People matter survey 2021

Have your say

Melbourne Convention and Exhibition Trust
2021 people matter survey results report

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.

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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- Respect
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- 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

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Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

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

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

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

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

Victorian Public Sector Commission · Victoria State Government

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'.

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VICTORIA State Government

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	
–		**38%**	
–		**(98)**	
Comparator	0%	Comparator	107%
Public Sector	49%	Public Sector	39%

People matter survey 2021

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020		2021	
–		**73**	
Public Sector	68	Comparator	74
		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 73.

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.
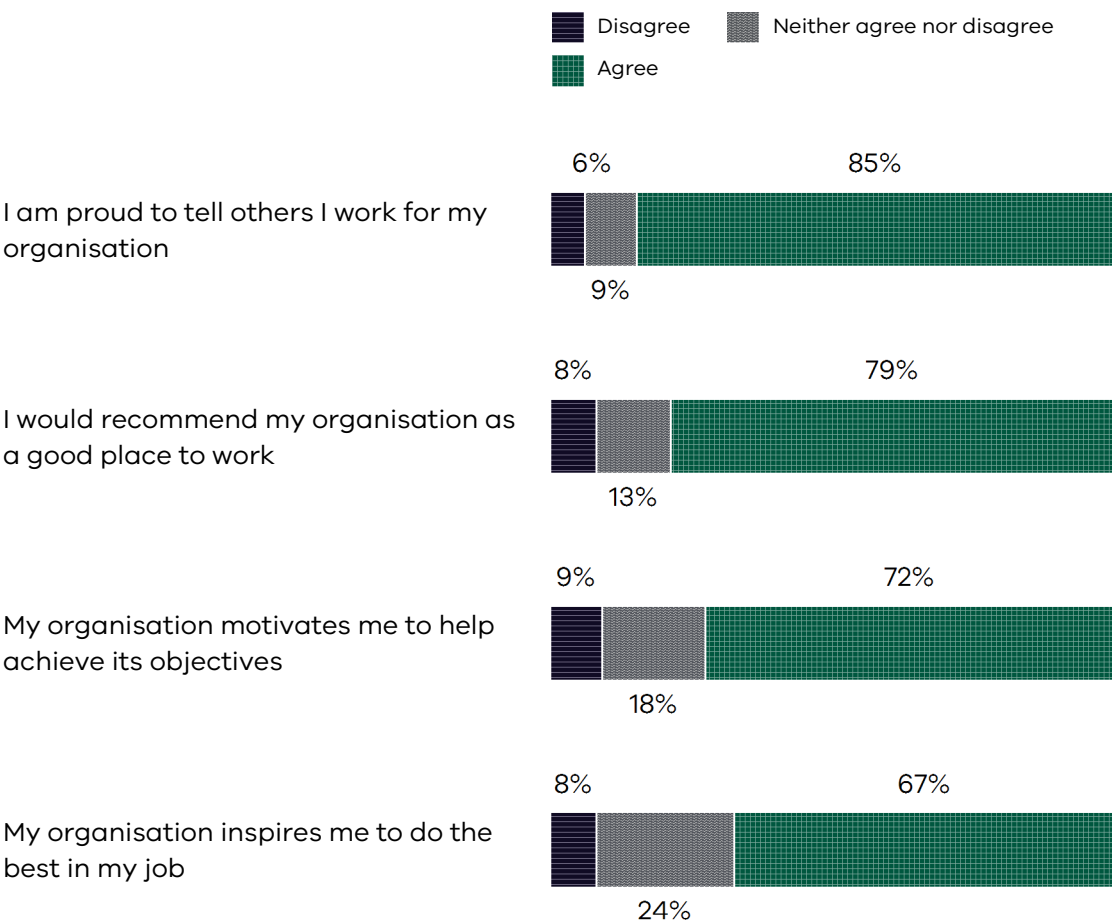
Example

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

| Survey question | Your results | Benchmark agree results |

	You	Comparator		
	2021	Lowest	Average	Highest
I am proud to tell others I work for my organisation	85 %	93 %	93 %	93 %
I would recommend my organisation as a good place to work	79 %	68 %	68 %	68 %
My organisation motivates me to help achieve its objectives	72 %	70 %	70 %	70 %
My organisation inspires me to do the best in my job	67 %	75 %	75 %	75 %

People outcomes

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

Example

65% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Survey question

I feel a strong personal attachment to my organisation

Your results

■ Disagree   ▦ Neither agree nor disagree
▦ Agree

12%   65%

22%

Benchmark agree results

	You	Comparator		
	2021	Lowest	Average	Highest
	65 %	75 %	75 %	75 %
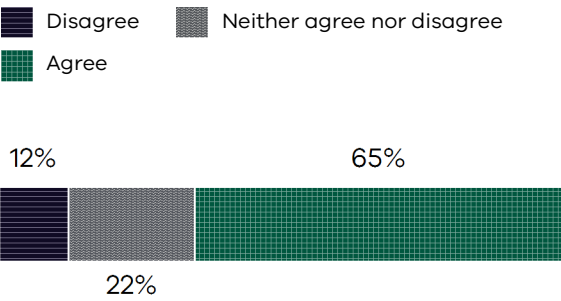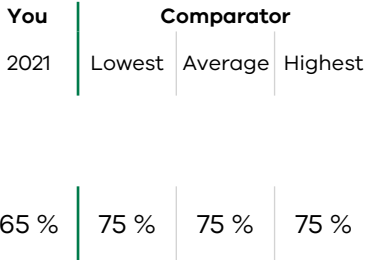
People outcomes

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:

- 61% of your staff who did the survey responded positively to questions about Satisfaction.

Compared to:

- 57% of staff at your comparator and 63% of staff across the public sector.
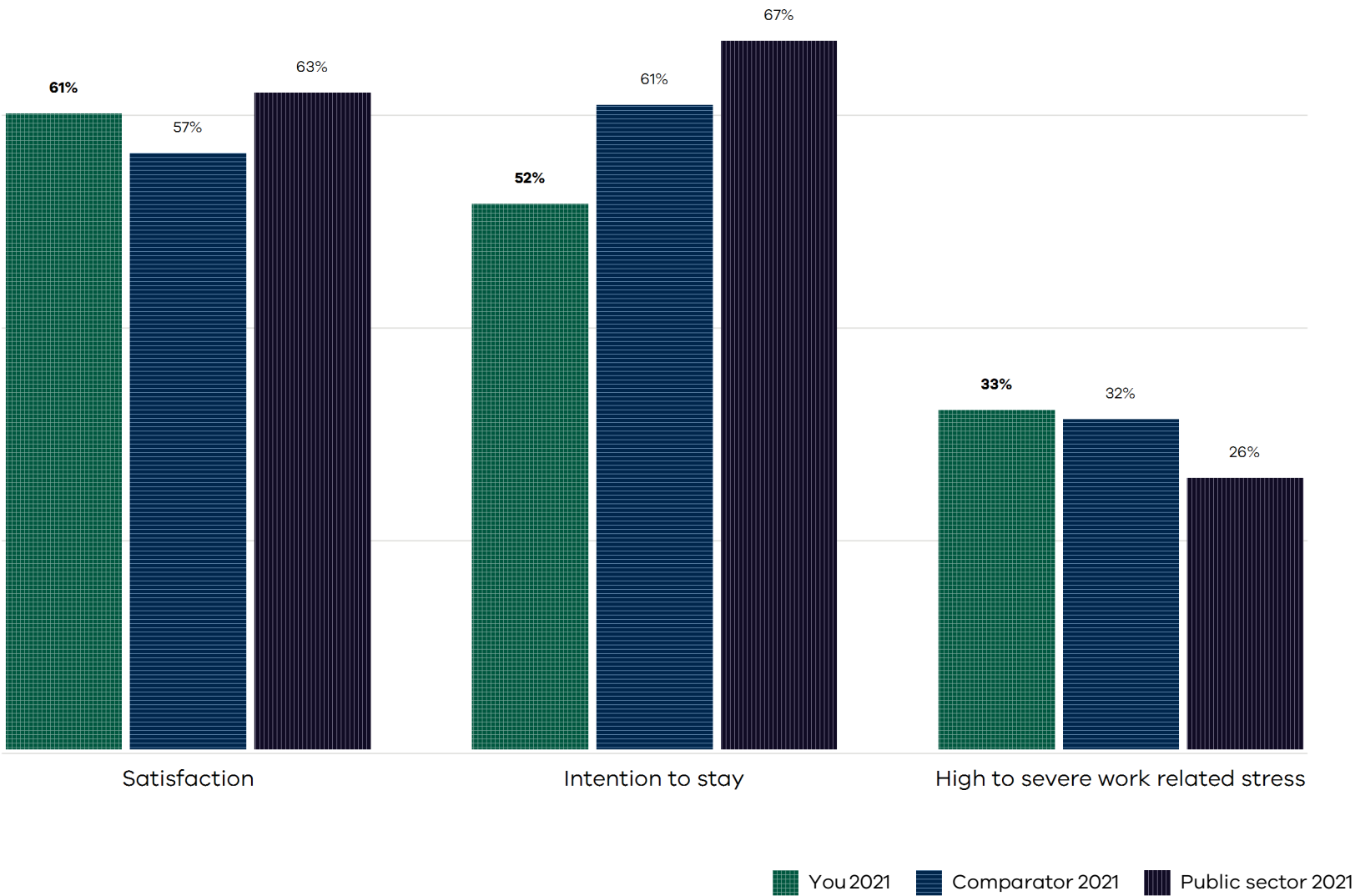
Satisfaction: You 2021 61%, Comparator 2021 57%, Public sector 2021 63%

Intention to stay: You 2021 52%, Comparator 2021 61%, Public sector 2021 67%

High to severe work related stress: You 2021 33%, Comparator 2021 32%, Public sector 2021 26%

Legend: ■ You 2021 ■ Comparator 2021 ■ Public sector 2021

Victorian Public Sector Commission

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People outcomes

Satisfaction question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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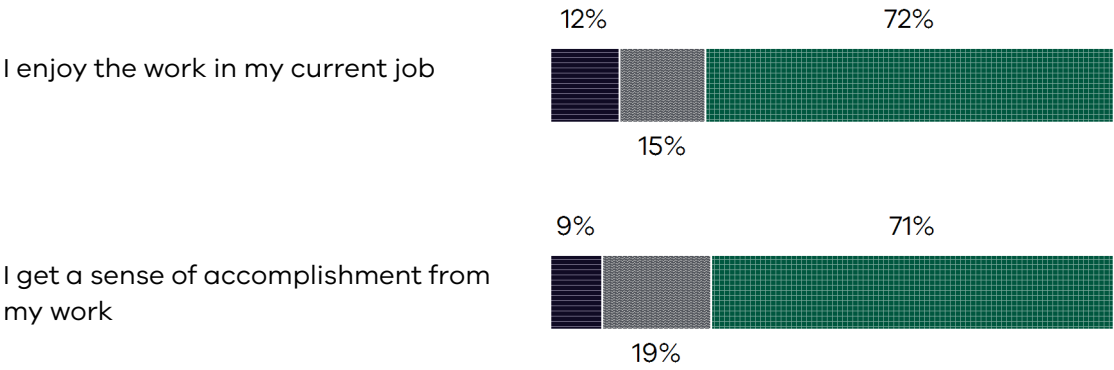
Example

72% 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

Legend: Disagree · Neither agree nor disagree · Agree

Survey question	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I enjoy the work in my current job	72 %	89 %	89 %	89 %
I get a sense of accomplishment from my work	71 %	89 %	89 %	89 %

I enjoy the work in my current job: 12% Disagree, 15% Neither agree nor disagree, 72% Agree

I get a sense of accomplishment from my work: 9% Disagree, 19% Neither agree nor disagree, 71% Agree

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.
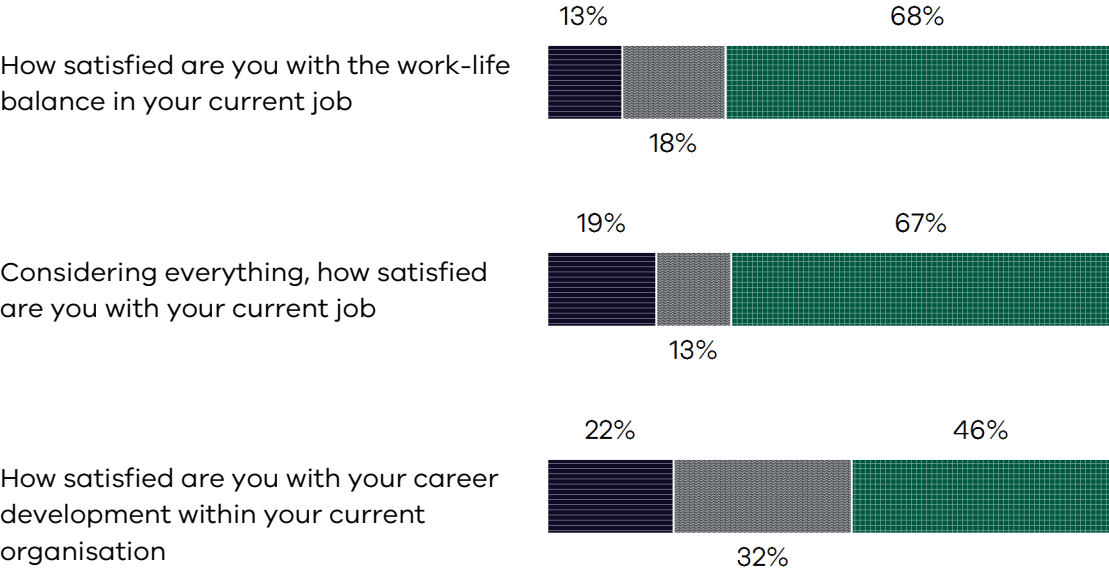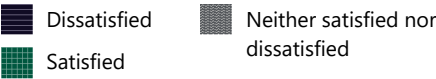
Example

68% of your staff who did the survey were satisfied or very satisfied with 'How satisfied are you with the work-life balance in your current job'.

Legend: Dissatisfied | Neither satisfied nor dissatisfied | Satisfied

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
How satisfied are you with the work-life balance in your current job	13% / 18% / 68%	68 %	57 %	57 %	57 %
Considering everything, how satisfied are you with your current job	19% / 13% / 67%	67 %	70 %	70 %	70 %
How satisfied are you with your career development within your current organisation	22% / 32% / 46%	46 %	43 %	43 %	43 %

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 your comparator.

Example

33% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 32% 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	3%
Low / mild	29%
Moderate	36%
High	22%
Very high	9%
Severe	1%
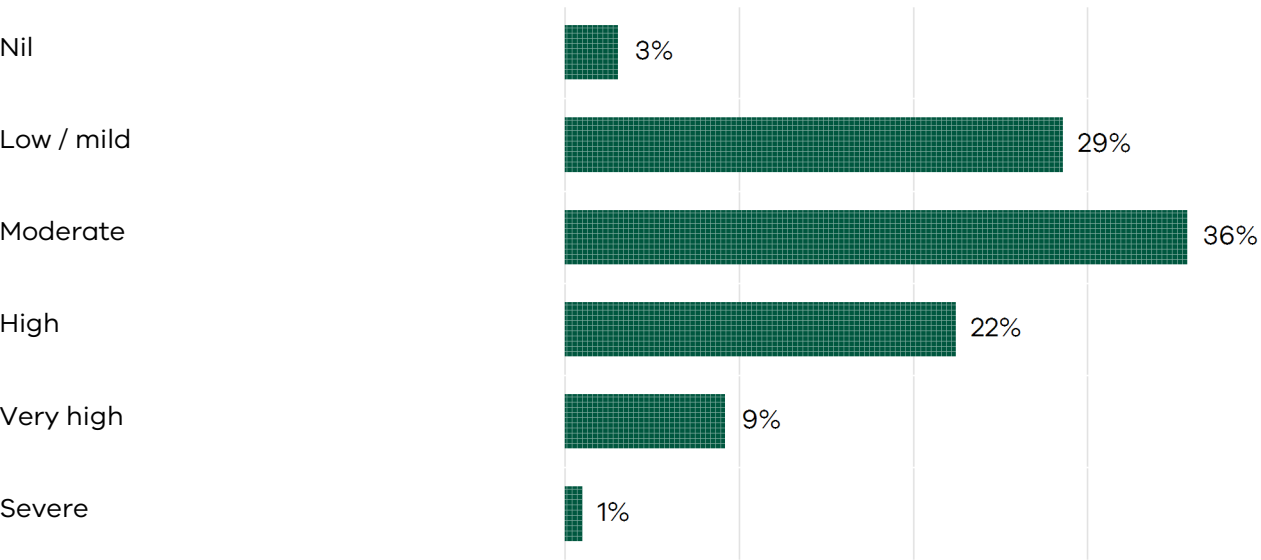
Reported levels of high to severe stress

2020	2021
	33%

Comparator	32%
Public Sector	26%

People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

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

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

Example

97% of your staff who did the survey said they experienced mild to severe stress.

Of that 97%, 47% said the top reason was 'Workload'.

	95		3
97%			3%

■ Experienced some work-related stress   ▨ Did not experience some work-related stress
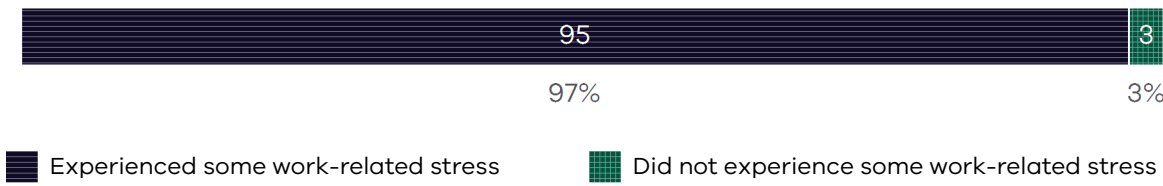
Of those that experienced work related stress it was from ...	You 2021	Comparator 2021	Public sector 2021
Workload	47%	49%	51%
Other changes due to COVID-19	36%	21%	15%
Time pressure	35%	47%	42%
Job security	29%	9%	9%
Content, variety, or difficulty of work	22%	5%	12%
Dealing with clients, patients or stakeholders	18%	16%	14%
Unclear job expectations	17%	19%	11%
Organisation or workplace change	15%	16%	11%
Management of work (e.g. supervision, training, information, support)	8%	12%	13%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	8%	9%	12%

People outcomes

Intention to stay

What this is

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

Why this is important

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

How to read this

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

If they say they intend to leave, we ask them to tell us why they want to. They can select more than one reason.
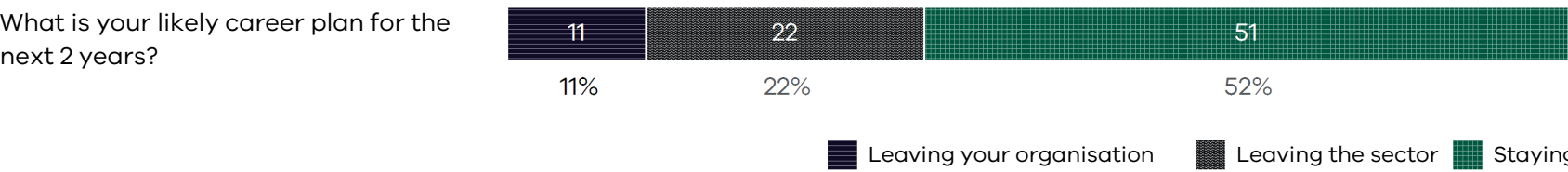
In descending order, the table shows the top 10 reasons for leaving.

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

Example

34% of your staff who did the survey said they intended to leave.

Of that 34%, 61% said it was from 'Better remuneration'.

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

11	22	51
11%	22%	52%

■ Leaving your organisation   ▨ Leaving the sector   ▩ Staying

Of those who indicated they're leaving your organisation (including leaving the sector) it was for …	You 2021	Comparator 2021	Public sector 2021
Better remuneration	61%	42%	26%
Limited future career opportunities at my organisation	61%	42%	42%
Opportunity to broaden experience	52%	17%	40%
Lack of confidence in senior leadership	39%	42%	34%
Limited opportunities to gain further experience at my organisation	39%	17%	33%
Opportunity to seek/take a promotion elsewhere	39%	50%	33%
Lack of organisational stability	27%	8%	18%
Limited developmental/educational opportunities at my organisation	21%	0%	24%
Limited recognition for doing a good job	21%	25%	32%
Better location/reduced travel time	18%	8%	13%

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:

- 44% of your staff who did the survey said work made them feel happy in 2021

Compared to:

- 57% 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 2021, Comparator 2021, Public sector 2021

	Happy	Worried	Enthusiastic	Miserable
You 2021	44%	43%	40%	11%
Comparator 2021	57%	34%	55%	2%
Public sector 2021	50%	37%	48%	19%
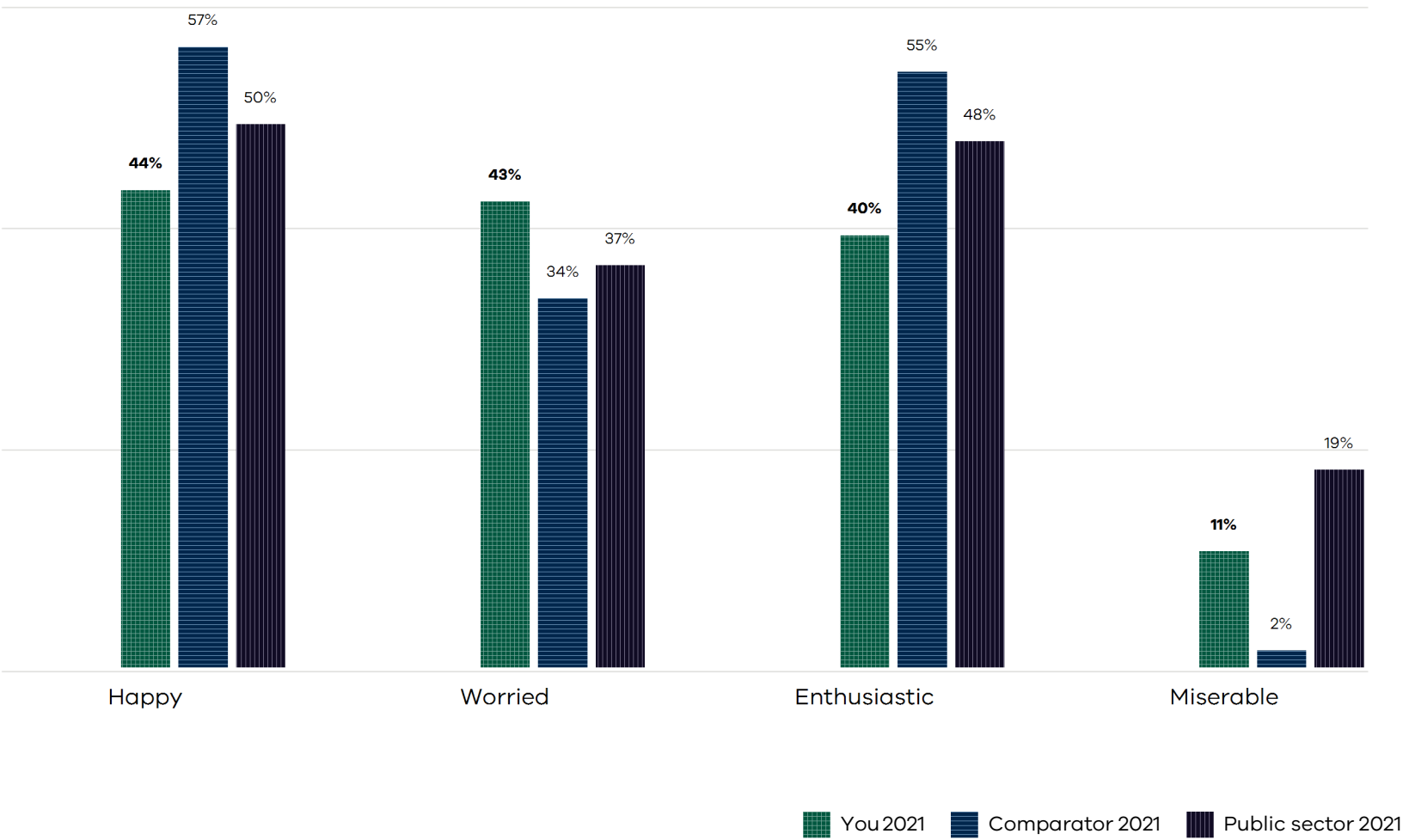
People outcomes

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:

- 11% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months.

Compared to:

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

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

	You 2021	Comparator 2021	Public sector 2021
Bullying	11%	16%	16%
Sexual harassment	6%	0%	6%
Violence or aggression	6%	5%	18%
Discrimination	1%	2%	6%

Victorian Public Sector Commission

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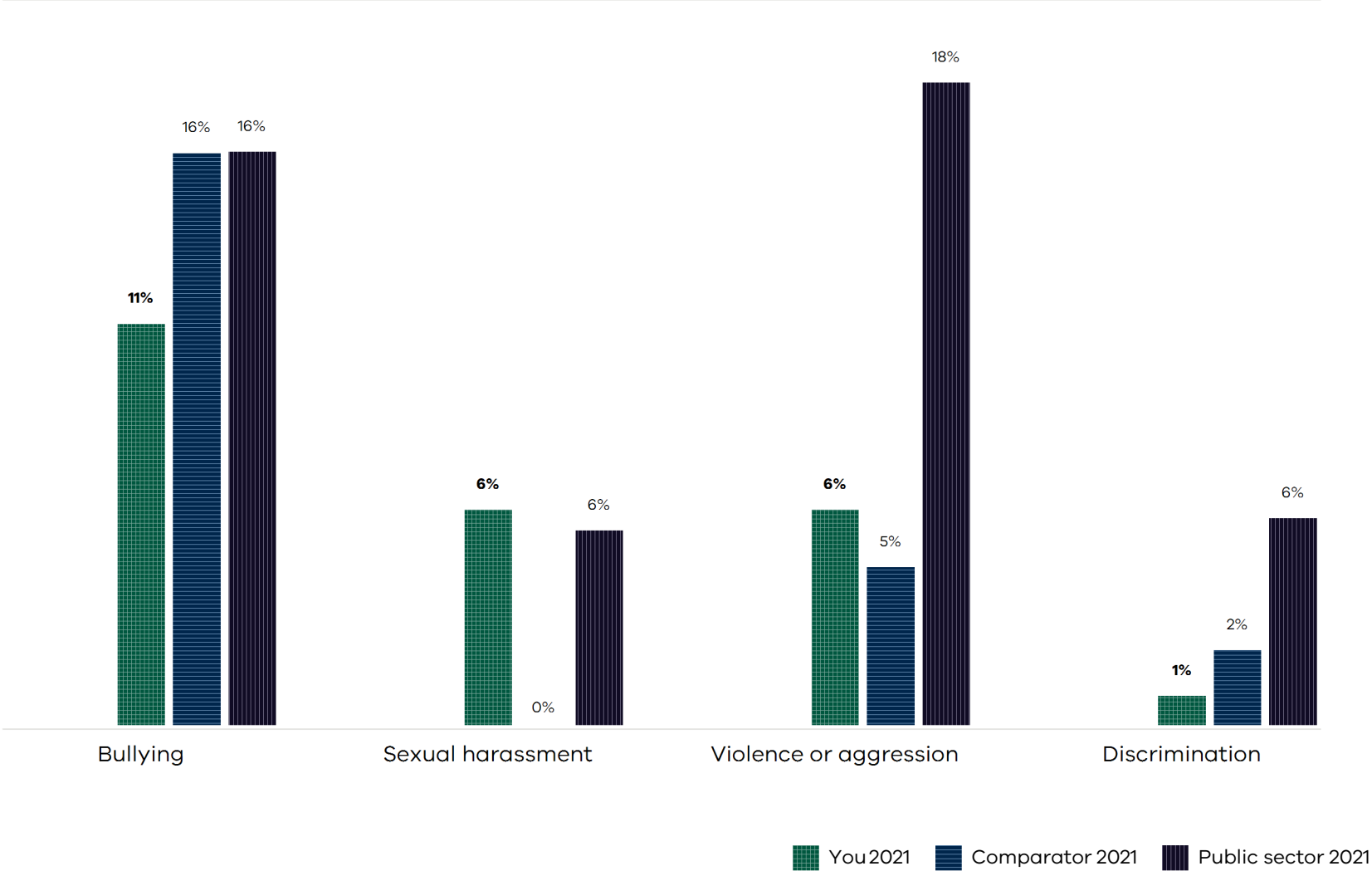
People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

11% of your staff who did the survey said they experienced bullying.

Of that 11%, 82% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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

11	82	5
11%	84%	5%

■ Experienced bullying   ▨ Did not experience bullying   ▤ Not sure
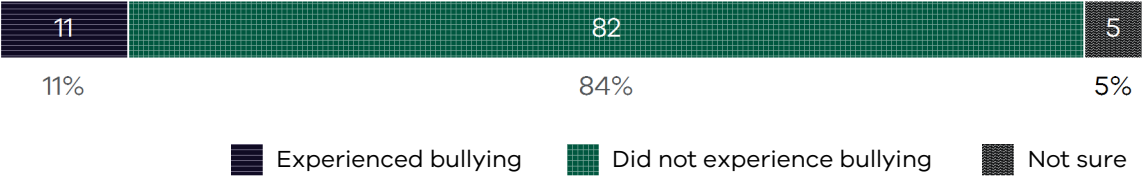
If you experienced bullying, what type of bullying did you experience?	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	82%	86%	69%
Exclusion or isolation	64%	14%	42%
Withholding essential information for me to do my job	45%	0%	27%
Intimidation and/or threats	18%	0%	32%
Verbal abuse	18%	0%	20%
Being assigned meaningless tasks unrelated to the job	9%	0%	13%

Victorian Public Sector Commission

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People outcomes

Telling someone about the bullying

What this is

This is if staff told someone when they experienced bullying.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

11% of your staff who did the survey said they experienced bullying, of which

- 36% said the top way they reported the bullying was 'I did not tell anyone about the bullying'.
- 100% said they didn't submit a formal complaint.

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

11	82	5
11%	84%	5%

■ Experienced bullying ▦ Did not experience bullying ▨ Not sure
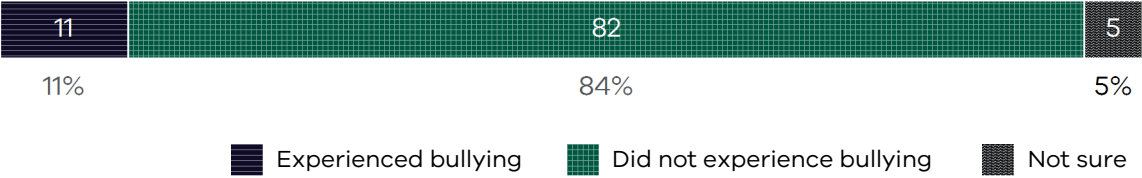
Did you tell anyone about the bullying?	You 2021	Comparator 2021	Public sector 2021
I did not tell anyone about the bullying	36%	0%	12%
Told a colleague	27%	29%	42%
Told a friend or family member	27%	29%	34%
Told a manager	27%	57%	47%
Told employee assistance program (EAP) or peer support	18%	0%	9%
Told someone else	18%	0%	12%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

100% of your staff who experienced bullying did not submit a formal complaint, of which:

- 45% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?

11

100%

■ Submitted formal complaint   ■ Did not submit a formal complaint
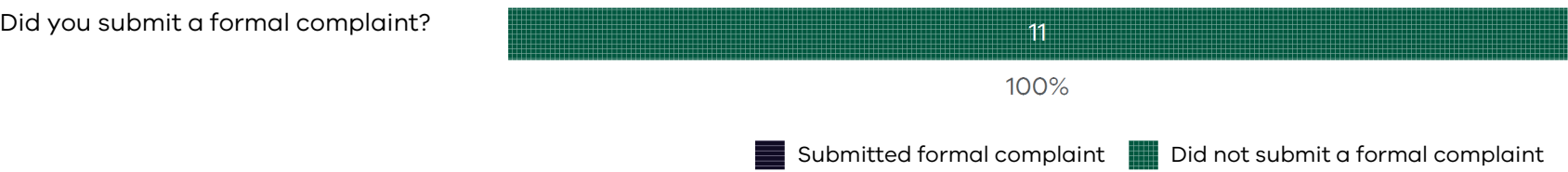
Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	45%	43%	53%
I didn't feel safe to report the incident	27%	14%	19%
I didn't know how to make a complaint	27%	0%	5%
I didn't know who to talk to	27%	0%	5%
I didn't need to because I made the bullying stop	27%	0%	7%
I didn't think it would make a difference	27%	14%	50%
I believed there would be negative consequences for my career	18%	29%	40%
I thought the complaint process would be embarrassing or difficult	18%	14%	14%
Other	9%	14%	12%

People outcomes

Perpetrators of bullying

What this is

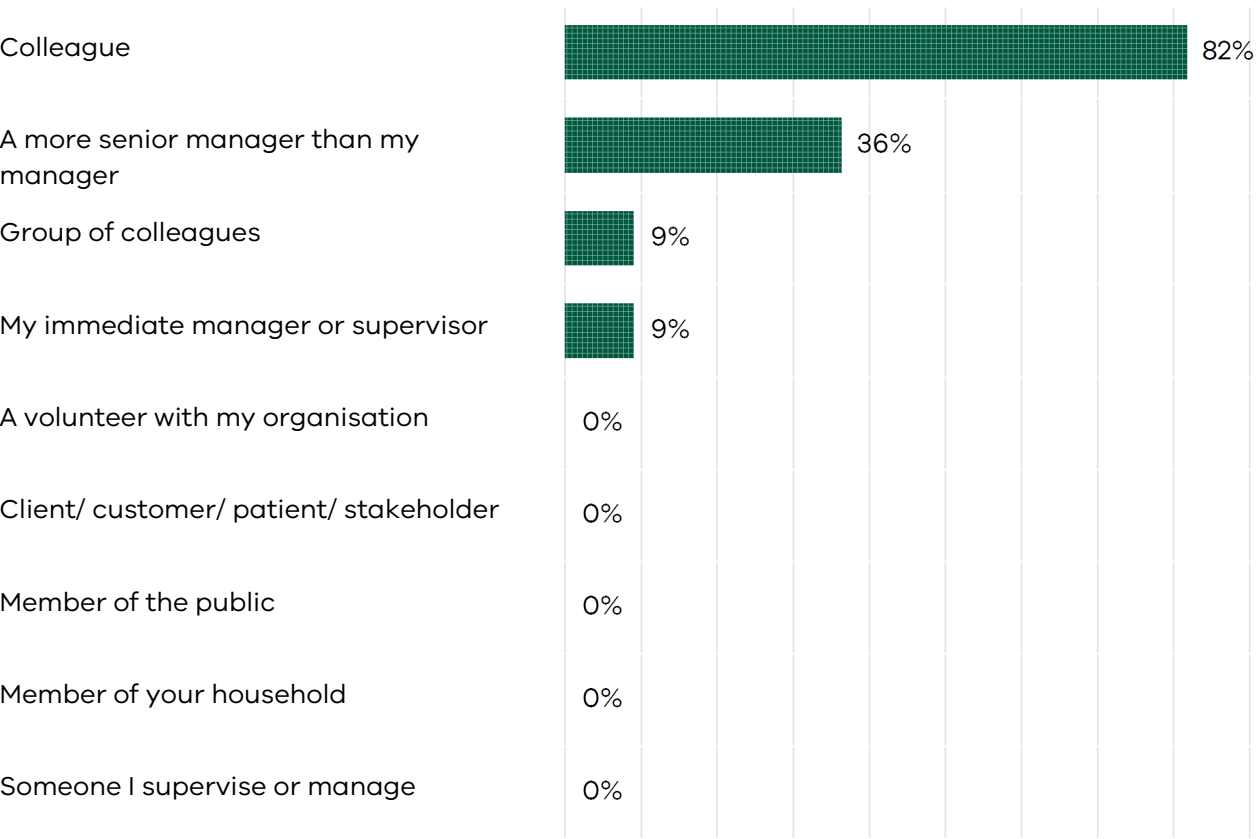This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year's survey, 11% of your staff said they experienced bullying.

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

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

Each row is one perpetrator or group of perpetrators.

Example

11% of your staff who did the survey said they experienced bullying.

Of that 11%, 82% said it was by 'Colleague'.

11 people (11% of staff) experienced bullying (You 2021)

Perpetrator	Percentage
Colleague	82%
A more senior manager than my manager	36%
Group of colleagues	9%
My immediate manager or supervisor	9%
A volunteer with my organisation	0%
Client/ customer/ patient/ stakeholder	0%
Member of the public	0%
Member of your household	0%
Someone I supervise or manage	0%

People outcomes

Frequency of bullying

What this is

This is how often staff experienced bullying.

Why this is important

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

How to read this

In this year's survey, 11% of your staff said they experienced bullying.

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

Example

11% of your staff who did the survey said they experienced bullying.

Of that 11%, 0% said it was 'At least once a day'.

How often have you experienced bullying? (You 2021)

At least once a day	0%
Once every few days	18%
Once a week	27%
Once a month	36%
Less than once a month	18%
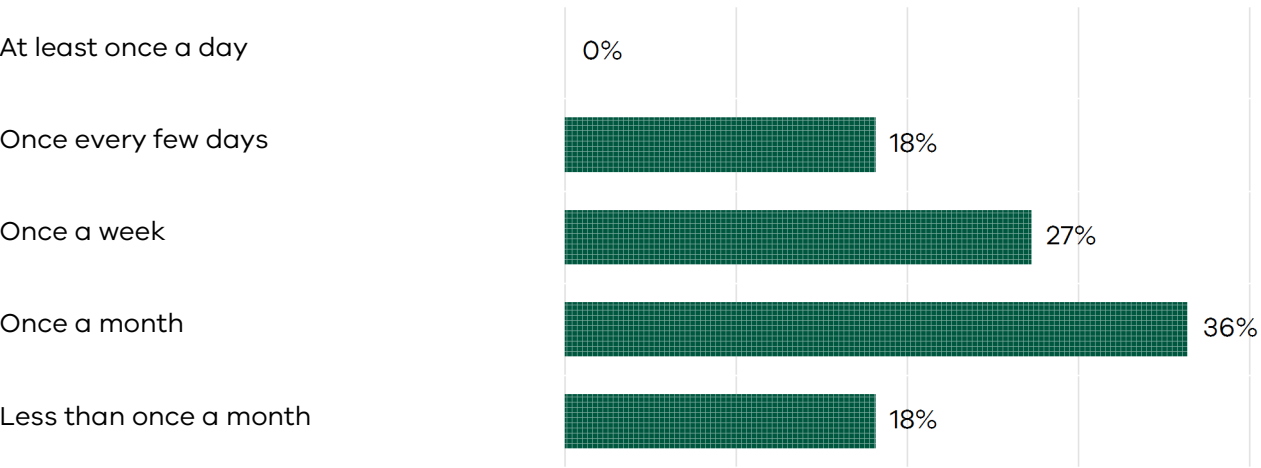
People outcomes

Sexual harassment

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Discrimination

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

Victorian
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People outcomes

Violence and aggression

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

Negative behaviour

Witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

15% of your staff who did the survey said they witnessed some negative behaviour at work.

85% 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?

15	83
15%	85%

■ Witnessed some negative behaviour ▦ Did not witness some negative behaviour
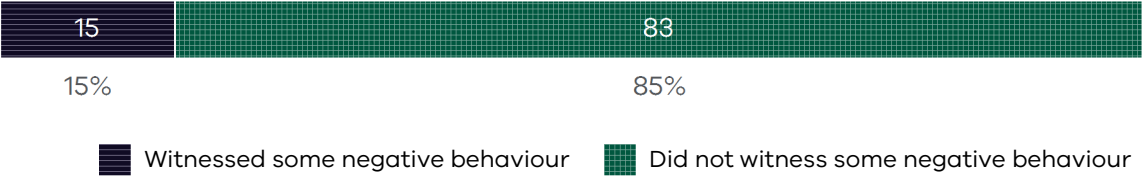
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	85%	77%	77%
Bullying of a colleague	11%	20%	16%
Discrimination against a colleague	6%	5%	8%
Sexual harassment of a colleague	3%	0%	1%
Violence or aggression against a colleague	3%	5%	6%

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.
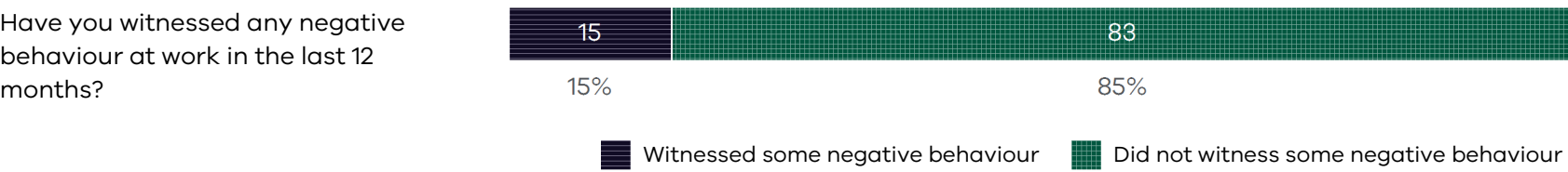
How to read this

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

15% of your staff who did the survey witnessed negative behaviour, of which:

- 60% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 13% took no action.

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

15	83
15%	85%

■ 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	60%	90%	72%
Told a manager	60%	40%	37%
Spoke to the person who behaved in a negative way	27%	10%	22%
Told a colleague	20%	0%	21%
Told the person the behaviour was not OK	13%	10%	25%
Took no action	13%	0%	7%
Told Human Resources	7%	30%	6%

People outcomes

Negative behaviour — satisfaction with making a formal complaint

What this is

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

Why this is important

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

How to read this

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

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

Example

100% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.

Survey question	Your results	Benchmark satisfied results

Survey question

Were you satisfied with the way your formal complaint was handled

Your results

No
Yes
Don't know

Benchmark satisfied results

	You	Comparator		
	2021	Lowest	Average	Highest

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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 comparator group.

Example

On the first row 'Workgroup support', the 'You 2021' column shows 97% of your staff agreed with 'I am able to work effectively with others outside my immediate workgroup'.

This question was not asked in 0.

Question group	Highest scoring questions	You 2021	Comparator 2021
Workgroup support	I am able to work effectively with others outside my immediate workgroup	97%	89%
Manager leadership	My manager ensures clients receive a high standard of service	95%	93%
Safety climate	My organisation provides a physically safe work environment	95%	98%
Manager leadership	My manager treats employees with dignity and respect	94%	80%
Manager leadership	My manager works effectively with people from diverse backgrounds	94%	91%
Quality service delivery	My workgroup strives to provide high quality advice and services	94%	98%
Organisational integrity	My organisation is committed to earning a high level of public trust	93%	100%
Quality service delivery	My workgroup strives to deliver services in a timely manner	93%	91%
Job enrichment	I understand how my job contributes to my organisation's purpose	92%	91%
Manager leadership	My manager is committed to workplace safety	92%	95%

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 comparator group.

Example

On the first row 'Learning and development', the 'You 2021' column shows 24% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'. This question was not asked in 0.

Question subgroup	Lowest scoring questions	You 2021	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	24%	18%
Job enrichment	My work performance is assessed against clear criteria	35%	61%
Learning and development	I feel I have an equal chance at promotion in my organisation	44%	41%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	46%	50%
Satisfaction	How satisfied are you with your career development within your current organisation	46%	43%
Safety climate	All levels of my organisation are involved in the prevention of stress	47%	43%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	48%	27%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	52%	55%
Workload	The workload I have is appropriate for the job that I do	53%	59%
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	54%	59%

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Key differences

Biggest positive difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Learning and development', the 'You 2021' column shows 48% of your staff agreed with 'I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)'.

The 'difference' column, shows that agreement for this question was 21 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	48%	+21%	27%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	63%	+20%	43%
Organisational integrity	My organisation does not tolerate improper conduct	84%	+20%	64%
Senior leadership	Senior leaders actively support diversity and inclusion in the workplace	84%	+20%	64%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	65%	+20%	45%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	74%	+18%	57%
Senior leadership	Senior leaders model my organisation's values	78%	+16%	61%
Senior leadership	Senior leaders demonstrate honesty and integrity	80%	+16%	64%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	81%	+15%	66%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	83%	+14%	68%

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 'Job enrichment', the 'You 2021' column shows 35% of your staff agreed with 'My work performance is assessed against clear criteria'.

The 'difference' column, shows that agreement for this question was 27 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Job enrichment	My work performance is assessed against clear criteria	35%	-27%	61%
Learning and development	In the last 12 months I have learned skills that have helped me do my job better	65%	-19%	84%
Satisfaction	I get a sense of accomplishment from my work	71%	-17%	89%
Workgroup support	Workgroups across my organisation willingly share information with each other	63%	-16%	80%
Satisfaction	I enjoy the work in my current job	72%	-16%	89%
Equal employment opportunity	Age is not a barrier to success in my organisation	71%	-15%	86%
Innovation	My workgroup learns from failures and mistakes	70%	-14%	84%
Workplace flexibility	Having family responsibilities is not a barrier to success in my organisation	68%	-13%	82%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have family responsibilities	71%	-13%	84%
Manager support	My manager encourages and supports my participation in learning and development opportunities	74%	-12%	86%

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Taking action

What this is

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

Why this is important

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

How to read this

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

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

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

Example

55% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

Survey question	Your results	Benchmark agree results

Survey question

Your results

Benchmark agree results

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

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

18%   55%

27%
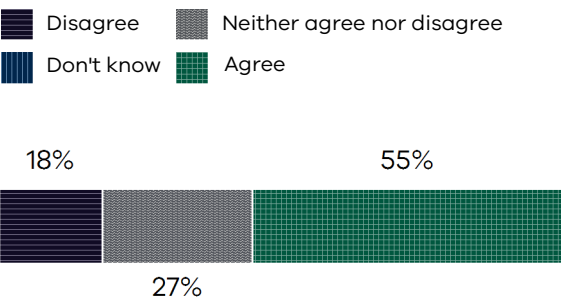
	You	Comparator		
	2021	Lowest	Average	Highest
	55 %	55 %	55 %	55 %

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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

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

Survey question — Your results — Benchmark agree results

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

Survey question	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders actively support diversity and inclusion in the workplace (9% / 1% / 6% / 84%)	84 %	64 %	64 %	64 %
Senior leaders demonstrate honesty and integrity (8% / 1% / 11% / 80%)	80 %	64 %	64 %	64 %
Senior leaders model my organisation's values (10% / 12% / 78%)	78 %	61 %	61 %	61 %
Senior leaders support staff to work in an environment of change (12% / 1% / 12% / 74%)	74 %	66 %	66 %	66 %

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

66% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

Disagree   Neither agree nor disagree

Don't know   Agree

Senior leaders provide clear strategy and direction

15%   66%

18%

Benchmark agree results

	You	Comparator		
	2021	Lowest	Average	Highest
	66 %	70 %	70 %	70 %

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Victorian Public Sector Commission

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Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 84% of your staff who did the survey responded positively to questions about Organisational integrity.

Compared to:

- 81% of staff at your comparator and 72% of staff across the public sector.
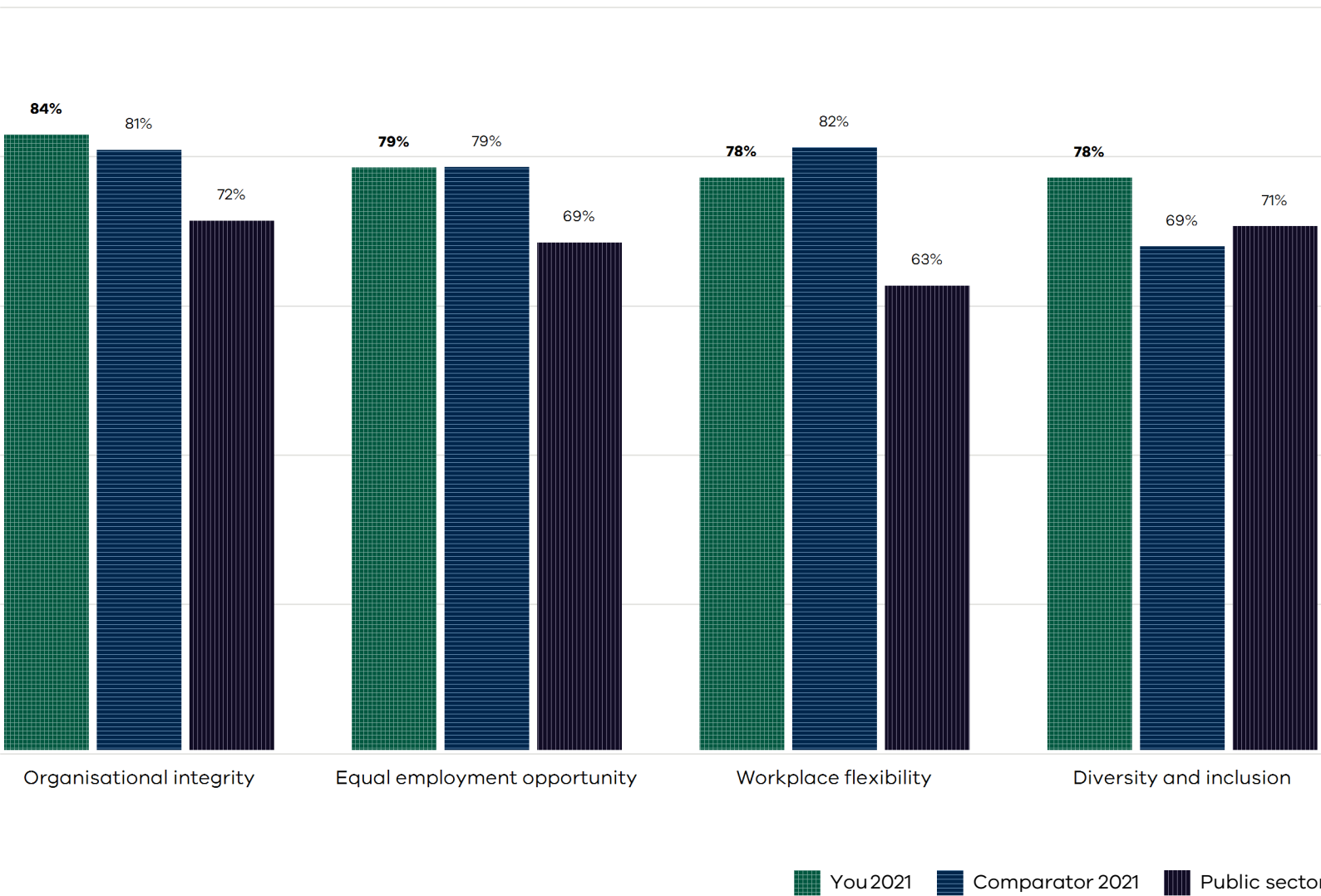
	You 2021	Comparator 2021	Public sector 2021
Organisational integrity	84%	81%	72%
Equal employment opportunity	79%	79%	69%
Workplace flexibility	78%	82%	63%
Diversity and inclusion	78%	69%	71%

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 74% of your staff who did the survey responded positively to questions about Safety climate.

Compared to:

- 69% of staff at your comparator and 60% of staff across the public sector.
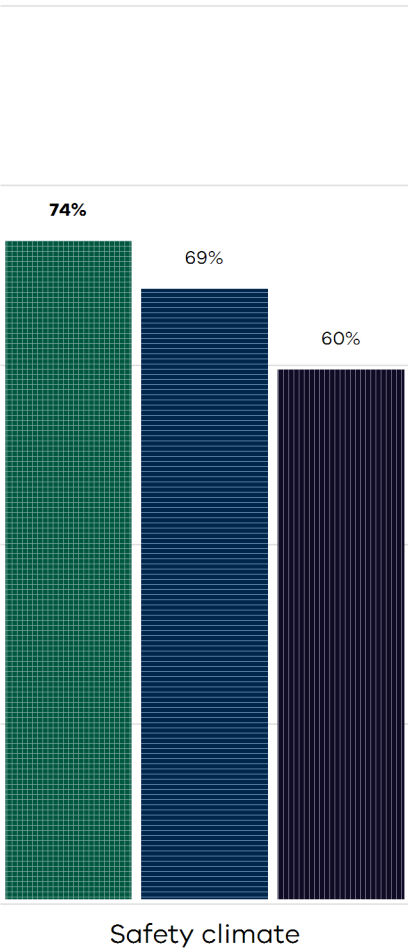
Safety climate

Legend: 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

93% 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
- Neither agree nor disagree
- Don't know
- Agree

	You	Comparator		
	2021	Lowest	Average	Highest
My organisation is committed to earning a high level of public trust	93 %	100 %	100 %	100 %
My organisation respects the human rights of employees	92 %	93 %	93 %	93 %
My organisation encourages respectful workplace behaviours	90 %	89 %	89 %	89 %
My organisation encourages employees to act in ways that are consistent with human rights	88 %	95 %	95 %	95 %

Your results bar values:
- My organisation is committed to earning a high level of public trust: 1%, 93%, 6%
- My organisation respects the human rights of employees: 1%, 92%, 7%
- My organisation encourages respectful workplace behaviours: 2%, 90%, 8%
- My organisation encourages employees to act in ways that are consistent with human rights: 2%, 88%, 10%

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

84% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

| Survey question | Your results | Benchmark agree results |

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

	You	Comparator		
	2021	Lowest	Average	Highest
My organisation does not tolerate improper conduct	84 %	64 %	64 %	64 %
My organisation takes steps to eliminate bullying, harassment and discrimination	79 %	68 %	68 %	68 %
My organisation makes fair recruitment and promotion decisions, based on merit	60 %	61 %	61 %	61 %

My organisation does not tolerate improper conduct: 2% / 14% / 84%

My organisation takes steps to eliminate bullying, harassment and discrimination: 1% / 4% / 16% / 79%

My organisation makes fair recruitment and promotion decisions, based on merit: 4% / 15% / 20% / 60%

Victorian Public Sector Commission

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Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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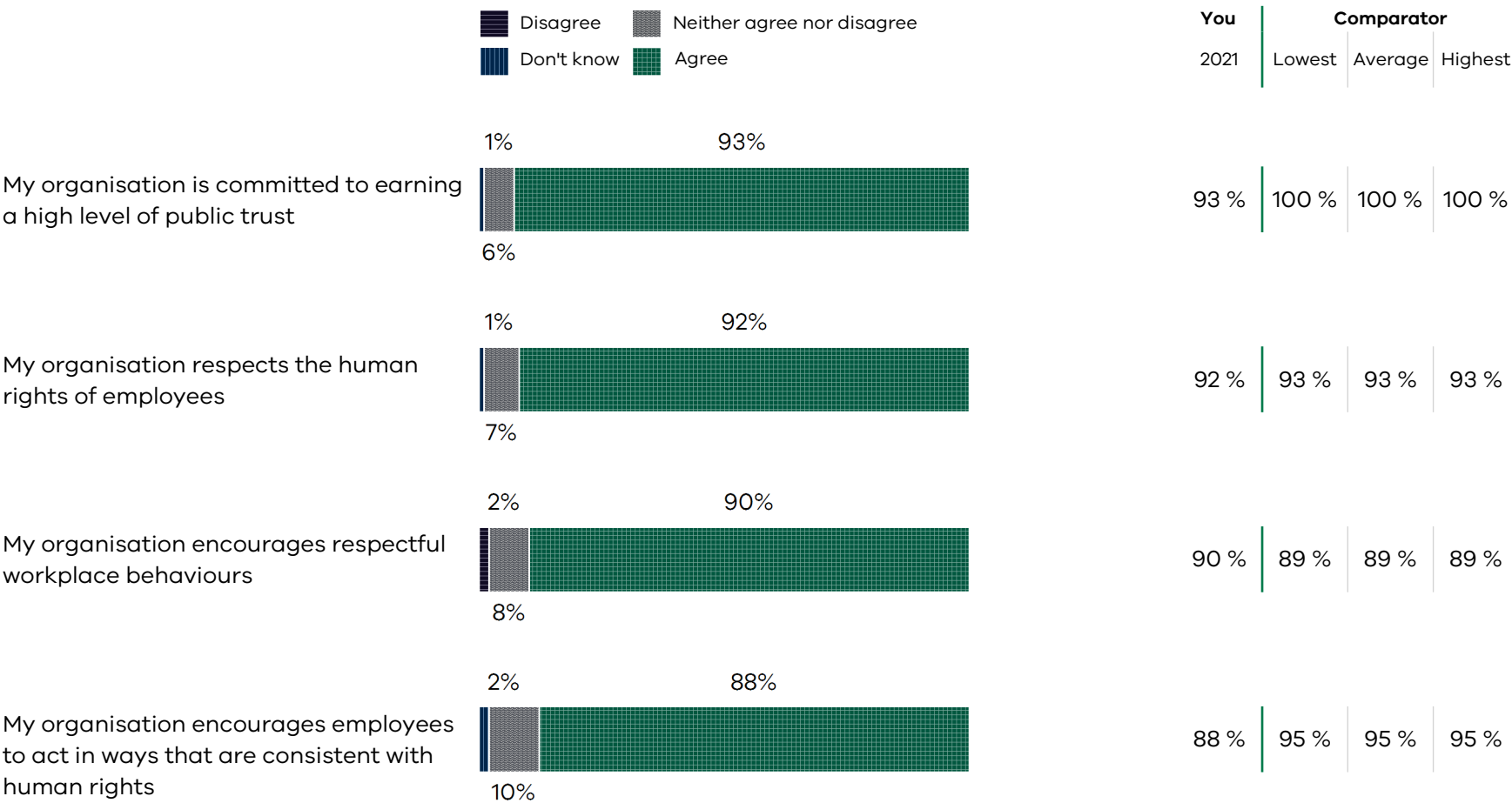
Example

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

Survey question / Your results / Benchmark agree results

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am confident that if I requested a flexible work arrangement, it would be given due consideration	6% / 91% / 3%	91 %	77 %	77 %	77 %
I have the flexibility I need to manage my work and non-work activities and responsibilities	4% / 91% / 5%	91 %	91 %	91 %	91 %
My organisation supports employees with family or other caring responsibilities, regardless of gender	3% / 88% / 9%	88 %	89 %	89 %	89 %
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	4% / 77% / 4% 15%	77 %	80 %	80 %	80 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Workplace flexibility 2 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.
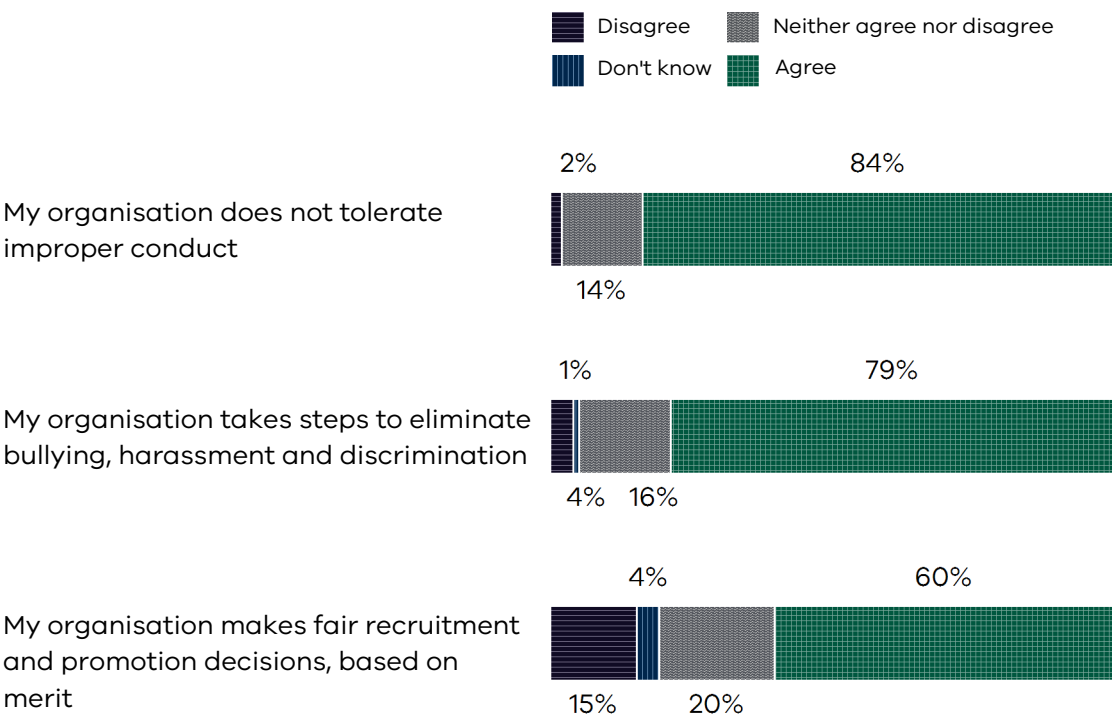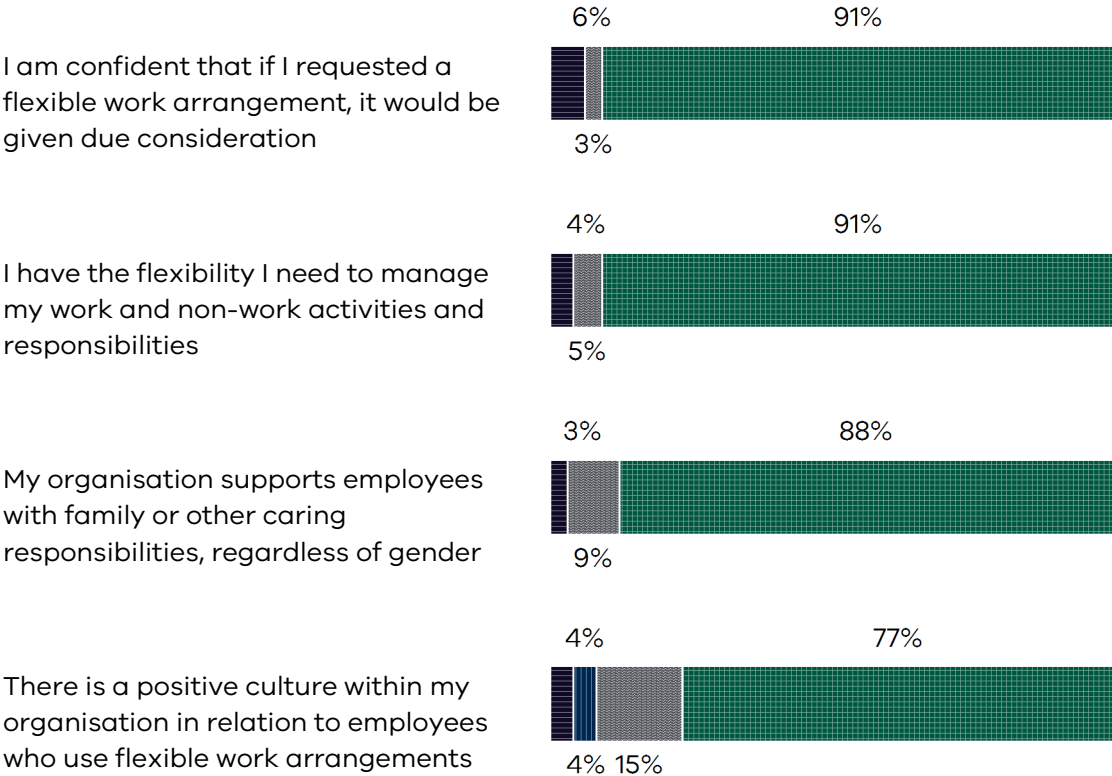
Example

76% of your staff who did the survey agreed or strongly agreed with 'Using flexible work arrangements is not a barrier to success in my organisation'.

Survey question	Your results	Benchmark agree results

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

	You	Comparator		
	2021	Lowest	Average	Highest

Survey question	Disagree	Don't know	Neither	Agree	You 2021	Lowest	Average	Highest
Using flexible work arrangements is not a barrier to success in my organisation	7%	5%	12%	76%	76 %	80 %	80 %	80 %
There is a positive culture within my organisation in relation to employees who have family responsibilities	8%	3%	17%	71%	71 %	84 %	84 %	84 %
Having caring responsibilities is not a barrier to success in my organisation	15%	4%	10%	70%	70 %	75 %	75 %	75 %
Having family responsibilities is not a barrier to success in my organisation	14%	4%	13%	68%	68 %	82 %	82 %	82 %

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.
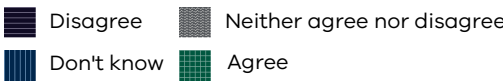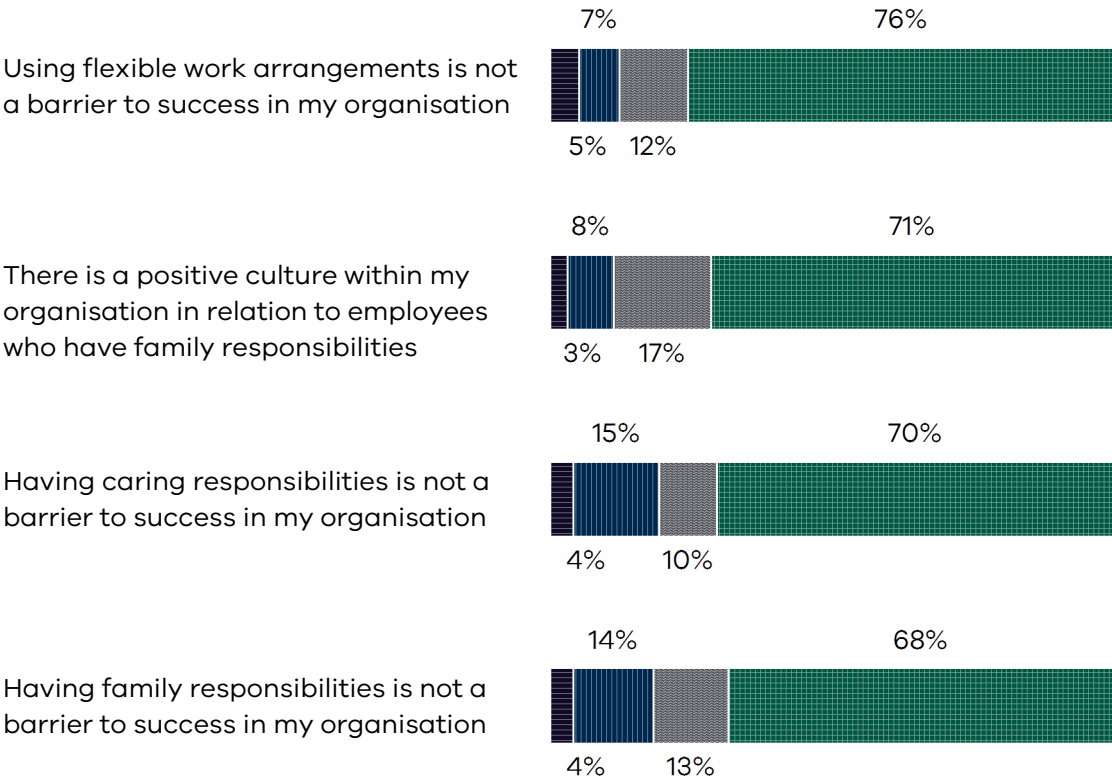
Example

68% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who have caring responsibilities'.

Survey question	Your results	Benchmark agree results

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

	You	Comparator		
	2021	Lowest	Average	Highest

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

Your results: 4% Disagree, 12% Don't know, 15% Neither agree nor disagree, 68% Agree
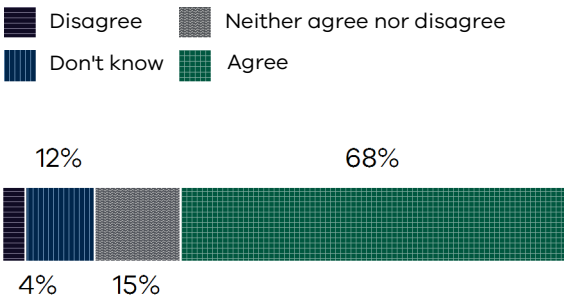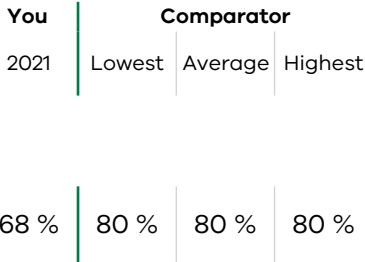
| | 68 % | 80 % | 80 % | 80 % |

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

The table shows you what flexible work arrangements staff use.

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

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

Example

66% of staff who did the survey said the flexible work arrangement they used was 'Working from an alternative location (e.g. home, hub/shared work space)'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
Working from an alternative location (e.g. home, hub/shared work space)	66%	34%	24%
Flexible start and finish times	44%	36%	23%
Working more hours over fewer days	40%	2%	6%
Part-time	10%	5%	19%
No, I do not use any flexible work arrangements	7%	34%	38%
Other	5%	2%	2%
Job sharing	3%		1%
Using leave to work flexible hours	2%		8%
Purchased leave	2%	11%	2%

Organisational climate

Equal employment opportunity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

89% of your staff who did the survey agreed or strongly agreed with 'Sexual orientation is not a barrier to success in my organisation'.

Survey question	Your results	Benchmark agree results

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

	You	Comparator		
	2021	Lowest	Average	Highest

Survey question	Disagree	Don't know	Neither	Agree	You 2021	Lowest	Average	Highest
Sexual orientation is not a barrier to success in my organisation	4%	1%	6%	89%	89 %	89 %	89 %	89 %
Gender is not a barrier to success in my organisation	2%	4%	6%	88%	88 %	89 %	89 %	89 %
Cultural background is not a barrier to success in my organisation	3%	1%	11%	85%	85 %	82 %	82 %	82 %
Age is not a barrier to success in my organisation	4%	6%	18%	71%	71 %	86 %	86 %	86 %
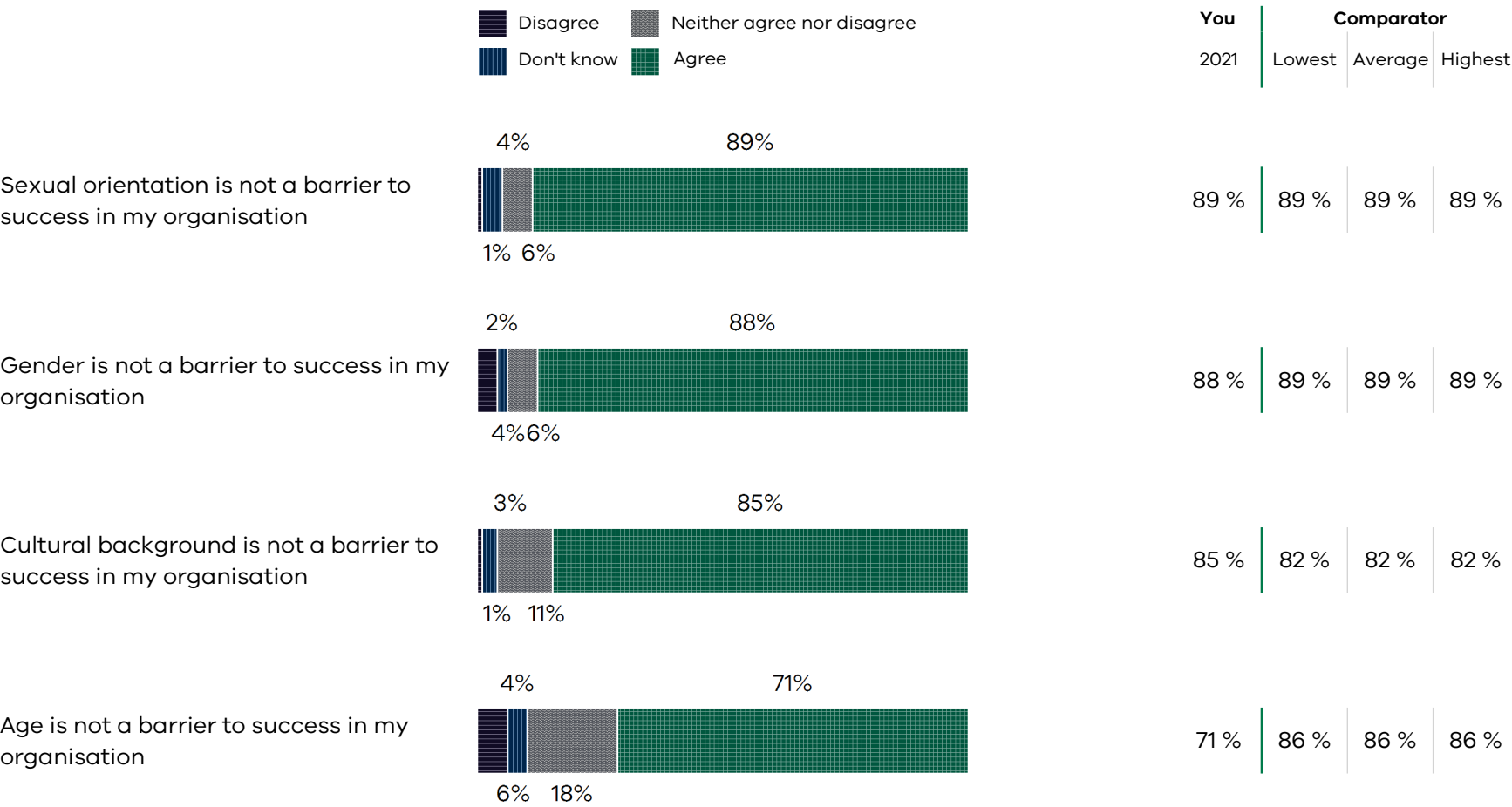
Organisational climate

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

71% of your staff who did the survey agreed or strongly agreed with 'Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation'.

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	3% / 17% / 8% / 71%	71 %	66 %	66 %	66 %
Disability is not a barrier to success in my organisation	2% / 9% / 18% / 70%	70 %	64 %	64 %	64 %

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.

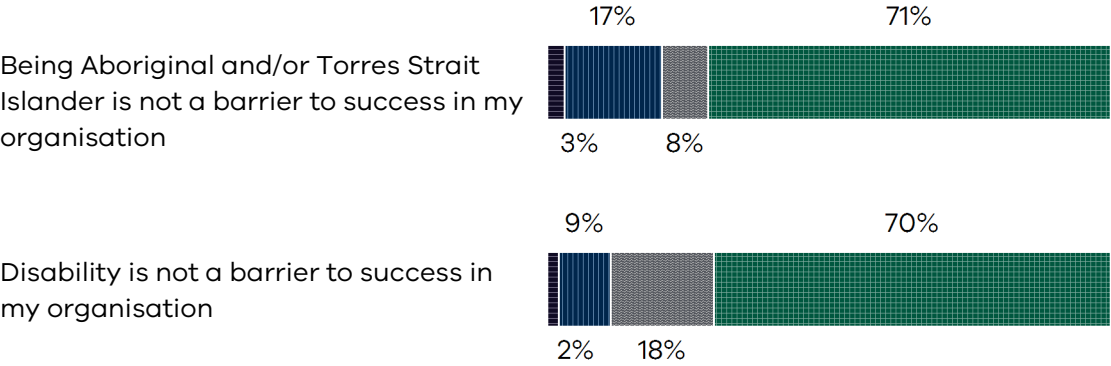Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

95% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation provides a physically safe work environment	95% / 5%	95 %	98 %	98 %	98 %
My organisation consults employees on health and safety matters	91% / 2% / 1% / 6%	91 %	95 %	95 %	95 %
I feel culturally safe at work	82% / 4% / 14%	82 %	82 %	82 %	82 %
My organisation has effective procedures in place to support employees who may experience stress	74% / 2% / 9% / 14%	74 %	77 %	77 %	77 %

Organisational climate

Psychosocial and physical safety climate question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

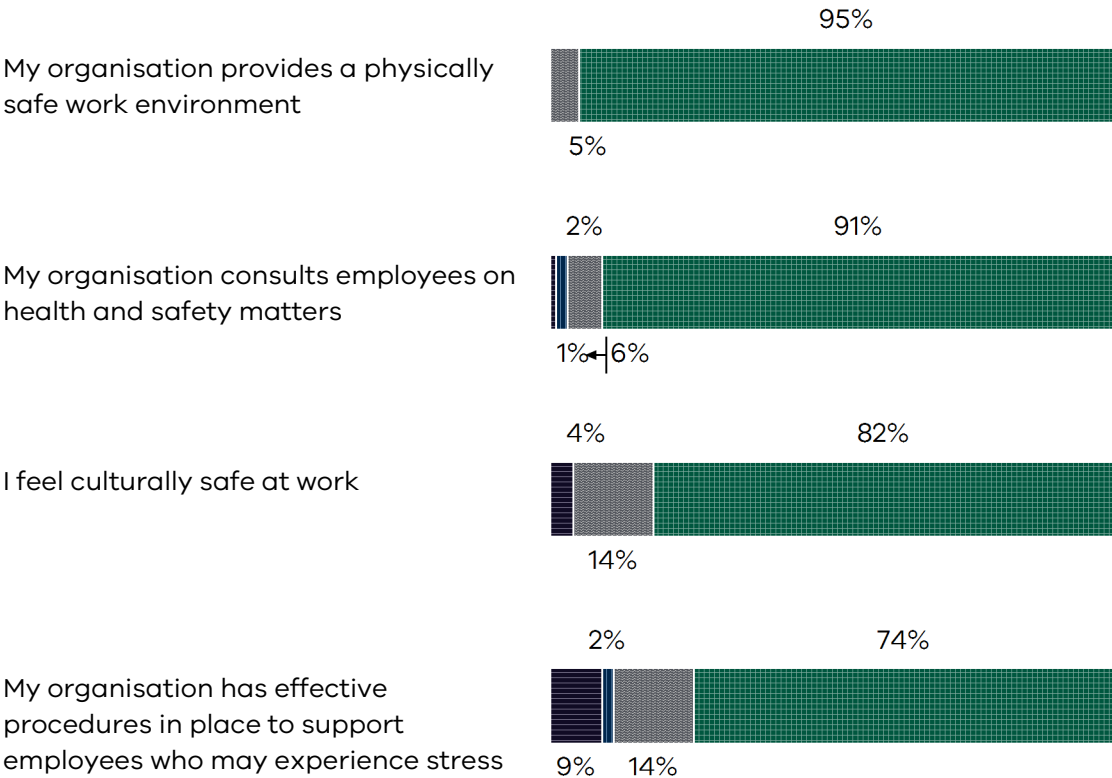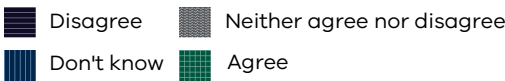Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

74% of your staff who did the survey agreed or strongly agreed with 'Senior leaders consider the psychological health of employees to be as important as productivity'.

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders consider the psychological health of employees to be as important as productivity	12% / 13% / 74%	74 %	57 %	57 %	57 %
In my workplace, there is good communication about psychological safety issues that affect me	7% / 24% / 68%	68 %	57 %	57 %	57 %
Senior leaders show support for stress prevention through involvement and commitment	15% / 21% / 63%	63 %	43 %	43 %	43 %
All levels of my organisation are involved in the prevention of stress	22% / 31% / 47%	47 %	43 %	43 %	43 %

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

You 2021　　Comparator 2021　　Public sector 2021
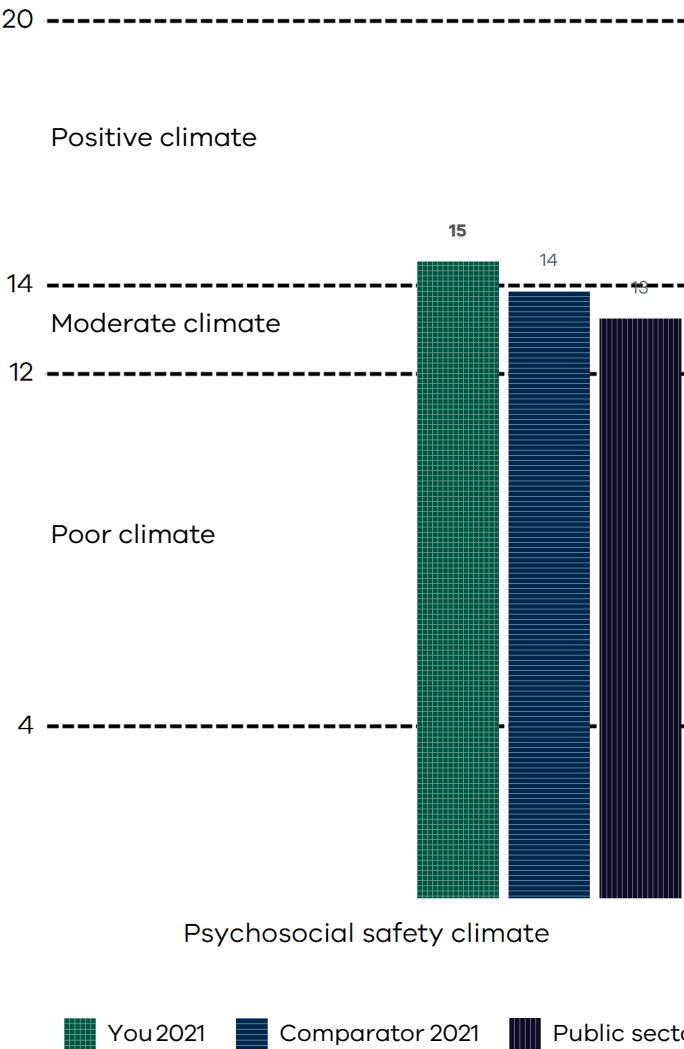
Organisational climate

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

88% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees of different sexes/genders'.

| Survey question | Your results | Benchmark agree results |

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

	You	Comparator		
	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees of different sexes/genders — 3%, 88%, 2% 7%	88 %	89 %	89 %	89 %
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds — 6%, 83%, 3% 8%	83 %	73 %	73 %	73 %
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+ — 7%, 83%, 2% 8%	83 %	68 %	68 %	68 %
There is a positive culture within my organisation in relation to employees of different age groups — 4%, 81%, 2% 13%	81 %	82 %	82 %	82 %

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

67% 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 | Neither agree nor disagree | Don't know | Agree

	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees with disability	67 %	55 %	55 %	55 %
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	65 %	45 %	45 %	45 %

Chart 1 (employees with disability): 15% / 1% / 16% / 67%

Chart 2 (Aboriginal and/or Torres Strait Islander): 20% / 3% / 11% / 65%

Victorian Public Sector Commission

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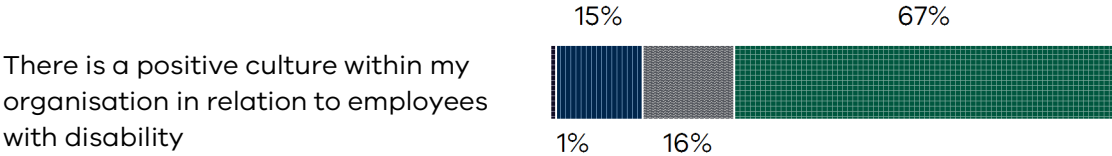
Organisational climate

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.
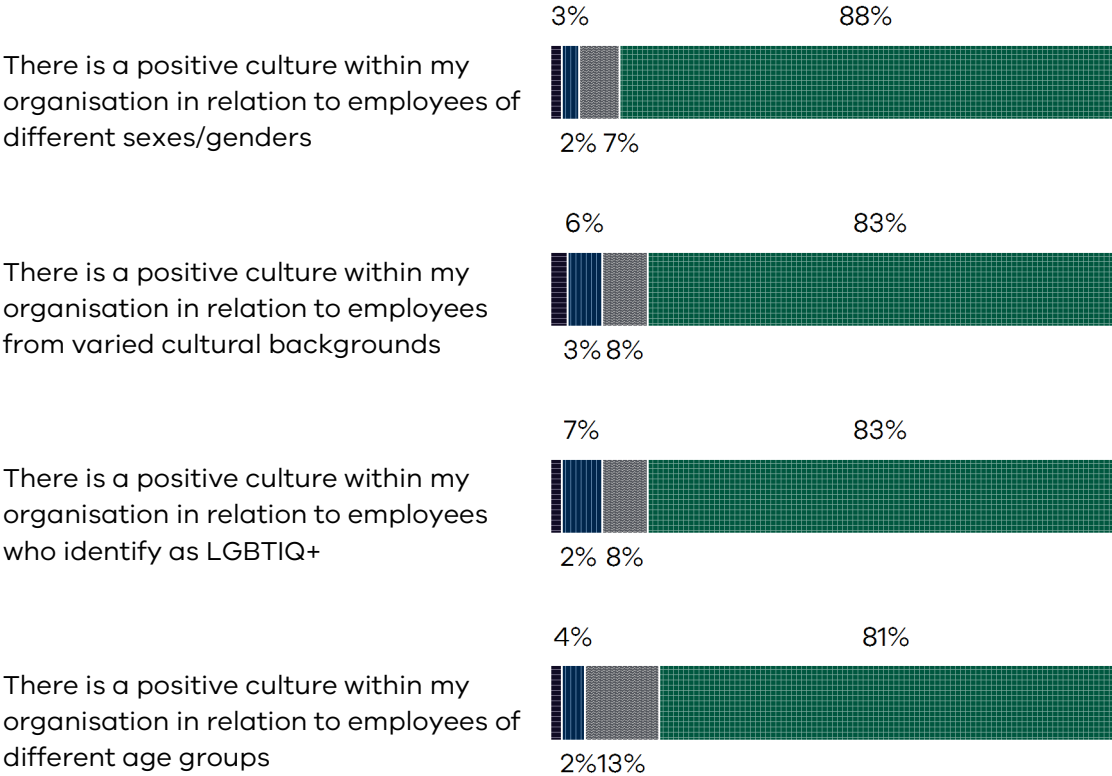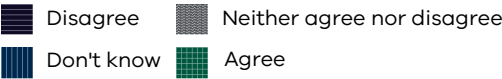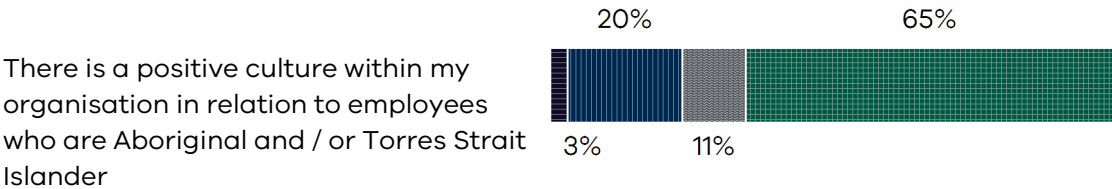
Example

87% of your staff who did the survey agreed or strongly agreed with 'My organisation would support me if I needed to take family violence leave'.

Survey question	Your results	Benchmark agree results

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

	You	Comparator		
	2021	Lowest	Average	Highest

Survey question	Disagree	Neither	Agree	You 2021	Lowest	Average	Highest
My organisation would support me if I needed to take family violence leave	9%	4%	87%	87 %	86 %	86 %	86 %
In my workgroup work is allocated fairly, regardless of gender	5%	10%	85%	85 %	84 %	84 %	84 %
My organisation uses inclusive and respectful images and language	3%	2% 10%	85%	85 %	93 %	93 %	93 %

Victorian
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Commission

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State Government

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

- Highest scoring
- Lowest scoring
- 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
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- Meaningful work
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- 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

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:

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

Compared to:

- 84% of staff at your comparator and 76% of staff across the public sector.

	You 2021	Comparator 2021	Public sector 2021
Workgroup support	84%	84%	76%
Quality service delivery	83%	87%	80%
Innovation	78%	83%	68%
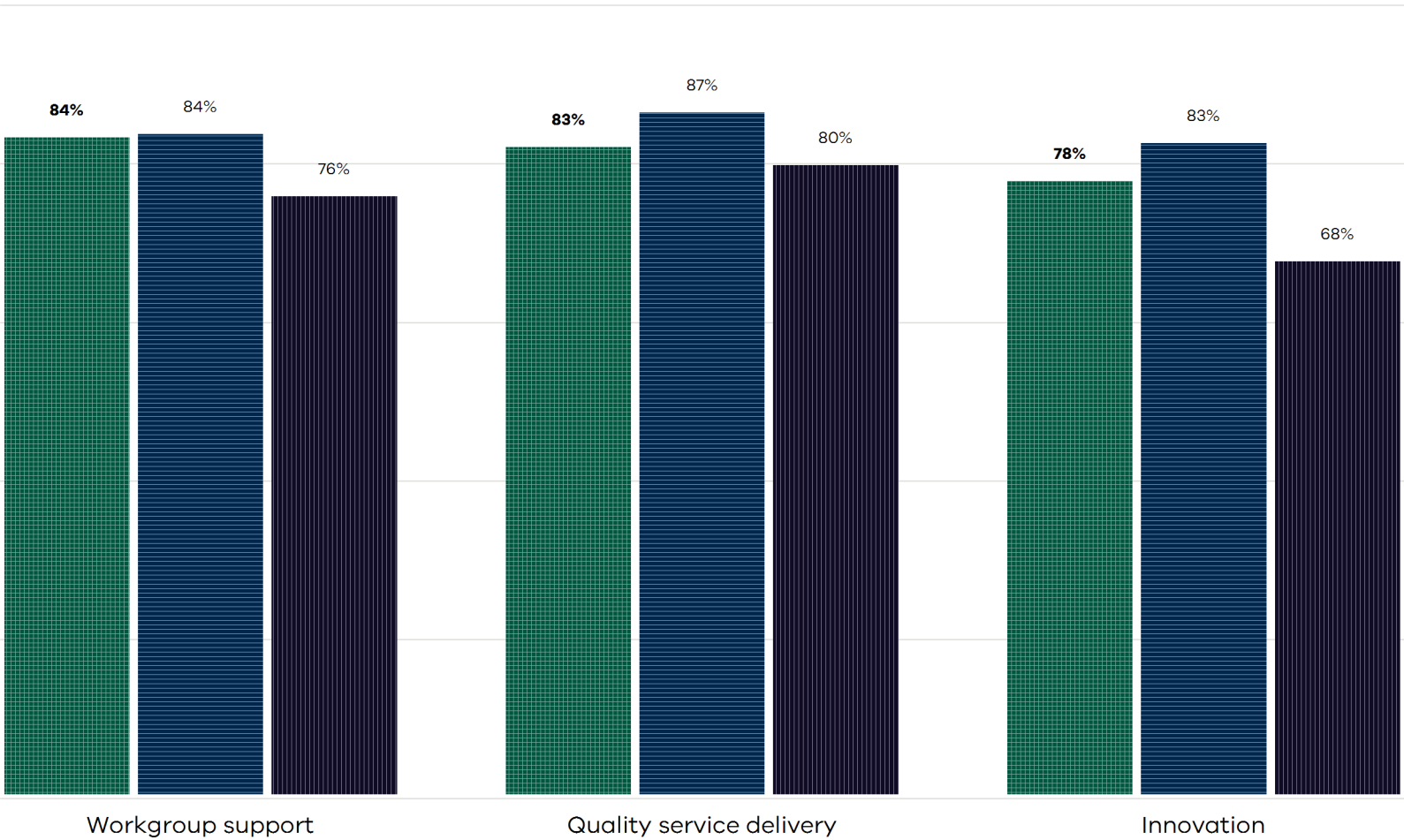
Workgroup climate

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

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

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

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

Survey question	Your results	You 2021	Lowest	Average	Highest
My workgroup strives to provide high quality advice and services	2% / 94% / 4%	94 %	98 %	98 %	98 %
My workgroup strives to deliver services in a timely manner	1% / 93% / 6%	93 %	91 %	91 %	91 %
My workgroup values human rights	1% / 88% / 2% 9%	88 %	95 %	95 %	95 %
My workgroup focuses on making decisions informed by all relevant facts	10% / 81% / 9%	81 %	82 %	82 %	82 %

Victorian Public Sector Commission

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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

80% 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	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup places a priority on acting fairly and without bias	6% / 14% / 80%	80 %	80 %	80 %	80 %
My workgroup strives to make the best use of its resources	9% / 5% / 10% / 76%	76 %	86 %	86 %	86 %
My workgroup has clear lines of responsibility	15% / 16% / 68%	68 %	77 %	77 %	77 %

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.
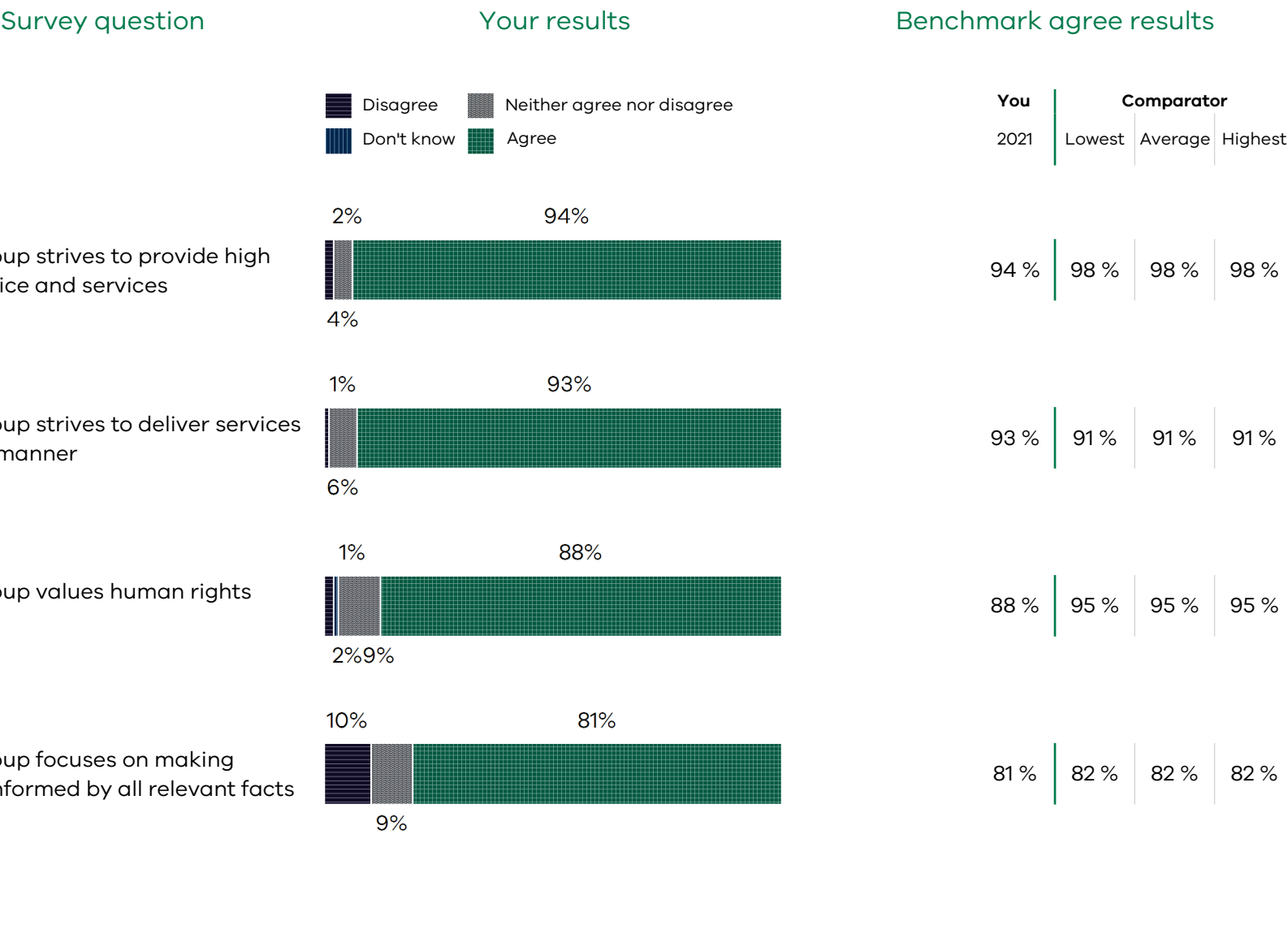
How to read this

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.
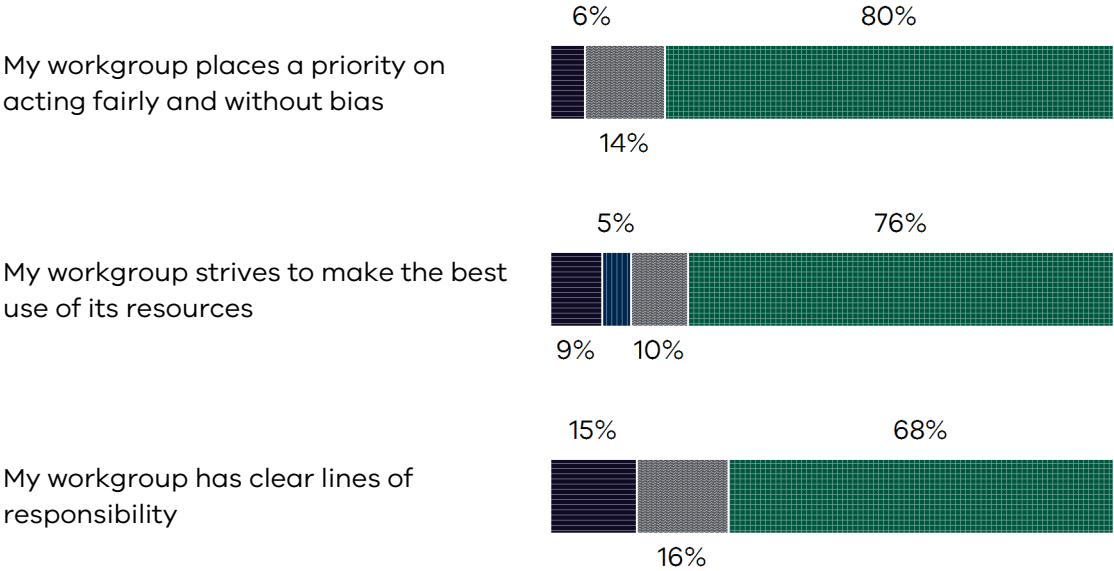
Example

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, Don't know, Neither agree nor disagree, Agree

	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes (1%, 91%, 1%, 7%)	91 %	93 %	93 %	93 %
My workgroup is quick to respond to opportunities to do things better (7%, 82%, 11%)	82 %	91 %	91 %	91 %
My workgroup encourages employee creativity (12%, 76%, 12%)	76 %	77 %	77 %	77 %
My workgroup takes reasonable risks to improve its services (7%, 73%, 19%)	73 %	70 %	70 %	70 %

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 learns from failures and mistakes'.

Survey question

Your results

Benchmark agree results

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

	You	Comparator		
	2021	Lowest	Average	Highest

My workgroup learns from failures and mistakes

5%   70%

24%

| 70 % | 84 % | 84 % | 84 % |

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Workgroup support 1 of 3

What this is

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

Why this is important

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

How to read this

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

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

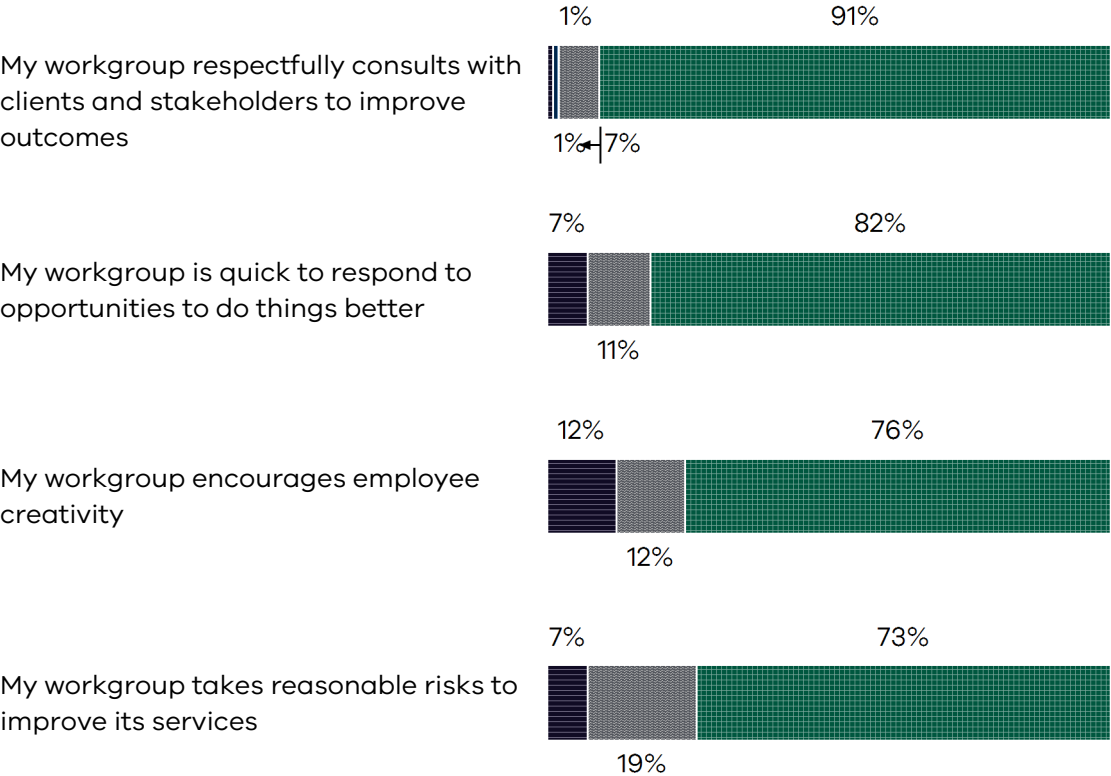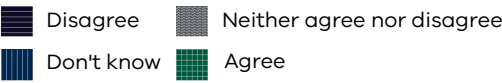Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

97% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others outside my immediate workgroup	97% / 3%	97 %	89 %	89 %	89 %
I am able to work effectively with others in my workgroup	1% / 92% / 7%	92 %	93 %	93 %	93 %
People in my workgroup actively support diversity and inclusion in the workplace	1% / 89% / 5% / 5%	89 %	91 %	91 %	91 %
People in my workgroup treat each other with respect	6% / 89% / 5%	89 %	80 %	80 %	80 %

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.

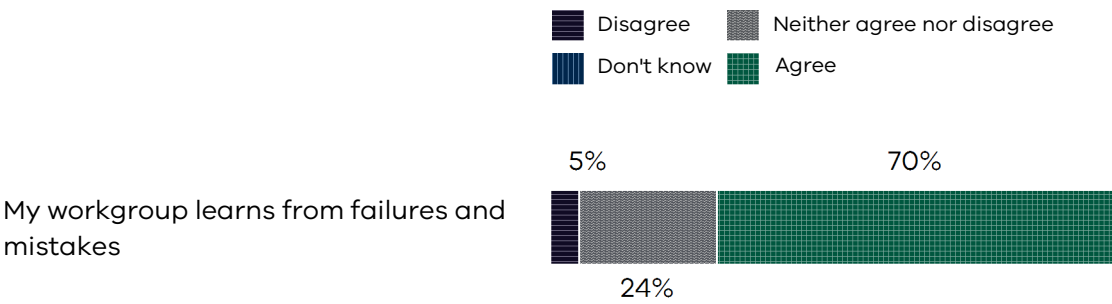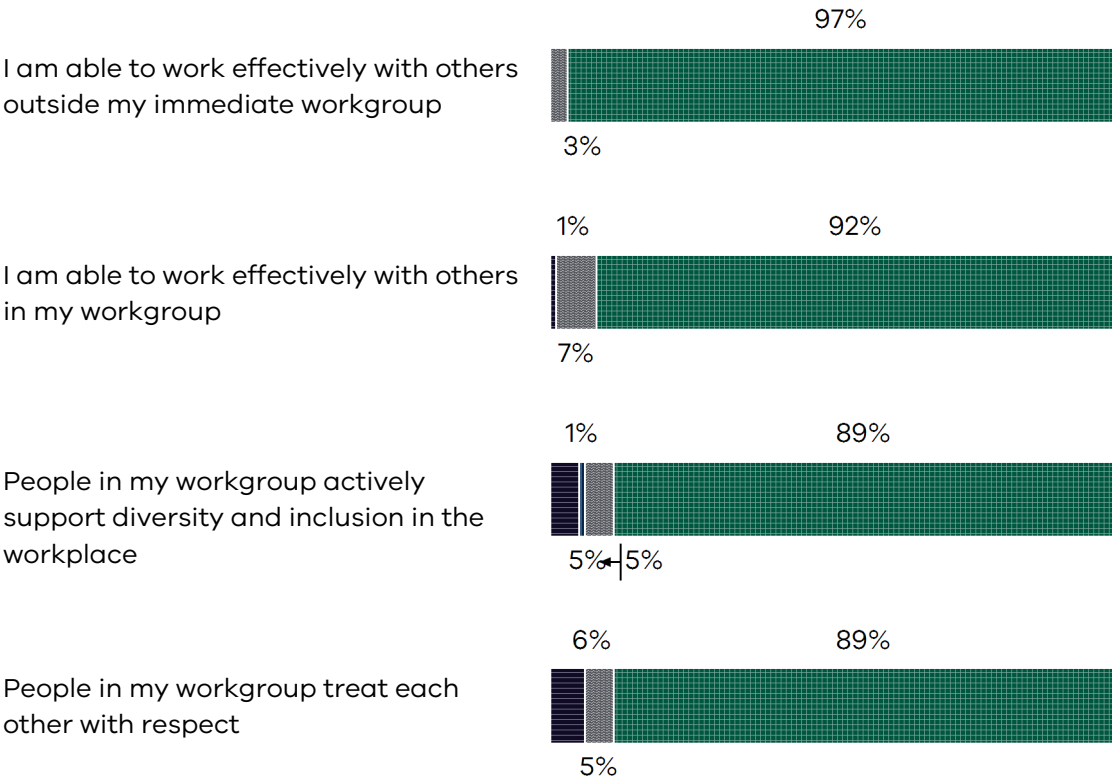Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

89% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

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

	You	Comparator		
	2021	Lowest	Average	Highest
People in my workgroup work together effectively to get the job done	89 %	86 %	86 %	86 %
People in my workgroup appropriately manage conflicts of interest	83 %	84 %	84 %	84 %
People in my workgroup are politically impartial in their work	81 %	80 %	80 %	80 %
People in my workgroup are honest, open and transparent in their dealings	80 %	82 %	82 %	82 %

Your results bar chart values:

- People in my workgroup work together effectively to get the job done: 4%, 89%, 7%
- People in my workgroup appropriately manage conflicts of interest: 2%, 83%, 4% 11%
- People in my workgroup are politically impartial in their work: 4%, 81%, 5% 10%
- People in my workgroup are honest, open and transparent in their dealings: 1%, 80%, 8% 11%

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

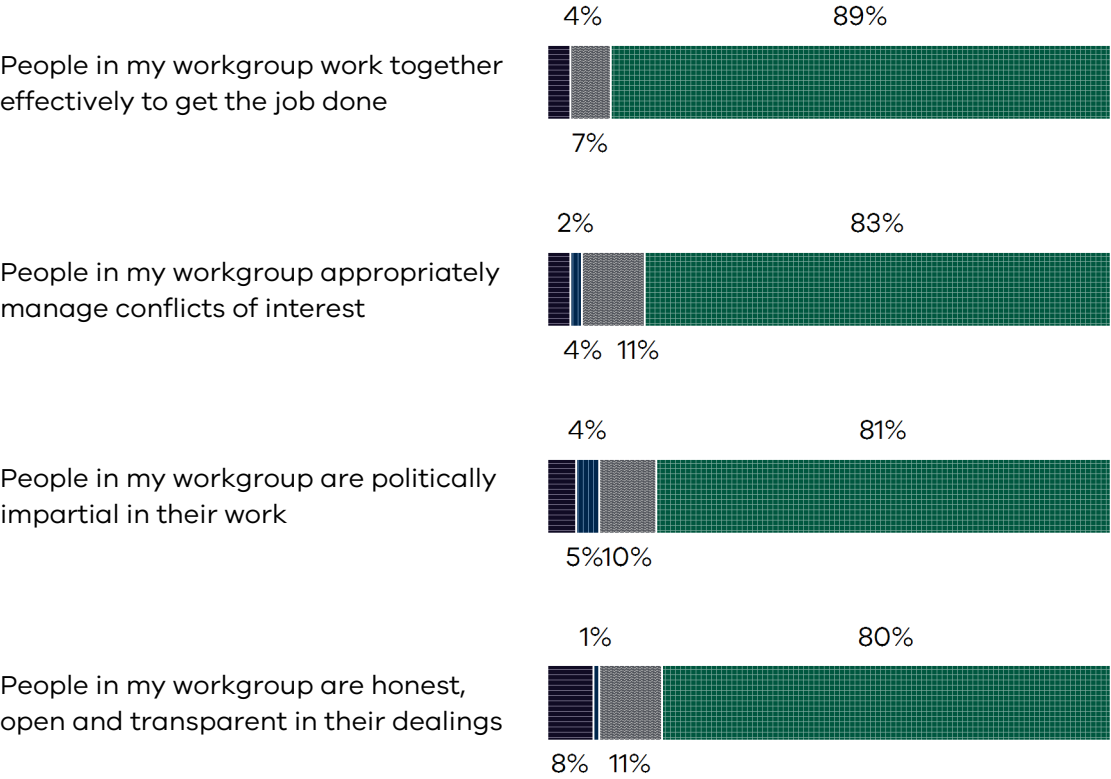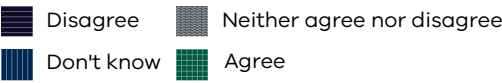Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

78% 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'.

| Survey question | Your results | Benchmark agree results |

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

	You	Comparator		
	2021	Lowest	Average	Highest

People in my workgroup regularly reach out to support me and my wellbeing
9% / 13% / 78%

| 78 % | 80 % | 80 % | 80 % |

Workgroups across my organisation willingly share information with each other
20% / 16% / 63%
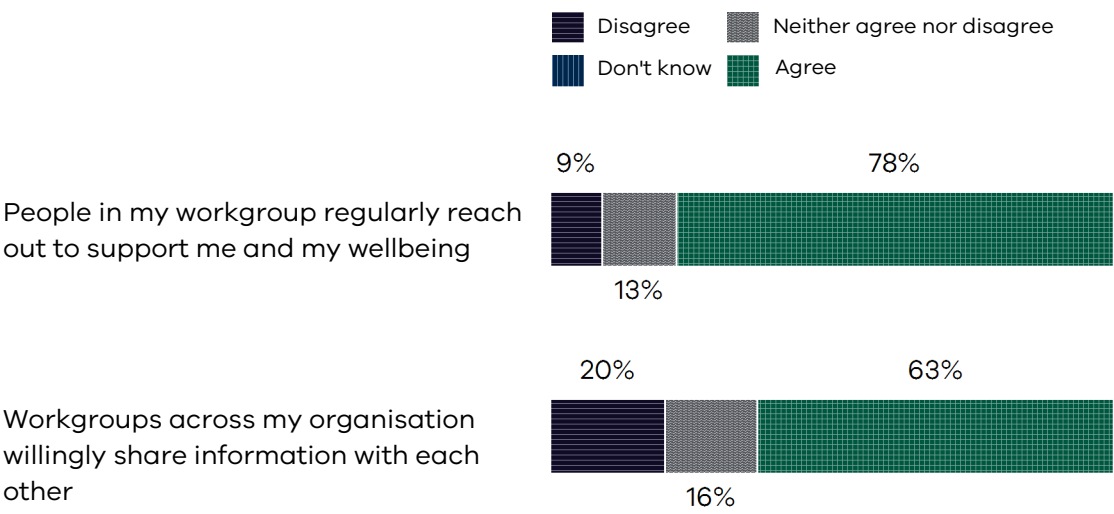
| 63 % | 80 % | 80 % | 80 % |

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
- Biggest positive difference from comparator
- Biggest negative difference from comparator

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

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- Organisational integrity
- Workplace flexibility
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- Psychosocial and physical safety climate
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Job and manager factors

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- Scorecard
- Responsiveness
- Integrity
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- Accountability
- Respect
- Leadership
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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

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

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

Compared to:

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

Chart legend: ■ You 2021 ■ Comparator 2021 ■ Public sector 2021

Factor	You 2021	Comparator 2021	Public sector 2021
Manager leadership	92%	88%	84%
Safe to speak up	79%	73%	67%
Manager support	76%	73%	70%
Meaningful work	76%	83%	84%

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VICTORIA State Government

Job and manager factors

What this is

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

Why this is important

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

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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.

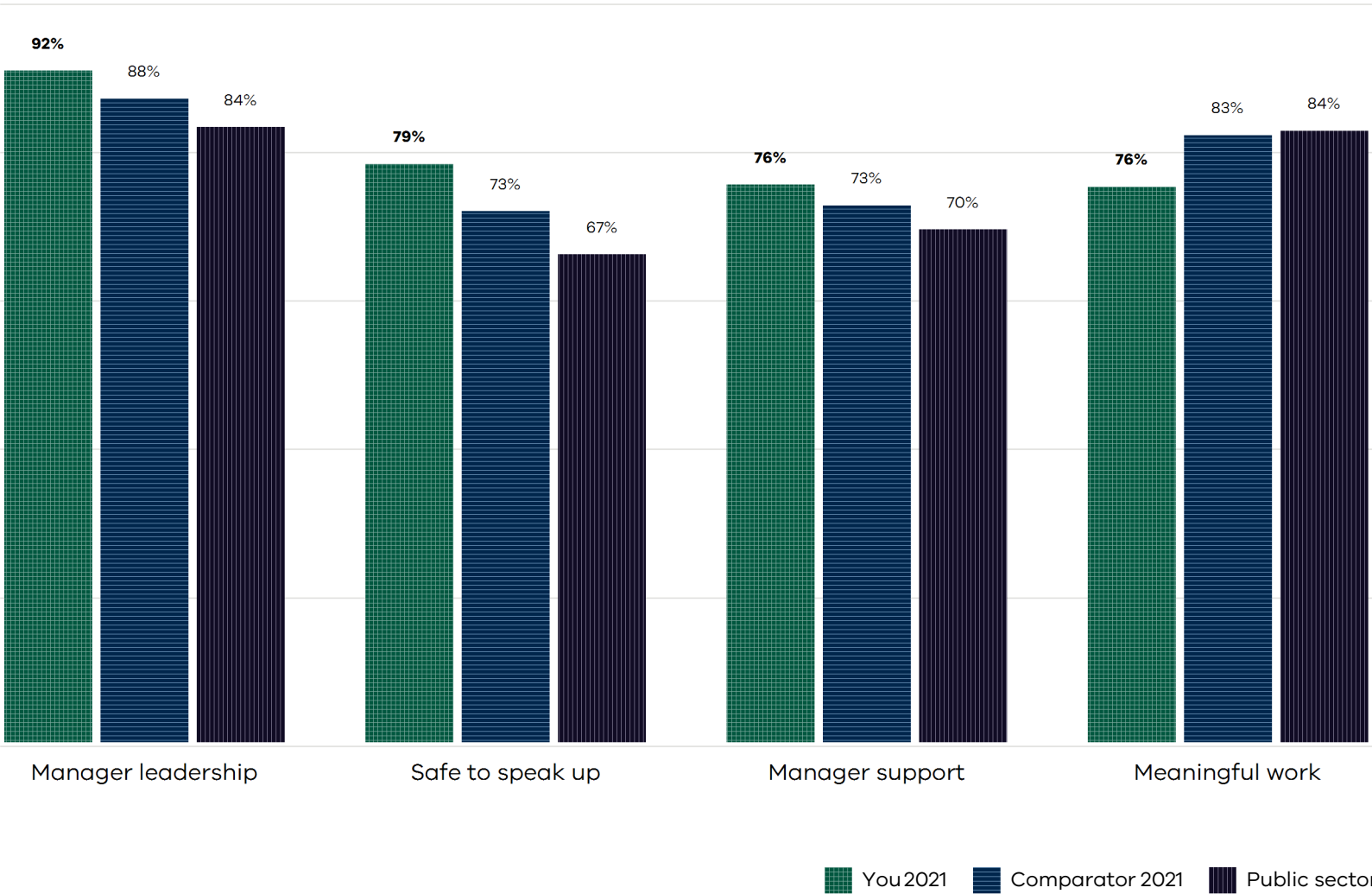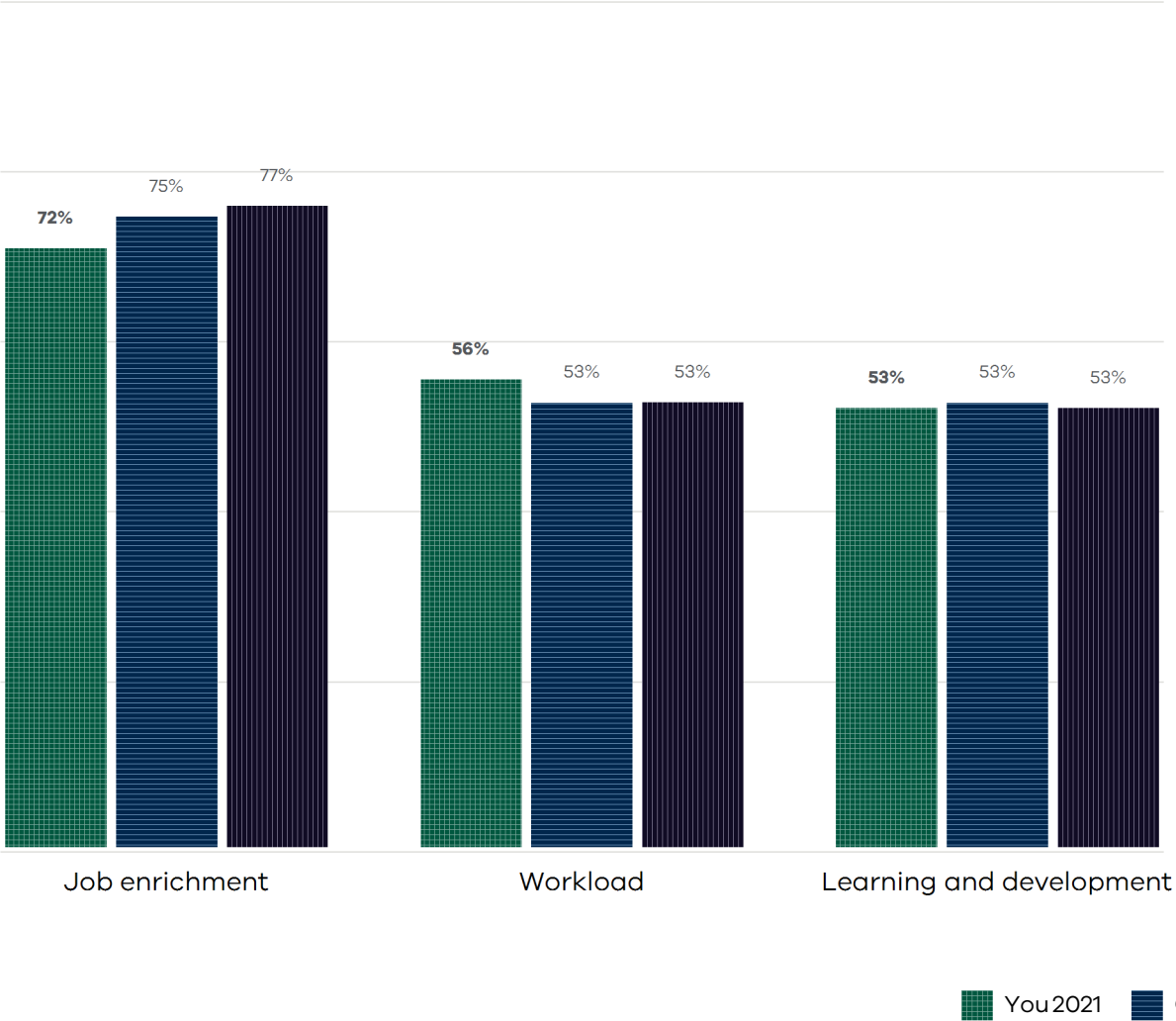**Example**

In 2021:

- 72% of your staff who did the survey responded positively to questions about Job enrichment.

Compared to:

- 75% of staff at your comparator and 77% of staff across the public sector.

Legend: You 2021 — Comparator 2021 — Public sector 2021

Chart values:
- Job enrichment: 72%, 75%, 77%
- Workload: 56%, 53%, 53%
- Learning and development: 53%, 53%, 53%

Job and manager factors

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

95% of your staff who did the survey agreed or strongly agreed with 'My 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

	You	Comparator		
	2021	Lowest	Average	Highest

My manager ensures clients receive a high standard of service — 2% / 95% / 3%

| 95 % | 93 % | 93 % | 93 % |

My manager treats employees with dignity and respect — 4% / 94% / 2%

| 94 % | 80 % | 80 % | 80 % |

My manager works effectively with people from diverse backgrounds — 3% / 94% / 3%

| 94 % | 91 % | 91 % | 91 % |

My manager is committed to workplace safety — 2% / 92% / 3% / 3%

| 92 % | 95 % | 95 % | 95 % |

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Job and manager factors

Manager leadership 2 of 2

What this is

This is how well staff perceive their direct managers lead.

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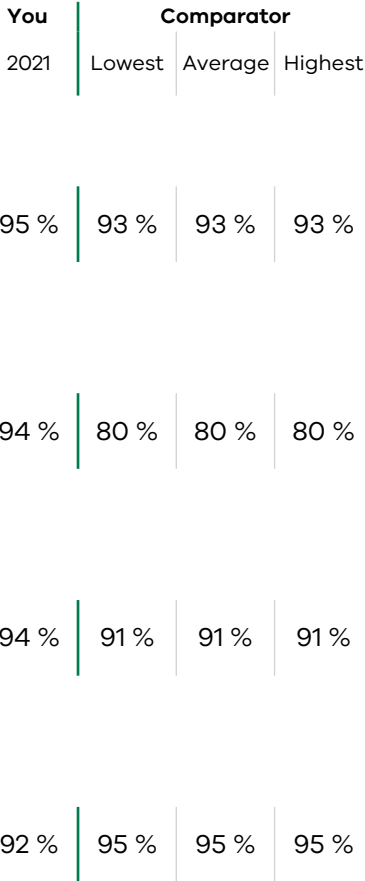
Example

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

| Survey question | Your results | Benchmark agree results |

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

	You	Comparator		
	2021	Lowest	Average	Highest
My manager demonstrates honesty and integrity — 3% / 91% / 6%	91 %	89 %	89 %	89 %
My manager models my organisation's values — 5% / 85% / 10%	85 %	80 %	80 %	80 %

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Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

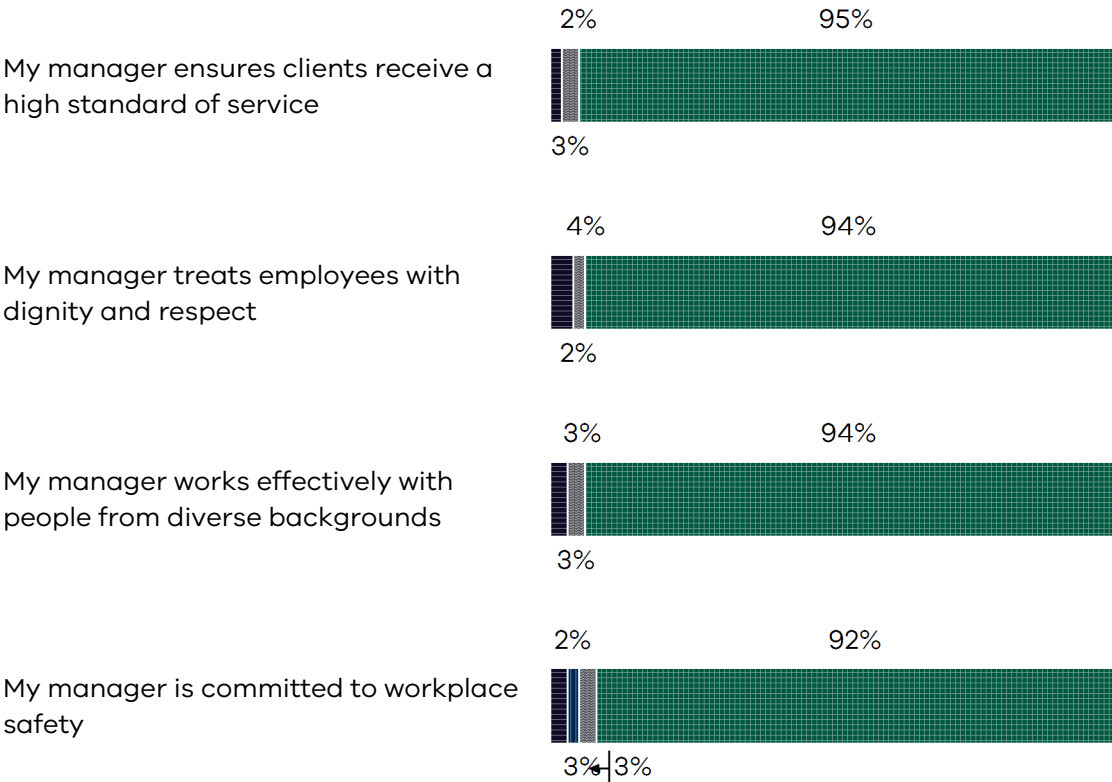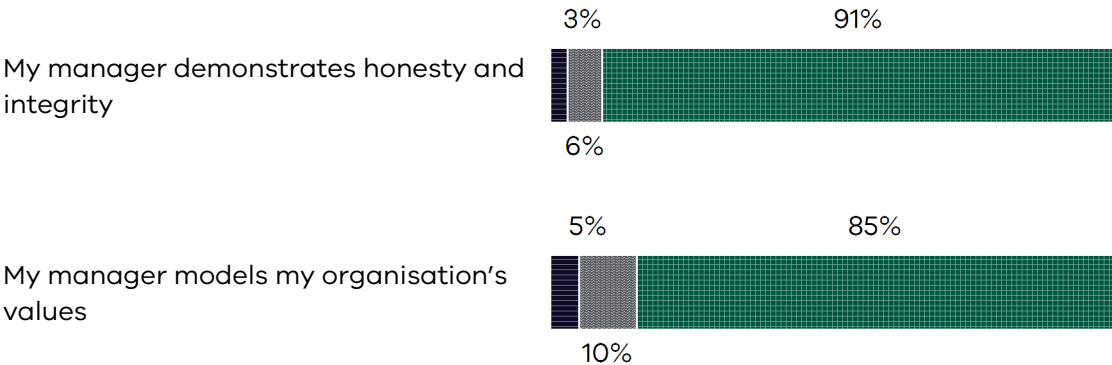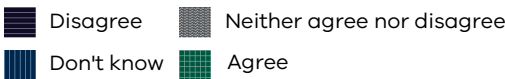Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

88% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question | Your results | Benchmark agree results

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

Survey question	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager listens to what I have to say (3%, 88%, 9%)	88 %	86 %	86 %	86 %
My manager provides me with enough support when I need it (5%, 87%, 8%)	87 %	77 %	77 %	77 %
I would be confident in approaching my manager to discuss concerns and grievances (6%, 86%, 8%)	86 %	80 %	80 %	80 %
My manager involves me in decisions about my work (6%, 85%, 9%)	85 %	84 %	84 %	84 %

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Job and manager factors

What this is

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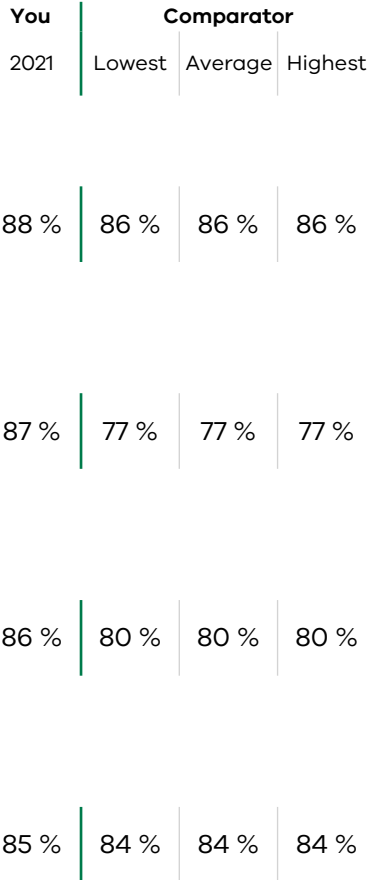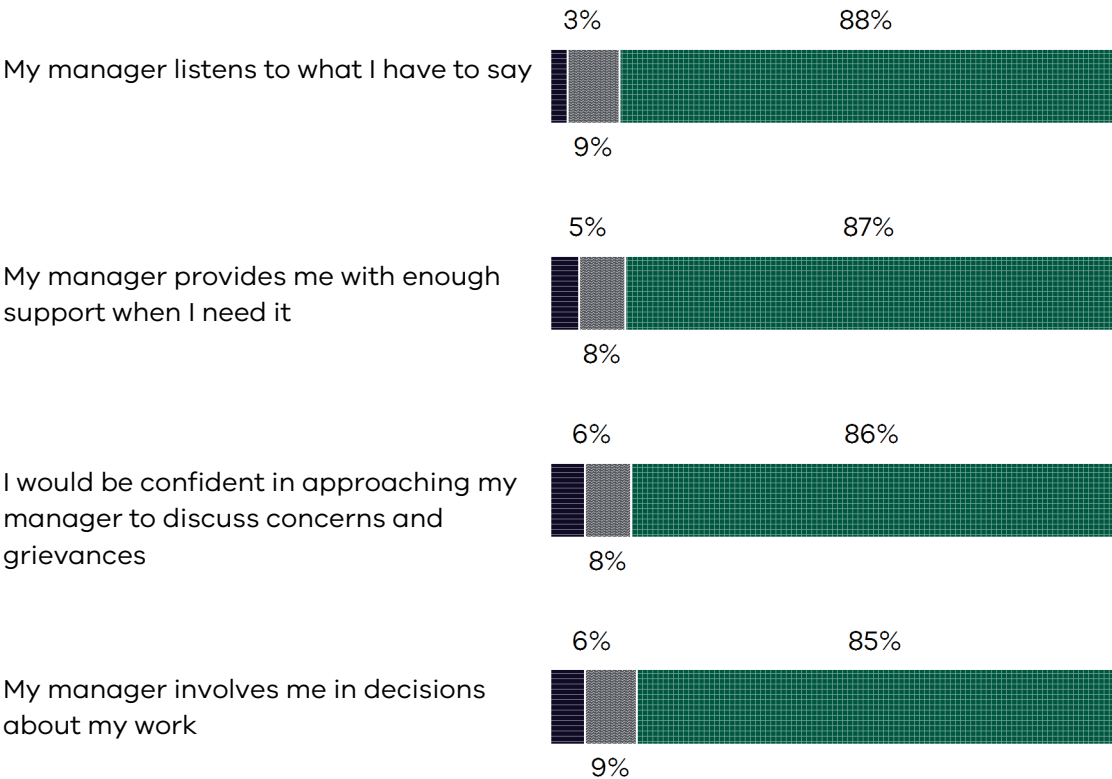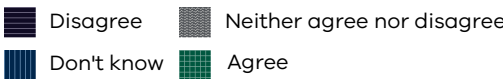Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

84% of your staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.

| Survey question | Your results | Benchmark agree results |

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

Survey question	Disagree	Neither	Agree	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager keeps me informed about what's going on	7%	9%	84%	84 %	80 %	80 %	80 %
My manager encourages and supports my participation in learning and development opportunities	7%	18%	74%	74 %	86 %	86 %	86 %
My manager provides feedback to me in a way that helps me improve my performance	11%	18%	70%	70 %	64 %	64 %	64 %
My manager has regular conversations with me about my learning and development	23%	19%	57%	57 %	55 %	55 %	55 %

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Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

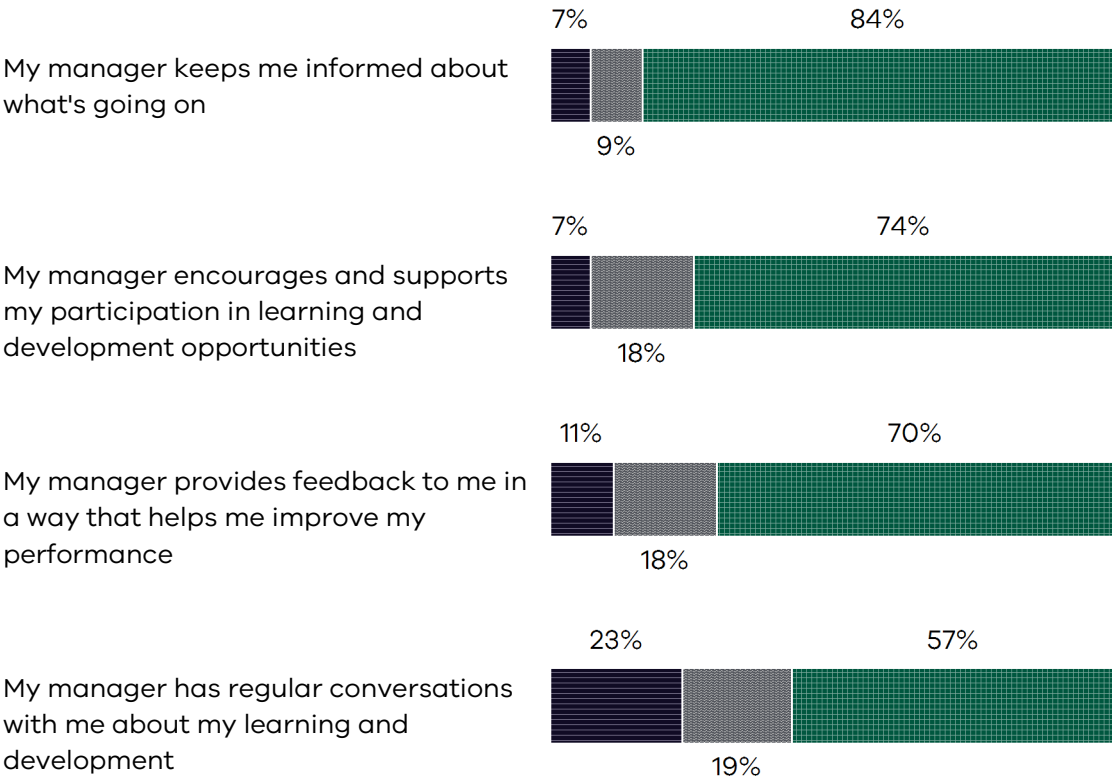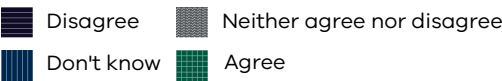Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

56% of your staff who did the survey agreed or strongly agreed with 'I receive adequate recognition for my contributions and accomplishments'.

Survey question	Your results	Benchmark agree results

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

	You	Comparator		
	2021	Lowest	Average	Highest

I receive adequate recognition for my contributions and accomplishments

26%   56%

18%

You 2021	Lowest	Average	Highest
56 %	50 %	50 %	50 %

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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

59% of your staff who did the survey agreed or strongly agreed with 'I have enough time to do my job effectively'.

Legend: Disagree | Neither agree nor disagree | Agree
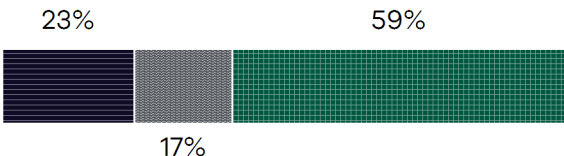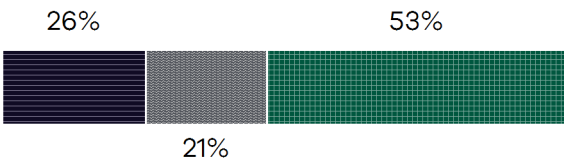
Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I have enough time to do my job effectively	23% / 17% / 59%	59 %	48 %	48 %	48 %
The workload I have is appropriate for the job that I do	26% / 21% / 53%	53 %	59 %	59 %	59 %

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.
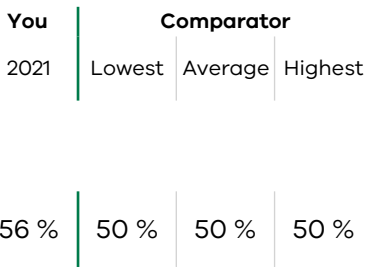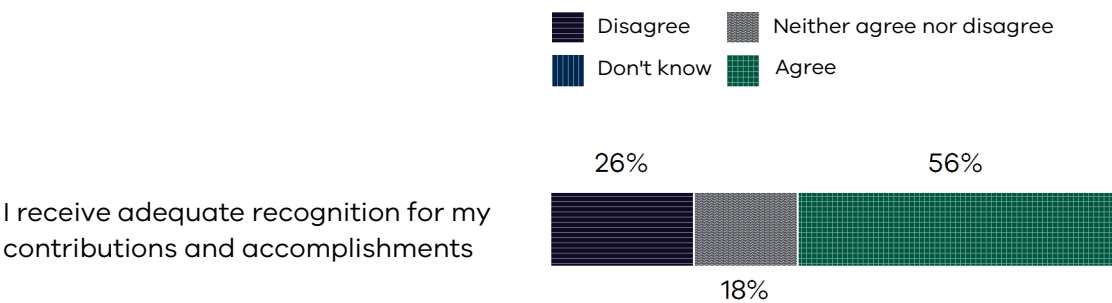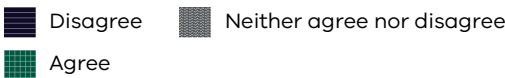
Example

68% of your staff who did the survey agreed or strongly agreed with 'My organisation places a high priority on the learning and development of staff'.

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Survey question	Disagree	Neither	Agree	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation places a high priority on the learning and development of staff	12%	19%	68%	68 %	68 %	68 %	68 %
I am developing and learning in my role	15%	18%	66%	66 %	75 %	75 %	75 %
In the last 12 months I have learned skills that have helped me do my job better	15%	19%	65%	65 %	84 %	84 %	84 %
There are adequate opportunities for me to develop skills and experience in my organisation	21%	24%	54%	54 %	59 %	59 %	59 %

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

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

Example

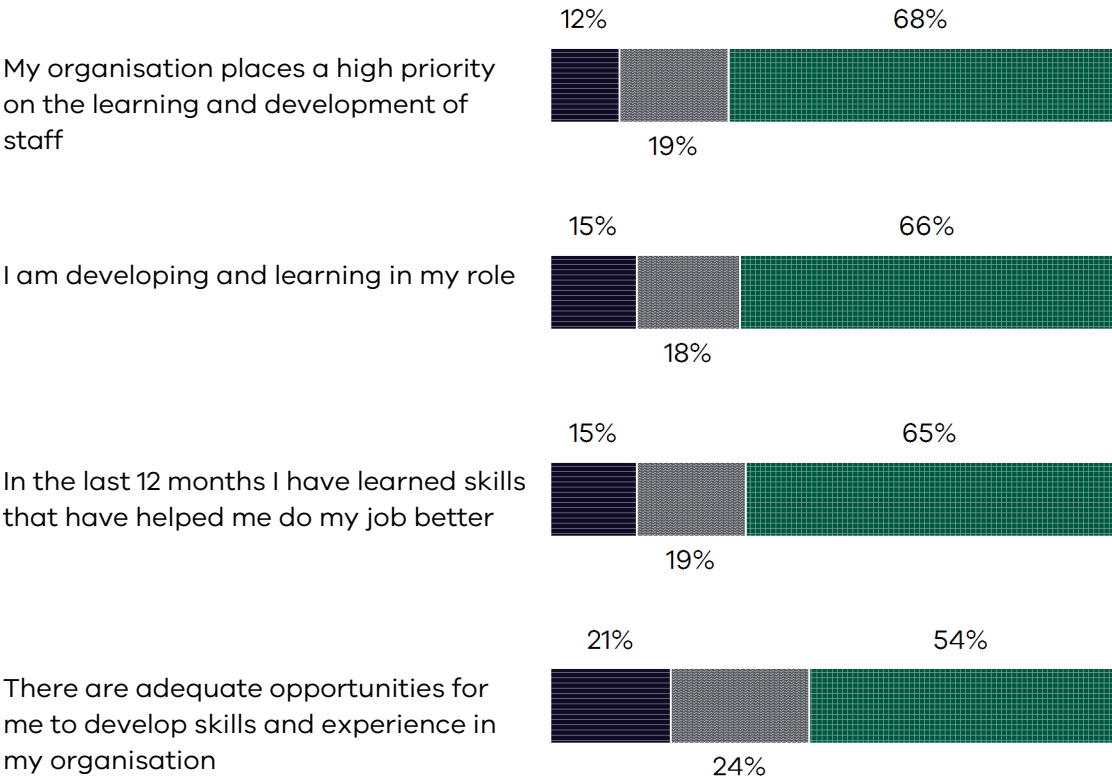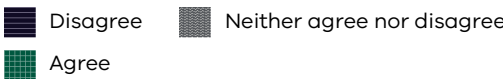52% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

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

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Disagree	Neither	Agree	You 2021	Lowest	Average	Highest
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	19%	29%	52%	52 %	55 %	55 %	55 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	17%	35%	48%	48 %	27 %	27 %	27 %
I feel I have an equal chance at promotion in my organisation	29%	28%	44%	44 %	41 %	41 %	41 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	28%	48%	24%	24 %	18 %	18 %	18 %

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Job and manager factors

Job enrichment 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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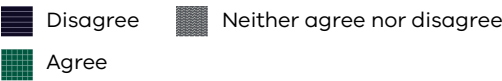
Example

92% 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		Benchmark agree results			
			You	**Comparator**		
			2021	Lowest	Average	Highest

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ Agree

Survey question	Disagree	Neither	Agree	You 2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	2%	6%	92%	92 %	91 %	91 %	91 %
I have a choice in deciding how I do my work	3%	11%	86%	86 %	91 %	91 %	91 %
My job allows me to utilise my skills, knowledge and abilities	6%	9%	85%	85 %	80 %	80 %	80 %
I have the authority to do my job effectively	8%	10%	82%	82 %	73 %	73 %	73 %

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

77% of your staff who did the survey agreed or strongly agreed with 'I clearly understand what I am expected to do in this job'.

Survey question	Your results			

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

	You 2021	Comparator Lowest	Comparator Average	Comparator Highest

Survey question	Disagree	Neither	Agree	You 2021	Lowest	Average	Highest
I clearly understand what I am expected to do in this job	4%	19%	77%	77 %	82 %	82 %	82 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	23%	31%	46%	46 %	50 %	50 %	50 %
My work performance is assessed against clear criteria	28%	38%	35%	35 %	61 %	61 %	61 %

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.
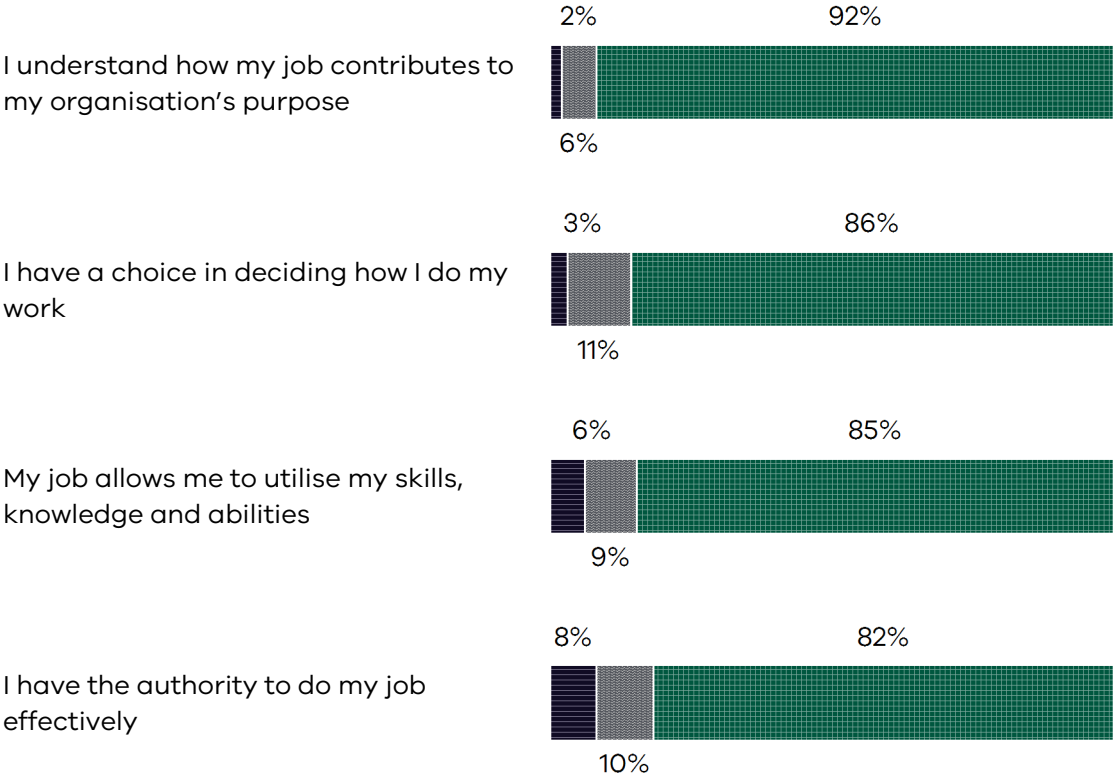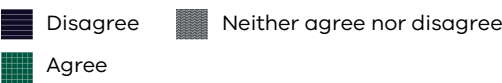
Example

84% 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

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

	You	Comparator		
	2021	Lowest	Average	Highest

I feel that I can make a worthwhile contribution at work
5% / 11% / 84%

| 84 % | 93 % | 93 % | 93 % |

I am achieving something important through my work
8% / 23% / 68%

| 68 % | 73 % | 73 % | 73 % |

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.
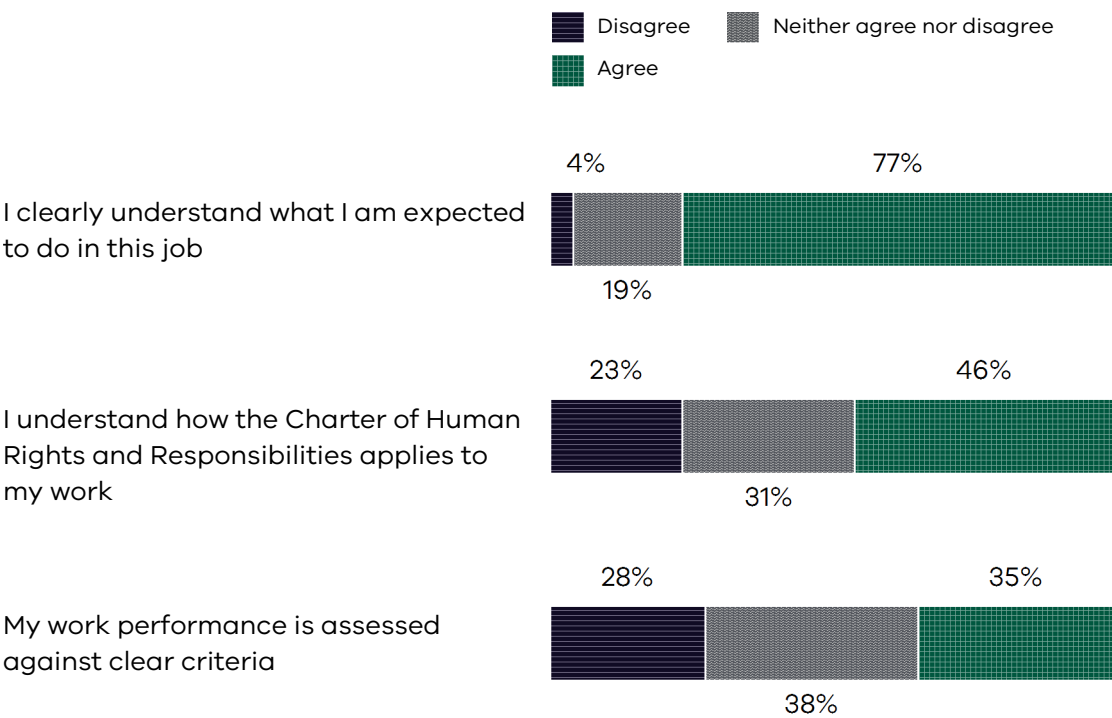
Example

81% of your staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.

| Survey question | Your results | Benchmark agree results |

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

	You	Comparator		
	2021	Lowest	Average	Highest
I feel safe to challenge inappropriate behaviour at work — 7% / 12% / 81%	81 %	66 %	66 %	66 %
I am confident that I would be protected from reprisal for reporting improper conduct — 7% / 15% / 78%	78 %	64 %	64 %	64 %
People in your workgroup are able to bring up problems and tough issues — 9% / 14% / 77%	77 %	77 %	77 %	77 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner — 11% / 17% / 71%	71 %	61 %	61 %	61 %

Victorian Public Sector Commission

VICTORIA State Government
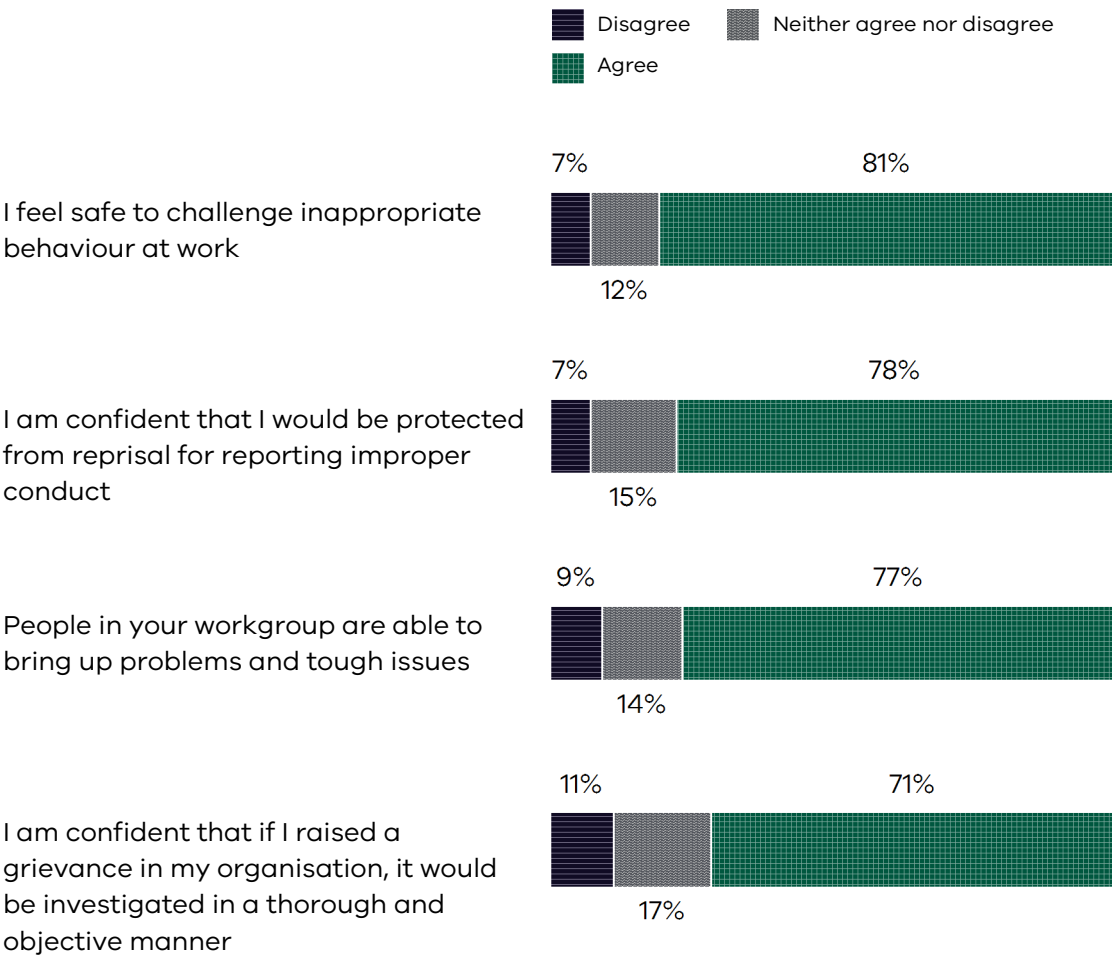
Job and manager factors

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.
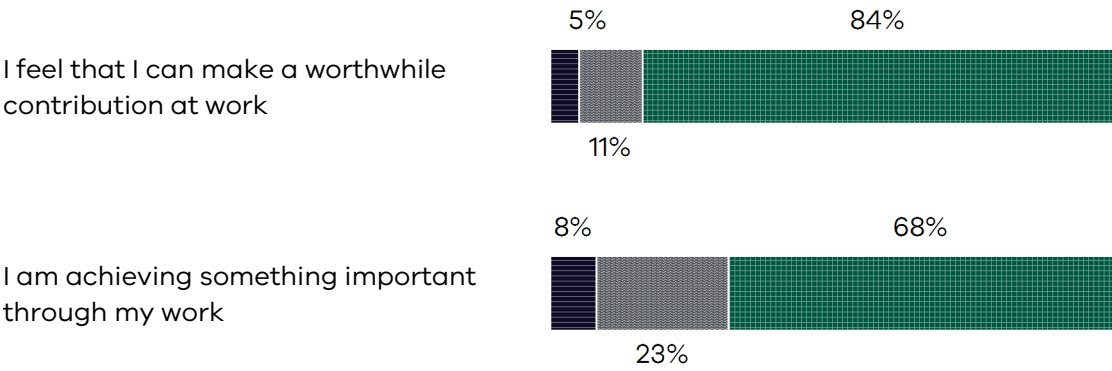
Example

87% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.
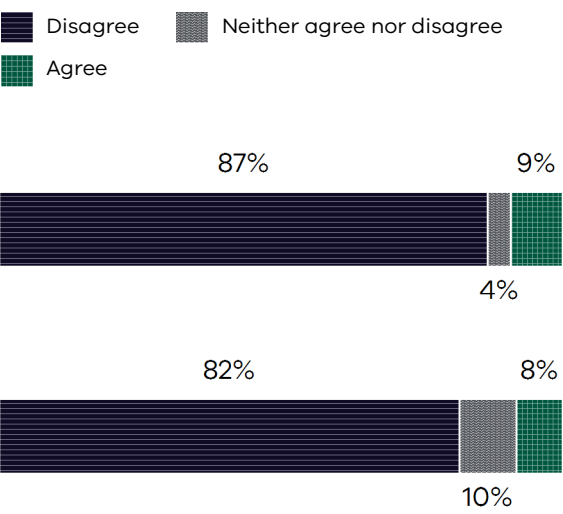
| Survey question | Your results | Benchmark disagree results |

Legend: Disagree (dark), Neither agree nor disagree (grey), Agree (green)

	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup often reject others for being different	87 %	89 %	89 %	89 %
If I make a mistake in my workgroup, it is often held against me	82 %	80 %	80 %	80 %

People in my workgroup often reject others for being different: 87% Disagree, 4% Neither, 9% Agree

If I make a mistake in my workgroup, it is often held against me: 82% Disagree, 10% Neither, 8% Agree

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

42% 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	42%	43%	36%
Decision making and authorisation processes	28%	36%	23%
Communication processes	18%	18%	19%
Technology limitations	18%	20%	20%
Limited social interactions with the team	17%	11%	11%
Poor mental health or wellbeing	16%	11%	11%
Absence of visibility of team progress and deliverables	13%	7%	9%
There are no noticeable barriers	12%	23%	18%
Poor work-life balance	11%	11%	12%
Administrative processes (including leave and HR requirements)	10%	7%	19%

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Public sector values

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 94% of your staff who did the survey responded positively to questions about Responsiveness .

Compared to:

- 93% of staff at your comparator and 87% of staff across the public sector.

Legend: You 2021 | Comparator 2021 | Public sector 2021

	You 2021	Comparator 2021	Public sector 2021
Responsiveness	94%	93%	87%
Respect	88%	82%	78%
Integrity	83%	79%	70%
Leadership	81%	75%	73%

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:

- 78% of your staff who did the survey responded positively to questions about Human rights .

Compared to:

- 84% of staff at your comparator and 80% of staff across the public sector.

	Human rights	Accountability	Impartiality
You 2021	78%	76%	75%
Comparator 2021	84%	85%	77%
Public sector 2021	80%	76%	68%
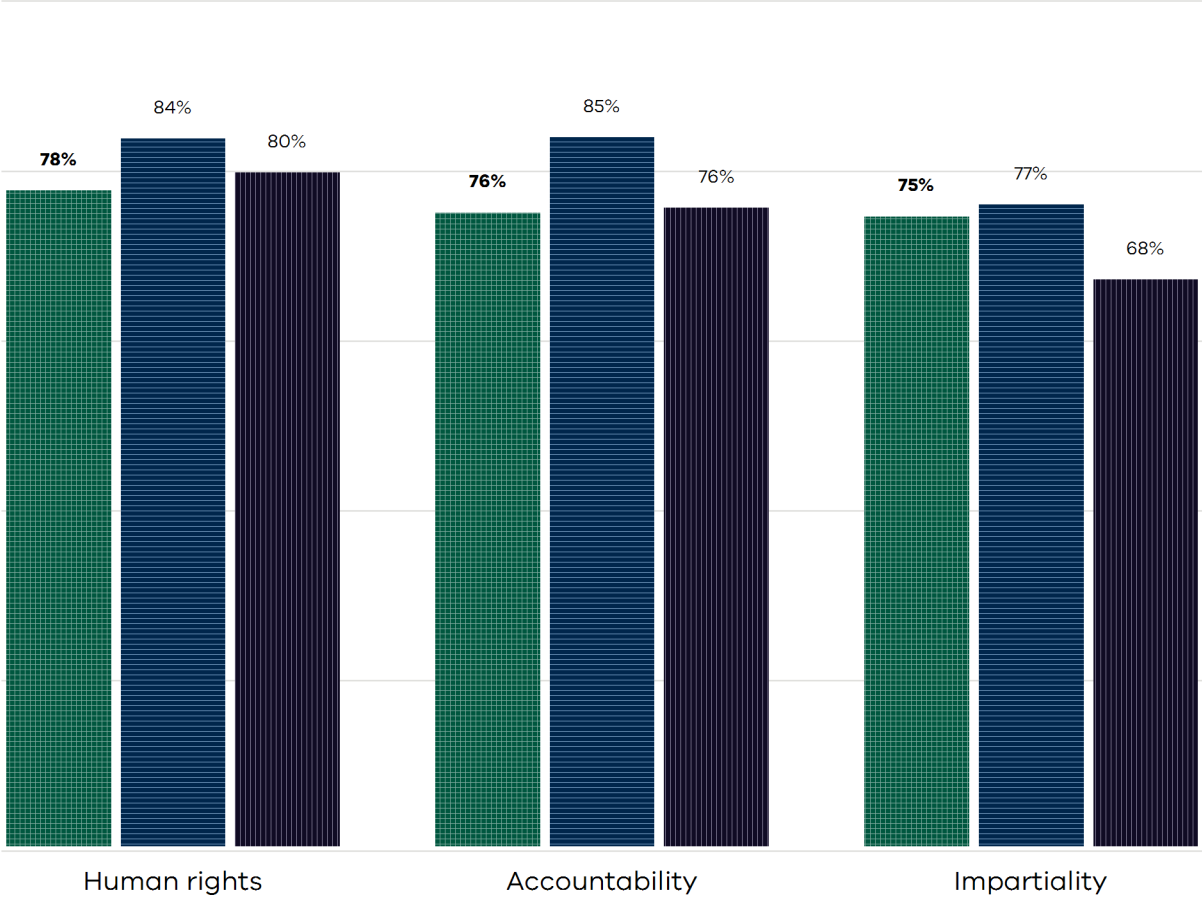
Legend: ■ You 2021 ■ Comparator 2021 ■ Public sector 2021

Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

Example

95% 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

	You 2021	Lowest	Average	Highest
			Comparator	

My manager ensures clients receive a high standard of service
2% / 95% / 3%
95 % | 63 % | 90 % | 100 %

My workgroup strives to provide high quality advice and services
2% / 94% / 4%
94 % | 88 % | 97 % | 100 %

My workgroup strives to deliver services in a timely manner
1% / 93% / 6%
93 % | 88 % | 92 % | 100 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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

Example

93% 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

	You	**Comparator**		
	2021	Lowest	Average	Highest

My organisation is committed to earning a high level of public trust
1% / 93% / 6%

| | 93 % | 75 % | 97 % | 100 % |

My manager demonstrates honesty and integrity
3% / 91% / 6%

| | 91 % | 63 % | 87 % | 100 % |

My organisation does not tolerate improper conduct
2% / 84% / 14%

| | 84 % | 64 % | 69 % | 89 % |

People in my workgroup appropriately manage conflicts of interest
2% / 83% / 4% 11%

| | 83 % | 75 % | 84 % | 89 % |

Public sector values

What this is

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

Why this is important

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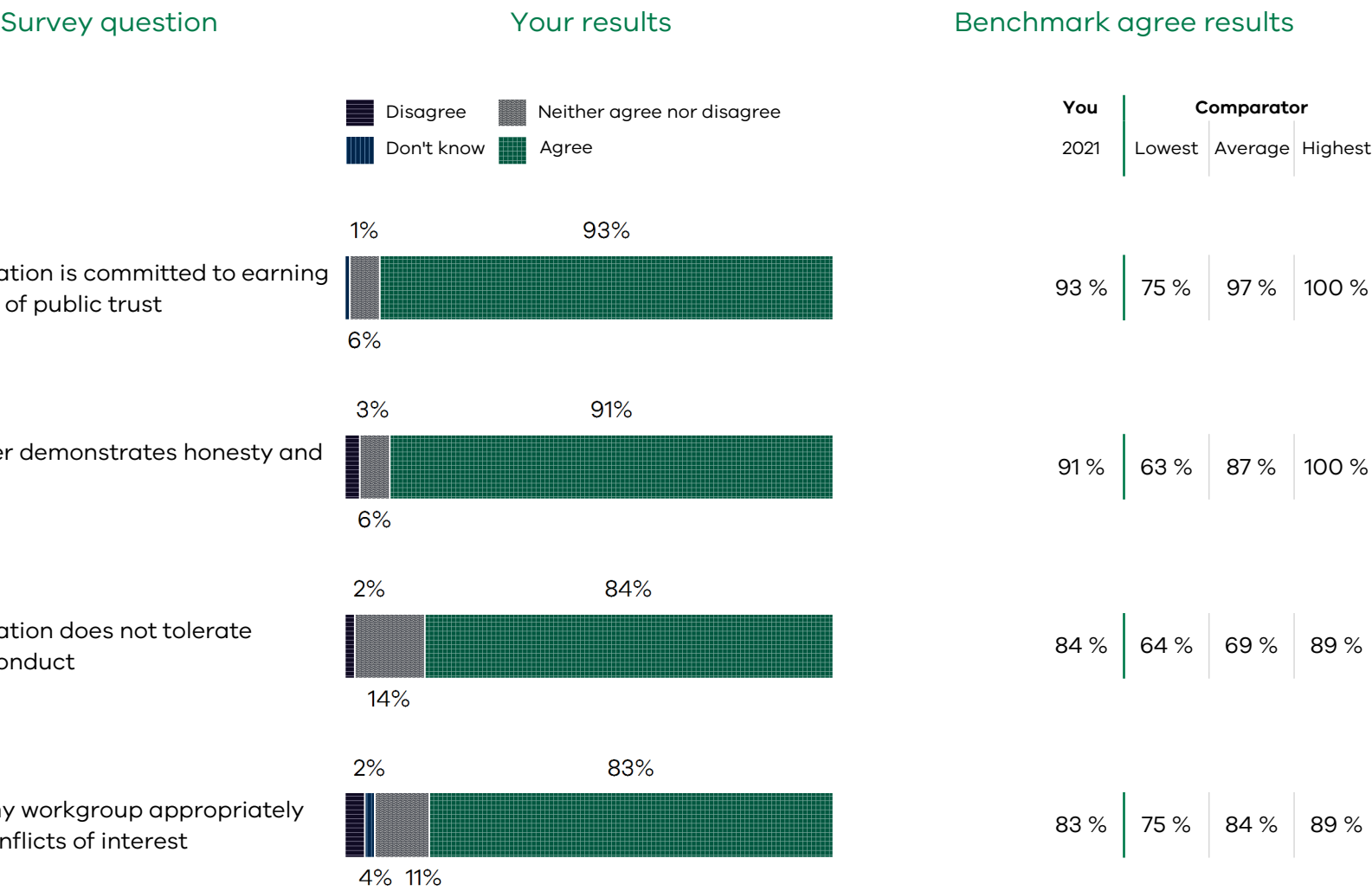
How to read this

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

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

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

Example

81% of staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.

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

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

Survey question	Disagree	Neither	Agree	You 2021	Lowest	Average	Highest
I feel safe to challenge inappropriate behaviour at work	7%	12%	81%	81 %	66 %	72 %	100 %
People in my workgroup are honest, open and transparent in their dealings	8%	11%	80%	80 %	75 %	80 %	82 %
Senior leaders demonstrate honesty and integrity	8%	11%	80%	80 %	64 %	74 %	100 %
I am confident that I would be protected from reprisal for reporting improper conduct	7%	15%	78%	78 %	63 %	69 %	100 %

Public sector values

Impartiality

What this is

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

Why this is important

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

How to read this

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

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

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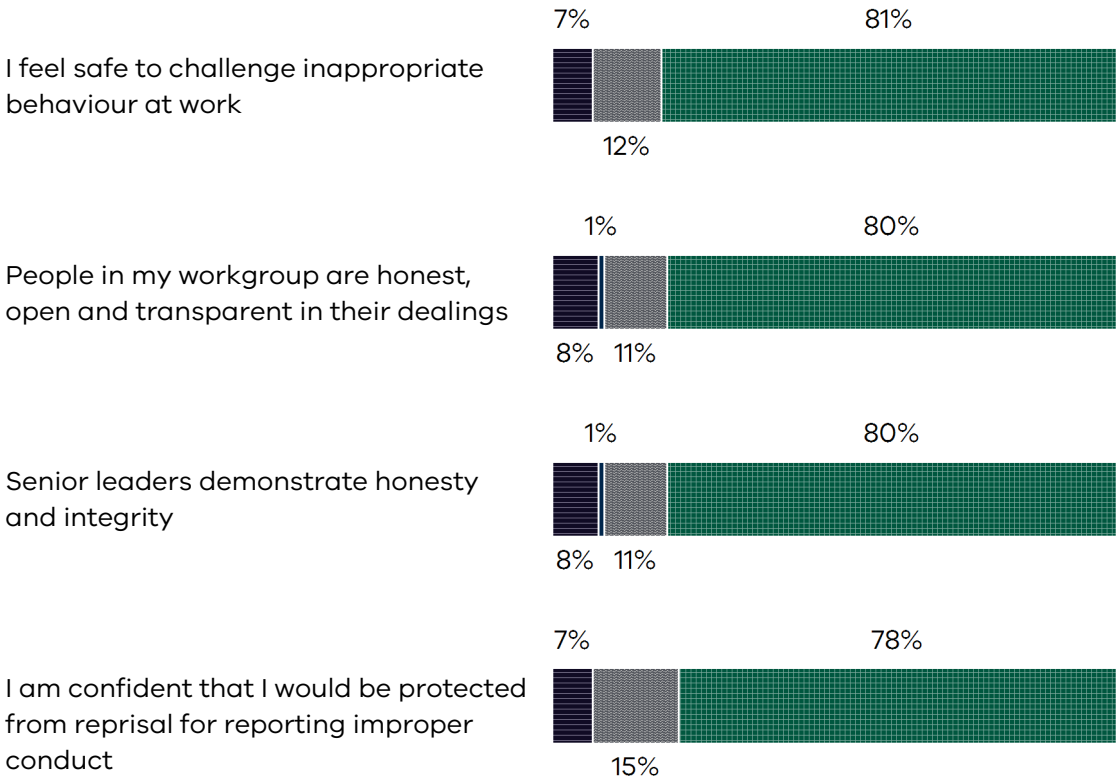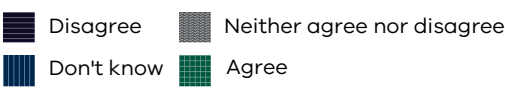
Example

81% of staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question	Your results		Benchmark agree results			
			You	**Comparator**		
			2021	Lowest	Average	Highest
My workgroup focuses on making decisions informed by all relevant facts	10% ... 81% / 9%		81 %	63 %	82 %	100 %
People in my workgroup are politically impartial in their work	4% ... 81% / 5% 10%		81 %	75 %	79 %	80 %
My workgroup places a priority on acting fairly and without bias	6% ... 80% / 14%		80 %	63 %	80 %	100 %
My organisation makes fair recruitment and promotion decisions, based on merit	4% ... 60% / 15% 20%		60 %	61 %	66 %	89 %

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

Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

92% 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
- Don't know
- Neither agree nor disagree
- Agree

	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job contributes to my organisation's purpose (2% / 6% / 92%)	92 %	91 %	93 %	100 %
I clearly understand what I am expected to do in this job (4% / 19% / 77%)	77 %	82 %	85 %	100 %
My workgroup strives to make the best use of its resources (9% / 5% / 10% / 76%)	76 %	86 %	89 %	100 %
My workgroup has clear lines of responsibility (15% / 16% / 68%)	68 %	75 %	79 %	89 %

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.

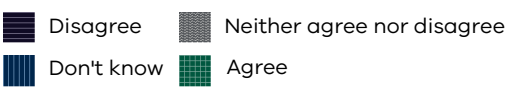Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

66% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

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

Senior leaders provide clear strategy and direction

15%   66%

18%

Benchmark agree results

	You	Comparator		
	2021	Lowest	Average	Highest
	66 %	70 %	77 %	100 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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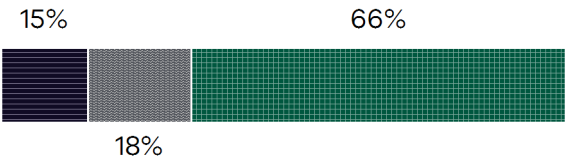
Example

94% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results	Benchmark agree results

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

	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect (4% / 94% / 2%)	94 %	63 %	80 %	100 %
My workgroup respectfully consults with clients and stakeholders to improve outcomes (1% / 91% / 1% / 7%)	91 %	63 %	90 %	100 %
My organisation encourages respectful workplace behaviours (2% / 90% / 8%)	90 %	75 %	87 %	89 %
People in my workgroup treat each other with respect (6% / 89% / 5%)	89 %	75 %	79 %	80 %

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.
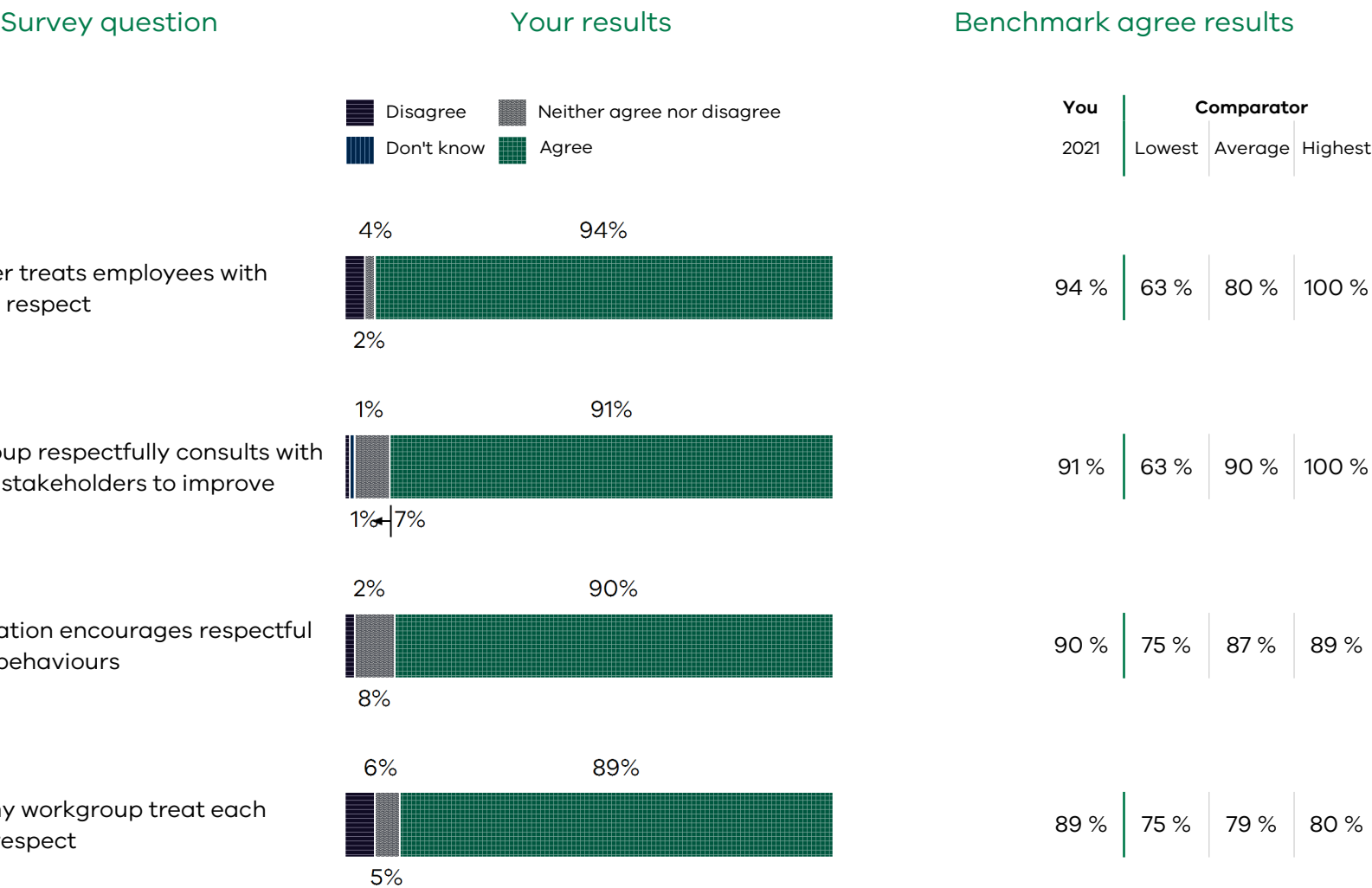
How to read this

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.
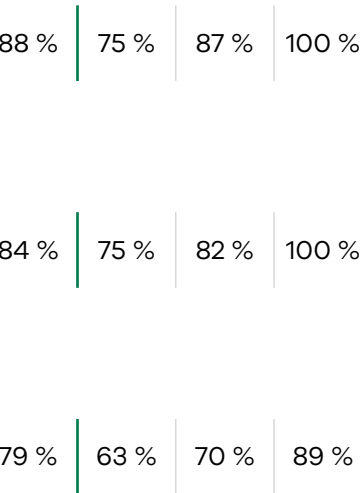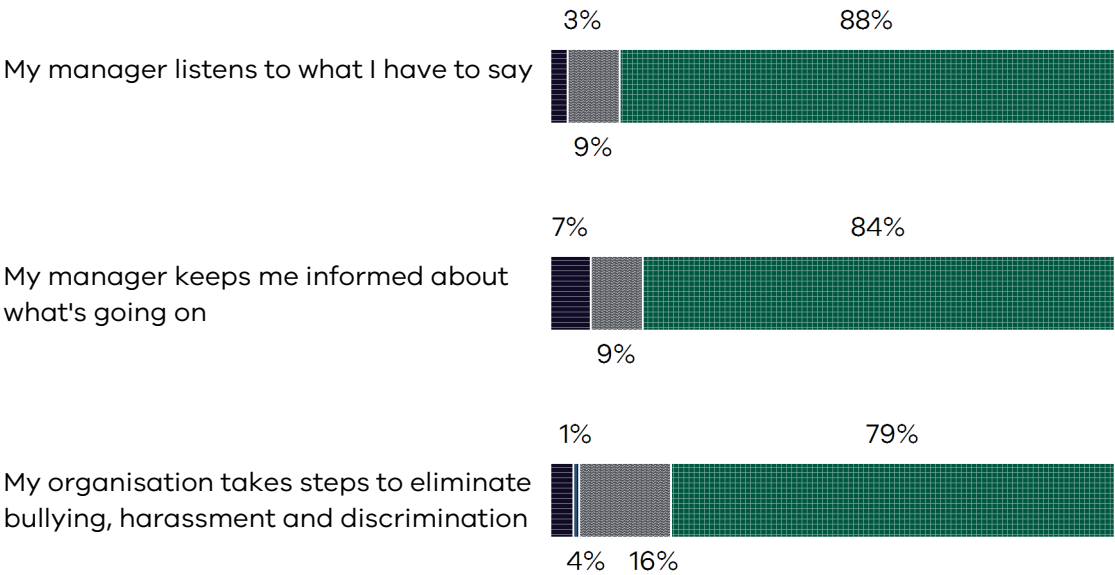
Example

88% of staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question

Your results

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

Survey question	Disagree	Don't know	Neither	Agree
My manager listens to what I have to say		3%	9%	88%
My manager keeps me informed about what's going on	7%	9%		84%
My organisation takes steps to eliminate bullying, harassment and discrimination	1%	4%	16%	79%

Benchmark agree results

Survey question	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager listens to what I have to say	88 %	75 %	87 %	100 %
My manager keeps me informed about what's going on	84 %	75 %	82 %	100 %
My organisation takes steps to eliminate bullying, harassment and discrimination	79 %	63 %	70 %	89 %

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.
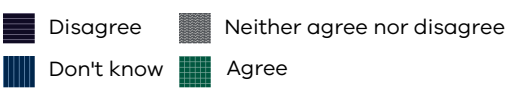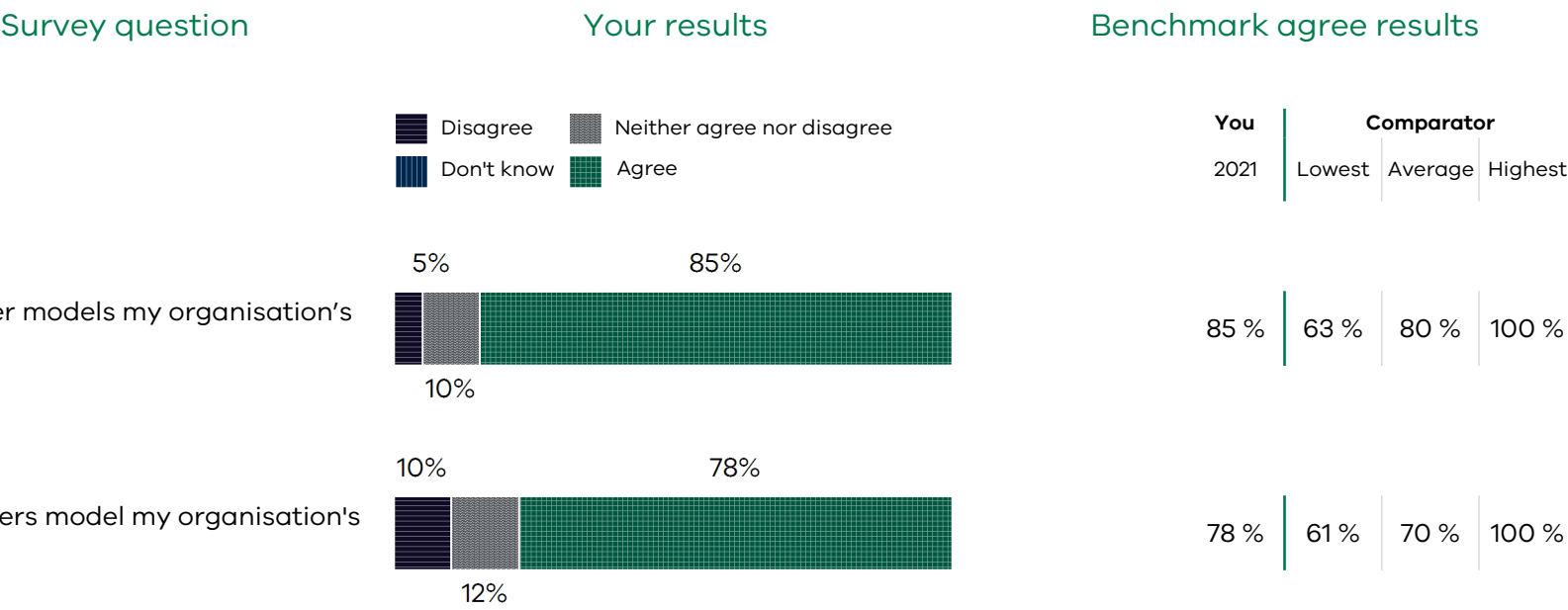
Example

85% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question

Your results

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

My manager models my organisation's values

5% | 85%
10%

Senior leaders model my organisation's values

10% | 78%
12%

Benchmark agree results

	You	Comparator		
	2021	Lowest	Average	Highest
My manager models my organisation's values	85 %	63 %	80 %	100 %
Senior leaders model my organisation's values	78 %	61 %	70 %	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.
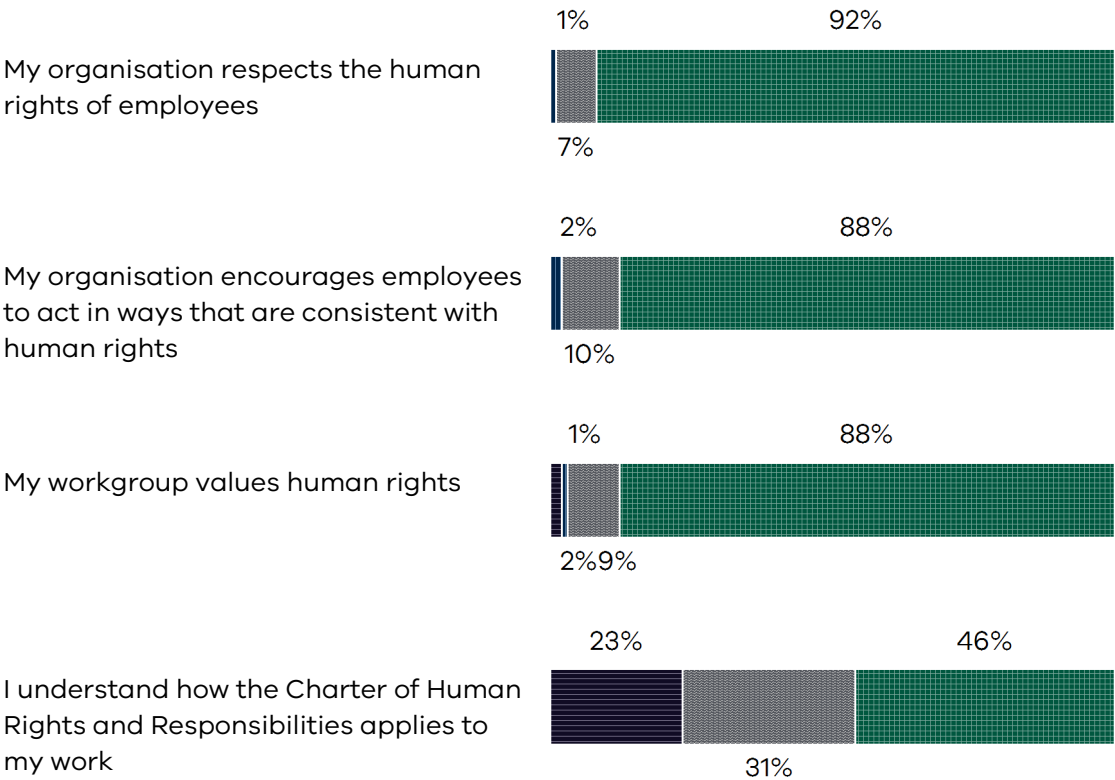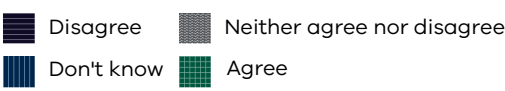
Example

92% of staff who did the survey agreed or strongly agreed with 'My organisation respects the human rights of employees'.

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

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

Survey question	Your results (Disagree / Neither / Agree)	You 2021	Lowest	Average	Highest
My organisation respects the human rights of employees	1% / 7% / 92%	92 %	88 %	93 %	100 %
My organisation encourages employees to act in ways that are consistent with human rights	2% / 10% / 88%	88 %	88 %	95 %	100 %
My workgroup values human rights	1% / 2% 9% / 88%	88 %	63 %	92 %	100 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	23% / 31% / 46%	46 %	50 %	57 %	78 %

Victorian Public Sector Commission

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Key differences

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

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- Taking action questions

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- Leadership
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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

Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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

Age	(n)	%
15-34 years	37	38%
35-54 years	44	45%
55+ years	11	11%
Prefer not to say	6	6%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
No	93	95%
Prefer not to say	5	5%

Highest level of formal education	(n)	%
Master Degree level	7	7%
Graduate Diploma or Graduate Certificate level	15	15%
Bachelor Degree level incl. honours degrees	36	37%
Advanced Diploma or Diploma level	20	20%
Certificate III or IV level	6	6%
Year 12 or equivalent (VCE/Leaving certificate)	7	7%
Certificate I or II level	1	1%
Prefer not to say	6	6%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**0**	0%
Non Aboriginal and/or Torres Strait Islander	**92**	94%
Prefer not to say	**6**	6%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Disability

What this is

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

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

Do you identify as a person with a disability?	(n)	%
Yes	**3**	3%
No	**89**	91%
Prefer not to say	**6**	6%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	**2**	67%
Prefer not to say	**1**	33%

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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How would you describe your gender?	(n)	%
Woman	50	51%
Man	38	39%
Prefer not to say	10	10%

Are you trans, non-binary or gender diverse?	(n)	%
No	90	92%
Prefer not to say	8	8%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	85	87%
Don't know	4	4%
Prefer not to say	9	9%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	78	80%
Prefer not to say	11	11%
Gay or lesbian	4	4%
Bisexual	2	2%
I use a different term	2	2%
Pansexual	1	1%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

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Country of birth	(n)	%
Born in Australia	**79**	81%
Not born in Australia	**13**	13%
Prefer not to say	**6**	6%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	**8**	62%
5 to less than 10 years ago	**1**	8%
10 to less than 20 years ago	**4**	31%

Language other than English spoken with family or community	(n)	%
Yes	**14**	14%
No	**75**	77%
Prefer not to say	**9**	9%

Demographics

Cultural diversity 2 of 3

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These are the personal characteristics of staff.

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If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Other	**4**	29%
Greek	**3**	21%
Urdu	**2**	14%
French	**1**	7%
Hindi	**1**	7%
Italian	**1**	7%
Mandarin	**1**	7%
Punjabi	**1**	7%
Vietnamese	**1**	7%

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	**71**	72%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**13**	13%
English, Irish, Scottish and/or Welsh	**11**	11%
Prefer not to say	**8**	8%
East and/or South-East Asian	**4**	4%
New Zealander	**2**	2%
South Asian	**2**	2%
Central Asian	**2**	2%
Middle Eastern and/or North African	**1**	1%
African (including Central, West, Southern and East African)	**1**	1%
Maori	**1**	1%

Religion	(n)	%
No religion	**57**	58%
Christianity	**21**	21%
Prefer not to say	**8**	8%
Islam	**5**	5%
Other	**4**	4%
Buddhism	**2**	2%
Sikhism	**1**	1%

Demographics

What this is

These are the employment characteristics of staff.

Why this is important

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

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Working arrangement	(n)	%
Full-Time	87	89%
Part-Time	11	11%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	10	10%
$65k to $95k	53	55%
$95k to $125k	17	18%
$125k or more	7	7%
Prefer not to say	9	9%

Organisational tenure	(n)	%
<1 year	0	0%
1 to less than 2 years	15	15%
2 to less than 5 years	37	38%
5 to less than 10 years	26	27%
10 to less than 20 years	16	16%
More than 20 years	4	4%

Management responsibility	(n)	%
Non-manager	63	64%
Other manager	21	21%
Manager of other manager(s)	14	14%

Employment type	(n)	%
Ongoing and executive	89	91%
Fixed term	7	7%
Other	2	2%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	69	70%
I have moved to a different role within my organisation (including acting roles)	29	30%

Demographics

Employment characteristics 2 of 2

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Why this is important

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Primary workplace location over the last 3 months	(n)	%
Melbourne: Suburbs	47	48%
Melbourne CBD	43	44%
Other city or town	4	4%
Outside Victoria	1	1%
Bendigo	1	1%
Geelong	1	1%
Latrobe	1	1%

Primary workplace type over the past 3 months*	(n)	%
Home/private location	67	68%
A main office	22	22%
A frontline or service delivery location (that is not a main office or home/private location)	6	6%
A hub/shared work space	2	2%
Other (please specify)	1	1%

Other workplace type over the past 3 months*	(n)	%
A main office	69	70%
Home/private location	39	40%
No, I have not worked from any other locations	9	9%
A frontline or service delivery location (that is not a main office or home/private location)	1	1%
Other	1	1%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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Have you requested any of the following adjustments at work?*	(n)	%
Flexible working arrangements	**70**	71%
No, I have not requested adjustments	**28**	29%
Physical modifications or improvements to the workplace	**8**	8%
Career development support strategies	**3**	3%

Why did you make this request?*	(n)	%
Work-life balance	**60**	86%
Family responsibilities	**12**	17%
Health	**9**	13%
Caring responsibilities	**4**	6%
Other	**4**	6%
Study commitments	**1**	1%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	**65**	93%
The adjustments I needed were made but the process was unsatisfactory	**4**	6%
The adjustments I needed were not made	**1**	1%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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Caring responsibility	(n)	%
None of the above	50	51%
Child(ren) - younger than preschool age	13	13%
Prefer not to say	11	11%
Frail or aged person(s)	9	9%
Primary school aged child(ren)	9	9%
Secondary school aged child(ren)	6	6%
Preschool aged child(ren)	5	5%
Person(s) with a mental illness	4	4%
Person(s) with disability	2	2%
Person(s) with a medical condition	2	2%
Other	1	1%

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