People matter survey 2021

Have your say

Royal Children's Hospital
2021 people matter survey results report

Victorian Public Sector Commission

VICTORIA State Government

Report overview

About your report

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

Report contents

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

Comparing data in this report

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

This means you'll be able to compare about 40% of this year's survey with your previous results.

Rounding of percentages

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

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

Survey questions and definitions

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

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- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

Demographics

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

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Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

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Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

Senior leadership

- Lead the organisation
- Set the culture
- Lead by example
- Actions influence outcomes

→

Organisation climate

- Organisational integrity
- Workplace flexibility
- Equal employment opportunity
- Diversity and inclusion
- Safety climate
- Patient safety climate

→

Workgroup climate

- Quality service delivery
- Innovation
- Workgroup support
- Change management

→

Job and manager

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

→

Outcomes

- Engagement
- Satisfaction
- Wellbeing – work-related stress
- Wellbeing – job-related affect
- Intention to stay
- Acting on negative behaviours

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

Responsiveness Integrity Impartiality Accountability Respect Leadership Human Rights

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Alfred Health

Austin Health

Dental Health Services Victoria

Eastern Health

Melbourne Health

Monash Health

Northern Health

Peninsula Health

Peter MacCallum Cancer Centre

Royal Victorian Eye and Ear Hospital

Royal Women's Hospital

The Queen Elizabeth Centre

Tweddle Child and Family Health Service

Victorian Institute of Forensic Mental Health

Western Health

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	
57%		**52%**	
(3152)		**(2547)**	
Comparator	60%	Comparator	28%
Public Sector	49%	Public Sector	39%

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020		2021	
76		**77**	
Comparator	65	Comparator	70
Public Sector	68	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 77.

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.
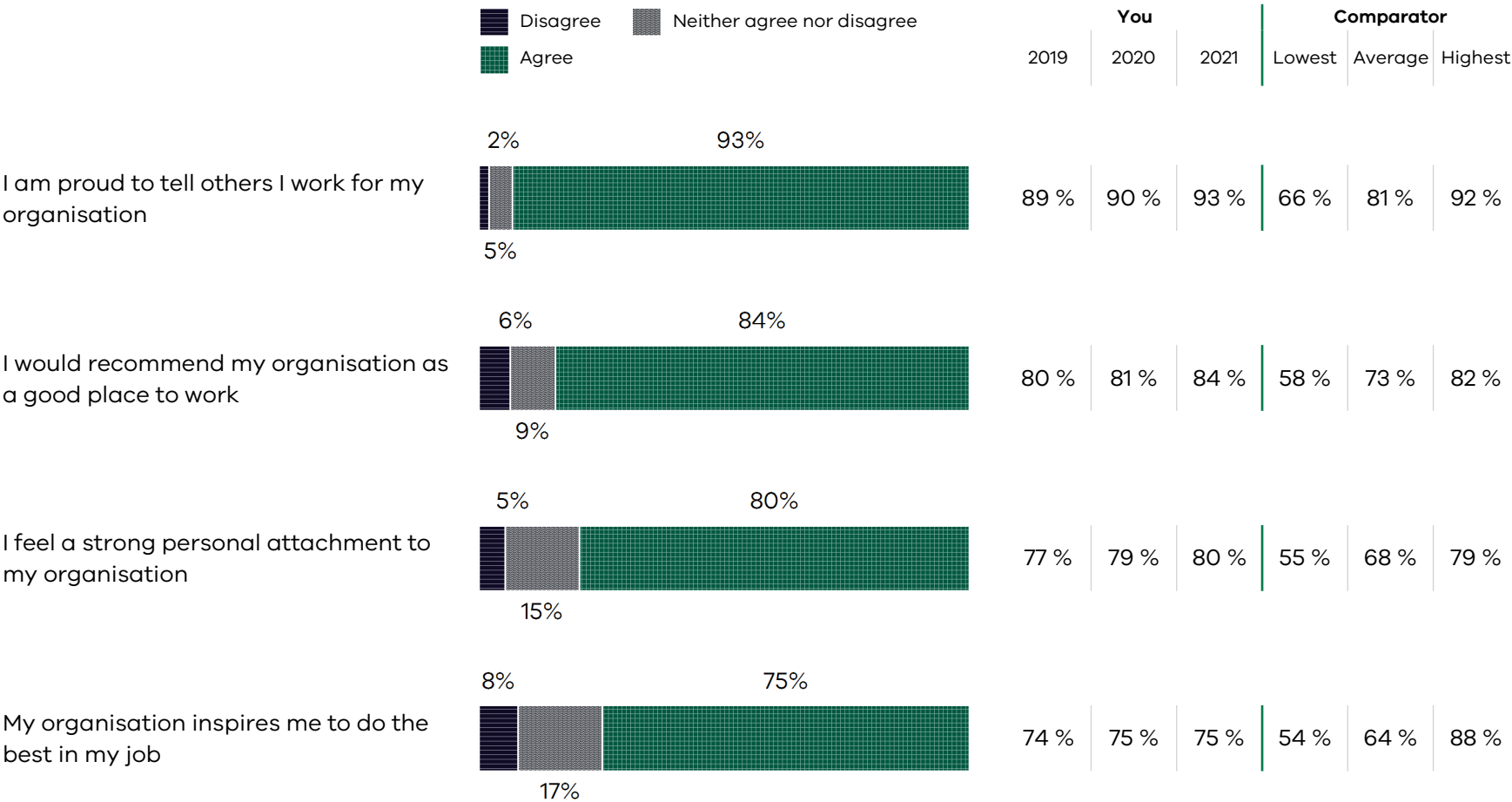
Example

93% 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						
		You			**Comparator**		
		2019	2020	2021	Lowest	Average	Highest

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ Agree

Survey question	Disagree	Neither	Agree	2019	2020	2021	Lowest	Average	Highest
I am proud to tell others I work for my organisation	2%	5%	93%	89 %	90 %	93 %	66 %	81 %	92 %
I would recommend my organisation as a good place to work	6%	9%	84%	80 %	81 %	84 %	58 %	73 %	82 %
I feel a strong personal attachment to my organisation	5%	15%	80%	77 %	79 %	80 %	55 %	68 %	79 %
My organisation inspires me to do the best in my job	8%	17%	75%	74 %	75 %	75 %	54 %	64 %	88 %

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 77.

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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.
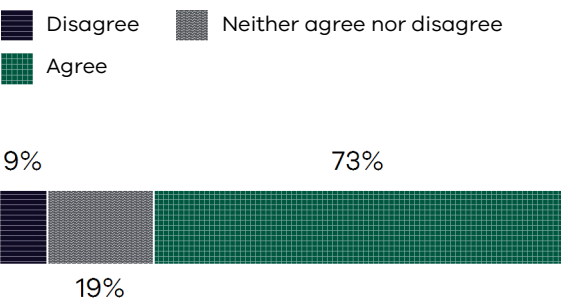
Example

73% of your staff who did the survey agreed or strongly agreed with 'My organisation motivates me to help achieve its objectives'.

Survey question

Your results

Benchmark agree results

■ Disagree   ▓ Neither agree nor disagree

▦ Agree

	You			Comparator		
2019	2020	2021		Lowest	Average	Highest

My organisation motivates me to help achieve its objectives

9%   73%

19%

72 %	73 %	73 %	52 %	63 %	80 %

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People outcomes

Scorecard: satisfaction, stress, intention to stay

What this is

This scorecard provides overall results for satisfaction, high to severe work-related stress, and intention to stay.

There are more people outcomes scorecards throughout this report.

Why this is important

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

How to read this

Each label represents a group of questions in the survey about people outcomes.

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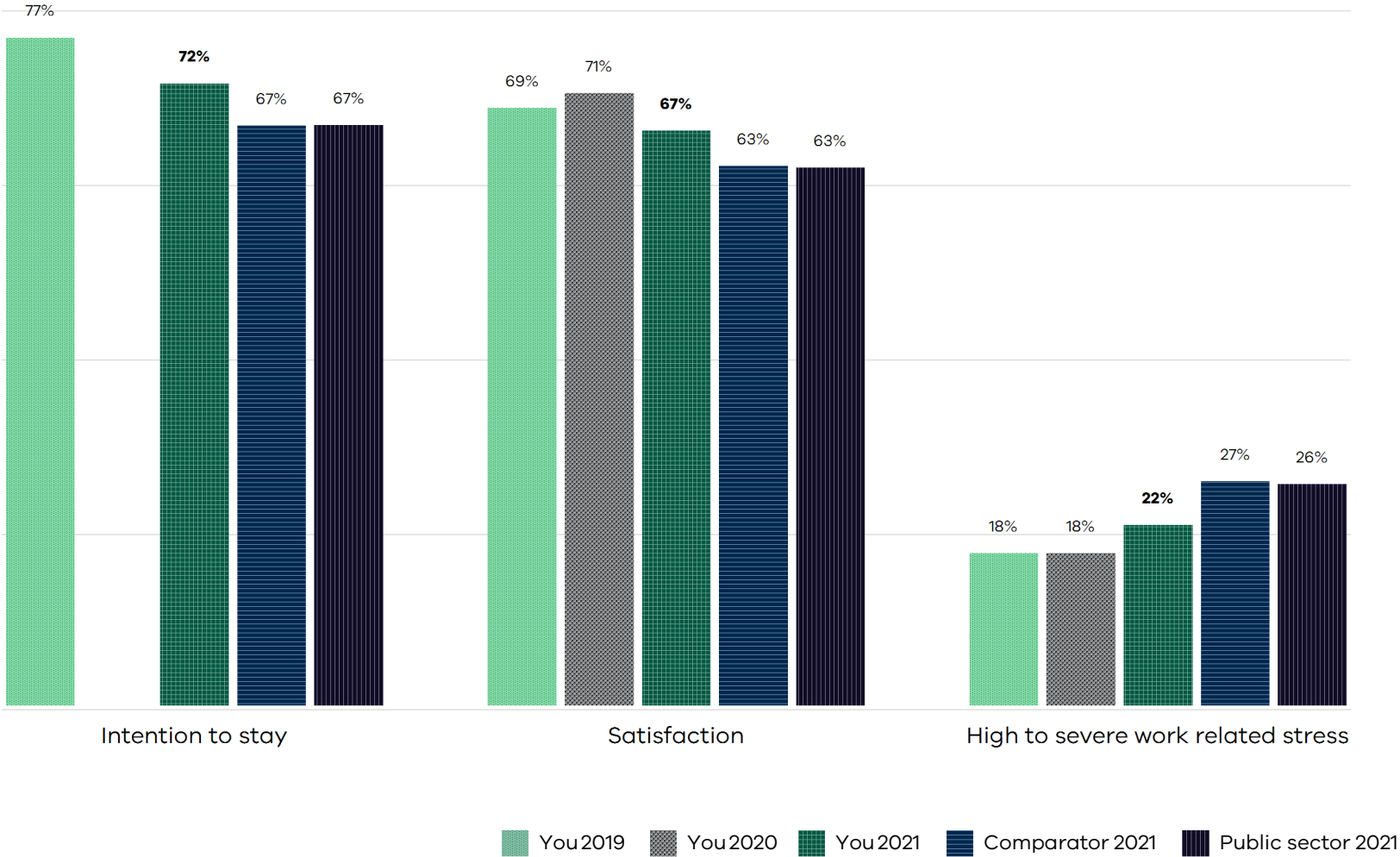
Example

In 2021:

- 72% of your staff who did the survey responded positively to questions about Intention to stay.

Compared to:

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

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

Intention to stay: 77%, 72%, 67%, 67%
Satisfaction: 69%, 71%, 67%, 63%, 63%
High to severe work related stress: 18%, 18%, 22%, 27%, 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

84% of your staff who did the survey agreed or strongly agreed with 'I get a sense of accomplishment from my work'.

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Survey question	Your results	2019	You 2020	2021	Comparator Lowest	Comparator Average	Comparator Highest
I get a sense of accomplishment from my work	6% / 10% / 84%	83 %	Not asked	84 %	72 %	79 %	93 %
I enjoy the work in my current job	7% / 11% / 83%	84 %	Not asked	83 %	73 %	79 %	90 %

People outcomes

Satisfaction question results 2 of 2

What this is

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

Why this is important

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

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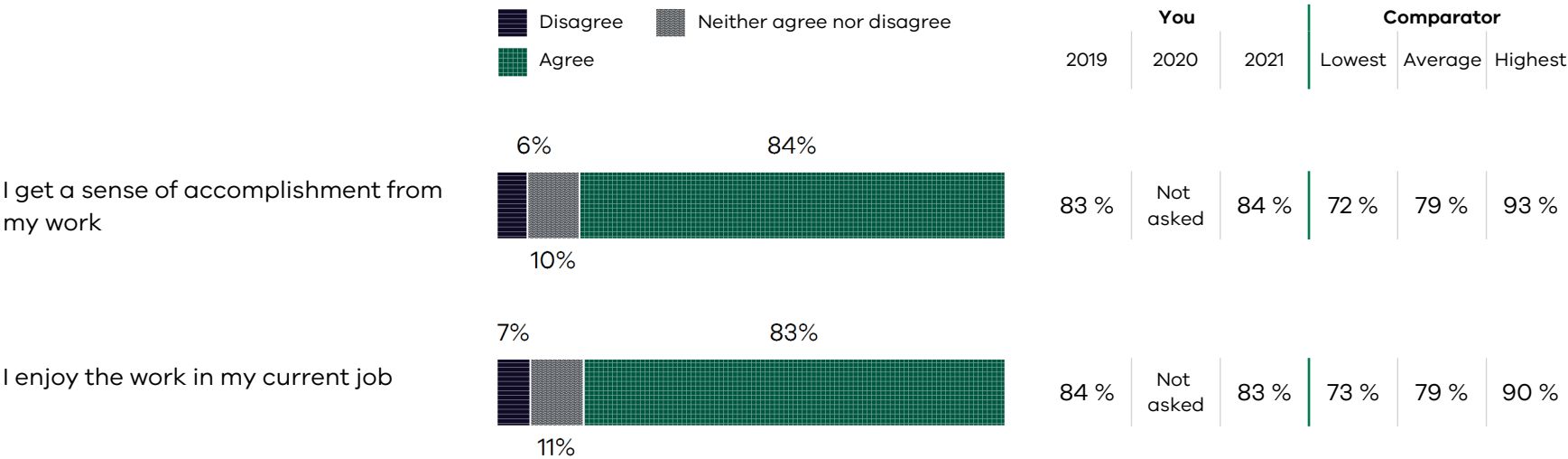
Under 'Your results', see results for each question in descending order by most satisfied.

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

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

Example

74% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.
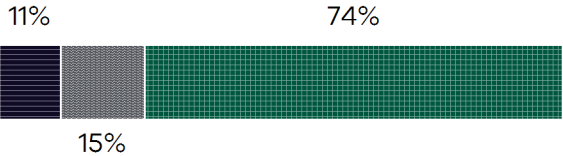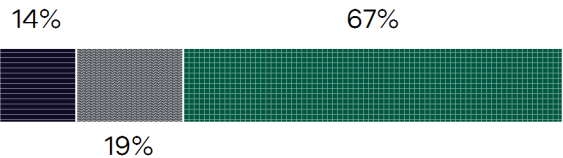
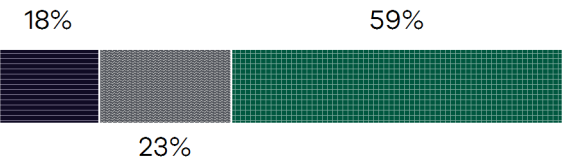| Survey question | Your results | | Benchmark satisfied results | | | | | |

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job	11% / 15% / 74%	74 %	77 %	74 %	61 %	69 %	86 %
How satisfied are you with the work-life balance in your current job	14% / 19% / 67%	68 %	70 %	67 %	59 %	63 %	84 %
How satisfied are you with your career development within your current organisation	18% / 23% / 59%	66 %	66 %	59 %	49 %	56 %	67 %

Legend: Dissatisfied | Satisfied | Neither satisfied nor dissatisfied

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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

22% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 27% of staff in your comparator group and 26% of staff across the public sector.

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

Nil	9%
Low / mild	37%
Moderate	32%
High	12%
Very high	8%
Severe	2%
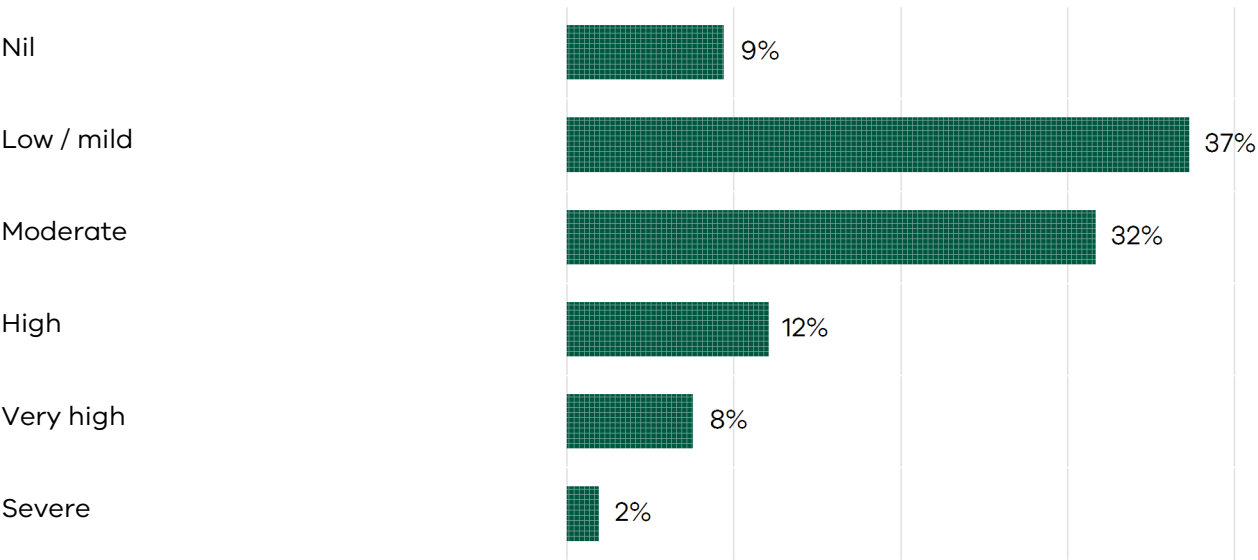
Reported levels of high to severe stress

2020		2021	
18%		**22%**	
Comparator	23%	Comparator	27%
Public Sector	23%	Public Sector	26%
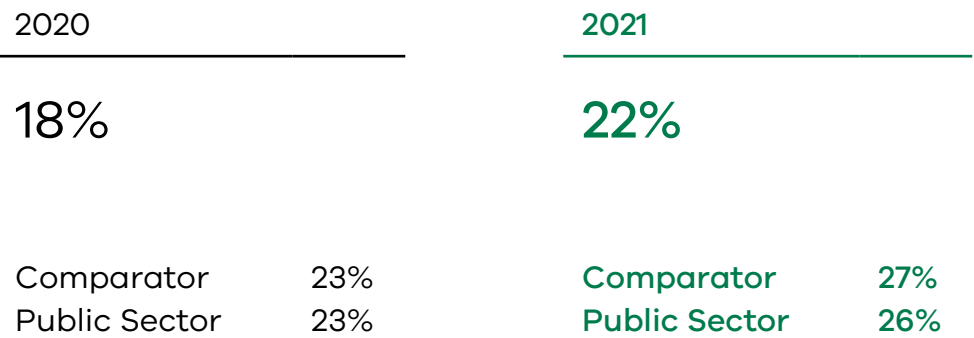
People outcomes

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

91% of your staff who did the survey said they experienced mild to severe stress.

Of that 91%, 51% said the top reason was 'Workload'.

2307	240
91%	9%

■ Experienced some work-related stress   ▦ Did not experience some work-related stress
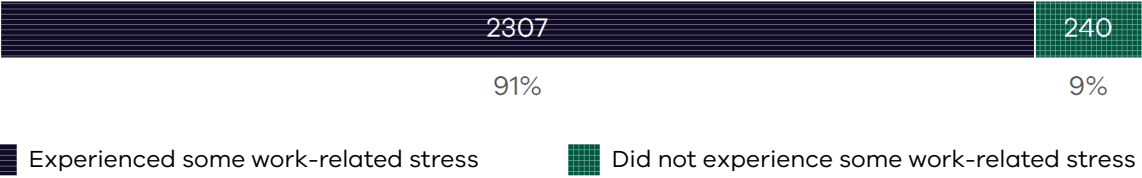
Of those that experienced work related stress it was from …	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	39%	51%	55%	51%
Time pressure	31%	38%	44%	42%
Dealing with clients, patients or stakeholders	18%	18%	15%	14%
Other changes due to COVID-19	25%	17%	19%	15%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	18%	16%	13%	12%
Competing home and work responsibilities	14%	14%	12%	12%
Content, variety, or difficulty of work	12%	14%	12%	12%
Management of work (e.g. supervision, training, information, support)	12%	13%	13%	13%
Work schedule or hours	8%	11%	9%	8%
Incivility, bullying, harassment or discrimination	8%	9%	8%	7%

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

13% of your staff who did the survey said they intended to leave.

Of that 13%, 42% said it was from 'Opportunity to broaden experience'.

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

168	158	1838
7%	6%	72%

■ Leaving your organisation   ■ Leaving the sector   ■ Staying
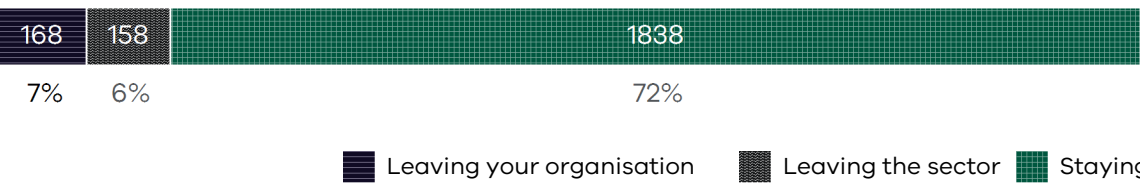
Of those who indicated they're leaving your organisation (including leaving the sector) it was for …	You 2021	Comparator 2021	Public sector 2021
Opportunity to broaden experience	42%	38%	40%
Limited future career opportunities at my organisation	36%	38%	42%
Limited recognition for doing a good job	33%	39%	32%
Limited opportunities to gain further experience at my organisation	28%	31%	33%
Opportunity to seek/take a promotion elsewhere	26%	30%	33%
Limited developmental/educational opportunities at my organisation	22%	25%	24%
Lack of confidence in senior leadership	22%	34%	34%
Poor relationship with my colleagues and/or manager	19%	18%	15%
Better remuneration	19%	24%	26%
Excessive workload	17%	29%	25%

People outcomes

Scorecard: emotional effects of work

What this is

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

Why this is important

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

How to read this

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

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

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

Example

In 2021:

- 58% of your staff who did the survey said work made them feel happy in 2021, which is up from 51% in 2020

Compared to:

- 51% of staff at your comparator and 50% of staff across the public sector.

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

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

	Happy	Enthusiastic	Worried	Miserable
You 2019	63%	53%	29%	11%
You 2020	51%	46%	28%	13%
You 2021	58%	54%	33%	14%
Comparator 2021	51%	48%	38%	21%
Public sector 2021	50%	48%	37%	19%
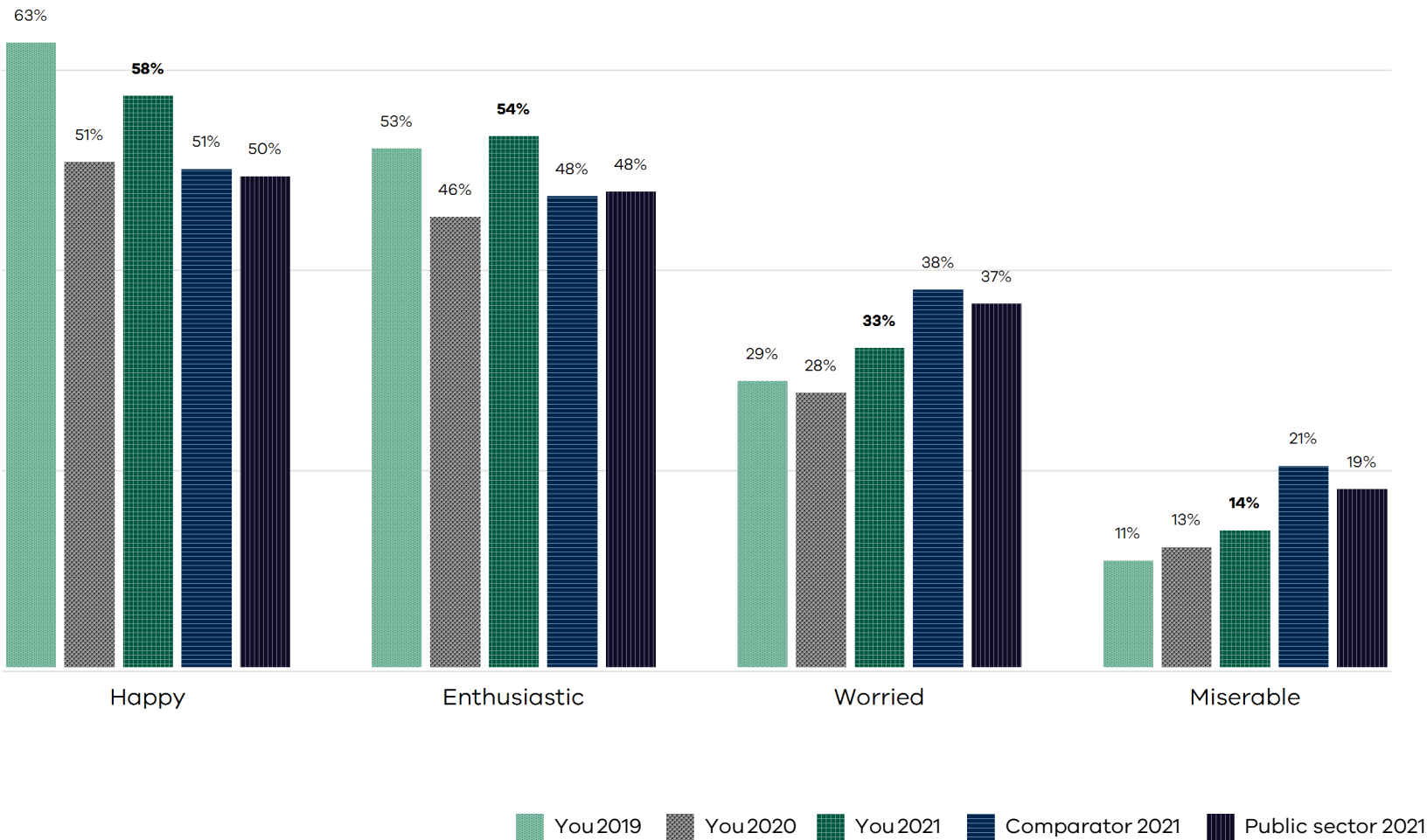
People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

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

Example

In 2021:

- 21% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is up from 18% in 2020.

Compared to:

- 29% of staff at your comparator and 18% of staff across the public sector.

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

Violence or aggression: 23%, 18%, **21%**, 29%, 18%
Bullying: 14%, 18%, **17%**, 18%, 16%
Discrimination: 6%, 5%, **5%**, 6%, 6%
Sexual harassment: 8%, 4%, **5%**, 8%, 6%

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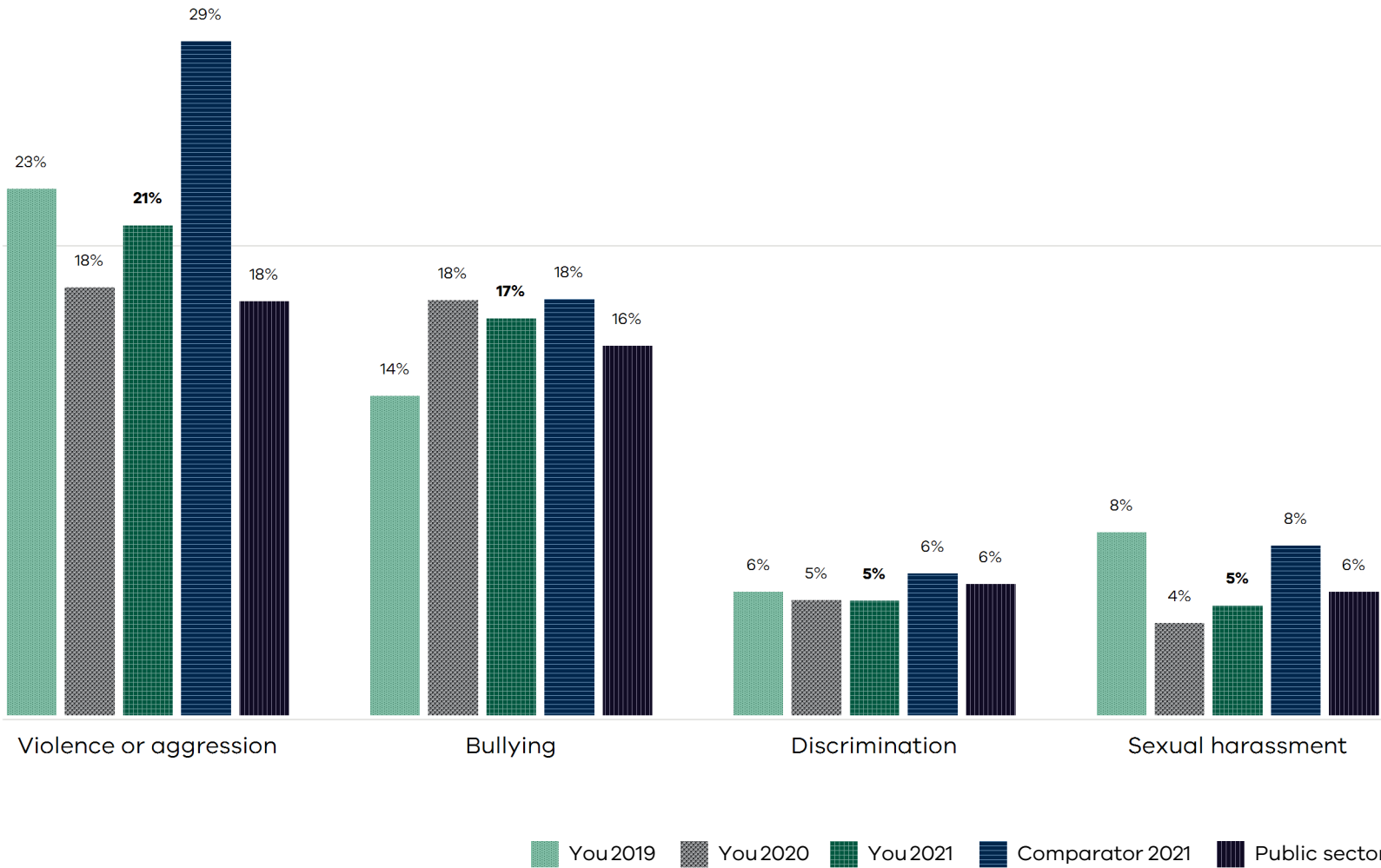
People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

17% of your staff who did the survey said they experienced bullying.

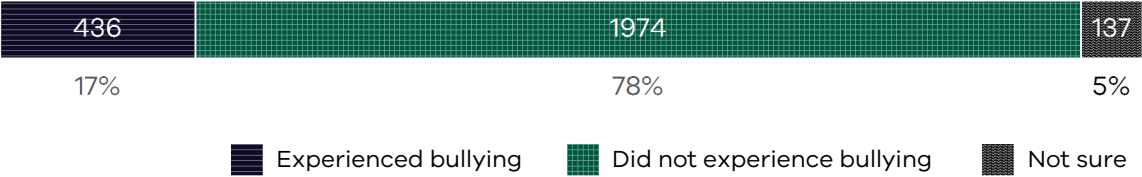Of that 17%, 76% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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

436	1974	137
17%	78%	5%

■ Experienced bullying   ▦ Did not experience bullying   ▨ Not sure

If you experienced bullying, what type of bullying did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	71%	76%	70%	69%
Exclusion or isolation	35%	40%	39%	42%
Intimidation and/or threats	17%	22%	35%	32%
Withholding essential information for me to do my job	18%	19%	23%	27%
Verbal abuse	15%	16%	22%	20%
Being assigned meaningless tasks unrelated to the job	10%	12%	13%	13%
Other	13%	12%	15%	15%
Being given impossible assignment(s)	4%	4%	8%	9%
Interference with my personal property and/or work equipment	2%	2%	4%	4%

People outcomes

Telling someone about the bullying

What this is

This is if staff told someone when they experienced bullying.
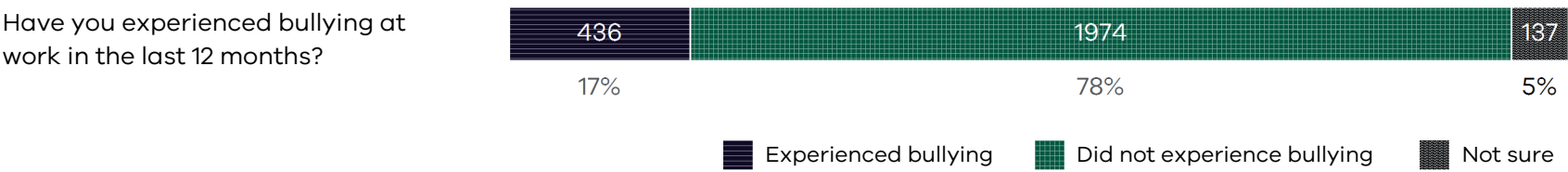
Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

17% of your staff who did the survey said they experienced bullying, of which

- 47% said the top way they reported the bullying was 'Told a colleague'.
- 91% said they didn't submit a formal complaint.

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

436	1974	137
17%	78%	5%

■ Experienced bullying   ▨ Did not experience bullying   ▨ Not sure

Did you tell anyone about the bullying?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a colleague	48%	47%	41%	42%
Told a manager	38%	37%	46%	47%
Told a friend or family member	41%	37%	35%	34%
I did not tell anyone about the bullying	15%	14%	13%	12%
Told the person the behaviour was not OK	0%	14%	16%	17%
Submitted a formal complaint	5%	9%	13%	12%
Told someone else	12%	9%	12%	12%
Told Human Resources	7%	7%	12%	12%
Told employee assistance program (EAP) or peer support	0%	6%	8%	9%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

91% of your staff who experienced bullying did not submit a formal complaint, of which:

- 49% said the top reason was 'I didn't think it would make a difference'.
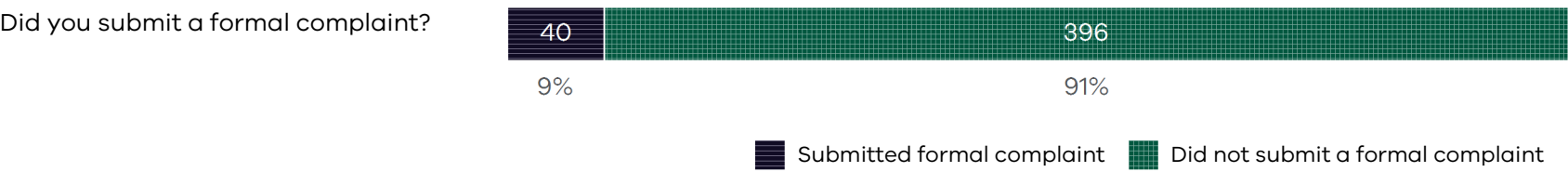
Did you submit a formal complaint?

40	396
9%	91%

■ Submitted formal complaint   ■ Did not submit a formal complaint

Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	49%	51%	50%
I believed there would be negative consequences for my reputation	48%	52%	53%
I believed there would be negative consequences for my career	33%	39%	40%
I didn't think it was serious enough	22%	17%	16%
I didn't feel safe to report the incident	16%	20%	19%
Other	16%	12%	12%
I thought the complaint process would be embarrassing or difficult	13%	15%	14%
I believed there would be negative consequences for the person I was going to complain about	9%	11%	10%
I didn't know who to talk to	7%	5%	5%
I didn't need to because I made the bullying stop	6%	6%	7%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year's survey, 17% of your staff said they experienced bullying.

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

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

Each row is one perpetrator or group of perpetrators.

Example

17% of your staff who did the survey said they experienced bullying.

Of that 17%, 57% said it was by 'Colleague'.

436 people (17% of staff) experienced bullying (You 2021)

Perpetrator	Percentage
Colleague	57%
My immediate manager or supervisor	31%
Group of colleagues	22%
A more senior manager than my manager	17%
Client/ customer/ patient/ stakeholder	7%
Someone I supervise or manage	4%
Member of the public	3%
Member of your household	0%
A volunteer with my organisation	0%
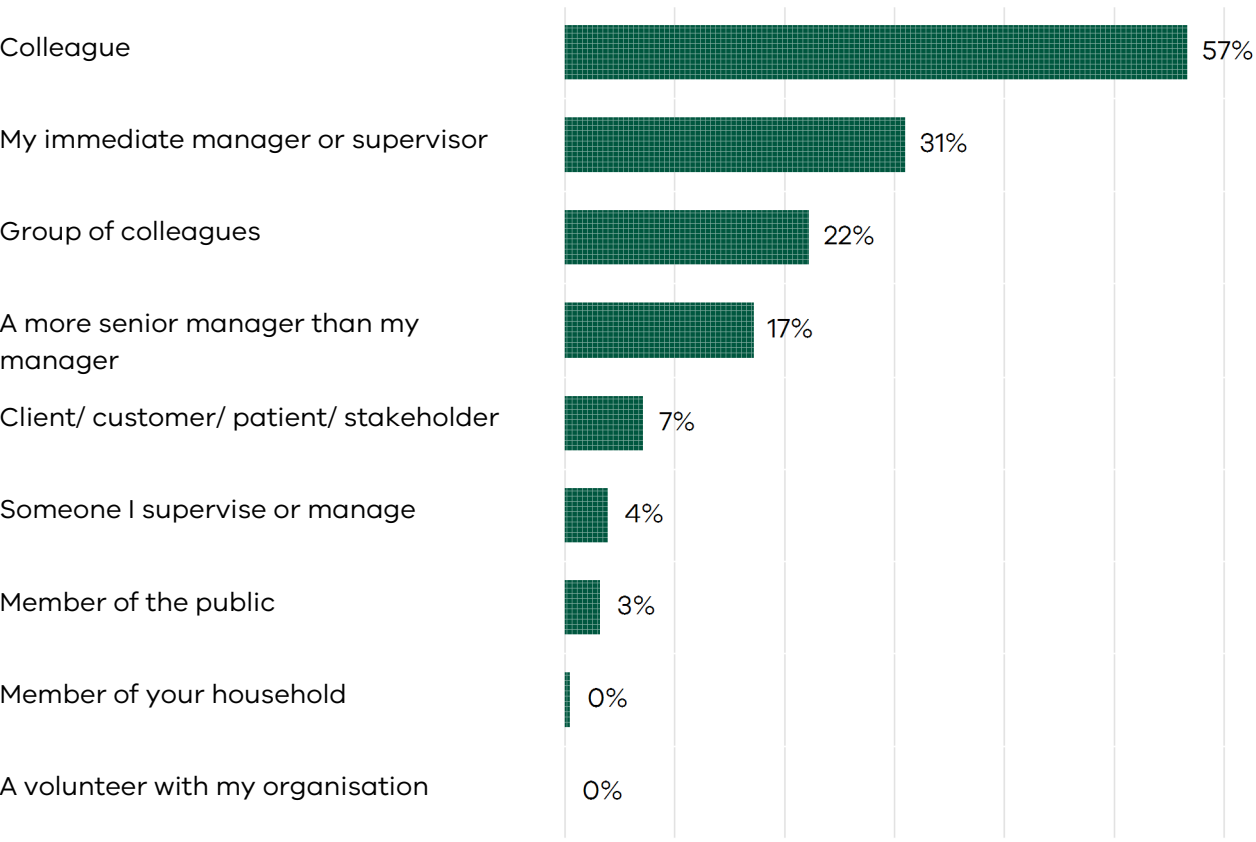
People outcomes

Frequency of bullying

What this is

This is how often staff experienced bullying.

Why this is important

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

How to read this

In this year's survey, 17% of your staff said they experienced bullying.

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

Example

17% of your staff who did the survey said they experienced bullying.

Of that 17%, 5% said it was 'At least once a day'.

How often have you experienced bullying? (You 2021)

Category	Percentage
At least once a day	5%
Once every few days	16%
Once a week	19%
Once a month	23%
Less than once a month	37%
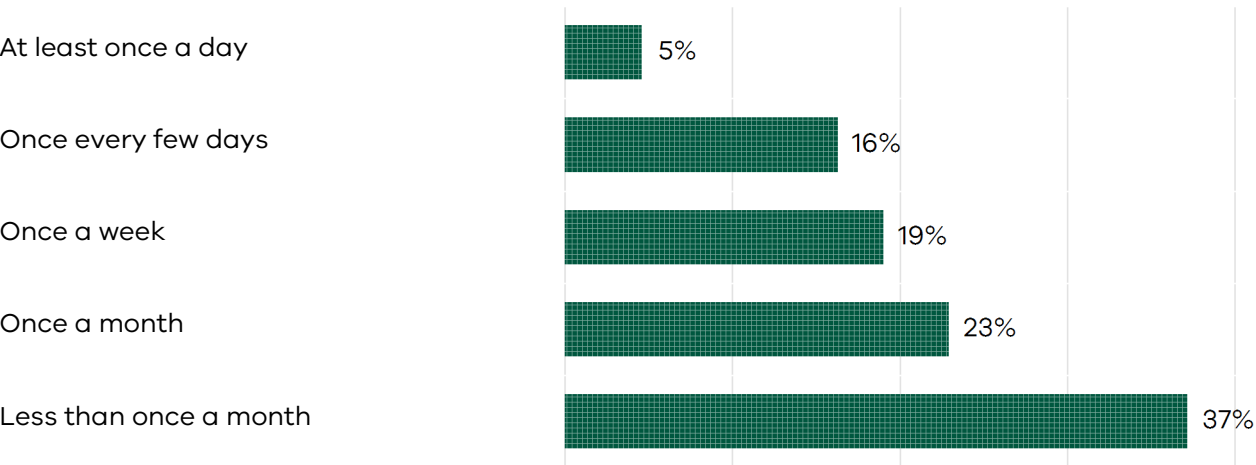
People outcomes

Sexual harassment

What this is

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

Why this is important

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

How to read this

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

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

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

Example

5% of your staff who did the survey said they experienced sexual harassment.

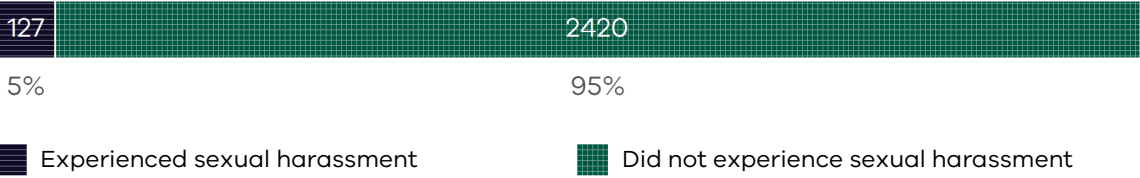Of those, 53% said the top type was 'Intrusive questions about your private life or comments about your physical appearance'.

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

127	2420
5%	95%

■ Experienced sexual harassment ▦ Did not experience sexual harassment

Behaviours reported	You 2020	You 2021	Comparator 2021	Public sector 2021
Intrusive questions about your private life or comments about your physical appearance	53%	53%	51%	50%
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	37%	42%	54%	54%
Inappropriate physical contact (including momentary or brief physical contact)	19%	19%	23%	17%
Inappropriate staring or leering that made you feel intimidated	16%	17%	18%	15%
Unwelcome touching, hugging, cornering or kissing	16%	10%	17%	14%
Any other unwelcome conduct of a sexual nature	7%	6%	6%	7%
Sexual gestures, indecent exposure or inappropriate display of the body	5%	4%	10%	6%
Repeated or inappropriate invitations to go out on dates	9%	2%	4%	3%
Sexually explicit posts or messages on social media (including Facebook, Snapchat, Instagram etc)	1%	2%	1%	1%
Sexually explicit email or SMS message	0%	1%	1%	1%

People outcomes

Response to sexual harassment

What this is

This is how staff responded when they experienced sexual harassment.

Why this is important

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

How to read this

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

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

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

Example

5% of your staff who did the survey said they experienced sexual harassment.

Of those, 52% said their top response was 'Pretended it didn't bother you'.

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

127	2420
5%	95%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment

When the harassment happened to you, did you respond in any of the following ways?	You 2020	You 2021	Comparator 2021	Public sector 2021
Pretended it didn't bother you	38%	52%	42%	45%
Tried to laugh it off or forget about it	46%	36%	41%	41%
Avoided the person(s) by staying away from them	36%	35%	39%	36%
Told a colleague	27%	25%	34%	29%
Told the person the behaviour was not OK	26%	24%	39%	31%
Told a friend or family member	19%	23%	22%	21%
Avoided locations where the behaviour might occur	14%	12%	14%	13%
Told a manager	11%	11%	23%	20%
Other	3%	5%	4%	7%
Took time off work	2%	4%	4%	5%

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People outcomes

Sexual harassment - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

98% of your staff who experienced sexual harassment did not submit a formal complaint, of which:

- 58% said the top reason was 'I didn't think it was serious enough'.
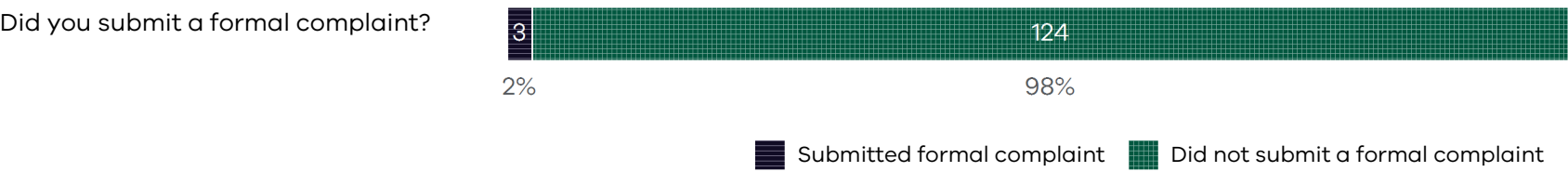
Did you submit a formal complaint?

3	124
2%	98%

■ Submitted formal complaint   ■ Did not submit a formal complaint

Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I didn't think it was serious enough	58%	48%	45%
I didn't think it would make a difference	42%	38%	39%
I believed there would be negative consequences for my reputation	31%	25%	33%
I believed there would be negative consequences for my career	19%	14%	21%
I believed there would be negative consequences for the person I was going to complain about	13%	11%	13%
I didn't need to because I made the harassment stop	13%	14%	12%
I thought the complaint process would be embarrassing or difficult	10%	10%	11%
Other	7%	12%	7%
I didn't feel safe to report the incident	6%	6%	8%
I didn't need to because I no longer had contact with the person(s) who harassed me	3%	12%	9%

People outcomes

Perpetrators of sexual harassment

What this is

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

Why this is important

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

How to read this

In this year's survey, 5% of your staff said they experienced sexual harassment.

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

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

Each row is one perpetrator or group of perpetrators.

Example

5% of your staff who did the survey said they experienced sexual harassment.

Of that 5%, 69% said it was by 'Colleague'.

127 people (5% of staff) experienced sexual harassment (You2021)

Perpetrator	Percentage
Colleague	69%
Group of colleagues	22%
Client/customer/patient/stakeholder	20%
Member of the public	9%
A more senior manager than my manager	7%
My immediate manager or supervisor	5%
Someone I supervise or manage	2%
A volunteer with my organisation	1%
Member of your household	0%

People outcomes

Frequency of sexual harassment

What this is

This is how often staff experienced sexual harassment.

Why this is important

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

How to read this

In this year's survey, 5% of your staff said they experienced sexual harassment.
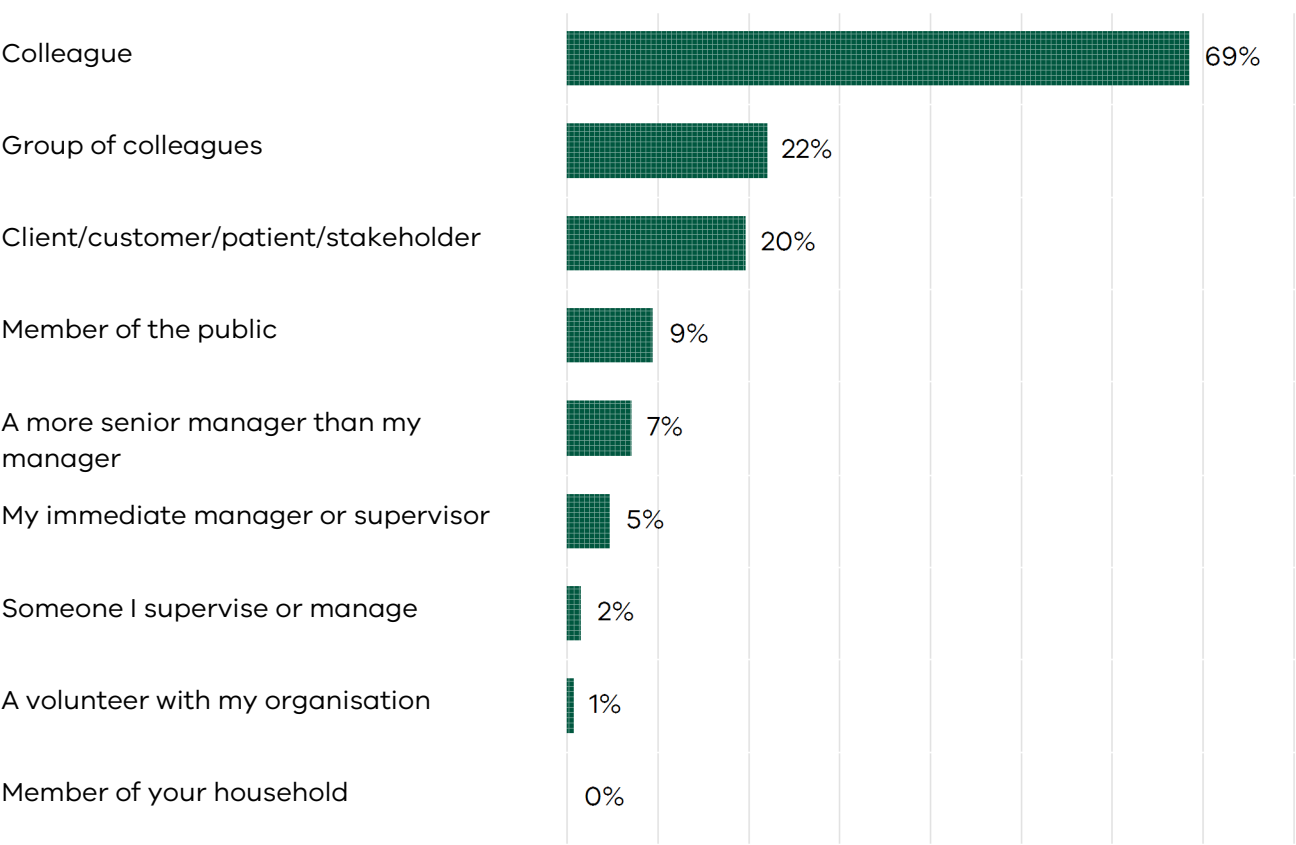
If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing sexual harassment.

Example

5% of your staff who did the survey said they experienced sexual harassment.

Of that 5%, 0% said it was 'At least once a day'.

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

Frequency	Percentage
At least once a day	0%
Once every few days	5%
Once a week	8%
Once a month	27%
Less than once a month	61%
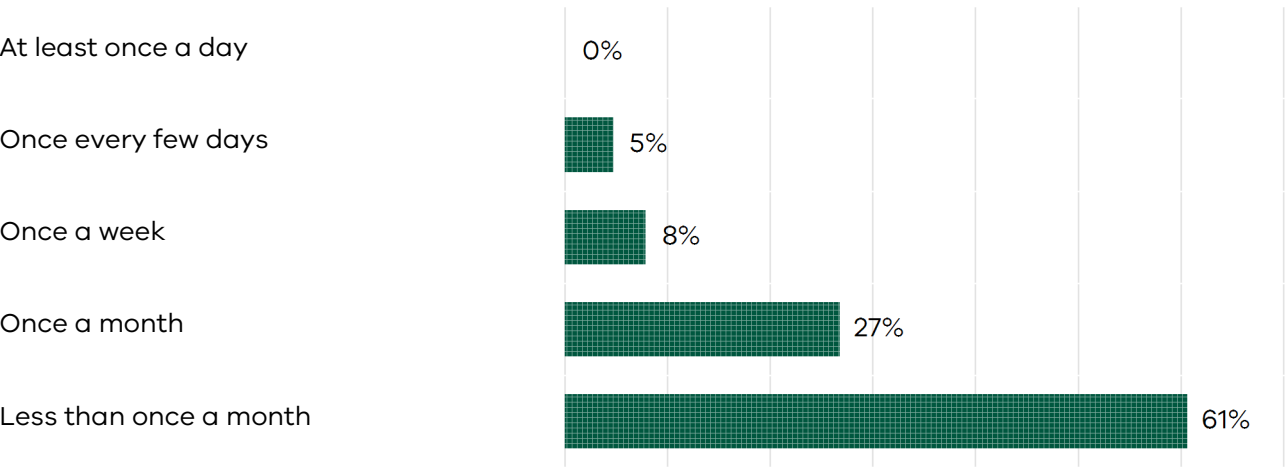
People outcomes

Discrimination

What this is

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

Why this is important

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

How to read this

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

If they did, they could tell us with one or more answers what attributes the discrimination was based on.

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

Example

5% of your staff who did the survey said they experienced discrimination.

Of that 5%, 31% said it was 'Employment activity'.

Have you experienced discrimination at work?

132	2227	188
5%	87%	7%

■ Experienced discrimination ▦ Did not experience discrimination ▨ Not sure
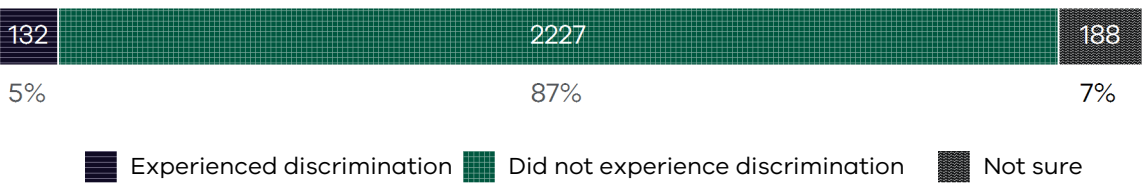
If you experienced discrimination, which attributes was this based on?	You 2020	You 2021	Comparator 2021	Public sector 2021
Employment activity	34%	31%	31%	27%
Parent or carer status (including pregnancy and breastfeeding)	13%	21%	15%	15%
Age	21%	20%	23%	26%
Race	18%	19%	27%	17%
Personal association with someone who has any of the above attributes (whether as a relative or otherwise)	11%	11%	8%	7%
Physical features	6%	10%	7%	6%

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People outcomes

Type of discrimination

What this is

This is what types of discrimination staff report experiencing in their organisation.

Why this is important

Understanding what types of discrimination happen means an organisation can work out what action to take.

How to read this

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

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

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

Example

5% of your staff who did the survey said they experienced discrimination.

Of that 5%, 35% said it was 'Other'.

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

132	2227	188
5%	87%	7%

■ Experienced discrimination ▦ Did not experience discrimination ▨ Not sure
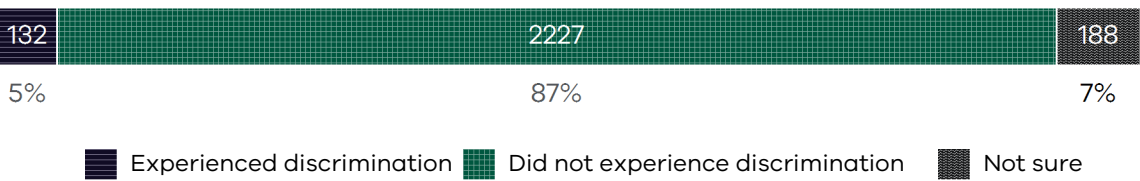
If you experienced discrimination, what type of discrimination did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Other	51%	35%	41%	38%
Denied flexible work arrangements or other adjustments	0%	30%	27%	21%
Opportunities for promotion	24%	27%	34%	37%
Opportunities for training	27%	24%	23%	24%
Access to leave	9%	18%	8%	8%
Employment security - threats of dismissal or termination	10%	11%	12%	11%
Opportunities for transfer/secondment	5%	7%	12%	19%
Pay or conditions offered by employer	13%	7%	8%	9%

People outcomes

Telling someone about the discrimination

What this is

This is who staff told about the discrimination they experienced.

Why this is important

Understanding who staff tell about their discrimination can inform how organisations can support staff.

How to read this

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

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

In descending order, the table shows the answers.

Example

5% of your staff who did the survey said they experienced discrimination, of which

- 38% said the top way they reported the discrimination was 'Told a colleague'.
- 96% said they didn't submit a formal complaint.

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

132	2227	188
5%	87%	7%

■ Experienced discrimination　■ Did not experience discrimination　■ Not sure
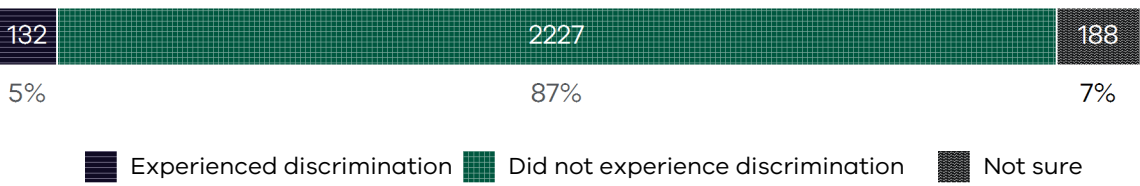
Did you tell anyone about the discrimination?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a colleague	38%	38%	39%	38%
I did not tell anyone about the discrimination	26%	33%	22%	24%
Told a friend or family member	37%	30%	34%	32%
Told someone else	23%	13%	14%	14%
Told a manager	20%	10%	27%	28%
Told the person the behaviour was not OK	0%	10%	10%	9%
Told Human Resources	4%	6%	11%	10%
Submitted a formal complaint	6%	4%	9%	8%
Told employee assistance program (EAP) or peer support	0%	4%	7%	8%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Discrimination - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

96% of your staff who experienced discrimination did not submit a formal complaint, of which:

- 50% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal complaint?

5	127
4%	96%

■ Submitted formal complaint   ■ Did not submit a formal complaint
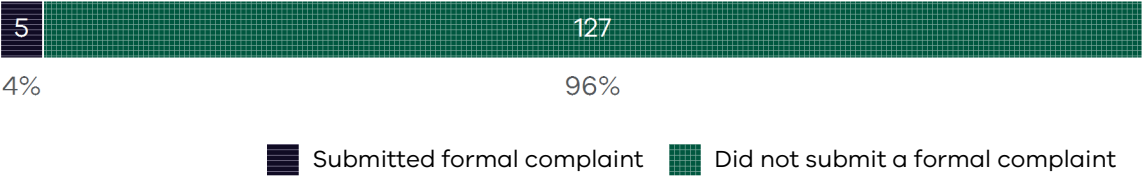
Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	50%	59%	57%
I believed there would be negative consequences for my reputation	48%	55%	56%
I believed there would be negative consequences for my career	41%	51%	54%
Other	17%	9%	10%
I didn't think it was serious enough	16%	13%	12%
I didn't feel safe to report the incident	13%	22%	19%
I thought the complaint process would be embarrassing or difficult	11%	14%	13%
I believed there would be negative consequences for the person I was going to complain about	9%	11%	9%
I didn't need to because I made the discrimination stop	4%	4%	3%
I was advised not to	4%	4%	4%

People outcomes

Frequency of discrimination

What this is

This is how often staff experienced discrimination.

Why this is important

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

How to read this

In this year's survey, 5% of your staff said they experienced discrimination.

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

The graph shows how often staff were experiencing discrimination.

Example

5% of your staff who did the survey said they experienced discrimination.

Of that 5%, 2% said it was 'At least once a day'.

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

Frequency	Percentage
At least once a day	2%
Once every few days	10%
Once a week	20%
Once a month	28%
Less than once a month	39%
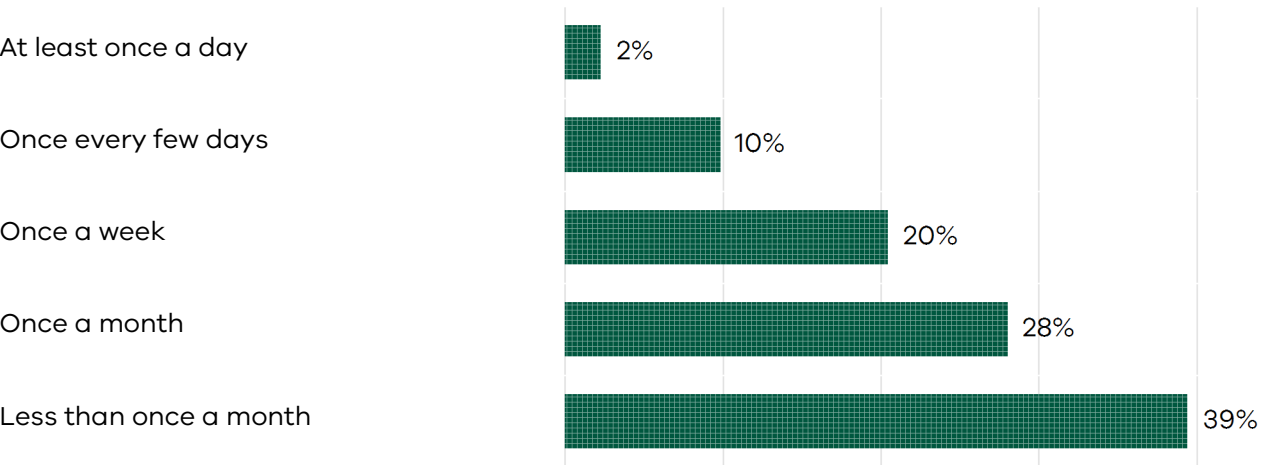
Negative behaviour

Violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

21% of your staff who did the survey said they experienced violence or aggression.

Of that 21%, 76% said it was from 'Abusive language'.

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

536	1926	85
21%	76%	3%

■ Experienced violence or aggression   ■ Did not experience violence or aggression   ■ Not sure
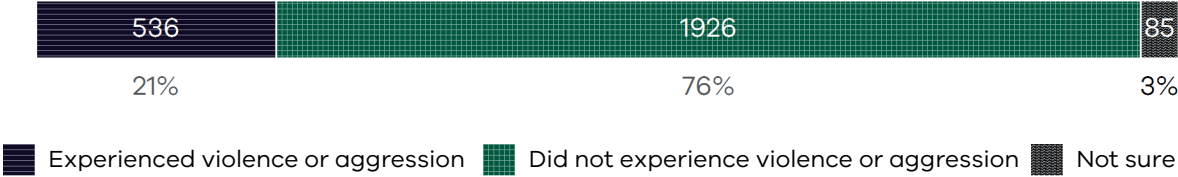
If you experienced violence or aggression, what type did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Abusive language	78%	76%	86%	81%
Intimidating behaviour	74%	74%	70%	69%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	27%	31%	34%	28%
Threats of violence	28%	24%	42%	39%
Damage to my property or work equipment	8%	9%	11%	7%
Other	3%	2%	3%	12%
Stalking, including cyber-stalking	1%	1%	1%	1%

Negative behaviour

Telling someone about violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

21% of your staff who did the survey said they experienced violence or aggression, fo which

- 55% said the top way they reported the violence or agression was 'Told a colleague'
- 79% said they didn't submit a formal incident report.

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

536	1926	85
21%	76%	3%

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

Did you tell anyone about the incident?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a colleague	54%	55%	50%	46%
Told a manager	59%	51%	53%	52%
Told the person the behaviour was not OK	0%	30%	39%	33%
Submitted a formal incident report	23%	21%	36%	32%
Told a friend or family member	22%	20%	21%	20%
I did not tell anyone about the incident(s)	5%	7%	7%	8%
Told someone else	7%	6%	6%	6%
Told employee assistance program (EAP) or peer support	0%	3%	2%	3%
Told Human Resources	3%	2%	3%	4%

Negative behaviour

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

What this is

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

Why this is important

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

How to read this

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

Example

79% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 36% said the top reason was 'I didn't think it was serious enough'.

Did you submit a formal incident report?

114	422
21%	79%
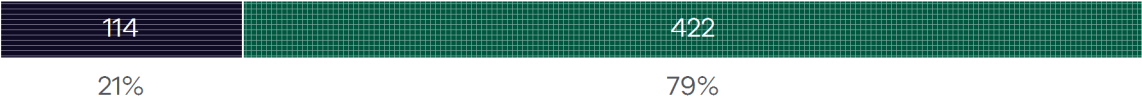
■ Submitted formal incident report ■ Did not submit a formal incident report

Please tell us why you did not submit a formal incident report?	You 2021	Comparator 2021	Public sector 2021
I didn't think it was serious enough	36%	37%	33%
Other	30%	24%	12%
I didn't think it would make a difference	27%	40%	39%
I didn't need to because I made the violence or aggression stop	17%	16%	16%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	16%	15%	15%
I believed there would be negative consequences for my reputation	9%	11%	16%
I believed there would be negative consequences for my career	6%	8%	12%
I didn't know how to make a complaint	3%	3%	3%
I thought the complaint process would be embarrassing or difficult	3%	4%	4%
I believed there would be negative consequences for the person I was going to complain about	3%	3%	4%

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Negative behaviour

Perpetrators of violence and aggression

What this is

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

Why this is important

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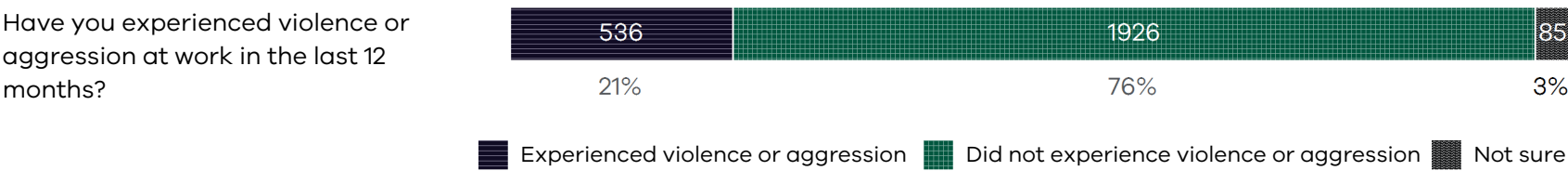
How to read this

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

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

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

Each row is one perpetrator or a group of perpetrators.

Example

21% of your staff who did the survey said they experienced violence or aggression.

Of that 21%, 81% said it was 'Client/ customer/ patient/ stakeholder'.

536 people (21% of staff) experienced violence or aggression (You2021)

Perpetrator	Percentage
Client/ customer/ patient/ stakeholder	81%
Member of the public	26%
Colleague	11%
My immediate manager or supervisor	4%
A more senior manager than my manager	2%
Group of colleagues	1%
Someone I supervise or manage	1%
Member of your household	0%
A volunteer with my organisation	0%

Victorian Public Sector Commission

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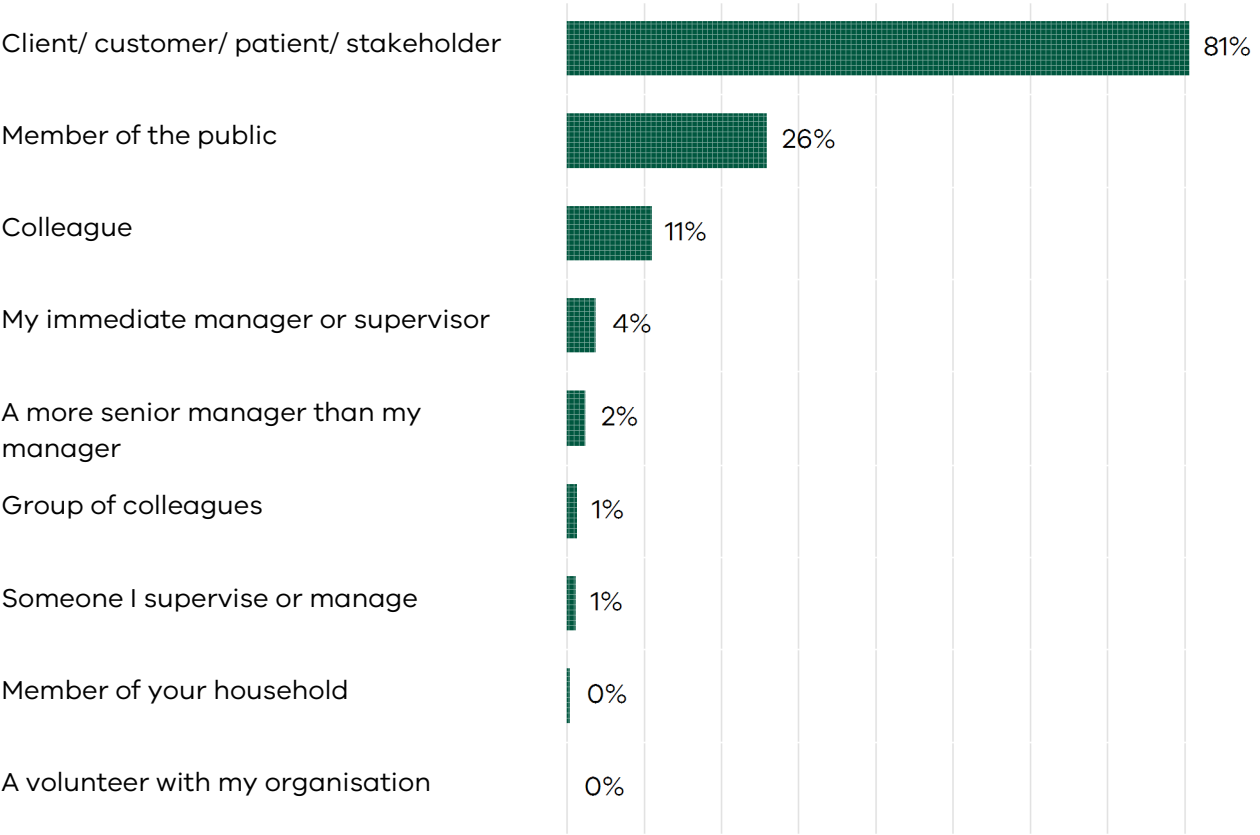
Negative behaviour

Frequency of violence and aggression

What this is

This is how often staff experienced violence or aggression.

Why this is important

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

How to read this

In this year's survey, 21% of your staff said they experienced violence or aggression.

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

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

Example

21% of your staff who did the survey said they experienced violence or aggression.

Of that 21%, 3% said it was by 'At least once a day'.

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

Frequency	Percentage
At least once a day	3%
Once every few days	8%
Once a week	12%
Once a month	27%
Less than once a month	51%
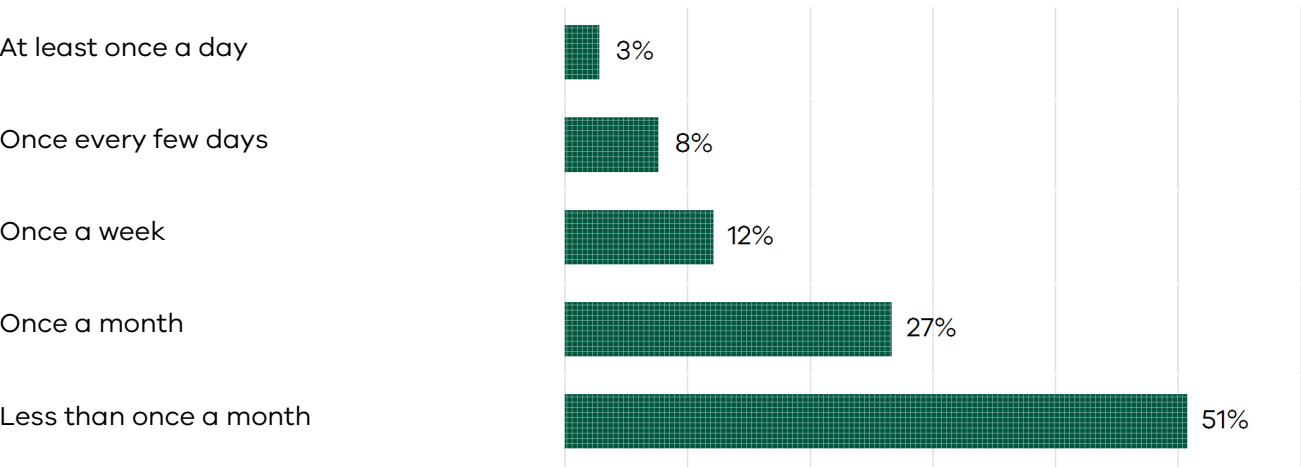
Negative behaviour

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

29% of your staff who did the survey said they witnessed some negative behaviour at work.

71% 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?

743	1804
29%	71%

■ 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	71%	71%	77%
Bullying of a colleague	21%	19%	16%
Discrimination against a colleague	9%	9%	8%
Violence or aggression against a colleague	7%	11%	6%
Sexual harassment of a colleague	1%	2%	1%

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

29% of your staff who did the survey witnessed negative behaviour, of which:

- 72% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 9% took no action.

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

743	1804
29%	71%

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

When you witnessed the above behaviour(s), did you do any of the following?	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	72%	73%	72%
Told a manager	32%	37%	37%
Told the person the behaviour was not OK	25%	29%	25%
Told a colleague	21%	22%	21%
Spoke to the person who behaved in a negative way	21%	25%	22%
Took no action	9%	7%	7%
Other	6%	7%	7%
Submitted a formal complaint	5%	7%	6%
Told Human Resources	5%	5%	6%

People outcomes

Negative behaviour — satisfaction with making a formal complaint

What this is

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

Why this is important

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

How to read this

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

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

Example

46% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.

Survey question	Your results							

Were you satisfied with the way your formal complaint was handled

Legend: No, Don't know, Yes

Benchmark satisfied results						
	You			**Comparator**		
	2019	2020	2021	Lowest	Average	Highest

Violence or aggression — No 30%, Don't know 24%, Yes 46%
| 48 % | Not asked | 46 % | 27 % | 56 % | 100 % |

Sexual harassment — No 33%, Don't know 33%, Yes 33%
| 40 % | Not asked | 33 % | 25 % | 46 % | 86 % |

Bullying — No 55%, Don't know 15%, Yes 30%
| 26 % | Not asked | 30 % | 0 % | 25 % | 100 % |

Discrimination — No 40%, Don't know 40%, Yes 20%
| 25 % | Not asked | 20 % | 0 % | 15 % | 50 % |

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Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Engagement', the 'You 2021' column shows 93% of your staff agreed with 'I am proud to tell others I work for my organisation'.

In the 'Change from 2020' column, you have a 3% increase, which is a positive trend.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Engagement	I am proud to tell others I work for my organisation	93%	+3%	81%
Job enrichment	I understand how my job contributes to my organisation's purpose	92%	-4%	90%
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	92%	+0%	73%
Organisational integrity	My organisation is committed to earning a high level of public trust	91%	Not asked in 2020	80%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	90%	+1%	89%
Workgroup support	I am able to work effectively with others in my workgroup	90%	-1%	90%
Meaningful work	I feel that I can make a worthwhile contribution at work	90%	-1%	87%
Quality service delivery	My workgroup strives to provide high quality advice and services	90%	Not asked in 2020	87%
Meaningful work	I am achieving something important through my work	89%	-2%	85%
Quality service delivery	My workgroup values human rights	89%	Not asked in 2020	86%

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Taking action', the 'You 2021' column shows 30% of your staff agreed with 'My organisation has taken positive action on the results of last year's survey'.
This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Taking action	My organisation has taken positive action on the results of last year's survey	30%	Not asked in 2020	37%
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	32%	Not asked in 2020	32%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	43%	Not asked in 2020	43%
Learning and development	I feel I have an equal chance at promotion in my organisation	47%	Not asked in 2020	44%
Safety climate	All levels of my organisation are involved in the prevention of stress	49%	0%	41%
Manager support	My manager has regular conversations with me about my learning and development	50%	Not asked in 2020	52%
Taking action	I believe my organisation will take positive action on the results of this year's survey	51%	Not asked in 2020	51%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	54%	Not asked in 2020	50%
Workload	I have enough time to do my job effectively	57%	-7%	48%
Manager support	I receive adequate recognition for my contributions and accomplishments	57%	Not asked in 2020	52%

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 'Manager support', the 'You 2021' column shows 73% of your staff agreed with 'My manager involves me in decisions about my work'.
In the 'Increase from 2020' column, you have a 4% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Manager support	My manager involves me in decisions about my work	73%	+4%	71%
Patient safety climate	The culture in my work area makes it easy to learn from the errors of others	70%	+4%	68%
Engagement	I am proud to tell others I work for my organisation	93%	+3%	81%
Engagement	I would recommend my organisation as a good place to work	84%	+3%	73%
Job enrichment	I have a choice in deciding how I do my work	74%	+2%	68%
Manager support	My manager listens to what I have to say	80%	+2%	77%
Patient safety climate	Trainees in my discipline are adequately supervised	71%	+1%	63%
Patient safety climate	I am encouraged by my colleagues to report any patient safety concerns I may have	84%	+1%	80%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	90%	+1%	89%
Manager support	My manager keeps me informed about what's going on	76%	+1%	72%

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Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

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

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

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

Example

On the first row 'Workload', the 'You 2021' column shows 63% of your staff agreed with 'The workload I have is appropriate for the job that I do'.

In the 'Decrease from 2020' column, you have a 7% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Workload	The workload I have is appropriate for the job that I do	63%	-7%	54%
Workload	I have enough time to do my job effectively	57%	-7%	48%
Satisfaction	How satisfied are you with your career development within your current organisation	59%	-7%	56%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	59%	-6%	49%
Senior leadership	Senior leaders support staff to work in an environment of change	66%	-5%	57%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	59%	-5%	49%
Job enrichment	I clearly understand what I am expected to do in this job	87%	-4%	85%
Job enrichment	I understand how my job contributes to my organisation's purpose	92%	-4%	90%
Senior leadership	Senior leaders provide clear strategy and direction	69%	-3%	60%
Satisfaction	Considering everything, how satisfied are you with your current job	74%	-3%	69%

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Key differences

Biggest positive difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Patient safety climate', the 'You 2021' column shows 92% of your staff agreed with 'I would recommend a friend or relative to be treated as a patient here'.

The 'difference' column, shows that agreement for this question was 18 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	92%	+18%	73%
Engagement	I am proud to tell others I work for my organisation	93%	+12%	81%
Engagement	I feel a strong personal attachment to my organisation	80%	+12%	68%
Organisational integrity	My organisation is committed to earning a high level of public trust	91%	+12%	80%
Safety climate	My organisation provides a physically safe work environment	86%	+11%	75%
Engagement	I would recommend my organisation as a good place to work	84%	+11%	73%
Engagement	My organisation inspires me to do the best in my job	75%	+11%	64%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	59%	+10%	49%
Engagement	My organisation motivates me to help achieve its objectives	73%	+9%	63%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	59%	+9%	49%

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Key differences

Biggest negative difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Taking action', the 'You 2021' column shows 30% of your staff agreed with 'My organisation has taken positive action on the results of last year's survey'.

The 'difference' column, shows that agreement for this question was 7 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Taking action	My organisation has taken positive action on the results of last year's survey	30%	-7%	37%
Manager support	My manager has regular conversations with me about my learning and development	50%	-2%	52%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	62%	-2%	64%
Workgroup support	People in my workgroup treat each other with respect	77%	-2%	79%
Job enrichment	My work performance is assessed against clear criteria	60%	-2%	61%
Safe to speak up	People in your workgroup are able to bring up problems and tough issues	67%	-1%	68%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	43%	0%	43%
Equal employment opportunity	Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	66%	0%	66%
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	68%	0%	68%
Equal employment opportunity	Cultural background is not a barrier to success in my organisation	74%	0%	74%

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Taking action

What this is

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

Why this is important

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

How to read this

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

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

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

Example

51% 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						

Legend (Your results):
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
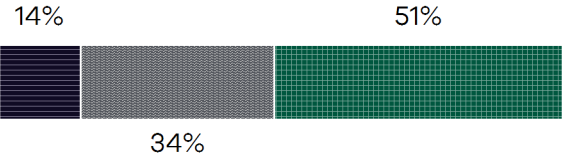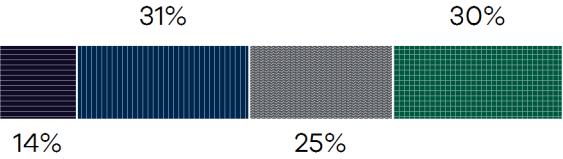
Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I believe my organisation will take positive action on the results of this year's survey	14% / 34% / 51%	Not asked	Not asked	51 %	43 %	51 %	63 %
My organisation has taken positive action on the results of last year's survey	14% / 31% / 25% / 30%	Not asked	Not asked	30 %	32 %	37 %	43 %

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Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

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

Example

75% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

Survey question / Your results / Benchmark agree results

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

Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders actively support diversity and inclusion in the workplace — 5% / 7% / 14% / 75%	74 %	Not asked	75 %	59 %	71 %	88 %
Senior leaders model my organisation's values — 6% / 7% / 15% / 72%	69 %	Not asked	72 %	54 %	65 %	89 %
Senior leaders demonstrate honesty and integrity — 7% / 7% / 16% / 70%	68 %	Not asked	70 %	51 %	61 %	85 %
Senior leaders provide clear strategy and direction — 9% / 5% / 17% / 69%	66 %	72 %	69 %	50 %	60 %	82 %

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Senior leadership

Senior leadership 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

66% of your staff who did the survey agreed or strongly agreed with 'Senior leaders support staff to work in an environment of change'.

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

Survey question	Your results		You			Comparator		
		2019	2020	2021		Lowest	Average	Highest
Senior leaders support staff to work in an environment of change	11% Disagree, 5% Don't know, 18% Neither, 66% Agree	61 %	71 %	66 %		47 %	57 %	77 %

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Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 78% of your staff who did the survey responded positively to questions about Organisational integrity.

Compared to:

- 73% of staff at your comparator and 72% of staff across the public sector.
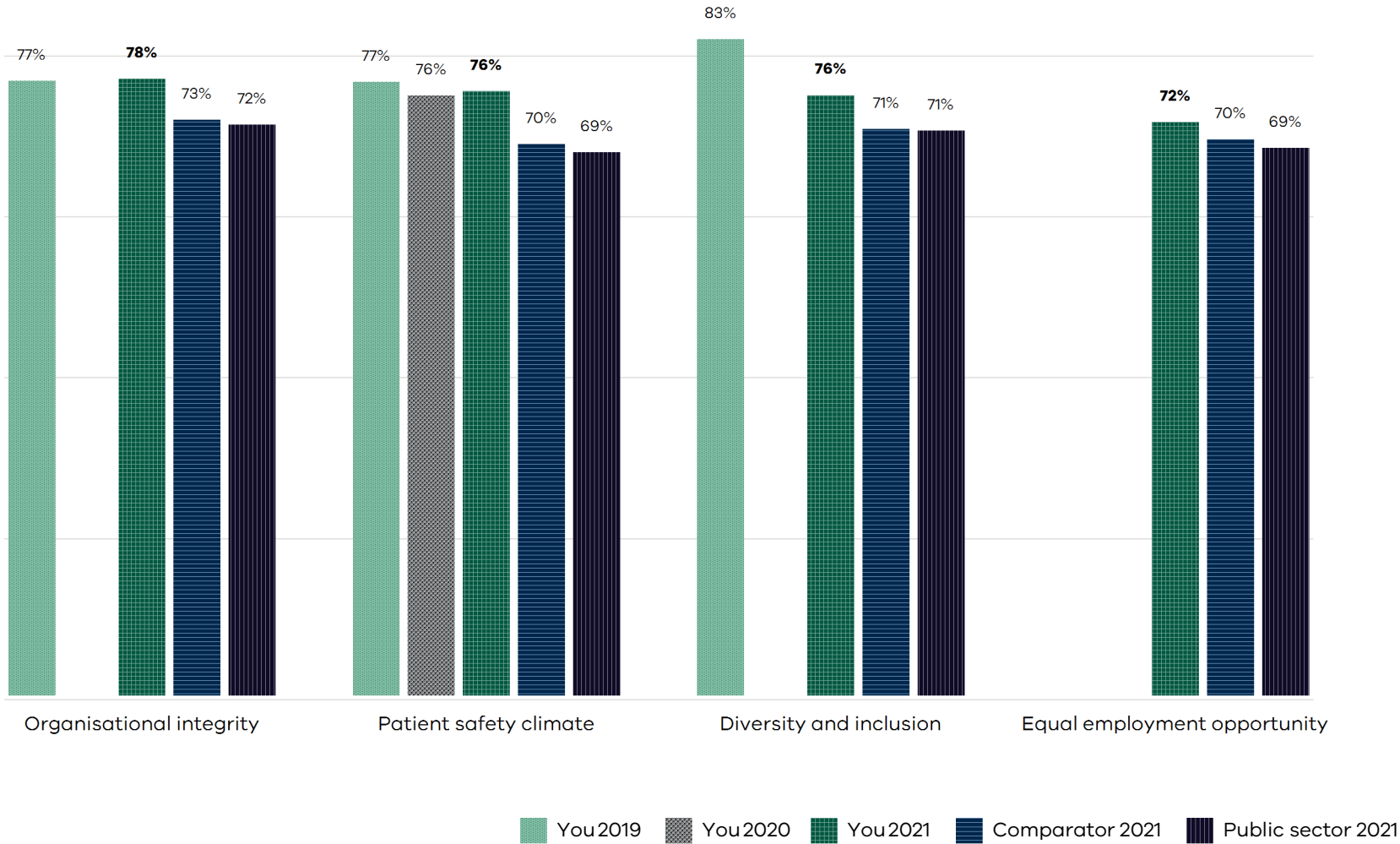
	You 2019	You 2020	You 2021	Comparator 2021	Public sector 2021
Organisational integrity	77%		**78%**	73%	72%
Patient safety climate	77%	76%	**76%**	70%	69%
Diversity and inclusion	83%		**76%**	71%	71%
Equal employment opportunity			**72%**	70%	69%

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Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 66% of your staff who did the survey responded positively to questions about Safety climate.

Compared to:

- 58% of staff at your comparator and 60% of staff across the public sector.
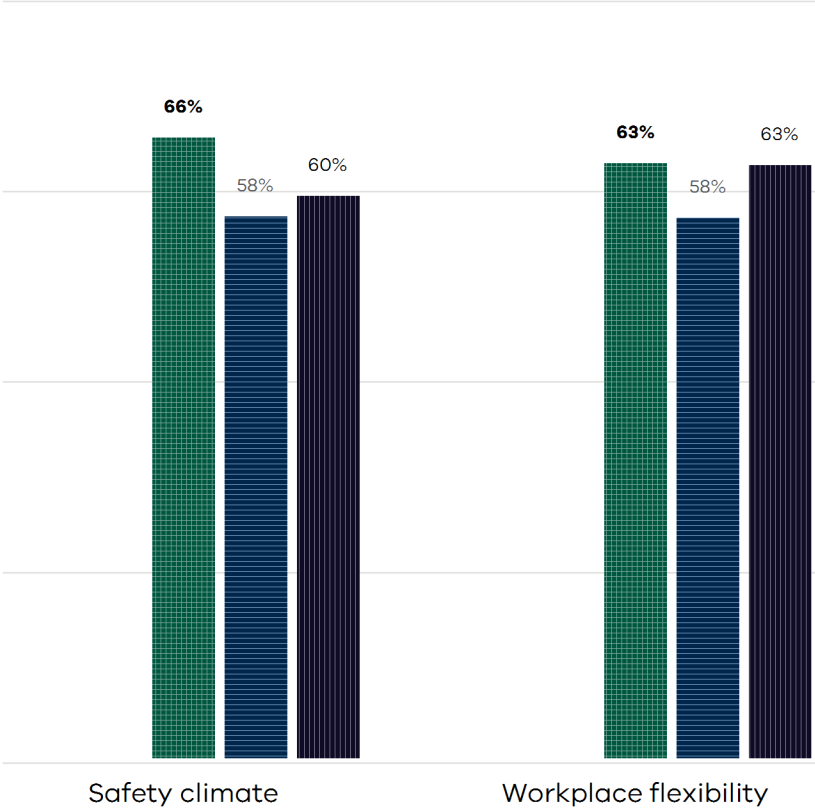
Legend: You 2019, You 2020, You 2021, Comparator 2021, Public sector 2021

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

91% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question | Your results | Benchmark agree results

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation is committed to earning a high level of public trust	1% Disagree, 91% Agree, 2% / 6%	90 %	Not asked	91 %	66 %	80 %	92 %
My organisation encourages employees to act in ways that are consistent with human rights	2% / 86% Agree, 3% 9%	86 %	Not asked	86 %	73 %	81 %	94 %
My organisation respects the human rights of employees	2% / 86% Agree, 4% 8%	84 %	Not asked	86 %	67 %	79 %	86 %
My organisation encourages respectful workplace behaviours	1% / 85% Agree, 7% 8%	84 %	Not asked	85 %	70 %	81 %	91 %

Organisational climate

Organisational integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

69% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question	Your results	Benchmark agree results

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

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My organisation does not tolerate improper conduct — Disagree 13%, 3%, Neither agree nor disagree 15%, Agree 69%	66 %	Not asked	69 %	51 %	67 %	84 %
My organisation takes steps to eliminate bullying, harassment and discrimination — Disagree 12%, 4%, Neither agree nor disagree 16%, Agree 69%	71 %	Not asked	69 %	52 %	66 %	76 %
My organisation makes fair recruitment and promotion decisions, based on merit — Disagree 13%, 9%, Neither agree nor disagree 20%, Agree 59%	62 %	Not asked	59 %	41 %	54 %	63 %

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.
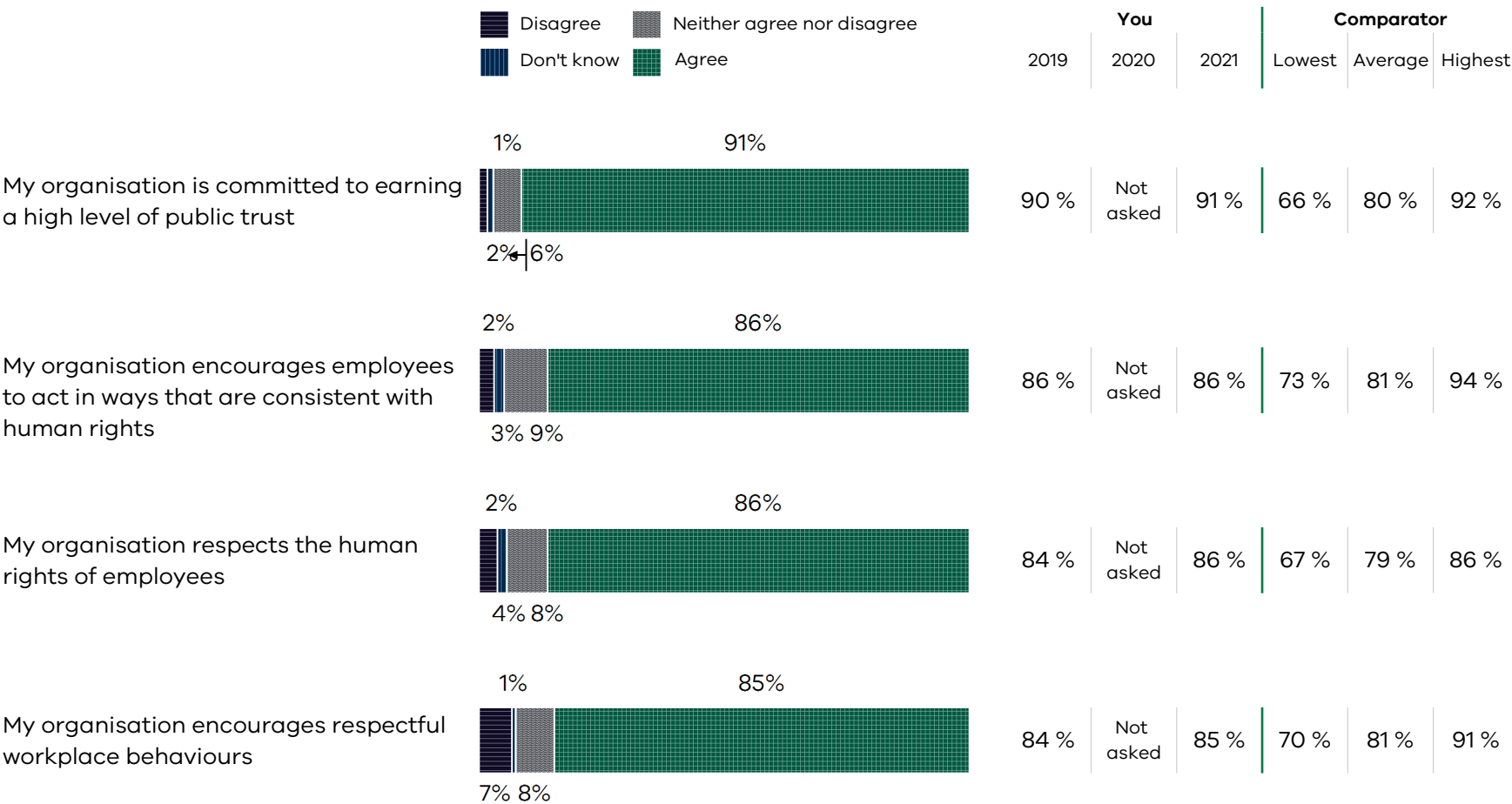
Example

75% of your staff who did the survey agreed or strongly agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.

Survey question	Your results					

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

Benchmark agree results

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation supports employees with family or other caring responsibilities, regardless of gender	7% / 18% / 75%	Not asked	Not asked	75 %	59 %	67 %	88 %
I have the flexibility I need to manage my work and non-work activities and responsibilities	15% / 14% / 71%	Not asked	Not asked	71 %	58 %	64 %	86 %
There is a positive culture within my organisation in relation to employees who have family responsibilities	9% / 9% / 16% / 66%	Not asked	Not asked	66 %	52 %	59 %	74 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	19% / 16% / 66%	62 %	67 %	66 %	54 %	60 %	74 %

Organisational climate

Workplace flexibility 2 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.
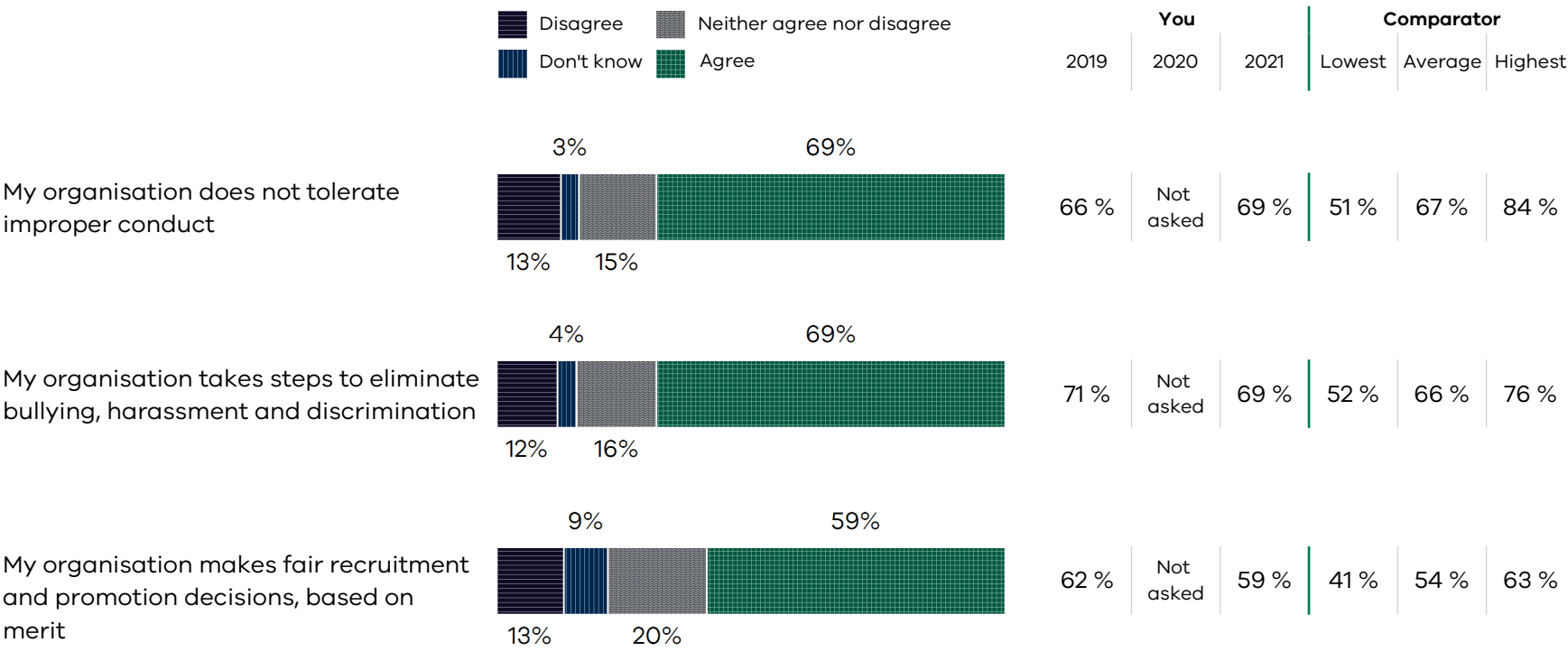
Example

64% 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
- Don't know
- Neither agree nor disagree
- Agree
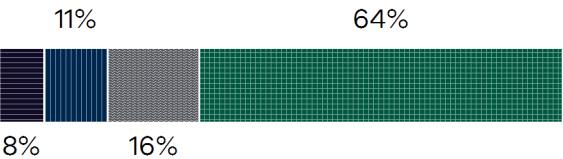
Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees who have caring responsibilities	8% / 11% / 16% / 64%	76 %	Not asked	64 %	50 %	58 %	72 %
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	11% / 11% / 18% / 60%	69 %	Not asked	60 %	47 %	54 %	65 %
Having family responsibilities is not a barrier to success in my organisation	13% / 12% / 17% / 59%	Not asked	Not asked	59 %	49 %	55 %	72 %
Having caring responsibilities is not a barrier to success in my organisation	12% / 13% / 18% / 57%	71 %	Not asked	57 %	47 %	53 %	67 %
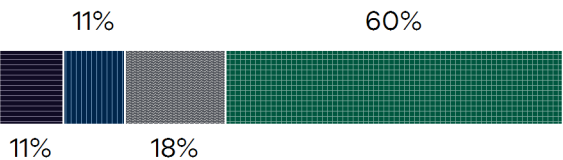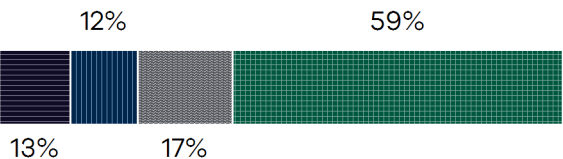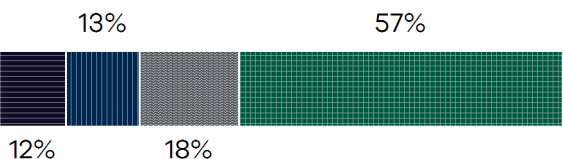
Organisational climate

Workplace flexibility 3 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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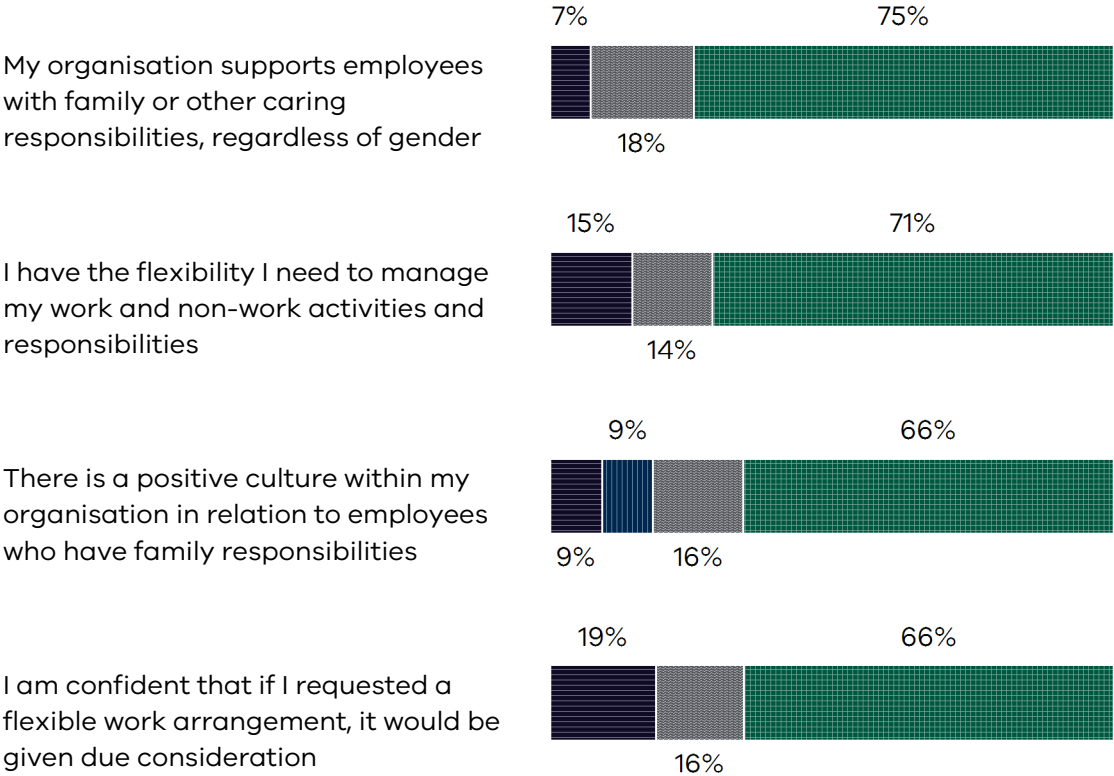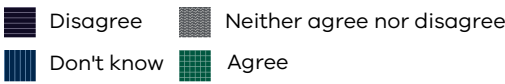
Example

54% of your staff who did the survey agreed or strongly agreed with 'Using flexible work arrangements is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results

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

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

16% | 11% | 19% | 54%

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	Not asked	Not asked	54 %	45 %	50 %	65 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Workplace flexibility 4 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

The table shows you what flexible work arrangements staff use.

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

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

Example

30% of staff who did the survey said the flexible work arrangement they used was 'Part-time'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
Part-time	30%	28%	19%
No, I do not use any flexible work arrangements	30%	36%	38%
Shift swap	28%	21%	12%
Working from an alternative location (e.g. home, hub/shared work space)	20%	17%	24%
Flexible start and finish times	17%	16%	23%
Using leave to work flexible hours	11%	11%	8%
Working more hours over fewer days	9%	6%	6%
Study leave	7%	7%	4%
Job sharing	3%	2%	1%
Other	2%	2%	2%

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Equal employment opportunity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

80% of your staff who did the survey agreed or strongly agreed with 'Sexual orientation 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
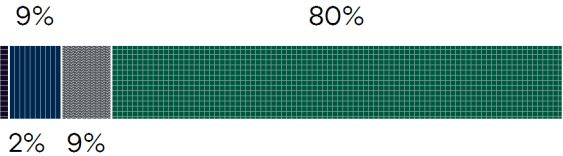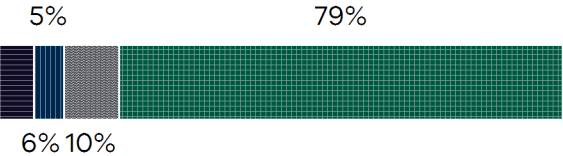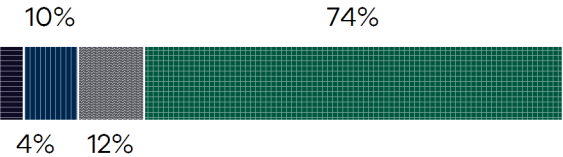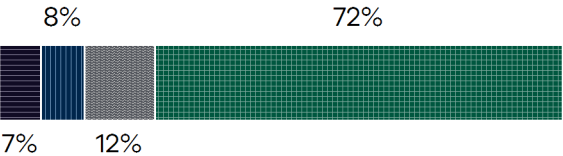
Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Sexual orientation is not a barrier to success in my organisation	2% / 9% / 9% / 80%	84 %	Not asked	80 %	70 %	77 %	88 %
Gender is not a barrier to success in my organisation	6% / 5% / 10% / 79%	Not asked	Not asked	79 %	67 %	77 %	91 %
Cultural background is not a barrier to success in my organisation	4% / 10% / 12% / 74%	82 %	Not asked	74 %	65 %	74 %	88 %
Age is not a barrier to success in my organisation	7% / 8% / 12% / 72%	77 %	Not asked	72 %	64 %	69 %	86 %

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.
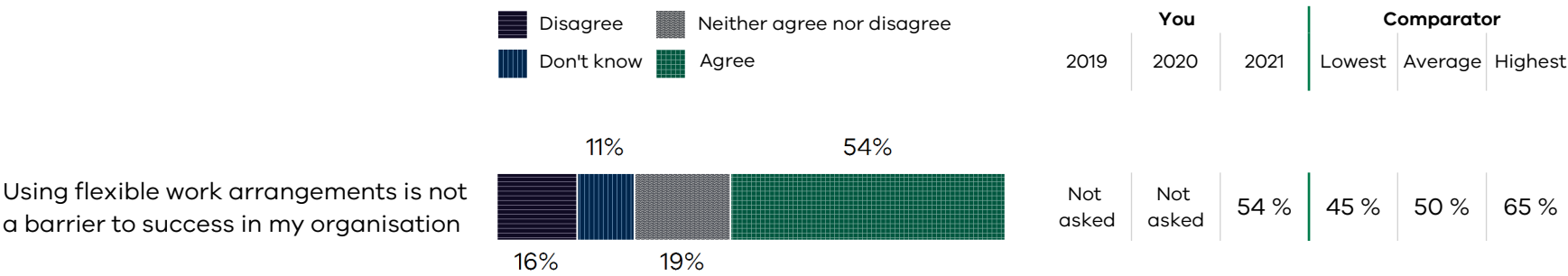
Example

66% of your staff who did the survey agreed or strongly agreed with 'Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
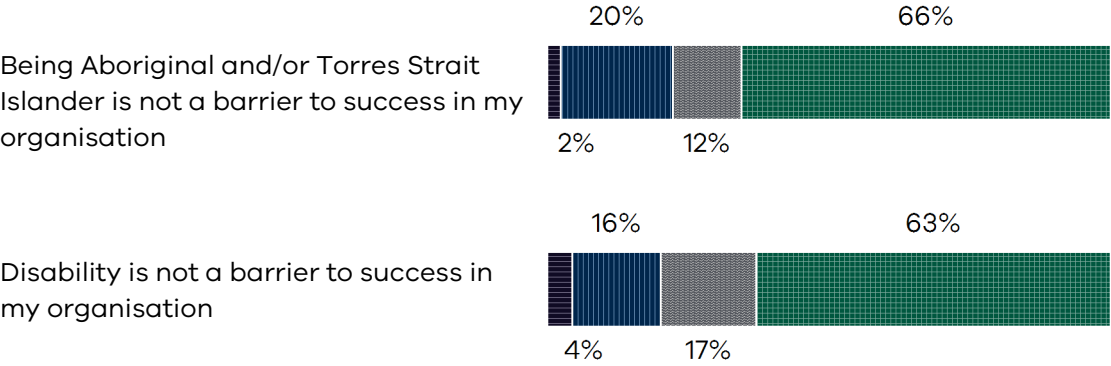
Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	2% / 20% / 12% / 66%	Not asked	Not asked	66 %	58 %	66 %	83 %
Disability is not a barrier to success in my organisation	4% / 16% / 17% / 63%	73 %	Not asked	63 %	50 %	58 %	74 %

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.

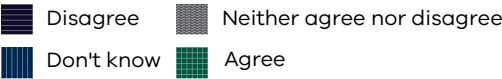Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

86% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation provides a physically safe work environment	6% / 7% / 86%	Not asked	Not asked	86 %	58 %	75 %	95 %
I feel culturally safe at work	7% / 11% / 82%	Not asked	Not asked	82 %	64 %	78 %	88 %
My organisation consults employees on health and safety matters	9% / 5% / 16% / 69%	72 %	Not asked	69 %	54 %	63 %	88 %
My organisation has effective procedures in place to support employees who may experience stress	13% / 5% / 16% / 66%	69 %	68 %	66 %	49 %	57 %	67 %

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

60% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.

Survey question	Your results			Benchmark agree results		

Your results legend: Disagree ■ | Don't know ■ | Neither agree nor disagree ■ | Agree ■
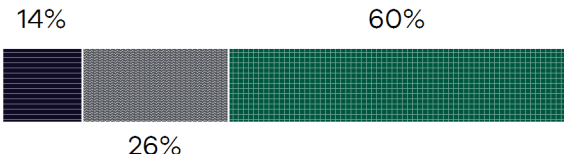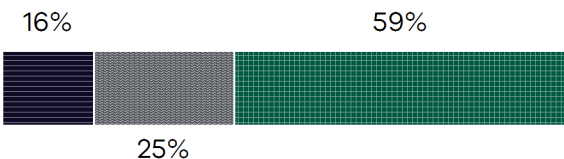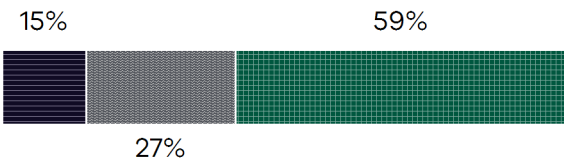
Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
In my workplace, there is good communication about psychological safety issues that affect me	14% / 26% / 60%	56 %	63 %	60 %	42 %	51 %	70 %
Senior leaders consider the psychological health of employees to be as important as productivity	16% / 25% / 59%	47 %	63 %	59 %	41 %	49 %	74 %
Senior leaders show support for stress prevention through involvement and commitment	15% / 27% / 59%	46 %	65 %	59 %	41 %	49 %	68 %
All levels of my organisation are involved in the prevention of stress	21% / 29% / 49%	42 %	50 %	49 %	32 %	41 %	57 %

Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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

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

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

How to interpret your score

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

A score of:

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

Adverse outcomes can include:

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

Benchmark results
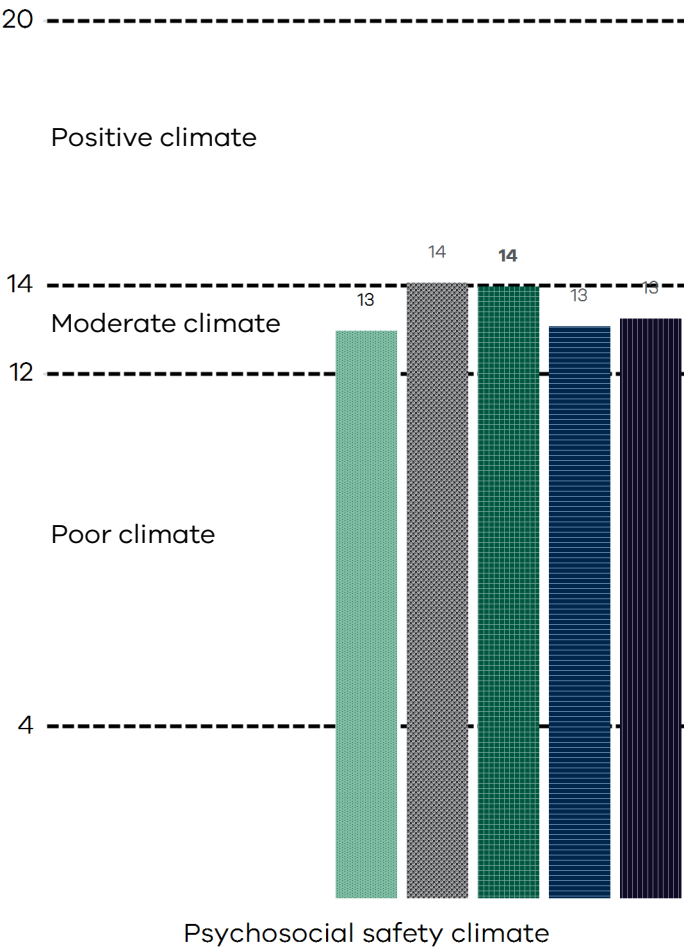
Psychosocial safety climate

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

Organisational climate

Patient safety climate 1 of 2

What this is

This is the safety culture in a healthcare workplace.

Why this is important

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

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

How to read this

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

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

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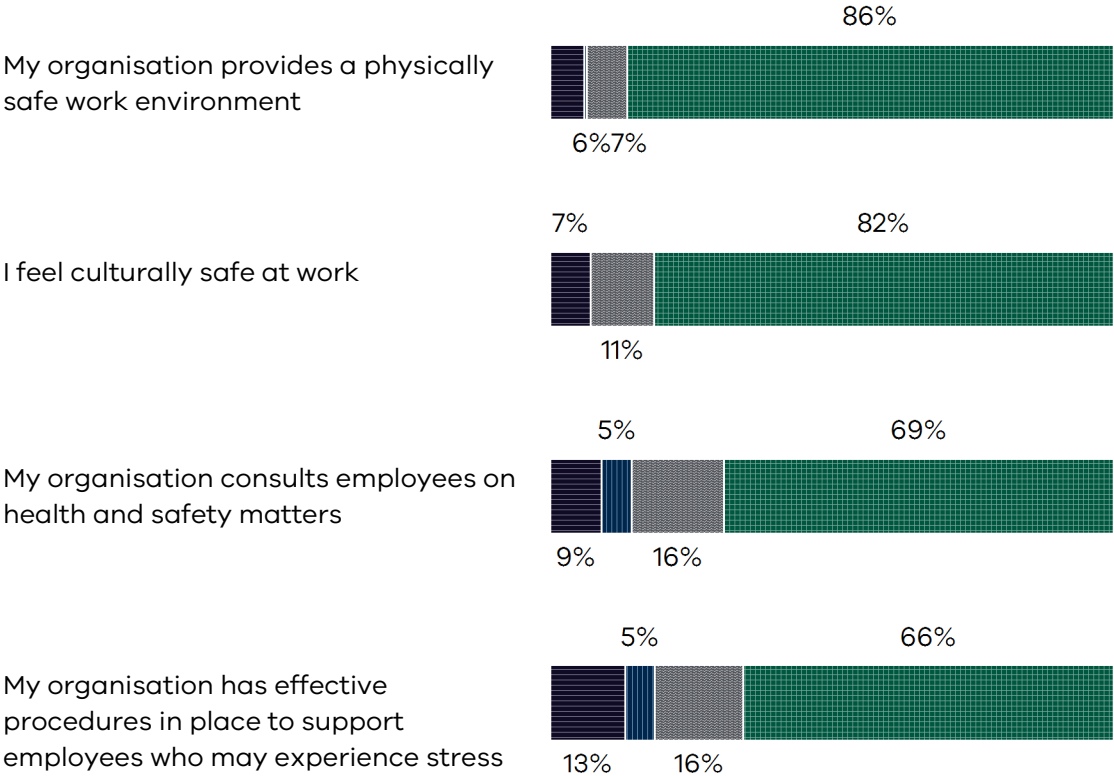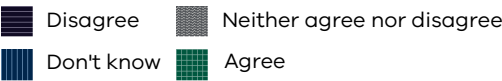
Example

92% of your staff who did the survey agreed or strongly agreed with 'I would recommend a friend or relative to be treated as a patient here'.

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I would recommend a friend or relative to be treated as a patient here	2% / 92% / 6%	91 %	91 %	92 %	41 %	73 %	91 %
I am encouraged by my colleagues to report any patient safety concerns I may have	4% / 84% / 12%	84 %	82 %	84 %	72 %	80 %	91 %
My suggestions about patient safety would be acted upon if I expressed them to my manager	7% / 76% / 17%	78 %	76 %	76 %	63 %	71 %	88 %
Patient care errors are handled appropriately in my work area	10% / 75% / 6% / 8%	75 %	75 %	75 %	59 %	72 %	76 %

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

Organisational climate

Patient safety climate 2 of 2

What this is

This is the safety culture in a healthcare workplace.

Why this is important

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

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

How to read this

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

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

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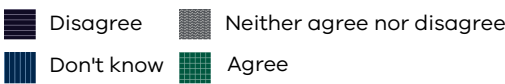
Example

75% of your staff who did the survey agreed or strongly agreed with 'Management is driving us to be a safety-centred organisation'.

Survey question	Your results		You			Comparator		
		2019	2020	2021		Lowest	Average	Highest
Management is driving us to be a safety-centred organisation	Disagree 6% / Neither 19% / Agree 75%	76 %	76 %	75 %		56 %	70 %	89 %
Trainees in my discipline are adequately supervised	Disagree 6% / Don't know 9% / Neither 14% / Agree 71%	73 %	70 %	71 %		54 %	63 %	69 %
The culture in my work area makes it easy to learn from the errors of others	Disagree 10% / Neither 20% / Agree 70%	73 %	66 %	70 %		57 %	68 %	74 %
This health service does a good job of training new and existing staff	Disagree 14% / Don't know 3% / Neither 16% / Agree 67%	69 %	68 %	67 %		45 %	59 %	65 %

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

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Diversity and inclusion 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

83% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees of different sexes/genders'.

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

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

Survey question	Disagree	Don't know	Neither	Agree	2019	2020	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees of different sexes/genders	5%	3%	9%	83%	87 %	Not asked	83 %	70 %	79 %	83 %
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	6%	3%	10%	80%	86 %	Not asked	80 %	67 %	79 %	90 %
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	11%	1%	10%	78%	85 %	Not asked	78 %	62 %	72 %	83 %
There is a positive culture within my organisation in relation to employees of different age groups	5%	6%	13%	76%	84 %	Not asked	76 %	65 %	73 %	89 %

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.
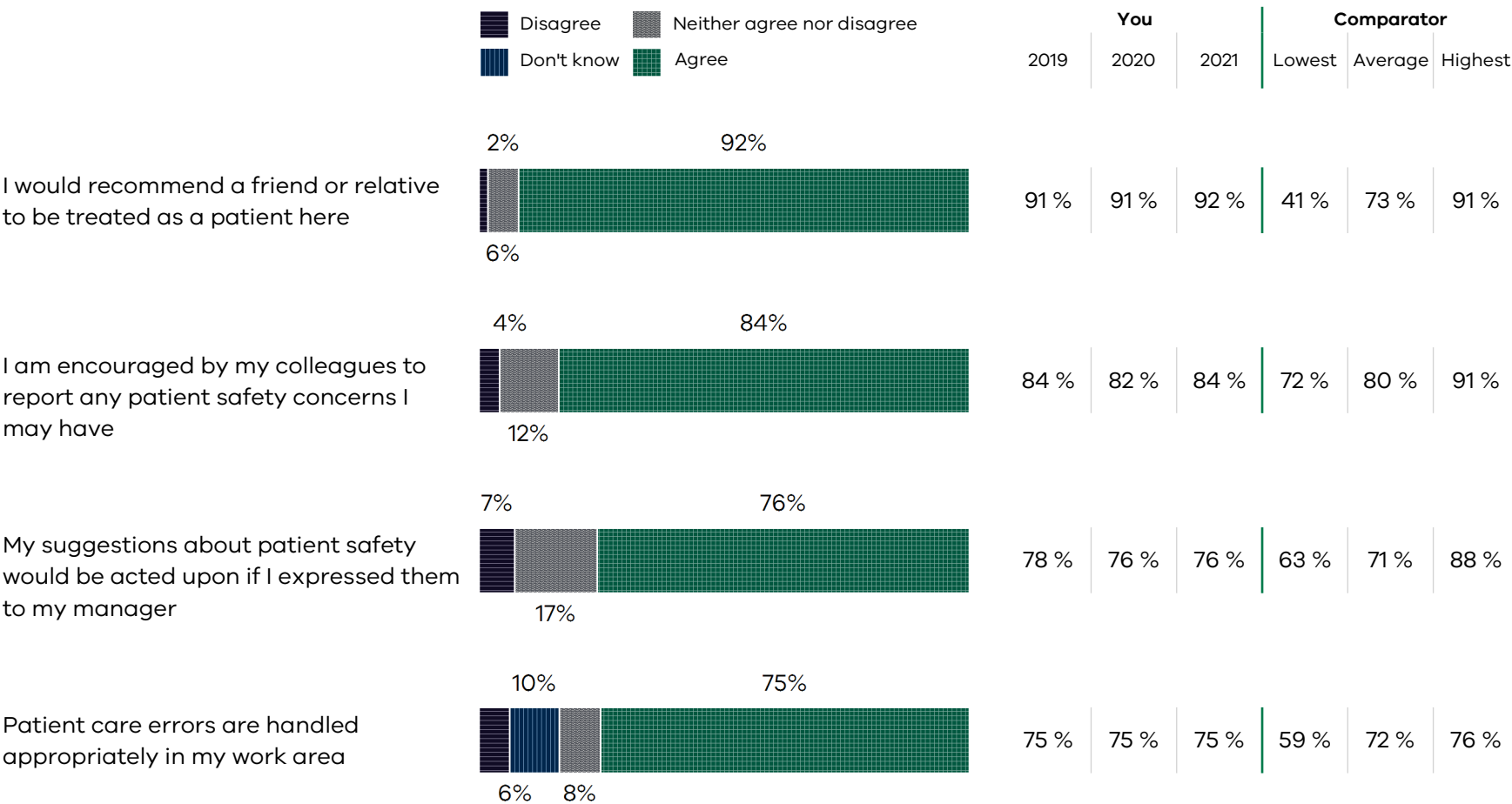
Example

72% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander'.

Survey question	Your results			Benchmark agree results					
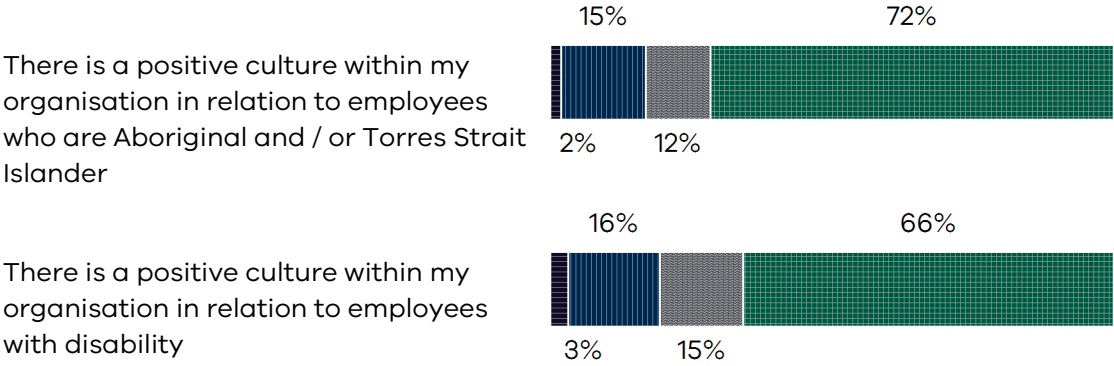
Legend: ■ Disagree ■ Don't know ▦ Neither agree nor disagree ▦ Agree

		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	2% / 15% / 12% / 72%	79 %	Not asked	72 %	57 %	68 %	90 %
There is a positive culture within my organisation in relation to employees with disability	3% / 16% / 15% / 66%	74 %	Not asked	66 %	49 %	59 %	76 %

Victorian Public Sector Commission — VICTORIA State Government

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.
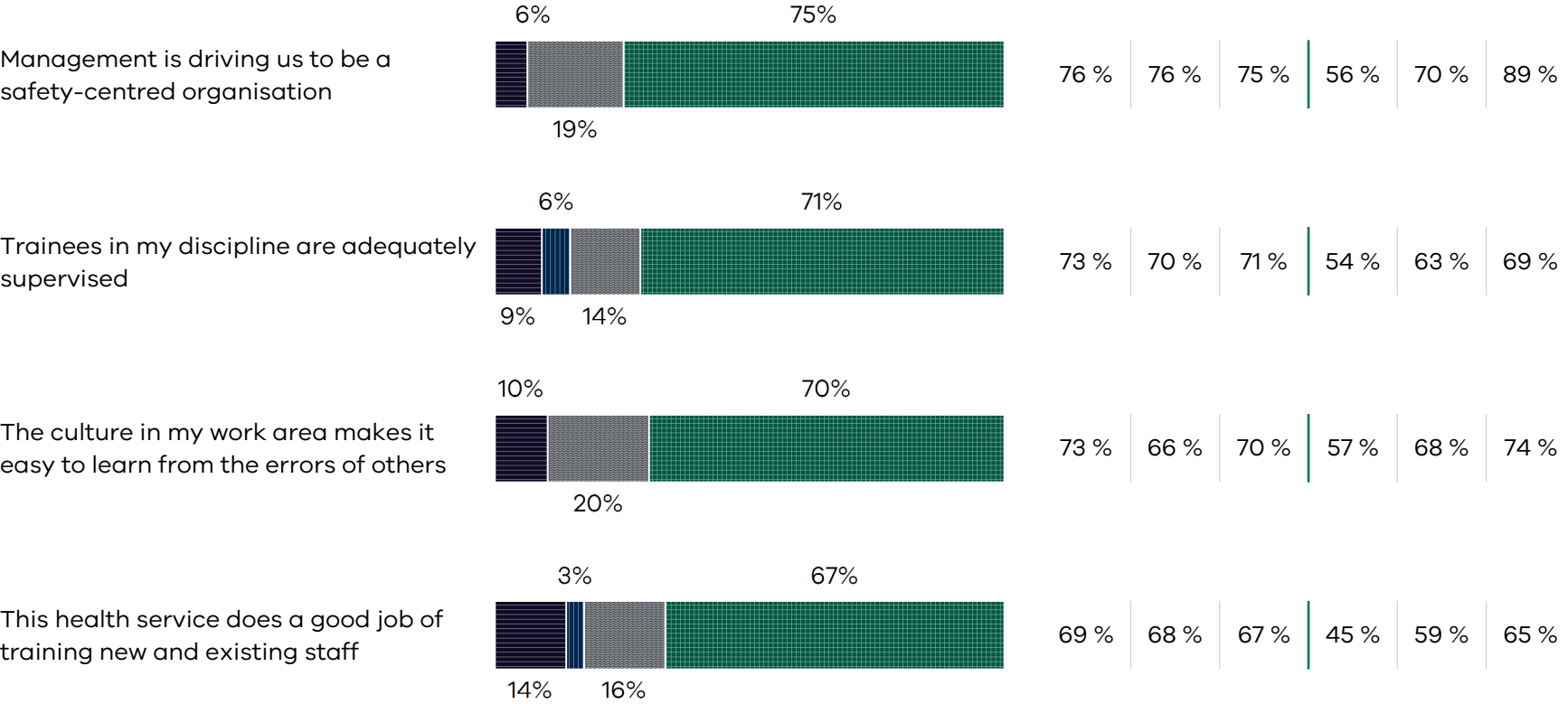
Example

87% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

Survey question | Your results | Benchmark agree results

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation uses inclusive and respectful images and language	2% / 87% / 3% / 8%	Not asked	Not asked	87 %	76 %	84 %	98 %
In my workgroup work is allocated fairly, regardless of gender	8% / 82% / 10%	Not asked	Not asked	82 %	75 %	81 %	88 %
My organisation would support me if I needed to take family violence leave	16% / 73% / 2% / 9%	Not asked	Not asked	73 %	61 %	70 %	86 %

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

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:

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

Compared to:

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

Quality service delivery: You 2019 87%, You 2021 82%, Comparator 2021 80%, Public sector 2021 80%

Workgroup support: You 2021 76%, Comparator 2021 75%, Public sector 2021 76%

Innovation: You 2019 71%, You 2021 68%, Comparator 2021 67%, Public sector 2021 68%

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

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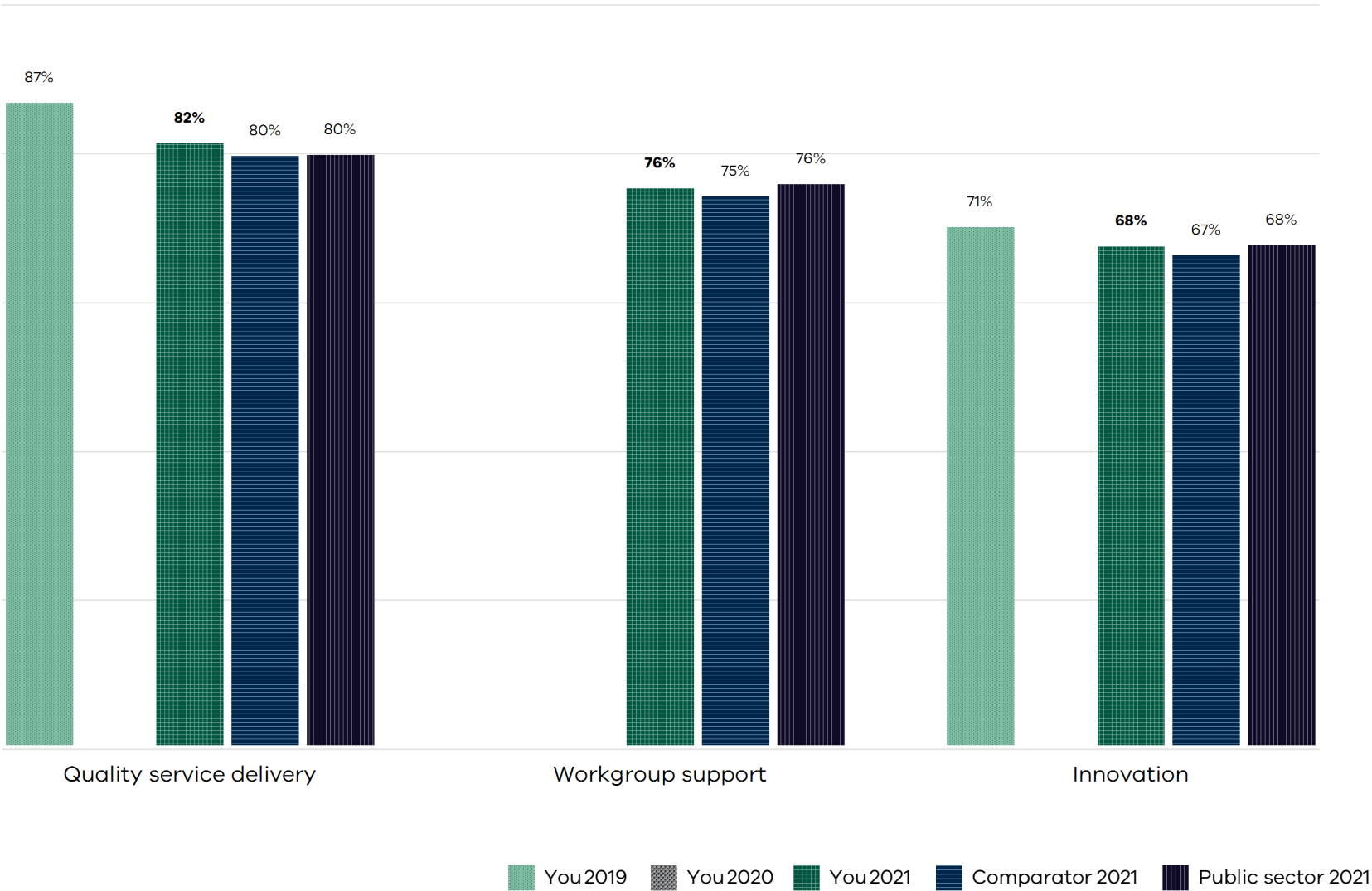
Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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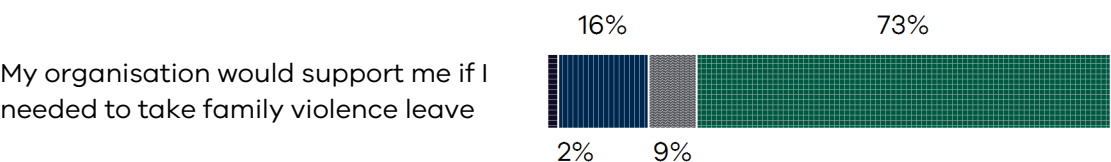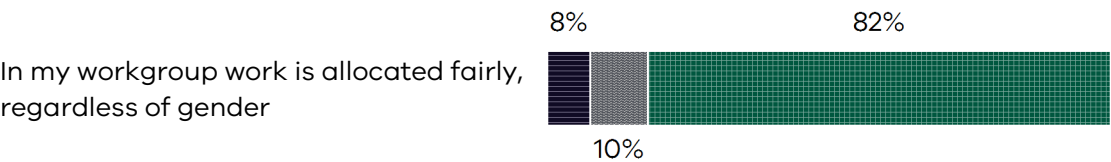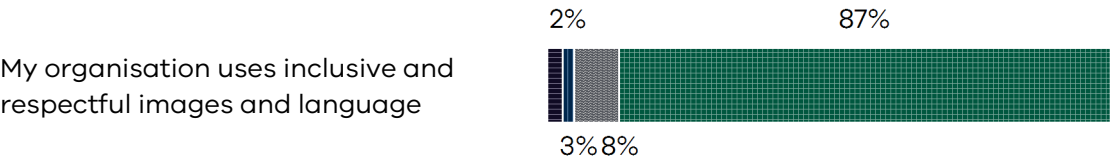
Example

90% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

Survey question	Your results					

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

Benchmark agree results

Survey question	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My workgroup strives to provide high quality advice and services (1% / 4% / 6% / 90%)	93 %	Not asked	90 %	82 %	87 %	98 %
My workgroup values human rights (1% / 3% / 7% / 89%)	90 %	Not asked	89 %	81 %	86 %	98 %
My workgroup strives to deliver services in a timely manner (4% / 7% / 89%)	93 %	Not asked	89 %	82 %	88 %	95 %
My workgroup strives to make the best use of its resources (10% / 10% / 1% / 79%)	87 %	Not asked	79 %	73 %	77 %	88 %

Workgroup climate

Quality service delivery 2 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

78% of your staff who did the survey agreed or strongly agreed with 'My workgroup has clear lines of responsibility'.

Survey question	Your results						

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

Benchmark agree results

Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup has clear lines of responsibility (11% Disagree, 10% Neither, 1% Don't know, 78% Agree)	82 %	Not asked	78 %	69 %	77 %	87 %
My workgroup focuses on making decisions informed by all relevant facts (9% Disagree, 12% Neither, 2% Don't know, 77% Agree)	86 %	Not asked	77 %	68 %	75 %	88 %
My workgroup places a priority on acting fairly and without bias (13% Disagree, 14% Neither, 1% Don't know, 73% Agree)	81 %	Not asked	73 %	66 %	72 %	87 %

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

78% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

Survey question | Your results | Benchmark agree results

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes	6% / 4% / 12% / 78%	80 %	Not asked	78 %	73 %	78 %	91 %
My workgroup learns from failures and mistakes	13% / 2% / 15% / 71%	74 %	Not asked	71 %	58 %	69 %	77 %
My workgroup is quick to respond to opportunities to do things better	13% / 1% / 16% / 70%	71 %	Not asked	70 %	62 %	69 %	79 %
My workgroup takes reasonable risks to improve its services	11% / 4% / 23% / 61%	64 %	Not asked	61 %	54 %	60 %	71 %

Victorian Public Sector Commission

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Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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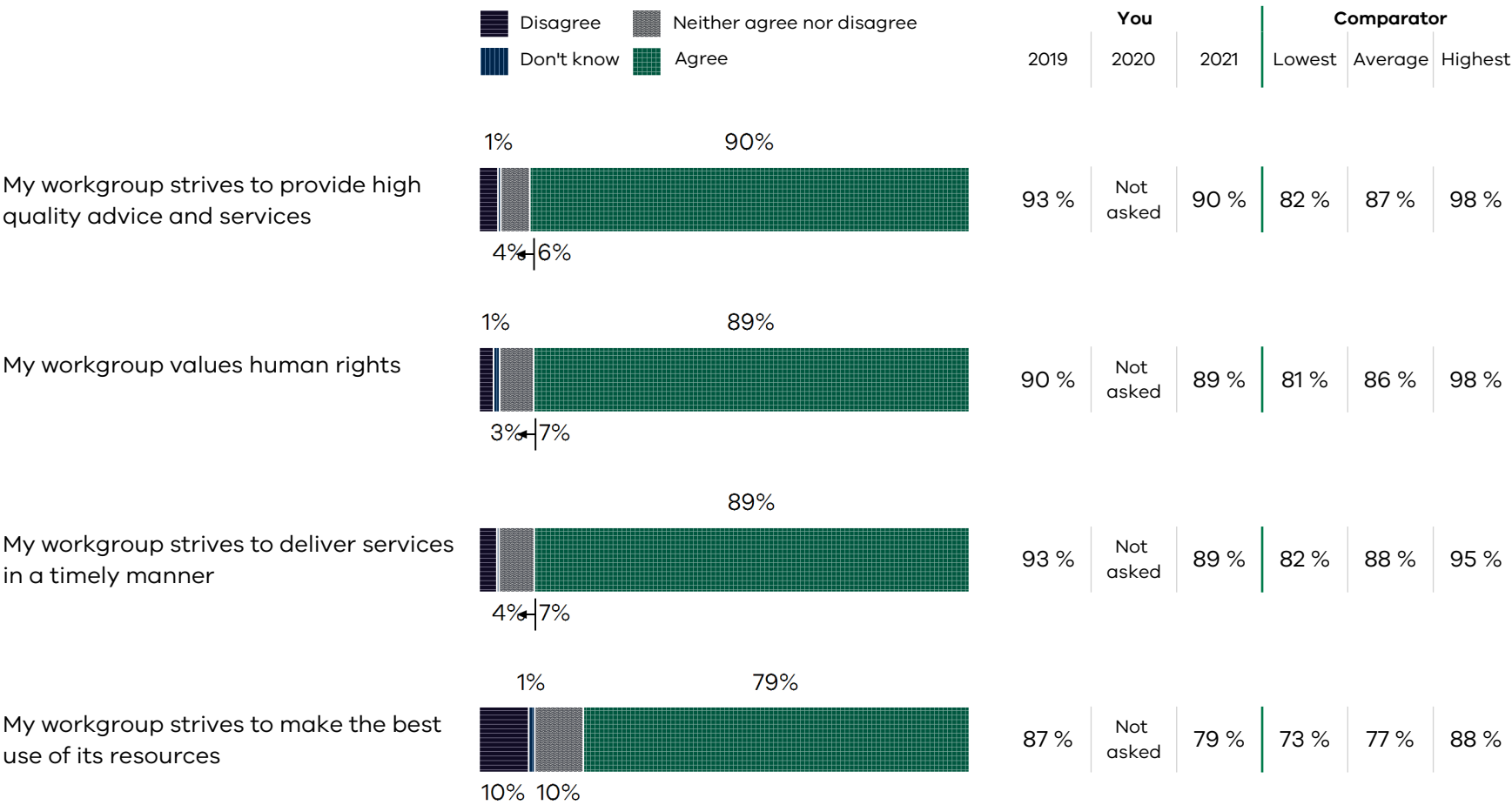
Example

60% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.

Survey question	Your results	Benchmark agree results

Survey question · **Your results** · **Benchmark agree results**

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My workgroup encourages employee creativity	Disagree 16% · Don't know 1% · Neither 23% · Agree 60%	64 %	Not asked	60 %	52 %	59 %	77 %

Victorian Public Sector Commission

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Workgroup climate

Workgroup support 1 of 3

What this is

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

Why this is important

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

How to read this

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

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

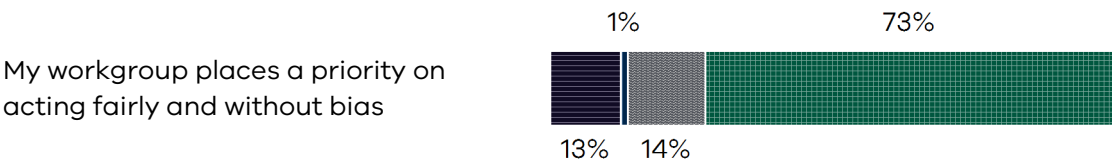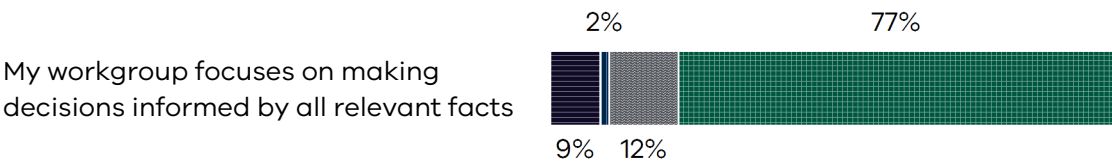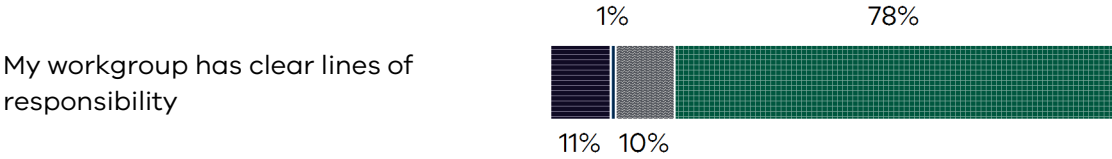Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

90% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

Survey question	Your results						

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

Benchmark agree results
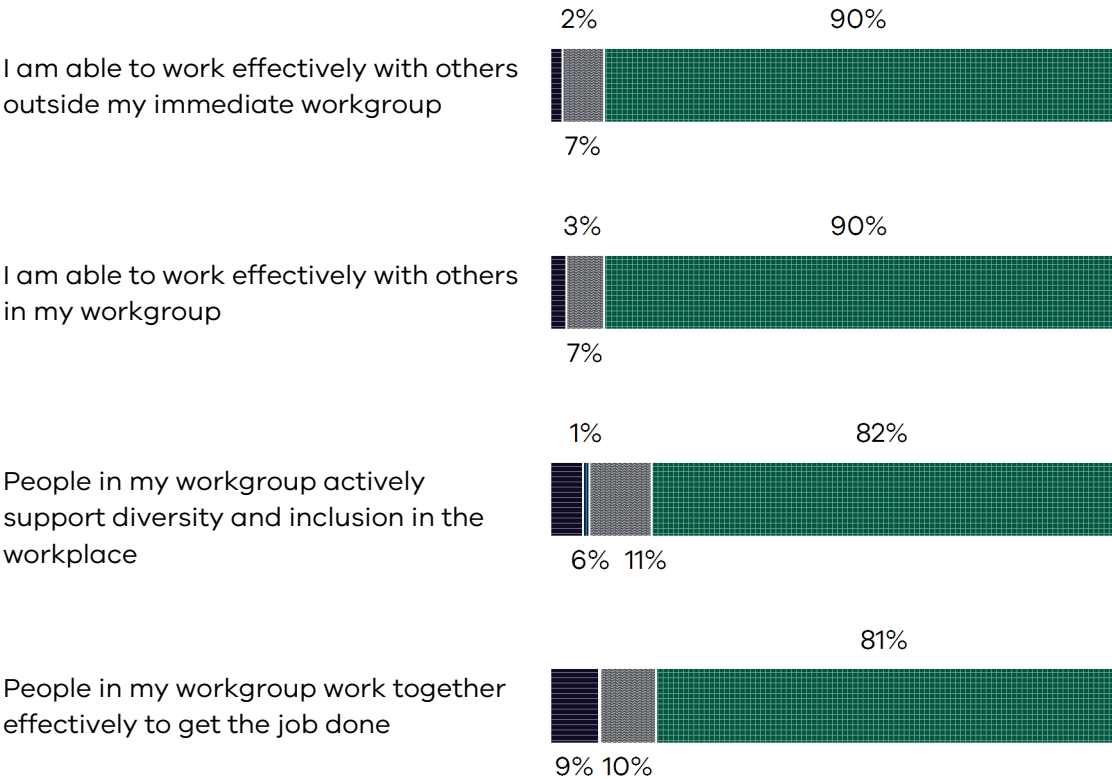
	You			Comparator		
Survey question	2019	2020	2021	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	Not asked	89 %	90 %	83 %	89 %	92 %
I am able to work effectively with others in my workgroup	Not asked	91 %	90 %	86 %	90 %	95 %
People in my workgroup actively support diversity and inclusion in the workplace	83 %	Not asked	82 %	75 %	82 %	90 %
People in my workgroup work together effectively to get the job done	84 %	82 %	81 %	74 %	81 %	84 %

Your results bars:

I am able to work effectively with others outside my immediate workgroup: 2%, 7%, 90%

I am able to work effectively with others in my workgroup: 3%, 7%, 90%

People in my workgroup actively support diversity and inclusion in the workplace: 1%, 6%, 11%, 82%

People in my workgroup work together effectively to get the job done: 9%, 10%, 81%

Victorian Public Sector Commission

VICTORIA State Government

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.
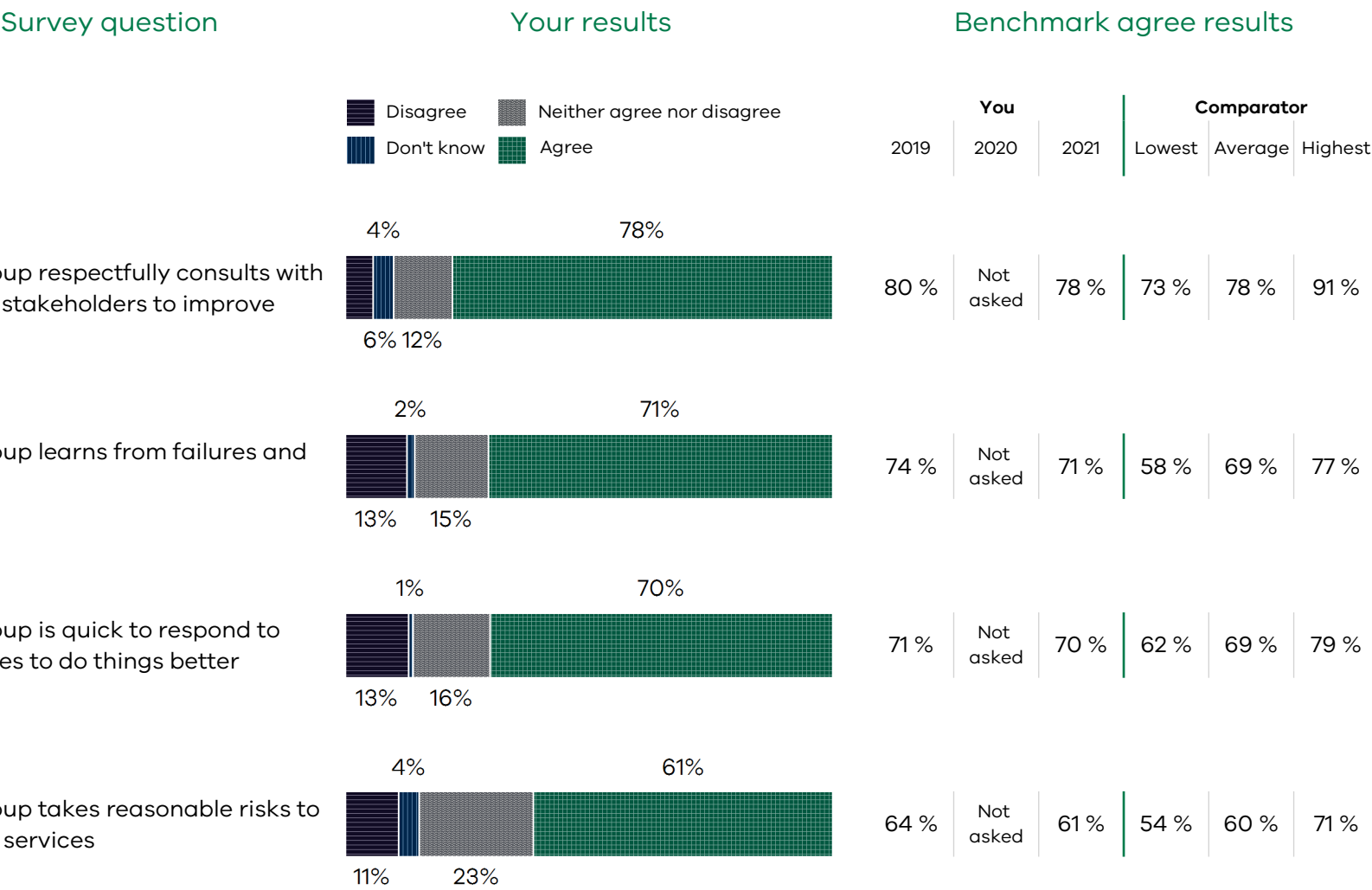
How to read this

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.

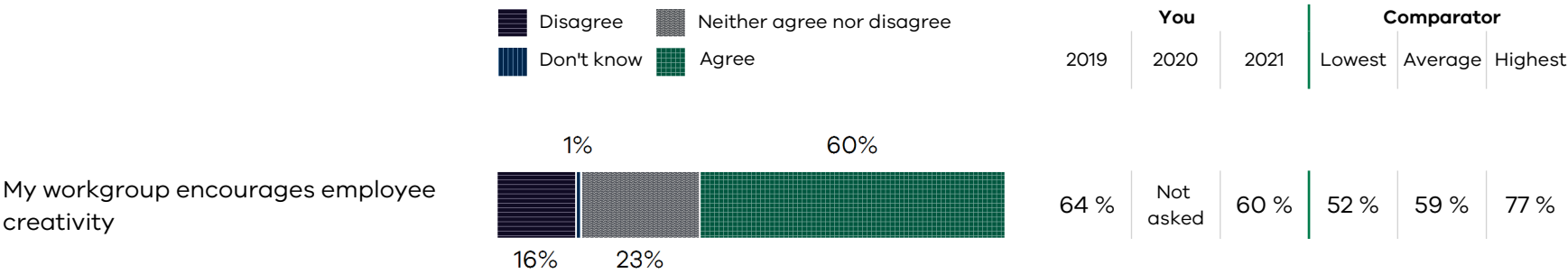Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

Survey question	Your results			

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

Benchmark agree results

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup treat each other with respect	12% / 11% / 77%	81 %	80 %	77 %	73 %	79 %	86 %
People in my workgroup are politically impartial in their work	7% / 5% / 18% / 70%	74 %	Not asked	70 %	61 %	68 %	77 %
People in my workgroup regularly reach out to support me and my wellbeing	15% / 16% / 69%	Not asked	70 %	69 %	61 %	68 %	82 %
People in my workgroup are honest, open and transparent in their dealings	14% / 1% / 17% / 68%	71 %	Not asked	68 %	62 %	68 %	76 %

Victorian Public Sector Commission

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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

65% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Survey question

Your results

Benchmark agree results

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

Survey question	Disagree	Don't know	Neither agree nor disagree	Agree	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup appropriately manage conflicts of interest	12%	5%	18%	65%	68 %	Not asked	65 %	57 %	64 %	73 %
Workgroups across my organisation willingly share information with each other	11%	5%	19%	64%	66 %	64 %	64 %	45 %	60 %	68 %

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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
- Patient safety climate
- Diversity and inclusion
- Gender equality supporting measures

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

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

Compared to:

- 86% of staff at your comparator and 84% of staff across the public sector.
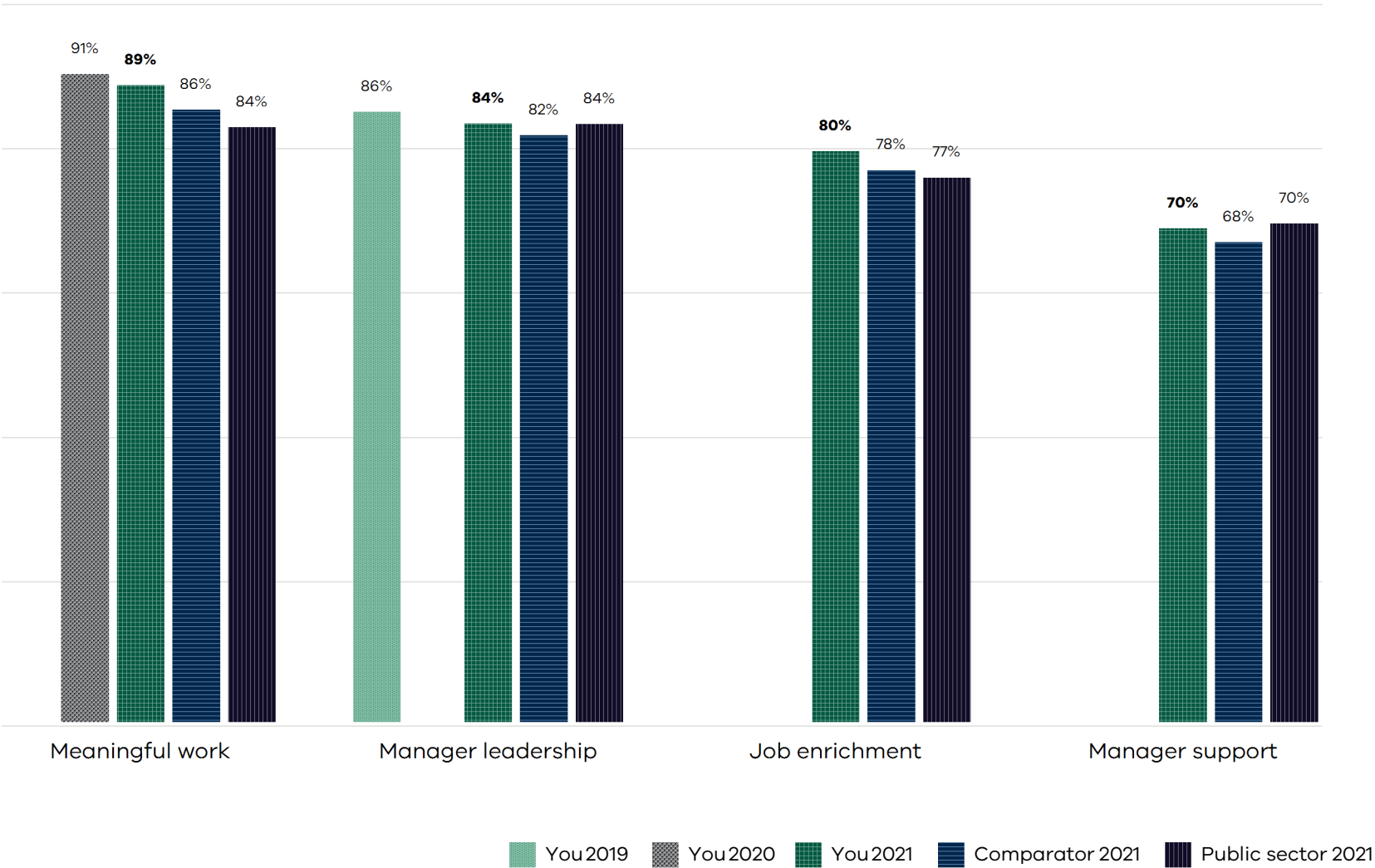
Chart legend: You 2019, You 2020, You 2021, Comparator 2021, Public sector 2021

Factor	You 2019	You 2020	You 2021	Comparator 2021	Public sector 2021
Meaningful work		91%	89%	86%	84%
Manager leadership	86%		84%	82%	84%
Job enrichment			80%	78%	77%
Manager support			70%	68%	70%

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 68% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

- 65% of staff at your comparator and 67% of staff across the public sector.

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

Safe to speak up: 68%, 65%, 67%
Workload: 59%, 67%, 60%, 51%, 53%
Learning and development: 58%, 55%, 53%
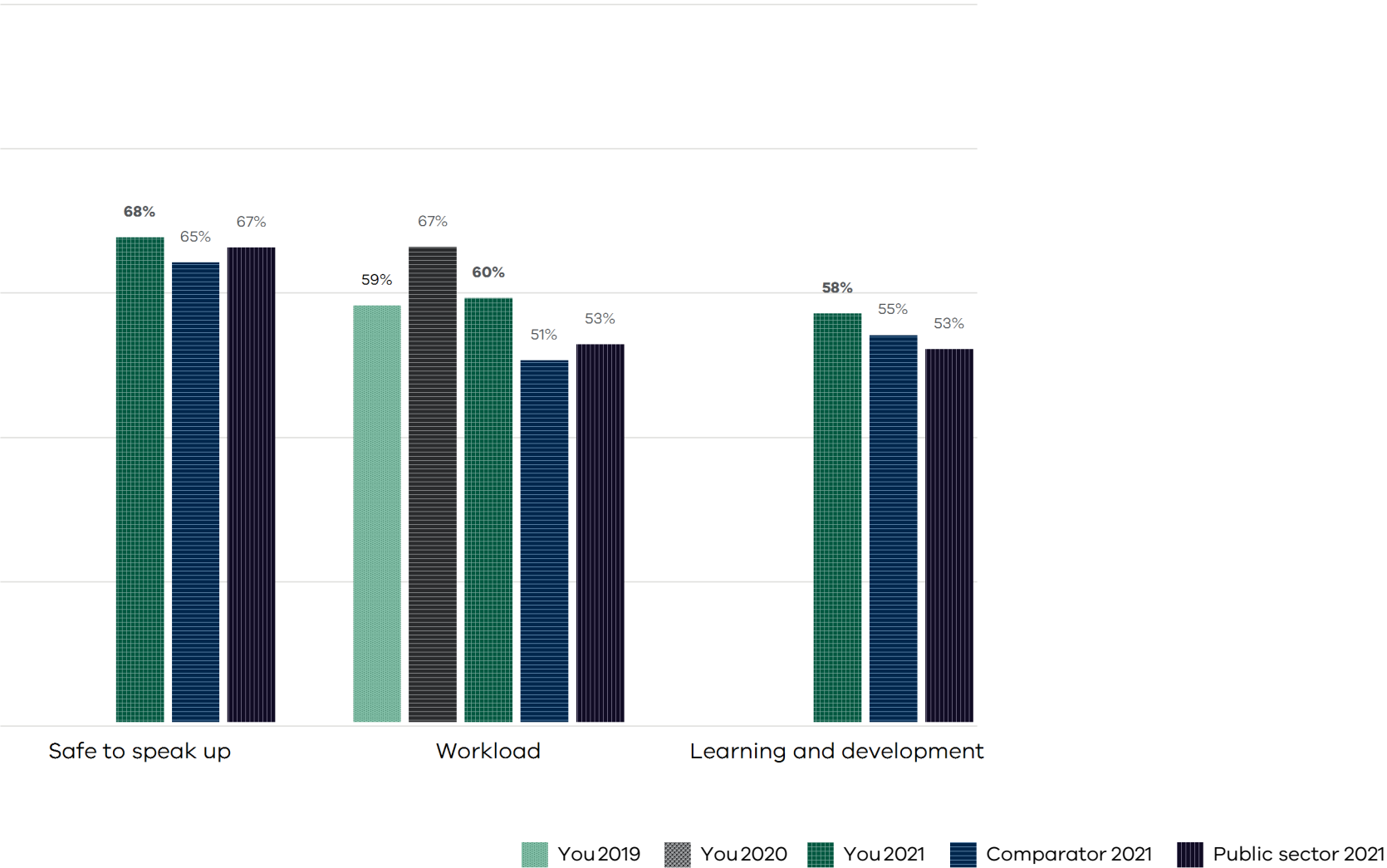
Job and manager factors

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

87% of your staff who did the survey agreed or strongly agreed with 'My manager is committed to workplace safety'.

Survey question	Your results					

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My manager is committed to workplace safety	1% / 5% / 7% / 87%	86 %	Not asked	87 %	78 %	84 %	99 %
My manager works effectively with people from diverse backgrounds	4% / 10% / 86%	87 %	Not asked	86 %	80 %	85 %	96 %
My manager ensures clients receive a high standard of service	5% / 10% / 86%	88 %	Not asked	86 %	79 %	85 %	99 %
My manager treats employees with dignity and respect	8% / 7% / 84%	85 %	Not asked	84 %	77 %	82 %	93 %

Job and manager factors

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

81% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question

Your results

Benchmark agree results

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

Survey question		You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My manager demonstrates honesty and integrity (9% / 10% / 81%)	85 %	Not asked	81 %	75 %	80 %	93 %
My manager models my organisation's values (9% / 10% / 81%)	83 %	Not asked	81 %	74 %	79 %	93 %

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.

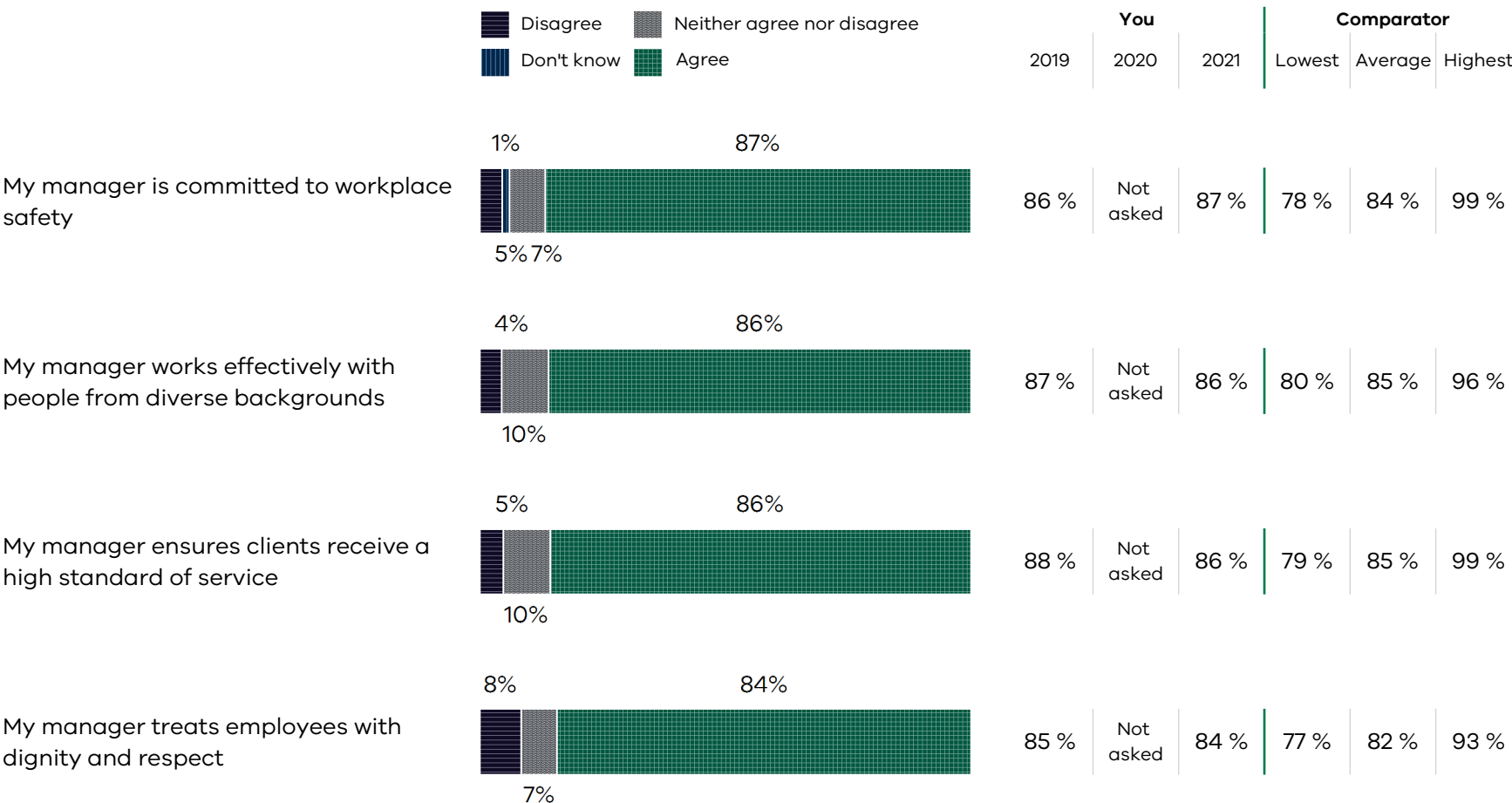Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

80% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question	Your results						

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

Benchmark agree results

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My manager listens to what I have to say	10% / 10% / 80%	84 %	78 %	80 %	73 %	77 %	89 %
I would be confident in approaching my manager to discuss concerns and grievances	14% / 9% / 77%	76 %	Not asked	77 %	70 %	75 %	87 %
My manager keeps me informed about what's going on	12% / 12% / 76%	74 %	76 %	76 %	65 %	72 %	83 %
My manager encourages and supports my participation in learning and development opportunities	11% / 14% / 75%	78 %	Not asked	75 %	66 %	73 %	86 %

Job and manager factors

Manager support 2 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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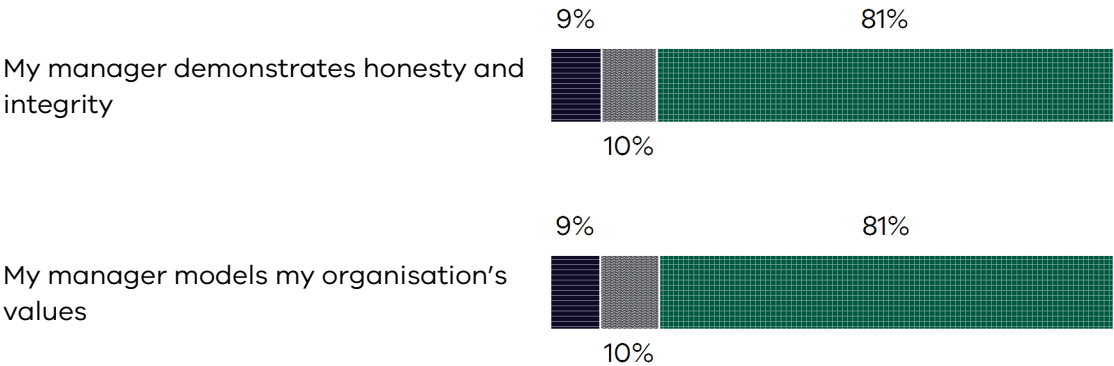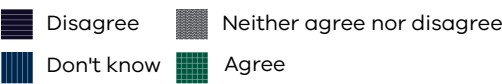
Example

75% of your staff who did the survey agreed or strongly agreed with 'My manager provides me with enough support when I need it'.

Survey question	Your results	Benchmark agree results

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

Survey question	Disagree	Neither	Agree	2019	You 2020	2021	Comparator Lowest	Average	Highest
My manager provides me with enough support when I need it	12% / 1%	12%	75%	Not asked	75 %	75 %	66 %	71 %	84 %
My manager involves me in decisions about my work	13%	14%	73%	74 %	69 %	73 %	66 %	71 %	85 %
My manager provides feedback to me in a way that helps me improve my performance	17% / 2%	19%	62%	65 %	64 %	62 %	58 %	64 %	79 %
I receive adequate recognition for my contributions and accomplishments	21%	22%	57%	55 %	Not asked	57 %	42 %	52 %	70 %

Victorian Public Sector Commission

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Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

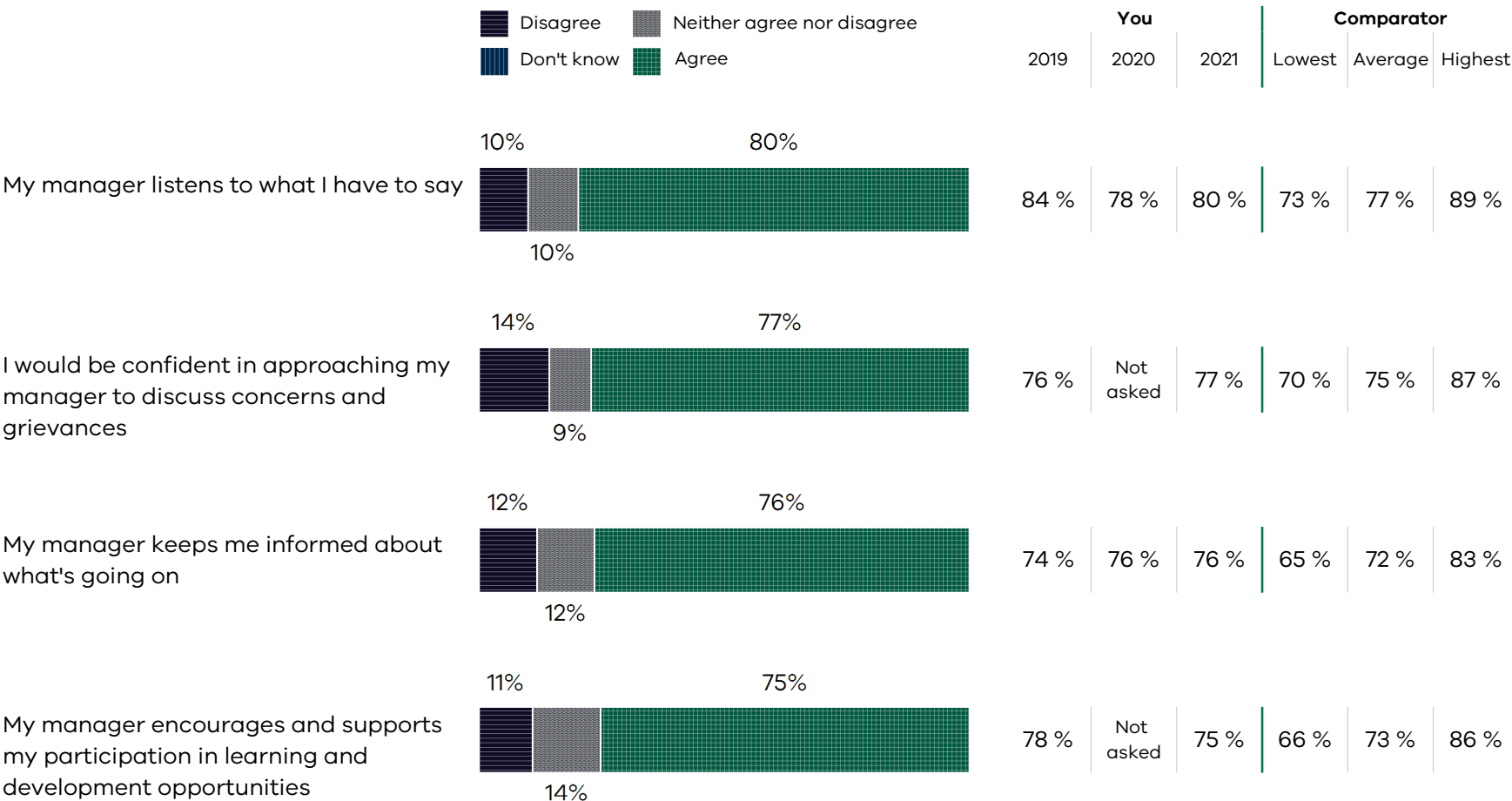Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

50% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

Survey question	Your results	Benchmark agree results

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

	You			Comparator		
Survey question	2019	2020	2021	Lowest	Average	Highest
My manager has regular conversations with me about my learning and development	Not asked	Not asked	50 %	44 %	52 %	79 %

Your results for "My manager has regular conversations with me about my learning and development": Disagree 27%, Neither agree nor disagree 24%, Agree 50%

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.
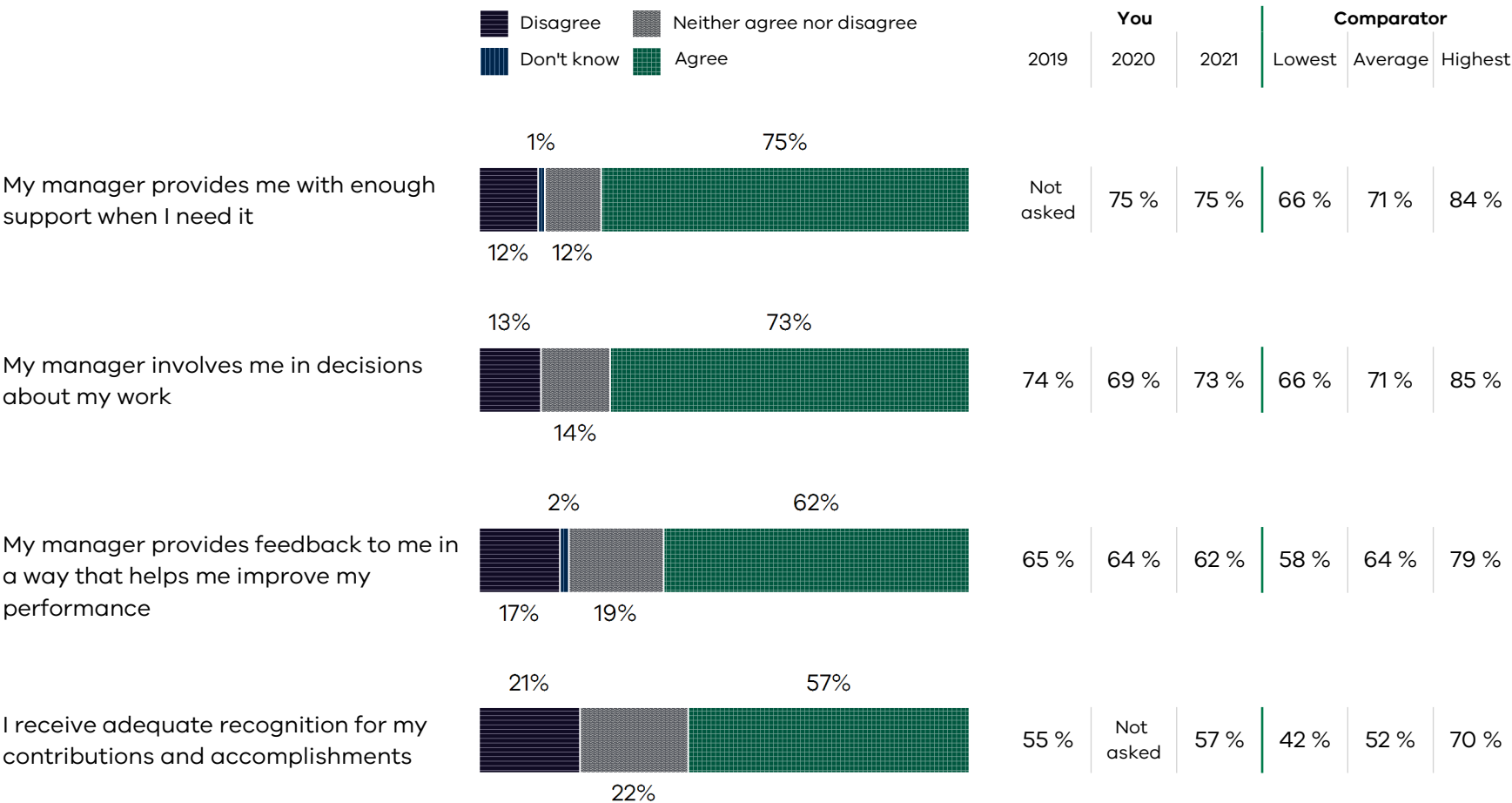
Example

63% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

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

	You			Comparator		
2019	2020	2021		Lowest	Average	Highest

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

23% | 63% | 14%

| 61 % | 70 % | 63 % | 49 % | 54 % | 66 % |

I have enough time to do my job effectively

26% | 57% | 17%
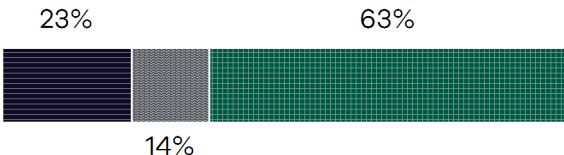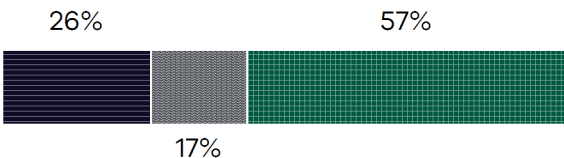
| 57 % | 63 % | 57 % | 41 % | 48 % | 61 % |

Job and manager factors

Learning and development 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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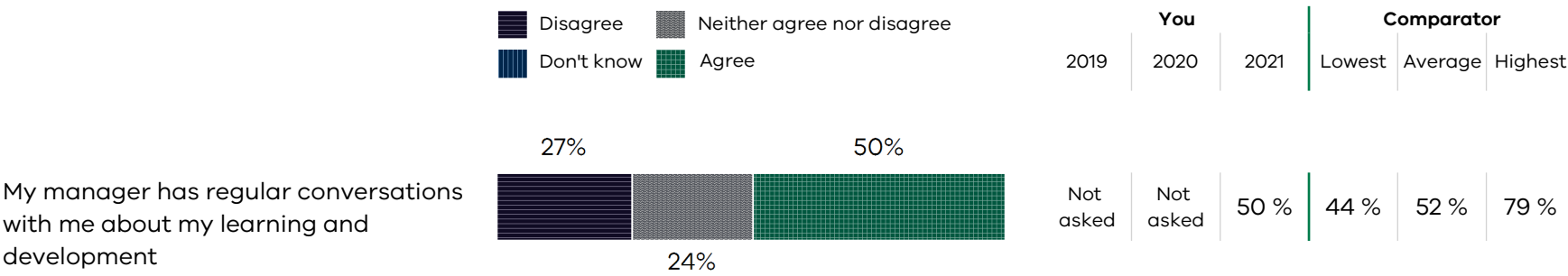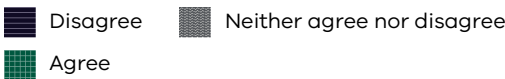
Example

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

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Survey question	Your results	2019 (You)	2020 (You)	2021 (You)	Lowest (Comparator)	Average (Comparator)	Highest (Comparator)
I am developing and learning in my role	11% Disagree, 13% Neither, 76% Agree	Not asked	Not asked	76 %	64 %	72 %	88 %
In the last 12 months I have learned skills that have helped me do my job better	10% Disagree, 15% Neither, 76% Agree	Not asked	Not asked	76 %	62 %	72 %	86 %
My organisation places a high priority on the learning and development of staff	12% Disagree, 21% Neither, 67% Agree	69 %	Not asked	67 %	47 %	62 %	81 %
There are adequate opportunities for me to develop skills and experience in my organisation	18% Disagree, 20% Neither, 62% Agree	72 %	Not asked	62 %	46 %	58 %	84 %

Job and manager factors

Learning and development 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

60% 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'.
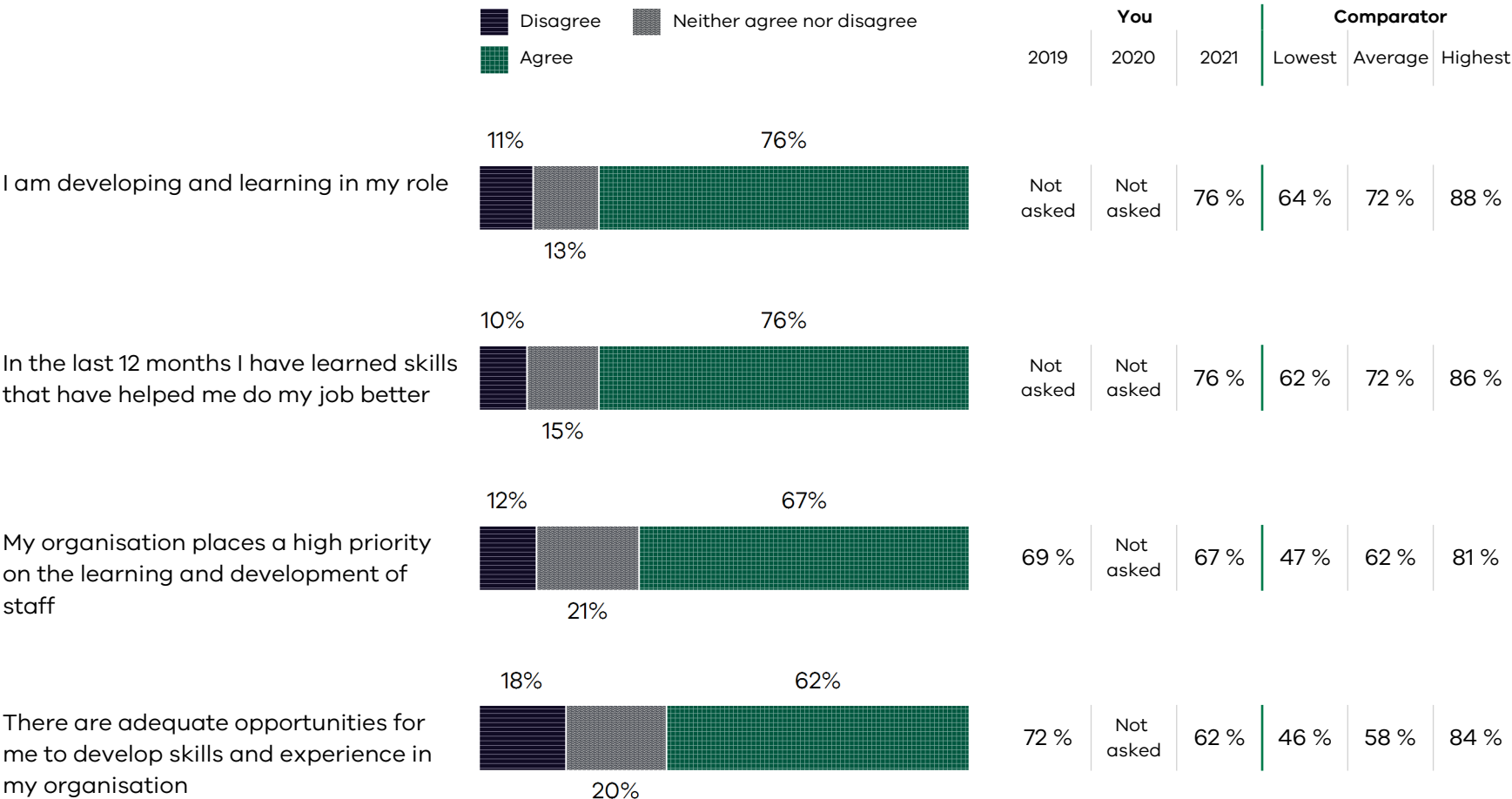
Legend: Disagree | Neither agree nor disagree | Agree
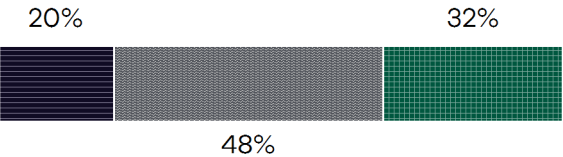
Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	19% / 22% / 60%	Not asked	Not asked	60 %	44 %	56 %	81 %
I feel I have an equal chance at promotion in my organisation	25% / 28% / 47%	Not asked	Not asked	47 %	33 %	44 %	53 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	21% / 36% / 43%	Not asked	Not asked	43 %	34 %	43 %	53 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	20% / 48% / 32%	Not asked	Not asked	32 %	28 %	32 %	35 %

Job and manager factors

Job enrichment 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

92% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question

Your results

- Disagree
- Neither agree nor disagree
- Agree

Benchmark agree results

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	2% / 92% / 5%	95 %	96 %	92 %	85 %	90 %	96 %
I clearly understand what I am expected to do in this job	5% / 87% / 8%	90 %	92 %	87 %	76 %	85 %	93 %
My job allows me to utilise my skills, knowledge and abilities	6% / 87% / 7%	87 %	88 %	87 %	79 %	84 %	91 %
I have the authority to do my job effectively	7% / 84% / 9%	86 %	Not asked	84 %	72 %	78 %	93 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

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

Example

78% of your 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						

			You			**Comparator**	
		2019	2020	2021	Lowest	Average	Highest
I understand how the Charter of Human Rights and Responsibilities applies to my work	Disagree 6%, Neither 16%, Agree 78%	77 %	Not asked	78 %	71 %	76 %	91 %
I have a choice in deciding how I do my work	Disagree 10%, Neither 15%, Agree 74%	73 %	72 %	74 %	63 %	68 %	81 %
My work performance is assessed against clear criteria	Disagree 16%, Neither 24%, Agree 60%	Not asked	Not asked	60 %	51 %	61 %	91 %

Legend: ■ Disagree   ▦ Neither agree nor disagree   ▦ Agree

Victorian Public Sector Commission

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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.
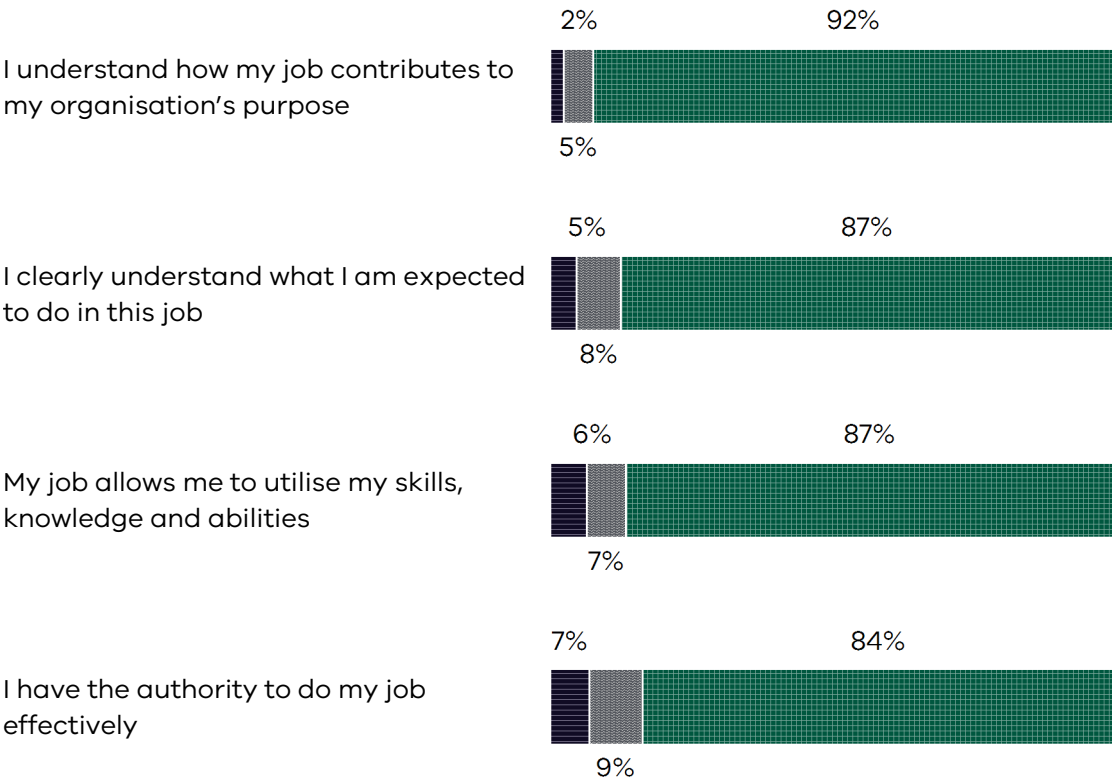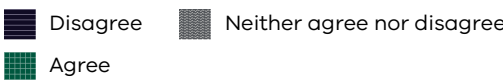
Example

90% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

Survey question	Your results	Benchmark agree results

Your results legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree
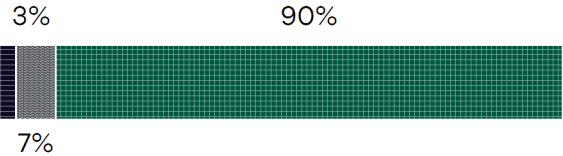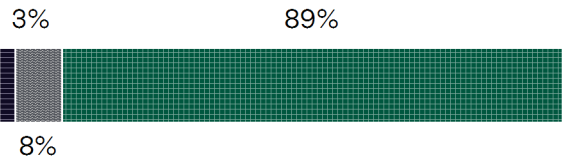
Survey question	Disagree	Neither	Agree	2019	You 2020	2021	Comparator Lowest	Average	Highest
I feel that I can make a worthwhile contribution at work	3%	7%	90%	Not asked	91 %	90 %	82 %	87 %	95 %
I am achieving something important through my work	3%	8%	89%	Not asked	91 %	89 %	76 %	85 %	98 %

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.
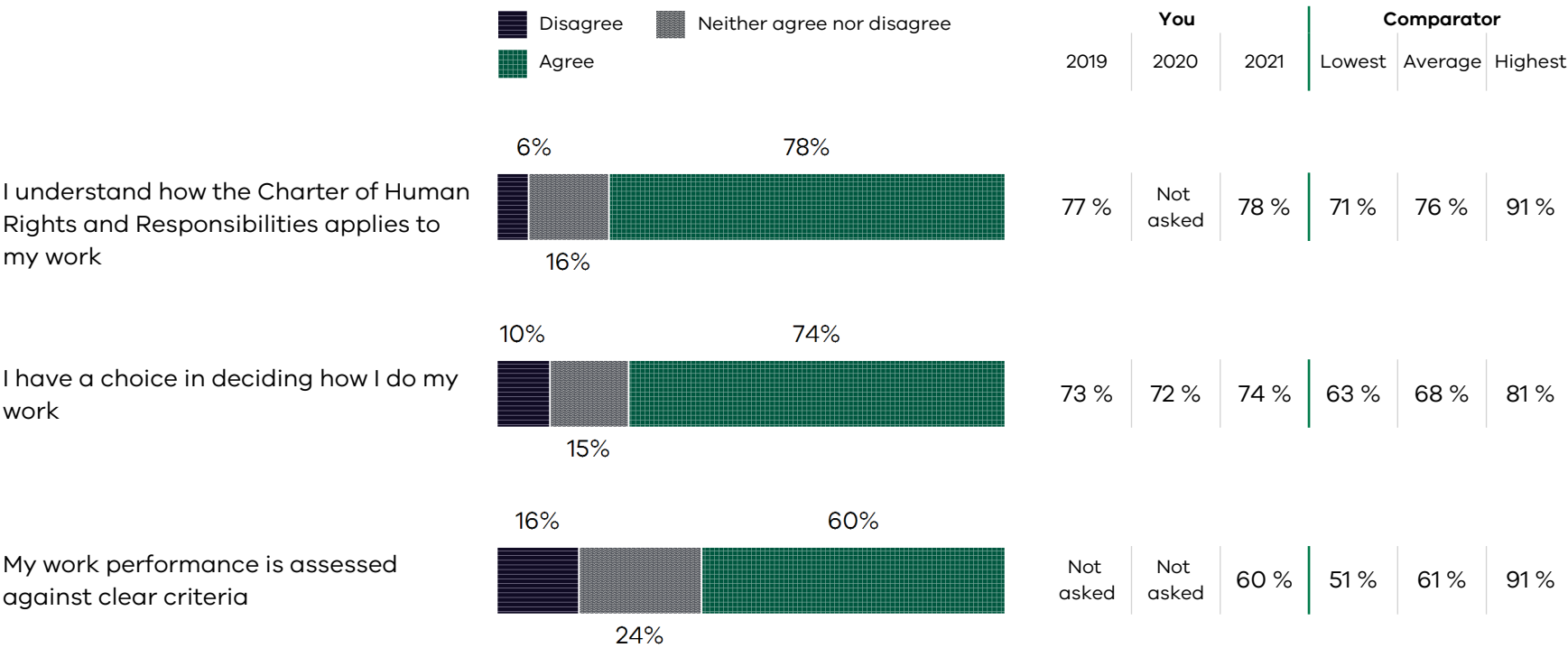
Example

70% 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 / Benchmark agree results

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ Agree
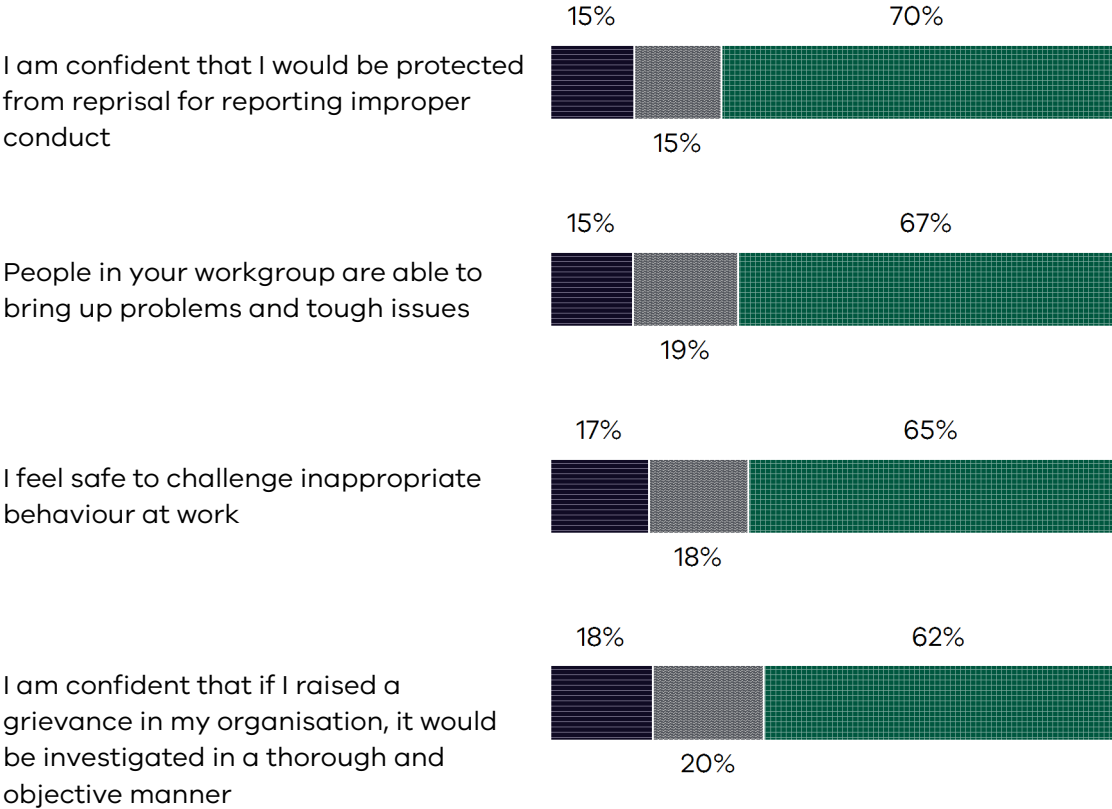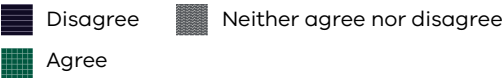
Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I am confident that I would be protected from reprisal for reporting improper conduct	15% / 15% / 70%	59 %	Not asked	70 %	52 %	63 %	74 %
People in your workgroup are able to bring up problems and tough issues	15% / 19% / 67%	Not asked	67 %	67 %	63 %	68 %	74 %
I feel safe to challenge inappropriate behaviour at work	17% / 18% / 65%	Not asked	67 %	65 %	51 %	62 %	72 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	18% / 20% / 62%	55 %	Not asked	62 %	43 %	56 %	66 %

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

77% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

Survey question	Your results						

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ Agree

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest

People in my workgroup often reject others for being different
Disagree 77% · Neither 12% · Agree 11%

	Not asked	Not asked	77 %	72 %	76 %	85 %
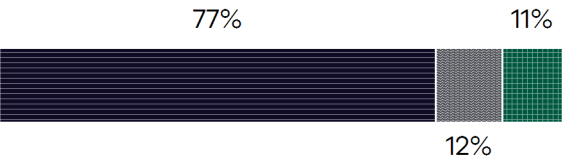
If I make a mistake in my workgroup, it is often held against me
Disagree 69% · Neither 18% · Agree 13%

	Not asked	Not asked	69 %	60 %	66 %	76 %

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

32% 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	32%	36%	36%
There are no noticeable barriers	22%	18%	18%
Communication processes	17%	20%	19%
Administrative processes (including leave and HR requirements)	16%	15%	19%
Decision making and authorisation processes	15%	18%	23%
Poor work-life balance	12%	13%	12%
Other	12%	15%	13%
Poor mental health or wellbeing	11%	11%	11%
Difficulties in separating work from other aspects of my life	10%	8%	10%
Technology limitations	10%	22%	20%

Victorian Public Sector Commission

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People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

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:

- 88% of your staff who did the survey responded positively to questions about Responsiveness , which is down 3% in 2019.

Compared to:

- 87% of staff at your comparator and 87% of staff across the public sector.
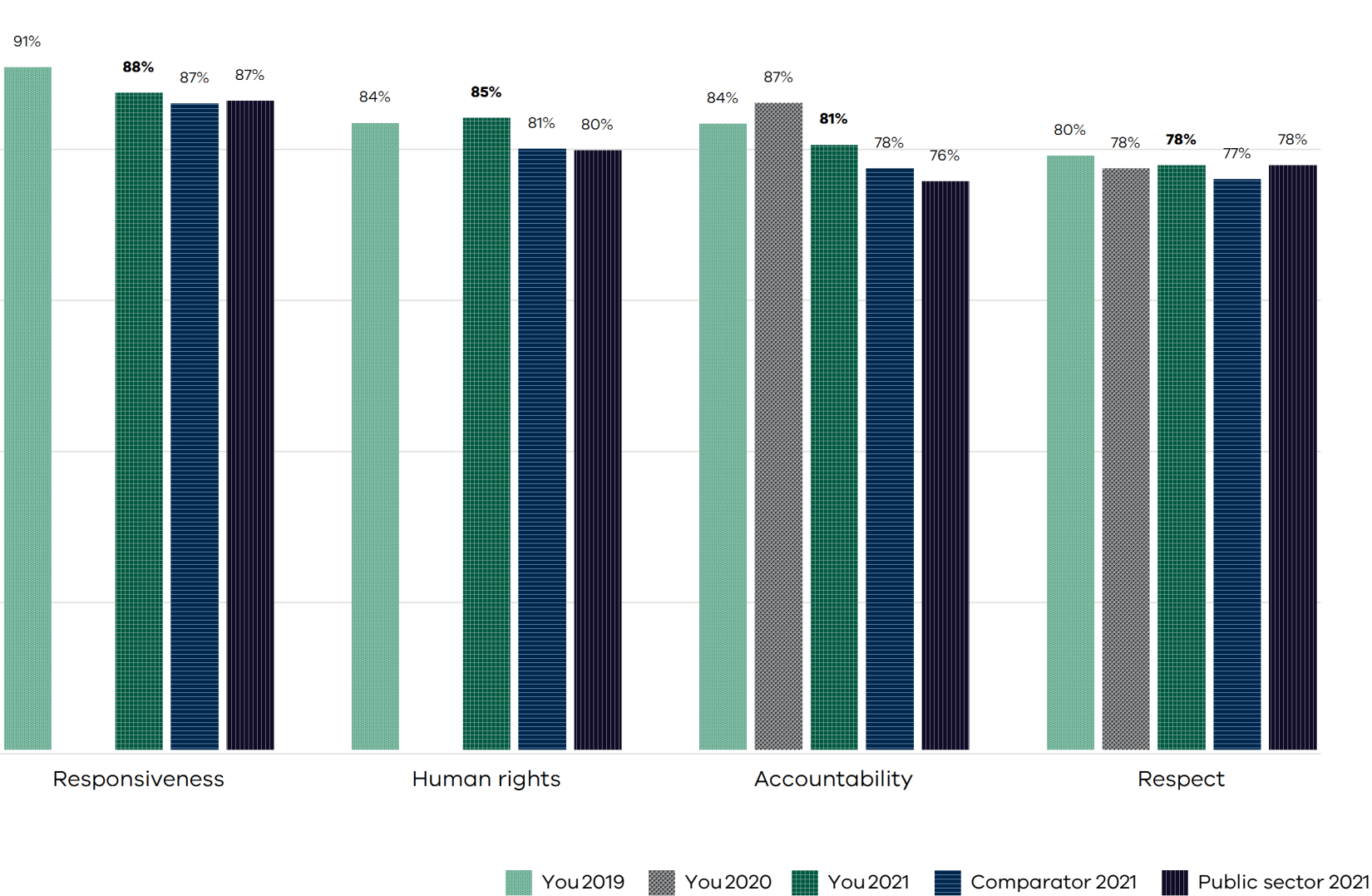
Chart legend: You 2019 | You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Responsiveness: 91%, 88%, 87%, 87%
Human rights: 84%, 85%, 81%, 80%
Accountability: 84%, 87%, 81%, 78%, 76%
Respect: 80%, 78%, 78%, 77%, 78%

Public sector values

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

Why this is important

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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:

- 77% of your staff who did the survey responded positively to questions about Leadership , which is up 1% in 2019.

Compared to:

- 72% of staff at your comparator and 73% of staff across the public sector.

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

	Leadership	Integrity	Impartiality
You 2019	76%	73%	76%
You 2020		67%	
You 2021	77%	72%	70%
Comparator 2021	72%	68%	67%
Public sector 2021	73%	70%	68%
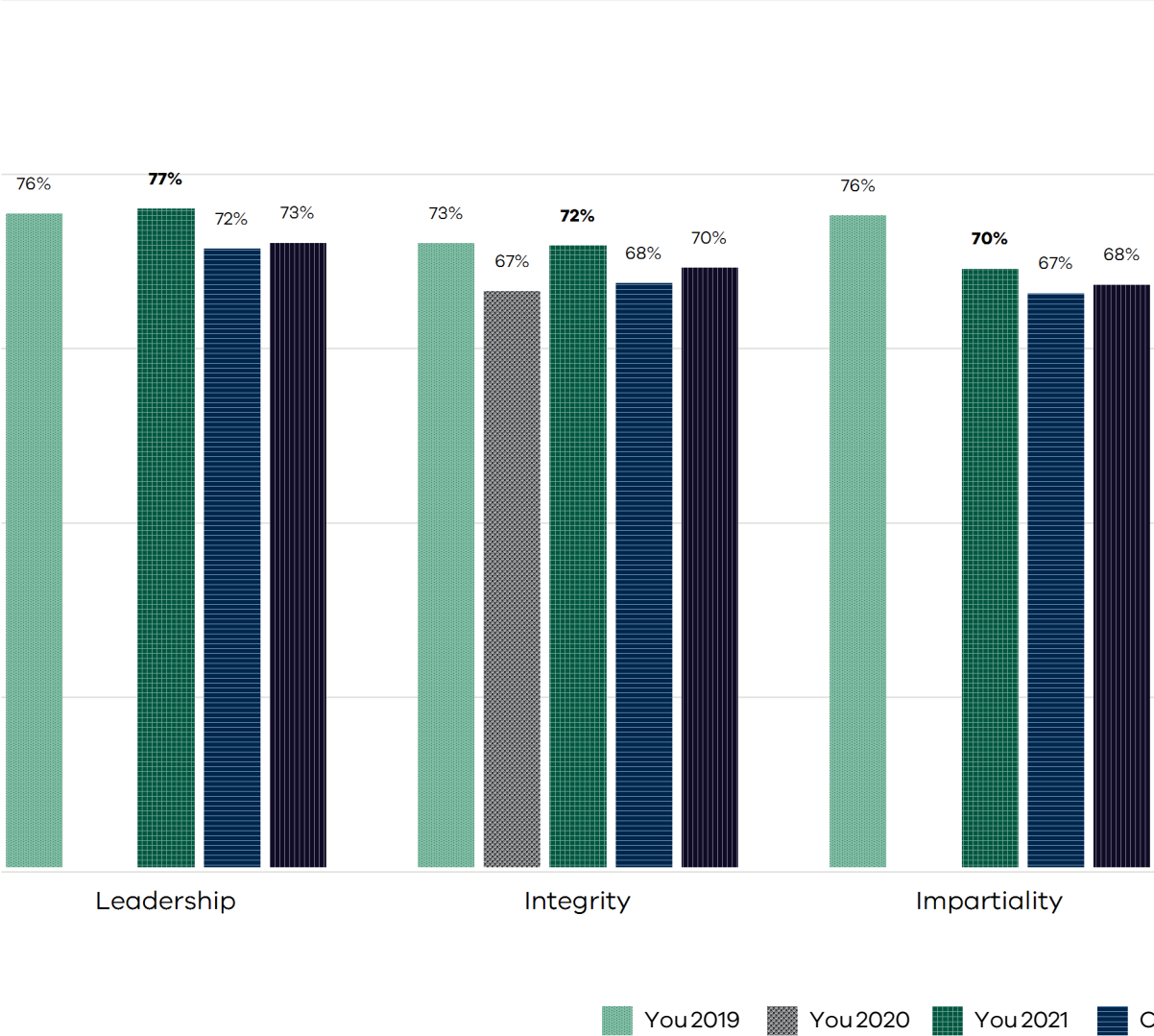
Public sector values

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

90% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup strives to provide high quality advice and services	1% / 4% / 6% / 90%	93 %	Not asked	90 %	82 %	87 %	98 %
My workgroup strives to deliver services in a timely manner	89% / 4% / 7%	93 %	Not asked	89 %	82 %	88 %	95 %
My manager ensures clients receive a high standard of service	5% / 86% / 10%	88 %	Not asked	86 %	79 %	85 %	99 %

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

91% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question	Your results			Benchmark agree results			
		You			**Comparator**		
		2019	2020	2021	Lowest	Average	Highest
My organisation is committed to earning a high level of public trust	1% Disagree, 91% Agree, 2% Don't know, 6% Neither	90 %	Not asked	91 %	66 %	80 %	92 %
My manager demonstrates honesty and integrity	9% Disagree, 81% Agree, 10% Neither	85 %	Not asked	81 %	75 %	80 %	93 %
Senior leaders demonstrate honesty and integrity	7% Disagree, 7% Don't know, 16% Neither, 70% Agree	68 %	Not asked	70 %	51 %	61 %	85 %
I am confident that I would be protected from reprisal for reporting improper conduct	15% Disagree, 15% Neither, 70% Agree	59 %	Not asked	70 %	52 %	63 %	74 %

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

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.
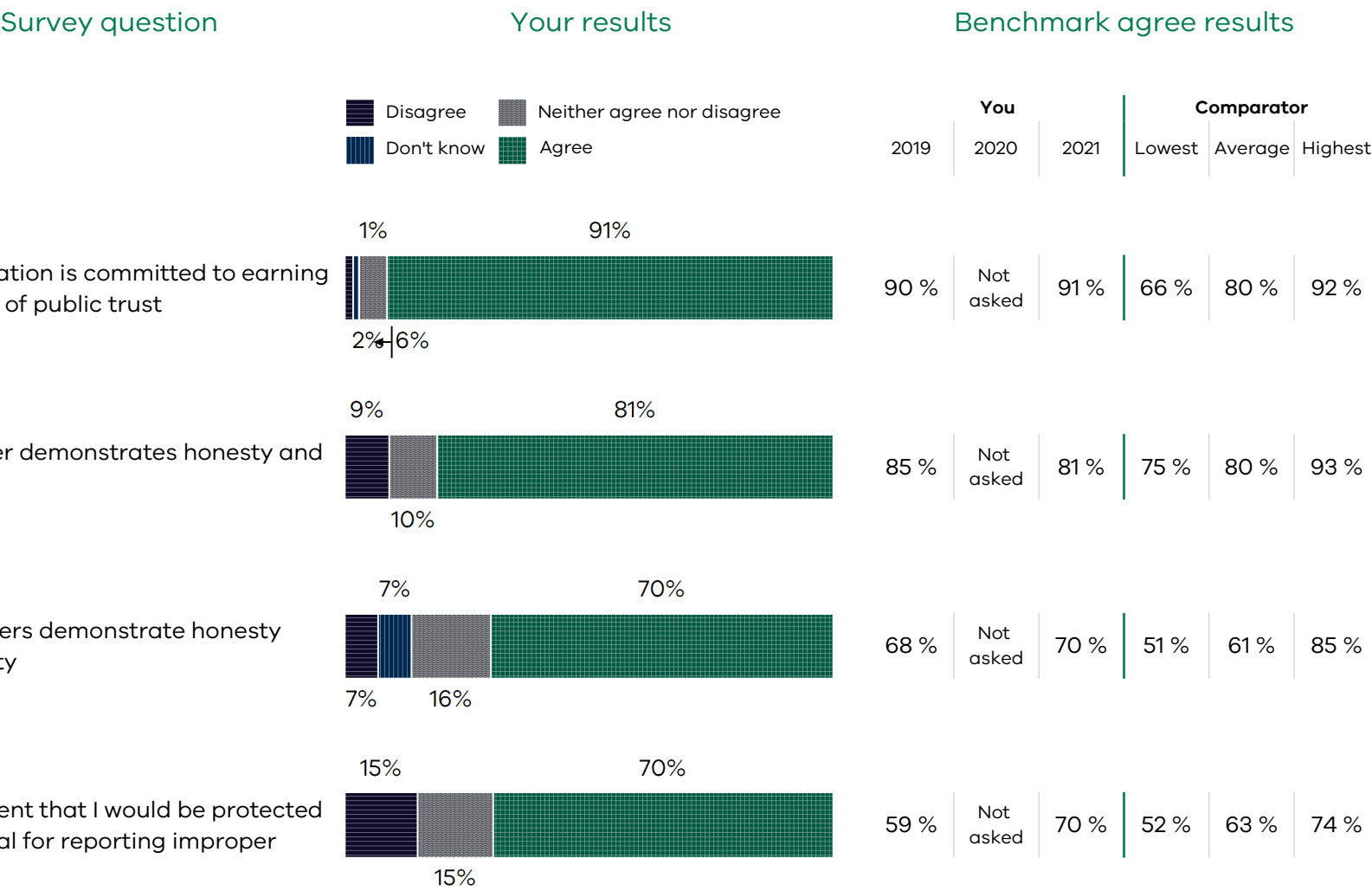
How to read this

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

69% 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				
						You		**Comparator**	
					2019	2020	2021	Lowest	Average	Highest

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

Survey question	Disagree	Don't know	Neither	Agree	2019	2020	2021	Lowest	Average	Highest
My organisation does not tolerate improper conduct	13%	3%	15%	69%	66 %	Not asked	69 %	51 %	67 %	84 %
People in my workgroup are honest, open and transparent in their dealings	14%	1%	17%	68%	71 %	Not asked	68 %	62 %	68 %	76 %
People in my workgroup appropriately manage conflicts of interest	12%	5%	18%	65%	68 %	Not asked	65 %	57 %	64 %	73 %
I feel safe to challenge inappropriate behaviour at work	17%		18%	65%	Not asked	67 %	65 %	51 %	62 %	72 %

Victorian Public Sector Commission

VICTORIA State Government

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.
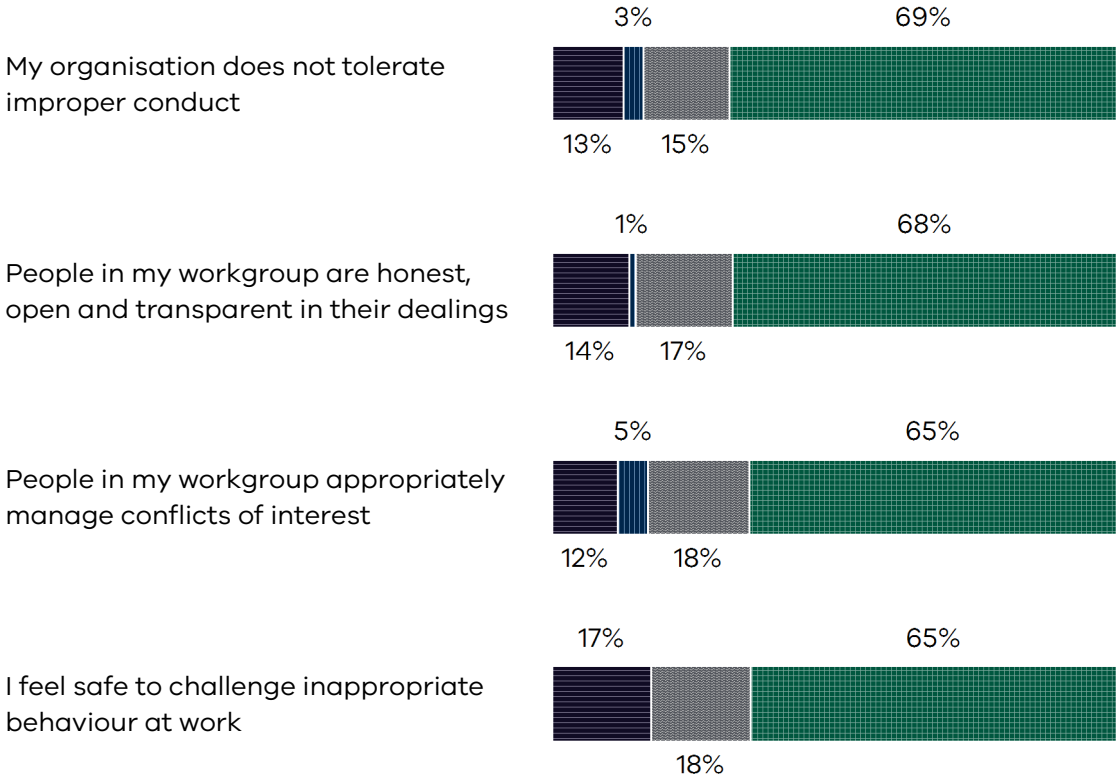
Example

77% of staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

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

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

Survey question	Disagree	Neither	Agree	2019	2020	2021	Lowest	Average	Highest
My workgroup focuses on making decisions informed by all relevant facts	9% / 2%	12%	77%	86 %	Not asked	77 %	68 %	75 %	88 %
My workgroup places a priority on acting fairly and without bias	13% / 1%	14%	73%	81 %	Not asked	73 %	66 %	72 %	87 %
People in my workgroup are politically impartial in their work	7% / 5%	18%	70%	74 %	Not asked	70 %	61 %	68 %	77 %
My organisation makes fair recruitment and promotion decisions, based on merit	13% / 9%	20%	59%	62 %	Not asked	59 %	41 %	54 %	63 %

Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

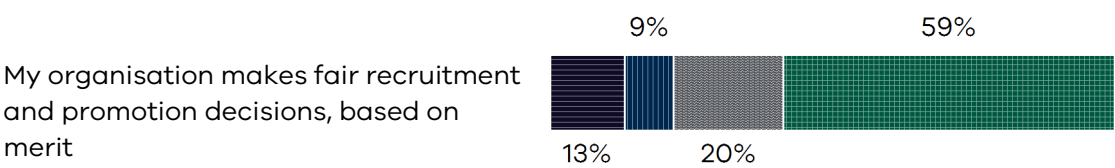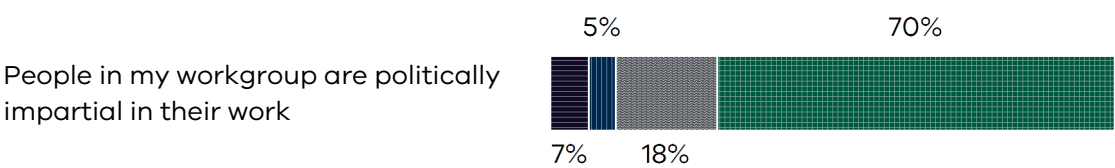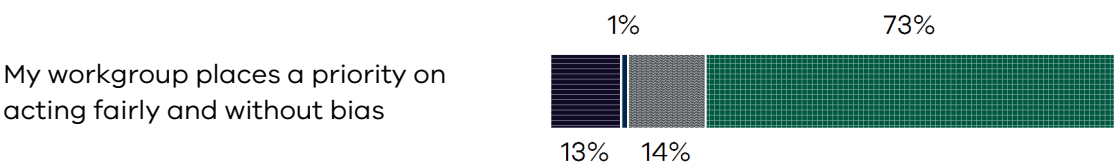Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
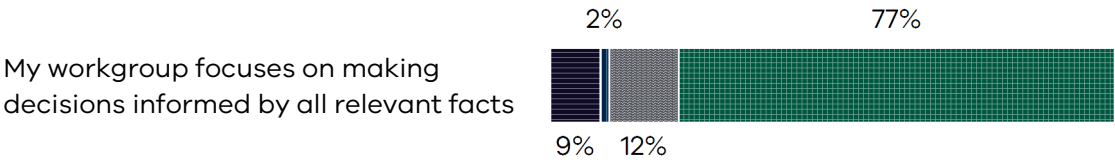
Example

92% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question — Your results — Benchmark agree results

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job contributes to my organisation's purpose	5% / 2% / 92%	95 %	96 %	92 %	85 %	90 %	96 %
I clearly understand what I am expected to do in this job	5% / 8% / 87%	90 %	92 %	87 %	76 %	85 %	93 %
My workgroup strives to make the best use of its resources	10% / 1% / 10% / 79%	87 %	Not asked	79 %	73 %	77 %	88 %
My workgroup has clear lines of responsibility	11% / 1% / 10% / 78%	82 %	Not asked	78 %	69 %	77 %	87 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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

Why this is important

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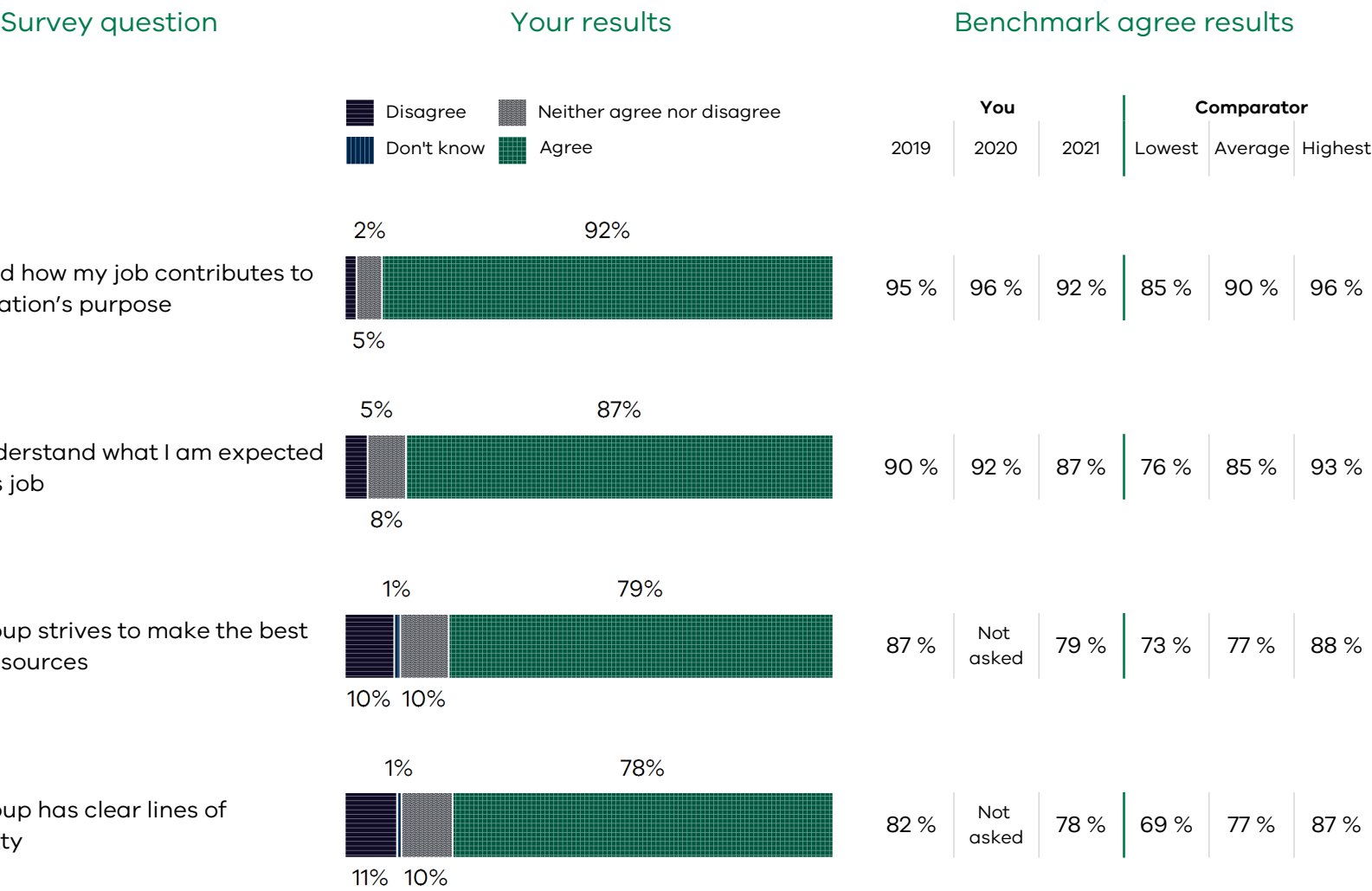
How to read this

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

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

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

Example

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

Survey question

Your results

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

Senior leaders provide clear strategy and direction

5% | 69%
9% | 17%

Benchmark agree results

	You			Comparator		
2019	2020	2021		Lowest	Average	Highest
66 %	72 %	69 %		50 %	60 %	82 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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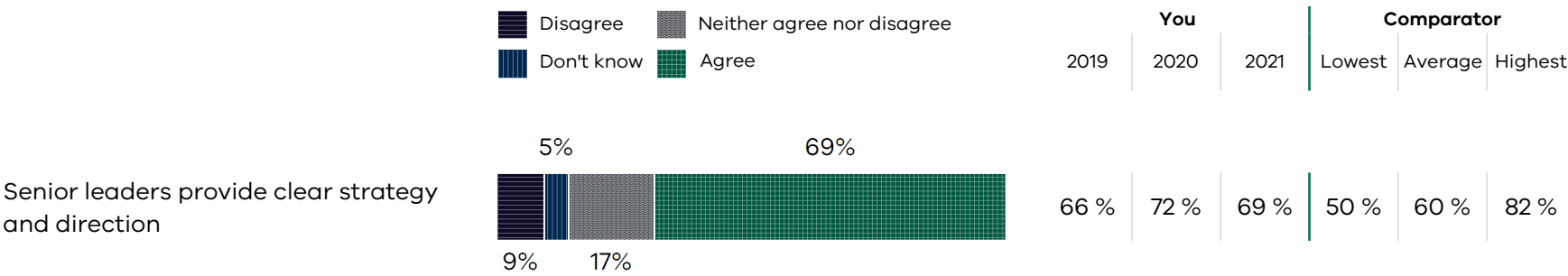
Example

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

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation encourages respectful workplace behaviours	1% ... 85% (7% 8%)	84 %	Not asked	85 %	70 %	81 %	91 %
My manager treats employees with dignity and respect	8% ... 84% (7%)	85 %	Not asked	84 %	77 %	82 %	93 %
My manager listens to what I have to say	10% ... 80% (10%)	84 %	78 %	80 %	73 %	77 %	89 %
My workgroup respectfully consults with clients and stakeholders to improve outcomes	4% ... 78% (6% 12%)	80 %	Not asked	78 %	73 %	78 %	91 %

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

Public sector values

Respect 2 of 2

What this is

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

Why this is important

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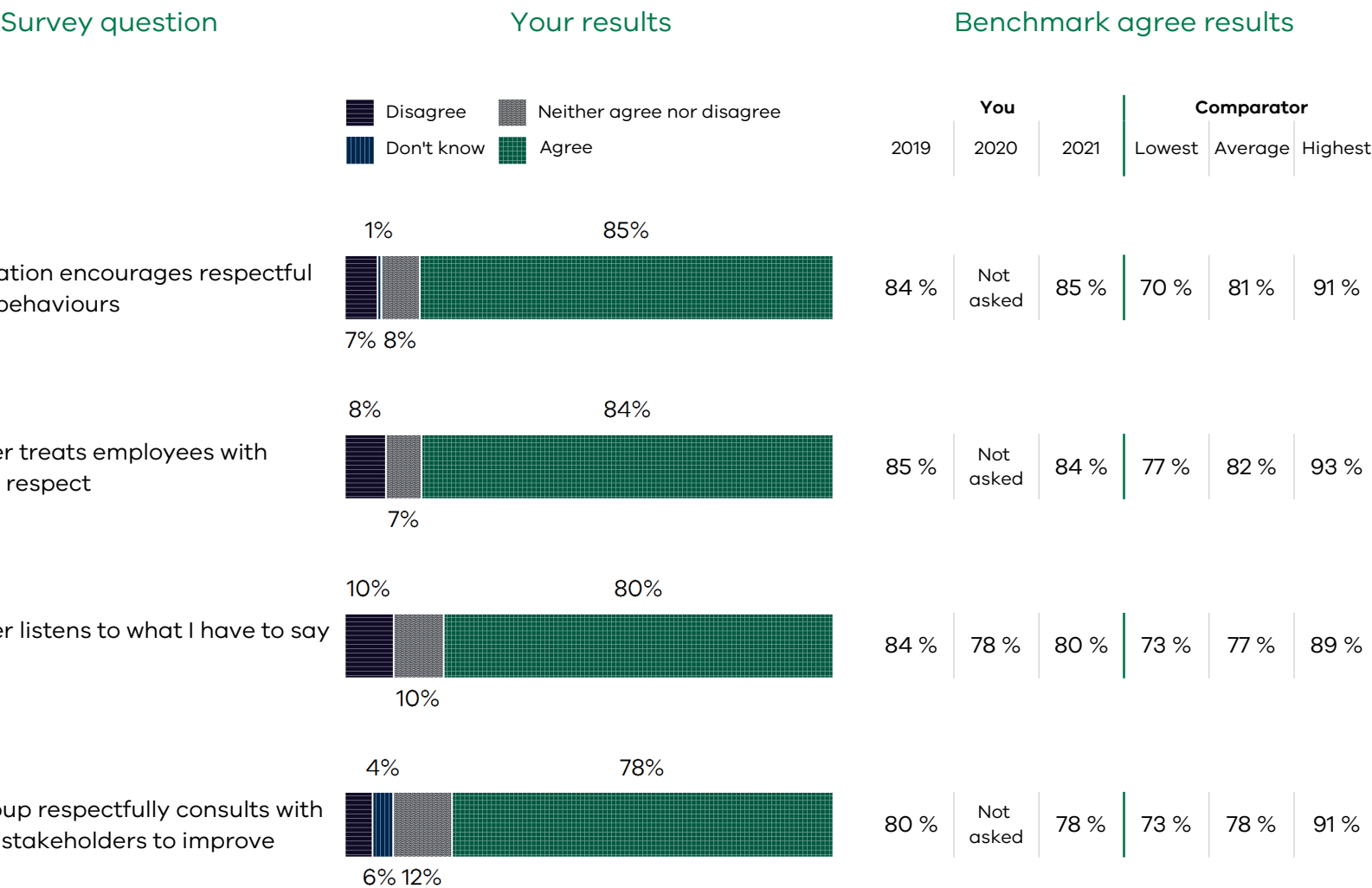
How to read this

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

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

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

Example

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

Survey question	Your results						

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

		You			**Comparator**		
		2019	2020	2021	Lowest	Average	Highest
People in my workgroup treat each other with respect	77% (12% / 11%)	81 %	80 %	77 %	73 %	79 %	86 %
My manager keeps me informed about what's going on	76% (12% / 12%)	74 %	76 %	76 %	65 %	72 %	83 %
My organisation takes steps to eliminate bullying, harassment and discrimination	69% (4% / 12% / 16%)	71 %	Not asked	69 %	52 %	66 %	76 %

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.
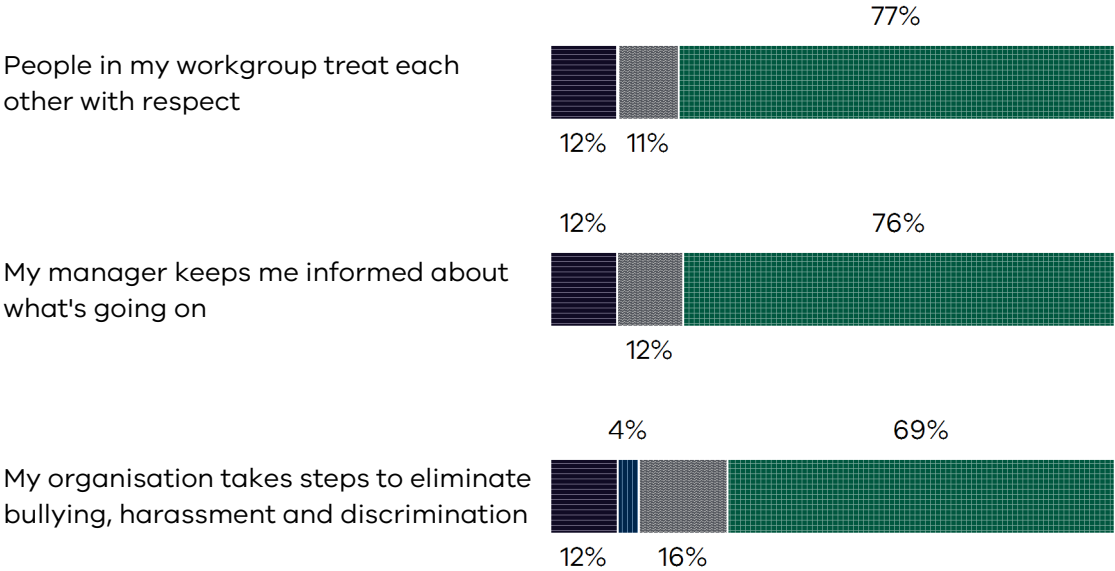
Example

81% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results					

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

	You			**Comparator**		
Survey question	2019	2020	2021	Lowest	Average	Highest
My manager models my organisation's values — 9%, 10%, 81%	83 %	Not asked	81 %	74 %	79 %	93 %
Senior leaders model my organisation's values — 7%, 6%, 15%, 72%	69 %	Not asked	72 %	54 %	65 %	89 %

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.
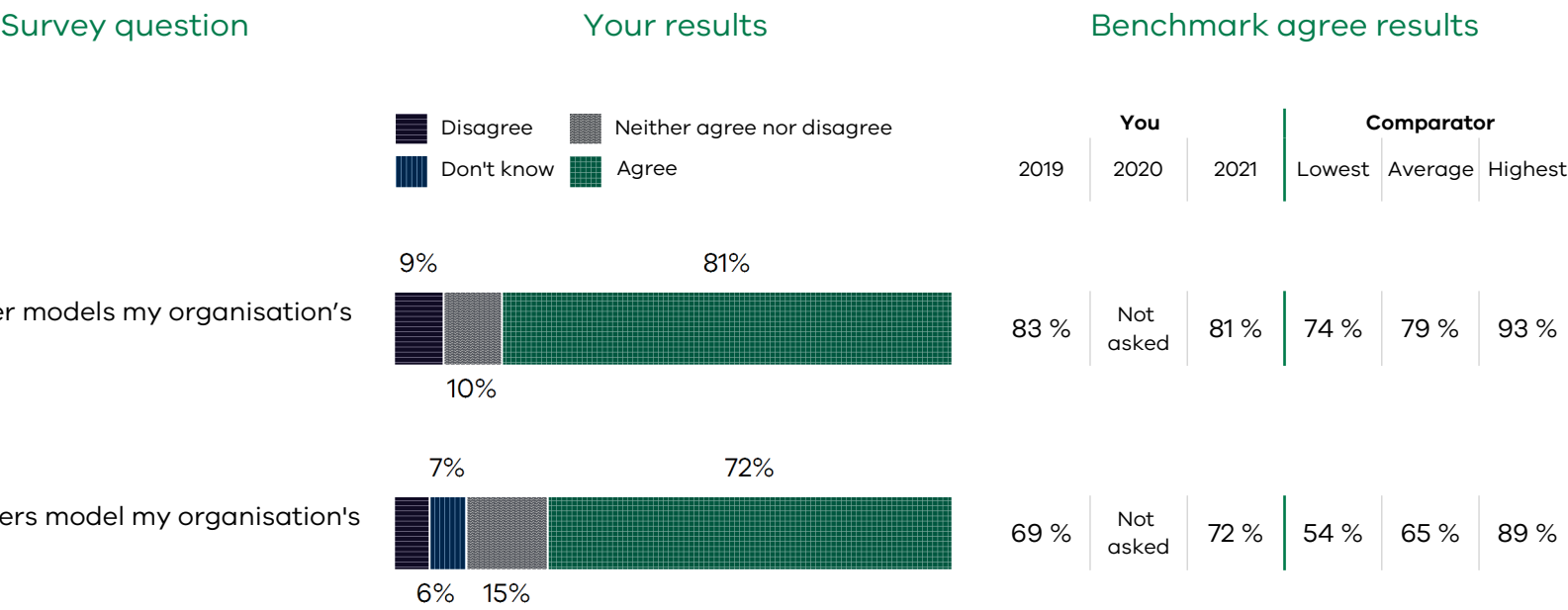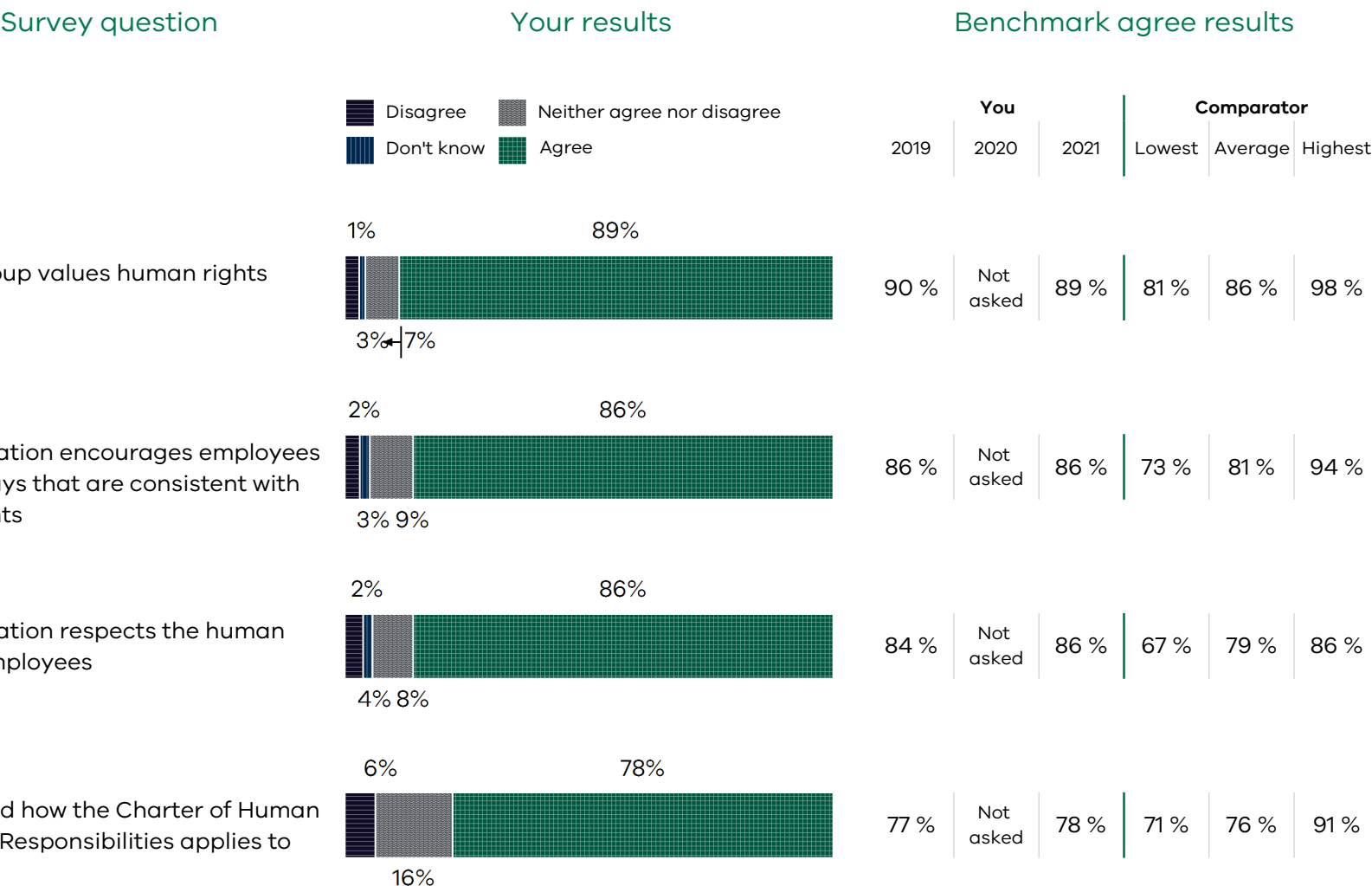
How to read this

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

89% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

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

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

Survey question	Your results (Disagree / Don't know / Neither / Agree)	2019	2020	2021	Lowest	Average	Highest
My workgroup values human rights	1% / 3% / 7% / 89%	90 %	Not asked	89 %	81 %	86 %	98 %
My organisation encourages employees to act in ways that are consistent with human rights	2% / 3% / 9% / 86%	86 %	Not asked	86 %	73 %	81 %	94 %
My organisation respects the human rights of employees	2% / 4% / 8% / 86%	84 %	Not asked	86 %	67 %	79 %	86 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	6% / 16% / 78%	77 %	Not asked	78 %	71 %	76 %	91 %

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

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Age	(n)	%
15-34 years	**888**	35%
35-54 years	**1135**	45%
55+ years	**293**	12%
Prefer not to say	**231**	9%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	**12**	0%
No	**2393**	94%
Prefer not to say	**142**	6%

Highest level of formal education	(n)	%
Doctoral Degree level	**136**	5%
Master Degree level	**421**	17%
Graduate Diploma or Graduate Certificate level	**520**	20%
Bachelor Degree level incl. honours degrees	**835**	33%
Advanced Diploma or Diploma level	**146**	6%
Certificate III or IV level	**150**	6%
Year 12 or equivalent (VCE/Leaving certificate)	**75**	3%
Certificate I or II level	**9**	0%
Lower than Certificate I or equivalent	**5**	0%
Prefer not to say	**250**	10%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	12	0%
Non Aboriginal and/or Torres Strait Islander	2374	93%
Prefer not to say	161	6%

Identified as Aboriginal and/or Torres Strait Islander on your organisations HR system?*	(n)	%
Yes	5	42%
No	4	33%
Don't know	3	25%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.
This is staff who identify as a person with disability and how they share that information
The (n) column shows the number of respondents in each category.

How we protect anonymity and privacy

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Do you identify as a person with a disability?

	(n)	%
Yes	96	4%
No	2242	88%
Prefer not to say	209	8%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?

	(n)	%
Yes	54	56%
No	35	36%
Prefer not to say	7	7%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?

	(n)	%
My disability does not impact on my ability to perform my role	18	51%
I do not require any adjustments to be made to perform my role	7	20%
I feel that sharing my disability information will reflect negatively on me	5	14%
Other	5	14%

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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How would you describe your gender?	(n)	%
Woman	**1898**	75%
Man	**401**	16%
Prefer not to say	**239**	9%
Non-binary and I use a different term	**9**	0%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	**6**	0%
No	**2286**	90%
Prefer not to say	**255**	10%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	**7**	0%
No	**2261**	89%
Don't know	**71**	3%
Prefer not to say	**208**	8%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	**2008**	79%
Prefer not to say	**329**	13%
Bisexual	**81**	3%
Gay or lesbian	**70**	3%
Don't know	**23**	1%
Pansexual	**16**	1%
I use a different term	**16**	1%
Asexual	**4**	0%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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Country of birth	(n)	%
Born in Australia	**1720**	68%
Not born in Australia	**544**	21%
Prefer not to say	**283**	11%

When did you first arrive in Australia?*	(n)	%
Less than 1 year ago	**8**	1%
1 to less than 2 years ago	**15**	3%
More than 20 years ago	**198**	36%
2 to less than 5 years ago	**56**	10%
5 to less than 10 years ago	**92**	17%
10 to less than 20 years ago	**175**	32%

Language other than English spoken with family or community	(n)	%
Yes	**462**	18%
No	**1845**	72%
Prefer not to say	**240**	9%

Demographics

Cultural diversity 2 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Other	**149**	32%
Filipino	**51**	11%
Italian	**38**	8%
Cantonese	**37**	8%
Mandarin	**37**	8%
Vietnamese	**28**	6%
Greek	**27**	6%
Hindi	**26**	6%
Arabic	**22**	5%
Spanish	**22**	5%
French	**16**	3%
Tamil	**13**	3%
Macedonian	**12**	3%
Tagalog	**12**	3%
Indonesian	**10**	2%

If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Punjabi	**9**	2%
Sinhalese	**8**	2%
German	**7**	2%
Australian Indigenous Language	**6**	1%
Korean	**4**	1%
Urdu	**1**	0%

Demographics

Cultural diversity 3 of 3

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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Cultural identity	(n)	%
Australian	**1692**	66%
Prefer not to say	**294**	12%
English, Irish, Scottish and/or Welsh	**233**	9%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**198**	8%
East and/or South-East Asian	**159**	6%
Other	**58**	2%
New Zealander	**53**	2%
South Asian	**53**	2%
Central Asian	**33**	1%
Middle Eastern and/or North African	**21**	1%
African (including Central, West, Southern and East African)	**19**	1%
North American	**14**	1%
Central and/or South American	**12**	0%
Aboriginal and/or Torres Strait Islander	**8**	0%
Pacific Islander	**5**	0%
Maori	**4**	0%

Religion	(n)	%
No religion	**1213**	48%
Christianity	**794**	31%
Prefer not to say	**326**	13%
Other	**68**	3%
Hinduism	**42**	2%
Buddhism	**40**	2%
Islam	**33**	1%
Judaism	**24**	1%
Sikhism	**7**	0%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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Working arrangement	(n)	%
Full-Time	1150	45%
Part-Time	1397	55%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	606	25%
$65k to $95k	766	32%
$95k to $125k	458	19%
$125k or more	249	10%
Prefer not to say	299	13%

Organisational tenure	(n)	%
<1 year	294	12%
1 to less than 2 years	221	9%
2 to less than 5 years	571	22%
5 to less than 10 years	564	22%
10 to less than 20 years	613	24%
More than 20 years	284	11%

Management responsibility	(n)	%
Non-manager	2173	85%
Other manager	276	11%
Manager of other manager(s)	98	4%

Employment type	(n)	%
Ongoing and executive	2062	81%
Fixed term	316	12%
Other	169	7%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	1951	77%
I have moved to a different role within my organisation (including acting roles)	424	17%
I have moved to my role from a different Victorian public sector organisation	114	4%
I have moved to my role from outside the Victorian public sector	58	2%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

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- don't release employee opinion results for demographic groups where organisations have fewer than 30 responses in total.

Primary workplace location over the last 3 months	(n)	%
Melbourne CBD	1593	63%
Melbourne: Suburbs	918	36%
Other city or town	16	1%
Geelong	7	0%
Outside Victoria	4	0%
Ballarat	3	0%
Bendigo	2	0%
Latrobe	2	0%
Mildura	1	0%
Wodonga	1	0%

Primary workplace type over the past 3 months*	(n)	%
A frontline or service delivery location (that is not a main office or home/private location)	1200	47%
A main office	708	28%
A hub/shared work space	243	10%
Home/private location	221	9%
Other (please specify)	175	7%

Other workplace type over the past 3 months*	(n)	%
No, I have not worked from any other locations	1257	49%
Home/private location	679	27%
A main office	370	15%
A frontline or service delivery location (that is not a main office or home/private location)	360	14%
A hub/shared work space	126	5%
Other	49	2%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	**1967**	77%
Flexible working arrangements	**424**	17%
Physical modifications or improvements to the workplace	**122**	5%
Career development support strategies	**56**	2%
Job redesign or role sharing	**38**	1%
Other	**27**	1%
Accessible communications technologies	**13**	1%

Why did you make this request?*	(n)	%
Work-life balance	**208**	36%
Health	**194**	33%
Family responsibilities	**159**	27%
Caring responsibilities	**123**	21%
Other	**93**	16%
Study commitments	**50**	9%
Disability	**19**	3%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	**414**	71%
The adjustments I needed were not made	**102**	18%
The adjustments I needed were made but the process was unsatisfactory	**64**	11%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

How we protect anonymity and privacy

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Caring responsibility	(n)	%
None of the above	1079	42%
Primary school aged child(ren)	519	20%
Secondary school aged child(ren)	411	16%
Child(ren) - younger than preschool age	336	13%
Prefer not to say	294	12%
Preschool aged child(ren)	285	11%
Person(s) with a mental illness	187	7%
Person(s) with a medical condition	177	7%
Frail or aged person(s)	167	7%
Person(s) with disability	145	6%
Other	45	2%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Employment categories

What is this

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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Which of the following categories best describes your current position?	(n)	%
Nursing Employees	**954**	37%
Medical Employees	**281**	11%
Personal service worker	**32**	1%
Allied health professional	**321**	13%
Other health professional	**220**	9%
Management, Administration and Corporate support	**527**	21%
Support services	**208**	8%
Lived experience specific worker	**4**	0%

Demographics

Primary role

What is this

This shows the primary role of your staff.

Why this is important

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

How to read this

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

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

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Which of the following best describes the primary operational area in which you work?	(n)	%
Hospital-based services	**2417**	95%
Community-based services	**130**	5%

Is your primary work role in one of the following areas?	(n)	%
Aged care	**2**	0%
Critical care	**198**	8%
Drug and alcohol	**2**	0%
Emergency	**124**	5%
Maternity care	**22**	1%
Medical	**147**	6%
Mental health	**85**	3%
Mixed medical/surgical	**18**	1%
Neonatal care	**45**	2%
Palliative care	**16**	1%
Paediatrics	**1156**	45%
Peri-operative	**74**	3%
Rehabilitation	**16**	1%
Surgical	**118**	5%
Other	**524**	21%

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