People matter survey 2021

Have your say

Report overview

About your report

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

Report contents

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

Comparing data in this report

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

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

Rounding of percentages

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

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

Survey questions and definitions

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

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- Lowest scoring
- Most improved
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- Biggest positive difference from comparator
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- Workplace flexibility
- Equal employment opportunity
- Psychosocial and physical safety climate
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- Diversity and inclusion
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Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
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- Scorecard
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- Manager support
- Workload
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- 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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Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

Senior leadership →

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

Organisation climate →

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

Workgroup climate →

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

Job and manager →

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

Outcomes

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

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

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Department of Education and Training

Department of Environment, Land, Water and Planning

Department of Families, Fairness and Housing

Department of Health

Department of Jobs, Precincts and Regions

Department of Justice and Community Safety

Department of Premier and Cabinet

Department of Transport

Department of Treasury and Finance

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

80%
(595)

| Comparator | 49% |
| Public Sector | 49% |

2021

76%
(562)

| Comparator | 49% |
| Public Sector | 39% |

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020		2021	
72		**71**	
Comparator	69	Comparator	70
Public Sector	68	Public Sector	70

Victorian Public Sector Commission

VICTORIA State Government

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 71.

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

83% of your staff who did the survey agreed or strongly agreed with 'I would recommend my organisation as a good place to work'.

Survey question	Your results		Benchmark agree results				
			You		**Comparator**		
			2020	2021	Lowest	Average	Highest
I would recommend my organisation as a good place to work	6% / 11% / 83%		83 %	83 %	58 %	74 %	87 %
I am proud to tell others I work for my organisation	5% / 20% / 74%		78 %	74 %	66 %	78 %	87 %
My organisation motivates me to help achieve its objectives	11% / 22% / 67%		70 %	67 %	49 %	66 %	74 %
My organisation inspires me to do the best in my job	12% / 22% / 65%		65 %	65 %	47 %	64 %	72 %

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

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 71.

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.
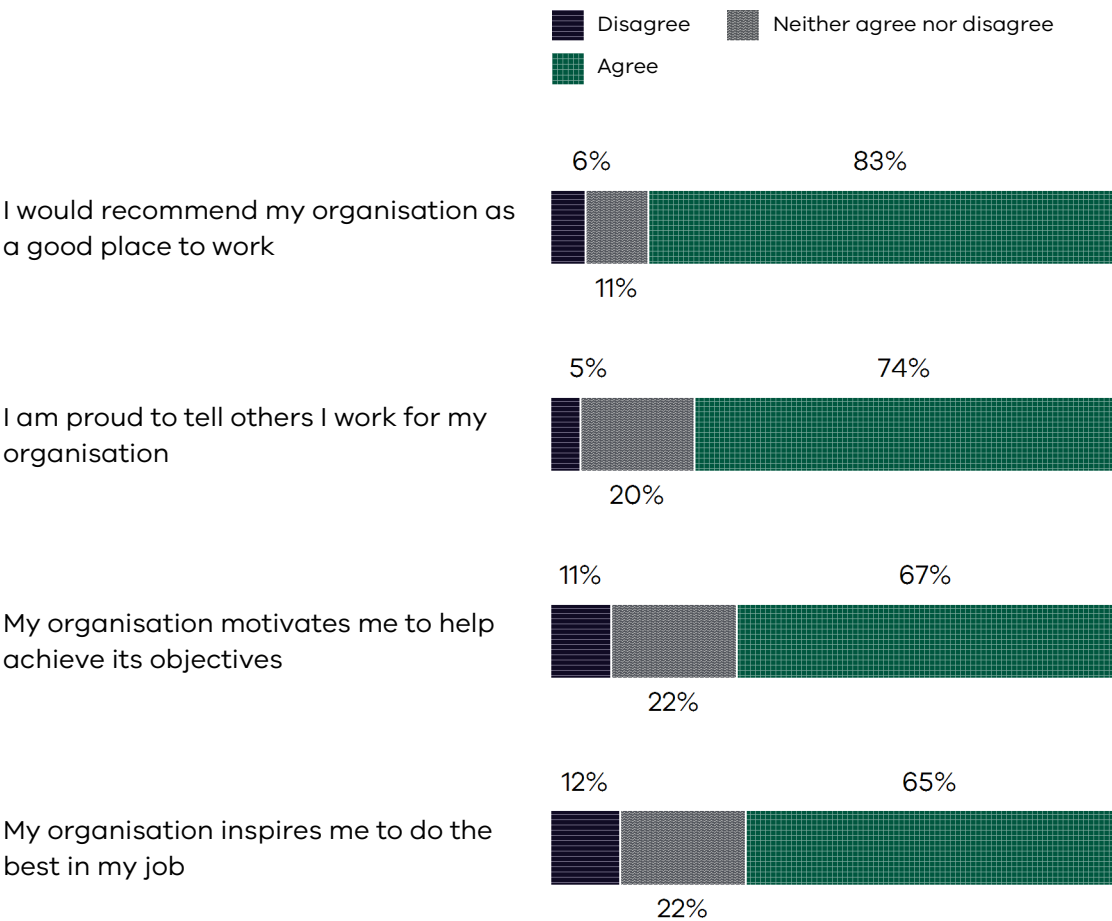
Example

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

Survey question

Your results

■ Disagree   ▨ Neither agree nor disagree
▨ Agree

11%   63%

I feel a strong personal attachment to my organisation

26%
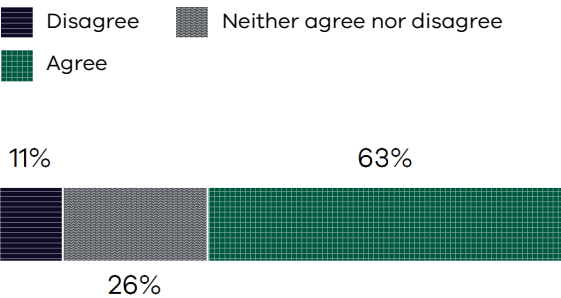
Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
	67 %	63 %	51 %	64 %	72 %

Victorian Public Sector Commission

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People outcomes

Scorecard: satisfaction, stress, intention to stay

What this is

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

There are more people outcomes scorecards throughout this report.

Why this is important

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

How to read this

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

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

Example

In 2021:

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

Compared to:

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

Intention to stay: You 2021 72%, Comparator 2021 65%, Public sector 2021 67%

Satisfaction: You 2020 76%, You 2021 67%, Comparator 2021 63%, Public sector 2021 63%

High to severe work related stress: You 2020 11%, You 2021 20%, Comparator 2021 28%, Public sector 2021 26%

Legend: You 2020 | 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

78% of your staff who did the survey agreed or strongly agreed with 'I get a sense of accomplishment from my work'.

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I get a sense of accomplishment from my work	7% / 16% / 78%	Not asked	78 %	67 %	78 %	81 %
I enjoy the work in my current job	7% / 15% / 77%	Not asked	77 %	73 %	79 %	82 %

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.
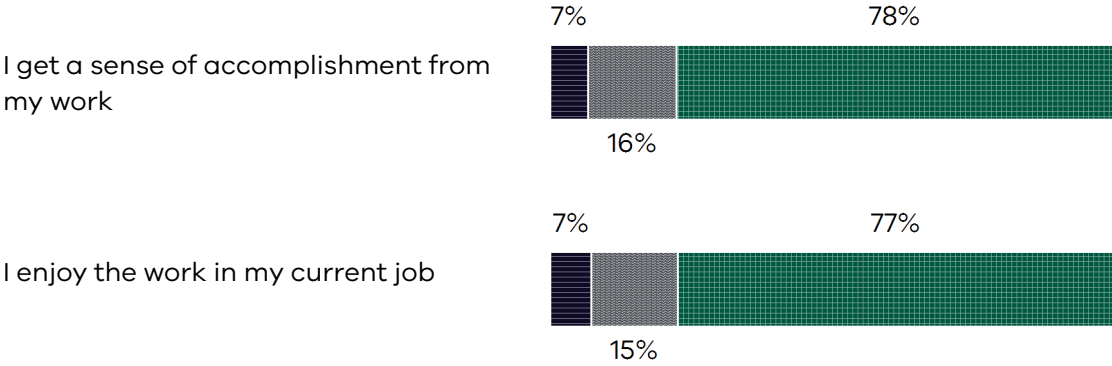
Example

75% of your staff who did the survey were satisfied or very satisfied with 'How satisfied are you with the work-life balance in your current job'.

Legend: Dissatisfied | Neither satisfied nor dissatisfied | Satisfied
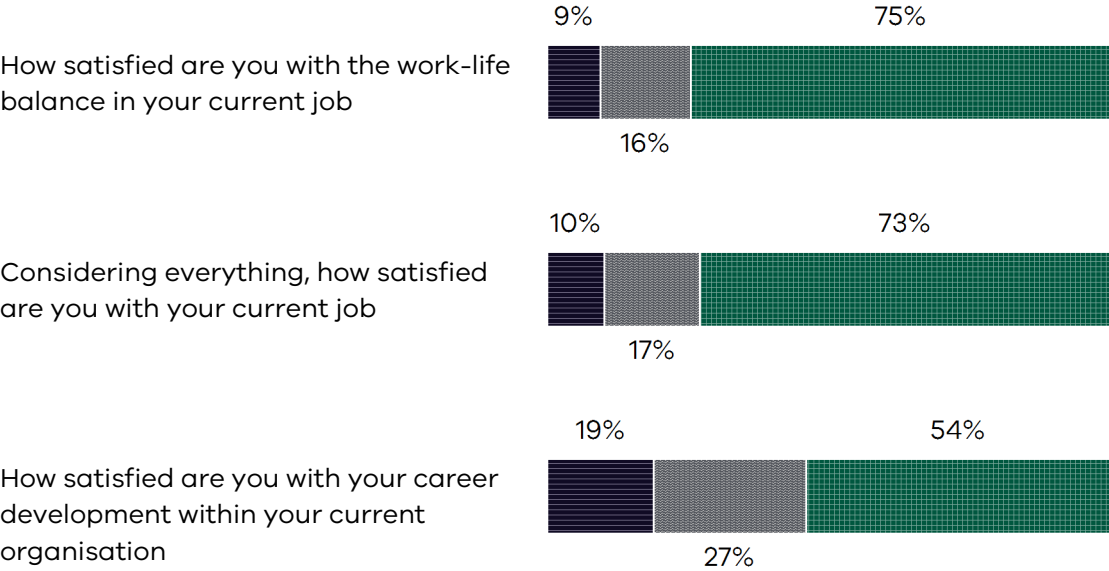
Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
		You		**Comparator**		
		2020	2021	Lowest	Average	Highest
How satisfied are you with the work-life balance in your current job	9% / 16% / 75%	83 %	75 %	61 %	67 %	70 %
Considering everything, how satisfied are you with your current job	10% / 17% / 73%	81 %	73 %	58 %	69 %	75 %
How satisfied are you with your career development within your current organisation	19% / 27% / 54%	63 %	54 %	42 %	52 %	59 %

People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

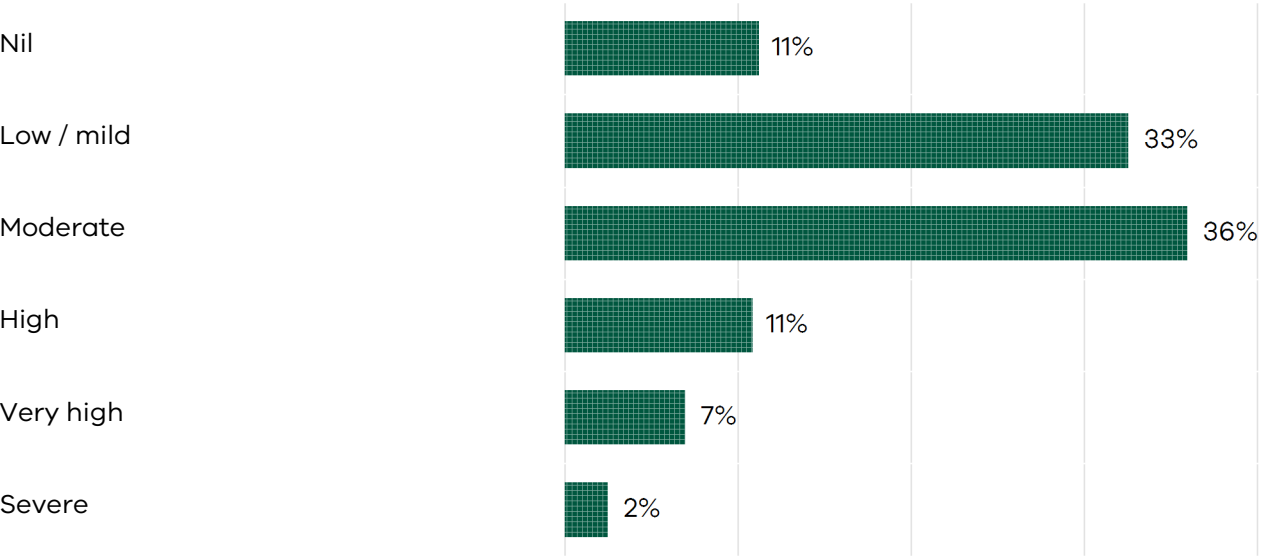In this survey we asked staff to tell us their stress level.

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

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

Example

20% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 28% of staff in your comparator group and 26% of staff across the public sector.

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

Nil	11%
Low / mild	33%
Moderate	36%
High	11%
Very high	7%
Severe	2%

Reported levels of high to severe stress

2020	2021
11%	**20%**
Comparator 25%	Comparator 28%
Public Sector 23%	Public Sector 26%

Victorian Public Sector Commission

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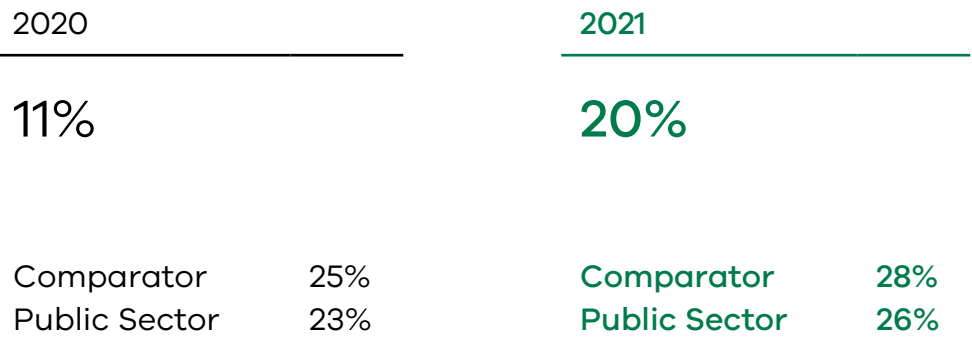
People outcomes

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

89% of your staff who did the survey said they experienced mild to severe stress.

Of that 89%, 49% said the top reason was 'Time pressure'.

	499	63
	89%	11%

■ Experienced some work-related stress   ▦ Did not experience some work-related stress
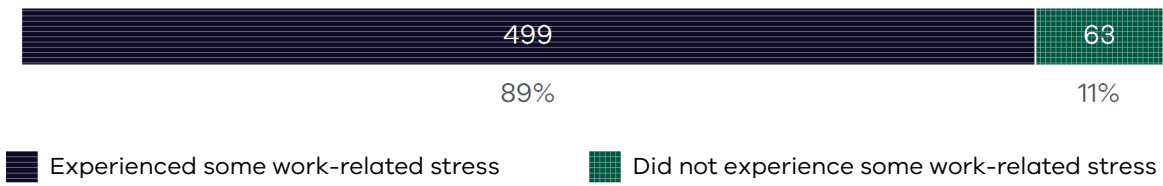
Of those that experienced work related stress it was from …	You 2020	You 2021	Comparator 2021	Public sector 2021
Time pressure	39%	49%	45%	42%
Workload	35%	41%	51%	51%
Dealing with clients, patients or stakeholders	21%	20%	14%	14%
Other changes due to COVID-19	15%	18%	12%	15%
Content, variety, or difficulty of work	19%	17%	13%	12%
Competing home and work responsibilities	15%	13%	13%	12%
Management of work (e.g. supervision, training, information, support)	14%	13%	12%	13%
Working from home	10%	10%	8%	4%
Work that doesn't match my skills or experience	11%	9%	8%	7%
Other	5%	8%	9%	9%

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%, 48% said it was from 'Opportunity to broaden experience'.

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

39	26	404
7%	5%	72%

■ Leaving your organisation   ■ Leaving the sector   ■ Staying
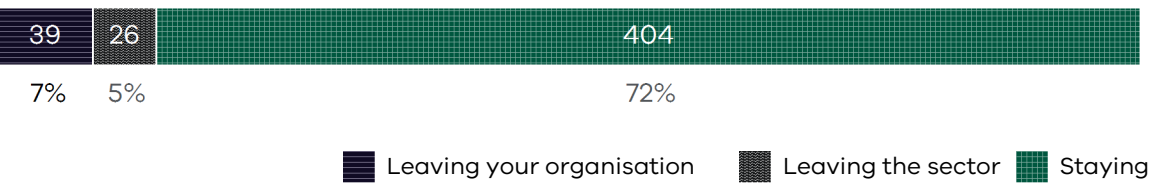
Of those who indicated they're leaving your organisation (including leaving the sector) it was for …	You 2021	Comparator 2021	Public sector 2021
Opportunity to broaden experience	48%	44%	40%
Limited future career opportunities at my organisation	42%	38%	42%
Lack of confidence in senior leadership	37%	32%	34%
Limited opportunities to gain further experience at my organisation	37%	30%	33%
Opportunity to seek/take a promotion elsewhere	28%	38%	33%
Excessive workload	26%	23%	25%
Limited developmental/educational opportunities at my organisation	25%	20%	24%
Limited recognition for doing a good job	22%	27%	32%
My interests do not match my job role	22%	16%	14%
Better remuneration	17%	24%	26%

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:

- 43% of your staff who did the survey said work made them feel happy in 2021, which is down from 48% in 2020

Compared to:

- 47% of staff at your comparator and 50% of staff across the public sector.

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

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

	Enthusiastic	Happy	Worried	Miserable
You 2020	45%	48%	15%	8%
You 2021	45%	43%	31%	14%
Comparator 2021	49%	47%	38%	17%
Public sector 2021	48%	50%	37%	19%

Victorian Public Sector Commission

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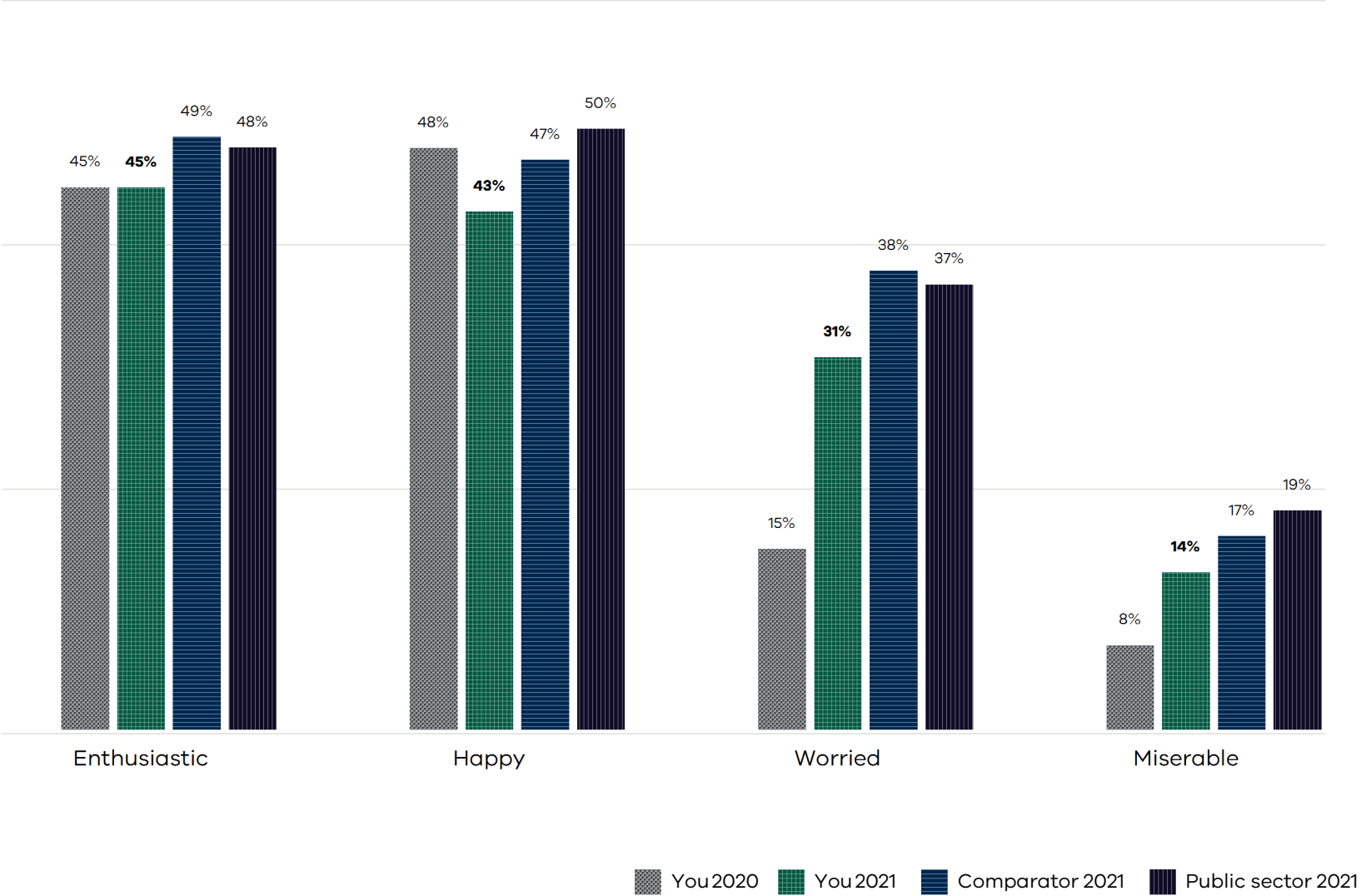
People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

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

Example

In 2021:

- 9% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is down from 11% in 2020.

Compared to:

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

	Bullying	Violence or aggression	Discrimination	Sexual harassment
You 2020	11%	7%	5%	4%
You 2021	9%	6%	4%	4%
Comparator 2021	12%	9%	5%	4%
Public sector 2021	16%	18%	6%	6%

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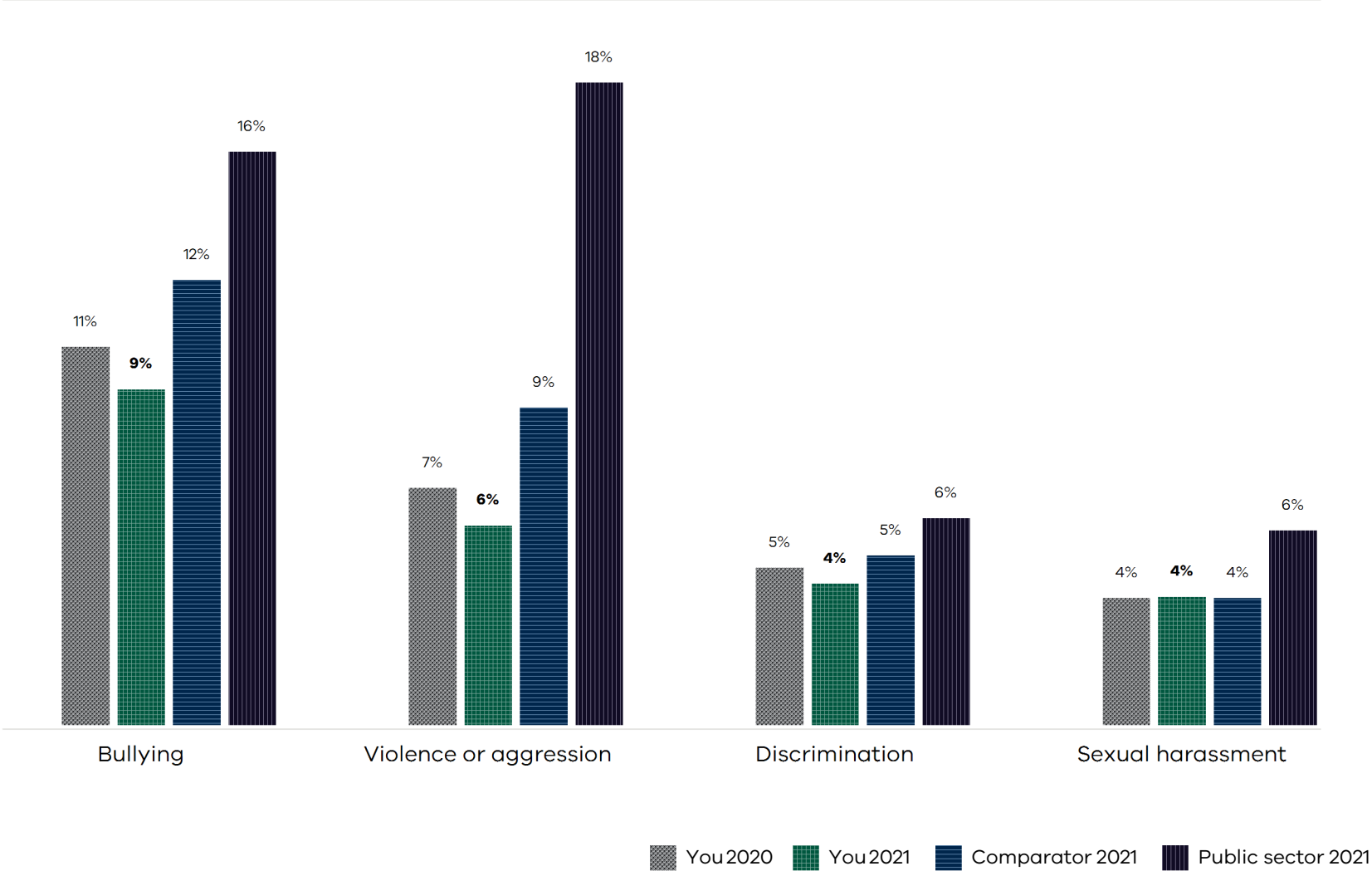
People outcomes

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

9% of your staff who did the survey said they experienced bullying.

Of that 9%, 81% 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?

53	476	33
9%	85%	6%

■ Experienced bullying   ▦ Did not experience bullying   ▨ Not sure
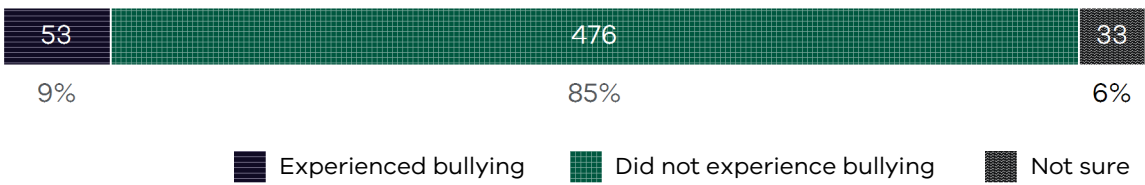
If you experienced bullying, what type of bullying did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	79%	81%	70%	69%
Exclusion or isolation	32%	38%	42%	42%
Intimidation and/or threats	25%	28%	27%	32%
Other	11%	21%	16%	15%
Withholding essential information for me to do my job	29%	21%	31%	27%
Verbal abuse	25%	11%	19%	20%
Being given impossible assignment(s)	10%	8%	13%	9%
Being assigned meaningless tasks unrelated to the job	6%	2%	16%	13%
Interference with my personal property and/or work equipment	6%	2%	3%	4%

Victorian Public Sector Commission

VICTORIA State Government

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

9% of your staff who did the survey said they experienced bullying, of which

- 43% said the top way they reported the bullying was 'Told a colleague'.

- 89% said they didn't submit a formal complaint.

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

53	476	33
9%	85%	6%

■ Experienced bullying ▦ Did not experience bullying ▦ Not sure
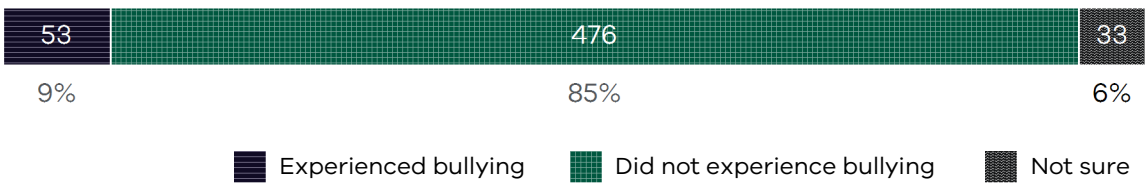
Did you tell anyone about the bullying?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a colleague	30%	43%	43%	42%
Told a manager	41%	30%	50%	47%
Told a friend or family member	27%	25%	35%	34%
Told someone else	17%	19%	12%	12%
Told the person the behaviour was not OK	0%	13%	19%	17%
I did not tell anyone about the bullying	22%	11%	11%	12%
Submitted a formal complaint	5%	11%	11%	12%
Told employee assistance program (EAP) or peer support	0%	11%	15%	9%
Told Human Resources	8%	9%	10%	12%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

89% of your staff who experienced bullying did not submit a formal complaint, of which:

- 62% said the top reason was 'I believed there would be negative consequences for my reputation'.
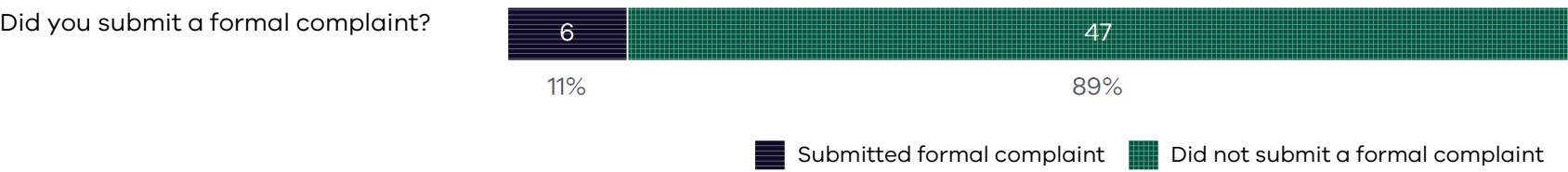
Did you submit a formal complaint?

6	47
11%	89%

■ 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 believed there would be negative consequences for my reputation	62%	58%	53%
I didn't think it would make a difference	55%	50%	50%
I believed there would be negative consequences for my career	49%	48%	40%
I didn't feel safe to report the incident	32%	21%	19%
I didn't think it was serious enough	19%	17%	16%
I thought the complaint process would be embarrassing or difficult	17%	16%	14%
I believed there would be negative consequences for the person I was going to complain about	11%	9%	10%
Other	9%	12%	12%
I didn't know how to make a complaint	4%	6%	5%
I was advised not to	4%	5%	5%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year's survey, 9% 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

9% of your staff who did the survey said they experienced bullying.

Of that 9%, 51% said it was by 'My immediate manager or supervisor'.

53 people (9% of staff) experienced bullying (You2021)

My immediate manager or supervisor	51%
Colleague	40%
A more senior manager than my manager	36%
Group of colleagues	15%
Client/ customer/ patient/ stakeholder	11%
Member of the public	2%
Someone I supervise or manage	2%
A volunteer with my organisation	0%
Member of your household	0%

Victorian Public Sector Commission

VICTORIA State Government
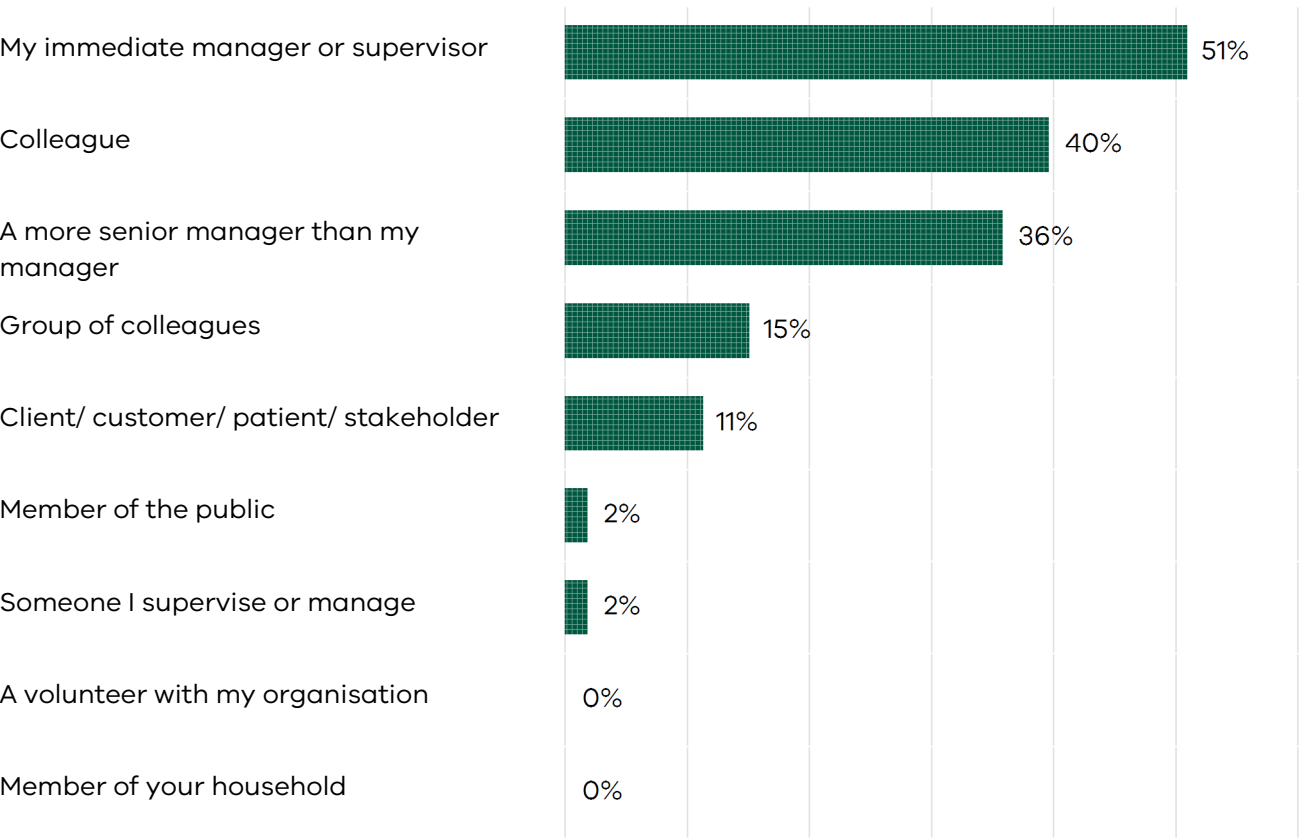
People outcomes

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, 9% of your staff said they experienced bullying.

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

Example

9% of your staff who did the survey said they experienced bullying.

Of that 9%, 6% said it was 'At least once a day'.

How often have you experienced bullying? (You 2021)

Category	Percentage
At least once a day	6%
Once every few days	19%
Once a week	19%
Once a month	21%
Less than once a month	36%
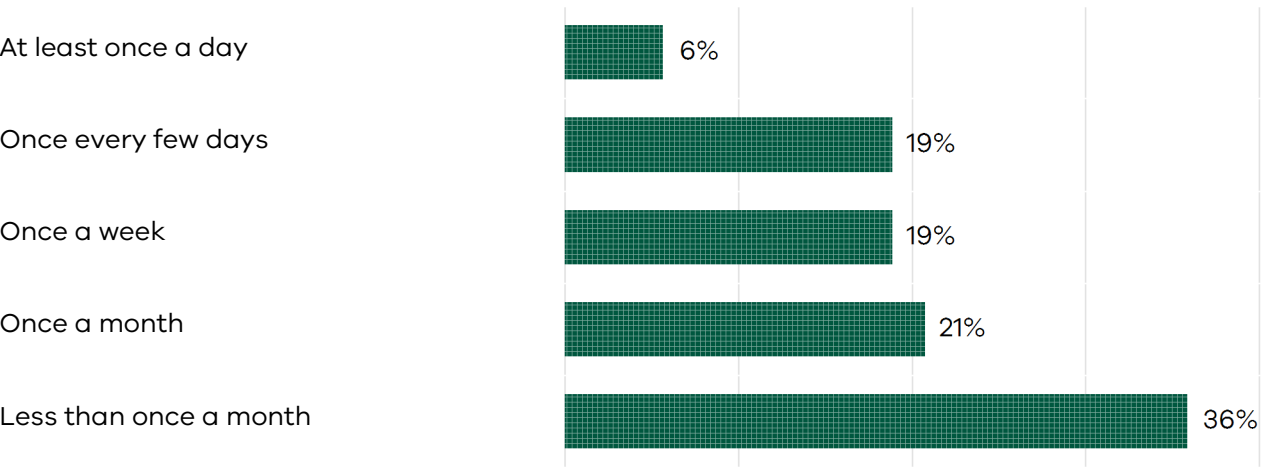
People outcomes

Sexual harassment

What this is

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

Why this is important

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

How to read this

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

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

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

Example

4% of your staff who did the survey said they experienced sexual harassment.

Of those, 67% said the top type was 'Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)'.

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

21	541
4%	96%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment
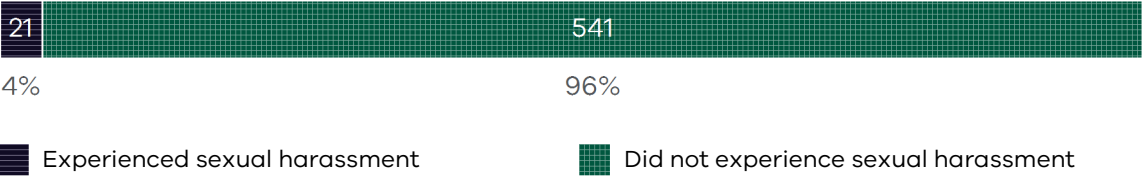
Behaviours reported	You 2020	You 2021	Comparator 2021	Public sector 2021
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	64%	67%	53%	54%
Intrusive questions about your private life or comments about your physical appearance	45%	43%	51%	50%
Inappropriate staring or leering that made you feel intimidated	18%	10%	12%	15%
Inappropriate physical contact (including momentary or brief physical contact)	14%	10%	10%	17%
Any other unwelcome conduct of a sexual nature	9%	10%	7%	7%
Unwelcome touching, hugging, cornering or kissing	9%	5%	8%	14%
Repeated or inappropriate invitations to go out on dates	0%	5%	4%	3%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	0%	0%	4%	3%
Request or pressure for sex or other sexual acts	0%	0%	2%	1%
Sexual gestures, indecent exposure or inappropriate display of the body	0%	0%	3%	6%

People outcomes

Response to sexual harassment

What this is

This is how staff responded when they experienced sexual harassment.

Why this is important

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

How to read this

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

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

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

Example

4% of your staff who did the survey said they experienced sexual harassment.

Of those, 71% said their top response was 'Pretended it didn't bother you'.

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

21	541
4%	96%

■ Experienced sexual harassment   ■ Did not experience sexual harassment
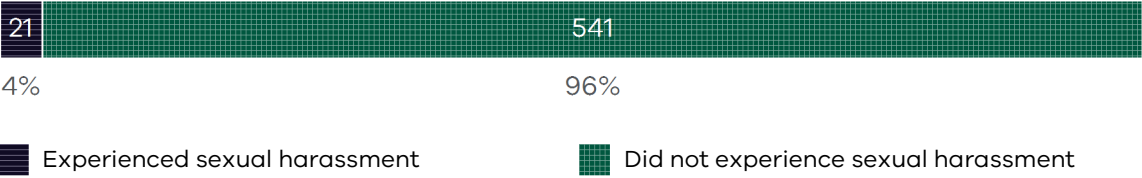
When the harassment happened to you, did you respond in any of the following ways?	You 2020	You 2021	Comparator 2021	Public sector 2021
Pretended it didn't bother you	50%	71%	46%	45%
Tried to laugh it off or forget about it	50%	67%	41%	41%
Told someone else	18%	24%	7%	6%
Avoided the person(s) by staying away from them	32%	19%	32%	36%
Told a colleague	32%	14%	25%	29%
Told a friend or family member	36%	14%	22%	21%
Told a manager	5%	10%	19%	20%
Told the person the behaviour was not OK	32%	10%	25%	31%
Submitted a formal complaint	9%	5%	4%	5%

People outcomes

Sexual harassment - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

95% of your staff who experienced sexual harassment did not submit a formal complaint, of which:

- 40% said the top reason was 'I didn't feel safe to report the incident'.

Did you submit a formal complaint?
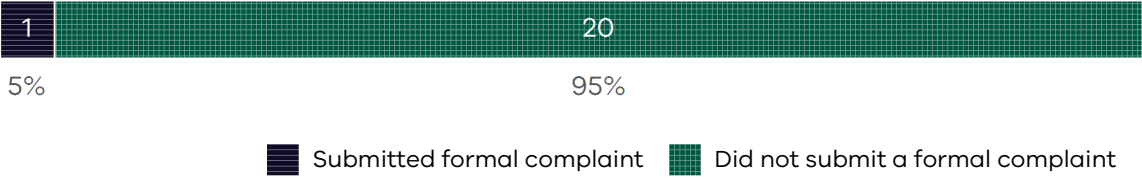
1	20
5%	95%

■ 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 feel safe to report the incident	40%	10%	8%
I believed there would be negative consequences for my career	25%	28%	21%
I believed there would be negative consequences for my reputation	25%	42%	33%
I didn't think it was serious enough	25%	44%	45%
I didn't think it would make a difference	20%	37%	39%
I believed there would be negative consequences for the person I was going to complain about	10%	14%	13%
Other	10%	10%	7%
I didn't need to because I made the harassment stop	5%	11%	12%
I didn't need to because I no longer had contact with the person(s) who harassed me	5%	5%	9%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Perpetrators of sexual harassment

What this is

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

Why this is important

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

How to read this

In this year's survey, 4% of your staff said they experienced sexual harassment.

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

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

Each row is one perpetrator or group of perpetrators.

Example

4% of your staff who did the survey said they experienced sexual harassment.

Of that 4%, 38% said it was by 'Colleague'.

21 people (4% of staff) experienced sexual harassment (You2021)

Colleague	38%
Group of colleagues	33%
A more senior manager than my manager	14%
My immediate manager or supervisor	14%
Someone I supervise or manage	5%
A volunteer with my organisation	0%
Client/customer/patient/stakeholder	0%
Member of the public	0%
Member of your household	0%

People outcomes

Frequency of sexual harassment

What this is

This is how often staff experienced sexual harassment.

Why this is important

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

How to read this

In this year's survey, 4% of your staff said they experienced sexual harassment.
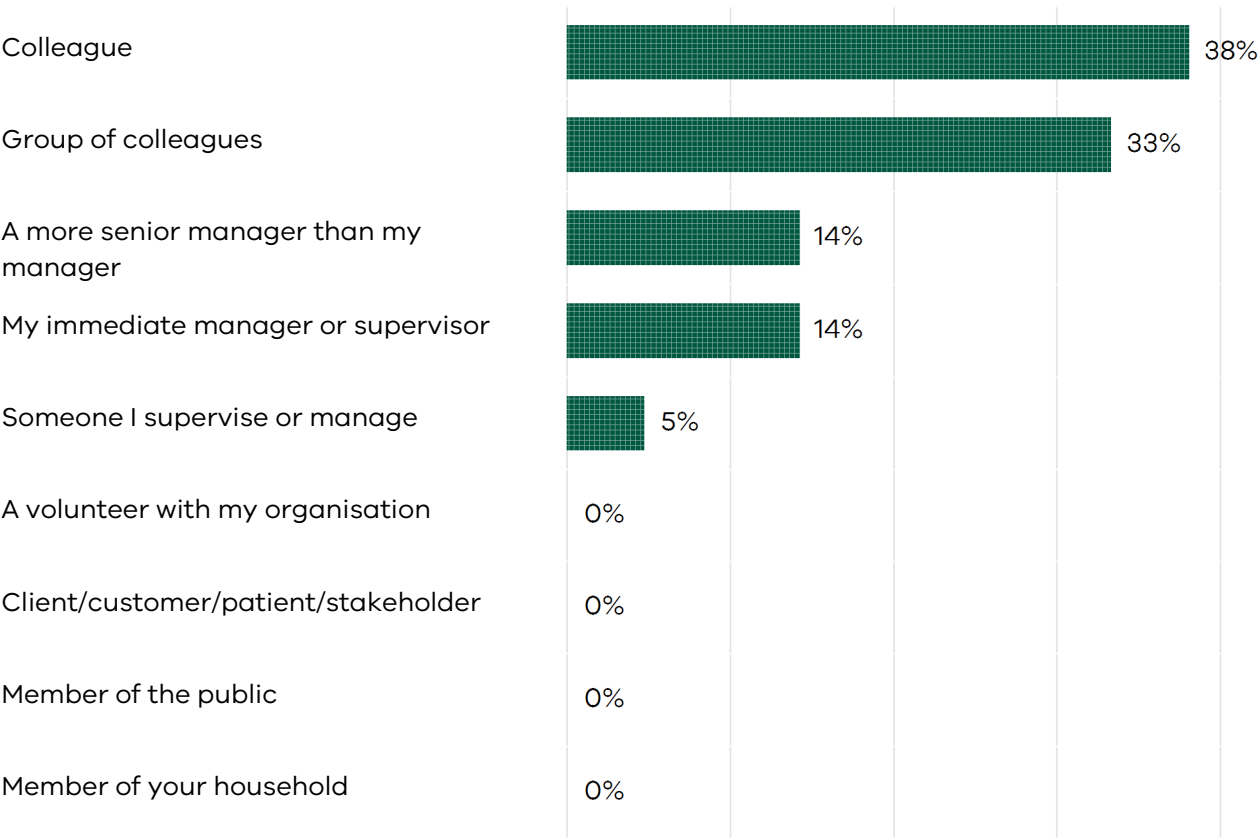
If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing sexual harassment.

Example

4% of your staff who did the survey said they experienced sexual harassment.

Of that 4%, 0% said it was 'At least once a day'.

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

Frequency	Percentage
At least once a day	0%
Once every few days	5%
Once a week	19%
Once a month	5%
Less than once a month	71%
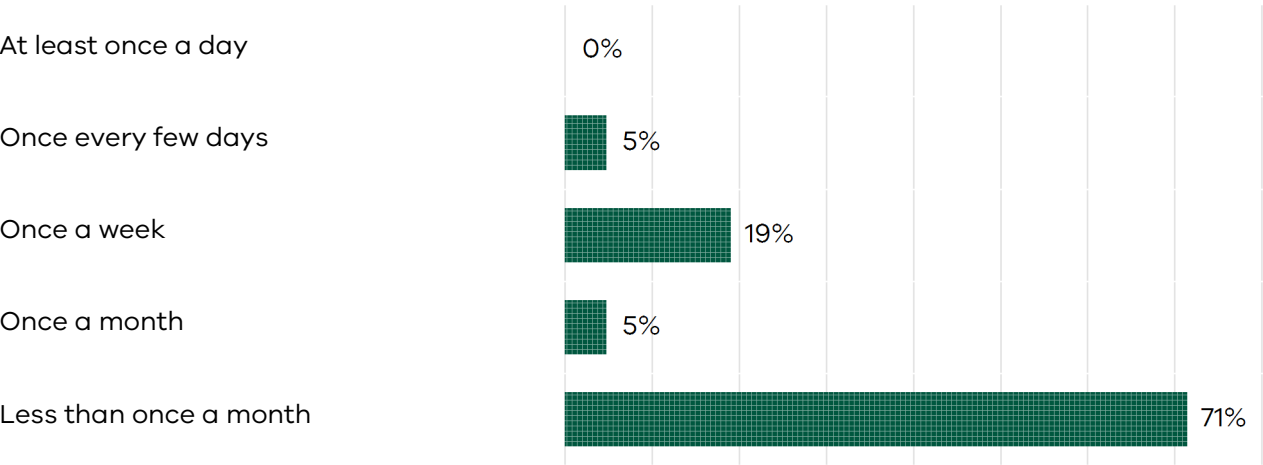
People outcomes

Discrimination

What this is

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

Why this is important

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

How to read this

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

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

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

Example

4% of your staff who did the survey said they experienced discrimination.

Of that 4%, 43% said it was 'Age'.

Have you experienced discrimination at work?

23	493	46
4%	88%	8%

■ Experienced discrimination ▦ Did not experience discrimination ▦ Not sure
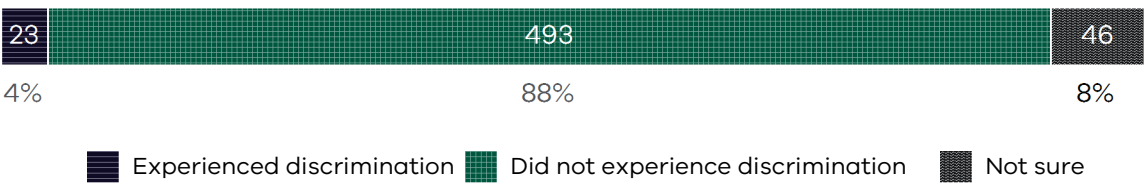
If you experienced discrimination, which attributes was this based on?	You 2020	You 2021	Comparator 2021	Public sector 2021
Age	0%	43%	30%	26%

People outcomes

Type of discrimination

What this is

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

Why this is important

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

How to read this

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

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

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

Example

4% of your staff who did the survey said they experienced discrimination.

Of that 4%, 48% said it was 'Denied flexible work arrangements or other adjustments'.

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

23	493	46
4%	88%	8%

■ Experienced discrimination ▨ Did not experience discrimination ▨ Not sure
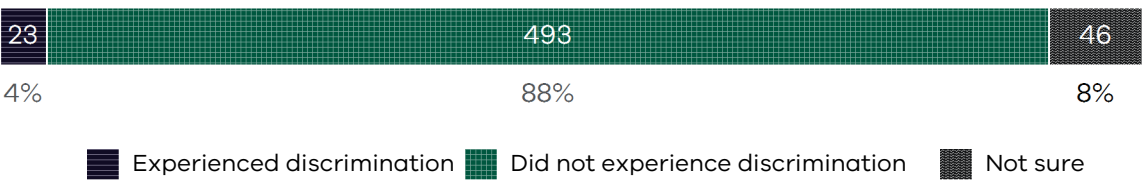
If you experienced discrimination, what type of discrimination did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Denied flexible work arrangements or other adjustments	0%	48%	16%	21%
Opportunities for promotion	33%	39%	44%	37%
Other	44%	39%	35%	38%
Access to leave	19%	26%	7%	8%
Opportunities for training	26%	22%	20%	24%
Opportunities for transfer/secondment	26%	22%	21%	19%
Employment security - threats of dismissal or termination	19%	4%	10%	11%
Pay or conditions offered by employer	7%	4%	9%	9%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Telling someone about the discrimination

What this is

This is who staff told about the discrimination they experienced.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

4% of your staff who did the survey said they experienced discrimination, of which

- 39% said the top way they reported the discrimination was 'Told a colleague'.

- 96% said they didn't submit a formal complaint.

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

23	493	46
4%	88%	8%

■ Experienced discrimination ■ Did not experience discrimination ■ Not sure
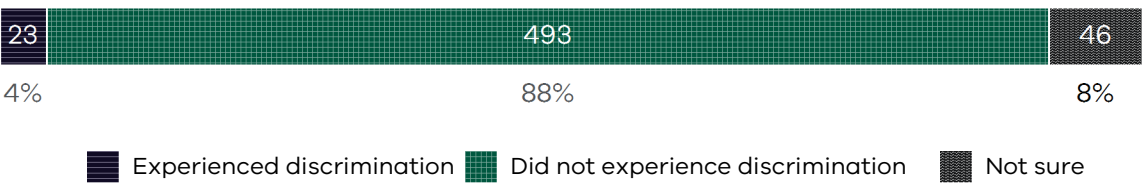
Did you tell anyone about the discrimination?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a colleague	33%	39%	36%	38%
Told someone else	26%	35%	14%	14%
I did not tell anyone about the discrimination	7%	22%	26%	24%
Told a friend or family member	30%	22%	31%	32%
Told a manager	33%	9%	28%	28%
Submitted a formal complaint	4%	4%	8%	8%
Told Human Resources	11%	4%	8%	10%
Told the person the behaviour was not OK	0%	4%	9%	9%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Discrimination - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

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

- 55% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?

1	22
4%	96%

■ Submitted formal complaint ▦ Did not submit a formal complaint
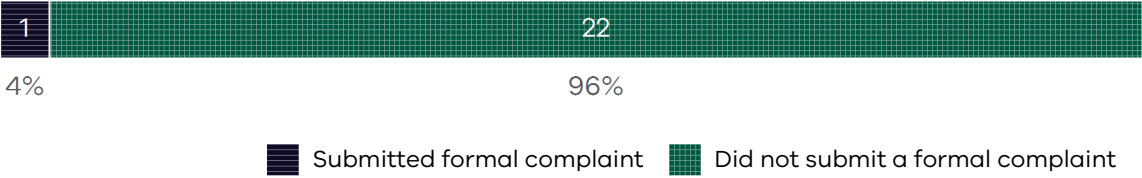
Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	55%	58%	56%
I didn't feel safe to report the incident	55%	19%	19%
I believed there would be negative consequences for my career	45%	57%	54%
I didn't think it would make a difference	45%	58%	57%
Other	23%	10%	10%
I believed there would be negative consequences for the person I was going to complain about	14%	10%	9%
I didn't know how to make a complaint	9%	7%	5%
I didn't know who to talk to	9%	9%	6%
I thought the complaint process would be embarrassing or difficult	9%	14%	13%
I didn't think it was serious enough	5%	13%	12%

People outcomes

Frequency of discrimination

What this is

This is how often staff experienced discrimination.

Why this is important

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

How to read this

In this year's survey, 4% of your staff said they experienced discrimination.

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

The graph shows how often staff were experiencing discrimination.

Example

4% of your staff who did the survey said they experienced discrimination.

Of that 4%, 4% said it was 'At least once a day'.

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

Category	Percentage
At least once a day	4%
Once every few days	4%
Once a week	13%
Once a month	43%
Less than once a month	35%
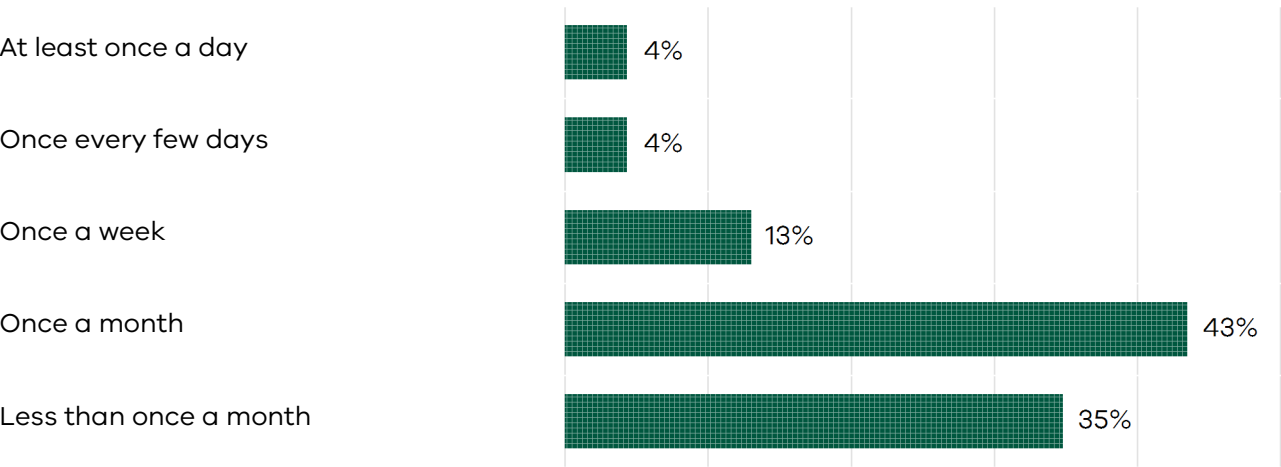
Negative behaviour

Violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

6% of your staff who did the survey said they experienced violence or aggression.

Of that 6%, 66% said it was from 'Intimidating behaviour'.

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

32	512	18
6%	91%	3%

■ Experienced violence or aggression　■ Did not experience violence or aggression　■ Not sure
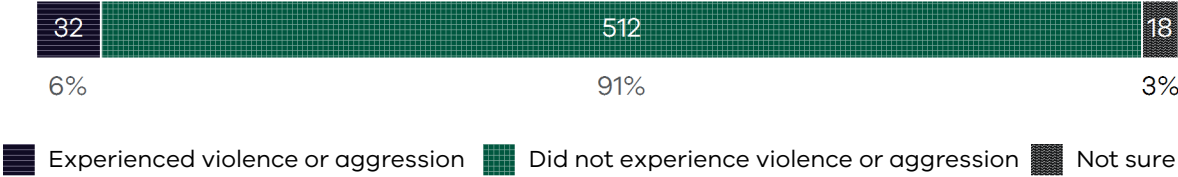
If you experienced violence or aggression, what type did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Intimidating behaviour	50%	66%	72%	69%
Abusive language	78%	63%	74%	81%
Other	0%	13%	6%	12%
Threats of violence	10%	13%	30%	39%
Stalking, including cyber-stalking	10%	9%	2%	1%

Negative behaviour

Telling someone about violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

6% of your staff who did the survey said they experienced violence or aggression, fo which

- 59% said the top way they reported the violence or agression was 'Told a manager'
- 94% said they didn't submit a formal incident report.

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

32	512	18
6%	91%	3%

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

Did you tell anyone about the incident?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a manager	48%	59%	60%	52%
Told a colleague	35%	31%	43%	46%
Told someone else	13%	19%	7%	6%
Told the person the behaviour was not OK	0%	19%	26%	33%
Told a friend or family member	15%	13%	21%	20%
I did not tell anyone about the incident(s)	18%	9%	9%	8%
Submitted a formal incident report	10%	6%	25%	32%

Negative behaviour

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

What this is

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

Why this is important

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

How to read this

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

Example

94% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 33% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal incident report?

2	30
6%	94%

■ Submitted formal incident report ▦ Did not submit a formal incident report
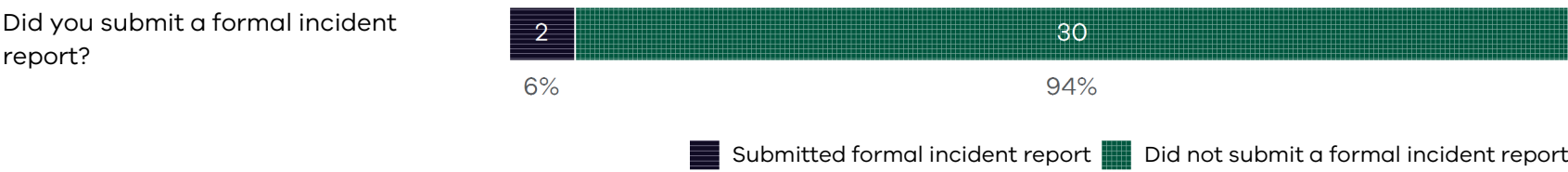
Please tell us why you did not submit a formal incident report?	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	33%	40%	39%
I didn't feel safe to report the incident	27%	7%	5%
I didn't think it was serious enough	27%	34%	33%
Other	27%	19%	12%
I believed there would be negative consequences for my career	20%	20%	12%
I believed there would be negative consequences for my reputation	20%	25%	16%
I didn't need to because I made the violence or aggression stop	10%	13%	16%
I believed there would be negative consequences for the person I was going to complain about	7%	5%	4%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	7%	12%	15%
I thought the complaint process would be embarrassing or difficult	7%	6%	4%

Victorian Public Sector Commission

VICTORIA State Government

Negative behaviour

Perpetrators of violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

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

Each row is one perpetrator or a group of perpetrators.

Example

6% of your staff who did the survey said they experienced violence or aggression.

Of that 6%, 72% said it was 'Client/ customer/ patient/ stakeholder'.

32 people (6% of staff) experienced violence or aggression (You2021)

Perpetrator	%
Client/ customer/ patient/ stakeholder	72%
A more senior manager than my manager	22%
Colleague	19%
Member of the public	13%
My immediate manager or supervisor	13%
Group of colleagues	3%
Someone I supervise or manage	3%
A volunteer with my organisation	0%
Member of your household	0%
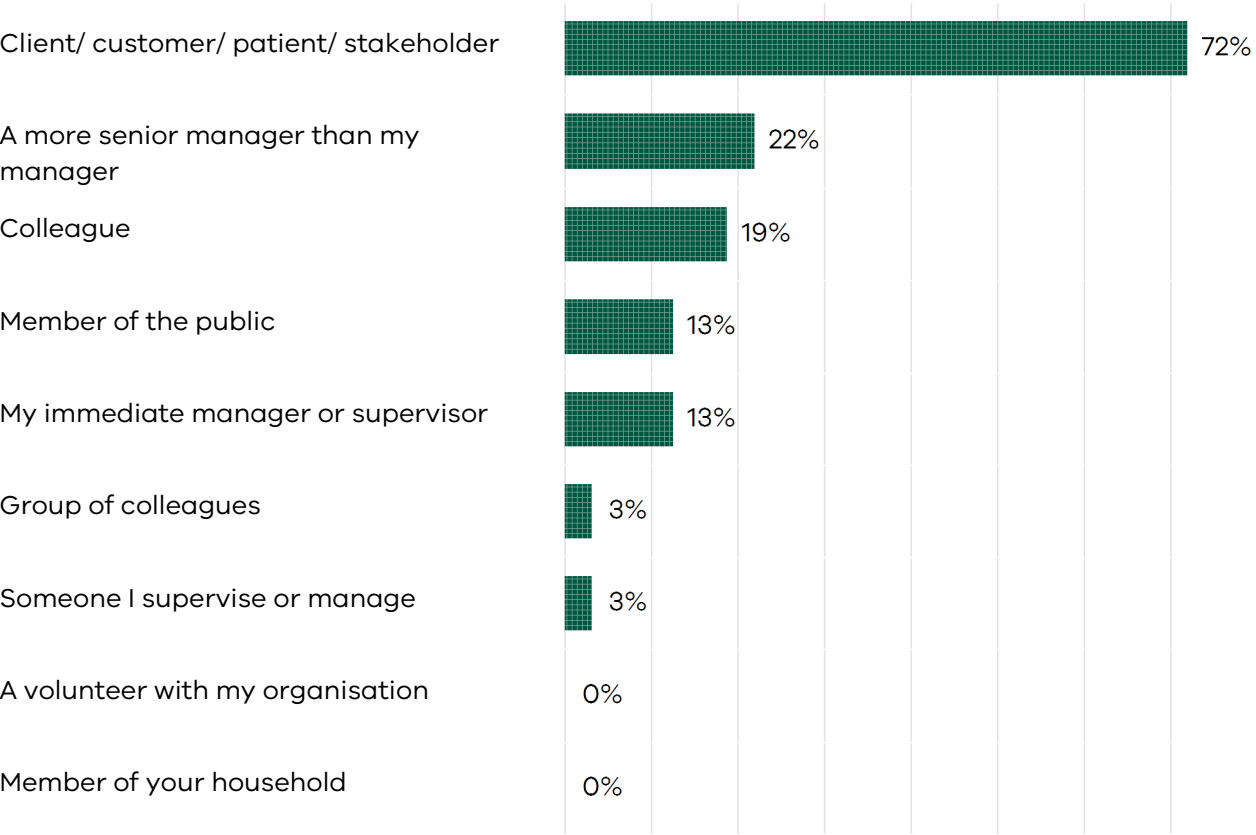
Negative behaviour

Frequency of violence and aggression

What this is

This is how often staff experienced violence or aggression.

Why this is important

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

How to read this

In this year's survey, 6% of your staff said they experienced violence or aggression.

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

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

Example

6% of your staff who did the survey said they experienced violence or aggression.

Of that 6%, 0% said it was by 'At least once a day'.

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

At least once a day	0%
Once every few days	3%
Once a week	19%
Once a month	22%
Less than once a month	56%
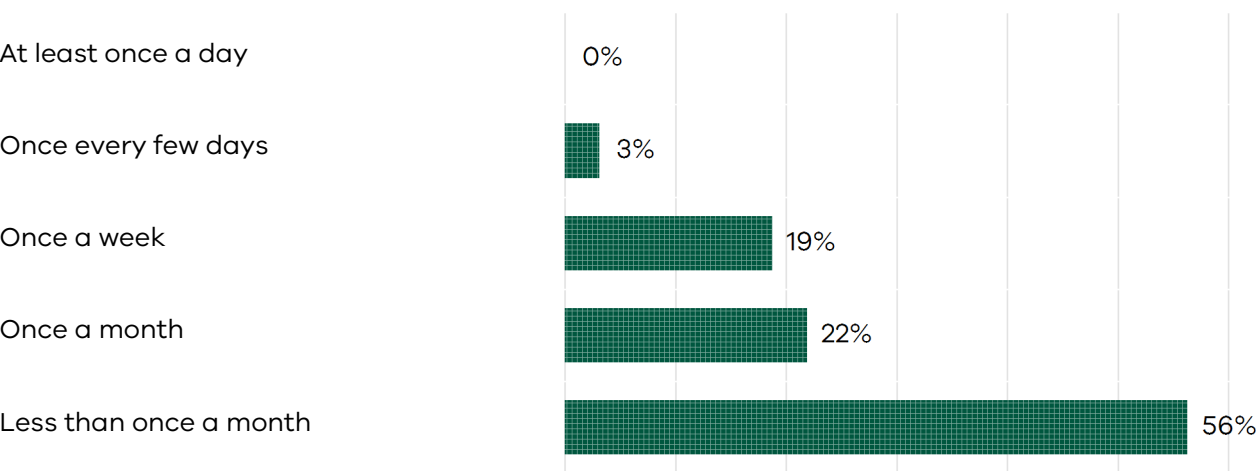
Negative behaviour

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

11% of your staff who did the survey said they witnessed some negative behaviour at work.

89% 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?

61	501
11%	89%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
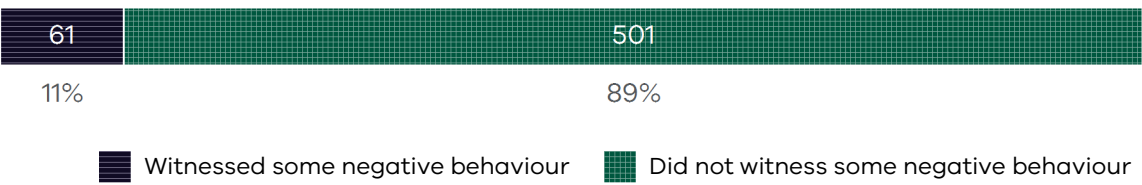
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	89%	83%	77%
Bullying of a colleague	8%	13%	16%
Discrimination against a colleague	5%	6%	8%
Violence or aggression against a colleague	1%	3%	6%
Sexual harassment of a colleague	0%	1%	1%

Victorian Public Sector Commission

VICTORIA State Government

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

11% of your staff who did the survey witnessed negative behaviour, of which:

- 75% said the top action they took was 'Spoke to the person who experienced the behaviour'.

- 10% took no action.

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

61	501
11%	89%

■ 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	75%	73%	72%
Told the person the behaviour was not OK	28%	22%	25%
Told a manager	25%	39%	37%
Spoke to the person who behaved in a negative way	21%	19%	22%
Told a colleague	18%	22%	21%
Took no action	10%	7%	7%
Other	7%	6%	7%
Told Human Resources	7%	5%	6%

People outcomes

Negative behaviour — satisfaction with making a formal complaint

What this is

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

Why this is important

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

How to read this

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

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

Example

17% of staff who did the survey were satisfied with the way your organisation handled their formal 'Bullying' complaint.

Were you satisfied with the way your formal complaint was handled

Legend: ■ No ▮ Don't know ▦ Yes

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Bullying	No 67% / Don't know 17% / Yes 17%	Not asked	17 %	0 %	18 %	26 %
Discrimination	No 100%	Not asked	0 %	0 %	10 %	43 %
Sexual harassment	No 100%	Not asked	0 %	0 %	43 %	100 %
Violence or aggression	No 100%	Not asked	0 %	0 %	56 %	73 %

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Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Job enrichment', the 'You 2021' column shows 94% of your staff agreed with 'I understand how my job contributes to my organisation's purpose'. In the 'Change from 2020' column, you have a 1% decrease, which is a negative trend.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Job enrichment	I understand how my job contributes to my organisation's purpose	94%	–1%	89%
Workgroup support	I am able to work effectively with others in my workgroup	94%	+1%	92%
Manager leadership	My manager works effectively with people from diverse backgrounds	90%	Not asked in 2020	89%
Quality service delivery	My workgroup strives to provide high quality advice and services	90%	Not asked in 2020	90%
Manager leadership	My manager is committed to workplace safety	89%	Not asked in 2020	88%
Manager leadership	My manager treats employees with dignity and respect	89%	Not asked in 2020	88%
Quality service delivery	My workgroup strives to deliver services in a timely manner	89%	Not asked in 2020	90%
Manager leadership	My manager ensures clients receive a high standard of service	88%	Not asked in 2020	89%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	88%	+0%	89%
Manager leadership	My manager demonstrates honesty and integrity	88%	Not asked in 2020	87%

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Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Learning and development', the 'You 2021' column shows 34% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'. This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	34%	Not asked in 2020	38%
Taking action	My organisation has taken positive action on the results of last year's survey	38%	Not asked in 2020	31%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	46%	Not asked in 2020	47%
Safety climate	All levels of my organisation are involved in the prevention of stress	46%	-4%	45%
Learning and development	I feel I have an equal chance at promotion in my organisation	48%	Not asked in 2020	45%
Taking action	I believe my organisation will take positive action on the results of this year's survey	53%	Not asked in 2020	49%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	53%	Not asked in 2020	74%
Satisfaction	How satisfied are you with your career development within your current organisation	54%	-8%	52%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	55%	-12%	57%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	55%	-8%	59%

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Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

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

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

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

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

Example

On the first row 'Manager support', the 'You 2021' column shows 85% of your staff agreed with 'My manager involves me in decisions about my work'.
In the 'Increase from 2020' column, you have a 3% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Manager support	My manager involves me in decisions about my work	85%	+3%	82%
Manager support	My manager keeps me informed about what's going on	84%	+2%	79%
Workgroup support	I am able to work effectively with others in my workgroup	94%	+1%	92%
Workgroup support	Workgroups across my organisation willingly share information with each other	60%	+0%	60%
Job enrichment	I have a choice in deciding how I do my work	75%	+0%	77%
Engagement	My organisation inspires me to do the best in my job	65%	+0%	64%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	88%	+0%	89%

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Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

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

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

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

Example

On the first row 'Workplace flexibility', the 'You 2021' column shows 70% of your staff agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.
In the 'Decrease from 2020' column, you have a 13% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	70%	-13%	79%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	55%	-12%	57%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	56%	-12%	55%
Workload	I have enough time to do my job effectively	62%	-10%	52%
Workload	The workload I have is appropriate for the job that I do	65%	-10%	55%
Senior leadership	Senior leaders support staff to work in an environment of change	70%	-9%	66%
Satisfaction	How satisfied are you with the work-life balance in your current job	75%	-9%	67%
Satisfaction	How satisfied are you with your career development within your current organisation	54%	-8%	52%
Satisfaction	Considering everything, how satisfied are you with your current job	73%	-8%	69%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	55%	-8%	59%

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Key differences

Biggest positive difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Job enrichment', the 'You 2021' column shows 77% of your staff agreed with 'My work performance is assessed against clear criteria'.

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

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Job enrichment	My work performance is assessed against clear criteria	77%	+15%	62%
Learning and development	My organisation places a high priority on the learning and development of staff	74%	+15%	59%
Senior leadership	Senior leaders provide clear strategy and direction	71%	+11%	60%
Workload	The workload I have is appropriate for the job that I do	65%	+10%	55%
Workload	I have enough time to do my job effectively	62%	+9%	52%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	80%	+9%	71%
Equal employment opportunity	Disability is not a barrier to success in my organisation	67%	+8%	59%
Engagement	I would recommend my organisation as a good place to work	83%	+8%	74%
Job enrichment	I clearly understand what I am expected to do in this job	87%	+8%	79%
Satisfaction	How satisfied are you with the work-life balance in your current job	75%	+8%	67%

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Key differences

Biggest negative difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Diversity and inclusion', the 'You 2021' column shows 53% of your staff agreed with 'There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander'.

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 are Aboriginal and / or Torres Strait Islander	53%	-21%	74%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	58%	-18%	77%
Equal employment opportunity	Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	56%	-9%	65%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	70%	-9%	79%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	69%	-6%	75%
Innovation	My workgroup encourages employee creativity	60%	-5%	65%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	55%	-4%	59%
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)	34%	-4%	38%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different sexes/genders	76%	-4%	80%
Equal employment opportunity	Sexual orientation is not a barrier to success in my organisation	71%	-4%	75%

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Taking action

What this is

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

Why this is important

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

How to read this

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

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

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

Example

53% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

| Survey question | Your results | Benchmark agree results |

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

	You		Comparator		
	2020	2021	Lowest	Average	Highest

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

15% / 32% / 53%

| Not asked | 53 % | 33 % | 49 % | 61 % |

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

12% / 19% / 30% / 38%
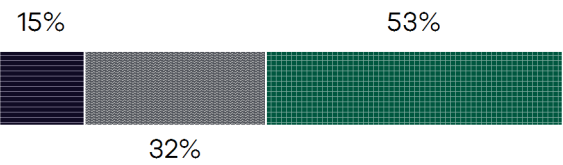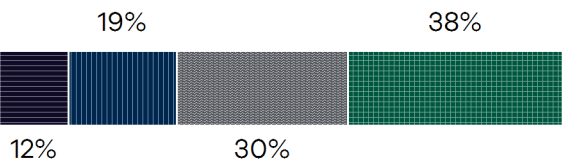
| Not asked | 38 % | 24 % | 31 % | 35 % |

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Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

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

Example

73% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

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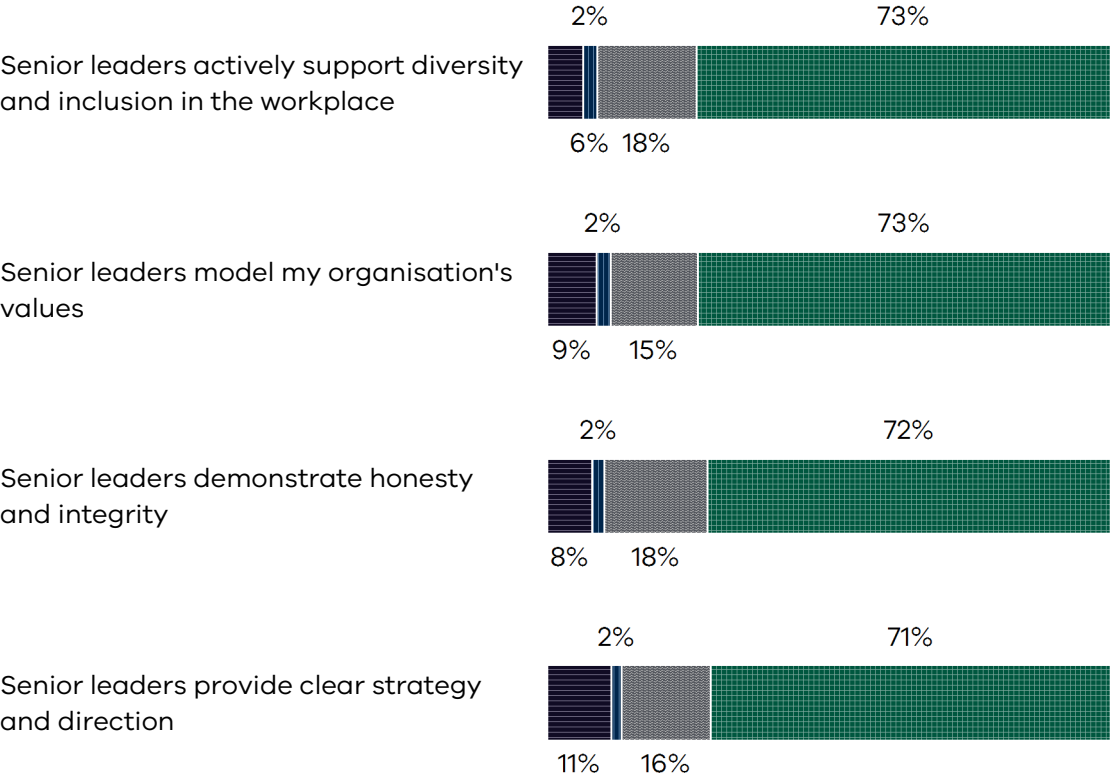
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	Disagree	Don't know	Neither	Agree	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders actively support diversity and inclusion in the workplace	2%	6%	18%	73%	Not asked	73 %	62 %	77 %	84 %
Senior leaders model my organisation's values	2%	9%	15%	73%	Not asked	73 %	52 %	70 %	79 %
Senior leaders demonstrate honesty and integrity	2%	8%	18%	72%	Not asked	72 %	49 %	68 %	80 %
Senior leaders provide clear strategy and direction	2%	11%	16%	71%	77 %	71 %	43 %	60 %	67 %

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

70% 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			Benchmark agree results				

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

Survey question	Your results	You		Comparator		
		2020	2021	Lowest	Average	Highest
Senior leaders support staff to work in an environment of change	13% / 1% / 16% / 70%	79 %	70 %	46 %	66 %	76 %

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Organisational climate

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 76% of your staff who did the survey responded positively to questions about Organisational integrity.

Compared to:

- 74% of staff at your comparator and 72% of staff across the public sector.
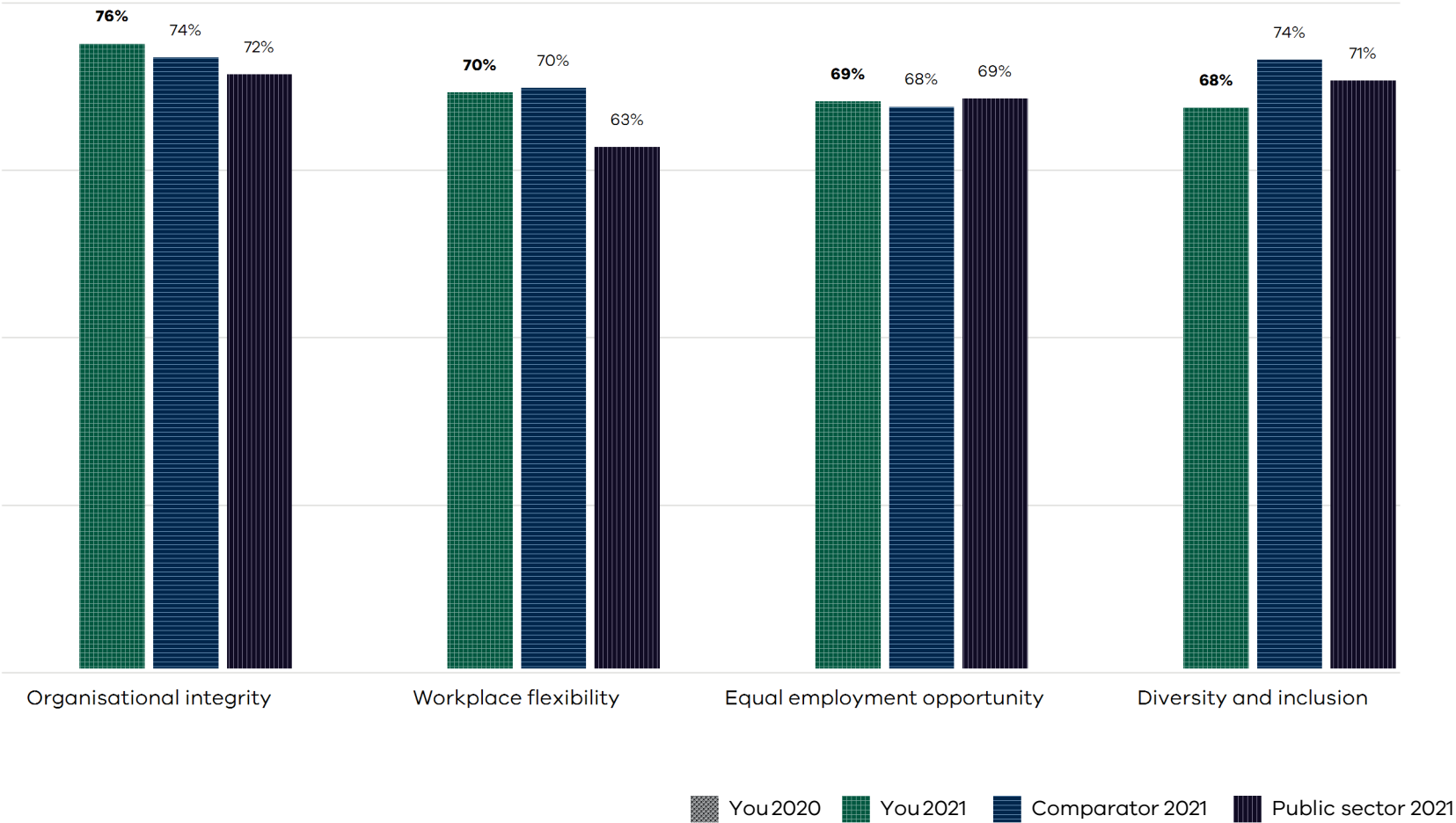
Chart legend: You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Factor	You 2021	Comparator 2021	Public sector 2021
Organisational integrity	76%	74%	72%
Workplace flexibility	70%	70%	63%
Equal employment opportunity	69%	68%	69%
Diversity and inclusion	68%	74%	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:

- 64% of your staff who did the survey responded positively to questions about Safety climate.

Compared to:

- 63% of staff at your comparator and 60% of staff across the public sector.
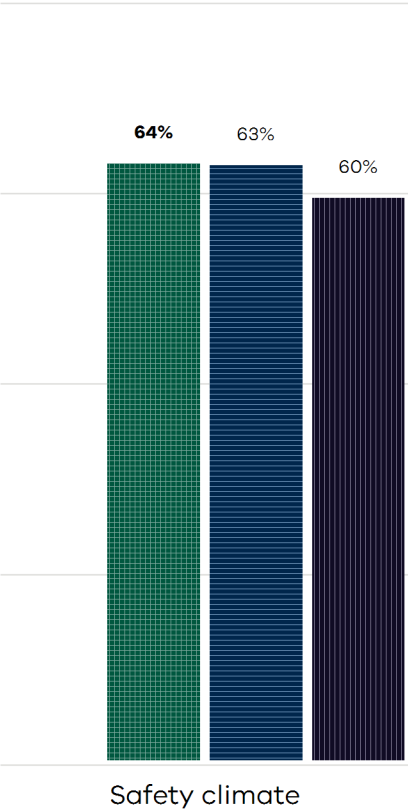
64%   63%   60%

Safety climate

▨ You 2020   ▧ You 2021   ▮ Comparator 2021   ▮ Public sector 2021

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

85% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

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

Survey question	1%	85%	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation is committed to earning a high level of public trust (3% 10%)			Not asked	85 %	66 %	79 %	86 %
My organisation encourages respectful workplace behaviours (1% 84% / 7% 9%)			Not asked	84 %	70 %	85 %	92 %
My organisation encourages employees to act in ways that are consistent with human rights (2% 83% / 4% 11%)			Not asked	83 %	71 %	82 %	86 %
My organisation respects the human rights of employees (2% 82% / 6% 10%)			Not asked	82 %	65 %	82 %	89 %

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Organisational climate

Organisational integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

72% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation does not tolerate improper conduct	10% / 3% / 15% / 72%	Not asked	72 %	52 %	68 %	77 %
My organisation takes steps to eliminate bullying, harassment and discrimination	12% / 4% / 17% / 67%	Not asked	67 %	52 %	69 %	77 %
My organisation makes fair recruitment and promotion decisions, based on merit	18% / 3% / 23% / 57%	Not asked	57 %	37 %	54 %	65 %

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.
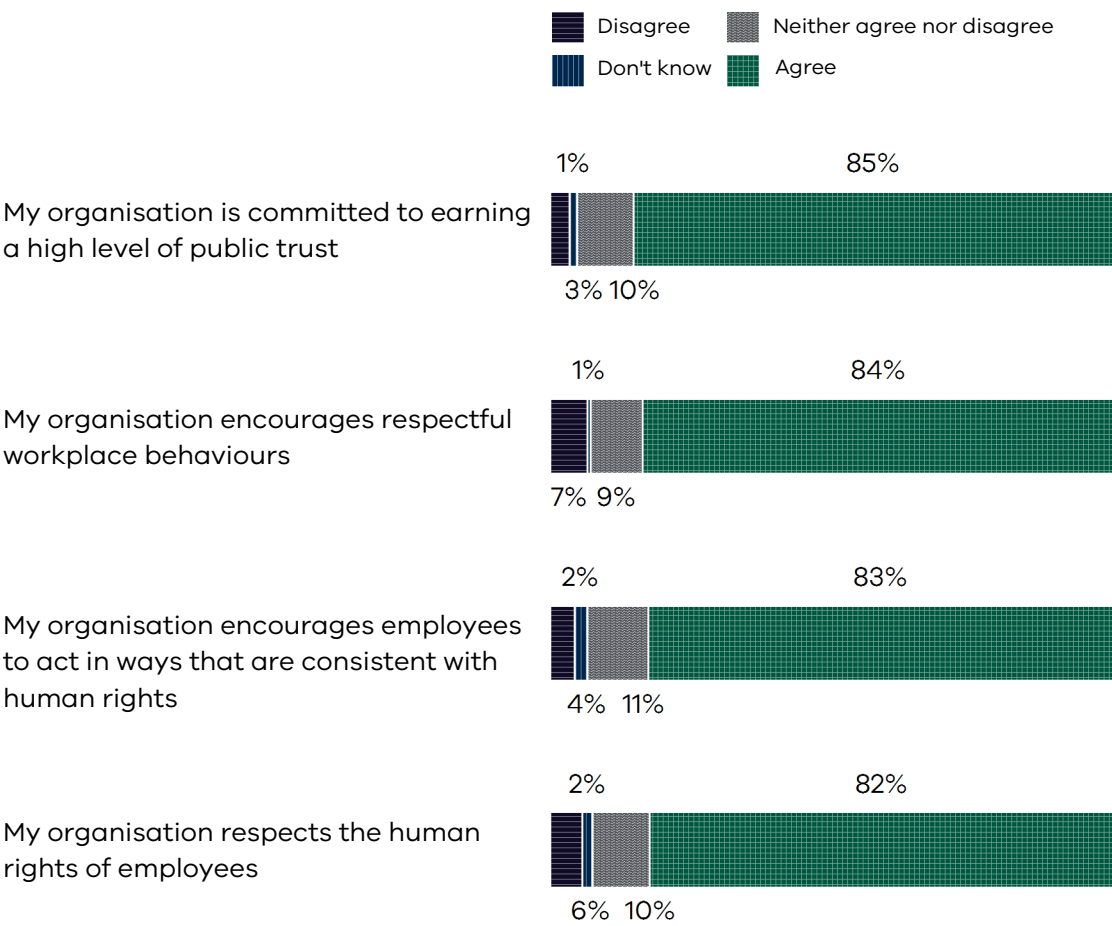
Example

83% of your staff who did the survey agreed or strongly agreed with 'I have the flexibility I need to manage my work and non-work activities and responsibilities'.

| Survey question | Your results | Benchmark agree results |

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

	You		Comparator		
	2020	2021	Lowest	Average	Highest
I have the flexibility I need to manage my work and non-work activities and responsibilities	Not asked	83 %	63 %	77 %	84 %
My organisation supports employees with family or other caring responsibilities, regardless of gender	Not asked	78 %	63 %	80 %	88 %
There is a positive culture within my organisation in relation to employees who have family responsibilities	Not asked	70 %	52 %	72 %	82 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	83 %	70 %	55 %	79 %	89 %

Your results bars:
- I have the flexibility I need to manage my work and non-work activities and responsibilities: 10% / 8% / 83%
- My organisation supports employees with family or other caring responsibilities, regardless of gender: 9% / 13% / 78%
- There is a positive culture within my organisation in relation to employees who have family responsibilities: 7% / 9% / 14% / 70%
- I am confident that if I requested a flexible work arrangement, it would be given due consideration: 17% / 12% / 70%

Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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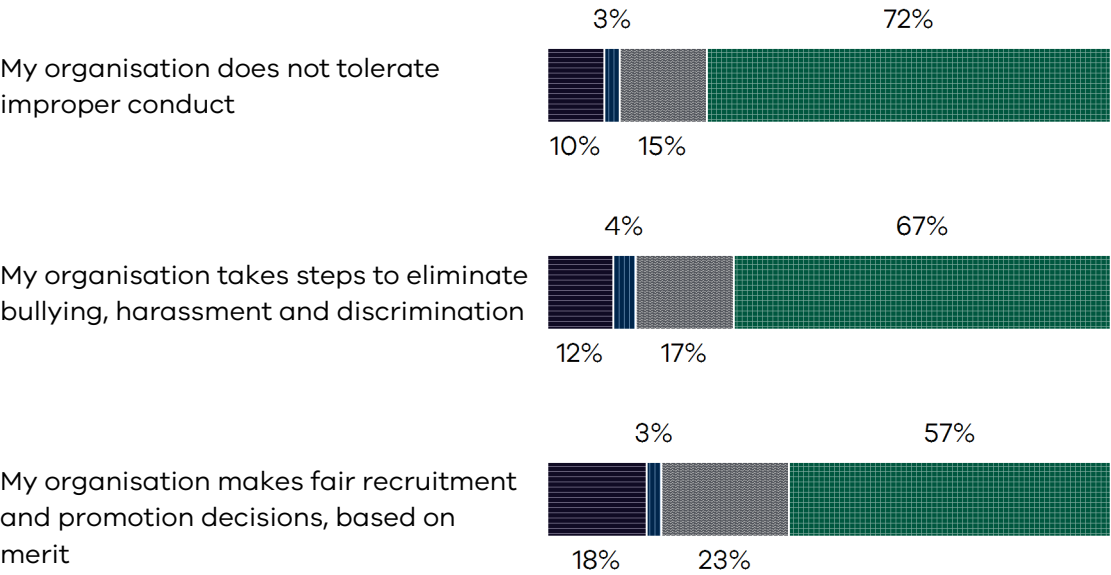
Example

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 have caring responsibilities'.

Survey question / Your results / Benchmark agree results

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees who have caring responsibilities	8% / 8% / 17% / 67%	Not asked	67 %	50 %	69 %	80 %
Having family responsibilities is not a barrier to success in my organisation	10% / 7% / 15% / 67%	Not asked	67 %	48 %	64 %	72 %
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	13% / 4% / 17% / 66%	Not asked	66 %	46 %	68 %	82 %
Using flexible work arrangements is not a barrier to success in my organisation	14% / 7% / 15% / 64%	Not asked	64 %	43 %	63 %	76 %

Victorian Public Sector Commission

VICTORIA State Government

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.
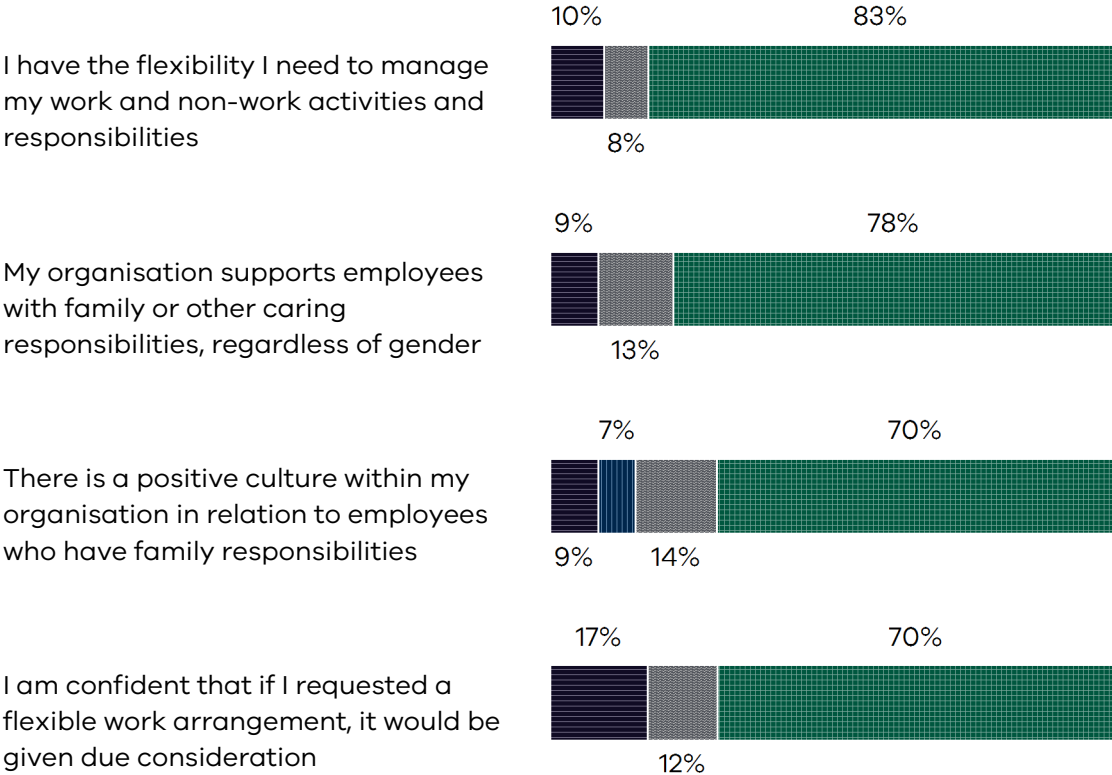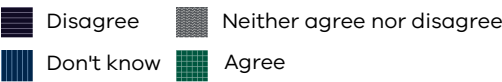
Example

63% of your staff who did the survey agreed or strongly agreed with 'Having caring responsibilities is not a barrier to success in my organisation'.

Survey question

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

Your results

Disagree Neither agree nor disagree

Don't know Agree

9%   63%

11%   18%
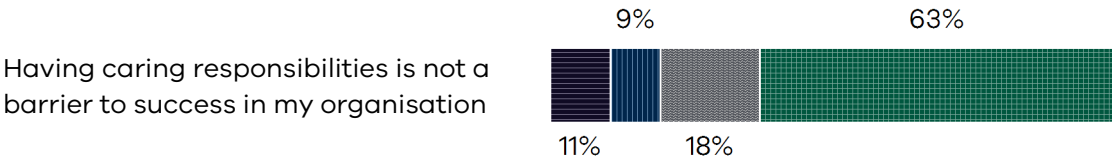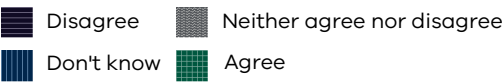
Benchmark agree results

| | You | | Comparator | |
You 2020	2021	Lowest	Average	Highest
Not asked	63 %	45 %	61 %	69 %

Organisational climate

Workplace flexibility 4 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

The table shows you what flexible work arrangements staff use.

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

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

Example

44% of staff who did the survey said the flexible work arrangement they used was 'Flexible start and finish times'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
Flexible start and finish times	44%	34%	23%
No, I do not use any flexible work arrangements	30%	35%	38%
Working from an alternative location (e.g. home, hub/shared work space)	28%	35%	24%
Part-time	12%	11%	19%
Using leave to work flexible hours	9%	7%	8%
Purchased leave	7%	3%	2%
Working more hours over fewer days	7%	6%	6%
Study leave	2%	1%	4%
Other	1%	2%	2%
Shift swap	1%	2%	12%

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

75% of your staff who did the survey agreed or strongly agreed with 'Cultural background is not a barrier to success in my organisation'.

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Cultural background is not a barrier to success in my organisation	7% / 5% / 13% / 75%	Not asked	75 %	66 %	70 %	75 %
Gender is not a barrier to success in my organisation	3% / 9% / 14% / 75%	Not asked	75 %	66 %	74 %	81 %
Sexual orientation is not a barrier to success in my organisation	10% / 3% / 15% / 71%	Not asked	71 %	68 %	75 %	80 %
Age is not a barrier to success in my organisation	6% / 10% / 15% / 69%	Not asked	69 %	59 %	65 %	68 %

Victorian Public Sector Commission

VICTORIA State Government

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

67% of your staff who did the survey agreed or strongly agreed with 'Disability is not a barrier to success in my organisation'.

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

Survey question	Your results		You		Comparator		
			2020	2021	Lowest	Average	Highest
Disability is not a barrier to success in my organisation	12% / 5% / 16% / 67%		Not asked	67 %	49 %	59 %	64 %
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	22% / 3% / 20% / 56%		Not asked	56 %	62 %	65 %	68 %

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.

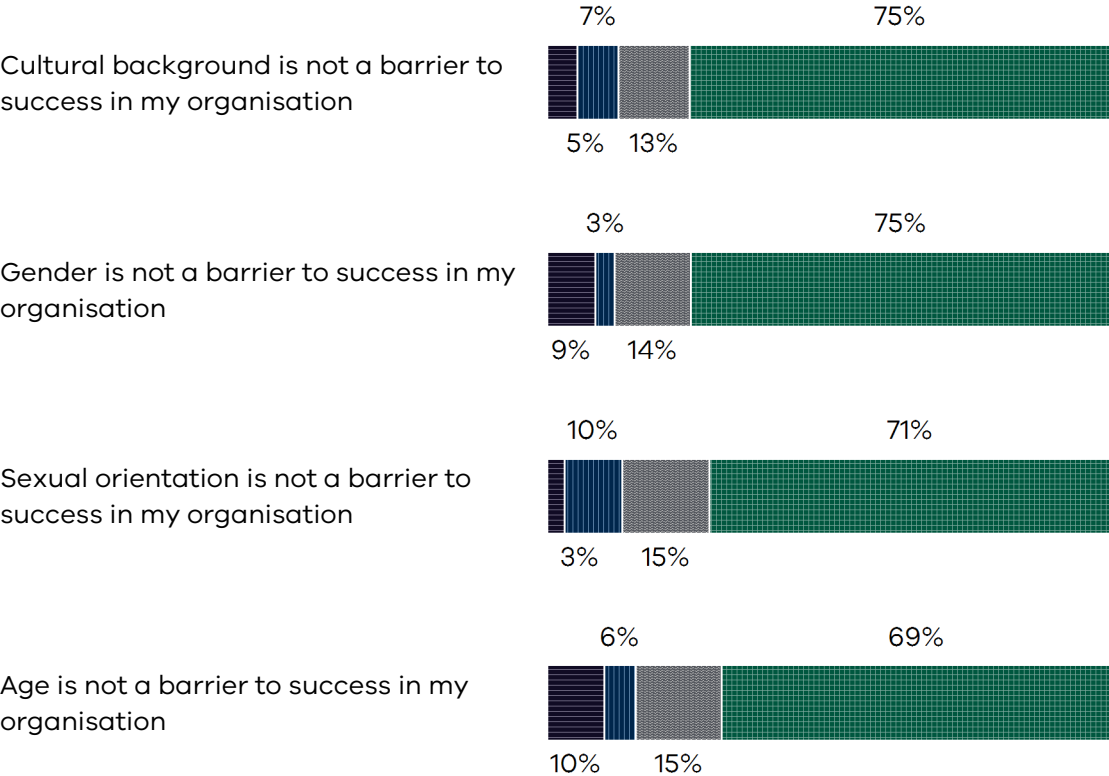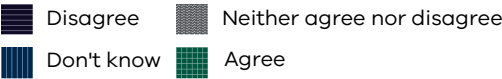Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

87% 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		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation provides a physically safe work environment	87% (5% 8%)	Not asked	87 %	70 %	83 %	91 %
I feel culturally safe at work	78% (7% 15%)	Not asked	78 %	64 %	78 %	85 %
My organisation consults employees on health and safety matters	71% (3% 11% 15%)	Not asked	71 %	58 %	71 %	84 %
My organisation has effective procedures in place to support employees who may experience stress	62% (4% 15% 19%)	68 %	62 %	46 %	60 %	67 %

Victorian Public Sector Commission

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Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

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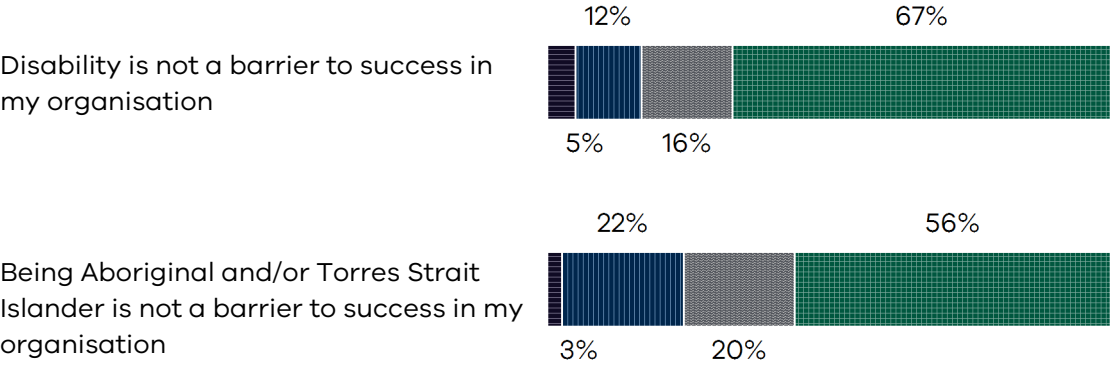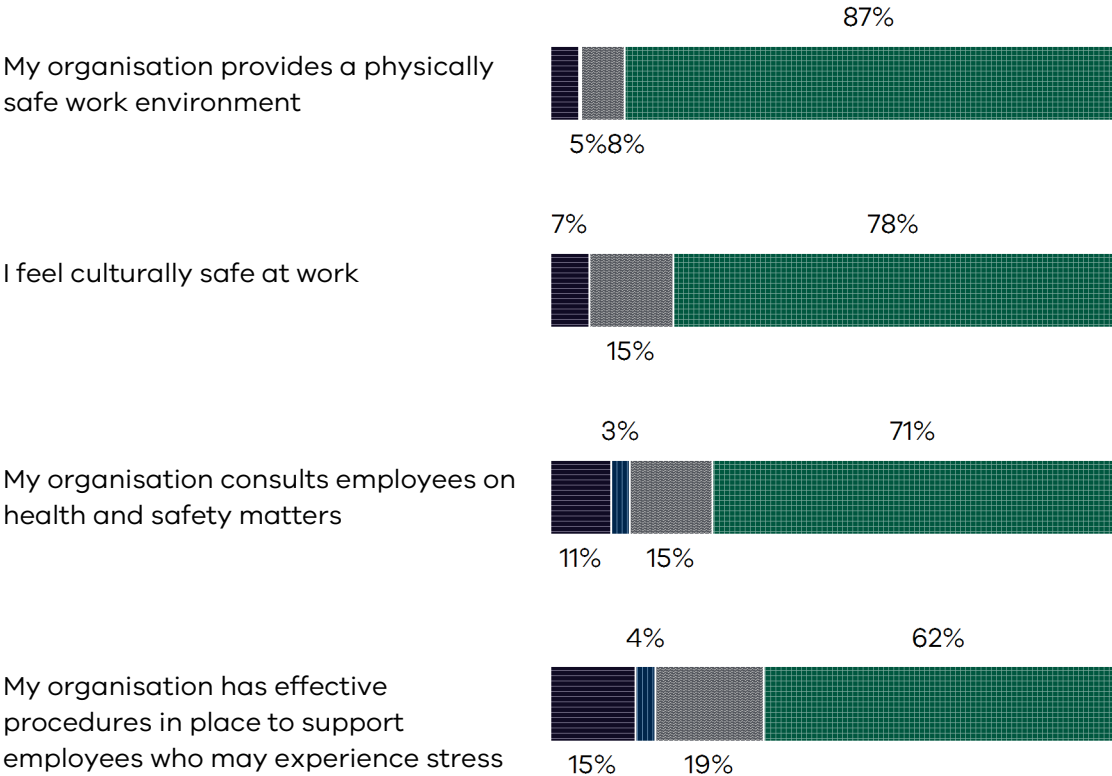
Example

56% of your staff who did the survey agreed or strongly agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

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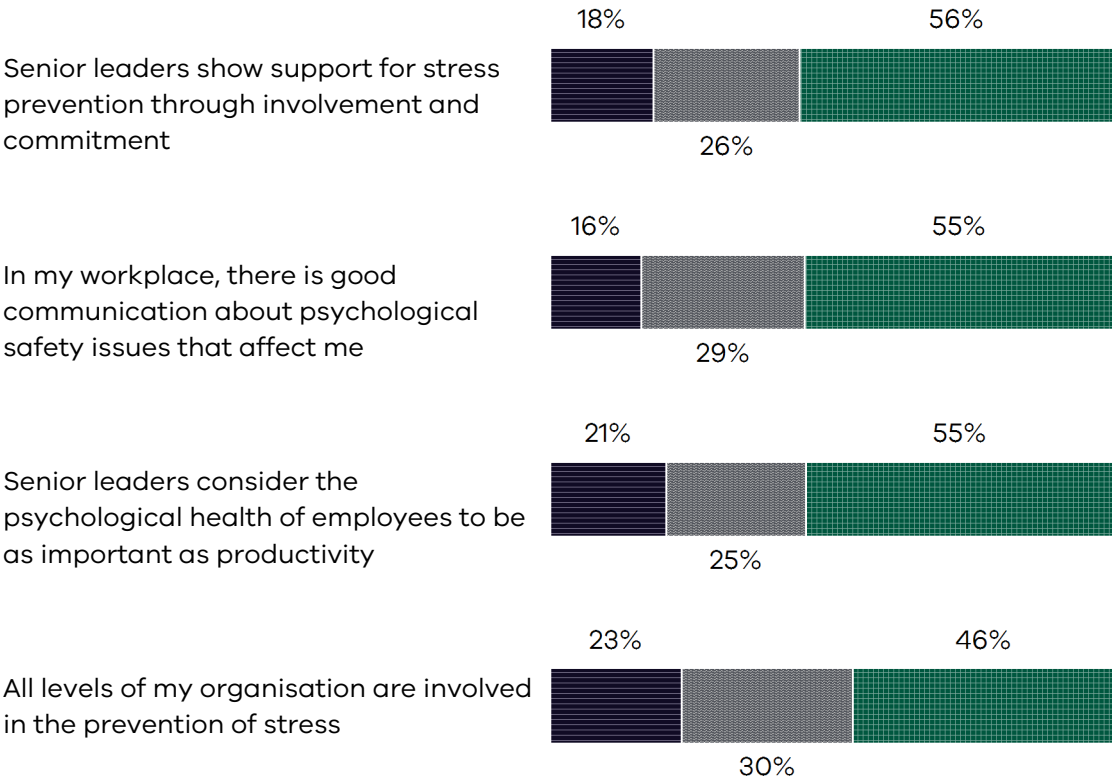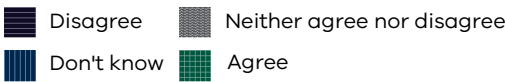
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

	You		Comparator		
	2020	2021	Lowest	Average	Highest

Senior leaders show support for stress prevention through involvement and commitment
18% / 26% / 56%
67 % | 56 % | 38 % | 55 % | 63 %

In my workplace, there is good communication about psychological safety issues that affect me
16% / 29% / 55%
62 % | 55 % | 42 % | 59 % | 70 %

Senior leaders consider the psychological health of employees to be as important as productivity
21% / 25% / 55%
67 % | 55 % | 39 % | 57 % | 65 %

All levels of my organisation are involved in the prevention of stress
23% / 30% / 46%
50 % | 46 % | 31 % | 45 % | 52 %

Victorian Public Sector Commission

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Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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

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

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

How to interpret your score

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

A score of:

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

Adverse outcomes can include:

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

Benchmark results
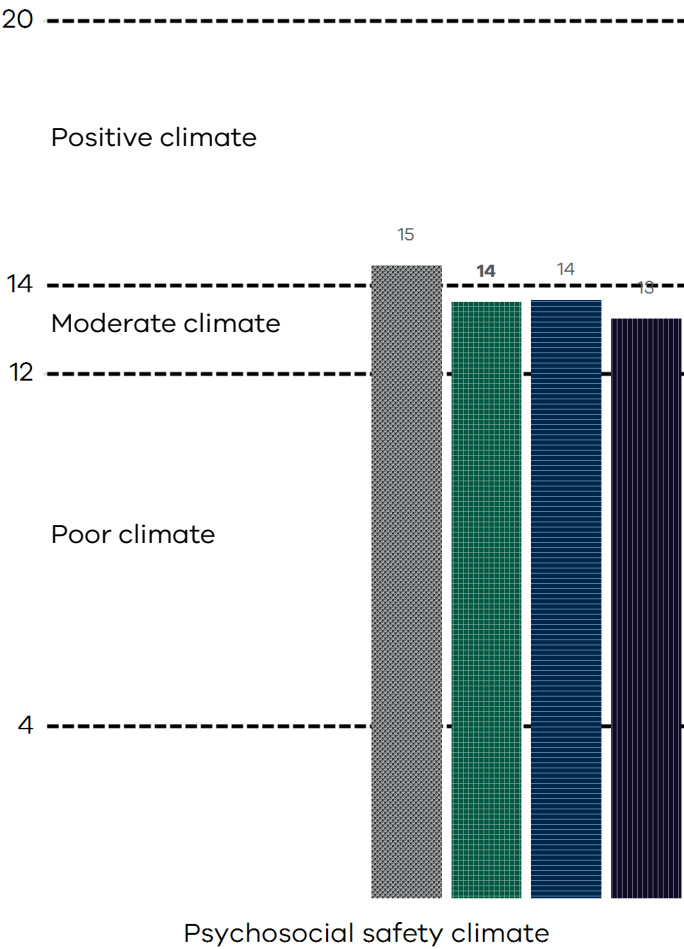
Psychosocial safety climate

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

Organisational climate

Diversity and inclusion 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

78% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees from varied cultural backgrounds'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2020	2021	Lowest	Average	Highest

There is a positive culture within my organisation in relation to employees from varied cultural backgrounds
5% / 78% ... 5% 12%
Not asked | 78 % | 68 % | 78 % | 83 %

There is a positive culture within my organisation in relation to employees of different sexes/genders
5% / 76% ... 5% 15%
Not asked | 76 % | 67 % | 80 % | 86 %

There is a positive culture within my organisation in relation to employees of different age groups
4% / 75% ... 6% 16%
Not asked | 75 % | 59 % | 71 % | 77 %

There is a positive culture within my organisation in relation to employees with disability
12% / 68% ... 4% 16%
Not asked | 68 % | 49 % | 63 % | 69 %

Victorian Public Sector Commission

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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

58% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+'.

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	4% · 17% · 20% · 58%	Not asked	58 %	67 %	77 %	82 %
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	4% · 23% · 20% · 53%	Not asked	53 %	66 %	74 %	79 %

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.
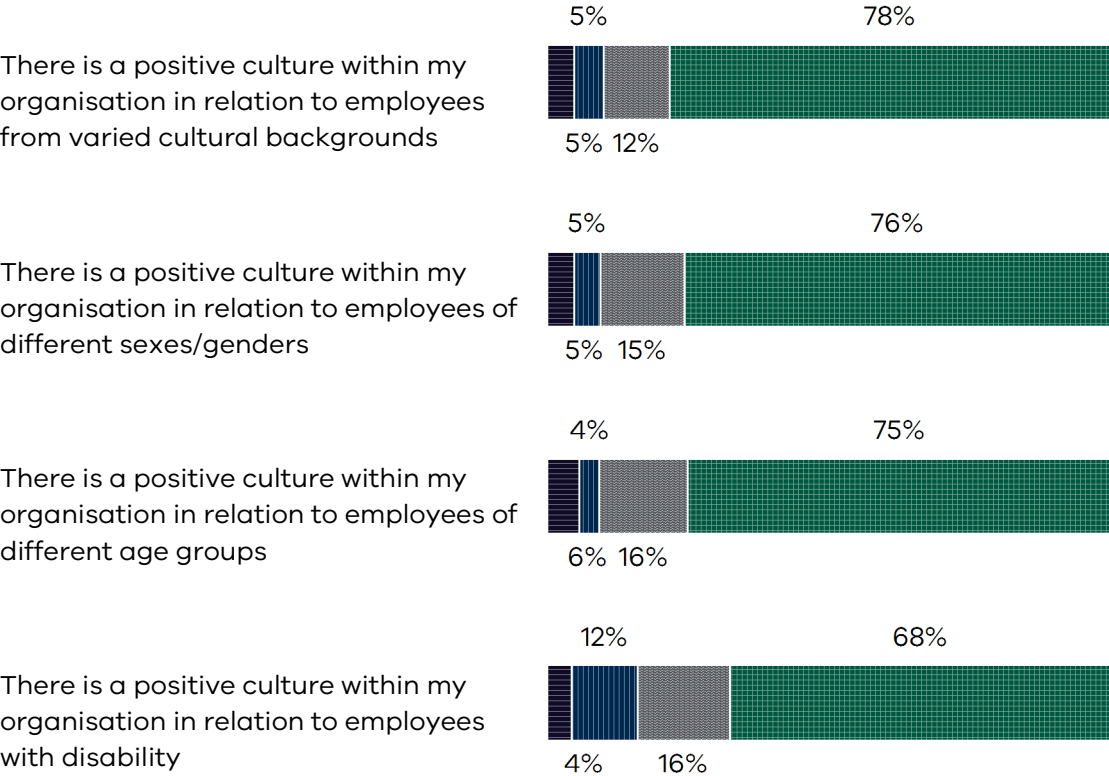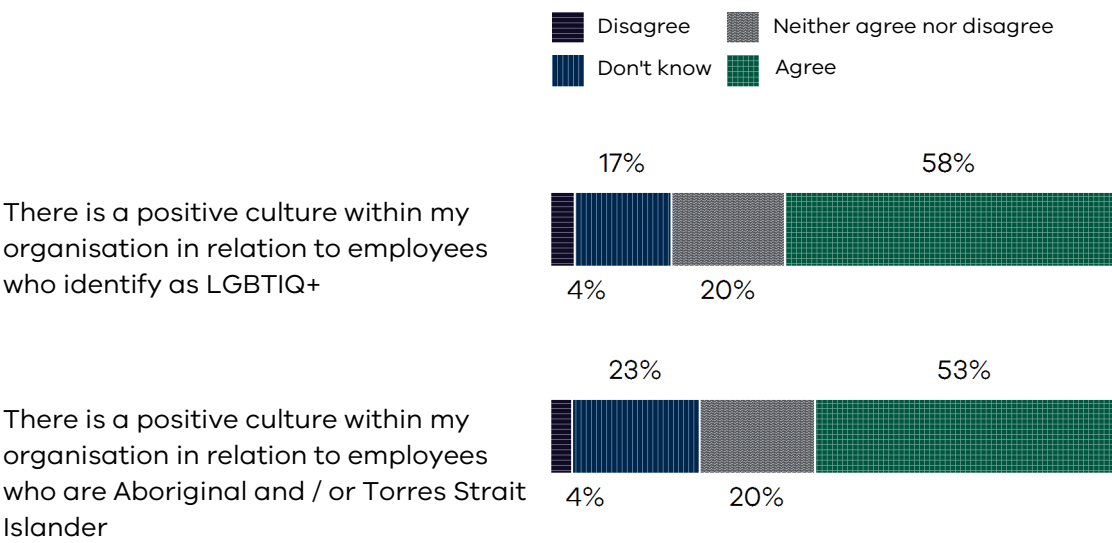
Example

85% of your staff who did the survey agreed or strongly agreed with 'In my workgroup work is allocated fairly, regardless of gender'.

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

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
In my workgroup work is allocated fairly, regardless of gender	4% / 11% / 85%	Not asked	85 %	73 %	83 %	87 %
My organisation uses inclusive and respectful images and language	2% / 4% / 11% / 82%	Not asked	82 %	74 %	86 %	91 %
My organisation would support me if I needed to take family violence leave	12% / 2% / 11% / 75%	Not asked	75 %	67 %	79 %	85 %

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

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:

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

Compared to:

- 83% of staff at your comparator and 80% of staff across the public sector.

Quality service delivery: You 2021 84%, Comparator 2021 83%, Public sector 2021 80%

Workgroup support: You 2021 80%, Comparator 2021 80%, Public sector 2021 76%

Innovation: You 2021 70%, Comparator 2021 72%, Public sector 2021 68%

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

Victorian Public Sector Commission

VICTORIA State Government
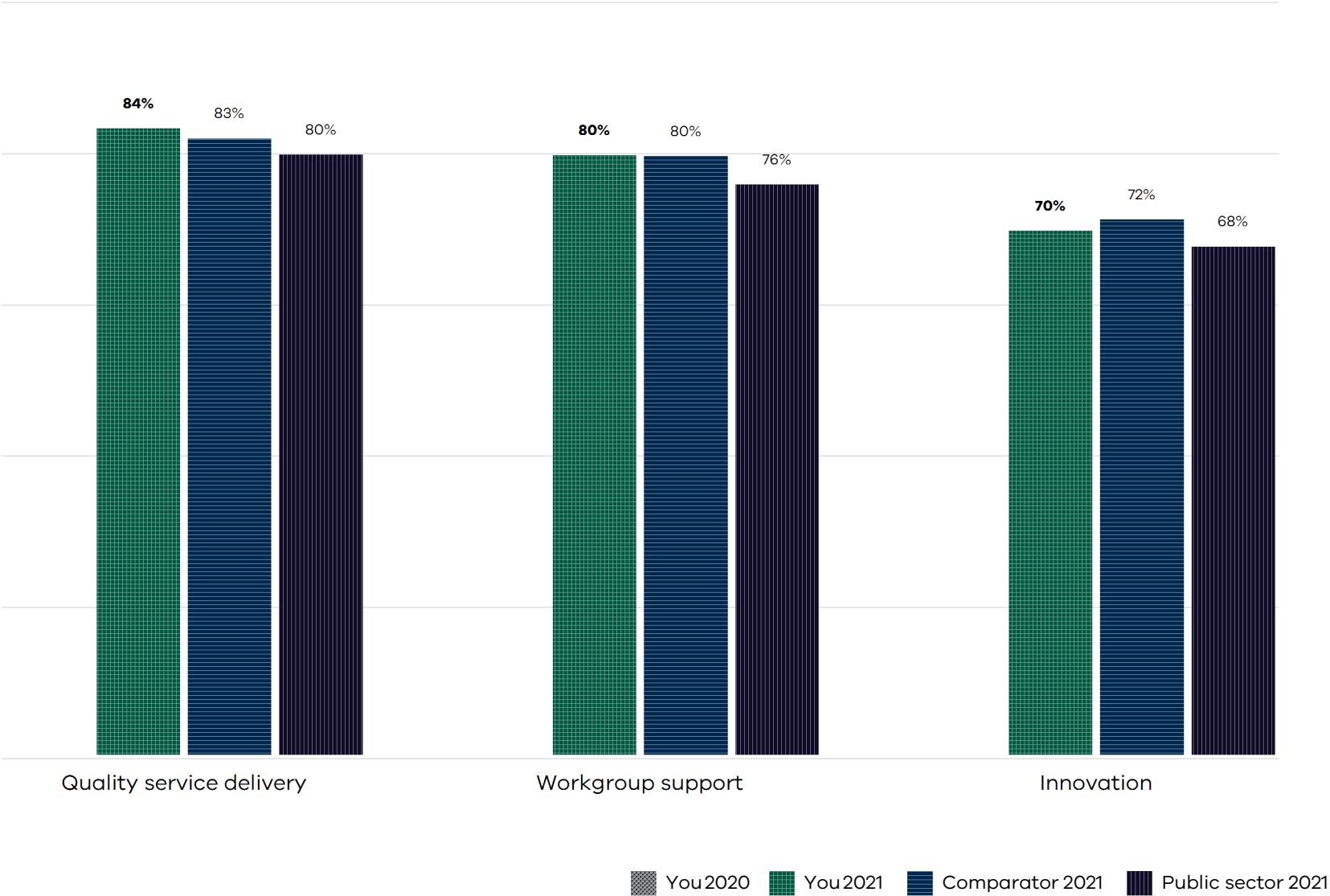
Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

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

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup strives to provide high quality advice and services	90% (3%, 7%)	Not asked	90 %	78 %	90 %	94 %
My workgroup strives to deliver services in a timely manner	89% (4%, 7%)	Not asked	89 %	81 %	90 %	94 %
My workgroup values human rights	86% (1%, 4%, 9%)	Not asked	86 %	77 %	87 %	90 %
My workgroup has clear lines of responsibility	82% (1%, 8%, 10%)	Not asked	82 %	67 %	75 %	80 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Quality service delivery 2 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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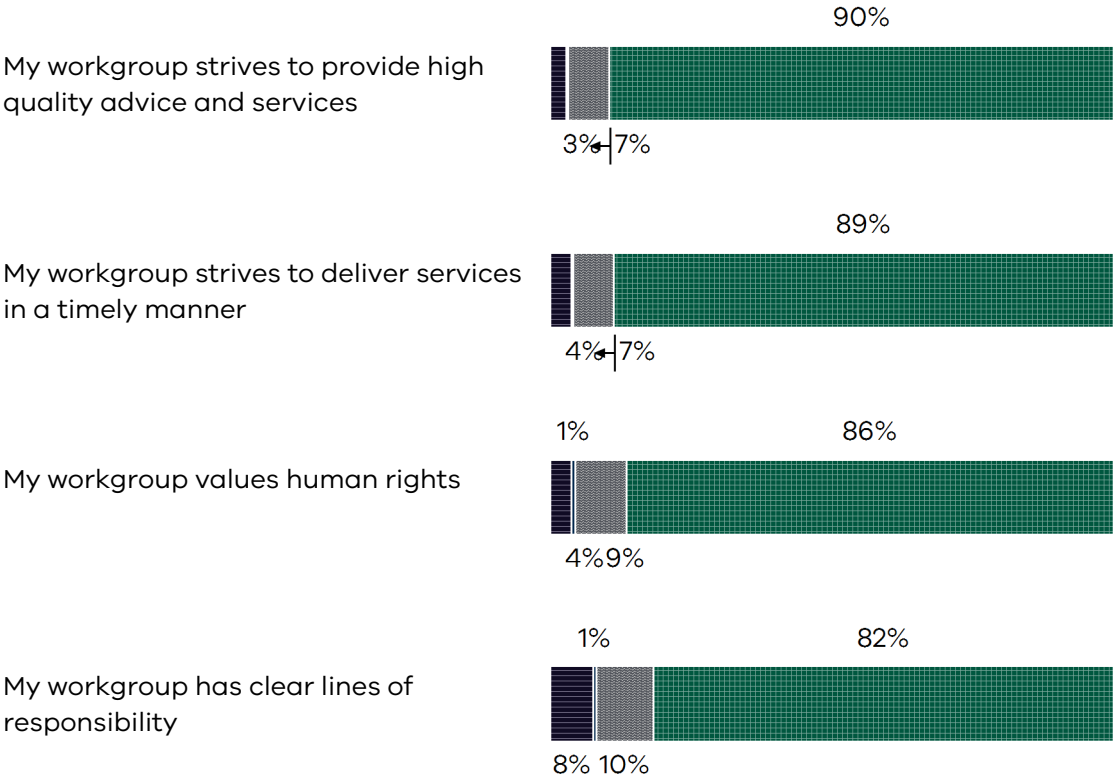
Example

81% of your staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2020	2021	Lowest	Average	Highest

My workgroup focuses on making decisions informed by all relevant facts
1% / 5% / 13% / 81%
Not asked | 81 % | 66 % | 79 % | 83 %

My workgroup strives to make the best use of its resources
2% / 8% / 10% / 80%
Not asked | 80 % | 67 % | 78 % | 82 %

My workgroup places a priority on acting fairly and without bias
1% / 6% / 13% / 80%
Not asked | 80 % | 63 % | 78 % | 83 %

Victorian Public Sector Commission

VICTORIA State Government

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.
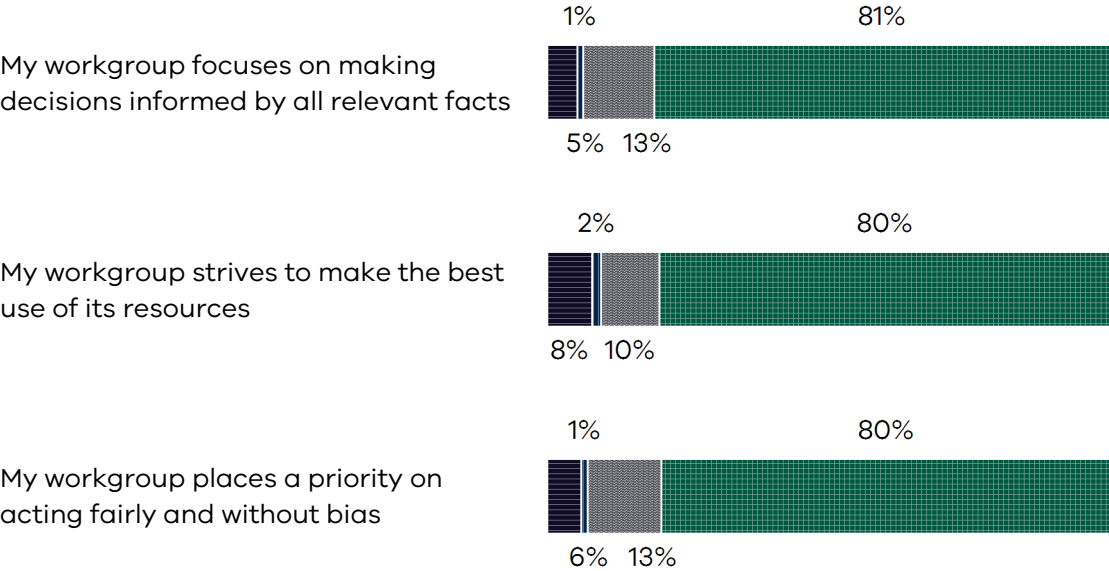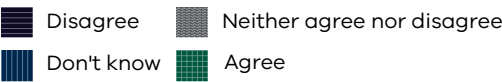
Example

86% 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

Survey question	Your results	Benchmark agree results				
		You		**Comparator**		
		2020	2021	Lowest	Average	Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes	1% ... 86% / 4% 9%	Not asked	86 %	76 %	87 %	92 %
My workgroup is quick to respond to opportunities to do things better	1% ... 72% / 12% 15%	Not asked	72 %	58 %	73 %	79 %
My workgroup learns from failures and mistakes	1% ... 69% / 11% 19%	Not asked	69 %	54 %	70 %	75 %
My workgroup takes reasonable risks to improve its services	3% ... 65% / 11% 22%	Not asked	65 %	50 %	64 %	69 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

| Survey question | Your results | Benchmark agree results |

Your results

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

My workgroup encourages employee creativity

1%　　　60%

13%　　25%

Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
	Not asked	60 %	49 %	65 %	71 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

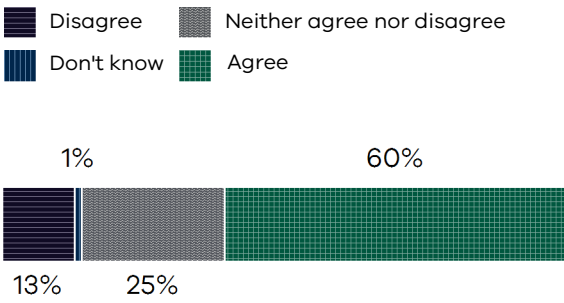Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

94% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others in my workgroup'.

| Survey question | Your results | Benchmark agree results |

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

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others in my workgroup	1% / 94% / 5%	94 %	94 %	86 %	92 %	93 %
I am able to work effectively with others outside my immediate workgroup	2% / 88% / 10%	88 %	88 %	85 %	89 %	90 %
People in my workgroup treat each other with respect	87% / 6% / 7%	90 %	87 %	71 %	86 %	91 %
People in my workgroup work together effectively to get the job done	85% / 5% 9%	86 %	85 %	75 %	85 %	89 %

Victorian Public Sector Commission

VICTORIA State Government

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.

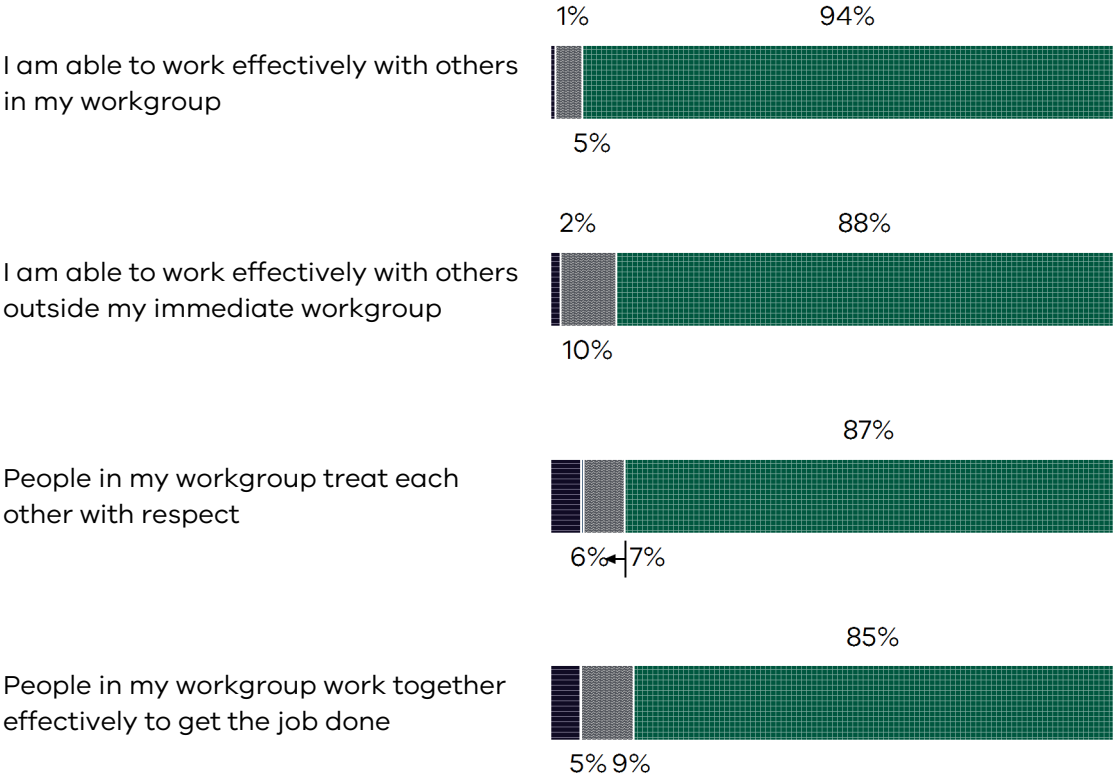Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

85% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup actively support diversity and inclusion in the workplace'.

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup actively support diversity and inclusion in the workplace	1% Disagree, 3% Don't know, 11% Neither, 85% Agree	Not asked	85 %	74 %	85 %	87 %
People in my workgroup are politically impartial in their work	3% Disagree, 3% Don't know, 13% Neither, 81% Agree	Not asked	81 %	65 %	78 %	86 %
People in my workgroup are honest, open and transparent in their dealings	1% Disagree, 7% Don't know, 15% Neither, 78% Agree	Not asked	78 %	58 %	77 %	83 %
People in my workgroup appropriately manage conflicts of interest	6% Disagree, 4% Don't know, 14% Neither, 77% Agree	Not asked	77 %	64 %	76 %	81 %

Workgroup climate

What this is

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Why this is important

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

How to read this

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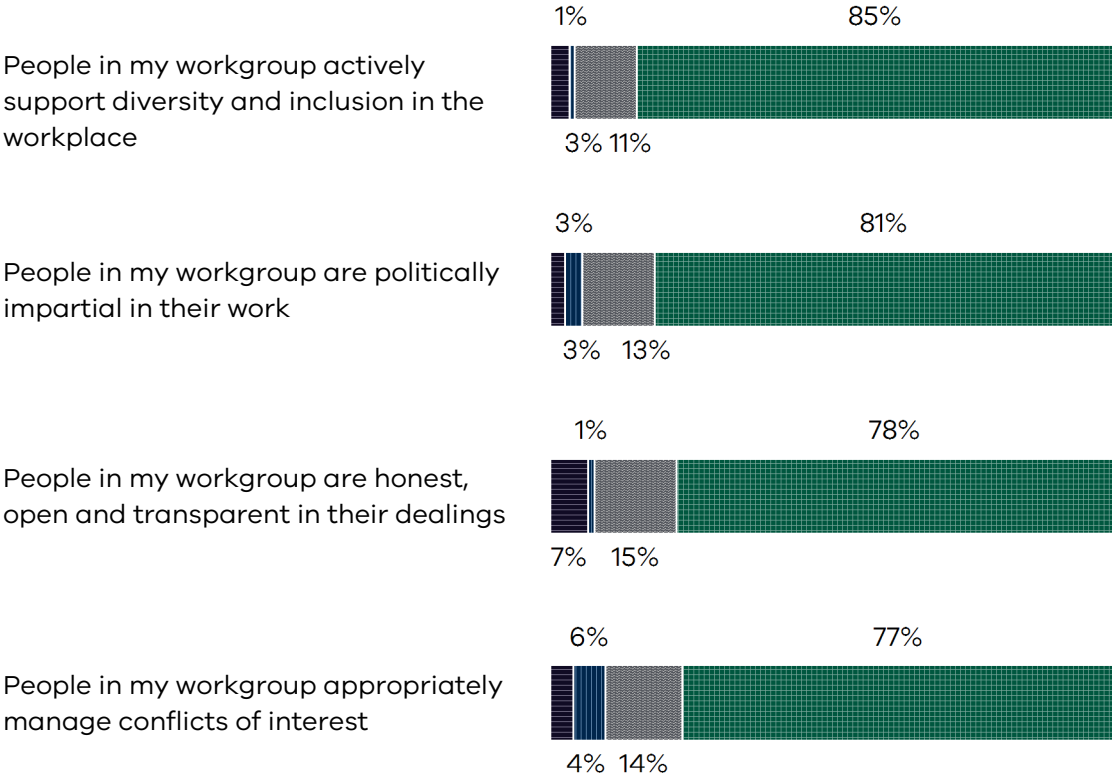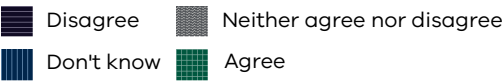Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

69% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup regularly reach out to support me and my wellbeing'.

Survey question	Your results				

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

Benchmark agree results
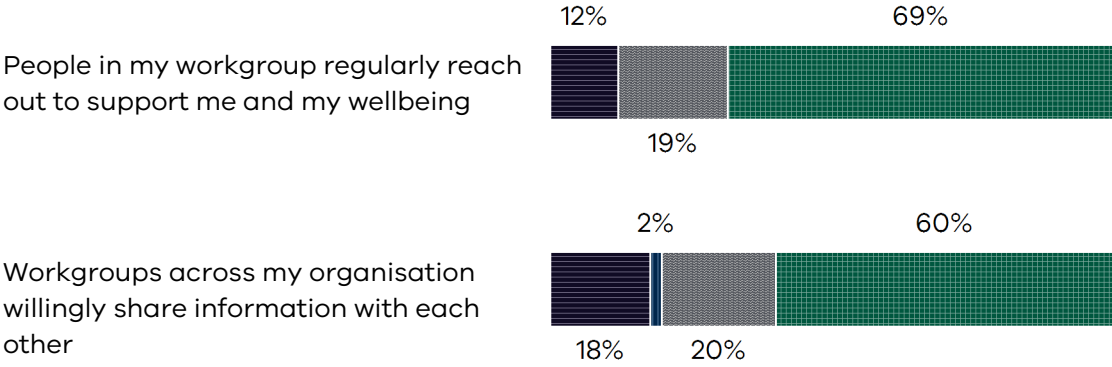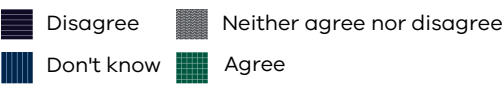
Survey question	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup regularly reach out to support me and my wellbeing (12% / 19% / 69%)	75 %	69 %	61 %	75 %	78 %
Workgroups across my organisation willingly share information with each other (18% / 2% / 20% / 60%)	59 %	60 %	47 %	60 %	69 %

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

- Scorecard
- Quality service delivery
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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:

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

Compared to:

- 87% of staff at your comparator and 84% of staff across the public sector.
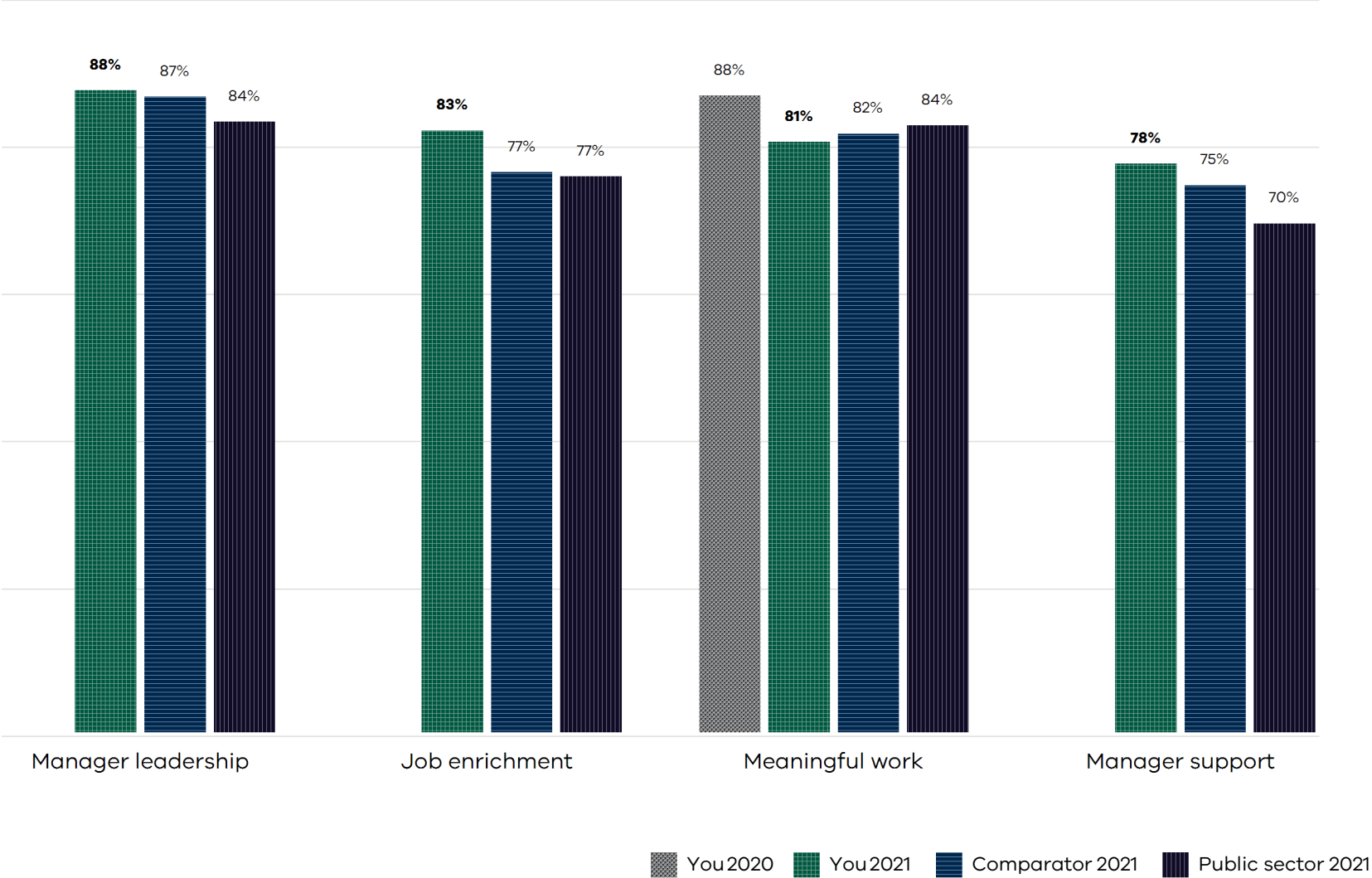
	You 2020	You 2021	Comparator 2021	Public sector 2021
Manager leadership		88%	87%	84%
Job enrichment		83%	77%	77%
Meaningful work	88%	81%	82%	84%
Manager support		78%	75%	70%

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

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

Compared to:

- 70% of staff at your comparator and 67% of staff across the public sector.

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

Safe to speak up: You 2021 68%, Comparator 2021 70%, Public sector 2021 67%

Workload: You 2020 73%, You 2021 63%, Comparator 2021 54%, Public sector 2021 53%

Learning and development: You 2021 58%, Comparator 2021 56%, Public sector 2021 53%

Job and manager factors

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

90% of your staff who did the survey agreed or strongly agreed with 'My manager works effectively with people from diverse backgrounds'.

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

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

Survey question	Your results	You 2020	You 2021	Lowest	Average	Highest
My manager works effectively with people from diverse backgrounds	3% / 90% / 8%	Not asked	90 %	78 %	89 %	92 %
My manager is committed to workplace safety	2% / 89% / 3% / 5%	Not asked	89 %	79 %	88 %	92 %
My manager treats employees with dignity and respect	5% / 89% / 6%	Not asked	89 %	76 %	88 %	92 %
My manager ensures clients receive a high standard of service	3% / 88% / 9%	Not asked	88 %	79 %	89 %	93 %

Job and manager factors

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This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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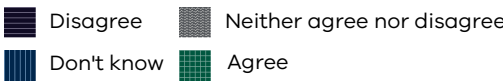
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

88% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results	Benchmark agree results

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

Survey question	Your results		You		Comparator		
			2020	2021	Lowest	Average	Highest
My manager demonstrates honesty and integrity	4% 88% 8%		Not asked	88 %	74 %	87 %	91 %
My manager models my organisation's values	4% 86% 10%		Not asked	86 %	71 %	84 %	88 %

Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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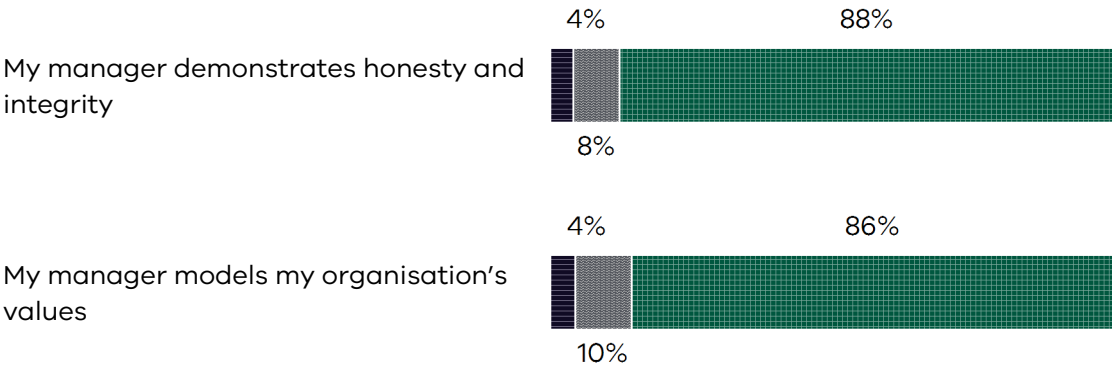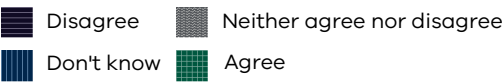
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

86% 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 ▦ Neither agree nor disagree ▥ Don't know ▨ Agree

Survey question		You		Comparator		
		2020	2021	Lowest	Average	Highest
My manager listens to what I have to say (5% / 8% / 86%)		87 %	86 %	73 %	86 %	89 %
My manager involves me in decisions about my work (6% / 9% / 85%)		82 %	85 %	67 %	82 %	86 %
My manager encourages and supports my participation in learning and development opportunities (5% / 11% / 84%)		Not asked	84 %	66 %	79 %	84 %
My manager keeps me informed about what's going on (8% / 9% / 84%)		81 %	84 %	66 %	79 %	83 %

Job and manager factors

Manager support 2 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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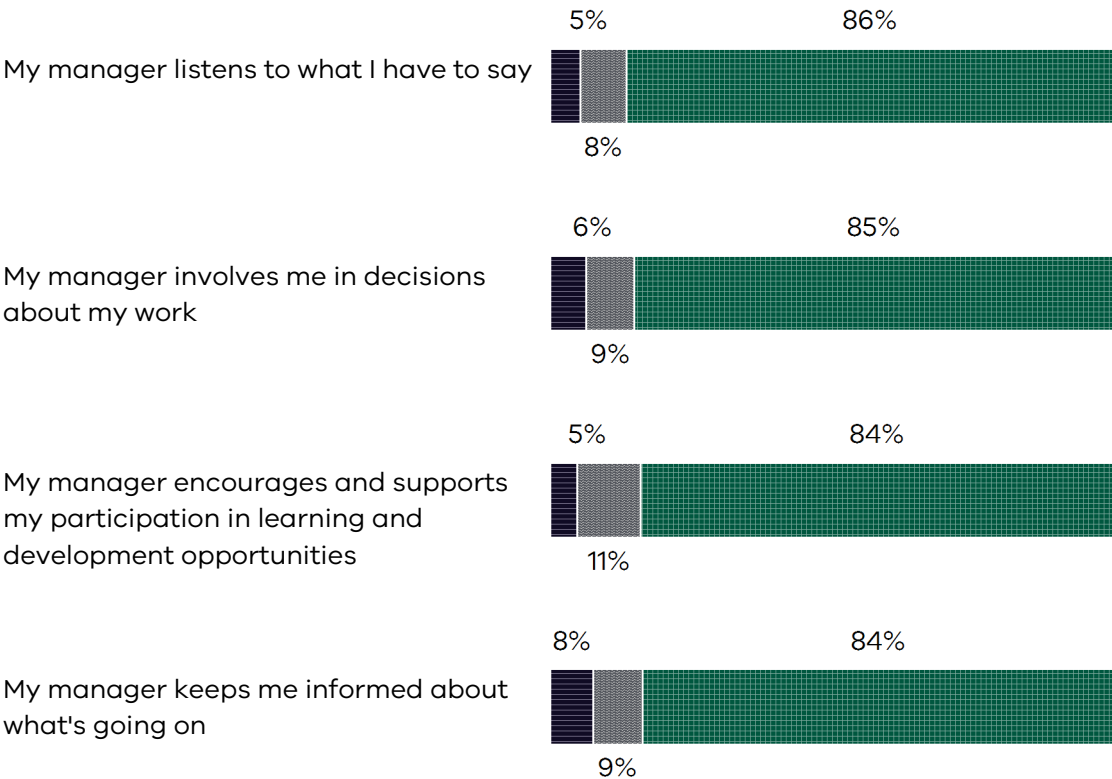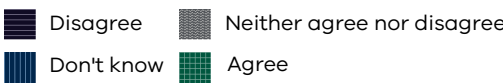
Example

82% of your staff who did the survey agreed or strongly agreed with 'My manager provides me with enough support when I need it'.

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager provides me with enough support when I need it	9% / 9% / 82%	84 %	82 %	66 %	79 %	83 %
I would be confident in approaching my manager to discuss concerns and grievances	9% / 10% / 81%	Not asked	81 %	69 %	81 %	86 %
My manager provides feedback to me in a way that helps me improve my performance	8% / 12% / 80%	80 %	80 %	60 %	71 %	75 %
My manager has regular conversations with me about my learning and development	15% / 22% / 64%	Not asked	64 %	51 %	59 %	61 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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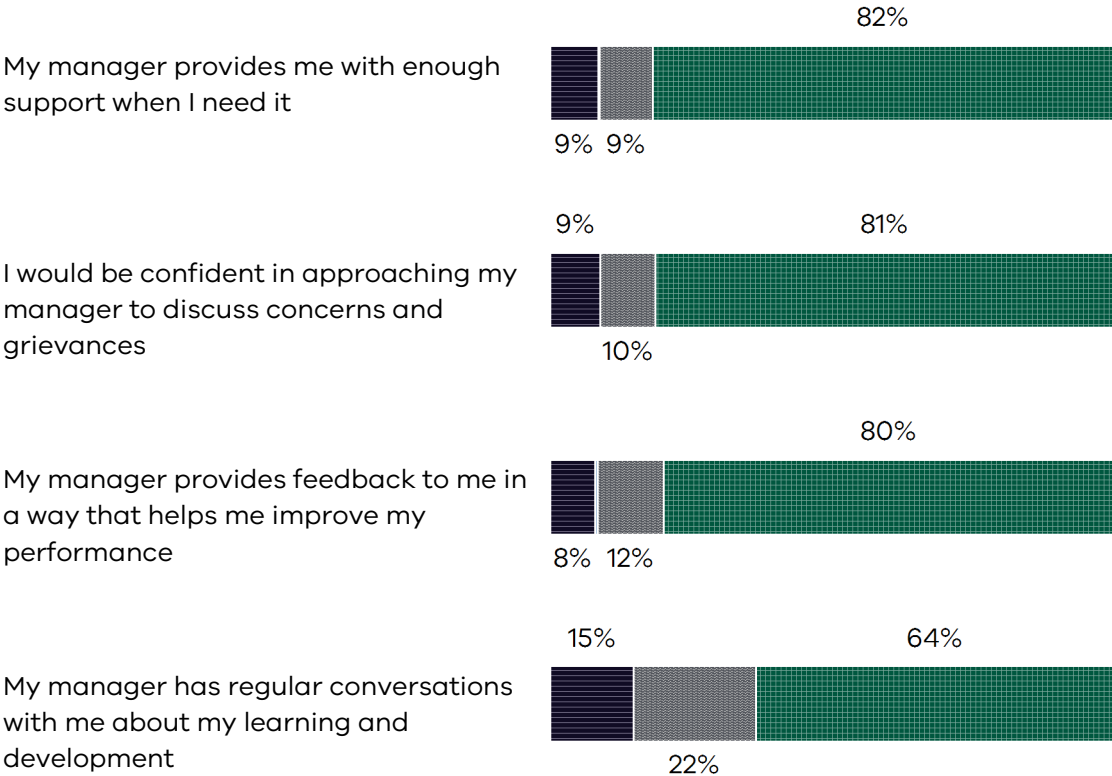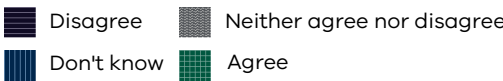
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

59% of your staff who did the survey agreed or strongly agreed with 'I receive adequate recognition for my contributions and accomplishments'.

Survey question	Your results	Benchmark agree results

Your results

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

Survey question		Benchmark agree results

Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
I receive adequate recognition for my contributions and accomplishments	Not asked	59 %	43 %	63 %	70 %

I receive adequate recognition for my contributions and accomplishments

19% / 22% / 59%
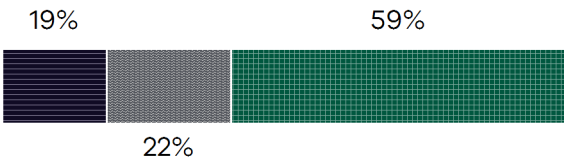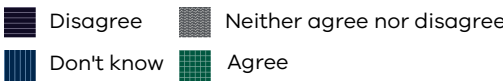
Job and manager factors

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

65% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Legend: Disagree ■ (dark navy) · Neither agree nor disagree ■ (grey) · Agree ■ (green)

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
The workload I have is appropriate for the job that I do	18% / 17% / 65%	75 %	65 %	48 %	55 %	59 %
I have enough time to do my job effectively	22% / 17% / 62%	71 %	62 %	44 %	52 %	57 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

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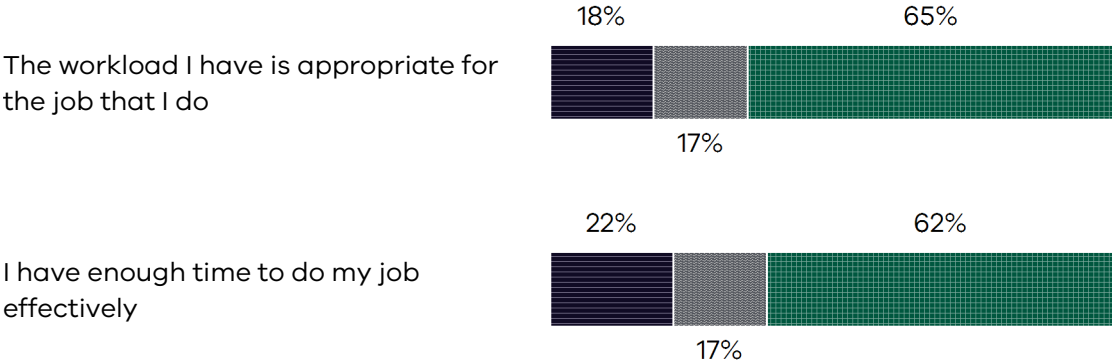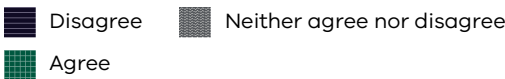
Example

74% of your staff who did the survey agreed or strongly agreed with 'My organisation places a high priority on the learning and development of staff'.

Survey question	Your results	Benchmark agree results

Legend: ■ Disagree ▦ Neither agree nor disagree ▩ Agree

	You		Comparator		
	2020	2021	Lowest	Average	Highest

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation places a high priority on the learning and development of staff	8% / 17% / 74%	Not asked	74 %	45 %	59 %	65 %
I am developing and learning in my role	12% / 15% / 73%	Not asked	73 %	60 %	72 %	77 %
In the last 12 months I have learned skills that have helped me do my job better	11% / 16% / 73%	Not asked	73 %	62 %	72 %	77 %
There are adequate opportunities for me to develop skills and experience in my organisation	14% / 26% / 60%	Not asked	60 %	46 %	61 %	69 %

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.
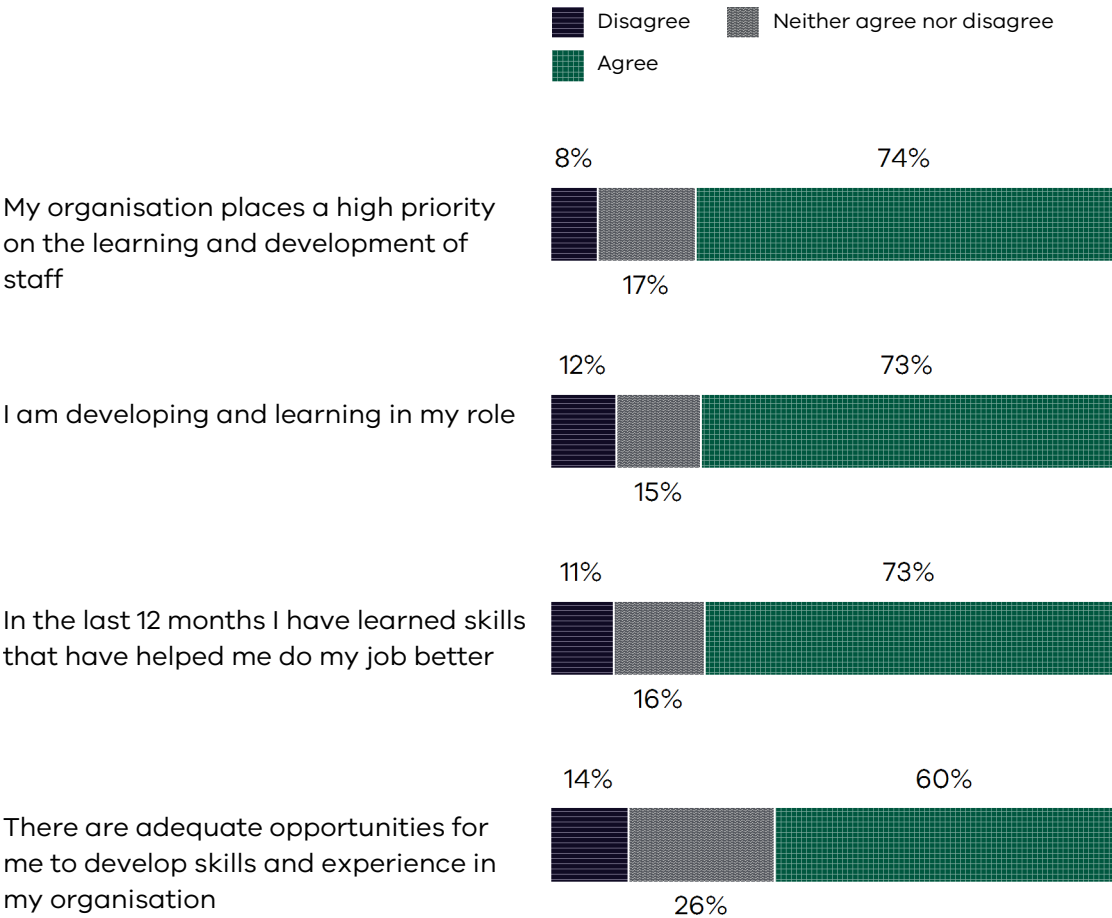
Example

58% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

Legend: Disagree | Neither agree nor disagree | Agree

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	15% / 27% / 58%	Not asked	58 %	43 %	55 %	60 %
I feel I have an equal chance at promotion in my organisation	24% / 28% / 48%	Not asked	48 %	33 %	45 %	52 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	21% / 33% / 46%	Not asked	46 %	36 %	47 %	58 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	19% / 46% / 34%	Not asked	34 %	31 %	38 %	44 %

People Matter Survey | results

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Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

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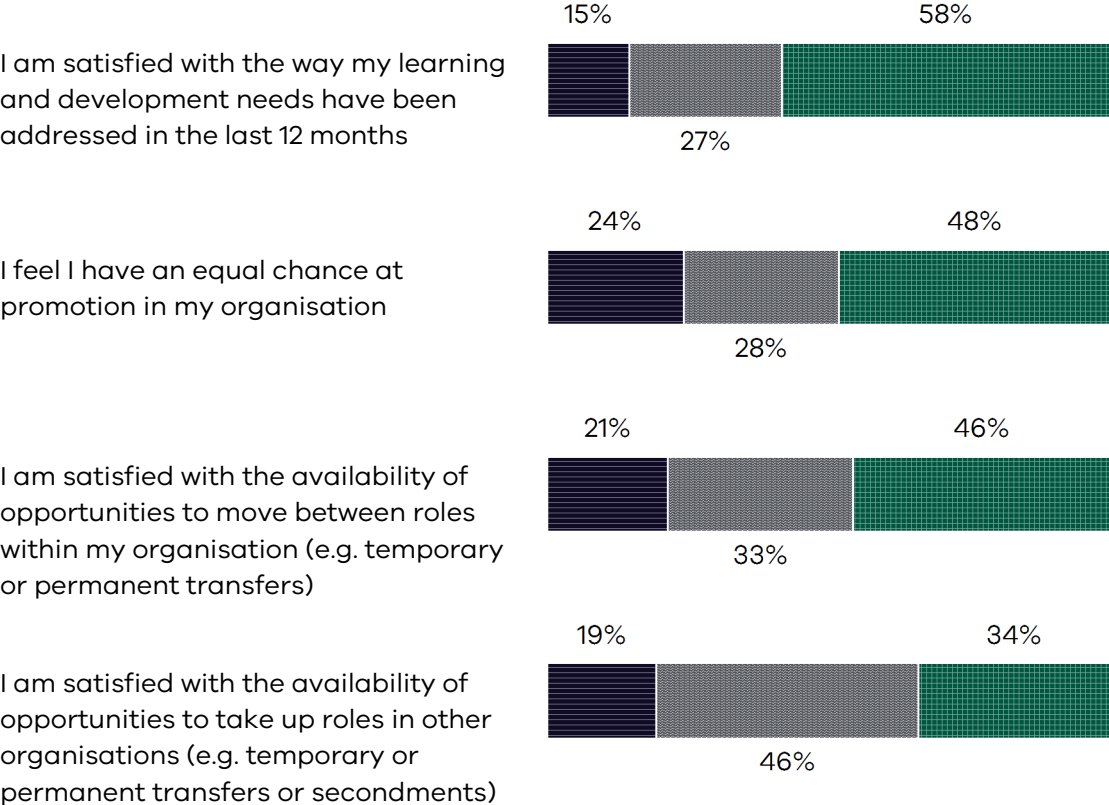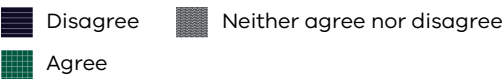
Example

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

Survey question	Your results			

Legend: ■ Disagree ▦ Neither agree nor disagree ▨ Agree

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job contributes to my organisation's purpose	1% / 94% / 5%	96 %	94 %	85 %	89 %	91 %
I clearly understand what I am expected to do in this job	4% / 87% / 9%	92 %	87 %	74 %	79 %	82 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	5% / 85% / 11%	Not asked	85 %	68 %	78 %	92 %
I have the authority to do my job effectively	7% / 81% / 12%	Not asked	81 %	67 %	76 %	80 %

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.

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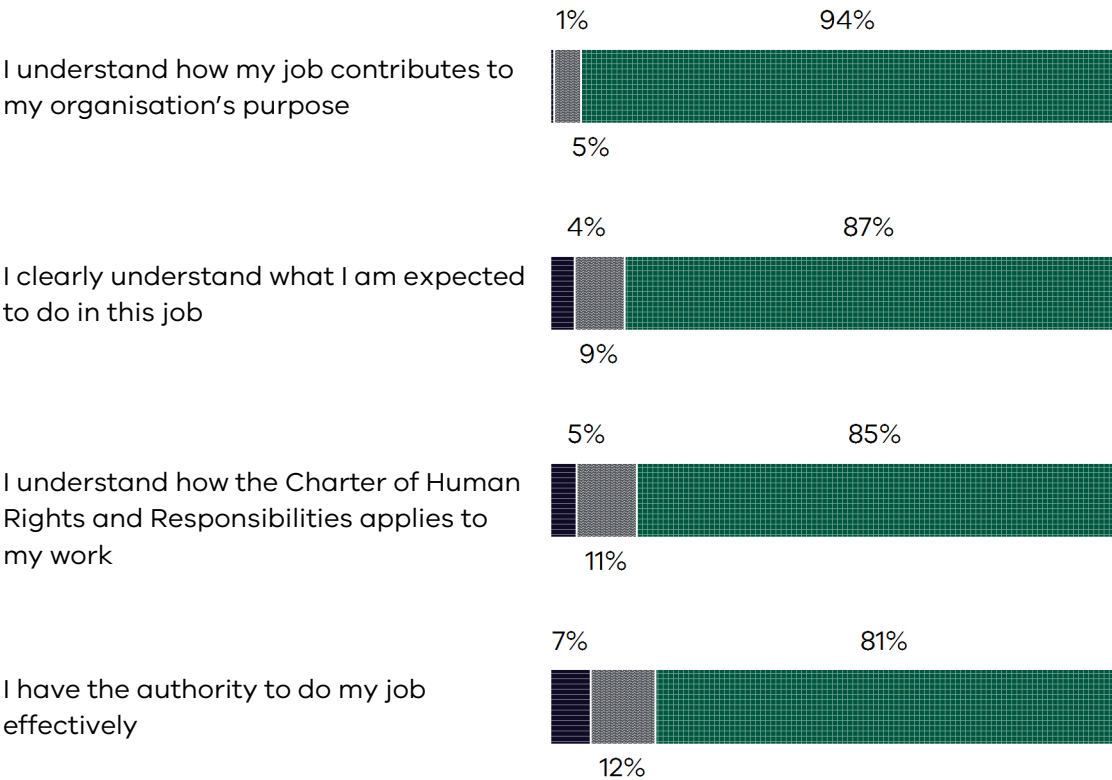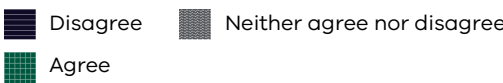
Example

81% of your staff who did the survey agreed or strongly agreed with 'My job allows me to utilise my skills, knowledge and abilities'.

Survey question	Your results					

Your results

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

	You		**Comparator**		
	2020	2021	Lowest	Average	Highest
My job allows me to utilise my skills, knowledge and abilities	84 %	81 %	71 %	80 %	84 %
My work performance is assessed against clear criteria	Not asked	77 %	52 %	62 %	65 %
I have a choice in deciding how I do my work	75 %	75 %	61 %	77 %	83 %

Your results bars:
- My job allows me to utilise my skills, knowledge and abilities: 8% / 11% / 81%
- My work performance is assessed against clear criteria: 9% / 15% / 77%
- I have a choice in deciding how I do my work: 10% / 15% / 75%

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.
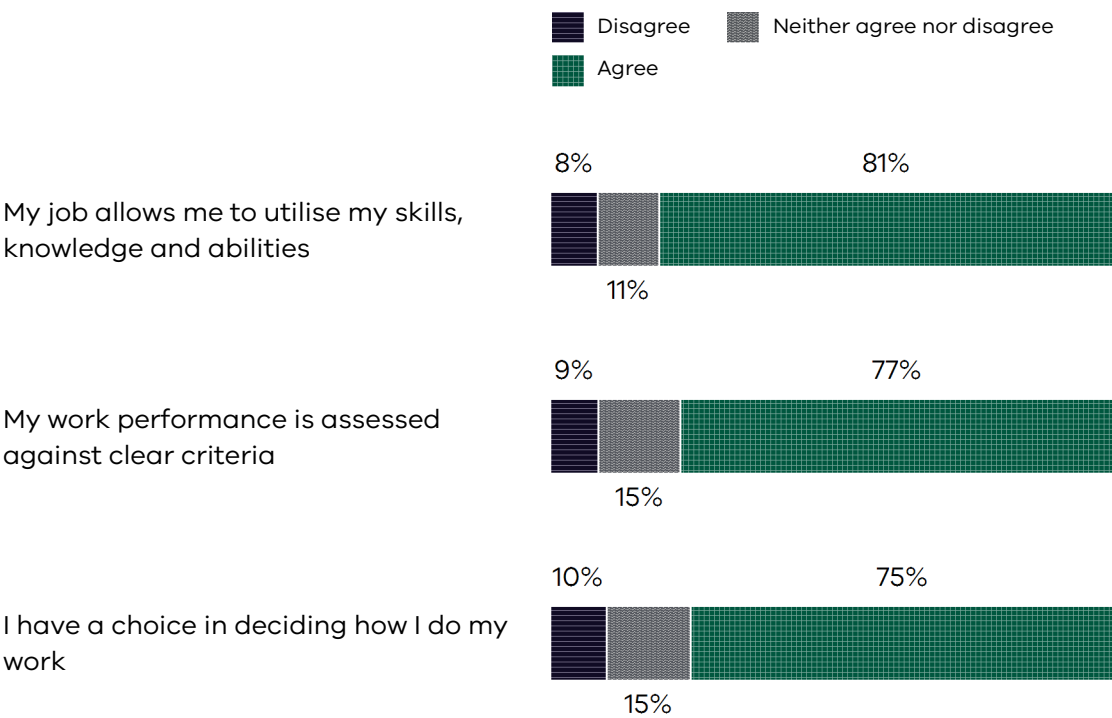
Example

83% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

Survey question	Your results	Benchmark agree results

Legend: ■ Disagree · ▦ Neither agree nor disagree · ▩ Agree

	You		Comparator		
	2020	2021	Lowest	Average	Highest

I feel that I can make a worthwhile contribution at work
4% · 83% · 13%

| | 89 % | 83 % | 75 % | 84 % | 88 % |

I am achieving something important through my work
4% · 79% · 17%

| | 86 % | 79 % | 68 % | 80 % | 84 % |

Victorian Public Sector Commission

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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.
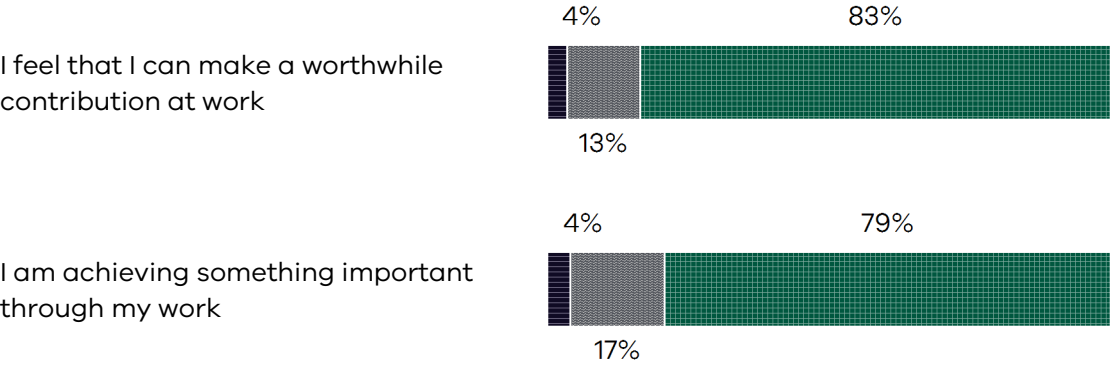
Example

72% of your staff who did the survey agreed or strongly agreed with 'People in your workgroup are able to bring up problems and tough issues'.

Survey question	Your results						

Legend: ■ Disagree ▦ Neither agree nor disagree ▨ Agree

	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in your workgroup are able to bring up problems and tough issues — 10% / 18% / 72%	77 %	72 %	63 %	74 %	78 %
I am confident that I would be protected from reprisal for reporting improper conduct — 15% / 21% / 64%	Not asked	64 %	46 %	66 %	76 %
I feel safe to challenge inappropriate behaviour at work — 14% / 23% / 63%	Not asked	63 %	51 %	65 %	76 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner — 16% / 24% / 59%	Not asked	59 %	40 %	58 %	70 %

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.
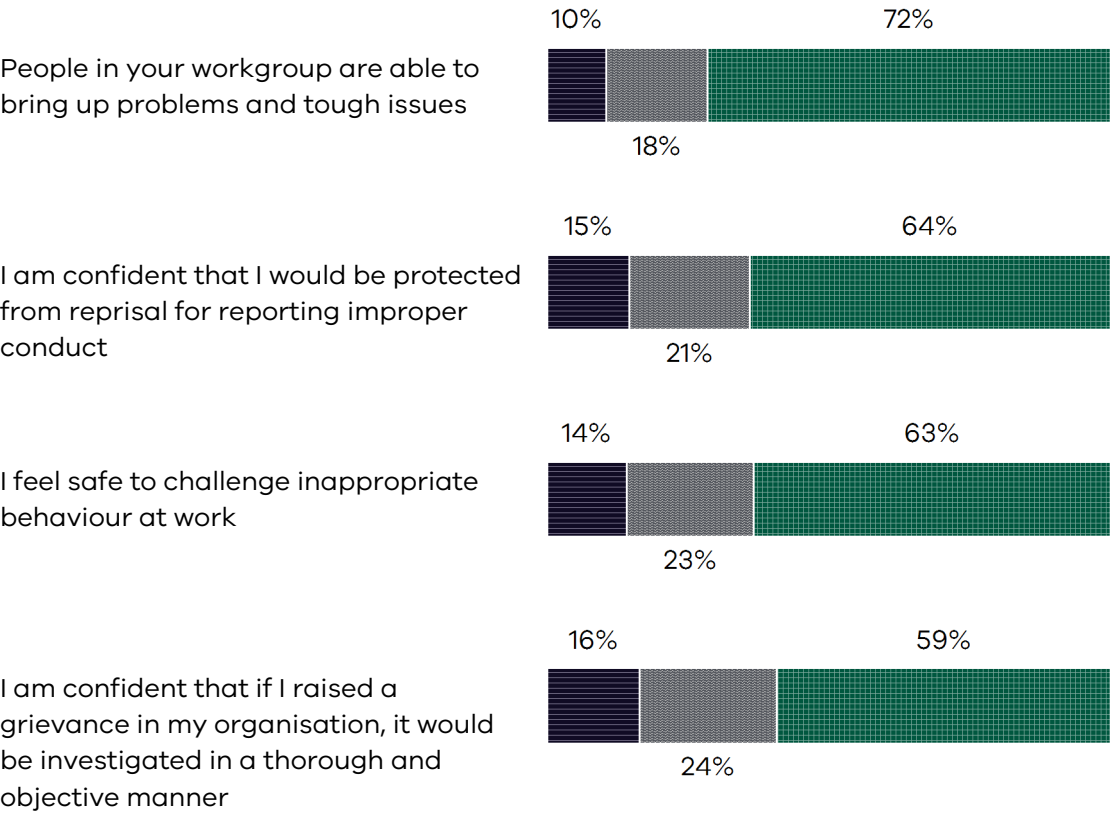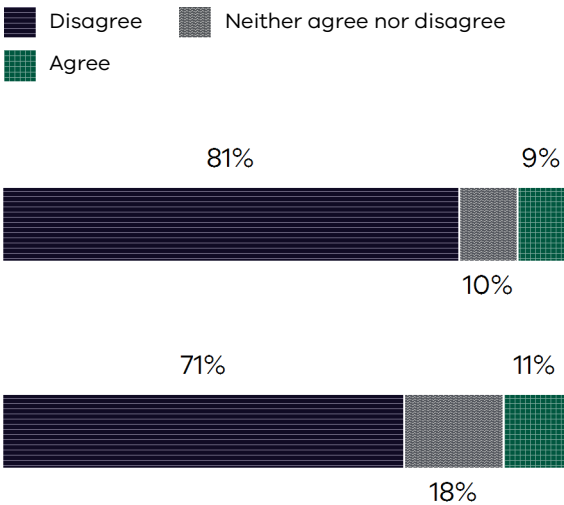
Example

81% 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				

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

		You		Comparator		
		2020	2021	Lowest	Average	Highest
People in my workgroup often reject others for being different	Disagree 81%, Neither 10%, Agree 9%	Not asked	81 %	74 %	84 %	87 %
If I make a mistake in my workgroup, it is often held against me	Disagree 71%, Neither 18%, Agree 11%	Not asked	71 %	63 %	74 %	78 %

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

33% 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	33%	40%	36%
There are no noticeable barriers	22%	15%	18%
Decision making and authorisation processes	18%	29%	23%
Limited social interactions with the team	16%	14%	11%
Administrative processes (including leave and HR requirements)	13%	22%	19%
Communication processes	13%	15%	19%
Poor mental health or wellbeing	13%	12%	11%
Difficulties in separating work from other aspects of my life	11%	13%	10%
Other	11%	13%	13%
Technology limitations	9%	17%	20%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

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- Age, defence force and education
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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:

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

Compared to:

- 90% of staff at your comparator and 87% of staff across the public sector.

	Responsiveness	Human rights	Respect	Accountability
You 2020			86%	89%
You 2021	89%	84%	83%	83%
Comparator 2021	90%	82%	83%	76%
Public sector 2021	87%	80%	78%	76%

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

Public sector values

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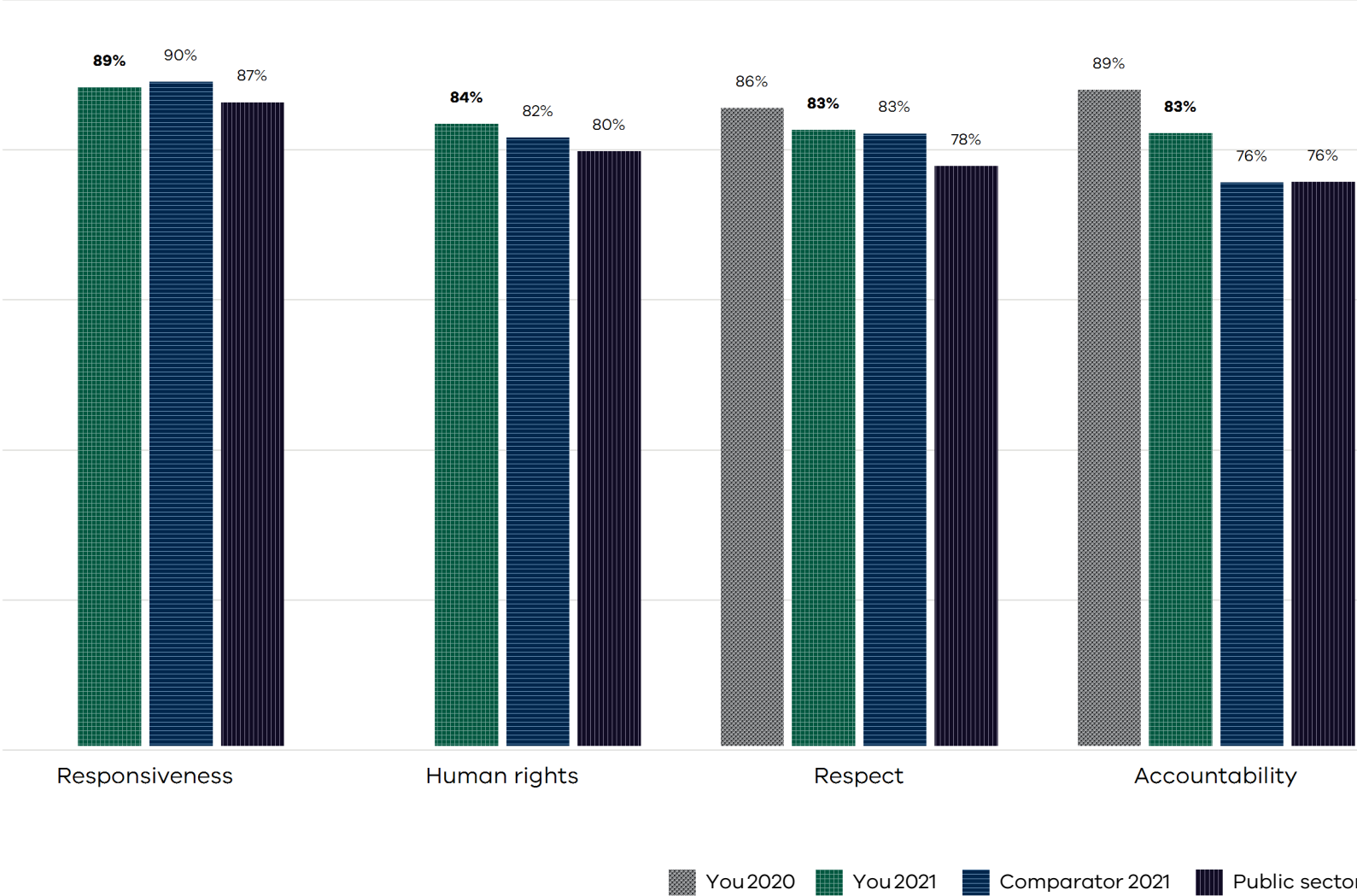
Example

In 2021:

- 79% of your staff who did the survey responded positively to questions about Leadership .

Compared to:

- 77% of staff at your comparator and 73% of staff across the public sector.

Chart data:

	You 2021	Comparator 2021	Public sector 2021
Leadership	79%	77%	73%
Impartiality	75%	72%	68%
Integrity	75%	73%	70%
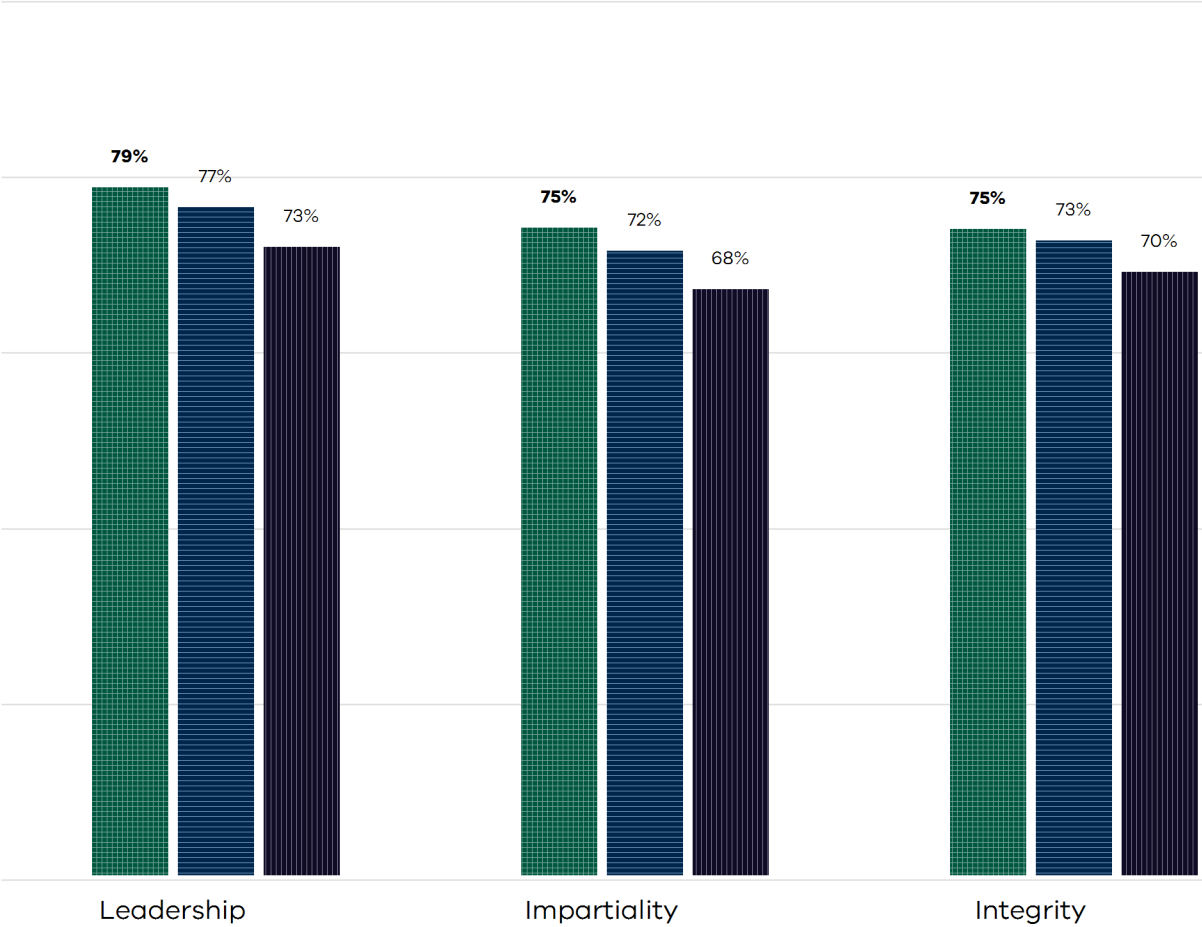
Legend: You 2020, You 2021, Comparator 2021, Public sector 2021

Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

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

Survey question	Your results		You		Comparator		
			2020	2021	Lowest	Average	Highest
My workgroup strives to provide high quality advice and services	90% (3%, 7%)		Not asked	90 %	78 %	90 %	94 %
My workgroup strives to deliver services in a timely manner	89% (4%, 7%)		Not asked	89 %	81 %	90 %	94 %
My manager ensures clients receive a high standard of service	88% (3%, 9%)		Not asked	88 %	79 %	89 %	93 %

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.
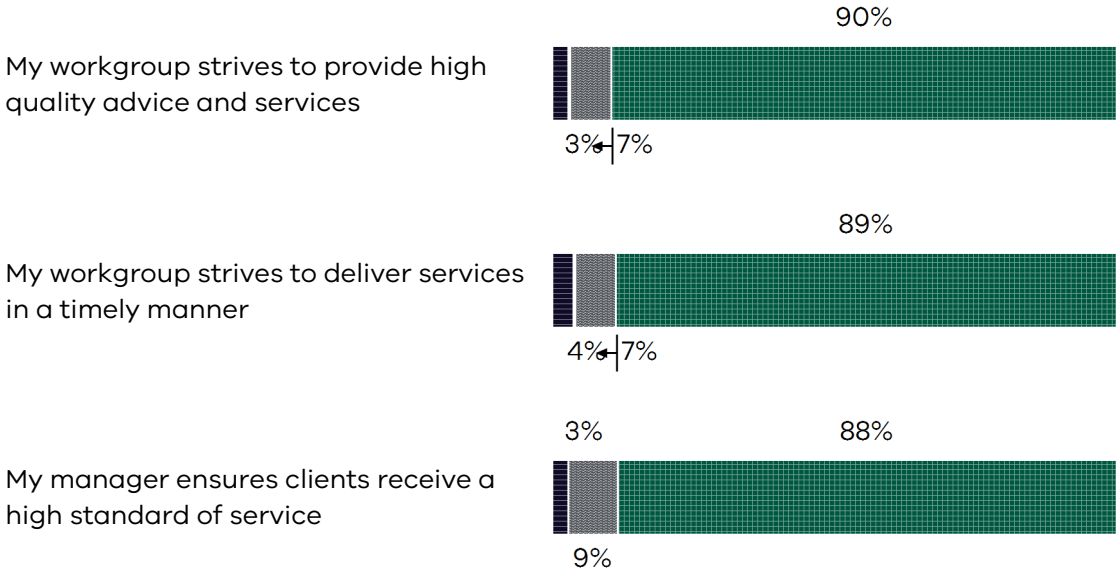
Example

88% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results		Benchmark agree results				

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

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager demonstrates honesty and integrity	4% / 8% / 88%	Not asked	88 %	74 %	87 %	91 %
My organisation is committed to earning a high level of public trust	1% / 3% 10% / 85%	Not asked	85 %	66 %	79 %	86 %
People in my workgroup are honest, open and transparent in their dealings	1% / 7% 15% / 78%	Not asked	78 %	58 %	77 %	83 %
People in my workgroup appropriately manage conflicts of interest	6% / 4% 14% / 77%	Not asked	77 %	64 %	76 %	81 %

Public sector values

Integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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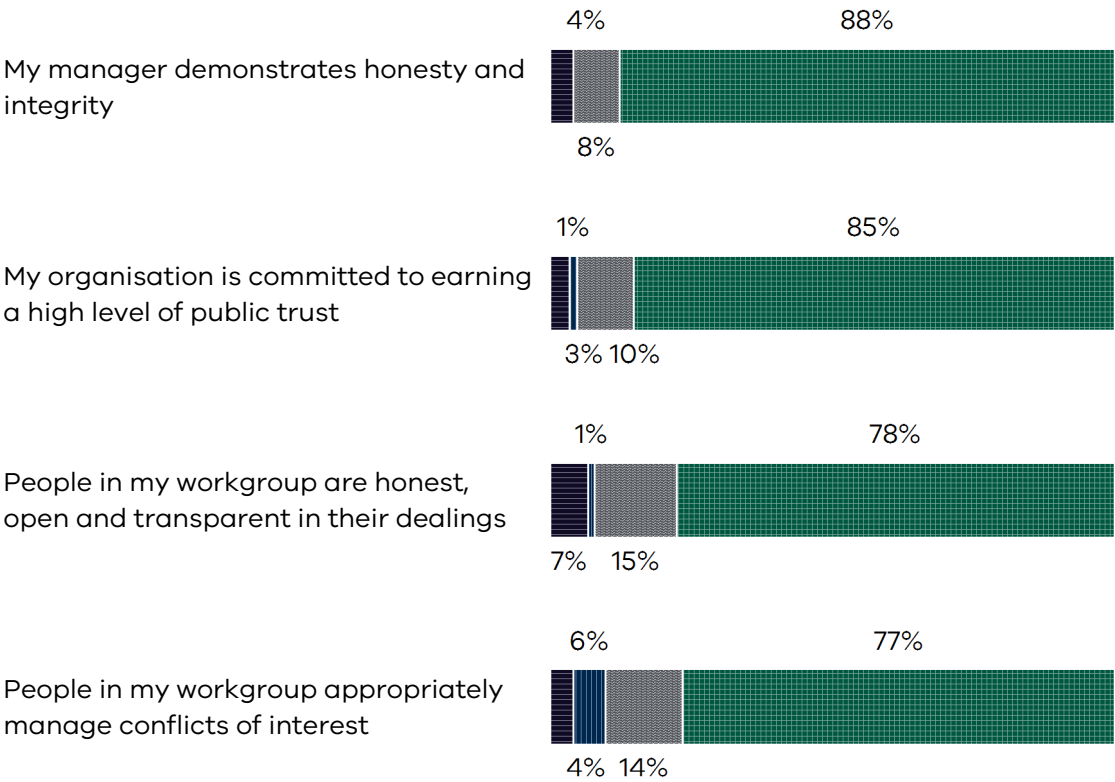
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

72% of staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question · Your results · Benchmark agree results

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

Survey question		You		Comparator		
		2020	2021	Lowest	Average	Highest
My organisation does not tolerate improper conduct (3%, 10%, 15%, 72%)		Not asked	72 %	52 %	68 %	77 %
Senior leaders demonstrate honesty and integrity (2%, 8%, 18%, 72%)		Not asked	72 %	49 %	68 %	80 %
I am confident that I would be protected from reprisal for reporting improper conduct (15%, 21%, 64%)		Not asked	64 %	46 %	66 %	76 %
I feel safe to challenge inappropriate behaviour at work (14%, 23%, 63%)		Not asked	63 %	51 %	65 %	76 %

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.
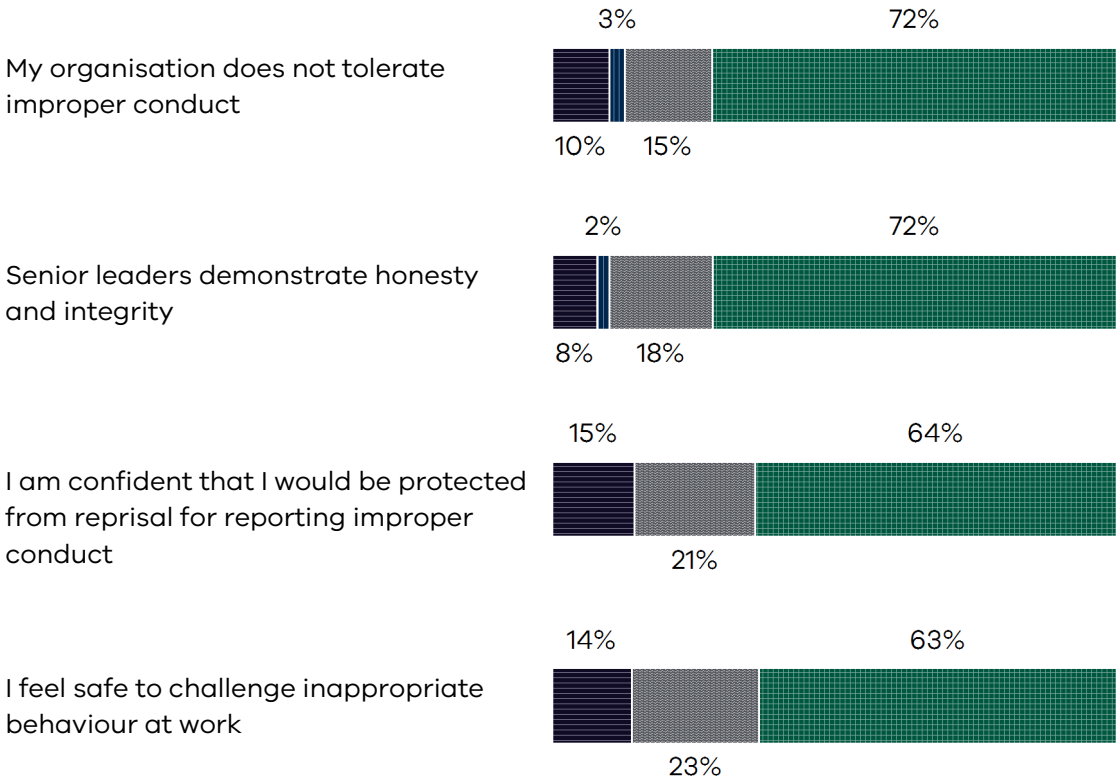
Example

81% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

Survey question	Your results		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
	Disagree ⬛ **Neither agree nor disagree** ⬛ **Don't know** ⬛ **Agree** ⬛						
People in my workgroup are politically impartial in their work	3% ... 81% / 3% 13%		Not asked	81 %	65 %	78 %	86 %
My workgroup focuses on making decisions informed by all relevant facts	1% ... 81% / 5% 13%		Not asked	81 %	66 %	79 %	83 %
My workgroup places a priority on acting fairly and without bias	1% ... 80% / 6% 13%		Not asked	80 %	63 %	78 %	83 %
My organisation makes fair recruitment and promotion decisions, based on merit	3% ... 57% / 18% 23%		Not asked	57 %	37 %	54 %	65 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

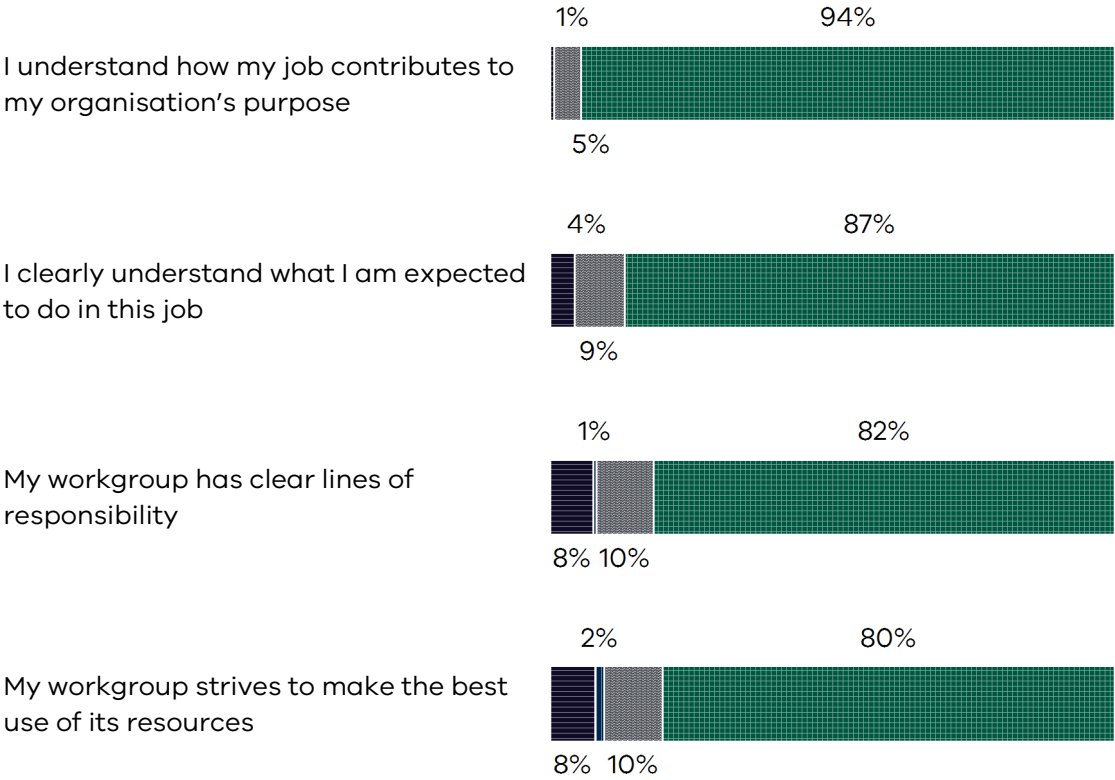Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

Survey question | Your results | Benchmark agree results

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job contributes to my organisation's purpose	1% / 94% / 5%	96 %	94 %	85 %	89 %	91 %
I clearly understand what I am expected to do in this job	4% / 87% / 9%	92 %	87 %	74 %	79 %	82 %
My workgroup has clear lines of responsibility	1% / 82% / 8% 10%	Not asked	82 %	67 %	75 %	80 %
My workgroup strives to make the best use of its resources	2% / 80% / 8% 10%	Not asked	80 %	67 %	78 %	82 %

Public sector values

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

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

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

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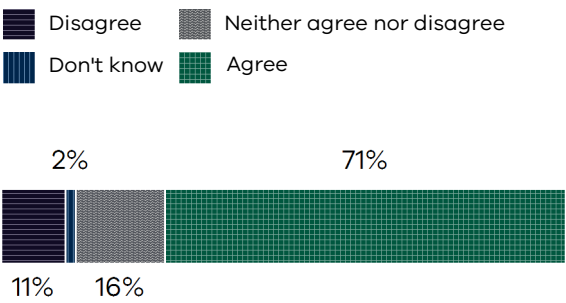
Example

71% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

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

Senior leaders provide clear strategy and direction

2% / 71%
11% / 16%

Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
	77 %	71 %	43 %	60 %	67 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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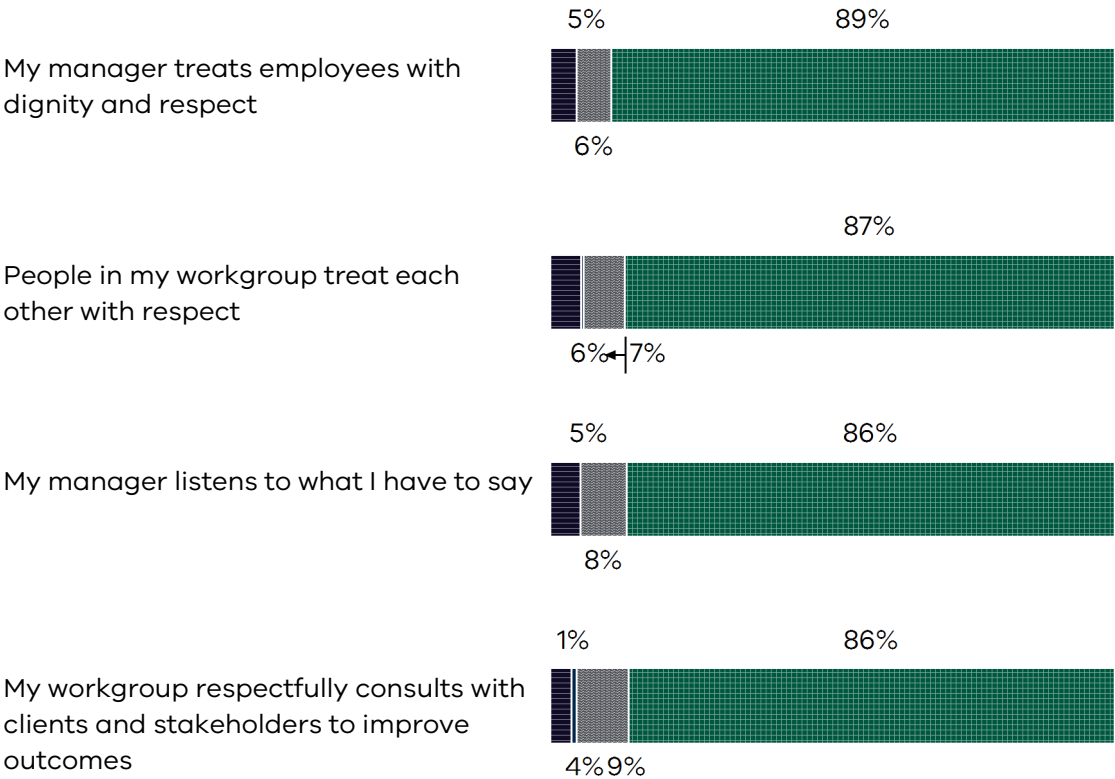
Example

89% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2020	2021	Lowest	Average	Highest
My manager treats employees with dignity and respect (5% / 6% / 89%)	Not asked	89 %	76 %	88 %	92 %
People in my workgroup treat each other with respect (6% / 7% / 87%)	90 %	87 %	71 %	86 %	91 %
My manager listens to what I have to say (5% / 8% / 86%)	87 %	86 %	73 %	86 %	89 %
My workgroup respectfully consults with clients and stakeholders to improve outcomes (1% / 4% / 9% / 86%)	Not asked	86 %	76 %	87 %	92 %

Public sector values

What this is

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

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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.

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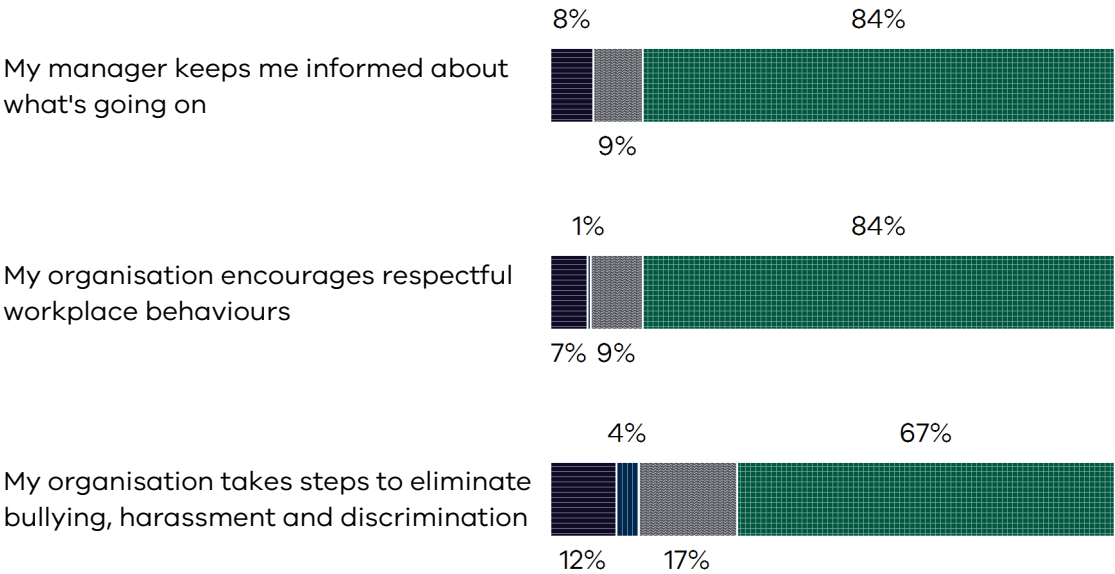
Example

84% of staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.

| Survey question | Your results | Benchmark agree results |

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

	You		Comparator		
	2020	2021	Lowest	Average	Highest

My manager keeps me informed about what's going on
8% / 9% / 84%
| 81 % | 84 % | 66 % | 79 % | 83 % |

My organisation encourages respectful workplace behaviours
7% / 1% / 9% / 84%
| Not asked | 84 % | 70 % | 85 % | 92 % |

My organisation takes steps to eliminate bullying, harassment and discrimination
12% / 4% / 17% / 67%
| Not asked | 67 % | 52 % | 69 % | 77 % |

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.
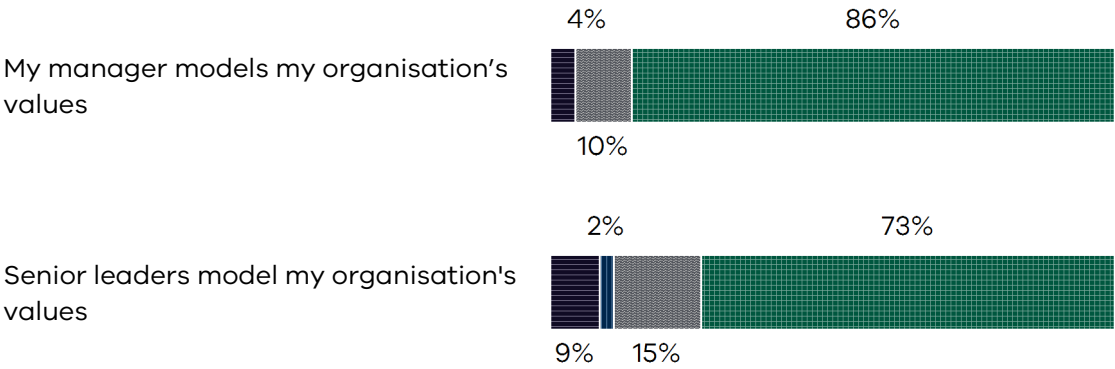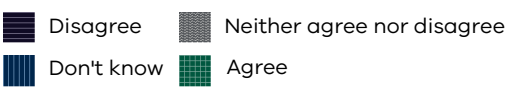
Example

86% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2020	2021	Lowest	Average	Highest
My manager models my organisation's values	Not asked	86 %	71 %	84 %	88 %
Senior leaders model my organisation's values	Not asked	73 %	52 %	70 %	79 %

My manager models my organisation's values: 4% / 10% / 86%

Senior leaders model my organisation's values: 2% / 9% / 15% / 73%

Public sector values

Human rights

What this is

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

Why this is important

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

How to read this

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

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

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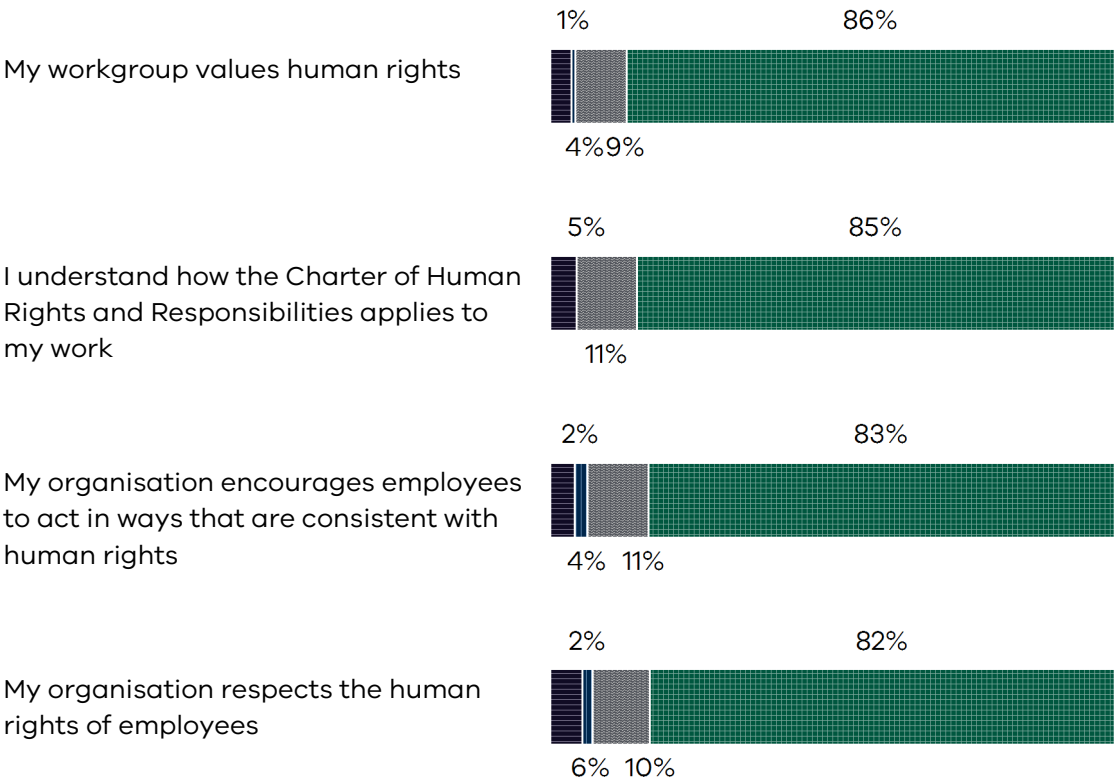
Example

86% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup values human rights	1% ... 86% ... 4% 9%	Not asked	86 %	77 %	87 %	90 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	5% ... 85% ... 11%	Not asked	85 %	68 %	78 %	92 %
My organisation encourages employees to act in ways that are consistent with human rights	2% ... 83% ... 4% 11%	Not asked	83 %	71 %	82 %	86 %
My organisation respects the human rights of employees	2% ... 82% ... 6% 10%	Not asked	82 %	65 %	82 %	89 %

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- Leadership
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Demographics

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

Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

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

Age	(n)	%
15-34 years	109	19%
35-54 years	262	47%
55+ years	82	15%
Prefer not to say	109	19%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	11	2%
No	485	86%
Prefer not to say	66	12%

Highest level of formal education	(n)	%
Doctoral Degree level	1	0%
Master Degree level	74	13%
Graduate Diploma or Graduate Certificate level	70	12%
Bachelor Degree level incl. honours degrees	198	35%
Advanced Diploma or Diploma level	44	8%
Certificate III or IV level	44	8%
Year 12 or equivalent (VCE/Leaving certificate)	31	6%
Certificate I or II level	3	1%
Lower than Certificate I or equivalent	2	0%
Prefer not to say	95	17%

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	0%
Non Aboriginal and/or Torres Strait Islander	495	88%
Prefer not to say	66	12%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Do you identify as a person with a disability?

	(n)	%
Yes	**28**	5%
No	**437**	78%
Prefer not to say	**97**	17%

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

	(n)	%
Yes	**14**	50%
No	**11**	39%
Prefer not to say	**3**	11%

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	**6**	55%
Other	**2**	18%
My disability does not impact on my ability to perform my role	**2**	18%
I do not require any adjustments to be made to perform my role	**1**	9%

Victorian Public Sector Commission

VICTORIA State Government

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	**247**	44%
Man	**196**	35%
Prefer not to say	**117**	21%
Non-binary and I use a different term	**2**	0%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	**4**	1%
No	**453**	81%
Prefer not to say	**105**	19%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	**1**	0%
No	**444**	79%
Don't know	**21**	4%
Prefer not to say	**96**	17%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	**396**	70%
Prefer not to say	**135**	24%
Gay or lesbian	**12**	2%
Bisexual	**9**	2%
I use a different term	**5**	1%
Asexual	**3**	1%
Pansexual	**1**	0%
Don't know	**1**	0%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

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Country of birth	(n)	%
Born in Australia	347	62%
Not born in Australia	104	19%
Prefer not to say	111	20%

When did you first arrive in Australia?*	(n)	%
1 to less than 2 years ago	2	2%
More than 20 years ago	58	56%
2 to less than 5 years ago	2	2%
5 to less than 10 years ago	10	10%
10 to less than 20 years ago	32	31%

Language other than English spoken with family or community	(n)	%
Yes	116	21%
No	341	61%
Prefer not to say	105	19%

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If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Other	30	26%
Tamil	15	13%
Cantonese	13	11%
Greek	13	11%
Hindi	12	10%
Mandarin	11	9%
Italian	8	7%
Sinhalese	6	5%
Vietnamese	5	4%
Punjabi	4	3%
French	3	3%
German	3	3%
Arabic	2	2%
Filipino	2	2%
Indonesian	2	2%

If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Macedonian	2	2%
Spanish	2	2%
Australian Indigenous Language	1	1%
Tagalog	1	1%
Urdu	1	1%

Demographics

What this is

This is the cultural identity and religion of staff.

Why this is important

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Cultural identity	(n)	%
Australian	347	62%
Prefer not to say	106	19%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	47	8%
East and/or South-East Asian	45	8%
English, Irish, Scottish and/or Welsh	31	6%
South Asian	21	4%
Other	8	1%
New Zealander	7	1%
Middle Eastern and/or North African	6	1%
Central Asian	4	1%
Aboriginal and/or Torres Strait Islander	3	1%
North American	2	0%
African (including Central, West, Southern and East African)	2	0%
Central and/or South American	2	0%

Religion	(n)	%
No religion	223	40%
Christianity	162	29%
Prefer not to say	124	22%
Hinduism	19	3%
Buddhism	14	2%
Other	8	1%
Islam	7	1%
Judaism	3	1%
Sikhism	2	0%

Demographics

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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Working arrangement	(n)	%
Full-Time	**487**	87%
Part-Time	**75**	13%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	**59**	11%
$65k to $95k	**182**	34%
$95k to $125k	**136**	25%
$125k or more	**40**	7%
Prefer not to say	**122**	23%

Organisational tenure	(n)	%
<1 year	**34**	6%
1 to less than 2 years	**76**	14%
2 to less than 5 years	**113**	20%
5 to less than 10 years	**91**	16%
10 to less than 20 years	**156**	28%
More than 20 years	**92**	16%

Management responsibility	(n)	%
Non-manager	**466**	83%
Other manager	**62**	11%
Manager of other manager(s)	**34**	6%

Employment type	(n)	%
Ongoing and executive	**490**	87%
Fixed term	**49**	9%
Other	**23**	4%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	**450**	80%
I have moved to a different role within my organisation (including acting roles)	**104**	19%
I have moved to my role from a different Victorian public sector organisation	**5**	1%
I have moved to my role from outside the Victorian public sector	**3**	1%

Demographics

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Primary workplace location over the last 3 months	(n)	%
Melbourne: Suburbs	**221**	39%
Ballarat	**202**	36%
Melbourne CBD	**110**	20%
Other city or town	**24**	4%
Geelong	**3**	1%
Wangaratta	**1**	0%
Outside Victoria	**1**	0%

Primary workplace type over the past 3 months*	(n)	%
Home/private location	**520**	93%
A main office	**34**	6%
Other (please specify)	**5**	1%
A hub/shared work space	**3**	1%

Other workplace type over the past 3 months*	(n)	%
A main office	**257**	46%
No, I have not worked from any other locations	**186**	33%
Home/private location	**171**	30%
A hub/shared work space	**9**	2%
Other	**5**	1%
A frontline or service delivery location (that is not a main office or home/private location)	**1**	0%

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.

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Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	397	71%
Flexible working arrangements	135	24%
Physical modifications or improvements to the workplace	42	7%
Career development support strategies	3	1%
Other	3	1%
Job redesign or role sharing	2	0%
Accessible communications technologies	1	0%

Why did you make this request?*	(n)	%
Work-life balance	92	56%
Health	70	42%
Family responsibilities	61	37%
Caring responsibilities	58	35%
Other	8	5%
Disability	5	3%
Study commitments	3	2%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	98	59%
The adjustments I needed were not made	42	25%
The adjustments I needed were made but the process was unsatisfactory	25	15%

Victorian Public Sector Commission

VICTORIA State Government

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

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Caring responsibility	(n)	%
None of the above	**193**	34%
Primary school aged child(ren)	**115**	20%
Prefer not to say	**97**	17%
Secondary school aged child(ren)	**77**	14%
Frail or aged person(s)	**66**	12%
Child(ren) - younger than preschool age	**55**	10%
Person(s) with a medical condition	**38**	7%
Preschool aged child(ren)	**29**	5%
Person(s) with a mental illness	**14**	2%
Person(s) with disability	**11**	2%
Other	**11**	2%

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