People matter survey 2021

Have your say

Report overview

About your report

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

Report contents

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

Rounding of percentages

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

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

Survey questions and definitions

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

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- Scorecard
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- 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

Custom questions

- Questions requested by your organisation

Demographics

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

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Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Victorian Public Sector Commission

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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

- 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'.

Australian Grand Prix Corporation

Emerald Tourist Railway Board

Harness Racing Victoria

Melbourne and Olympic Parks Trust

Royal Botanic Gardens Board

State Sport Centres Trust

Victorian Institute of Sport

Visit Victoria

Zoological Parks and Gardens Board

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	
–		**74%**	
–		**(131)**	
Comparator	51%	Comparator	61%
Public Sector	49%	Public Sector	39%

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- Questions requested by your organisation

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020		2021	
–		**73**	
Comparator	72	Comparator	78
Public Sector	68	Public Sector	70

People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 73.

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

88% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

| Survey question | Your results | Benchmark agree results |

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Survey question		You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to tell others I work for my organisation	4% / 8% / 88%	88 %	66 %	89 %	98 %
I feel a strong personal attachment to my organisation	8% / 12% / 79%	79 %	59 %	80 %	88 %
I would recommend my organisation as a good place to work	11% / 20% / 69%	69 %	36 %	81 %	98 %
My organisation motivates me to help achieve its objectives	10% / 25% / 65%	65 %	52 %	77 %	90 %

People outcomes

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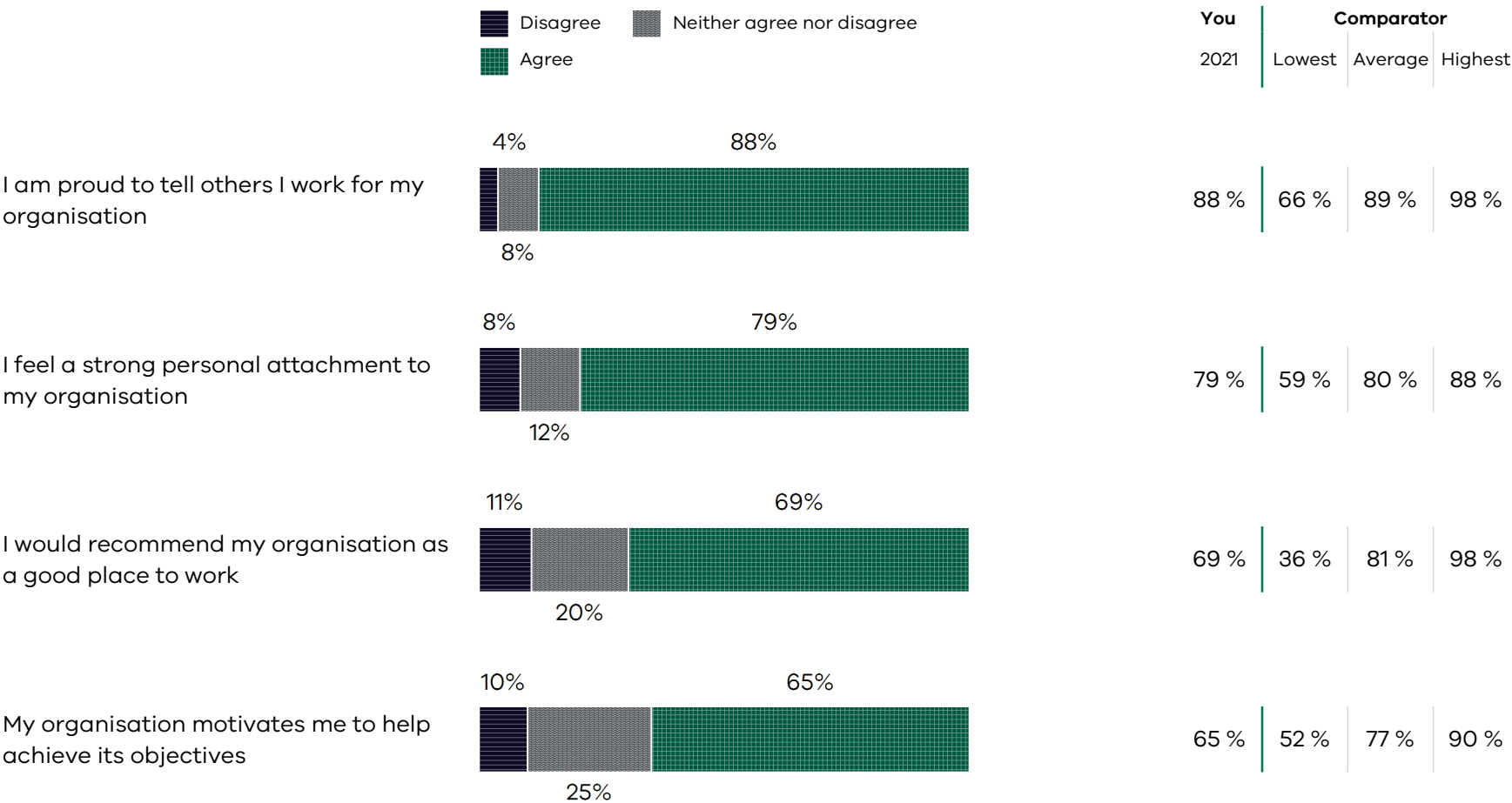
Example

64% of your staff who did the survey agreed or strongly agreed with 'My organisation inspires me to do the best in my job'.

Survey question
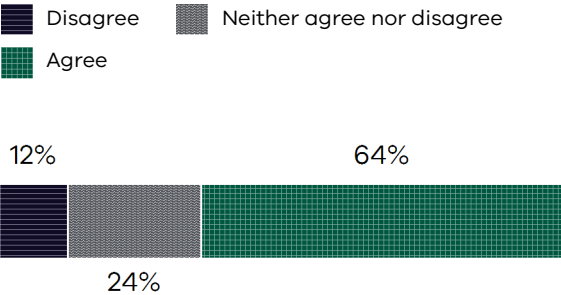
Your results

Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation inspires me to do the best in my job	12% / 24% / 64%	64 %	43 %	75 %	81 %

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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.
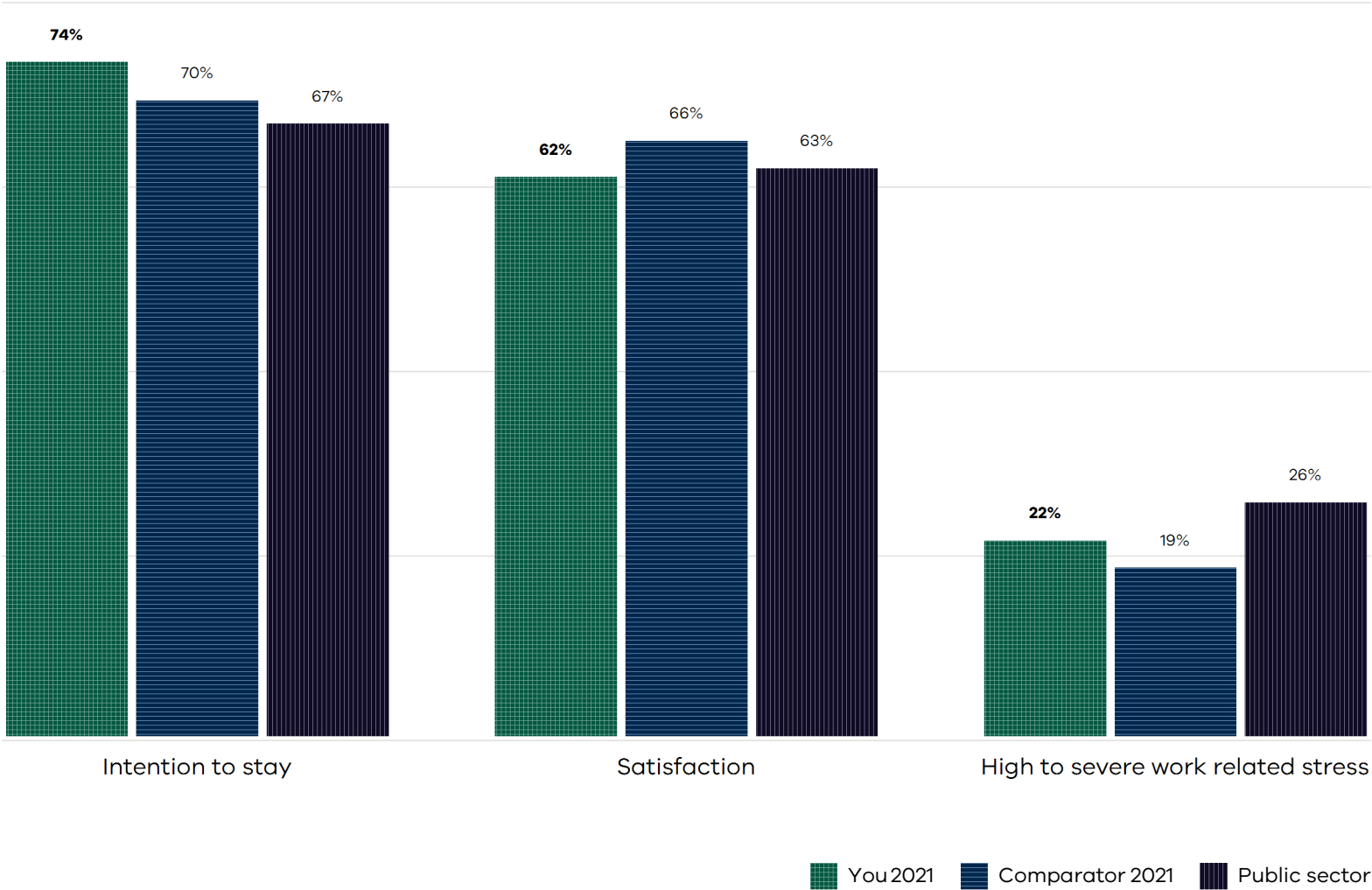
How to read this

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:

- 74% of your staff who did the survey responded positively to questions about Intention to stay.

Compared to:

- 70% of staff at your comparator and 67% of staff across the public sector.

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

Intention to stay: You 2021 74%, Comparator 2021 70%, Public sector 2021 67%

Satisfaction: You 2021 62%, Comparator 2021 66%, Public sector 2021 63%

High to severe work related stress: You 2021 22%, Comparator 2021 19%, Public sector 2021 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

86% 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

	Disagree	Neither agree nor disagree
	Agree	

	You	Comparator		
	2021	Lowest	Average	Highest

Survey question	Your results	You 2021	Lowest	Average	Highest
I enjoy the work in my current job	7% / 7% / 86%	86 %	55 %	84 %	93 %
I get a sense of accomplishment from my work	6% / 12% / 82%	82 %	61 %	81 %	90 %

People outcomes

Satisfaction question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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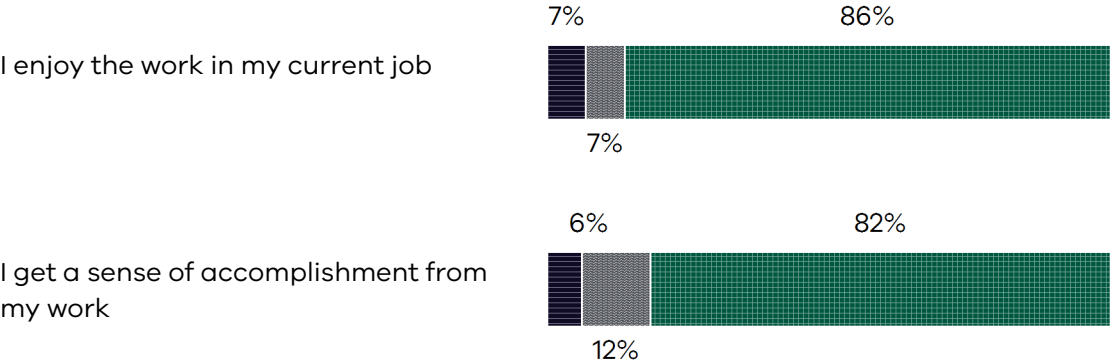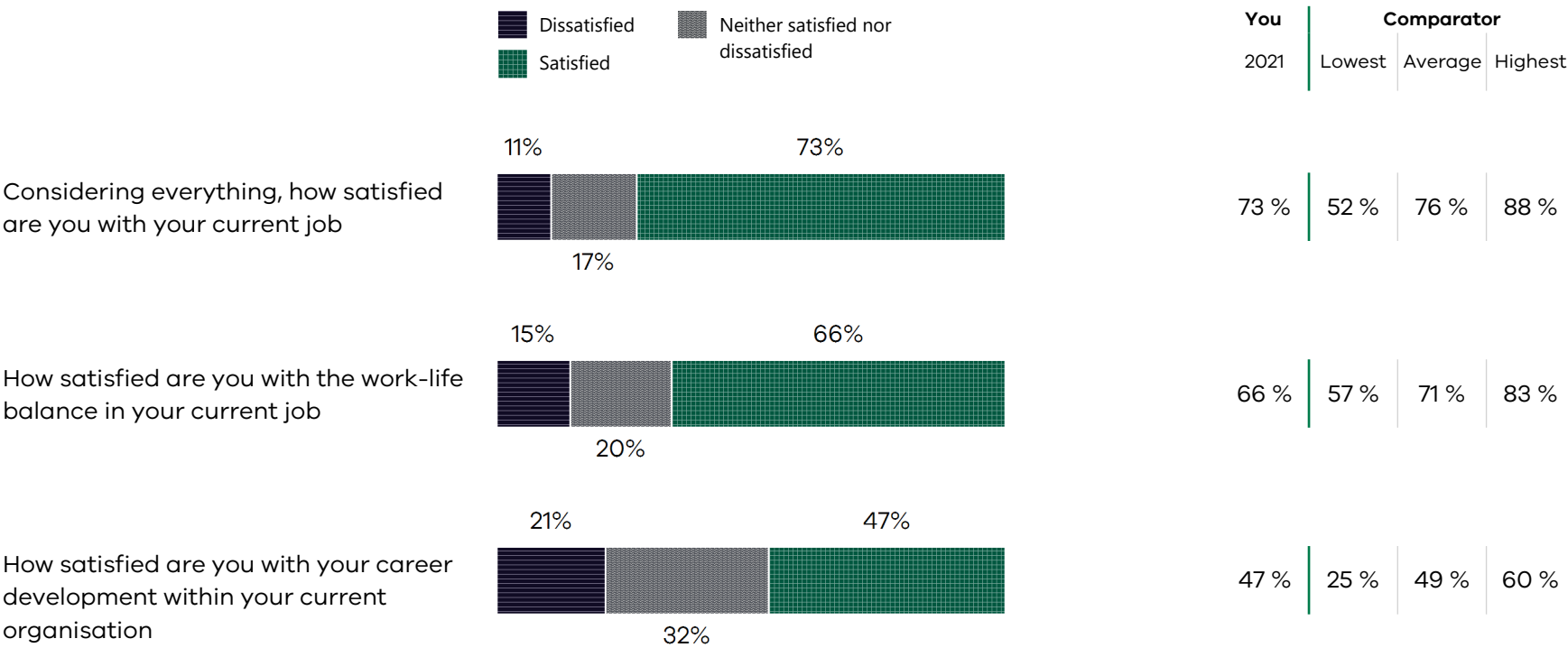
Example

73% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

| | Dissatisfied | | Neither satisfied nor dissatisfied |
| Satisfied | |

	You	Comparator		
	2021	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job	73 %	52 %	76 %	88 %
How satisfied are you with the work-life balance in your current job	66 %	57 %	71 %	83 %
How satisfied are you with your career development within your current organisation	47 %	25 %	49 %	60 %

Considering everything, how satisfied are you with your current job — 11%, 17%, 73%

How satisfied are you with the work-life balance in your current job — 15%, 20%, 66%

How satisfied are you with your career development within your current organisation — 21%, 32%, 47%

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.
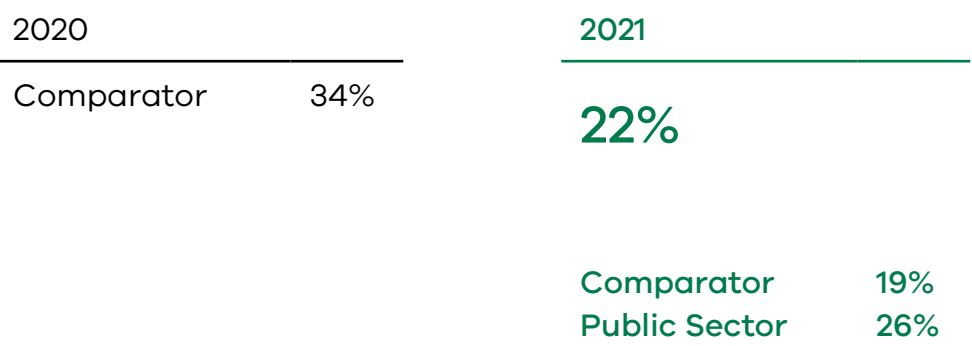
Example

22% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 19% of staff in your comparator group and 26% of staff across the public sector.

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

Nil	11%
Low / mild	41%
Moderate	25%
High	12%
Very high	8%
Severe	2%
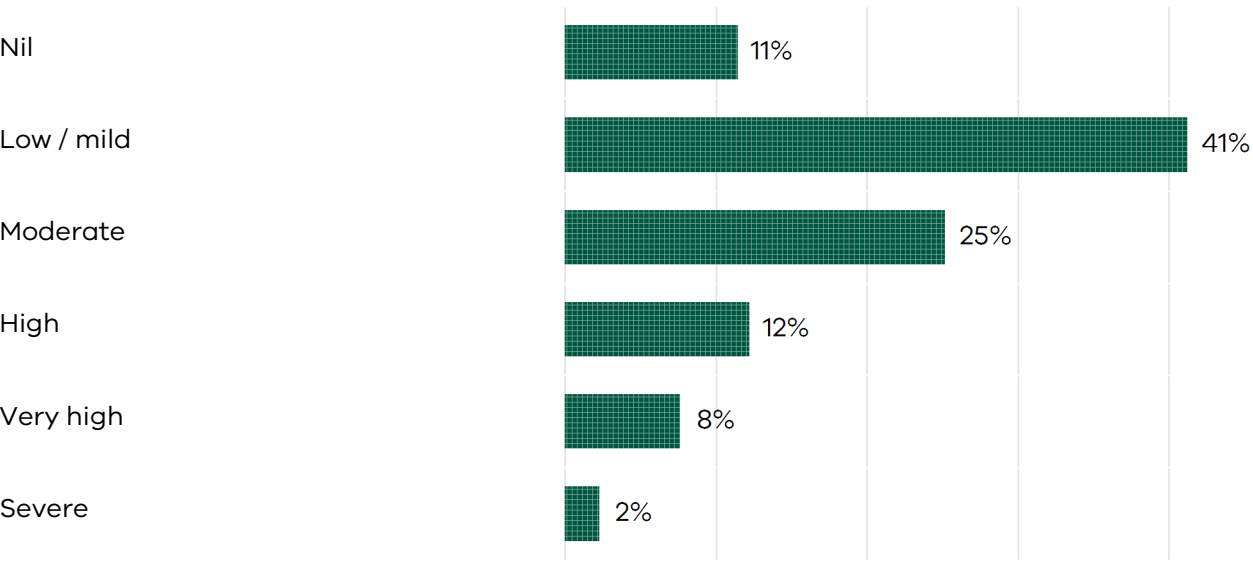
Reported levels of high to severe stress

2020		2021
Comparator	34%	**22%**
		Comparator 19%
		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

89% of your staff who did the survey said they experienced mild to severe stress.

Of that 89%, 35% said the top reason was 'Other changes due to COVID-19'.

116	15
89%	11%

■ Experienced some work-related stress   ■ Did not experience some work-related stress
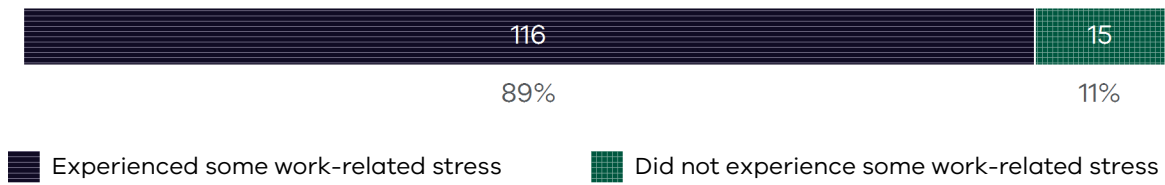
Of those that experienced work related stress it was from ...	You 2021	Comparator 2021	Public sector 2021
Other changes due to COVID-19	35%	24%	15%
Workload	30%	42%	51%
Job security	25%	16%	9%
Time pressure	23%	33%	42%
Management of work (e.g. supervision, training, information, support)	20%	12%	13%
Organisation or workplace change	17%	10%	11%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	15%	16%	12%
Unclear job expectations	12%	12%	11%
Work schedule or hours	12%	11%	8%
Competing home and work responsibilities	10%	11%	12%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Intention to stay

What this is

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

Why this is important

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

How to read this

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

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

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

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

Example

9% of your staff who did the survey said they intended to leave.

Of that 9%, 75% said it was from 'Limited future career opportunities at my organisation'.

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

5	7	97
4%	5%	74%

■ Leaving your organisation   ■ Leaving the sector   ■ Staying

Of those who indicated they're leaving your organisation (including leaving the sector) it was for …	You 2021	Comparator 2021	Public sector 2021
Limited future career opportunities at my organisation	75%	63%	42%
Limited opportunities to gain further experience at my organisation	67%	49%	33%
Better remuneration	58%	47%	26%
Limited involvement in decisions affecting my job and career	50%	25%	20%
Opportunity to broaden experience	50%	50%	40%
Limited recognition for doing a good job	42%	30%	32%
Lack of confidence in senior leadership	33%	26%	34%
Limited developmental/educational opportunities at my organisation	33%	35%	24%
Lack of organisational stability	25%	15%	18%
My interests do not match my job role	25%	18%	14%

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:

- 60% of your staff who did the survey said work made them feel happy in 2021

Compared to:

- 63% 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: 60%, 63%, 50%
Enthusiastic: 51%, 61%, 48%
Worried: 34%, 29%, 37%
Miserable: 11%, 12%, 19%

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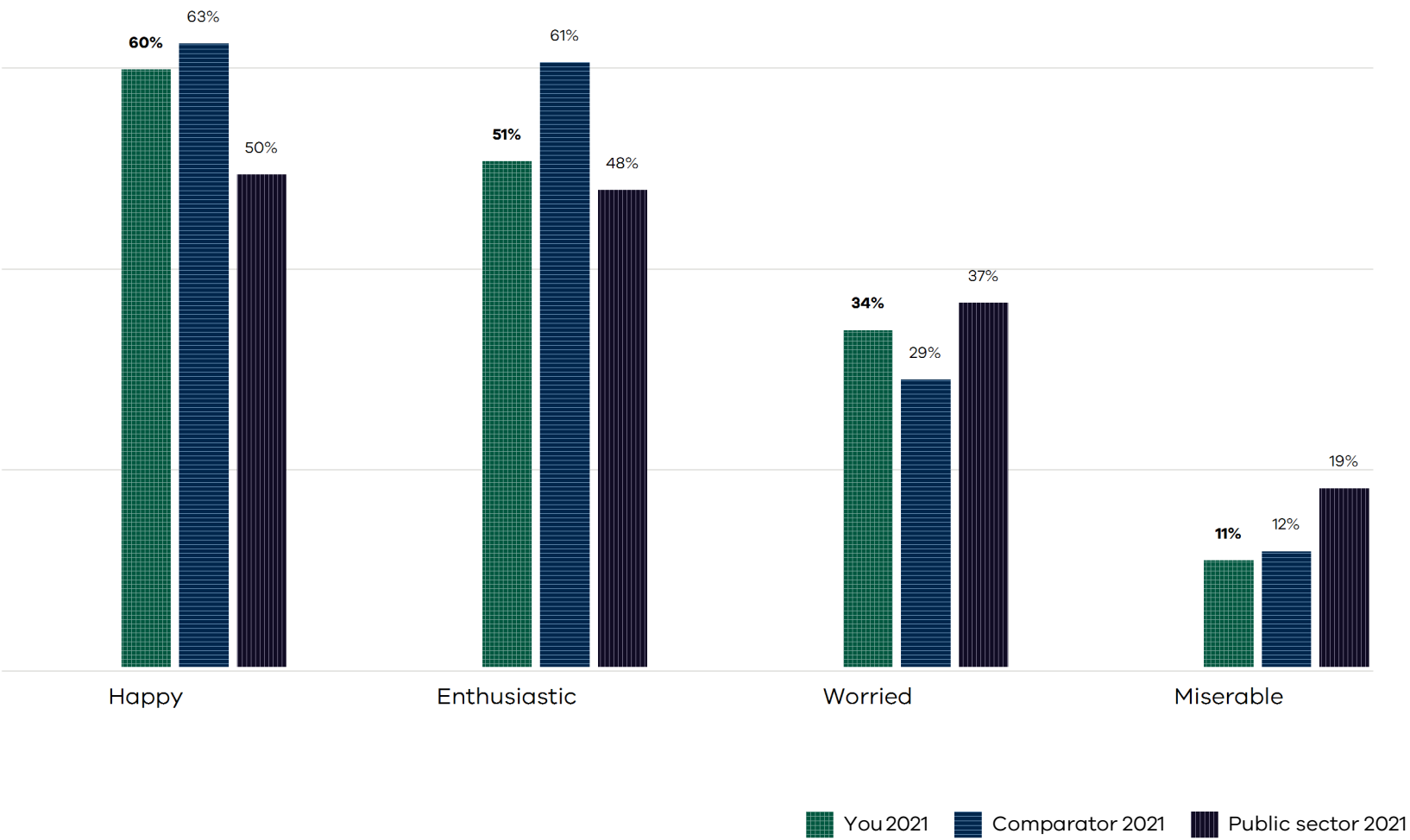
People outcomes

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:

- 19% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months.

Compared to:

- 9% of staff at your comparator and 18% of staff across the public sector.

Legend: You 2021 | Comparator 2021 | Public sector 2021

Violence or aggression: You 19%, Comparator 9%, Public sector 18%
Bullying: You 10%, Comparator 13%, Public sector 16%
Sexual harassment: You 8%, Comparator 6%, Public sector 6%
Discrimination: You 3%, Comparator 4%, Public sector 6%

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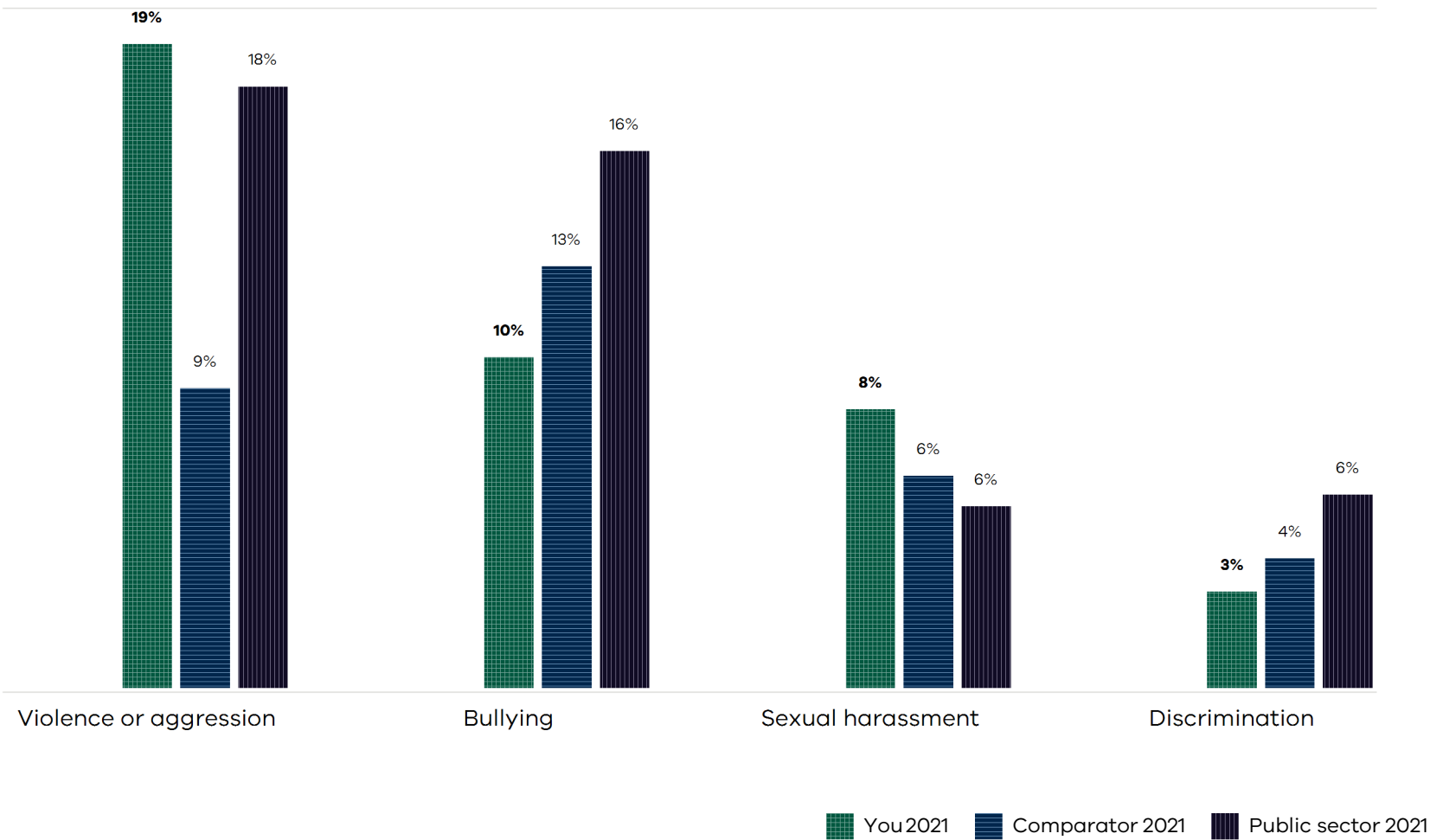
People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

10% of your staff who did the survey said they experienced bullying.

Of that 10%, 77% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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

13	111	7
10%	85%	5%

■ Experienced bullying   ■ Did not experience bullying   ■ Not sure
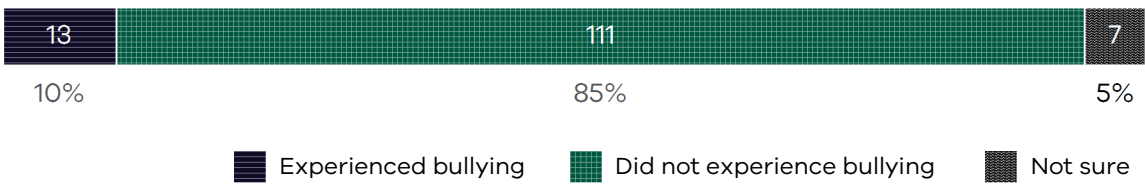
If you experienced bullying, what type of bullying did you experience?	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	77%	70%	69%
Exclusion or isolation	31%	46%	42%
Intimidation and/or threats	31%	30%	32%
Being given impossible assignment(s)	23%	5%	9%
Verbal abuse	23%	20%	20%
Being assigned meaningless tasks unrelated to the job	15%	13%	13%
Other	8%	17%	15%

People outcomes

Telling someone about the bullying

What this is

This is if staff told someone when they experienced bullying.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

10% of your staff who did the survey said they experienced bullying, of which

- 46% said the top way they reported the bullying was 'Told a colleague'.
- 92% said they didn't submit a formal complaint.

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

13	111	7
10%	85%	5%

■ Experienced bullying ■ Did not experience bullying ■ Not sure
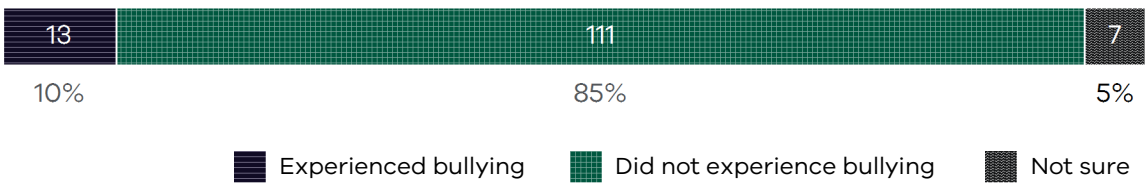
Did you tell anyone about the bullying?	You 2021	Comparator 2021	Public sector 2021
Told a colleague	46%	38%	42%
Told a friend or family member	38%	34%	34%
Told a manager	31%	48%	47%
Told the person the behaviour was not OK	23%	18%	17%
Told employee assistance program (EAP) or peer support	15%	7%	9%
Told Human Resources	15%	20%	12%
Told someone else	15%	10%	12%
I did not tell anyone about the bullying	8%	15%	12%
Submitted a formal complaint	8%	12%	12%

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

92% of your staff who experienced bullying did not submit a formal complaint, of which:

- 58% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?
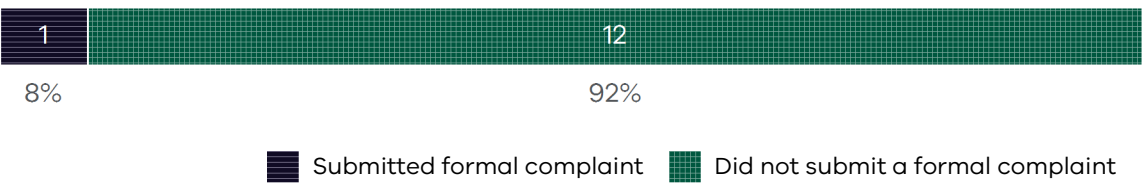
1	12
8%	92%

■ Submitted formal complaint   ▦ Did not submit a formal complaint

Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	58%	52%	53%
I believed there would be negative consequences for my career	50%	39%	40%
I didn't think it would make a difference	33%	44%	50%
I didn't feel safe to report the incident	25%	16%	19%
I didn't need to because I made the bullying stop	17%	4%	7%
I didn't think it was serious enough	8%	26%	16%
I thought the complaint process would be embarrassing or difficult	8%	10%	14%
I was advised not to	8%	8%	5%
Other	8%	8%	12%

People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year's survey, 10% of your staff said they experienced bullying.

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

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

Each row is one perpetrator or group of perpetrators.

Example

10% of your staff who did the survey said they experienced bullying.

Of that 10%, 46% said it was by 'My immediate manager or supervisor'.

13 people (10% of staff) experienced bullying (You 2021)

Perpetrator	Percentage
My immediate manager or supervisor	46%
A more senior manager than my manager	38%
Colleague	31%
Member of the public	23%
Group of colleagues	15%
Client/ customer/ patient/ stakeholder	8%
Someone I supervise or manage	8%
A volunteer with my organisation	0%
Member of your household	0%
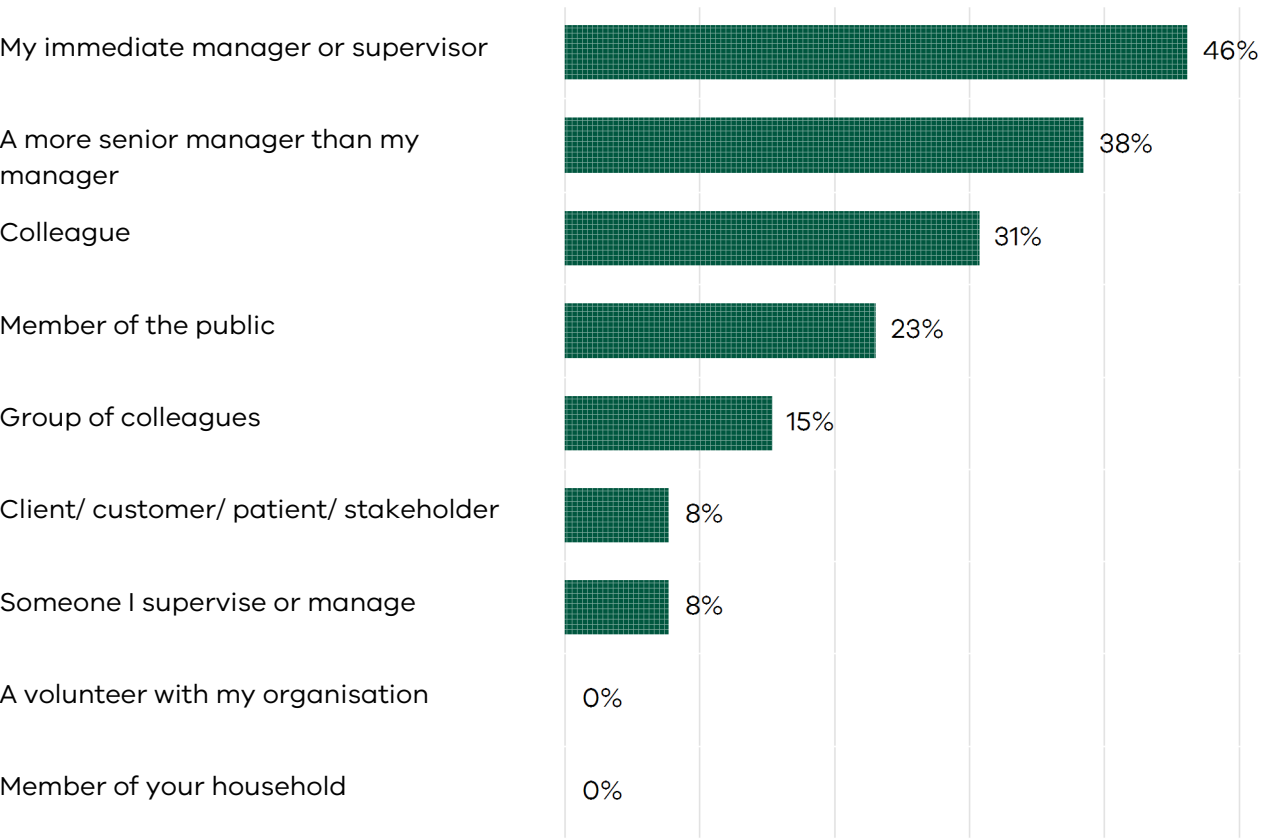
People outcomes

Frequency of bullying

What this is

This is how often staff experienced bullying.

Why this is important

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

How to read this

In this year's survey, 10% of your staff said they experienced bullying.

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

Example

10% of your staff who did the survey said they experienced bullying.

Of that 10%, 0% said it was 'At least once a day'.

How often have you experienced bullying? (You 2021)

Category	Percentage
At least once a day	0%
Once every few days	23%
Once a week	8%
Once a month	23%
Less than once a month	46%
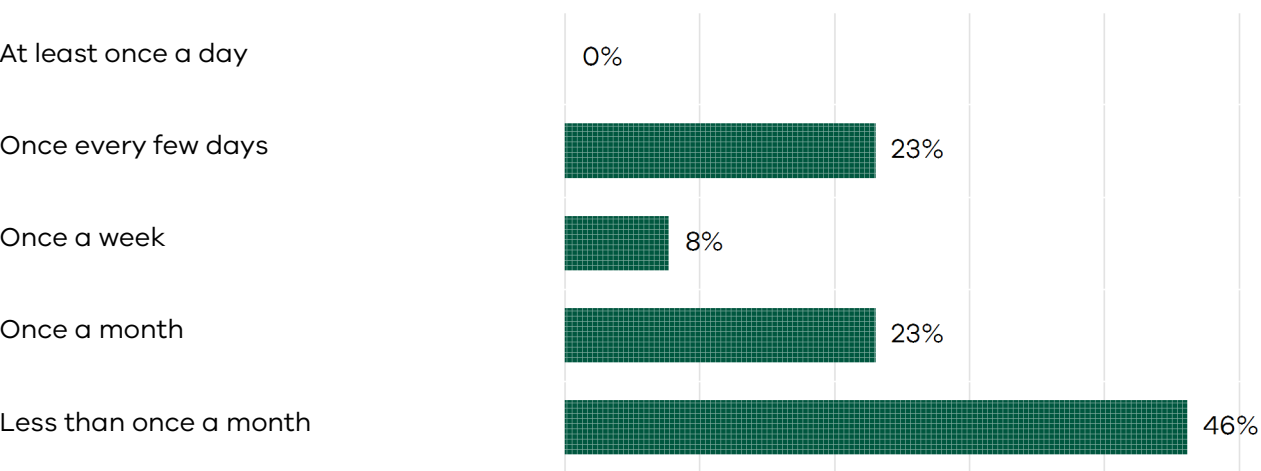
People outcomes

Sexual harassment

What this is

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

Why this is important

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

How to read this

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

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

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

Example

8% of your staff who did the survey said they experienced sexual harassment.

Of those, 73% said the top type was 'Intrusive questions about your private life or comments about your physical appearance'.

Have you experienced sexual harassment at work in the last 12 months?

11	120
8%	92%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment
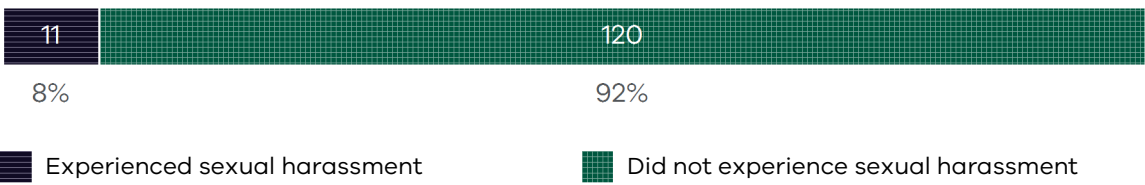
Behaviours reported	You 2021	Comparator 2021	Public sector 2021
Intrusive questions about your private life or comments about your physical appearance	73%	40%	50%
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	36%	63%	54%
Inappropriate physical contact (including momentary or brief physical contact)	9%	12%	17%
Unwelcome touching, hugging, cornering or kissing	9%	18%	14%
Any other unwelcome conduct of a sexual nature	0%	10%	7%
Inappropriate staring or leering that made you feel intimidated	0%	14%	15%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	0%	0%	3%
Repeated or inappropriate invitations to go out on dates	0%	4%	3%
Request or pressure for sex or other sexual acts	0%	1%	1%
Sexual gestures, indecent exposure or inappropriate display of the body	0%	1%	6%

People outcomes

Response to sexual harassment

What this is

This is how staff responded when they experienced sexual harassment.

Why this is important

How staff respond when they experience sexual harassment may help organisations work out what action they need to take.

How to read this

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

If they did, they could tell us with one or more answers how they responded.

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

Example

8% of your staff who did the survey said they experienced sexual harassment.

Of those, 45% said their top response was 'Pretended it didn't bother you'.

Have you experienced sexual harassment at work in the last 12 months?

11	120
8%	92%

■ Experienced sexual harassment ▦ Did not experience sexual harassment
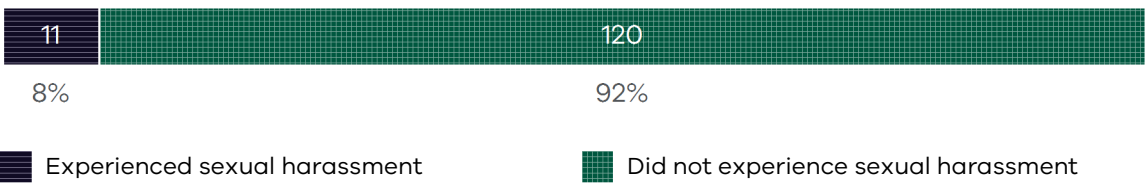
When the harassment happened to you, did you respond in any of the following ways?	You 2021	Comparator 2021	Public sector 2021
Pretended it didn't bother you	45%	37%	45%
Avoided the person(s) by staying away from them	27%	36%	36%
Told a friend or family member	27%	7%	21%
Tried to laugh it off or forget about it	27%	49%	41%
Told a colleague	18%	34%	29%
Told the person the behaviour was not OK	9%	22%	31%

People outcomes

Sexual harassment - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

100% of your staff who experienced sexual harassment did not submit a formal complaint, of which:

- 82% said the top reason was 'I didn't think it was serious enough'.
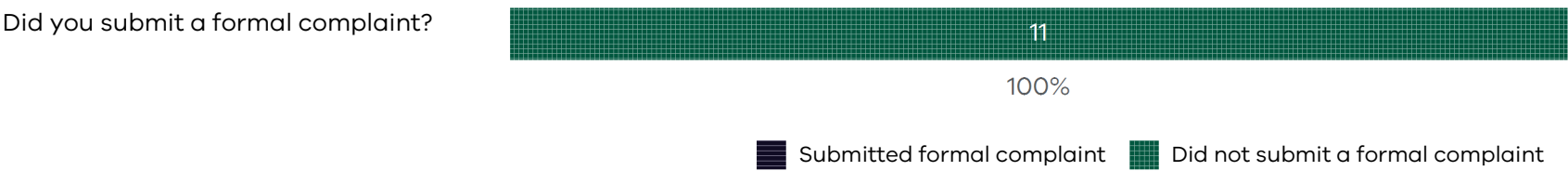
Did you submit a formal complaint?

11

100%

■ Submitted formal complaint ▦ Did not submit a formal complaint

Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I didn't think it was serious enough	82%	60%	45%
I believed there would be negative consequences for the person I was going to complain about	18%	15%	13%
I didn't need to because I made the harassment stop	18%	10%	12%
I believed there would be negative consequences for my reputation	9%	26%	33%
I didn't think it would make a difference	9%	29%	39%
Other	9%	9%	7%

People outcomes

Perpetrators of sexual harassment

What this is

This is who staff have said are responsible for sexual harassment.

Why this is important

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

How to read this

In this year's survey, 8% of your staff said they experienced sexual harassment.

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

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

Each row is one perpetrator or group of perpetrators.

Example

8% of your staff who did the survey said they experienced sexual harassment.

Of that 8%, 73% said it was by 'Colleague'.

11 people (8% of staff) experienced sexual harassment (You2021)

Perpetrator	Percentage
Colleague	73%
A more senior manager than my manager	27%
Client/customer/patient/stakeholder	9%
Group of colleagues	9%
My immediate manager or supervisor	9%
A volunteer with my organisation	0%
Member of the public	0%
Member of your household	0%
Someone I supervise or manage	0%

People outcomes

Frequency of sexual harassment

What this is

This is how often staff experienced sexual harassment.

Why this is important

Understanding the frequency staff experienced sexual harassment may help organisations work out what action to take.

How to read this

In this year's survey, 8% of your staff said they experienced sexual harassment.
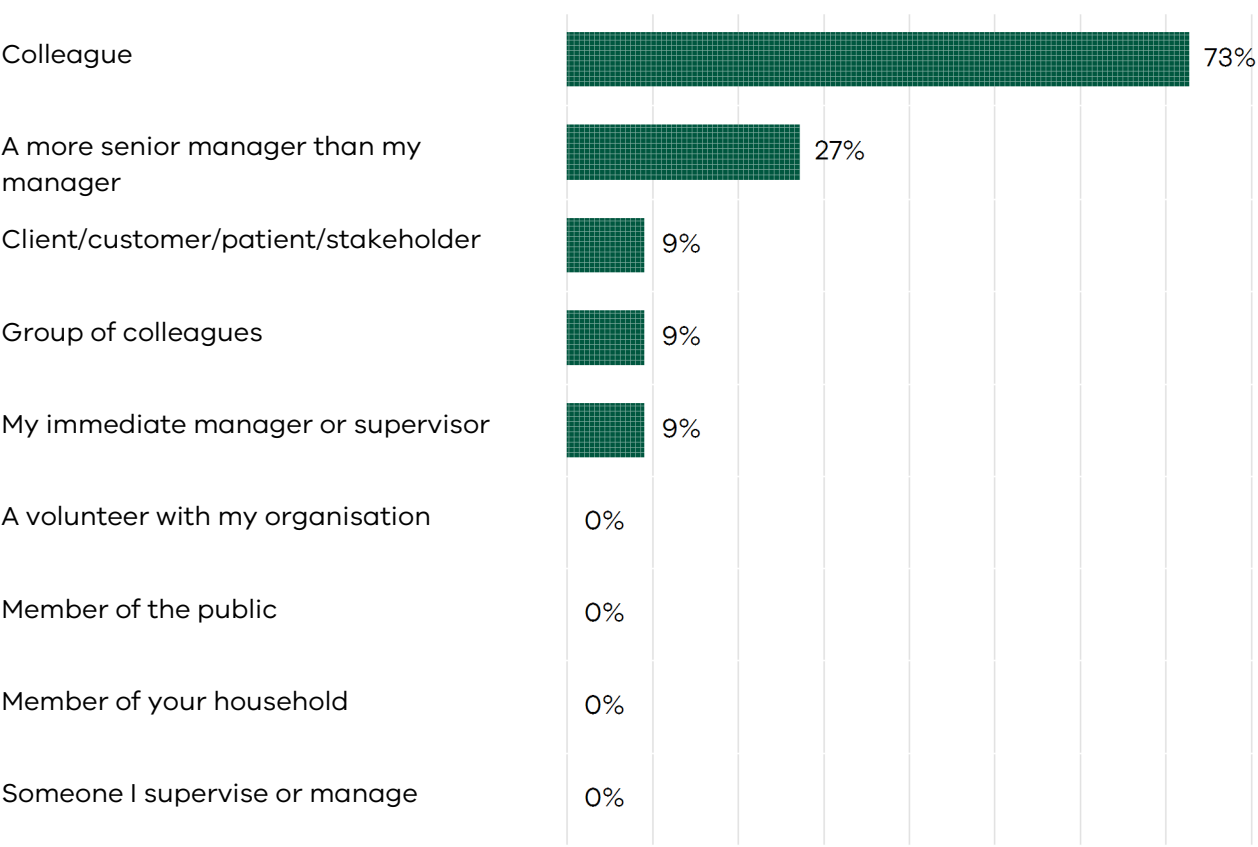
If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing sexual harassment.

Example

8% of your staff who did the survey said they experienced sexual harassment.

Of that 8%, 0% said it was 'At least once a day'.

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

At least once a day	0%
Once every few days	0%
Once a week	9%
Once a month	9%
Less than once a month	82%
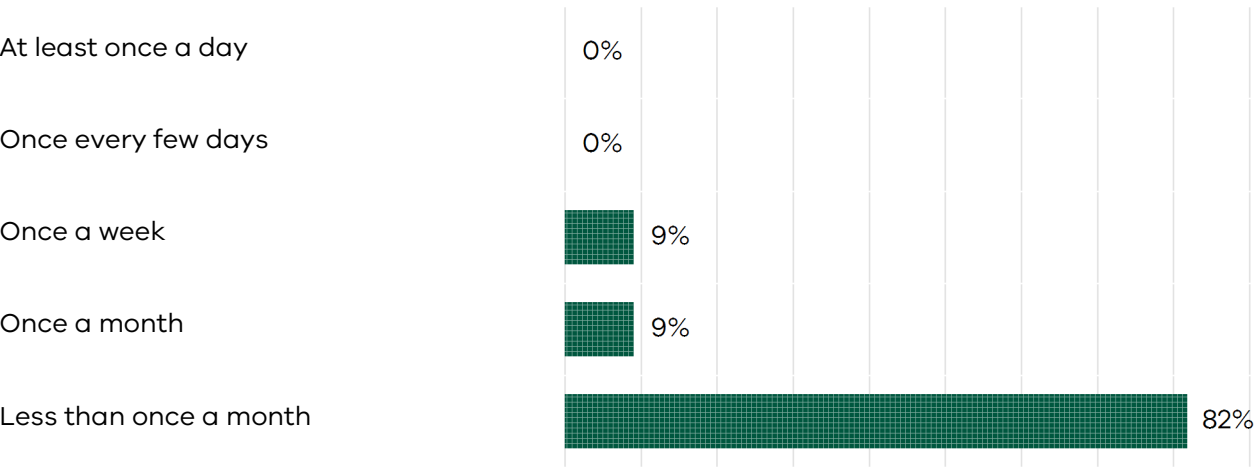
People outcomes

Discrimination

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

Negative behaviour

Violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

19% of your staff who did the survey said they experienced violence or aggression.

Of that 19%, 84% said it was from 'Abusive language'.

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

25	105	1
19%	80%	1%

■ Experienced violence or aggression   ■ Did not experience violence or aggression   ■ Not sure
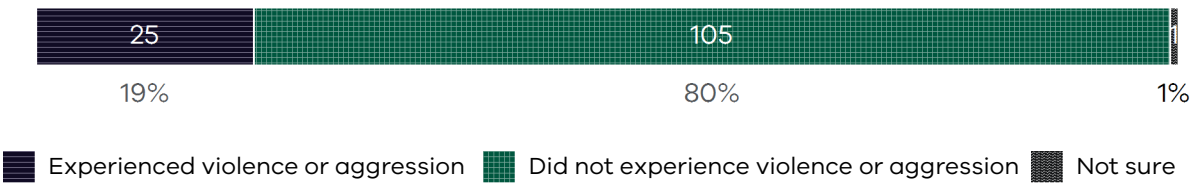
If you experienced violence or aggression, what type did you experience?	You 2021	Comparator 2021	Public sector 2021
Abusive language	84%	72%	81%
Intimidating behaviour	68%	80%	69%
Threats of violence	12%	13%	39%
Stalking, including cyber-stalking	4%	1%	1%

Negative behaviour

Telling someone about violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

19% of your staff who did the survey said they experienced violence or aggression, fo which

- 56% said the top way they reported the violence or agression was 'Told a manager'
- 60% said they didn't submit a formal incident report.

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

25	105	1
19%	80%	1%

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

Did you tell anyone about the incident?	You 2021	Comparator 2021	Public sector 2021
Told a manager	56%	64%	52%
Submitted a formal incident report	40%	16%	32%
Told a colleague	36%	47%	46%
Told a friend or family member	28%	25%	20%
Told the person the behaviour was not OK	16%	23%	33%
I did not tell anyone about the incident(s)	8%	9%	8%
Told employee assistance program (EAP) or peer support	4%	2%	3%
Told Human Resources	4%	9%	4%

Negative behaviour

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

What this is

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

Why this is important

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

How to read this

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

Example

60% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 73% said the top reason was 'I didn't think it was serious enough'.

Did you submit a formal incident report?

10	15
40%	60%

■ Submitted formal incident report   ■ Did not submit a formal incident report
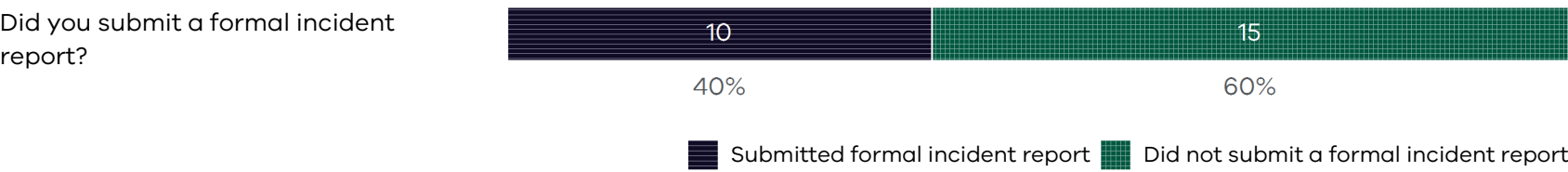
Please tell us why you did not submit a formal incident report?	You 2021	Comparator 2021	Public sector 2021
I didn't think it was serious enough	73%	42%	33%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	27%	23%	15%
I didn't need to because I made the violence or aggression stop	20%	22%	16%
I didn't think it would make a difference	20%	40%	39%
Other	20%	15%	12%
I didn't feel safe to report the incident	7%	5%	5%

Negative behaviour

Perpetrators of violence and aggression

What this is

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

Why this is important

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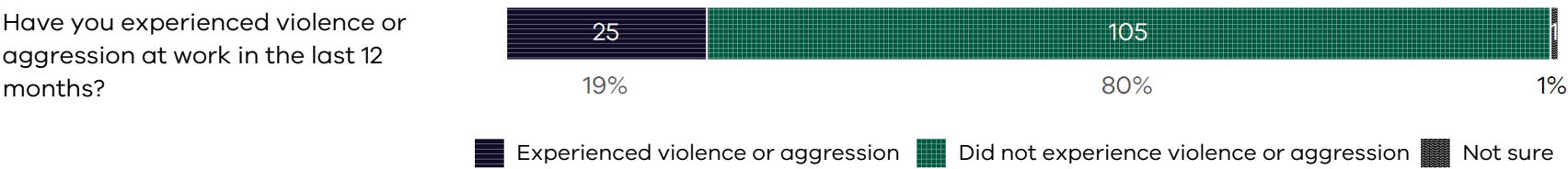
How to read this

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

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

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

Each row is one perpetrator or a group of perpetrators.

Example

19% of your staff who did the survey said they experienced violence or aggression.

Of that 19%, 60% said it was 'Member of the public'.

25 people (19% of staff) experienced violence or aggression (You2021)

Perpetrator	Percentage
Member of the public	60%
Client/ customer/ patient/ stakeholder	52%
Colleague	8%
A more senior manager than my manager	4%
A volunteer with my organisation	4%
My immediate manager or supervisor	4%
Someone I supervise or manage	4%
Group of colleagues	0%
Member of your household	0%
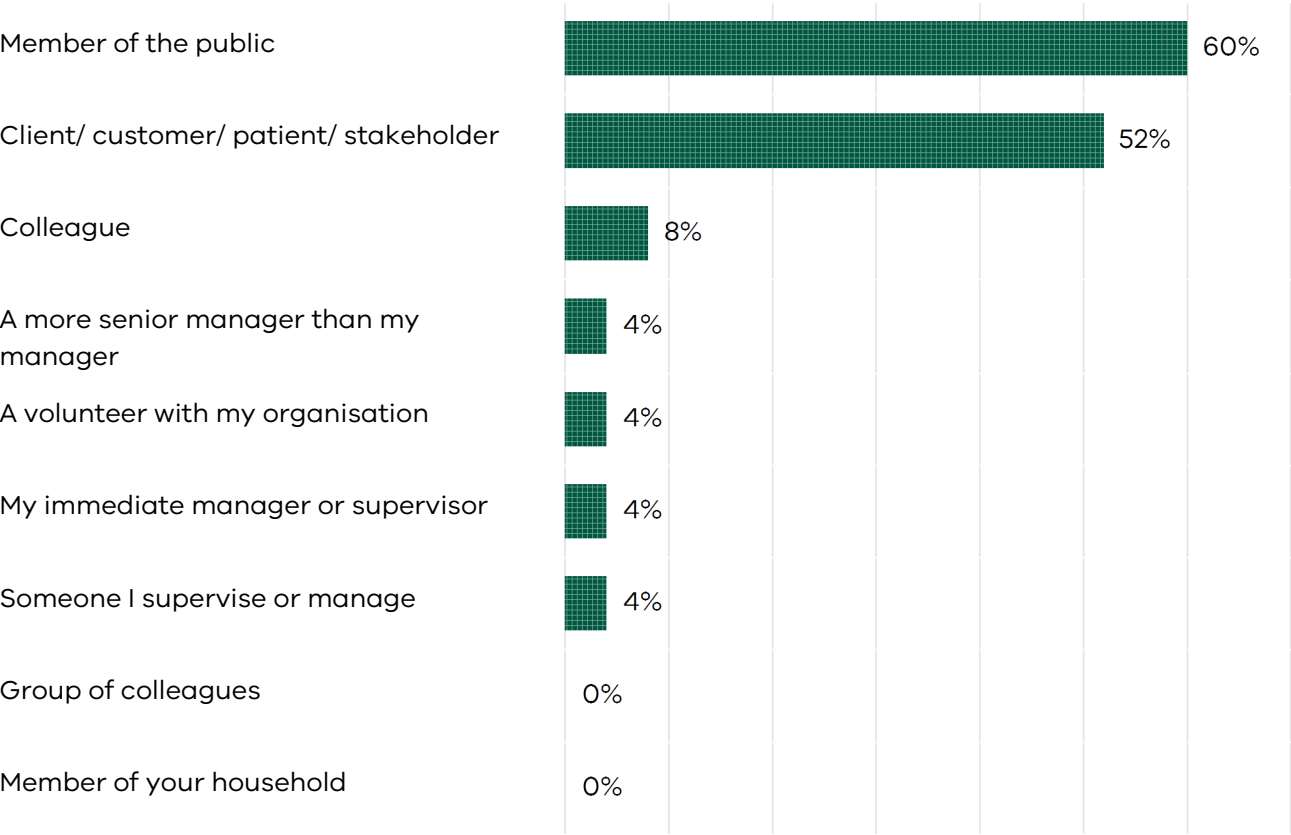
Negative behaviour

Frequency of violence and aggression

What this is

This is how often staff experienced violence or aggression.

Why this is important

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

How to read this

In this year's survey, 19% of your staff said they experienced violence or aggression.

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

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

Example

19% of your staff who did the survey said they experienced violence or aggression.

Of that 19%, 0% said it was by 'At least once a day'.

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

At least once a day	0%
Once every few days	8%
Once a week	8%
Once a month	24%
Less than once a month	60%
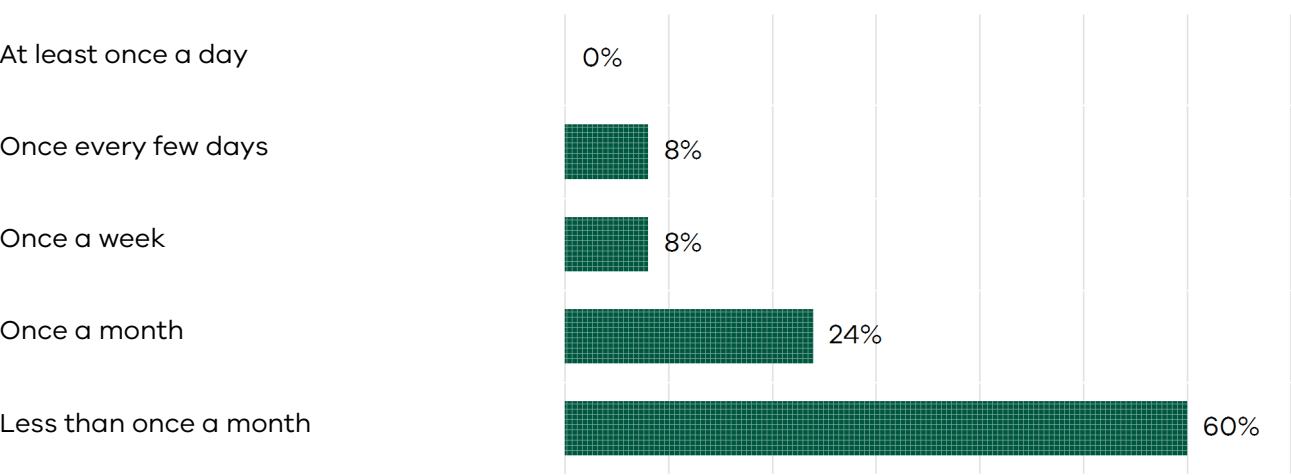
Negative behaviour

Witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

17% of your staff who did the survey said they witnessed some negative behaviour at work.

83% 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?

22	109
17%	83%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
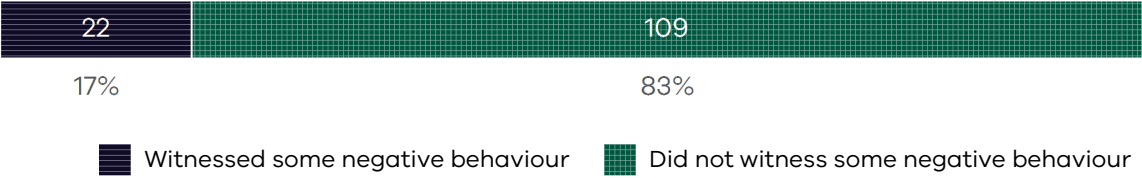
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	83%	80%	77%
Bullying of a colleague	8%	15%	16%
Violence or aggression against a colleague	6%	4%	6%
Discrimination against a colleague	5%	6%	8%
Sexual harassment of a colleague	1%	1%	1%

Victorian Public Sector Commission

VICTORIA State Government

Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

The table shows the answers in descending order.

Example

17% of your staff who did the survey witnessed negative behaviour, of which:

- 73% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 9% took no action.

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

22	109
17%	83%

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

When you witnessed the above behaviour(s), did you do any of the following?	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	73%	72%	72%
Told the person the behaviour was not OK	23%	20%	25%
Spoke to the person who behaved in a negative way	18%	19%	22%
Told a colleague	18%	18%	21%
Told a manager	18%	39%	37%
Submitted a formal complaint	14%	6%	6%
Took no action	9%	6%	7%
Other	5%	6%	7%
Told Human Resources	5%	11%	6%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Negative behaviour — satisfaction with making a formal complaint

What this is

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

Why this is important

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

How to read this

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

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

Example

30% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.

Survey question

Were you satisfied with the way your formal complaint was handled

Your results

■ No   ■ Don't know   ■ Yes

Survey question		Benchmark satisfied results			
	You	**Comparator**			
	2021	Lowest	Average	Highest
Violence or aggression	30 %	0 %	68 %	100 %
Bullying	0 %	0 %	20 %	100 %

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

- Highest scoring
- Lowest scoring
- 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

Custom questions

- Questions requested by your organisation

Demographics

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

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 'Workgroup support', the 'You 2021' column shows 95% of your staff agreed with 'I am able to work effectively with others outside my immediate workgroup'.

This question was not asked in 0.

Question group	Highest scoring questions	You 2021	Comparator 2021
Workgroup support	I am able to work effectively with others outside my immediate workgroup	95%	92%
Job enrichment	I understand how my job contributes to my organisation's purpose	94%	93%
Quality service delivery	My workgroup values human rights	92%	90%
Workgroup support	I am able to work effectively with others in my workgroup	92%	92%
Manager leadership	My manager is committed to workplace safety	91%	90%
Quality service delivery	My workgroup strives to provide high quality advice and services	89%	89%
Meaningful work	I feel that I can make a worthwhile contribution at work	88%	87%
Safety climate	My organisation provides a physically safe work environment	88%	90%
Supporting question - gender equality	My organisation uses inclusive and respectful images and language	88%	87%
Engagement	I am proud to tell others I work for my organisation	88%	89%

Victorian Public Sector Commission

VICTORIA State Government

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 'Learning and development', the 'You 2021' column shows 27% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'.

This question was not asked in 0.

Question subgroup	Lowest scoring questions	You 2021	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	27%	24%
Learning and development	I feel I have an equal chance at promotion in my organisation	35%	43%
Manager support	My manager has regular conversations with me about my learning and development	37%	53%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	42%	51%
Safety climate	All levels of my organisation are involved in the prevention of stress	42%	50%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	45%	35%
Job enrichment	My work performance is assessed against clear criteria	46%	63%
Manager support	I receive adequate recognition for my contributions and accomplishments	46%	65%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	47%	61%
Satisfaction	How satisfied are you with your career development within your current organisation	47%	49%

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 45% of your staff agreed with 'I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)'.

The 'difference' column, shows that agreement for this question was 10 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	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	45%	+10%	35%
Taking action	I believe my organisation will take positive action on the results of this year's survey	69%	+7%	62%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	79%	+6%	73%
Equal employment opportunity	Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	77%	+5%	72%
Workgroup support	People in my workgroup are politically impartial in their work	76%	+5%	71%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	78%	+4%	74%
Supporting question - gender equality	My organisation would support me if I needed to take family violence leave	84%	+4%	80%
Workload	The workload I have is appropriate for the job that I do	68%	+3%	65%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	95%	+3%	92%
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)	27%	+3%	24%

Key differences

Biggest negative difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Manager support', the 'You 2021' column shows 46% of your staff agreed with 'I receive adequate recognition for my contributions and accomplishments'.

The 'difference' column, shows that agreement for this question was 19 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Manager support	I receive adequate recognition for my contributions and accomplishments	46%	-19%	65%
Manager support	My manager involves me in decisions about my work	65%	-17%	82%
Job enrichment	My work performance is assessed against clear criteria	46%	-17%	63%
Manager support	My manager has regular conversations with me about my learning and development	37%	-17%	53%
Job enrichment	I have the authority to do my job effectively	65%	-15%	80%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	47%	-14%	61%
Innovation	My workgroup encourages employee creativity	63%	-13%	75%
Engagement	My organisation motivates me to help achieve its objectives	65%	-13%	77%
Organisational integrity	My organisation is committed to earning a high level of public trust	77%	-12%	89%
Engagement	I would recommend my organisation as a good place to work	69%	-12%	81%

Victorian Public Sector Commission

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People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

- Highest scoring
- Lowest scoring
- Biggest positive difference from comparator
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Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

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Job and manager factors

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Public sector values

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- Accountability
- Respect
- Leadership
- Human rights

Custom questions

- Questions requested by your organisation

Demographics

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

Victorian Public Sector Commission

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Taking action

What this is

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

Why this is important

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

How to read this

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

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

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

Example

69% 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'.

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

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

8% 69%

23%

You	Comparator		
2021	Lowest	Average	Highest
69 %	48 %	62 %	79 %

People matter survey 2021

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Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

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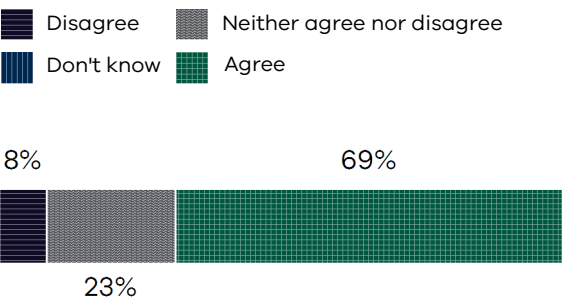
Example

74% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

Survey question	Your results		Benchmark agree results			
	Disagree — Neither agree nor disagree — Don't know — Agree		**You** 2021	**Comparator** Lowest	Average	Highest
Senior leaders actively support diversity and inclusion in the workplace	2% ... 74% / 6% 18%		74 %	45 %	78 %	95 %
Senior leaders support staff to work in an environment of change	8% ... 72% / 21%		72 %	41 %	72 %	93 %
Senior leaders model my organisation's values	3% ... 70% / 10% 17%		70 %	52 %	75 %	90 %
Senior leaders provide clear strategy and direction	1% ... 63% / 16% 21%		63 %	45 %	69 %	88 %

Victorian Public Sector Commission

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Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

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

Example

62% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question

Your results

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

Senior leaders demonstrate honesty and integrity

11% 62%

27%

Benchmark agree results

	You	Comparator		
	2021	Lowest	Average	Highest
Senior leaders demonstrate honesty and integrity	62 %	57 %	72 %	93 %

People matter survey 2021

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Victorian Public Sector Commission

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Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 77% of your staff who did the survey responded positively to questions about Organisational integrity.

Compared to:

- 79% of staff at your comparator and 72% of staff across the public sector.
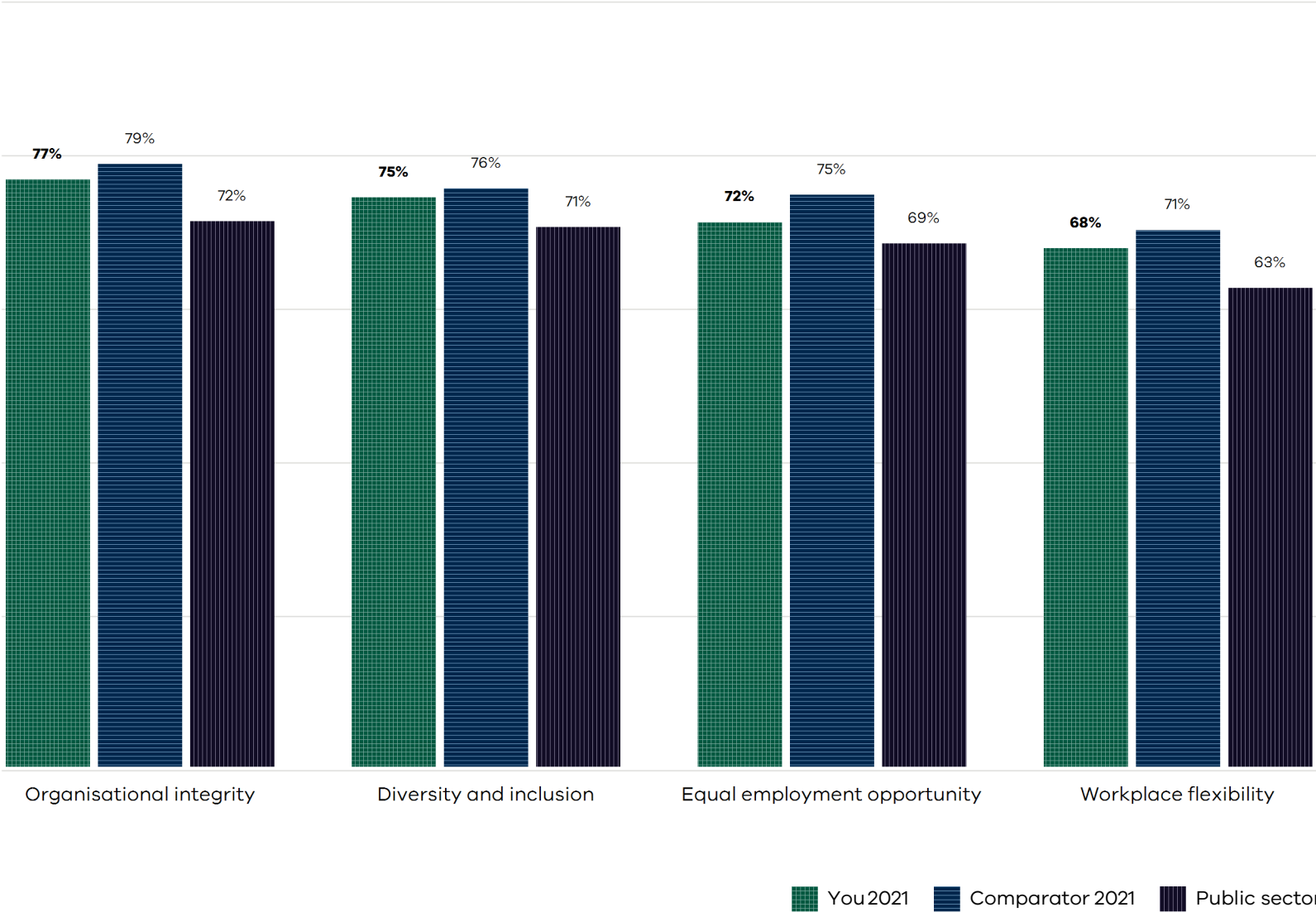
Chart: Organisational climate factors comparing You 2021, Comparator 2021, and Public sector 2021:

- Organisational integrity: 77%, 79%, 72%
- Diversity and inclusion: 75%, 76%, 71%
- Equal employment opportunity: 72%, 75%, 69%
- Workplace flexibility: 68%, 71%, 63%

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:

- 63% of your staff who did the survey responded positively to questions about Safety climate.

Compared to:

- 69% of staff at your comparator and 60% of staff across the public sector.
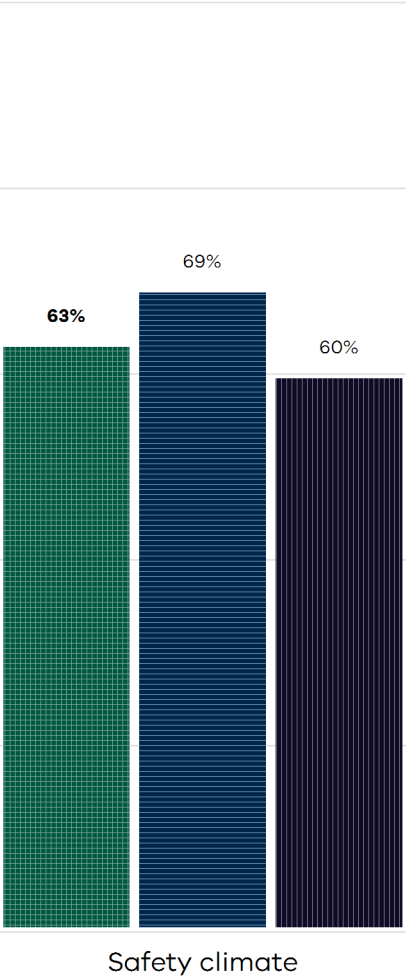
63% 69% 60%

Safety climate

■ You 2021   ■ Comparator 2021   ■ Public sector 2021

Victorian Public Sector Commission

VICTORIA State Government

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

87% 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
- Don't know
- Neither agree nor disagree
- Agree

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages employees to act in ways that are consistent with human rights	3% / 2% 8% / 87%	87 %	66 %	85 %	98 %
My organisation respects the human rights of employees	2% / 2% 9% / 86%	86 %	66 %	87 %	98 %
My organisation encourages respectful workplace behaviours	4% / 11% / 85%	85 %	66 %	88 %	98 %
My organisation takes steps to eliminate bullying, harassment and discrimination	1% / 5% 16% / 78%	78 %	59 %	74 %	93 %

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

77% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation is committed to earning a high level of public trust	2% / 8% / 13% / 77%	77 %	68 %	89 %	98 %
My organisation does not tolerate improper conduct	8% / 15% / 76%	76 %	64 %	74 %	95 %
My organisation makes fair recruitment and promotion decisions, based on merit	17% / 5% / 26% / 52%	52 %	41 %	59 %	76 %

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

79% of your staff who did the survey agreed or strongly agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.

Survey question | Your results | Benchmark agree results

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

Survey question	Your results		You	Comparator		
			2021	Lowest	Average	Highest
My organisation supports employees with family or other caring responsibilities, regardless of gender	8% / 13% / 79%		79 %	68 %	81 %	89 %
I have the flexibility I need to manage my work and non-work activities and responsibilities	12% / 10% / 78%		78 %	68 %	79 %	93 %
There is a positive culture within my organisation in relation to employees who have family responsibilities	2% / 7% / 21% / 71%		71 %	61 %	75 %	89 %
Having family responsibilities is not a barrier to success in my organisation	5% / 8% / 18% / 69%		69 %	50 %	67 %	88 %

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.
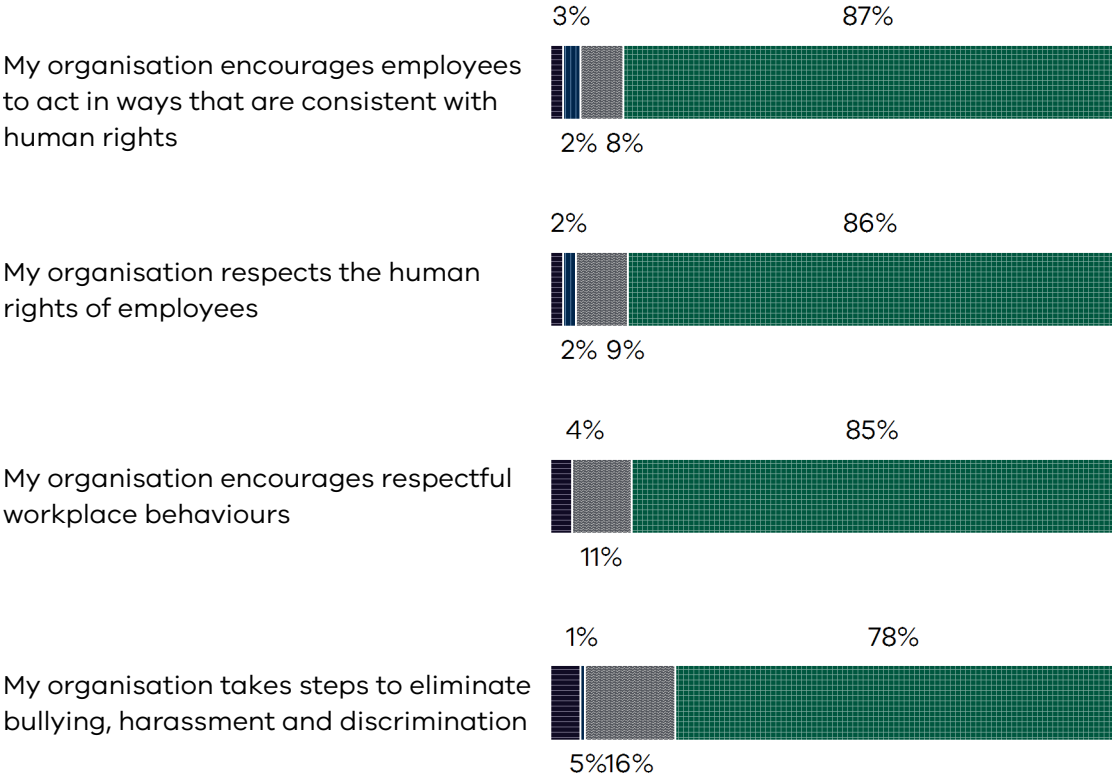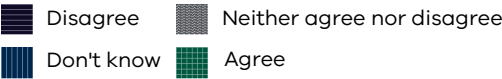
Example

67% 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

Survey question	Your results (Disagree / Don't know / Neither / Agree)	You 2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees who have caring responsibilities	5%, 7%, 21%, 67%	67 %	48 %	69 %	88 %
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	4%, 10%, 20%, 66%	66 %	46 %	67 %	88 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	20%, 15%, 65%	65 %	55 %	73 %	95 %
Having caring responsibilities is not a barrier to success in my organisation	8%, 8%, 21%, 63%	63 %	45 %	64 %	84 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Workplace flexibility 3 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.
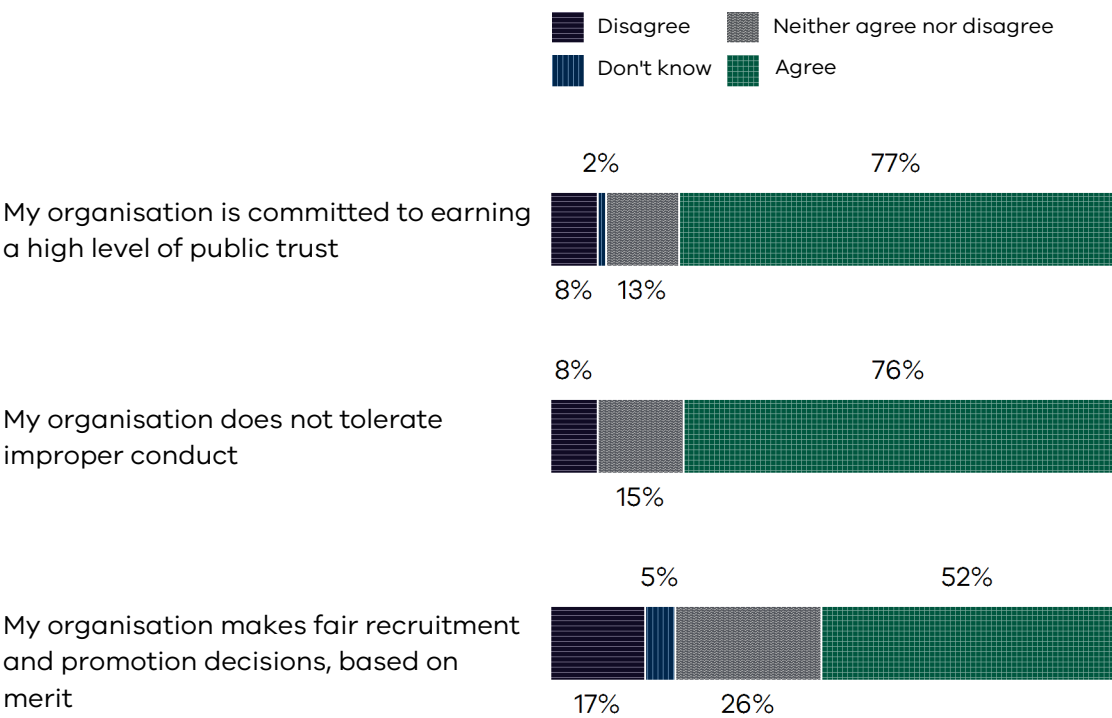
Example

59% of your staff who did the survey agreed or strongly agreed with 'Using flexible work arrangements is not a barrier to success in my organisation'.

	Disagree		Neither agree nor disagree
	Don't know		Agree

	You	Comparator		
	2021	Lowest	Average	Highest

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

6%   59%

15%   21%

You 2021	Lowest	Average	Highest
59 %	41 %	63 %	88 %

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

31% of staff who did the survey said the flexible work arrangement they used was 'No, I do not use any flexible work arrangements'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
No, I do not use any flexible work arrangements	31%	40%	38%
Working from an alternative location (e.g. home, hub/shared work space)	30%	30%	24%
Flexible start and finish times	27%	28%	23%
Shift swap	25%	11%	12%
Part-time	22%	14%	19%
Using leave to work flexible hours	11%	8%	8%
Working more hours over fewer days	8%	4%	6%
Other	4%	3%	2%
Study leave	1%	2%	4%
Job sharing	1%	1%	1%

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.
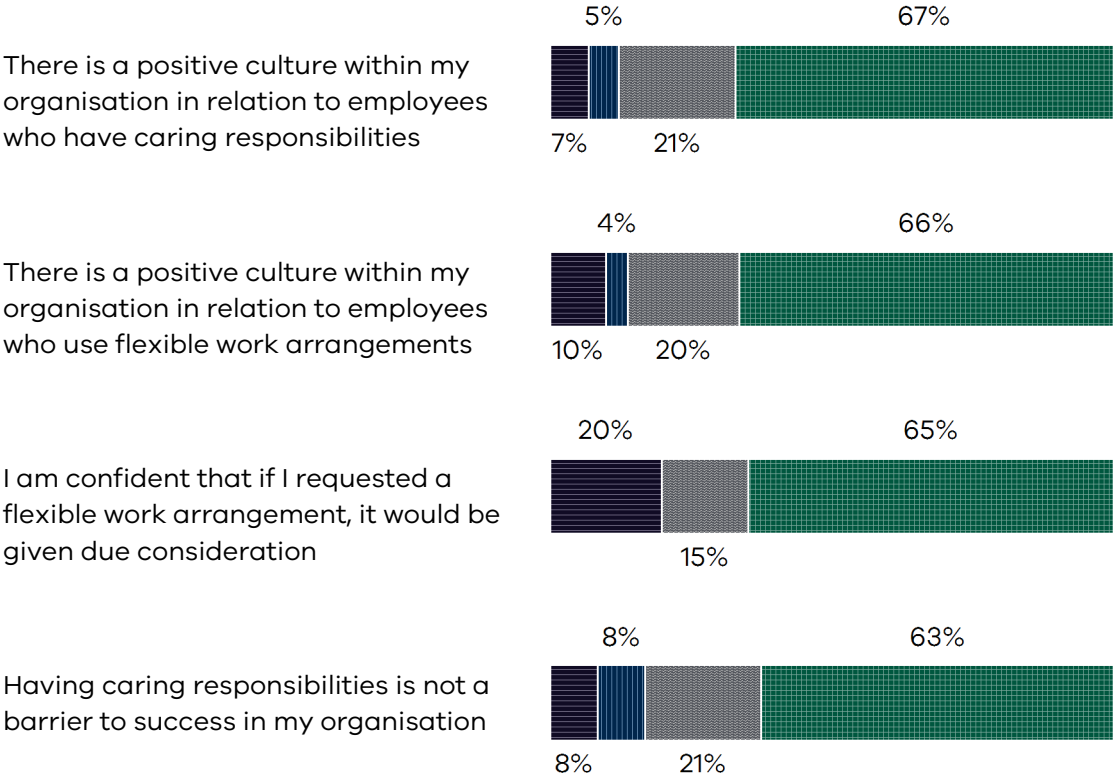
Example

79% of your staff who did the survey agreed or strongly agreed with 'Cultural background is not a barrier to success in my organisation'.

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

Survey question		You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Cultural background is not a barrier to success in my organisation	8% / 79% / 2% / 11%	79 %	71 %	79 %	98 %
Gender is not a barrier to success in my organisation	3% / 79% / 8% / 11%	79 %	72 %	84 %	93 %
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	8% / 77% / 2% / 12%	77 %	64 %	72 %	95 %
Sexual orientation is not a barrier to success in my organisation	13% / 76% / 2% / 10%	76 %	68 %	85 %	98 %
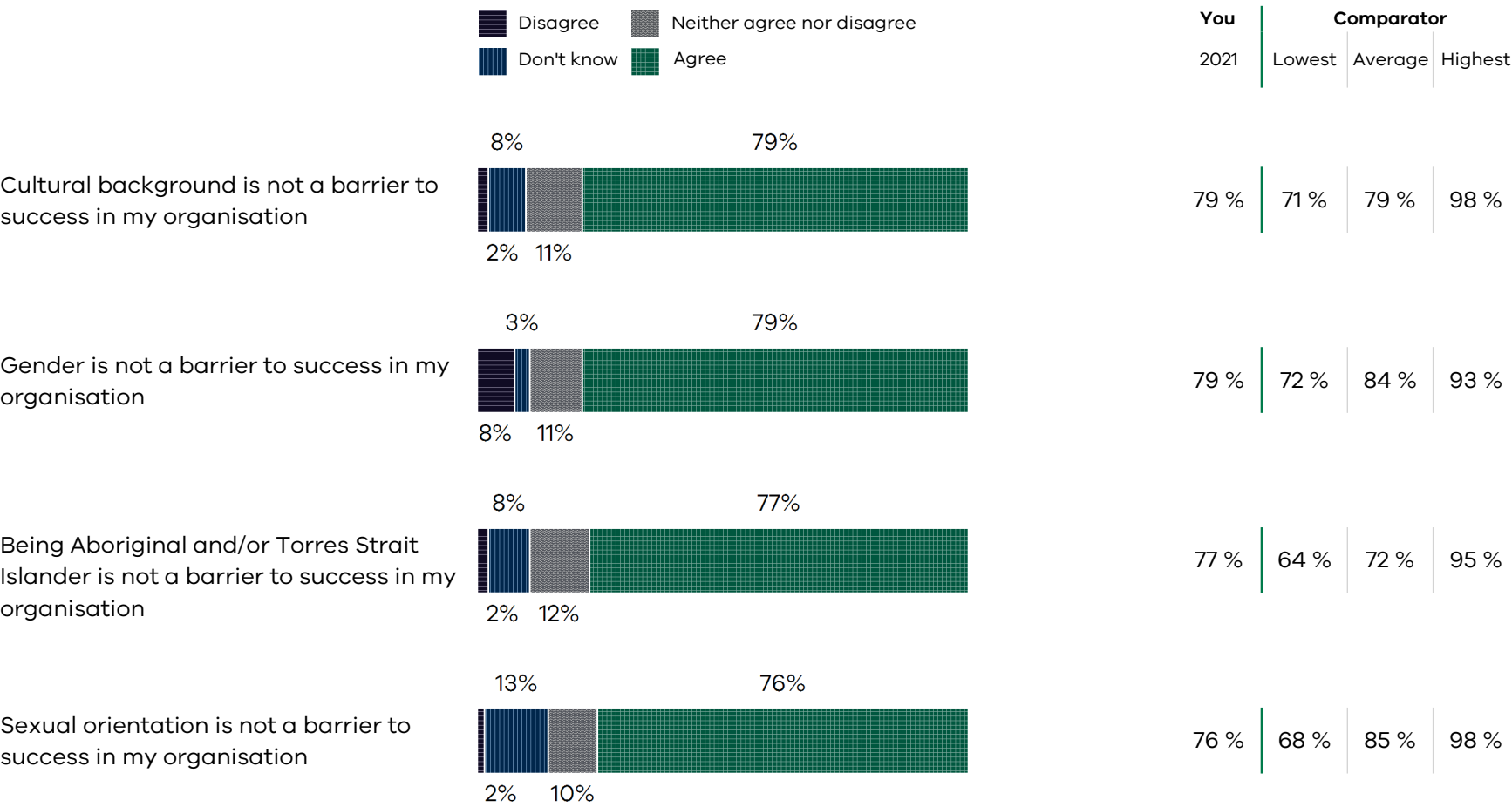
Organisational climate

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.
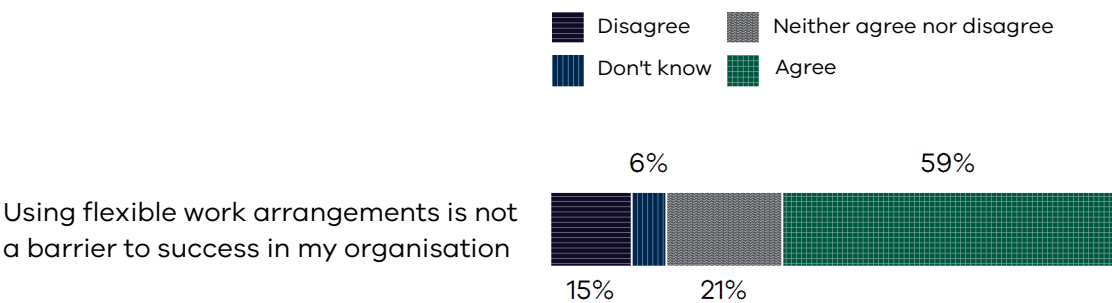
Example

65% 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

	You	Comparator		
	2021	Lowest	Average	Highest

Age is not a barrier to success in my organisation

7% | 65%
10% | 18%

| | 65 % | 59 % | 73 % | 95 % |

Disability is not a barrier to success in my organisation

12% | 56%
9% | 22%
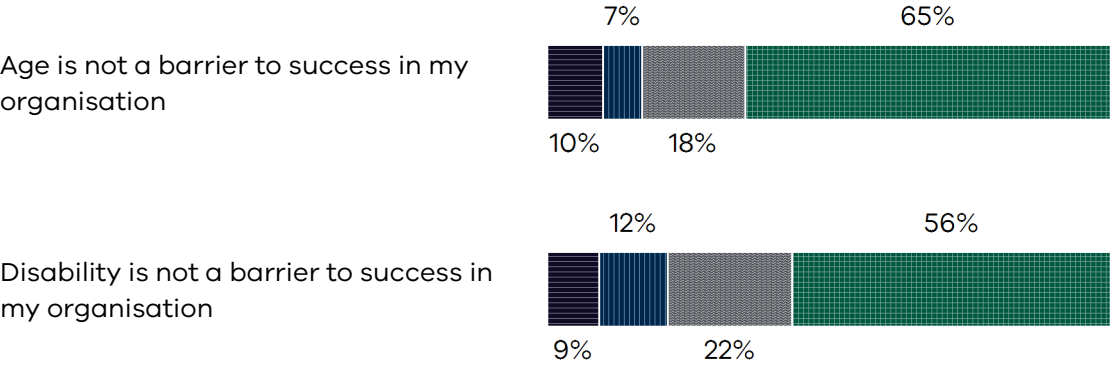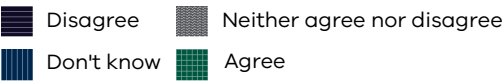
| | 56 % | 48 % | 60 % | 95 % |

Organisational climate

Psychosocial and physical safety climate question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation provides a physically safe work environment	4% / 8% / 88%	88 %	66 %	90 %	99 %
My organisation consults employees on health and safety matters	2% / 5% / 11% / 82%	82 %	50 %	81 %	96 %
I feel culturally safe at work	10% / 9% / 81%	81 %	64 %	83 %	93 %
My organisation has effective procedures in place to support employees who may experience stress	17% / 4% / 21% / 58%	58 %	30 %	65 %	83 %

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

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

Example

56% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.

Survey question — Your results — Benchmark agree results

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

Survey question		You 2021	Comparator Lowest	Comparator Average	Comparator Highest
In my workplace, there is good communication about psychological safety issues that affect me	Disagree 17%, Neither 27%, Agree 56%	56 %	27 %	60 %	83 %
Senior leaders consider the psychological health of employees to be as important as productivity	Disagree 18%, Neither 28%, Agree 54%	54 %	39 %	65 %	86 %
Senior leaders show support for stress prevention through involvement and commitment	Disagree 21%, Neither 33%, Agree 47%	47 %	39 %	61 %	79 %
All levels of my organisation are involved in the prevention of stress	Disagree 27%, Neither 31%, Agree 42%	42 %	11 %	50 %	76 %

Victorian Public Sector Commission

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Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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

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

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

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

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

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

How to interpret your score

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

A score of:

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

Adverse outcomes can include:

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

Benchmark results

Psychosocial safety climate

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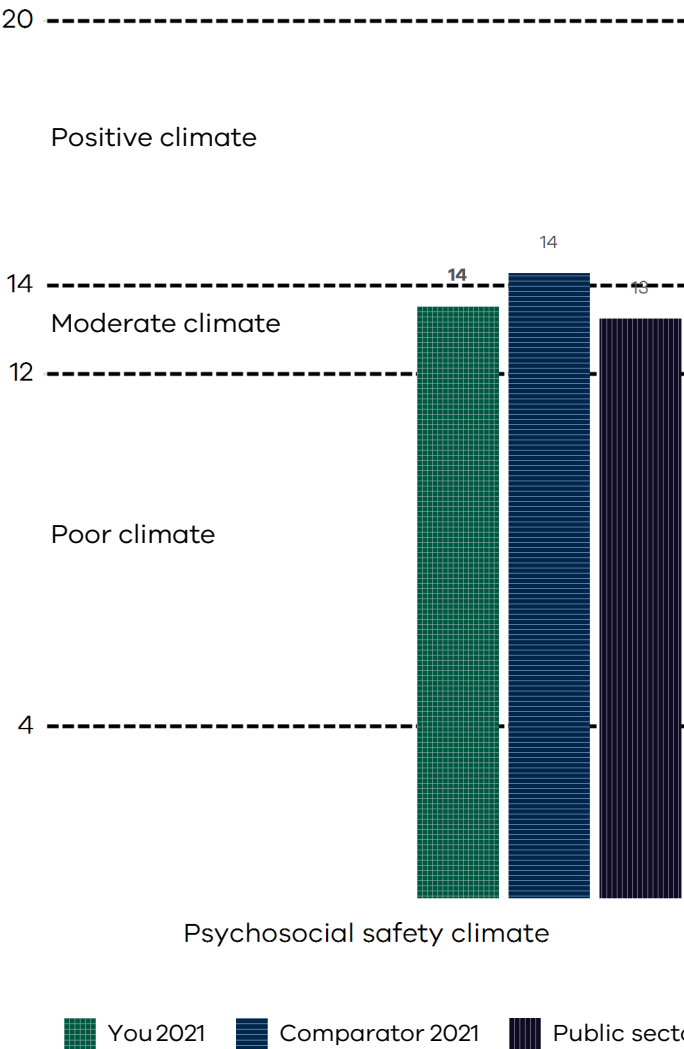
Organisational climate

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.
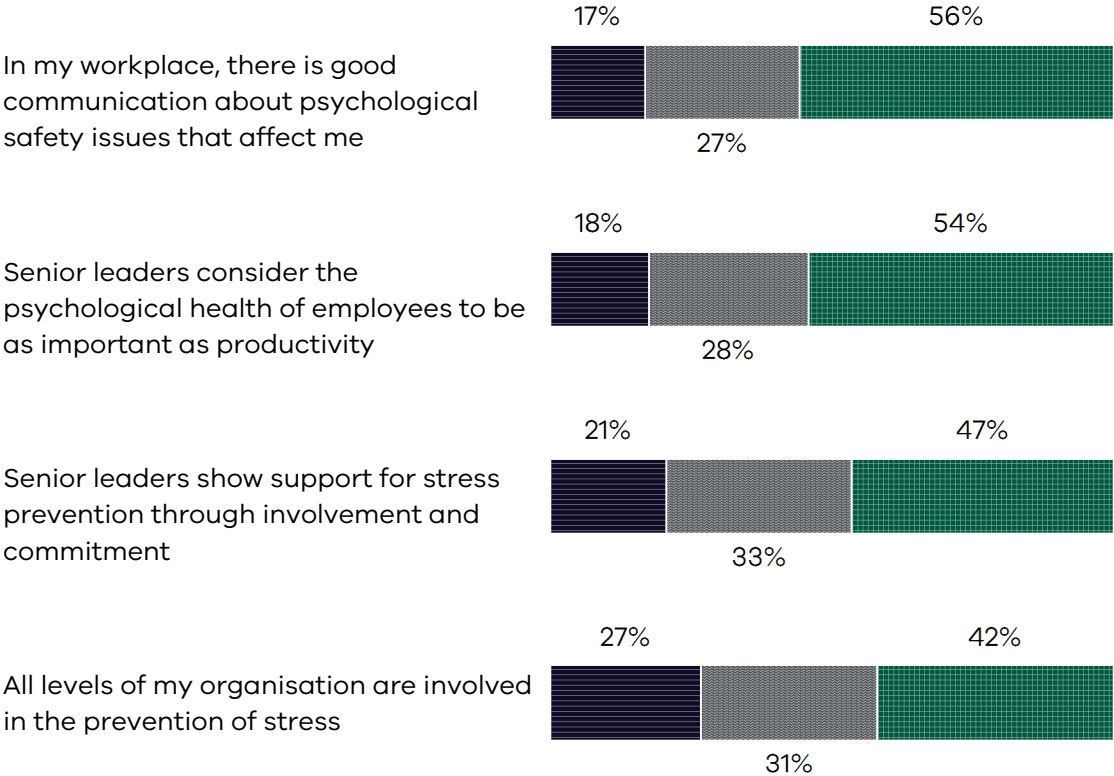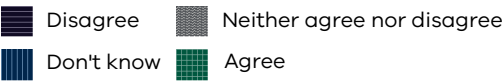
Example

85% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees of different sexes/genders'.

Survey question	Your results			

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

Benchmark agree results

Survey question	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees of different sexes/genders	85 %	64 %	85 %	95 %
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	80 %	55 %	81 %	93 %
There is a positive culture within my organisation in relation to employees of different age groups	79 %	66 %	79 %	93 %
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	79 %	45 %	73 %	87 %

Your results bar values:
- Different sexes/genders: 1%, 1%, 13%, 85%
- Varied cultural backgrounds: 4%, 2%, 14%, 80%
- Different age groups: 1%, 3%, 17%, 79%
- Aboriginal and/or Torres Strait Islander: 5%, 3%, 13%, 79%

Victorian Public Sector Commission

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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

66% 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
- Don't know
- Neither agree nor disagree
- 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+	2% / 12% / 21% / 66%	66 %	39 %	74 %	90 %
There is a positive culture within my organisation in relation to employees with disability	5% / 11% / 23% / 60%	60 %	43 %	66 %	98 %

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.
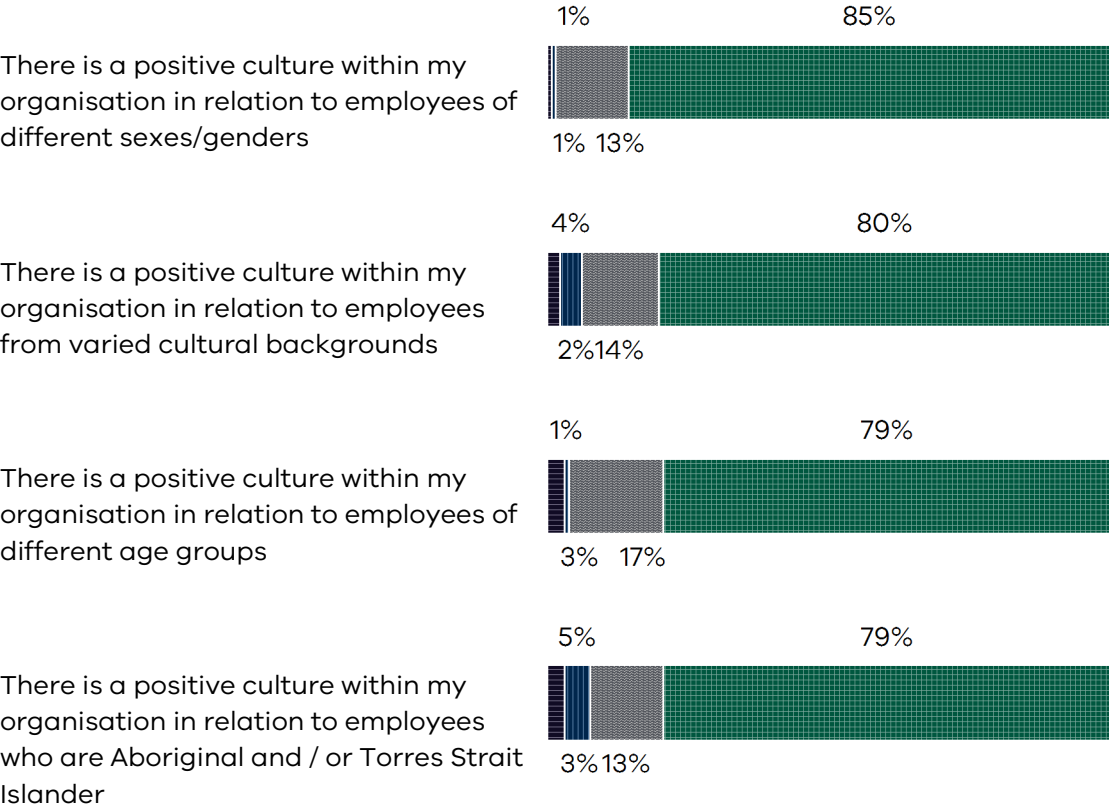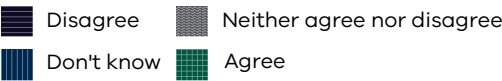
Example

88% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

Survey question	Your results				Benchmark agree results			

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
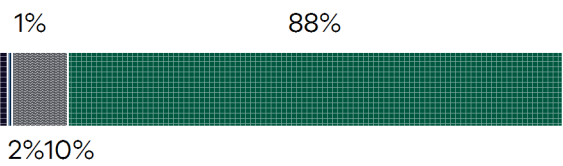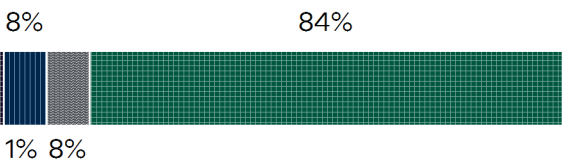
| | You | Comparator | | |
Survey question	Your results	2021	Lowest	Average	Highest
My organisation uses inclusive and respectful images and language	1% / 2% / 10% / 88%	88 %	70 %	87 %	90 %
My organisation would support me if I needed to take family violence leave	8% / 1% / 8% / 84%	84 %	70 %	80 %	90 %
In my workgroup work is allocated fairly, regardless of gender	8% / 9% / 82%	82 %	82 %	86 %	93 %

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- Highest scoring
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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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- Meaningful work
- Safe to speak up
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- Accountability
- Respect
- Leadership
- Human rights

Custom questions

- Questions requested by your organisation

Demographics

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

Workgroup climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 81% of your staff who did the survey responded positively to questions about .

Compared to:

- 84% of staff at your comparator and 80% of staff across the public sector.

Chart data:

	You 2021	Comparator 2021	Public sector 2021
Quality service delivery	81%	84%	80%
Workgroup support	80%	79%	76%
Innovation	67%	75%	68%

Legend: You 2021, Comparator 2021, Public sector 2021

Victorian Public Sector Commission

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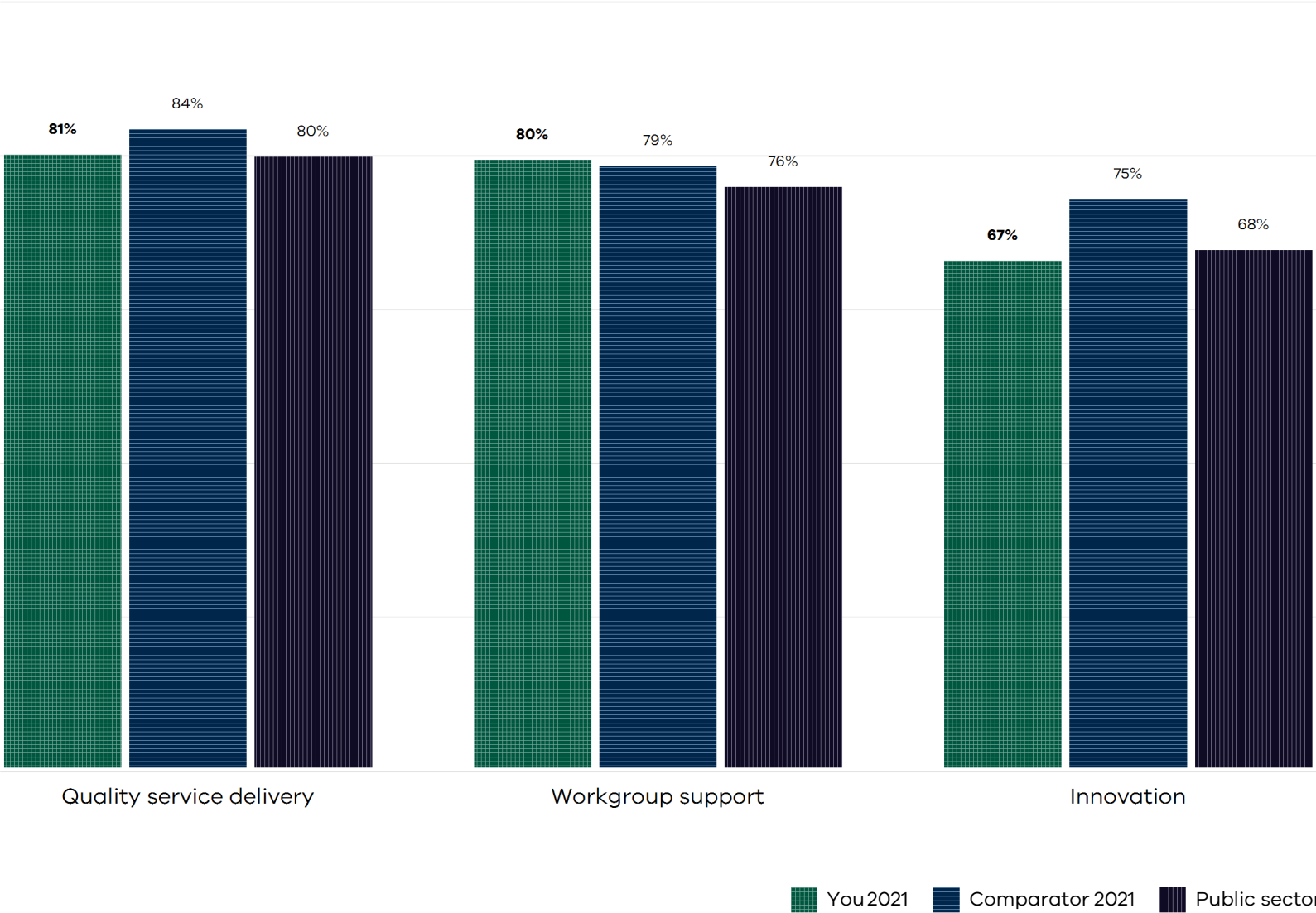
Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

92% of your staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup values human rights	3% / 92% / 5%	92 %	82 %	90 %	98 %
My workgroup strives to provide high quality advice and services	3% / 89% / 8%	89 %	80 %	89 %	98 %
My workgroup strives to deliver services in a timely manner	1% / 85% / 6% 8%	85 %	84 %	89 %	100 %
My workgroup strives to make the best use of its resources	1% / 84% / 4% 11%	84 %	68 %	83 %	93 %

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Workgroup climate

Quality service delivery 2 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

73% of your staff who did the survey agreed or strongly agreed with 'My workgroup has clear lines of responsibility'.

| Survey question | Your results | Benchmark agree results |

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

Survey question	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup has clear lines of responsibility	73 %	70 %	78 %	90 %
My workgroup places a priority on acting fairly and without bias	72 %	70 %	79 %	98 %
My workgroup focuses on making decisions informed by all relevant facts	69 %	75 %	80 %	93 %

My workgroup has clear lines of responsibility: 11%, 15%, 73%

My workgroup places a priority on acting fairly and without bias: 11%, 18%, 72%

My workgroup focuses on making decisions informed by all relevant facts: 14%, 1%, 16%, 69%

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Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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

Example

74% 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 | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes	5% / 4% / 18% / 74%	74 %	73 %	82 %	95 %
My workgroup learns from failures and mistakes	1% / 9% / 22% / 68%	68 %	73 %	76 %	86 %
My workgroup is quick to respond to opportunities to do things better	1% / 11% / 21% / 67%	67 %	64 %	76 %	86 %
My workgroup encourages employee creativity	1% / 15% / 22% / 63%	63 %	64 %	75 %	93 %

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Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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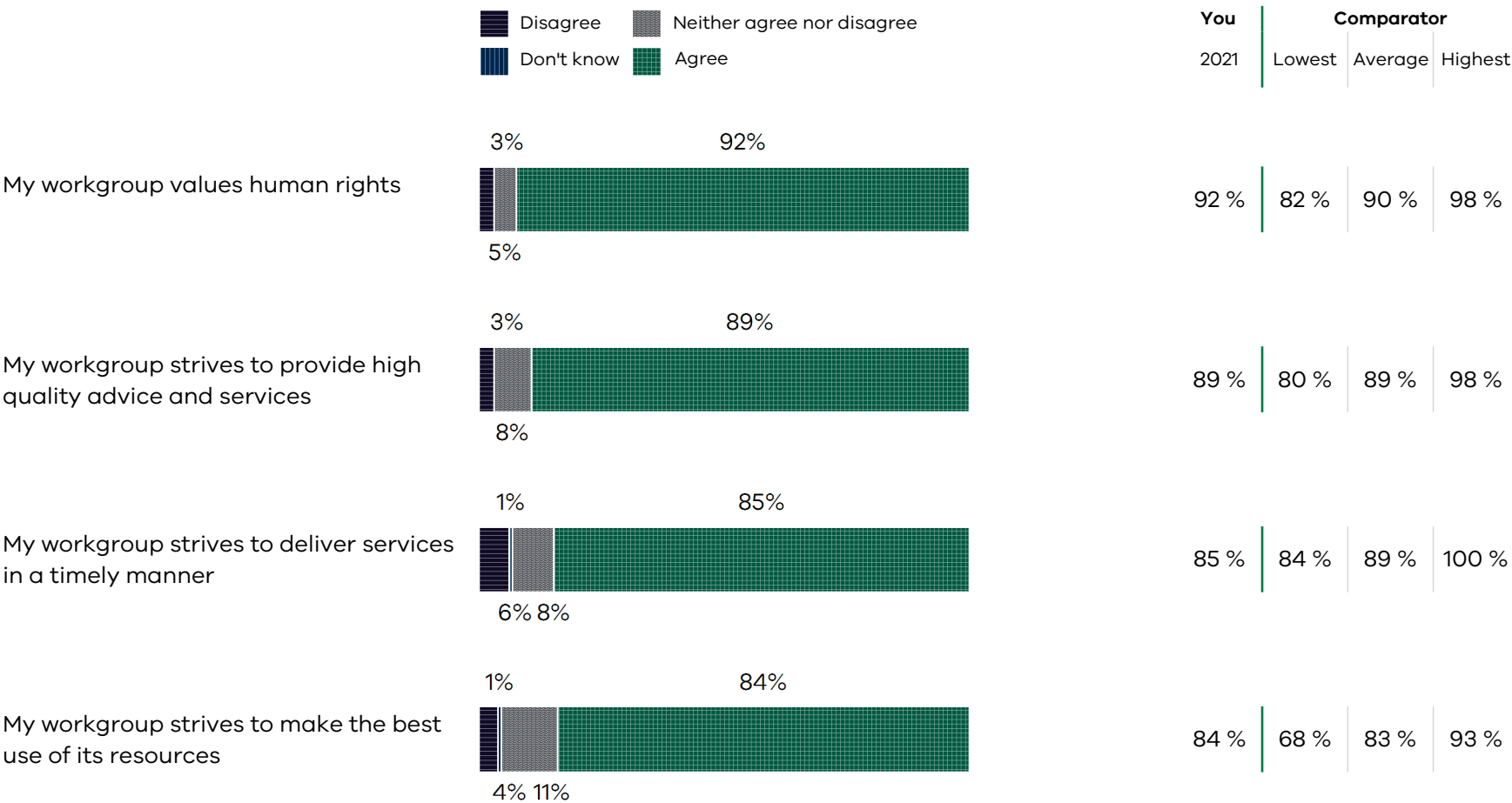
Example

63% of your staff who did the survey agreed or strongly agreed with 'My workgroup takes reasonable risks to improve its services'.

| Survey question | Your results | Benchmark agree results |

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

	You	Comparator		
	2021	Lowest	Average	Highest

My workgroup takes reasonable risks to improve its services

5% 63%
9% 23%

You 2021	Lowest	Average	Highest
63 %	45 %	65 %	79 %

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Workgroup climate

Workgroup support 1 of 3

What this is

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

Why this is important

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

How to read this

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

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

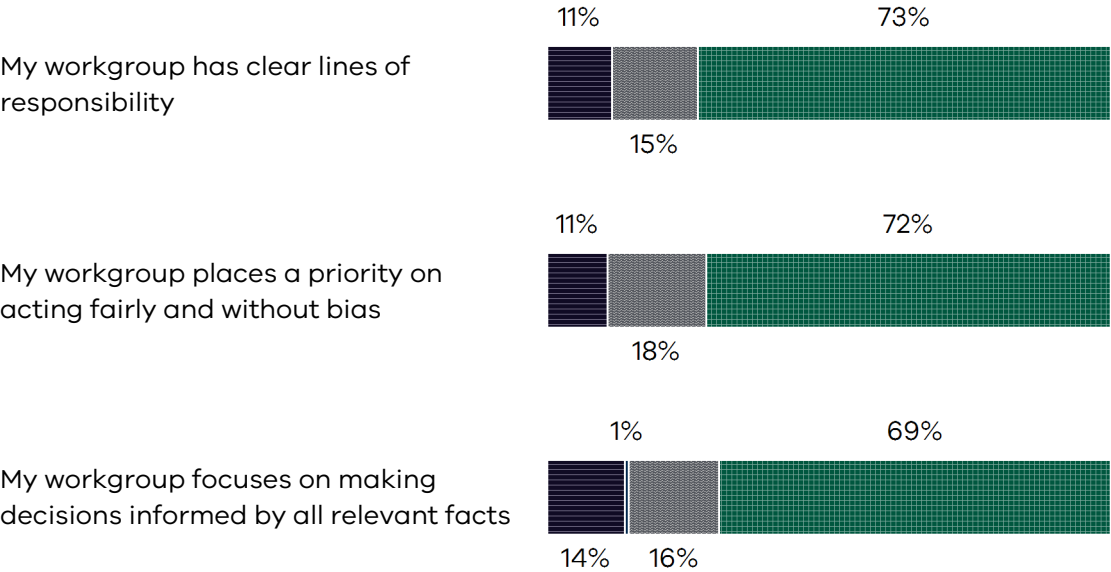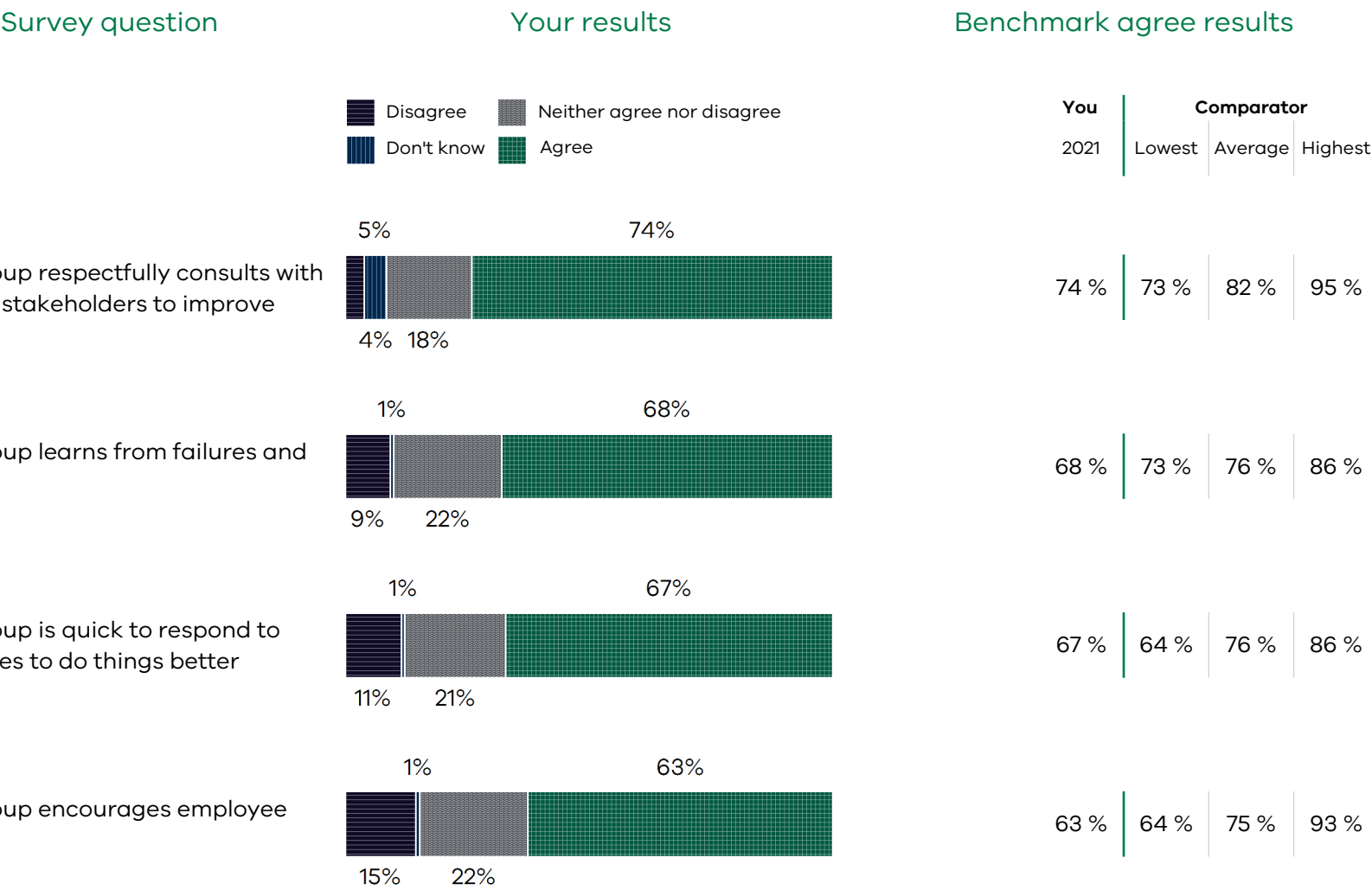Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others outside my immediate workgroup	95% (5%)	95 %	70 %	92 %	99 %
I am able to work effectively with others in my workgroup	2% / 92% (6%)	92 %	88 %	92 %	98 %
People in my workgroup treat each other with respect	7% / 85% (8%)	85 %	80 %	84 %	95 %
People in my workgroup actively support diversity and inclusion in the workplace	1% / 84% (2% 13%)	84 %	77 %	85 %	97 %

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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.

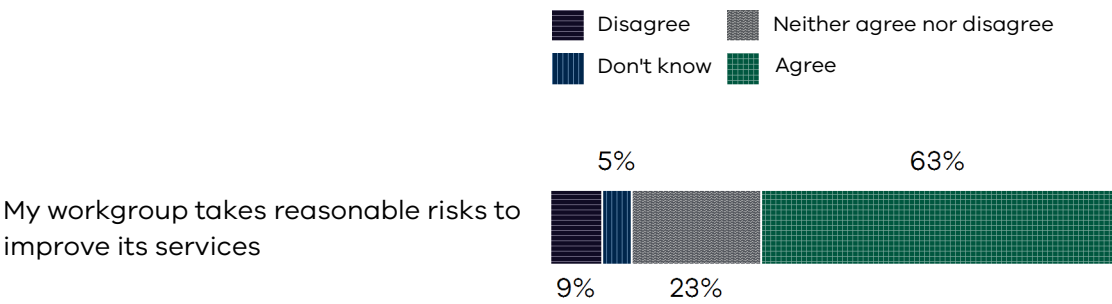Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

83% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

| 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
People in my workgroup work together effectively to get the job done	8% / 9% / 83%	83 %	82 %	85 %	96 %
People in my workgroup are honest, open and transparent in their dealings	11% / 13% / 76%	76 %	68 %	75 %	88 %
People in my workgroup are politically impartial in their work	5% / 2% / 18% / 76%	76 %	57 %	71 %	90 %
People in my workgroup regularly reach out to support me and my wellbeing	6% / 19% / 75%	75 %	61 %	77 %	86 %

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Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

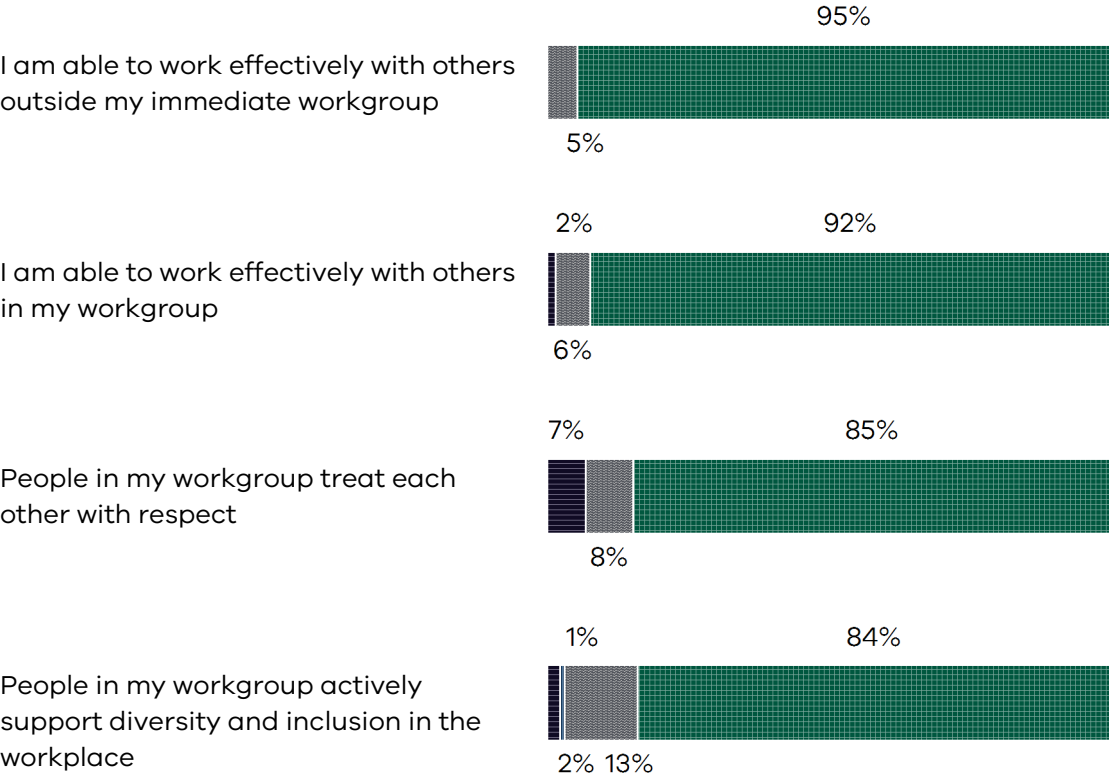Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

74% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Survey question	Your results	Benchmark agree results

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

	You	Comparator		
	2021	Lowest	Average	Highest

Survey question	Your results	You 2021	Lowest	Average	Highest
People in my workgroup appropriately manage conflicts of interest	6% / 74% (4% 16%)	74 %	66 %	72 %	90 %
Workgroups across my organisation willingly share information with each other	1% / 60% (10% 29%)	60 %	32 %	59 %	88 %

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People matter survey 2021

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- Biggest negative difference from comparator

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- Taking action questions

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- Senior leadership questions

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- Aboriginal and/or Torres Strait Islander
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- Gender, variations in sex characteristics and sexual orientation
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Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 83% of your staff who did the survey responded positively to questions about Manager leadership.

Compared to:

- 88% of staff at your comparator and 84% of staff across the public sector.

Bar chart:

Factor	You 2021	Comparator 2021	Public sector 2021
Manager leadership	83%	88%	84%
Meaningful work	83%	85%	84%
Safe to speak up	71%	75%	67%
Job enrichment	70%	78%	77%

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Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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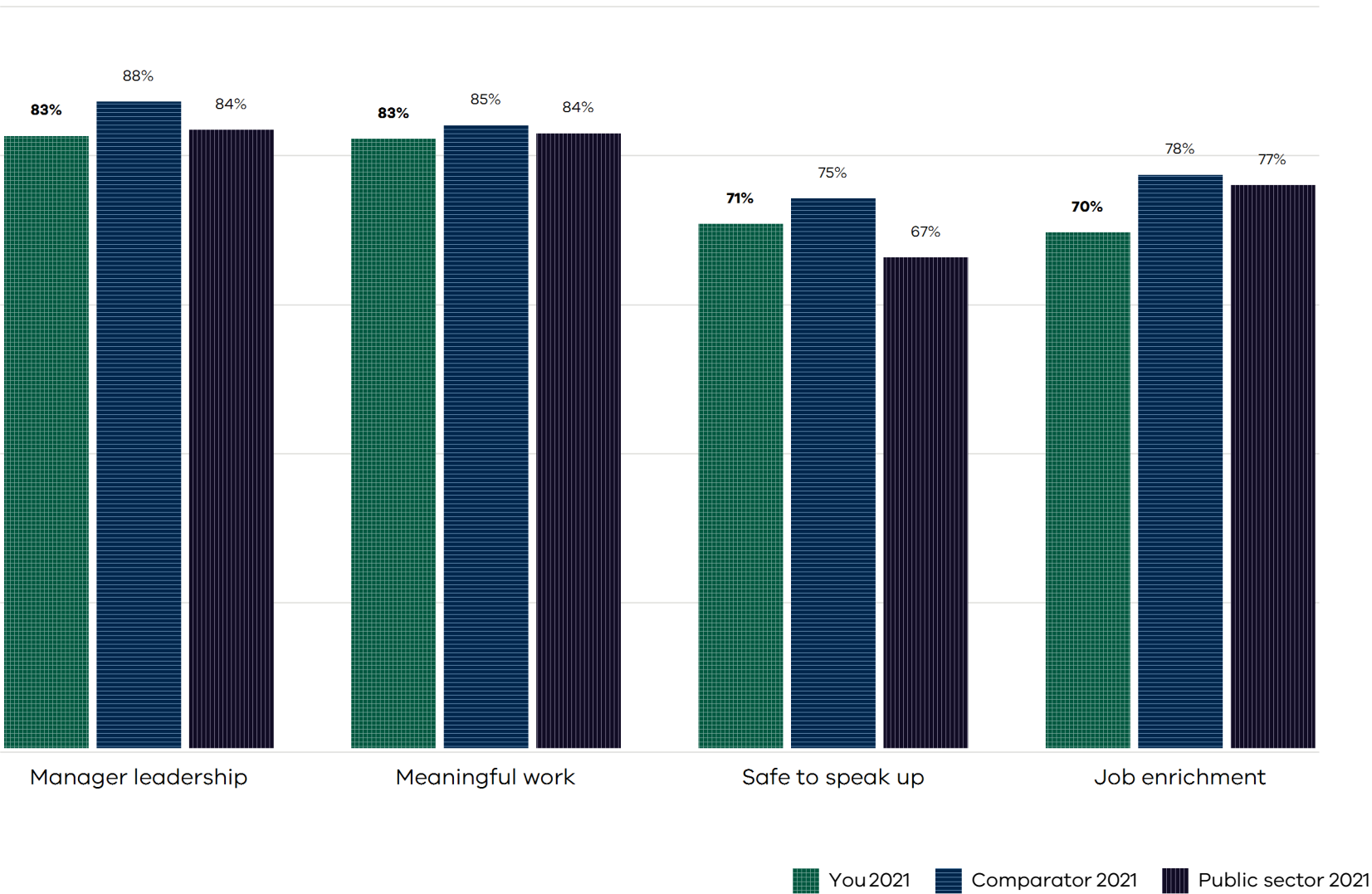
Example

In 2021:

- 65% of your staff who did the survey responded positively to questions about Workload.

Compared to:

- 62% of staff at your comparator and 53% of staff across the public sector.
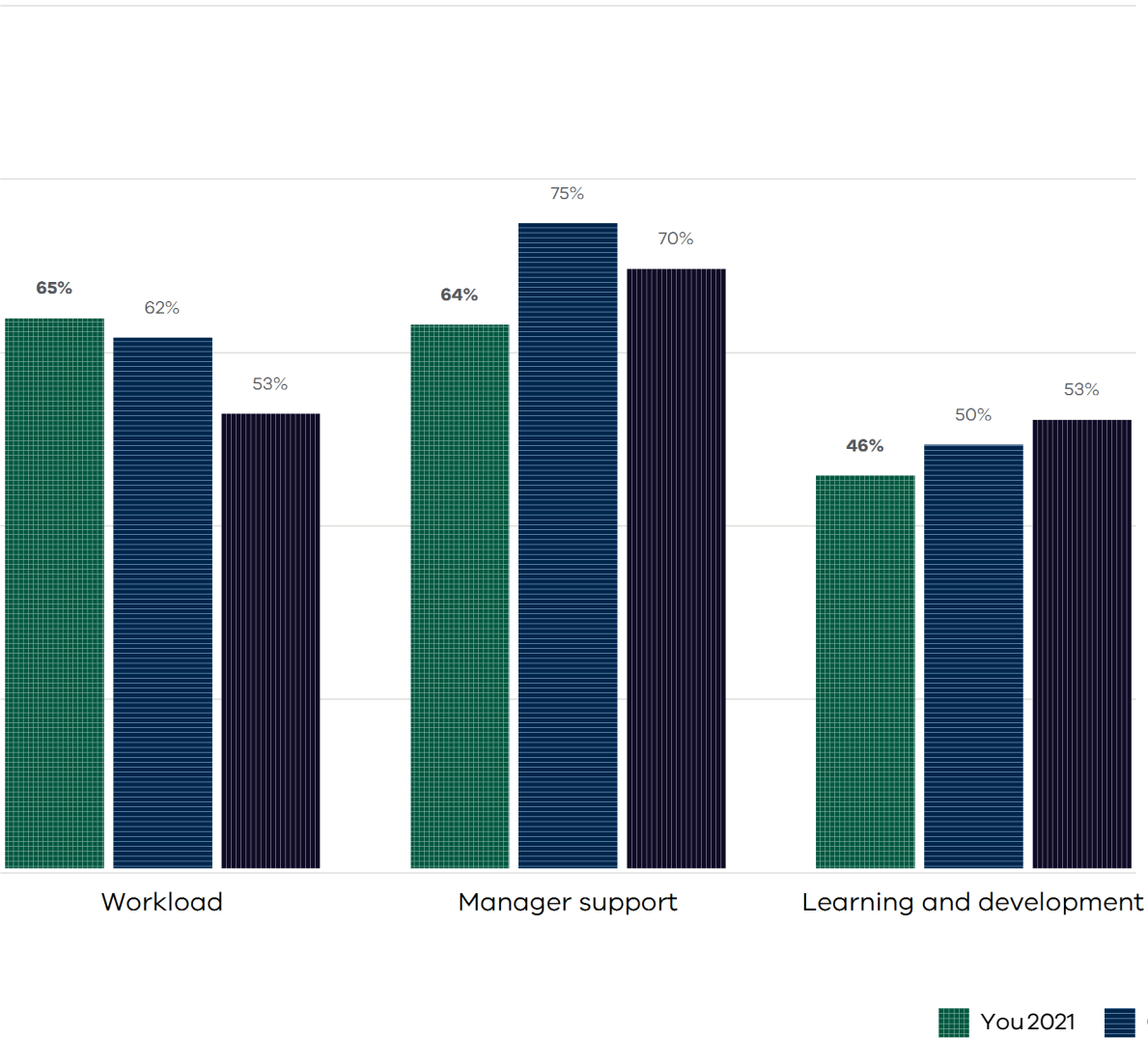
Legend: You 2021 | Comparator 2021 | Public sector 2021

Workload: 65%, 62%, 53%
Manager support: 64%, 75%, 70%
Learning and development: 46%, 50%, 53%

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

91% of your staff who did the survey agreed or strongly agreed with 'My manager is committed to workplace safety'.

Survey question	Your results	Benchmark agree results

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

	You	Comparator		
	2021	Lowest	Average	Highest

Survey question	Your results	You 2021	Lowest	Average	Highest
My manager is committed to workplace safety	2% / 91% (2% / 5%)	91 %	77 %	90 %	94 %
My manager ensures clients receive a high standard of service	4% / 85% (11%)	85 %	80 %	90 %	96 %
My manager works effectively with people from diverse backgrounds	3% / 84% (13%)	84 %	75 %	89 %	95 %
My manager treats employees with dignity and respect	6% / 82% (11%)	82 %	73 %	89 %	95 %

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

79% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results		You	Comparator		
			2021	Lowest	Average	Highest
My manager demonstrates honesty and integrity	6% ... 79% / 15%		79 %	68 %	85 %	98 %
My manager models my organisation's values	5% ... 78% / 17%		78 %	70 %	84 %	95 %

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

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Job and manager factors

Manager support 1 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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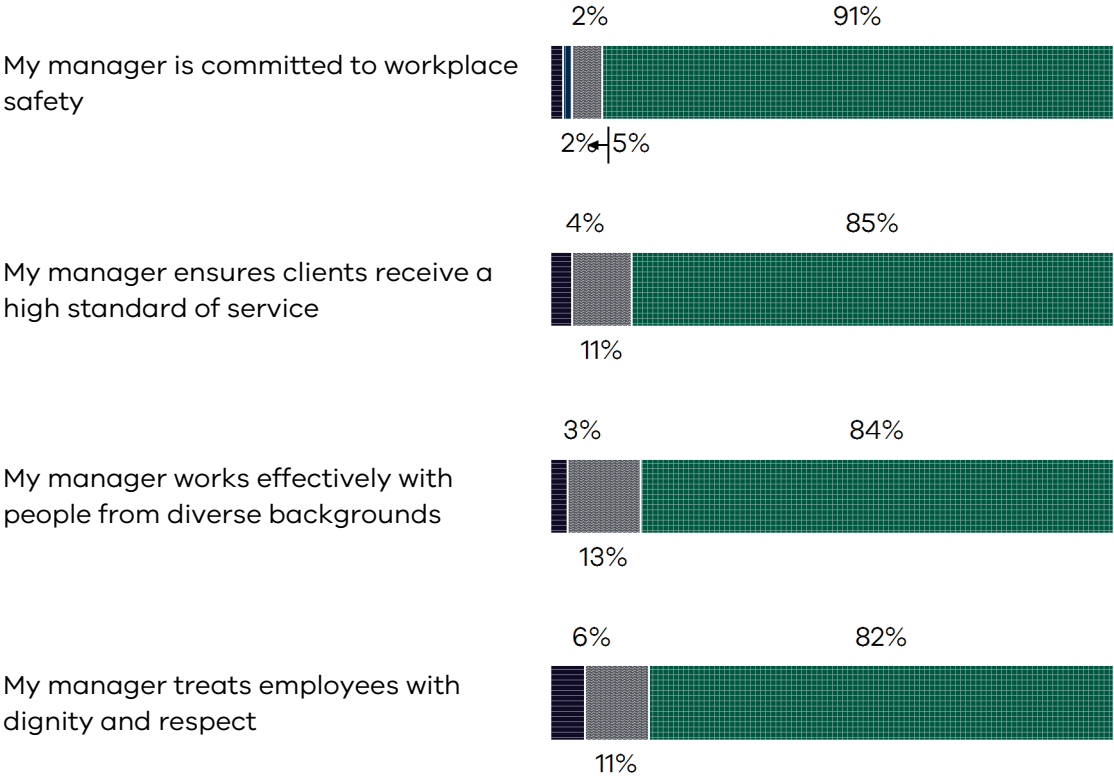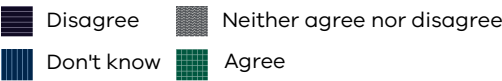
Example

76% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

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

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

Survey question	Disagree	Neither	Agree	You 2021	Lowest	Average	Highest
My manager listens to what I have to say	11%	13%	76%	76 %	80 %	87 %	95 %
I would be confident in approaching my manager to discuss concerns and grievances	16%	9%	75%	75 %	73 %	83 %	95 %
My manager encourages and supports my participation in learning and development opportunities	9%	16%	75%	75 %	64 %	75 %	79 %
My manager provides me with enough support when I need it	12%	17%	71%	71 %	68 %	81 %	90 %

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Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

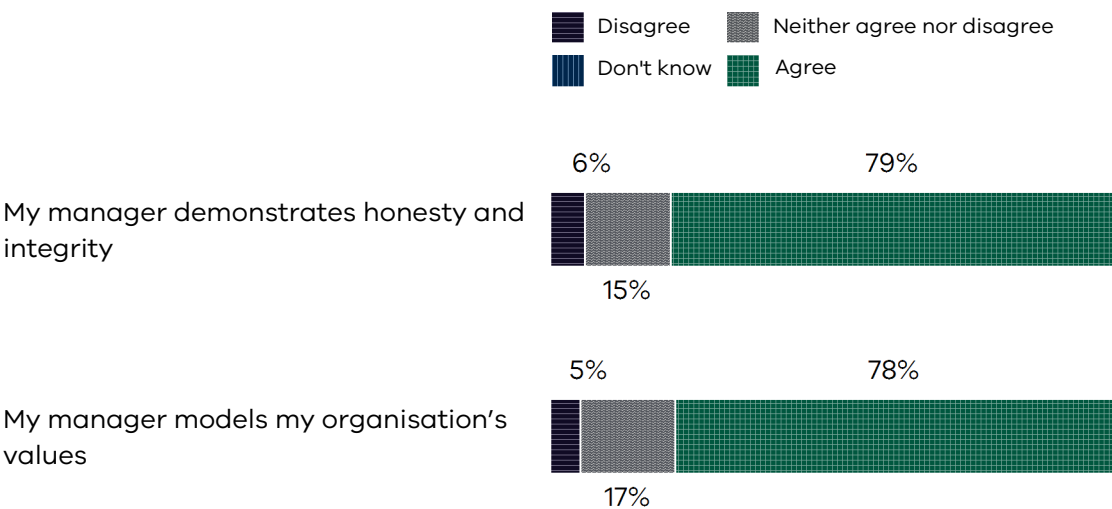Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

69% of your staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.

Survey question	Your results		Benchmark agree results			
			You	**Comparator**		
	Disagree / Neither agree nor disagree / Don't know / Agree		2021	Lowest	Average	Highest
My manager keeps me informed about what's going on	10% / 21% / 69%		69 %	68 %	80 %	90 %
My manager involves me in decisions about my work	10% / 25% / 65%		65 %	73 %	82 %	91 %
My manager provides feedback to me in a way that helps me improve my performance	1% / 14% / 25% / 60%		60 %	57 %	72 %	83 %
I receive adequate recognition for my contributions and accomplishments	21% / 34% / 46%		46 %	39 %	65 %	71 %

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Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

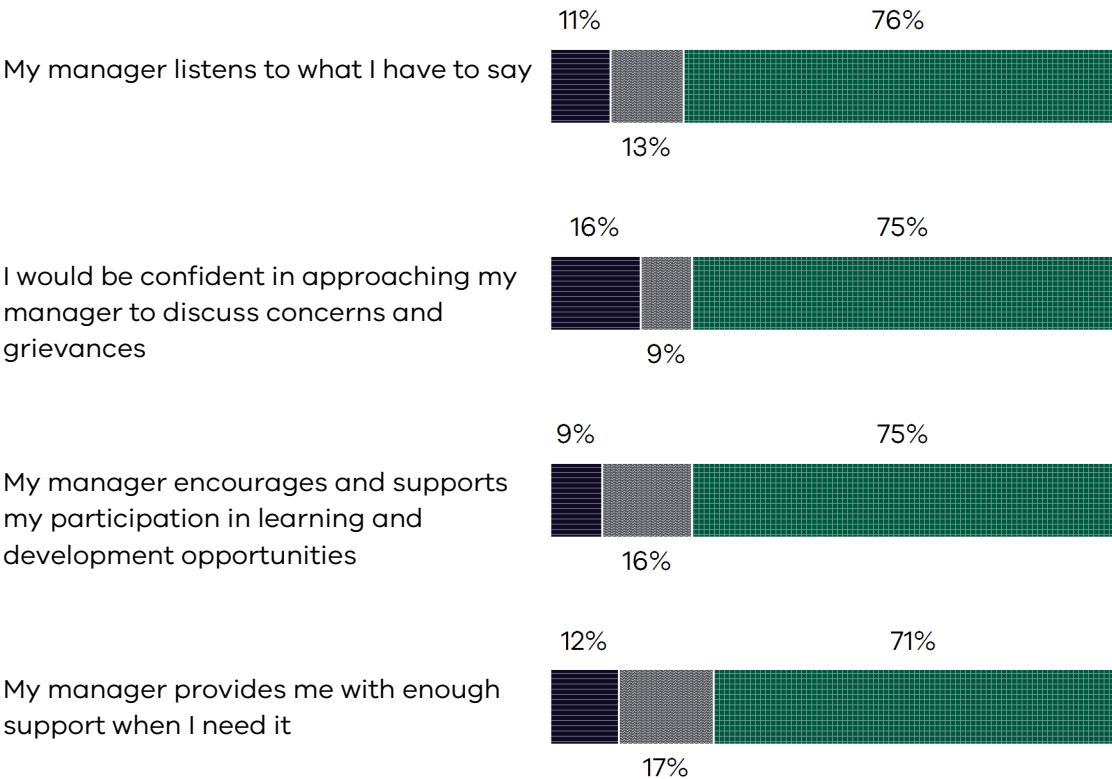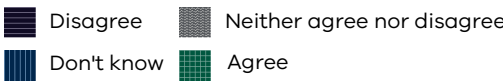Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

37% 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

Legend: 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	37 %	30 %	53 %	61 %

Your results bar: 24% | 39% | 37%

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Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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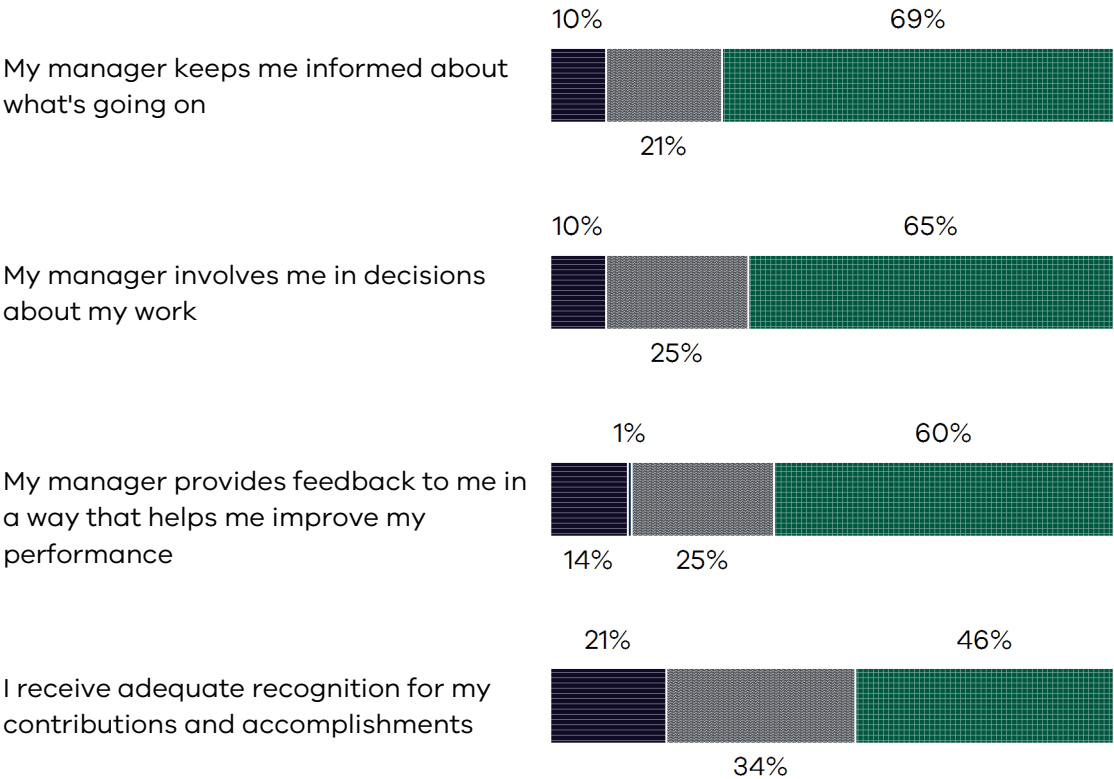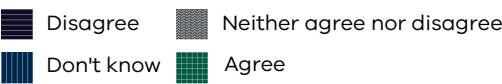
Example

68% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

| | Disagree | | Neither agree nor disagree |
| Agree | | | |

	You 2021	Comparator		
		Lowest	Average	Highest

The workload I have is appropriate for the job that I do

21% ▮ 11% ▮ 68%
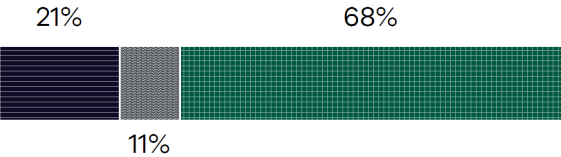
| 68 % | 43 % | 65 % | 71 % |

I have enough time to do my job effectively
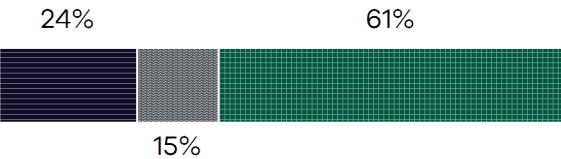
24% ▮ 15% ▮ 61%

| 61 % | 36 % | 60 % | 64 % |

Job and manager factors

Learning and development 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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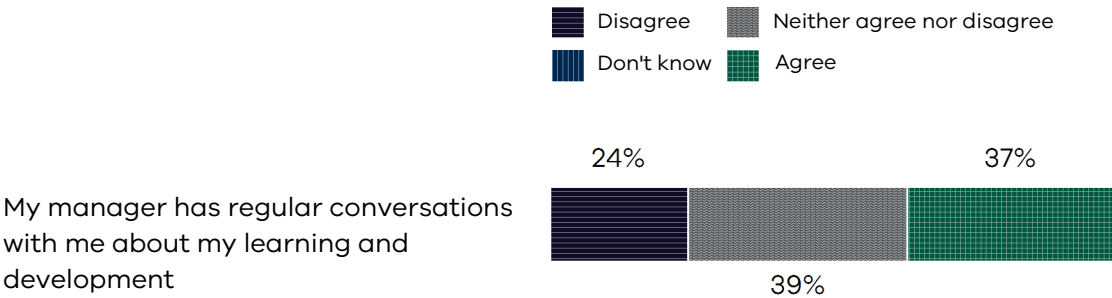
Example

66% 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 |

■ Disagree   ▦ Neither agree nor disagree
▦ Agree

	You	Comparator		
	2021	Lowest	Average	Highest

I am developing and learning in my role
21% / 14% / 66%

66 % | 54 % | 70 % | 79 %

In the last 12 months I have learned skills that have helped me do my job better
20% / 21% / 59%

59 % | 50 % | 67 % | 81 %

My organisation places a high priority on the learning and development of staff
21% / 29% / 50%

50 % | 27 % | 56 % | 76 %

There are adequate opportunities for me to develop skills and experience in my organisation
29% / 24% / 47%

47 % | 25 % | 54 % | 68 %

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.
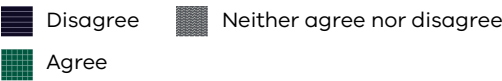
Example

45% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)'.

Survey question	Your results	Benchmark agree results

Legend: Disagree / Neither agree nor disagree / Agree

	You	Comparator		
	2021	Lowest	Average	Highest
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers) — 24% / 31% / 45%	45 %	18 %	35 %	43 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months — 27% / 31% / 42%	42 %	29 %	51 %	57 %
I feel I have an equal chance at promotion in my organisation — 32% / 33% / 35%	35 %	20 %	43 %	46 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments) — 27% / 47% / 27%	27 %	16 %	24 %	33 %

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.
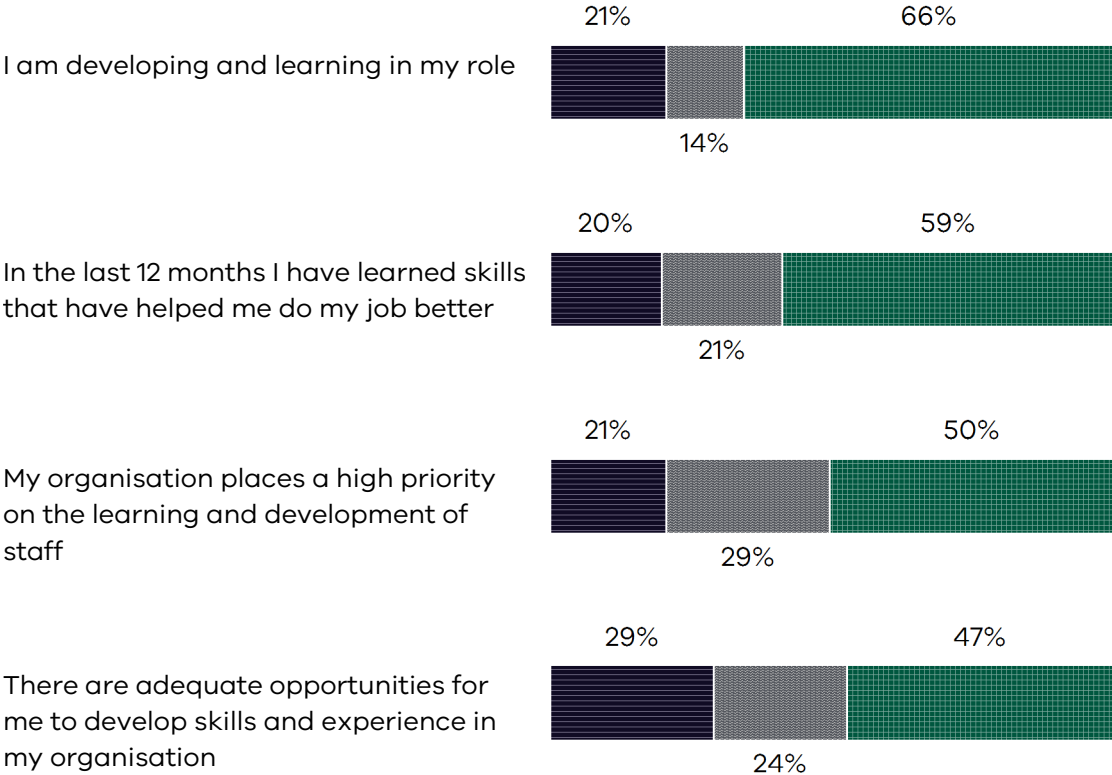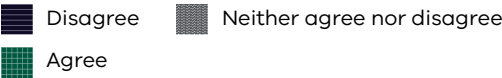
Example

94% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question	Your results				

Your results

■ Disagree ▨ Neither agree nor disagree
▩ Agree

Benchmark agree results

	You	Comparator		
	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	94 %	85 %	93 %	95 %
I clearly understand what I am expected to do in this job	83 %	77 %	87 %	93 %
My job allows me to utilise my skills, knowledge and abilities	75 %	73 %	83 %	95 %
I have a choice in deciding how I do my work	68 %	73 %	78 %	95 %

Your results bars:
- I understand how my job contributes to my organisation's purpose: 6% neither, 94% agree
- I clearly understand what I am expected to do in this job: 5% disagree, 11% neither, 83% agree
- My job allows me to utilise my skills, knowledge and abilities: 10% disagree, 15% neither, 75% agree
- I have a choice in deciding how I do my work: 19% disagree, 13% neither, 68% agree

Job and manager factors

Job enrichment 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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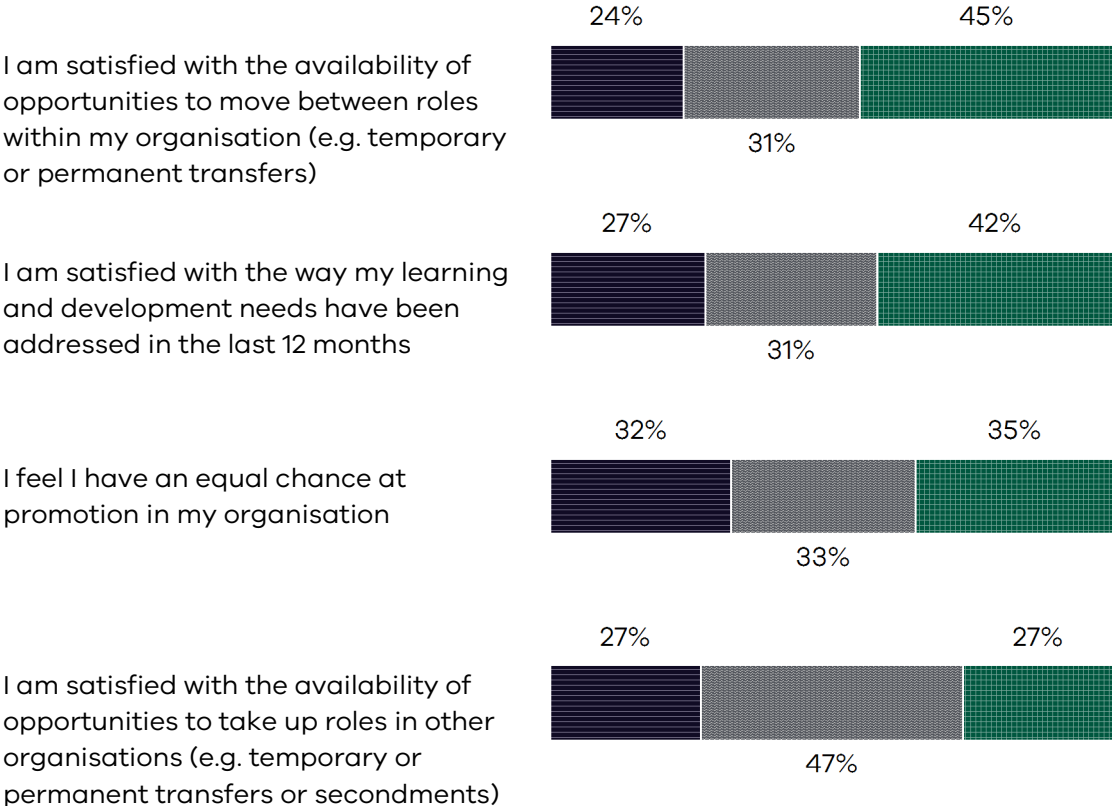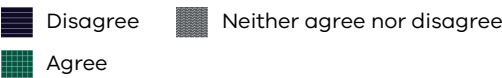
Example

65% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

Survey question	Your results	Benchmark agree results

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

	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I have the authority to do my job effectively — 23% / 12% / 65%	65 %	64 %	80 %	90 %
I understand how the Charter of Human Rights and Responsibilities applies to my work — 14% / 25% / 61%	61 %	41 %	62 %	77 %
My work performance is assessed against clear criteria — 24% / 30% / 46%	46 %	46 %	63 %	75 %

Job and manager factors

Meaningful work

What this is

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

Why this is important

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

How to read this

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

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

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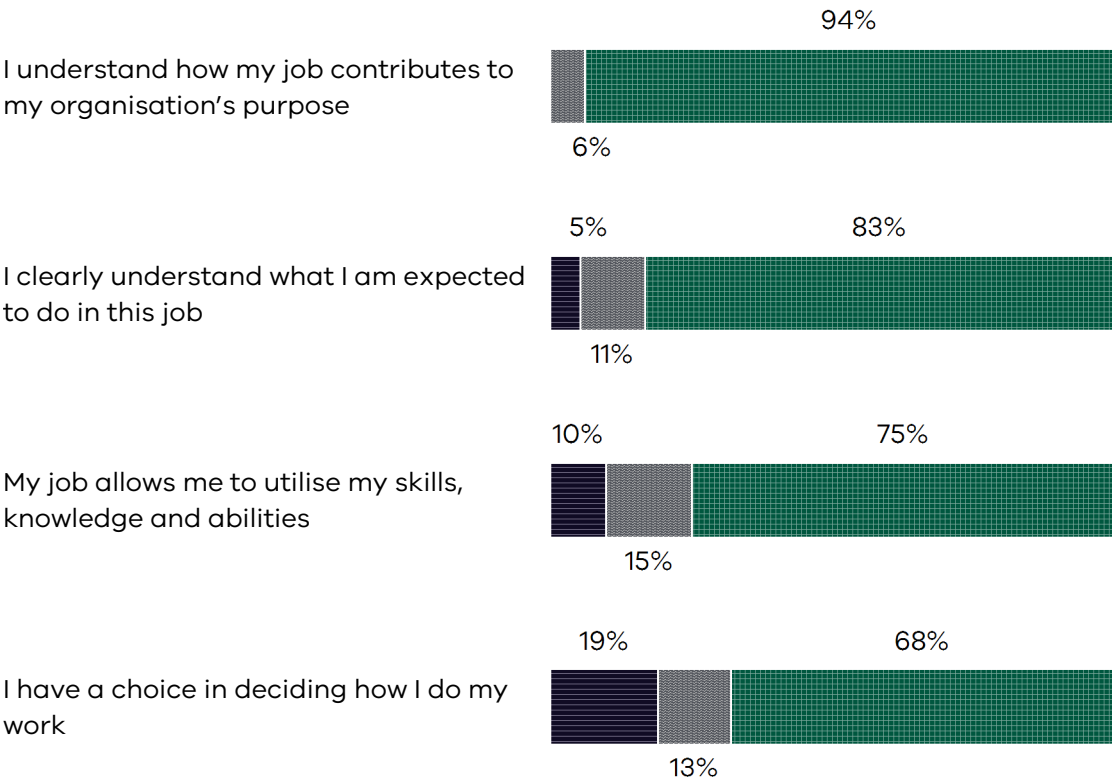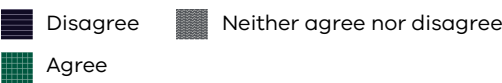
Example

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

Survey question

Your results

Legend: ■ Disagree   ▦ Neither agree nor disagree   ▦ Agree

I feel that I can make a worthwhile contribution at work
5%   88%   7%

I am achieving something important through my work
6%   78%   16%

Benchmark agree results

	You	Comparator		
	2021	Lowest	Average	Highest
I feel that I can make a worthwhile contribution at work	88 %	73 %	87 %	95 %
I am achieving something important through my work	78 %	64 %	82 %	93 %

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.
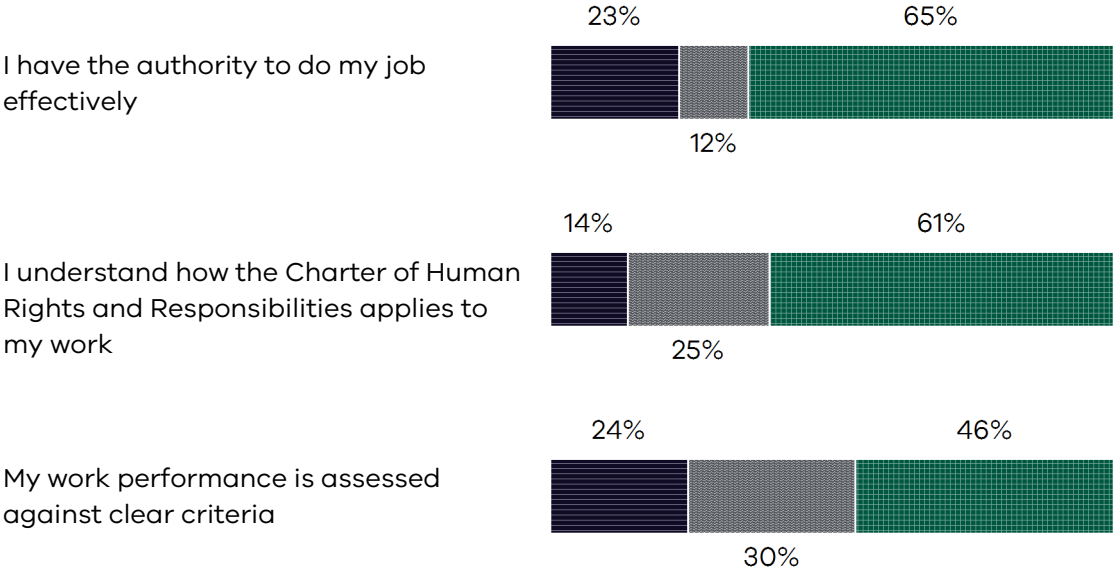
Example

74% of your staff who did the survey agreed or strongly agreed with 'People in your workgroup are able to bring up problems and tough issues'.

Survey question	Your results		Benchmark agree results			
			You	**Comparator**		
			2021	Lowest	Average	Highest
People in your workgroup are able to bring up problems and tough issues	8% / 18% / 74%		74 %	64 %	73 %	88 %
I feel safe to challenge inappropriate behaviour at work	12% / 17% / 71%		71 %	66 %	72 %	89 %
I am confident that I would be protected from reprisal for reporting improper conduct	18% / 13% / 69%		69 %	59 %	73 %	88 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	15% / 25% / 60%		60 %	54 %	68 %	90 %

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ 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.
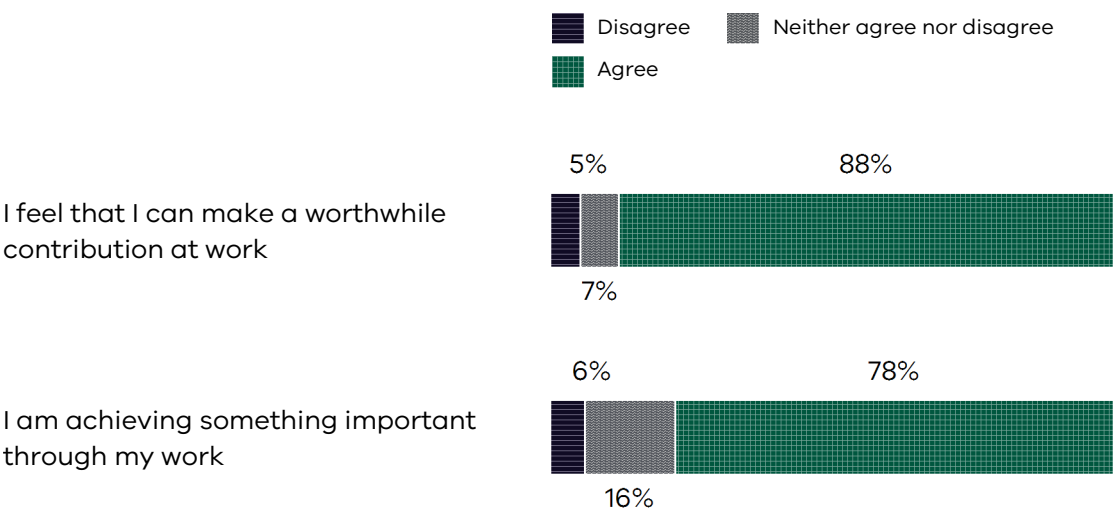
Example

83% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

Disagree   Neither agree nor disagree   Agree

| | You | Comparator | | |
	2021	Lowest	Average	Highest
People in my workgroup often reject others for being different	83 %	77 %	85 %	92 %
If I make a mistake in my workgroup, it is often held against me	72 %	68 %	78 %	88 %

People in my workgroup often reject others for being different — Disagree 83%, Neither agree nor disagree 11%, Agree 6%

If I make a mistake in my workgroup, it is often held against me — Disagree 72%, Neither agree nor disagree 21%, Agree 7%
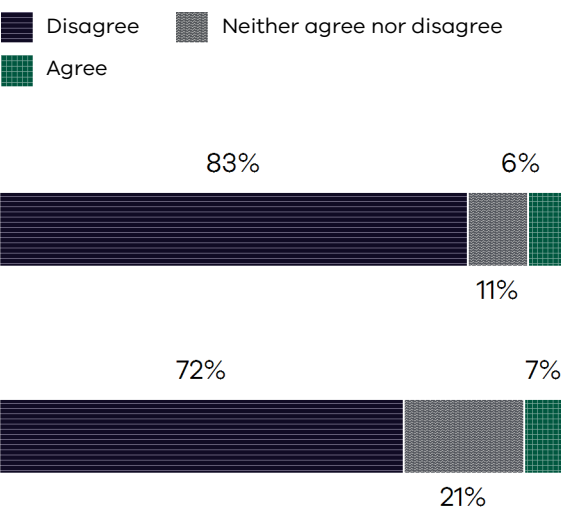
Job and manager factors

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

34% of staff who did the survey said 'Decision making and authorisation processes' was a significant barrier to performing optimally at work.

Which of the following are currently the most significant barriers (if any) that prevent you performing optimally at work?	You 2021	Comparator 2021	Public sector 2021
Decision making and authorisation processes	34%	25%	23%
Communication processes	28%	19%	19%
Too many competing priorities	28%	34%	36%
Administrative processes (including leave and HR requirements)	21%	13%	19%
Poor work-life balance	15%	10%	12%
There are no noticeable barriers	15%	20%	18%
Insufficient autonomy	14%	9%	9%
Poor mental health or wellbeing	13%	14%	11%
Technology limitations	13%	13%	20%
Other	12%	10%	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

Custom questions
- Questions requested by your organisation

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

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 87% of your staff who did the survey responded positively to questions about Responsiveness .

Compared to:

- 89% of staff at your comparator and 87% of staff across the public sector.

Legend: You 2021 · Comparator 2021 · Public sector 2021

Value	You 2021	Comparator 2021	Public sector 2021
Responsiveness	87%	89%	87%
Human rights	82%	81%	80%
Accountability	79%	82%	76%
Respect	79%	83%	78%

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:

- 74% of your staff who did the survey responded positively to questions about Leadership .

Compared to:

- 80% of staff at your comparator and 73% of staff across the public sector.

Chart data:

Value	You 2021	Comparator 2021	Public sector 2021
Leadership	74%	80%	73%
Integrity	73%	77%	70%
Impartiality	67%	72%	68%
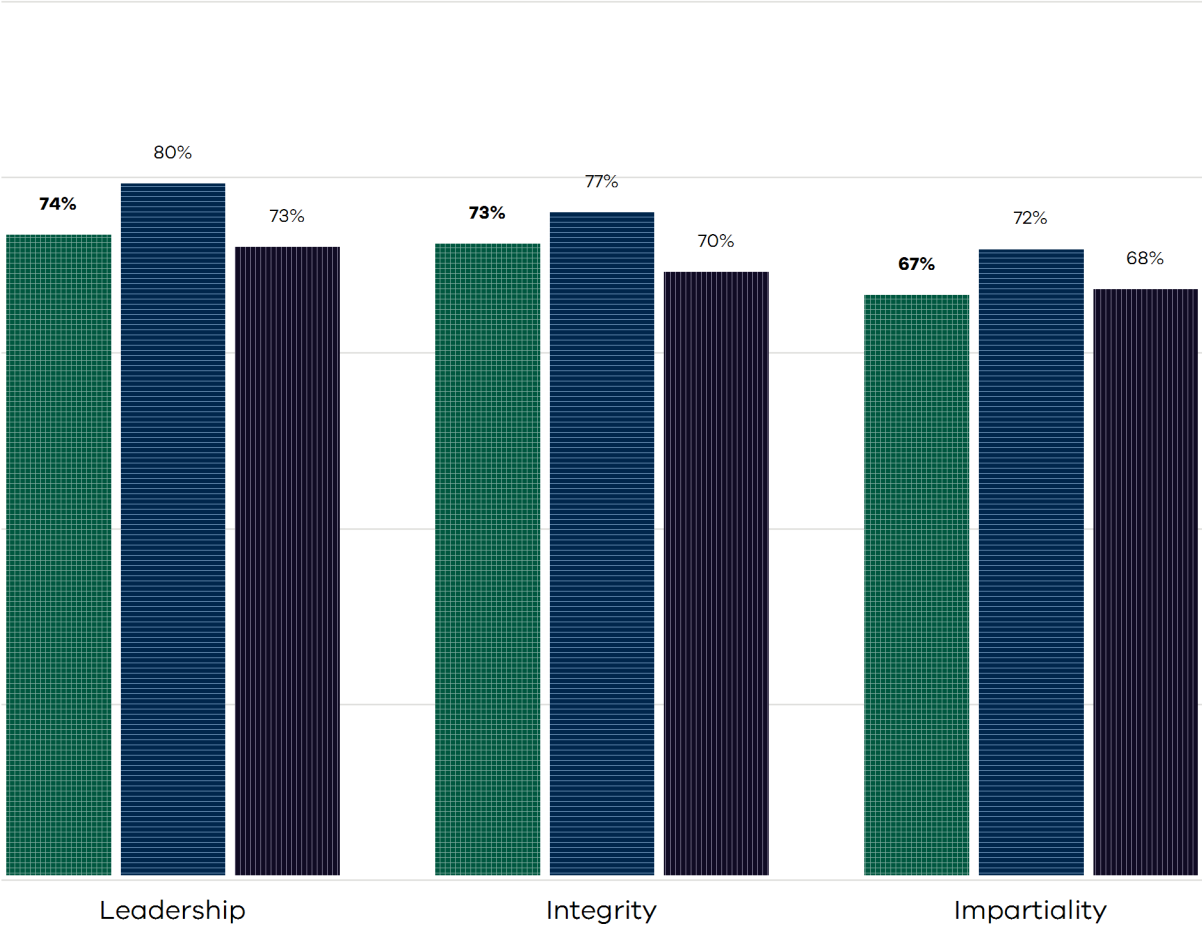
Legend: You 2021 | Comparator 2021 | Public sector 2021

Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

Example

89% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

Survey question	Your results				
		You	**Comparator**		
		2021	Lowest	Average	Highest
My workgroup strives to provide high quality advice and services	3% / 8% / 89%	89 %	80 %	89 %	100 %
My manager ensures clients receive a high standard of service	4% / 11% / 85%	85 %	80 %	90 %	100 %
My workgroup strives to deliver services in a timely manner	1% / 6% / 8% / 85%	85 %	84 %	89 %	100 %

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

Public sector values

Integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

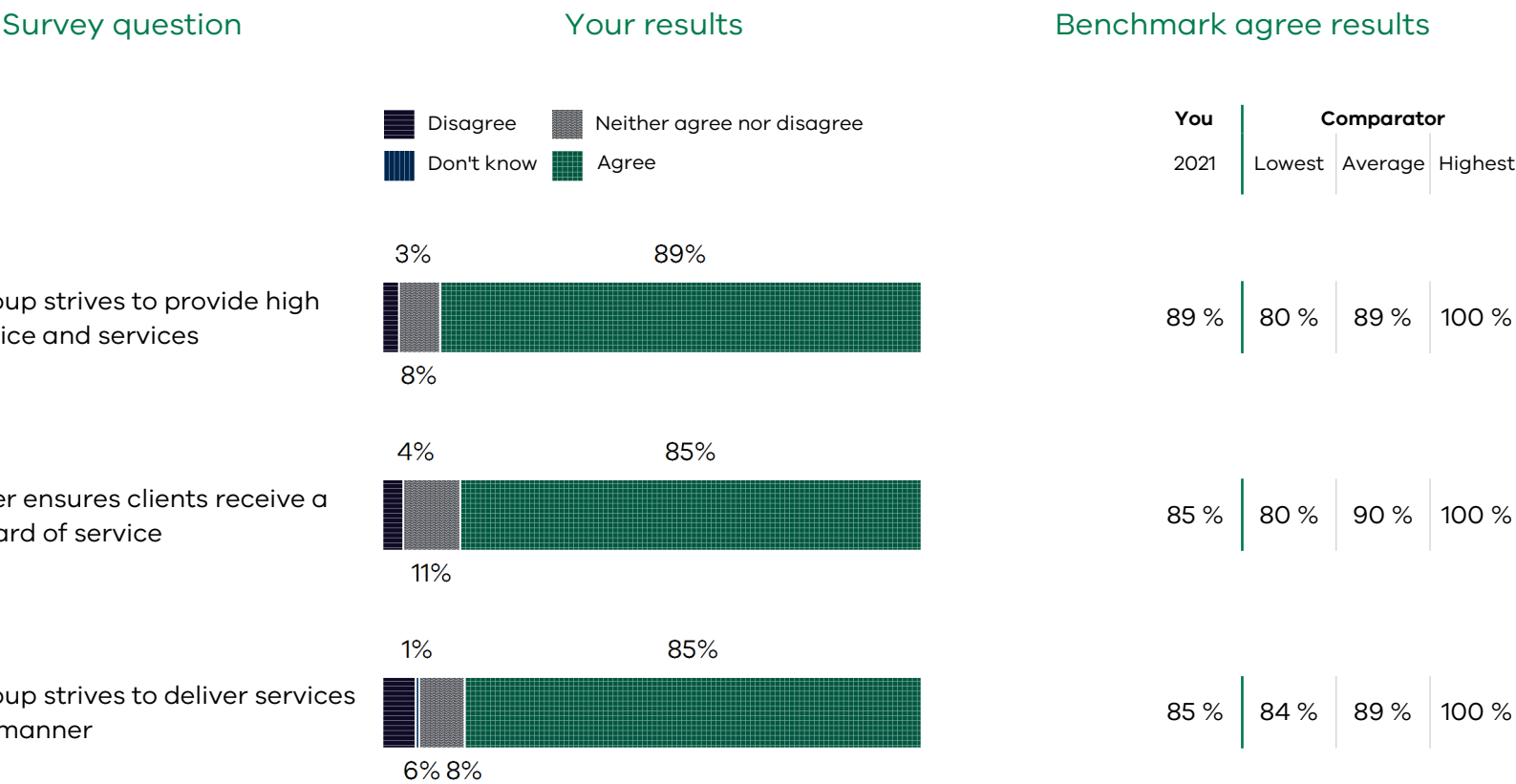**Example**

79% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question

Your results

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

Survey question	Disagree	Neither	Agree
My manager demonstrates honesty and integrity	6%	15%	79%
My organisation is committed to earning a high level of public trust	2%	8% / 13%	77%
My organisation does not tolerate improper conduct	8%	15%	76%
People in my workgroup are honest, open and transparent in their dealings	11%	13%	76%

Benchmark agree results

	You	Comparator		
	2021	Lowest	Average	Highest
My manager demonstrates honesty and integrity	79 %	68 %	85 %	100 %
My organisation is committed to earning a high level of public trust	77 %	68 %	89 %	100 %
My organisation does not tolerate improper conduct	76 %	64 %	74 %	100 %
People in my workgroup are honest, open and transparent in their dealings	76 %	68 %	75 %	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.
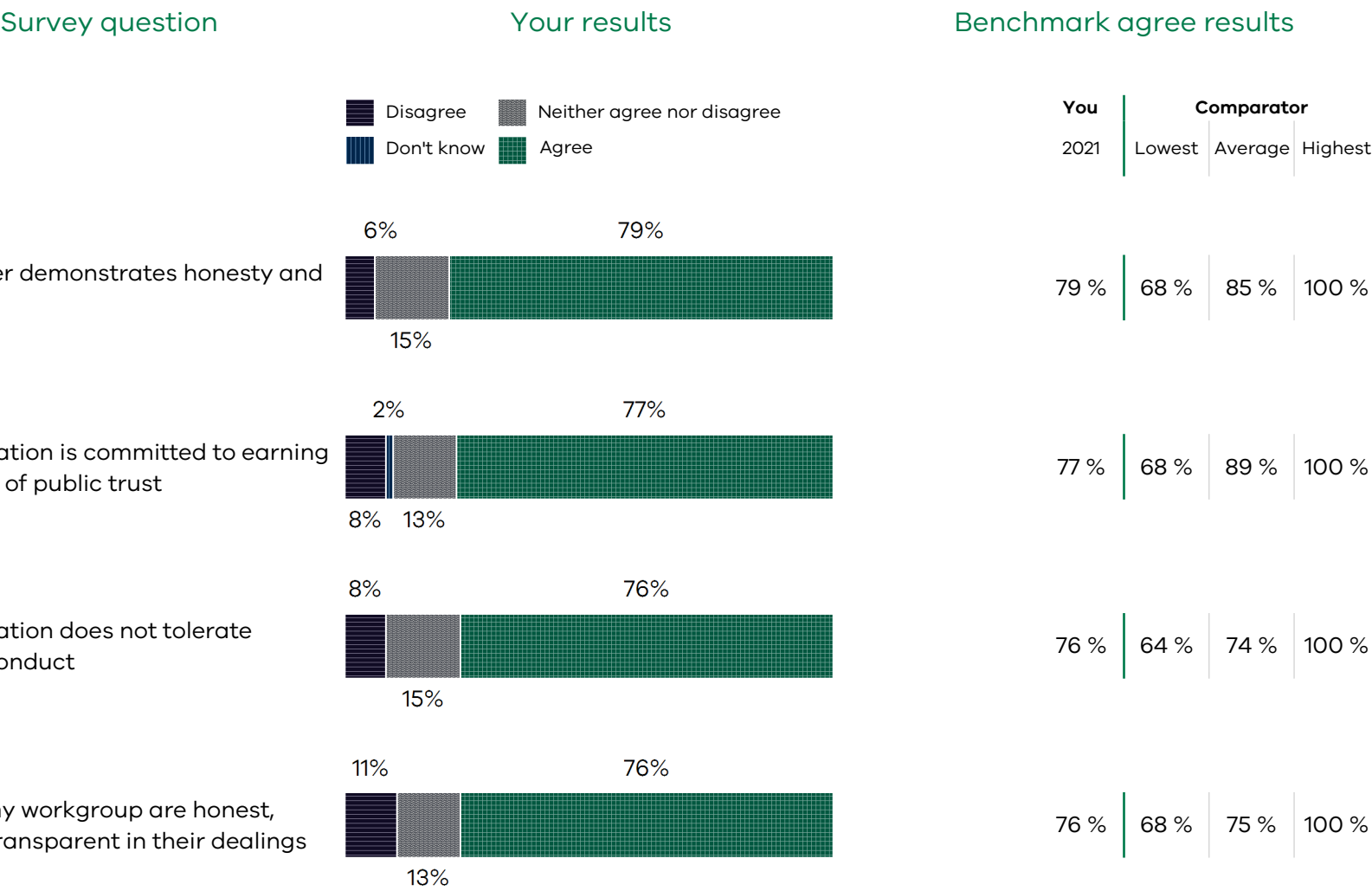
How to read this

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

74% of staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Survey question

Your results

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

Benchmark agree results

Survey question	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup appropriately manage conflicts of interest	74 %	66 %	72 %	100 %
I feel safe to challenge inappropriate behaviour at work	71 %	66 %	72 %	100 %
I am confident that I would be protected from reprisal for reporting improper conduct	69 %	59 %	73 %	100 %
Senior leaders demonstrate honesty and integrity	62 %	57 %	72 %	100 %

Your results bars:
- People in my workgroup appropriately manage conflicts of interest: 6%, 4%, 16%, 74%
- I feel safe to challenge inappropriate behaviour at work: 12%, 17%, 71%
- I am confident that I would be protected from reprisal for reporting improper conduct: 18%, 13%, 69%
- Senior leaders demonstrate honesty and integrity: 11%, 27%, 62%

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.
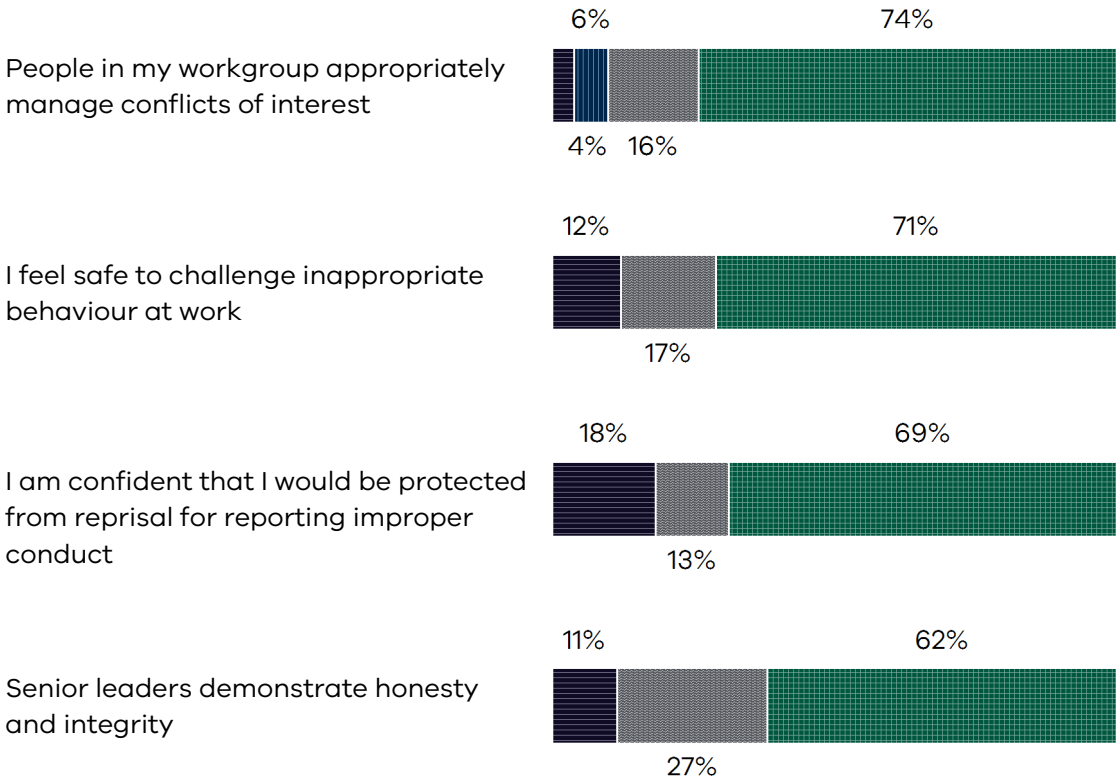
Example

76% 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			
			You	**Comparator**		
			2021	Lowest	Average	Highest
People in my workgroup are politically impartial in their work	5% / 2% / 18% / 76%		76 %	57 %	71 %	90 %
My workgroup places a priority on acting fairly and without bias	11% / 18% / 72%		72 %	70 %	79 %	100 %
My workgroup focuses on making decisions informed by all relevant facts	14% / 1% / 16% / 69%		69 %	75 %	80 %	93 %
My organisation makes fair recruitment and promotion decisions, based on merit	17% / 5% / 26% / 52%		52 %	41 %	59 %	100 %

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

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.

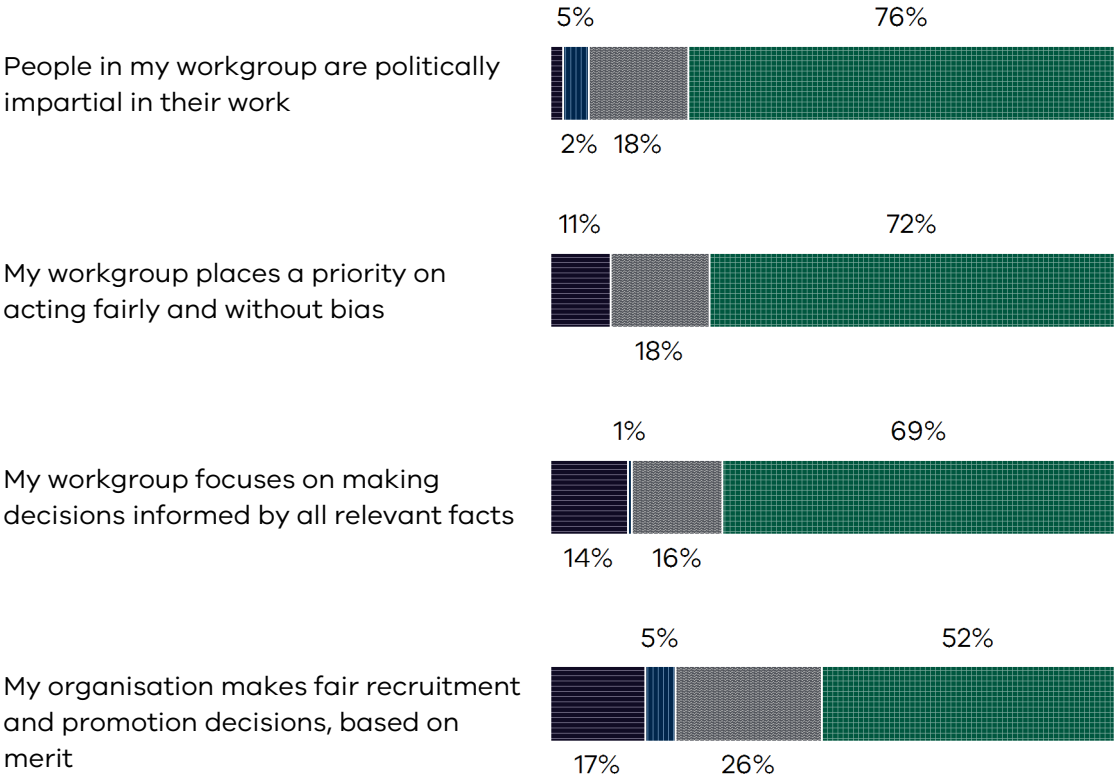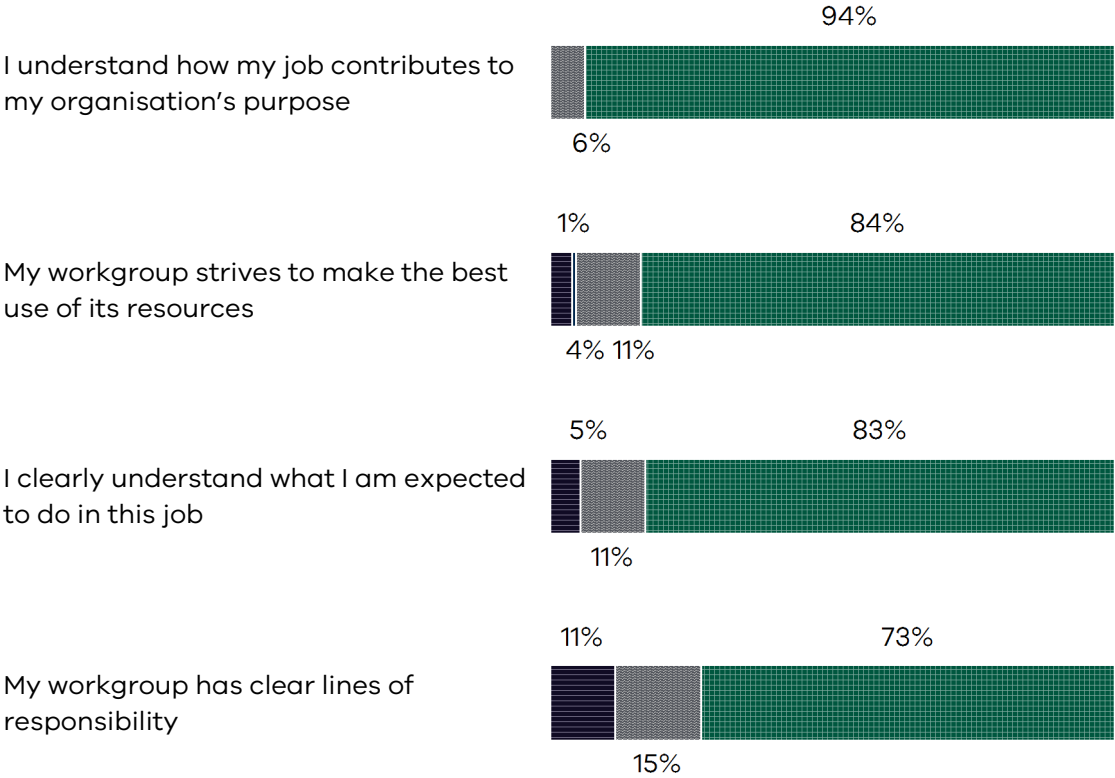Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

94% 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 | Neither agree nor disagree | Don't know | Agree

Survey question	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job contributes to my organisation's purpose (6% / 94%)	94 %	85 %	93 %	100 %
My workgroup strives to make the best use of its resources (1% / 4% / 11% / 84%)	84 %	68 %	83 %	100 %
I clearly understand what I am expected to do in this job (5% / 11% / 83%)	83 %	77 %	87 %	93 %
My workgroup has clear lines of responsibility (11% / 15% / 73%)	73 %	70 %	78 %	100 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

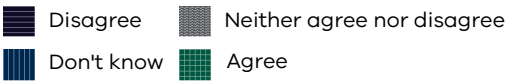Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

63% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

Benchmark agree results

Legend	
Disagree	Neither agree nor disagree
Don't know	Agree

	You	Comparator		
	2021	Lowest	Average	Highest
Senior leaders provide clear strategy and direction	63 %	45 %	69 %	100 %

Your results bar: 16% Disagree, 1% Don't know, 21% Neither agree nor disagree, 63% Agree

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.
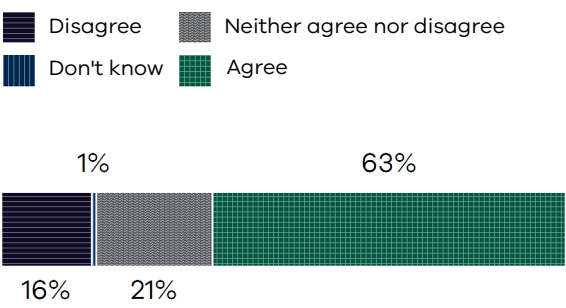
Example

85% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

Survey question	Your results		Benchmark agree results			
			You	**Comparator**		
	Disagree / Don't know / Neither agree nor disagree / Agree		2021	Lowest	Average	Highest
My organisation encourages respectful workplace behaviours	4% / 11% / 85%		85 %	66 %	88 %	100 %
People in my workgroup treat each other with respect	7% / 8% / 85%		85 %	80 %	84 %	100 %
My manager treats employees with dignity and respect	6% / 11% / 82%		82 %	73 %	89 %	100 %
My organisation takes steps to eliminate bullying, harassment and discrimination	1% / 5% 16% / 78%		78 %	59 %	74 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Respect 2 of 2

What this is

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

Why this is important

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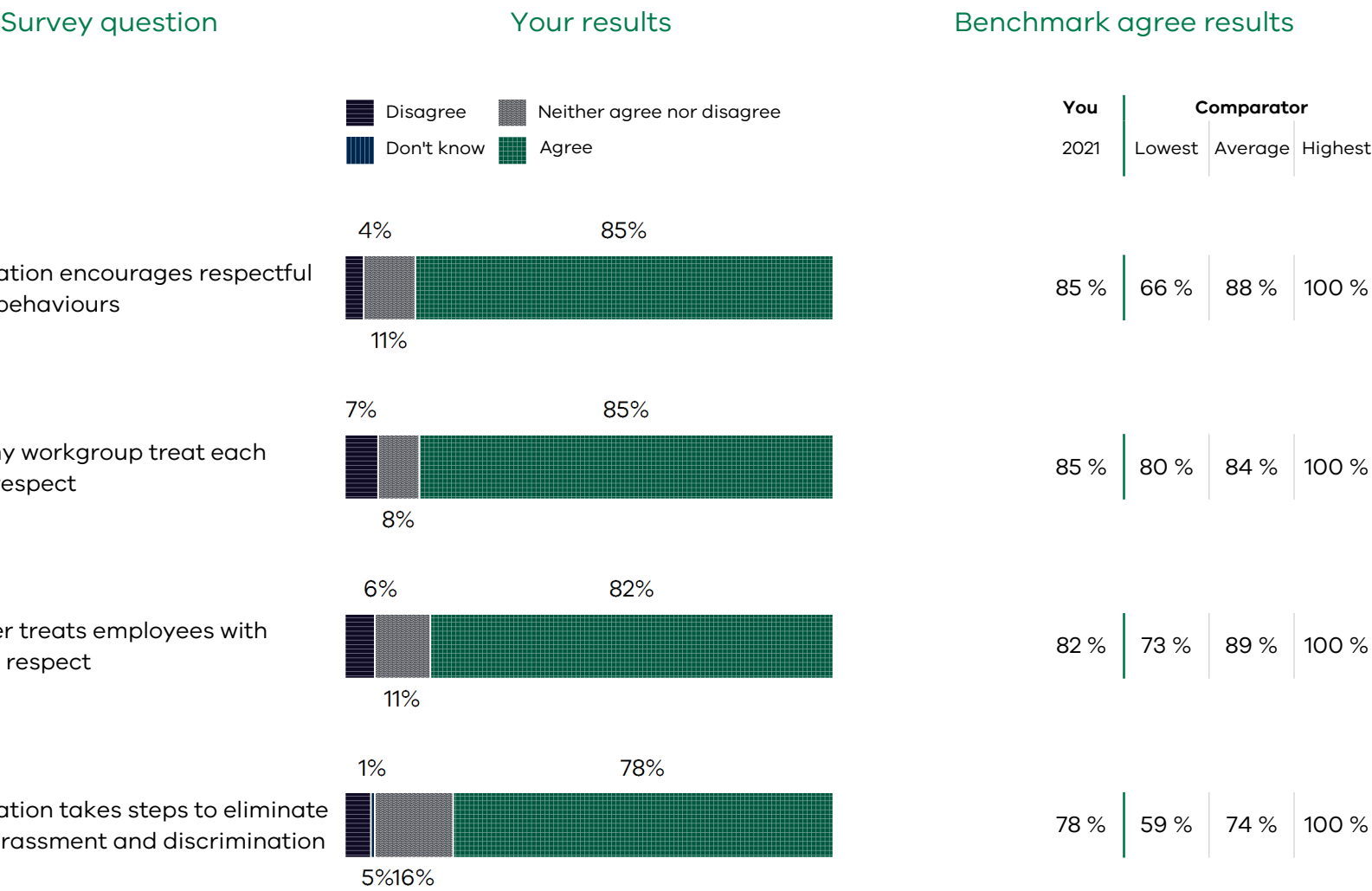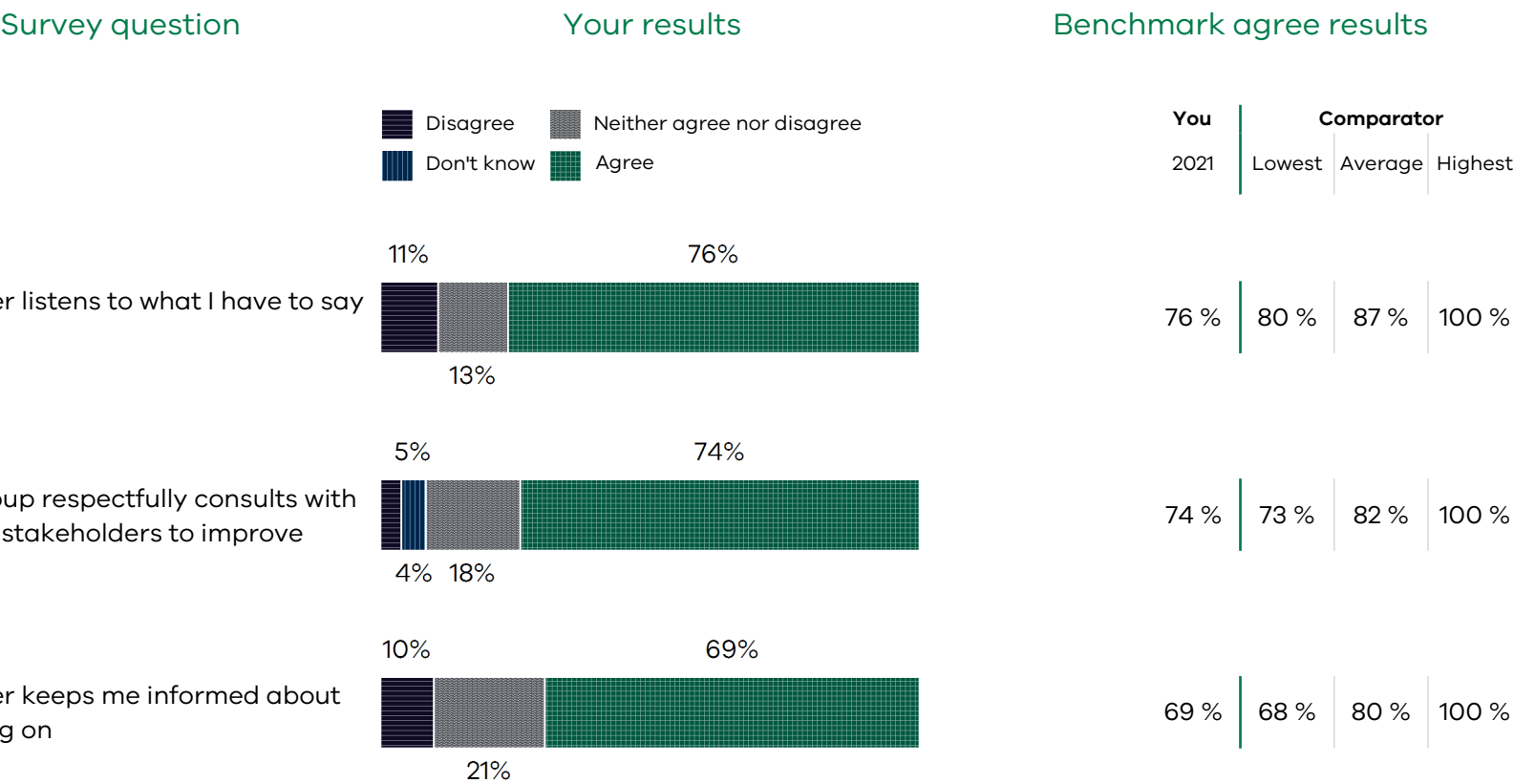
How to read this

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

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

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

Example

76% of staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question	Your results	Benchmark agree results

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

	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager listens to what I have to say	76 %	80 %	87 %	100 %
My workgroup respectfully consults with clients and stakeholders to improve outcomes	74 %	73 %	82 %	100 %
My manager keeps me informed about what's going on	69 %	68 %	80 %	100 %

My manager listens to what I have to say: 11%, 13%, 76%

My workgroup respectfully consults with clients and stakeholders to improve outcomes: 5%, 4%, 18%, 74%

My manager keeps me informed about what's going on: 10%, 21%, 69%

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.
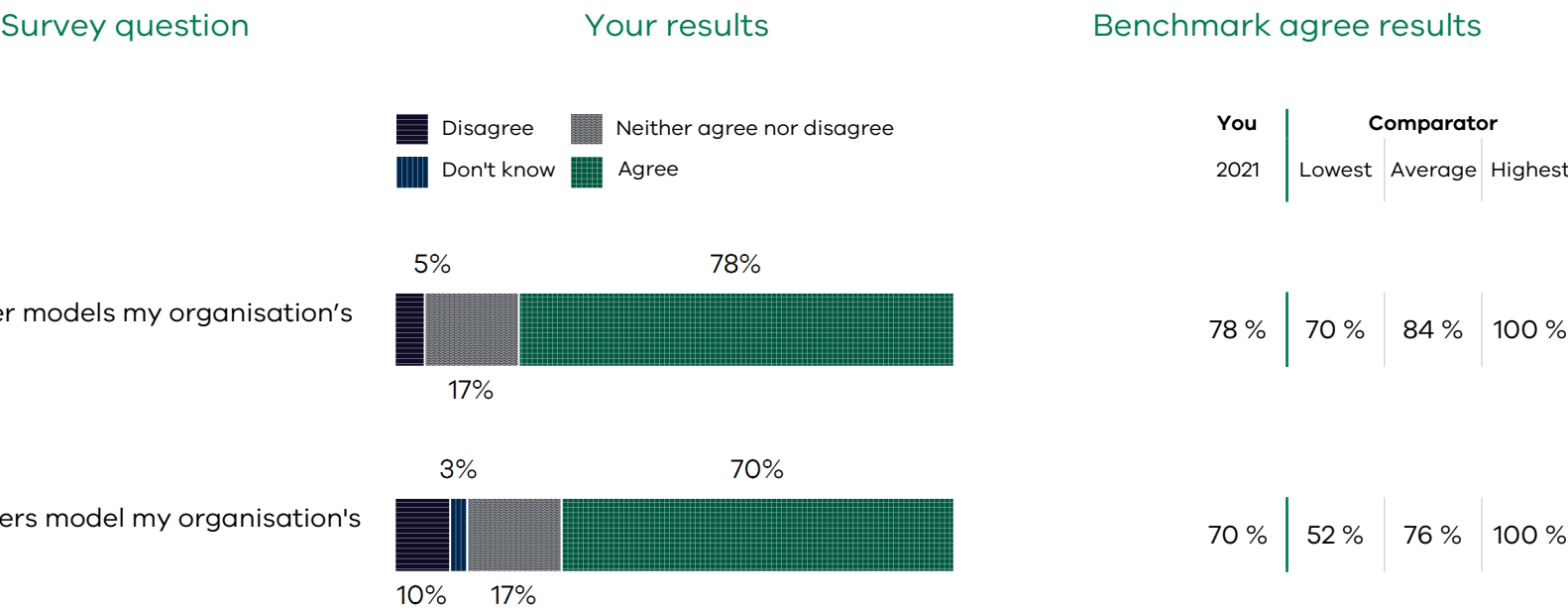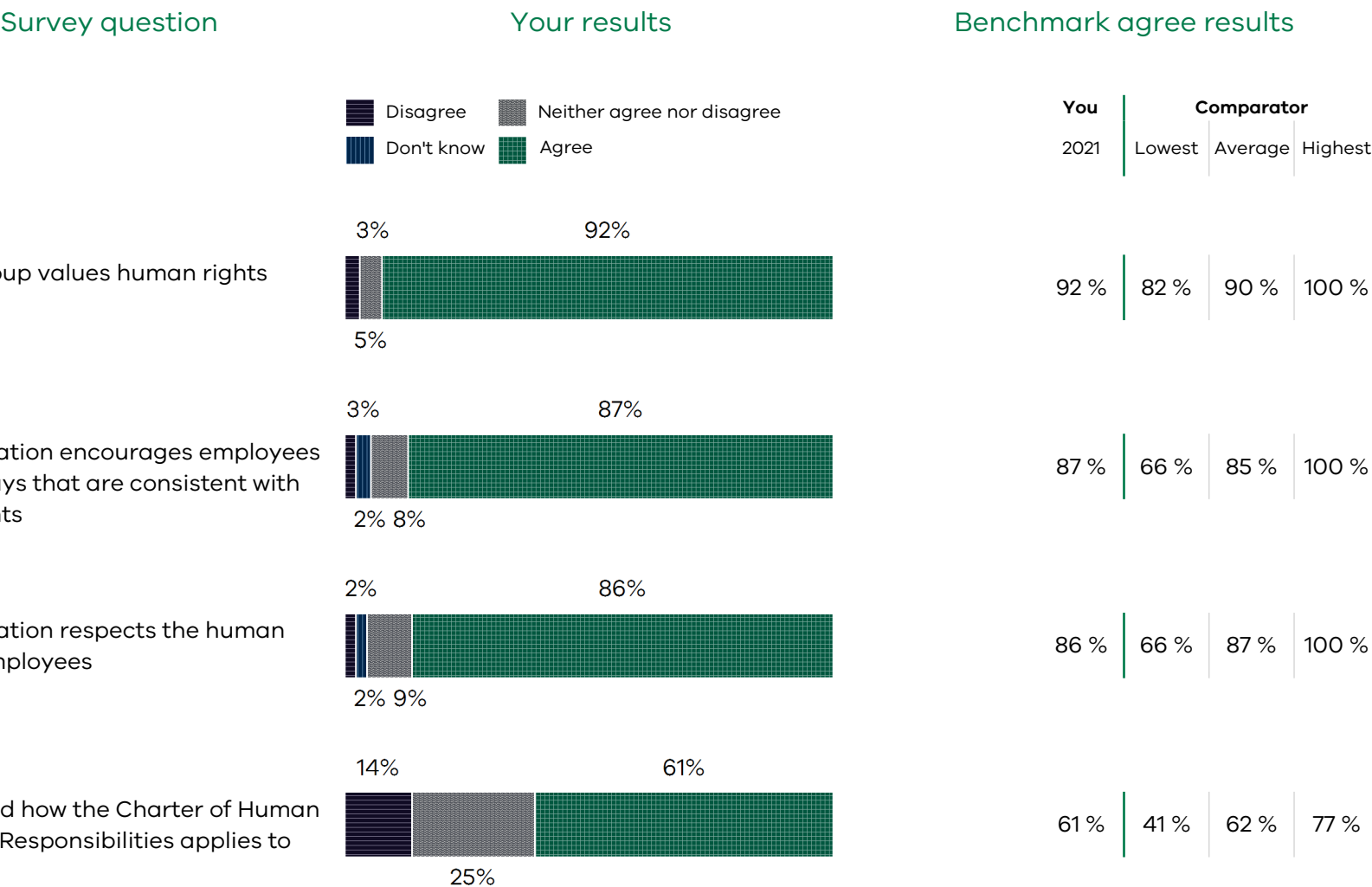
How to read this

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

78% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question

Your results

	Disagree		Neither agree nor disagree
	Don't know		Agree

My manager models my organisation's values

5% ... 78%
17%

Senior leaders model my organisation's values

3% ... 70%
10% 17%

Benchmark agree results

	You	Comparator		
	2021	Lowest	Average	Highest
My manager models my organisation's values	78 %	70 %	84 %	100 %
Senior leaders model my organisation's values	70 %	52 %	76 %	100 %

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

92% of 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

	You 2021	Comparator Lowest	Average	Highest
My workgroup values human rights (3% / 92% / 5%)	92 %	82 %	90 %	100 %
My organisation encourages employees to act in ways that are consistent with human rights (3% / 87% / 2% 8%)	87 %	66 %	85 %	100 %
My organisation respects the human rights of employees (2% / 86% / 2% 9%)	86 %	66 %	87 %	100 %
I understand how the Charter of Human Rights and Responsibilities applies to my work (14% / 61% / 25%)	61 %	41 %	62 %	77 %

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

Custom questions

- Questions requested by your organisation

Demographics

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

Custom questions

What this is

Your organisation asked 5 custom questions as part of the 2021 survey.

Why this is important

By asking custom questions, organisations make the survey more meaningful to their needs.

How to read this

Under 'Your results' in descending order, you can see the percentage of staff who agreed or disagreed with each question.

In this report, 'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
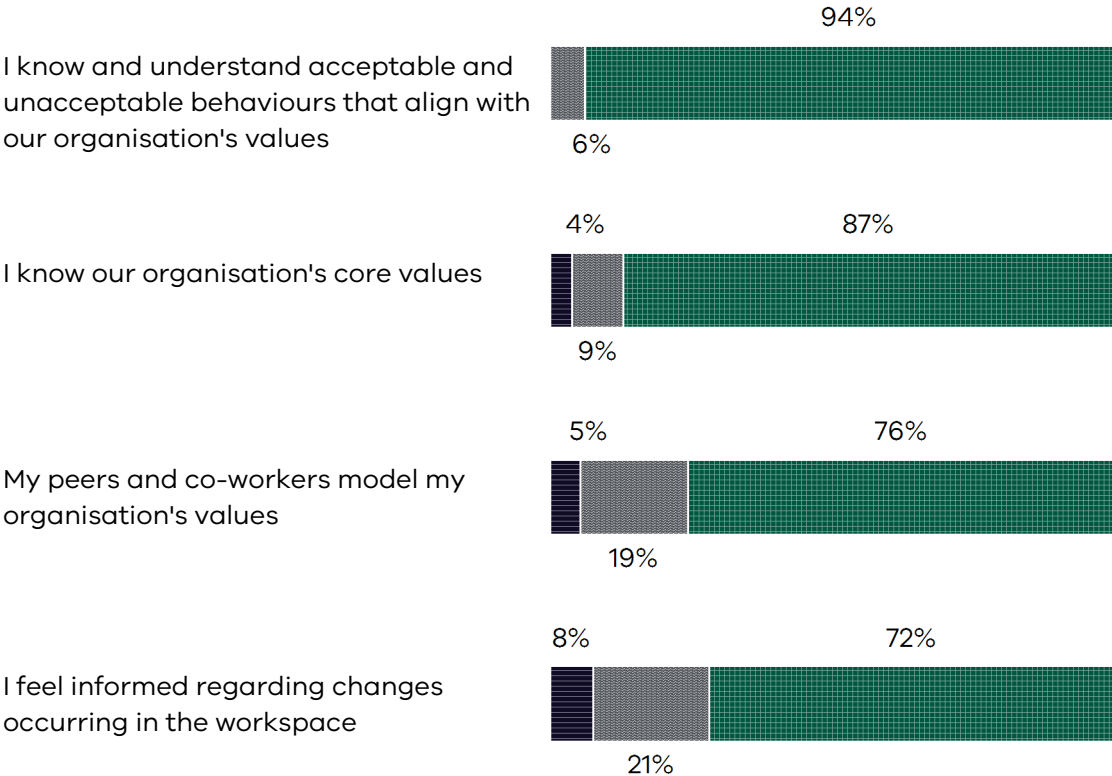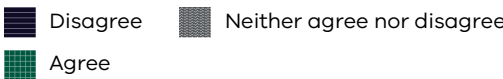
Example

94% of staff who did the survey agreed or strongly agreed with 'I know and understand acceptable and unacceptable behaviours that align with our organisation's values'.

Survey question	Your results	Benchmark results

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ Agree

You
2021

Survey question	Your results	Benchmark results
I know and understand acceptable and unacceptable behaviours that align with our organisation's values	94% Agree, 6% Neither	94 %
I know our organisation's core values	4% Disagree, 87% Agree, 9% Neither	87 %
My peers and co-workers model my organisation's values	5% Disagree, 76% Agree, 19% Neither	76 %
I feel informed regarding changes occurring in the workspace	8% Disagree, 72% Agree, 21% Neither	72 %

Custom questions

What this is

Your organisation asked 5 custom questions as part of the 2021 survey.

Why this is important

By asking custom questions, organisations make the survey more meaningful to their needs.

How to read this

Under 'Your results' in descending order, you can see the percentage of staff who agreed or disagreed with each question.

In this report, 'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
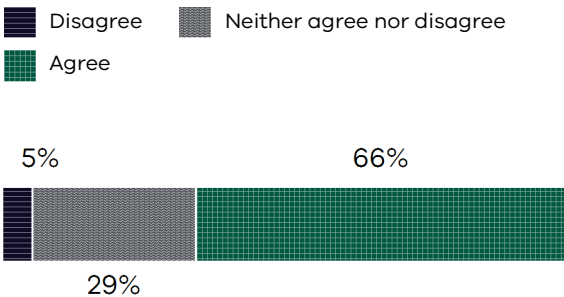
Example

66% of staff who did the survey agreed or strongly agreed with 'I feel that changes made are consistent with our guiding principles, values and strategic plans'.

■ Disagree   ▦ Neither agree nor disagree

▦ Agree

You

2021

I feel that changes made are consistent with our guiding principles, values and strategic plans

5%   66%

29%

66 %

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

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Public sector values

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

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- Adjustments
- Caring

Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

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Age	(n)	%
15-34 years	**30**	23%
35-54 years	**52**	40%
55+ years	**30**	23%
Prefer not to say	**19**	15%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	**1**	1%
No	**124**	95%
Prefer not to say	**6**	5%

Highest level of formal education	(n)	%
Doctoral Degree level	**4**	3%
Master Degree level	**9**	7%
Graduate Diploma or Graduate Certificate level	**15**	11%
Bachelor Degree level incl. honours degrees	**33**	25%
Advanced Diploma or Diploma level	**24**	18%
Certificate III or IV level	**17**	13%
Year 12 or equivalent (VCE/Leaving certificate)	**9**	7%
Certificate I or II level	**1**	1%
Lower than Certificate I or equivalent	**1**	1%
Prefer not to say	**18**	14%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**0**	0%
Non Aboriginal and/or Torres Strait Islander	**126**	96%
Prefer not to say	**5**	4%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

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

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

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Do you identify as a person with a disability?	(n)	%
Yes	**7**	5%
No	**114**	87%
Prefer not to say	**10**	8%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	**6**	86%
No	**1**	14%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
I feel that sharing my disability information will reflect negatively on me	**1**	100%

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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How would you describe your gender?	(n)	%
Woman	**76**	58%
Man	**41**	31%
Prefer not to say	**14**	11%

Are you trans, non-binary or gender diverse?	(n)	%
No	**123**	94%
Prefer not to say	**8**	6%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	**121**	92%
Don't know	**2**	2%
Prefer not to say	**8**	6%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	**112**	85%
Prefer not to say	**12**	9%
Bisexual	**3**	2%
I use a different term	**2**	2%
Asexual	**1**	1%
Gay or lesbian	**1**	1%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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Country of birth	(n)	%
Born in Australia	**115**	88%
Not born in Australia	**10**	8%
Prefer not to say	**6**	5%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	**6**	60%
2 to less than 5 years ago	**1**	10%
5 to less than 10 years ago	**1**	10%
10 to less than 20 years ago	**2**	20%

Language other than English spoken with family or community	(n)	%
Yes	**10**	8%
No	**114**	87%
Prefer not to say	**7**	5%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Cultural diversity 2 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

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If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Other	**5**	50%
Mandarin	**2**	20%
Arabic	**1**	10%
French	**1**	10%
German	**1**	10%
Greek	**1**	10%
Spanish	**1**	10%

Demographics

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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Cultural identity	(n)	%
Australian	**113**	86%
English, Irish, Scottish and/or Welsh	**11**	8%
Prefer not to say	**7**	5%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**7**	5%
East and/or South-East Asian	**2**	2%
New Zealander	**1**	1%
North American	**1**	1%
Other	**1**	1%
Aboriginal and/or Torres Strait Islander	**1**	1%

Religion	(n)	%
No religion	**87**	66%
Christianity	**22**	17%
Prefer not to say	**16**	12%
Other	**3**	2%
Buddhism	**2**	2%
Islam	**1**	1%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

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To protect you, we:

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Working arrangement	(n)	%
Full-Time	66	50%
Part-Time	65	50%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	71	56%
$65k to $95k	33	26%
$95k to $125k	5	4%
$125k or more	5	4%
Prefer not to say	12	10%

Organisational tenure	(n)	%
<1 year	13	10%
1 to less than 2 years	9	7%
2 to less than 5 years	40	31%
5 to less than 10 years	39	30%
10 to less than 20 years	20	15%
More than 20 years	10	8%

Management responsibility	(n)	%
Non-manager	103	79%
Other manager	27	21%
Manager of other manager(s)	1	1%

Employment type	(n)	%
Ongoing and executive	108	82%
Fixed term	18	14%
Other	5	4%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	98	75%
I have moved to a different role within my organisation (including acting roles)	30	23%
I have moved to my role from outside the Victorian public sector	3	2%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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Primary workplace location over the last 3 months	(n)	%
Other city or town	**124**	95%
Melbourne: Suburbs	**4**	3%
Latrobe	**2**	2%
Outside Victoria	**1**	1%

Primary workplace type over the past 3 months*	(n)	%
A frontline or service delivery location (that is not a main office or home/private location)	**52**	40%
A main office	**26**	20%
Home/private location	**23**	18%
A hub/shared work space	**22**	17%
Other (please specify)	**8**	6%

Other workplace type over the past 3 months*	(n)	%
Home/private location	**49**	37%
No, I have not worked from any other locations	**40**	31%
A main office	**38**	29%
A hub/shared work space	**26**	20%
A frontline or service delivery location (that is not a main office or home/private location)	**24**	18%
Other	**5**	4%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:
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- don't release results when fewer than 10 people in a demographic group have responded to the survey
- don't release employee opinion results for demographic groups where organisations have fewer than 30 responses in total

Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	94	72%
Flexible working arrangements	27	21%
Physical modifications or improvements to the workplace	11	8%
Career development support strategies	6	5%
Other	4	3%
Job redesign or role sharing	3	2%
Accessible communications technologies	1	1%

Why did you make this request?*	(n)	%
Work-life balance	16	43%
Family responsibilities	9	24%
Health	9	24%
Caring responsibilities	8	22%
Other	6	16%
Disability	2	5%
Study commitments	1	3%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	21	57%
The adjustments I needed were made but the process was unsatisfactory	9	24%
The adjustments I needed were not made	7	19%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

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Caring responsibility	(n)	%
None of the above	**58**	44%
Primary school aged child(ren)	**18**	14%
Secondary school aged child(ren)	**16**	12%
Frail or aged person(s)	**13**	10%
Prefer not to say	**12**	9%
Preschool aged child(ren)	**11**	8%
Person(s) with a medical condition	**11**	8%
Child(ren) - younger than preschool age	**10**	8%
Person(s) with a mental illness	**6**	5%
Person(s) with disability	**5**	4%

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