People matter survey 2021

Have your say

Report overview

About your report

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

Report contents

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

Comparing data in this report

Your organisation took part in the survey in 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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- Scorecard
- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

Demographics

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

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Report overview

Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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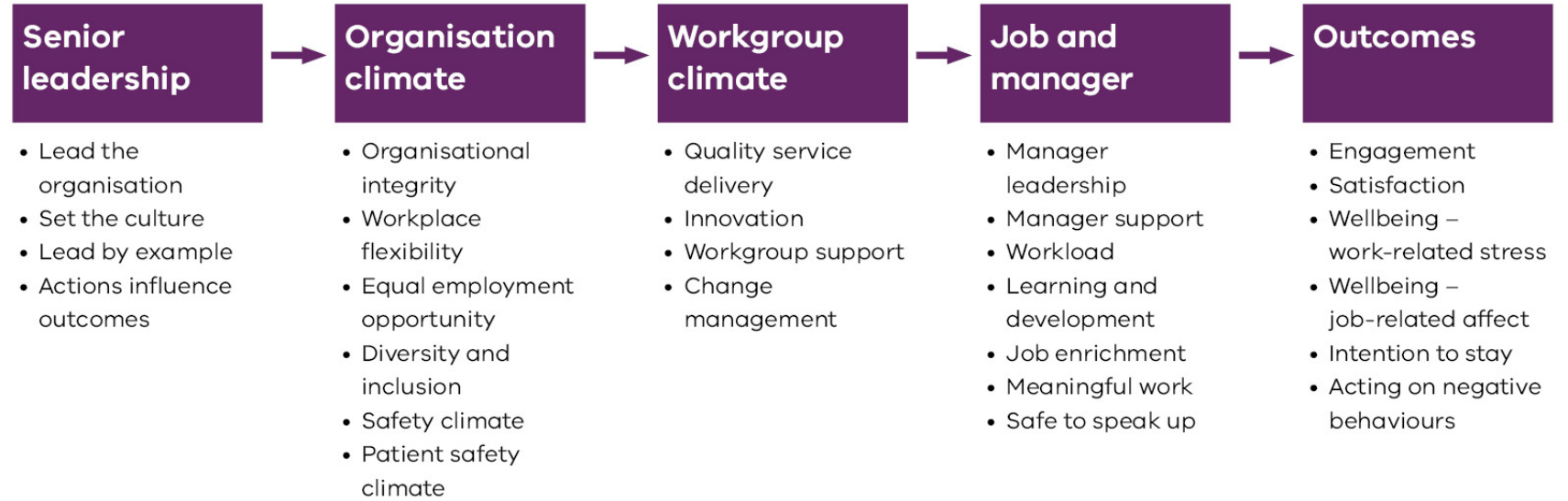
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

Our public sector values

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

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

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

Senior leadership
- Lead the organisation
- Set the culture
- Lead by example
- Actions influence outcomes

Organisation climate
- Organisational integrity
- Workplace flexibility
- Equal employment opportunity
- Diversity and inclusion
- Safety climate
- Patient safety climate

Workgroup climate
- Quality service delivery
- Innovation
- Workgroup support
- Change management

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

Outcomes
- Engagement
- Satisfaction
- Wellbeing – work-related stress
- Wellbeing – job-related affect
- Intention to stay
- Acting on negative behaviours

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

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Bendigo Community Health Services

Castlemaine District Community Health

cohealth

Connect Health & Community

Gateway Health

healthAbility

North Richmond Community Health

Northern District Community Health

Sunbury & Cobaw Community Health

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2020		2021	
85%		**69%**	
(355)		**(307)**	
Comparator	53%	Comparator	46%
Public Sector	49%	Public Sector	39%

Victorian
Public Sector
Commission

VICTORIA
State
Government

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		2021	
74		**76**	
Comparator	67	Comparator	73
Public Sector	68	Public Sector	70

People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 76.

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.
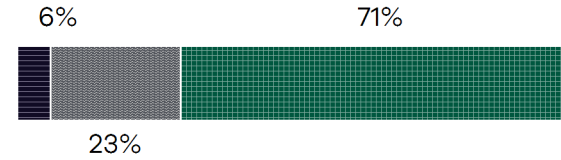
Example

88% 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

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to tell others I work for my organisation	3% / 10% / 88%	83 %	88 %	74 %	82 %	94 %
I would recommend my organisation as a good place to work	5% / 10% / 84%	83 %	84 %	57 %	76 %	86 %
My organisation motivates me to help achieve its objectives	5% / 21% / 74%	72 %	74 %	57 %	70 %	86 %
My organisation inspires me to do the best in my job	5% / 22% / 72%	70 %	72 %	49 %	68 %	89 %

Benchmark agree results

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VICTORIA State Government

People outcomes

Engagement question results 2 of 2

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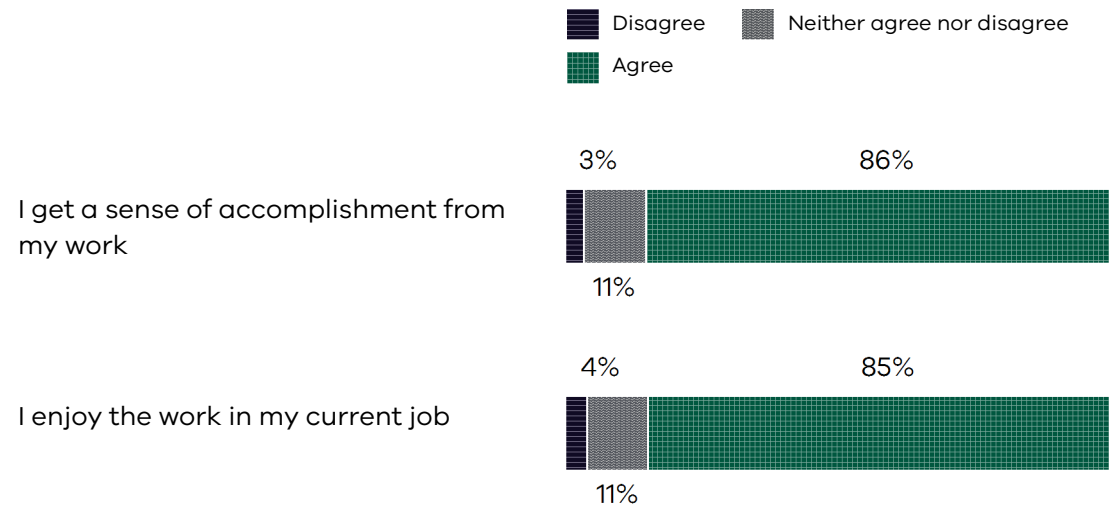
Example

71% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Survey question

I feel a strong personal attachment to my organisation

Your results

■ Disagree   ▦ Neither agree nor disagree

▦ Agree

6%   71%

23%

Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
	74 %	71 %	53 %	67 %	83 %
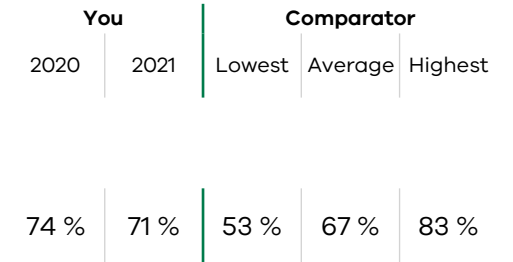
People outcomes

Scorecard: satisfaction, stress, intention to stay

What this is

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

There are more people outcomes scorecards throughout this report.

Why this is important

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

How to read this

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

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

Example

In 2021:

- 77% of your staff who did the survey responded positively to questions about Intention to stay.

Compared to:

- 63% of staff at your comparator and 67% of staff across the public sector.
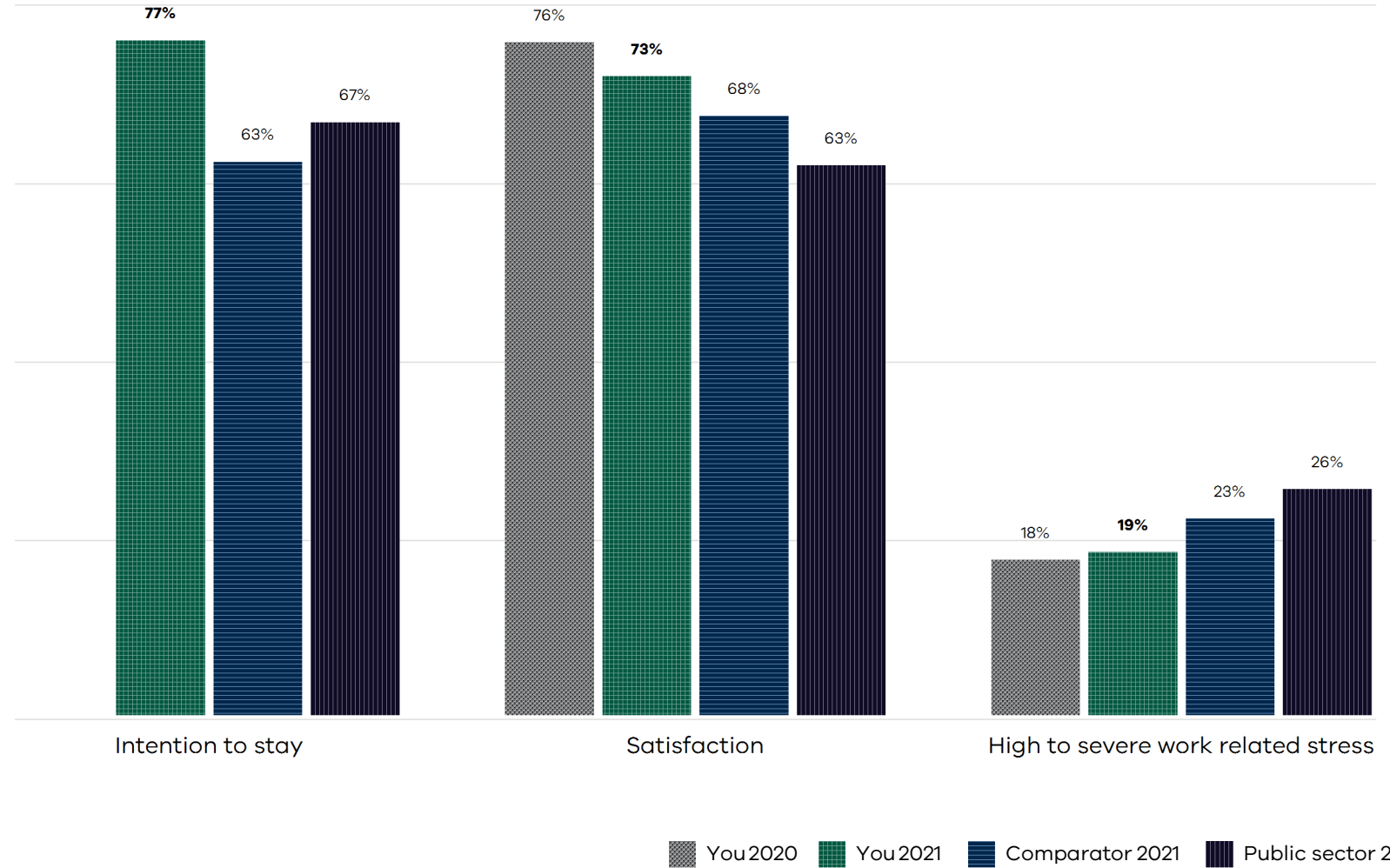
Legend: You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Intention to stay: 77%, 63%, 67%
Satisfaction: 76%, 73%, 68%, 63%
High to severe work related stress: 18%, 19%, 23%, 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

86% of your staff who did the survey agreed or strongly agreed with 'I get a sense of accomplishment from my work'.

■ Disagree   ▨ Neither agree nor disagree
▨ Agree

Survey question	Your results	You		Comparator		
		2020	2021	Lowest	Average	Highest
I get a sense of accomplishment from my work	3% / 11% / 86%	Not asked	86 %	78 %	84 %	97 %
I enjoy the work in my current job	4% / 11% / 85%	Not asked	85 %	79 %	85 %	97 %

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People outcomes

Satisfaction question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

80% 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	Dissatisfied 15%, Neither 5%, Satisfied 80%		84 %	80 %	64 %	74 %	94 %
How satisfied are you with the work-life balance in your current job	Dissatisfied 17%, Neither 6%, Satisfied 78%		80 %	78 %	65 %	73 %	86 %
How satisfied are you with your career development within your current organisation	Dissatisfied 30%, Neither 11%, Satisfied 60%		65 %	60 %	36 %	57 %	80 %
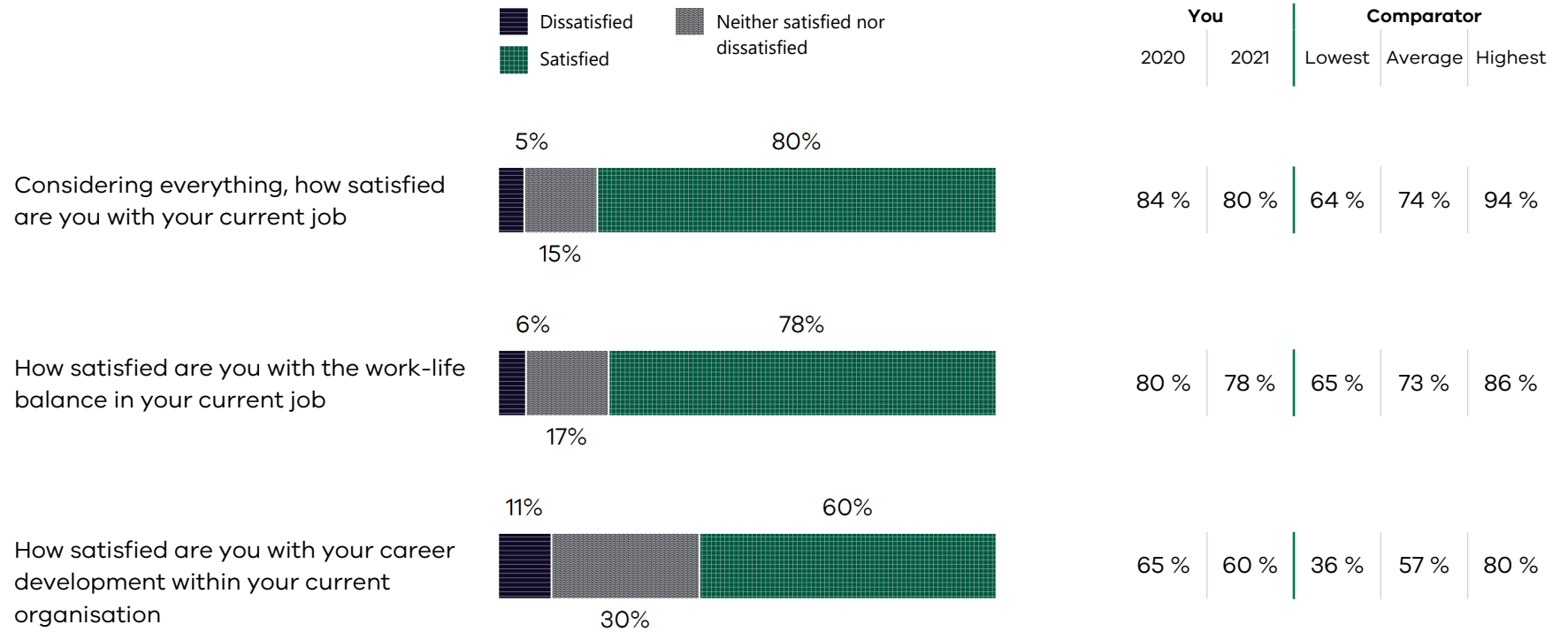
People outcomes

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

19% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 23% 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	13%
Low / mild	35%
Moderate	33%
High	14%
Very high	5%
Severe	1%
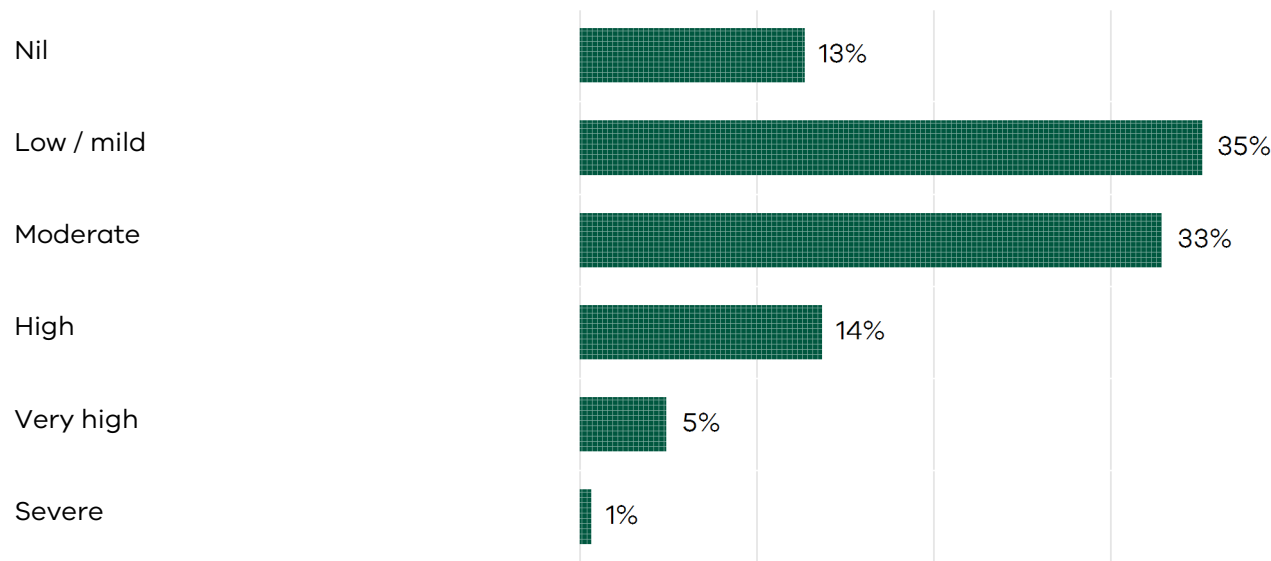
Reported levels of high to severe stress

2020		2021	
18%		**19%**	
Comparator	22%	Comparator	23%
Public Sector	23%	Public Sector	26%
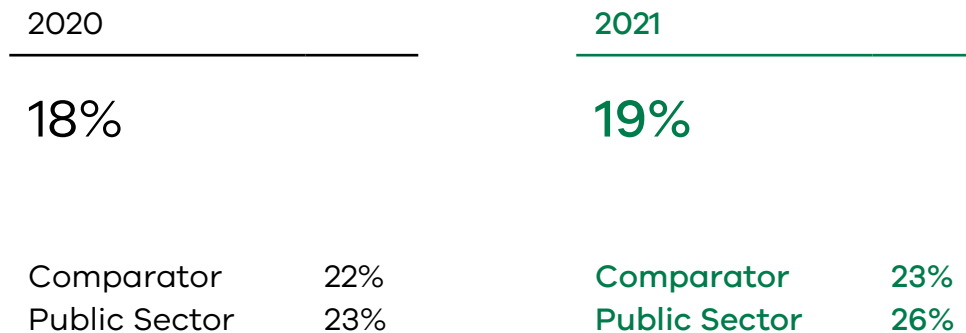
People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

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

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

Example

87% of your staff who did the survey said they experienced mild to severe stress.

Of that 87%, 48% said the top reason was 'Workload'.

	268	39
	87%	13%

■ Experienced some work-related stress   ▨ Did not experience some work-related stress
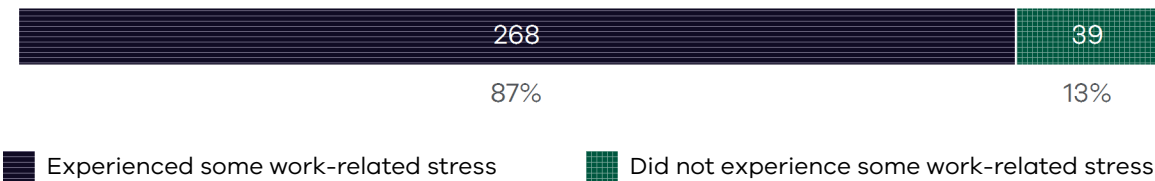
Of those that experienced work related stress it was from …	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	39%	48%	45%	51%
Time pressure	39%	44%	35%	42%
Dealing with clients, patients or stakeholders	20%	23%	23%	14%
Other changes due to COVID-19	22%	23%	24%	15%
Competing home and work responsibilities	15%	14%	9%	12%
Management of work (e.g. supervision, training, information, support)	10%	13%	13%	13%
Working from home	6%	9%	5%	4%
Organisation or workplace change	7%	9%	15%	11%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	13%	8%	11%	12%
Content, variety, or difficulty of work	9%	8%	13%	12%

People outcomes

Intention to stay

What this is

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

Why this is important

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

How to read this

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

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

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

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

Example

8% of your staff who did the survey said they intended to leave.

Of that 8%, 62% said it was from 'Better remuneration'.

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

13	13	235
4%	4%	77%

■ 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
Better remuneration	62%	25%	26%
Opportunity to broaden experience	58%	41%	40%
Limited future career opportunities at my organisation	46%	39%	42%
Limited recognition for doing a good job	42%	25%	32%
Opportunity to seek/take a promotion elsewhere	31%	27%	33%
Better location/reduced travel time	23%	11%	13%
Limited developmental/educational opportunities at my organisation	23%	26%	24%
Limited opportunities to gain further experience at my organisation	23%	29%	33%
Excessive workload	15%	20%	25%
End of contract/secondment	12%	12%	11%

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:

- 64% of your staff who did the survey said work made them feel happy in 2021, which is up from 55% in 2020

Compared to:

- 58% of staff at your comparator and 50% of staff across the public sector.

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

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

Happy: 55%, 64%, 58%, 50%
Enthusiastic: 54%, 59%, 55%, 48%
Worried: 18%, 19%, 34%, 37%
Miserable: 6%, 7%, 14%, 19%
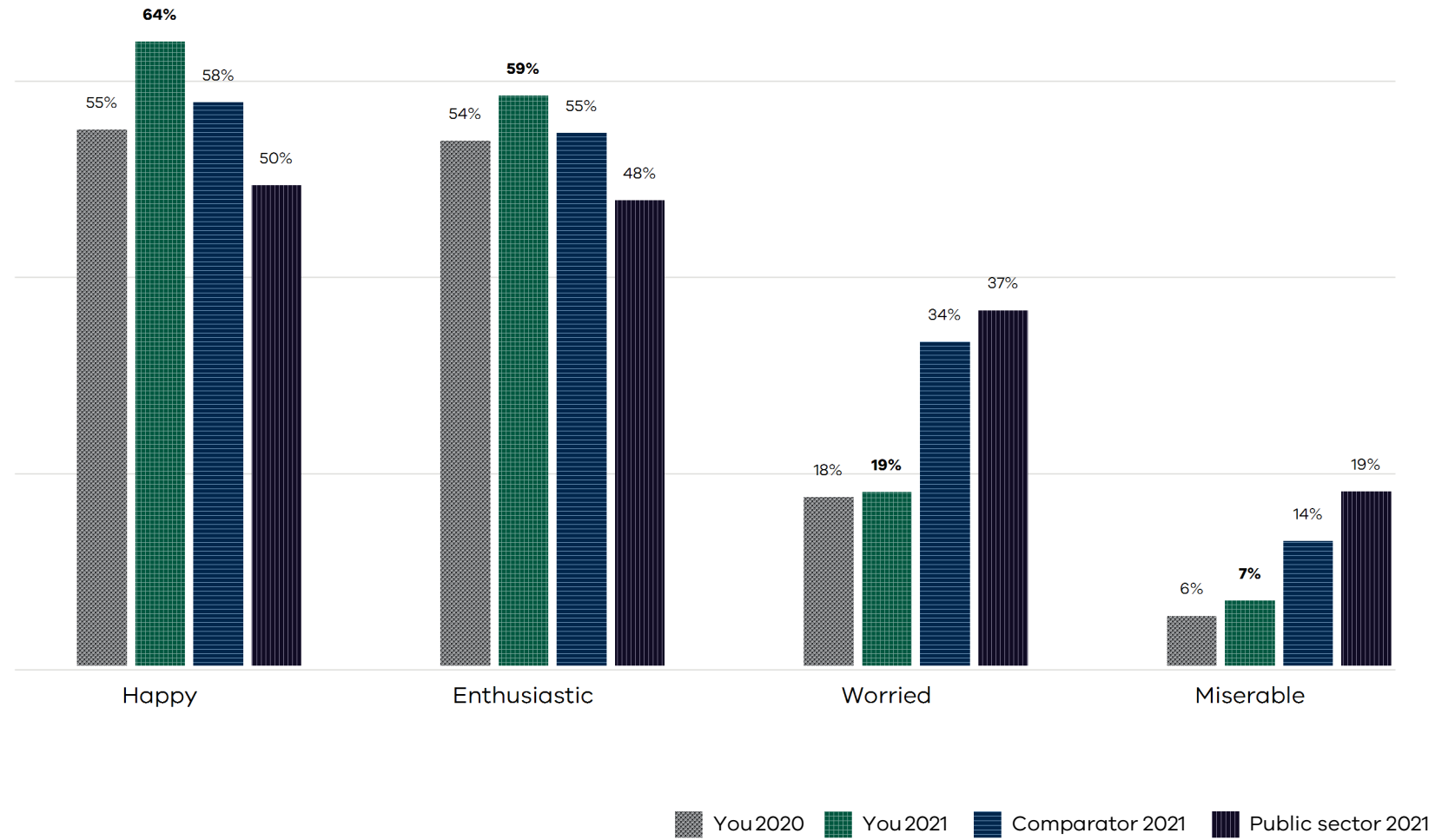
People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

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

Example

In 2021:

- 14% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is down from 18% in 2020.

Compared to:

- 20% of staff at your comparator and 18% of staff across the public sector.

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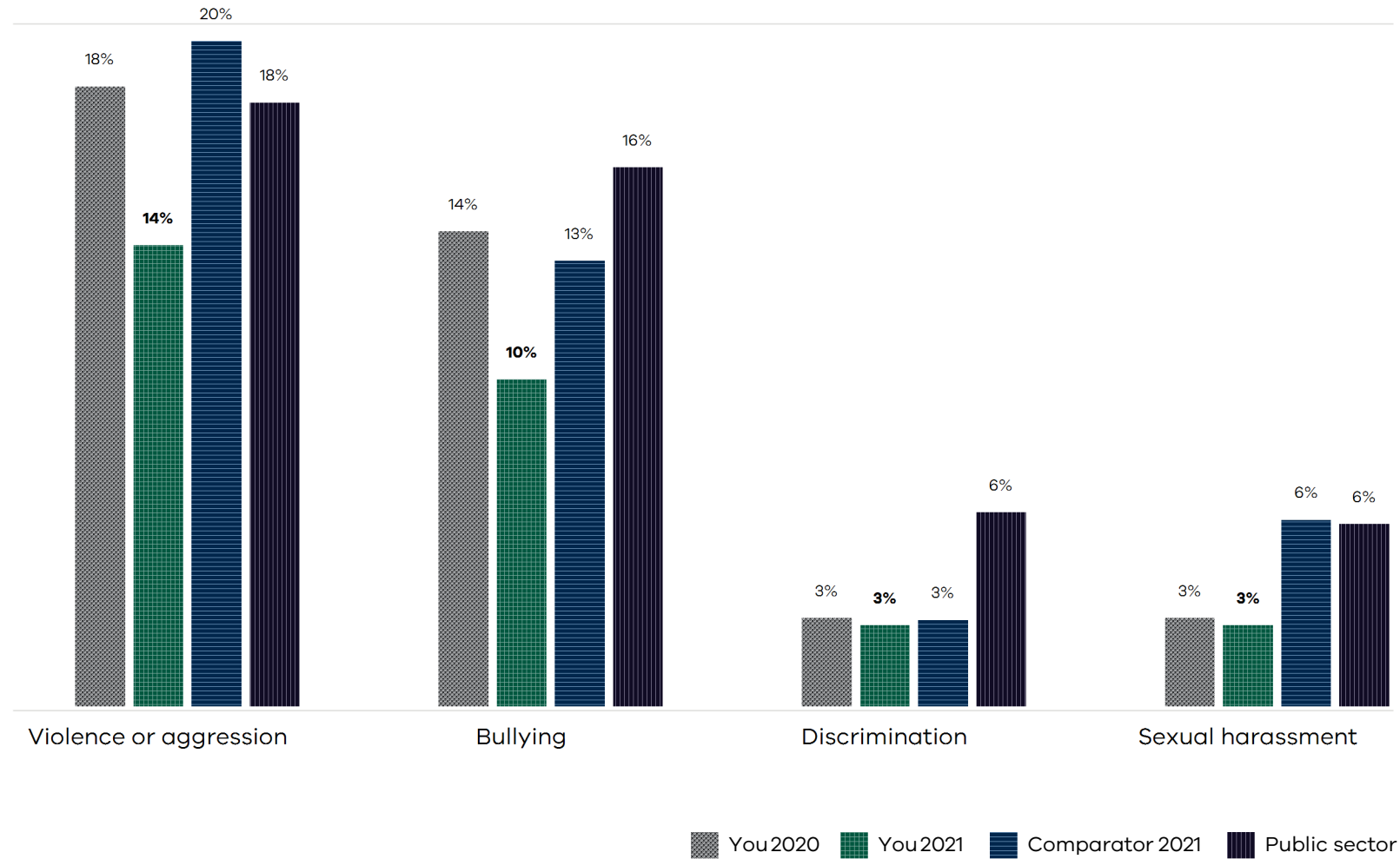
People outcomes

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.

How to read this

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

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

In descending order, the table shows the answers.

Example

10% of your staff who did the survey said they experienced bullying.

Of that 10%, 53% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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

30	260	17
10%	85%	6%

■ Experienced bullying ▦ Did not experience bullying ▦ Not sure

If you experienced bullying, what type of bullying did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	60%	53%	68%	69%
Verbal abuse	30%	50%	19%	20%
Other	26%	30%	22%	15%
Exclusion or isolation	40%	27%	35%	42%
Withholding essential information for me to do my job	22%	27%	27%	27%
Intimidation and/or threats	32%	23%	27%	32%
Being assigned meaningless tasks unrelated to the job	4%	3%	13%	13%

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People outcomes

Telling someone about the bullying

What this is

This is if staff told someone when they experienced bullying.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

10% of your staff who did the survey said they experienced bullying, of which

- 40% said the top way they reported the bullying was 'Told a colleague'.
- 77% said they didn't submit a formal complaint.

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

30	260	17
10%	85%	6%

■ Experienced bullying   ▨ Did not experience bullying   ▨ Not sure
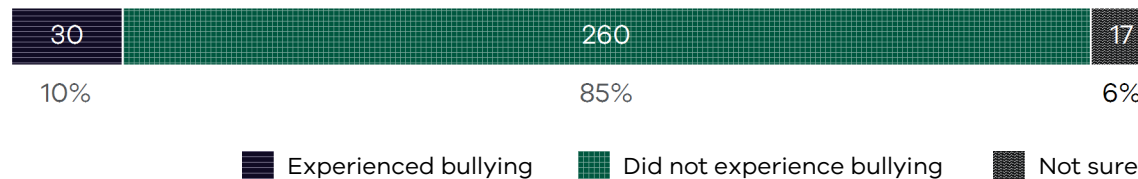
Did you tell anyone about the bullying?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a colleague	48%	40%	40%	42%
Told a manager	46%	37%	48%	47%
Told a friend or family member	32%	33%	33%	34%
Submitted a formal complaint	14%	23%	15%	12%
Told someone else	22%	20%	10%	12%
Told the person the behaviour was not OK	0%	20%	21%	17%
Told Human Resources	10%	17%	20%	12%
I did not tell anyone about the bullying	10%	13%	12%	12%
Told employee assistance program (EAP) or peer support	0%	10%	12%	9%

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People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

77% of your staff who experienced bullying did not submit a formal complaint, of which:

- 35% said the top reason was 'I didn't think it was serious enough'.

Did you submit a formal complaint?

7	23
23%	77%

■ Submitted formal complaint   ▦ Did not submit a formal complaint
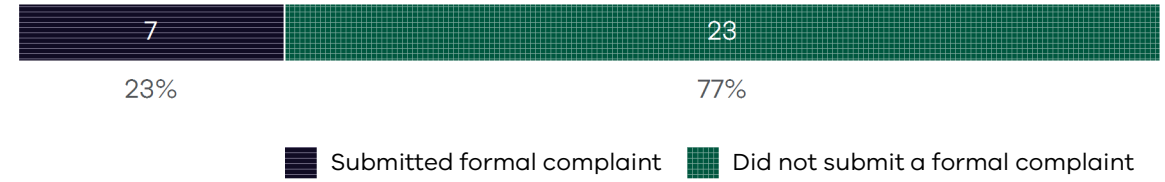
Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I didn't think it was serious enough	35%	21%	16%
I didn't think it would make a difference	26%	43%	50%
I believed there would be negative consequences for my reputation	22%	49%	53%
I didn't need to because I made the bullying stop	13%	7%	7%
I didn't need to because I no longer had contact with the person(s) who bullied me	13%	11%	8%
I thought the complaint process would be embarrassing or difficult	13%	15%	14%
I believed there would be negative consequences for my career	9%	29%	40%
I believed there would be negative consequences for the person I was going to complain about	9%	12%	10%
I didn't feel safe to report the incident	9%	19%	19%
Other	9%	18%	12%

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People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

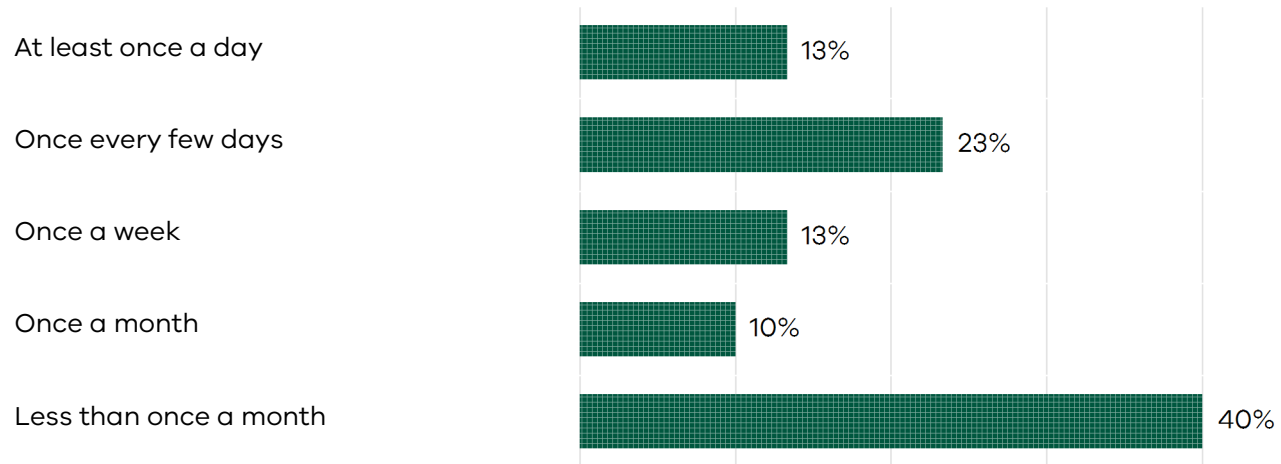In this year's survey, 10% of your staff said they experienced bullying.

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

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

Each row is one perpetrator or group of perpetrators.

Example

10% of your staff who did the survey said they experienced bullying.

Of that 10%, 73% said it was by 'Colleague'.

30 people (10% of staff) experienced bullying (You 2021)

Perpetrator	%
Colleague	73%
Client/ customer/ patient/ stakeholder	20%
My immediate manager or supervisor	17%
Group of colleagues	13%
A more senior manager than my manager	10%
Member of the public	3%
Member of your household	3%
A volunteer with my organisation	0%
Someone I supervise or manage	0%

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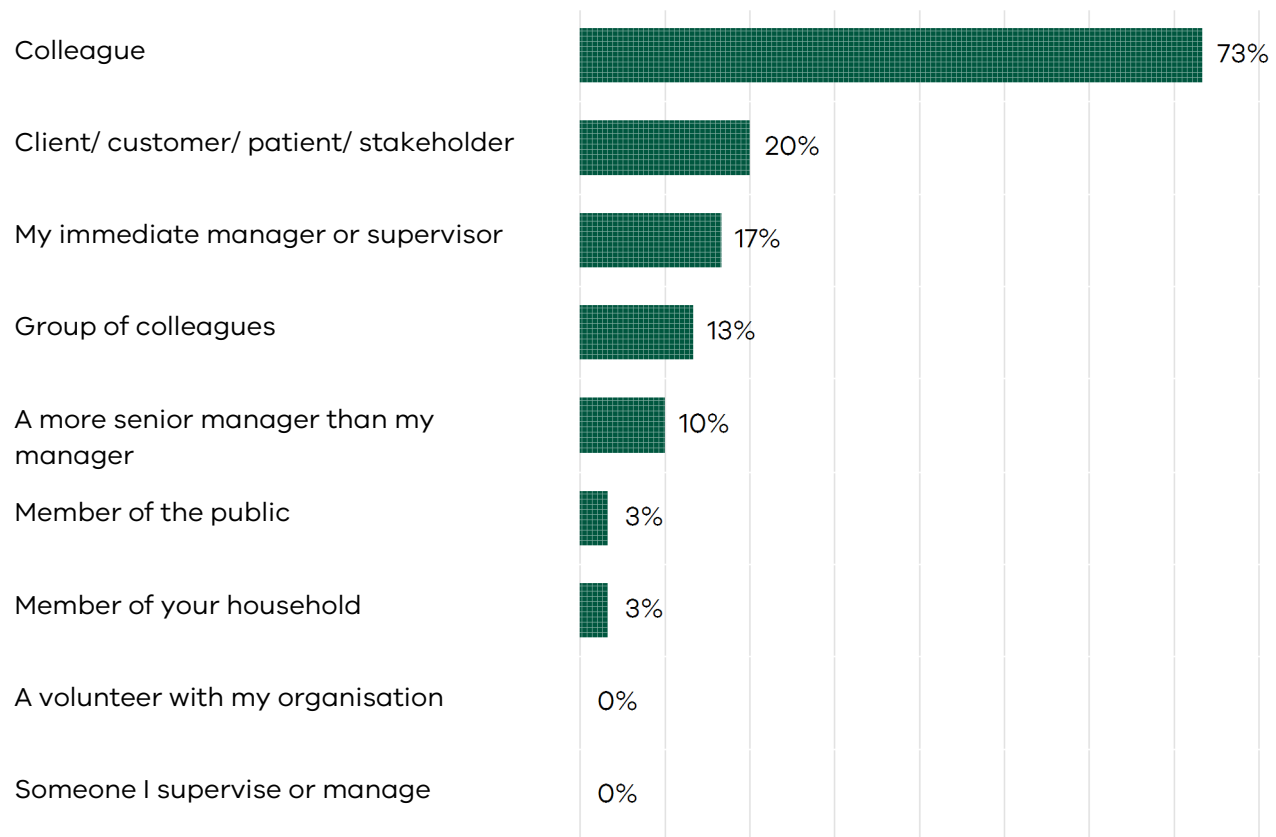
People outcomes

Frequency of bullying

What this is

This is how often staff experienced bullying.

Why this is important

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

How to read this

In this year's survey, 10% of your staff said they experienced bullying.

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

Example

10% of your staff who did the survey said they experienced bullying.

Of that 10%, 13% said it was 'At least once a day'.

How often have you experienced bullying? (You 2021)

Category	Percentage
At least once a day	13%
Once every few days	23%
Once a week	13%
Once a month	10%
Less than once a month	40%

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.

Negative behaviour

Violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

14% of your staff who did the survey said they experienced violence or aggression.

Of that 14%, 90% said it was from 'Abusive language'.

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

42	258	7
14%	84%	2%

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

If you experienced violence or aggression, what type did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Abusive language	77%	90%	77%	81%
Intimidating behaviour	71%	67%	68%	69%
Threats of violence	14%	24%	26%	39%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	3%	12%	10%	28%
Damage to my property or work equipment	3%	5%	8%	7%
Other	8%	2%	5%	12%

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Negative behaviour

Telling someone about violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

14% of your staff who did the survey said they experienced violence or aggression, fo which

- 60% said the top way they reported the violence or agression was 'Told a colleague'
- 60% said they didn't submit a formal incident report.

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

42	258	7
14%	84%	2%

■ Experienced violence or aggression   ■ Did not experience violence or aggression   ▦ Not sure
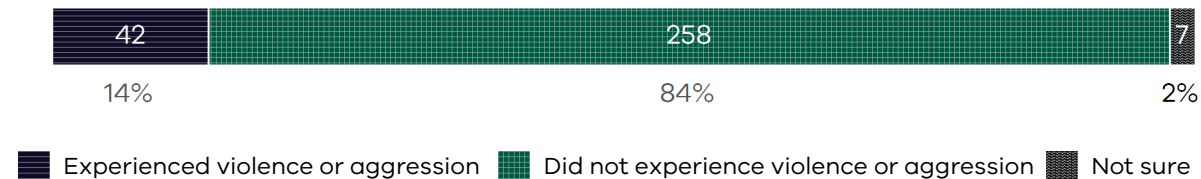
Did you tell anyone about the incident?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a colleague	69%	60%	43%	46%
Told a manager	60%	43%	63%	52%
Submitted a formal incident report	32%	40%	41%	32%
Told the person the behaviour was not OK	0%	29%	29%	33%
Told a friend or family member	23%	17%	19%	20%
Told someone else	5%	7%	5%	6%
I did not tell anyone about the incident(s)	5%	2%	6%	8%
Told Human Resources	6%	2%	8%	4%

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Negative behaviour

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

What this is

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

Why this is important

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

How to read this

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

Example

60% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

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

Did you submit a formal incident report?

17	25
40%	60%

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

Please tell us why you did not submit a formal incident report?	You 2021	Comparator 2021	Public sector 2021
I didn't think it was serious enough	40%	41%	33%
I didn't think it would make a difference	32%	30%	39%
I didn't need to because I made the violence or aggression stop	24%	15%	16%
Other	20%	24%	12%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	16%	15%	15%
I believed there would be negative consequences for my reputation	4%	10%	16%

Negative behaviour

Perpetrators of violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

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

Each row is one perpetrator or a group of perpetrators.

Example

14% of your staff who did the survey said they experienced violence or aggression.

Of that 14%, 74% said it was 'Client/ customer/ patient/ stakeholder'.

42 people (14% of staff) experienced violence or aggression (You 2021)

Perpetrator	Percentage
Client/ customer/ patient/ stakeholder	74%
Member of the public	33%
Colleague	5%
My immediate manager or supervisor	2%
A more senior manager than my manager	0%
A volunteer with my organisation	0%
Group of colleagues	0%
Member of your household	0%
Someone I supervise or manage	0%

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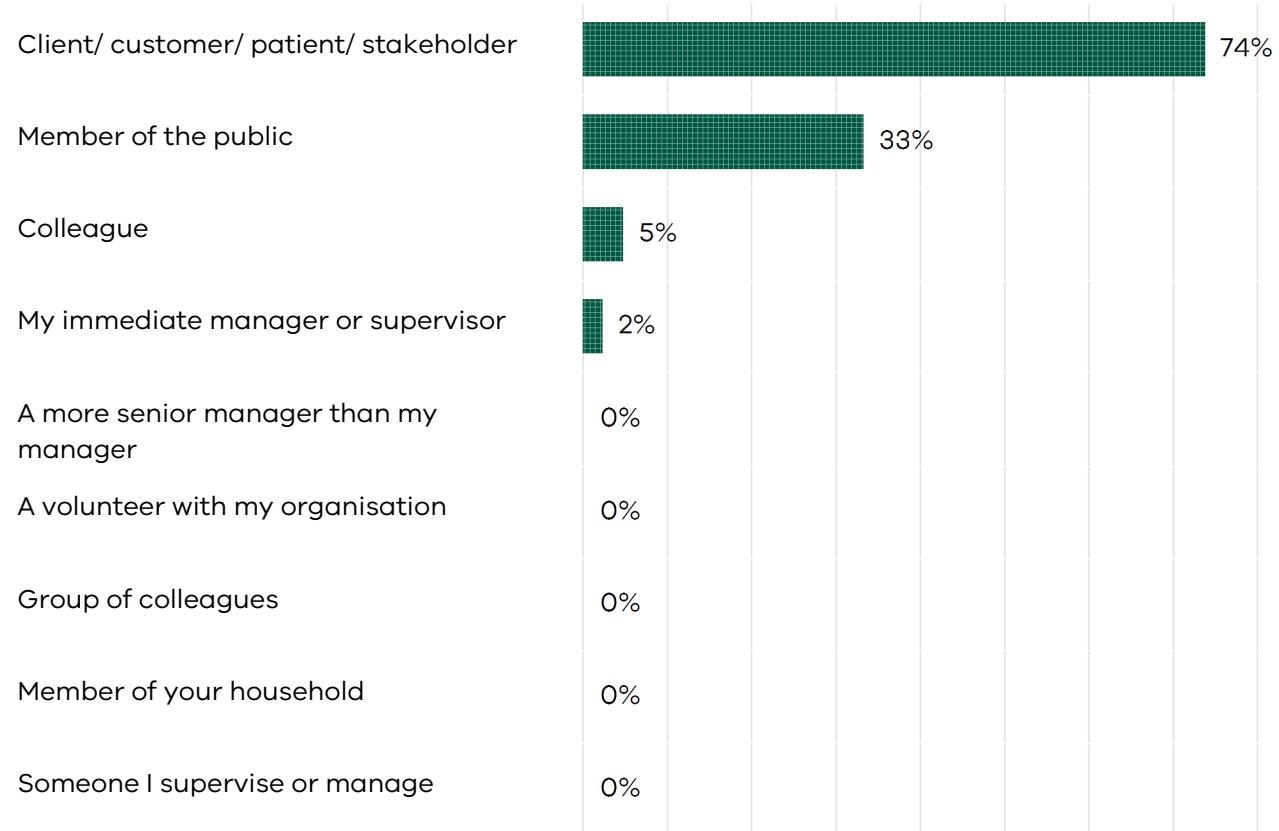
Negative behaviour

Frequency of violence and aggression

What this is

This is how often staff experienced violence or aggression.

Why this is important

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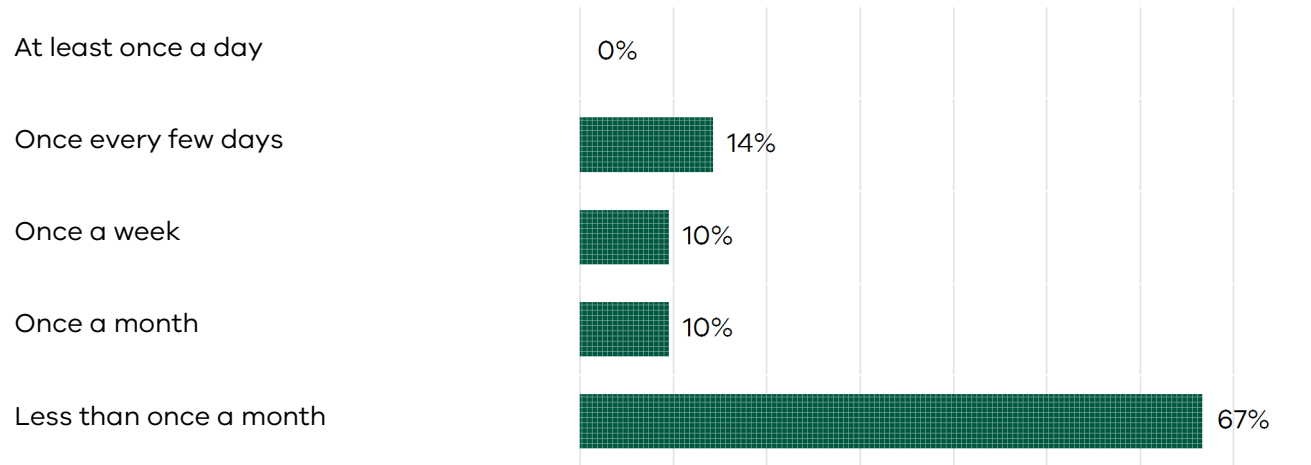
How to read this

In this year's survey, 14% of your staff said they experienced violence or aggression.

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

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

Example

14% of your staff who did the survey said they experienced violence or aggression.

Of that 14%, 0% said it was by 'At least once a day'.

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

Frequency	Percentage
At least once a day	0%
Once every few days	14%
Once a week	10%
Once a month	10%
Less than once a month	67%

Negative behaviour

Witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

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

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

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

33	274
11%	89%

■ Witnessed some negative behaviour　　▦ Did not witness some negative behaviour
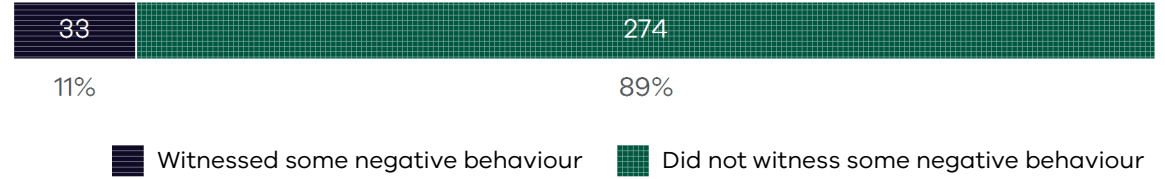
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	89%	79%	77%
Bullying of a colleague	7%	15%	16%
Discrimination against a colleague	5%	5%	8%
Violence or aggression against a colleague	2%	6%	6%
Sexual harassment of a colleague	0%	2%	1%

Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

The table shows the answers in descending order.

Example

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

- 73% 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?

33	274
11%	89%

■ Witnessed some negative behaviour ▦ Did not witness some negative behaviour
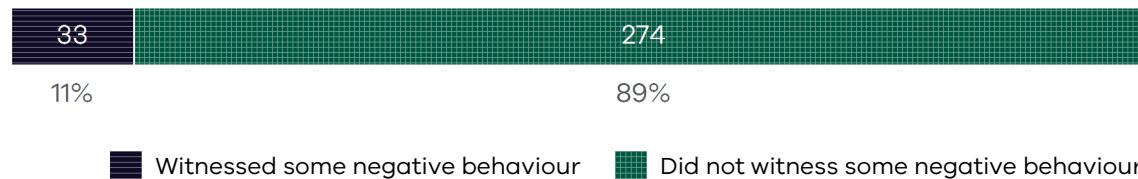
When you witnessed the above behaviour(s), did you do any of the following?	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	73%	76%	72%
Told a manager	48%	39%	37%
Spoke to the person who behaved in a negative way	24%	25%	22%
Told the person the behaviour was not OK	24%	27%	25%
Told a colleague	21%	16%	21%
Told Human Resources	12%	10%	6%
Other	6%	5%	7%
Submitted a formal complaint	6%	8%	6%

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People outcomes

Negative behaviour — satisfaction with making a formal complaint

What this is

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

Why this is important

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

How to read this

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

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

Example

65% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.

Survey question

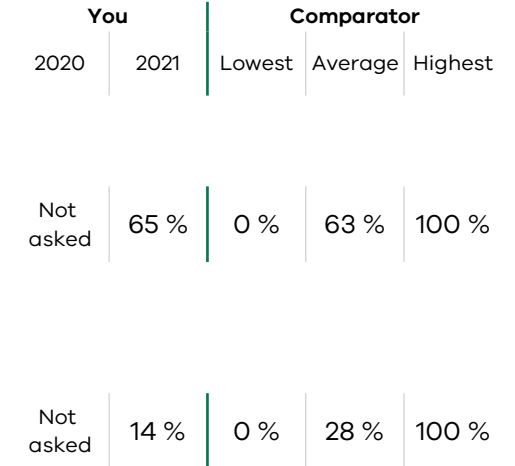### Were you satisfied with the way your formal complaint was handled

- No
- Don't know
- Yes

| Violence or aggression | 24% · 12% · 65% |
| Bullying | 71% · 14% · 14% |
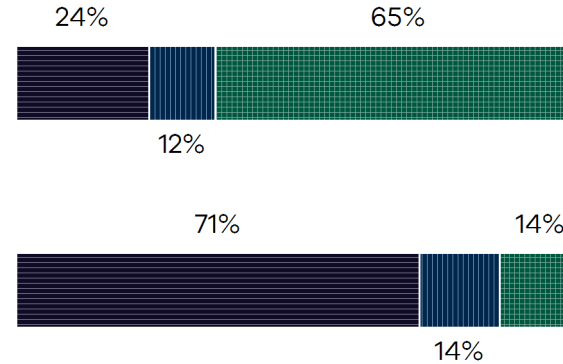
Benchmark satisfied results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
Violence or aggression	Not asked	65 %	0 %	63 %	100 %
Bullying	Not asked	14 %	0 %	28 %	100 %

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- Disability
- Gender, variations in sex characteristics and sexual orientation
- Cultural diversity
- Employment
- Adjustments
- Caring
- Categories
- Primary role

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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 'Manager leadership', the 'You 2021' column shows 94% of your staff agreed with 'My manager works effectively with people from diverse backgrounds'. This question was not asked in 2020.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Manager leadership	My manager works effectively with people from diverse backgrounds	94%	Not asked in 2020	90%
Meaningful work	I feel that I can make a worthwhile contribution at work	93%	0%	90%
Job enrichment	I understand how my job contributes to my organisation's purpose	93%	-3%	90%
Workgroup support	I am able to work effectively with others in my workgroup	93%	+3%	92%
Quality service delivery	My workgroup values human rights	93%	Not asked in 2020	93%
Job enrichment	My job allows me to utilise my skills, knowledge and abilities	93%	+5%	88%
Manager leadership	My manager treats employees with dignity and respect	92%	Not asked in 2020	88%
Organisational integrity	My organisation encourages respectful workplace behaviours	92%	Not asked in 2020	86%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	92%	Not asked in 2020	88%
Quality service delivery	My workgroup strives to provide high quality advice and services	92%	Not asked in 2020	94%

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 37% 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)	37%	Not asked in 2020	28%
Taking action	My organisation has taken positive action on the results of last year's survey	40%	Not asked in 2020	29%
Manager support	My manager has regular conversations with me about my learning and development	43%	Not asked in 2020	59%
Learning and development	I feel I have an equal chance at promotion in my organisation	45%	Not asked in 2020	45%
Safety climate	All levels of my organisation are involved in the prevention of stress	49%	+1%	47%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	52%	Not asked in 2020	43%
Manager support	I receive adequate recognition for my contributions and accomplishments	56%	Not asked in 2020	63%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	56%	+0%	58%
Job enrichment	My work performance is assessed against clear criteria	59%	Not asked in 2020	62%
Workload	I have enough time to do my job effectively	59%	-4%	55%

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 'Job enrichment', the 'You 2021' column shows 93% of your staff agreed with 'My job allows me to utilise my skills, knowledge and abilities'.

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
Job enrichment	My job allows me to utilise my skills, knowledge and abilities	93%	+5%	88%
Engagement	I am proud to tell others I work for my organisation	88%	+5%	82%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	77%	+4%	78%
Workgroup support	I am able to work effectively with others in my workgroup	93%	+3%	92%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	67%	+3%	64%
Job enrichment	I have a choice in deciding how I do my work	80%	+3%	79%
Workgroup support	People in my workgroup work together effectively to get the job done	85%	+2%	84%
Engagement	My organisation motivates me to help achieve its objectives	74%	+2%	70%
Engagement	My organisation inspires me to do the best in my job	72%	+2%	68%
Workgroup support	People in my workgroup treat each other with respect	87%	+2%	85%

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 'Workplace flexibility', the 'You 2021' column shows 75% of your staff agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.
In the 'Decrease from 2020' column, you have a 7% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	75%	-7%	79%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	61%	-6%	59%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	61%	-6%	58%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	61%	-6%	70%
Satisfaction	How satisfied are you with your career development within your current organisation	60%	-5%	57%
Workload	The workload I have is appropriate for the job that I do	65%	-5%	61%
Safe to speak up	People in your workgroup are able to bring up problems and tough issues	71%	-5%	73%
Meaningful work	I am achieving something important through my work	89%	-5%	88%
Workload	I have enough time to do my job effectively	59%	-4%	55%
Satisfaction	Considering everything, how satisfied are you with your current job	80%	-4%	74%

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 'Senior leadership', the 'You 2021' column shows 79% of your staff agreed with 'Senior leaders provide clear strategy and direction'.

The 'difference' column, shows that agreement for this question was 18 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Senior leadership	Senior leaders provide clear strategy and direction	79%	+18%	61%
Senior leadership	Senior leaders model my organisation's values	79%	+11%	68%
Taking action	My organisation has taken positive action on the results of last year's survey	40%	+11%	29%
Organisational integrity	My organisation does not tolerate improper conduct	83%	+10%	72%
Senior leadership	Senior leaders support staff to work in an environment of change	74%	+10%	65%
Equal employment opportunity	Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	84%	+9%	75%
Senior leadership	Senior leaders demonstrate honesty and integrity	75%	+9%	66%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	52%	+9%	43%
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)	37%	+9%	28%
Engagement	I would recommend my organisation as a good place to work	84%	+9%	76%

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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 'Manager support', the 'You 2021' column shows 43% of your staff agreed with 'My manager has regular conversations with me about my learning and development'.

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
Manager support	My manager has regular conversations with me about my learning and development	43%	-16%	59%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	61%	-9%	70%
Manager support	I receive adequate recognition for my contributions and accomplishments	56%	-8%	63%
Manager support	My manager involves me in decisions about my work	75%	-6%	81%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	82%	-4%	86%
Manager support	My manager provides me with enough support when I need it	75%	-4%	79%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	75%	-3%	79%
Quality service delivery	My workgroup places a priority on acting fairly and without bias	79%	-3%	82%
Job enrichment	My work performance is assessed against clear criteria	59%	-3%	62%
Supporting question - gender equality	In my workgroup work is allocated fairly, regardless of gender	83%	-3%	86%

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- 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

Demographics

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

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

67% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

| Survey question | Your results | Benchmark agree results |

Your results legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
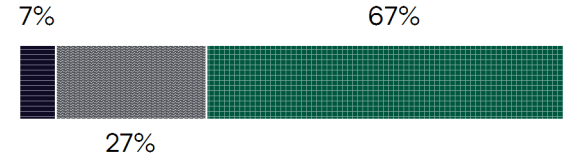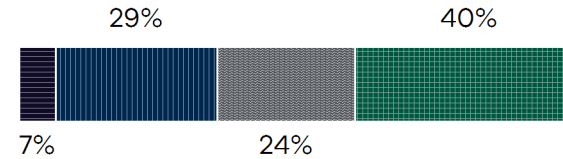
Survey question	Disagree	Don't know	Neither agree nor disagree	Agree	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I believe my organisation will take positive action on the results of this year's survey	7%		27%	67%	Not asked	67 %	37 %	61 %	89 %
My organisation has taken positive action on the results of last year's survey	7%	29%	24%	40%	Not asked	40 %	11 %	29 %	49 %

People matter survey 2021

Have your say

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

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- Workplace flexibility
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- Psychosocial and physical safety climate
- Psychosocial safety climate score
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- Categories
- Primary role

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

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

Survey question	Your results					

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

Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
Senior leaders actively support diversity and inclusion in the workplace (1%, 4%, 12%, 84%)	Not asked	84 %	61 %	81 %	94 %
Senior leaders model my organisation's values (2%, 6%, 12%, 79%)	Not asked	79 %	53 %	68 %	91 %
Senior leaders provide clear strategy and direction (4%, 3%, 14%, 79%)	79 %	79 %	39 %	61 %	91 %
Senior leaders demonstrate honesty and integrity (2%, 6%, 16%, 75%)	Not asked	75 %	50 %	66 %	91 %

Victorian Public Sector Commission

VICTORIA State Government

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.

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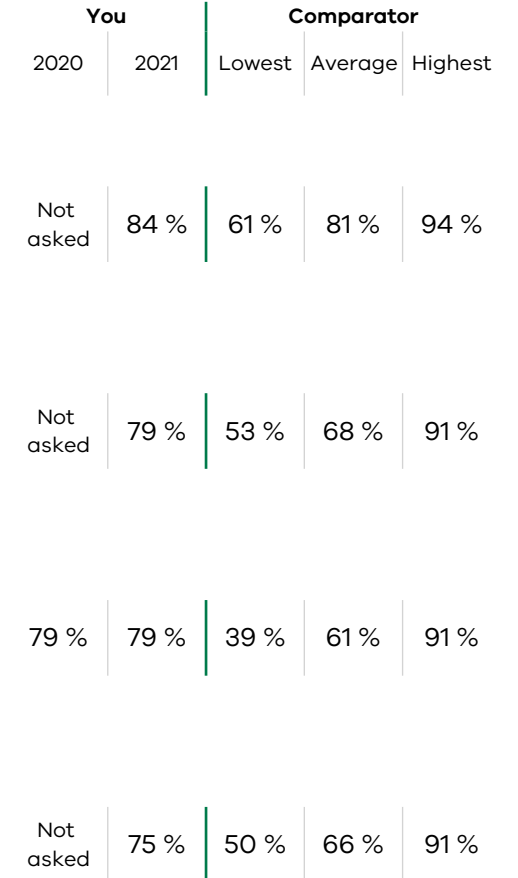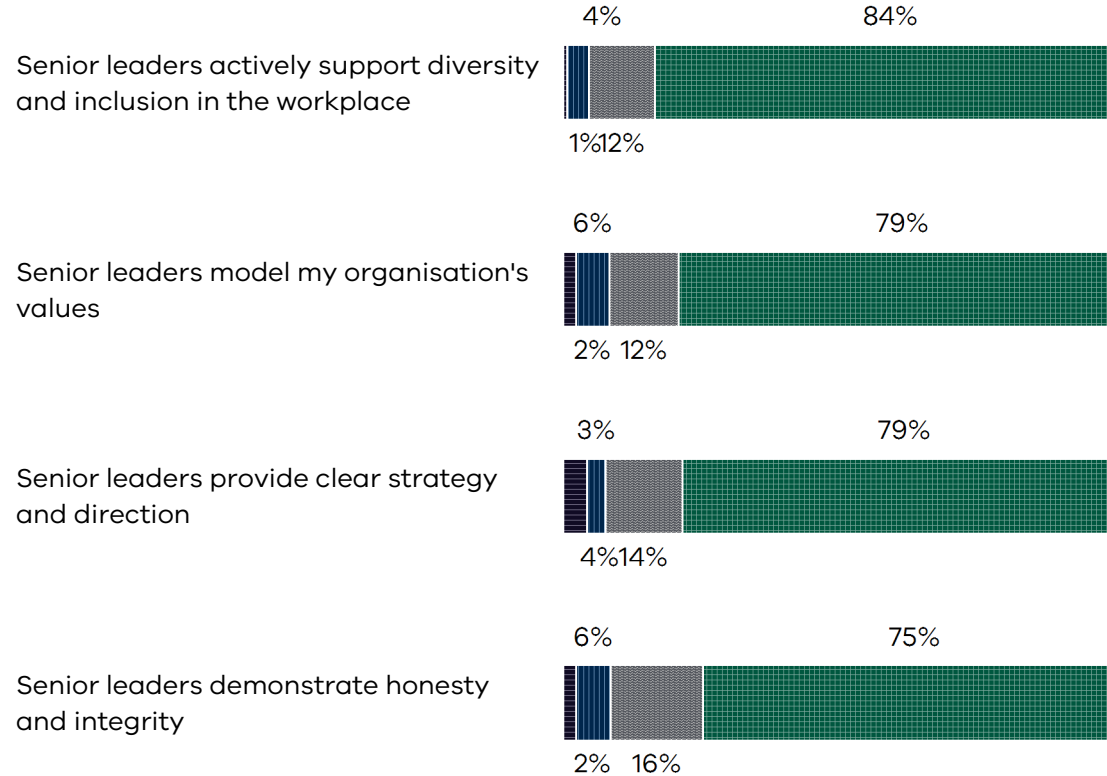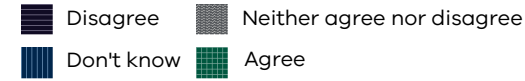
Example

74% of your staff who did the survey agreed or strongly agreed with 'Senior leaders support staff to work in an environment of change'.

Survey question

Your results

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

Senior leaders support staff to work in an environment of change

2% | 74%
7% | 17%

Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
	74 %	74 %	43 %	65 %	86 %

People matter survey 2021

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Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

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

Compared to:

- 79% of staff at your comparator and 69% of staff across the public sector.

Chart — Organisational climate results:

Factor	You 2021	Comparator 2021	Public sector 2021
Equal employment opportunity	84%	79%	69%
Organisational integrity	84%	78%	72%
Diversity and inclusion	83%	81%	71%
Workplace flexibility	77%	74%	63%

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

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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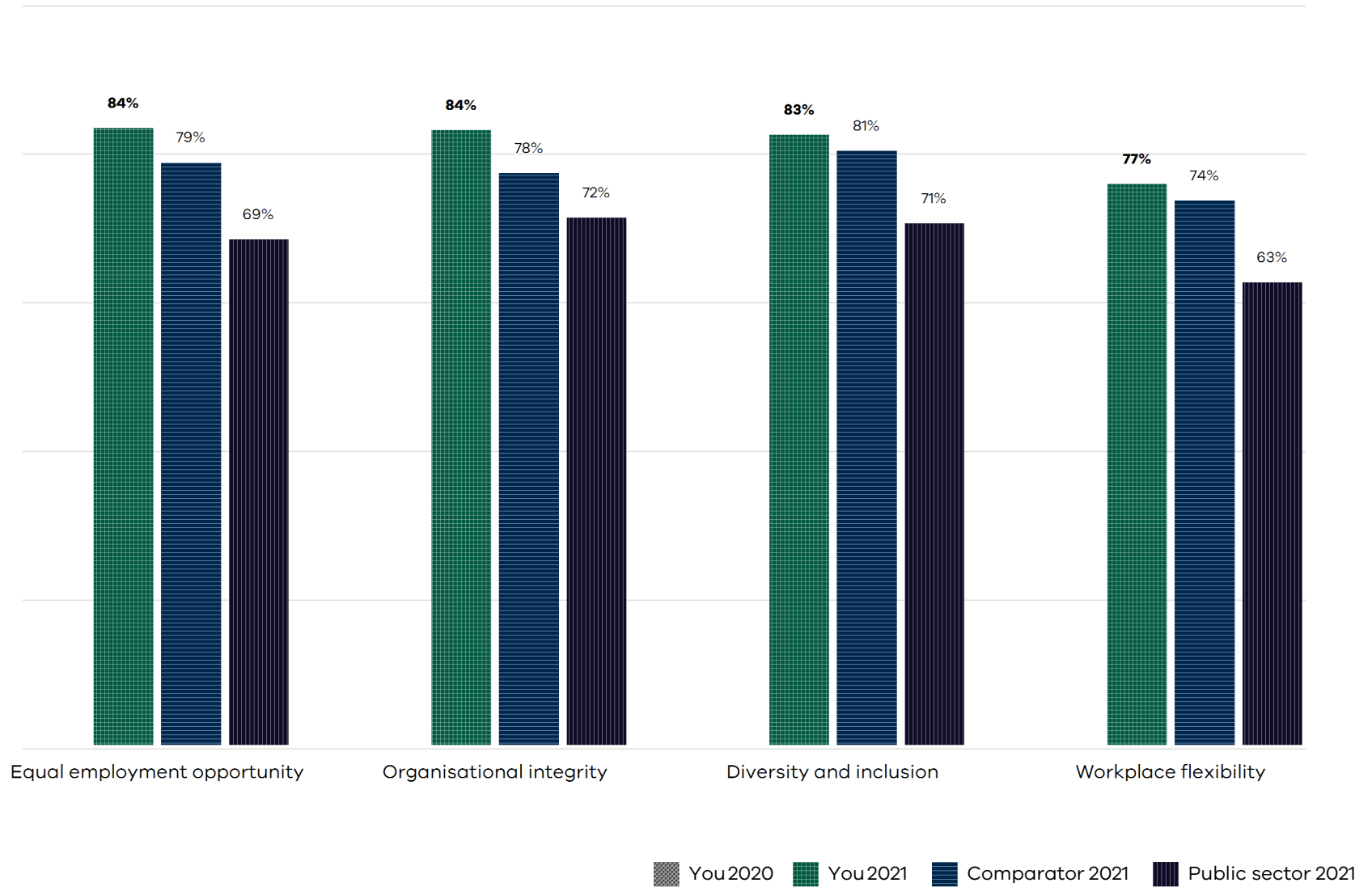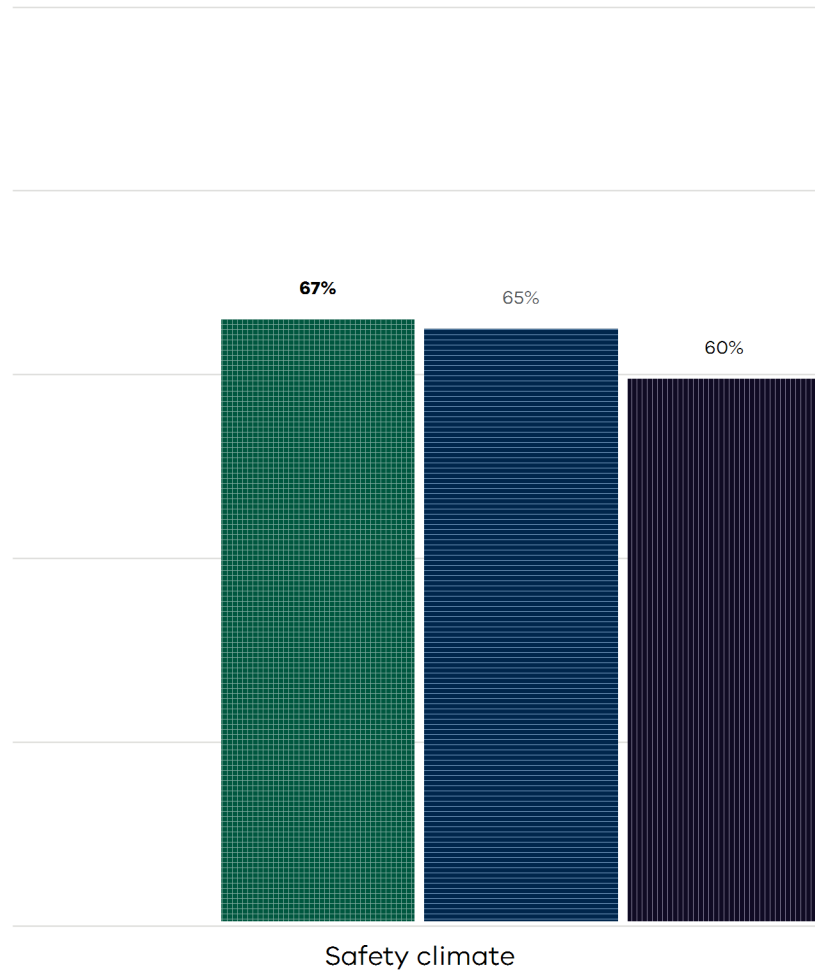
Example

In 2021:

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

Compared to:

- 65% of staff at your comparator and 60% of staff across the public sector.

Safety climate

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

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

92% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

| Survey question | Your results | Benchmark agree results |

Legend: Disagree | 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	1% / 92% (1% — 6%)	Not asked	92 %	72 %	86 %	93 %
My organisation encourages employees to act in ways that are consistent with human rights	2% / 92% (1% — 6%)	Not asked	92 %	75 %	88 %	93 %
My organisation respects the human rights of employees	2% / 91% (7%)	Not asked	91 %	72 %	85 %	94 %
My organisation is committed to earning a high level of public trust	1% / 88% (1% 10%)	Not asked	88 %	71 %	85 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

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

83% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.
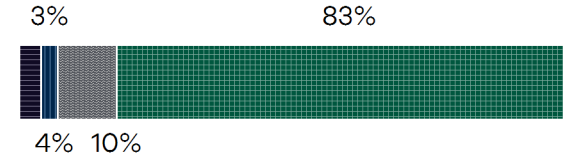
Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2020	2021	Lowest	Average	Highest
My organisation does not tolerate improper conduct — 3% / 4% / 10% / 83%	Not asked	83 %	56 %	72 %	91 %
My organisation takes steps to eliminate bullying, harassment and discrimination — 5% / 3% / 14% / 78%	Not asked	78 %	52 %	72 %	83 %
My organisation makes fair recruitment and promotion decisions, based on merit — 10% / 5% / 21% / 64%	Not asked	64 %	42 %	58 %	86 %

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

80% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who have family responsibilities'.

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees who have family responsibilities	5% ... 80% (4% 11%)	Not asked	80 %	62 %	76 %	100 %
I have the flexibility I need to manage my work and non-work activities and responsibilities	7% ... 79% (13%)	Not asked	79 %	67 %	78 %	85 %
My organisation supports employees with family or other caring responsibilities, regardless of gender	4% ... 79% (18%)	Not asked	79 %	65 %	79 %	100 %
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	5% ... 77% (3% 15%)	Not asked	77 %	57 %	73 %	100 %
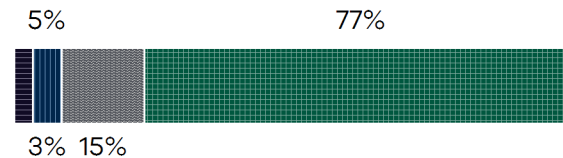
Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

76% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who have caring responsibilities'.
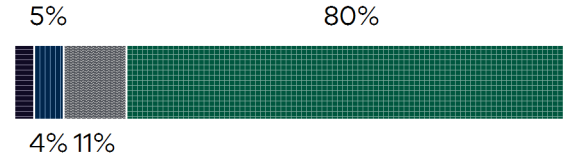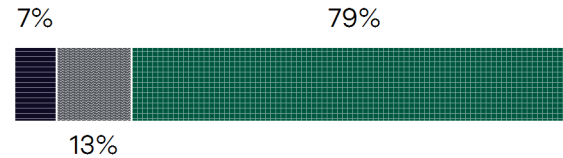
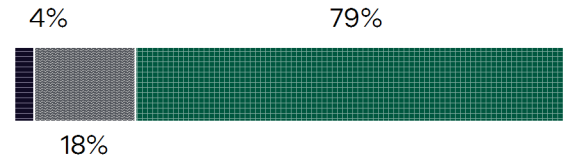## Survey question | Your results | Benchmark agree results

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

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees who have caring responsibilities	8% / 3% / 13% / 76%	Not asked	76 %	58 %	73 %	100 %
Having family responsibilities is not a barrier to success in my organisation	6% / 4% / 15% / 76%	Not asked	76 %	57 %	72 %	94 %
Using flexible work arrangements is not a barrier to success in my organisation	7% / 4% / 14% / 76%	Not asked	76 %	58 %	70 %	97 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	7% / 18% / 75%	82 %	75 %	68 %	79 %	94 %

Organisational climate

Workplace flexibility 3 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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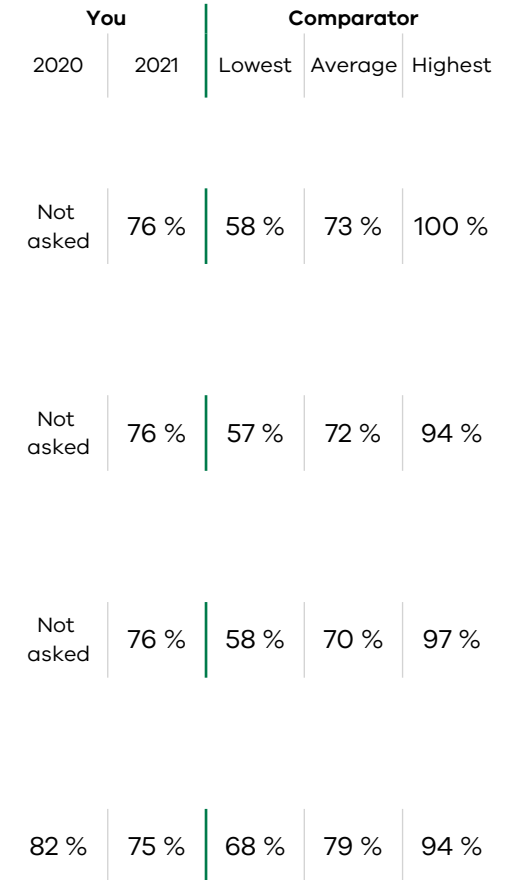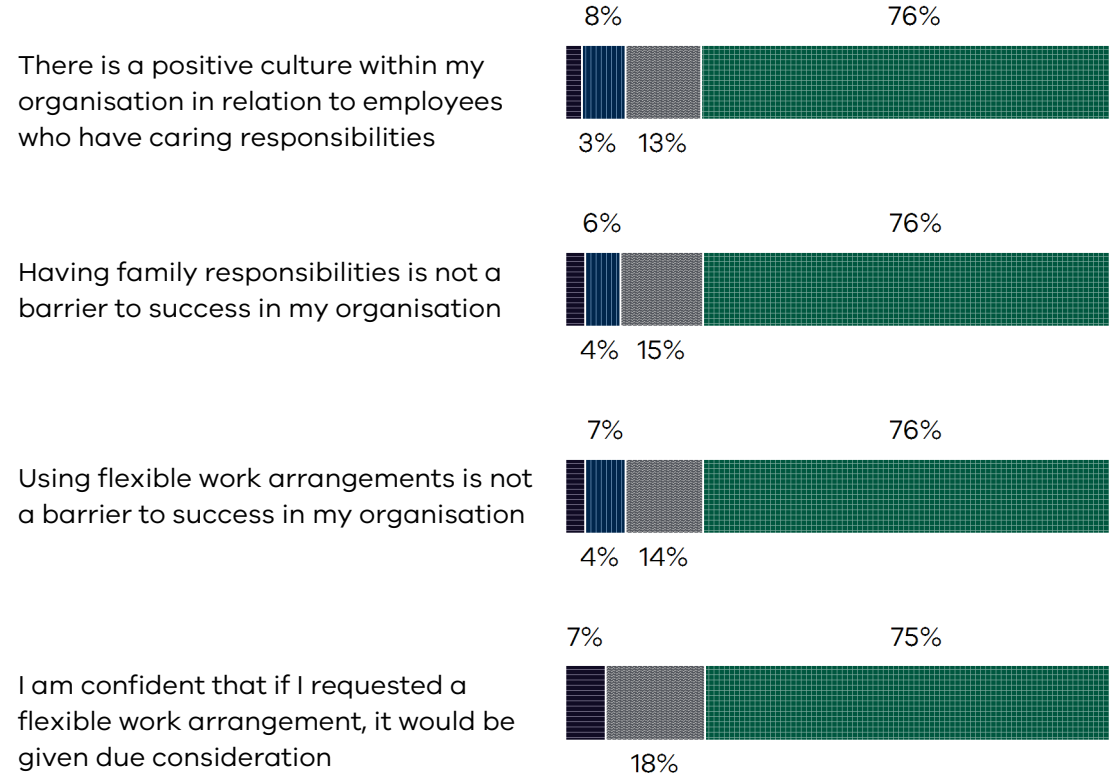
Example

72% of your staff who did the survey agreed or strongly agreed with 'Having caring responsibilities is not a barrier to success in my organisation'.

Survey question

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

Your results

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

8%
72%
4% 16%

Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
	Not asked	72 %	55 %	70 %	91 %

Victorian Public Sector Commission

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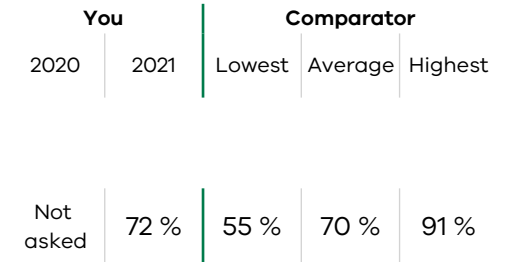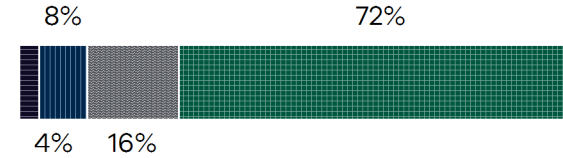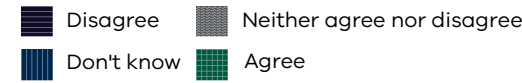
Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

35% 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)	35%	30%	24%
Part-time	32%	31%	19%
Flexible start and finish times	28%	27%	23%
No, I do not use any flexible work arrangements	27%	27%	38%
Using leave to work flexible hours	10%	8%	8%
Purchased leave	8%	5%	2%
Study leave	7%	4%	4%
Working more hours over fewer days	6%	7%	6%
Shift swap	4%	6%	12%
Other	1%	3%	2%

Organisational climate

Equal employment opportunity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

88% of your staff who did the survey agreed or strongly agreed with 'Sexual orientation is not a barrier to success in my organisation'.

Survey question	Your results	Benchmark agree results				

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
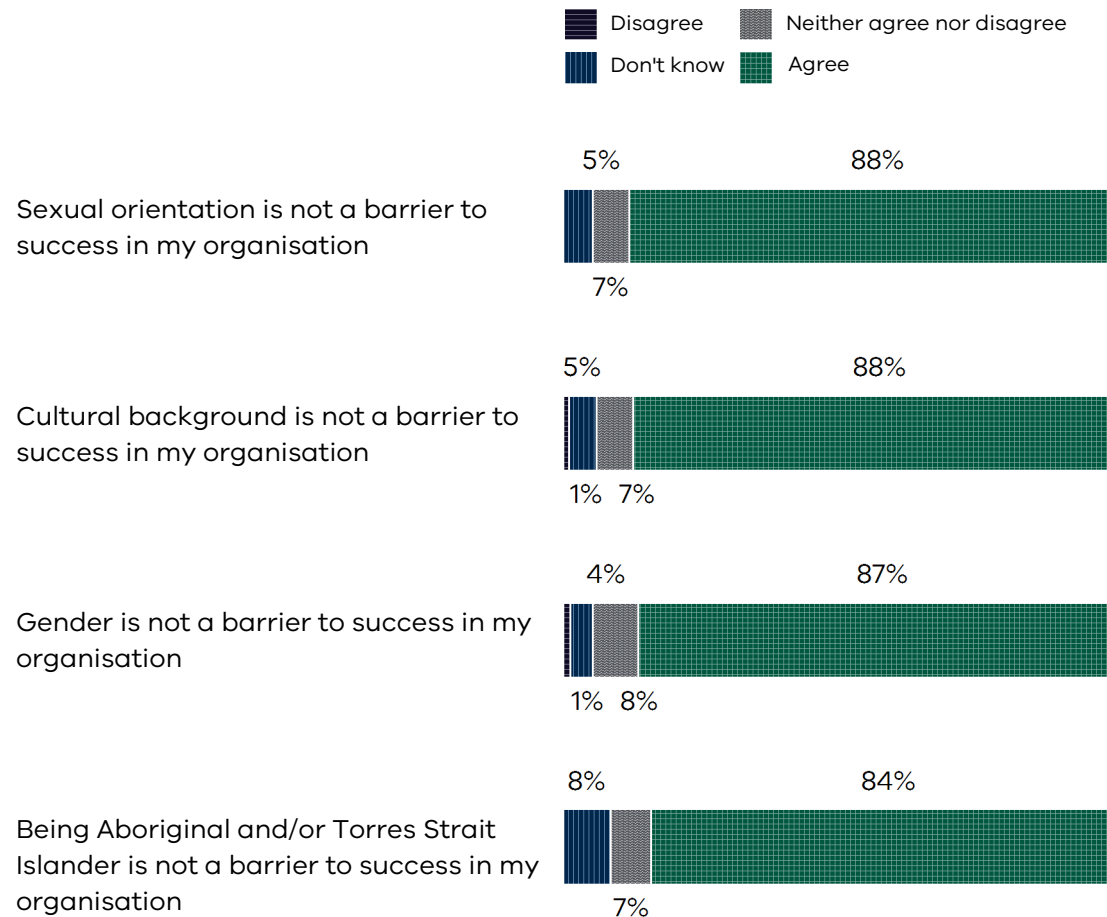
Survey question	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Sexual orientation is not a barrier to success in my organisation (5%, 88%, 7%)	Not asked	88 %	71 %	85 %	100 %
Cultural background is not a barrier to success in my organisation (5%, 88%, 1%, 7%)	Not asked	88 %	71 %	82 %	94 %
Gender is not a barrier to success in my organisation (4%, 87%, 1%, 8%)	Not asked	87 %	71 %	87 %	100 %
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation (8%, 84%, 7%)	Not asked	84 %	59 %	75 %	100 %

People Matter Survey | results

Victorian Public Sector Commission

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Organisational climate

Equal employment opportunity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

83% of your staff who did the survey agreed or strongly agreed with 'Age is not a barrier to success in my organisation'.

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Age is not a barrier to success in my organisation	5% ... 83% (2% 11%)	Not asked	83 %	70 %	78 %	100 %
Disability is not a barrier to success in my organisation	12% ... 75% (1% 13%)	Not asked	75 %	50 %	70 %	89 %

Organisational climate

Psychosocial and physical safety climate question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

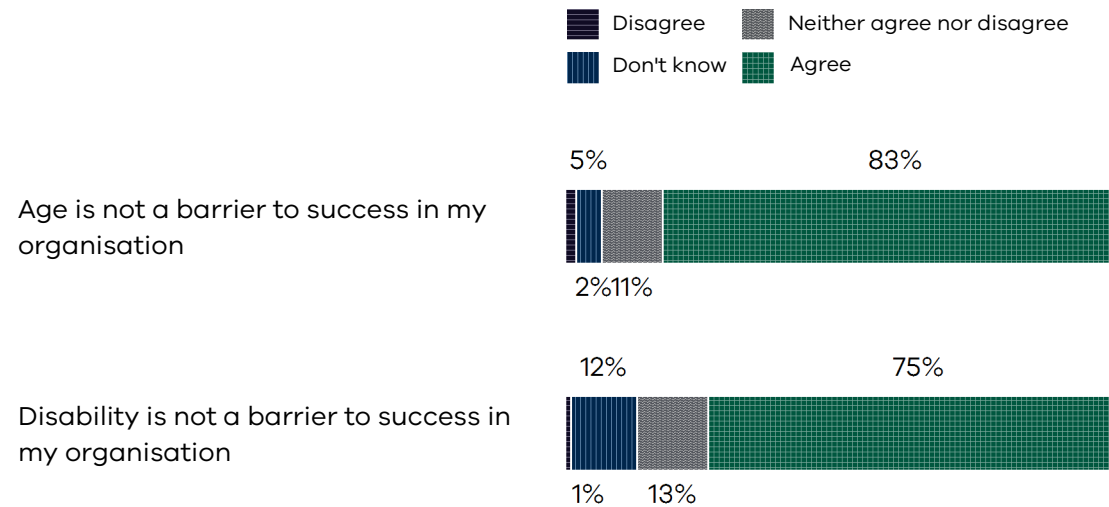Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

84% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

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 feel culturally safe at work	Disagree 4%, Neither 12%, Agree 84%	Not asked	84 %	75 %	82 %	89 %
My organisation provides a physically safe work environment	Disagree 5%, Neither 11%, Agree 83%	Not asked	83 %	71 %	84 %	94 %
My organisation consults employees on health and safety matters	Disagree 3%, Don't know 4%, Neither 21%, Agree 72%	Not asked	72 %	58 %	70 %	97 %
My organisation has effective procedures in place to support employees who may experience stress	Disagree 11%, Don't know 7%, Neither 16%, Agree 67%	64 %	67 %	53 %	64 %	80 %

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.

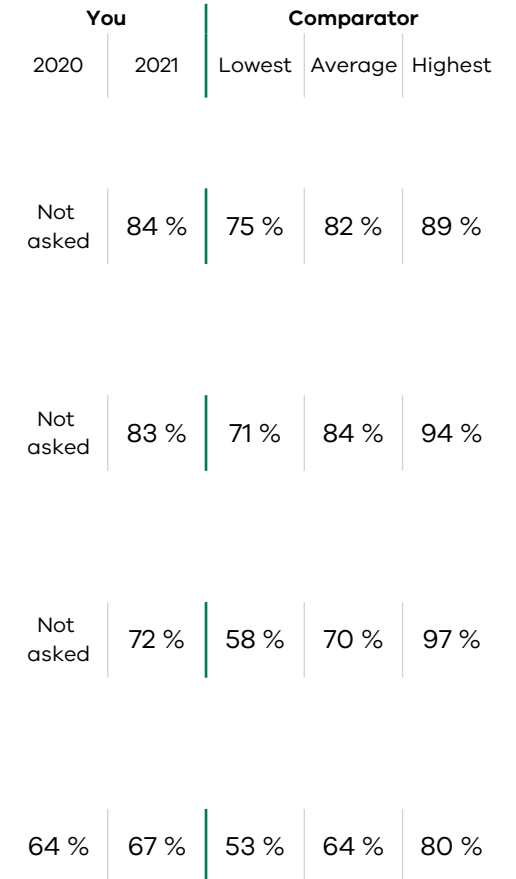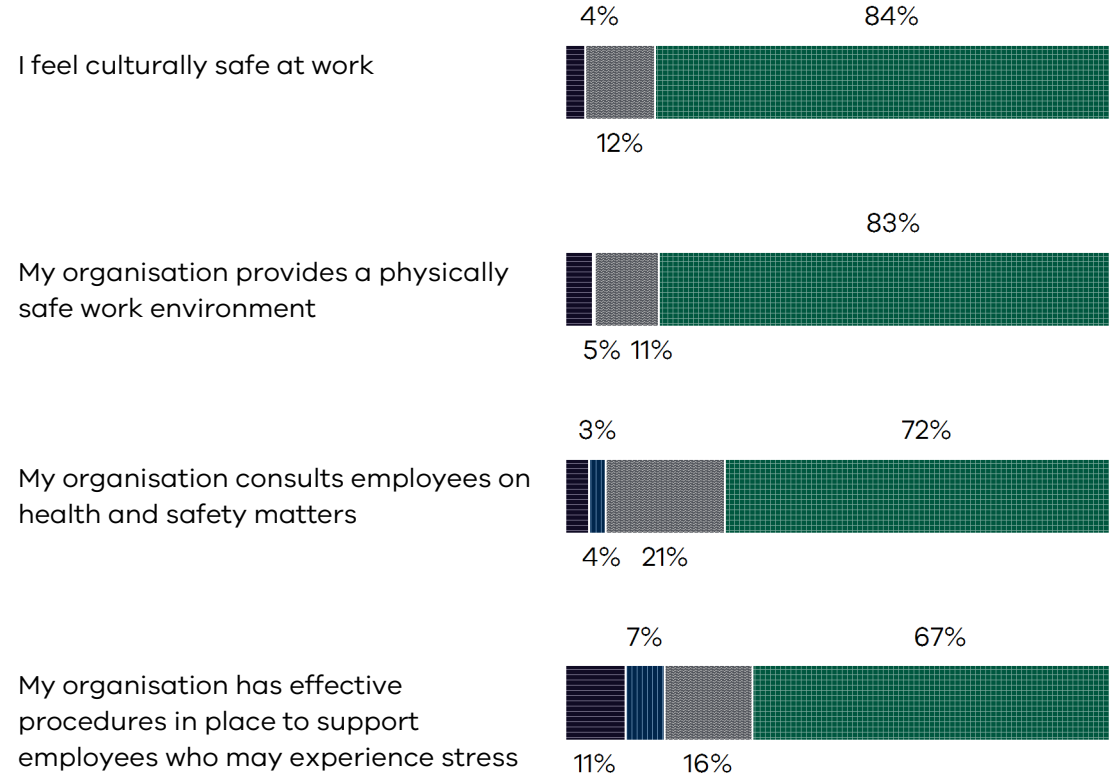Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

61% of your staff who did the survey agreed or strongly agreed with 'Senior leaders consider the psychological health of employees to be as important as productivity'.

Survey question	Your results		Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
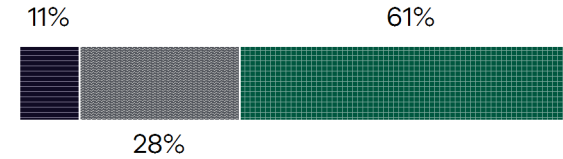
Survey question	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders consider the psychological health of employees to be as important as productivity (11% / 28% / 61%)	67 %	61 %	38 %	59 %	86 %
Senior leaders show support for stress prevention through involvement and commitment (10% / 29% / 61%)	67 %	61 %	39 %	58 %	83 %
In my workplace, there is good communication about psychological safety issues that affect me (12% / 31% / 56%)	56 %	56 %	44 %	58 %	71 %
All levels of my organisation are involved in the prevention of stress (16% / 35% / 49%)	48 %	49 %	29 %	47 %	71 %

Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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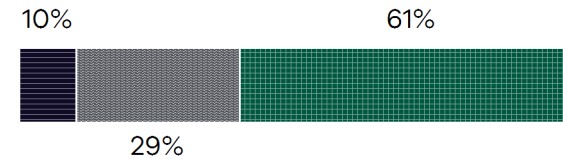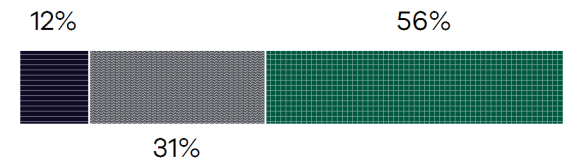3. Senior leaders consider the psychological health of employees to be as important as productivity
4. Senior leaders show support for stress prevention through involvement and commitment

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

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

How to interpret your score

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

A score of:

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

Adverse outcomes can include:

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

Benchmark results

Psychosocial safety climate
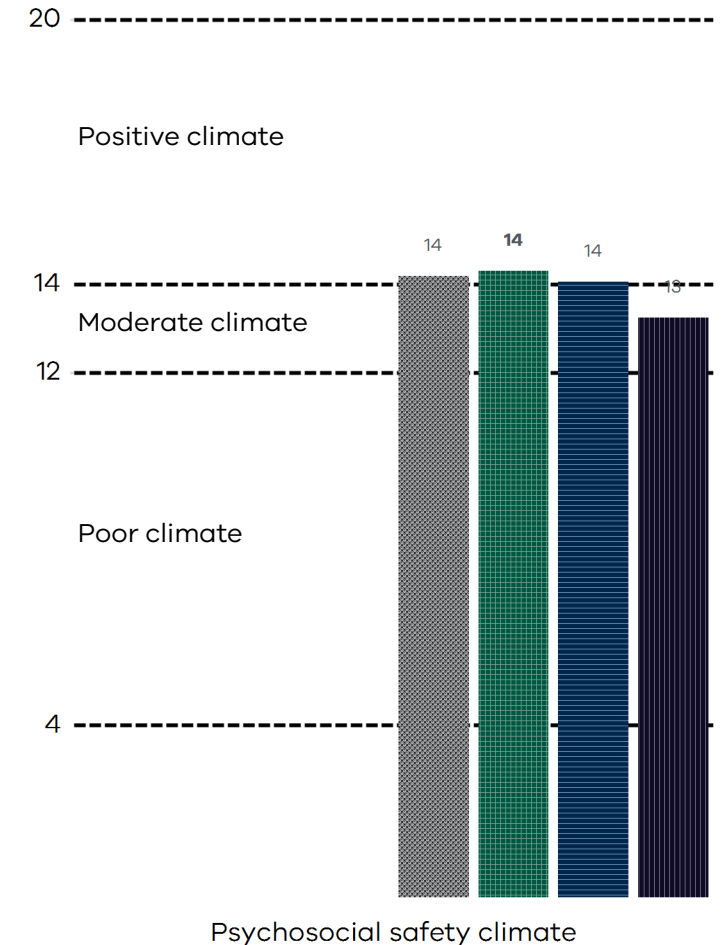
Legend: You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Survey question

Your results

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

Benchmark agree results

You		Comparator		
2020	2021	Lowest	Average	Highest

Survey question

Your results

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

Benchmark agree results

You		Comparator		
2020	2021	Lowest	Average	Highest

Organisational climate

Diversity and inclusion 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

91% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees from varied cultural backgrounds'.

Survey question	Your results	Benchmark agree results

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

	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds (2% / 91% / 2% / 6%)	Not asked	91 %	75 %	86 %	94 %
There is a positive culture within my organisation in relation to employees of different sexes/genders (4% / 87% / 1% / 8%)	Not asked	87 %	76 %	86 %	100 %
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander (8% / 85% / 1% / 7%)	Not asked	85 %	59 %	79 %	97 %
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+ (7% / 83% / 1% / 8%)	Not asked	83 %	51 %	82 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

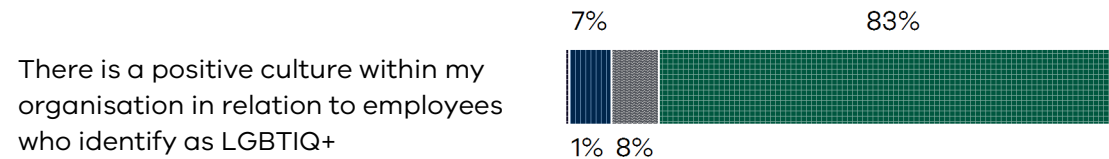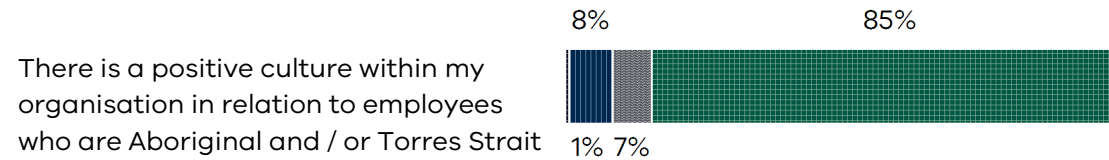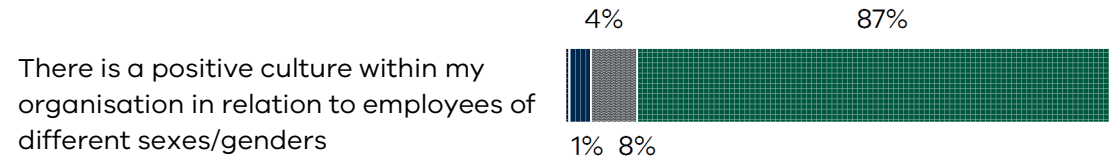Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
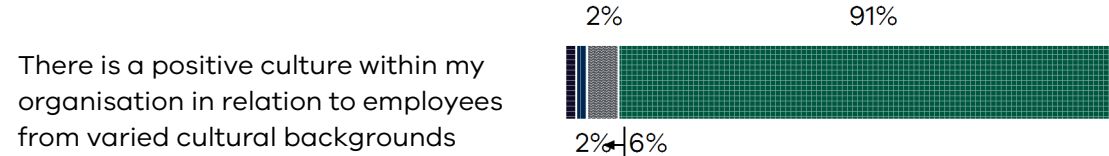
Example

79% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees of different age groups'.

Survey question

Your results

Benchmark agree results

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

There is a positive culture within my organisation in relation to employees of different age groups

4% | 79%
3% 14%

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

13% | 74%
1% 12%
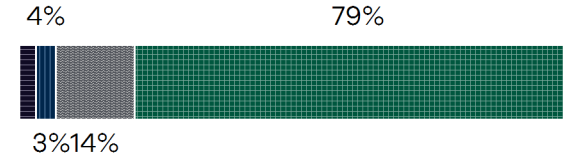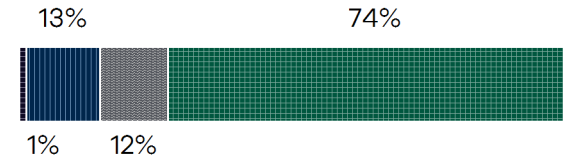
Survey question	You		Comparator		
	2020	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees of different age groups	Not asked	79 %	75 %	81 %	100 %
There is a positive culture within my organisation in relation to employees with disability	Not asked	74 %	60 %	72 %	78 %

Organisational climate

Gender equality supporting measures

What this is

These are new questions to support Workplace Gender Audits, in addition to existing People matter survey questions on gender equality.

Your excel files show all of the questions you can use in your workplace gender audits.

Why this is important

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

How to read this

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

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

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

Example

91% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

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

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
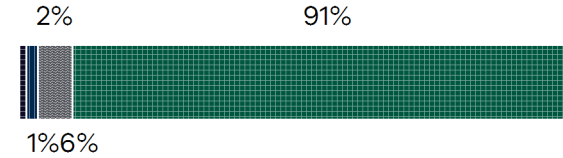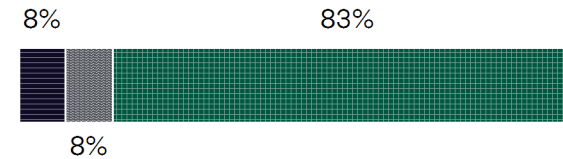
Survey question	Disagree	Agree	Other	You 2020	You 2021	Lowest	Average	Highest
My organisation uses inclusive and respectful images and language	2%	91%	1% 6%	Not asked	91 %	83 %	91 %	100 %
In my workgroup work is allocated fairly, regardless of gender	8%	83%	8%	Not asked	83 %	77 %	86 %	100 %
My organisation would support me if I needed to take family violence leave	10%	78%	1% 11%	Not asked	78 %	64 %	81 %	94 %

People matter survey 2021

Have your say

Report overview

- About your report
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- 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

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- Organisational integrity
- Workplace flexibility
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- Psychosocial safety climate score
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Workgroup climate

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

Demographics

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

Workgroup climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 85% of your staff who did the survey responded positively to questions about .

Compared to:

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

	You 2020	You 2021	Comparator 2021	Public sector 2021
Quality service delivery		85%	85%	80%
Workgroup support		81%	80%	76%
Innovation		75%	75%	68%

Victorian Public Sector Commission

VICTORIA State Government
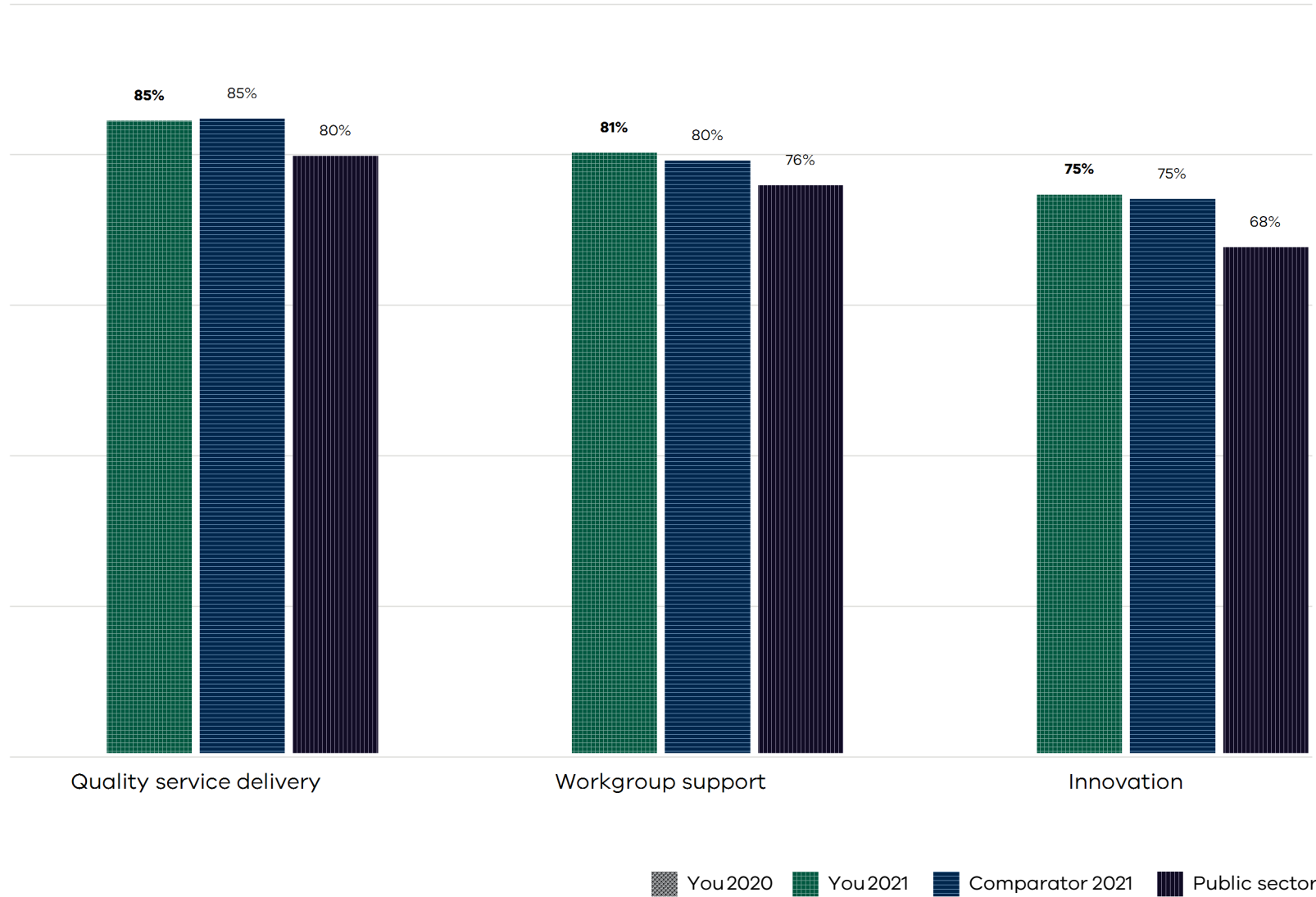
Workgroup climate

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

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

Survey question	Your results		Benchmark agree results				
			You		**Comparator**		
			2020	2021	Lowest	Average	Highest
My workgroup values human rights	1% ... 93% / 1% 6%		Not asked	93 %	87 %	93 %	97 %
My workgroup strives to provide high quality advice and services	1% ... 92% / 1% 7%		Not asked	92 %	89 %	94 %	100 %
My workgroup strives to deliver services in a timely manner	88% / 3% 8%		Not asked	88 %	87 %	90 %	100 %
My workgroup strives to make the best use of its resources	1% ... 84% / 5% 11%		Not asked	84 %	79 %	82 %	93 %

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

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.
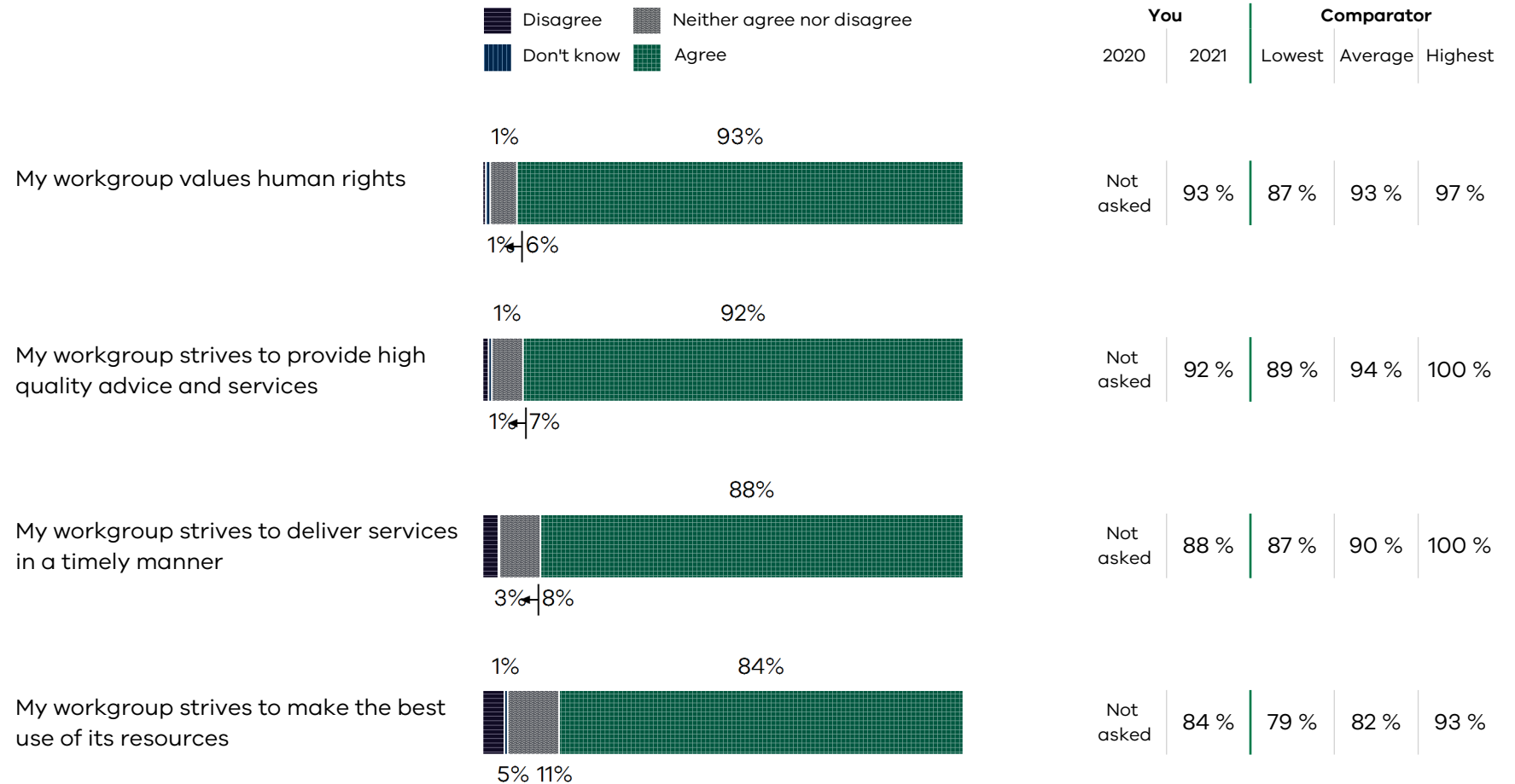
Example

80% of your staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
Survey question	2020	2021	Lowest	Average	Highest
My workgroup focuses on making decisions informed by all relevant facts (4% / 16% / 80%)	Not asked	80 %	71 %	78 %	91 %
My workgroup has clear lines of responsibility (1% / 6% / 14% / 79%)	Not asked	79 %	74 %	79 %	94 %
My workgroup places a priority on acting fairly and without bias (7% / 14% / 79%)	Not asked	79 %	77 %	82 %	87 %

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.
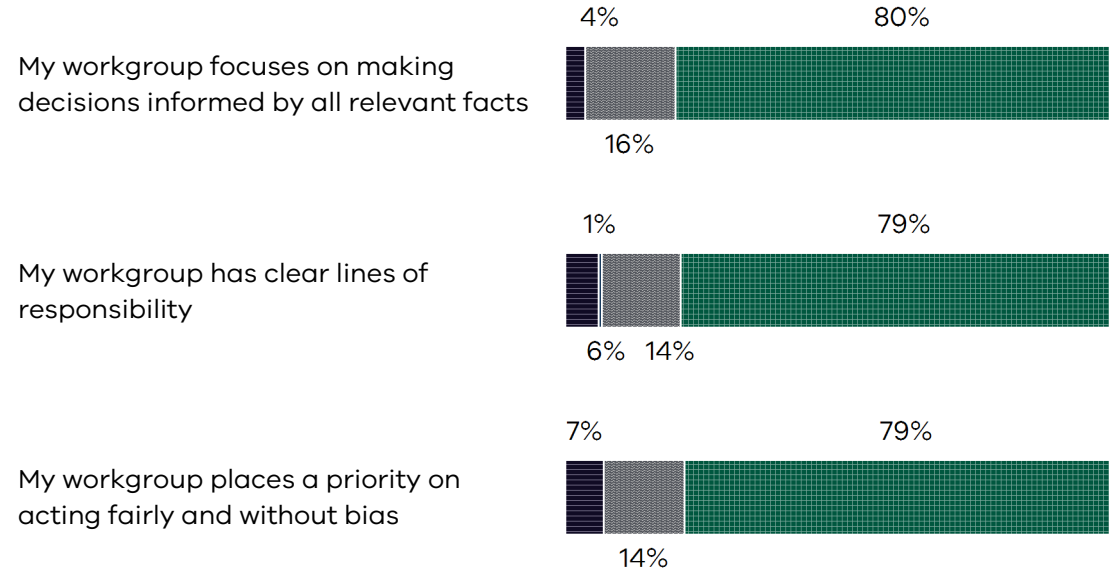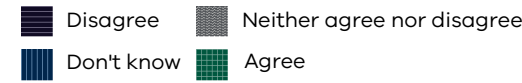
Example

84% 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 | Neither agree nor disagree | Don't know | Agree

| | You | | Comparator | | |
Survey question	2020	2021	Lowest	Average	Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes	Not asked	84 %	80 %	85 %	94 %
My workgroup is quick to respond to opportunities to do things better	Not asked	76 %	70 %	76 %	94 %
My workgroup encourages employee creativity	Not asked	75 %	59 %	72 %	91 %
My workgroup learns from failures and mistakes	Not asked	74 %	64 %	73 %	86 %

Your results bar values:
- My workgroup respectfully consults with clients and stakeholders to improve outcomes: 3%, 2%, 11%, 84%
- My workgroup is quick to respond to opportunities to do things better: 4%, 20%, 76%
- My workgroup encourages employee creativity: 1%, 7%, 17%, 75%
- My workgroup learns from failures and mistakes: 2%, 3%, 21%, 74%

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.
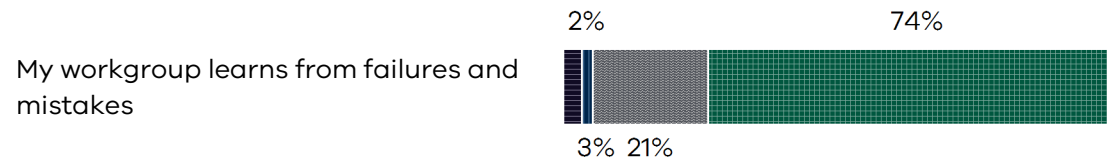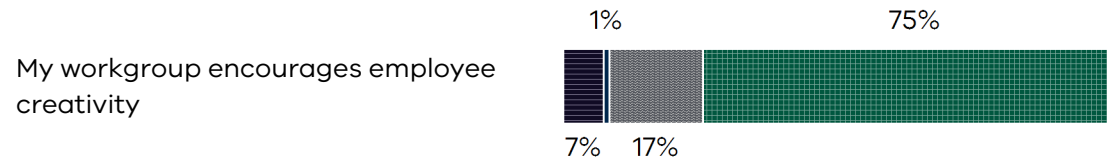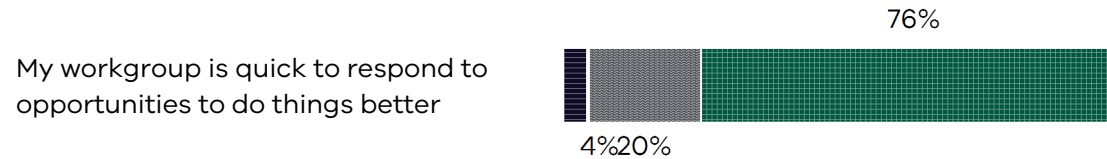
Example

67% of your staff who did the survey agreed or strongly agreed with 'My workgroup takes reasonable risks to improve its services'.

Survey question

Your results

Benchmark agree results

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

My workgroup takes reasonable risks to improve its services

4%   67%

4%   25%

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

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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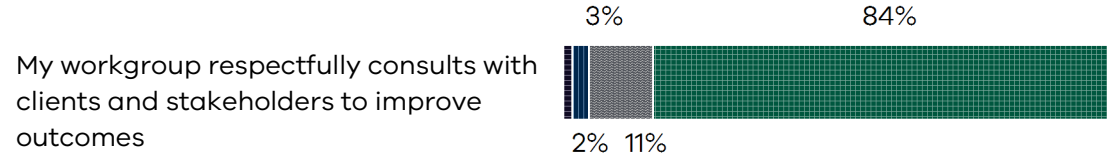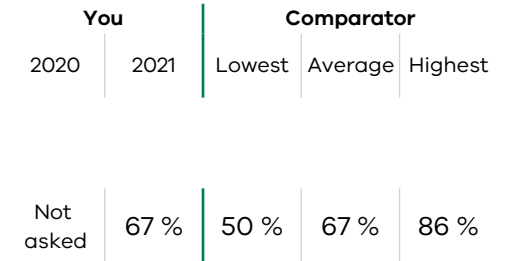
Example

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

Survey question	Your results			

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

Survey question	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others in my workgroup (1%, 93%, 6%)	90 %	93 %	89 %	92 %	100 %
People in my workgroup actively support diversity and inclusion in the workplace (1%, 91%, 2%, 6%)	Not asked	91 %	81 %	89 %	97 %
I am able to work effectively with others outside my immediate workgroup (2%, 89%, 9%)	89 %	89 %	82 %	88 %	100 %
People in my workgroup treat each other with respect (1%, 87%, 3%, 9%)	86 %	87 %	64 %	85 %	91 %

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.
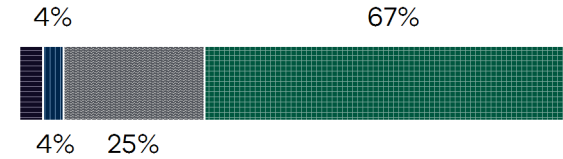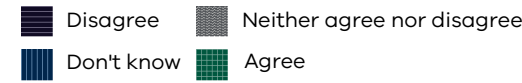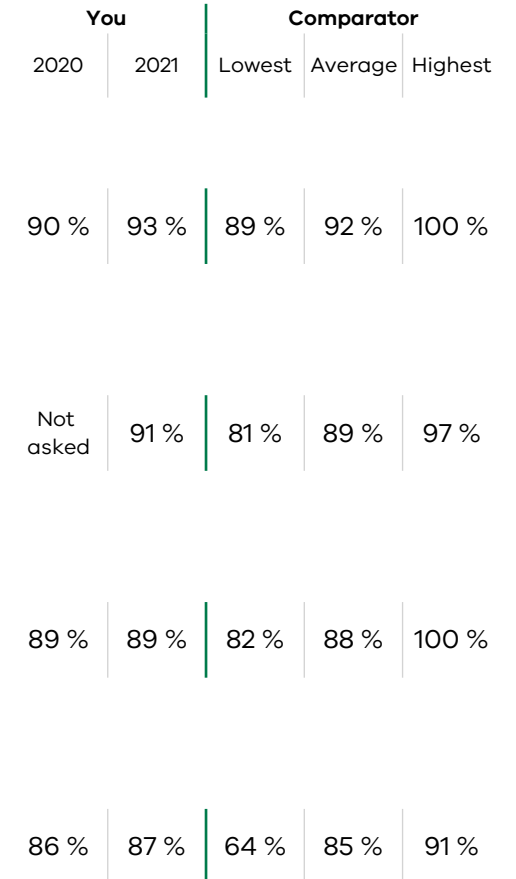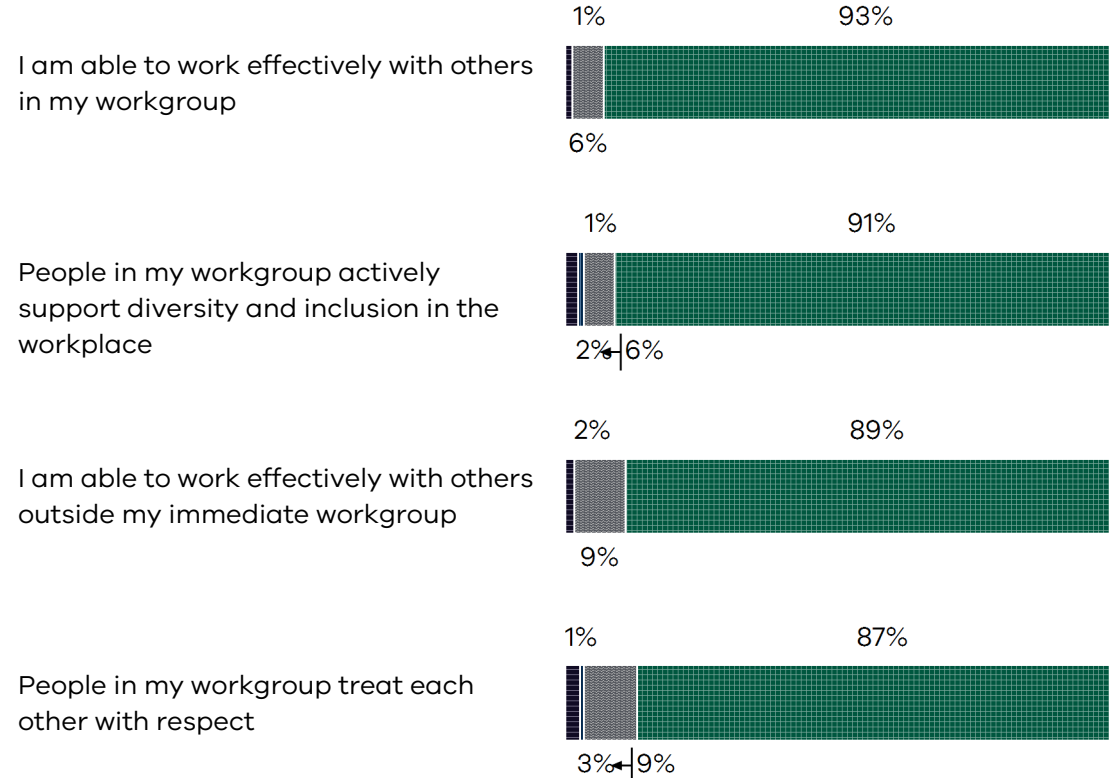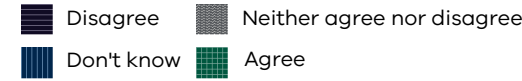
Example

85% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

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

	You		Comparator		
	2020	2021	Lowest	Average	Highest
People in my workgroup work together effectively to get the job done	83 %	85 %	71 %	84 %	91 %
People in my workgroup are honest, open and transparent in their dealings	Not asked	77 %	66 %	76 %	89 %
People in my workgroup regularly reach out to support me and my wellbeing	73 %	77 %	70 %	78 %	91 %
People in my workgroup are politically impartial in their work	Not asked	72 %	61 %	70 %	80 %

People in my workgroup work together effectively to get the job done — 4% Disagree, 10% Neither, 85% Agree

People in my workgroup are honest, open and transparent in their dealings — 1% Disagree, 7% Don't know, 16% Neither, 77% Agree

People in my workgroup regularly reach out to support me and my wellbeing — 7% Disagree, 17% Neither, 77% Agree

People in my workgroup are politically impartial in their work — 6% Disagree, 4% Don't know, 19% Neither, 72% Agree

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.

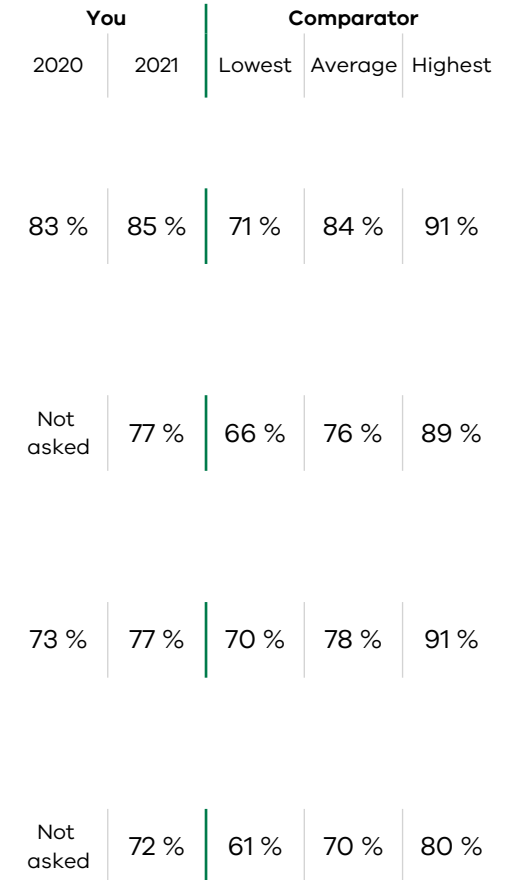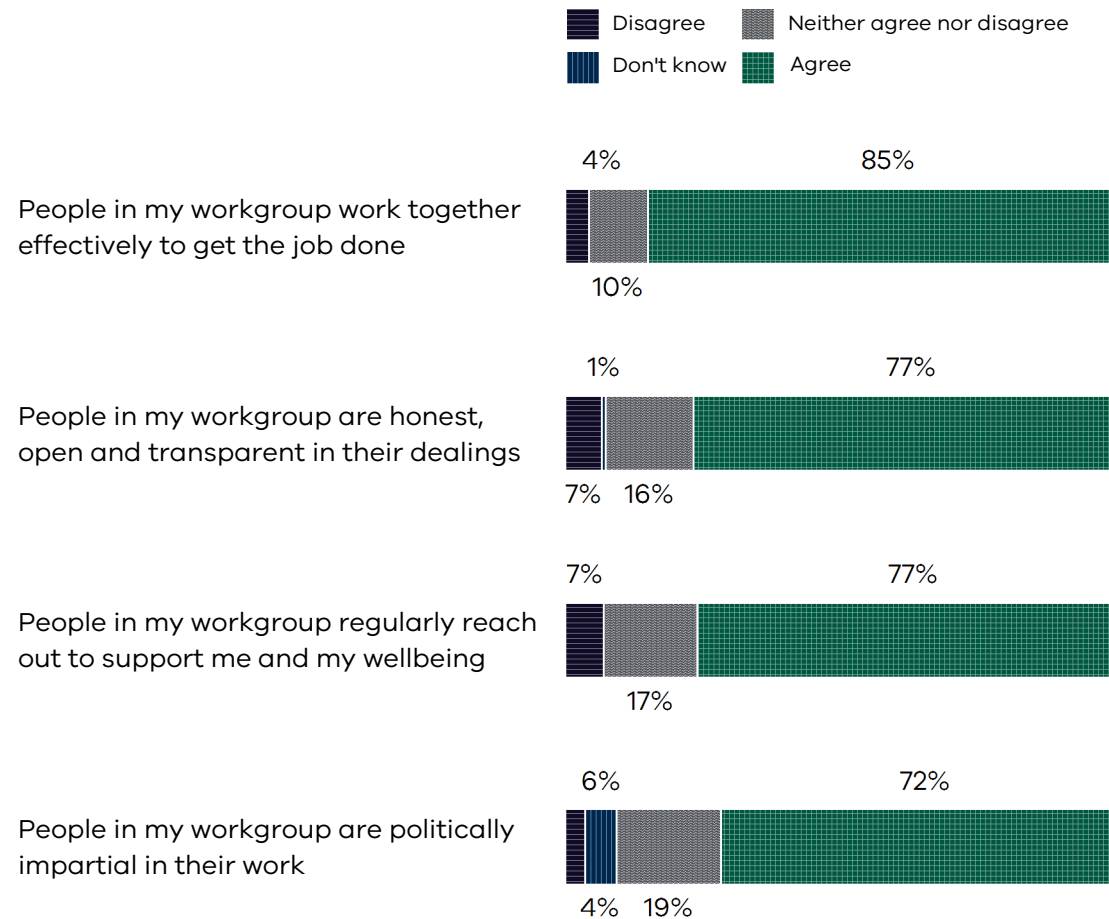Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

72% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Survey question	Your results					

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

Benchmark agree results

	You		Comparator		
Survey question	2020	2021	Lowest	Average	Highest
People in my workgroup appropriately manage conflicts of interest	Not asked	72 %	61 %	71 %	86 %
Workgroups across my organisation willingly share information with each other	62 %	64 %	44 %	63 %	86 %

People in my workgroup appropriately manage conflicts of interest — 4% / 4% / 21% / 72%

Workgroups across my organisation willingly share information with each other — 11% / 5% / 21% / 64%

People matter survey 2021

Have your say

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- Your comparator group
- Your response rate

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- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
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- 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

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- Taking action questions

Senior leadership

- Senior leadership questions

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Workgroup climate

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Job and manager factors

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- Safe to speak up
- Barriers to optimal work

Public sector values

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

Demographics

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

Job and manager factors

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

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

Compared to:

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

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

	Meaningful work	Manager leadership	Job enrichment	Safe to speak up
You 2020	94%			
You 2021	91%	90%	84%	72%
Comparator 2021	89%	88%	82%	72%
Public sector 2021	84%	84%	77%	67%

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.
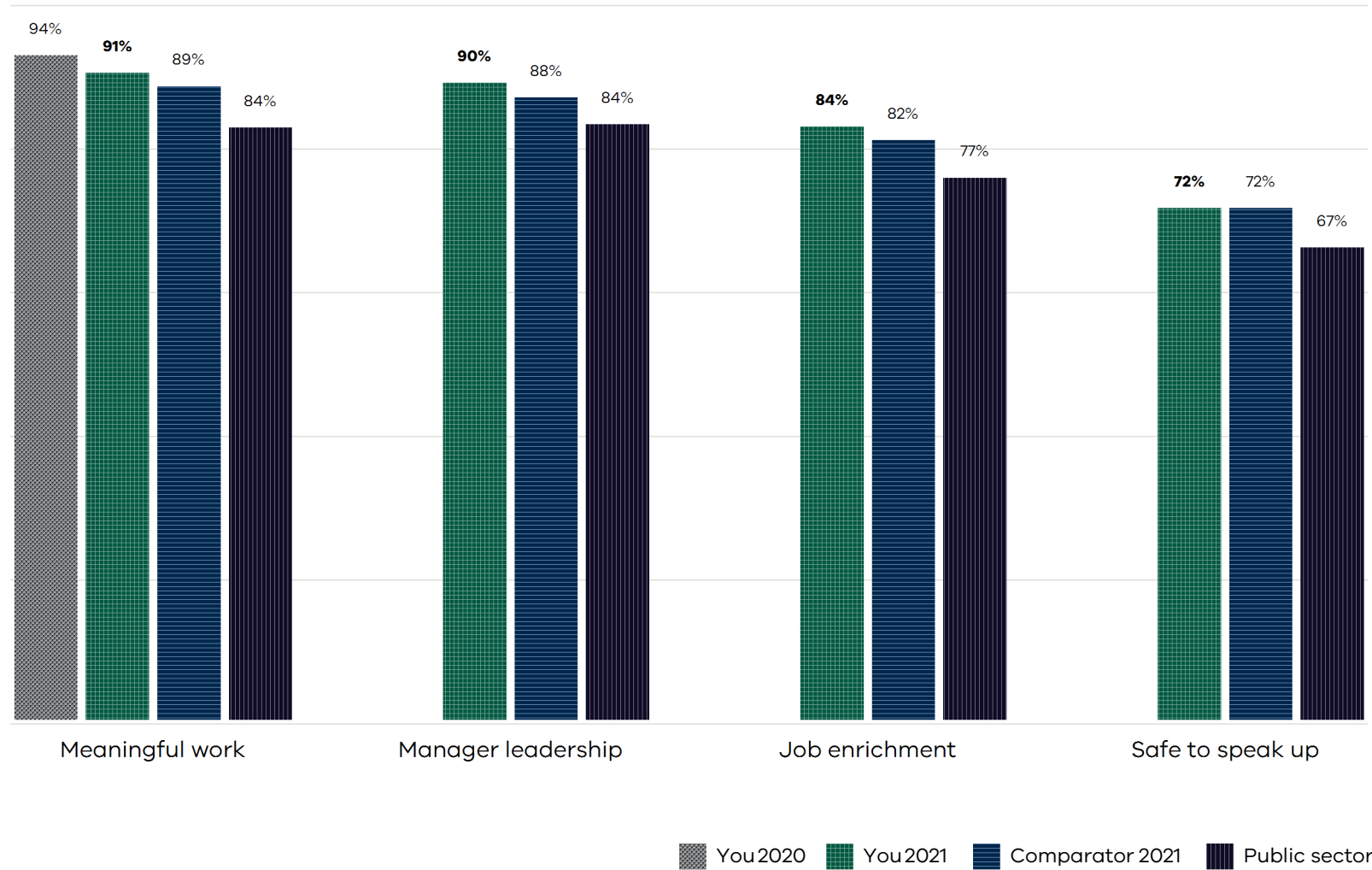
Example

In 2021:

- 70% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

- 75% 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: You 2021 70%, Comparator 2021 75%, Public sector 2021 70%
Workload: You 2020 67%, You 2021 62%, Comparator 2021 58%, Public sector 2021 53%
Learning and development: You 2021 60%, Comparator 2021 56%, Public sector 2021 53%
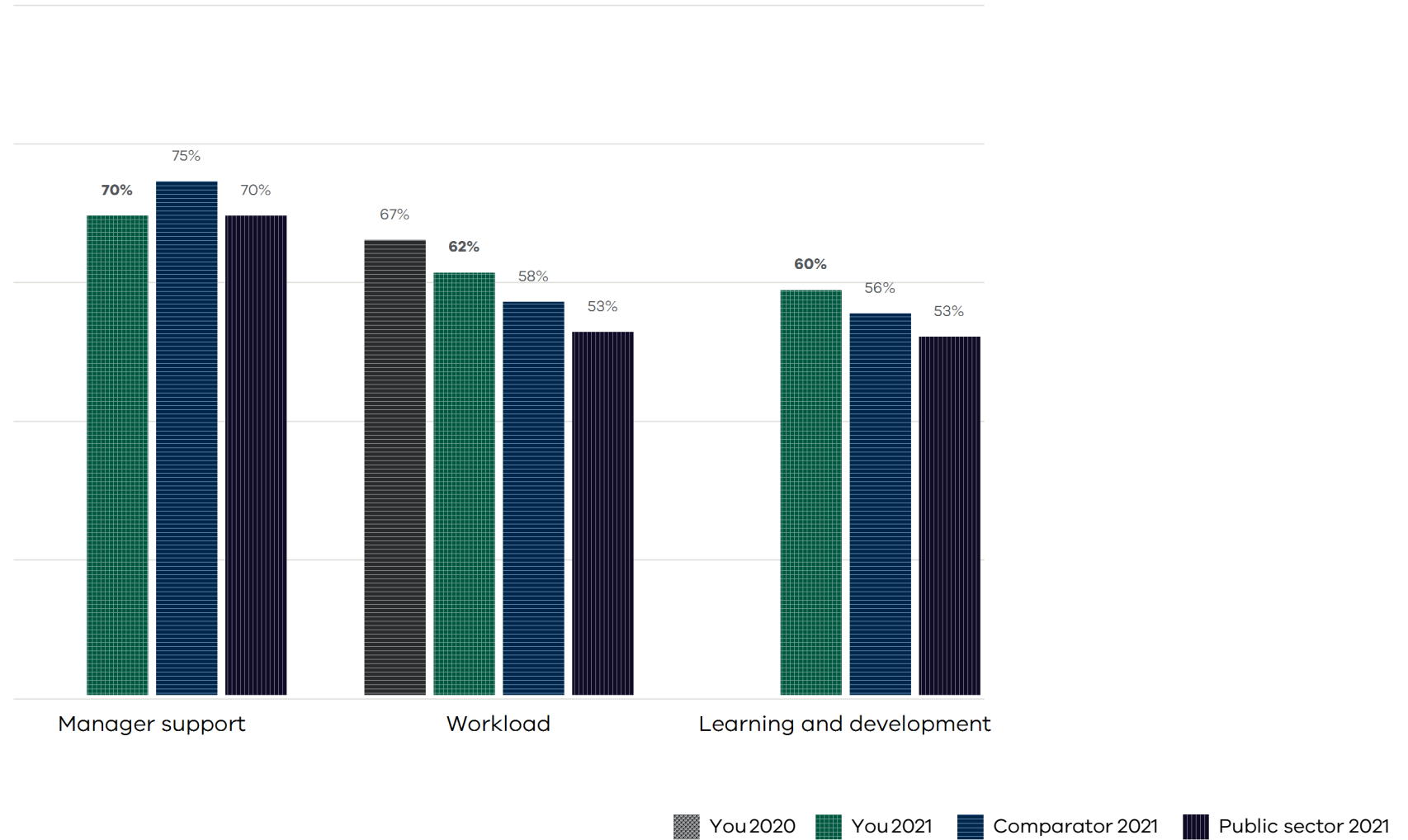
Job and manager factors

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.
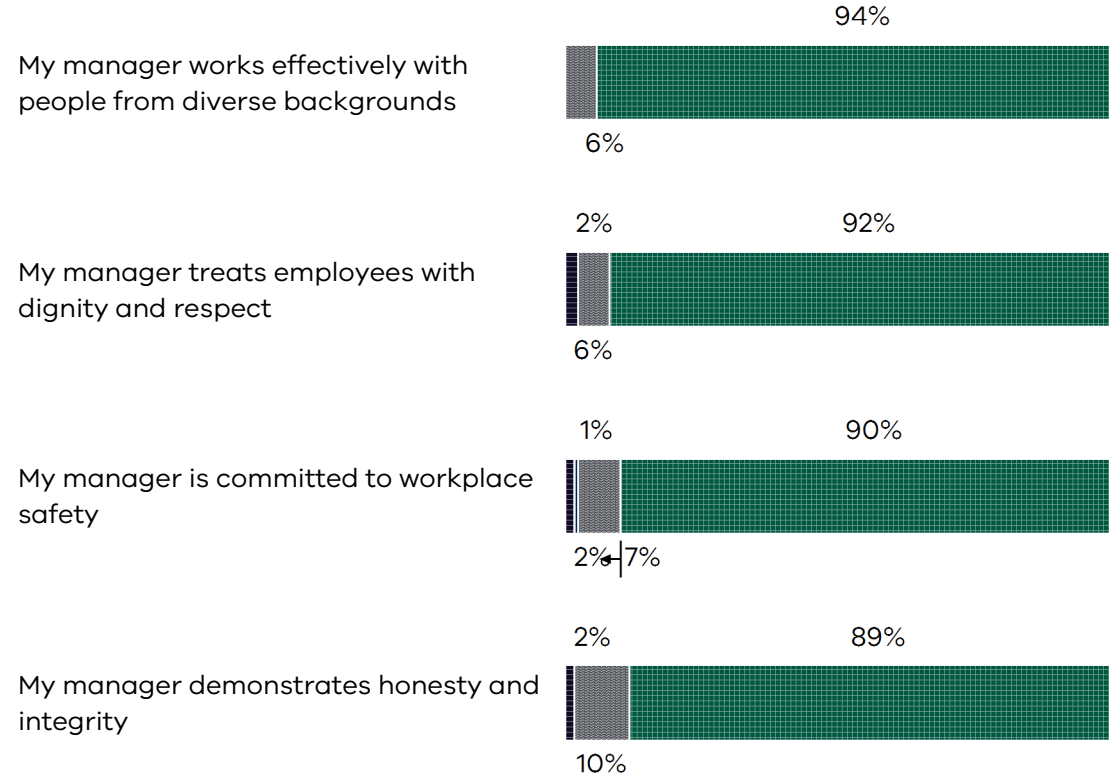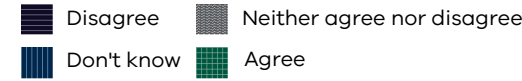
Example

94% of your staff who did the survey agreed or strongly agreed with 'My manager works effectively with people from diverse backgrounds'.

Survey question	Your results					

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

	Your results	You		Comparator		
Survey question		2020	2021	Lowest	Average	Highest
My manager works effectively with people from diverse backgrounds	94% Agree, 6%	Not asked	94 %	87 %	90 %	100 %
My manager treats employees with dignity and respect	92% Agree, 2%, 6%	Not asked	92 %	80 %	88 %	94 %
My manager is committed to workplace safety	90% Agree, 1%, 2%, 7%	Not asked	90 %	81 %	89 %	94 %
My manager demonstrates honesty and integrity	89% Agree, 2%, 10%	Not asked	89 %	81 %	86 %	94 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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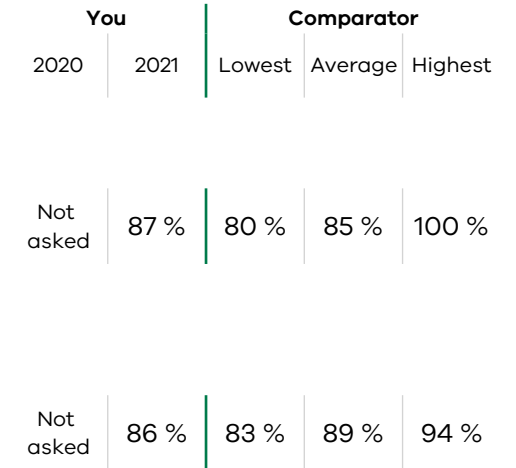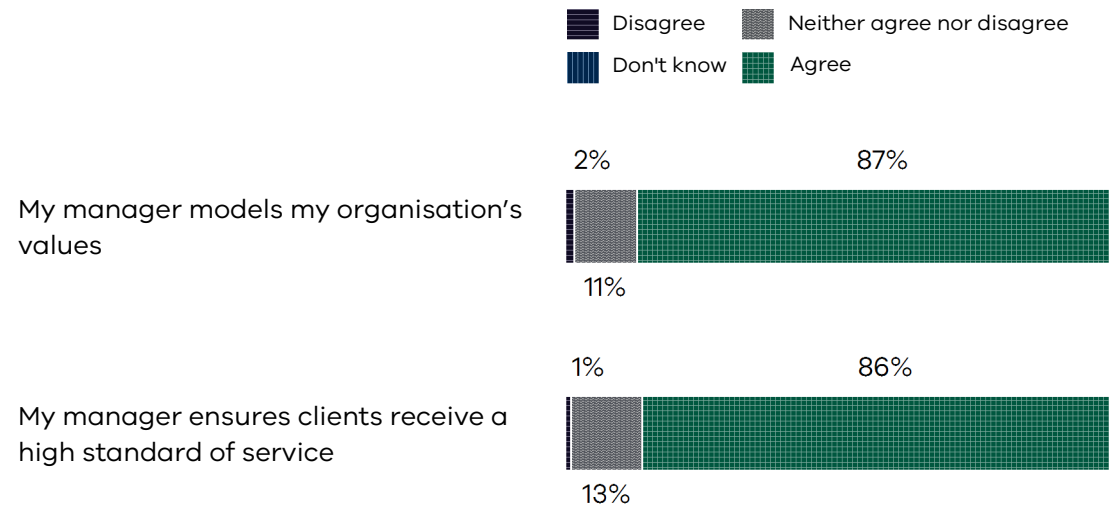
Example

87% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

| Survey question | Your results | Benchmark agree results |

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

Survey question	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager models my organisation's values	Not asked	87 %	80 %	85 %	100 %
My manager ensures clients receive a high standard of service	Not asked	86 %	83 %	89 %	94 %

My manager models my organisation's values: 2% / 11% / 87%

My manager ensures clients receive a high standard of service: 1% / 13% / 86%

Victorian Public Sector Commission

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Job and manager factors

Manager support 1 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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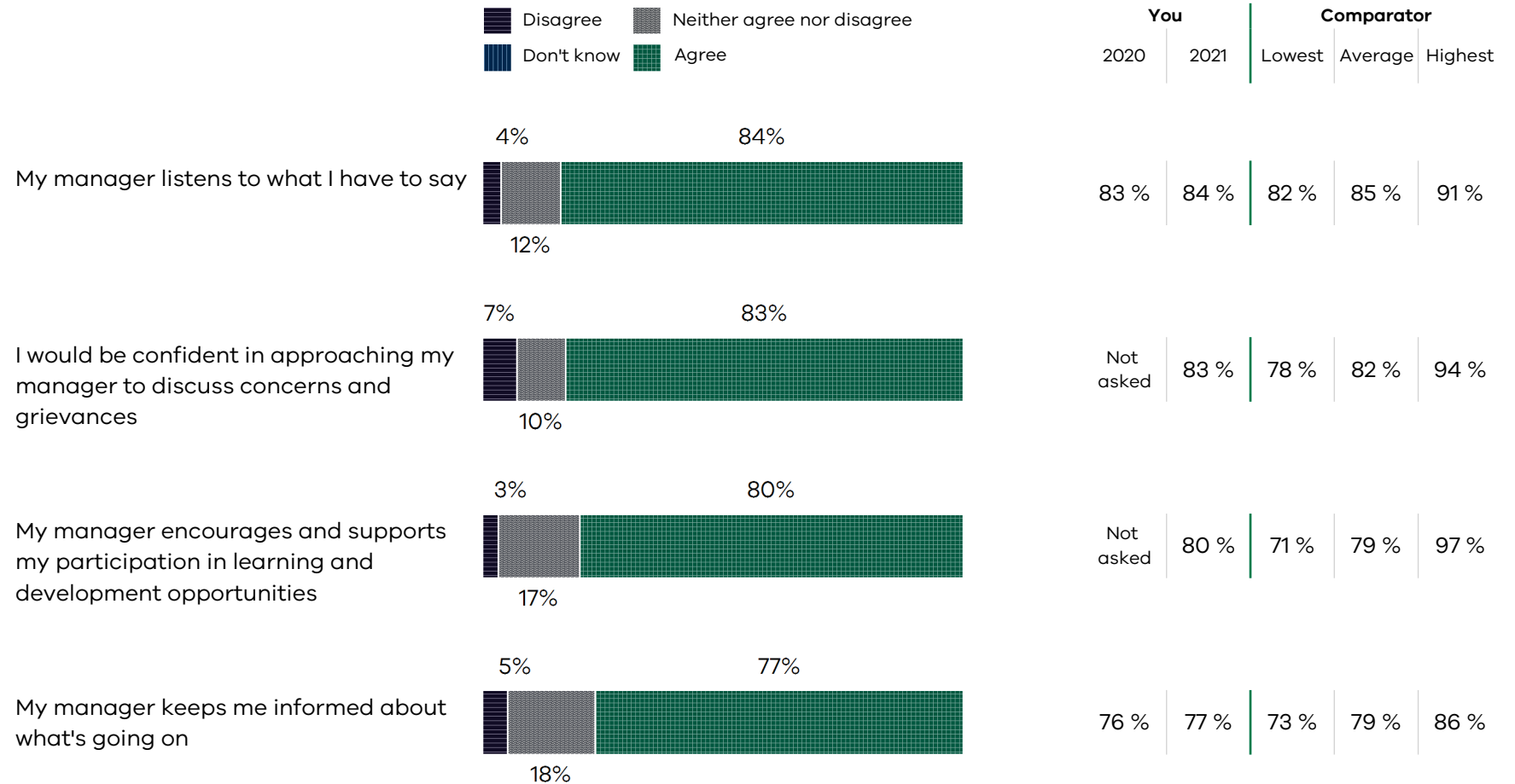
Example

84% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

	Survey question	Your results			Benchmark agree results			

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

	You		Comparator		
	2020	2021	Lowest	Average	Highest
My manager listens to what I have to say — 4% / 12% / 84%	83 %	84 %	82 %	85 %	91 %
I would be confident in approaching my manager to discuss concerns and grievances — 7% / 10% / 83%	Not asked	83 %	78 %	82 %	94 %
My manager encourages and supports my participation in learning and development opportunities — 3% / 17% / 80%	Not asked	80 %	71 %	79 %	97 %
My manager keeps me informed about what's going on — 5% / 18% / 77%	76 %	77 %	73 %	79 %	86 %

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.

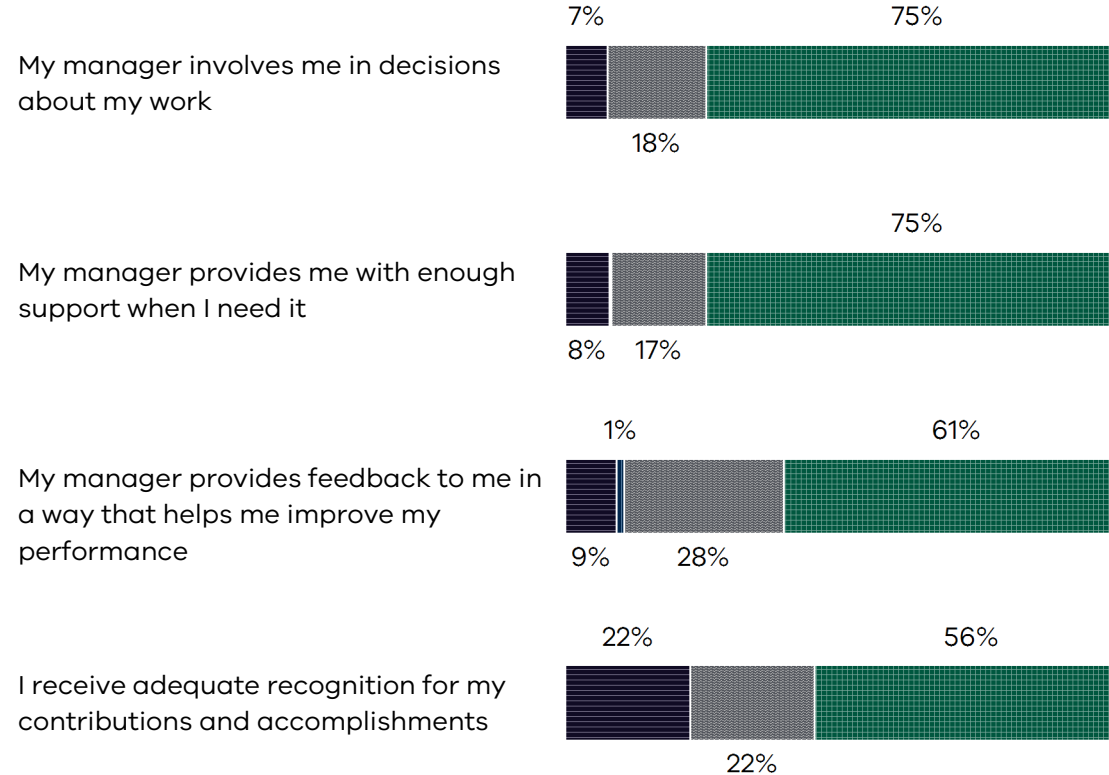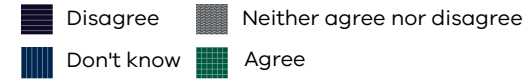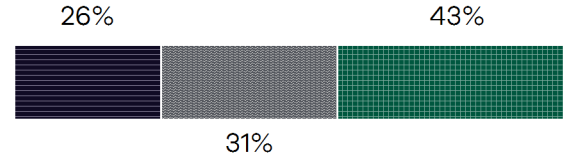Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

75% 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	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager involves me in decisions about my work	75 %	75 %	76 %	81 %	94 %
My manager provides me with enough support when I need it	79 %	75 %	70 %	79 %	91 %
My manager provides feedback to me in a way that helps me improve my performance	67 %	61 %	57 %	70 %	72 %
I receive adequate recognition for my contributions and accomplishments	Not asked	56 %	50 %	63 %	80 %

Your results bars:
- My manager involves me in decisions about my work: 7% / 18% / 75%
- My manager provides me with enough support when I need it: 8% / 17% / 75%
- My manager provides feedback to me in a way that helps me improve my performance: 9% / 1% / 28% / 61%
- I receive adequate recognition for my contributions and accomplishments: 22% / 22% / 56%

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

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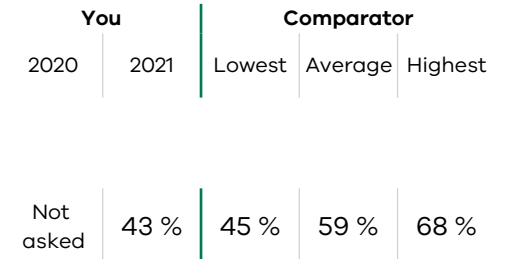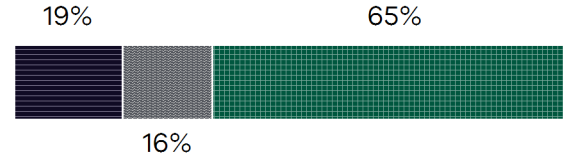
Survey question

Your results

Disagree	Neither agree nor disagree
Don't know	Agree

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

26%   43%

31%

Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
	Not asked	43 %	45 %	59 %	68 %

Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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

Example

65% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.
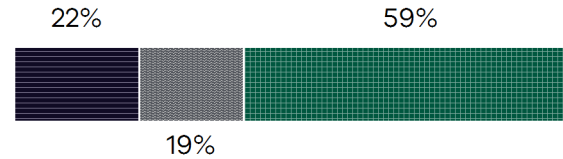
Survey question	Your results					

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ Agree

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
The workload I have is appropriate for the job that I do	19% / 16% / 65%	70 %	65 %	52 %	61 %	77 %
I have enough time to do my job effectively	22% / 19% / 59%	64 %	59 %	43 %	55 %	69 %

Victorian Public Sector Commission

VICTORIA State Government

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.
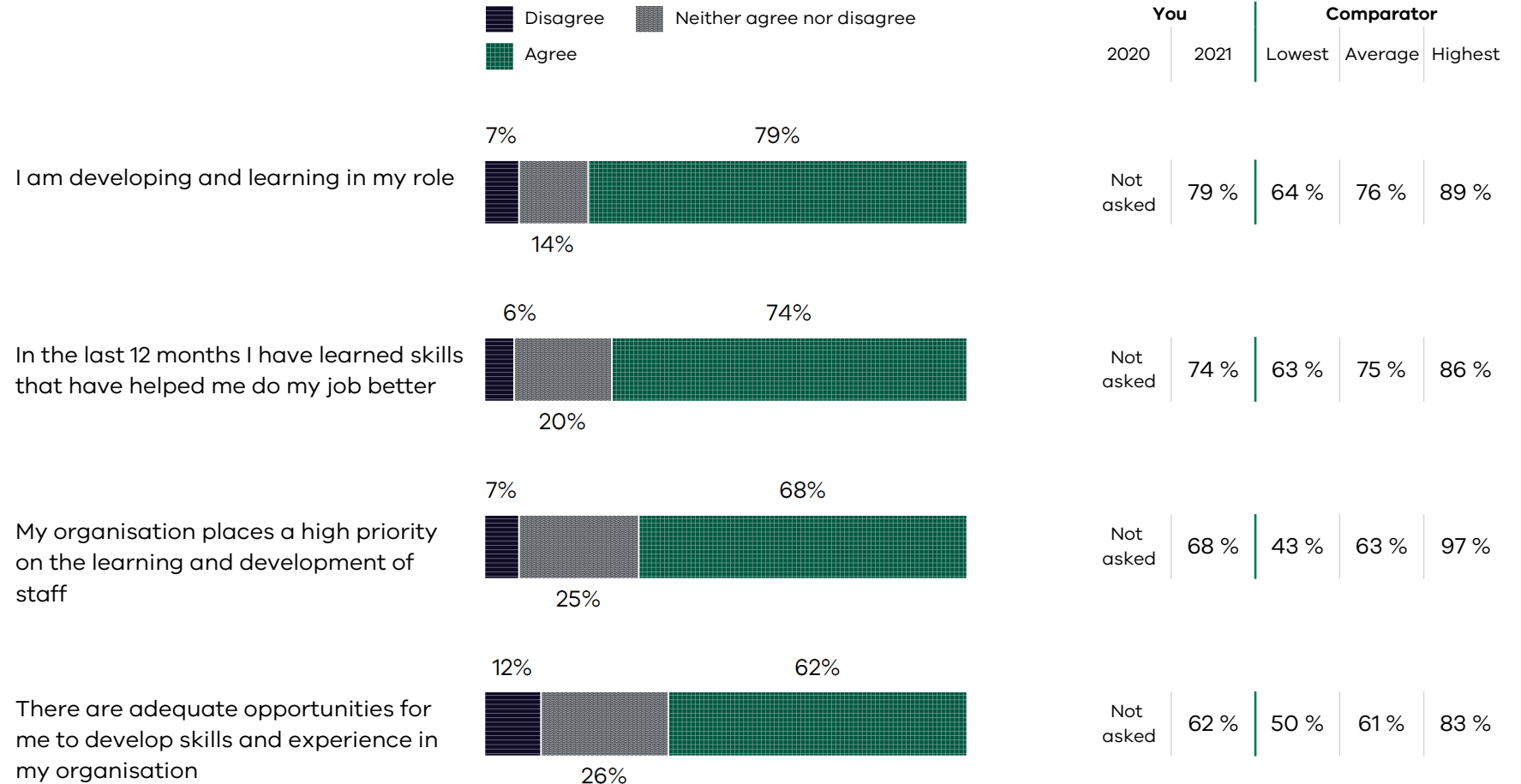
Example

79% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Your results (Disagree / Neither / Agree)	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am developing and learning in my role	7% / 14% / 79%	Not asked	79 %	64 %	76 %	89 %
In the last 12 months I have learned skills that have helped me do my job better	6% / 20% / 74%	Not asked	74 %	63 %	75 %	86 %
My organisation places a high priority on the learning and development of staff	7% / 25% / 68%	Not asked	68 %	43 %	63 %	97 %
There are adequate opportunities for me to develop skills and experience in my organisation	12% / 26% / 62%	Not asked	62 %	50 %	61 %	83 %

Victorian Public Sector Commission

VICTORIA State Government

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

60% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

| Survey question | Your results | Benchmark agree results |

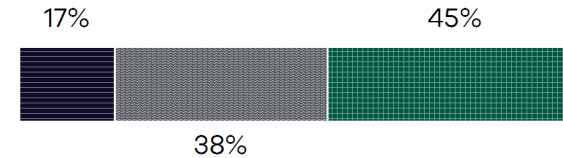Legend: ■ Disagree ▦ Neither agree nor disagree ▩ Agree

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

I am satisfied with the way my learning and development needs have been addressed in the last 12 months
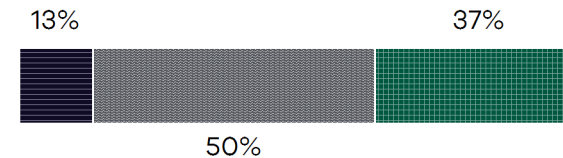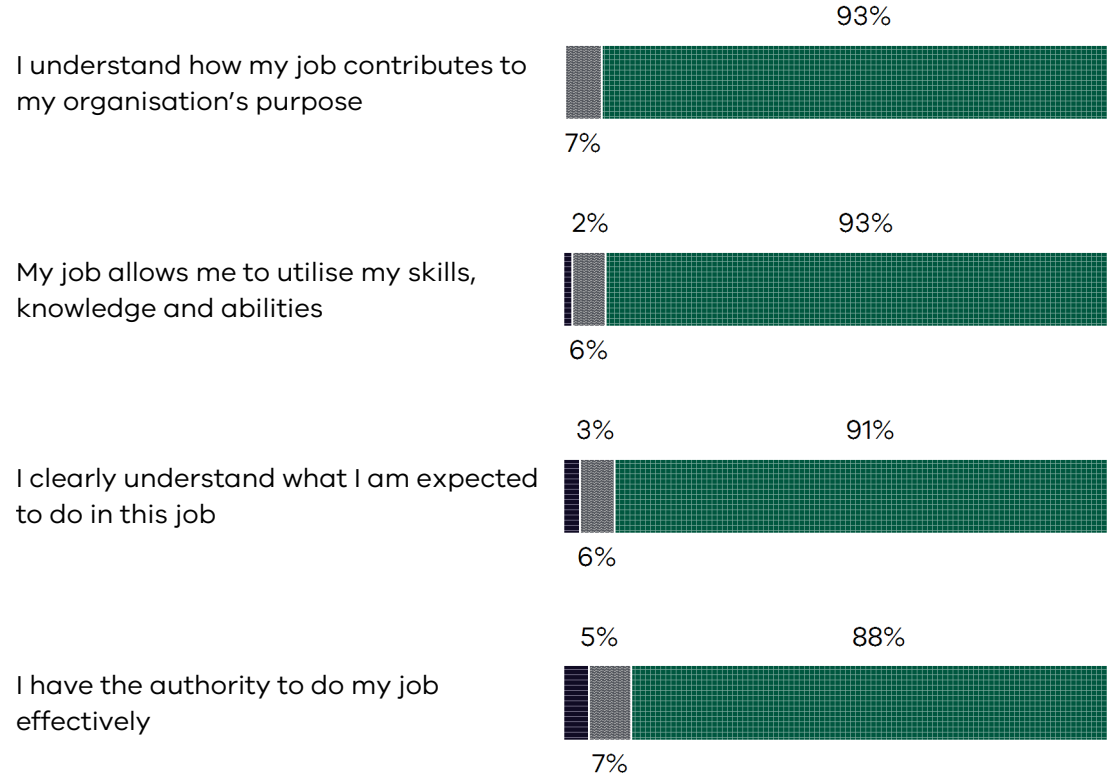16% / 24% / 60%
Not asked | 60 % | 45 % | 58 % | 71 %

I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)
13% / 35% / 52%
Not asked | 52 % | 28 % | 43 % | 60 %

I feel I have an equal chance at promotion in my organisation
17% / 38% / 45%
Not asked | 45 % | 29 % | 45 % | 54 %

I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)
13% / 50% / 37%
Not asked | 37 % | 18 % | 28 % | 37 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

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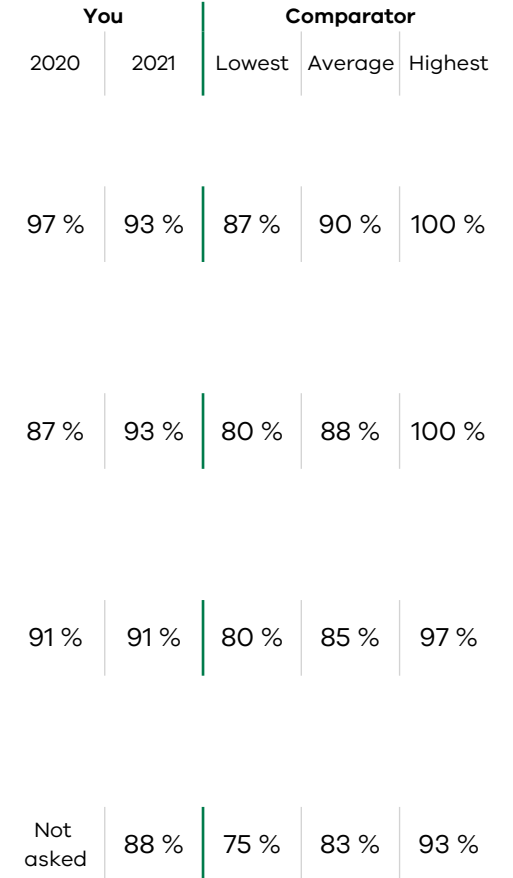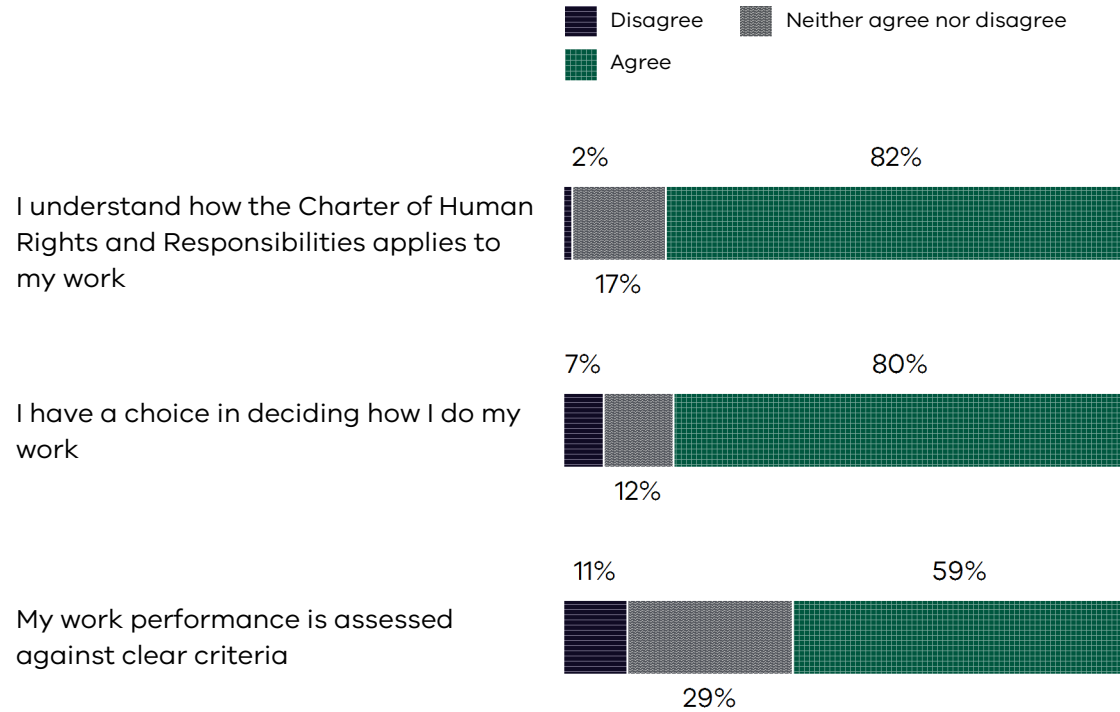
Example

93% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question	Your results		You		Comparator		
			2020	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	7% · 93%		97 %	93 %	87 %	90 %	100 %
My job allows me to utilise my skills, knowledge and abilities	2% · 6% · 93%		87 %	93 %	80 %	88 %	100 %
I clearly understand what I am expected to do in this job	3% · 6% · 91%		91 %	91 %	80 %	85 %	97 %
I have the authority to do my job effectively	5% · 7% · 88%		Not asked	88 %	75 %	83 %	93 %

Legend: Disagree | Neither agree nor disagree | Agree

Benchmark agree results

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

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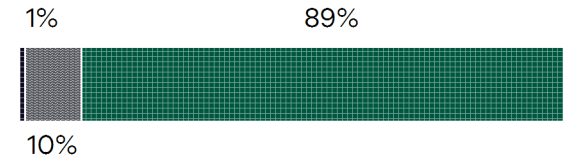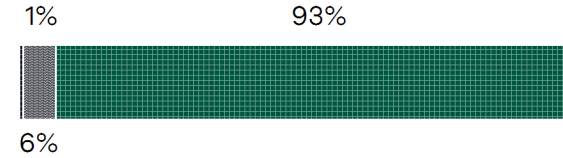
Example

82% of your staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2020	2021	Lowest	Average	Highest
I understand how the Charter of Human Rights and Responsibilities applies to my work — 2% Disagree, 17% Neither, 82% Agree	Not asked	82 %	75 %	86 %	94 %
I have a choice in deciding how I do my work — 7% Disagree, 12% Neither, 80% Agree	78 %	80 %	71 %	79 %	91 %
My work performance is assessed against clear criteria — 11% Disagree, 29% Neither, 59% Agree	Not asked	59 %	54 %	62 %	77 %

Job and manager factors

Meaningful work

What this is

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

Why this is important

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

How to read this

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

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

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

Example

93% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.
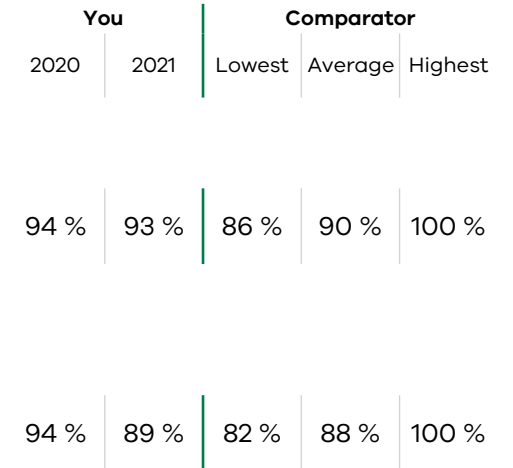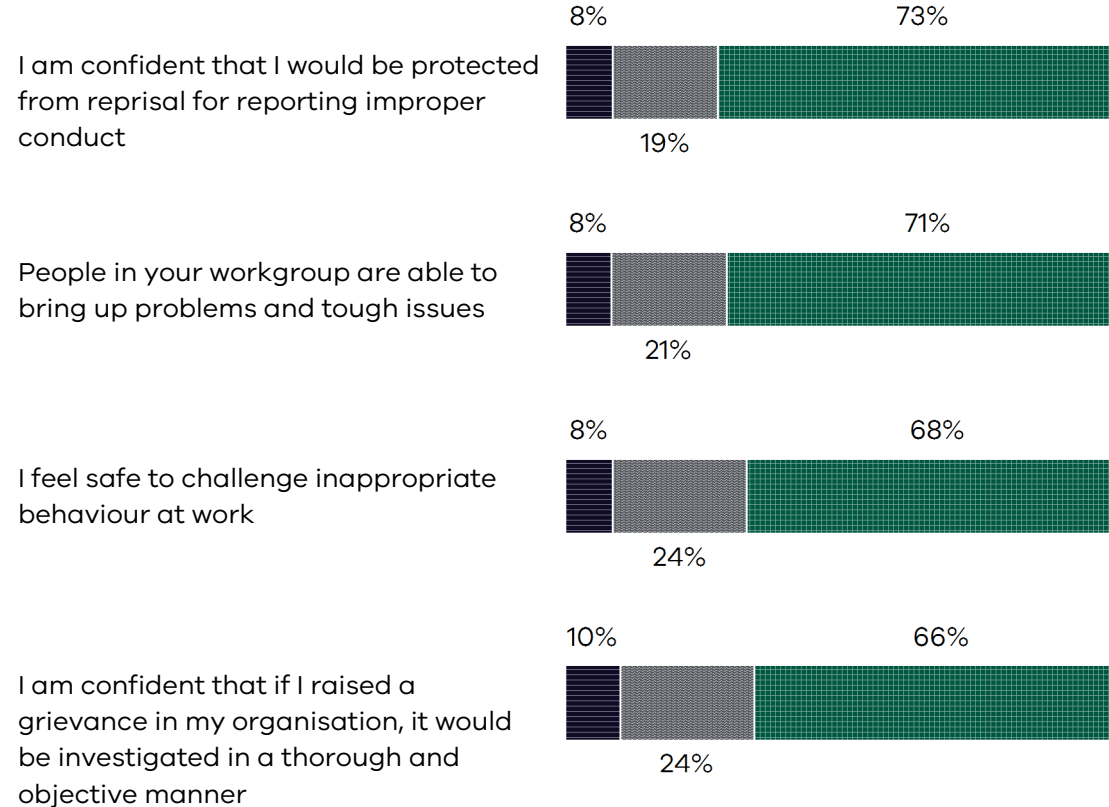
Survey question

I feel that I can make a worthwhile contribution at work

I am achieving something important through my work

Your results

■ Disagree   ▓ Neither agree nor disagree
▓ Agree

1%   93%

6%

1%   89%

10%

Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
	94 %	93 %	86 %	90 %	100 %
	94 %	89 %	82 %	88 %	100 %

Job and manager factors

Safe to speak up 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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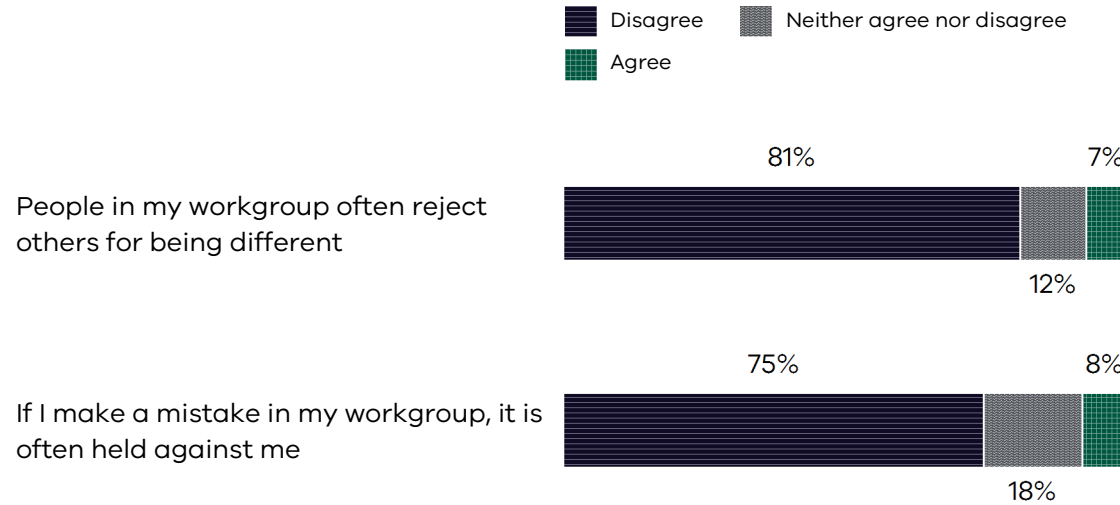
Example

73% of your staff who did the survey agreed or strongly agreed with 'I am confident that I would be protected from reprisal for reporting improper conduct'.

Survey question / Your results / Benchmark agree results

Legend: ■ Disagree   ▨ Neither agree nor disagree   ▨ 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 — Disagree 8%, Neither 19%, Agree 73%	Not asked	73 %	57 %	70 %	86 %
People in your workgroup are able to bring up problems and tough issues — Disagree 8%, Neither 21%, Agree 71%	76 %	71 %	57 %	73 %	87 %
I feel safe to challenge inappropriate behaviour at work — Disagree 8%, Neither 24%, Agree 68%	Not asked	68 %	62 %	69 %	86 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner — Disagree 10%, Neither 24%, Agree 66%	Not asked	66 %	50 %	64 %	80 %

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

81% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

Legend: ■ 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	81% Disagree / 12% Neither / 7% Agree	Not asked	81 %	77 %	82 %	93 %
If I make a mistake in my workgroup, it is often held against me	75% Disagree / 18% Neither / 8% Agree	Not asked	75 %	72 %	77 %	84 %

Job and manager factors

Barriers to optimal work

What this is

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

Why this is important

Workplace barriers prevent employees from working efficiently and effectively.

How to read this

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

Example

26% 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	26%	31%	36%
There are no noticeable barriers	24%	21%	18%
Communication processes	17%	21%	19%
Limited social interactions with the team	17%	15%	11%
Other	16%	13%	13%
Administrative processes (including leave and HR requirements)	12%	19%	19%
Decision making and authorisation processes	11%	19%	23%
Technology limitations	11%	21%	20%
Poor mental health or wellbeing	9%	9%	11%
Family/household commitments (carer responsibilities, child education responsibilities)	8%	9%	9%

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

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.
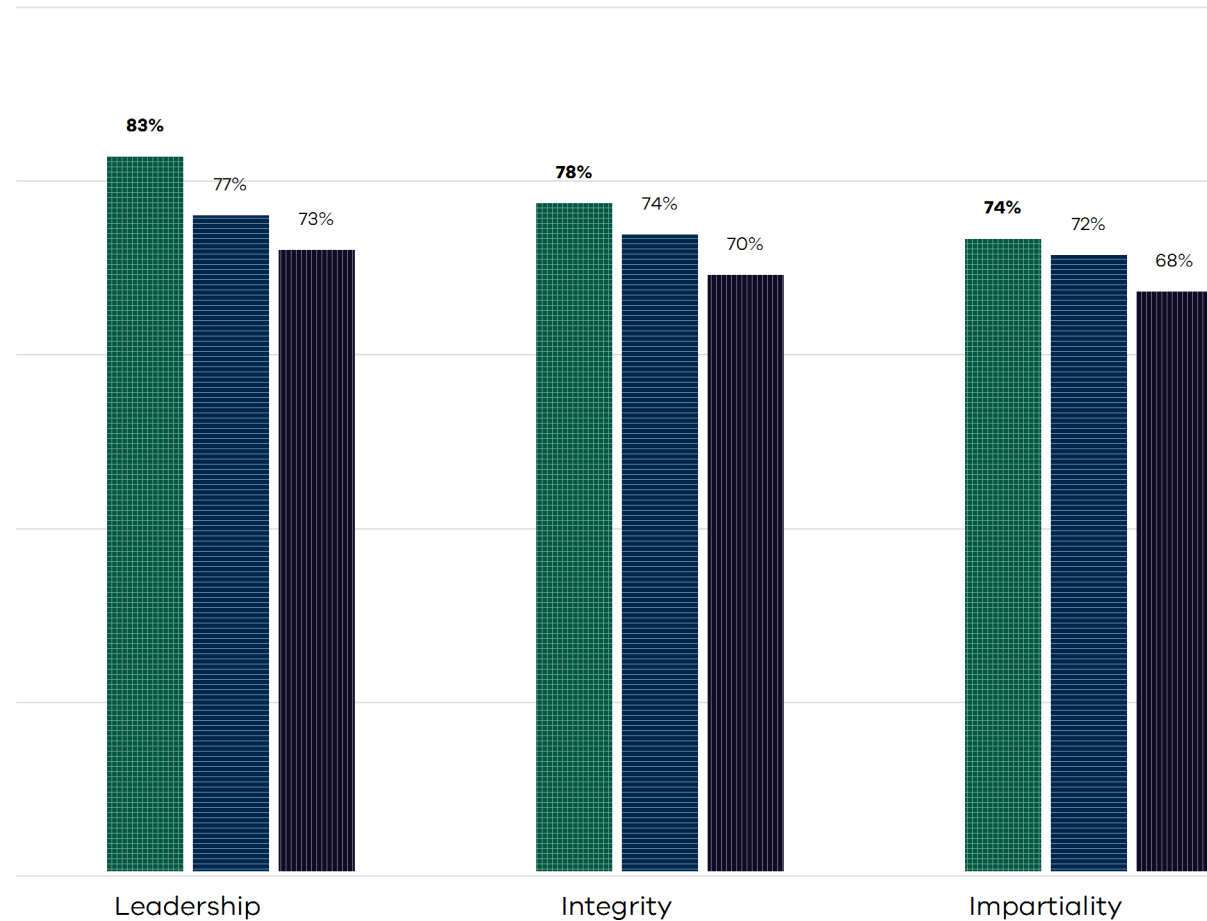
Example

In 2021:

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

Compared to:

- 88% of staff at your comparator and 80% of staff across the public sector.
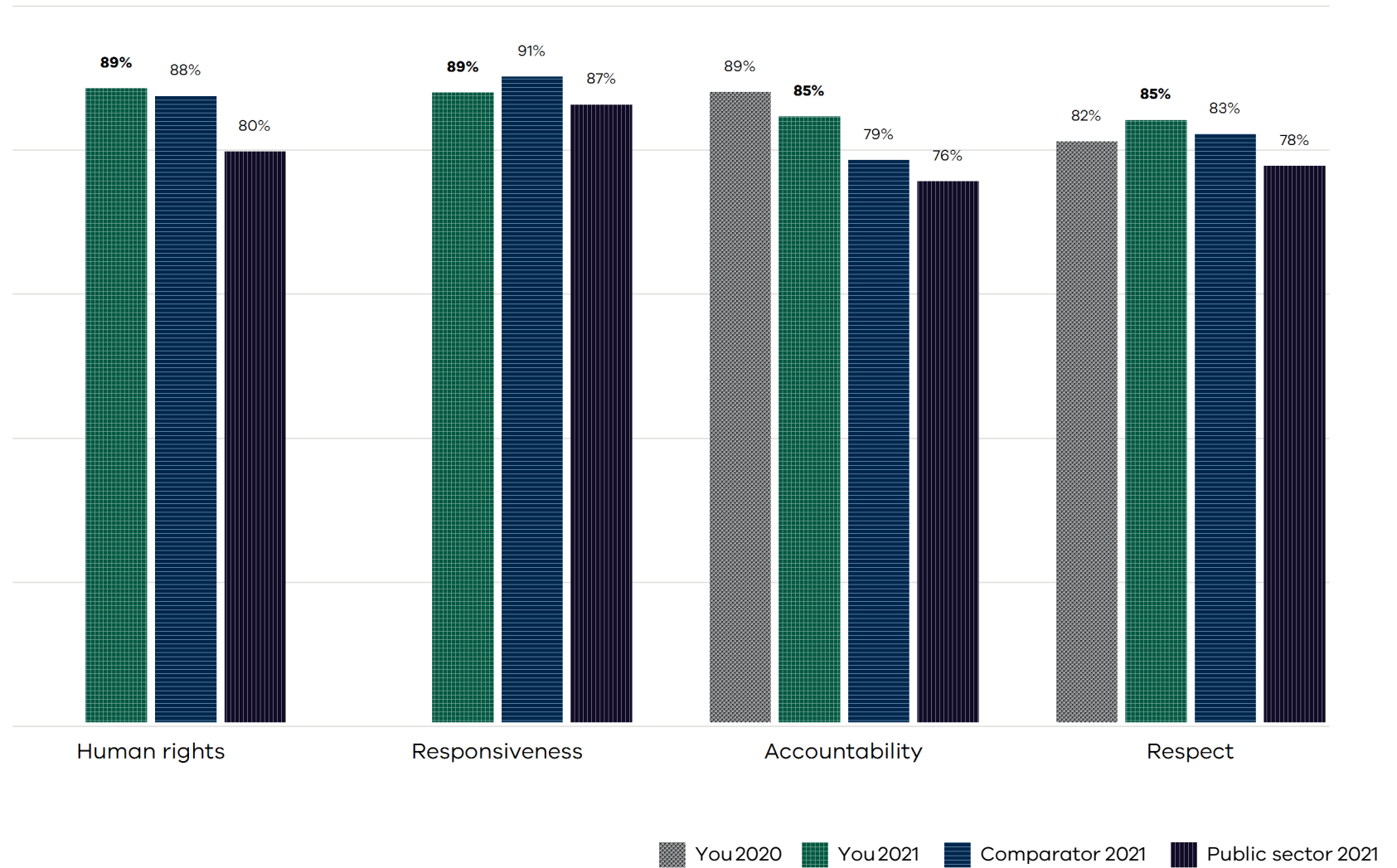
Chart legend: You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Category	You 2021	Comparator 2021	Public sector 2021	You 2020
Human rights	89%	88%	80%	
Responsiveness	89%	91%	87%	
Accountability	85%	79%	76%	89%
Respect	85%	83%	78%	82%

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:

- 83% of your staff who did the survey responded positively to questions about Leadership .

Compared to:

- 77% of staff at your comparator and 73% of staff across the public sector.

Chart showing positive response percentages by value:

	Leadership	Integrity	Impartiality
You 2021	83%	78%	74%
Comparator 2021	77%	74%	72%
Public sector 2021	73%	70%	68%

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

Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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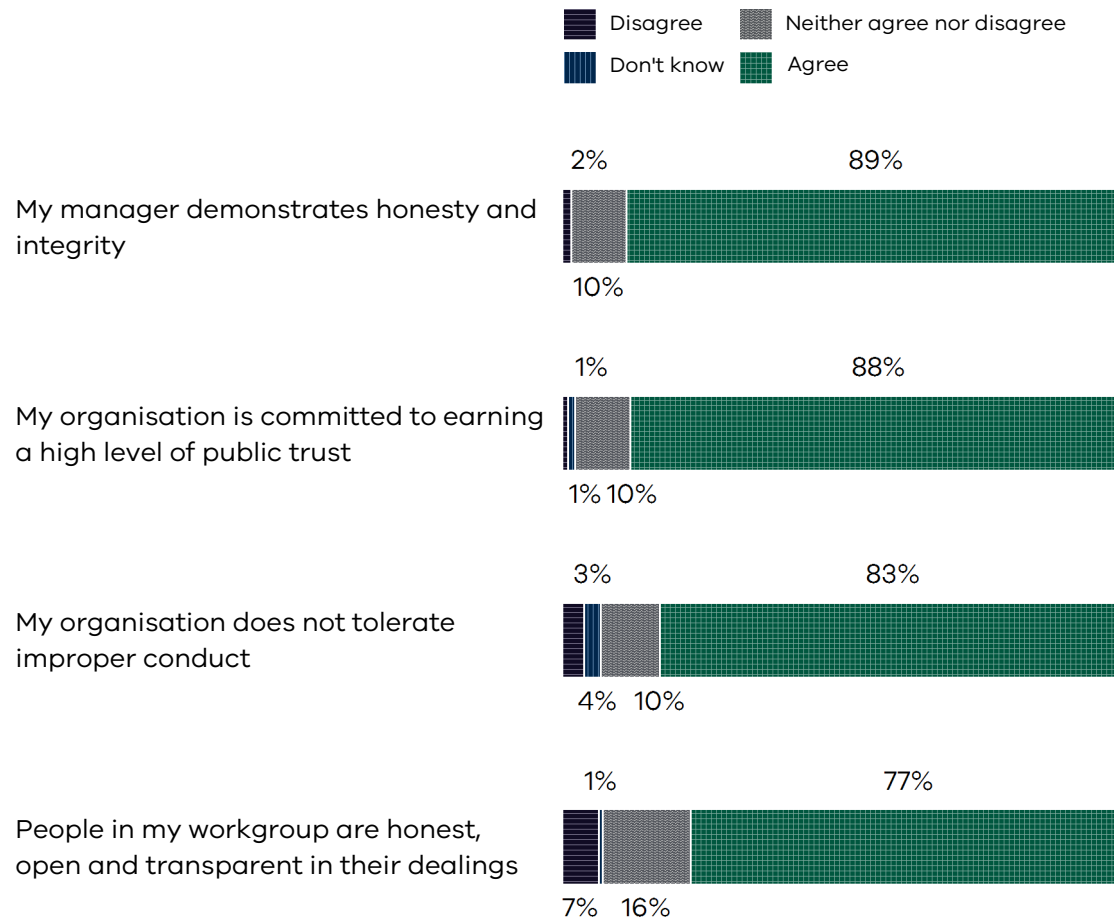
Example

92% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

Survey question	Your results	Benchmark agree results

Legend:
- Disagree
- Neither agree nor disagree
- Don't know
- Agree
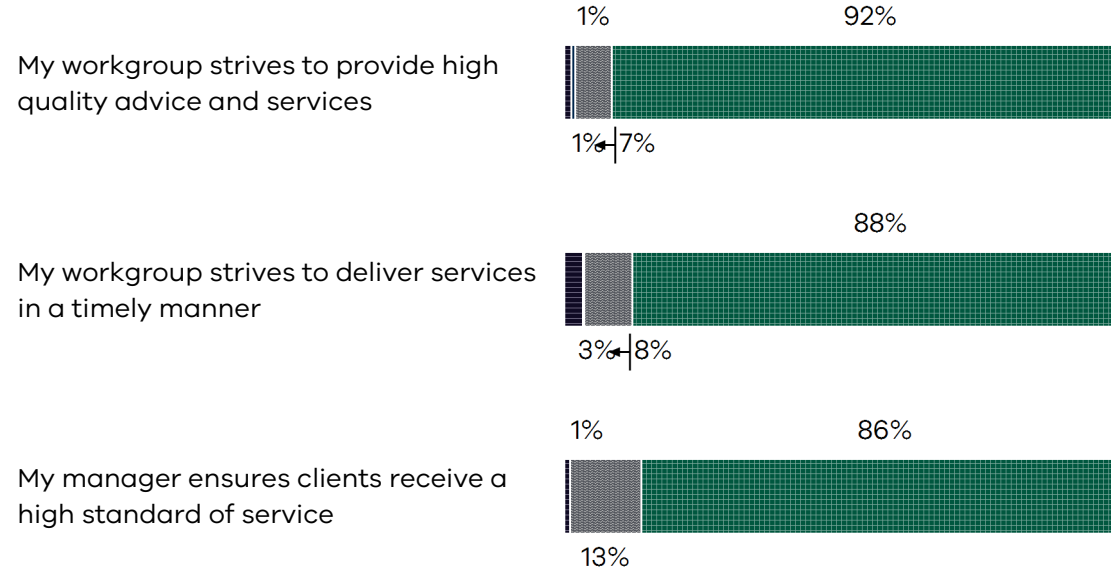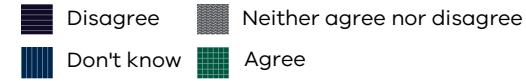
	You		Comparator		
Survey question	2020	2021	Lowest	Average	Highest
My workgroup strives to provide high quality advice and services	Not asked	92 %	89 %	94 %	100 %
My workgroup strives to deliver services in a timely manner	Not asked	88 %	87 %	90 %	100 %
My manager ensures clients receive a high standard of service	Not asked	86 %	83 %	89 %	94 %

Your results bar data:

My workgroup strives to provide high quality advice and services: 1% Disagree, 92% Agree, 1% / 7%

My workgroup strives to deliver services in a timely manner: 88% Agree, 3% / 8%

My manager ensures clients receive a high standard of service: 1%, 86% Agree, 13%

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

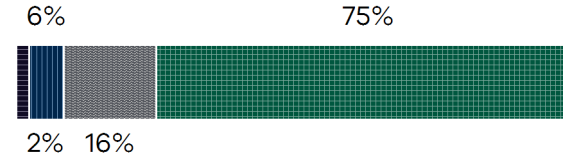89% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.
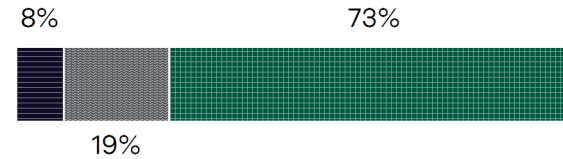
Survey question	Your results		

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager demonstrates honesty and integrity	2% / 10% / 89%	Not asked	89 %	81 %	86 %	94 %
My organisation is committed to earning a high level of public trust	1% / 1% 10% / 88%	Not asked	88 %	71 %	85 %	100 %
My organisation does not tolerate improper conduct	3% / 4% 10% / 83%	Not asked	83 %	56 %	72 %	91 %
People in my workgroup are honest, open and transparent in their dealings	1% / 7% 16% / 77%	Not asked	77 %	66 %	76 %	89 %

Benchmark agree results

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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

Example

75% of staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question	Your results					

Your results

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

Benchmark agree results

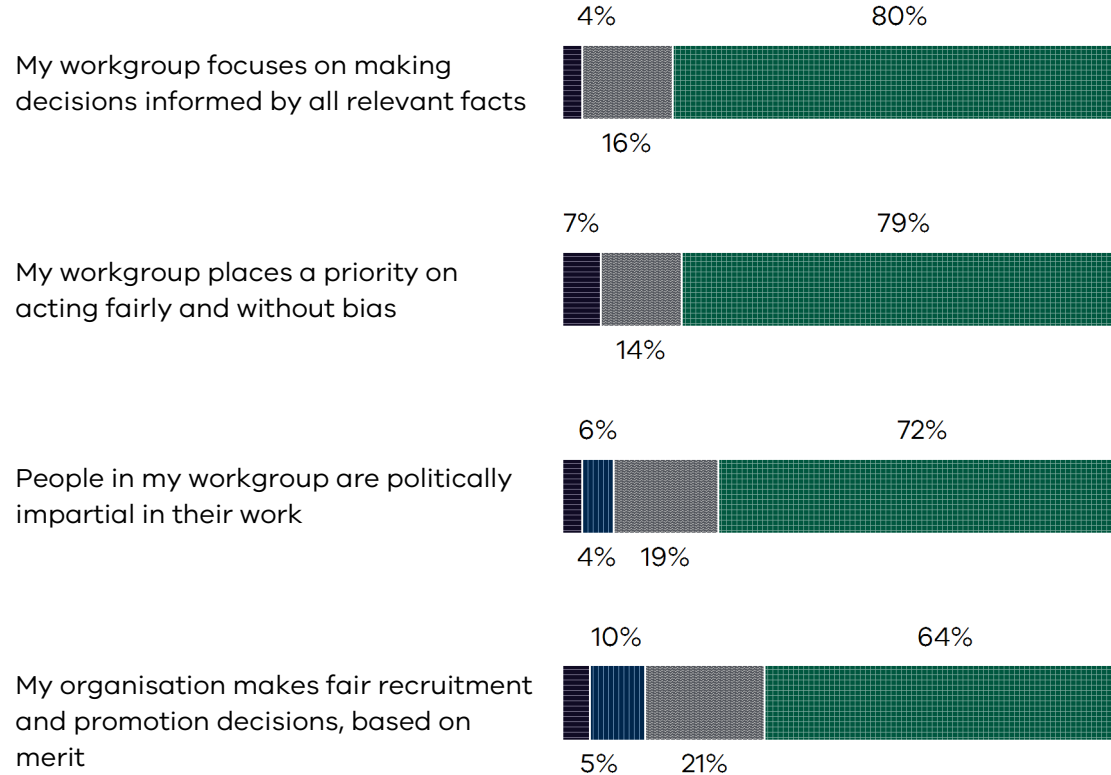| Survey question	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders demonstrate honesty and integrity	Not asked	75 %	50 %	66 %	91 %
I am confident that I would be protected from reprisal for reporting improper conduct	Not asked	73 %	57 %	70 %	86 %
People in my workgroup appropriately manage conflicts of interest	Not asked	72 %	61 %	71 %	86 %
I feel safe to challenge inappropriate behaviour at work	Not asked	68 %	62 %	69 %	86 %

Your results bar values:
- Senior leaders demonstrate honesty and integrity: Disagree 6%, Don't know 2%, Neither agree nor disagree 16%, Agree 75%
- I am confident that I would be protected from reprisal for reporting improper conduct: Disagree 8%, Neither agree nor disagree 19%, Agree 73%
- People in my workgroup appropriately manage conflicts of interest: Disagree 4%, Don't know 4%, Neither agree nor disagree 21%, Agree 72%
- I feel safe to challenge inappropriate behaviour at work: Disagree 8%, Neither agree nor disagree 24%, Agree 68%
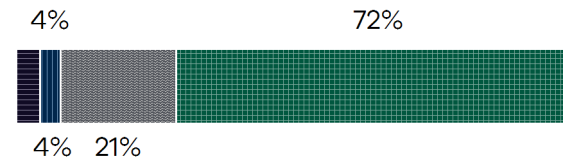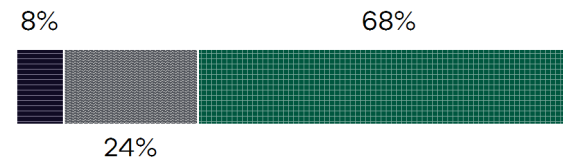
Public sector values

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

80% 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 · Neither agree nor disagree · Don't know · Agree

Survey question	Disagree	Neither	Agree	2020	2021	Lowest	Average	Highest
My workgroup focuses on making decisions informed by all relevant facts	4%	16%	80%	Not asked	80 %	71 %	78 %	91 %
My workgroup places a priority on acting fairly and without bias	7%	14%	79%	Not asked	79 %	77 %	82 %	87 %
People in my workgroup are politically impartial in their work	6% / 4%	19%	72%	Not asked	72 %	61 %	70 %	80 %
My organisation makes fair recruitment and promotion decisions, based on merit	10% / 5%	21%	64%	Not asked	64 %	42 %	58 %	86 %

Victorian Public Sector Commission

VICTORIA State Government

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

93% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

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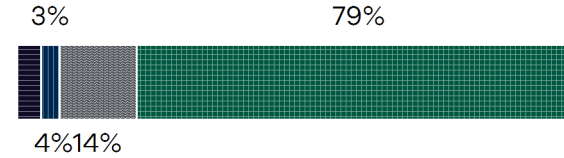
Legend: ■ Disagree ■ Neither agree nor disagree ■ Don't know ■ Agree

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job contributes to my organisation's purpose	93% (Agree), 7%	97 %	93 %	87 %	90 %	100 %
I clearly understand what I am expected to do in this job	91% (Agree), 3%, 6%	91 %	91 %	80 %	85 %	97 %
My workgroup strives to make the best use of its resources	84% (Agree), 1%, 5%, 11%	Not asked	84 %	79 %	82 %	93 %
My workgroup has clear lines of responsibility	79% (Agree), 1%, 6%, 14%	Not asked	79 %	74 %	79 %	94 %

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

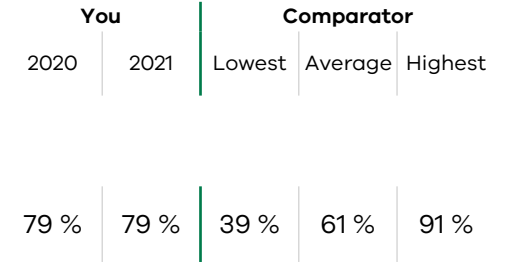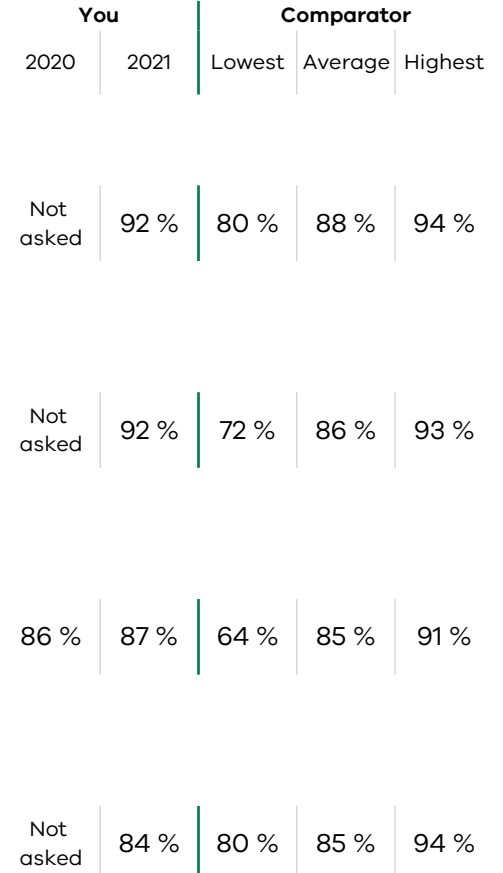79% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

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

Senior leaders provide clear strategy and direction

3%   79%

4%14%

Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
	79 %	79 %	39 %	61 %	91 %

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.
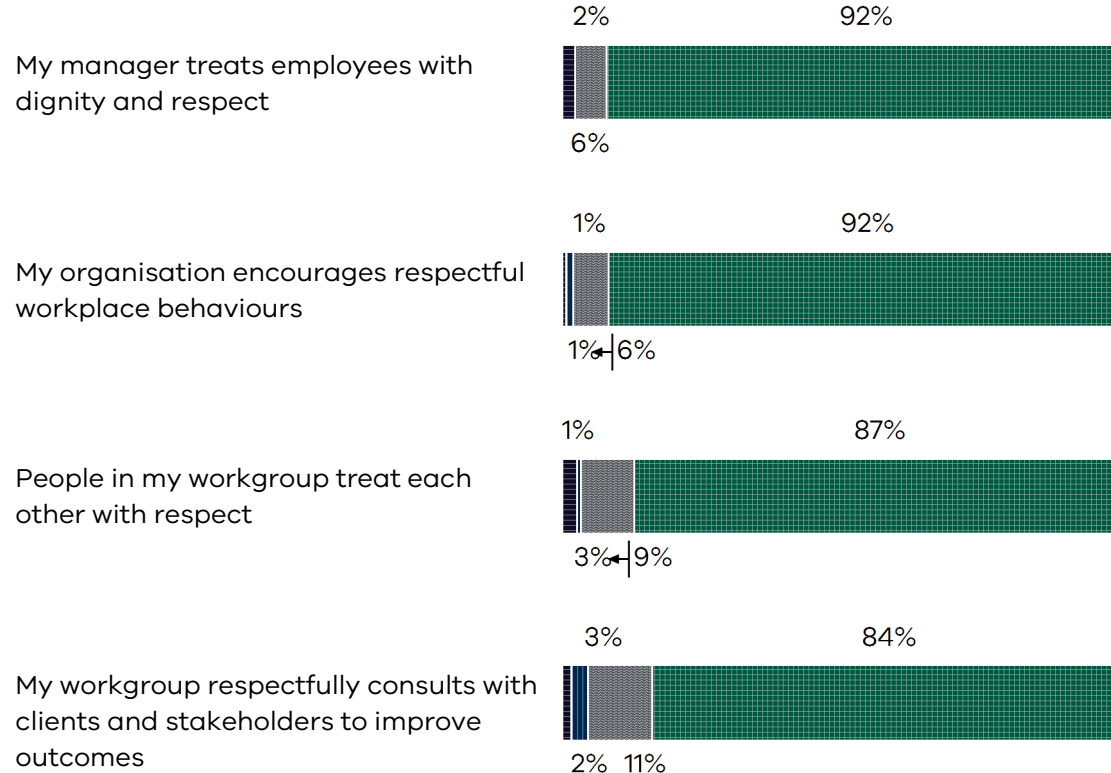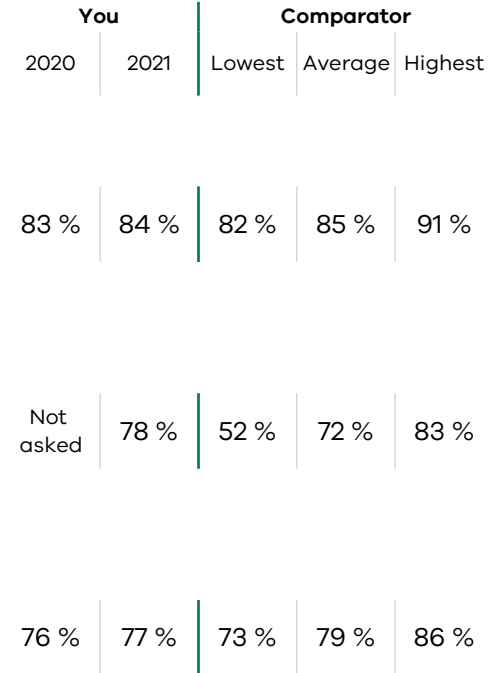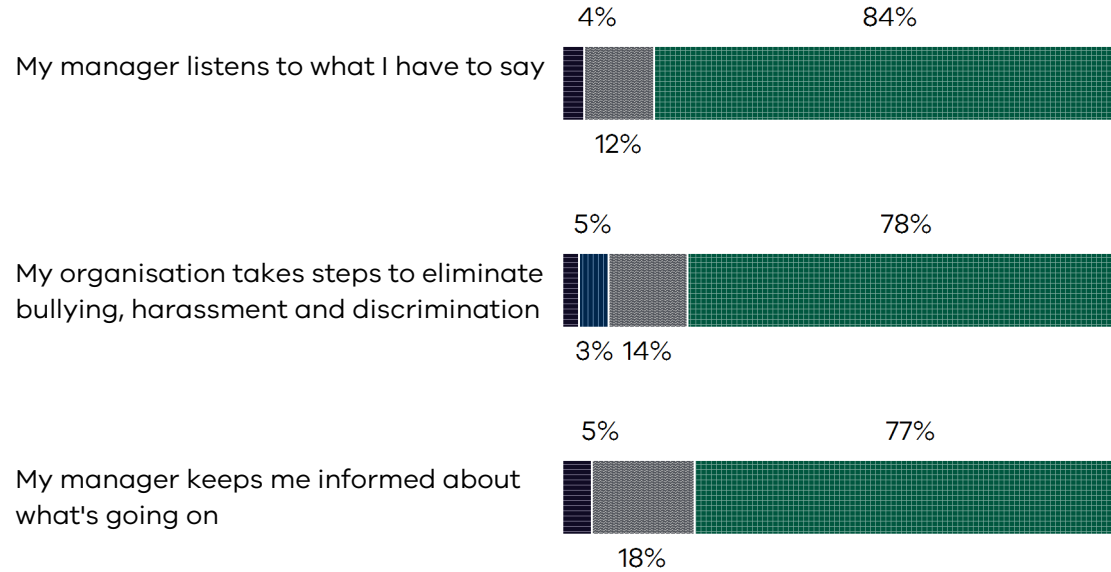
Example

92% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2020	2021	Lowest	Average	Highest
My manager treats employees with dignity and respect (2% / 92% / 6%)	Not asked	92 %	80 %	88 %	94 %
My organisation encourages respectful workplace behaviours (1% / 92% / 1% / 6%)	Not asked	92 %	72 %	86 %	93 %
People in my workgroup treat each other with respect (1% / 87% / 3% / 9%)	86 %	87 %	64 %	85 %	91 %
My workgroup respectfully consults with clients and stakeholders to improve outcomes (3% / 84% / 2% / 11%)	Not asked	84 %	80 %	85 %	94 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Respect 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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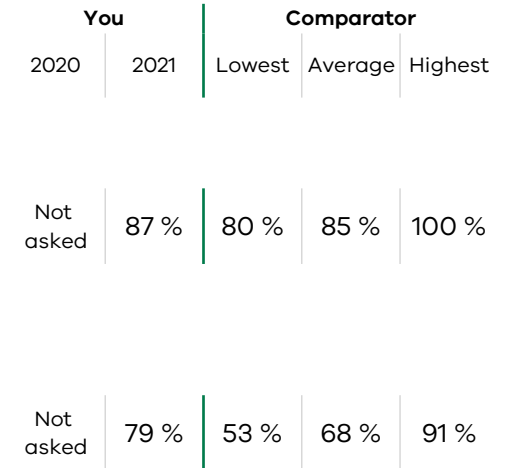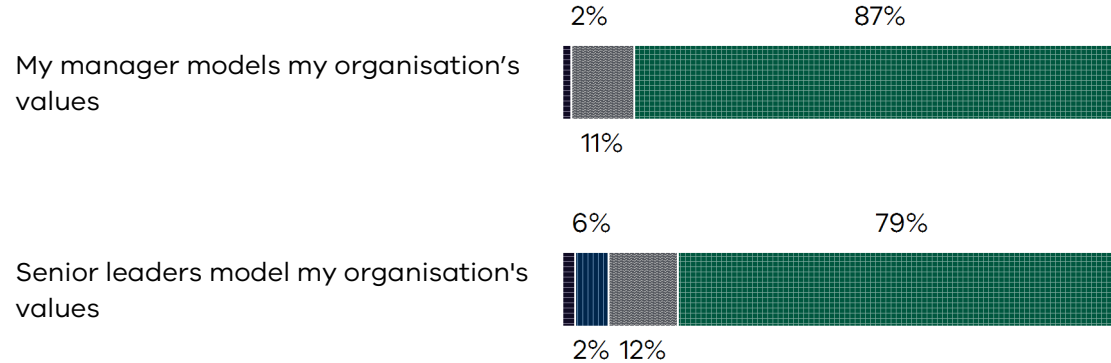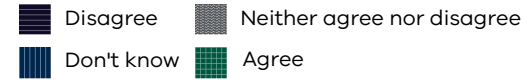
Example

84% 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				

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

	You		Comparator		
	2020	2021	Lowest	Average	Highest
My manager listens to what I have to say	83 %	84 %	82 %	85 %	91 %
My organisation takes steps to eliminate bullying, harassment and discrimination	Not asked	78 %	52 %	72 %	83 %
My manager keeps me informed about what's going on	76 %	77 %	73 %	79 %	86 %

My manager listens to what I have to say: 4% / 12% / 84%

My organisation takes steps to eliminate bullying, harassment and discrimination: 5% / 3% / 14% / 78%

My manager keeps me informed about what's going on: 5% / 18% / 77%

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.
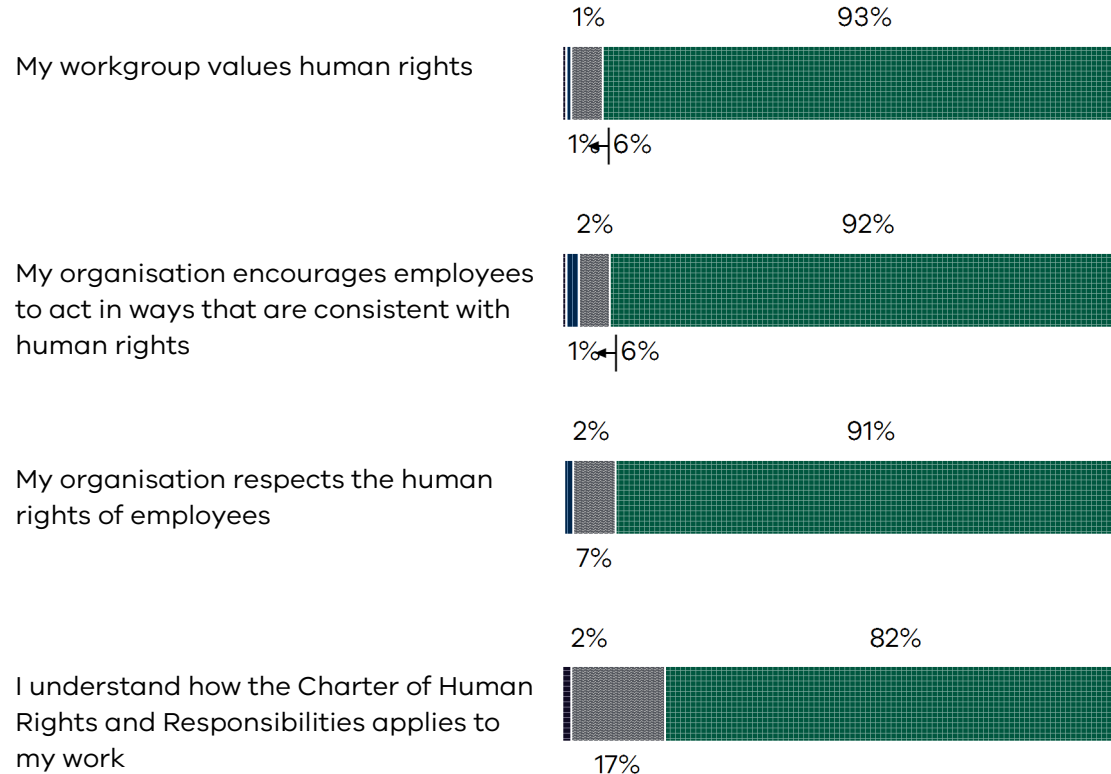
Example

87% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
Survey question	2020	2021	Lowest	Average	Highest
My manager models my organisation's values	Not asked	87 %	80 %	85 %	100 %
Senior leaders model my organisation's values	Not asked	79 %	53 %	68 %	91 %

My manager models my organisation's values: 2%, 11%, 87%

Senior leaders model my organisation's values: 6%, 2%, 12%, 79%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Human rights

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Survey question	Your results		

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

	You		Comparator		
	2020	2021	Lowest	Average	Highest

Survey question	Disagree	Neither	Agree	2020	2021	Lowest	Average	Highest
My workgroup values human rights	1%	6%	93%	Not asked	93 %	87 %	93 %	97 %
My organisation encourages employees to act in ways that are consistent with human rights	2% / 1%	6%	92%	Not asked	92 %	75 %	88 %	93 %
My organisation respects the human rights of employees	2%	7%	91%	Not asked	91 %	72 %	85 %	94 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	2%	17%	82%	Not asked	82 %	75 %	86 %	94 %

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

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

Age	(n)	%
15-34 years	63	21%
35-54 years	160	52%
55+ years	46	15%
Prefer not to say	38	12%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	1	0%
No	288	94%
Prefer not to say	18	6%

Highest level of formal education	(n)	%
Doctoral Degree level	2	1%
Master Degree level	57	19%
Graduate Diploma or Graduate Certificate level	46	15%
Bachelor Degree level incl. honours degrees	112	36%
Advanced Diploma or Diploma level	22	7%
Certificate III or IV level	22	7%
Year 12 or equivalent (VCE/Leaving certificate)	13	4%
Certificate I or II level	1	0%
Lower than Certificate I or equivalent	1	0%
Prefer not to say	31	10%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**2**	1%
Non Aboriginal and/or Torres Strait Islander	**286**	93%
Prefer not to say	**19**	6%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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

Do you identify as a person with a disability?

	(n)	%
Yes	17	6%
No	257	84%
Prefer not to say	33	11%

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

	(n)	%
Yes	9	53%
No	7	41%
Prefer not to say	1	6%

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

	(n)	%
My disability does not impact on my ability to perform my role	3	43%
I feel that sharing my disability information will reflect negatively on me	2	29%
Other	1	14%
I do not require any adjustments to be made to perform my role	1	14%

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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

How would you describe your gender?	(n)	%
Woman	**233**	76%
Prefer not to say	**43**	14%
Man	**30**	10%
Non-binary and I use a different term	**1**	0%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	**2**	1%
No	**266**	87%
Prefer not to say	**39**	13%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	**2**	1%
No	**256**	83%
Don't know	**13**	4%
Prefer not to say	**36**	12%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	**240**	78%
Prefer not to say	**56**	18%
Gay or lesbian	**4**	1%
Pansexual	**2**	1%
I use a different term	**2**	1%
Bisexual	**2**	1%
Don't know	**1**	0%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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

Country of birth	(n)	%
Born in Australia	**185**	60%
Not born in Australia	**68**	22%
Prefer not to say	**54**	18%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	**29**	43%
2 to less than 5 years ago	**6**	9%
5 to less than 10 years ago	**11**	16%
10 to less than 20 years ago	**22**	32%

Language other than English spoken with family or community	(n)	%
Yes	**113**	37%
No	**159**	52%
Prefer not to say	**35**	11%

Demographics

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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

If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Other	**40**	35%
Hindi	**18**	16%
Vietnamese	**12**	11%
Italian	**11**	10%
Macedonian	**9**	8%
Greek	**7**	6%
Punjabi	**7**	6%
Arabic	**4**	4%
Spanish	**4**	4%
Cantonese	**3**	3%
Filipino	**3**	3%
Tamil	**3**	3%
Urdu	**3**	3%
Sinhalese	**2**	2%
Tagalog	**2**	2%

If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
French	**1**	1%
Indonesian	**1**	1%
Korean	**1**	1%
Mandarin	**1**	1%

Demographics

Cultural diversity 3 of 3

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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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Cultural identity	(n)	%
Australian	**183**	60%
Prefer not to say	**55**	18%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**34**	11%
South Asian	**16**	5%
English, Irish, Scottish and/or Welsh	**14**	5%
Other	**13**	4%
East and/or South-East Asian	**10**	3%
New Zealander	**7**	2%
Pacific Islander	**4**	1%
African (including Central, West, Southern and East African)	**4**	1%
Central Asian	**3**	1%
Central and/or South American	**2**	1%
Maori	**2**	1%
North American	**1**	0%
Aboriginal and/or Torres Strait Islander	**1**	0%

Religion	(n)	%
Christianity	**112**	36%
No religion	**101**	33%
Prefer not to say	**47**	15%
Other	**16**	5%
Hinduism	**14**	5%
Buddhism	**8**	3%
Islam	**7**	2%
Sikhism	**2**	1%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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Working arrangement	(n)	%
Full-time	**142**	46%
Part-time	**165**	54%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	**107**	35%
$65k to $95k	**102**	34%
$95k to $125k	**34**	11%
$125k or more	**8**	3%
Prefer not to say	**53**	17%

Organisational tenure	(n)	%
<1 year	**35**	11%
1 to less than 2 years	**19**	6%
2 to less than 5 years	**82**	27%
5 to less than 10 years	**75**	24%
10 to less than 20 years	**76**	25%
More than 20 years	**20**	7%

Management responsibility	(n)	%
Non-manager	**281**	92%
Other manager	**18**	6%
Manager of other manager(s)	**8**	3%

Employment type	(n)	%
Ongoing and executive	**238**	78%
Fixed term	**66**	21%
Other	**3**	1%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	**245**	80%
I have moved to a different role within my organisation (including acting roles)	**51**	17%
I have moved to my role from outside the Victorian public sector	**8**	3%
I have moved to my role from a different Victorian public sector organisation	**3**	1%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Employment characteristics 2 of 2

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Primary workplace location over the last 3 months	(n)	%
Melbourne: Suburbs	**280**	91%
Melbourne CBD	**13**	4%
Other city or town	**12**	4%
Geelong	**2**	1%

Primary workplace type over the past 3 months*	(n)	%
A main office	**104**	34%
Home/private location	**98**	32%
A frontline or service delivery location (that is not a main office or home/private location)	**66**	21%
A hub/shared work space	**21**	7%
Other (please specify)	**18**	6%

Other workplace type over the past 3 months*	(n)	%
Home/private location	**110**	36%
No, I have not worked from any other locations	**92**	30%
A main office	**84**	27%
A frontline or service delivery location (that is not a main office or home/private location)	**63**	21%
A hub/shared work space	**9**	3%
Other	**8**	3%

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.

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Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	223	73%
Flexible working arrangements	57	19%
Physical modifications or improvements to the workplace	27	9%
Career development support strategies	11	4%
Accessible communications technologies	5	2%
Other	5	2%
Job redesign or role sharing	4	1%

Why did you make this request?*	(n)	%
Work-life balance	32	38%
Health	30	36%
Family responsibilities	23	27%
Caring responsibilities	16	19%
Other	10	12%
Study commitments	5	6%
Disability	4	5%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	63	75%
The adjustments I needed were not made	16	19%
The adjustments I needed were made but the process was unsatisfactory	5	6%

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)	%
None of the above	**90**	29%
Primary school aged child(ren)	**82**	27%
Secondary school aged child(ren)	**62**	20%
Frail or aged person(s)	**44**	14%
Child(ren) - younger than preschool age	**40**	13%
Prefer not to say	**36**	12%
Preschool aged child(ren)	**30**	10%
Person(s) with a medical condition	**27**	9%
Person(s) with disability	**25**	8%
Person(s) with a mental illness	**21**	7%
Other	**3**	1%

Demographics

Employment categories

What is this

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

Why this is important

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

How to read this

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

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Which of the following categories best describes your current position?	(n)	%
Nursing Employees	30	10%
Medical Employees	3	1%
Personal service worker	4	1%
Oral Health	38	12%
Allied health professional	67	22%
Counselling	15	5%
Community Development	10	3%
Other health professional	6	2%
Management, Administration and Corporate support	70	23%
Social worker	22	7%
Other	40	13%
Support services	2	1%

Demographics

Primary role

What is this

This shows the primary role of your staff.

Why this is important

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

How to read this

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