People matter survey 2021

Have your say

Melbourne Market Authority
2021 people matter survey results report

Victorian Public Sector Commission

VICTORIA State Government

Report overview

About your report

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

Report contents

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

Comparing data in this report

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

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

Rounding of percentages

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

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

Survey questions and definitions

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

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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

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Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Departments of Parliament

Launch Victoria

Port of Hastings Development Authority

State Trustees Limited

V/Line Corporation

VETASSESS

Victoria Legal Aid

Victorian Institute of Forensic Medicine

Victorian Institute of Teaching

Victorian Managed Insurance Authority

Victorian Ports Corporation (Melbourne)

Victorian Rail Track Corporation

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	
100% (20)	
Comparator	78%
Public Sector	49%

2021	
100% (22)	
Comparator	49%
Public Sector	39%

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020	
74	
Comparator	71
Public Sector	68

2021	
81	
Comparator	69
Public Sector	70

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People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 81.

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.
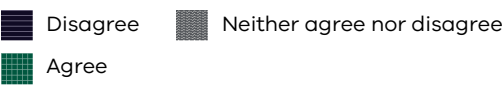
Example

95% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to tell others I work for my organisation	95% agree, 5% neither	94 %	75 %	95 %	56 %	75 %	100 %
I would recommend my organisation as a good place to work	91% agree, 9% neither	94 %	75 %	91 %	59 %	71 %	100 %
My organisation motivates me to help achieve its objectives	91% agree, 5% neither, 5% disagree	71 %	75 %	91 %	51 %	63 %	100 %
I feel a strong personal attachment to my organisation	86% agree, 9% neither, 5% disagree	88 %	80 %	86 %	56 %	64 %	90 %

People outcomes

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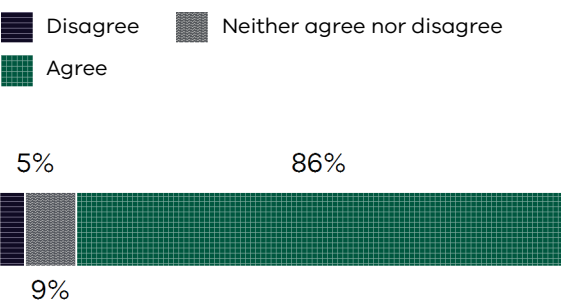
Example

86% of your staff who did the survey agreed or strongly agreed with 'My organisation inspires me to do the best in my job'.
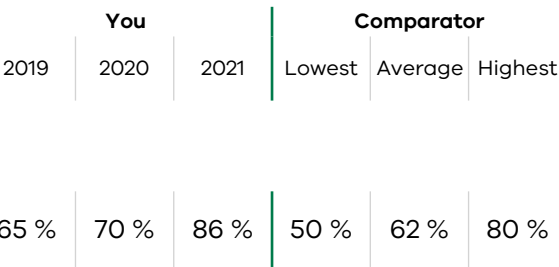
Survey question	Your results						

Your results legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Benchmark agree results

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation inspires me to do the best in my job	5% / 9% / 86%	65 %	70 %	86 %	50 %	62 %	80 %

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.
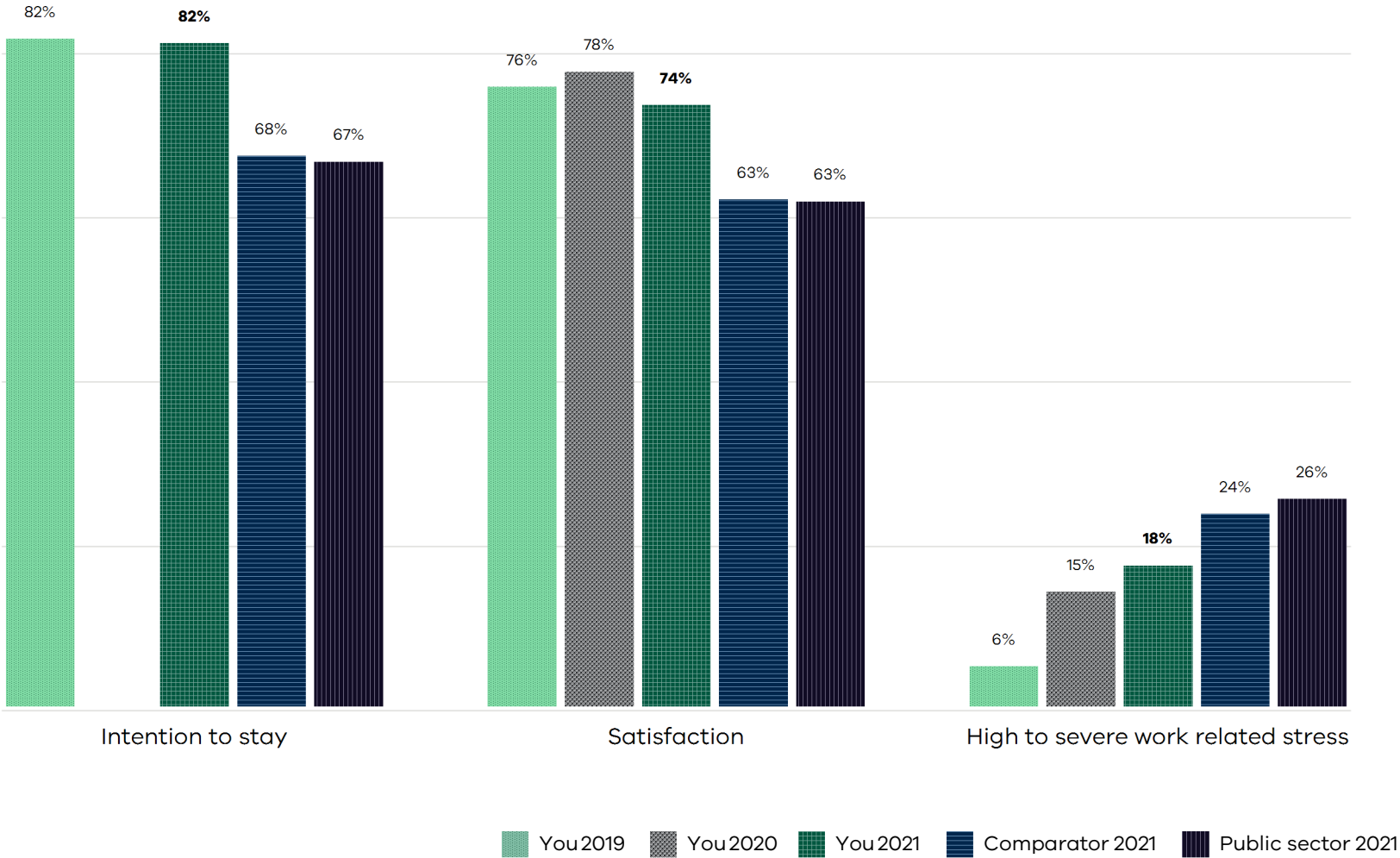
Example

In 2021:

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

Compared to:

- 68% of staff at your comparator and 67% of staff across the public sector.

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

Intention to stay: 82%, 82%, 68%, 67%

Satisfaction: 76%, 78%, 74%, 63%, 63%

High to severe work related stress: 6%, 15%, 18%, 24%, 26%

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People outcomes

Satisfaction question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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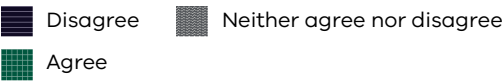
Example

100% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.
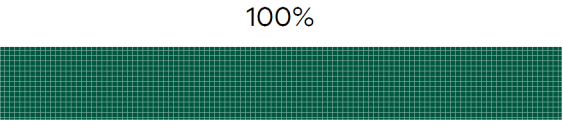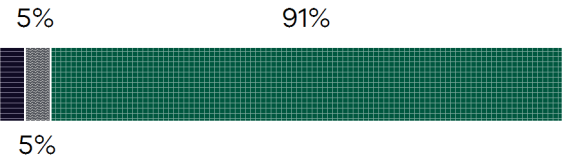
Legend	
Disagree	Neither agree nor disagree
Agree	

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I enjoy the work in my current job	100%	94 %	Not asked	100 %	71 %	80 %	100 %
I get a sense of accomplishment from my work	5% / 91% / 5%	88 %	Not asked	91 %	64 %	77 %	100 %

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.
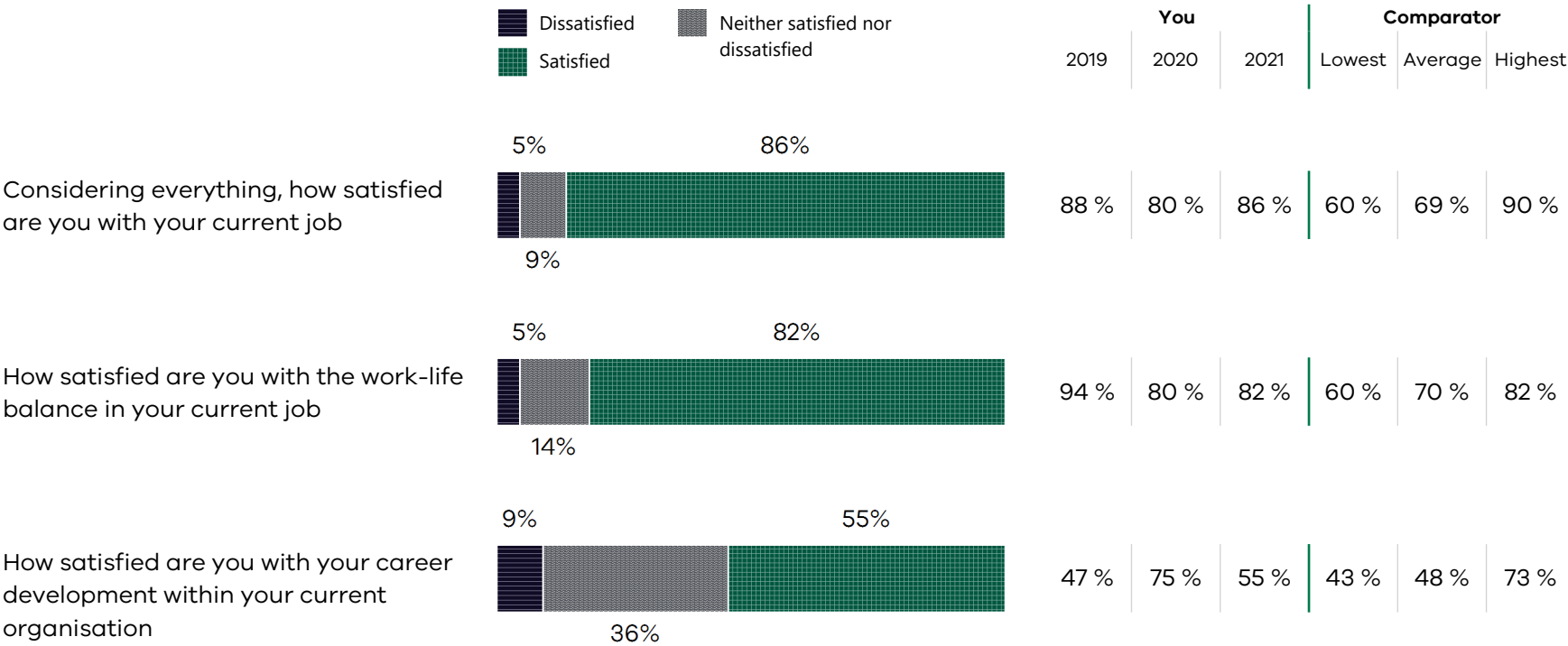
Example

86% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Survey question

Your results

Benchmark satisfied results

Legend:
- Dissatisfied (dark navy)
- Satisfied (green)
- Neither satisfied nor dissatisfied (grey)

Survey question	Your results		You			Comparator		
			2019	2020	2021	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job	5% / 9% / 86%		88 %	80 %	86 %	60 %	69 %	90 %
How satisfied are you with the work-life balance in your current job	5% / 14% / 82%		94 %	80 %	82 %	60 %	70 %	82 %
How satisfied are you with your career development within your current organisation	9% / 36% / 55%		47 %	75 %	55 %	43 %	48 %	73 %

People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

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

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

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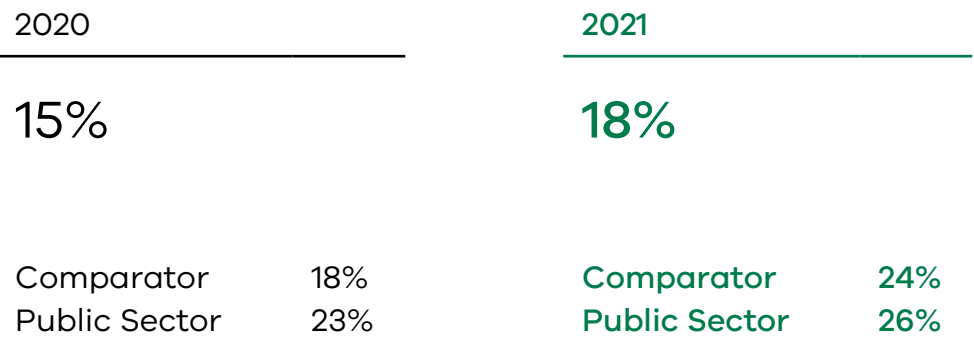
Example

18% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 24% of staff in your comparator group and 26% of staff across the public sector.

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

Category	Percentage
Nil	5%
Low / mild	32%
Moderate	45%
High	14%
Very high	0%
Severe	5%
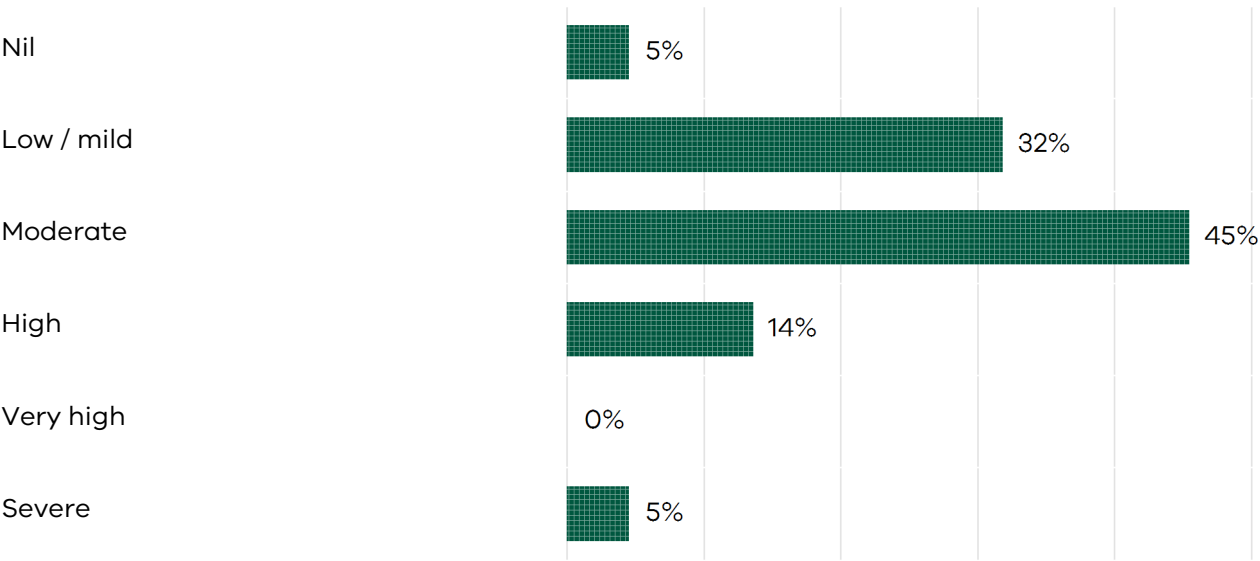
Reported levels of high to severe stress

2020		2021	
15%		**18%**	
Comparator	18%	Comparator	24%
Public Sector	23%	Public Sector	26%

People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

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

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

Example

95% of your staff who did the survey said they experienced mild to severe stress.

Of that 95%, 67% said the top reason was 'Workload'.

	21	1
	95%	5%

■ Experienced some work-related stress   ▦ Did not experience some work-related stress
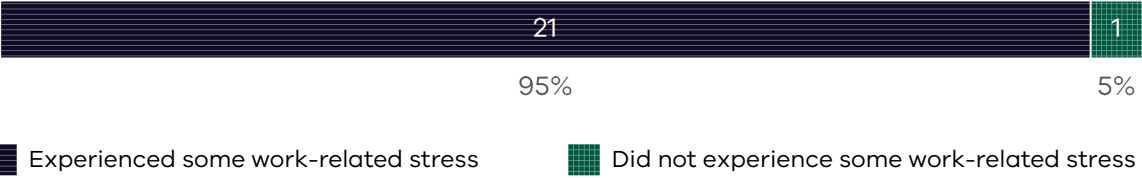
Of those that experienced work related stress it was from …	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	59%	67%	48%	51%
Time pressure	24%	57%	43%	42%
Other changes due to COVID-19	18%	19%	13%	15%
Unclear job expectations	29%	19%	11%	11%
Competing home and work responsibilities	18%	14%	11%	12%
Management of work (e.g. supervision, training, information, support)	0%	14%	14%	13%
Content, variety, or difficulty of work	6%	10%	13%	12%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	24%	10%	11%	12%
Work that doesn't match my skills or experience	6%	10%	7%	7%
Ability to choose how my work is done	0%	5%	5%	5%

Victorian Public Sector Commission

VICTORIA State Government

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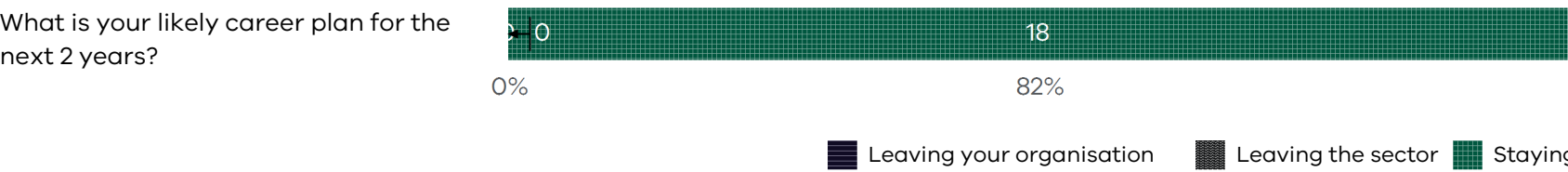
In descending order, the table shows the top 10 reasons for leaving.

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

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

Of that NaN, NaN said it was from ''.

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

0	18
0%	82%

■ 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

Victorian Public Sector Commission

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People outcomes

Scorecard: emotional effects of work

What this is

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

Why this is important

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

How to read this

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

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

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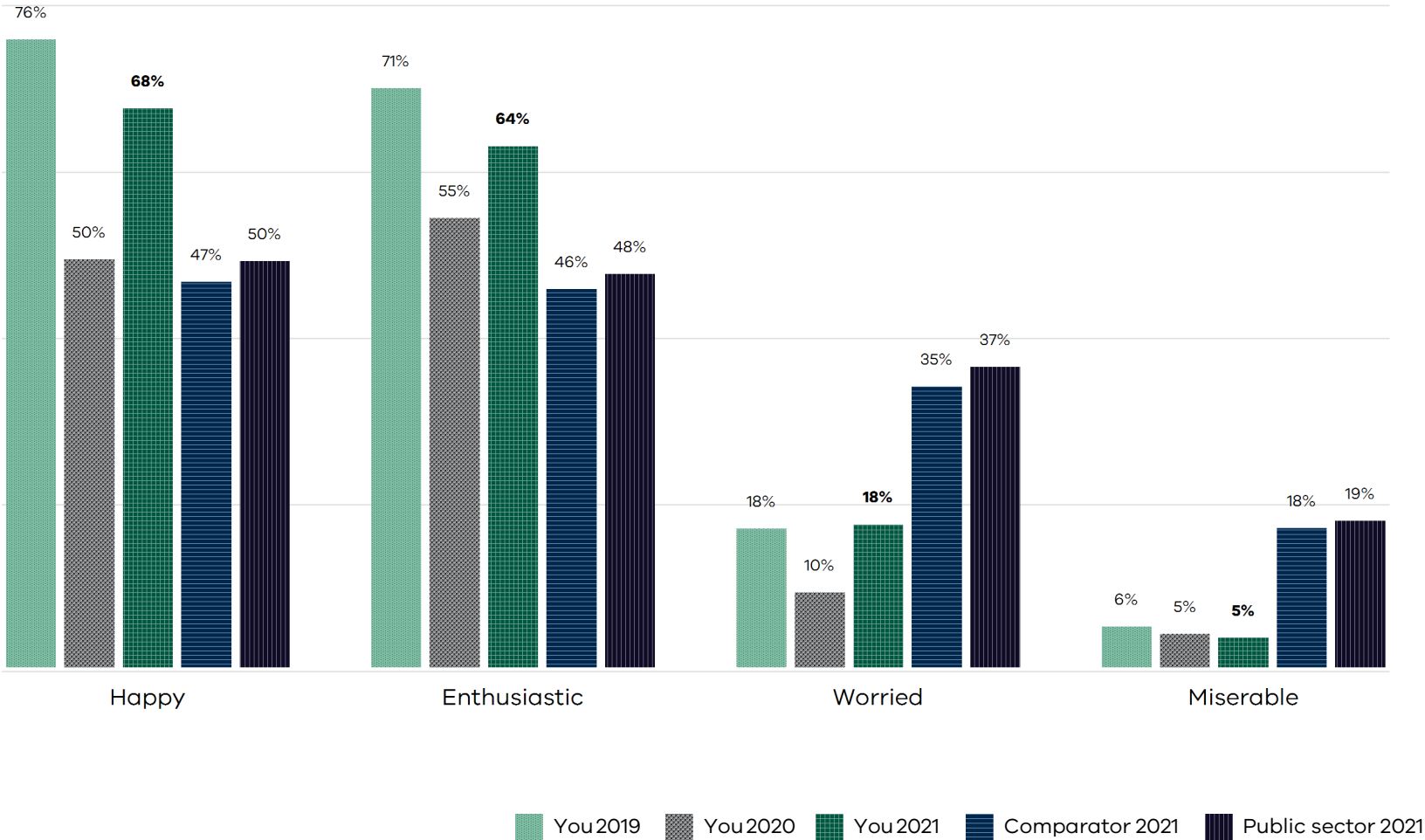
Example

In 2021:

- 68% of your staff who did the survey said work made them feel happy in 2021, which is up from 50% in 2020

Compared to:

- 47% of staff at your comparator and 50% of staff across the public sector.

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

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

	Happy	Enthusiastic	Worried	Miserable
You 2019	76%	71%	18%	6%
You 2020	50%	55%	10%	5%
You 2021	68%	64%	18%	5%
Comparator 2021	47%	46%	35%	18%
Public sector 2021	50%	48%	37%	19%

People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

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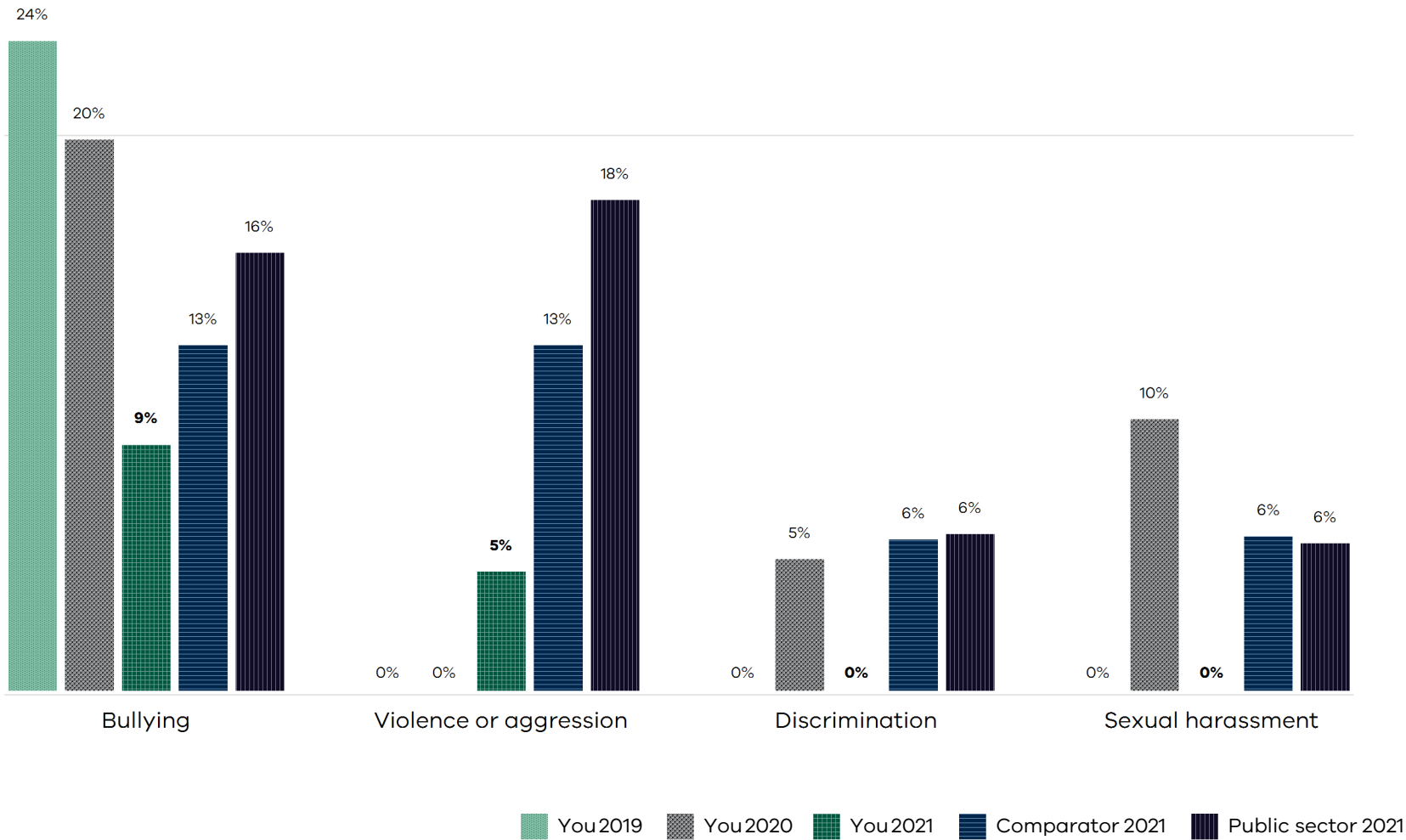
Example

In 2021:

- 9% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is down from 20% in 2020.

Compared to:

- 13% of staff at your comparator and 16% of staff across the public sector.

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

Chart data:

Bullying: 24% (You 2019), 20% (You 2020), 9% (You 2021), 13% (Comparator 2021), 16% (Public sector 2021)

Violence or aggression: 0% (You 2019), 0% (You 2020), 5% (You 2021), 13% (Comparator 2021), 18% (Public sector 2021)

Discrimination: 0% (You 2019), 5% (You 2020), 0% (You 2021), 6% (Comparator 2021), 6% (Public sector 2021)

Sexual harassment: 0% (You 2019), 10% (You 2020), 0% (You 2021), 6% (Comparator 2021), 6% (Public sector 2021)

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Bullying

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

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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

27% of your staff who did the survey said they witnessed some negative behaviour at work.

73% 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?

6	16
27%	73%

■ 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	73%	82%	77%
Bullying of a colleague	18%	13%	16%
Violence or aggression against a colleague	9%	4%	6%
Discrimination against a colleague	5%	7%	8%

Victorian Public Sector Commission

VICTORIA State Government

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.
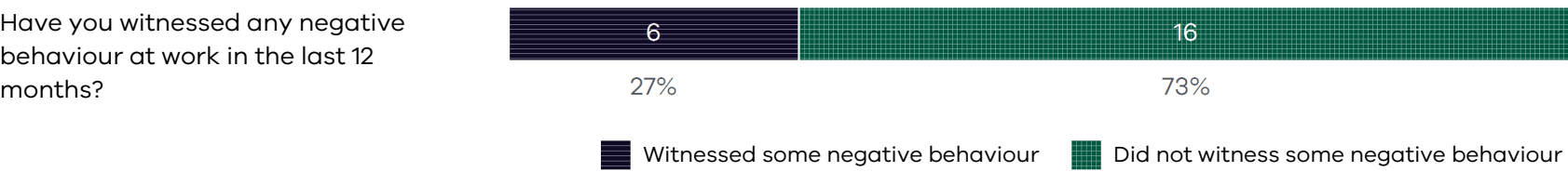
How to read this

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

27% of your staff who did the survey witnessed negative behaviour, of which:

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

- 17% took no action.

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

6	16
27%	73%

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

When you witnessed the above behaviour(s), did you do any of the following?	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	50%	69%	72%
Told a manager	33%	31%	37%
Told Human Resources	33%	11%	6%
Told a colleague	17%	22%	21%
Took no action	17%	10%	7%

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Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Job enrichment', the 'You 2021' column shows 100% of your staff agreed with 'I understand how my job contributes to my organisation's purpose'. In the 'Change from 2020' column, you have a 5% increase, which is a positive trend.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Job enrichment	I understand how my job contributes to my organisation's purpose	100%	+5%	91%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different sexes/genders	100%	Not asked in 2020	76%
Equal employment opportunity	Sexual orientation is not a barrier to success in my organisation	100%	Not asked in 2020	76%
Safety climate	My organisation provides a physically safe work environment	100%	Not asked in 2020	86%
Workplace flexibility	My organisation supports employees with family or other caring responsibilities, regardless of gender	100%	Not asked in 2020	77%
Satisfaction	I enjoy the work in my current job	100%	Not asked in 2020	80%
Manager leadership	My manager is committed to workplace safety	95%	Not asked in 2020	87%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	95%	Not asked in 2020	79%
Equal employment opportunity	Cultural background is not a barrier to success in my organisation	95%	Not asked in 2020	75%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	95%	Not asked in 2020	79%

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Learning and development', the 'You 2021' column shows 27% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'.
This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	27%	Not asked in 2020	23%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	45%	Not asked in 2020	33%
Learning and development	I feel I have an equal chance at promotion in my organisation	45%	Not asked in 2020	39%
Taking action	My organisation has taken positive action on the results of last year's survey	45%	Not asked in 2020	40%
Workload	The workload I have is appropriate for the job that I do	55%	+10%	58%
Safety climate	All levels of my organisation are involved in the prevention of stress	55%	+10%	45%
Satisfaction	How satisfied are you with your career development within your current organisation	55%	-20%	48%
Learning and development	My organisation places a high priority on the learning and development of staff	59%	Not asked in 2020	53%
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	59%	Not asked in 2020	50%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	59%	Not asked in 2020	64%

Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

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

In this table, your trend is shown in the 'Increase from 2020' column.

When you use this data, focus on the increase instead of individual numbers.

This is because the increase from 2020 shows you where the most positive changes are happening in your organisation.

Example

On the first row 'Safety climate', the 'You 2021' column shows 73% of your staff agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.
In the 'Increase from 2020' column, you have a 28% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	73%	+28%	57%
Engagement	I am proud to tell others I work for my organisation	95%	+20%	75%
Workgroup support	Workgroups across my organisation willingly share information with each other	77%	+17%	52%
Engagement	My organisation inspires me to do the best in my job	86%	+16%	62%
Engagement	I would recommend my organisation as a good place to work	91%	+16%	71%
Engagement	My organisation motivates me to help achieve its objectives	91%	+16%	63%
Workload	I have enough time to do my job effectively	64%	+14%	55%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	73%	+13%	72%
Safe to speak up	People in your workgroup are able to bring up problems and tough issues	86%	+11%	73%
Safety climate	All levels of my organisation are involved in the prevention of stress	55%	+10%	45%

Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

In this table, your trend is shown in the 'Decrease from 2020' column.

When you use this data, focus on the decrease instead of individual numbers.

This is because the decrease from 2020 shows you where the most negative changes are happening in your organisation.

Example

On the first row 'Satisfaction', the 'You 2021' column shows 55% of your staff were satisfied with 'How satisfied are you with your career development within your current organisation'.

In the 'Decrease from 2020' column, you have a 20% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Satisfaction	How satisfied are you with your career development within your current organisation	55%	-20%	48%
Manager support	My manager provides me with enough support when I need it	73%	-17%	76%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	68%	-17%	73%
Manager support	My manager listens to what I have to say	82%	-13%	81%
Job enrichment	I clearly understand what I am expected to do in this job	77%	-13%	82%
Manager support	My manager keeps me informed about what's going on	77%	-13%	75%
Senior leadership	Senior leaders support staff to work in an environment of change	68%	-12%	61%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	86%	-9%	88%
Meaningful work	I am achieving something important through my work	86%	-9%	79%
Senior leadership	Senior leaders provide clear strategy and direction	73%	-7%	56%

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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 'Senior leadership', the 'You 2021' column shows 91% of your staff agreed with 'Senior leaders demonstrate honesty and integrity'.

The 'difference' column, shows that agreement for this question was 31 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Senior leadership	Senior leaders demonstrate honesty and integrity	91%	+31%	60%
Engagement	My organisation motivates me to help achieve its objectives	91%	+28%	63%
Equal employment opportunity	Disability is not a barrier to success in my organisation	86%	+26%	60%
Workgroup support	Workgroups across my organisation willingly share information with each other	77%	+26%	52%
Senior leadership	Senior leaders model my organisation's values	86%	+25%	61%
Engagement	My organisation inspires me to do the best in my job	86%	+25%	62%
Equal employment opportunity	Sexual orientation is not a barrier to success in my organisation	100%	+24%	76%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	73%	+24%	49%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different sexes/genders	100%	+24%	76%
Workplace flexibility	My organisation supports employees with family or other caring responsibilities, regardless of gender	100%	+23%	77%

Key differences

Biggest negative difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Workgroup support', the 'You 2021' column shows 86% of your staff agreed with 'I am able to work effectively with others in my workgroup'.

The 'difference' column, shows that agreement for this question was 6 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Workgroup support	I am able to work effectively with others in my workgroup	86%	-6%	92%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	68%	-5%	73%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	59%	-5%	64%
Job enrichment	I clearly understand what I am expected to do in this job	77%	-5%	82%
Workload	The workload I have is appropriate for the job that I do	55%	-4%	58%
Manager support	My manager provides me with enough support when I need it	73%	-4%	76%
Workgroup support	People in my workgroup treat each other with respect	82%	-4%	85%
Innovation	My workgroup is quick to respond to opportunities to do things better	68%	-2%	71%
Workgroup support	People in my workgroup work together effectively to get the job done	82%	-2%	84%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	86%	-2%	88%

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Taking action

What this is

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

Why this is important

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

How to read this

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

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

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

Example

59% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.
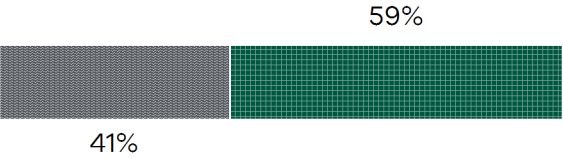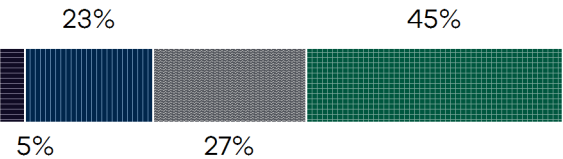
Survey question	Your results					

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

Benchmark agree results

	You			Comparator		
Survey question	2019	2020	2021	Lowest	Average	Highest
I believe my organisation will take positive action on the results of this year's survey	Not asked	Not asked	59 %	38 %	50 %	90 %
My organisation has taken positive action on the results of last year's survey	Not asked	Not asked	45 %	22 %	40 %	60 %

Your results chart:

I believe my organisation will take positive action on the results of this year's survey: Neither agree nor disagree 41%, Agree 59%

My organisation has taken positive action on the results of last year's survey: Disagree 5%, Don't know 23%, Neither agree nor disagree 27%, Agree 45%

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Senior leadership

Senior leadership 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

91% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
	Disagree ▪ Neither agree nor disagree ▪ Don't know ▪ Agree ▪							
Senior leaders demonstrate honesty and integrity	9% / 91%	88 %	Not asked	91 %	40 %	60 %	100 %
Senior leaders actively support diversity and inclusion in the workplace	5% / 9% / 86%	82 %	Not asked	86 %	59 %	74 %	90 %
Senior leaders model my organisation's values	9% / 5% / 86%	88 %	Not asked	86 %	38 %	61 %	100 %
Senior leaders provide clear strategy and direction	5% / 23% / 73%	76 %	80 %	73 %	34 %	56 %	90 %

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.
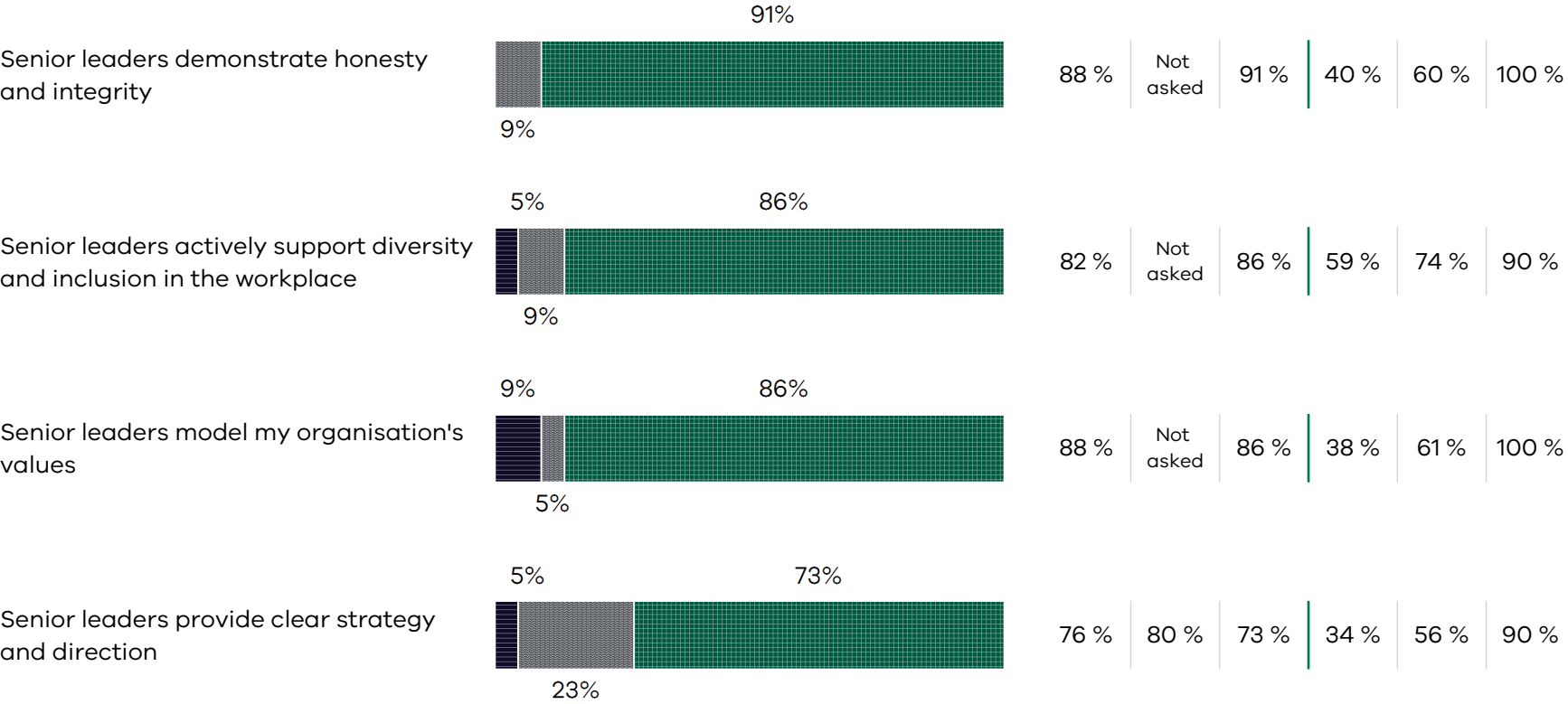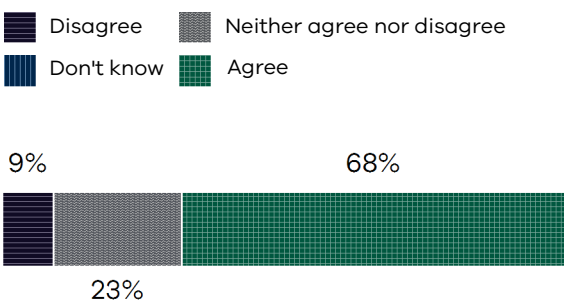
Example

68% of your staff who did the survey agreed or strongly agreed with 'Senior leaders support staff to work in an environment of change'.

Survey question

Your results

Disagree   Neither agree nor disagree

Don't know   Agree

Survey question	9%	68%	23%
Senior leaders support staff to work in an environment of change			

Benchmark agree results

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Senior leaders support staff to work in an environment of change	82 %	80 %	68 %	41 %	61 %	90 %

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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:

- 90% of your staff who did the survey responded positively to questions about Equal employment opportunity.

Compared to:

- 70% of staff at your comparator and 69% of staff across the public sector.

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

Equal employment opportunity: 79%, 90%, 70%, 69%
Diversity and inclusion: 89%, 71%, 71%
Organisational integrity: 80%, 86%, 72%, 72%
Workplace flexibility: 75%, 68%, 63%

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.
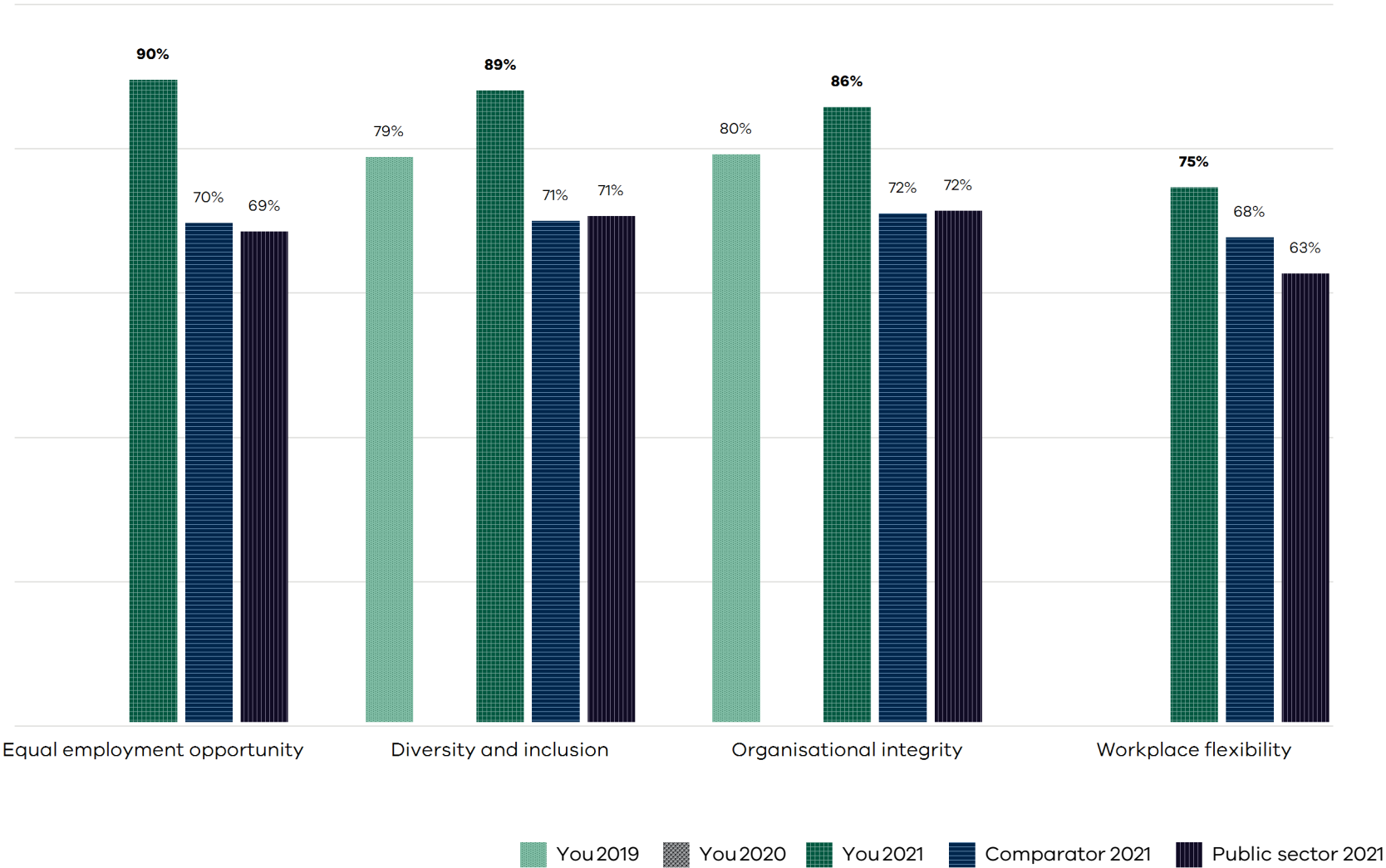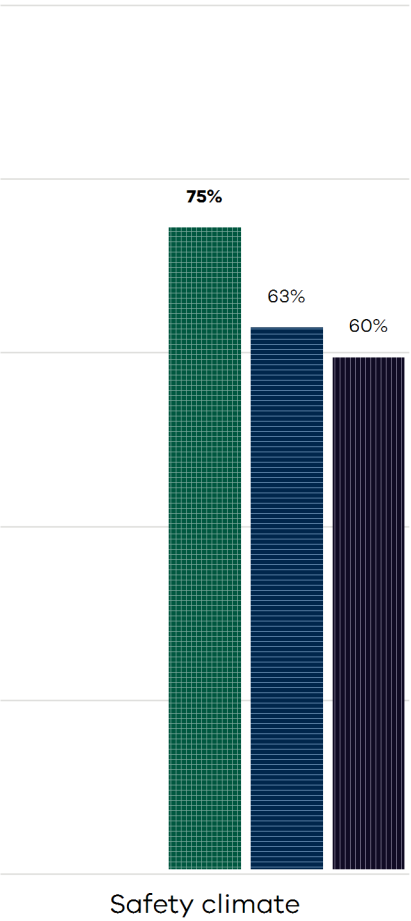
Example

In 2021:

- 75% of your staff who did the survey responded positively to questions about Safety climate.

Compared to:

- 63% of staff at your comparator and 60% of staff across the public sector.

75%

63%

60%

Safety climate

You 2019   You 2020   You 2021   Comparator 2021   Public sector 2021

Victorian Public Sector Commission

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Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

95% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question	Your results						

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

		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	5% / 95%	88 %	Not asked	95 %	69 %	79 %	91 %
My organisation respects the human rights of employees	95% / 5%	88 %	Not asked	95 %	66 %	79 %	100 %
My organisation encourages respectful workplace behaviours	9% / 91%	76 %	Not asked	91 %	72 %	84 %	100 %
My organisation takes steps to eliminate bullying, harassment and discrimination	5% / 86% / 9%	76 %	Not asked	86 %	58 %	68 %	100 %

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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.
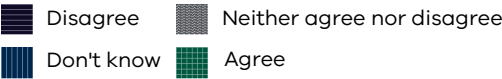
Example

82% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question	Your results					

Benchmark agree results

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation does not tolerate improper conduct	5% / 14% / 82%	76 %	Not asked	82 %	60 %	68 %	100 %
My organisation is committed to earning a high level of public trust	5% / 14% / 82%	88 %	Not asked	82 %	59 %	75 %	92 %
My organisation makes fair recruitment and promotion decisions, based on merit	14% / 14% / 73%	65 %	Not asked	73 %	36 %	49 %	90 %

Organisational climate

Workplace flexibility 1 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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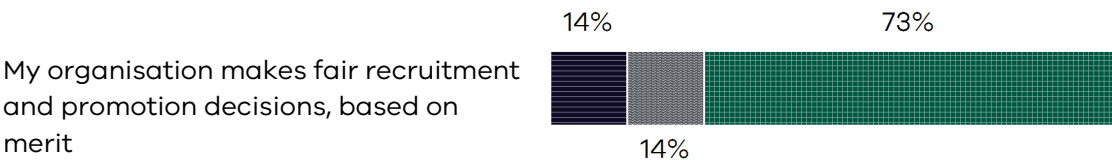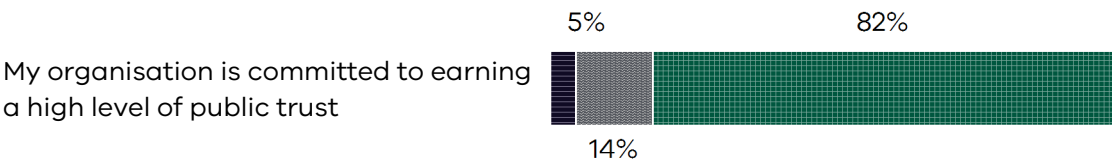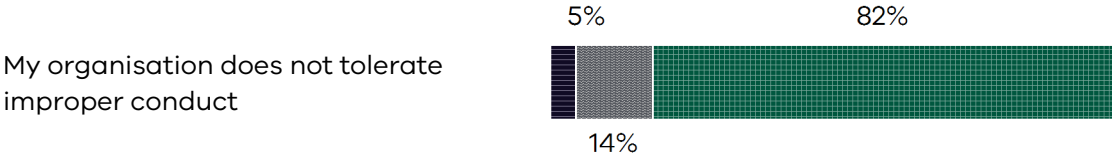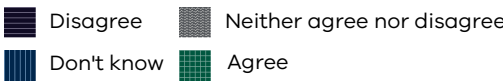
Example

100% of your staff who did the survey agreed or strongly agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.
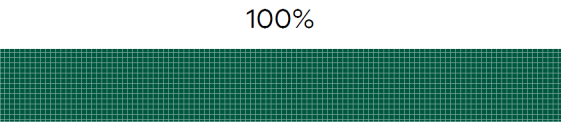
Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation supports employees with family or other caring responsibilities, regardless of gender	100% Agree	Not asked	Not asked	100 %	65 %	77 %	100 %
There is a positive culture within my organisation in relation to employees who have family responsibilities	5% / 5% / 9% / 82%	Not asked	Not asked	82 %	53 %	69 %	100 %
Having family responsibilities is not a barrier to success in my organisation	5% / 5% / 14% / 77%	Not asked	Not asked	77 %	54 %	65 %	100 %
I have the flexibility I need to manage my work and non-work activities and responsibilities	14% / 9% / 77%	Not asked	Not asked	77 %	63 %	76 %	91 %
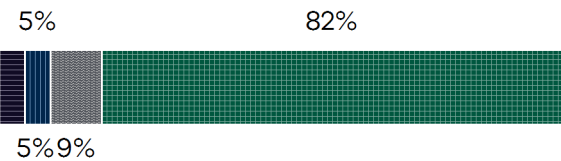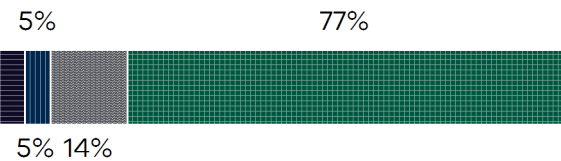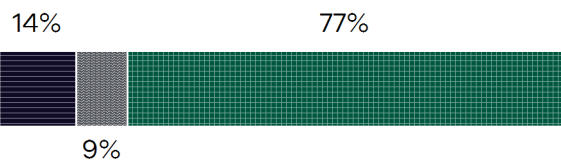
Legend: Disagree · Don't know · Neither agree nor disagree · Agree

Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

73% of your staff who did the survey agreed or strongly agreed with 'Having caring responsibilities is not a barrier to success in my organisation'.

Survey question	Your results	Benchmark agree results

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

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Having caring responsibilities is not a barrier to success in my organisation	88 %	Not asked	73 %	51 %	62 %	100 %
There is a positive culture within my organisation in relation to employees who have caring responsibilities	88 %	Not asked	73 %	50 %	67 %	100 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	65 %	85 %	68 %	60 %	73 %	100 %
Using flexible work arrangements is not a barrier to success in my organisation	Not asked	Not asked	68 %	50 %	62 %	100 %

Your results bar values:
- Having caring responsibilities is not a barrier to success in my organisation: 5% Disagree, 23% Neither, 73% Agree
- There is a positive culture within my organisation in relation to employees who have caring responsibilities: 5% Disagree, 5% Don't know, 18% Neither, 73% Agree
- I am confident that if I requested a flexible work arrangement, it would be given due consideration: 14% Disagree, 18% Neither, 68% Agree
- Using flexible work arrangements is not a barrier to success in my organisation: 14% Disagree, 14% Don't know, 68% Agree

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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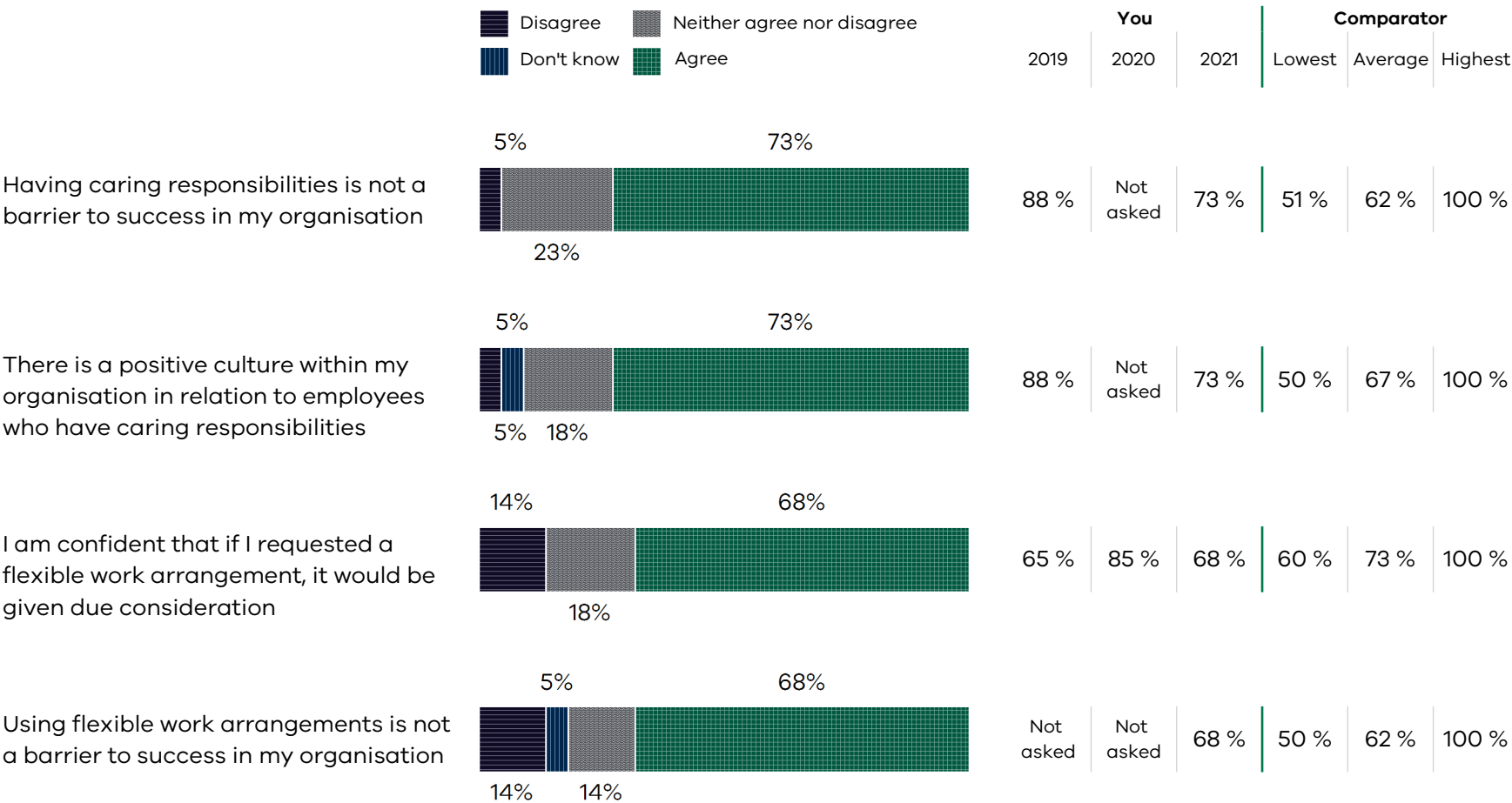
Example

59% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who use flexible work arrangements'.

Survey question	Your results	Benchmark agree results

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

	You			**Comparator**		
	2019	2020	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	82 %	Not asked	59 %	50 %	64 %	100 %

Your results bar: 18% Disagree, 5% Don't know, 18% Neither agree nor disagree, 59% Agree

Victorian Public Sector Commission

VICTORIA State Government
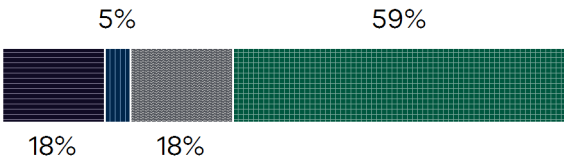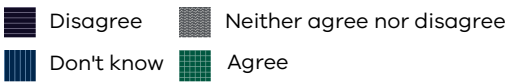
Organisational climate

Workplace flexibility 4 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

The table shows you what flexible work arrangements staff use.

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

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

Example

50% 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)	50%	37%	24%
Flexible start and finish times	45%	30%	23%
Part-time	23%	10%	19%
No, I do not use any flexible work arrangements	14%	34%	38%
Other	9%	2%	2%
Using leave to work flexible hours	5%	7%	8%
Purchased leave	5%	3%	2%
Study leave	5%	2%	4%

Victorian Public Sector Commission

VICTORIA State Government

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

100% of your staff who did the survey agreed or strongly agreed with 'Sexual orientation is not a barrier to success in my organisation'.

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Sexual orientation is not a barrier to success in my organisation	100% Agree	88 %	Not asked	100 %	68 %	76 %	100 %
Cultural background is not a barrier to success in my organisation	95% Agree, 5%	88 %	Not asked	95 %	61 %	75 %	100 %
Age is not a barrier to success in my organisation	5%, 91% Agree, 5%	82 %	Not asked	91 %	61 %	70 %	100 %
Disability is not a barrier to success in my organisation	9%, 86% Agree, 5%	76 %	Not asked	86 %	51 %	60 %	90 %
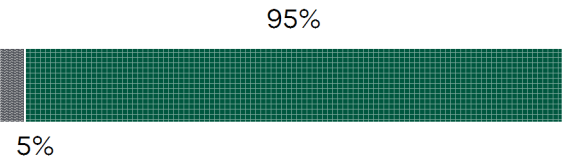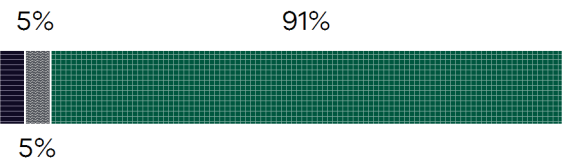
Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

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

Example

86% of your staff who did the survey agreed or strongly agreed with 'Gender is not a barrier to success in my organisation'.
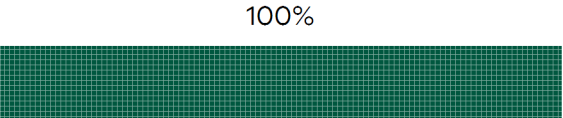
Survey question	Your results							
			You			**Comparator**		
		2019	2020	2021	Lowest	Average	Highest
	Disagree · Neither agree nor disagree · Don't know · Agree							

Benchmark agree results

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Gender is not a barrier to success in my organisation	5% / 5% / 5% / 86%	Not asked	Not asked	86 %	62 %	74 %	100 %
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	9% / 9% / 82%	Not asked	Not asked	82 %	50 %	67 %	91 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Psychosocial and physical safety climate question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

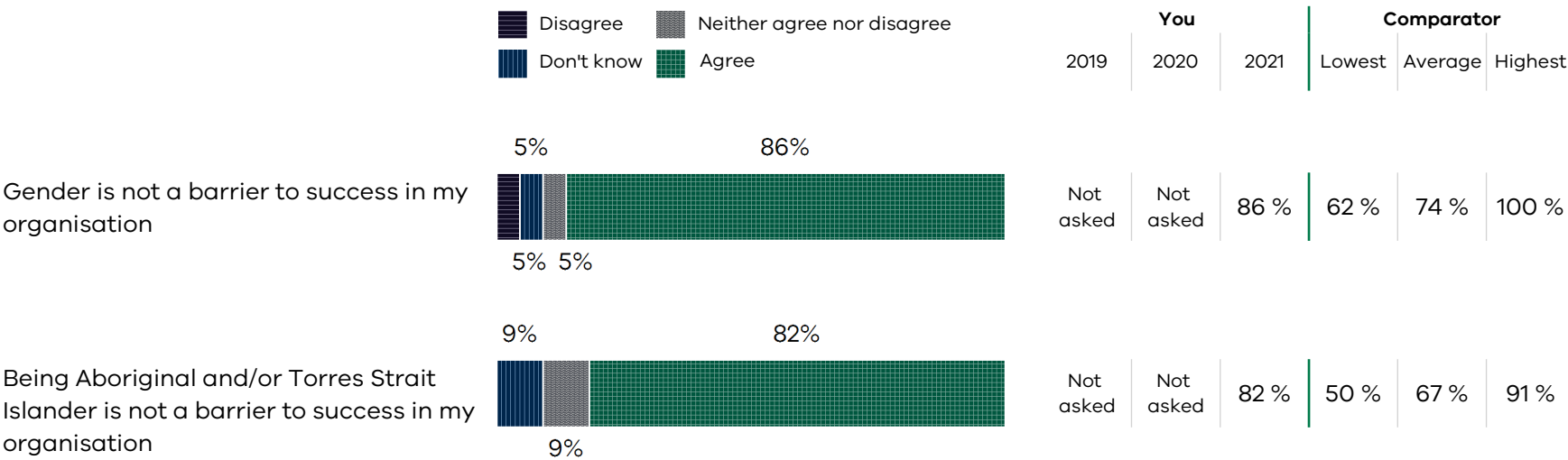Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

Survey question

Your results

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

Benchmark agree results
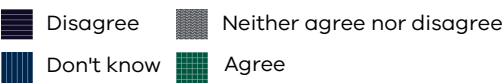
Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation provides a physically safe work environment	100%	Not asked	Not asked	100 %	78 %	86 %	100 %
My organisation consults employees on health and safety matters	95% / 5%	88 %	Not asked	95 %	68 %	74 %	91 %
I feel culturally safe at work	5% / 82% / 14%	Not asked	Not asked	82 %	70 %	77 %	91 %
In my workplace, there is good communication about psychological safety issues that affect me	5% / 73% / 23%	65 %	45 %	73 %	45 %	57 %	90 %
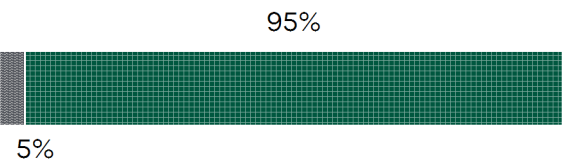
Organisational climate

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.
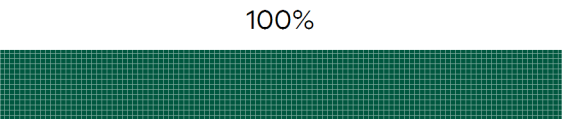
Example

68% of your staff who did the survey agreed or strongly agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

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

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Senior leaders show support for stress prevention through involvement and commitment	9% / 23% / 68%	65 %	75 %	68 %	40 %	53 %	100 %
My organisation has effective procedures in place to support employees who may experience stress	9% / 27% / 64%	82 %	55 %	64 %	57 %	62 %	100 %
Senior leaders consider the psychological health of employees to be as important as productivity	14% / 23% / 64%	59 %	65 %	64 %	34 %	54 %	90 %
All levels of my organisation are involved in the prevention of stress	14% / 32% / 55%	59 %	45 %	55 %	36 %	45 %	100 %

Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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

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

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

How to interpret your score

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

A score of:

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

Adverse outcomes can include:

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

Benchmark results

Psychosocial safety climate
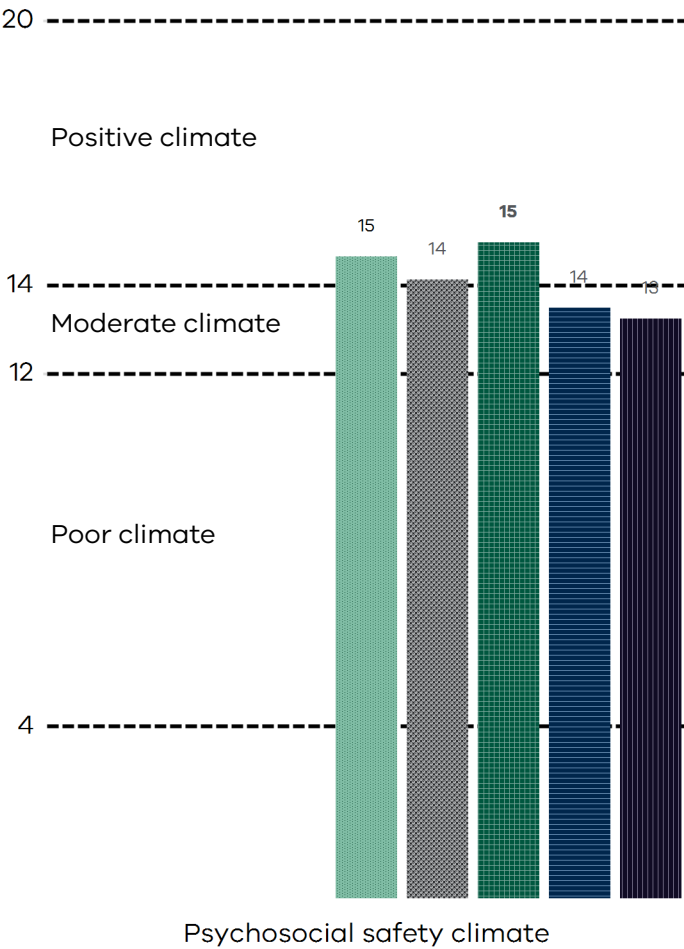
Legend: You 2019 | You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Organisational climate

Diversity and inclusion 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

100% 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, Don't know, Neither agree nor disagree, Agree

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees of different sexes/genders	100%	94 %	Not asked	100 %	67 %	76 %	100 %
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	95% / 5%	88 %	Not asked	95 %	73 %	79 %	93 %
There is a positive culture within my organisation in relation to employees of different age groups	5% / 91% / 5%	82 %	Not asked	91 %	63 %	72 %	100 %
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	5% / 91% / 5%	82 %	Not asked	91 %	44 %	69 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

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.
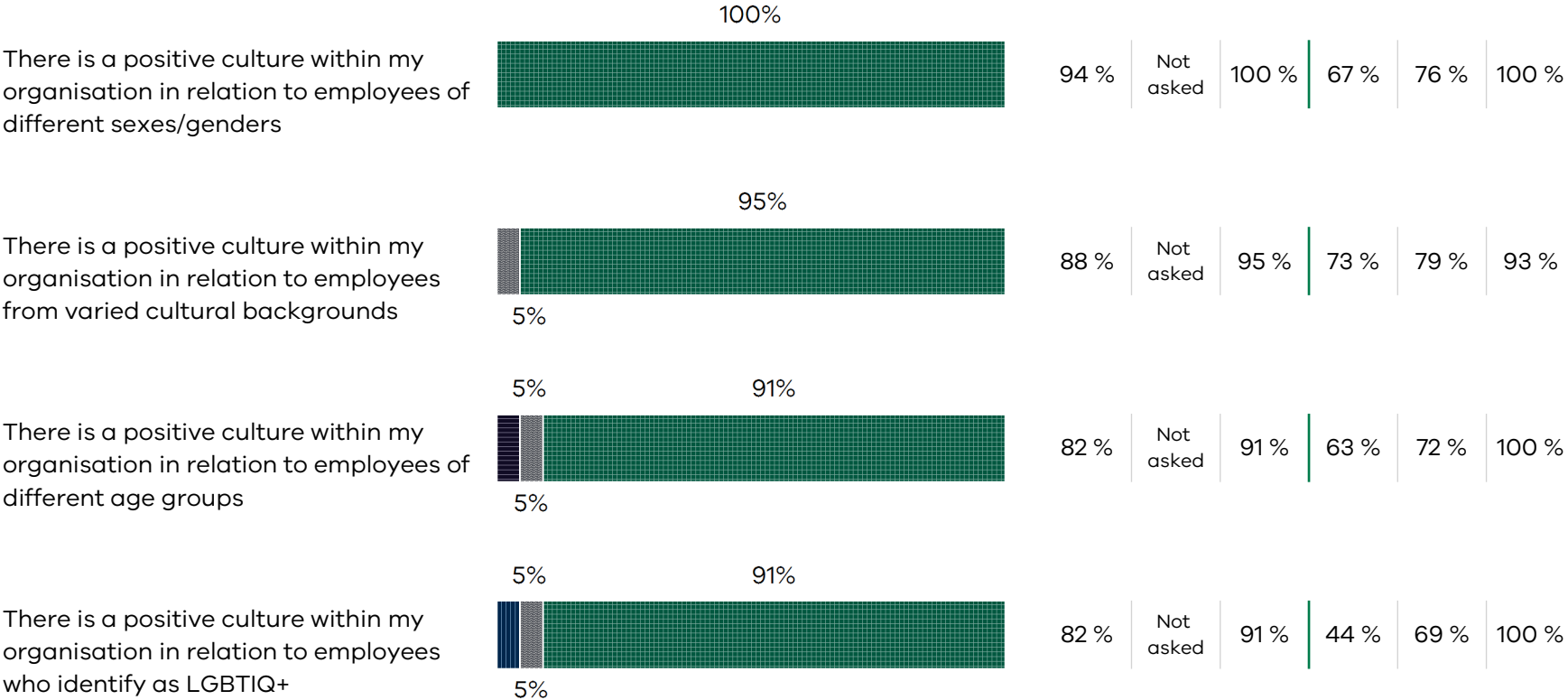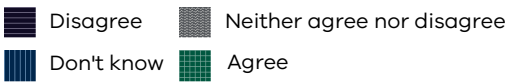
Example

77% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander'.

Survey question	Your results			

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

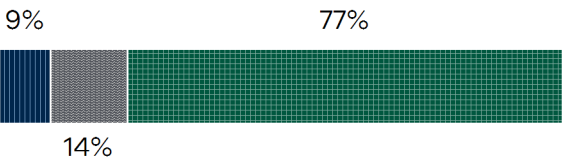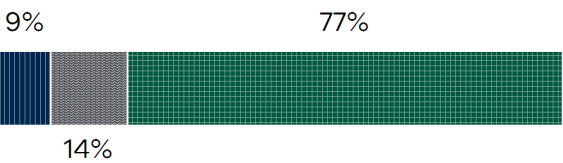| Survey question		Benchmark agree results					
		You			**Comparator**		
		2019	2020	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	9% / 14% / 77%	59 %	Not asked	77 %	50 %	65 %	91 %
There is a positive culture within my organisation in relation to employees with disability	9% / 14% / 77%	71 %	Not asked	77 %	47 %	62 %	90 %

Organisational climate

Gender equality supporting measures

What this is

These are new questions to support Workplace Gender Audits, in addition to existing People matter survey questions on gender equality.
Your excel files show all of the questions you can use in your workplace gender audits.

Why this is important

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

How to read this

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

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

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

Example

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

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
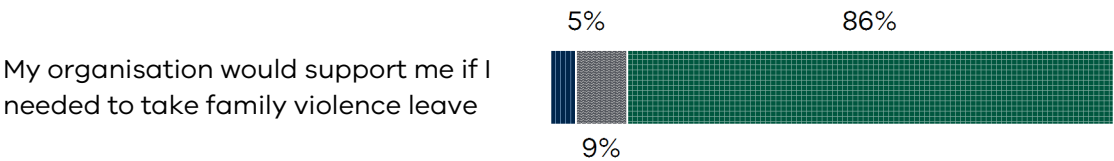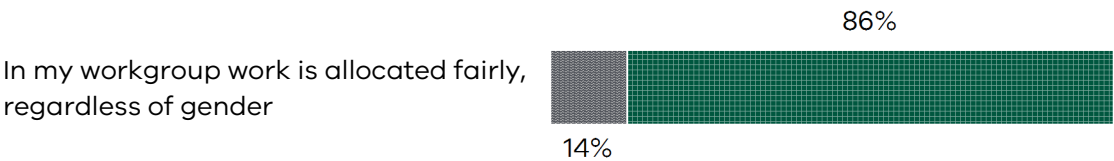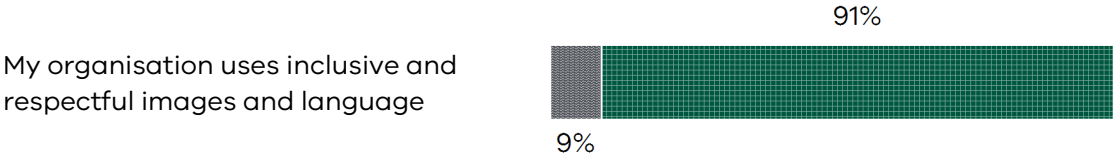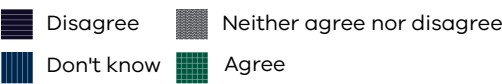
Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation uses inclusive and respectful images and language	9% / 91%	Not asked	Not asked	91 %	69 %	83 %	100 %
In my workgroup work is allocated fairly, regardless of gender	14% / 86%	Not asked	Not asked	86 %	75 %	82 %	100 %
My organisation would support me if I needed to take family violence leave	5% / 9% / 86%	Not asked	Not asked	86 %	61 %	73 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Workgroup climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

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

Compared to:

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

Quality service delivery: 87%, 85%, 80%, 80%
Workgroup support: 81%, 78%, 76%
Innovation: 78%, 77%, 68%, 68%

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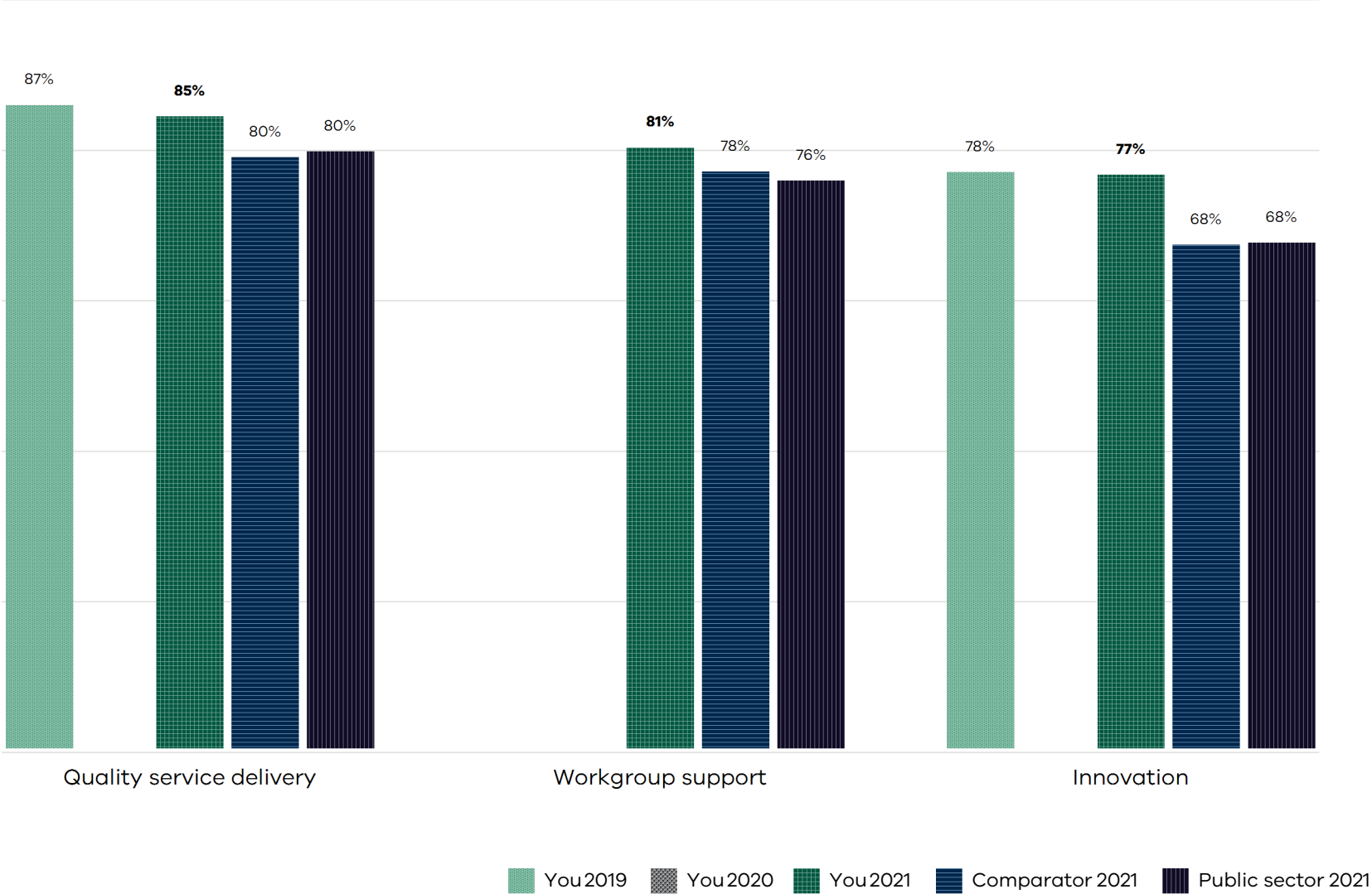
Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

95% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My workgroup strives to deliver services in a timely manner	95% / 5%	88 %	Not asked	95 %	80 %	88 %	100 %
My workgroup strives to provide high quality advice and services	95% / 5%	88 %	Not asked	95 %	78 %	86 %	95 %
My workgroup focuses on making decisions informed by all relevant facts	5% / 91% / 5%	76 %	Not asked	91 %	68 %	74 %	85 %
My workgroup values human rights	5% / 82% / 14%	94 %	Not asked	82 %	75 %	83 %	91 %

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

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Quality service delivery 2 of 2

What this is

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

Why this is important

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

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

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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 'My workgroup has clear lines of responsibility'.

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup has clear lines of responsibility	18% / 5% / 77%	82 %	Not asked	77 %	63 %	75 %	91 %
My workgroup places a priority on acting fairly and without bias	9% / 14% / 77%	88 %	Not asked	77 %	68 %	76 %	91 %
My workgroup strives to make the best use of its resources	5% / 18% / 77%	88 %	Not asked	77 %	64 %	76 %	90 %

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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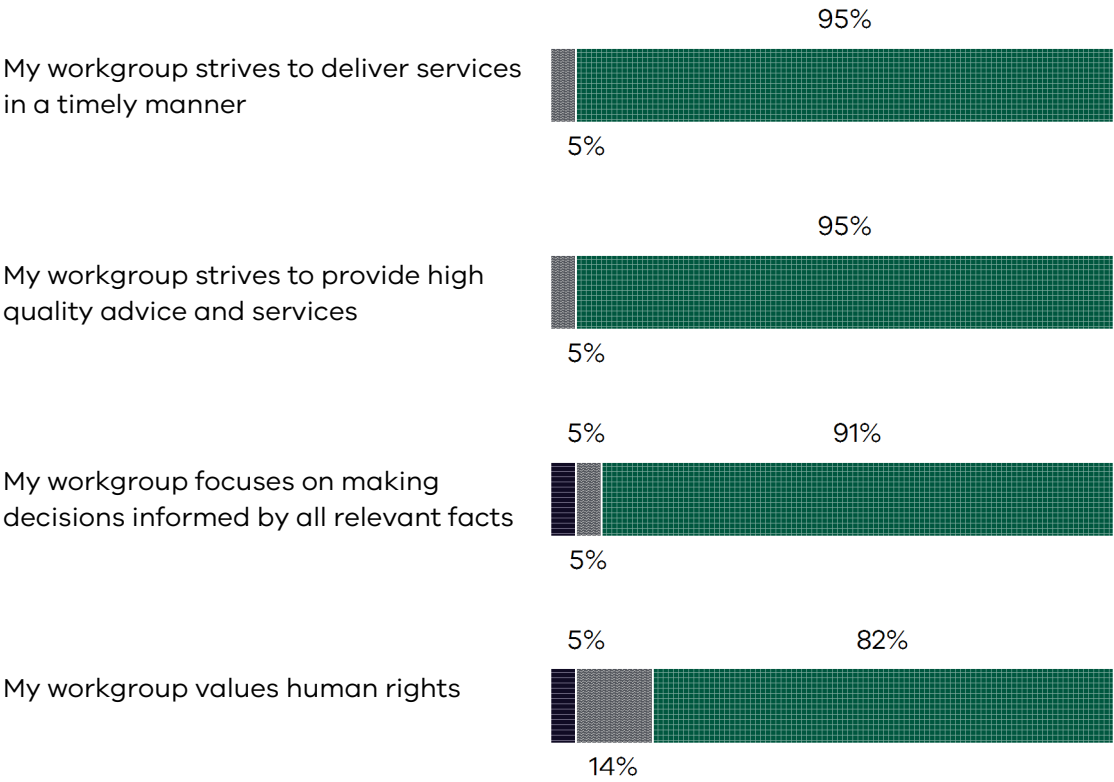
Example

86% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

Survey question	Your results	Benchmark agree results

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes	14% / 86%	76 %	Not asked	86 %	67 %	79 %	93 %
My workgroup encourages employee creativity	14% / 9% / 77%	71 %	Not asked	77 %	47 %	61 %	90 %
My workgroup learns from failures and mistakes	9% / 14% / 77%	82 %	Not asked	77 %	63 %	69 %	90 %
My workgroup takes reasonable risks to improve its services	14% / 9% / 77%	76 %	Not asked	77 %	50 %	60 %	80 %

Victorian Public Sector Commission

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Workgroup climate

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

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

Example

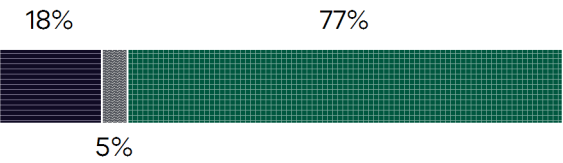68% of your staff who did the survey agreed or strongly agreed with 'My workgroup is quick to respond to opportunities to do things better'.

Survey question	Your results	Benchmark agree results

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

	You			Comparator		
Survey question	2019	2020	2021	Lowest	Average	Highest
My workgroup is quick to respond to opportunities to do things better	82 %	Not asked	68 %	61 %	71 %	90 %

Your results: 18% / 14% / 68%

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.

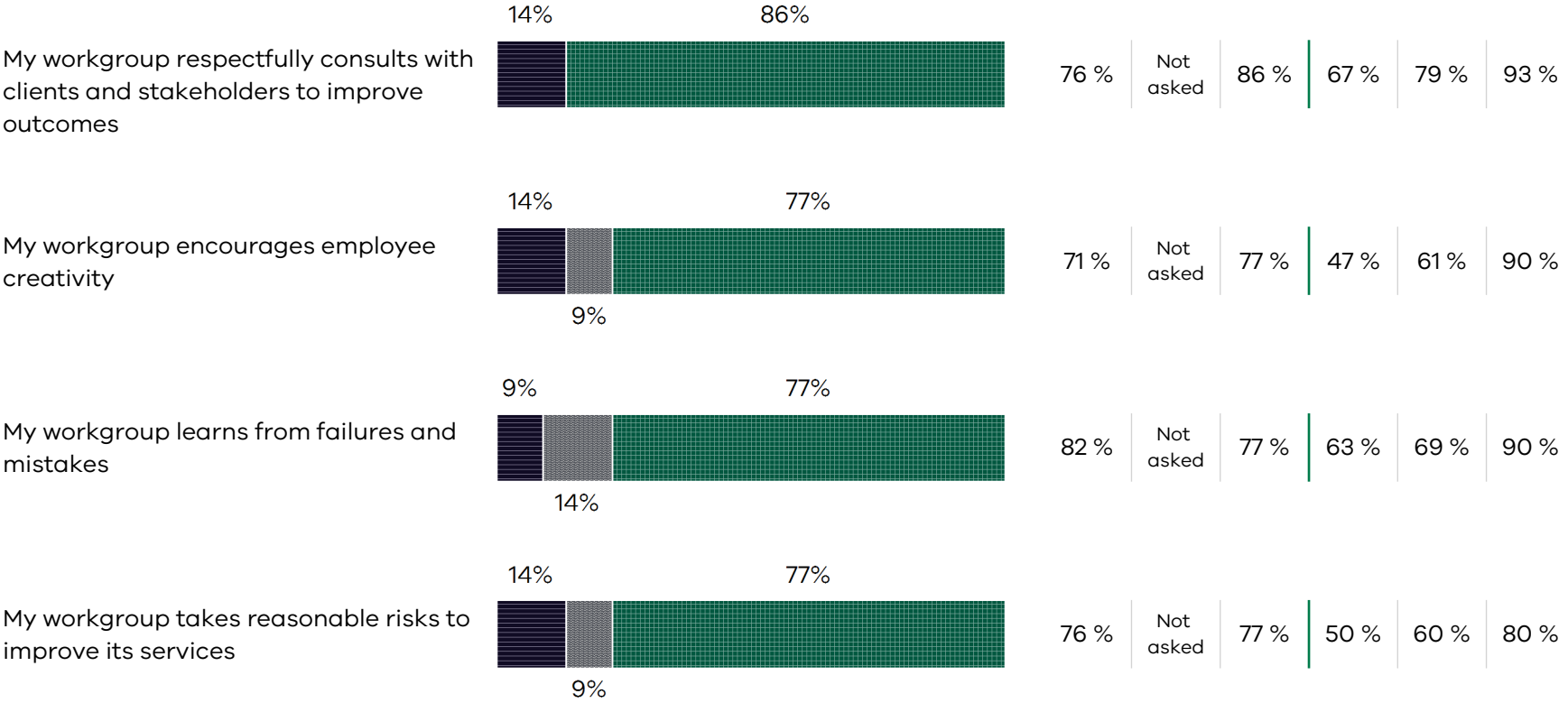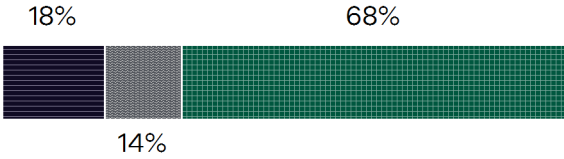Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

86% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others in my workgroup'.

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

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

Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others in my workgroup (Neither 14%, Agree 86%)	Not asked	85 %	86 %	89 %	92 %	100 %
I am able to work effectively with others outside my immediate workgroup (Disagree/Don't know, Neither 5%, Agree 86%, 9%)	Not asked	95 %	86 %	84 %	88 %	100 %
People in my workgroup appropriately manage conflicts of interest (5%, Agree 86%, 9%)	94 %	Not asked	86 %	66 %	73 %	100 %
People in my workgroup actively support diversity and inclusion in the workplace (9%, Agree 82%, 9%)	82 %	Not asked	82 %	76 %	83 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

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Why this is important

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How to read this

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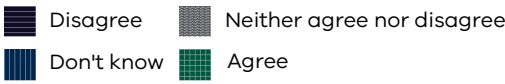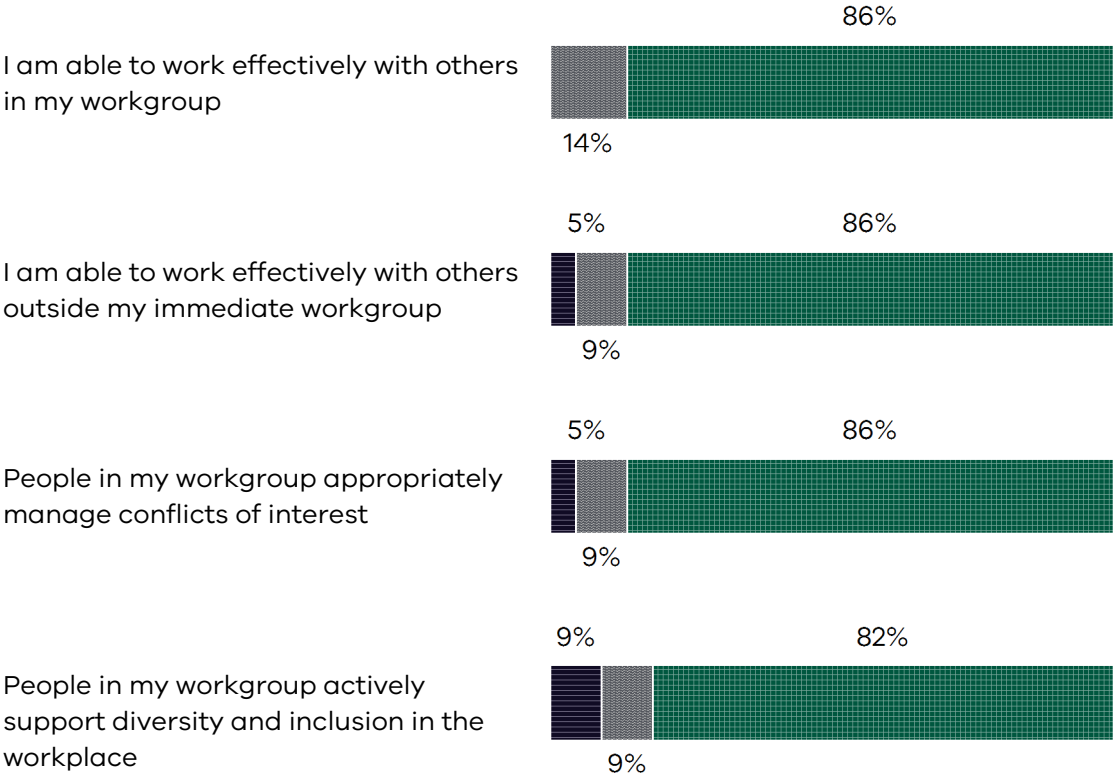Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

82% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question	Your results			You			Comparator		
		Disagree	Neither agree nor disagree						
		Don't know	Agree	2019	2020	2021	Lowest	Average	Highest
People in my workgroup treat each other with respect	14% Disagree, 5%, 82% Agree			76 %	75 %	82 %	77 %	85 %	100 %
People in my workgroup work together effectively to get the job done	14%, 5%, 82%			82 %	75 %	82 %	73 %	84 %	100 %
People in my workgroup are honest, open and transparent in their dealings	9%, 14%, 77%			76 %	Not asked	77 %	62 %	74 %	90 %
People in my workgroup are politically impartial in their work	9%, 14%, 77%			76 %	Not asked	77 %	63 %	73 %	100 %

Victorian Public Sector Commission

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Workgroup climate

Workgroup support 3 of 3

What this is

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

Why this is important

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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.

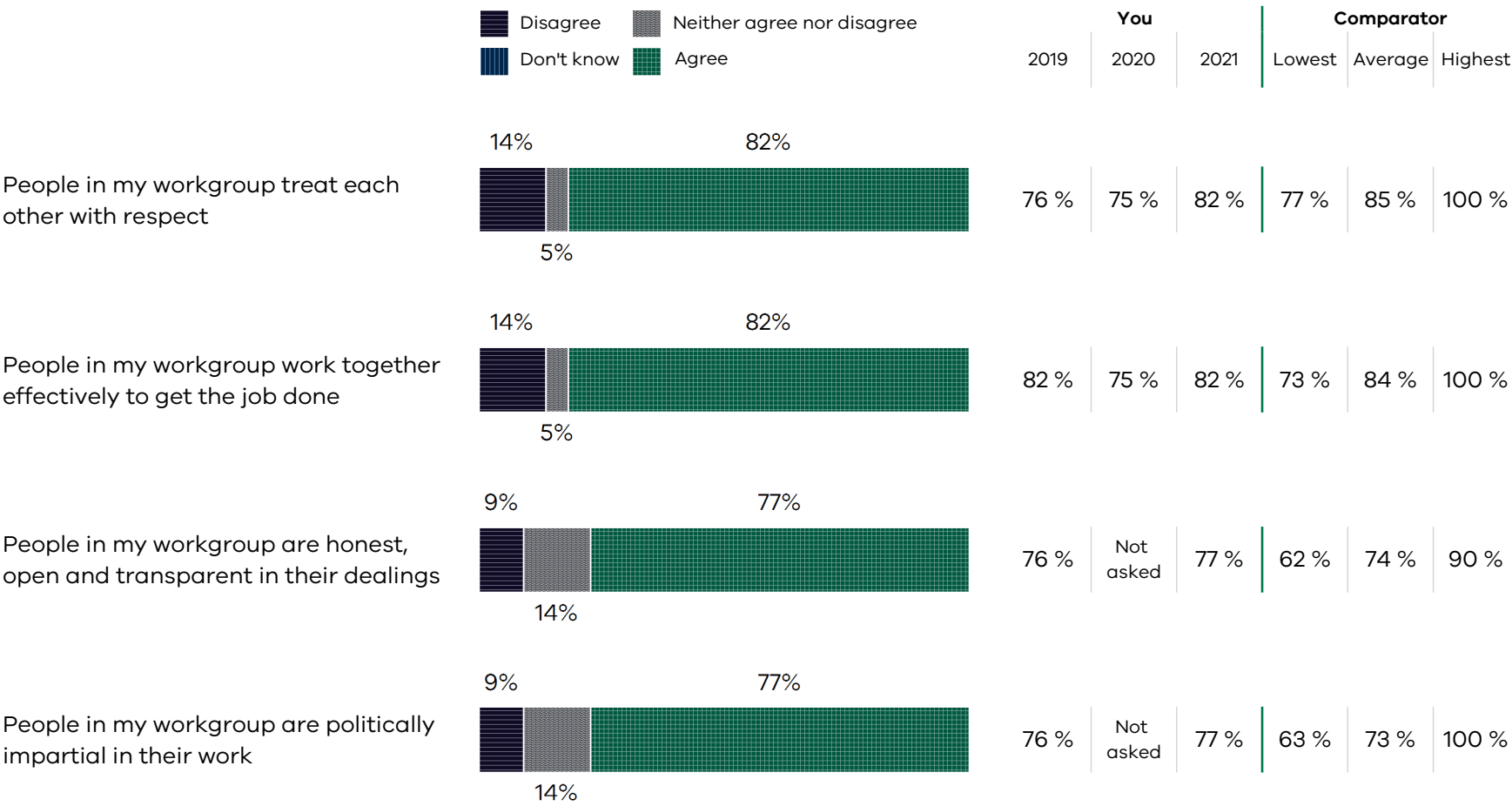Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

77% of your staff who did the survey agreed or strongly agreed with 'Workgroups across my organisation willingly share information with each other'.

Survey question

Your results

Benchmark agree results

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

Survey question		You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Workgroups across my organisation willingly share information with each other	14% / 9% / 77%	76 %	60 %	77 %	41 %	52 %	90 %
People in my workgroup regularly reach out to support me and my wellbeing	14% / 14% / 73%	Not asked	60 %	73 %	64 %	72 %	90 %

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People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

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Job and manager factors

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

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

Compared to:

- 83% of staff at your comparator and 84% of staff across the public sector.

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

Manager leadership: 91%, 89%, 83%, 84%
Meaningful work: 93%, 89%, 82%, 84%
Job enrichment: 81%, 75%, 77%
Manager support: 76%, 71%, 70%

Job and manager factors

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

Example
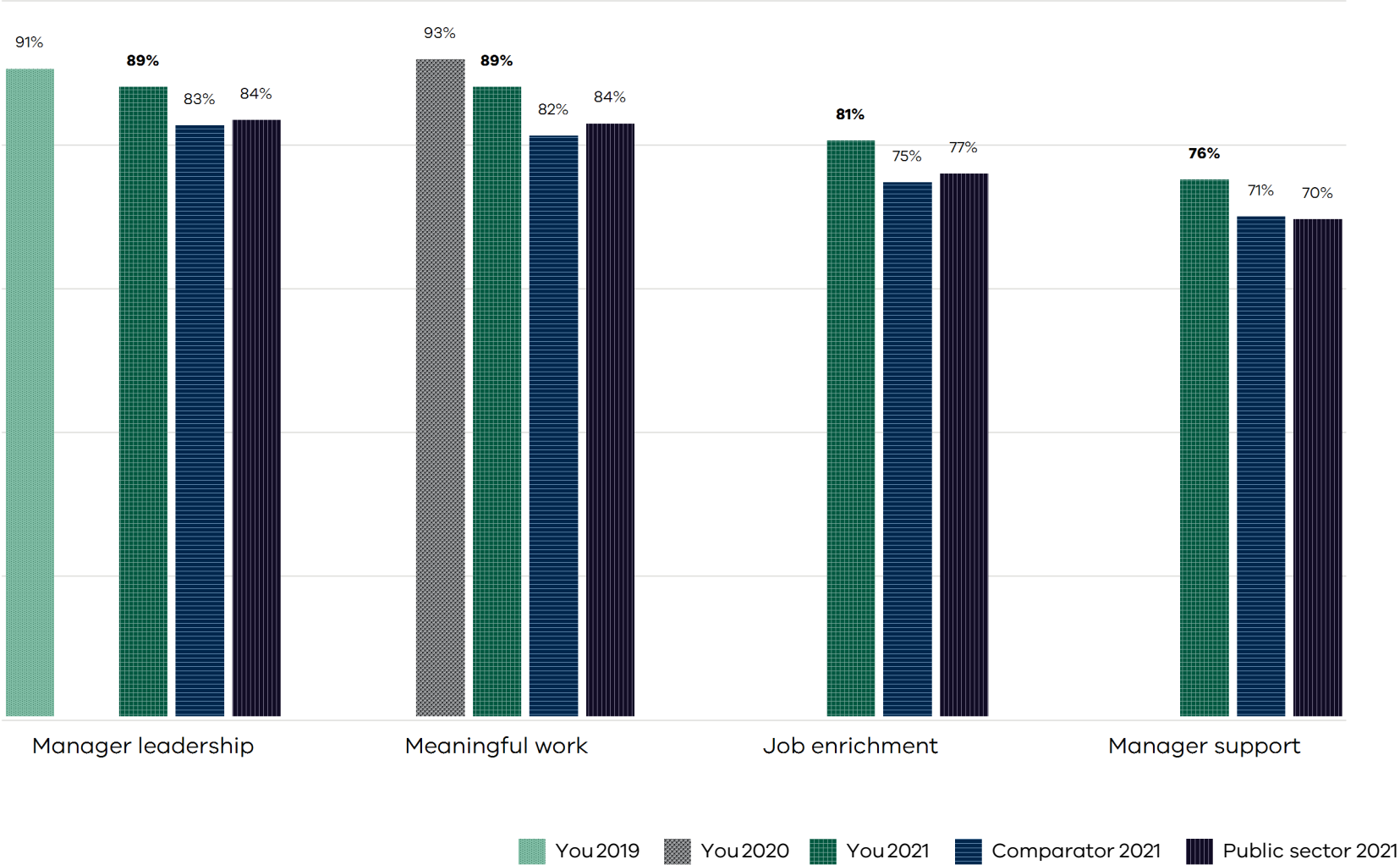
In 2021:

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

Compared to:

- 68% of staff at your comparator and 67% of staff across the public sector.

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

Safe to speak up: 73%, 68%, 67%

Workload: 59%, 48%, 59%, 57%, 53%

Learning and development: 55%, 47%, 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 is committed to workplace safety'.

Survey question

Your results

Benchmark agree results

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

Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager is committed to workplace safety	100 %	Not asked	95 %	80 %	87 %	100 %
My manager ensures clients receive a high standard of service	94 %	Not asked	91 %	75 %	83 %	100 %
My manager works effectively with people from diverse backgrounds	88 %	Not asked	91 %	78 %	85 %	100 %
My manager models my organisation's values	82 %	Not asked	86 %	64 %	79 %	100 %

Your results bars:
- My manager is committed to workplace safety: 5% / 95%
- My manager ensures clients receive a high standard of service: 9% / 91%
- My manager works effectively with people from diverse backgrounds: 5% / 5% / 91%
- My manager models my organisation's values: 14% / 86%

Victorian Public Sector Commission

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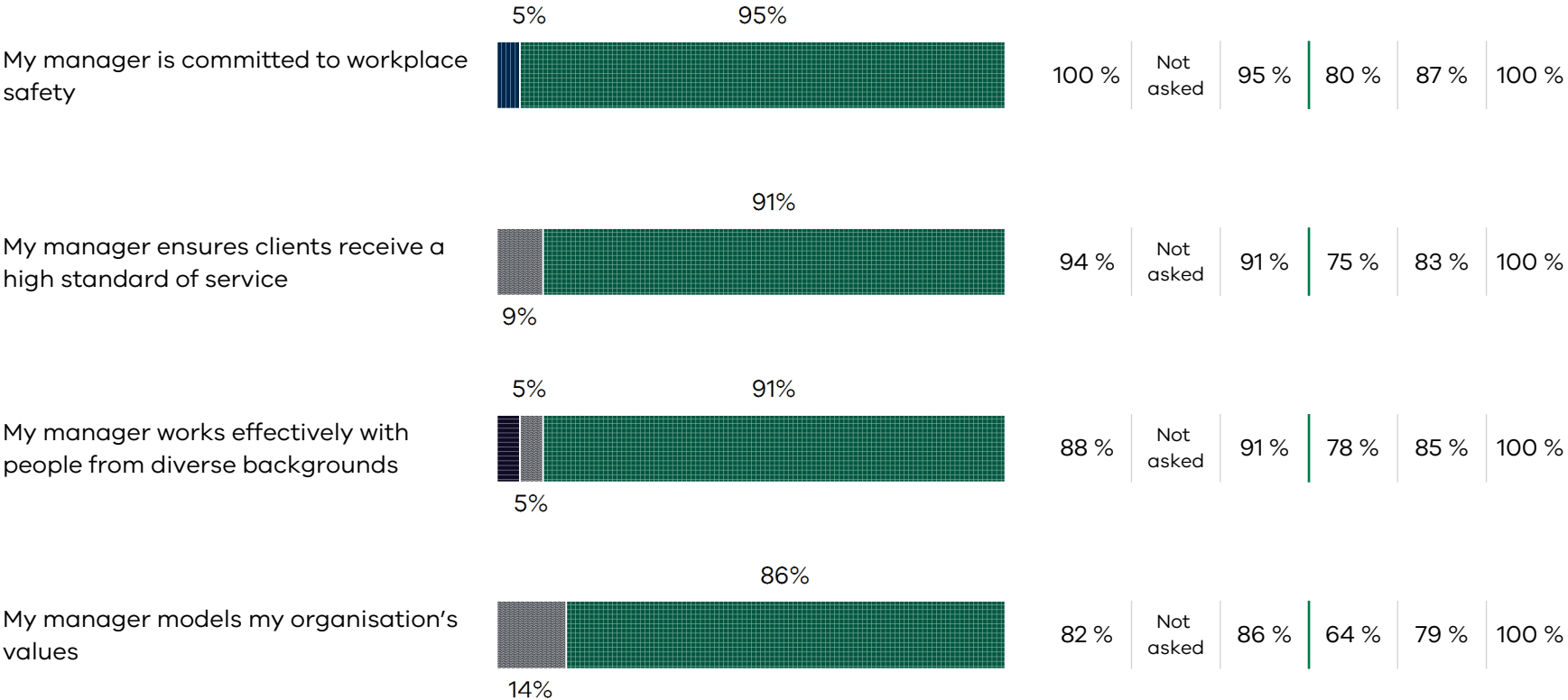
Example

86% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results							
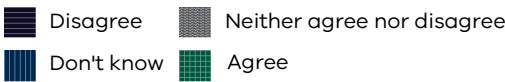
Legend: Disagree | Neither agree nor disagree | Don't know | Agree
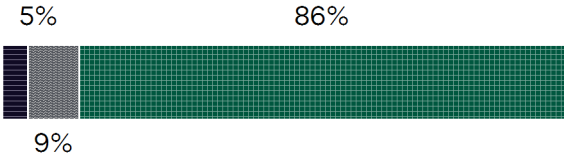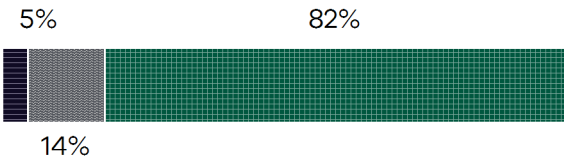
Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My manager treats employees with dignity and respect	5% / 9% / 86%	94 %	Not asked	86 %	76 %	84 %	100 %
My manager demonstrates honesty and integrity	5% / 14% / 82%	88 %	Not asked	82 %	73 %	82 %	91 %

Job and manager factors

Manager support 1 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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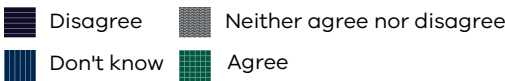
Example

82% of your staff who did the survey agreed or strongly agreed with 'My manager encourages and supports my participation in learning and development opportunities'.

Survey question | Your results | Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
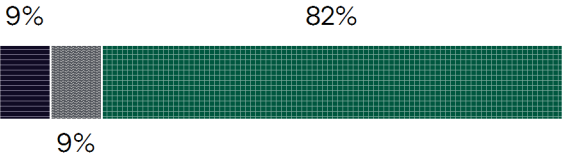
Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager encourages and supports my participation in learning and development opportunities (9% / 82% / 9%)	76 %	Not asked	82 %	53 %	72 %	88 %
My manager involves me in decisions about my work (14% / 82% / 5%)	76 %	85 %	82 %	63 %	77 %	91 %
My manager listens to what I have to say (5% / 82% / 14%)	88 %	95 %	82 %	72 %	81 %	100 %
I would be confident in approaching my manager to discuss concerns and grievances (14% / 77% / 9%)	76 %	Not asked	77 %	71 %	79 %	100 %
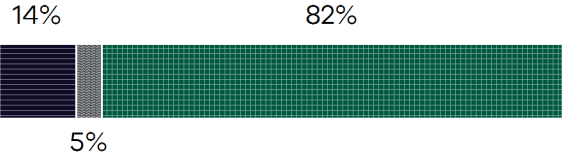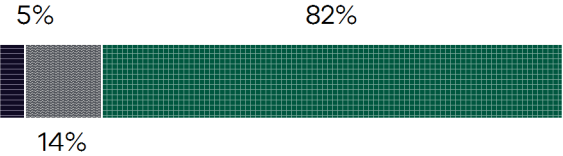
Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

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

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Example

77% of your staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.
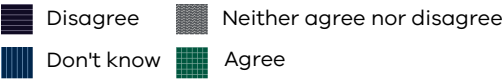
Survey question	Your results			Benchmark agree results		

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
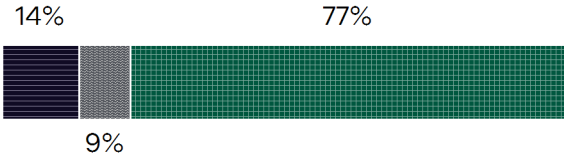
Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager keeps me informed about what's going on — Disagree 14%, Neither 9%, Agree 77%	65 %	90 %	77 %	63 %	75 %	90 %
My manager has regular conversations with me about my learning and development — Disagree 23%, Neither 5%, Agree 73%	Not asked	Not asked	73 %	28 %	53 %	71 %
My manager provides me with enough support when I need it — Neither 27%, Agree 73%	Not asked	90 %	73 %	69 %	76 %	100 %
I receive adequate recognition for my contributions and accomplishments — Disagree 9%, Neither 23%, Agree 68%	53 %	Not asked	68 %	43 %	55 %	82 %
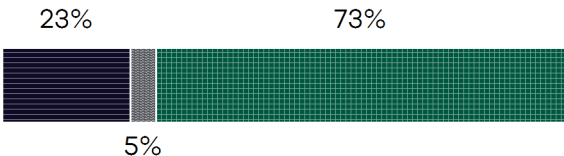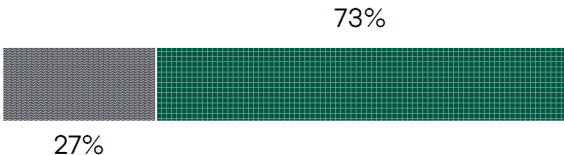
Victorian Public Sector Commission

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'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 manager provides feedback to me in a way that helps me improve my performance'.

Survey question	Your results	Benchmark agree results

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

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My manager provides feedback to me in a way that helps me improve my performance	76 %	75 %	68 %	56 %	68 %	90 %

Your results bar: 18% / 14% / 68%

Victorian Public Sector Commission

VICTORIA State Government

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.
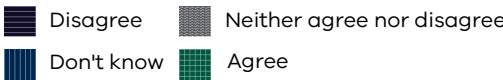
Example

64% of your staff who did the survey agreed or strongly agreed with 'I have enough time to do my job effectively'.

Survey question	Your results		Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Agree
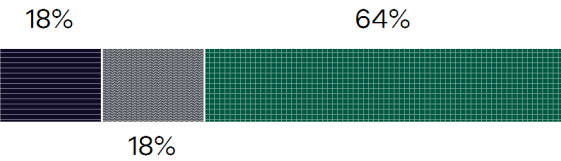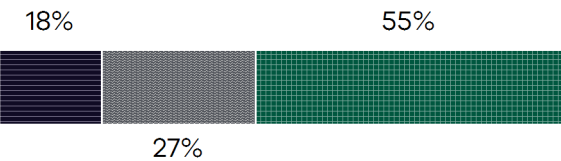
Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I have enough time to do my job effectively (Disagree 18%, Neither 18%, Agree 64%)	53 %	50 %	64 %	34 %	55 %	80 %
The workload I have is appropriate for the job that I do (Disagree 27%, Neither 18%, Agree 55%)	65 %	45 %	55 %	38 %	58 %	82 %

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

73% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Survey question	Your results						

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

			You			Comparator		
Survey question	Your results	2019	2020	2021	Lowest	Average	Highest
I am developing and learning in my role	9% / 18% / 73%	Not asked	Not asked	73 %	56 %	65 %	79 %
In the last 12 months I have learned skills that have helped me do my job better	9% / 23% / 68%	Not asked	Not asked	68 %	38 %	64 %	82 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	14% / 23% / 64%	Not asked	Not asked	64 %	36 %	50 %	67 %
My organisation places a high priority on the learning and development of staff	18% / 23% / 59%	47 %	Not asked	59 %	9 %	53 %	80 %

Victorian Public Sector Commission

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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

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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.
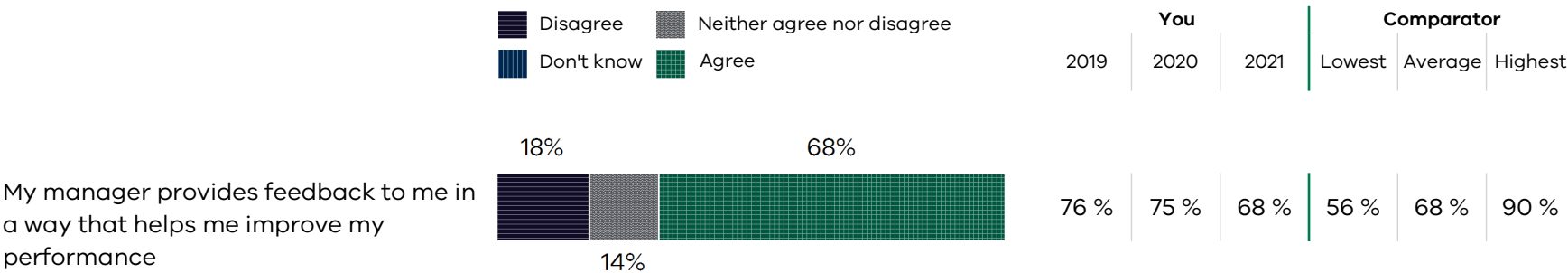
Example

59% of your staff who did the survey agreed or strongly agreed with 'There are adequate opportunities for me to develop skills and experience in my organisation'.

Survey question	Your results		2019	2020	2021	Lowest	Average	Highest
		You				**Comparator**		
There are adequate opportunities for me to develop skills and experience in my organisation	Disagree 14% / Neither 27% / Agree 59%		65 %	Not asked	59 %	36 %	50 %	70 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	Disagree 32% / Neither 23% / Agree 45%		Not asked	Not asked	45 %	19 %	33 %	48 %
I feel I have an equal chance at promotion in my organisation	Disagree 14% / Neither 41% / Agree 45%		Not asked	Not asked	45 %	34 %	39 %	55 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	Disagree 32% / Neither 41% / Agree 27%		Not asked	Not asked	27 %	9 %	23 %	40 %

Legend: Disagree / Neither agree nor disagree / Agree

Victorian Public Sector Commission

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Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

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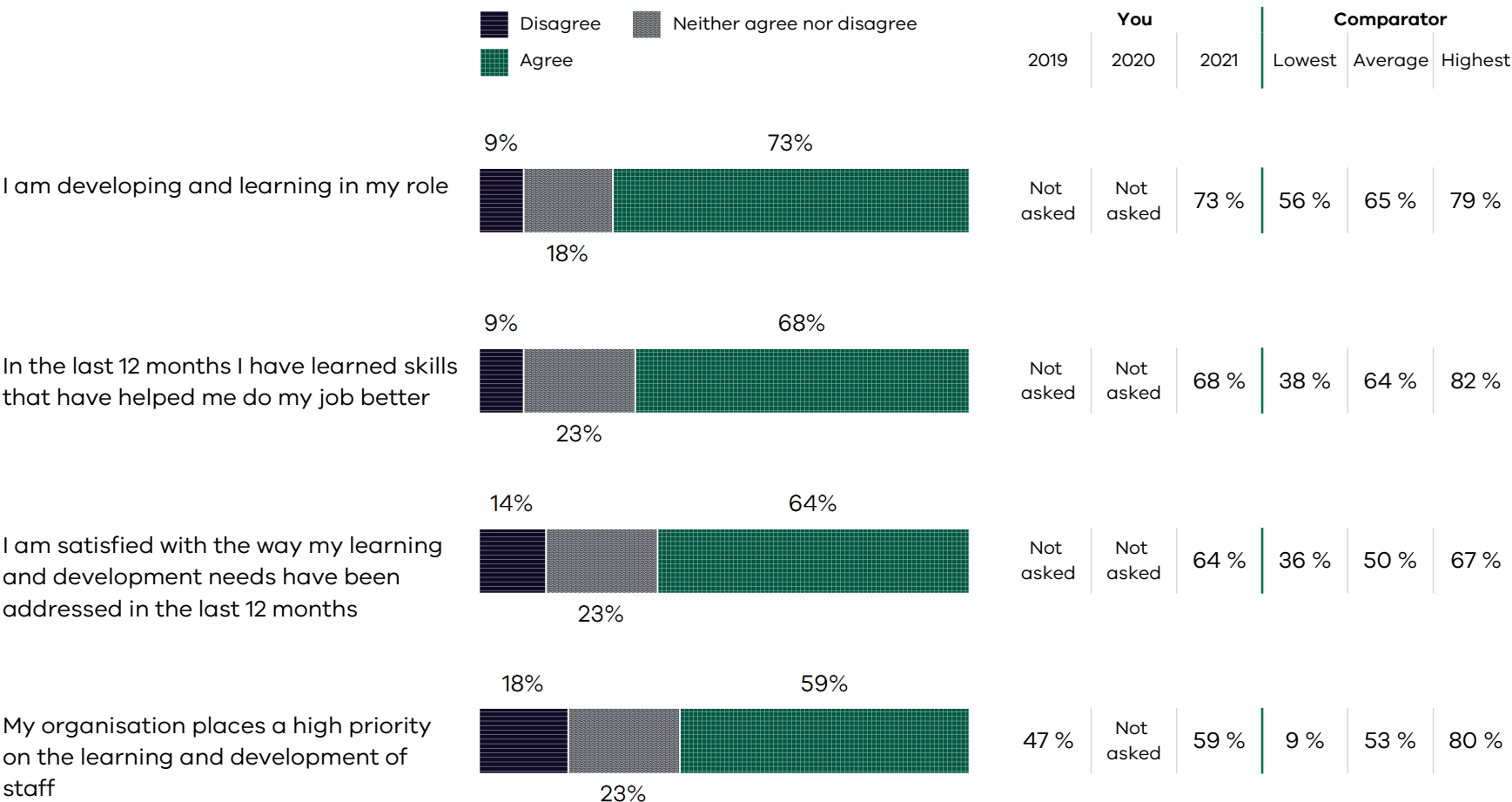
Example

100% 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						

Legend: ■ Disagree   ▨ Neither agree nor disagree   ▦ Agree

Benchmark agree results

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose — 100%	100 %	95 %	100 %	82 %	91 %	100 %
I have a choice in deciding how I do my work — 9% / 5% / 86%	94 %	85 %	86 %	63 %	75 %	100 %
My job allows me to utilise my skills, knowledge and abilities — 9% / 5% / 86%	82 %	80 %	86 %	64 %	80 %	90 %
I clearly understand what I am expected to do in this job — 5% / 18% / 77%	94 %	90 %	77 %	69 %	82 %	91 %

Victorian Public Sector Commission

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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.

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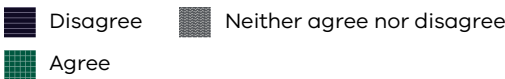
Example

77% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

Survey question	Your results		

Legend: ■ Disagree ▧ Neither agree nor disagree ▦ Agree

Benchmark agree results

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I have the authority to do my job effectively (Disagree 9%, Neither 14%, Agree 77%)	82 %	Not asked	77 %	63 %	75 %	90 %
My work performance is assessed against clear criteria (Disagree 14%, Neither 9%, Agree 77%)	Not asked	Not asked	77 %	44 %	60 %	80 %
I understand how the Charter of Human Rights and Responsibilities applies to my work (Disagree 9%, Neither 27%, Agree 64%)	82 %	Not asked	64 %	36 %	65 %	85 %

Victorian Public Sector Commission

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Job and manager factors

Meaningful work

What this is

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

Why this is important

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

How to read this

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

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

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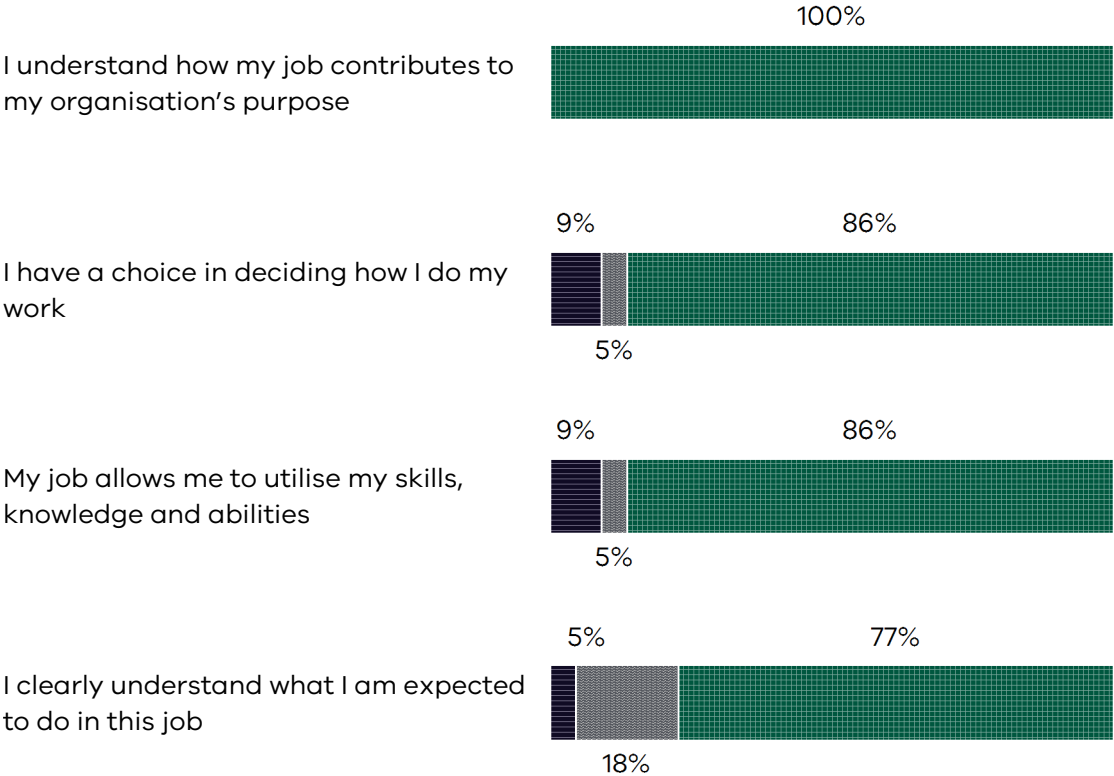
Example

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

| Survey question | Your results | Benchmark agree results |

Legend: Disagree ■ | Neither agree nor disagree ▨ | Agree ▨ (green)

Survey question	Your results	2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I feel that I can make a worthwhile contribution at work	91% agree, 9% neither	Not asked	90 %	91 %	73 %	85 %	100 %
I am achieving something important through my work	86% agree, 14% neither	Not asked	95 %	86 %	64 %	79 %	89 %

Victorian Public Sector Commission

VICTORIA State Government
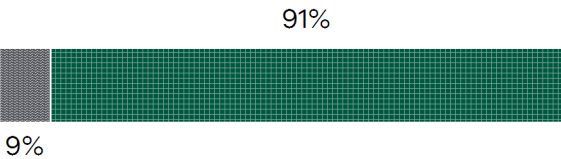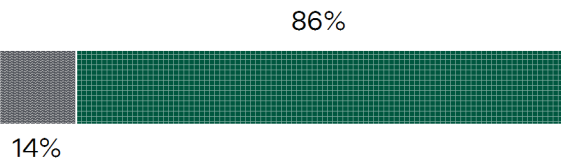
Job and manager factors

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.
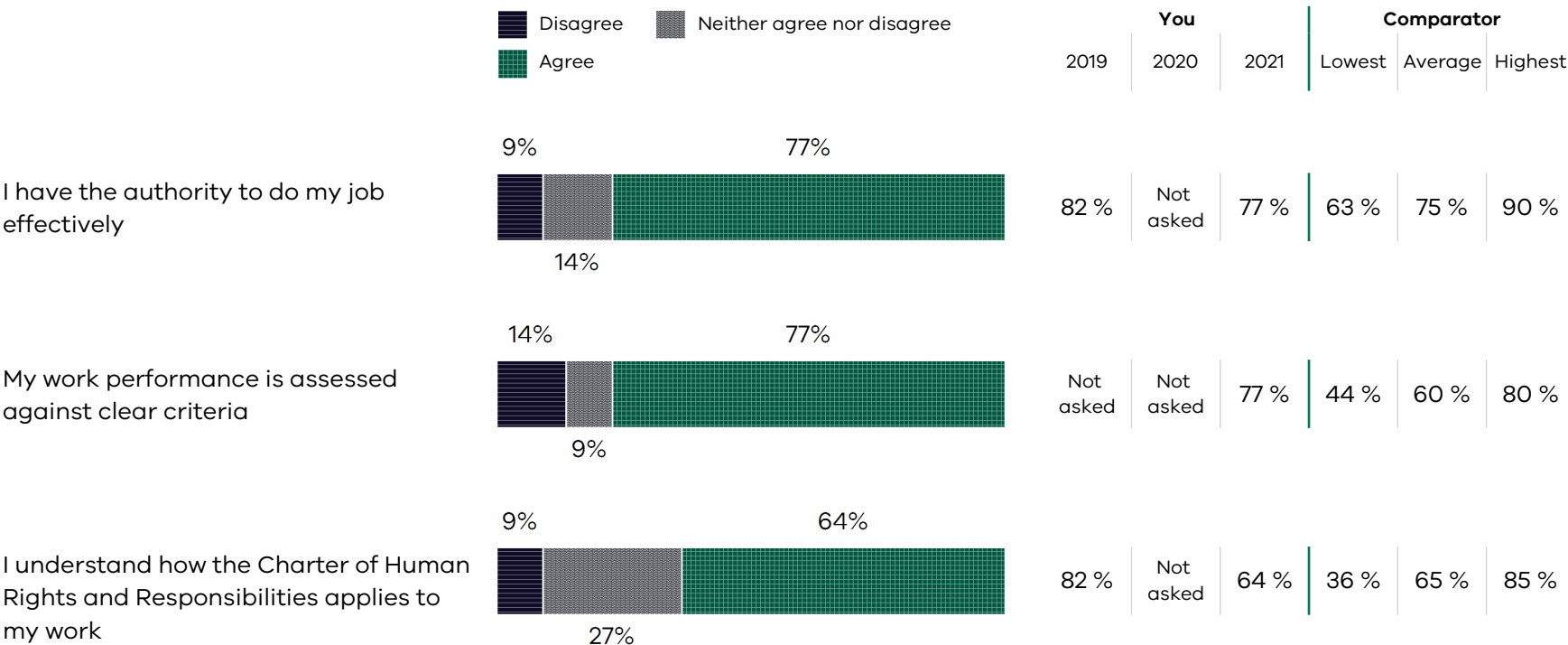
Example

86% of your staff who did the survey agreed or strongly agreed with 'People in your workgroup are able to bring up problems and tough issues'.

Survey question	Your results					
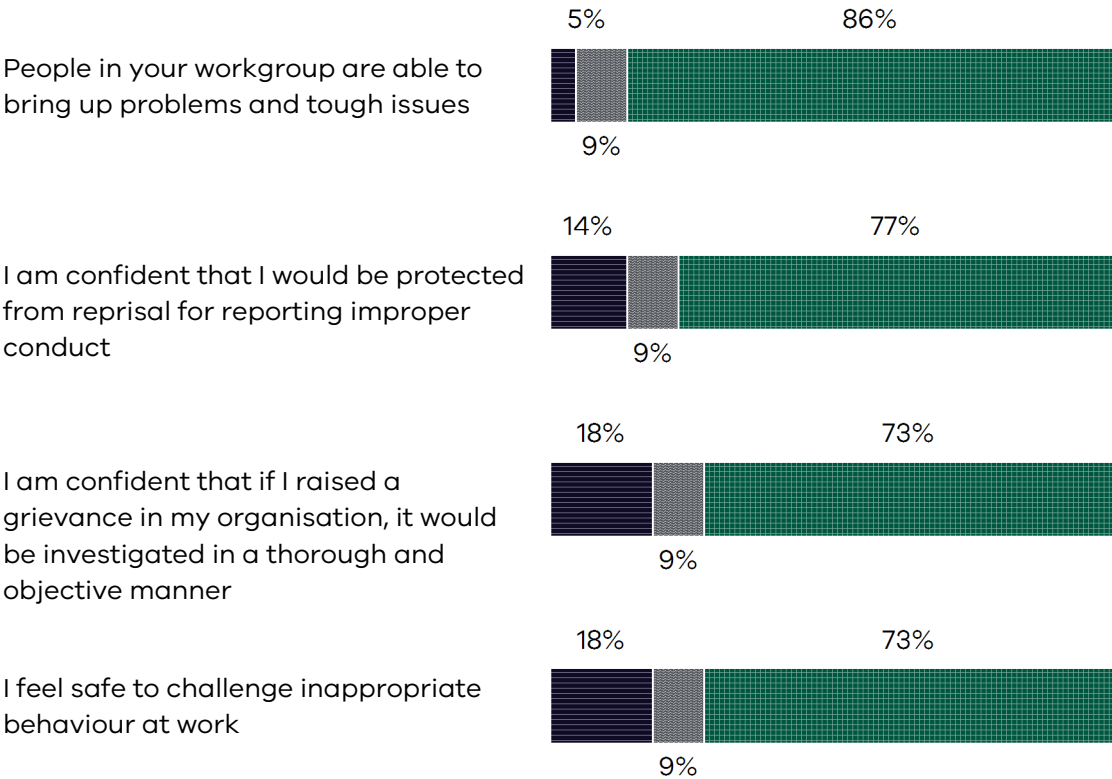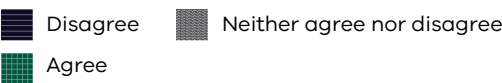
Legend: Disagree ■ | Neither agree nor disagree ▨ | Agree ▧

	You			Comparator		
Survey question	2019	2020	2021	Lowest	Average	Highest
People in your workgroup are able to bring up problems and tough issues (5% / 9% / 86%)	Not asked	75 %	86 %	67 %	73 %	82 %
I am confident that I would be protected from reprisal for reporting improper conduct (14% / 9% / 77%)	88 %	Not asked	77 %	52 %	62 %	82 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner (18% / 9% / 73%)	76 %	Not asked	73 %	48 %	57 %	77 %
I feel safe to challenge inappropriate behaviour at work (18% / 9% / 73%)	Not asked	Not asked	73 %	58 %	65 %	80 %

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

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

Example

64% of your staff who did the survey disagreed or strongly disagreed with 'If I make a mistake in my workgroup, it is often held against me'.

Survey question	Your results			Benchmark disagree results					
				You			**Comparator**		
	■ Disagree ▨ Neither agree nor disagree ▨ Agree			2019	2020	2021	Lowest	Average	Highest
If I make a mistake in my workgroup, it is often held against me	64% / 23% / 14%			Not asked	Not asked	64 %	64 %	71 %	100 %
People in my workgroup often reject others for being different	64% / 14% / 23%			Not asked	Not asked	64 %	70 %	81 %	100 %
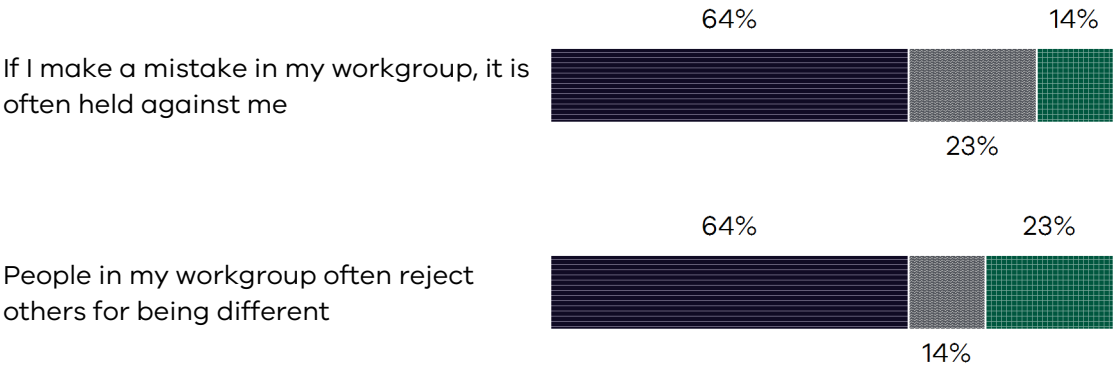
Victorian Public Sector Commission

VICTORIA State Government

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

50% of staff who did the survey said 'There are no noticeable barriers' 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
There are no noticeable barriers	50%	21%	18%
Decision making and authorisation processes	23%	26%	23%
Other	18%	11%	13%
Poor work-life balance	14%	11%	12%
Too many competing priorities	14%	34%	36%
Communication processes	9%	19%	19%
Administrative processes (including leave and HR requirements)	5%	18%	19%
Concern about the risks to my physical health	5%	4%	6%
Limited social interactions with the team	5%	12%	11%
Poor mental health or wellbeing	5%	11%	11%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

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:

- 94% of your staff who did the survey responded positively to questions about Responsiveness , which is up 4% in 2019.

Compared to:

- 86% of staff at your comparator and 87% of staff across the public sector.
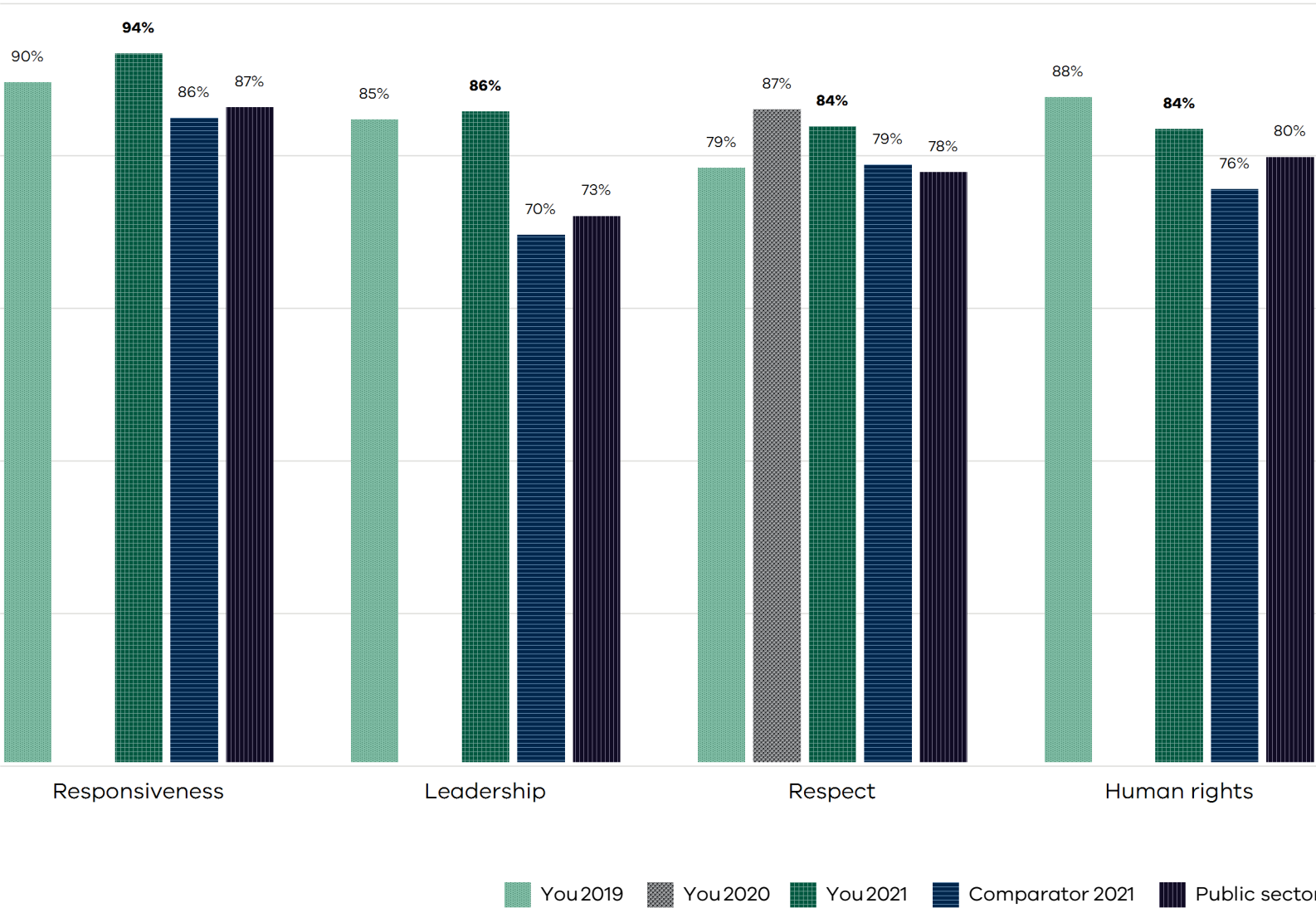
Chart legend: You 2019, You 2020, You 2021, Comparator 2021, Public sector 2021

Responsiveness: 90%, 94%, 86%, 87%
Leadership: 85%, 86%, 70%, 73%
Respect: 79%, 87%, 84%, 79%, 78%
Human rights: 88%, 84%, 76%, 80%

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 81% of your staff who did the survey responded positively to questions about Integrity .

Compared to:

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

Bar chart showing percentages for Integrity, Accountability and Impartiality.

Integrity: 86%, 81%, 70%, 70%
Accountability: 88%, 88%, 81%, 76%, 76%
Impartiality: 76%, 80%, 68%, 68%

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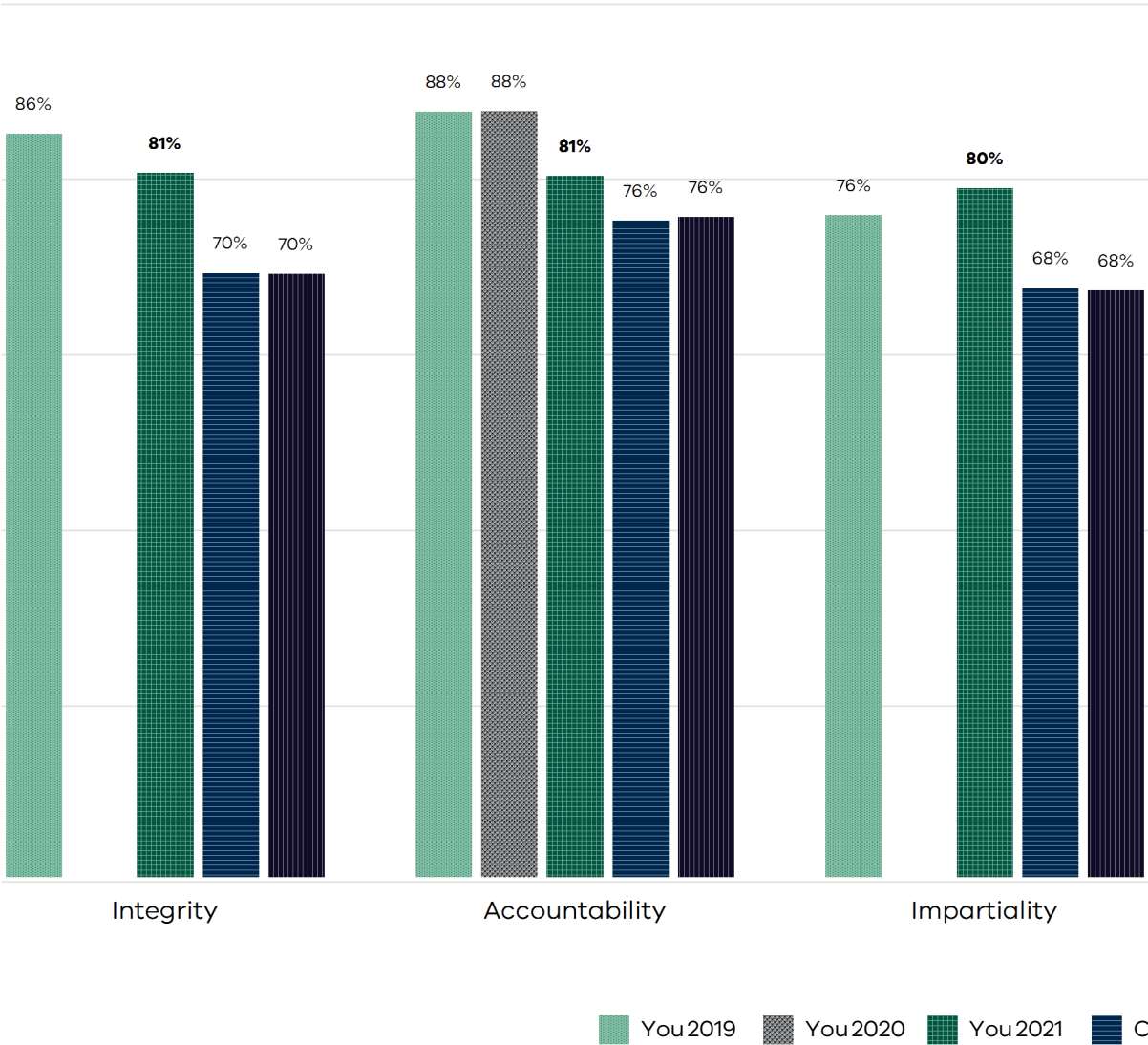
Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

Example

95% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

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

Survey question	Your results	2019	You 2020	2021	Comparator Lowest	Average	Highest
My workgroup strives to deliver services in a timely manner	95% / 5%	88 %	Not asked	95 %	80 %	88 %	100 %
My workgroup strives to provide high quality advice and services	95% / 5%	88 %	Not asked	95 %	60 %	86 %	100 %
My manager ensures clients receive a high standard of service	91% / 9%	94 %	Not asked	91 %	60 %	83 %	100 %

Public sector values

Integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

91% of staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Legend: Disagree / Don't know / Neither agree nor disagree / Agree								
Senior leaders demonstrate honesty and integrity	9% / 91%	88 %	Not asked	91 %	40 %	60 %	100 %
People in my workgroup appropriately manage conflicts of interest	5% / 86% / 9%	94 %	Not asked	86 %	40 %	73 %	100 %
My manager demonstrates honesty and integrity	5% / 82% / 14%	88 %	Not asked	82 %	60 %	82 %	100 %
My organisation does not tolerate improper conduct	5% / 82% / 14%	76 %	Not asked	82 %	40 %	68 %	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.
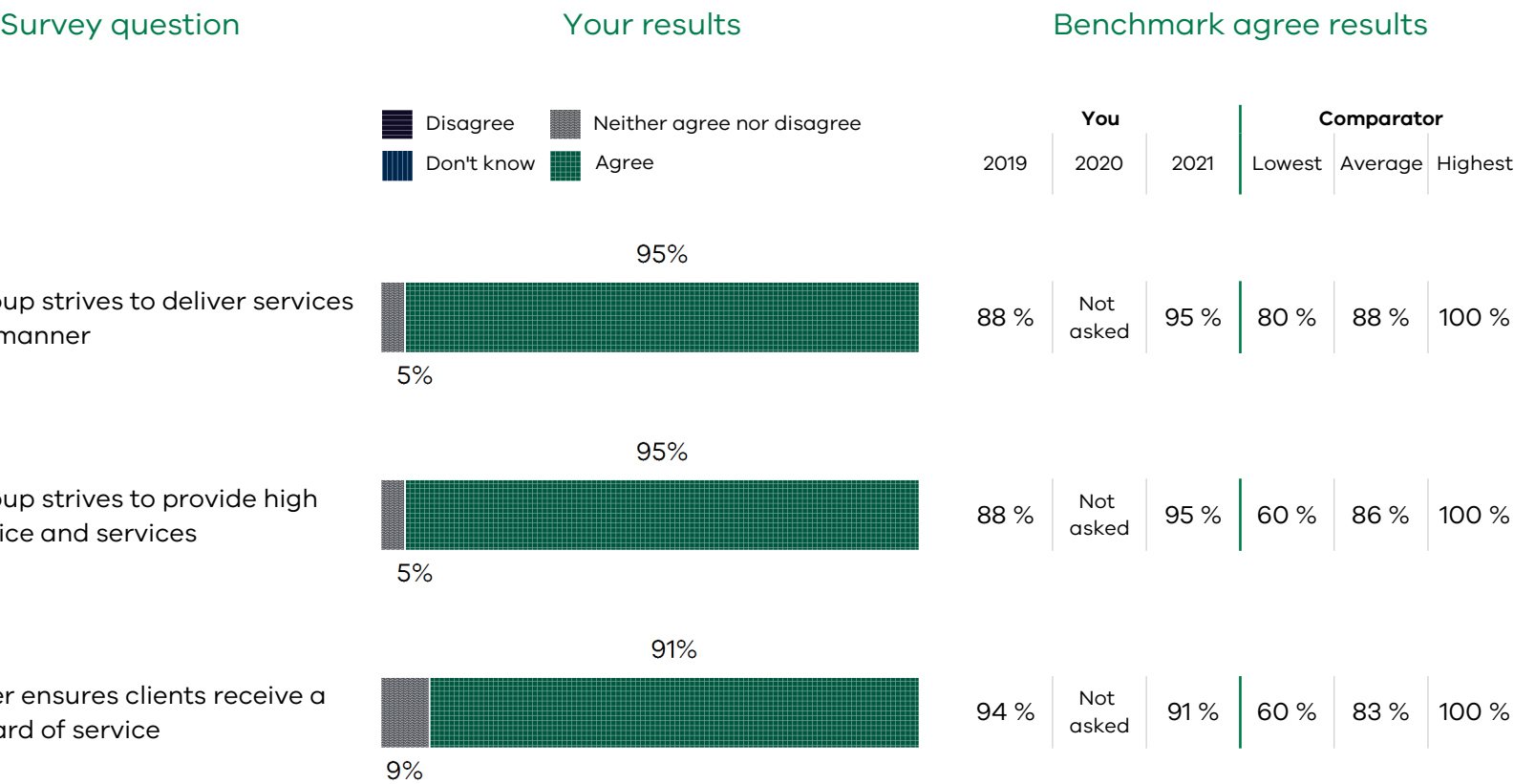
How to read this

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

82% 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

Survey question		Benchmark agree results					
		You			**Comparator**		
		2019	2020	2021	Lowest	Average	Highest
My organisation is committed to earning a high level of public trust	5% / 14% / 82%	88 %	Not asked	82 %	59 %	75 %	100 %
I am confident that I would be protected from reprisal for reporting improper conduct	14% / 9% / 77%	88 %	Not asked	77 %	52 %	62 %	100 %
People in my workgroup are honest, open and transparent in their dealings	9% / 14% / 77%	76 %	Not asked	77 %	40 %	74 %	100 %
I feel safe to challenge inappropriate behaviour at work	18% / 9% / 73%	Not asked	Not asked	73 %	40 %	65 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Impartiality

What this is

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

Why this is important

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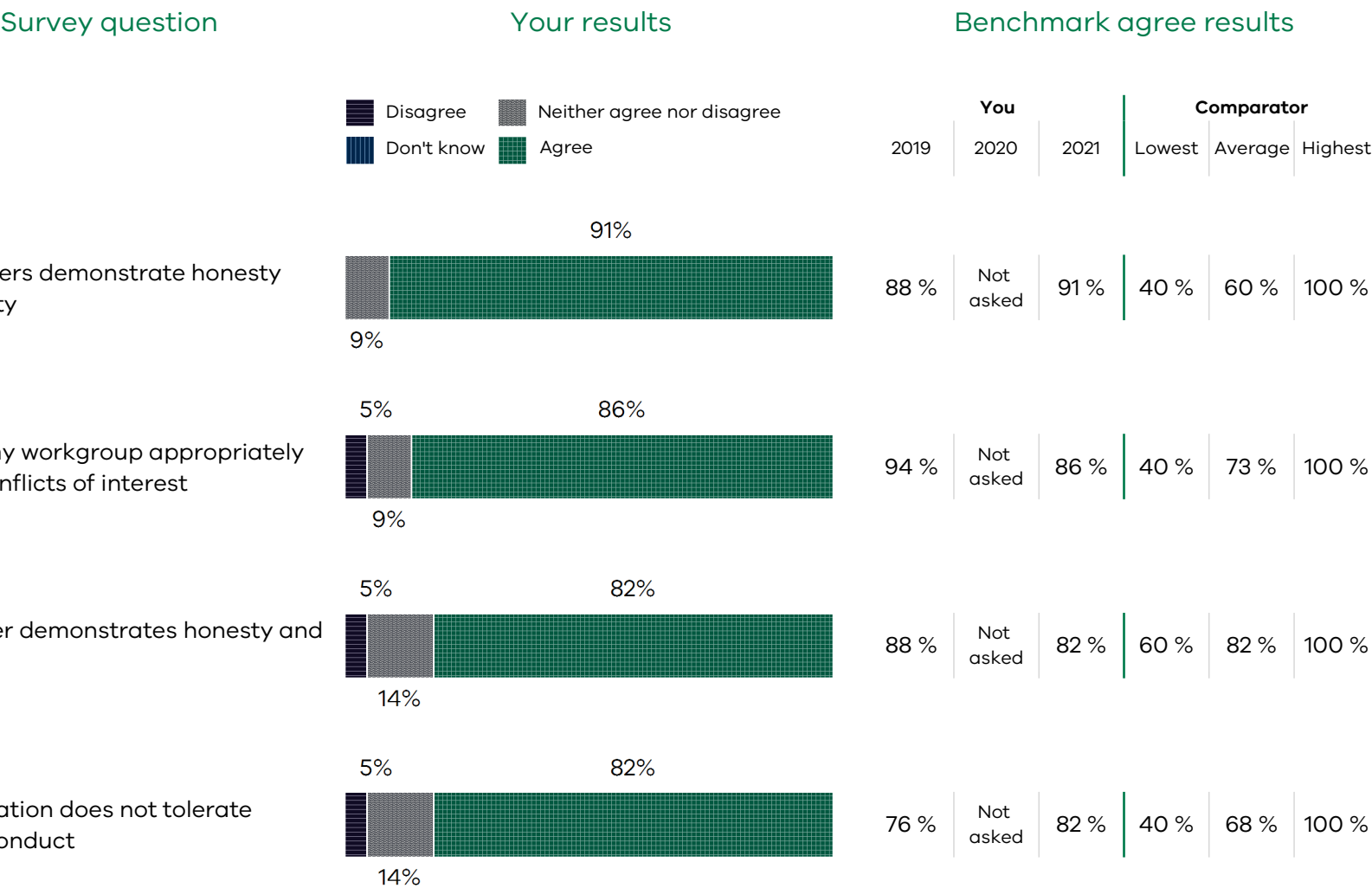
How to read this

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

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

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

Example

91% of staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My workgroup focuses on making decisions informed by all relevant facts	5% Disagree / 91% Agree / 5% Neither	76 %	Not asked	91 %	60 %	74 %	100 %
My workgroup places a priority on acting fairly and without bias	9% Disagree / 77% Agree / 14% Neither	88 %	Not asked	77 %	40 %	76 %	100 %
People in my workgroup are politically impartial in their work	9% Disagree / 77% Agree / 14% Neither	76 %	Not asked	77 %	20 %	73 %	100 %
My organisation makes fair recruitment and promotion decisions, based on merit	14% Disagree / 73% Agree / 14% Neither	65 %	Not asked	73 %	36 %	49 %	100 %

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

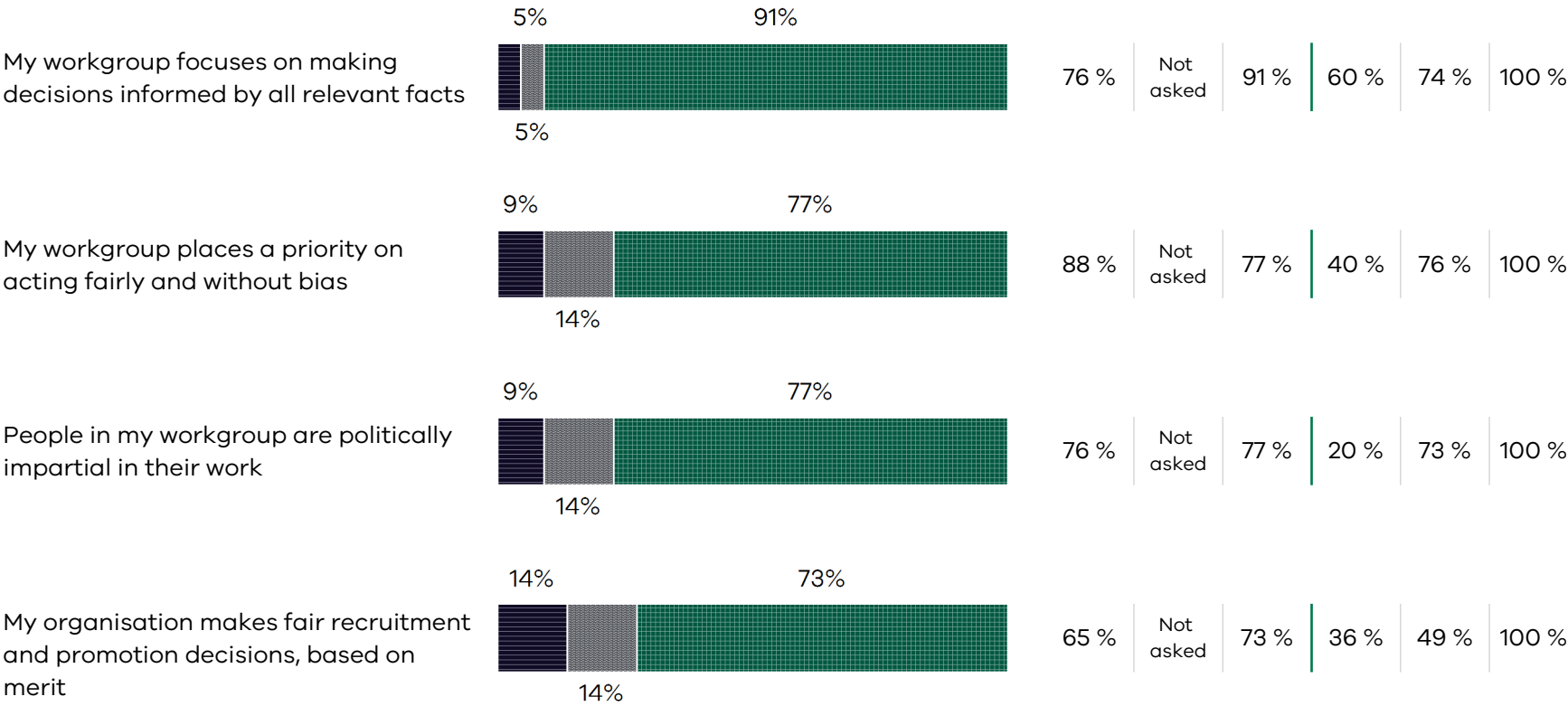Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

100% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question	Your results	Benchmark agree results					
		You			**Comparator**		
		2019	2020	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	100% (Agree)	100 %	95 %	100 %	60 %	91 %	100 %
I clearly understand what I am expected to do in this job	5% / 18% / 77%	94 %	90 %	77 %	40 %	82 %	100 %
My workgroup has clear lines of responsibility	18% / 5% / 77%	82 %	Not asked	77 %	60 %	75 %	100 %
My workgroup strives to make the best use of its resources	5% / 18% / 77%	88 %	Not asked	77 %	60 %	76 %	100 %

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

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Accountability 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

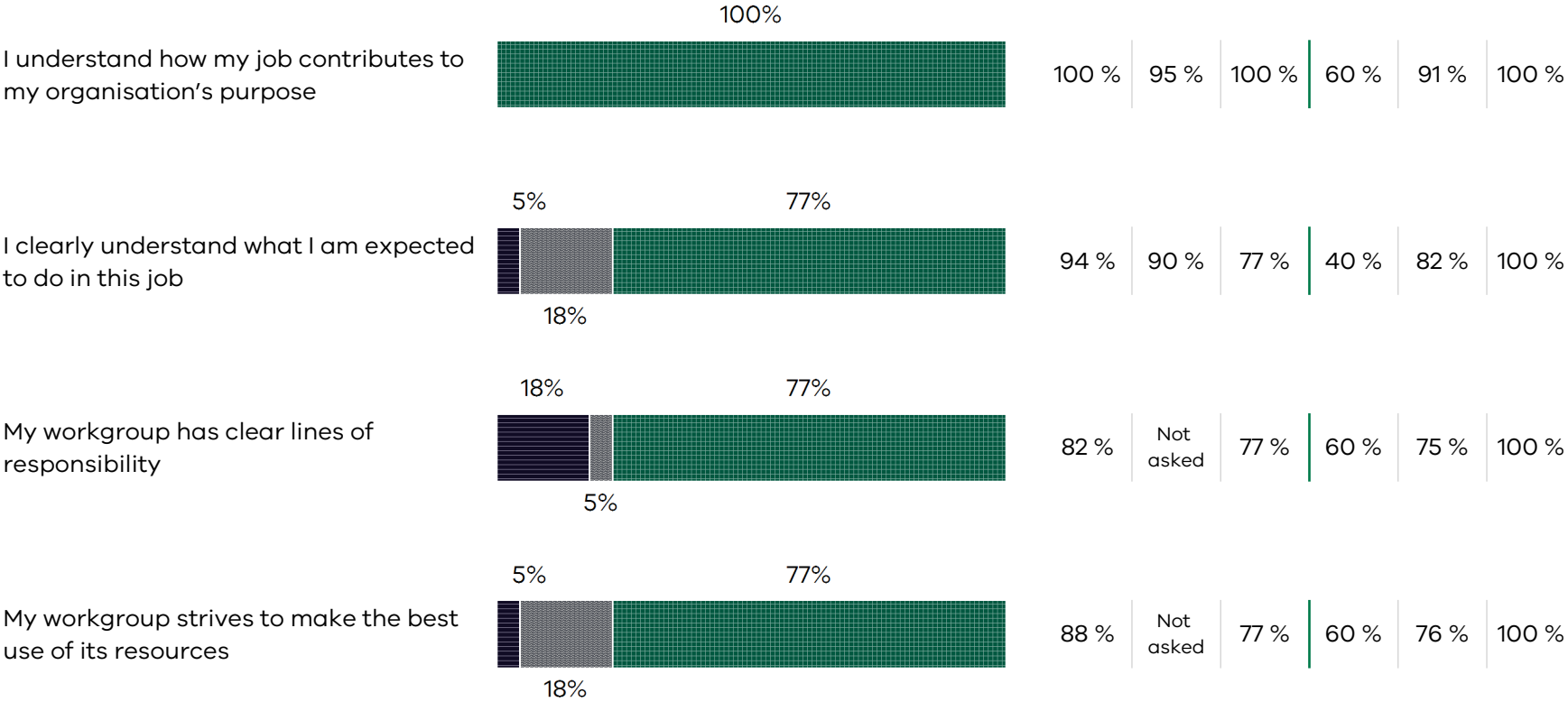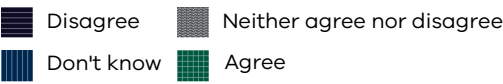Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

73% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders provide clear strategy and direction	5% / 23% / 73%	76 %	80 %	73 %	34 %	56 %	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.
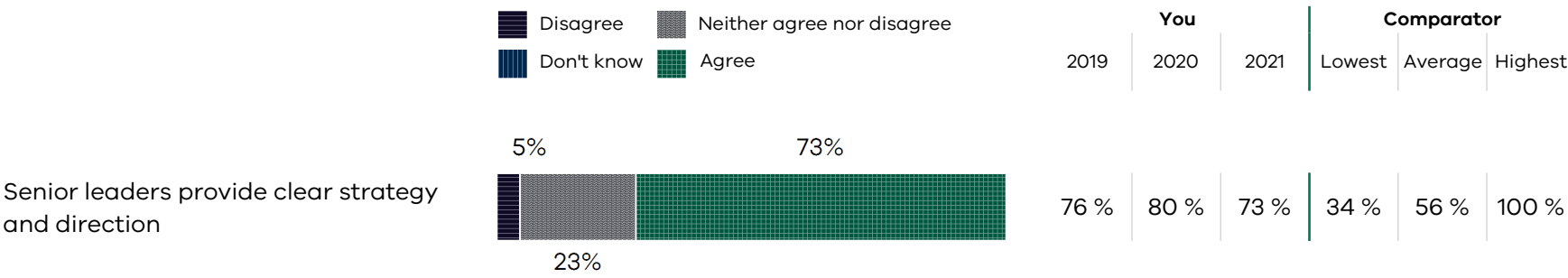
Example

91% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
	Disagree / Neither agree nor disagree / Don't know / Agree						
My organisation encourages respectful workplace behaviours	9% Disagree, 91% Agree	76 %	Not asked	91 %	60 %	84 %	100 %
My manager treats employees with dignity and respect	5%, 86%, 9%	94 %	Not asked	86 %	60 %	84 %	100 %
My organisation takes steps to eliminate bullying, harassment and discrimination	5%, 86%, 9%	76 %	Not asked	86 %	40 %	68 %	100 %
My workgroup respectfully consults with clients and stakeholders to improve outcomes	14%, 86%	76 %	Not asked	86 %	40 %	79 %	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.
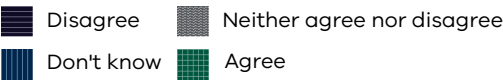
Example

82% of staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

| Survey question | Your results | Benchmark agree results |

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My manager listens to what I have to say	5% / 14% / 82%	88 %	95 %	82 %	60 %	81 %	100 %
People in my workgroup treat each other with respect	14% / 5% / 82%	76 %	75 %	82 %	40 %	85 %	100 %
My manager keeps me informed about what's going on	14% / 9% / 77%	65 %	90 %	77 %	60 %	75 %	100 %

Public sector values

Leadership

What this is

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

Why this is important

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

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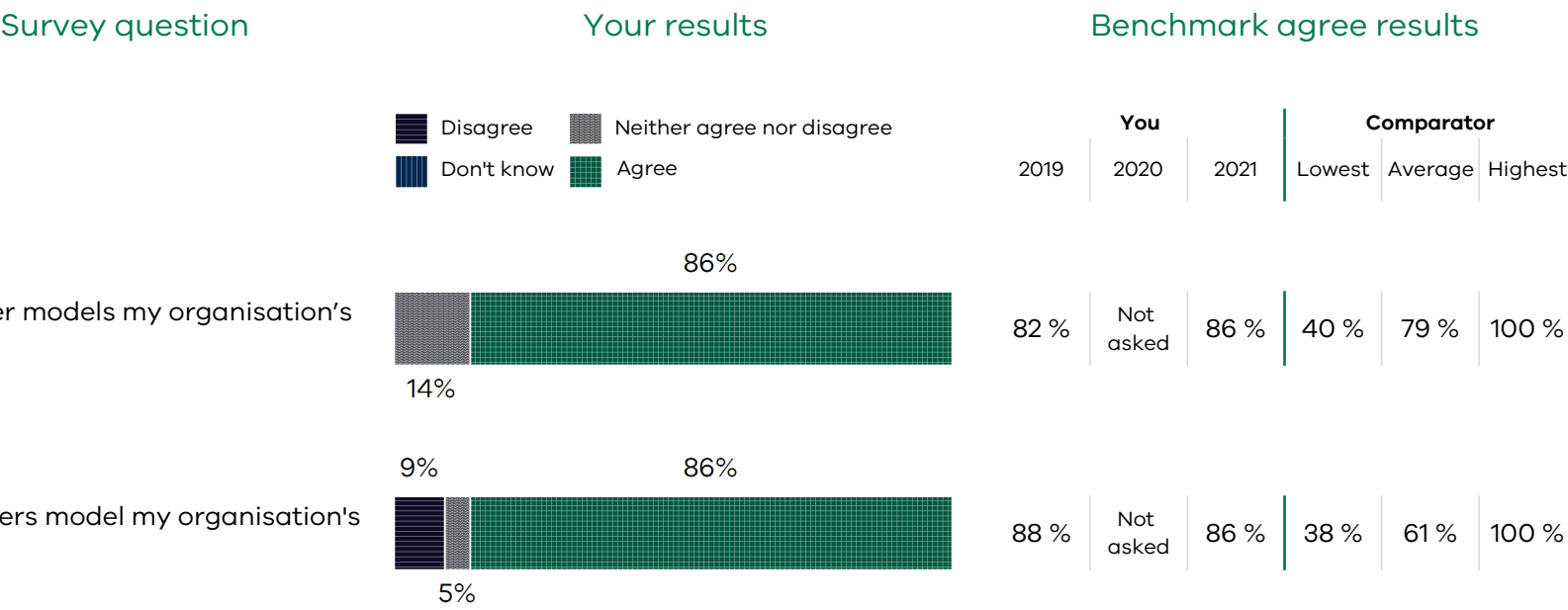
How to read this

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

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

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

Example

86% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results							

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

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My manager models my organisation's values	86% (14%)	82 %	Not asked	86 %	40 %	79 %	100 %
Senior leaders model my organisation's values	9% 86% (5%)	88 %	Not asked	86 %	38 %	61 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Human rights

What this is

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

Why this is important

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

How to read this

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

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

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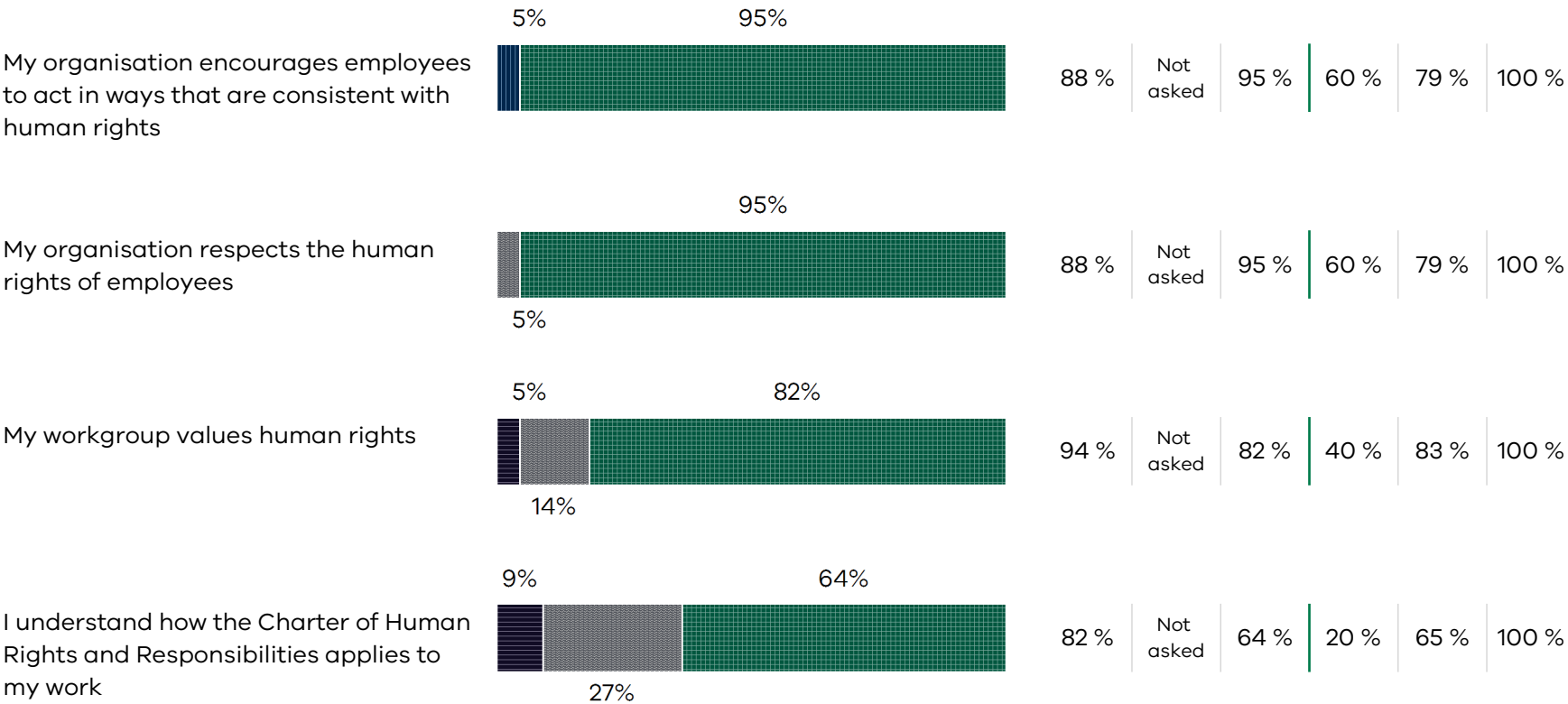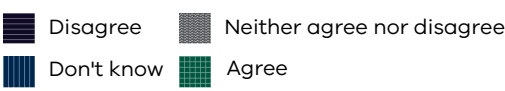
Example

95% of staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question	Your results	Benchmark agree results					
			You		**Comparator**		
		2019	2020	2021	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	5% — 95%	88 %	Not asked	95 %	60 %	79 %	100 %
My organisation respects the human rights of employees	95% — 5%	88 %	Not asked	95 %	60 %	79 %	100 %
My workgroup values human rights	5% — 82% — 14%	94 %	Not asked	82 %	40 %	83 %	100 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	9% — 64% — 27%	82 %	Not asked	64 %	20 %	65 %	100 %

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

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