People matter survey 2021

Have your say

Report overview

About your report

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

Report contents

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

Comparing data in this report

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

This means you'll be able to compare about 37% of this year's survey with your previous results.

Rounding of percentages

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

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

Survey questions and definitions

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

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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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Report overview

Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

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

Senior leadership	Organisation climate	Workgroup climate	Job and manager	Outcomes
• Lead the organisation • Set the culture • Lead by example • Actions influence outcomes	• Organisational integrity • Workplace flexibility • Equal employment opportunity • Diversity and inclusion • Safety climate • Patient safety climate	• Quality service delivery • Innovation • Workgroup support • Change management	• Manager leadership • Manager support • Workload • Learning and development • Job enrichment • Meaningful work • Safe to speak up	• Engagement • Satisfaction • Wellbeing – work-related stress • Wellbeing – job-related affect • Intention to stay • Acting on negative behaviours

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

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

Report overview

Your comparator group 1 of 2

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Bushfire Recovery Victoria

CenITex

Commercial Passenger Vehicles Victoria

Commission for Children and Young People

Court Services Victoria

Emergency Services Superannuation Board

Environment Protection Authority

Essential Services Commission

Family Safety Victoria

Family Violence Prevention Agency

Game Management Authority

Independent Broad-based Anti-corruption Commission

Infrastructure Victoria

Labour Hire Licensing Authority

Latrobe Valley Authority

Major Transport Infrastructure Authority

Office of Public Prosecutions

Office of the Chief Parliamentary Counsel

Office of the Governor Victoria

Office of the Legal Services Commissioner

Office of the Ombudsman Victoria

Office of the Victorian Electoral Commissioner

Office of the Victorian Government Architect

Office of the Victorian Information Commissioner

Office of the Victorian Inspectorate

Public Record Office Victoria

Public Transport Safety Victoria

Safer Care Victoria

Service Victoria

Suburban Rail Loop Authority

Victorian Auditor-General's Office

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Victorian Commission for Gambling and Liquor Regulation

Victorian Disability Worker Commission

Victorian Equal Opportunity and Human Rights Commission

Victorian Fisheries Authority

Victorian Government Solicitor's Office

Victorian Public Sector Commission

Victorian Responsible Gambling Foundation

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2020		2021	
75%		**77%**	
(24)		**(33)**	
Comparator	70%	Comparator	50%
Public Sector	49%	Public Sector	39%

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020	
83	
Comparator	69
Public Sector	68

2021	
76	
Comparator	72
Public Sector	70

Victorian Public Sector Commission

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People outcomes

What this is

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

Your organisation's engagement index

Your 2021 index is 76.

Why this is important

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

How to read this

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

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

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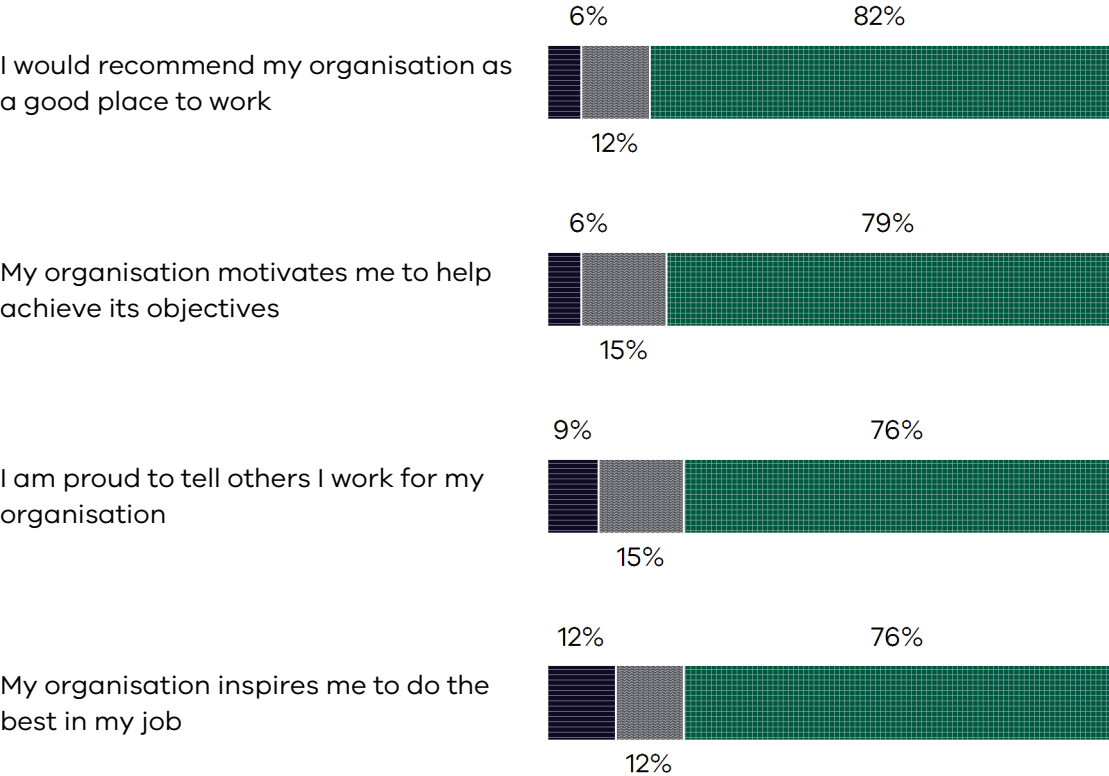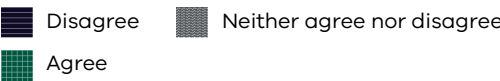
Example

82% of your staff who did the survey agreed or strongly agreed with 'I would recommend my organisation as a good place to work'.

Survey question	Your results			Benchmark agree results				
				You		**Comparator**		
				2020	2021	Lowest	Average	Highest
I would recommend my organisation as a good place to work	6% / 12%	82%		92 %	82 %	38 %	72 %	95 %
My organisation motivates me to help achieve its objectives	6% / 15%	79%		96 %	79 %	32 %	70 %	94 %
I am proud to tell others I work for my organisation	9% / 15%	76%		83 %	76 %	51 %	81 %	100 %
My organisation inspires me to do the best in my job	12% / 12%	76%		96 %	76 %	30 %	67 %	91 %

Legend: Disagree | Neither agree nor disagree | Agree

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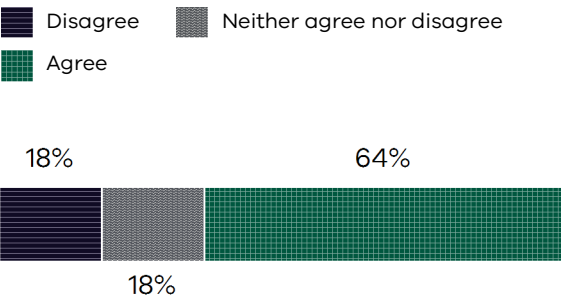
Example

64% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Survey question

Your results

Benchmark agree results

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ Agree

I feel a strong personal attachment to my organisation

18% 64%
18%

	You		Comparator		
	2020	2021	Lowest	Average	Highest
	75 %	64 %	42 %	65 %	95 %

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.
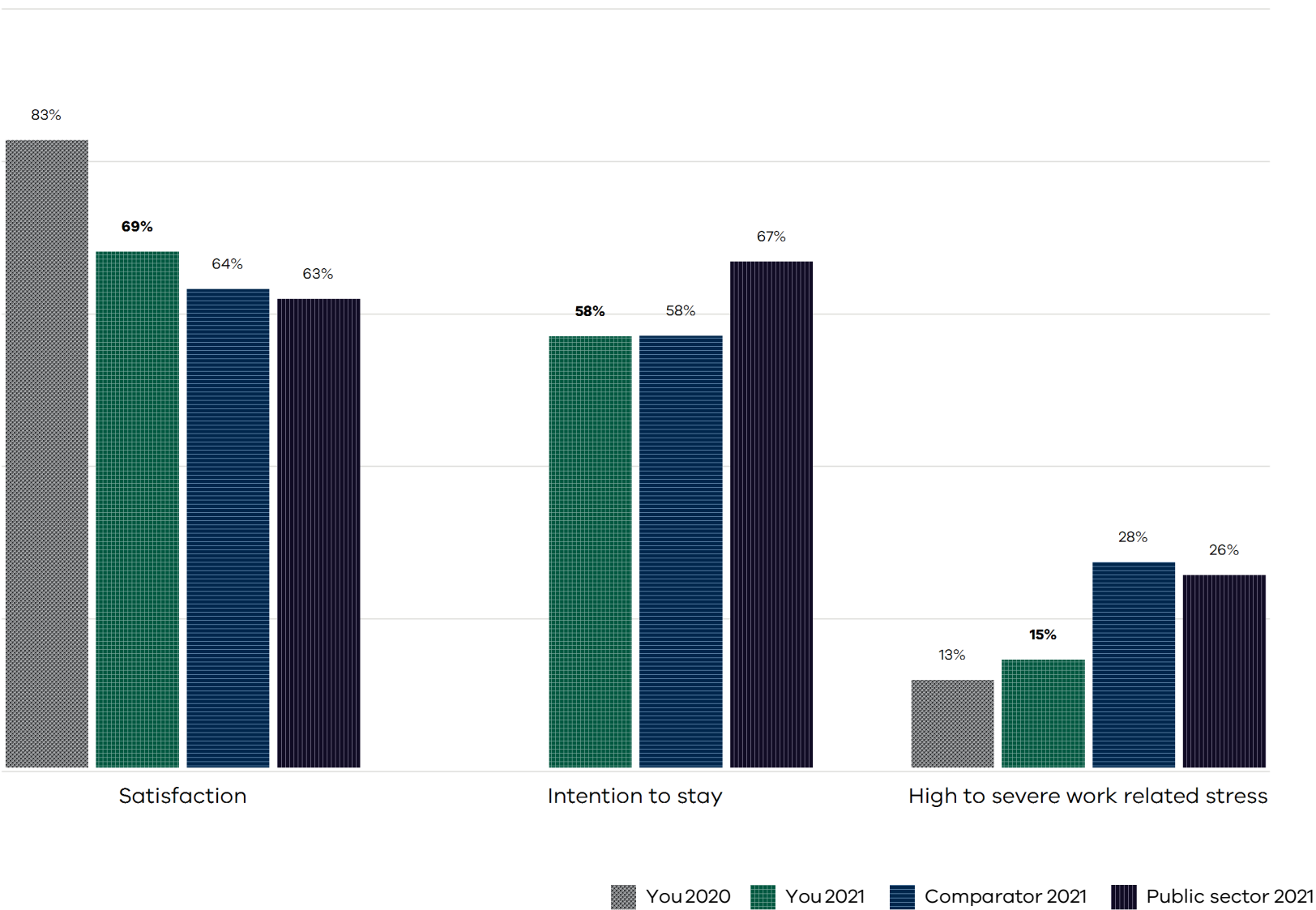
Example

In 2021:

- 69% of your staff who did the survey responded positively to questions about Satisfaction which is down from 83% in 2020.

Compared to:

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

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

Satisfaction: 83%, 69%, 64%, 63%
Intention to stay: 58%, 58%, 67%
High to severe work related stress: 13%, 15%, 28%, 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.
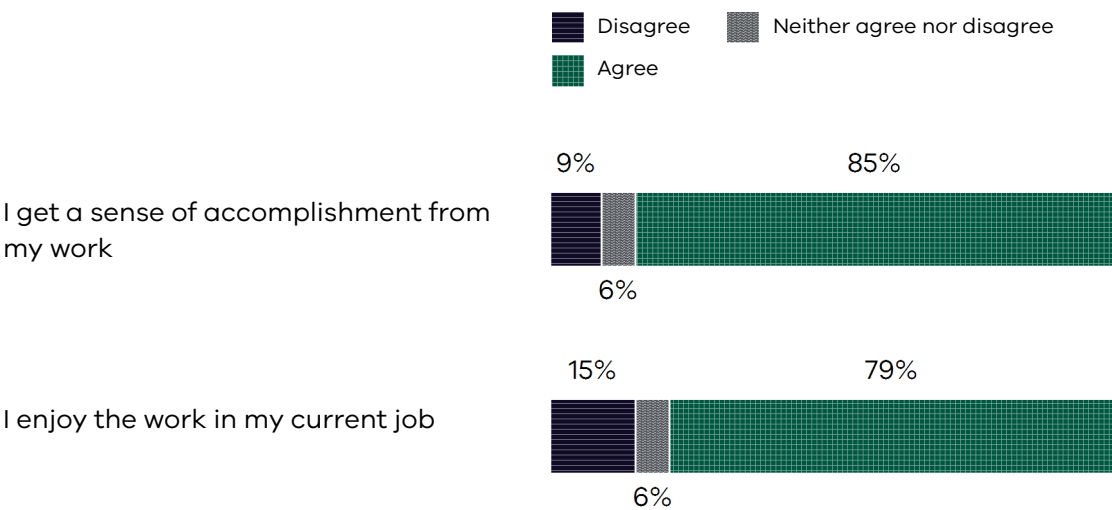
Example

85% of your staff who did the survey agreed or strongly agreed with 'I get a sense of accomplishment from my work'.

Legend: ■ Disagree   ▦ Neither agree nor disagree   ▦ Agree

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I get a sense of accomplishment from my work	Disagree 9%, Neither 6%, Agree 85%	Not asked	85 %	61 %	77 %	96 %
I enjoy the work in my current job	Disagree 15%, Neither 6%, Agree 79%	Not asked	79 %	67 %	79 %	100 %

People outcomes

Satisfaction question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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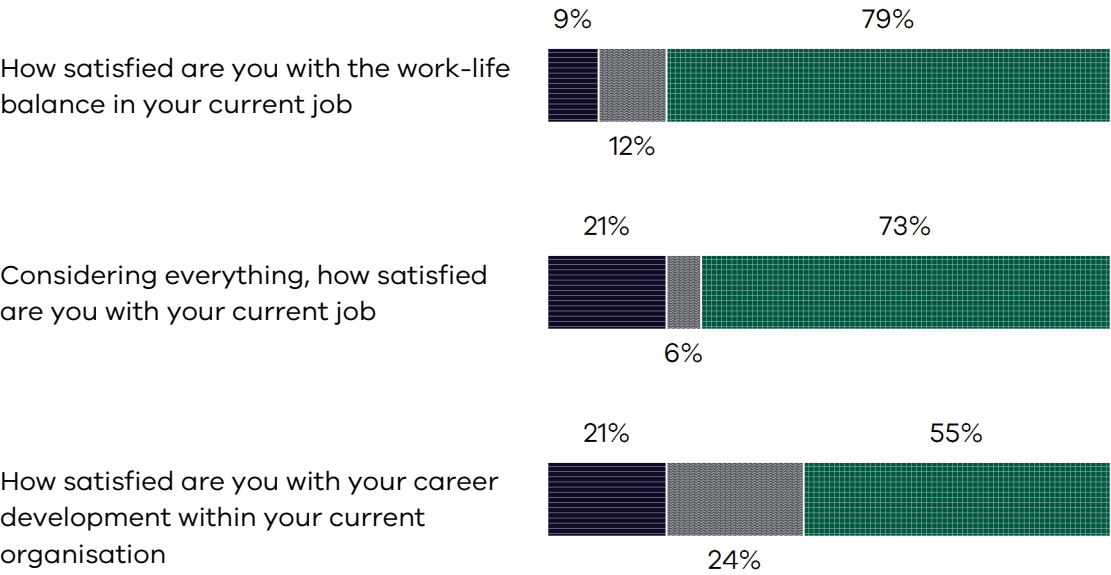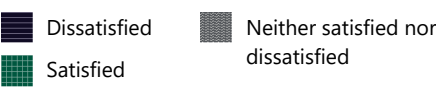
Example

79% of your staff who did the survey were satisfied or very satisfied with 'How satisfied are you with the work-life balance in your current job'.

Legend:
- Dissatisfied
- Neither satisfied nor dissatisfied
- Satisfied

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
How satisfied are you with the work-life balance in your current job	9% / 12% / 79%	96 %	79 %	56 %	69 %	93 %
Considering everything, how satisfied are you with your current job	21% / 6% / 73%	88 %	73 %	54 %	70 %	93 %
How satisfied are you with your career development within your current organisation	21% / 24% / 55%	67 %	55 %	38 %	52 %	76 %

People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

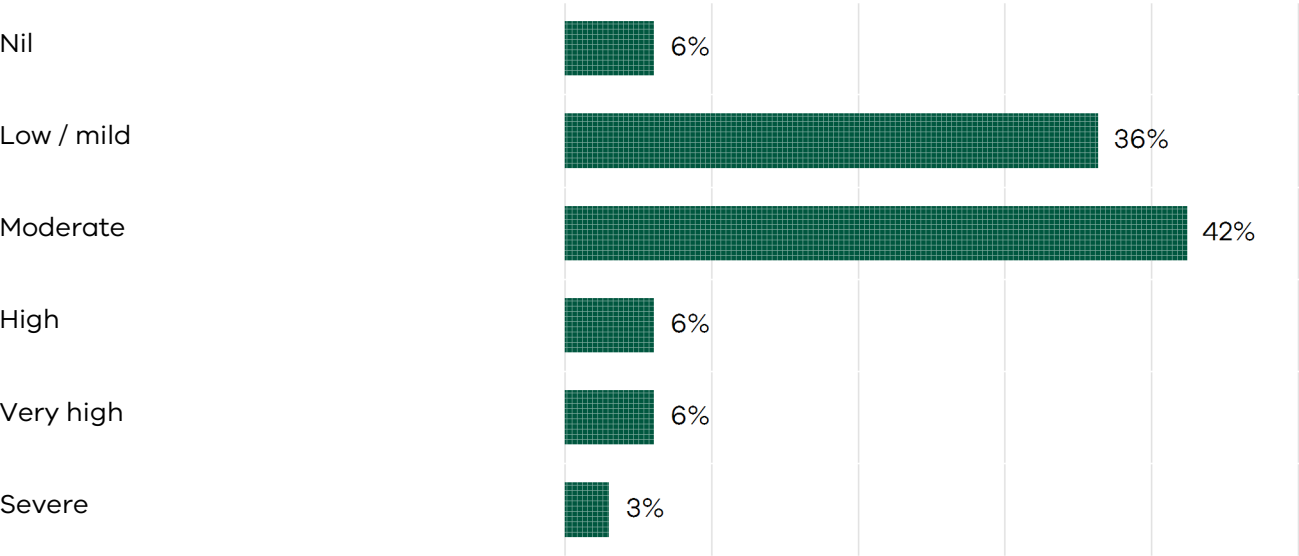In this survey we asked staff to tell us their stress level.

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

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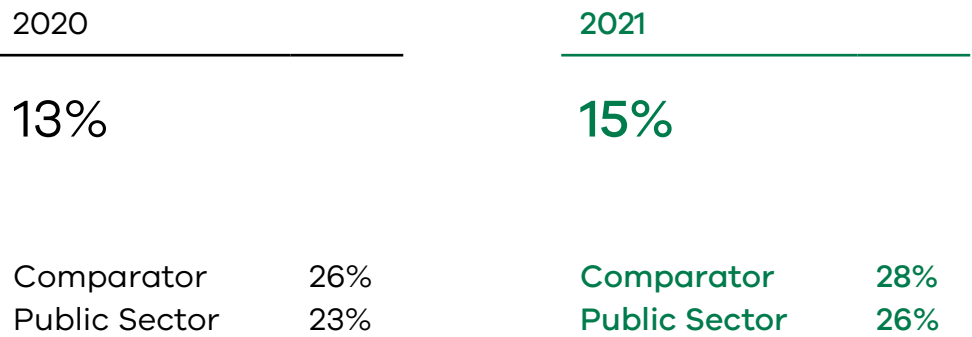
Example

15% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 28% of staff in your comparator group and 26% of staff across the public sector.

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

Nil	6%
Low / mild	36%
Moderate	42%
High	6%
Very high	6%
Severe	3%

Reported levels of high to severe stress

2020	2021
13%	**15%**

2020		2021	
Comparator	26%	Comparator	28%
Public Sector	23%	Public Sector	26%

People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

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

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

Example

94% of your staff who did the survey said they experienced mild to severe stress.

Of that 94%, 55% said the top reason was 'Workload'.

	31		2
	94%		6%

■ Experienced some work-related stress   ▦ Did not experience some work-related stress
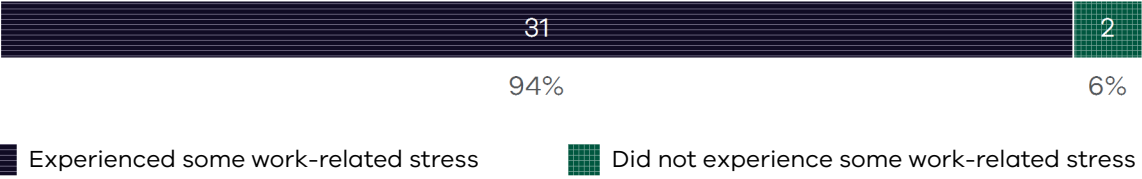
Of those that experienced work related stress it was from ...	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	37%	55%	51%	51%
Time pressure	42%	23%	47%	42%
Dealing with clients, patients or stakeholders	11%	19%	15%	14%
Work that doesn't match my skills or experience	11%	19%	9%	7%
Organisation or workplace change	5%	16%	11%	11%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	16%	16%	9%	12%
Job security	5%	13%	9%	9%
Other	0%	13%	8%	9%
Unclear job expectations	16%	13%	14%	11%
Working from home	11%	13%	10%	4%

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

27% of your staff who did the survey said they intended to leave.

Of that 27%, 67% said it was from 'Better remuneration'.

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

7	2	19
21%	6%	58%

■ Leaving your organisation   ■ Leaving the sector   ■ Staying
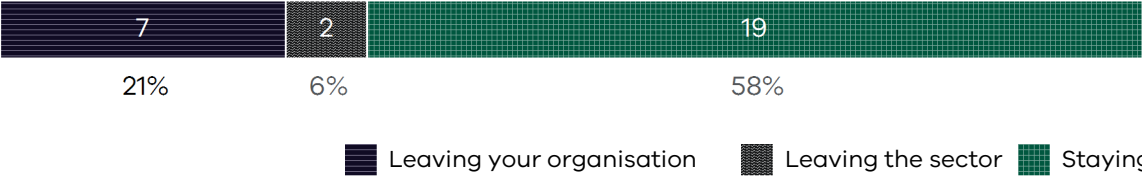
Of those who indicated they're leaving your organisation (including leaving the sector) it was for ...	You 2021	Comparator 2021	Public sector 2021
Better remuneration	67%	29%	26%
Limited future career opportunities at my organisation	67%	51%	42%
Limited opportunities to gain further experience at my organisation	56%	39%	33%
Lack of confidence in senior leadership	44%	30%	34%
Opportunity to seek/take a promotion elsewhere	44%	44%	33%
Limited developmental/educational opportunities at my organisation	33%	24%	24%
My interests do not match my job role	33%	15%	14%
Opportunity to broaden experience	33%	49%	40%
Better location/reduced travel time	22%	8%	13%
Limited involvement in decisions affecting my job and career	22%	19%	20%

People outcomes

Scorecard: emotional effects of work

What this is

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

Why this is important

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

How to read this

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

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

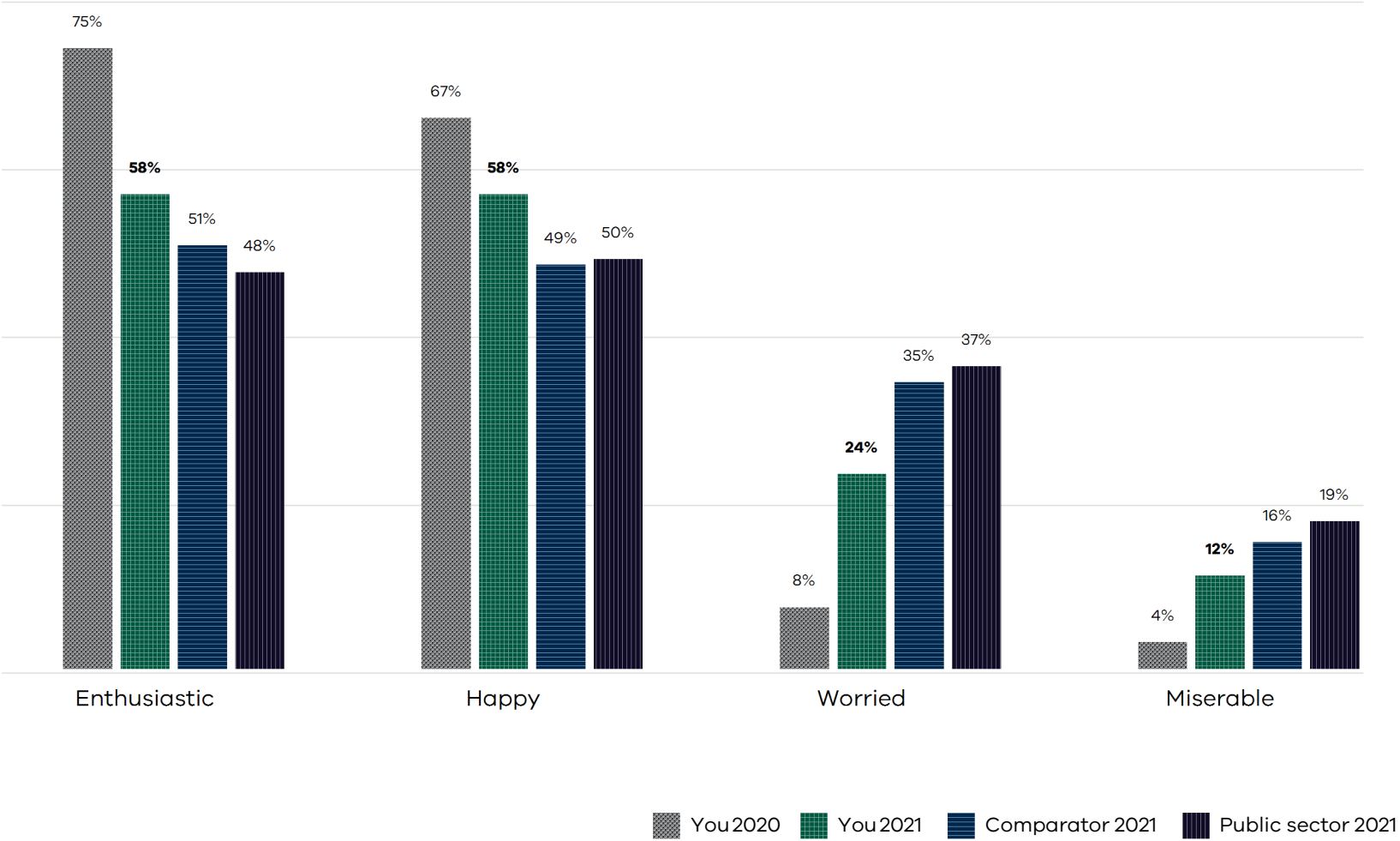You can compare these with your comparator and the public sector.

Example

In 2021:

- 58% of your staff who did the survey said work made them feel happy in 2021, which is down from 67% in 2020

Compared to:

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

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

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

Enthusiastic: 75%, 58%, 51%, 48%
Happy: 67%, 58%, 49%, 50%
Worried: 8%, 24%, 35%, 37%
Miserable: 4%, 12%, 16%, 19%

Victorian Public Sector Commission

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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.

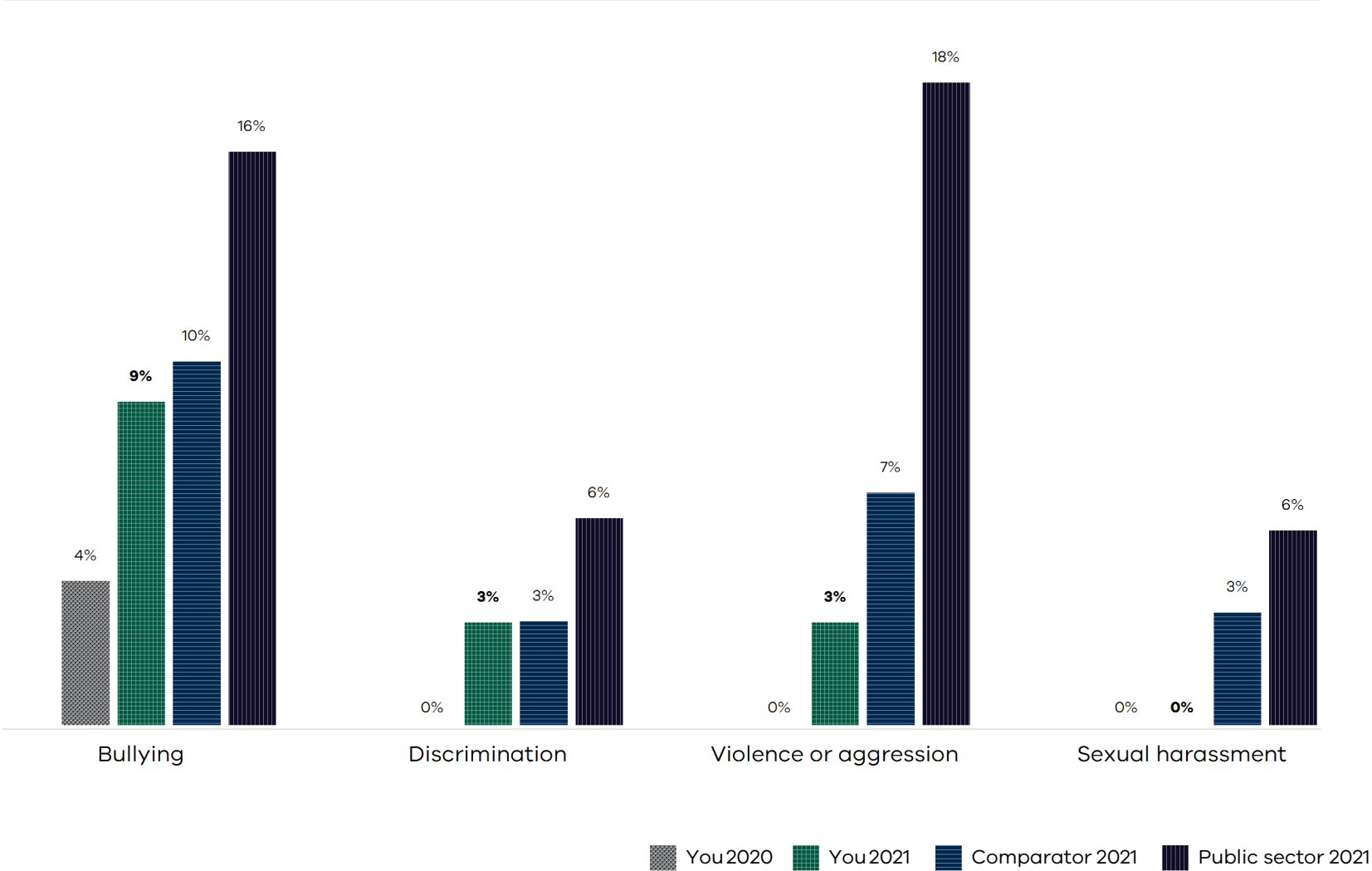You can compare these with your comparator and the public sector.

Example

In 2021:

- 9% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is up from 4% in 2020.

Compared to:

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

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

Bullying: 4%, 9%, 10%, 16%
Discrimination: 0%, 3%, 3%, 6%
Violence or aggression: 0%, 3%, 7%, 18%
Sexual harassment: 0%, 0%, 3%, 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.

Why there is no data here

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

We do this to protect the respondents.

People outcomes

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.

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People outcomes

Violence and aggression

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

Negative behaviour

Witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

18% of your staff who did the survey said they witnessed some negative behaviour at work.

82% 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?

6	27
18%	82%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
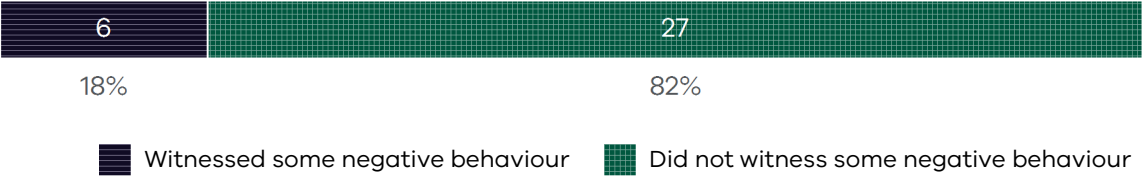
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	82%	85%	77%
Bullying of a colleague	15%	12%	16%
Discrimination against a colleague	12%	5%	8%
Violence or aggression against a colleague	6%	2%	6%

Victorian Public Sector Commission

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Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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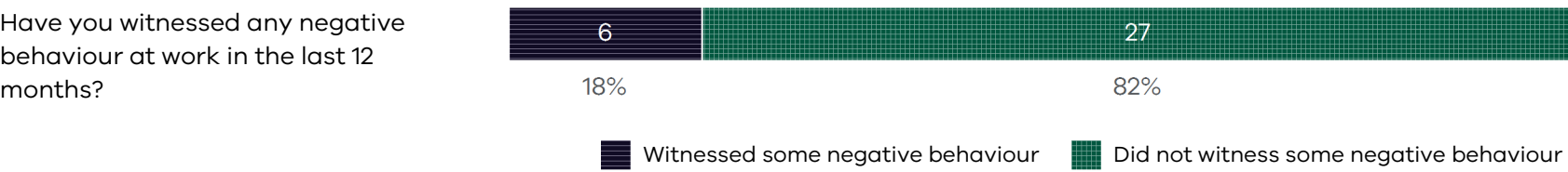
How to read this

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

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

The table shows the answers in descending order.

Example

18% of your staff who did the survey witnessed negative behaviour, of which:

- 67% said the top action they took was 'Spoke to the person who experienced the behaviour'.

- 0% took no action.

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

6	27
18%	82%

■ 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	67%	75%	72%
Told the person the behaviour was not OK	50%	18%	25%
Spoke to the person who behaved in a negative way	33%	14%	22%
Submitted a formal complaint	17%	2%	6%
Told a colleague	17%	18%	21%
Told a manager	17%	35%	37%

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Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Quality service delivery', the 'You 2021' column shows 100% of your staff agreed with 'My workgroup values human rights'.

This question was not asked in 2020.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Quality service delivery	My workgroup values human rights	100%	Not asked in 2020	88%
Workgroup support	People in my workgroup actively support diversity and inclusion in the workplace	100%	Not asked in 2020	86%
Safe to speak up	People in your workgroup are able to bring up problems and tough issues	97%	+5%	78%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different sexes/genders	97%	Not asked in 2020	81%
Organisational integrity	My organisation respects the human rights of employees	97%	Not asked in 2020	83%
Safety climate	I feel culturally safe at work	97%	Not asked in 2020	81%
Safety climate	My organisation provides a physically safe work environment	97%	Not asked in 2020	87%
Innovation	My workgroup respectfully consults with clients and stakeholders to improve outcomes	97%	Not asked in 2020	88%
Workgroup support	I am able to work effectively with others in my workgroup	97%	-3%	92%
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	97%	Not asked in 2020	81%

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Taking action', the 'You 2021' column shows 24% of your staff agreed with 'My organisation has taken positive action on the results of last year's survey'.
This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Taking action	My organisation has taken positive action on the results of last year's survey	24%	Not asked in 2020	39%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	36%	Not asked in 2020	37%
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)	39%	Not asked in 2020	30%
Learning and development	I feel I have an equal chance at promotion in my organisation	45%	Not asked in 2020	44%
Senior leadership	Senior leaders provide clear strategy and direction	48%	-22%	62%
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	52%	Not asked in 2020	58%
Safety climate	All levels of my organisation are involved in the prevention of stress	55%	-16%	47%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	55%	-20%	58%
Satisfaction	How satisfied are you with your career development within your current organisation	55%	-12%	52%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	58%	Not asked in 2020	55%

Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

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

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

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

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

Example

On the first row 'Safe to speak up', the 'You 2021' column shows 97% of your staff agreed with 'People in your workgroup are able to bring up problems and tough issues'.

In the 'Increase from 2020' column, you have a 5% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Safe to speak up	People in your workgroup are able to bring up problems and tough issues	97%	+5%	78%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	76%	+5%	61%
Manager support	My manager provides me with enough support when I need it	88%	+5%	81%
Manager support	My manager keeps me informed about what's going on	79%	+4%	81%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	82%	+3%	72%
Workgroup support	People in my workgroup work together effectively to get the job done	94%	+2%	87%
Manager support	My manager involves me in decisions about my work	85%	+2%	83%
Workgroup support	People in my workgroup treat each other with respect	97%	+1%	90%
Manager support	My manager listens to what I have to say	88%	+0%	87%

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Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

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

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

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

Example

On the first row 'Senior leadership', the 'You 2021' column shows 48% of your staff agreed with 'Senior leaders provide clear strategy and direction'.
In the 'Decrease from 2020' column, you have a 22% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Senior leadership	Senior leaders provide clear strategy and direction	48%	-22%	62%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	58%	-22%	60%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	55%	-20%	58%
Job enrichment	My job allows me to utilise my skills, knowledge and abilities	76%	-20%	81%
Engagement	My organisation inspires me to do the best in my job	76%	-20%	67%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	82%	-18%	88%
Satisfaction	How satisfied are you with the work-life balance in your current job	79%	-17%	69%
Engagement	My organisation motivates me to help achieve its objectives	79%	-17%	70%
Safety climate	All levels of my organisation are involved in the prevention of stress	55%	-16%	47%
Satisfaction	Considering everything, how satisfied are you with your current job	73%	-15%	70%

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 'Workplace flexibility', the 'You 2021' column shows 94% of your staff agreed with 'There is a positive culture within my organisation in relation to employees who use flexible work arrangements'.

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

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	94%	+22%	72%
Innovation	My workgroup encourages employee creativity	88%	+21%	67%
Safe to speak up	People in your workgroup are able to bring up problems and tough issues	97%	+19%	78%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	88%	+19%	69%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have family responsibilities	94%	+19%	75%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have caring responsibilities	91%	+19%	72%
Workplace flexibility	Having family responsibilities is not a barrier to success in my organisation	88%	+18%	70%
Workplace flexibility	Having caring responsibilities is not a barrier to success in my organisation	85%	+18%	67%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different age groups	91%	+17%	74%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different sexes/genders	97%	+16%	81%

Key differences

Biggest negative difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Taking action', the 'You 2021' column shows 24% of your staff agreed with 'My organisation has taken positive action on the results of last year's survey'.

The 'difference' column, shows that agreement for this question was 15 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Taking action	My organisation has taken positive action on the results of last year's survey	24%	–15%	39%
Senior leadership	Senior leaders provide clear strategy and direction	48%	–14%	62%
Senior leadership	Senior leaders demonstrate honesty and integrity	61%	–11%	72%
Senior leadership	Senior leaders model my organisation's values	61%	–11%	71%
Job enrichment	I clearly understand what I am expected to do in this job	73%	–8%	80%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	82%	–6%	88%
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	52%	–6%	58%
Senior leadership	Senior leaders support staff to work in an environment of change	64%	–6%	69%
Engagement	I am proud to tell others I work for my organisation	76%	–5%	81%
Job enrichment	My job allows me to utilise my skills, knowledge and abilities	76%	–5%	81%

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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

67% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
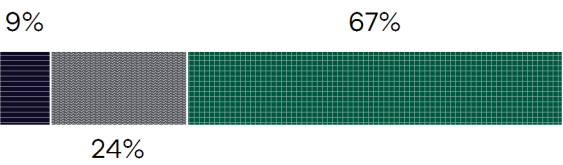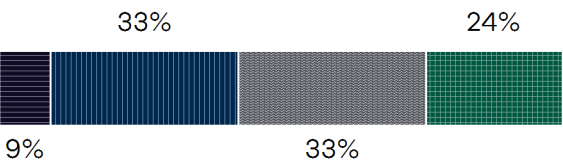
Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I believe my organisation will take positive action on the results of this year's survey	Disagree 9%, Neither 24%, Agree 67%	Not asked	67 %	27 %	56 %	96 %
My organisation has taken positive action on the results of last year's survey	Disagree 9%, Don't know 33%, Neither 33%, Agree 24%	Not asked	24 %	11 %	39 %	91 %

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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

79% 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		You		Comparator		
			2020	2021	Lowest	Average	Highest

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

Survey question	Disagree	Neither	Agree	2020	2021	Lowest	Average	Highest
Senior leaders actively support diversity and inclusion in the workplace	3%	18%	79%	Not asked	79 %	48 %	77 %	100 %
Senior leaders support staff to work in an environment of change	18%	18%	64%	71 %	64 %	38 %	69 %	100 %
Senior leaders demonstrate honesty and integrity	15% / 3%	21%	61%	Not asked	61 %	44 %	72 %	100 %
Senior leaders model my organisation's values	30%	9%	61%	Not asked	61 %	48 %	71 %	100 %

Senior leadership

What this is

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

Why this is important

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

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

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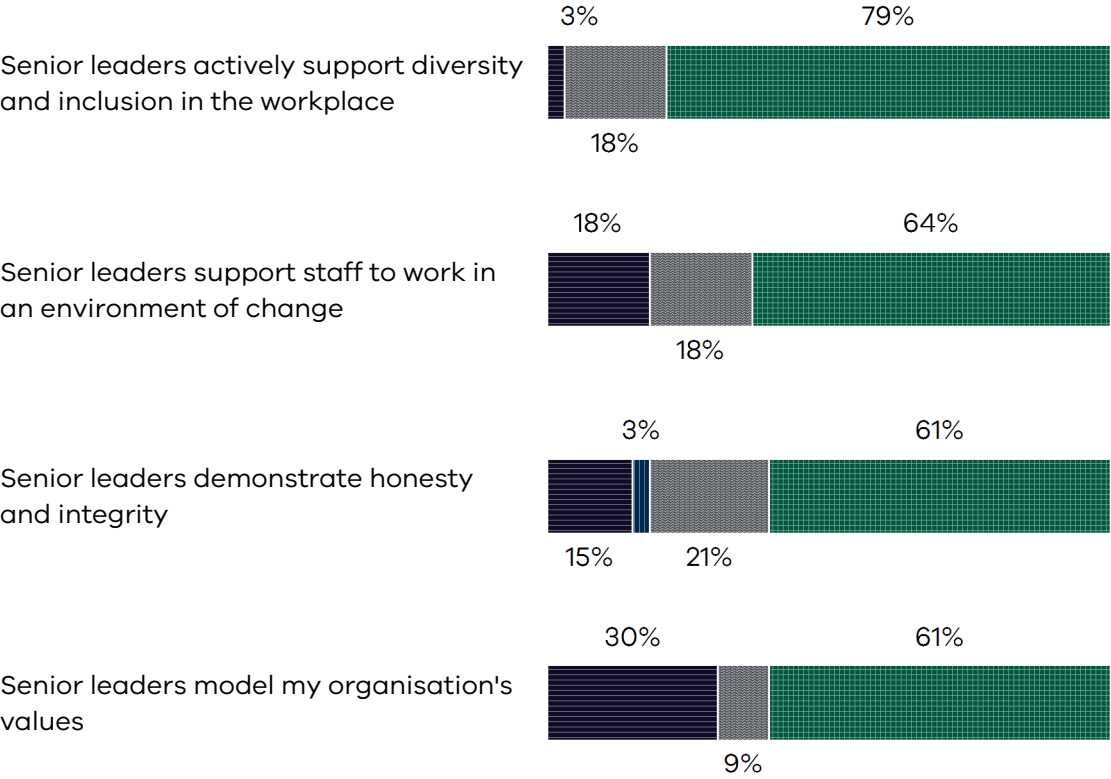
Example

48% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

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

Senior leaders provide clear strategy and direction

36%   48%

15%

Benchmark agree results

You		Comparator		
2020	2021	Lowest	Average	Highest
71 %	48 %	29 %	62 %	100 %

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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:

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

Compared to:

- 74% of staff at your comparator and 63% of staff across the public sector.
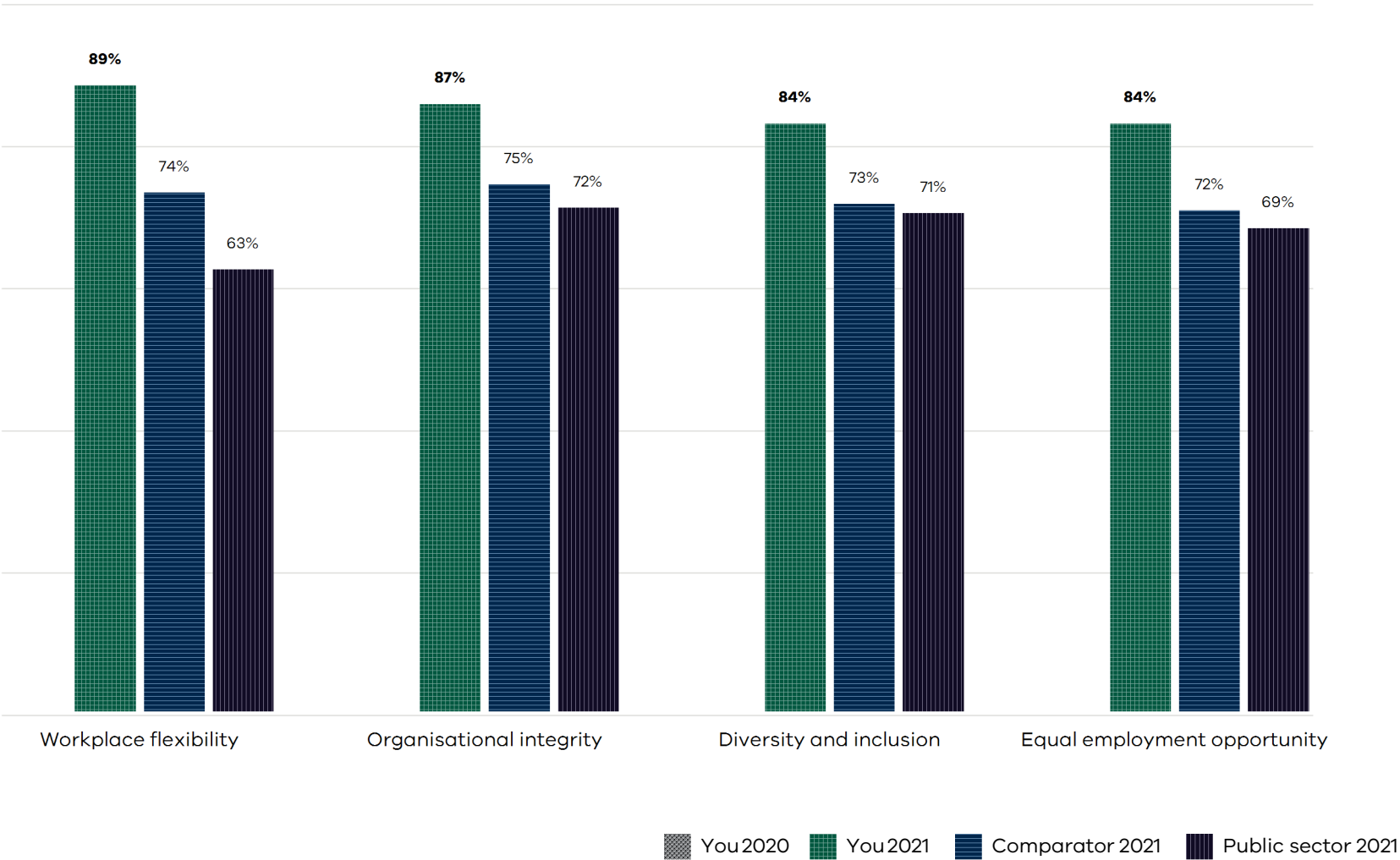
Legend: You 2020, You 2021, Comparator 2021, Public sector 2021

Factor	You 2021	Comparator 2021	Public sector 2021
Workplace flexibility	89%	74%	63%
Organisational integrity	87%	75%	72%
Diversity and inclusion	84%	73%	71%
Equal employment opportunity	84%	72%	69%

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:

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

Compared to:

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

74%

66%

60%

Safety climate

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

Victorian Public Sector Commission

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Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

Under 'Your results', see results for each question in descending order by most agreed.
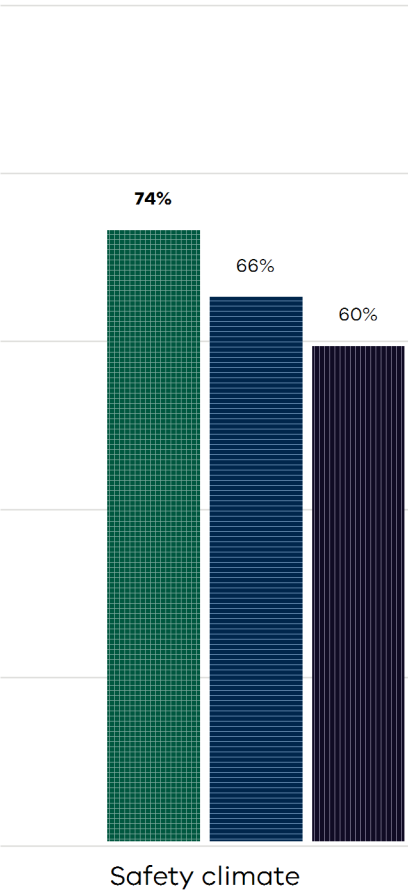
'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

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

Example

97% of your staff who did the survey agreed or strongly agreed with 'My organisation respects the human rights of employees'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2020	2021	Lowest	Average	Highest

Survey question	Your results (Agree)	Your results (Disagree)	2020	2021	Lowest	Average	Highest
My organisation respects the human rights of employees	97%	3%	Not asked	97 %	63 %	83 %	100 %
My organisation encourages respectful workplace behaviours	94%	6%	Not asked	94 %	63 %	84 %	100 %
My organisation encourages employees to act in ways that are consistent with human rights	91%	9%	Not asked	91 %	59 %	82 %	100 %
My organisation is committed to earning a high level of public trust	88%	9% / 3%	Not asked	88 %	48 %	83 %	100 %

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Organisational climate

Organisational integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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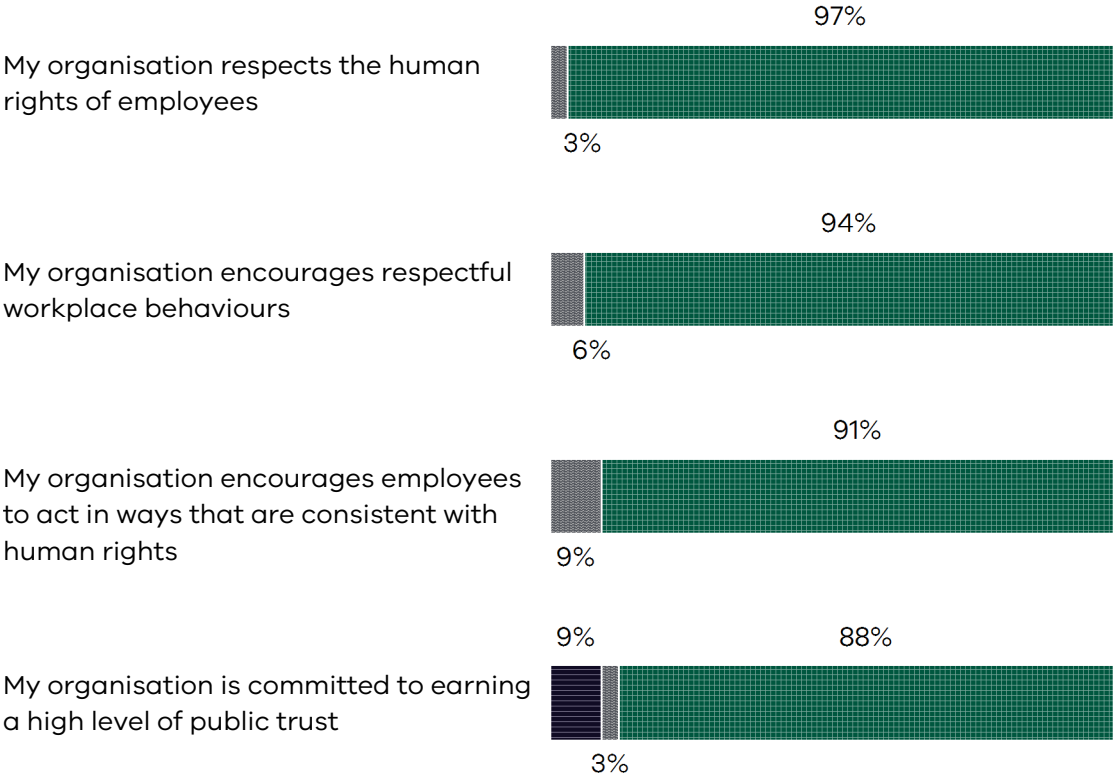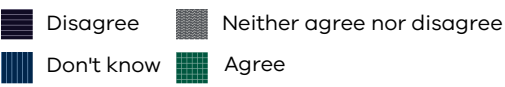
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

85% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question	Your results	Benchmark agree results

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

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation does not tolerate improper conduct	3% / 12% / 85%	Not asked	85 %	40 %	70 %	100 %
My organisation takes steps to eliminate bullying, harassment and discrimination	3% / 3% / 15% / 79%	Not asked	79 %	43 %	67 %	100 %
My organisation makes fair recruitment and promotion decisions, based on merit	12% / 15% / 73%	Not asked	73 %	27 %	57 %	94 %

Organisational climate

Workplace flexibility 1 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

94% of your staff who did the survey agreed or strongly agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.

Survey question	Your results	Benchmark agree results

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

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation supports employees with family or other caring responsibilities, regardless of gender	6% ... 94%	Not asked	94 %	63 %	82 %	100 %
There is a positive culture within my organisation in relation to employees who have family responsibilities	6% ... 94%	Not asked	94 %	55 %	75 %	96 %
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	3% ... 3% ... 94%	Not asked	94 %	51 %	72 %	96 %
There is a positive culture within my organisation in relation to employees who have caring responsibilities	3% ... 6% ... 91%	Not asked	91 %	52 %	72 %	91 %

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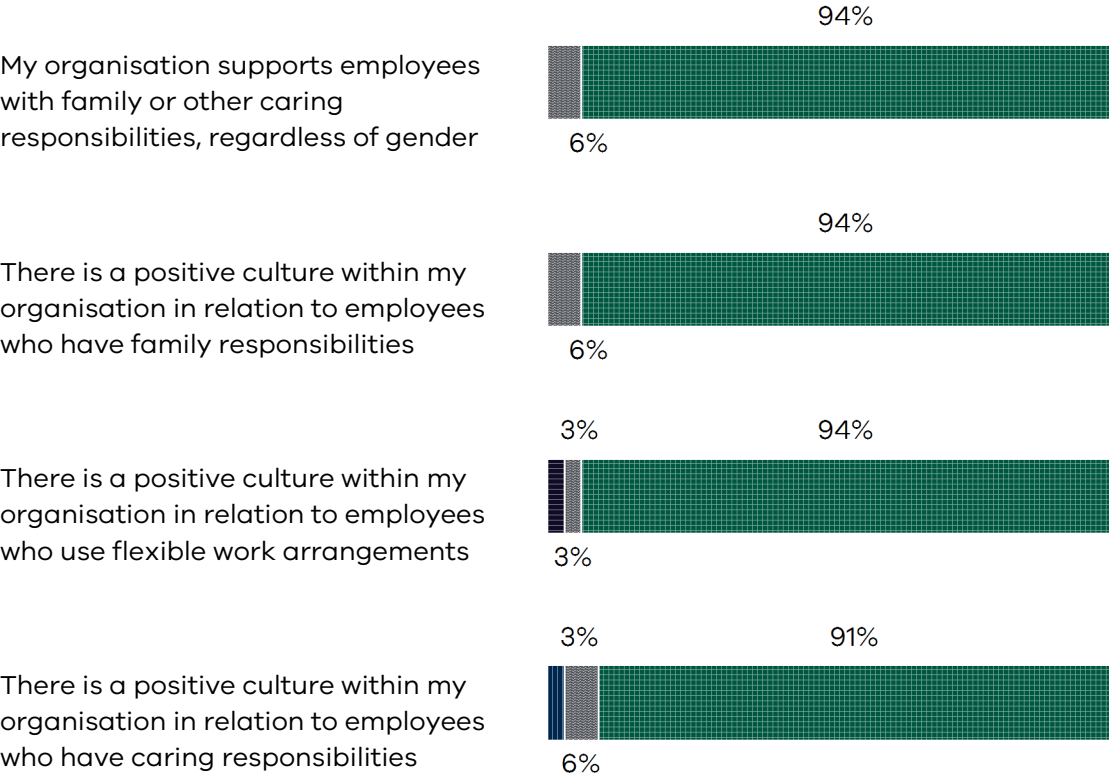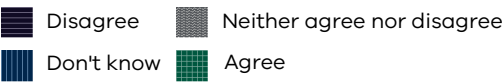
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

88% of your staff who did the survey agreed or strongly agreed with 'Having family responsibilities is not a barrier to success in my organisation'.

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

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Having family responsibilities is not a barrier to success in my organisation	3% / 88% / 9%	Not asked	88 %	52 %	70 %	94 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	3% / 88% / 9%	100 %	88 %	61 %	81 %	98 %
Using flexible work arrangements is not a barrier to success in my organisation	3% / 88% / 3% 6%	Not asked	88 %	50 %	69 %	89 %
Having caring responsibilities is not a barrier to success in my organisation	6% / 85% / 9%	Not asked	85 %	51 %	67 %	88 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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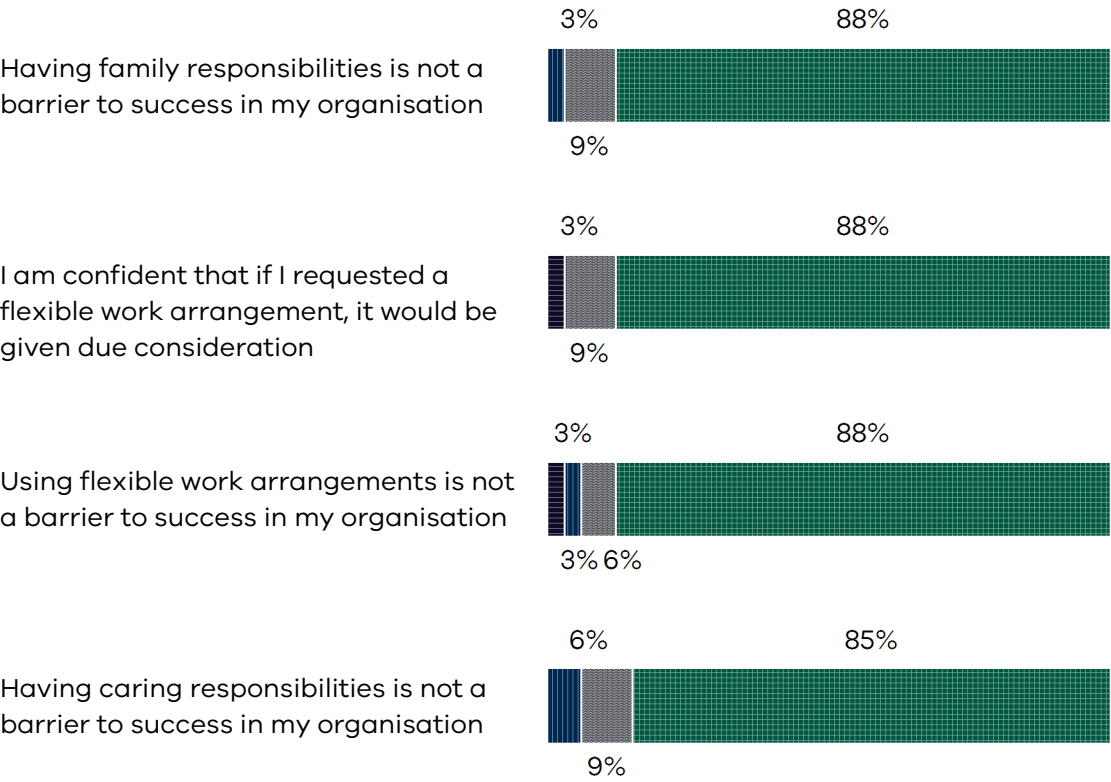
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

82% of your staff who did the survey agreed or strongly agreed with 'I have the flexibility I need to manage my work and non-work activities and responsibilities'.

Survey question

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

Your results

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

6%   82%

12%
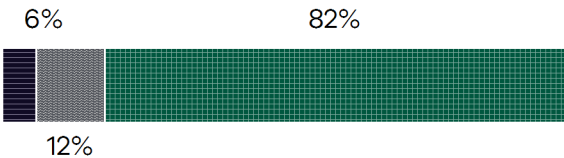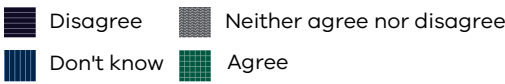
Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
	Not asked	82 %	61 %	79 %	96 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

42% 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	42%	35%	38%
Flexible start and finish times	39%	29%	23%
Working from an alternative location (e.g. home, hub/shared work space)	33%	42%	24%
Part-time	6%	10%	19%
Working more hours over fewer days	6%	5%	6%
Purchased leave	3%	2%	2%

Organisational climate

Equal employment opportunity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Gender is not a barrier to success in my organisation	6% Disagree, 94% Agree	Not asked	94 %	52 %	79 %	100 %
Sexual orientation is not a barrier to success in my organisation	6% Neither, 94% Agree	Not asked	94 %	58 %	78 %	97 %
Age is not a barrier to success in my organisation	12% Disagree, 3% Don't know, 85% Agree	Not asked	85 %	47 %	70 %	96 %
Cultural background is not a barrier to success in my organisation	6% Disagree, 6% Don't know, 3% Neither, 85% Agree	Not asked	85 %	54 %	75 %	97 %

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.
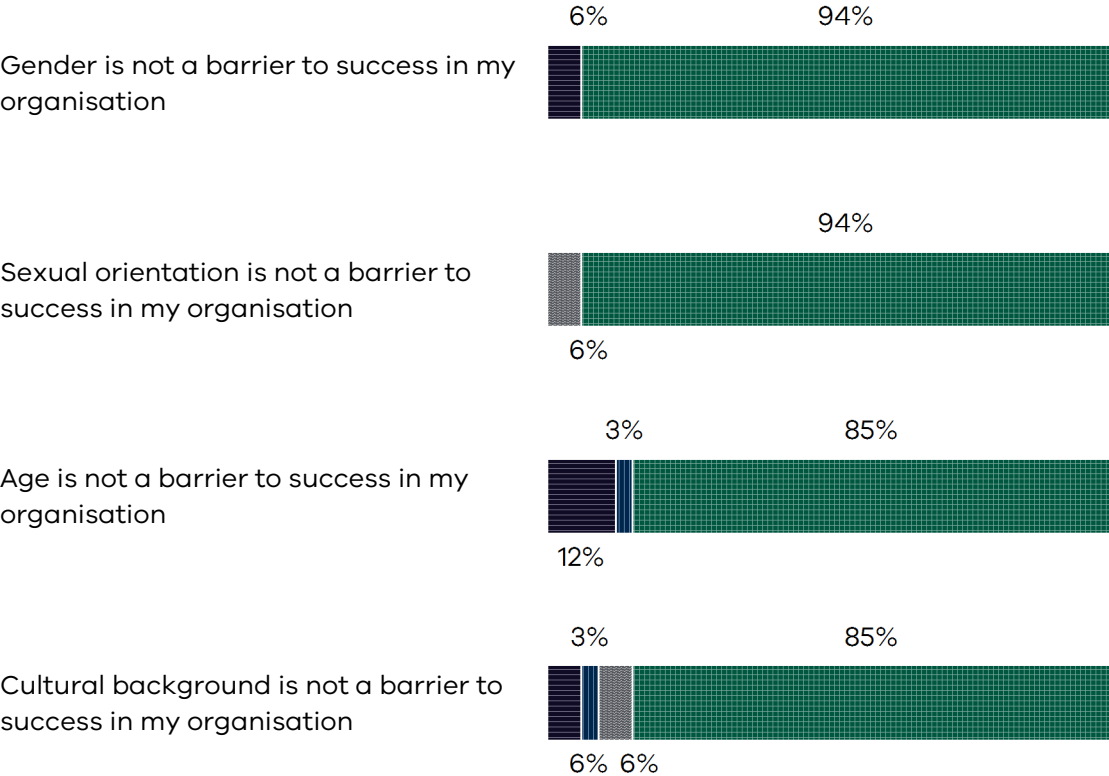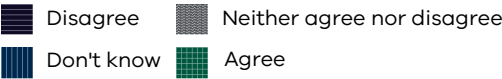
Example

76% of your staff who did the survey agreed or strongly agreed with 'Disability is not a barrier to success in my organisation'.

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Disability is not a barrier to success in my organisation	15% / 9% / 76%	Not asked	76 %	40 %	62 %	92 %
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	18% / 12% / 70%	Not asked	70 %	48 %	65 %	95 %

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.
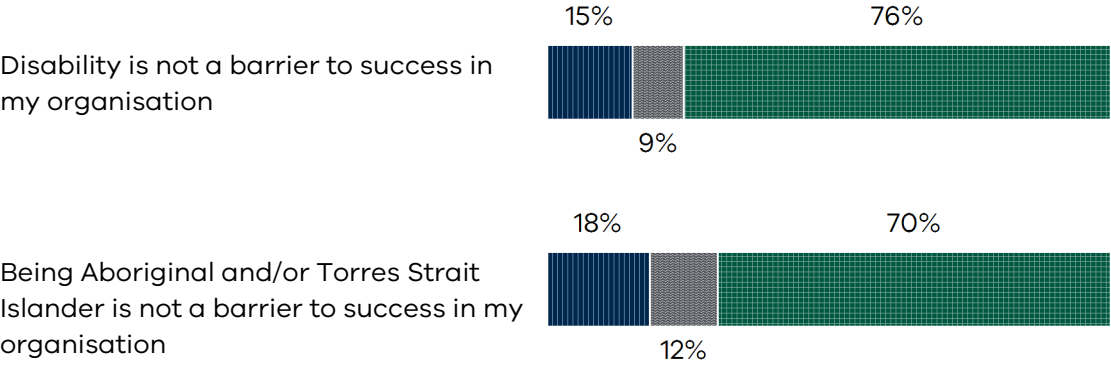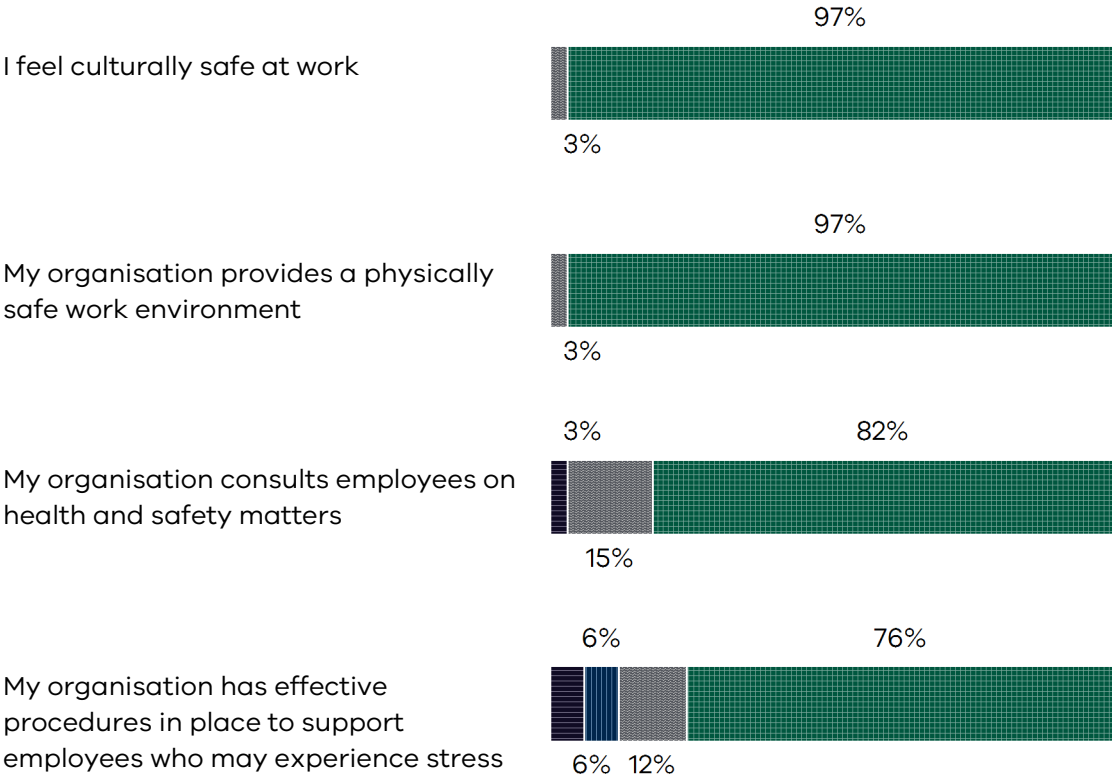
Example

97% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

Survey question | Your results | Benchmark agree results

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I feel culturally safe at work	3% / 97%	Not asked	97 %	64 %	81 %	95 %
My organisation provides a physically safe work environment	3% / 97%	Not asked	97 %	61 %	87 %	100 %
My organisation consults employees on health and safety matters	3% / 15% / 82%	Not asked	82 %	52 %	75 %	96 %
My organisation has effective procedures in place to support employees who may experience stress	6% / 6% / 12% / 76%	71 %	76 %	41 %	61 %	89 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Psychosocial and physical safety climate question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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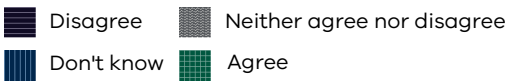
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
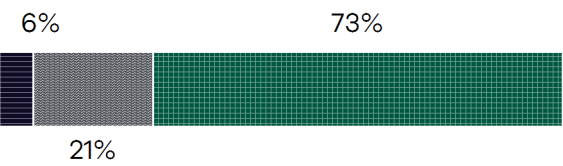
Example

73% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.

Legend: Disagree · Neither agree nor disagree · Don't know · Agree
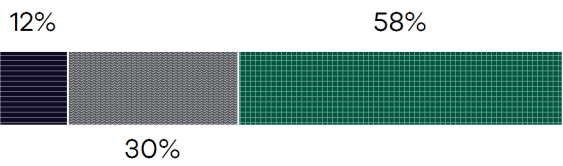
Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
In my workplace, there is good communication about psychological safety issues that affect me	Disagree 6%, Neither 21%, Agree 73%	83 %	73 %	30 %	58 %	89 %
Senior leaders consider the psychological health of employees to be as important as productivity	Disagree 12%, Neither 30%, Agree 58%	79 %	58 %	40 %	60 %	94 %
All levels of my organisation are involved in the prevention of stress	Disagree 12%, Neither 33%, Agree 55%	71 %	55 %	27 %	47 %	75 %
Senior leaders show support for stress prevention through involvement and commitment	Disagree 18%, Neither 27%, Agree 55%	75 %	55 %	37 %	58 %	94 %

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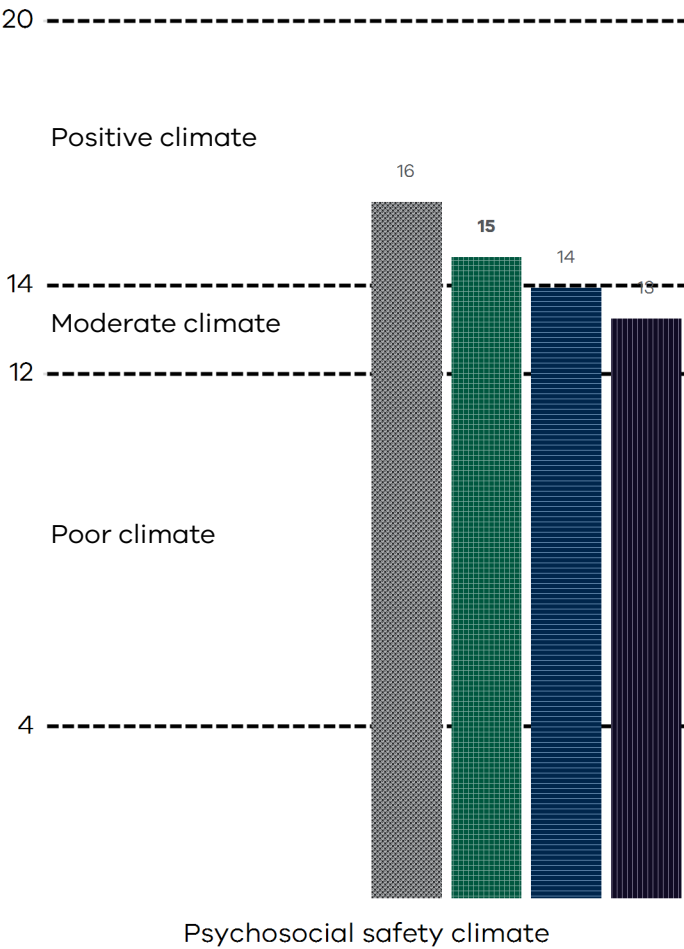
Legend: You 2020 | You 2021 | Comparator 2021 | Public sector 2021

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

97% 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	Benchmark agree results

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

	You		Comparator		
	2020	2021	Lowest	Average	Highest

There is a positive culture within my organisation in relation to employees of different sexes/genders
97% / 3%
Not asked | 97 % | 57 % | 81 % | 97 %

There is a positive culture within my organisation in relation to employees from varied cultural backgrounds
3% / 91% / 3% / 3%
Not asked | 91 % | 58 % | 79 % | 95 %

There is a positive culture within my organisation in relation to employees of different age groups
6% / 91% / 3%
Not asked | 91 % | 51 % | 74 % | 97 %

There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+
9% / 88% / 3%
Not asked | 88 % | 51 % | 74 % | 96 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Diversity and inclusion 2 of 2

What this is

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

Why this is important

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

How to read this

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

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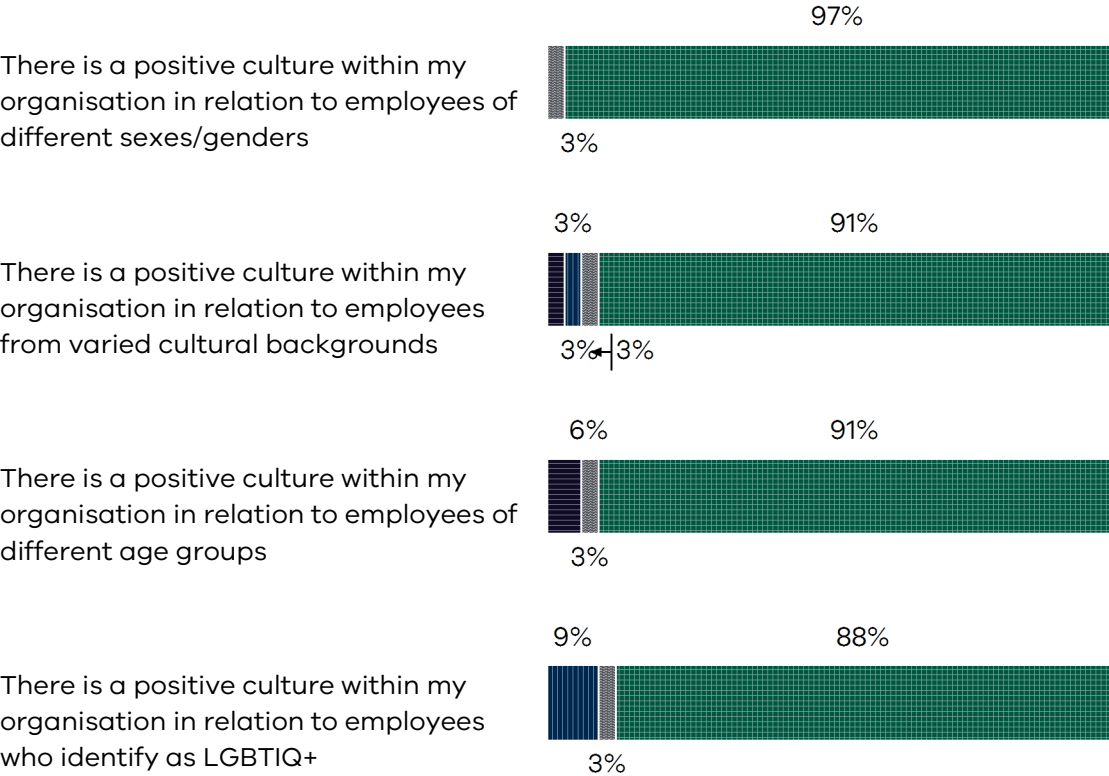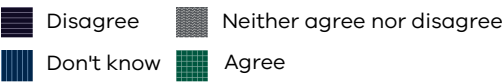
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

70% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander'.

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

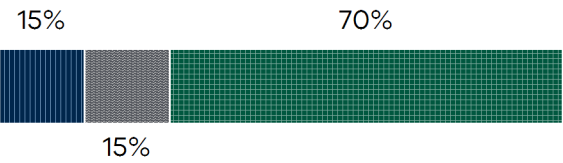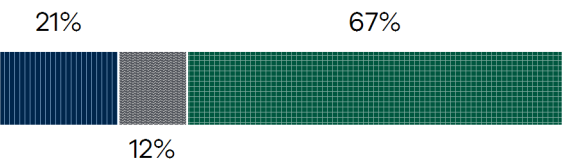| Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	15% / 15% / 70%	Not asked	70 %	35 %	67 %	96 %
There is a positive culture within my organisation in relation to employees with disability	21% / 12% / 67%	Not asked	67 %	37 %	61 %	92 %

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

94% of your staff who did the survey agreed or strongly agreed with 'In my workgroup work is allocated fairly, regardless of gender'.

Survey question	Your results					

Legend:
- Disagree
- Neither agree nor disagree
- Don't know
- Agree
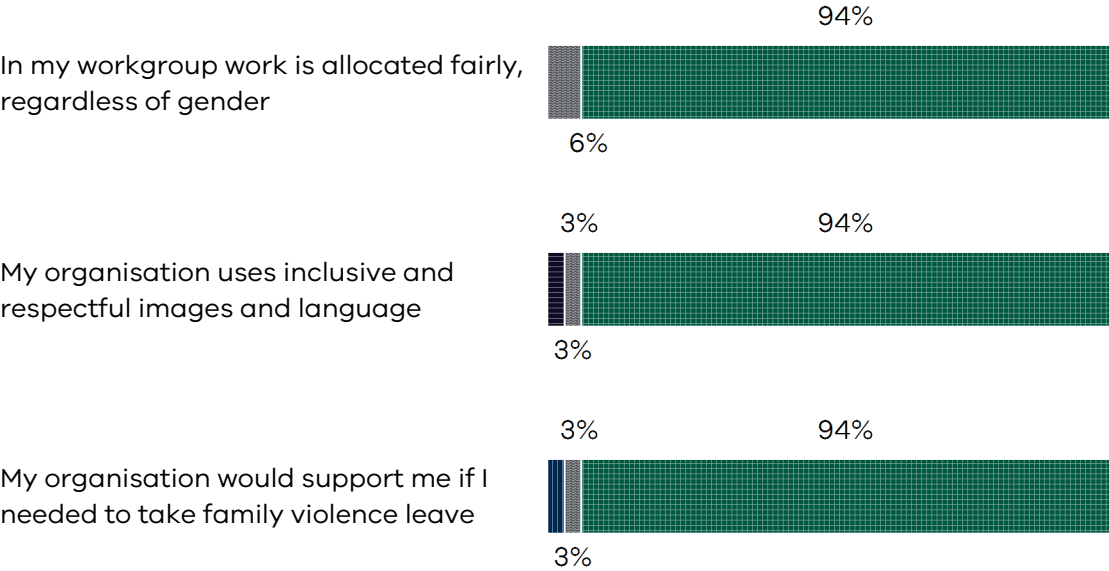
		Benchmark agree results				
		You		**Comparator**		
Survey question	Your results	2020	2021	Lowest	Average	Highest
In my workgroup work is allocated fairly, regardless of gender	94% / 6%	Not asked	94 %	74 %	85 %	96 %
My organisation uses inclusive and respectful images and language	3% / 94% / 3%	Not asked	94 %	60 %	85 %	100 %
My organisation would support me if I needed to take family violence leave	3% / 94% / 3%	Not asked	94 %	54 %	79 %	100 %

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Workgroup climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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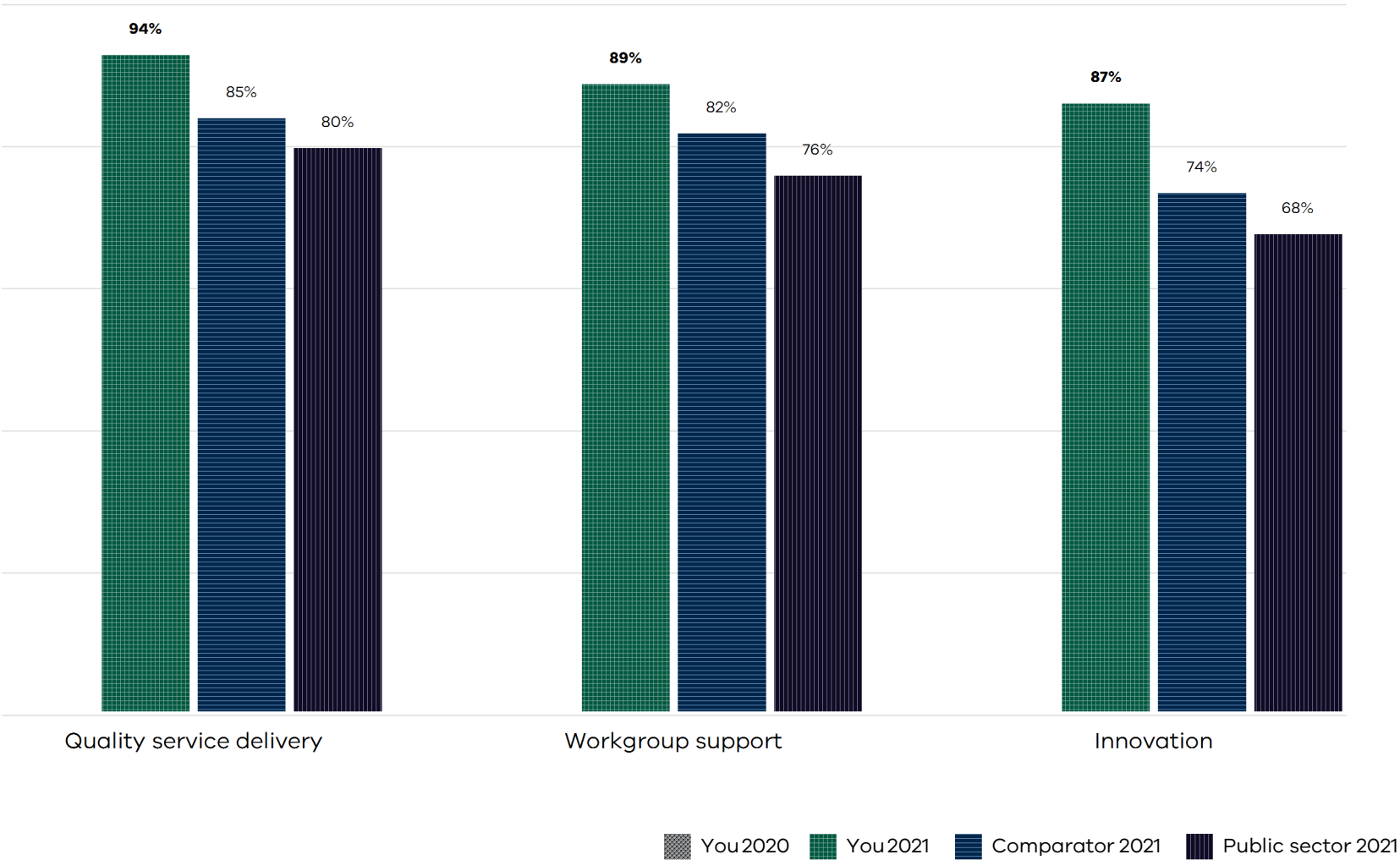
Example

In 2021:

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

Compared to:

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

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

Quality service delivery: 94%, 85%, 80%
Workgroup support: 89%, 82%, 76%
Innovation: 87%, 74%, 68%

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

100% of your staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

Survey question	Your results	Benchmark agree results

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup values human rights	100%	Not asked	100 %	75 %	88 %	100 %
My workgroup places a priority on acting fairly and without bias	94% / 6%	Not asked	94 %	68 %	82 %	97 %
My workgroup strives to deliver services in a timely manner	94% / 6%	Not asked	94 %	70 %	91 %	100 %
My workgroup strives to make the best use of its resources	6% / 94%	Not asked	94 %	68 %	81 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Quality service delivery 2 of 2

What this is

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

Why this is important

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

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

How to read this

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

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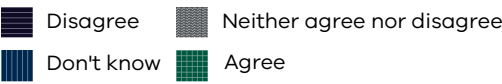
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

94% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup strives to provide high quality advice and services	6% / 94%	Not asked	94 %	78 %	92 %	100 %
My workgroup has clear lines of responsibility	3% / 6% / 91%	Not asked	91 %	65 %	77 %	94 %
My workgroup focuses on making decisions informed by all relevant facts	12% / 88%	Not asked	88 %	63 %	80 %	96 %

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.
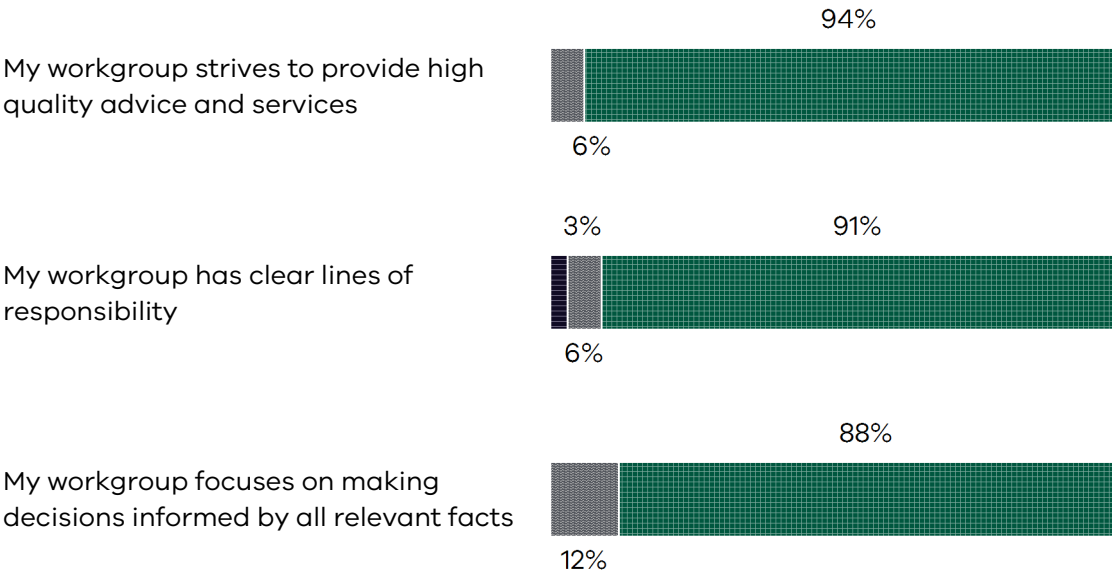
Example

97% 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 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes	3% / 97%	Not asked	97 %	73 %	88 %	100 %
My workgroup encourages employee creativity	6% / 88% / 6%	Not asked	88 %	50 %	67 %	95 %
My workgroup is quick to respond to opportunities to do things better	6% / 88% / 6%	Not asked	88 %	64 %	76 %	96 %
My workgroup learns from failures and mistakes	88% / 12%	Not asked	88 %	59 %	73 %	96 %

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.
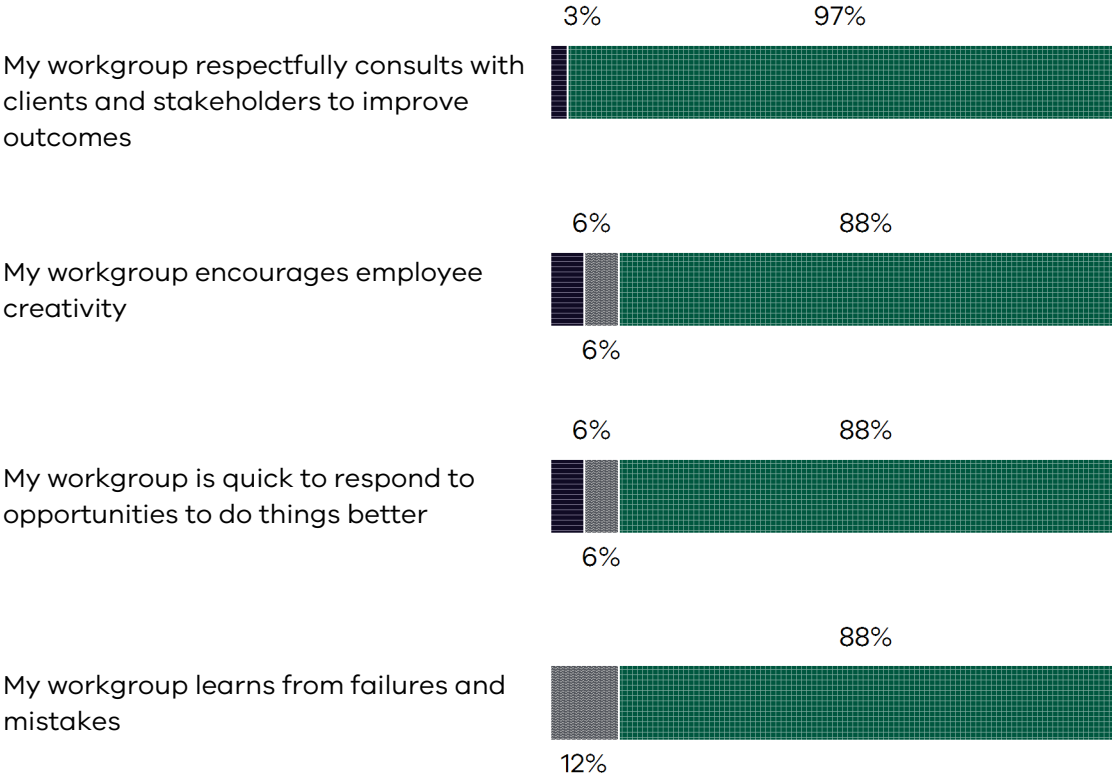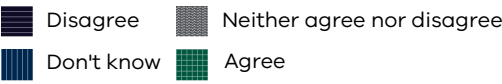
Example

73% of your staff who did the survey agreed or strongly agreed with 'My workgroup takes reasonable risks to improve its services'.

Survey question	Your results	Benchmark agree results

Your results

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

Survey question		
My workgroup takes reasonable risks to improve its services	9% 3% 15% 73%	

Benchmark agree results
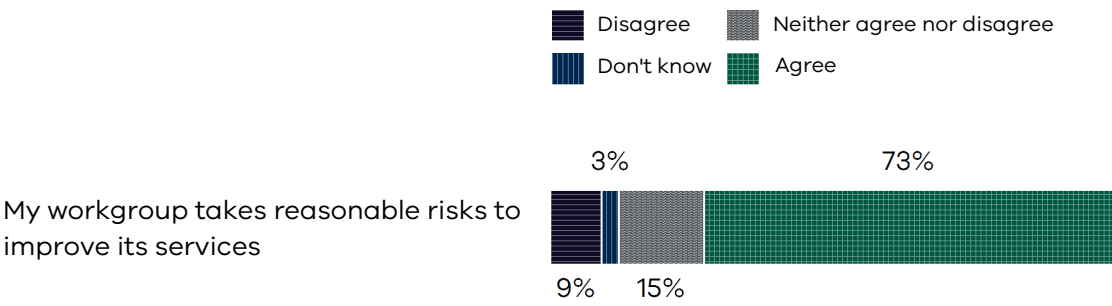
	You		Comparator		
	2020	2021	Lowest	Average	Highest
	Not asked	73 %	46 %	66 %	81 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Workgroup support 1 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

Example

100% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup actively support diversity and inclusion in the workplace'.

Survey question	Your results					

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup actively support diversity and inclusion in the workplace	100%	Not asked	100 %	68 %	86 %	100 %
I am able to work effectively with others in my workgroup	97% / 3%	100 %	97 %	83 %	92 %	100 %
People in my workgroup are honest, open and transparent in their dealings	97% / 3%	Not asked	97 %	65 %	81 %	97 %
People in my workgroup treat each other with respect	97% / 3%	96 %	97 %	73 %	90 %	100 %

Workgroup climate

Workgroup support 2 of 3

What this is

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

Why this is important

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

How to read this

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

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

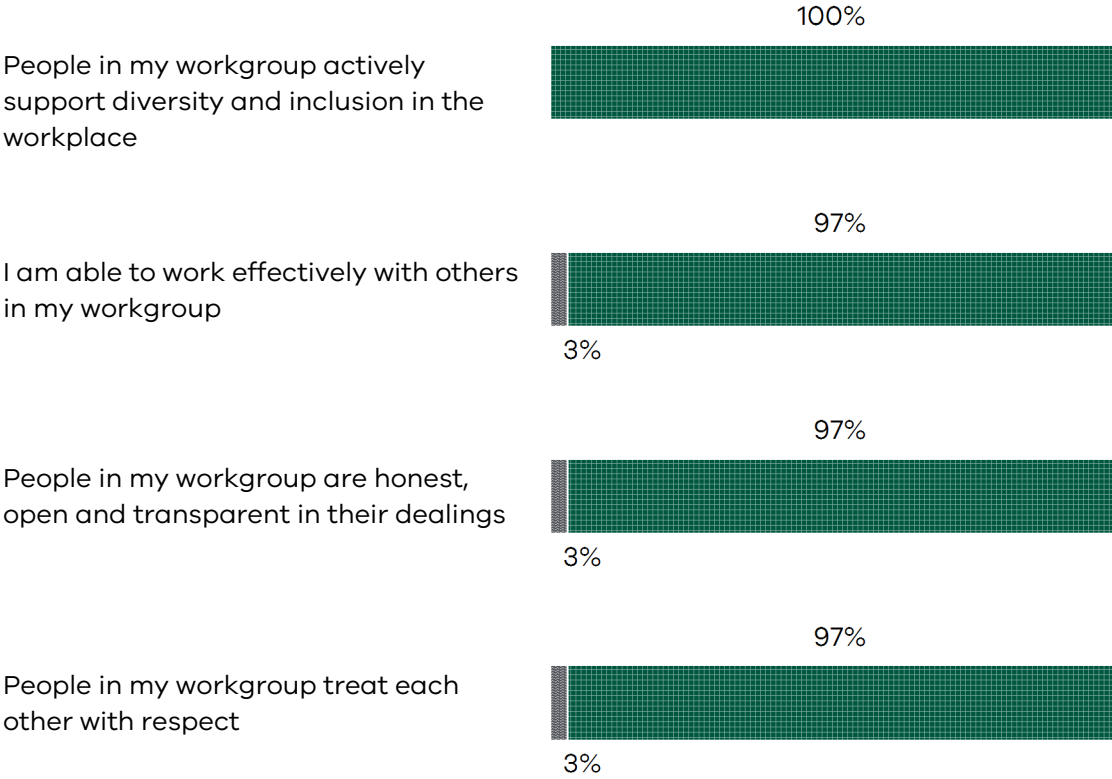Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

94% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

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

Survey question	Your results	You 2020	2021	Comparator Lowest	Average	Highest
People in my workgroup work together effectively to get the job done	3% / 94% / 3%	92 %	94 %	71 %	87 %	96 %
People in my workgroup appropriately manage conflicts of interest	3% / 91% / 6%	Not asked	91 %	56 %	79 %	100 %
People in my workgroup are politically impartial in their work	3% / 85% / 12%	Not asked	85 %	63 %	82 %	97 %
I am able to work effectively with others outside my immediate workgroup	6% / 82% / 12%	100 %	82 %	75 %	88 %	97 %

Workgroup climate

Workgroup support 3 of 3

What this is

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

Why this is important

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

How to read this

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

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

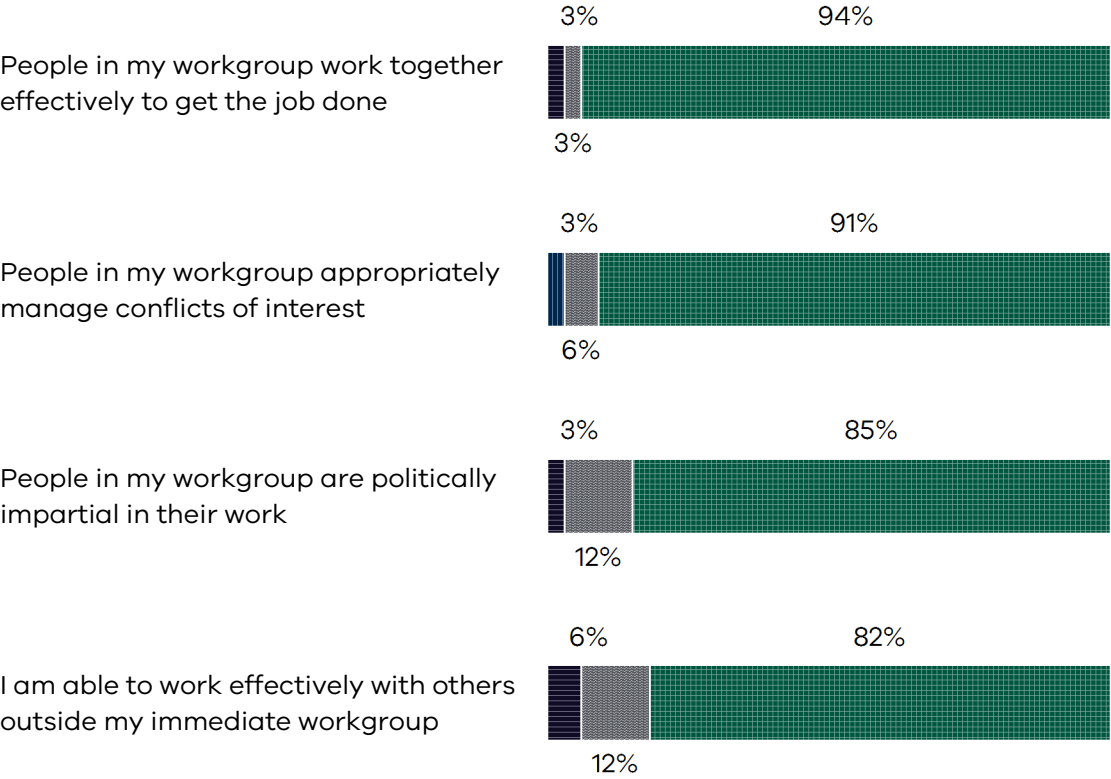Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

79% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup regularly reach out to support me and my wellbeing'.

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup regularly reach out to support me and my wellbeing	21% / 79%	92 %	79 %	59 %	77 %	96 %
Workgroups across my organisation willingly share information with each other	21% / 6% / 73%	79 %	73 %	37 %	62 %	87 %

People matter survey 2021

Have your say

Report overview
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- 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
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- Scorecard: negative behaviour
- Bullying
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Key differences
- Highest scoring
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- Most improved
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- Biggest positive difference from comparator
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Taking action
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- Psychosocial and physical safety climate
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- Cultural diversity
- Employment
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- Caring

Job and manager factors

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 91% of your staff who did the survey responded positively to questions about Manager leadership.

Compared to:

- 89% of staff at your comparator and 84% of staff across the public sector.

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

Manager leadership: 91%, 89%, 84%
Meaningful work: 94%, 85%, 83%, 84%
Manager support: 80%, 77%, 70%
Job enrichment: 80%, 77%, 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.
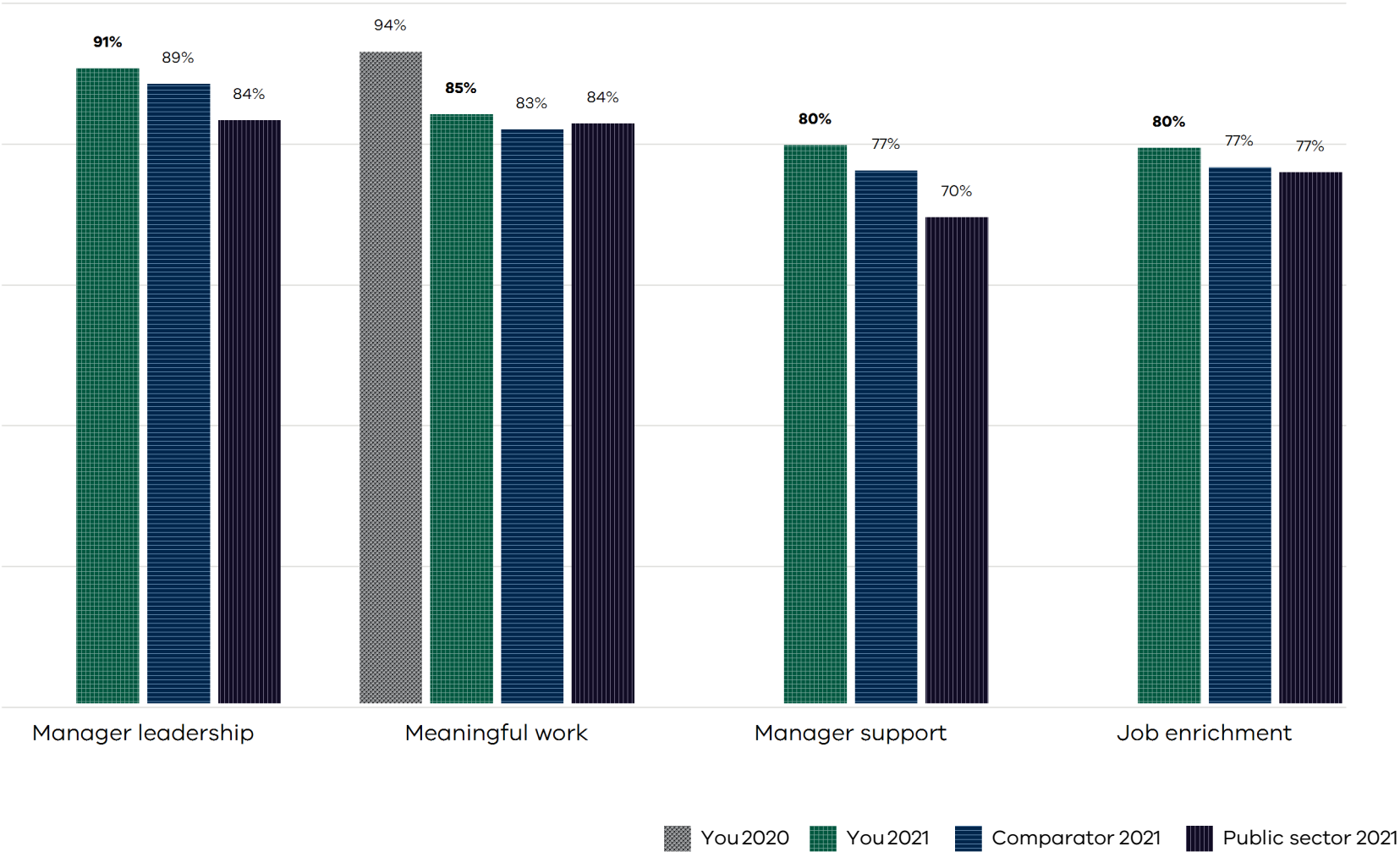
Example

In 2021:

- 80% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

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

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

Factor	You 2020	You 2021	Comparator 2021	Public sector 2021
Safe to speak up		80%	73%	67%
Workload	71%	62%	57%	53%
Learning and development		56%	54%	53%

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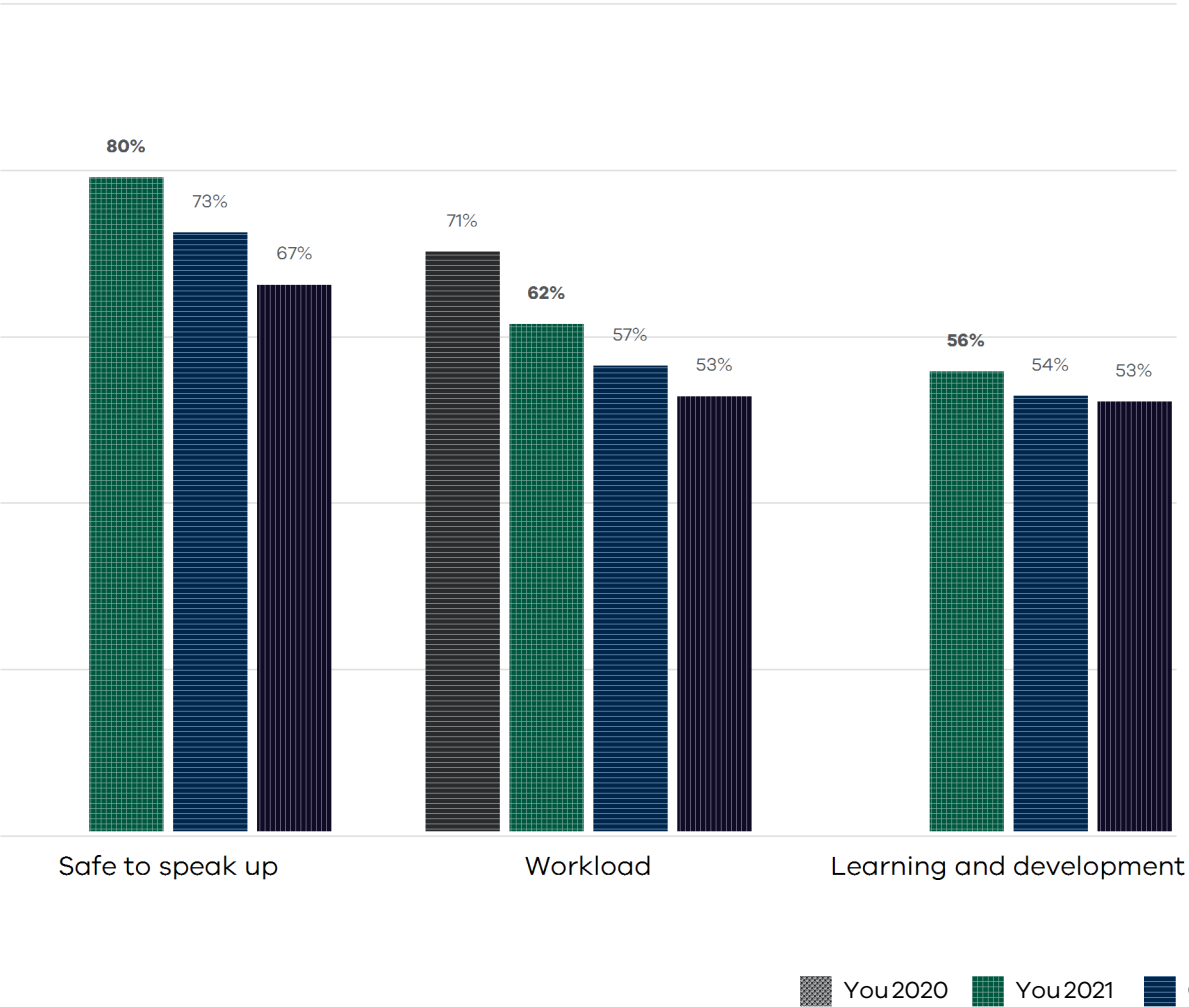
Job and manager factors

Manager leadership 1 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

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

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

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

Survey question	6% / 94%	You 2020	You 2021	Lowest	Average	Highest
My manager works effectively with people from diverse backgrounds	94% (6%)	Not asked	94 %	78 %	90 %	100 %
My manager demonstrates honesty and integrity	91% (3%, 6%)	Not asked	91 %	70 %	89 %	100 %
My manager ensures clients receive a high standard of service	91% (9%)	Not asked	91 %	76 %	90 %	100 %
My manager is committed to workplace safety	91% (9%)	Not asked	91 %	77 %	89 %	100 %

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Job and manager factors

Manager leadership 2 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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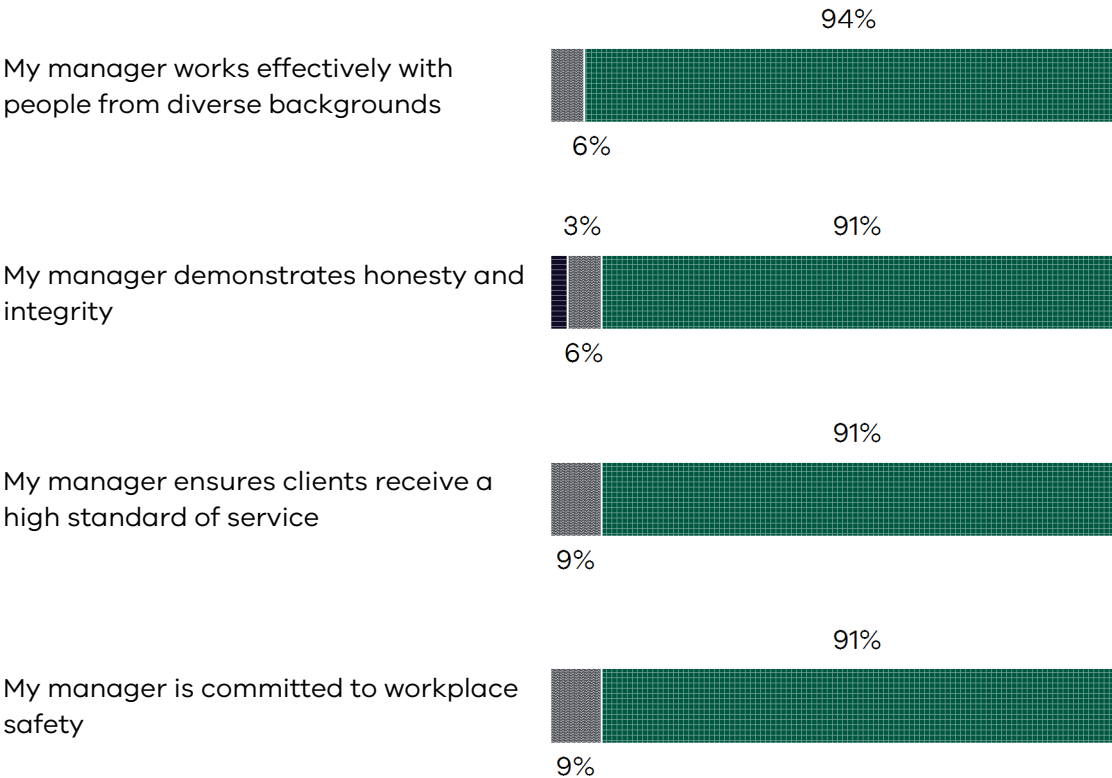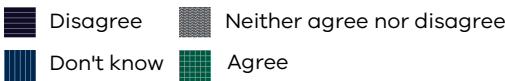
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

Survey question	Your results		Benchmark agree results				
			You		**Comparator**		
			2020	2021	Lowest	Average	Highest
My manager models my organisation's values	9% / 91%		Not asked	91 %	67 %	86 %	100 %
My manager treats employees with dignity and respect	9% / 91%		Not asked	91 %	79 %	90 %	100 %

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

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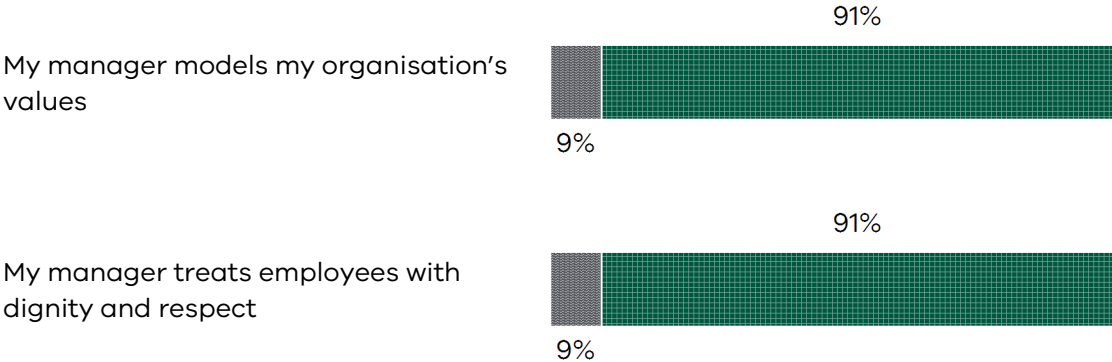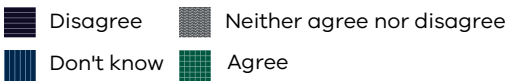
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

88% of your staff who did the survey agreed or strongly agreed with 'My manager encourages and supports my participation in learning and development opportunities'.

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

Survey question	Your results	You 2020	2021	Comparator Lowest	Average	Highest
My manager encourages and supports my participation in learning and development opportunities	12% / 88%	Not asked	88 %	59 %	80 %	96 %
My manager listens to what I have to say	12% / 88%	88 %	88 %	78 %	87 %	97 %
My manager provides me with enough support when I need it	12% / 88%	83 %	88 %	67 %	81 %	96 %
I would be confident in approaching my manager to discuss concerns and grievances	6% / 9% / 85%	Not asked	85 %	73 %	83 %	100 %

Job and manager factors

Manager support 2 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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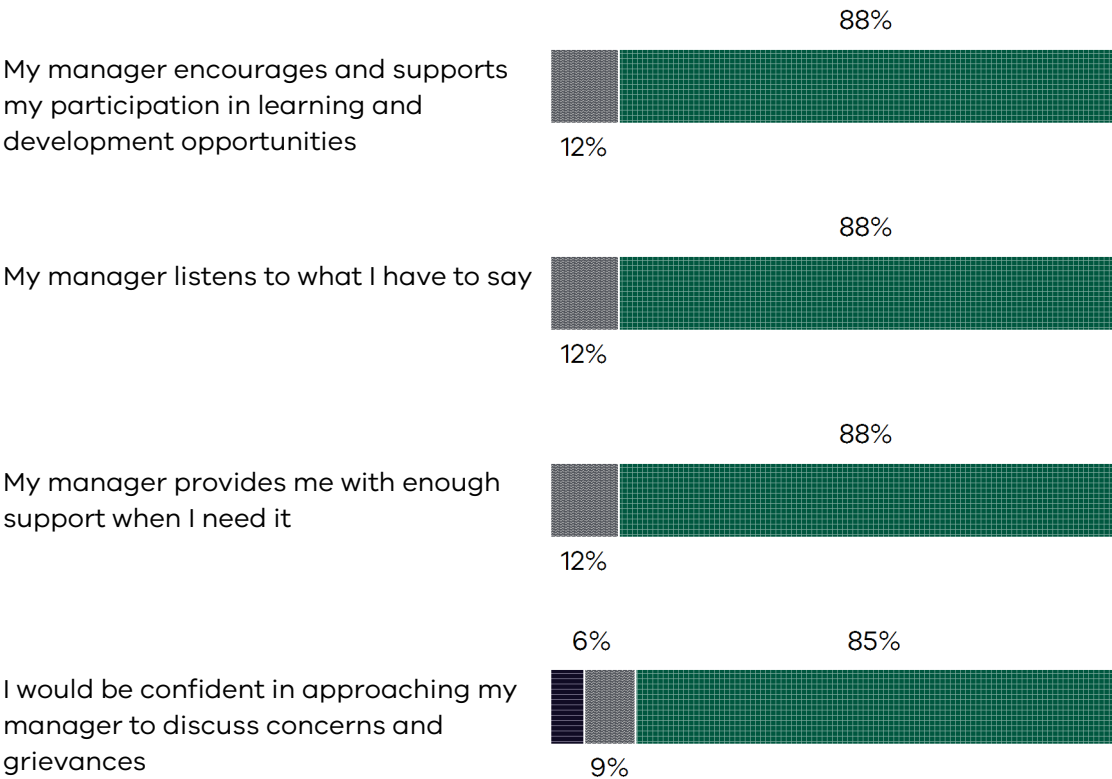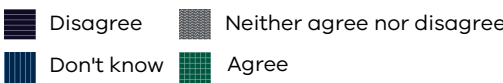
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

85% of your staff who did the survey agreed or strongly agreed with 'My manager involves me in decisions about my work'.

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

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

Survey question	Disagree	Neither	Agree	2020	2021	Lowest	Average	Highest
My manager involves me in decisions about my work	3%	12%	85%	83 %	85 %	67 %	83 %	100 %
My manager provides feedback to me in a way that helps me improve my performance	3%	15%	82%	79 %	82 %	52 %	72 %	94 %
My manager keeps me informed about what's going on	9%	12%	79%	75 %	79 %	67 %	81 %	100 %
I receive adequate recognition for my contributions and accomplishments	9%	21%	70%	Not asked	70 %	46 %	64 %	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.

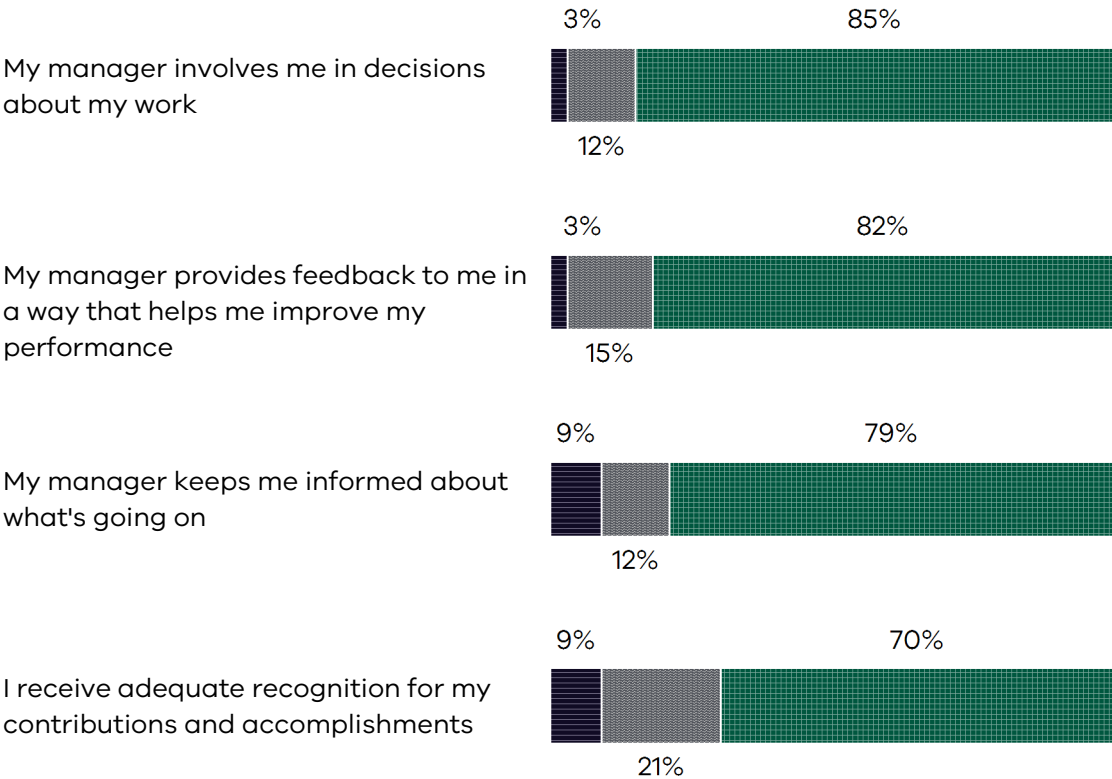Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

61% 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

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

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

9%   61%

30%

Benchmark agree results
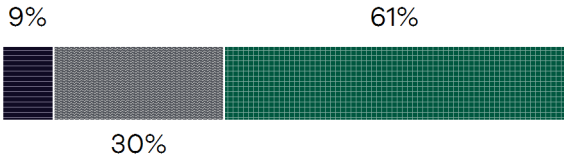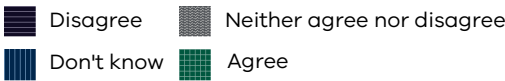
	You		Comparator		
	2020	2021	Lowest	Average	Highest
	Not asked	61 %	32 %	59 %	92 %

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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

64% of your staff who did the survey agreed or strongly agreed with 'I have enough time to do my job effectively'.

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ Agree
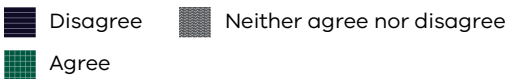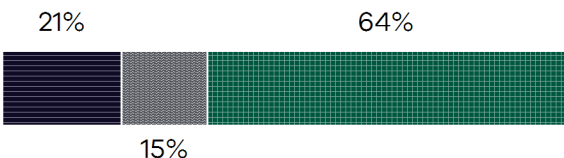
Survey question			You		Comparator		
			2020	2021	Lowest	Average	Highest
I have enough time to do my job effectively	21% Disagree, 15% Neither, 64% Agree		71 %	64 %	42 %	55 %	89 %
The workload I have is appropriate for the job that I do	21% Disagree, 18% Neither, 61% Agree		71 %	61 %	39 %	59 %	85 %
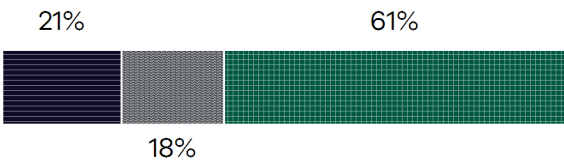
Job and manager factors

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

76% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

| Survey question | Your results | Benchmark agree results |

Legend: ■ Disagree ▨ Neither agree nor disagree ▧ Agree

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am developing and learning in my role	9% / 15% / 76%	Not asked	76 %	50 %	72 %	96 %
In the last 12 months I have learned skills that have helped me do my job better	12% / 12% / 76%	Not asked	76 %	49 %	72 %	93 %
My organisation places a high priority on the learning and development of staff	9% / 21% / 70%	Not asked	70 %	34 %	60 %	93 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	21% / 21% / 58%	Not asked	58 %	36 %	55 %	88 %

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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.
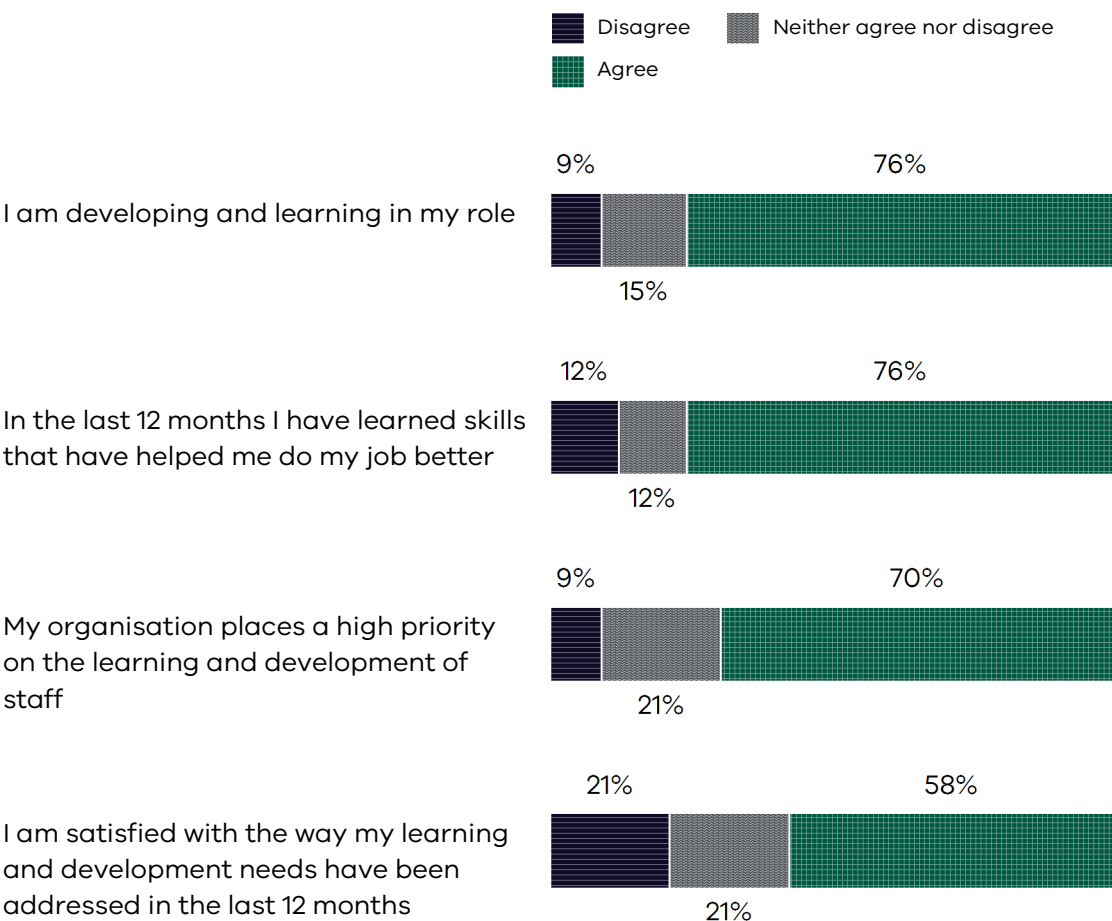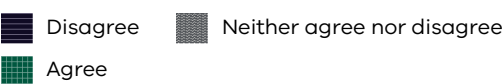
Example

52% of your staff who did the survey agreed or strongly agreed with 'There are adequate opportunities for me to develop skills and experience in my organisation'.
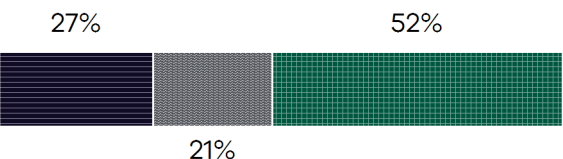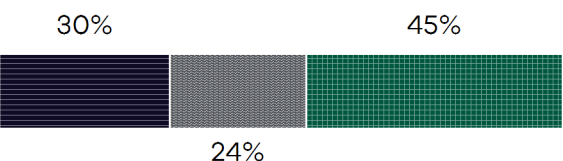
Survey question	Your results	Benchmark agree results

Legend: ■ Disagree ▦ Neither agree nor disagree ▩ Agree

	You		Comparator		
Survey question	2020	2021	Lowest	Average	Highest
There are adequate opportunities for me to develop skills and experience in my organisation	Not asked	52 %	35 %	58 %	83 %
I feel I have an equal chance at promotion in my organisation	Not asked	45 %	20 %	44 %	78 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	Not asked	39 %	13 %	30 %	57 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	Not asked	36 %	19 %	37 %	57 %

Your results (bar chart values):

- There are adequate opportunities for me to develop skills and experience in my organisation: Disagree 27%, Neither 21%, Agree 52%
- I feel I have an equal chance at promotion in my organisation: Disagree 30%, Neither 24%, Agree 45%
- I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments): Disagree 18%, Neither 42%, Agree 39%
- I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers): Disagree 24%, Neither 39%, Agree 36%

Job and manager factors

Job enrichment 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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			Benchmark agree results				
				You		**Comparator**		
				2020	2021	Lowest	Average	Highest

Legend: ■ Disagree   ■ Neither agree nor disagree   ■ Agree

Survey question	Disagree	Neither	Agree	2020	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	3%	3%	94%	96 %	94 %	81 %	91 %	100 %
I have a choice in deciding how I do my work	9%	3%	88%	100 %	88 %	60 %	78 %	100 %
I have the authority to do my job effectively	9%	6%	85%	Not asked	85 %	57 %	75 %	100 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	6%	15%	79%	Not asked	79 %	54 %	73 %	100 %

Job and manager factors

Job enrichment 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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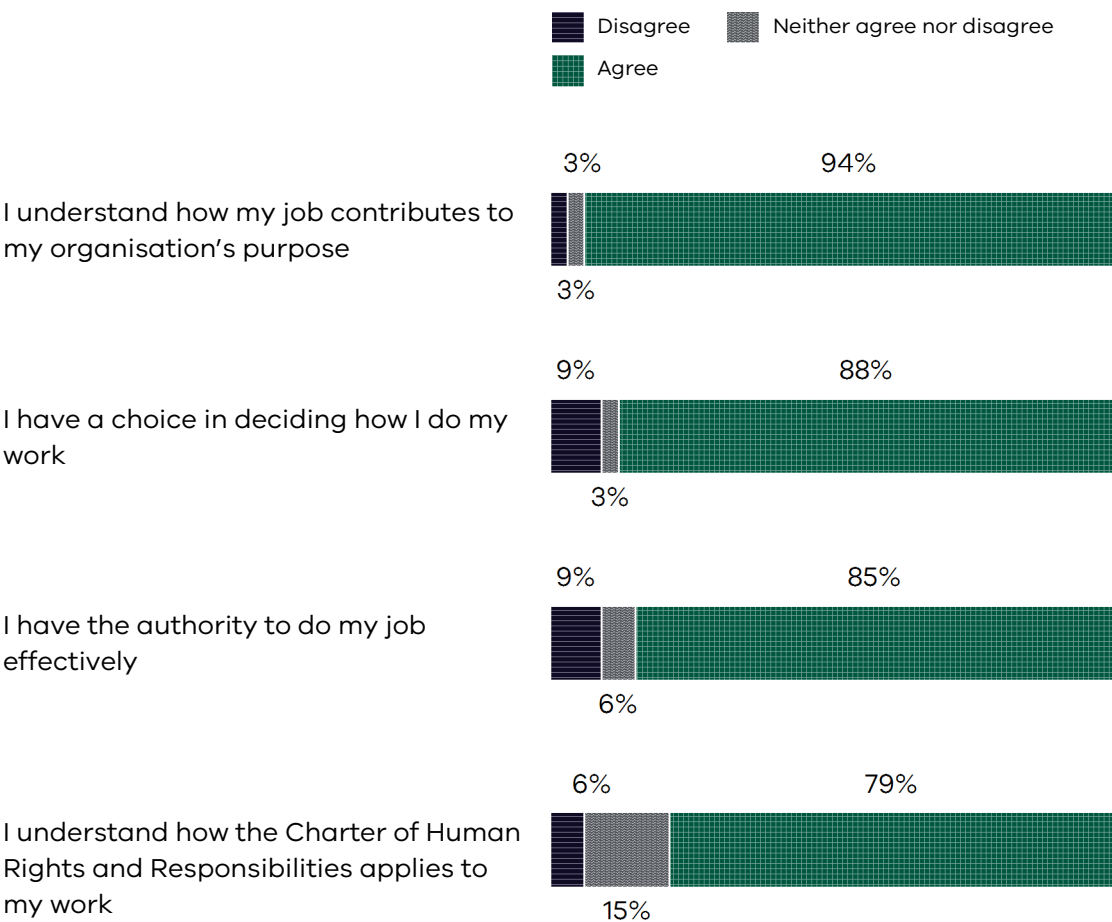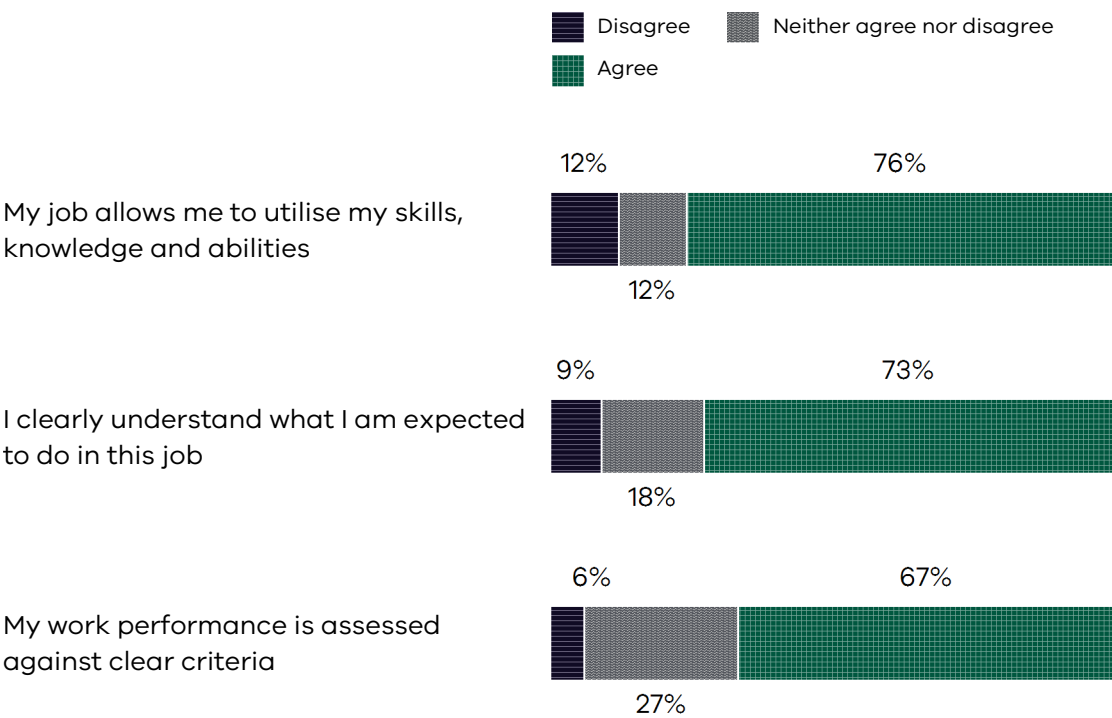
Example

76% of your staff who did the survey agreed or strongly agreed with 'My job allows me to utilise my skills, knowledge and abilities'.

Survey question	Your results				

Legend: ■ Disagree   ▨ Neither agree nor disagree   ▨ Agree

Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest

Survey question	Disagree	Neither	Agree	2020	2021	Lowest	Average	Highest
My job allows me to utilise my skills, knowledge and abilities	12%	12%	76%	96 %	76 %	59 %	81 %	100 %
I clearly understand what I am expected to do in this job	9%	18%	73%	88 %	73 %	55 %	80 %	97 %
My work performance is assessed against clear criteria	6%	27%	67%	Not asked	67 %	36 %	63 %	87 %

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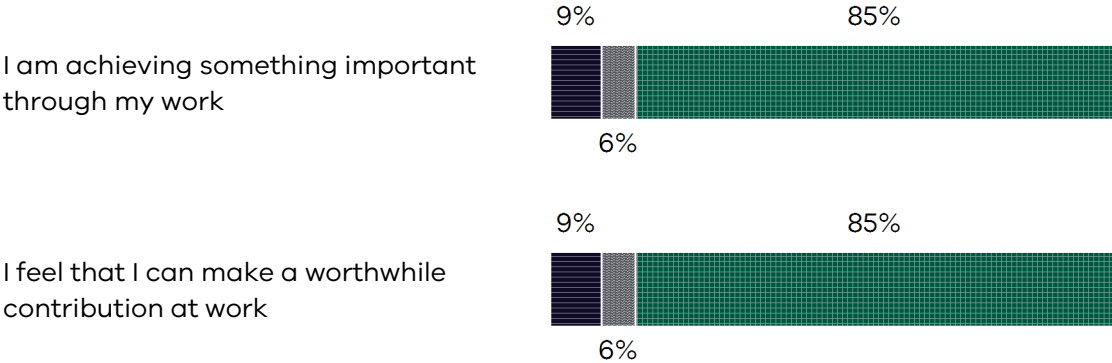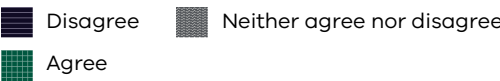
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

85% of your staff who did the survey agreed or strongly agreed with 'I am achieving something important through my work'.

Survey question	Your results		Benchmark agree results				
			You		**Comparator**		
			2020	2021	Lowest	Average	Highest
I am achieving something important through my work	Disagree 9% / Neither 6% / Agree 85%		92 %	85 %	62 %	80 %	100 %
I feel that I can make a worthwhile contribution at work	Disagree 9% / Neither 6% / Agree 85%		96 %	85 %	73 %	85 %	100 %

Legend: Disagree · Neither agree nor disagree · Agree

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.
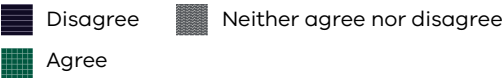
Example

97% 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'.
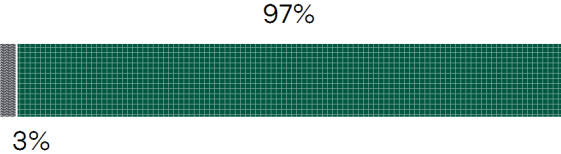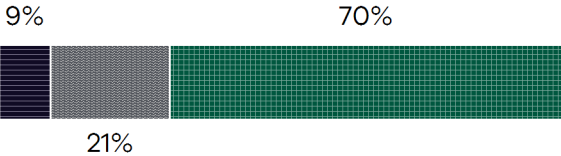
Survey question	Your results		Benchmark agree results				
			You		**Comparator**		
			2020	2021	Lowest	Average	Highest
People in your workgroup are able to bring up problems and tough issues	97% Agree, 3%		92 %	97 %	61 %	78 %	91 %
I am confident that I would be protected from reprisal for reporting improper conduct	9% 70% 21%		Not asked	70 %	51 %	69 %	100 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	21% 70% 9%		Not asked	70 %	38 %	62 %	94 %
I feel safe to challenge inappropriate behaviour at work	9% 67% 24%		Not asked	67 %	49 %	68 %	100 %
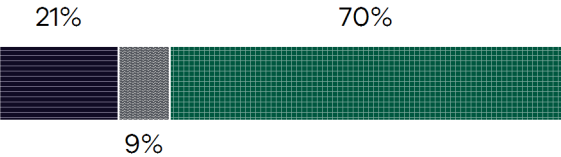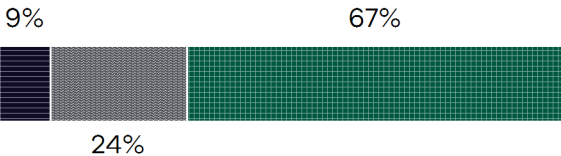
Legend: Disagree, Neither agree nor disagree, Agree

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

88% of your staff who did the survey disagreed or strongly disagreed with 'If I make a mistake in my workgroup, it is often held against me'.

Survey question
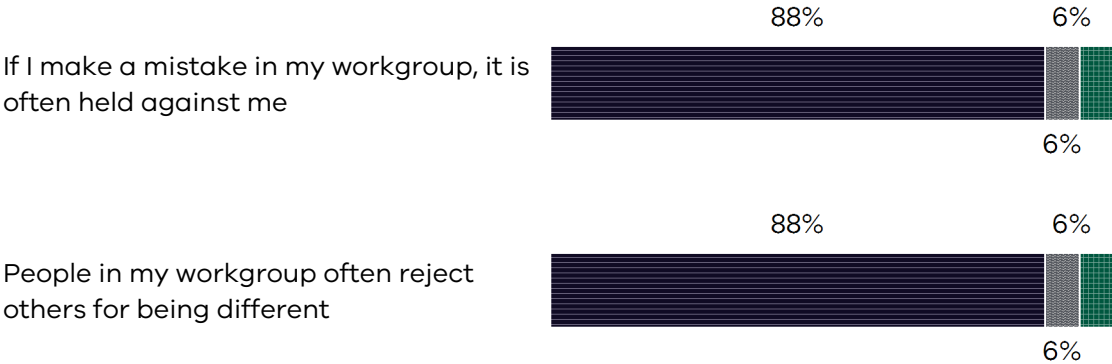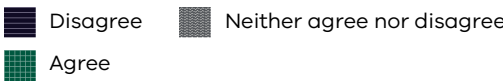
Your results

■ Disagree   ▨ Neither agree nor disagree
▨ Agree

Survey question	Your results				Benchmark disagree results			

Benchmark disagree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest

| If I make a mistake in my workgroup, it is often held against me | Disagree 88%, Neither 6%, Agree 6% | Not asked | 88 % | 61 % | 77 % | 96 % |
| People in my workgroup often reject others for being different | Disagree 88%, Neither 6%, Agree 6% | Not asked | 88 % | 75 % | 85 % | 100 % |

Job and manager factors

Barriers to optimal work

What this is

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

Why this is important

Workplace barriers prevent employees from working efficiently and effectively.

How to read this

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

Example

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

Which of the following are currently the most significant barriers (if any) that prevent you performing optimally at work?	You 2021	Comparator 2021	Public sector 2021
Too many competing priorities	36%	40%	36%
Decision making and authorisation processes	27%	29%	23%
There are no noticeable barriers	24%	16%	18%
Limited social interactions with the team	18%	15%	11%
Communication processes	15%	16%	19%
Technology limitations	15%	17%	20%
Difficulties in separating work from other aspects of my life	12%	13%	10%
Other	9%	11%	13%
Poor mental health or wellbeing	9%	12%	11%
Poor work-life balance	9%	12%	12%

People matter survey 2021

Have your say

Report overview

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

Key differences

- Highest scoring
- Lowest scoring
- Most improved
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- Biggest positive difference from comparator
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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
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Workgroup climate

- Scorecard
- Quality service delivery
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- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

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

Compared to:

- 91% of staff at your comparator and 87% of staff across the public sector.

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

	Responsiveness	Human rights	Respect	Impartiality
You 2020			86%	
You 2021	93%	92%	89%	85%
Comparator 2021	91%	82%	84%	75%
Public sector 2021	87%	80%	78%	68%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

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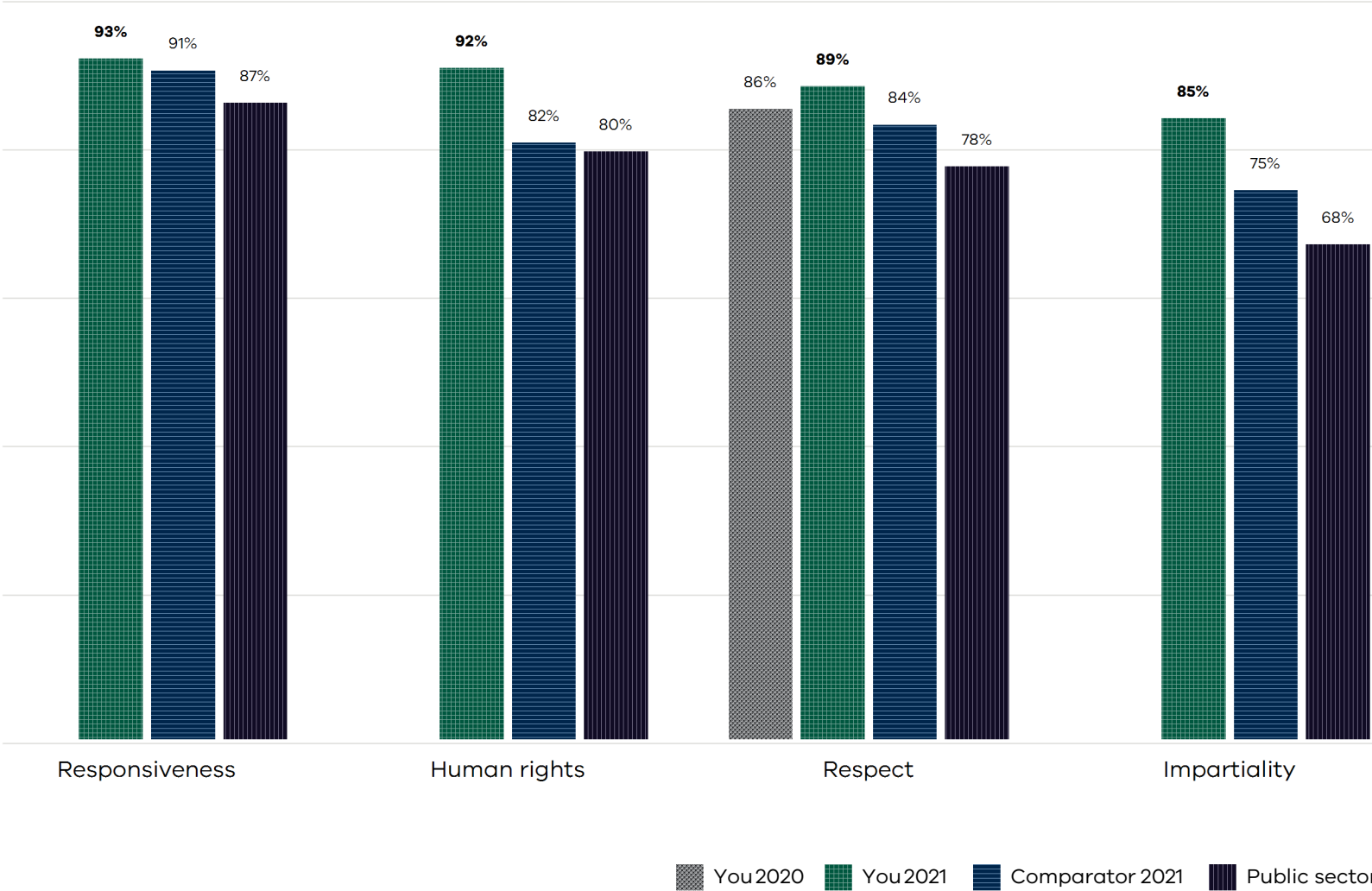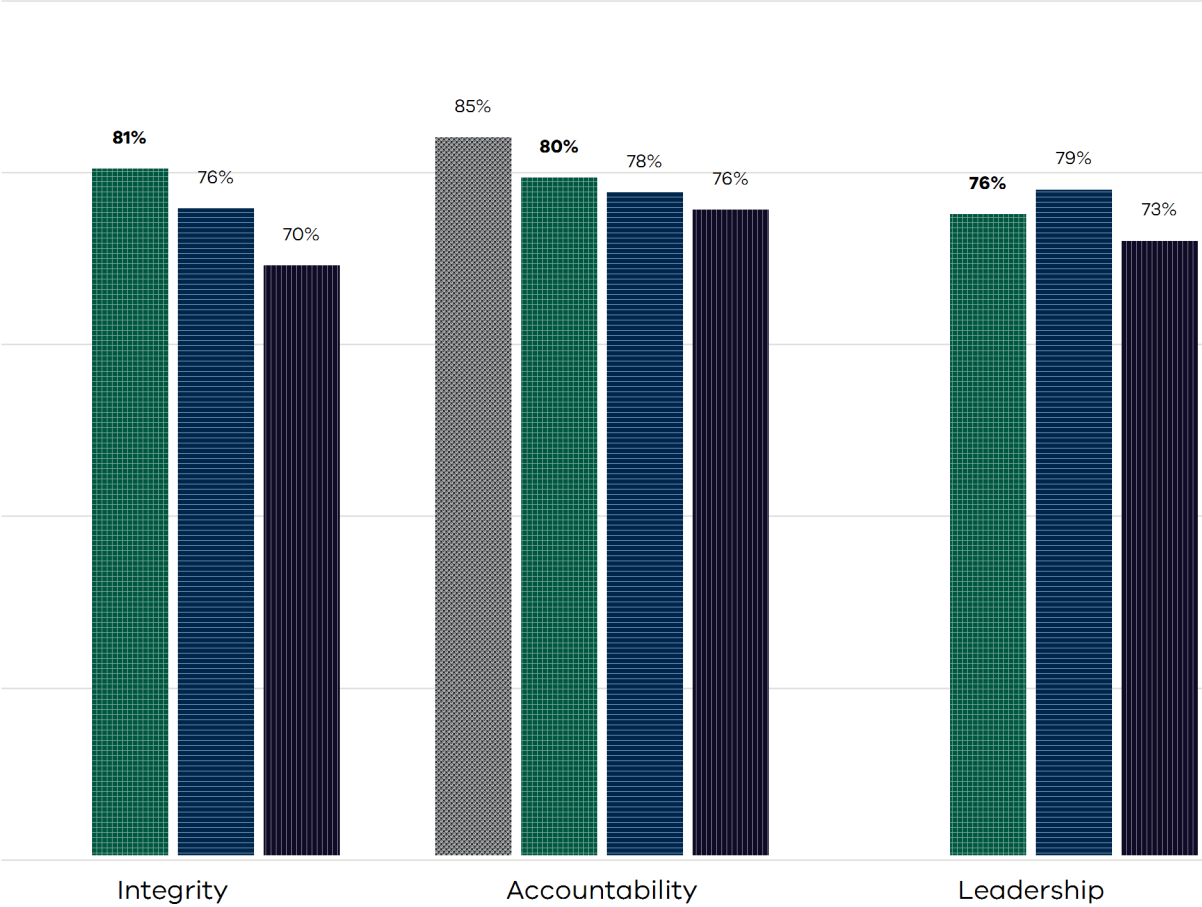
Example

In 2021:

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

Compared to:

- 76% of staff at your comparator and 70% of staff across the public sector.

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

Integrity: 81%, 76%, 70%
Accountability: 85%, 80%, 78%, 76%
Leadership: 76%, 79%, 73%

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

94% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

Survey question	Your results		Benchmark agree results			

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup strives to deliver services in a timely manner	94% / 6%	Not asked	94 %	70 %	91 %	100 %
My workgroup strives to provide high quality advice and services	94% / 6%	Not asked	94 %	78 %	92 %	100 %
My manager ensures clients receive a high standard of service	91% / 9%	Not asked	91 %	76 %	90 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

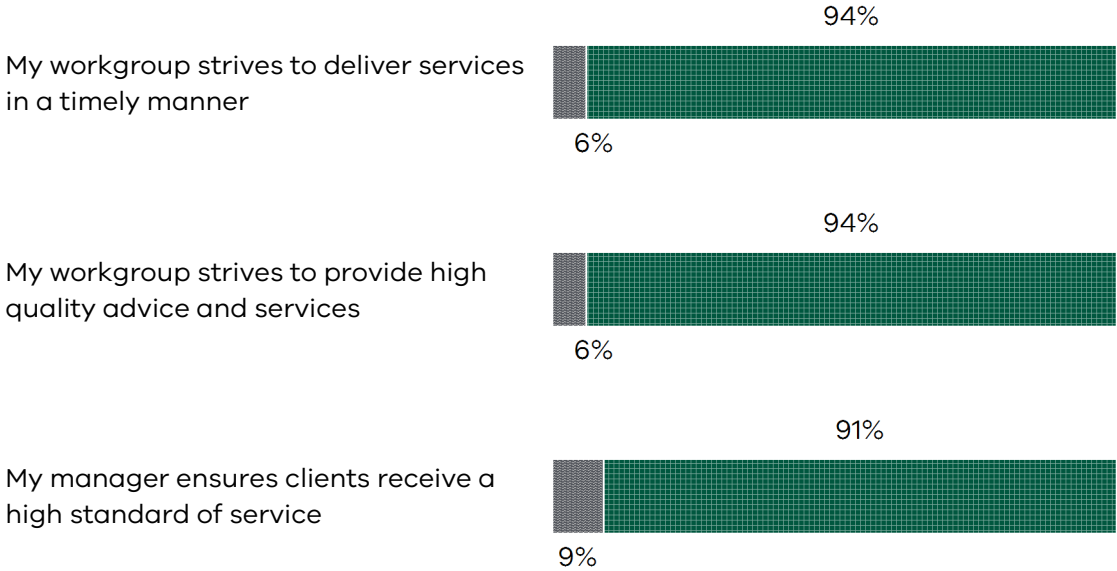Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

97% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are honest, open and transparent in their dealings'.

Survey question

Your results

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

People in my workgroup are honest, open and transparent in their dealings — 97% Agree, 3% other

My manager demonstrates honesty and integrity — 91% Agree, 3% and 6%

People in my workgroup appropriately manage conflicts of interest — 91% Agree, 3% and 6%

My organisation is committed to earning a high level of public trust — 88% Agree, 9% and 3%

Benchmark agree results

Survey question	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup are honest, open and transparent in their dealings	Not asked	97 %	65 %	81 %	97 %
My manager demonstrates honesty and integrity	Not asked	91 %	70 %	89 %	100 %
People in my workgroup appropriately manage conflicts of interest	Not asked	91 %	56 %	79 %	100 %
My organisation is committed to earning a high level of public trust	Not asked	88 %	48 %	83 %	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

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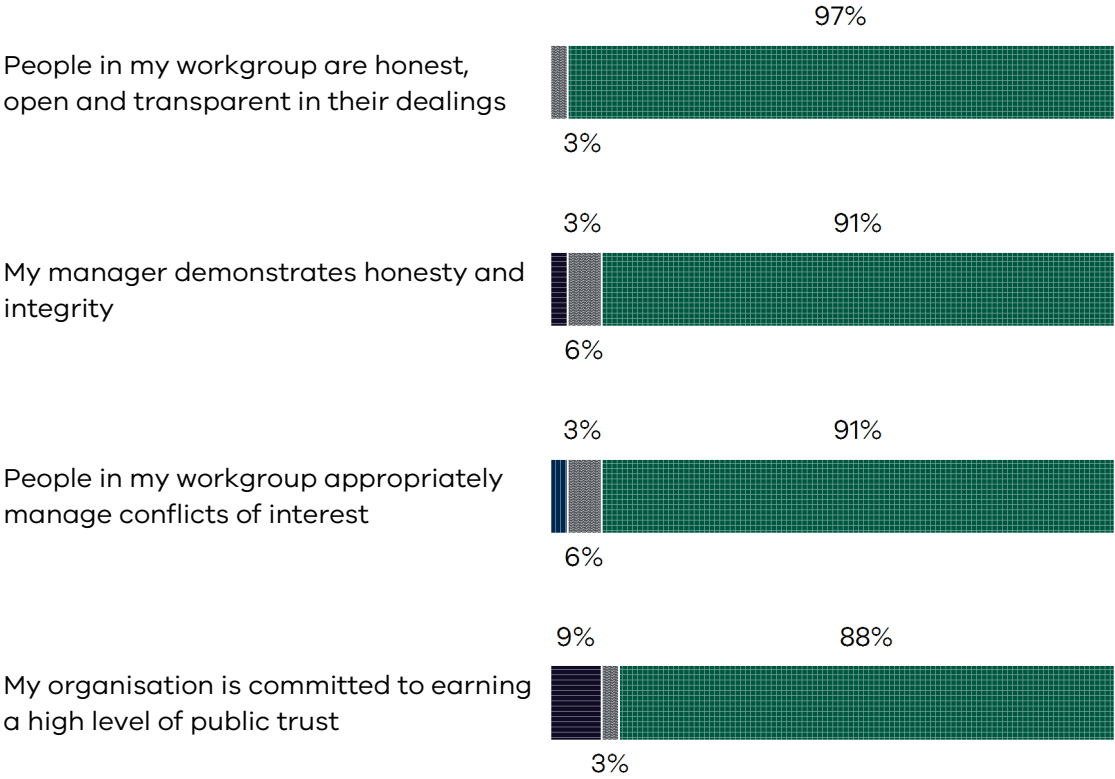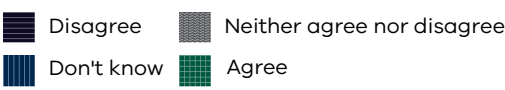
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

85% of staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question	Your results	Benchmark agree results

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

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation does not tolerate improper conduct	3% / 12% / 85%	Not asked	85 %	40 %	70 %	100 %
I am confident that I would be protected from reprisal for reporting improper conduct	9% / 21% / 70%	Not asked	70 %	51 %	69 %	100 %
I feel safe to challenge inappropriate behaviour at work	9% / 24% / 67%	Not asked	67 %	49 %	68 %	100 %
Senior leaders demonstrate honesty and integrity	15% / 3% / 21% / 61%	Not asked	61 %	44 %	72 %	100 %

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.
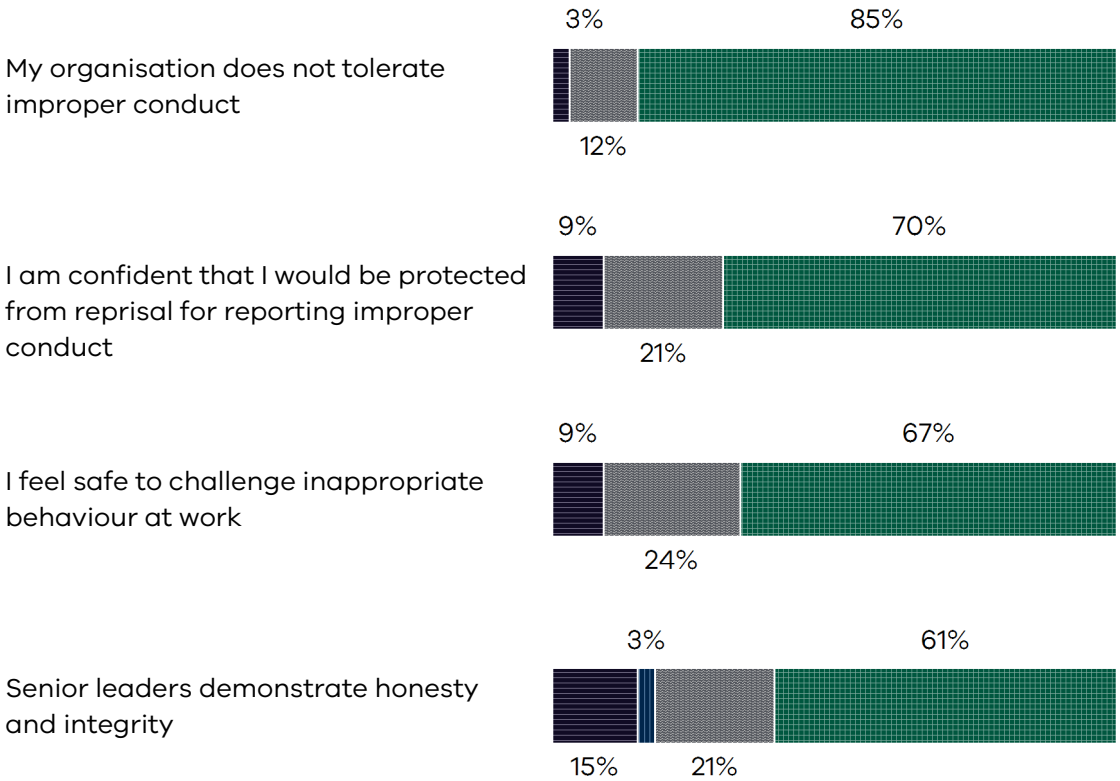
Example

94% of staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.
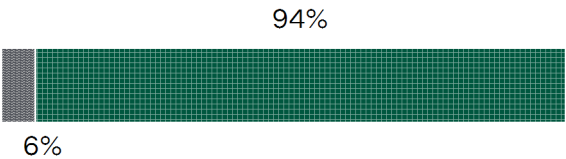
Survey question	Your results						

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

Benchmark agree results

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup places a priority on acting fairly and without bias	6% / 94%	Not asked	94 %	68 %	82 %	97 %
My workgroup focuses on making decisions informed by all relevant facts	12% / 88%	Not asked	88 %	63 %	80 %	96 %
People in my workgroup are politically impartial in their work	3% / 12% / 85%	Not asked	85 %	63 %	82 %	100 %
My organisation makes fair recruitment and promotion decisions, based on merit	12% / 15% / 73%	Not asked	73 %	27 %	57 %	94 %

Victorian Public Sector Commission

VICTORIA State Government
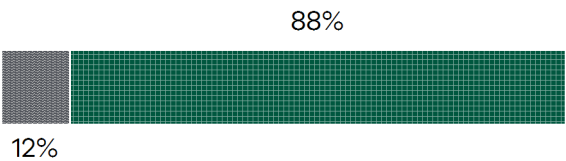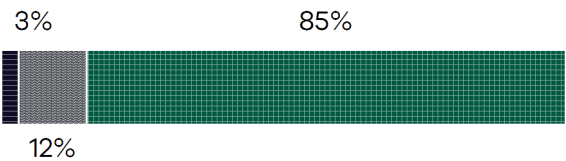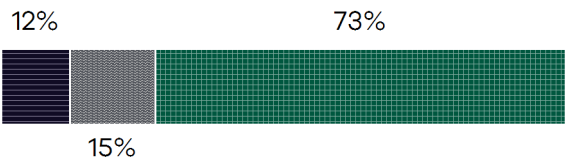
Public sector values

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

Survey question		You		Comparator		
		2020	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	3% / 94% / 3%	96 %	94 %	81 %	91 %	100 %
My workgroup strives to make the best use of its resources	6% / 94%	Not asked	94 %	68 %	81 %	100 %
My workgroup has clear lines of responsibility	3% / 91% / 6%	Not asked	91 %	65 %	77 %	94 %
I clearly understand what I am expected to do in this job	9% / 73% / 18%	88 %	73 %	55 %	80 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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Why this is important

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

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

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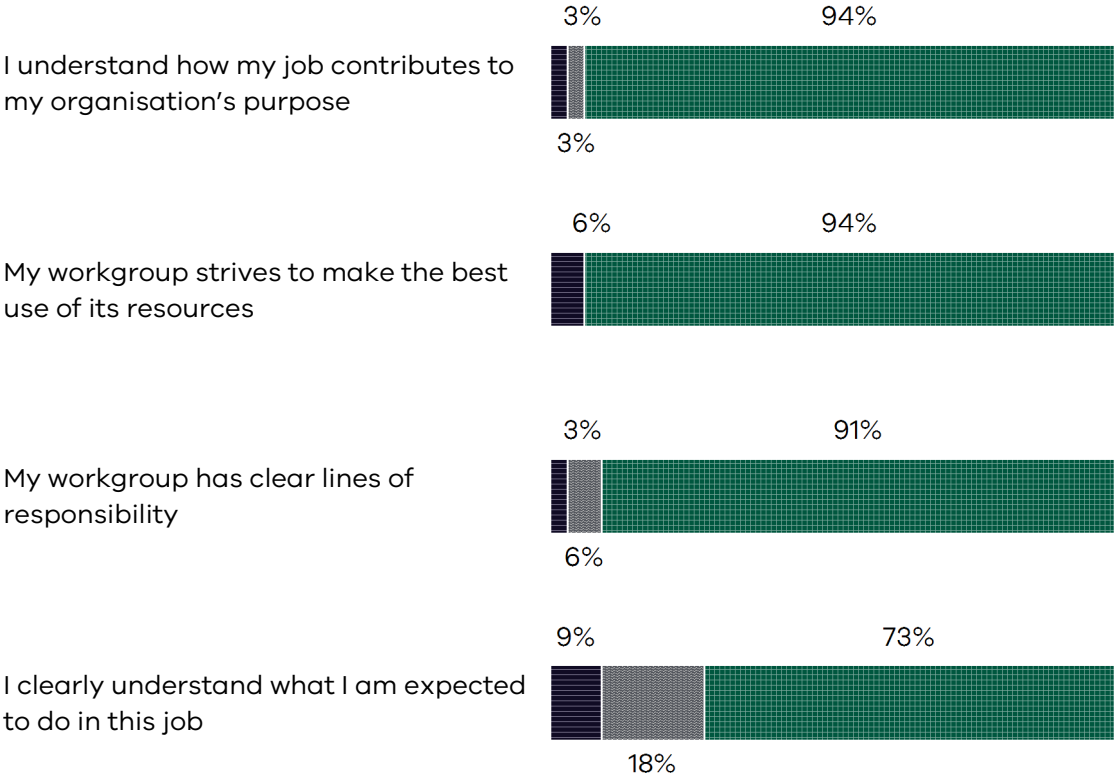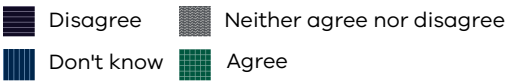Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

48% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

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

Senior leaders provide clear strategy and direction

36%　　48%

15%
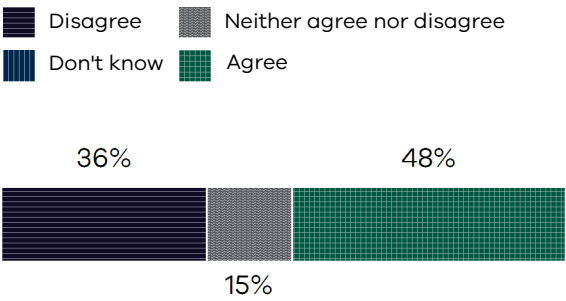
Benchmark agree results

You		Comparator		
2020	2021	Lowest	Average	Highest
71 %	48 %	29 %	62 %	100 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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

Example

97% of staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

Survey question	Your results			

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

	Benchmark agree results				
	You		**Comparator**		
	2020	2021	Lowest	Average	Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes — 3% / 97%	Not asked	97 %	73 %	88 %	100 %
People in my workgroup treat each other with respect — 97% / 3%	96 %	97 %	73 %	90 %	100 %
My organisation encourages respectful workplace behaviours — 94% / 6%	Not asked	94 %	63 %	84 %	100 %
My manager treats employees with dignity and respect — 91% / 9%	Not asked	91 %	79 %	90 %	100 %

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.

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

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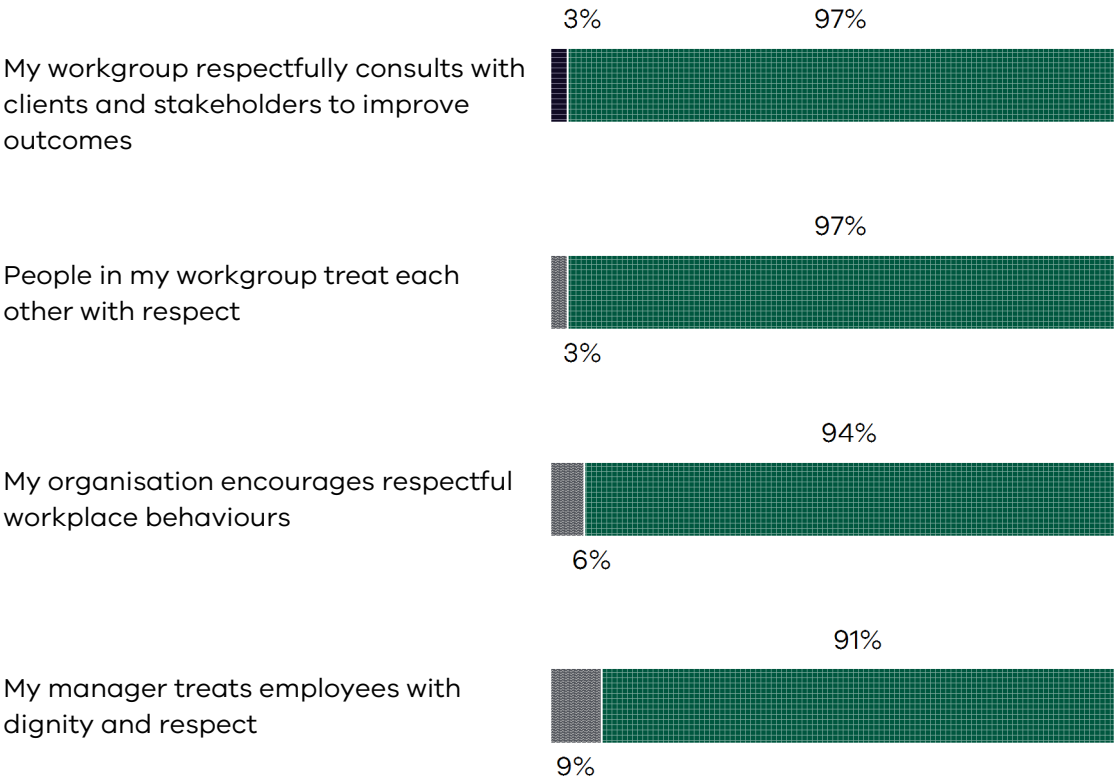
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

Survey question	Your results	Benchmark agree results				
		You		**Comparator**		
		2020	2021	Lowest	Average	Highest
My manager listens to what I have to say	12% / 88%	88 %	88 %	78 %	87 %	100 %
My manager keeps me informed about what's going on	9% / 12% / 79%	75 %	79 %	67 %	81 %	100 %
My organisation takes steps to eliminate bullying, harassment and discrimination	3% / 3% 15% / 79%	Not asked	79 %	43 %	67 %	100 %

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

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.
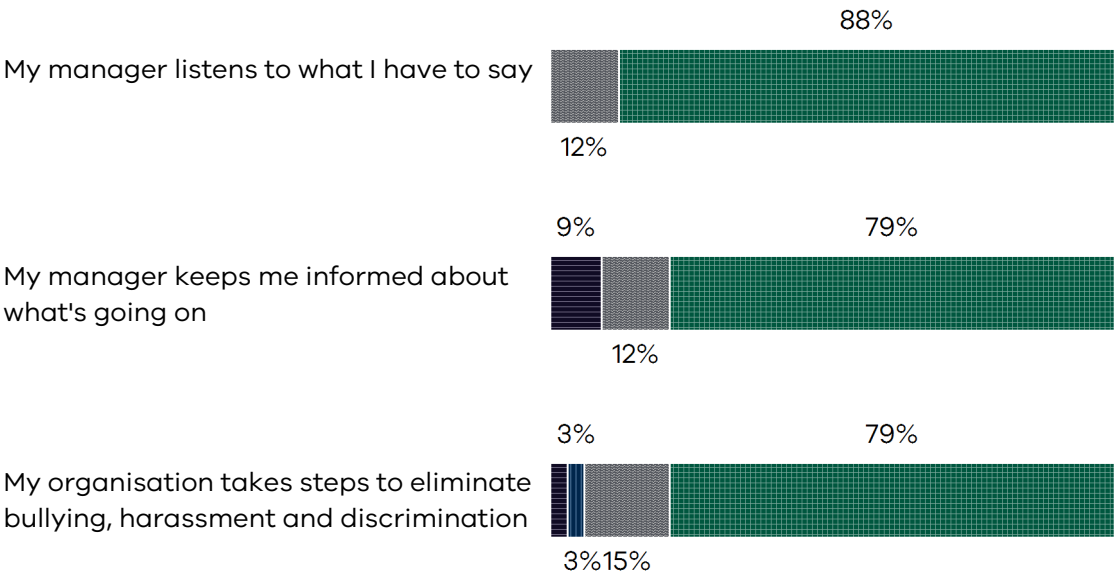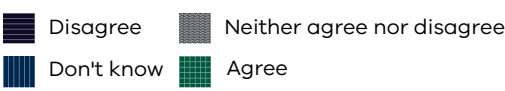
Example

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

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
Survey question	2020	2021	Lowest	Average	Highest
My manager models my organisation's values	Not asked	91 %	67 %	86 %	100 %
Senior leaders model my organisation's values	Not asked	61 %	48 %	71 %	100 %

My manager models my organisation's values: 91% Agree, 9% Neither agree nor disagree

Senior leaders model my organisation's values: 30% Disagree, 9% Neither agree nor disagree, 61% Agree

Public sector values

Human rights

What this is

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

Why this is important

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

How to read this

Under 'Your results', see results for each question in descending order by most agreed.
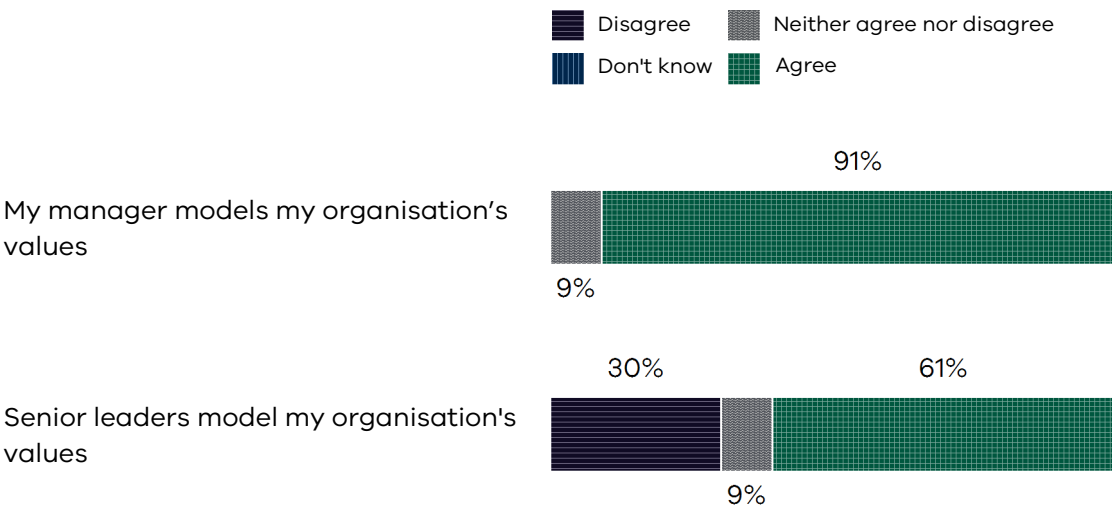
'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

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

Example

100% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

Survey question	Your results		

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

Benchmark agree results

	You		Comparator		
Survey question	2020	2021	Lowest	Average	Highest
My workgroup values human rights — 100%	Not asked	100 %	75 %	88 %	100 %
My organisation respects the human rights of employees — 97% (3%)	Not asked	97 %	63 %	83 %	100 %
My organisation encourages employees to act in ways that are consistent with human rights — 91% (9%)	Not asked	91 %	59 %	82 %	100 %
I understand how the Charter of Human Rights and Responsibilities applies to my work — 79% (6% / 15%)	Not asked	79 %	54 %	73 %	100 %

People matter survey 2021

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- Taking action questions

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Demographics

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

Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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

Age	(n)	%
15-34 years	10	30%
35-54 years	16	48%
55+ years	4	12%
Prefer not to say	3	9%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
No	30	91%
Prefer not to say	3	9%

Highest level of formal education	(n)	%
Doctoral Degree level	1	3%
Master Degree level	2	6%
Graduate Diploma or Graduate Certificate level	5	15%
Bachelor Degree level incl. honours degrees	10	30%
Advanced Diploma or Diploma level	6	18%
Certificate III or IV level	3	9%
Certificate I or II level	1	3%
Prefer not to say	5	15%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

To protect you, we:
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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**0**	0%
Non Aboriginal and/or Torres Strait Islander	**32**	97%
Prefer not to say	**1**	3%

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	**2**	6%
No	**29**	88%
Prefer not to say	**2**	6%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	**1**	50%
No	**1**	50%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
Other	**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

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How would you describe your gender?	(n)	%
Woman	16	48%
Man	11	33%
Prefer not to say	6	18%

Are you trans, non-binary or gender diverse?	(n)	%
No	28	85%
Prefer not to say	5	15%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	28	85%
Don't know	1	3%
Prefer not to say	4	12%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	23	70%
Prefer not to say	4	12%
Gay or lesbian	2	6%
Pansexual	2	6%
I use a different term	2	6%

Victorian Public Sector Commission

VICTORIA State Government

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	**24**	73%
Not born in Australia	**7**	21%
Prefer not to say	**2**	6%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	**5**	71%
10 to less than 20 years ago	**2**	29%

Language other than English spoken with family or community	(n)	%
Yes	**2**	6%
No	**29**	88%
Prefer not to say	**2**	6%

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

Each table shows the breakdown of responses from your survey.

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If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Cantonese	1	50%
Spanish	1	50%

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

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Cultural identity	(n)	%
Australian	**27**	82%
New Zealander	**3**	9%
Prefer not to say	**3**	9%
African (including Central, West, Southern and East African)	**1**	3%
Central and/or South American	**1**	3%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**1**	3%

Religion	(n)	%
No religion	**20**	61%
Prefer not to say	**7**	21%
Christianity	**4**	12%
Other	**2**	6%

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.

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Working arrangement	(n)	%
Full-Time	**30**	91%
Part-Time	**3**	9%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	**7**	21%
$65k to $95k	**14**	42%
$95k to $125k	**3**	9%
$125k or more	**3**	9%
Prefer not to say	**6**	18%

Organisational tenure	(n)	%
<1 year	**13**	39%
1 to less than 2 years	**6**	18%
2 to less than 5 years	**14**	42%

Management responsibility	(n)	%
Non-manager	**25**	76%
Other manager	**5**	15%
Manager of other manager(s)	**3**	9%

Employment type	(n)	%
Ongoing and executive	**22**	67%
Fixed term	**11**	33%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	**21**	64%
I have moved to a different role within my organisation (including acting roles)	**6**	18%
I have moved to my role from a different Victorian public sector organisation	**4**	12%
I have moved to my role from outside the Victorian public sector	**2**	6%

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

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Primary workplace location over the last 3 months	(n)	%
Bendigo	**27**	82%
Melbourne CBD	**3**	9%
Melbourne: Suburbs	**2**	6%
Other city or town	**1**	3%

Primary workplace type over the past 3 months*	(n)	%
Home/private location	**17**	52%
A main office	**15**	45%
A hub/shared work space	**1**	3%

Other workplace type over the past 3 months*	(n)	%
Home/private location	**20**	61%
A main office	**15**	45%
No, I have not worked from any other locations	**4**	12%
A hub/shared work space	**2**	6%
A frontline or service delivery location (that is not a main office or home/private location)	**1**	3%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	21	64%
Flexible working arrangements	11	33%
Physical modifications or improvements to the workplace	2	6%
Career development support strategies	1	3%

Why did you make this request?*	(n)	%
Work-life balance	6	50%
Health	4	33%
Caring responsibilities	3	25%
Family responsibilities	3	25%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	10	83%
The adjustments I needed were made but the process was unsatisfactory	2	17%

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.

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Caring responsibility	(n)	%
None of the above	**12**	36%
Primary school aged child(ren)	**8**	24%
Secondary school aged child(ren)	**6**	18%
Prefer not to say	**5**	15%
Child(ren) - younger than preschool age	**3**	9%
Person(s) with disability	**3**	9%
Person(s) with a medical condition	**3**	9%
Person(s) with a mental illness	**3**	9%
Frail or aged person(s)	**2**	6%

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