# People matter survey 2021

## Have your say

PrimeSafe
2021 people matter survey results report

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Public Sector
Commission

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# 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

## 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
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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.

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# Report overview

## Survey's theoretical framework

### What this is

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

### Why this is important

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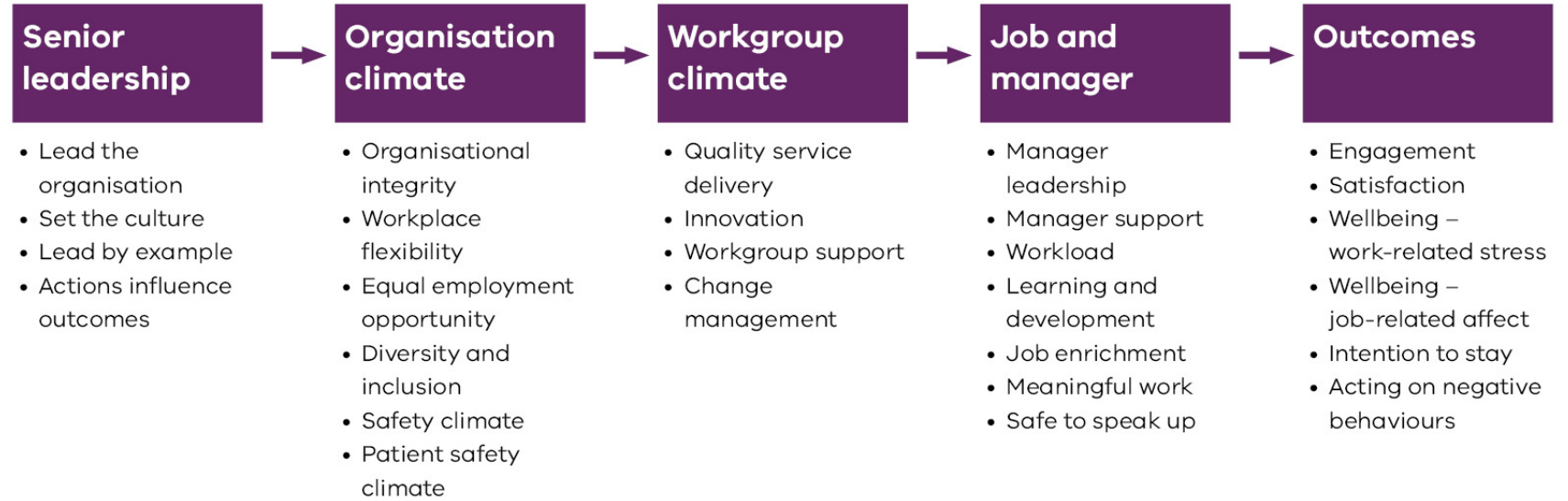
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

### Our public sector values

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

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

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

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

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

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

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

# Report overview

## Your comparator group

**What this is**

This is a list of similar organisations to yours.

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

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

**How we use this in your report**

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

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

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

Accident Compensation Conciliation Service

Cladding Safety Victoria

Energy Safe Victoria

Victorian Building Authority

Victorian Public Sector Commission

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## 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 | |
|---|---|---|---|
| **100%** | | **87%** | |
| **(13)** | | **(13)** | |
| Comparator | 76% | Comparator | 68% |
| Public Sector | 49% | Public Sector | 39% |

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# People matter survey 2021

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- Workplace flexibility
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- Gender equality supporting measures

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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 | |
|------|---|
| **75** | |
| Comparator | 73 |
| Public Sector | 68 |

| 2021 | |
|------|---|
| **72** | |
| Comparator | 66 |
| Public Sector | 70 |

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# People outcomes

## Engagement question results 1 of 2

### What this is

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

### Your organisation's engagement index

Your 2021 index is 72.

### Why this is important

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

### How to read this

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

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

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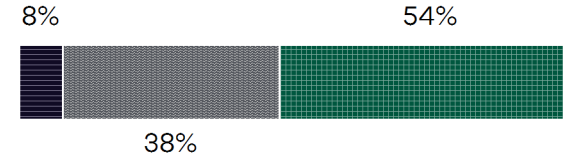
### Example

85% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.
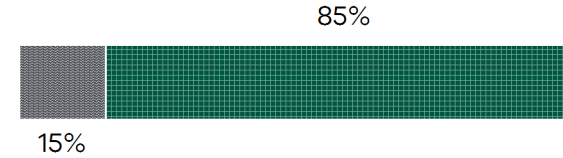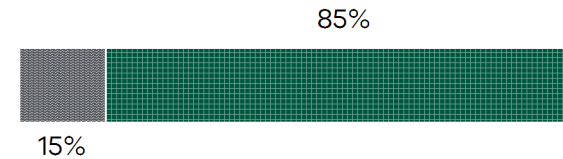
| Survey question | Your results | | | Benchmark agree results | | | | |
|---|---|---|---|---|---|---|---|---|
| | Disagree | Neither agree nor disagree | Agree | **You** | | **Comparator** | | |
| | | | | 2020 | 2021 | Lowest | Average | Highest |
| I am proud to tell others I work for my organisation | | 15% | 85% | 85 % | 85 % | 58 % | 71 % | 95 % |
| My organisation motivates me to help achieve its objectives | | 15% | 85% | 77 % | 85 % | 53 % | 63 % | 81 % |
| My organisation inspires me to do the best in my job | | 23% | 77% | 85 % | 77 % | 49 % | 59 % | 81 % |
| I feel a strong personal attachment to my organisation | 15% | 31% | 54% | 62 % | 54 % | 49 % | 59 % | 73 % |
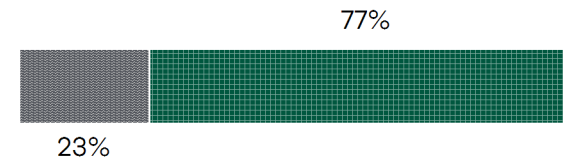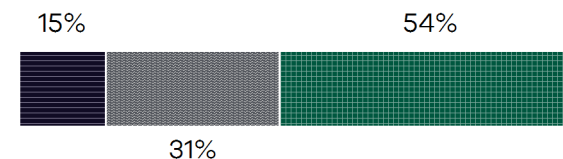
# People outcomes

## Engagement question results 2 of 2

### What this is

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

### Your organisation's engagement index

Your 2021 index is 72.

### 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

54% of your staff who did the survey agreed or strongly agreed with 'I would recommend my organisation as a good place to work'.

■ Disagree     ▨ Neither agree nor disagree

▦ Agree

| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2020 | 2021 | Lowest | Average | Highest |

I would recommend my organisation as a good place to work

8%        54%

38%

| You | | Comparator | | |
|---|---|---|---|---|
| 85 % | 54 % | 55 % | 67 % | 80 % |

# 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 77% in 2020.

Compared to:

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



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

**Satisfaction:** You 2020 = 77%, You 2021 = 69%, Comparator 2021 = 63%, Public sector 2021 = 63%

**Intention to stay:** You 2021 = 69%, Comparator 2021 = 63%, Public sector 2021 = 67%

**High to severe work related stress:** You 2020 = 15%, You 2021 = 46%, Comparator 2021 = 26%, Public sector 2021 = 26%

# People outcomes

## Satisfaction question results 1 of 2

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

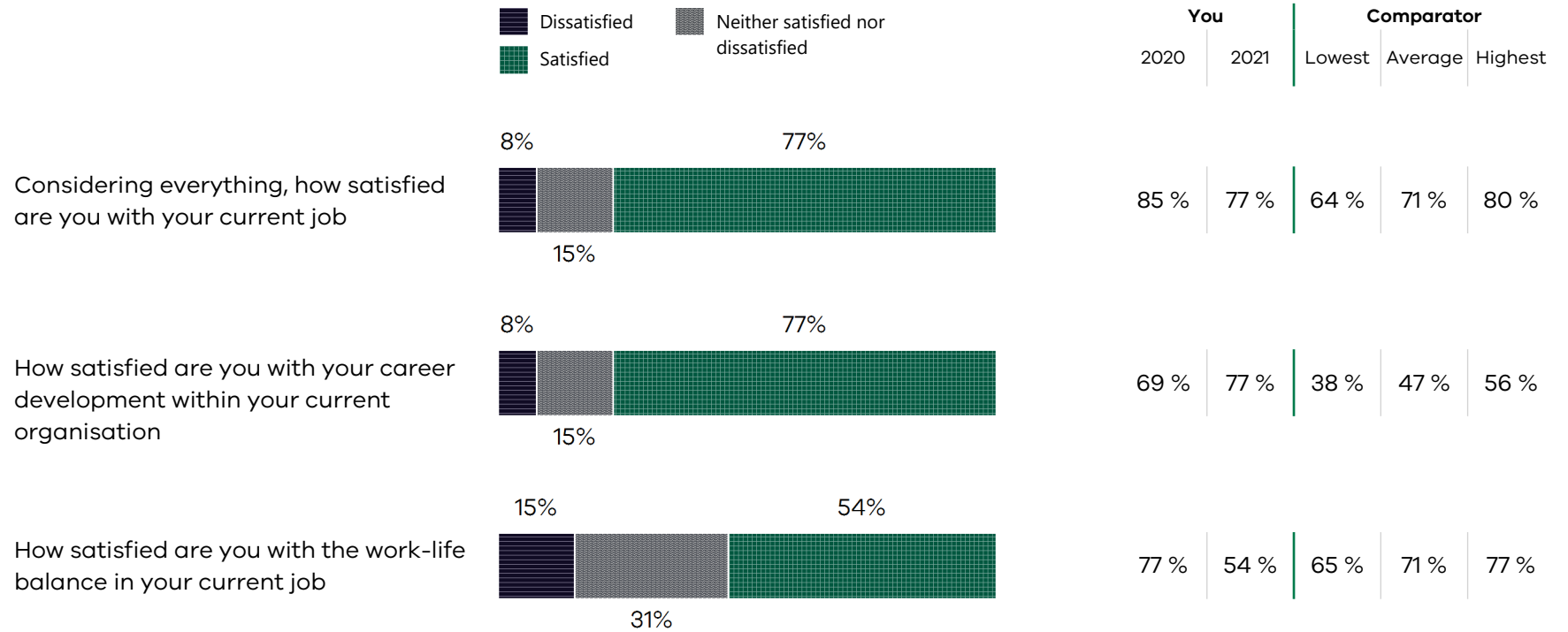Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

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

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

Legend: ■ Disagree   ▨ Neither agree nor disagree   ▨ Agree
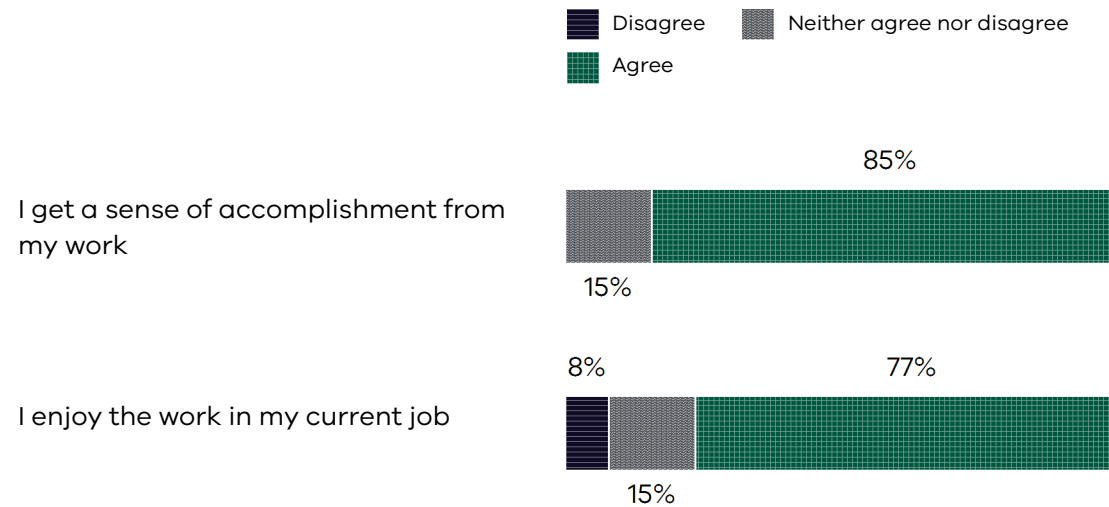
| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2020 | 2021 | Lowest | Average | Highest |

| Survey question | Your results | 2020 | 2021 | Lowest | Average | Highest |
|---|---|---|---|---|---|---|
| I get a sense of accomplishment from my work | 15% / 85% | Not asked | 85 % | 72 % | 77 % | 85 % |
| I enjoy the work in my current job | 8% / 15% / 77% | Not asked | 77 % | 79 % | 80 % | 86 % |

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# People outcomes

## Satisfaction question results 2 of 2

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

77% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

## Survey question / Your results / Benchmark satisfied results

Legend: Dissatisfied, Neither satisfied nor dissatisfied, Satisfied

| Survey question | Your results | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| Considering everything, how satisfied are you with your current job | 8% / 15% / 77% | 85 % | 77 % | 64 % | 71 % | 80 % |
| How satisfied are you with your career development within your current organisation | 8% / 15% / 77% | 69 % | 77 % | 38 % | 47 % | 56 % |
| How satisfied are you with the work-life balance in your current job | 15% / 31% / 54% | 77 % | 54 % | 65 % | 71 % | 77 % |

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# 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

46% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 26% of staff in your comparator group and 26% of staff across the public sector.

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

| Rating | % |
|---|---|
| Nil | 8% |
| Low / mild | 31% |
| Moderate | 15% |
| High | 38% |
| Very high | 8% |
| Severe | 0% |
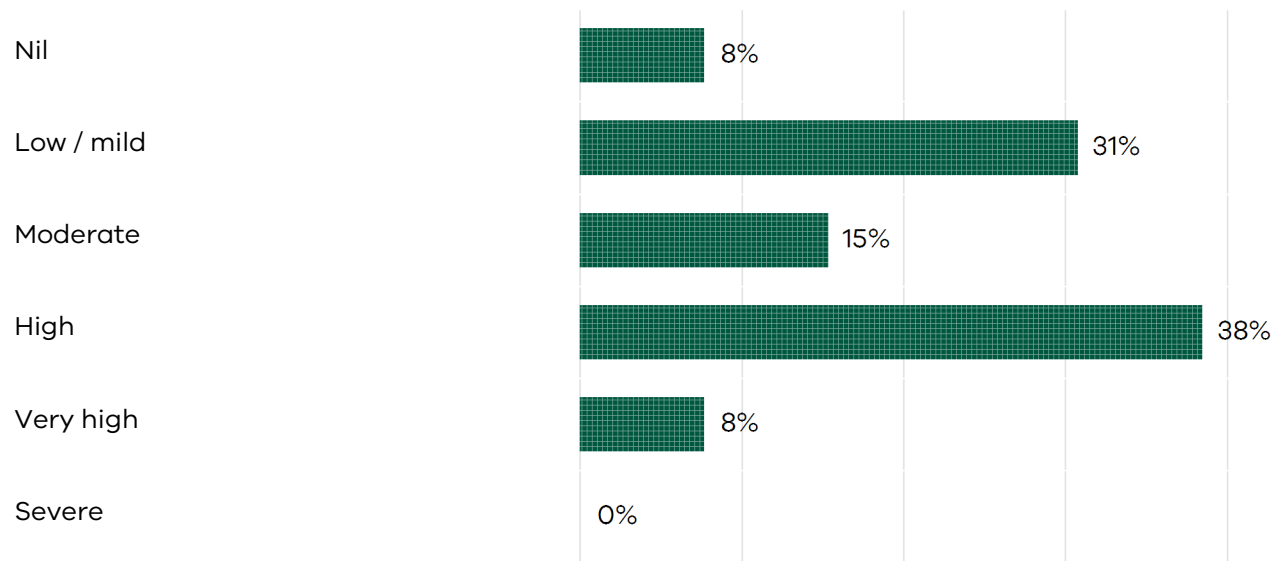
## Reported levels of high to severe stress

| 2020 | | 2021 | |
|---|---|---|---|
| **15%** | | **46%** | |
| Comparator | 15% | Comparator | 26% |
| Public Sector | 23% | Public Sector | 26% |
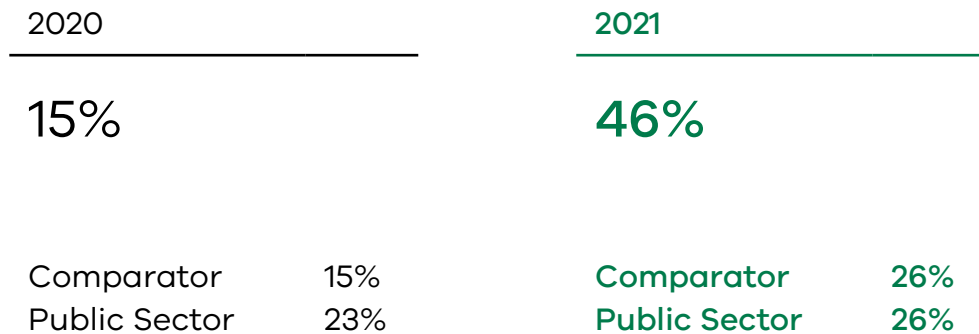
# People outcomes

## 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

92% of your staff who did the survey said they experienced mild to severe stress.

Of that 92%, 58% said the top reason was 'Workload'.

| | 12 | 1 |
|---|---|---|
| | 92% | 8% |

■ Experienced some work-related stress    ▦ Did not experience some work-related stress
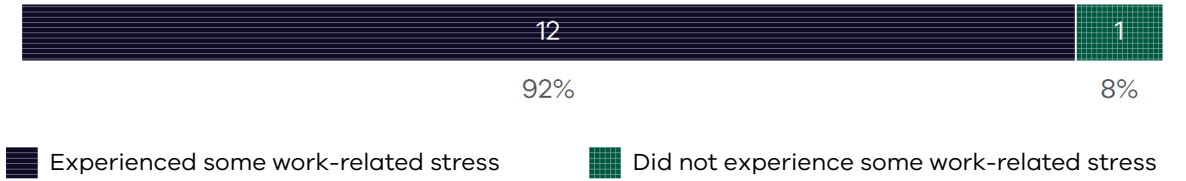
| Of those that experienced work related stress it was from … | You 2020 | You 2021 | Comparator 2021 | Public sector 2021 |
|---|---|---|---|---|
| Workload | 60% | 58% | 53% | 51% |
| Time pressure | 50% | 50% | 42% | 42% |
| Dealing with clients, patients or stakeholders | 20% | 33% | 15% | 14% |
| Job security | 0% | 17% | 10% | 9% |
| Organisation or workplace change | 10% | 17% | 12% | 11% |
| Other | 0% | 17% | 12% | 9% |
| Work schedule or hours | 0% | 17% | 7% | 8% |
| Content, variety, or difficulty of work | 20% | 8% | 15% | 12% |
| Social environment (e.g. relationships with colleagues, manager and/or senior leaders) | 10% | 8% | 8% | 12% |
| Work that doesn't match my skills or experience | 0% | 8% | 7% | 7% |

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# People outcomes

## Intention to stay

### What this is

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

### Why this is important

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

### How to read this

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

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

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

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

### Example

15% of your staff who did the survey said they intended to leave.

Of that 15%, 100% said it was from 'Better remuneration'.

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

| 1 | 1 | 9 |
| --- | --- | --- |
| 8% | 8% | 69% |

■ Leaving your organisation    ▦ Leaving the sector    ■ Staying
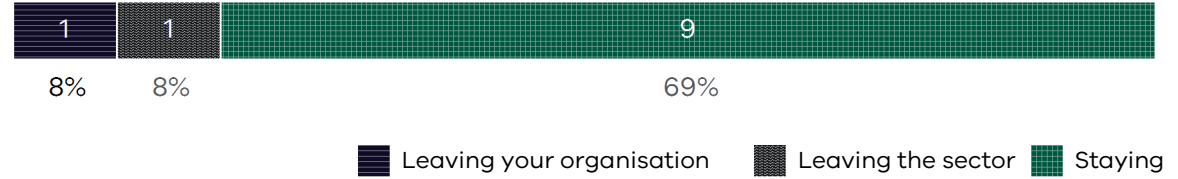
| Of those who indicated they're leaving your organisation (including leaving the sector) it was for … | You 2021 | Comparator 2021 | Public sector 2021 |
| --- | --- | --- | --- |
| Better remuneration | 100% | 33% | 26% |
| Excessive workload | 100% | 22% | 25% |
| Limited future career opportunities at my organisation | 50% | 48% | 42% |
| Opportunity to seek/take a promotion elsewhere | 50% | 39% | 33% |

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# People outcomes

## Scorecard: emotional effects of work

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

In 2021:

- 62% of your staff who did the survey said work made them feel happy in 2021, which is up from 38% in 2020

Compared to:

- 47% 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

| | Happy | Enthusiastic | Worried | Miserable |
|---|---|---|---|---|
| You 2020 | 38% | 46% | 15% | 0% |
| You 2021 | 62% | 54% | 31% | 15% |
| Comparator 2021 | 47% | 49% | 33% | 18% |
| Public sector 2021 | 50% | 48% | 37% | 19% |

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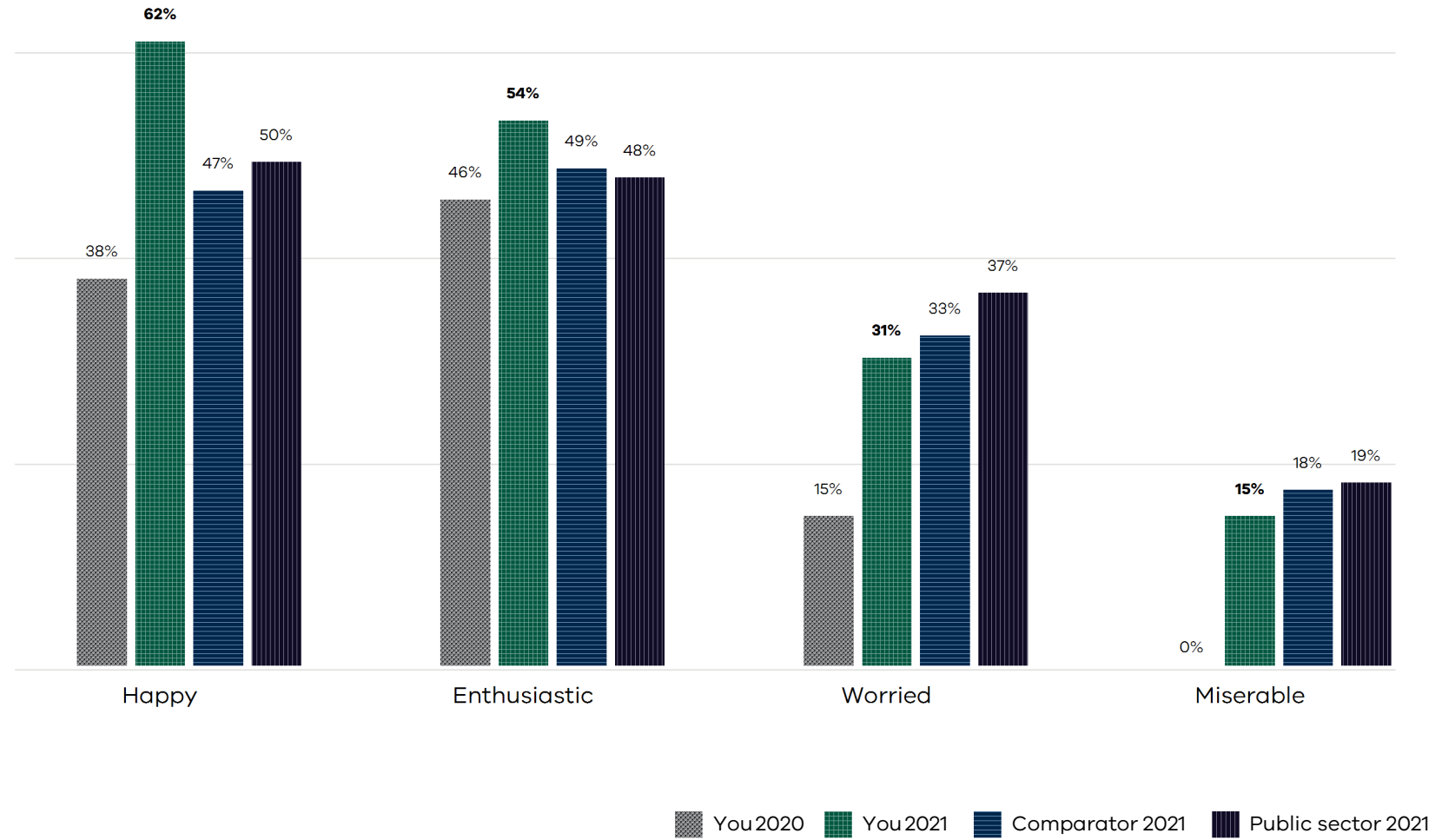
# People outcomes

## Scorecard: negative behaviours

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

In 2021:

- 15% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is the same as 2020.

Compared to:

- 12% of staff at your comparator and 16% of staff across the public sector.



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

Bullying: 15%, 15%, 12%, 16%
Violence or aggression: 15%, 8%, 8%, 18%
Discrimination: 0%, 0%, 6%, 6%
Sexual harassment: 0%, 0%, 4%, 6%

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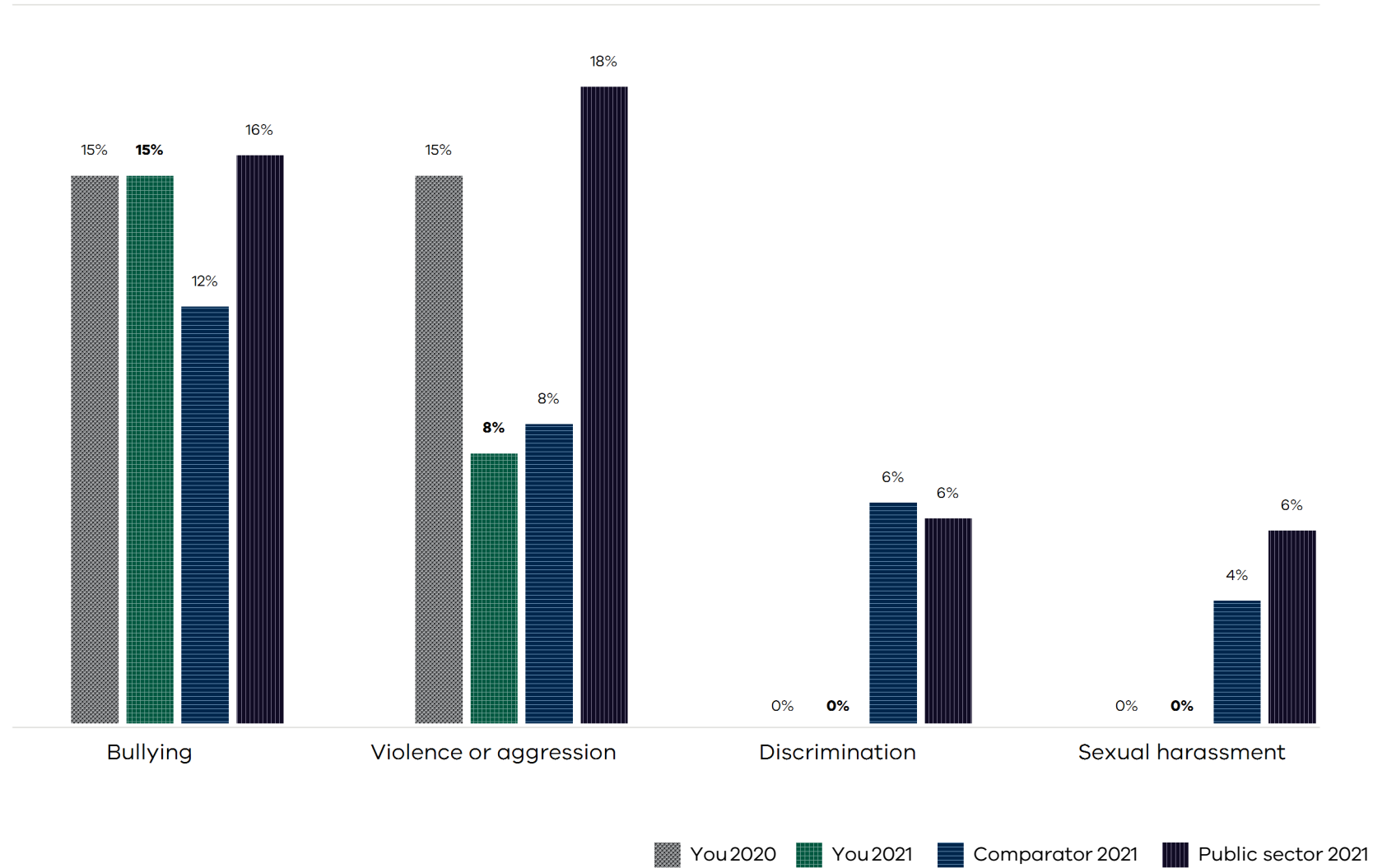
# People outcomes

## 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

## 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

23% of your staff who did the survey said they witnessed some negative behaviour at work.

77% 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?

| 3 | 10 |
|---|---|
| 23% | 77% |

■ 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 | 77% | 86% | 77% |
| Bullying of a colleague | 23% | 11% | 16% |
| Discrimination against a colleague | 8% | 5% | 8% |

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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

23% of your staff who did the survey witnessed negative behaviour, of which:

- 67% said the top action they took was  'Told a manager'.

- 33% took no action.

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

| 3 | 10 |
|---|---|
| 23% | 77% |

■ 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 |
|---|---|---|---|
| Told a manager | 67% | 27% | 37% |
| Spoke to the person who experienced the behaviour | 33% | 76% | 72% |
| Took no action | 33% | 10% | 7% |

# 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

# Key differences

## Highest scoring questions

**What this is**

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

**How to read this**

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

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

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

**Example**

On the first row 'Job enrichment', the 'You 2021' column shows 100% of your staff agreed with 'I clearly understand what I am expected to do in this job'.

In the 'Change from 2020' column, you have a 0% decrease, which is a negative trend.

| Question group | Highest scoring questions | You 2021 | Change from 2020 | Comparator 2021 |
|---|---|---|---|---|
| Job enrichment | I clearly understand what I am expected to do in this job | 100% | 0% | 77% |
| Job enrichment | I have the authority to do my job effectively | 100% | Not asked in 2020 | 73% |
| Job enrichment | I understand how my job contributes to my organisation's purpose | 100% | 0% | 90% |
| Manager leadership | My manager works effectively with people from diverse backgrounds | 100% | Not asked in 2020 | 84% |
| Manager support | I would be confident in approaching my manager to discuss concerns and grievances | 100% | Not asked in 2020 | 79% |
| Meaningful work | I feel that I can make a worthwhile contribution at work | 100% | 0% | 84% |
| Equal employment opportunity | Gender is not a barrier to success in my organisation | 100% | Not asked in 2020 | 75% |
| Organisational integrity | My organisation does not tolerate improper conduct | 100% | Not asked in 2020 | 70% |
| Organisational integrity | My organisation is committed to earning a high level of public trust | 100% | Not asked in 2020 | 77% |
| Supporting question - gender equality | In my workgroup work is allocated fairly, regardless of gender | 100% | Not asked in 2020 | 81% |

Victorian Public Sector Commission

VICTORIA State Government

# Key differences

## Lowest scoring questions

**What this is**

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

**How to read this**

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

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

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

**Example**

On the first row 'Learning and development', the 'You 2021' column shows 31% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'.
This question was not asked in 2020.

| Question subgroup | Lowest scoring questions | You 2021 | Change from 2020 | Comparator 2021 |
|---|---|---|---|---|
| Learning and development | I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments) | 31% | Not asked in 2020 | 20% |
| Safety climate | All levels of my organisation are involved in the prevention of stress | 31% | -23% | 45% |
| Learning and development | I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers) | 38% | Not asked in 2020 | 32% |
| Learning and development | I feel I have an equal chance at promotion in my organisation | 38% | Not asked in 2020 | 36% |
| Workload | The workload I have is appropriate for the job that I do | 38% | -23% | 60% |
| Safety climate | Senior leaders consider the psychological health of employees to be as important as productivity | 38% | -15% | 58% |
| Workload | I have enough time to do my job effectively | 46% | -8% | 55% |
| Diversity and inclusion | There is a positive culture within my organisation in relation to employees with disability | 46% | Not asked in 2020 | 57% |
| Safety climate | My organisation has effective procedures in place to support employees who may experience stress | 46% | -15% | 65% |
| Safety climate | Senior leaders show support for stress prevention through involvement and commitment | 46% | -15% | 55% |

Victorian Public Sector Commission

VICTORIA State Government

# 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 'Workgroup support', the 'You 2021' column shows 92% of your staff agreed with 'People in my workgroup work together effectively to get the job done'.

In the 'Increase from 2020' column, you have a 23% increase, which is a positive trend.

| Question group | Most improved from last year | You 2021 | Increase from 2020 | Comparator 2021 |
|---|---|---|---|---|
| Workgroup support | People in my workgroup work together effectively to get the job done | 92% | +23% | 80% |
| Safe to speak up | People in your workgroup are able to bring up problems and tough issues | 85% | +23% | 75% |
| Workgroup support | I am able to work effectively with others outside my immediate workgroup | 100% | +15% | 86% |
| Satisfaction | How satisfied are you with your career development within your current organisation | 77% | +8% | 47% |
| Manager support | My manager keeps me informed about what's going on | 85% | +8% | 74% |
| Manager support | My manager provides feedback to me in a way that helps me improve my performance | 85% | +8% | 67% |
| Engagement | My organisation motivates me to help achieve its objectives | 85% | +8% | 63% |
| Workgroup support | Workgroups across my organisation willingly share information with each other | 92% | +8% | 51% |
| Safety climate | In my workplace, there is good communication about psychological safety issues that affect me | 69% | +8% | 58% |

# 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 'Engagement', the 'You 2021' column shows 54% of your staff agreed with 'I would recommend my organisation as a good place to work'.
In the 'Decrease from 2020' column, you have a 31% decrease, which is a negative trend.

| Question subgroup | Largest decline from last year | You 2021 | Decrease from 2020 | Comparator 2021 |
|---|---|---|---|---|
| Engagement | I would recommend my organisation as a good place to work | 54% | -31% | 67% |
| Senior leadership | Senior leaders provide clear strategy and direction | 69% | -23% | 56% |
| Workload | The workload I have is appropriate for the job that I do | 38% | -23% | 60% |
| Safety climate | All levels of my organisation are involved in the prevention of stress | 31% | -23% | 45% |
| Satisfaction | How satisfied are you with the work-life balance in your current job | 54% | -23% | 71% |
| Workplace flexibility | I am confident that if I requested a flexible work arrangement, it would be given due consideration | 62% | -23% | 82% |
| Meaningful work | I am achieving something important through my work | 85% | -15% | 79% |
| Safety climate | My organisation has effective procedures in place to support employees who may experience stress | 46% | -15% | 65% |
| Safety climate | Senior leaders consider the psychological health of employees to be as important as productivity | 38% | -15% | 58% |
| Safety climate | Senior leaders show support for stress prevention through involvement and commitment | 46% | -15% | 55% |

Victorian Public Sector Commission

VICTORIA State Government

# 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 'Workgroup support', the 'You 2021' column shows 92% of your staff agreed with 'Workgroups across my organisation willingly share information with each other'.

The 'difference' column, shows that agreement for this question was 41 percentage points higher in your organisation than in your comparator.

| Question group | Biggest positive difference from comparator | You 2021 | Difference | Comparator 2021 |
|---|---|---|---|---|
| Workgroup support | Workgroups across my organisation willingly share information with each other | 92% | +41% | 51% |
| Learning and development | I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 85% | +39% | 45% |
| Job enrichment | My work performance is assessed against clear criteria | 92% | +37% | 55% |
| Safe to speak up | I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner | 92% | +34% | 58% |
| Taking action | I believe my organisation will take positive action on the results of this year's survey | 85% | +32% | 52% |
| Safe to speak up | I am confident that I would be protected from reprisal for reporting improper conduct | 92% | +30% | 62% |
| Satisfaction | How satisfied are you with your career development within your current organisation | 77% | +30% | 47% |
| Organisational integrity | My organisation does not tolerate improper conduct | 100% | +30% | 70% |
| Job enrichment | I have the authority to do my job effectively | 100% | +27% | 73% |
| Organisational integrity | My organisation makes fair recruitment and promotion decisions, based on merit | 77% | +26% | 51% |

# 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 'Workload', the 'You 2021' column shows 38% of your staff agreed with 'The workload I have is appropriate for the job that I do'.

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

| Question subgroup | Biggest negative difference from comparator | You 2021 | Difference | Comparator 2021 |
|---|---|---|---|---|
| Workload | The workload I have is appropriate for the job that I do | 38% | -22% | 60% |
| Workplace flexibility | I am confident that if I requested a flexible work arrangement, it would be given due consideration | 62% | -20% | 82% |
| Safety climate | Senior leaders consider the psychological health of employees to be as important as productivity | 38% | -20% | 58% |
| Safety climate | My organisation has effective procedures in place to support employees who may experience stress | 46% | -19% | 65% |
| Workplace flexibility | I have the flexibility I need to manage my work and non-work activities and responsibilities | 62% | -19% | 80% |
| Satisfaction | How satisfied are you with the work-life balance in your current job | 54% | -17% | 71% |
| Safety climate | All levels of my organisation are involved in the prevention of stress | 31% | -14% | 45% |
| Engagement | I would recommend my organisation as a good place to work | 54% | -13% | 67% |
| Diversity and inclusion | There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+ | 54% | -11% | 65% |
| Diversity and inclusion | There is a positive culture within my organisation in relation to employees with disability | 46% | -11% | 57% |

# 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

## 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

85% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

| Survey question | Your results | Benchmark agree results |

Legend: Disagree | 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 | 15% / 85% | Not asked | 85 % | 45 % | 52 % | 78 % |
| My organisation has taken positive action on the results of last year's survey | 8% / 15% / 15% / 62% | Not asked | 62 % | 33 % | 37 % | 45 % |

Victorian Public Sector Commission

VICTORIA State Government

# People matter survey 2021

**Have your say**

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

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

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

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

## Taking action
- Taking action questions

## Senior leadership
- Senior leadership questions

## Organisational climate
- Scorecard
- Organisational integrity
- Workplace flexibility
- Equal employment opportunity
- Psychosocial and physical safety climate
- Psychosocial safety climate score
- 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

Victorian Public Sector Commission

VICTORIA State Government

# Senior leadership

## Senior leadership 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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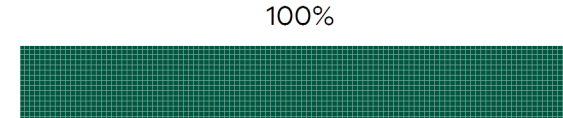
### Example

77% 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 | | | | | |
|---|---|---|---|---|---|---|

**Legend:** Disagree · Don't know · Neither agree nor disagree · Agree
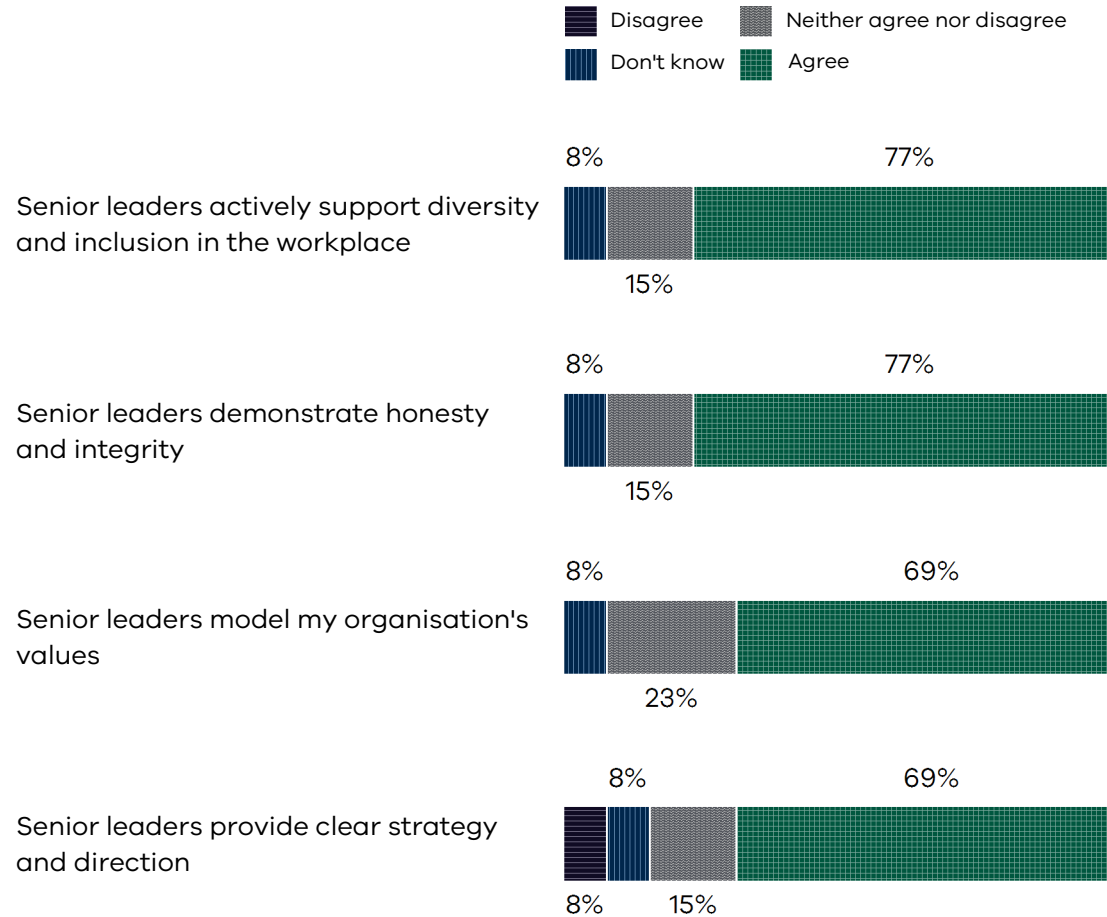
| | Your results | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| Senior leaders actively support diversity and inclusion in the workplace | 8% / 15% / 77% | Not asked | 77 % | 68 % | 75 % | 83 % |
| Senior leaders demonstrate honesty and integrity | 8% / 15% / 77% | Not asked | 77 % | 57 % | 66 % | 88 % |
| Senior leaders model my organisation's values | 8% / 23% / 69% | Not asked | 69 % | 51 % | 63 % | 81 % |
| Senior leaders provide clear strategy and direction | 8% / 8% / 15% / 69% | 92 % | 69 % | 41 % | 56 % | 78 % |

Victorian Public Sector Commission

VICTORIA State Government

# Senior leadership

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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**

69% of your staff who did the survey agreed or strongly agreed with 'Senior leaders support staff to work in an environment of change'.

| Survey question | Your results | | | | | |
|---|---|---|---|---|---|---|

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

| Survey question | Your results | Benchmark agree results | | | | |
|---|---|---|---|---|---|---|
| | | **You** | | **Comparator** | | |
| | | 2020 | 2021 | Lowest | Average | Highest |
| Senior leaders support staff to work in an environment of change | 15% / 15% / 69% | 85 % | 69 % | 61 % | 68 % | 80 % |

Victorian Public Sector Commission

VICTORIA State Government

# People matter survey 2021

Have your say

## Report overview

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

## People outcomes

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

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

## Key differences

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

## Taking action

- Taking action questions

## Senior leadership

- Senior leadership questions

## Organisational climate

- Scorecard
- Organisational integrity
- Workplace flexibility
- Equal employment opportunity
- Psychosocial and physical safety climate
- Psychosocial safety climate score
- 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

Victorian Public Sector Commission

VICTORIA State Government

# Organisational climate

## What this is

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

## Why this is important

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

## How to read this

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

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

## Example

In 2021:

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

Compared to:

- 72% of staff at your comparator and 72% of staff across the public sector.
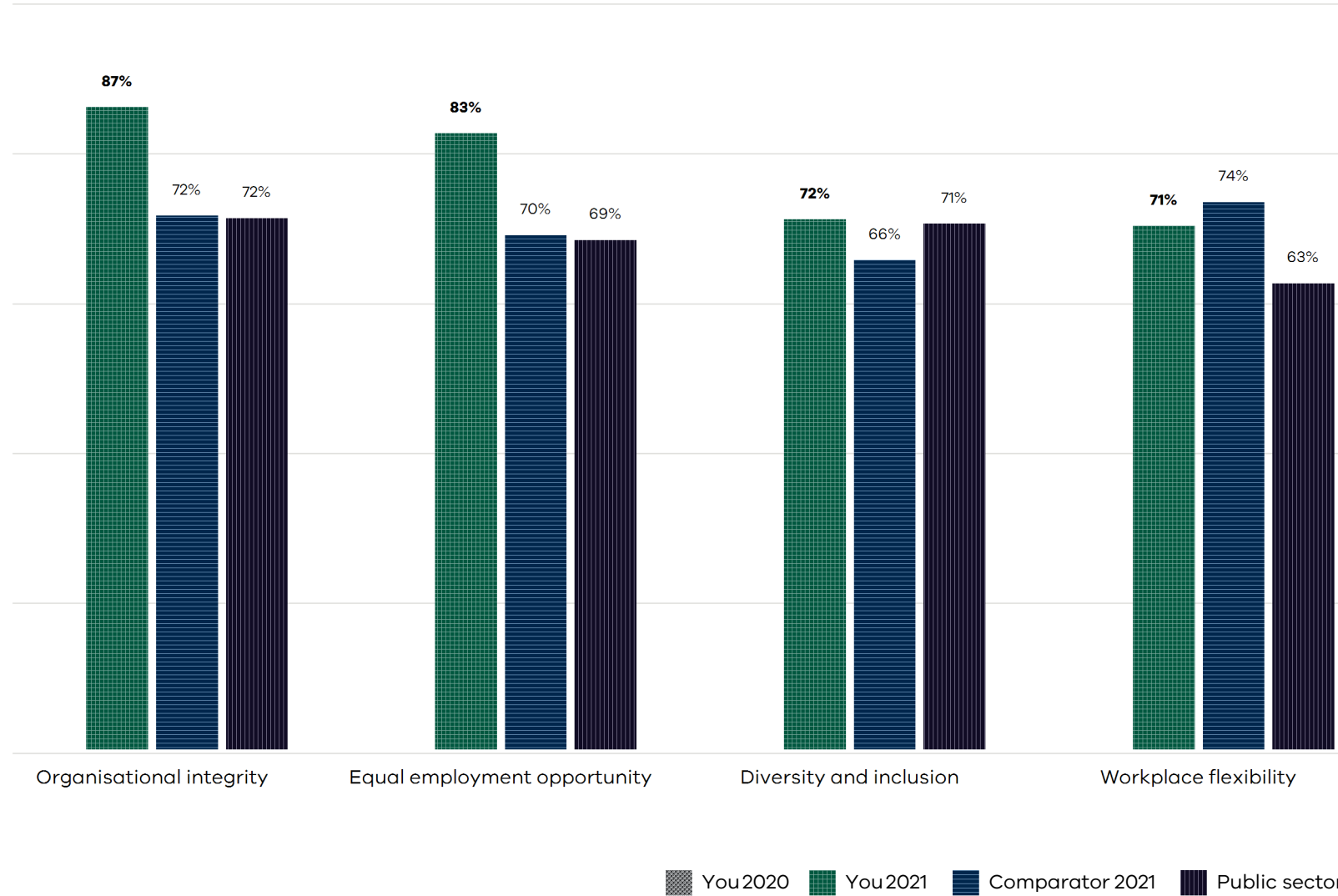


| | Organisational integrity | Equal employment opportunity | Diversity and inclusion | Workplace flexibility |
|---|---|---|---|---|
| You 2021 | 87% | 83% | 72% | 71% |
| Comparator 2021 | 72% | 70% | 66% | 74% |
| Public sector 2021 | 72% | 69% | 71% | 63% |

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

Victorian Public Sector Commission

VICTORIA State Government

# Organisational climate

## What this is

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

## Why this is important

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

## How to read this

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

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

## Example

In 2021:

- 62% 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.

**62%**    66%    60%

Safety climate
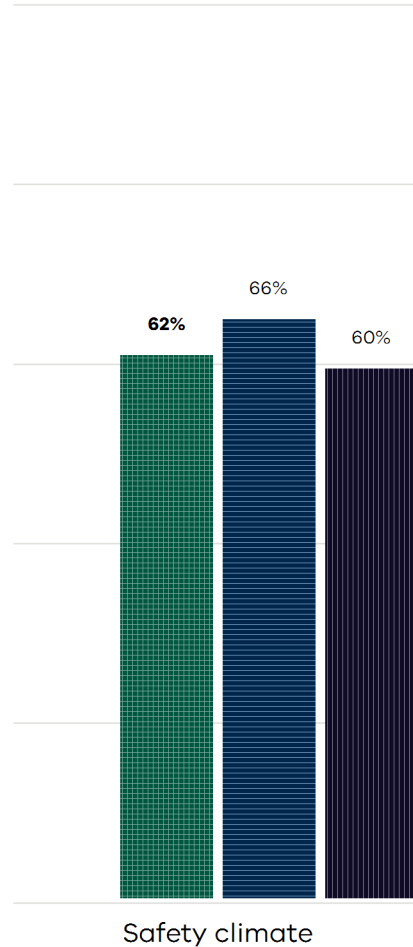
You 2020    You 2021    Comparator 2021    Public sector 2021

# Organisational climate

## Organisational integrity 1 of 2

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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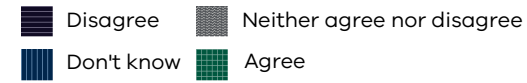
**Example**

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

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 organisation does not tolerate improper conduct | 100% | Not asked | 100 % | 66 % | 70 % | 81 % |
| My organisation is committed to earning a high level of public trust | 100% | Not asked | 100 % | 66 % | 77 % | 95 % |
| My organisation encourages respectful workplace behaviours | 8% / 92% | Not asked | 92 % | 80 % | 83 % | 86 % |
| My organisation respects the human rights of employees | 8% / 92% | Not asked | 92 % | 72 % | 79 % | 88 % |

# Organisational climate

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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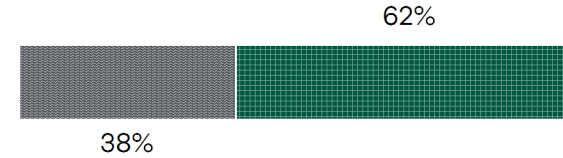
**Example**

85% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

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

Legend: Disagree · Neither agree nor disagree · Don't know · Agree
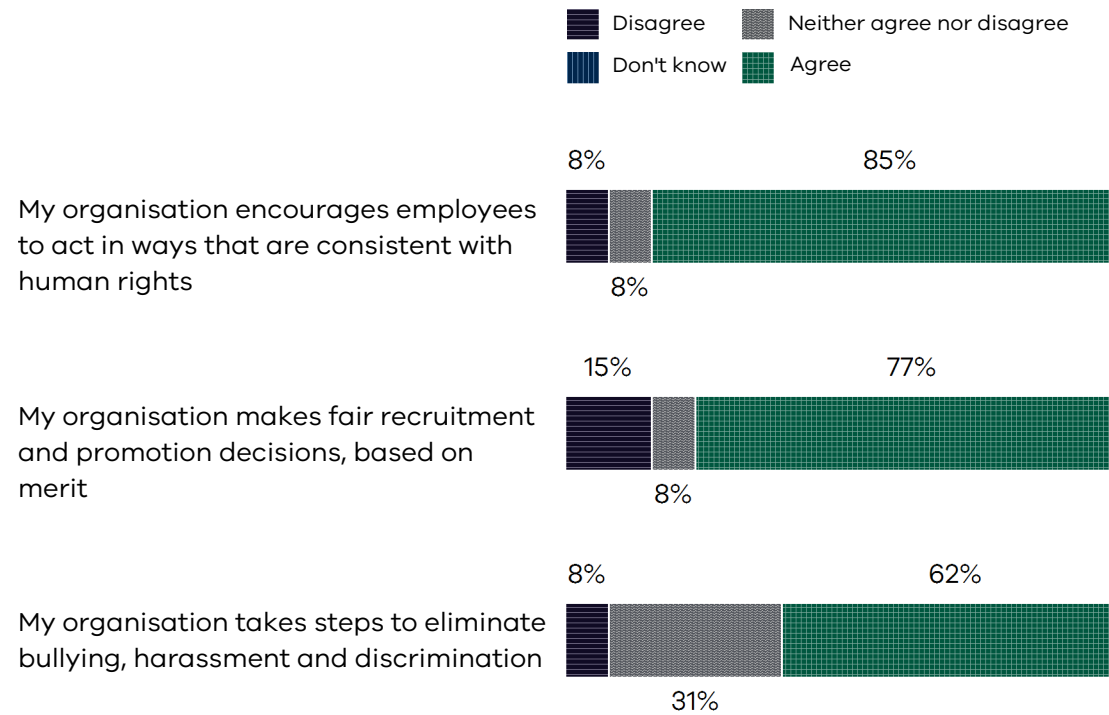
| | You | | Comparator | | |
|---|---|---|---|---|---|
| Survey question | 2020 | 2021 | Lowest | Average | Highest |
| My organisation encourages employees to act in ways that are consistent with human rights (8% / 8% / 85%) | Not asked | 85 % | 71 % | 78 % | 86 % |
| My organisation makes fair recruitment and promotion decisions, based on merit (15% / 8% / 77%) | Not asked | 77 % | 46 % | 51 % | 60 % |
| My organisation takes steps to eliminate bullying, harassment and discrimination (8% / 31% / 62%) | Not asked | 62 % | 64 % | 67 % | 74 % |

Victorian Public Sector Commission

VICTORIA State Government

# Organisational climate

## Workplace flexibility 1 of 4

**What this is**

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

**Why this is important**

Supporting flexible working can improve employee wellbeing.

**How to read this**

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

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

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

**Example**

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

| | | | You | | Comparator | | |
|---|---|---|---|---|---|---|---|
| Survey question | Your results | | 2020 | 2021 | Lowest | Average | Highest |
| My organisation supports employees with family or other caring responsibilities, regardless of gender | Disagree 8%, Neither 8%, Agree 85% | | Not asked | 85 % | 79 % | 83 % | 89 % |
| There is a positive culture within my organisation in relation to employees who have family responsibilities | Don't know 15%, Agree 85% | | Not asked | 85 % | 67 % | 75 % | 86 % |
| Using flexible work arrangements is not a barrier to success in my organisation | Disagree 8%, Neither 15%, Agree 77% | | Not asked | 77 % | 67 % | 71 % | 79 % |
| Having caring responsibilities is not a barrier to success in my organisation | Don't know 8%, Neither 23%, Agree 69% | | Not asked | 69 % | 60 % | 67 % | 79 % |
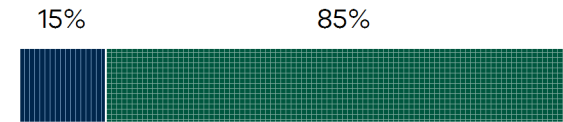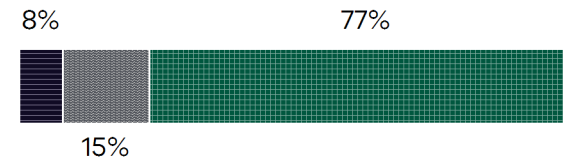
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

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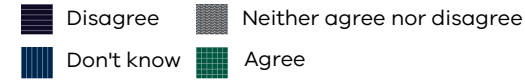
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
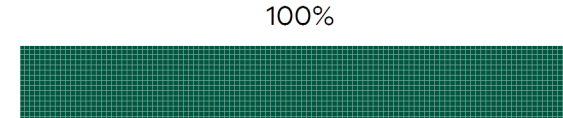
**Example**

69% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who have caring responsibilities'.

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

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

| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2020 | 2021 | Lowest | Average | Highest |

| Survey question | Your results | 2020 | 2021 | Lowest | Average | Highest |
|---|---|---|---|---|---|---|
| There is a positive culture within my organisation in relation to employees who have caring responsibilities | 8% ... 69% / 8% ... 15% | Not asked | 69 % | 60 % | 68 % | 77 % |
| There is a positive culture within my organisation in relation to employees who use flexible work arrangements | 15% ... 69% / 15% | Not asked | 69 % | 62 % | 72 % | 79 % |
| Having family responsibilities is not a barrier to success in my organisation | 8% ... 62% / 31% | Not asked | 62 % | 64 % | 71 % | 80 % |
| I am confident that if I requested a flexible work arrangement, it would be given due consideration | 15% ... 62% / 23% | 85 % | 62 % | 75 % | 82 % | 84 % |

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**

62% 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
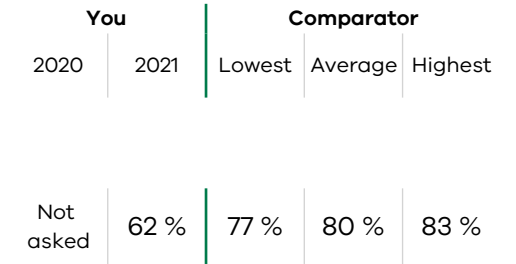
Legend:
- Disagree
- Neither agree nor disagree
- Don't know
- Agree

62%

38%

## Benchmark agree results

| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2020 | 2021 | Lowest | Average | Highest |
| | Not asked | 62 % | 77 % | 80 % | 83 % |

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**

54% of staff who did the survey said the flexible work arrangement they used was 'Working from an alternative location (e.g. home, hub/shared work space)'.

| Do you use any of the following flexible work arrangements? | You 2021 | Comparator 2021 | Public sector 2021 |
|---|---|---|---|
| Working from an alternative location (e.g. home, hub/shared work space) | 54% | 39% | 24% |
| Flexible start and finish times | 38% | 42% | 23% |
| No, I do not use any flexible work arrangements | 38% | 32% | 38% |
| Using leave to work flexible hours | 15% | 7% | 8% |
| Part-time | 8% | 6% | 19% |

# 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**

100% of your staff who did the survey agreed or strongly agreed with 'Gender is not a barrier to success in my organisation'.

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

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
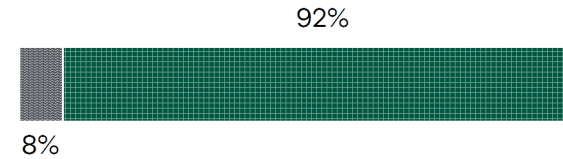
| Survey question | Your results | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| Gender is not a barrier to success in my organisation | 100% Agree | Not asked | 100 % | 67 % | 75 % | 85 % |
| Age is not a barrier to success in my organisation | 92% Agree, 8% Neither | Not asked | 92 % | 67 % | 71 % | 83 % |
| Cultural background is not a barrier to success in my organisation | 8% Disagree, 92% Agree | Not asked | 92 % | 71 % | 75 % | 85 % |
| Sexual orientation is not a barrier to success in my organisation | 92% Agree, 8% Neither | Not asked | 92 % | 71 % | 76 % | 90 % |
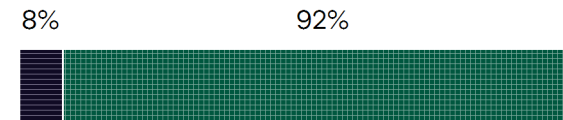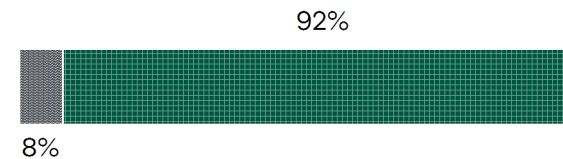
# Organisational climate

## 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**

69% 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
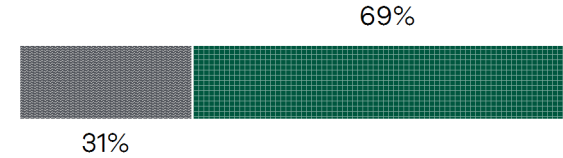
| Survey question | | You | | Comparator | | |
|---|---|---|---|---|---|---|
| | | 2020 | 2021 | Lowest | Average | Highest |
| Disability is not a barrier to success in my organisation | 31% / 69% | Not asked | 69 % | 61 % | 62 % | 63 % |
| Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation | 23% / 23% / 54% | Not asked | 54 % | 58 % | 59 % | 66 % |

Victorian Public Sector Commission

VICTORIA State Government

46

# Organisational climate

## Psychosocial and physical safety climate question results 1 of 2

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

92% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.
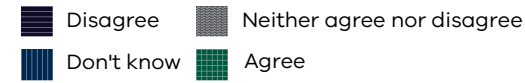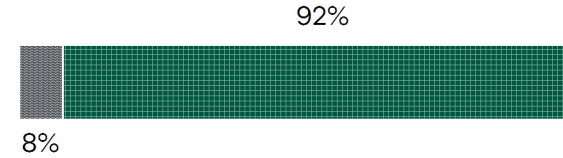
| Survey question | Your results | Benchmark agree results | | | | |
|---|---|---|---|---|---|---|
| | | **You** | | **Comparator** | | |
| | | 2020 | 2021 | Lowest | Average | Highest |
| I feel culturally safe at work | 8% / 92% | Not asked | 92 % | 78 % | 80 % | 85 % |
| My organisation provides a physically safe work environment | 8% / 92% | Not asked | 92 % | 82 % | 86 % | 97 % |
| My organisation consults employees on health and safety matters | 8% / 15% / 77% | Not asked | 77 % | 71 % | 77 % | 86 % |
| In my workplace, there is good communication about psychological safety issues that affect me | 15% / 15% / 69% | 62 % | 69 % | 56 % | 58 % | 64 % |
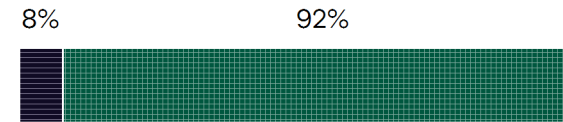
Legend: Disagree / Don't know / Neither agree nor disagree / Agree

# 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.

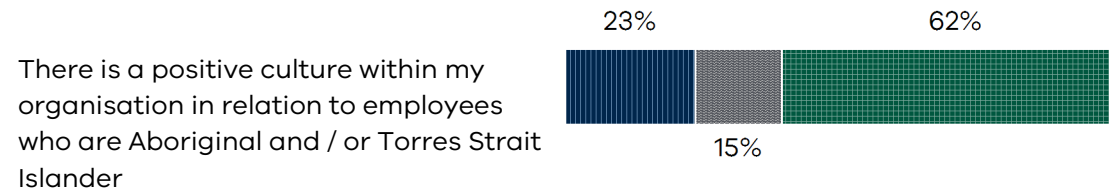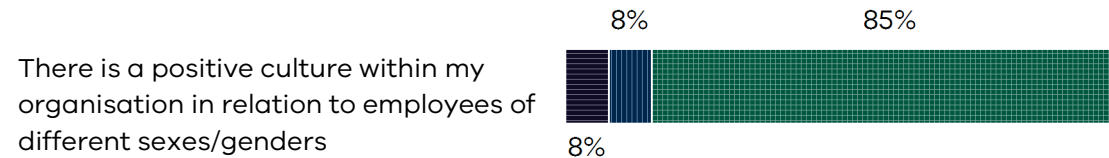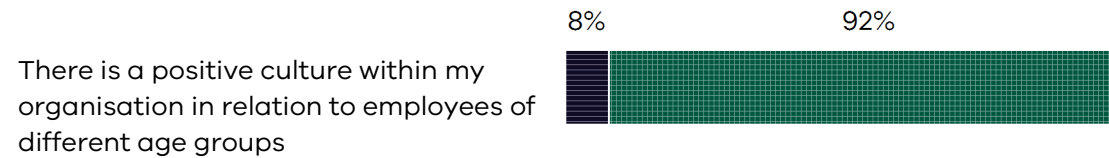Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

46% of your staff who did the survey agreed or strongly agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.

**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 organisation has effective procedures in place to support employees who may experience stress | 15% / 38% / 46% | 62 % | 46 % | 61 % | 65 % | 73 % |
| Senior leaders show support for stress prevention through involvement and commitment | 15% / 38% / 46% | 62 % | 46 % | 45 % | 55 % | 66 % |
| Senior leaders consider the psychological health of employees to be as important as productivity | 15% / 46% / 38% | 54 % | 38 % | 49 % | 58 % | 70 % |
| All levels of my organisation are involved in the prevention of stress | 15% / 54% / 31% | 54 % | 31 % | 41 % | 45 % | 52 % |

# Organisational climate

## Psychosocial safety climate score

### What this is

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

### How we work out your score

We work out your score from these 4 questions:

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

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

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

### How to interpret your score

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

A score of:

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

Adverse outcomes can include:

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

## Benchmark results



Psychosocial safety climate

You 2020    You 2021    Comparator 2021    Public sector 2021

# Organisational climate

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

92% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees from varied cultural backgrounds'.
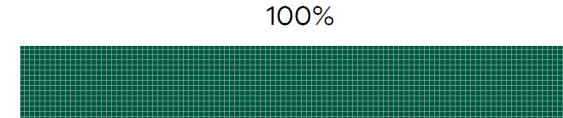
| Survey question | Your results | Benchmark agree results |
|---|---|---|

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

| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2020 | 2021 | Lowest | Average | Highest |
| There is a positive culture within my organisation in relation to employees from varied cultural backgrounds — 8% / 92% | Not asked | 92 % | 74 % | 77 % | 85 % |
| There is a positive culture within my organisation in relation to employees of different age groups — 8% / 92% | Not asked | 92 % | 65 % | 70 % | 79 % |
| There is a positive culture within my organisation in relation to employees of different sexes/genders — 8% / 85% / 8% | Not asked | 85 % | 69 % | 74 % | 80 % |
| There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander — 23% / 15% / 62% | Not asked | 62 % | 50 % | 55 % | 58 % |

# 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

54% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+'.

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

| Survey question | Your results | | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+ | Disagree 15%, Neither 31%, Agree 54% | | Not asked | 54 % | 61 % | 65 % | 72 % |
| There is a positive culture within my organisation in relation to employees with disability | Disagree 15%, Neither 38%, Agree 46% | | Not asked | 46 % | 45 % | 57 % | 61 % |

# 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**

100% 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**

| Survey question | | You | | Comparator | | |
|---|---|---|---|---|---|---|
| | | 2020 | 2021 | Lowest | Average | Highest |
| In my workgroup work is allocated fairly, regardless of gender | 100% | Not asked | 100 % | 79 % | 81 % | 88 % |
| My organisation uses inclusive and respectful images and language | 85% / 15% | Not asked | 85 % | 81 % | 82 % | 89 % |
| My organisation would support me if I needed to take family violence leave | 77% / 23% | Not asked | 77 % | 75 % | 76 % | 80 % |
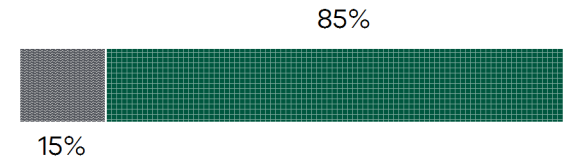
# People matter survey 2021

**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

# 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:

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

Compared to:

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



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

| | Workgroup support | Quality service delivery | Innovation |
|---|---|---|---|
| You 2021 | 86% | 81% | 78% |
| Comparator 2021 | 78% | 80% | 67% |
| Public sector 2021 | 76% | 80% | 68% |
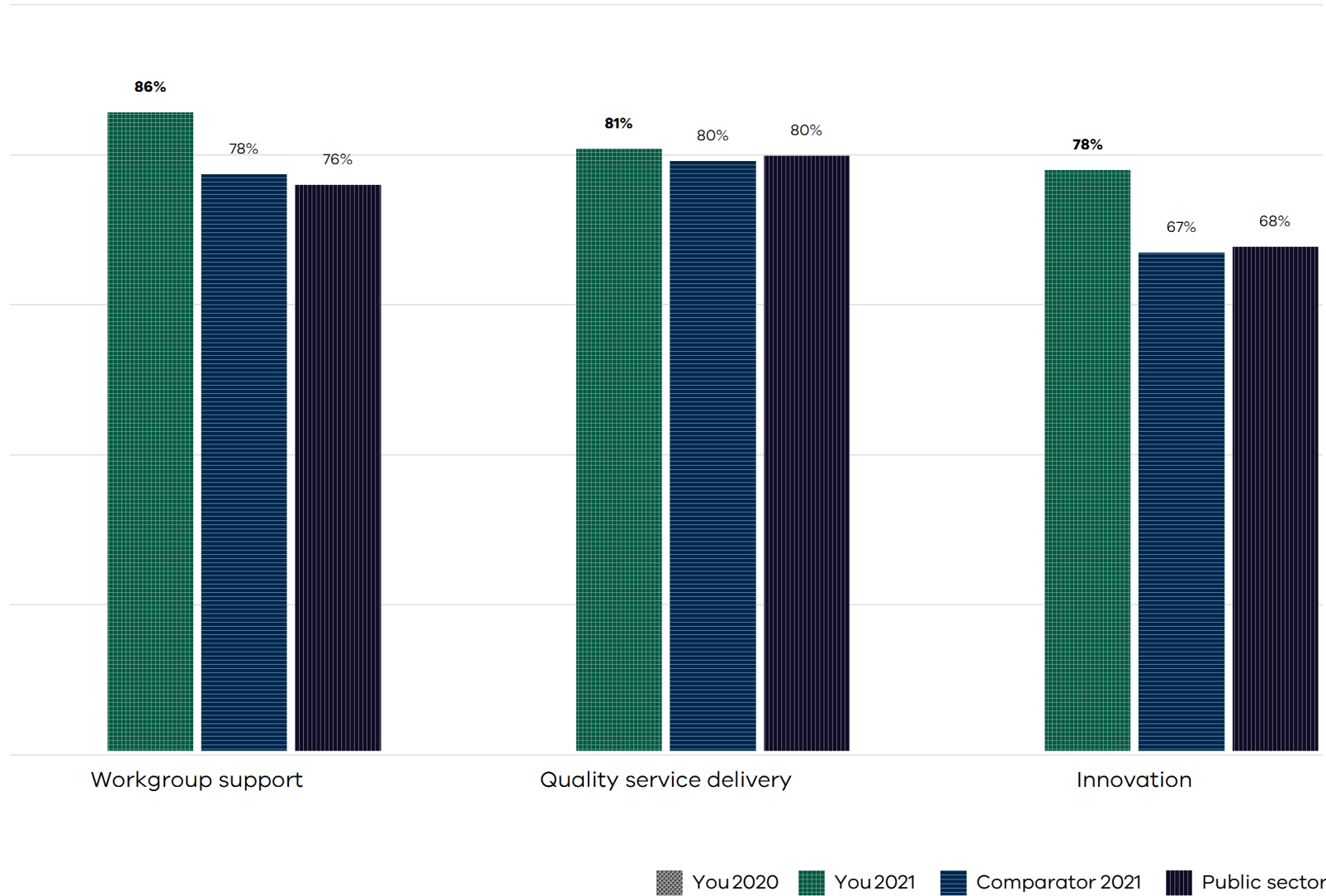
# Workgroup climate

## Quality service delivery 1 of 2

**What this is**

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

**Why this is important**

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

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

**How to read this**

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

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

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

**Example**

92% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.
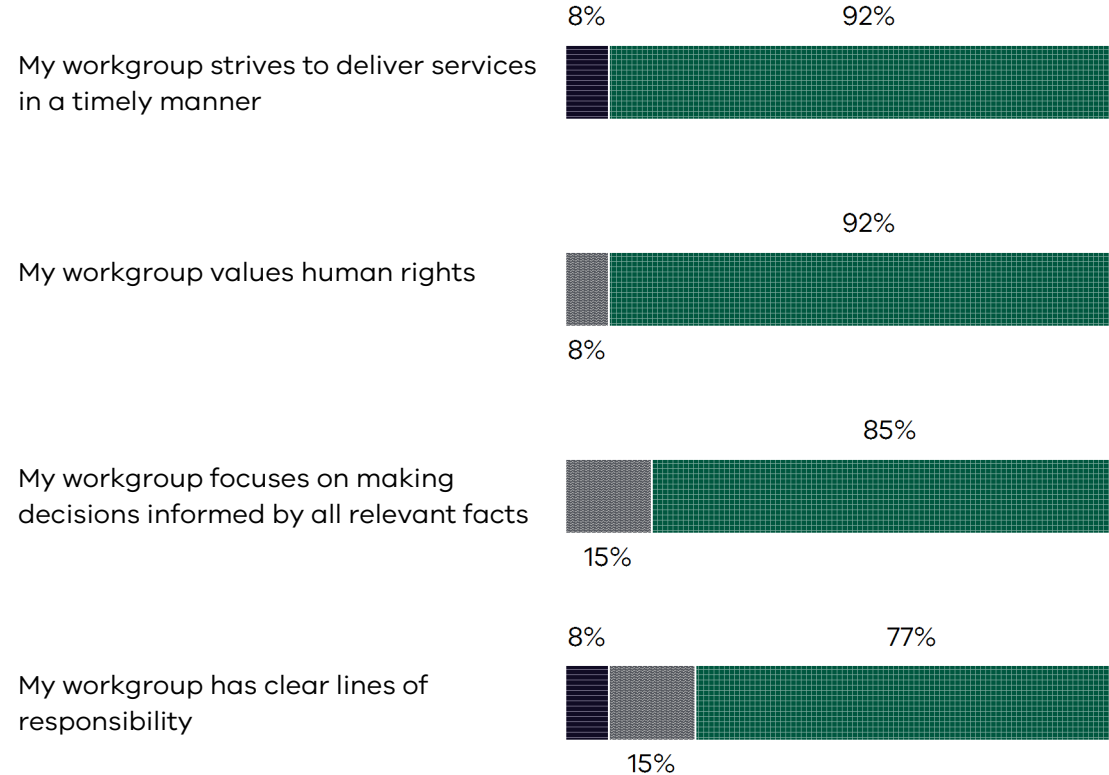
| Survey question | Your results | | You | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | | 2020 | 2021 | Lowest | Average | Highest |
| My workgroup strives to deliver services in a timely manner | 8% / 92% | | Not asked | 92 % | 83 % | 86 % | 90 % |
| My workgroup values human rights | 92% / 8% | | Not asked | 92 % | 75 % | 81 % | 88 % |
| My workgroup focuses on making decisions informed by all relevant facts | 85% / 15% | | Not asked | 85 % | 70 % | 77 % | 84 % |
| My workgroup has clear lines of responsibility | 8% / 77% / 15% | | Not asked | 77 % | 67 % | 72 % | 83 % |

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

# Workgroup climate

**What this is**

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

**Why this is important**

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

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

**How to read this**

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

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

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

**Example**

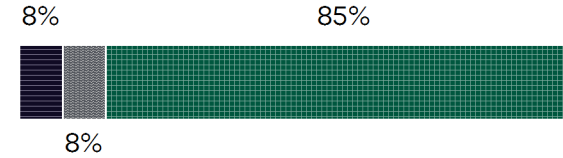77% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to make the best use of its resources'.

| Survey question | Your results | Benchmark agree results |
| --- | --- | --- |
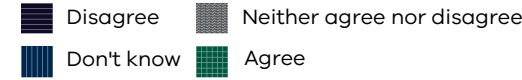
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
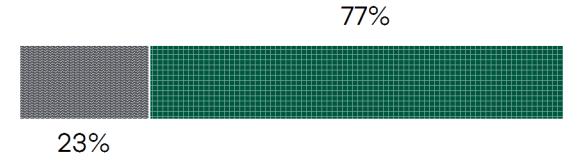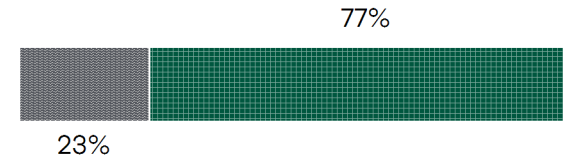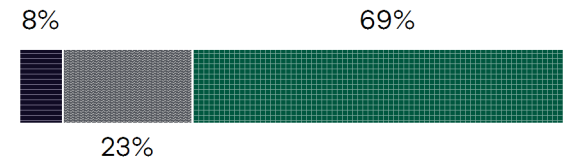
| Survey question | Your results | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
| --- | --- | --- | --- | --- | --- | --- |
| My workgroup strives to make the best use of its resources | 23% / 77% | Not asked | 77 % | 72 % | 77 % | 84 % |
| My workgroup strives to provide high quality advice and services | 23% / 77% | Not asked | 77 % | 82 % | 87 % | 97 % |
| My workgroup places a priority on acting fairly and without bias | 8% / 23% / 69% | Not asked | 69 % | 73 % | 79 % | 90 % |

# Workgroup climate

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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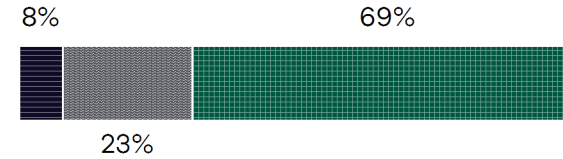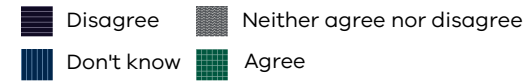
**Example**

85% of your staff who did the survey agreed or strongly agreed with 'My workgroup learns from failures and mistakes'.
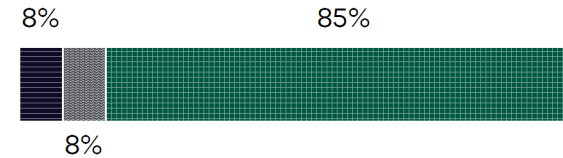
| Survey question | Your results | | Benchmark agree results | | | | |
|---|---|---|---|---|---|---|---|
| | | | **You** | | **Comparator** | | |
| | | | 2020 | 2021 | Lowest | Average | Highest |
| My workgroup learns from failures and mistakes | 8% Disagree, 8% Neither, 85% Agree | | Not asked | 85 % | 61 % | 67 % | 79 % |
| My workgroup respectfully consults with clients and stakeholders to improve outcomes | 8% Disagree, 8% Neither, 85% Agree | | Not asked | 85 % | 75 % | 81 % | 90 % |
| My workgroup encourages employee creativity | 23% Neither, 77% Agree | | Not asked | 77 % | 52 % | 59 % | 69 % |
| My workgroup is quick to respond to opportunities to do things better | 8% Disagree, 15% Neither, 77% Agree | | Not asked | 77 % | 63 % | 69 % | 83 % |
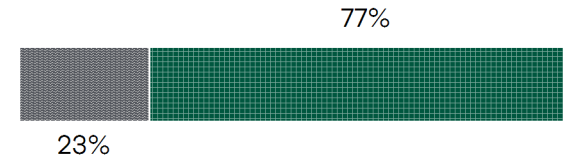
Legend: Disagree | Don't know | Neither agree nor disagree | Agree

# Workgroup climate

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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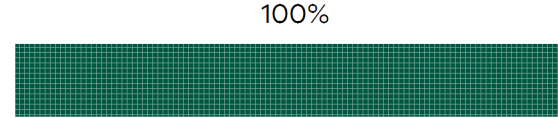
**Example**

69% of your staff who did the survey agreed or strongly agreed with 'My workgroup takes reasonable risks to improve its services'.

## Survey question

My workgroup takes reasonable risks to improve its services

## Your results

Disagree    Neither agree nor disagree
Don't know    Agree

8%    69%

23%

## Benchmark agree results

| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2020 | 2021 | Lowest | Average | Highest |
| | Not asked | 69 % | 56 % | 61 % | 74 % |
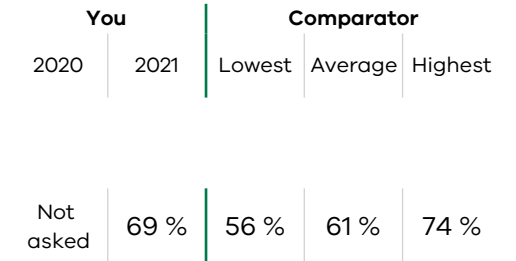
# Workgroup climate

## Workgroup support 1 of 3

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

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

| 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 | 2020 | 2021 | Lowest | Average | Highest |
| --- | --- | --- | --- | --- | --- | --- |
| I am able to work effectively with others in my workgroup | 100% | 100 % | 100 % | 92 % | 93 % | 97 % |
| I am able to work effectively with others outside my immediate workgroup | 100% | 85 % | 100 % | 84 % | 86 % | 94 % |
| People in my workgroup actively support diversity and inclusion in the workplace | 100% | Not asked | 100 % | 82 % | 84 % | 87 % |
| People in my workgroup work together effectively to get the job done | 92% (8%) | 69 % | 92 % | 77 % | 80 % | 90 % |
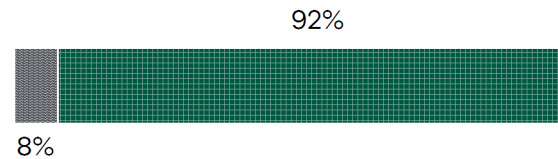
# Workgroup climate

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

92% of your staff who did the survey agreed or strongly agreed with 'Workgroups across my organisation willingly share information with each other'.

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

Legend:
- ■ Disagree
- ■ Don't know
- ▦ Neither agree nor disagree
- ▦ Agree
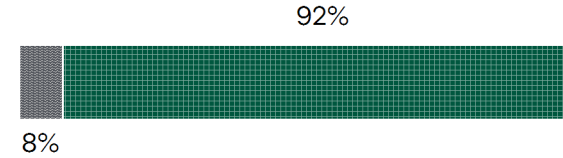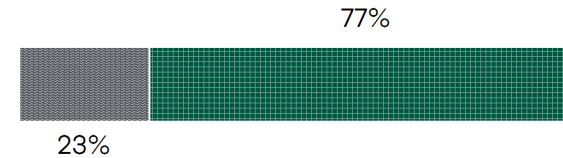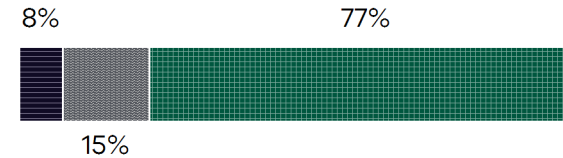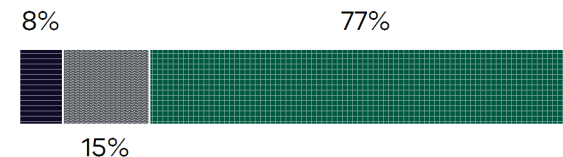
| Survey question | | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| Workgroups across my organisation willingly share information with each other | 8% / 92% | 85 % | 92 % | 41 % | 51 % | 67 % |
| People in my workgroup appropriately manage conflicts of interest | 23% / 77% | Not asked | 77 % | 73 % | 78 % | 86 % |
| People in my workgroup are honest, open and transparent in their dealings | 8% / 15% / 77% | Not asked | 77 % | 71 % | 75 % | 86 % |
| People in my workgroup are politically impartial in their work | 8% / 15% / 77% | Not asked | 77 % | 71 % | 74 % | 81 % |

# 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**

77% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

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

| Survey question | | You | | Comparator | | |
|---|---|---|---|---|---|---|
| | | 2020 | 2021 | Lowest | Average | Highest |
| People in my workgroup treat each other with respect (8% / 15% / 77%) | | 85 % | 77 % | 83 % | 86 % | 90 % |
| People in my workgroup regularly reach out to support me and my wellbeing (15% / 15% / 69%) | | 69 % | 69 % | 66 % | 72 % | 74 % |

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# People matter survey 2021

**Have your say**

## Report overview

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

## People outcomes

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

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

## Key differences

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

## Taking action

- Taking action questions

## Senior leadership

- Senior leadership questions

## Organisational climate

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

## Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

## Job and manager factors

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

## Public sector values

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

# 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.
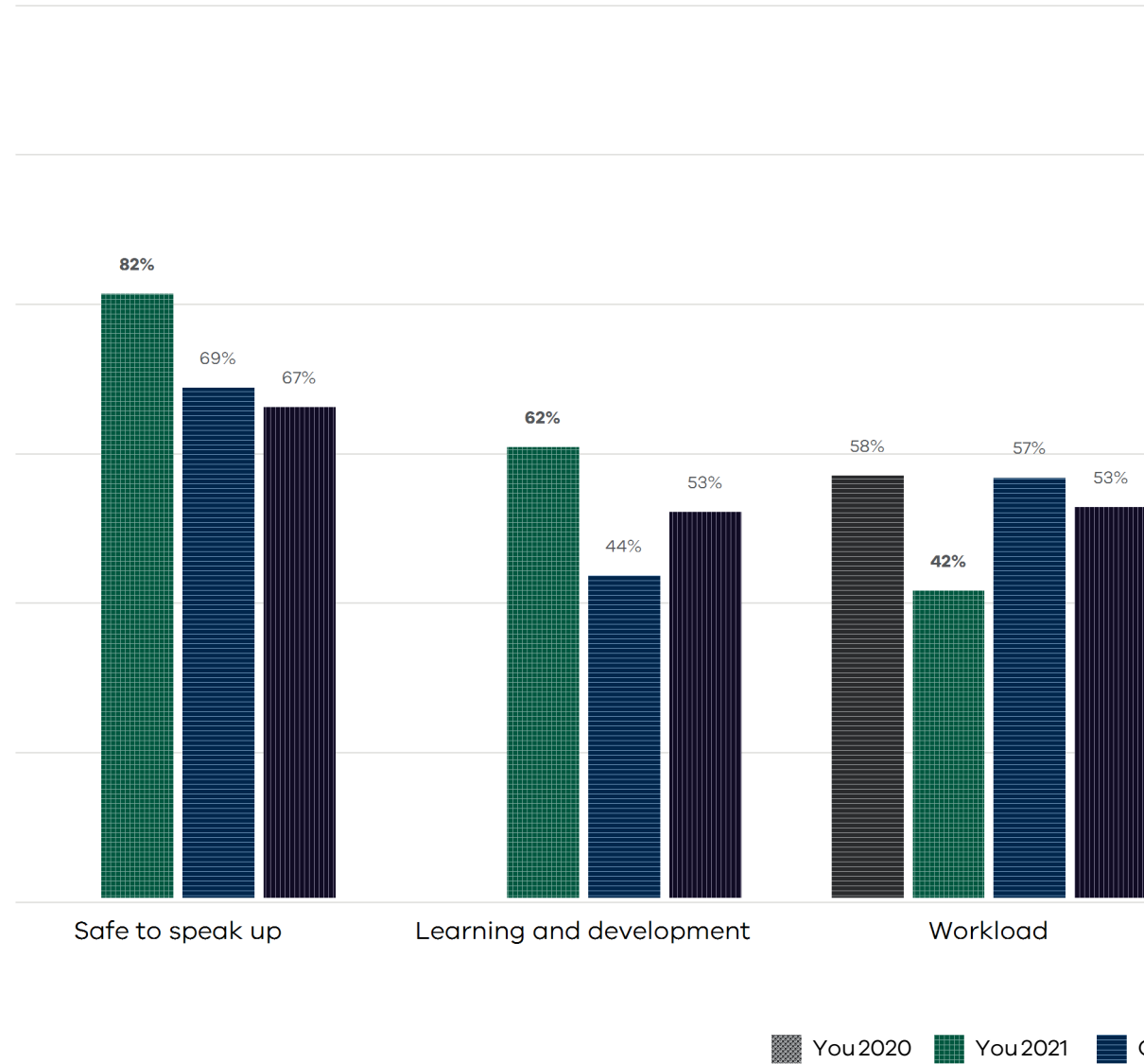
### Example

In 2021:

- 95% of your staff who did the survey responded positively to questions about Job enrichment.

Compared to:

- 75% of staff at your comparator and 77% of staff across the public sector.
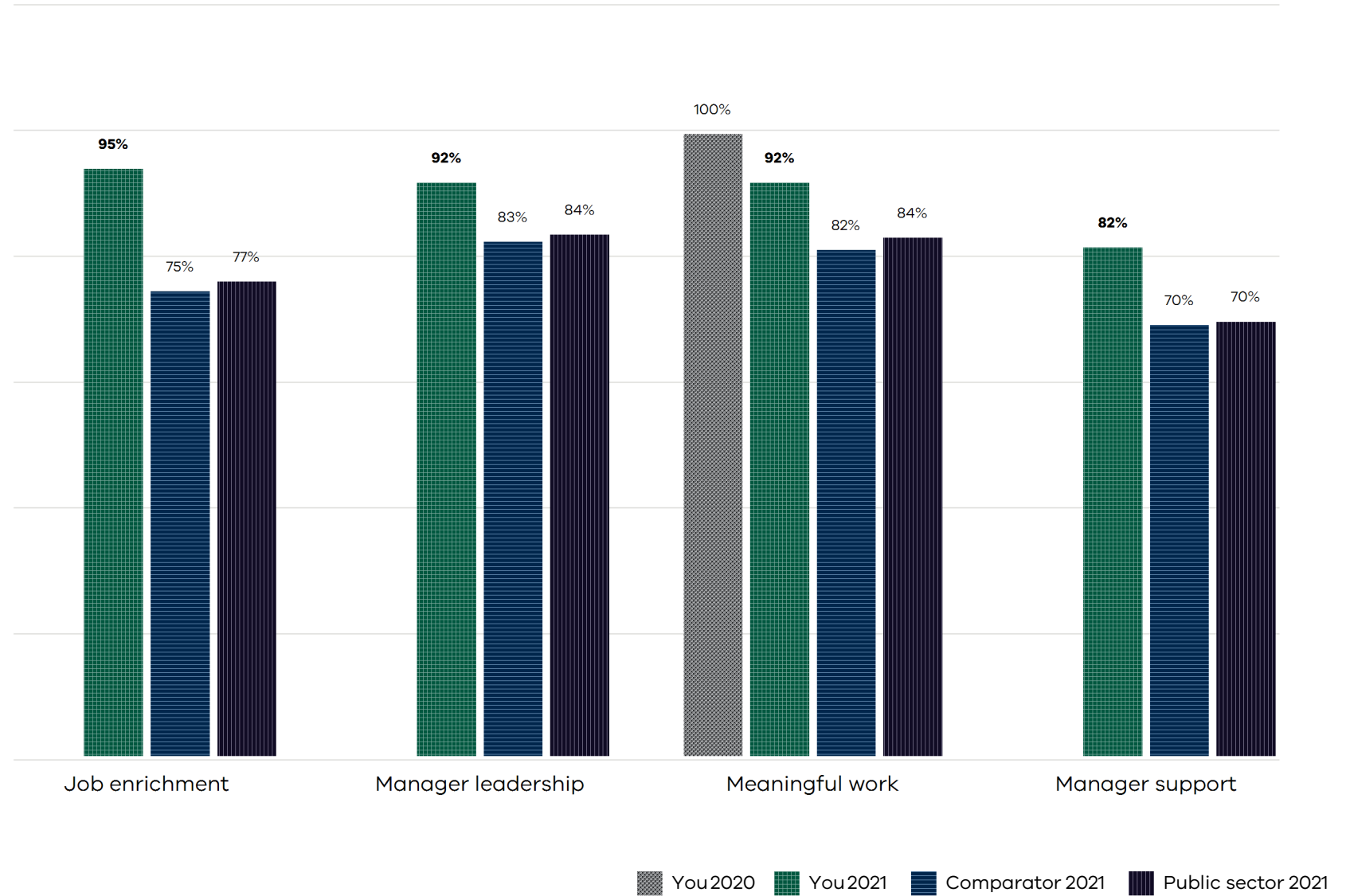


| | Job enrichment | Manager leadership | Meaningful work | Manager support |
|---|---|---|---|---|
| You 2020 | | | 100% | |
| You 2021 | 95% | 92% | 92% | 82% |
| Comparator 2021 | 75% | 83% | 82% | 70% |
| Public sector 2021 | 77% | 84% | 84% | 70% |

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

# 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:

- 82% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

- 69% of staff at your comparator and 67% of staff across the public sector.



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

Safe to speak up: 82%, 69%, 67%
Learning and development: 62%, 44%, 53%
Workload: 58%, 42%, 57%, 53%

# Job and manager factors

## Manager leadership 1 of 2

**What this is**

This is how well staff perceive their direct managers lead.

**Why this is important**

Great managers can foster the right environment for staff engagement.

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

**How to read this**

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

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

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

**Example**

100% of your staff who did the survey agreed or strongly agreed with 'My manager works effectively with people from diverse backgrounds'.
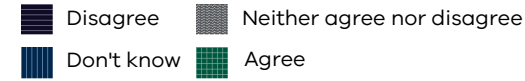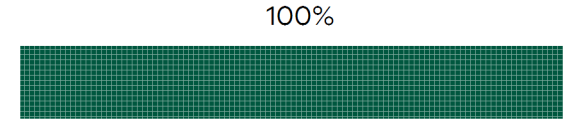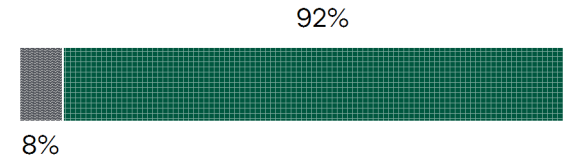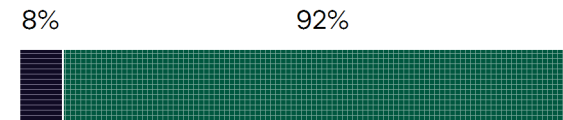
| Survey question | Your results | | Benchmark agree results | | | | |
|---|---|---|---|---|---|---|---|
| | | | **You** | | **Comparator** | | |
| | | | 2020 | 2021 | Lowest | Average | Highest |
| My manager works effectively with people from diverse backgrounds | 100% | | Not asked | 100 % | 83 % | 84 % | 88 % |
| My manager ensures clients receive a high standard of service | 92% (8%) | | Not asked | 92 % | 78 % | 82 % | 97 % |
| My manager is committed to workplace safety | 8% 92% | | Not asked | 92 % | 84 % | 86 % | 93 % |
| My manager models my organisation's values | 92% (8%) | | Not asked | 92 % | 73 % | 78 % | 88 % |
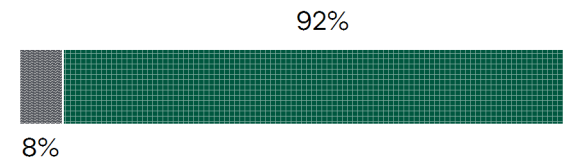
Legend: Disagree / Don't know / Neither agree nor disagree / Agree

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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**

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

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

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

**Example**

92% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.
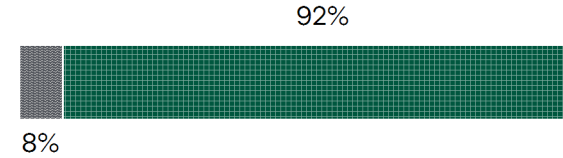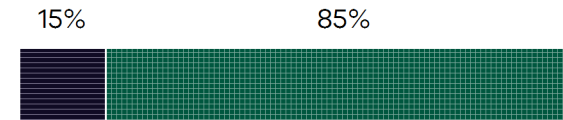
| Survey question | Your results | Benchmark agree results |

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

| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2020 | 2021 | Lowest | Average | Highest |
| My manager treats employees with dignity and respect | Not asked | 92 % | 81 % | 84 % | 93 % |
| My manager demonstrates honesty and integrity | Not asked | 85 % | 80 % | 84 % | 97 % |

My manager treats employees with dignity and respect — 92%, 8%

My manager demonstrates honesty and integrity — 15%, 85%

# 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.
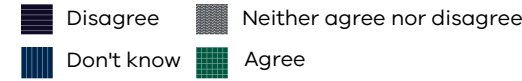
**Example**

100% of your staff who did the survey agreed or strongly agreed with 'I would be confident in approaching my manager to discuss concerns and grievances'.
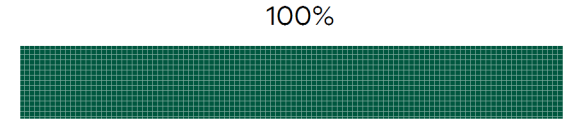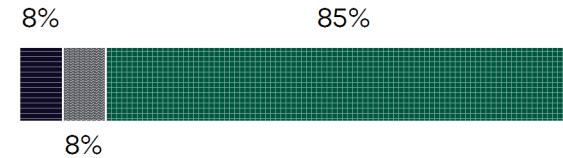
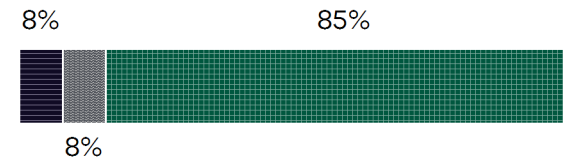| Survey question | Your results | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| **Legend:** Disagree, Don't know, Neither agree nor disagree, Agree | | | | | | |
| I would be confident in approaching my manager to discuss concerns and grievances | 100% | Not asked | 100 % | 76 % | 79 % | 91 % |
| My manager involves me in decisions about my work | 8% / 8% / 85% | 85 % | 85 % | 68 % | 74 % | 83 % |
| My manager keeps me informed about what's going on | 8% / 8% / 85% | 77 % | 85 % | 69 % | 74 % | 86 % |
| My manager listens to what I have to say | 8% / 8% / 85% | 92 % | 85 % | 77 % | 81 % | 88 % |

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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**

85% of your staff who did the survey agreed or strongly agreed with 'My manager provides feedback to me in a way that helps me improve my performance'.
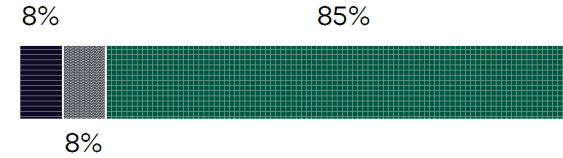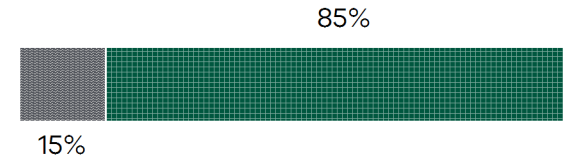
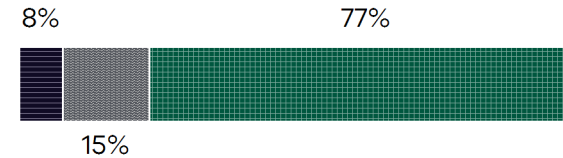| Survey question | Your results | | You | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | | 2020 | 2021 | Lowest | Average | Highest |
| Legend: | Disagree ■ / Don't know ■ / Neither agree nor disagree ▨ / Agree ▨ | | | | | | |
| My manager provides feedback to me in a way that helps me improve my performance | 8% Disagree / 8% Neither / 85% Agree | | 77 % | 85 % | 64 % | 67 % | 74 % |
| My manager provides me with enough support when I need it | 15% Neither / 85% Agree | | 85 % | 85 % | 74 % | 78 % | 88 % |
| My manager encourages and supports my participation in learning and development opportunities | 8% Disagree / 15% Neither / 77% Agree | | Not asked | 77 % | 68 % | 71 % | 75 % |
| I receive adequate recognition for my contributions and accomplishments | 15% Disagree / 15% Neither / 69% Agree | | Not asked | 69 % | 52 % | 57 % | 76 % |

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# Job and manager factors

**What this is**

This is how supported staff feel by their direct manager.

**Why this is important**

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

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

**How to read this**

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

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

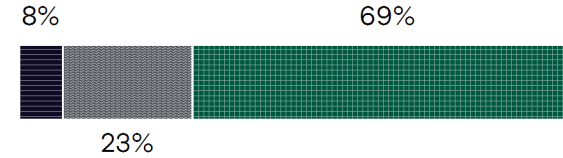Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

69% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.
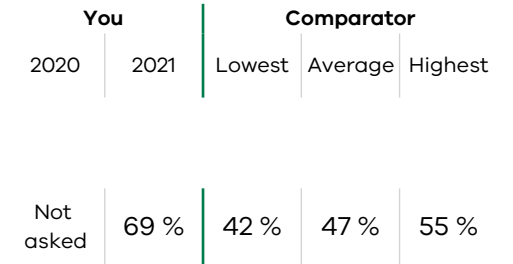
## Survey question

## Your results

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

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

8%    69%

23%

## Benchmark agree results

| | You | | Comparator | | |
| | 2020 | 2021 | Lowest | Average | Highest |
|---|---|---|---|---|---|
| | Not asked | 69 % | 42 % | 47 % | 55 % |

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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.
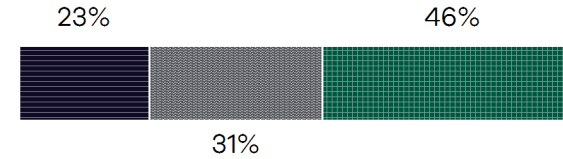
**Example**

46% of your staff who did the survey agreed or strongly agreed with 'I have enough time to do my job effectively'.
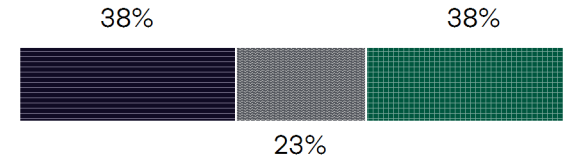
| Survey question | Your results | Benchmark agree results |
|---|---|---|

**Survey question**

**Your results**

**Benchmark agree results**

Legend: Disagree, Neither agree nor disagree, Agree

| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2020 | 2021 | Lowest | Average | Highest |

I have enough time to do my job effectively

23% — 31% — 46%

| 54 % | 46 % | 49 % | 55 % | 61 % |

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

38% — 23% — 38%

| 62 % | 38 % | 52 % | 60 % | 69 % |

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# Job and manager factors

## Learning and development 1 of 2

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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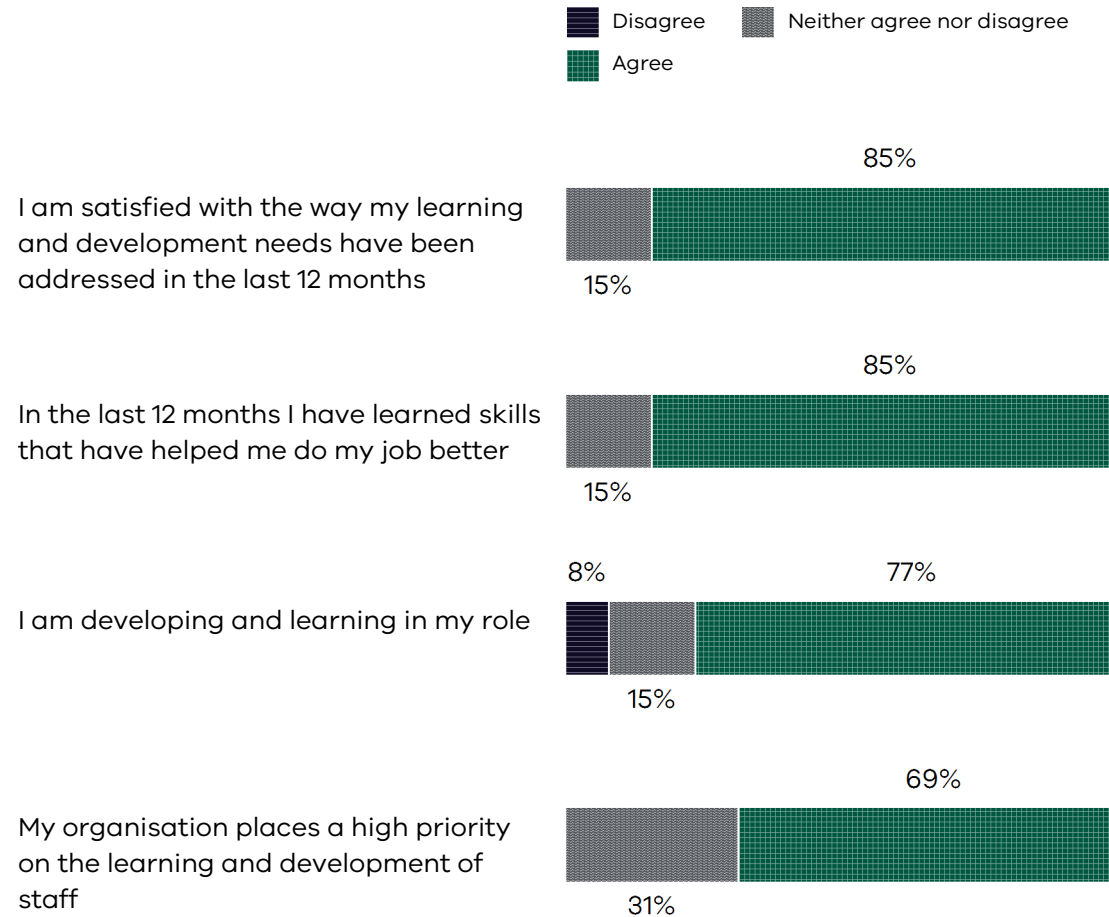
**Example**

85% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

■ Disagree   ▨ Neither agree nor disagree   ▨ Agree

| Survey question | Your results | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 15% / 85% | Not asked | 85 % | 41 % | 45 % | 47 % |
| In the last 12 months I have learned skills that have helped me do my job better | 15% / 85% | Not asked | 85 % | 60 % | 62 % | 66 % |
| I am developing and learning in my role | 8% / 15% / 77% | Not asked | 77 % | 60 % | 64 % | 70 % |
| My organisation places a high priority on the learning and development of staff | 31% / 69% | Not asked | 69 % | 41 % | 47 % | 54 % |

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# Job and manager factors

Learning and development 2 of 2

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

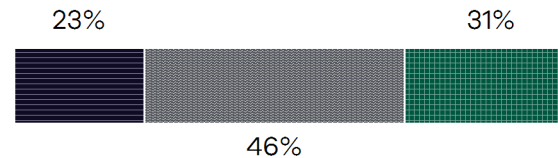69% of your staff who did the survey agreed or strongly agreed with 'There are adequate opportunities for me to develop skills and experience in my organisation'.
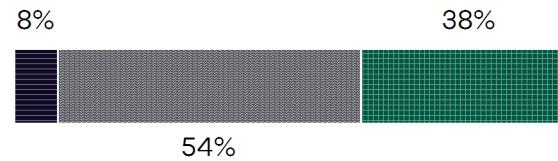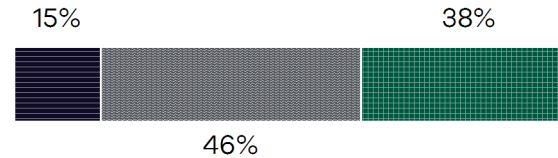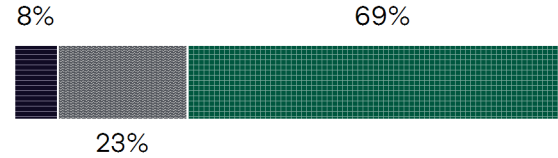
Survey question

Your results

Benchmark agree results

Legend: ■ Disagree  ▓ Neither agree nor disagree  ▦ Agree

| Survey question | Your results | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| There are adequate opportunities for me to develop skills and experience in my organisation | 8% / 23% / 69% | Not asked | 69 % | 42 % | 48 % | 57 % |
| I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers) | 15% / 46% / 38% | Not asked | 38 % | 24 % | 32 % | 36 % |
| I feel I have an equal chance at promotion in my organisation | 8% / 54% / 38% | Not asked | 38 % | 31 % | 36 % | 38 % |
| I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments) | 23% / 46% / 31% | Not asked | 31 % | 13 % | 20 % | 28 % |

# Job and manager factors

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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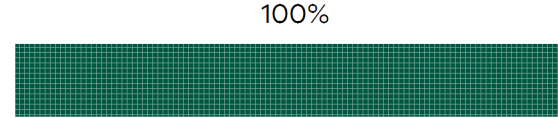
**Example**

100% of your staff who did the survey agreed or strongly agreed with 'I clearly understand what I am expected to do in this job'.
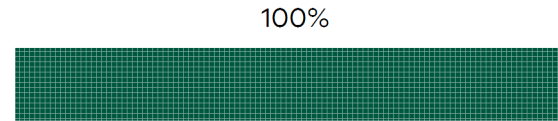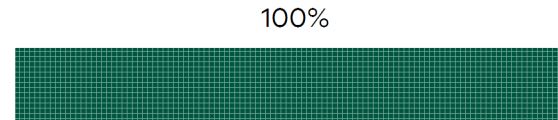
## Survey question | Your results | Benchmark agree results

Legend: ■ Disagree    ▦ Neither agree nor disagree    ▦ Agree

| Survey question | Your results | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| I clearly understand what I am expected to do in this job | 100% | 100 % | 100 % | 72 % | 77 % | 84 % |
| I have the authority to do my job effectively | 100% | Not asked | 100 % | 69 % | 73 % | 85 % |
| I understand how my job contributes to my organisation's purpose | 100% | 100 % | 100 % | 87 % | 90 % | 100 % |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | 92% (8%) | Not asked | 92 % | 65 % | 73 % | 87 % |

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# Job and manager factors

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

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

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

**Example**

92% of your staff who did the survey agreed or strongly agreed with 'My job allows me to utilise my skills, knowledge and abilities'.
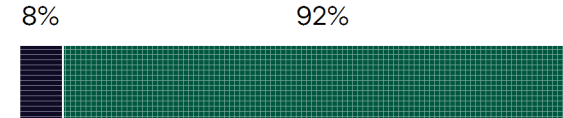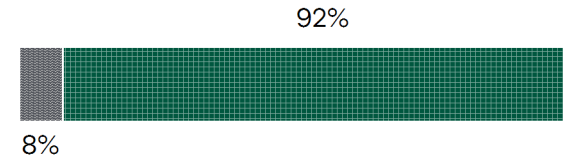
| Survey question | Your results | | You | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | | 2020 | 2021 | Lowest | Average | Highest |
| My job allows me to utilise my skills, knowledge and abilities | 8% Disagree / 92% Agree | | 92 % | 92 % | 79 % | 82 % | 88 % |
| My work performance is assessed against clear criteria | 8% Neither / 92% Agree | | Not asked | 92 % | 39 % | 55 % | 66 % |
| I have a choice in deciding how I do my work | 8% Disagree / 8% Neither / 85% Agree | | 85 % | 85 % | 73 % | 76 % | 79 % |
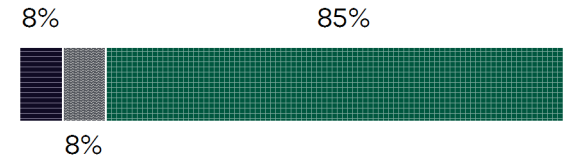
Legend: Disagree, Neither agree nor disagree, Agree

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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**

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

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

Legend: ■ Disagree  ▦ Neither agree nor disagree  ▦ Agree

| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2020 | 2021 | Lowest | Average | Highest |

**I feel that I can make a worthwhile contribution at work** — 100%

| 100 % | 100 % | 82 % | 84 % | 88 % |

**I am achieving something important through my work** — 85% Agree, 15% Neither agree nor disagree

| 100 % | 85 % | 75 % | 79 % | 87 % |
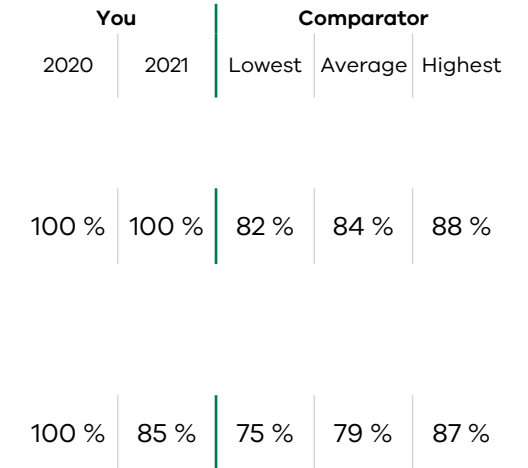
## Job and manager factors

### 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.
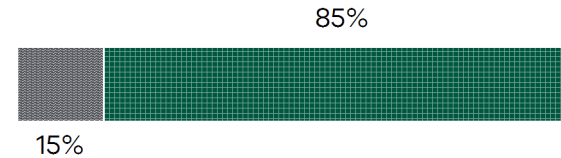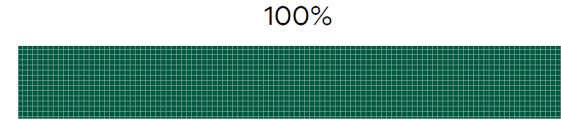
**Example**

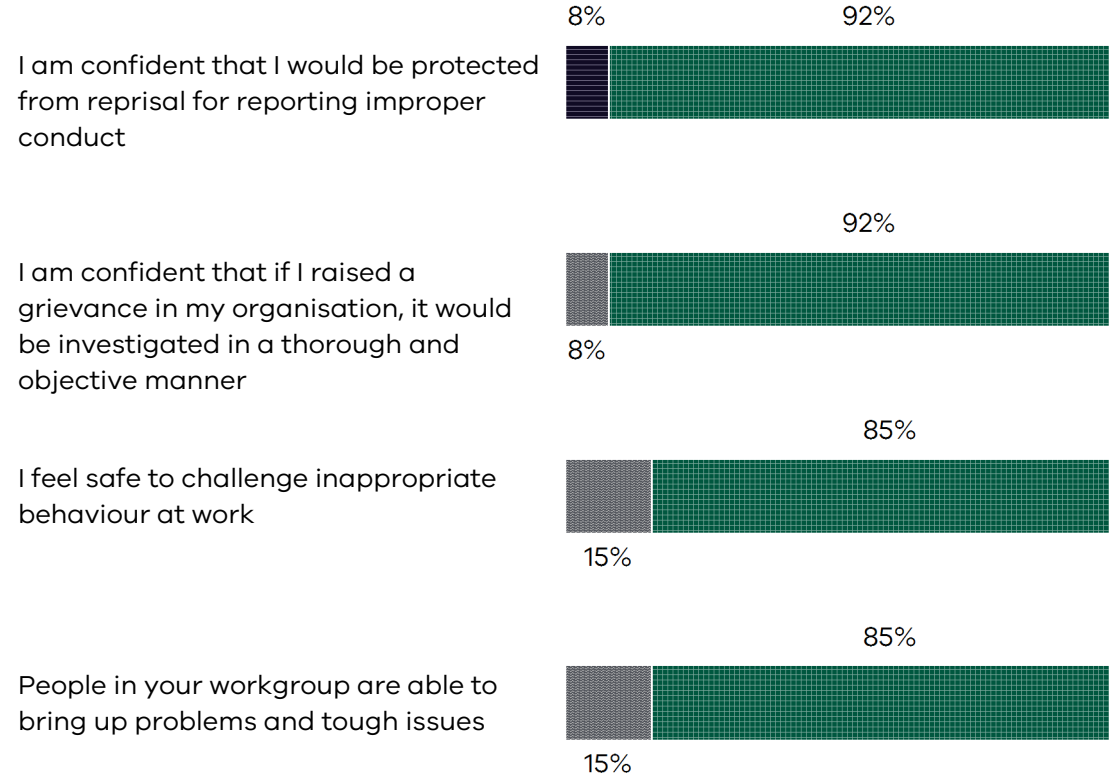92% of your staff who did the survey agreed or strongly agreed with 'I am confident that I would be protected from reprisal for reporting improper conduct'.

| Survey question | Your results | | You | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | | 2020 | 2021 | Lowest | Average | Highest |
| | Disagree ▮ Neither agree nor disagree ▨ Agree ▨ | | | | | | |
| I am confident that I would be protected from reprisal for reporting improper conduct | 8%    92% | | Not asked | 92 % | 59 % | 62 % | 71 % |
| I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner | 92%    8% | | Not asked | 92 % | 53 % | 58 % | 76 % |
| I feel safe to challenge inappropriate behaviour at work | 85%    15% | | Not asked | 85 % | 58 % | 65 % | 76 % |
| People in your workgroup are able to bring up problems and tough issues | 85%    15% | | 62 % | 85 % | 72 % | 75 % | 81 % |

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# Job and manager factors

## Safe to speak up 2 of 2

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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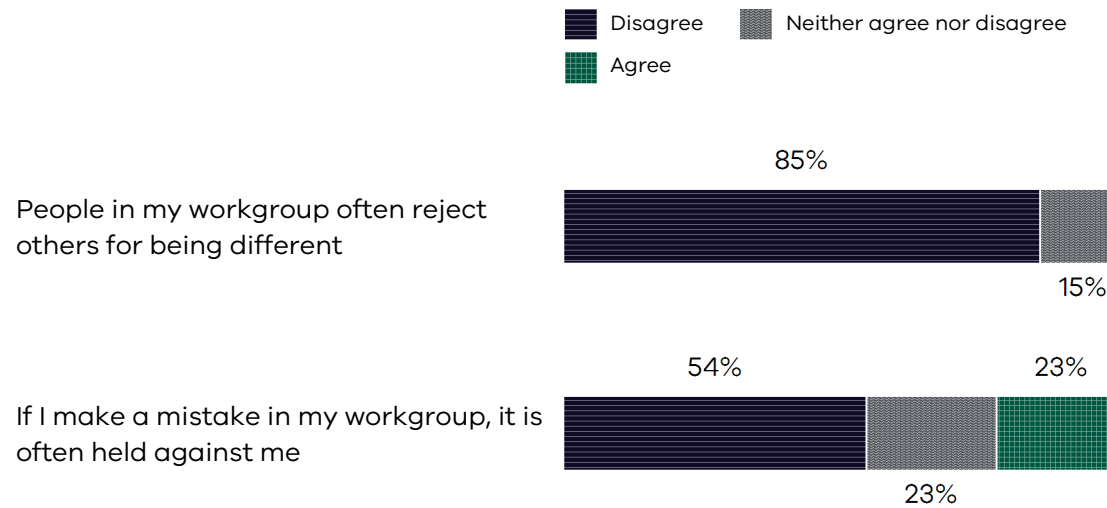
**Example**

85% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

| Survey question | Your results | Benchmark disagree results |
|---|---|---|

**Legend:** Disagree ▪ Neither agree nor disagree ▪ Agree

| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2020 | 2021 | Lowest | Average | Highest |
| People in my workgroup often reject others for being different | Not asked | 85 % | 80 % | 82 % | 84 % |
| If I make a mistake in my workgroup, it is often held against me | Not asked | 54 % | 73 % | 75 % | 78 % |

People in my workgroup often reject others for being different: 85% Disagree, 15% Neither agree nor disagree

If I make a mistake in my workgroup, it is often held against me: 54% Disagree, 23% Neither agree nor disagree, 23% Agree

## 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**

46% 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 | 46% | 34% | 36% |
| Technology limitations | 38% | 31% | 20% |
| Administrative processes (including leave and HR requirements) | 31% | 17% | 19% |
| Difficulties in separating work from other aspects of my life | 23% | 11% | 10% |
| Absence of visibility of team progress and deliverables | 15% | 13% | 9% |
| Communication processes | 15% | 19% | 19% |
| Poor work-life balance | 15% | 10% | 12% |
| There are no noticeable barriers | 15% | 16% | 18% |
| Family/household commitments (carer responsibilities, child education responsibilities) | 8% | 6% | 9% |
| Other | 8% | 11% | 13% |

# 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

Victorian Public Sector Commission

VICTORIA State Government

# Public sector values

**What this is**

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

**Why this is important**

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

**How to read this**

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

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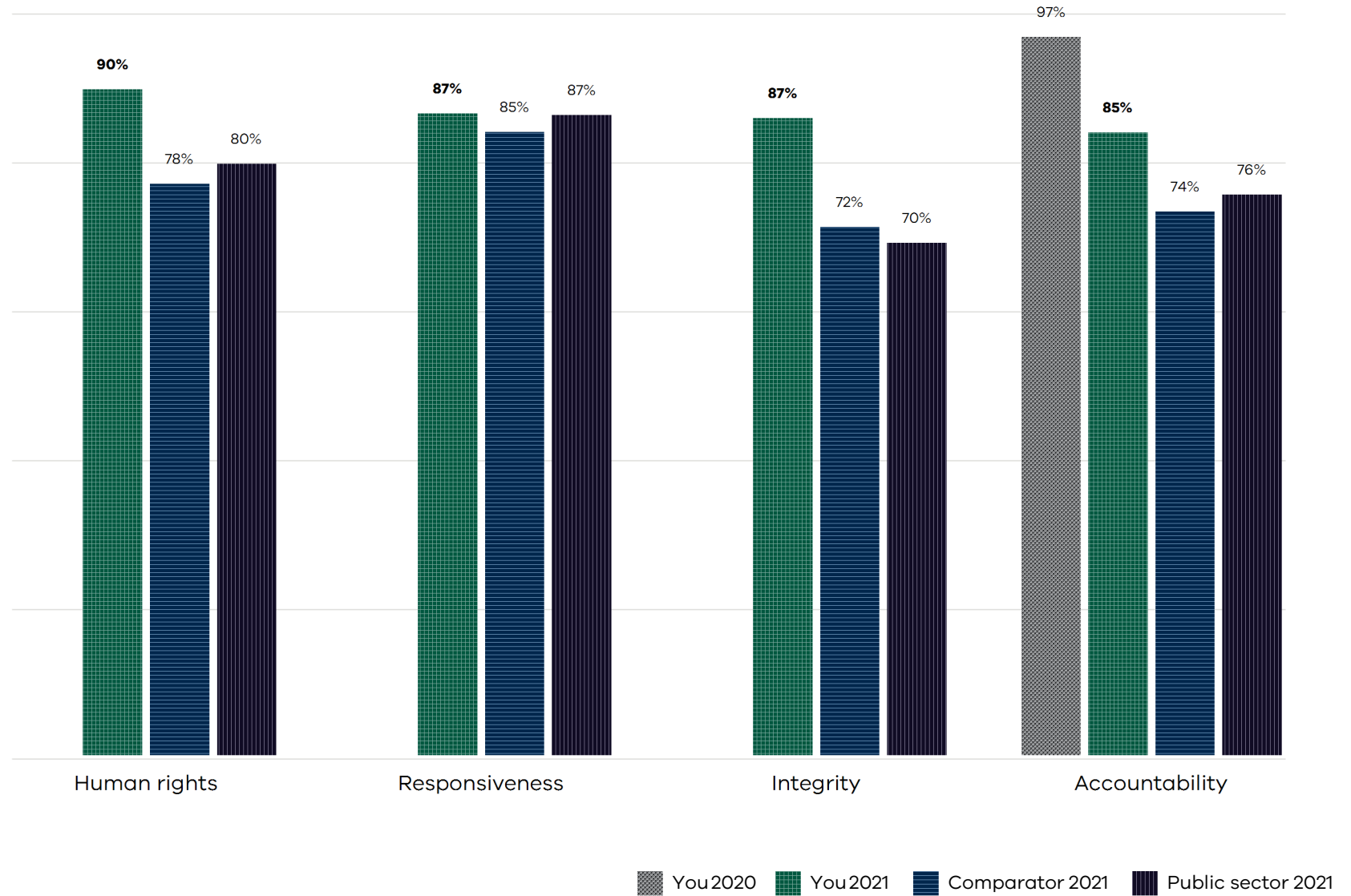
**Example**

In 2021:

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

Compared to:

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



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

Human rights: 90%, 78%, 80%
Responsiveness: 87%, 85%, 87%
Integrity: 87%, 72%, 70%
Accountability: 97%, 85%, 74%, 76%

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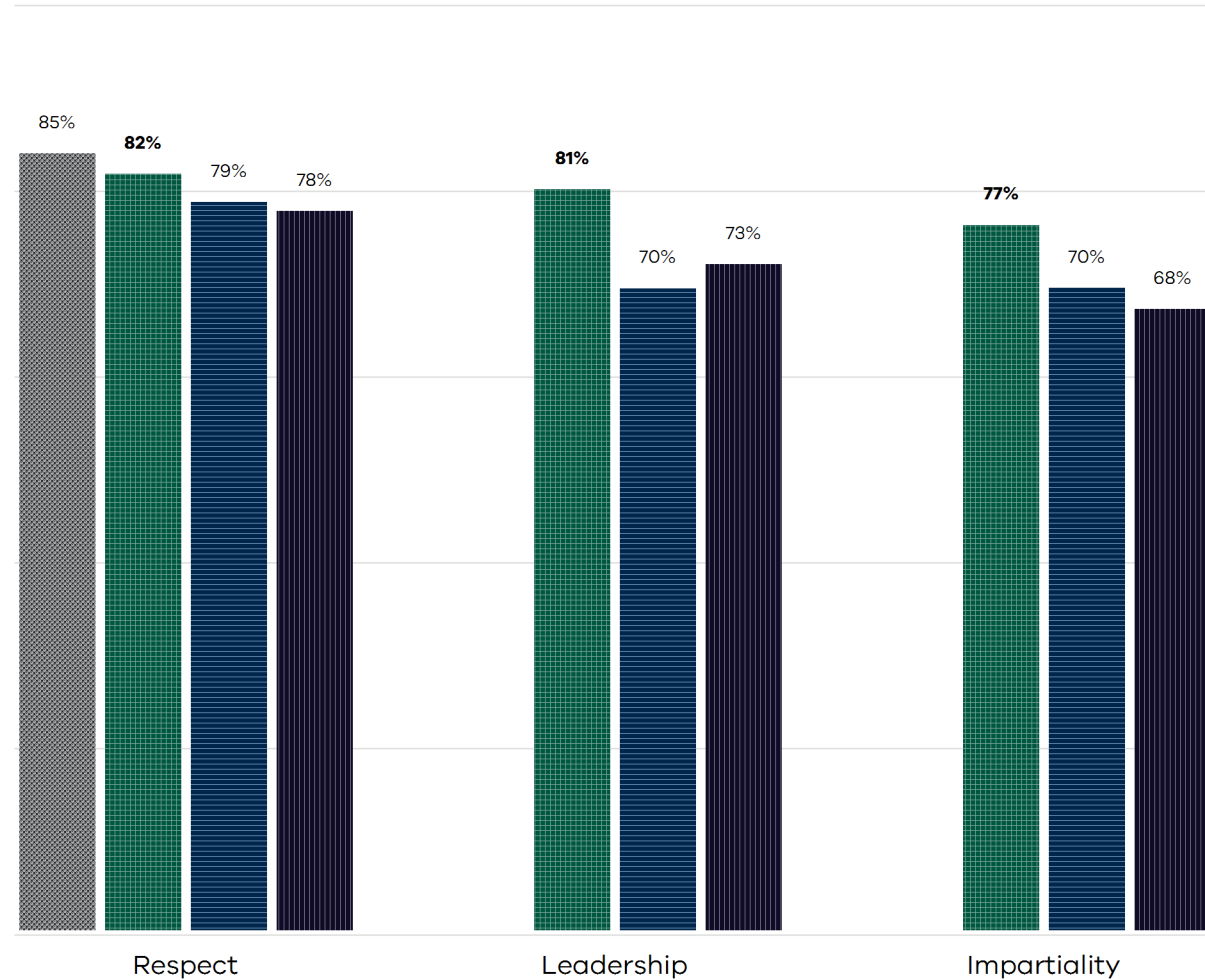
**Example**

In 2021:

- 82% of your staff who did the survey responded positively to questions about Respect .

Compared to:

- 79% of staff at your comparator and 78% of staff across the public sector.



| | You 2020 | You 2021 | Comparator 2021 | Public sector 2021 |
|---|---|---|---|---|
| Respect | 85% | 82% | 79% | 78% |
| Leadership | | 81% | 70% | 73% |
| Impartiality | | 77% | 70% | 68% |

# Public sector values

## Responsiveness

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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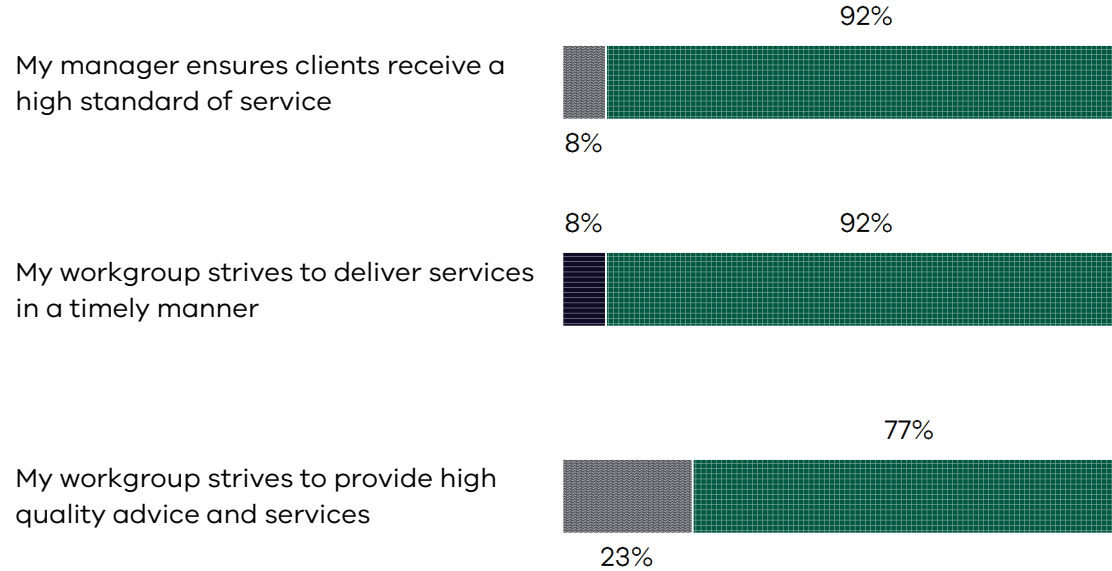
**Example**

92% of staff who did the survey agreed or strongly agreed with 'My manager ensures clients receive a high standard of service'.



| Survey question | Your results | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| My manager ensures clients receive a high standard of service | 92% / 8% | Not asked | 92 % | 78 % | 82 % | 97 % |
| My workgroup strives to deliver services in a timely manner | 92% / 8% | Not asked | 92 % | 71 % | 85 % | 90 % |
| My workgroup strives to provide high quality advice and services | 77% / 23% | Not asked | 77 % | 82 % | 87 % | 97 % |

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

Victorian Public Sector Commission

VICTORIA State Government

# Public sector values

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

100% of staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.
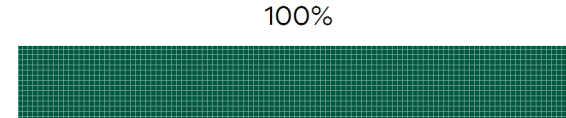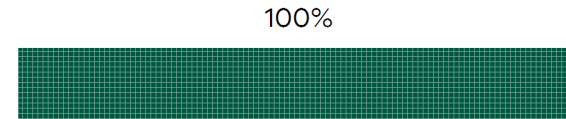
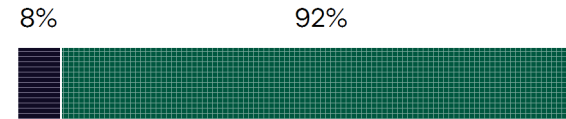## Survey question | Your results | Benchmark agree results

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

| Survey question | Your results | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| My organisation does not tolerate improper conduct | 100% | Not asked | 100 % | 43 % | 70 % | 81 % |
| My organisation is committed to earning a high level of public trust | 100% | Not asked | 100 % | 43 % | 76 % | 95 % |
| I am confident that I would be protected from reprisal for reporting improper conduct | 8% / 92% | Not asked | 92 % | 57 % | 62 % | 71 % |
| I feel safe to challenge inappropriate behaviour at work | 15% / 85% | Not asked | 85 % | 58 % | 65 % | 76 % |

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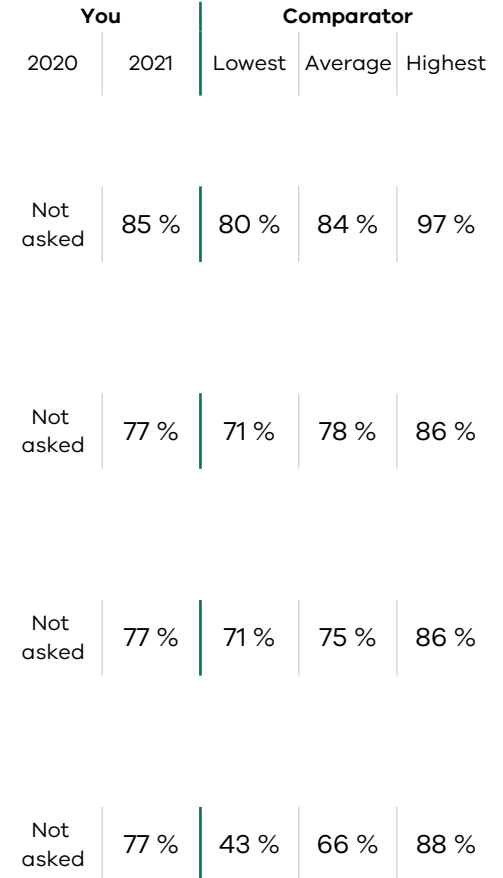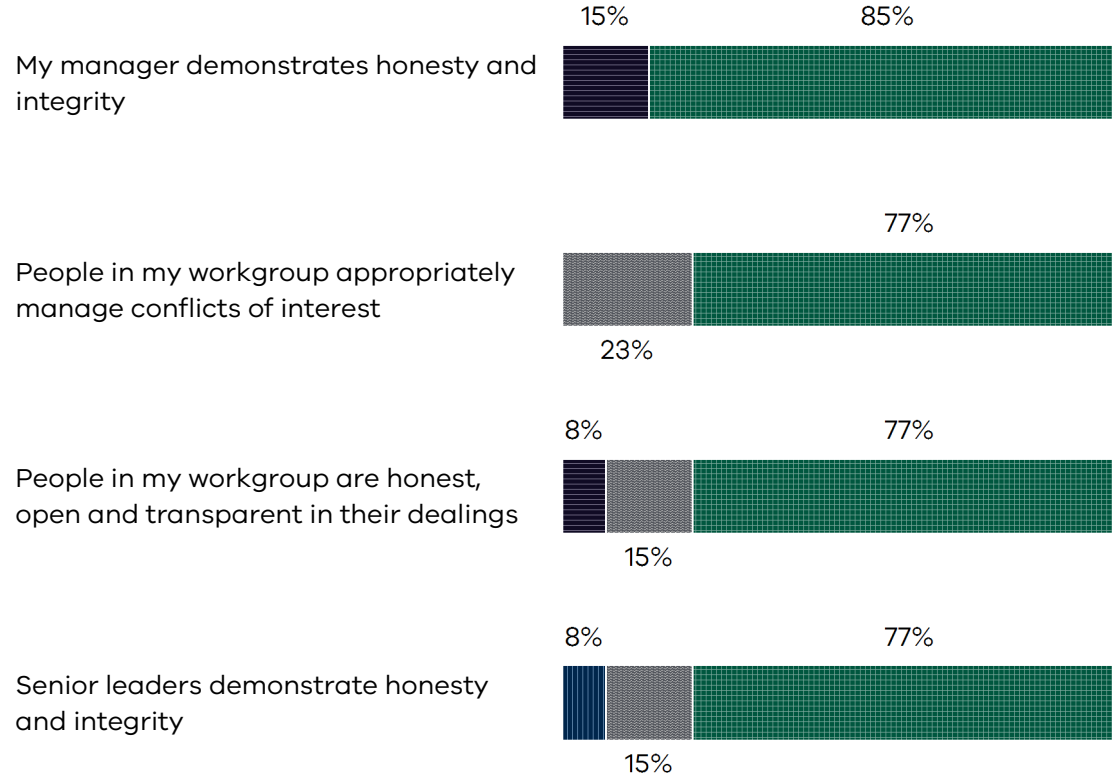
**Example**

85% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

| Survey question | Your results | | | | |
|---|---|---|---|---|---|

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

| Survey question | Your results | Benchmark agree results — You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| My manager demonstrates honesty and integrity | 15% / 85% | Not asked | 85 % | 80 % | 84 % | 97 % |
| People in my workgroup appropriately manage conflicts of interest | 23% / 77% | Not asked | 77 % | 71 % | 78 % | 86 % |
| People in my workgroup are honest, open and transparent in their dealings | 8% / 15% / 77% | Not asked | 77 % | 71 % | 75 % | 86 % |
| Senior leaders demonstrate honesty and integrity | 8% / 15% / 77% | Not asked | 77 % | 43 % | 66 % | 88 % |

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# 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**

85% of staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.
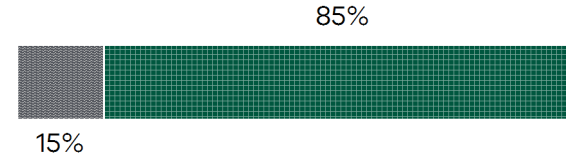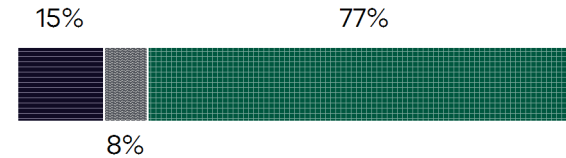
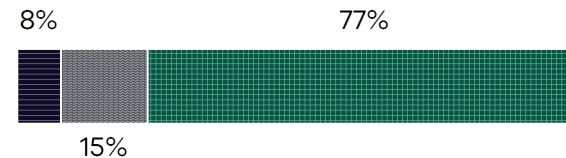| Survey question | Your results | | Benchmark agree results | | | | |
|---|---|---|---|---|---|---|---|

Legend: Disagree · Don't know · Neither agree nor disagree · Agree
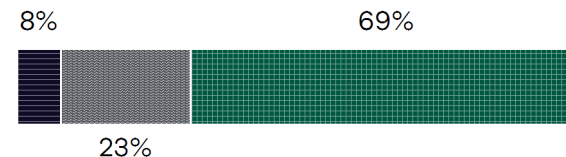
| Survey question | Your results | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| My workgroup focuses on making decisions informed by all relevant facts | 15% / 85% | Not asked | 85 % | 57 % | 77 % | 84 % |
| My organisation makes fair recruitment and promotion decisions, based on merit | 15% / 8% / 77% | Not asked | 77 % | 43 % | 51 % | 60 % |
| People in my workgroup are politically impartial in their work | 8% / 15% / 77% | Not asked | 77 % | 71 % | 74 % | 81 % |
| My workgroup places a priority on acting fairly and without bias | 8% / 23% / 69% | Not asked | 69 % | 57 % | 79 % | 90 % |

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# Public sector values

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

100% of staff who did the survey agreed or strongly agreed with 'I clearly understand what I am expected to do in this job'.
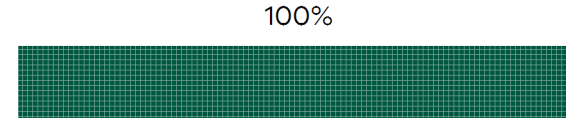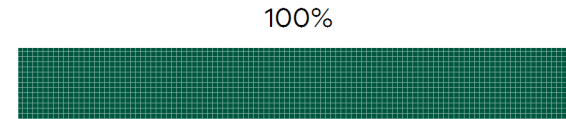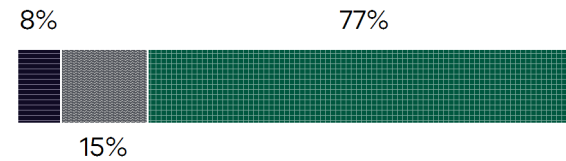
## Survey question

## Your results

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

## Benchmark agree results

| | You | | Comparator | | |
|---|---|---|---|---|---|
| Survey question | 2020 | 2021 | Lowest | Average | Highest |
| I clearly understand what I am expected to do in this job — 100% | 100 % | 100 % | 29 % | 76 % | 84 % |
| I understand how my job contributes to my organisation's purpose — 100% | 100 % | 100 % | 86 % | 90 % | 100 % |
| My workgroup has clear lines of responsibility — 8% / 15% / 77% | Not asked | 77 % | 57 % | 72 % | 83 % |
| My workgroup strives to make the best use of its resources — 23% / 77% | Not asked | 77 % | 57 % | 76 % | 84 % |

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# Public sector values

## Accountability 2 of 2

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

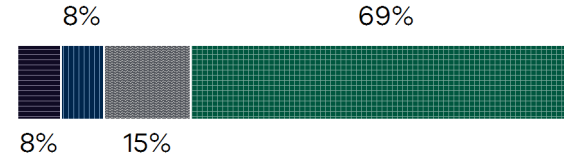Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

69% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

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

| | | You | | Comparator | |
|---|---|---|---|---|---|---|
| | | 2020 | 2021 | Lowest | Average | Highest |

Senior leaders provide clear strategy and direction

8%    69%

8%    15%

| 92 % | 69 % | 29 % | 56 % | 78 % |

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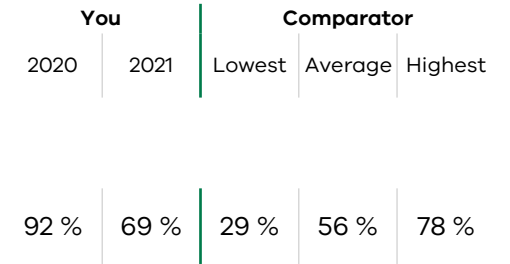
# Public sector values

## Respect 1 of 2

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

92% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.
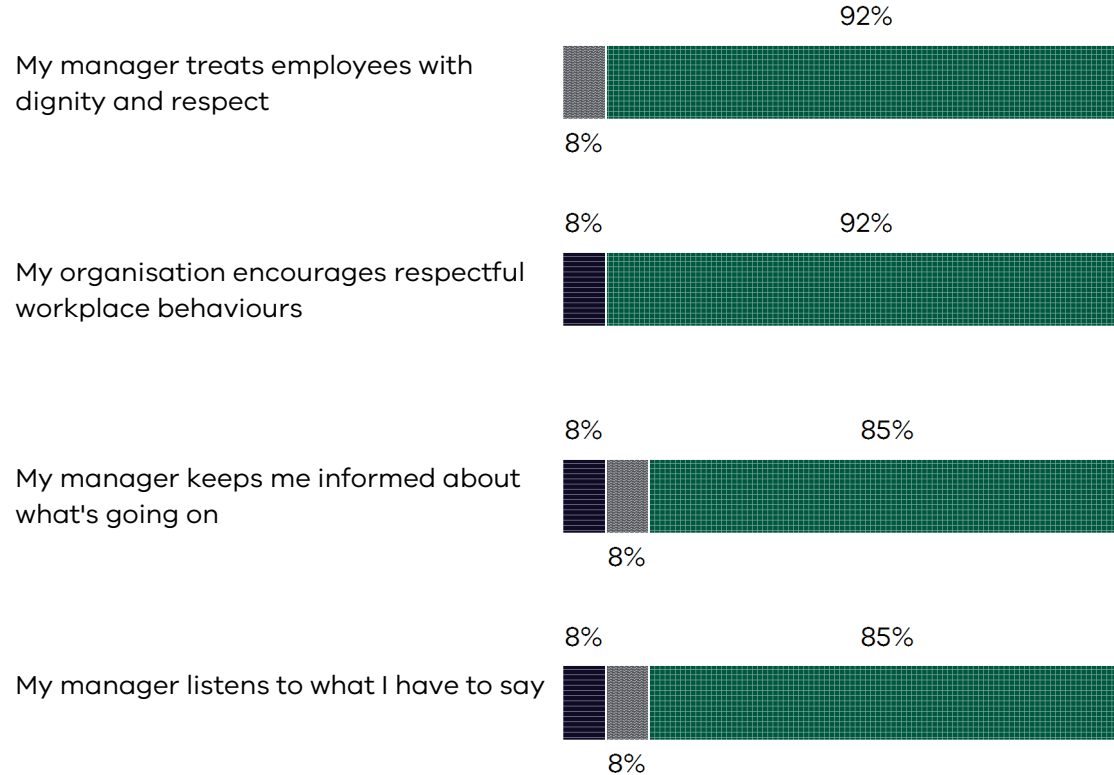
| Survey question | Your results | | | | | |
|---|---|---|---|---|---|---|

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

| | | **You** | | **Comparator** | | |
|---|---|---|---|---|---|---|
| Survey question | Your results | 2020 | 2021 | Lowest | Average | Highest |
| My manager treats employees with dignity and respect | 8% / 92% | Not asked | 92 % | 81 % | 84 % | 93 % |
| My organisation encourages respectful workplace behaviours | 8% / 92% | Not asked | 92 % | 43 % | 83 % | 86 % |
| My manager keeps me informed about what's going on | 8% / 8% / 85% | 77 % | 85 % | 69 % | 74 % | 86 % |
| My manager listens to what I have to say | 8% / 8% / 85% | 92 % | 85 % | 77 % | 81 % | 88 % |

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# 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.
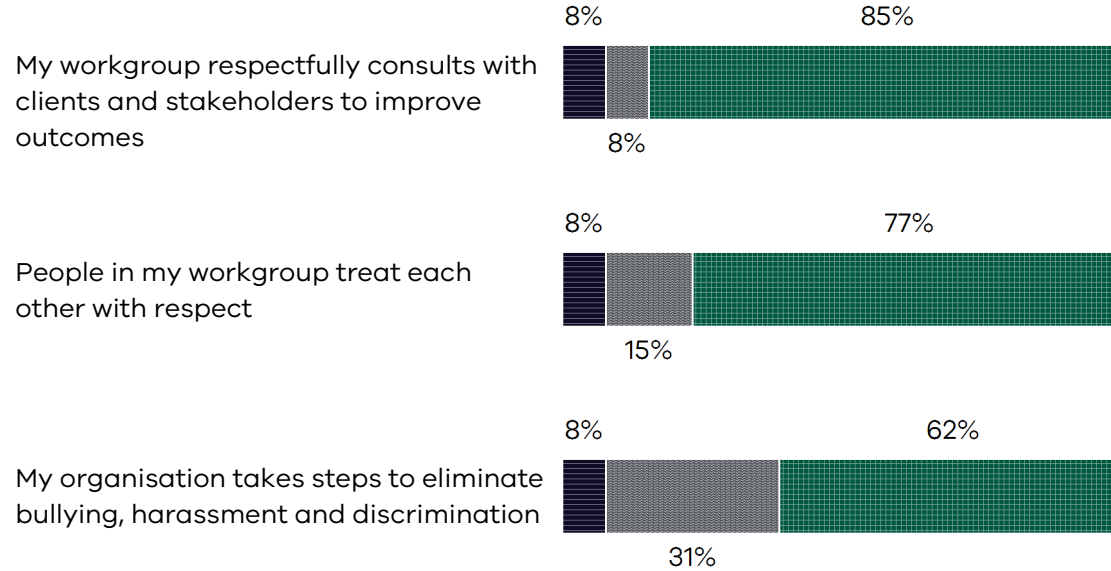
**Example**

85% 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
- Don't know
- Neither agree nor disagree
- Agree

**My workgroup respectfully consults with clients and stakeholders to improve outcomes**
- 8%
- 85%
- 8%

**People in my workgroup treat each other with respect**
- 8%
- 77%
- 15%

**My organisation takes steps to eliminate bullying, harassment and discrimination**
- 8%
- 62%
- 31%

## Benchmark agree results

| Survey question | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2020 | 2021 | Lowest | Average | Highest |
| My workgroup respectfully consults with clients and stakeholders to improve outcomes | Not asked | 85 % | 71 % | 81 % | 90 % |
| People in my workgroup treat each other with respect | 85 % | 77 % | 71 % | 86 % | 90 % |
| My organisation takes steps to eliminate bullying, harassment and discrimination | Not asked | 62 % | 43 % | 67 % | 74 % |

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# 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**

92% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.
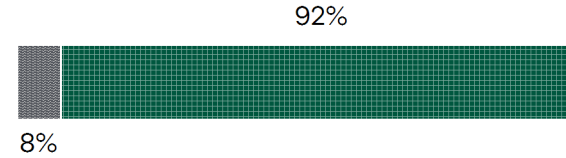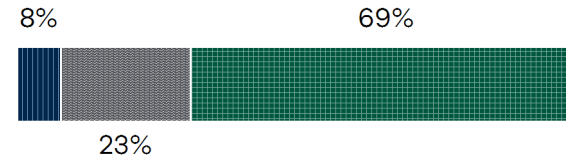
| Survey question | Your results | Benchmark agree results |

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

| Survey question | | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| My manager models my organisation's values | 92% / 8% | Not asked | 92 % | 57 % | 78 % | 88 % |
| Senior leaders model my organisation's values | 8% / 69% / 23% | Not asked | 69 % | 29 % | 63 % | 81 % |

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# Public sector values

## Human rights

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

92% of staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.
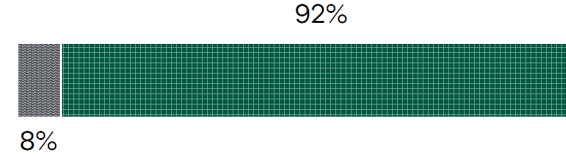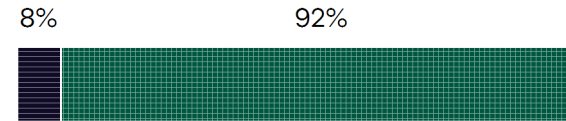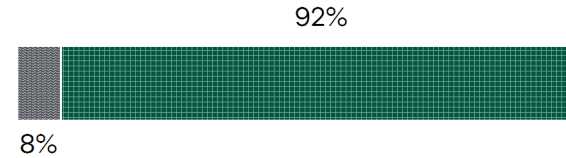
| Survey question | Your results | | | | | |
|---|---|---|---|---|---|---|

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

**Benchmark agree results**
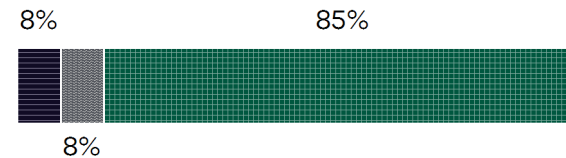
| Survey question | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|
| I understand how the Charter of Human Rights and Responsibilities applies to my work (8% / 92%) | Not asked | 92 % | 43 % | 73 % | 87 % |
| My organisation respects the human rights of employees (8% / 92%) | Not asked | 92 % | 57 % | 79 % | 88 % |
| My workgroup values human rights (8% / 92%) | Not asked | 92 % | 71 % | 81 % | 88 % |
| My organisation encourages employees to act in ways that are consistent with human rights (8% / 8% / 85%) | Not asked | 85 % | 57 % | 78 % | 86 % |

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