People matter survey 2021

Have your say

Mount Hotham Resort Management Board
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.

Victorian Public Sector Commission

VICTORIA State Government

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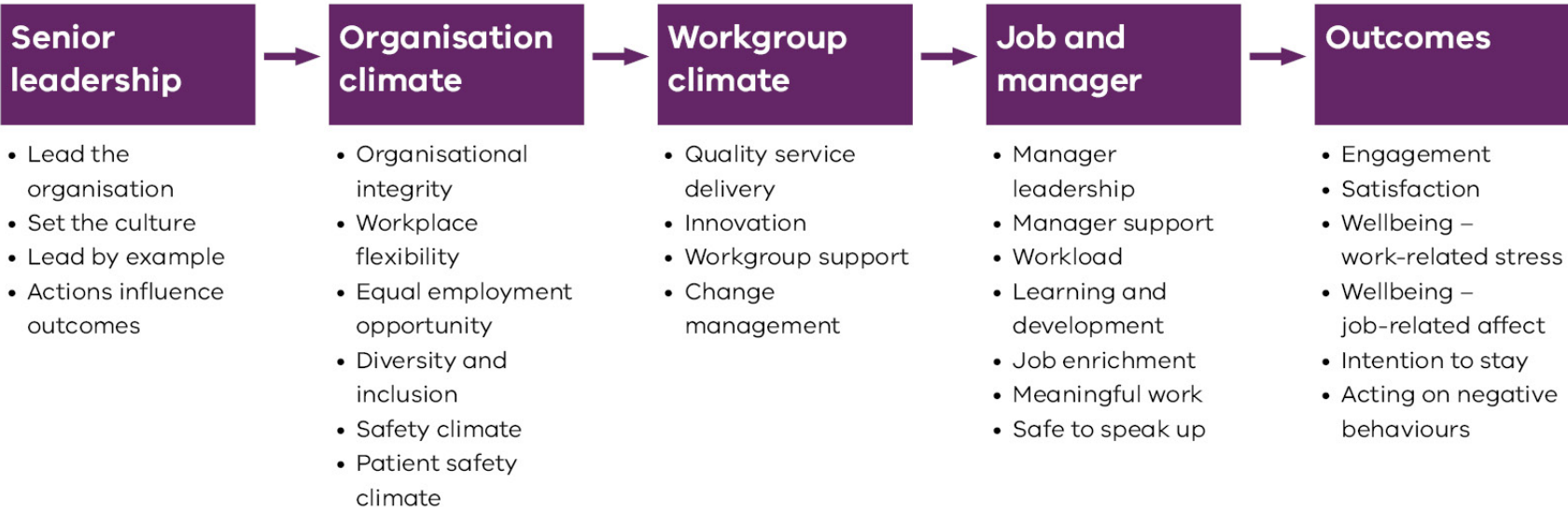
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

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

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

Responsiveness Integrity Impartiality Accountability Respect Leadership Human Rights

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Falls Creek Alpine Resort Management Board

Southern Alpine Resort Management Board

Victorian Public Sector Commission

VICTORIA State Government

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2020		2021	
71%		**66%**	
(27)		**(25)**	
Comparator	54%	Comparator	50%
Public Sector	49%	Public Sector	39%

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020		2021	
66		76	
Comparator	64	Comparator	72
Public Sector	68	Public Sector	70

People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 76.

Why this is important

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

How to read this

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

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

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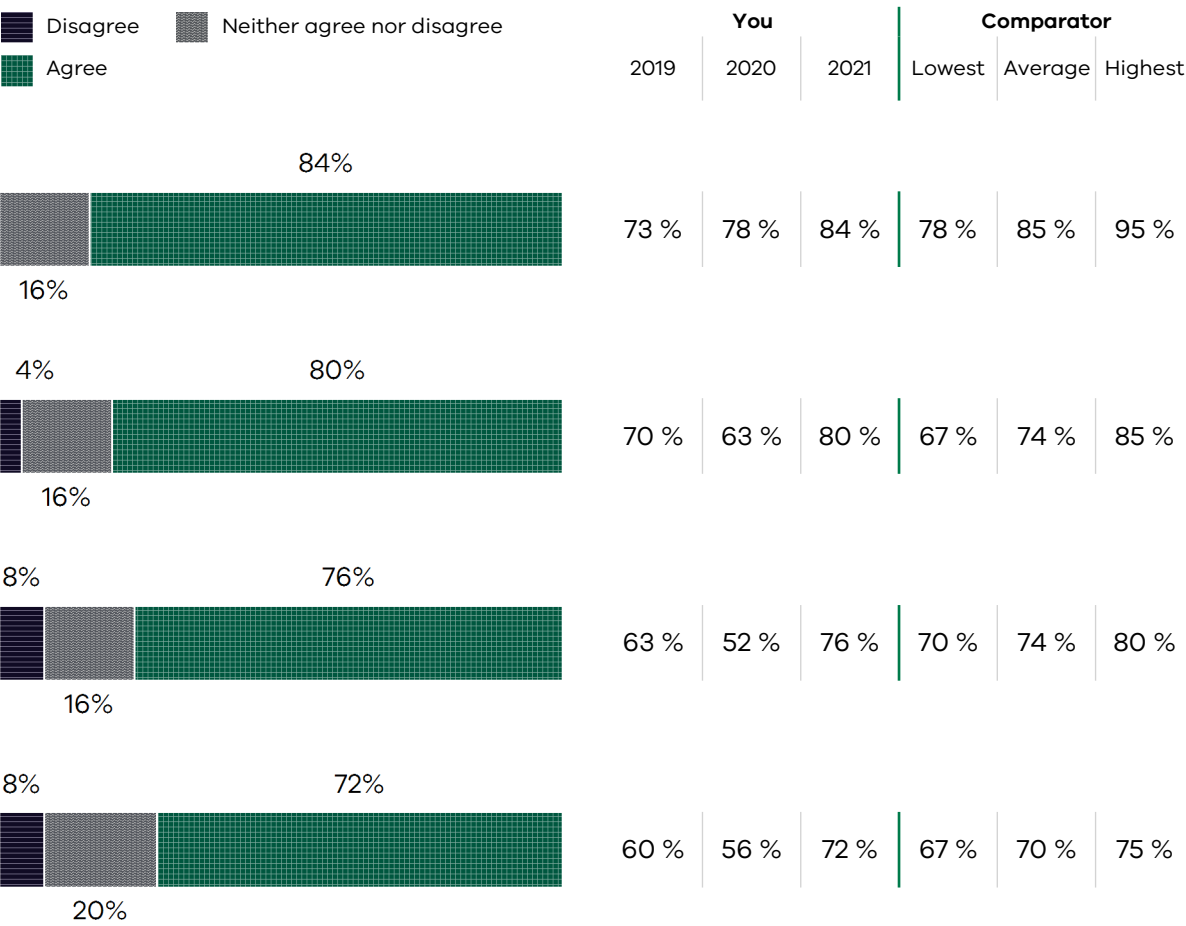
Example

84% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Survey question · Your results · Benchmark agree results

		Legend: Disagree / Neither agree nor disagree / Agree

Survey question	Your results	2019	You 2020	2021	Comparator Lowest	Average	Highest
I am proud to tell others I work for my organisation	Neither: 16% · Agree: 84%	73 %	78 %	84 %	78 %	85 %	95 %
I would recommend my organisation as a good place to work	Disagree: 4% · Neither: 16% · Agree: 80%	70 %	63 %	80 %	67 %	74 %	85 %
My organisation motivates me to help achieve its objectives	Disagree: 8% · Neither: 16% · Agree: 76%	63 %	52 %	76 %	70 %	74 %	80 %
My organisation inspires me to do the best in my job	Disagree: 8% · Neither: 20% · Agree: 72%	60 %	56 %	72 %	67 %	70 %	75 %

People outcomes

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

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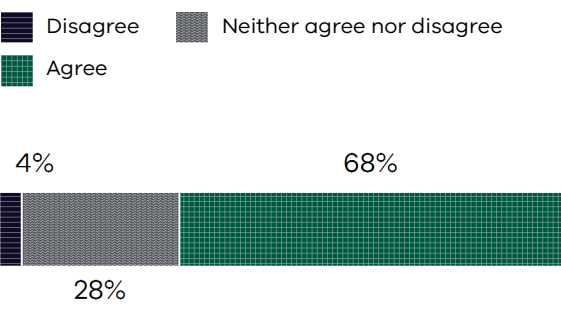
Example

68% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Survey question

Your results

Benchmark agree results

■ Disagree   ▨ Neither agree nor disagree

▦ Agree

	You			Comparator		
2019	2020	2021	Lowest	Average	Highest

I feel a strong personal attachment to my organisation

4%   68%

28%

73 %	67 %	68 %	70 %	74 %	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.
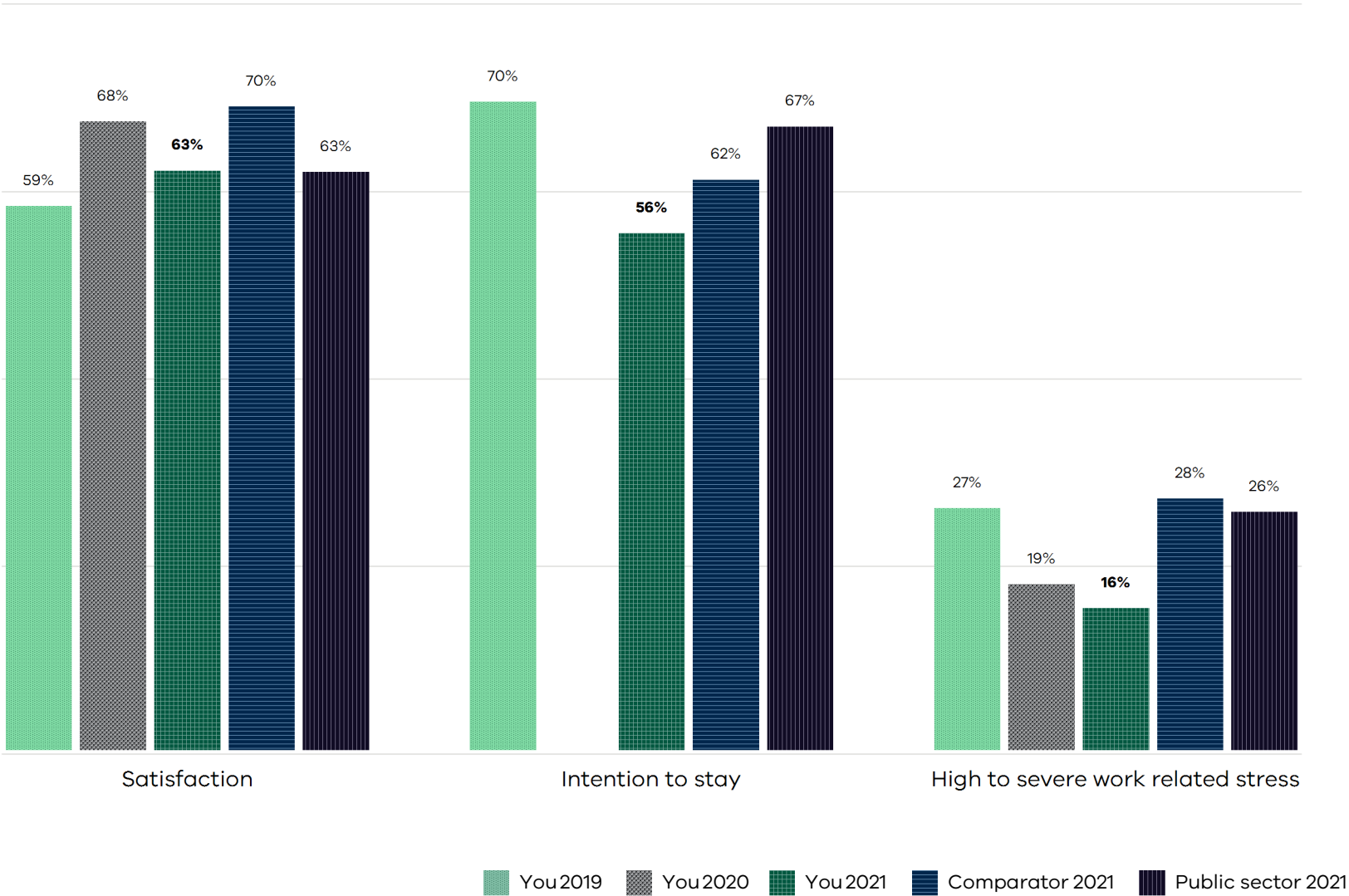
Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

In 2021:

- 63% of your staff who did the survey responded positively to questions about Satisfaction which is down from 68% in 2020.

Compared to:

- 70% of staff at your comparator and 63% of staff across the public sector.

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

Satisfaction: 59%, 68%, 63%, 70%, 63%
Intention to stay: 70%, 56%, 62%, 67%
High to severe work related stress: 27%, 19%, 16%, 28%, 26%

People outcomes

Satisfaction question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

84% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.
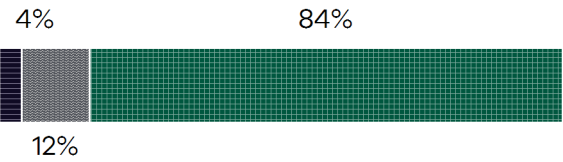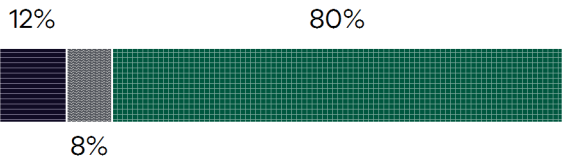
Legend: ■ Disagree   ▨ Neither agree nor disagree   ▦ Agree

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I enjoy the work in my current job	Disagree 4%, Neither 12%, Agree 84%	93 %	Not asked	84 %	85 %	87 %	89 %
I get a sense of accomplishment from my work	Disagree 12%, Neither 8%, Agree 80%	87 %	Not asked	80 %	93 %	96 %	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.
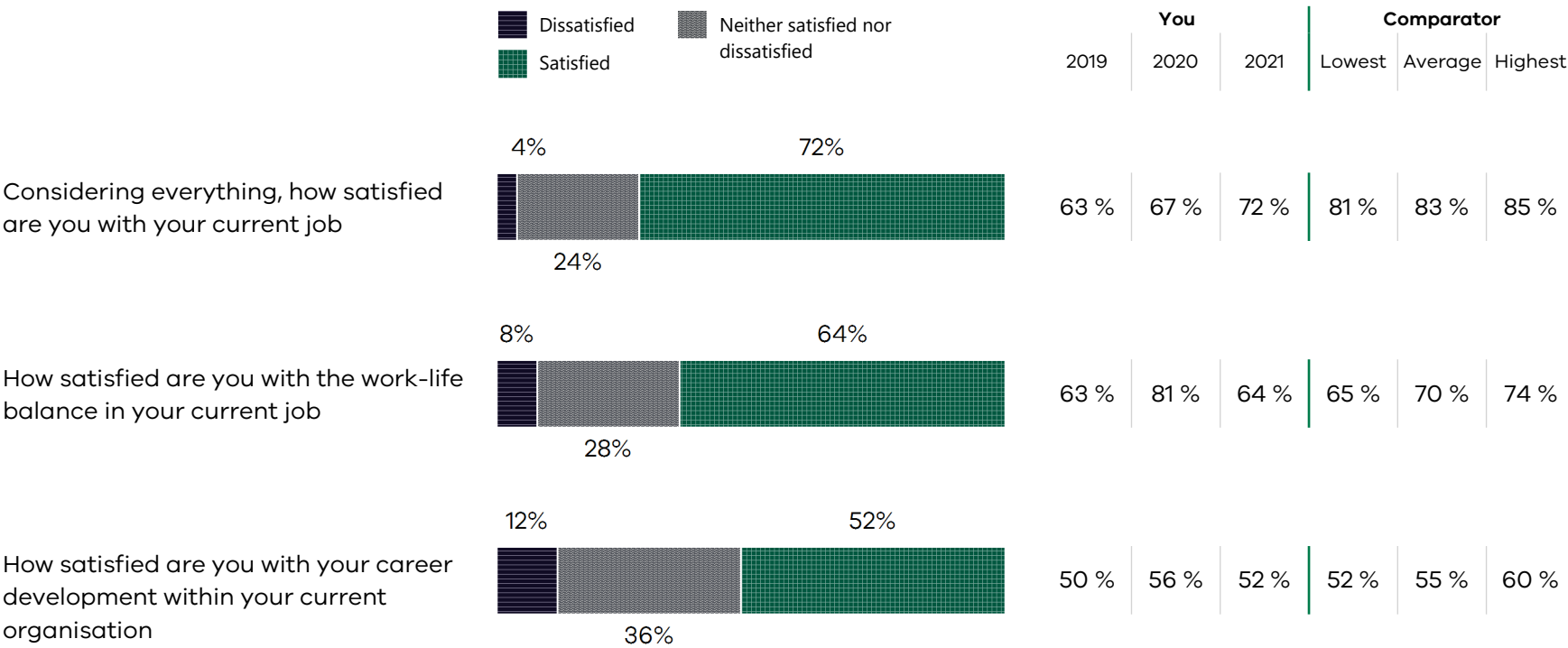
Example

72% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Legend: Dissatisfied · Satisfied · Neither satisfied nor dissatisfied

Survey question	Your results		You			Comparator		
			2019	2020	2021	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job	4% / 24% / 72%		63 %	67 %	72 %	81 %	83 %	85 %
How satisfied are you with the work-life balance in your current job	8% / 28% / 64%		63 %	81 %	64 %	65 %	70 %	74 %
How satisfied are you with your career development within your current organisation	12% / 36% / 52%		50 %	56 %	52 %	52 %	55 %	60 %

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.
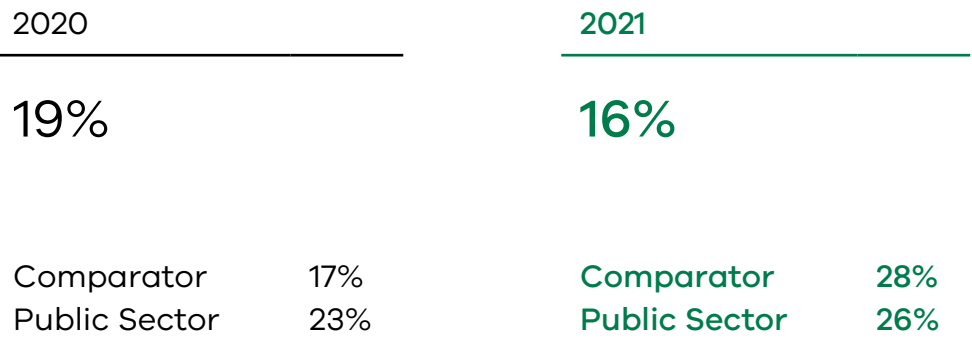
Example

16% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 28% of staff in your comparator group and 26% of staff across the public sector.

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

Nil	20%
Low / mild	48%
Moderate	16%
High	12%
Very high	4%
Severe	0%
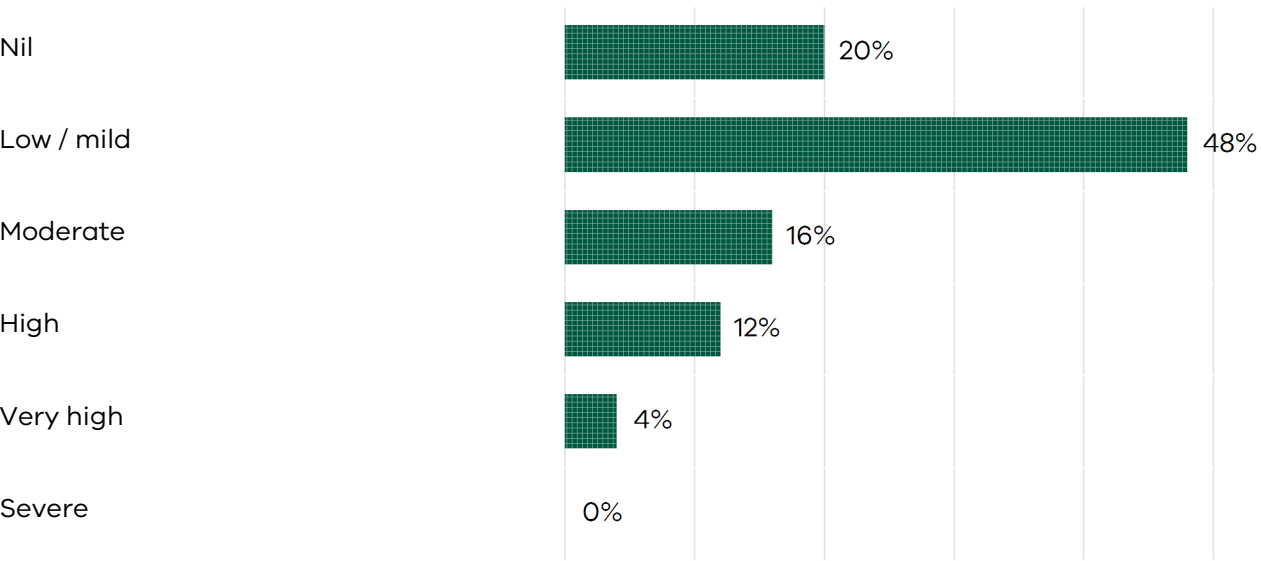
Reported levels of high to severe stress

2020		2021	
19%		**16%**	
Comparator	17%	Comparator	28%
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

80% of your staff who did the survey said they experienced mild to severe stress.

Of that 80%, 60% said the top reason was 'Workload'.

	20	5
	80%	20%

■ Experienced some work-related stress   ▦ Did not experience some work-related stress
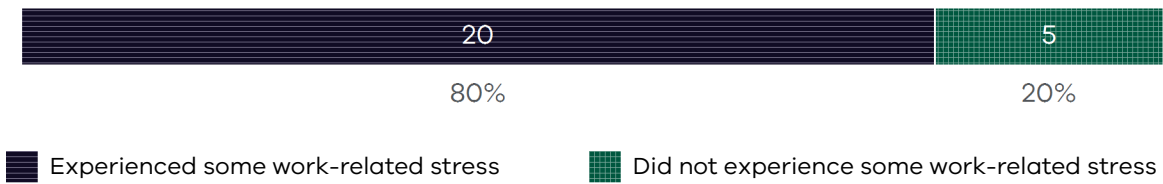
Of those that experienced work related stress it was from …	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	43%	60%	45%	51%
Time pressure	43%	45%	33%	42%
Management of work (e.g. supervision, training, information, support)	13%	25%	14%	13%
Content, variety, or difficulty of work	9%	20%	10%	12%
Other changes due to COVID-19	13%	20%	24%	15%
Ability to choose how my work is done	0%	10%	5%	5%
Competing home and work responsibilities	4%	10%	18%	12%
Incivility, bullying, harassment or discrimination	0%	10%	10%	7%
Organisation or workplace change	17%	10%	15%	11%
Other	9%	10%	10%	9%

People outcomes

Intention to stay

What this is

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

Why this is important

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

How to read this

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

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

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

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

Example

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

Of that 12%, 67% said it was from 'My interests do not match my job role'.

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

3	14
12%	56%

■ Leaving your organisation   ■ Leaving the sector   ■ Staying
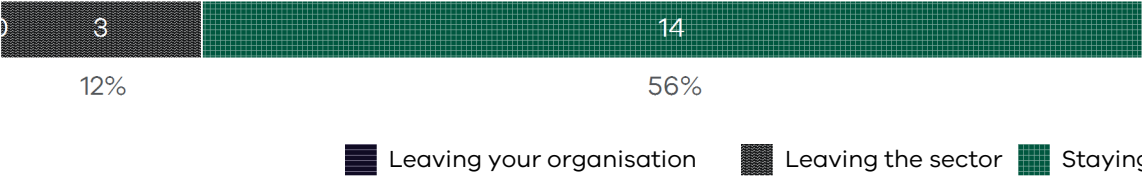
Of those who indicated they're leaving your organisation (including leaving the sector) it was for …	You 2021	Comparator 2021	Public sector 2021
My interests do not match my job role	67%	0%	14%
Better location/reduced travel time	33%	20%	13%
Lack of confidence in senior leadership	33%	30%	34%
Limited future career opportunities at my organisation	33%	60%	42%
Limited opportunities to gain further experience at my organisation	33%	50%	33%
Limited recognition for doing a good job	33%	50%	32%
Opportunity to broaden experience	33%	30%	40%
Opportunity to seek/take a promotion elsewhere	33%	60%	33%
Other	33%	20%	9%

Victorian Public Sector Commission

VICTORIA State Government

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.
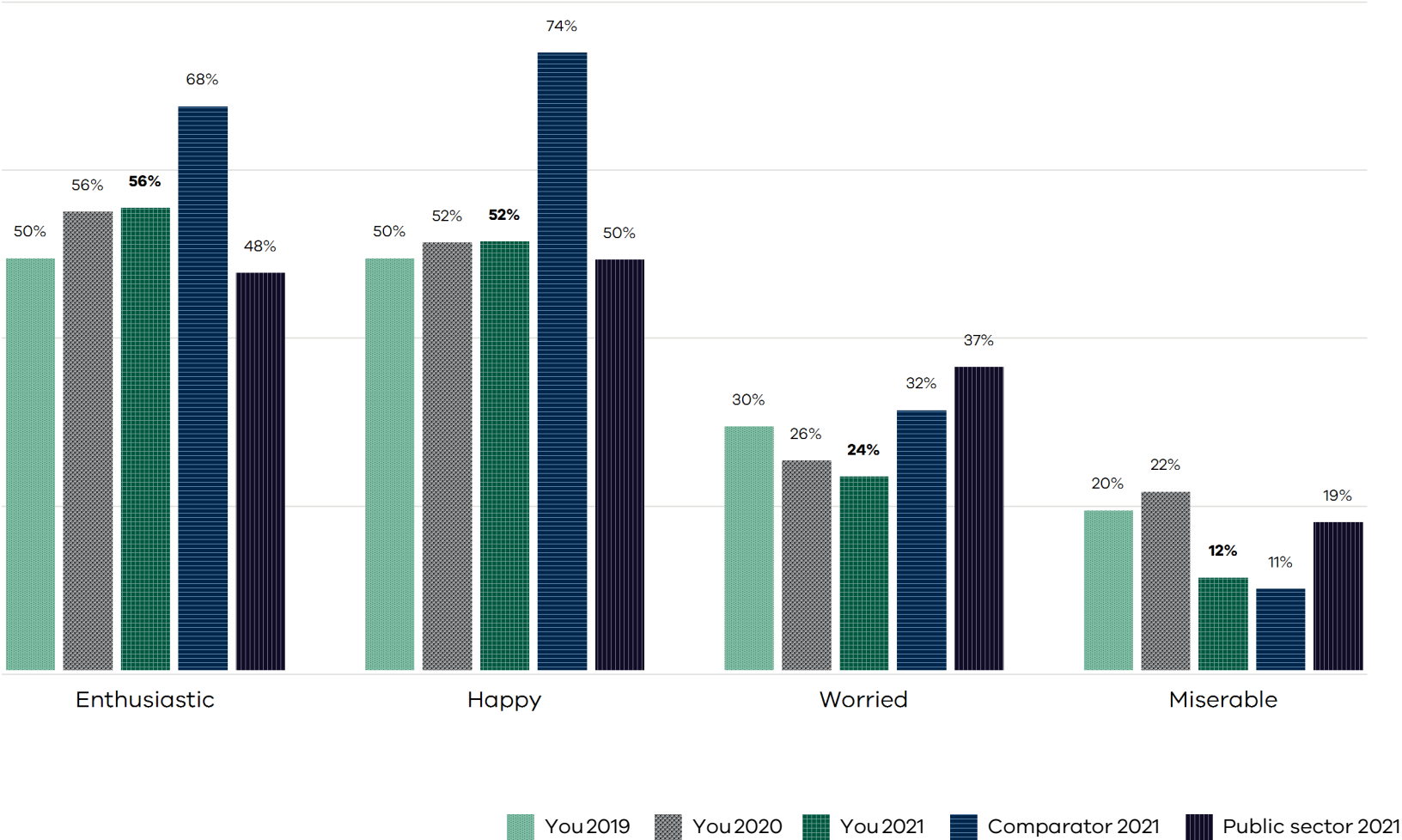
How to read this

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:

- 52% of your staff who did the survey said work made them feel happy in 2021, which is up from 52% in 2020

Compared to:

- 74% 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

	Enthusiastic	Happy	Worried	Miserable
You 2019	50%	50%	30%	20%
You 2020	56%	52%	26%	22%
You 2021	56%	52%	24%	12%
Comparator 2021	68%	74%	32%	11%
Public sector 2021	48%	50%	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.

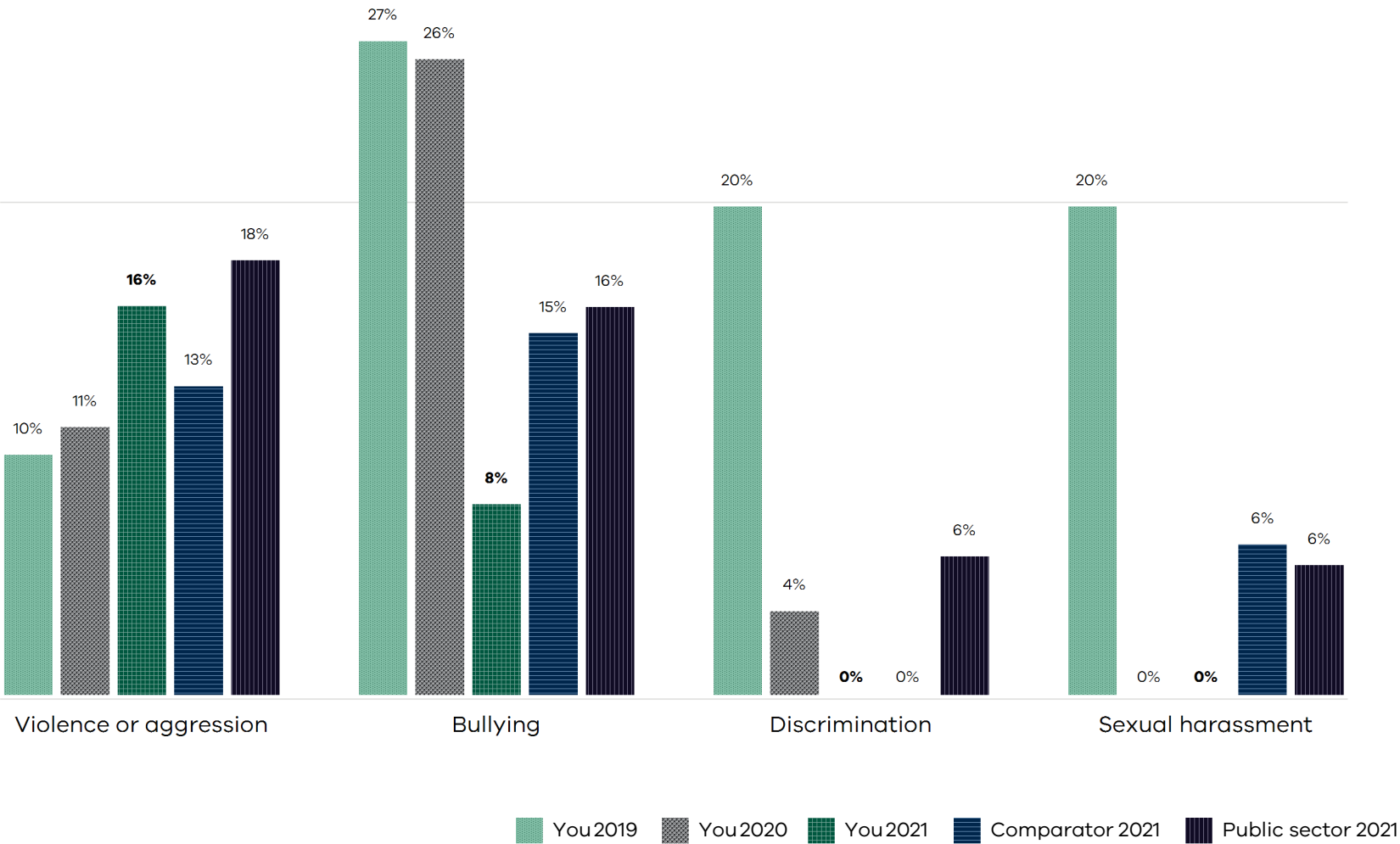You can compare these with your comparator and the public sector.

Example

In 2021:

- 16% of your staff who did the survey stated they experienced ' Violence or aggression' in the last 12 months which is up from 11% in 2020.

Compared to:

- 13% of staff at your comparator and 18% of staff across the public sector.

People outcomes

Bullying

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

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.

Victorian Public Sector Commission

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Negative behaviour

Witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

16% of your staff who did the survey said they witnessed some negative behaviour at work.

84% said they witnessed No, I have not witnessed any of the situations above'.

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

4	21
16%	84%

■ Witnessed some negative behaviour   ▨ Did not witness some negative behaviour
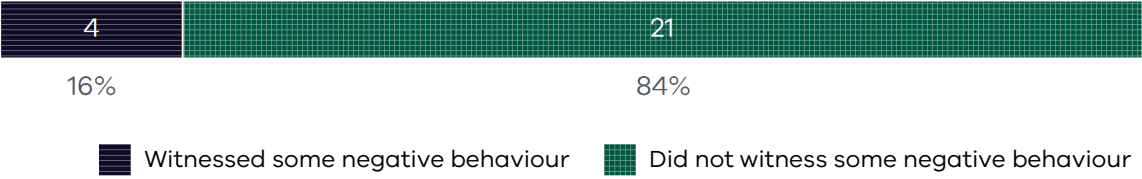
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	84%	74%	77%
Bullying of a colleague	12%	19%	16%
Discrimination against a colleague	4%	6%	8%
Violence or aggression against a colleague	4%	2%	6%

Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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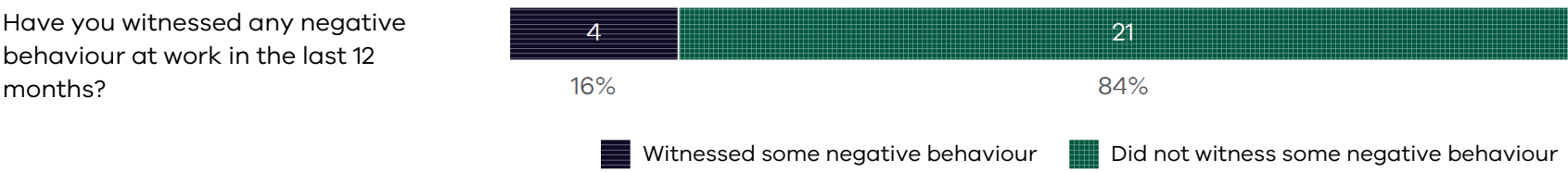
How to read this

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

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

The table shows the answers in descending order.

Example

16% of your staff who did the survey witnessed negative behaviour, of which:

- 50% said the top action they took was 'Told a colleague'.

- 0% took no action.

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

4	21
16%	84%

■ 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
Told a colleague	50%	8%	21%
Told a manager	50%	25%	37%
Spoke to the person who behaved in a negative way	25%	50%	22%
Spoke to the person who experienced the behaviour	25%	75%	72%
Told Human Resources	25%	17%	6%
Told the person the behaviour was not OK	25%	42%	25%

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Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Job enrichment', the 'You 2021' column shows 96% 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 3% 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	96%	+3%	98%
Job enrichment	My job allows me to utilise my skills, knowledge and abilities	92%	+3%	94%
Manager leadership	My manager treats employees with dignity and respect	92%	Not asked in 2020	87%
Supporting question - gender equality	In my workgroup work is allocated fairly, regardless of gender	92%	Not asked in 2020	87%
Job enrichment	I have a choice in deciding how I do my work	88%	+14%	87%
Manager leadership	My manager is committed to workplace safety	88%	Not asked in 2020	98%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	88%	Not asked in 2020	77%
Organisational integrity	My organisation encourages respectful workplace behaviours	88%	Not asked in 2020	74%
Organisational integrity	My organisation respects the human rights of employees	88%	Not asked in 2020	79%
Safety climate	My organisation provides a physically safe work environment	88%	Not asked in 2020	89%

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 24% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'. This question was not asked in 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)	24%	Not asked in 2020	28%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	36%	Not asked in 2020	51%
Manager support	My manager has regular conversations with me about my learning and development	36%	Not asked in 2020	43%
Learning and development	I feel I have an equal chance at promotion in my organisation	40%	Not asked in 2020	45%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	44%	Not asked in 2020	45%
Learning and development	My organisation places a high priority on the learning and development of staff	44%	Not asked in 2020	51%
Workload	I have enough time to do my job effectively	44%	-4%	64%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	44%	Not asked in 2020	68%
Learning and development	In the last 12 months I have learned skills that have helped me do my job better	48%	Not asked in 2020	66%
Job enrichment	My work performance is assessed against clear criteria	52%	Not asked in 2020	49%

Victorian Public Sector Commission

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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 80% of your staff agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.
In the 'Increase from 2020' column, you have a 36% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	80%	+36%	66%
Safety climate	All levels of my organisation are involved in the prevention of stress	64%	+34%	47%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	76%	+32%	57%
Engagement	My organisation motivates me to help achieve its objectives	76%	+24%	74%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	72%	+24%	60%
Manager support	My manager keeps me informed about what's going on	80%	+21%	77%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	72%	+20%	64%
Engagement	I would recommend my organisation as a good place to work	80%	+17%	74%
Engagement	My organisation inspires me to do the best in my job	72%	+16%	70%
Senior leadership	Senior leaders provide clear strategy and direction	68%	+16%	57%

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 64% of your staff were satisfied with 'How satisfied are you with the work-life balance in your current job'. In the 'Decrease from 2020' column, you have a 17% 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 the work-life balance in your current job	64%	-17%	70%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	64%	-10%	66%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	76%	-9%	77%
Workload	I have enough time to do my job effectively	44%	-4%	64%
Satisfaction	How satisfied are you with your career development within your current organisation	52%	-4%	55%
Meaningful work	I am achieving something important through my work	72%	-2%	94%
Manager support	My manager involves me in decisions about my work	76%	-2%	85%
Meaningful work	I feel that I can make a worthwhile contribution at work	84%	-1%	98%

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 'Taking action', the 'You 2021' column shows 76% of your staff agreed with 'My organisation has taken positive action on the results of last year's survey'.

The 'difference' column, shows that agreement for this question was 53 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Taking action	My organisation has taken positive action on the results of last year's survey	76%	+53%	23%
Taking action	I believe my organisation will take positive action on the results of this year's survey	76%	+33%	43%
Safe to speak up	I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	80%	+23%	57%
Senior leadership	Senior leaders model my organisation's values	80%	+20%	60%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	76%	+19%	57%
Organisational integrity	My organisation does not tolerate improper conduct	80%	+18%	62%
Senior leadership	Senior leaders demonstrate honesty and integrity	84%	+18%	66%
Safety climate	All levels of my organisation are involved in the prevention of stress	64%	+17%	47%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	80%	+14%	66%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	80%	+14%	66%

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 'Diversity and inclusion', the 'You 2021' column shows 44% of your staff agreed with 'There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+'.

The 'difference' column, shows that agreement for this question was 24 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	44%	-24%	68%
Meaningful work	I am achieving something important through my work	72%	-22%	94%
Workgroup support	People in my workgroup actively support diversity and inclusion in the workplace	72%	-22%	94%
Innovation	My workgroup encourages employee creativity	60%	-21%	81%
Workload	I have enough time to do my job effectively	44%	-20%	64%
Quality service delivery	My workgroup strives to deliver services in a timely manner	76%	-20%	96%
Workgroup support	Workgroups across my organisation willingly share information with each other	52%	-18%	70%
Learning and development	In the last 12 months I have learned skills that have helped me do my job better	48%	-18%	66%
Workgroup support	People in my workgroup work together effectively to get the job done	80%	-18%	98%
Quality service delivery	My workgroup strives to make the best use of its resources	76%	-18%	94%

People matter survey 2021

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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

76% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

Survey question	Your results			Benchmark agree results		

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I believe my organisation will take positive action on the results of this year's survey	24% / 76%	Not asked	Not asked	76 %	25 %	43 %	56 %
My organisation has taken positive action on the results of last year's survey	4% / 20% / 76%	Not asked	Not asked	76 %	10 %	23 %	33 %

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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

84% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question	Your results							

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

		You			Comparator		
Survey question		2019	2020	2021	Lowest	Average	Highest
Senior leaders demonstrate honesty and integrity	4% / 12% / 84%	60 %	Not asked	84 %	63 %	66 %	70 %
Senior leaders model my organisation's values	16% / 4% / 80%	60 %	Not asked	80 %	59 %	60 %	60 %
Senior leaders actively support diversity and inclusion in the workplace	4% / 20% / 76%	73 %	Not asked	76 %	48 %	68 %	95 %
Senior leaders provide clear strategy and direction	16% / 16% / 68%	43 %	52 %	68 %	52 %	57 %	65 %

Senior leadership

Senior leadership 2 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.
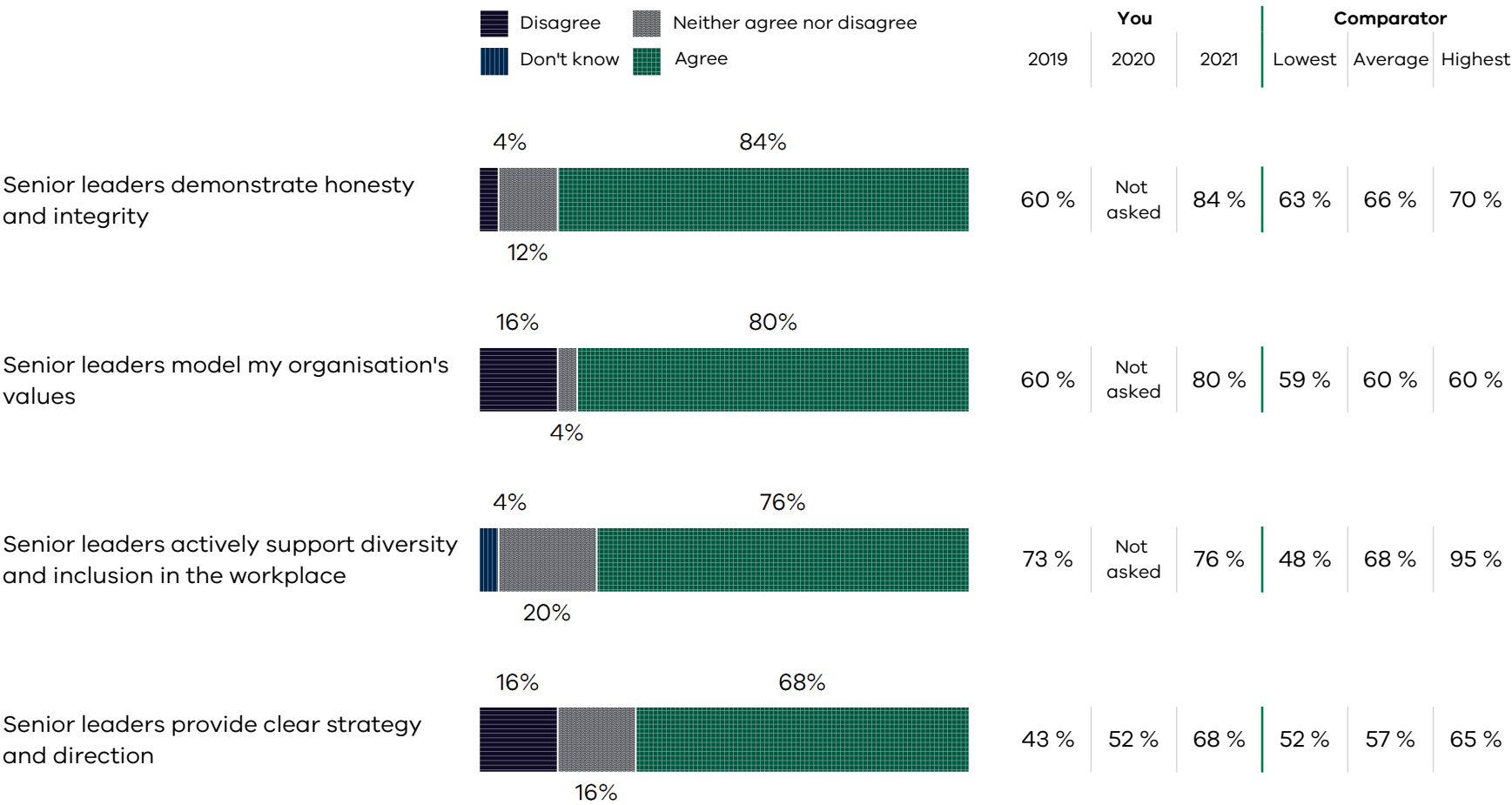
Example

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

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
Senior leaders support staff to work in an environment of change	12% / 20% / 68%		53 %	67 %	68 %	67 %	68 %	70 %

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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:

- 79% of your staff who did the survey responded positively to questions about Organisational integrity.

Compared to:

- 71% of staff at your comparator and 72% of staff across the public sector.

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

Factor	You 2019	You 2021	Comparator 2021	Public sector 2021
Organisational integrity	64%	79%	71%	72%
Equal employment opportunity		77%	76%	69%
Workplace flexibility		75%	74%	63%
Safety climate		75%	68%	60%

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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.
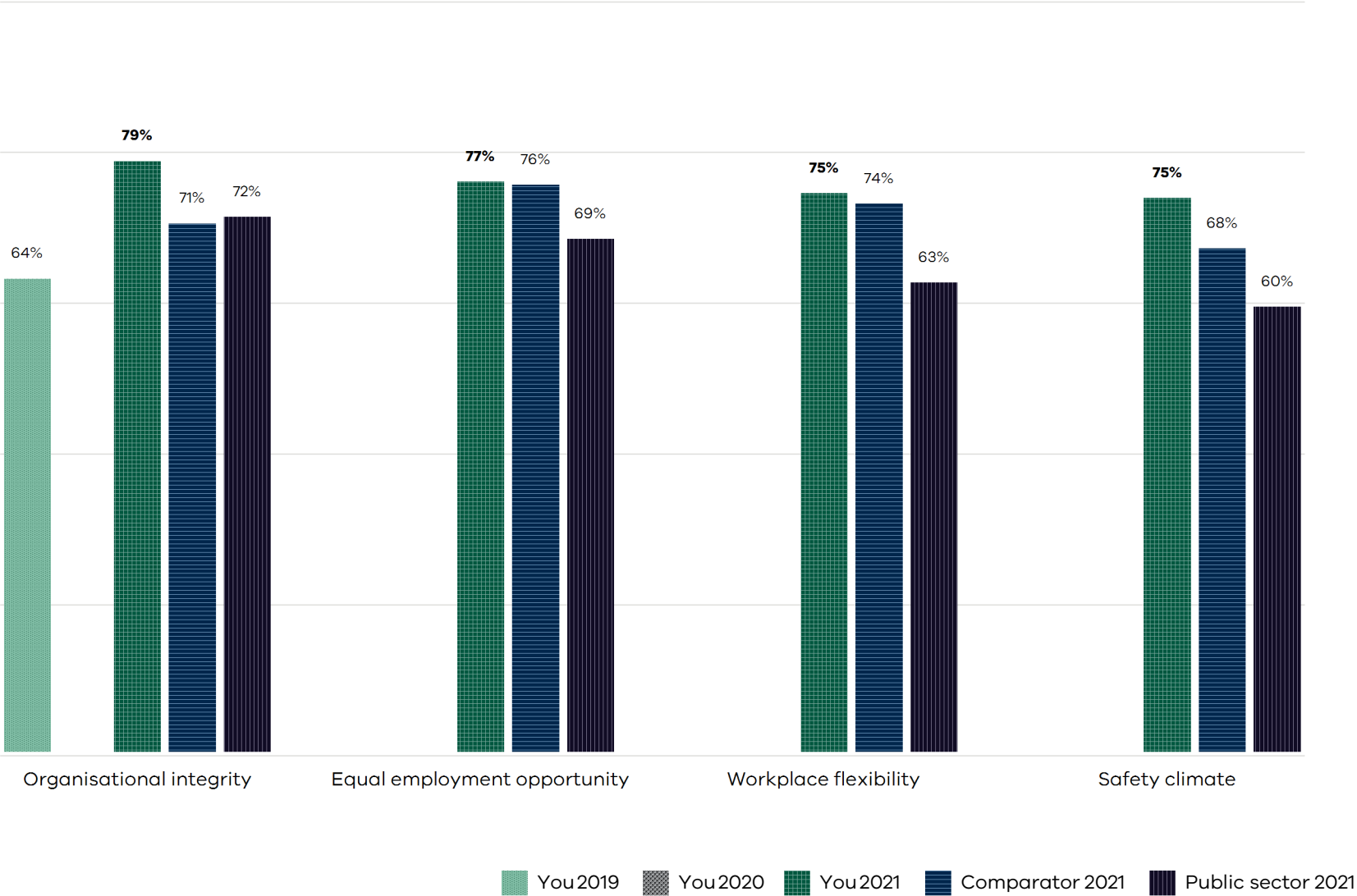
Example
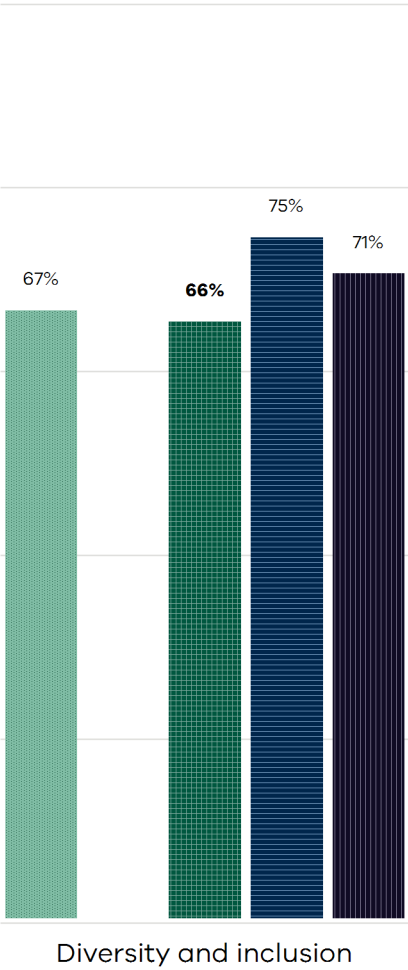
In 2021:

- 66% of your staff who did the survey responded positively to questions about Diversity and inclusion.

Compared to:

- 75% of staff at your comparator and 71% of staff across the public sector.

Diversity and inclusion

67% 66% 75% 71%

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

88% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question	Your results	Benchmark agree results

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

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights — 4% / 8% / 88%	73 %	Not asked	88 %	75 %	77 %	78 %
My organisation encourages respectful workplace behaviours — 12% / 88%	67 %	Not asked	88 %	63 %	74 %	90 %
My organisation respects the human rights of employees — 4% / 8% / 88%	67 %	Not asked	88 %	78 %	79 %	80 %
My organisation does not tolerate improper conduct — 4% / 16% / 80%	53 %	Not asked	80 %	52 %	62 %	75 %

Organisational climate

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.
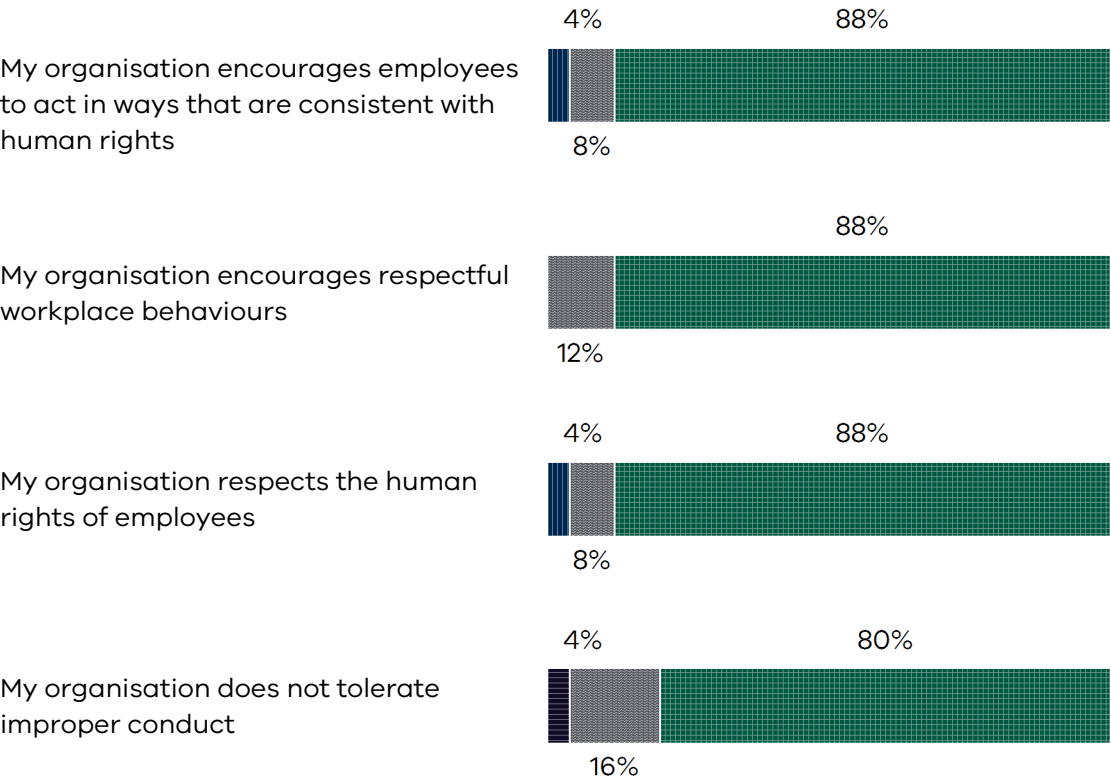
Example

80% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question / Your results / Benchmark agree results

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

Survey question		You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination (4%, 16%, 80%)	63 %	Not asked	80 %	59 %	66 %	75 %
My organisation is committed to earning a high level of public trust (4%, 20%, 76%)	80 %	Not asked	76 %	63 %	70 %	80 %
My organisation makes fair recruitment and promotion decisions, based on merit (4%, 4%, 36%, 56%)	43 %	Not asked	56 %	70 %	70 %	70 %

Victorian Public Sector Commission

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Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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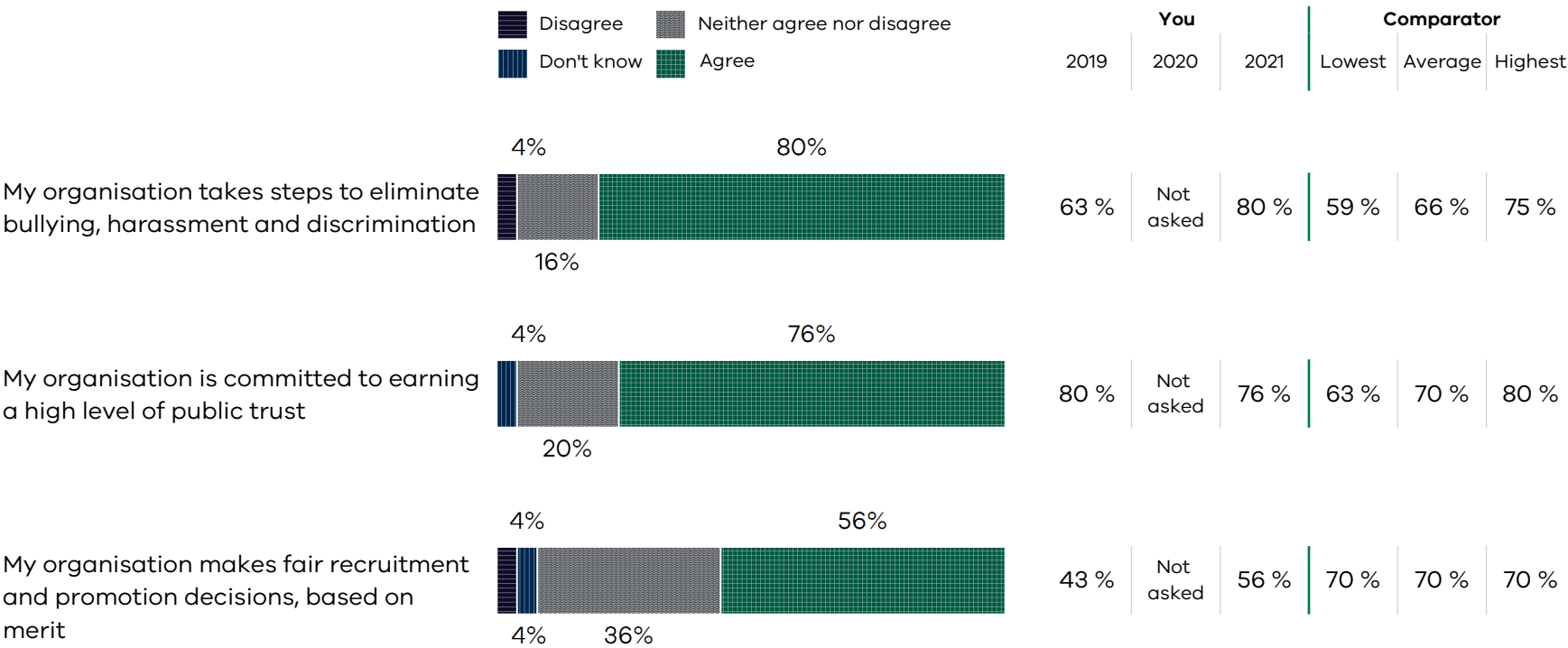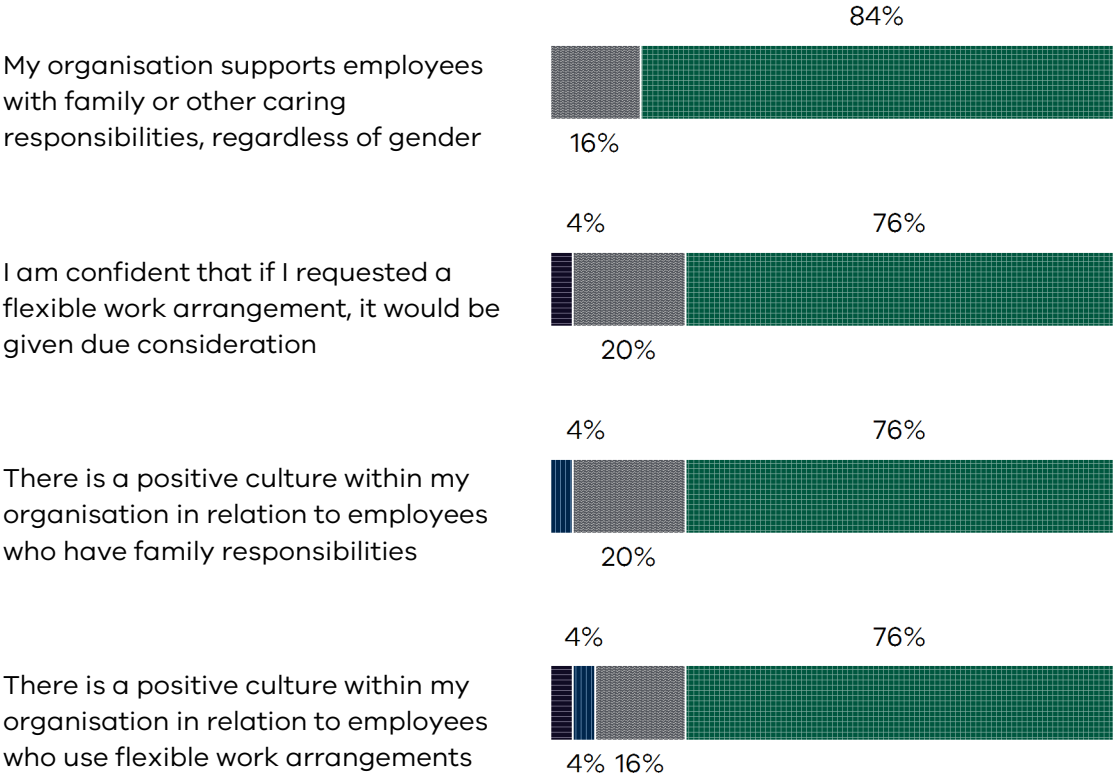
Example

84% 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 | Benchmark agree results

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation supports employees with family or other caring responsibilities, regardless of gender	84% Agree, 16% Neither	Not asked	Not asked	84 %	70 %	77 %	81 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	76% Agree, 20% Neither, 4% Disagree	73 %	85 %	76 %	74 %	77 %	80 %
There is a positive culture within my organisation in relation to employees who have family responsibilities	76% Agree, 20% Neither, 4%	Not asked	Not asked	76 %	70 %	77 %	85 %
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	76% Agree, 16% Neither, 4% / 4%	70 %	Not asked	76 %	59 %	66 %	75 %

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Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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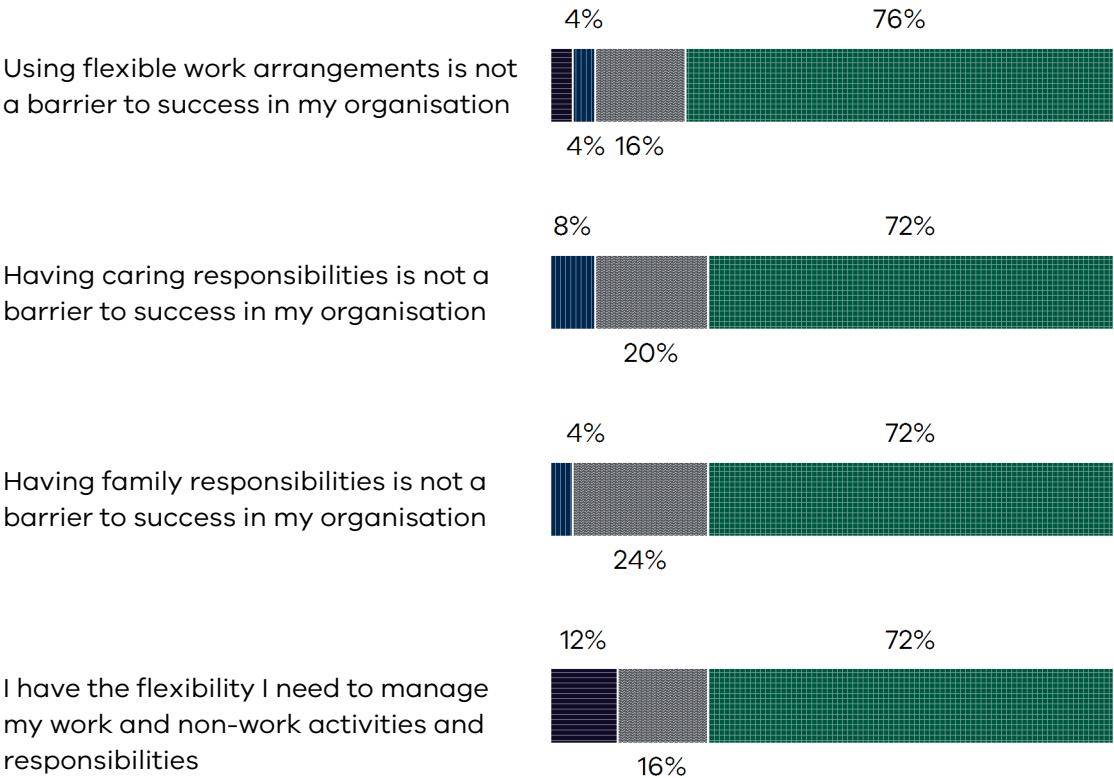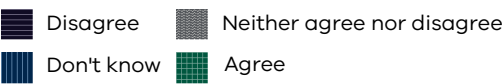
Example

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

| Survey question | Your results | Benchmark agree results |

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Using flexible work arrangements is not a barrier to success in my organisation	4% / 4% / 16% / 76%	Not asked	Not asked	76 %	63 %	72 %	85 %
Having caring responsibilities is not a barrier to success in my organisation	8% / 20% / 72%	80 %	Not asked	72 %	63 %	70 %	80 %
Having family responsibilities is not a barrier to success in my organisation	4% / 24% / 72%	Not asked	Not asked	72 %	67 %	70 %	75 %
I have the flexibility I need to manage my work and non-work activities and responsibilities	12% / 16% / 72%	Not asked	Not asked	72 %	67 %	77 %	90 %

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Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

72% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who have caring responsibilities'.

Survey question

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

Your results

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

8%   72%

20%
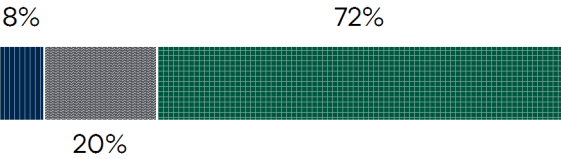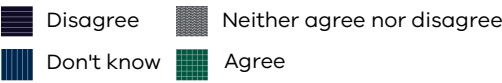
Benchmark agree results

	You			Comparator		
2019	2020	2021		Lowest	Average	Highest
80 %	Not asked	72 %		70 %	79 %	90 %

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

36% 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)	36%	30%	24%
Working more hours over fewer days	32%	21%	6%
Flexible start and finish times	28%	34%	23%
No, I do not use any flexible work arrangements	20%	34%	38%
Part-time	16%	11%	19%
Using leave to work flexible hours	12%	4%	8%
Other	8%	5%	2%
Shift swap	4%	4%	12%

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.
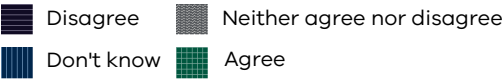
Example

80% of your staff who did the survey agreed or strongly agreed with 'Cultural background is not a barrier to success in my organisation'.
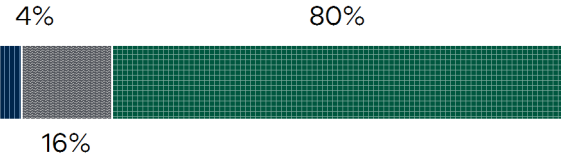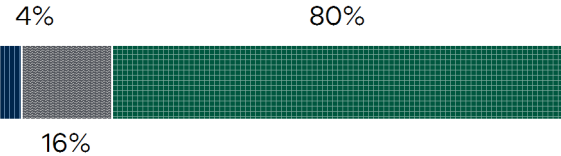
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question		You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Cultural background is not a barrier to success in my organisation — 4% / 16% / 80%	73 %	Not asked	80 %	63 %	77 %	95 %
Gender is not a barrier to success in my organisation — 4% / 16% / 80%	Not asked	Not asked	80 %	81 %	85 %	90 %
Sexual orientation is not a barrier to success in my organisation — 4% / 16% / 80%	77 %	Not asked	80 %	67 %	74 %	85 %
Age is not a barrier to success in my organisation — 4% / 20% / 76%	73 %	Not asked	76 %	81 %	87 %	95 %
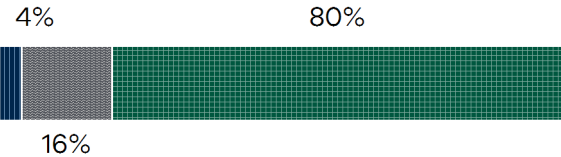
Victorian Public Sector Commission

VICTORIA State Government
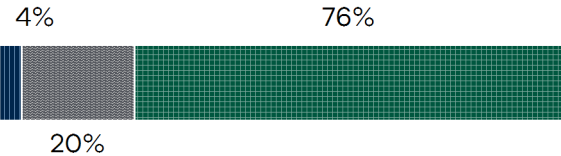
Organisational climate

Equal employment opportunity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Disability is not a barrier to success in my organisation	4% / 20% / 76%	70 %	Not asked	76 %	44 %	64 %	90 %
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	8% / 24% / 68%	Not asked	Not asked	68 %	52 %	70 %	95 %

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.

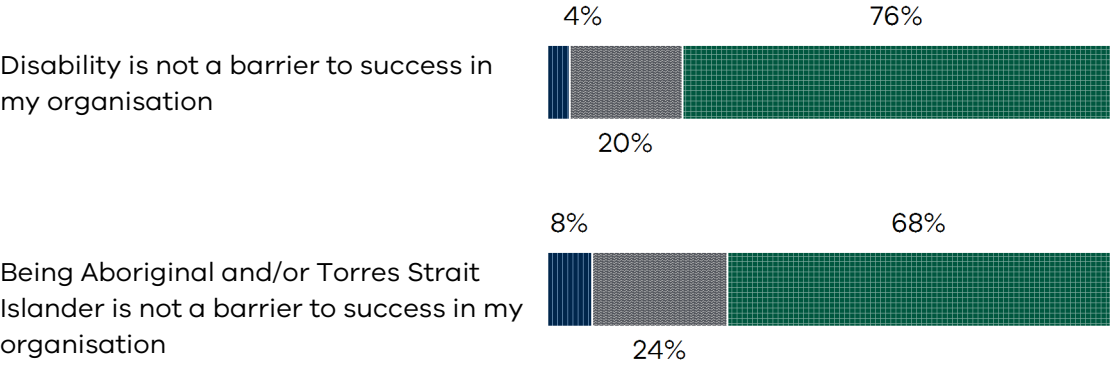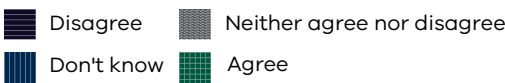Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
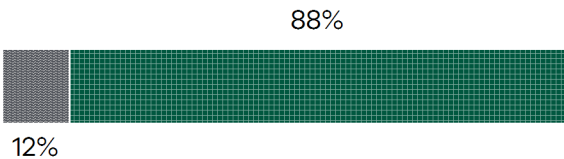
Example

88% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Survey question	Your results		You			Comparator		
			2019	2020	2021	Lowest	Average	Highest
My organisation provides a physically safe work environment	88% / 12%		Not asked	Not asked	88 %	85 %	89 %	93 %
My organisation has effective procedures in place to support employees who may experience stress	80% / 4% / 16%		60 %	44 %	80 %	63 %	66 %	70 %
I feel culturally safe at work	76% / 8% / 16%		Not asked	Not asked	76 %	78 %	81 %	85 %
In my workplace, there is good communication about psychological safety issues that affect me	76% / 24%		53 %	44 %	76 %	52 %	57 %	65 %

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

Victorian Public Sector Commission · VICTORIA State Government

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

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

Example

72% of your staff who did the survey agreed or strongly agreed with 'Senior leaders consider the psychological health of employees to be as important as productivity'.
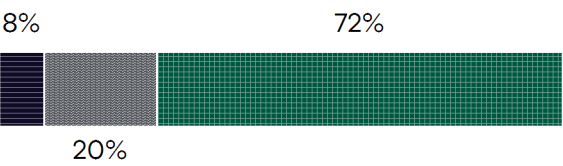
Survey question	Your results	Benchmark agree results					
		You			**Comparator**		
		2019	2020	2021	Lowest	Average	Highest
Senior leaders consider the psychological health of employees to be as important as productivity	8% / 20% / 72%	53 %	52 %	72 %	56 %	64 %	75 %
Senior leaders show support for stress prevention through involvement and commitment	4% / 24% / 72%	57 %	48 %	72 %	44 %	60 %	80 %
My organisation consults employees on health and safety matters	12% / 4% / 16% / 68%	70 %	Not asked	68 %	78 %	79 %	80 %
All levels of my organisation are involved in the prevention of stress	8% / 28% / 64%	37 %	30 %	64 %	41 %	47 %	55 %
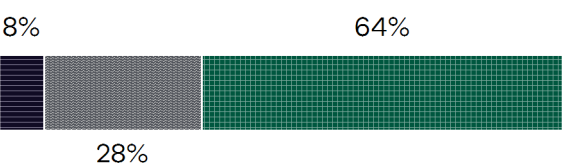
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

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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
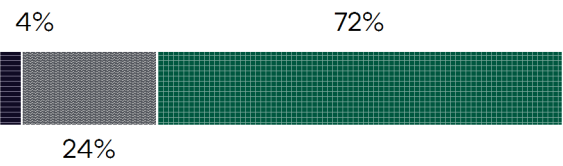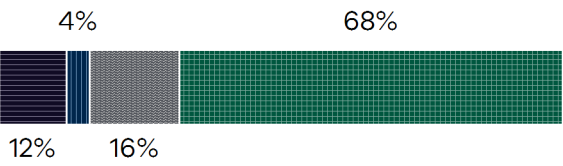
3. Senior leaders consider the psychological health of employees to be as important as productivity

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
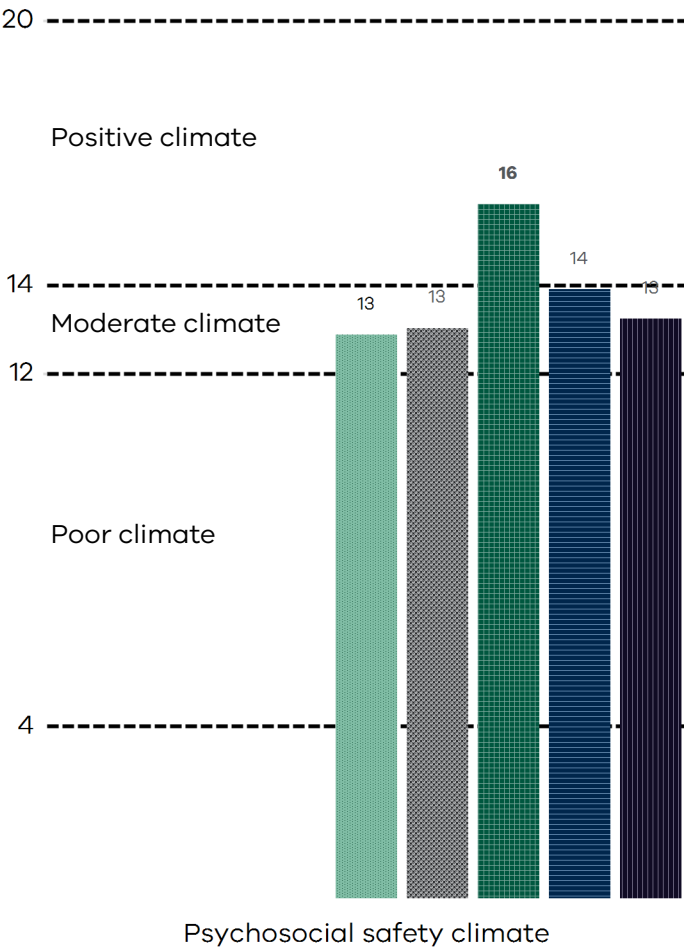
Psychosocial safety climate

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

Chart values: You 2019: 13, You 2020: 13, You 2021: 16, Comparator 2021: 14, Public sector 2021: 13

Scale markers: 20 (Positive climate), 14 (Moderate climate), 12, 4 (Poor climate)

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

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

Survey question	Your results						

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees of different age groups	4% / 16% / 80%	77 %	Not asked	80 %	78 %	85 %	95 %
There is a positive culture within my organisation in relation to employees of different sexes/genders	8% / 12% / 80%	83 %	Not asked	80 %	78 %	85 %	95 %
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	4% / 24% / 72%	63 %	Not asked	72 %	56 %	72 %	95 %
There is a positive culture within my organisation in relation to employees with disability	8% / 28% / 64%	70 %	Not asked	64 %	48 %	70 %	100 %

Organisational climate

Diversity and inclusion 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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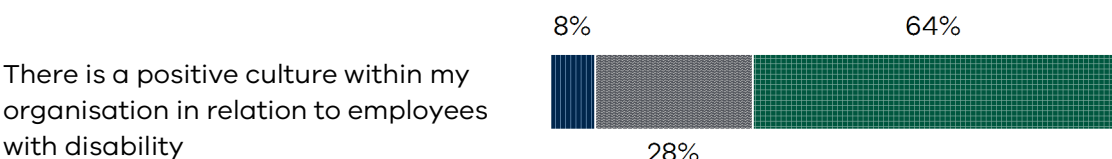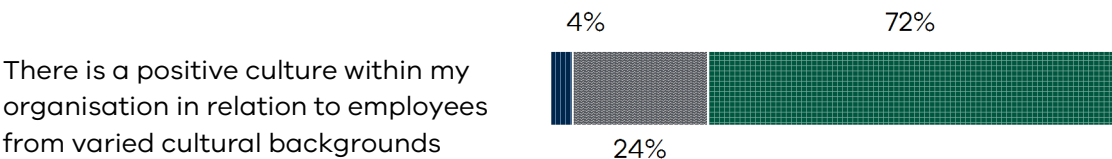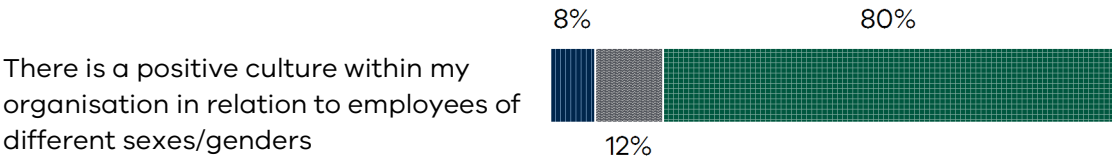
Example

56% 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'.

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

Survey question	Your results	2019	You 2020	2021	Comparator Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	8% / 36% / 56%	57 %	Not asked	56 %	48 %	70 %	100 %
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	12% / 44% / 44%	53 %	Not asked	44 %	52 %	68 %	90 %

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Organisational climate

Gender equality supporting measures

What this is

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

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

Why this is important

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

How to read this

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

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

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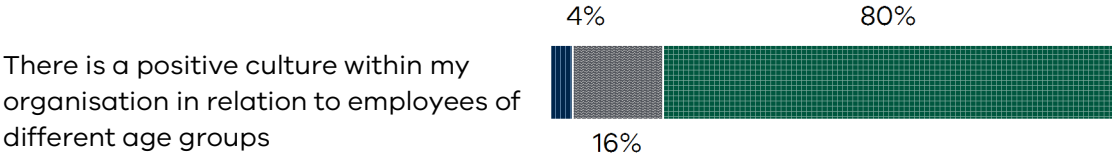
Example

92% of your staff who did the survey agreed or strongly agreed with 'In my workgroup work is allocated fairly, regardless of gender'.

Survey question

Your results

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

Benchmark agree results

Survey question		You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
In my workgroup work is allocated fairly, regardless of gender — 92% agree, 8%	Not asked	Not asked	92 %	85 %	87 %	89 %
My organisation uses inclusive and respectful images and language — 84% agree, 8%, 8%	Not asked	Not asked	84 %	70 %	74 %	80 %
My organisation would support me if I needed to take family violence leave — 80% agree, 8%, 12%	Not asked	Not asked	80 %	81 %	87 %	95 %

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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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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:

- 80% of your staff who did the survey responded positively to questions about .

Compared to:

- 90% of staff at your comparator and 80% of staff across the public sector.

Chart — Workgroup climate scorecard:

Factor	You 2019	You 2021	Comparator 2021	Public sector 2021
Quality service delivery	89%	80%	90%	80%
Workgroup support		76%	85%	76%
Innovation	77%	66%	80%	68%

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

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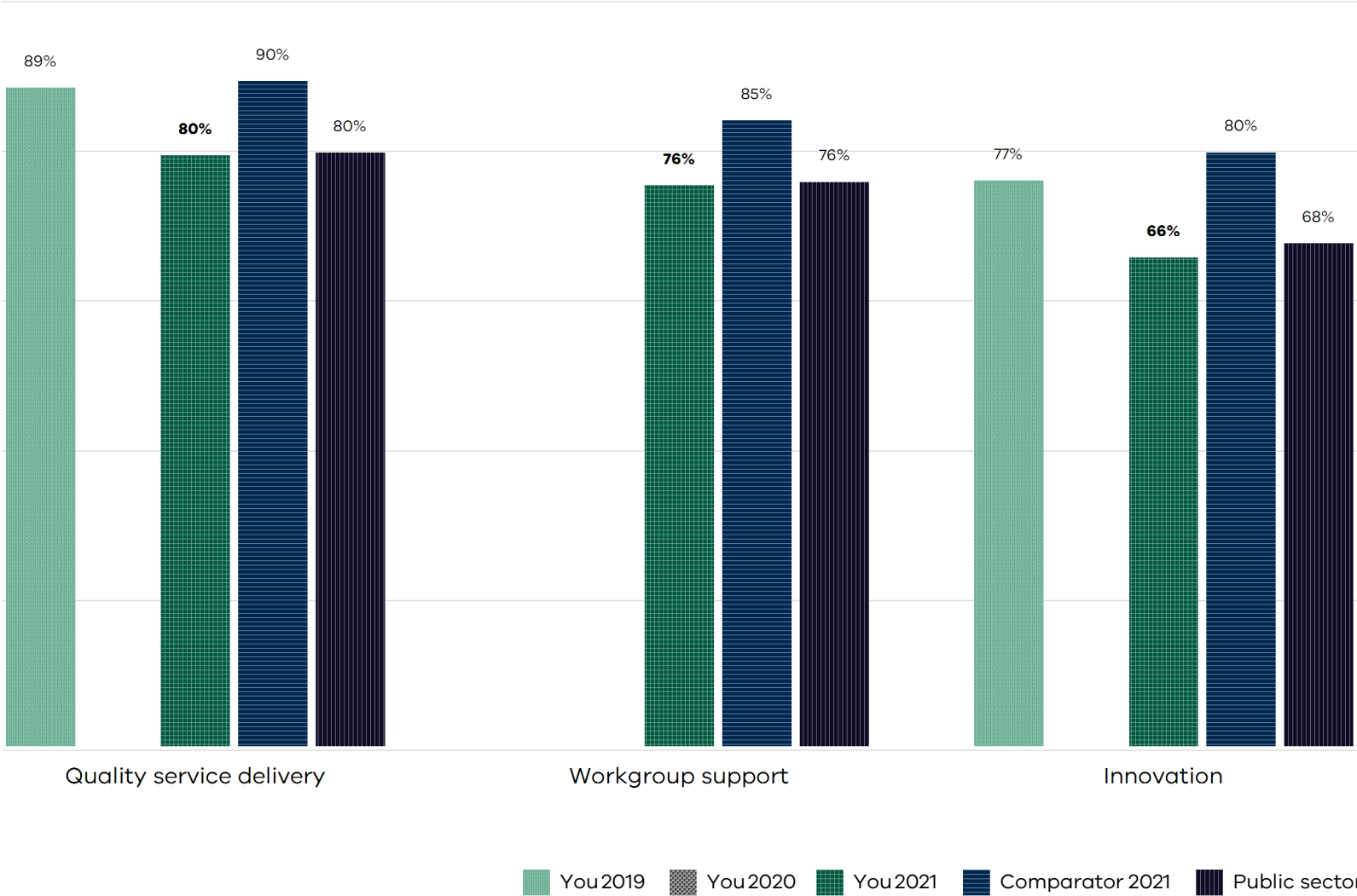
Workgroup climate

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

88% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

Survey question	Your results			You			Comparator		
			2019	2020	2021	Lowest	Average	Highest
Legend: Disagree / Don't know / Neither agree nor disagree / Agree									
My workgroup strives to provide high quality advice and services	12% / 88%		93 %	Not asked	88 %	95 %	96 %	96 %
My workgroup values human rights	8% / 4% / 88%		83 %	Not asked	88 %	85 %	89 %	93 %
My workgroup places a priority on acting fairly and without bias	4%12% / 4% / 80%		93 %	Not asked	80 %	85 %	87 %	90 %
My workgroup focuses on making decisions informed by all relevant facts	8% / 12% / 4% / 76%		90 %	Not asked	76 %	80 %	85 %	89 %

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Workgroup climate

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

76% of your staff who did the survey agreed or strongly agreed with 'My workgroup has clear lines of responsibility'.

| Survey question | Your results | Benchmark agree results |

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My workgroup has clear lines of responsibility	12% / 12% / 76%	80 %	Not asked	76 %	80 %	83 %	85 %
My workgroup strives to deliver services in a timely manner	4% / 20% / 76%	93 %	Not asked	76 %	95 %	96 %	96 %
My workgroup strives to make the best use of its resources	4% / 20% / 76%	90 %	Not asked	76 %	89 %	94 %	100 %

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.
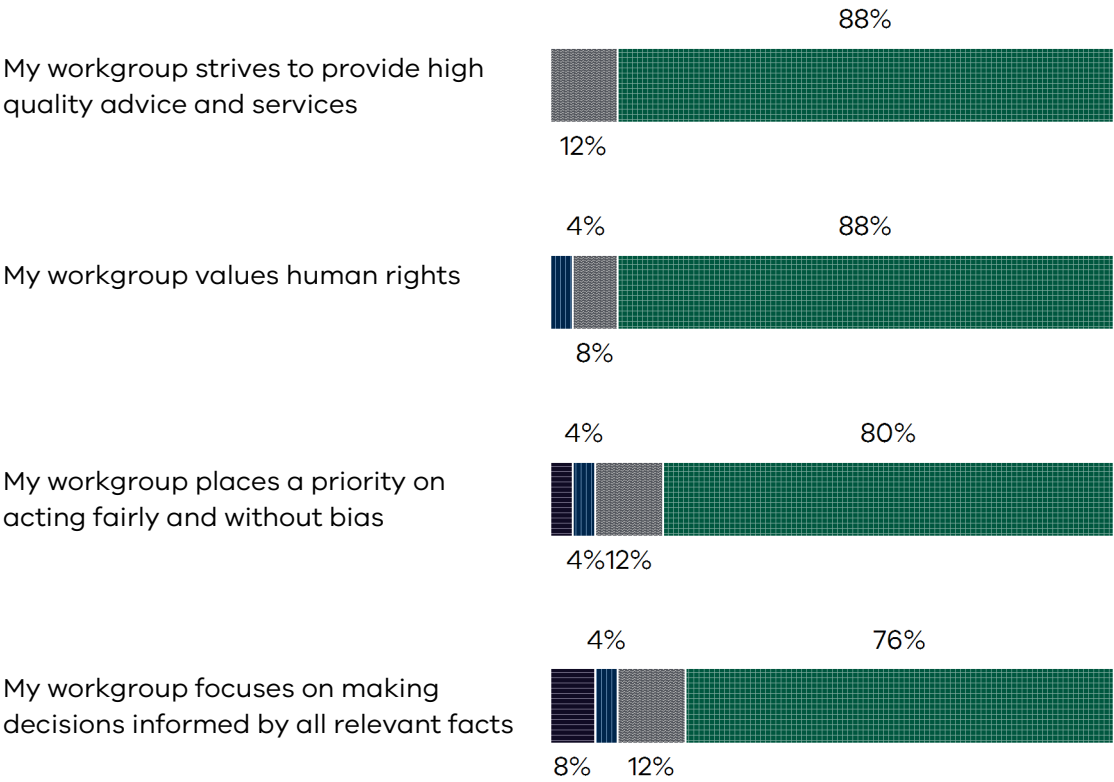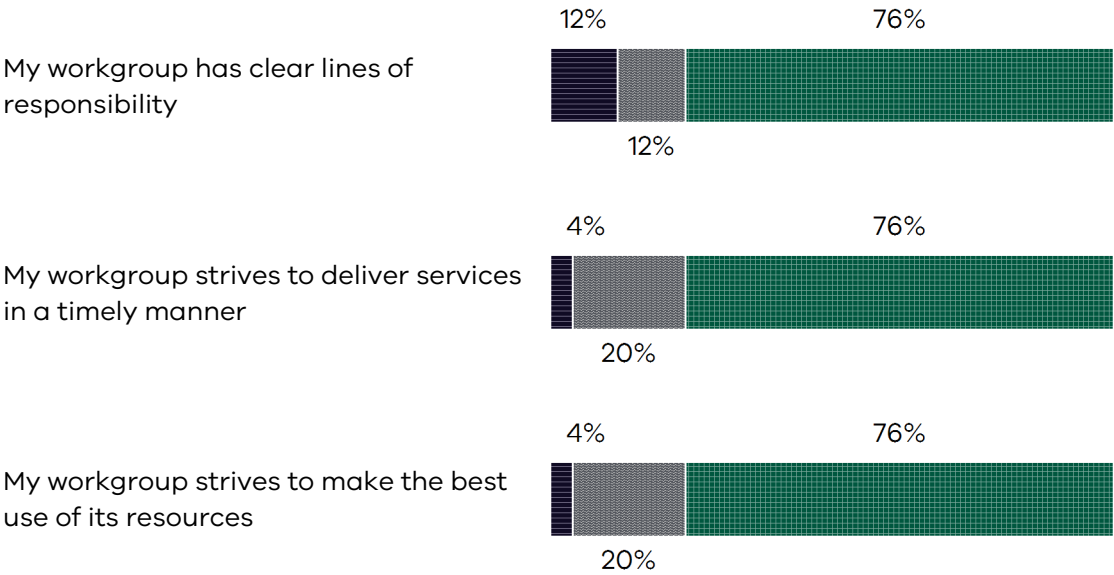
Example

76% 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

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes	4% · 8% · 12% · 76%	90 %	Not asked	76 %	85 %	89 %	93 %
My workgroup is quick to respond to opportunities to do things better	16% · 12% · 72%	67 %	Not asked	72 %	81 %	85 %	90 %
My workgroup learns from failures and mistakes	12% · 20% · 68%	80 %	Not asked	68 %	70 %	74 %	78 %
My workgroup encourages employee creativity	4% · 36% · 60%	77 %	Not asked	60 %	80 %	81 %	81 %

Victorian Public Sector Commission

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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.
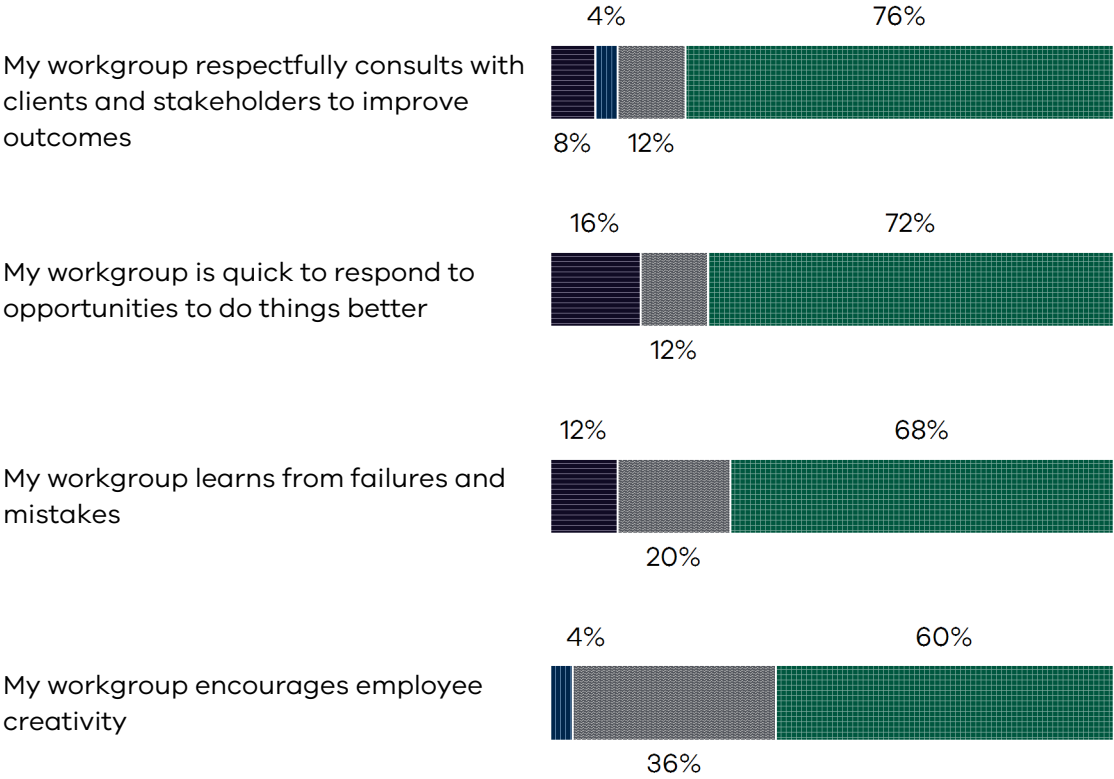
Example

56% of your staff who did the survey agreed or strongly agreed with 'My workgroup takes reasonable risks to improve its services'.

Survey question	Your results	Benchmark agree results

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

		You			Comparator		
Survey question		2019	2020	2021	Lowest	Average	Highest
My workgroup takes reasonable risks to improve its services	4% / 8% / 32% / 56%	70 %	Not asked	56 %	65 %	72 %	78 %

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

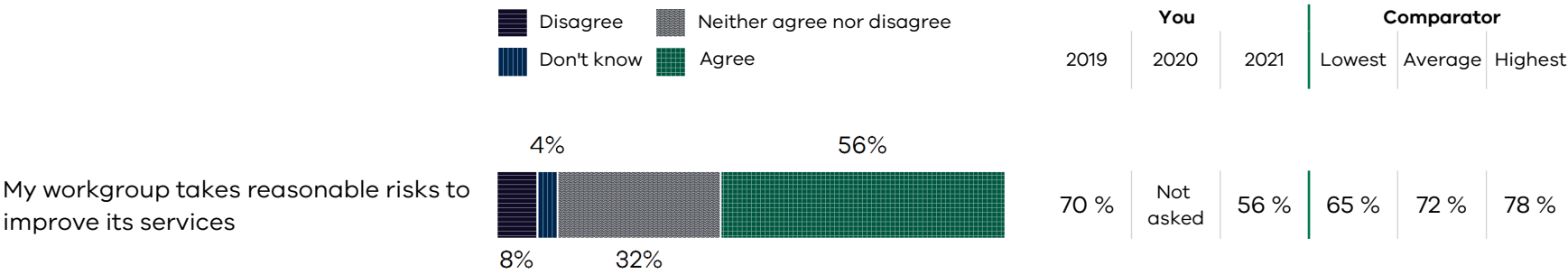Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

88% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

| Survey question | Your results | Benchmark agree results |

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

Survey question	Your results	2019	You 2020	2021	Comparator Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	12% Neither / 88% Agree	Not asked	78 %	88 %	95 %	96 %	96 %
People in my workgroup treat each other with respect	4% / 8% / 88% Agree	77 %	78 %	88 %	81 %	87 %	95 %
I am able to work effectively with others in my workgroup	16% / 84% Agree	Not asked	81 %	84 %	96 %	98 %	100 %
People in my workgroup work together effectively to get the job done	4% / 16% / 80% Agree	80 %	78 %	80 %	95 %	98 %	100 %

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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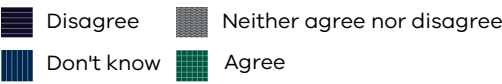
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
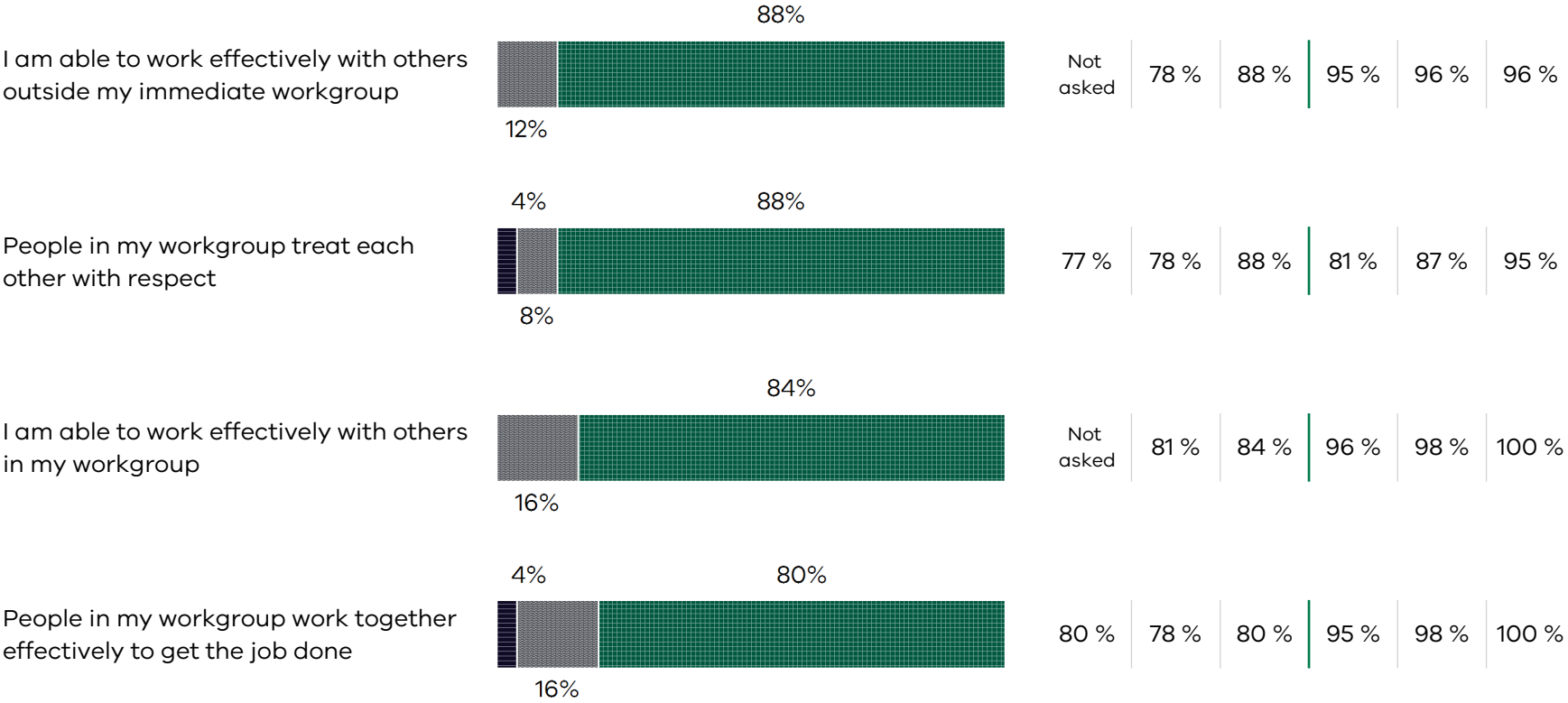
Example

76% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Survey question	Your results	Benchmark agree results

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

		You			Comparator		
Survey question	Your results	2019	2020	2021	Lowest	Average	Highest
People in my workgroup appropriately manage conflicts of interest	8% / 4% / 12% / 76%	67 %	Not asked	76 %	74 %	74 %	75 %
People in my workgroup are honest, open and transparent in their dealings	4% / 4% / 16% / 76%	70 %	Not asked	76 %	74 %	81 %	90 %
People in my workgroup actively support diversity and inclusion in the workplace	4% / 4% / 20% / 72%	83 %	Not asked	72 %	89 %	94 %	100 %
People in my workgroup are politically impartial in their work	4% / 24% / 72%	73 %	Not asked	72 %	70 %	77 %	85 %

Workgroup climate

Workgroup support 3 of 3

What this is

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

Why this is important

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

How to read this

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

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

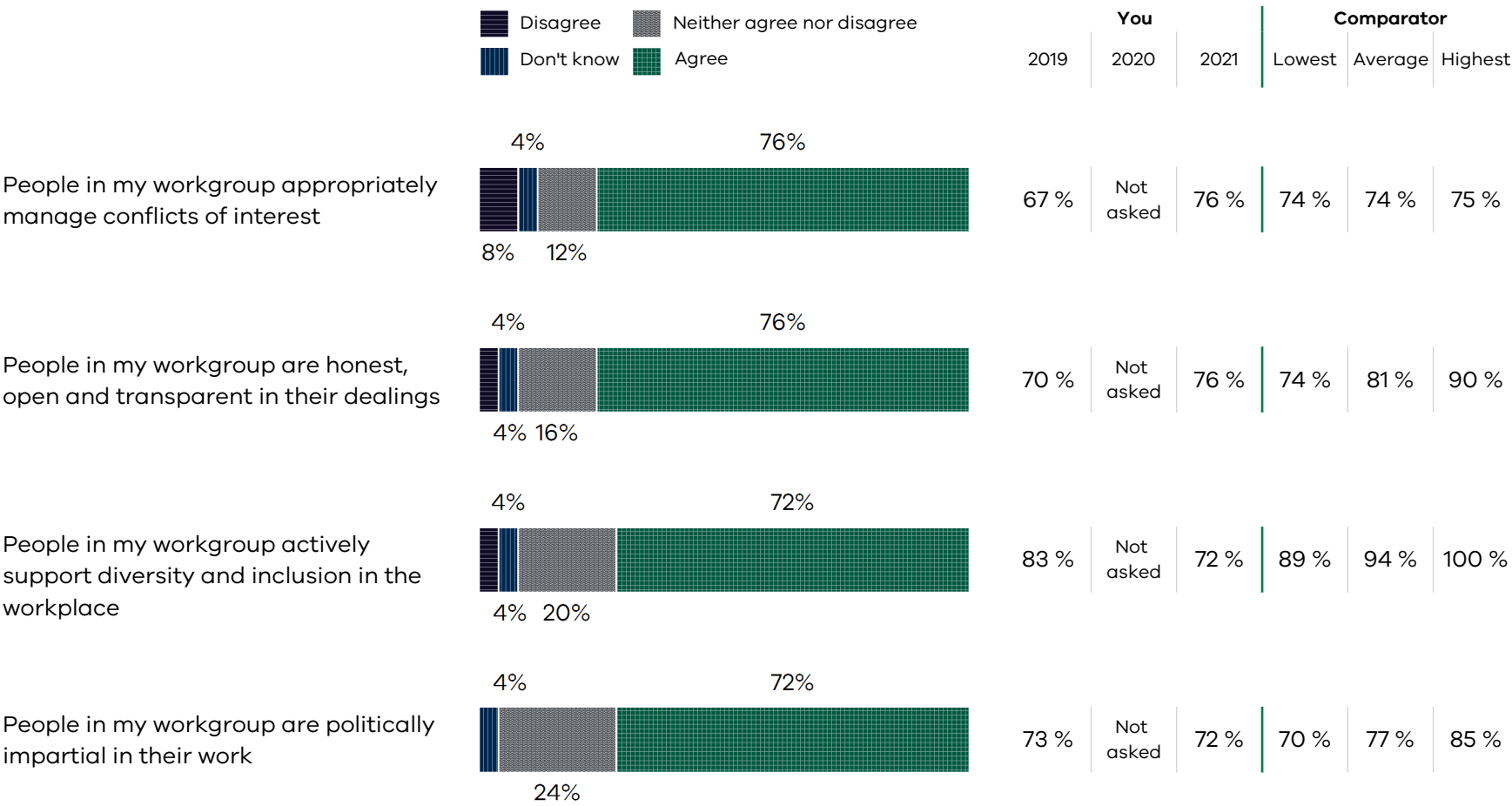Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

72% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup regularly reach out to support me and my wellbeing'.

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

Survey question	Your results	2019	You 2020	2021	Comparator Lowest	Average	Highest
People in my workgroup regularly reach out to support me and my wellbeing	12% / 16% / 72%	Not asked	59 %	72 %	63 %	72 %	85 %
Workgroups across my organisation willingly share information with each other	4% / 8% / 36% / 52%	50 %	48 %	52 %	63 %	70 %	80 %

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

- Highest scoring
- Lowest scoring
- 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:

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

Compared to:

- 89% 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: 83%, 85%, 89%, 84%
Meaningful work: 80%, 78%, 96%, 84%
Job enrichment: 77%, 80%, 77%
Safe to speak up: 73%, 72%, 67%

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

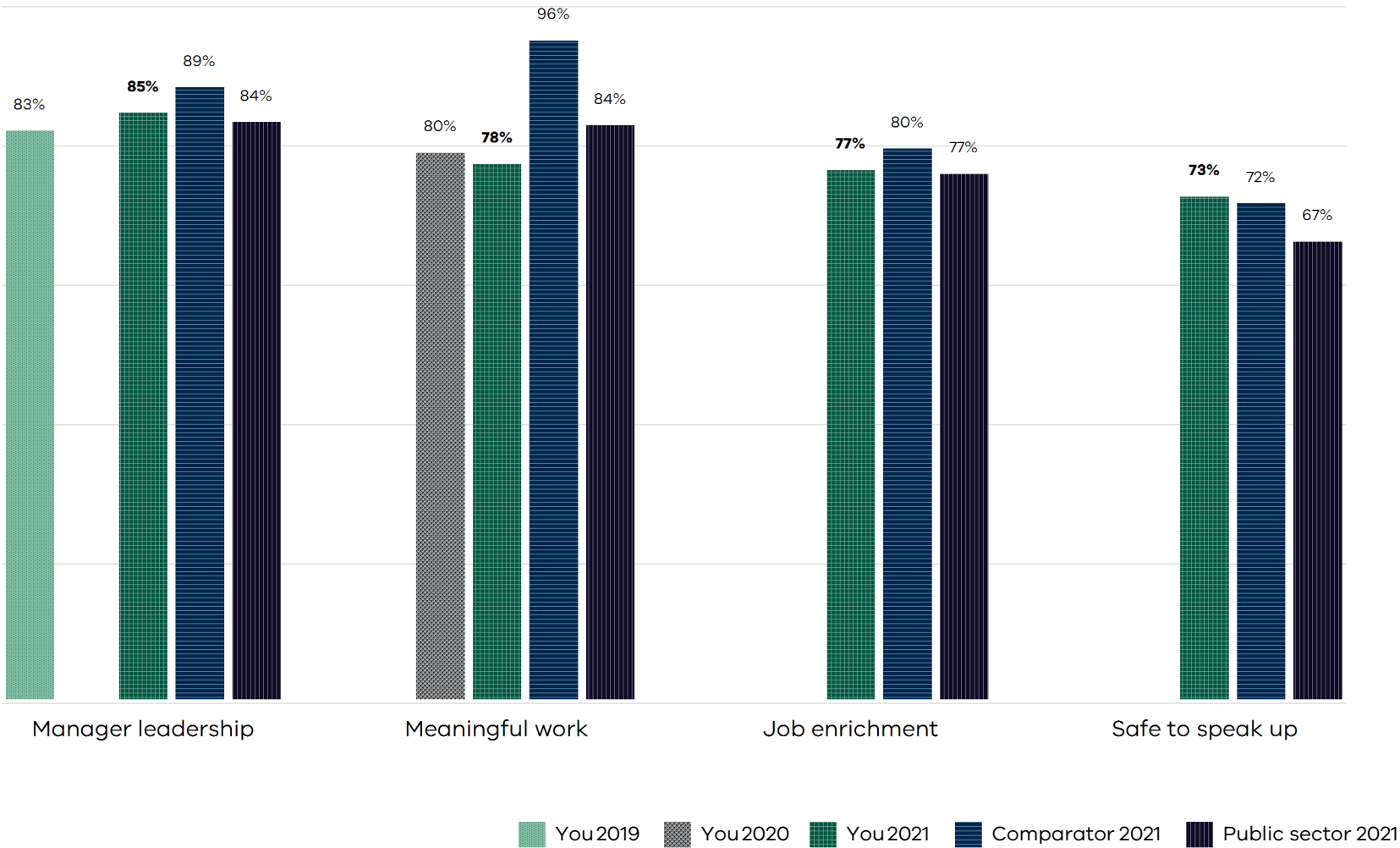Each result is the overall percentage of positive responses for your organisation, comparator and public sector.
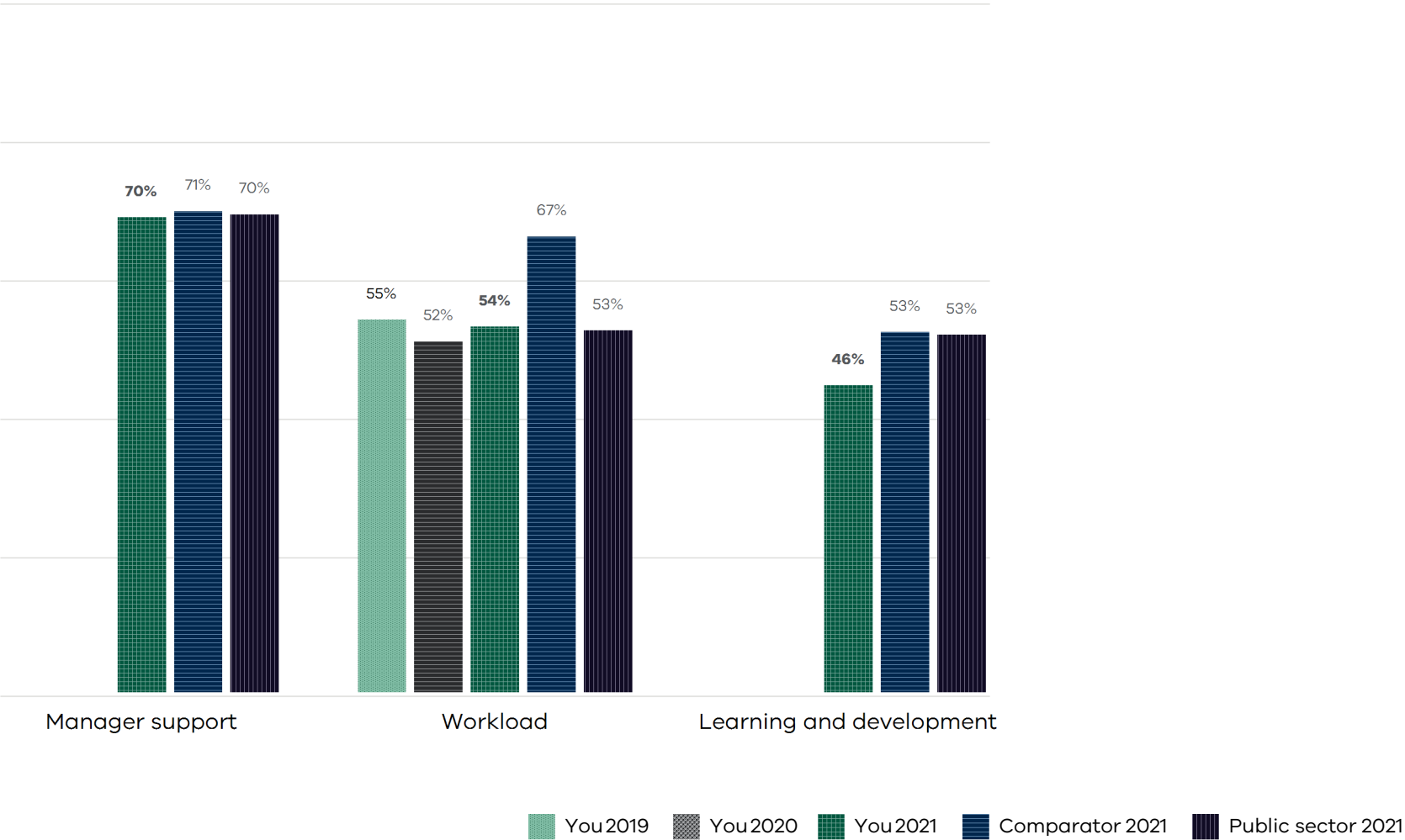
Example

In 2021:

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

Compared to:

- 71% of staff at your comparator and 70% of staff across the public sector.

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

Manager support: 70%, 71%, 70%
Workload: 55%, 52%, 54%, 67%, 53%
Learning and development: 46%, 53%, 53%

Job and manager factors

Manager leadership 1 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

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

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

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My manager treats employees with dignity and respect	4% / 4% / 92%	80 %	Not asked	92 %	85 %	87 %	89 %
My manager is committed to workplace safety	4% / 8% / 88%	83 %	Not asked	88 %	95 %	98 %	100 %
My manager demonstrates honesty and integrity	4% / 12% / 84%	83 %	Not asked	84 %	85 %	91 %	96 %
My manager ensures clients receive a high standard of service	16% / 84%	87 %	Not asked	84 %	90 %	94 %	96 %
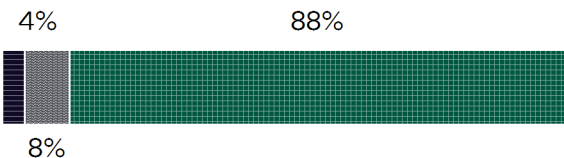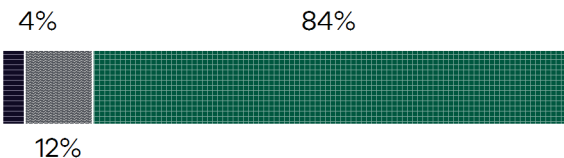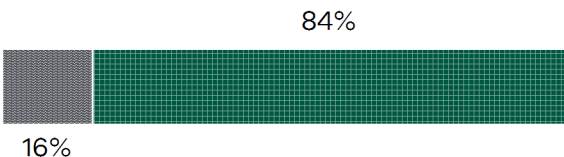
Job and manager factors

Manager leadership 2 of 2

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This is how well staff perceive their direct managers lead.

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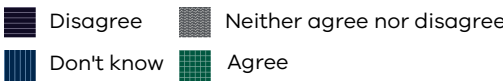
Example

84% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results		Benchmark agree results					
				You			**Comparator**	
			2019	2020	2021	Lowest	Average	Highest
My manager models my organisation's values	4% / 12% / 84%		80 %	Not asked	84 %	75 %	79 %	81 %
My manager works effectively with people from diverse backgrounds	4% / 16% / 80%		83 %	Not asked	80 %	80 %	85 %	89 %

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

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Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

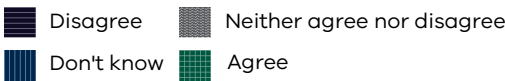Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

Survey question	Your results	Benchmark agree results

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

| | You | | | Comparator | | |
Survey question	2019	2020	2021	Lowest	Average	Highest
My manager listens to what I have to say (Disagree 12%, Neither 4%, Agree 84%)	83 %	81 %	84 %	89 %	91 %	95 %
My manager provides me with enough support when I need it (Disagree 4%, Don't know 4%, Neither 8%, Agree 84%)	Not asked	74 %	84 %	70 %	72 %	75 %
My manager keeps me informed about what's going on (Disagree 12%, Neither 8%, Agree 80%)	63 %	59 %	80 %	75 %	77 %	78 %
I would be confident in approaching my manager to discuss concerns and grievances (Disagree 8%, Neither 16%, Agree 76%)	70 %	Not asked	76 %	80 %	81 %	81 %

Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

Example

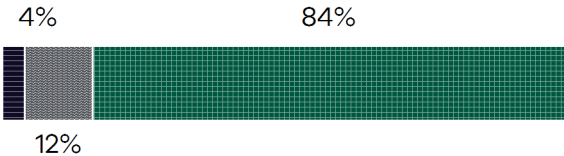76% of your staff who did the survey agreed or strongly agreed with 'My manager involves me in decisions about my work'.
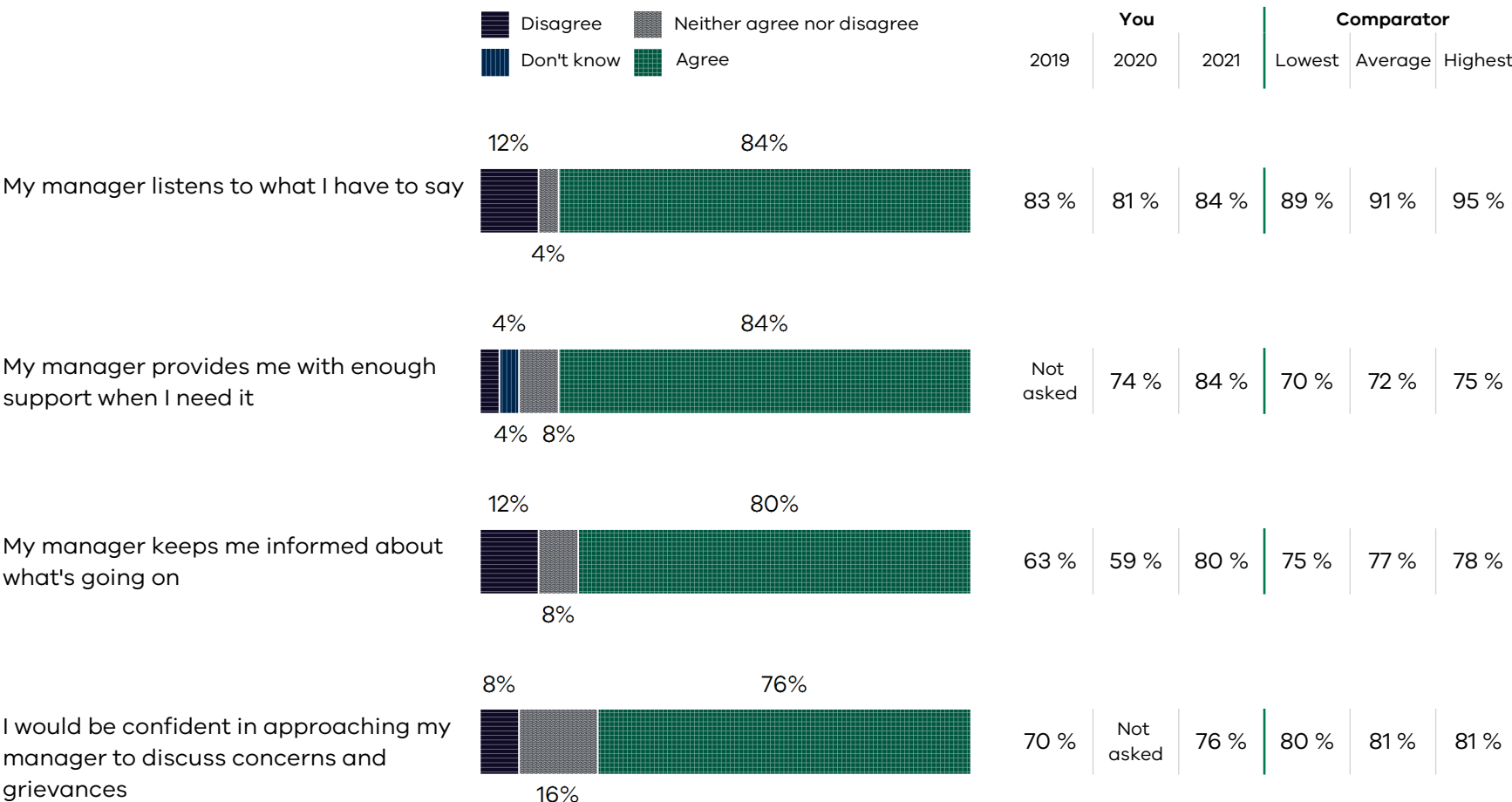
Survey question	Your results	Benchmark agree results					
		You			**Comparator**		
		2019	2020	2021	Lowest	Average	Highest

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

Survey question	Your results	2019	2020	2021	Lowest	Average	Highest
My manager involves me in decisions about my work	8% / 16% / 76%	70 %	78 %	76 %	85 %	85 %	85 %
I receive adequate recognition for my contributions and accomplishments	24% / 12% / 64%	53 %	Not asked	64 %	48 %	53 %	60 %
My manager encourages and supports my participation in learning and development opportunities	16% / 20% / 64%	67 %	Not asked	64 %	65 %	68 %	70 %
My manager provides feedback to me in a way that helps me improve my performance	16% / 20% / 64%	57 %	74 %	64 %	63 %	66 %	70 %

Job and manager factors

Manager support 3 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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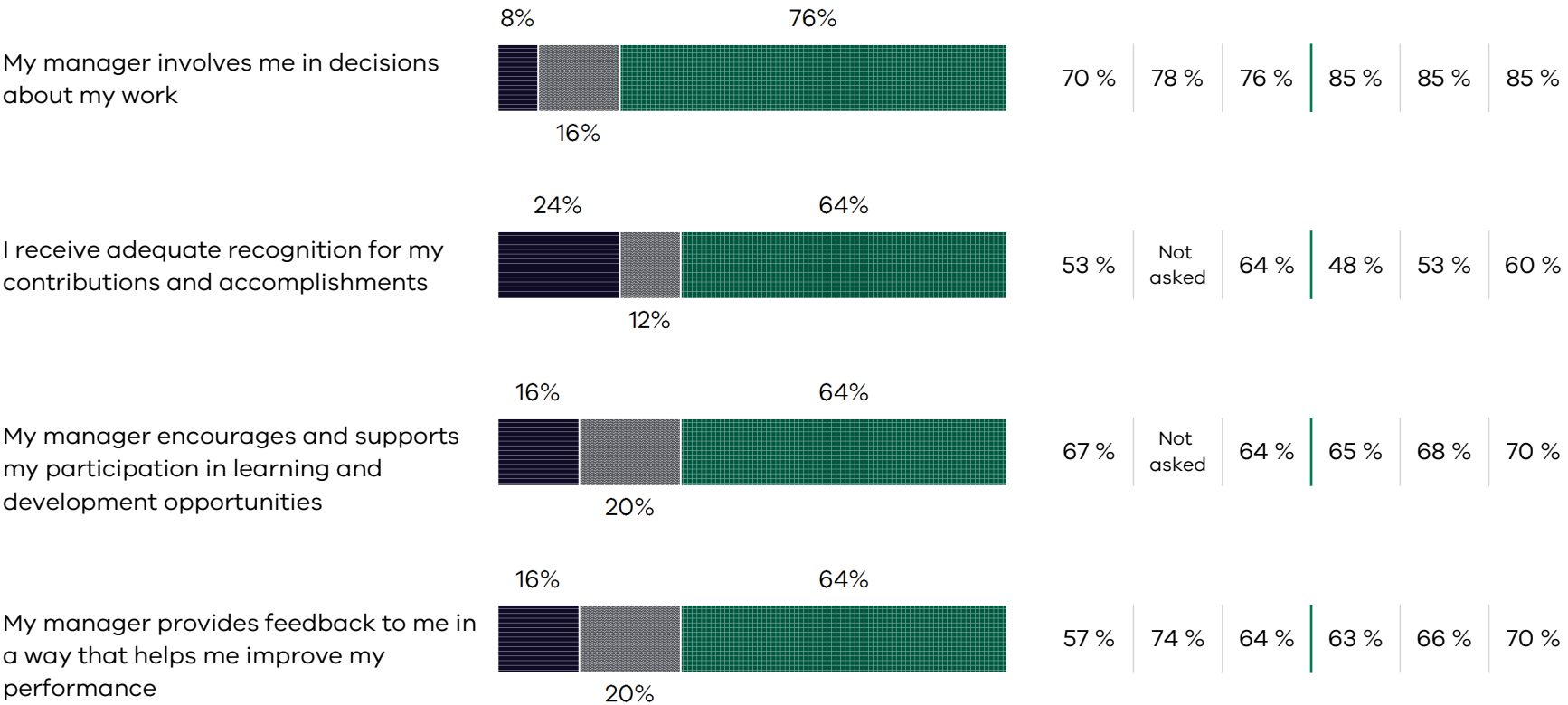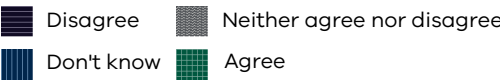
Example

36% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

Survey question

Your results

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

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

24%   36%

40%

Benchmark agree results
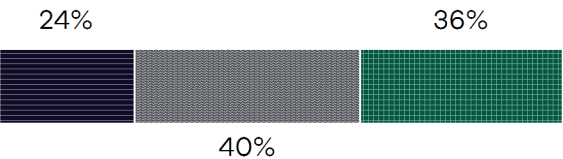
	You			**Comparator**		
	2019	2020	2021	Lowest	Average	Highest
	Not asked	Not asked	36 %	35 %	43 %	48 %

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Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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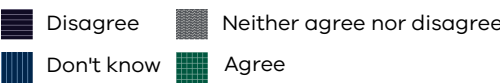
Example

64% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree
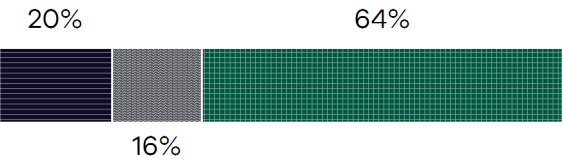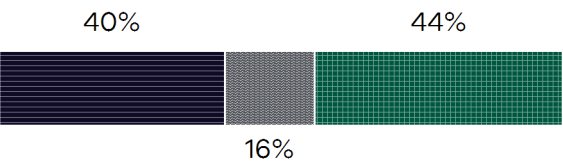
Survey question	Your results	2019	You 2020	2021	Comparator Lowest	Average	Highest
The workload I have is appropriate for the job that I do	Disagree 20%, Neither 16%, Agree 64%	57 %	56 %	64 %	65 %	70 %	74 %
I have enough time to do my job effectively	Disagree 40%, Neither 16%, Agree 44%	53 %	48 %	44 %	59 %	64 %	70 %

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

64% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

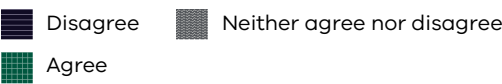| Survey question	Your results						

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

Benchmark agree results

	You			Comparator		
Survey question	2019	2020	2021	Lowest	Average	Highest
I am developing and learning in my role (Disagree 20%, Neither 16%, Agree 64%)	Not asked	Not asked	64 %	70 %	81 %	95 %
There are adequate opportunities for me to develop skills and experience in my organisation (Disagree 16%, Neither 20%, Agree 64%)	63 %	Not asked	64 %	52 %	60 %	70 %
In the last 12 months I have learned skills that have helped me do my job better (Disagree 24%, Neither 28%, Agree 48%)	Not asked	Not asked	48 %	52 %	66 %	85 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers) (Disagree 8%, Neither 48%, Agree 44%)	Not asked	Not asked	44 %	37 %	45 %	55 %

Job and manager factors

Learning and development 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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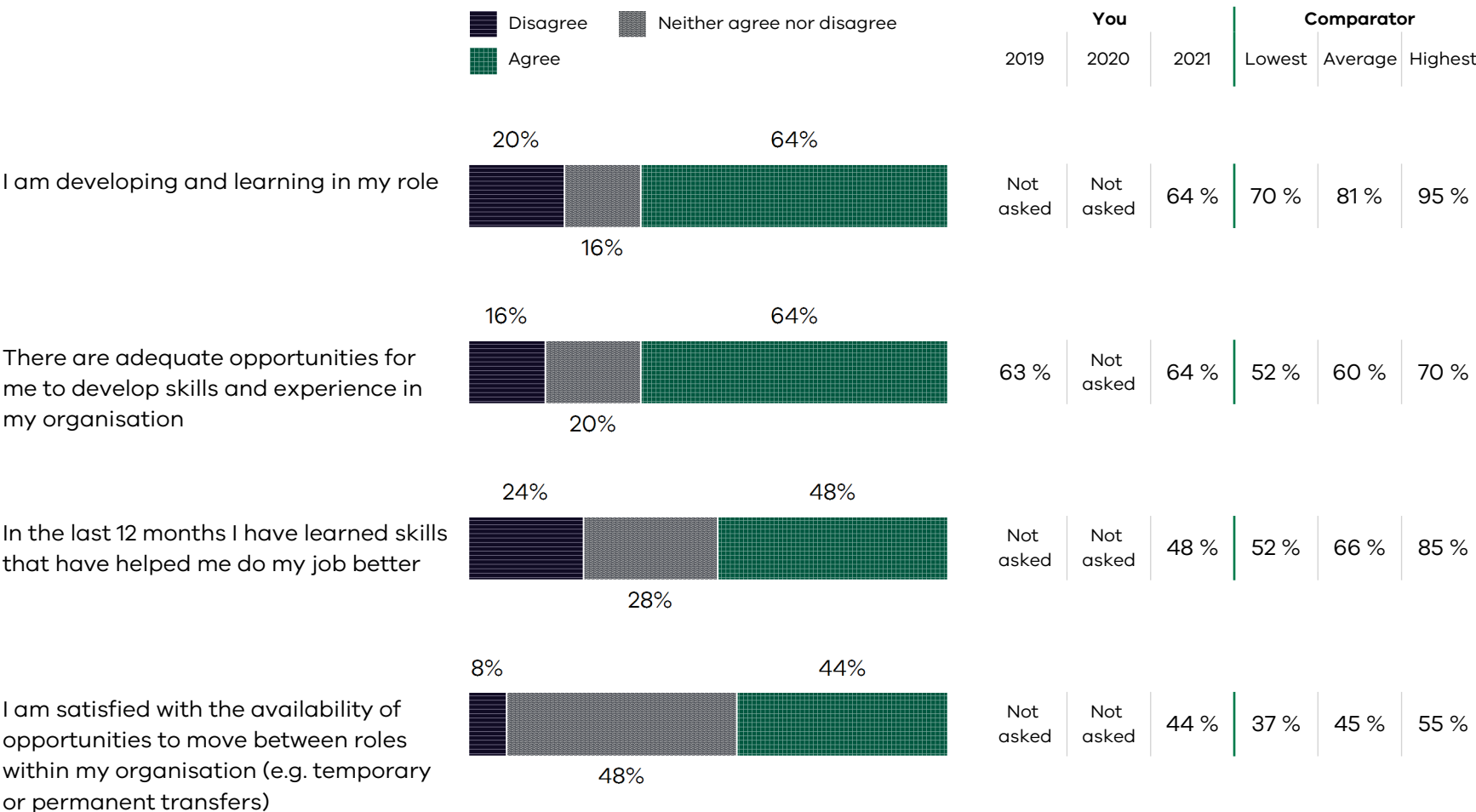
Example

44% of your staff who did the survey agreed or strongly agreed with 'My organisation places a high priority on the learning and development of staff'.

Survey question	Your results						

Your results

Legend: Disagree · Neither agree nor disagree · Agree

Benchmark agree results
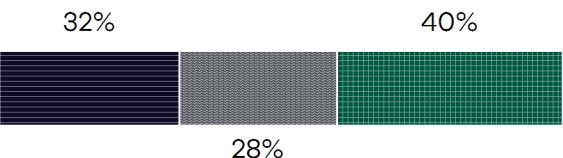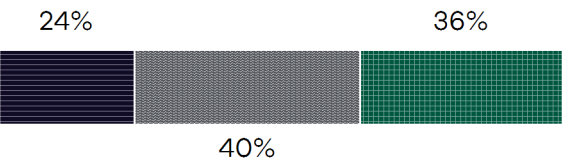
	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My organisation places a high priority on the learning and development of staff — 16% Disagree / 40% Neither / 44% Agree	50 %	Not asked	44 %	48 %	51 %	55 %
I feel I have an equal chance at promotion in my organisation — 32% Disagree / 28% Neither / 40% Agree	Not asked	Not asked	40 %	41 %	45 %	50 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months — 24% Disagree / 40% Neither / 36% Agree	Not asked	Not asked	36 %	41 %	51 %	65 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments) — 20% Disagree / 56% Neither / 24% Agree	Not asked	Not asked	24 %	22 %	28 %	35 %

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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.
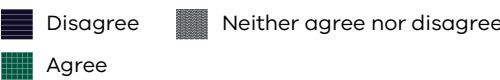
Example

96% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question	Your results						
		You			**Comparator**		
		2019	2020	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	96% Agree / 4% Disagree	93 %	93 %	96 %	96 %	98 %	100 %
My job allows me to utilise my skills, knowledge and abilities	92% Agree / 8% Neither	80 %	89 %	92 %	93 %	94 %	95 %
I have a choice in deciding how I do my work	88% Agree / 8% Disagree / 4% Neither	73 %	74 %	88 %	85 %	87 %	89 %
I clearly understand what I am expected to do in this job	72% Agree / 28% Neither	73 %	70 %	72 %	80 %	81 %	81 %

Legend: ■ Disagree   ▦ Neither agree nor disagree   ▦ Agree

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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.

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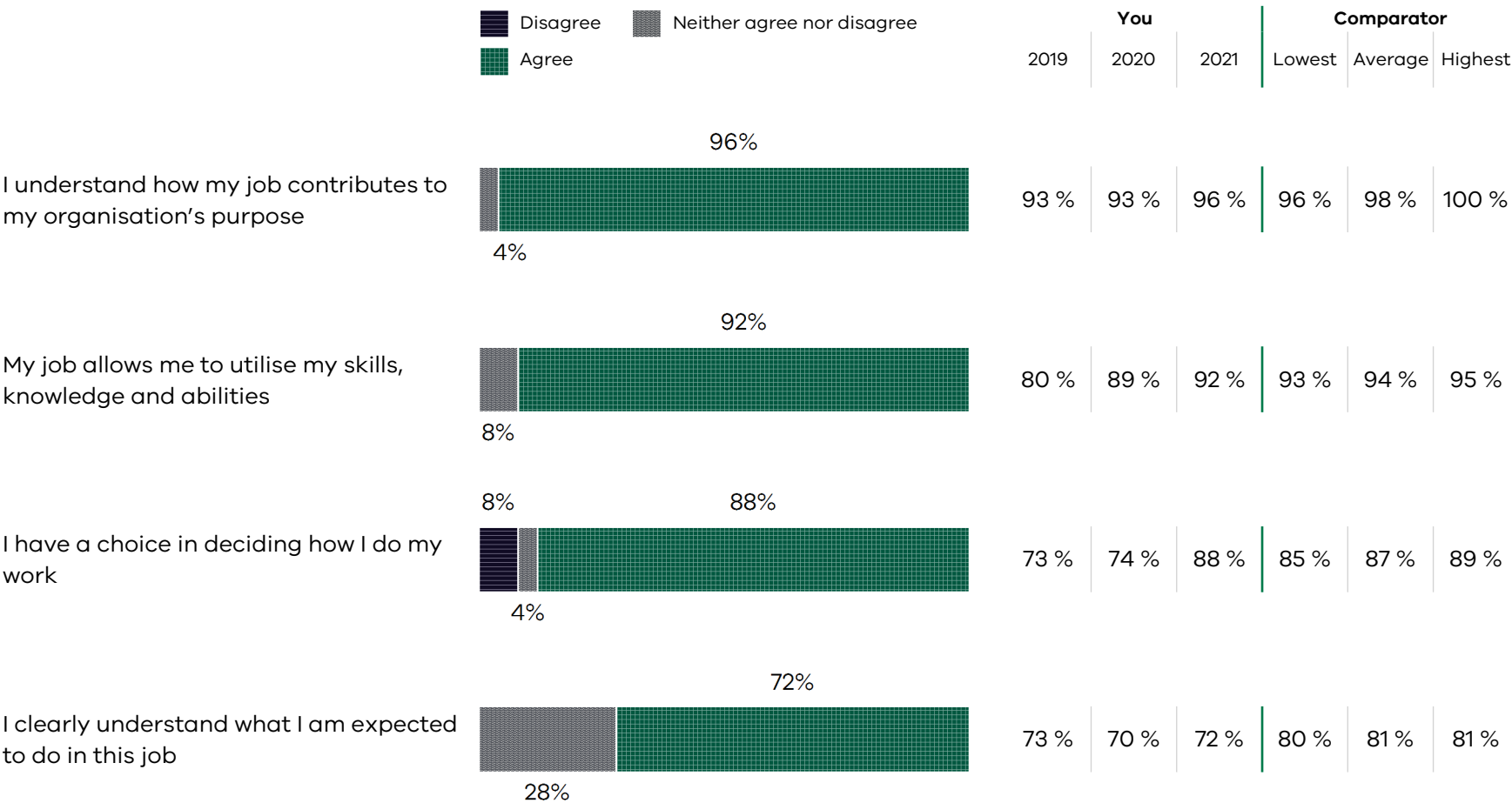
Example

72% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

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

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I have the authority to do my job effectively	Disagree 4%, Neither 24%, Agree 72%	83 %	Not asked	72 %	85 %	89 %	95 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	Disagree 8%, Neither 24%, Agree 68%	77 %	Not asked	68 %	63 %	64 %	65 %
My work performance is assessed against clear criteria	Disagree 12%, Neither 36%, Agree 52%	Not asked	Not asked	52 %	44 %	49 %	55 %

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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.
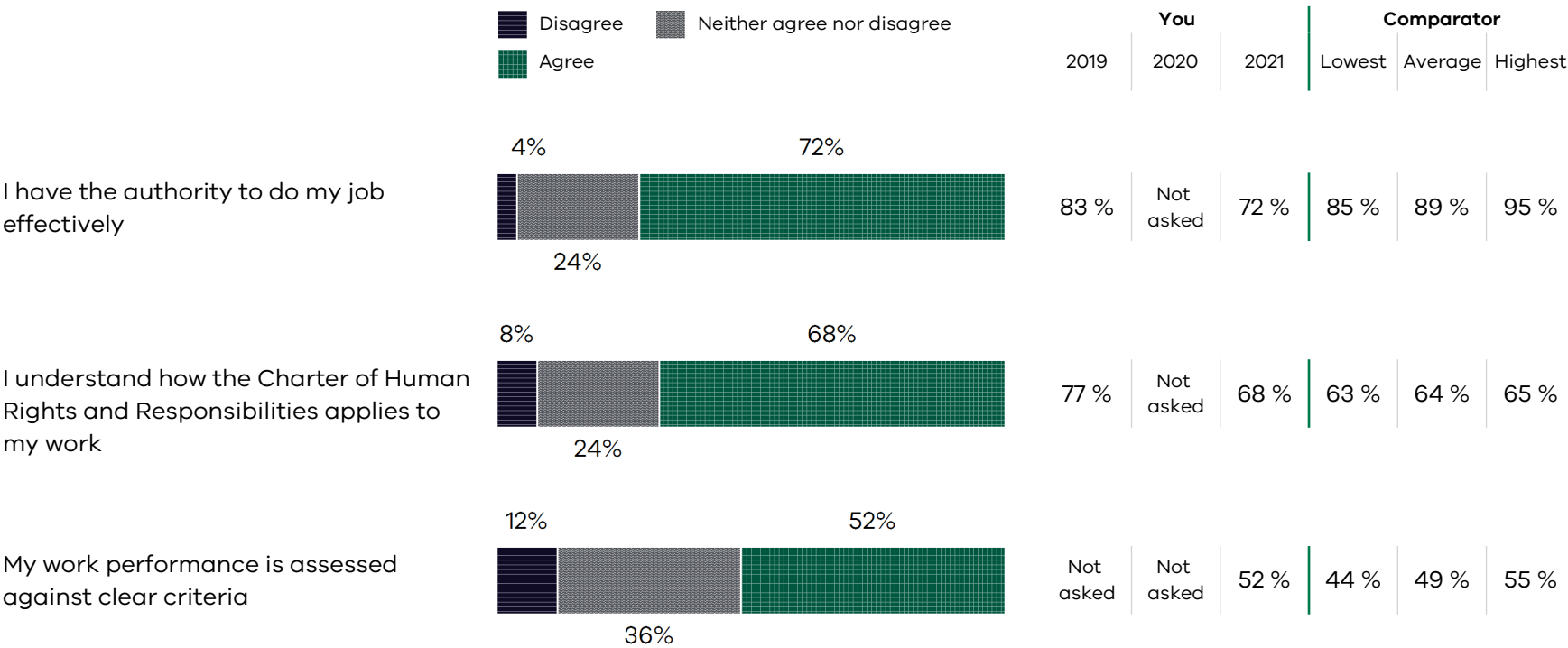
Example

84% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

Survey question	Your results	Benchmark agree results
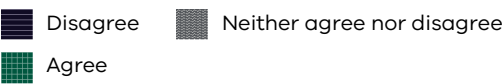
Legend: ■ Disagree ▨ Neither agree nor disagree ▧ Agree
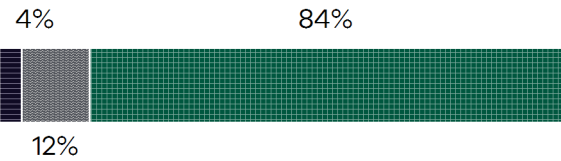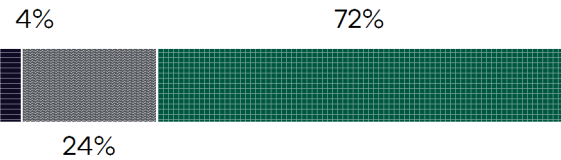
	You			Comparator		
2019	2020	2021	Lowest	Average	Highest

I feel that I can make a worthwhile contribution at work

4% / 12% / 84%

| Not asked | 85 % | 84 % | 96 % | 98 % | 100 % |

I am achieving something important through my work

4% / 24% / 72%

| Not asked | 74 % | 72 % | 93 % | 94 % | 95 % |

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

80% of your staff who did the survey agreed or strongly agreed with 'I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner'.

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

Legend: ■ Disagree ▦ Neither agree nor disagree ▩ Agree
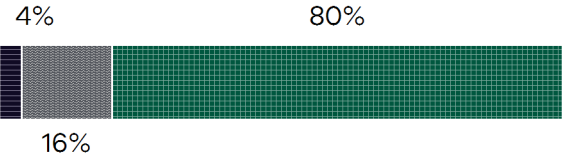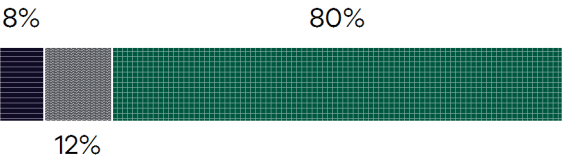
Survey question	Disagree	Neither	Agree	2019	2020	2021	Lowest	Average	Highest
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	4%	16%	80%	47 %	Not asked	80 %	56 %	57 %	60 %
I feel safe to challenge inappropriate behaviour at work	8%	12%	80%	Not asked	Not asked	80 %	63 %	72 %	85 %
People in your workgroup are able to bring up problems and tough issues	12%	16%	72%	Not asked	67 %	72 %	74 %	83 %	95 %
I am confident that I would be protected from reprisal for reporting improper conduct	8%	24%	68%	47 %	Not asked	68 %	59 %	64 %	70 %

Job and manager factors

Safe to speak up 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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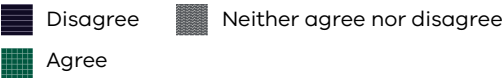
Example

80% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.
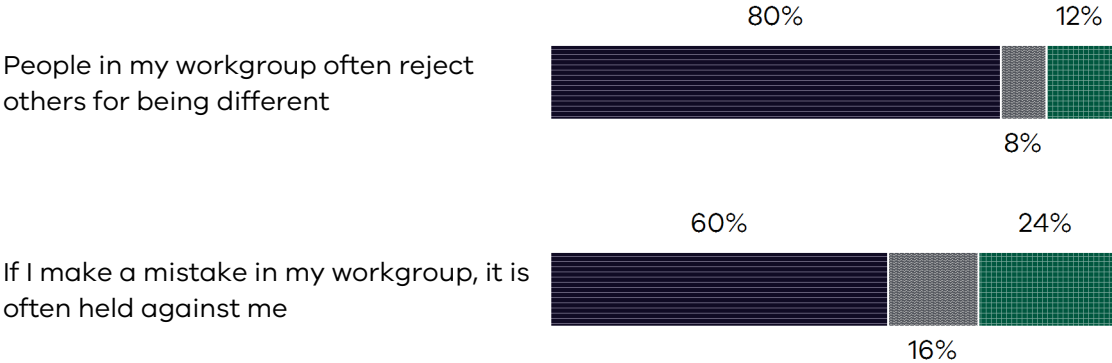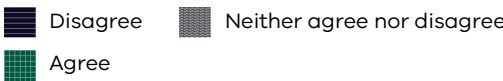
Survey question	Your results		Benchmark disagree results					

Legend: Disagree | Neither agree nor disagree | Agree

	You			**Comparator**		
	2019	2020	2021	Lowest	Average	Highest
People in my workgroup often reject others for being different	Not asked	Not asked	80 %	74 %	83 %	95 %
If I make a mistake in my workgroup, it is often held against me	Not asked	Not asked	60 %	70 %	74 %	80 %

People in my workgroup often reject others for being different: 80% Disagree, 8% Neither agree nor disagree, 12% Agree

If I make a mistake in my workgroup, it is often held against me: 60% Disagree, 16% Neither agree nor disagree, 24% Agree

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

40% of staff who did the survey said 'Too many competing priorities' was a significant barrier to performing optimally at work.

Which of the following are currently the most significant barriers (if any) that prevent you performing optimally at work?	You 2021	Comparator 2021	Public sector 2021
Too many competing priorities	40%	30%	36%
There are no noticeable barriers	24%	19%	18%
Communication processes	20%	21%	19%
Decision making and authorisation processes	20%	21%	23%
Administrative processes (including leave and HR requirements)	16%	23%	19%
Other	16%	11%	13%
Technology limitations	16%	26%	20%
Absence of visibility of team progress and deliverables	8%	9%	9%
Difficulties in separating work from other aspects of my life	4%	9%	10%
Financial burden of doing my job in the current environment	4%	6%	2%

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

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 84% of your staff who did the survey responded positively to questions about Respect , which is up 9% in 2019.

Compared to:

- 82% of staff at your comparator and 78% of staff across the public sector.

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

Respect: 75%, 73%, 84%, 82%, 78%
Human rights: 75%, 83%, 78%, 80%
Responsiveness: 91%, 83%, 95%, 87%
Leadership: 70%, 82%, 71%, 73%
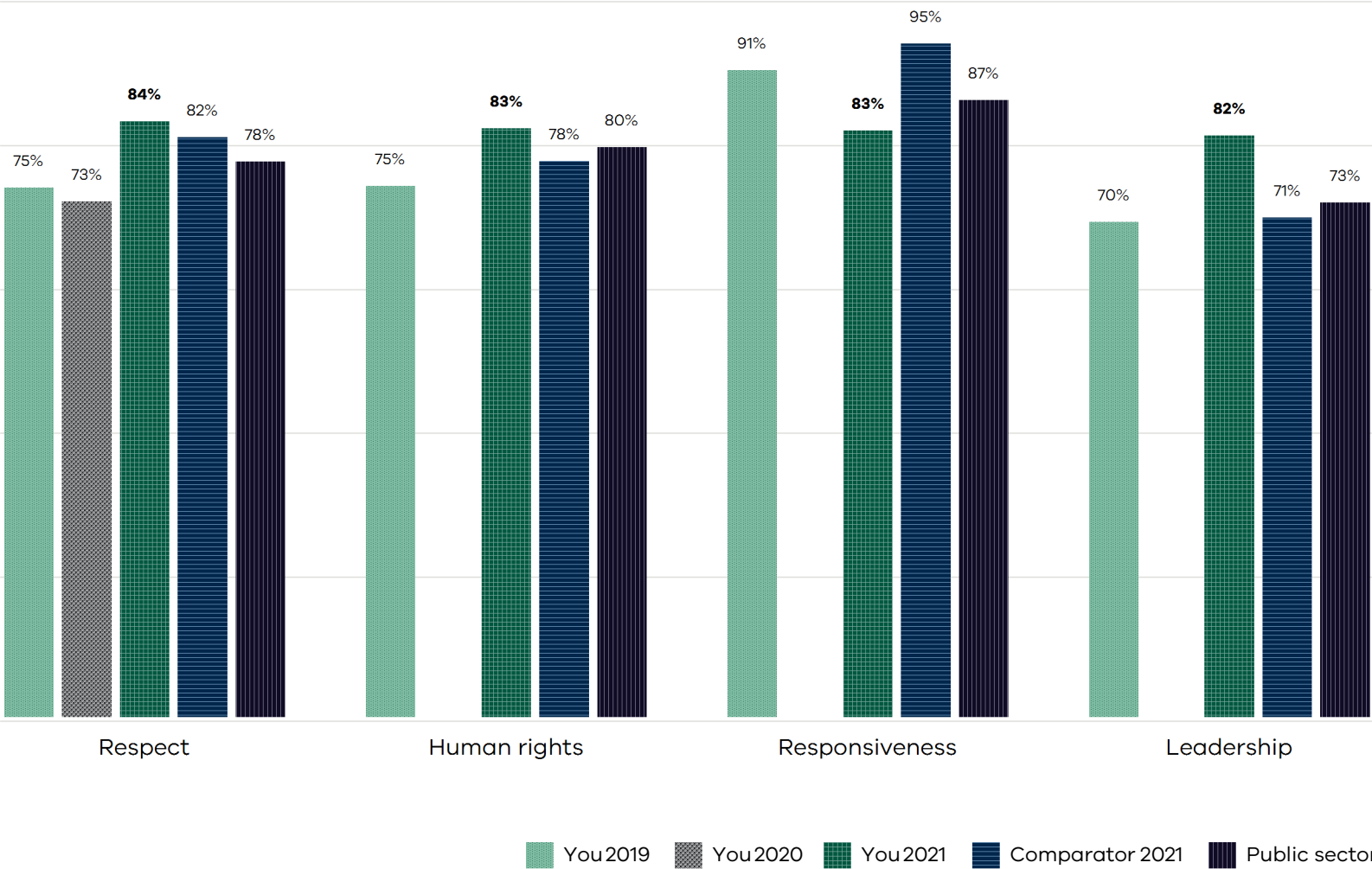
Public sector values

Scorecard 2 of 2

What this is

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

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

How to read this

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

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

Example

In 2021:

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

Compared to:

- 73% of staff at your comparator and 70% of staff across the public sector.

Bar chart legend: You 2019, You 2020, You 2021, Comparator 2021, Public sector 2021

Integrity: 66%, 78%, 73%, 70%
Accountability: 76%, 72%, 78%, 82%, 76%
Impartiality: 75%, 71%, 79%, 68%

Victorian Public Sector Commission

VICTORIA State Government
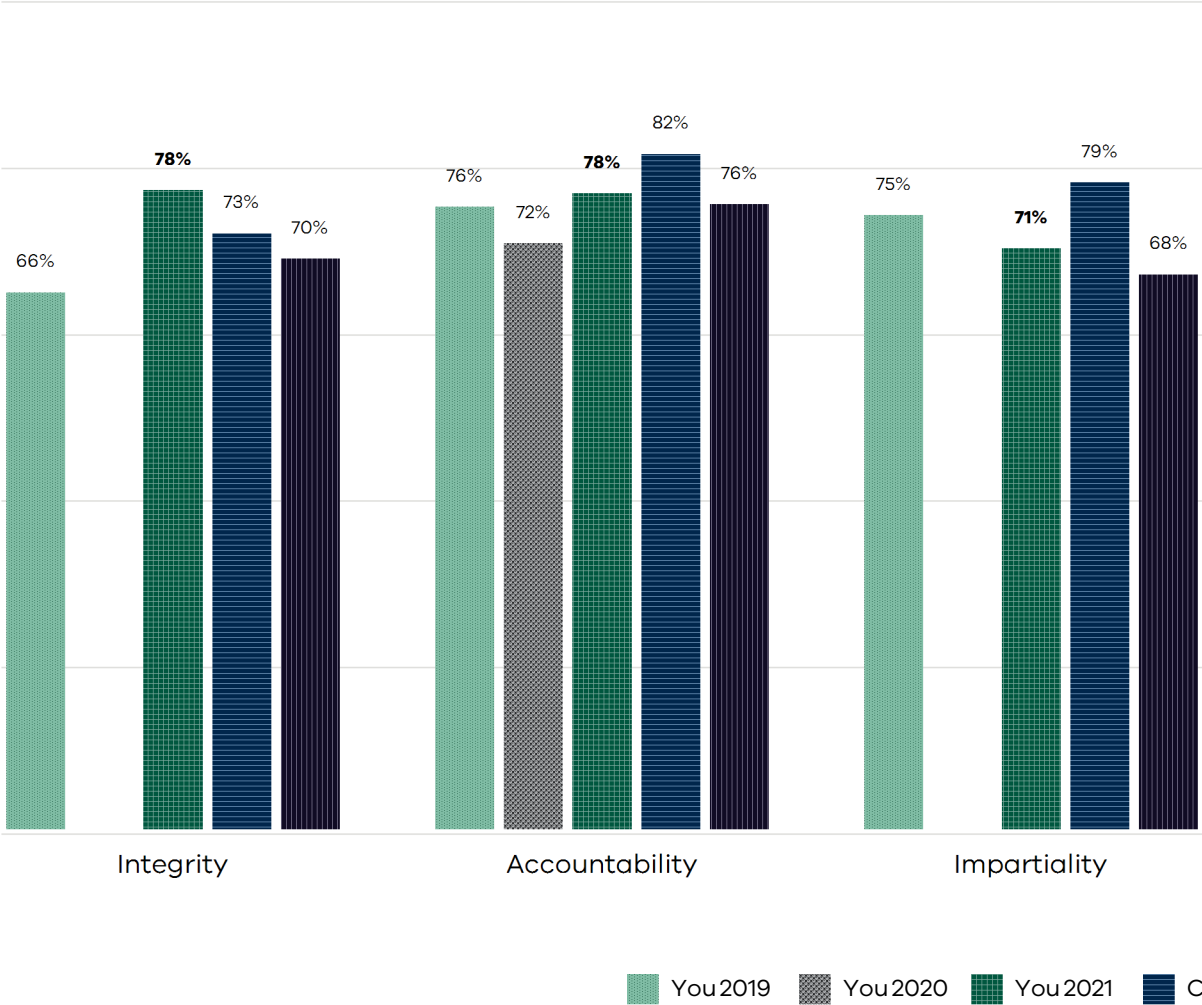
Public sector values

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

88% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

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

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

Survey question	Your results	2019	2020	2021	Lowest	Average	Highest
My workgroup strives to provide high quality advice and services	12% / 88%	93 %	Not asked	88 %	95 %	96 %	100 %
My manager ensures clients receive a high standard of service	16% / 84%	87 %	Not asked	84 %	75 %	92 %	96 %
My workgroup strives to deliver services in a timely manner	4% / 20% / 76%	93 %	Not asked	76 %	95 %	96 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

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

84% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results	2019	You 2020	2021	Comparator Lowest	Average	Highest
	Disagree / Neither agree nor disagree / Don't know / Agree						
My manager demonstrates honesty and integrity	4% / 12% / 84%	83 %	Not asked	84 %	85 %	92 %	100 %
Senior leaders demonstrate honesty and integrity	4% / 12% / 84%	60 %	Not asked	84 %	63 %	67 %	75 %
I feel safe to challenge inappropriate behaviour at work	8% / 12% / 80%	Not asked	Not asked	80 %	50 %	71 %	85 %
My organisation does not tolerate improper conduct	4% / 16% / 80%	53 %	Not asked	80 %	50 %	61 %	75 %

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.
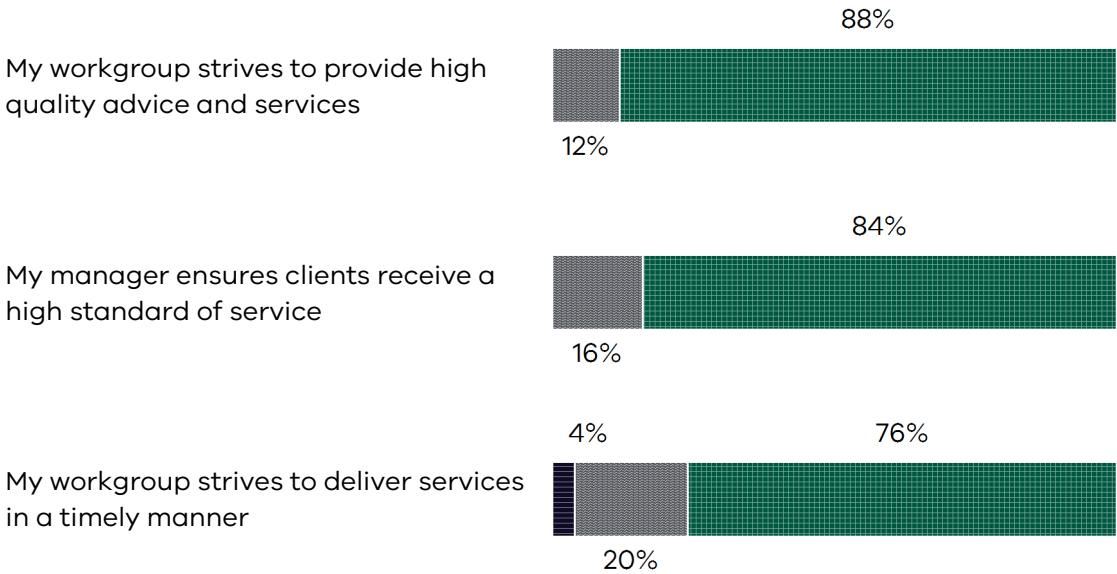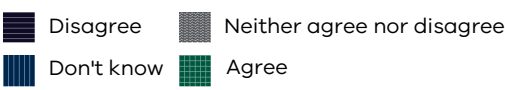
Example

76% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question	Your results			Benchmark agree results				

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

		You			Comparator		
Survey question		2019	2020	2021	Lowest	Average	Highest
My organisation is committed to earning a high level of public trust	4% / 20% / 76%	80 %	Not asked	76 %	50 %	69 %	80 %
People in my workgroup appropriately manage conflicts of interest	8% / 4% / 12% / 76%	67 %	Not asked	76 %	74 %	76 %	100 %
People in my workgroup are honest, open and transparent in their dealings	4% / 4% / 16% / 76%	70 %	Not asked	76 %	74 %	80 %	90 %
I am confident that I would be protected from reprisal for reporting improper conduct	8% / 24% / 68%	47 %	Not asked	68 %	59 %	67 %	100 %

Public sector values

Impartiality

What this is

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

Why this is important

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

How to read this

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

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

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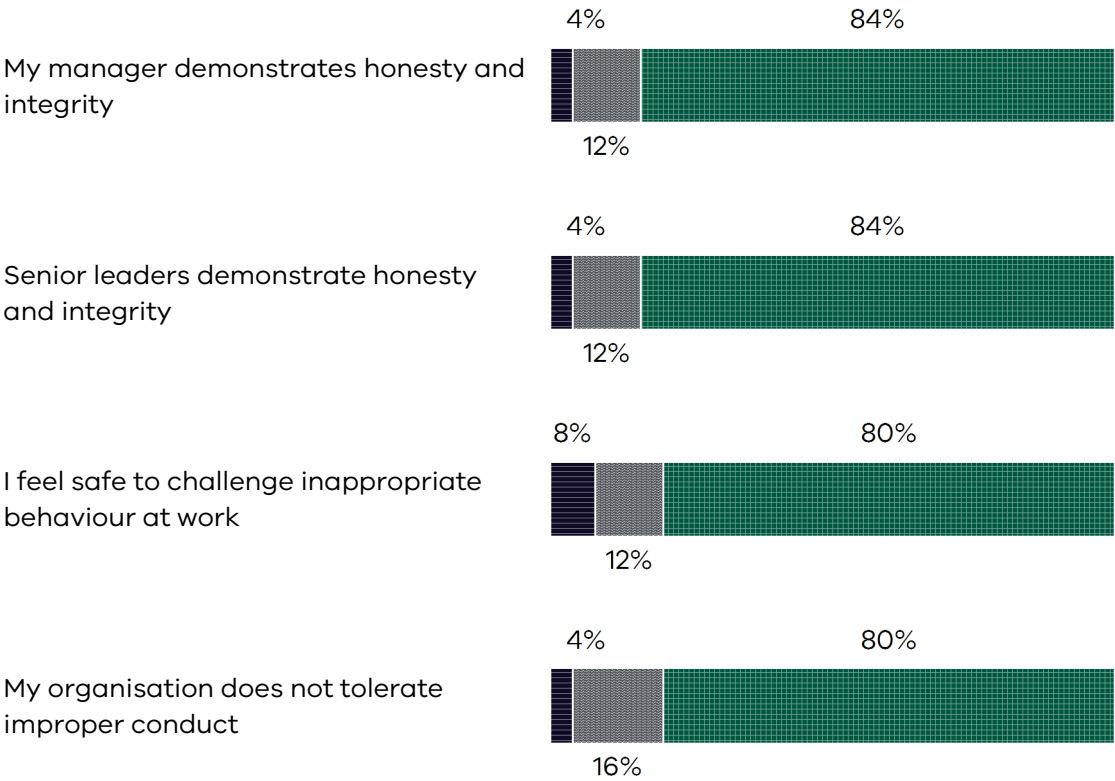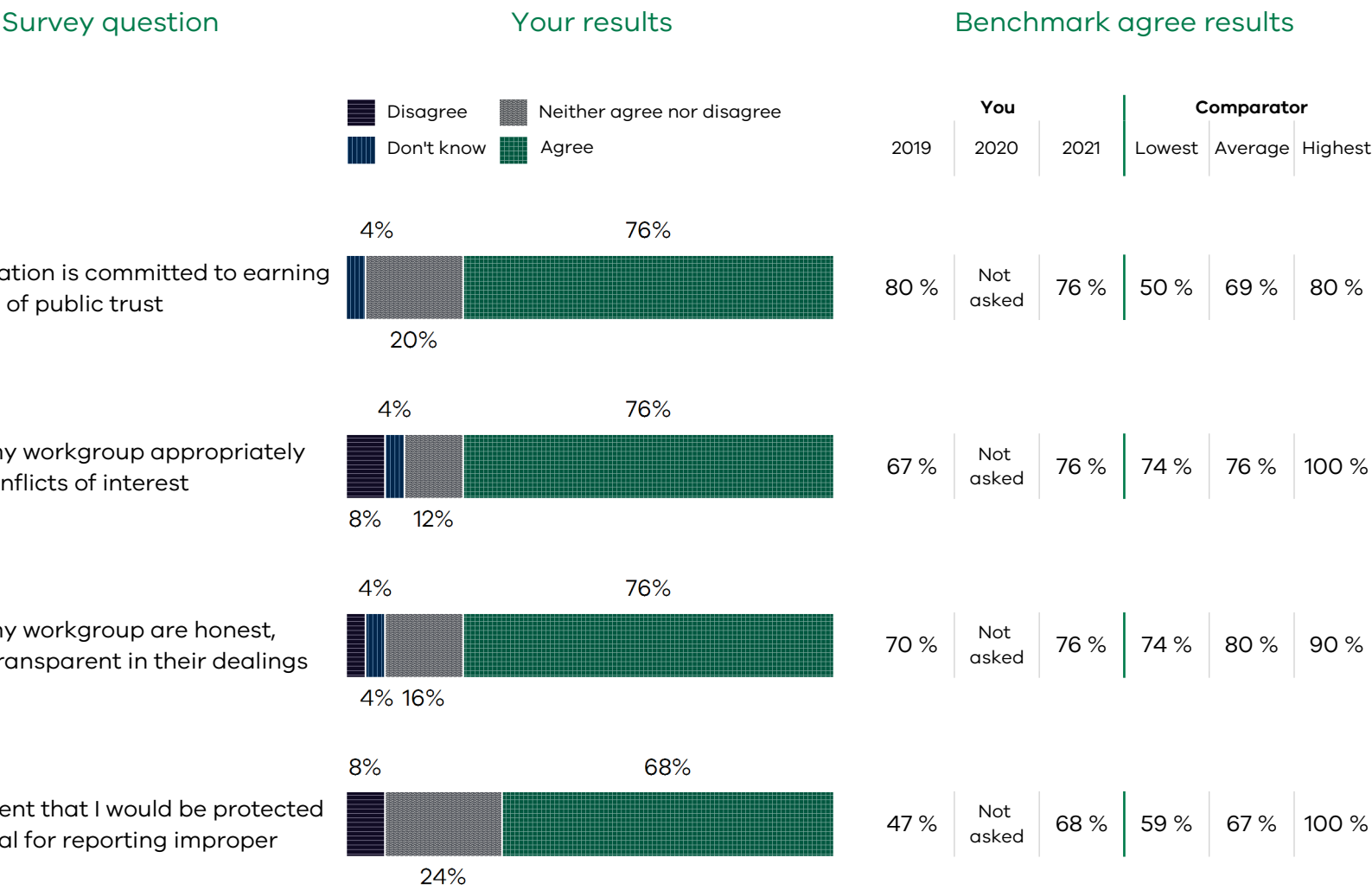
Example

80% of staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
	Legend: Disagree, Don't know, Neither agree nor disagree, Agree							
My workgroup places a priority on acting fairly and without bias	4% ... 80% / 4% 12%	93 %	Not asked	80 %	75 %	86 %	90 %
My workgroup focuses on making decisions informed by all relevant facts	4% ... 76% / 8% 12%	90 %	Not asked	76 %	75 %	84 %	89 %
People in my workgroup are politically impartial in their work	4% ... 72% / 24%	73 %	Not asked	72 %	70 %	76 %	85 %
My organisation makes fair recruitment and promotion decisions, based on merit	4% ... 56% / 4% 36%	43 %	Not asked	56 %	50 %	69 %	70 %

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.

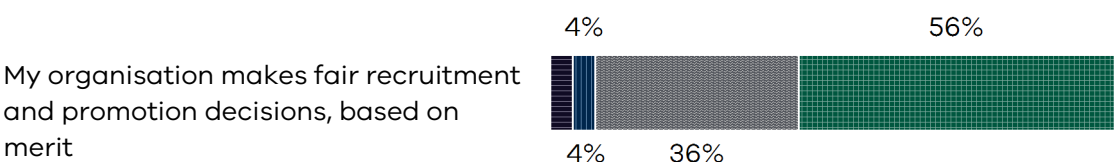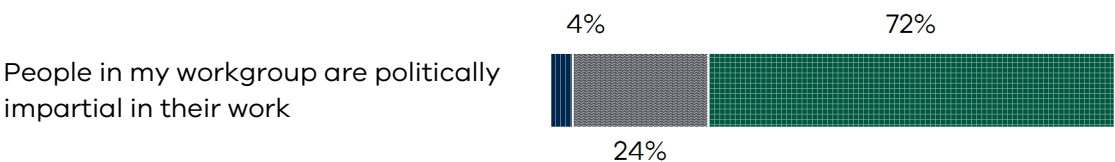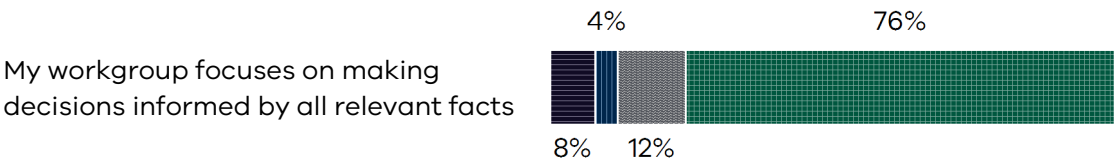Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
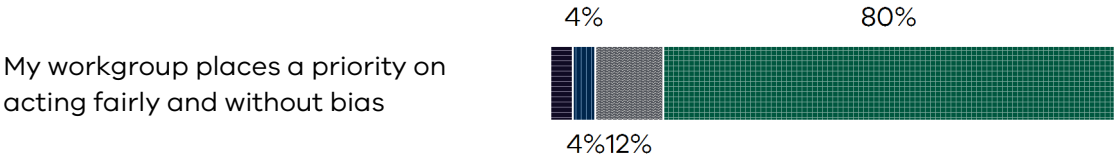
Example

96% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job contributes to my organisation's purpose	4% / 96%	93 %	93 %	96 %	75 %	96 %	100 %
My workgroup has clear lines of responsibility	12% / 12% / 76%	80 %	Not asked	76 %	75 %	82 %	85 %
My workgroup strives to make the best use of its resources	4% / 20% / 76%	90 %	Not asked	76 %	89 %	94 %	100 %
I clearly understand what I am expected to do in this job	28% / 72%	73 %	70 %	72 %	75 %	80 %	81 %

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.

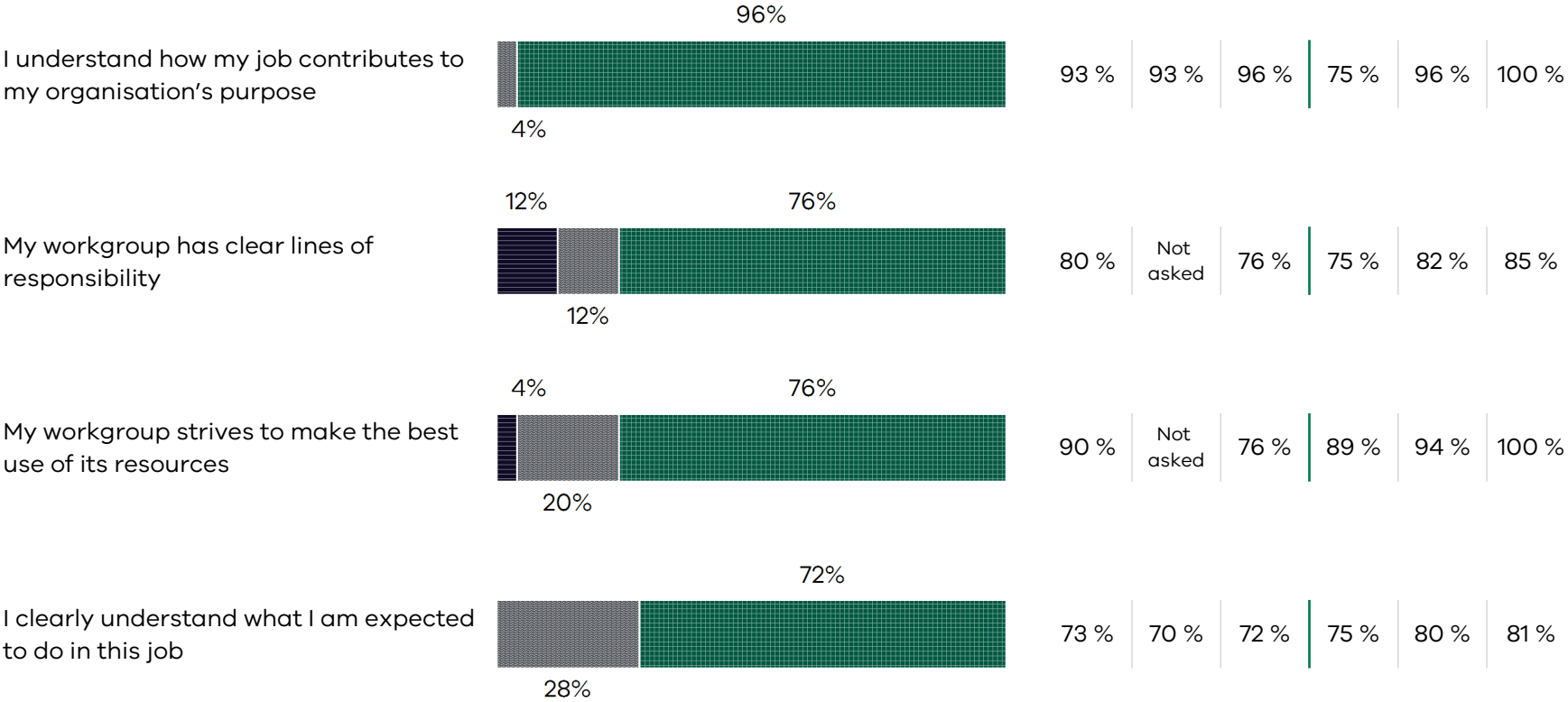Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

68% 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			Comparator		
		2019	2020	2021		Lowest	Average	Highest
Senior leaders provide clear strategy and direction	16% / 16% / 68%	43 %	52 %	68 %		52 %	59 %	75 %

Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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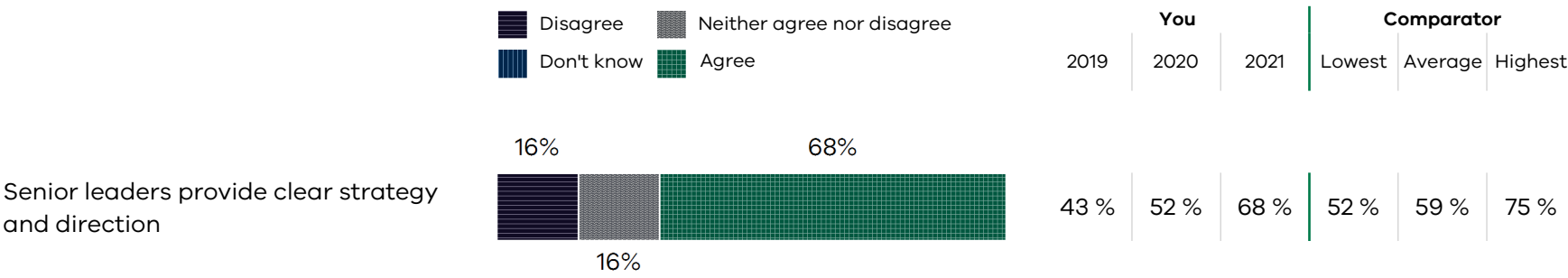
Example

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

Survey question / Your results / Benchmark agree results

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

Survey question		You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My manager treats employees with dignity and respect (4%, 92%, 4%)	80 %	Not asked	92 %	85 %	88 %	100 %
My organisation encourages respectful workplace behaviours (88%, 12%)	67 %	Not asked	88 %	63 %	76 %	100 %
People in my workgroup treat each other with respect (4%, 88%, 8%)	77 %	78 %	88 %	75 %	86 %	95 %
My manager listens to what I have to say (12%, 84%, 4%)	83 %	81 %	84 %	89 %	92 %	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.
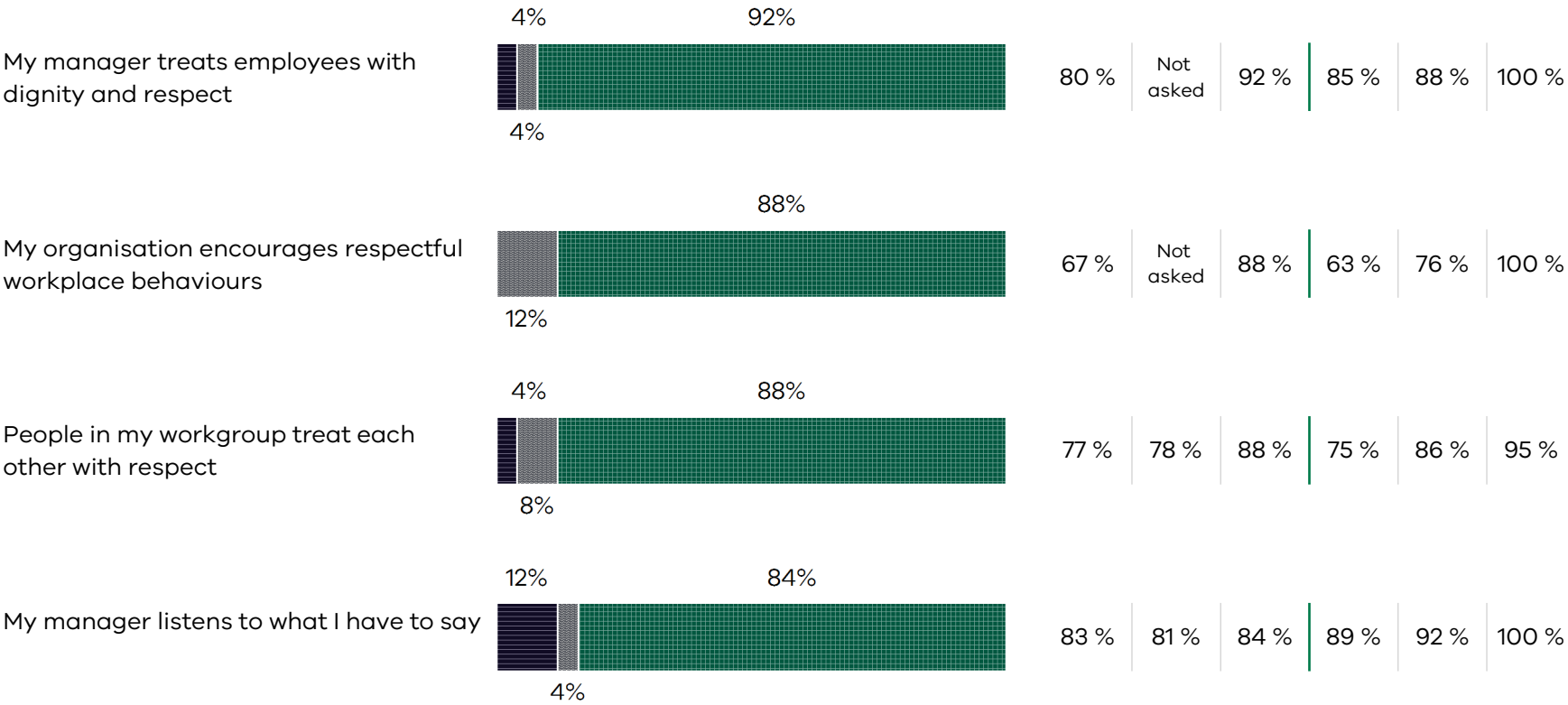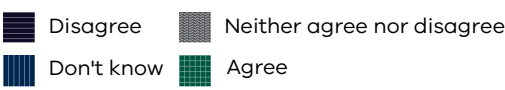
Example

80% of staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My manager keeps me informed about what's going on	12% / 8% / 80%	63 %	59 %	80 %	75 %	76 %	78 %
My organisation takes steps to eliminate bullying, harassment and discrimination	4% / 16% / 80%	63 %	Not asked	80 %	50 %	65 %	75 %
My workgroup respectfully consults with clients and stakeholders to improve outcomes	8% / 4% / 12% / 76%	90 %	Not asked	76 %	75 %	88 %	93 %

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

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.
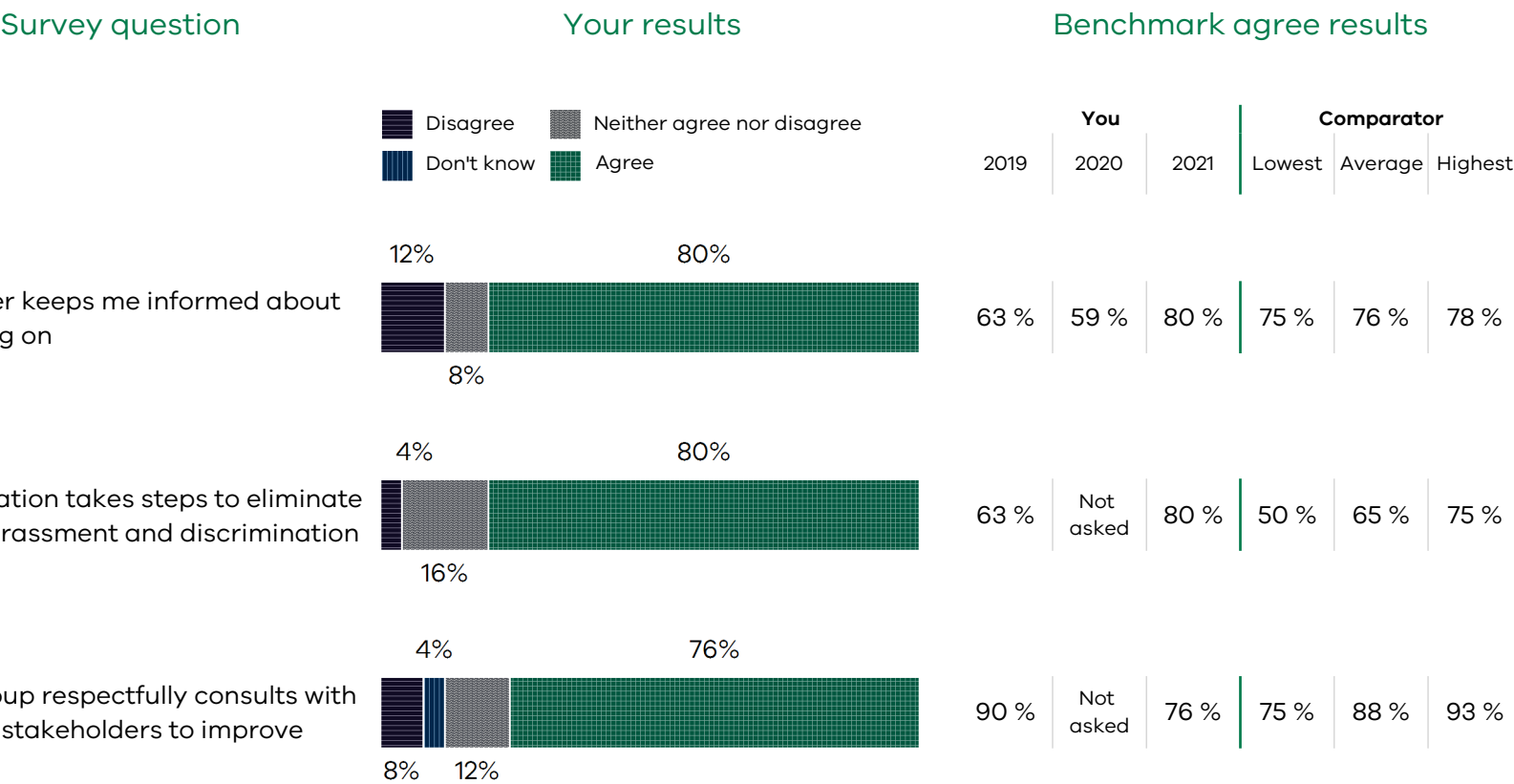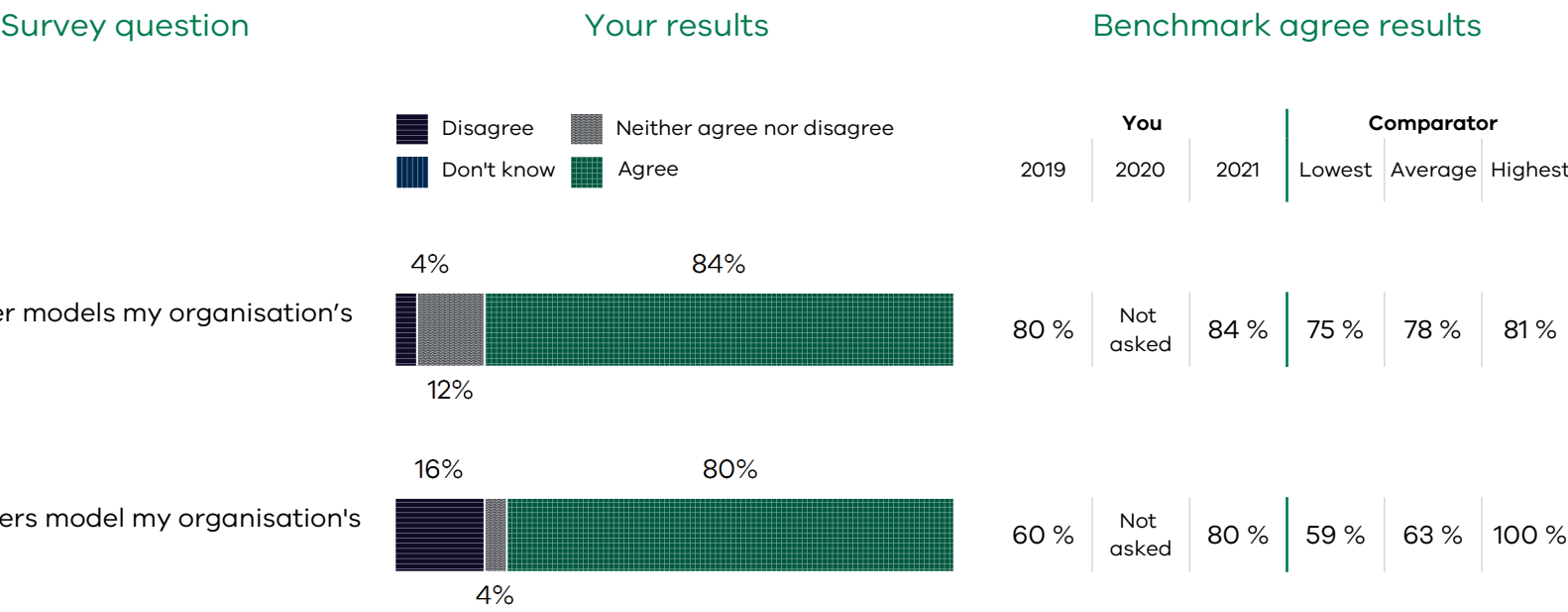
How to read this

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

84% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results					

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

Survey question	Your results	**You**			**Comparator**		
		2019	2020	2021	Lowest	Average	Highest
My manager models my organisation's values	4% / 12% / 84%	80 %	Not asked	84 %	75 %	78 %	81 %
Senior leaders model my organisation's values	16% / 4% / 80%	60 %	Not asked	80 %	59 %	63 %	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.
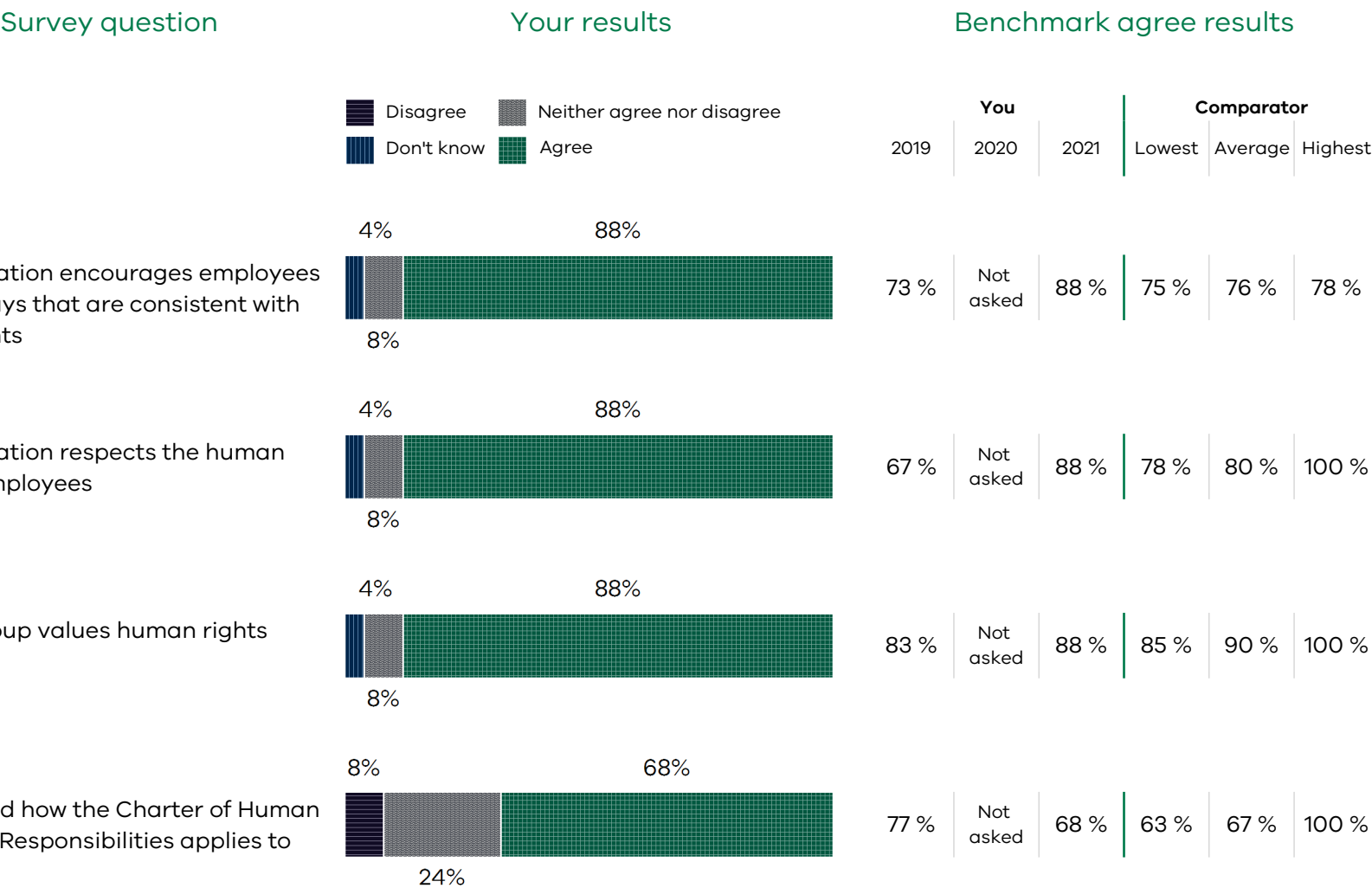
How to read this

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

88% 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						

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

Survey question		You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages employees to act in ways that are consistent with human rights	4% / 8% / 88%	73 %	Not asked	88 %	75 %	76 %	78 %
My organisation respects the human rights of employees	4% / 8% / 88%	67 %	Not asked	88 %	78 %	80 %	100 %
My workgroup values human rights	4% / 8% / 88%	83 %	Not asked	88 %	85 %	90 %	100 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	8% / 24% / 68%	77 %	Not asked	68 %	63 %	67 %	100 %

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