People matter survey 2021

Have your say

Orbost Regional Health
2021 people matter survey results report

Report overview

About your report

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

Report contents

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

Comparing data in this report

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

This means you'll be able to compare about 40% 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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- Responsiveness
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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
- Categories
- Primary role

Victorian Public Sector Commission

VICTORIA State Government

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Report overview

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

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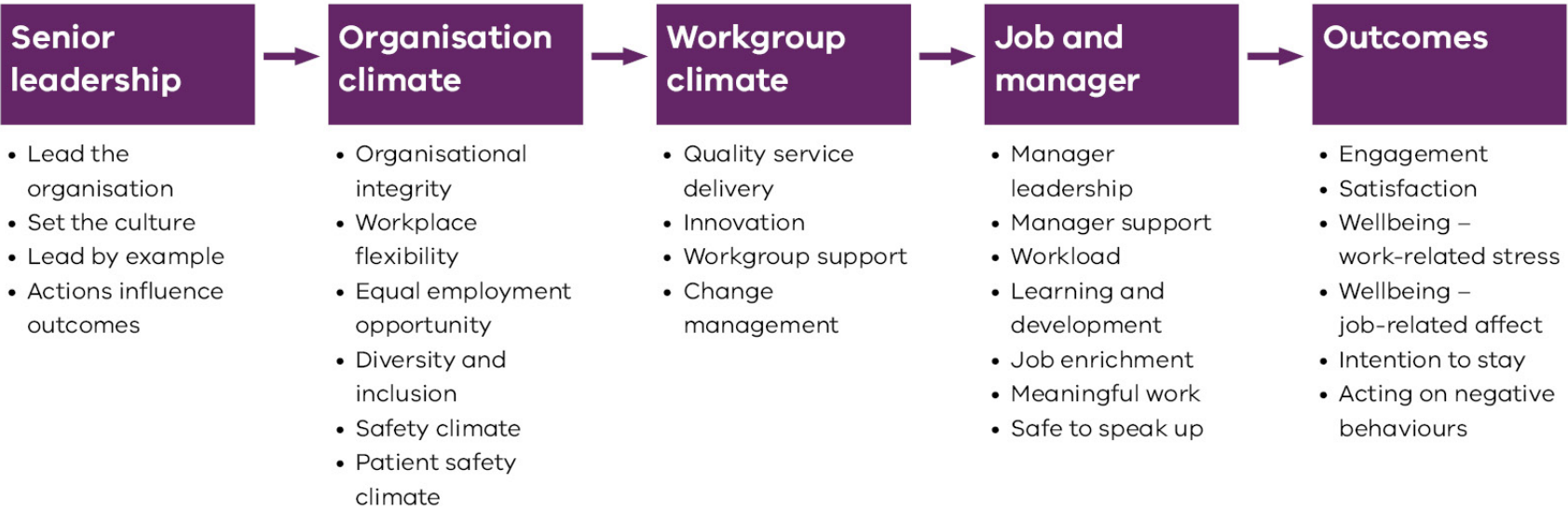
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

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

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'.

Alexandra District Health

Alpine Health

Beaufort and Skipton Health Service

Beechworth Health Service

Boort District Health

Casterton Memorial Hospital

Central Highlands Rural Health

Cohuna District Hospital

Corryong Health

East Wimmera Health Service

Edenhope and District Memorial Hospital

Great Ocean Road Health

Heathcote Health

Hesse Rural Health Service

Heywood Rural Health

Inglewood and Districts Health Service

Kerang District Health

Kilmore District Health

Kooweerup Regional Health Service

Maldon Hospital

Mallee Track Health and Community Service

Mansfield District Hospital

Moyne Health Services

NCN Health

Omeo District Health

Robinvale District Health Services

Rochester and Elmore District Health Service

Rural Northwest Health

Seymour Health

South Gippsland Hospital

Terang and Mortlake Health Service

Timboon and District Healthcare Service

Yarram and District Health Service

Yarrawonga Health

Yea and District Memorial Hospital

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2020		2021	
41%		**41%**	
(68)		**(61)**	
Comparator	49%	Comparator	52%
Public Sector	49%	Public Sector	39%

People matter survey 2021

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020	
68	
Comparator	71
Public Sector	68

2021	
76	
Comparator	73
Public Sector	70

People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 76.

Why this is important

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

How to read this

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

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

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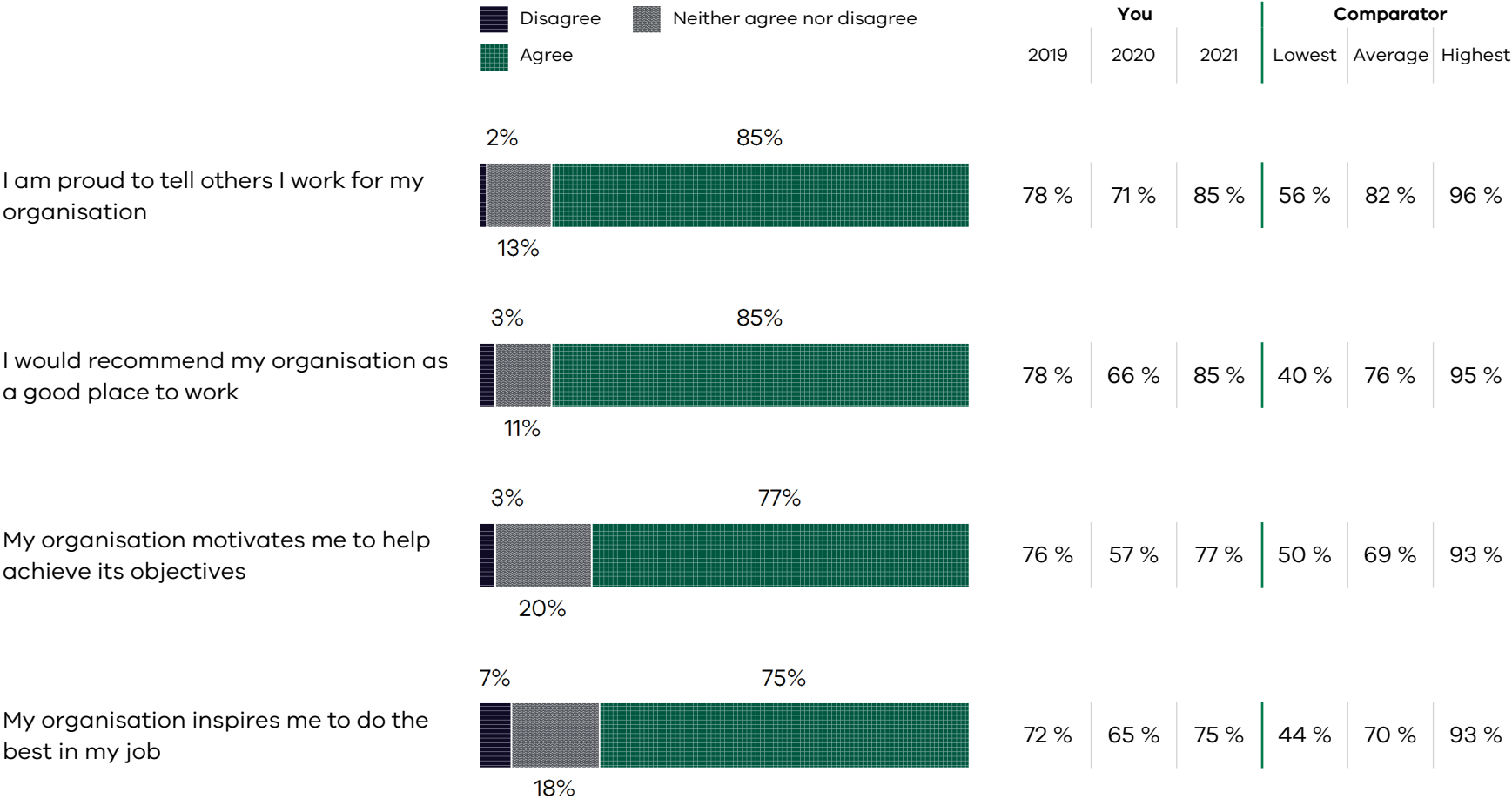
Example

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

Survey question	Your results				Benchmark agree results		

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ Agree

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to tell others I work for my organisation	2% / 13% / 85%	78 %	71 %	85 %	56 %	82 %	96 %
I would recommend my organisation as a good place to work	3% / 11% / 85%	78 %	66 %	85 %	40 %	76 %	95 %
My organisation motivates me to help achieve its objectives	3% / 20% / 77%	76 %	57 %	77 %	50 %	69 %	93 %
My organisation inspires me to do the best in my job	7% / 18% / 75%	72 %	65 %	75 %	44 %	70 %	93 %

People outcomes

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Your organisation's engagement index

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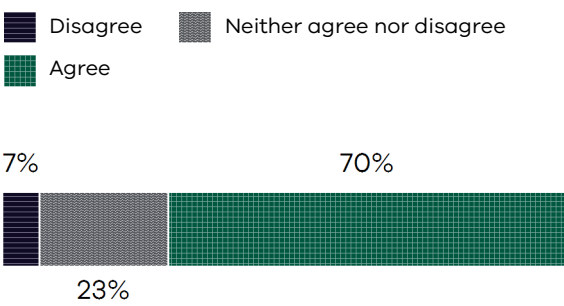
Example

70% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Survey question	Your results	Benchmark agree results

Legend: ■ Disagree ▦ Neither agree nor disagree ▩ Agree

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I feel a strong personal attachment to my organisation	69 %	65 %	70 %	56 %	72 %	89 %

Your results chart: 7% Disagree, 23% Neither agree nor disagree, 70% Agree

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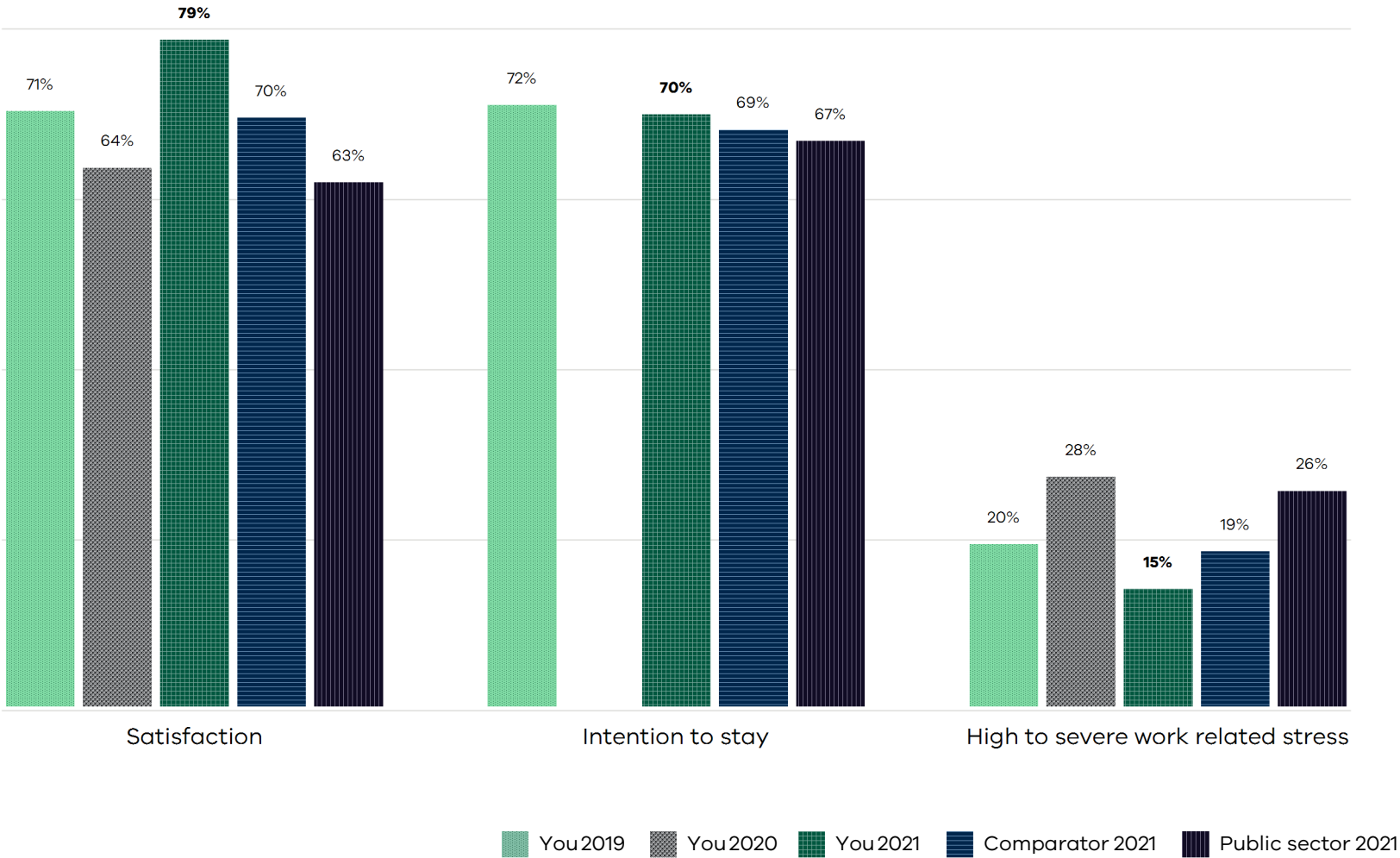
Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

In 2021:

- 79% of your staff who did the survey responded positively to questions about Satisfaction which is up from 64% in 2020.

Compared to:

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

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

Satisfaction: 71%, 64%, 79%, 70%, 63%
Intention to stay: 72%, 70%, 69%, 67%
High to severe work related stress: 20%, 28%, 15%, 19%, 26%

People outcomes

Satisfaction question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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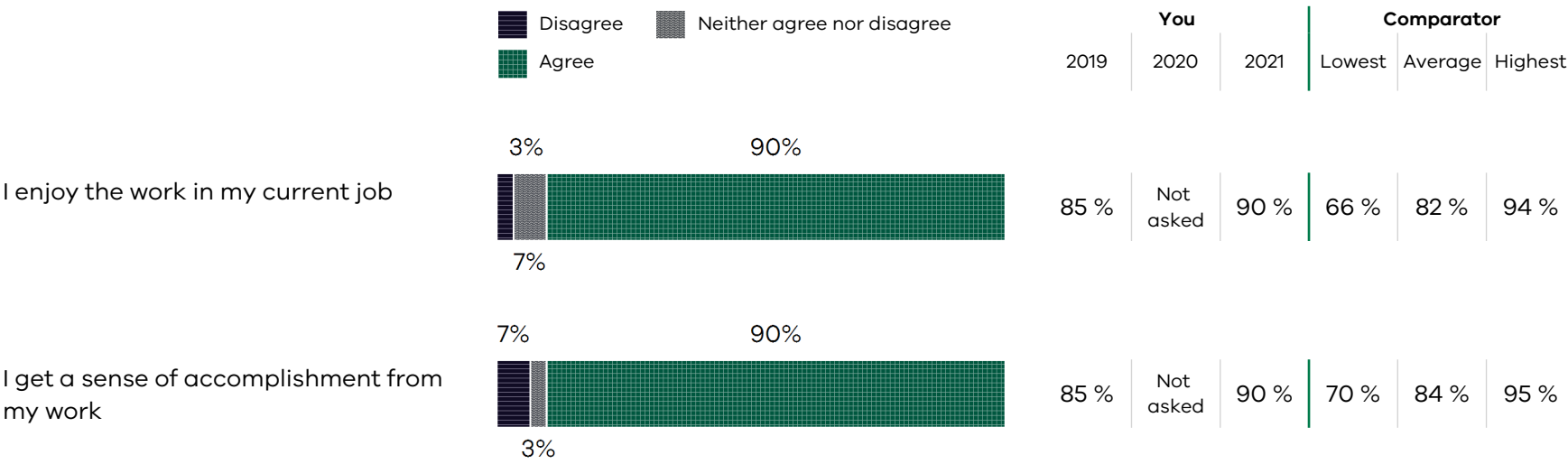
Example

90% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

Legend:
- Disagree
- Neither agree nor disagree
- Agree

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I enjoy the work in my current job	3% Disagree, 7% Neither, 90% Agree	85 %	Not asked	90 %	66 %	82 %	94 %
I get a sense of accomplishment from my work	7% Disagree, 3% Neither, 90% Agree	85 %	Not asked	90 %	70 %	84 %	95 %

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.
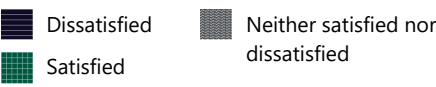
Example

89% 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'.
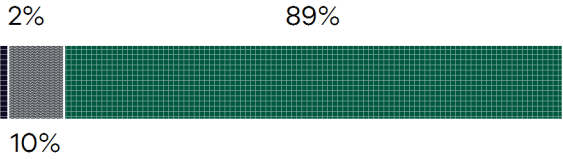
Legend: Dissatisfied | Neither satisfied nor dissatisfied | Satisfied
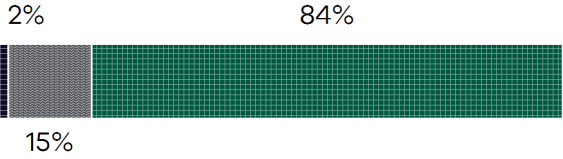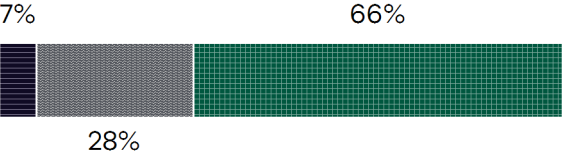
Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
How satisfied are you with the work-life balance in your current job	2% / 10% / 89%	72 %	60 %	89 %	53 %	70 %	86 %
Considering everything, how satisfied are you with your current job	2% / 15% / 84%	75 %	65 %	84 %	52 %	75 %	92 %
How satisfied are you with your career development within your current organisation	7% / 28% / 66%	66 %	68 %	66 %	50 %	65 %	84 %

People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

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

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

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

Example

15% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 19% 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	16%
Low / mild	39%
Moderate	30%
High	10%
Very high	5%
Severe	0%

Reported levels of high to severe stress

2020		2021	
28%		**15%**	
Comparator	19%	Comparator	19%
Public Sector	23%	Public Sector	26%

Victorian Public Sector Commission

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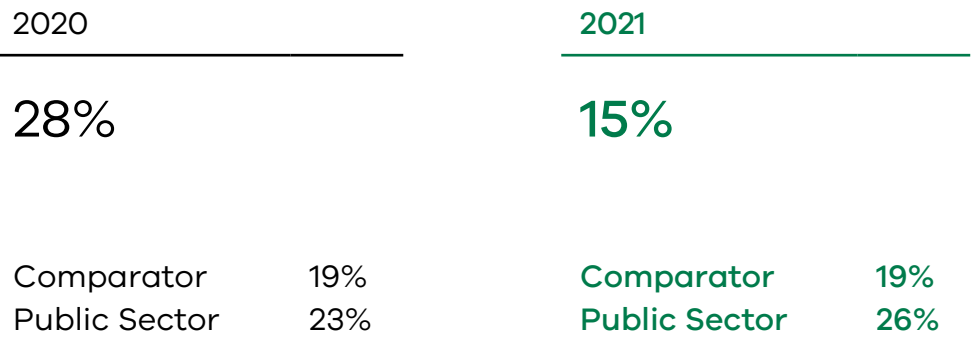
People outcomes

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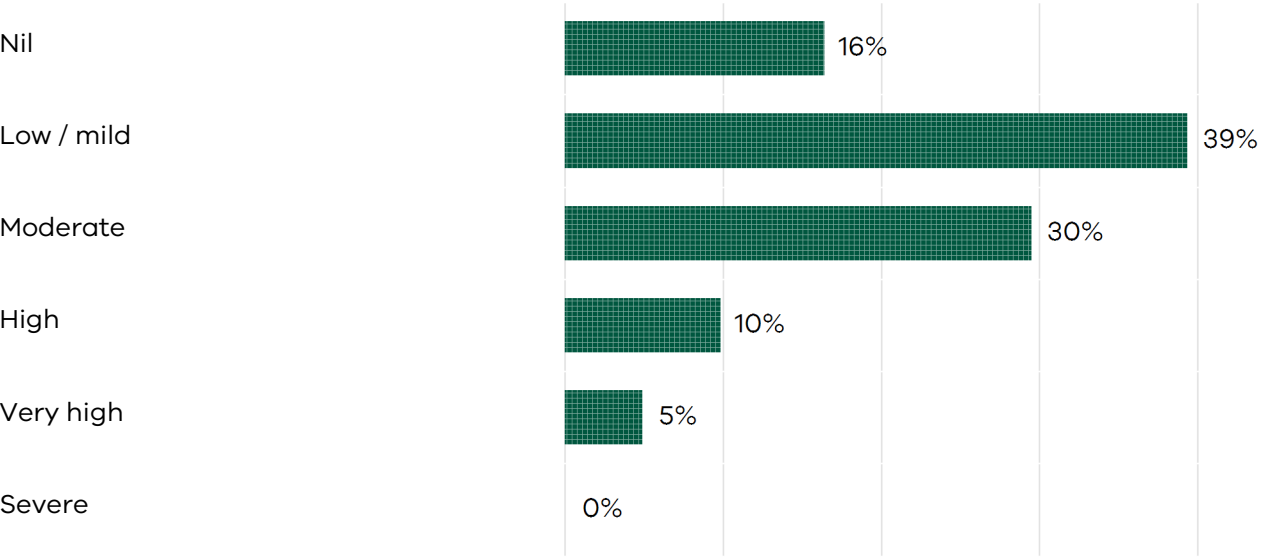
In the survey, we ask staff to tell us if they have experienced mild to severe stress at work, as shown in the visual above the table.

If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.
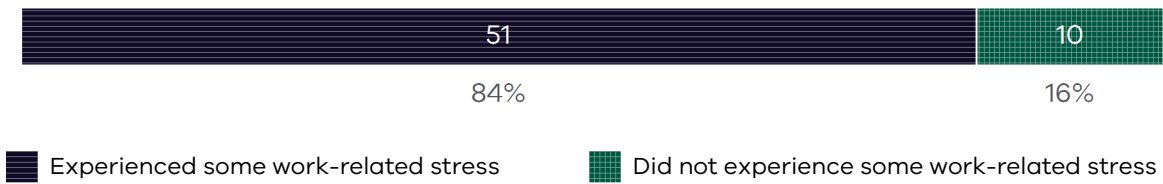
In descending order, the table shows the top 10 causes.

Example

84% of your staff who did the survey said they experienced mild to severe stress.

Of that 84%, 45% said the top reason was 'Workload'.

	51	10
	84%	16%

■ Experienced some work-related stress ■ Did not experience some work-related stress

Of those that experienced work related stress it was from …	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	37%	45%	50%	51%
Time pressure	34%	35%	40%	42%
Organisation or workplace change	14%	20%	8%	11%
Other changes due to COVID-19	29%	20%	24%	15%
Dealing with clients, patients or stakeholders	8%	18%	13%	14%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	15%	18%	16%	12%
Unclear job expectations	15%	14%	8%	11%
Job security	3%	10%	5%	9%
Management of work (e.g. supervision, training, information, support)	17%	10%	11%	13%
Other	10%	10%	10%	9%

People outcomes

Intention to stay

What this is

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

Why this is important

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

How to read this

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

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

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

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

Example

5% of your staff who did the survey said they intended to leave.

Of that 5%, 67% said it was from 'Desire to relocate interstate or overseas'.

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

1	2	43
2%	3%	70%

■ Leaving your organisation   ■ Leaving the sector   ■ Staying
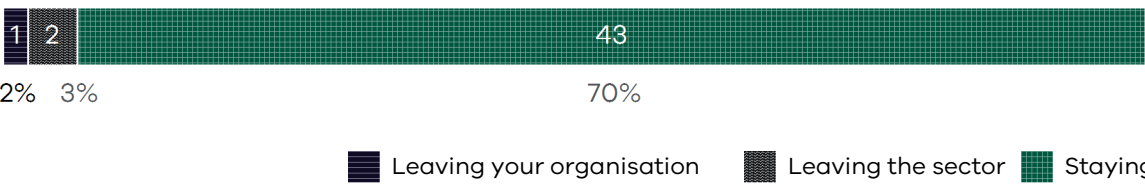
Of those who indicated they're leaving your organisation (including leaving the sector) it was for …	You 2021	Comparator 2021	Public sector 2021
Desire to relocate interstate or overseas	67%	9%	7%
Limited opportunities to gain further experience at my organisation	67%	29%	33%
Limited recognition for doing a good job	67%	32%	32%
Other	67%	12%	9%
Better remuneration	33%	14%	26%
Lack of organisational stability	33%	17%	18%
Limited future career opportunities at my organisation	33%	29%	42%
My interests do not match my job role	33%	15%	14%
Opportunity to broaden experience	33%	34%	40%
Opportunity to seek/take a promotion elsewhere	33%	15%	33%

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:

- 66% of your staff who did the survey said work made them feel happy in 2021, which is up from 51% in 2020

Compared to:

- 61% of staff at your comparator and 50% of staff across the public sector.

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

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

	Enthusiastic	Happy	Worried	Miserable
You 2019	52%	67%	27%	18%
You 2020	47%	51%	32%	18%
You 2021	70%	66%	21%	5%
Comparator 2021	53%	61%	29%	16%
Public sector 2021	48%	50%	37%	19%
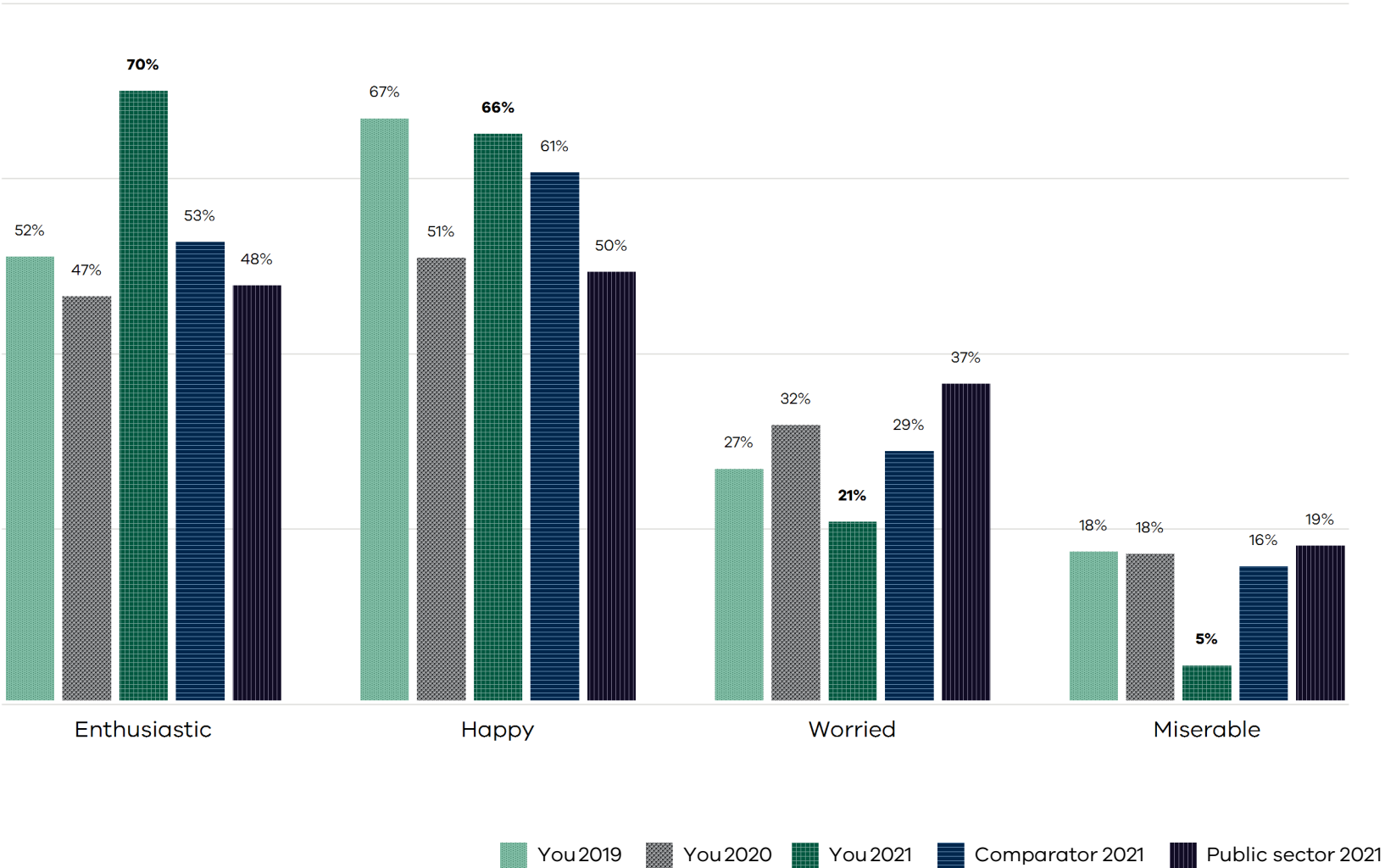
People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

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

Example

In 2021:

- 8% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is down from 21% in 2020.

Compared to:

- 20% of staff at your comparator and 18% of staff across the public sector.

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

Violence or aggression: 16%, 21%, 8%, 20%, 18%
Bullying: 14%, 28%, 5%, 21%, 16%
Sexual harassment: 4%, 9%, 3%, 5%, 6%
Discrimination: 2%, 10%, 2%, 5%, 6%
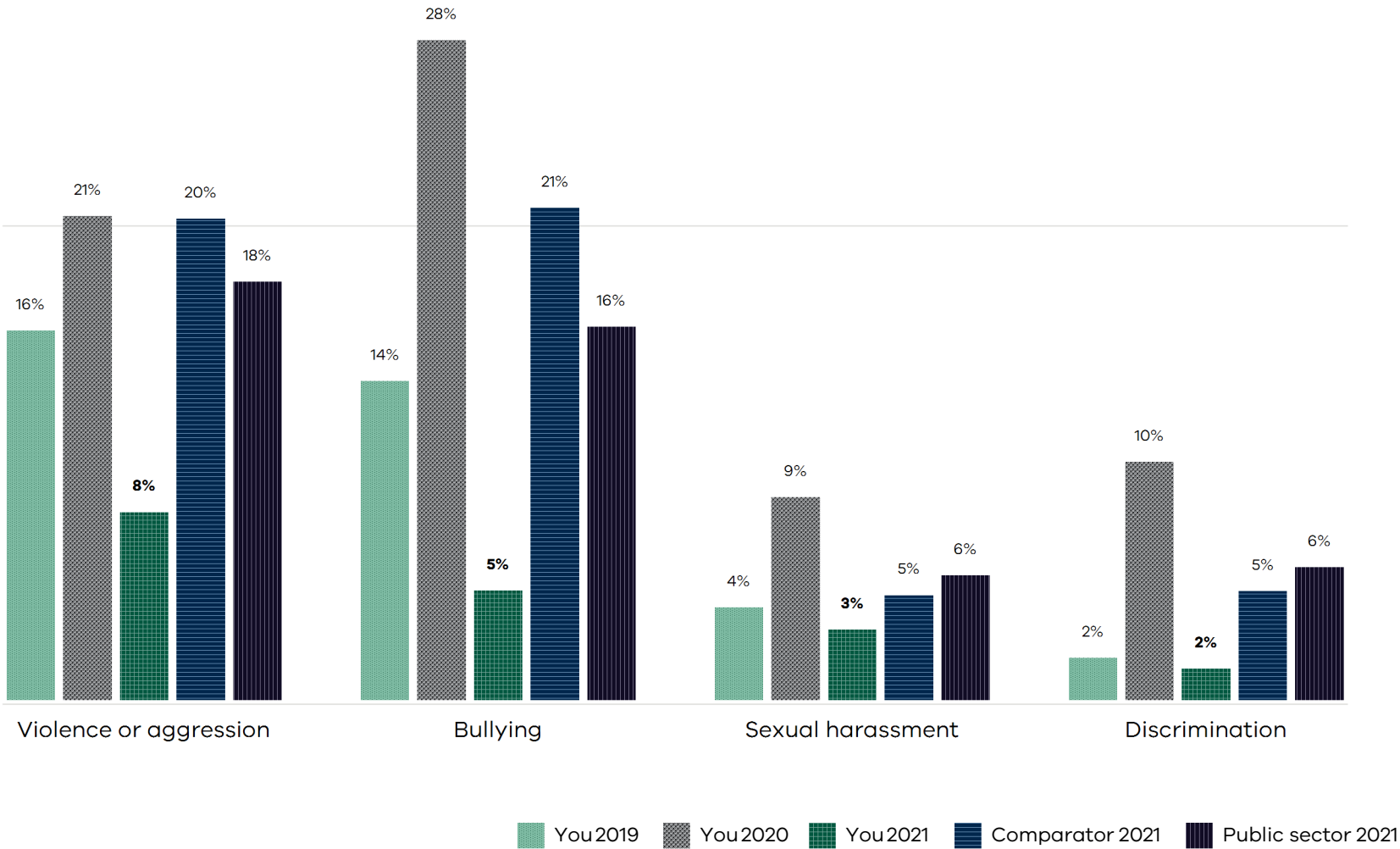
People outcomes

Bullying

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Sexual harassment

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

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.

People outcomes

Violence and aggression

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

Negative behaviour

Witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

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?

13	48
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 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	79%	73%	77%
Bullying of a colleague	16%	20%	16%
Discrimination against a colleague	7%	8%	8%
Violence or aggression against a colleague	2%	5%	6%

Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

The table shows the answers in descending order.

Example

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

- 69% said the top action they took was 'Spoke to the person who experienced the behaviour'.

- 0% took no action.

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

13	48
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	69%	71%	72%
Told a manager	46%	39%	37%
Told the person the behaviour was not OK	31%	25%	25%
Spoke to the person who behaved in a negative way	15%	23%	22%
Other	8%	7%	7%
Told a colleague	8%	17%	21%
Told Human Resources	8%	8%	6%

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Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Job enrichment', the 'You 2021' column shows 95% of your staff agreed with 'I understand how my job contributes to my organisation's purpose'. In the 'Change from 2020' column, you have a 2% increase, which is a positive trend.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Job enrichment	I understand how my job contributes to my organisation's purpose	95%	+2%	92%
Safety climate	My organisation provides a physically safe work environment	95%	Not asked in 2020	83%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	95%	+14%	89%
Manager leadership	My manager is committed to workplace safety	93%	Not asked in 2020	86%
Supporting question - gender equality	My organisation would support me if I needed to take family violence leave	93%	Not asked in 2020	81%
Quality service delivery	My workgroup values human rights	93%	Not asked in 2020	86%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	92%	Not asked in 2020	89%
Job enrichment	My job allows me to utilise my skills, knowledge and abilities	92%	+11%	82%
Meaningful work	I feel that I can make a worthwhile contribution at work	92%	+8%	89%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	92%	Not asked in 2020	72%

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Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Learning and development', the 'You 2021' column shows 43% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'. This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	43%	Not asked in 2020	37%
Manager support	My manager has regular conversations with me about my learning and development	49%	Not asked in 2020	53%
Taking action	My organisation has taken positive action on the results of last year's survey	49%	Not asked in 2020	34%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	54%	Not asked in 2020	59%
Learning and development	I feel I have an equal chance at promotion in my organisation	56%	Not asked in 2020	47%
Patient safety climate	Trainees in my discipline are adequately supervised	57%	+18%	62%
Innovation	My workgroup takes reasonable risks to improve its services	57%	Not asked in 2020	64%
Safety climate	All levels of my organisation are involved in the prevention of stress	59%	+8%	50%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	59%	Not asked in 2020	66%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	61%	+3%	56%

Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

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

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

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

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

Example

On the first row 'Satisfaction', the 'You 2021' column shows 89% of your staff were satisfied with 'How satisfied are you with the work-life balance in your current job'. In the 'Increase from 2020' column, you have a 28% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Satisfaction	How satisfied are you with the work-life balance in your current job	89%	+28%	70%
Patient safety climate	This health service does a good job of training new and existing staff	69%	+23%	62%
Engagement	My organisation motivates me to help achieve its objectives	77%	+20%	69%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	72%	+19%	64%
Engagement	I would recommend my organisation as a good place to work	85%	+19%	76%
Satisfaction	Considering everything, how satisfied are you with your current job	84%	+19%	75%
Patient safety climate	Trainees in my discipline are adequately supervised	57%	+18%	62%
Job enrichment	I have a choice in deciding how I do my work	84%	+17%	74%
Safe to speak up	People in your workgroup are able to bring up problems and tough issues	75%	+17%	68%
Workgroup support	People in my workgroup treat each other with respect	79%	+15%	72%

Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

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

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

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

Example

On the first row 'Satisfaction', the 'You 2021' column shows 66% of your staff were satisfied with 'How satisfied are you with your career development within your current organisation'.
In the 'Decrease from 2020' column, you have a 2% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Satisfaction	How satisfied are you with your career development within your current organisation	66%	-2%	65%
Workload	The workload I have is appropriate for the job that I do	66%	-2%	60%

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Key differences

Biggest positive difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Diversity and inclusion', the 'You 2021' column shows 92% 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'.

The 'difference' column, shows that agreement for this question was 19 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 who are Aboriginal and / or Torres Strait Islander	92%	+19%	72%
Safety climate	My organisation consults employees on health and safety matters	92%	+19%	73%
Satisfaction	How satisfied are you with the work-life balance in your current job	89%	+18%	70%
Taking action	My organisation has taken positive action on the results of last year's survey	49%	+15%	34%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	66%	+14%	51%
Safe to speak up	I am confident that I would be protected from reprisal for reporting improper conduct	79%	+13%	65%
Supporting question - gender equality	My organisation would support me if I needed to take family violence leave	93%	+12%	81%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	72%	+12%	60%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	84%	+12%	72%
Taking action	I believe my organisation will take positive action on the results of this year's survey	66%	+12%	54%

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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 'Manager support', the 'You 2021' column shows 69% of your staff agreed with 'I would be confident in approaching my manager to discuss concerns and grievances'.

The 'difference' column, shows that agreement for this question was 9 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Manager support	I would be confident in approaching my manager to discuss concerns and grievances	69%	-9%	78%
Innovation	My workgroup takes reasonable risks to improve its services	57%	-7%	64%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	59%	-7%	66%
Manager support	My manager listens to what I have to say	74%	-5%	79%
Manager leadership	My manager demonstrates honesty and integrity	75%	-5%	81%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	54%	-5%	59%
Patient safety climate	Trainees in my discipline are adequately supervised	57%	-4%	62%
Manager support	My manager has regular conversations with me about my learning and development	49%	-4%	53%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	64%	-4%	68%
Manager leadership	My manager treats employees with dignity and respect	79%	-3%	82%

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Taking action

What this is

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

Why this is important

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

How to read this

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

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

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

Example

66% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

| Survey question | Your results | Benchmark agree results |

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
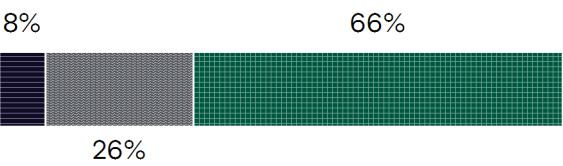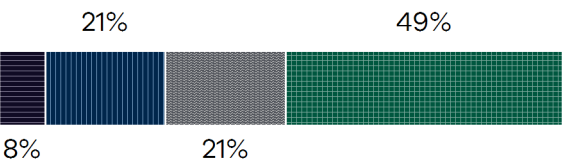
Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I believe my organisation will take positive action on the results of this year's survey	8% / 26% / 66%	Not asked	Not asked	66 %	34 %	54 %	78 %
My organisation has taken positive action on the results of last year's survey	8% / 21% / 21% / 49%	Not asked	Not asked	49 %	11 %	34 %	72 %

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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

80% of your staff who did the survey agreed or strongly agreed with 'Senior leaders model my organisation's values'.

Survey question | Your results | Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
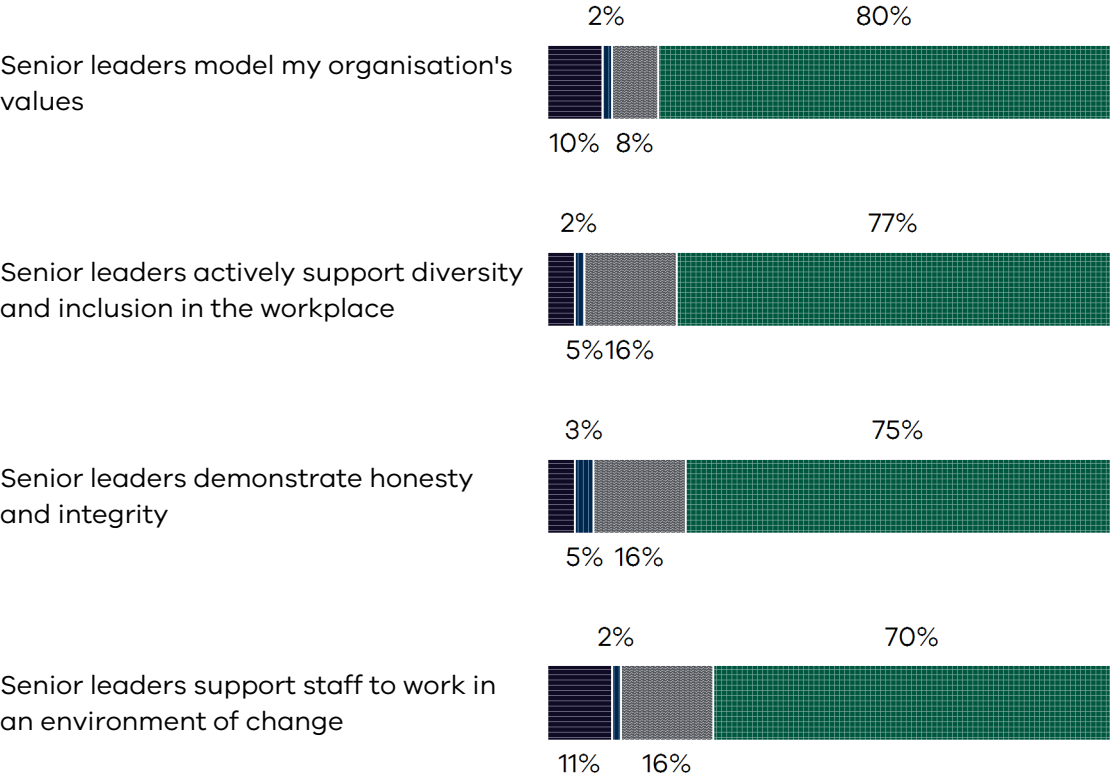
Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Senior leaders model my organisation's values	2% Disagree / 80% Agree / 10% Don't know / 8% Neither	75 %	Not asked	80 %	50 %	70 %	91 %
Senior leaders actively support diversity and inclusion in the workplace	2% / 77% Agree / 5% / 16%	82 %	Not asked	77 %	58 %	74 %	95 %
Senior leaders demonstrate honesty and integrity	3% / 75% Agree / 5% / 16%	76 %	Not asked	75 %	38 %	66 %	89 %
Senior leaders support staff to work in an environment of change	2% / 70% Agree / 11% / 16%	74 %	59 %	70 %	40 %	62 %	93 %

Senior leadership

Senior leadership 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

64% 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

Survey question	2%	64%		You			Comparator		
				2019	2020	2021	Lowest	Average	Highest
Senior leaders provide clear strategy and direction	13%	21%		72 %	60 %	64 %	38 %	64 %	92 %

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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:

- 86% of your staff who did the survey responded positively to questions about Equal employment opportunity.

Compared to:

- 81% of staff at your comparator and 69% of staff across the public sector.
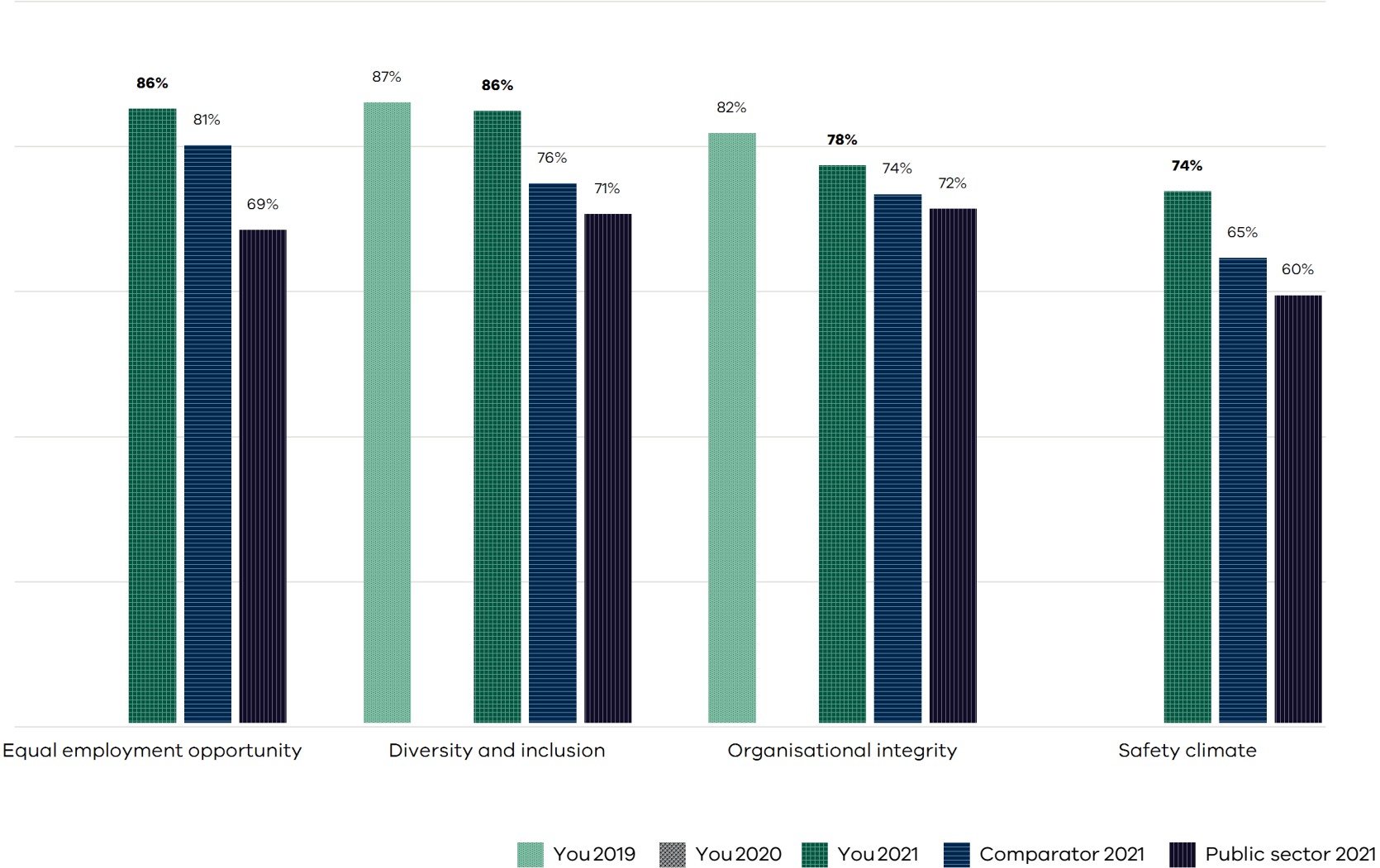
Chart legend: You 2019, You 2020, You 2021, Comparator 2021, Public sector 2021

Equal employment opportunity: 86%, 81%, 69%
Diversity and inclusion: 87%, 86%, 76%, 71%
Organisational integrity: 82%, 78%, 74%, 72%
Safety climate: 74%, 65%, 60%

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:

- 73% of your staff who did the survey responded positively to questions about Patient safety climate which is up from 61% in 2020.

Compared to:

- 73% of staff at your comparator and 69% of staff across the public sector.

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

Patient safety climate: 77%, 61%, 73%, 73%, 69%

Workplace flexibility: 72%, 70%, 63%

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Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Survey question	Your results						

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

Benchmark agree results

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation respects the human rights of employees	2% / 7% / 92%	86 %	Not asked	92 %	62 %	81 %	95 %
My organisation encourages employees to act in ways that are consistent with human rights	3% / 7% / 90%	86 %	Not asked	90 %	62 %	83 %	96 %
My organisation is committed to earning a high level of public trust	2% / 5% / 11% / 82%	88 %	Not asked	82 %	60 %	81 %	97 %
My organisation encourages respectful workplace behaviours	2% / 7% / 11% / 80%	87 %	Not asked	80 %	54 %	79 %	93 %

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Organisational climate

Organisational integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

75% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question	Your results						

Your results legend:
- Disagree (dark navy)
- Don't know (blue)
- Neither agree nor disagree (grey)
- Agree (green)

		You			**Comparator**		
		2019	2020	2021	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination	11% / 13% / 75%	79 %	Not asked	75 %	42 %	66 %	85 %
My organisation does not tolerate improper conduct	10% / 18% / 72%	79 %	Not asked	72 %	38 %	69 %	85 %
My organisation makes fair recruitment and promotion decisions, based on merit	15% / 2% / 30% / 54%	71 %	Not asked	54 %	42 %	59 %	79 %

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

85% of your staff who did the survey agreed or strongly agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.

Survey question	Your results		Benchmark agree results					

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation supports employees with family or other caring responsibilities, regardless of gender	2% / 85% / 13%	Not asked	Not asked	85 %	59 %	77 %	93 %
I have the flexibility I need to manage my work and non-work activities and responsibilities	3% / 82% / 15%	Not asked	Not asked	82 %	58 %	72 %	88 %
Having family responsibilities is not a barrier to success in my organisation	7% / 74% / 20%	Not asked	Not asked	74 %	56 %	71 %	89 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	5% / 74% / 21%	72 %	60 %	74 %	56 %	69 %	86 %

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.
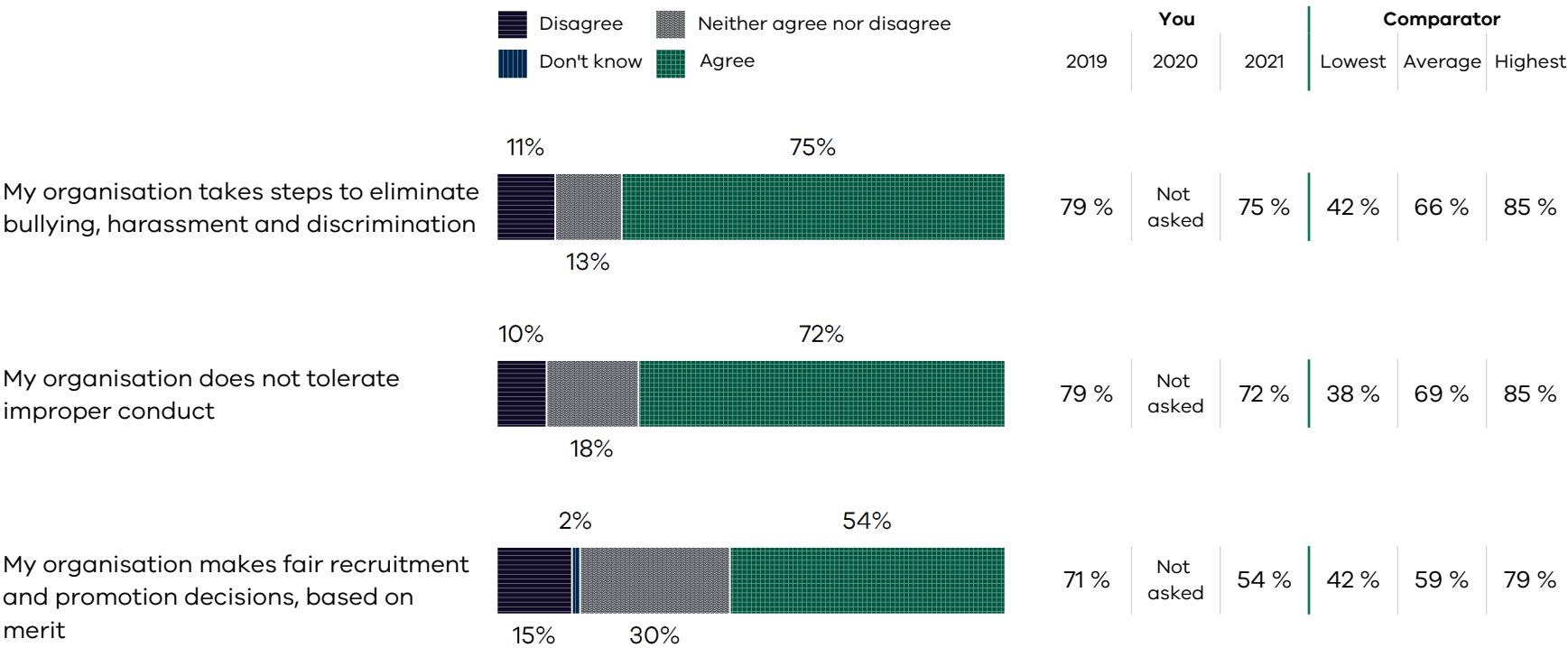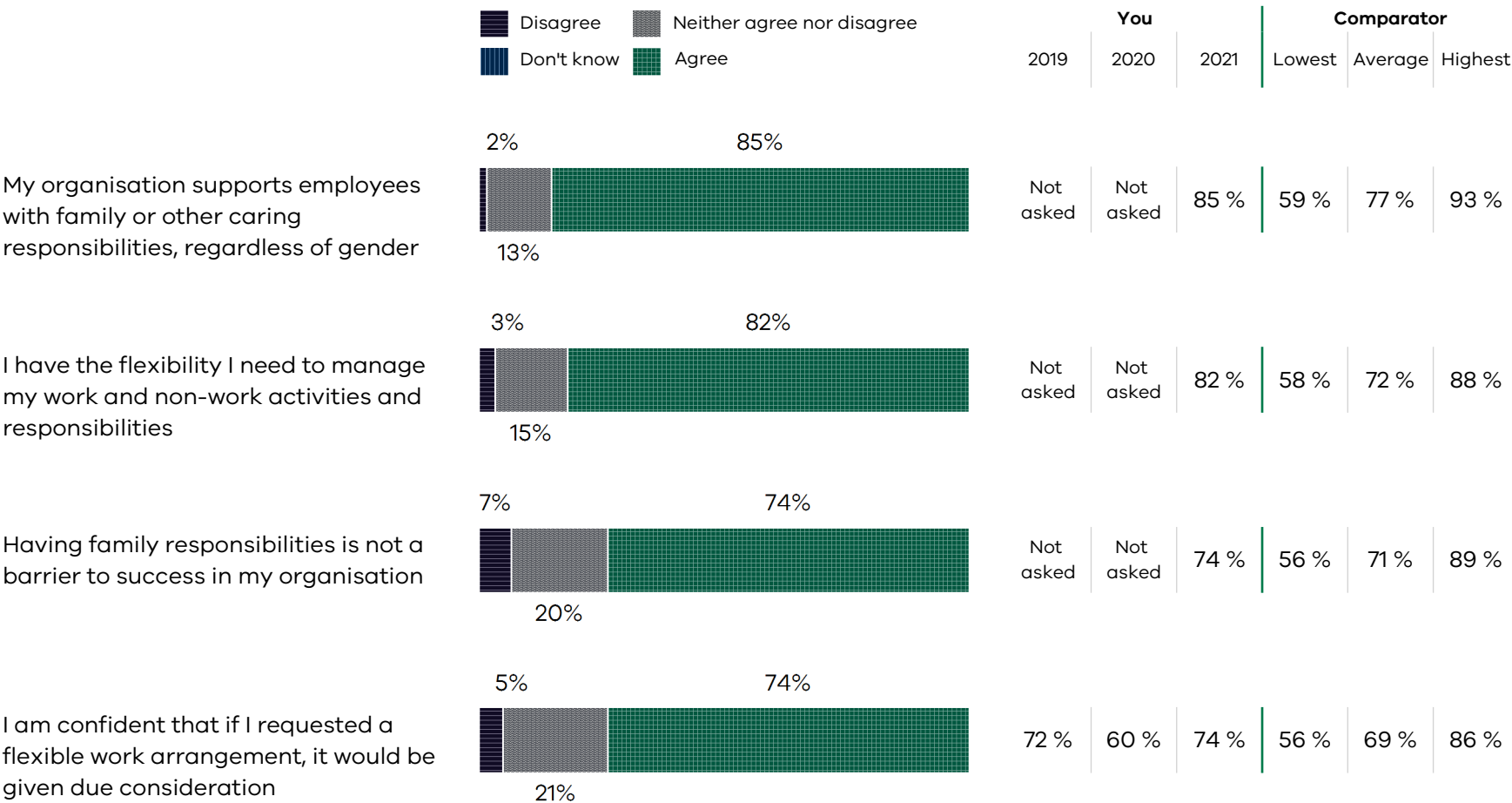
Example

72% of your staff who did the survey agreed or strongly agreed with 'Having caring responsibilities is not a barrier to success in my organisation'.

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

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

Survey question	Disagree	Neither	Agree	2019	2020	2021	Lowest	Average	Highest
Having caring responsibilities is not a barrier to success in my organisation	5%	23%	72%	83 %	Not asked	72 %	54 %	70 %	88 %
There is a positive culture within my organisation in relation to employees who have family responsibilities	3% / 7%	18%	72%	Not asked	Not asked	72 %	58 %	72 %	90 %
There is a positive culture within my organisation in relation to employees who have caring responsibilities	5% / 7%	21%	67%	85 %	Not asked	67 %	55 %	70 %	89 %
Using flexible work arrangements is not a barrier to success in my organisation	7% / 8%	18%	67%	Not asked	Not asked	67 %	51 %	66 %	86 %

Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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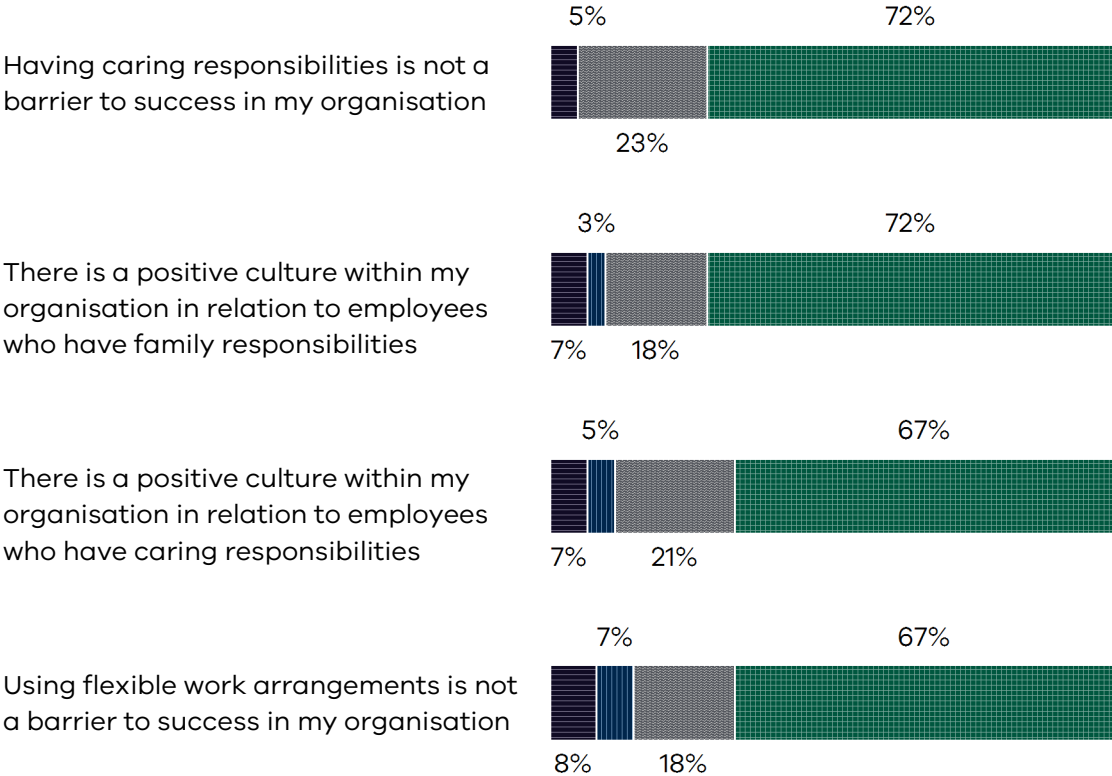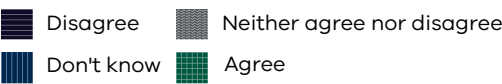
Example

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

Survey question

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

Your results

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

7% | 59%
8% | 26%

Benchmark agree results

	You			**Comparator**		
2019	2020	2021		Lowest	Average	Highest
77 %	Not asked	59 %		50 %	66 %	86 %

Victorian Public Sector Commission

VICTORIA State Government
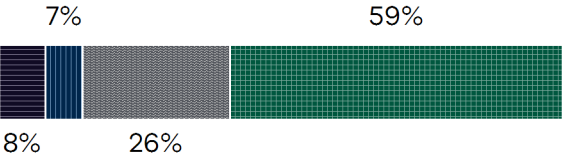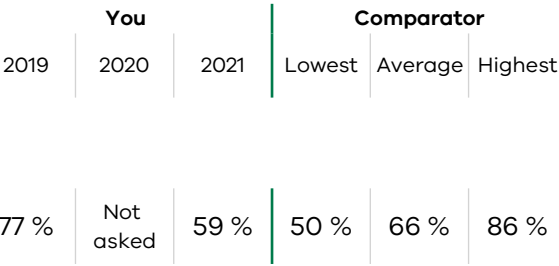
Organisational climate

Workplace flexibility 4 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

The table shows you what flexible work arrangements staff use.

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

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

Example

36% of staff who did the survey said the flexible work arrangement they used was 'No, I do not use any flexible work arrangements'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
No, I do not use any flexible work arrangements	36%	30%	38%
Part-time	30%	39%	19%
Flexible start and finish times	30%	17%	23%
Shift swap	15%	26%	12%
Job sharing	10%	3%	1%
Using leave to work flexible hours	8%	11%	8%
Working more hours over fewer days	8%	5%	6%
Purchased leave	8%	2%	2%
Study leave	5%	8%	4%
Other	5%	3%	2%

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Equal employment opportunity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

90% of your staff who did the survey agreed or strongly agreed with 'Gender is not a barrier to success in my organisation'.

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Gender is not a barrier to success in my organisation	2% disagree, 90% agree, 3%, 5%	Not asked	Not asked	90 %	71 %	86 %	97 %
Cultural background is not a barrier to success in my organisation	2% disagree, 89% agree, 2% 8%	87 %	Not asked	89 %	74 %	84 %	97 %
Sexual orientation is not a barrier to success in my organisation	2% disagree, 89% agree, 10%	86 %	Not asked	89 %	71 %	84 %	92 %
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	3% disagree, 85% agree, 11%	Not asked	Not asked	85 %	57 %	79 %	96 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Equal employment opportunity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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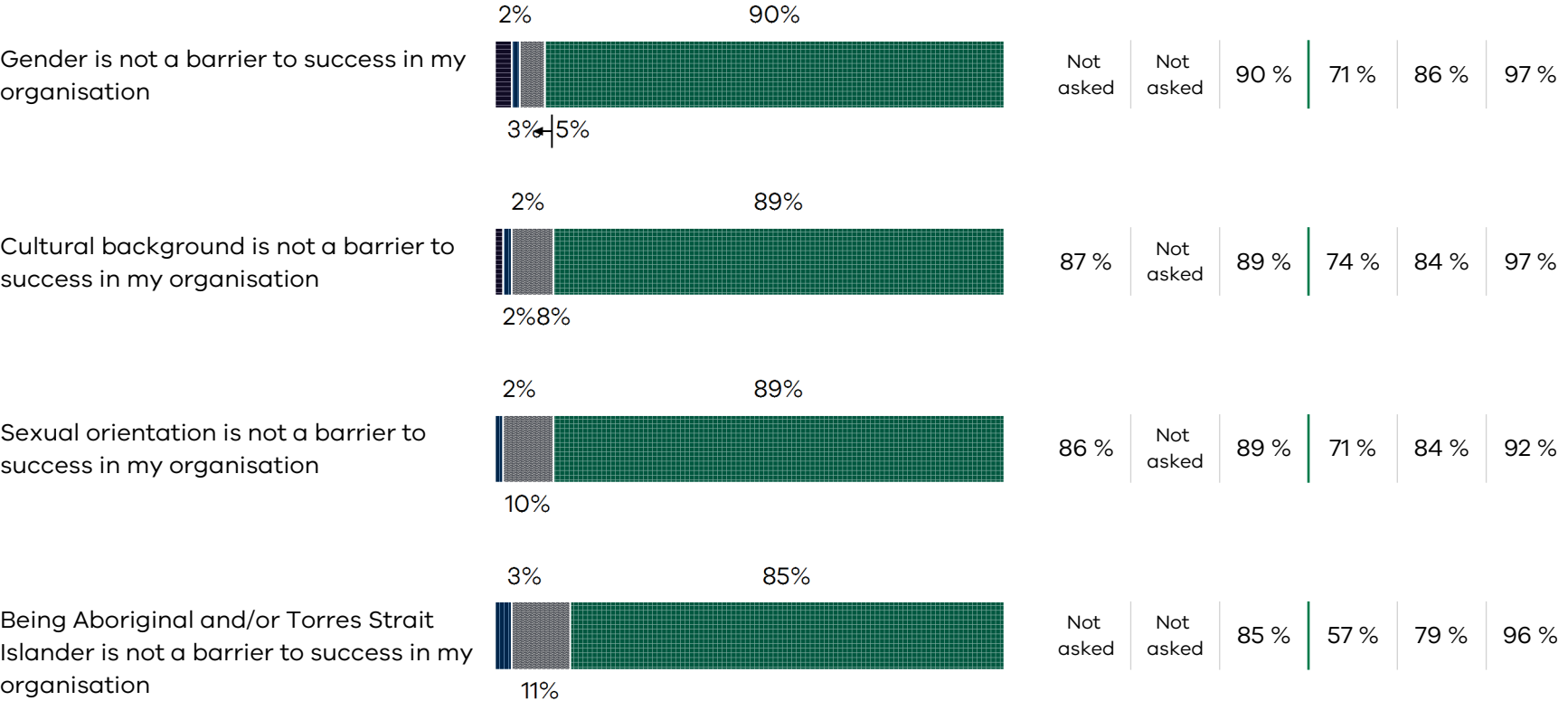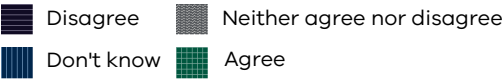
Example

84% of your staff who did the survey agreed or strongly agreed with 'Age is not a barrier to success in my organisation'.

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

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
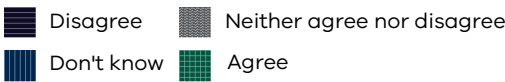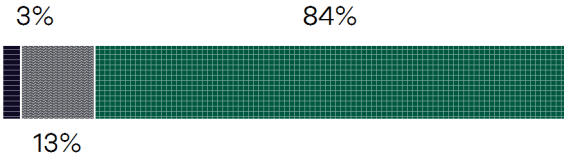
Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Age is not a barrier to success in my organisation	3% / 13% / 84%	87 %	Not asked	84 %	75 %	81 %	91 %
Disability is not a barrier to success in my organisation	3% / 2% 16% / 79%	81 %	Not asked	79 %	50 %	71 %	84 %
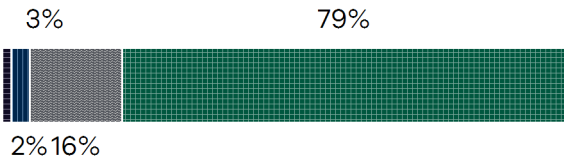
Organisational climate

Psychosocial and physical safety climate question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

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

Survey question	Your results	2019 (You)	2020 (You)	2021 (You)	Lowest (Comparator)	Average (Comparator)	Highest (Comparator)
My organisation provides a physically safe work environment	95% agree, 5% neither	Not asked	Not asked	95 %	62 %	83 %	97 %
My organisation consults employees on health and safety matters	92% agree, 3% disagree, 5% neither	80 %	Not asked	92 %	54 %	73 %	96 %
I feel culturally safe at work	85% agree, 5% disagree, 10% neither	Not asked	Not asked	85 %	62 %	81 %	94 %
My organisation has effective procedures in place to support employees who may experience stress	72% agree, 5% disagree, 3% don't know, 20% neither	76 %	53 %	72 %	42 %	64 %	86 %

Victorian Public Sector Commission

VICTORIA State Government

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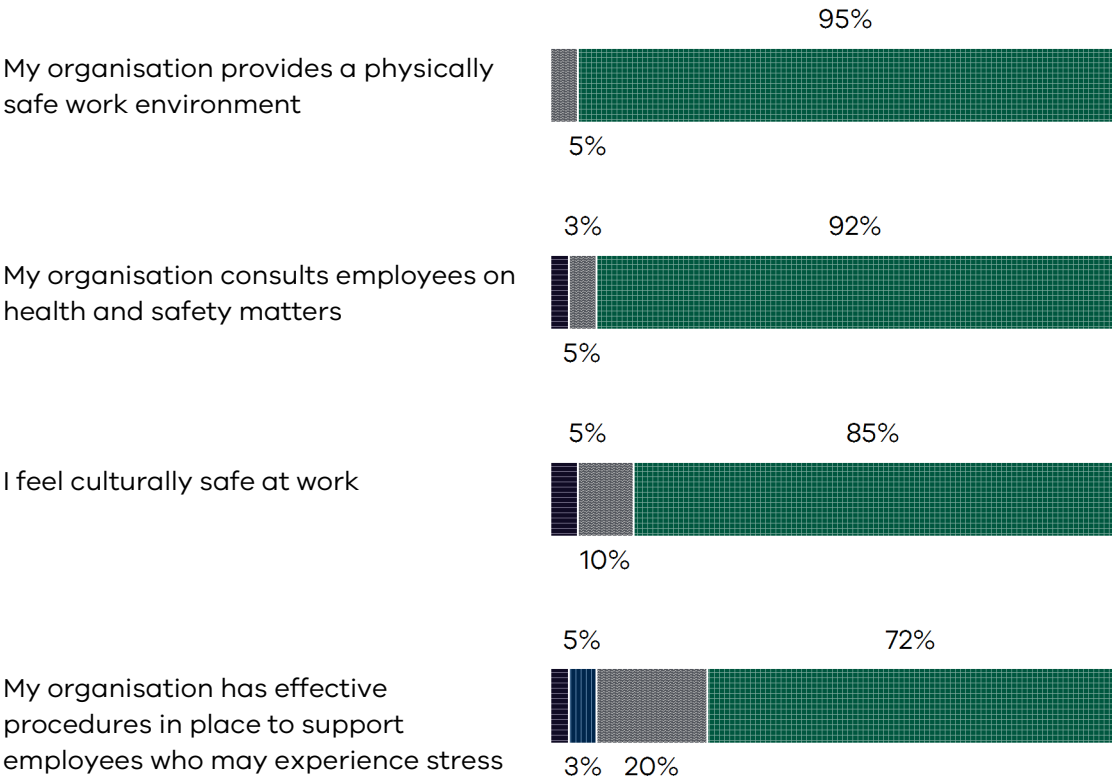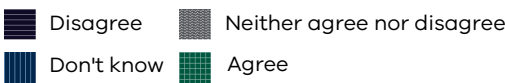
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

69% 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'.

Survey question	Your results	Benchmark agree results

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

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
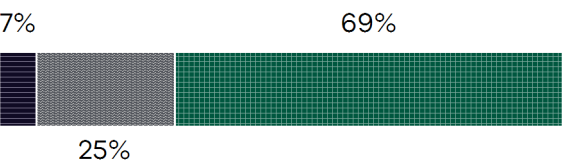
Survey question	Disagree	Neither	Agree	2019	2020	2021	Lowest	Average	Highest
In my workplace, there is good communication about psychological safety issues that affect me	7%	25%	69%	62 %	62 %	69 %	38 %	58 %	81 %
Senior leaders consider the psychological health of employees to be as important as productivity	11%	26%	62%	58 %	57 %	62 %	38 %	57 %	86 %
Senior leaders show support for stress prevention through involvement and commitment	15%	25%	61%	61 %	57 %	61 %	34 %	56 %	84 %
All levels of my organisation are involved in the prevention of stress	8%	33%	59%	56 %	51 %	59 %	28 %	50 %	76 %
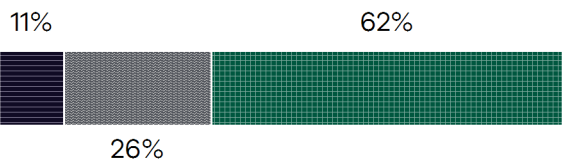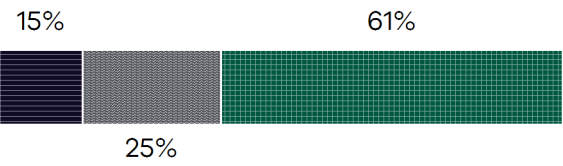
Victorian Public Sector Commission

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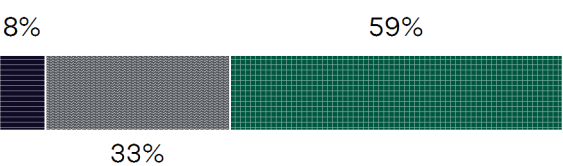
Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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

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

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

How to interpret your score

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

A score of:

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

Adverse outcomes can include:

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

Benchmark results

Psychosocial safety climate
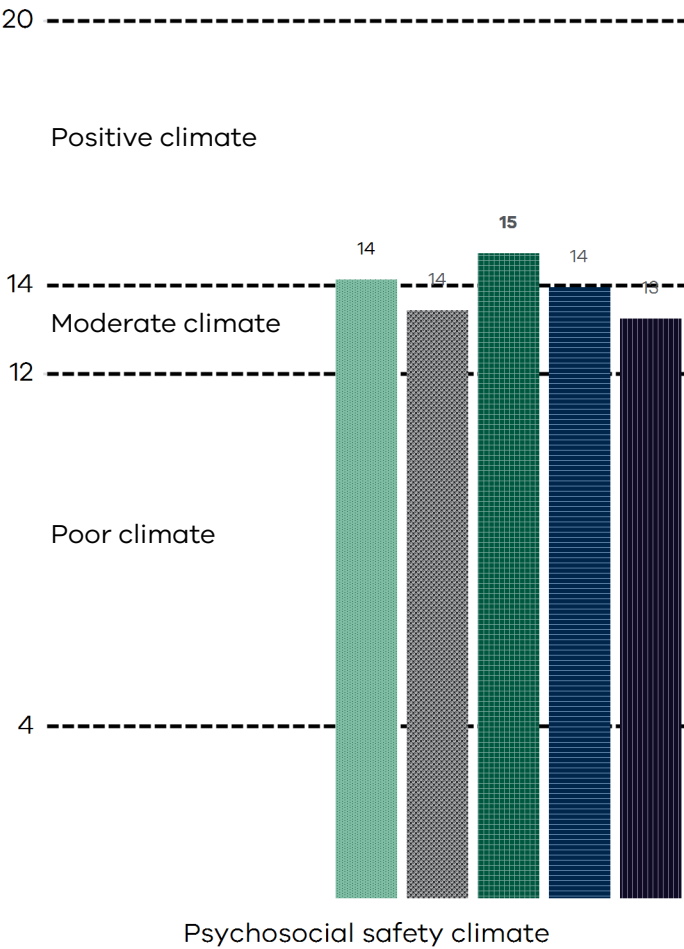
You 2019   You 2020   You 2021   Comparator 2021   Public sector 2021

Organisational climate

Patient safety climate 1 of 2

What this is

This is the safety culture in a healthcare workplace.

Why this is important

A good patient safety climate means safe, high-quality care and experiences.

The Victorian Managed Insurance Authority and the Victorian Quality Council developed these tools.

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 'I am encouraged by my colleagues to report any patient safety concerns I may have'.

Survey question

Your results

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

Benchmark agree results

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am encouraged by my colleagues to report any patient safety concerns I may have	3% / 87% / 10%	84 %	72 %	87 %	73 %	85 %	97 %
I would recommend a friend or relative to be treated as a patient here	3% / 82% / 15%	78 %	69 %	82 %	60 %	78 %	96 %
Management is driving us to be a safety-centred organisation	3% / 79% / 18%	83 %	69 %	79 %	58 %	76 %	92 %
Patient care errors are handled appropriately in my work area	7% / 75% / 3% / 15%	78 %	69 %	75 %	56 %	75 %	91 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Patient safety climate 2 of 2

What this is

This is the safety culture in a healthcare workplace.

Why this is important

A good patient safety climate means safe, high-quality care and experiences.

The Victorian Managed Insurance Authority and the Victorian Quality Council developed these tools.

How to read this

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

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

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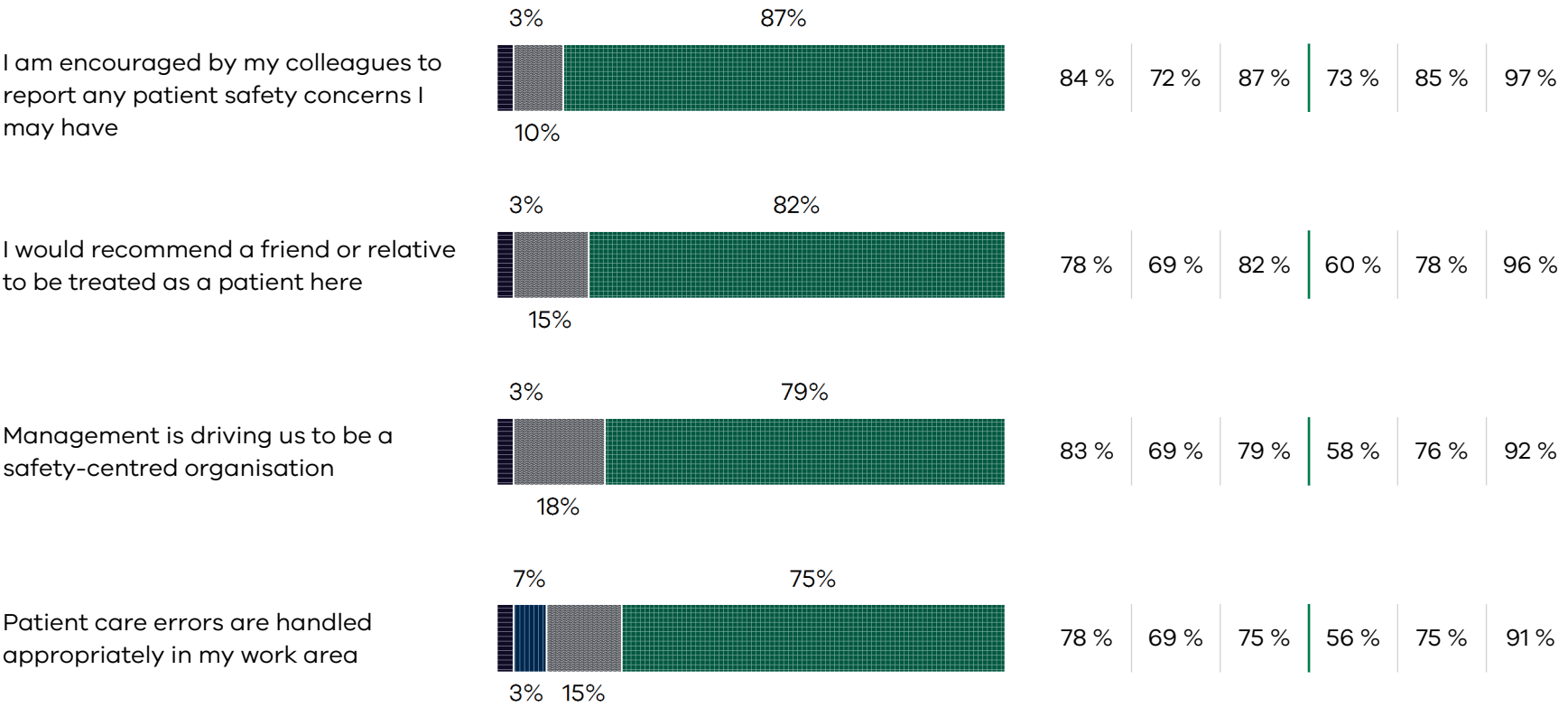
Example

74% of your staff who did the survey agreed or strongly agreed with 'My suggestions about patient safety would be acted upon if I expressed them to my manager'.

Survey question	Your results	2019	You 2020	2021	Comparator Lowest	Average	Highest
My suggestions about patient safety would be acted upon if I expressed them to my manager	5% / 21% / 74%	78 %	66 %	74 %	56 %	77 %	89 %
This health service does a good job of training new and existing staff	15% / 3% / 13% / 69%	69 %	46 %	69 %	40 %	62 %	92 %
The culture in my work area makes it easy to learn from the errors of others	7% / 30% / 64%	76 %	56 %	64 %	38 %	67 %	88 %
Trainees in my discipline are adequately supervised	8% / 18% / 16% / 57%	71 %	40 %	57 %	31 %	62 %	87 %

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

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.
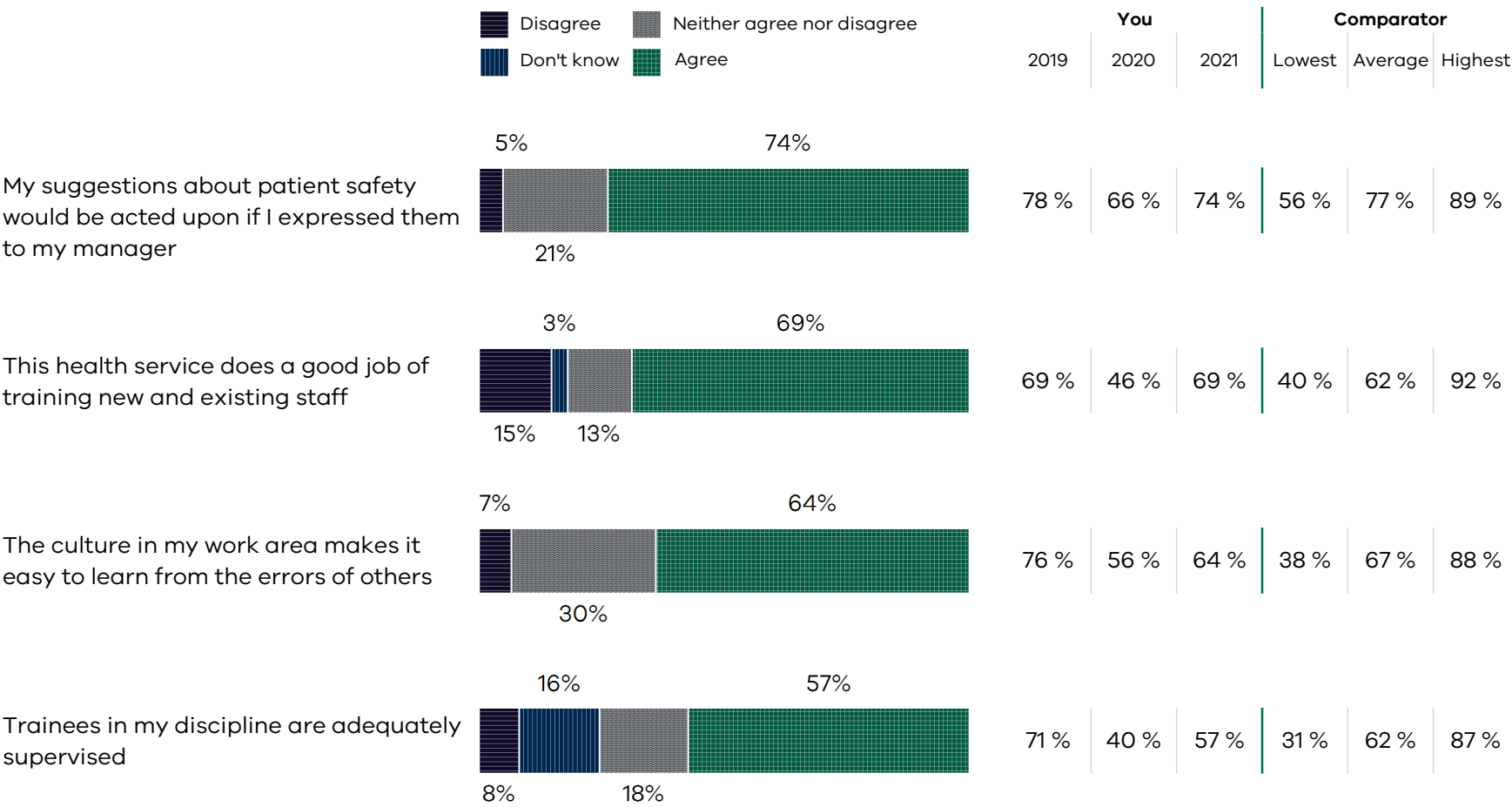
Example

92% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander'.

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

Survey question	Your results	2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	8% / 92%	88 %	Not asked	92 %	43 %	72 %	92 %
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	2% / 90% / 2% / 7%	89 %	Not asked	90 %	69 %	81 %	94 %
There is a positive culture within my organisation in relation to employees of different age groups	5% / 85% / 10%	88 %	Not asked	85 %	60 %	79 %	90 %
There is a positive culture within my organisation in relation to employees of different sexes/genders	2% / 85% / 2% 11%	87 %	Not asked	85 %	64 %	81 %	92 %

Organisational climate

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.

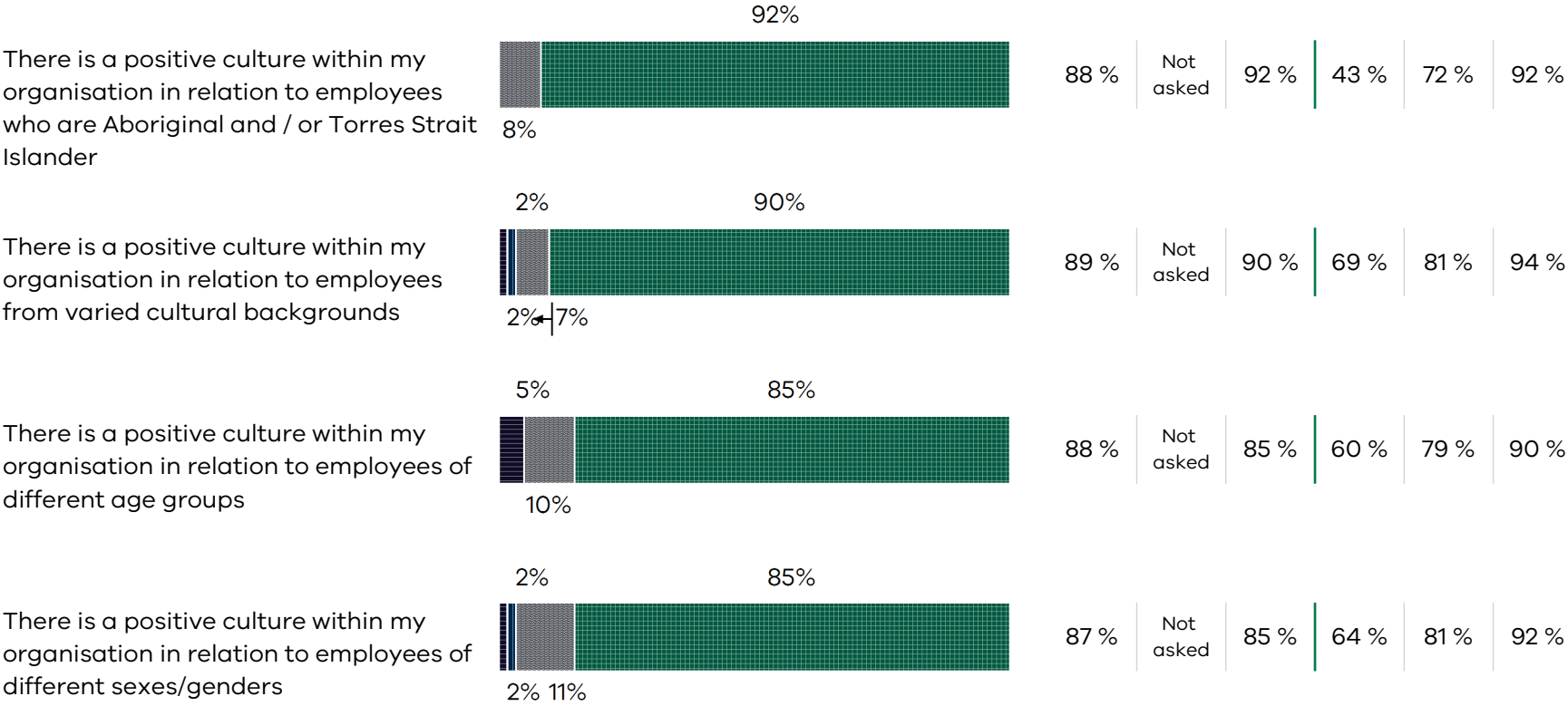Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

84% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+'.

Survey question	Your results		Benchmark agree results					
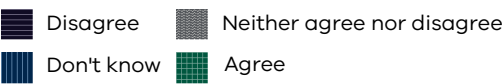
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
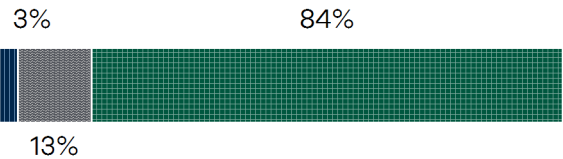
	You			Comparator		
Survey question	2019	2020	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+ (3% / 13% / 84%)	86 %	Not asked	84 %	50 %	72 %	88 %
There is a positive culture within my organisation in relation to employees with disability (2% / 8% / 13% / 77%)	80 %	Not asked	77 %	53 %	68 %	88 %
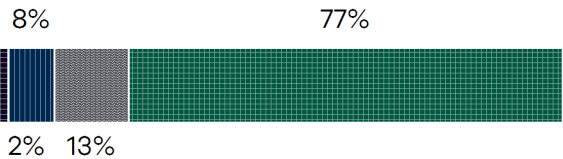
Organisational climate

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 would support me if I needed to take family violence leave'.

Survey question	Your results						

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
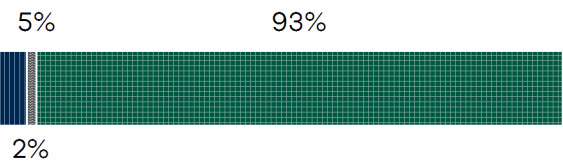
Survey question	Your results (Disagree / Neither / Agree)	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation would support me if I needed to take family violence leave	5% / 2% / 93%	Not asked	Not asked	93 %	71 %	81 %	97 %
My organisation uses inclusive and respectful images and language	2% / 7% / 92%	Not asked	Not asked	92 %	54 %	82 %	94 %
In my workgroup work is allocated fairly, regardless of gender	5% / 11% / 84%	Not asked	Not asked	84 %	57 %	82 %	92 %
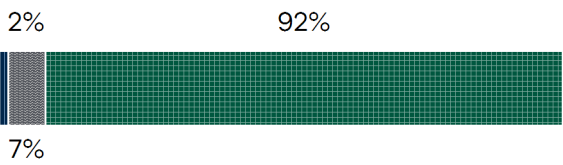
People matter survey 2021

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

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
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- Workgroup support

Job and manager factors

- Scorecard
- Manager leadership
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- Workload
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- Meaningful work
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- Barriers to optimal work

Public sector values

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

Demographics

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

Victorian Public Sector Commission

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Workgroup climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

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

Compared to:

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

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

Quality service delivery: 85%, 85%, 80%, 80%
Workgroup support: 79%, 73%, 76%
Innovation: 76%, 73%, 70%, 68%

Victorian Public Sector Commission

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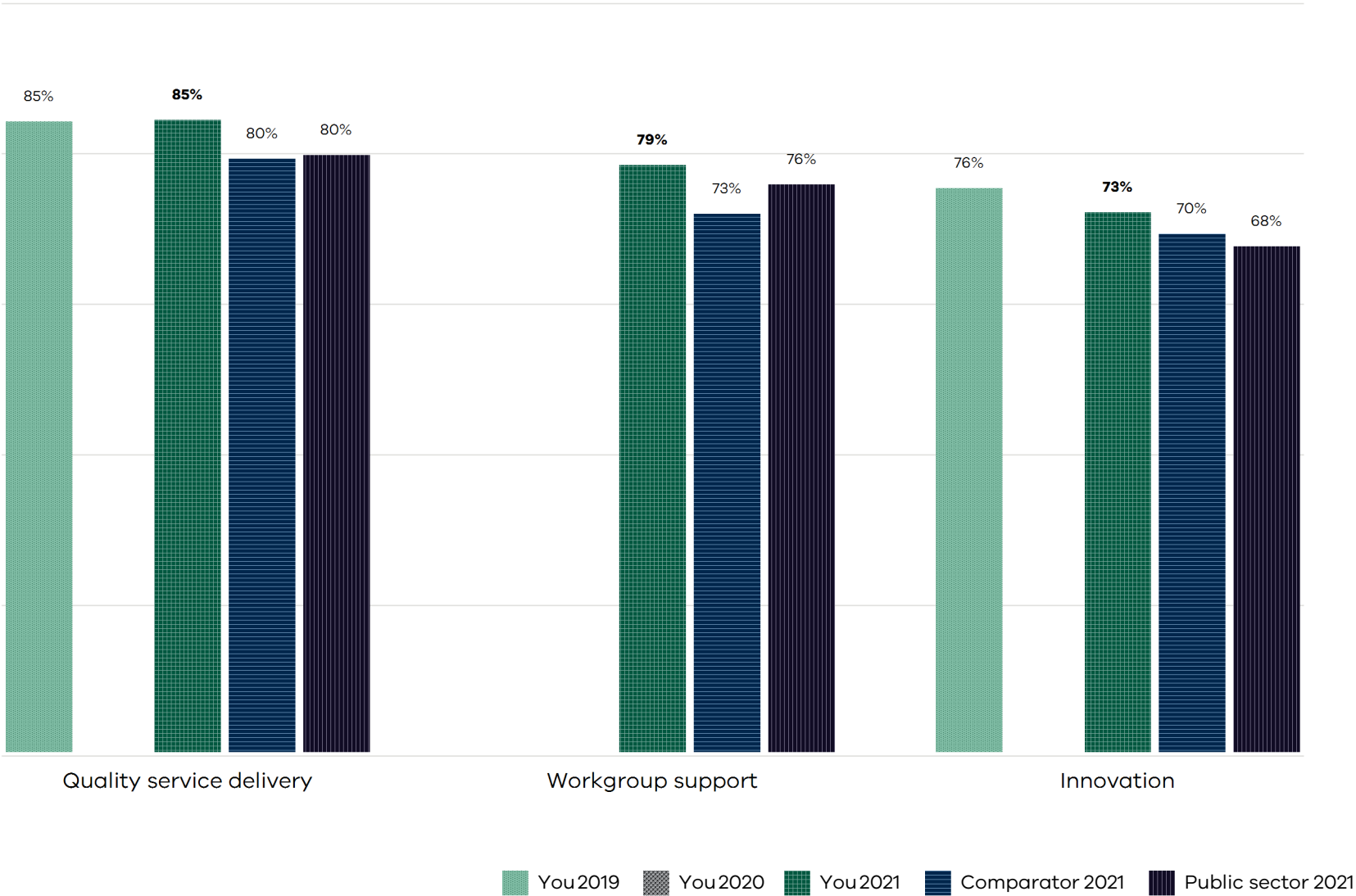
Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

93% of your 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	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup values human rights	7% / 93%	86 %	Not asked	93 %	64 %	86 %	97 %
My workgroup strives to deliver services in a timely manner	2% / 8% / 90%	91 %	Not asked	90 %	70 %	86 %	96 %
My workgroup strives to provide high quality advice and services	5% / 7% / 89%	88 %	Not asked	89 %	66 %	86 %	97 %
My workgroup has clear lines of responsibility	5% / 10% / 85%	78 %	Not asked	85 %	58 %	76 %	92 %

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

85% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to make the best use of its resources'.

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup strives to make the best use of its resources	3% / 11% / 85%	88 %	Not asked	85 %	50 %	79 %	92 %
My workgroup focuses on making decisions informed by all relevant facts	2% / 5% / 13% / 80%	83 %	Not asked	80 %	50 %	74 %	89 %
My workgroup places a priority on acting fairly and without bias	10% / 18% / 72%	79 %	Not asked	72 %	44 %	72 %	88 %
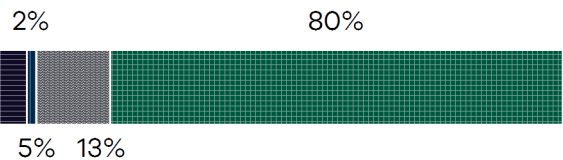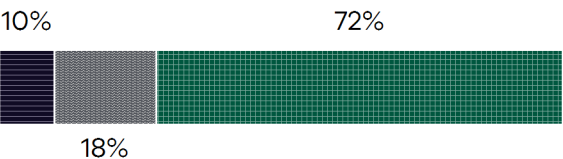
Workgroup climate

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.
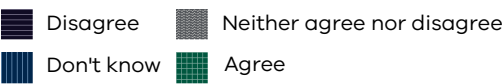
Example

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	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes	5% / 87% / 8%	81 %	Not asked	87 %	62 %	81 %	90 %
My workgroup learns from failures and mistakes	5% / 77% / 18%	76 %	Not asked	77 %	40 %	69 %	86 %
My workgroup is quick to respond to opportunities to do things better	7% / 74% / 20%	75 %	Not asked	74 %	46 %	72 %	86 %
My workgroup encourages employee creativity	2% / 69% / 7% / 23%	77 %	Not asked	69 %	38 %	64 %	85 %

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

57% 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

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My workgroup takes reasonable risks to improve its services	3% / 5% / 34% / 57%	72 %	Not asked	57 %	48 %	64 %	84 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Workgroup support 1 of 3

What this is

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

Why this is important

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

How to read this

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

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

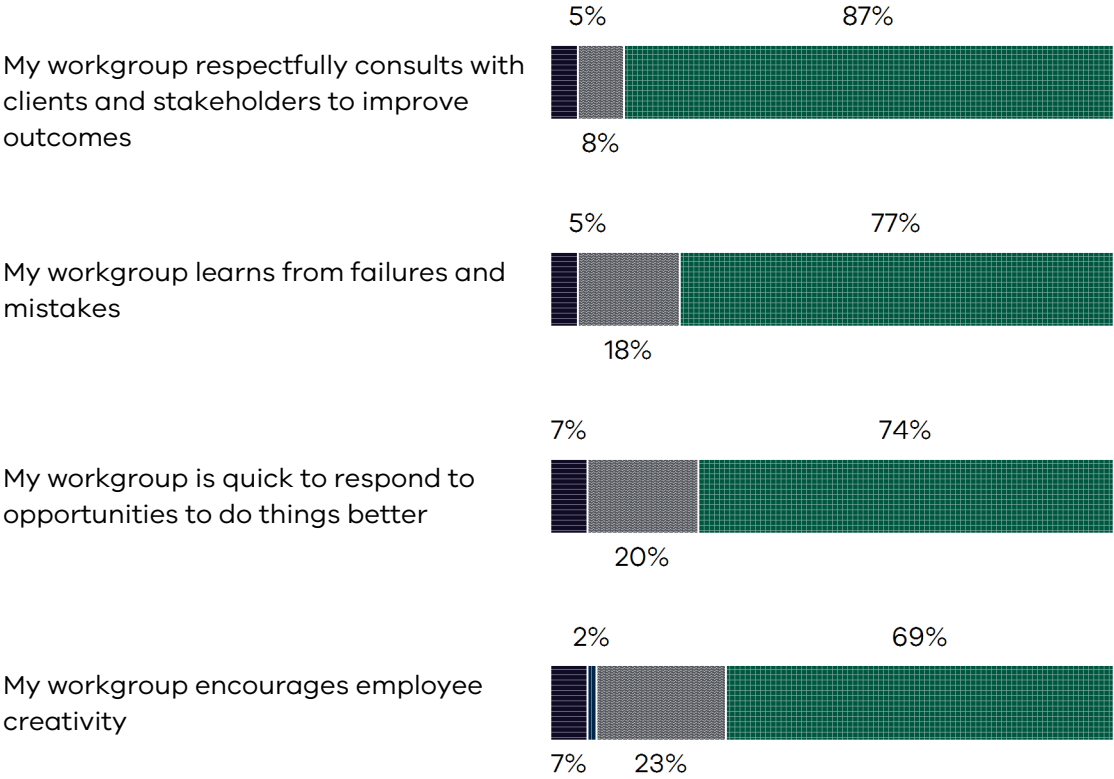Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

95% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

Survey question	Your results						

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

Benchmark agree results

Survey question		You			Comparator		
	2019	2020	2021	Lowest	Average	Highest	

Survey question	Your results	2019	2020	2021	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	95% Agree, 5% Neither	Not asked	81 %	95 %	82 %	89 %	96 %
I am able to work effectively with others in my workgroup	92% Agree, 8% Neither	Not asked	78 %	92 %	66 %	90 %	97 %
People in my workgroup actively support diversity and inclusion in the workplace	82% Agree, 5% Disagree, 13% Neither	82 %	Not asked	82 %	50 %	78 %	94 %
People in my workgroup work together effectively to get the job done	80% Agree, 8% Disagree, 11% Neither	84 %	66 %	80 %	42 %	76 %	92 %

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.

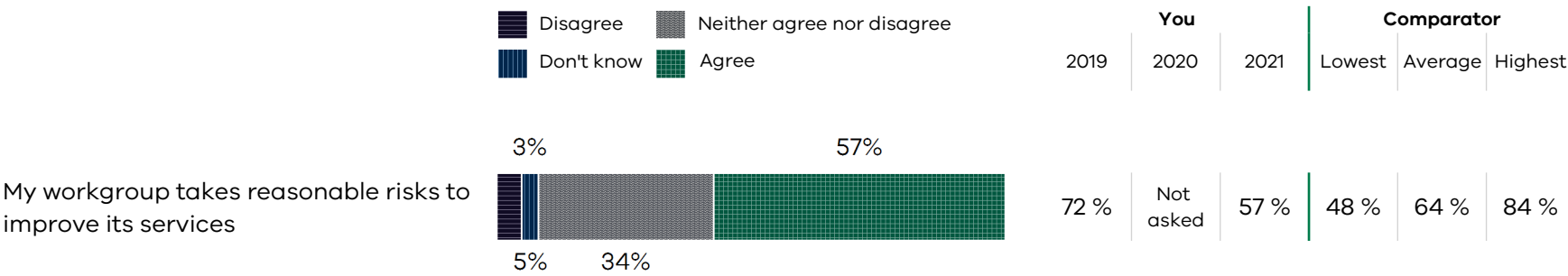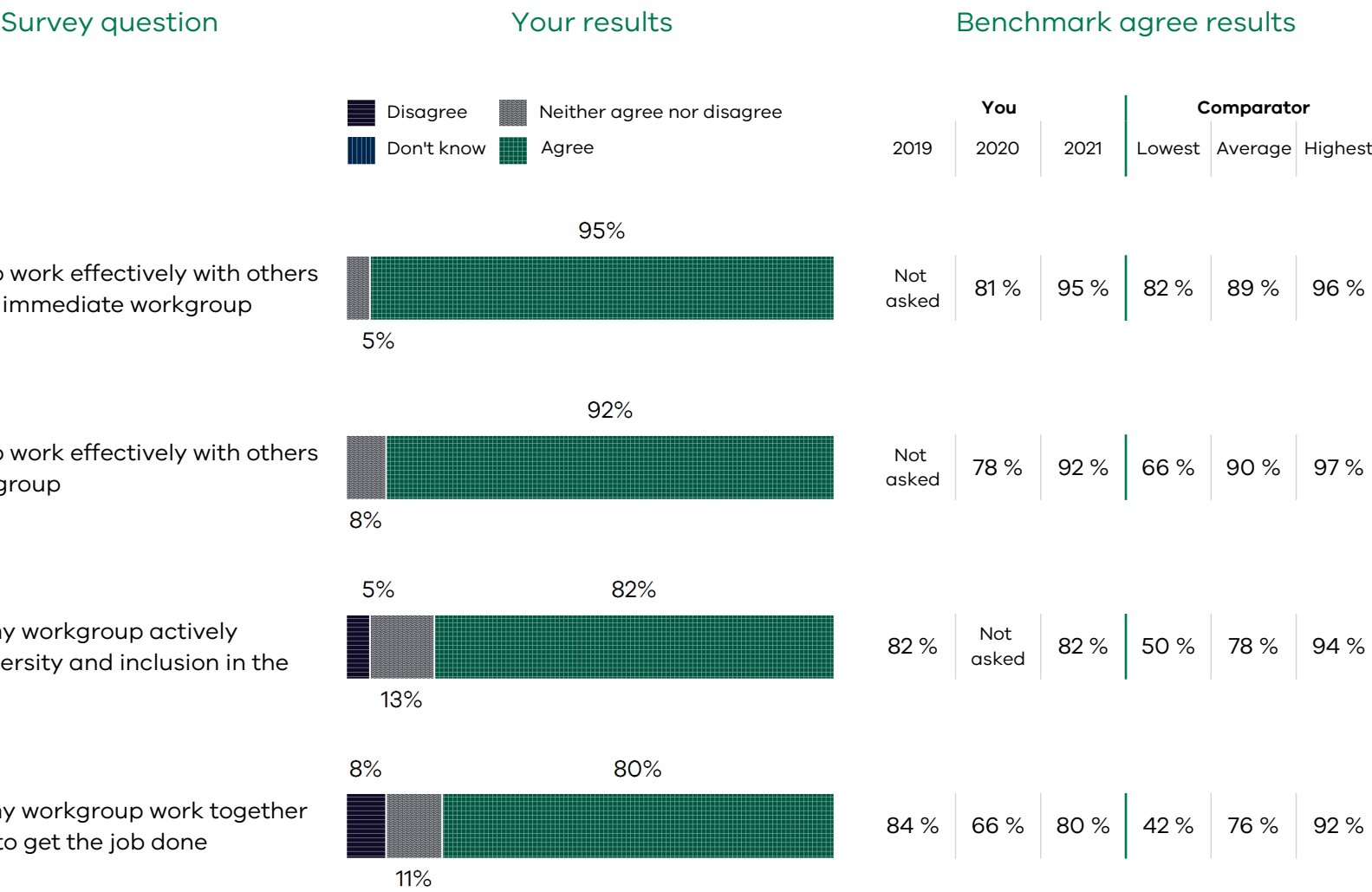Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

79% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
People in my workgroup treat each other with respect	3% / 18% / 79%	81 %	63 %	79 %	26 %	72 %	89 %
People in my workgroup are honest, open and transparent in their dealings	8% / 16% / 75%	77 %	Not asked	75 %	24 %	66 %	85 %
People in my workgroup are politically impartial in their work	2% / 2% 21% / 75%	79 %	Not asked	75 %	42 %	68 %	84 %
People in my workgroup regularly reach out to support me and my wellbeing	8% / 16% / 75%	Not asked	63 %	75 %	34 %	68 %	86 %

Workgroup climate

Workgroup support 3 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

Example

72% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup appropriately manage conflicts of interest	11% / 16% / 72%	76 %	Not asked	72 %	28 %	60 %	77 %
Workgroups across my organisation willingly share information with each other	13% / 7% / 16% / 64%	71 %	49 %	64 %	38 %	59 %	81 %
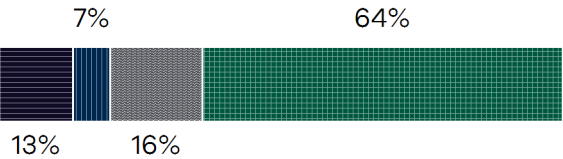
People matter survey 2021

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

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- Highest scoring
- Lowest scoring
- Most improved
- Most declined
- Biggest positive difference from comparator
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- Taking action questions

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- Senior leadership questions

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- Equal employment opportunity
- Psychosocial and physical safety climate
- Psychosocial safety climate score
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Job and manager factors

- Scorecard
- Manager leadership
- Manager support
- Workload
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- Meaningful work
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Demographics

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

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Job and manager factors

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

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

Compared to:

- 87% of staff at your comparator and 84% of staff across the public sector.

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

Factor	You 2019	You 2020	You 2021	Comparator 2021	Public sector 2021
Meaningful work		86%	90%	87%	84%
Job enrichment			88%	82%	77%
Manager leadership	78%		82%	83%	84%
Safe to speak up			73%	65%	67%

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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.

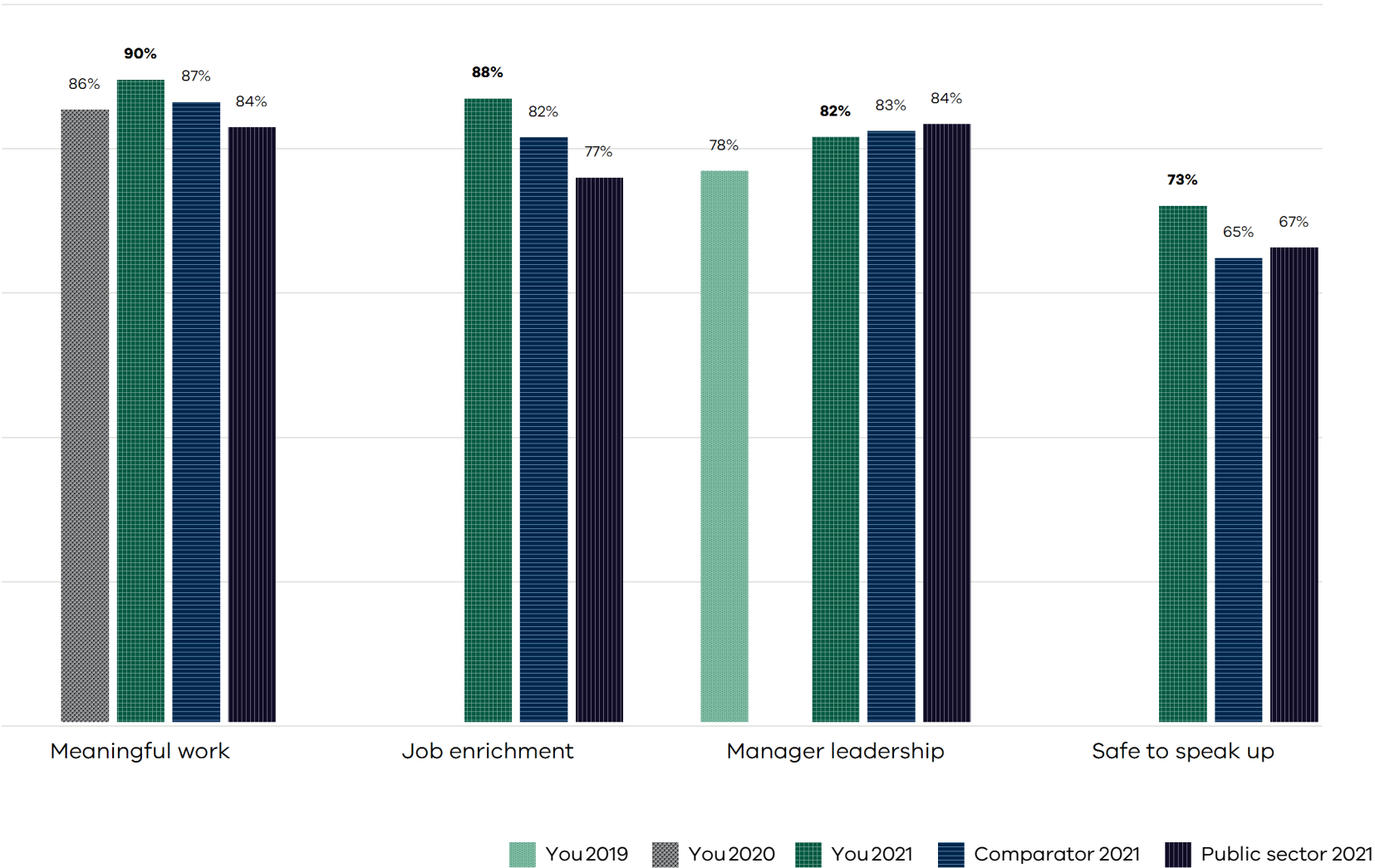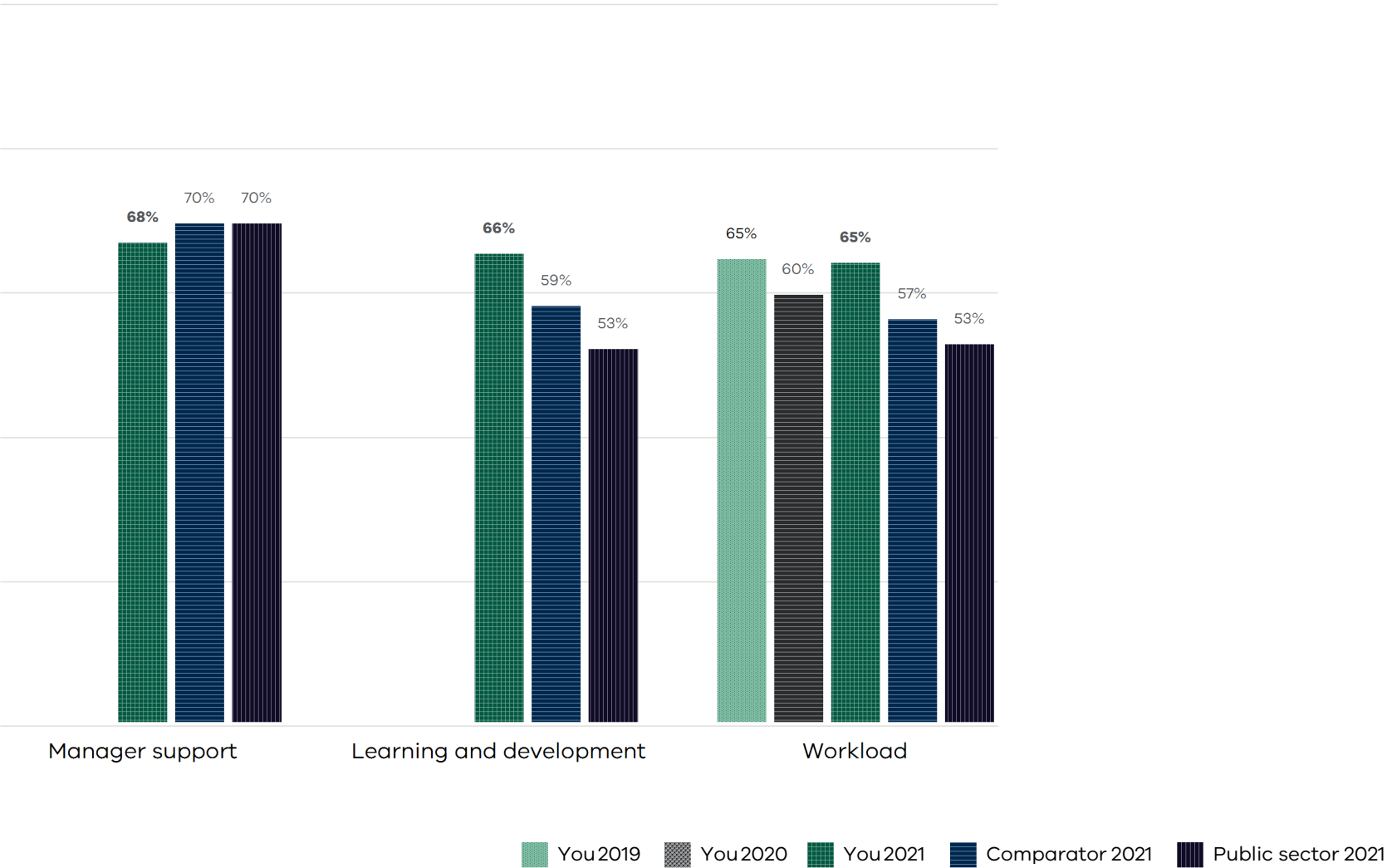**Example**

In 2021:

• 68% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

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

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

Manager support: 68%, 70%, 70%
Learning and development: 66%, 59%, 53%
Workload: 65%, 60%, 65%, 57%, 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

93% of your staff who did the survey agreed or strongly agreed with 'My manager is committed to workplace safety'.

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager is committed to workplace safety	2% / 5% / 93%	81 %	Not asked	93 %	64 %	86 %	96 %
My manager ensures clients receive a high standard of service	2% / 15% / 84%	81 %	Not asked	84 %	68 %	85 %	95 %
My manager works effectively with people from diverse backgrounds	3% / 13% / 84%	76 %	Not asked	84 %	72 %	85 %	95 %
My manager models my organisation's values	2% / 20% / 79%	74 %	Not asked	79 %	56 %	79 %	96 %

Job and manager factors

What this is

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Why this is important

Great managers can foster the right environment for staff engagement.

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

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

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

Example

79% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results								

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect	2% / 20% / 79%	76 %	Not asked	79 %	56 %	82 %	93 %
My manager demonstrates honesty and integrity	5% / 20% / 75%	78 %	Not asked	75 %	54 %	81 %	94 %

Victorian Public Sector Commission

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Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

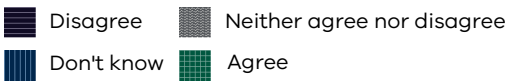Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

74% of your staff who did the survey agreed or strongly agreed with 'My manager encourages and supports my participation in learning and development opportunities'.

Survey question / Your results / Benchmark agree results

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager encourages and supports my participation in learning and development opportunities	3% / 23% / 74%	68 %	Not asked	74 %	58 %	77 %	89 %
My manager involves me in decisions about my work	8% / 18% / 74%	71 %	69 %	74 %	58 %	75 %	90 %
My manager listens to what I have to say	7% / 20% / 74%	75 %	71 %	74 %	64 %	79 %	93 %
My manager keeps me informed about what's going on	10% / 20% / 70%	67 %	66 %	70 %	46 %	72 %	89 %

Victorian Public Sector Commission

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Job and manager factors

Manager support 2 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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How to read this

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

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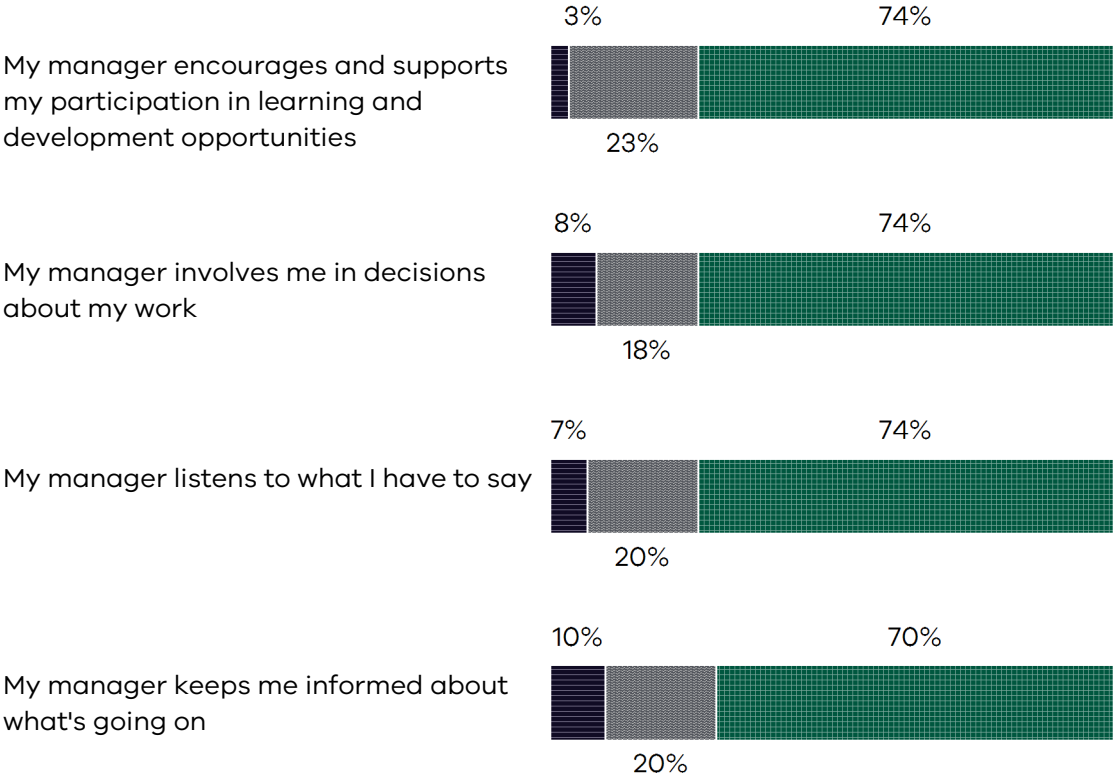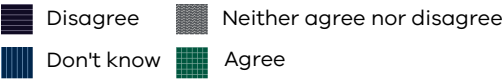
Example

70% of your staff who did the survey agreed or strongly agreed with 'My manager provides me with enough support when I need it'.

Survey question	Your results		Benchmark agree results					
			You			**Comparator**		
			2019	2020	2021	Lowest	Average	Highest
My manager provides me with enough support when I need it	Disagree 2%, Don't know 5%, Neither agree nor disagree 23%, Agree 70%		Not asked	65 %	70 %	46 %	74 %	87 %
I would be confident in approaching my manager to discuss concerns and grievances	Disagree 13%, Neither agree nor disagree 18%, Agree 69%		76 %	Not asked	69 %	60 %	78 %	89 %
I receive adequate recognition for my contributions and accomplishments	Disagree 20%, Neither agree nor disagree 16%, Agree 64%		57 %	Not asked	64 %	42 %	58 %	81 %
My manager provides feedback to me in a way that helps me improve my performance	Disagree 11%, Neither agree nor disagree 25%, Agree 64%		62 %	59 %	64 %	46 %	68 %	85 %

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

Victorian Public Sector Commission

VICTORIA State Government

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.
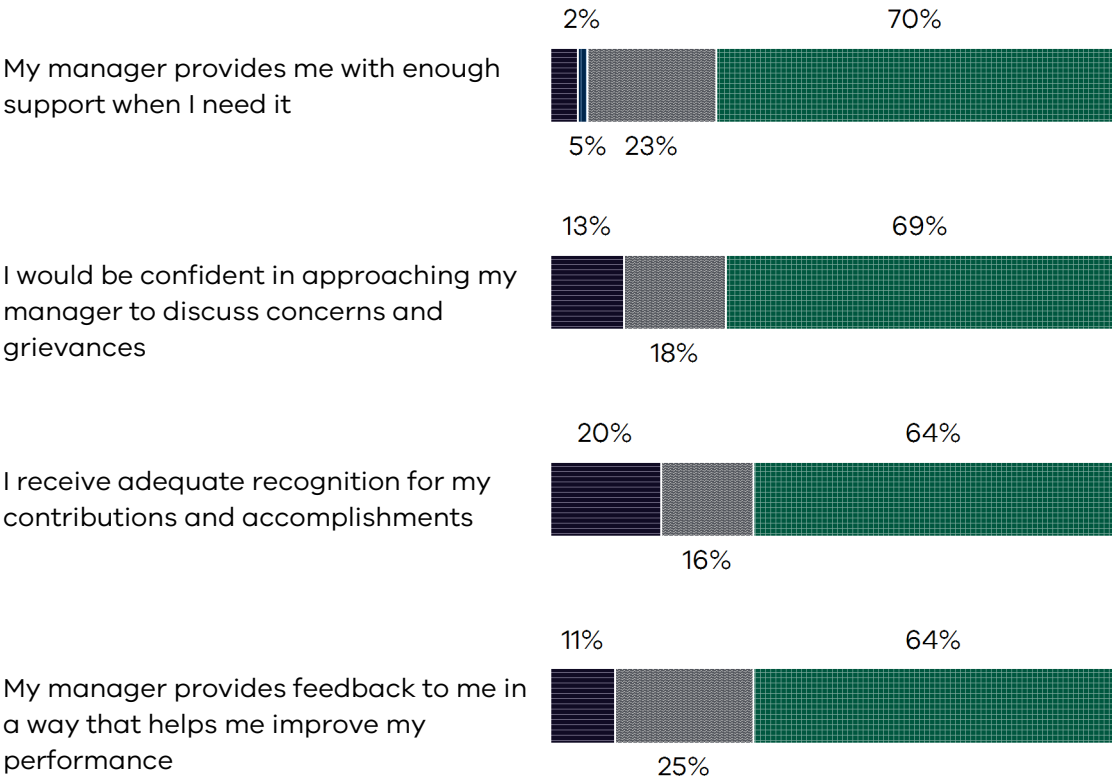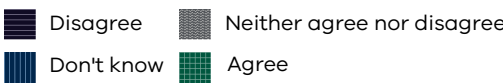
Example

49% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

Survey question	Your results	Benchmark agree results
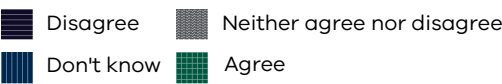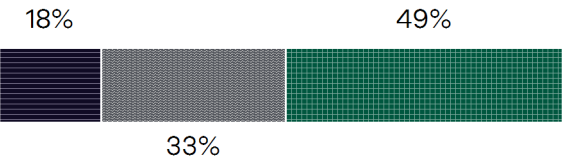
	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My manager has regular conversations with me about my learning and development	Not asked	Not asked	49 %	34 %	53 %	78 %

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

Your results bar: 18% · 33% · 49%

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

66% 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						

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

Survey question		Benchmark agree results					
		You			**Comparator**		
		2019	2020	2021	Lowest	Average	Highest
The workload I have is appropriate for the job that I do	15% / 20% / 66%	63 %	68 %	66 %	43 %	60 %	89 %
I have enough time to do my job effectively	18% / 18% / 64%	67 %	53 %	64 %	29 %	53 %	81 %

Victorian Public Sector Commission

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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.
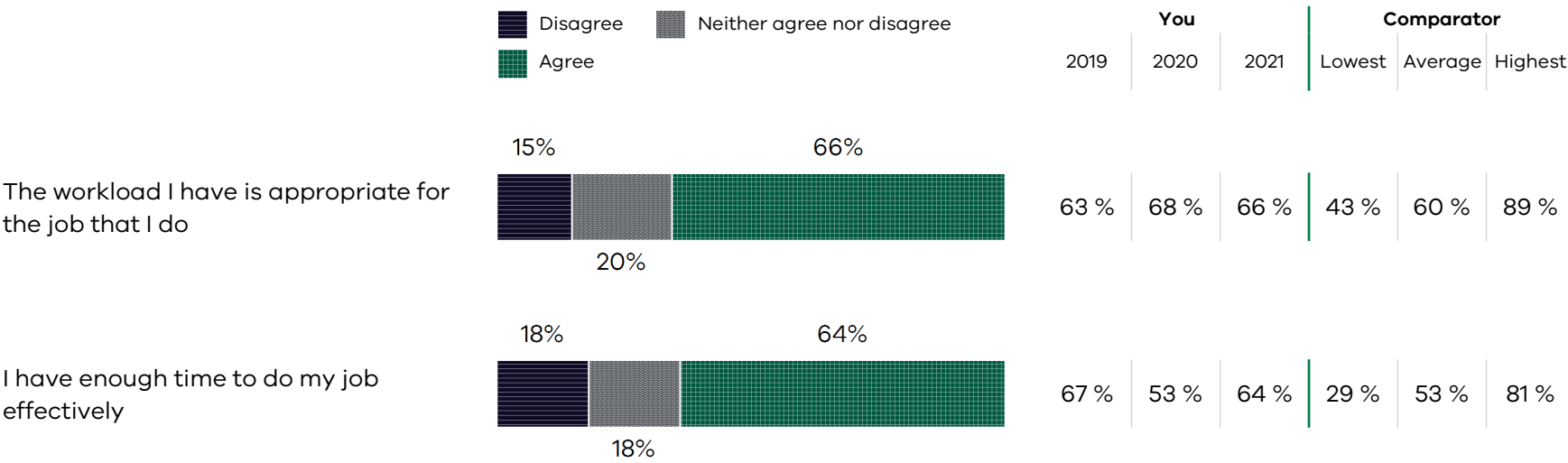
Example

84% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Survey question	Your results		Benchmark agree results				

				You		Comparator		
	Disagree	Neither agree nor disagree						
	Agree		2019	2020	2021	Lowest	Average	Highest
I am developing and learning in my role	5% / 11% / 84%		Not asked	Not asked	84 %	58 %	74 %	90 %
In the last 12 months I have learned skills that have helped me do my job better	7% / 18% / 75%		Not asked	Not asked	75 %	59 %	70 %	92 %
My organisation places a high priority on the learning and development of staff	5% / 25% / 70%		66 %	Not asked	70 %	51 %	68 %	87 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	10% / 23% / 67%		Not asked	Not asked	67 %	44 %	61 %	84 %

Job and manager factors

Learning and development 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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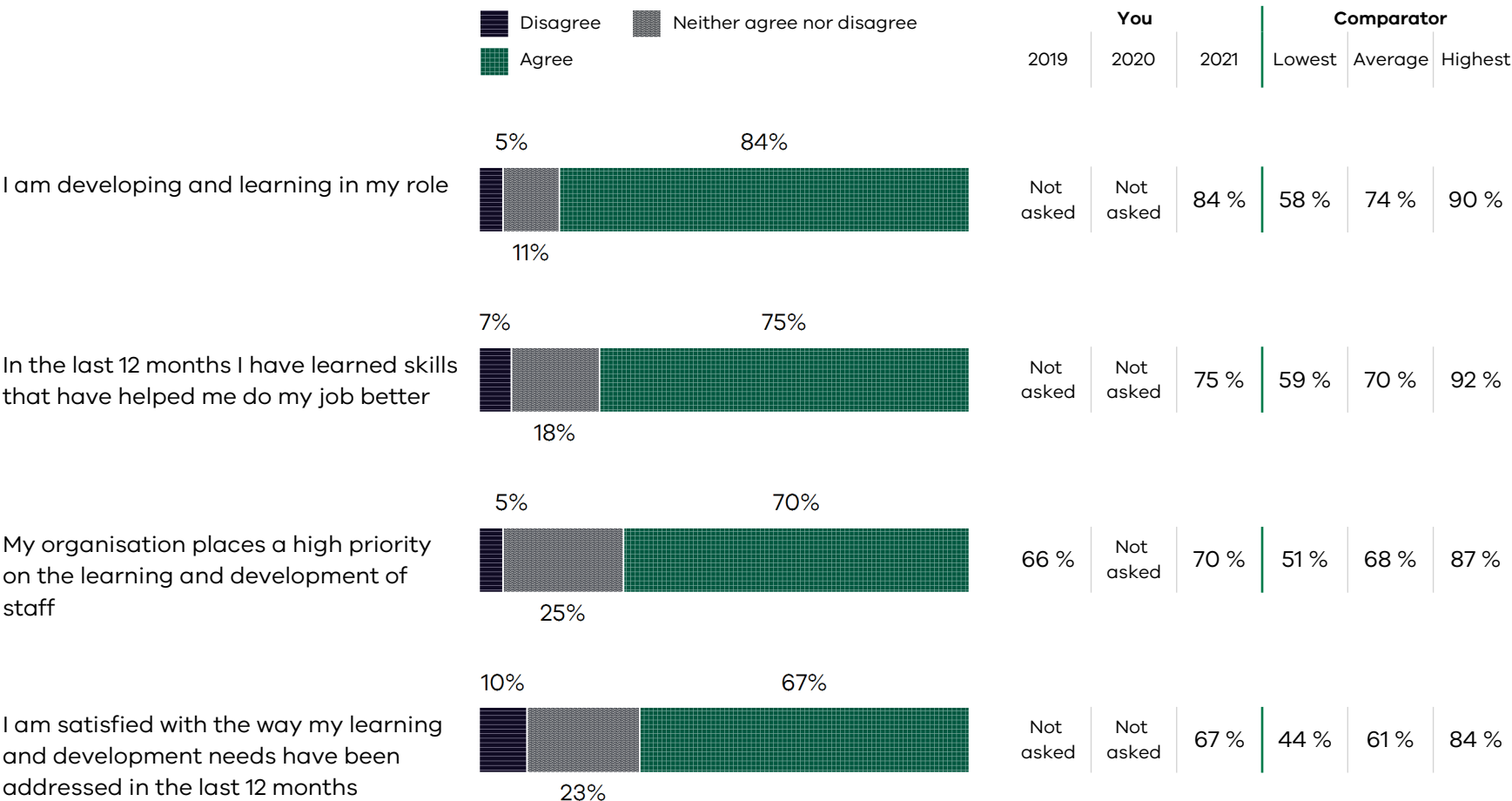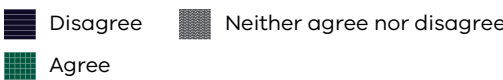
Example

67% of your staff who did the survey agreed or strongly agreed with 'There are adequate opportunities for me to develop skills and experience in my organisation'.

Survey question	Your results						

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

		You			**Comparator**		
Survey question	Your results	2019	2020	2021	Lowest	Average	Highest
There are adequate opportunities for me to develop skills and experience in my organisation	10% / 23% / 67%	69 %	Not asked	67 %	46 %	62 %	85 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	10% / 25% / 66%	Not asked	Not asked	66 %	34 %	51 %	68 %
I feel I have an equal chance at promotion in my organisation	16% / 28% / 56%	Not asked	Not asked	56 %	29 %	47 %	73 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	8% / 49% / 43%	Not asked	Not asked	43 %	13 %	37 %	64 %

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Job and manager factors

Job enrichment 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

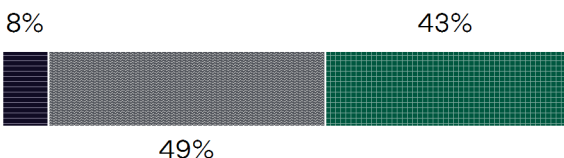95% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question	Your results						

Your results

■ Disagree   ▨ Neither agree nor disagree   ▨ Agree

Benchmark agree results

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	95% (Agree), 5%	96 %	93 %	95 %	71 %	92 %	100 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	92% (Agree), 8%	91 %	Not asked	92 %	79 %	89 %	98 %
My job allows me to utilise my skills, knowledge and abilities	2%, 92% (Agree), 7%	86 %	81 %	92 %	64 %	82 %	94 %
I have the authority to do my job effectively	7%, 90% (Agree), 3%	83 %	Not asked	90 %	71 %	81 %	94 %

Victorian Public Sector Commission

VICTORIA State Government

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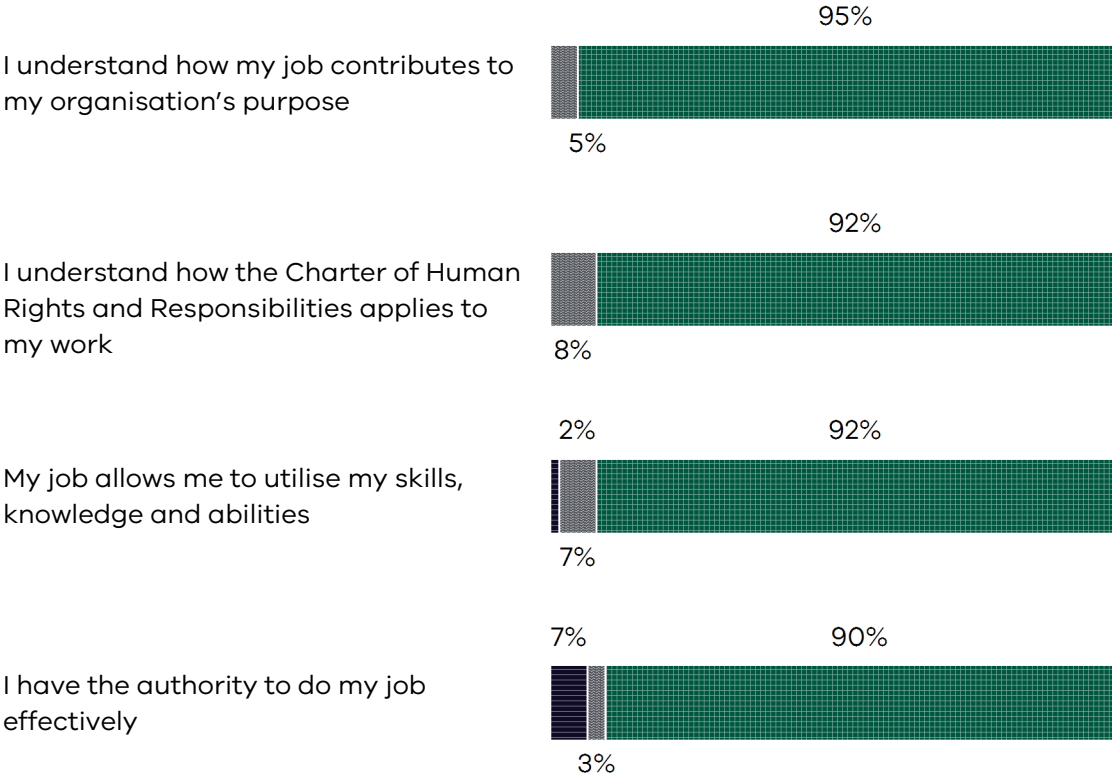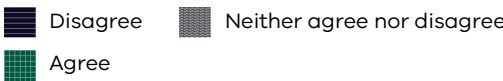
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

87% of your staff who did the survey agreed or strongly agreed with 'I clearly understand what I am expected to do in this job'.

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

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

Survey question	Disagree	Neither	Agree	2019	2020	2021	Lowest	Average	Highest
I clearly understand what I am expected to do in this job	5%	8%	87%	87 %	79 %	87 %	75 %	86 %	96 %
I have a choice in deciding how I do my work	7%	10%	84%	82 %	66 %	84 %	52 %	74 %	91 %
My work performance is assessed against clear criteria	8%	18%	74%	Not asked	Not asked	74 %	46 %	69 %	90 %

Victorian Public Sector Commission

VICTORIA State Government

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.
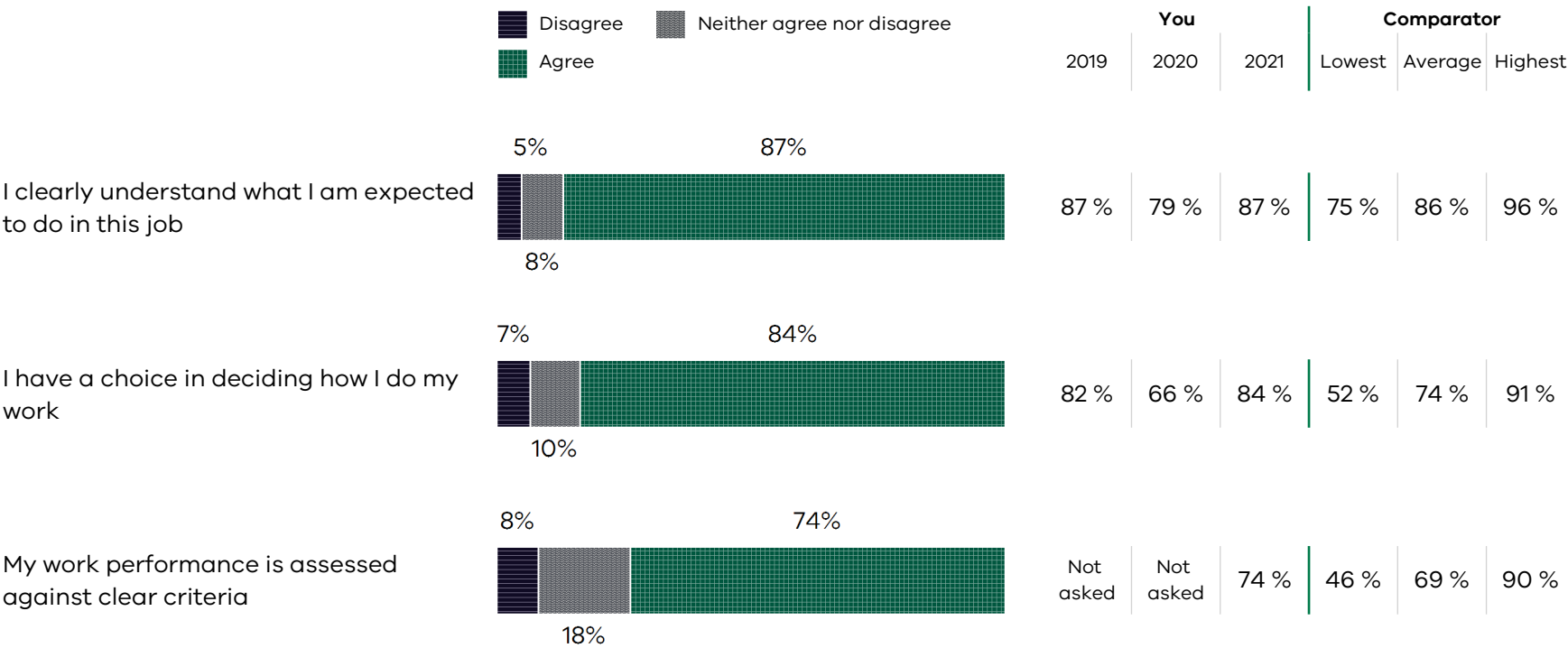
Example

92% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

Survey question	Your results	Benchmark agree results

Your results

■ Disagree ▨ Neither agree nor disagree
▨ Agree
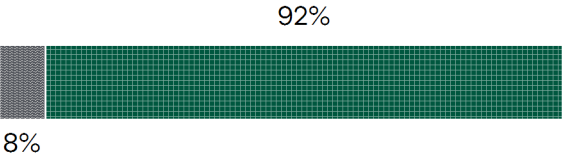
Survey question		2019	You 2020	2021	Comparator Lowest	Comparator Average	Comparator Highest
I feel that I can make a worthwhile contribution at work	92% / 8%	Not asked	84 %	92 %	74 %	89 %	97 %
I am achieving something important through my work	2% / 89% / 10%	Not asked	88 %	89 %	68 %	85 %	94 %
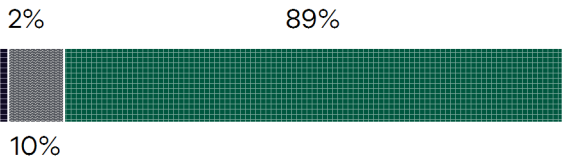
Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Safe to speak up 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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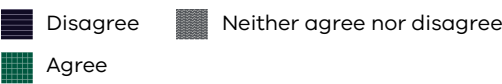
Example

79% of your staff who did the survey agreed or strongly agreed with 'I am confident that I would be protected from reprisal for reporting improper conduct'.

Survey question	Your results							

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am confident that I would be protected from reprisal for reporting improper conduct	10% / 11% / 79%	62 %	Not asked	79 %	44 %	65 %	82 %
People in your workgroup are able to bring up problems and tough issues	7% / 18% / 75%	Not asked	59 %	75 %	32 %	68 %	85 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	13% / 16% / 70%	64 %	Not asked	70 %	40 %	63 %	86 %
I feel safe to challenge inappropriate behaviour at work	15% / 16% / 69%	Not asked	Not asked	69 %	34 %	64 %	78 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Safe to speak up 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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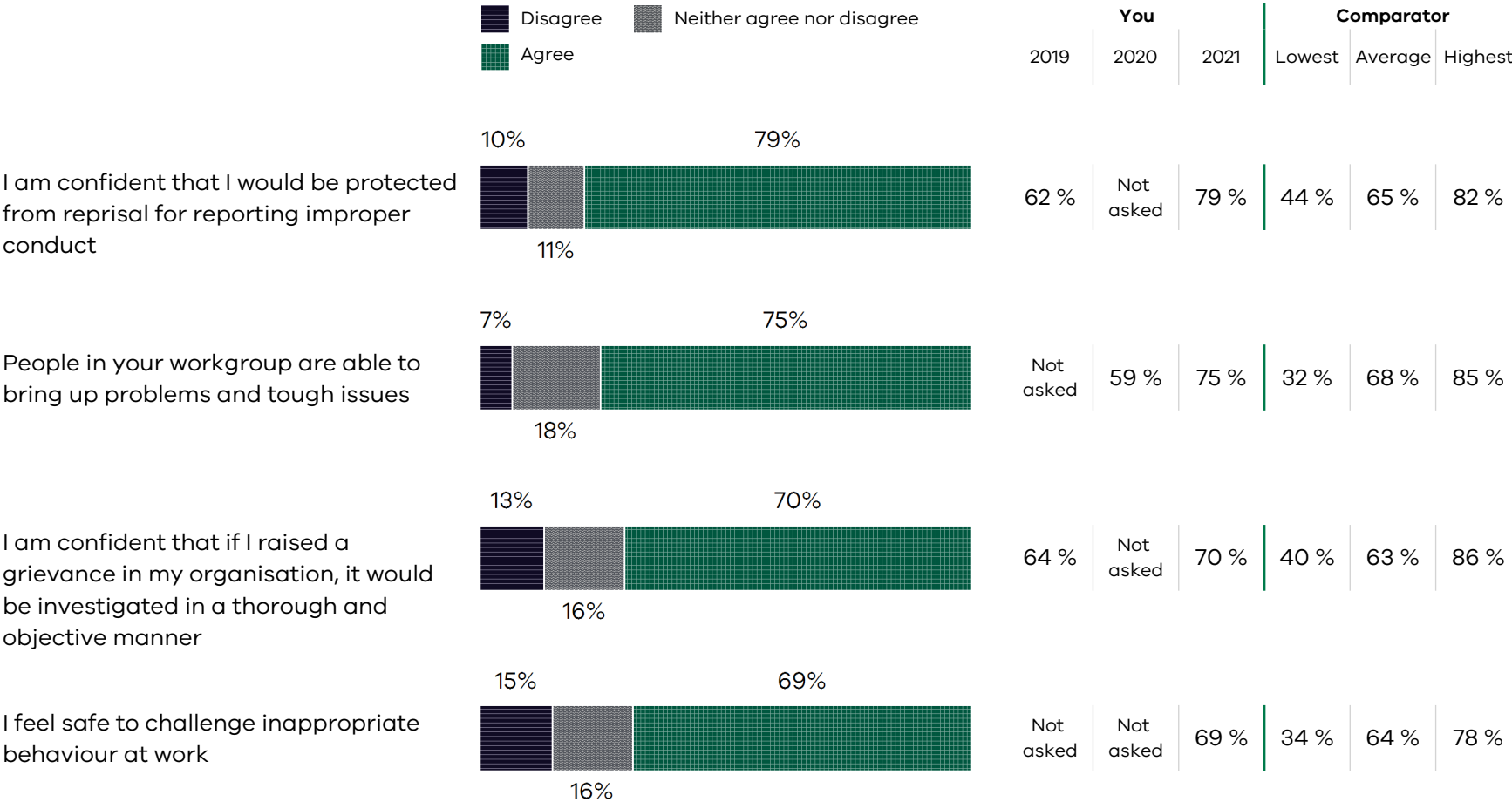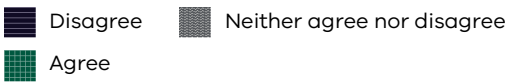
Example

72% 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						

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Benchmark disagree results
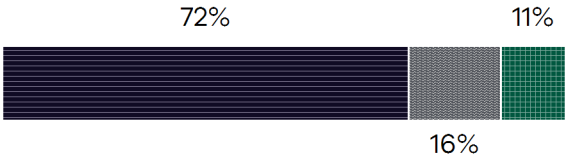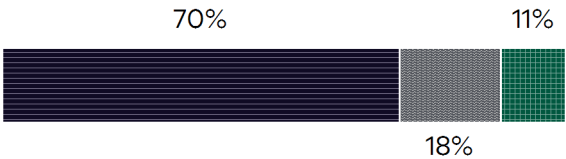
Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup often reject others for being different	Not asked	Not asked	72 %	52 %	69 %	94 %
If I make a mistake in my workgroup, it is often held against me	Not asked	Not asked	70 %	36 %	64 %	81 %

Your results bars:
- People in my workgroup often reject others for being different: 72% Disagree, 16% Neither, 11% Agree
- If I make a mistake in my workgroup, it is often held against me: 70% Disagree, 18% Neither, 11% Agree

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Barriers to optimal work

What this is

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

Why this is important

Workplace barriers prevent employees from working efficiently and effectively.

How to read this

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

Example

31% of staff who did the survey said 'There are no noticeable barriers' was a significant barrier to performing optimally at work.

Which of the following are currently the most significant barriers (if any) that prevent you performing optimally at work?	You 2021	Comparator 2021	Public sector 2021
There are no noticeable barriers	31%	28%	18%
Too many competing priorities	28%	26%	36%
Communication processes	18%	22%	19%
Other	16%	11%	13%
Technology limitations	16%	14%	20%
Family/household commitments (carer responsibilities, child education responsibilities)	11%	9%	9%
Decision making and authorisation processes	8%	13%	23%
Administrative processes (including leave and HR requirements)	7%	10%	19%
Absence of visibility of team progress and deliverables	5%	7%	9%
Insufficient autonomy	5%	5%	9%

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 92% of your staff who did the survey responded positively to questions about Human rights , which is up 4% in 2019.

Compared to:

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

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

Chart data:

	Human rights	Responsiveness	Accountability	Leadership
You 2019	87%	87%	84%	74%
You 2020			77%	
You 2021	92%	87%	83%	80%
Comparator 2021	85%	86%	79%	75%
Public sector 2021	80%	87%	76%	73%

Public sector values

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

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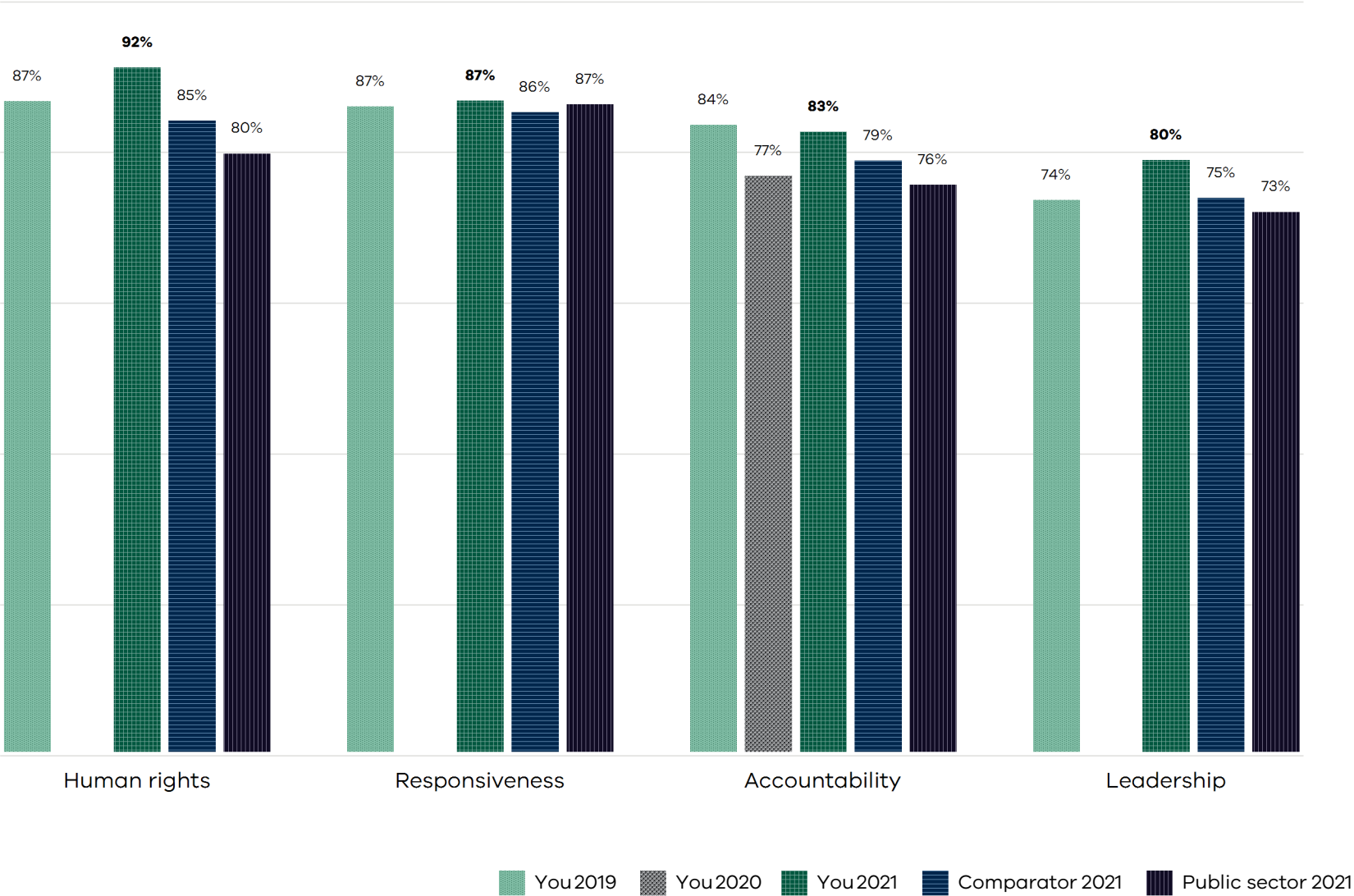
Example
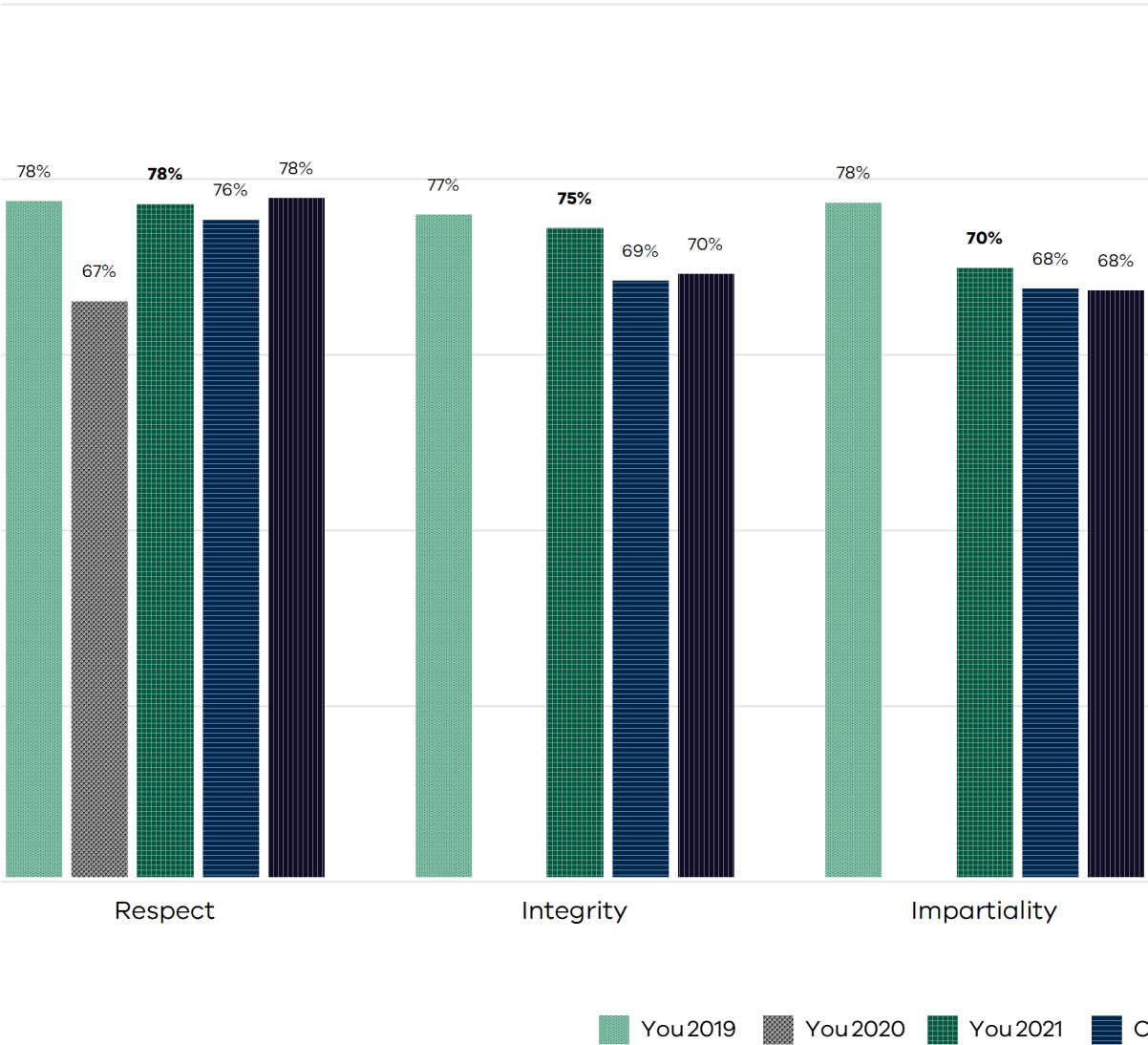
In 2021:

- 78% of your staff who did the survey responded positively to questions about Respect , which is down 0% in 2019.

Compared to:

- 76% of staff at your comparator and 78% of staff across the public sector.

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

Respect: 78%, 67%, 78%, 76%, 78%
Integrity: 77%, 75%, 69%, 70%
Impartiality: 78%, 70%, 68%, 68%

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

90% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

						Benchmark agree results					
Survey question	Your results					You			Comparator		
					2019	2020	2021	Lowest	Average	Highest
My workgroup strives to deliver services in a timely manner	2% / 8% / 90%					91 %	Not asked	90 %	70 %	86 %	96 %
My workgroup strives to provide high quality advice and services	5% / 7% / 89%					88 %	Not asked	89 %	66 %	86 %	97 %
My manager ensures clients receive a high standard of service	2% / 15% / 84%					81 %	Not asked	84 %	68 %	85 %	95 %

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

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

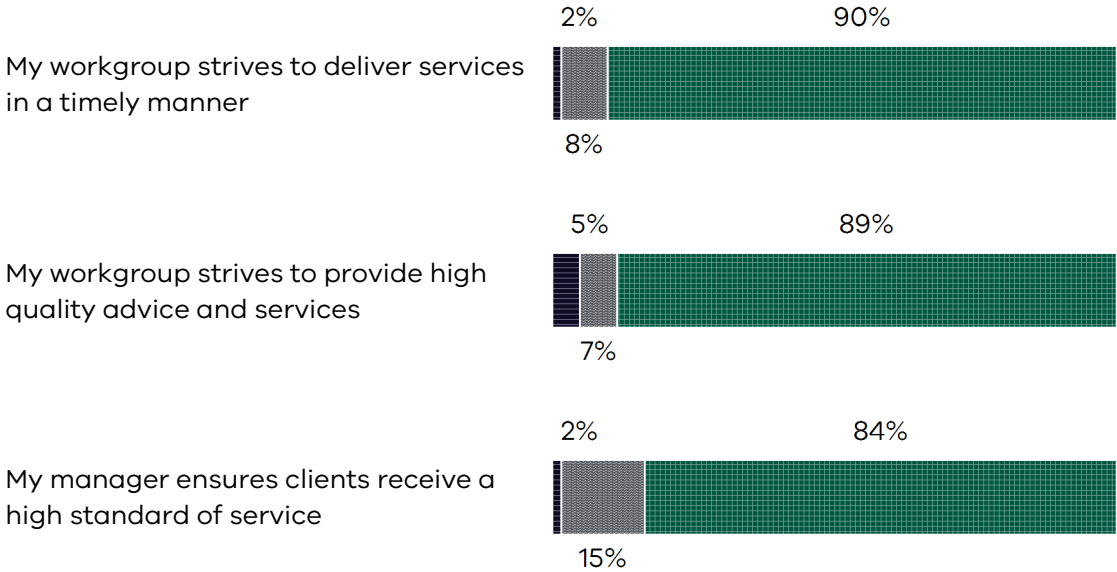Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

82% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question	Your results		Benchmark agree results					
				You		**Comparator**		
			2019	2020	2021	Lowest	Average	Highest
My organisation is committed to earning a high level of public trust	Disagree 2%, Don't know 5%, Neither agree nor disagree 11%, Agree 82%		88 %	Not asked	82 %	60 %	81 %	97 %
I am confident that I would be protected from reprisal for reporting improper conduct	Disagree 10%, Neither agree nor disagree 11%, Agree 79%		62 %	Not asked	79 %	44 %	65 %	82 %
My manager demonstrates honesty and integrity	Disagree 5%, Neither agree nor disagree 20%, Agree 75%		78 %	Not asked	75 %	54 %	81 %	94 %
People in my workgroup are honest, open and transparent in their dealings	Disagree 8%, Neither agree nor disagree 16%, Agree 75%		77 %	Not asked	75 %	24 %	66 %	85 %

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

Public sector values

Integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

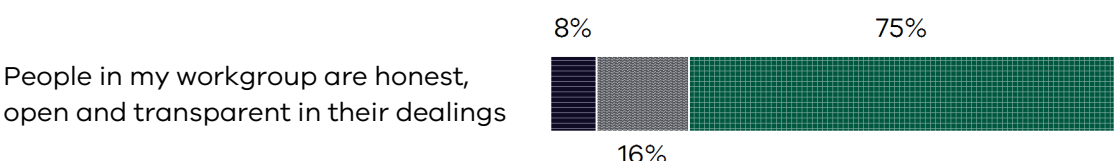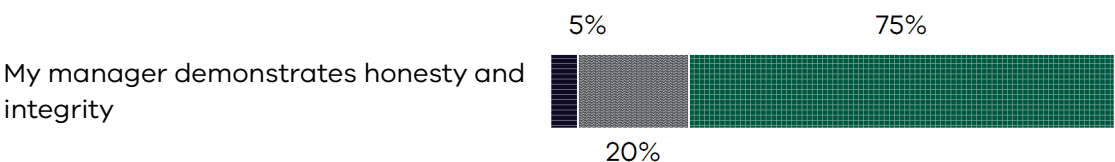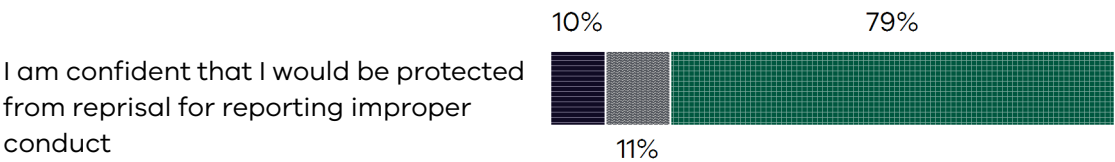Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
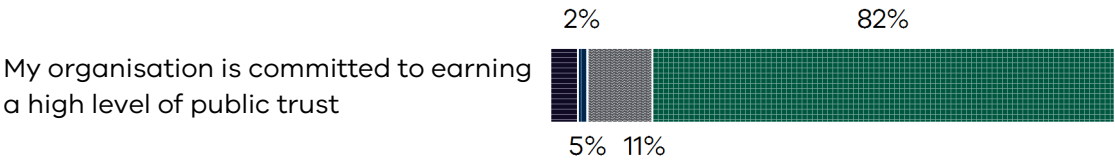
Example

75% of staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question
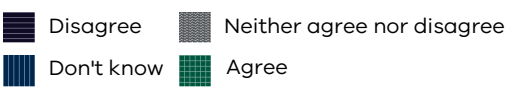
Your results

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

Senior leaders demonstrate honesty and integrity
3% / 5% / 16% / 75%

My organisation does not tolerate improper conduct
10% / 18% / 72%

People in my workgroup appropriately manage conflicts of interest
11% / 16% / 72%

I feel safe to challenge inappropriate behaviour at work
15% / 16% / 69%

Benchmark agree results

Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders demonstrate honesty and integrity	76 %	Not asked	75 %	38 %	66 %	89 %
My organisation does not tolerate improper conduct	79 %	Not asked	72 %	38 %	69 %	85 %
People in my workgroup appropriately manage conflicts of interest	76 %	Not asked	72 %	28 %	60 %	77 %
I feel safe to challenge inappropriate behaviour at work	Not asked	Not asked	69 %	34 %	64 %	78 %

Public sector values

Impartiality

What this is

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

Why this is important

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

How to read this

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

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

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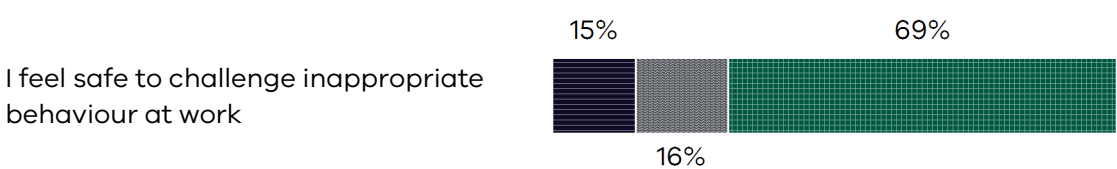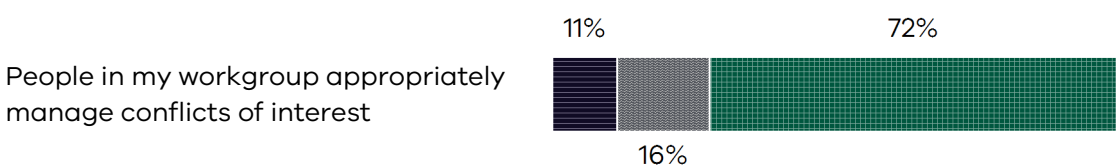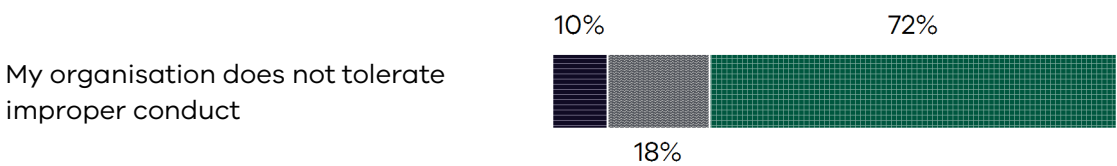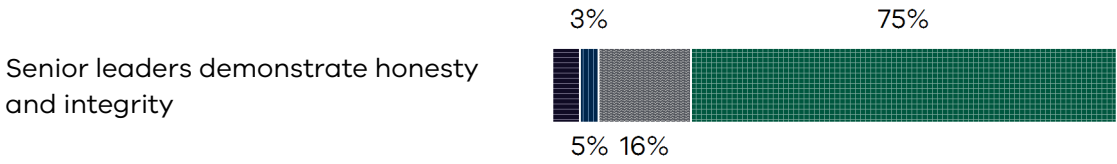
Example

80% of staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My workgroup focuses on making decisions informed by all relevant facts	Disagree 2%, Don't know 5%, Neither agree nor disagree 13%, Agree 80%	83 %	Not asked	80 %	50 %	74 %	89 %
People in my workgroup are politically impartial in their work	Disagree 2%, Don't know 2%, Neither agree nor disagree 21%, Agree 75%	79 %	Not asked	75 %	42 %	68 %	84 %
My workgroup places a priority on acting fairly and without bias	Disagree 10%, Neither agree nor disagree 18%, Agree 72%	79 %	Not asked	72 %	44 %	72 %	88 %
My organisation makes fair recruitment and promotion decisions, based on merit	Disagree 15%, Don't know 2%, Neither agree nor disagree 30%, Agree 54%	71 %	Not asked	54 %	42 %	59 %	79 %

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

Public sector values

What this is

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

Why this is important

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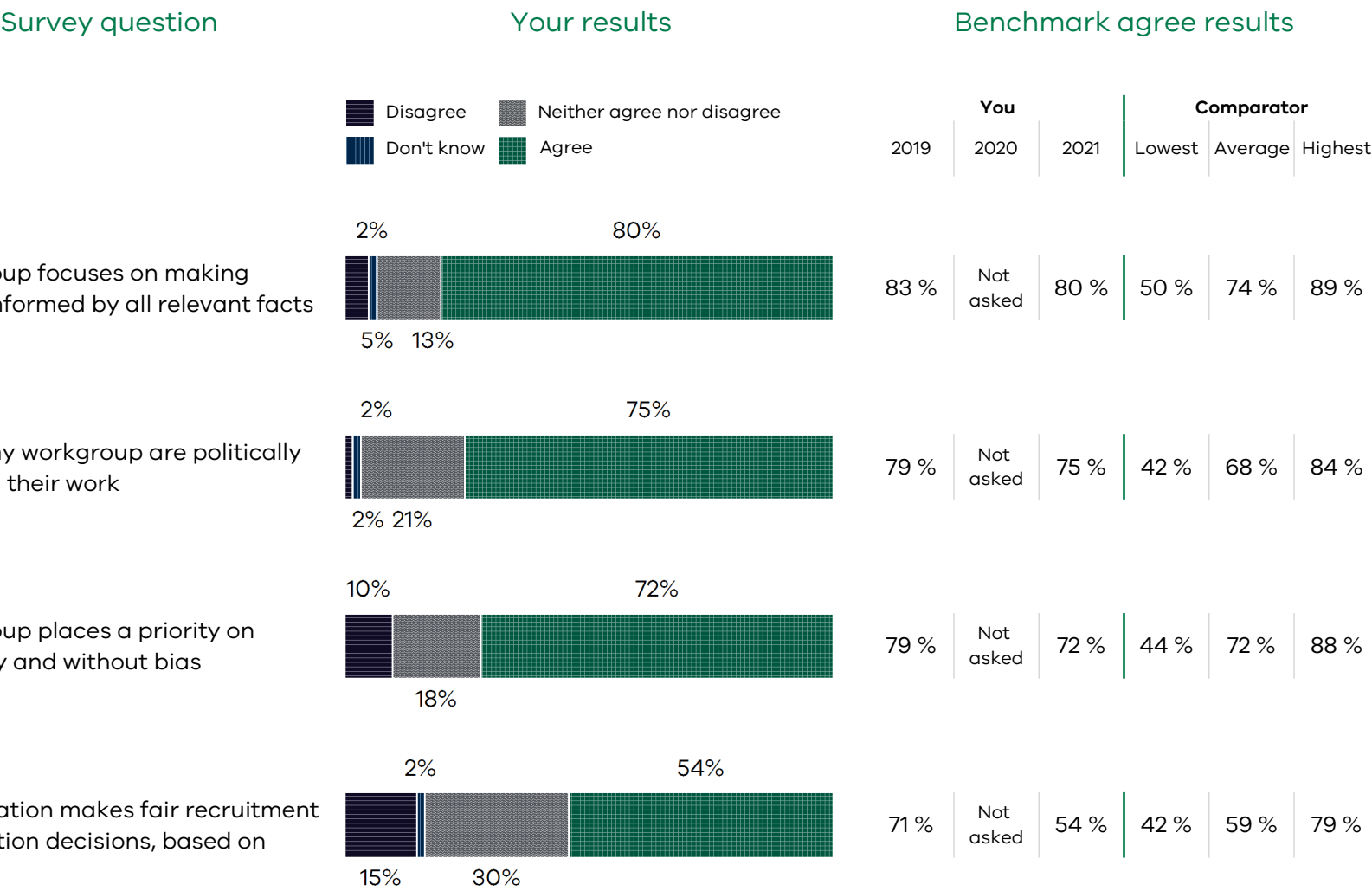
How to read this

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

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

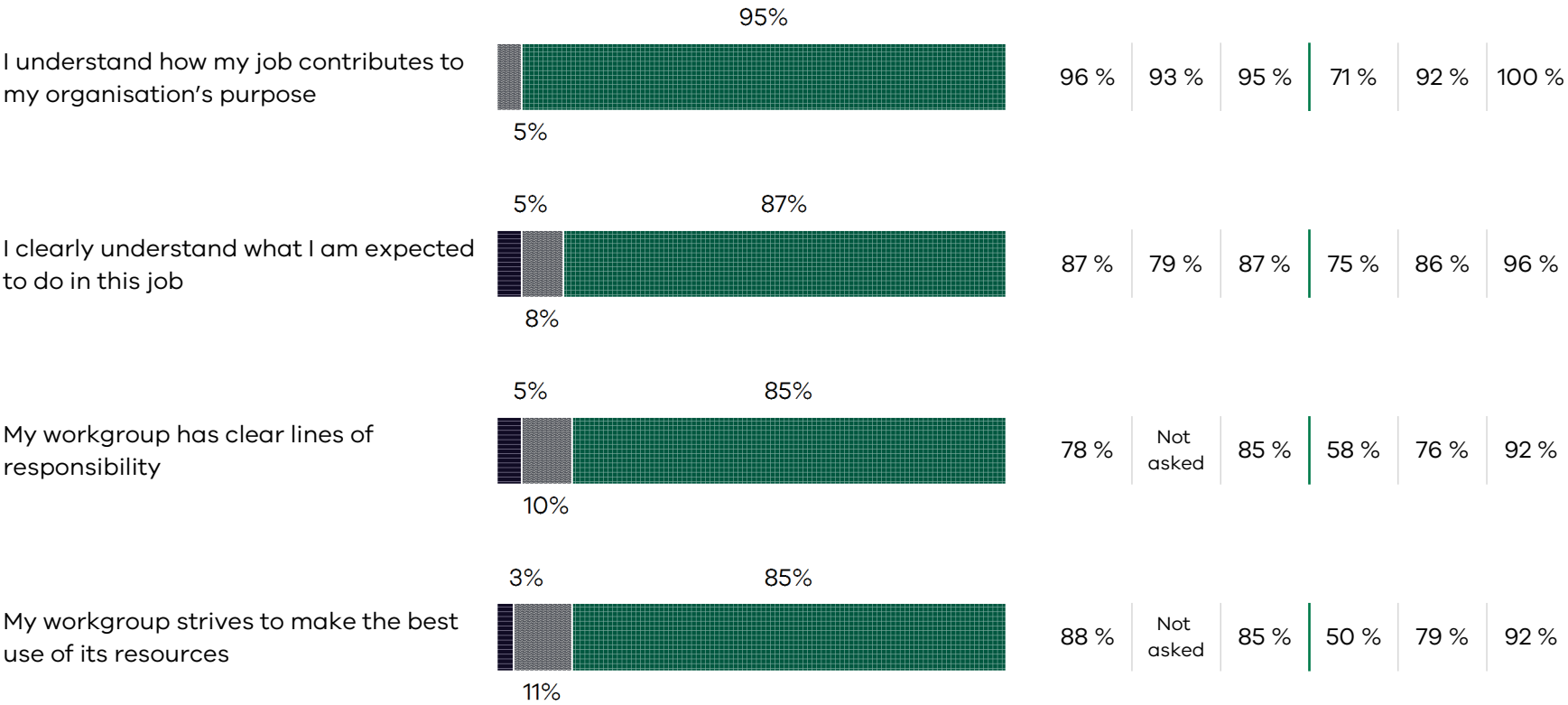Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

95% 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	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job contributes to my organisation's purpose	95% agree / 5%	96 %	93 %	95 %	71 %	92 %	100 %
I clearly understand what I am expected to do in this job	87% agree / 5% / 8%	87 %	79 %	87 %	75 %	86 %	96 %
My workgroup has clear lines of responsibility	85% agree / 5% / 10%	78 %	Not asked	85 %	58 %	76 %	92 %
My workgroup strives to make the best use of its resources	85% agree / 3% / 11%	88 %	Not asked	85 %	50 %	79 %	92 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

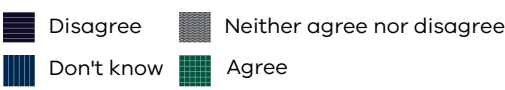Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

64% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

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

Senior leaders provide clear strategy and direction

2% ... 64%

13% 21%

Benchmark agree results

	You			Comparator		
2019	2020	2021	Lowest	Average	Highest
72 %	60 %	64 %	38 %	64 %	92 %

Victorian Public Sector Commission

VICTORIA State Government

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.
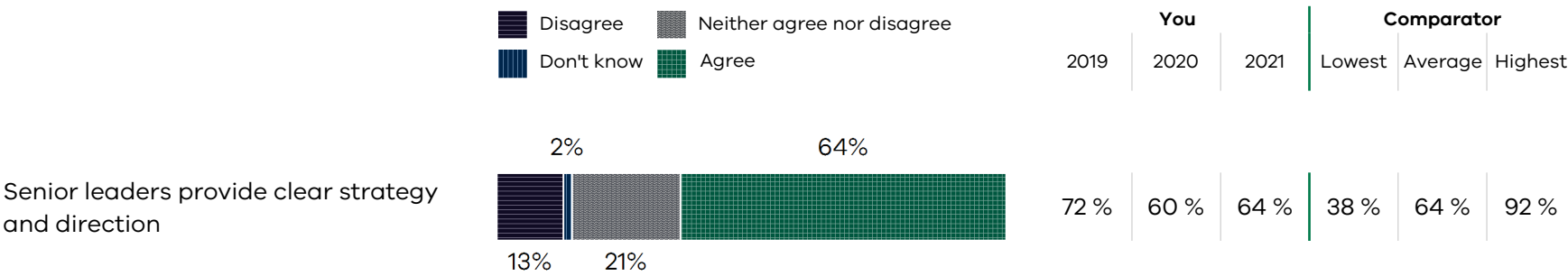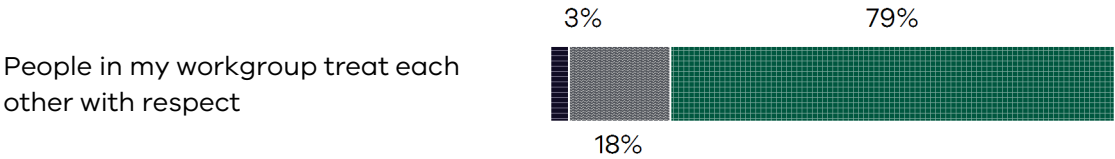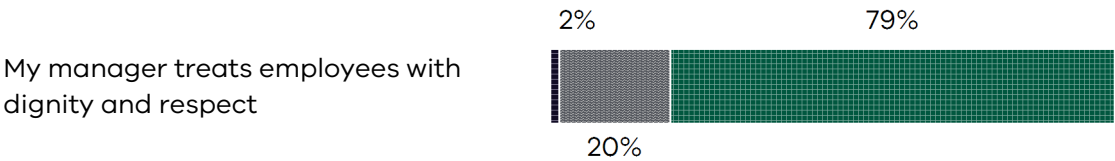
Example

87% of 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		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes	5% / 8% / 87%	81 %	Not asked	87 %	62 %	81 %	90 %
My organisation encourages respectful workplace behaviours	2% / 7% / 11% / 80%	87 %	Not asked	80 %	54 %	79 %	93 %
My manager treats employees with dignity and respect	2% / 20% / 79%	76 %	Not asked	79 %	56 %	82 %	93 %
People in my workgroup treat each other with respect	3% / 18% / 79%	81 %	63 %	79 %	26 %	72 %	89 %

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

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.
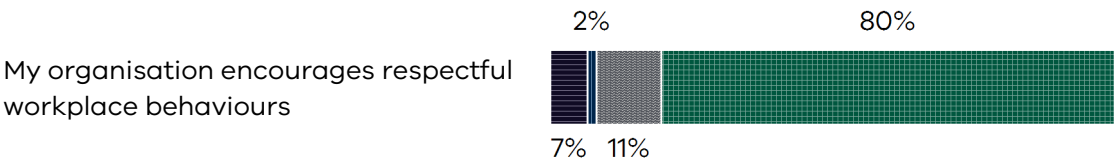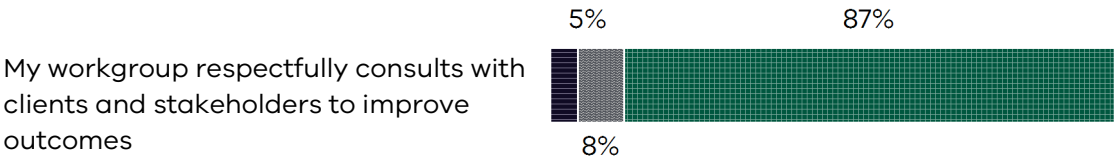
Example

75% of staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question	Your results			You			Comparator		
			2019	2020	2021	Lowest	Average	Highest
	Legend: Disagree / Don't know / Neither agree nor disagree / Agree								
My organisation takes steps to eliminate bullying, harassment and discrimination	11% / 13% / 75%		79 %	Not asked	75 %	42 %	66 %	85 %
My manager listens to what I have to say	7% / 20% / 74%		75 %	71 %	74 %	64 %	79 %	93 %
My manager keeps me informed about what's going on	10% / 20% / 70%		67 %	66 %	70 %	46 %	72 %	89 %

Victorian Public Sector Commission

VICTORIA State Government

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.
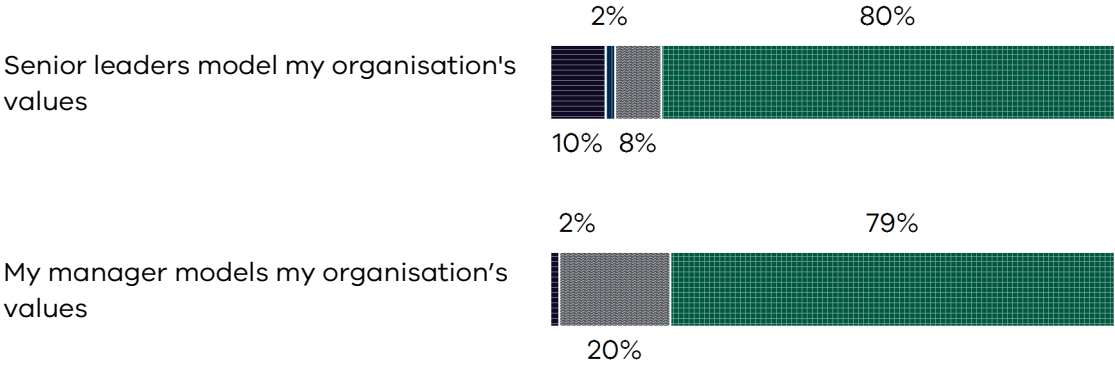
Example

80% of staff who did the survey agreed or strongly agreed with 'Senior leaders model my organisation's values'.

Survey question	Your results						

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

		You			Comparator		
Survey question		2019	2020	2021	Lowest	Average	Highest
Senior leaders model my organisation's values	Disagree 10%, Don't know 2%, Neither agree nor disagree 8%, Agree 80%	75 %	Not asked	80 %	50 %	70 %	91 %
My manager models my organisation's values	Neither agree nor disagree 20%, Disagree 2%(?), Agree 79%	74 %	Not asked	79 %	56 %	79 %	96 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Human rights

What this is

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

Why this is important

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

How to read this

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

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

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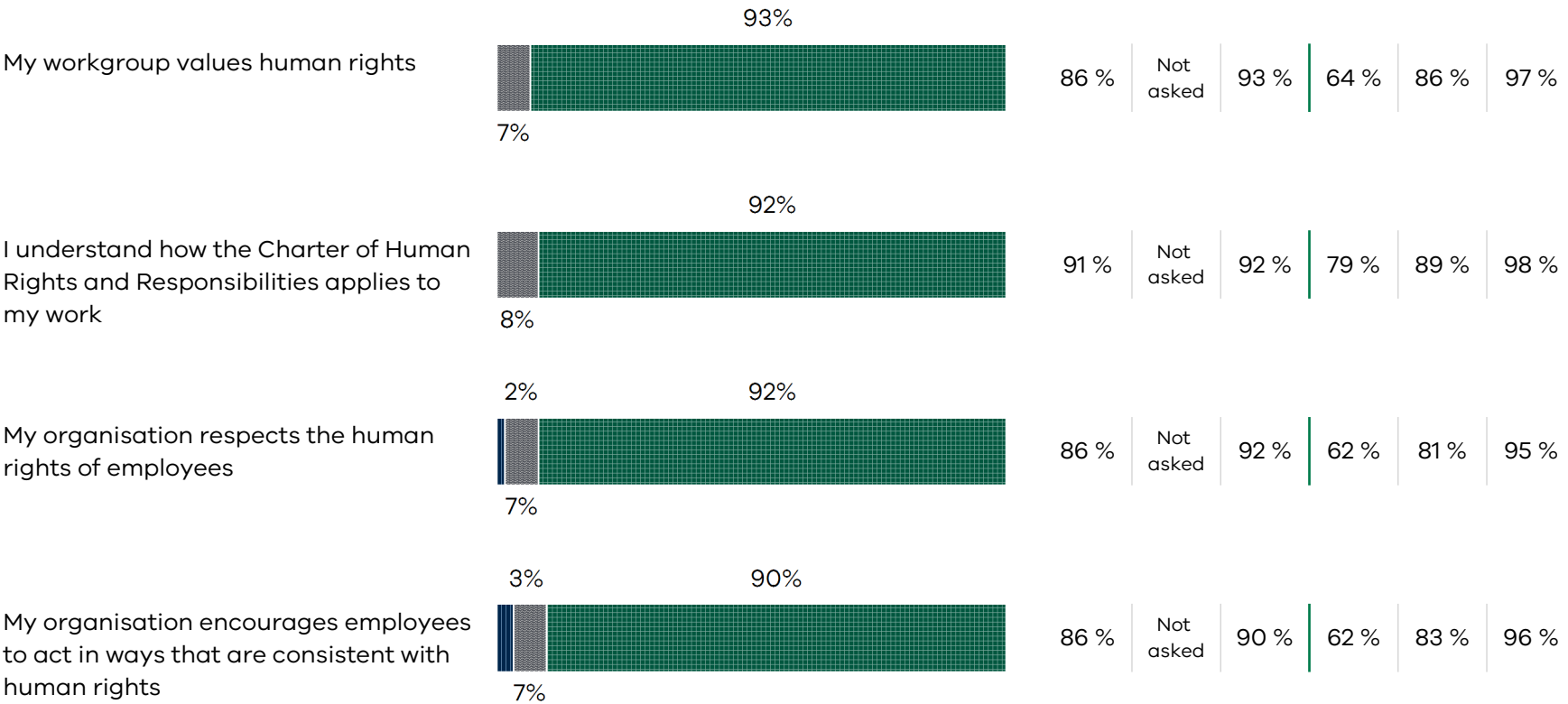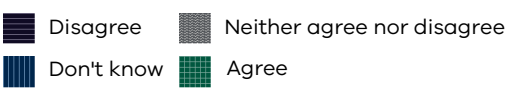
Example

93% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

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

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

Survey question	Your results	2019	2020	2021	Lowest	Average	Highest
My workgroup values human rights	7% / 93%	86 %	Not asked	93 %	64 %	86 %	97 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	8% / 92%	91 %	Not asked	92 %	79 %	89 %	98 %
My organisation respects the human rights of employees	2% / 7% / 92%	86 %	Not asked	92 %	62 %	81 %	95 %
My organisation encourages employees to act in ways that are consistent with human rights	3% / 7% / 90%	86 %	Not asked	90 %	62 %	83 %	96 %

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Victorian Public Sector Commission

VICTORIA State Government

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	11	18%
35-54 years	30	49%
55+ years	12	20%
Prefer not to say	8	13%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
No	57	93%
Prefer not to say	4	7%

Highest level of formal education	(n)	%
Master Degree level	4	7%
Graduate Diploma or Graduate Certificate level	7	11%
Bachelor Degree level incl. honours degrees	13	21%
Advanced Diploma or Diploma level	7	11%
Certificate III or IV level	13	21%
Year 12 or equivalent (VCE/Leaving certificate)	5	8%
Prefer not to say	12	20%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**3**	5%
Non Aboriginal and/or Torres Strait Islander	**52**	85%
Prefer not to say	**6**	10%

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)	%
No	**55**	90%
Prefer not to say	**6**	10%

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

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How would you describe your gender?	(n)	%
Woman	**45**	74%
Prefer not to say	**9**	15%
Man	**7**	11%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	**1**	2%
No	**52**	85%
Prefer not to say	**8**	13%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	**50**	82%
Don't know	**5**	8%
Prefer not to say	**6**	10%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	**50**	82%
Prefer not to say	**9**	15%
Bisexual	**1**	2%
I use a different term	**1**	2%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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Country of birth	(n)	%
Born in Australia	**50**	82%
Not born in Australia	**7**	11%
Prefer not to say	**4**	7%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	**5**	71%
2 to less than 5 years ago	**1**	14%
5 to less than 10 years ago	**1**	14%

Language other than English spoken with family or community	(n)	%
Yes	**5**	8%
No	**54**	89%
Prefer not to say	**2**	3%

Demographics

Cultural diversity 2 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
German	**2**	40%
Cantonese	**1**	20%
Filipino	**1**	20%
Mandarin	**1**	20%
Other	**1**	20%

Demographics

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.

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Cultural identity	(n)	%
Australian	**51**	84%
English, Irish, Scottish and/or Welsh	**6**	10%
Aboriginal and/or Torres Strait Islander	**3**	5%
Prefer not to say	**2**	3%
East and/or South-East Asian	**2**	3%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**2**	3%
New Zealander	**1**	2%
South Asian	**1**	2%
Other	**1**	2%

Religion	(n)	%
No religion	**41**	67%
Christianity	**9**	15%
Prefer not to say	**8**	13%
Buddhism	**2**	3%
Other	**1**	2%

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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Working arrangement	(n)	%
Full-Time	20	33%
Part-Time	41	67%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	20	36%
$65k to $95k	14	25%
$95k to $125k	5	9%
Prefer not to say	16	29%

Organisational tenure	(n)	%
<1 year	10	16%
1 to less than 2 years	8	13%
2 to less than 5 years	12	20%
5 to less than 10 years	10	16%
10 to less than 20 years	12	20%
More than 20 years	9	15%

Management responsibility	(n)	%
Non-manager	47	77%
Other manager	9	15%
Manager of other manager(s)	5	8%

Employment type	(n)	%
Ongoing and executive	47	77%
Fixed term	8	13%
Other	6	10%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	46	75%
I have moved to a different role within my organisation (including acting roles)	9	15%
I have moved to my role from outside the Victorian public sector	4	7%
I have moved to my role from a different Victorian public sector organisation	2	3%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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Primary workplace location over the last 3 months	(n)	%
Other city or town	**60**	98%
Outside Victoria	**1**	2%

Primary workplace type over the past 3 months*	(n)	%
A main office	**25**	41%
A frontline or service delivery location (that is not a main office or home/private location)	**21**	34%
A hub/shared work space	**8**	13%
Other (please specify)	**7**	11%

Other workplace type over the past 3 months*	(n)	%
No, I have not worked from any other locations	**46**	75%
A frontline or service delivery location (that is not a main office or home/private location)	**8**	13%
A main office	**3**	5%
Home/private location	**3**	5%
A hub/shared work space	**2**	3%
Other	**2**	3%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	47	77%
Physical modifications or improvements to the workplace	6	10%
Flexible working arrangements	5	8%
Other	4	7%
Job redesign or role sharing	2	3%
Accessible communications technologies	1	2%
Career development support strategies	1	2%

Why did you make this request?*	(n)	%
Health	6	43%
Work-life balance	4	29%
Study commitments	2	14%
Other	2	14%
Family responsibilities	1	7%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	11	79%
The adjustments I needed were made but the process was unsatisfactory	2	14%
The adjustments I needed were not made	1	7%

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

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Caring responsibility	(n)	%
None of the above	23	38%
Secondary school aged child(ren)	15	25%
Primary school aged child(ren)	13	21%
Child(ren) - younger than preschool age	11	18%
Prefer not to say	8	13%
Person(s) with a medical condition	7	11%
Frail or aged person(s)	7	11%
Preschool aged child(ren)	6	10%
Person(s) with disability	6	10%
Person(s) with a mental illness	4	7%
Other	1	2%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Employment categories

What is this

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

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Which of the following categories best describes your current position?	(n)	%
Nursing Employees	16	26%
Personal service worker	6	10%
Allied health professional	6	10%
Management, Administration and Corporate support	23	38%
Support services	10	16%

Demographics

Primary role

What is this

This shows the primary role of your staff.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:
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Which of the following best describes the primary operational area in which you work?	(n)	%
Hospital-based services	**38**	62%
Community-based services	**23**	38%

Is your primary work role in one of the following areas?	(n)	%
Aged care	**15**	25%
Medical	**12**	20%
Mental health	**2**	3%
Mixed medical/surgical	**4**	7%
Paediatrics	**2**	3%
Other	**26**	43%

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