

People matter survey 2021

Have your say

Northern District Community Health
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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- Aboriginal and/or Torres Strait Islander
- Disability
- Gender, variations in sex characteristics and sexual orientation
- Cultural diversity
- Employment
- Adjustments
- Caring
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Privacy and anonymity

To protect you, we:

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

Read more in [our privacy policy](#).

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

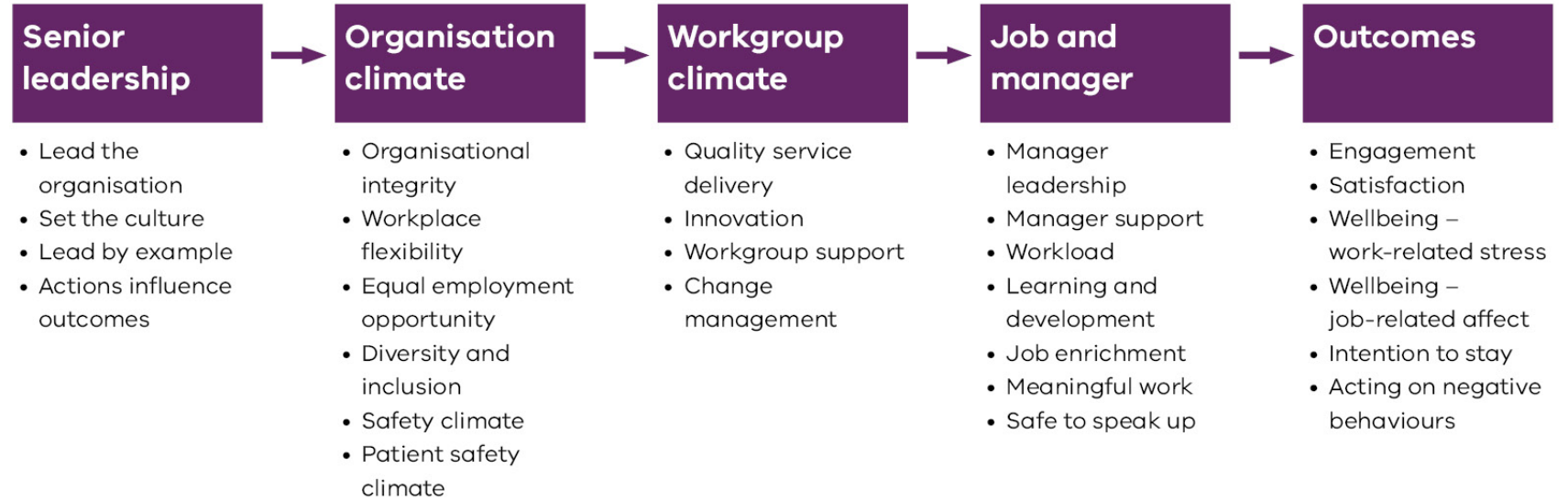
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

Our public sector values

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

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

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



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



Responsiveness



Integrity



Impartiality



Accountability



Respect



Leadership



Human Rights

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Bendigo Community Health Services

Castlemaine District Community Health

cohealth

Connect Health & Community

Gateway Health

healthAbility

IPC Health

North Richmond Community Health

Sunbury & Cobaw Community Health

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2020

72%
(43)

Comparator 57%
Public Sector 49%

2021

60%
(35)

Comparator 49%
Public Sector 39%

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020

84

Comparator 70
Public Sector 68

2021

84

Comparator 73
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 84.

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.

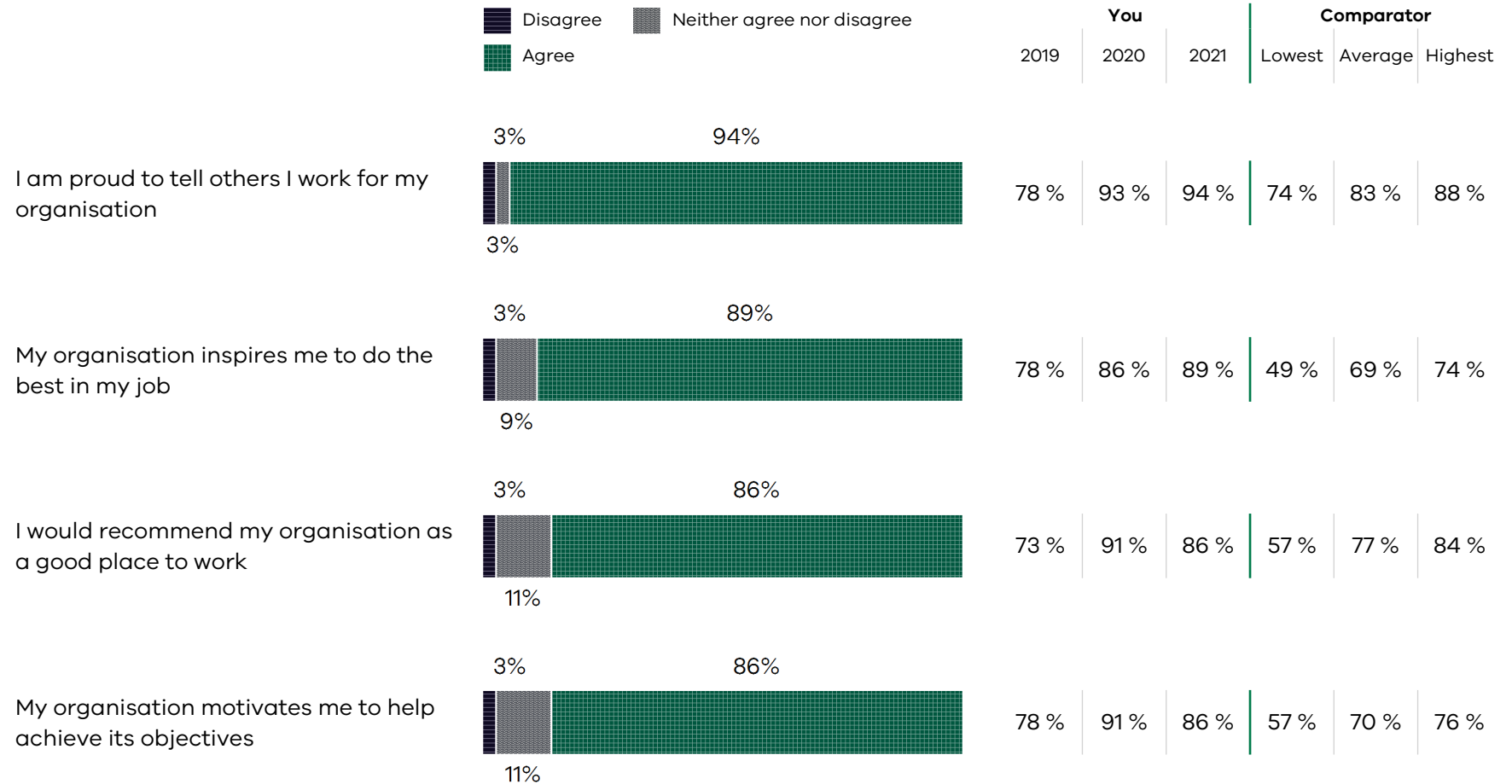
Example

94% 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



People outcomes

Engagement question results 2 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 84.

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.

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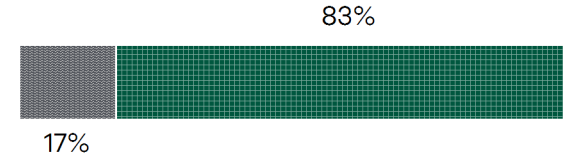
Example

83% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

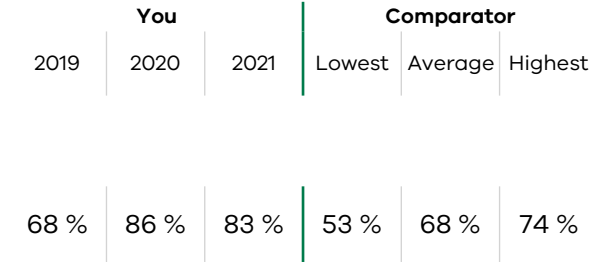
Survey question

I feel a strong personal attachment to my organisation

Your results



Benchmark agree results



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.

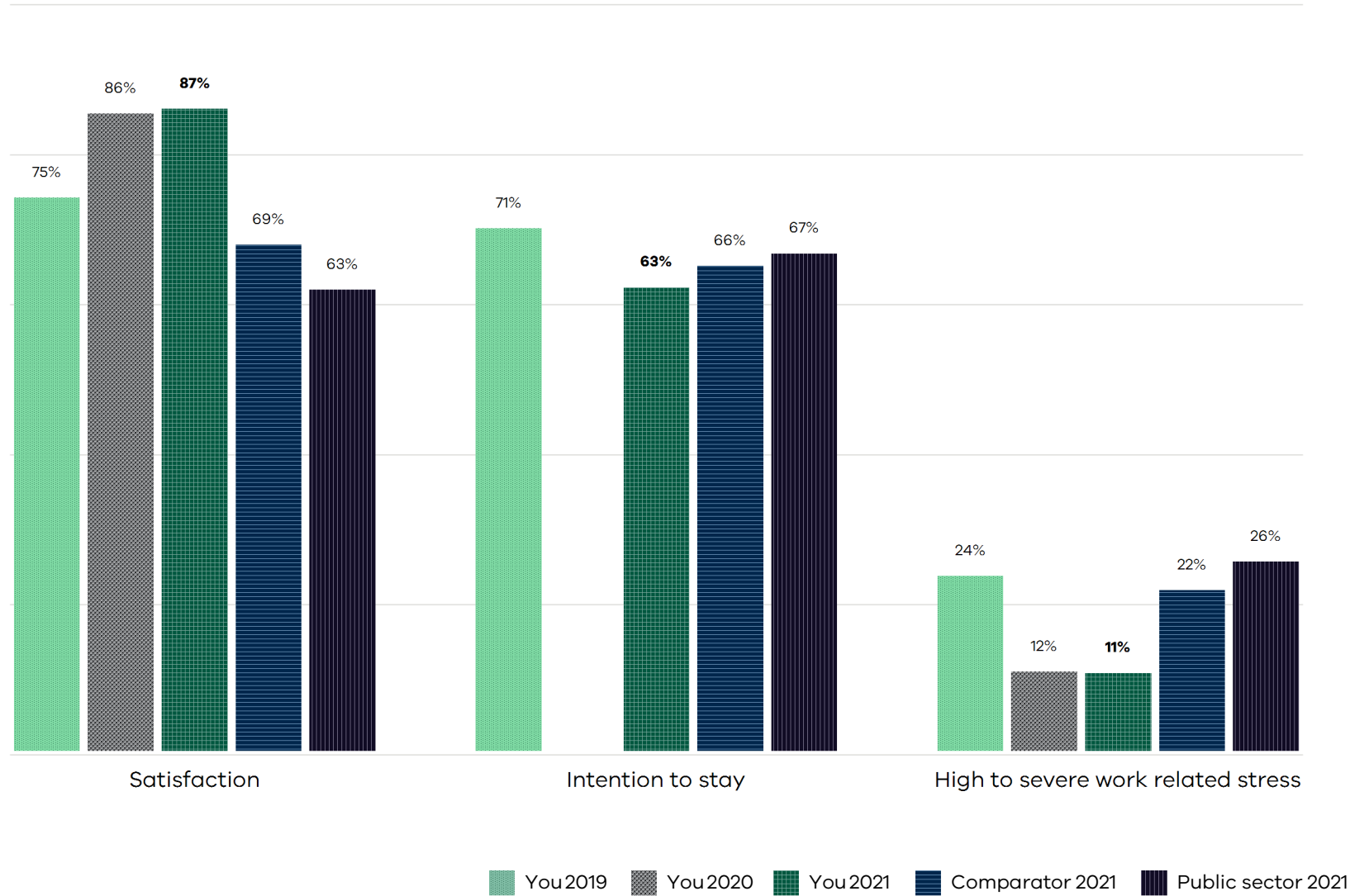
Example

In 2021:

- 87% of your staff who did the survey responded positively to questions about Satisfaction which is up from 86% in 2020.

Compared to:

- 69% of staff at your comparator and 63% of staff across the public sector.



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.

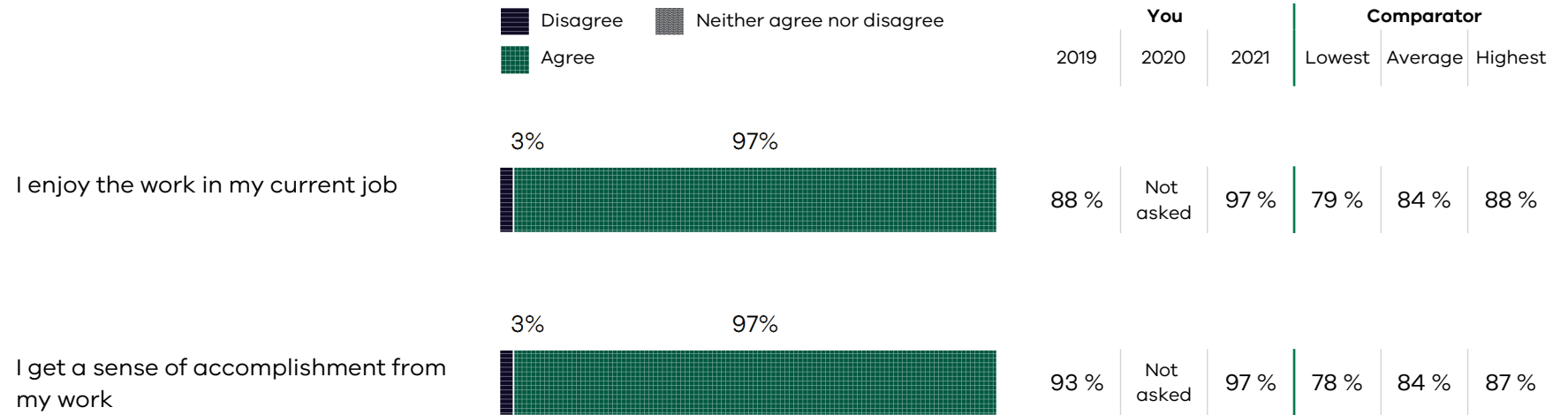
Example

97% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

Survey question

Your results

Benchmark agree results



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.

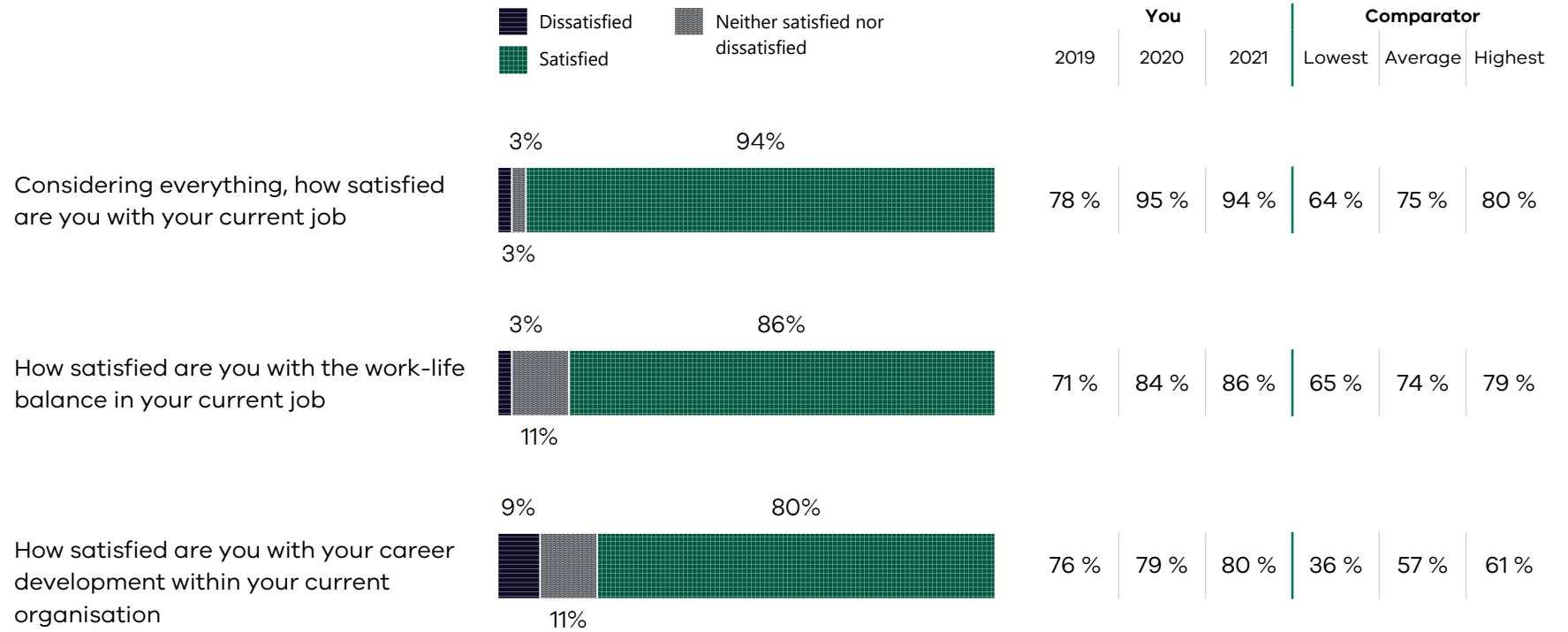
Example

94% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Survey question

Your results

Benchmark satisfied results



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.

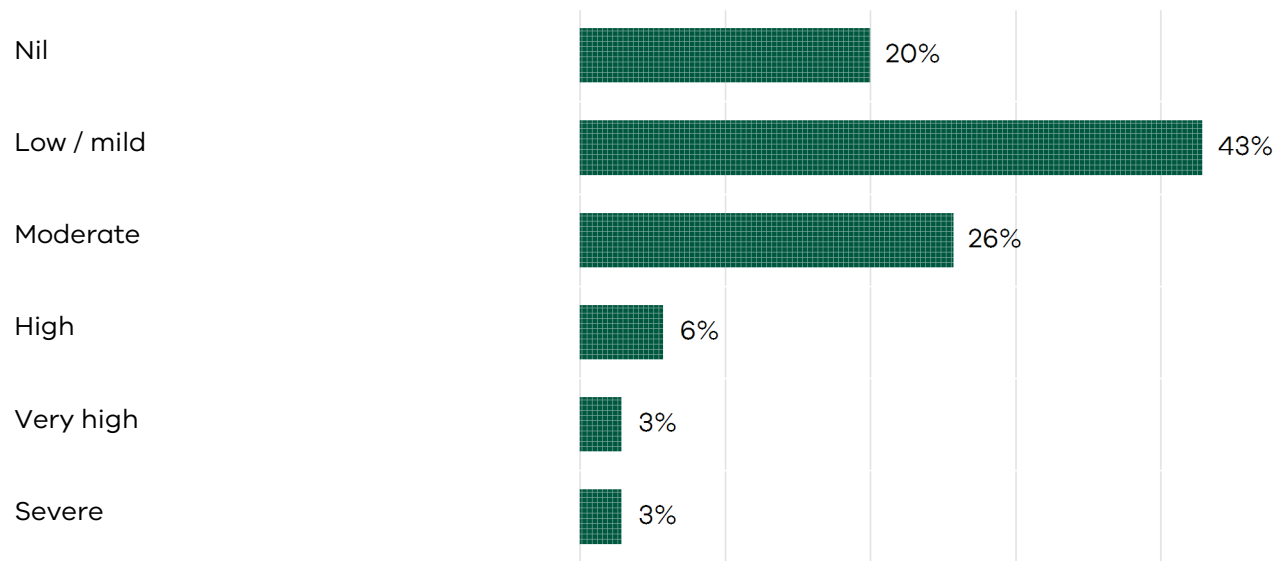
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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.

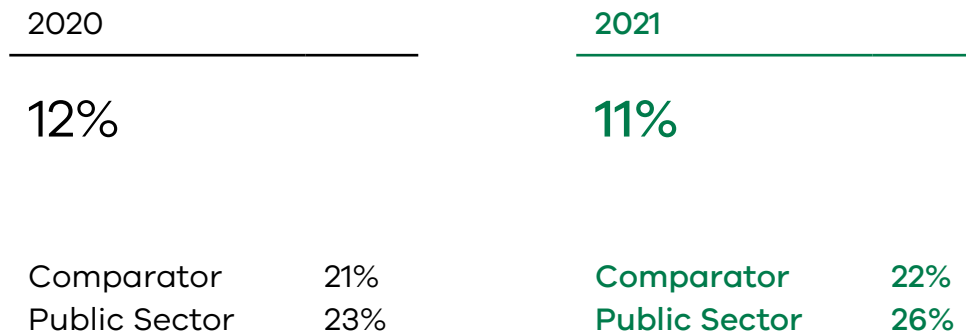
Example

11% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 22% 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)



Reported levels of high to severe stress



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.

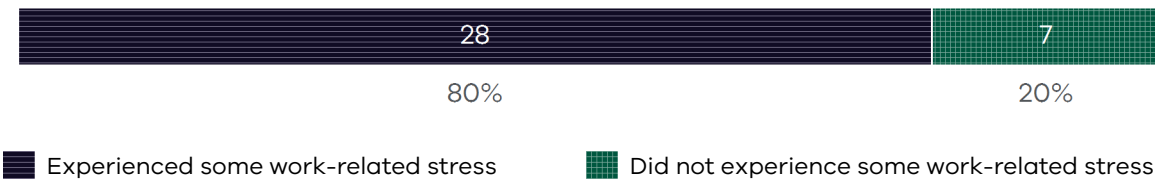
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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%, 61% said the top reason was 'Workload'.



Of those that experienced work related stress it was from ...	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	45%	61%	45%	51%
Other changes due to COVID-19	24%	43%	23%	15%
Time pressure	32%	36%	37%	42%
Dealing with clients, patients or stakeholders	26%	21%	23%	14%
Management of work (e.g. supervision, training, information, support)	13%	14%	13%	13%
Competing home and work responsibilities	16%	11%	10%	12%
Content, variety, or difficulty of work	18%	11%	12%	12%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	8%	7%	11%	12%
Unclear job expectations	5%	7%	9%	11%
Job security	8%	4%	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.

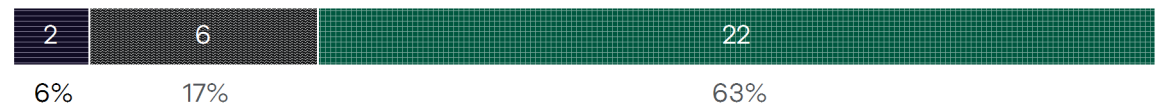
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

Example

23% of your staff who did the survey said they intended to leave.

Of that 23%, 38% said it was from 'Opportunity to broaden experience'.

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



Leaving your organisation
 Leaving the sector
 Staying

Of those who indicated they're leaving your organisation (including leaving the sector) it was for ...

	You 2021	Comparator 2021	Public sector 2021
Opportunity to broaden experience	38%	43%	40%
Better remuneration	25%	29%	26%
Lack of confidence in senior leadership	25%	24%	34%
Lack of organisational stability	25%	15%	18%
Limited recognition for doing a good job	25%	27%	32%
Other	25%	15%	9%
Poor relationship with my colleagues and/or manager	25%	10%	15%
Better location/reduced travel time	13%	13%	13%
Desire to relocate interstate or overseas	13%	8%	7%
Excessive workload	13%	20%	25%

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

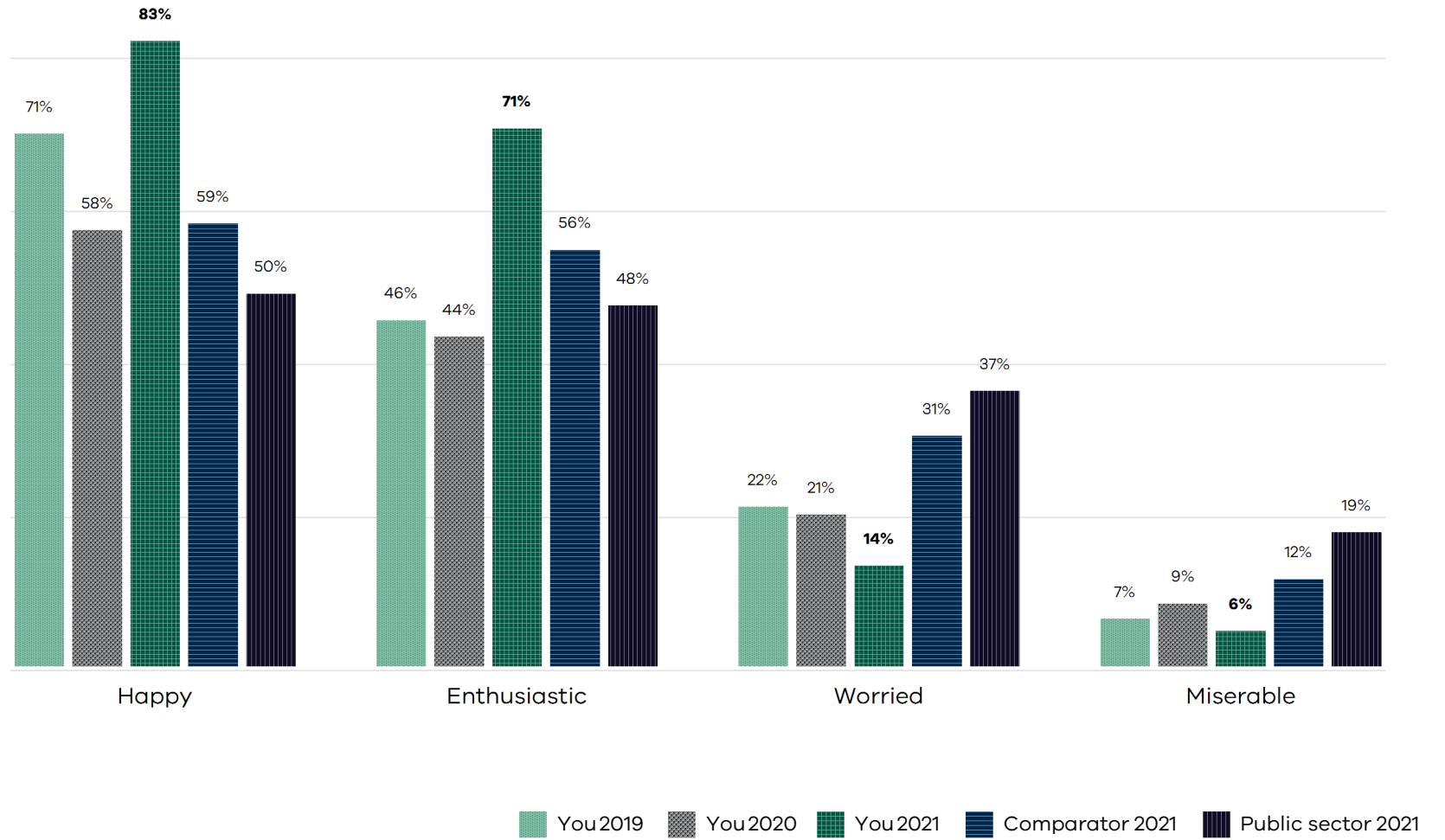
In 2021:

- 83% of your staff who did the survey said work made them feel happy in 2021, which is up from 58% in 2020

Compared to:

- 59% 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 ...



People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

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

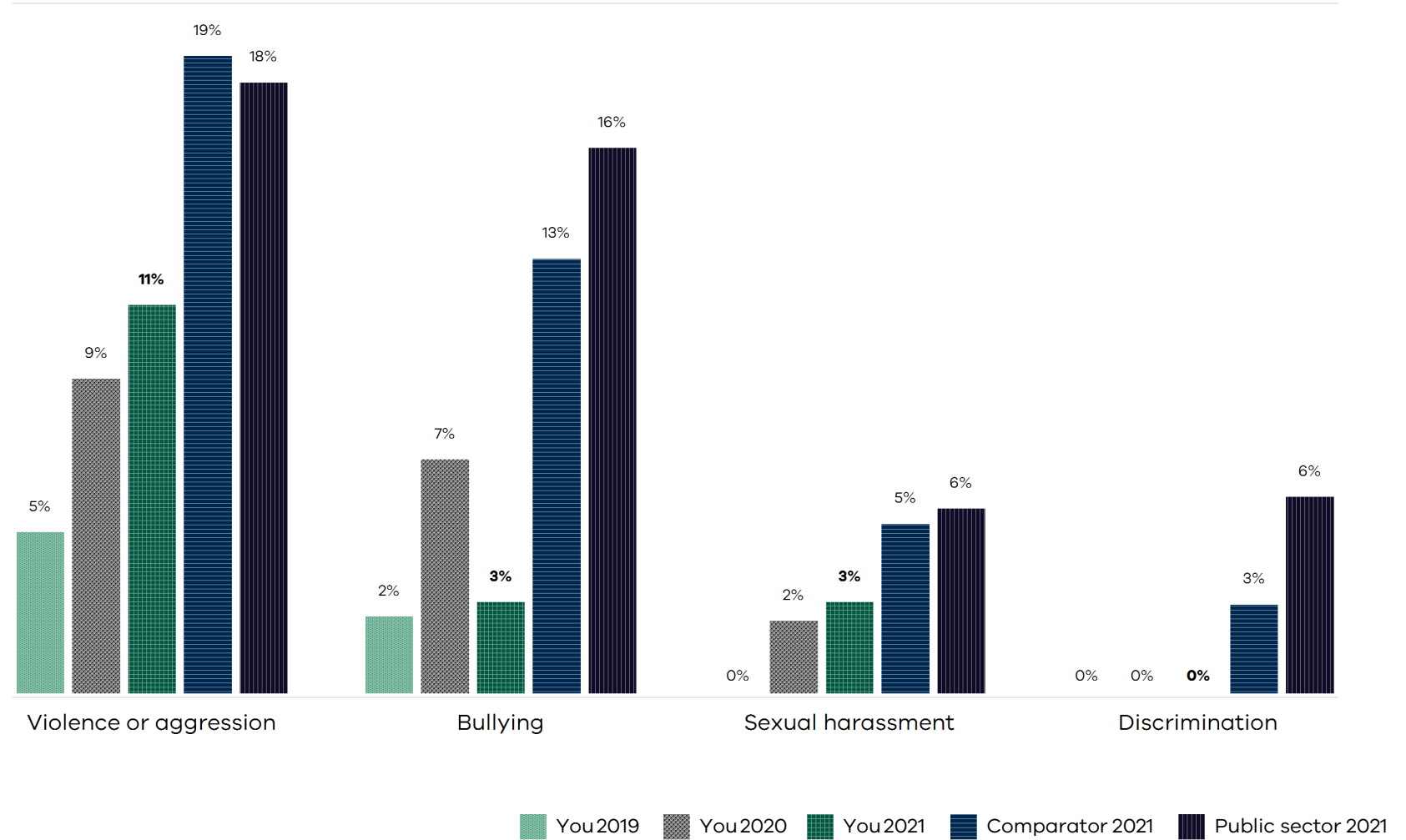
Example

In 2021:

- 11% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is up from 9% in 2020.

Compared to:

- 19% 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

Sexual harassment

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Violence and aggression

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

Negative behaviour

Witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

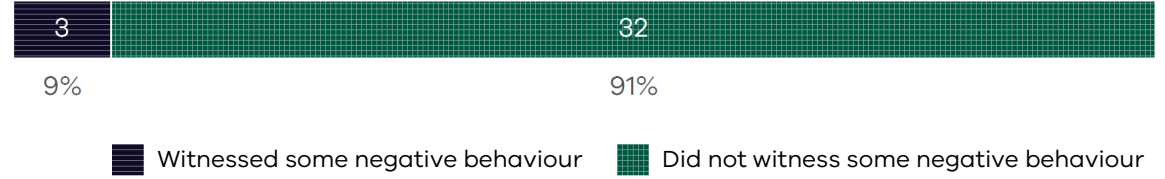
In descending order, the table shows the answers.

Example

9% of your staff who did the survey said they witnessed some negative behaviour at work.

91% 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?



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	91%	81%	77%
Bullying of a colleague	6%	14%	16%
Discrimination against a colleague	6%	5%	8%
Violence or aggression against a colleague	6%	6%	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.

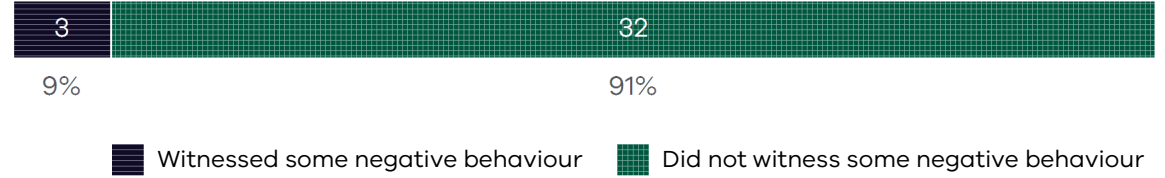
The table shows the answers in descending order.

Example

9% of your staff who did the survey witnessed negative behaviour, of which:

- 100% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 0% took no action.

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



When you witnessed the above behaviour(s), did you do any of the following?

	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	100%	76%	72%
Told a colleague	67%	16%	21%
Told a manager	67%	40%	37%
Spoke to the person who behaved in a negative way	33%	25%	22%
Told Human Resources	33%	10%	6%

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Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Job enrichment', the 'You 2021' column shows 100% of your staff agreed with 'I understand how my job contributes to my organisation's purpose'. In the 'Change from 2020' column, you have a 2% increase, which is a positive trend.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Job enrichment	I understand how my job contributes to my organisation's purpose	100%	+2%	90%
Manager leadership	My manager works effectively with people from diverse backgrounds	100%	Not asked in 2020	91%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	100%	Not asked in 2020	82%
Equal employment opportunity	Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	100%	Not asked in 2020	76%
Equal employment opportunity	Sexual orientation is not a barrier to success in my organisation	100%	Not asked in 2020	86%
Organisational integrity	My organisation is committed to earning a high level of public trust	100%	Not asked in 2020	85%
Supporting question - gender equality	My organisation uses inclusive and respectful images and language	100%	Not asked in 2020	91%
Quality service delivery	My workgroup strives to deliver services in a timely manner	100%	Not asked in 2020	90%
Quality service delivery	My workgroup strives to provide high quality advice and services	100%	Not asked in 2020	93%
Job enrichment	I clearly understand what I am expected to do in this job	97%	+4%	86%

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Learning and development', the 'You 2021' column shows 37% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'. This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	37%	Not asked in 2020	30%
Taking action	My organisation has taken positive action on the results of last year's survey	49%	Not asked in 2020	33%
Learning and development	I feel I have an equal chance at promotion in my organisation	54%	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)	60%	Not asked in 2020	45%
Manager support	My manager has regular conversations with me about my learning and development	63%	Not asked in 2020	55%
Workload	I have enough time to do my job effectively	69%	-1%	56%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	71%	Not asked in 2020	58%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	71%	-12%	68%
Safety climate	All levels of my organisation are involved in the prevention of stress	71%	+2%	47%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	71%	+2%	58%

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 'Manager support', the 'You 2021' column shows 94% of your staff agreed with 'My manager involves me in decisions about my work'.

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

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Manager support	My manager involves me in decisions about my work	94%	+13%	80%
Senior leadership	Senior leaders provide clear strategy and direction	91%	+12%	64%
Manager support	My manager keeps me informed about what's going on	80%	+10%	78%
Workgroup support	Workgroups across my organisation willingly share information with each other	86%	+9%	63%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	91%	+8%	77%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	97%	+6%	88%
Job enrichment	I clearly understand what I am expected to do in this job	97%	+4%	86%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	83%	+4%	58%
Engagement	My organisation inspires me to do the best in my job	89%	+3%	69%
Job enrichment	I understand how my job contributes to my organisation's purpose	100%	+2%	90%

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 'Manager support', the 'You 2021' column shows 71% of your staff agreed with 'My manager provides feedback to me in a way that helps me improve my performance'.

In the 'Decrease from 2020' column, you have a 12% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Manager support	My manager provides feedback to me in a way that helps me improve my performance	71%	-12%	68%
Workgroup support	I am able to work effectively with others in my workgroup	94%	-6%	92%
Engagement	I would recommend my organisation as a good place to work	86%	-5%	77%
Engagement	My organisation motivates me to help achieve its objectives	86%	-5%	70%
Safe to speak up	People in your workgroup are able to bring up problems and tough issues	86%	-5%	72%
Workgroup support	People in my workgroup treat each other with respect	91%	-4%	86%
Engagement	I feel a strong personal attachment to my organisation	83%	-3%	68%
Meaningful work	I am achieving something important through my work	97%	-3%	88%
Meaningful work	I feel that I can make a worthwhile contribution at work	97%	-3%	91%
Job enrichment	My job allows me to utilise my skills, knowledge and abilities	97%	-3%	89%

Key differences

Biggest positive difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Learning and development', the 'You 2021' column shows 97% of your staff agreed with 'My organisation places a high priority on the learning and development of staff'.

The 'difference' column, shows that agreement for this question was 34 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Learning and development	My organisation places a high priority on the learning and development of staff	97%	+34%	63%
Senior leadership	Senior leaders provide clear strategy and direction	91%	+27%	64%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	86%	+27%	58%
Taking action	I believe my organisation will take positive action on the results of this year's survey	89%	+27%	61%
Safety climate	My organisation consults employees on health and safety matters	97%	+27%	70%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	86%	+27%	59%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	97%	+26%	71%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	83%	+25%	58%
Safety climate	All levels of my organisation are involved in the prevention of stress	71%	+24%	47%
Senior leadership	Senior leaders demonstrate honesty and integrity	91%	+24%	68%

Key differences

Biggest negative difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Organisational integrity', the 'You 2021' column shows 89% of your staff agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

The 'difference' column, shows that agreement for this question was 0 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	89%	0%	89%

People matter

survey 2021

Have your say

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- Your comparator group
- Your response rate

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- Highest scoring
- Lowest scoring
- Most improved
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- Taking action questions

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- Senior leadership questions

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Job and manager factors

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- Manager support
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- Barriers to optimal work

Public sector values

- Scorecard
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- Leadership
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Demographics

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

Taking action

What this is

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

Why this is important

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

How to read this

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

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

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

Example

89% 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'.

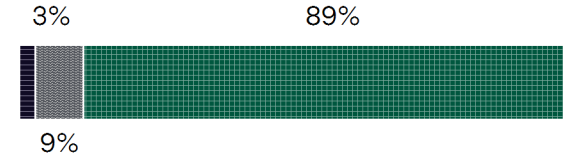
Survey question

Your results

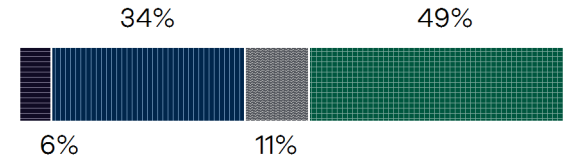
Benchmark agree results



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



My organisation has taken positive action on the results of last year's survey



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I believe my organisation will take positive action on the results of this year's survey	Not asked	Not asked	89 %	37 %	61 %	69 %
My organisation has taken positive action on the results of last year's survey	Not asked	Not asked	49 %	11 %	33 %	43 %

People matter

survey 2021

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Key differences

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

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- Caring
- Categories
- Primary role

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.

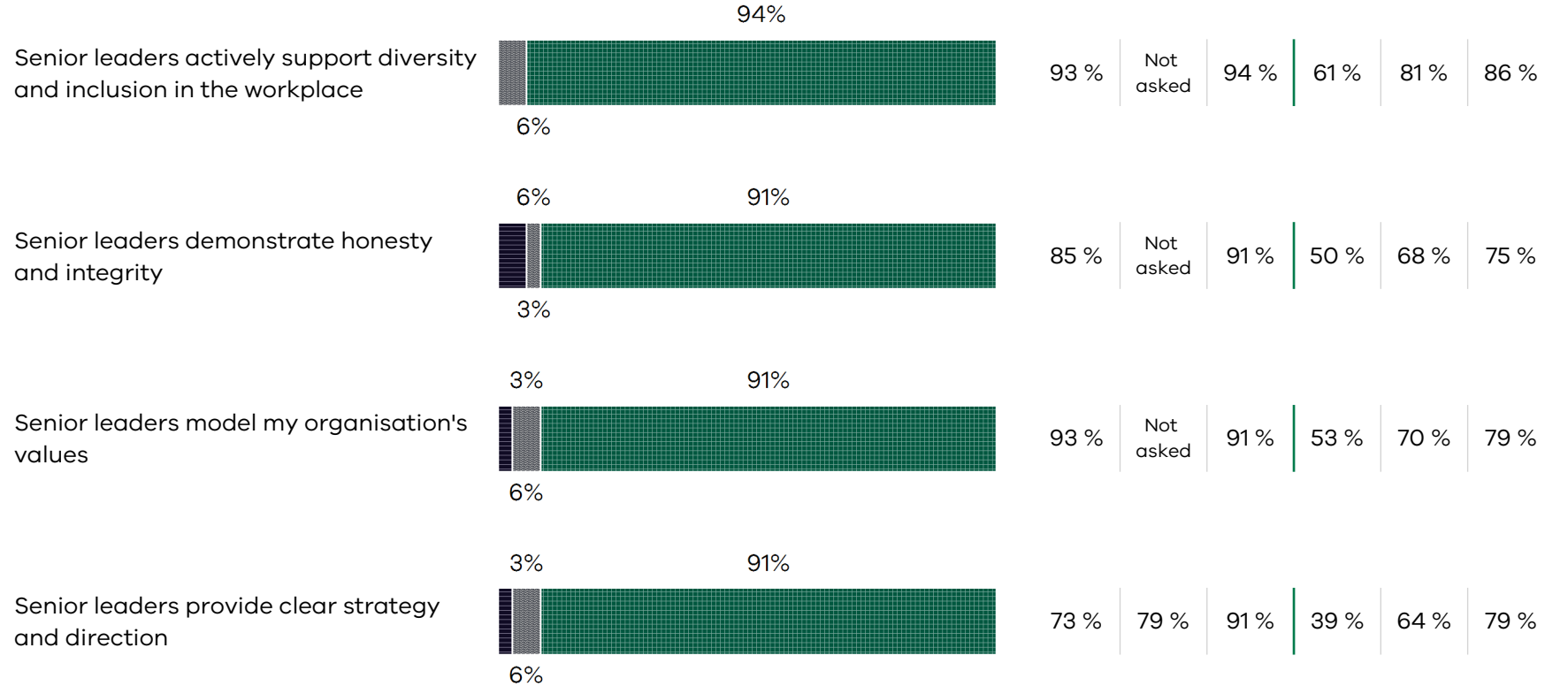
Example

94% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

Survey question

Your results

Benchmark agree results



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.

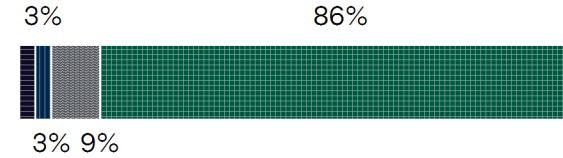
Example

86% of your staff who did the survey agreed or strongly agreed with 'Senior leaders support staff to work in an environment of change'.

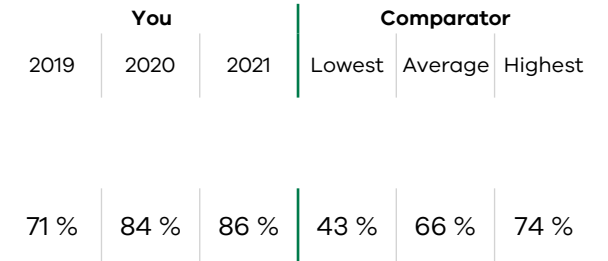
Survey question

Senior leaders support staff to work in an environment of change

Your results



Benchmark agree results



People matter

survey 2021

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- Categories
- Primary role

Organisational climate

Scorecard 1 of 2

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.

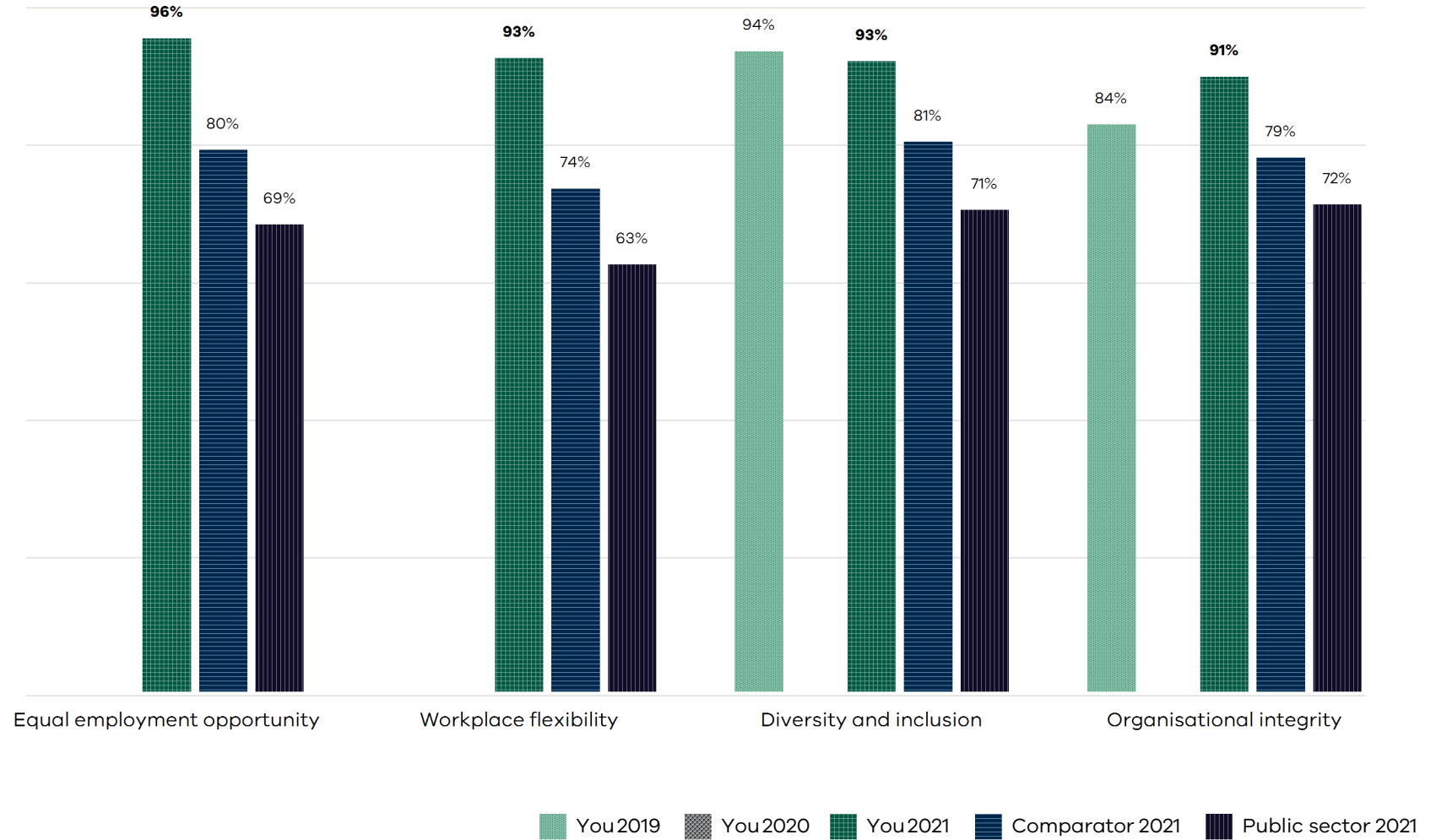
Example

In 2021:

- 96% of your staff who did the survey responded positively to questions about Equal employment opportunity.

Compared to:

- 80% of staff at your comparator and 69% of staff across the public sector.



Organisational climate

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

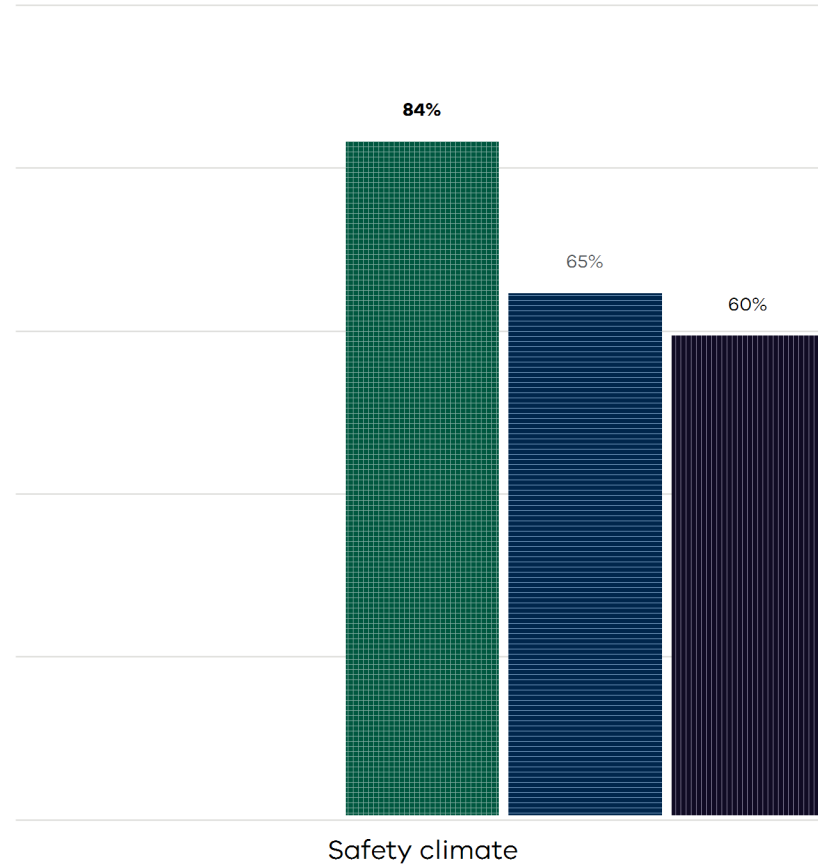
Example

In 2021:

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

Compared to:

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



■ You 2019 ■ You 2020 ■ You 2021 ■ Comparator 2021 ■ Public sector 2021

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

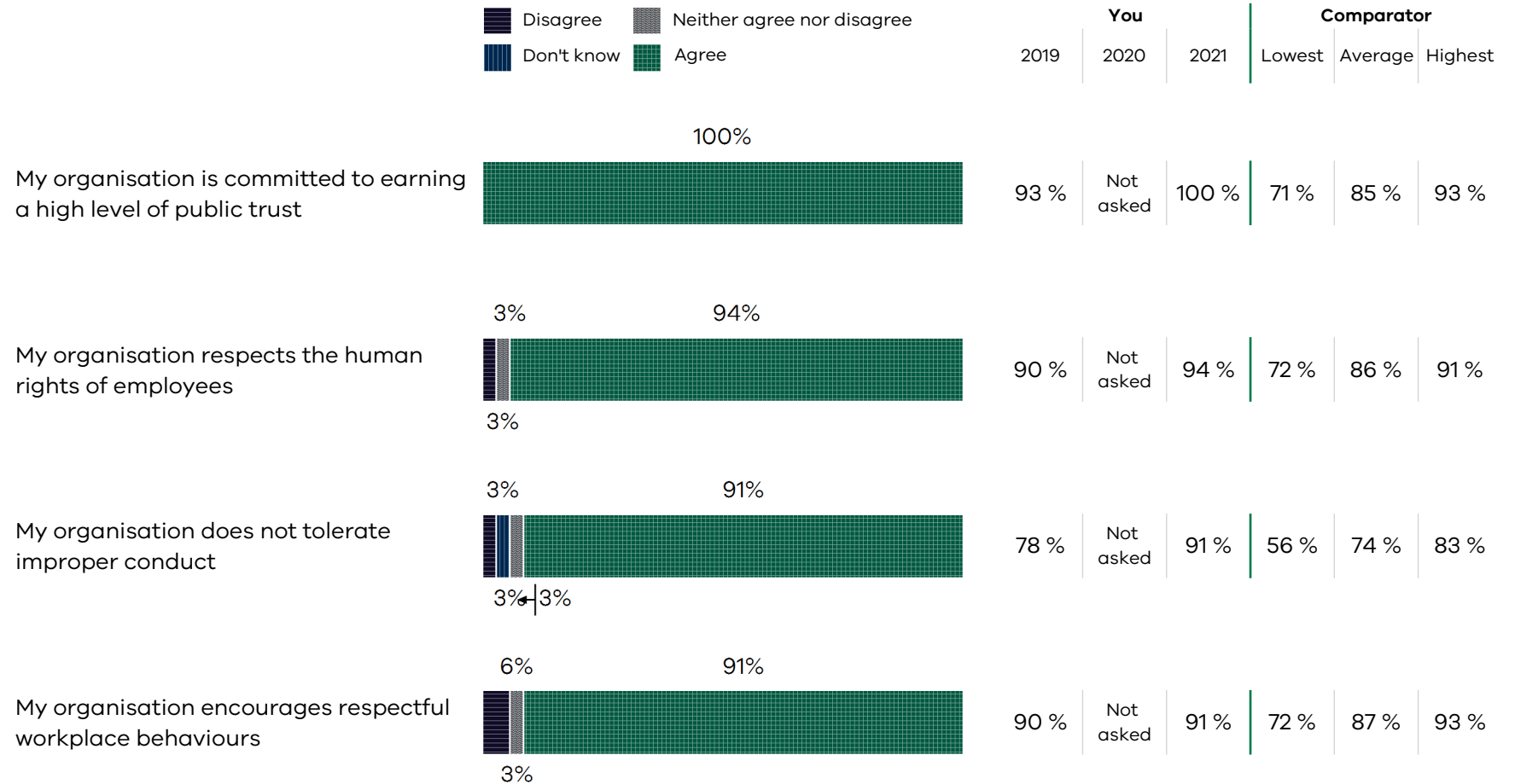
Example

100% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question

Your results

Benchmark agree results



Organisational climate

Organisational integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

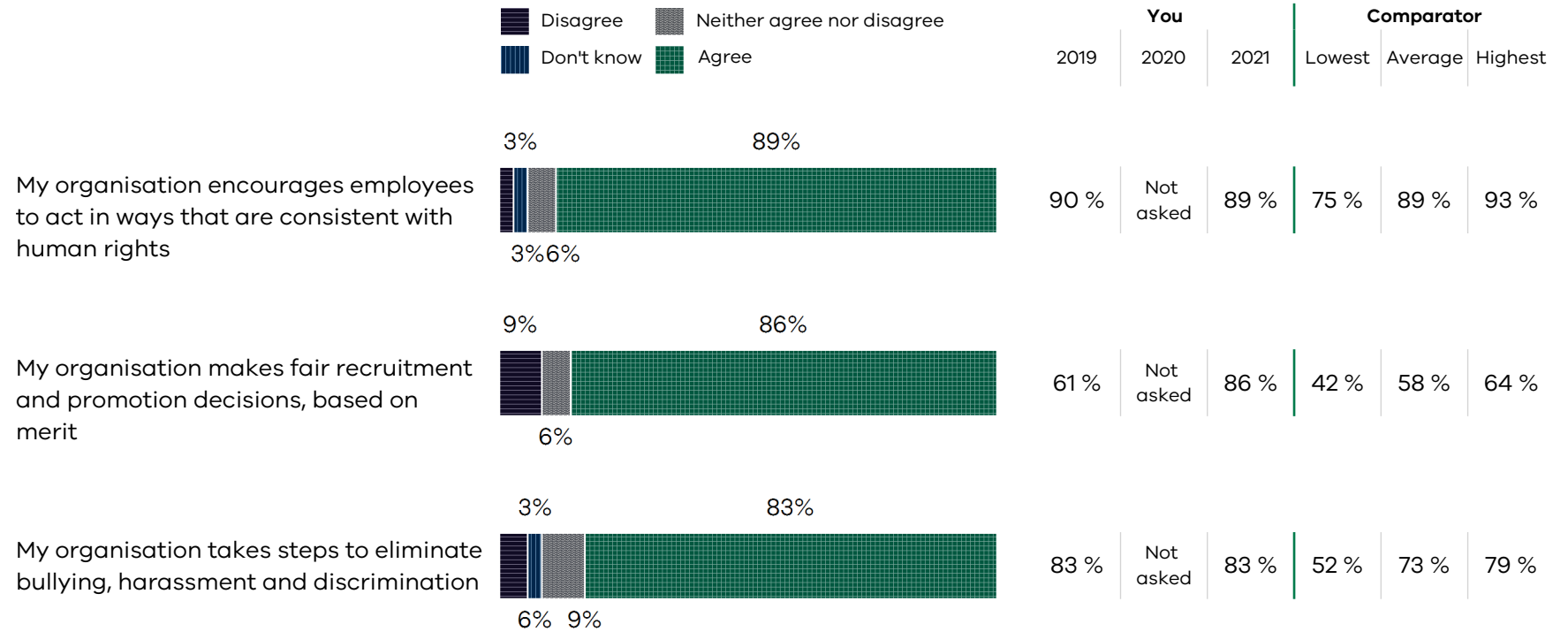
Example

89% 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



Organisational climate

Workplace flexibility 1 of 4

What this is

This is how well your 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

97% 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'.

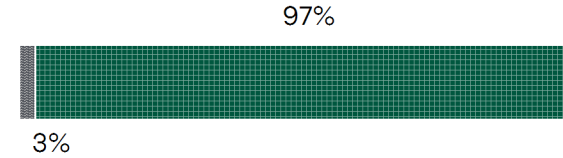
Survey question

Your results

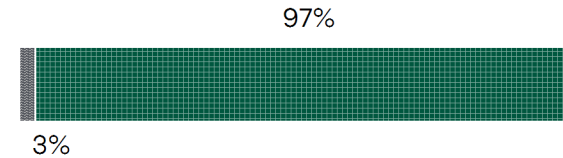
Benchmark agree results



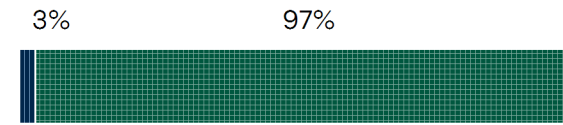
My organisation supports employees with family or other caring responsibilities, regardless of gender



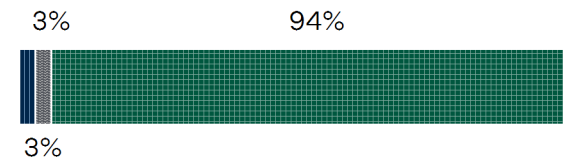
There is a positive culture within my organisation in relation to employees who have family responsibilities



Using flexible work arrangements is not a barrier to success in my organisation



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



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	97 %	97 %	65 %	78 %	100 %
Not asked	Not asked	97 %	97 %	62 %	76 %	100 %
Not asked	Not asked	97 %	97 %	58 %	71 %	93 %
Not asked	Not asked	94 %	94 %	57 %	72 %	86 %

Organisational climate

Workplace flexibility 2 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

94% of your staff who did the survey agreed or strongly agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.

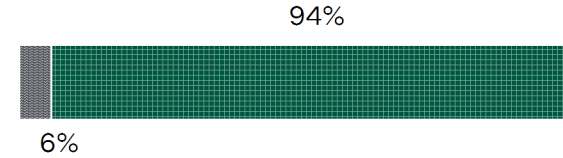
Survey question

Your results

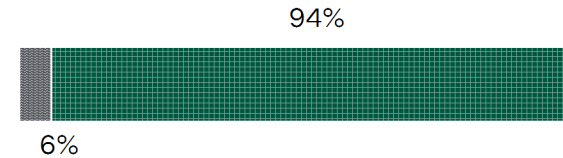
Benchmark agree results



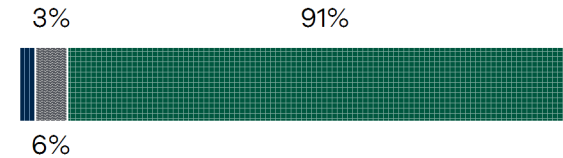
I am confident that if I requested a flexible work arrangement, it would be given due consideration



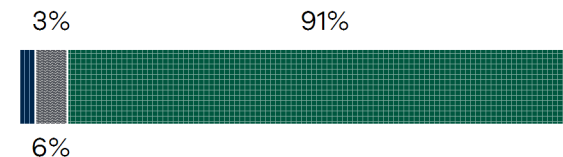
There is a positive culture within my organisation in relation to employees who have caring responsibilities



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



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



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I am confident that if I requested a flexible work arrangement, it would be given due consideration	88 %	95 %	94 %	68 %	77 %	88 %
There is a positive culture within my organisation in relation to employees who have caring responsibilities	95 %	Not asked	94 %	58 %	73 %	100 %
Having caring responsibilities is not a barrier to success in my organisation	95 %	Not asked	91 %	55 %	70 %	86 %
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	98 %	Not asked	91 %	57 %	73 %	100 %

Organisational climate

Workplace flexibility 3 of 4

What this is

This is how well your 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.

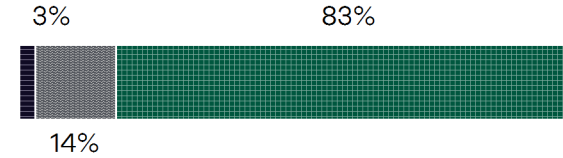
Example

83% of your staff who did the survey agreed or strongly agreed with 'I have the flexibility I need to manage my work and non-work activities and responsibilities'.

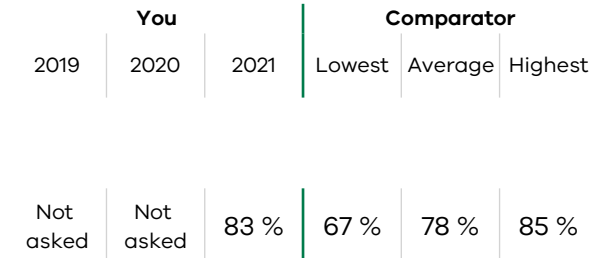
Survey question

I have the flexibility I need to manage my work and non-work activities and responsibilities

Your results



Benchmark agree results



Organisational climate

Workplace flexibility 4 of 4

What this is

This is how well your 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

49% of staff who did the survey said the flexible work arrangement they used was 'Flexible start and finish times'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
Flexible start and finish times	49%	27%	23%
Working from an alternative location (e.g. home, hub/shared work space)	37%	31%	24%
Part-time	31%	31%	19%
No, I do not use any flexible work arrangements	14%	27%	38%
Shift swap	14%	6%	12%
Using leave to work flexible hours	9%	8%	8%

Organisational climate

Equal employment opportunity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

100% of your staff who did the survey agreed or strongly agreed with 'Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation'.

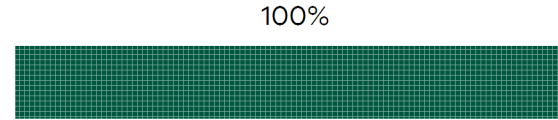
Survey question

Your results



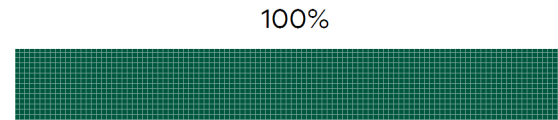
Benchmark agree results

Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation



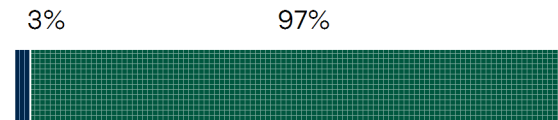
Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	100 %	100 %	59 %	76 %	84 %

Sexual orientation is not a barrier to success in my organisation



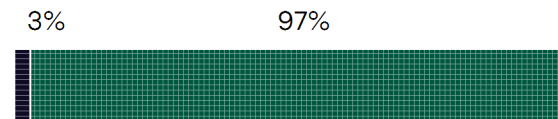
100 %	Not asked	100 %	100 %	71 %	86 %	100 %
-------	-----------	-------	-------	------	------	-------

Age is not a barrier to success in my organisation



95 %	Not asked	97 %	97 %	70 %	79 %	100 %
------	-----------	------	------	------	------	-------

Gender is not a barrier to success in my organisation



Not asked	Not asked	97 %	97 %	71 %	86 %	100 %
-----------	-----------	------	------	------	------	-------

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.

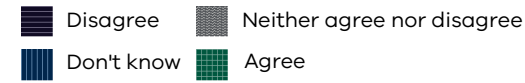
Example

94% of your staff who did the survey agreed or strongly agreed with 'Cultural background is not a barrier to success in my organisation'.

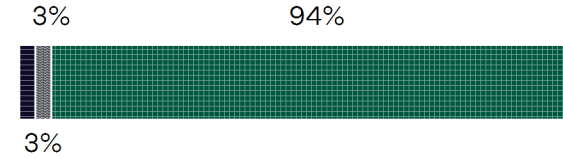
Survey question

Your results

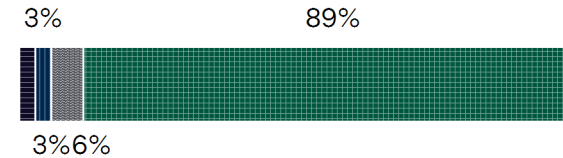
Benchmark agree results



Cultural background is not a barrier to success in my organisation



Disability is not a barrier to success in my organisation



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Cultural background is not a barrier to success in my organisation	95 %	Not asked	94 %	71 %	83 %	88 %
Disability is not a barrier to success in my organisation	93 %	Not asked	89 %	50 %	70 %	75 %

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

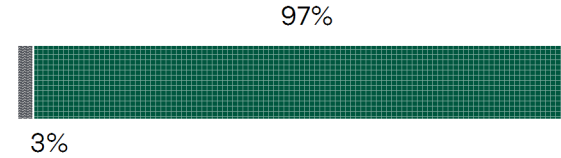
97% of your staff who did the survey agreed or strongly agreed with 'My organisation consults employees on health and safety matters'.

Survey question

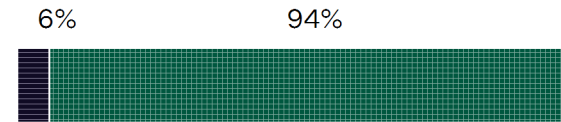
Your results



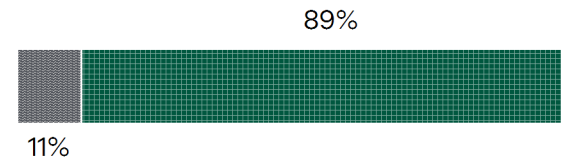
My organisation consults employees on health and safety matters



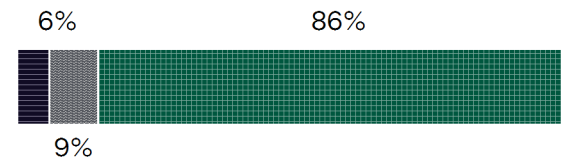
My organisation provides a physically safe work environment



I feel culturally safe at work



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



Benchmark agree results

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My organisation consults employees on health and safety matters	88 %	Not asked	97 %	58 %	70 %	77 %
My organisation provides a physically safe work environment	Not asked	Not asked	94 %	71 %	84 %	90 %
I feel culturally safe at work	Not asked	Not asked	89 %	75 %	83 %	86 %
Senior leaders consider the psychological health of employees to be as important as productivity	61 %	86 %	86 %	38 %	59 %	65 %

Organisational climate

Psychosocial and physical safety climate question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

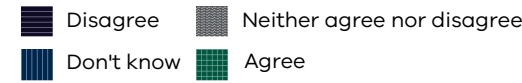
Example

83% of your staff who did the survey agreed or strongly agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

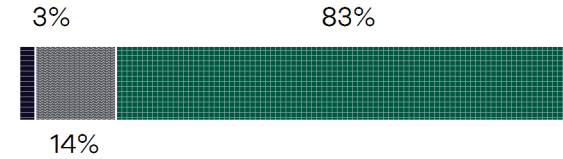
Survey question

Your results

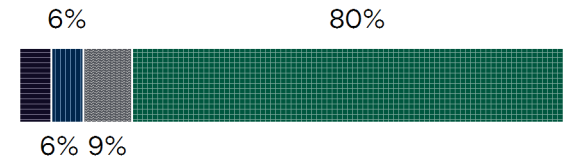
Benchmark agree results



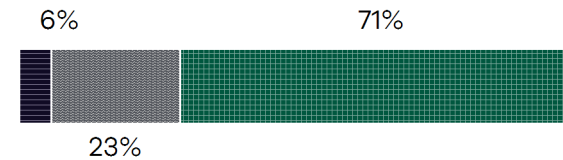
Senior leaders show support for stress prevention through involvement and commitment



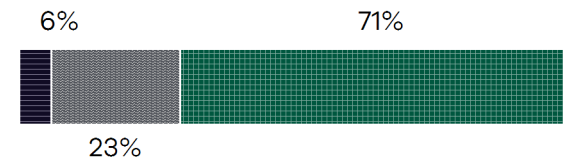
My organisation has effective procedures in place to support employees who may experience stress



All levels of my organisation are involved in the prevention of stress



In my workplace, there is good communication about psychological safety issues that affect me



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Senior leaders show support for stress prevention through involvement and commitment	54 %	79 %	83 %	39 %	58 %	66 %
My organisation has effective procedures in place to support employees who may experience stress	73 %	79 %	80 %	53 %	64 %	70 %
All levels of my organisation are involved in the prevention of stress	59 %	70 %	71 %	29 %	47 %	53 %
In my workplace, there is good communication about psychological safety issues that affect me	68 %	70 %	71 %	44 %	58 %	65 %

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.

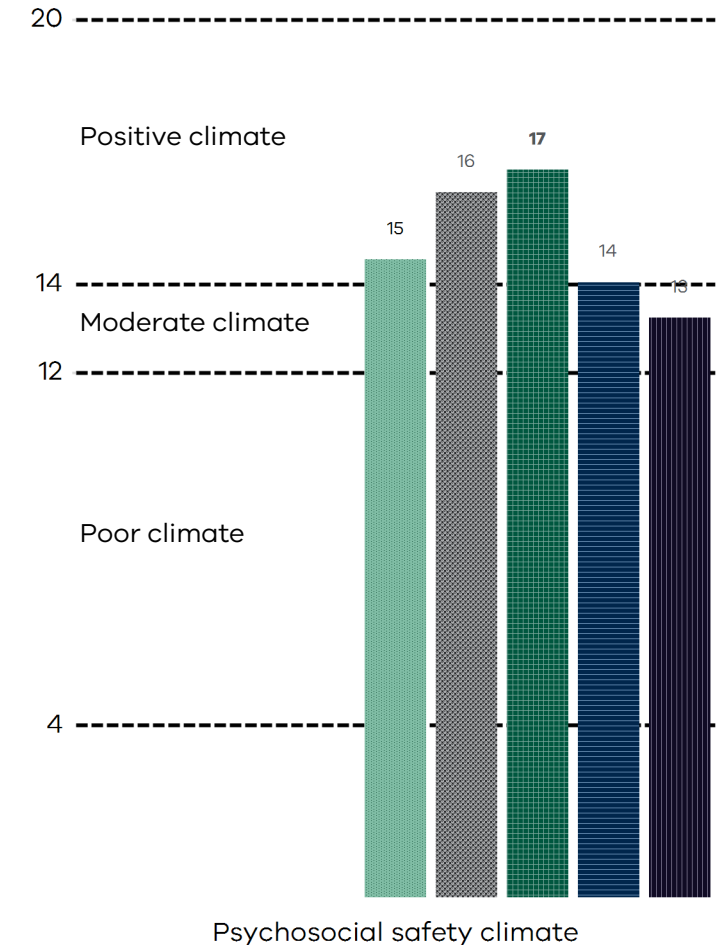
A score of:

- 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



You 2019 You 2020 You 2021 Comparator 2021 Public sector 2021

Survey question

Your results

Benchmark agree results

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

You			Comparator		
2019	2020	2021	Lowest	Average	Highest

Survey question

Your results

Benchmark agree results

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

You			Comparator		
2019	2020	2021	Lowest	Average	Highest

Organisational climate

Diversity and inclusion 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

100% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+'.

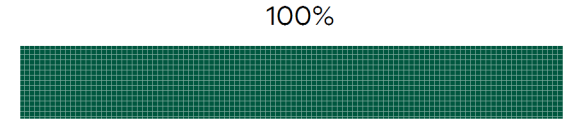
Survey question

Your results

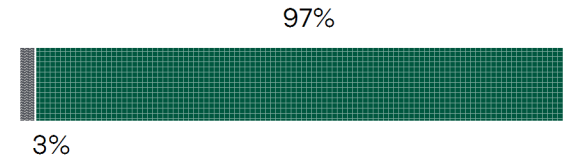
Benchmark agree results



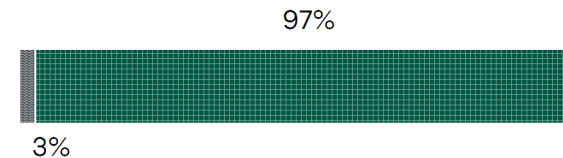
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+



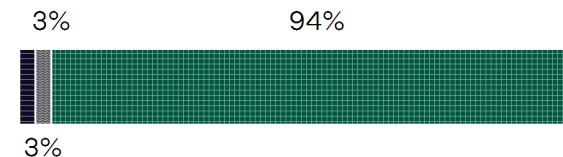
There is a positive culture within my organisation in relation to employees of different sexes/genders



There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander



There is a positive culture within my organisation in relation to employees from varied cultural backgrounds



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
100 %	Not asked	100 %	51 %	82 %	100 %	
98 %	Not asked	97 %	76 %	86 %	100 %	
98 %	Not asked	97 %	59 %	80 %	88 %	
93 %	Not asked	94 %	75 %	86 %	91 %	

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.

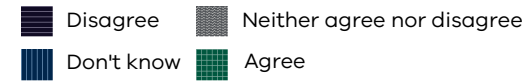
Example

91% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees of different age groups'.

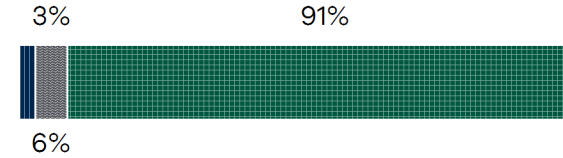
Survey question

Your results

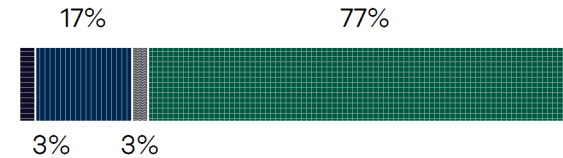
Benchmark agree results



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



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



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees of different age groups	98 %	Not asked	91 %	75 %	80 %	100 %
There is a positive culture within my organisation in relation to employees with disability	80 %	Not asked	77 %	60 %	72 %	78 %

Organisational climate

Gender equality supporting measures

What this is

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

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

Why this is important

Under the [Gender Equality Act 2020](#), organisations have obligations to promote gender equality in the workplace.

How to read this

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

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

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

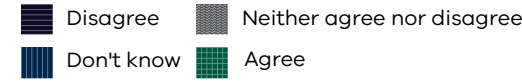
Example

100% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

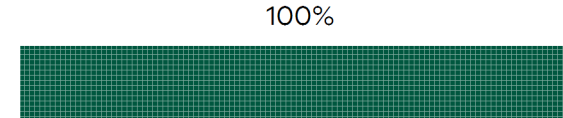
Survey question

Your results

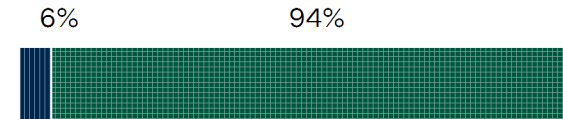
Benchmark agree results



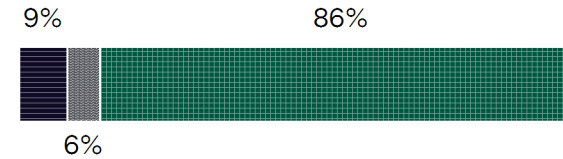
My organisation uses inclusive and respectful images and language



My organisation would support me if I needed to take family violence leave



In my workgroup work is allocated fairly, regardless of gender



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My organisation uses inclusive and respectful images and language	Not asked	Not asked	100 %	83 %	91 %	100 %
My organisation would support me if I needed to take family violence leave	Not asked	Not asked	94 %	64 %	80 %	93 %
In my workgroup work is allocated fairly, regardless of gender	Not asked	Not asked	86 %	77 %	86 %	100 %

People matter

survey 2021

Have your say

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

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.

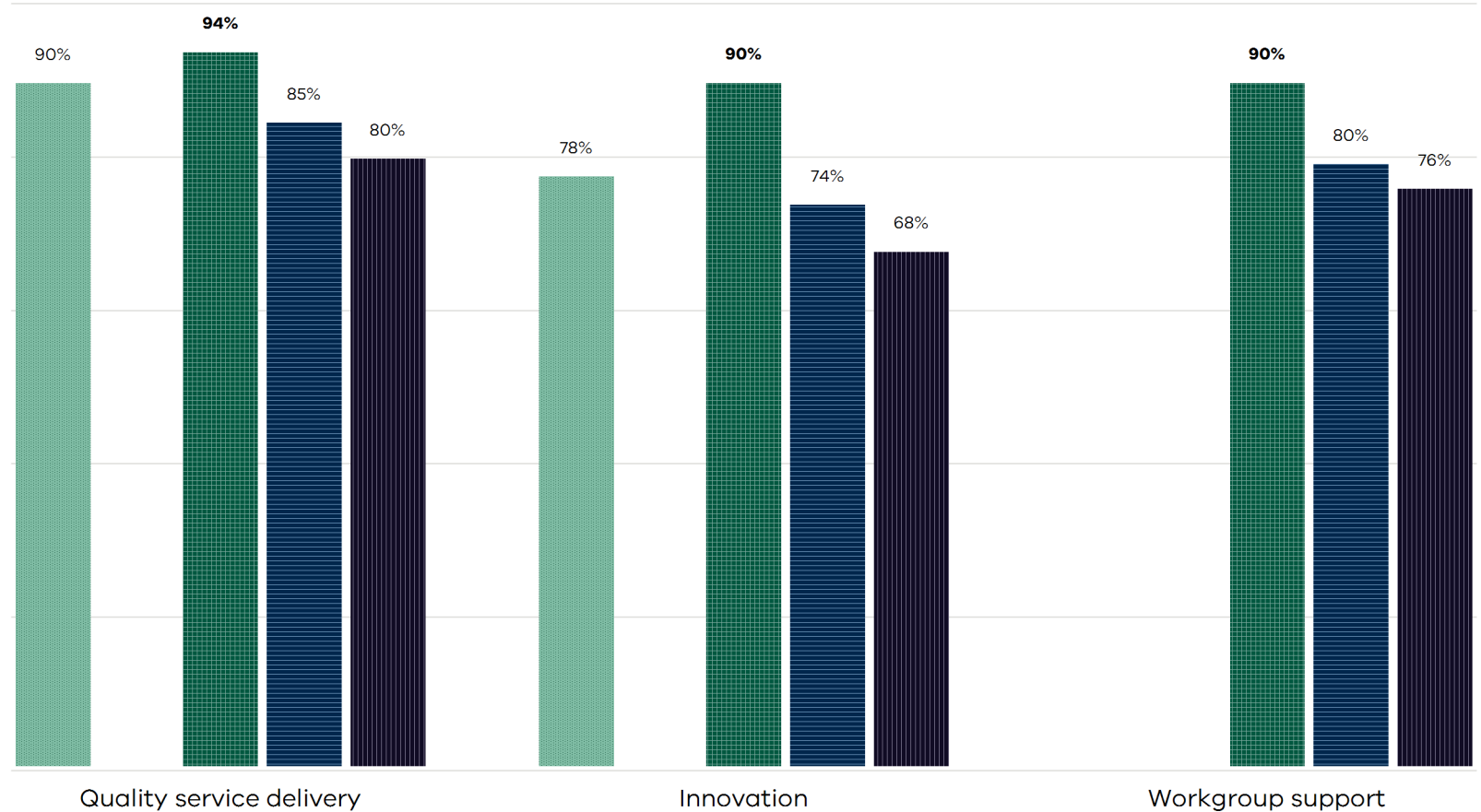
Example

In 2021:

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

Compared to:

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



You 2019 You 2020 You 2021 Comparator 2021 Public sector 2021

Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

100% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

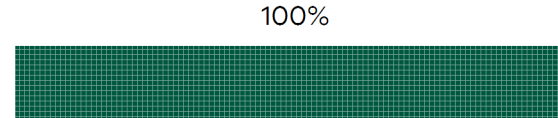
Survey question

Your results

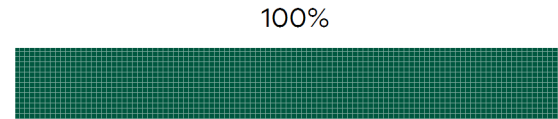
Benchmark agree results



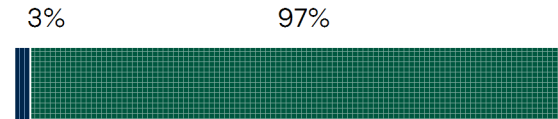
My workgroup strives to deliver services in a timely manner



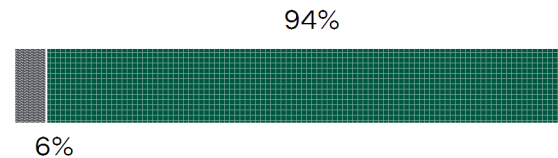
My workgroup strives to provide high quality advice and services



My workgroup values human rights



My workgroup has clear lines of responsibility



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My workgroup strives to deliver services in a timely manner	93 %	Not asked	100 %	87 %	90 %	100 %
My workgroup strives to provide high quality advice and services	98 %	Not asked	100 %	89 %	93 %	100 %
My workgroup values human rights	98 %	Not asked	97 %	87 %	93 %	94 %
My workgroup has clear lines of responsibility	85 %	Not asked	94 %	74 %	78 %	89 %

Workgroup climate

Quality service delivery 2 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

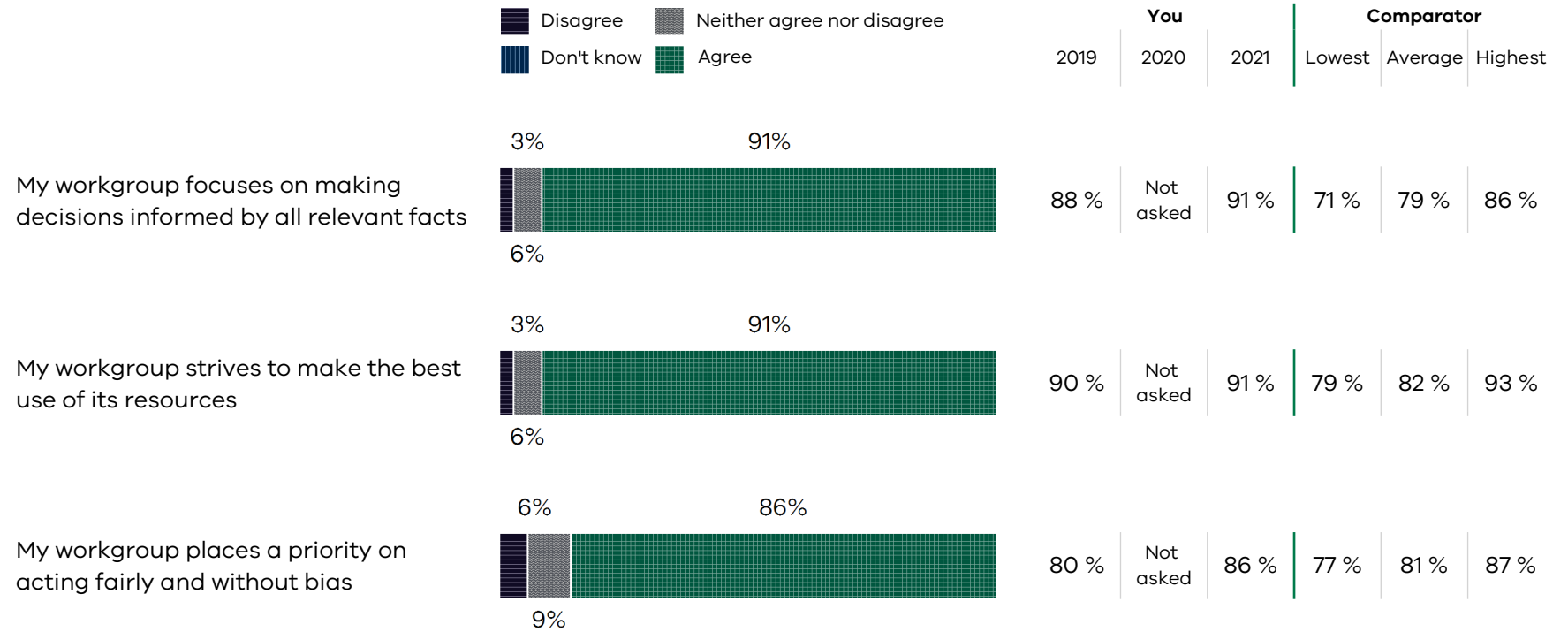
Example

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

Survey question

Your results

Benchmark agree results



Workgroup climate

Innovation 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

94% of your staff who did the survey agreed or strongly agreed with 'My workgroup is quick to respond to opportunities to do things better'.

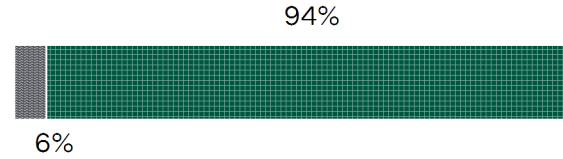
Survey question

Your results

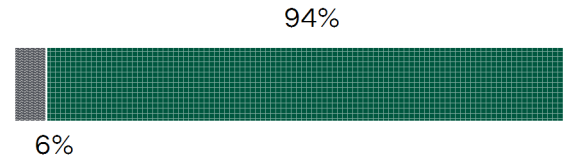
Benchmark agree results



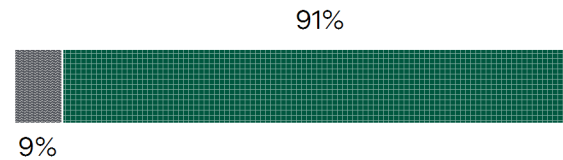
My workgroup is quick to respond to opportunities to do things better



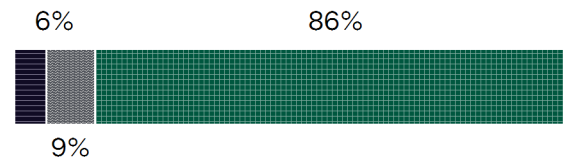
My workgroup respectfully consults with clients and stakeholders to improve outcomes



My workgroup encourages employee creativity



My workgroup learns from failures and mistakes



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	83 %	Not asked	94 %	70 %	76 %	79 %
	83 %	Not asked	94 %	80 %	85 %	93 %
	76 %	Not asked	91 %	59 %	72 %	79 %
	80 %	Not asked	86 %	64 %	73 %	78 %

Workgroup climate

Innovation 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

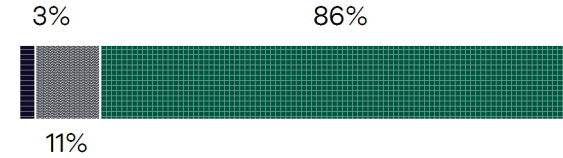
Example

86% of your staff who did the survey agreed or strongly agreed with 'My workgroup takes reasonable risks to improve its services'.

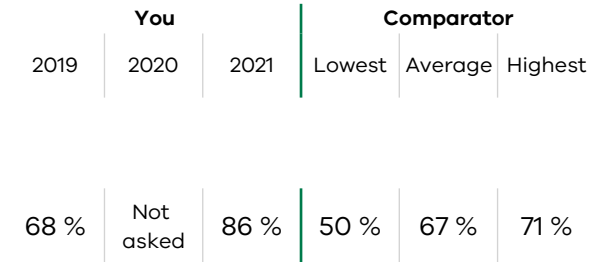
Survey question

My workgroup takes reasonable risks to improve its services

Your results



Benchmark agree results



Workgroup climate

Workgroup support 1 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

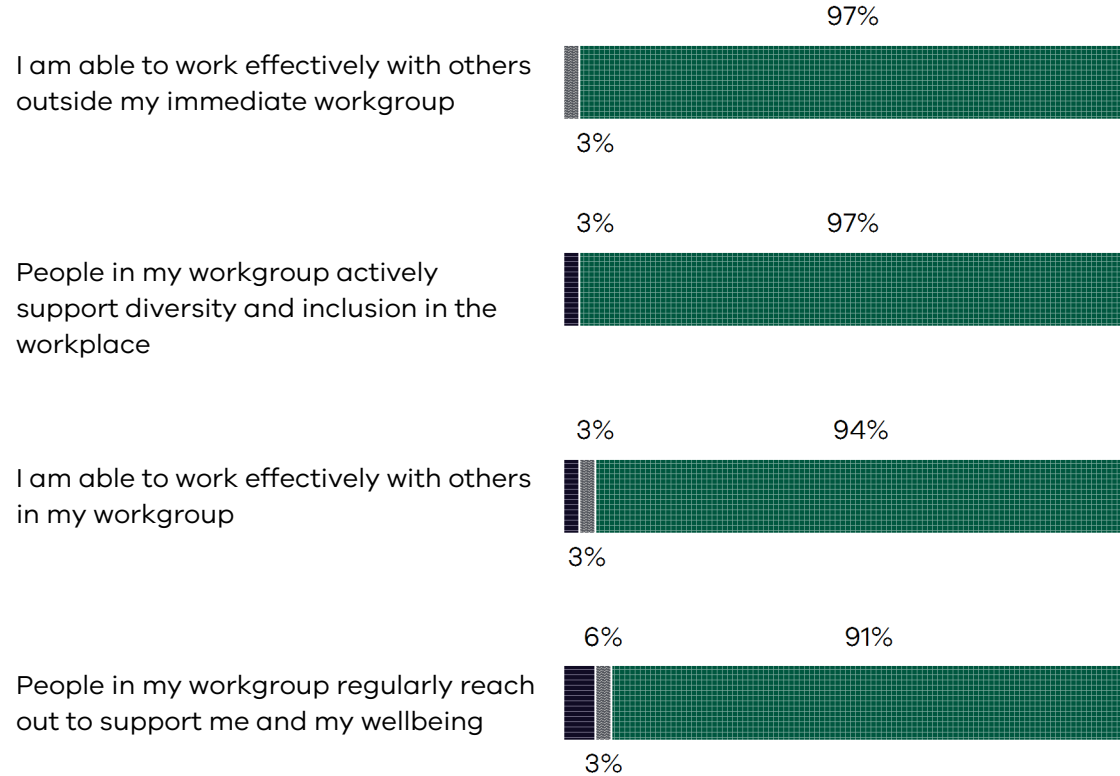
Example

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

Survey question

Your results

Benchmark agree results



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	Not asked	91 %	97 %	82 %	88 %	100 %
People in my workgroup actively support diversity and inclusion in the workplace	95 %	Not asked	97 %	81 %	89 %	91 %
I am able to work effectively with others in my workgroup	Not asked	100 %	94 %	89 %	92 %	100 %
People in my workgroup regularly reach out to support me and my wellbeing	Not asked	84 %	91 %	70 %	77 %	84 %

Workgroup climate

Workgroup support 2 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

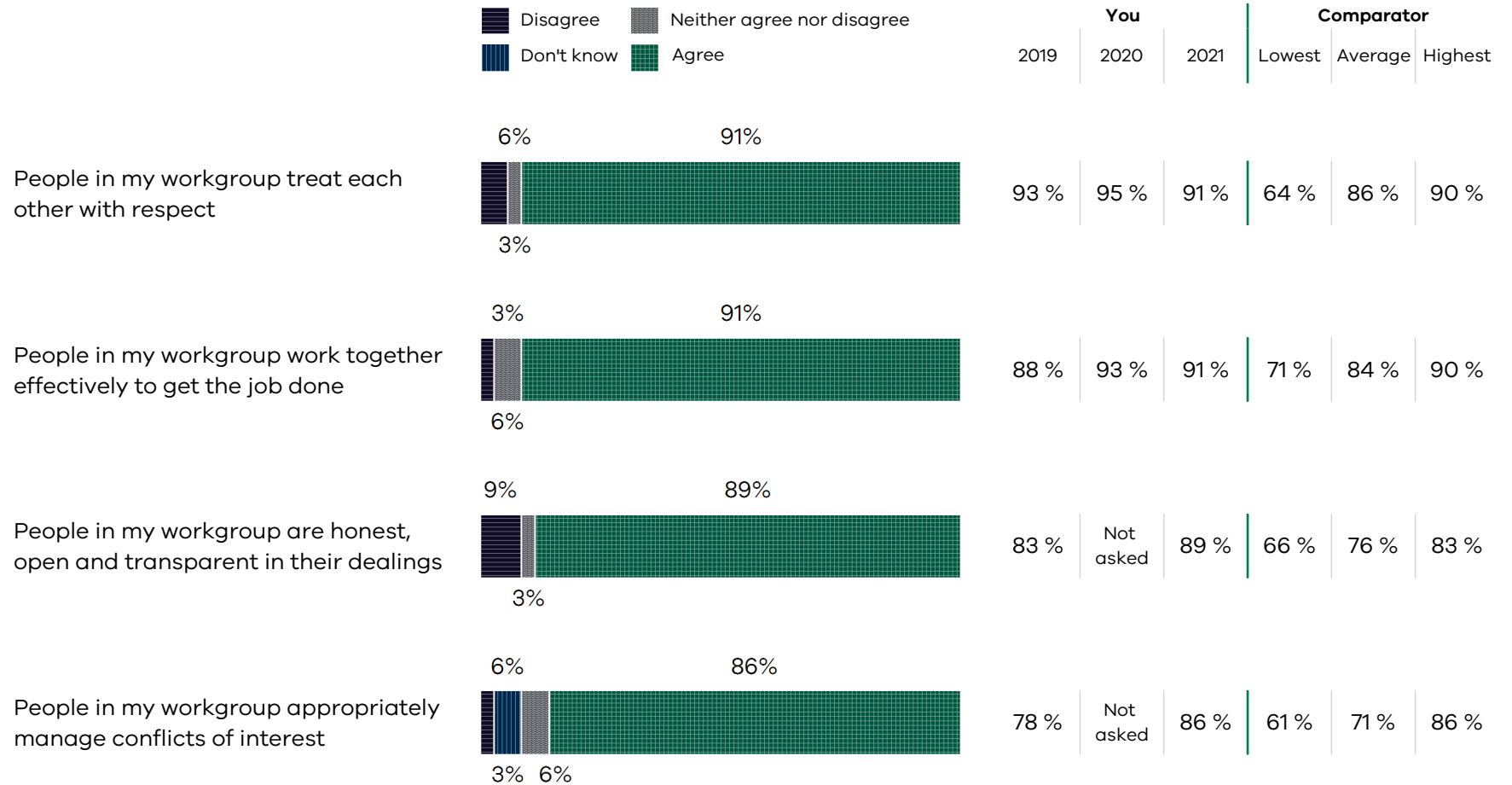
Example

91% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question

Your results

Benchmark agree results



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

86% of your staff who did the survey agreed or strongly agreed with 'Workgroups across my organisation willingly share information with each other'.

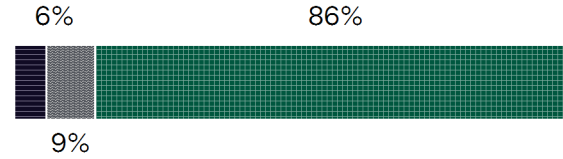
Survey question

Your results

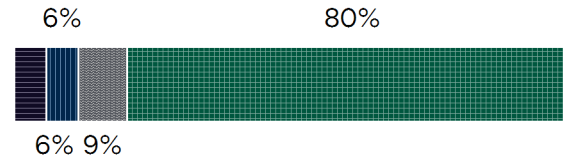
Benchmark agree results



Workgroups across my organisation willingly share information with each other



People in my workgroup are politically impartial in their work



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Workgroups across my organisation willingly share information with each other	78 %	77 %	86 %	44 %	63 %	71 %
People in my workgroup are politically impartial in their work	88 %	Not asked	80 %	61 %	71 %	79 %

People matter

survey 2021

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Demographics

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

Job and manager factors

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

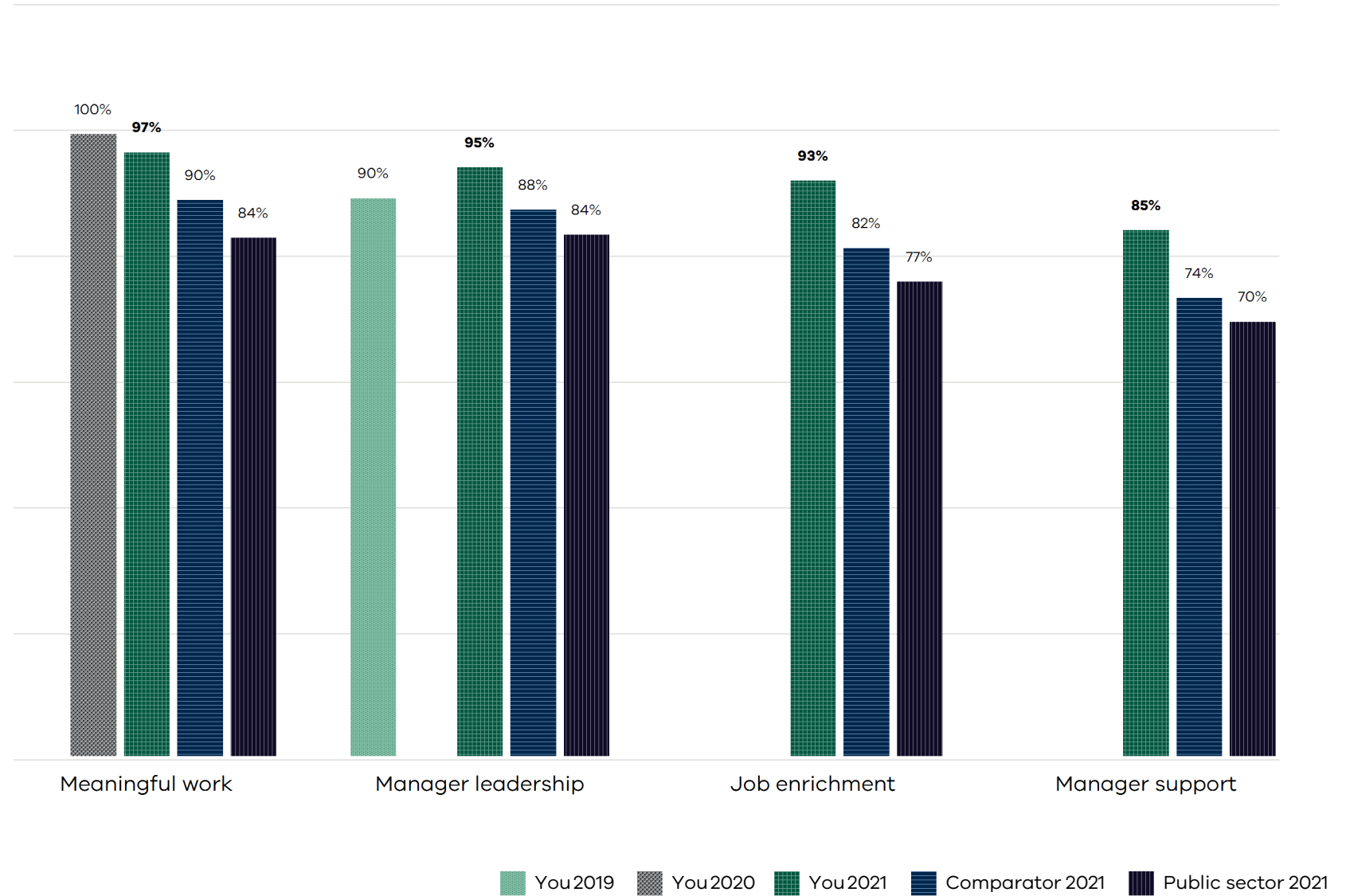
Example

In 2021:

- 97% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 90% of staff at your comparator and 84% of staff across the public sector.



Job and manager factors

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

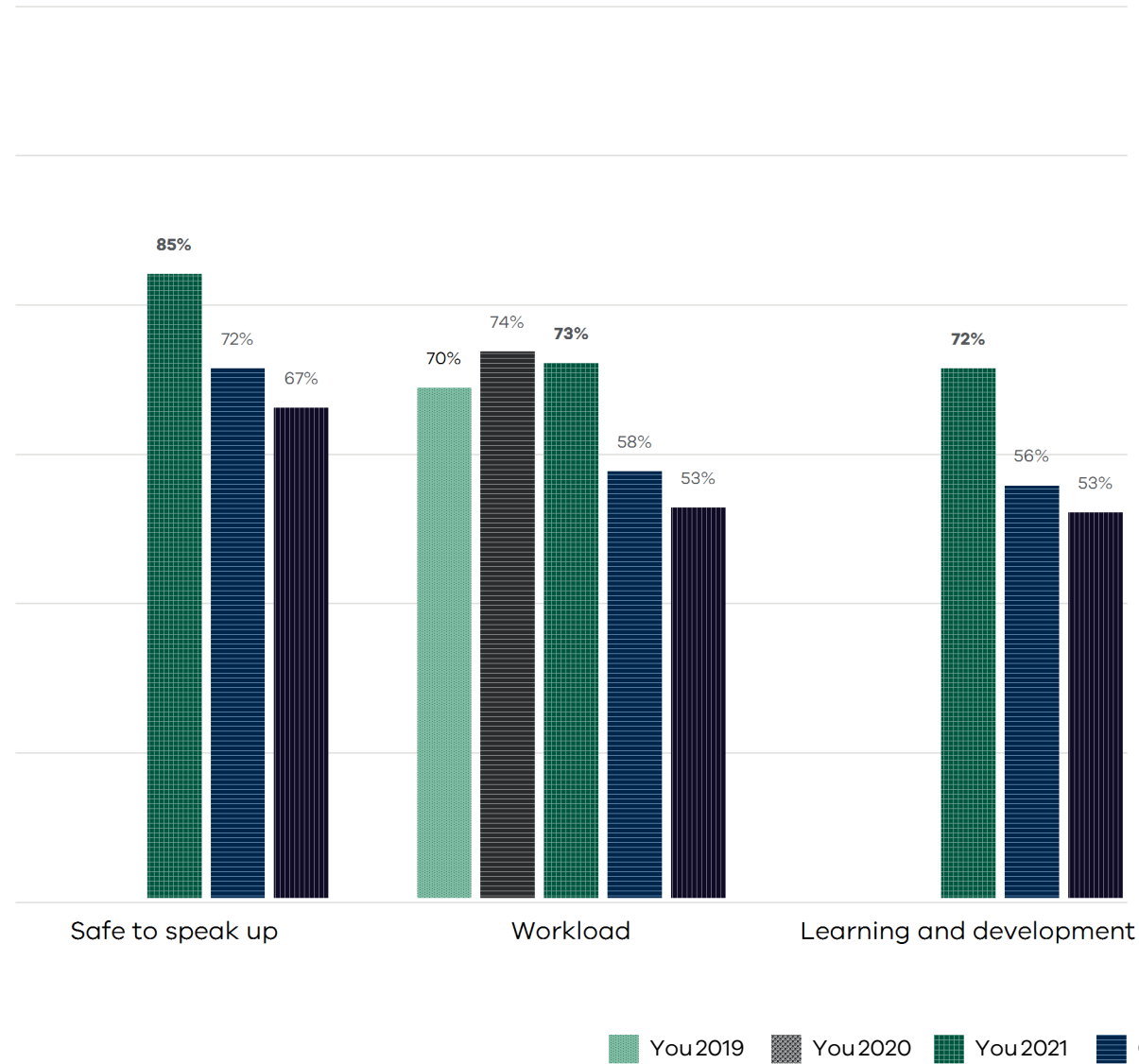
Example

In 2021:

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

Compared to:

- 72% of staff at your comparator and 67% of staff across the public sector.



Job and manager factors

Manager leadership 1 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

100% of your staff who did the survey agreed or strongly agreed with 'My manager works effectively with people from diverse backgrounds'.

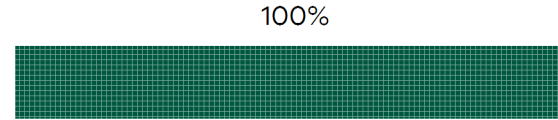
Survey question

Your results

Benchmark agree results

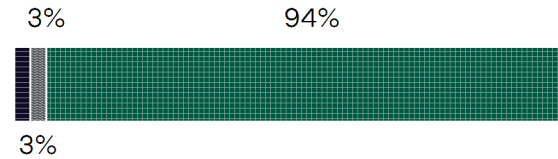


My manager works effectively with people from diverse backgrounds



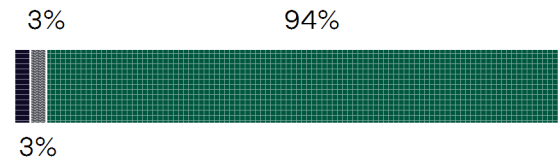
2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
93 %	Not asked	100 %	87 %	91 %	95 %

My manager demonstrates honesty and integrity



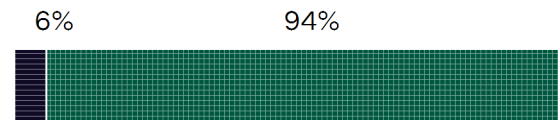
85 %	Not asked	94 %	81 %	86 %	93 %
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My manager ensures clients receive a high standard of service



90 %	Not asked	94 %	83 %	88 %	93 %
------	-----------	------	------	------	------

My manager is committed to workplace safety



93 %	Not asked	94 %	81 %	89 %	93 %
------	-----------	------	------	------	------

Job and manager factors

Manager leadership 2 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

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

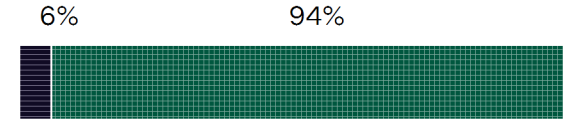
Survey question

Your results

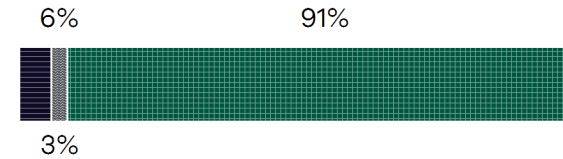
Benchmark agree results



My manager treats employees with dignity and respect



My manager models my organisation's values



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	90 %	Not asked	94 %	80 %	89 %	94 %
	88 %	Not asked	91 %	80 %	86 %	100 %

Job and manager factors

Manager support 1 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

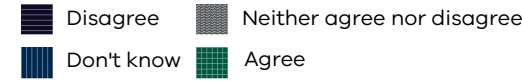
Example

97% of your staff who did the survey agreed or strongly agreed with 'My manager encourages and supports my participation in learning and development opportunities'.

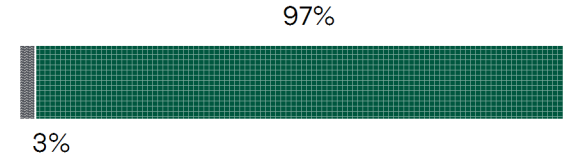
Survey question

Your results

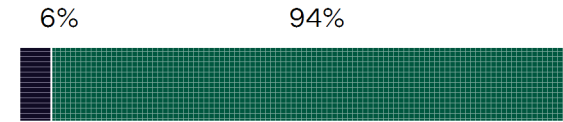
Benchmark agree results



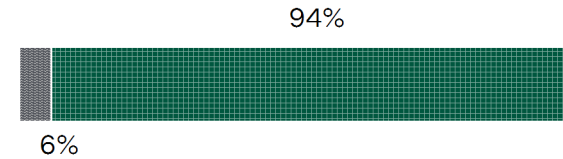
My manager encourages and supports my participation in learning and development opportunities



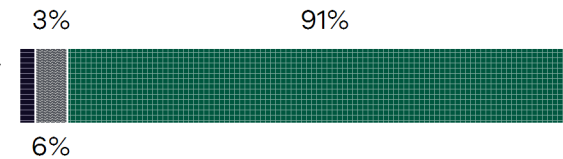
I would be confident in approaching my manager to discuss concerns and grievances



My manager involves me in decisions about my work



My manager listens to what I have to say



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	90 %	Not asked	97 %	71 %	79 %	85 %
	83 %	Not asked	94 %	78 %	82 %	86 %
	73 %	81 %	94 %	75 %	80 %	87 %
	85 %	91 %	91 %	82 %	85 %	88 %

Job and manager factors

Manager support 2 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

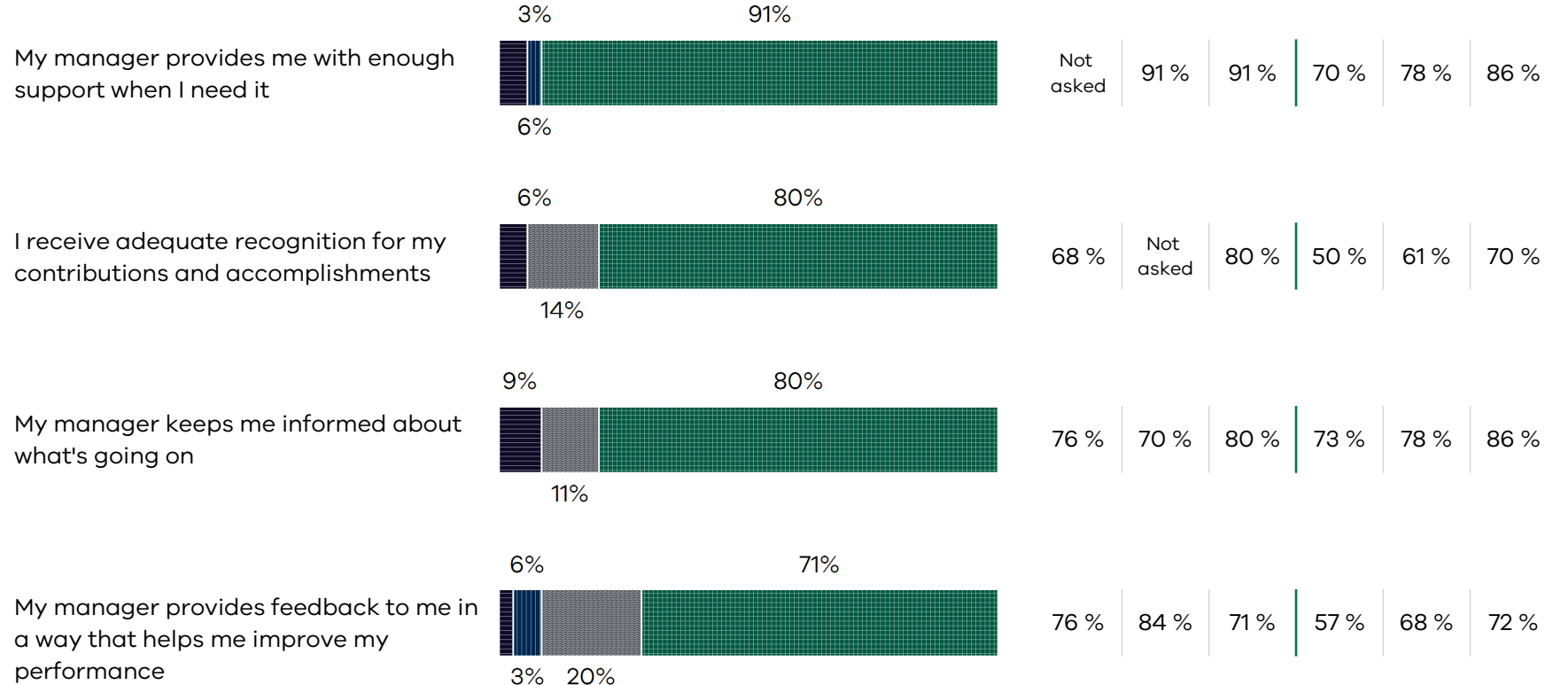
Example

91% of your staff who did the survey agreed or strongly agreed with 'My manager provides me with enough support when I need it'.

Survey question

Your results

Benchmark agree results



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.

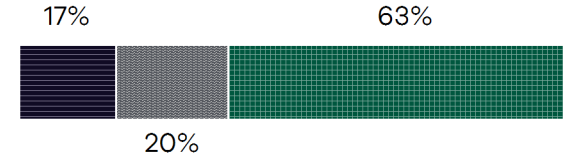
Example

63% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

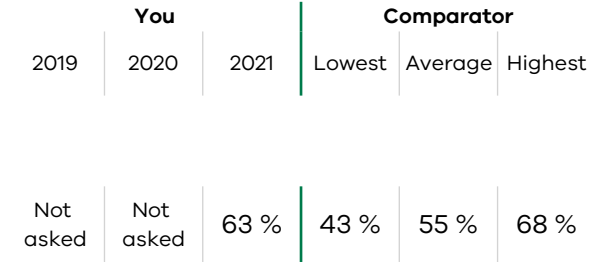
Survey question

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

Your results



Benchmark agree results



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.

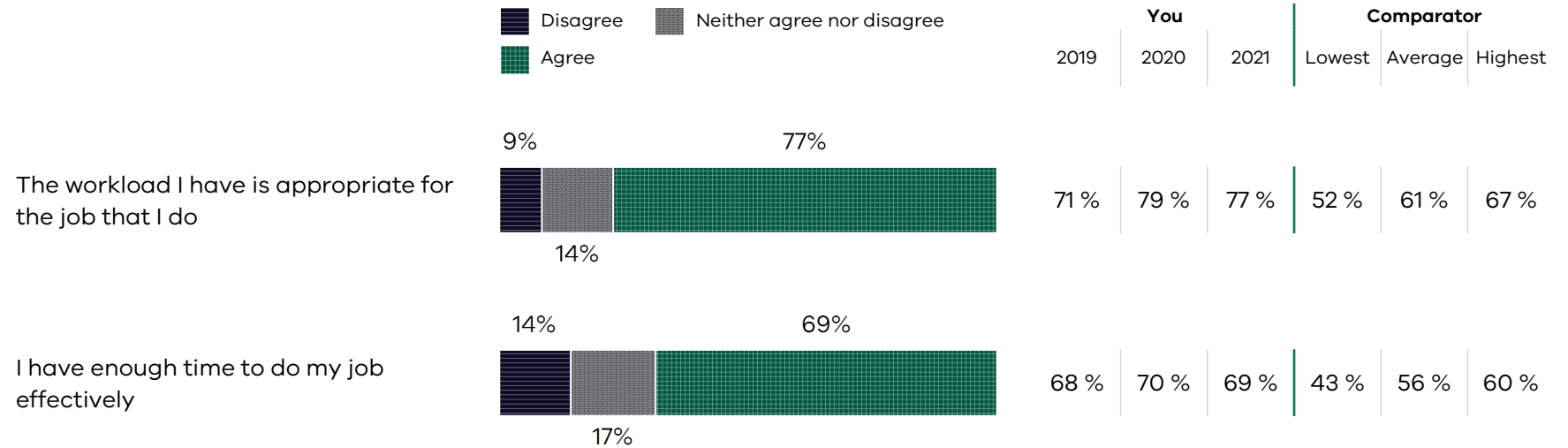
Example

77% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Survey question

Your results

Benchmark agree results



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.

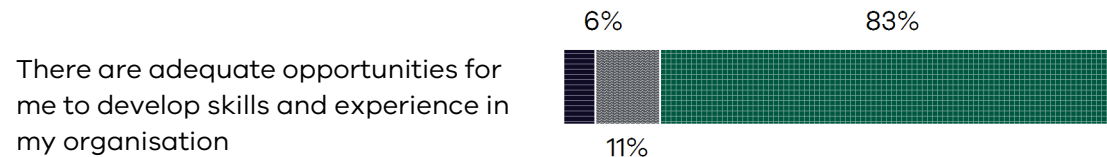
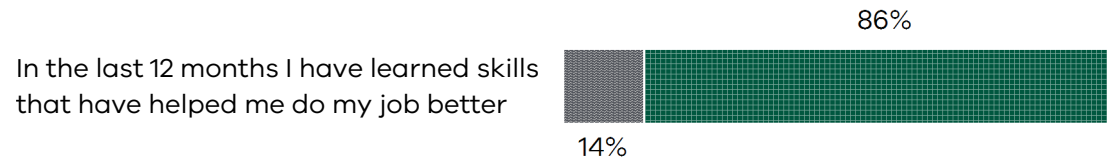
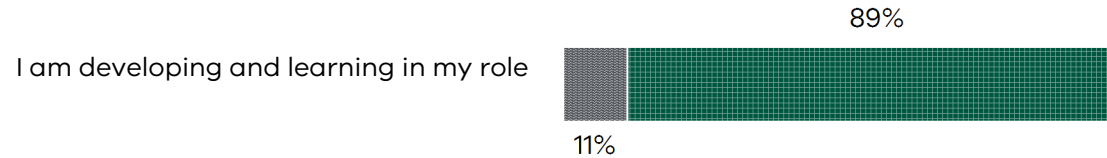
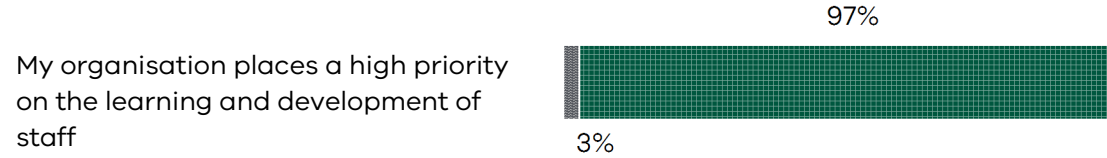
Example

97% 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

Benchmark agree results



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
80 %	Not asked	97 %	43 %	63 %	73 %
Not asked	Not asked	89 %	64 %	76 %	80 %
Not asked	Not asked	86 %	63 %	75 %	82 %
83 %	Not asked	83 %	50 %	61 %	71 %

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.

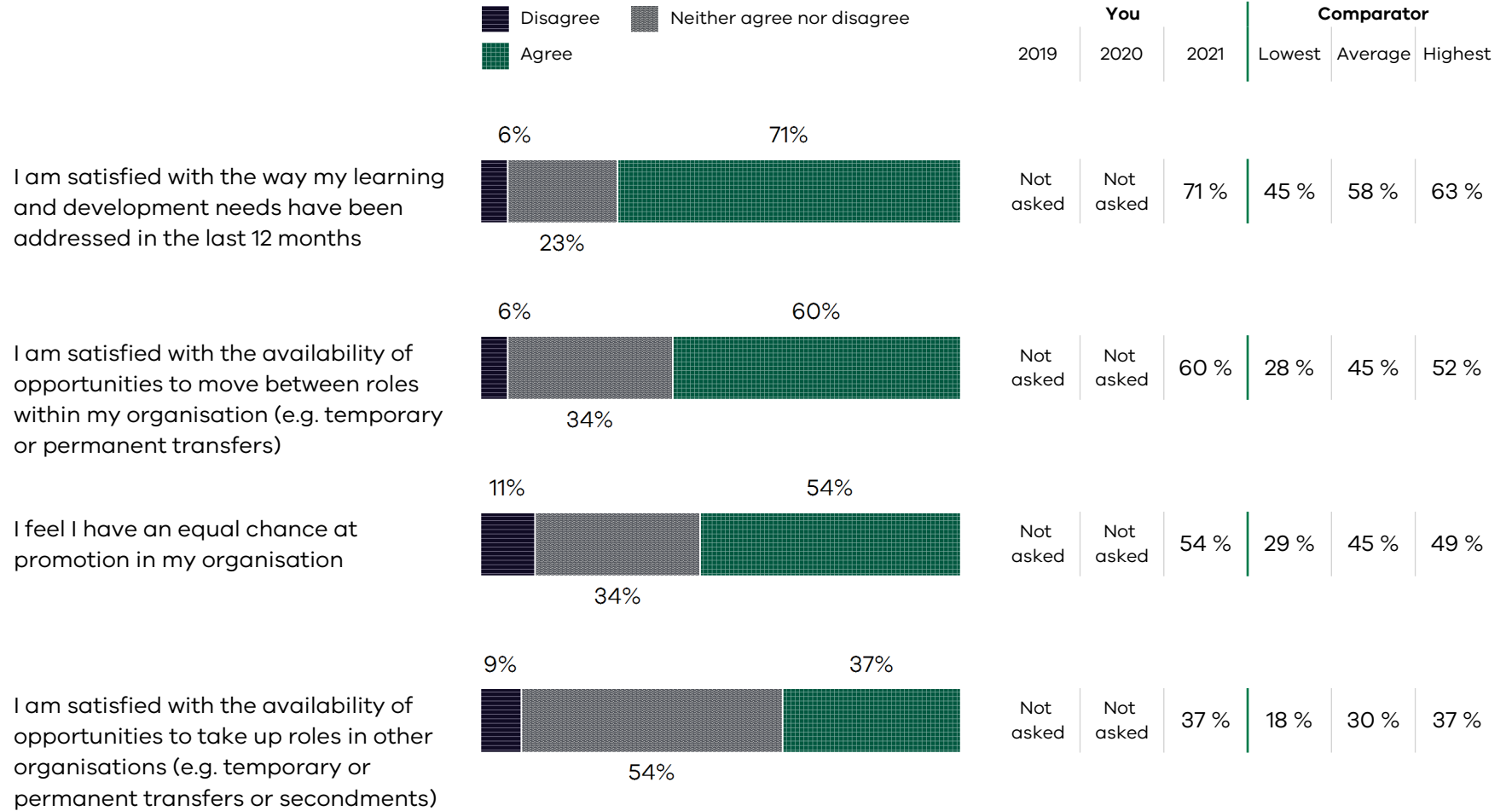
Example

71% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

Survey question

Your results

Benchmark agree results



Job and manager factors

Job enrichment 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

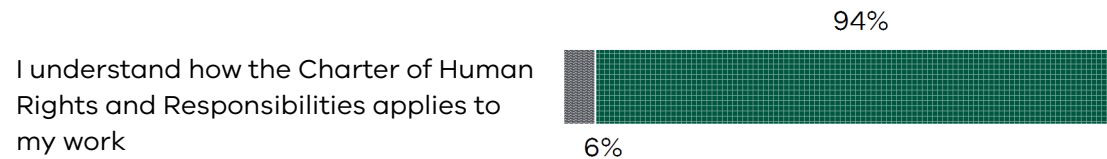
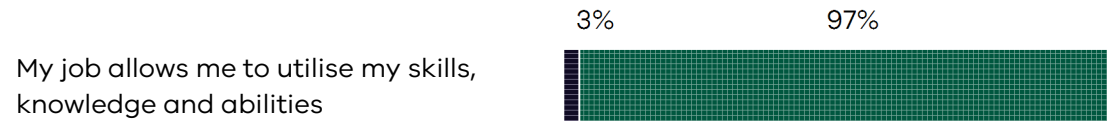
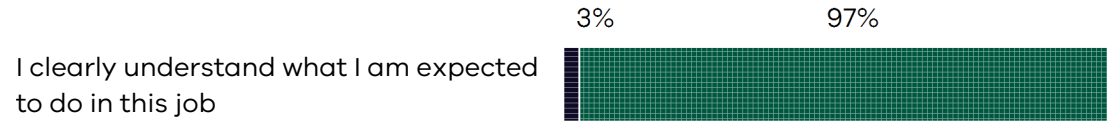
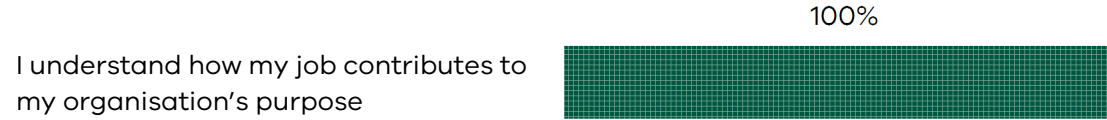
Example

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

Survey question

Your results

Benchmark agree results



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
93 %	98 %	100 %	87 %	90 %	100 %
83 %	93 %	97 %	80 %	86 %	93 %
98 %	100 %	97 %	80 %	89 %	100 %
85 %	Not asked	94 %	75 %	85 %	90 %

Job and manager factors

Job enrichment 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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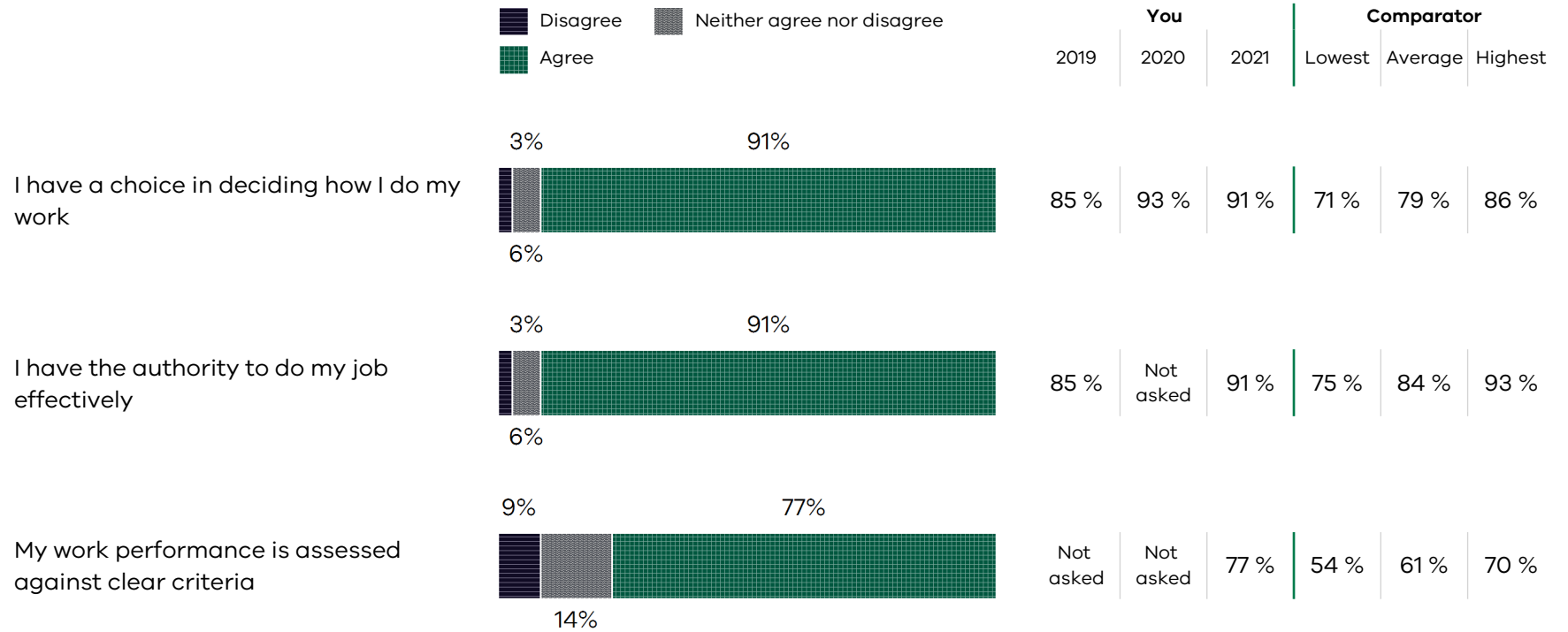
Example

91% of your staff who did the survey agreed or strongly agreed with 'I have a choice in deciding how I do my work'.

Survey question

Your results

Benchmark agree results



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

97% of your staff who did the survey agreed or strongly agreed with 'I am achieving something important through my work'.

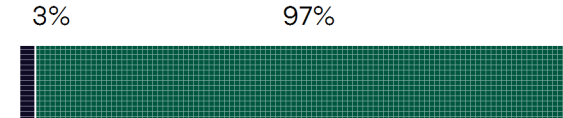
Survey question

Your results

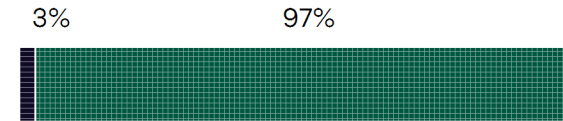
Benchmark agree results



I am achieving something important through my work



I feel that I can make a worthwhile contribution at work



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I am achieving something important through my work	Not asked	100 %	97 %	82 %	88 %	100 %
I feel that I can make a worthwhile contribution at work	Not asked	100 %	97 %	86 %	91 %	100 %

Job and manager factors

Safe to speak up 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

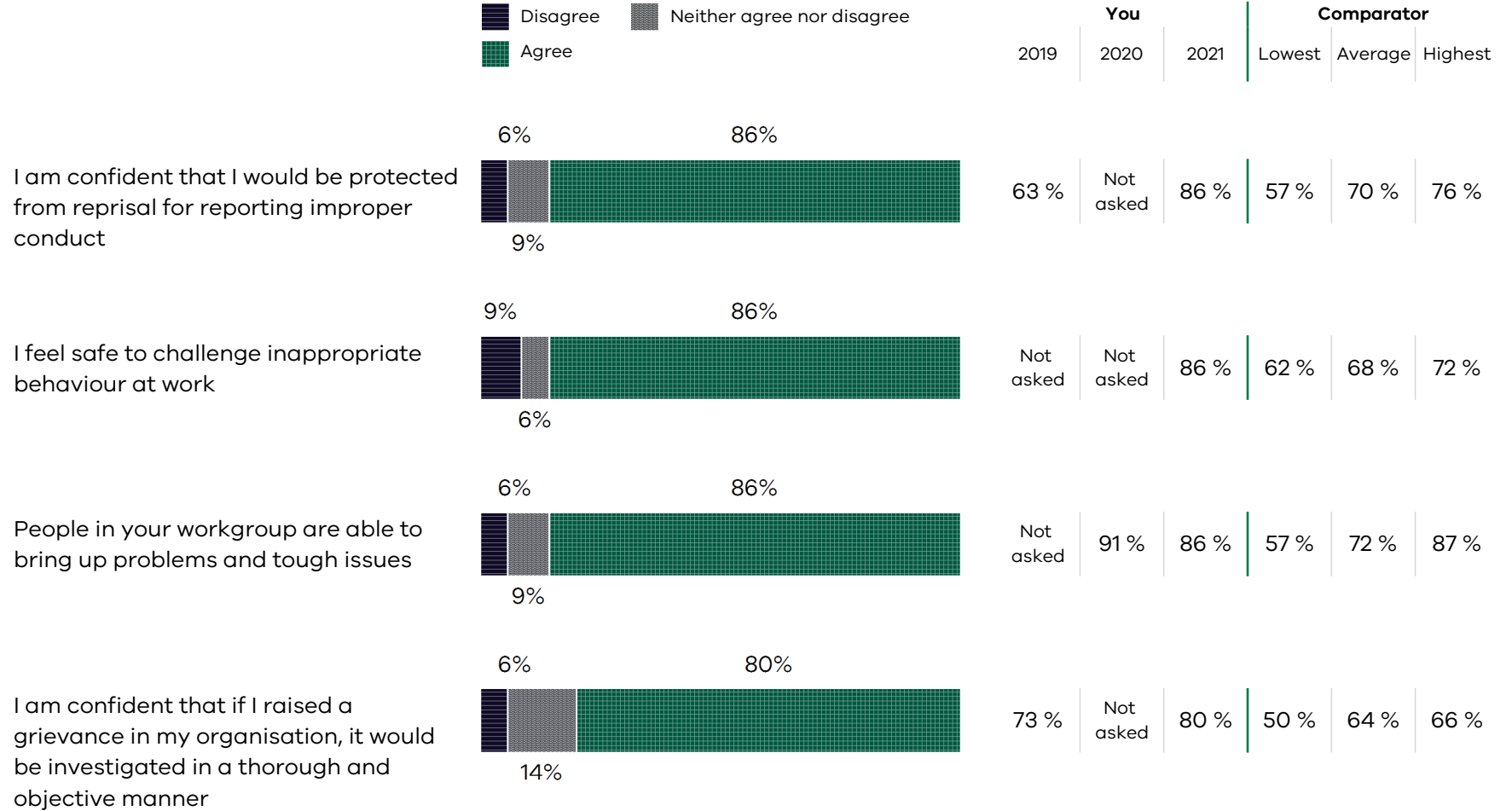
Example

86% of your staff who did the survey agreed or strongly agreed with 'I am confident that I would be protected from reprisal for reporting improper conduct!'

Survey question

Your results

Benchmark agree results



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.

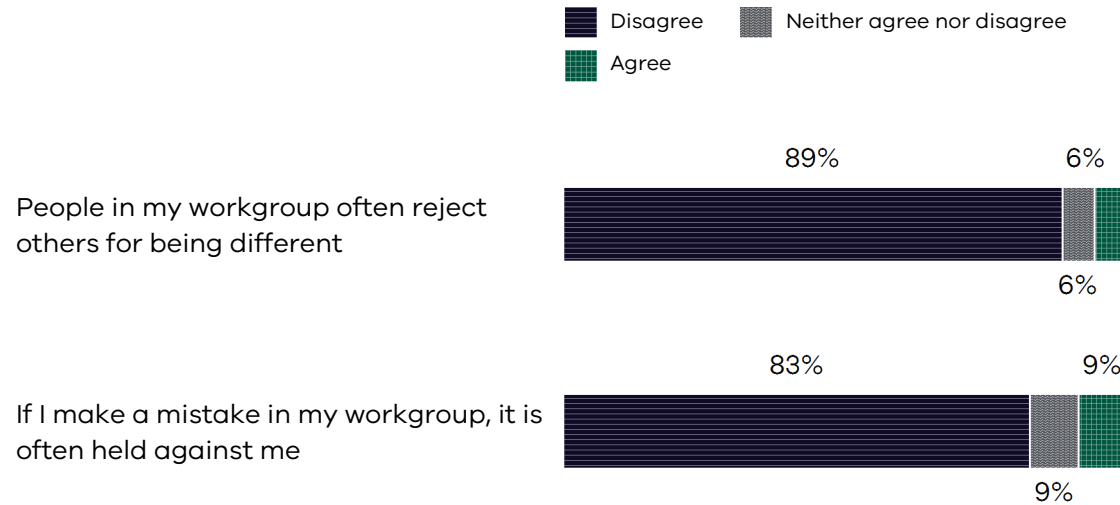
Example

89% 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



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
People in my workgroup often reject others for being different	Not asked	Not asked	89 %	77 %	82 %	93 %
If I make a mistake in my workgroup, it is often held against me	Not asked	Not asked	83 %	72 %	76 %	84 %

Job and manager factors

Barriers to optimal work

What this is

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

Why this is important

Workplace barriers prevent employees from working efficiently and effectively.

How to read this

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

Example

31% 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	31%	30%	36%
Communication processes	29%	20%	19%
There are no noticeable barriers	29%	22%	18%
Administrative processes (including leave and HR requirements)	20%	18%	19%
Limited social interactions with the team	14%	15%	11%
Other	14%	13%	13%
Decision making and authorisation processes	11%	18%	23%
Difficulties in separating work from other aspects of my life	9%	8%	10%
Family/household commitments (carer responsibilities, child education responsibilities)	6%	9%	9%
Technology limitations	6%	19%	20%

People matter

survey 2021

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- Scorecard: negative behaviour
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- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

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- Psychosocial safety climate score
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- Barriers to optimal work

Public sector values

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

Demographics

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

Public sector values

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

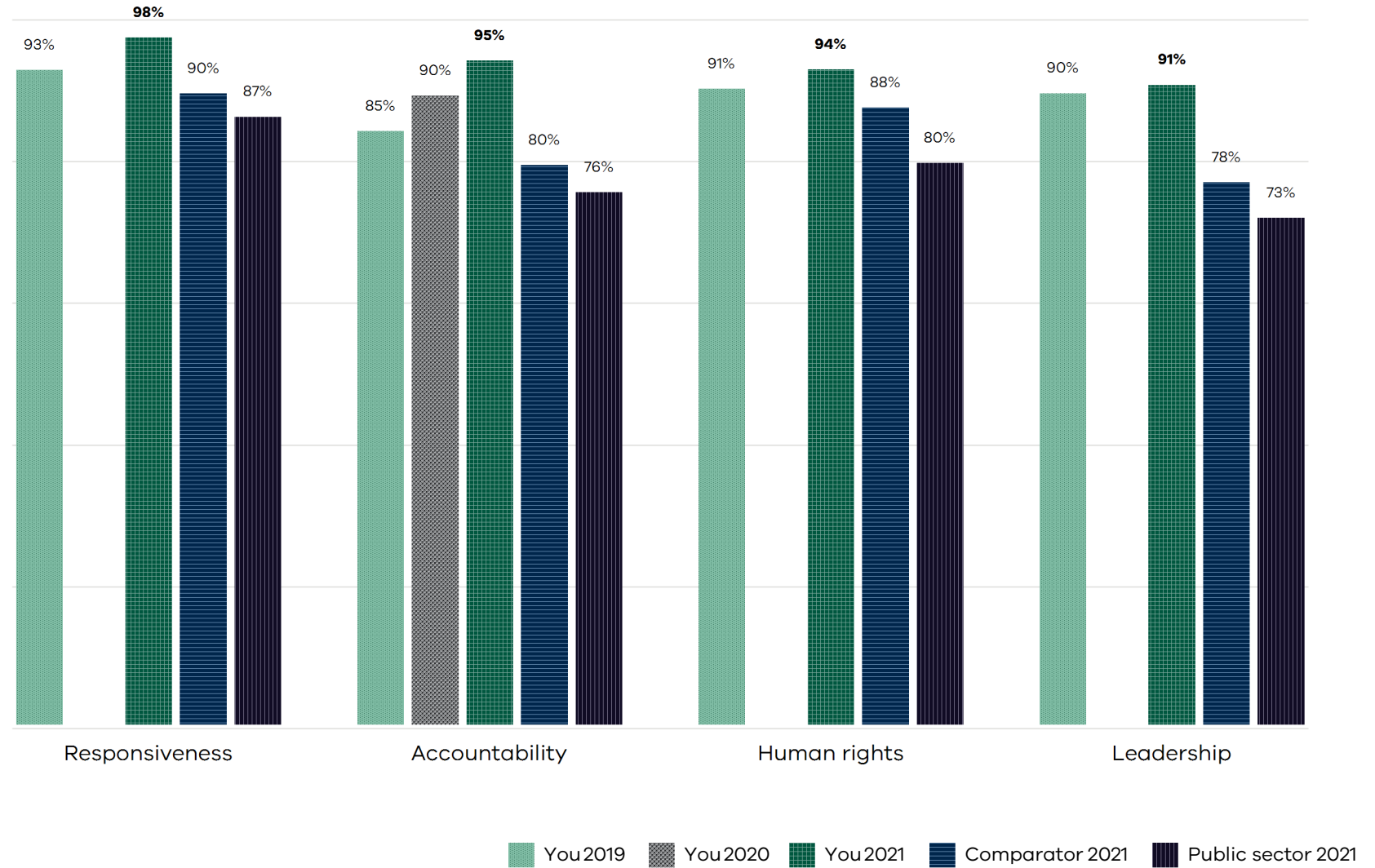
Example

In 2021:

- 98% of your staff who did the survey responded positively to questions about Responsiveness, which is up 5% in 2019.

Compared to:

- 90% of staff at your comparator and 87% of staff across the public sector.



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.

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.

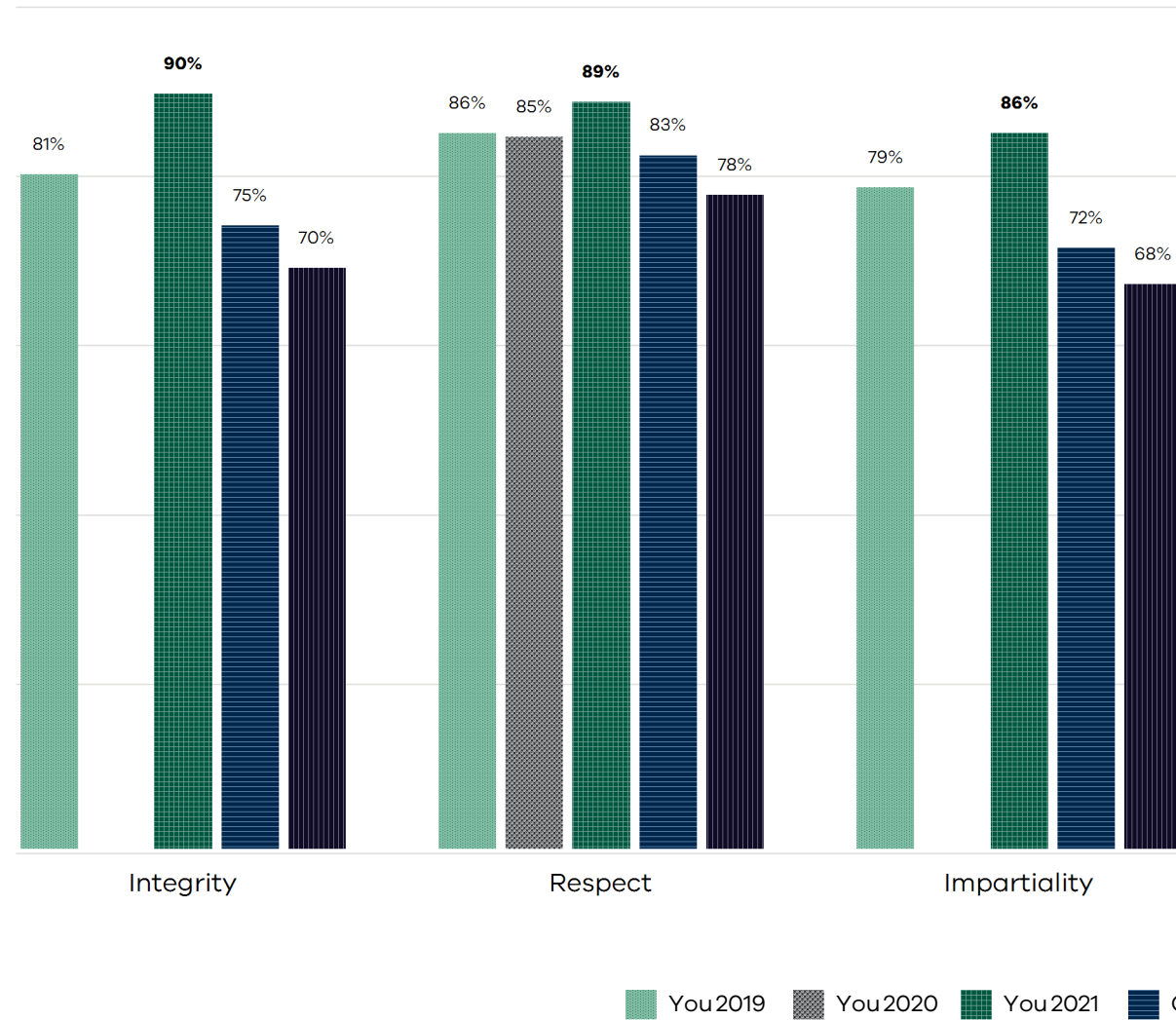
Example

In 2021:

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

Compared to:

- 75% of staff at your comparator and 70% of staff across the public sector.



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

100% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

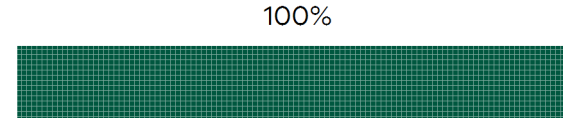
Survey question

Your results

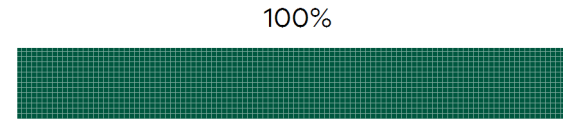
Benchmark agree results



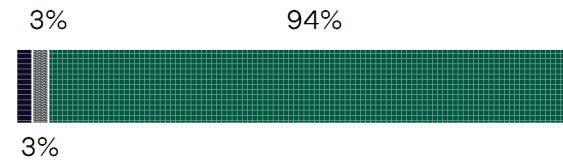
My workgroup strives to deliver services in a timely manner



My workgroup strives to provide high quality advice and services



My manager ensures clients receive a high standard of service



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	93 %	Not asked	100 %	87 %	90 %	100 %
	98 %	Not asked	100 %	89 %	93 %	100 %
	90 %	Not asked	94 %	83 %	88 %	93 %

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.

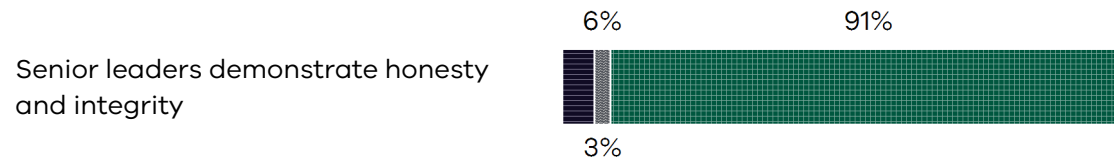
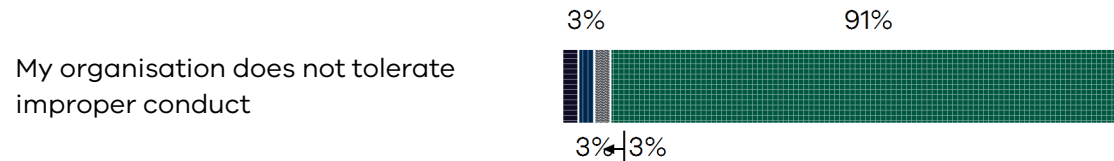
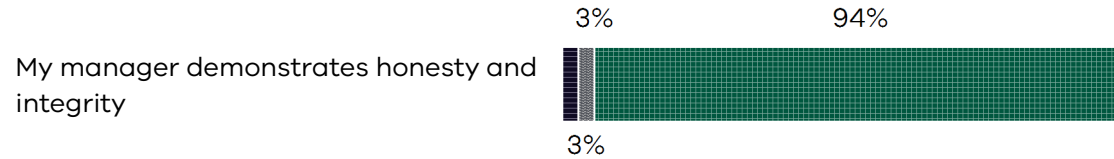
Example

100% 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



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	93 %	Not asked	100 %	71 %	85 %	93 %
	85 %	Not asked	94 %	81 %	86 %	93 %
	78 %	Not asked	91 %	56 %	74 %	83 %
	85 %	Not asked	91 %	50 %	68 %	75 %

Public sector values

Integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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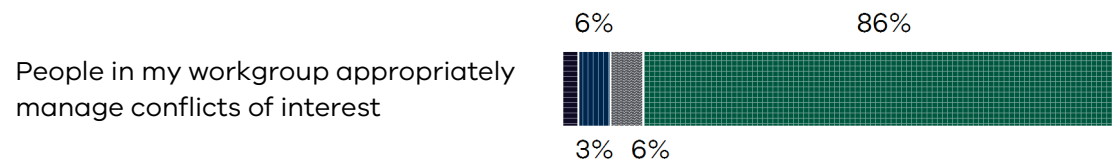
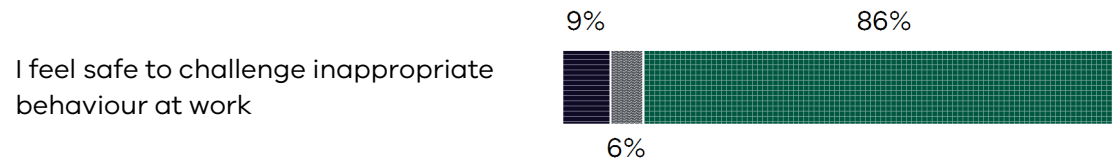
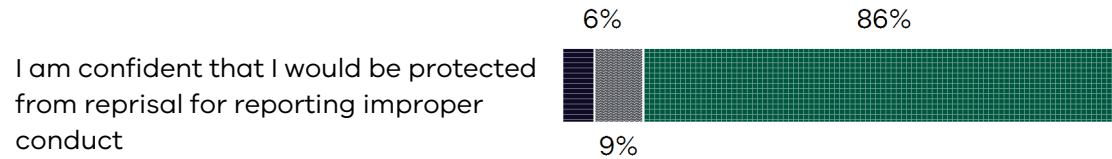
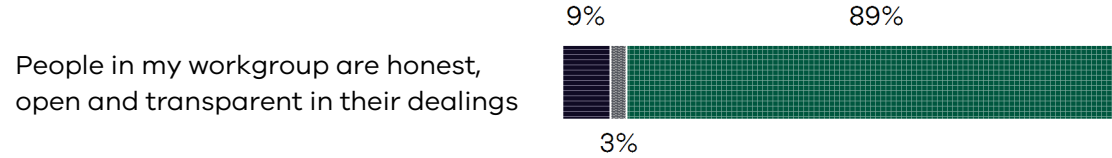
Example

89% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are honest, open and transparent in their dealings'.

Survey question

Your results

Benchmark agree results



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
2019	83 %	Not asked	89 %	66 %	76 %	83 %
2020	63 %	Not asked	86 %	57 %	70 %	76 %
2021	Not asked	Not asked	86 %	62 %	68 %	72 %
2022	78 %	Not asked	86 %	61 %	71 %	86 %

Public sector values

Impartiality

What this is

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

Why this is important

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

How to read this

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

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

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

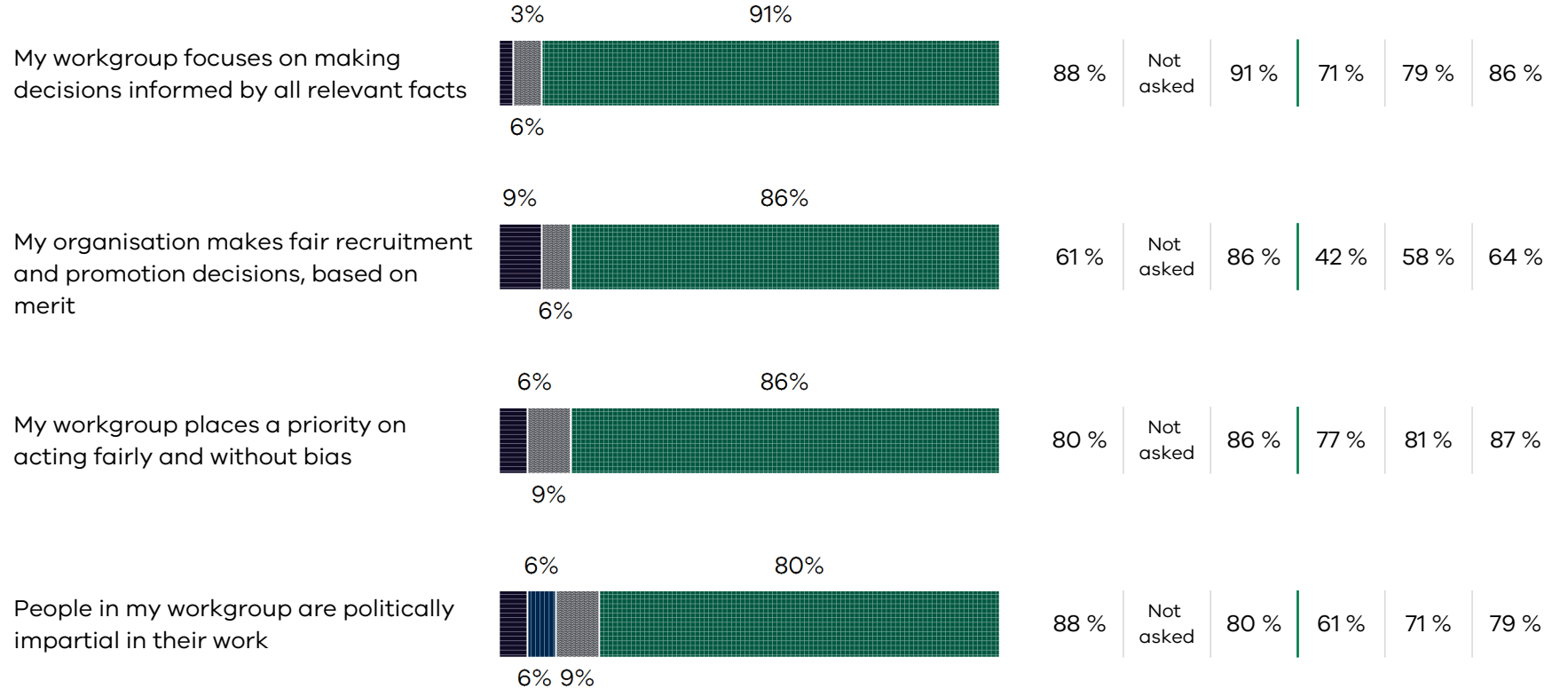
Example

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

Survey question

Your results

Benchmark agree results



Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

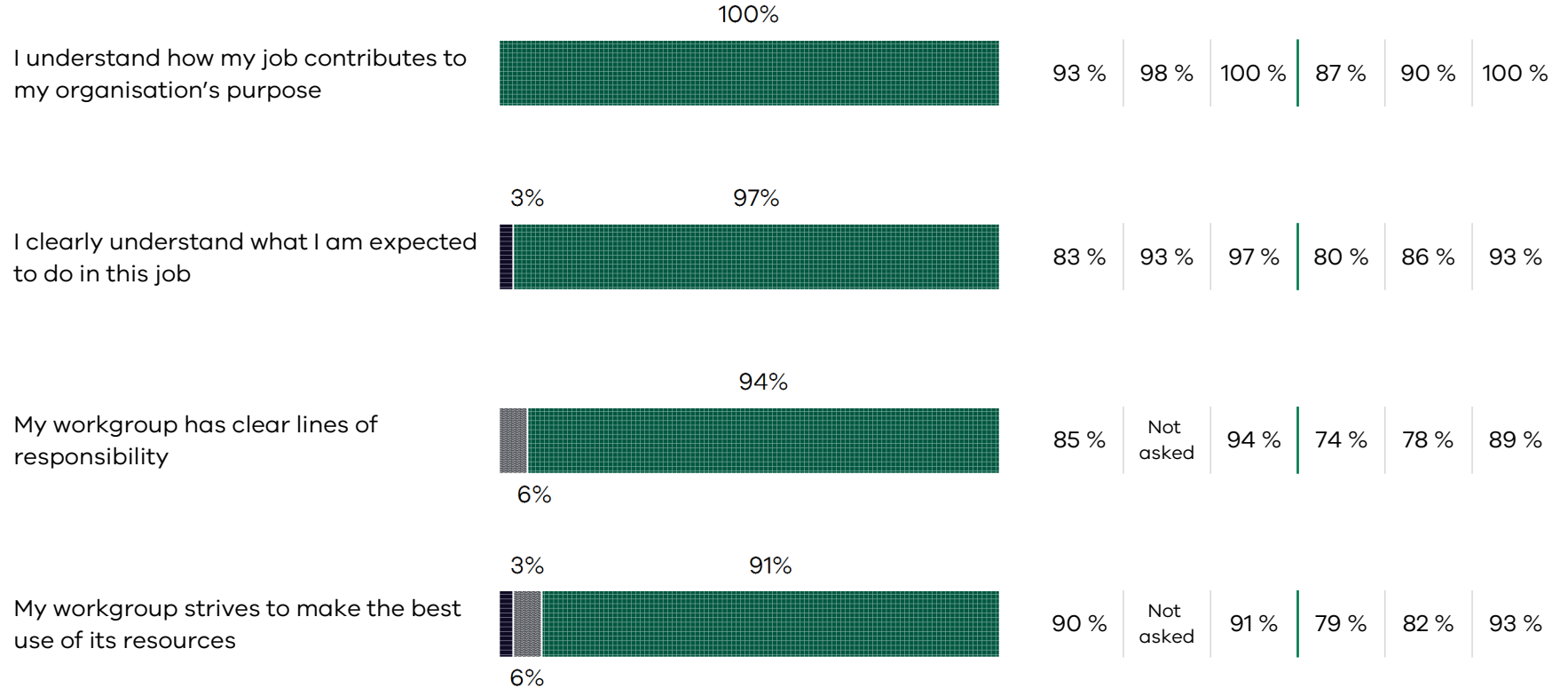
Example

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

Survey question

Your results

Benchmark agree results



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.

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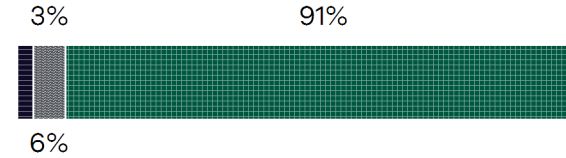
Example

91% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

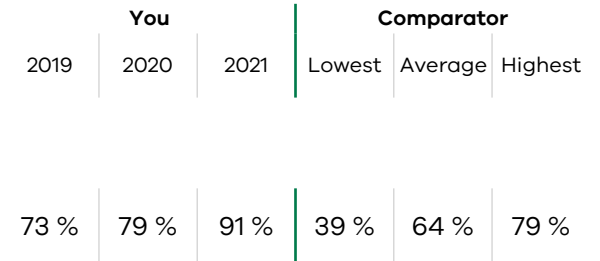
Survey question

Senior leaders provide clear strategy and direction

Your results



Benchmark agree results



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.

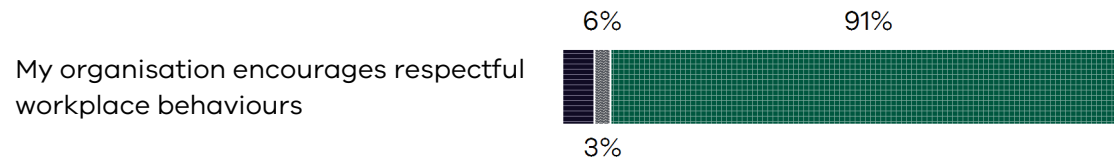
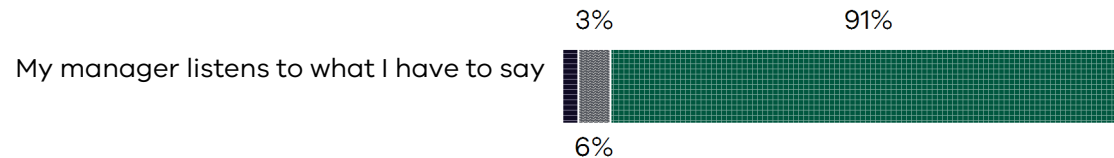
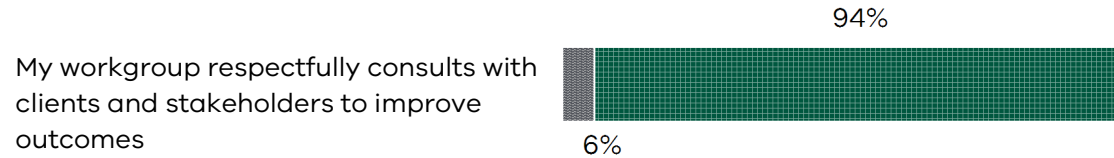
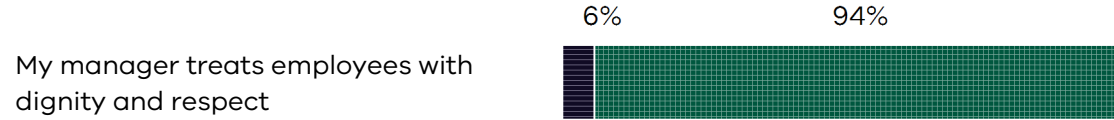
Example

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

Survey question

Your results

Benchmark agree results



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	90 %	Not asked	94 %	80 %	89 %	94 %
	83 %	Not asked	94 %	80 %	85 %	93 %
	85 %	91 %	91 %	82 %	85 %	88 %
	90 %	Not asked	91 %	72 %	87 %	93 %

Public sector values

Respect 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

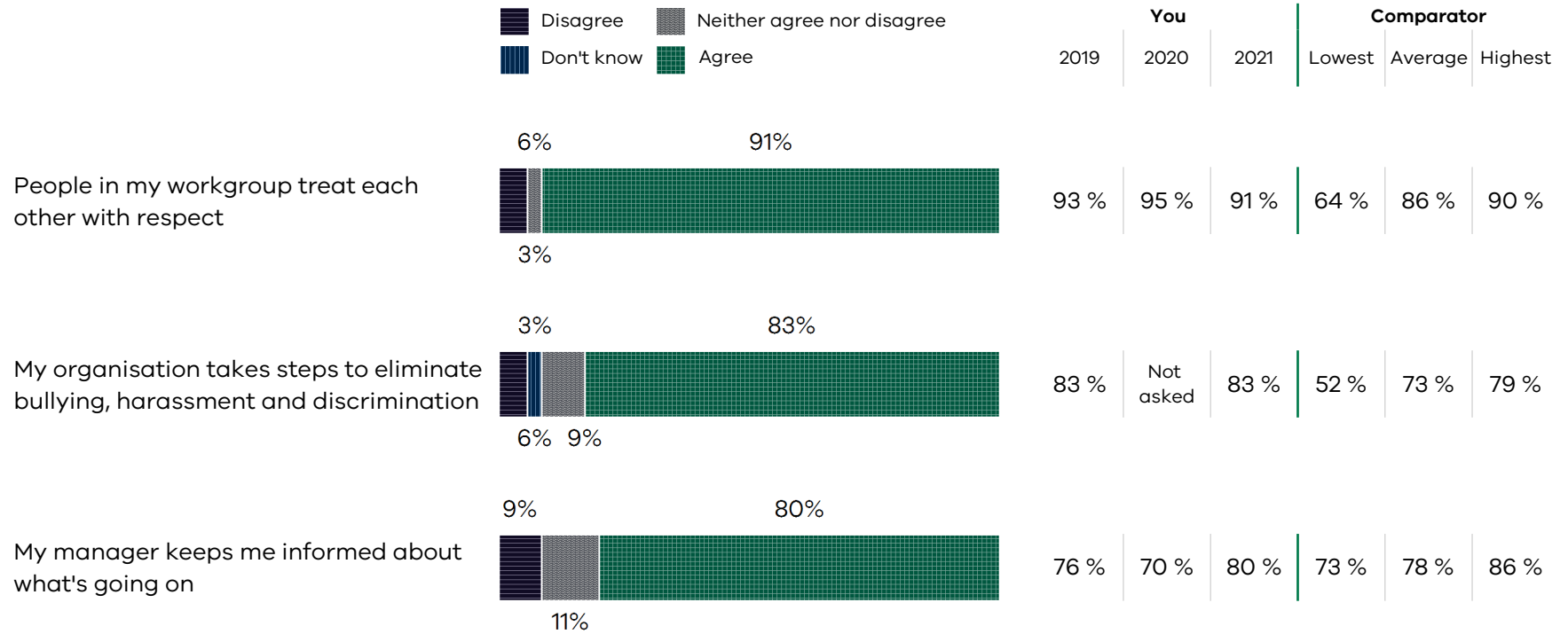
Example

91% of staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question

Your results

Benchmark agree results



Public sector values

Leadership

What this is

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

Why this is important

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

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

How to read this

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

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

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

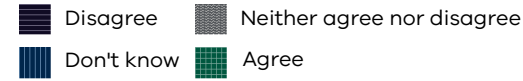
Example

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

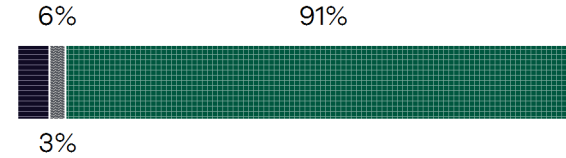
Survey question

Your results

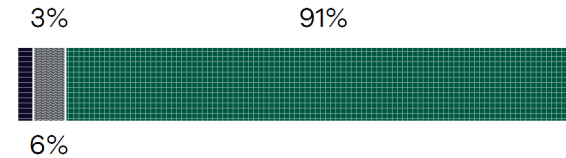
Benchmark agree results



My manager models my organisation's values



Senior leaders model my organisation's values



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	88 %	Not asked	91 %	80 %	86 %	100 %
	93 %	Not asked	91 %	53 %	70 %	79 %

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.

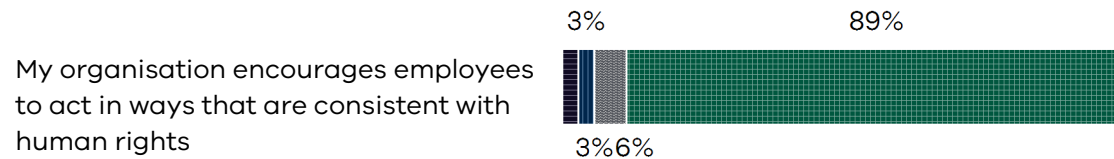
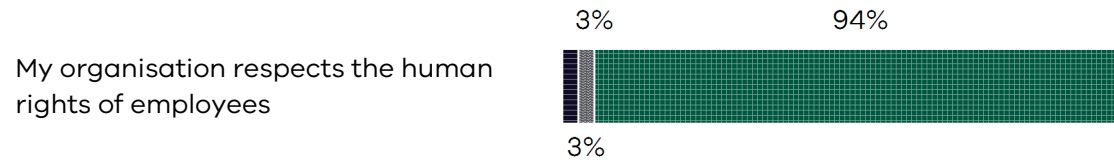
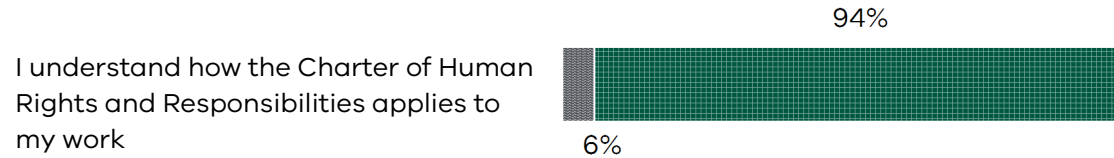
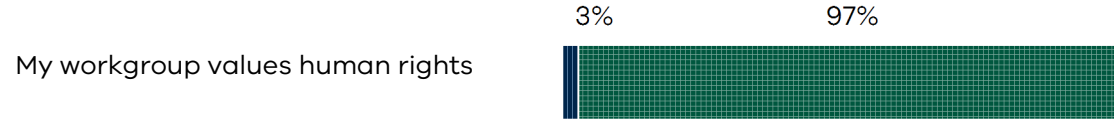
Example

97% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

Survey question

Your results

Benchmark agree results



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	98 %	Not asked	97 %	87 %	93 %	94 %
	85 %	Not asked	94 %	75 %	85 %	90 %
	90 %	Not asked	94 %	72 %	86 %	91 %
	90 %	Not asked	89 %	75 %	89 %	93 %

People matter

survey 2021

Have your say

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

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

Age	(n)	%
15-34 years	7	20%
35-54 years	20	57%
55+ years	8	23%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
No	35	100%

Highest level of formal education	(n)	%
Master Degree level	6	17%
Graduate Diploma or Graduate Certificate level	4	11%
Bachelor Degree level incl. honours degrees	10	29%
Advanced Diploma or Diploma level	7	20%
Certificate III or IV level	3	9%
Year 12 or equivalent (VCE/Leaving certificate)	2	6%
Certificate I or II level	1	3%
Lower than Certificate I or equivalent	1	3%
Prefer not to say	1	3%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Aboriginal and/or Torres Strait Islander

	(n)	%
Yes	0	0%
Non Aboriginal and/or Torres Strait Islander	35	100%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Do you identify as a person with a disability?

	(n)	%
No	35	100%

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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

How would you describe your gender?	(n)	%
Woman	28	80%
Man	7	20%

Are you trans, non-binary or gender diverse?	(n)	%
No	34	97%
Prefer not to say	1	3%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*

	(n)	%
No	33	94%
Don't know	1	3%
Prefer not to say	1	3%

How do you describe your sexual orientation?

	(n)	%
Straight (heterosexual)	30	86%
Gay or lesbian	3	9%
Prefer not to say	2	6%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Country of birth	(n)	%
Born in Australia	34	97%
Not born in Australia	1	3%

When did you first arrive in Australia?*	(n)	%
5 to less than 10 years ago	1	100%

Language other than English spoken with family or community

	(n)	%
Yes	1	3%
No	34	97%

Demographics

Cultural diversity 2 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

If you speak another language with your family or community, what language(s) do you speak?*

	(n)	%
Other	1	100%

Demographics

Cultural diversity 3 of 3

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Cultural identity	(n)	%
Australian	34	97%
African (including Central, West, Southern and East African)	1	3%

Religion	(n)	%
No religion	22	63%
Christianity	12	34%
Prefer not to say	1	3%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Working arrangement	(n)	%
Full-time	16	46%
Part-time	19	54%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$65k	15	45%
\$65k to \$95k	14	42%
\$95k to \$125k	3	9%
\$125k or more	1	3%

Organisational tenure	(n)	%
<1 year	6	17%
1 to less than 2 years	2	6%
2 to less than 5 years	11	31%
5 to less than 10 years	9	26%
10 to less than 20 years	7	20%

Management responsibility	(n)	%
Non-manager	26	74%
Other manager	6	17%
Manager of other manager(s)	3	9%

Employment type	(n)	%
Ongoing and executive	25	71%
Fixed term	8	23%
Other	2	6%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	27	77%
I have moved to a different role within my organisation (including acting roles)	6	17%
I have moved to my role from a different Victorian public sector organisation	1	3%
I have moved to my role from outside the Victorian public sector	1	3%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Primary workplace location over the last 3 months

	(n)	%
Other city or town	34	97%
Outside Victoria	1	3%

Primary workplace type over the past 3 months*

	(n)	%
A main office	21	60%
Home/private location	10	29%
A frontline or service delivery location (that is not a main office or home/private location)	4	11%

Other workplace type over the past 3 months*

	(n)	%
A main office	15	43%
Home/private location	15	43%
A frontline or service delivery location (that is not a main office or home/private location)	8	23%
No, I have not worked from any other locations	7	20%
A hub/shared work space	1	3%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

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Have you requested any of the following adjustments at work?*

	(n)	%
No, I have not requested adjustments	32	91%
Flexible working arrangements	2	6%
Physical modifications or improvements to the workplace	1	3%
Accessible communications technologies	1	3%
Career development support strategies	1	3%

Why did you make this request?*

	(n)	%
Other	2	67%
Health	1	33%
Work-life balance	1	33%

What was your experience with making the request?

	(n)	%
The adjustments I needed were made and the process was satisfactory	2	67%
The adjustments I needed were not made	1	33%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

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Caring responsibility	(n)	%
None of the above	18	51%
Primary school aged child(ren)	7	20%
Secondary school aged child(ren)	5	14%
Frail or aged person(s)	4	11%
Child(ren) - younger than preschool age	3	9%
Prefer not to say	3	9%

Demographics

Employment categories

What is this

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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Which of the following categories best describes your current position?

	(n)	%
Nursing Employees	7	20%
Allied health professional	5	14%
Counselling	1	3%
Community Development	2	6%
Other health professional	1	3%
Management, Administration and Corporate support	10	29%
Social worker	3	9%
Other	6	17%

Demographics

Primary role

What is this

This shows the primary role of your staff.

Why this is important

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

How to read this

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

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

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