People matter survey 2021

Have your say

Parliamentary Budget Office
2021 people matter survey results report

Victorian
Public Sector
Commission

VICTORIA
State Government

Report overview

About your report

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

Report contents

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

Rounding of percentages

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

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

Survey questions and definitions

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

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Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

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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'.

Launch Victoria

Melbourne Market Authority

Port of Hastings Development Authority

State Trustees Limited

V/Line Corporation

VETASSESS

Victoria Legal Aid

Victorian Institute of Forensic Medicine

Victorian Institute of Teaching

Victorian Managed Insurance Authority

Victorian Ports Corporation (Melbourne)

Victorian Rail Track Corporation

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2020		2021	
–		**93%**	
–		**(14)**	
Comparator	79%	Comparator	49%
Public Sector	49%	Public Sector	39%

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020	
–	
Comparator	70
Public Sector	68

2021	
83	
Comparator	69
Public Sector	70

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People outcomes

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 83.

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.
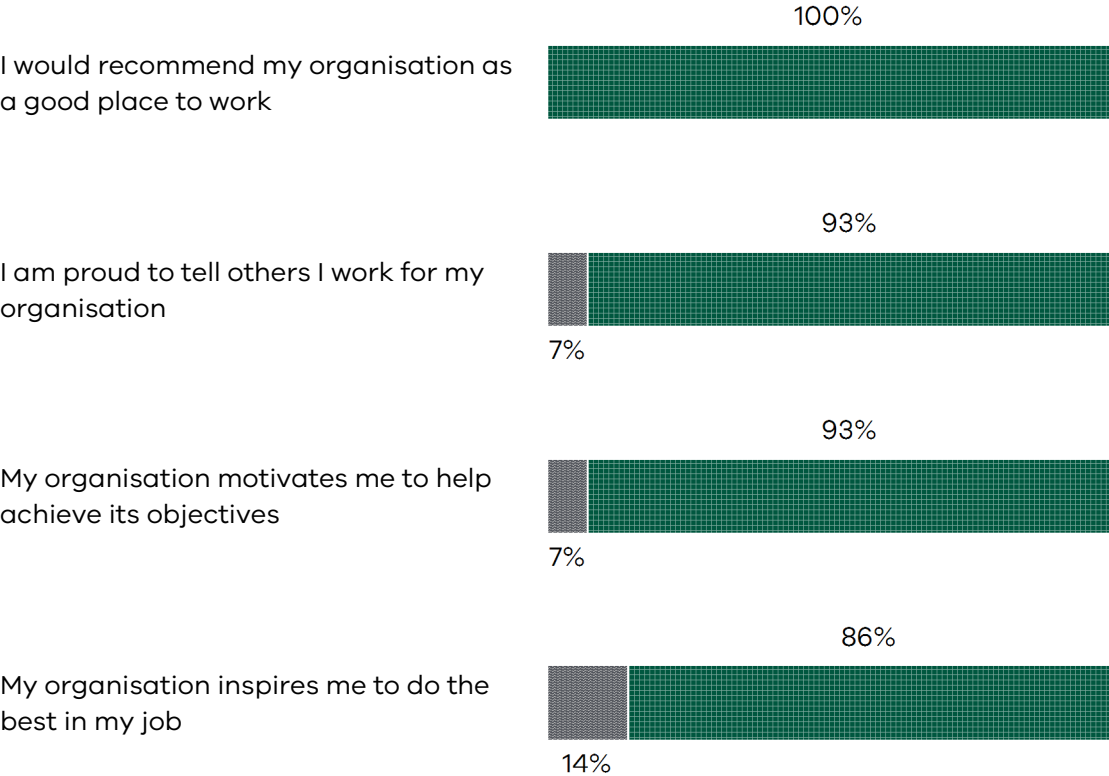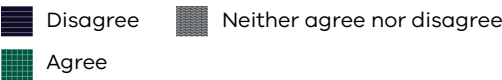
Example

100% of your staff who did the survey agreed or strongly agreed with 'I would recommend my organisation as a good place to work'.

Survey question	Your results	Benchmark agree results

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

	You	Comparator		
Survey question	2021	Lowest	Average	Highest
I would recommend my organisation as a good place to work — 100%	100 %	59 %	71 %	100 %
I am proud to tell others I work for my organisation — 93% (7%)	93 %	56 %	75 %	100 %
My organisation motivates me to help achieve its objectives — 93% (7%)	93 %	51 %	63 %	100 %
My organisation inspires me to do the best in my job — 86% (14%)	86 %	50 %	61 %	86 %

People outcomes

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

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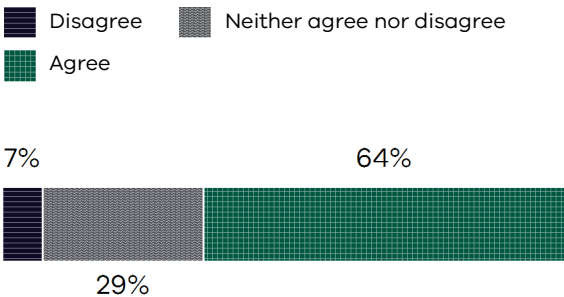
Example

64% 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

■ Disagree   ▦ Neither agree nor disagree
▦ Agree

I feel a strong personal attachment to my organisation

7%   64%

29%

Benchmark agree results

	You	Comparator		
	2021	Lowest	Average	Highest
	64 %	56 %	64 %	90 %

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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.
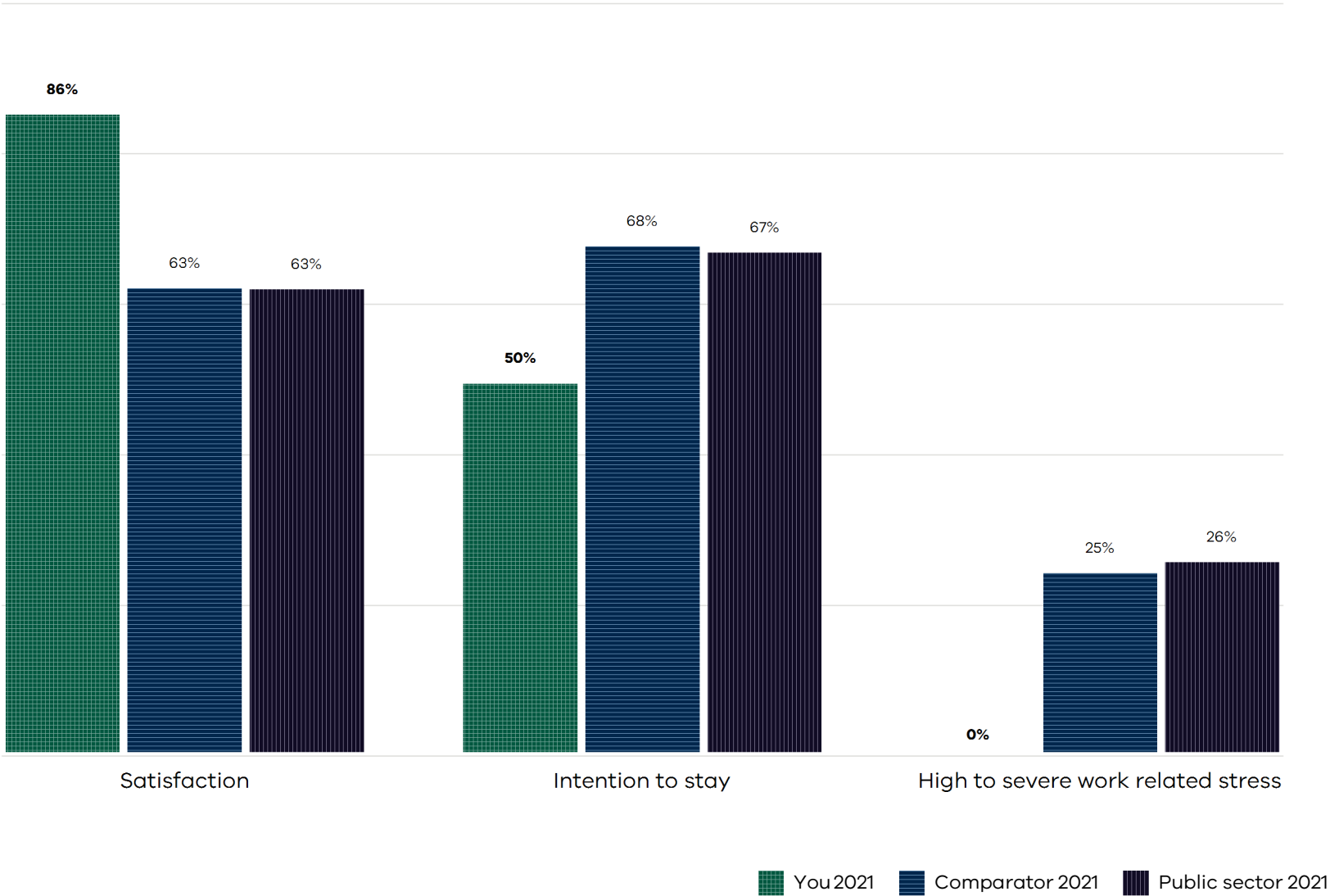
Example

In 2021:

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

Compared to:

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

Legend: You 2021 ■ Comparator 2021 ■ Public sector 2021

Satisfaction: You 86%, Comparator 63%, Public sector 63%
Intention to stay: You 50%, Comparator 68%, Public sector 67%
High to severe work related stress: You 0%, Comparator 25%, Public sector 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.
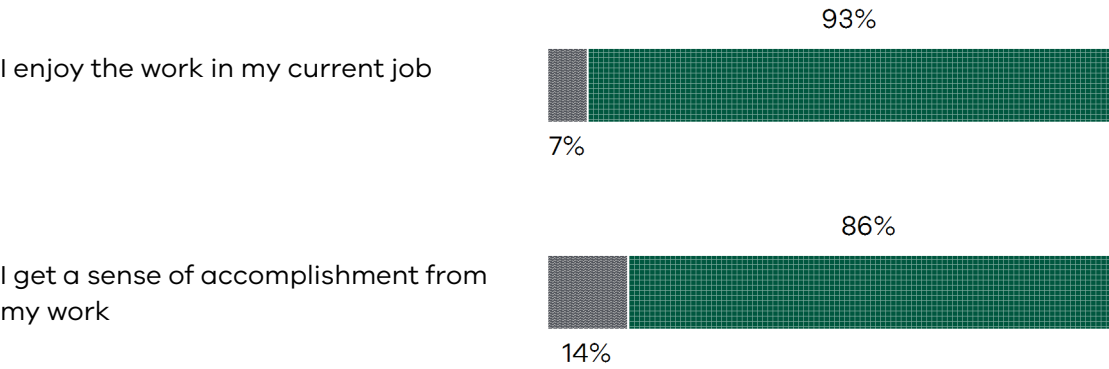
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

93% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

Survey question	Your results	Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Agree

	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I enjoy the work in my current job	93 %	71 %	79 %	100 %
I get a sense of accomplishment from my work	86 %	64 %	77 %	100 %

I enjoy the work in my current job — 93% Agree, 7% Neither

I get a sense of accomplishment from my work — 86% Agree, 14% Neither

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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.
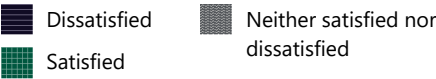
Example

100% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.
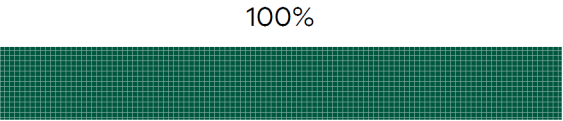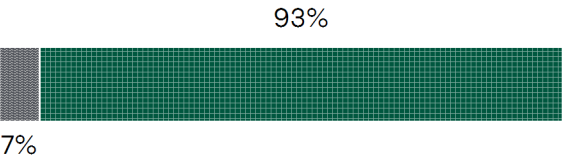
Dissatisfied   Neither satisfied nor dissatisfied

Satisfied

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Considering everything, how satisfied are you with your current job	100%	100 %	60 %	69 %	90 %
How satisfied are you with the work-life balance in your current job	93% / 7%	93 %	60 %	70 %	82 %
How satisfied are you with your career development within your current organisation	7% / 64% / 29%	64 %	43 %	48 %	73 %
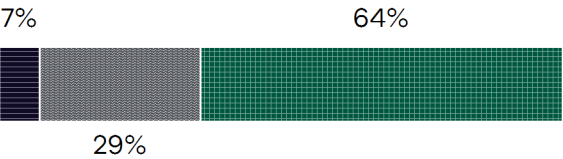
People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

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

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

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

Example

0% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 25% 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)

Rating	Percentage
Nil	14%
Low / mild	71%
Moderate	14%
High	0%
Very high	0%
Severe	0%
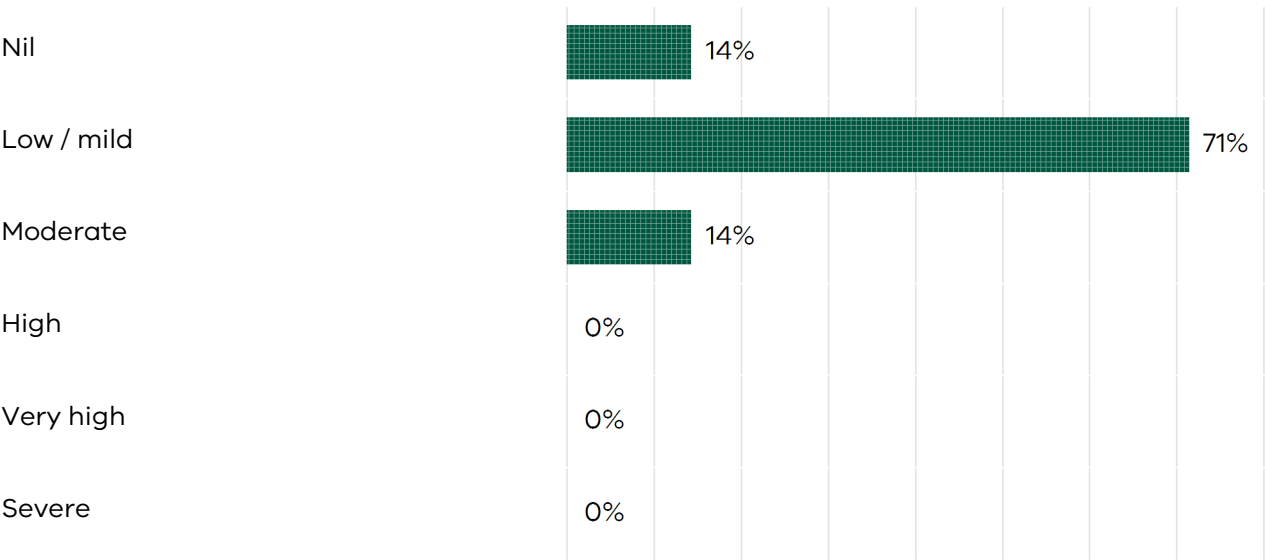
Reported levels of high to severe stress

2020		2021	
–		**0%**	
Comparator	20%	Comparator	25%
Public Sector	23%	Public Sector	26%

People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

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

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

Example

86% of your staff who did the survey said they experienced mild to severe stress.

Of that 86%, 33% said the top reason was 'Ability to choose how my work is done'.

	12	2
	86%	14%

■ Experienced some work-related stress   ▦ Did not experience some work-related stress
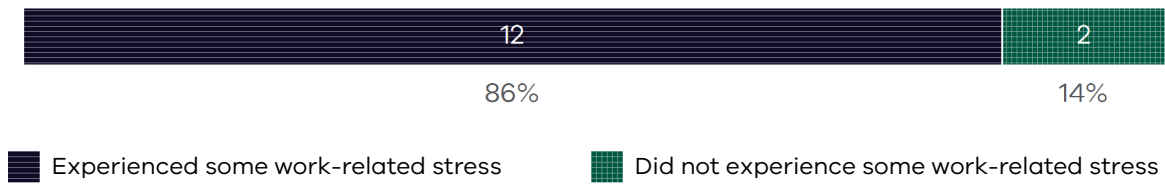
Of those that experienced work related stress it was from …	You 2021	Comparator 2021	Public sector 2021
Ability to choose how my work is done	33%	5%	5%
Content, variety, or difficulty of work	33%	13%	12%
Time pressure	33%	43%	42%
Workload	33%	48%	51%
Physical environment	17%	4%	5%
Work that doesn't match my skills or experience	17%	7%	7%
Working from home	17%	5%	4%
Competing home and work responsibilities	8%	11%	12%
Job security	8%	9%	9%
Management of work (e.g. supervision, training, information, support)	8%	14%	13%

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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

29% of your staff who did the survey said they intended to leave.

Of that 29%, 75% said it was from 'Better remuneration'.

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

2	2	7
14%	14%	50%

■ 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
Better remuneration	75%	46%	26%
Limited future career opportunities at my organisation	75%	58%	42%
Opportunity to broaden experience	75%	45%	40%
Opportunity to seek/take a promotion elsewhere	75%	39%	33%
Limited opportunities to gain further experience at my organisation	50%	42%	33%
Desire to relocate interstate or overseas	25%	5%	7%

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People outcomes

Scorecard: emotional effects of work

What this is

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

Why this is important

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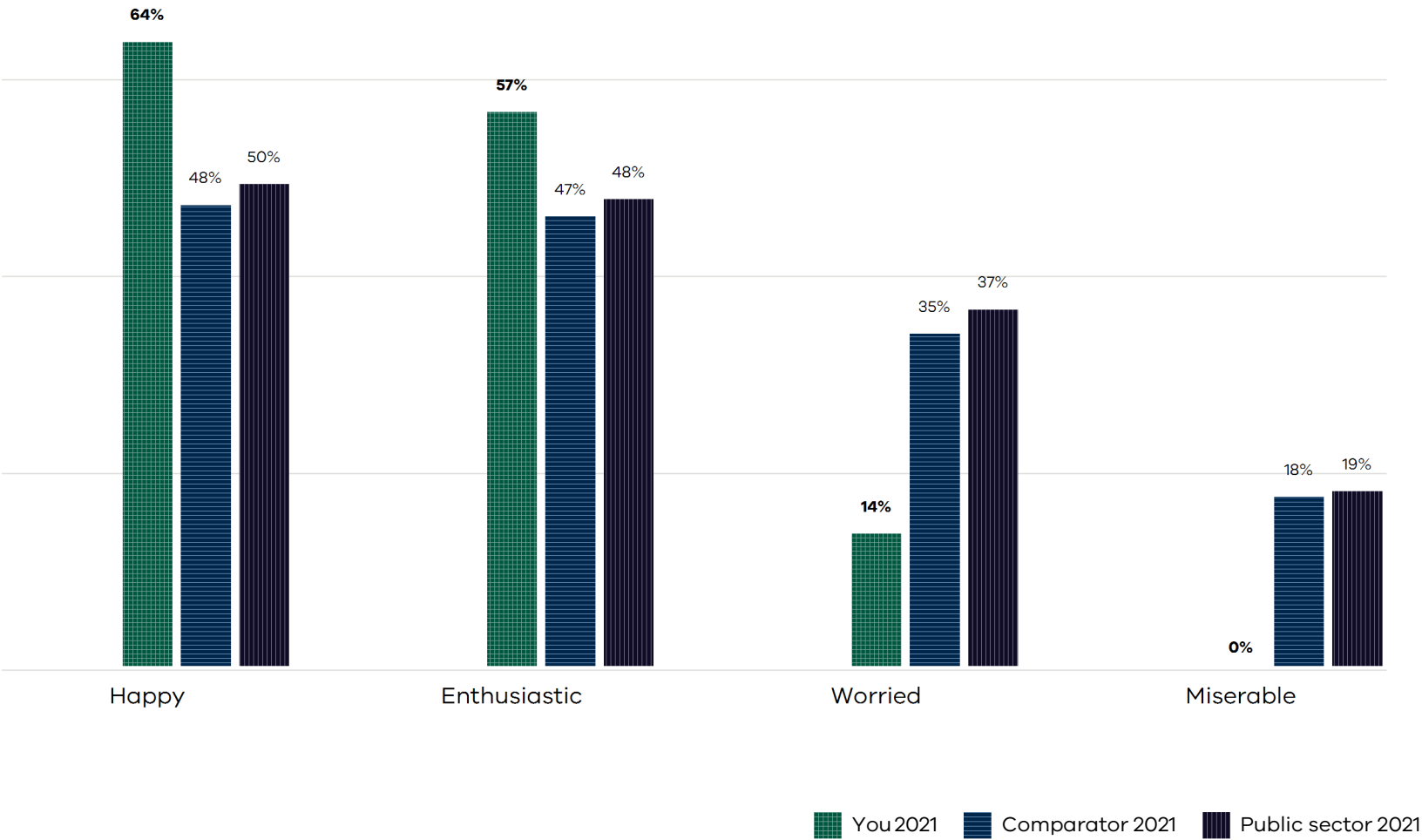
How to read this

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

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

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

Example

In 2021:

- 64% of your staff who did the survey said work made them feel happy in 2021

Compared to:

- 48% 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 2021 | Comparator 2021 | Public sector 2021

Happy: 64%, 48%, 50%
Enthusiastic: 57%, 47%, 48%
Worried: 14%, 35%, 37%
Miserable: 0%, 18%, 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.
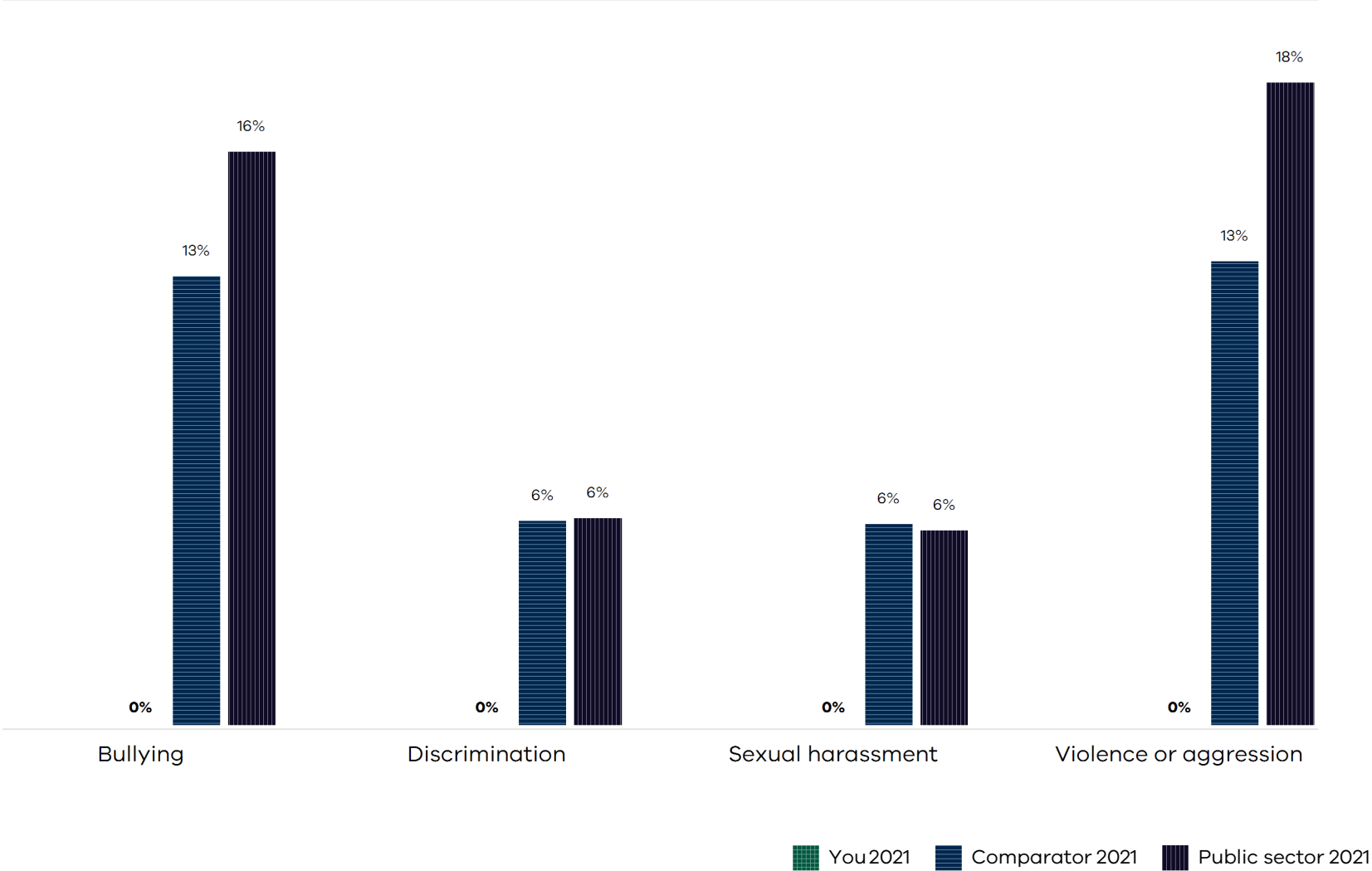
Example

In 2021:

- 0% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months.

Compared to:

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

Legend: You 2021, Comparator 2021, Public sector 2021

Bullying: 0%, 13%, 16%
Discrimination: 0%, 6%, 6%
Sexual harassment: 0%, 6%, 6%
Violence or aggression: 0%, 13%, 18%

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

0% of your staff who did the survey said they witnessed some negative behaviour at work.

100% 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?

	14
	100%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
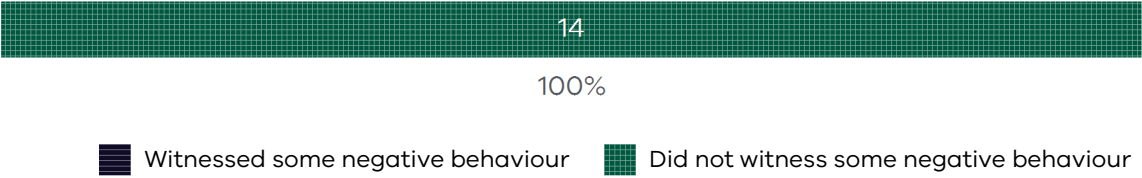
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	100%	82%	77%

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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 comparator group.

Example

On the first row 'Job enrichment', the 'You 2021' column shows 100% of your staff agreed with 'I have the authority to do my job effectively'.

This question was not asked in 0.

Question group	Highest scoring questions	You 2021	Comparator 2021
Job enrichment	I have the authority to do my job effectively	100%	76%
Job enrichment	I understand how my job contributes to my organisation's purpose	100%	91%
Job enrichment	My job allows me to utilise my skills, knowledge and abilities	100%	79%
Learning and development	I am developing and learning in my role	100%	64%
Manager leadership	My manager ensures clients receive a high standard of service	100%	83%
Manager leadership	My manager is committed to workplace safety	100%	87%
Manager leadership	My manager models my organisation's values	100%	79%
Manager support	My manager encourages and supports my participation in learning and development opportunities	100%	71%
Manager support	My manager involves me in decisions about my work	100%	77%
Meaningful work	I feel that I can make a worthwhile contribution at work	100%	85%

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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 comparator group.

Example

On the first row 'Taking action', the 'You 2021' column shows 36% of your staff agreed with 'My organisation has taken positive action on the results of last year's survey'.

This question was not asked in 0.

Question subgroup	Lowest scoring questions	You 2021	Comparator 2021
Taking action	My organisation has taken positive action on the results of last year's survey	36%	42%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	50%	34%
Safe to speak up	I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	57%	58%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	64%	65%
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)	64%	23%
Engagement	I feel a strong personal attachment to my organisation	64%	64%
Satisfaction	How satisfied are you with your career development within your current organisation	64%	48%
Innovation	My workgroup encourages employee creativity	64%	61%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	71%	49%
Learning and development	I feel I have an equal chance at promotion in my organisation	71%	39%

Key differences

Biggest positive difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Learning and development', the 'You 2021' column shows 93% of your staff agreed with 'There are adequate opportunities for me to develop skills and experience in my organisation'.

The 'difference' column, shows that agreement for this question was 43 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	93%	+43%	49%
Learning and development	My organisation places a high priority on the learning and development of staff	93%	+42%	51%
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)	64%	+41%	23%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	93%	+40%	52%
Senior leadership	Senior leaders demonstrate honesty and integrity	100%	+40%	60%
Senior leadership	Senior leaders support staff to work in an environment of change	100%	+40%	60%
Senior leadership	Senior leaders model my organisation's values	100%	+39%	61%
Senior leadership	Senior leaders provide clear strategy and direction	93%	+37%	55%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	86%	+37%	49%
Taking action	I believe my organisation will take positive action on the results of this year's survey	86%	+36%	50%

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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 'Taking action', the 'You 2021' column shows 36% of your staff agreed with 'My organisation has taken positive action on the results of last year's survey'.

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

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Taking action	My organisation has taken positive action on the results of last year's survey	36%	-6%	42%
Equal employment opportunity	Cultural background is not a barrier to success in my organisation	71%	-5%	76%
Quality service delivery	My workgroup has clear lines of responsibility	71%	-3%	75%
Equal employment opportunity	Gender is not a barrier to success in my organisation	71%	-3%	74%
Senior leadership	Senior leaders actively support diversity and inclusion in the workplace	71%	-2%	73%
Safe to speak up	I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	57%	-1%	58%
Manager support	I would be confident in approaching my manager to discuss concerns and grievances	79%	-1%	79%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	64%	-1%	65%
Meaningful work	I am achieving something important through my work	79%	0%	79%
Engagement	I feel a strong personal attachment to my organisation	64%	0%	64%

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People matter survey 2021

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Report overview

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- Your comparator group
- Your response rate

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- Scorecard: engagement index
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- 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
- Biggest positive difference from comparator
- Biggest negative difference from comparator

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
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Job and manager factors

- Scorecard
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- Barriers to optimal work

Public sector values

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

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

86% 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'.
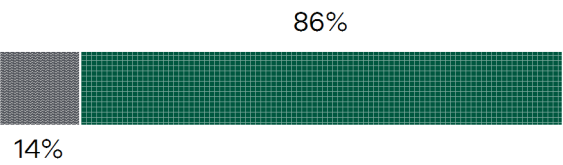
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I believe my organisation will take positive action on the results of this year's survey	14% / 86%	86 %	38 %	50 %	90 %
My organisation has taken positive action on the results of last year's survey	7% / 43% / 14% / 36%	36 %	22 %	42 %	60 %

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Key differences

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

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- Taking action questions

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Public sector values

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- Human rights

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

100% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

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

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

Survey question	Your results	You 2021	Lowest	Average	Highest
Senior leaders demonstrate honesty and integrity	100%	100 %	40 %	60 %	100 %
Senior leaders model my organisation's values	100%	100 %	38 %	61 %	100 %
Senior leaders support staff to work in an environment of change	100%	100 %	41 %	60 %	90 %
Senior leaders provide clear strategy and direction	93% (7%)	93 %	34 %	55 %	90 %

Senior leadership

What this is

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

Why this is important

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

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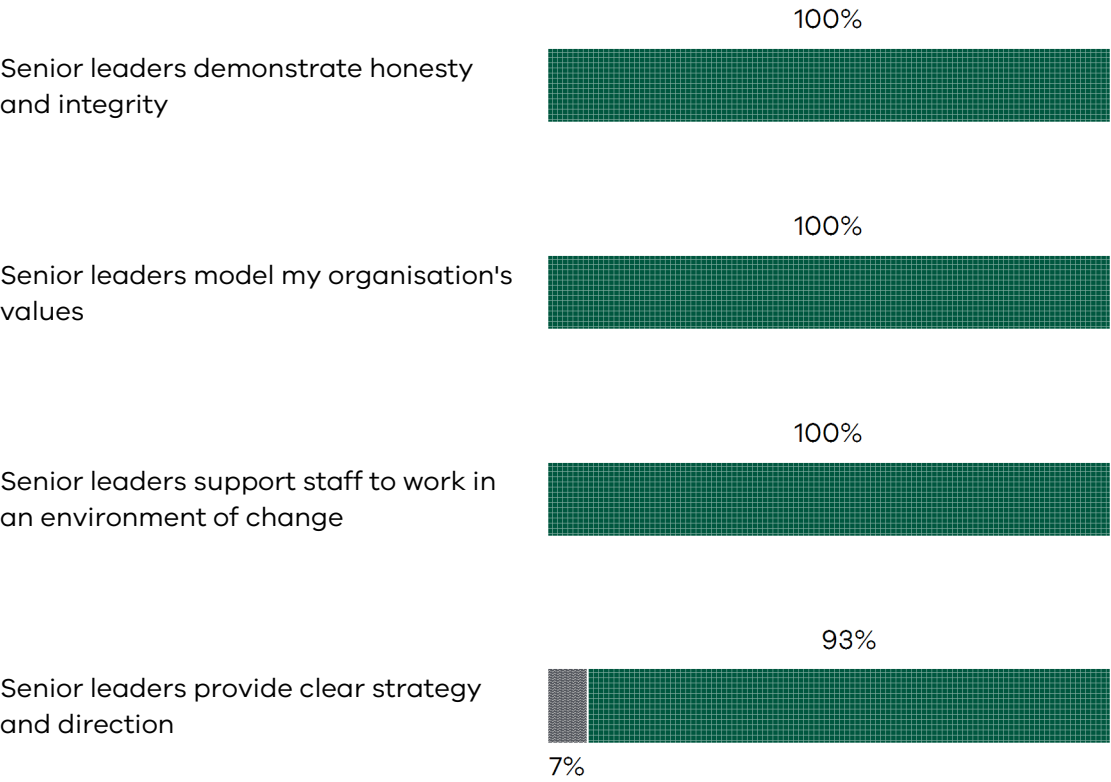
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
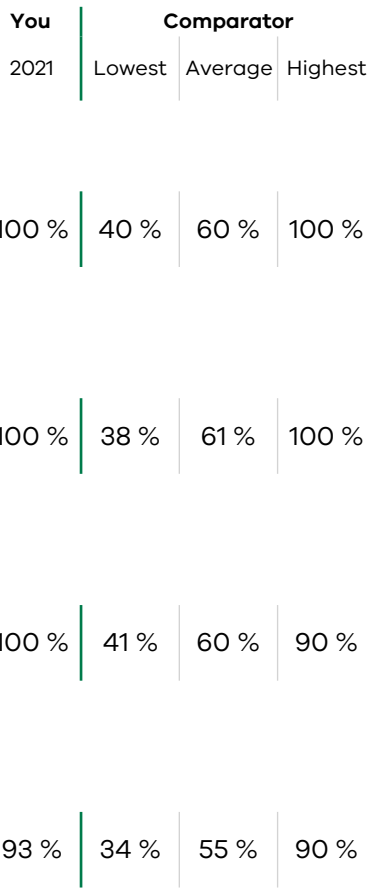
Example

71% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

Survey question

Your results

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

Senior leaders actively support diversity and inclusion in the workplace

7% | 71%

21%

Benchmark agree results

	You	Comparator		
	2021	Lowest	Average	Highest
	71 %	59 %	73 %	90 %

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Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 93% of your staff who did the survey responded positively to questions about Workplace flexibility.

Compared to:

- 68% of staff at your comparator and 63% of staff across the public sector.

Chart data:

Factor	You 2021	Comparator 2021	Public sector 2021
Workplace flexibility	93%	68%	63%
Organisational integrity	91%	72%	72%
Safety climate	89%	64%	60%
Diversity and inclusion	88%	71%	71%

Legend: You 2021 · Comparator 2021 · Public sector 2021

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.
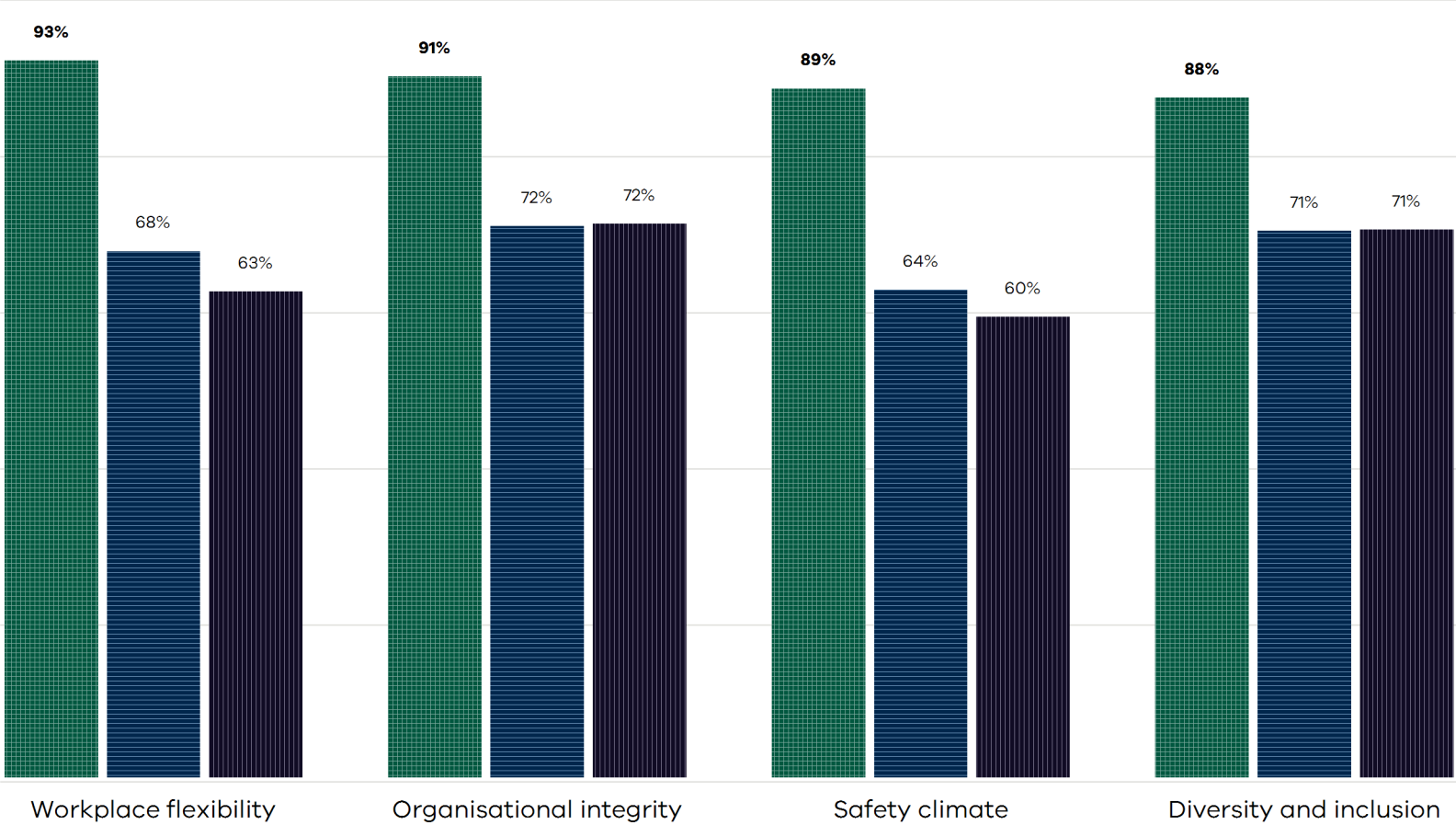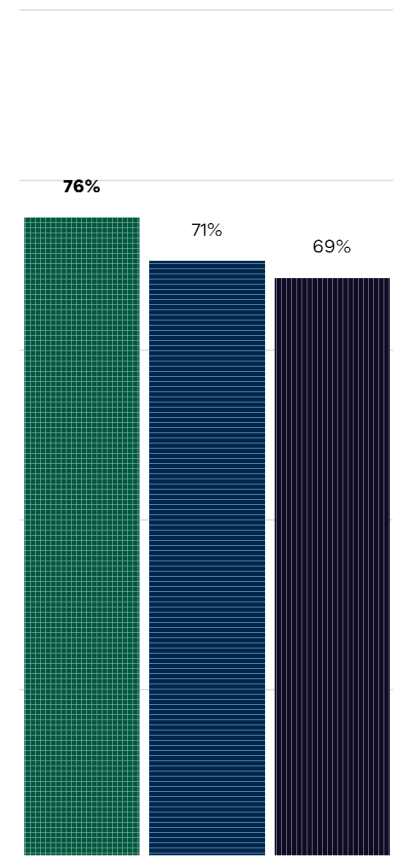
Example

In 2021:

- 76% of your staff who did the survey responded positively to questions about Equal employment opportunity.

Compared to:

- 71% of staff at your comparator and 69% of staff across the public sector.

Equal employment opportunity

■ You 2021　■ Comparator 2021　■ Public sector 2021

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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

100% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
	Legend: Disagree, Neither agree nor disagree, Don't know, Agree				
My organisation does not tolerate improper conduct	100%	100 %	60 %	68 %	100 %
My organisation is committed to earning a high level of public trust	100%	100 %	59 %	75 %	92 %
My organisation respects the human rights of employees	100%	100 %	66 %	79 %	100 %
My organisation encourages respectful workplace behaviours	7% / 93%	93 %	72 %	84 %	100 %

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.
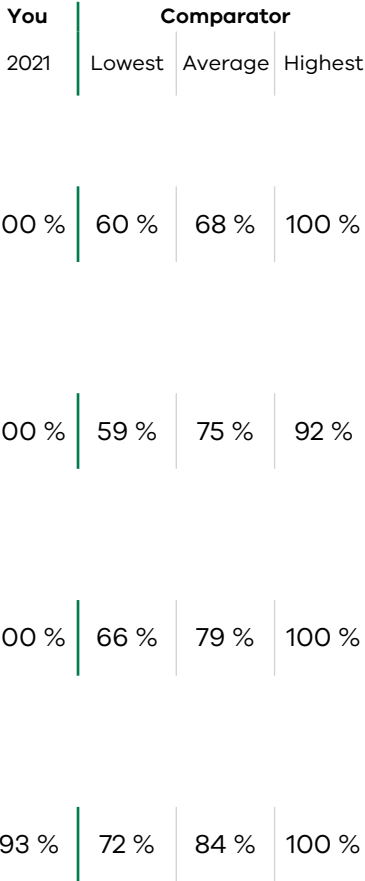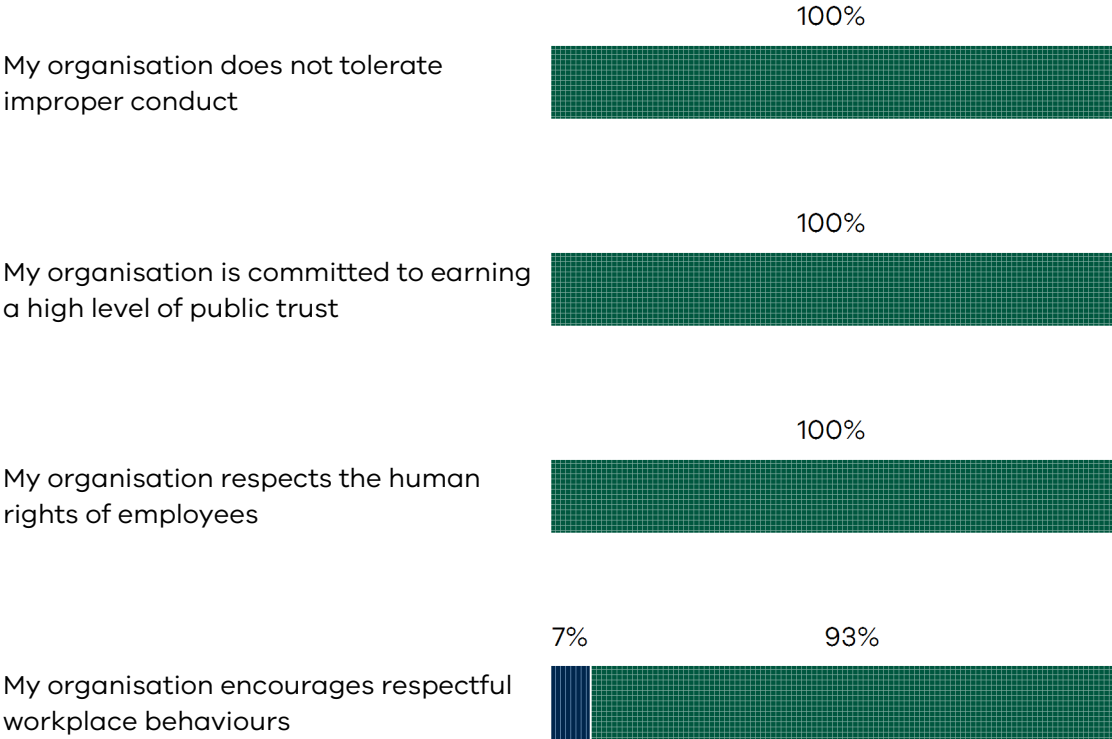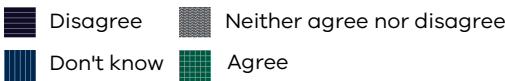
Example

86% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

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

	You	Comparator		
	2021	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	86 %	69 %	79 %	95 %
My organisation makes fair recruitment and promotion decisions, based on merit	86 %	36 %	49 %	90 %
My organisation takes steps to eliminate bullying, harassment and discrimination	71 %	58 %	68 %	100 %

Your results bar chart values:
- My organisation encourages employees to act in ways that are consistent with human rights: 14%, 86%
- My organisation makes fair recruitment and promotion decisions, based on merit: 7%, 7%, 86%
- My organisation takes steps to eliminate bullying, harassment and discrimination: 7%, 21%, 71%

Organisational climate

Workplace flexibility 1 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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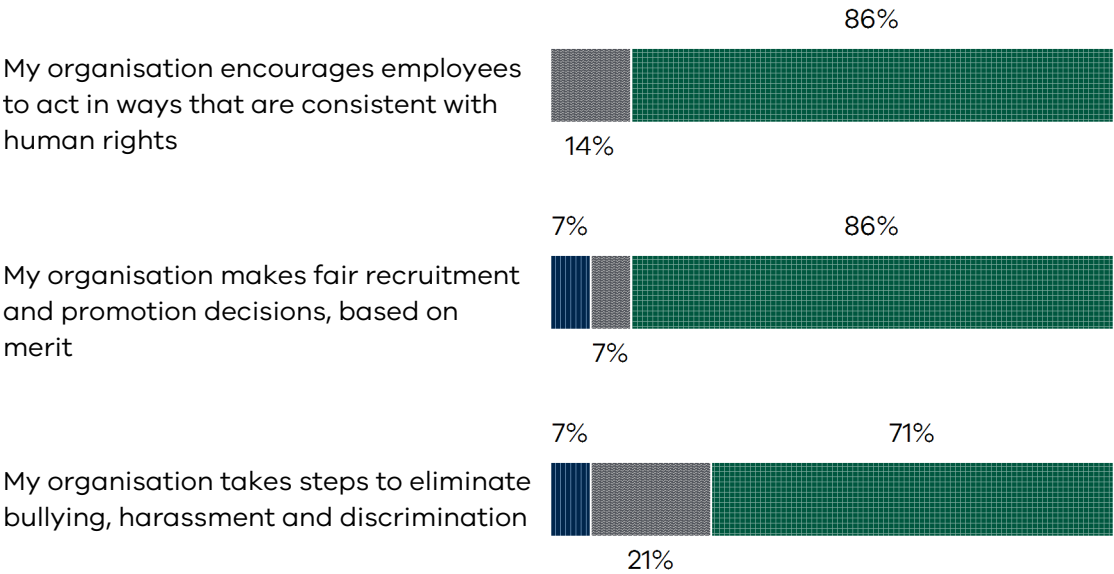
Example

100% of your staff who did the survey agreed or strongly agreed with 'I have the flexibility I need to manage my work and non-work activities and responsibilities'.

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

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

Survey question	Your results	You 2021	Lowest	Average	Highest
I have the flexibility I need to manage my work and non-work activities and responsibilities	100%	100 %	63 %	76 %	91 %
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	100%	100 %	50 %	64 %	100 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	93% / 7%	93 %	60 %	73 %	100 %
My organisation supports employees with family or other caring responsibilities, regardless of gender	93% / 7%	93 %	65 %	77 %	100 %
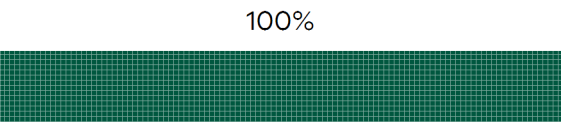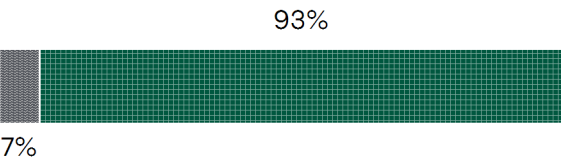
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Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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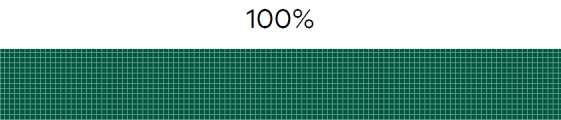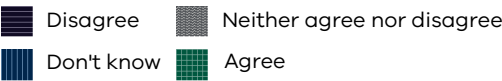
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

93% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who have caring responsibilities'.

Survey question

Your results

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

Benchmark agree results

	You	Comparator		
	2021	Lowest	Average	Highest

There is a positive culture within my organisation in relation to employees who have caring responsibilities — 93%, 7%

| 93 % | 50 % | 67 % | 100 % |

There is a positive culture within my organisation in relation to employees who have family responsibilities — 93%, 7%

| 93 % | 53 % | 69 % | 100 % |

Using flexible work arrangements is not a barrier to success in my organisation — 7%, 93%

| 93 % | 50 % | 62 % | 100 % |

Having caring responsibilities is not a barrier to success in my organisation — 7%, 86%, 7%

| 86 % | 51 % | 63 % | 100 % |

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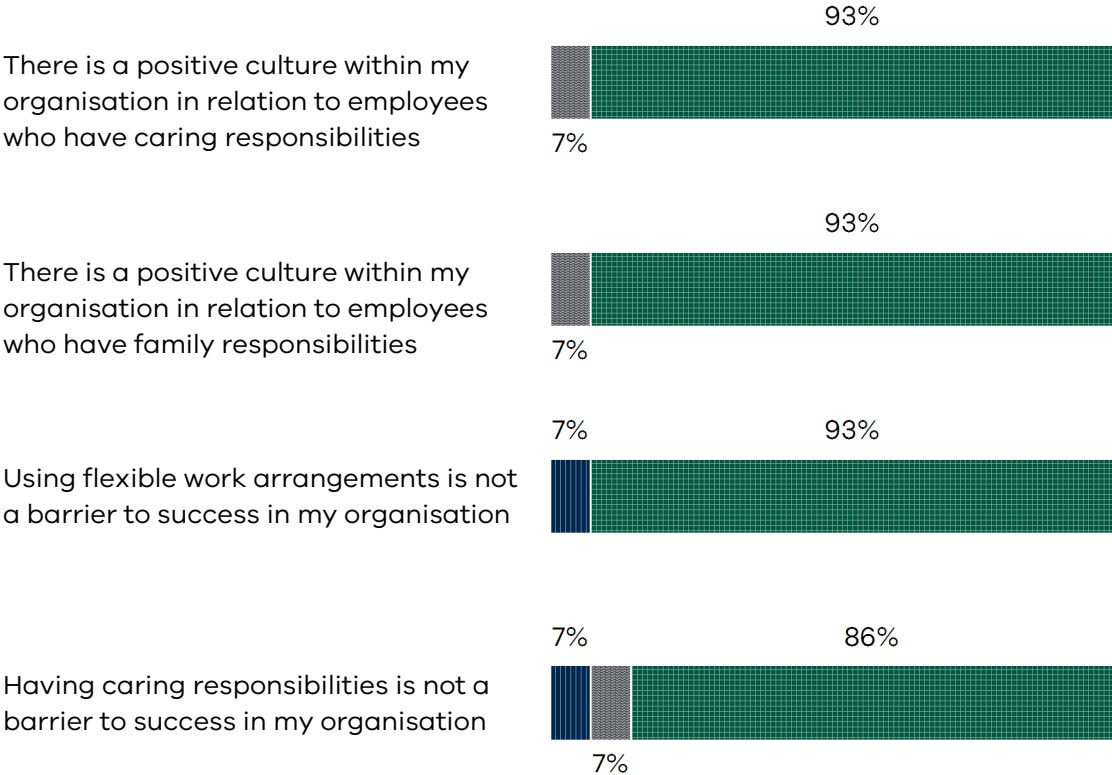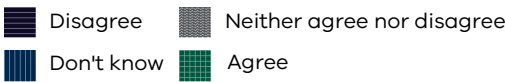
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

86% of your staff who did the survey agreed or strongly agreed with 'Having family responsibilities is not a barrier to success in my organisation'.

Survey question
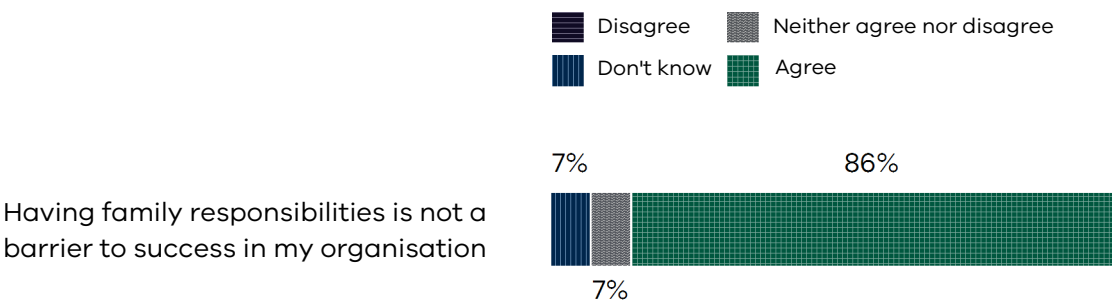
Your results

Benchmark agree results

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

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

7%   86%

7%

	You	Comparator		
	2021	Lowest	Average	Highest
	86 %	54 %	65 %	100 %

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Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

The table shows you what flexible work arrangements staff use.

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

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

Example

71% of staff who did the survey said the flexible work arrangement they used was 'Working from an alternative location (e.g. home, hub/shared work space)'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
Working from an alternative location (e.g. home, hub/shared work space)	71%	37%	24%
Flexible start and finish times	57%	29%	23%
Study leave	29%	2%	4%
No, I do not use any flexible work arrangements	14%	35%	38%
Part-time	7%	10%	19%
Using leave to work flexible hours	7%	7%	8%
Working more hours over fewer days	7%	4%	6%

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

86% of your staff who did the survey agreed or strongly agreed with 'Age is not a barrier to success in my organisation'.

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Age is not a barrier to success in my organisation	14% / 86%	86 %	61 %	70 %	100 %
Sexual orientation is not a barrier to success in my organisation	14% / 86%	86 %	68 %	77 %	100 %
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	21% / 7% / 71%	71 %	53 %	68 %	91 %
Cultural background is not a barrier to success in my organisation	21% / 7% / 71%	71 %	68 %	76 %	100 %

Organisational climate

Equal employment opportunity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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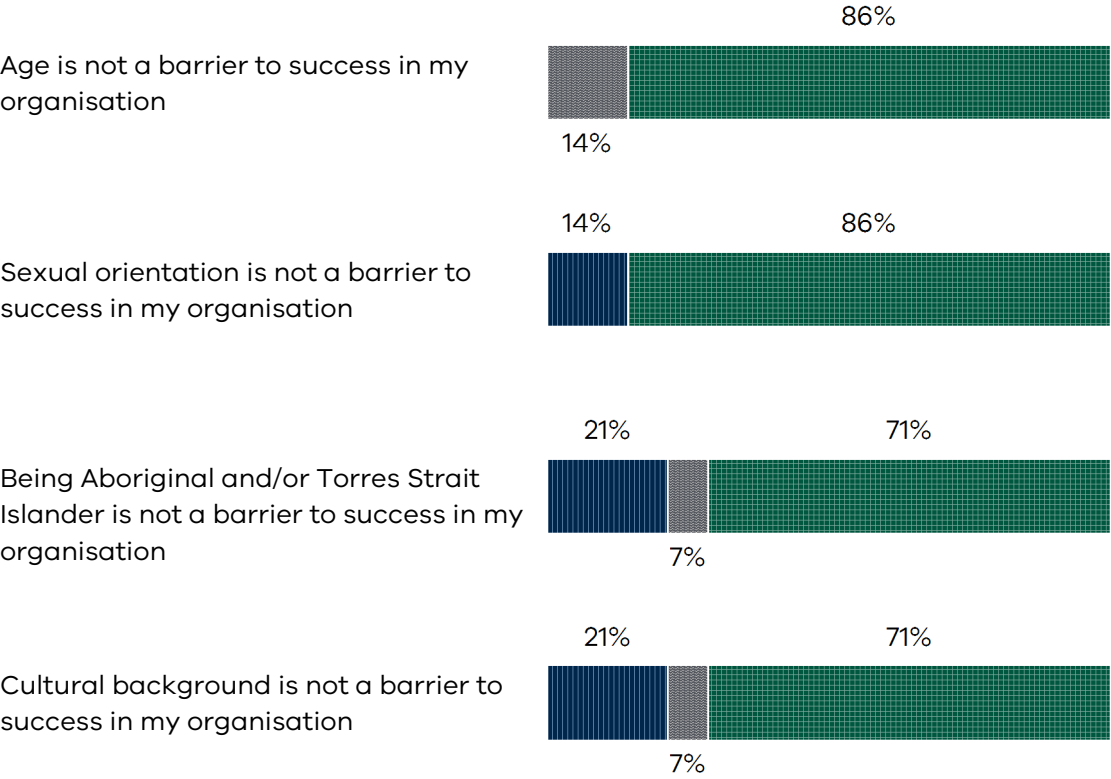
Example

71% of your staff who did the survey agreed or strongly agreed with 'Disability is not a barrier to success in my organisation'.

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Disability is not a barrier to success in my organisation	21% / 7% / 71%	71 %	51 %	61 %	90 %
Gender is not a barrier to success in my organisation	7% / 7% / 14% / 71%	71 %	62 %	74 %	100 %

Victorian Public Sector Commission

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Organisational climate

Psychosocial and physical safety climate question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

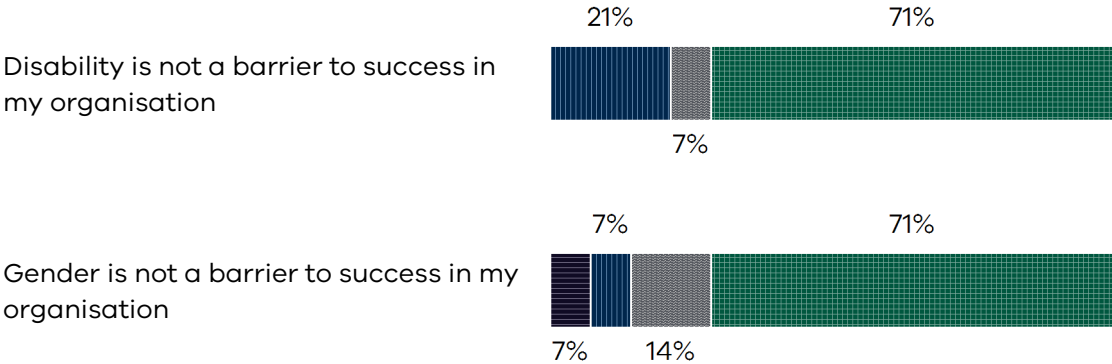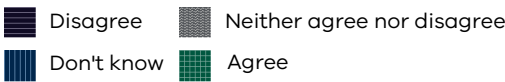Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

100% of your staff who did the survey agreed or strongly agreed with 'My organisation consults employees on health and safety matters'.

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation consults employees on health and safety matters	100%	100 %	68 %	75 %	95 %
My organisation provides a physically safe work environment	100%	100 %	78 %	86 %	100 %
I feel culturally safe at work	93% (7% neither)	93 %	70 %	77 %	91 %
My organisation has effective procedures in place to support employees who may experience stress	7% / 93%	93 %	57 %	62 %	100 %

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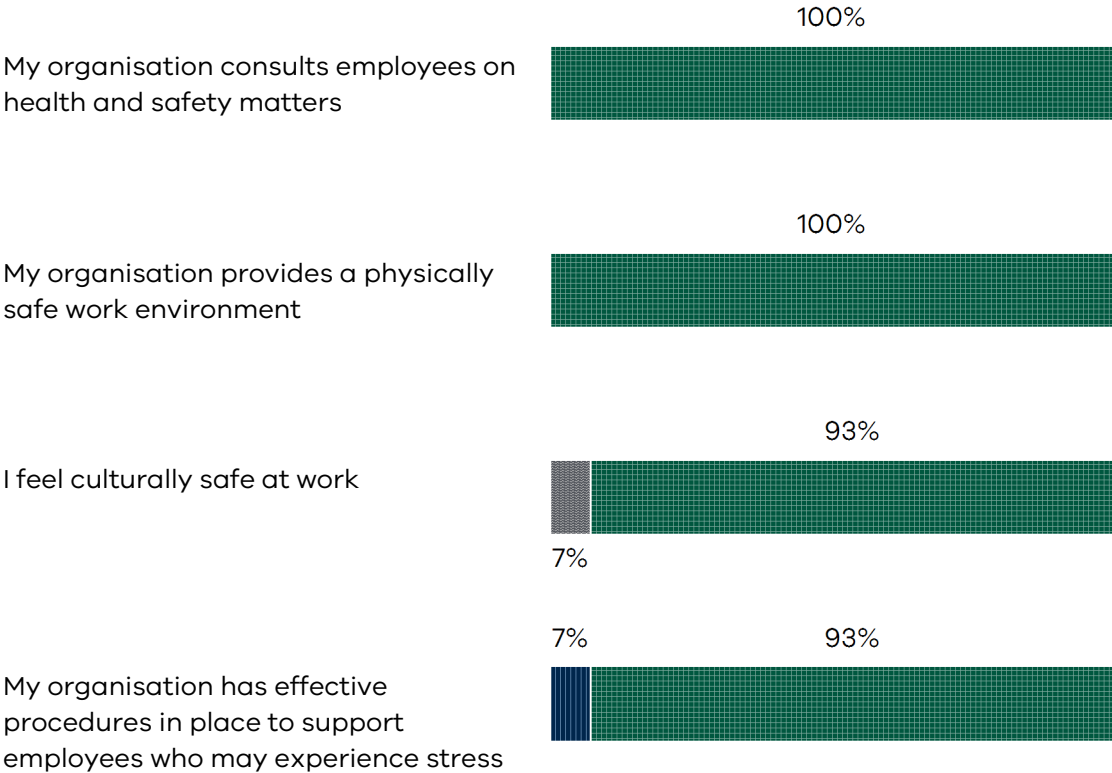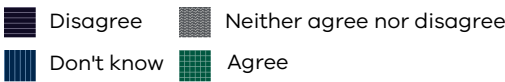
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
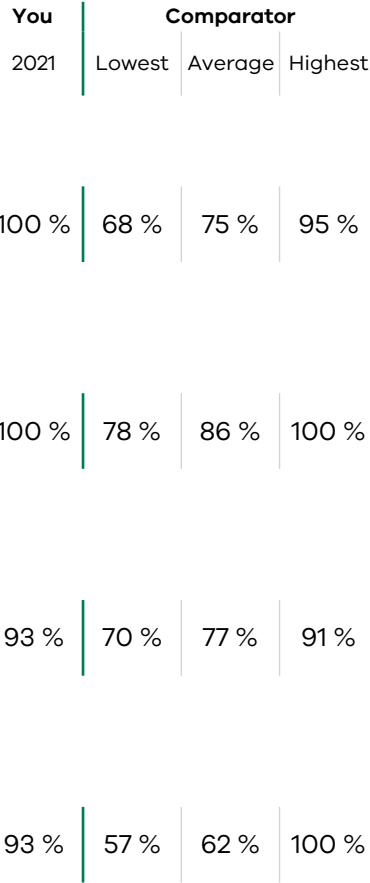
Example

93% of your staff who did the survey agreed or strongly agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders show support for stress prevention through involvement and commitment	7% / 93%	93 %	40 %	52 %	100 %
In my workplace, there is good communication about psychological safety issues that affect me	14% / 86%	86 %	45 %	57 %	90 %
Senior leaders consider the psychological health of employees to be as important as productivity	21% / 79%	79 %	34 %	54 %	90 %
All levels of my organisation are involved in the prevention of stress	29% / 71%	71 %	36 %	45 %	100 %

Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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

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

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

How to interpret your score

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

A score of:

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

Adverse outcomes can include:

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

Benchmark results

Psychosocial safety climate

Legend: You 2021 · Comparator 2021 · Public sector 2021
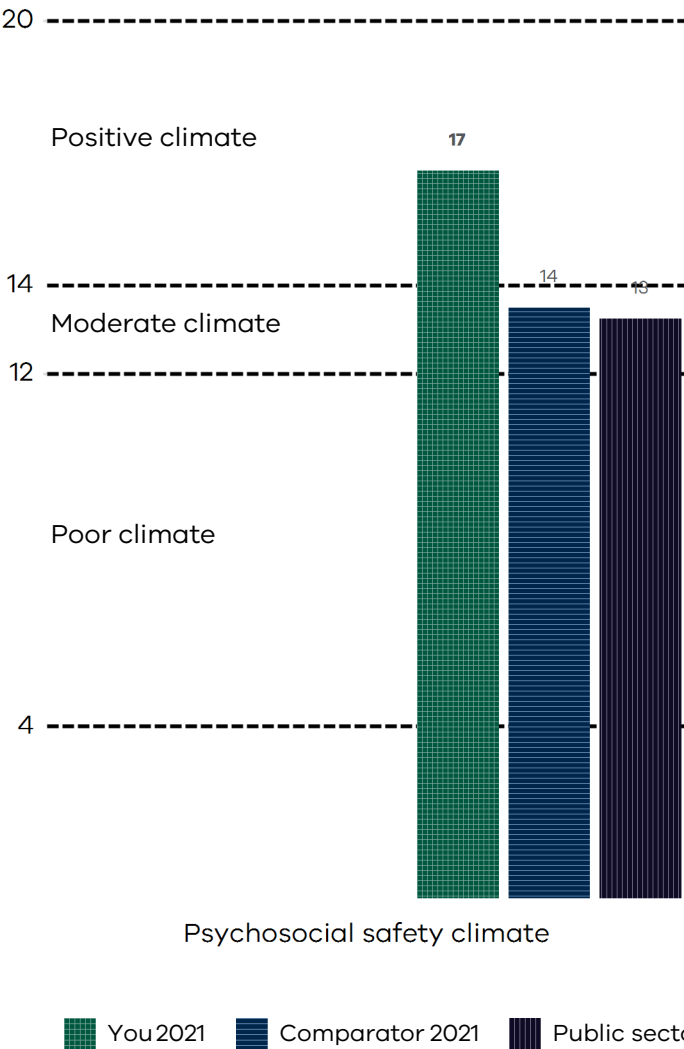
Organisational climate

Diversity and inclusion 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

100% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees from varied cultural backgrounds'.

Survey question	Your results	Benchmark agree results
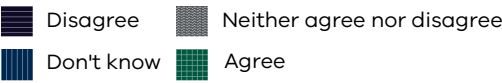
Legend: Disagree, Don't know, Neither agree nor disagree, Agree
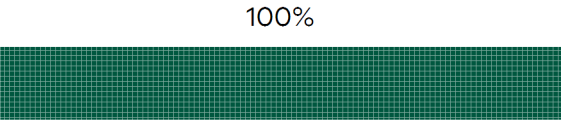
	You	Comparator		
	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds — 100%	100 %	73 %	80 %	95 %
There is a positive culture within my organisation in relation to employees of different age groups — 100%	100 %	66 %	72 %	100 %
There is a positive culture within my organisation in relation to employees of different sexes/genders — 100%	100 %	67 %	77 %	100 %
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander — 14% / 7% / 79%	79 %	50 %	66 %	91 %
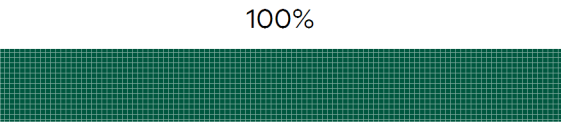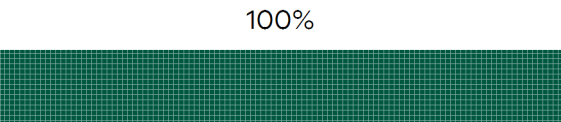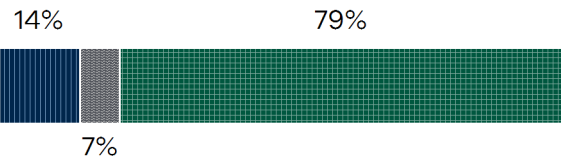
Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Diversity and inclusion 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

79% 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+'.

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	14% / 7% / 79%	79 %	44 %	69 %	100 %
There is a positive culture within my organisation in relation to employees with disability	14% / 14% / 71%	71 %	47 %	63 %	90 %
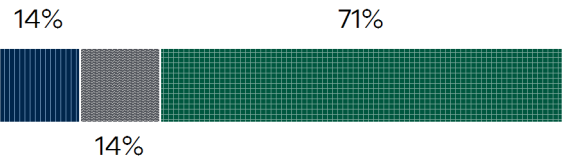
Organisational climate

Gender equality supporting measures

What this is

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

Why this is important

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

How to read this

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

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

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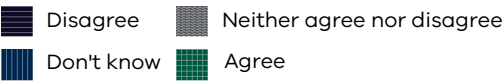
Example

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	Benchmark agree results			
		You	**Comparator**		
		2021	Lowest	Average	Highest
My organisation would support me if I needed to take family violence leave	7% · 93%	93 %	61 %	73 %	100 %
In my workgroup work is allocated fairly, regardless of gender	14% · 86%	86 %	75 %	82 %	100 %
My organisation uses inclusive and respectful images and language	14% · 86%	86 %	69 %	84 %	100 %

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

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

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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:

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

Compared to:

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

Legend: You 2021 | Comparator 2021 | Public sector 2021

Workgroup support: 94%, 78%, 76%
Quality service delivery: 91%, 79%, 80%
Innovation: 79%, 68%, 68%
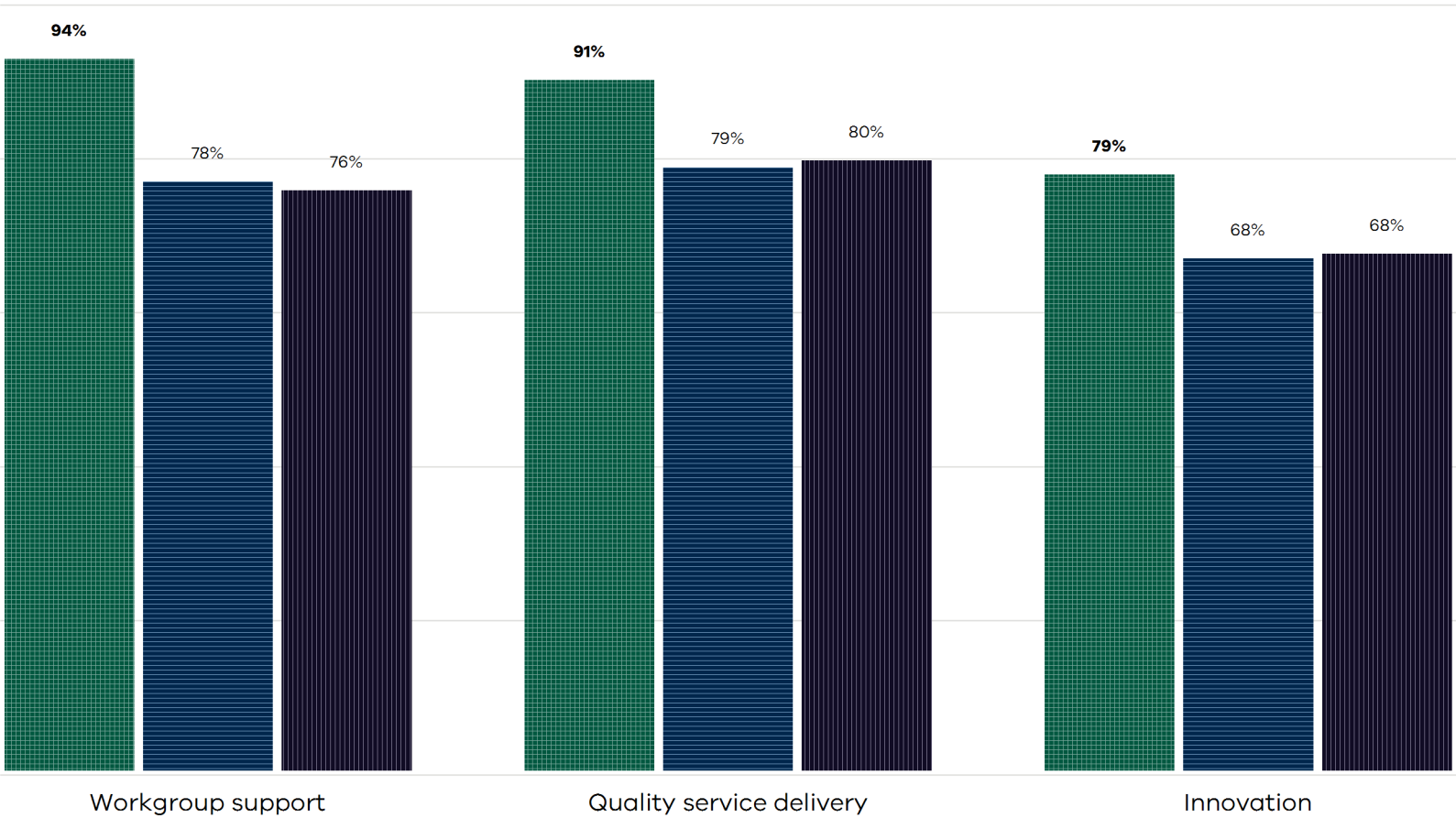
Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

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

Survey question	Your results					

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

Benchmark agree results

	You	Comparator		
	2021	Lowest	Average	Highest
My workgroup strives to deliver services in a timely manner — 100%	100 %	80 %	87 %	100 %
My workgroup strives to provide high quality advice and services — 100%	100 %	78 %	86 %	95 %
My workgroup focuses on making decisions informed by all relevant facts — 93% (7%)	93 %	68 %	75 %	91 %
My workgroup places a priority on acting fairly and without bias — 93% (7%)	93 %	68 %	76 %	91 %

Victorian Public Sector Commission

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Workgroup climate

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

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

Survey question	Your results	Benchmark agree results

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

Survey question	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup values human rights — 7% / 93%	93 %	75 %	83 %	91 %
My workgroup strives to make the best use of its resources — 7% / 7% / 86%	86 %	64 %	75 %	90 %
My workgroup has clear lines of responsibility — 14% / 14% / 71%	71 %	63 %	75 %	91 %

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.
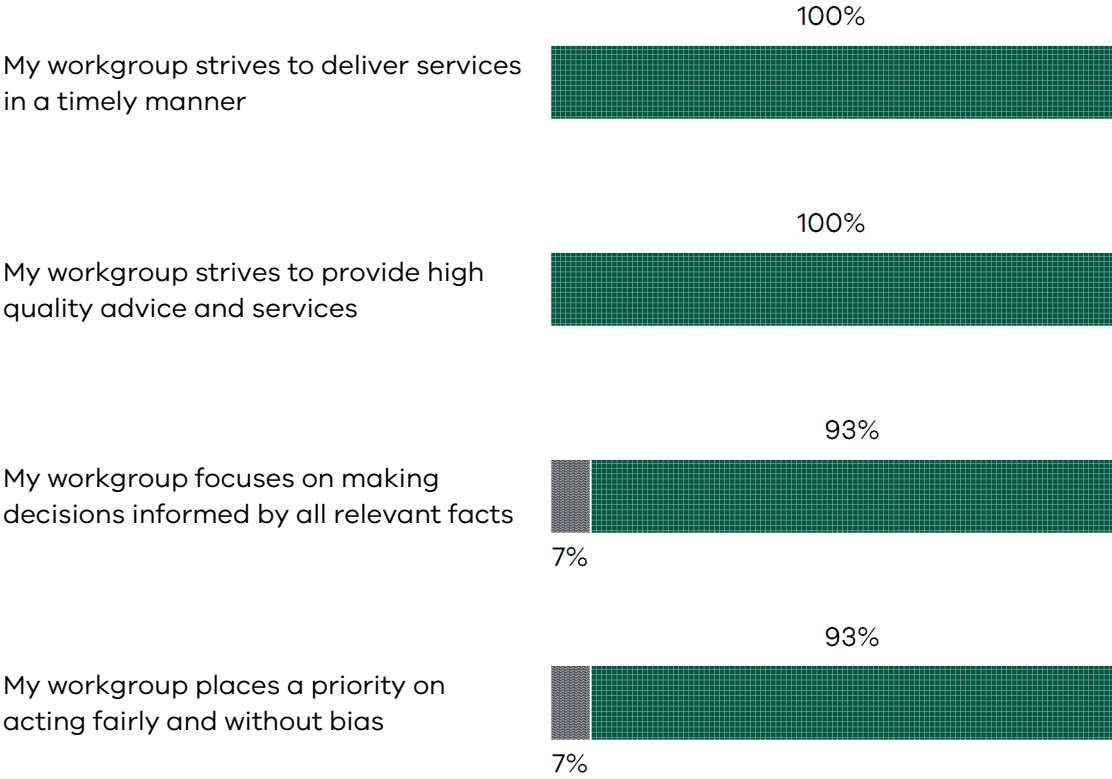
Example

100% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

Survey question | Your results | Benchmark agree results

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes	100% Agree	100 %	67 %	78 %	93 %
My workgroup is quick to respond to opportunities to do things better	21% Neither, 79% Agree	79 %	61 %	70 %	90 %
My workgroup takes reasonable risks to improve its services	14% Disagree, 7% Don't know, 79% Agree	79 %	50 %	60 %	80 %
My workgroup learns from failures and mistakes	7% Disagree, 14% Don't know, 7% Neither, 71% Agree	71 %	63 %	69 %	90 %

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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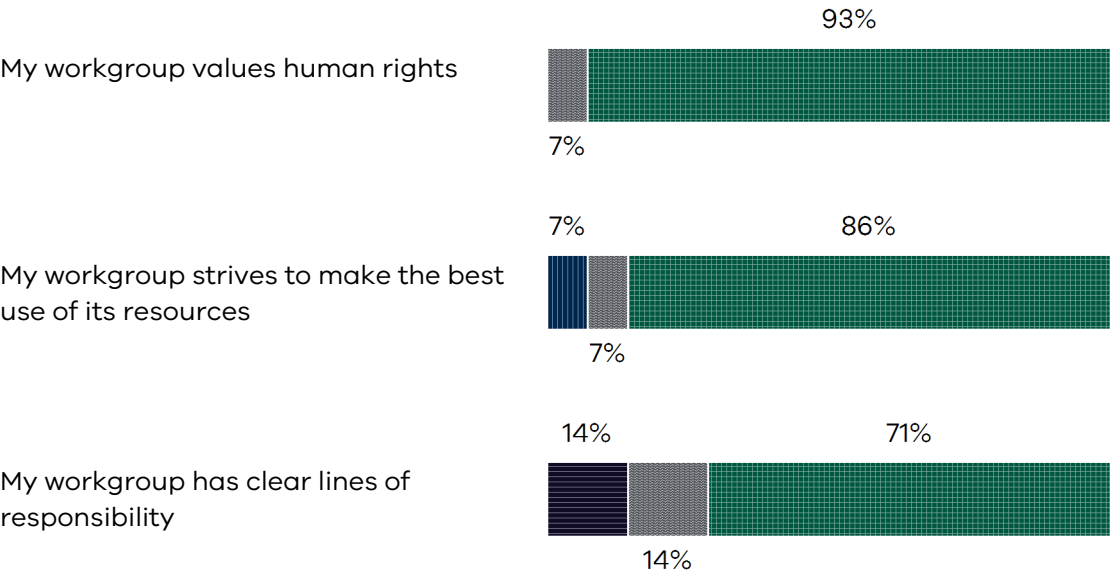
Example

64% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.

Survey question

Your results

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

My workgroup encourages employee creativity

14%   64%

21%

Benchmark agree results

	You	Comparator		
	2021	Lowest	Average	Highest
	64 %	47 %	61 %	90 %
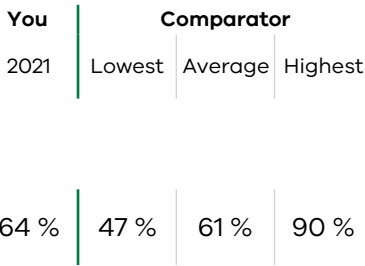
Workgroup climate

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.
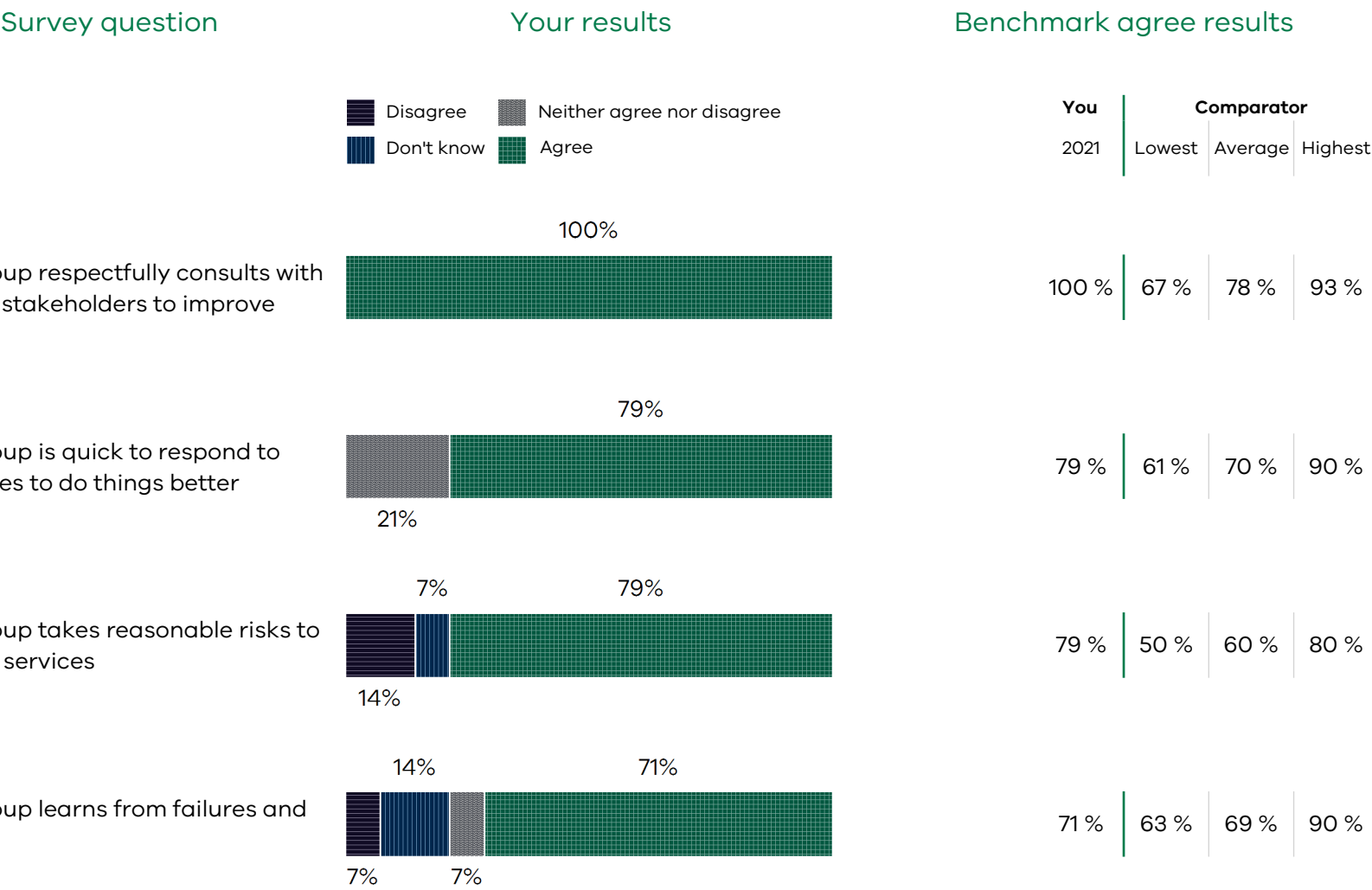
How to read this

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

100% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others in my workgroup'.

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others in my workgroup	100%	100 %	86 %	92 %	100 %
I am able to work effectively with others outside my immediate workgroup	100%	100 %	84 %	88 %	100 %
People in my workgroup are politically impartial in their work	100%	100 %	63 %	72 %	100 %
People in my workgroup treat each other with respect	100%	100 %	77 %	85 %	100 %

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.

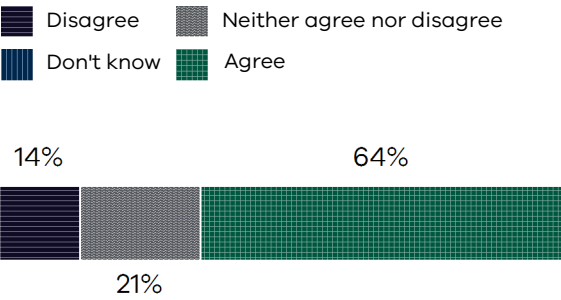Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

100% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup work together effectively to get the job done	100%	100 %	73 %	84 %	100 %
People in my workgroup are honest, open and transparent in their dealings	93% (7%)	93 %	62 %	75 %	90 %
People in my workgroup actively support diversity and inclusion in the workplace	86% (14%)	86 %	76 %	83 %	100 %
People in my workgroup appropriately manage conflicts of interest	14% / 86%	86 %	66 %	73 %	100 %
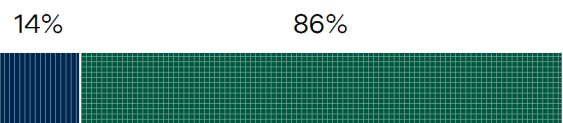
Workgroup climate

Workgroup support 3 of 3

What this is

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

Why this is important

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

How to read this

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

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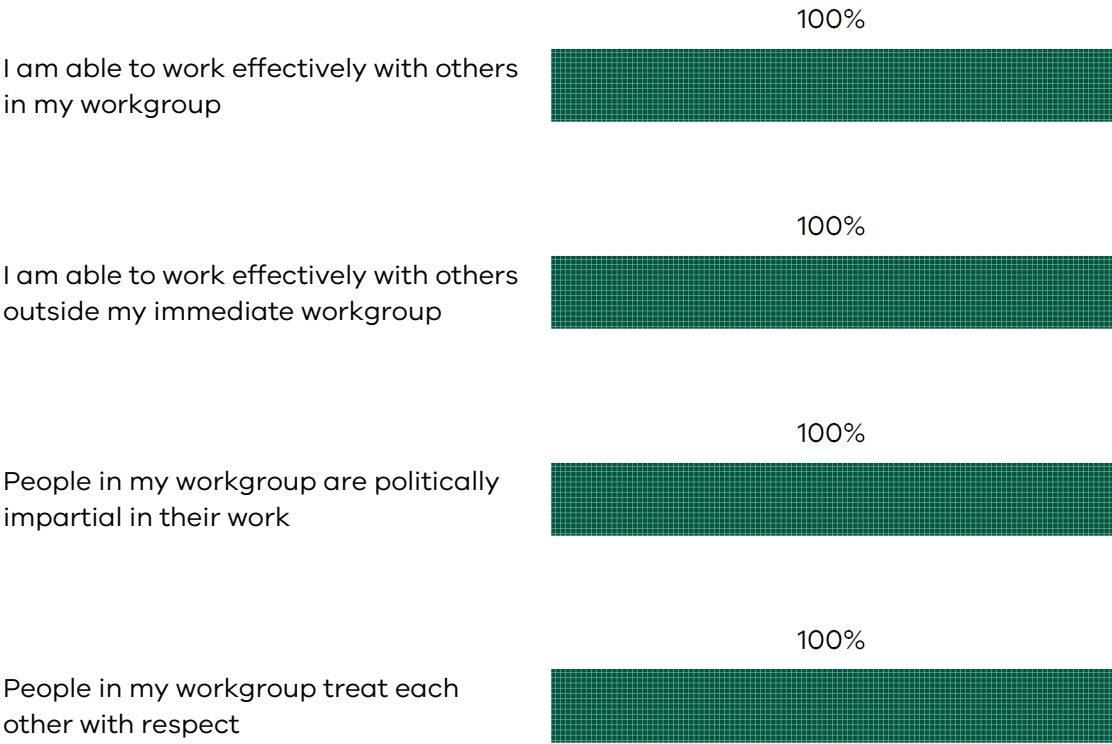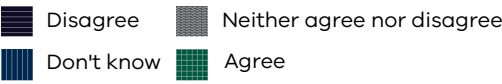
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

86% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup regularly reach out to support me and my wellbeing'.

	Disagree		Neither agree nor disagree
	Don't know		Agree

Survey question	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup regularly reach out to support me and my wellbeing	86 %	65 %	72 %	90 %
Workgroups across my organisation willingly share information with each other	86 %	41 %	52 %	90 %

People in my workgroup regularly reach out to support me and my wellbeing — 7% / 86% / 7%

Workgroups across my organisation willingly share information with each other — 14% / 86%

People matter survey 2021

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- Biggest positive difference from comparator
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- Taking action questions

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- Senior leadership questions

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- Safe to speak up
- Barriers to optimal work

Public sector values

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- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

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:

- 96% of your staff who did the survey responded positively to questions about Manager leadership.

Compared to:

- 83% of staff at your comparator and 84% of staff across the public sector.
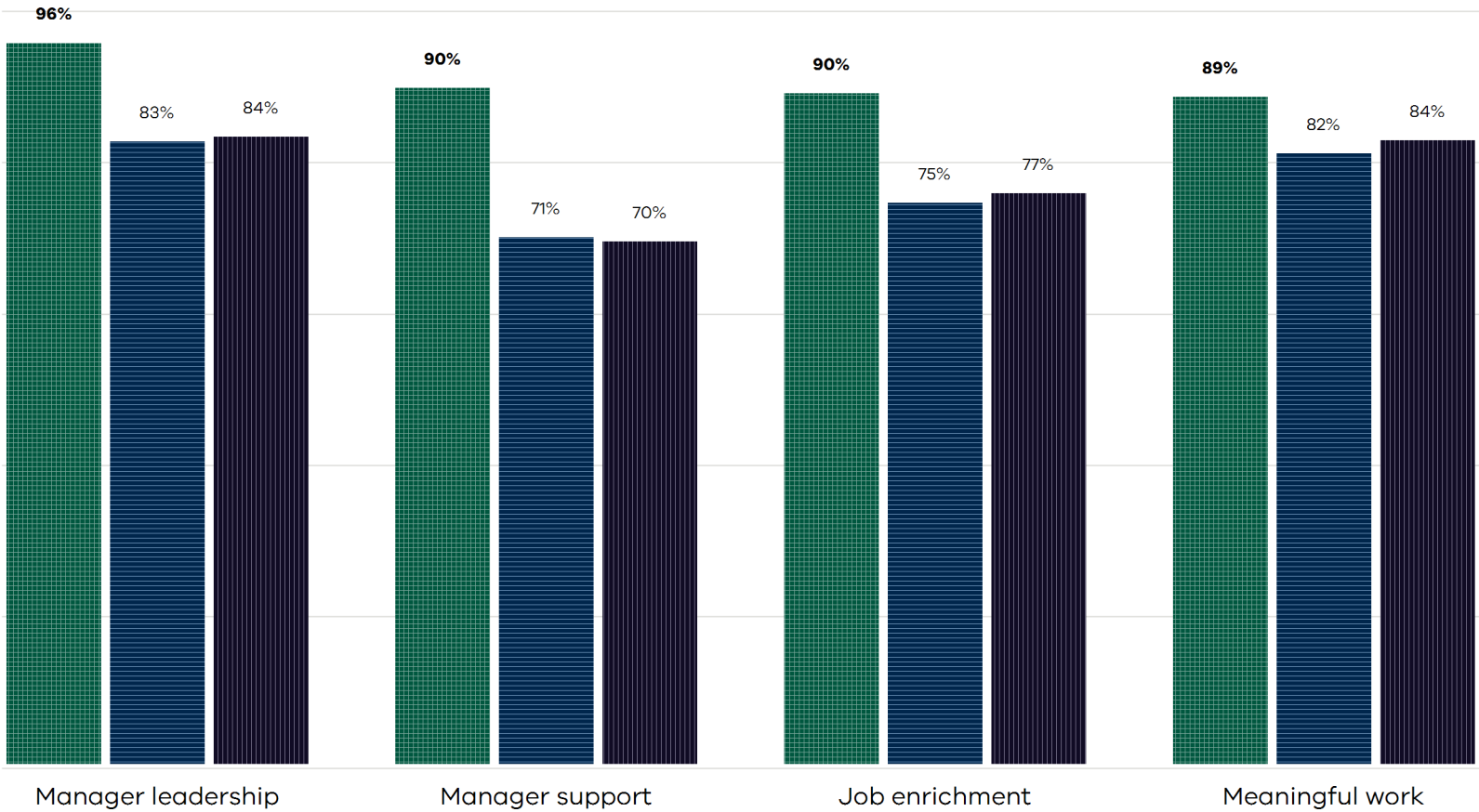
Legend: You 2021 | Comparator 2021 | Public sector 2021

Manager leadership: 96%, 83%, 84%
Manager support: 90%, 71%, 70%
Job enrichment: 90%, 75%, 77%
Meaningful work: 89%, 82%, 84%

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:

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

Compared to:

- 56% of staff at your comparator and 53% of staff across the public sector.

Legend: You 2021 · Comparator 2021 · Public sector 2021

Factor	You 2021	Comparator 2021	Public sector 2021
Workload	89%	56%	53%
Safe to speak up	82%	68%	67%
Learning and development	79%	47%	53%
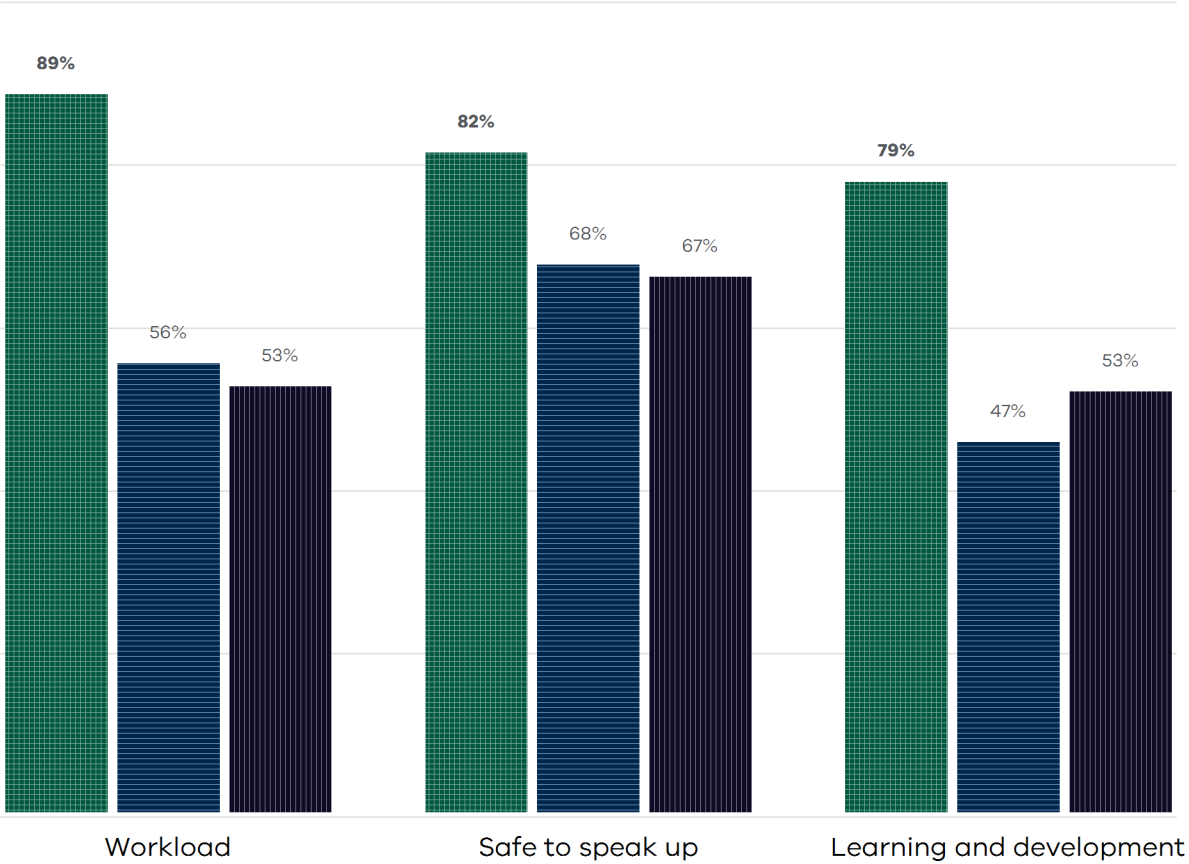
Job and manager factors

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

100% of your staff who did the survey agreed or strongly agreed with 'My manager ensures clients receive a high standard of service'.

Survey question	Your results	Benchmark agree results

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

	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager ensures clients receive a high standard of service — 100%	100 %	75 %	83 %	100 %
My manager is committed to workplace safety — 100%	100 %	80 %	87 %	100 %
My manager models my organisation's values — 100%	100 %	64 %	79 %	100 %
My manager demonstrates honesty and integrity — 93% (7%)	93 %	73 %	82 %	91 %

Job and manager factors

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

93% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results	Benchmark agree results

	Disagree	Neither agree nor disagree
	Don't know	Agree

		You	Comparator		
		2021	Lowest	Average	Highest
My manager treats employees with dignity and respect	93% / 7%	93 %	76 %	84 %	100 %
My manager works effectively with people from diverse backgrounds	7% / 93%	93 %	78 %	85 %	100 %

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.

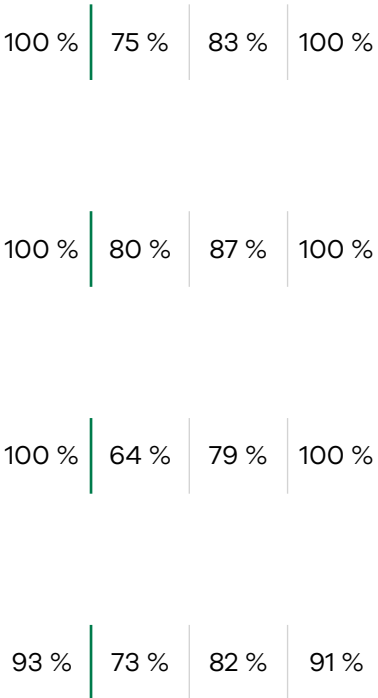Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager encourages and supports my participation in learning and development opportunities	100%	100 %	53 %	71 %	88 %
My manager involves me in decisions about my work	100%	100 %	63 %	77 %	91 %
My manager keeps me informed about what's going on	93% / 7%	93 %	63 %	76 %	90 %
My manager listens to what I have to say	93% / 7%	93 %	72 %	81 %	100 %

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.

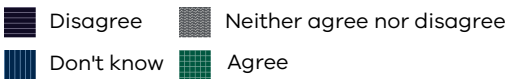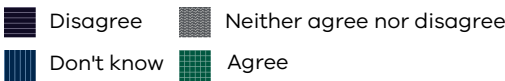Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

93% of your staff who did the survey agreed or strongly agreed with 'My manager provides feedback to me in a way that helps me improve my performance'.

Survey question	Your results	Benchmark agree results

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

	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager provides feedback to me in a way that helps me improve my performance — 93% agree, 7%	93 %	56 %	68 %	90 %
My manager provides me with enough support when I need it — 93% agree, 7%	93 %	69 %	76 %	100 %
I receive adequate recognition for my contributions and accomplishments — 7%, 86% agree, 7%	86 %	43 %	55 %	82 %
I would be confident in approaching my manager to discuss concerns and grievances — 14%, 79% agree, 7%	79 %	71 %	79 %	100 %

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

79% 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

	Disagree		Neither agree nor disagree
	Don't know		Agree

	You	Comparator		
	2021	Lowest	Average	Highest

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

14%   79%

7%

You	Comparator		
79 %	28 %	53 %	73 %

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.
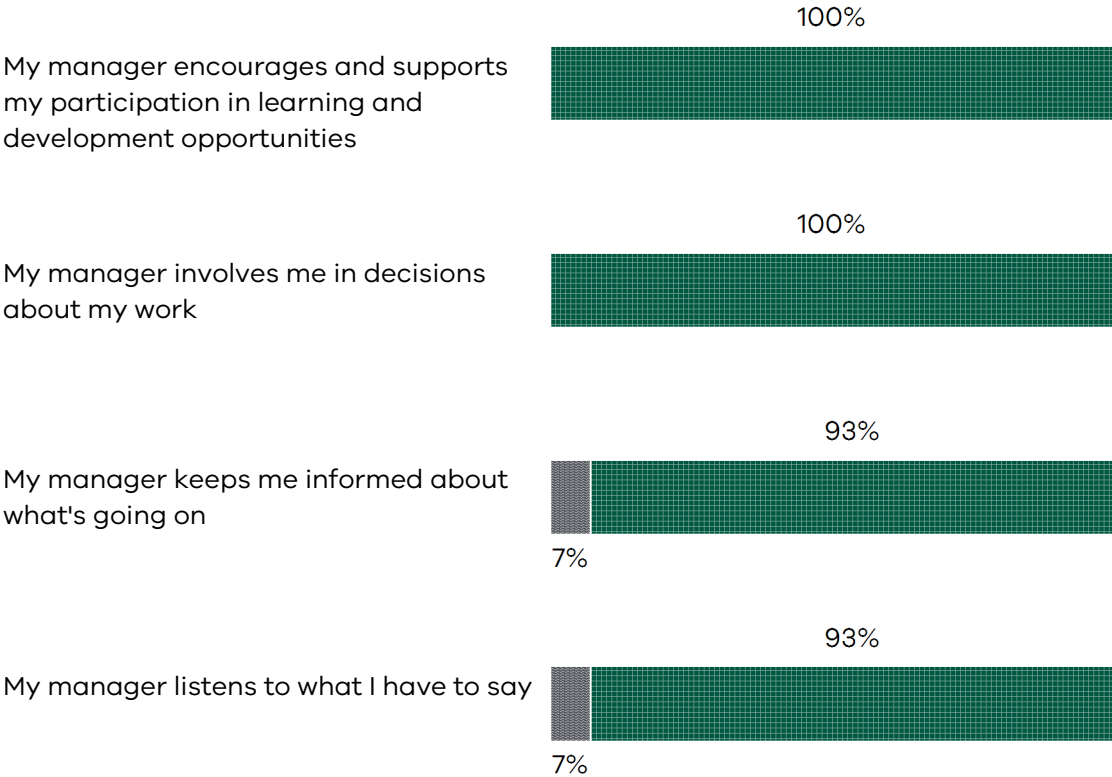
Example

93% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
The workload I have is appropriate for the job that I do	7% / 93%	93 %	38 %	58 %	82 %
I have enough time to do my job effectively	7% / 7% / 86%	86 %	34 %	55 %	80 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

What this is

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

Why this is important

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.
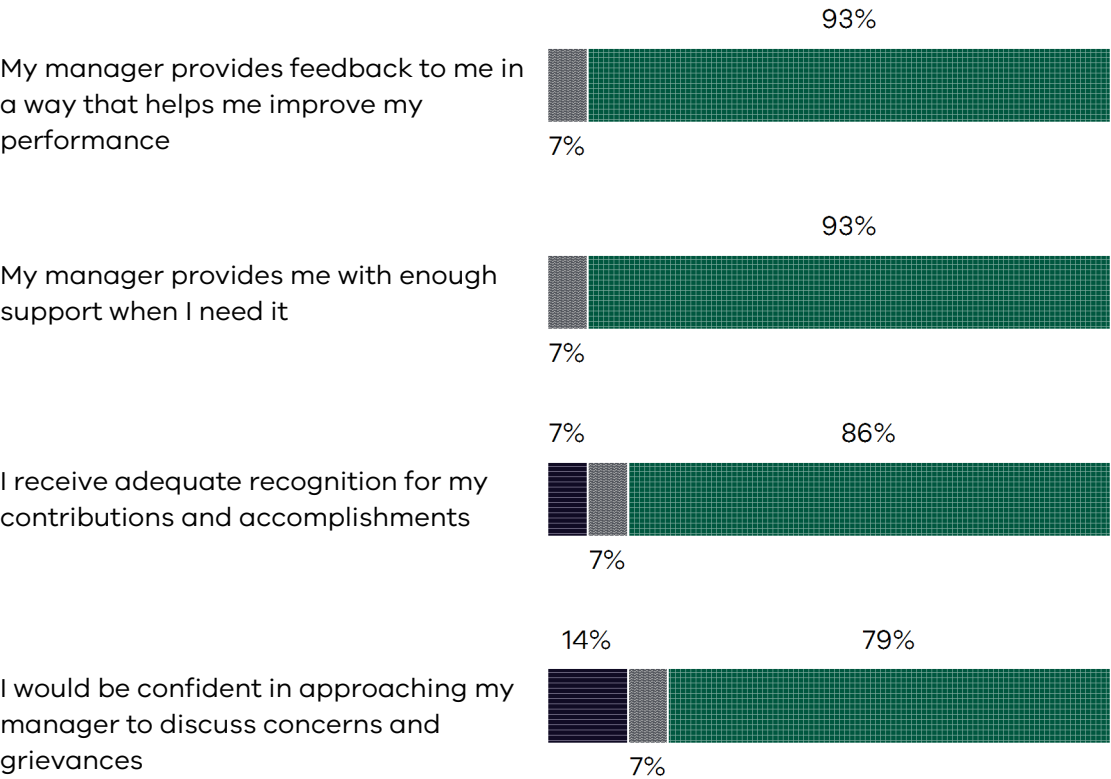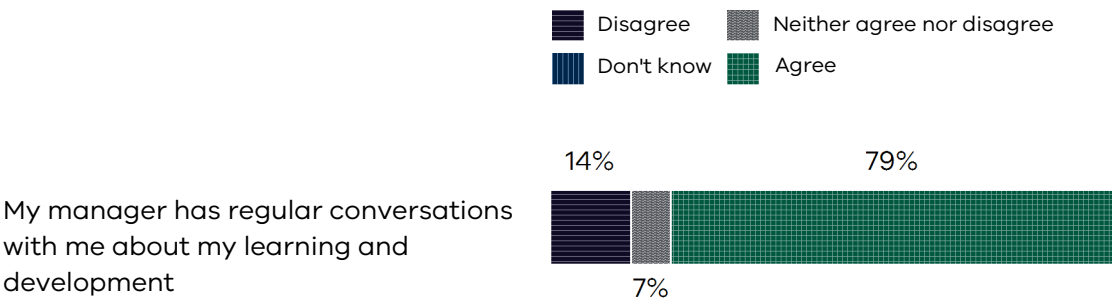
Example

100% 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

Legend: Disagree, Neither agree nor disagree, Agree

	You 2021	Comparator Lowest	Average	Highest
I am developing and learning in my role — 100%	100 %	56 %	64 %	79 %
My organisation places a high priority on the learning and development of staff — 93% (7%)	93 %	9 %	51 %	80 %
There are adequate opportunities for me to develop skills and experience in my organisation — 93% (7%)	93 %	36 %	49 %	70 %
In the last 12 months I have learned skills that have helped me do my job better — 86% (14%)	86 %	38 %	63 %	82 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Learning and development 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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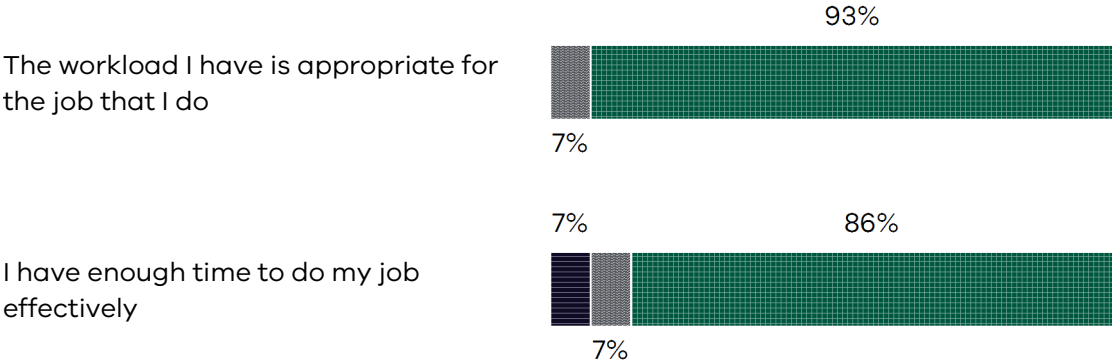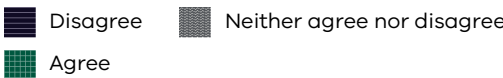
Example

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

	Disagree		Neither agree nor disagree			You	Comparator		
	Agree					2021	Lowest	Average	Highest

Survey question	Your results	You 2021	Lowest	Average	Highest
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	29% / 71%	71 %	36 %	49 %	67 %
I feel I have an equal chance at promotion in my organisation	29% / 71%	71 %	34 %	39 %	55 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	14% / 21% / 64%	64 %	9 %	23 %	40 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	14% / 36% / 50%	50 %	19 %	34 %	48 %

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.
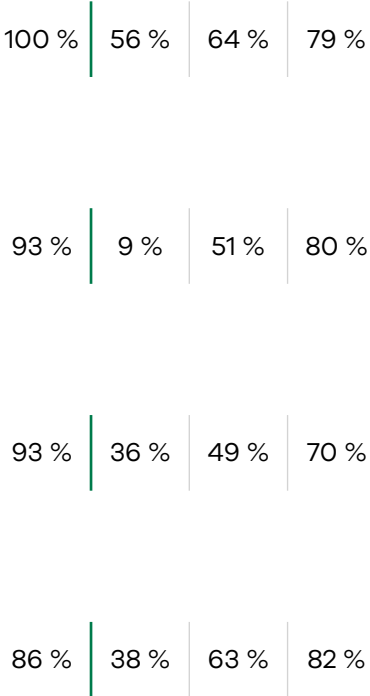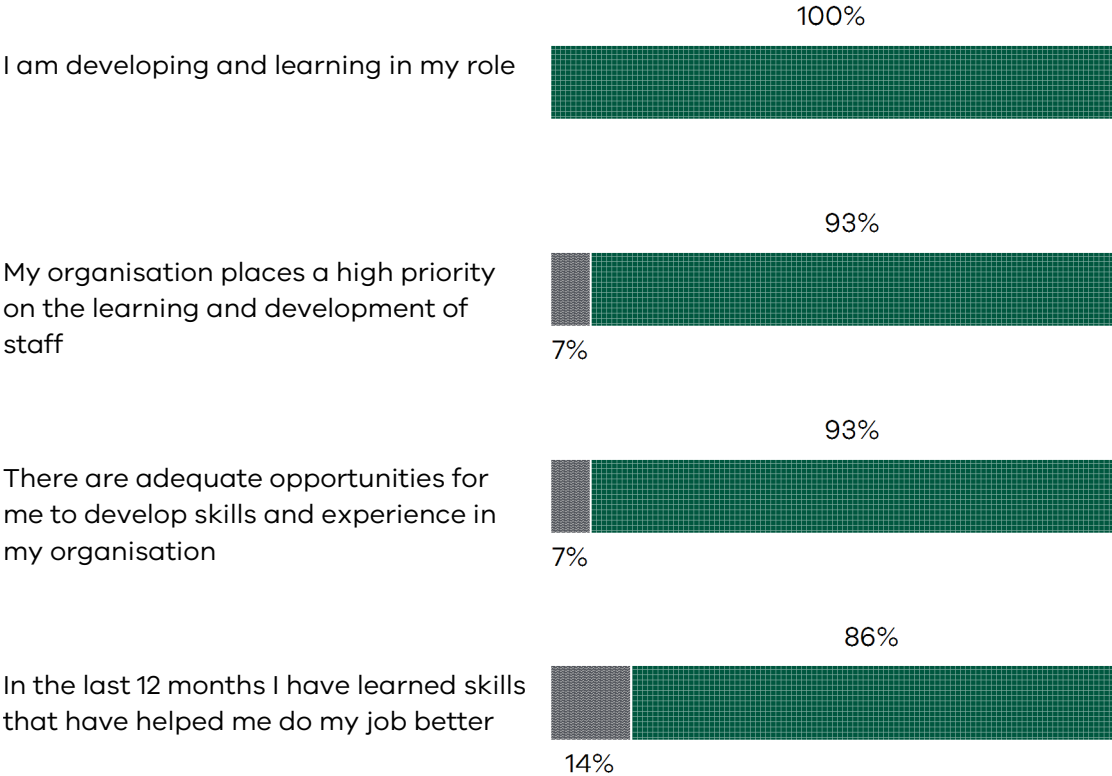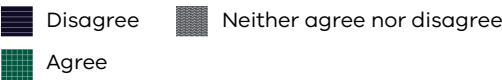
Example

100% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

Survey question

Your results

Benchmark agree results

Legend:
- Disagree
- Neither agree nor disagree
- Agree

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I have the authority to do my job effectively	100%	100 %	63 %	76 %	90 %
I understand how my job contributes to my organisation's purpose	100%	100 %	82 %	91 %	100 %
My job allows me to utilise my skills, knowledge and abilities	100%	100 %	64 %	79 %	90 %
I clearly understand what I am expected to do in this job	93% / 7%	93 %	69 %	82 %	91 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

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

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

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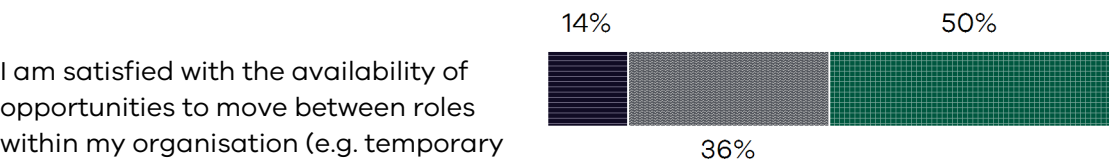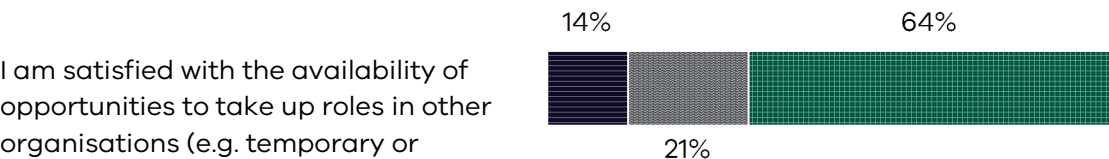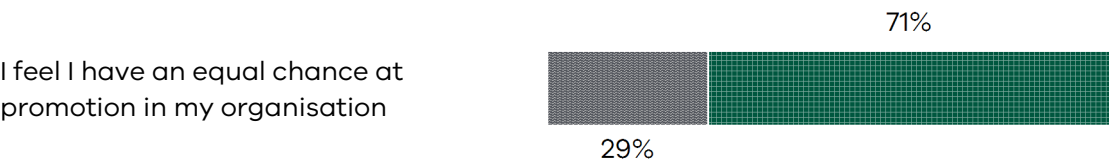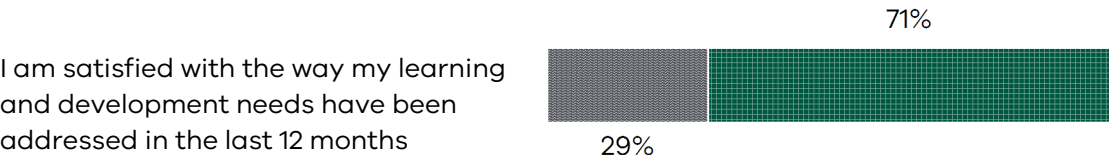
Example

86% of your staff who did the survey agreed or strongly agreed with 'I have a choice in deciding how I do my work'.

Survey question	Your results				

	Disagree	Neither agree nor disagree			
	Agree				

		You	**Comparator**		
		2021	Lowest	Average	Highest
I have a choice in deciding how I do my work	7% / 7% / 86%	86 %	63 %	75 %	100 %
My work performance is assessed against clear criteria	7% / 7% / 86%	86 %	44 %	59 %	80 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	21% / 14% / 64%	64 %	36 %	65 %	85 %

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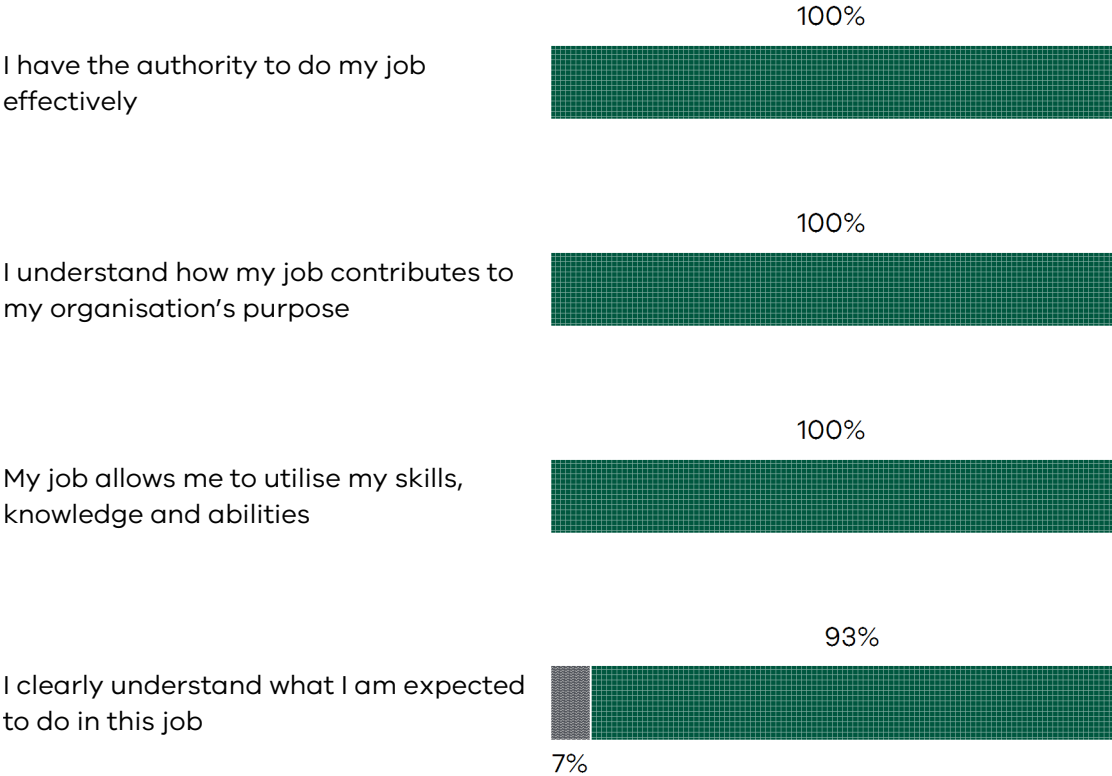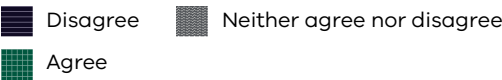
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

100% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

Survey question	Your results	Benchmark agree results

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I feel that I can make a worthwhile contribution at work	100%	100 %	73 %	85 %	100 %
I am achieving something important through my work	21% / 79%	79 %	64 %	79 %	89 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Safe to speak up 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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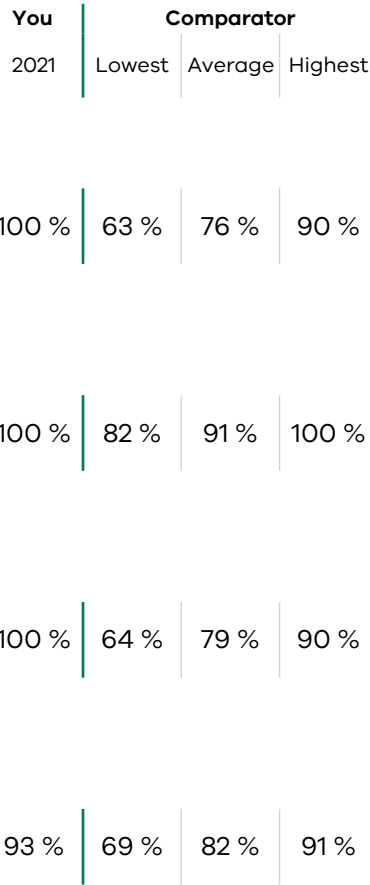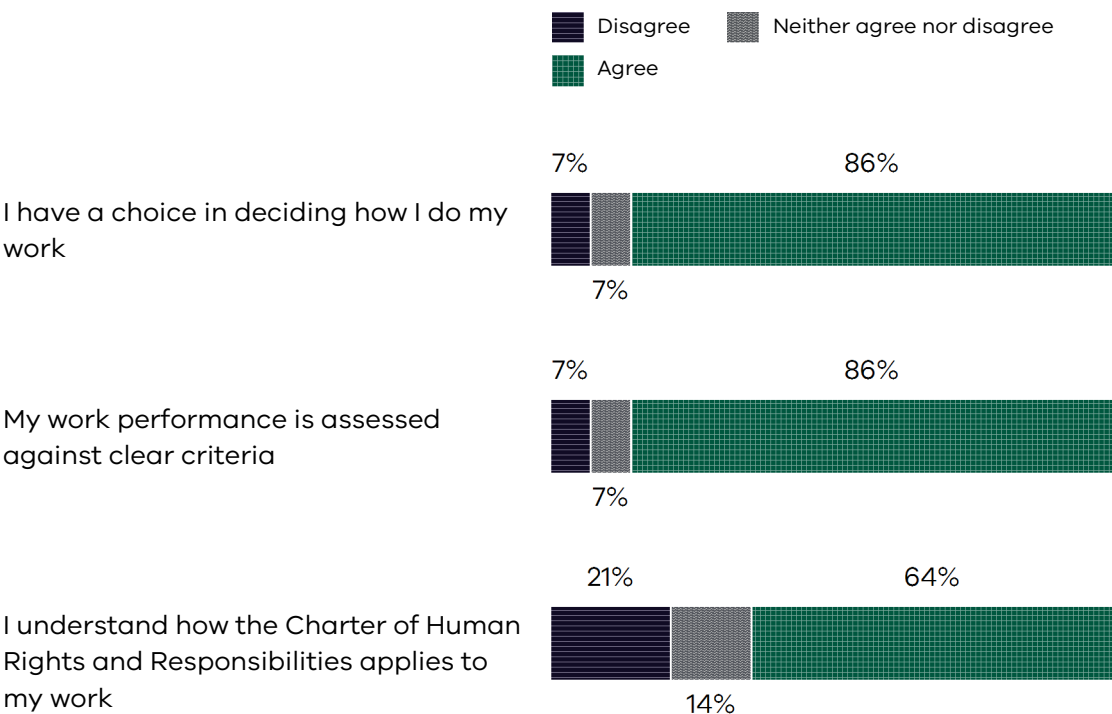
Example

86% of your staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.

| Survey question | Your results | Benchmark agree results |

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ Agree

	You	Comparator		
	2021	Lowest	Average	Highest
I feel safe to challenge inappropriate behaviour at work	86 %	58 %	65 %	80 %
I am confident that I would be protected from reprisal for reporting improper conduct	79 %	52 %	63 %	82 %
People in your workgroup are able to bring up problems and tough issues	79 %	67 %	73 %	86 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	57 %	48 %	58 %	77 %

Your results bars:
- I feel safe to challenge inappropriate behaviour at work: 7% Disagree, 7% Neither, 86% Agree
- I am confident that I would be protected from reprisal for reporting improper conduct: 7% Disagree, 14% Neither, 79% Agree
- People in your workgroup are able to bring up problems and tough issues: 21% Neither, 79% Agree
- I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner: 14% Disagree, 29% Neither, 57% Agree

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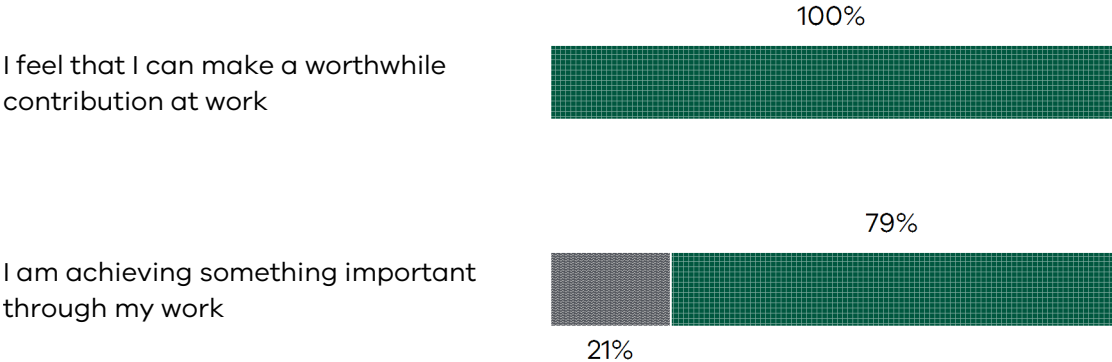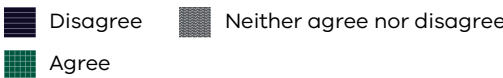
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
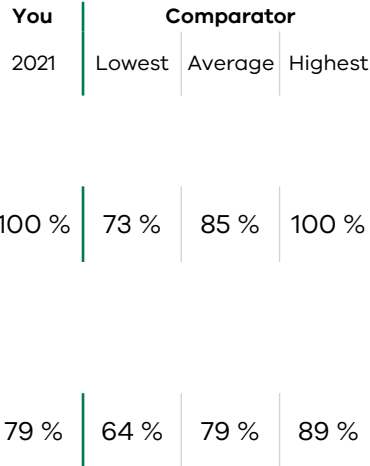
Example

100% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

| Survey question | Your results | Benchmark disagree results |
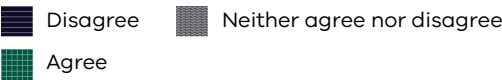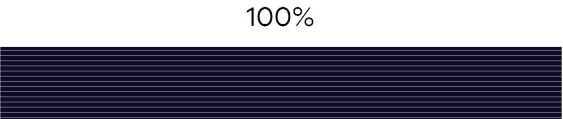
Legend:
- Disagree
- Neither agree nor disagree
- Agree

	You	Comparator		
	2021	Lowest	Average	Highest
People in my workgroup often reject others for being different	100 %	64 %	81 %	100 %
If I make a mistake in my workgroup, it is often held against me	93 %	64 %	71 %	100 %

People in my workgroup often reject others for being different — 100%

If I make a mistake in my workgroup, it is often held against me — 93% / 7%
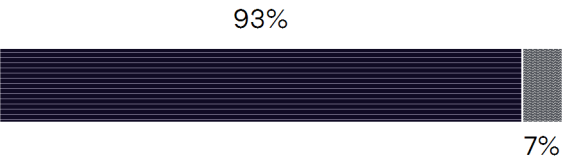
Job and manager factors

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

36% of staff who did the survey said 'Too many competing priorities' was a significant barrier to performing optimally at work.

Which of the following are currently the most significant barriers (if any) that prevent you performing optimally at work?	You 2021	Comparator 2021	Public sector 2021
Too many competing priorities	36%	34%	36%
Difficulties in separating work from other aspects of my life	21%	10%	10%
Limited social interactions with the team	21%	12%	11%
There are no noticeable barriers	21%	21%	18%
Poor mental health or wellbeing	14%	11%	11%
Poor physical health	14%	2%	3%
Family/household commitments (carer responsibilities, child education responsibilities)	7%	8%	9%
Insufficient autonomy	7%	9%	9%
Other	7%	11%	13%

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
- Biggest positive difference from comparator
- Biggest negative difference from comparator

Taking action
- Taking action questions

Senior leadership
- Senior leadership questions

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

Workgroup climate
- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

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

Public sector values
- Scorecard
- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 100% of your staff who did the survey responded positively to questions about Leadership .

Compared to:

- 70% of staff at your comparator and 73% of staff across the public sector.
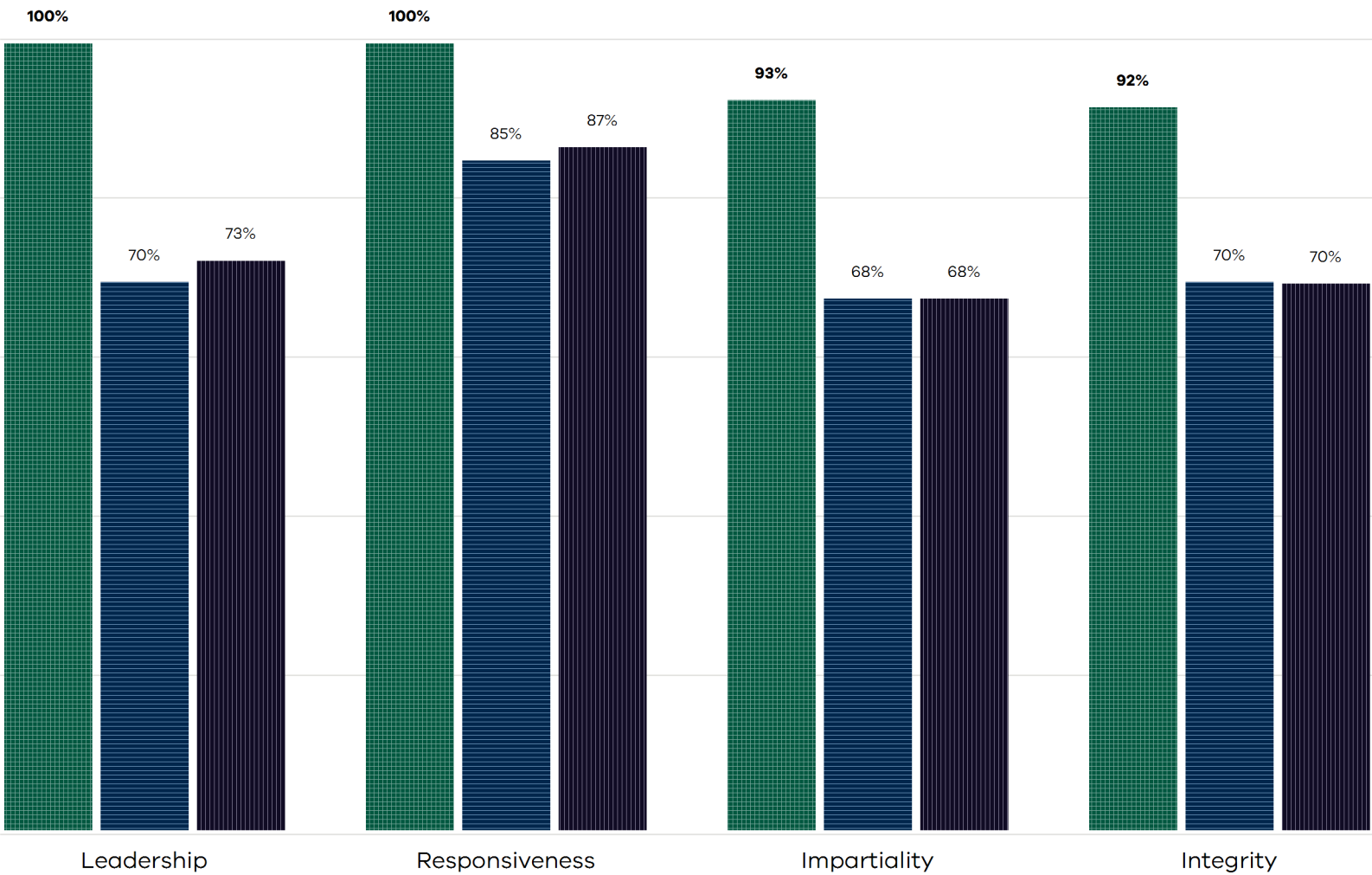
Chart legend:
- You 2021
- Comparator 2021
- Public sector 2021

	Leadership	Responsiveness	Impartiality	Integrity
You 2021	100%	100%	93%	92%
Comparator 2021	70%	85%	68%	70%
Public sector 2021	73%	87%	68%	70%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 92% of your staff who did the survey responded positively to questions about Respect .

Compared to:

- 80% of staff at your comparator and 78% of staff across the public sector.

Legend: You 2021 | Comparator 2021 | Public sector 2021

Respect: 92%, 80%, 78%
Accountability: 89%, 76%, 76%
Human rights: 86%, 76%, 80%
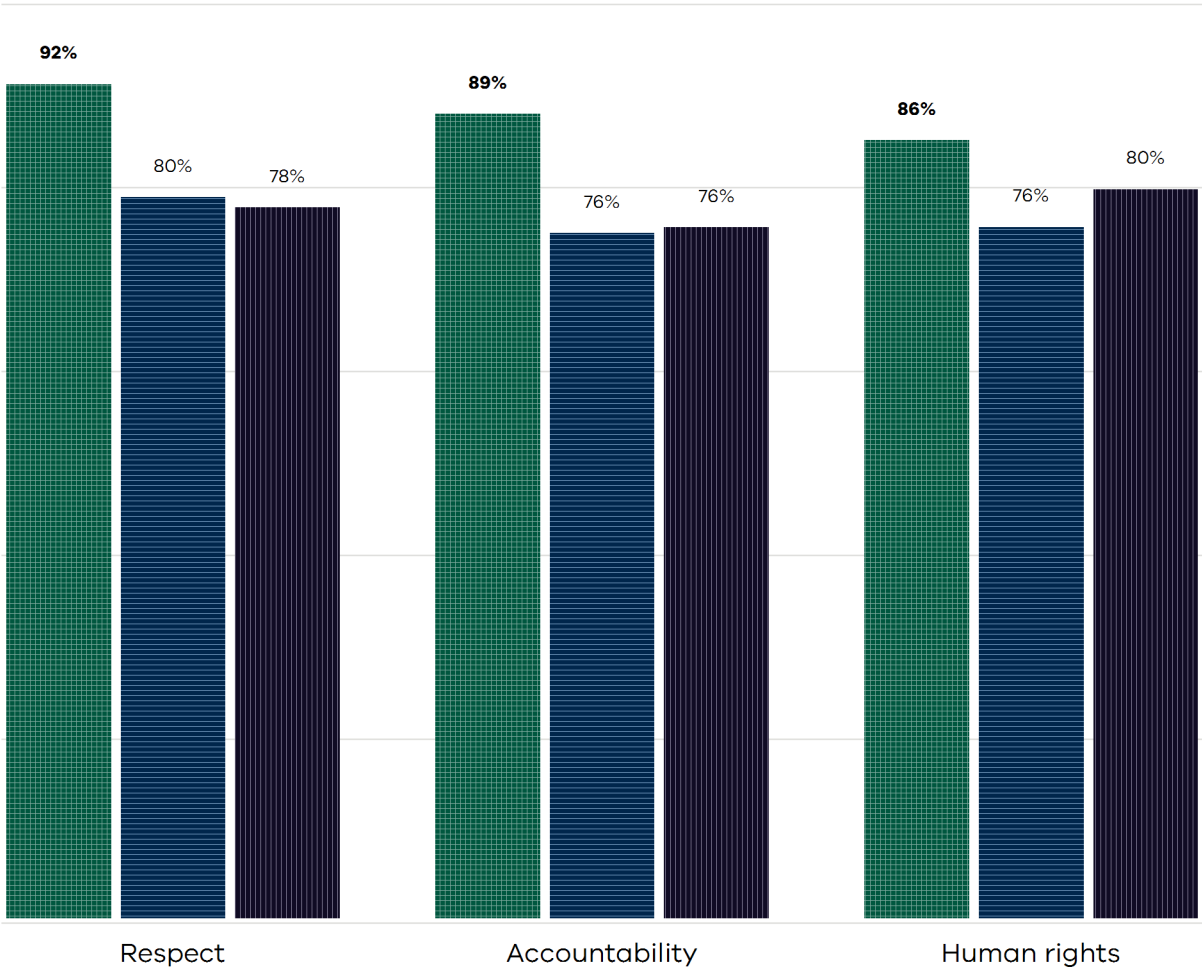
Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

Example

100% of staff who did the survey agreed or strongly agreed with 'My manager ensures clients receive a high standard of service'.

Survey question	Your results		You 2021	Comparator Lowest	Comparator Average	Comparator Highest
	Disagree	Neither agree nor disagree				
	Don't know	Agree				
My manager ensures clients receive a high standard of service	100%		100 %	60 %	83 %	100 %
My workgroup strives to deliver services in a timely manner	100%		100 %	80 %	87 %	100 %
My workgroup strives to provide high quality advice and services	100%		100 %	60 %	86 %	100 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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

Example

100% of staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question	Your results	Benchmark agree results

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation does not tolerate improper conduct	100%	100 %	40 %	68 %	100 %
My organisation is committed to earning a high level of public trust	100%	100 %	59 %	75 %	100 %
Senior leaders demonstrate honesty and integrity	100%	100 %	40 %	60 %	100 %
My manager demonstrates honesty and integrity	93% (7%)	93 %	60 %	82 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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

Example

93% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are honest, open and transparent in their dealings'.

Survey question	Your results		Benchmark agree results			
			You	**Comparator**		
			2021	Lowest	Average	Highest
People in my workgroup are honest, open and transparent in their dealings	93% Agree, 7% Neither		93 %	40 %	75 %	100 %
I feel safe to challenge inappropriate behaviour at work	86% Agree, 7% Disagree, 7% Neither		86 %	40 %	65 %	100 %
People in my workgroup appropriately manage conflicts of interest	86% Agree, 14% Don't know		86 %	40 %	73 %	100 %
I am confident that I would be protected from reprisal for reporting improper conduct	79% Agree, 7% Disagree, 14% Neither		79 %	52 %	63 %	100 %

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

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.
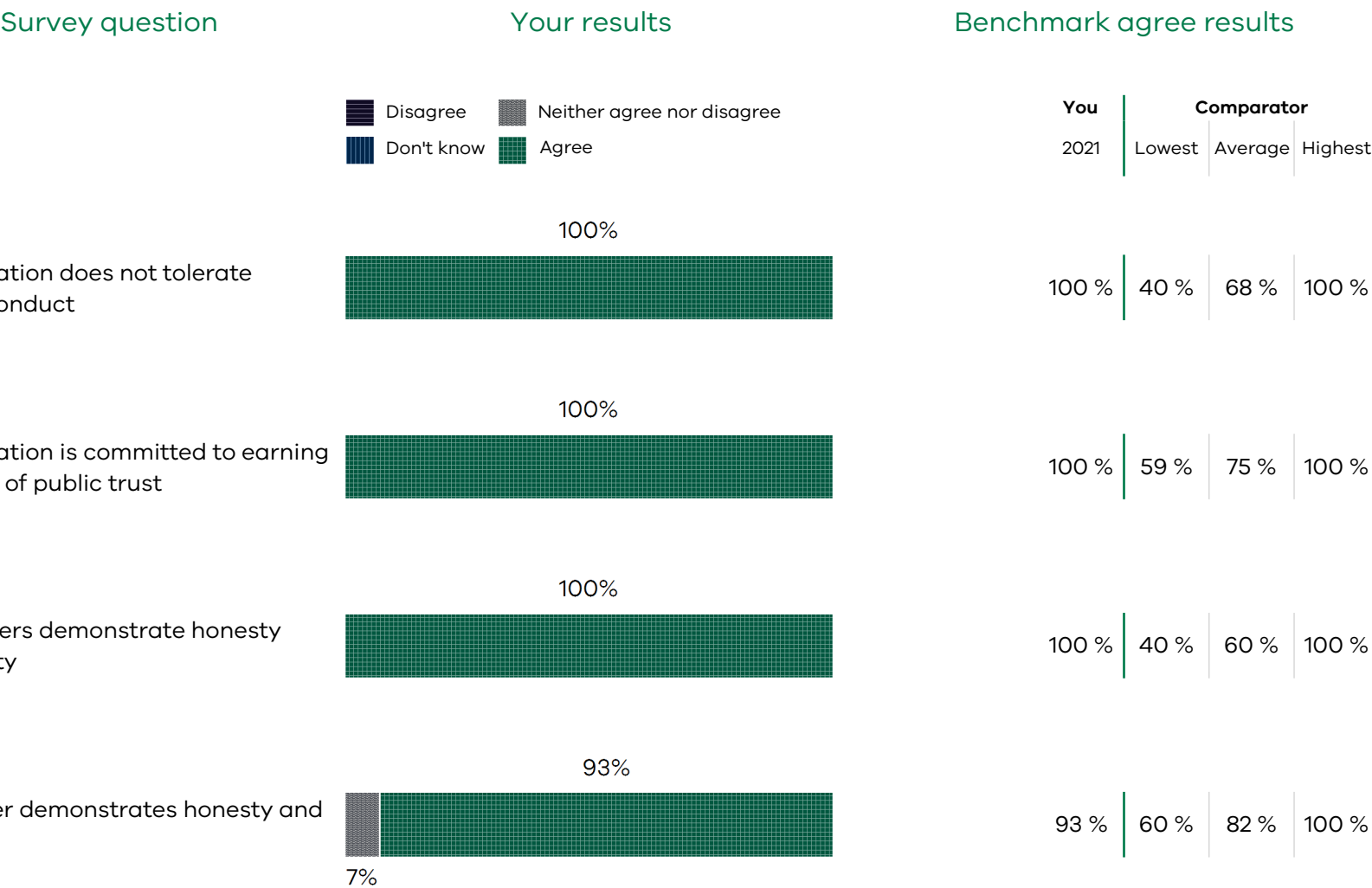
How to read this

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.
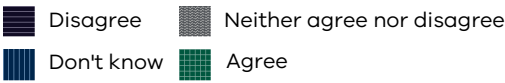
Example

100% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

Survey question	Your results	Benchmark agree results

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup are politically impartial in their work	100%	100 %	20 %	72 %	100 %
My workgroup focuses on making decisions informed by all relevant facts	93% (7%)	93 %	60 %	75 %	100 %
My workgroup places a priority on acting fairly and without bias	93% (7%)	93 %	40 %	76 %	100 %
My organisation makes fair recruitment and promotion decisions, based on merit	7% 86% 7%	86 %	36 %	49 %	100 %

Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Survey question	Your results	Benchmark agree results

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

Survey question	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job contributes to my organisation's purpose — 100%	100 %	60 %	91 %	100 %
I clearly understand what I am expected to do in this job — 93% (7%)	93 %	40 %	82 %	100 %
Senior leaders provide clear strategy and direction — 93% (7%)	93 %	34 %	56 %	100 %
My workgroup strives to make the best use of its resources — 7% 86% (7%)	86 %	60 %	75 %	100 %

Public sector values

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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.

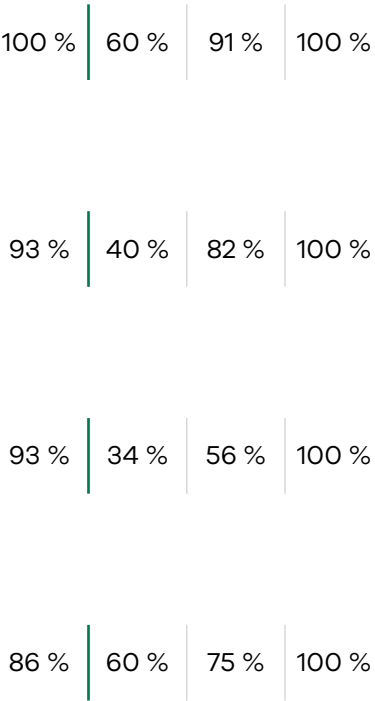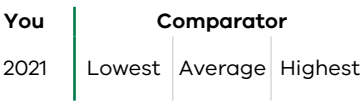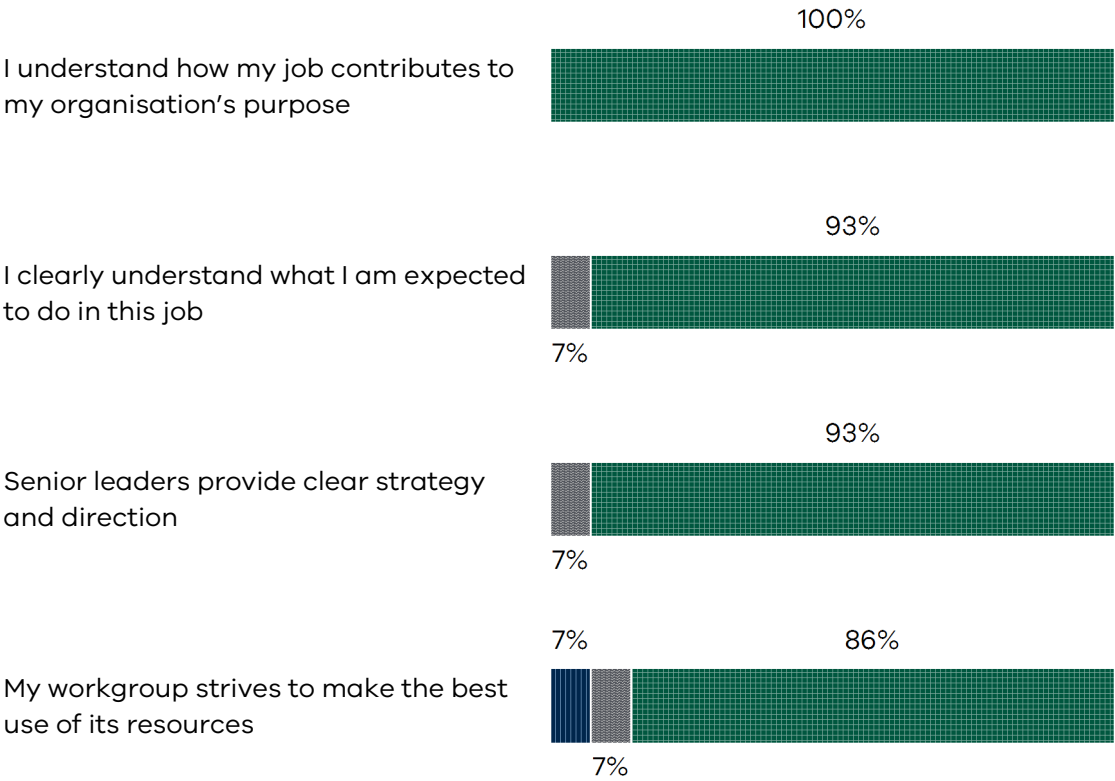Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

71% of staff who did the survey agreed or strongly agreed with 'My workgroup has clear lines of responsibility'.

Survey question	Your results	Benchmark agree results

Survey question

Your results

Benchmark agree results

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

	You	Comparator		
	2021	Lowest	Average	Highest

My workgroup has clear lines of responsibility

14%   71%

14%

71 %	60 %	75 %	100 %

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.
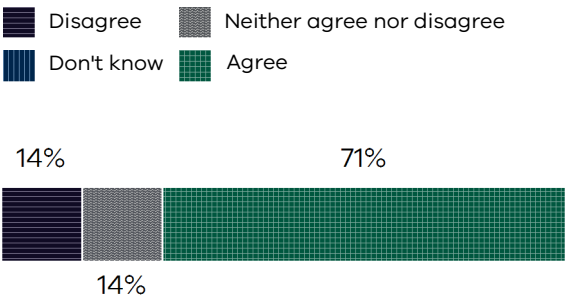
Example

100% 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				

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

Survey question	Your results	You 2021	Lowest	Average	Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes	100%	100 %	40 %	78 %	100 %
People in my workgroup treat each other with respect	100%	100 %	40 %	85 %	100 %
My manager keeps me informed about what's going on	93% / 7%	93 %	60 %	76 %	100 %
My manager listens to what I have to say	93% / 7%	93 %	60 %	81 %	100 %

Benchmark agree results header: You 2021 | Comparator (Lowest, Average, Highest)

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.
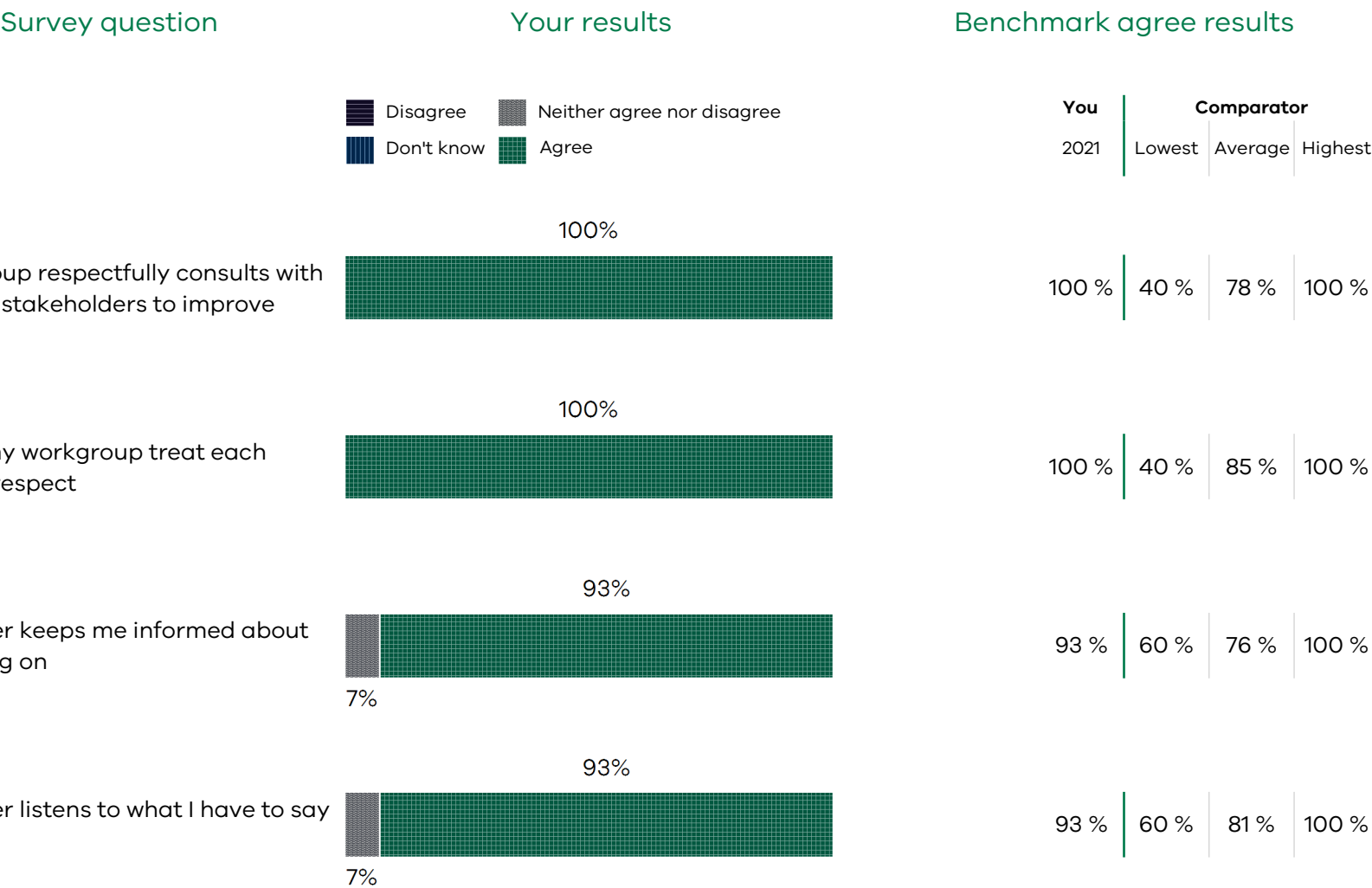
How to read this

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

93% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results	Benchmark agree results

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

	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect — 93% agree, 7% neither	93 %	60 %	84 %	100 %
My organisation encourages respectful workplace behaviours — 7% disagree, 93% agree	93 %	60 %	84 %	100 %
My organisation takes steps to eliminate bullying, harassment and discrimination — 7% disagree, 21% neither, 71% agree	71 %	40 %	68 %	100 %

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.
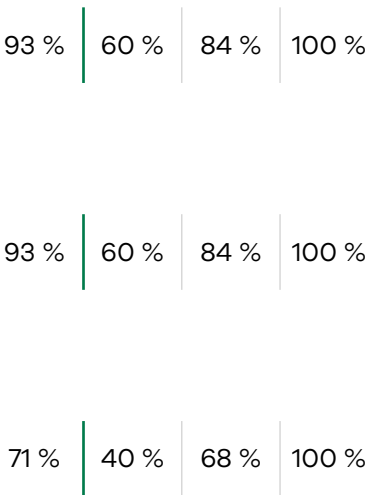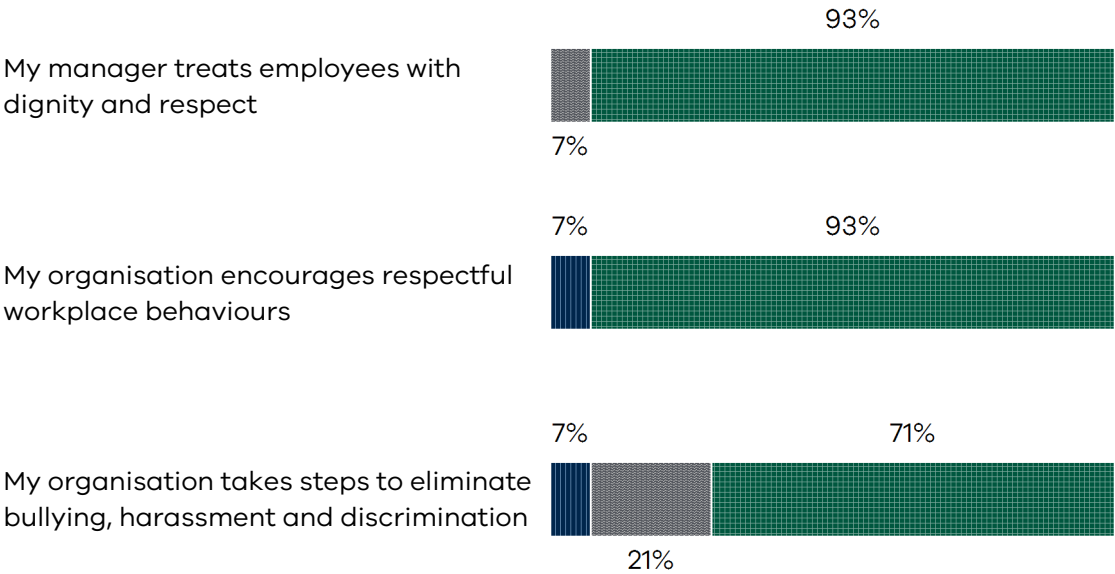
Example

100% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results		Benchmark agree results			
			You	**Comparator**		
	Disagree ▪ Neither agree nor disagree ▪ Don't know ▪ Agree ▪		2021	Lowest	Average	Highest
My manager models my organisation's values	100%		100 %	40 %	79 %	100 %
Senior leaders model my organisation's values	100%		100 %	38 %	61 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Human rights

What this is

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

Why this is important

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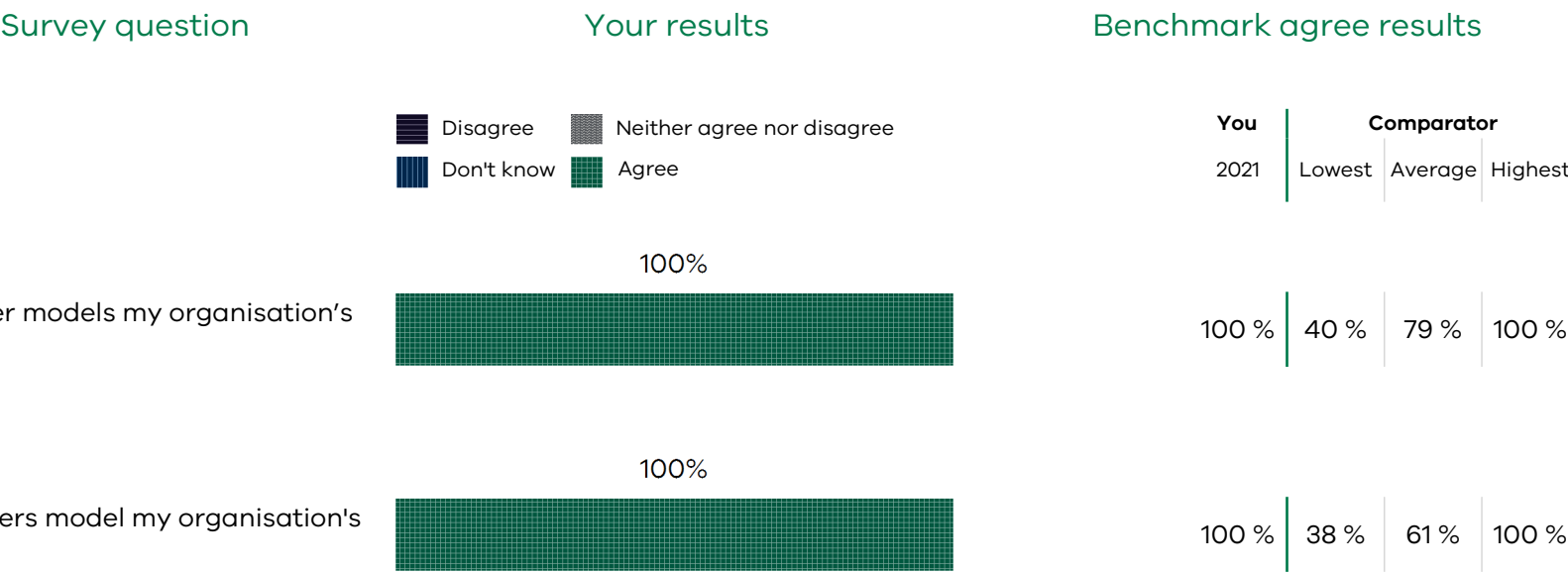
How to read this

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

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

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

Example

100% of staff who did the survey agreed or strongly agreed with 'My organisation respects the human rights of employees'.

Survey question	Your results	Benchmark agree results

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

	You	Comparator		
	2021	Lowest	Average	Highest

My organisation respects the human rights of employees — 100%

| 100 % | 60 % | 79 % | 100 % |

My workgroup values human rights — 93%, 7%

| 93 % | 40 % | 83 % | 100 % |

My organisation encourages employees to act in ways that are consistent with human rights — 86%, 14%

| 86 % | 60 % | 79 % | 100 % |

I understand how the Charter of Human Rights and Responsibilities applies to my work — 21%, 14%, 64%

| 64 % | 20 % | 65 % | 100 % |

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