People matter survey 2021

Have your say

Goulburn Broken Catchment Management Authority
2021 people matter survey results report

Victorian Public Sector Commission

VICTORIA State Government

Report overview

About your report

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

Report contents

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

Comparing data in this report

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

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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- Aboriginal and/or Torres Strait Islander
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- Adjustments
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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.

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Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

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

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

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

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

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Corangamite Catchment Management Authority

East Gippsland Catchment Management Authority

Glenelg Hopkins Catchment Management Authority

Mallee Catchment Management Authority

North Central Catchment Management Authority

North East Catchment Management Authority

Port Phillip and Westernport Catchment Management Authority

West Gippsland Catchment Management Authority

Wimmera Catchment Management Authority

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2020

80%
(43)

Comparator	87%
Public Sector	49%

2021

76%
(41)

Comparator	74%
Public Sector	39%

People matter survey 2021

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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	
82	
Comparator	79
Public Sector	68

2021	
77	
Comparator	79
Public Sector	70

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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 77.

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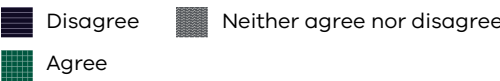
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

93% 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 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to tell others I work for my organisation	7% / 93%	93 %	93 %	82 %	91 %	100 %
I would recommend my organisation as a good place to work	7% / 93%	95 %	93 %	59 %	88 %	100 %
I feel a strong personal attachment to my organisation	2% / 10% / 88%	88 %	88 %	61 %	77 %	97 %
My organisation motivates me to help achieve its objectives	12% / 17% / 71%	79 %	71 %	64 %	78 %	100 %

People outcomes

Engagement question results 2 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 77.

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

68% of your staff who did the survey agreed or strongly agreed with 'My organisation inspires me to do the best in my job'.

Survey question

Your results

■ Disagree   ▨ Neither agree nor disagree

▨ Agree

Survey question	Your results		
My organisation inspires me to do the best in my job	7%	24%	68%
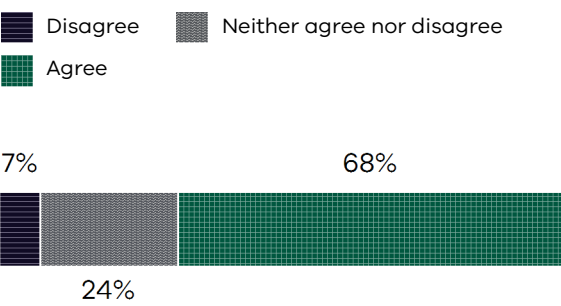
Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
	79 %	68 %	64 %	76 %	96 %

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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.
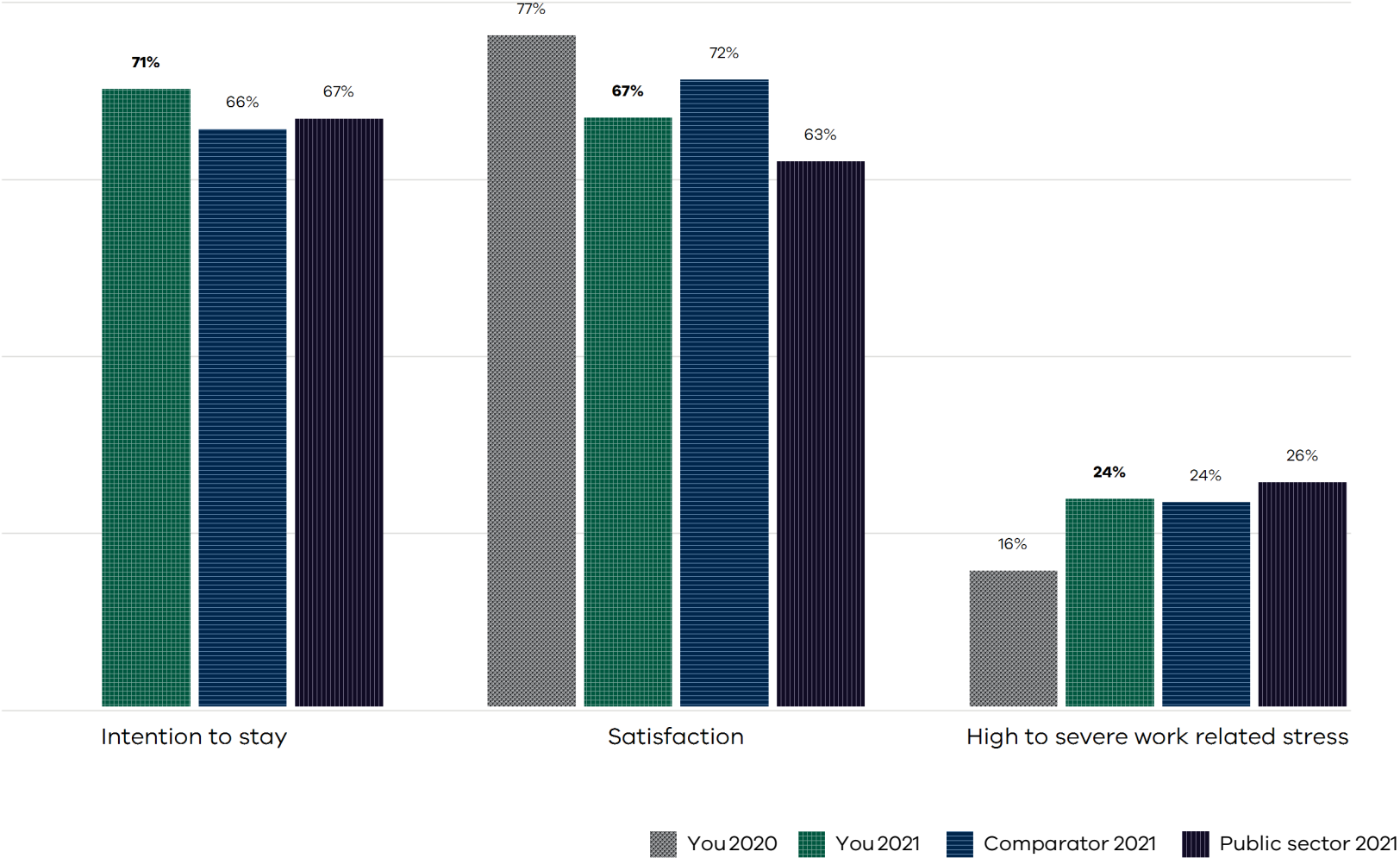
Example

In 2021:

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

Compared to:

- 66% of staff at your comparator and 67% of staff across the public sector.

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

Intention to stay: You 2021 71%, Comparator 2021 66%, Public sector 2021 67%

Satisfaction: You 2020 77%, You 2021 67%, Comparator 2021 72%, Public sector 2021 63%

High to severe work related stress: You 2020 16%, You 2021 24%, Comparator 2021 24%, Public sector 2021 26%

People outcomes

Satisfaction question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
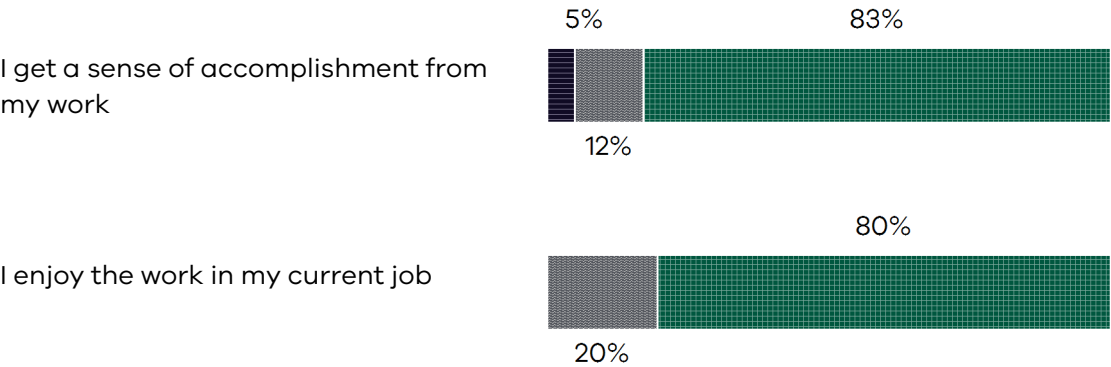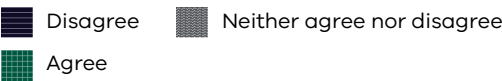
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

83% 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 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I get a sense of accomplishment from my work	Not asked	83 %	65 %	85 %	100 %
I enjoy the work in my current job	Not asked	80 %	79 %	88 %	100 %

Your results — I get a sense of accomplishment from my work: 5% Disagree, 12% Neither agree nor disagree, 83% Agree

Your results — I enjoy the work in my current job: 20% Neither agree nor disagree, 80% Agree

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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.
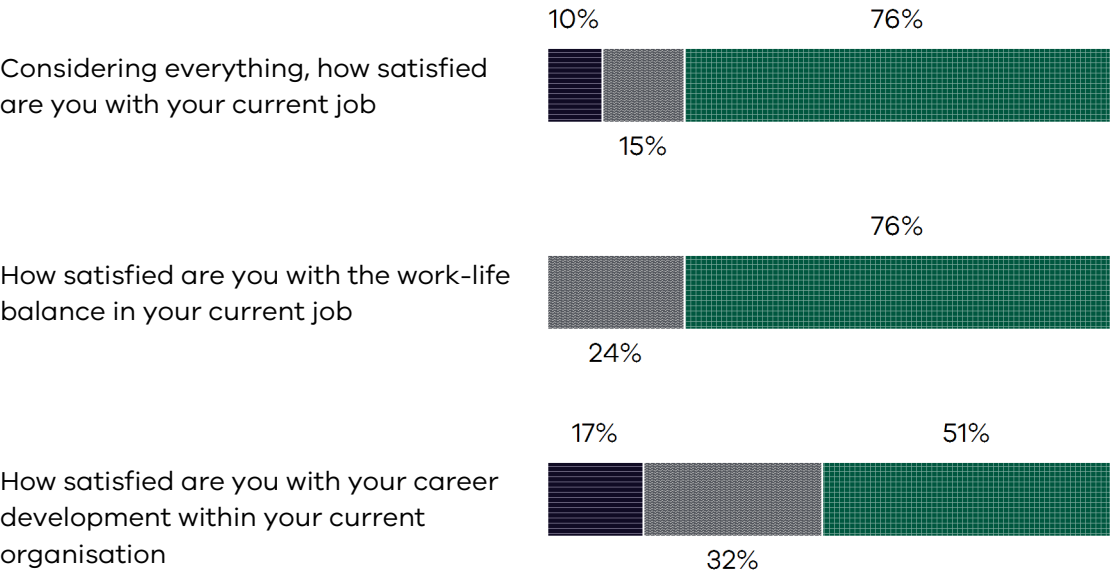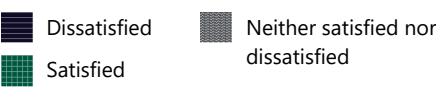
Example

76% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Legend: Dissatisfied | Neither satisfied nor dissatisfied | Satisfied

Survey question	Your results		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Considering everything, how satisfied are you with your current job	10% / 15% / 76%		86 %	76 %	70 %	81 %	100 %
How satisfied are you with the work-life balance in your current job	24% / 76%		79 %	76 %	59 %	75 %	91 %
How satisfied are you with your career development within your current organisation	17% / 32% / 51%		65 %	51 %	42 %	60 %	83 %

People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

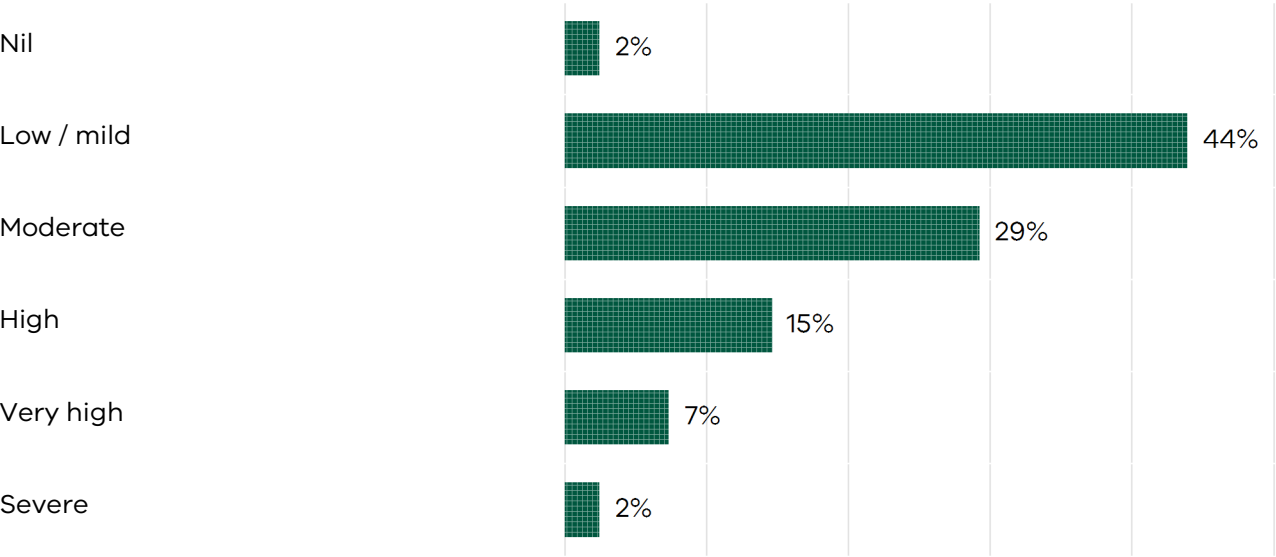In this survey we asked staff to tell us their stress level.

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

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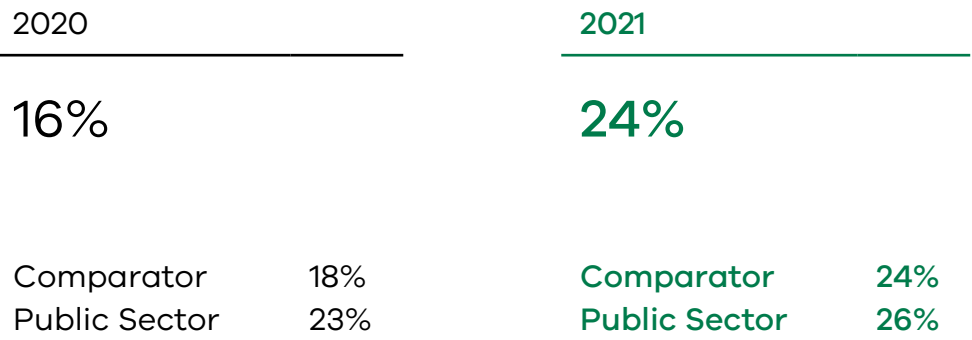
Example

24% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 24% of staff in your comparator group and 26% of staff across the public sector.

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

Nil	2%
Low / mild	44%
Moderate	29%
High	15%
Very high	7%
Severe	2%

Reported levels of high to severe stress

2020		2021	
16%		**24%**	
Comparator	18%	Comparator	24%
Public Sector	23%	Public Sector	26%

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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

98% of your staff who did the survey said they experienced mild to severe stress.

Of that 98%, 50% said the top reason was 'Time pressure'.

	40		1
	98%		2%

█ Experienced some work-related stress   ▦ Did not experience some work-related stress
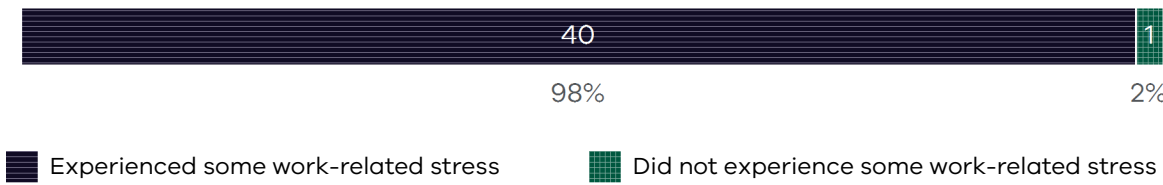
Of those that experienced work related stress it was from …	You 2020	You 2021	Comparator 2021	Public sector 2021
Time pressure	53%	50%	49%	42%
Workload	53%	50%	56%	51%
Dealing with clients, patients or stakeholders	13%	20%	22%	14%
Other changes due to COVID-19	8%	20%	15%	15%
Competing home and work responsibilities	21%	18%	15%	12%
Content, variety, or difficulty of work	11%	18%	15%	12%
Job security	8%	10%	13%	9%
Management of work (e.g. supervision, training, information, support)	0%	10%	8%	13%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	16%	10%	7%	12%
Unclear job expectations	0%	10%	15%	11%

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

12% of your staff who did the survey said they intended to leave.

Of that 12%, 60% said it was from 'Limited future career opportunities at my organisation'.

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

5		29
12%		**71%**
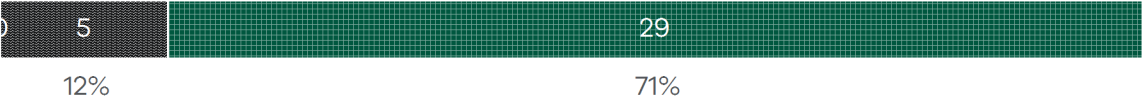
■ Leaving your organisation ▨ Leaving the sector ▨ Staying

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	60%	47%	42%
Better remuneration	40%	33%	26%
Limited opportunities to gain further experience at my organisation	40%	39%	33%
Better location/reduced travel time	20%	16%	13%
Desire to relocate interstate or overseas	20%	4%	7%
My interests do not match my job role	20%	16%	14%
Opportunity to broaden experience	20%	49%	40%
Opportunity to seek/take a promotion elsewhere	20%	41%	33%
Other	20%	14%	9%

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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.
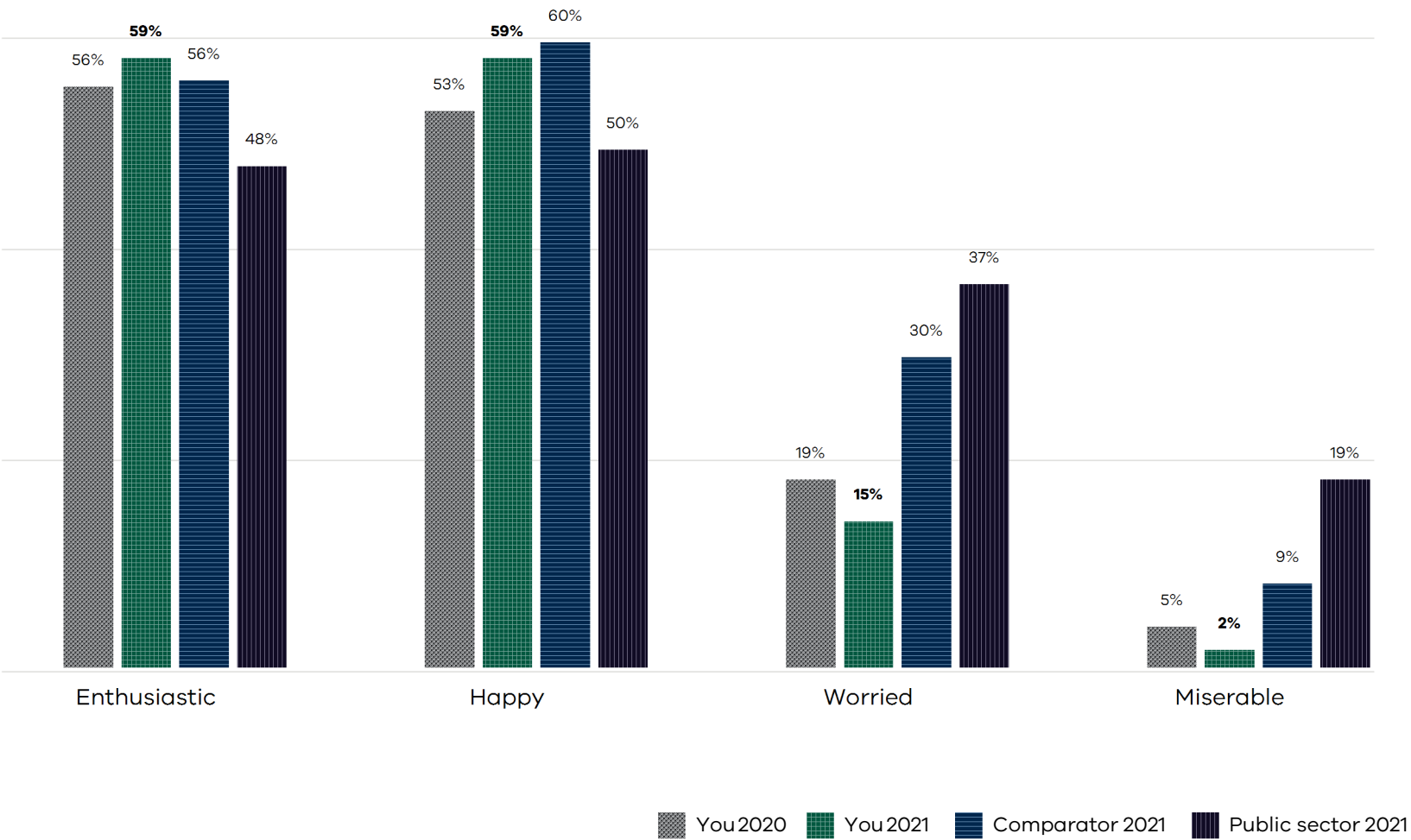
Example

In 2021:

- 59% of your staff who did the survey said work made them feel happy in 2021, which is up from 53% in 2020

Compared to:

- 60% 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 ...

Bar chart comparing emotional effects of work.

	Enthusiastic	Happy	Worried	Miserable
You 2020	56%	53%	19%	5%
You 2021	59%	59%	15%	2%
Comparator 2021	56%	60%	30%	9%
Public sector 2021	48%	50%	37%	19%

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

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People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

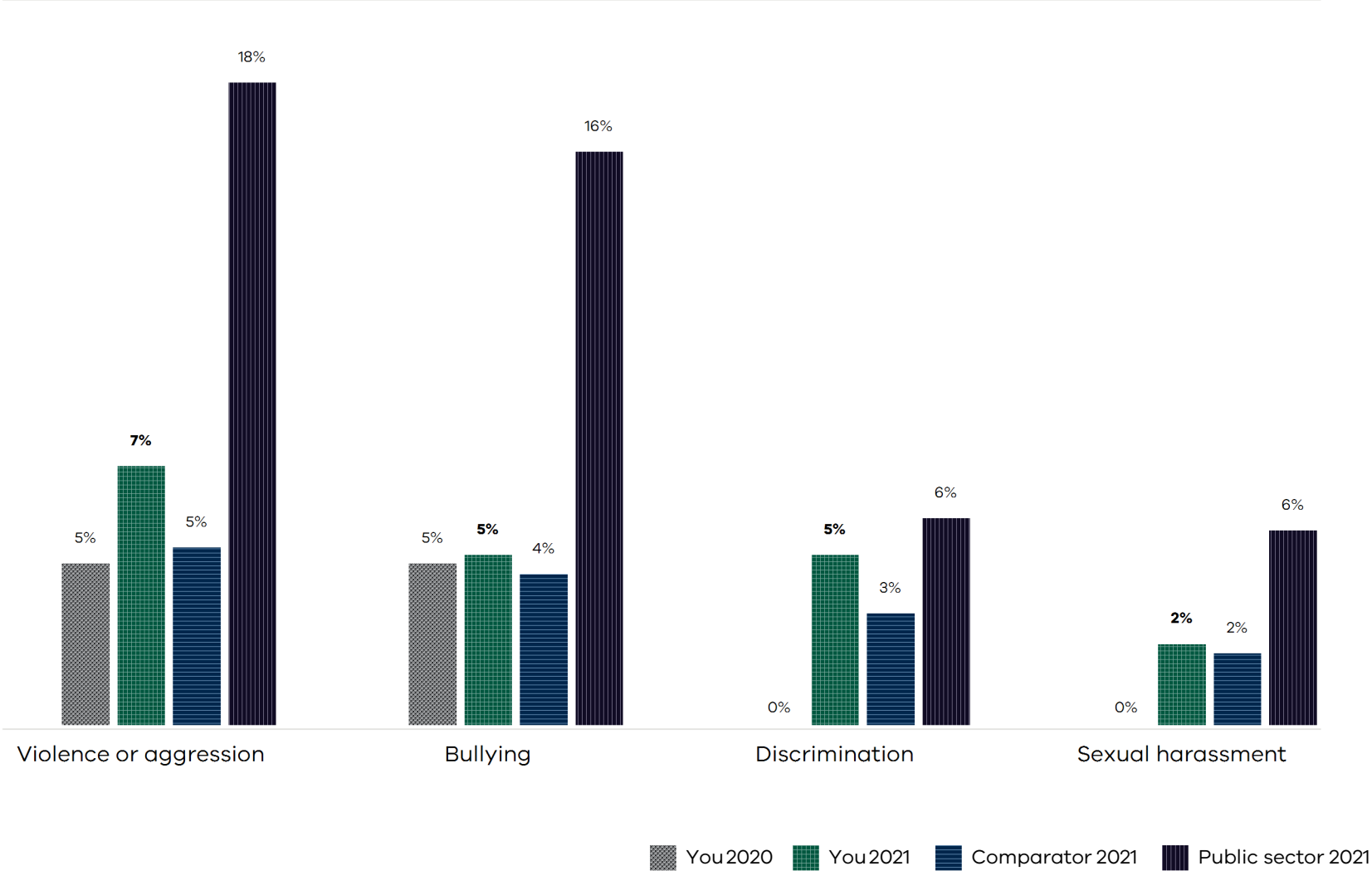You can compare these with your comparator and the public sector.

Example

In 2021:

- 7% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is up from 5% in 2020.

Compared to:

- 5% of staff at your comparator and 18% of staff across the public sector.

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

People outcomes

Bullying

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Sexual harassment

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

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.

People outcomes

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.

Why there is no data here

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

We do this to protect the respondents.

Negative behaviour

Witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

10% of your staff who did the survey said they witnessed some negative behaviour at work.

90% 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?

4	37
10%	90%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
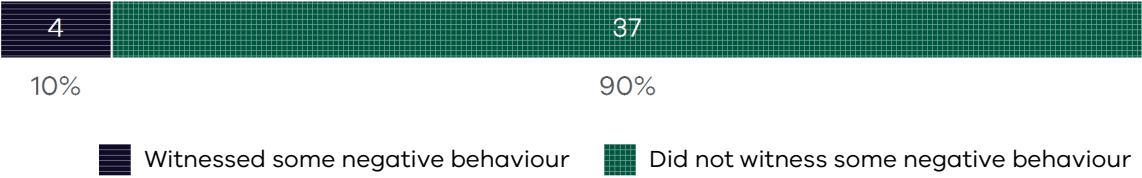
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	90%	95%	77%
Bullying of a colleague	7%	4%	16%
Discrimination against a colleague	2%	2%	8%

Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

The table shows the answers in descending order.

Example

10% of your staff who did the survey witnessed negative behaviour, of which:

- 50% said the top action they took was 'Spoke to the person who experienced the behaviour'.

- 0% took no action.

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

4	37
10%	90%

■ Witnessed some negative behaviour   ▥ Did not witness some negative behaviour
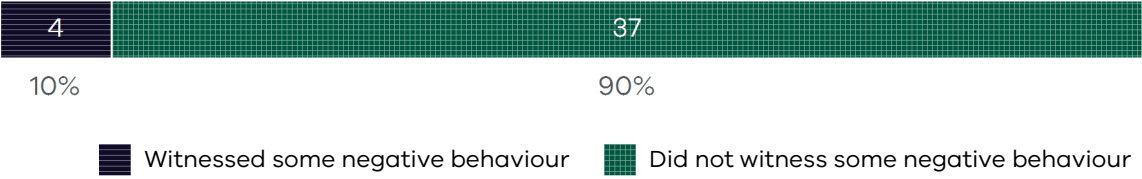
When you witnessed the above behaviour(s), did you do any of the following?	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	50%	67%	72%
Other	25%	0%	7%
Told a colleague	25%	0%	21%
Told a manager	25%	47%	37%
Told Human Resources	25%	13%	6%

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Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Organisational integrity', the 'You 2021' column shows 100% of your staff agreed with 'My organisation encourages respectful workplace behaviours'.
This question was not asked in 2020.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Organisational integrity	My organisation encourages respectful workplace behaviours	100%	Not asked in 2020	95%
Organisational integrity	My organisation is committed to earning a high level of public trust	100%	Not asked in 2020	97%
Safety climate	My organisation consults employees on health and safety matters	100%	Not asked in 2020	91%
Supporting question - gender equality	My organisation would support me if I needed to take family violence leave	100%	Not asked in 2020	92%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	100%	+5%	90%
Innovation	My workgroup respectfully consults with clients and stakeholders to improve outcomes	100%	Not asked in 2020	97%
Quality service delivery	My workgroup strives to deliver services in a timely manner	100%	Not asked in 2020	97%
Workgroup support	I am able to work effectively with others in my workgroup	100%	+2%	97%
Manager leadership	My manager is committed to workplace safety	98%	Not asked in 2020	96%
Safety climate	I feel culturally safe at work	98%	Not asked in 2020	90%

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Learning and development', the 'You 2021' column shows 32% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'. This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	32%	Not asked in 2020	33%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	41%	Not asked in 2020	40%
Learning and development	I feel I have an equal chance at promotion in my organisation	51%	Not asked in 2020	45%
Satisfaction	How satisfied are you with your career development within your current organisation	51%	-14%	60%
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	54%	Not asked in 2020	70%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	56%	Not asked in 2020	63%
Taking action	My organisation has taken positive action on the results of last year's survey	56%	Not asked in 2020	57%
Manager support	My manager has regular conversations with me about my learning and development	61%	Not asked in 2020	65%
Workload	I have enough time to do my job effectively	61%	-9%	54%
Workload	The workload I have is appropriate for the job that I do	61%	-18%	62%

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 'Workplace flexibility', the 'You 2021' column shows 100% of your staff agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.
In the 'Increase from 2020' column, you have a 5% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	100%	+5%	90%
Workgroup support	People in my workgroup treat each other with respect	95%	+4%	95%
Safe to speak up	People in your workgroup are able to bring up problems and tough issues	93%	+4%	88%
Workgroup support	I am able to work effectively with others in my workgroup	100%	+2%	97%

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 61% 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 18% 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	61%	-18%	62%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	66%	-18%	74%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	66%	-16%	71%
Satisfaction	How satisfied are you with your career development within your current organisation	51%	-14%	60%
Safety climate	All levels of my organisation are involved in the prevention of stress	63%	-11%	61%
Engagement	My organisation inspires me to do the best in my job	68%	-11%	76%
Satisfaction	Considering everything, how satisfied are you with your current job	76%	-10%	81%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	78%	-10%	77%
Manager support	My manager keeps me informed about what's going on	83%	-10%	87%
Meaningful work	I feel that I can make a worthwhile contribution at work	85%	-10%	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 'Innovation', the 'You 2021' column shows 88% of your staff agreed with 'My workgroup takes reasonable risks to improve its services'.

The 'difference' column, shows that agreement for this question was 13 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Innovation	My workgroup takes reasonable risks to improve its services	88%	+13%	75%
Innovation	My workgroup learns from failures and mistakes	95%	+12%	83%
Engagement	I feel a strong personal attachment to my organisation	88%	+11%	77%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	100%	+10%	90%
Safety climate	My organisation consults employees on health and safety matters	100%	+9%	91%
Job enrichment	I clearly understand what I am expected to do in this job	95%	+9%	87%
Supporting question - gender equality	My organisation would support me if I needed to take family violence leave	100%	+8%	92%
Quality service delivery	My workgroup has clear lines of responsibility	95%	+8%	87%
Safety climate	I feel culturally safe at work	98%	+7%	90%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	95%	+7%	88%

Key differences

Biggest negative difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Learning and development', the 'You 2021' column shows 54% of your staff agreed with 'There are adequate opportunities for me to develop skills and experience in my organisation'.

The 'difference' column, shows that agreement for this question was 16 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	54%	-16%	70%
Learning and development	I am developing and learning in my role	68%	-13%	81%
Workgroup support	Workgroups across my organisation willingly share information with each other	66%	-12%	77%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different sexes/genders	80%	-10%	91%
Satisfaction	How satisfied are you with your career development within your current organisation	51%	-8%	60%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	66%	-8%	74%
Equal employment opportunity	Gender is not a barrier to success in my organisation	78%	-8%	86%
Senior leadership	Senior leaders actively support diversity and inclusion in the workplace	83%	-8%	91%
Engagement	My organisation inspires me to do the best in my job	68%	-8%	76%
Satisfaction	I enjoy the work in my current job	80%	-8%	88%

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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

68% 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				

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
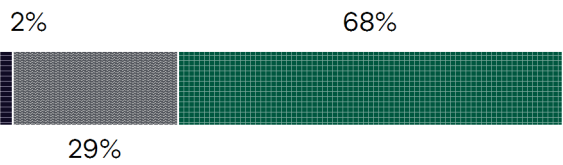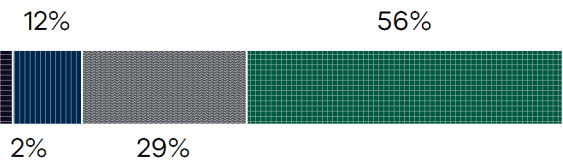
Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I believe my organisation will take positive action on the results of this year's survey	2% / 29% / 68%	Not asked	68 %	47 %	75 %	94 %
My organisation has taken positive action on the results of last year's survey	12% / 2% / 29% / 56%	Not asked	56 %	21 %	57 %	76 %

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Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

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

Example

90% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question — Your results — Benchmark agree results
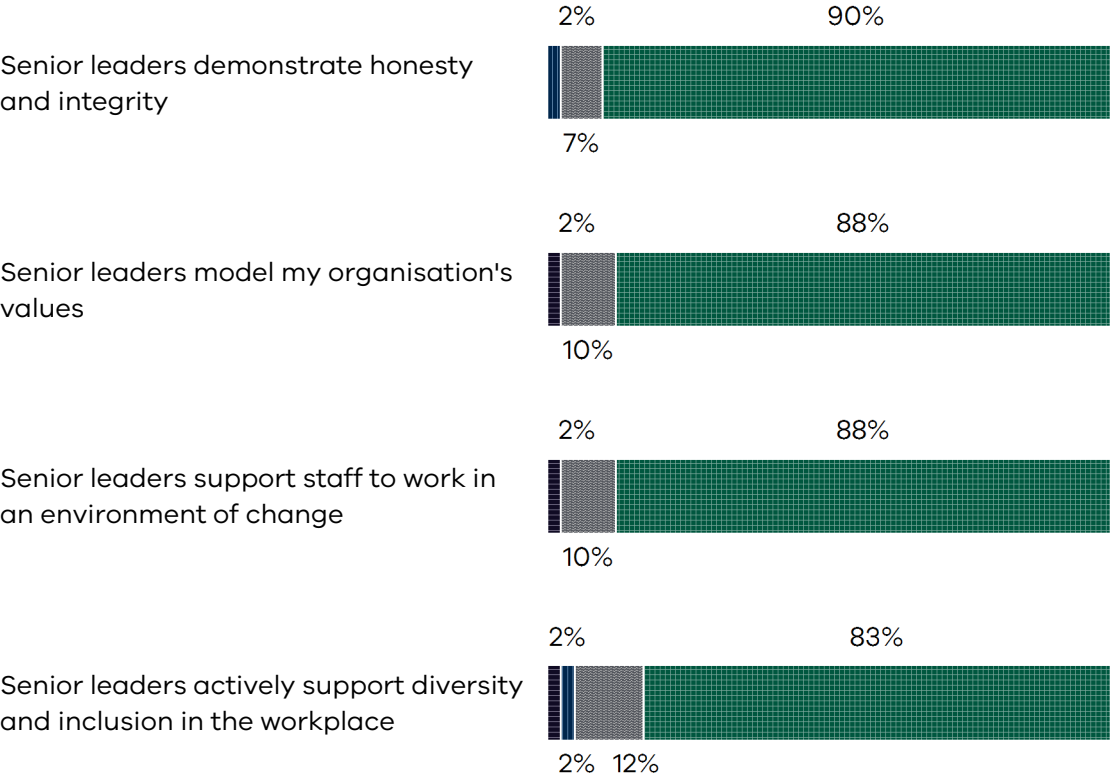
Legend: ■ Disagree ■ Neither agree nor disagree ■ Don't know ■ Agree

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders demonstrate honesty and integrity	2% / 90% / 7%	Not asked	90 %	79 %	89 %	100 %
Senior leaders model my organisation's values	2% / 88% / 10%	Not asked	88 %	71 %	88 %	100 %
Senior leaders support staff to work in an environment of change	2% / 88% / 10%	93 %	88 %	47 %	84 %	100 %
Senior leaders actively support diversity and inclusion in the workplace	2% / 83% / 2% / 12%	Not asked	83 %	75 %	91 %	98 %

Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

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

Example

83% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

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

Senior leaders provide clear strategy and direction

5%   83%

12%
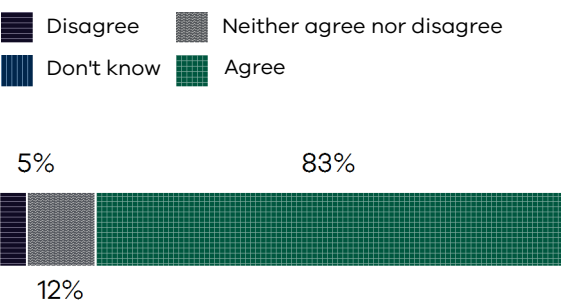
Benchmark agree results

| | You | | Comparator | | |
	2020	2021	Lowest	Average	Highest
	84 %	83 %	57 %	83 %	96 %

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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:

- 92% of your staff who did the survey responded positively to questions about Organisational integrity.

Compared to:

- 90% of staff at your comparator and 72% of staff across the public sector.
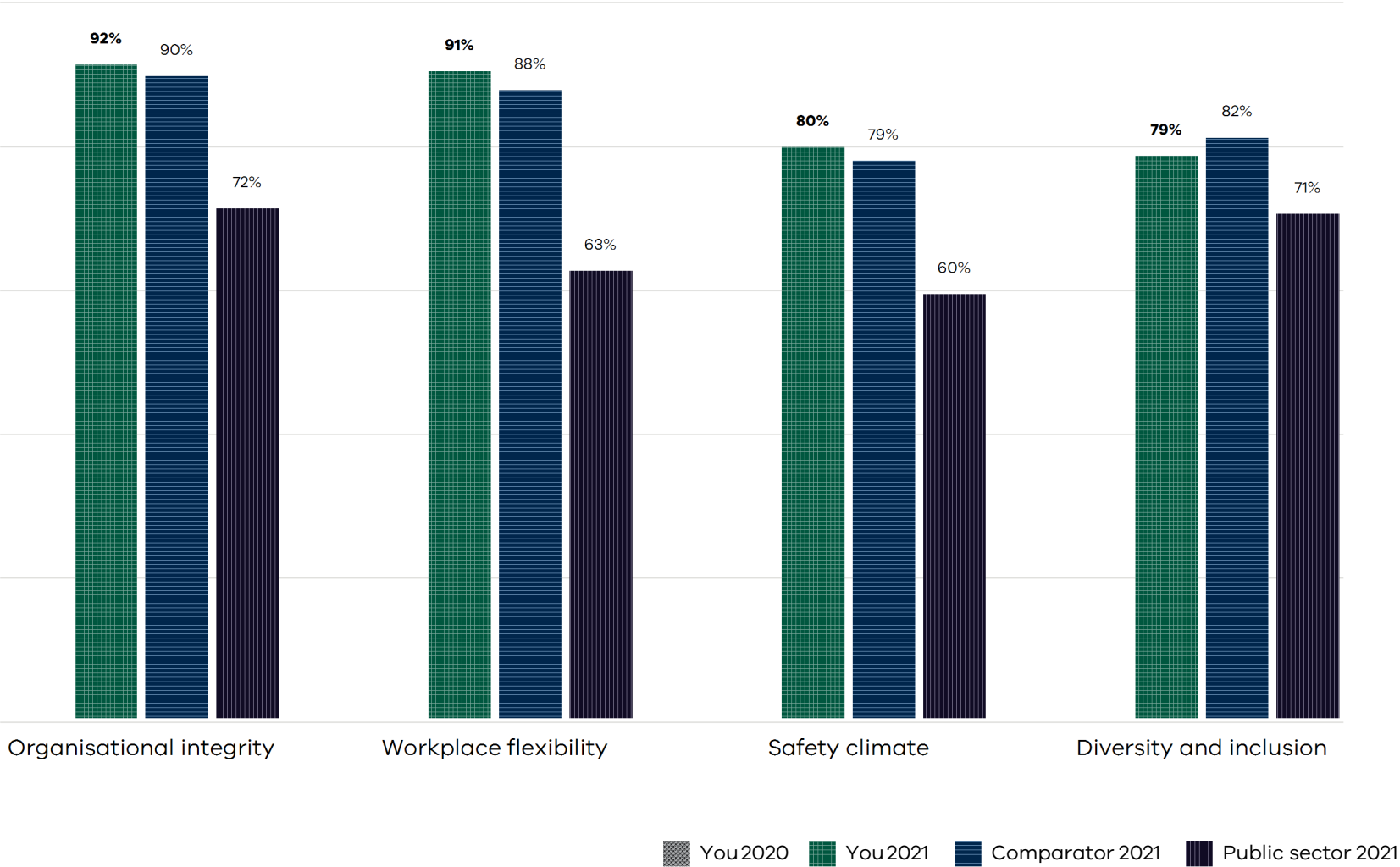
Legend: You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Factor	You 2021	Comparator 2021	Public sector 2021
Organisational integrity	92%	90%	72%
Workplace flexibility	91%	88%	63%
Safety climate	80%	79%	60%
Diversity and inclusion	79%	82%	71%

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:

- 79% of your staff who did the survey responded positively to questions about Equal employment opportunity.

Compared to:

- 81% of staff at your comparator and 69% of staff across the public sector.

79% 81% 69%
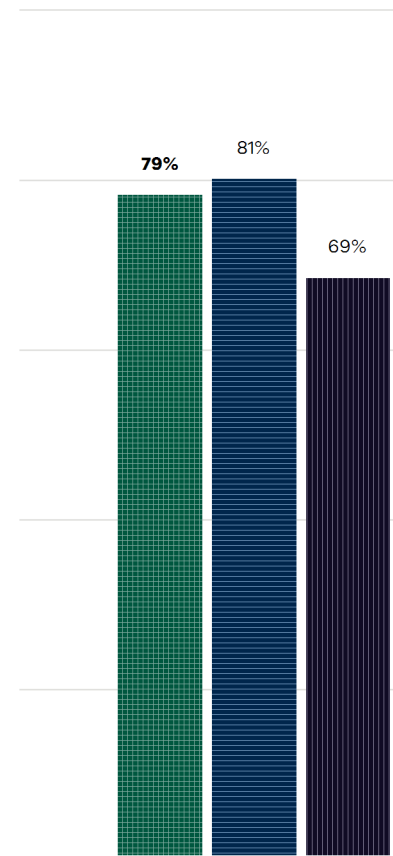
Equal employment opportunity

You 2020   You 2021   Comparator 2021   Public sector 2021

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Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

100% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

Survey question	Your results					

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages respectful workplace behaviours	100%	Not asked	100 %	88 %	95 %	100 %
My organisation is committed to earning a high level of public trust	100%	Not asked	100 %	89 %	97 %	100 %
My organisation respects the human rights of employees	5% / 95%	Not asked	95 %	86 %	95 %	100 %
My organisation does not tolerate improper conduct	2% / 93% / 5%	Not asked	93 %	71 %	88 %	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

90% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

| Survey question | Your results | Benchmark agree results |

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

Survey question	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages employees to act in ways that are consistent with human rights (5%, 90%, 5%)	Not asked	90 %	88 %	94 %	100 %
My organisation takes steps to eliminate bullying, harassment and discrimination (2%, 88%, 10%)	Not asked	88 %	76 %	88 %	96 %
My organisation makes fair recruitment and promotion decisions, based on merit (2%, 78%, 2% 17%)	Not asked	78 %	65 %	76 %	94 %

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Organisational climate

Workplace flexibility 1 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
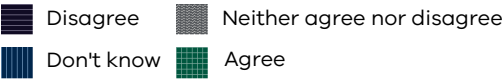
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
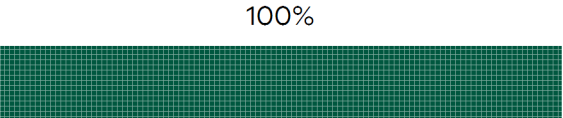
Example

100% 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 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am confident that if I requested a flexible work arrangement, it would be given due consideration — 100%	95 %	100 %	70 %	90 %	100 %
I have the flexibility I need to manage my work and non-work activities and responsibilities — 5% / 95%	Not asked	95 %	76 %	92 %	100 %
There is a positive culture within my organisation in relation to employees who have family responsibilities — 2% / 2% / 95%	Not asked	95 %	82 %	92 %	100 %
There is a positive culture within my organisation in relation to employees who use flexible work arrangements — 5% / 95%	Not asked	95 %	70 %	88 %	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

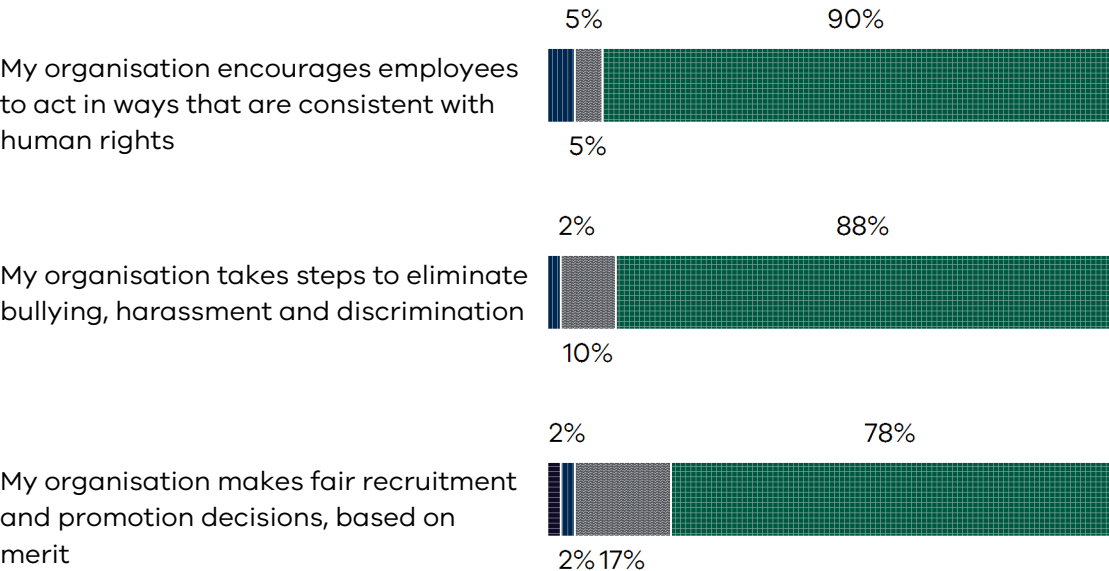93% of your staff who did the survey agreed or strongly agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.

Survey question	Your results					

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation supports employees with family or other caring responsibilities, regardless of gender	7% / 93%	Not asked	93 %	82 %	94 %	100 %
There is a positive culture within my organisation in relation to employees who have caring responsibilities	2% / 93% / 2% / 2%	Not asked	93 %	76 %	86 %	97 %
Using flexible work arrangements is not a barrier to success in my organisation	5% / 85% / 10%	Not asked	85 %	73 %	87 %	100 %
Having family responsibilities is not a barrier to success in my organisation	5% / 83% / 12%	Not asked	83 %	75 %	86 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

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.
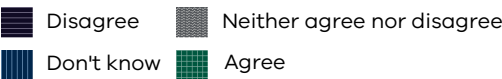
Example

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

Survey question

Your results

Benchmark agree results

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

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

2%   80%

5% 12%
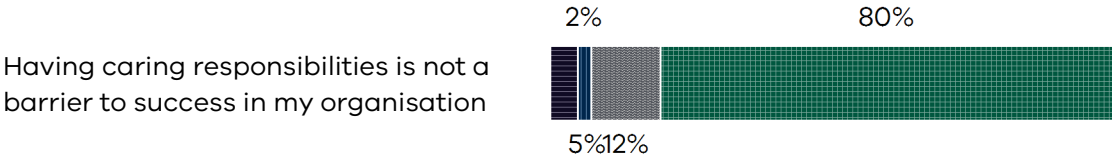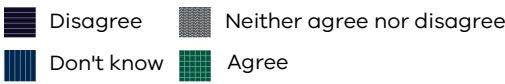
	You		Comparator		
	2020	2021	Lowest	Average	Highest
	Not asked	80 %	72 %	83 %	94 %

Organisational climate

Workplace flexibility 4 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

The table shows you what flexible work arrangements staff use.

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

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

Example

66% 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)	66%	50%	24%
Flexible start and finish times	61%	59%	23%
Part-time	22%	24%	19%
No, I do not use any flexible work arrangements	15%	16%	38%
Using leave to work flexible hours	10%	14%	8%
Shift swap	5%	6%	12%
Study leave	2%		4%
Working more hours over fewer days	2%	8%	6%

Organisational climate

What this is

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

Why this is important

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

How to read this

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

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
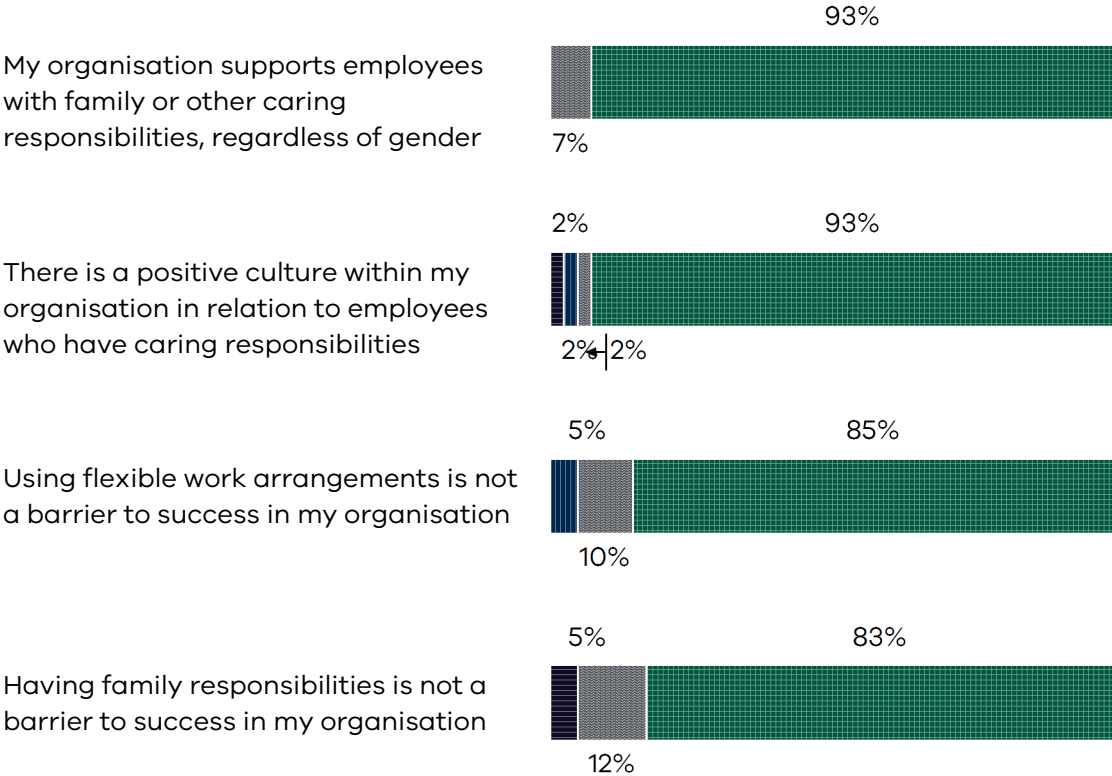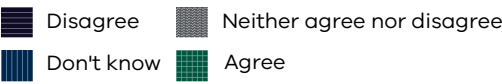
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

88% of your staff who did the survey agreed or strongly agreed with 'Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation'.

Survey question — Your results — Benchmark agree results

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	5% ... 88% / 7%	Not asked	88 %	75 %	85 %	96 %
Cultural background is not a barrier to success in my organisation	5% ... 83% / 12%	Not asked	83 %	61 %	83 %	94 %
Sexual orientation is not a barrier to success in my organisation	7% ... 83% / 10%	Not asked	83 %	61 %	82 %	96 %
Age is not a barrier to success in my organisation	5% ... 80% / 2% 12%	Not asked	80 %	68 %	82 %	90 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

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

Example

78% of your staff who did the survey agreed or strongly agreed with 'Gender is not a barrier to success in my organisation'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2020	2021	Lowest	Average	Highest

Gender is not a barrier to success in my organisation

2% / 78% / 7% / 12%

| Not asked | 78 % | 71 % | 86 % | 97 % |

Disability is not a barrier to success in my organisation

10% / 61% / 29%

| Not asked | 61 % | 54 % | 65 % | 84 % |

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

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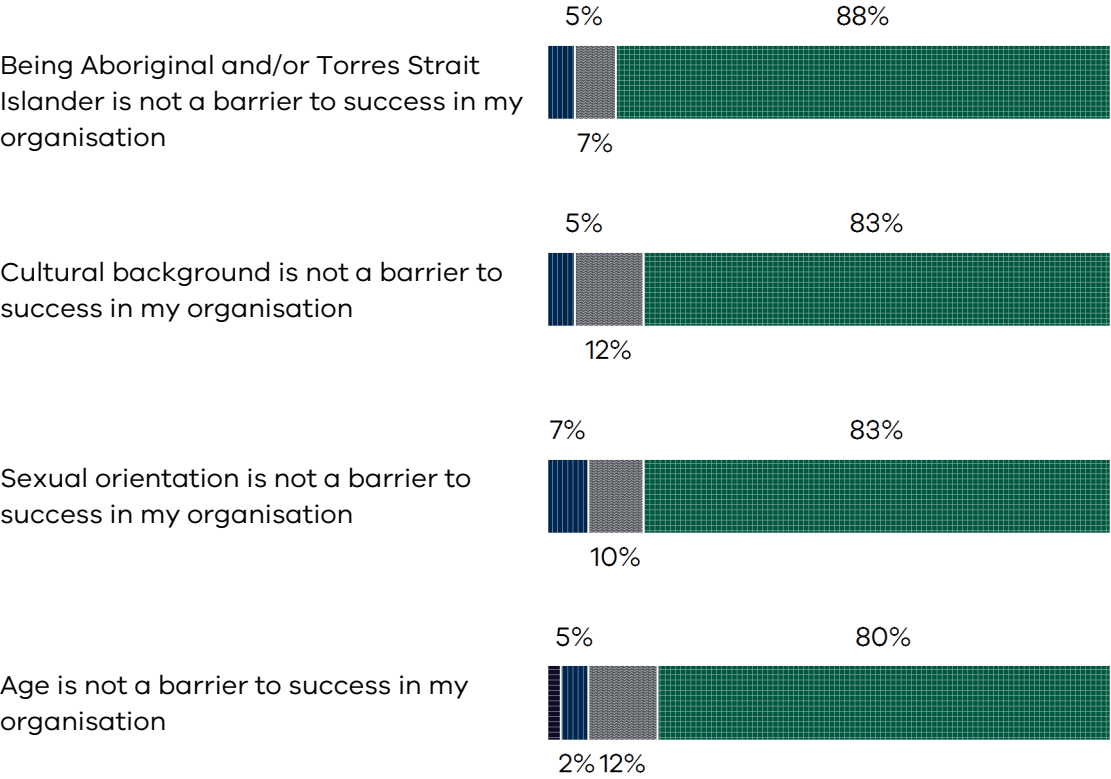
Example

100% of your staff who did the survey agreed or strongly agreed with 'My organisation consults employees on health and safety matters'.

Survey question | Your results | Benchmark agree results
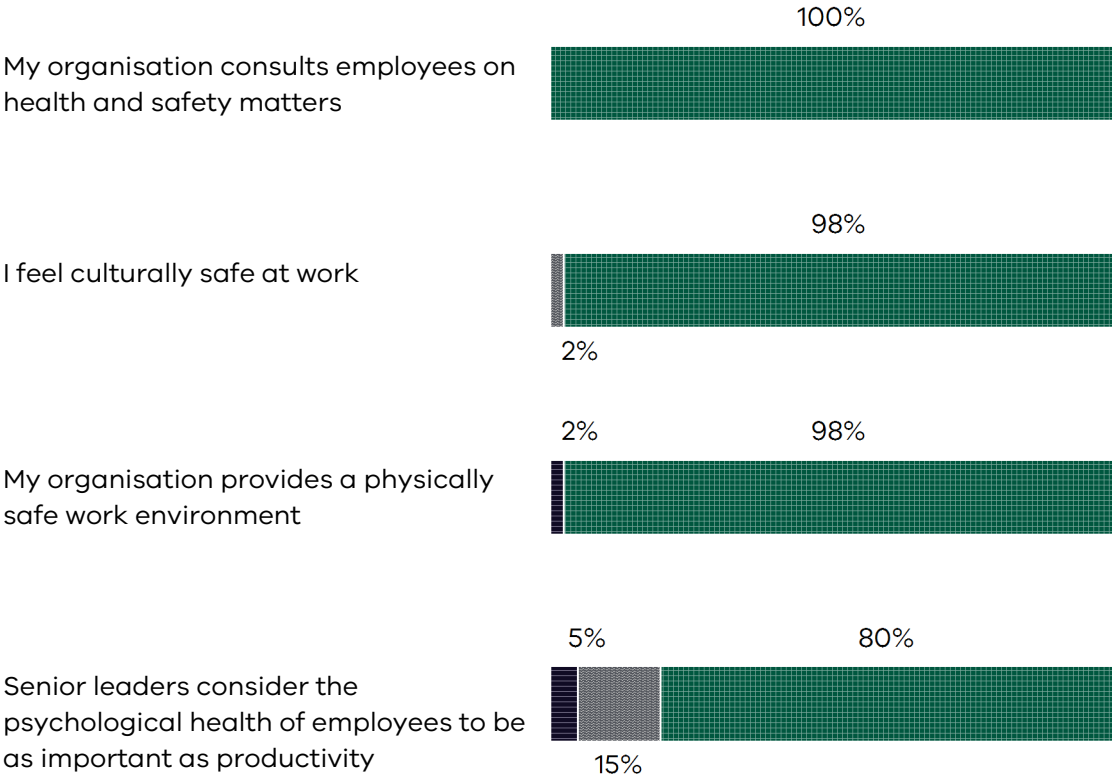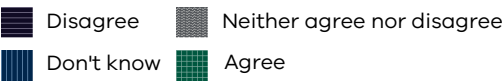
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation consults employees on health and safety matters	100%	Not asked	100 %	75 %	91 %	100 %
I feel culturally safe at work	98% (2%)	Not asked	98 %	76 %	90 %	100 %
My organisation provides a physically safe work environment	2% / 98%	Not asked	98 %	86 %	98 %	100 %
Senior leaders consider the psychological health of employees to be as important as productivity	5% / 80% (15%)	84 %	80 %	59 %	75 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Psychosocial and physical safety climate question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

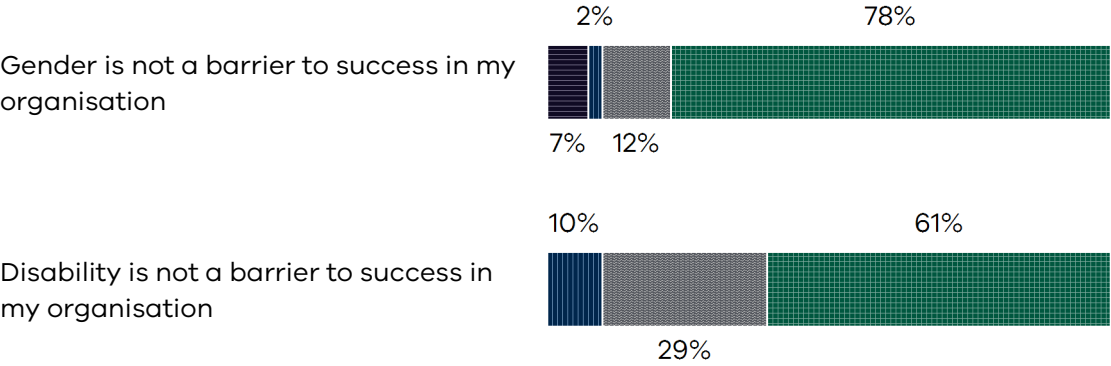Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

73% 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'.

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
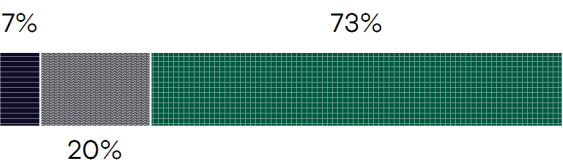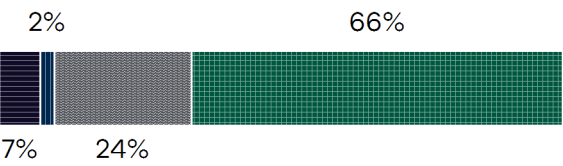
Survey question	Disagree	Neither	Agree	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
In my workplace, there is good communication about psychological safety issues that affect me	7%	20%	73%	79 %	73 %	46 %	69 %	90 %
My organisation has effective procedures in place to support employees who may experience stress	7%	2% / 24%	66%	81 %	66 %	41 %	71 %	97 %
Senior leaders show support for stress prevention through involvement and commitment	7%	27%	66%	84 %	66 %	52 %	74 %	100 %
All levels of my organisation are involved in the prevention of stress	12%	24%	63%	74 %	63 %	39 %	61 %	90 %

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
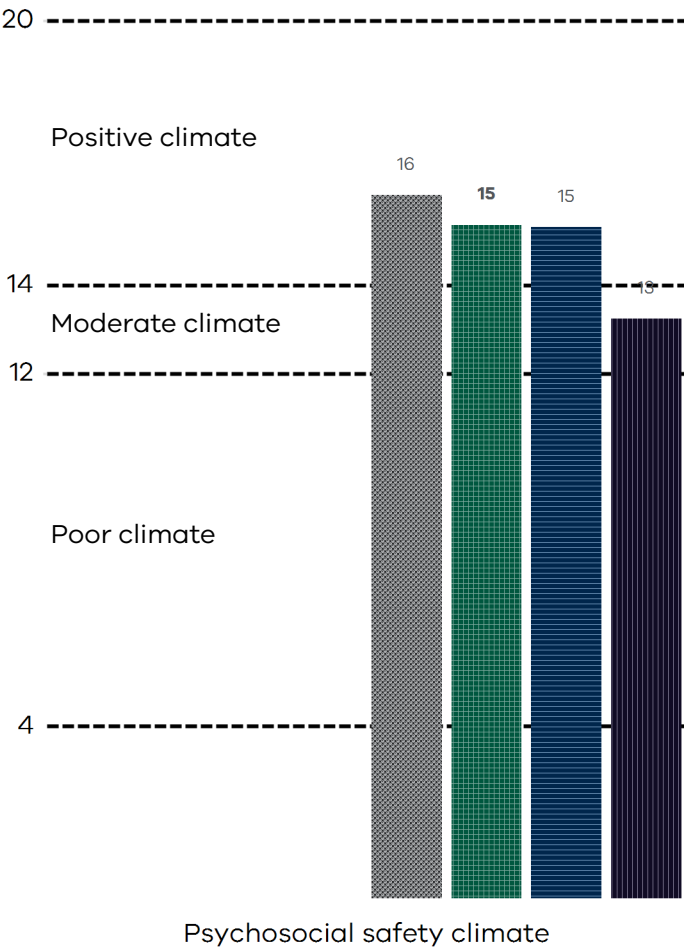
Psychosocial safety climate

Legend: You 2020 — You 2021 — Comparator 2021 — Public sector 2021

Victorian Public Sector Commission

VICTORIA State Government

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

93% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander'.

| Survey question | Your results | Benchmark agree results |

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

	You		Comparator		
	2020	2021	Lowest	Average	Highest

There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander — 2%, 93%, 5%

| Not asked | 93 % | 76 % | 89 % | 100 % |

There is a positive culture within my organisation in relation to employees from varied cultural backgrounds — 5%, 85%, 10%

| Not asked | 85 % | 71 % | 85 % | 100 % |

There is a positive culture within my organisation in relation to employees of different age groups — 2%, 85%, 5% 7%

| Not asked | 85 % | 71 % | 89 % | 100 % |

There is a positive culture within my organisation in relation to employees of different sexes/genders — 2%, 80%, 2% 15%

| Not asked | 80 % | 75 % | 91 % | 100 % |

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

68% 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

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

	You		Comparator		
	2020	2021	Lowest	Average	Highest

There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+

15% / 5% / 12% / 68%

Not asked | 68 % | 47 % | 74 % | 87 %

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

15% / 2% / 20% / 63%
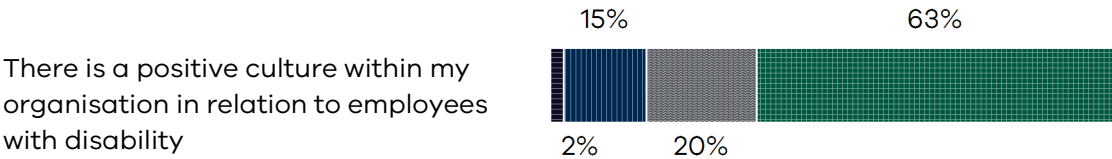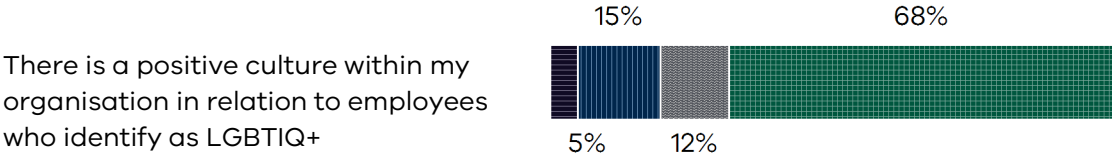
Not asked | 63 % | 44 % | 63 % | 90 %

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.
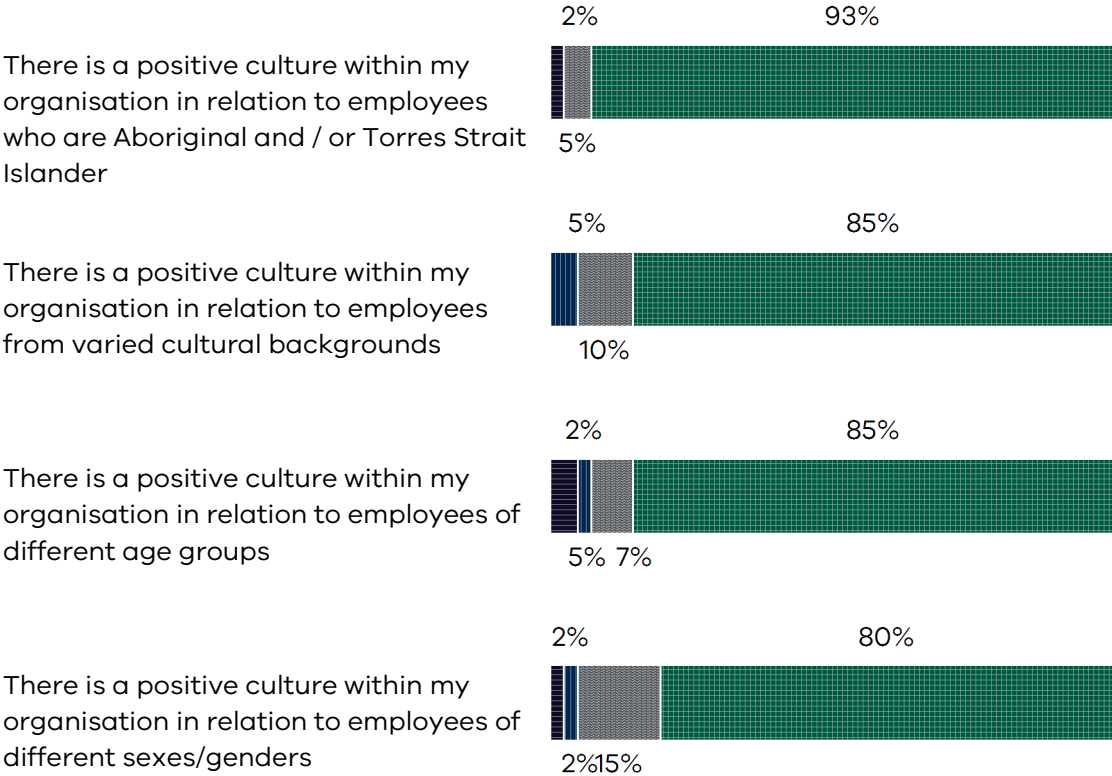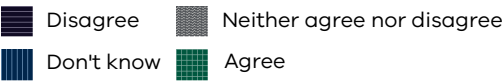
Example

100% of your staff who did the survey agreed or strongly agreed with 'My organisation would support me if I needed to take family violence leave'.

Survey question	Your results			
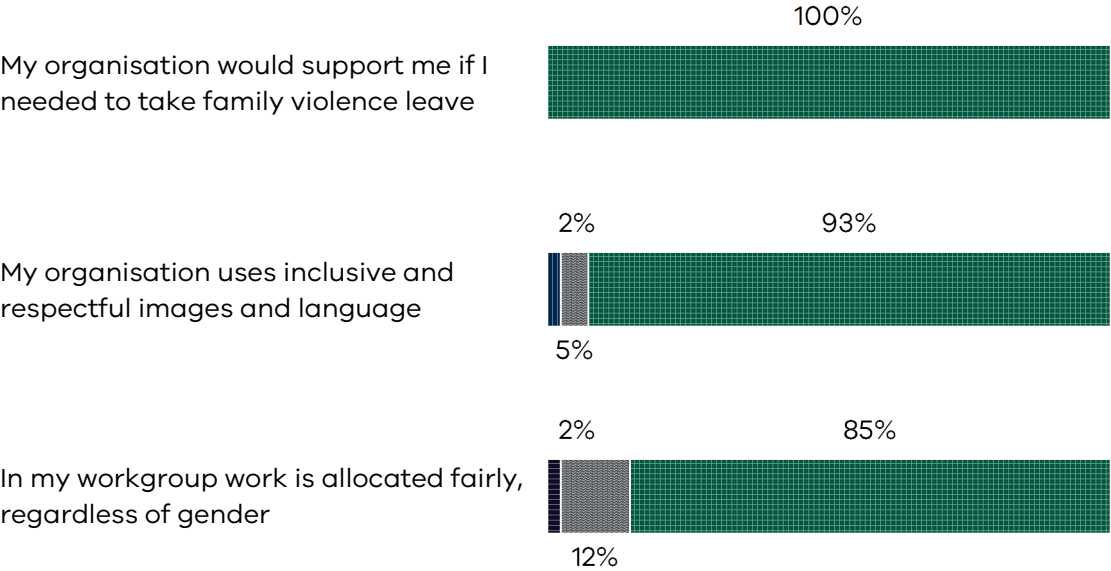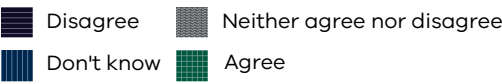
Legend: Disagree ■ | Neither agree nor disagree ▨ | Don't know ▥ | Agree ▦

Survey question	Your results	Benchmark agree results

		You		Comparator		
		2020	2021	Lowest	Average	Highest
My organisation would support me if I needed to take family violence leave	100% (Agree)	Not asked	100 %	82 %	92 %	100 %
My organisation uses inclusive and respectful images and language	2% / 5% / 93%	Not asked	93 %	88 %	95 %	97 %
In my workgroup work is allocated fairly, regardless of gender	2% / 12% / 85%	Not asked	85 %	82 %	92 %	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
- 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
- Business units

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:

- 95% of your staff who did the survey responded positively to questions about .

Compared to:

- 93% of staff at your comparator and 80% of staff across the public sector.

Quality service delivery: You 2021 95%, Comparator 2021 93%, Public sector 2021 80%

Innovation: You 2021 90%, Comparator 2021 84%, Public sector 2021 68%

Workgroup support: You 2021 90%, Comparator 2021 91%, Public sector 2021 76%
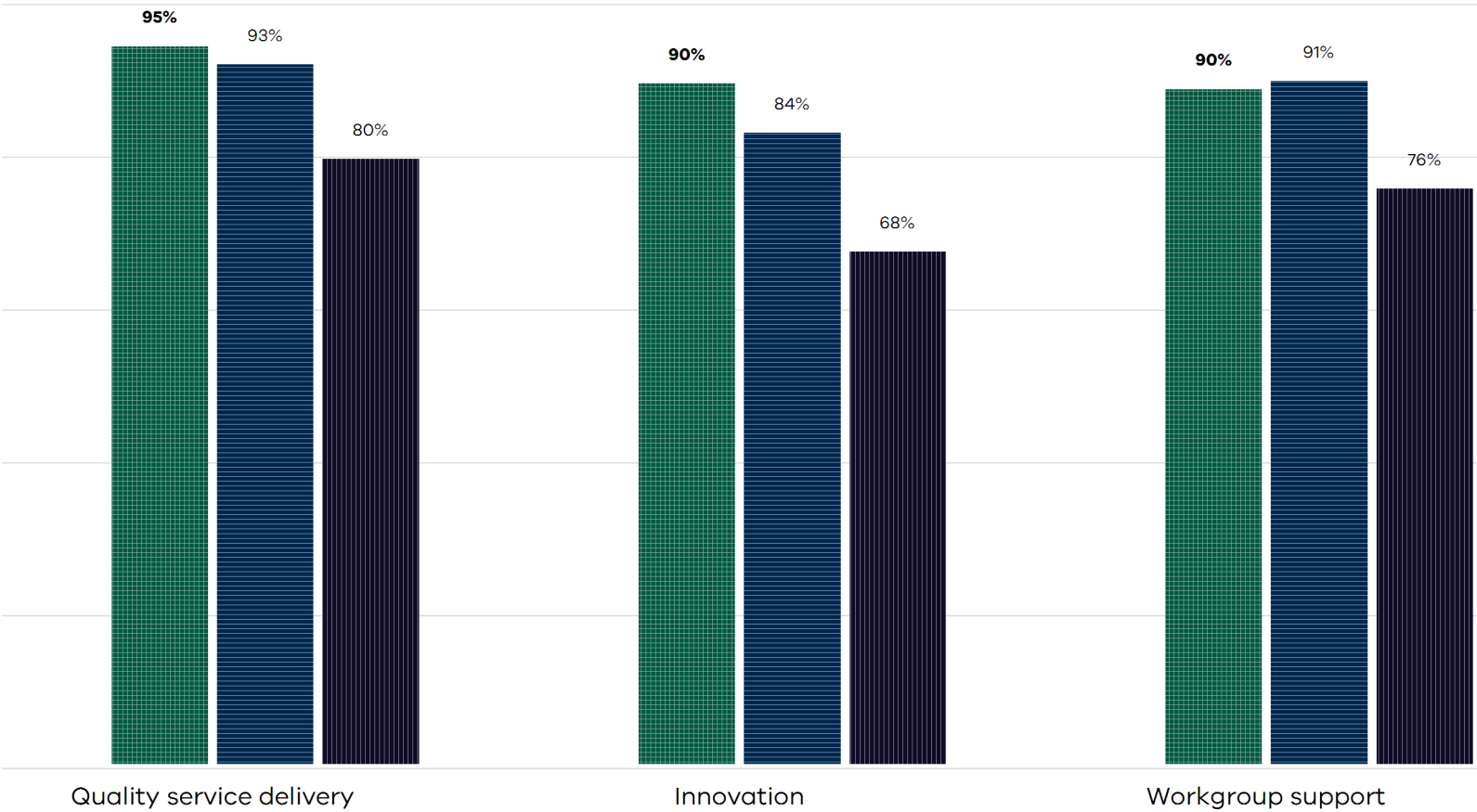
Legend: You 2020, You 2021, Comparator 2021, Public sector 2021

Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

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

Survey question	Your results					

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

	You		**Comparator**		
Survey question	2020	2021	Lowest	Average	Highest
My workgroup strives to deliver services in a timely manner — 100%	Not asked	100 %	91 %	97 %	100 %
My workgroup strives to provide high quality advice and services — 98%, 2%	Not asked	98 %	91 %	98 %	100 %
My workgroup focuses on making decisions informed by all relevant facts — 2%, 95%, 2%	Not asked	95 %	71 %	92 %	100 %
My workgroup has clear lines of responsibility — 2%, 95%, 2%	Not asked	95 %	71 %	87 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Quality service delivery 2 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

95% of your staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

| Survey question | Your results | Benchmark agree results |

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

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup values human rights	2% / 95% / 2%	Not asked	95 %	91 %	95 %	100 %
My workgroup strives to make the best use of its resources	93% / 7%	Not asked	93 %	83 %	90 %	100 %
My workgroup places a priority on acting fairly and without bias	2% / 90% / 7%	Not asked	90 %	65 %	90 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

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

100% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

Survey question / Your results / Benchmark agree results

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

Survey question	Your results		You		Comparator		
			2020	2021	Lowest	Average	Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes	100%		Not asked	100 %	91 %	97 %	100 %
My workgroup learns from failures and mistakes	95% / 5%		Not asked	95 %	71 %	83 %	100 %
My workgroup is quick to respond to opportunities to do things better	2% / 90% / 7%		Not asked	90 %	67 %	84 %	100 %
My workgroup takes reasonable risks to improve its services	2% / 88% / 2% 7%		Not asked	88 %	57 %	75 %	96 %

Victorian Public Sector Commission

VICTORIA State Government

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.
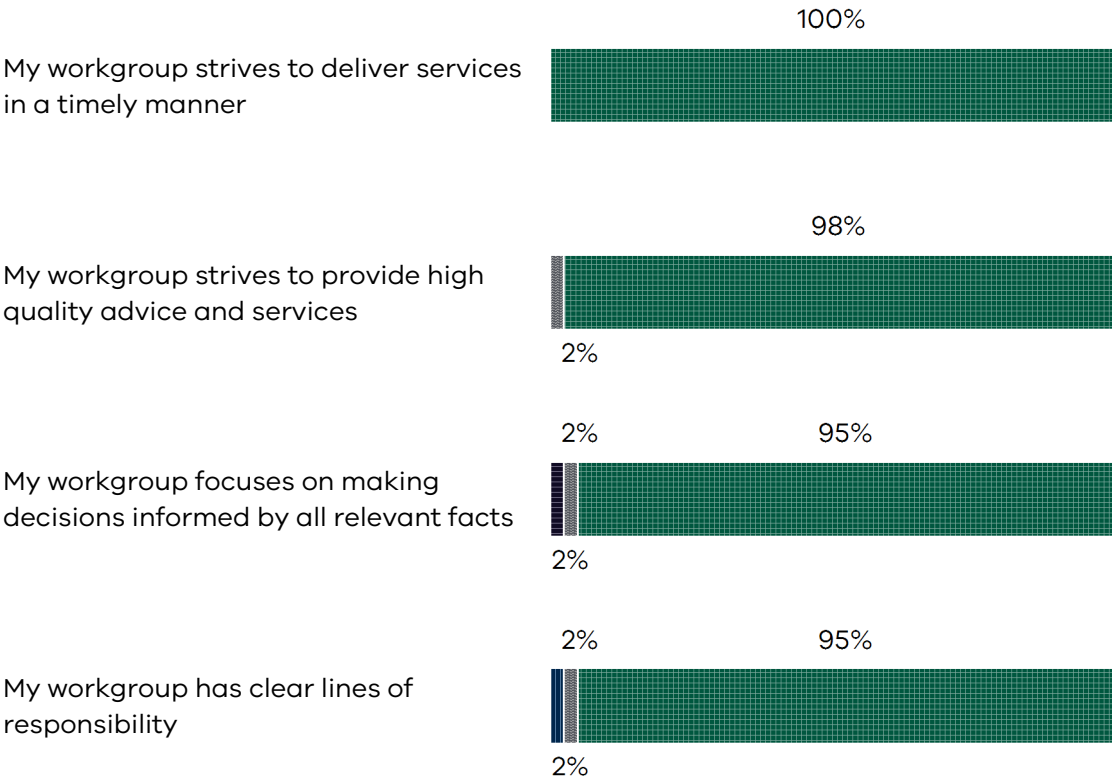
Example

78% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.

Survey question

Your results

Benchmark agree results

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

My workgroup encourages employee creativity

2% 78%

20%

	You		Comparator		
	2020	2021	Lowest	Average	Highest
	Not asked	78 %	64 %	80 %	97 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Workgroup support 1 of 3

What this is

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

Why this is important

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

How to read this

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

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

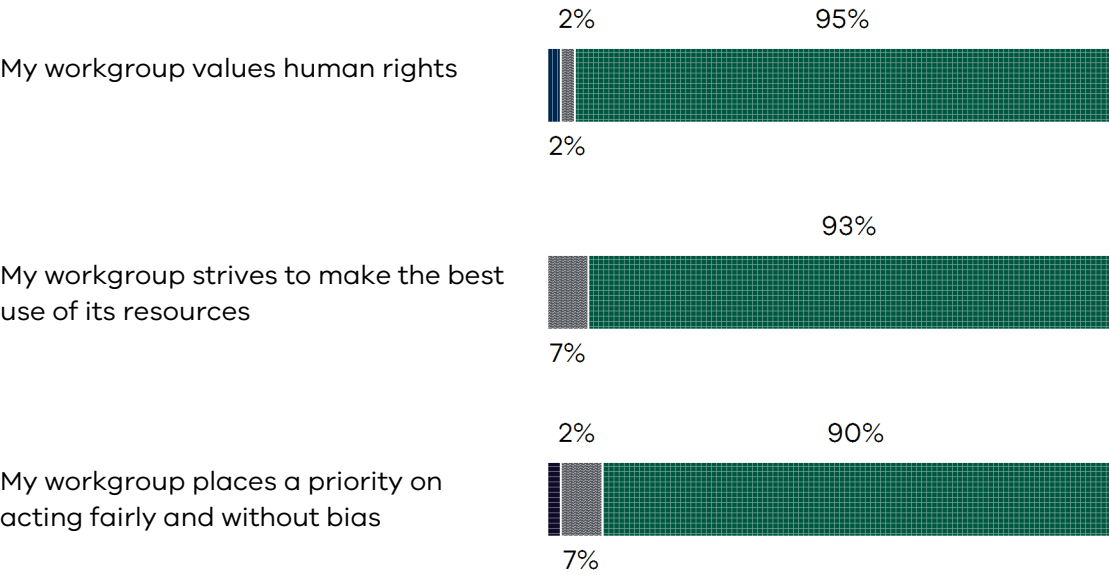Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others in my workgroup	100% Agree	98 %	100 %	92 %	97 %	100 %
People in my workgroup treat each other with respect	2% / 95% / 2%	91 %	95 %	82 %	95 %	100 %
People in my workgroup work together effectively to get the job done	2% / 95% / 2%	95 %	95 %	85 %	93 %	100 %
I am able to work effectively with others outside my immediate workgroup	2% / 93% / 5%	95 %	93 %	82 %	93 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Workgroup support 2 of 3

What this is

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

Why this is important

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

How to read this

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

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

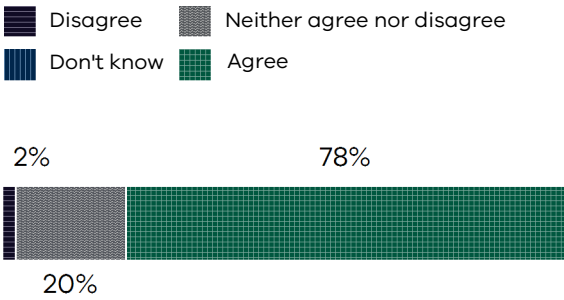Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

93% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are honest, open and transparent in their dealings'.

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup are honest, open and transparent in their dealings	2% / 5% / 93%	Not asked	93 %	82 %	91 %	100 %
People in my workgroup appropriately manage conflicts of interest	5% / 5% / 90%	Not asked	90 %	86 %	90 %	100 %
People in my workgroup are politically impartial in their work	2% / 7% / 90%	Not asked	90 %	82 %	90 %	100 %
People in my workgroup actively support diversity and inclusion in the workplace	2% / 10% / 88%	Not asked	88 %	91 %	95 %	100 %

Workgroup climate

Workgroup support 3 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

Example

85% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup regularly reach out to support me and my wellbeing'.

Legend	
Disagree	Neither agree nor disagree
Don't know	Agree

Survey question	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup regularly reach out to support me and my wellbeing	95 %	85 %	70 %	85 %	100 %
Workgroups across my organisation willingly share information with each other	72 %	66 %	64 %	77 %	94 %

Your results – People in my workgroup regularly reach out to support me and my wellbeing: 2%, 12%, 85%

Your results – Workgroups across my organisation willingly share information with each other: 2%, 5%, 27%, 66%

Victorian Public Sector Commission

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People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Custom questions

- Questions requested by your organisation

Demographics

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

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Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 93% of your staff who did the survey responded positively to questions about Manager leadership.

Compared to:

- 95% of staff at your comparator and 84% of staff across the public sector.

Chart data:

	Manager leadership	Safe to speak up	Meaningful work	Job enrichment
You 2020			94%	
You 2021	93%	89%	85%	85%
Comparator 2021	95%	86%	90%	87%
Public sector 2021	84%	67%	84%	77%

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

Victorian Public Sector Commission

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Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

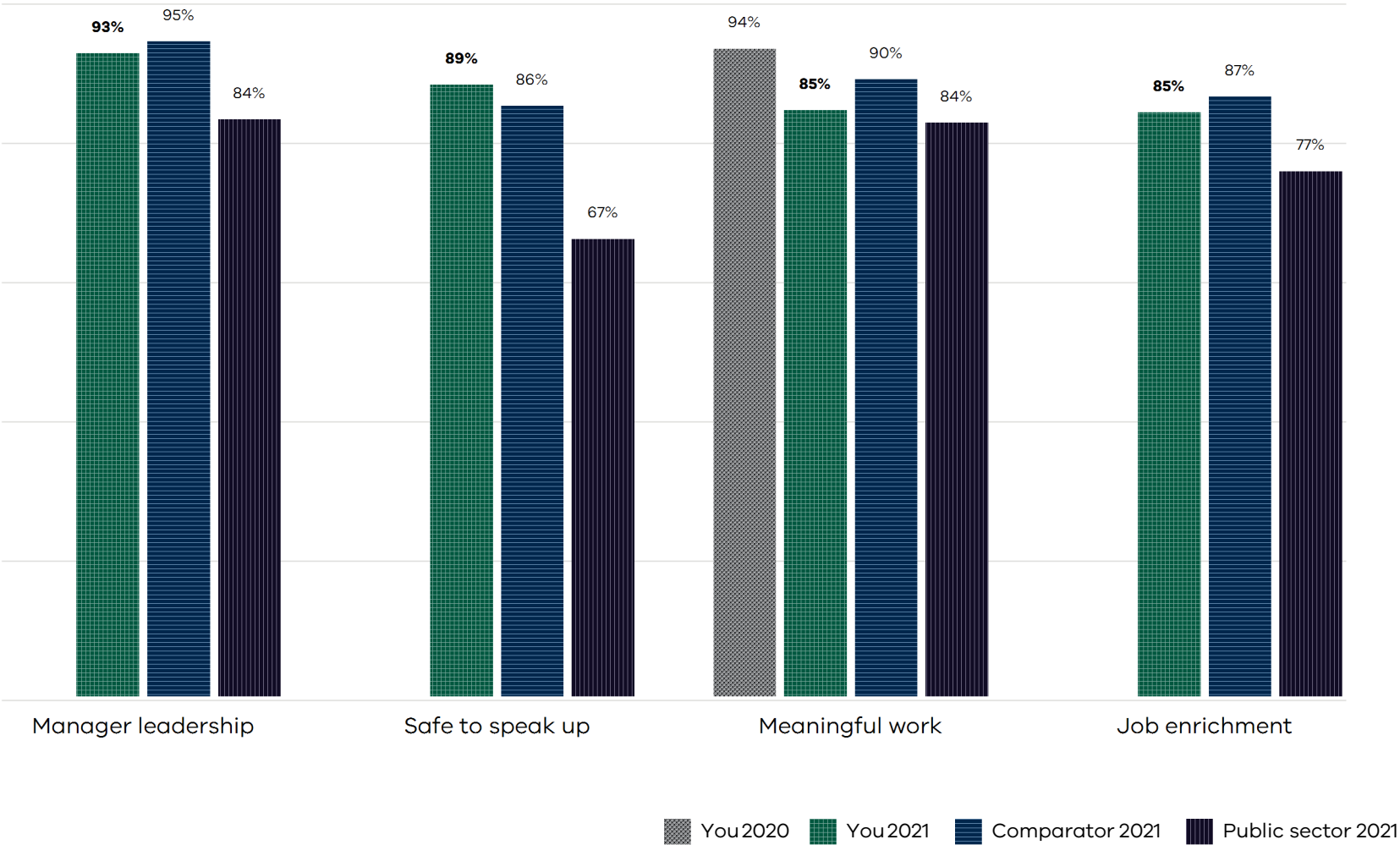**Example**

In 2021:

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

Compared to:

- 83% of staff at your comparator and 70% of staff across the public sector.

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

Manager support: 82%, 83%, 70%
Workload: 74%, 61%, 58%, 53%
Learning and development: 55%, 59%, 53%
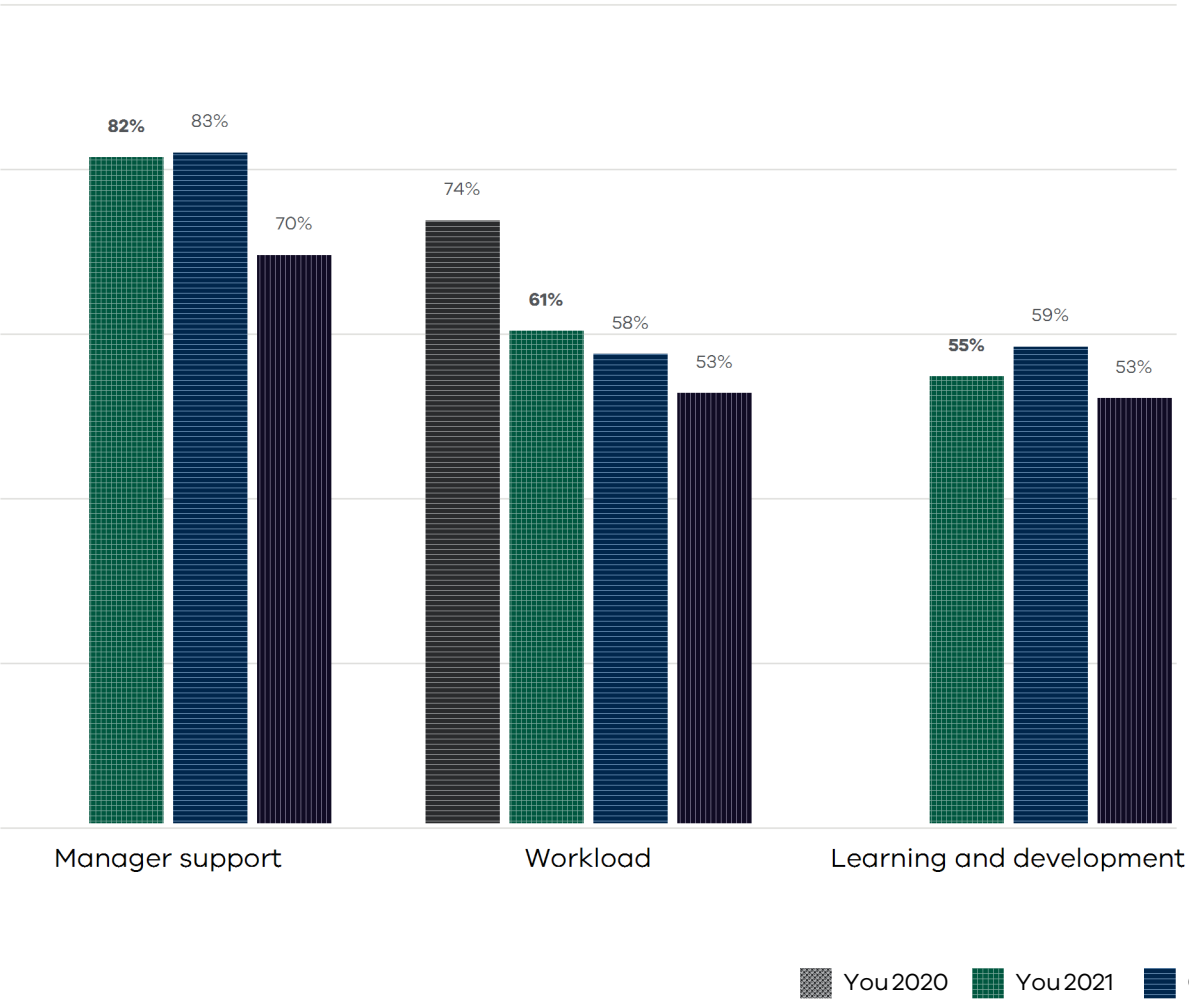
Job and manager factors

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

98% of your staff who did the survey agreed or strongly agreed with 'My manager is committed to workplace safety'.

Survey question

Your results

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

My manager is committed to workplace safety
2% | 98%

My manager demonstrates honesty and integrity
2% | 93% | 5%

My manager ensures clients receive a high standard of service
2% | 93% | 5%

My manager models my organisation's values
2% | 93% | 5%

Benchmark agree results

Survey question	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager is committed to workplace safety	Not asked	98 %	88 %	96 %	100 %
My manager demonstrates honesty and integrity	Not asked	93 %	88 %	96 %	100 %
My manager ensures clients receive a high standard of service	Not asked	93 %	88 %	96 %	100 %
My manager models my organisation's values	Not asked	93 %	79 %	91 %	100 %

Victorian Public Sector Commission

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Job and manager factors

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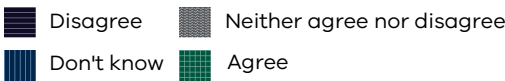
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

93% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question

Your results

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

My manager treats employees with dignity and respect
- 2% 93%
- 5%

My manager works effectively with people from diverse backgrounds
- 2% 93%
- 5%

Benchmark agree results

Survey question	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect	Not asked	93 %	82 %	96 %	100 %
My manager works effectively with people from diverse backgrounds	Not asked	93 %	88 %	96 %	100 %

Victorian Public Sector Commission

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Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

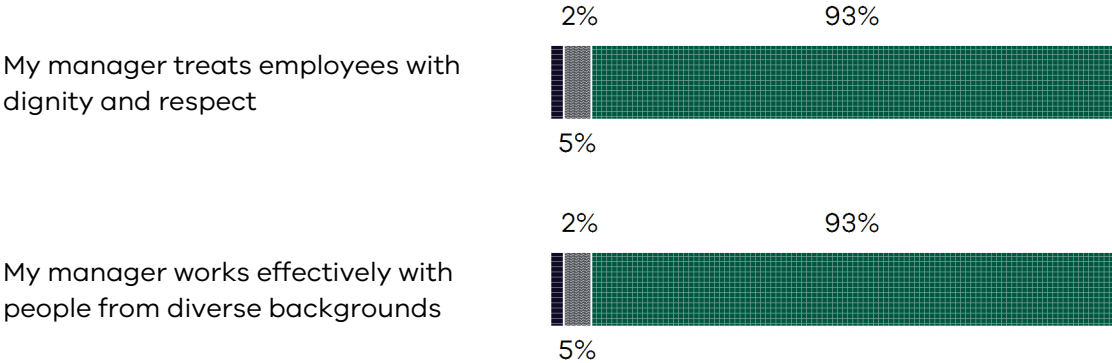Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

93% 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					

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I would be confident in approaching my manager to discuss concerns and grievances	5% / 2% / 93%	Not asked	93 %	76 %	90 %	100 %
My manager listens to what I have to say	2% / 7% / 90%	91 %	90 %	82 %	92 %	100 %
My manager provides me with enough support when I need it	7% / 2% / 90%	91 %	90 %	69 %	85 %	100 %
My manager encourages and supports my participation in learning and development opportunities	5% / 10% / 85%	Not asked	85 %	71 %	87 %	100 %

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.

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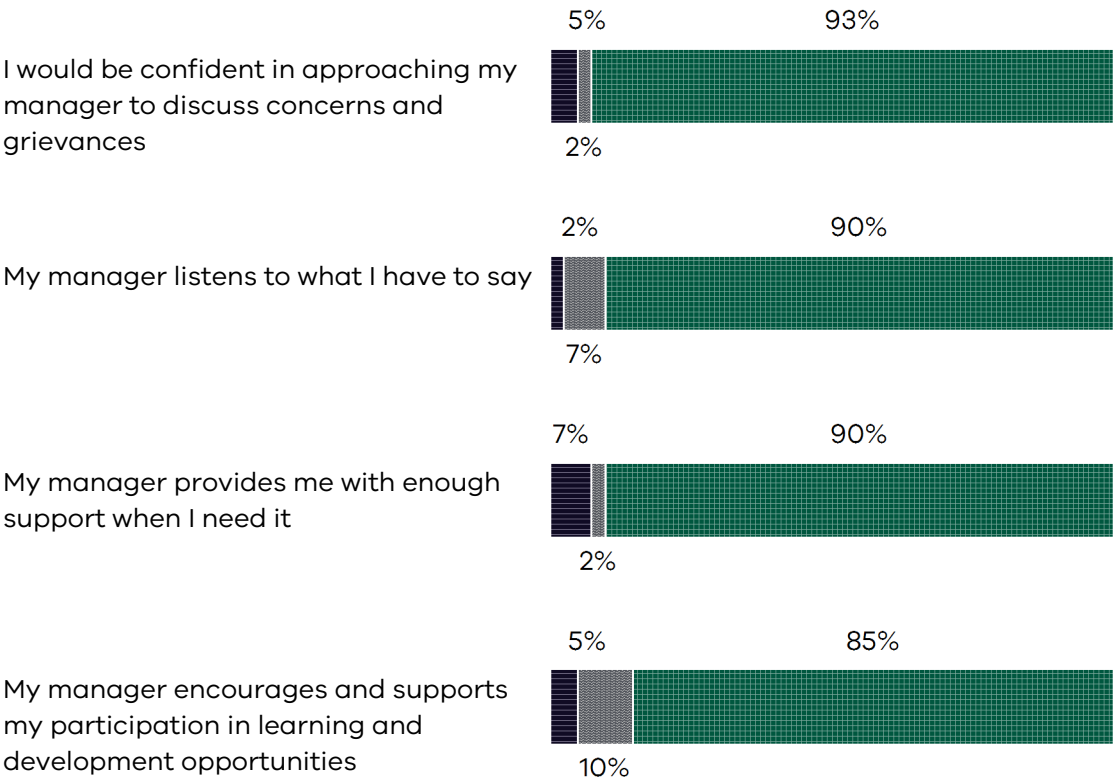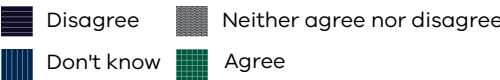
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

85% of your staff who did the survey agreed or strongly agreed with 'My manager involves me in decisions about my work'.

Survey question / Your results / Benchmark agree results

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager involves me in decisions about my work	2% / 85% / 12%	93 %	85 %	71 %	89 %	100 %
My manager keeps me informed about what's going on	7% / 83% / 10%	93 %	83 %	65 %	87 %	100 %
My manager provides feedback to me in a way that helps me improve my performance	7% / 78% / 15%	88 %	78 %	58 %	77 %	97 %
I receive adequate recognition for my contributions and accomplishments	10% / 73% / 17%	Not asked	73 %	43 %	73 %	100 %

Victorian Public Sector Commission

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Job and manager factors

Manager support 3 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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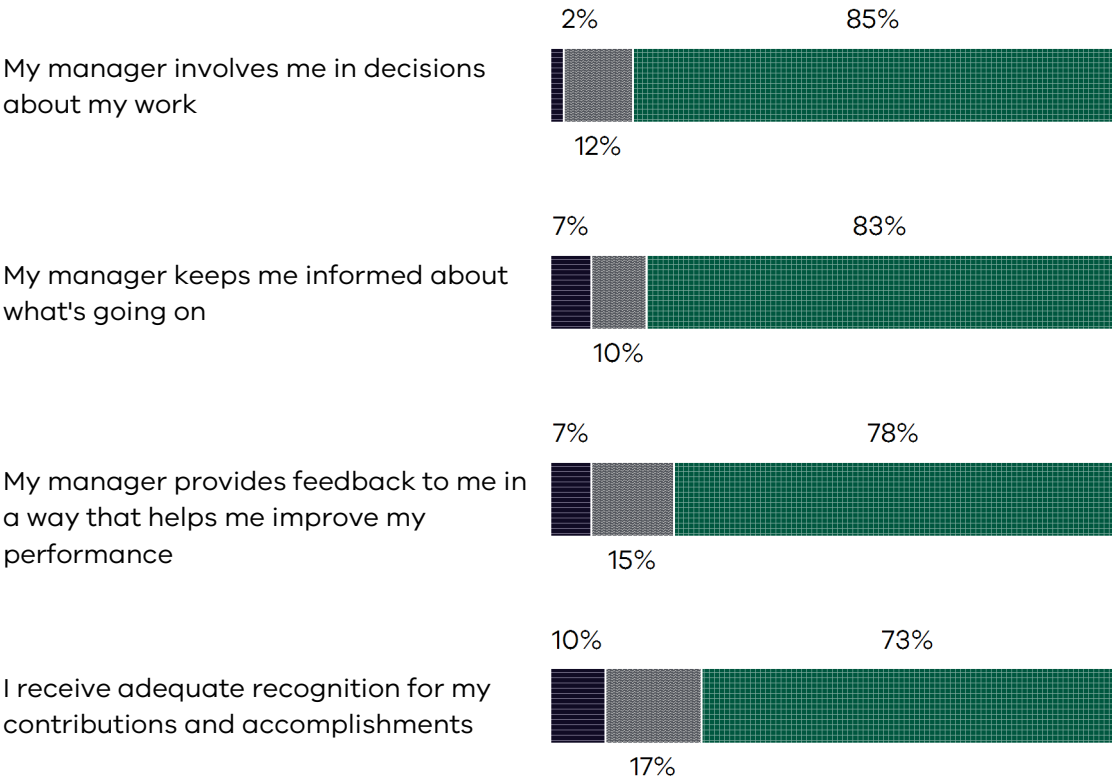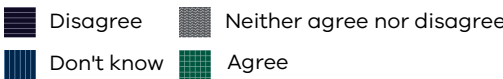
Example

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

▪ Disagree	▓ Neither agree nor disagree	
▮ Don't know	▓ Agree	

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

5%   61%

34%
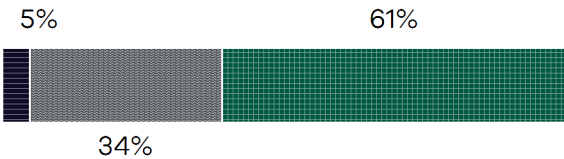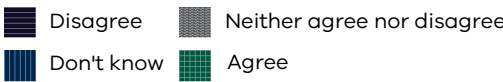
Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
	Not asked	61 %	55 %	65 %	88 %

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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

61% of your staff who did the survey agreed or strongly agreed with 'I have enough time to do my job effectively'.

Legend:
■ Disagree ▨ Neither agree nor disagree ▨ Agree

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I have enough time to do my job effectively	Disagree 22%, Neither 17%, Agree 61%	70 %	61 %	29 %	54 %	78 %
The workload I have is appropriate for the job that I do	Disagree 17%, Neither 22%, Agree 61%	79 %	61 %	41 %	62 %	91 %

Job and manager factors

Learning and development 1 of 2

What this is

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

Why this is important

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

How to read this

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

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
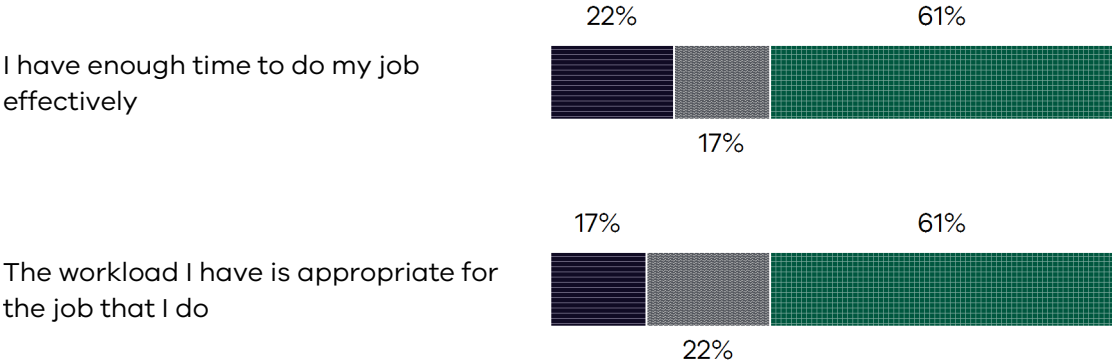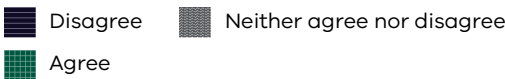
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

76% 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 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation places a high priority on the learning and development of staff	24% / 76%	Not asked	76 %	48 %	70 %	100 %
I am developing and learning in my role	7% / 24% / 68%	Not asked	68 %	64 %	81 %	94 %
In the last 12 months I have learned skills that have helped me do my job better	7% / 27% / 66%	Not asked	66 %	46 %	72 %	94 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	10% / 34% / 56%	Not asked	56 %	39 %	63 %	94 %

Job and manager factors

Learning and development 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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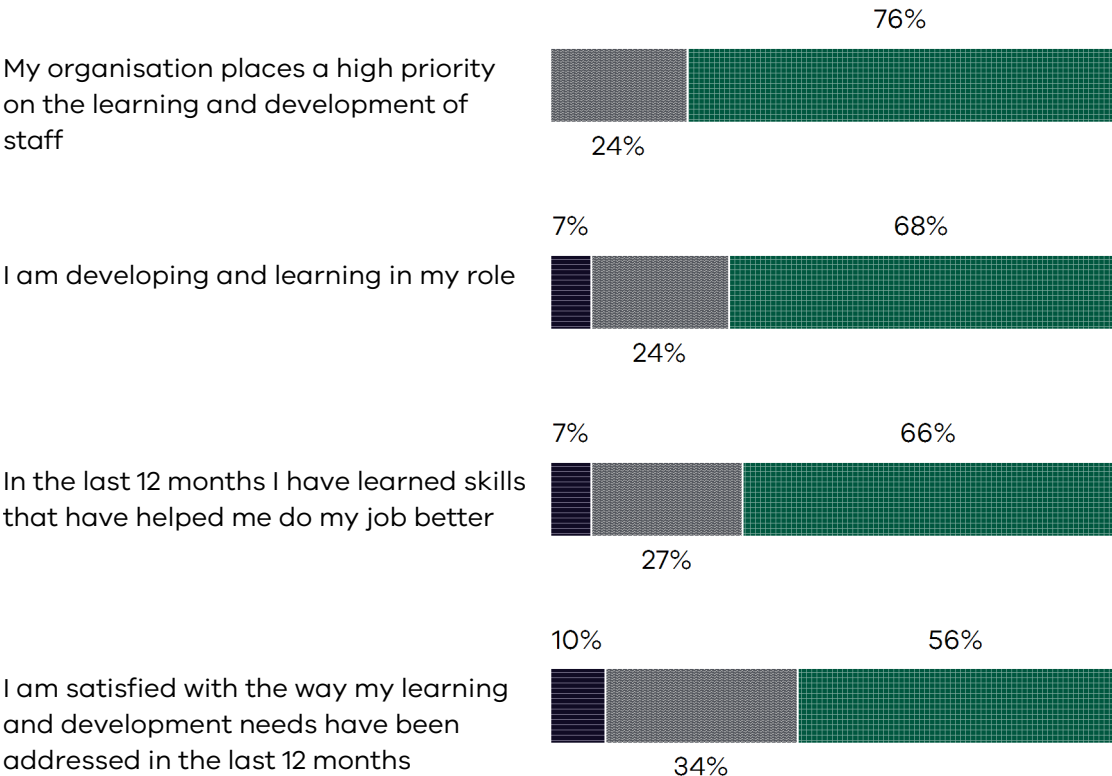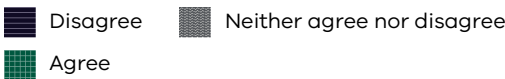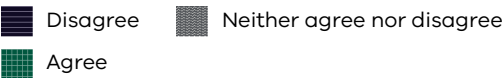
Example

54% of your staff who did the survey agreed or strongly agreed with 'There are adequate opportunities for me to develop skills and experience in my organisation'.

Survey question

Your results

Legend: Disagree | Neither agree nor disagree | Agree

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

17% | 29% | 54%

I feel I have an equal chance at promotion in my organisation

29% | 20% | 51%

I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)

24% | 34% | 41%

I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)

22% | 46% | 32%

Benchmark agree results

Survey question	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There are adequate opportunities for me to develop skills and experience in my organisation	Not asked	54 %	50 %	70 %	90 %
I feel I have an equal chance at promotion in my organisation	Not asked	51 %	30 %	45 %	55 %
I am satisfied with the availability of opportunities to move between roles within my organisation	Not asked	41 %	18 %	40 %	65 %
I am satisfied with the availability of opportunities to take up roles in other organisations	Not asked	32 %	9 %	33 %	57 %

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Job and manager factors

Job enrichment 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

95% of your staff who did the survey agreed or strongly agreed with 'I clearly understand what I am expected to do in this job'.

Survey question	Your results	You		Comparator		
		2020	2021	Lowest	Average	Highest

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Survey question	2020	2021	Lowest	Average	Highest
I clearly understand what I am expected to do in this job (5% / 95%)	95 %	95 %	76 %	87 %	97 %
I understand how my job contributes to my organisation's purpose (7% / 93%)	100 %	93 %	85 %	94 %	100 %
I have a choice in deciding how I do my work (5% / 7% / 88%)	88 %	88 %	75 %	90 %	97 %
My job allows me to utilise my skills, knowledge and abilities (5% / 12% / 83%)	91 %	83 %	76 %	89 %	100 %

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.

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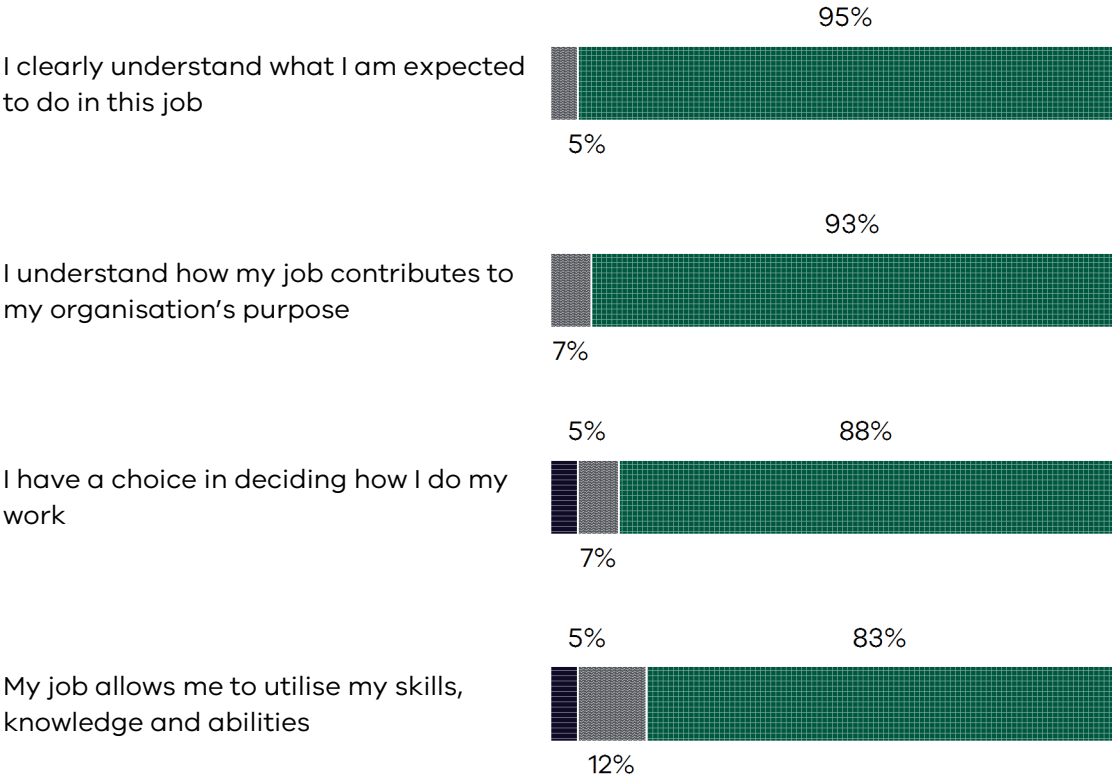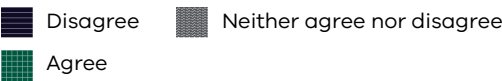
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

Survey question	Your results		Benchmark agree results				

Legend: ■ Disagree | ▦ Neither agree nor disagree | ▦ Agree

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I have the authority to do my job effectively	10% / 10% / 80%	Not asked	80 %	76 %	87 %	100 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	5% / 15% / 80%	Not asked	80 %	70 %	87 %	100 %
My work performance is assessed against clear criteria	5% / 20% / 76%	Not asked	76 %	61 %	77 %	100 %

Job and manager factors

Meaningful work

What this is

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

Why this is important

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

How to read this

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

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

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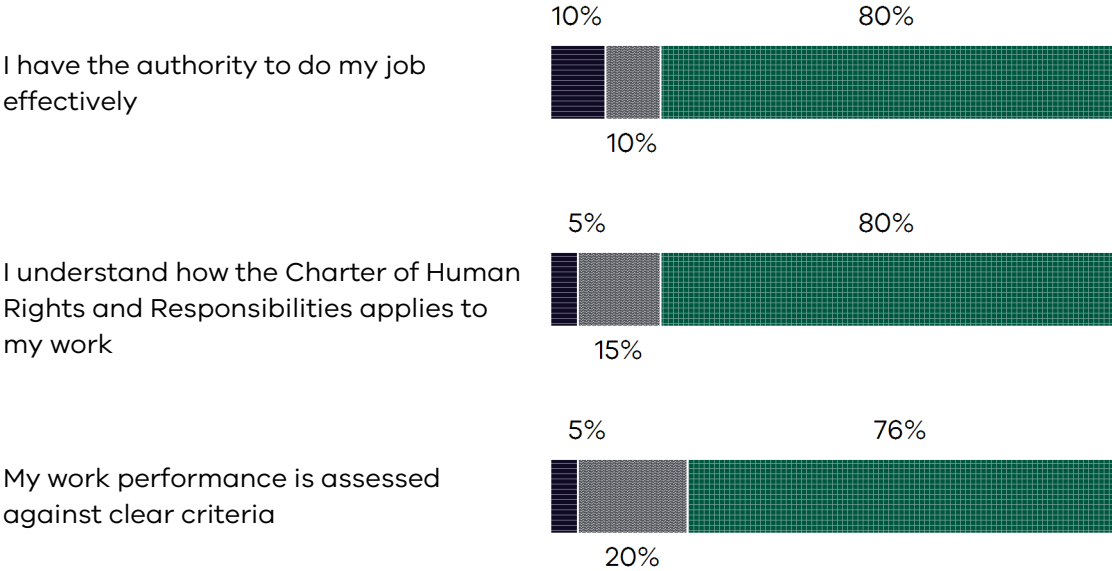
Example

85% of your staff who did the survey agreed or strongly agreed with 'I am achieving something important through my work'.

Survey question	Your results				

Legend: ■ Disagree ▦ Neither agree nor disagree ▩ Agree

Survey question	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am achieving something important through my work	93 %	85 %	67 %	89 %	100 %
I feel that I can make a worthwhile contribution at work	95 %	85 %	81 %	91 %	100 %

I am achieving something important through my work: 2% Disagree, 12% Neither agree nor disagree, 85% Agree

I feel that I can make a worthwhile contribution at work: 2% Disagree, 12% Neither agree nor disagree, 85% Agree

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Job and manager factors

Safe to speak up 1 of 2

What this is

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

Why this is important

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

How to read this

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

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
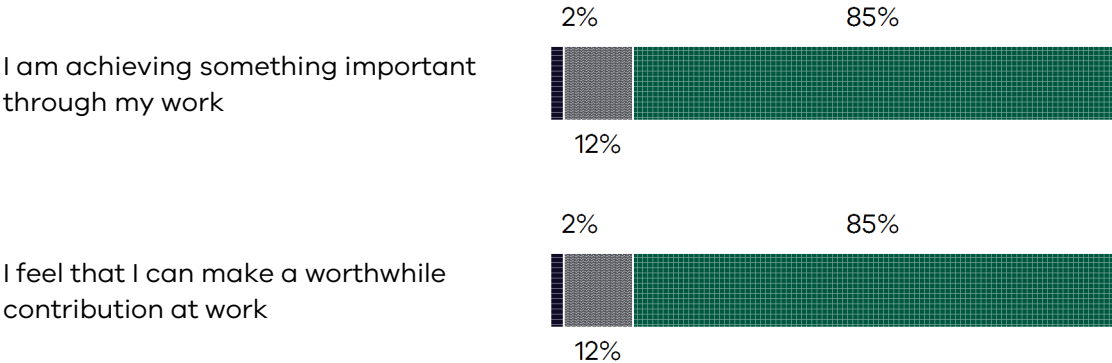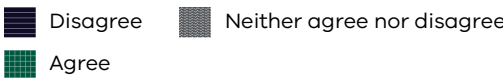
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

93% 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'.

Legend: ■ Disagree ▨ Neither agree nor disagree ▩ Agree
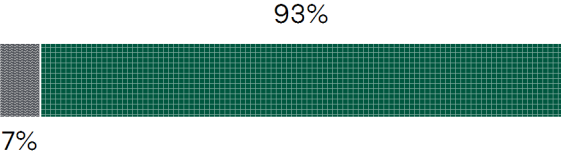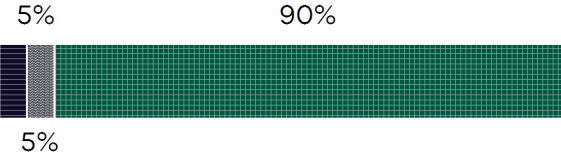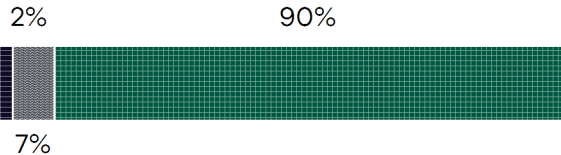
Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in your workgroup are able to bring up problems and tough issues	7% / 93%	88 %	93 %	76 %	88 %	100 %
I am confident that I would be protected from reprisal for reporting improper conduct	5% / 90% / 5%	Not asked	90 %	68 %	86 %	100 %
I feel safe to challenge inappropriate behaviour at work	2% / 90% / 7%	Not asked	90 %	59 %	83 %	100 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	2% / 83% / 15%	Not asked	83 %	59 %	79 %	100 %
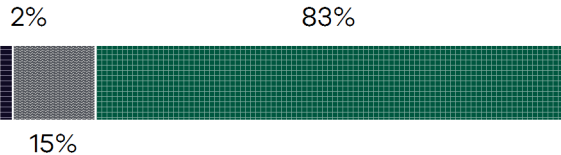
Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Safe to speak up 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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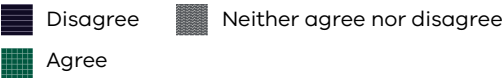
Example

90% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

■ Disagree   ▨ Neither agree nor disagree   ▦ Agree
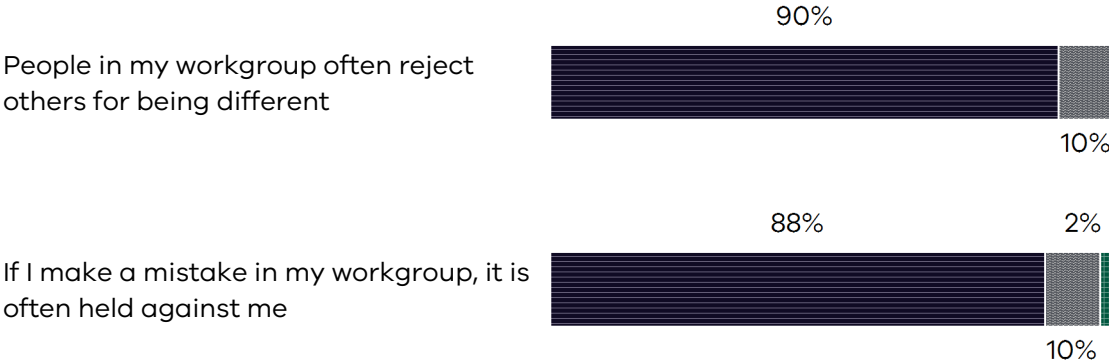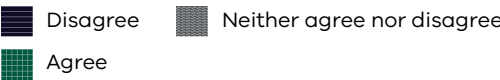
Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup often reject others for being different	90% Disagree, 10% Neither	Not asked	90 %	82 %	93 %	100 %
If I make a mistake in my workgroup, it is often held against me	88% Disagree, 10% Neither, 2% Agree	Not asked	88 %	76 %	86 %	100 %

Job and manager factors

Barriers to optimal work

What this is

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

Why this is important

Workplace barriers prevent employees from working efficiently and effectively.

How to read this

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

Example

44% 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	44%	46%	36%
Administrative processes (including leave and HR requirements)	24%	16%	19%
Communication processes	17%	10%	19%
Decision making and authorisation processes	17%	15%	23%
Family/household commitments (carer responsibilities, child education responsibilities)	17%	9%	9%
Limited social interactions with the team	17%	13%	11%
There are no noticeable barriers	15%	19%	18%
Difficulties in separating work from other aspects of my life	10%	13%	10%
Poor mental health or wellbeing	10%	12%	11%
Technology limitations	7%	10%	20%

People matter survey 2021

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- Intention to stay

- Scorecard: emotional effects of work
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- Questions requested by your organisation

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- Aboriginal and/or Torres Strait Islander
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- Gender, variations in sex characteristics and sexual orientation
- Cultural diversity
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- Caring
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Victorian Public Sector Commission

VICTORIA State Government

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:

- 97% of your staff who did the survey responded positively to questions about Responsiveness .

Compared to:

- 97% of staff at your comparator and 87% of staff across the public sector.

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

	Responsiveness	Respect	Integrity	Accountability
You 2020		91%		93%
You 2021	97%	93%	92%	92%
Comparator 2021	97%	93%	90%	88%
Public sector 2021	87%	78%	70%	76%

Public sector values

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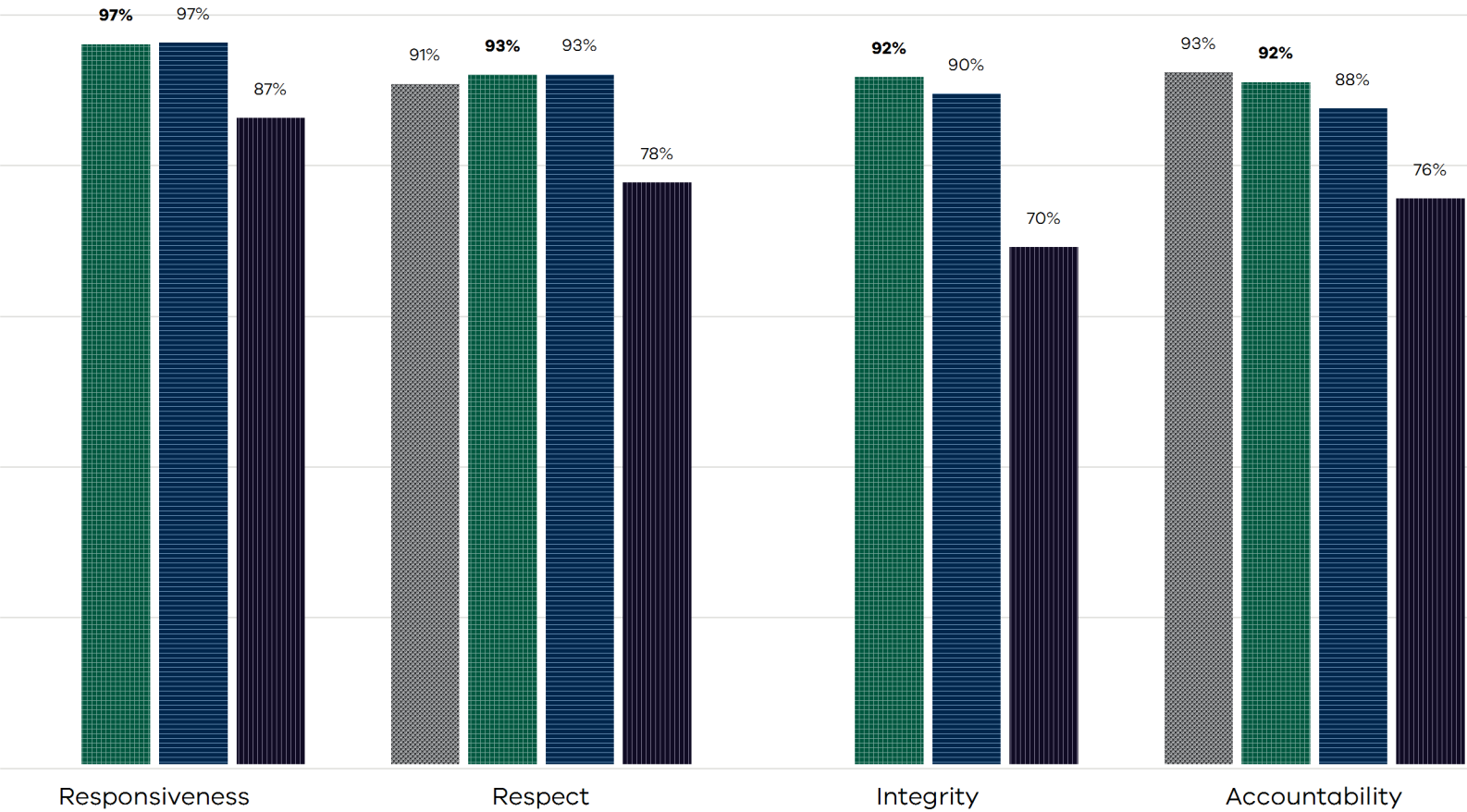
Example

In 2021:

- 90% of your staff who did the survey responded positively to questions about Human rights .

Compared to:

- 93% of staff at your comparator and 80% of staff across the public sector.

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

Human rights: 90%, 93%, 80%
Leadership: 90%, 90%, 73%
Impartiality: 88%, 87%, 68%
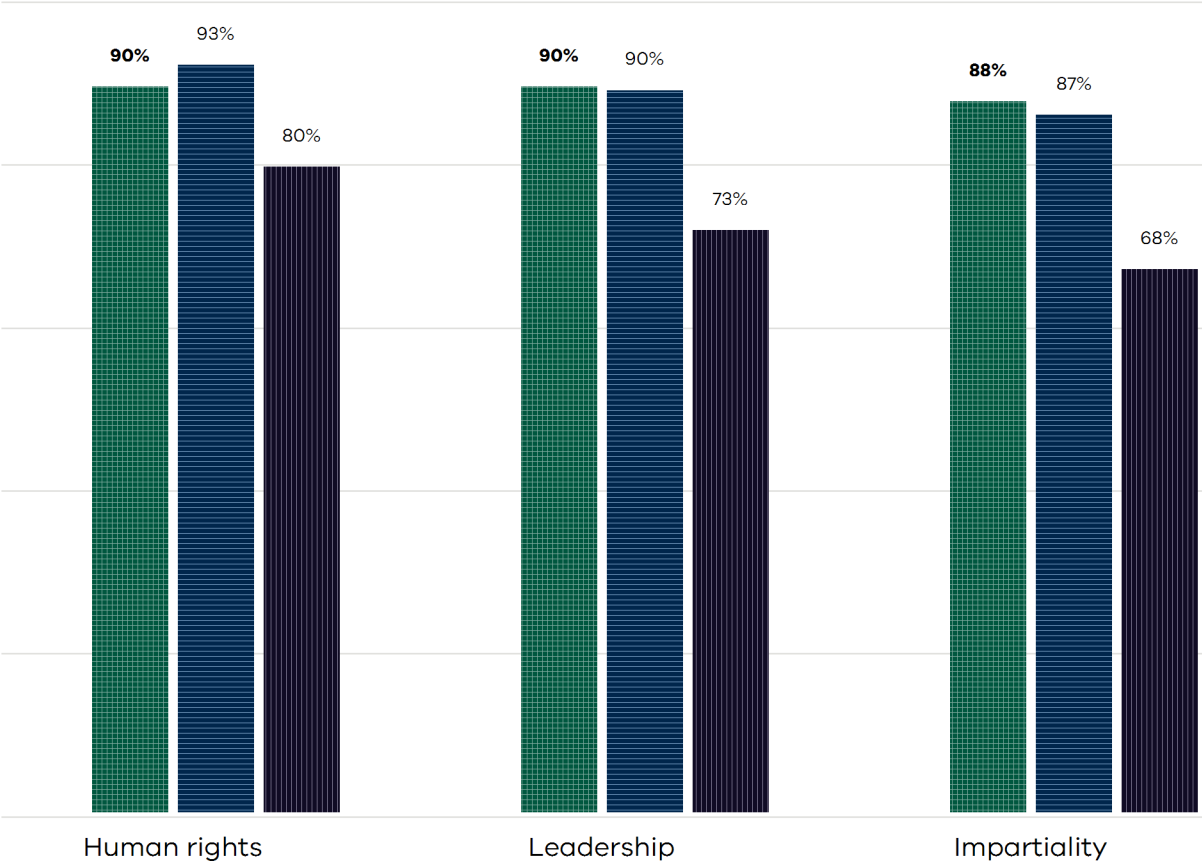
Public sector values

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

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

Survey question	Your results	Benchmark agree results				
		You		**Comparator**		
		2020	2021	Lowest	Average	Highest
My workgroup strives to deliver services in a timely manner	100%	Not asked	100 %	91 %	97 %	100 %
My workgroup strives to provide high quality advice and services	98% / 2%	Not asked	98 %	91 %	98 %	100 %
My manager ensures clients receive a high standard of service	2% / 93% / 5%	Not asked	93 %	88 %	96 %	100 %

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

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

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

Survey question	Your results				Benchmark agree results			

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

	You		Comparator		
Survey question	2020	2021	Lowest	Average	Highest
My organisation is committed to earning a high level of public trust — 100% Agree	Not asked	100 %	89 %	97 %	100 %
My manager demonstrates honesty and integrity — 2% Disagree, 5% Neither, 93% Agree	Not asked	93 %	88 %	96 %	100 %
My organisation does not tolerate improper conduct — 2% Disagree, 5% Neither, 93% Agree	Not asked	93 %	71 %	88 %	100 %
People in my workgroup are honest, open and transparent in their dealings — 2% Disagree, 5% Neither, 93% Agree	Not asked	93 %	82 %	91 %	100 %

Public sector values

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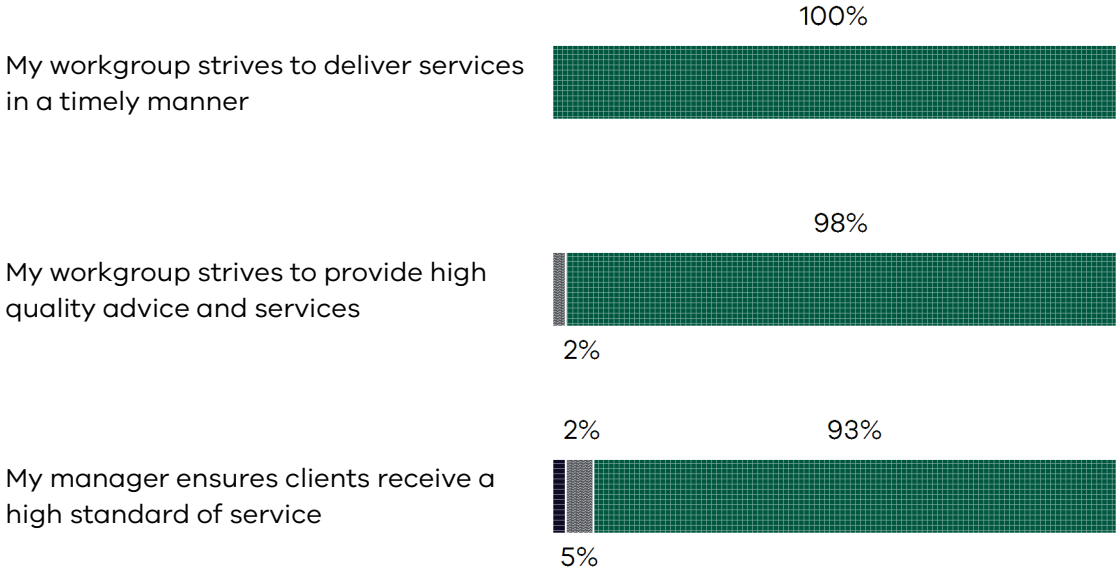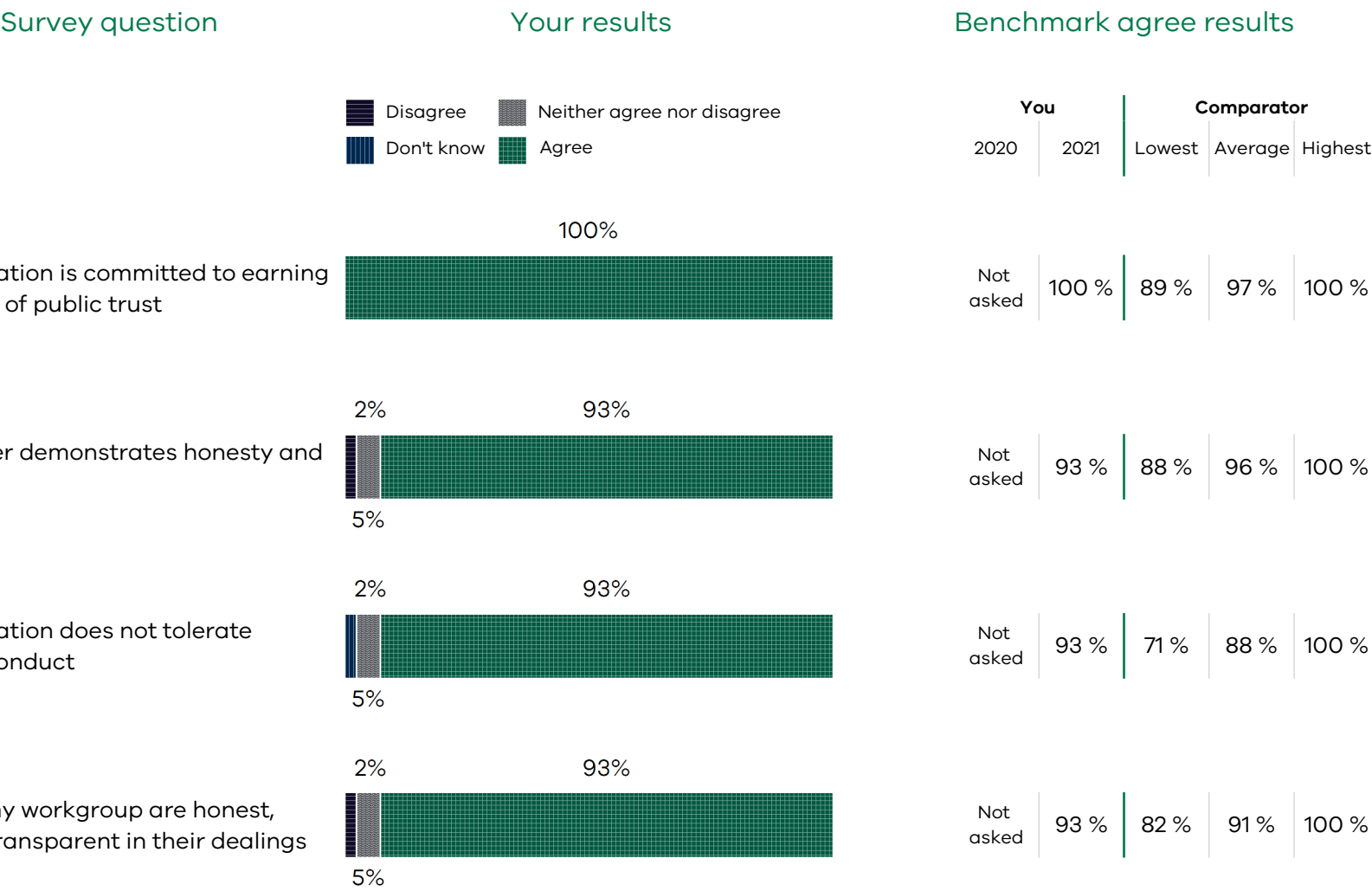
Example

90% of staff who did the survey agreed or strongly agreed with 'I am confident that I would be protected from reprisal for reporting improper conduct'.

Survey question | Your results | Benchmark agree results

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

Survey question	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am confident that I would be protected from reprisal for reporting improper conduct (5% / 90% / 5%)	Not asked	90 %	68 %	86 %	100 %
I feel safe to challenge inappropriate behaviour at work (2% / 90% / 7%)	Not asked	90 %	59 %	83 %	100 %
People in my workgroup appropriately manage conflicts of interest (5% / 90% / 5%)	Not asked	90 %	86 %	90 %	100 %
Senior leaders demonstrate honesty and integrity (2% / 90% / 7%)	Not asked	90 %	79 %	89 %	100 %

Public sector values

Impartiality

What this is

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

Why this is important

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

How to read this

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

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
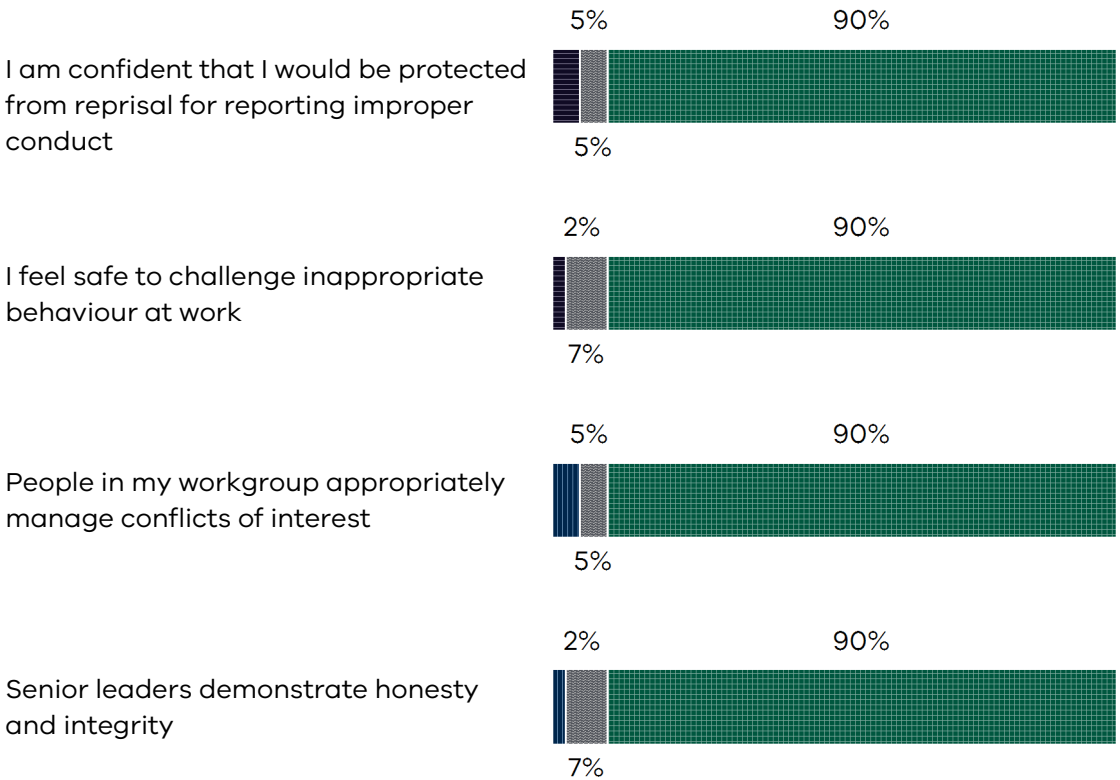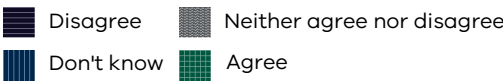
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

95% of staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question	Your results				You		Comparator		
					2020	2021	Lowest	Average	Highest

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

Survey question	Disagree	Neither	Agree	2020	2021	Lowest	Average	Highest
My workgroup focuses on making decisions informed by all relevant facts	2%	2%	95%	Not asked	95 %	71 %	92 %	100 %
My workgroup places a priority on acting fairly and without bias	2%	7%	90%	Not asked	90 %	65 %	90 %	100 %
People in my workgroup are politically impartial in their work	2%	7%	90%	Not asked	90 %	82 %	90 %	100 %
My organisation makes fair recruitment and promotion decisions, based on merit	2%	2% 17%	78%	Not asked	78 %	65 %	76 %	94 %

Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

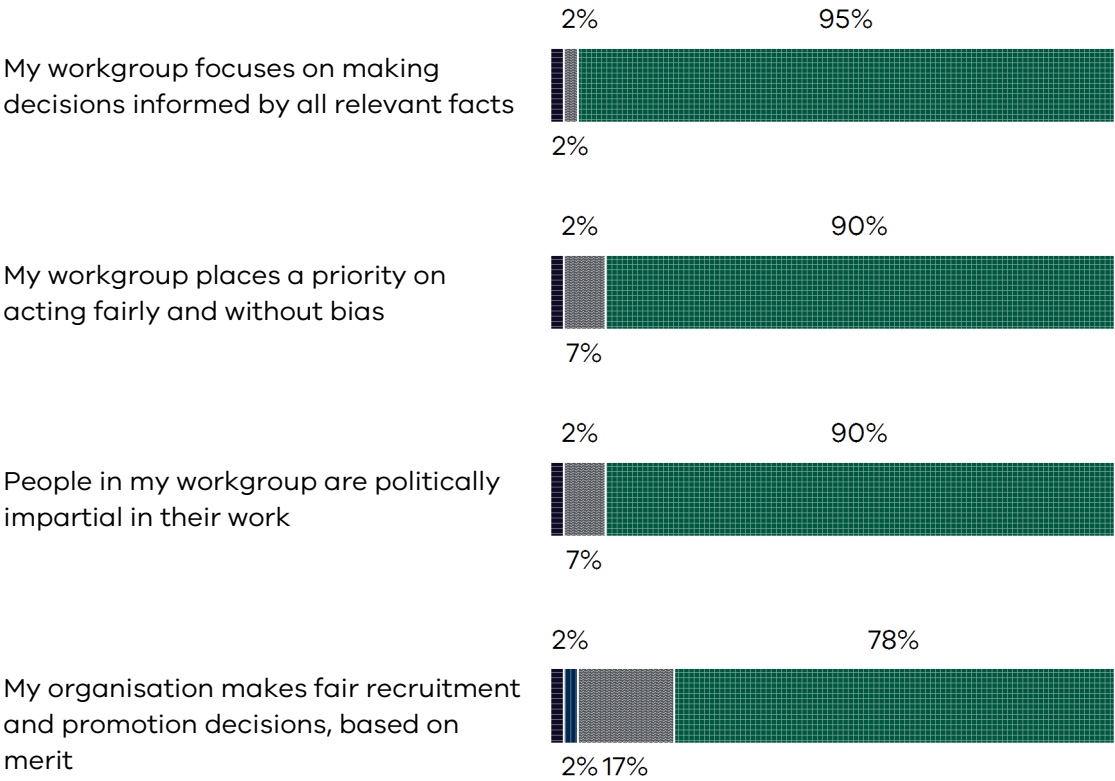Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

95% of staff who did the survey agreed or strongly agreed with 'I clearly understand what I am expected to do in this job'.

Survey question	Your results		You		Comparator		
			2020	2021	Lowest	Average	Highest
I clearly understand what I am expected to do in this job	95% / 5%		95 %	95 %	76 %	87 %	97 %
My workgroup has clear lines of responsibility	2% / 95% / 2%		Not asked	95 %	71 %	87 %	100 %
I understand how my job contributes to my organisation's purpose	93% / 7%		100 %	93 %	85 %	94 %	100 %
My workgroup strives to make the best use of its resources	93% / 7%		Not asked	93 %	83 %	90 %	100 %

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

Public sector values

Accountability 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

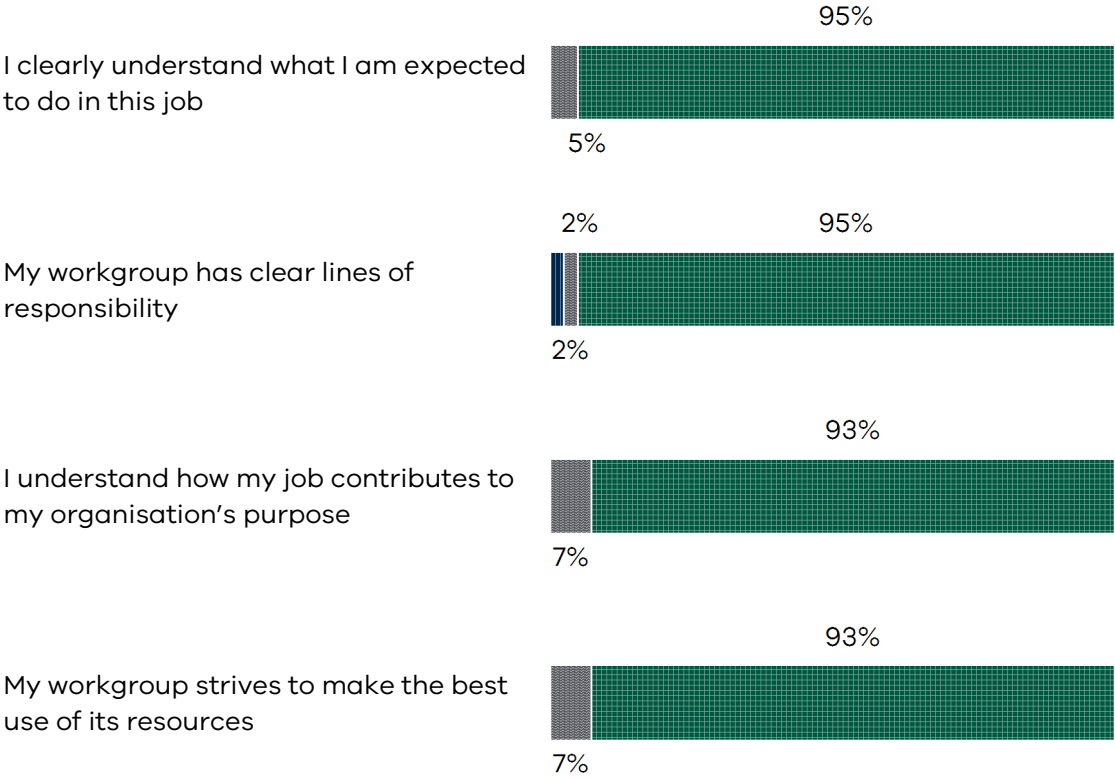Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

83% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

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

Senior leaders provide clear strategy and direction

Your results: 5% | 12% | 83%
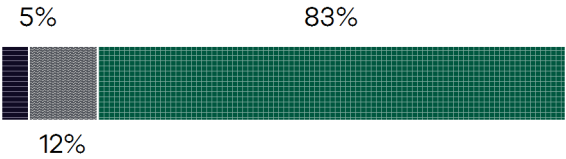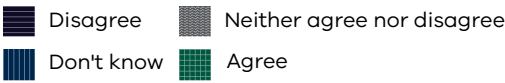
	You		Comparator		
	2020	2021	Lowest	Average	Highest
Senior leaders provide clear strategy and direction	84 %	83 %	57 %	83 %	96 %

Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

100% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

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

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages respectful workplace behaviours	100%	Not asked	100 %	88 %	95 %	100 %
My workgroup respectfully consults with clients and stakeholders to improve outcomes	100%	Not asked	100 %	91 %	97 %	100 %
People in my workgroup treat each other with respect	2% / 95% / 2%	91 %	95 %	82 %	95 %	100 %
My manager treats employees with dignity and respect	2% / 93% / 5%	Not asked	93 %	82 %	96 %	100 %

Public sector values

What this is

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

Why this is important

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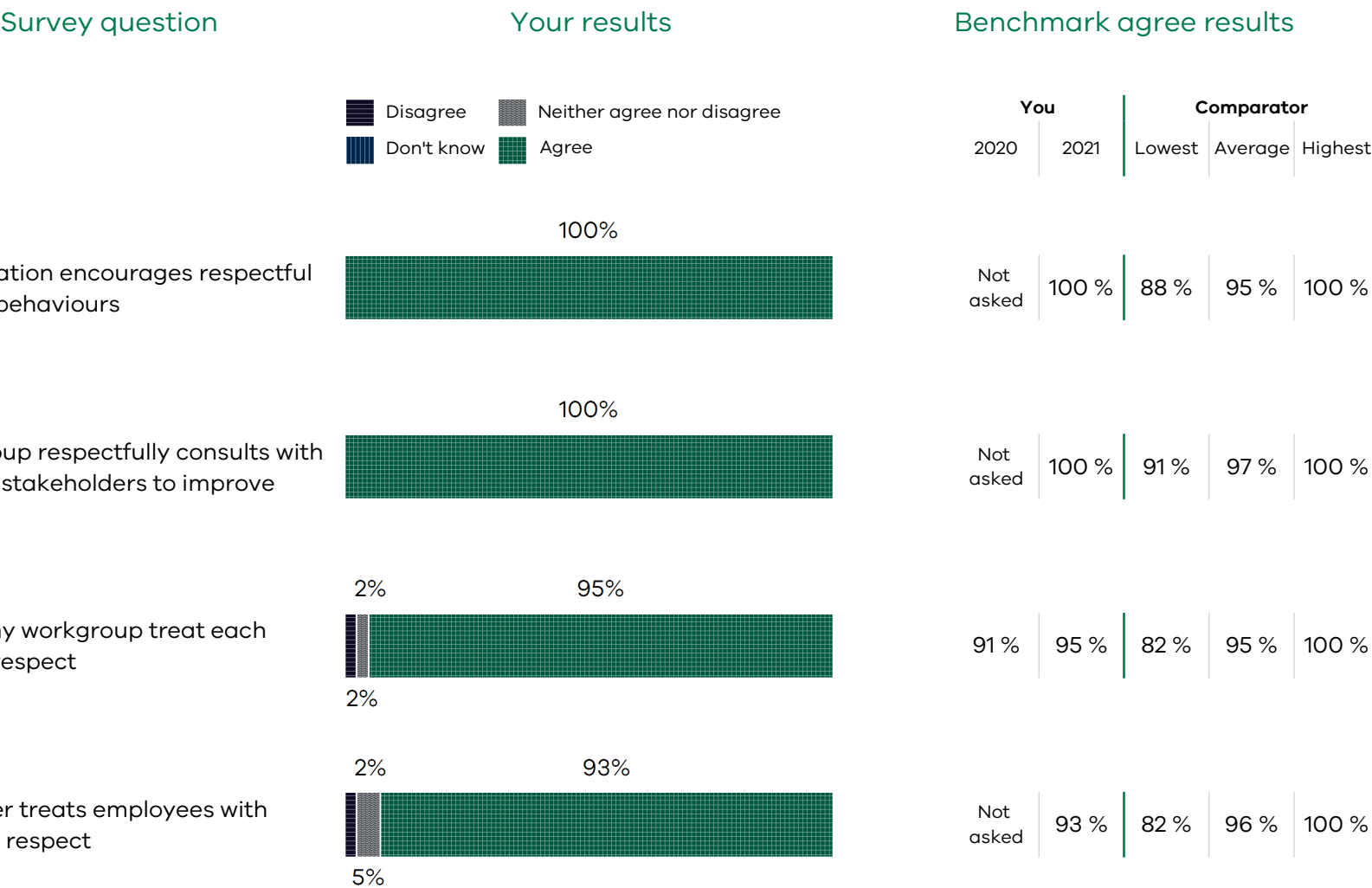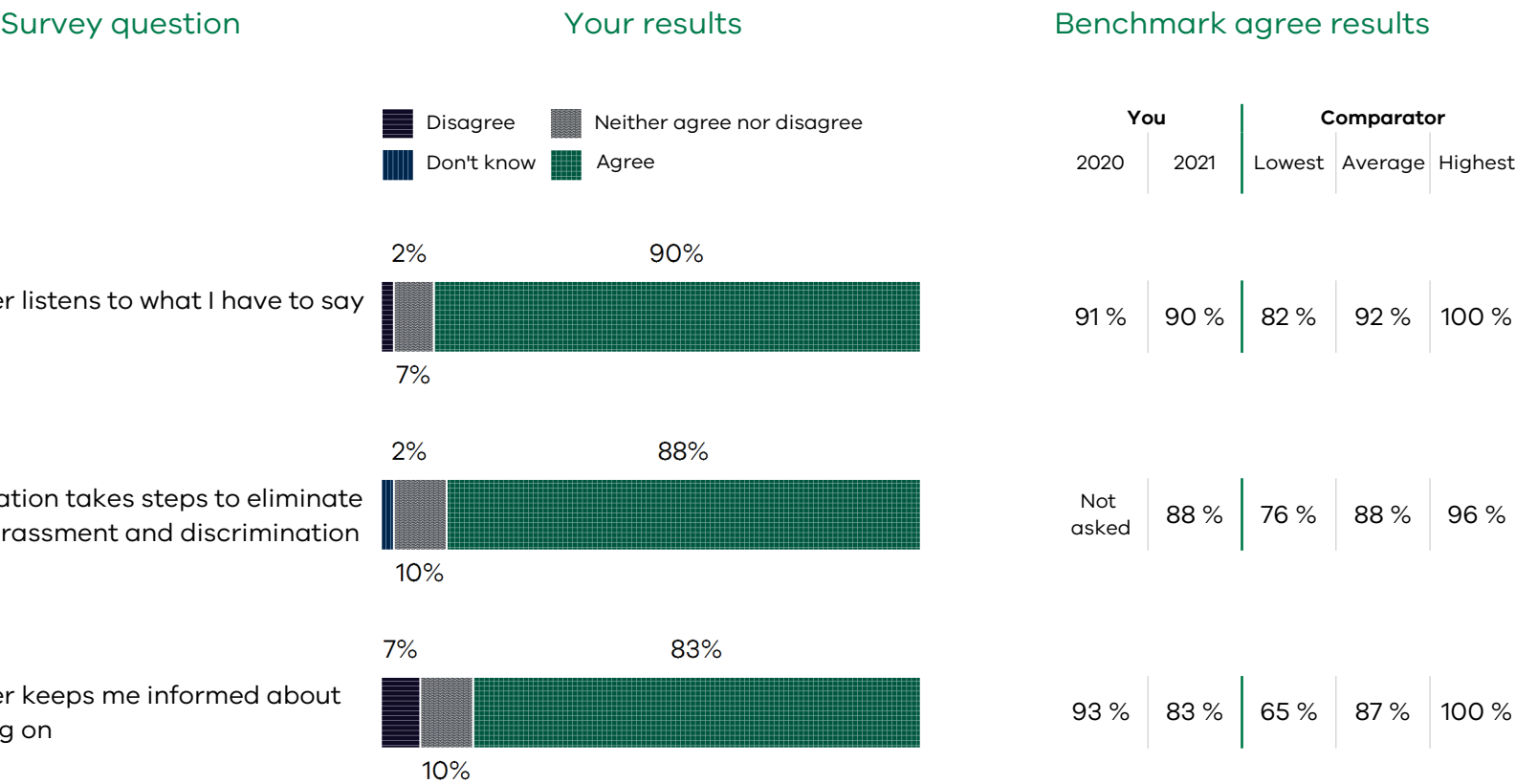
How to read this

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

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

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

Example

90% 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	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager listens to what I have to say (2% / 7% / 90%)	91 %	90 %	82 %	92 %	100 %
My organisation takes steps to eliminate bullying, harassment and discrimination (2% / 10% / 88%)	Not asked	88 %	76 %	88 %	96 %
My manager keeps me informed about what's going on (7% / 10% / 83%)	93 %	83 %	65 %	87 %	100 %

Public sector values

Leadership

What this is

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

Why this is important

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

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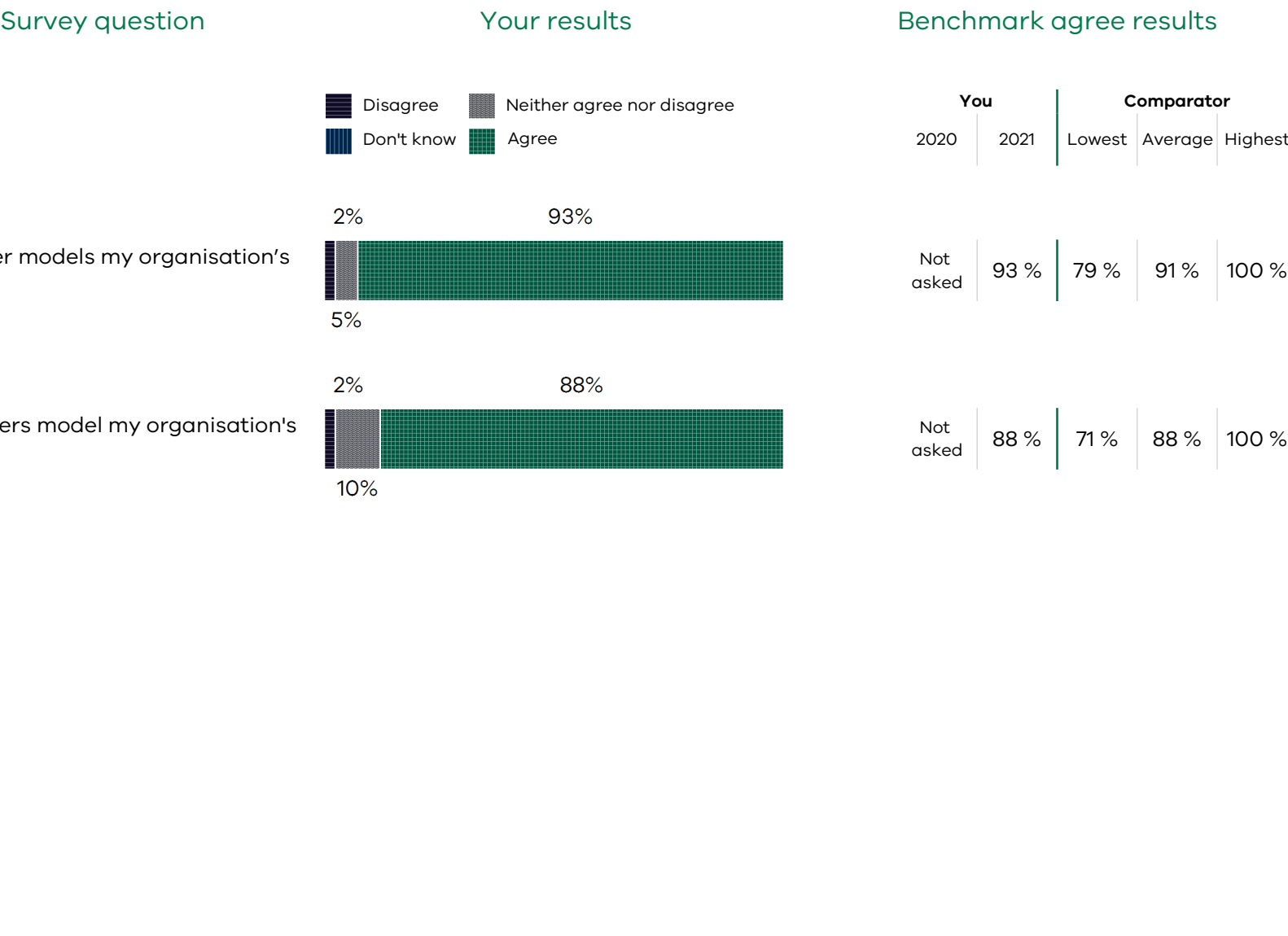
How to read this

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

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

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

Example

93% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

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

Survey question	Your results		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager models my organisation's values	2% / 93% / 5%		Not asked	93 %	79 %	91 %	100 %
Senior leaders model my organisation's values	2% / 88% / 10%		Not asked	88 %	71 %	88 %	100 %

Public sector values

Human rights

What this is

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

Why this is important

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

How to read this

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

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

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

Example

95% of staff who did the survey agreed or strongly agreed with 'My organisation respects the human rights of employees'.

Survey question	Your results				Benchmark agree results				

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

		You		Comparator		
		2020	2021	Lowest	Average	Highest
My organisation respects the human rights of employees	5% / 95%	Not asked	95 %	86 %	95 %	100 %
My workgroup values human rights	2% / 95% / 2%	Not asked	95 %	91 %	95 %	100 %
My organisation encourages employees to act in ways that are consistent with human rights	5% / 90% / 5%	Not asked	90 %	88 %	94 %	100 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	5% / 80% / 15%	Not asked	80 %	70 %	87 %	100 %

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Victorian Public Sector Commission

VICTORIA State Government

What this is

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

Why this is important

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

How to read this

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

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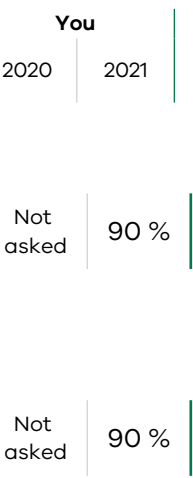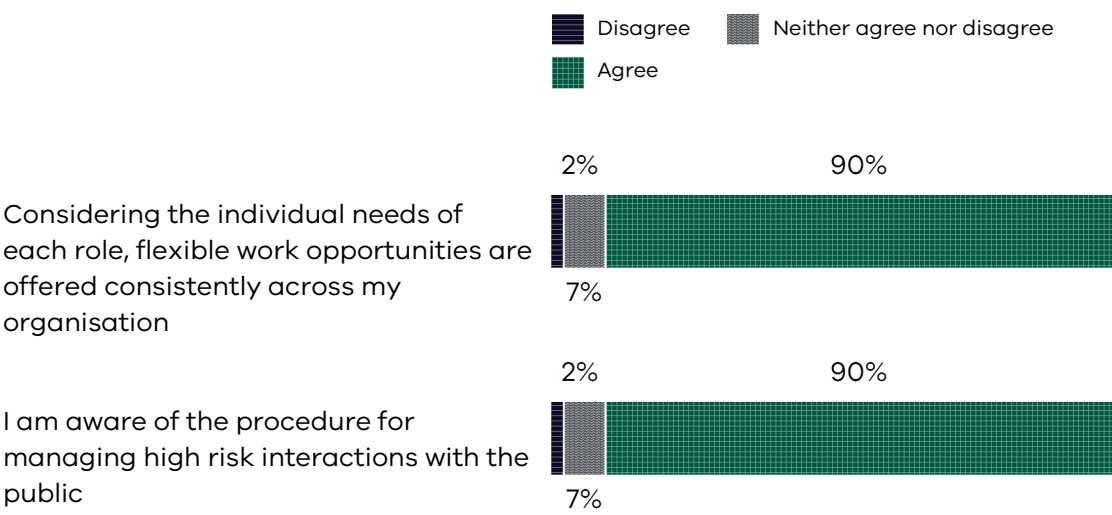
Example

90% of staff who did the survey agreed or strongly agreed with 'Considering the individual needs of each role, flexible work opportunities are offered consistently across my organisation'.

| Survey question | Your results | Benchmark results |

Legend: ■ Disagree | ▨ Neither agree nor disagree | ▨ Agree

You

| | 2020 | 2021 |

Considering the individual needs of each role, flexible work opportunities are offered consistently across my organisation
- 2% Disagree
- 7% Neither agree nor disagree
- 90% Agree
- Benchmark: Not asked (2020) | 90 % (2021)

I am aware of the procedure for managing high risk interactions with the public
- 2% Disagree
- 7% Neither agree nor disagree
- 90% Agree
- Benchmark: Not asked (2020) | 90 % (2021)

Custom questions

What this is

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

Why this is important

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

How to read this

The table shows you responses to the question 'What benefits (if any) have you observed from working from home'.

Example

76% of staff who did the survey responded 'No commuting time' to the question.

What benefits (if any) have you observed from working from home	You 2021
No commuting time	76%
More flexibility in working hours	71%
Fewer distractions	61%
Better work / life balance	56%
Improved physical health	34%
More comfortable working space set up	34%
More collaboration with my team or other teams	32%
Opportunity to develop new skills	27%
Easier to communicate with others I work with	22%
Improved mental health and wellbeing	22%

Custom questions

What this is

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

Why this is important

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

How to read this

The table shows you responses to the question 'Which of the following are currently the most significant barriers (if any) that prevent you performing optimally when working from home'.

Example

39% of staff who did the survey

responded 'Limited social interactions with the team' to the question.

Which of the following are currently the most significant barriers (if any) that prevent you performing optimally when working from home	You 2021
Limited social interactions with the team	39%
There are no noticeable barriers	32%
Difficulties in separating work from other aspects of my life	27%
Increased family/household demands commitments (carer responsibilities, child education responsibilities)	20%
Too many competing priorities	20%
Communication processes	17%
Decision making and authorisation processes	17%
Technology limitations	17%
Absence of visibility of team progress and deliverables	15%
Administrative processes (including leave and HR requirements)	12%

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People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Custom questions

- Questions requested by your organisation

Demographics

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

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

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Age	(n)	%
15-34 years	3	7%
35-54 years	27	66%
55+ years	10	24%
Prefer not to say	1	2%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
No	40	98%
Prefer not to say	1	2%

Highest level of formal education	(n)	%
Doctoral Degree level	2	5%
Master Degree level	6	15%
Graduate Diploma or Graduate Certificate level	6	15%
Bachelor Degree level incl. honours degrees	18	44%
Advanced Diploma or Diploma level	7	17%
Certificate III or IV level	1	2%
Certificate I or II level	1	2%

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.

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**0**	0%
Non Aboriginal and/or Torres Strait Islander	**40**	98%
Prefer not to say	**1**	2%

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.

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Do you identify as a person with a disability?	(n)	%
Yes	1	2%
No	38	93%
Prefer not to say	2	5%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
No	1	100%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
I do not require any adjustments to be made to perform my role	1	100%

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

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How would you describe your gender?	(n)	%
Woman	**23**	56%
Man	**16**	39%
Prefer not to say	**2**	5%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	**1**	2%
No	**38**	93%
Prefer not to say	**2**	5%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	**37**	90%
Don't know	**3**	7%
Prefer not to say	**1**	2%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	**36**	88%
Prefer not to say	**2**	5%
I use a different term	**1**	2%
Bisexual	**1**	2%
Asexual	**1**	2%

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.

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Country of birth	(n)	%
Born in Australia	**38**	93%
Not born in Australia	**2**	5%
Prefer not to say	**1**	2%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	**1**	50%
5 to less than 10 years ago	**1**	50%

Language other than English spoken with family or community	(n)	%
Yes	**1**	2%
No	**39**	95%
Prefer not to say	**1**	2%

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Demographics

Cultural diversity 2 of 3

What this is

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If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Other	1	100%

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

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Cultural identity	(n)	%
Australian	**38**	93%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**2**	5%
South Asian	**1**	2%
English, Irish, Scottish and/or Welsh	**1**	2%

Religion	(n)	%
No religion	**20**	49%
Christianity	**16**	39%
Other	**2**	5%
Prefer not to say	**2**	5%
Islam	**1**	2%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

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Working arrangement	(n)	%
Full-Time	**29**	71%
Part-Time	**12**	29%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	**5**	12%
$65k to $95k	**20**	49%
$95k to $125k	**7**	17%
$125k or more	**6**	15%
Prefer not to say	**3**	7%

Organisational tenure	(n)	%
<1 year	**0**	0%
1 to less than 2 years	**5**	12%
2 to less than 5 years	**6**	15%
5 to less than 10 years	**10**	24%
10 to less than 20 years	**17**	41%
More than 20 years	**3**	7%

Management responsibility	(n)	%
Non-manager	**23**	56%
Manager of other manager(s)	**10**	24%
Other manager	**8**	20%

Employment type	(n)	%
Ongoing and executive	**34**	83%
Fixed term	**7**	17%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	**37**	90%
I have moved to a different role within my organisation (including acting roles)	**4**	10%

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

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Primary workplace location over the last 3 months	(n)	%
Shepparton	**23**	56%
Other city or town	**16**	39%
Melbourne: Suburbs	**1**	2%
Wangaratta	**1**	2%

Primary workplace type over the past 3 months*	(n)	%
Home/private location	**25**	61%
A main office	**14**	34%
A frontline or service delivery location (that is not a main office or home/private location)	**1**	2%
Other (please specify)	**1**	2%

Other workplace type over the past 3 months*	(n)	%
A main office	**22**	54%
Home/private location	**22**	54%
A frontline or service delivery location (that is not a main office or home/private location)	**2**	5%
Other	**2**	5%
A hub/shared work space	**1**	2%
No, I have not worked from any other locations	**1**	2%

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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

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Have you requested any of the following adjustments at work?*	(n)	%
Flexible working arrangements	19	46%
No, I have not requested adjustments	17	41%
Physical modifications or improvements to the workplace	6	15%
Other	2	5%
Career development support strategies	1	2%

Why did you make this request?*	(n)	%
Work-life balance	15	63%
Health	8	33%
Caring responsibilities	6	25%
Other	6	25%
Family responsibilities	5	21%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	19	79%
The adjustments I needed were not made	3	13%
The adjustments I needed were made but the process was unsatisfactory	2	8%

Victorian Public Sector Commission

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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.

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Caring responsibility	(n)	%
Primary school aged child(ren)	14	34%
Secondary school aged child(ren)	12	29%
None of the above	10	24%
Frail or aged person(s)	7	17%
Child(ren) - younger than preschool age	5	12%
Preschool aged child(ren)	3	7%
Prefer not to say	2	5%
Person(s) with a mental illness	2	5%

Demographics

Business units

What is this

This shows the business unit in which your staff work.

Why this is important

Understanding how many people you have in each business unit 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.

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Which of the following best describes the business unit in which you work	(n)	%
Sustainability	**26**	63%
Corporate	**12**	29%
Assets	**2**	5%
Operations	**1**	2%

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