

People matter survey 2021

Have your say



Report overview

About your report

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

Report contents

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

Comparing data in this report

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

This means you'll be able to compare about 38% of this year's survey with your previous results.

Rounding of percentages

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

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

Survey questions and definitions

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

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Demographics

- Age, defence force and education
- Aboriginal and/or Torres Strait Islander
- Disability
- Gender, variations in sex characteristics and sexual orientation
- Cultural diversity
- Employment
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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](#).

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.

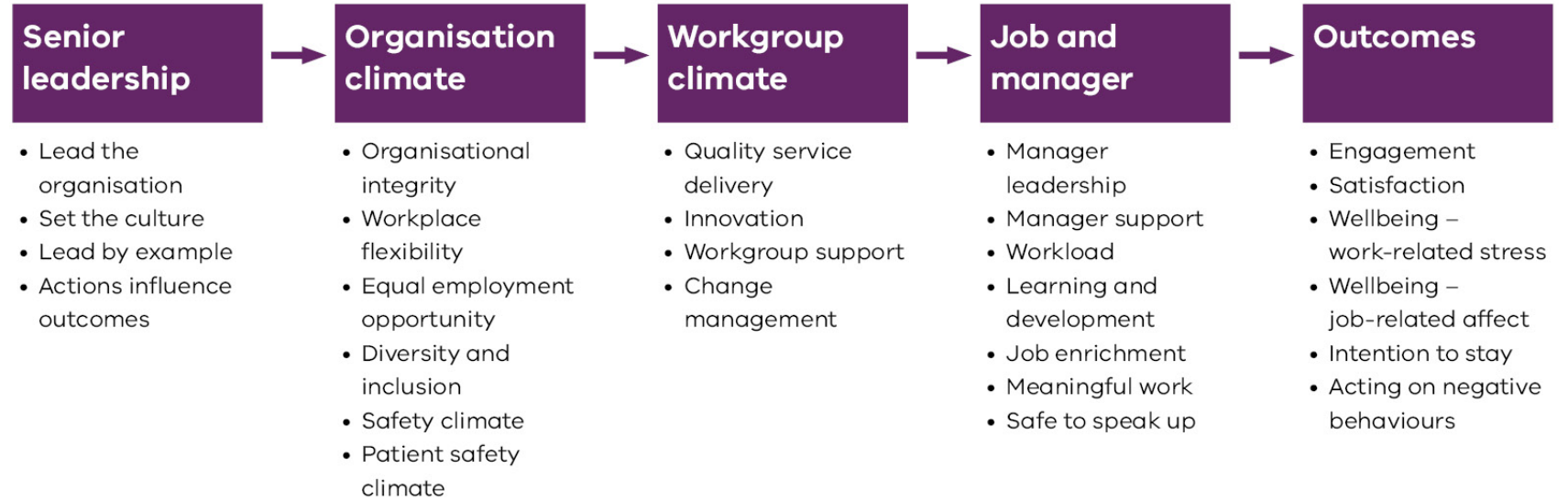
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

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.



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 group¹ of 2

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Bushfire Recovery Victoria

CenITex

Commercial Passenger Vehicles Victoria

Commission for Children and Young People

Court Services Victoria

Emergency Services Superannuation Board

Environment Protection Authority

Essential Services Commission

Family Safety Victoria

Family Violence Prevention Agency

Game Management Authority

Independent Broad-based Anti-corruption Commission

Infrastructure Victoria

Labour Hire Licensing Authority

Latrobe Valley Authority

Major Transport Infrastructure Authority

Office of Public Prosecutions

Office of the Chief Parliamentary Counsel

Office of the Governor Victoria

Office of the Legal Services Commissioner

Office of the Ombudsman Victoria

Office of the Victorian Electoral Commissioner

Office of the Victorian Government Architect

Office of the Victorian Information Commissioner

Office of the Victorian Inspectorate

Portable Long Service Authority

Public Record Office Victoria

Public Transport Safety Victoria

Safer Care Victoria

Suburban Rail Loop Authority

Victorian Auditor-General's Office

Report overview

Your comparator group 2 of 2

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Victorian Commission for
Gambling and Liquor Regulation

Victorian Disability Worker
Commission

Victorian Equal Opportunity and
Human Rights Commission

Victorian Fisheries Authority

Victorian Government Solicitor's
Office

Victorian Public Sector
Commission

Victorian Responsible Gambling
Foundation

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2020

54%
(36)

Comparator 71%
Public Sector 49%

2021

30%
(35)

Comparator 50%
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

72

Comparator 69
Public Sector 68

2021

74

Comparator 72
Public Sector 70

People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 74.

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.

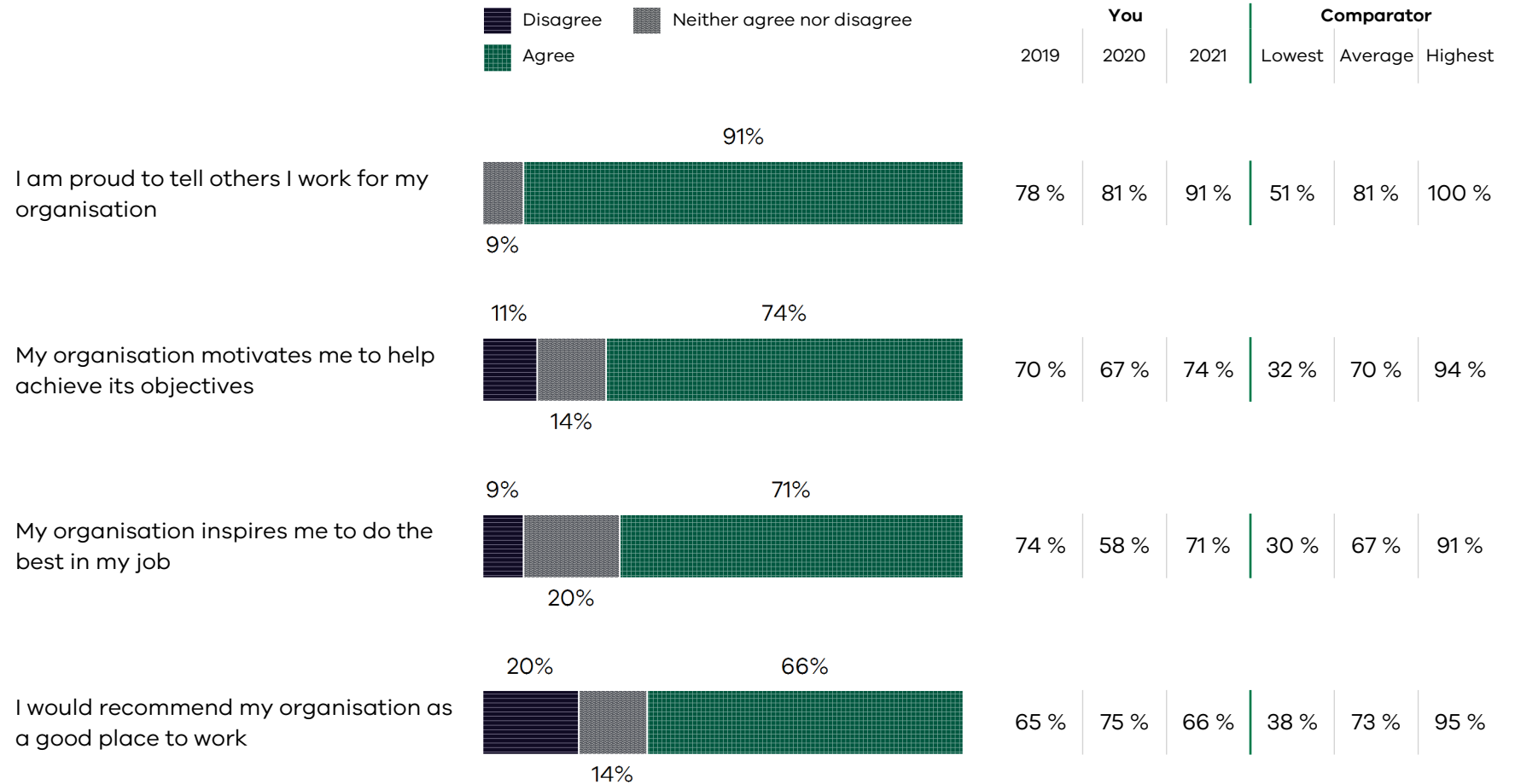
Example

91% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Survey question

Your results

Benchmark agree results



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 74.

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

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

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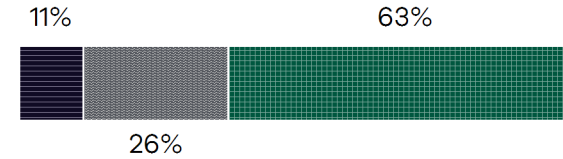
Example

63% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

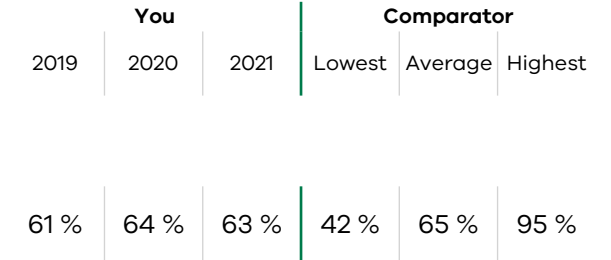
Survey question

I feel a strong personal attachment to my organisation

Your results



Benchmark agree results



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.

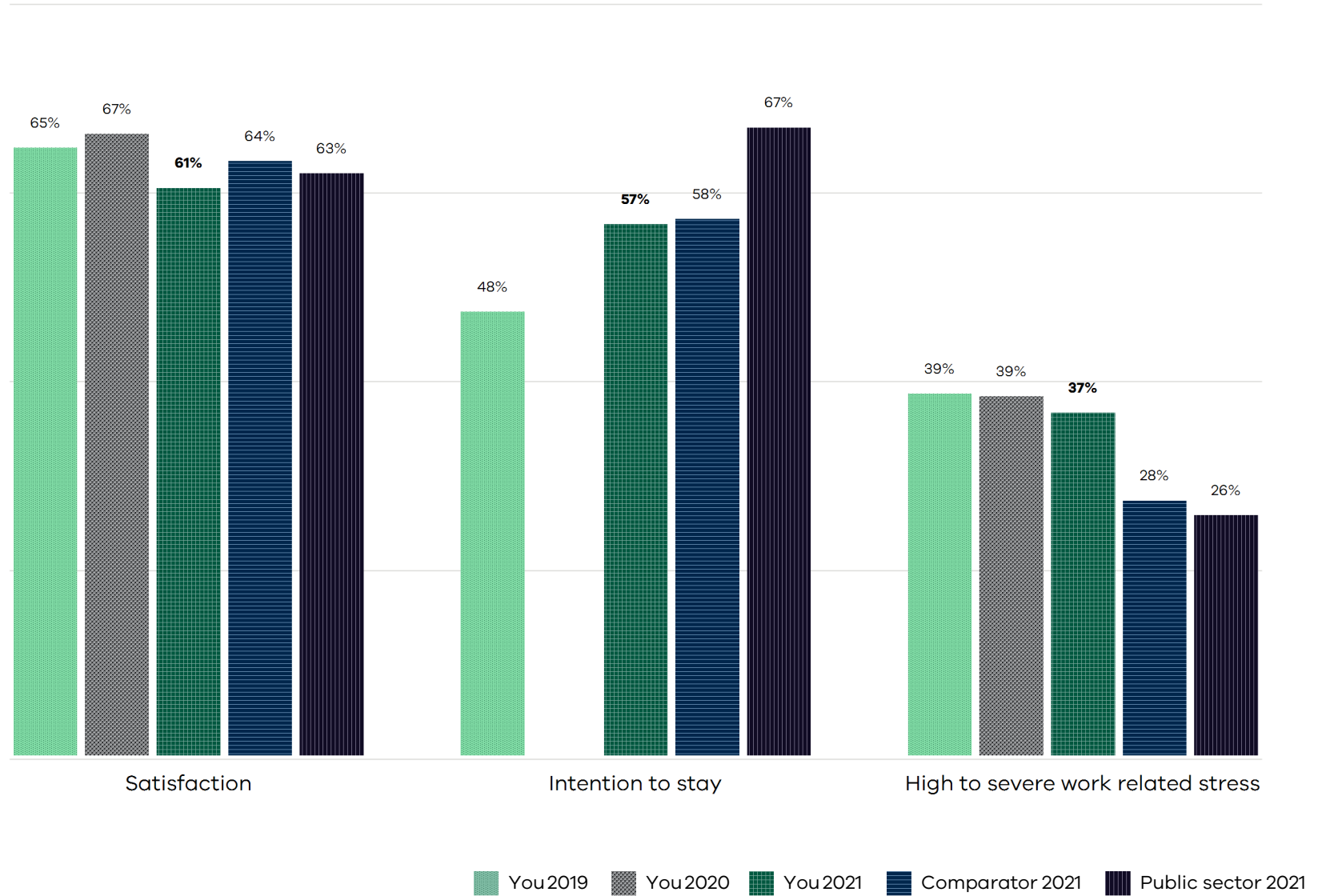
Example

In 2021:

- 61% of your staff who did the survey responded positively to questions about Satisfaction which is down from 67% in 2020.

Compared to:

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



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.

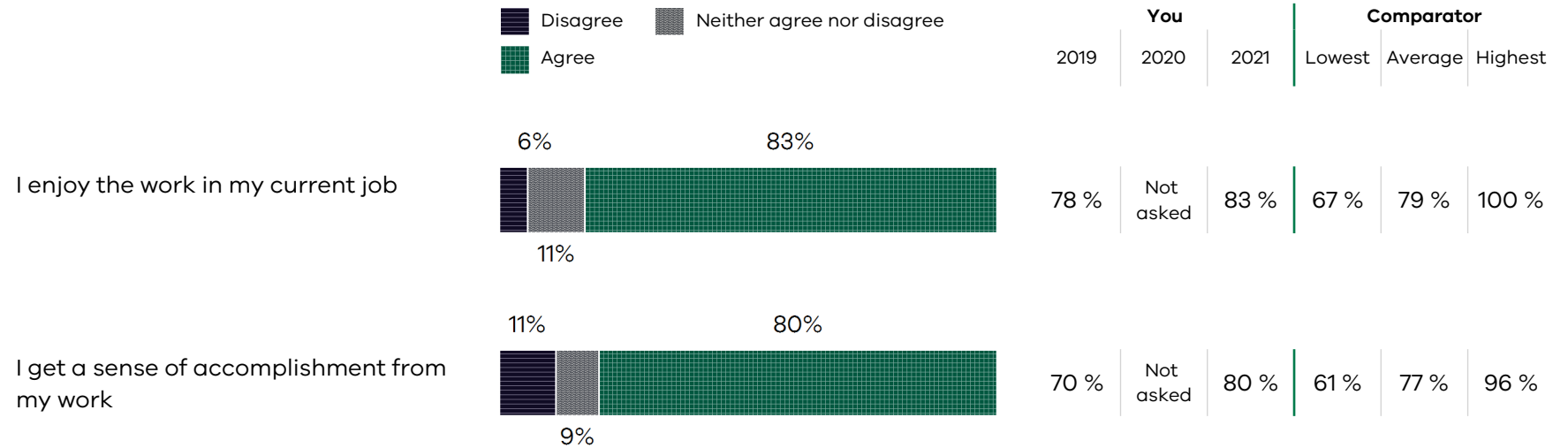
Example

83% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

Survey question

Your results

Benchmark agree results



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

69% of your staff who did the survey were satisfied or very satisfied with 'How satisfied are you with the work-life balance in your current job'.

Survey question

Your results

Benchmark satisfied results



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.

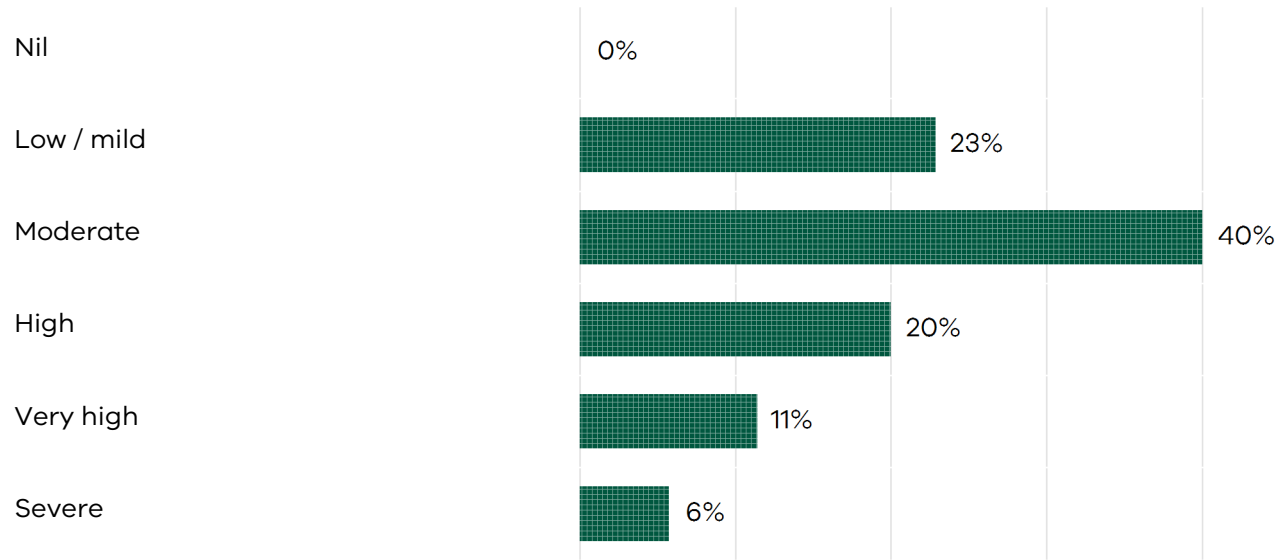
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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.

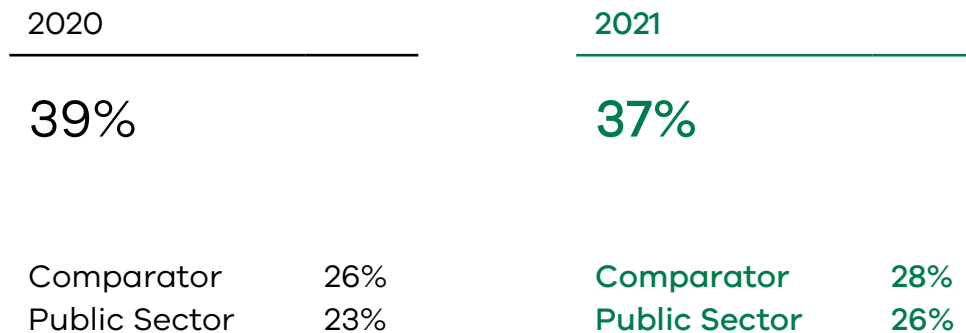
Example

37% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 28% of staff in your comparator group and 26% of staff across the public sector.

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



Reported levels of high to severe stress



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.

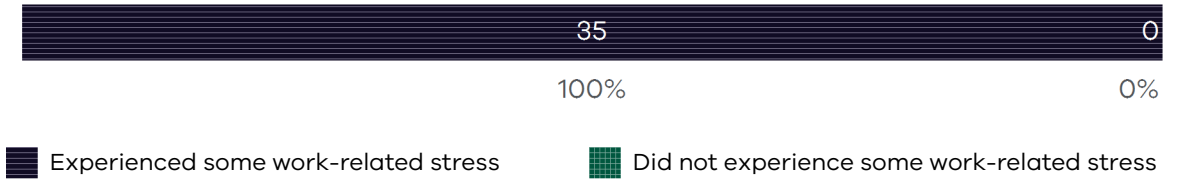
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

Example

100% of your staff who did the survey said they experienced mild to severe stress.

Of that 100%, 69% said the top reason was 'Time pressure'.



Of those that experienced work related stress it was from ...	You 2020	You 2021	Comparator 2021	Public sector 2021
Time pressure	52%	69%	47%	42%
Workload	71%	60%	51%	51%
Job security	29%	26%	9%	9%
Unclear job expectations	10%	23%	14%	11%
Dealing with clients, patients or stakeholders	23%	20%	15%	14%
Other	3%	14%	8%	9%
Work that doesn't match my skills or experience	0%	9%	9%	7%
Competing home and work responsibilities	13%	6%	12%	12%
Content, variety, or difficulty of work	6%	6%	14%	12%
Incivility, bullying, harassment or discrimination	3%	6%	5%	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.

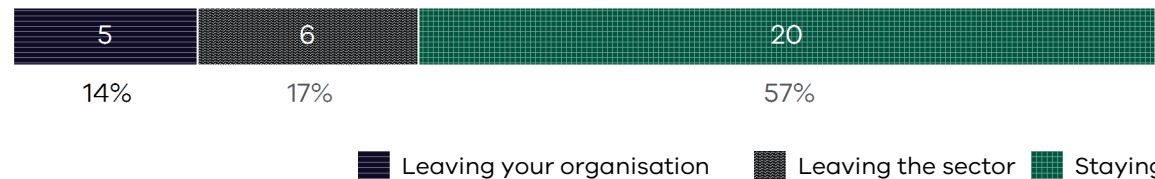
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

Example

31% of your staff who did the survey said they intended to leave.

Of that 31%, 64% said it was from 'Better remuneration'.

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



Of those who indicated they're leaving your organisation (including leaving the sector) it was for ...

	You 2021	Comparator 2021	Public sector 2021
Better remuneration	64%	29%	26%
Excessive workload	55%	21%	25%
Limited developmental/educational opportunities at my organisation	45%	24%	24%
Limited future career opportunities at my organisation	45%	51%	42%
Lack of confidence in senior leadership	36%	30%	34%
Opportunity to seek/take a promotion elsewhere	36%	44%	33%
Lack of organisational stability	27%	17%	18%
Opportunity to broaden experience	27%	49%	40%
Poor relationship with my colleagues and/or manager	27%	11%	15%
Better location/reduced travel time	18%	8%	13%

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

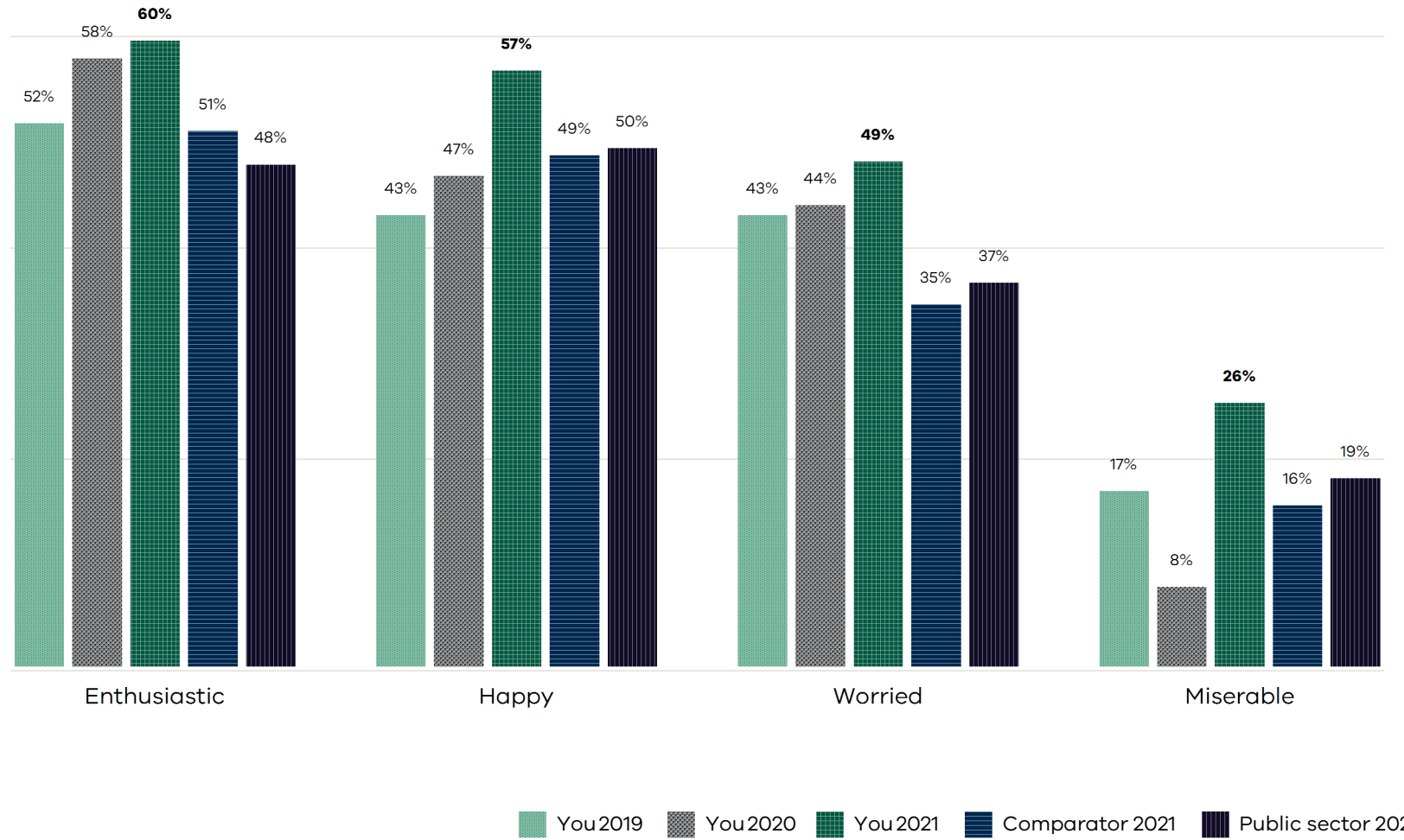
In 2021:

- 57% of your staff who did the survey said work made them feel happy in 2021, which is up from 47% in 2020

Compared to:

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

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



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.

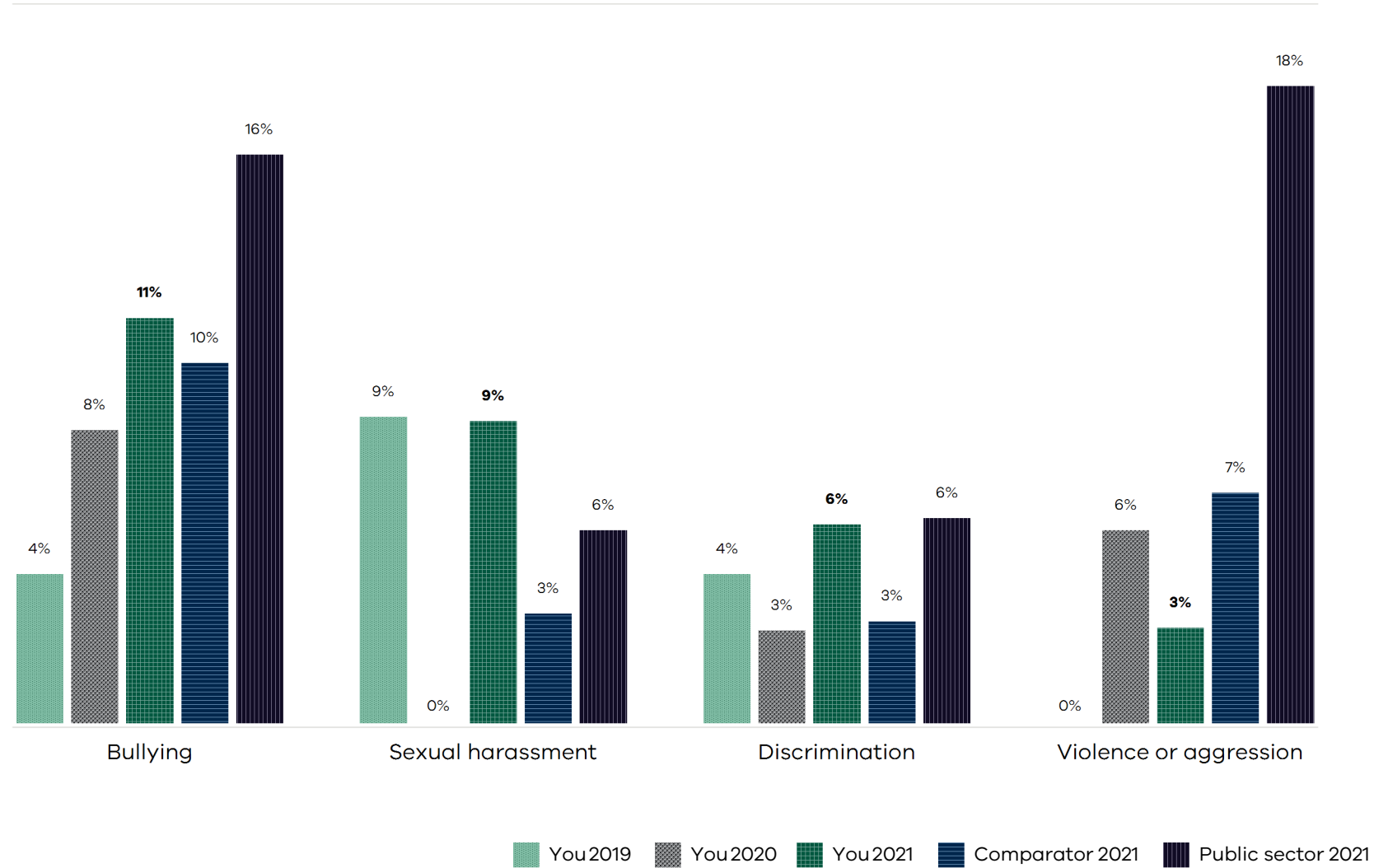
Example

In 2021:

- 11% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is up from 8% in 2020.

Compared to:

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



People outcomes

Bullying

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

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.

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Discrimination

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Violence and aggression

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

Negative behaviour

Witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

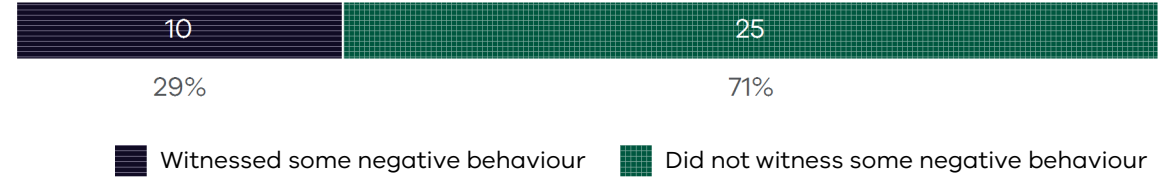
In descending order, the table shows the answers.

Example

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?



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%	85%	77%
Bullying of a colleague	26%	11%	16%
Discrimination against a colleague	9%	5%	8%

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:

- 80% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 0% took no action.

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



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	80%	75%	72%
Told a manager	60%	34%	37%
Spoke to the person who behaved in a negative way	40%	14%	22%
Told the person the behaviour was not OK	40%	18%	25%
Told a colleague	30%	18%	21%
Other	10%	6%	7%
Submitted a formal complaint	10%	2%	6%
Told Human Resources	10%	12%	6%

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Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Quality service delivery', the 'You 2021' column shows 100% of your staff agreed with 'My workgroup strives to deliver services in a timely manner'. This question was not asked in 2020.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Quality service delivery	My workgroup strives to deliver services in a timely manner	100%	Not asked in 2020	91%
Quality service delivery	My workgroup strives to provide high quality advice and services	97%	Not asked in 2020	92%
Job enrichment	I understand how my job contributes to my organisation's purpose	94%	0%	91%
Meaningful work	I feel that I can make a worthwhile contribution at work	94%	+5%	85%
Organisational integrity	My organisation encourages respectful workplace behaviours	91%	Not asked in 2020	84%
Organisational integrity	My organisation is committed to earning a high level of public trust	91%	Not asked in 2020	83%
Safety climate	My organisation provides a physically safe work environment	91%	Not asked in 2020	88%
Engagement	I am proud to tell others I work for my organisation	91%	+11%	81%
Workgroup support	People in my workgroup actively support diversity and inclusion in the workplace	91%	Not asked in 2020	87%
Meaningful work	I am achieving something important through my work	89%	+5%	80%

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Learning and development', the 'You 2021' column shows 20% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'. This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	20%	Not asked in 2020	30%
Taking action	My organisation has taken positive action on the results of last year's survey	23%	Not asked in 2020	39%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	31%	Not asked in 2020	37%
Learning and development	My organisation places a high priority on the learning and development of staff	40%	Not asked in 2020	60%
Job enrichment	My work performance is assessed against clear criteria	46%	Not asked in 2020	63%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	46%	Not asked in 2020	56%
Safety climate	All levels of my organisation are involved in the prevention of stress	46%	-2%	47%
Learning and development	I feel I have an equal chance at promotion in my organisation	49%	Not asked in 2020	44%
Workload	I have enough time to do my job effectively	49%	+10%	56%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	49%	-13%	58%

Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

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

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

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

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

Example

On the first row 'Safe to speak up', the 'You 2021' column shows 86% of your staff agreed with 'People in your workgroup are able to bring up problems and tough issues'.

In the 'Increase from 2020' column, you have a 13% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Safe to speak up	People in your workgroup are able to bring up problems and tough issues	86%	+13%	78%
Engagement	My organisation inspires me to do the best in my job	71%	+13%	67%
Engagement	I am proud to tell others I work for my organisation	91%	+11%	81%
Manager support	My manager keeps me informed about what's going on	77%	+10%	81%
Workload	I have enough time to do my job effectively	49%	+10%	56%
Manager support	My manager involves me in decisions about my work	80%	+8%	83%
Manager support	My manager provides me with enough support when I need it	80%	+8%	81%
Engagement	My organisation motivates me to help achieve its objectives	74%	+8%	70%
Senior leadership	Senior leaders support staff to work in an environment of change	74%	+8%	69%
Workload	The workload I have is appropriate for the job that I do	51%	+7%	59%

Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

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

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

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

Example

On the first row 'Senior leadership', the 'You 2021' column shows 51% of your staff agreed with 'Senior leaders provide clear strategy and direction'.

In the 'Decrease from 2020' column, you have a 15% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Senior leadership	Senior leaders provide clear strategy and direction	51%	-15%	62%
Workgroup support	Workgroups across my organisation willingly share information with each other	60%	-15%	62%
Job enrichment	I have a choice in deciding how I do my work	69%	-15%	78%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	49%	-13%	58%
Satisfaction	Considering everything, how satisfied are you with your current job	63%	-9%	70%
Engagement	I would recommend my organisation as a good place to work	66%	-9%	73%
Job enrichment	I clearly understand what I am expected to do in this job	74%	-9%	80%
Workgroup support	I am able to work effectively with others in my workgroup	89%	-9%	92%
Satisfaction	How satisfied are you with your career development within your current organisation	51%	-7%	52%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	57%	-7%	60%

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 'Safe to speak up', the 'You 2021' column shows 86% of your staff agreed with 'I feel safe to challenge inappropriate behaviour at work'.

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
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	86%	+18%	68%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have caring responsibilities	89%	+16%	72%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	86%	+14%	72%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have family responsibilities	89%	+13%	75%
Workplace flexibility	Having caring responsibilities is not a barrier to success in my organisation	80%	+13%	67%
Senior leadership	Senior leaders actively support diversity and inclusion in the workplace	89%	+12%	77%
Engagement	I am proud to tell others I work for my organisation	91%	+11%	81%
Manager support	I receive adequate recognition for my contributions and accomplishments	74%	+10%	64%
Workplace flexibility	Having family responsibilities is not a barrier to success in my organisation	80%	+10%	70%
Equal employment opportunity	Age is not a barrier to success in my organisation	80%	+10%	70%

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 'Learning and development', the 'You 2021' column shows 51% of your staff agreed with 'I am developing and learning in my role'.

The 'difference' column, shows that agreement for this question was 21 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Learning and development	I am developing and learning in my role	51%	-21%	72%
Learning and development	My organisation places a high priority on the learning and development of staff	40%	-20%	60%
Job enrichment	I have the authority to do my job effectively	57%	-18%	75%
Job enrichment	My work performance is assessed against clear criteria	46%	-17%	63%
Taking action	My organisation has taken positive action on the results of last year's survey	23%	-16%	39%
Learning and development	In the last 12 months I have learned skills that have helped me do my job better	57%	-15%	72%
Quality service delivery	My workgroup has clear lines of responsibility	66%	-12%	77%
Innovation	My workgroup is quick to respond to opportunities to do things better	66%	-11%	77%
Senior leadership	Senior leaders provide clear strategy and direction	51%	-11%	62%
Workgroup support	People in my workgroup are politically impartial in their work	71%	-10%	82%

People matter

survey 2021

Have your say

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- Your comparator group
- Your response rate

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Key differences

- Highest scoring
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- Age, defence force and education
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- Cultural diversity
- Employment
- Adjustments
- Caring

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

54% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

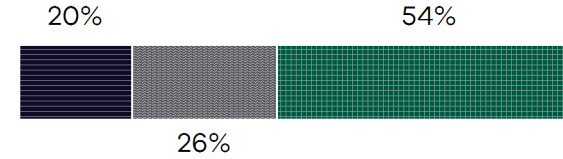
Survey question

Your results

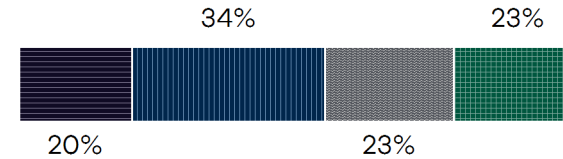
Benchmark agree results



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



My organisation has taken positive action on the results of last year's survey



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I believe my organisation will take positive action on the results of this year's survey	Not asked	Not asked	54 %	27 %	56 %	96 %
My organisation has taken positive action on the results of last year's survey	Not asked	Not asked	23 %	11 %	39 %	91 %

People matter

survey 2021

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- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

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- Taking action questions

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- Adjustments
- Caring

Senior leadership

Senior leadership 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

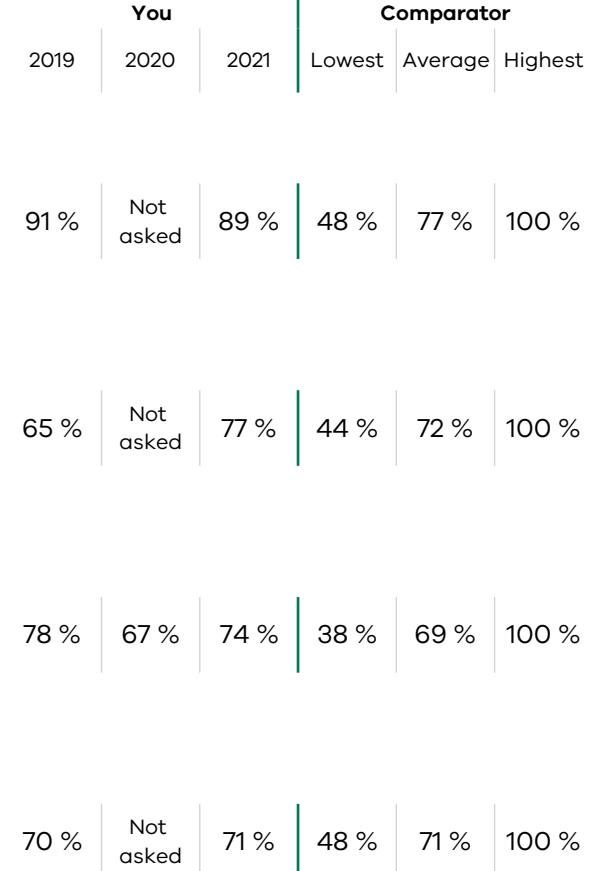
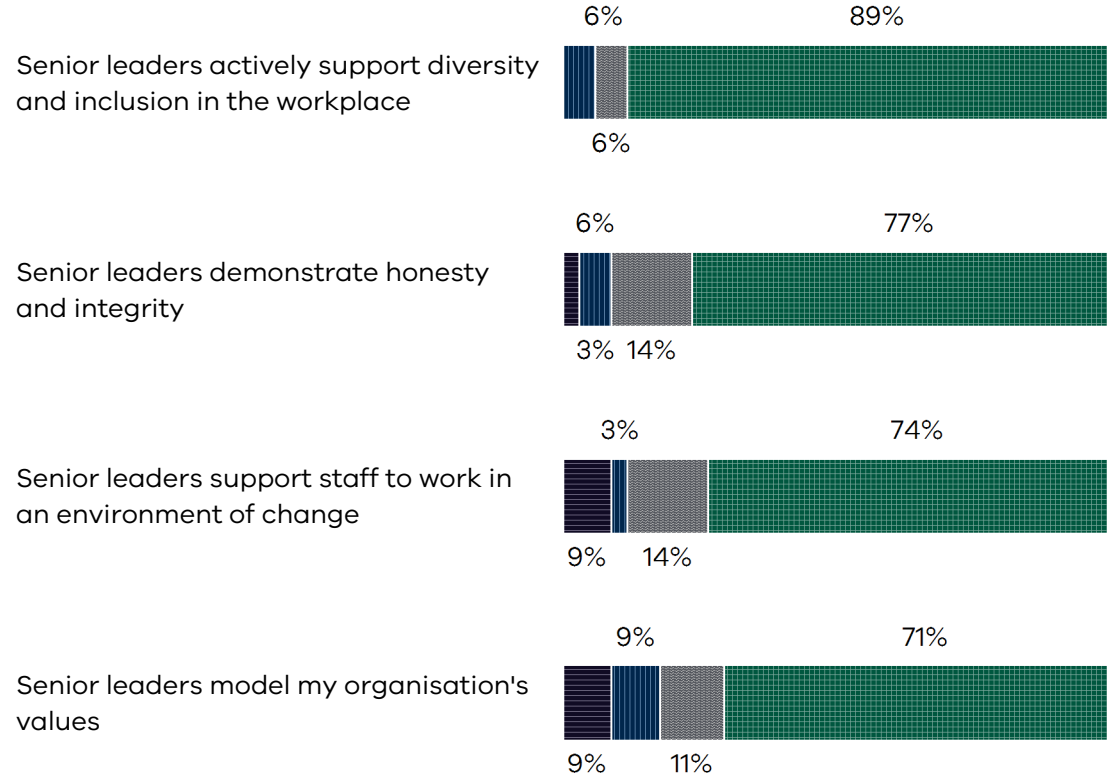
Example

89% 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



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.

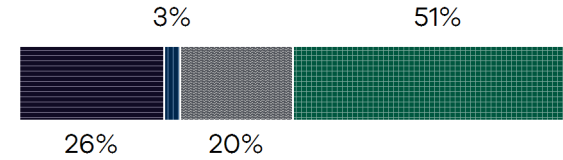
Example

51% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

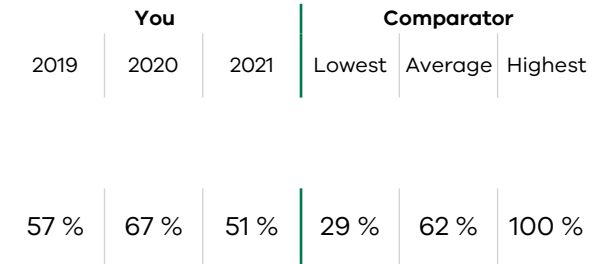
Survey question

Senior leaders provide clear strategy and direction

Your results



Benchmark agree results



People matter

survey 2021

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- Senior leadership questions

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- Caring

Organisational climate

Scorecard 1 of 2

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.

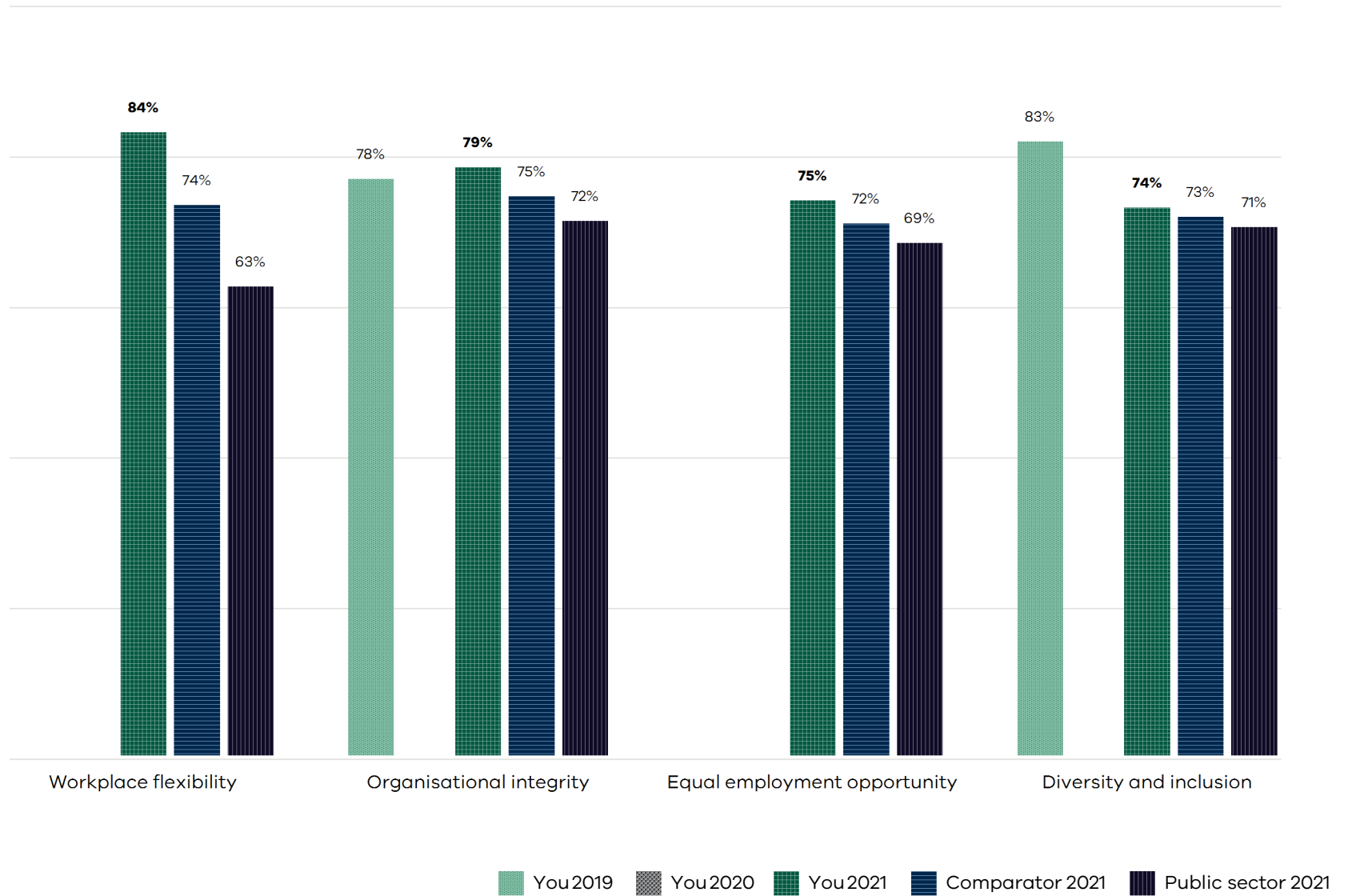
Example

In 2021:

- 84% of your staff who did the survey responded positively to questions about Workplace flexibility.

Compared to:

- 74% of staff at your comparator and 63% of staff across the public sector.



Organisational climate

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

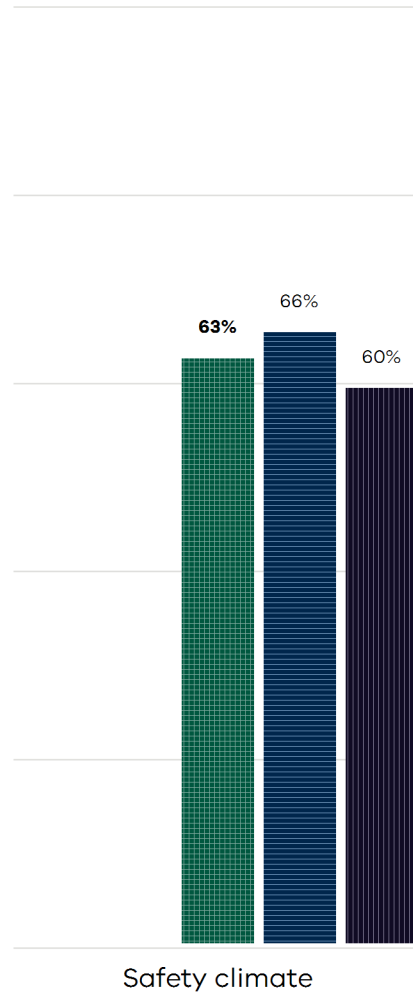
Example

In 2021:

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

Compared to:

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



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.

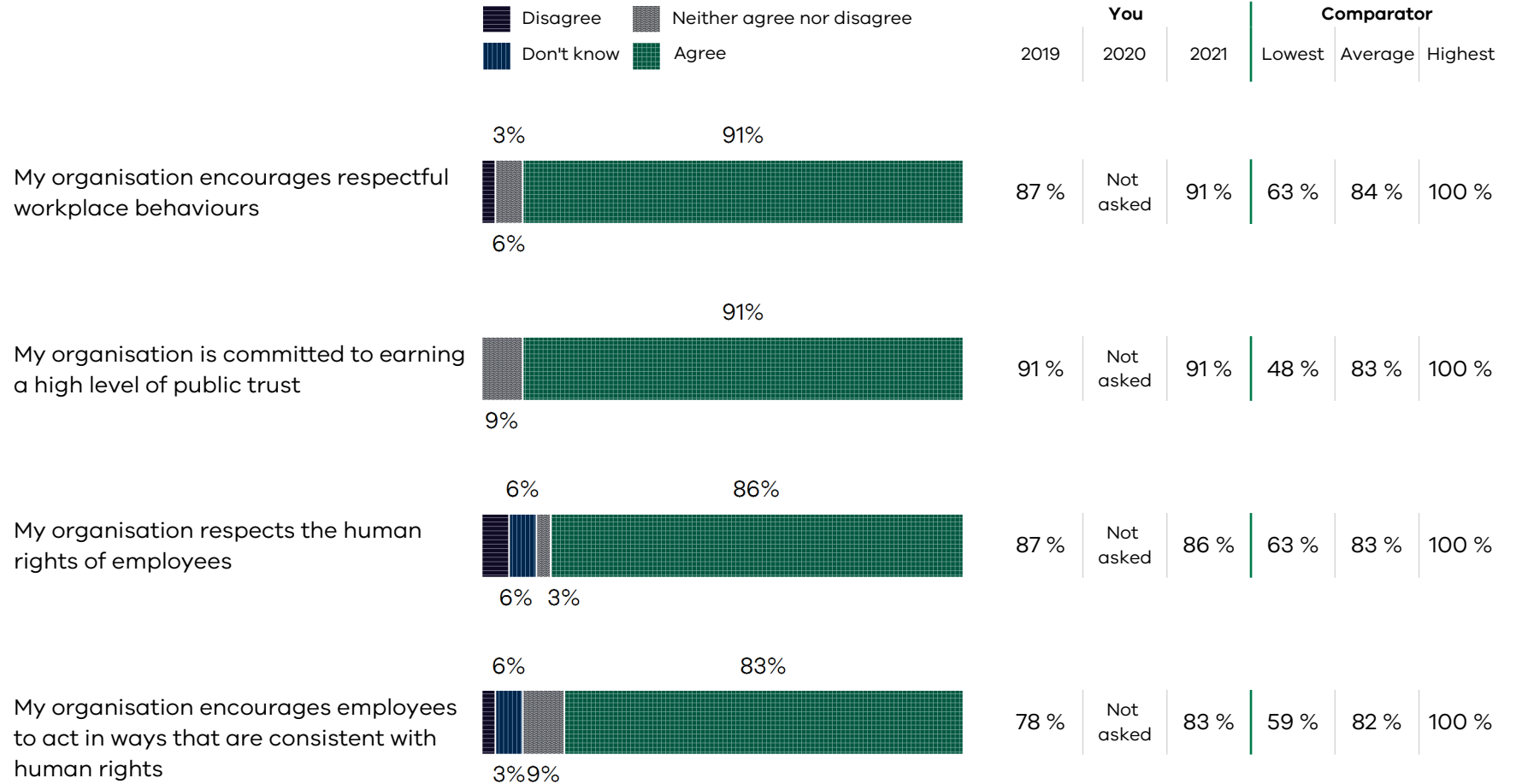
Example

91% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

Survey question

Your results

Benchmark agree results



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.

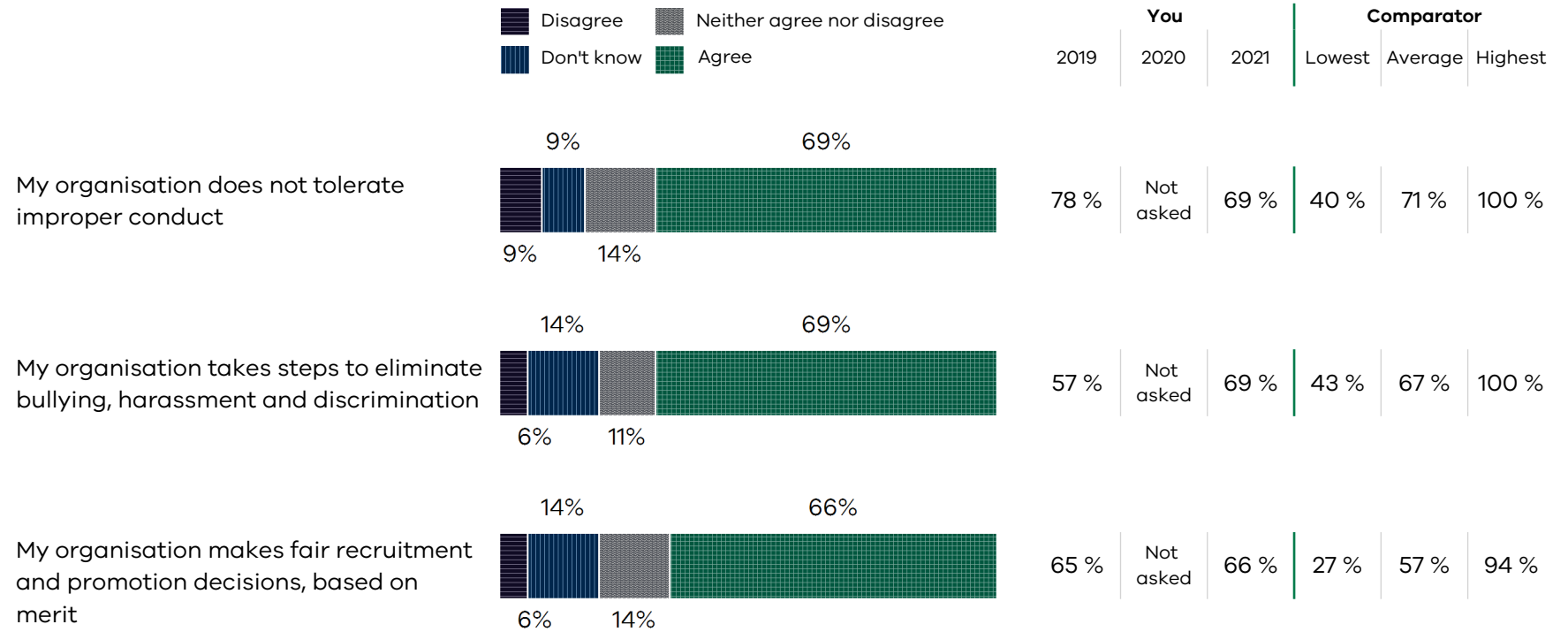
Example

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



Organisational climate

Workplace flexibility 1 of 4

What this is

This is how well your 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

89% of your staff who did the survey agreed or strongly agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.

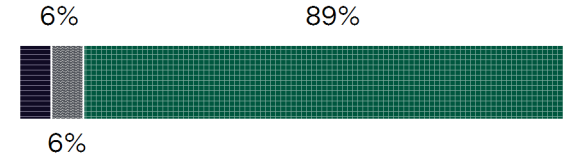
Survey question

Your results

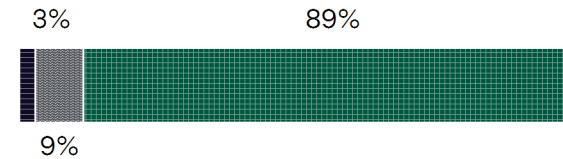
Benchmark agree results



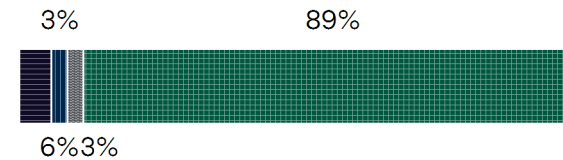
I am confident that if I requested a flexible work arrangement, it would be given due consideration



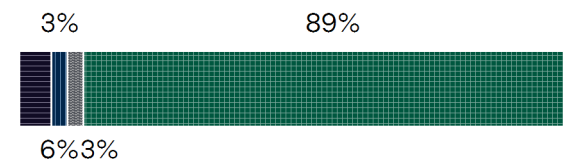
My organisation supports employees with family or other caring responsibilities, regardless of gender



There is a positive culture within my organisation in relation to employees who have caring responsibilities



There is a positive culture within my organisation in relation to employees who have family responsibilities



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	74 %	94 %	89 %	61 %	81 %	98 %
	Not asked	Not asked	89 %	63 %	82 %	100 %
	87 %	Not asked	89 %	52 %	72 %	91 %
	Not asked	Not asked	89 %	55 %	75 %	96 %

Organisational climate

Workplace flexibility 2 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

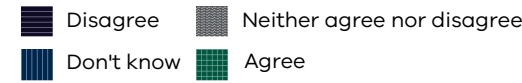
Example

86% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who use flexible work arrangements'.

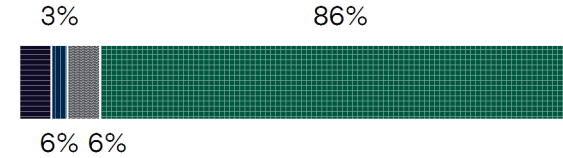
Survey question

Your results

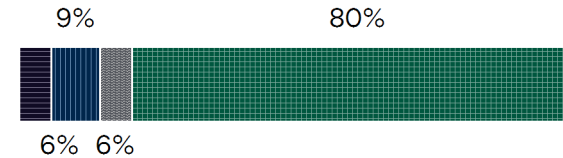
Benchmark agree results



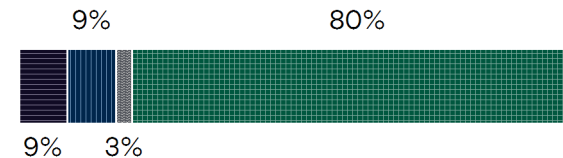
There is a positive culture within my organisation in relation to employees who use flexible work arrangements



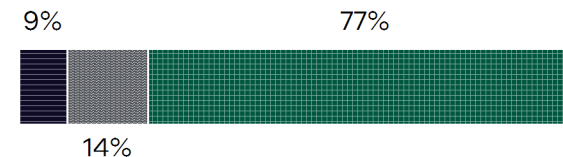
Having caring responsibilities is not a barrier to success in my organisation



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



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



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	78 %	Not asked	86 %	51 %	72 %	96 %
	83 %	Not asked	80 %	51 %	67 %	88 %
	Not asked	Not asked	80 %	52 %	70 %	94 %
	Not asked	Not asked	77 %	61 %	79 %	96 %

Organisational climate

Workplace flexibility 3 of 4

What this is

This is how well your 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.

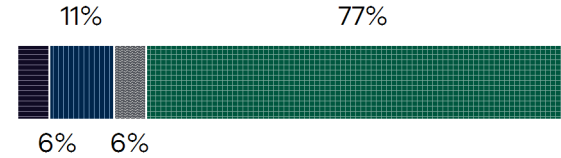
Example

77% 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'.

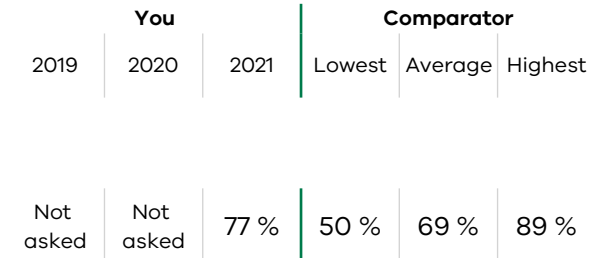
Survey question

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

Your results



Benchmark agree results



Organisational climate

Workplace flexibility 4 of 4

What this is

This is how well your 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

51% of staff who did the survey said the flexible work arrangement they used was 'Flexible start and finish times'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
Flexible start and finish times	51%	29%	23%
Working from an alternative location (e.g. home, hub/shared work space)	46%	42%	24%
No, I do not use any flexible work arrangements	26%	35%	38%
Part-time	6%	10%	19%
Using leave to work flexible hours	6%	6%	8%
Purchased leave	6%	2%	2%
Working more hours over fewer days	3%	5%	6%
Other	3%	2%	2%

Organisational climate

Equal employment opportunity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

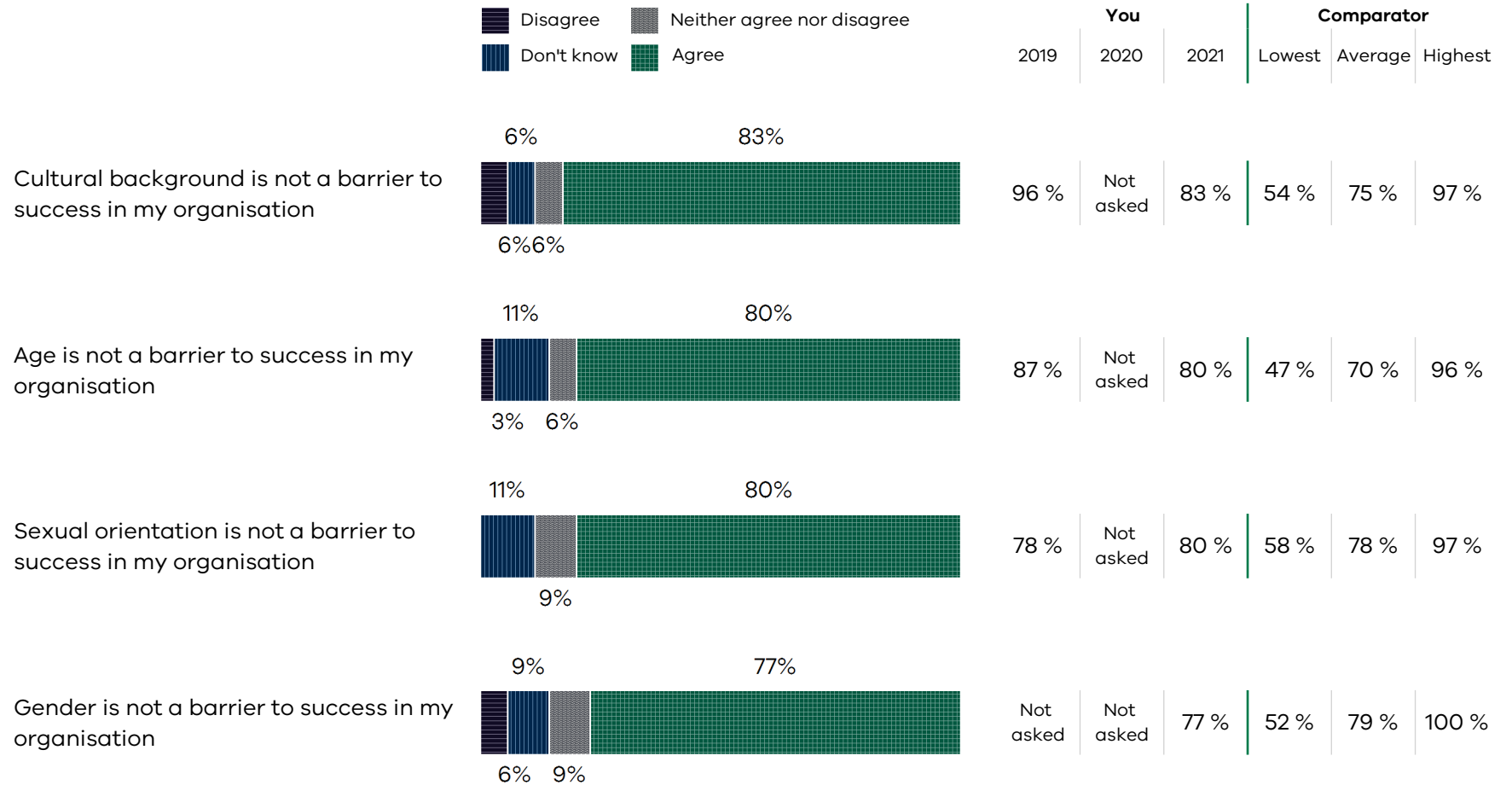
Example

83% of your staff who did the survey agreed or strongly agreed with 'Cultural background is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



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 'Disability is not a barrier to success in my organisation'.

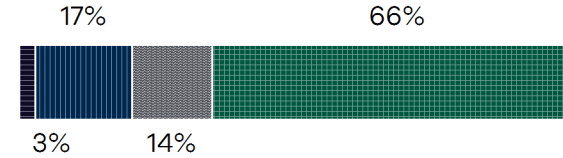
Survey question

Your results

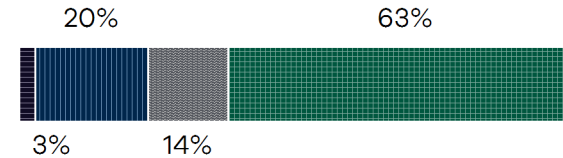
Benchmark agree results



Disability is not a barrier to success in my organisation



Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Disability is not a barrier to success in my organisation	74 %	Not asked	66 %	40 %	62 %	92 %
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	Not asked	Not asked	63 %	48 %	65 %	95 %

Organisational climate

Psychosocial and physical safety climate question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

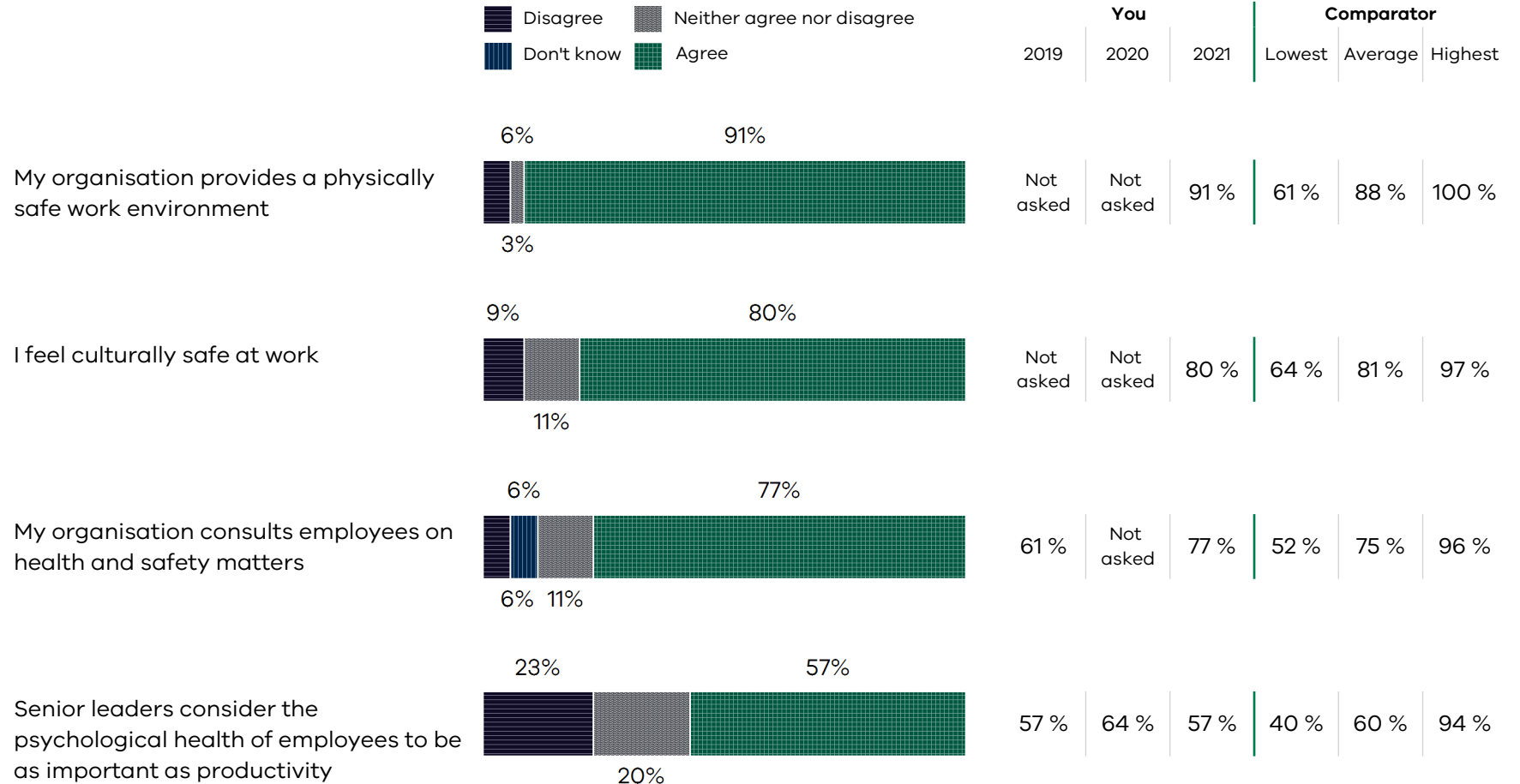
Example

91% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Survey question

Your results

Benchmark agree results



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

54% of your staff who did the survey agreed or strongly agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.

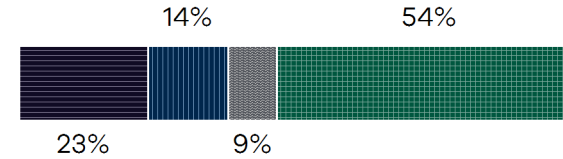
Survey question

Your results

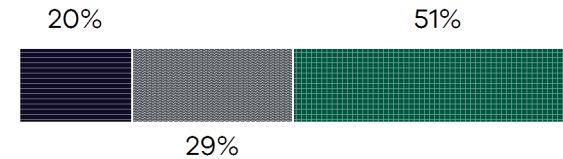
Benchmark agree results



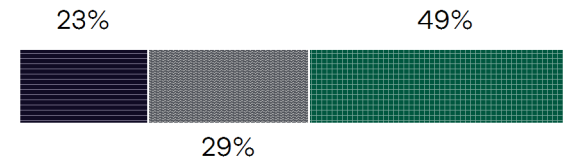
My organisation has effective procedures in place to support employees who may experience stress



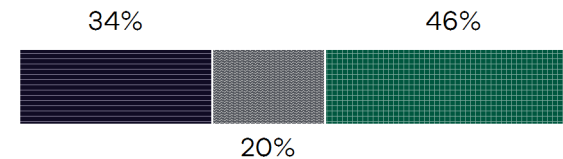
In my workplace, there is good communication about psychological safety issues that affect me



Senior leaders show support for stress prevention through involvement and commitment



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



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	74 %	50 %	54 %	41 %	61 %	89 %
	57 %	56 %	51 %	30 %	58 %	89 %
	57 %	61 %	49 %	37 %	58 %	94 %
	48 %	47 %	46 %	27 %	47 %	75 %

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.

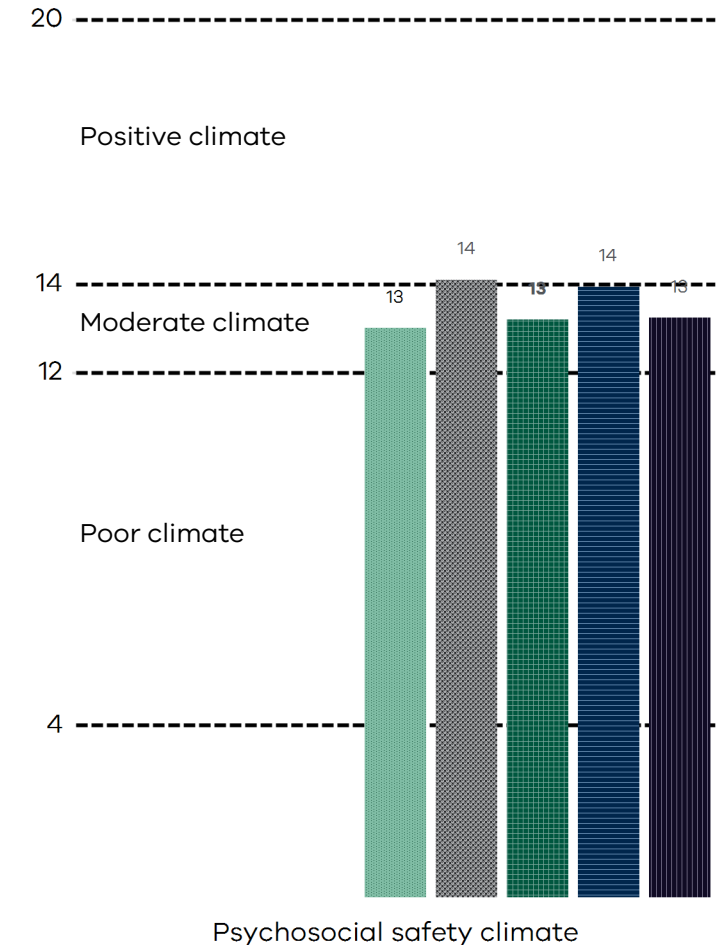
A score of:

- 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



You 2019 You 2020 You 2021 Comparator 2021 Public sector 2021

Organisational climate

Diversity and inclusion 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

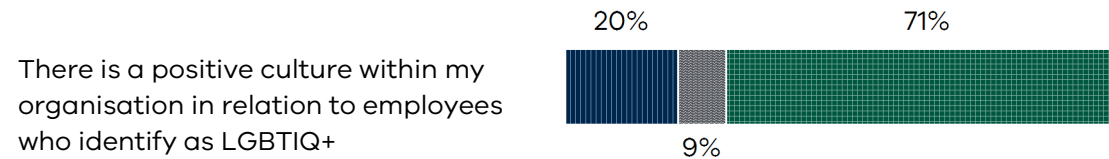
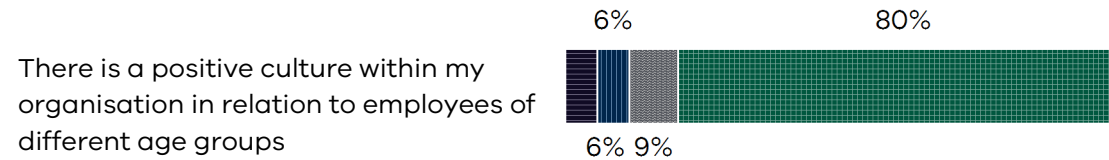
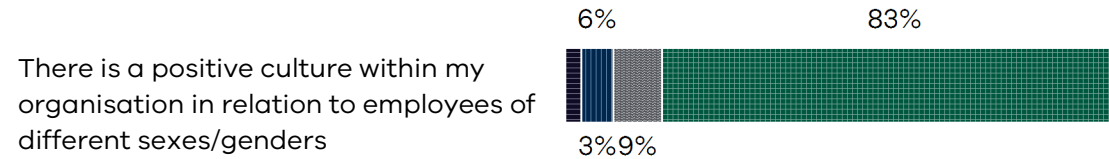
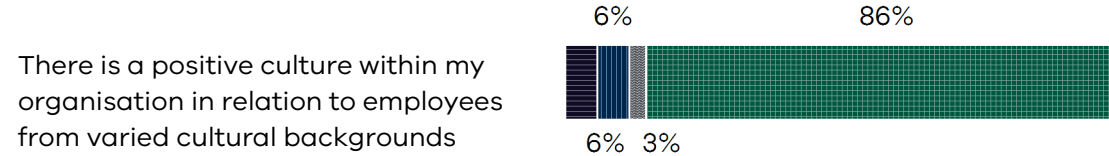
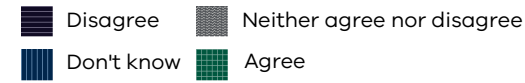
Example

86% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees from varied cultural backgrounds'.

Survey question

Your results

Benchmark agree results



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
100 %	Not asked	86 %	58 %	79 %	95 %	
91 %	Not asked	83 %	57 %	81 %	97 %	
87 %	Not asked	80 %	51 %	74 %	97 %	
78 %	Not asked	71 %	51 %	74 %	96 %	

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

63% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees in relation to employees who are Aboriginal and / or Torres Strait Islander'.

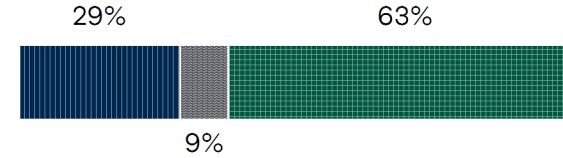
Survey question

Your results

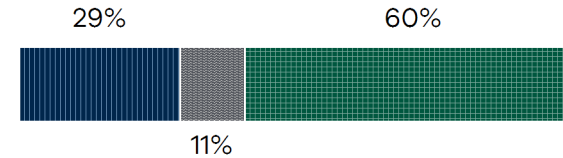
Benchmark agree results



There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander



There is a positive culture within my organisation in relation to employees with disability



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
65 %	Not asked	63 %	35 %	67 %	96 %	
74 %	Not asked	60 %	37 %	61 %	92 %	

Organisational climate

Gender equality supporting measures

What this is

These are new questions to support Workplace Gender Audits, in addition to existing People matter survey questions on gender equality.

Your excel files show all of the questions you can use in your workplace gender audits.

Why this is important

Under the [Gender Equality Act 2020](#), organisations have obligations to promote gender equality in the workplace.

How to read this

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

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

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

Example

89% of your staff who did the survey agreed or strongly agreed with 'In my workgroup work is allocated fairly, regardless of gender'.

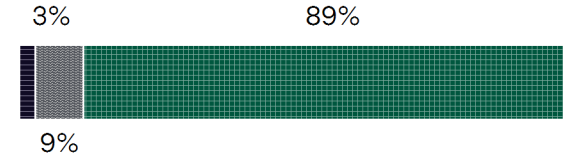
Survey question

Your results

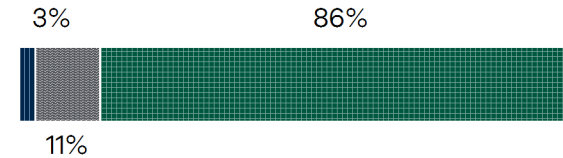
Benchmark agree results



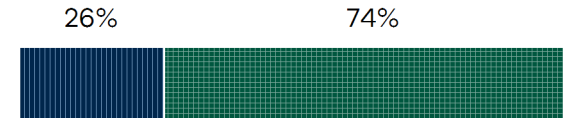
In my workgroup work is allocated fairly, regardless of gender



My organisation uses inclusive and respectful images and language



My organisation would support me if I needed to take family violence leave



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
In my workgroup work is allocated fairly, regardless of gender	Not asked	Not asked	89 %	74 %	85 %	96 %
My organisation uses inclusive and respectful images and language	Not asked	Not asked	86 %	60 %	85 %	100 %
My organisation would support me if I needed to take family violence leave	Not asked	Not asked	74 %	54 %	79 %	100 %

People matter

survey 2021

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- Gender, variations in sex characteristics and sexual orientation
- Cultural diversity
- Employment
- Adjustments
- Caring

Workgroup climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

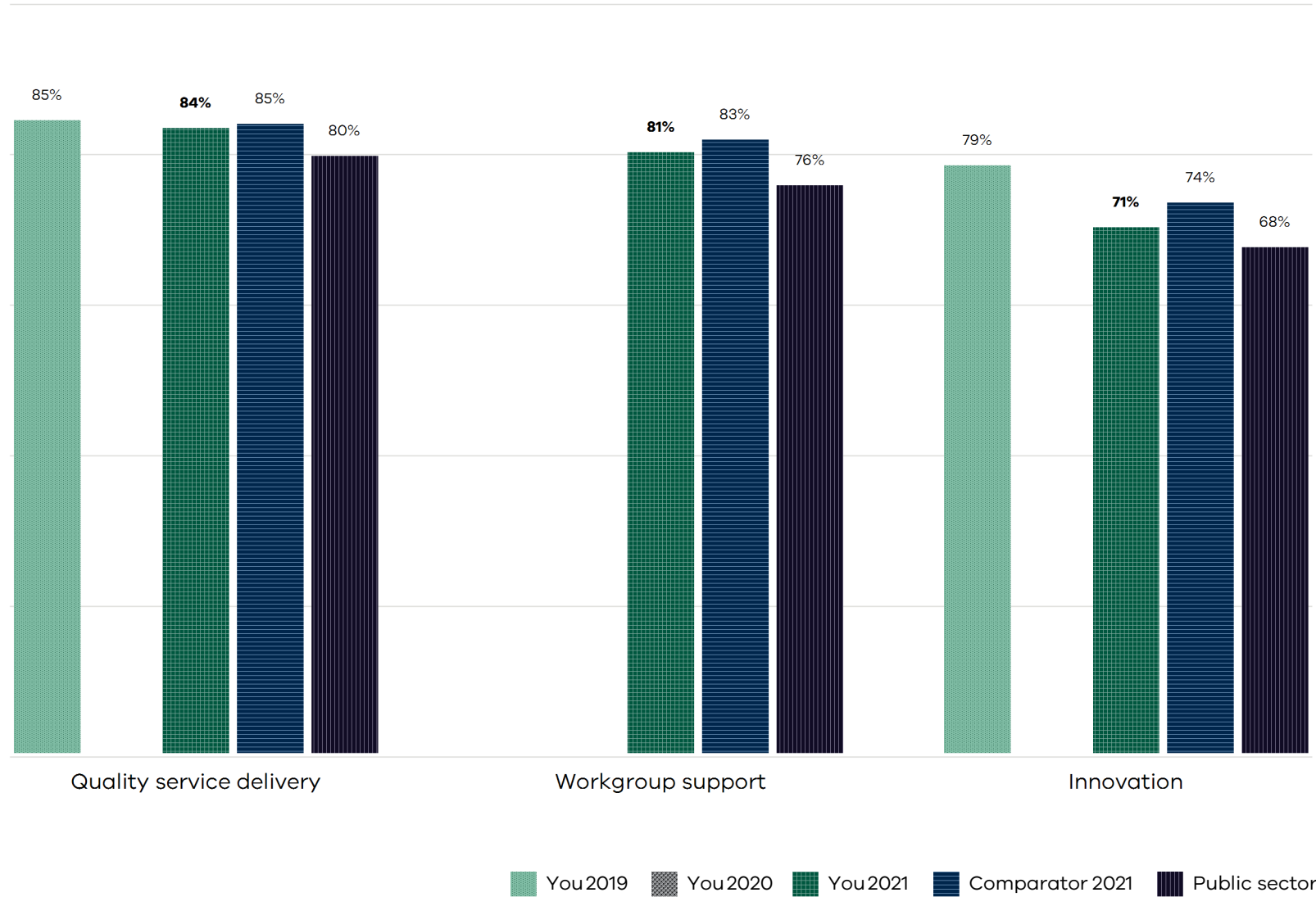
Example

In 2021:

- 84% of your staff who did the survey responded positively to questions about .

Compared to:

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



Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

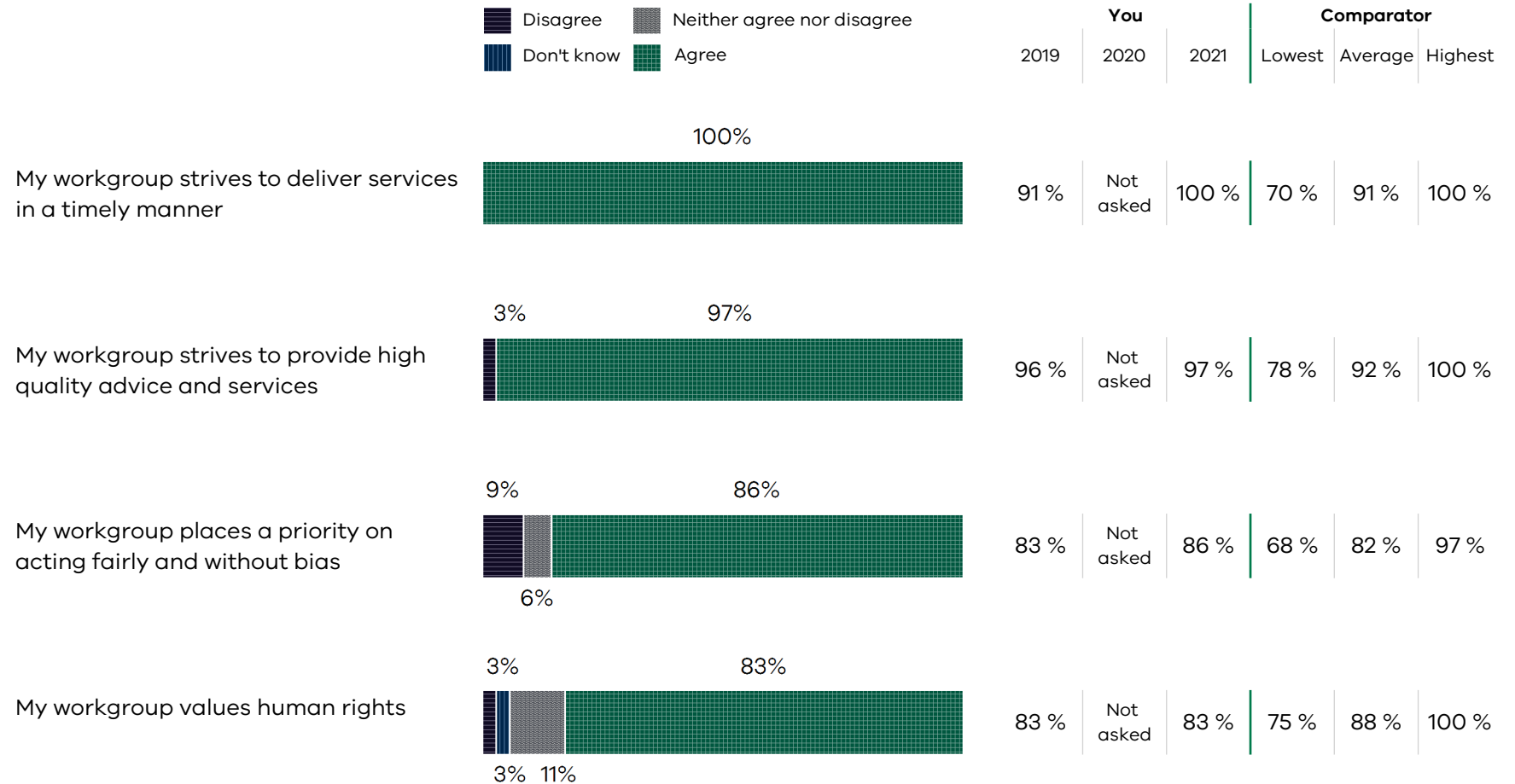
Example

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

Survey question

Your results

Benchmark agree results



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.

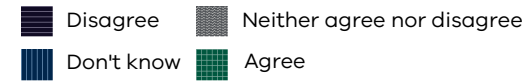
Example

80% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to make the best use of its resources'!

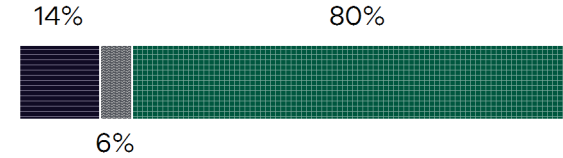
Survey question

Your results

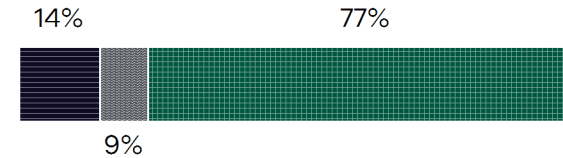
Benchmark agree results



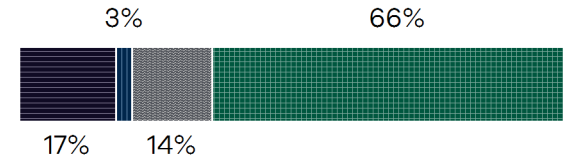
My workgroup strives to make the best use of its resources



My workgroup focuses on making decisions informed by all relevant facts



My workgroup has clear lines of responsibility



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My workgroup strives to make the best use of its resources	96 %	Not asked	80 %	68 %	81 %	100 %
My workgroup focuses on making decisions informed by all relevant facts	87 %	Not asked	77 %	63 %	80 %	96 %
My workgroup has clear lines of responsibility	61 %	Not asked	66 %	65 %	77 %	94 %

Workgroup climate

Innovation 1 of 2

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.

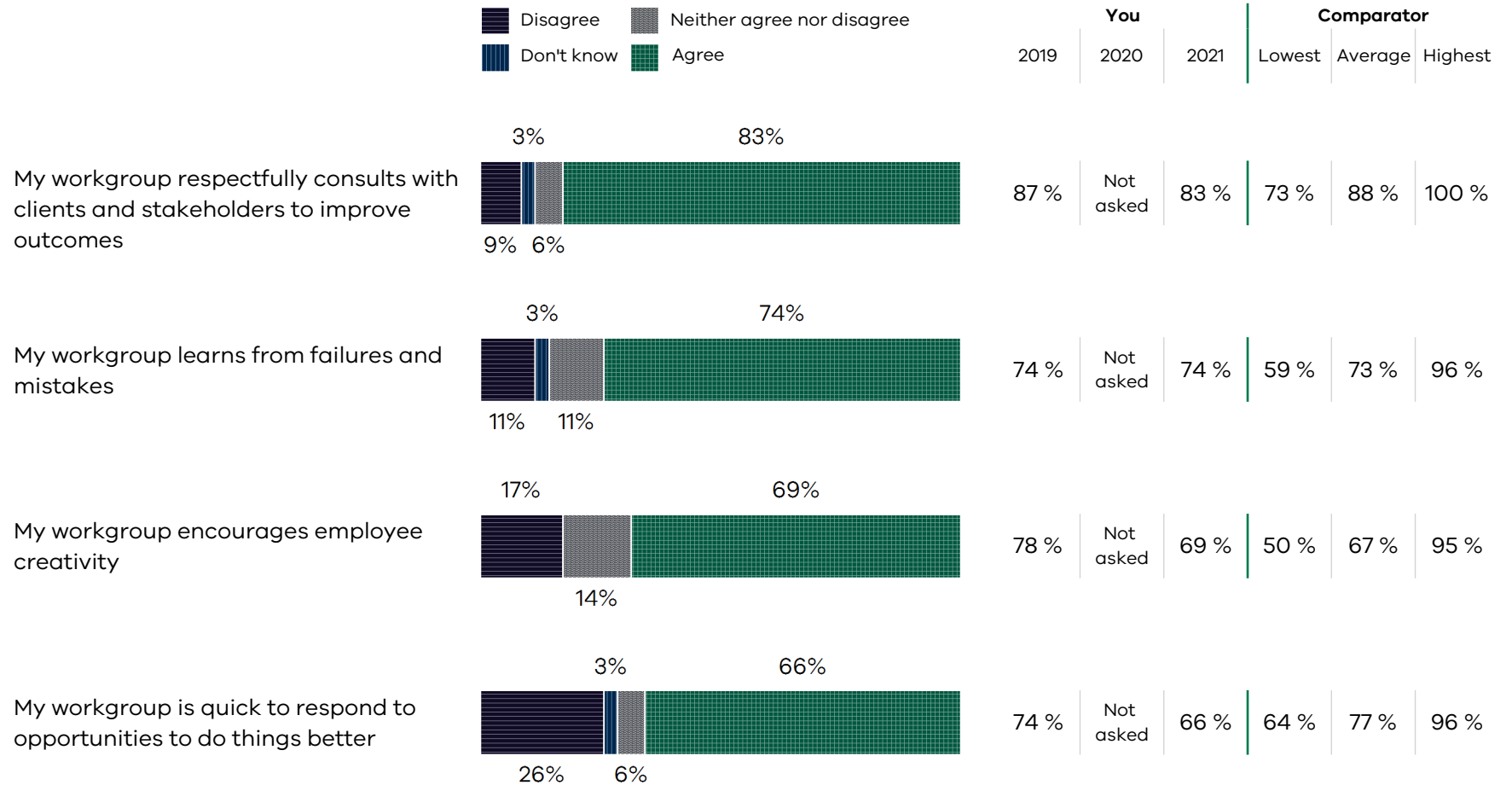
Example

83% 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



Workgroup climate

Innovation 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

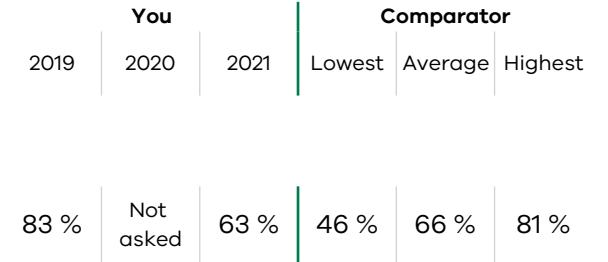
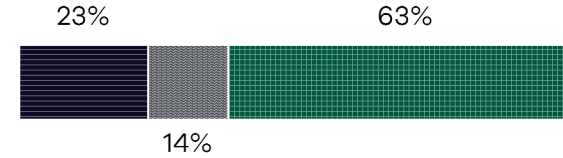
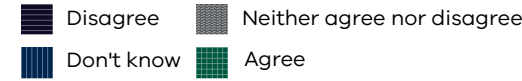
63% of your staff who did the survey agreed or strongly agreed with 'My workgroup takes reasonable risks to improve its services'.

Survey question

Your results

Benchmark agree results

My workgroup takes reasonable risks to improve its services



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

91% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup actively support diversity and inclusion in the workplace'.

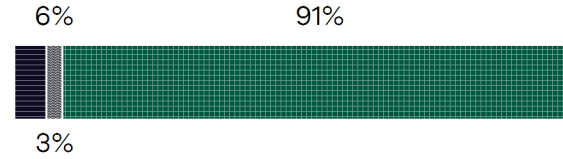
Survey question

Your results

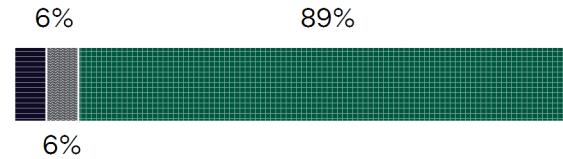
Benchmark agree results



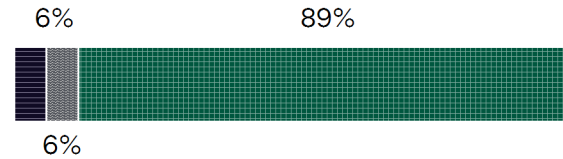
People in my workgroup actively support diversity and inclusion in the workplace



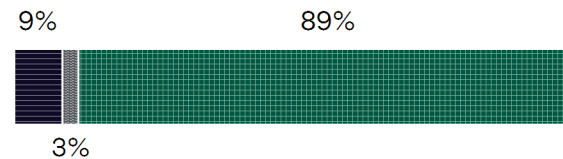
I am able to work effectively with others in my workgroup



I am able to work effectively with others outside my immediate workgroup



People in my workgroup treat each other with respect



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
People in my workgroup actively support diversity and inclusion in the workplace	91 %	Not asked	91 %	68 %	87 %	100 %
I am able to work effectively with others in my workgroup	Not asked	97 %	89 %	83 %	92 %	100 %
I am able to work effectively with others outside my immediate workgroup	Not asked	86 %	89 %	75 %	88 %	97 %
People in my workgroup treat each other with respect	91 %	94 %	89 %	73 %	90 %	100 %

Workgroup climate

Workgroup support 2 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

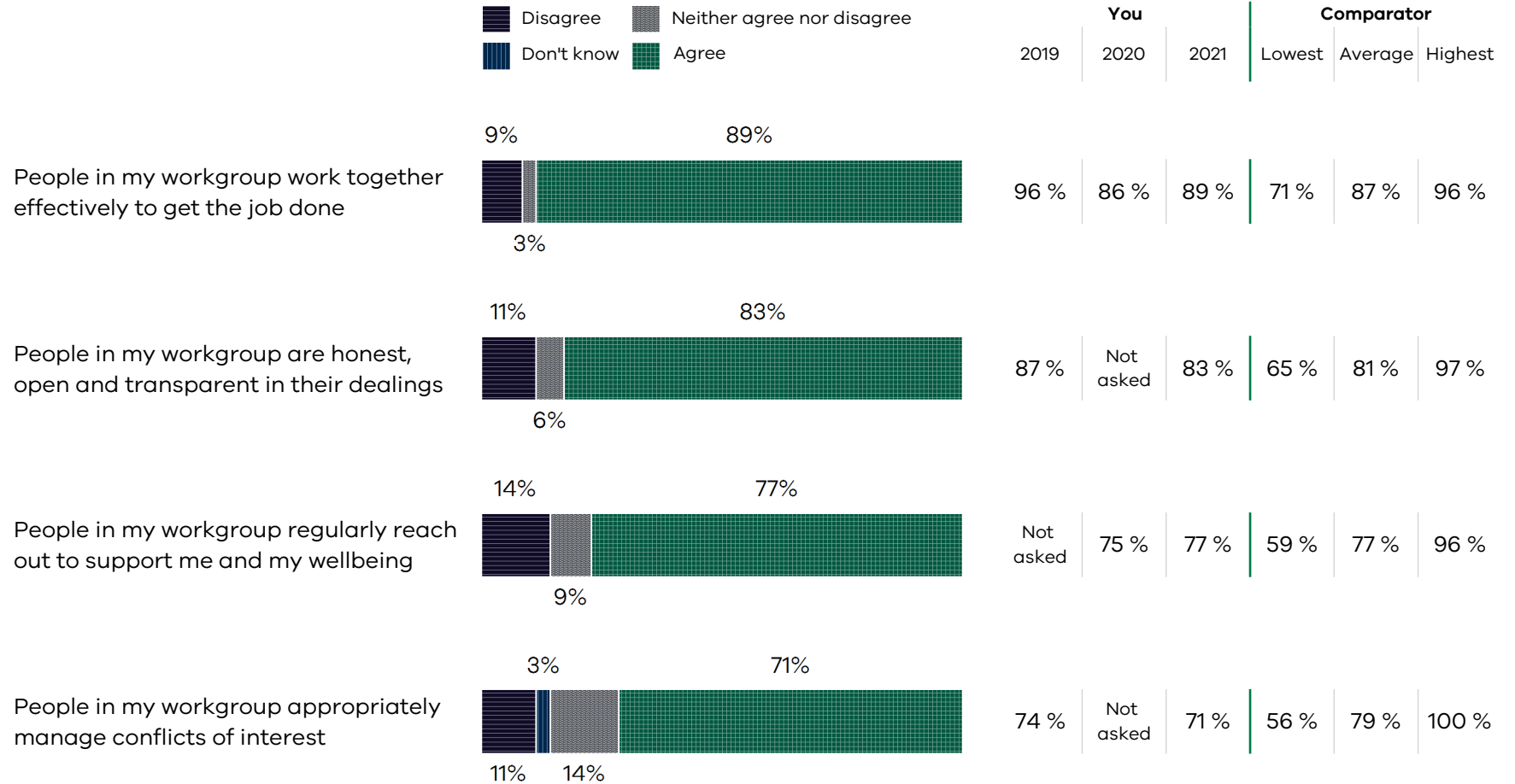
Example

89% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

Survey question

Your results

Benchmark agree results



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

71% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

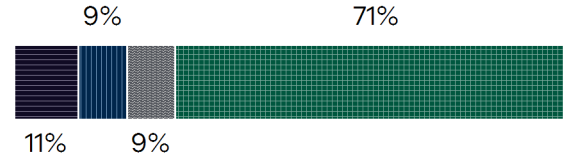
Survey question

Your results

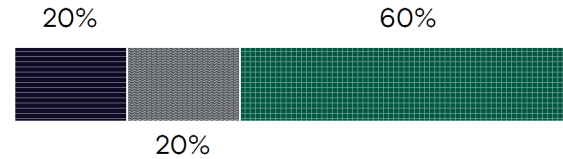
Benchmark agree results



People in my workgroup are politically impartial in their work



Workgroups across my organisation willingly share information with each other



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
People in my workgroup are politically impartial in their work	83 %	Not asked	71 %	63 %	82 %	97 %
Workgroups across my organisation willingly share information with each other	61 %	75 %	60 %	37 %	62 %	87 %

People matter

survey 2021

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- Discrimination
- Violence and aggression
- Witnessing negative behaviours

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

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- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Job and manager factors

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

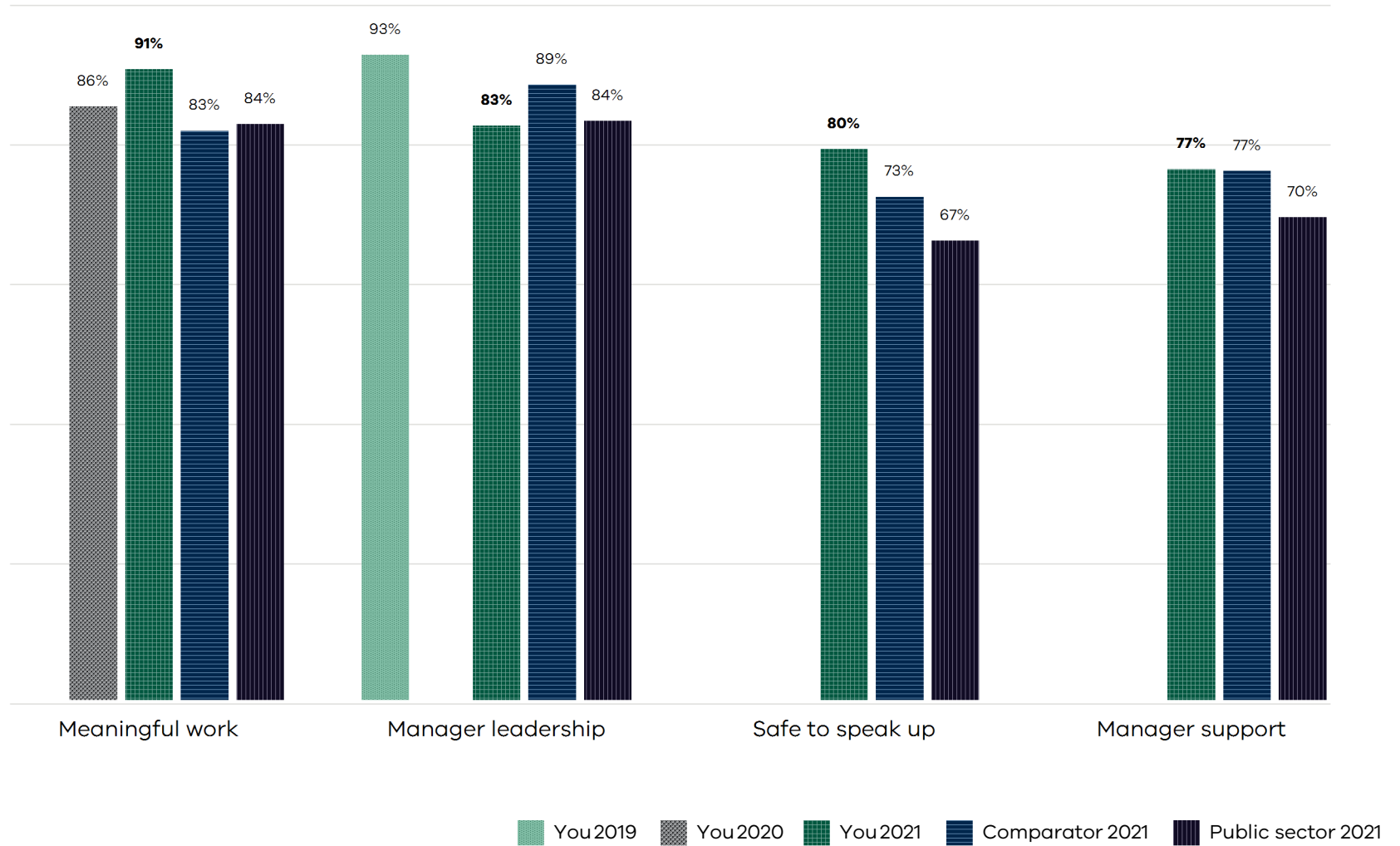
Example

In 2021:

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

Compared to:

- 83% of staff at your comparator and 84% of staff across the public sector.



Job and manager factors

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

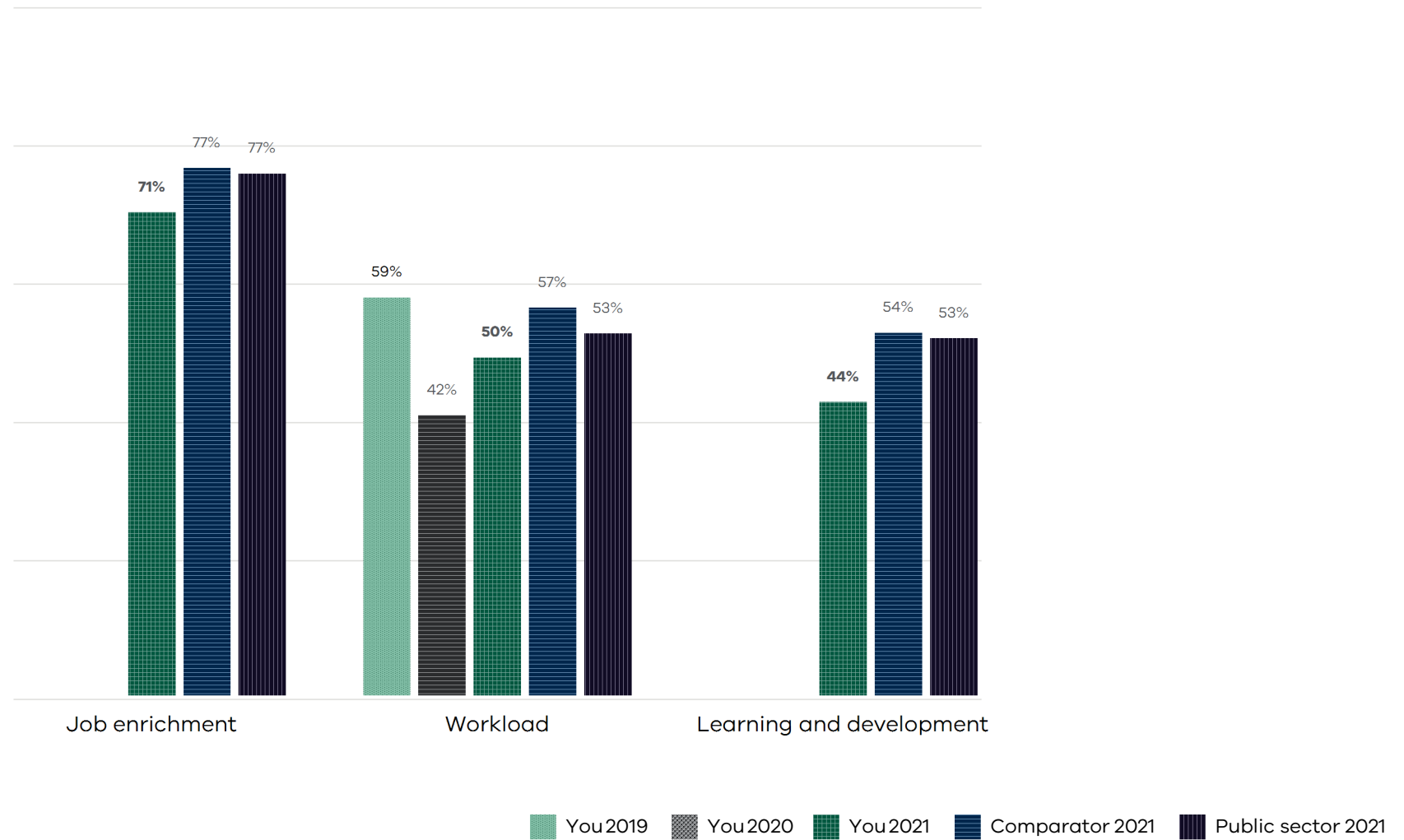
Example

In 2021:

- 71% of your staff who did the survey responded positively to questions about Job enrichment.

Compared to:

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



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.

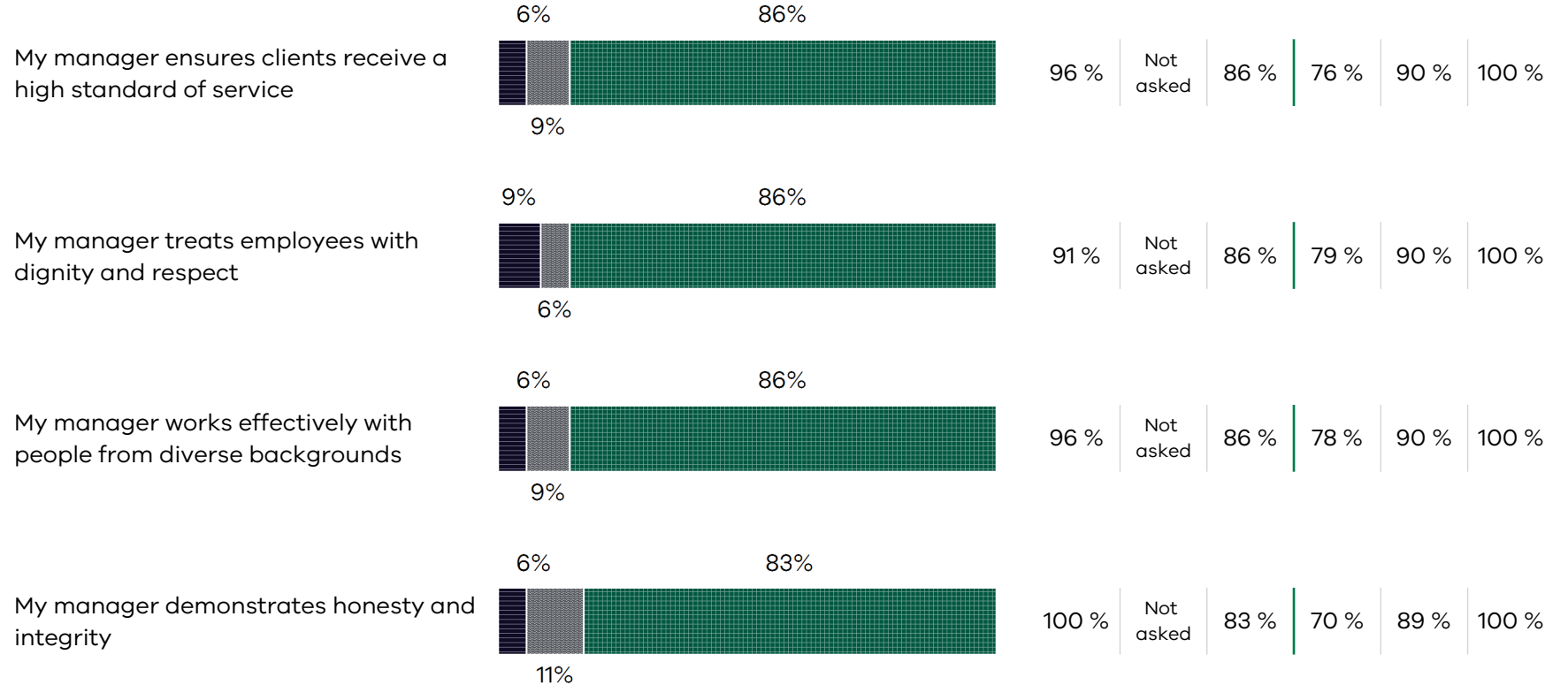
Example

86% of your staff who did the survey agreed or strongly agreed with 'My manager ensures clients receive a high standard of service'.

Survey question

Your results

Benchmark agree results



Job and manager factors

Manager leadership 2 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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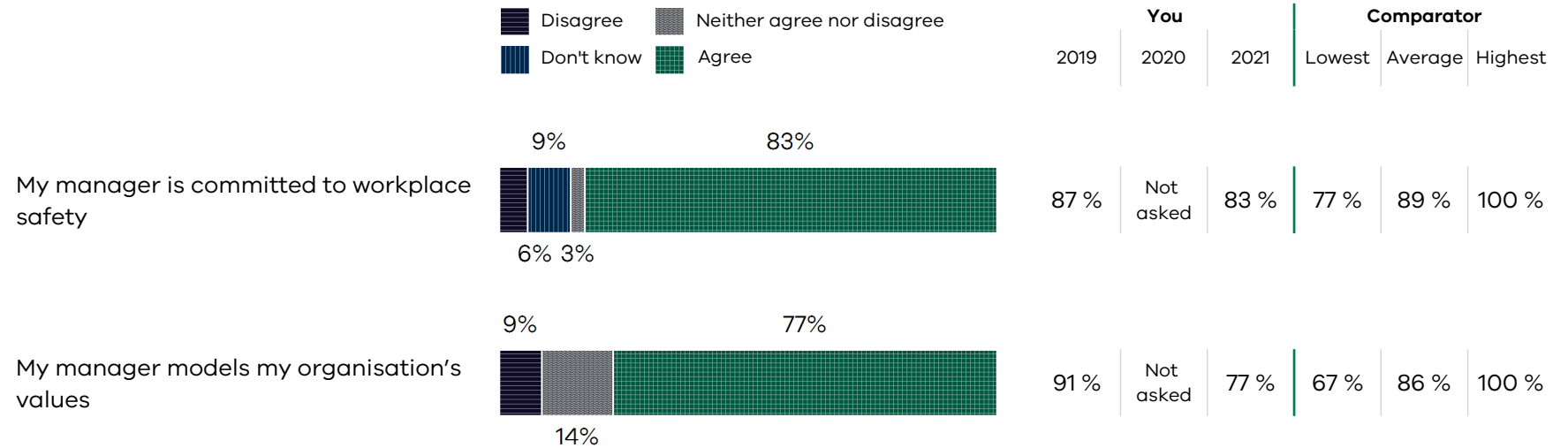
Example

83% of your staff who did the survey agreed or strongly agreed with 'My manager is committed to workplace safety'.

Survey question

Your results

Benchmark agree results



Job and manager factors

Manager support 1 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

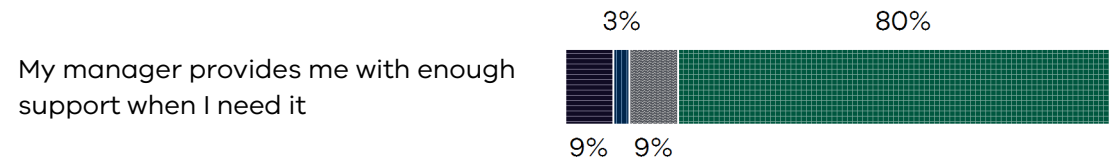
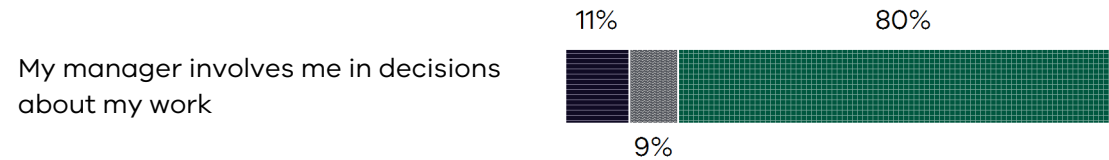
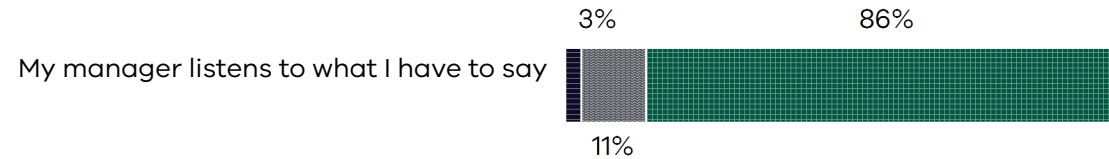
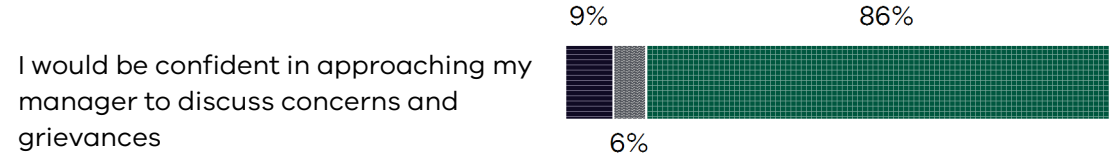
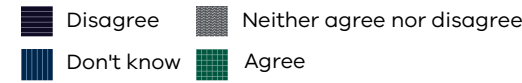
Example

86% of your staff who did the survey agreed or strongly agreed with 'I would be confident in approaching my manager to discuss concerns and grievances'.

Survey question

Your results

Benchmark agree results



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I would be confident in approaching my manager to discuss concerns and grievances	87 %	Not asked	86 %	73 %	83 %	100 %
My manager listens to what I have to say	100 %	81 %	86 %	78 %	87 %	97 %
My manager involves me in decisions about my work	91 %	72 %	80 %	67 %	83 %	100 %
My manager provides me with enough support when I need it	Not asked	72 %	80 %	67 %	81 %	96 %

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

77% of your staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.

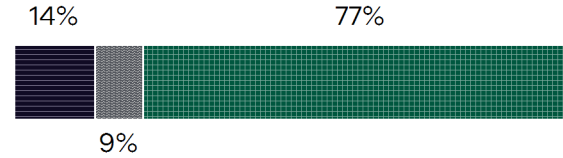
Survey question

Your results

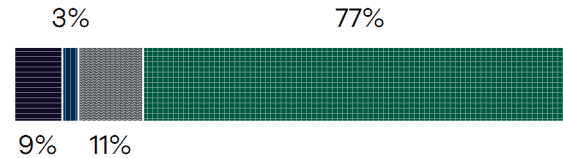
Benchmark agree results



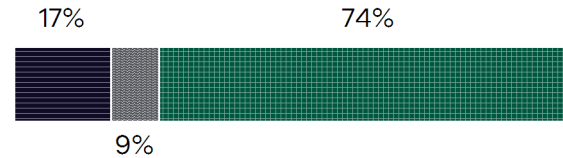
My manager keeps me informed about what's going on



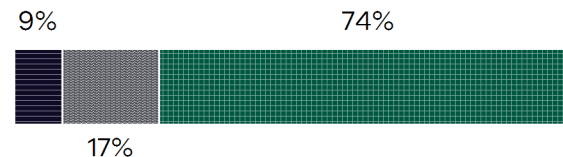
My manager provides feedback to me in a way that helps me improve my performance



I receive adequate recognition for my contributions and accomplishments



My manager encourages and supports my participation in learning and development opportunities



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	87 %	67 %	77 %	67 %	81 %	100 %
	83 %	72 %	77 %	52 %	72 %	94 %
	74 %	Not asked	74 %	46 %	64 %	90 %
	87 %	Not asked	74 %	59 %	80 %	96 %

Job and manager factors

Manager support 3 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.

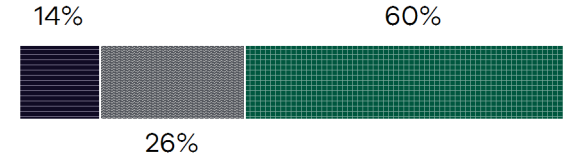
Example

60% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

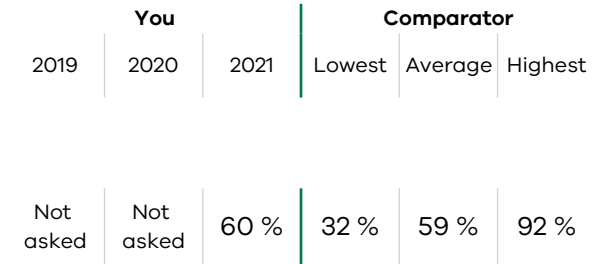
Survey question

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

Your results



Benchmark agree results



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

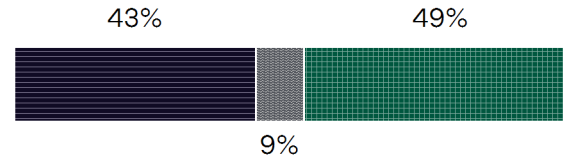
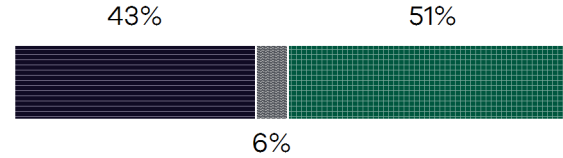
51% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Survey question

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

I have enough time to do my job effectively

Your results



Benchmark agree results

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
The workload I have is appropriate for the job that I do	57 %	44 %	51 %	39 %	59 %	85 %
I have enough time to do my job effectively	61 %	39 %	49 %	42 %	56 %	89 %

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.

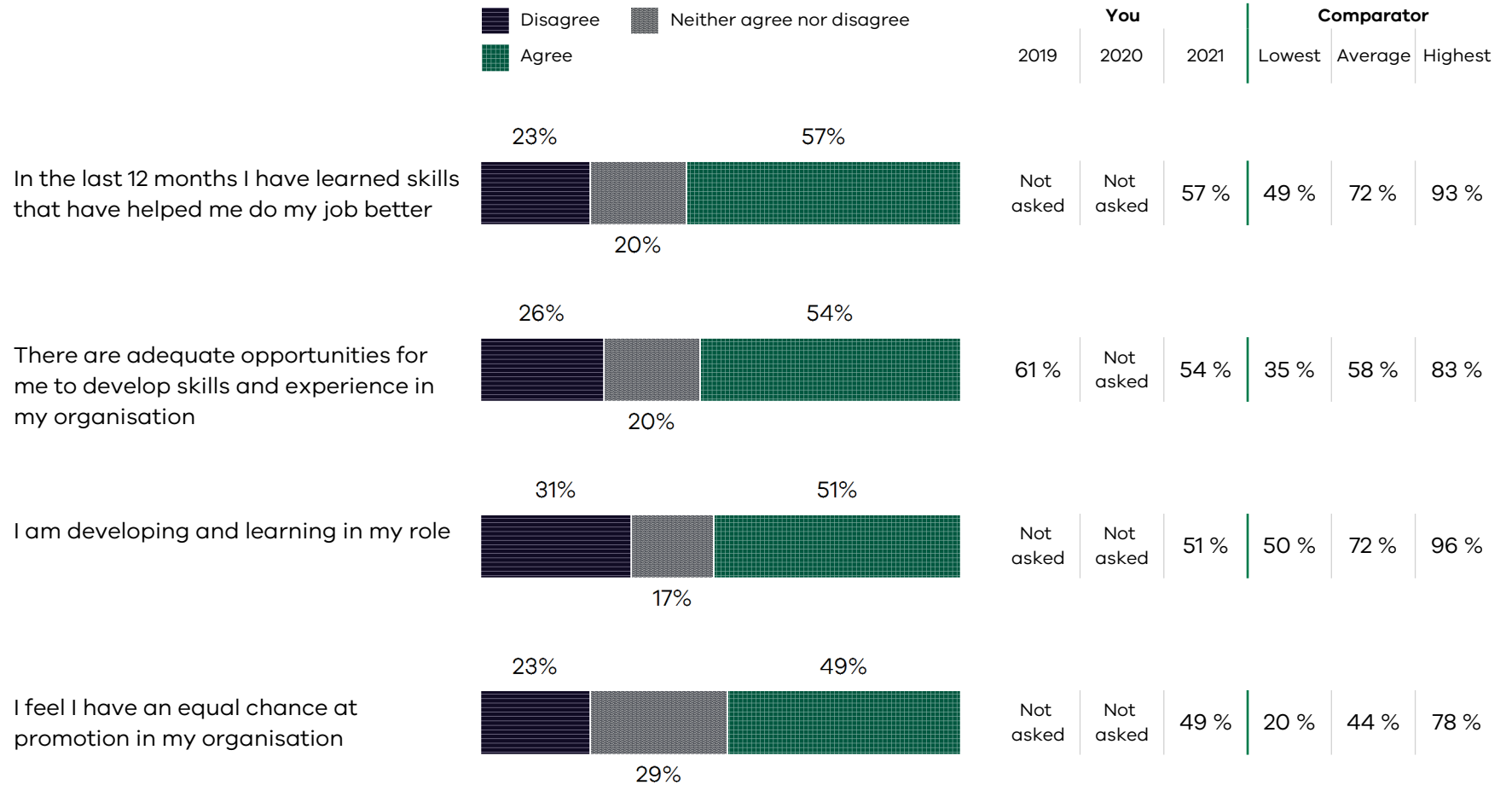
Example

57% of your staff who did the survey agreed or strongly agreed with 'In the last 12 months I have learned skills that have helped me do my job better'.

Survey question

Your results

Benchmark agree results



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

46% 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'.

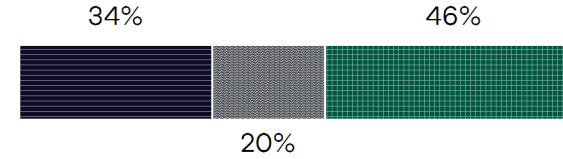
Survey question

Your results

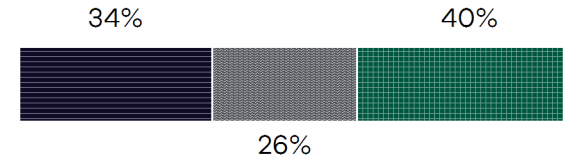
Benchmark agree results



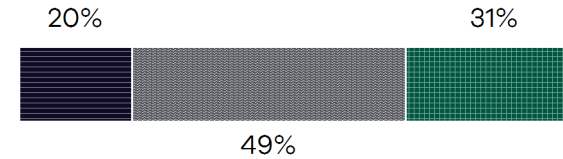
I am satisfied with the way my learning and development needs have been addressed in the last 12 months



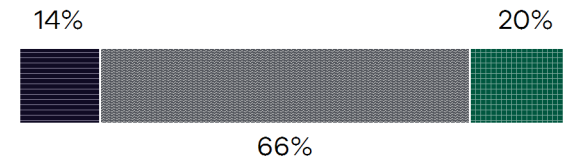
My organisation places a high priority on the learning and development of staff



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



I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	Not asked	Not asked	46 %	36 %	56 %	88 %
	43 %	Not asked	40 %	34 %	60 %	93 %
	Not asked	Not asked	31 %	19 %	37 %	57 %
	Not asked	Not asked	20 %	13 %	30 %	57 %

Job and manager factors

Job enrichment 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

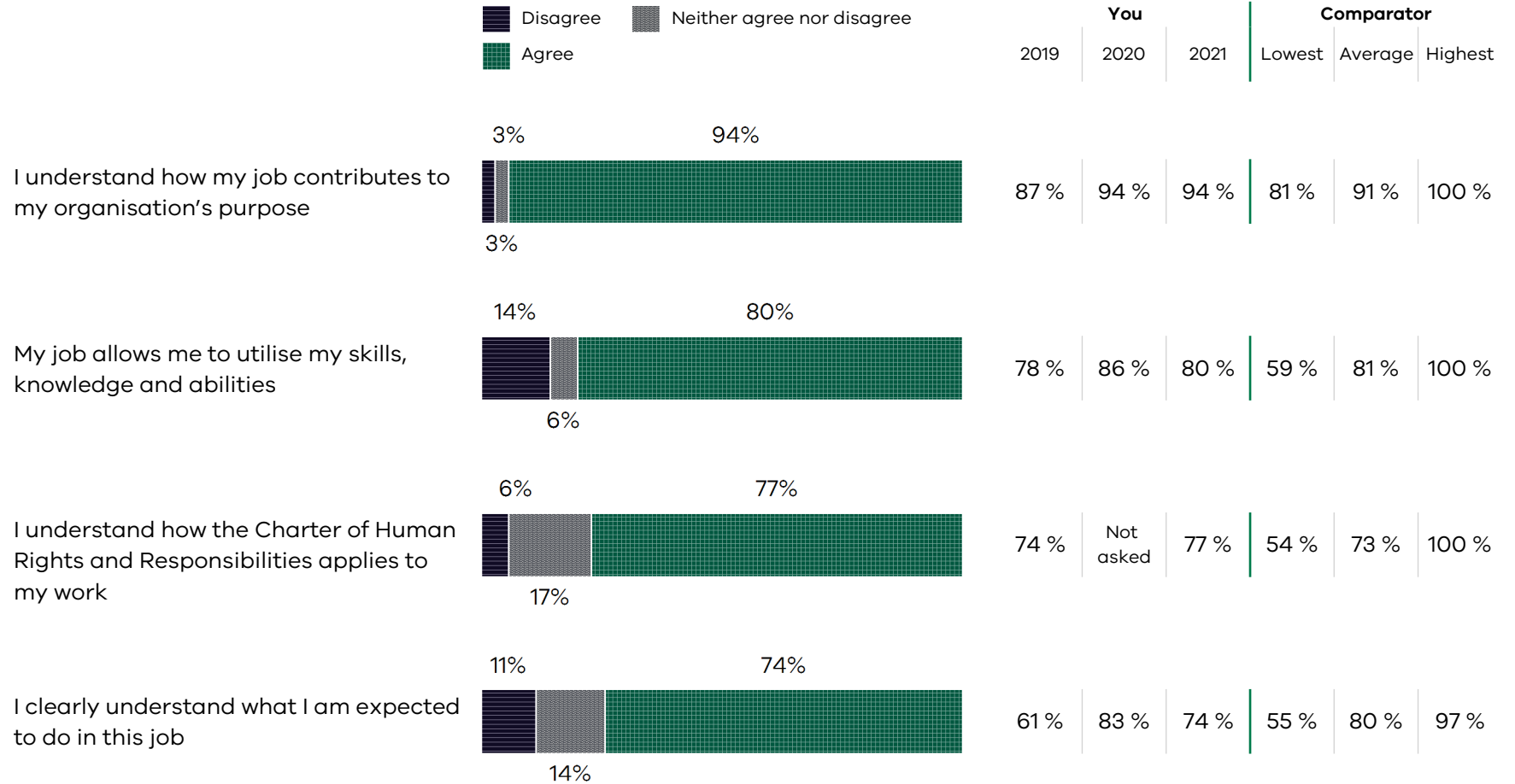
Example

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

Survey question

Your results

Benchmark agree results



Job and manager factors

Job enrichment 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

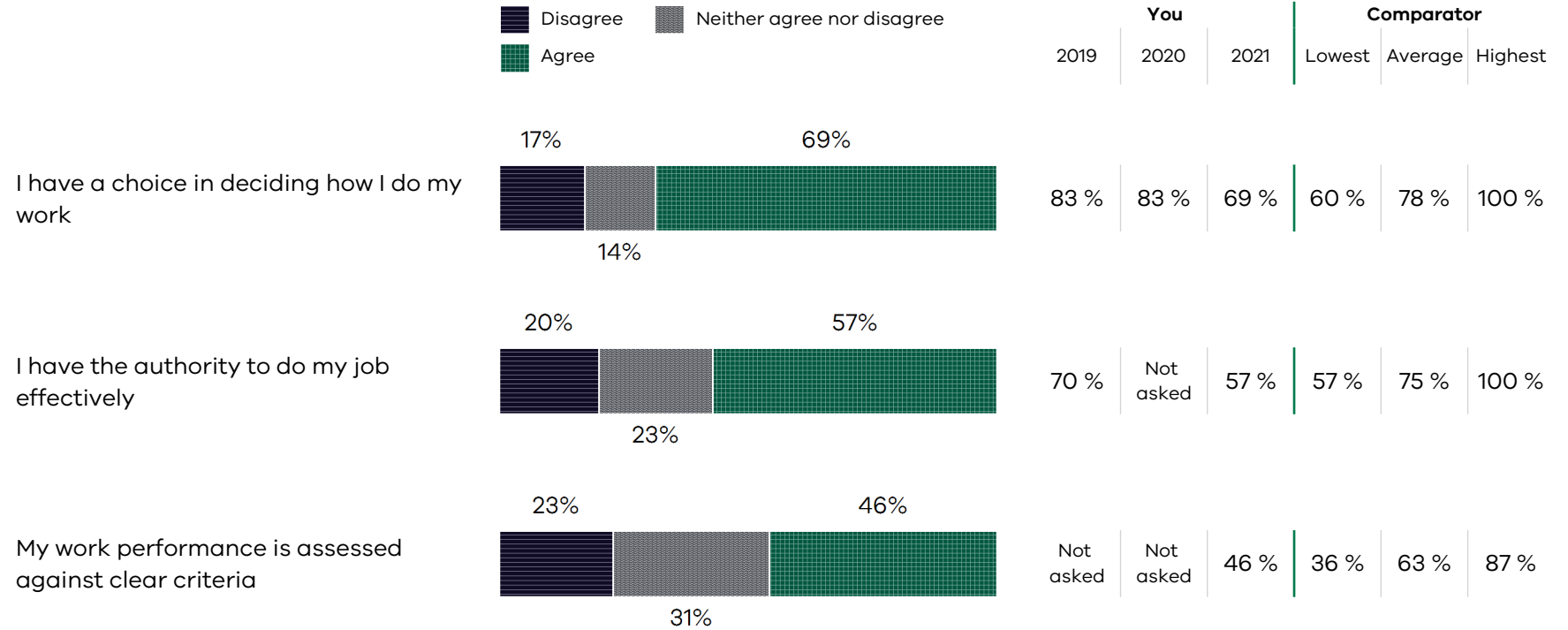
Example

69% of your staff who did the survey agreed or strongly agreed with 'I have a choice in deciding how I do my work'.

Survey question

Your results

Benchmark agree results



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.

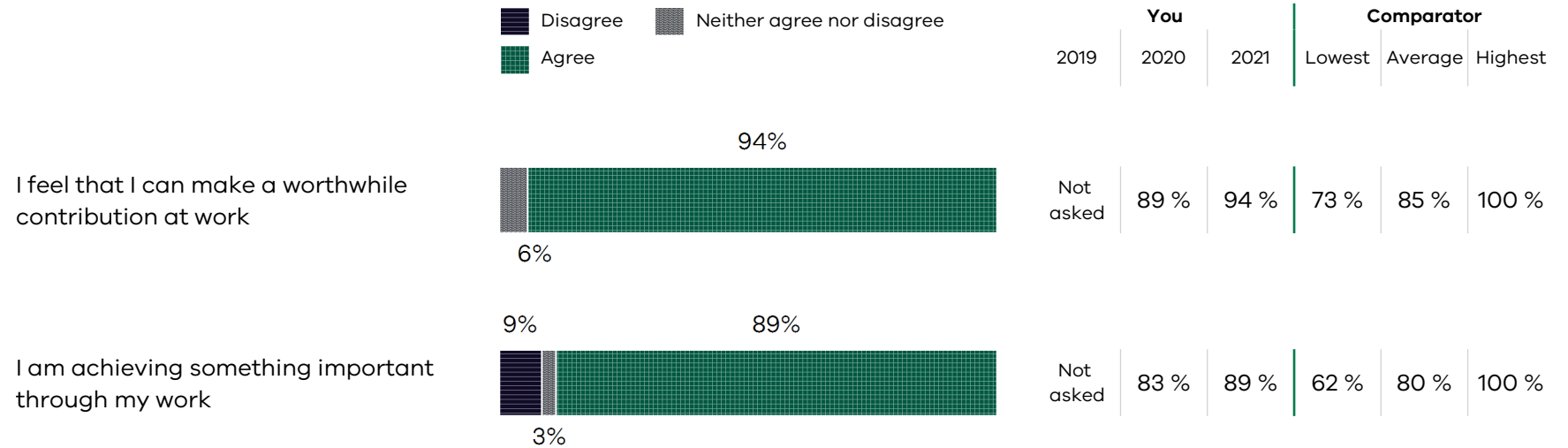
Example

94% 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



Job and manager factors

Safe to speak up 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

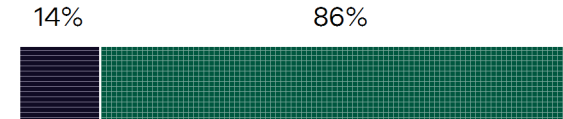
Survey question

Your results

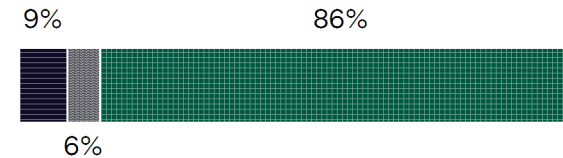
Benchmark agree results



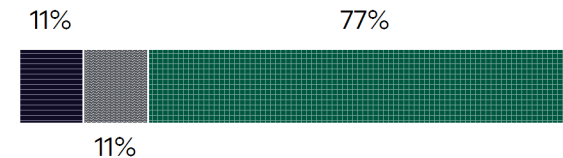
I feel safe to challenge inappropriate behaviour at work



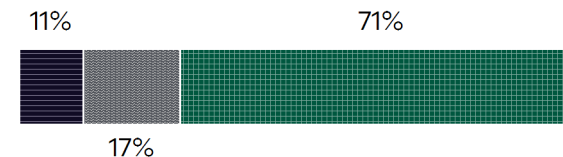
People in your workgroup are able to bring up problems and tough issues



I am confident that I would be protected from reprisal for reporting improper conduct



I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	Not asked	Not asked	86 %	49 %	68 %	100 %
	Not asked	72 %	86 %	61 %	78 %	97 %
	74 %	Not asked	77 %	51 %	69 %	100 %
	78 %	Not asked	71 %	38 %	62 %	94 %

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

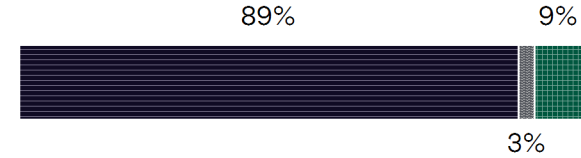
89% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

Survey question

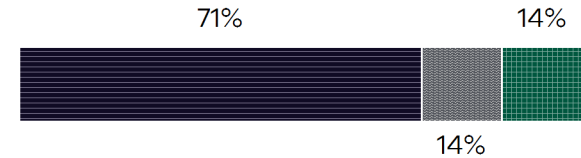
Your results



People in my workgroup often reject others for being different



If I make a mistake in my workgroup, it is often held against me



Benchmark disagree results

Year	You		Comparator			
	2019	2020	2021	Lowest	Average	Highest
People in my workgroup often reject others for being different	Not asked	Not asked	89 %	75 %	85 %	100 %
If I make a mistake in my workgroup, it is often held against me	Not asked	Not asked	71 %	61 %	77 %	96 %

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

54% 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	54%	40%	36%
Decision making and authorisation processes	43%	29%	23%
Communication processes	29%	16%	19%
Administrative processes (including leave and HR requirements)	23%	16%	19%
Difficulties in separating work from other aspects of my life	23%	13%	10%
Absence of visibility of team progress and deliverables	20%	11%	9%
Insufficient autonomy	14%	10%	9%
Poor work-life balance	14%	12%	12%
Other	11%	11%	13%
Poor mental health or wellbeing	11%	12%	11%

People matter

survey 2021

Have your say

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Public sector values

Scorecard 1 of 2

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.

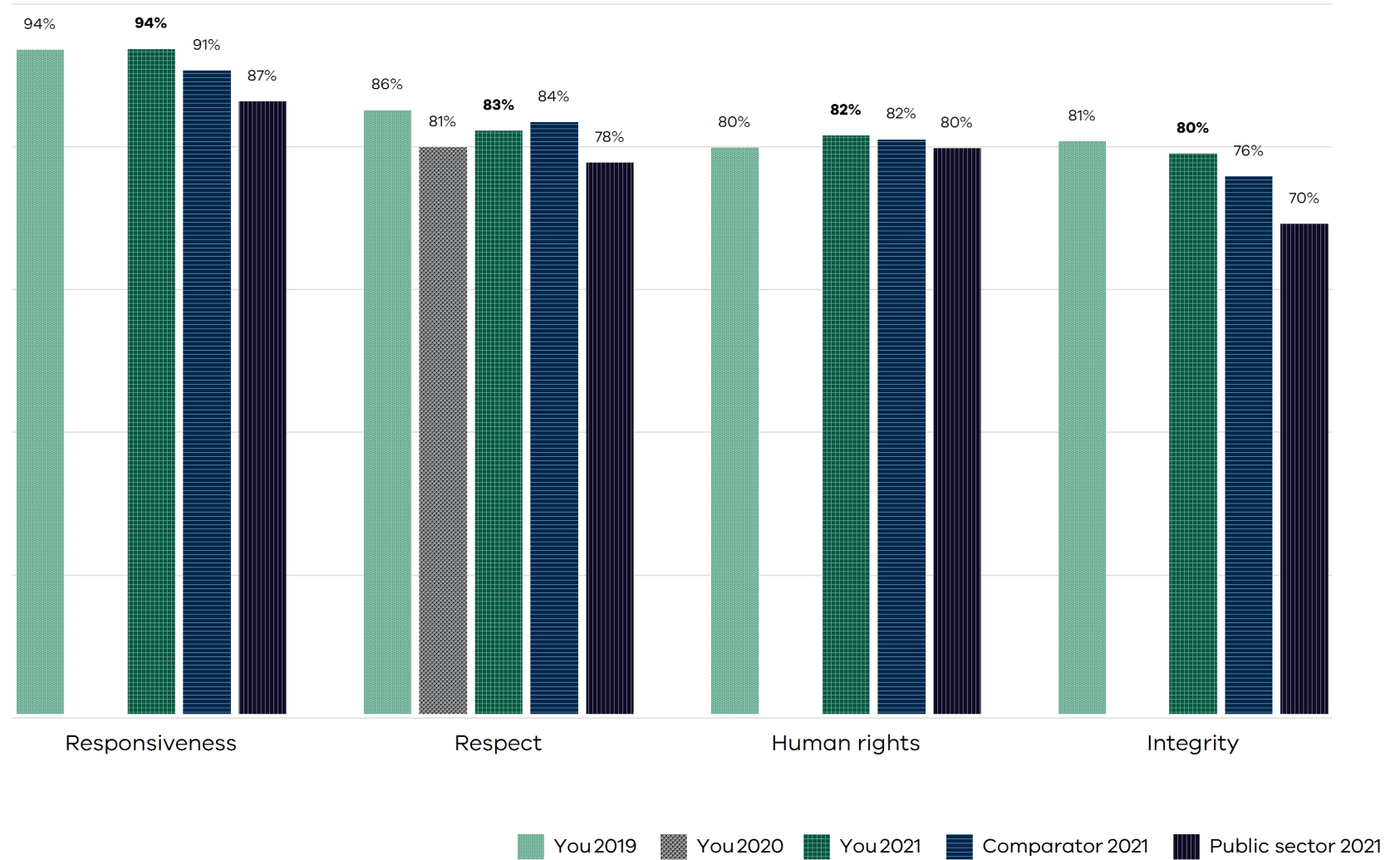
Example

In 2021:

- 94% of your staff who did the survey responded positively to questions about Responsiveness, which is up 0% in 2019.

Compared to:

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



Public sector values

Scorecard 2 of 2

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.

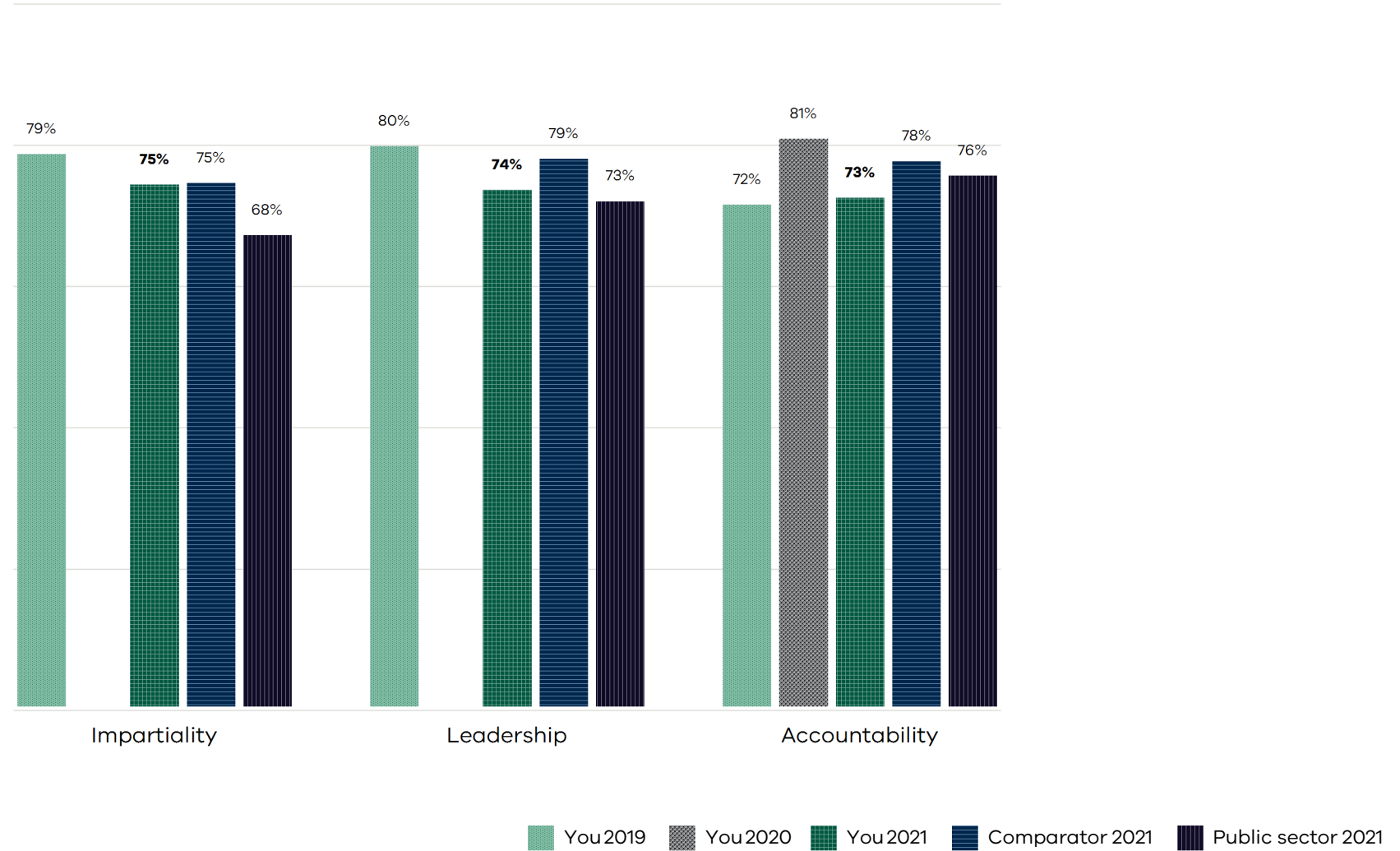
Example

In 2021:

- 75% of your staff who did the survey responded positively to questions about Impartiality, which is down 4% in 2019.

Compared to:

- 75% of staff at your comparator and 68% of staff across the public sector.



Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

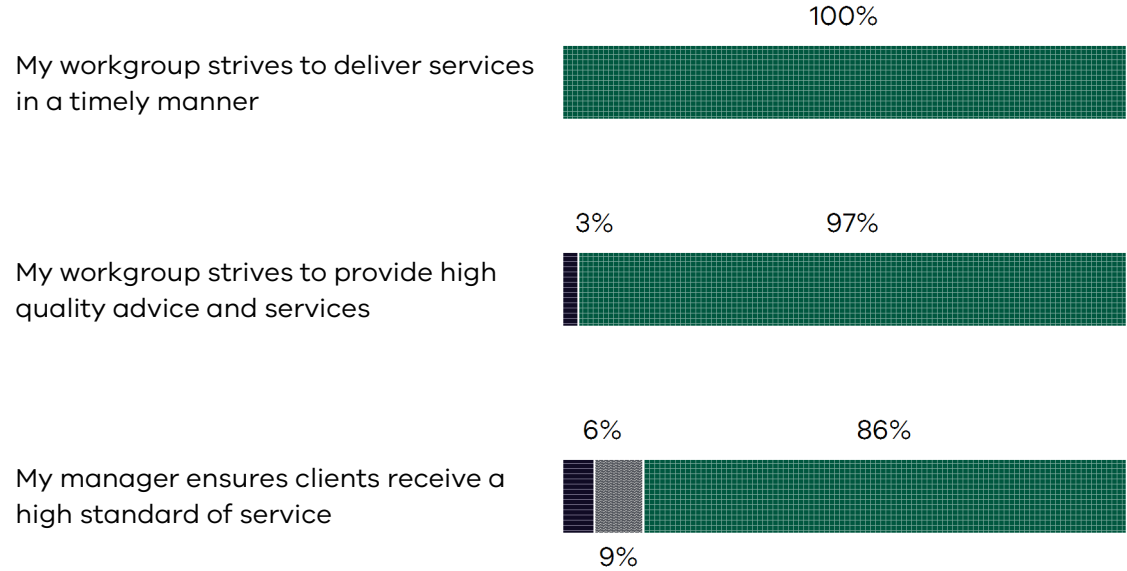
Example

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

Survey question

Your results

Benchmark agree results



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My workgroup strives to deliver services in a timely manner	91 %	Not asked	100 %	70 %	91 %	100 %
My workgroup strives to provide high quality advice and services	96 %	Not asked	97 %	78 %	92 %	100 %
My manager ensures clients receive a high standard of service	96 %	Not asked	86 %	76 %	90 %	100 %

Public sector values

Integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

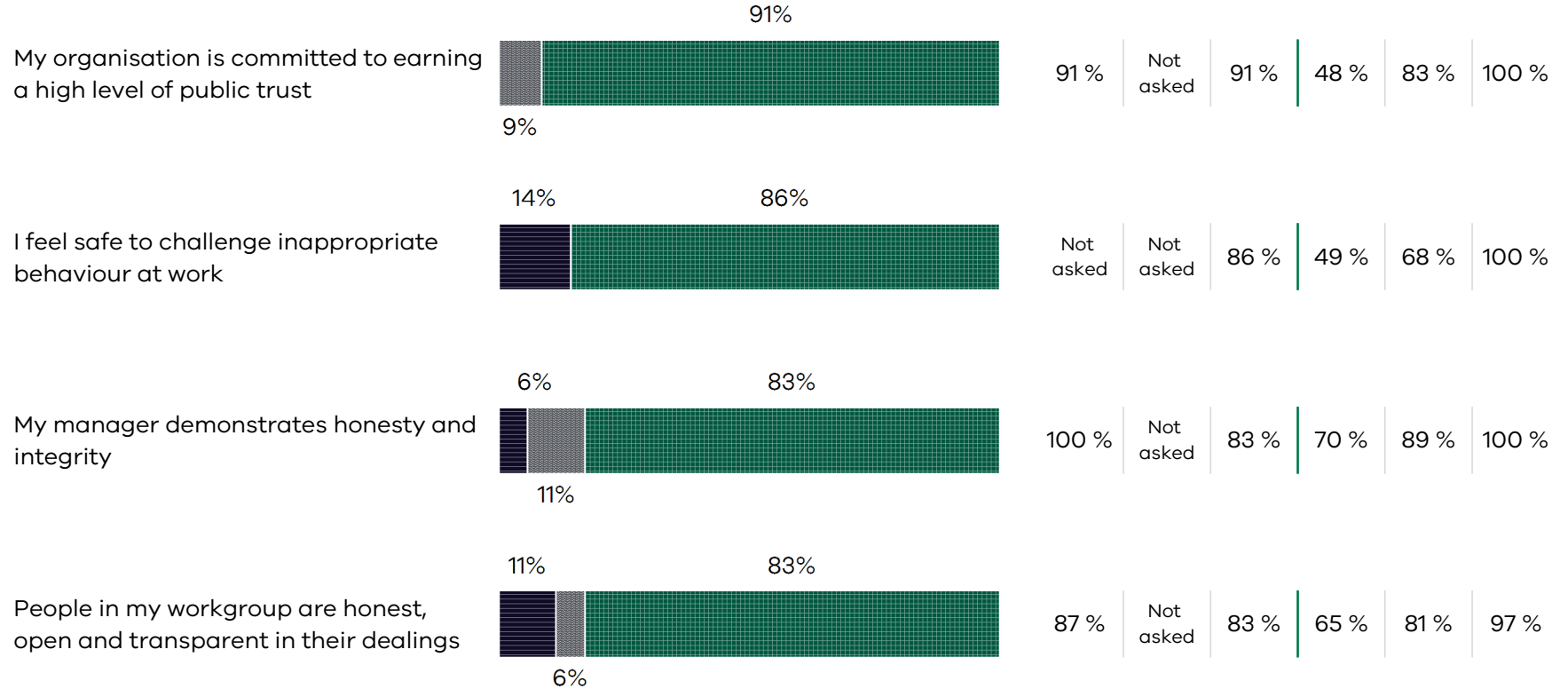
Example

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



Public sector values

Integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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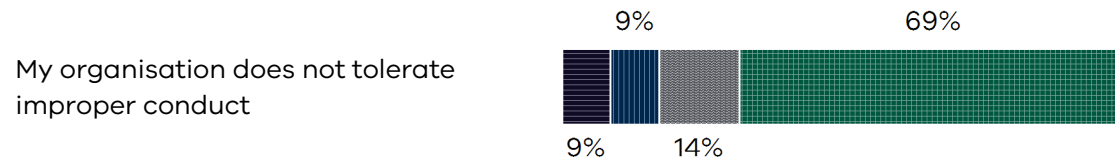
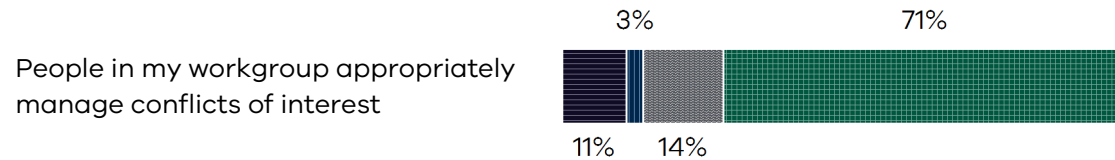
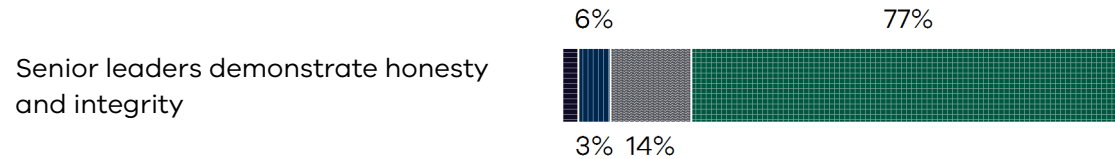
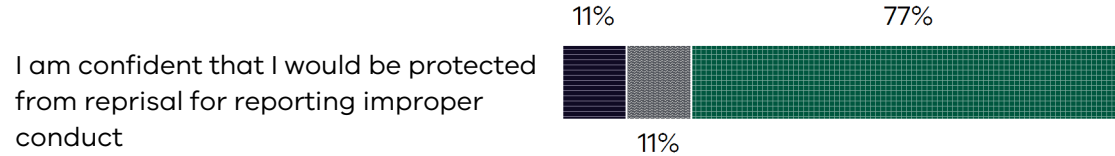
Example

77% of 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



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	74 %	Not asked	77 %	51 %	69 %	100 %
	65 %	Not asked	77 %	44 %	72 %	100 %
	74 %	Not asked	71 %	56 %	79 %	100 %
	78 %	Not asked	69 %	40 %	71 %	100 %

Public sector values

Impartiality

What this is

Impartiality is how your staff feel an organisation makes informed decisions and provides stable advice on merit, without bias, favouritism or self interest.

Why this is important

We all have an obligation to be impartial and make objective and fair decisions that are open to scrutiny.

How to read this

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

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

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

Example

86% of staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.

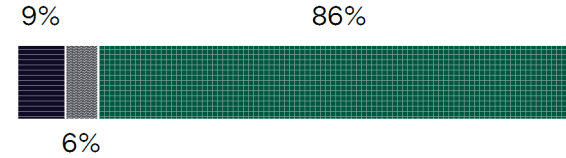
Survey question

Your results

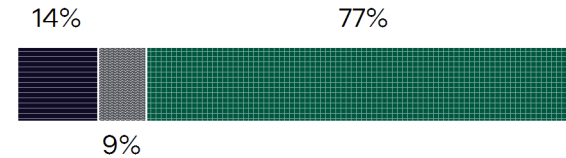
Benchmark agree results



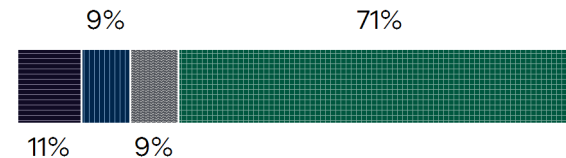
My workgroup places a priority on acting fairly and without bias



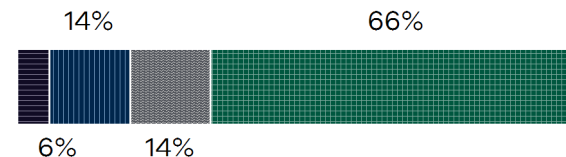
My workgroup focuses on making decisions informed by all relevant facts



People in my workgroup are politically impartial in their work



My organisation makes fair recruitment and promotion decisions, based on merit



Year	You		Comparator		
	2020	2021	Lowest	Average	Highest
2019	83 %	86 %	68 %	82 %	97 %
	Not asked	77 %	63 %	80 %	96 %
	83 %	71 %	63 %	82 %	100 %
	65 %	66 %	27 %	57 %	94 %

Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

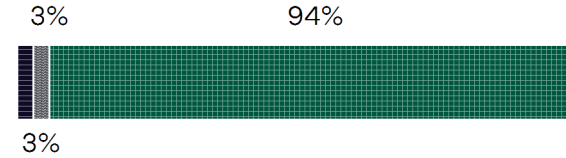
Survey question

Your results

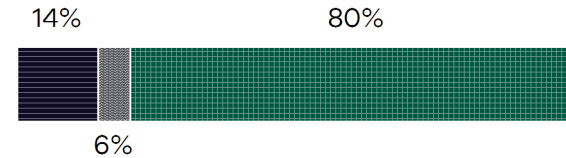
Benchmark agree results



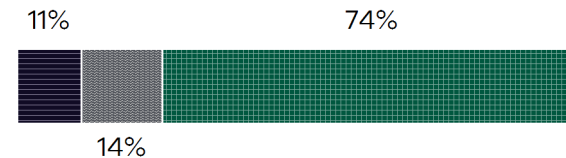
I understand how my job contributes to my organisation's purpose



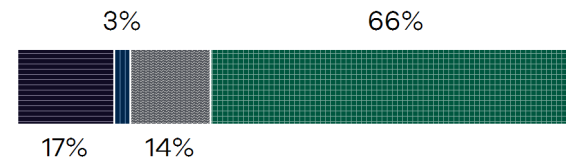
My workgroup strives to make the best use of its resources



I clearly understand what I am expected to do in this job



My workgroup has clear lines of responsibility



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	87 %	94 %	94 %	81 %	91 %	100 %
My workgroup strives to make the best use of its resources	96 %	Not asked	80 %	68 %	81 %	100 %
I clearly understand what I am expected to do in this job	61 %	83 %	74 %	55 %	80 %	100 %
My workgroup has clear lines of responsibility	61 %	Not asked	66 %	65 %	77 %	94 %

Public sector values

Accountability 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

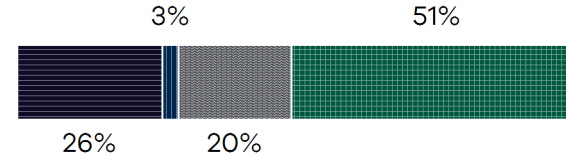
Example

51% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

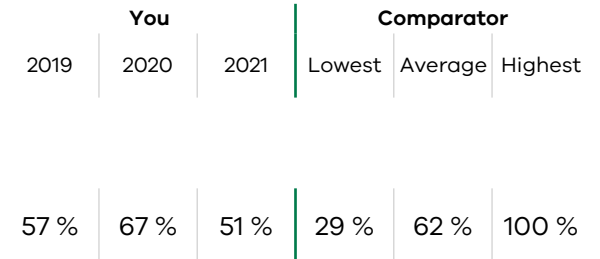
Survey question

Senior leaders provide clear strategy and direction

Your results



Benchmark agree results



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.

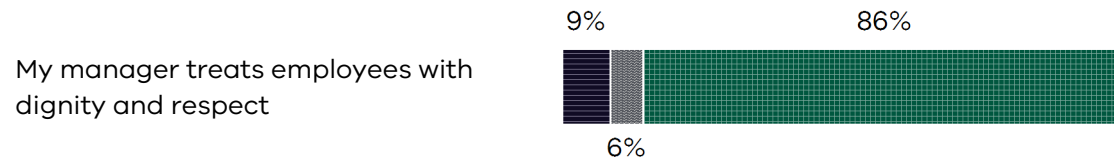
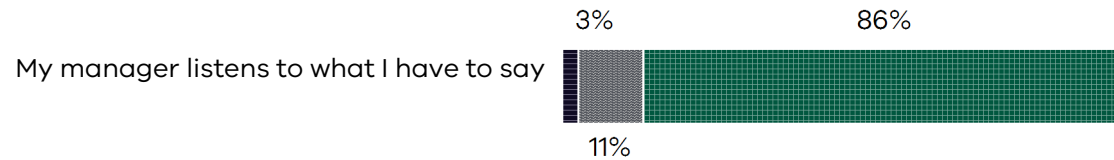
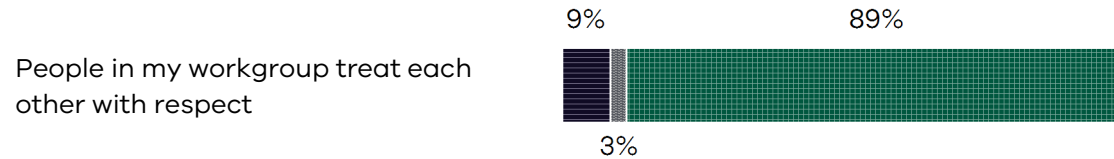
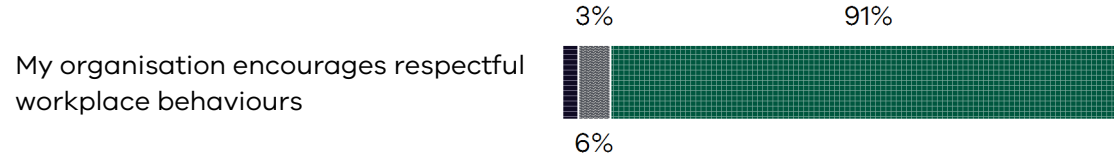
Example

91% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

Survey question

Your results

Benchmark agree results



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	87 %	Not asked	91 %	63 %	84 %	100 %
	91 %	94 %	89 %	73 %	90 %	100 %
	100 %	81 %	86 %	78 %	88 %	100 %
	91 %	Not asked	86 %	79 %	90 %	100 %

Public sector values

Respect 2 of 2

What this is

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

Why this is important

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

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.

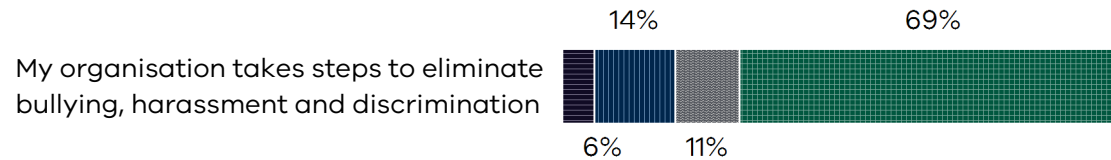
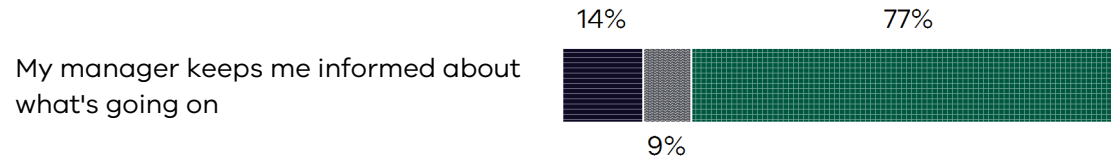
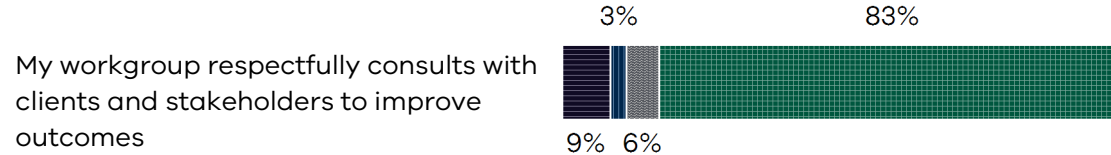
Example

83% of 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



Year	You		Comparator		
	2020	2021	Lowest	Average	Highest
2019	87 %	83 %	73 %	88 %	100 %
	Not asked				
	87 %	77 %	67 %	81 %	100 %
	Not asked				
	57 %	69 %	43 %	67 %	100 %
	Not asked				

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.

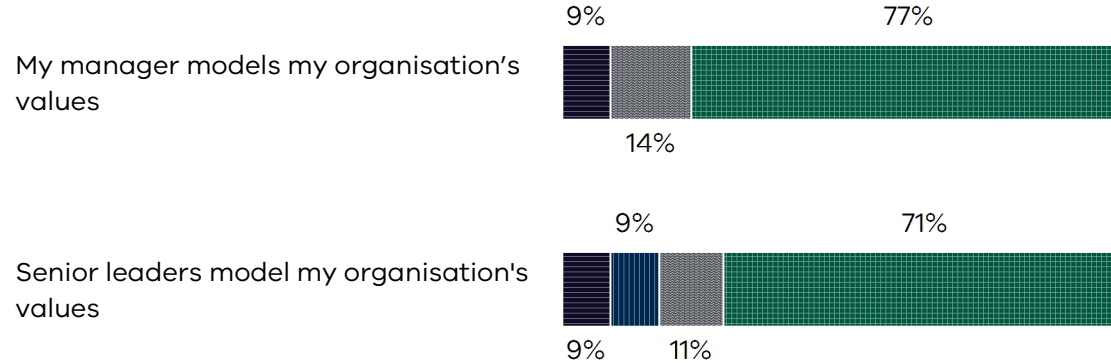
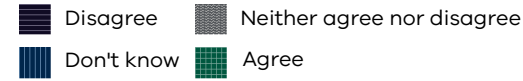
Example

77% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question

Your results

Benchmark agree results



Year	You		Comparator			
	2020	2021	Lowest	Average	Highest	
2019	91 %	Not asked	77 %	67 %	86 %	100 %
	70 %	Not asked	71 %	48 %	71 %	100 %

Public sector values

Human rights

What this is

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

Why this is important

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

How to read this

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

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

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

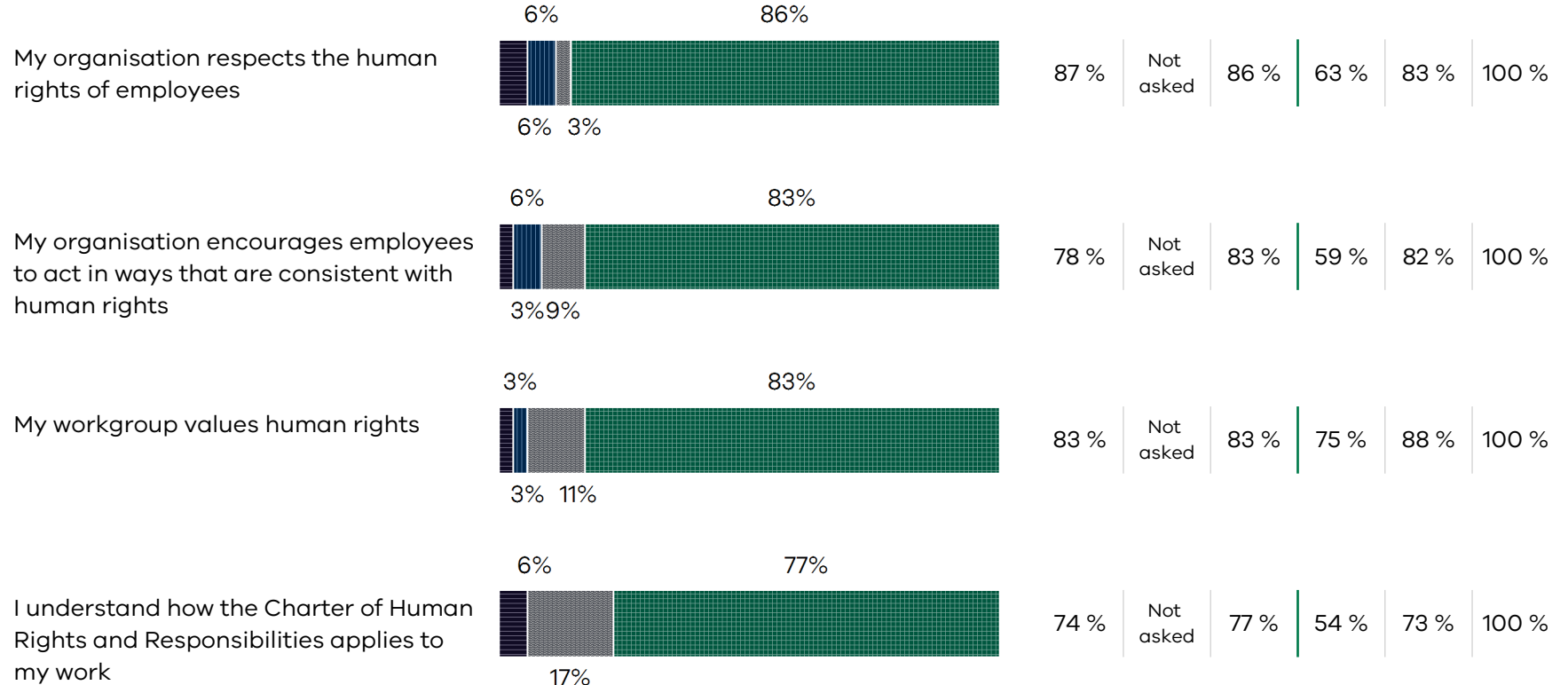
Example

86% of staff who did the survey agreed or strongly agreed with 'My organisation respects the human rights of employees'.

Survey question

Your results

Benchmark agree results



People matter

survey 2021

Have your say

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

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

Age	(n)	%
15-34 years	8	23%
35-54 years	19	54%
55+ years	2	6%
Prefer not to say	6	17%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
No	31	89%
Prefer not to say	4	11%

Highest level of formal education	(n)	%
Master Degree level	8	23%
Graduate Diploma or Graduate Certificate level	2	6%
Bachelor Degree level incl. honours degrees	15	43%
Certificate III or IV level	1	3%
Year 12 or equivalent (VCE/Leaving certificate)	1	3%
Prefer not to say	8	23%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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

Aboriginal and/or Torres Strait Islander

	(n)	%
Yes	0	0%
Non Aboriginal and/or Torres Strait Islander	27	77%
Prefer not to say	8	23%

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

To protect you, we:

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

Do you identify as a person with a disability?

	(n)	%
Yes	1	3%
No	23	66%
Prefer not to say	11	31%

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

	(n)	%
Yes	1	100%

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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How would you describe your gender?	(n)	%
Man	14	40%
Prefer not to say	12	34%
Woman	9	26%

Are you trans, non-binary or gender diverse?	(n)	%
No	24	69%
Prefer not to say	11	31%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*

	(n)	%
No	22	63%
Don't know	2	6%
Prefer not to say	11	31%

How do you describe your sexual orientation?

	(n)	%
Straight (heterosexual)	18	51%
Prefer not to say	10	29%
Bisexual	4	11%
Gay or lesbian	2	6%
Don't know	1	3%

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.

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

How we protect anonymity and privacy

To protect you, we:

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

Country of birth	(n)	%
Born in Australia	15	43%
Not born in Australia	10	29%
Prefer not to say	10	29%

When did you first arrive in Australia?*	(n)	%
1 to less than 2 years ago	1	10%
More than 20 years ago	1	10%
2 to less than 5 years ago	2	20%
5 to less than 10 years ago	1	10%
10 to less than 20 years ago	5	50%

Language other than English spoken with family or community

	(n)	%
Yes	8	23%
No	19	54%
Prefer not to say	8	23%

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.

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

How we protect anonymity and privacy

To protect you, we:

- de-identify all survey response data provided to your organisation
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- don't release employee opinion results for demographic groups where organisations have fewer than 30 responses in total.

If you speak another language with your family or community, what language(s) do you speak?*

	(n)	%
Other	4	50%
Hindi	3	38%
Sinhalese	2	25%
Mandarin	1	13%
Punjabi	1	13%

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

To protect you, we:

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

Cultural identity	(n)	%
Australian	15	43%
Prefer not to say	12	34%
South Asian	3	9%
Other	2	6%
English, Irish, Scottish and/or Welsh	2	6%
New Zealander	1	3%
East and/or South-East Asian	1	3%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	1	3%

Religion	(n)	%
No religion	12	34%
Prefer not to say	10	29%
Christianity	5	14%
Buddhism	3	9%
Other	3	9%
Hinduism	2	6%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Working arrangement	(n)	%
Full-Time	33	94%
Part-Time	2	6%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$65k	2	6%
\$65k to \$95k	1	3%
\$95k to \$125k	9	26%
\$125k or more	12	35%
Prefer not to say	10	29%

Organisational tenure	(n)	%
<1 year	14	40%
1 to less than 2 years	12	34%
2 to less than 5 years	7	20%
5 to less than 10 years	2	6%

Management responsibility	(n)	%
Non-manager	21	60%
Other manager	8	23%
Manager of other manager(s)	6	17%

Employment type	(n)	%
Fixed term	29	83%
Ongoing and executive	5	14%
Other	1	3%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	20	57%
I have moved to a different role within my organisation (including acting roles)	7	20%
I have moved to my role from outside the Victorian public sector	6	17%
I have moved to my role from a different Victorian public sector organisation	2	6%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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- 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: Suburbs	23	66%
Ballarat	4	11%
Geelong	3	9%
Other city or town	3	9%
Melbourne CBD	2	6%

Primary workplace type over the past 3 months*

	(n)	%
Home/private location	31	89%
A main office	4	11%

Other workplace type over the past 3 months*

	(n)	%
A main office	27	77%
Home/private location	13	37%
A hub/shared work space	6	17%
A frontline or service delivery location (that is not a main office or home/private location)	1	3%
No, I have not worked from any other locations	1	3%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

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

Have you requested any of the following adjustments at work?*

	(n)	%
No, I have not requested adjustments	30	86%
Flexible working arrangements	5	14%
Career development support strategies	1	3%

Why did you make this request?*

	(n)	%
Work-life balance	3	60%
Caring responsibilities	2	40%
Family responsibilities	2	40%
Health	1	20%
Other	1	20%

What was your experience with making the request?

	(n)	%
The adjustments I needed were made and the process was satisfactory	4	80%
The adjustments I needed were not made	1	20%

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.

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Caring responsibility	(n)	%
None of the above	14	40%
Primary school aged child(ren)	9	26%
Prefer not to say	5	14%
Preschool aged child(ren)	4	11%
Secondary school aged child(ren)	4	11%
Child(ren) - younger than preschool age	3	9%
Frail or aged person(s)	2	6%
Other	2	6%



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