People matter survey 2021

Have your say

Southern Metropolitan Cemeteries Trust
2021 people matter survey results report

Victorian Public Sector Commission

VICTORIA State Government

Report overview

About your report

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

Report contents

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

Rounding of percentages

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

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

Survey questions and definitions

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

Report overview

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

People outcomes

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

Key differences

- Highest scoring
- Lowest scoring
- 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

People matter survey 2021

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- Discrimination
- Violence and aggression
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- Equal employment opportunity
- Psychosocial and physical safety climate
- Psychosocial safety climate score
- Diversity and inclusion
- Gender equality supporting measures

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- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

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- Manager leadership
- Manager support
- Workload
- Learning and development
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Victorian Public Sector Commission

VICTORIA State Government

Report overview

Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

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VICTORIA State Government

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

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

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

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

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VICTORIA State Government

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Ballarat General Cemeteries Trust

Geelong Cemeteries Trust

Remembrance Parks Central Victoria

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2020		2021	
–		**31%**	
–		**(93)**	
Comparator	78%	Comparator	70%
Public Sector	49%	Public Sector	39%

People matter survey 2021

Have your say

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People outcomes

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

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- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

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

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- Human rights

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- Age, defence force and education
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Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020		2021	
–		77	
Comparator	74	Comparator	77
Public Sector	68	Public Sector	70

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People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 77.

Why this is important

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

How to read this

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

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

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

Example

85% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Legend: ■ Disagree ▦ Neither agree nor disagree ▓ Agree

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to tell others I work for my organisation	6% / 9% / 85%	85 %	73 %	84 %	92 %
I feel a strong personal attachment to my organisation	6% / 13% / 81%	81 %	45 %	70 %	84 %
I would recommend my organisation as a good place to work	9% / 13% / 78%	78 %	55 %	82 %	96 %
My organisation motivates me to help achieve its objectives	9% / 15% / 76%	76 %	55 %	76 %	88 %

People outcomes

Engagement question results 2 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 77.

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.
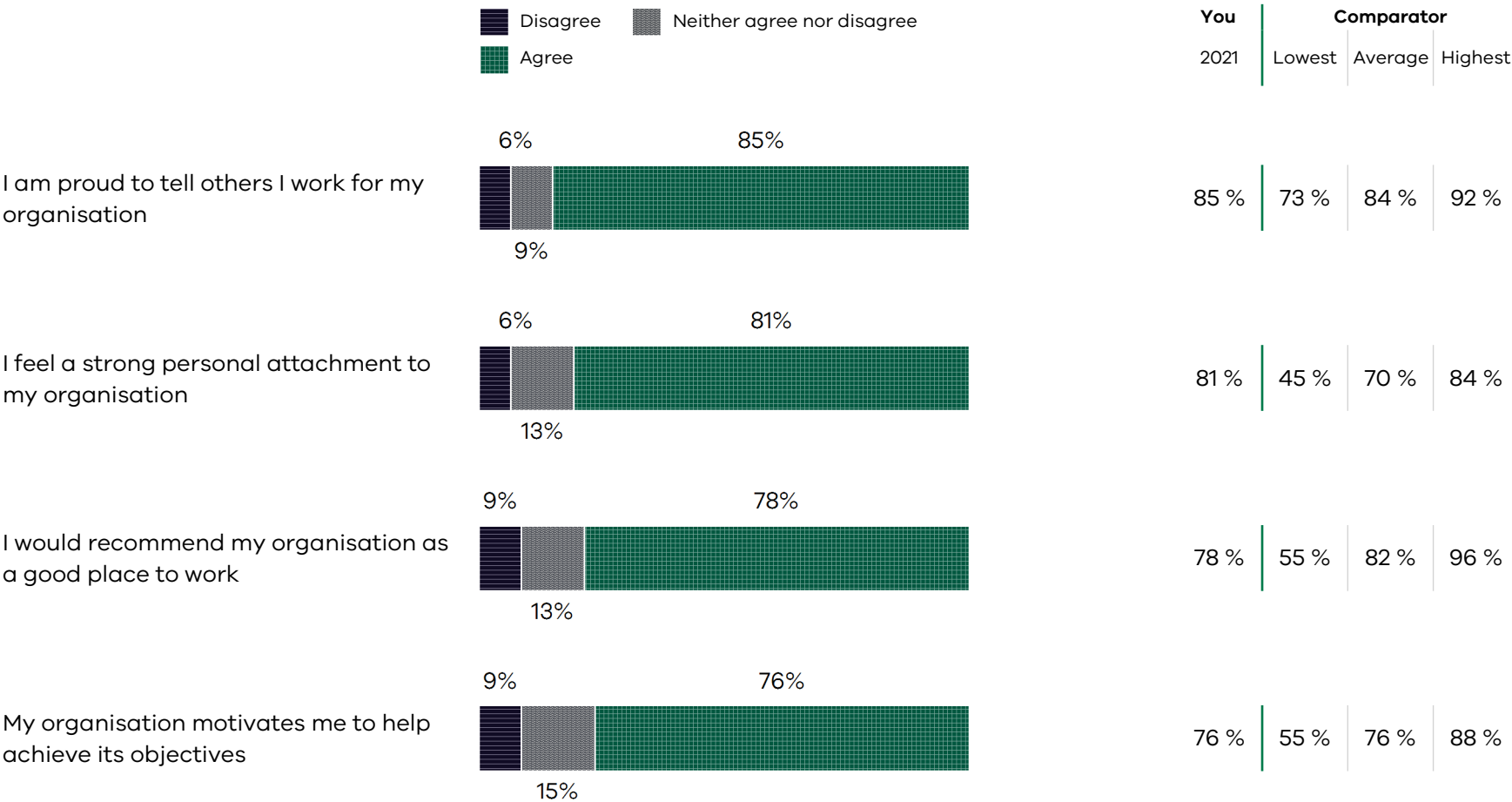
Example

72% of your staff who did the survey agreed or strongly agreed with 'My organisation inspires me to do the best in my job'.

Survey question	Your results		Benchmark agree results			
			You	**Comparator**		
	■ Disagree ▨ Neither agree nor disagree ▨ Agree		2021	Lowest	Average	Highest
My organisation inspires me to do the best in my job	8% 20% 72%		72 %	64 %	82 %	88 %
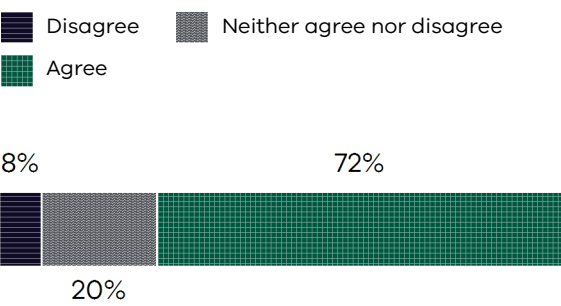
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VICTORIA State Government

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:

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

Compared to:

- 78% of staff at your comparator and 67% of staff across the public sector.

Intention to stay: You 2021 78%, Comparator 2021 78%, Public sector 2021 67%
Satisfaction: You 2021 70%, Comparator 2021 72%, Public sector 2021 63%
High to severe work related stress: You 2021 17%, Comparator 2021 26%, Public sector 2021 26%

Legend: You 2021 | Comparator 2021 | Public sector 2021

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

87% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

Survey question	Your results	Benchmark agree results

■ Disagree   ▨ Neither agree nor disagree
▨ Agree

	You	Comparator		
	2021	Lowest	Average	Highest

I enjoy the work in my current job

3% / 87% / 10%

| 87 % | 79 % | 84 % | 88 % |

I get a sense of accomplishment from my work

5% / 84% / 11%

| 84 % | 71 % | 82 % | 88 % |

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.
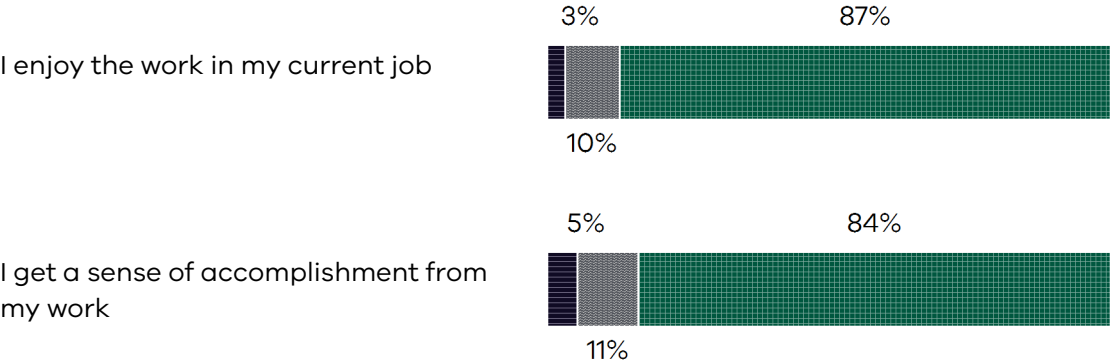
Example

81% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Survey question	Your results	Benchmark satisfied results			
		You	**Comparator**		
		2021	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job	9% / 11% / 81%	81 %	55 %	78 %	92 %
How satisfied are you with the work-life balance in your current job	13% / 12% / 75%	75 %	64 %	70 %	76 %
How satisfied are you with your career development within your current organisation	18% / 28% / 54%	54 %	55 %	68 %	72 %

Legend: Dissatisfied / Neither satisfied nor dissatisfied / Satisfied

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People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

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

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

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

Example

17% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 26% of staff in your comparator group and 26% of staff across the public sector.

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

Nil	12%
Low / mild	31%
Moderate	40%
High	9%
Very high	5%
Severe	3%

Reported levels of high to severe stress

2020	2021
	17%

Comparator   26%
Public Sector   26%

People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

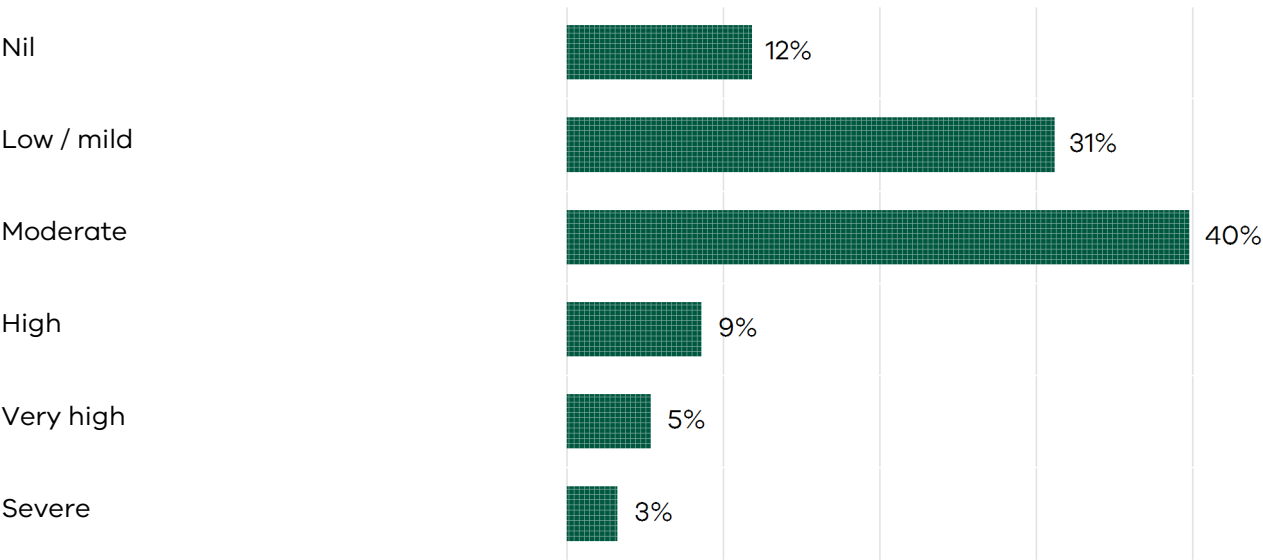In the survey, we ask staff to tell us if they have experienced mild to severe stress at work, as shown in the visual above the table.

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

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

Example

88% of your staff who did the survey said they experienced mild to severe stress.

Of that 88%, 46% said the top reason was 'Workload'.

	82	11
	88%	12%

■ Experienced some work-related stress   ▨ Did not experience some work-related stress
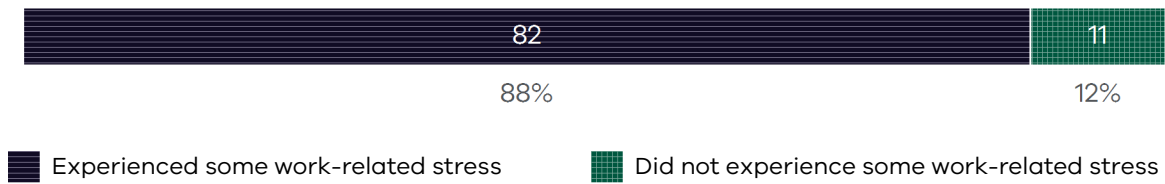
Of those that experienced work related stress it was from …	You 2021	Comparator 2021	Public sector 2021
Workload	46%	61%	51%
Time pressure	32%	41%	42%
Management of work (e.g. supervision, training, information, support)	21%	11%	13%
Other changes due to COVID-19	20%	32%	15%
Incivility, bullying, harassment or discrimination	16%	9%	7%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	16%	14%	12%
Competing home and work responsibilities	15%	17%	12%
Organisation or workplace change	13%	10%	11%
Unclear job expectations	13%	7%	11%
Content, variety, or difficulty of work	12%	17%	12%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Intention to stay

What this is

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

Why this is important

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

How to read this

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

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

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

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

Example

12% of your staff who did the survey said they intended to leave.

Of that 12%, 55% said it was from 'Limited recognition for doing a good job'.

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

1	10	73
1%	11%	78%

■ Leaving your organisation   ■ Leaving the sector   ■ Staying
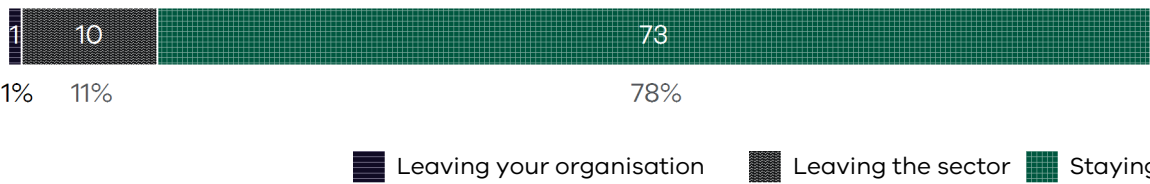
Of those who indicated they're leaving your organisation (including leaving the sector) it was for …	You 2021	Comparator 2021	Public sector 2021
Limited recognition for doing a good job	55%	33%	32%
Better remuneration	45%	100%	26%
Limited opportunities to gain further experience at my organisation	45%	0%	33%
Better location/reduced travel time	36%	0%	13%
Lack of confidence in senior leadership	36%	0%	34%
Limited developmental/educational opportunities at my organisation	36%	0%	24%
Limited future career opportunities at my organisation	36%	33%	42%
Opportunity to broaden experience	36%	0%	40%
End of contract/secondment	27%	0%	11%
Excessive workload	18%	33%	25%

Victorian Public Sector Commission

VICTORIA State Government

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:

- 63% of your staff who did the survey said work made them feel happy in 2021

Compared to:

- 58% of staff at your comparator and 50% of staff across the public sector.

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

Legend: You 2021 | Comparator 2021 | Public sector 2021

Happy: 63%, 58%, 50%
Enthusiastic: 59%, 54%, 48%
Worried: 40%, 32%, 37%
Miserable: 13%, 16%, 19%

Victorian Public Sector Commission

VICTORIA State Government
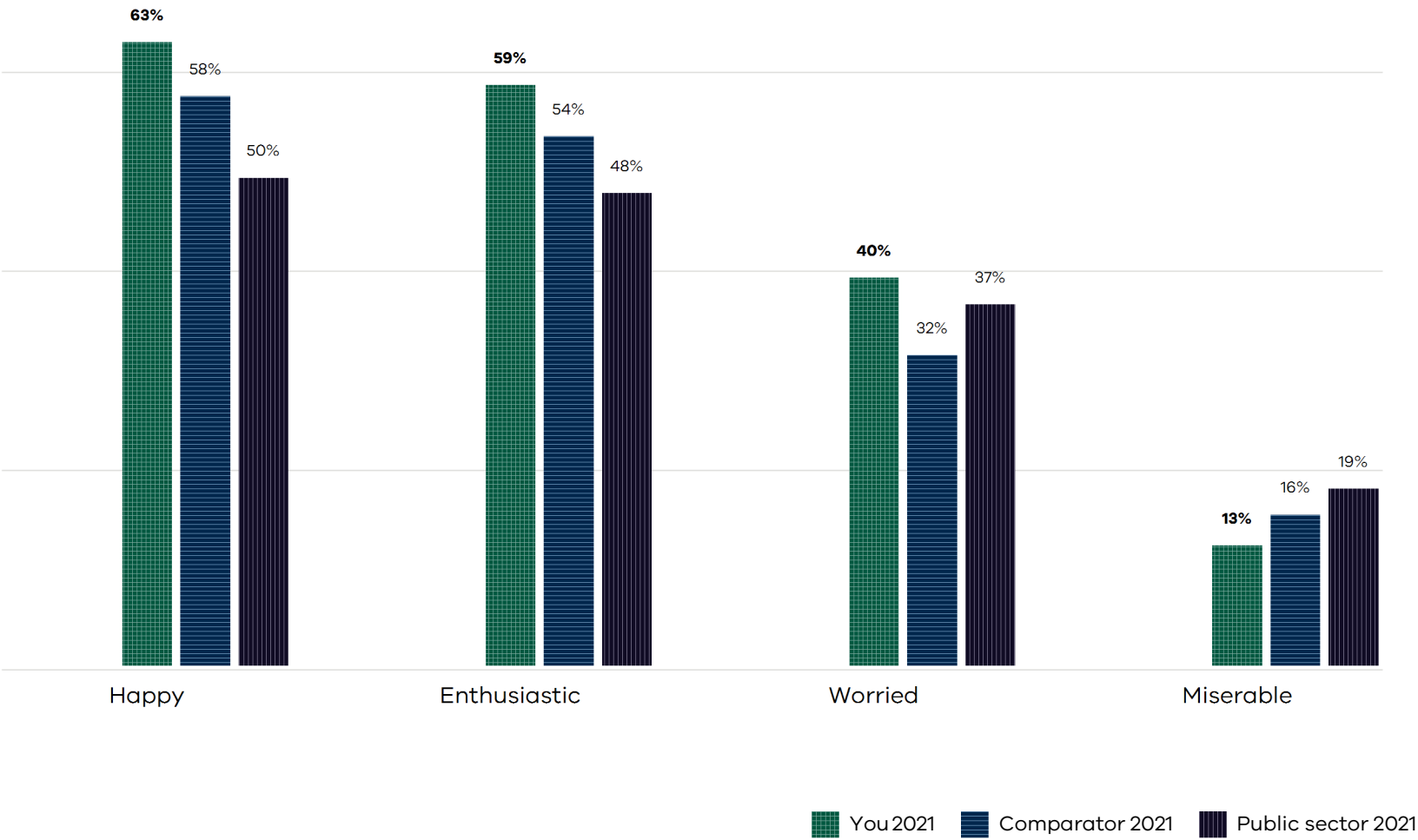
People outcomes

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.

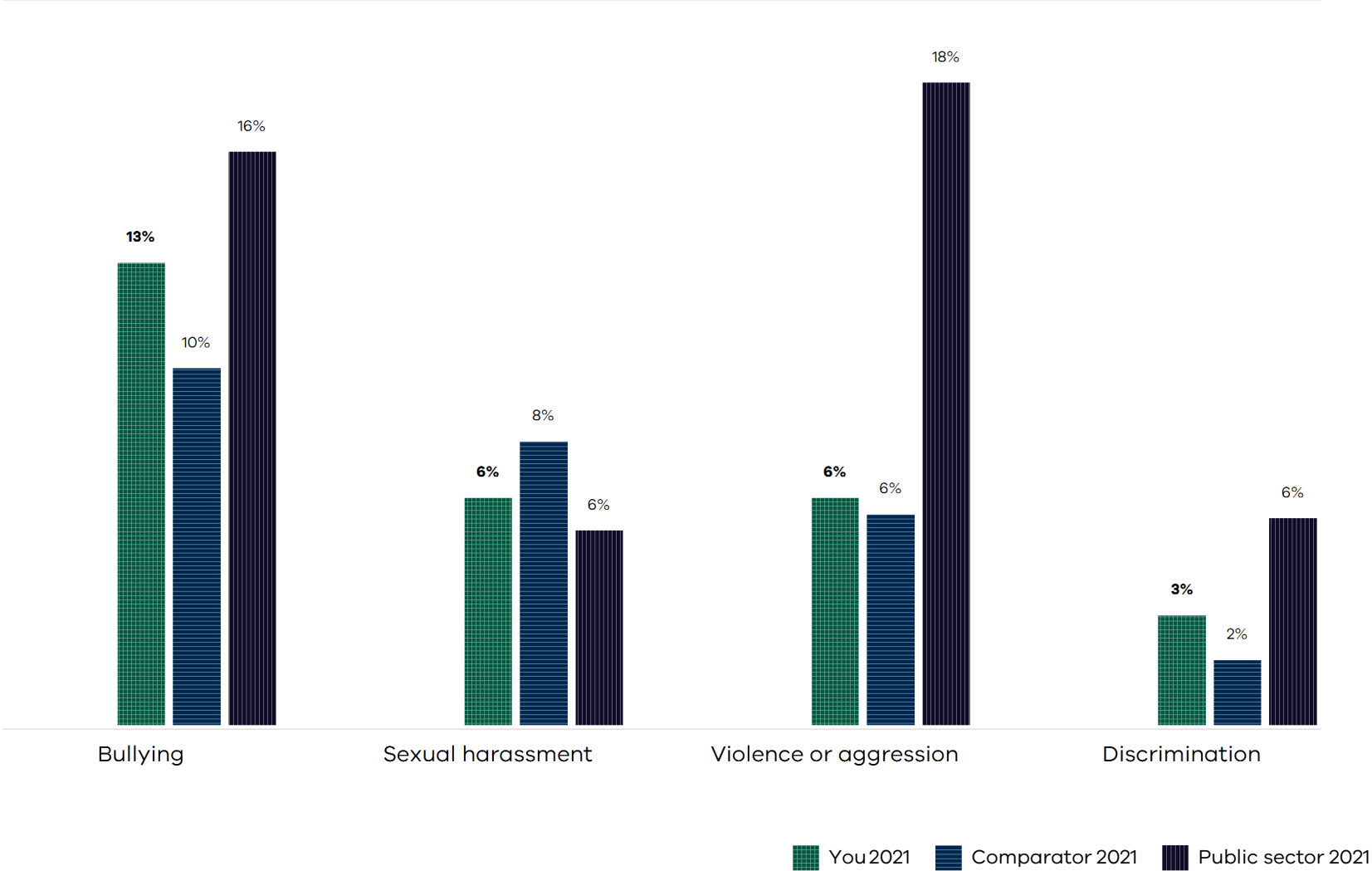**Example**

In 2021:

- 13% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months.

Compared to:

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

Legend: You 2021, Comparator 2021, Public sector 2021

Bullying: 13%, 10%, 16%
Sexual harassment: 6%, 8%, 6%
Violence or aggression: 6%, 6%, 18%
Discrimination: 3%, 2%, 6%

People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

13% of your staff who did the survey said they experienced bullying.

Of that 13%, 67% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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

12	71	10
13%	76%	11%

■ Experienced bullying   ▦ Did not experience bullying   ▨ Not sure
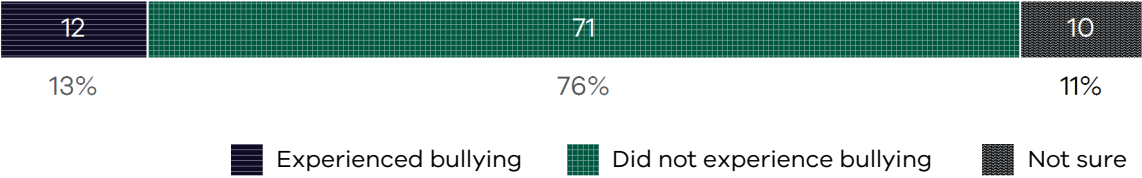
If you experienced bullying, what type of bullying did you experience?	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	67%	0%	69%
Exclusion or isolation	42%	40%	42%
Withholding essential information for me to do my job	33%	20%	27%
Intimidation and/or threats	25%	40%	32%
Being assigned meaningless tasks unrelated to the job	17%	40%	13%
Being given impossible assignment(s)	8%	20%	9%

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People outcomes

Telling someone about the bullying

What this is

This is if staff told someone when they experienced bullying.

Why this is important

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

How to read this

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

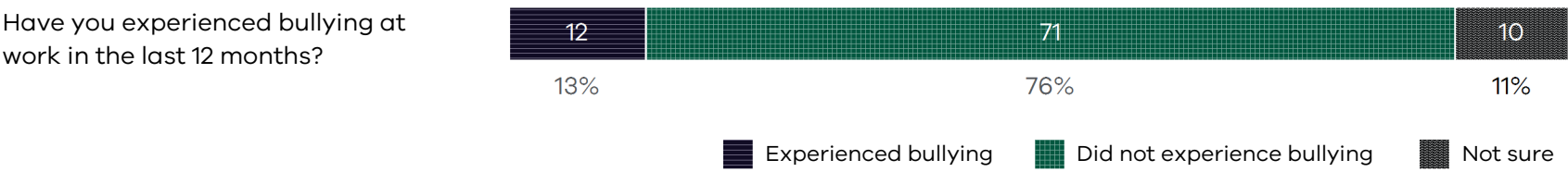If they did, they could tell us with one or more answers who they told about it.

In descending order, the table shows the answers.

Example

13% of your staff who did the survey said they experienced bullying, of which

- 42% said the top way they reported the bullying was 'I did not tell anyone about the bullying'.
- 92% said they didn't submit a formal complaint.

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

12	71	10
13%	76%	11%

■ Experienced bullying ▦ Did not experience bullying ▨ Not sure

Did you tell anyone about the bullying?	You 2021	Comparator 2021	Public sector 2021
I did not tell anyone about the bullying	42%	0%	12%
Told employee assistance program (EAP) or peer support	33%	0%	9%
Told a manager	25%	0%	47%
Told a colleague	17%	40%	42%
Told the person the behaviour was not OK	17%	20%	17%
Submitted a formal complaint	8%	20%	12%
Told a friend or family member	8%	0%	34%
Told Human Resources	8%	0%	12%
Told someone else	8%	20%	12%

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VICTORIA State Government

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

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

- 73% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal complaint?

1	11
8%	92%

■ Submitted formal complaint   ■ Did not submit a formal complaint
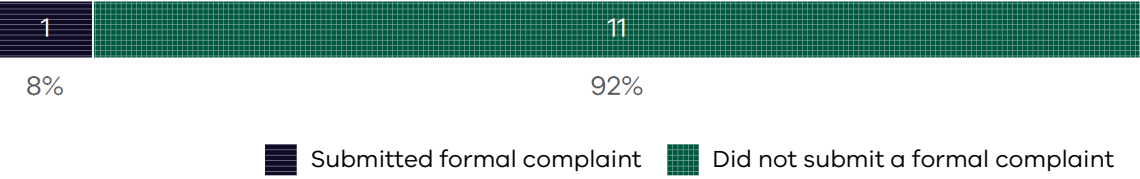
Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	73%	25%	50%
I believed there would be negative consequences for my career	45%	0%	40%
I believed there would be negative consequences for my reputation	18%	0%	53%
I didn't feel safe to report the incident	18%	0%	19%
I didn't need to because I no longer had contact with the person(s) who bullied me	9%	0%	8%
I didn't think it was serious enough	9%	25%	16%
Other	9%	0%	12%

People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year's survey, 13% of your staff said they experienced bullying.

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

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

Each row is one perpetrator or group of perpetrators.

Example

13% of your staff who did the survey said they experienced bullying.

Of that 13%, 42% said it was by 'My immediate manager or supervisor'.

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

Perpetrator	Percentage
My immediate manager or supervisor	42%
A more senior manager than my manager	33%
Colleague	25%
Group of colleagues	17%
A volunteer with my organisation	0%
Client/ customer/ patient/ stakeholder	0%
Member of the public	0%
Member of your household	0%
Someone I supervise or manage	0%
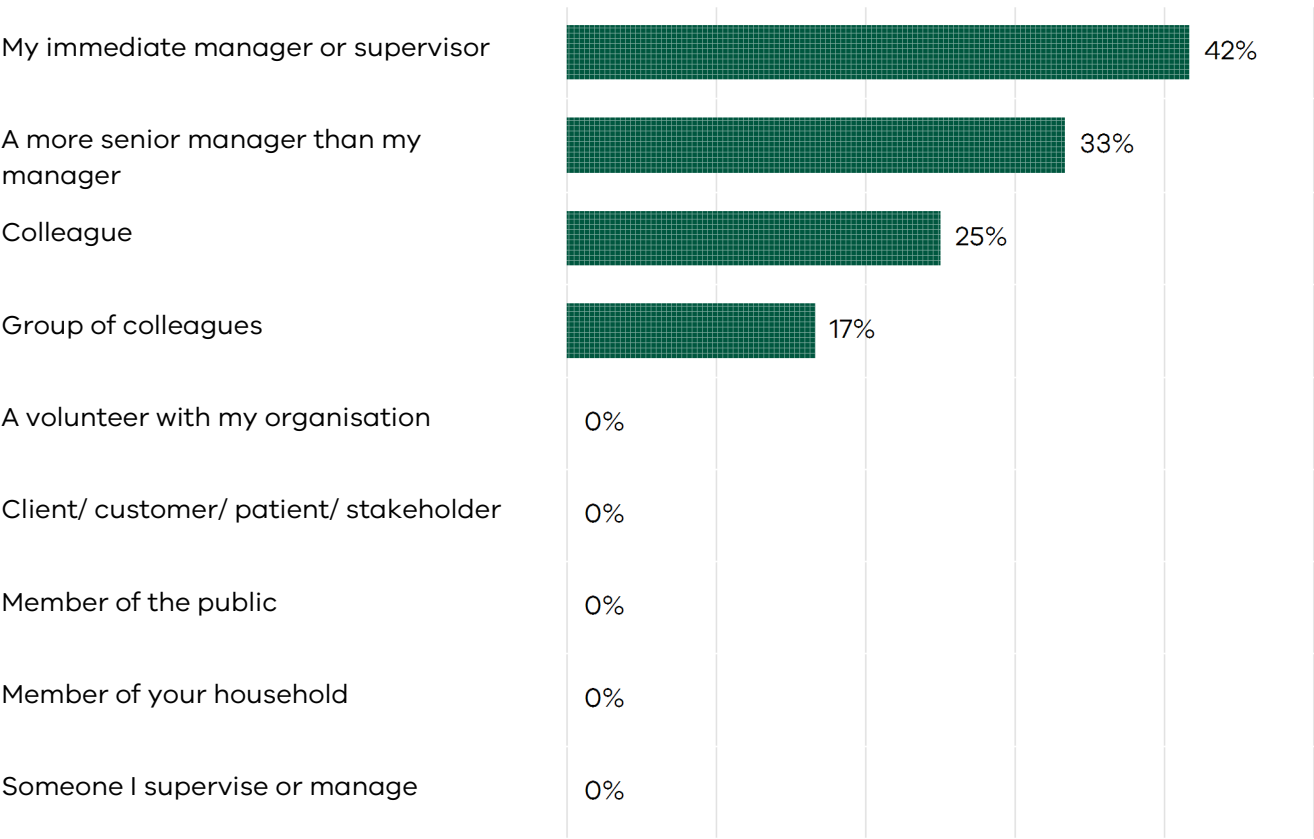
People outcomes

Frequency of bullying

What this is

This is how often staff experienced bullying.

Why this is important

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

How to read this

In this year's survey, 13% of your staff said they experienced bullying.

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

Example

13% of your staff who did the survey said they experienced bullying.

Of that 13%, 17% said it was 'At least once a day'.

How often have you experienced bullying? (You 2021)

Category	Percentage
At least once a day	17%
Once every few days	25%
Once a week	17%
Once a month	33%
Less than once a month	8%
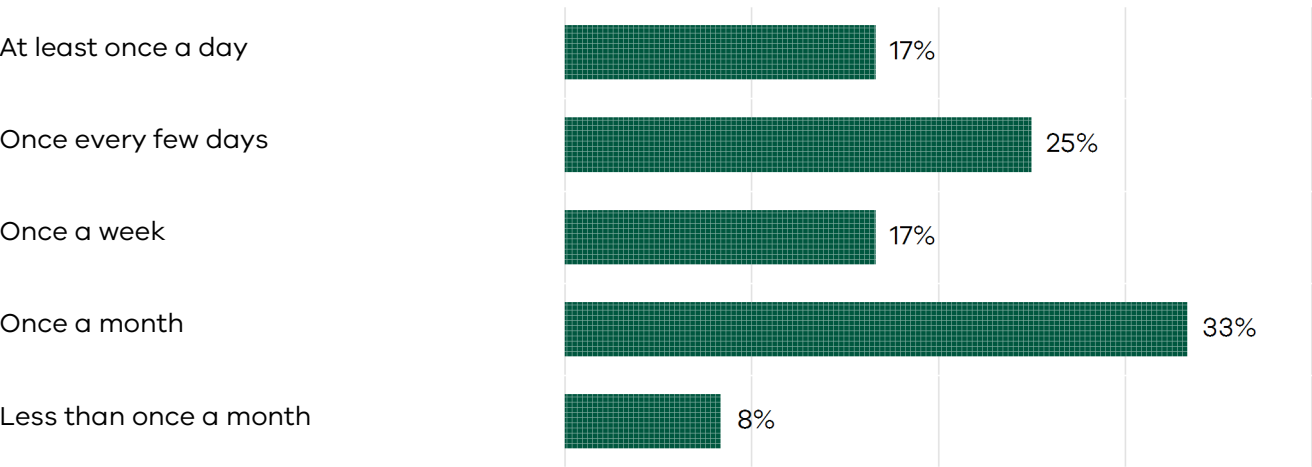
People outcomes

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.

Victorian Public Sector Commission

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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.

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State
Government

Negative behaviour

Witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

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

82% said they witnessed No, I have not witnessed any of the situations above'.

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

17	76
18%	82%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
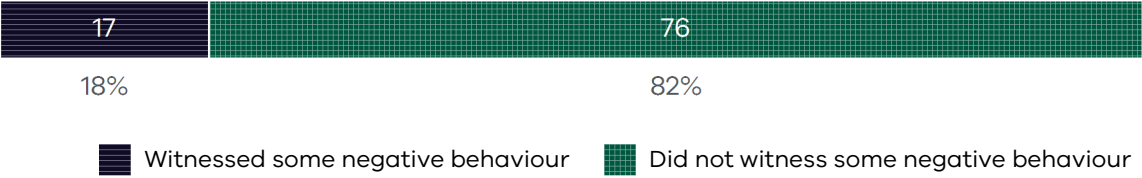
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	82%	88%	77%
Bullying of a colleague	14%	8%	16%
Discrimination against a colleague	11%	4%	8%
Sexual harassment of a colleague	1%	0%	1%

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Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

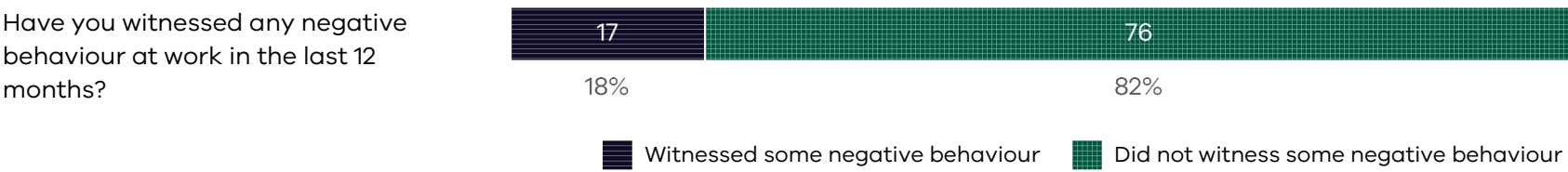If they did, they could tell us with one or more answers what action they took.

The table shows the answers in descending order.

Example

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

- 82% said the top action they took was 'Spoke to the person who experienced the behaviour'.

- 6% took no action.

Have you witnessed any negative behaviour at work in the last 12 months?		
17	76	
18%	82%	

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

When you witnessed the above behaviour(s), did you do any of the following?	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	82%	83%	72%
Spoke to the person who behaved in a negative way	18%	17%	22%
Told a manager	18%	17%	37%
Other	12%	17%	7%
Told Human Resources	12%	0%	6%
Told the person the behaviour was not OK	12%	0%	25%
Told a colleague	6%	0%	21%
Took no action	6%	17%	7%

People outcomes

Negative behaviour — satisfaction with making a formal complaint

What this is

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

Why this is important

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

How to read this

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

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

Example

100% of staff who did the survey were satisfied with the way your organisation handled their formal 'Bullying' complaint.

Survey question	Your results	Benchmark satisfied results

Survey question

Were you satisfied with the way your formal complaint was handled

Your results

■ No   ▊ Don't know
▦ Yes

	You	Comparator		
	2021	Lowest	Average	Highest
Bullying	100 %	100 %	100 %	100 %

100%

People matter survey 2021

Have your say

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

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

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

Key differences
- Highest scoring
- Lowest scoring
- Biggest positive difference from comparator
- Biggest negative difference from comparator

Taking action
- Taking action questions

Senior leadership
- Senior leadership questions

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

Workgroup climate
- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

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

Public sector values
- Scorecard
- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

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

Key differences

Highest scoring questions

What this is

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

How to read this

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

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

You can also compare your 2021 comparator group.

Example

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

This question was not asked in 0.

Question group	Highest scoring questions	You 2021	Comparator 2021
Workgroup support	I am able to work effectively with others outside my immediate workgroup	95%	82%
Workgroup support	I am able to work effectively with others in my workgroup	94%	96%
Meaningful work	I feel that I can make a worthwhile contribution at work	92%	92%
Job enrichment	I understand how my job contributes to my organisation's purpose	90%	100%
Safety climate	My organisation provides a physically safe work environment	90%	92%
Quality service delivery	My workgroup strives to deliver services in a timely manner	89%	96%
Quality service delivery	My workgroup strives to provide high quality advice and services	89%	92%
Meaningful work	I am achieving something important through my work	88%	86%
Manager leadership	My manager is committed to workplace safety	87%	94%
Organisational integrity	My organisation is committed to earning a high level of public trust	87%	96%

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

You can also compare your 2021 comparator group.

Example

On the first row 'Learning and development', the 'You 2021' column shows 29% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'. This question was not asked in 0.

Question subgroup	Lowest scoring questions	You 2021	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	29%	30%
Learning and development	I feel I have an equal chance at promotion in my organisation	44%	44%
Workload	I have enough time to do my job effectively	46%	60%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	48%	48%
Safety climate	All levels of my organisation are involved in the prevention of stress	51%	56%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	52%	64%
Manager support	My manager has regular conversations with me about my learning and development	54%	62%
Satisfaction	How satisfied are you with your career development within your current organisation	54%	68%
Learning and development	My organisation places a high priority on the learning and development of staff	56%	66%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	56%	72%

Victorian Public Sector Commission

VICTORIA State Government

Key differences

Biggest positive difference from comparator

What this is

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

How to read this

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

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

Example

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

The 'difference' column, shows that agreement for this question was 13 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Workgroup support	I am able to work effectively with others outside my immediate workgroup	95%	+13%	82%
Engagement	I feel a strong personal attachment to my organisation	81%	+11%	70%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	75%	+7%	68%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	71%	+7%	64%
Taking action	I believe my organisation will take positive action on the results of this year's survey	68%	+6%	62%
Learning and development	In the last 12 months I have learned skills that have helped me do my job better	68%	+6%	62%
Satisfaction	How satisfied are you with the work-life balance in your current job	75%	+5%	70%
Workgroup support	People in my workgroup actively support diversity and inclusion in the workplace	83%	+5%	78%
Innovation	My workgroup takes reasonable risks to improve its services	60%	+4%	56%
Workplace flexibility	I have the flexibility I need to manage my work and non-work activities and responsibilities	82%	+4%	78%

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 'Diversity and inclusion', the 'You 2021' column shows 63% of your staff agreed with 'There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+'.

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
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	63%	-21%	84%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	56%	-16%	72%
Senior leadership	Senior leaders model my organisation's values	76%	-16%	92%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have family responsibilities	75%	-15%	90%
Supporting question - gender equality	In my workgroup work is allocated fairly, regardless of gender	77%	-15%	92%
Organisational integrity	My organisation respects the human rights of employees	77%	-15%	92%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	66%	-14%	80%
Satisfaction	How satisfied are you with your career development within your current organisation	54%	-14%	68%
Workload	I have enough time to do my job effectively	46%	-14%	60%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	62%	-14%	76%

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

- Highest scoring
- Lowest scoring
- Biggest positive difference from comparator
- Biggest negative difference from comparator

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

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

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

68% 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

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

Your results

	Disagree		Neither agree nor disagree
	Don't know		Agree

19%   68%

13%

Benchmark agree results

	You	Comparator		
	2021	Lowest	Average	Highest
	68 %	45 %	62 %	79 %

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

Have your say

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

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

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

Key differences
- Highest scoring
- Lowest scoring
- Biggest positive difference from comparator
- Biggest negative difference from comparator

Taking action
- Taking action questions

Senior leadership
- Senior leadership questions

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

Workgroup climate
- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

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

Public sector values
- Scorecard
- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

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

Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

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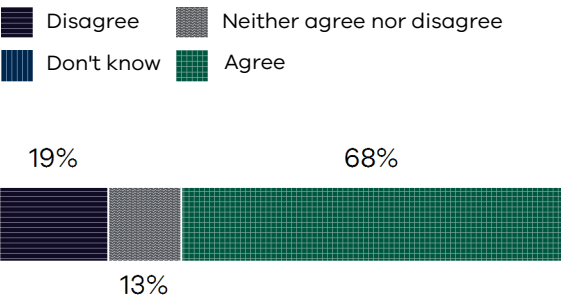
Example

80% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

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

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

Survey question	2% ... 80% (4% 14%)	You 2021	Lowest	Average	Highest
Senior leaders actively support diversity and inclusion in the workplace	2% / 4% / 14% / 80%	80 %	55 %	84 %	93 %
Senior leaders model my organisation's values	1% / 10% / 13% / 76%	76 %	73 %	92 %	100 %
Senior leaders demonstrate honesty and integrity	15% / 11% / 74%	74 %	55 %	80 %	93 %
Senior leaders provide clear strategy and direction	12% / 14% / 74%	74 %	64 %	82 %	88 %

Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

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

Example

72% of your staff who did the survey agreed or strongly agreed with 'Senior leaders support staff to work in an environment of change'.

Survey question

Your results

	Disagree		Neither agree nor disagree
	Don't know		Agree

Senior leaders support staff to work in an environment of change

1%   72%

12%   15%

Benchmark agree results
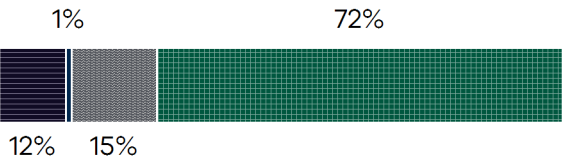
	You	Comparator		
	2021	Lowest	Average	Highest
	72 %	64 %	78 %	84 %

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

- Highest scoring
- Lowest scoring
- Biggest positive difference from comparator
- Biggest negative difference from comparator

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 78% of your staff who did the survey responded positively to questions about Equal employment opportunity.

Compared to:

- 85% of staff at your comparator and 69% of staff across the public sector.
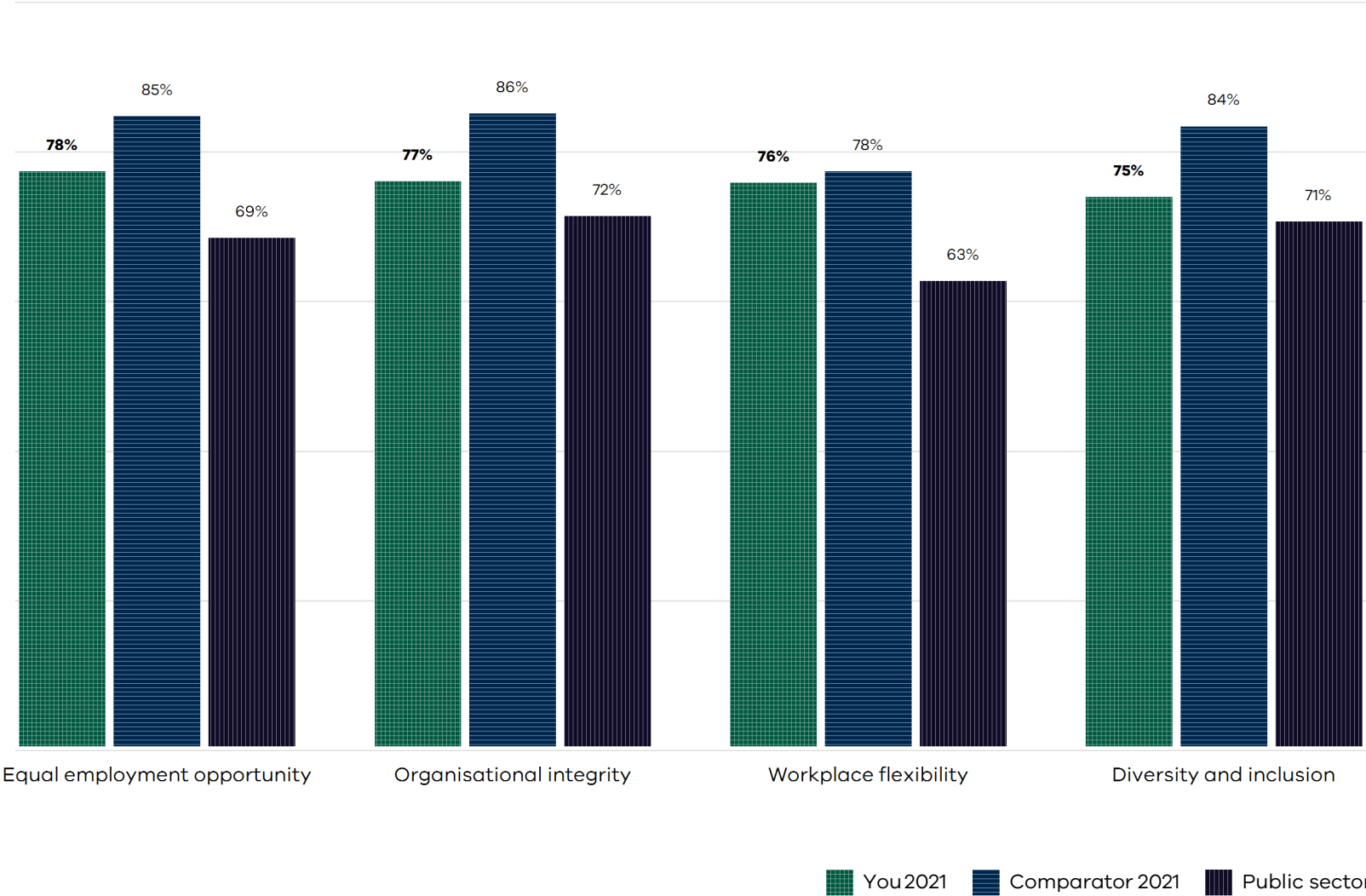
Legend: You 2021 | Comparator 2021 | Public sector 2021

Factor	You 2021	Comparator 2021	Public sector 2021
Equal employment opportunity	78%	85%	69%
Organisational integrity	77%	86%	72%
Workplace flexibility	76%	78%	63%
Diversity and inclusion	75%	84%	71%

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

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

Compared to:

- 76% of staff at your comparator and 60% of staff across the public sector.

72% 76% 60%

Safety climate

■ You 2021   ■ Comparator 2021   ■ Public sector 2021

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State Government

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

87% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question

Your results

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

Benchmark agree results

	You	Comparator		
	2021	Lowest	Average	Highest
My organisation is committed to earning a high level of public trust	87 %	82 %	96 %	100 %
My organisation encourages respectful workplace behaviours	84 %	64 %	88 %	100 %
My organisation does not tolerate improper conduct	83 %	55 %	84 %	93 %
My organisation encourages employees to act in ways that are consistent with human rights	83 %	64 %	88 %	96 %

My organisation is committed to earning a high level of public trust — 1%, 87%, 1% 11%

My organisation encourages respectful workplace behaviours — 4%, 84%, 12%

My organisation does not tolerate improper conduct — 6%, 83%, 11%

My organisation encourages employees to act in ways that are consistent with human rights — 2%, 83%, 1% 14%

Organisational climate

Organisational integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

77% of your staff who did the survey agreed or strongly agreed with 'My organisation respects the human rights of employees'.

Survey question	Your results	Benchmark agree results

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

	You 2021	Comparator Lowest	Average	Highest
My organisation respects the human rights of employees	77 %	64 %	92 %	100 %
My organisation takes steps to eliminate bullying, harassment and discrimination	67 %	55 %	80 %	100 %
My organisation makes fair recruitment and promotion decisions, based on merit	56 %	36 %	72 %	93 %

My organisation respects the human rights of employees: 4% / 6% 12% / 77%

My organisation takes steps to eliminate bullying, harassment and discrimination: 1% / 17% 15% / 67%

My organisation makes fair recruitment and promotion decisions, based on merit: 2% / 22% 20% / 56%

Organisational climate

Workplace flexibility 1 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

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

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation supports employees with family or other caring responsibilities, regardless of gender	8% / 8% / 85%	85 %	82 %	92 %	100 %
I have the flexibility I need to manage my work and non-work activities and responsibilities	8% / 11% / 82%	82 %	55 %	78 %	96 %
Having family responsibilities is not a barrier to success in my organisation	4% / 9% / 8% / 80%	80 %	64 %	76 %	80 %
Having caring responsibilities is not a barrier to success in my organisation	6% / 8% / 10% / 76%	76 %	64 %	74 %	79 %

Victorian Public Sector Commission

VICTORIA State Government

46

Organisational climate

Workplace flexibility 2 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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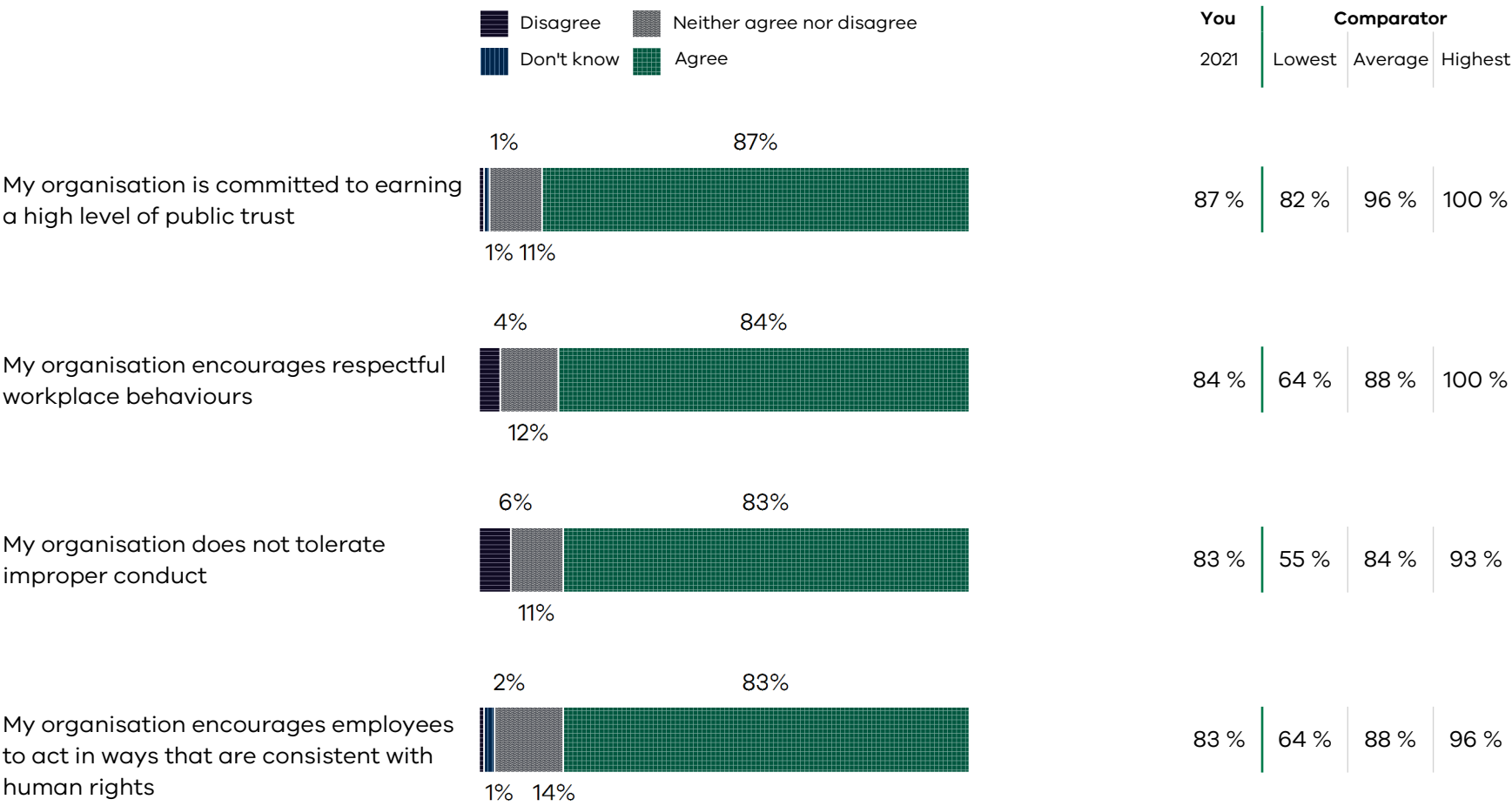
Example

75% 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'.

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

	You	Comparator		
	2021	Lowest	Average	Highest

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

13% / 75% / 12%

75 %	64 %	68 %	71 %

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

4% / 75% / 5% / 15%

75 %	82 %	90 %	100 %

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

6% / 74% / 4% / 15%

74 %	80 %	86 %	100 %

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

6% / 71% / 9% / 14%

71 %	64 %	64 %	64 %

Organisational climate

Workplace flexibility 3 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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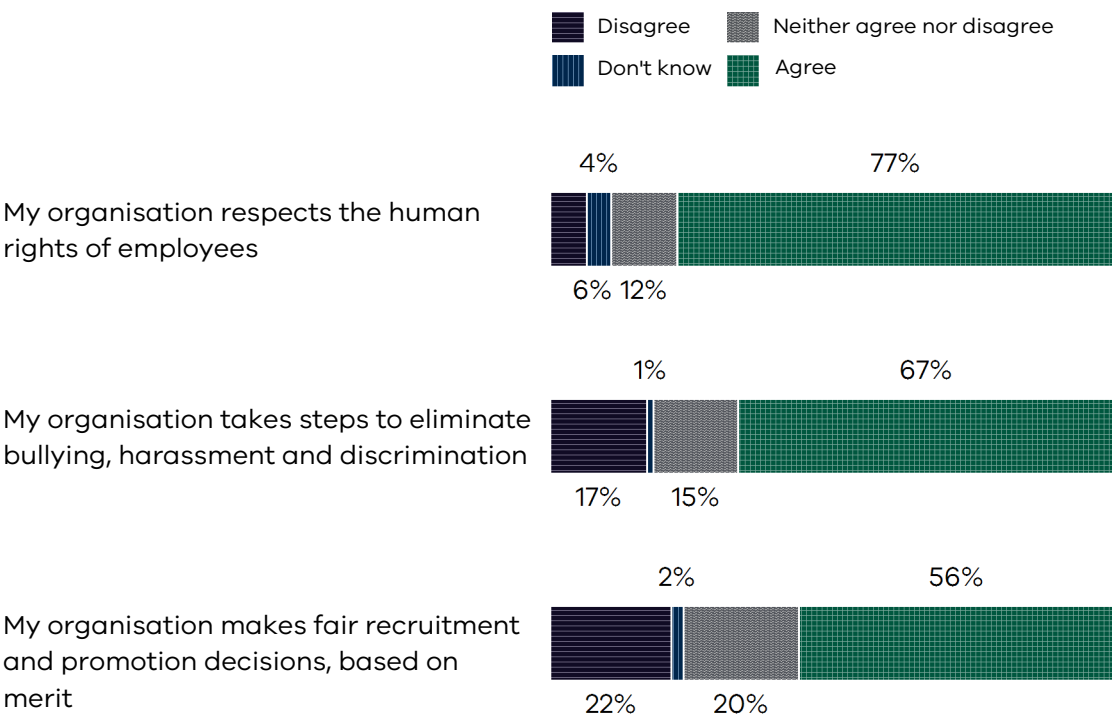
Example

70% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who use flexible work arrangements'.

Survey question

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

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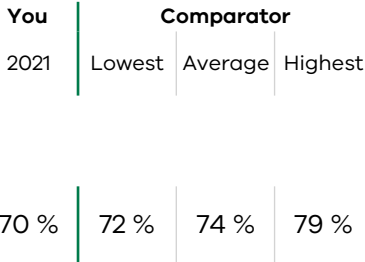
| Disagree | Neither agree nor disagree |
| Don't know | Agree |

2%   70%

9%   19%

Benchmark agree results

You	Comparator		
2021	Lowest	Average	Highest
70 %	72 %	74 %	79 %

Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

The table shows you what flexible work arrangements staff use.

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

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

Example

41% of staff who did the survey said the flexible work arrangement they used was 'No, I do not use any flexible work arrangements'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
No, I do not use any flexible work arrangements	41%	70%	38%
Working from an alternative location (e.g. home, hub/shared work space)	37%	8%	24%
Flexible start and finish times	23%	12%	23%
Part-time	13%	18%	19%
Using leave to work flexible hours	8%		8%
Other	3%	6%	2%
Shift swap	2%		12%
Working more hours over fewer days	1%		6%
Purchased leave	1%		2%
Study leave	1%	9%	4%

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Equal employment opportunity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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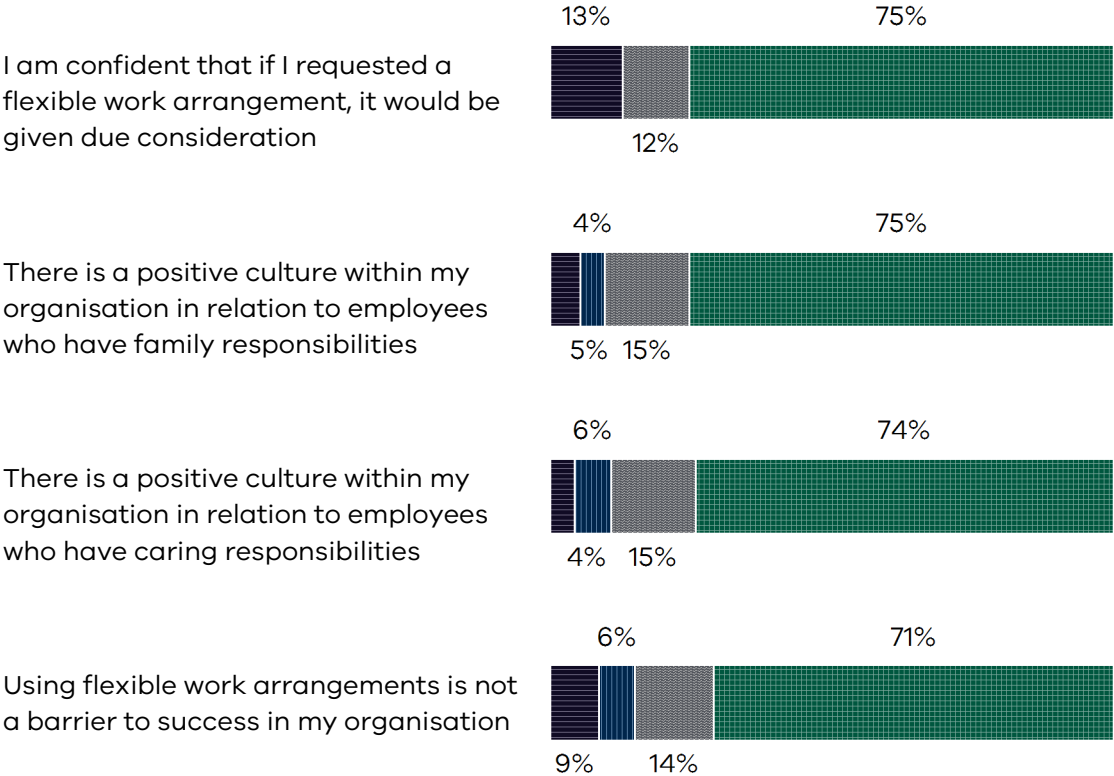
Example

86% of your staff who did the survey agreed or strongly agreed with 'Sexual orientation is not a barrier to success in my organisation'.

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

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

	You	Comparator		
	2021	Lowest	Average	Highest
Sexual orientation is not a barrier to success in my organisation	86 %	73 %	88 %	93 %
Cultural background is not a barrier to success in my organisation	84 %	82 %	90 %	96 %
Gender is not a barrier to success in my organisation	81 %	64 %	88 %	100 %
Age is not a barrier to success in my organisation	76 %	64 %	86 %	93 %

Sexual orientation: 1% / 86% (2% 11%)
Cultural background: 1% / 84% (1% 14%)
Gender: 11% / 81% (9%)
Age: 3% / 76% (9% 12%)

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.
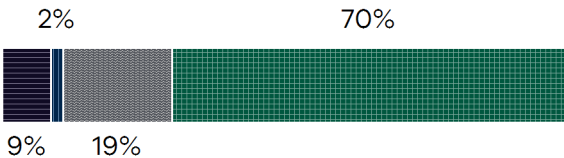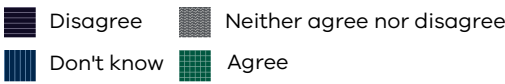
Example

71% of your staff who did the survey agreed or strongly agreed with 'Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation'.

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

Survey question		You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	Disagree 9%, Don't know 1%, Neither 19%, Agree 71%	71 %	80 %	82 %	86 %
Disability is not a barrier to success in my organisation	Disagree 2%, Don't know 6%, Neither 22%, Agree 70%	70 %	73 %	78 %	86 %

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

90% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation provides a physically safe work environment	4% disagree, 5% neither, 90% agree	90 %	91 %	92 %	93 %
My organisation consults employees on health and safety matters	1% disagree, 5% / 8% neither, 86% agree	86 %	82 %	94 %	100 %
I feel culturally safe at work	3% disagree, 12% neither, 85% agree	85 %	55 %	82 %	92 %
My organisation has effective procedures in place to support employees who may experience stress	15% disagree, 2% / 14% neither, 69% agree	69 %	36 %	72 %	88 %

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.

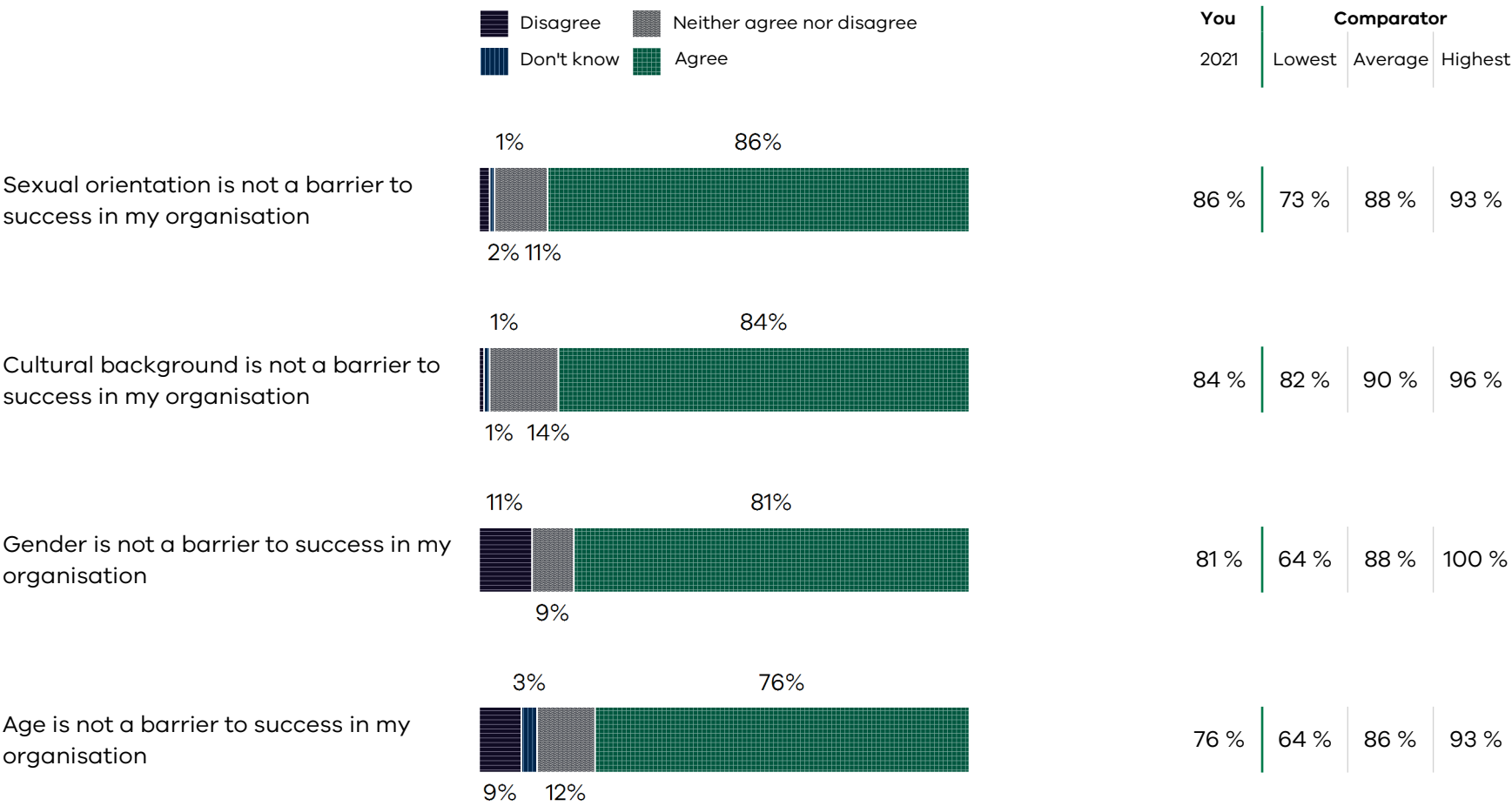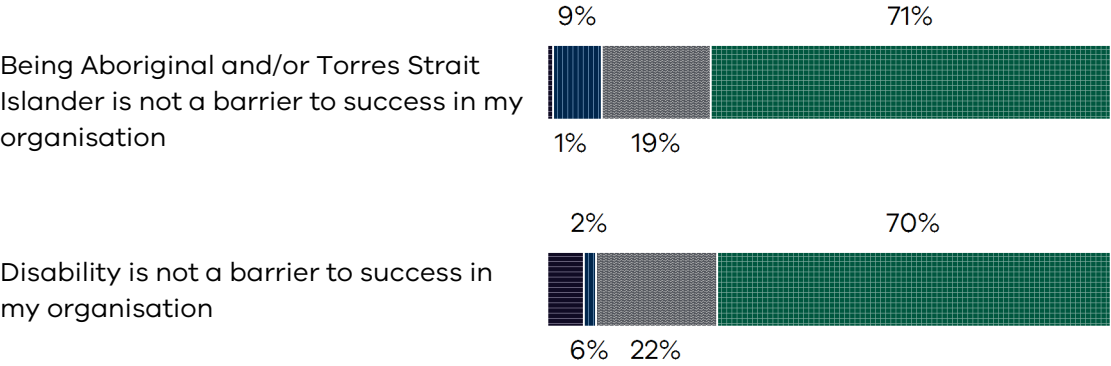Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

69% of your staff who did the survey agreed or strongly agreed with 'Senior leaders consider the psychological health of employees to be as important as productivity'.

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders consider the psychological health of employees to be as important as productivity	17% / 14% / 69%	69 %	55 %	70 %	76 %
In my workplace, there is good communication about psychological safety issues that affect me	15% / 19% / 66%	66 %	45 %	66 %	76 %
Senior leaders show support for stress prevention through involvement and commitment	16% / 19% / 65%	65 %	55 %	72 %	79 %
All levels of my organisation are involved in the prevention of stress	24% / 26% / 51%	51 %	36 %	56 %	72 %

Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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

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

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

How to interpret your score

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

A score of:

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

Adverse outcomes can include:

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

Benchmark results

Psychosocial safety climate

You 2021 ▮ Comparator 2021 ▮ Public sector 2021
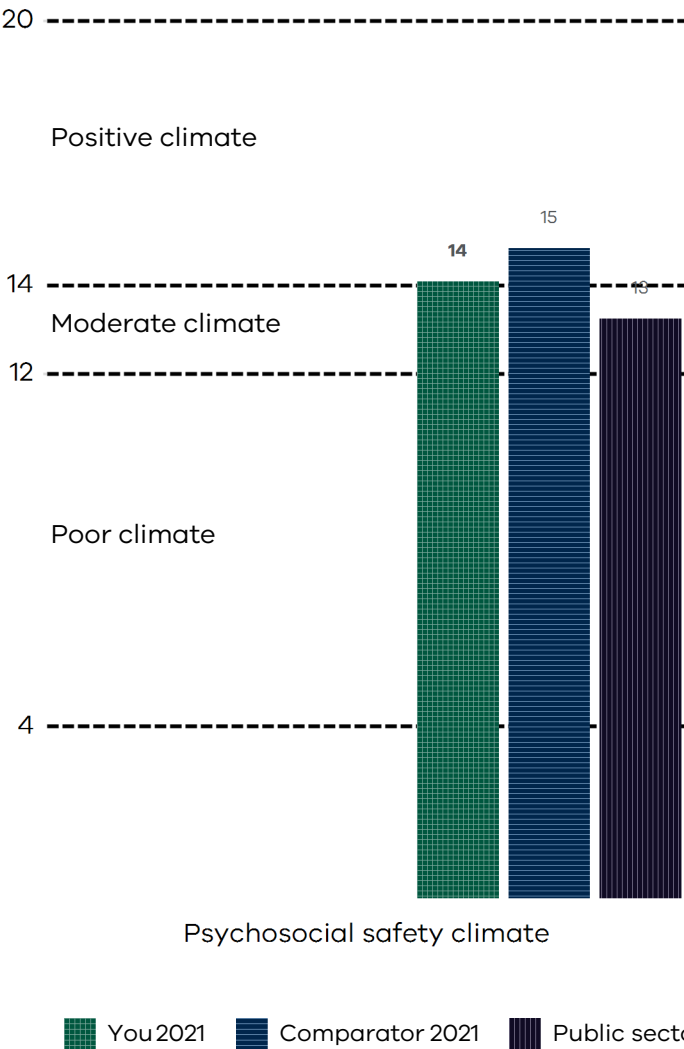
Organisational climate

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.
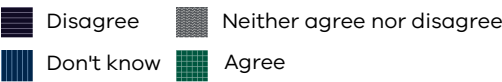
Example

84% 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	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
	Disagree / Don't know / Neither agree nor disagree / Agree				
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	3% 84% / 1% 12%	84 %	73 %	84 %	88 %
There is a positive culture within my organisation in relation to employees of different sexes/genders	3% 82% / 4% 11%	82 %	82 %	88 %	93 %
There is a positive culture within my organisation in relation to employees of different age groups	4% 80% / 8% 9%	80 %	64 %	88 %	100 %
There is a positive culture within my organisation in relation to employees with disability	5% 72% / 3% 19%	72 %	73 %	82 %	86 %

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

67% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
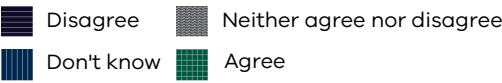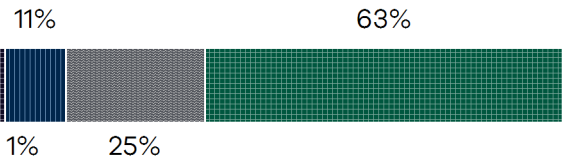
Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	8% / 26% / 67%	67 %	73 %	78 %	86 %
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	11% / 1% / 25% / 63%	63 %	80 %	84 %	93 %

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.
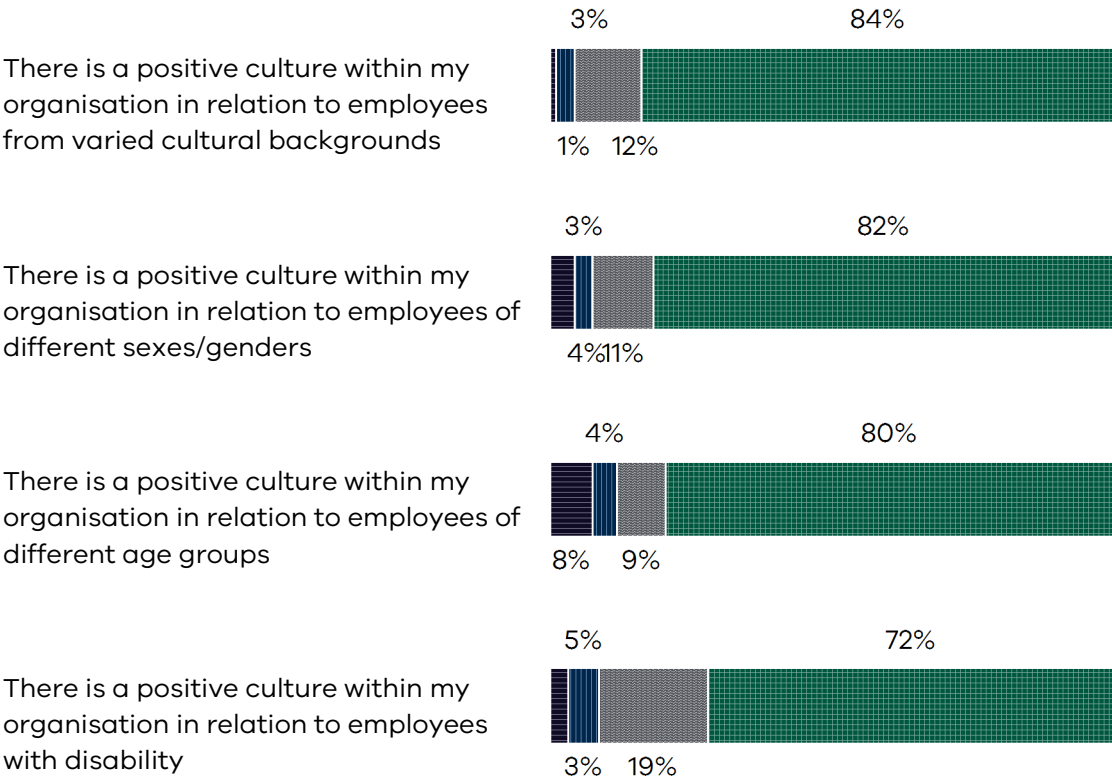
Example

86% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

Survey question	Your results				

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

Survey question	Your results	You 2021	Lowest	Average	Highest
				Comparator	
My organisation uses inclusive and respectful images and language	1% / 13% / 86%	86 %	73 %	90 %	100 %
My organisation would support me if I needed to take family violence leave	4% / 6% / 9% / 81%	81 %	55 %	86 %	100 %
In my workgroup work is allocated fairly, regardless of gender	8% / 15% / 77%	77 %	73 %	92 %	100 %

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People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

- Highest scoring
- Lowest scoring
- 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

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Workgroup climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

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

Compared to:

- 86% of staff at your comparator and 80% of staff across the public sector.

Legend: You 2021 / Comparator 2021 / Public sector 2021

Quality service delivery: 82%, 86%, 80%
Workgroup support: 78%, 80%, 76%
Innovation: 69%, 72%, 68%
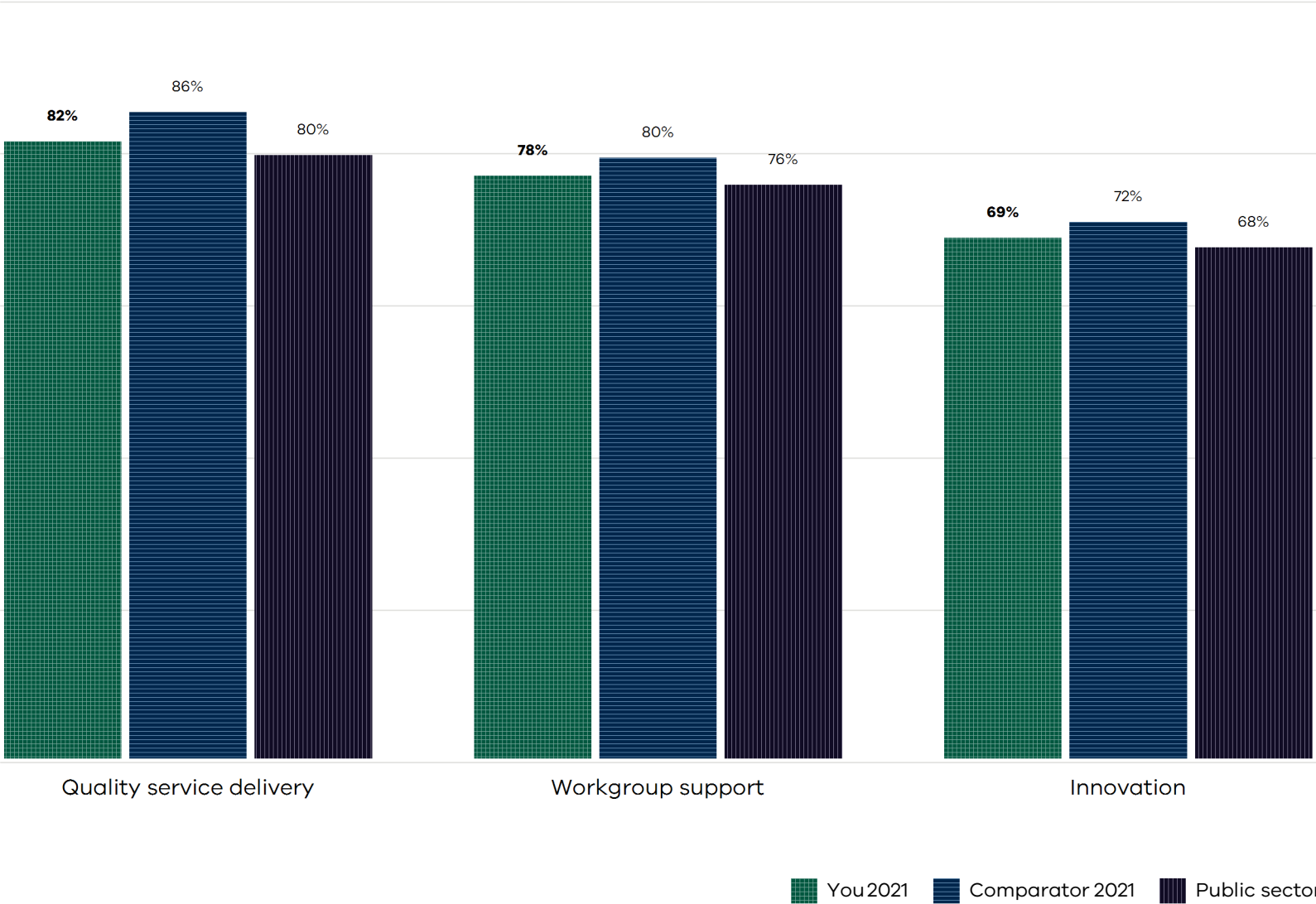
Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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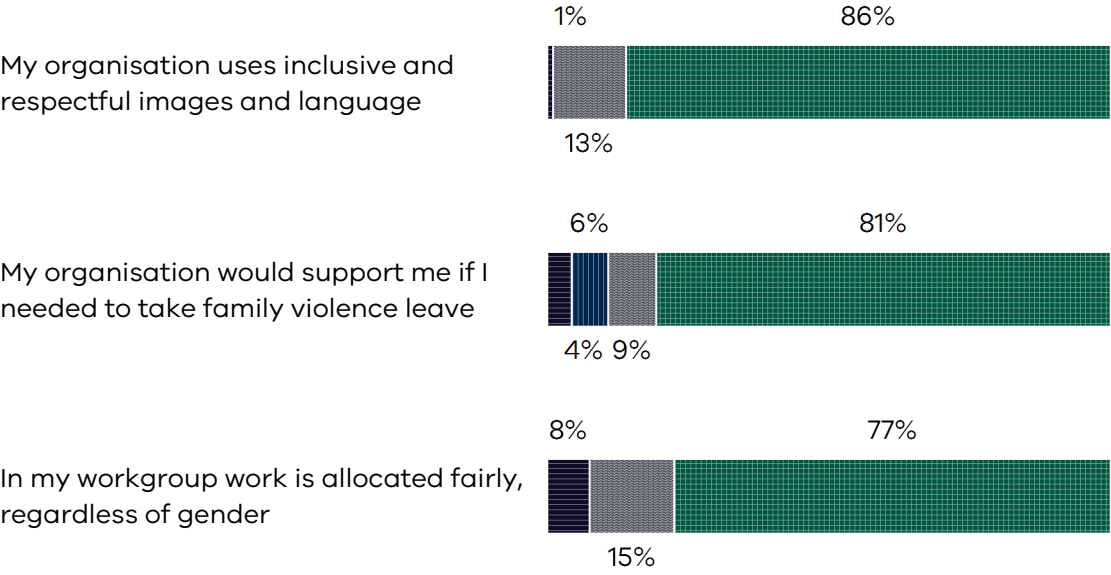
Example

89% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

Survey question	Your results	You	Comparator		
		2021	Lowest	Average	Highest
My workgroup strives to deliver services in a timely manner	1% ... 89% / 2% 8%	89 %	91 %	96 %	100 %
My workgroup strives to provide high quality advice and services	2% ... 89% / 9%	89 %	88 %	92 %	100 %
My workgroup values human rights	1% ... 87% / 5% 6%	87 %	55 %	90 %	100 %
My workgroup strives to make the best use of its resources	1% ... 81% / 9% 10%	81 %	64 %	84 %	96 %

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

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Workgroup climate

Quality service delivery 2 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

77% of your staff who did the survey agreed or strongly agreed with 'My workgroup has clear lines of responsibility'.

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

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

Survey question	Disagree	Neither	Agree	You 2021	Lowest	Average	Highest
My workgroup has clear lines of responsibility	10%	13%	77%	77 %	45 %	76 %	88 %
My workgroup places a priority on acting fairly and without bias	12%	11% (1%)	76%	76 %	55 %	82 %	93 %
My workgroup focuses on making decisions informed by all relevant facts	8%	17%	75%	75 %	55 %	82 %	96 %

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Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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

Example

81% 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				

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

Benchmark agree results

	You	Comparator		
	2021	Lowest	Average	Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes	81 %	82 %	90 %	93 %
My workgroup is quick to respond to opportunities to do things better	72 %	55 %	72 %	88 %
My workgroup learns from failures and mistakes	71 %	45 %	76 %	88 %
My workgroup encourages employee creativity	63 %	45 %	64 %	71 %

My workgroup respectfully consults with clients and stakeholders to improve outcomes: 2%, 3%, 14%, 81%

My workgroup is quick to respond to opportunities to do things better: 10%, 18%, 72%

My workgroup learns from failures and mistakes: 2%, 14%, 13%, 71%

My workgroup encourages employee creativity: 1%, 12%, 24%, 63%

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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

Example

60% of your staff who did the survey agreed or strongly agreed with 'My workgroup takes reasonable risks to improve its services'.

Survey question

Your results

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

My workgroup takes reasonable risks to improve its services

1%
8%
31%
60%

Benchmark agree results

	You	Comparator		
	2021	Lowest	Average	Highest
	60 %	45 %	56 %	60 %

Workgroup climate

Workgroup support 1 of 3

What this is

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

Why this is important

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

How to read this

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

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

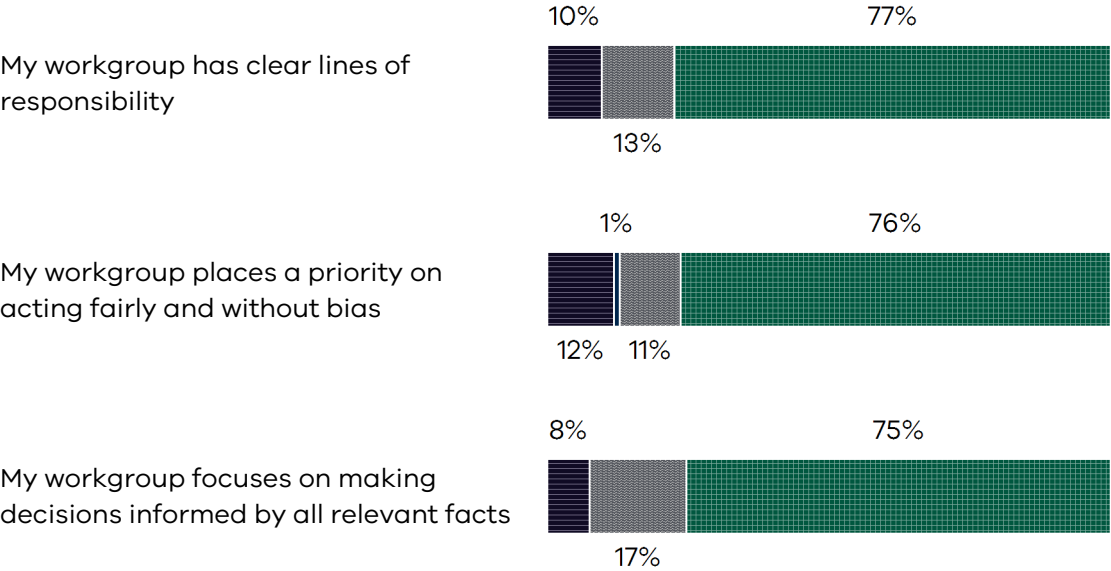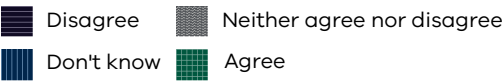Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

Legend	
Disagree	Neither agree nor disagree
Don't know	Agree
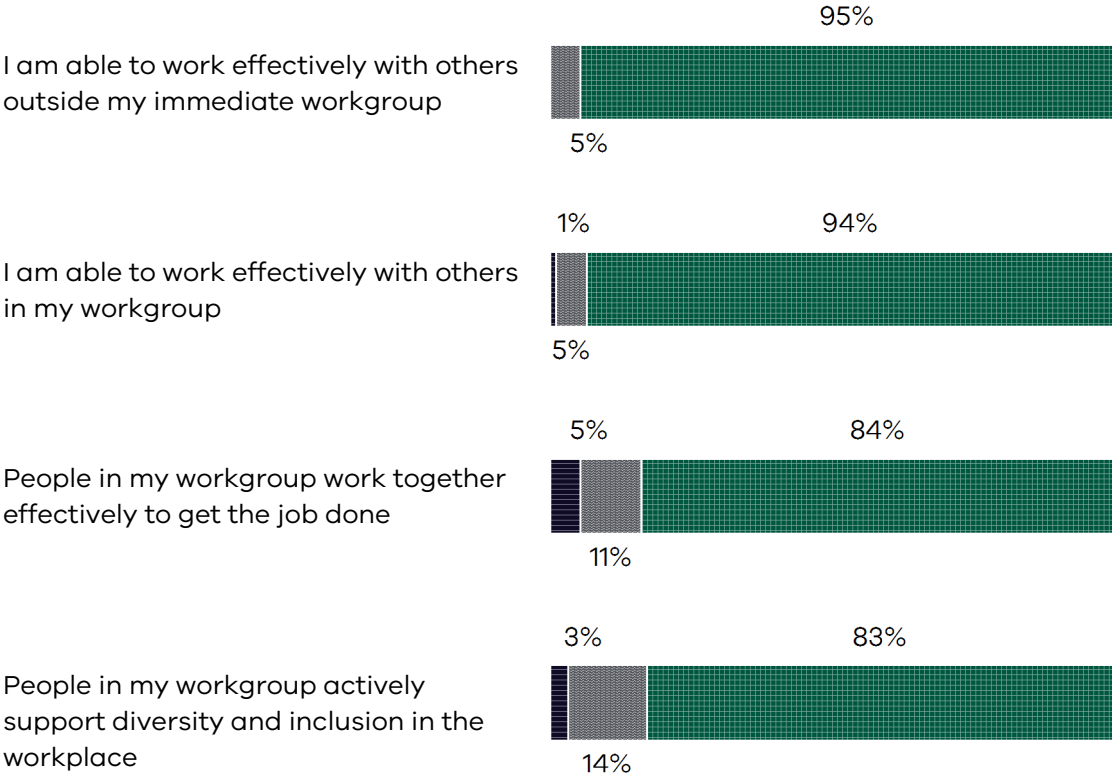
Survey question		You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others outside my immediate workgroup	95% agree, 5% neither	95 %	73 %	82 %	88 %
I am able to work effectively with others in my workgroup	94% agree, 1% / 5%	94 %	82 %	96 %	100 %
People in my workgroup work together effectively to get the job done	84% agree, 5% / 11%	84 %	45 %	84 %	100 %
People in my workgroup actively support diversity and inclusion in the workplace	83% agree, 3% / 14%	83 %	45 %	78 %	88 %

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.

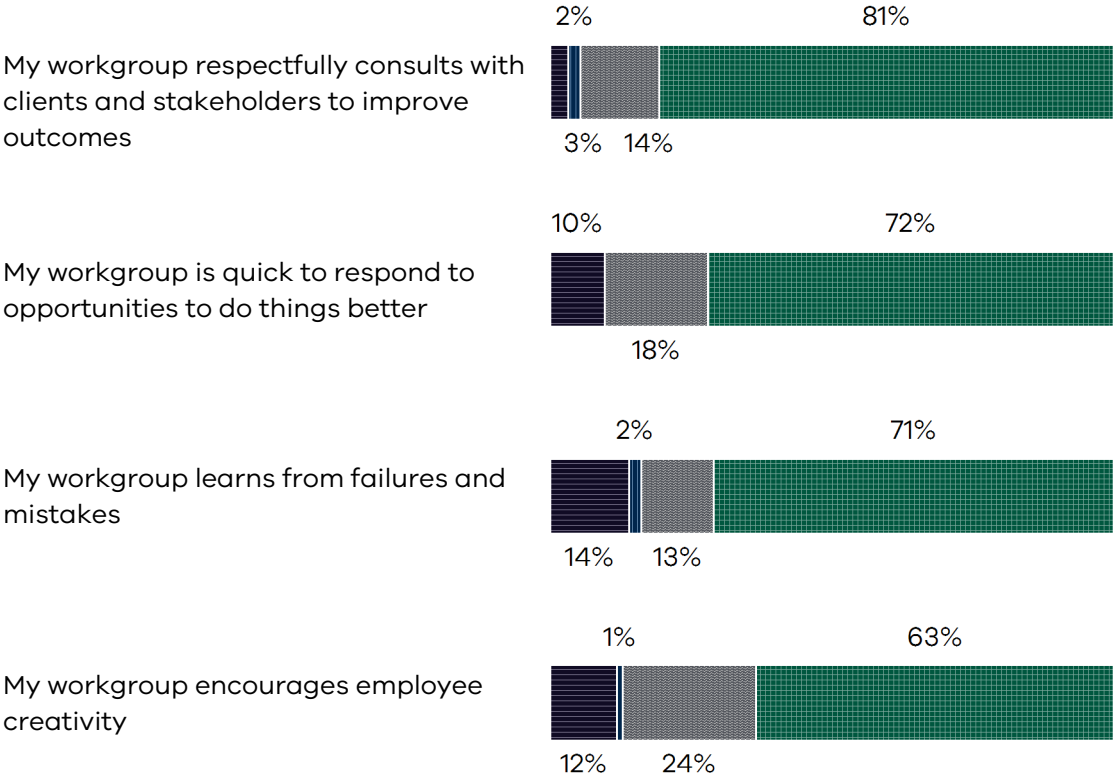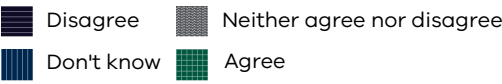Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

82% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question	Your results	Benchmark agree results

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

	You	Comparator		
	2021	Lowest	Average	Highest

Survey question	6% / 82% / 12%	You 2021	Lowest	Average	Highest
People in my workgroup treat each other with respect	6% — 82% — 12%	82 %	45 %	78 %	88 %
People in my workgroup regularly reach out to support me and my wellbeing	10% — 81% — 10%	81 %	73 %	78 %	80 %
People in my workgroup are honest, open and transparent in their dealings	13% — 70% — 17%	70 %	55 %	80 %	93 %
People in my workgroup are politically impartial in their work	3% — 68% — 8% / 22%	68 %	64 %	78 %	84 %

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Workgroup climate

Workgroup support 3 of 3

What this is

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

Why this is important

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

How to read this

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

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

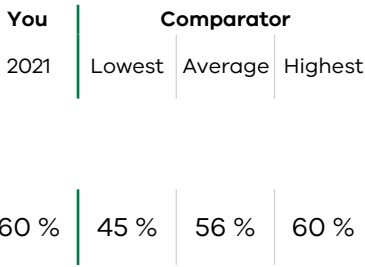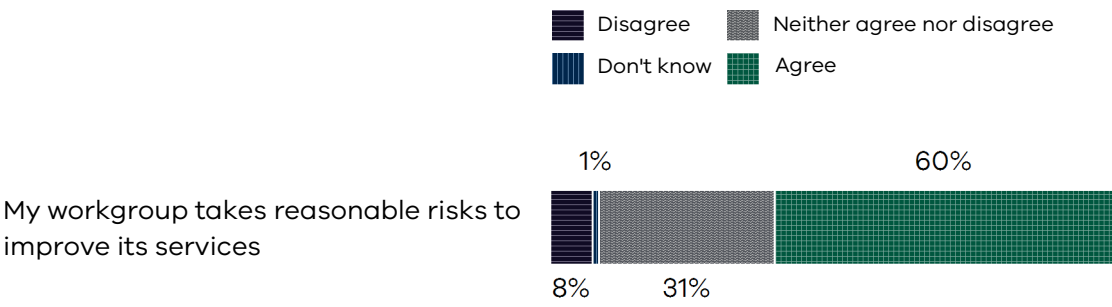Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

66% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
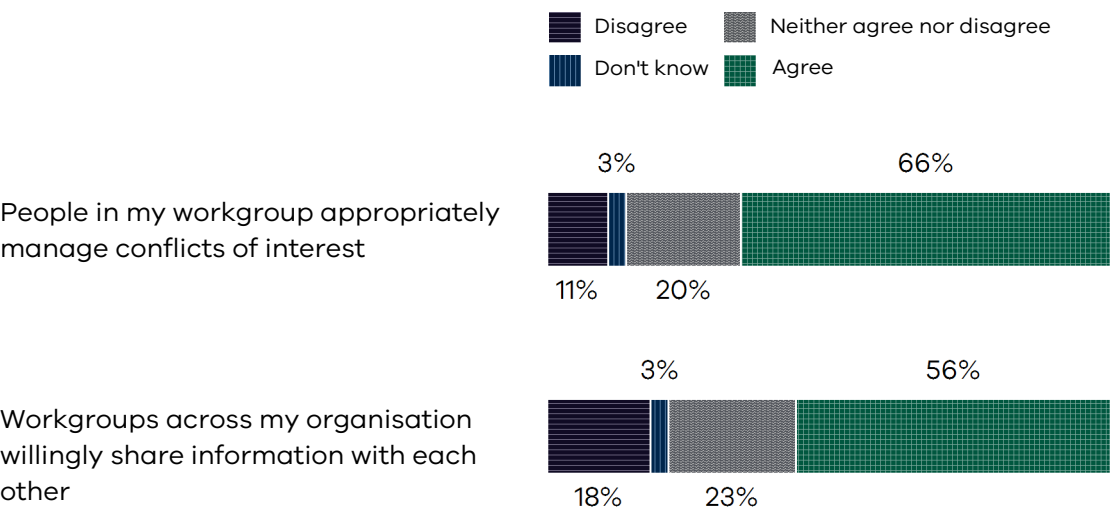
Survey question		You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup appropriately manage conflicts of interest	11% · 3% · 20% · 66%	66 %	55 %	80 %	88 %
Workgroups across my organisation willingly share information with each other	18% · 3% · 23% · 56%	56 %	45 %	66 %	72 %

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

- Highest scoring
- Lowest scoring
- Biggest positive difference from comparator
- Biggest negative difference from comparator

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

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:

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

Compared to:

- 89% of staff at your comparator and 84% of staff across the public sector.
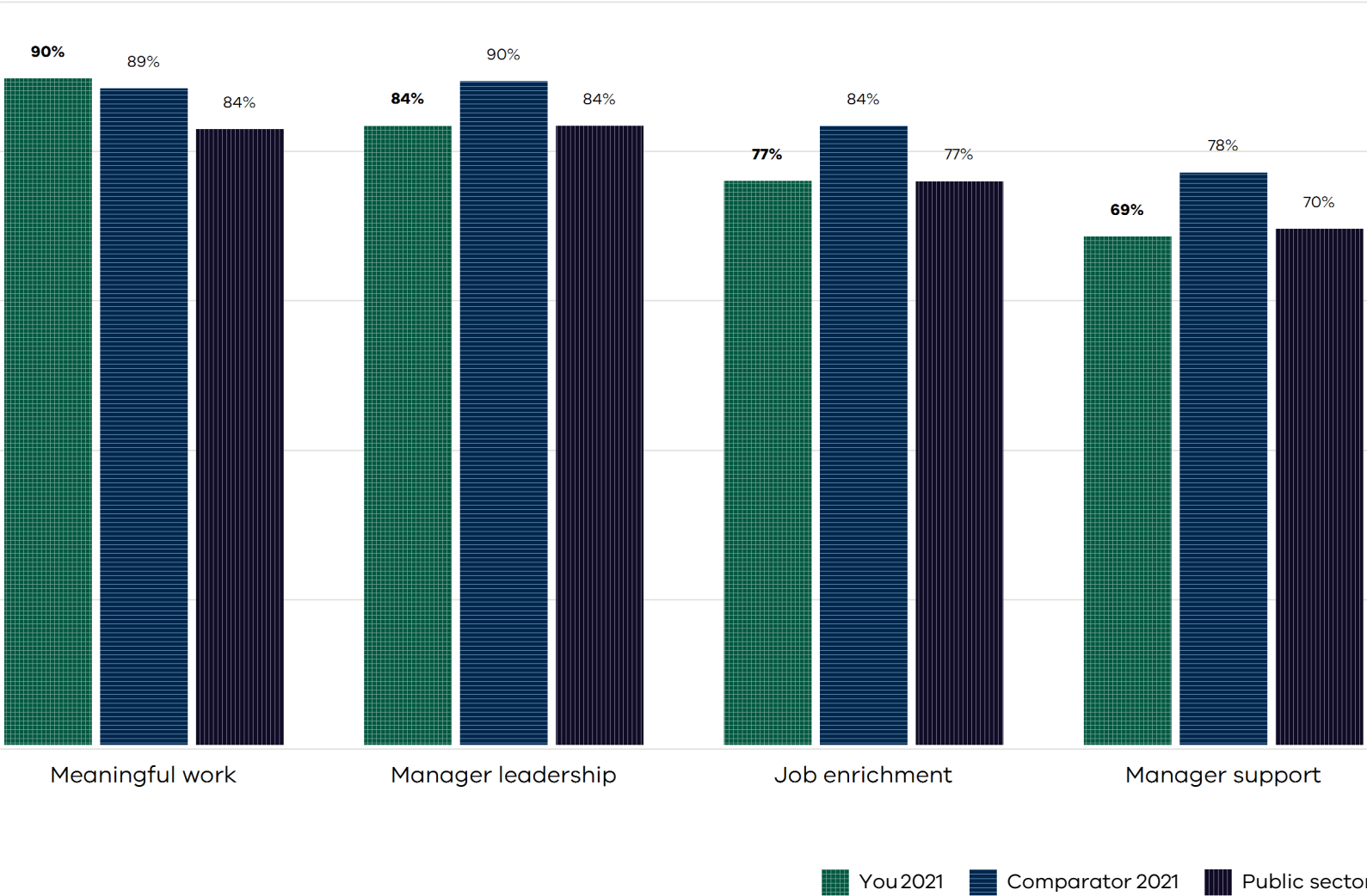
	Meaningful work	Manager leadership	Job enrichment	Manager support
You 2021	90%	84%	77%	69%
Comparator 2021	89%	90%	84%	78%
Public sector 2021	84%	84%	77%	70%

Legend: You 2021, Comparator 2021, Public sector 2021

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 69% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

- 78% of staff at your comparator and 67% of staff across the public sector.

Legend: You 2021 | Comparator 2021 | Public sector 2021

Safe to speak up: 69%, 78%, 67%
Learning and development: 54%, 57%, 53%
Workload: 52%, 60%, 53%
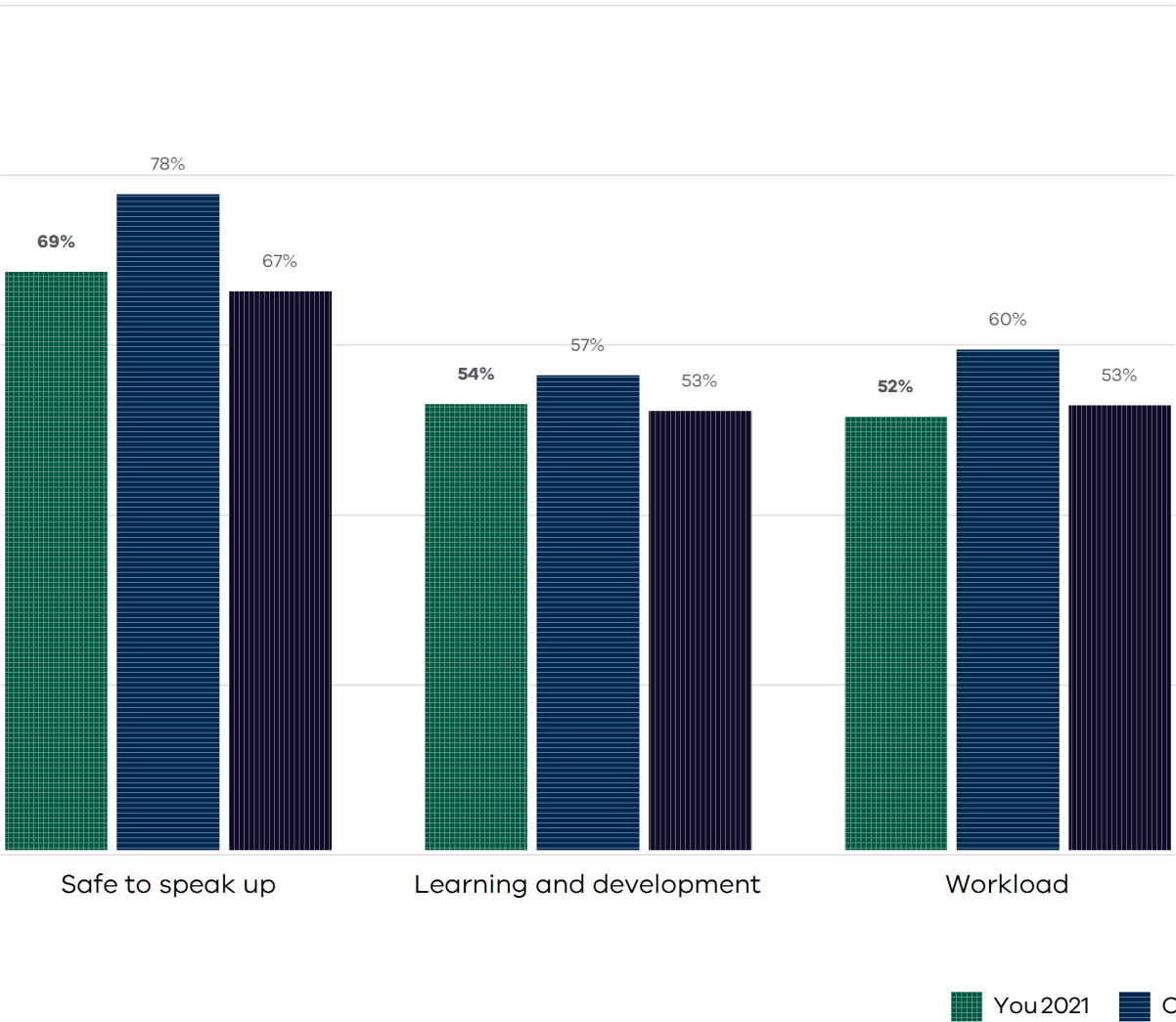
Job and manager factors

Manager leadership 1 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

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

Survey question	Your results	Benchmark agree results

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

	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager is committed to workplace safety — 1% / 87% / 2% 10%	87 %	91 %	94 %	100 %
My manager works effectively with people from diverse backgrounds — 4% / 86% / 10%	86 %	73 %	90 %	100 %
My manager ensures clients receive a high standard of service — 5% / 85% / 10%	85 %	82 %	94 %	100 %
My manager treats employees with dignity and respect — 6% / 85% / 9%	85 %	64 %	88 %	100 %

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Job and manager factors

Manager leadership 2 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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 manager models my organisation's values'.

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager models my organisation's values	9% Disagree / 9% Neither / 83% Agree	83 %	73 %	88 %	93 %
My manager demonstrates honesty and integrity	9% Disagree / 13% Neither / 78% Agree	78 %	64 %	86 %	100 %

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

84% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question	Your results	Benchmark agree results

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

	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager listens to what I have to say	84 %	64 %	88 %	96 %
I would be confident in approaching my manager to discuss concerns and grievances	78 %	73 %	88 %	93 %
My manager involves me in decisions about my work	77 %	73 %	86 %	93 %
My manager provides me with enough support when I need it	74 %	55 %	82 %	92 %

My manager listens to what I have to say — 11%, 84%, 5%

I would be confident in approaching my manager to discuss concerns and grievances — 15%, 78%, 6%

My manager involves me in decisions about my work — 12%, 77%, 11%

My manager provides me with enough support when I need it — 14%, 74%, 12%

Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

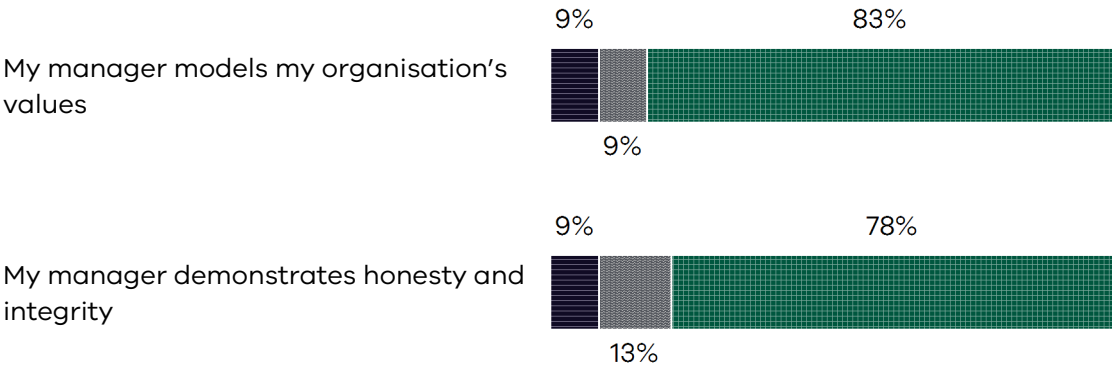Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

68% of your staff who did the survey agreed or strongly agreed with 'My manager encourages and supports my participation in learning and development opportunities'.

Survey question	Your results		Benchmark agree results			
			You	**Comparator**		
			2021	Lowest	Average	Highest
My manager encourages and supports my participation in learning and development opportunities	13% ... 68% ... 19%		68 %	64 %	80 %	86 %
My manager keeps me informed about what's going on	12% ... 68% ... 20%		68 %	55 %	72 %	86 %
My manager provides feedback to me in a way that helps me improve my performance	18% ... 62% ... 19%		62 %	73 %	76 %	79 %
I receive adequate recognition for my contributions and accomplishments	22% ... 57% ... 22%		57 %	45 %	66 %	72 %

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

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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.
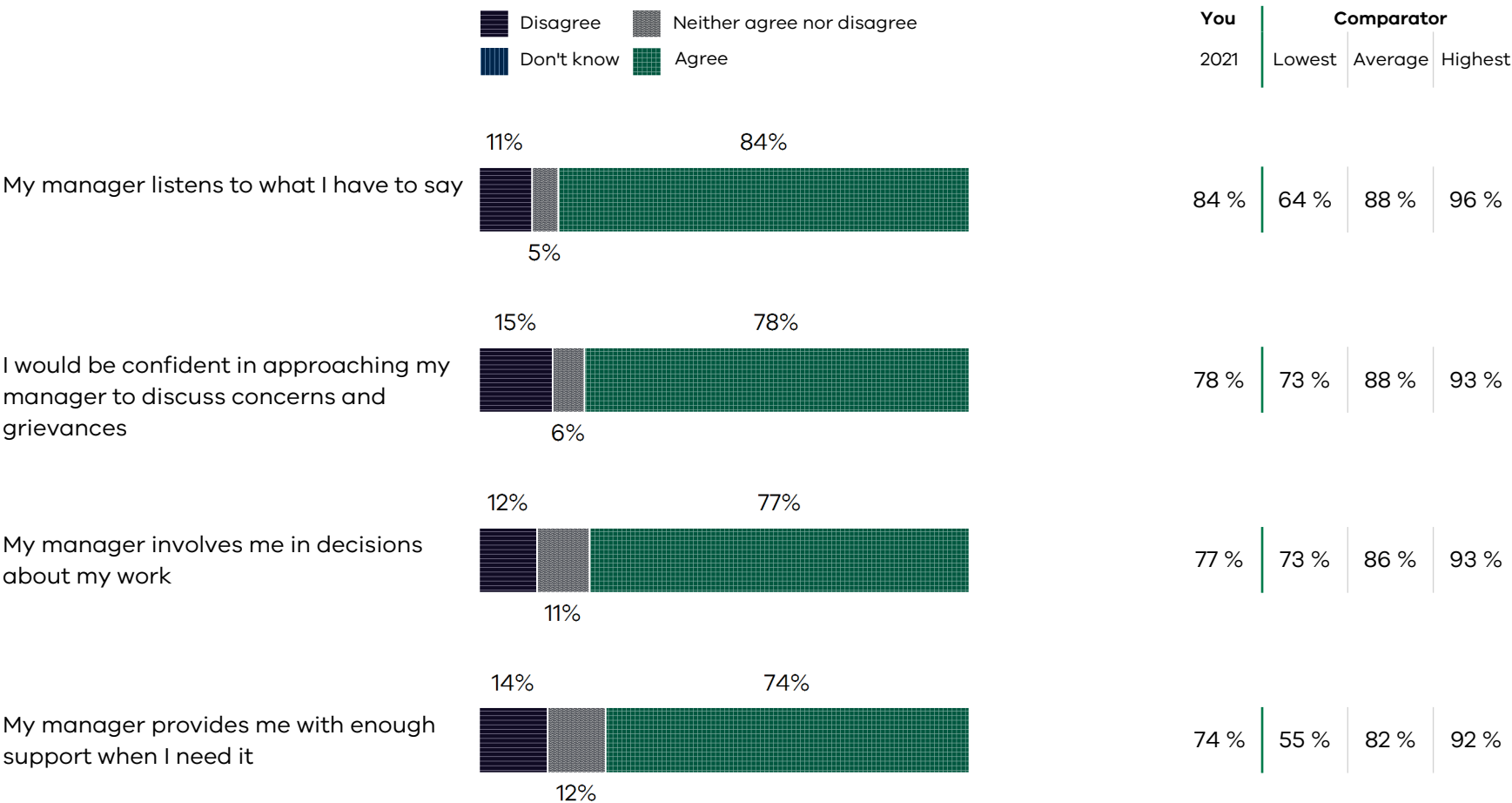
Example

54% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

Survey question

Your results

Disagree	Neither agree nor disagree
Don't know	Agree

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

19%   54%

27%

Benchmark agree results

	You	Comparator		
	2021	Lowest	Average	Highest
	54 %	55 %	62 %	71 %

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Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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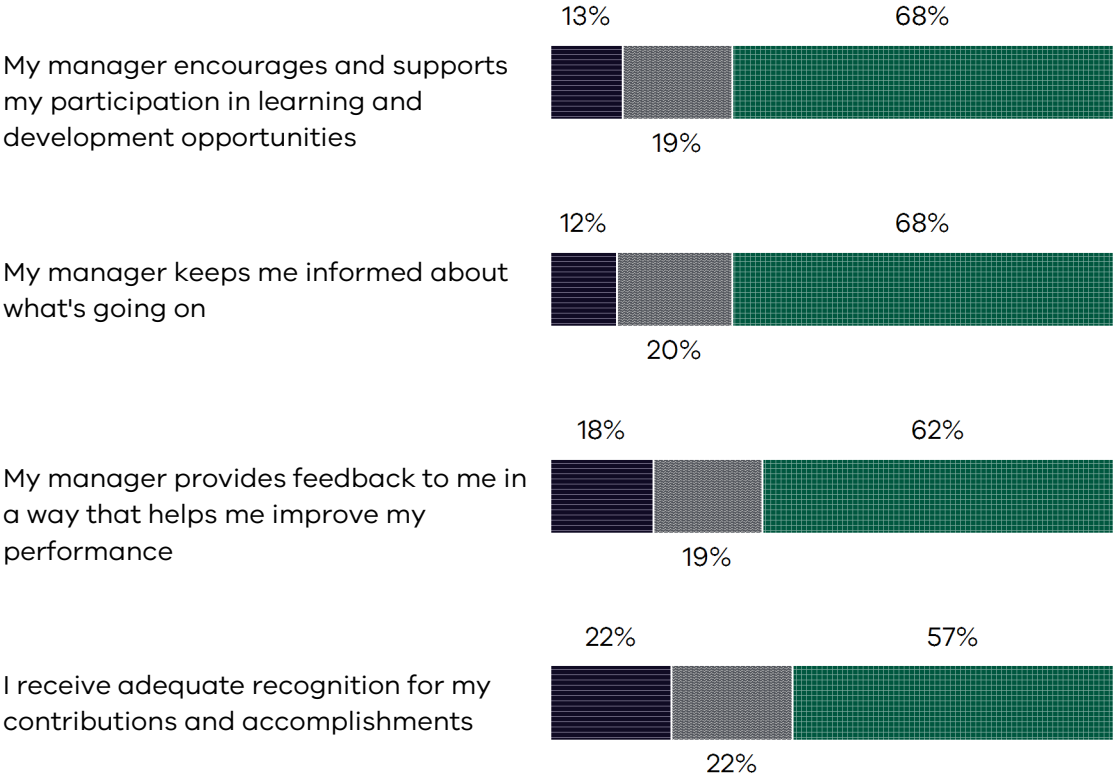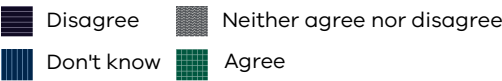
Example

58% 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	Your results	Benchmark agree results

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

	You 2021	Comparator Lowest	Comparator Average	Comparator Highest

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

Disagree 20%, Neither 22%, Agree 58%

| | 58 % | 43 % | 60 % | 72 % |

I have enough time to do my job effectively

Disagree 27%, Neither 27%, Agree 46%

| | 46 % | 45 % | 60 % | 72 % |

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Job and manager factors

Learning and development 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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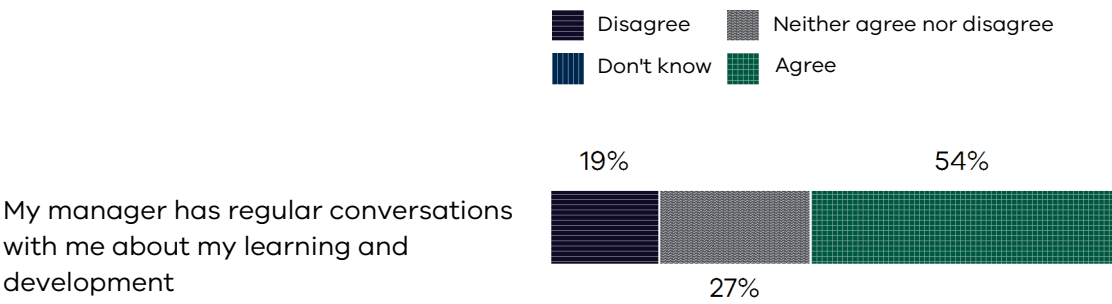
Example

72% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am developing and learning in my role	11% / 17% / 72%	72 %	64 %	72 %	79 %
In the last 12 months I have learned skills that have helped me do my job better	15% / 17% / 68%	68 %	57 %	62 %	64 %
There are adequate opportunities for me to develop skills and experience in my organisation	20% / 19% / 60%	60 %	55 %	70 %	80 %
My organisation places a high priority on the learning and development of staff	17% / 27% / 56%	56 %	43 %	66 %	84 %

Job and manager factors

Learning and development 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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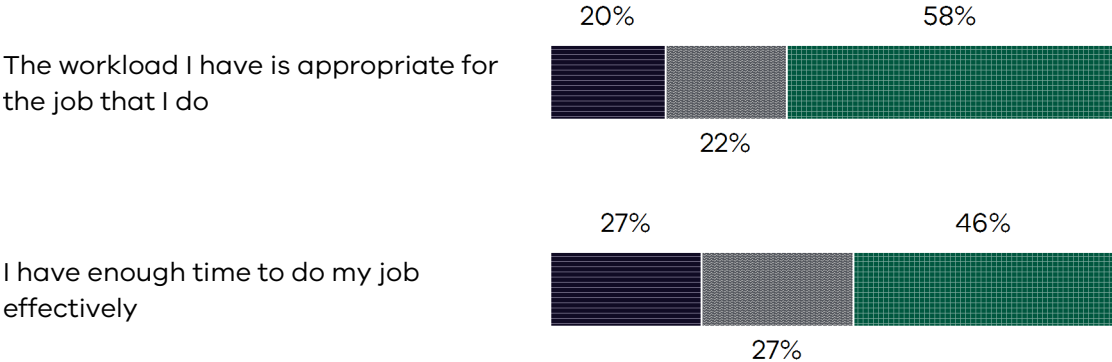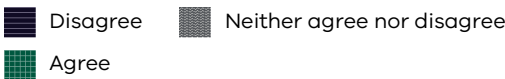
Example

52% 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

Legend: Disagree | Neither agree nor disagree | Agree

Benchmark agree results

	You	Comparator		
	2021	Lowest	Average	Highest

Survey question	Your results	You 2021	Lowest	Average	Highest
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	26% / 23% / 52%	52 %	50 %	64 %	72 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	20% / 31% / 48%	48 %	21 %	48 %	68 %
I feel I have an equal chance at promotion in my organisation	24% / 32% / 44%	44 %	21 %	44 %	60 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	27% / 44% / 29%	29 %	21 %	30 %	36 %

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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.
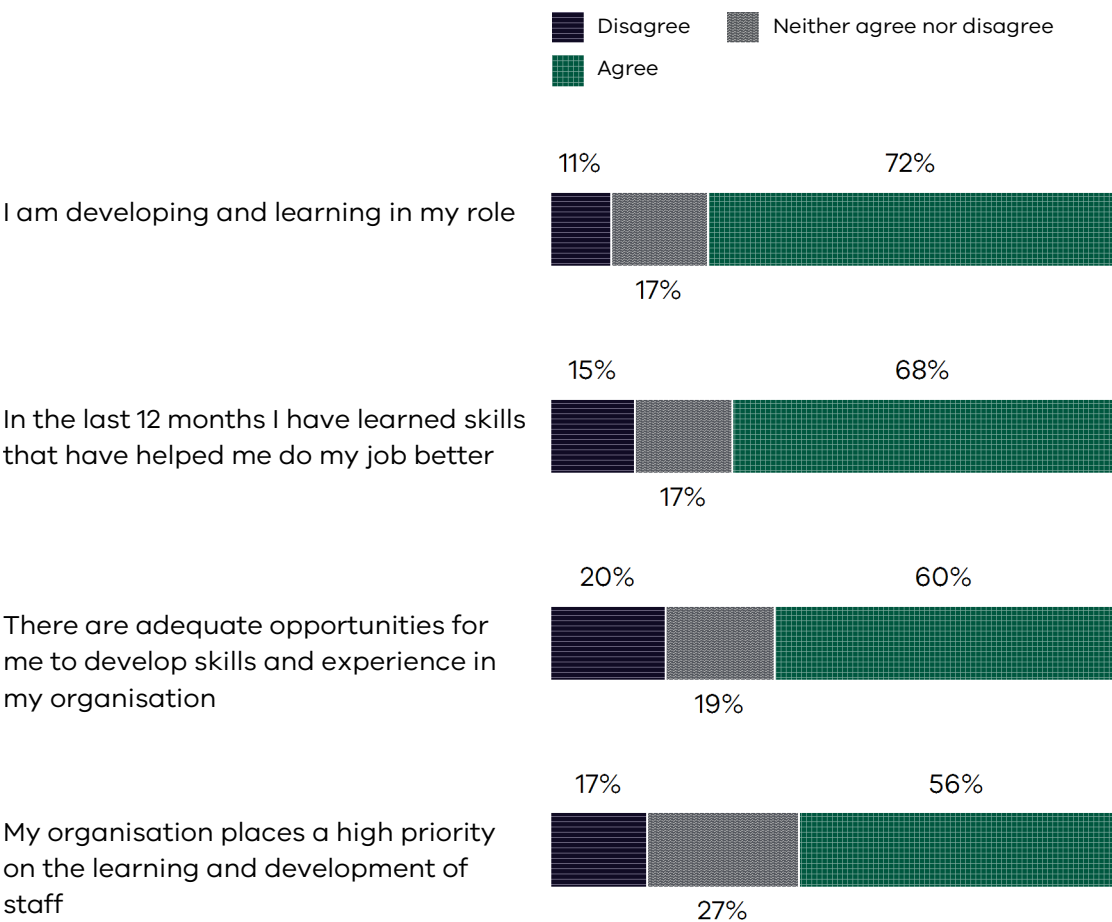
Example

90% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question	Your results		Benchmark agree results			
			You	**Comparator**		
	Disagree / Neither agree nor disagree / Agree		2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	2% / 8% / 90%		90 %	100 %	100 %	100 %
I clearly understand what I am expected to do in this job	6% / 12% / 82%		82 %	71 %	90 %	100 %
I have a choice in deciding how I do my work	9% / 12% / 80%		80 %	64 %	78 %	92 %
I have the authority to do my job effectively	8% / 14% / 78%		78 %	71 %	84 %	96 %

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.
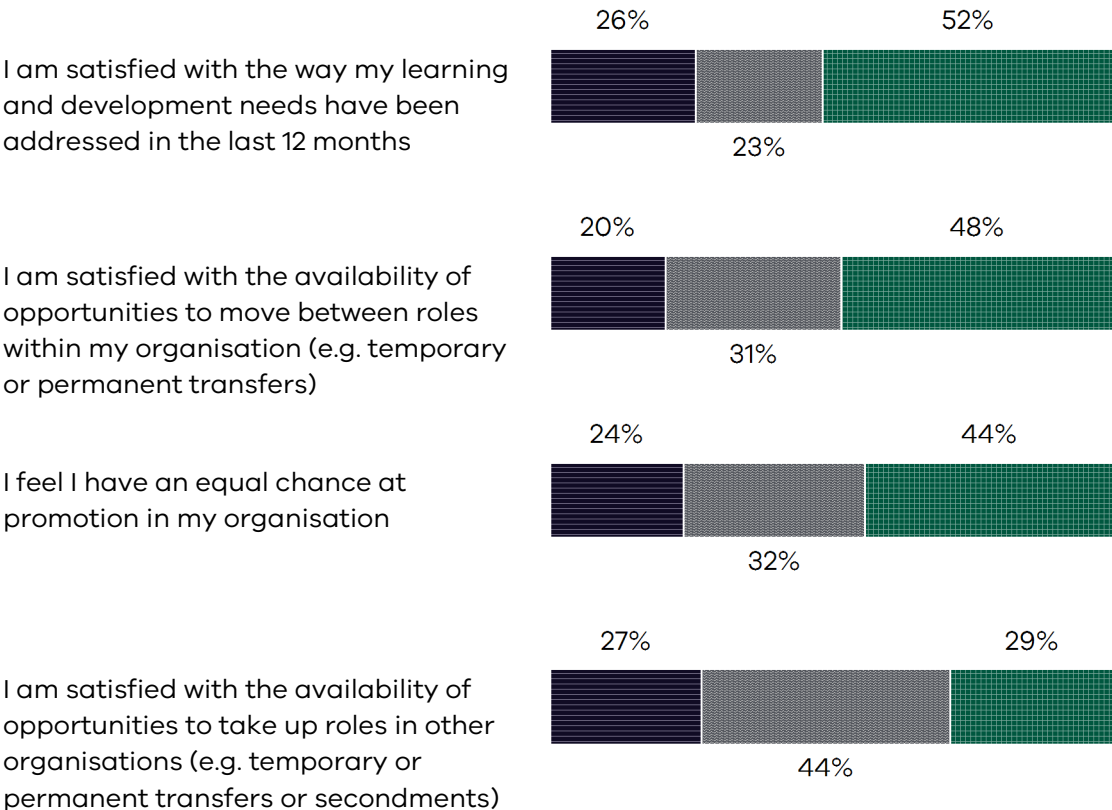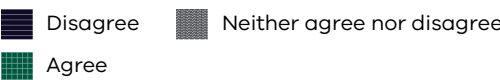
Example

78% of your staff who did the survey agreed or strongly agreed with 'My job allows me to utilise my skills, knowledge and abilities'.

Legend: ■ Disagree   ▨ Neither agree nor disagree   ▩ Agree

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My job allows me to utilise my skills, knowledge and abilities	9% / 13% / 78%	78 %	64 %	90 %	100 %
My work performance is assessed against clear criteria	15% / 19% / 66%	66 %	43 %	70 %	88 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	15% / 23% / 62%	62 %	64 %	76 %	84 %

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.
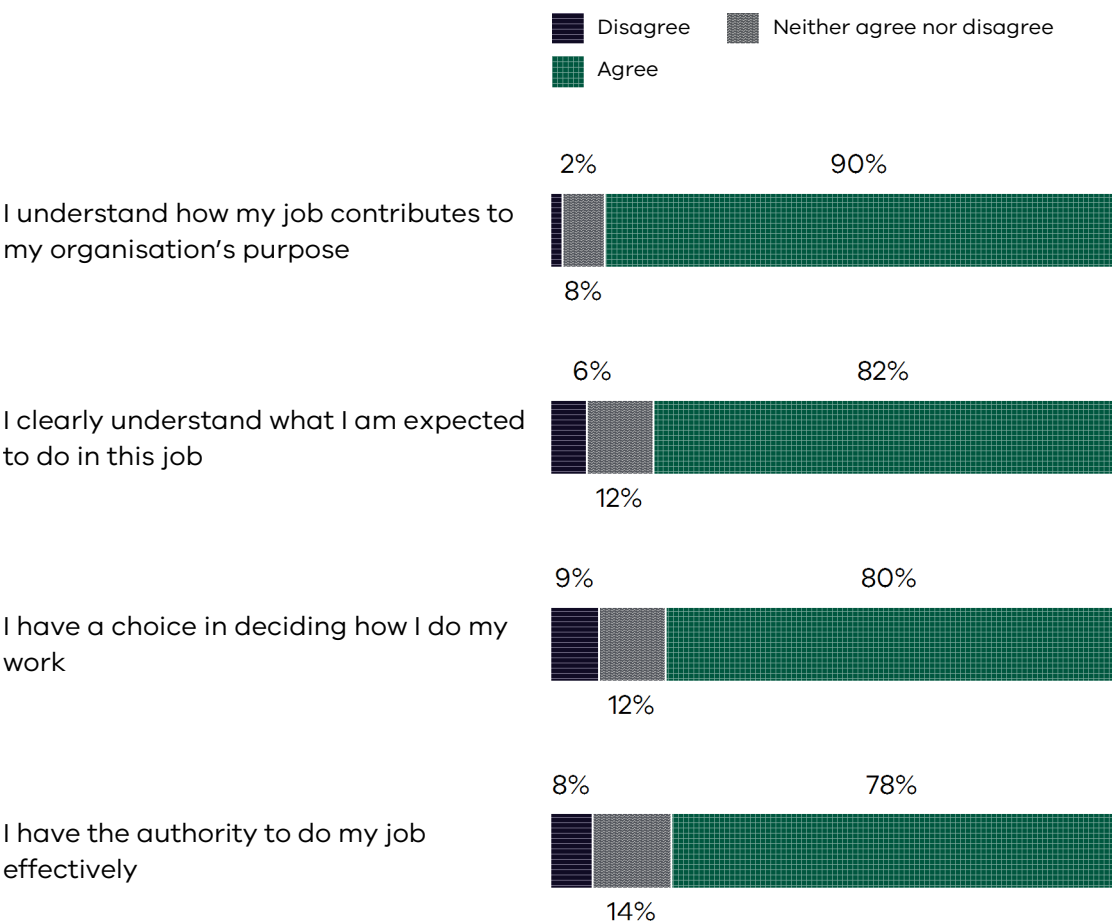
Example

92% 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				

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

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I feel that I can make a worthwhile contribution at work	92 %	82 %	92 %	96 %
I am achieving something important through my work	88 %	82 %	86 %	88 %

I feel that I can make a worthwhile contribution at work — 1% / 92% / 6%

I am achieving something important through my work — 5% / 88% / 6%

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Job and manager factors

Safe to speak up 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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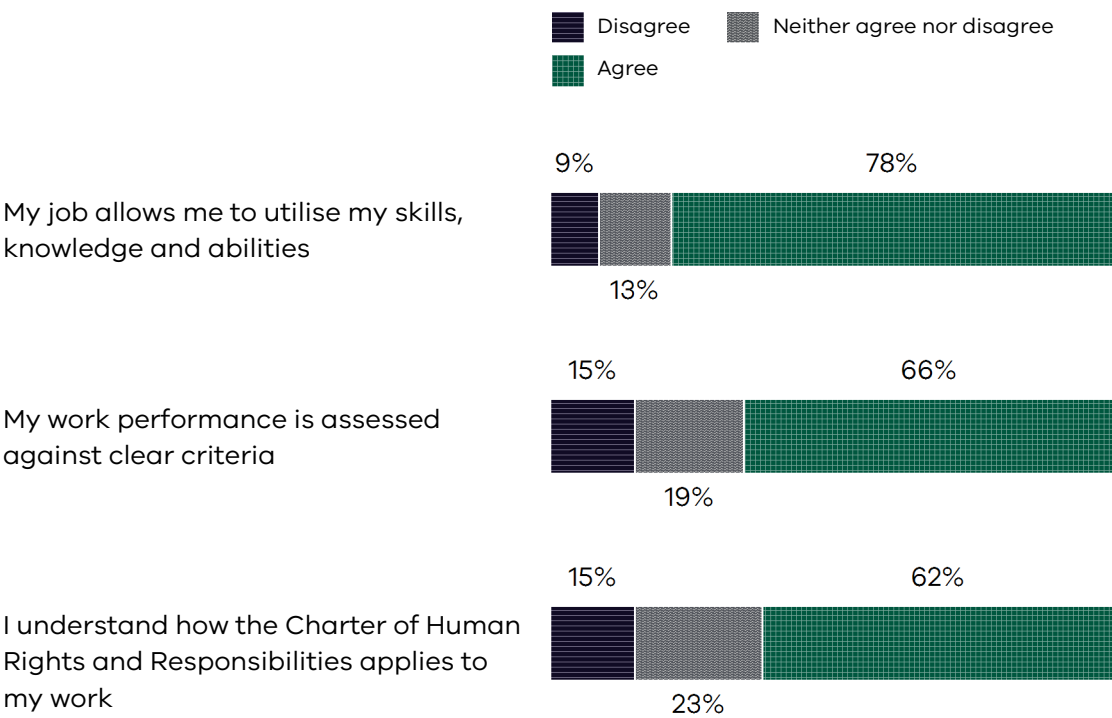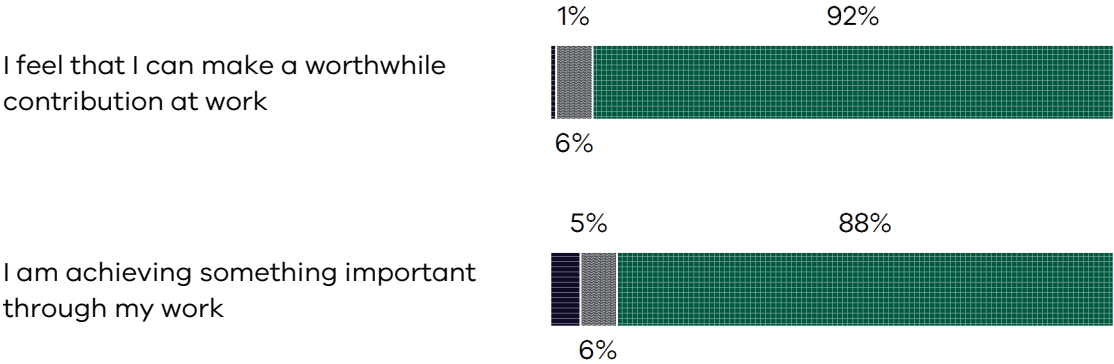
Example

70% of your staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.

Survey question	Your results				

Your results legend: ■ Disagree | ▦ Neither agree nor disagree | ▦ Agree

Benchmark agree results

	You	Comparator		
	2021	Lowest	Average	Highest

Survey question	Your results	You 2021	Lowest	Average	Highest
I feel safe to challenge inappropriate behaviour at work	16% / 14% / 70%	70 %	36 %	82 %	100 %
I am confident that I would be protected from reprisal for reporting improper conduct	18% / 13% / 69%	69 %	55 %	76 %	86 %
People in your workgroup are able to bring up problems and tough issues	14% / 17% / 69%	69 %	45 %	78 %	92 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	19% / 15% / 66%	66 %	45 %	68 %	79 %

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.
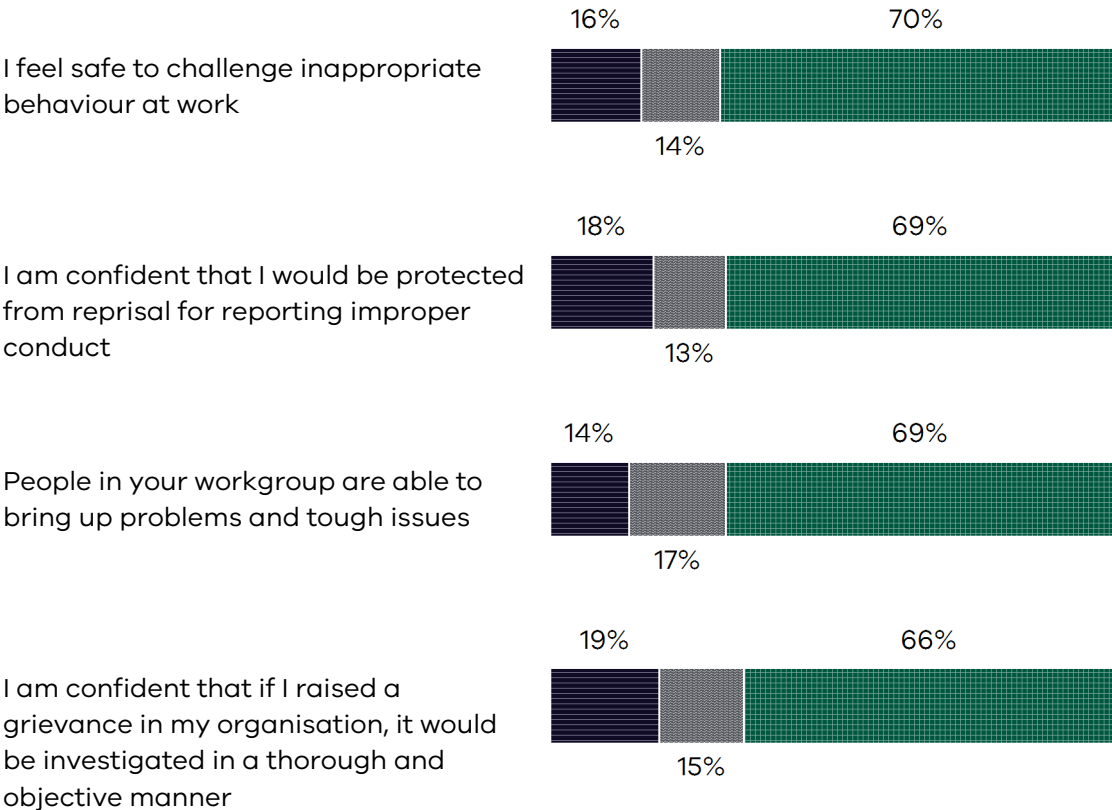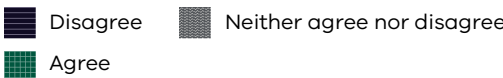
Example

78% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.
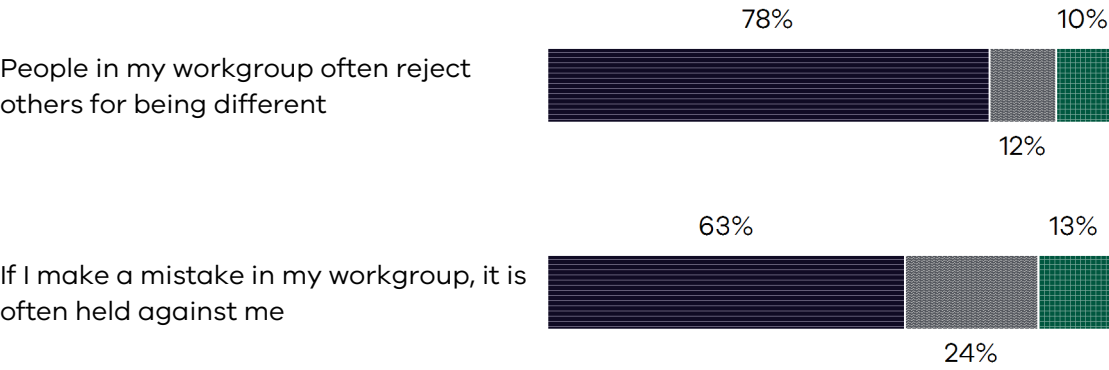
Survey question	Your results	Benchmark disagree results

Legend: ■ Disagree ▦ Neither agree nor disagree ▩ Agree

	You	Comparator		
	2021	Lowest	Average	Highest

People in my workgroup often reject others for being different
78% · 10% · 12%

| | 78 % | 64 % | 84 % | 93 % |

If I make a mistake in my workgroup, it is often held against me
63% · 13% · 24%

| | 63 % | 64 % | 82 % | 88 % |

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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

31% 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	31%	32%	36%
Communication processes	27%	8%	19%
Decision making and authorisation processes	22%	8%	23%
There are no noticeable barriers	19%	40%	18%
Technology limitations	14%	8%	20%
Other	13%	8%	13%
Administrative processes (including leave and HR requirements)	12%	8%	19%
Absence of visibility of team progress and deliverables	11%	2%	9%
Insufficient autonomy	11%	2%	9%
Poor work-life balance	11%	6%	12%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

- Highest scoring
- Lowest scoring
- Biggest positive difference from comparator
- Biggest negative difference from comparator

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 88% of your staff who did the survey responded positively to questions about Responsiveness .

Compared to:

- 94% of staff at your comparator and 87% of staff across the public sector.

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

Responsiveness: 88%, 94%, 87%
Accountability: 81%, 86%, 76%
Leadership: 80%, 90%, 73%
Respect: 78%, 83%, 78%

Public sector values

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

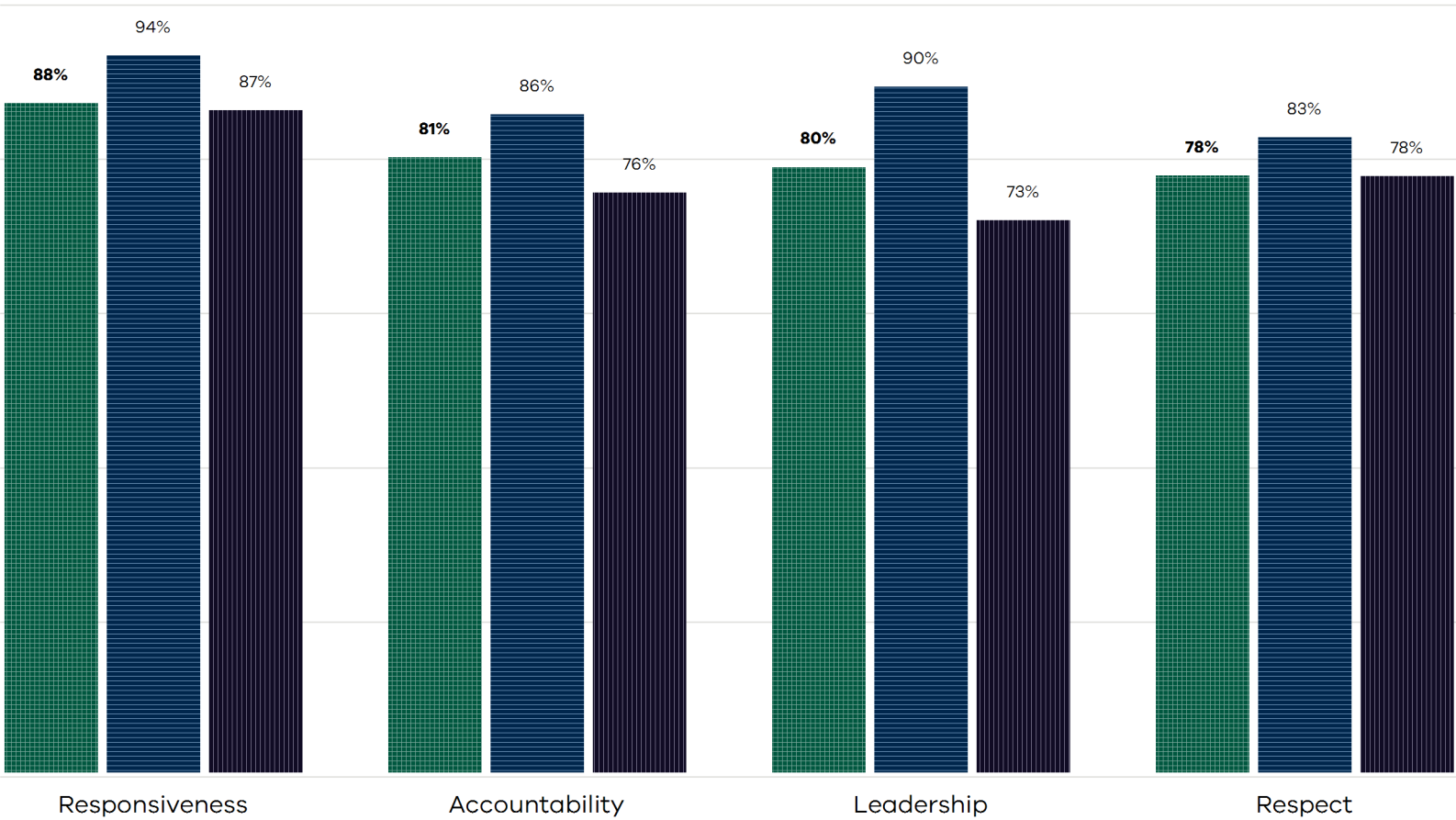**Example**

In 2021:

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

Compared to:

- 87% of staff at your comparator and 80% of staff across the public sector.

Chart data:

	Human rights	Integrity	Impartiality
You 2021	77%	75%	69%
Comparator 2021	87%	83%	79%
Public sector 2021	80%	70%	68%
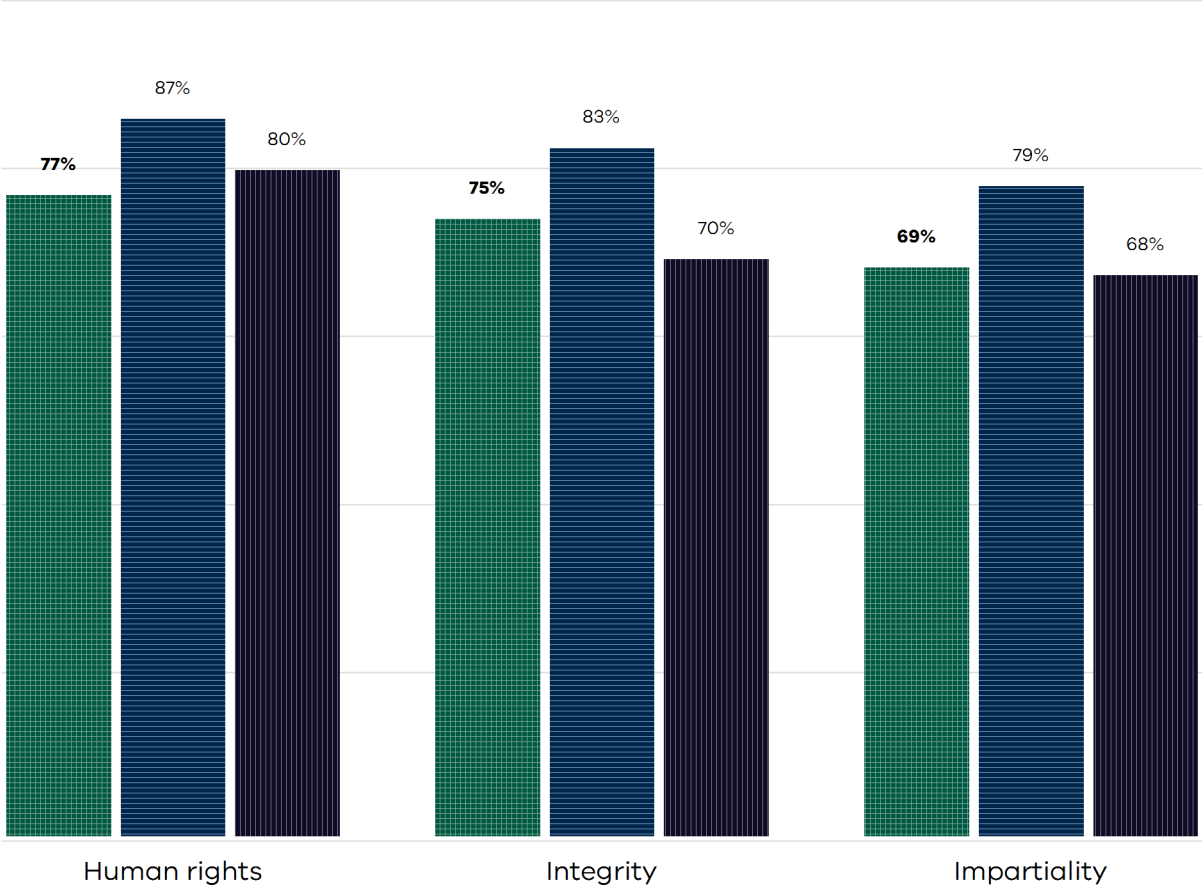
Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

Example

89% 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				

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

Survey question	Your results	Benchmark agree results			
		You 2021	**Comparator** Lowest	Average	Highest
My workgroup strives to deliver services in a timely manner	1% ... 89% (2% 8%)	89 %	91 %	96 %	100 %
My workgroup strives to provide high quality advice and services	2% ... 89% (9%)	89 %	88 %	92 %	100 %
My manager ensures clients receive a high standard of service	5% ... 85% (10%)	85 %	82 %	94 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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

Example

87% 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

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

Survey question	Disagree	Neither	Agree	You 2021	Lowest	Average	Highest
My organisation is committed to earning a high level of public trust	1%	1% / 11%	87%	87 %	82 %	96 %	100 %
My organisation does not tolerate improper conduct	6%	11%	83%	83 %	55 %	84 %	93 %
My manager demonstrates honesty and integrity	9%	13%	78%	78 %	64 %	86 %	100 %
Senior leaders demonstrate honesty and integrity	15%	11%	74%	74 %	55 %	80 %	93 %

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.
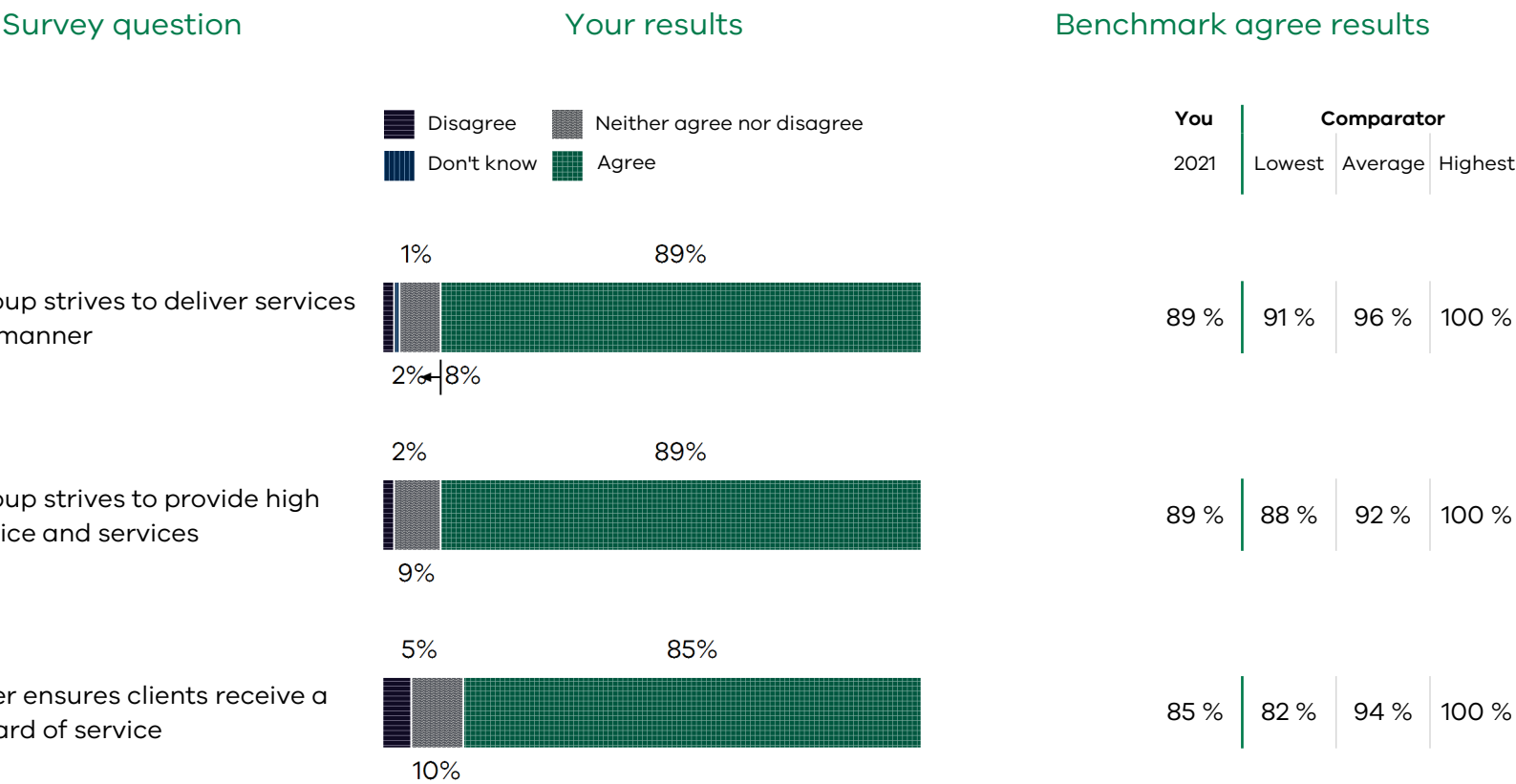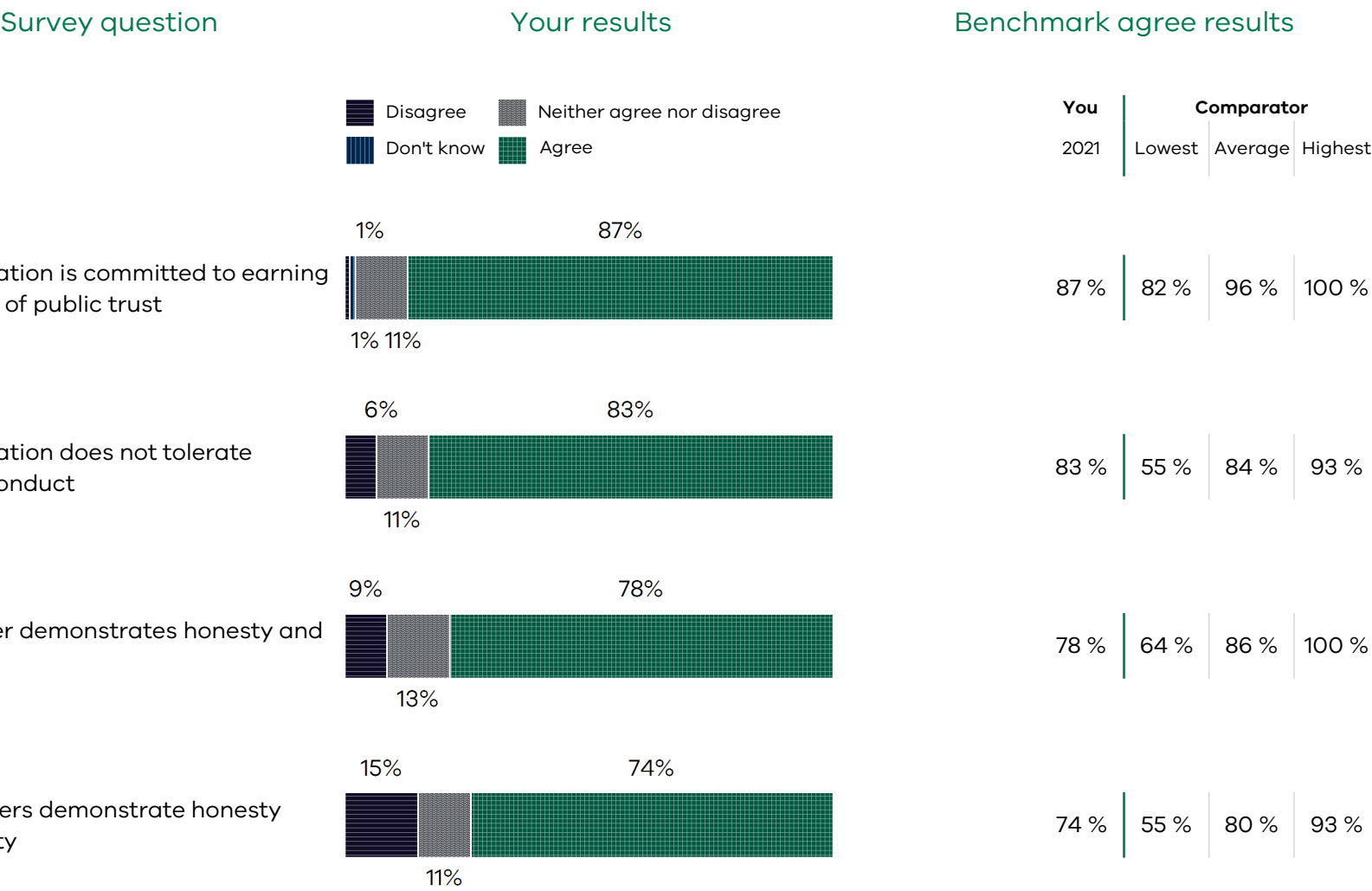
How to read this

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

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

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

Example

70% of 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

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I feel safe to challenge inappropriate behaviour at work	16% Disagree, 14% Neither, 70% Agree	70 %	36 %	82 %	100 %
People in my workgroup are honest, open and transparent in their dealings	13% Disagree, 17% Neither, 70% Agree	70 %	55 %	80 %	93 %
I am confident that I would be protected from reprisal for reporting improper conduct	18% Disagree, 13% Neither, 69% Agree	69 %	55 %	76 %	86 %
People in my workgroup appropriately manage conflicts of interest	11% Disagree, 3% Don't know, 20% Neither, 66% Agree	66 %	55 %	80 %	88 %

Public sector values

Impartiality

What this is

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

Why this is important

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

How to read this

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

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

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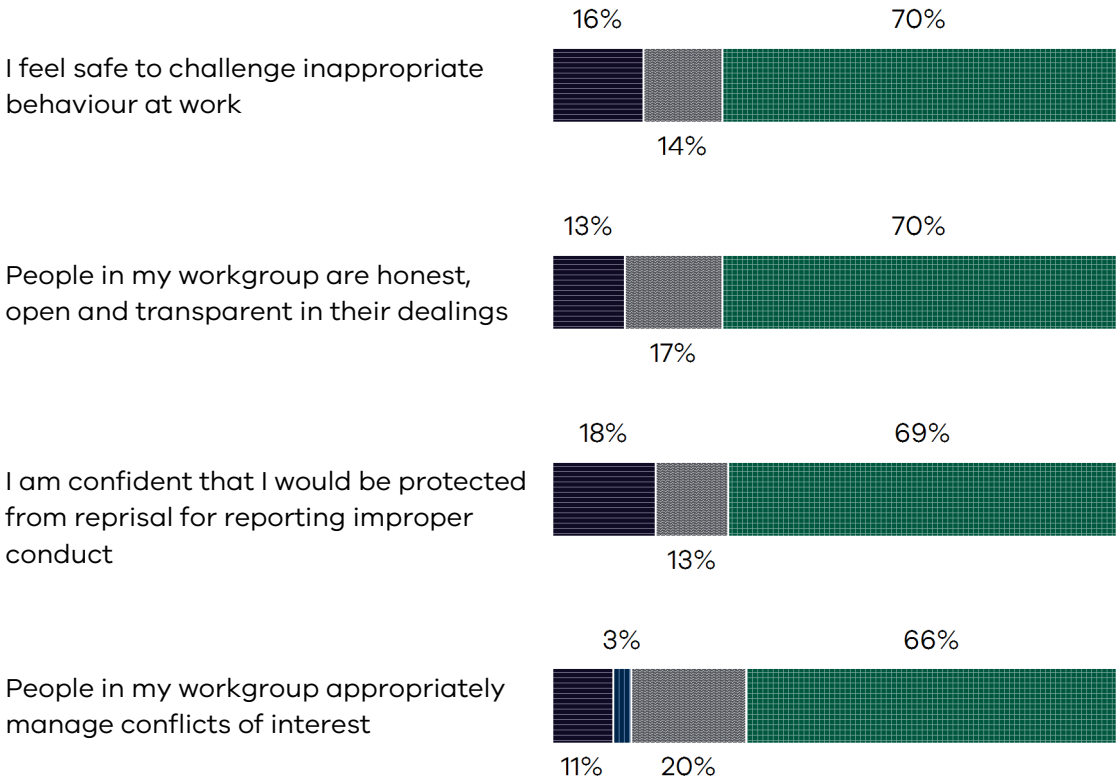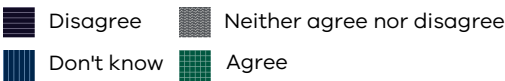
Example

76% of staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.

Survey question	Your results	Benchmark agree results

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

	You 2021	Comparator Lowest	Comparator Average	Comparator Highest

My workgroup places a priority on acting fairly and without bias
- 1%, 76% (top labels)
- 12%, 11% (bottom labels)
- You 2021: 76 % | Lowest: 55 % | Average: 82 % | Highest: 93 %

My workgroup focuses on making decisions informed by all relevant facts
- 8%, 75% (top labels)
- 17% (bottom label)
- You 2021: 75 % | Lowest: 55 % | Average: 82 % | Highest: 96 %

People in my workgroup are politically impartial in their work
- 3%, 68% (top labels)
- 8%, 22% (bottom labels)
- You 2021: 68 % | Lowest: 64 % | Average: 78 % | Highest: 84 %

My organisation makes fair recruitment and promotion decisions, based on merit
- 2%, 56% (top labels)
- 22%, 20% (bottom labels)
- You 2021: 56 % | Lowest: 36 % | Average: 72 % | Highest: 93 %

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.
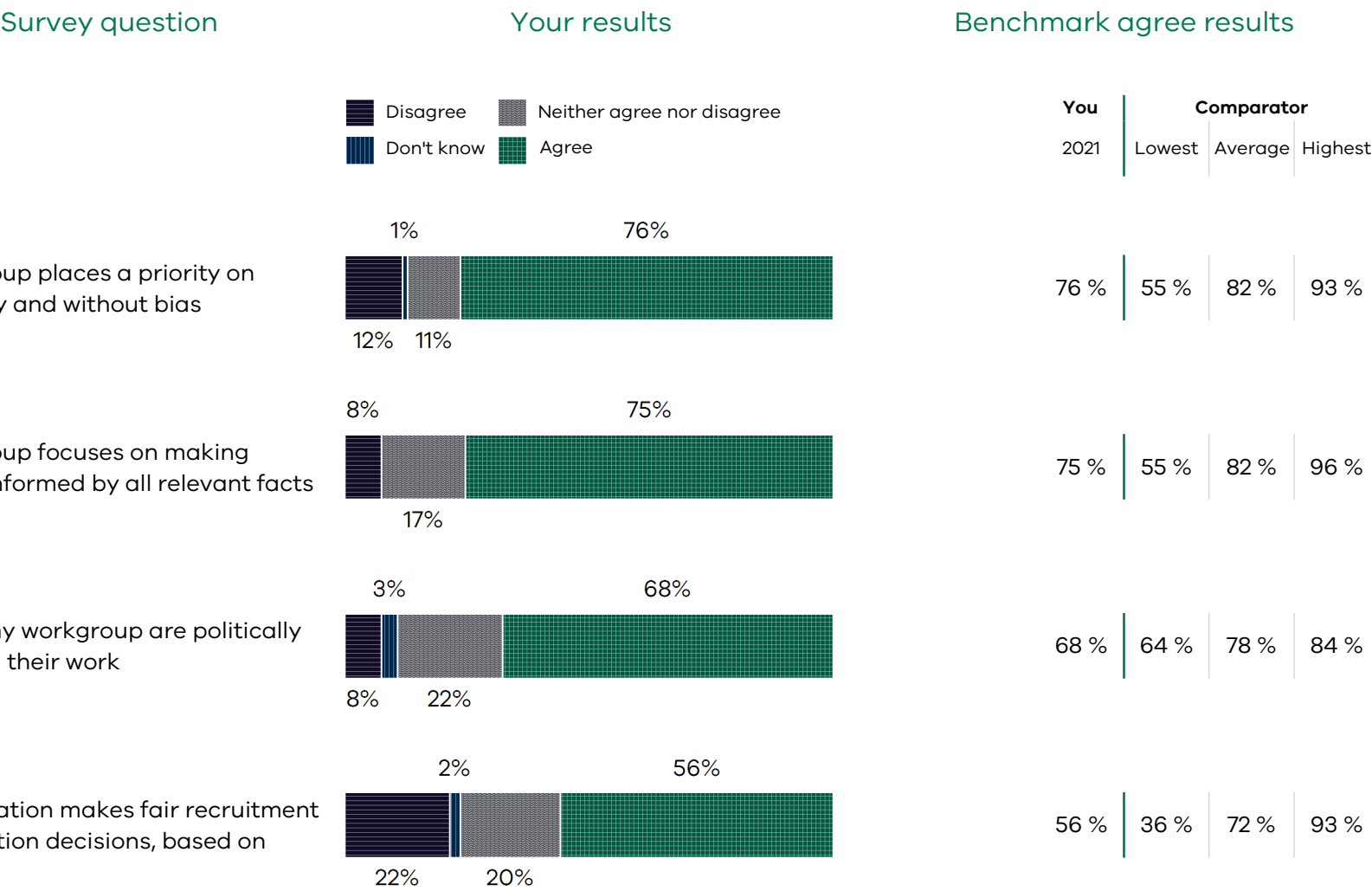
How to read this

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.

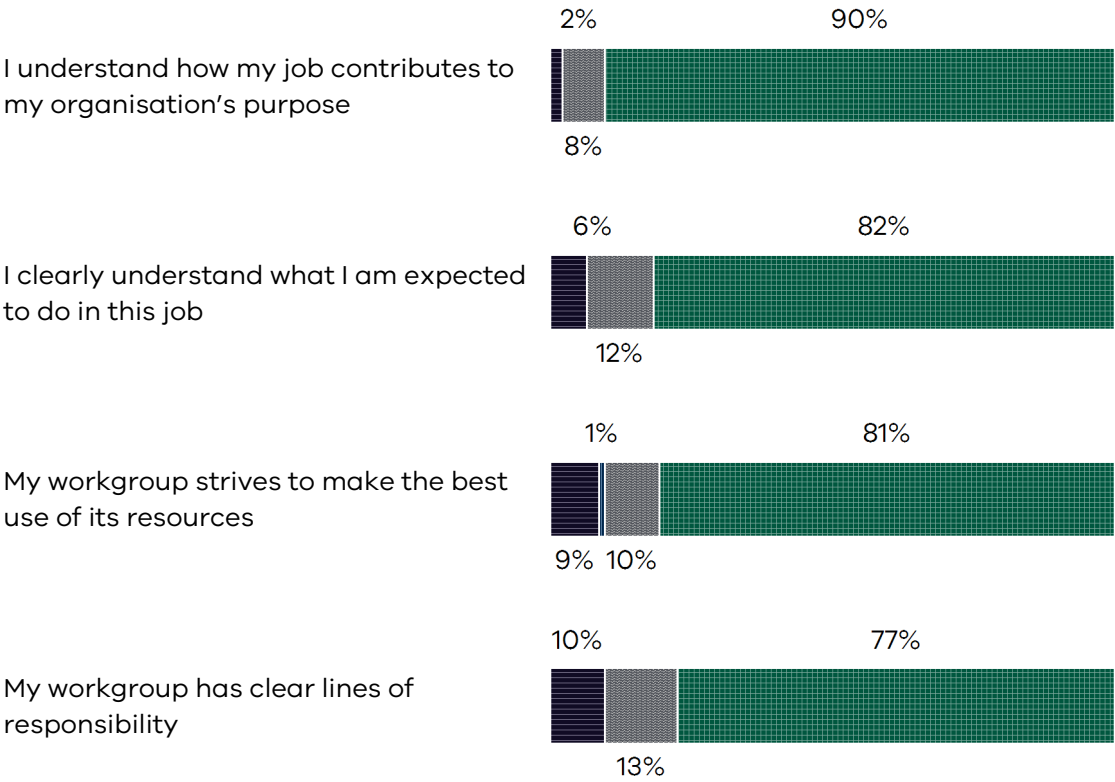Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

90% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question	Your results	Benchmark agree results

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

	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job contributes to my organisation's purpose (2% / 90% / 8%)	90 %	100 %	100 %	100 %
I clearly understand what I am expected to do in this job (6% / 82% / 12%)	82 %	71 %	90 %	100 %
My workgroup strives to make the best use of its resources (1% / 81% / 9% / 10%)	81 %	64 %	84 %	96 %
My workgroup has clear lines of responsibility (10% / 77% / 13%)	77 %	45 %	76 %	88 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Accountability 2 of 2

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Why this is important

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

How to read this

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

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

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

Example

74% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

	Disagree		Neither agree nor disagree
	Don't know		Agree

Senior leaders provide clear strategy and direction

12%   74%

14%
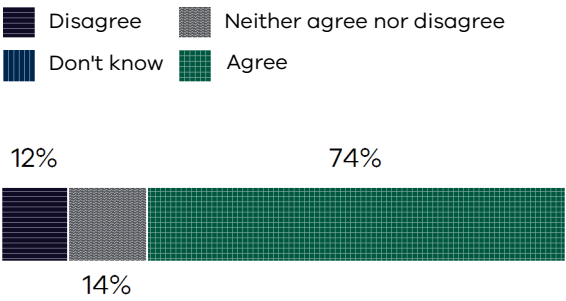
You	Comparator		
2021	Lowest	Average	Highest
74 %	64 %	82 %	88 %

Public sector values

Respect 1 of 2

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

Why this is important
All staff need to treat their colleagues and Victorians with respect.

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

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

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
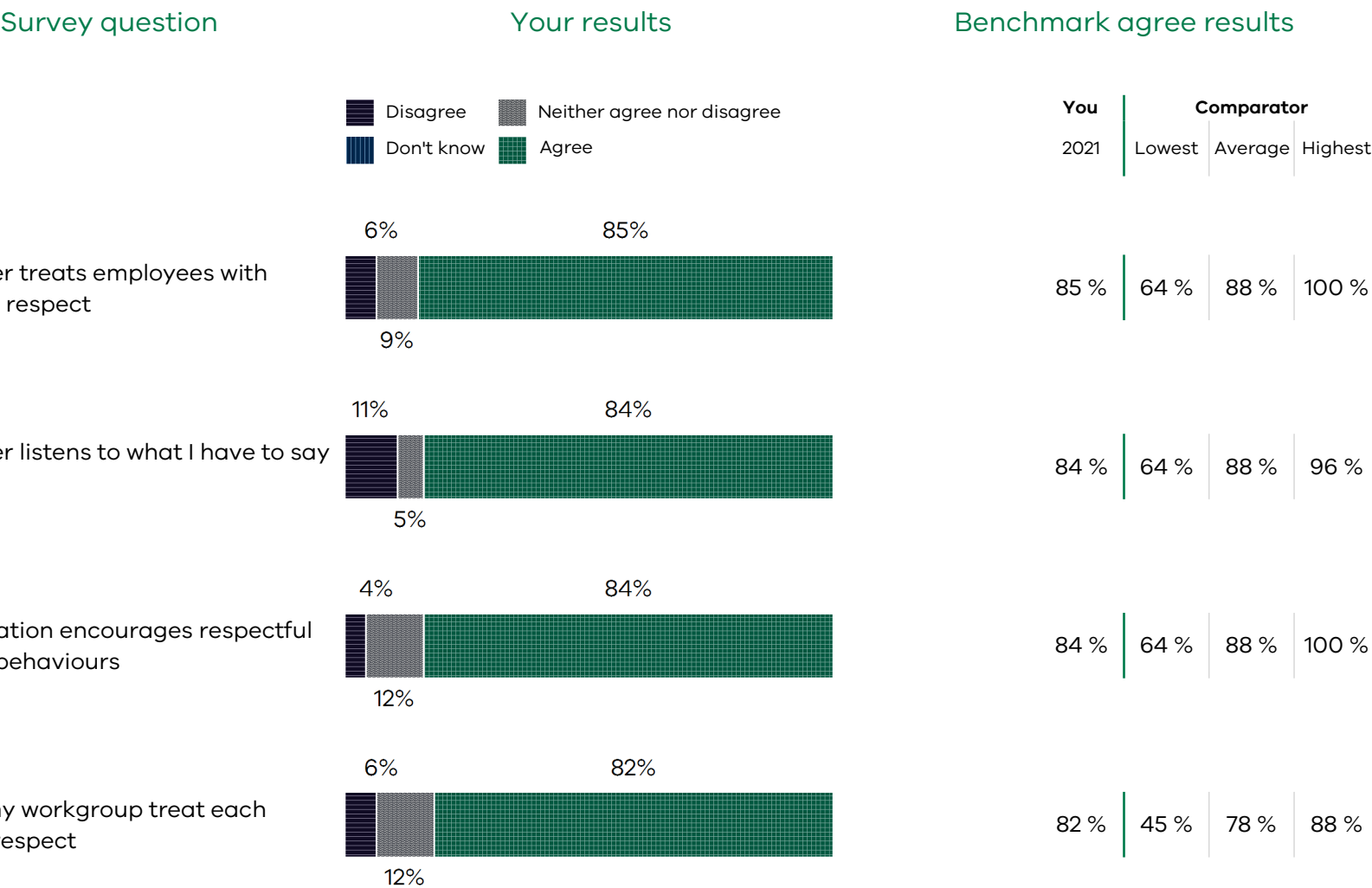
Example
85% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question

Your results

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

Benchmark agree results

	You	Comparator		
	2021	Lowest	Average	Highest
My manager treats employees with dignity and respect	85 %	64 %	88 %	100 %
My manager listens to what I have to say	84 %	64 %	88 %	96 %
My organisation encourages respectful workplace behaviours	84 %	64 %	88 %	100 %
People in my workgroup treat each other with respect	82 %	45 %	78 %	88 %

Your results bars:

My manager treats employees with dignity and respect — 6%, 9%, 85%

My manager listens to what I have to say — 11%, 5%, 84%

My organisation encourages respectful workplace behaviours — 4%, 12%, 84%

People in my workgroup treat each other with respect — 6%, 12%, 82%

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.
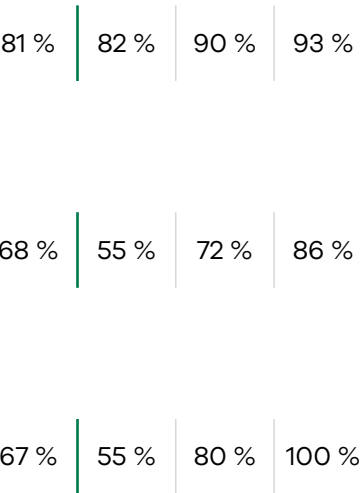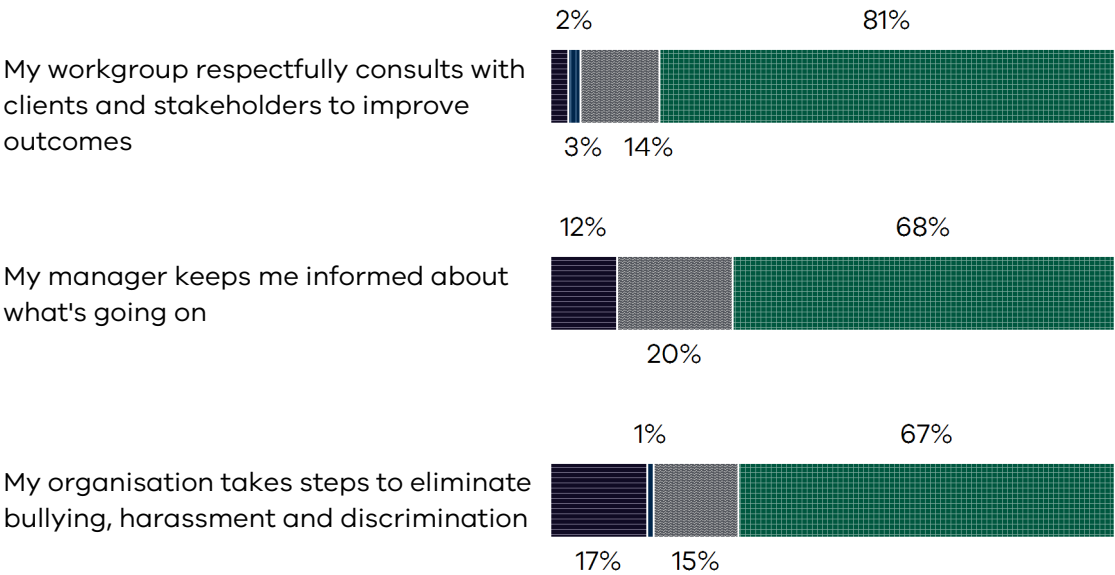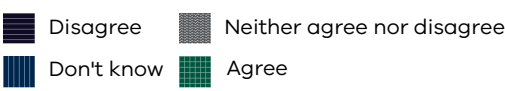
Example

81% 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

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

My workgroup respectfully consults with clients and stakeholders to improve outcomes
2% 81%
3% 14%

My manager keeps me informed about what's going on
12% 68%
20%

My organisation takes steps to eliminate bullying, harassment and discrimination
1% 67%
17% 15%

Benchmark agree results

	You	Comparator		
	2021	Lowest	Average	Highest
My workgroup respectfully consults	81 %	82 %	90 %	93 %
My manager keeps me informed	68 %	55 %	72 %	86 %
My organisation takes steps to eliminate	67 %	55 %	80 %	100 %

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.
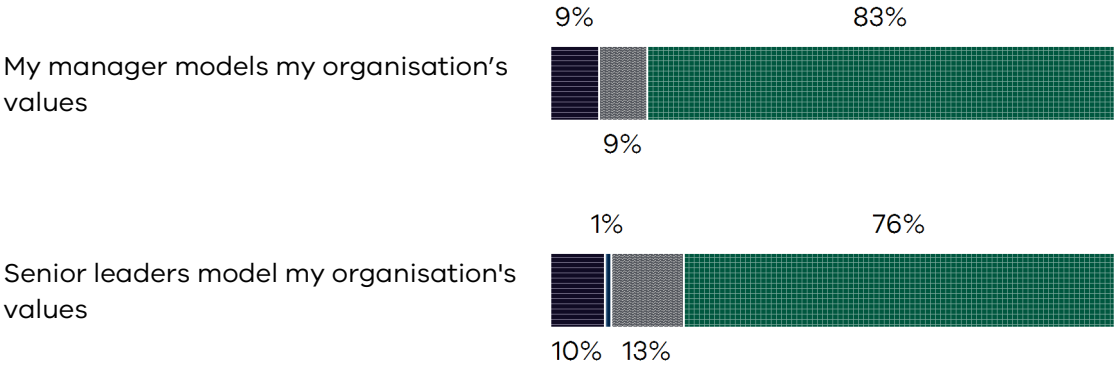
Example

83% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results			

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

Benchmark agree results

	You	Comparator		
	2021	Lowest	Average	Highest
My manager models my organisation's values	83 %	73 %	88 %	93 %
Senior leaders model my organisation's values	76 %	73 %	92 %	100 %

My manager models my organisation's values — Disagree 9%, Don't know/Neither 9%, Agree 83%

Senior leaders model my organisation's values — Disagree 10%, Neither 13%, Don't know 1%, Agree 76%

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.
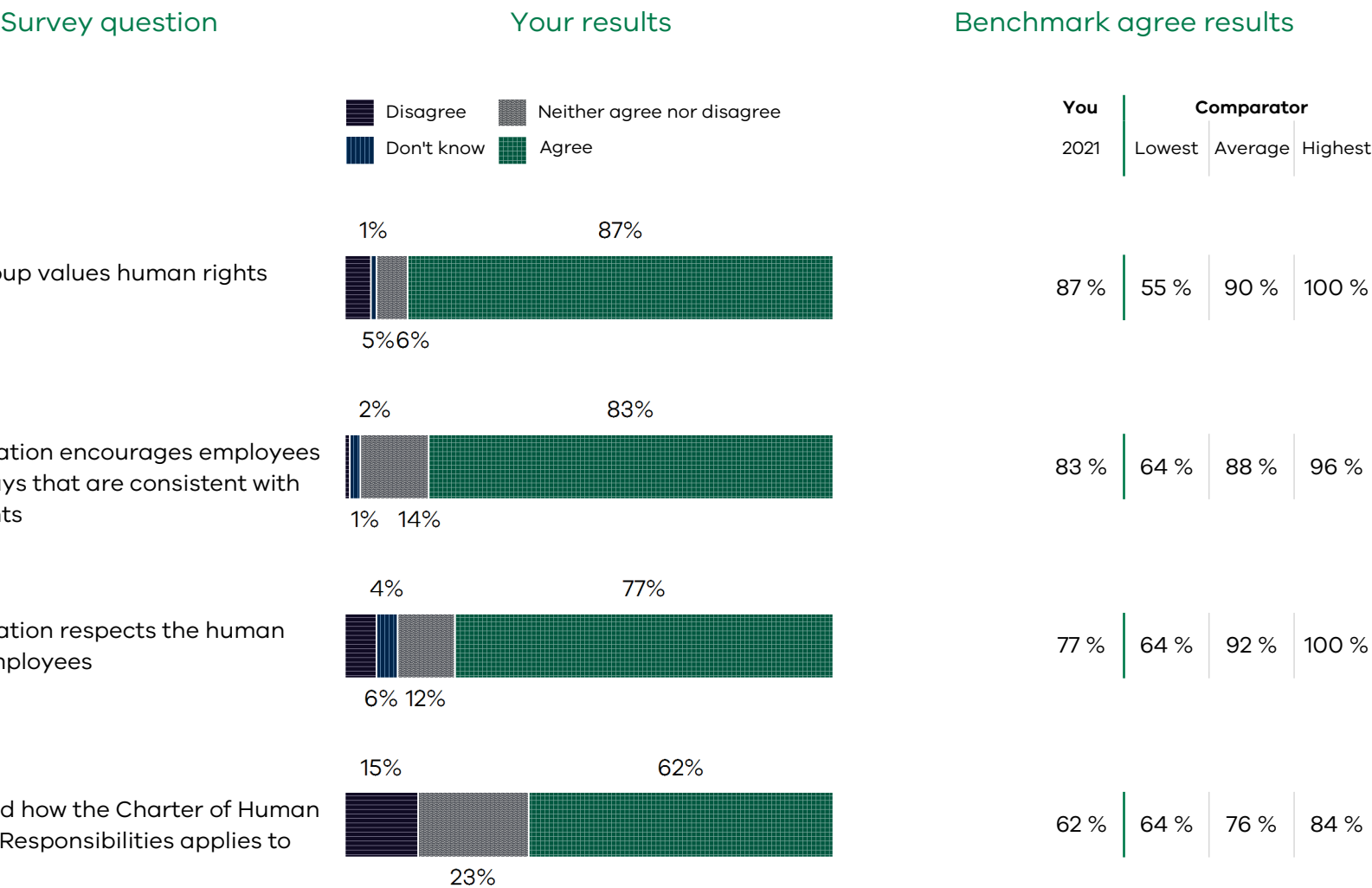
How to read this

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

87% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

Survey question	Your results	Benchmark agree results

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

	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup values human rights (1%, 87%, 5%, 6%)	87 %	55 %	90 %	100 %
My organisation encourages employees to act in ways that are consistent with human rights (2%, 83%, 1%, 14%)	83 %	64 %	88 %	96 %
My organisation respects the human rights of employees (4%, 77%, 6%, 12%)	77 %	64 %	92 %	100 %
I understand how the Charter of Human Rights and Responsibilities applies to my work (15%, 62%, 23%)	62 %	64 %	76 %	84 %

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- 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	17	18%
35-54 years	55	59%
55+ years	12	13%
Prefer not to say	9	10%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	1	1%
No	84	90%
Prefer not to say	8	9%

Highest level of formal education	(n)	%
Master Degree level	14	15%
Graduate Diploma or Graduate Certificate level	3	3%
Bachelor Degree level incl. honours degrees	18	19%
Advanced Diploma or Diploma level	12	13%
Certificate III or IV level	21	23%
Year 12 or equivalent (VCE/Leaving certificate)	9	10%
Lower than Certificate I or equivalent	3	3%
Prefer not to say	13	14%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

To protect you, we:

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	1	1%
Non Aboriginal and/or Torres Strait Islander	82	88%
Prefer not to say	10	11%

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
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Do you identify as a person with a disability?	(n)	%
Yes	**4**	4%
No	**80**	86%
Prefer not to say	**9**	10%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	**2**	50%
No	**2**	50%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
I feel that sharing my disability information will reflect negatively on me	**1**	50%
Other	**1**	50%

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:

- 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.

How would you describe your gender?	(n)	%
Woman	40	43%
Man	36	39%
Prefer not to say	15	16%
Non-binary and I use a different term	2	2%

Are you trans, non-binary or gender diverse?	(n)	%
No	79	85%
Prefer not to say	14	15%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	76	82%
Don't know	8	9%
Prefer not to say	9	10%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	76	82%
Prefer not to say	8	9%
I use a different term	4	4%
Gay or lesbian	2	2%
Bisexual	2	2%
Don't know	1	1%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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.

Country of birth	(n)	%
Born in Australia	**70**	75%
Not born in Australia	**9**	10%
Prefer not to say	**14**	15%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	**7**	78%
2 to less than 5 years ago	**1**	11%
10 to less than 20 years ago	**1**	11%

Language other than English spoken with family or community	(n)	%
Yes	**8**	9%
No	**73**	78%
Prefer not to say	**12**	13%

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

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If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Other	**4**	50%
Arabic	**1**	13%
Cantonese	**1**	13%
Greek	**1**	13%
Hindi	**1**	13%
Italian	**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

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Cultural identity	(n)	%
Australian	**67**	72%
Prefer not to say	**11**	12%
English, Irish, Scottish and/or Welsh	**9**	10%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**7**	8%
East and/or South-East Asian	**3**	3%
Aboriginal and/or Torres Strait Islander	**2**	2%
New Zealander	**1**	1%
Pacific Islander	**1**	1%
South Asian	**1**	1%
Central and/or South American	**1**	1%
Maori	**1**	1%

Religion	(n)	%
No religion	**44**	47%
Christianity	**23**	25%
Prefer not to say	**18**	19%
Other	**6**	6%
Hinduism	**1**	1%
Islam	**1**	1%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

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Working arrangement	(n)	%
Full-Time	79	85%
Part-Time	14	15%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	22	26%
$65k to $95k	24	28%
$95k to $125k	5	6%
$125k or more	13	15%
Prefer not to say	22	26%

Organisational tenure	(n)	%
<1 year	24	26%
1 to less than 2 years	10	11%
2 to less than 5 years	21	23%
5 to less than 10 years	22	24%
10 to less than 20 years	4	4%
More than 20 years	12	13%

Management responsibility	(n)	%
Non-manager	71	76%
Other manager	12	13%
Manager of other manager(s)	10	11%

Employment type	(n)	%
Ongoing and executive	61	66%
Fixed term	25	27%
Other	7	8%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	69	74%
I have moved to a different role within my organisation (including acting roles)	14	15%
I have moved to my role from outside the Victorian public sector	9	10%
I have moved to my role from a different Victorian public sector organisation	1	1%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

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Primary workplace location over the last 3 months	(n)	%
Melbourne: Suburbs	**91**	98%
Melbourne CBD	**2**	2%

Primary workplace type over the past 3 months*	(n)	%
A main office	**30**	32%
Home/private location	**24**	26%
A frontline or service delivery location (that is not a main office or home/private location)	**17**	18%
A hub/shared work space	**13**	14%
Other (please specify)	**9**	10%

Other workplace type over the past 3 months*	(n)	%
No, I have not worked from any other locations	**35**	38%
Home/private location	**33**	35%
A main office	**27**	29%
A hub/shared work space	**7**	8%
A frontline or service delivery location (that is not a main office or home/private location)	**4**	4%
Other	**3**	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

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Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	76	82%
Flexible working arrangements	12	13%
Physical modifications or improvements to the workplace	4	4%
Job redesign or role sharing	1	1%
Accessible communications technologies	1	1%
Other	1	1%

Why did you make this request?*	(n)	%
Work-life balance	9	53%
Family responsibilities	6	35%
Health	5	29%
Caring responsibilities	2	12%
Other	2	12%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	15	88%
The adjustments I needed were not made	2	12%

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	**38**	41%
Primary school aged child(ren)	**14**	15%
Secondary school aged child(ren)	**14**	15%
Child(ren) - younger than preschool age	**12**	13%
Prefer not to say	**12**	13%
Frail or aged person(s)	**8**	9%
Preschool aged child(ren)	**6**	6%
Person(s) with a medical condition	**4**	4%
Person(s) with disability	**2**	2%
Person(s) with a mental illness	**2**	2%
Other	**2**	2%

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