People matter survey 2021

Have your say

Report overview

About your report

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

Report contents

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

Comparing data in this report

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

This means you'll be able to compare about 38% 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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- Leadership
- Human rights

Demographics

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

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Report overview

Survey's theoretical framework

What this is

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

Why this is important

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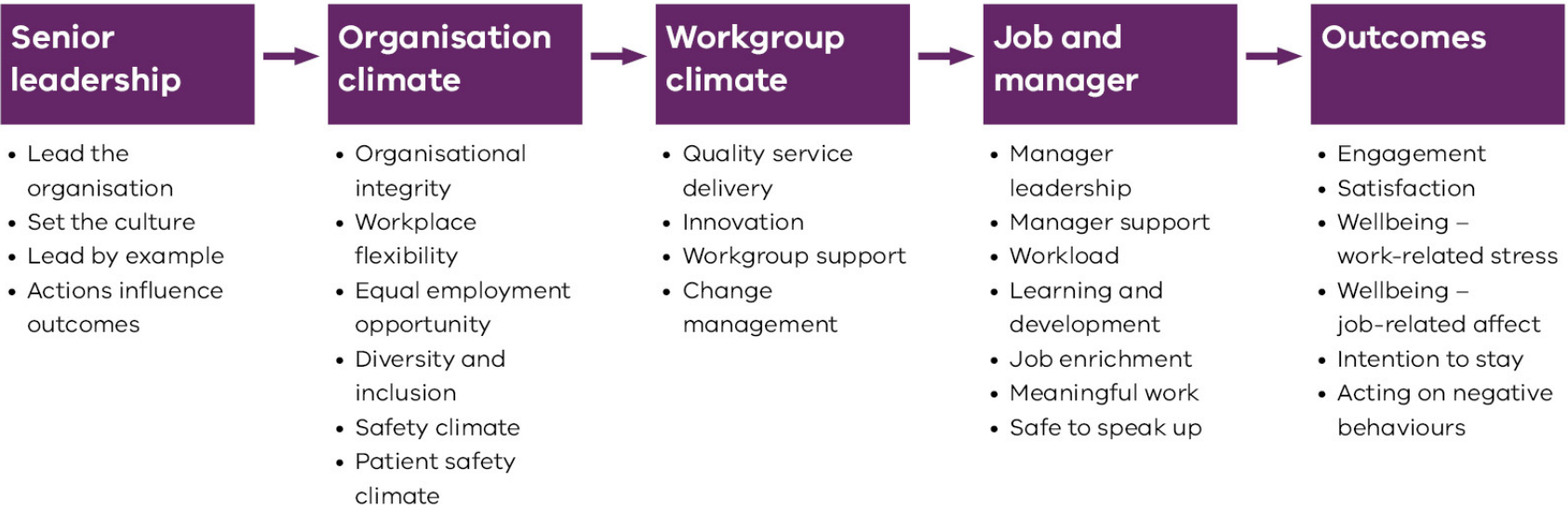
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

Our public sector values

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

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

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

Senior leadership

- 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

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Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Corangamite Catchment Management Authority

East Gippsland Catchment Management Authority

Glenelg Hopkins Catchment Management Authority

Goulburn Broken Catchment Management Authority

North Central Catchment Management Authority

North East Catchment Management Authority

Port Phillip and Westernport Catchment Management Authority

West Gippsland Catchment Management Authority

Wimmera Catchment Management Authority

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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
80%	**60%**
(44)	**(33)**
Comparator 87%	Comparator 76%
Public Sector 49%	Public Sector 39%

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020		2021	
71		**72**	
Comparator	81	Comparator	80
Public Sector	68	Public Sector	70

People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 72.

Why this is important

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

How to read this

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

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

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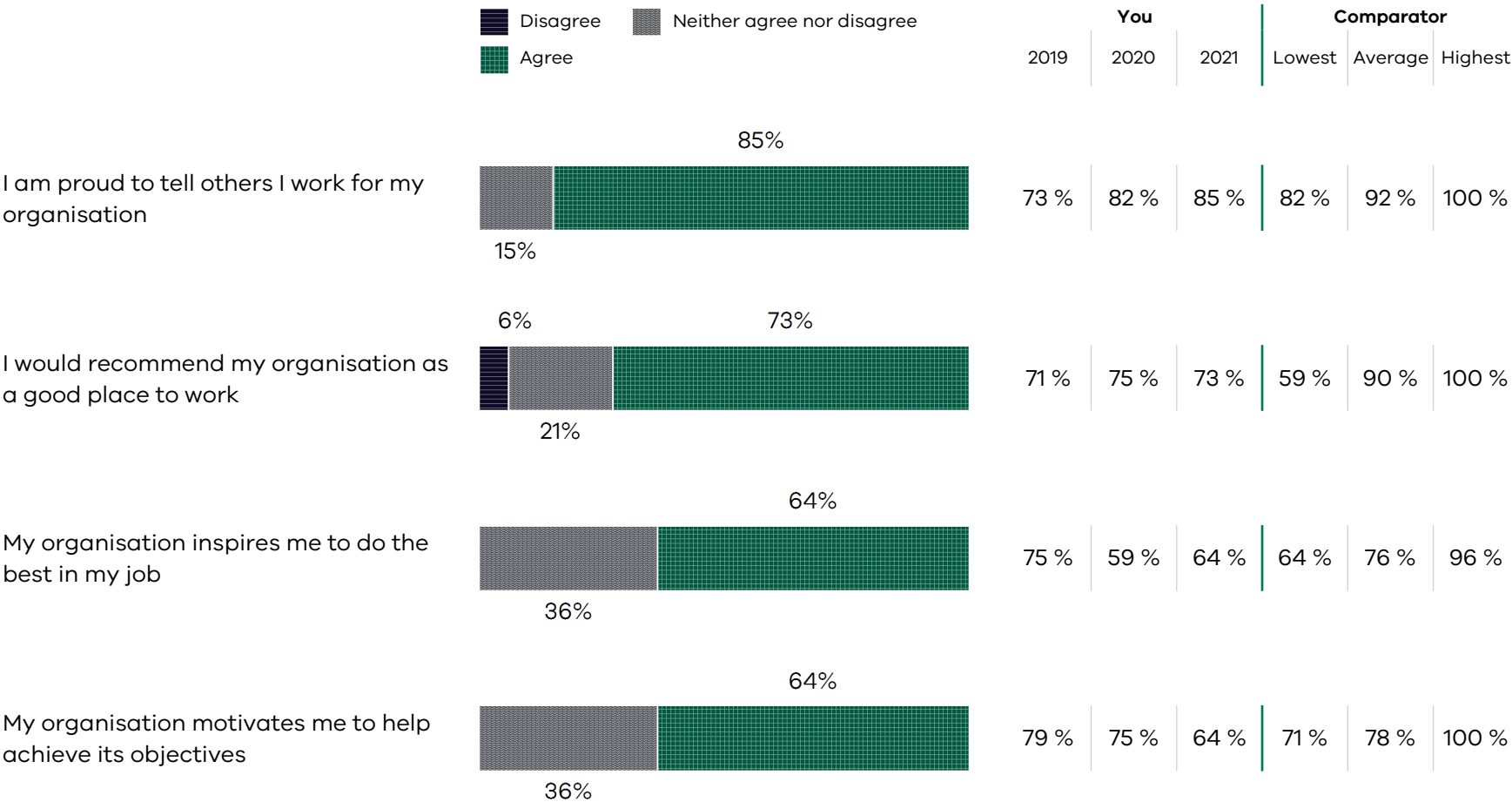
Example

85% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to tell others I work for my organisation	15% Neither / 85% Agree	73 %	82 %	85 %	82 %	92 %	100 %
I would recommend my organisation as a good place to work	6% Disagree / 21% Neither / 73% Agree	71 %	75 %	73 %	59 %	90 %	100 %
My organisation inspires me to do the best in my job	36% Neither / 64% Agree	75 %	59 %	64 %	64 %	76 %	96 %
My organisation motivates me to help achieve its objectives	36% Neither / 64% Agree	79 %	75 %	64 %	71 %	78 %	100 %

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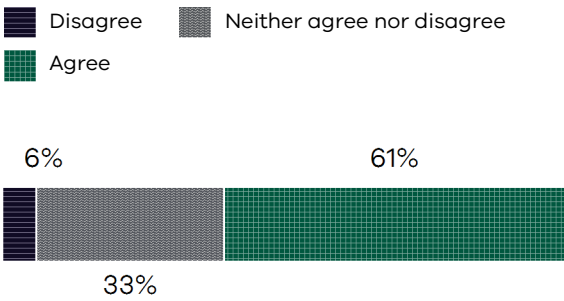
Example

61% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Survey question

Your results

Benchmark agree results

Legend:
- Disagree
- Neither agree nor disagree
- Agree

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I feel a strong personal attachment to my organisation	6% / 33% / 61%	63 %	68 %	61 %	68 %	80 %	97 %

People outcomes

Scorecard: satisfaction, stress, intention to stay

What this is

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

There are more people outcomes scorecards throughout this report.

Why this is important

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

How to read this

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

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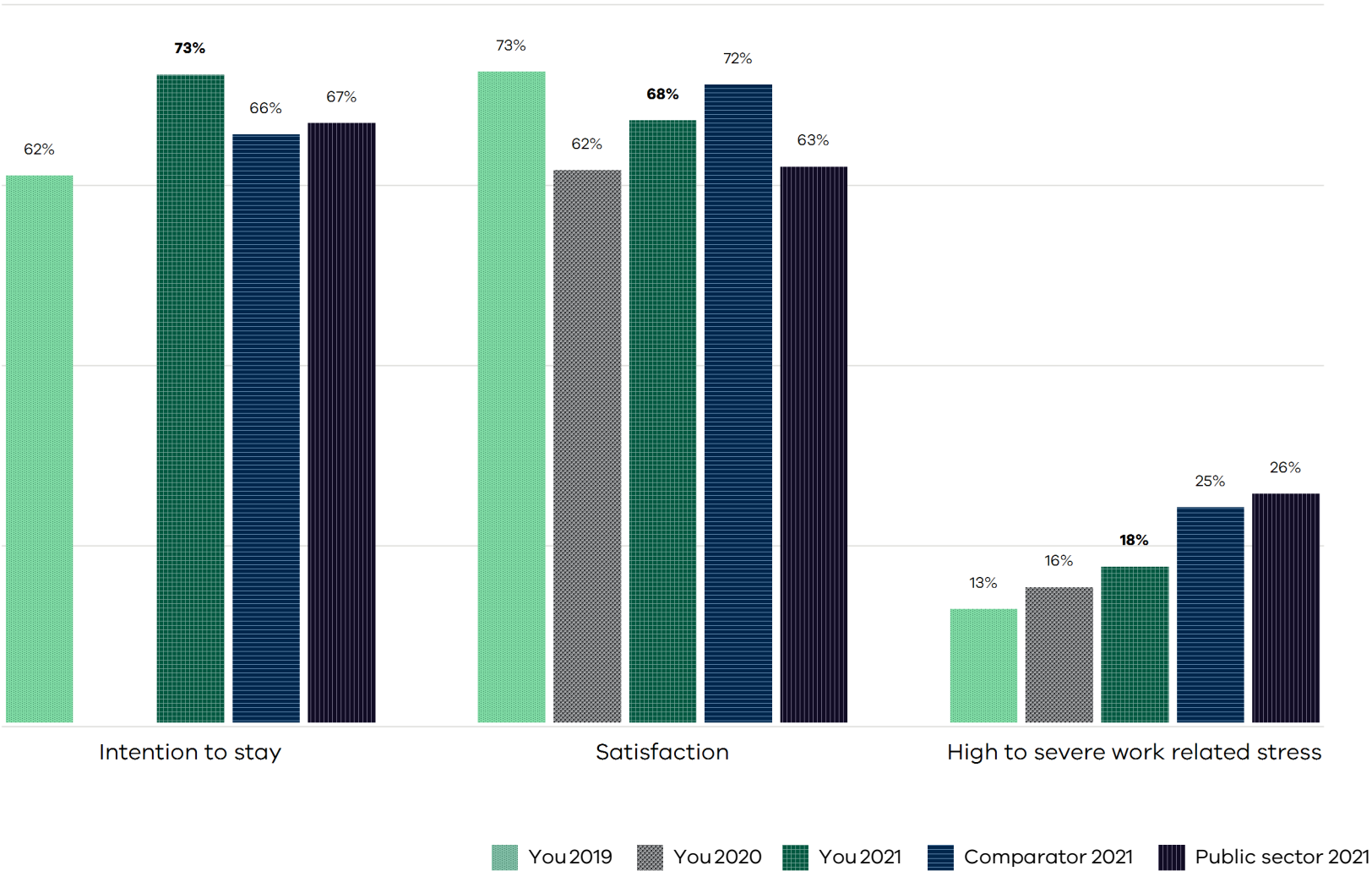
Example

In 2021:

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

Compared to:

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

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

Intention to stay: 62%, 73%, 66%, 67%
Satisfaction: 73%, 62%, 68%, 72%, 63%
High to severe work related stress: 13%, 16%, 18%, 25%, 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.
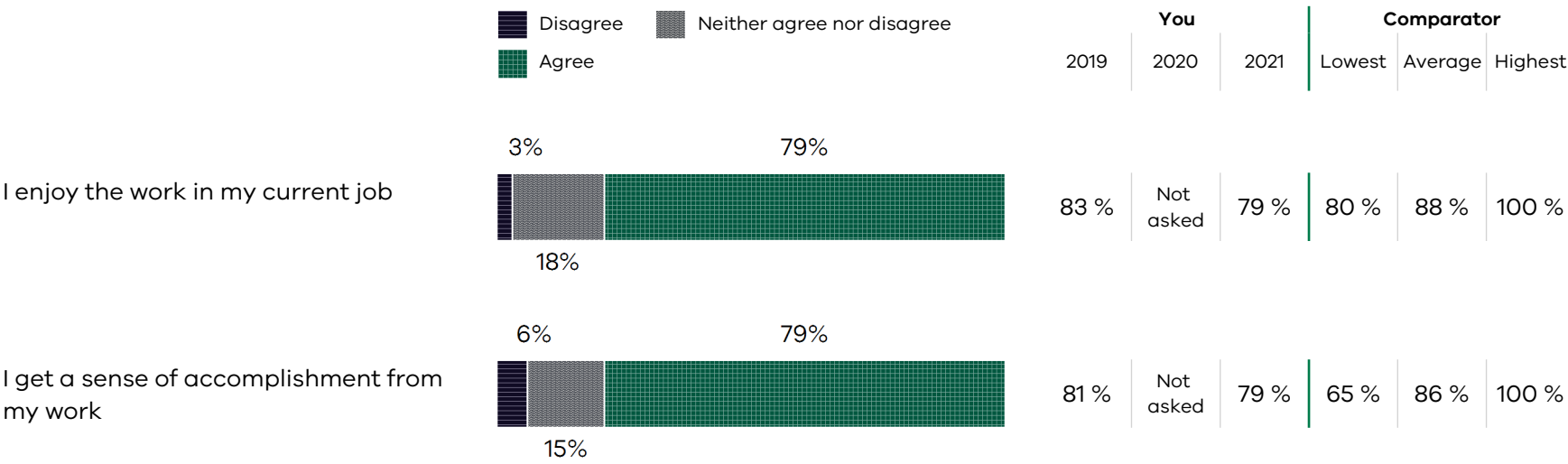
Example

79% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

Survey question	Your results		Benchmark agree results					

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I enjoy the work in my current job	3% / 18% / 79%	83 %	Not asked	79 %	80 %	88 %	100 %
I get a sense of accomplishment from my work	6% / 15% / 79%	81 %	Not asked	79 %	65 %	86 %	100 %

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People outcomes

Satisfaction question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

73% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

| Survey question | Your results | Benchmark satisfied results |

Legend: Dissatisfied | Neither satisfied nor dissatisfied | Satisfied

		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job	3% / 24% / 73%	75 %	68 %	73 %	70 %	81 %	100 %
How satisfied are you with the work-life balance in your current job	3% / 27% / 70%	69 %	70 %	70 %	59 %	76 %	91 %
How satisfied are you with your career development within your current organisation	21% / 18% / 61%	75 %	48 %	61 %	42 %	58 %	83 %

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People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

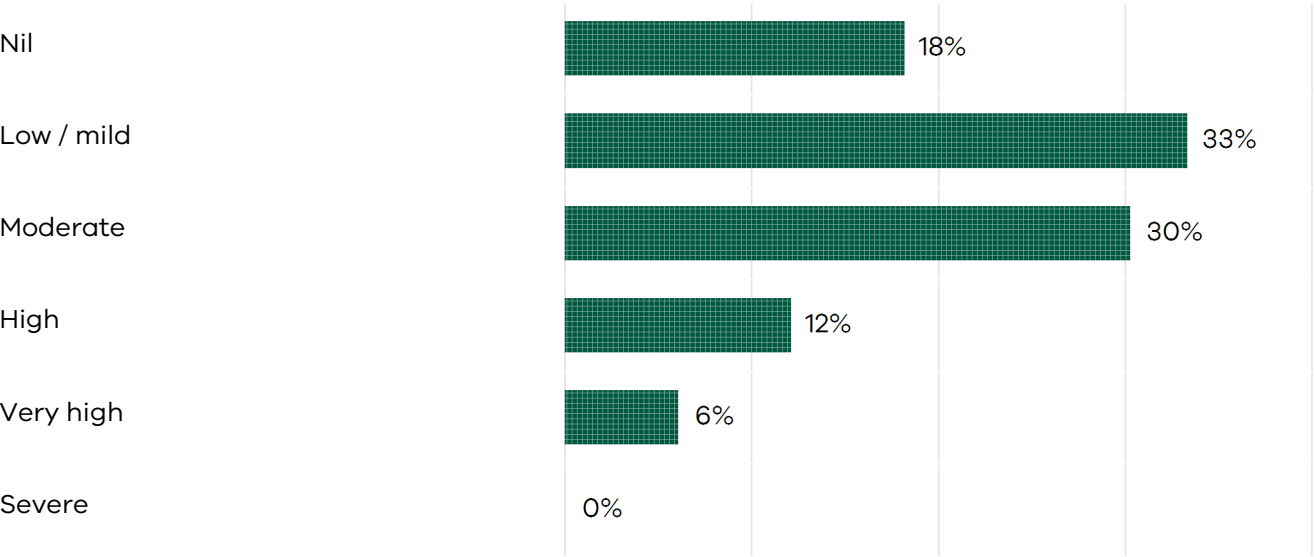In this survey we asked staff to tell us their stress level.

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

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

Example

18% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 25% 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	18%
Low / mild	33%
Moderate	30%
High	12%
Very high	6%
Severe	0%

Reported levels of high to severe stress

2020		2021	
16%		**18%**	
Comparator	19%	Comparator	25%
Public Sector	23%	Public Sector	26%

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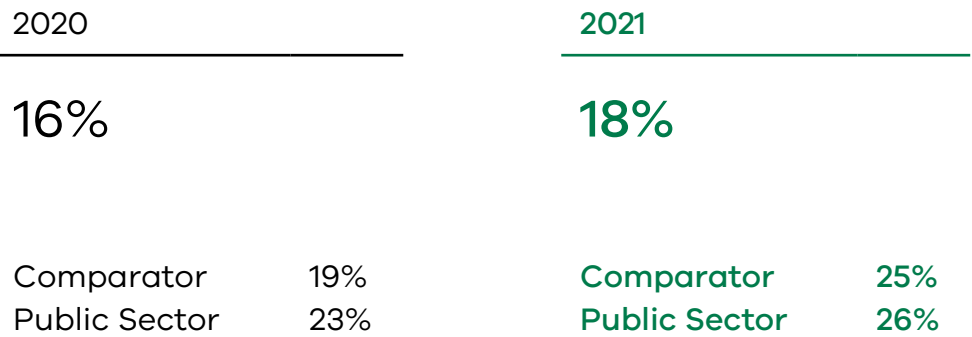
People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

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

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

Example

82% of your staff who did the survey said they experienced mild to severe stress.

Of that 82%, 59% said the top reason was 'Workload'.

	27		6
	82%		18%

■ Experienced some work-related stress   ▦ Did not experience some work-related stress
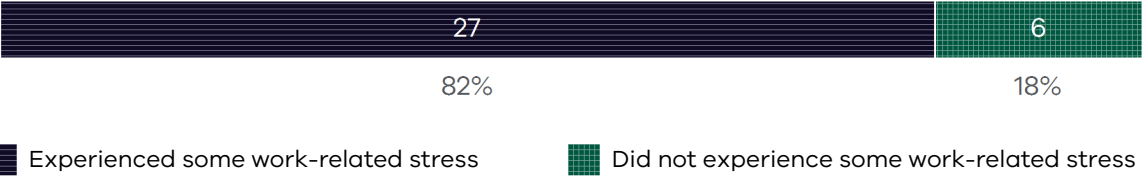
Of those that experienced work related stress it was from …	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	54%	59%	55%	51%
Time pressure	49%	48%	49%	42%
Dealing with clients, patients or stakeholders	15%	15%	23%	14%
Unclear job expectations	12%	15%	14%	11%
Content, variety, or difficulty of work	17%	11%	15%	12%
Job security	12%	11%	13%	9%
Organisation or workplace change	2%	11%	15%	11%
Other	2%	11%	5%	9%
Other changes due to COVID-19	17%	11%	16%	15%
Working from home	10%	11%	16%	4%

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

18% of your staff who did the survey said they intended to leave.

Of that 18%, 100% said it was from 'Opportunity to seek/take a promotion elsewhere'.

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

5	1	24
15%	3%	73%
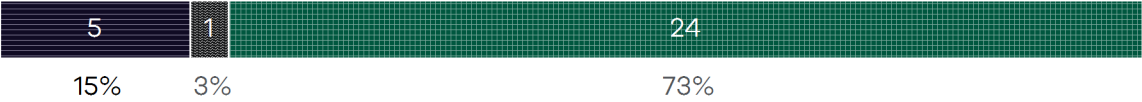
■ Leaving your organisation ■ Leaving the sector ■ Staying

Of those who indicated they're leaving your organisation (including leaving the sector) it was for ...	You 2021	Comparator 2021	Public sector 2021
Opportunity to seek/take a promotion elsewhere	100%	31%	33%
Limited future career opportunities at my organisation	83%	44%	42%
Better remuneration	67%	29%	26%
Opportunity to broaden experience	67%	44%	40%
Limited opportunities to gain further experience at my organisation	50%	38%	33%
Limited developmental/educational opportunities at my organisation	33%	19%	24%
Limited flexible work arrangements for managing (e.g. family/caring commitments)	33%	2%	11%
Limited involvement in decisions affecting my job and career	33%	2%	20%
Limited recognition for doing a good job	33%	10%	32%
Better location/reduced travel time	17%	17%	13%

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People outcomes

Scorecard: emotional effects of work

What this is

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

Why this is important

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

How to read this

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

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

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

Example

In 2021:

- 58% of your staff who did the survey said work made them feel happy in 2021, which is up from 43% in 2020

Compared to:

- 60% of staff at your comparator and 50% of staff across the public sector.

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

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

Happy: 62%, 43%, 58%, 60%, 50%
Enthusiastic: 50%, 36%, 55%, 57%, 48%
Worried: 15%, 16%, 30%, 28%, 37%
Miserable: 4%, 2%, 12%, 7%, 19%
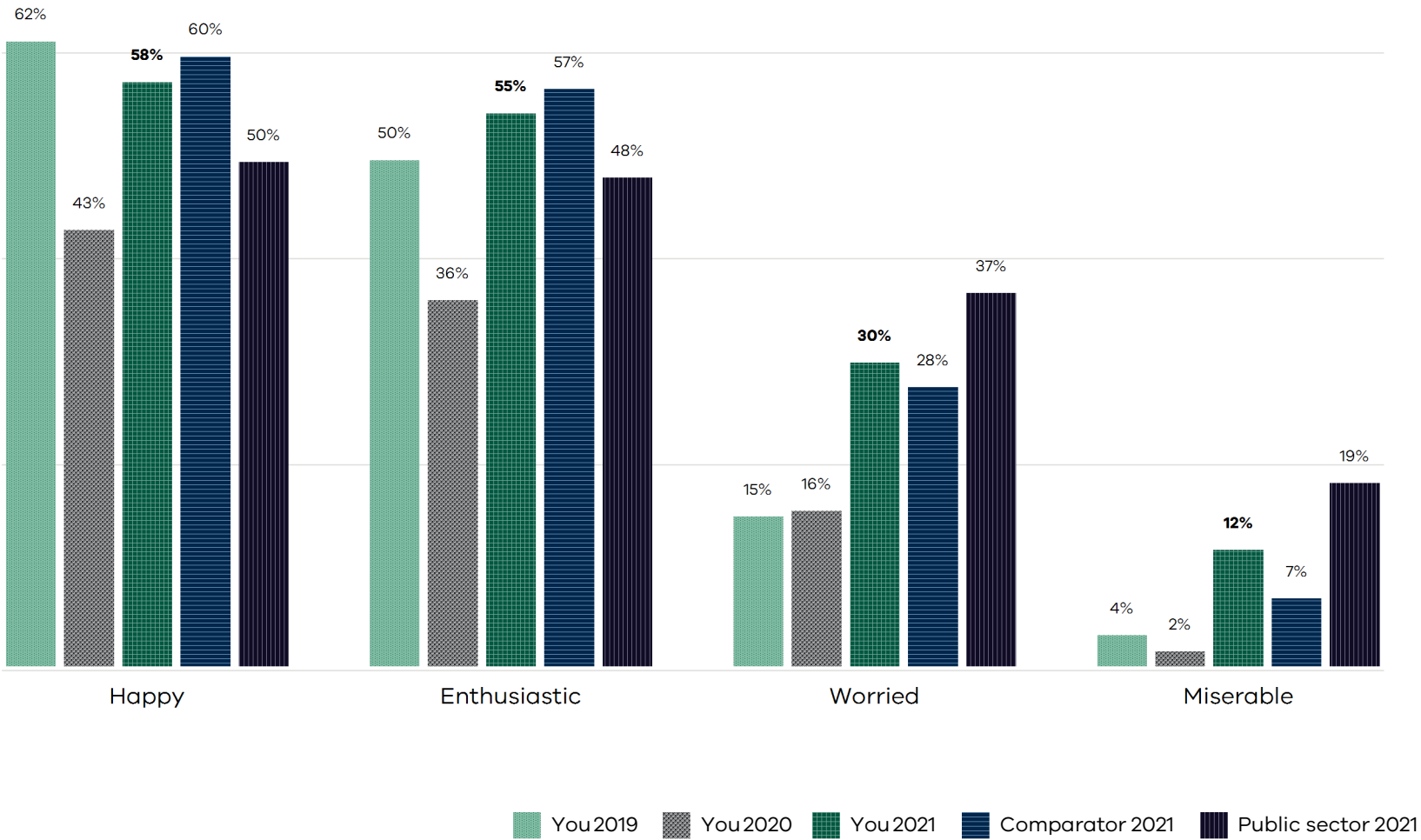
People outcomes

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:

- 6% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is down from 7% in 2020.

Compared to:

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

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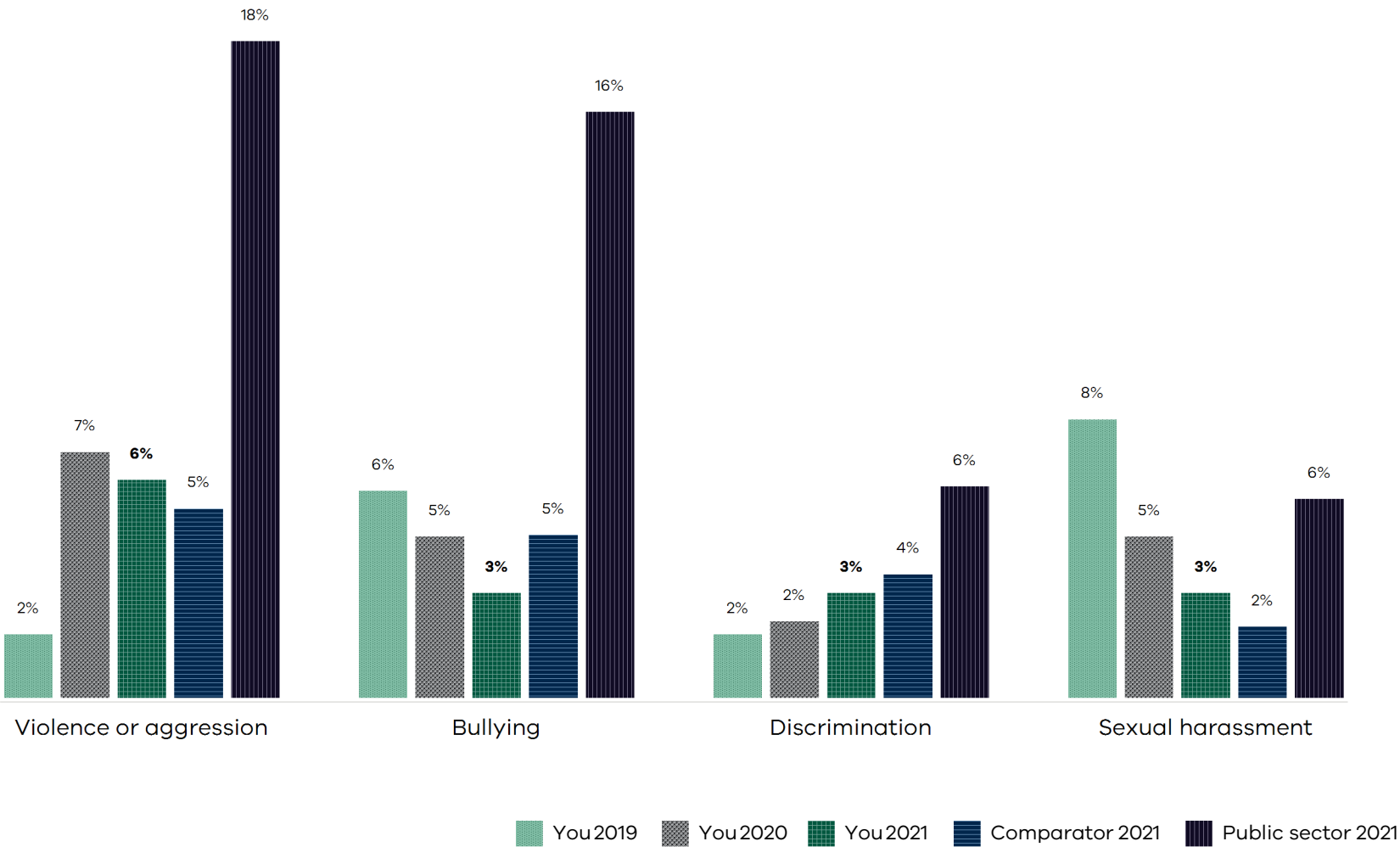
People outcomes

Bullying

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Sexual harassment

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

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People outcomes

Discrimination

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Violence and aggression

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

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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

12% of your staff who did the survey said they witnessed some negative behaviour at work.

88% said they witnessed No, I have not witnessed any of the situations above'.

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

4	29
12%	88%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
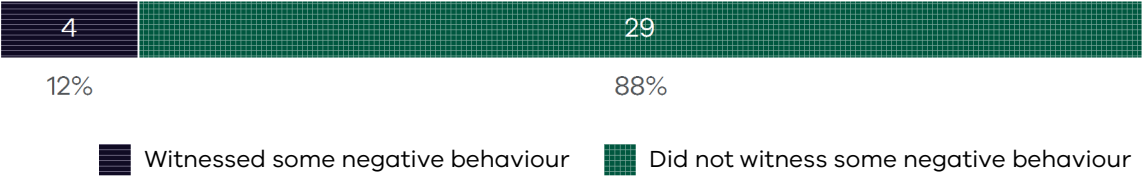
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	88%	95%	77%
Bullying of a colleague	12%	4%	16%

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

12% of your staff who did the survey witnessed negative behaviour, of which:

- 100% said the top action they took was 'Spoke to the person who experienced the behaviour'.

- 0% took no action.

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

4	29
12%	88%

■ 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	100%	53%	72%
Told a manager	75%	33%	37%
Told Human Resources	25%	13%	6%
Told the person the behaviour was not OK	25%	20%	25%

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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 100% of your staff agreed with 'My manager treats employees with dignity and respect'.
This question was not asked in 2020.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Manager leadership	My manager treats employees with dignity and respect	100%	Not asked in 2020	95%
Safety climate	My organisation provides a physically safe work environment	100%	Not asked in 2020	98%
Manager leadership	My manager ensures clients receive a high standard of service	97%	Not asked in 2020	95%
Manager leadership	My manager is committed to workplace safety	97%	Not asked in 2020	96%
Organisational integrity	My organisation is committed to earning a high level of public trust	97%	Not asked in 2020	97%
Supporting question - gender equality	My organisation uses inclusive and respectful images and language	97%	Not asked in 2020	94%
Manager leadership	My manager demonstrates honesty and integrity	94%	Not asked in 2020	96%
Manager leadership	My manager works effectively with people from diverse backgrounds	94%	Not asked in 2020	95%
Safe to speak up	I am confident that I would be protected from reprisal for reporting improper conduct	94%	Not asked in 2020	86%
Safety climate	I feel culturally safe at work	94%	Not asked in 2020	91%

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Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Taking action', the 'You 2021' column shows 21% of your staff agreed with 'My organisation has taken positive action on the results of last year's survey'.
This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Taking action	My organisation has taken positive action on the results of last year's survey	21%	Not asked in 2020	62%
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)	33%	Not asked in 2020	33%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	36%	Not asked in 2020	40%
Learning and development	I feel I have an equal chance at promotion in my organisation	42%	Not asked in 2020	47%
Safety climate	All levels of my organisation are involved in the prevention of stress	42%	-10%	63%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	45%	Not asked in 2020	64%
Learning and development	My organisation places a high priority on the learning and development of staff	48%	Not asked in 2020	73%
Taking action	I believe my organisation will take positive action on the results of this year's survey	48%	Not asked in 2020	77%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	52%	-14%	76%
Manager support	My manager has regular conversations with me about my learning and development	55%	Not asked in 2020	65%

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 'Satisfaction', the 'You 2021' column shows 61% of your staff were satisfied with 'How satisfied are you with your career development within your current organisation'.

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

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Satisfaction	How satisfied are you with your career development within your current organisation	61%	+13%	58%
Job enrichment	I clearly understand what I am expected to do in this job	82%	+11%	88%
Safe to speak up	People in your workgroup are able to bring up problems and tough issues	82%	+7%	89%
Job enrichment	My job allows me to utilise my skills, knowledge and abilities	88%	+6%	89%
Manager support	My manager involves me in decisions about my work	85%	+5%	89%
Satisfaction	Considering everything, how satisfied are you with your current job	73%	+5%	81%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	91%	+5%	94%
Meaningful work	I feel that I can make a worthwhile contribution at work	91%	+5%	90%
Workload	I have enough time to do my job effectively	55%	+5%	55%
Engagement	My organisation inspires me to do the best in my job	64%	+5%	76%

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 'Workgroup support', the 'You 2021' column shows 82% of your staff agreed with 'People in my workgroup treat each other with respect'.

In the 'Decrease from 2020' column, you have a 18% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Workgroup support	People in my workgroup treat each other with respect	82%	-18%	96%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	64%	-16%	77%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	52%	-14%	76%
Engagement	My organisation motivates me to help achieve its objectives	64%	-11%	78%
Senior leadership	Senior leaders support staff to work in an environment of change	73%	-11%	86%
Safety climate	All levels of my organisation are involved in the prevention of stress	42%	-10%	63%
Engagement	I feel a strong personal attachment to my organisation	61%	-8%	80%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	70%	-8%	94%
Workgroup support	People in my workgroup work together effectively to get the job done	85%	-6%	94%
Manager support	My manager provides me with enough support when I need it	79%	-5%	87%

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 'Equal employment opportunity', the 'You 2021' column shows 82% of your staff agreed with 'Disability is not a barrier to success in my organisation'.

The 'difference' column, shows that agreement for this question was 19 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Equal employment opportunity	Disability is not a barrier to success in my organisation	82%	+19%	63%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees with disability	76%	+14%	61%
Safe to speak up	I am confident that I would be protected from reprisal for reporting improper conduct	94%	+8%	86%
Equal employment opportunity	Age is not a barrier to success in my organisation	88%	+7%	81%
Equal employment opportunity	Gender is not a barrier to success in my organisation	91%	+6%	84%
Manager leadership	My manager treats employees with dignity and respect	100%	+5%	95%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	88%	+4%	84%
Safety climate	I feel culturally safe at work	94%	+3%	91%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different age groups	91%	+3%	88%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	88%	+3%	85%

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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 'Taking action', the 'You 2021' column shows 21% of your staff agreed with 'My organisation has taken positive action on the results of last year's survey'.

The 'difference' column, shows that agreement for this question was 41 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Taking action	My organisation has taken positive action on the results of last year's survey	21%	-41%	62%
Taking action	I believe my organisation will take positive action on the results of this year's survey	48%	-29%	77%
Learning and development	My organisation places a high priority on the learning and development of staff	48%	-25%	73%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	52%	-24%	76%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	70%	-24%	94%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	70%	-21%	91%
Safety climate	All levels of my organisation are involved in the prevention of stress	42%	-21%	63%
Engagement	I feel a strong personal attachment to my organisation	61%	-20%	80%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	70%	-19%	88%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	45%	-18%	64%

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Taking action

What this is

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

Why this is important

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

How to read this

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

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

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

Example

48% 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'.
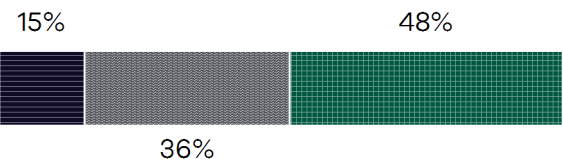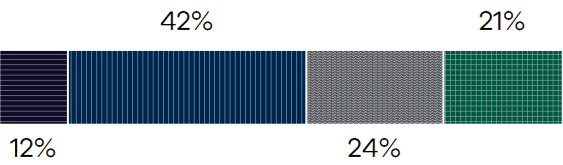
Survey question	Your results							

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

Survey question	Your results	Benchmark agree results — You			Benchmark agree results — Comparator		
		2019	**2020**	**2021**	**Lowest**	**Average**	**Highest**
I believe my organisation will take positive action on the results of this year's survey	15% / 36% / 48%	Not asked	Not asked	48 %	47 %	77 %	94 %
My organisation has taken positive action on the results of last year's survey	12% / 42% / 24% / 21%	Not asked	Not asked	21 %	35 %	62 %	76 %

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Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

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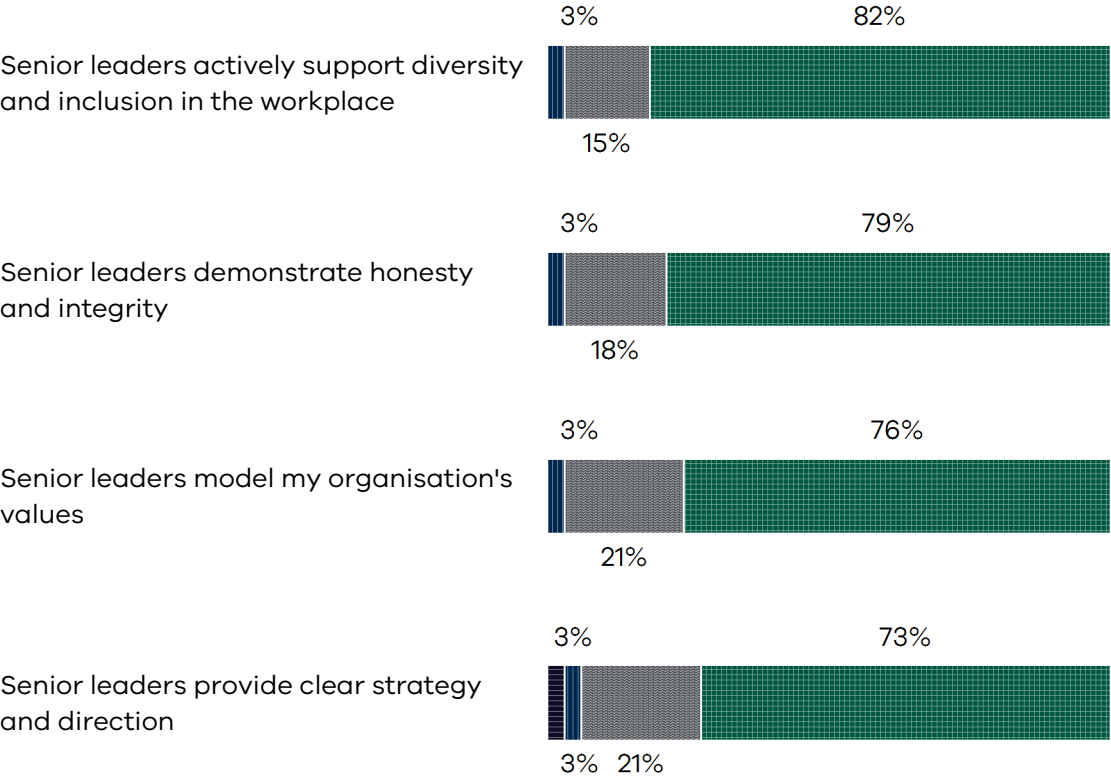
Example

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

Survey question / Your results / Benchmark agree results

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders actively support diversity and inclusion in the workplace	3% / 15% / 82%	79 %	Not asked	82 %	75 %	91 %	98 %
Senior leaders demonstrate honesty and integrity	3% / 18% / 79%	73 %	Not asked	79 %	79 %	91 %	100 %
Senior leaders model my organisation's values	3% / 21% / 76%	79 %	Not asked	76 %	71 %	90 %	100 %
Senior leaders provide clear strategy and direction	3% / 3% / 21% / 73%	79 %	75 %	73 %	57 %	84 %	96 %

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.

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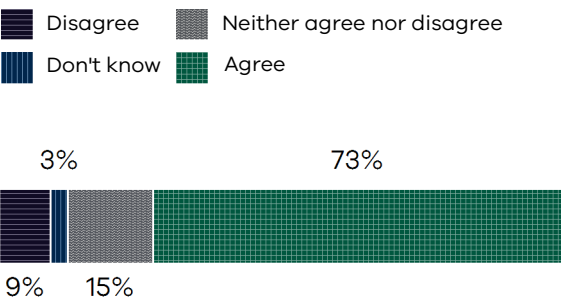
Example

73% 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

Benchmark agree results

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

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Senior leaders support staff to work in an environment of change	65 %	84 %	73 %	47 %	86 %	100 %

Your results bar: 9% Disagree, 3% Don't know, 15% Neither agree nor disagree, 73% Agree

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Organisational climate

What this is

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

Why this is important

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

How to read this

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

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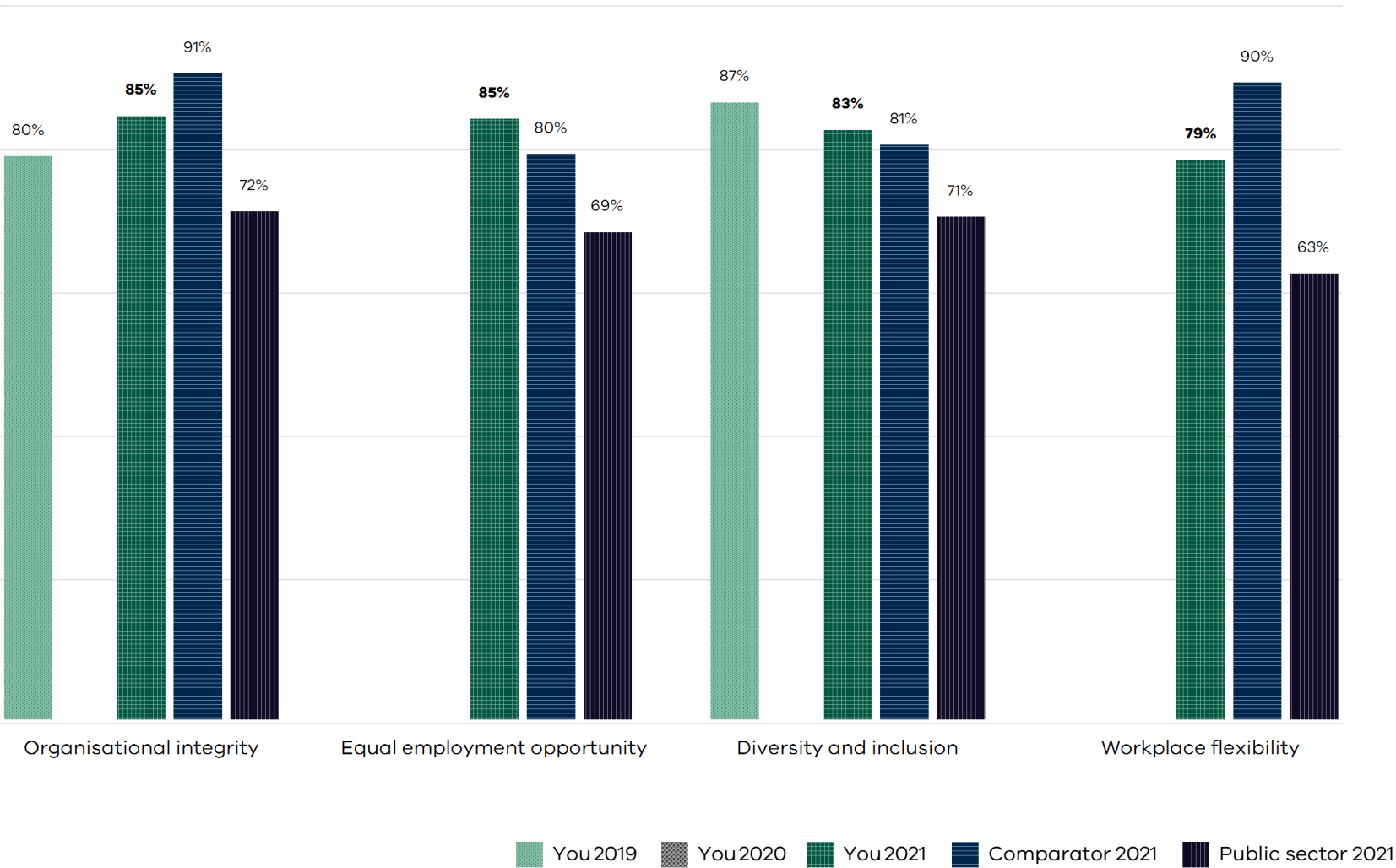
Example

In 2021:

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

Compared to:

- 91% of staff at your comparator and 72% of staff across the public sector.

Chart data:

Factor	You 2019	You 2021	Comparator 2021	Public sector 2021
Organisational integrity	80%	85%	91%	72%
Equal employment opportunity		85%	80%	69%
Diversity and inclusion	87%	83%	81%	71%
Workplace flexibility		79%	90%	63%

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

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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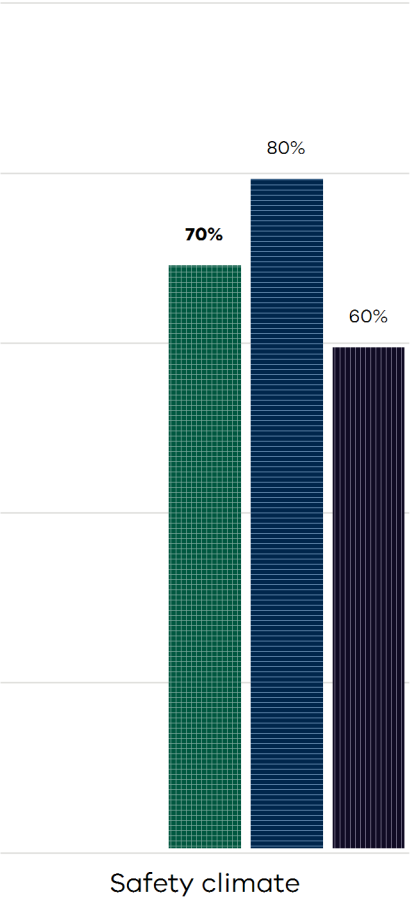
Example

In 2021:

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

Compared to:

- 80% of staff at your comparator and 60% of staff across the public sector.

Safety climate

You 2019　You 2020　You 2021　Comparator 2021　Public sector 2021

Organisational climate

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.
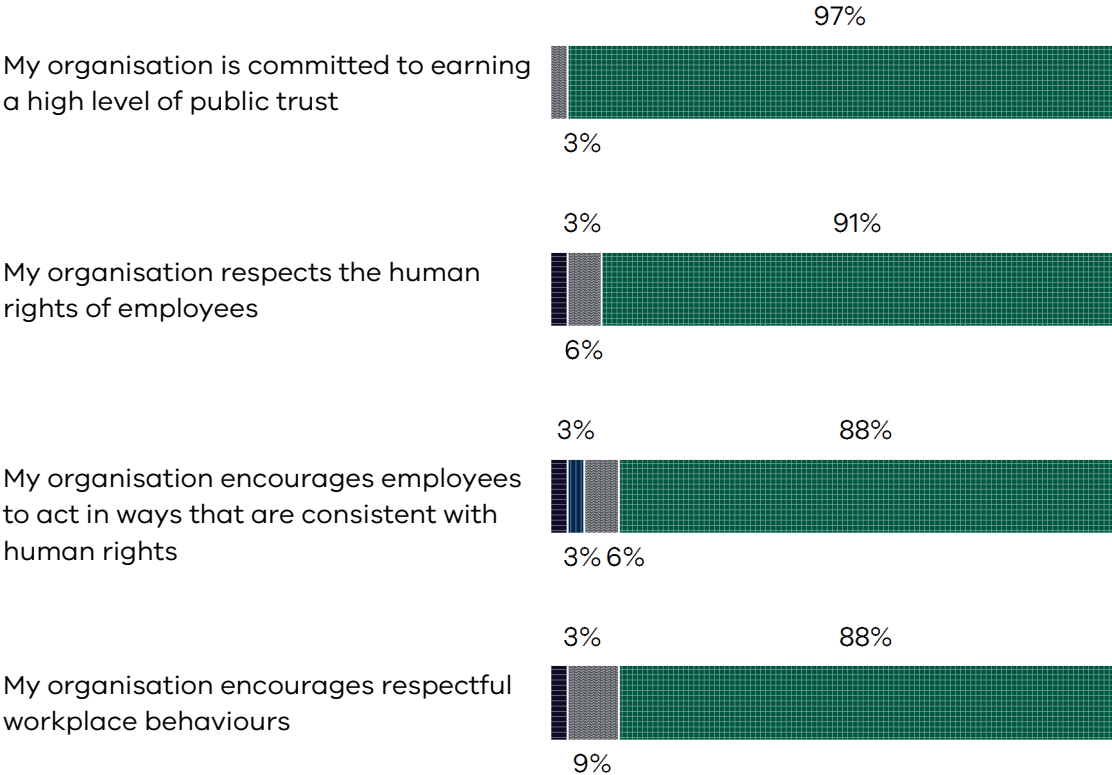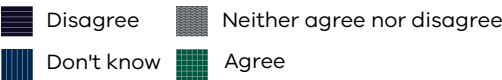
Example

97% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question | Your results | Benchmark agree results

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation is committed to earning a high level of public trust	97% agree, 3%	87 %	Not asked	97 %	89 %	97 %	100 %
My organisation respects the human rights of employees	91% agree, 3%, 6%	90 %	Not asked	91 %	86 %	96 %	100 %
My organisation encourages employees to act in ways that are consistent with human rights	88% agree, 3%, 3% 6%	88 %	Not asked	88 %	88 %	94 %	100 %
My organisation encourages respectful workplace behaviours	88% agree, 3%, 9%	83 %	Not asked	88 %	88 %	96 %	100 %

Organisational climate

Organisational integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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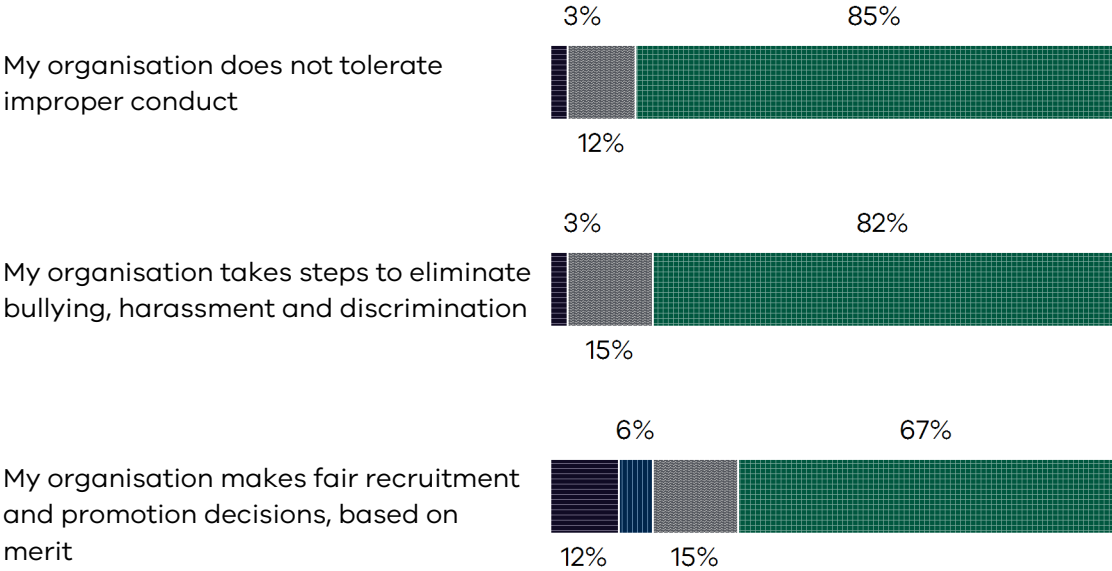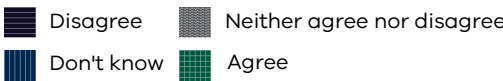
Example

85% 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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation does not tolerate improper conduct	3% / 85% / 12%	81 %	Not asked	85 %	71 %	89 %	100 %
My organisation takes steps to eliminate bullying, harassment and discrimination	3% / 82% / 15%	75 %	Not asked	82 %	76 %	89 %	96 %
My organisation makes fair recruitment and promotion decisions, based on merit	6% / 67% / 12% / 15%	54 %	Not asked	67 %	65 %	77 %	94 %

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.
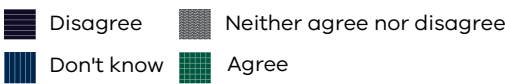
Example

94% of your staff who did the survey agreed or strongly agreed with 'I have the flexibility I need to manage my work and non-work activities and responsibilities'.
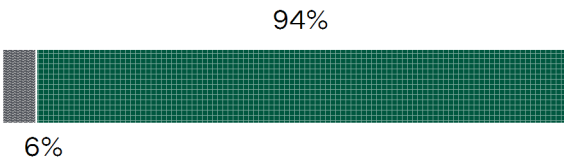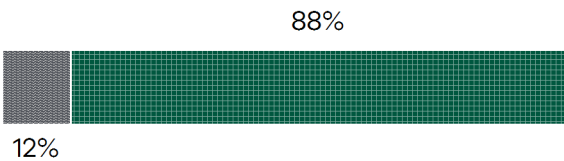
Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I have the flexibility I need to manage my work and non-work activities and responsibilities	94% / 6%	Not asked	Not asked	94 %	76 %	92 %	100 %
My organisation supports employees with family or other caring responsibilities, regardless of gender	88% / 12%	Not asked	Not asked	88 %	82 %	94 %	100 %
There is a positive culture within my organisation in relation to employees who have family responsibilities	3% / 88% / 3% 6%	Not asked	Not asked	88 %	82 %	93 %	100 %
Having family responsibilities is not a barrier to success in my organisation	9% / 79% / 12%	Not asked	Not asked	79 %	75 %	86 %	100 %
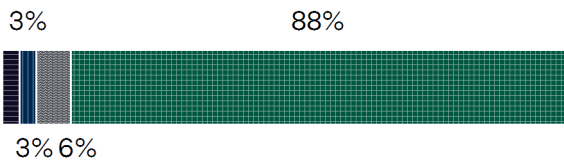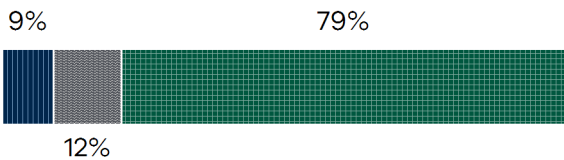
Legend: Disagree, Don't know, Neither agree nor disagree, Agree

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.
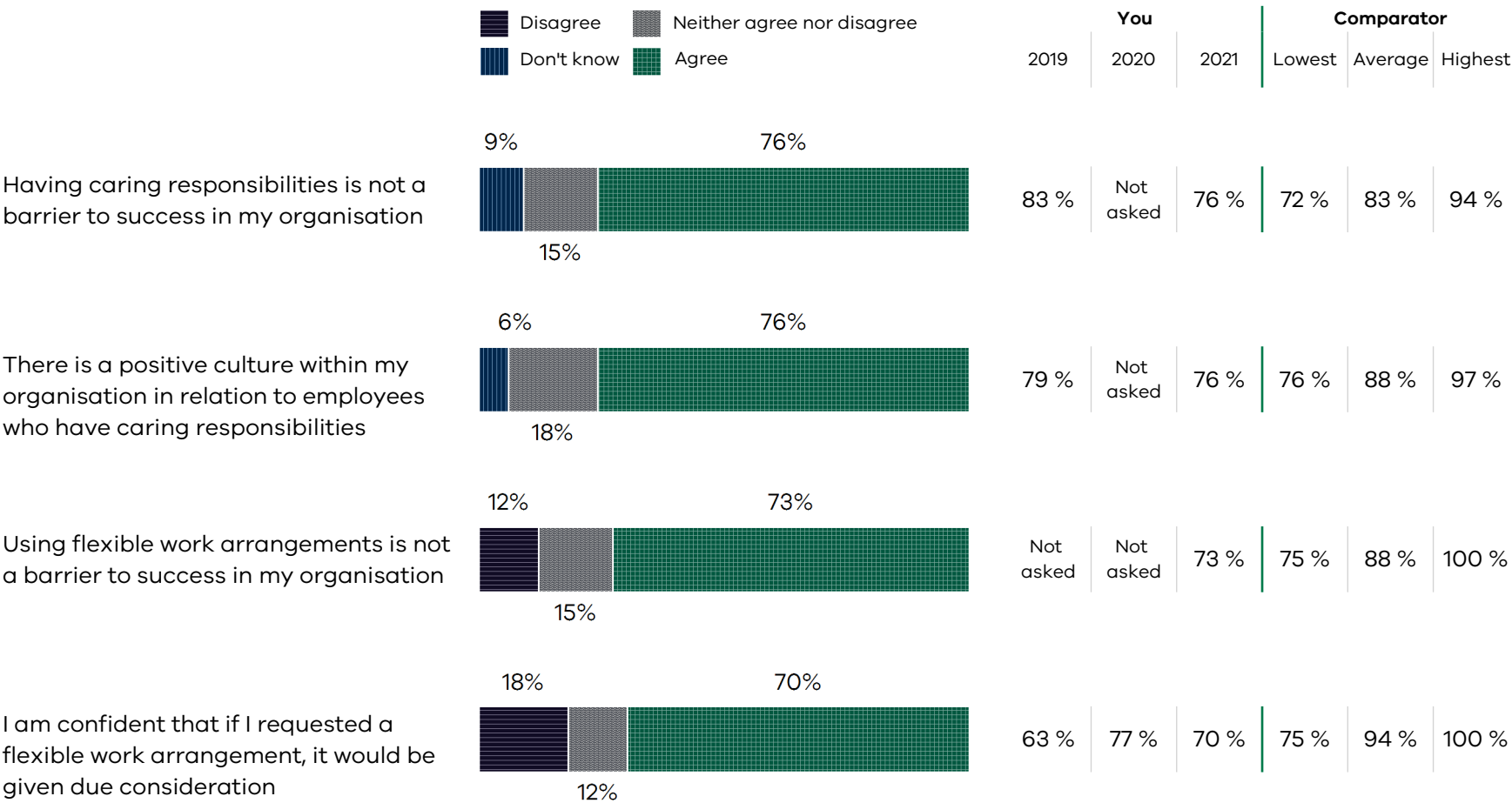
Example

76% of your staff who did the survey agreed or strongly agreed with 'Having caring responsibilities is not a barrier to success in my organisation'.

Survey question	Your results	Benchmark agree results

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Having caring responsibilities is not a barrier to success in my organisation	9% / 15% / 76%	83 %	Not asked	76 %	72 %	83 %	94 %
There is a positive culture within my organisation in relation to employees who have caring responsibilities	6% / 18% / 76%	79 %	Not asked	76 %	76 %	88 %	97 %
Using flexible work arrangements is not a barrier to success in my organisation	12% / 15% / 73%	Not asked	Not asked	73 %	75 %	88 %	100 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	18% / 12% / 70%	63 %	77 %	70 %	75 %	94 %	100 %

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.
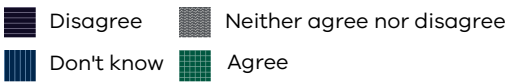
Example

70% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who use flexible work arrangements'.

Survey question

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

Your results

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

3%   70%

9%   18%
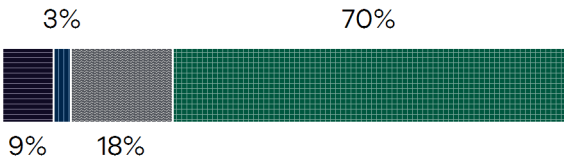
Benchmark agree results

	You			Comparator		
2019	2020	2021		Lowest	Average	Highest
71 %	Not asked	70 %		81 %	91 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Workplace flexibility 4 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

The table shows you what flexible work arrangements staff use.

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

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

Example

48% of staff who did the survey said the flexible work arrangement they used was 'Flexible start and finish times'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
Flexible start and finish times	48%	60%	23%
No, I do not use any flexible work arrangements	36%	13%	38%
Working from an alternative location (e.g. home, hub/shared work space)	18%	56%	24%
Part-time	9%	25%	19%
Using leave to work flexible hours	6%	14%	8%
Working more hours over fewer days	6%	7%	6%

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.
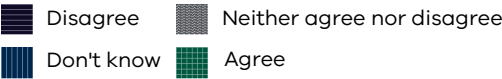
Example

91% of your staff who did the survey agreed or strongly agreed with 'Gender is not a barrier to success in my organisation'.
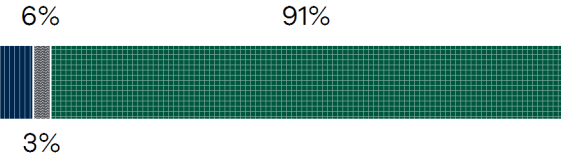
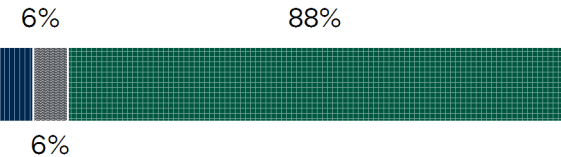Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Gender is not a barrier to success in my organisation (6%, 91%, 3%)	Not asked	Not asked	91 %	71 %	84 %	97 %
Age is not a barrier to success in my organisation (6%, 88%, 6%)	88 %	Not asked	88 %	68 %	81 %	90 %
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation (6%, 85%, 3% 6%)	Not asked	Not asked	85 %	75 %	86 %	96 %
Cultural background is not a barrier to success in my organisation (3%, 85%, 3% 9%)	83 %	Not asked	85 %	61 %	83 %	94 %
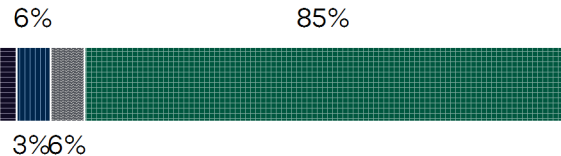
Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Equal employment opportunity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

82% of your staff who did the survey agreed or strongly agreed with 'Disability is not a barrier to success in my organisation'.

Survey question

Your results

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

Benchmark agree results

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Disability is not a barrier to success in my organisation	12% / 6% / 82%	90 %	Not asked	82 %	54 %	63 %	84 %
Sexual orientation is not a barrier to success in my organisation	15% / 6% / 79%	79 %	Not asked	79 %	61 %	83 %	96 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Psychosocial and physical safety climate question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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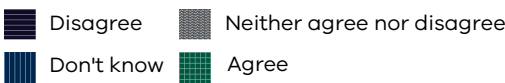
Survey question	Your results					

Legend: Disagree, Don't know, Neither agree nor disagree, Agree
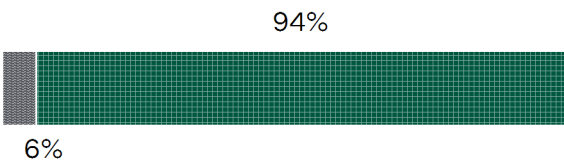
	You			Comparator		
Survey question	2019	2020	2021	Lowest	Average	Highest
My organisation provides a physically safe work environment — 100%	Not asked	Not asked	100 %	86 %	98 %	100 %
I feel culturally safe at work — 94%, 6%	Not asked	Not asked	94 %	76 %	91 %	100 %
My organisation consults employees on health and safety matters — 6%, 85%, 9%	85 %	Not asked	85 %	75 %	93 %	100 %
Senior leaders consider the psychological health of employees to be as important as productivity — 9%, 64%, 27%	56 %	80 %	64 %	59 %	77 %	100 %

Victorian Public Sector Commission — Victoria State Government

Organisational climate

Psychosocial and physical safety climate question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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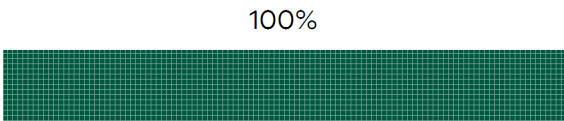
Example

61% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.
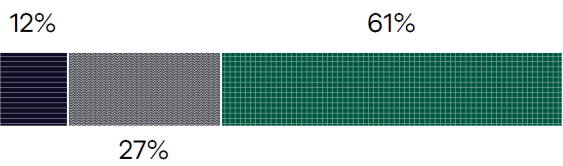
Survey question	Your results		You			Comparator		
			2019	2020	2021	Lowest	Average	Highest
In my workplace, there is good communication about psychological safety issues that affect me	12% / 27% / 61%		60 %	61 %	61 %	46 %	70 %	90 %
My organisation has effective procedures in place to support employees who may experience stress	12% / 3% / 24% / 61%		73 %	59 %	61 %	41 %	71 %	97 %
Senior leaders show support for stress prevention through involvement and commitment	12% / 36% / 52%		52 %	66 %	52 %	53 %	76 %	100 %
All levels of my organisation are involved in the prevention of stress	18% / 39% / 42%		52 %	52 %	42 %	39 %	63 %	90 %
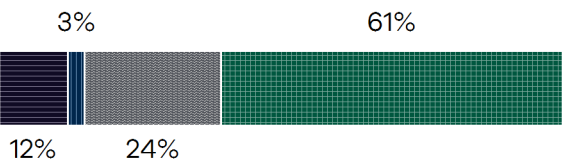
Legend: Disagree · Don't know · Neither agree nor disagree · Agree
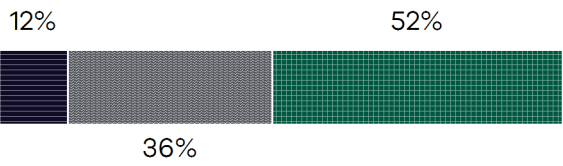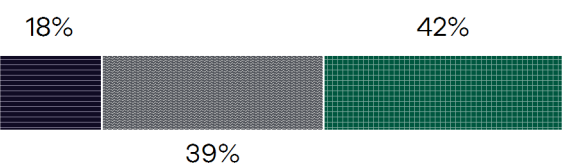
Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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

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

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

How to interpret your score

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

A score of:

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

Adverse outcomes can include:

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

Benchmark results
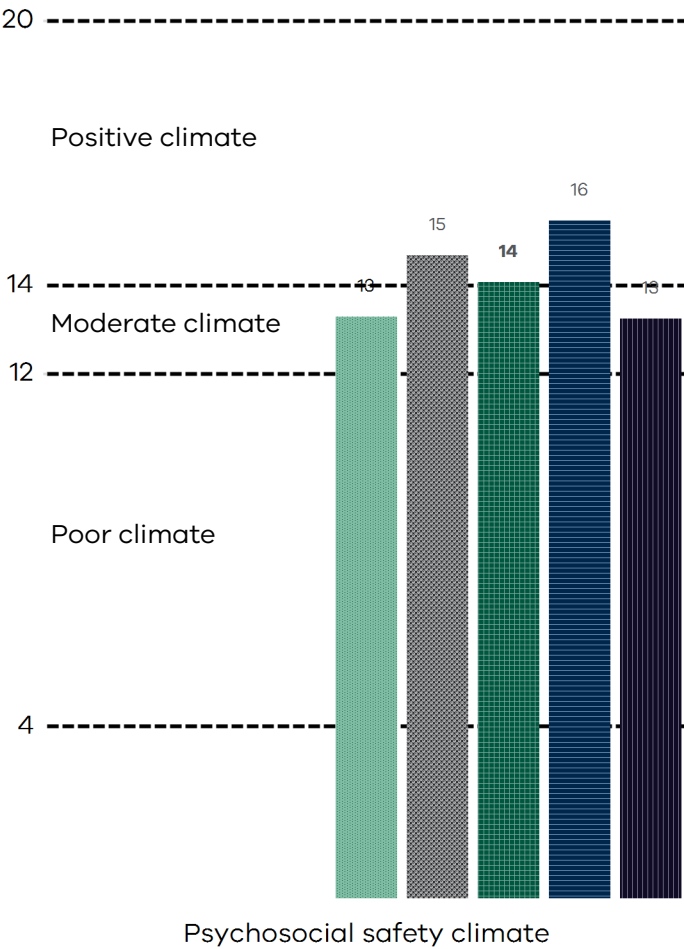
Psychosocial safety climate

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

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 of different age groups'.

Survey question	Your results						

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

Benchmark agree results

	You			Comparator		
Survey question	2019	2020	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees of different age groups (3% / 6% / 91%)	90 %	Not asked	91 %	71 %	88 %	100 %
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds (6% / 6% / 88%)	92 %	Not asked	88 %	71 %	85 %	100 %
There is a positive culture within my organisation in relation to employees of different sexes/genders (12% / 88%)	90 %	Not asked	88 %	75 %	89 %	100 %
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander (3% / 3% / 6% / 88%)	94 %	Not asked	88 %	76 %	90 %	100 %

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Organisational climate

Diversity and inclusion 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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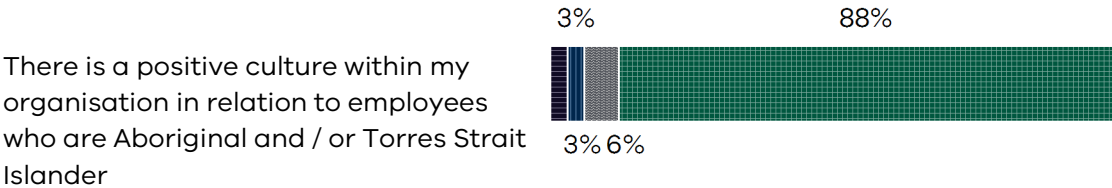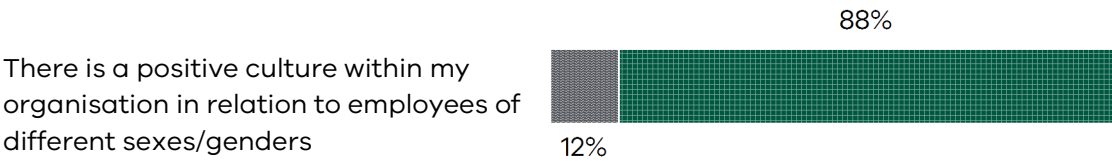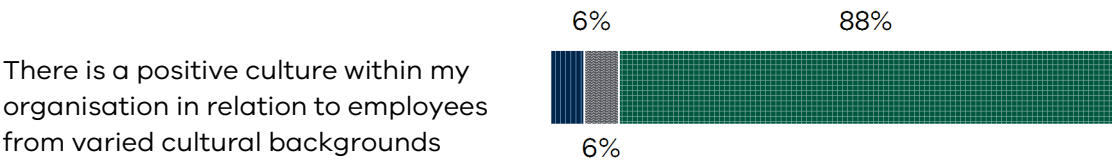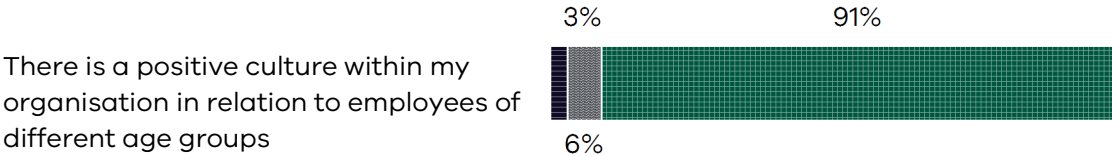
Example

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 with disability'.

Survey question	Your results	Benchmark agree results

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

	You			Comparator		
Survey question	2019	2020	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees with disability	88 %	Not asked	76 %	44 %	61 %	90 %
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	67 %	Not asked	70 %	47 %	74 %	87 %

Your results — There is a positive culture within my organisation in relation to employees with disability: Disagree 12%, Neither agree nor disagree 12%, Agree 76%

Your results — There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+: Disagree 21%, Neither agree nor disagree 9%, Agree 70%

Victorian Public Sector Commission

VICTORIA State Government
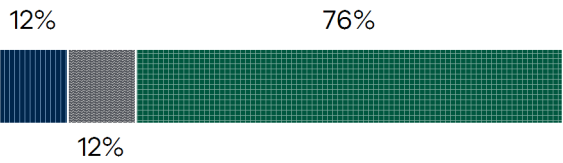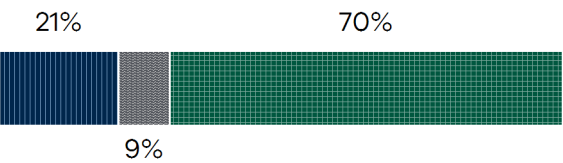
Organisational climate

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

97% 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					

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
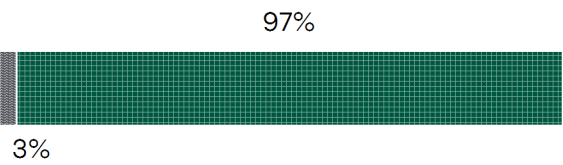
	Your results	You			Comparator		
Survey question		2019	2020	2021	Lowest	Average	Highest
My organisation uses inclusive and respectful images and language	3% / 97%	Not asked	Not asked	97 %	88 %	94 %	97 %
In my workgroup work is allocated fairly, regardless of gender	3% / 6% / 91%	Not asked	Not asked	91 %	82 %	91 %	100 %
My organisation would support me if I needed to take family violence leave	6% / 6% / 88%	Not asked	Not asked	88 %	82 %	93 %	100 %
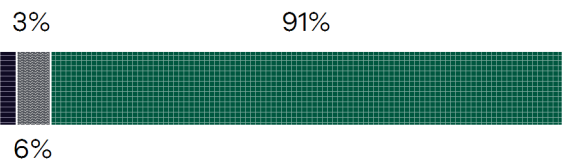
People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

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

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

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

Workgroup climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 87% of your staff who did the survey responded positively to questions about .

Compared to:

- 94% of staff at your comparator and 80% of staff across the public sector.

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

Quality service delivery: 88%, 87%, 94%, 80%
Workgroup support: 83%, 91%, 76%
Innovation: 75%, 76%, 86%, 68%
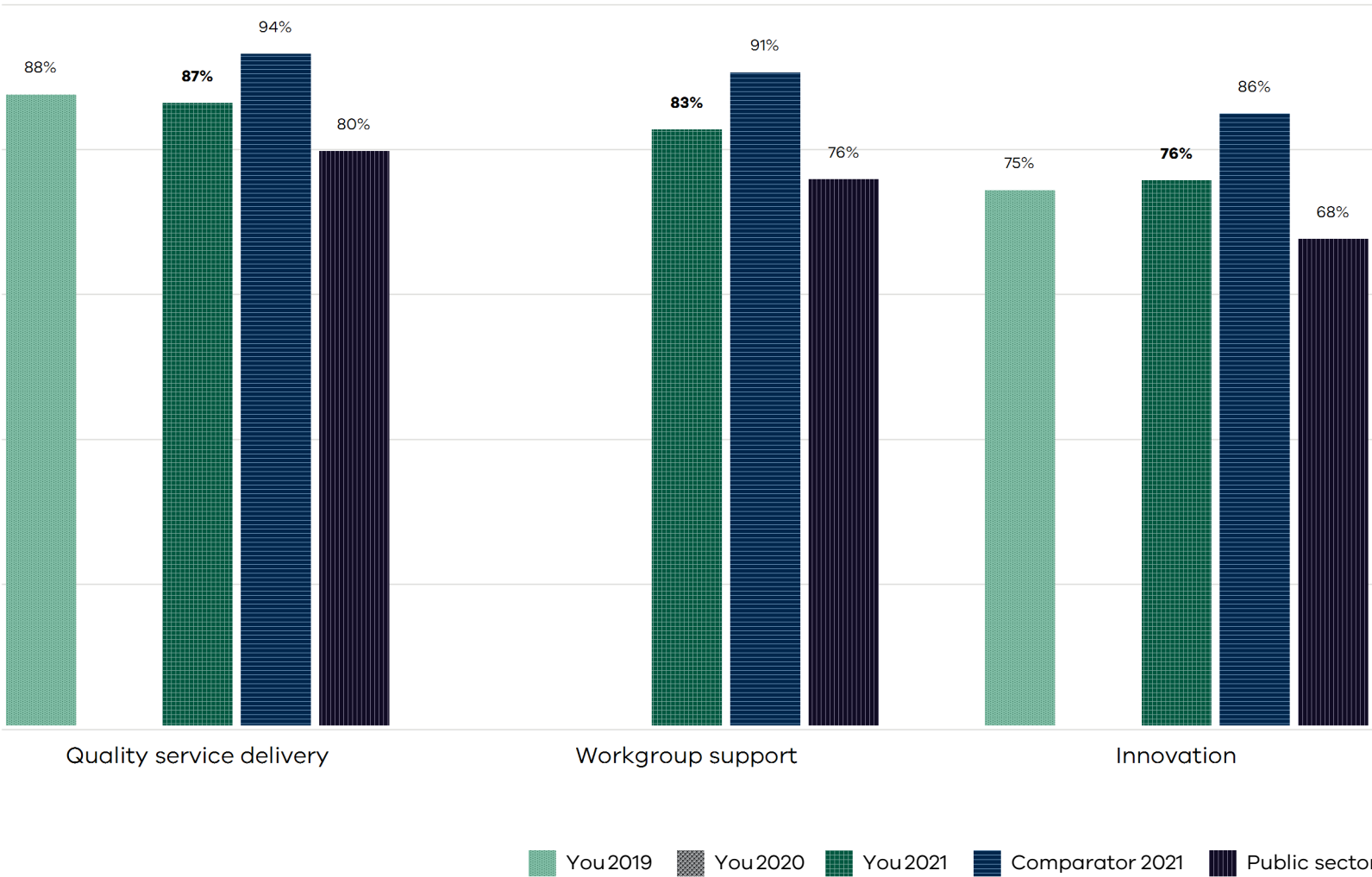
Workgroup climate

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

91% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

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

Survey question	Your results	2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup strives to deliver services in a timely manner	3% / 6% Disagree, 91% Agree	92 %	Not asked	91 %	94 %	99 %	100 %
My workgroup strives to provide high quality advice and services	3% / 6%, 91% Agree	92 %	Not asked	91 %	94 %	99 %	100 %
My workgroup values human rights	9%, 91% Agree	90 %	Not asked	91 %	93 %	96 %	100 %
My workgroup focuses on making decisions informed by all relevant facts	3% / 3% / 9%, 85% Agree	87 %	Not asked	85 %	71 %	93 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Quality service delivery 2 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

85% of your staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My workgroup places a priority on acting fairly and without bias	6% / 85% / 9%	83 %	Not asked	85 %	65 %	90 %	100 %
My workgroup strives to make the best use of its resources	6% / 85% / 9%	90 %	Not asked	85 %	83 %	91 %	100 %
My workgroup has clear lines of responsibility	3% / 82% / 6% 9%	83 %	Not asked	82 %	71 %	89 %	100 %

Workgroup climate

Innovation 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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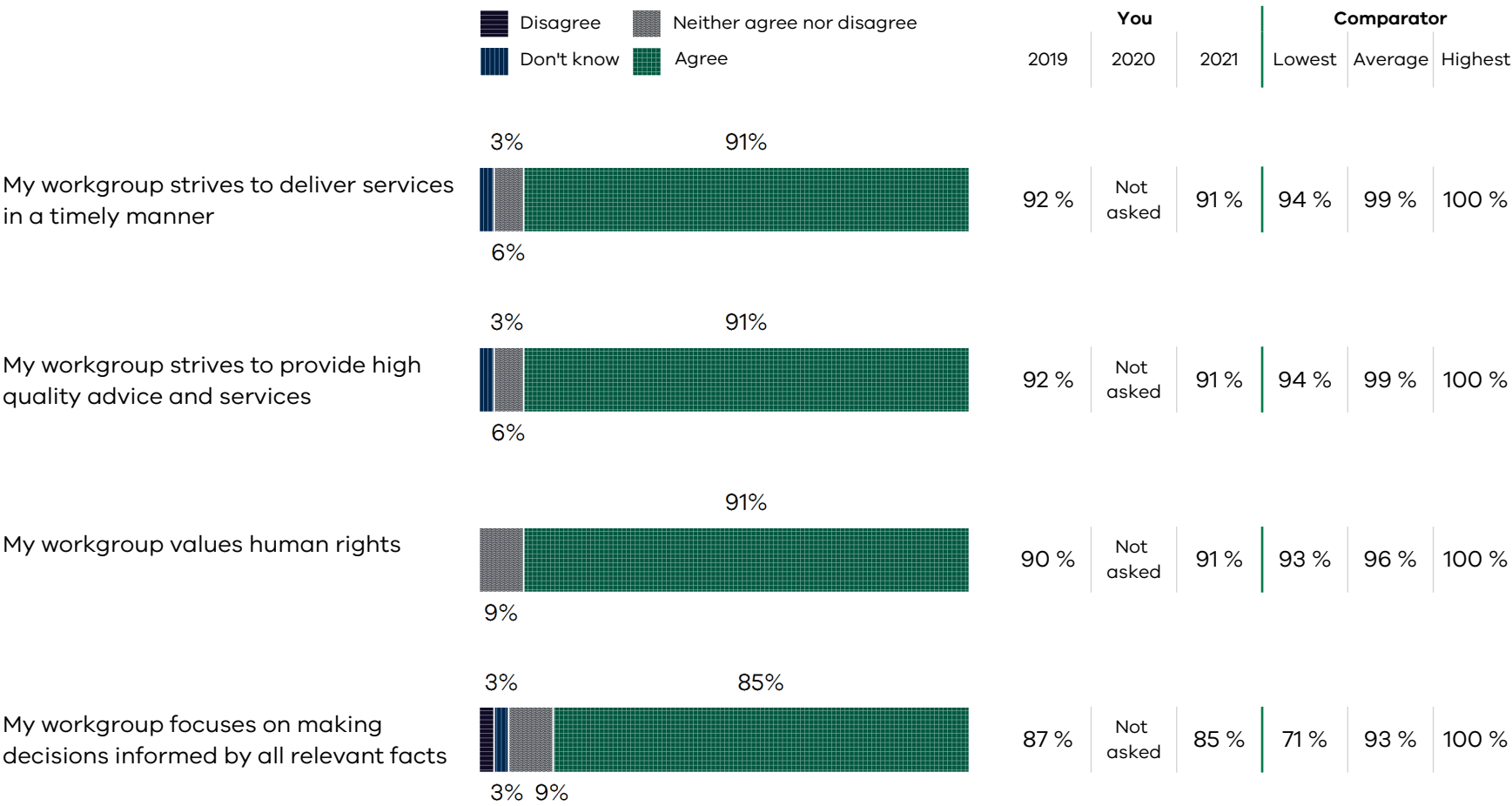
Example

91% 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

Survey question		You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes (3% / 91% / 6%)	92 %	Not asked	91 %	94 %	98 %	100 %
My workgroup is quick to respond to opportunities to do things better (3% / 79% / 3% / 15%)	77 %	Not asked	79 %	67 %	86 %	100 %
My workgroup learns from failures and mistakes (3% / 73% / 24%)	77 %	Not asked	73 %	71 %	86 %	100 %
My workgroup encourages employee creativity (3% / 70% / 12% / 15%)	63 %	Not asked	70 %	64 %	81 %	97 %

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.
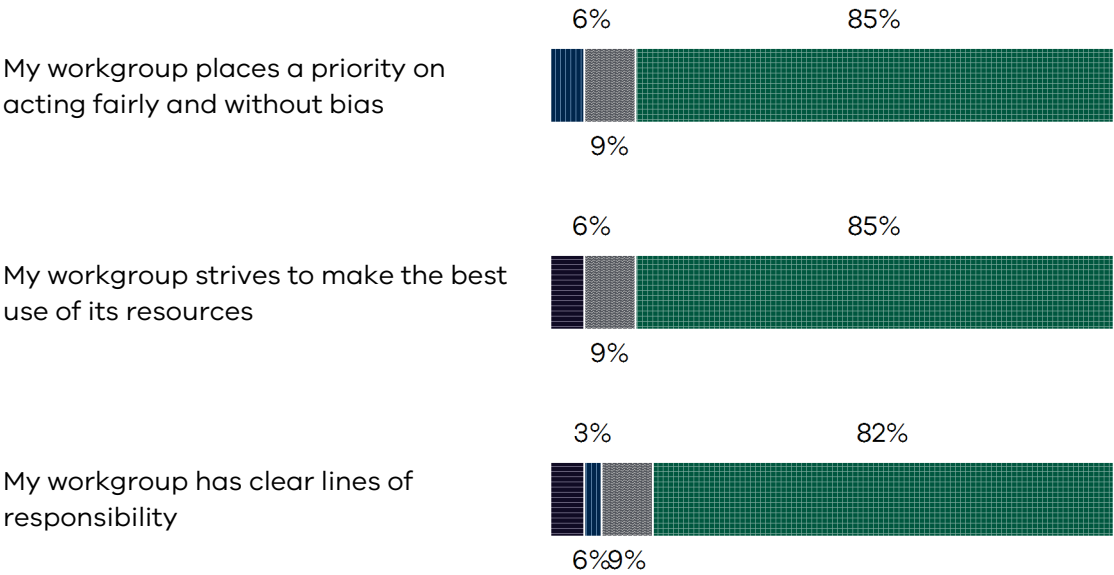
Example

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

Survey question	Your results	Benchmark agree results

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

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My workgroup takes reasonable risks to improve its services	65 %	Not asked	70 %	57 %	77 %	96 %

Your results for "My workgroup takes reasonable risks to improve its services": Disagree 3%, Don't know 3%, Neither agree nor disagree 24%, Agree 70%

Workgroup climate

Workgroup support 1 of 3

What this is

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

Why this is important

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

How to read this

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

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

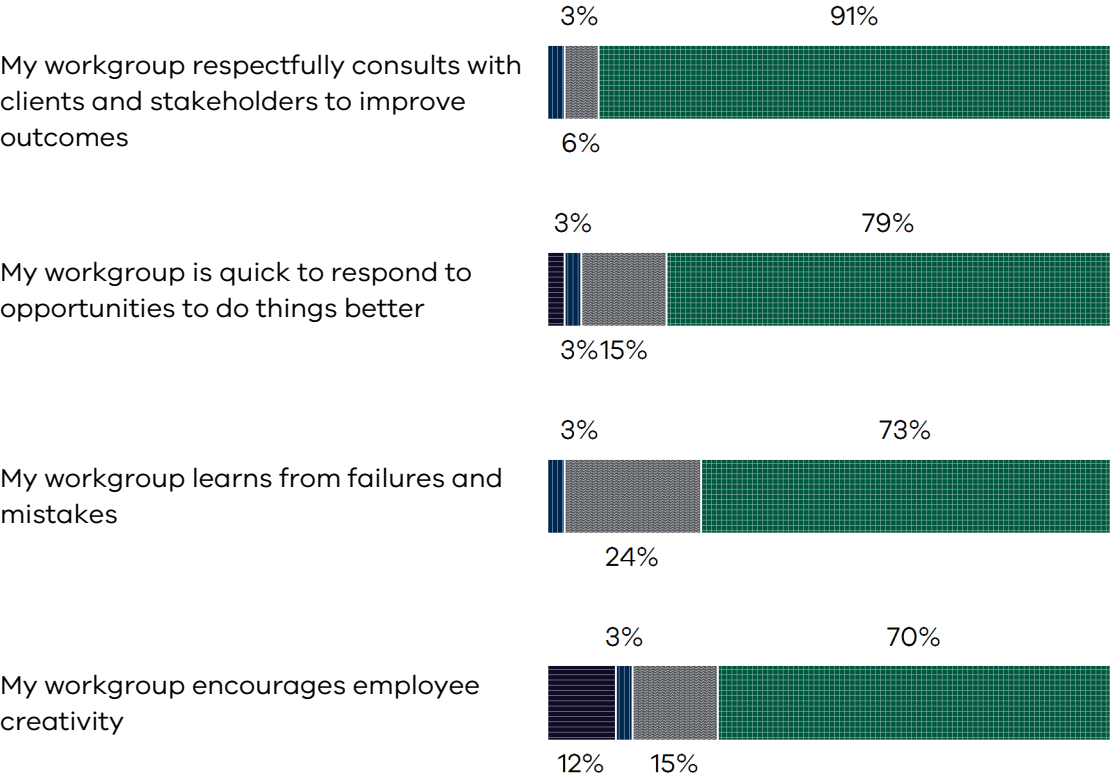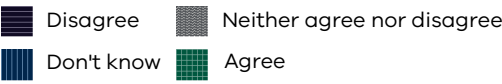Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

94% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others in my workgroup'.

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
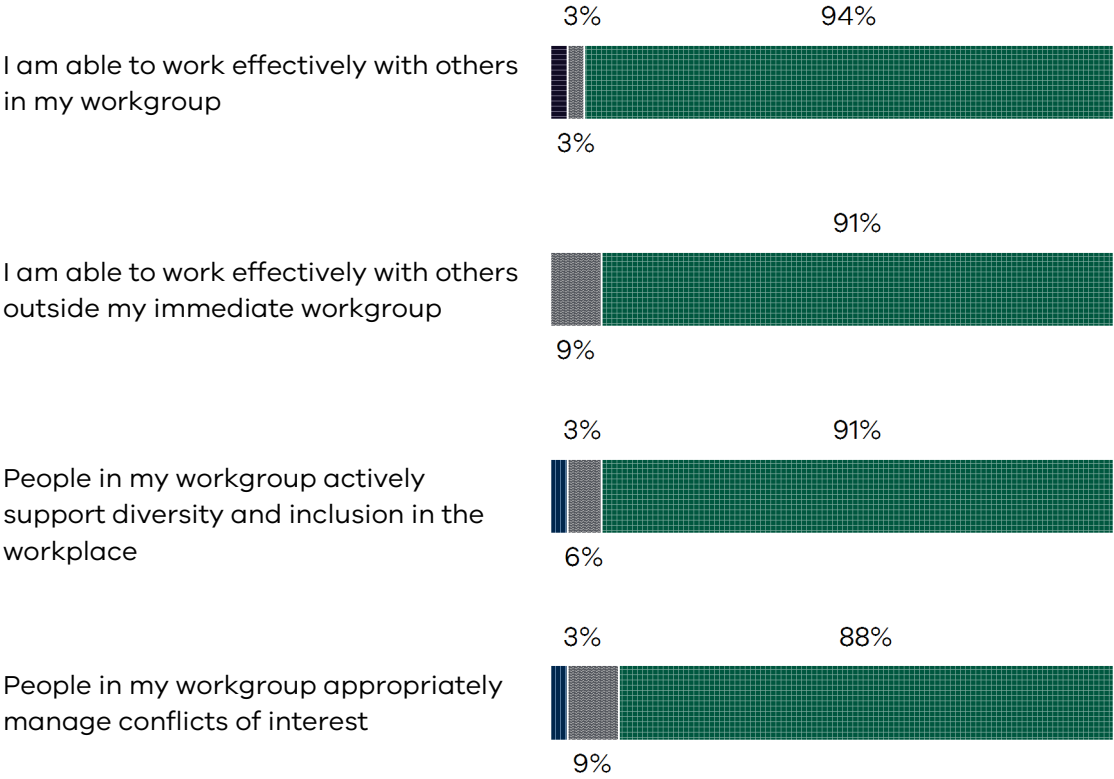
Survey question	Your results	2019	You 2020	2021	Comparator Lowest	Average	Highest
I am able to work effectively with others in my workgroup	3% / 94% / 3%	Not asked	98 %	94 %	92 %	98 %	100 %
I am able to work effectively with others outside my immediate workgroup	91% / 9%	Not asked	86 %	91 %	82 %	94 %	100 %
People in my workgroup actively support diversity and inclusion in the workplace	3% / 91% / 6%	88 %	Not asked	91 %	88 %	94 %	100 %
People in my workgroup appropriately manage conflicts of interest	3% / 88% / 9%	85 %	Not asked	88 %	86 %	90 %	100 %

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.

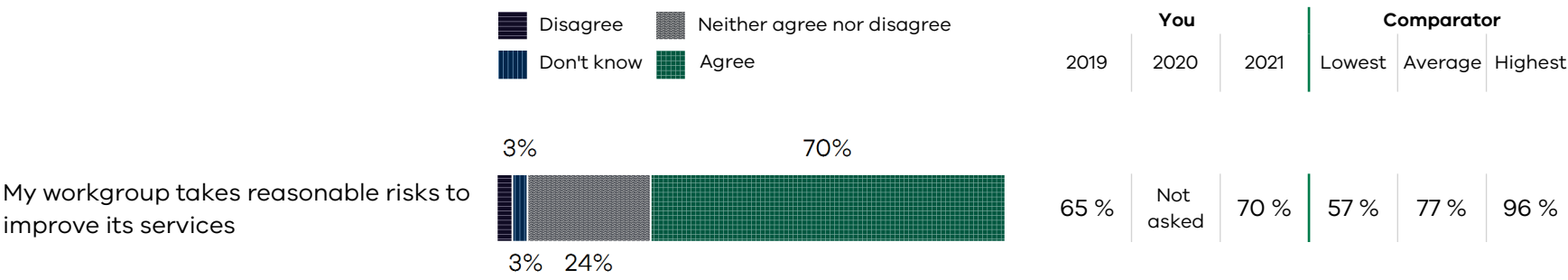Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

88% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

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

Survey question	Your results (Disagree / Neither / Agree)	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup are politically impartial in their work	6% / 6% / 88%	92 %	Not asked	88 %	82 %	90 %	100 %
People in my workgroup work together effectively to get the job done	3% / 3% 9% / 85%	88 %	91 %	85 %	88 %	94 %	100 %
People in my workgroup are honest, open and transparent in their dealings	6% / 12% / 82%	77 %	Not asked	82 %	82 %	92 %	100 %
People in my workgroup treat each other with respect	3% / 15% / 82%	87 %	100 %	82 %	88 %	96 %	100 %

Workgroup climate

Workgroup support 3 of 3

What this is

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

Why this is important

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

How to read this

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

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

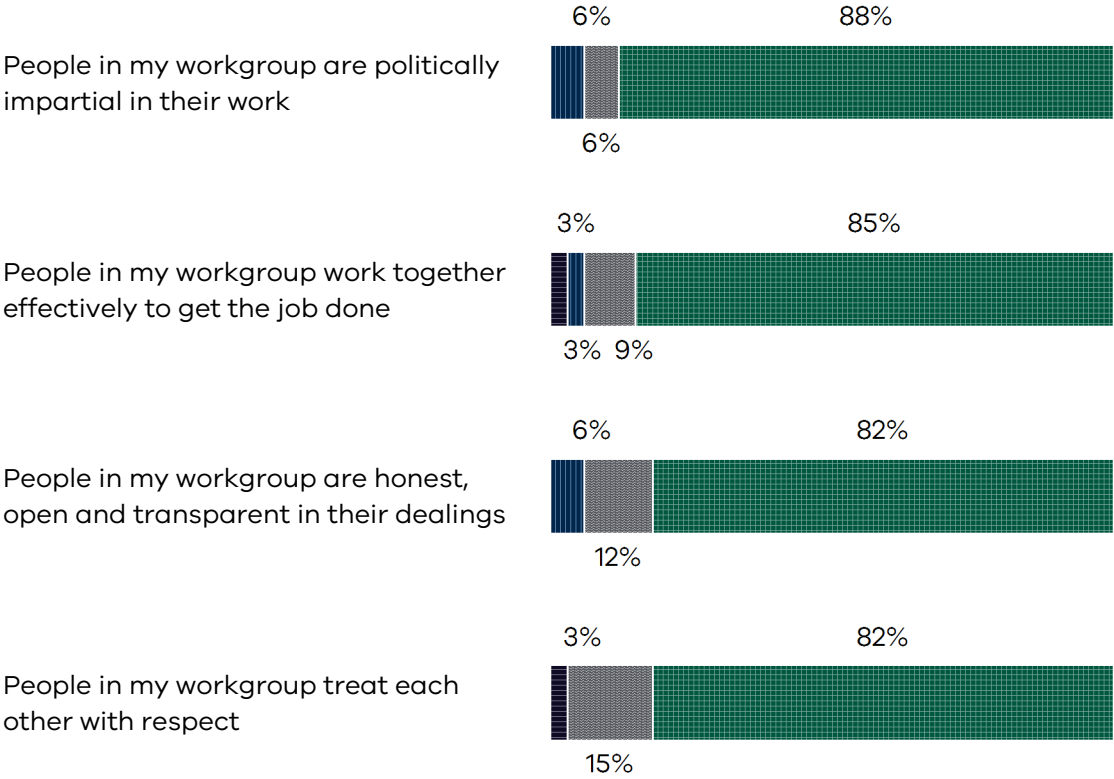Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

70% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup regularly reach out to support me and my wellbeing'.

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

Survey question		You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
People in my workgroup regularly reach out to support me and my wellbeing	Not asked	73 %	70 %	82 %	87 %	100 %
Workgroups across my organisation willingly share information with each other	63 %	64 %	64 %	65 %	77 %	94 %

People in my workgroup regularly reach out to support me and my wellbeing: Disagree 6%, Neither agree nor disagree 24%, Agree 70%

Workgroups across my organisation willingly share information with each other: Disagree 15%, Don't know 3%, Neither agree nor disagree 18%, Agree 64%

Victorian Public Sector Commission

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People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

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:

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

Compared to:

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

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

Factor	You 2019	You 2020	You 2021	Comparator 2021	Public sector 2021
Manager leadership	87%		95%	95%	84%
Meaningful work		85%	89%	89%	84%
Safe to speak up			83%	87%	67%
Job enrichment			80%	88%	77%

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.

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

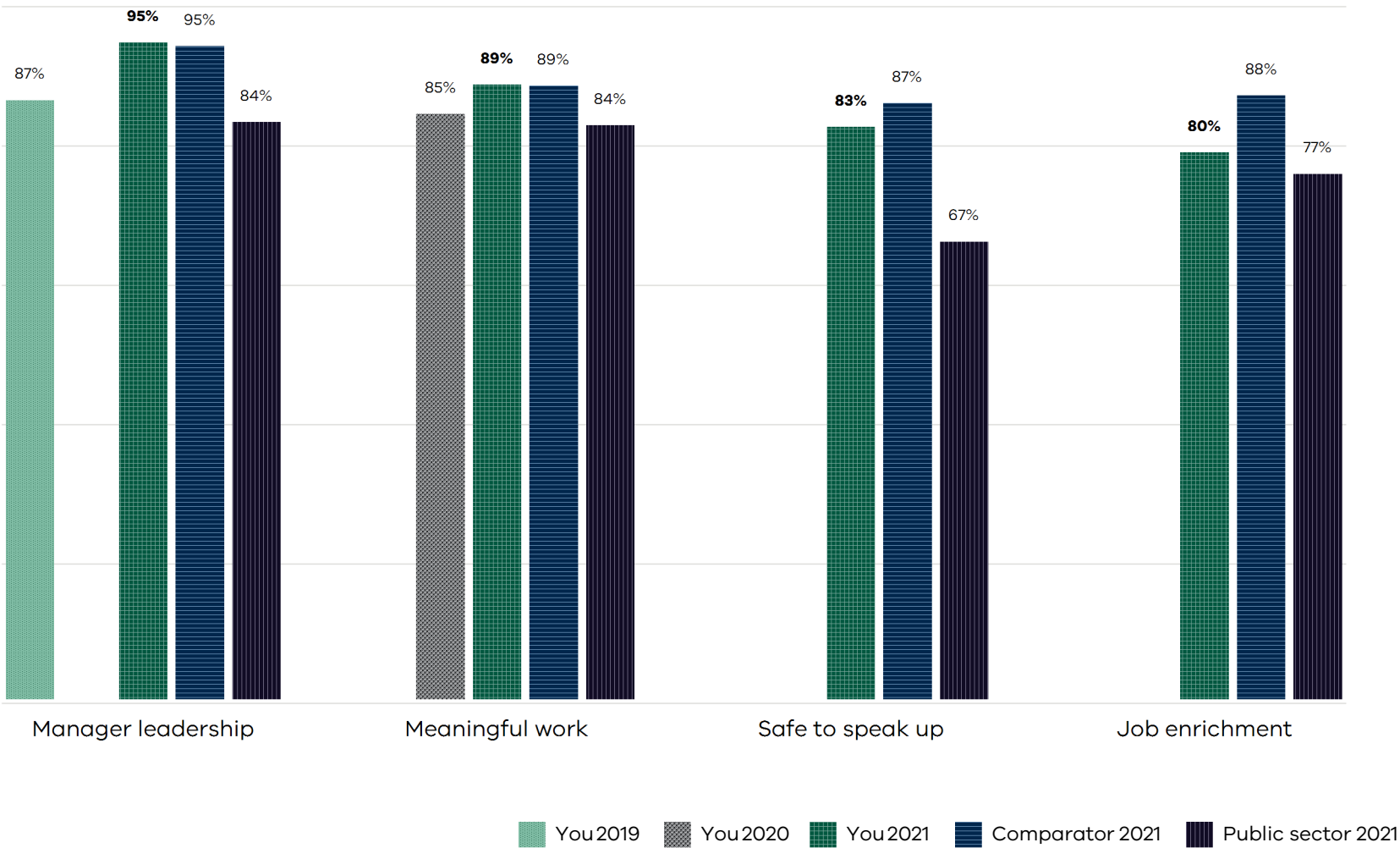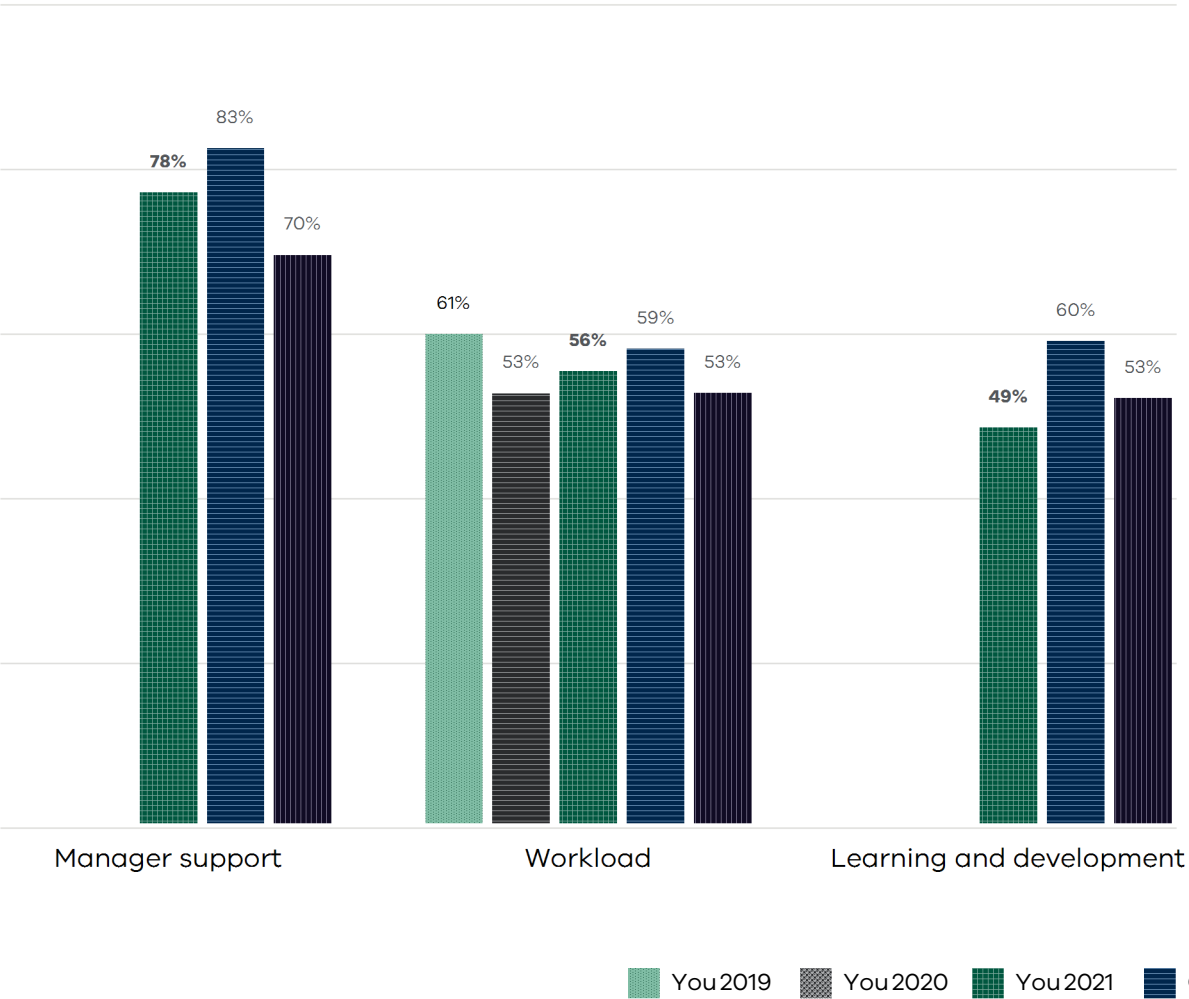## Example

In 2021:

• 78% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

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

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

Manager support: 78%, 83%, 70%

Workload: 61%, 53%, 56%, 59%, 53%

Learning and development: 49%, 60%, 53%

Job and manager factors

Manager leadership 1 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

100% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect	100%	83 %	Not asked	100 %	82 %	95 %	100 %
My manager ensures clients receive a high standard of service	97% / 3%	87 %	Not asked	97 %	88 %	95 %	100 %
My manager is committed to workplace safety	97% / 3%	98 %	Not asked	97 %	88 %	96 %	100 %
My manager demonstrates honesty and integrity	94% / 6%	87 %	Not asked	94 %	88 %	96 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

What this is

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Great managers can foster the right environment for staff engagement.

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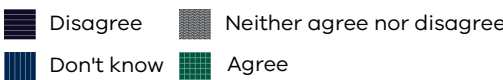
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

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 | Benchmark agree results |

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
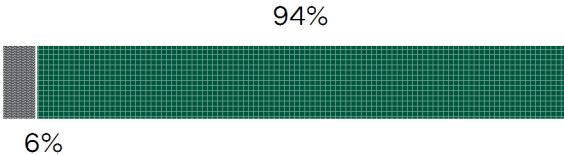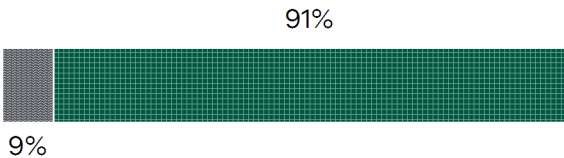
Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager works effectively with people from diverse backgrounds	94% (6%)	83 %	Not asked	94 %	88 %	95 %	100 %
My manager models my organisation's values	91% (9%)	87 %	Not asked	91 %	79 %	92 %	100 %

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

88% of your staff who did the survey agreed or strongly agreed with 'My manager encourages and supports my participation in learning and development opportunities'.

Survey question

Your results

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

Benchmark agree results
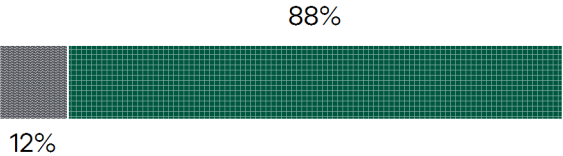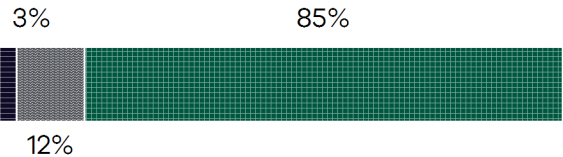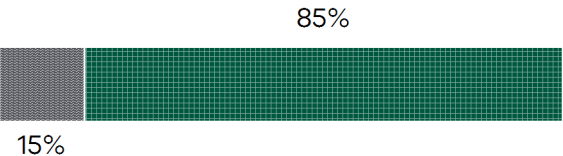
Survey question		You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My manager encourages and supports my participation in learning and development opportunities (88%, 12%)	87 %	Not asked	88 %	71 %	86 %	100 %
My manager involves me in decisions about my work (85%, 3%, 12%)	81 %	80 %	85 %	71 %	89 %	100 %
My manager listens to what I have to say (85%, 15%)	88 %	89 %	85 %	82 %	92 %	100 %
I would be confident in approaching my manager to discuss concerns and grievances (82%, 18%)	85 %	Not asked	82 %	76 %	92 %	100 %
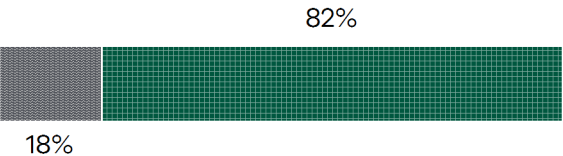
Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Manager support 2 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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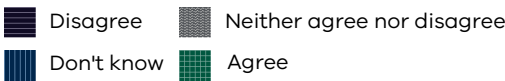
Example

82% of your staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.

Survey question	Your results						

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

Benchmark agree results

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My manager keeps me informed about what's going on	12% / 6% / 82%	75 %	82 %	82 %	65 %	87 %	100 %
My manager provides me with enough support when I need it	3% / 18% / 79%	Not asked	84 %	79 %	69 %	87 %	100 %
My manager provides feedback to me in a way that helps me improve my performance	3% / 21% / 76%	85 %	73 %	76 %	58 %	77 %	97 %
I receive adequate recognition for my contributions and accomplishments	9% / 21% / 70%	73 %	Not asked	70 %	43 %	73 %	100 %

Job and manager factors

Manager support 3 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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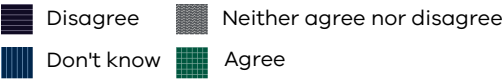
Example

55% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

| Survey question | Your results | Benchmark agree results |

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

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

Survey question	15% / 30% / 55%	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager has regular conversations with me about my learning and development	15% / 30% / 55%	Not asked	Not asked	55 %	55 %	65 %	88 %

Victorian Public Sector Commission

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Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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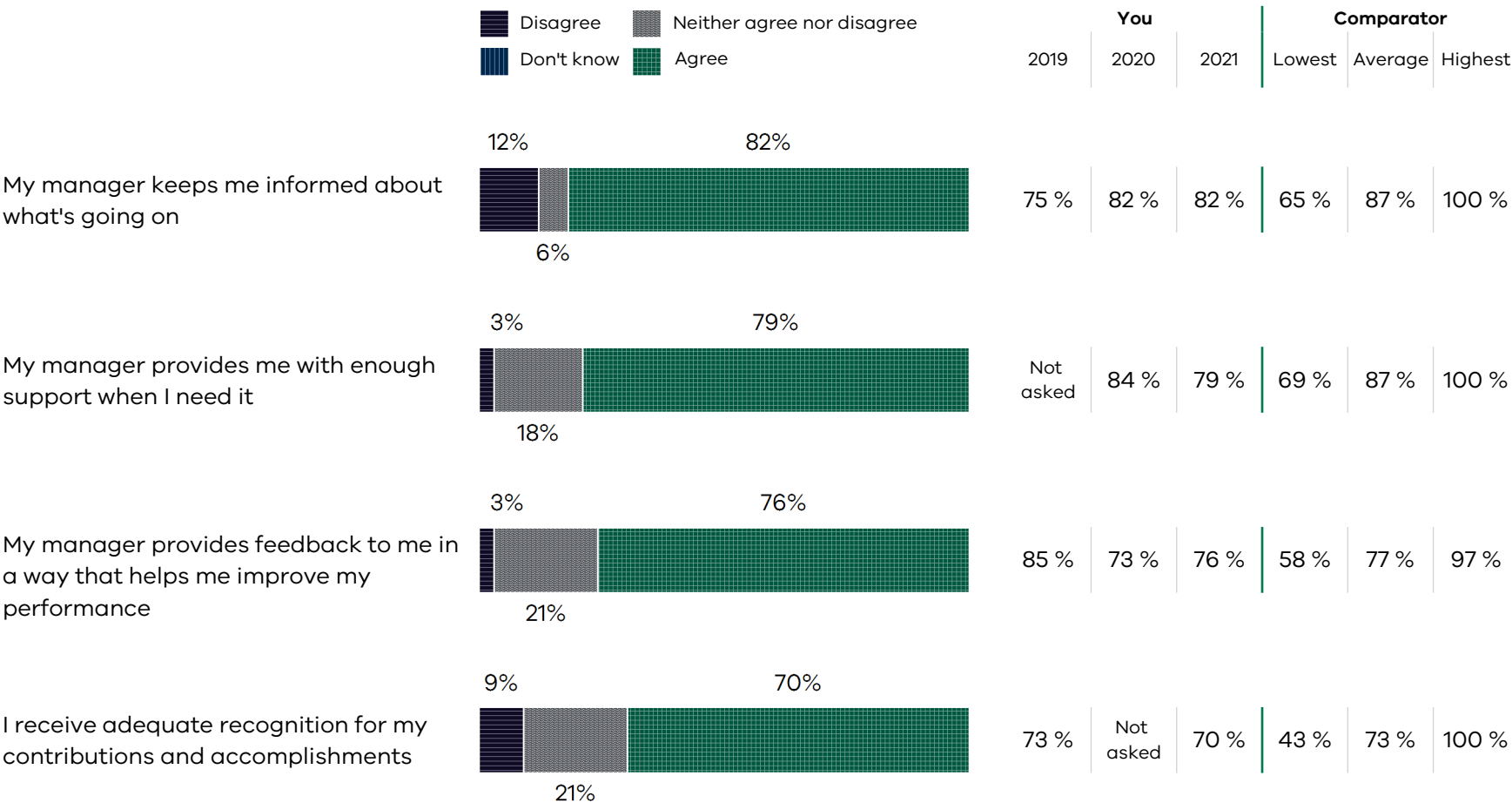
Example

58% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Survey question	Your results	Benchmark agree results

Legend:
- Disagree
- Neither agree nor disagree
- Agree

				You			Comparator		
Survey question			2019	2020	2021	Lowest	Average	Highest
The workload I have is appropriate for the job that I do	Disagree 30%, Neither 12%, Agree 58%		62 %	57 %	58 %	41 %	63 %	91 %
I have enough time to do my job effectively	Disagree 24%, Neither 21%, Agree 55%		60 %	50 %	55 %	29 %	55 %	78 %

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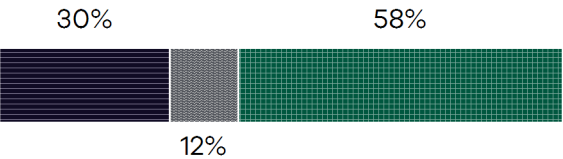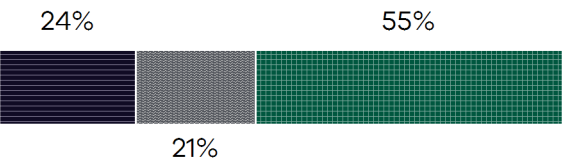
Job and manager factors

Learning and development 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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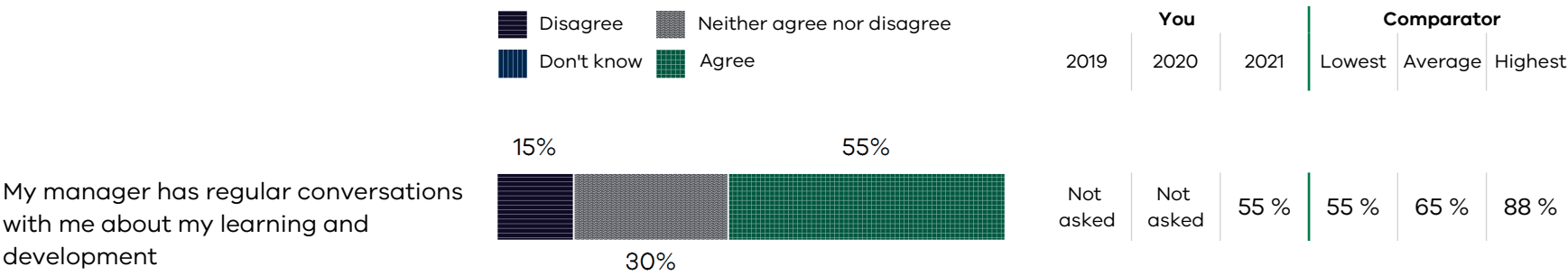
Example

70% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Survey question	Your results			Benchmark agree results		

Legend: Disagree / Neither agree nor disagree / Agree

	You			Comparator		
Survey question	2019	2020	2021	Lowest	Average	Highest
I am developing and learning in my role (Disagree 12%, Neither 18%, Agree 70%)	Not asked	Not asked	70 %	64 %	81 %	94 %
In the last 12 months I have learned skills that have helped me do my job better (Disagree 9%, Neither 30%, Agree 61%)	Not asked	Not asked	61 %	46 %	72 %	94 %
There are adequate opportunities for me to develop skills and experience in my organisation (Disagree 21%, Neither 21%, Agree 58%)	69 %	Not asked	58 %	50 %	69 %	90 %
My organisation places a high priority on the learning and development of staff (Disagree 21%, Neither 30%, Agree 48%)	60 %	Not asked	48 %	50 %	73 %	100 %

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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

45% 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'.
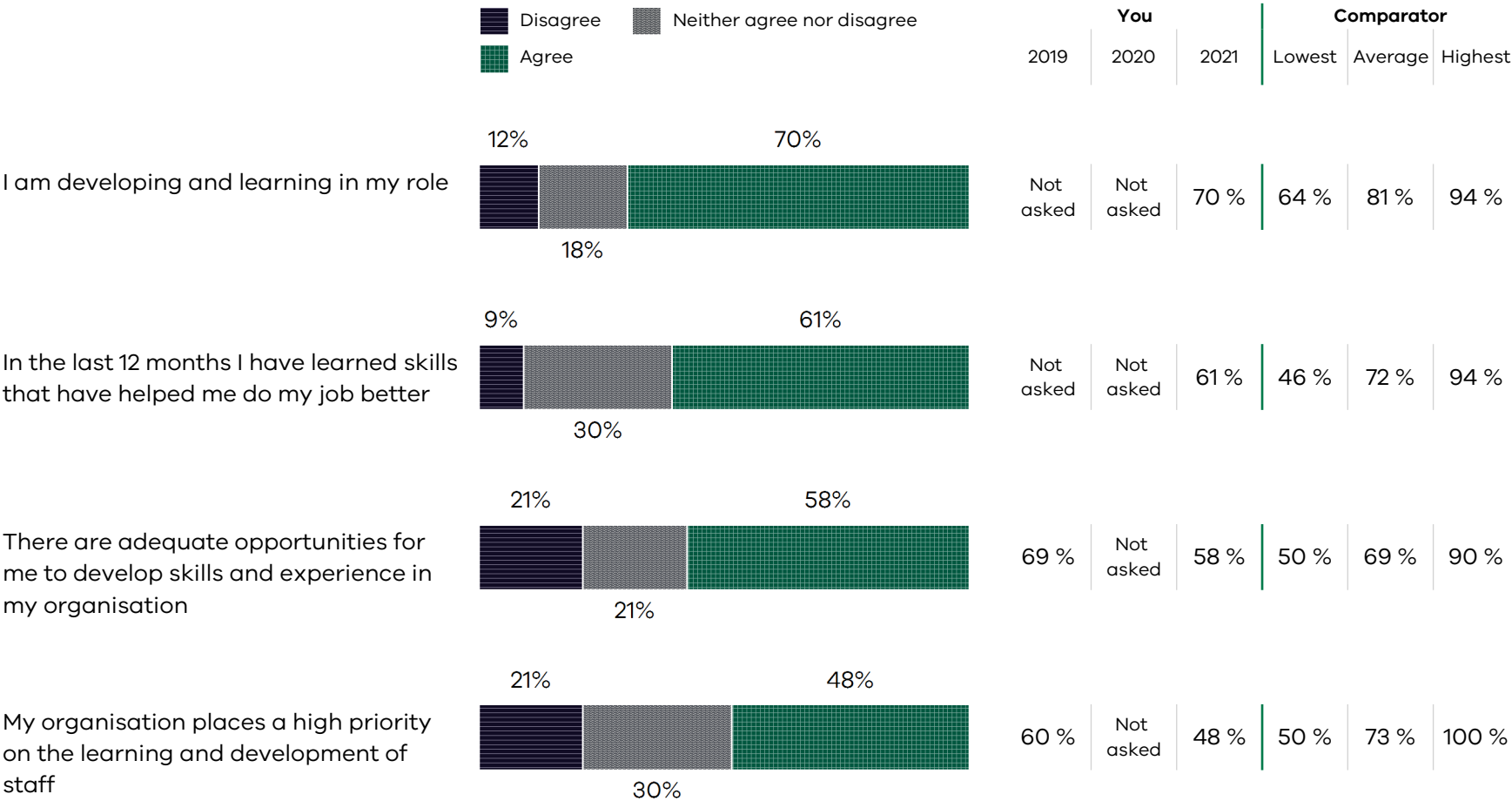
Legend: Disagree | Neither agree nor disagree | Agree
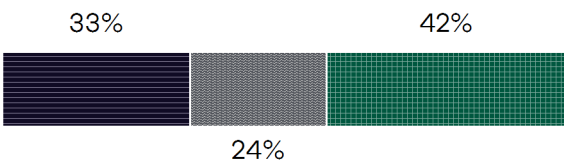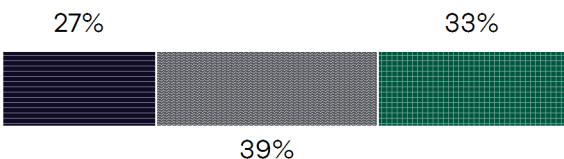
Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	27% / 27% / 45%	Not asked	Not asked	45 %	39 %	64 %	94 %
I feel I have an equal chance at promotion in my organisation	33% / 24% / 42%	Not asked	Not asked	42 %	30 %	47 %	55 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	30% / 33% / 36%	Not asked	Not asked	36 %	18 %	40 %	65 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	27% / 39% / 33%	Not asked	Not asked	33 %	9 %	33 %	57 %

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.
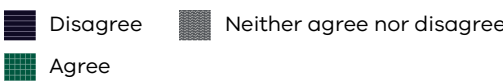
Example

91% 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		
			2019	2020	2021	Lowest	Average	Highest

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Survey question	2019	2020	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose (91% Agree, 9% Neither)	92 %	95 %	91 %	85 %	94 %	100 %
My job allows me to utilise my skills, knowledge and abilities (88% Agree, 12% Neither)	85 %	82 %	88 %	76 %	89 %	100 %
I clearly understand what I am expected to do in this job (82% Agree, 12% Neither, 6% Disagree)	79 %	70 %	82 %	76 %	88 %	97 %
I have a choice in deciding how I do my work (76% Agree, 12% Neither, 12% Disagree)	81 %	77 %	76 %	75 %	91 %	97 %

Job and manager factors

Job enrichment 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

76% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

Survey question	Your results						

Legend: Disagree · Neither agree nor disagree · Agree

Benchmark agree results

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I have the authority to do my job effectively	12% / 12% / 76%	88 %	Not asked	76 %	76 %	87 %	100 %
My work performance is assessed against clear criteria	15% / 9% / 76%	Not asked	Not asked	76 %	61 %	77 %	100 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	30% / 70%	71 %	Not asked	70 %	78 %	88 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

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.
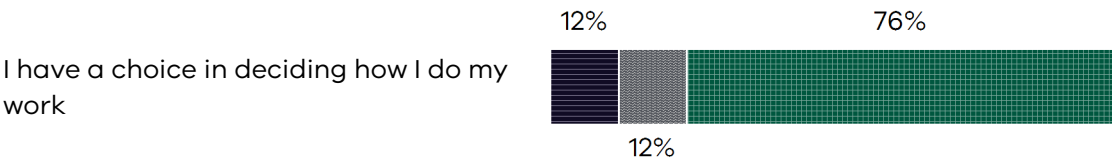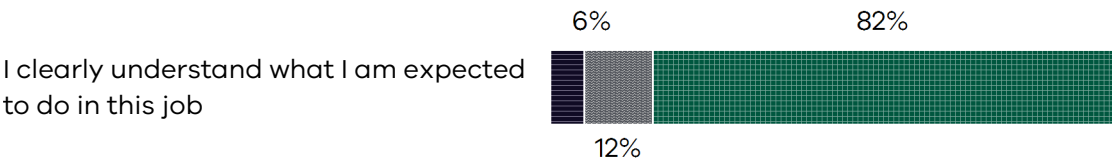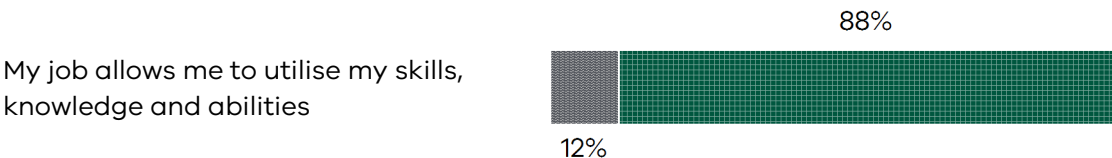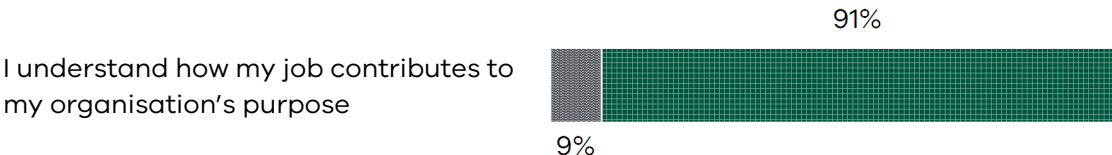
Example

91% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

| Survey question | Your results | Benchmark agree results |

Your results legend: Disagree | Neither agree nor disagree | Agree
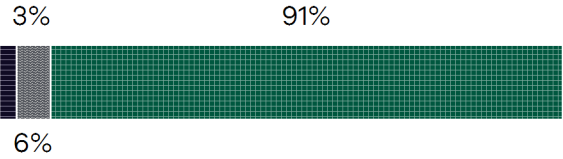
Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I feel that I can make a worthwhile contribution at work	Disagree 3%, Neither 6%, Agree 91%	Not asked	86 %	91 %	81 %	90 %	100 %
I am achieving something important through my work	Disagree 3%, Neither 9%, Agree 88%	Not asked	84 %	88 %	67 %	89 %	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.
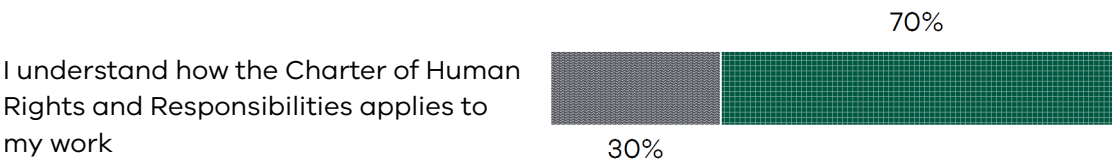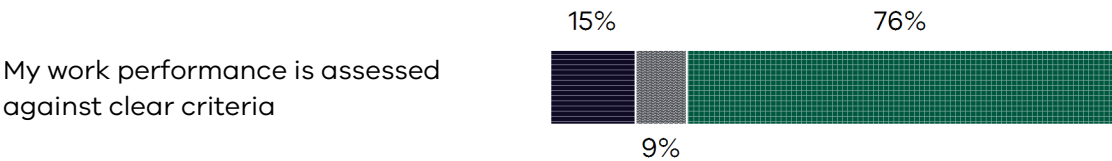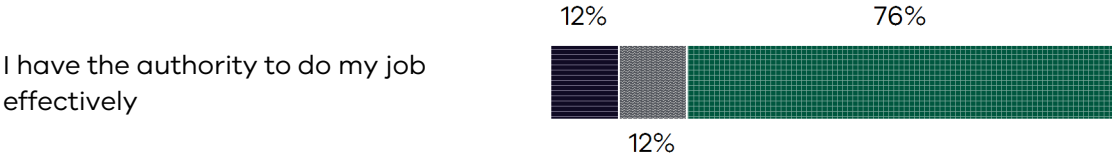
Example

94% 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	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I am confident that I would be protected from reprisal for reporting improper conduct	94% Agree, 6% Disagree	67 %	Not asked	94 %	68 %	86 %	100 %
I feel safe to challenge inappropriate behaviour at work	88% Agree, 12% Neither	Not asked	Not asked	88 %	59 %	84 %	100 %
People in your workgroup are able to bring up problems and tough issues	82% Agree, 6% Disagree, 12% Neither	Not asked	75 %	82 %	76 %	89 %	100 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	76% Agree, 6% Disagree, 18% Neither	73 %	Not asked	76 %	59 %	80 %	100 %

Legend: Disagree, Neither agree nor disagree, Agree

Victorian Public Sector Commission

VICTORIA State Government
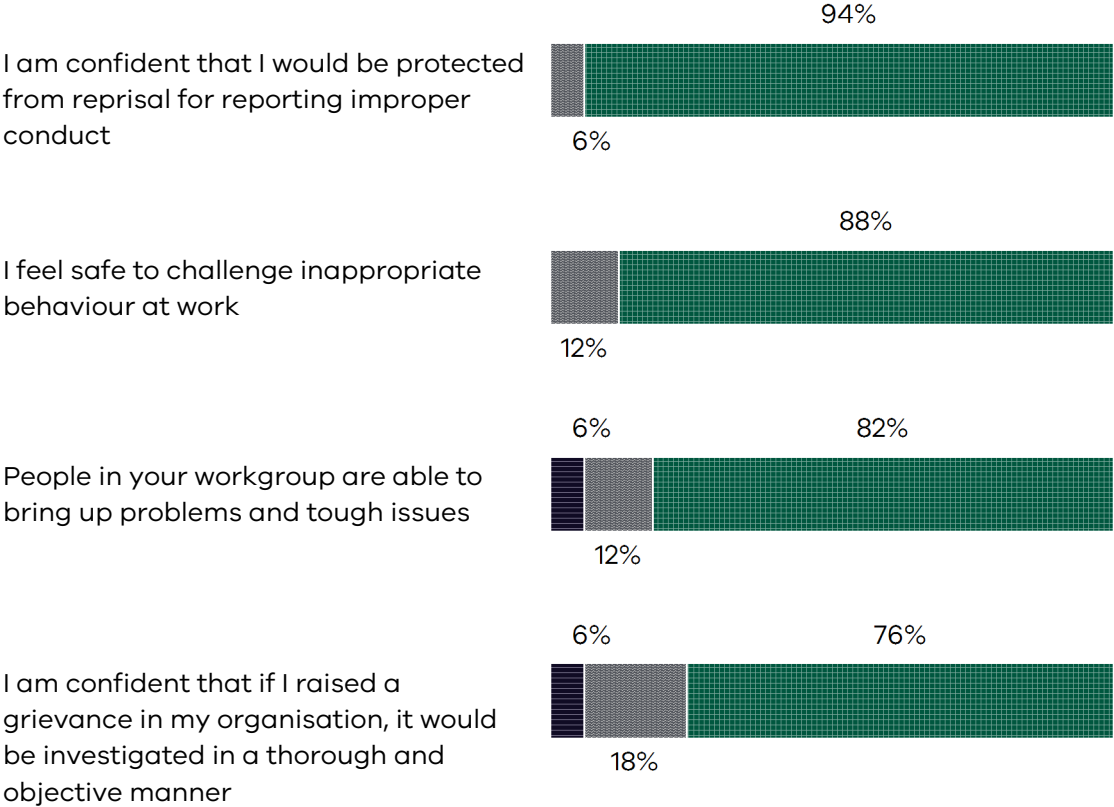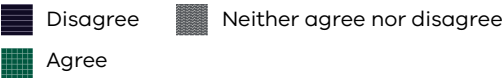
Job and manager factors

Safe to speak up 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

85% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

Survey question	Your results	Benchmark disagree results

Legend: ▓ Disagree ▓ Neither agree nor disagree ▓ Agree
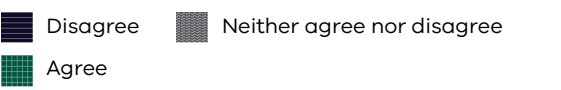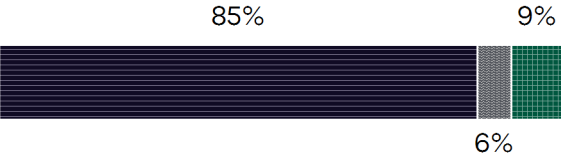
Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
People in my workgroup often reject others for being different	85% / 6% / 9%	Not asked	Not asked	85 %	82 %	94 %	100 %
If I make a mistake in my workgroup, it is often held against me	76% / 18% / 6%	Not asked	Not asked	76 %	76 %	88 %	100 %

Victorian Public Sector Commission

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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

52% 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	52%	45%	36%
Communication processes	24%	9%	19%
Decision making and authorisation processes	24%	14%	23%
There are no noticeable barriers	18%	18%	18%
Poor mental health or wellbeing	15%	11%	11%
Technology limitations	12%	9%	20%
Administrative processes (including leave and HR requirements)	9%	18%	19%
Insufficient autonomy	6%	3%	9%
Poor physical health	6%	3%	3%
Poor work-life balance	6%	9%	12%

Victorian Public Sector Commission

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People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

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:

- 93% of your staff who did the survey responded positively to questions about Responsiveness , which is up 3% in 2019.

Compared to:

- 97% of staff at your comparator and 87% of staff across the public sector.
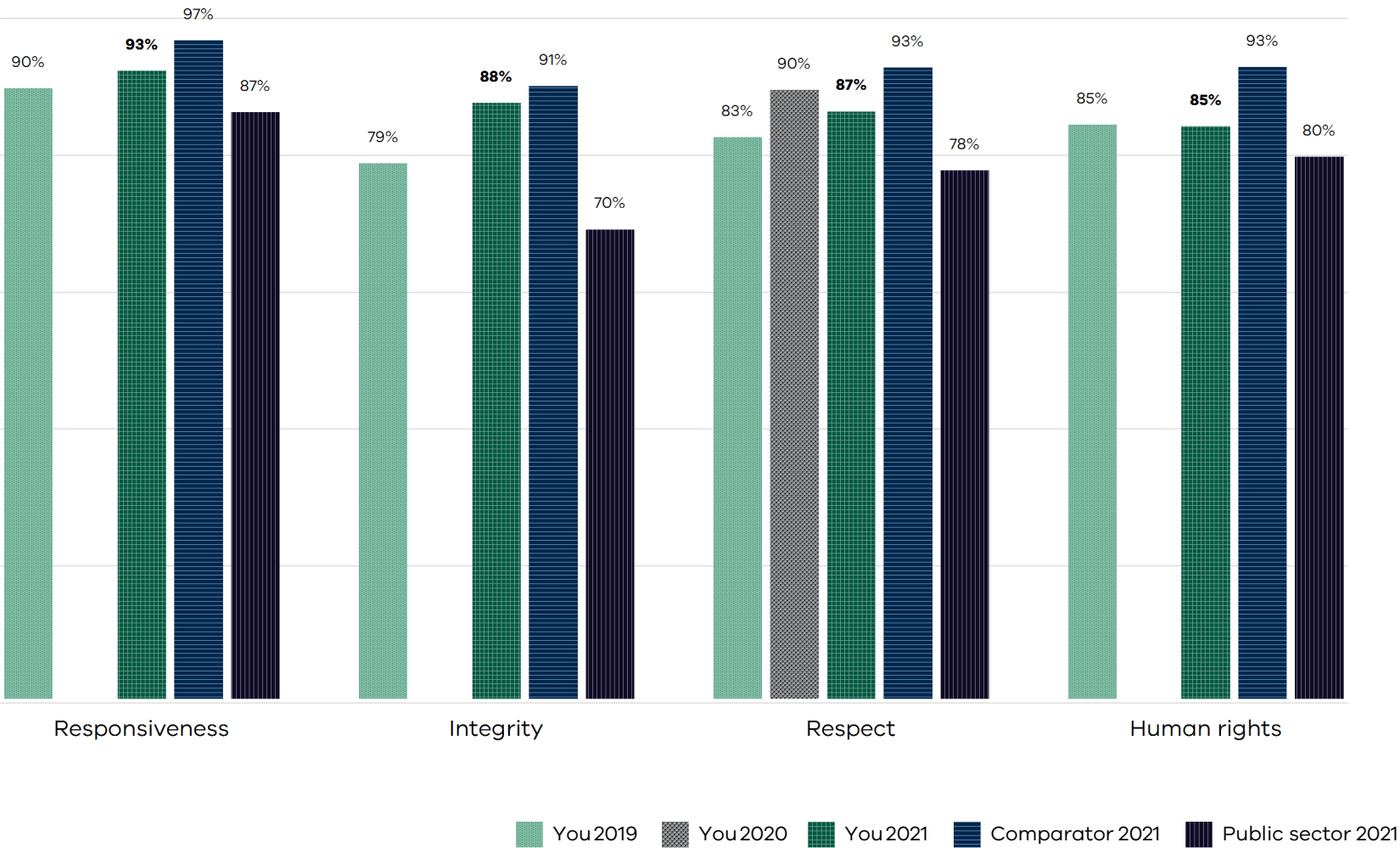
Chart legend: You 2019, You 2020, You 2021, Comparator 2021, Public sector 2021

Responsiveness: 90%, 93%, 97%, 87%
Integrity: 79%, 88%, 91%, 70%
Respect: 83%, 90%, 87%, 93%, 78%
Human rights: 85%, 85%, 93%, 80%

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 , which is up 1% in 2019.

Compared to:

• 91% of staff at your comparator and 73% of staff across the public sector.

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

Leadership: 83%, 83%, 91%, 73%
Accountability: 85%, 80%, 82%, 89%, 76%
Impartiality: 79%, 81%, 88%, 68%
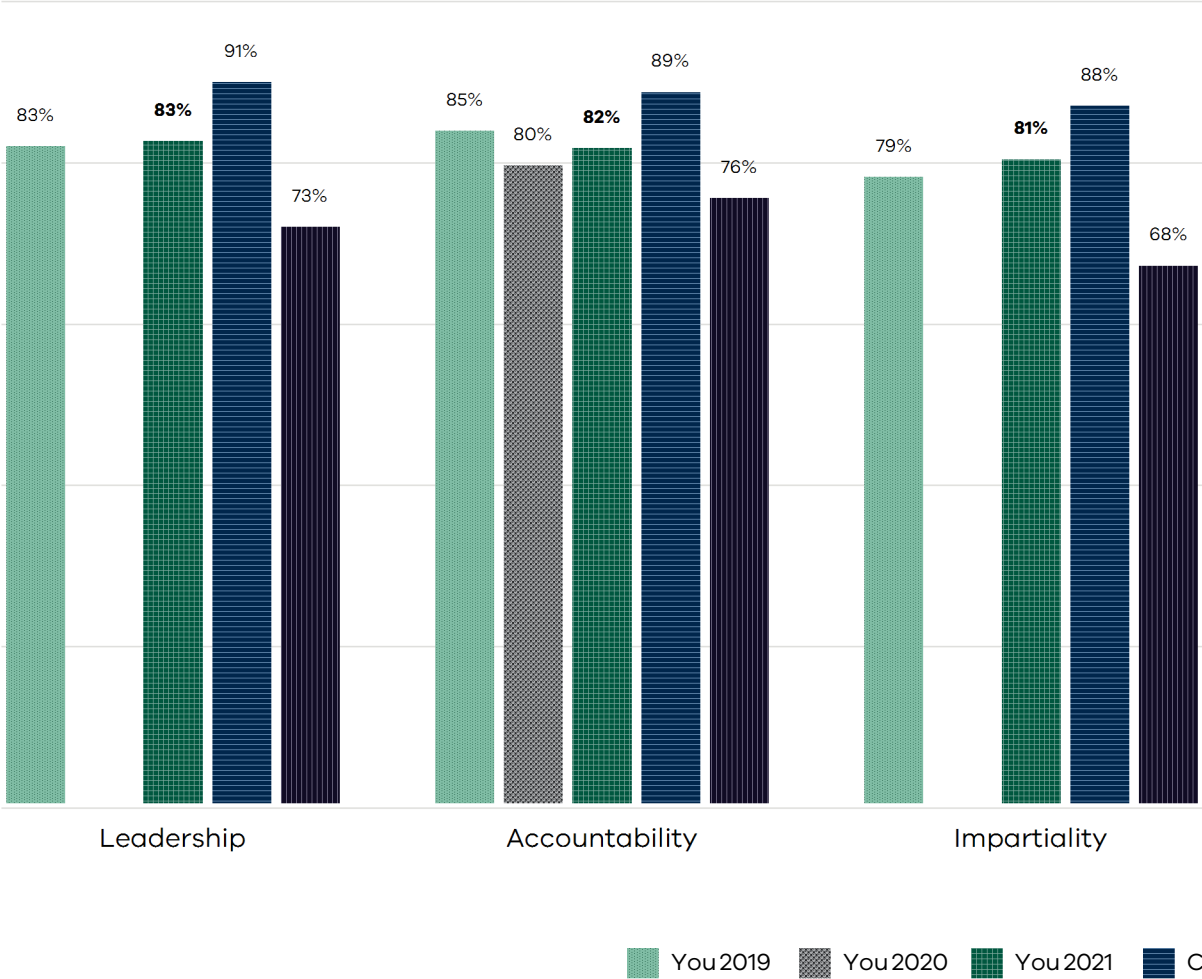
Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

Example

97% of staff who did the survey agreed or strongly agreed with 'My manager ensures clients receive a high standard of service'.

Survey question	Your results		Benchmark agree results					

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

Survey question	Your results	2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager ensures clients receive a high standard of service	97% agree / 3%	87 %	Not asked	97 %	88 %	95 %	100 %
My workgroup strives to deliver services in a timely manner	91% agree / 3% / 6%	92 %	Not asked	91 %	94 %	99 %	100 %
My workgroup strives to provide high quality advice and services	91% agree / 3% / 6%	92 %	Not asked	91 %	94 %	99 %	100 %

Public sector values

Integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

97% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question	Your results						

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

Benchmark agree results

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation is committed to earning a high level of public trust	97% (3% disagree/neither)	87 %	Not asked	97 %	89 %	97 %	100 %
I am confident that I would be protected from reprisal for reporting improper conduct	94% (6%)	67 %	Not asked	94 %	68 %	86 %	100 %
My manager demonstrates honesty and integrity	94% (6%)	87 %	Not asked	94 %	88 %	96 %	100 %
I feel safe to challenge inappropriate behaviour at work	88% (12%)	Not asked	Not asked	88 %	59 %	84 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

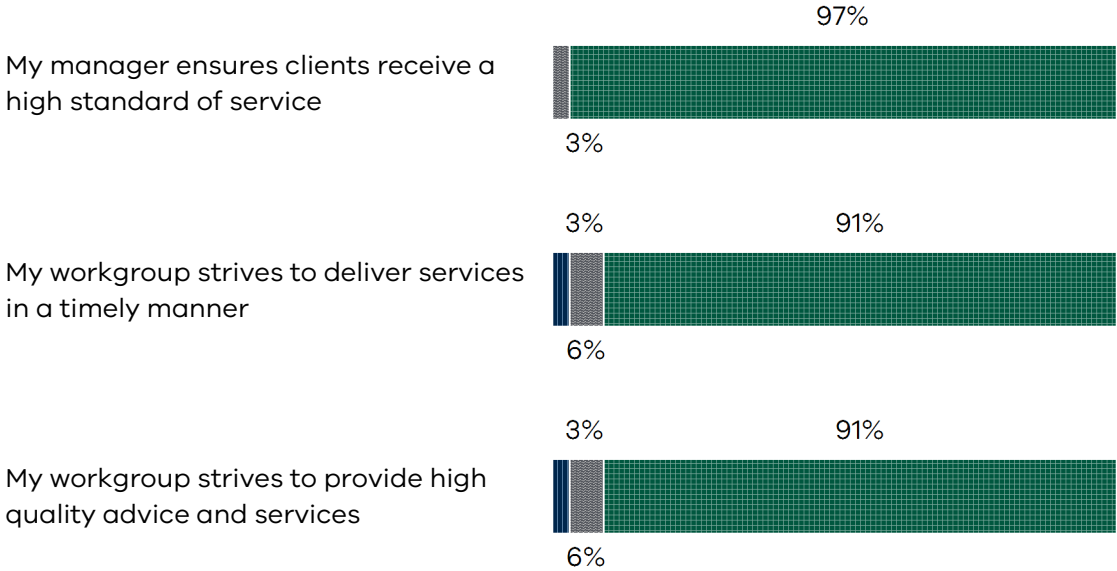Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

88% of staff who did the survey agreed or strongly agreed with '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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
People in my workgroup appropriately manage conflicts of interest	3% Disagree, 9% Don't know/Neither, 88% Agree	85 %	Not asked	88 %	86 %	90 %	100 %
My organisation does not tolerate improper conduct	3% Disagree, 12% Neither, 85% Agree	81 %	Not asked	85 %	71 %	89 %	100 %
People in my workgroup are honest, open and transparent in their dealings	6% Disagree, 12% Neither, 82% Agree	77 %	Not asked	82 %	82 %	92 %	100 %
Senior leaders demonstrate honesty and integrity	3% Disagree, 18% Neither, 79% Agree	73 %	Not asked	79 %	79 %	91 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

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.
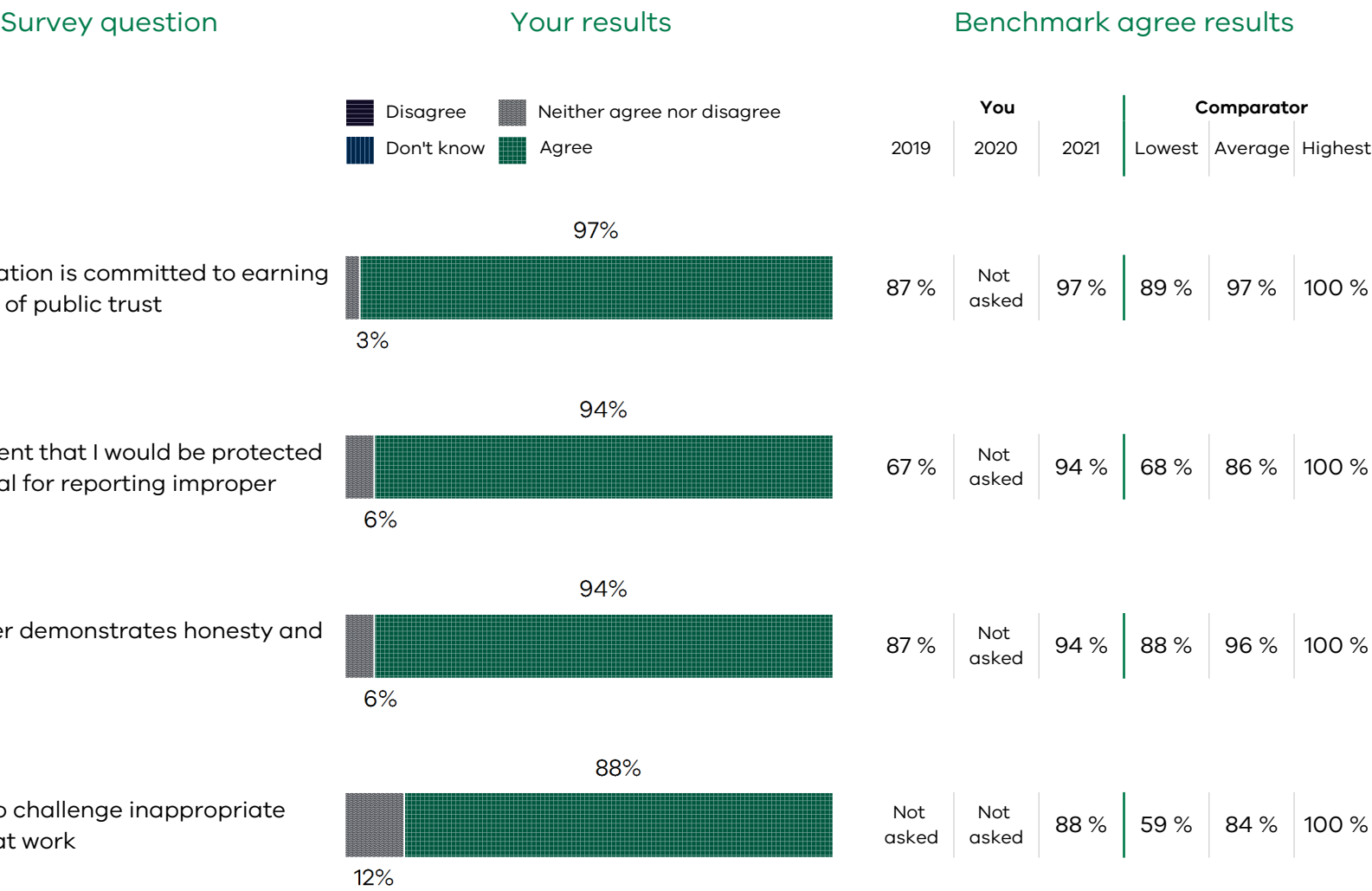
How to read this

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.
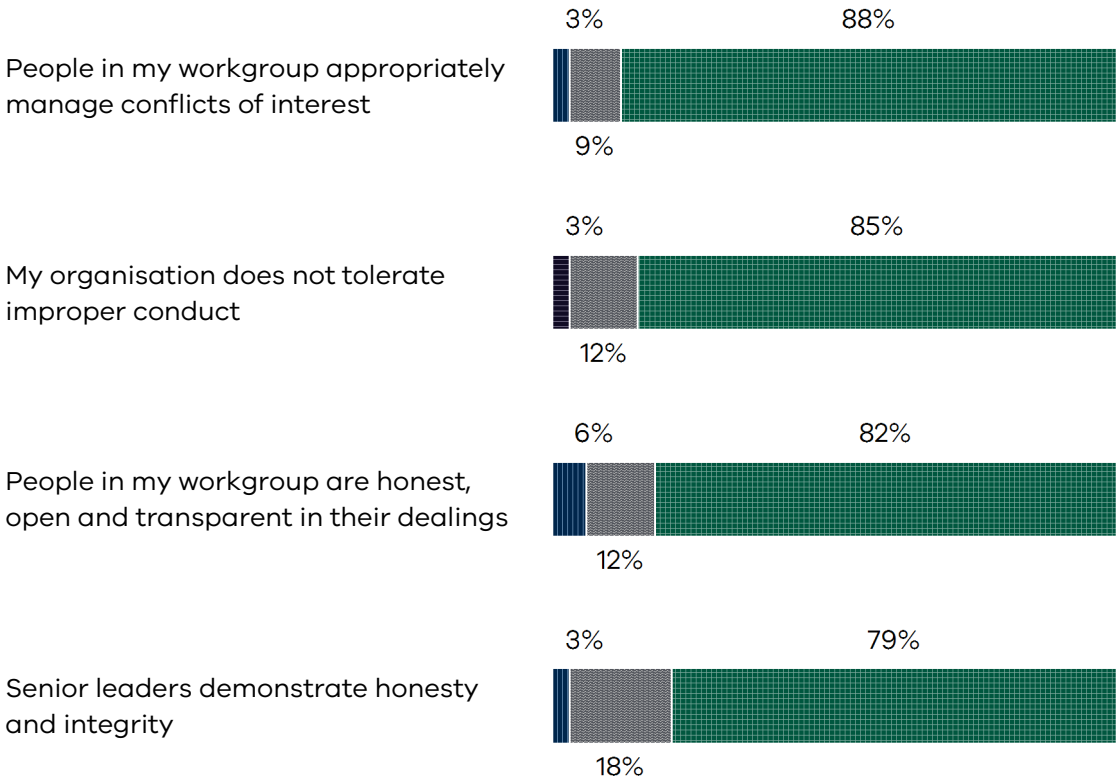
Example

88% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
	Disagree / Don't know / Neither agree nor disagree / Agree						
People in my workgroup are politically impartial in their work	6% / 6% / 88%	92 %	Not asked	88 %	82 %	90 %	100 %
My workgroup focuses on making decisions informed by all relevant facts	3% / 3% / 9% / 85%	87 %	Not asked	85 %	71 %	93 %	100 %
My workgroup places a priority on acting fairly and without bias	6% / 9% / 85%	83 %	Not asked	85 %	65 %	90 %	100 %
My organisation makes fair recruitment and promotion decisions, based on merit	12% / 6% / 15% / 67%	54 %	Not asked	67 %	65 %	77 %	94 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

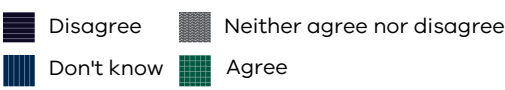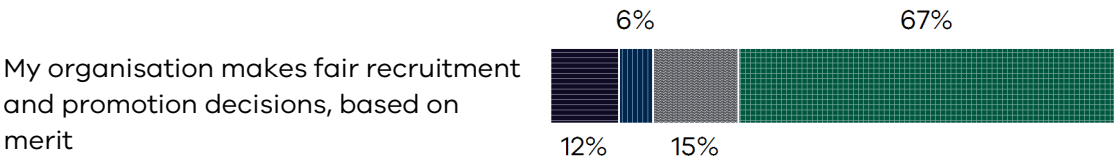Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

91% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question — Your results — Benchmark agree results

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job contributes to my organisation's purpose	9% / 91%	92 %	95 %	91 %	85 %	94 %	100 %
My workgroup strives to make the best use of its resources	6% / 9% / 85%	90 %	Not asked	85 %	83 %	91 %	100 %
I clearly understand what I am expected to do in this job	6% / 12% / 82%	79 %	70 %	82 %	76 %	88 %	97 %
My workgroup has clear lines of responsibility	3% / 6% / 9% / 82%	83 %	Not asked	82 %	71 %	89 %	100 %

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.

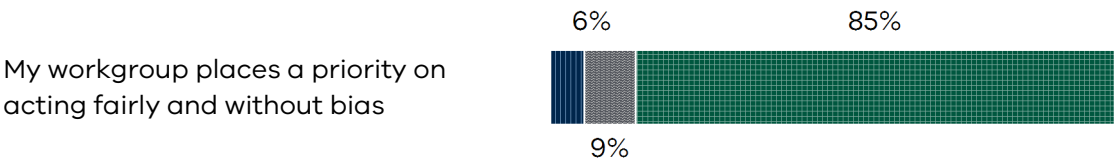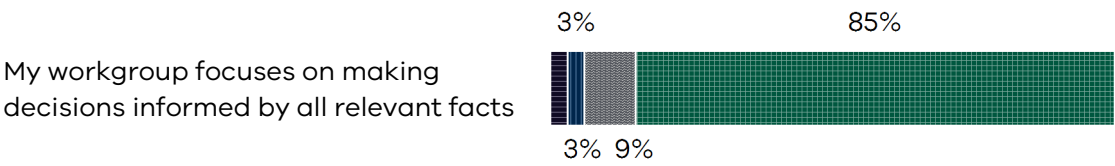Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
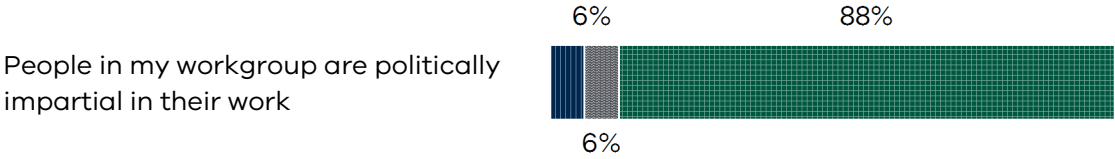
Example

73% 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

3%   73%

Senior leaders provide clear strategy and direction

3%   21%

Benchmark agree results

	You			Comparator		
2019	2020	2021		Lowest	Average	Highest
79 %	75 %	73 %		57 %	84 %	96 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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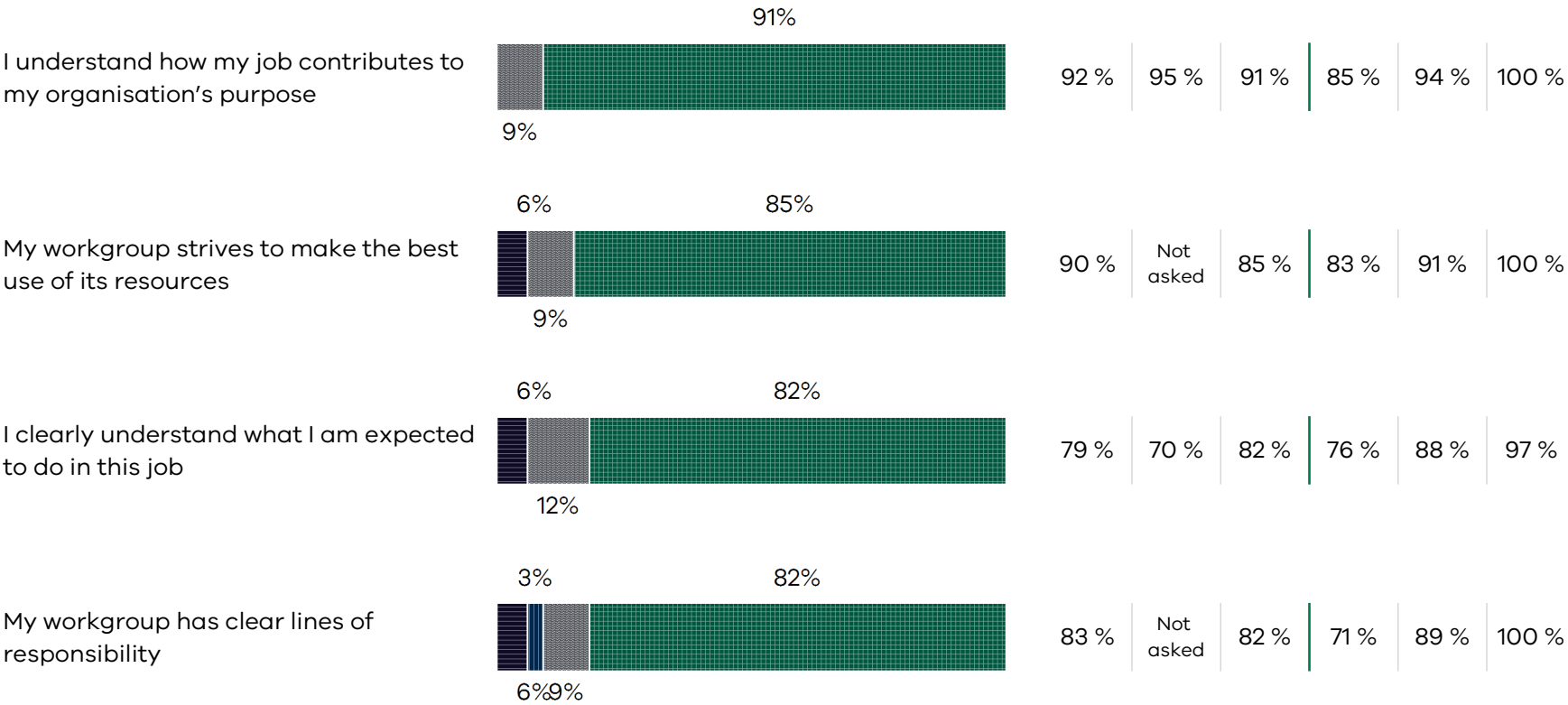
Example

100% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

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

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

Survey question	Your results	2019	2020	2021	Lowest	Average	Highest
My manager treats employees with dignity and respect	100%	83 %	Not asked	100 %	82 %	95 %	100 %
My workgroup respectfully consults with clients and stakeholders to improve outcomes	3% / 91% / 6%	92 %	Not asked	91 %	94 %	98 %	100 %
My organisation encourages respectful workplace behaviours	3% / 88% / 9%	83 %	Not asked	88 %	88 %	96 %	100 %
My manager listens to what I have to say	85% / 15%	88 %	89 %	85 %	82 %	92 %	100 %

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.
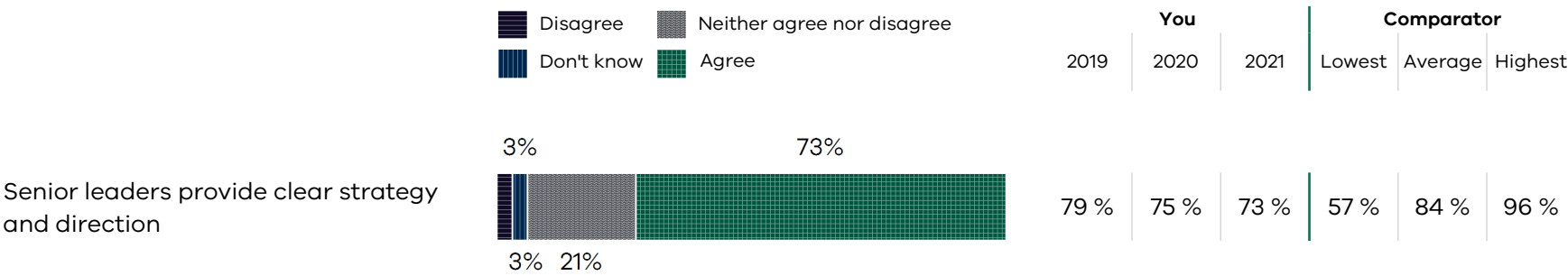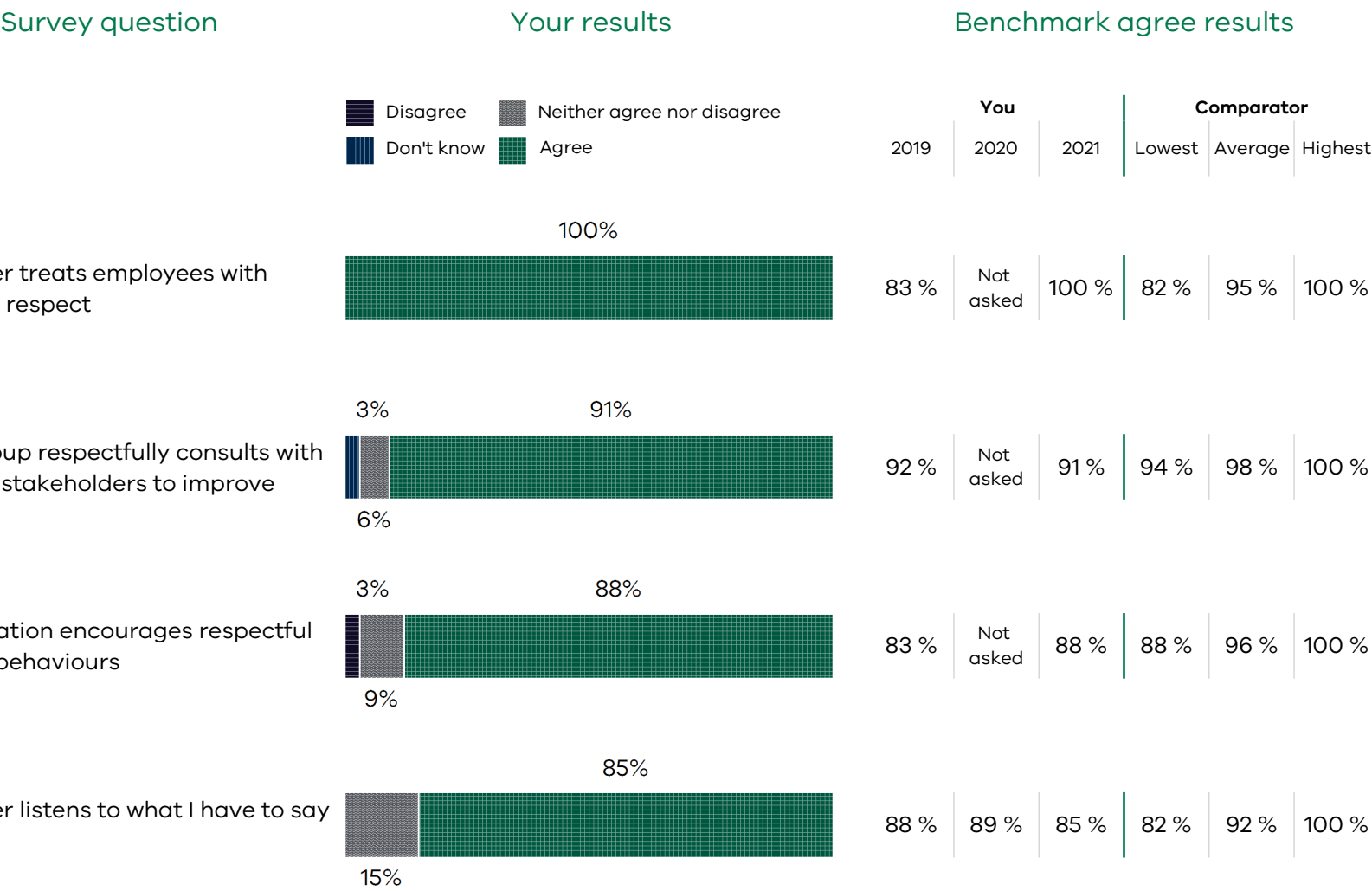
Example

82% of staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.

Survey question	Your results							

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

Benchmark agree results

Survey question		You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My manager keeps me informed about what's going on — 12% / 6% / 82%	75 %	82 %	82 %	65 %	87 %	100 %
My organisation takes steps to eliminate bullying, harassment and discrimination — 3% / 15% / 82%	75 %	Not asked	82 %	76 %	89 %	96 %
People in my workgroup treat each other with respect — 3% / 15% / 82%	87 %	100 %	82 %	88 %	96 %	100 %

Public sector values

Leadership

What this is

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

Why this is important

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

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

How to read this

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

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

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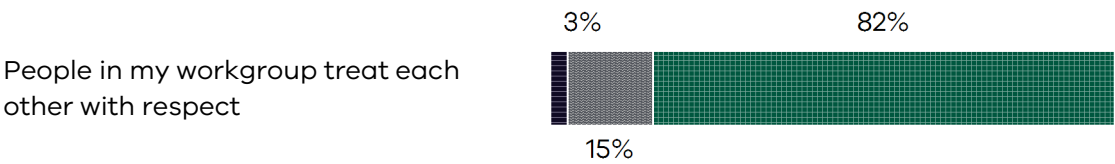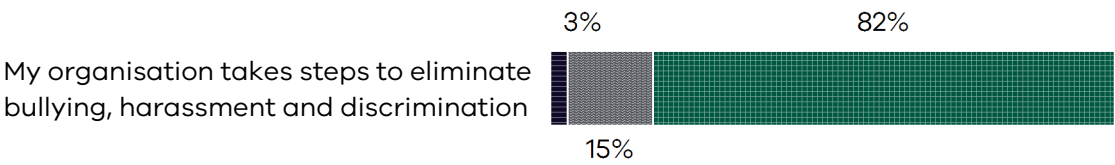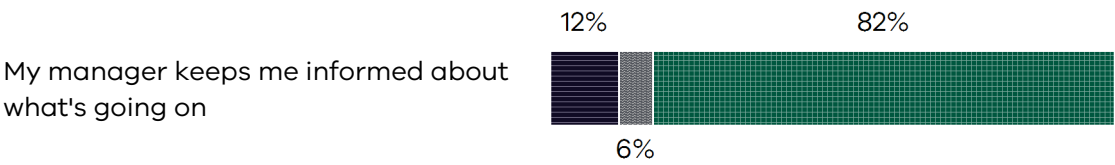
Example

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

Survey question | Your results | Benchmark agree results

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager models my organisation's values	9% / 91%	87 %	Not asked	91 %	79 %	92 %	100 %
Senior leaders model my organisation's values	3% / 21% / 76%	79 %	Not asked	76 %	71 %	90 %	100 %

Public sector values

Human rights

What this is

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

Why this is important

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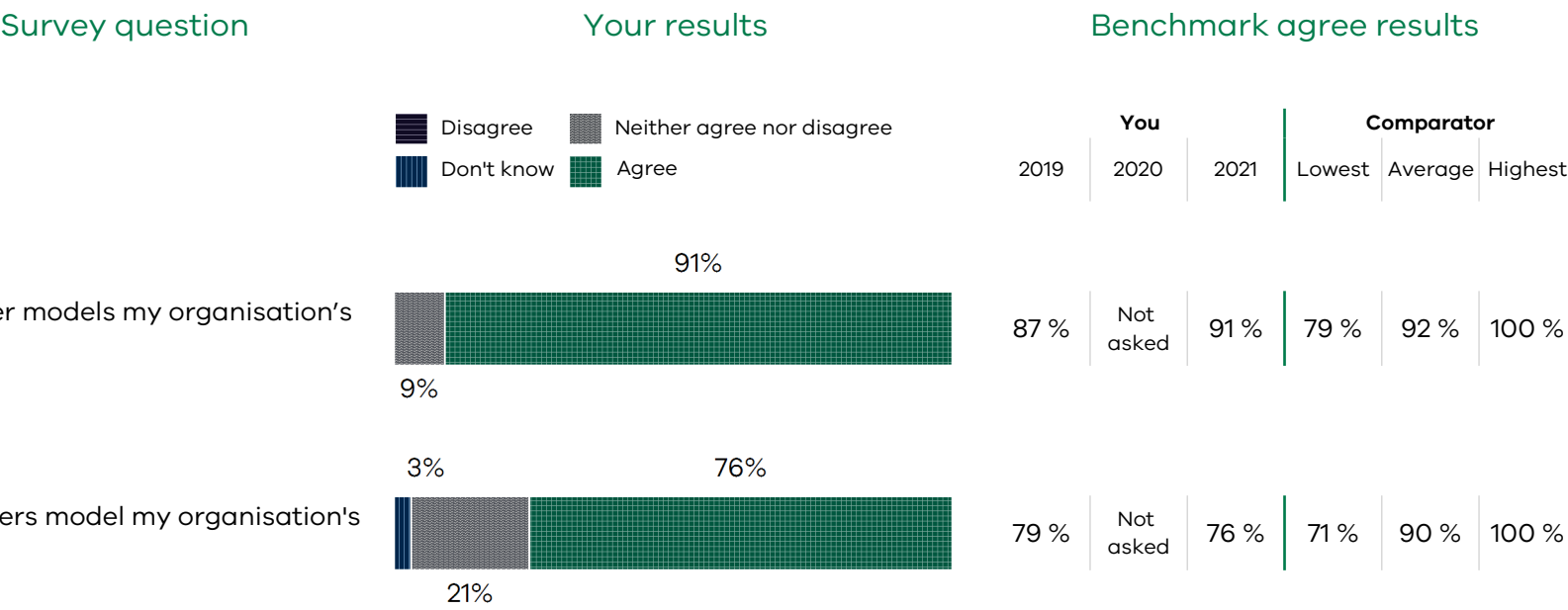
How to read this

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

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

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

Example

91% of staff who did the survey agreed or strongly agreed with 'My organisation respects the human rights of employees'.

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
	Disagree / Neither agree nor disagree / Don't know / Agree						
My organisation respects the human rights of employees	3% / 6% / 91%	90 %	Not asked	91 %	86 %	96 %	100 %
My workgroup values human rights	9% / 91%	90 %	Not asked	91 %	93 %	96 %	100 %
My organisation encourages employees to act in ways that are consistent with human rights	3% / 3% / 6% / 88%	88 %	Not asked	88 %	88 %	94 %	100 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	30% / 70%	71 %	Not asked	70 %	78 %	88 %	100 %

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:
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Age	(n)	%
15-34 years	**12**	36%
35-54 years	**11**	33%
55+ years	**7**	21%
Prefer not to say	**3**	9%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
No	**32**	97%
Prefer not to say	**1**	3%

Highest level of formal education	(n)	%
Doctoral Degree level	**1**	3%
Master Degree level	**4**	12%
Graduate Diploma or Graduate Certificate level	**4**	12%
Bachelor Degree level incl. honours degrees	**15**	45%
Advanced Diploma or Diploma level	**3**	9%
Certificate III or IV level	**3**	9%
Certificate I or II level	**1**	3%
Prefer not to say	**2**	6%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**2**	6%
Non Aboriginal and/or Torres Strait Islander	**30**	91%
Prefer not to say	**1**	3%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

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

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

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Do you identify as a person with a disability?	(n)	%
Yes	**2**	6%
No	**26**	79%
Prefer not to say	**5**	15%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	**2**	100%

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

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How would you describe your gender?	(n)	%
Woman	20	61%
Man	9	27%
Prefer not to say	4	12%

Are you trans, non-binary or gender diverse?	(n)	%
No	28	85%
Prefer not to say	5	15%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	28	85%
Prefer not to say	5	15%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	25	76%
Prefer not to say	5	15%
Bisexual	1	3%
Gay or lesbian	1	3%
I use a different term	1	3%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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Country of birth	(n)	%
Born in Australia	**28**	85%
Not born in Australia	**5**	15%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	**4**	80%
10 to less than 20 years ago	**1**	20%

Language other than English spoken with family or community	(n)	%
Yes	**3**	9%
No	**29**	88%
Prefer not to say	**1**	3%

Demographics

Cultural diversity 2 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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How to read this

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If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Filipino	1	33%
Other	1	33%
Sinhalese	1	33%
Tamil	1	33%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Cultural diversity 3 of 3

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

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Cultural identity	(n)	%
Australian	28	85%
Prefer not to say	2	6%
Aboriginal and/or Torres Strait Islander	2	6%
New Zealander	1	3%
South Asian	1	3%
English, Irish, Scottish and/or Welsh	1	3%
Central Asian	1	3%

Religion	(n)	%
No religion	16	48%
Christianity	10	30%
Prefer not to say	3	9%
Other	2	6%
Buddhism	1	3%
Hinduism	1	3%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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Working arrangement	(n)	%
Full-Time	**30**	91%
Part-Time	**3**	9%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	**3**	9%
$65k to $95k	**18**	56%
$95k to $125k	**5**	16%
Prefer not to say	**6**	19%

Organisational tenure	(n)	%
<1 year	**11**	33%
1 to less than 2 years	**3**	9%
2 to less than 5 years	**10**	30%
5 to less than 10 years	**7**	21%
10 to less than 20 years	**2**	6%
More than 20 years	**0**	0%

Management responsibility	(n)	%
Non-manager	**25**	76%
Manager of other manager(s)	**4**	12%
Other manager	**4**	12%

Employment type	(n)	%
Ongoing and executive	**22**	67%
Fixed term	**10**	30%
Other	**1**	3%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	**21**	64%
I have moved to a different role within my organisation (including acting roles)	**5**	15%
I have moved to my role from outside the Victorian public sector	**4**	12%
I have moved to my role from a different Victorian public sector organisation	**3**	9%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

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Primary workplace location over the last 3 months	(n)	%
Mildura	**33**	100%

Primary workplace type over the past 3 months*	(n)	%
A main office	**27**	82%
A frontline or service delivery location (that is not a main office or home/private location)	**2**	6%
A hub/shared work space	**2**	6%
Home/private location	**2**	6%

Other workplace type over the past 3 months*	(n)	%
Home/private location	**25**	76%
A main office	**6**	18%
No, I have not worked from any other locations	**6**	18%
A frontline or service delivery location (that is not a main office or home/private location)	**3**	9%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

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Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	24	73%
Flexible working arrangements	9	27%
Physical modifications or improvements to the workplace	1	3%

Why did you make this request?*	(n)	%
Work-life balance	5	56%
Family responsibilities	3	33%
Health	3	33%
Caring responsibilities	2	22%
Disability	1	11%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	6	67%
The adjustments I needed were not made	3	33%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

How we protect anonymity and privacy

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Caring responsibility	(n)	%
None of the above	13	39%
Child(ren) - younger than preschool age	6	18%
Primary school aged child(ren)	5	15%
Prefer not to say	4	12%
Person(s) with a medical condition	2	6%
Frail or aged person(s)	2	6%
Secondary school aged child(ren)	2	6%
Preschool aged child(ren)	1	3%

Demographics

Business units

What is this

This shows the business unit in which your staff work.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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Which of the following best describes the business unit in which you work	(n)	%
Corporate	**14**	42%
Sustainability	**12**	36%
Operations	**7**	21%

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