People matter survey 2021

Have your say

Report overview

About your report

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

Report contents

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

Comparing data in this report

Your organisation took part in the survey in 2019 but not 2020.

This means you'll be able to compare about 73% 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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- Scorecard: satisfaction, stress, intention to stay
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- Biggest positive difference from comparator
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- Workplace flexibility
- Equal employment opportunity
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- Psychosocial safety climate score
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- Scorecard
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- Workgroup support

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- Scorecard
- Manager leadership
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- Workload
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- 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

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Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Victorian Public Sector Commission

VICTORIA State Government

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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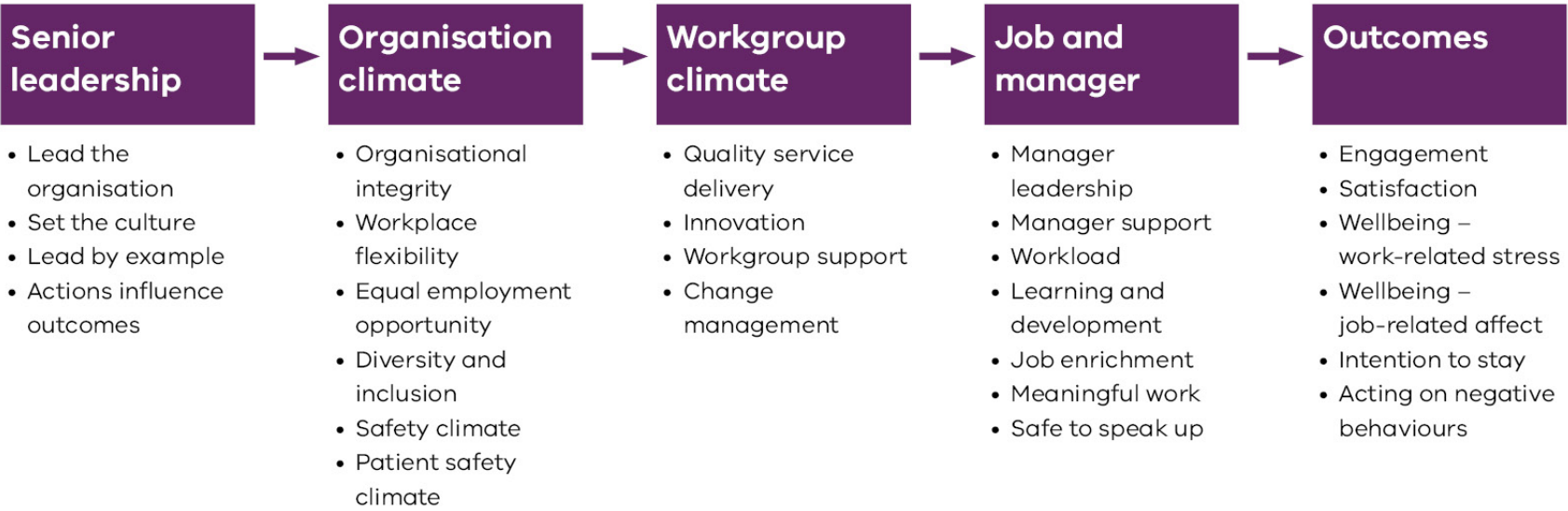
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

Our public sector values

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

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

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

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

Senior leadership
- Lead the organisation
- Set the culture
- Lead by example
- Actions influence outcomes

Organisation climate
- Organisational integrity
- Workplace flexibility
- Equal employment opportunity
- Diversity and inclusion
- Safety climate
- Patient safety climate

Workgroup climate
- Quality service delivery
- Innovation
- Workgroup support
- Change management

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

Outcomes
- Engagement
- Satisfaction
- Wellbeing – work-related stress
- Wellbeing – job-related affect
- Intention to stay
- Acting on negative behaviours

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

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

Report overview

Your comparator group 1 of 2

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'.

Bushfire Recovery Victoria

CenITex

Commercial Passenger Vehicles Victoria

Commission for Children and Young People

Court Services Victoria

Emergency Services Superannuation Board

Environment Protection Authority

Essential Services Commission

Family Safety Victoria

Family Violence Prevention Agency

Game Management Authority

Independent Broad-based Anti-corruption Commission

Infrastructure Victoria

Labour Hire Licensing Authority

Latrobe Valley Authority

Major Transport Infrastructure Authority

Office of Public Prosecutions

Office of the Chief Parliamentary Counsel

Office of the Governor Victoria

Office of the Legal Services Commissioner

Office of the Ombudsman Victoria

Office of the Victorian Government Architect

Office of the Victorian Information Commissioner

Office of the Victorian Inspectorate

Portable Long Service Authority

Public Record Office Victoria

Public Transport Safety Victoria

Safer Care Victoria

Service Victoria

Suburban Rail Loop Authority

Victorian Auditor-General's Office

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Victorian Commission for Gambling and Liquor Regulation

Victorian Disability Worker Commission

Victorian Equal Opportunity and Human Rights Commission

Victorian Fisheries Authority

Victorian Government Solicitor's Office

Victorian Public Sector Commission

Victorian Responsible Gambling Foundation

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.

2019		2021	
54%		**77%**	
(152)		**(164)**	
Comparator	74%	Comparator	49%
Public Sector	46%	Public Sector	39%

Victorian Public Sector Commission

VICTORIA State Government

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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.

2019	
69	
Comparator	67
Public Sector	67

2021	
74	
Comparator	72
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 74.

Why this is important

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

How to read this

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

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

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

Example

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

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

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Survey question	Disagree	Neither	Agree	2019	2021	Lowest	Average	Highest
I am proud to tell others I work for my organisation	4%	12%	84%	74 %	84 %	51 %	81 %	100 %
I would recommend my organisation as a good place to work	9%	16%	76%	68 %	76 %	38 %	72 %	95 %
My organisation motivates me to help achieve its objectives	12%	13%	75%	71 %	75 %	32 %	70 %	94 %
I feel a strong personal attachment to my organisation	12%	20%	68%	59 %	68 %	42 %	65 %	95 %

Victorian Public Sector Commission

VICTORIA State Government

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 74.

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.
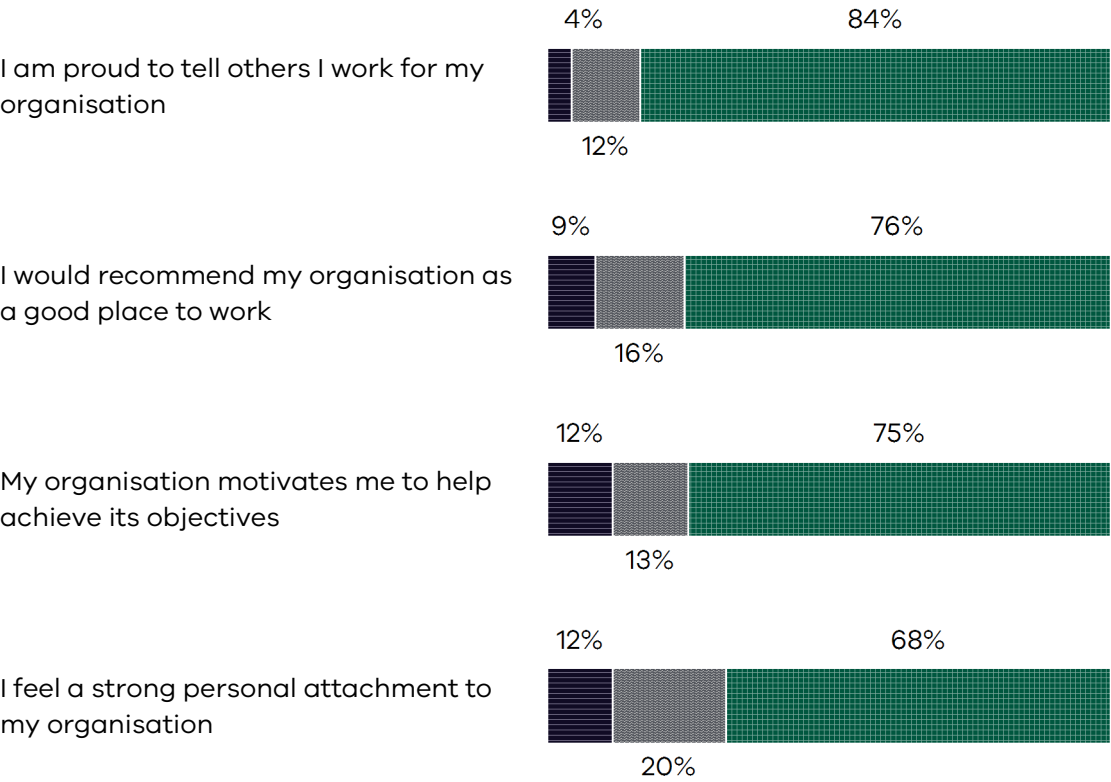
Example

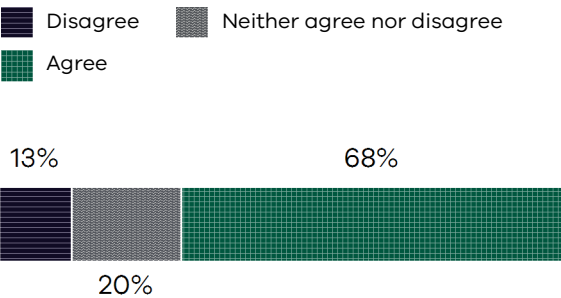68% of your staff who did the survey agreed or strongly agreed with 'My organisation inspires me to do the best in my job'.

■ Disagree ▨ Neither agree nor disagree
▨ Agree

	You		Comparator		
	2019	2021	Lowest	Average	Highest
My organisation inspires me to do the best in my job	66 %	68 %	30 %	67 %	91 %

Your results:
13%   20%   68%

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:

- 65% of your staff who did the survey responded positively to questions about Satisfaction which is up from 63% in 2019.

Compared to:

- 64% of staff at your comparator and 63% of staff across the public sector.

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

Satisfaction: 63%, 65%, 64%, 63%
Intention to stay: 58%, 58%, 58%, 67%
High to severe work related stress: 19%, 24%, 28%, 26%

Victorian Public Sector Commission

VICTORIA State Government

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

78% of your staff who did the survey agreed or strongly agreed with 'I get a sense of accomplishment from my work'.

Legend:
- ■ Disagree
- ▨ Neither agree nor disagree
- ▨ Agree

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I get a sense of accomplishment from my work	10% / 12% / 78%	75 %	78 %	61 %	77 %	96 %
I enjoy the work in my current job	9% / 17% / 74%	74 %	74 %	67 %	79 %	100 %

People outcomes

Satisfaction question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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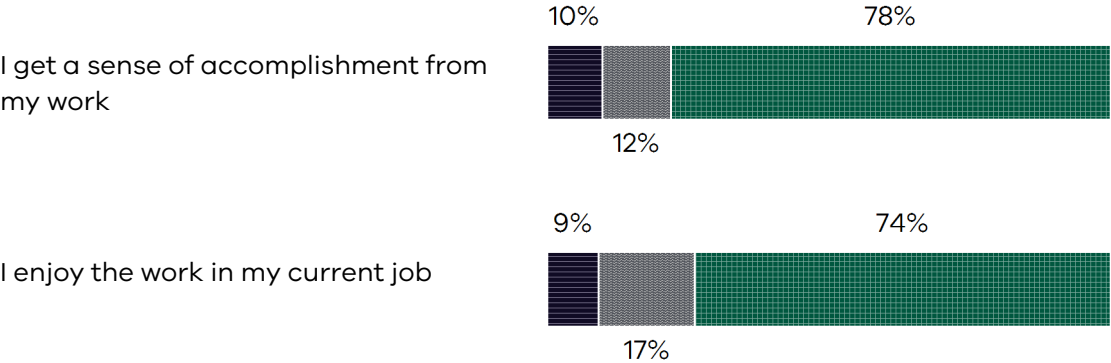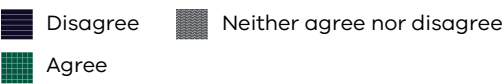
Example

73% of your staff who did the survey were satisfied or very satisfied with 'How satisfied are you with the work-life balance in your current job'.

Legend:
- Dissatisfied
- Neither satisfied nor dissatisfied
- Satisfied
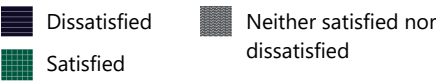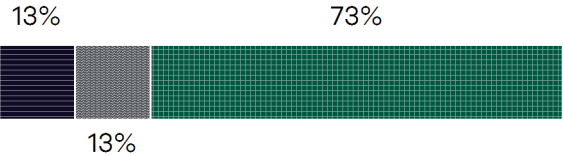
Survey question	Your results		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
How satisfied are you with the work-life balance in your current job	13% / 13% / 73%		70 %	73 %	56 %	69 %	93 %
Considering everything, how satisfied are you with your current job	13% / 18% / 69%		67 %	69 %	54 %	70 %	93 %
How satisfied are you with your career development within your current organisation	20% / 26% / 54%		52 %	54 %	38 %	52 %	76 %
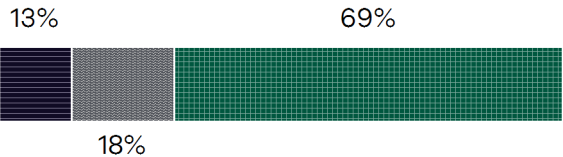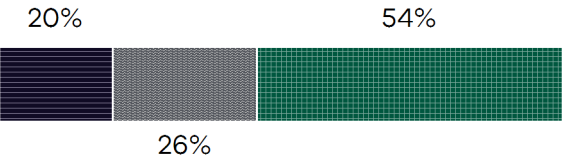
People outcomes

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 2019 and your comparator.

Example

24% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 28% of staff in your comparator group and 26% of staff across the public sector.

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

Nil	10%
Low / mild	32%
Moderate	34%
High	13%
Very high	9%
Severe	2%

Reported levels of high to severe stress

2019		2021	
19%		**24%**	
Comparator	23%	Comparator	28%
Public Sector	22%	Public Sector	26%
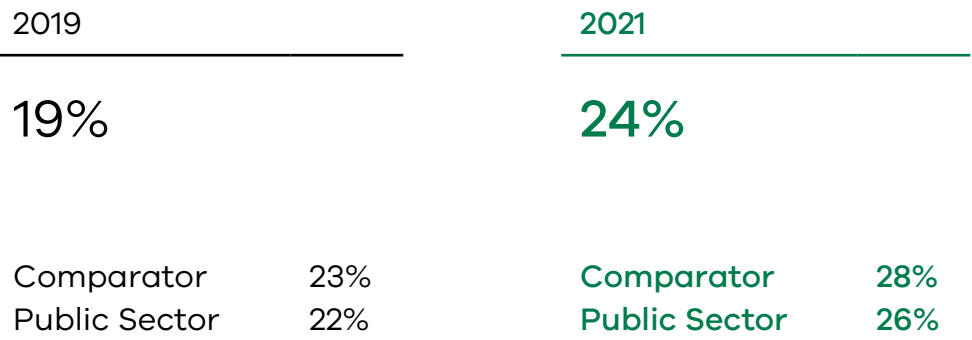
People outcomes

Work-related stress causes

What this is

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

Why this is important

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

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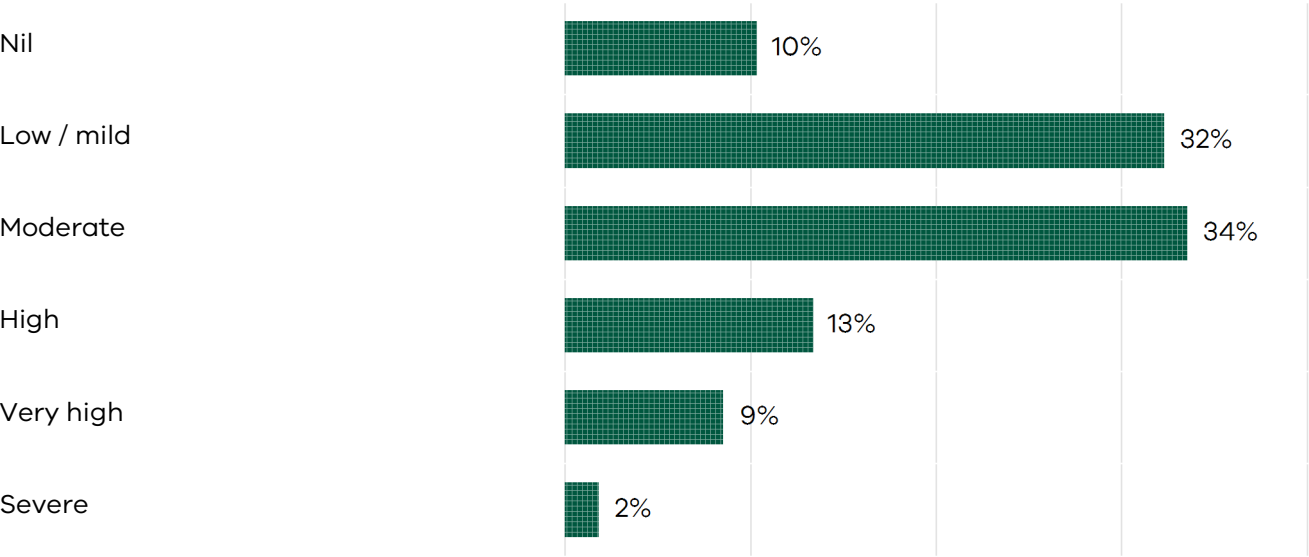
In the survey, we ask staff to tell us if they have experienced mild to severe stress at work, as shown in the visual above the table.

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

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

Example

90% of your staff who did the survey said they experienced mild to severe stress.

Of that 90%, 46% said the top reason was 'Time pressure'.

	147	17
	90%	10%

■ Experienced some work-related stress   ▦ Did not experience some work-related stress
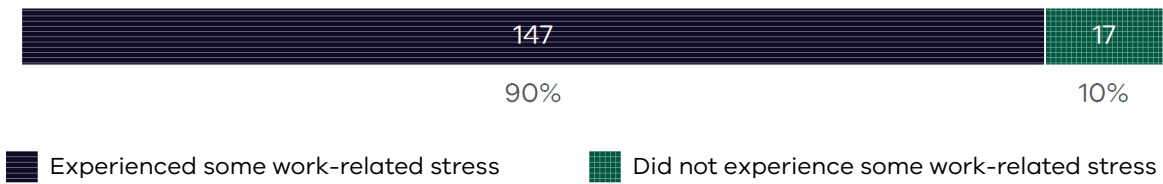
Of those that experienced work related stress it was from …	You 2021	Comparator 2021	Public sector 2021
Time pressure	46%	47%	42%
Workload	40%	52%	51%
Unclear job expectations	18%	14%	11%
Content, variety, or difficulty of work	14%	14%	12%
Management of work (e.g. supervision, training, information, support)	14%	13%	13%
Other changes due to COVID-19	14%	11%	15%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	14%	9%	12%
Competing home and work responsibilities	13%	12%	12%
Dealing with clients, patients or stakeholders	12%	16%	14%
Job security	9%	9%	9%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Intention to stay

What this is

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

Why this is important

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

How to read this

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

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

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

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

Example

26% of your staff who did the survey said they intended to leave.

Of that 26%, 51% said it was from 'Limited future career opportunities at my organisation'.

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

25	18	95
15%	11%	58%

■ 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
Limited future career opportunities at my organisation	51%	51%	42%
Better remuneration	44%	29%	26%
Limited opportunities to gain further experience at my organisation	44%	39%	33%
Opportunity to seek/take a promotion elsewhere	42%	44%	33%
Lack of confidence in senior leadership	37%	30%	34%
Limited developmental/educational opportunities at my organisation	37%	23%	24%
Opportunity to broaden experience	35%	50%	40%
Limited recognition for doing a good job	33%	26%	32%
Limited involvement in decisions affecting my job and career	30%	18%	20%
Limited flexible work arrangements for managing (e.g. family/caring commitments)	26%	7%	11%

People outcomes

Scorecard: emotional effects of work

What this is

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

Why this is important

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

How to read this

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

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

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

Example

In 2021:

- 58% of your staff who did the survey said work made them feel happy in 2021, which is up from 51% in 2019

Compared to:

- 49% of staff at your comparator and 50% of staff across the public sector.

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

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

Enthusiastic: 47%, 60%, 51%, 48%
Happy: 51%, 58%, 49%, 50%
Worried: 24%, 36%, 35%, 37%
Miserable: 12%, 16%, 16%, 19%
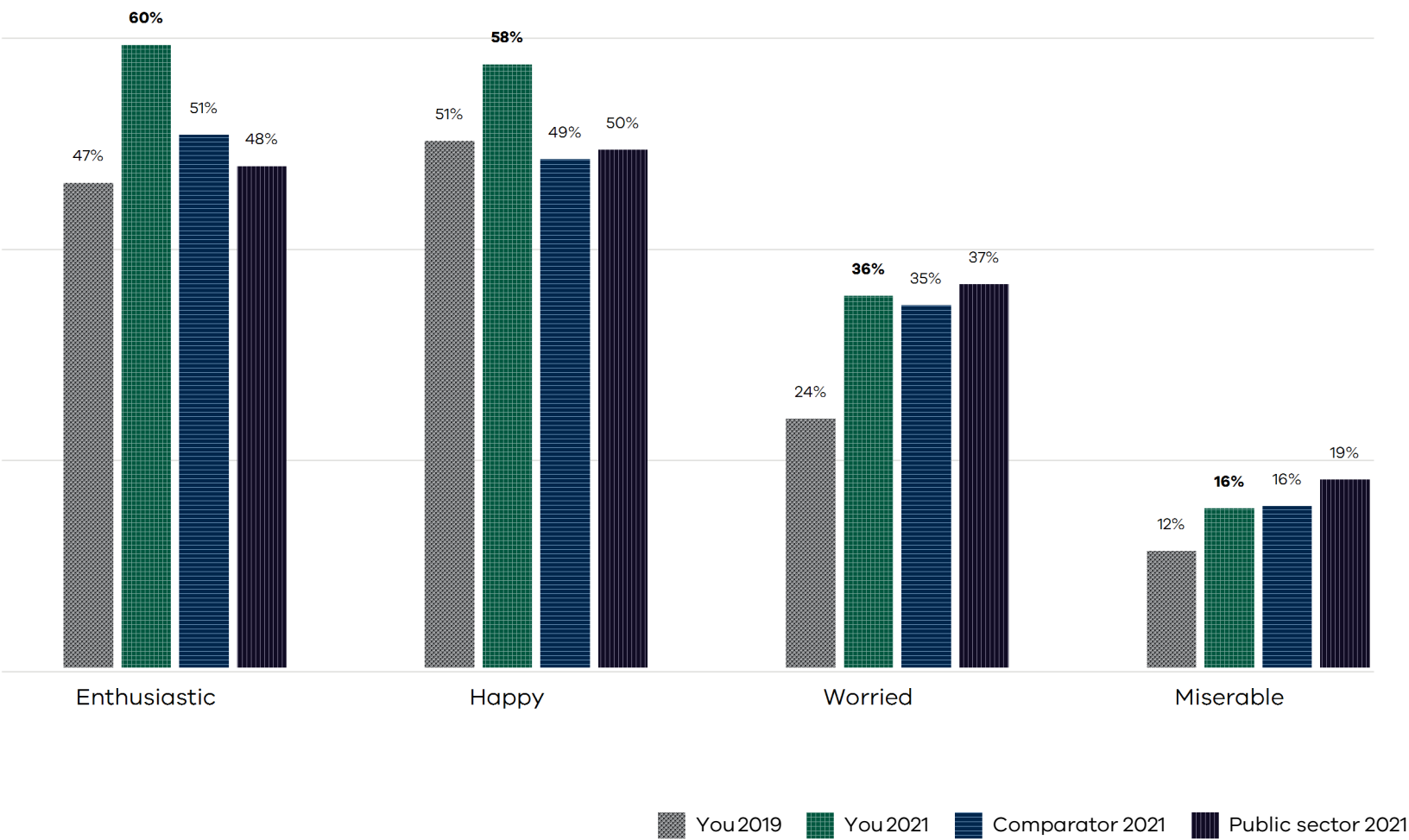
People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

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

Example

In 2021:

- 16% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is up from 11% in 2019.

Compared to:

- 10% of staff at your comparator and 16% of staff across the public sector.

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

Bullying: 11%, 16%, 10%, 16%
Violence or aggression: 9%, 6%, 7%, 18%
Sexual harassment: 3%, 3%, 3%, 6%
Discrimination: 5%, 2%, 3%, 6%

Victorian Public Sector Commission

VICTORIA State Government
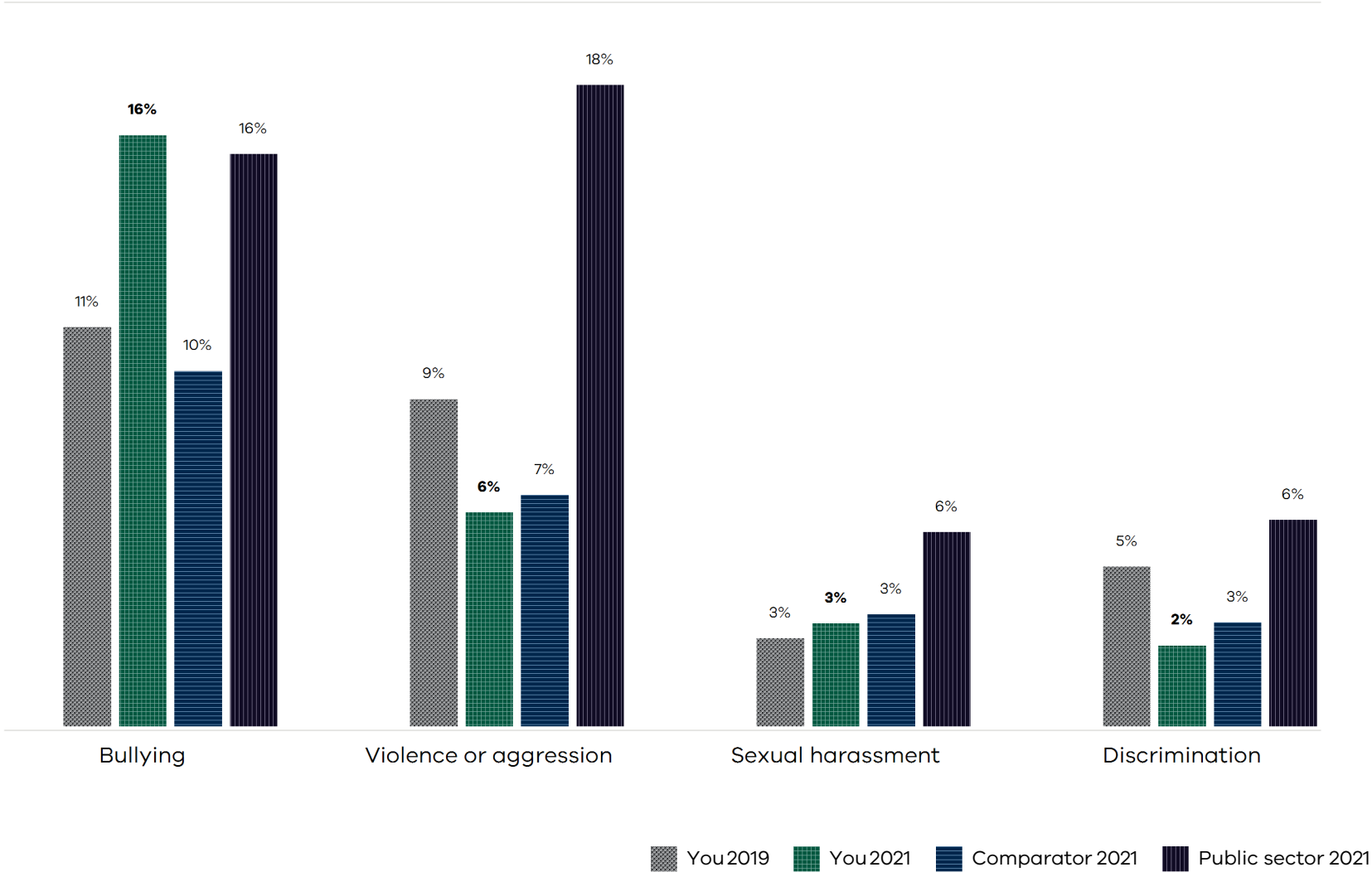
People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

16% of your staff who did the survey said they experienced bullying.

Of that 16%, 81% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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

27	125	12
16%	76%	7%

■ Experienced bullying   ■ Did not experience bullying   ■ Not sure
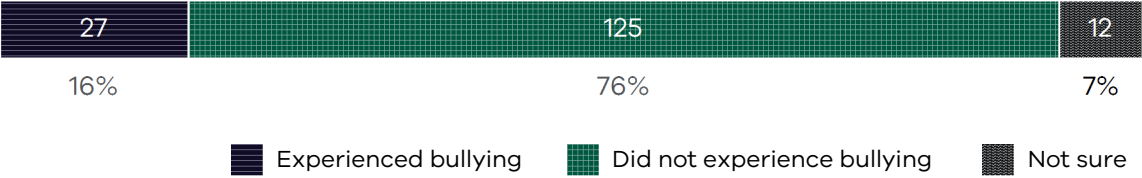
If you experienced bullying, what type of bullying did you experience?	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	81%	74%	69%
Exclusion or isolation	48%	42%	42%
Withholding essential information for me to do my job	44%	36%	27%
Intimidation and/or threats	19%	27%	32%
Other	15%	14%	15%
Being assigned meaningless tasks unrelated to the job	7%	15%	13%
Being given impossible assignment(s)	4%	13%	9%
Interference with my personal property and/or work equipment	4%	4%	4%
Verbal abuse	4%	18%	20%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Telling someone about the bullying

What this is

This is if staff told someone when they experienced bullying.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

16% of your staff who did the survey said they experienced bullying, of which

- 56% said the top way they reported the bullying was 'Told a manager'.
- 89% said they didn't submit a formal complaint.

Have you experienced bullying at work in the last 12 months?	27	125	12
	16%	76%	7%

■ Experienced bullying   ▦ Did not experience bullying   ▨ Not sure
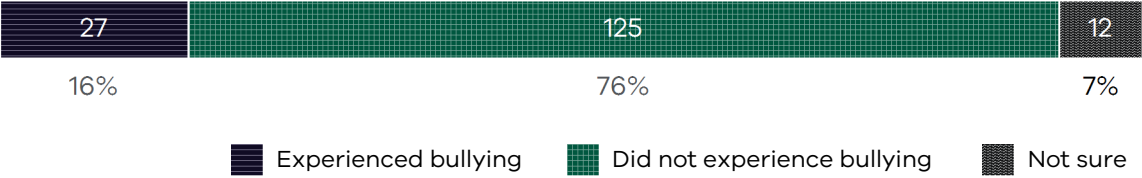
Did you tell anyone about the bullying?	You 2019	You 2021	Comparator 2021	Public sector 2021
Told a manager	41%	56%	50%	47%
Told a friend or family member	59%	52%	41%	34%
Told a colleague	53%	37%	45%	42%
Told Human Resources	24%	33%	19%	12%
Told the person the behaviour was not OK	0%	30%	19%	17%
Submitted a formal complaint	0%	11%	8%	12%
Told someone else	18%	11%	13%	12%
I did not tell anyone about the bullying	0%	4%	11%	12%
Told employee assistance program (EAP) or peer support	0%	4%	12%	9%

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

89% of your staff who experienced bullying did not submit a formal complaint, of which:

- 54% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?

3	24
11%	89%

■ Submitted formal complaint   ■ Did not submit a formal complaint
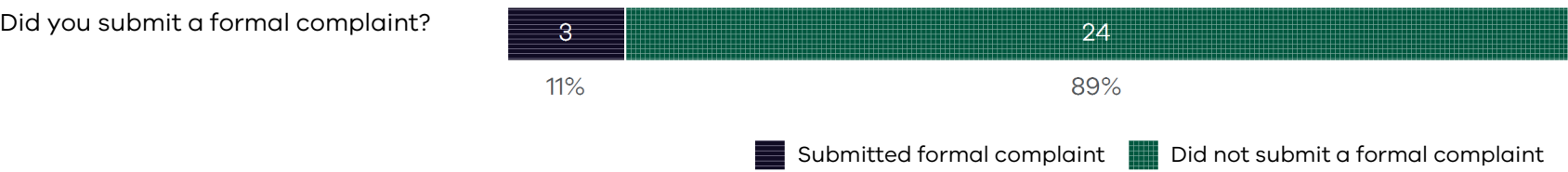
Please tell us why you did not submit a formal complaint?	You 2019	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	82%	54%	59%	53%
I didn't think it would make a difference	71%	46%	50%	50%
I believed there would be negative consequences for my career	76%	33%	50%	40%
I didn't think it was serious enough	0%	33%	20%	16%
I didn't feel safe to report the incident	0%	21%	21%	19%
Other	6%	21%	14%	12%
I didn't need to because I made the bullying stop	6%	13%	6%	7%
I thought the complaint process would be embarrassing or difficult	0%	13%	14%	14%
I believed there would be negative consequences for the person I was going to complain about	12%	8%	10%	10%
I didn't know how to make a complaint	0%	4%	6%	5%

People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year's survey, 16% of your staff said they experienced bullying.

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

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

Each row is one perpetrator or group of perpetrators.

Example

16% of your staff who did the survey said they experienced bullying.

Of that 16%, 56% said it was by 'A more senior manager than my manager'.

27 people (16% of staff) experienced bullying (You 2021)

A more senior manager than my manager	56%
Colleague	30%
My immediate manager or supervisor	30%
Group of colleagues	11%
Someone I supervise or manage	7%
A volunteer with my organisation	0%
Client/ customer/ patient/ stakeholder	0%
Member of the public	0%
Member of your household	0%
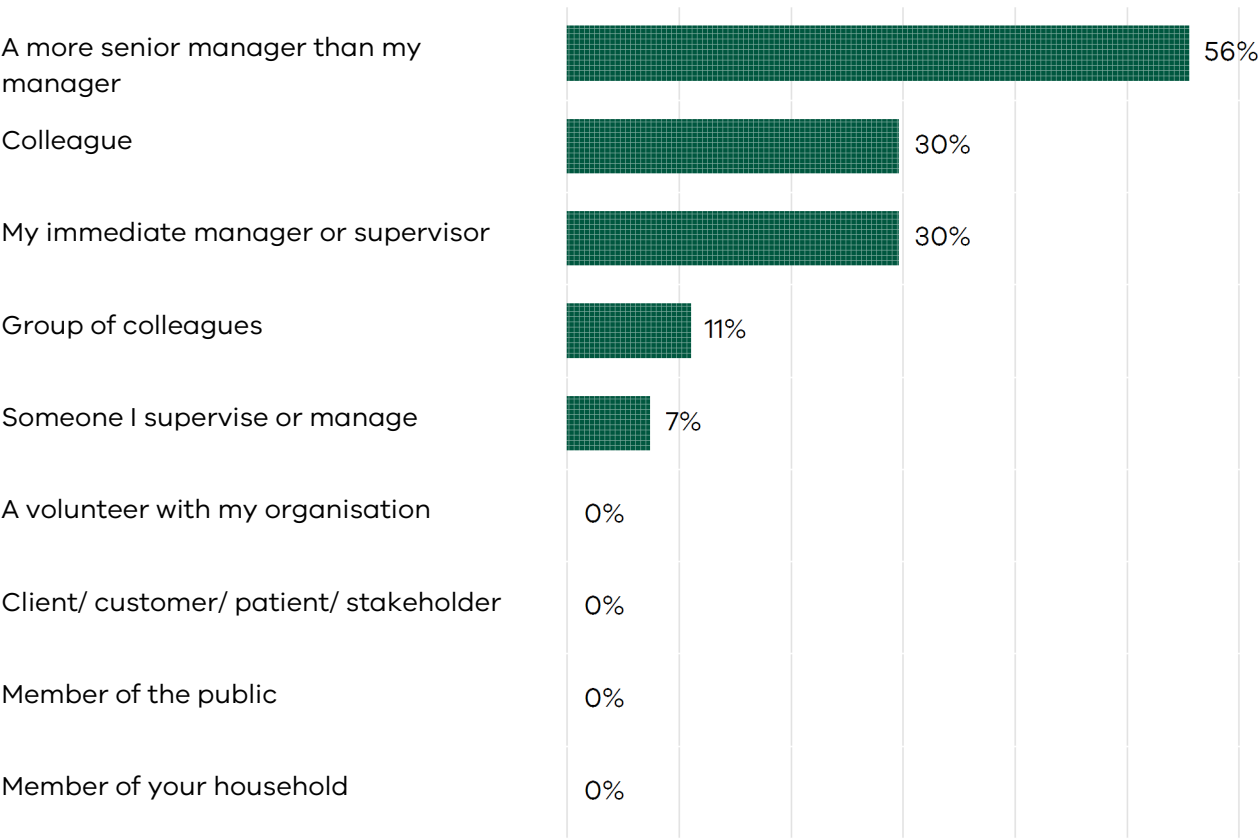
People outcomes

Frequency of bullying

What this is

This is how often staff experienced bullying.

Why this is important

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

How to read this

In this year's survey, 16% of your staff said they experienced bullying.

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

Example

16% of your staff who did the survey said they experienced bullying.

Of that 16%, 0% said it was 'At least once a day'.

How often have you experienced bullying? (You 2021)

At least once a day	0%
Once every few days	22%
Once a week	22%
Once a month	22%
Less than once a month	33%
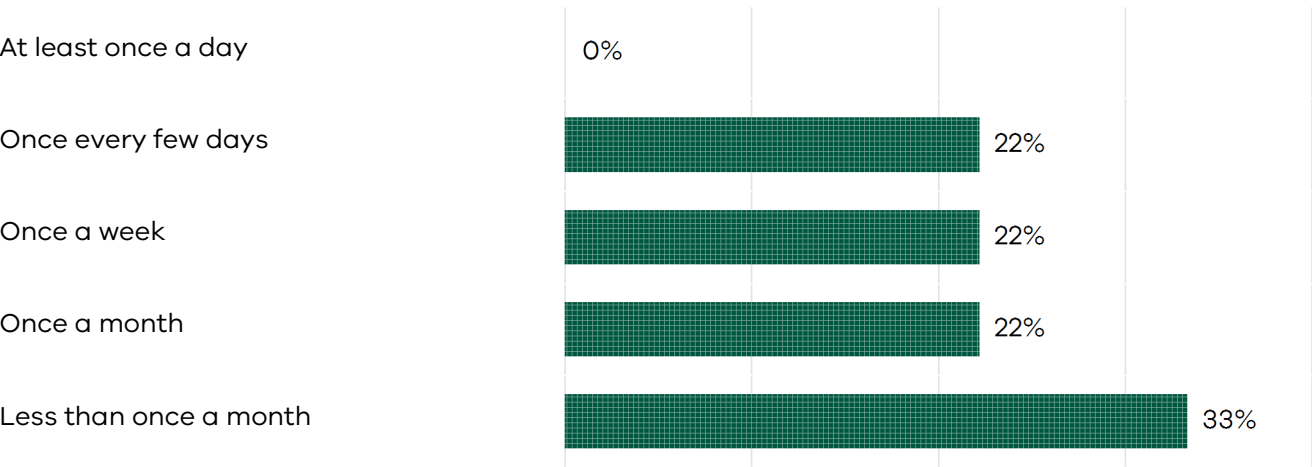
People outcomes

Sexual harassment

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Discrimination

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

Negative behaviour

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.

How to read this

In the survey, we asked staff to tell us if they'd experienced violence or aggression.

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

In descending order, the table shows the answers.

Example

6% of your staff who did the survey said they experienced violence or aggression.

Of that 6%, 80% said it was from 'Intimidating behaviour'.

Have you experienced violence or aggression at work in the last 12 months?

10	147	7
6%	90%	4%

Experienced violence or aggression ■ Did not experience violence or aggression ■ Not sure
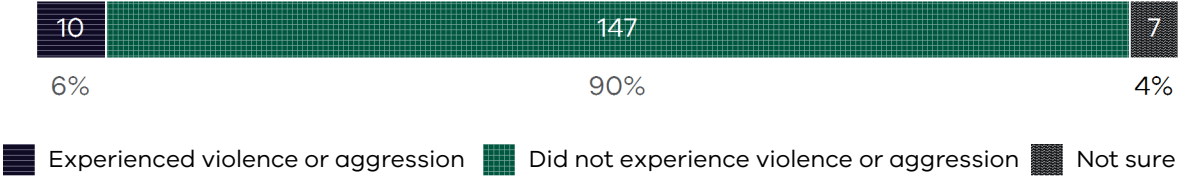
If you experienced violence or aggression, what type did you experience?	You 2021	Comparator 2021	Public sector 2021
Intimidating behaviour	80%	73%	69%
Abusive language	40%	69%	81%
Threats of violence	10%	20%	39%

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Negative behaviour

Telling someone about violence and aggression

What this is

This is who staff told about what violence and aggression they experienced.

Why this is important

Understanding this means organisations can plan how to support and protect staff.

How to read this

In the survey, we asked staff to tell us if they'd experienced violence or aggression.

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

In descending order, the table shows the answers.

Example

6% of your staff who did the survey said they experienced violence or aggression, fo which

- 60% said the top way they reported the violence or agression was 'Told a colleague'
- 90% said they didn't submit a formal incident report.

Have you experienced violence or aggression at work in the last 12 months?

10	147	7
6%	90%	4%

■ Experienced violence or aggression ■ Did not experience violence or aggression ■ Not sure

Did you tell anyone about the incident?	You 2021	Comparator 2021	Public sector 2021
Told a colleague	60%	49%	46%
Told a manager	60%	58%	52%
Told a friend or family member	40%	23%	20%
Told Human Resources	30%	8%	4%
Told the person the behaviour was not OK	30%	26%	33%
I did not tell anyone about the incident(s)	10%	8%	8%
Submitted a formal incident report	10%	9%	32%
Told someone else	10%	10%	6%

Negative behaviour

Violence and aggression - reasons for not submitting a formal incident report

What this is

This is why staff who experienced violence or aggression chose not to submit a formal incident report.

Why this is important

By understanding this, organisations can work out what action to take.

How to read this

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

Example

90% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 67% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal incident report?

1	9
10%	90%

■ Submitted formal incident report   ▦ Did not submit a formal incident report

Please tell us why you did not submit a formal incident report?	You 2019	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	57%	67%	37%	39%
I believed there would be negative consequences for my career	50%	44%	22%	12%
I believed there would be negative consequences for my reputation	57%	44%	26%	16%
I didn't think it was serious enough	0%	22%	39%	33%
I didn't need to because I made the violence or aggression stop	0%	11%	17%	16%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	0%	11%	16%	15%
I thought the complaint process would be embarrassing or difficult	0%	11%	6%	4%
I was advised not to	0%	11%	2%	3%

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Negative behaviour

Perpetrators of violence and aggression

What this is

This is who staff have said are responsible for violence and aggression.

Why this is important

Understanding this means organisations can plan how to support and protect staff.

How to read this

In the survey, we asked staff to tell us if they'd experienced violence or aggression.

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

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

Each row is one perpetrator or a group of perpetrators.

Example

6% of your staff who did the survey said they experienced violence or aggression.

Of that 6%, 40% said it was 'A more senior manager than my manager'.

10 people (6% of staff) experienced violence or aggression (You2021)

Perpetrator	Percentage
A more senior manager than my manager	40%
Member of the public	30%
My immediate manager or supervisor	20%
Client/ customer/ patient/ stakeholder	10%
Colleague	10%
A volunteer with my organisation	0%
Group of colleagues	0%
Member of your household	0%
Someone I supervise or manage	0%
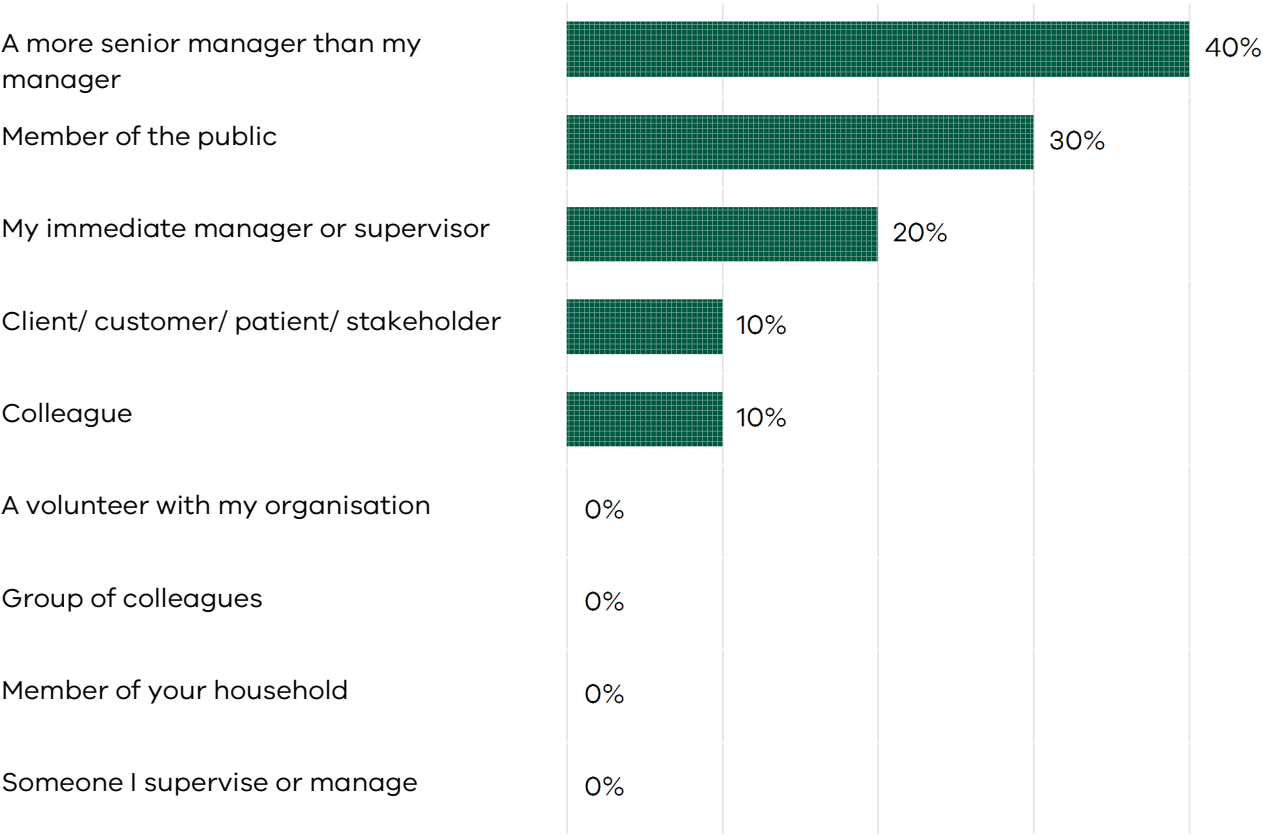
Negative behaviour

Frequency of violence and aggression

What this is

This is how often staff experienced violence or aggression.

Why this is important

Understanding the frequency staff experienced violence or aggression may help organisations work out what action to take.

How to read this

In this year's survey, 6% of your staff said they experienced violence or aggression.

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

The graph shows how often staff were experiencing violence or aggression.

Example

6% of your staff who did the survey said they experienced violence or aggression.

Of that 6%, 0% said it was by 'At least once a day'.

How often have you experienced the behaviour(s)? (You2021)

At least once a day	0%
Once every few days	0%
Once a week	0%
Once a month	40%
Less than once a month	60%
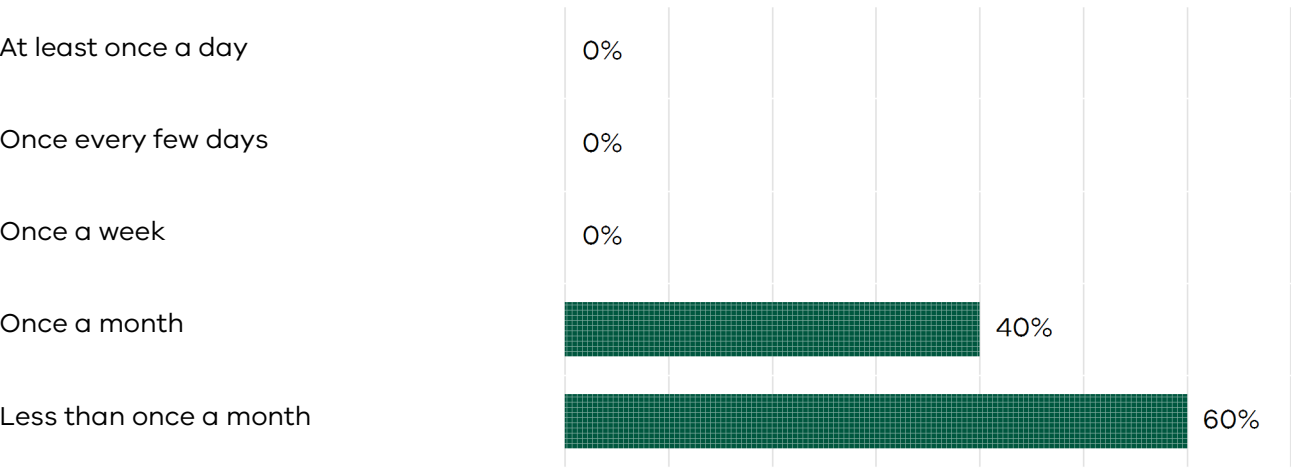
Negative behaviour

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

21% of your staff who did the survey said they witnessed some negative behaviour at work.

79% 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?

34	130
21%	79%

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

During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2019	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	71%	79%	85%	77%
Bullying of a colleague	26%	18%	11%	16%
Discrimination against a colleague	5%	3%	5%	8%
Violence or aggression against a colleague	7%	2%	2%	6%
Sexual harassment of a colleague	1%	1%	1%	1%

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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

21% of your staff who did the survey witnessed negative behaviour, of which:

- 68% said the top action they took was 'Spoke to the person who experienced the behaviour'.

- 9% took no action.

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

34	130
21%	79%

■ Witnessed some negative behaviour   ■ Did not witness some negative behaviour
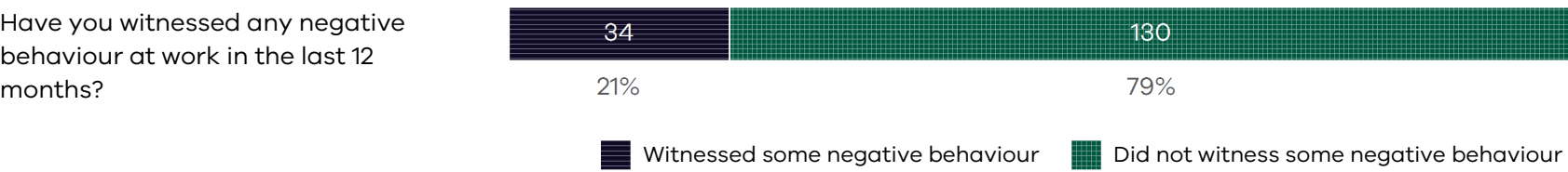
When you witnessed the above behaviour(s), did you do any of the following?	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	68%	75%	72%
Told a manager	41%	34%	37%
Spoke to the person who behaved in a negative way	15%	14%	22%
Told a colleague	15%	18%	21%
Told Human Resources	15%	12%	6%
Told the person the behaviour was not OK	9%	19%	25%
Took no action	9%	8%	7%

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People outcomes

Negative behaviour — satisfaction with making a formal complaint

What this is

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

Why this is important

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

How to read this

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

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

Example

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

Survey question

Were you satisfied with the way your formal complaint was handled

■ No   ▦ Don't know
▦ Yes

Your results

Violence or aggression

100%

Bullying

67%   33%

Benchmark satisfied results

	You		Comparator		
Survey question	2019	2021	Lowest	Average	Highest
Violence or aggression	Not asked	100 %	0 %	55 %	100 %
Bullying	Not asked	33 %	0 %	17 %	100 %

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People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

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Key differences

Highest scoring questions

What this is

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

How to read this

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

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

You can also compare your 2021 scores against your 2019 scores and your 2021 comparator group.

Example

On the first row 'Job enrichment', the 'You 2021' column shows 96% of your staff agreed with 'I understand how my job contributes to my organisation's purpose'. In the 'Change from 2019' column, you have a 4% increase, which is a positive trend.

Question group	Highest scoring questions	You 2021	Change from 2019	Comparator 2021
Job enrichment	I understand how my job contributes to my organisation's purpose	96%	+4%	91%
Manager leadership	My manager works effectively with people from diverse backgrounds	94%	+6%	90%
Safety climate	My organisation provides a physically safe work environment	94%	Not asked in 2019	87%
Organisational integrity	My organisation is committed to earning a high level of public trust	93%	+4%	83%
Workgroup support	People in my workgroup are politically impartial in their work	93%	+3%	81%
Supporting question - gender equality	My organisation uses inclusive and respectful images and language	93%	Not asked in 2019	85%
Quality service delivery	My workgroup strives to deliver services in a timely manner	91%	-1%	91%
Workgroup support	I am able to work effectively with others in my workgroup	91%	Not asked in 2019	92%
Quality service delivery	My workgroup strives to provide high quality advice and services	90%	+0%	92%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different sexes/genders	90%	-2%	80%

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 2019 scores and your 2021 comparator group.

Example

On the first row 'Learning and development', the 'You 2021' column shows 32% 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 2019.

Question subgroup	Lowest scoring questions	You 2021	Change from 2019	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)	32%	Not asked in 2019	30%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	43%	Not asked in 2019	36%
Learning and development	I feel I have an equal chance at promotion in my organisation	45%	Not asked in 2019	44%
Safety climate	All levels of my organisation are involved in the prevention of stress	50%	+14%	47%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	51%	Not asked in 2019	56%
Satisfaction	How satisfied are you with your career development within your current organisation	54%	+2%	52%
Manager support	My manager has regular conversations with me about my learning and development	57%	Not asked in 2019	60%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	58%	+16%	58%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	59%	–1%	57%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	59%	+1%	61%

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 2019' column.

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

This is because the increase from 2019 shows you where the most positive changes are happening in your organisation.

Example

On the first row 'Senior leadership', the 'You 2021' column shows 73% of your staff agreed with 'Senior leaders support staff to work in an environment of change'.
In the 'Increase from 2019' column, you have a 17% increase, which is a positive trend.

Question group	Most improved from last survey	You 2021	Increase from 2019	Comparator 2021
Senior leadership	Senior leaders support staff to work in an environment of change	73%	+17%	69%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	58%	+16%	58%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	60%	+16%	60%
Safe to speak up	I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	62%	+16%	62%
Safe to speak up	I am confident that I would be protected from reprisal for reporting improper conduct	70%	+15%	69%
Learning and development	My organisation places a high priority on the learning and development of staff	62%	+15%	60%
Safety climate	All levels of my organisation are involved in the prevention of stress	50%	+14%	47%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	59%	+12%	58%
Manager support	I would be confident in approaching my manager to discuss concerns and grievances	84%	+11%	83%
Organisational integrity	My organisation respects the human rights of employees	87%	+11%	83%

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 2019' column.

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

This is because the decrease from 2019 shows you where the most negative changes are happening in your organisation.

Example

On the first row 'Diversity and inclusion', the 'You 2021' column shows 77% of your staff agreed with 'There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander'.
In the 'Decrease from 2019' column, you have a 9% decrease, which is a negative trend.

Question subgroup	Largest decline from last survey	You 2021	Decrease from 2019	Comparator 2021
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	77%	-9%	66%
Workplace flexibility	Having caring responsibilities is not a barrier to success in my organisation	65%	-9%	67%
Workload	I have enough time to do my job effectively	60%	-9%	55%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	85%	-7%	79%
Equal employment opportunity	Disability is not a barrier to success in my organisation	75%	-7%	62%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different age groups	83%	-7%	74%
Equal employment opportunity	Cultural background is not a barrier to success in my organisation	83%	-5%	74%
Workgroup support	People in my workgroup work together effectively to get the job done	80%	-5%	87%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	84%	-3%	74%
Quality service delivery	My workgroup places a priority on acting fairly and without bias	79%	-3%	82%

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 'Diversity and inclusion', the 'You 2021' column shows 82% of your staff agreed with 'There is a positive culture within my organisation in relation to employees with disability'.

The 'difference' column, shows that agreement for this question was 22 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Diversity and inclusion	There is a positive culture within my organisation in relation to employees with disability	82%	+22%	60%
Equal employment opportunity	Age is not a barrier to success in my organisation	84%	+13%	70%
Equal employment opportunity	Disability is not a barrier to success in my organisation	75%	+13%	62%
Workgroup support	People in my workgroup are politically impartial in their work	93%	+12%	81%
Equal employment opportunity	Sexual orientation is not a barrier to success in my organisation	89%	+11%	78%
Taking action	I believe my organisation will take positive action on the results of this year's survey	67%	+11%	56%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	77%	+11%	66%
Organisational integrity	My organisation is committed to earning a high level of public trust	93%	+10%	83%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	84%	+9%	74%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different age groups	83%	+9%	74%

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Key differences

Biggest negative difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Workgroup support', the 'You 2021' column shows 80% of your staff agreed with 'People in my workgroup work together effectively to get the job done'.

The 'difference' column, shows that agreement for this question was 7 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Workgroup support	People in my workgroup work together effectively to get the job done	80%	-7%	87%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	61%	-6%	67%
Learning and development	I am developing and learning in my role	66%	-6%	72%
Workplace flexibility	My organisation supports employees with family or other caring responsibilities, regardless of gender	76%	-6%	82%
Satisfaction	I enjoy the work in my current job	74%	-6%	79%
Workplace flexibility	Having family responsibilities is not a barrier to success in my organisation	65%	-5%	71%
Job enrichment	I have a choice in deciding how I do my work	73%	-5%	78%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	67%	-5%	72%
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	76%	-5%	81%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	76%	-5%	81%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

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- Your comparator group
- Your response rate

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- Satisfaction
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- Work-related stress causes
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- Bullying
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Key differences

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Senior leadership

- Senior leadership questions

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- 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

Victorian Public Sector Commission

VICTORIA State Government

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

67% 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

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

Your results

Disagree Neither agree nor disagree
Don't know Agree

14%   67%

19%
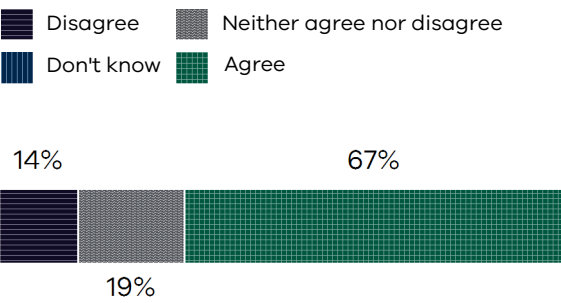
Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	Not asked	67 %	27 %	56 %	96 %

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Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Survey question | Your results | Benchmark agree results
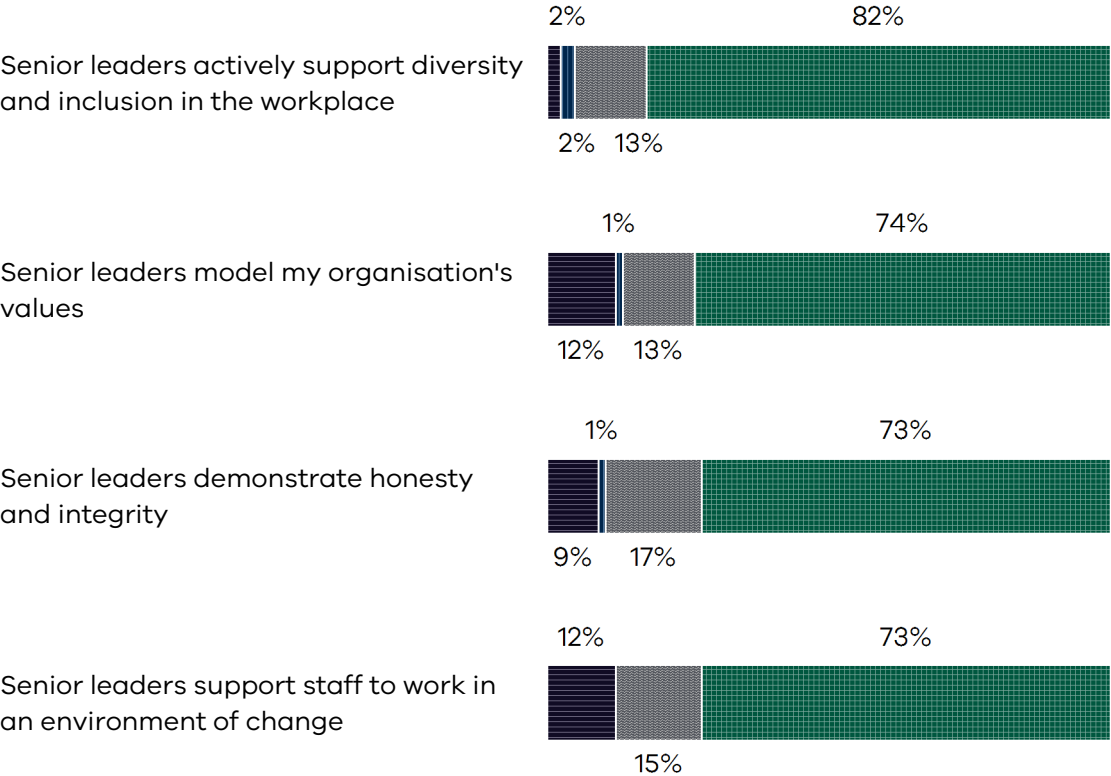
Legend: Disagree · Don't know · Neither agree nor disagree · Agree

Survey question		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders actively support diversity and inclusion in the workplace	2% / 2% / 13% / 82%	83 %	82 %	48 %	77 %	100 %
Senior leaders model my organisation's values	12% / 1% / 13% / 74%	66 %	74 %	48 %	71 %	100 %
Senior leaders demonstrate honesty and integrity	9% / 1% / 17% / 73%	75 %	73 %	44 %	72 %	100 %
Senior leaders support staff to work in an environment of change	12% / 15% / 73%	55 %	73 %	38 %	69 %	100 %

Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

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

Example

68% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

Benchmark agree results

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

Senior leaders provide clear strategy and direction

14% 18% 68%
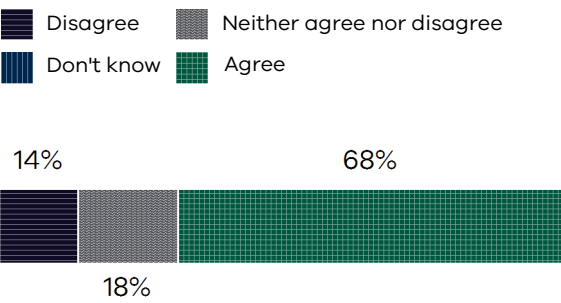
	You		Comparator		
	2019	2021	Lowest	Average	Highest
	66 %	68 %	29 %	62 %	100 %

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Victorian Public Sector Commission

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Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 83% of your staff who did the survey responded positively to questions about Diversity and inclusion which is down from 88% in 2019.

Compared to:

- 72% of staff at your comparator and 71% of staff across the public sector.
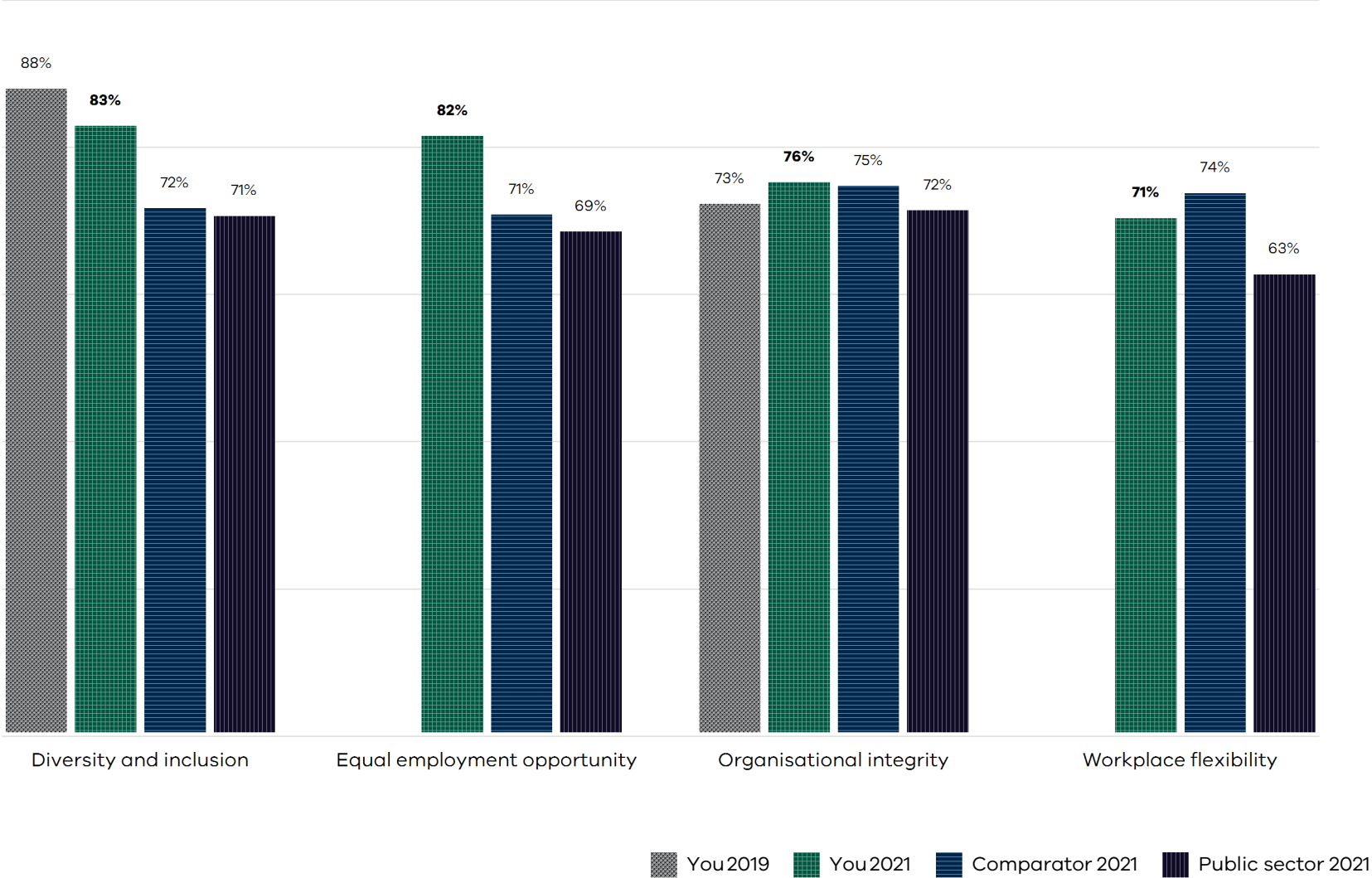
Chart legend: You 2019, You 2021, Comparator 2021, Public sector 2021

Factor	You 2019	You 2021	Comparator 2021	Public sector 2021
Diversity and inclusion	88%	83%	72%	71%
Equal employment opportunity		82%	71%	69%
Organisational integrity	73%	76%	75%	72%
Workplace flexibility		71%	74%	63%

Victorian Public Sector Commission

Victoria State Government

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 68% of your staff who did the survey responded positively to questions about Safety climate.

Compared to:

- 66% of staff at your comparator and 60% of staff across the public sector.

68%   66%   60%

Safety climate
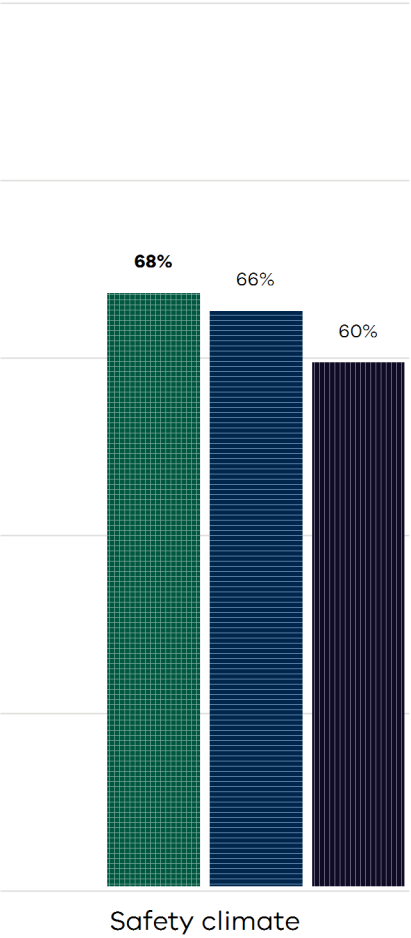
You 2019   You 2021   Comparator 2021   Public sector 2021

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

93% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation is committed to earning a high level of public trust	1% / 5% / 93%	89 %	93 %	48 %	83 %	100 %
My organisation respects the human rights of employees	2% / 4% / 8% / 87%	76 %	87 %	63 %	83 %	100 %
My organisation encourages employees to act in ways that are consistent with human rights	1% / 2% / 12% / 85%	82 %	85 %	59 %	82 %	100 %
My organisation encourages respectful workplace behaviours	10% / 10% / 80%	78 %	80 %	63 %	85 %	100 %

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

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

Example

66% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question	Your results							

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation does not tolerate improper conduct	18% / 2% / 13% / 66%	62 %	66 %	40 %	71 %	100 %
My organisation takes steps to eliminate bullying, harassment and discrimination	16% / 5% / 17% / 61%	63 %	61 %	43 %	67 %	100 %
My organisation makes fair recruitment and promotion decisions, based on merit	16% / 6% / 19% / 59%	60 %	59 %	27 %	57 %	94 %

Organisational climate

Workplace flexibility 1 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

79% of your staff who did the survey agreed or strongly agreed with 'I have the flexibility I need to manage my work and non-work activities and responsibilities'.

Survey question	Your results	Benchmark agree results				
		You		**Comparator**		
		2019	2021	Lowest	Average	Highest
I have the flexibility I need to manage my work and non-work activities and responsibilities	10% / 11% / 79%	Not asked	79 %	61 %	79 %	96 %
My organisation supports employees with family or other caring responsibilities, regardless of gender	7% / 17% / 76%	Not asked	76 %	63 %	82 %	100 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	15% / 10% / 76%	69 %	76 %	61%	81 %	98 %
There is a positive culture within my organisation in relation to employees who have caring responsibilities	10% / 10% / 7% / 73%	72 %	73 %	52 %	72 %	91 %

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

Victorian Public Sector Commission

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Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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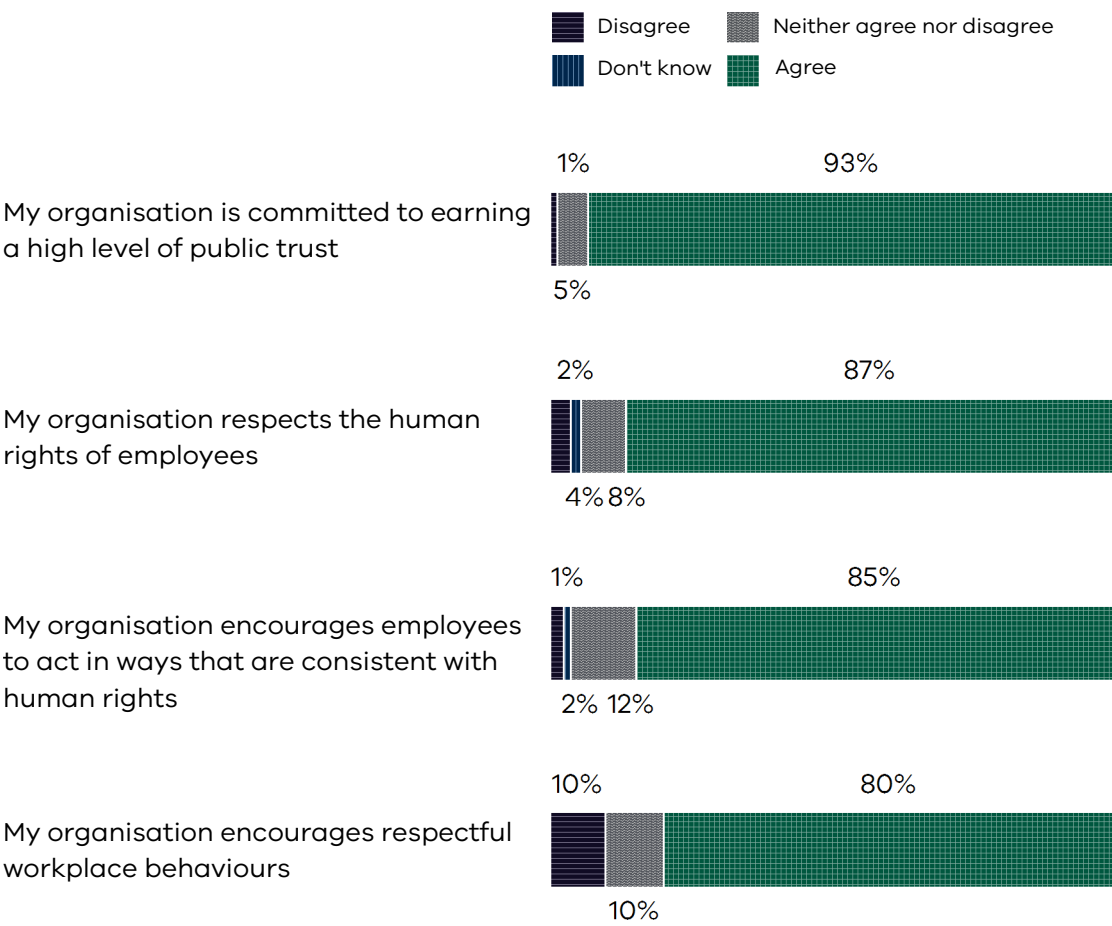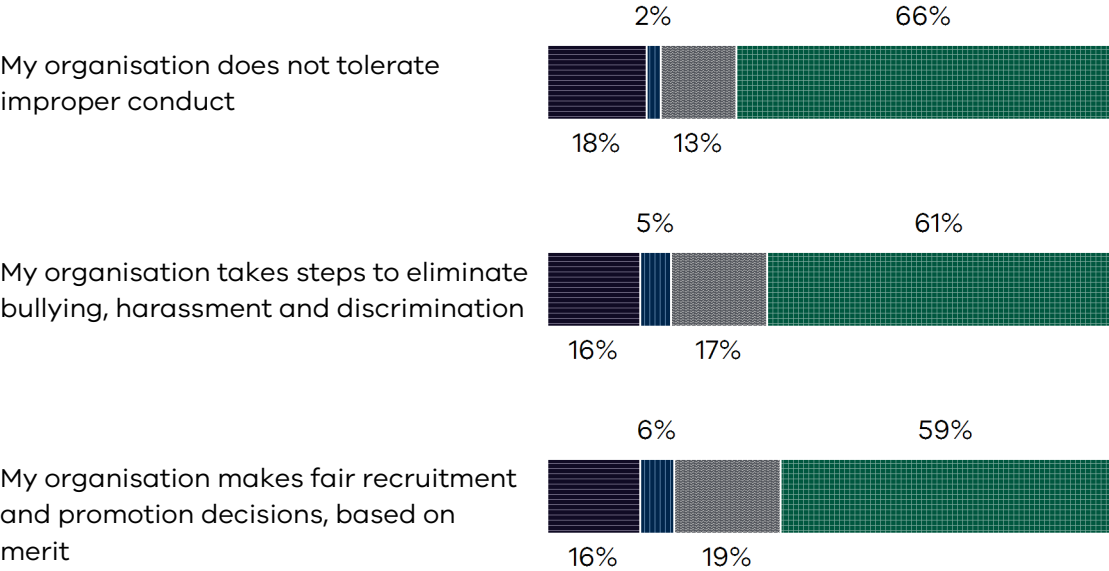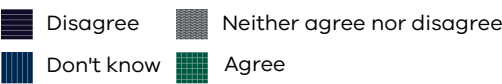
Example

73% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who have family responsibilities'.

Survey question	Your results								

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

Benchmark agree results

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees who have family responsibilities (10% / 9% / 9% / 73%)	Not asked	73 %	55 %	75 %	96 %
There is a positive culture within my organisation in relation to employees who use flexible work arrangements (13% / 4% / 16% / 67%)	69 %	67 %	51 %	72 %	96 %
Having family responsibilities is not a barrier to success in my organisation (12% / 9% / 14% / 65%)	Not asked	65 %	52 %	71 %	94 %
Using flexible work arrangements is not a barrier to success in my organisation (13% / 7% / 15% / 65%)	Not asked	65 %	50 %	69 %	89 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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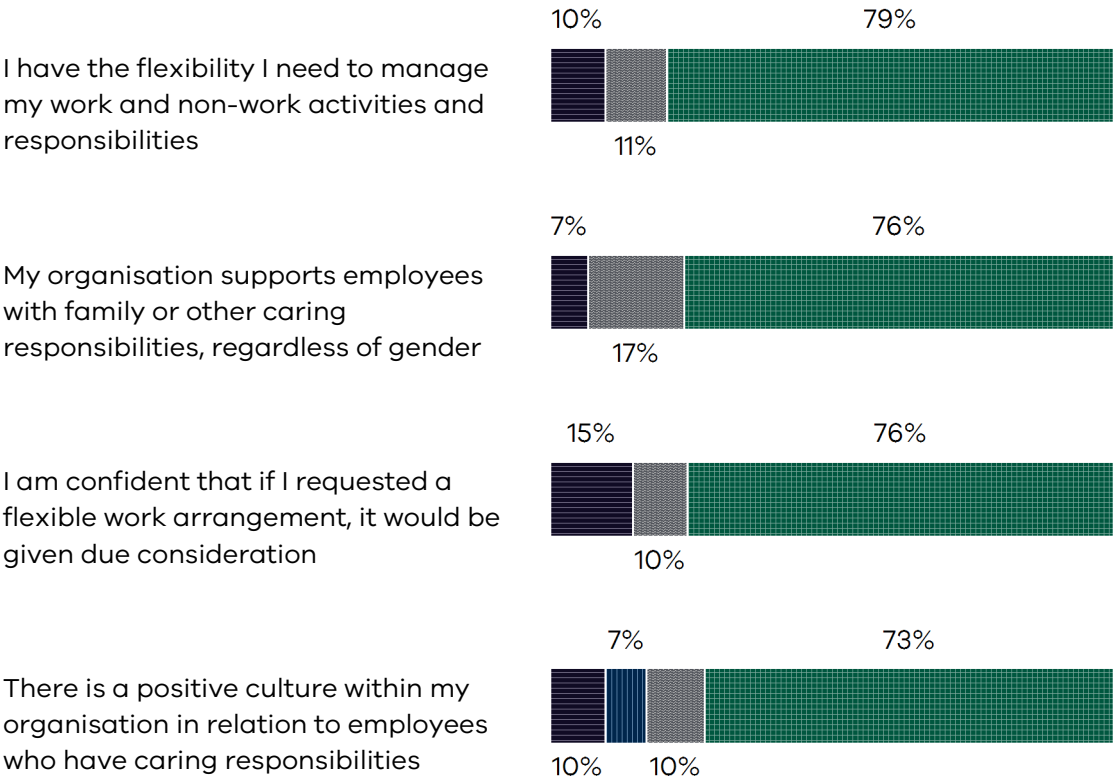
Example

65% of your staff who did the survey agreed or strongly agreed with 'Having caring responsibilities is not a barrier to success in my organisation'.

Survey question

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

Your results

Disagree Neither agree nor disagree
Don't know Agree

11% | 12% | 12% | 65%
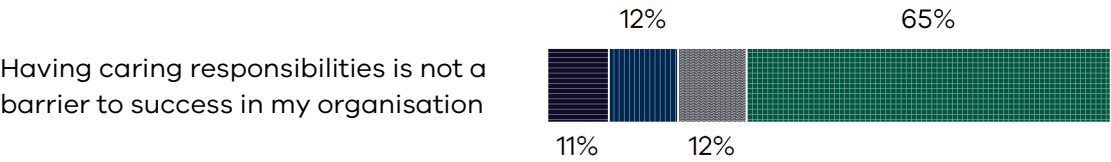
Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	74 %	65 %	51 %	67 %	88 %

Victorian Public Sector Commission

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Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

46% of staff who did the survey said the flexible work arrangement they used was 'Working from an alternative location (e.g. home, hub/shared work space)'.

Do you use any of the following flexible work arrangements?	You 2019	You 2021	Comparator 2021	Public sector 2021
Working from an alternative location (e.g. home, hub/shared work space)	0%	46%	42%	24%
Flexible start and finish times	37%	43%	29%	23%
No, I do not use any flexible work arrangements	40%	29%	36%	38%
Using leave to work flexible hours	13%	10%	6%	8%
Part-time	11%	6%	10%	19%
Working more hours over fewer days	6%	6%	5%	6%
Study leave	2%	2%	2%	4%
Shift swap	1%	2%	1%	12%
Job sharing	4%	2%	1%	1%
Other	3%	1%	2%	2%

Organisational climate

Equal employment opportunity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

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

Survey question		You		Comparator		
		2019	2021	Lowest	Average	Highest
Sexual orientation is not a barrier to success in my organisation	4% / 89% / 1% / 6%	88 %	89 %	58 %	78 %	97 %
Gender is not a barrier to success in my organisation	2% / 88% / 4% / 6%	Not asked	88 %	52 %	79 %	100 %
Age is not a barrier to success in my organisation	2% / 84% / 8% / 7%	86 %	84 %	47 %	70 %	96 %
Cultural background is not a barrier to success in my organisation	5% / 83% / 3% / 9%	88 %	83 %	54 %	74 %	97 %

Victorian Public Sector Commission

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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

75% of your staff who did the survey agreed or strongly agreed with 'Disability is not a barrier to success in my organisation'.

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Disability is not a barrier to success in my organisation	10% / 3% / 12% / 75%	82 %	75 %	40 %	62 %	92 %
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	16% / 1% / 9% / 74%	Not asked	74 %	48 %	65 %	95 %

Organisational climate

Psychosocial and physical safety climate question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

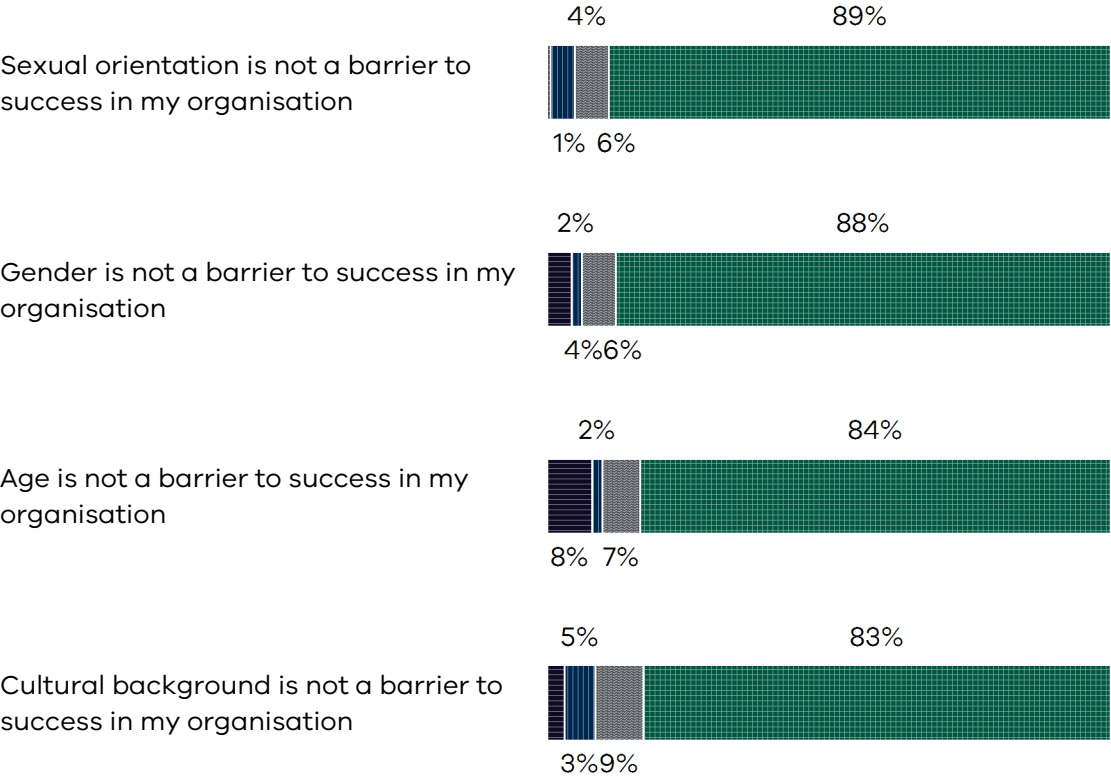Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

94% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation provides a physically safe work environment	1% / 5% / 94%	Not asked	94 %	61 %	87 %	100 %
I feel culturally safe at work	5% / 10% / 85%	Not asked	85 %	64 %	81 %	97 %
My organisation consults employees on health and safety matters	3% / 5% / 13% / 79%	71 %	79 %	52 %	75 %	96 %
Senior leaders consider the psychological health of employees to be as important as productivity	21% / 18% / 60%	44 %	60 %	40 %	60 %	94 %
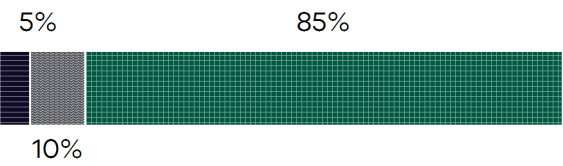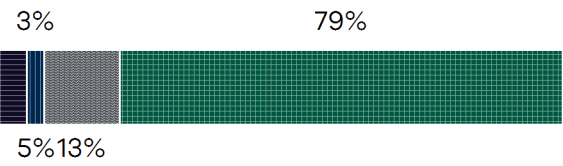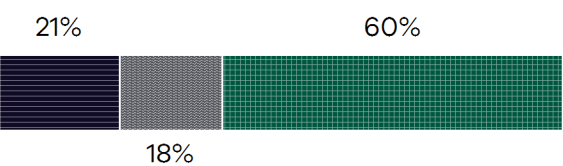
Organisational climate

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.

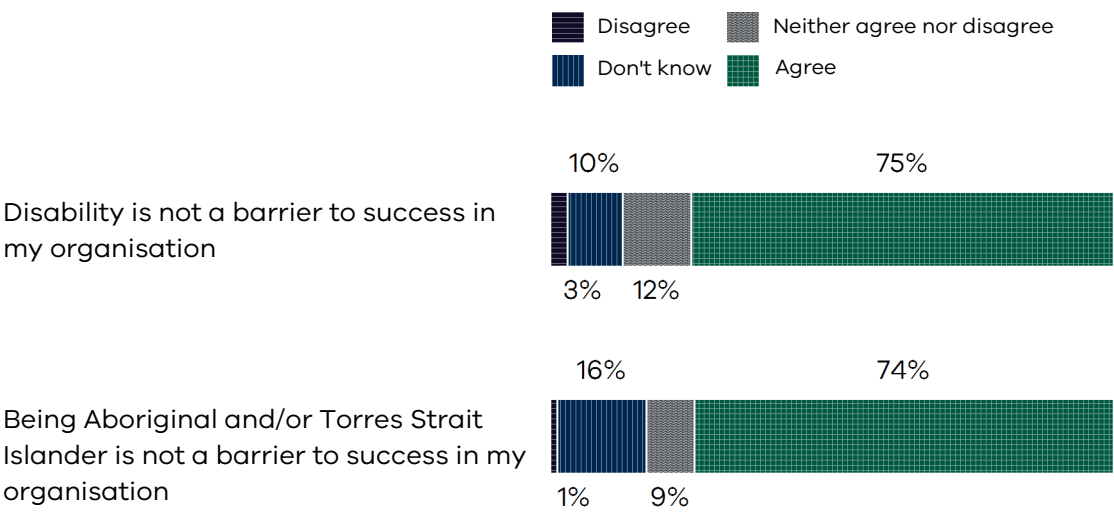Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

59% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.

Legend: ■ Disagree ■ Don't know ▦ Neither agree nor disagree ▦ Agree
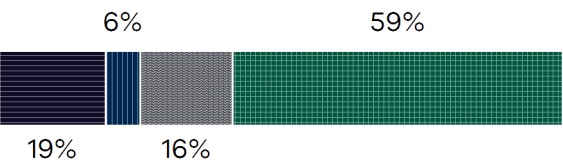
Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
In my workplace, there is good communication about psychological safety issues that affect me	17% / 24% / 59%	47 %	59 %	30 %	58 %	89 %
My organisation has effective procedures in place to support employees who may experience stress	19% / 6% / 16% / 59%	57 %	59 %	41 %	61 %	89 %
Senior leaders show support for stress prevention through involvement and commitment	20% / 22% / 58%	41 %	58 %	37 %	58 %	94 %
All levels of my organisation are involved in the prevention of stress	27% / 23% / 50%	36 %	50 %	27 %	47 %	75 %

Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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

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

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

4. Senior leaders show support for stress prevention through involvement and commitment

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

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

How to interpret your score

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

A score of:

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

Adverse outcomes can include:

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

Benchmark results
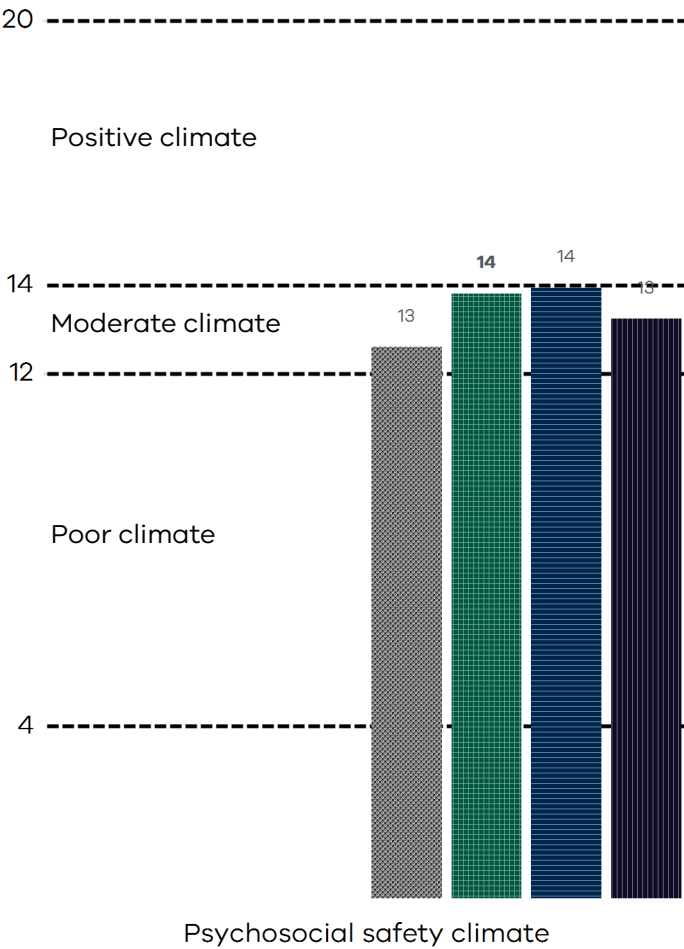
Psychosocial safety climate

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

Organisational climate

Diversity and inclusion 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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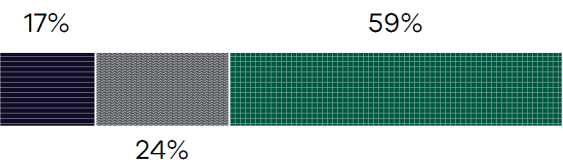
Example

90% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees of different sexes/genders'.

Survey question	Your results		You		Comparator		
			2019	2021	Lowest	Average	Highest

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

Survey question	Your results	2019	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees of different sexes/genders	4% / 90% / 1% / 5%	91 %	90 %	57 %	80 %	97 %
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	5% / 85% / 1% / 8%	93 %	85 %	58 %	79 %	95 %
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	9% / 84% / 7%	87 %	84 %	51 %	74 %	96 %
There is a positive culture within my organisation in relation to employees of different age groups	4% / 83% / 4% / 9%	89 %	83 %	51 %	74 %	97 %

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

82% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees with disability'.

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

Legend: Disagree · Don't know · Neither agree nor disagree · Agree
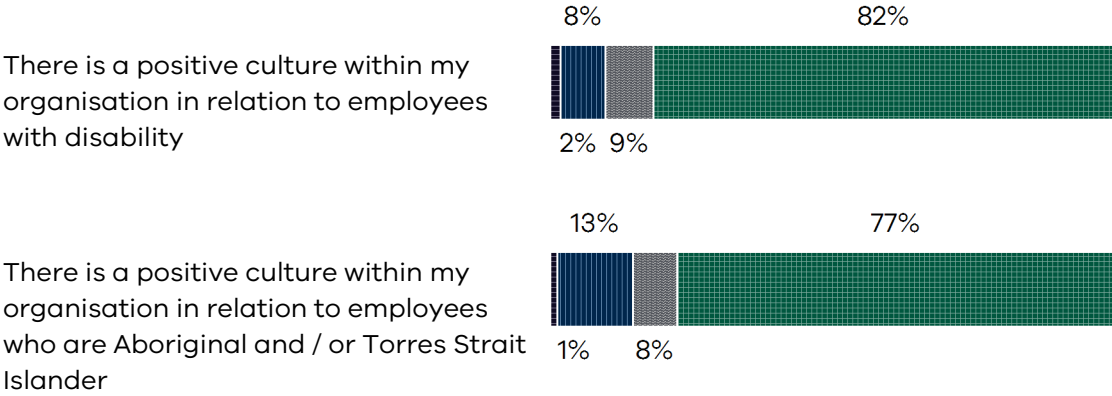
Survey question		2019	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees with disability	8% / 82% / 2% / 9%	84 %	82 %	37 %	60 %	92 %
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	13% / 77% / 1% / 8%	87 %	77 %	35 %	66 %	96 %

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

93% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
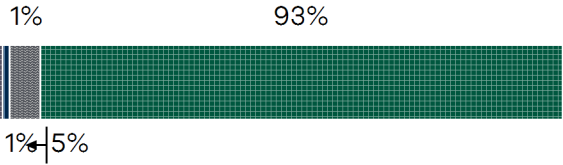
Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation uses inclusive and respectful images and language	1% ... 93% (1% / 5%)	Not asked	93 %	60 %	85 %	100 %
In my workgroup work is allocated fairly, regardless of gender	7% ... 86% (7%)	Not asked	86 %	74 %	85 %	96 %
My organisation would support me if I needed to take family violence leave	15% ... 75% (1% / 9%)	Not asked	75 %	54 %	80 %	100 %
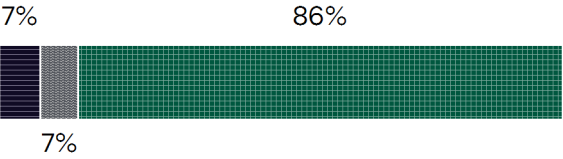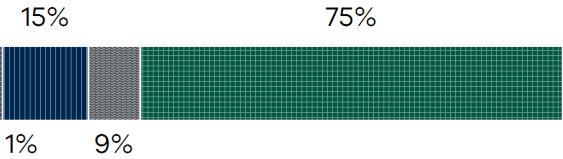
People matter survey 2021

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- Engagement
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- Senior leadership questions

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- Accountability
- Respect
- Leadership
- Human rights

Demographics

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

Workgroup climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 85% of your staff who did the survey responded positively to questions about which is up from 83% in 2019.

Compared to:

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

Quality service delivery: 83%, 85%, 85%, 80%
Workgroup support: 83%, 82%, 76%
Innovation: 67%, 76%, 74%, 68%

Legend: You 2019, You 2021, Comparator 2021, Public sector 2021
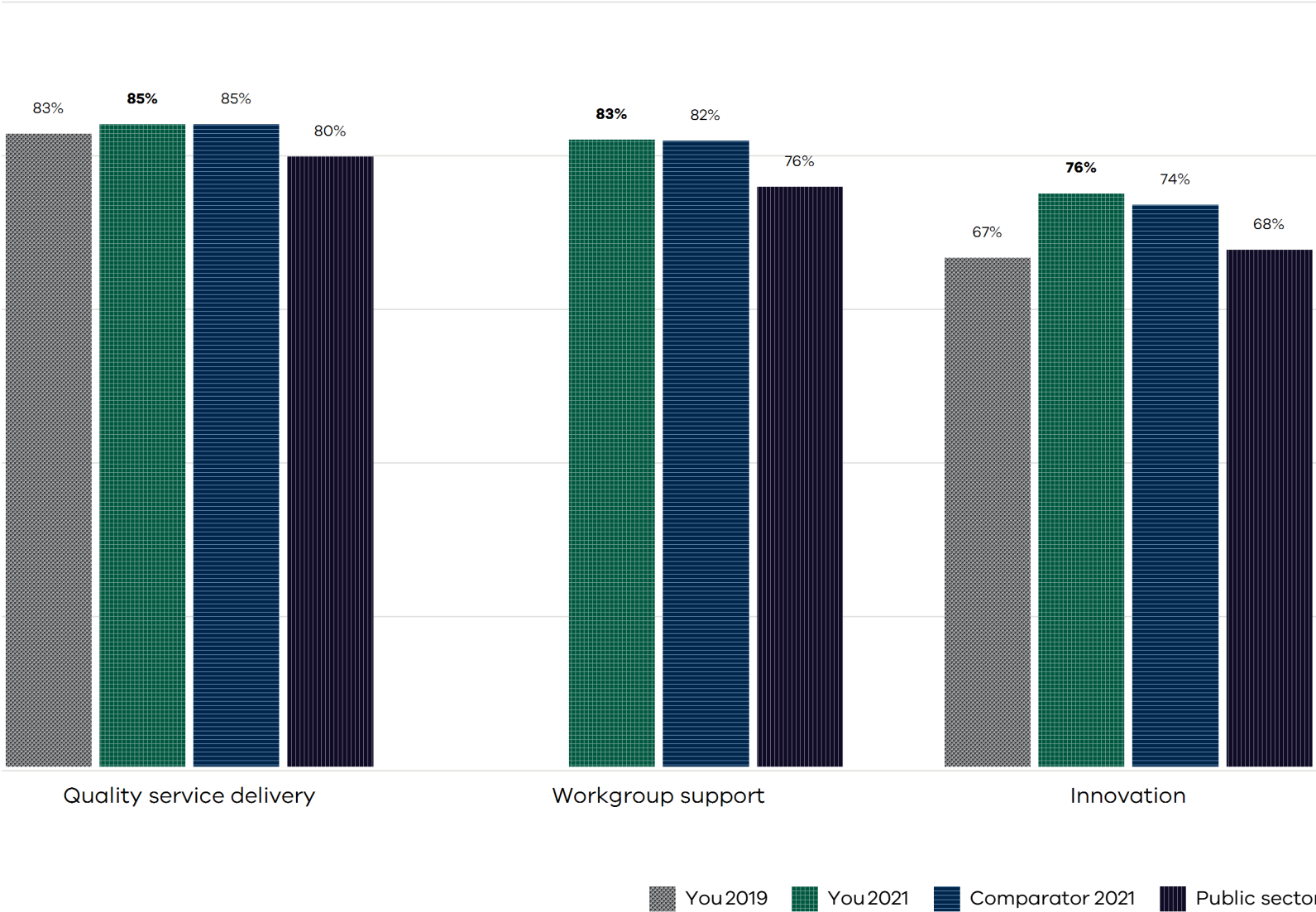
Workgroup climate

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

91% 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					

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

	You		**Comparator**		
	2019	2021	Lowest	Average	Highest
My workgroup strives to deliver services in a timely manner (1%, 91%, 4%, 3%)	93 %	91 %	70 %	91 %	100 %
My workgroup strives to provide high quality advice and services (5%, 90%, 5%)	90 %	90 %	78 %	92 %	100 %
My workgroup values human rights (2%, 87%, 11%)	82 %	87 %	75 %	88 %	100 %
My workgroup focuses on making decisions informed by all relevant facts (1%, 82%, 9%, 9%)	80 %	82 %	63 %	80 %	96 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Quality service delivery 2 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

82% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to make the best use of its resources'.

Survey question	Your results		Benchmark agree results				
			You		**Comparator**		
			2019	2021	Lowest	Average	Highest
My workgroup strives to make the best use of its resources	1% ... 82% / 6% 11%		81 %	82 %	68 %	81 %	100 %
My workgroup has clear lines of responsibility	10% ... 80% / 9%		76 %	80 %	65 %	77 %	94 %
My workgroup places a priority on acting fairly and without bias	1% ... 79% / 10% 11%		82 %	79 %	68 %	82 %	97 %

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

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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

Example

87% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

Survey question	Your results				

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes	1% / 4% 7% / 87%	81 %	87 %	73 %	88 %	100 %
My workgroup is quick to respond to opportunities to do things better	12% / 12% / 76%	68 %	76 %	64 %	76 %	96 %
My workgroup learns from failures and mistakes	12% / 13% / 75%	64 %	75 %	59 %	73 %	96 %
My workgroup encourages employee creativity	1% / 9% 20% / 71%	61 %	71 %	50 %	67 %	95 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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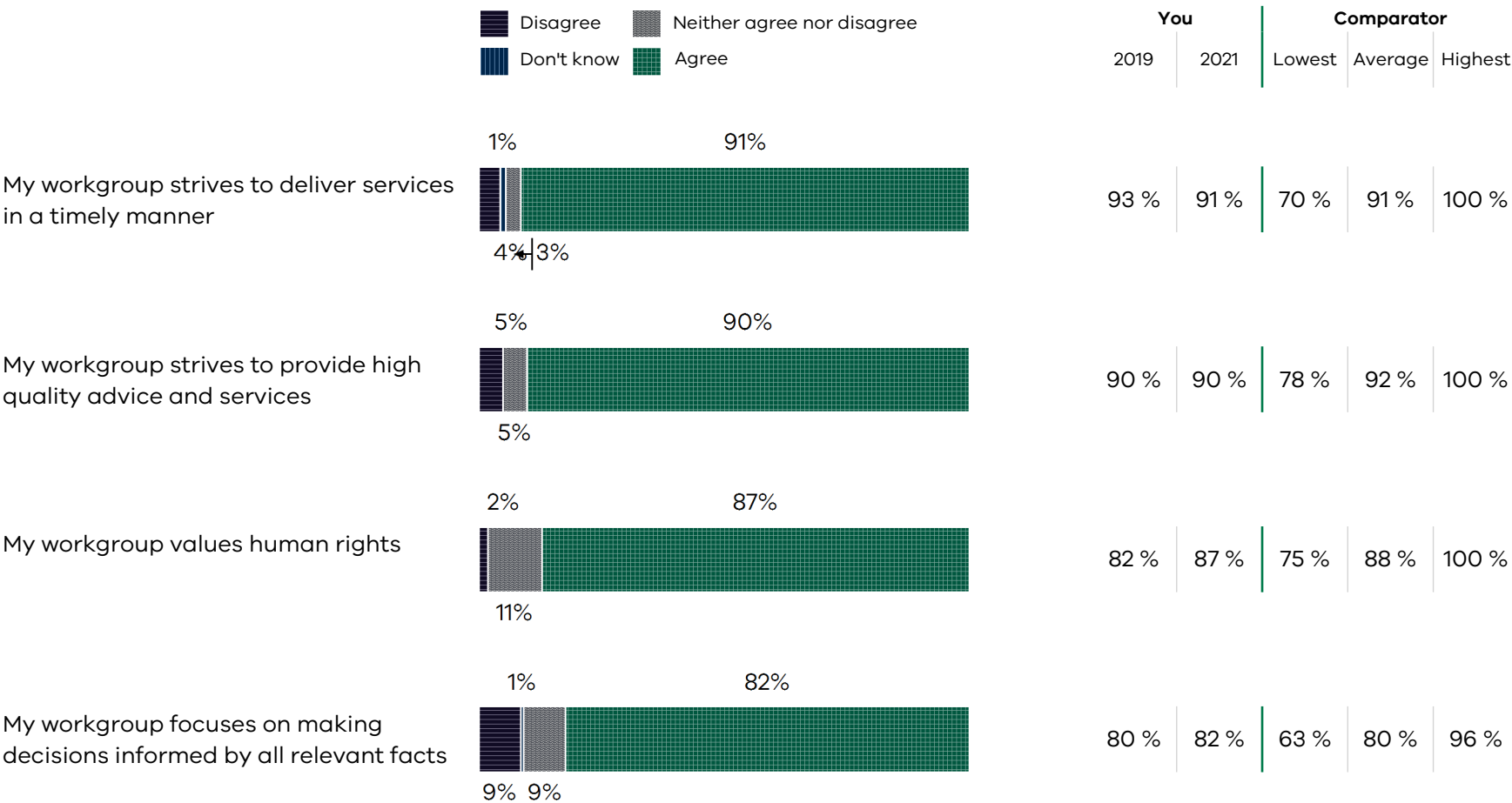
Example

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

Survey question

Your results

Benchmark agree results

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

Survey question		You		Comparator		
		2019	2021	Lowest	Average	Highest
My workgroup takes reasonable risks to improve its services	11% / 1% / 18% / 70%	62 %	70 %	46 %	65 %	81 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Workgroup support 1 of 3

What this is

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

Why this is important

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

How to read this

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

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

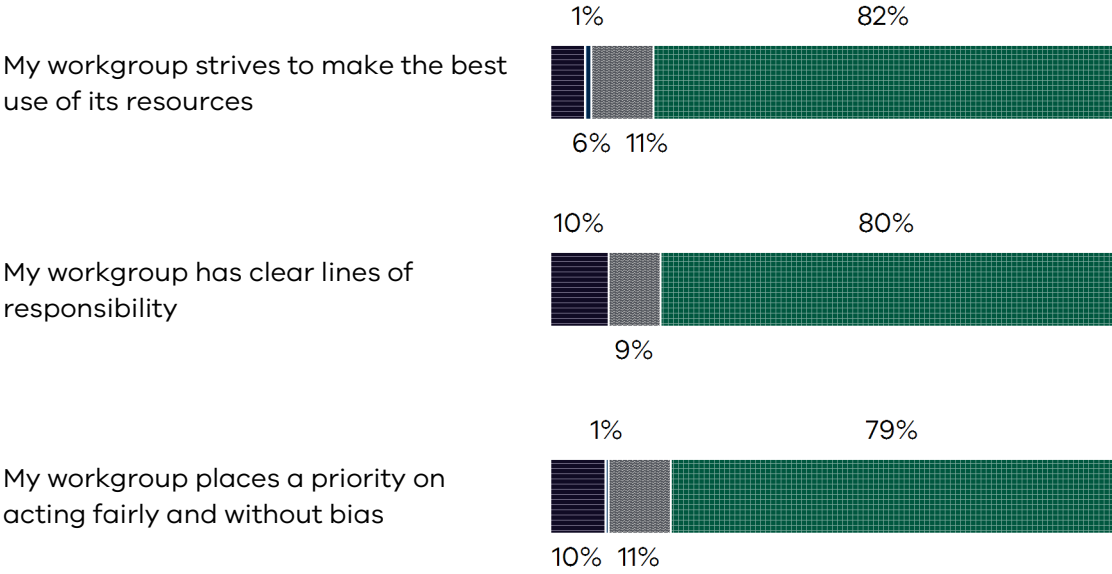Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

93% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup are politically impartial in their work	2% Disagree / 1% / 4% / 93% Agree	91 %	93 %	63 %	81 %	97 %
I am able to work effectively with others in my workgroup	2% / 6% / 91%	Not asked	91 %	83 %	92 %	100 %
People in my workgroup actively support diversity and inclusion in the workplace	1% / 10% / 89%	89 %	89 %	68 %	86 %	100 %
I am able to work effectively with others outside my immediate workgroup	3% / 9% / 88%	Not asked	88 %	75 %	88 %	97 %

Victorian Public Sector Commission

VICTORIA State Government

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.

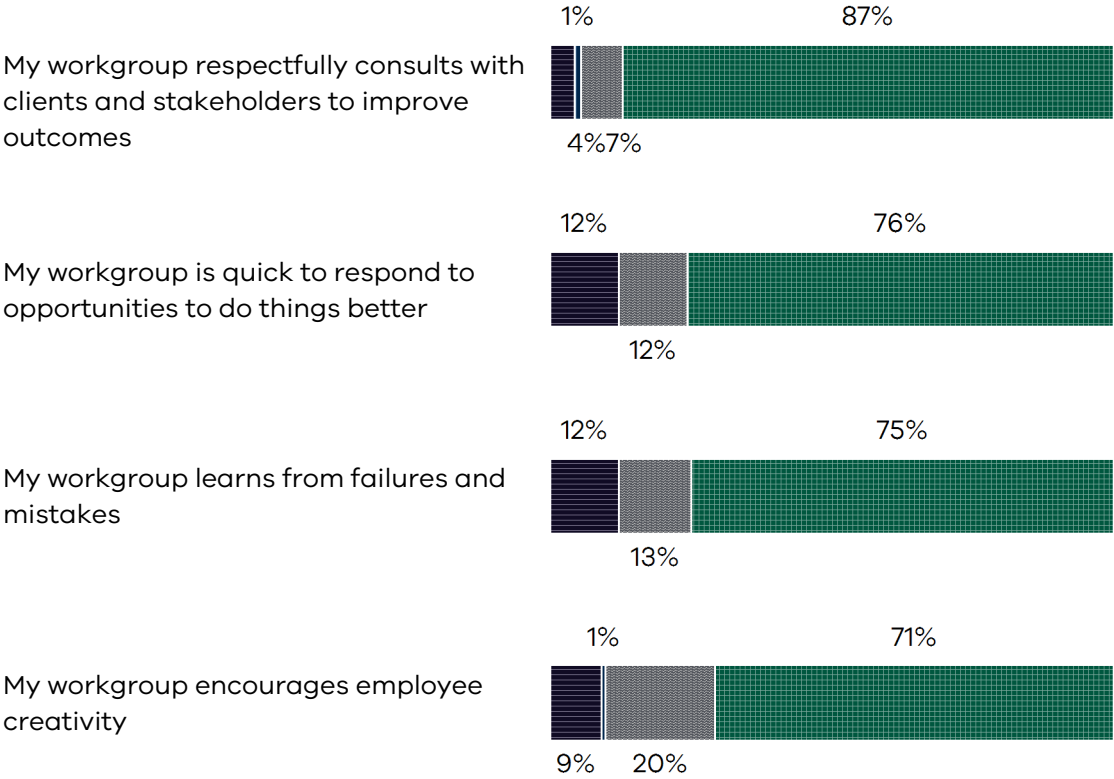Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

86% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup treat each other with respect	7% ... 86% / 7%	88 %	86 %	73 %	90 %	100 %
People in my workgroup appropriately manage conflicts of interest	4% ... 80% / 3%12%	72 %	80 %	56 %	79 %	100 %
People in my workgroup work together effectively to get the job done	11% ... 80% / 9%	86 %	80 %	71 %	87 %	96 %
People in my workgroup regularly reach out to support me and my wellbeing	9% ... 78% / 13%	Not asked	78 %	59 %	77 %	96 %

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.

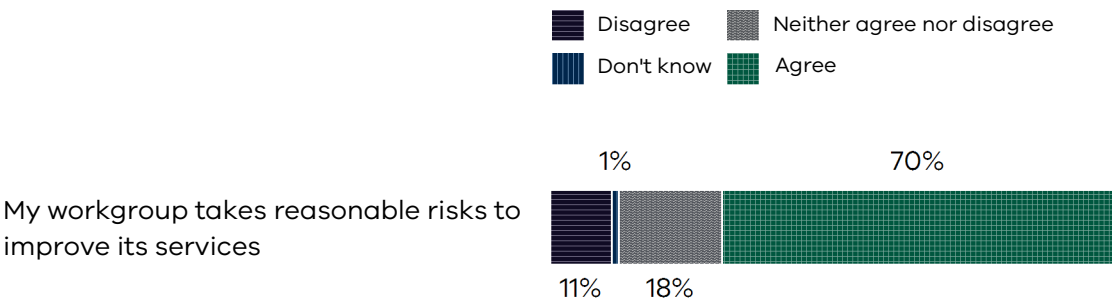Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

76% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are honest, open and transparent in their dealings'.

	Disagree		Neither agree nor disagree
	Don't know		Agree
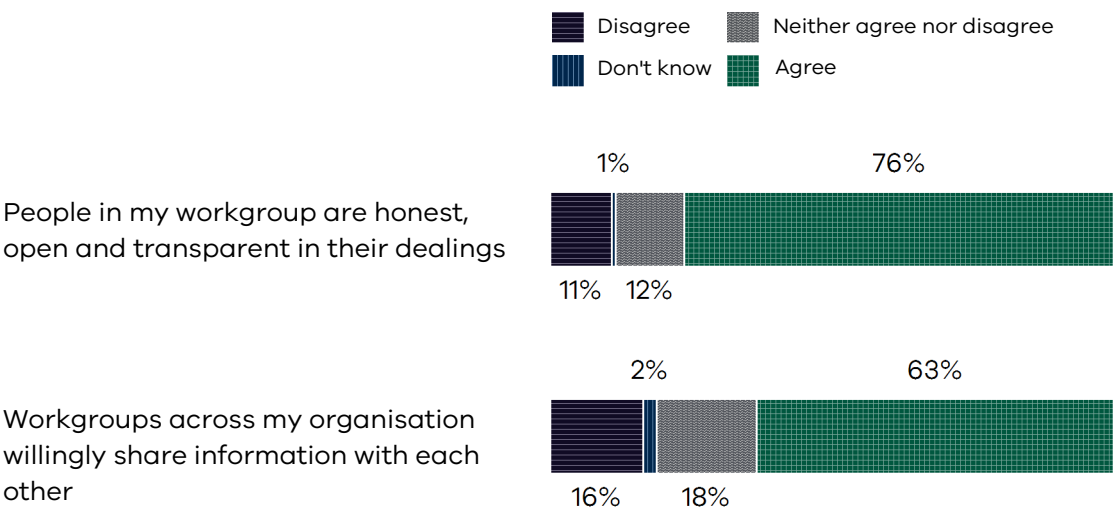
Survey question		You		Comparator		
		2019	2021	Lowest	Average	Highest
People in my workgroup are honest, open and transparent in their dealings	1% / 76% / 11% / 12%	79 %	76 %	65 %	81 %	97 %
Workgroups across my organisation willingly share information with each other	2% / 63% / 16% / 18%	57 %	63 %	37 %	62 %	87 %

People matter survey 2021

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- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
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- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
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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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Demographics

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

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 88% of your staff who did the survey responded positively to questions about Manager leadership.

Compared to:

- 89% of staff at your comparator and 84% of staff across the public sector.
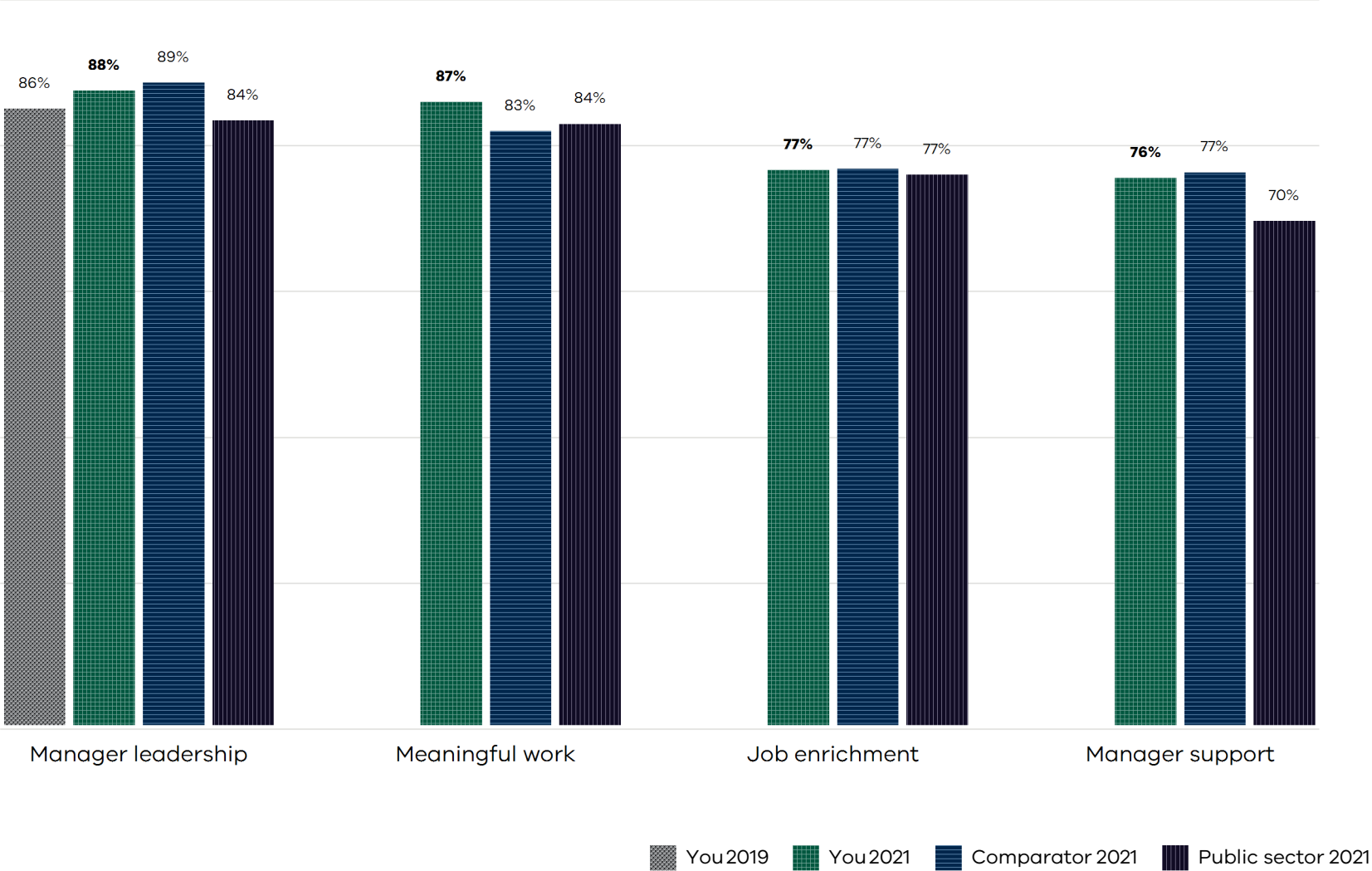
Legend: You 2019 | You 2021 | Comparator 2021 | Public sector 2021

Manager leadership: 86%, 88%, 89%, 84%
Meaningful work: 87%, 83%, 84%
Job enrichment: 77%, 77%, 77%
Manager support: 76%, 77%, 70%

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 72% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

- 73% of staff at your comparator and 67% of staff across the public sector.

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

Safe to speak up: You 2021 72%, Comparator 2021 73%, Public sector 2021 67%

Workload: You 2019 65%, You 2021 61%, Comparator 2021 57%, Public sector 2021 53%

Learning and development: You 2021 54%, Comparator 2021 54%, Public sector 2021 53%
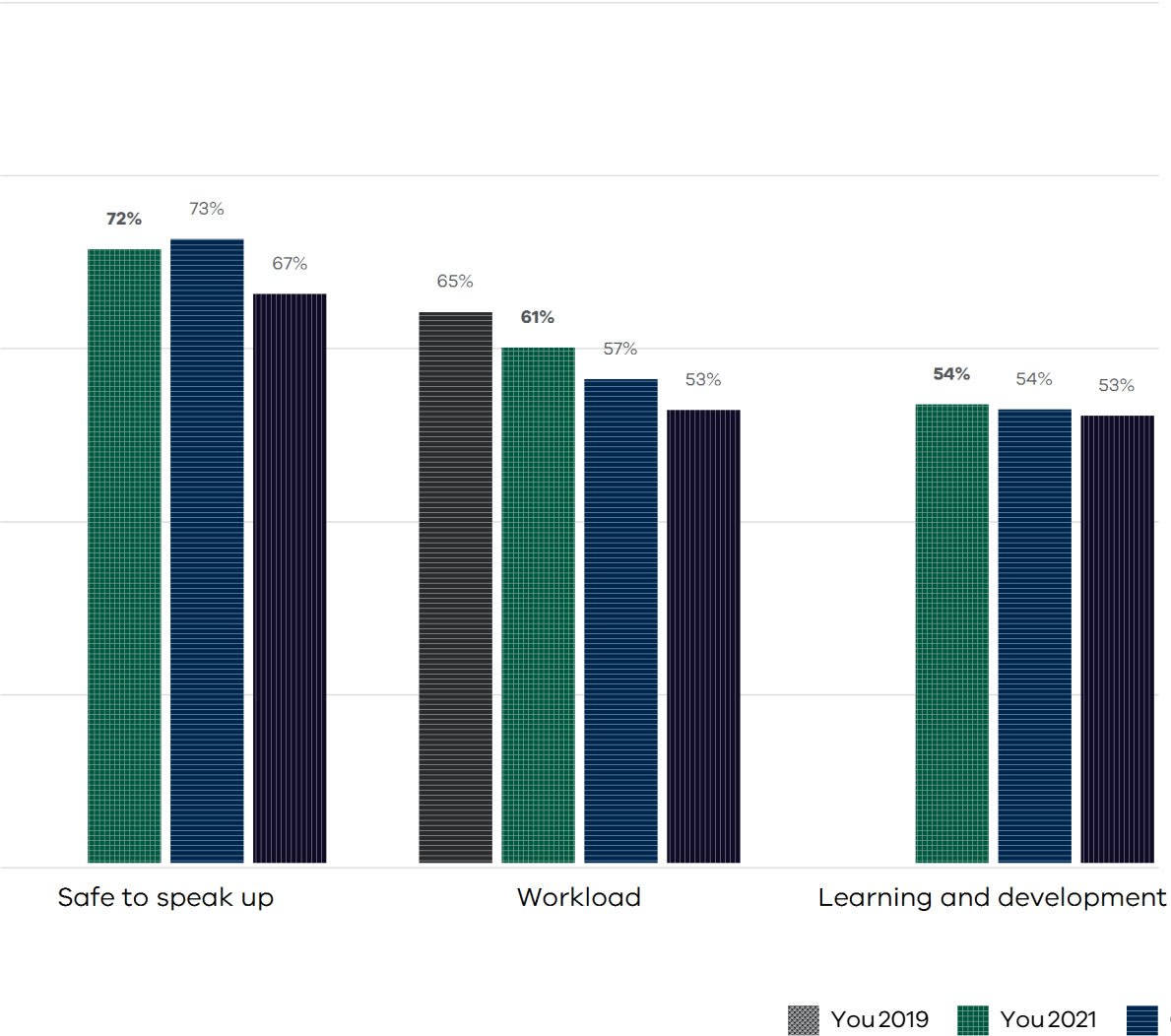
Job and manager factors

Manager leadership 1 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

94% of your staff who did the survey agreed or strongly agreed with 'My manager works effectively with people from diverse backgrounds'.

Survey question	Your results				

Your results

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager works effectively with people from diverse backgrounds	1% / 5% / 94%	88 %	94 %	78 %	90 %	100 %
My manager ensures clients receive a high standard of service	3% / 8% / 89%	89 %	89 %	76 %	90 %	100 %
My manager is committed to workplace safety	2% / 10% / 88%	86 %	88 %	77 %	89 %	100 %
My manager treats employees with dignity and respect	6% / 6% / 88%	84 %	88 %	79 %	90 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

87% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results		You			Comparator	
			2019	2021	Lowest	Average	Highest
My manager demonstrates honesty and integrity	6% ... 87% / 7%		84 %	87 %	70 %	89 %	100 %
My manager models my organisation's values	4% ... 84% / 13%		82 %	84 %	67 %	86 %	100 %

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

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

Example

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

Survey question | Your results | Benchmark agree results

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

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager listens to what I have to say — 5%, 88%, 6%	84 %	88 %	78 %	87 %	97 %
I would be confident in approaching my manager to discuss concerns and grievances — 9%, 84%, 7%	73 %	84 %	73 %	83 %	100 %
My manager involves me in decisions about my work — 10%, 84%, 6%	75 %	84 %	67 %	83 %	100 %
My manager provides me with enough support when I need it — 1%, 79%, 7%, 13%	Not asked	79 %	67 %	81 %	96 %

Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

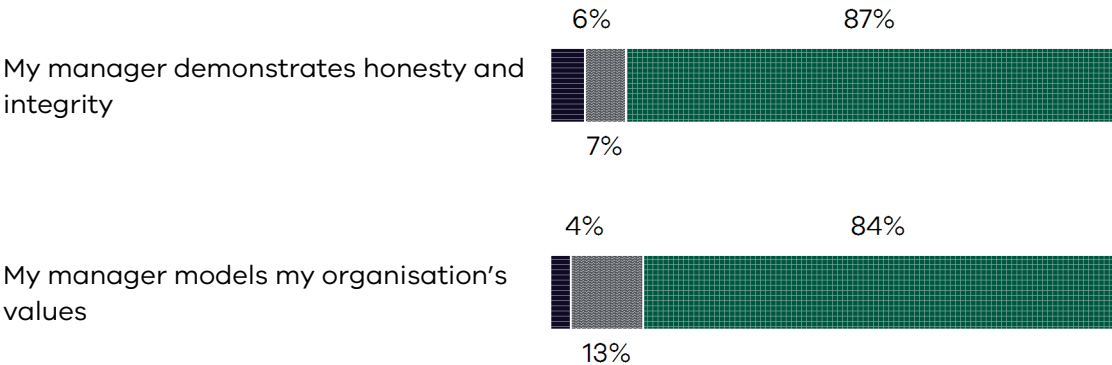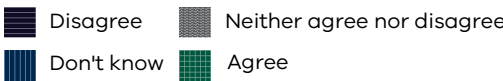Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

78% of your staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.

Survey question / Your results / Benchmark agree results

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

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager keeps me informed about what's going on	78 %	78 %	67 %	81 %	100 %
My manager encourages and supports my participation in learning and development opportunities	67 %	77 %	59 %	80 %	96 %
My manager provides feedback to me in a way that helps me improve my performance	70 %	74 %	52 %	72 %	94 %
I receive adequate recognition for my contributions and accomplishments	60 %	65 %	46 %	64 %	90 %

Your results bars:
- My manager keeps me informed about what's going on: 10% / 12% / 78%
- My manager encourages and supports my participation in learning and development opportunities: 9% / 14% / 77%
- My manager provides feedback to me in a way that helps me improve my performance: 13% / 13% / 74%
- I receive adequate recognition for my contributions and accomplishments: 22% / 13% / 65%

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.
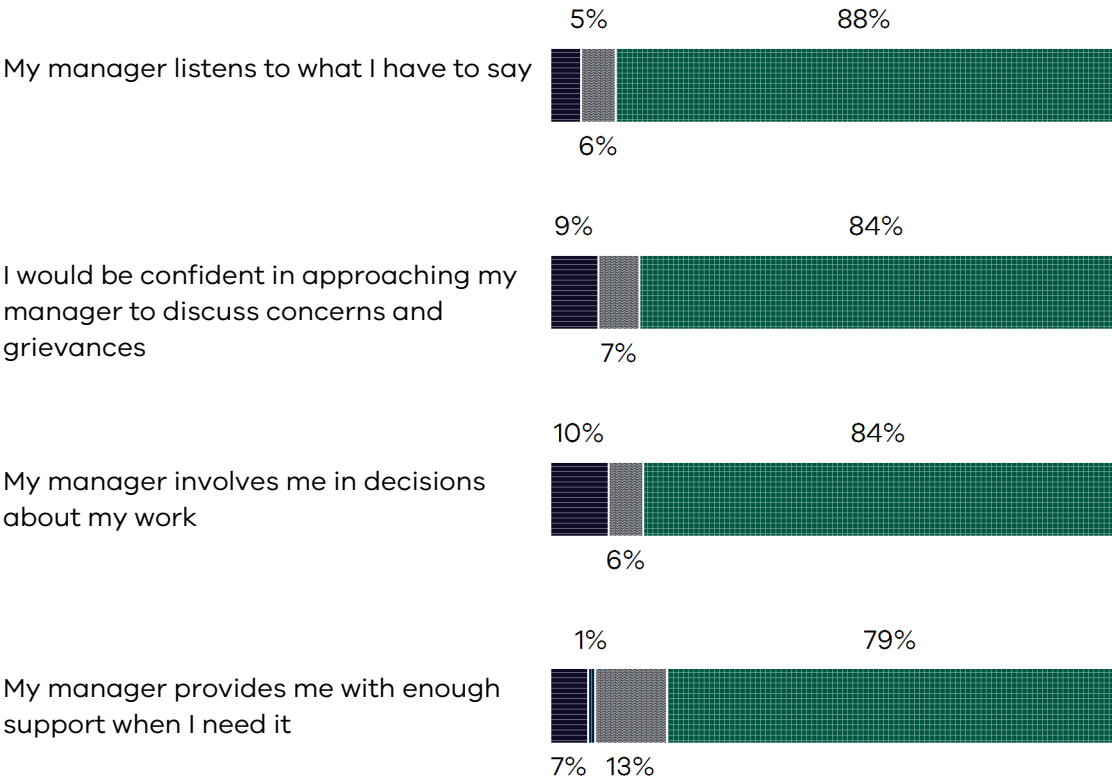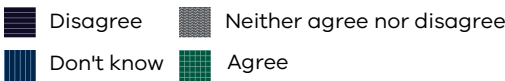
Example

57% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

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

Your results

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

22%   57%

21%

Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
My manager has regular conversations...	Not asked	57 %	32 %	60 %	92 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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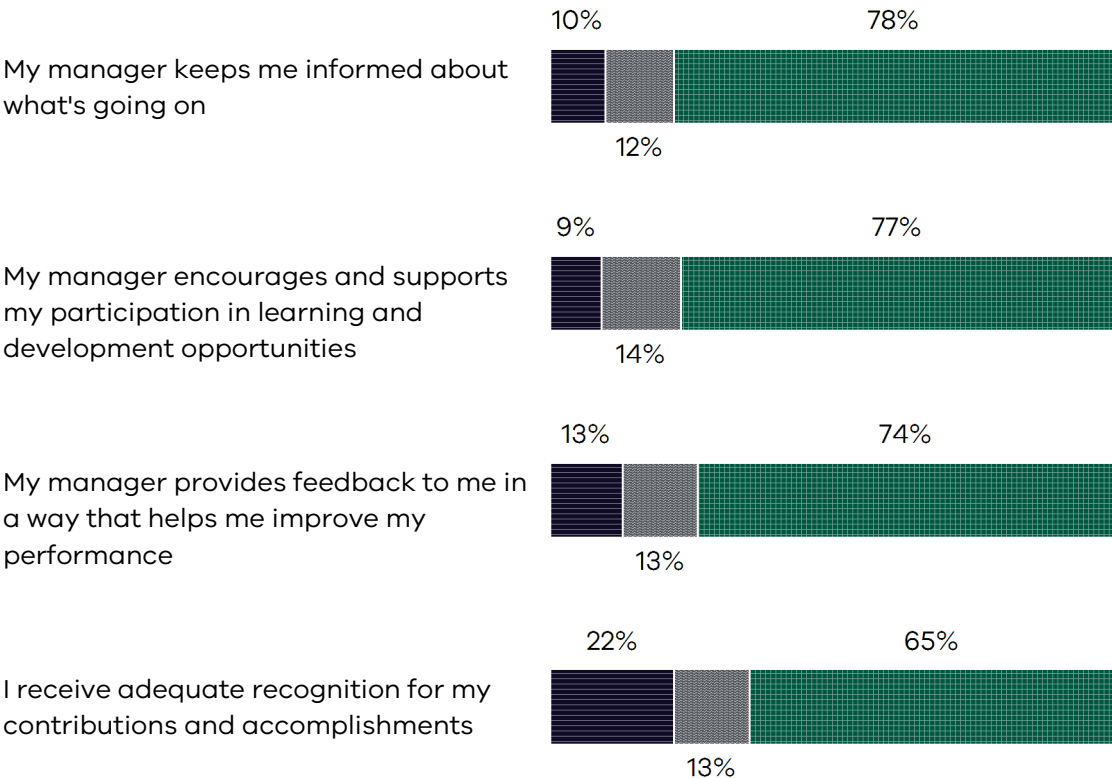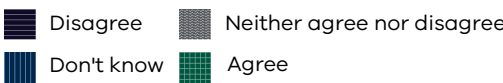
Example

62% 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

Your results

■ Disagree ▨ Neither agree nor disagree
▨ Agree

Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
The workload I have is appropriate for the job that I do	61 %	62 %	39 %	59 %	85 %
I have enough time to do my job effectively	68 %	60 %	42 %	55 %	89 %

The workload I have is appropriate for the job that I do: Disagree 23%, Neither 16%, Agree 62%

I have enough time to do my job effectively: Disagree 21%, Neither 20%, Agree 60%

Job and manager factors

Learning and development 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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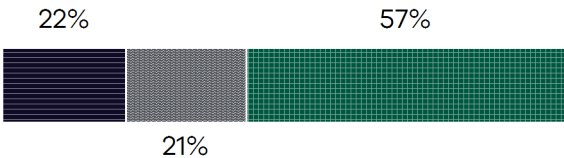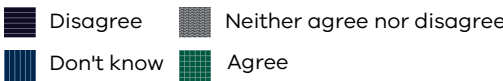
Example

70% of your staff who did the survey agreed or strongly agreed with 'In the last 12 months I have learned skills that have helped me do my job better'.

Survey question	Your results					

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Your results

Benchmark agree results

		You		Comparator		
Survey question		2019	2021	Lowest	Average	Highest
In the last 12 months I have learned skills that have helped me do my job better	Disagree 15%, Neither 15%, Agree 70%	Not asked	70 %	49 %	72 %	93 %
I am developing and learning in my role	Disagree 16%, Neither 18%, Agree 66%	Not asked	66 %	50 %	72 %	96 %
There are adequate opportunities for me to develop skills and experience in my organisation	Disagree 22%, Neither 15%, Agree 63%	55 %	63 %	35 %	58 %	83 %
My organisation places a high priority on the learning and development of staff	Disagree 17%, Neither 21%, Agree 62%	47 %	62 %	34 %	60 %	93 %

Job and manager factors

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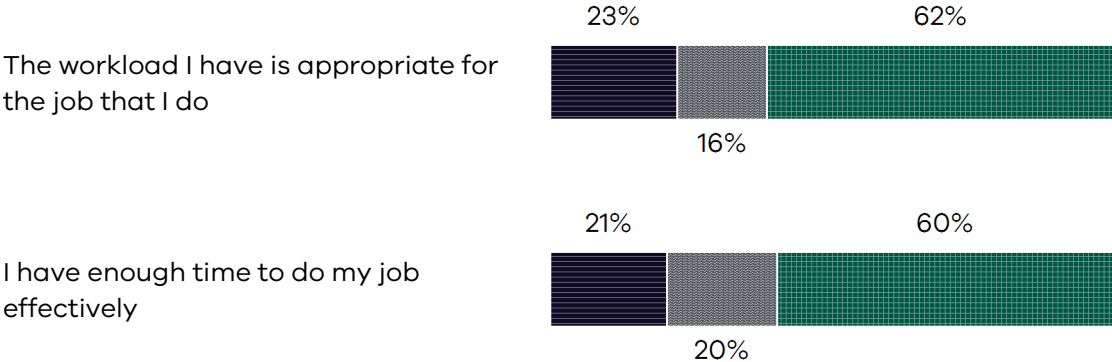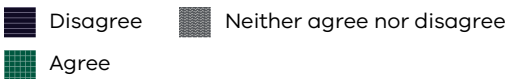
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

51% 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

Legend: ■ Disagree   ▨ Neither agree nor disagree   ▨ Agree

Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	Not asked	51 %	36 %	56 %	88 %
I feel I have an equal chance at promotion in my organisation	Not asked	45 %	20 %	44 %	78 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	Not asked	43 %	19 %	36 %	57 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	Not asked	32 %	13 %	30 %	57 %

Your results bar values:
- I am satisfied with the way my learning and development needs have been addressed in the last 12 months: 24% / 25% / 51%
- I feel I have an equal chance at promotion in my organisation: 29% / 26% / 45%
- I am satisfied with the availability of opportunities to move between roles within my organisation: 28% / 29% / 43%
- I am satisfied with the availability of opportunities to take up roles in other organisations: 22% / 46% / 32%

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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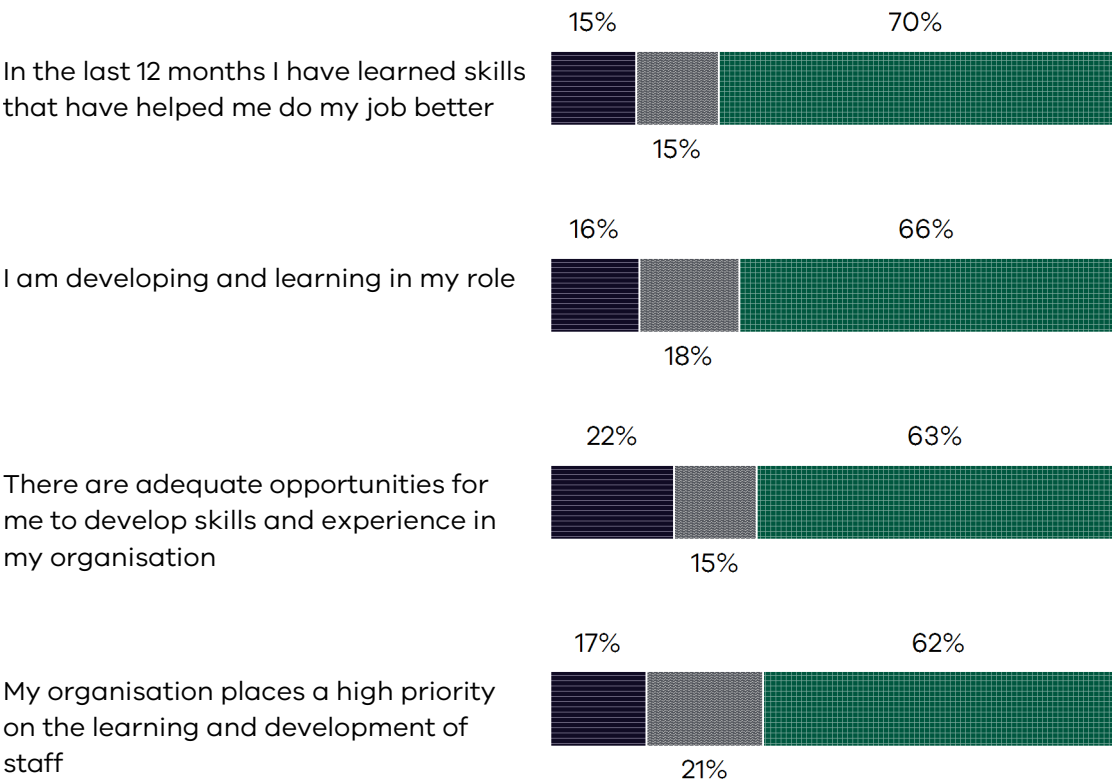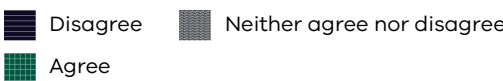
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

Survey question	Your results			You			Comparator		
				2019	2021		Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	1% / 96% / 4%			92 %	96 %		81 %	91 %	100 %
I clearly understand what I am expected to do in this job	9% / 83% / 9%			78 %	83 %		55 %	80 %	97 %
My job allows me to utilise my skills, knowledge and abilities	10% / 79% / 11%			76 %	79 %		59 %	81 %	100 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	9% / 77% / 14%			75 %	77 %		54 %	73 %	100 %

Legend: ■ Disagree ■ Neither agree nor disagree ■ Agree

Victorian Public Sector Commission

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Job and manager factors

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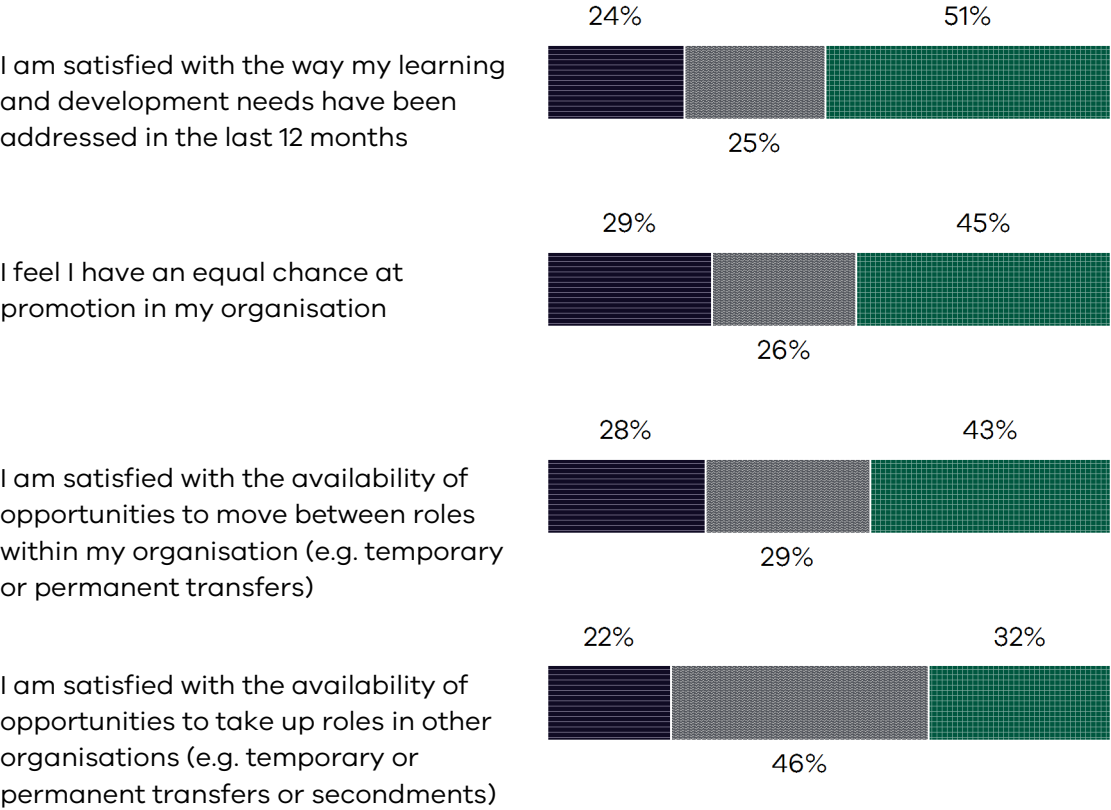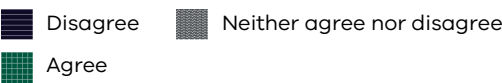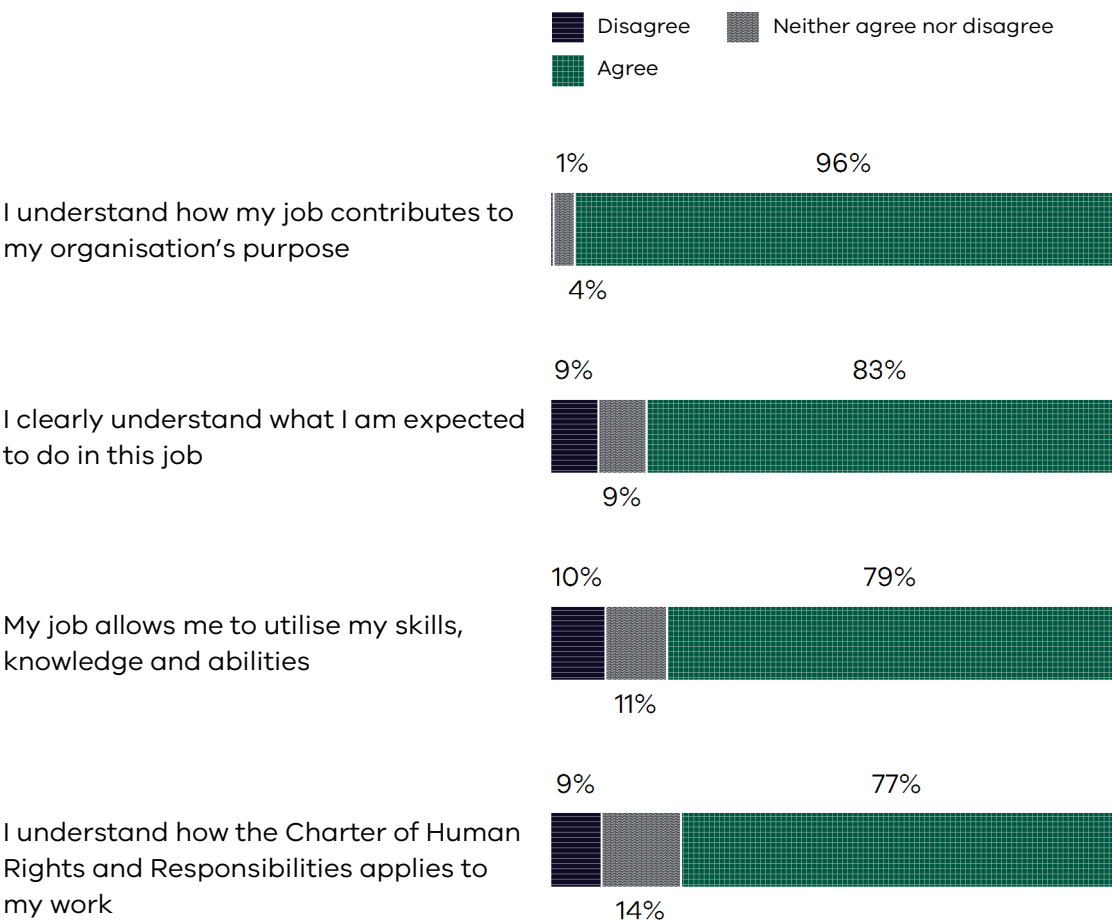
Example

73% 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					

Legend: ■ Disagree　▦ Neither agree nor disagree　▦ Agree

Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
I have a choice in deciding how I do my work	66 %	73 %	60 %	78 %	100 %
I have the authority to do my job effectively	70 %	72 %	57 %	75 %	100 %
My work performance is assessed against clear criteria	Not asked	61 %	36 %	63 %	87 %

Your results bar chart values:

- I have a choice in deciding how I do my work: Disagree 16%, Neither 10%, Agree 73%
- I have the authority to do my job effectively: Disagree 19%, Neither 9%, Agree 72%
- My work performance is assessed against clear criteria: Disagree 18%, Neither 21%, Agree 61%

Job and manager factors

Meaningful work

What this is

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

Why this is important

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

How to read this

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

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

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

Example

88% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I feel that I can make a worthwhile contribution at work	4% / 8% / 88%	Not asked	88 %	73 %	85 %	100 %
I am achieving something important through my work	5% / 9% / 85%	Not asked	85 %	62 %	80 %	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.
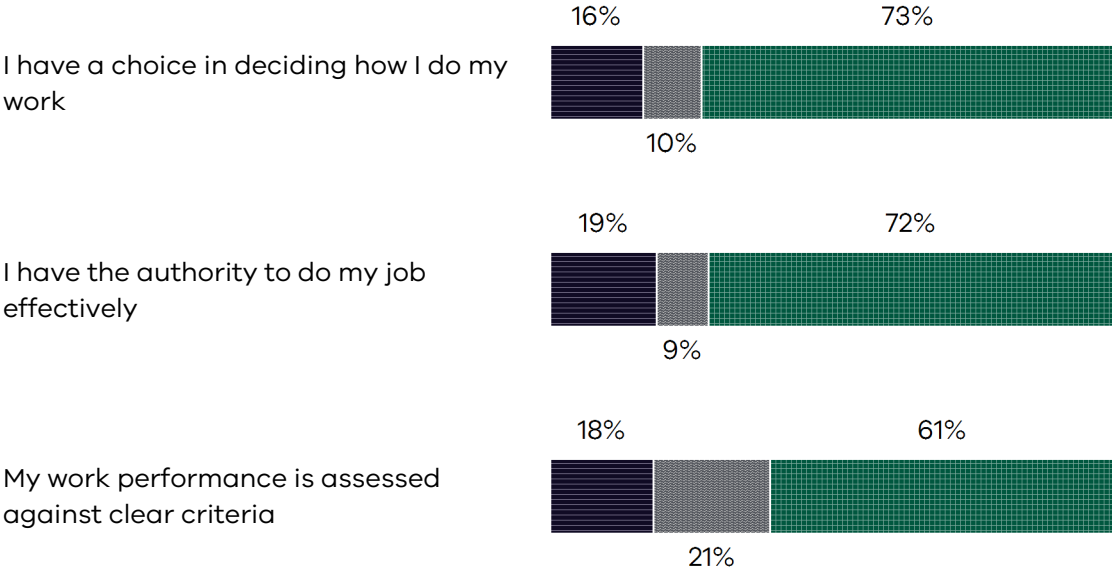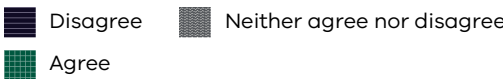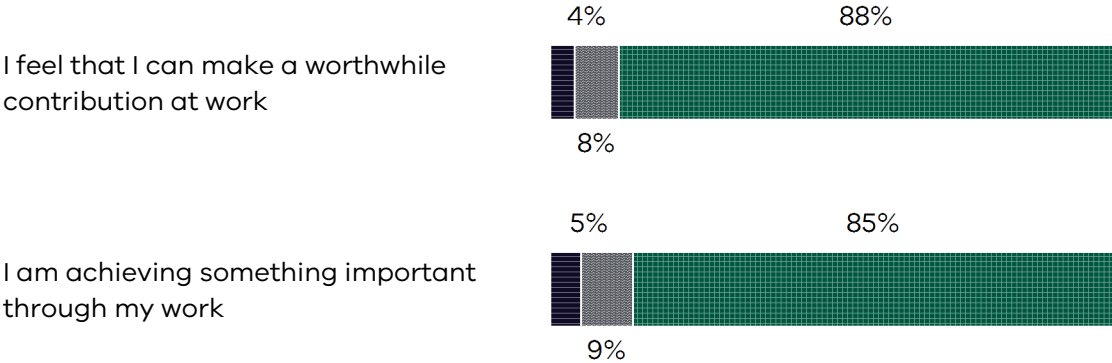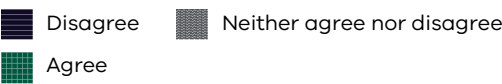
Example

77% of your staff who did the survey agreed or strongly agreed with 'People in your workgroup are able to bring up problems and tough issues'.

Survey question	Your results						

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

	You		**Comparator**		
Survey question	2019	2021	Lowest	Average	Highest
People in your workgroup are able to bring up problems and tough issues (Disagree 10%, Neither 13%, Agree 77%)	Not asked	77 %	61 %	78 %	97 %
I am confident that I would be protected from reprisal for reporting improper conduct (Disagree 16%, Neither 14%, Agree 70%)	55 %	70 %	51 %	69 %	100 %
I feel safe to challenge inappropriate behaviour at work (Disagree 21%, Neither 15%, Agree 64%)	Not asked	64 %	49 %	68 %	100 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner (Disagree 20%, Neither 18%, Agree 62%)	46 %	62 %	38 %	62 %	94 %

Victorian Public Sector Commission

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Job and manager factors

Safe to speak up 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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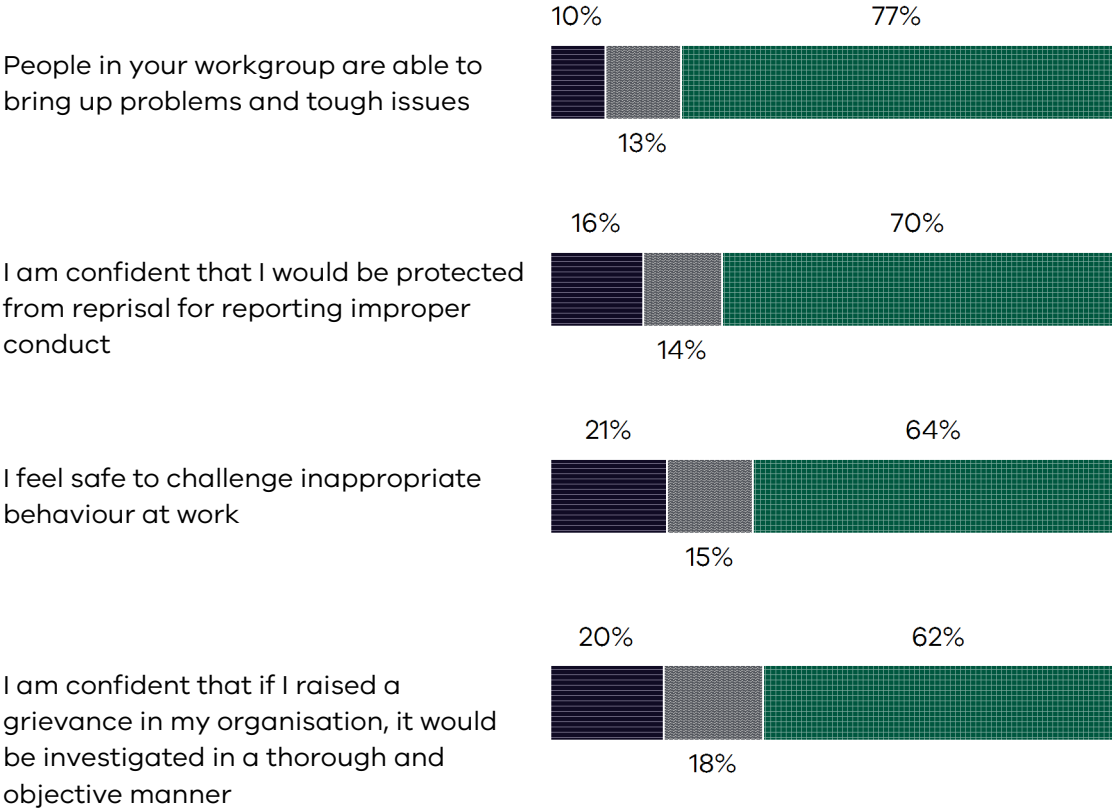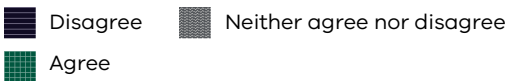
Example

87% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

Survey question

Your results

■ Disagree   ▦ Neither agree nor disagree
▦ Agree

People in my workgroup often reject others for being different

87%   7%
6%

If I make a mistake in my workgroup, it is often held against me

73%   10%
16%

Benchmark disagree results
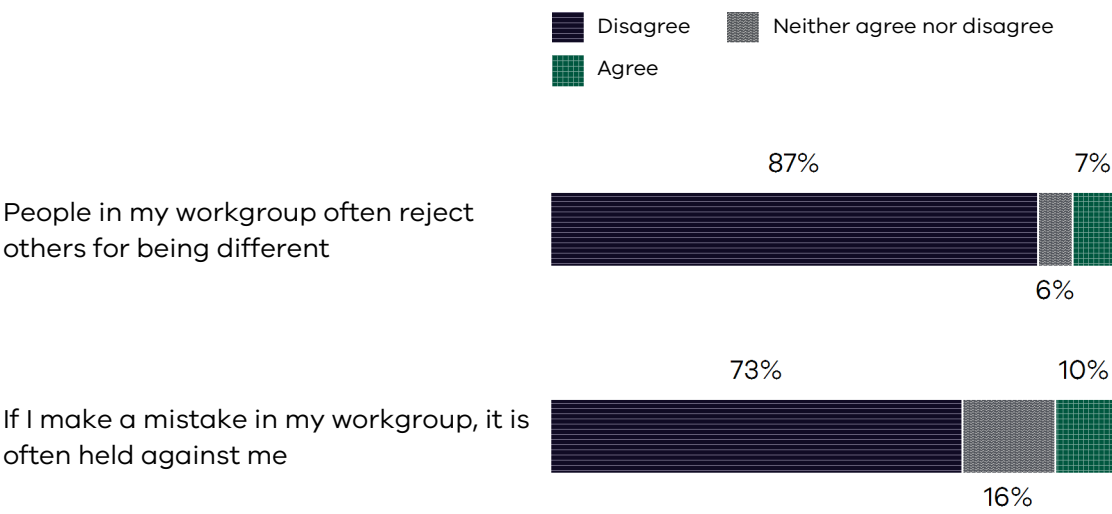
	You		Comparator		
2019	2021		Lowest	Average	Highest
Not asked	87 %		75 %	85 %	100 %
Not asked	73 %		61 %	77 %	96 %

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

37% of staff who did the survey said 'Decision making and authorisation processes' 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
Decision making and authorisation processes	37%	29%	23%
Too many competing priorities	33%	40%	36%
Communication processes	18%	16%	19%
There are no noticeable barriers	17%	16%	18%
Insufficient autonomy	16%	10%	9%
Poor work-life balance	15%	12%	12%
Technology limitations	12%	18%	20%
Poor mental health or wellbeing	10%	12%	11%
Administrative processes (including leave and HR requirements)	10%	16%	19%
Difficulties in separating work from other aspects of my life	9%	13%	10%

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 90% of your staff who did the survey responded positively to questions about Responsiveness , which is down 1% in 2019.

Compared to:

- 91% of staff at your comparator and 87% of staff across the public sector.
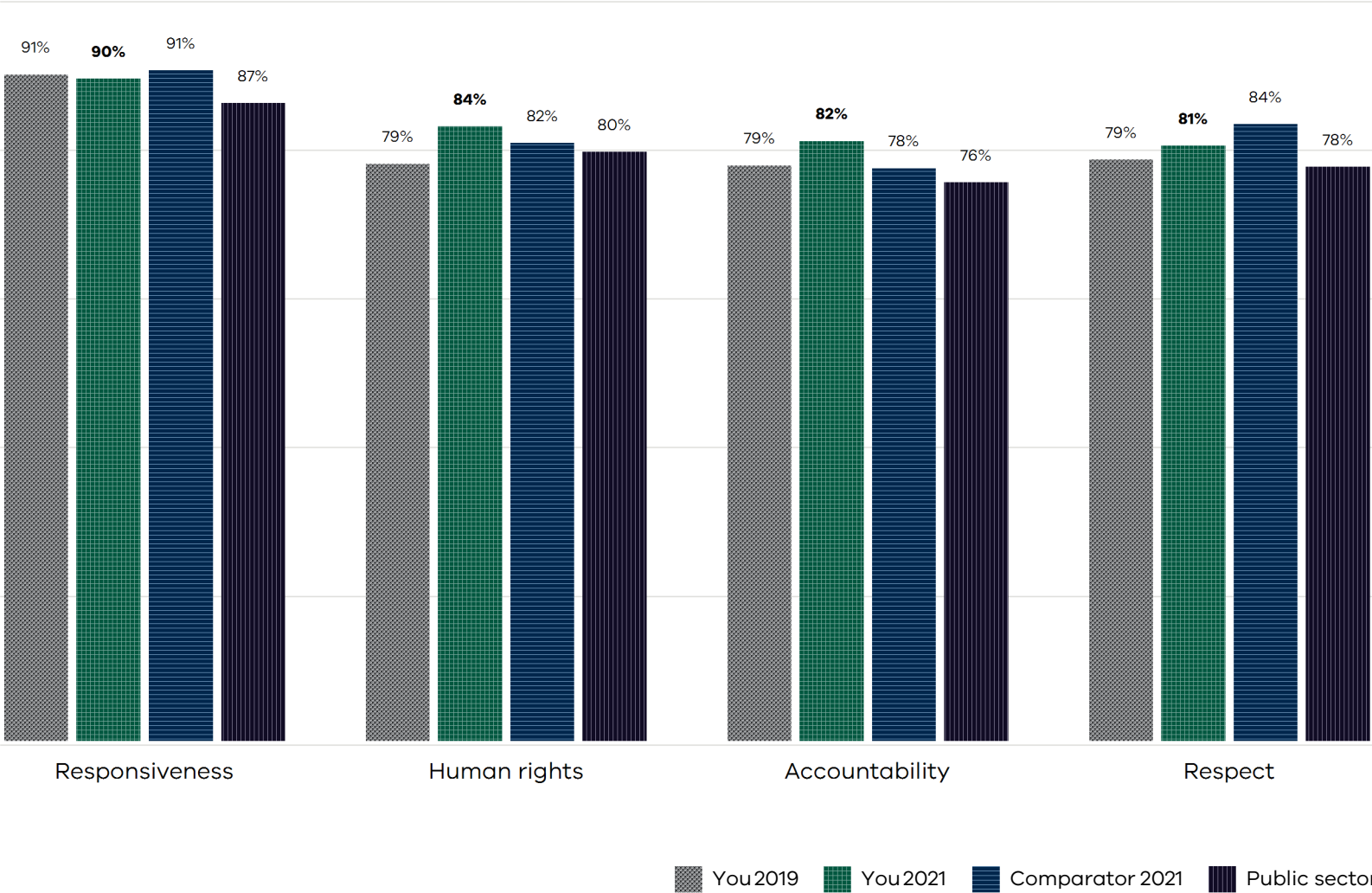
Chart legend: You 2019, You 2021, Comparator 2021, Public sector 2021

Responsiveness: 91%, 90%, 91%, 87%
Human rights: 79%, 84%, 82%, 80%
Accountability: 79%, 82%, 78%, 76%
Respect: 79%, 81%, 84%, 78%

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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:

- 79% of your staff who did the survey responded positively to questions about Leadership , which is up 5% in 2019.

Compared to:

- 79% of staff at your comparator and 73% of staff across the public sector.

Leadership: You 2019 74%, You 2021 79%, Comparator 2021 79%, Public sector 2021 73%
Impartiality: You 2019 78%, You 2021 78%, Comparator 2021 75%, Public sector 2021 68%
Integrity: You 2019 74%, You 2021 76%, Comparator 2021 76%, Public sector 2021 70%
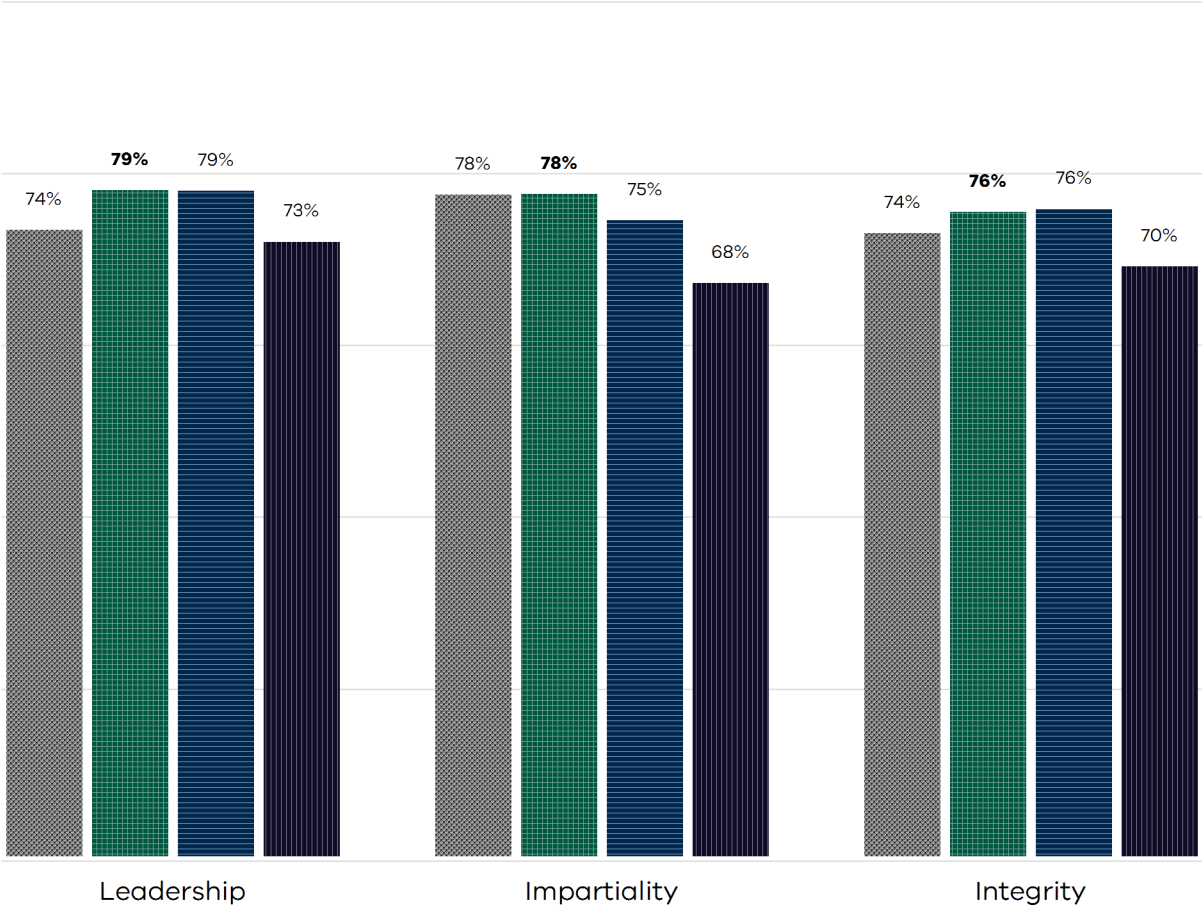
Legend: You 2019 | You 2021 | Comparator 2021 | Public sector 2021

Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

Example

91% 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					

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

	You		**Comparator**		
Survey question	2019	2021	Lowest	Average	Highest
My workgroup strives to deliver services in a timely manner (1% / 91% / 4% / 3%)	93 %	91 %	70 %	91 %	100 %
My workgroup strives to provide high quality advice and services (5% / 90% / 5%)	90 %	90 %	78 %	92 %	100 %
My manager ensures clients receive a high standard of service (3% / 89% / 8%)	89 %	89 %	76 %	90 %	100 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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

Example

93% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question / Your results / Benchmark agree results

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

Survey question		You		Comparator		
		2019	2021	Lowest	Average	Highest
My organisation is committed to earning a high level of public trust	1% / 93% / 5%	89 %	93 %	48 %	83 %	100 %
My manager demonstrates honesty and integrity	6% / 87% / 7%	84 %	87 %	70 %	89 %	100 %
People in my workgroup appropriately manage conflicts of interest	4% / 80% / 3% 12%	72 %	80 %	56 %	79 %	100 %
People in my workgroup are honest, open and transparent in their dealings	1% / 76% / 11% 12%	79 %	76 %	65 %	81 %	97 %

Victorian Public Sector Commission

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Public sector values

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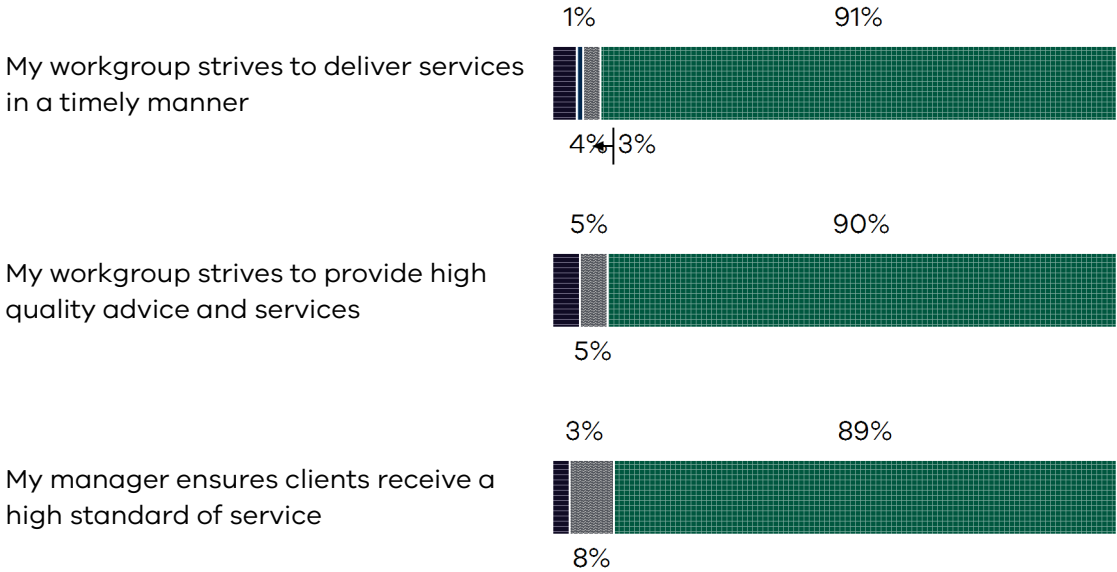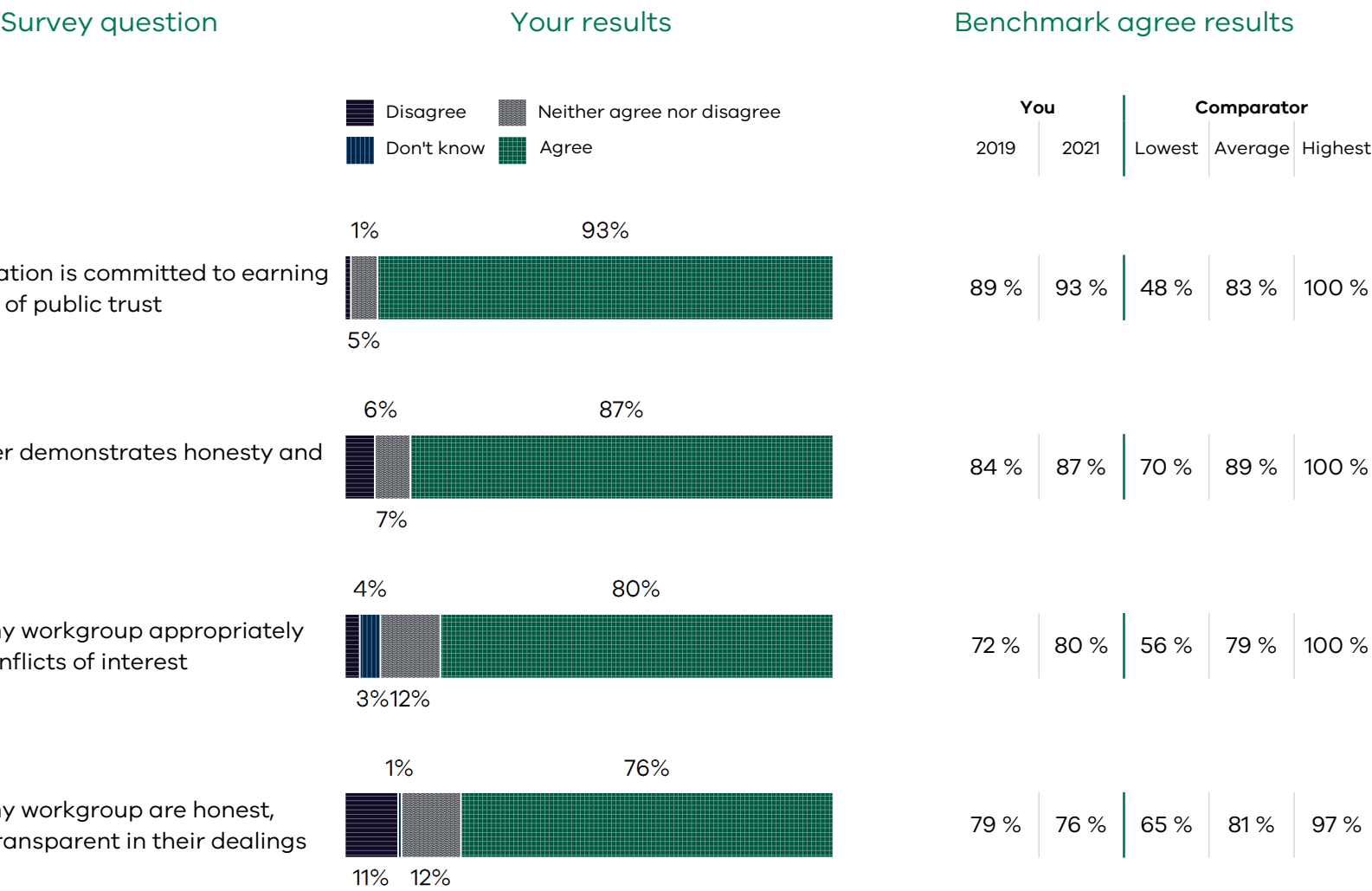
Example

73% of staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question / Your results / Benchmark agree results

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders demonstrate honesty and integrity	Disagree 9%, Don't know 1%, Neither 17%, Agree 73%	75 %	73 %	44 %	72 %	100 %
I am confident that I would be protected from reprisal for reporting improper conduct	Disagree 16%, Neither 14%, Agree 70%	55 %	70 %	51 %	69 %	100 %
My organisation does not tolerate improper conduct	Disagree 18%, Don't know 2%, Neither 13%, Agree 66%	62 %	66 %	40 %	71 %	100 %
I feel safe to challenge inappropriate behaviour at work	Disagree 21%, Neither 15%, Agree 64%	Not asked	64 %	49 %	68 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Impartiality

What this is

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

Why this is important

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

How to read this

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

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

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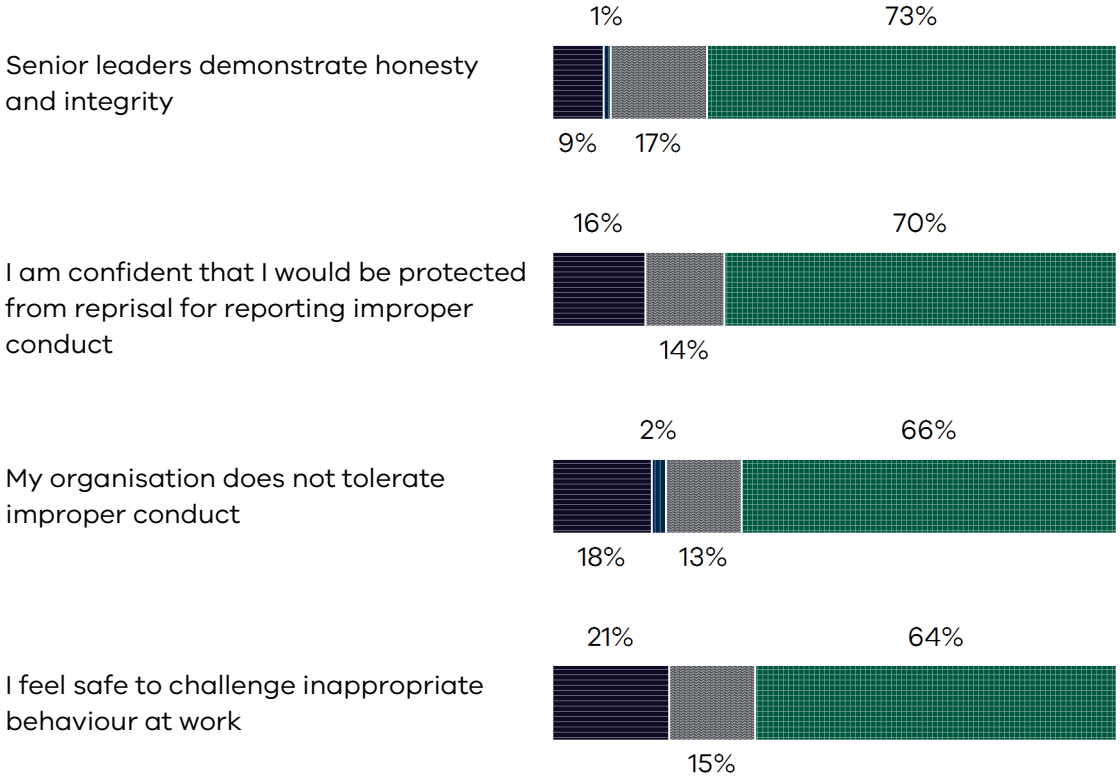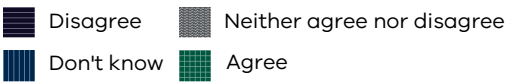
Example

93% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

Survey question	Your results	You		Comparator		
		2019	2021	Lowest	Average	Highest

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

Survey question	You 2019	You 2021	Lowest	Average	Highest
People in my workgroup are politically impartial in their work (2% / 93% / 1% / 4%)	91 %	93 %	63 %	81 %	100 %
My workgroup focuses on making decisions informed by all relevant facts (1% / 82% / 9% / 9%)	80 %	82 %	63 %	80 %	96 %
My workgroup places a priority on acting fairly and without bias (1% / 79% / 10% / 11%)	82 %	79 %	68 %	82 %	97 %
My organisation makes fair recruitment and promotion decisions, based on merit (6% / 59% / 16% / 19%)	60 %	59 %	27 %	57 %	94 %

Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Survey question	Your results	Benchmark agree results

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

Survey question		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job contributes to my organisation's purpose	1% / 96% / 4%	92 %	96 %	81 %	91 %	100 %
I clearly understand what I am expected to do in this job	9% / 83% / 9%	78 %	83 %	55 %	80 %	100 %
My workgroup strives to make the best use of its resources	1% / 82% / 6% / 11%	81 %	82 %	68 %	81 %	100 %
My workgroup has clear lines of responsibility	10% / 80% / 9%	76 %	80 %	65 %	77 %	94 %

Public sector values

Accountability 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

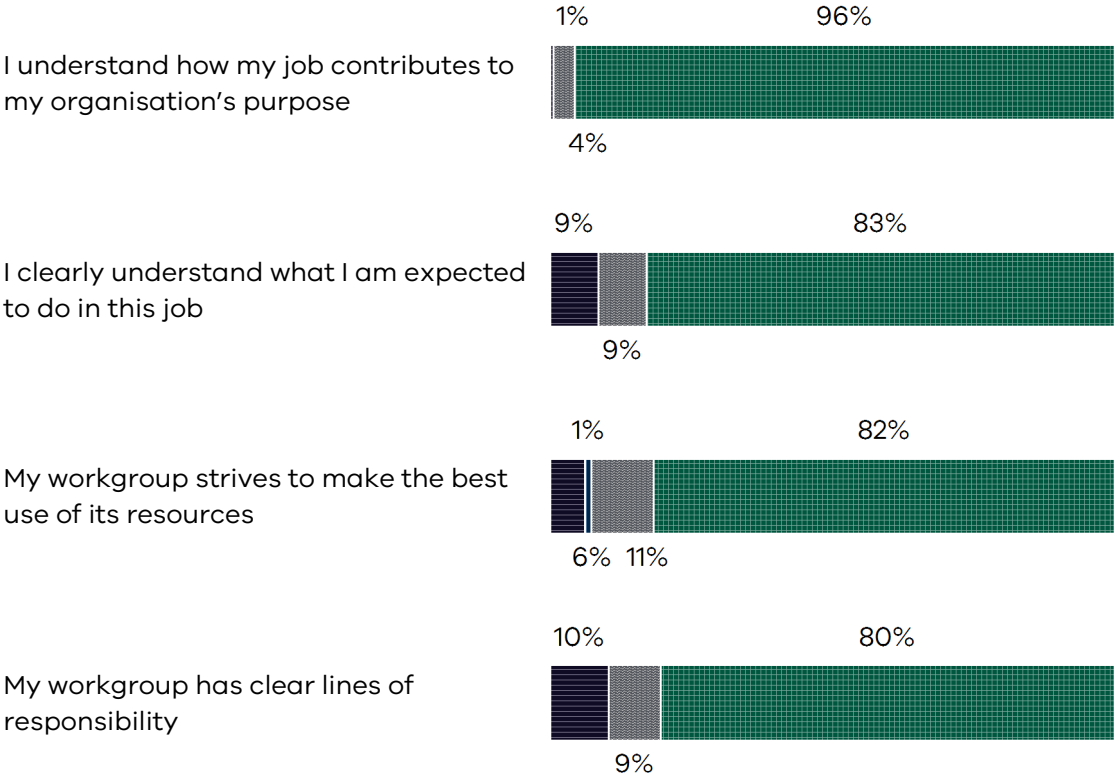Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

68% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

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

Senior leaders provide clear strategy and direction

14%   68%

18%
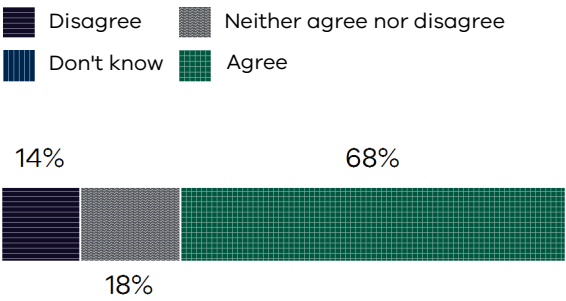
	You		Comparator		
	2019	2021	Lowest	Average	Highest
	66 %	68 %	29 %	62 %	100 %

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

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

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

Survey question	Your results			You		Comparator		
				2019	2021	Lowest	Average	Highest
My manager listens to what I have to say	5%	88%	6%	84 %	88 %	78 %	87 %	100 %
My manager treats employees with dignity and respect	6%	88%	6%	84 %	88 %	79 %	90 %	100 %
My workgroup respectfully consults with clients and stakeholders to improve outcomes	1%	87%	4% 7%	81 %	87 %	73 %	88 %	100 %
People in my workgroup treat each other with respect	7%	86%	7%	88 %	86 %	73 %	90 %	100 %

Public sector values

What this is

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

Why this is important

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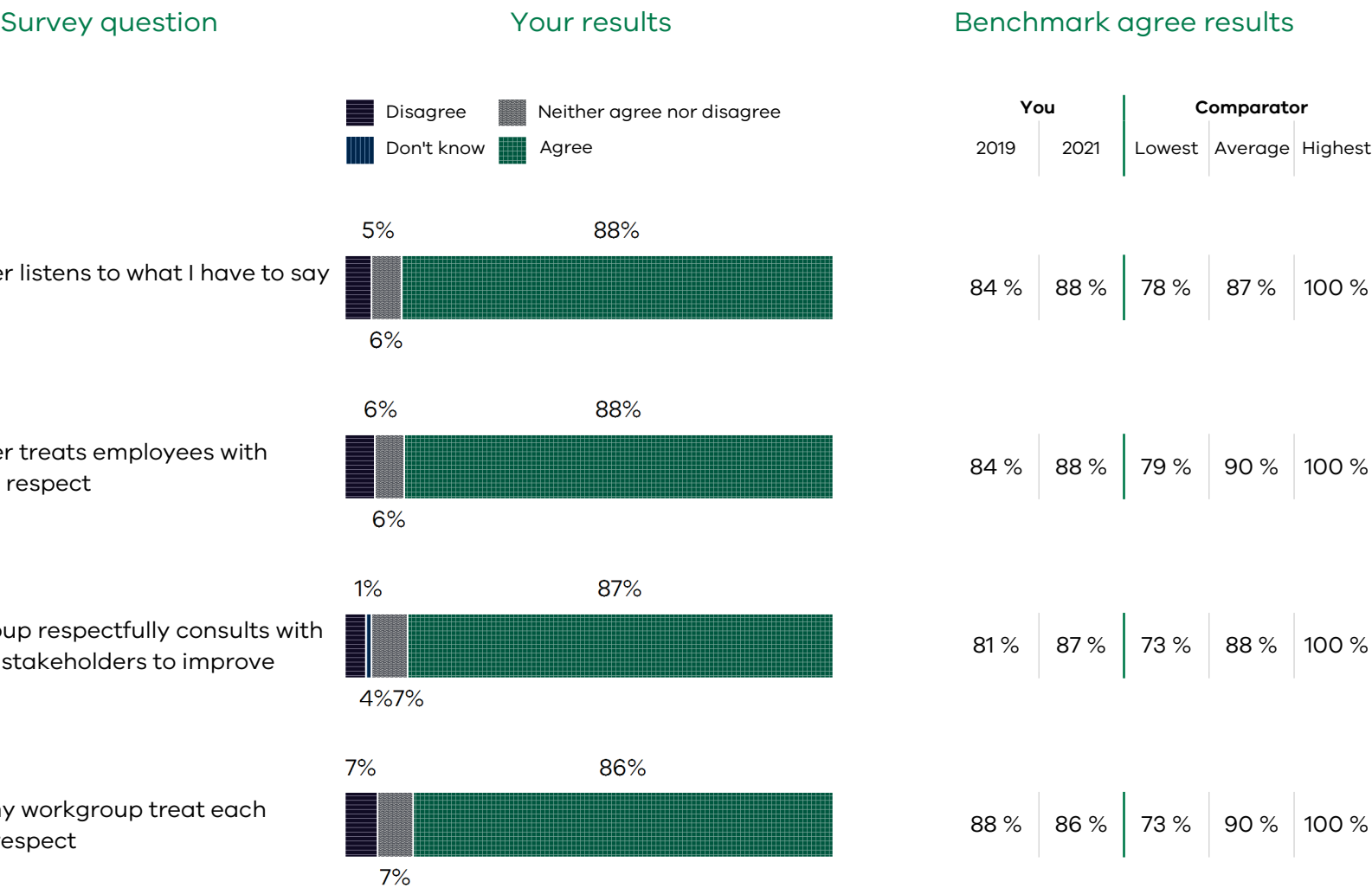
How to read this

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

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

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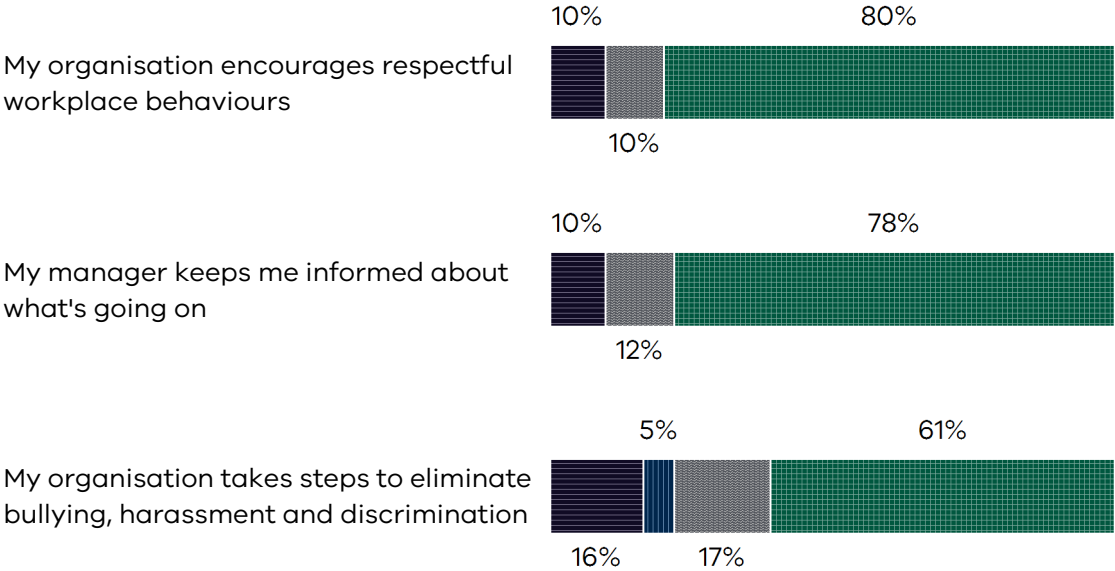
Example

80% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

| Survey question | Your results | Benchmark agree results |

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

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages respectful workplace behaviours (10%, 80%, 10%)	78 %	80 %	63 %	85 %	100 %
My manager keeps me informed about what's going on (10%, 78%, 12%)	78 %	78 %	67 %	81 %	100 %
My organisation takes steps to eliminate bullying, harassment and discrimination (5%, 61%, 16%, 17%)	63 %	61 %	43 %	67 %	100 %

Public sector values

Leadership

What this is

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

Why this is important

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

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

How to read this

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

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

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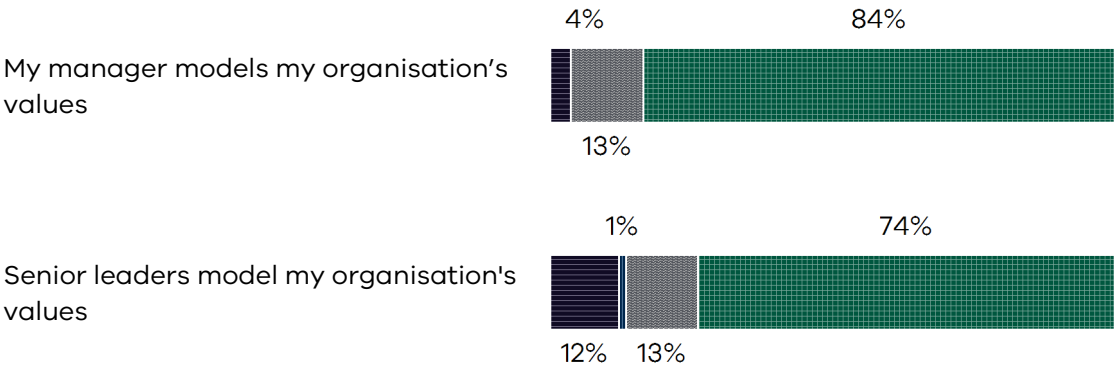
Example

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

Survey question	Your results						

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

Survey question	2019	2021	Lowest	Average	Highest
My manager models my organisation's values — 4% / 13% / 84%	82 %	84 %	67 %	86 %	100 %
Senior leaders model my organisation's values — 12% / 1% / 13% / 74%	66 %	74 %	48 %	71 %	100 %

Benchmark agree results — You (2019, 2021) | Comparator (Lowest, Average, Highest)

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.
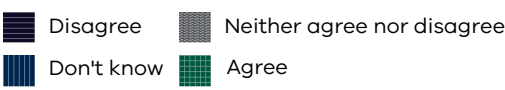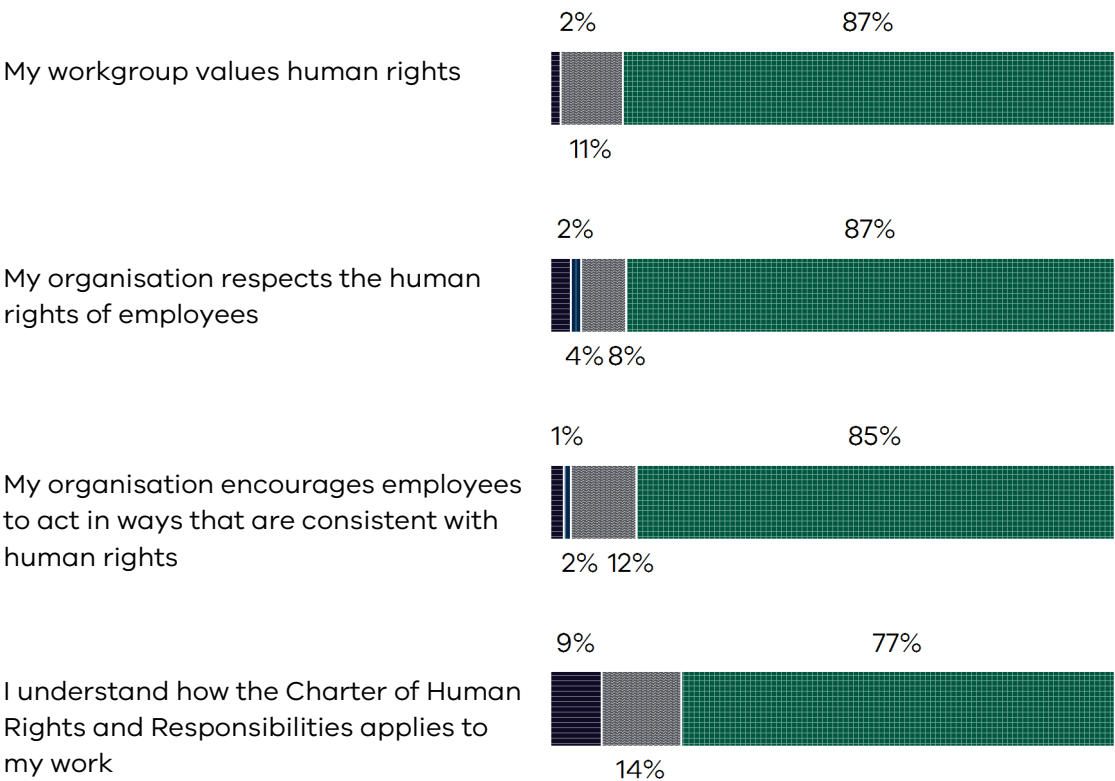
Example

87% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

Survey question	Your results					

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

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup values human rights — 2% Disagree, 11% Neither, 87% Agree	82 %	87 %	75 %	88 %	100 %
My organisation respects the human rights of employees — 2% Disagree, 4% Don't know, 8% Neither, 87% Agree	76 %	87 %	63 %	83 %	100 %
My organisation encourages employees to act in ways that are consistent with human rights — 1% Disagree, 2% Don't know, 12% Neither, 85% Agree	82 %	85 %	59 %	82 %	100 %
I understand how the Charter of Human Rights and Responsibilities applies to my work — 9% Disagree, 14% Neither, 77% Agree	75 %	77 %	54 %	73 %	100 %

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:
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Age	(n)	%
15-34 years	**39**	24%
35-54 years	**82**	50%
55+ years	**18**	11%
Prefer not to say	**25**	15%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	**3**	2%
No	**145**	88%
Prefer not to say	**16**	10%

Highest level of formal education	(n)	%
Doctoral Degree level	**3**	2%
Master Degree level	**36**	22%
Graduate Diploma or Graduate Certificate level	**17**	10%
Bachelor Degree level incl. honours degrees	**60**	37%
Advanced Diploma or Diploma level	**10**	6%
Certificate III or IV level	**4**	2%
Year 12 or equivalent (VCE/Leaving certificate)	**10**	6%
Certificate I or II level	**1**	1%
Prefer not to say	**23**	14%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	0	0%
Non Aboriginal and/or Torres Strait Islander	150	91%
Prefer not to say	14	9%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Disability

What this is

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

Why this is important

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

How to read this

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

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

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Do you identify as a person with a disability?

	(n)	%
Yes	**15**	9%
No	**127**	77%
Prefer not to say	**22**	13%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?

	(n)	%
Yes	**9**	60%
No	**6**	40%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?

	(n)	%
My disability does not impact on my ability to perform my role	**3**	50%
I do not require any adjustments to be made to perform my role	**2**	33%
Other	**1**	17%

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.

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How would you describe your gender?	(n)	%
Man	71	43%
Woman	65	40%
Prefer not to say	27	16%
Non-binary and I use a different term	1	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	2	1%
No	142	87%
Prefer not to say	20	12%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	1	1%
No	141	86%
Don't know	3	2%
Prefer not to say	19	12%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	113	69%
Prefer not to say	32	20%
Bisexual	9	5%
Gay or lesbian	9	5%
Don't know	1	1%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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Country of birth	(n)	%
Born in Australia	**90**	55%
Not born in Australia	**50**	30%
Prefer not to say	**24**	15%

When did you first arrive in Australia?*	(n)	%
1 to less than 2 years ago	**2**	4%
More than 20 years ago	**20**	40%
2 to less than 5 years ago	**9**	18%
5 to less than 10 years ago	**8**	16%
10 to less than 20 years ago	**11**	22%

Language other than English spoken with family or community	(n)	%
Yes	**39**	24%
No	**101**	62%
Prefer not to say	**24**	15%

Demographics

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.

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If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Other	**14**	36%
Hindi	**11**	28%
Italian	**3**	8%
Sinhalese	**3**	8%
Filipino	**2**	5%
Mandarin	**2**	5%
Spanish	**2**	5%
Tagalog	**2**	5%
Tamil	**2**	5%
Vietnamese	**2**	5%
Cantonese	**1**	3%
French	**1**	3%
Greek	**1**	3%
Macedonian	**1**	3%
Punjabi	**1**	3%

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

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Cultural identity	(n)	%
Australian	97	59%
Prefer not to say	25	15%
English, Irish, Scottish and/or Welsh	23	14%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	19	12%
South Asian	14	9%
East and/or South-East Asian	11	7%
New Zealander	5	3%
Other	3	2%
Middle Eastern and/or North African	2	1%
Maori	1	1%

Religion	(n)	%
No religion	72	44%
Christianity	37	23%
Prefer not to say	32	20%
Hinduism	12	7%
Buddhism	4	2%
Other	4	2%
Judaism	2	1%
Sikhism	1	1%

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:

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- don't release employee opinion results for demographic groups where organisations have fewer than 30 responses in total.

Working arrangement	(n)	%
Full-Time	**151**	92%
Part-Time	**13**	8%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	**7**	5%
$65k to $95k	**48**	32%
$95k to $125k	**42**	28%
$125k or more	**22**	15%
Prefer not to say	**30**	20%

Organisational tenure	(n)	%
<1 year	**26**	16%
1 to less than 2 years	**31**	19%
2 to less than 5 years	**65**	40%
5 to less than 10 years	**22**	13%
10 to less than 20 years	**14**	9%
More than 20 years	**6**	4%

Management responsibility	(n)	%
Non-manager	**115**	70%
Other manager	**29**	18%
Manager of other manager(s)	**20**	12%

Employment type	(n)	%
Ongoing and executive	**117**	71%
Fixed term	**32**	20%
Other	**15**	9%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	**128**	78%
I have moved to a different role within my organisation (including acting roles)	**27**	16%
I have moved to my role from outside the Victorian public sector	**5**	3%
I have moved to my role from a different Victorian public sector organisation	**4**	2%

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:

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- 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)	%
Melbourne CBD	**95**	58%
Melbourne: Suburbs	**64**	39%
Other city or town	**3**	2%
Outside Victoria	**1**	1%
Bendigo	**1**	1%

Primary workplace type over the past 3 months*	(n)	%
Home/private location	**82**	50%
A main office	**79**	48%
A hub/shared work space	**2**	1%
A frontline or service delivery location (that is not a main office or home/private location)	**1**	1%

Other workplace type over the past 3 months*	(n)	%
Home/private location	**104**	63%
A main office	**79**	48%
No, I have not worked from any other locations	**14**	9%
A hub/shared work space	**1**	1%
Other	**1**	1%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:
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- 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

Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	**120**	73%
Flexible working arrangements	**37**	23%
Physical modifications or improvements to the workplace	**5**	3%
Career development support strategies	**4**	2%
Job redesign or role sharing	**3**	2%
Accessible communications technologies	**3**	2%
Other	**2**	1%

Why did you make this request?*	(n)	%
Work-life balance	**23**	52%
Family responsibilities	**17**	39%
Health	**12**	27%
Caring responsibilities	**10**	23%
Other	**6**	14%
Disability	**3**	7%
Study commitments	**2**	5%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	**31**	70%
The adjustments I needed were not made	**8**	18%
The adjustments I needed were made but the process was unsatisfactory	**5**	11%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

How we protect anonymity and privacy

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.

Caring responsibility	(n)	%
None of the above	**71**	43%
Primary school aged child(ren)	**32**	20%
Prefer not to say	**24**	15%
Secondary school aged child(ren)	**18**	11%
Child(ren) - younger than preschool age	**12**	7%
Preschool aged child(ren)	**12**	7%
Frail or aged person(s)	**8**	5%
Person(s) with a medical condition	**5**	3%
Person(s) with disability	**4**	2%
Person(s) with a mental illness	**4**	2%
Other	**3**	2%

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