steps to eliminate bullying, harassment and discrimination	3% / 11% / 18% / 69%	53 %	Not asked	69 %	52 %	74 %	83 %

Public sector values

Leadership

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

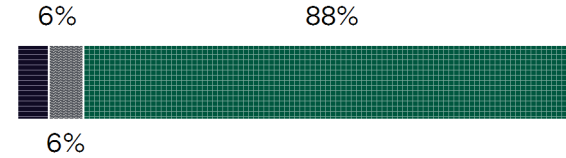88% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.
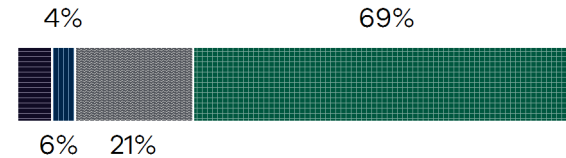
Survey question	Your results	Benchmark agree results

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My manager models my organisation's values	6% / 6% / 88%	73 %	Not asked	88 %	80 %	85 %	100 %
Senior leaders model my organisation's values	4% / 6% / 21% / 69%	50 %	Not asked	69 %	53 %	71 %	91 %

Victorian Public Sector Commission

VICTORIA State Government

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.
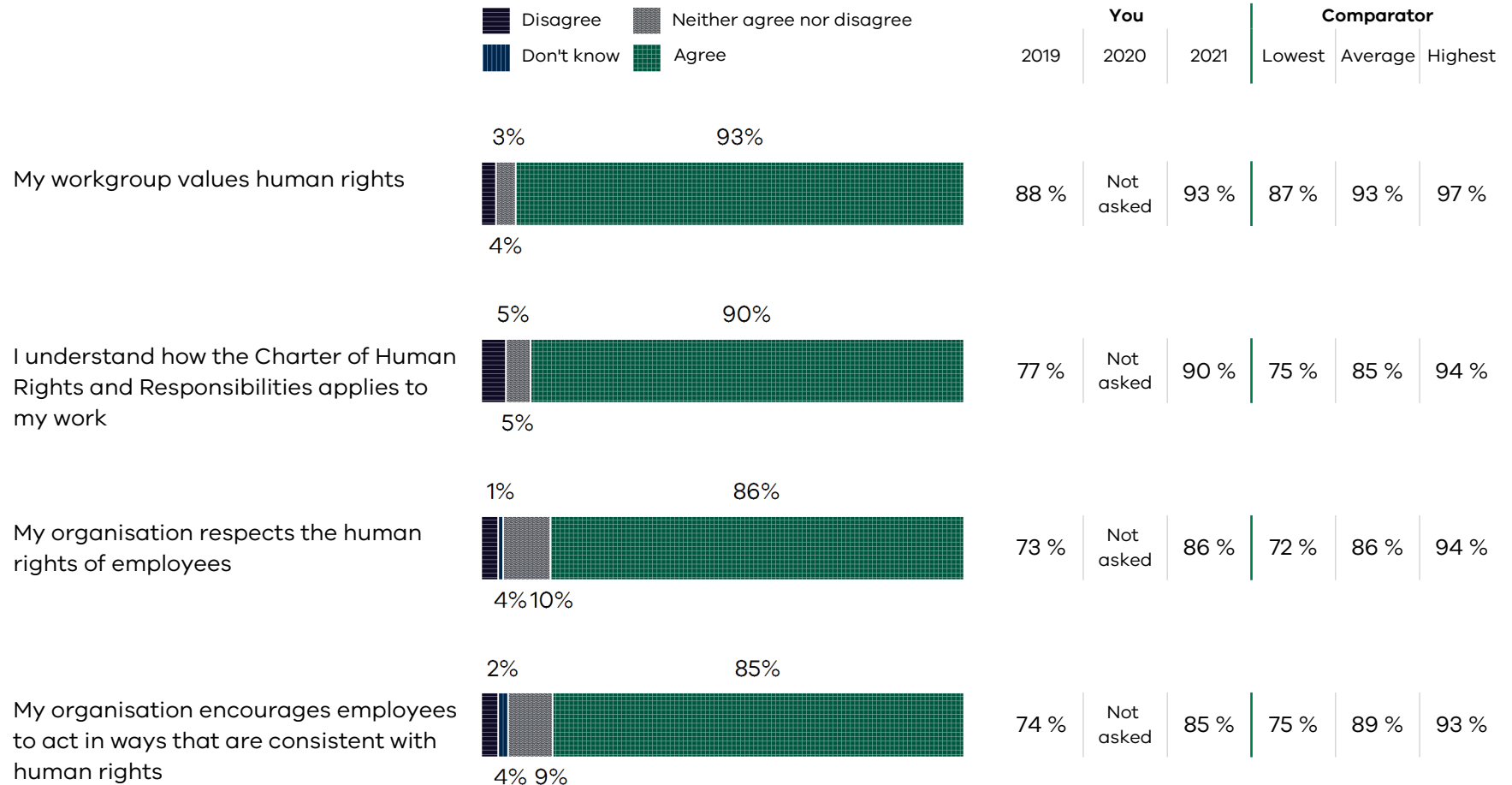
Example

93% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

Survey question	Your results					

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

Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup values human rights	88 %	Not asked	93 %	87 %	93 %	97 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	77 %	Not asked	90 %	75 %	85 %	94 %
My organisation respects the human rights of employees	73 %	Not asked	86 %	72 %	86 %	94 %
My organisation encourages employees to act in ways that are consistent with human rights	74 %	Not asked	85 %	75 %	89 %	93 %

My workgroup values human rights: 3% / 93% / 4%

I understand how the Charter of Human Rights and Responsibilities applies to my work: 5% / 90% / 5%

My organisation respects the human rights of employees: 1% / 86% / 4% 10%

My organisation encourages employees to act in ways that are consistent with human rights: 2% / 85% / 4% 9%

People matter survey 2021

Have your say

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- 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
- Patient safety climate
- Diversity and inclusion
- Gender equality supporting measures

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Custom questions

- Questions requested by your organisation

Demographics

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

Custom questions

What this is

Your organisation asked 3 custom questions as part of the 2021 survey.

Why this is important

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

How to read this

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

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

Example

92% of staff who did the survey agreed or strongly agreed with 'My manager has given me the opportunity to complete this survey during my work hours'.

| Survey question | Your results | Benchmark results |

Disagree   Neither agree nor disagree   **Agree**

| | **You** | | |
| | 2019 | 2020 | 2021 |

My manager has given me the opportunity to complete this survey during my work hours

2%   92%

6%

| Not asked | Not asked | 92 % |
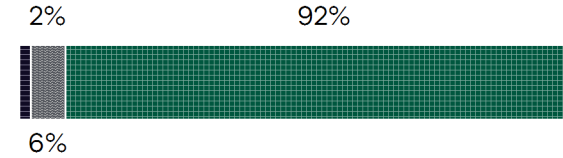
Custom questions

What this is

Your organisation asked 3 custom questions as part of the 2021 survey.

Why this is important

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

How to read this

The table shows you responses to the question 'Which of Gateway Health's Core Values do you resonate the most with'.

Example

51% of staff who did the survey responded 'We CARE' to the question.

Which of Gateway Health's Core Values do you resonate the most with	You 2021
We CARE	51%
We WORK TOGETHER	30%
We INNOVATE	9%
We ACHIEVE	6%
We LEARN	4%

Custom questions

What this is

Your organisation asked 3 custom questions as part of the 2021 survey.

Why this is important

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

How to read this

The table shows you responses to the question 'Which of Gateway Health's Core Values do you least resonate the most with'.

Example

48% of staff who did the survey

responded 'We INNOVATE' to the question.

Which of Gateway Health's Core Values do you least resonate the most with	You 2021
We INNOVATE	48%
We ACHIEVE	18%
We LEARN	14%
We WORK TOGETHER	14%
We CARE	6%

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

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- Caring
- Categories
- Primary role

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:
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Age	(n)	%
15-34 years	**34**	17%
35-54 years	**114**	58%
55+ years	**38**	19%
Prefer not to say	**10**	5%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	**5**	3%
No	**187**	95%
Prefer not to say	**4**	2%

Highest level of formal education	(n)	%
Doctoral Degree level	**2**	1%
Master Degree level	**16**	8%
Graduate Diploma or Graduate Certificate level	**50**	26%
Bachelor Degree level incl. honours degrees	**60**	31%
Advanced Diploma or Diploma level	**35**	18%
Certificate III or IV level	**20**	10%
Year 12 or equivalent (VCE/Leaving certificate)	**6**	3%
Certificate I or II level	**1**	1%
Prefer not to say	**6**	3%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	2	1%
Non Aboriginal and/or Torres Strait Islander	186	95%
Prefer not to say	8	4%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Disability

What this is

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

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Do you identify as a person with a disability?	(n)	%
Yes	23	12%
No	161	82%
Prefer not to say	12	6%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	17	74%
No	6	26%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
My disability does not impact on my ability to perform my role	4	67%
I feel that sharing my disability information will reflect negatively on me	1	17%
I do not require any adjustments to be made to perform my role	1	17%

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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How would you describe your gender?	(n)	%
Woman	157	80%
Man	23	12%
Prefer not to say	14	7%
Non-binary and I use a different term	2	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	2	1%
No	182	93%
Prefer not to say	12	6%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	181	92%
Don't know	5	3%
Prefer not to say	10	5%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	153	78%
Prefer not to say	20	10%
Bisexual	11	6%
Don't know	3	2%
Gay or lesbian	3	2%
Pansexual	3	2%
I use a different term	2	1%
Asexual	1	1%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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Country of birth	(n)	%
Born in Australia	**178**	91%
Not born in Australia	**10**	5%
Prefer not to say	**8**	4%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	**6**	60%
5 to less than 10 years ago	**1**	10%
10 to less than 20 years ago	**3**	30%

Language other than English spoken with family or community	(n)	%
Yes	**10**	5%
No	**178**	91%
Prefer not to say	**8**	4%

Demographics

Cultural diversity 2 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Other	7	70%
Italian	2	20%
German	1	10%
Indonesian	1	10%
Spanish	1	10%

Demographics

Cultural diversity 3 of 3

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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Cultural identity	(n)	%
Australian	**168**	86%
English, Irish, Scottish and/or Welsh	**14**	7%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**11**	6%
Prefer not to say	**9**	5%
Other	**4**	2%
East and/or South-East Asian	**4**	2%
New Zealander	**2**	1%
South Asian	**2**	1%
Aboriginal and/or Torres Strait Islander	**2**	1%

Religion	(n)	%
No religion	**117**	60%
Christianity	**45**	23%
Prefer not to say	**20**	10%
Other	**9**	5%
Hinduism	**3**	2%
Buddhism	**2**	1%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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Working arrangement	(n)	%
Full-time	**68**	35%
Part-time	**128**	65%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	**53**	30%
$65k to $95k	**71**	40%
$95k to $125k	**21**	12%
$125k or more	**5**	3%
Prefer not to say	**28**	16%

Organisational tenure	(n)	%
<1 year	**33**	17%
1 to less than 2 years	**32**	16%
2 to less than 5 years	**59**	30%
5 to less than 10 years	**41**	21%
10 to less than 20 years	**22**	11%
More than 20 years	**9**	5%

Management responsibility	(n)	%
Non-manager	**160**	82%
Other manager	**24**	12%
Manager of other manager(s)	**12**	6%

Employment type	(n)	%
Ongoing and executive	**138**	70%
Fixed term	**40**	20%
Other	**18**	9%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	**141**	72%
I have moved to a different role within my organisation (including acting roles)	**39**	20%
I have moved to my role from a different Victorian public sector organisation	**10**	5%
I have moved to my role from outside the Victorian public sector	**6**	3%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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Primary workplace location over the last 3 months	(n)	%
Wodonga	**86**	44%
Wangaratta	**81**	41%
Other city or town	**21**	11%
Outside Victoria	**5**	3%
Melbourne CBD	**1**	1%
Melbourne: Suburbs	**1**	1%
Horsham	**1**	1%

Primary workplace type over the past 3 months*	(n)	%
A main office	**100**	51%
Home/private location	**65**	33%
A frontline or service delivery location (that is not a main office or home/private location)	**19**	10%
Other (please specify)	**7**	4%
A hub/shared work space	**5**	3%

Other workplace type over the past 3 months*	(n)	%
Home/private location	**81**	41%
A main office	**69**	35%
No, I have not worked from any other locations	**38**	19%
A frontline or service delivery location (that is not a main office or home/private location)	**30**	15%
A hub/shared work space	**12**	6%
Other	**11**	6%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:
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Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	109	56%
Flexible working arrangements	74	38%
Physical modifications or improvements to the workplace	23	12%
Accessible communications technologies	6	3%
Career development support strategies	3	2%
Other	3	2%
Job redesign or role sharing	1	1%

Why did you make this request?*	(n)	%
Work-life balance	43	49%
Family responsibilities	33	38%
Health	26	30%
Caring responsibilities	24	28%
Other	12	14%
Disability	9	10%
Study commitments	5	6%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	74	85%
The adjustments I needed were not made	10	11%
The adjustments I needed were made but the process was unsatisfactory	3	3%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

How we protect anonymity and privacy

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Caring responsibility	(n)	%
None of the above	**58**	30%
Primary school aged child(ren)	**47**	24%
Secondary school aged child(ren)	**45**	23%
Frail or aged person(s)	**23**	12%
Child(ren) - younger than preschool age	**20**	10%
Person(s) with a mental illness	**18**	9%
Preschool aged child(ren)	**15**	8%
Person(s) with disability	**15**	8%
Person(s) with a medical condition	**12**	6%
Prefer not to say	**11**	6%
Other	**3**	2%

Demographics

Employment categories

What is this

This shows how many people in each employee category responded to the survey.

Why this is important

This helps you assess how representative of your organisation your survey was.

How to read this

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

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

How we protect anonymity and privacy

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Which of the following categories best describes your current position?	(n)	%
Nursing Employees	18	9%
Medical Employees	2	1%
Personal service worker	4	2%
Allied health professional	22	11%
Counselling	23	12%
Community Development	20	10%
Other health professional	7	4%
Management, Administration and Corporate support	52	27%
Social worker	17	9%
Other	27	14%
Support services	1	1%
Lived experience specific worker	2	1%

Demographics

Primary role

What is this

This shows the primary role of your staff.

Why this is important

Understanding how many people you have in each role helps you understand if you have the right balance of staff.

How to read this

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

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

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