People matter survey 2021

Have your say

Victorian Public Sector Commission

VICTORIA State Government

Report overview

About your report

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

Report contents

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

Comparing data in this report

Your organisation took part in the survey in 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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Report overview

Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Victorian Public Sector Commission

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Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

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

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

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

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

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'.

Australian Grand Prix Corporation

Emerald Tourist Railway Board

Harness Racing Victoria

Melbourne and Olympic Parks Trust

Phillip Island Nature Park Board of Management

Royal Botanic Gardens Board

Victorian Institute of Sport

Visit Victoria

Zoological Parks and Gardens Board

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2020	2021
21%	13%
(74)	(44)

2020		2021	
Comparator	65%	Comparator	70%
Public Sector	49%	Public Sector	39%

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020		2021	
67		66	
Comparator	73	Comparator	78
Public Sector	68	Public Sector	70

People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 66.

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.
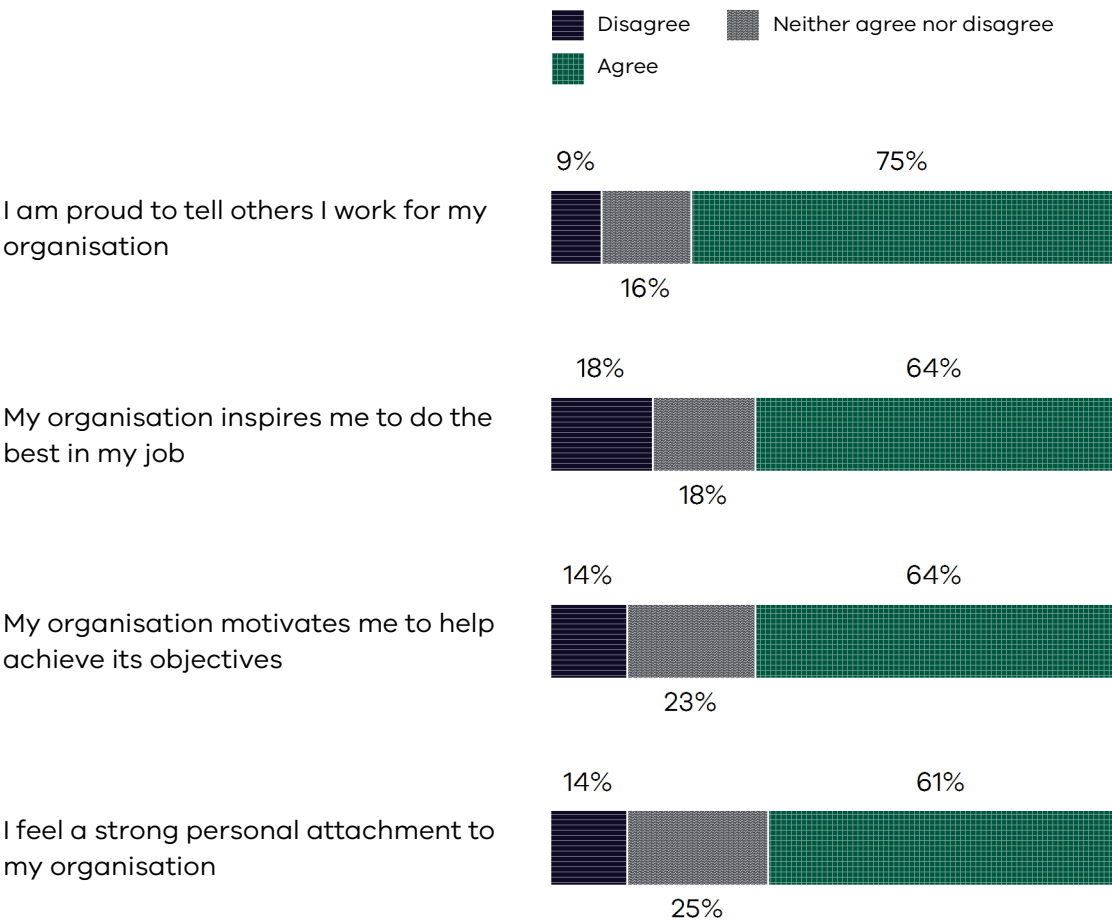
Example

75% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Survey question	Your results					

Legend: Disagree | Neither agree nor disagree | Agree

Benchmark agree results

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to tell others I work for my organisation	9% / 16% / 75%	70 %	75 %	66 %	89 %	98 %
My organisation inspires me to do the best in my job	18% / 18% / 64%	58 %	64 %	43 %	75 %	81 %
My organisation motivates me to help achieve its objectives	14% / 23% / 64%	57 %	64 %	52 %	77 %	90 %
I feel a strong personal attachment to my organisation	14% / 25% / 61%	62 %	61 %	59 %	80 %	88 %

People outcomes

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

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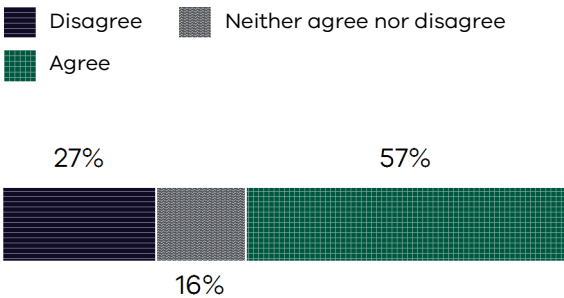
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

57% of your staff who did the survey agreed or strongly agreed with 'I would recommend my organisation as a good place to work'.

Survey question	Your results				

Your results

- ■ Disagree
- ▨ Neither agree nor disagree
- ▨ Agree

I would recommend my organisation as a good place to work — 27% Disagree, 16% Neither agree nor disagree, 57% Agree

Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
	64 %	57 %	36 %	81 %	98 %

People outcomes

Scorecard: satisfaction, stress, intention to stay

What this is

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

There are more people outcomes scorecards throughout this report.

Why this is important

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

How to read this

Each label represents a group of questions in the survey about people outcomes.
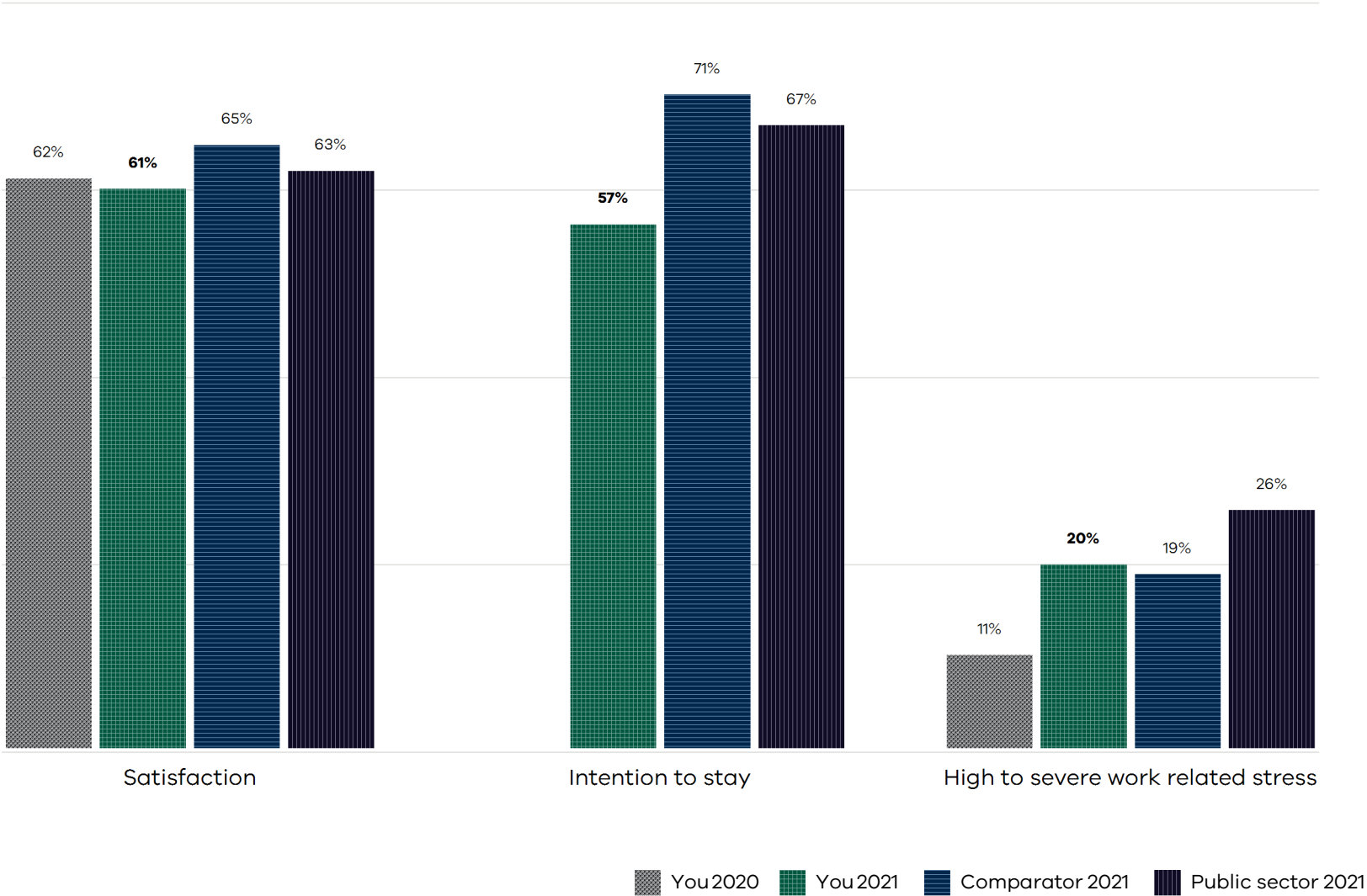
Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

In 2021:

- 61% of your staff who did the survey responded positively to questions about Satisfaction which is down from 62% in 2020.

Compared to:

- 65% of staff at your comparator and 63% of staff across the public sector.

Satisfaction: You 2020 62%, You 2021 61%, Comparator 2021 65%, Public sector 2021 63%

Intention to stay: You 2021 57%, Comparator 2021 71%, Public sector 2021 67%

High to severe work related stress: You 2020 11%, You 2021 20%, Comparator 2021 19%, 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.
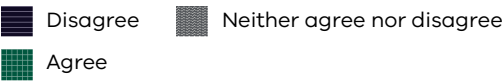
Example

80% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.
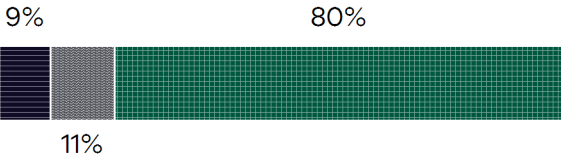
Legend: Disagree | Neither agree nor disagree | Agree

I enjoy the work in my current job

9% | 11% | 80%

I get a sense of accomplishment from my work

9% | 14% | 77%

	You		Comparator		
Survey question	2020	2021	Lowest	Average	Highest
I enjoy the work in my current job	Not asked	80 %	55 %	84 %	93 %
I get a sense of accomplishment from my work	Not asked	77 %	61 %	82 %	90 %

People outcomes

Satisfaction question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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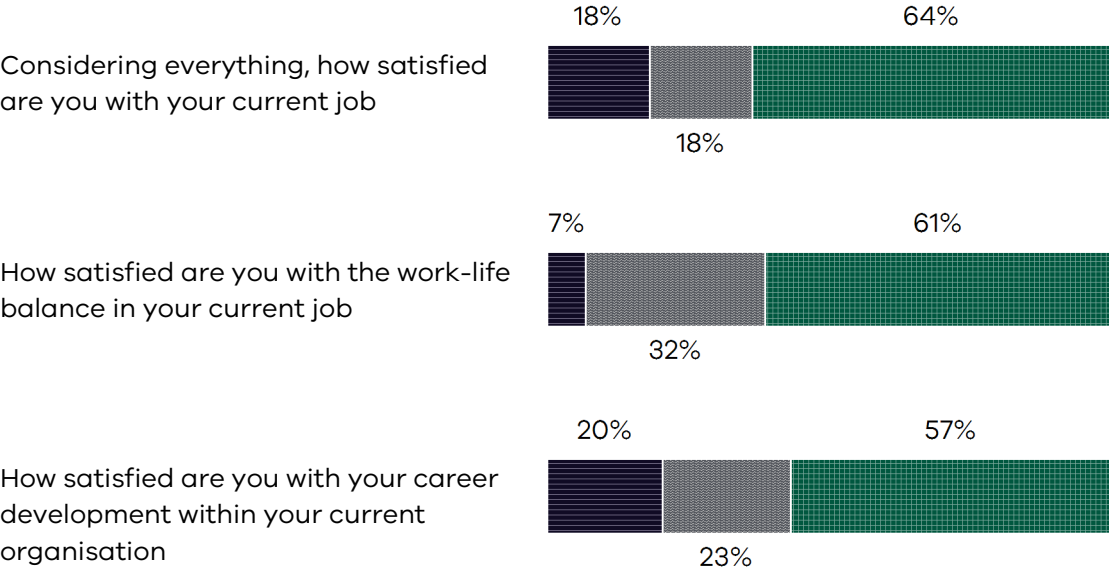
Example

64% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Survey question / Your results / Benchmark satisfied results

Legend: Dissatisfied · Neither satisfied nor dissatisfied · Satisfied

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Considering everything, how satisfied are you with your current job	18% / 18% / 64%	61 %	64 %	52 %	76 %	88 %
How satisfied are you with the work-life balance in your current job	7% / 32% / 61%	78 %	61 %	57 %	71 %	83 %
How satisfied are you with your career development within your current organisation	20% / 23% / 57%	46 %	57 %	25 %	49 %	60 %

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People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

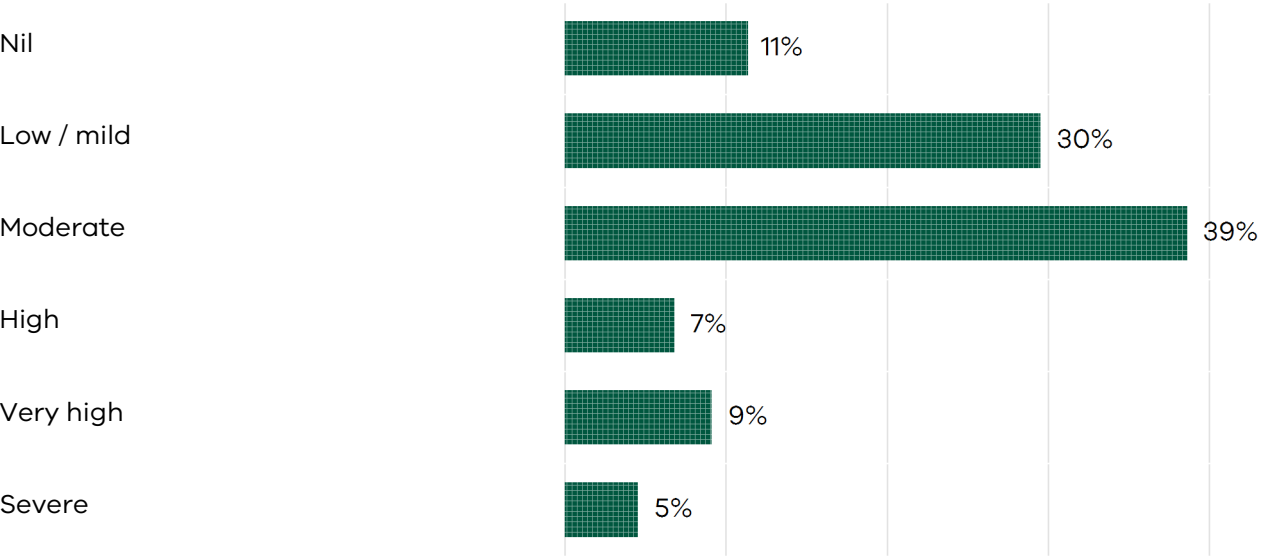In this survey we asked staff to tell us their stress level.

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

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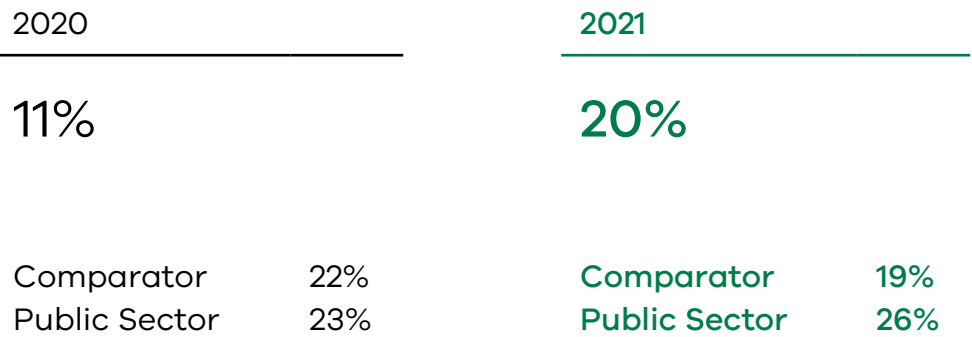
Example

20% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 19% 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)

Category	Percentage
Nil	11%
Low / mild	30%
Moderate	39%
High	7%
Very high	9%
Severe	5%

Reported levels of high to severe stress

2020		2021	
11%		**20%**	
Comparator	22%	Comparator	19%
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%, 36% said the top reason was 'Workload'.

	39		5
	89%		11%

■ Experienced some work-related stress   ▨ Did not experience some work-related stress
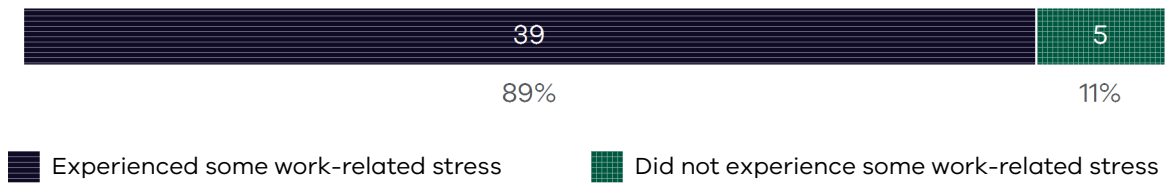
Of those that experienced work related stress it was from ...	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	16%	36%	41%	51%
Dealing with clients, patients or stakeholders	17%	33%	13%	14%
Time pressure	17%	33%	32%	42%
Other changes due to COVID-19	34%	26%	25%	15%
Unclear job expectations	24%	26%	11%	11%
Organisation or workplace change	10%	21%	10%	11%
Management of work (e.g. supervision, training, information, support)	12%	18%	12%	13%
Job security	28%	15%	17%	9%
Work schedule or hours	9%	13%	11%	8%
Incivility, bullying, harassment or discrimination	14%	8%	7%	7%

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People outcomes

Intention to stay

What this is

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

Why this is important

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

How to read this

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

If they say they intend to leave, we ask them to tell us why they want to. They can select more than one reason.
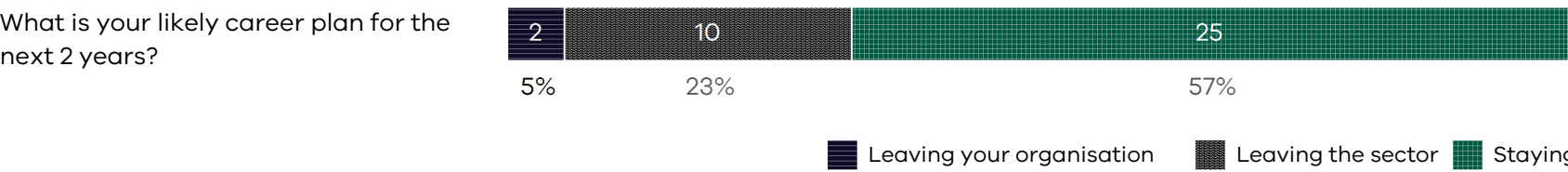
In descending order, the table shows the top 10 reasons for leaving.

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

Example

27% of your staff who did the survey said they intended to leave.

Of that 27%, 67% said it was from 'Better remuneration'.

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

2	10	25
5%	23%	57%

■ Leaving your organisation ■ Leaving the sector ■ Staying

Of those who indicated they're leaving your organisation (including leaving the sector) it was for ...	You 2021	Comparator 2021	Public sector 2021
Better remuneration	67%	47%	26%
Opportunity to broaden experience	67%	49%	40%
Limited future career opportunities at my organisation	50%	64%	42%
Lack of confidence in senior leadership	42%	25%	34%
Limited opportunities to gain further experience at my organisation	42%	50%	33%
Opportunity to seek/take a promotion elsewhere	42%	42%	33%
Lack of organisational stability	33%	15%	18%
Limited developmental/educational opportunities at my organisation	33%	35%	24%
Limited involvement in decisions affecting my job and career	25%	26%	20%
Better location/reduced travel time	17%	9%	13%

People outcomes

Scorecard: emotional effects of work

What this is

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

Why this is important

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

How to read this

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

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

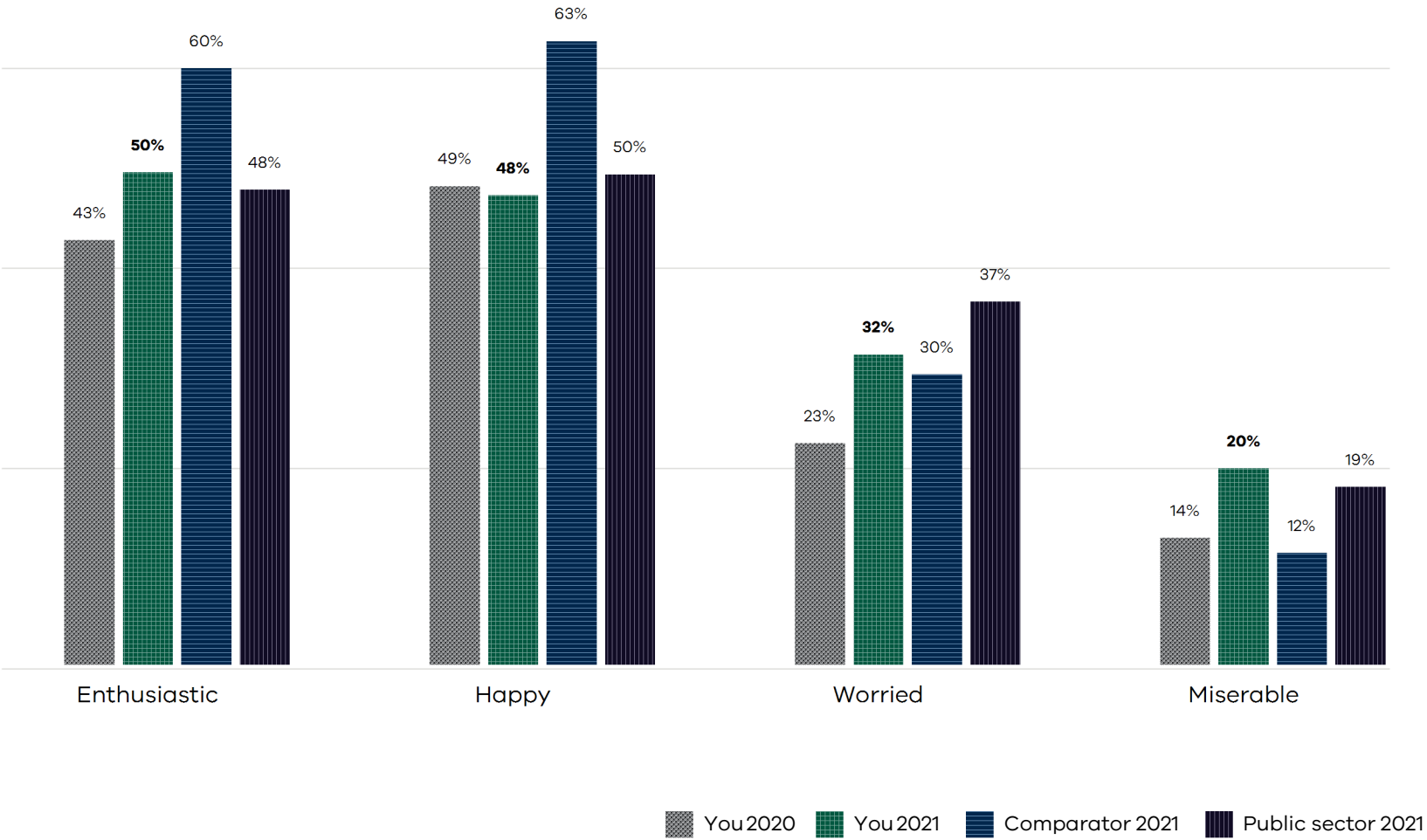You can compare these with your comparator and the public sector.

Example

In 2021:

- 48% of your staff who did the survey said work made them feel happy in 2021, which is down from 49% in 2020

Compared to:

- 63% 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: 43%, 50%, 60%, 48%
Happy: 49%, 48%, 63%, 50%
Worried: 23%, 32%, 30%, 37%
Miserable: 14%, 20%, 12%, 19%

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People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

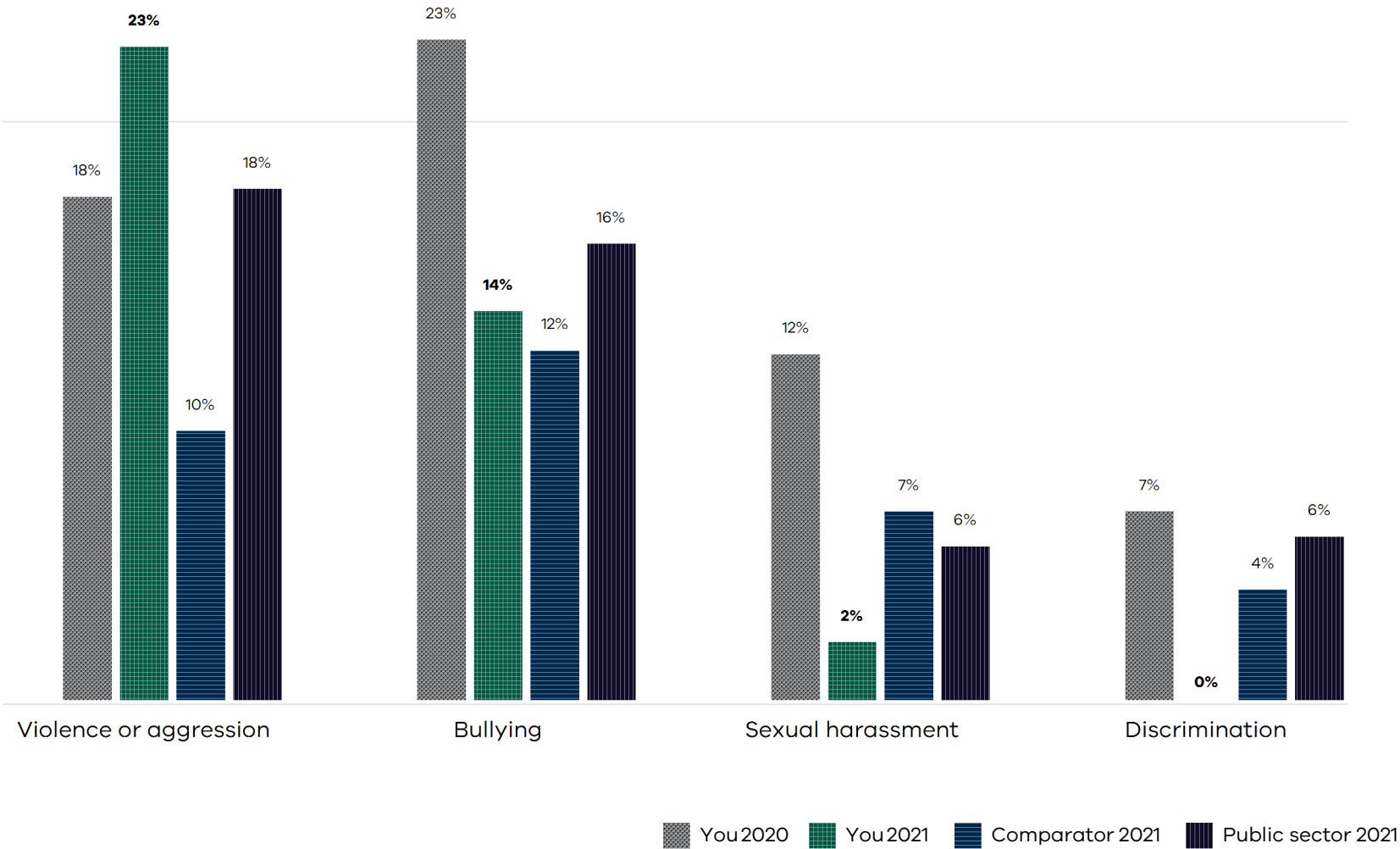You can compare these with your comparator and the public sector.

Example

In 2021:

- 23% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is up from 18% in 2020.

Compared to:

- 10% of staff at your comparator and 18% of staff across the public sector.

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

Chart data:

Category	You 2020	You 2021	Comparator 2021	Public sector 2021
Violence or aggression	18%	23%	10%	18%
Bullying	23%	14%	12%	16%
Sexual harassment	12%	2%	7%	6%
Discrimination	7%	0%	4%	6%

People outcomes

Bullying

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

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People outcomes

Sexual harassment

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

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

23% of your staff who did the survey said they experienced violence or aggression.

Of that 23%, 80% said it was from 'Abusive language'.

Have you experienced violence or aggression at work in the last 12 months?		
10	34	
23%	77%	

■ Experienced violence or aggression ▦ Did not experience violence or aggression ▦ Not sure
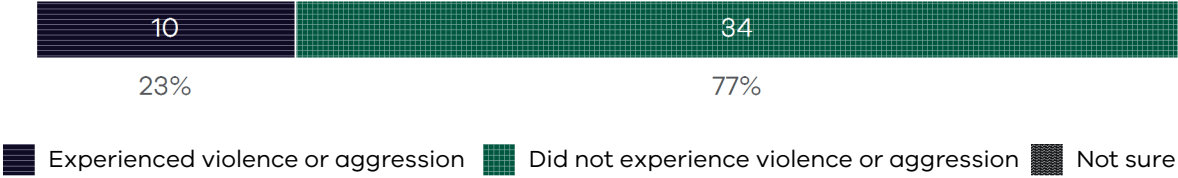
If you experienced violence or aggression, what type did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Abusive language	69%	80%	74%	81%
Intimidating behaviour	77%	60%	79%	69%
Threats of violence	15%	20%	12%	39%
Damage to my property or work equipment	8%	10%	1%	7%
Other	0%	10%	5%	12%

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.
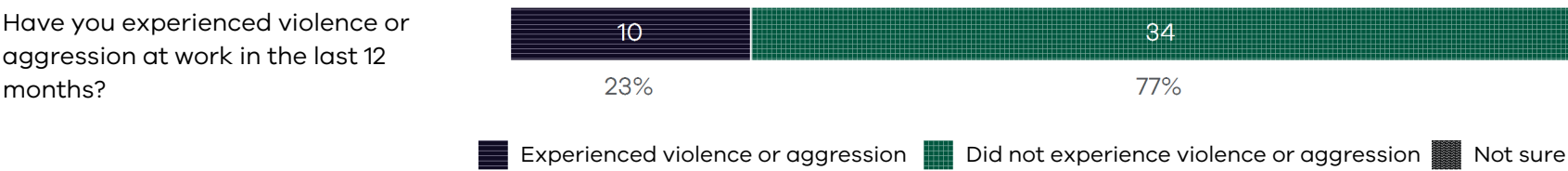
How to read this

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

23% of your staff who did the survey said they experienced violence or aggression, fo which

- 40% said the top way they reported the violence or agression was 'Told a colleague'
- 100% said they didn't submit a formal incident report.

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

10	34
23%	77%

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

Did you tell anyone about the incident?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a colleague	31%	40%	46%	46%
Told the person the behaviour was not OK	0%	40%	21%	33%
Told a friend or family member	23%	30%	25%	20%
I did not tell anyone about the incident(s)	15%	20%	8%	8%
Told a manager	46%	20%	66%	52%
Told Human Resources	0%	20%	7%	4%
Told someone else	8%	20%	2%	6%

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

100% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 50% said the top reason was 'I didn't think it was serious enough'.

Did you submit a formal incident report?

10

100%

█ Submitted formal incident report █ Did not submit a formal incident report

Please tell us why you did not submit a formal incident report?	You 2021	Comparator 2021	Public sector 2021
I didn't think it was serious enough	50%	46%	33%
I didn't think it would make a difference	50%	36%	39%
I believed there would be negative consequences for my career	20%	7%	12%
I believed there would be negative consequences for my reputation	20%	17%	16%
I didn't need to because I made the violence or aggression stop	20%	22%	16%
Other	20%	16%	12%
I didn't know who to talk to	10%	2%	2%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	10%	25%	15%
I thought the complaint process would be embarrassing or difficult	10%	4%	4%

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Negative behaviour

Perpetrators of violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

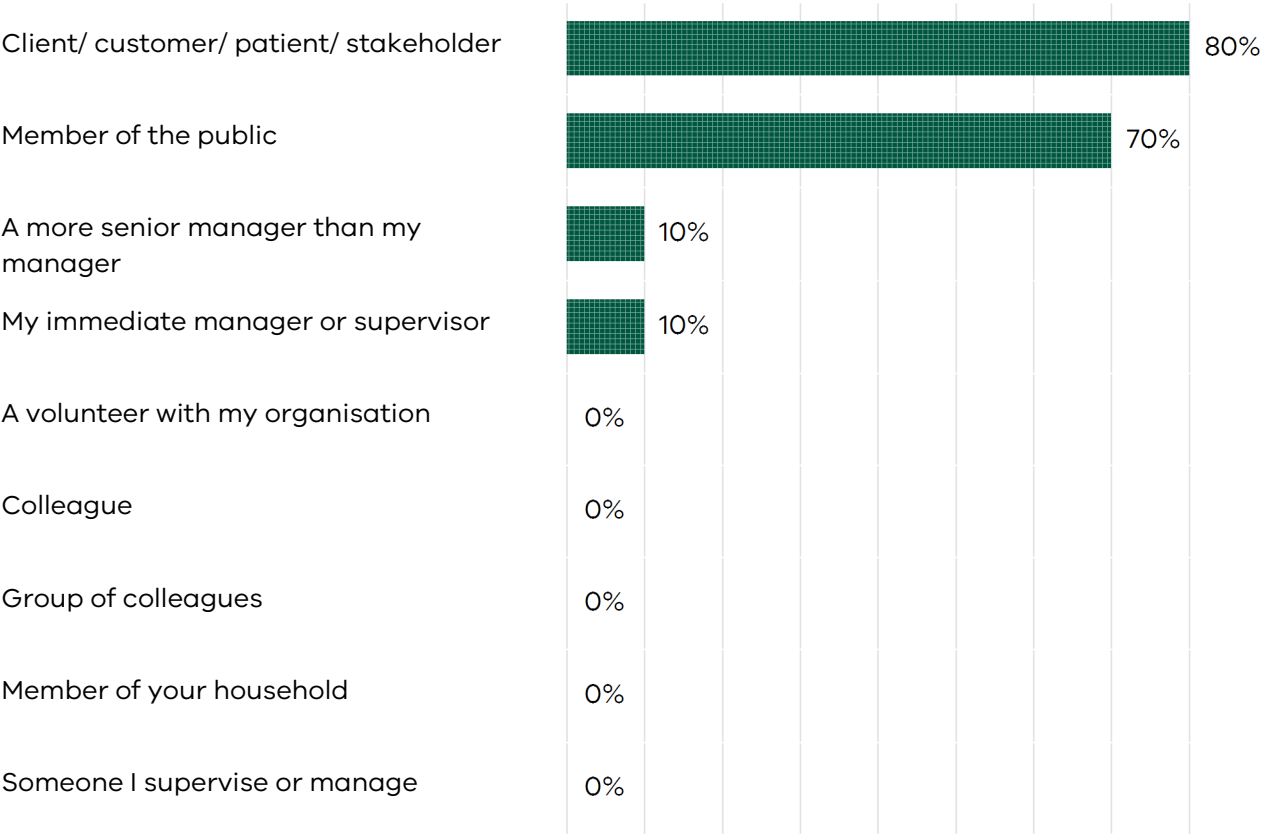In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or a group of perpetrators.

Example

23% of your staff who did the survey said they experienced violence or aggression.

Of that 23%, 80% said it was 'Client/ customer/ patient/ stakeholder'.

10 people (23% of staff) experienced violence or aggression (You2021)

Perpetrator	Percentage
Client/ customer/ patient/ stakeholder	80%
Member of the public	70%
A more senior manager than my manager	10%
My immediate manager or supervisor	10%
A volunteer with my organisation	0%
Colleague	0%
Group of colleagues	0%
Member of your household	0%
Someone I supervise or manage	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.
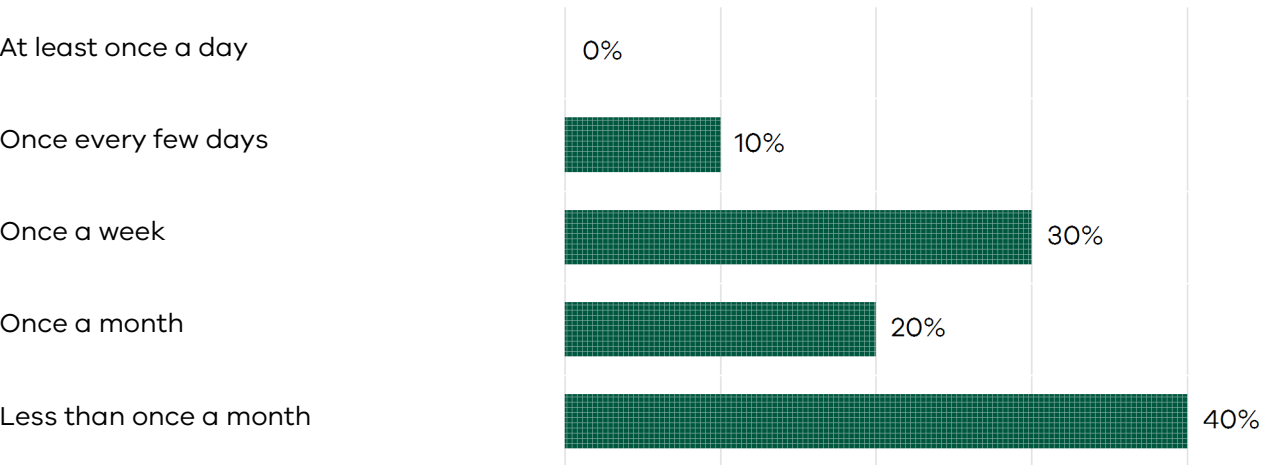
How to read this

In this year's survey, 23% 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

23% of your staff who did the survey said they experienced violence or aggression.

Of that 23%, 0% said it was by 'At least once a day'.

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

Frequency	Percentage
At least once a day	0%
Once every few days	10%
Once a week	30%
Once a month	20%
Less than once a month	40%

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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

41% of your staff who did the survey said they witnessed some negative behaviour at work.

59% 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?

18	26
41%	59%

■ 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	59%	81%	77%
Bullying of a colleague	23%	14%	16%
Violence or aggression against a colleague	14%	4%	6%
Discrimination against a colleague	9%	6%	8%
Sexual harassment of a colleague	5%	1%	1%

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Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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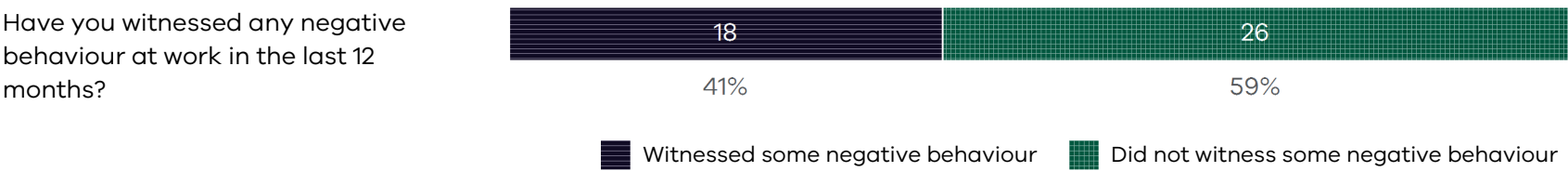
How to read this

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

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

The table shows the answers in descending order.

Example

41% of your staff who did the survey witnessed negative behaviour, of which:

- 78% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 6% took no action.

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

18	26
41%	59%

■ 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	78%	72%	72%
Told the person the behaviour was not OK	44%	19%	25%
Told a manager	33%	37%	37%
Spoke to the person who behaved in a negative way	28%	18%	22%
Told Human Resources	22%	9%	6%
Told a colleague	17%	18%	21%
Submitted a formal complaint	11%	6%	6%
Other	6%	6%	7%
Took no action	6%	6%	7%

People outcomes

Negative behaviour — satisfaction with making a formal complaint

What this is

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

Why this is important

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

How to read this

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

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

Example

0% of staff who did the survey were satisfied with the way your organisation handled their formal 'Bullying' complaint.

Survey question	Your results			Benchmark satisfied results				
				You		**Comparator**		
	No	Don't know		2020	2021	Lowest	Average	Highest
Were you satisfied with the way your formal complaint was handled	Yes							

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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 'Workgroup support', the 'You 2021' column shows 93% of your staff agreed with 'I am able to work effectively with others in my workgroup'.
In the 'Change from 2020' column, you have a 3% increase, which is a positive trend.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Workgroup support	I am able to work effectively with others in my workgroup	93%	+3%	92%
Job enrichment	I understand how my job contributes to my organisation's purpose	91%	-2%	93%
Workgroup support	People in my workgroup treat each other with respect	91%	+10%	83%
Meaningful work	I feel that I can make a worthwhile contribution at work	89%	+10%	87%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	89%	Not asked in 2020	71%
Quality service delivery	My workgroup strives to deliver services in a timely manner	89%	Not asked in 2020	89%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	89%	+8%	92%
Workgroup support	People in my workgroup actively support diversity and inclusion in the workplace	89%	Not asked in 2020	85%
Manager support	My manager listens to what I have to say	86%	+13%	86%
Safety climate	I feel culturally safe at work	86%	Not asked in 2020	83%

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 23% 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)	23%	Not asked in 2020	24%
Taking action	My organisation has taken positive action on the results of last year's survey	39%	Not asked in 2020	36%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	41%	Not asked in 2020	36%
Manager support	My manager has regular conversations with me about my learning and development	41%	Not asked in 2020	52%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	43%	Not asked in 2020	50%
Learning and development	I feel I have an equal chance at promotion in my organisation	43%	Not asked in 2020	42%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	45%	-13%	60%
Job enrichment	My work performance is assessed against clear criteria	48%	Not asked in 2020	62%
Senior leadership	Senior leaders provide clear strategy and direction	48%	-10%	69%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	50%	Not asked in 2020	62%

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 'Safety climate', the 'You 2021' column shows 55% of your staff agreed with 'All levels of my organisation are involved in the prevention of stress'.

In the 'Increase from 2020' column, you have a 14% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Safety climate	All levels of my organisation are involved in the prevention of stress	55%	+14%	49%
Manager support	My manager listens to what I have to say	86%	+13%	86%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	66%	+13%	71%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	64%	+12%	60%
Workgroup support	Workgroups across my organisation willingly share information with each other	61%	+11%	59%
Satisfaction	How satisfied are you with your career development within your current organisation	57%	+11%	49%
Job enrichment	I have a choice in deciding how I do my work	73%	+11%	78%
Meaningful work	I feel that I can make a worthwhile contribution at work	89%	+10%	87%
Workgroup support	People in my workgroup treat each other with respect	91%	+10%	83%
Manager support	My manager involves me in decisions about my work	73%	+9%	81%

Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

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

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

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

Example

On the first row 'Workload', the 'You 2021' column shows 52% of your staff agreed with 'I have enough time to do my job effectively'.

In the 'Decrease from 2020' column, you have a 21% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Workload	I have enough time to do my job effectively	52%	-21%	60%
Satisfaction	How satisfied are you with the work-life balance in your current job	61%	-17%	71%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	45%	-13%	60%
Workload	The workload I have is appropriate for the job that I do	59%	-13%	65%
Senior leadership	Senior leaders provide clear strategy and direction	48%	-10%	69%
Senior leadership	Senior leaders support staff to work in an environment of change	55%	-9%	72%
Engagement	I would recommend my organisation as a good place to work	57%	-7%	81%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	50%	-5%	64%
Meaningful work	I am achieving something important through my work	68%	-5%	82%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	61%	-4%	77%

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 'Equal employment opportunity', the 'You 2021' column shows 77% of your staff agreed with 'Disability is not a barrier to success in my organisation'.

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

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Equal employment opportunity	Disability is not a barrier to success in my organisation	77%	+18%	60%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	89%	+17%	71%
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	68%	+16%	53%
Safe to speak up	I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	77%	+11%	67%
Satisfaction	How satisfied are you with your career development within your current organisation	57%	+8%	49%
Workgroup support	People in my workgroup treat each other with respect	91%	+7%	83%
Equal employment opportunity	Age is not a barrier to success in my organisation	80%	+7%	72%
Safe to speak up	I am confident that I would be protected from reprisal for reporting improper conduct	80%	+7%	72%
Safety climate	All levels of my organisation are involved in the prevention of stress	55%	+6%	49%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees with disability	70%	+5%	65%

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 'Engagement', the 'You 2021' column shows 57% of your staff agreed with 'I would recommend my organisation as a good place to work'.

The 'difference' column, shows that agreement for this question was 24 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Engagement	I would recommend my organisation as a good place to work	57%	-24%	81%
Senior leadership	Senior leaders model my organisation's values	52%	-23%	76%
Organisational integrity	My organisation respects the human rights of employees	66%	-22%	87%
Senior leadership	Senior leaders provide clear strategy and direction	48%	-21%	69%
Organisational integrity	My organisation is committed to earning a high level of public trust	68%	-21%	89%
Engagement	I feel a strong personal attachment to my organisation	61%	-19%	80%
Senior leadership	Senior leaders support staff to work in an environment of change	55%	-18%	72%
Manager leadership	My manager demonstrates honesty and integrity	68%	-17%	85%
Manager leadership	My manager treats employees with dignity and respect	73%	-16%	89%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	61%	-16%	77%

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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

55% 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
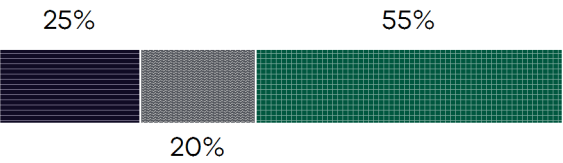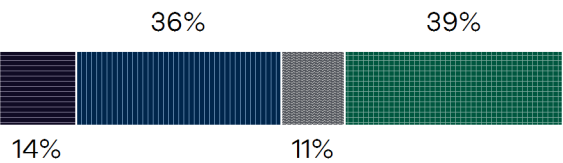
Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I believe my organisation will take positive action on the results of this year's survey	25% / 20% / 55%	Not asked	55 %	48 %	63 %	79 %
My organisation has taken positive action on the results of last year's survey	14% / 36% / 11% / 39%	Not asked	39 %	30 %	36 %	53 %

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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

66% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

Survey question / Your results / Benchmark agree results

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

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders actively support diversity and inclusion in the workplace	2% / 9% / 23% / 66%	Not asked	66 %	45 %	78 %	95 %
Senior leaders demonstrate honesty and integrity	20% / 2% / 20% / 57%	Not asked	57 %	57 %	72 %	93 %
Senior leaders support staff to work in an environment of change	27% / 18% / 55%	64 %	55 %	41 %	72 %	93 %
Senior leaders model my organisation's values	23% / 25% / 52%	Not asked	52 %	52 %	76 %	90 %

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

Why this is important

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

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

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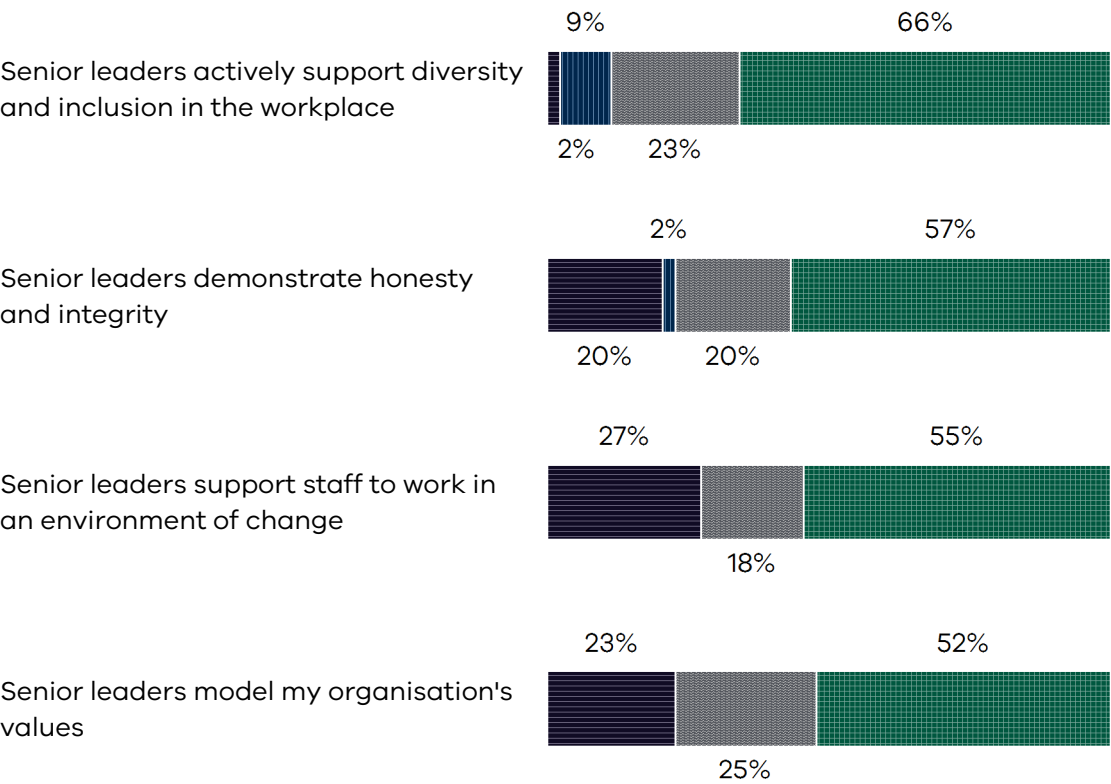
Example

48% of your 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

27%   48%
25%
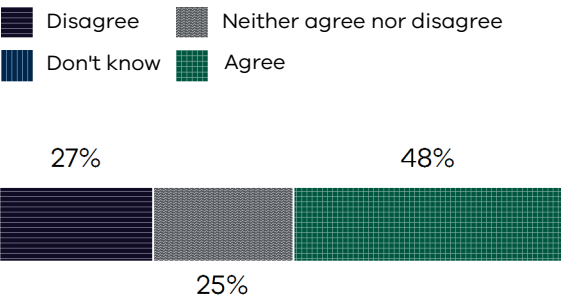
Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
	58 %	48 %	45 %	69 %	88 %

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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

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

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

Compared to:

- 75% of staff at your comparator and 69% of staff across the public sector.
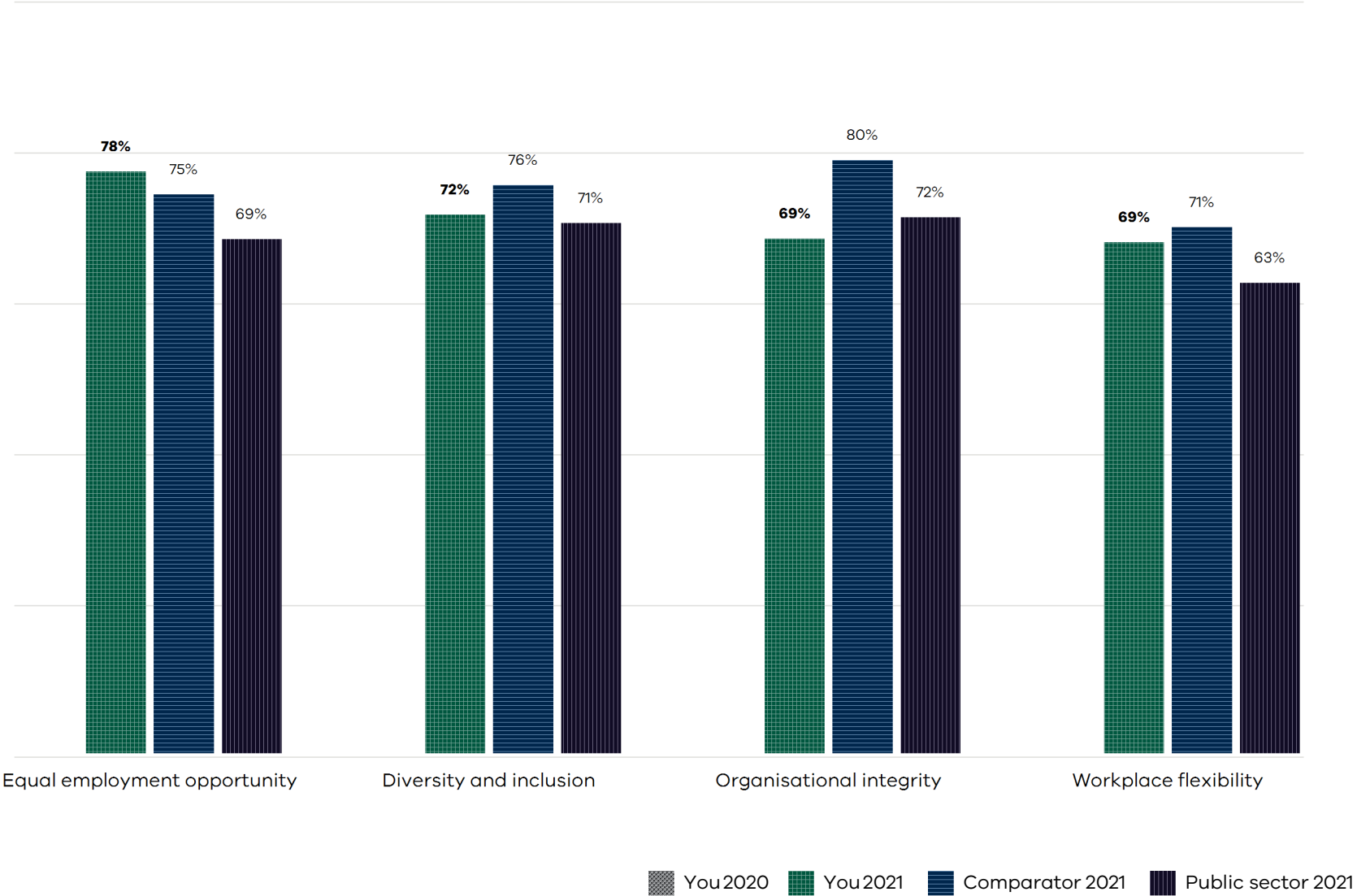
Chart legend: You 2020, You 2021, Comparator 2021, Public sector 2021

Equal employment opportunity: 78%, 75%, 69%
Diversity and inclusion: 72%, 76%, 71%
Organisational integrity: 69%, 80%, 72%
Workplace flexibility: 69%, 71%, 63%

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

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

Compared to:

- 69% of staff at your comparator and 60% of staff across the public sector.

Safety climate

You 2020   You 2021   Comparator 2021   Public sector 2021

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

80% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

Survey question	Your results						

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

Benchmark agree results

	You		Comparator		
Survey question	2020	2021	Lowest	Average	Highest
My organisation encourages respectful workplace behaviours (Disagree 11%, Neither 9%, Agree 80%)	Not asked	80 %	66 %	88 %	98 %
My organisation does not tolerate improper conduct (Disagree 14%, Neither 14%, Agree 73%)	Not asked	73 %	64 %	74 %	95 %
My organisation encourages employees to act in ways that are consistent with human rights (Disagree 9%, Don't know 5%, Neither 14%, Agree 73%)	Not asked	73 %	66 %	86 %	98 %
My organisation is committed to earning a high level of public trust (Disagree 14%, Don't know 7%, Neither 11%, Agree 68%)	Not asked	68 %	77 %	89 %	98 %

Victorian Public Sector Commission

VICTORIA State Government

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

68% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

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 organisation takes steps to eliminate bullying, harassment and discrimination (16%, 16%, 68%)	Not asked	68 %	59 %	74 %	93 %
My organisation respects the human rights of employees (14%, 5%, 16%, 66%)	Not asked	66 %	68 %	87 %	98 %
My organisation makes fair recruitment and promotion decisions, based on merit (18%, 11%, 14%, 57%)	Not asked	57 %	41 %	58 %	76 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Workplace flexibility 1 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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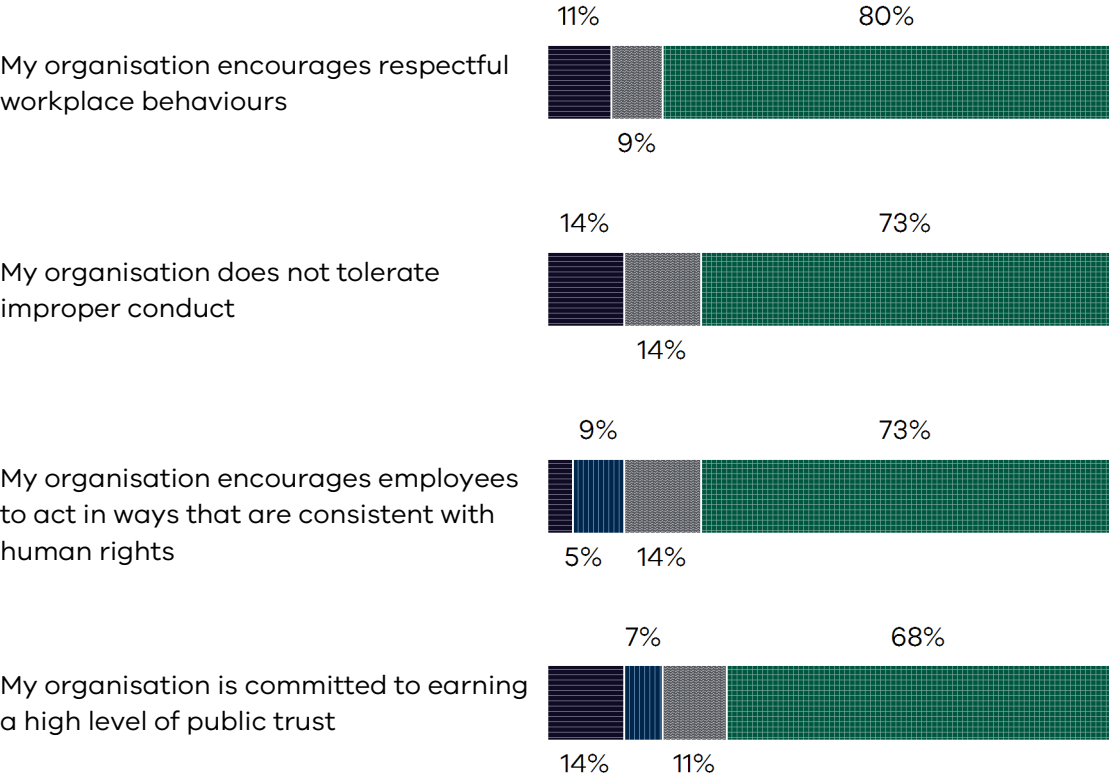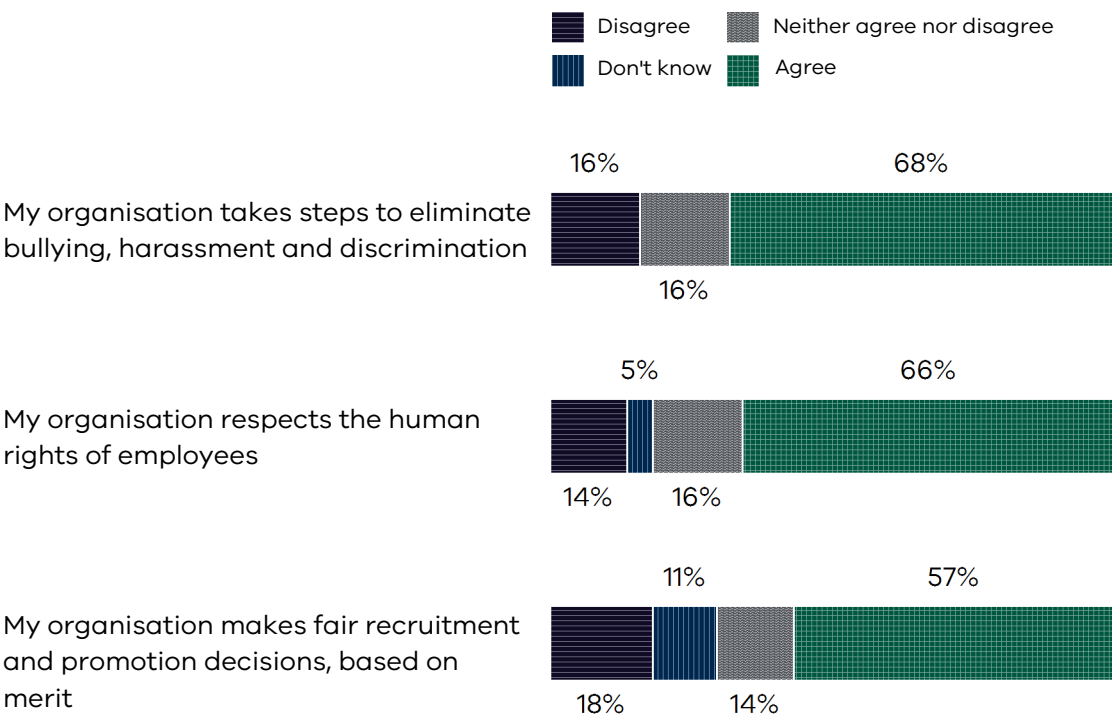
Example

80% 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 · Neither agree nor disagree · Don't know · Agree

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I have the flexibility I need to manage my work and non-work activities and responsibilities	9% / 11% / 80%	Not asked	80 %	68 %	79 %	93 %
Having family responsibilities is not a barrier to success in my organisation	14% / 2% / 14% / 70%	Not asked	70 %	50 %	67 %	88 %
My organisation supports employees with family or other caring responsibilities, regardless of gender	2% / 27% / 70%	Not asked	70 %	68 %	81 %	89 %
There is a positive culture within my organisation in relation to employees who have family responsibilities	14% / 2% / 14% / 70%	Not asked	70 %	61 %	75 %	89 %

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.
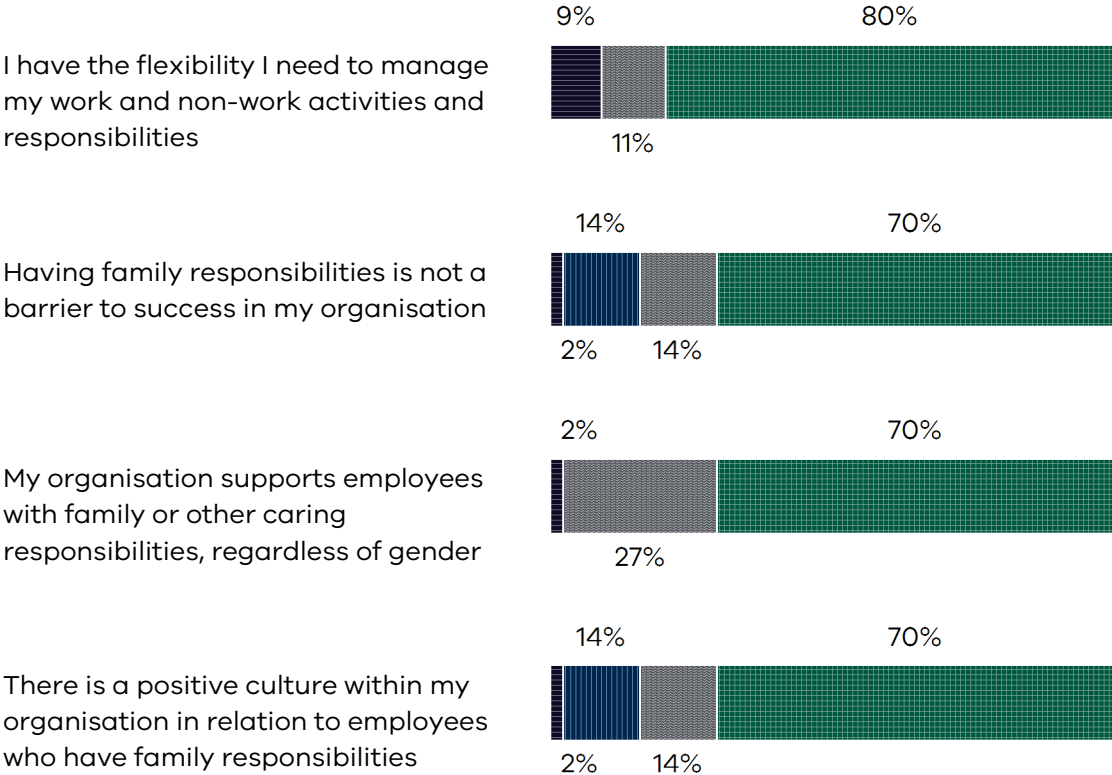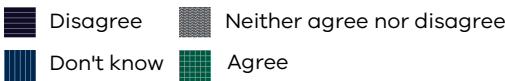
Example

68% of your staff who did the survey agreed or strongly agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.

Survey question	Your results	Benchmark agree results

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

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am confident that if I requested a flexible work arrangement, it would be given due consideration	9% / 23% / 68%	72 %	68 %	55 %	72 %	95 %
There is a positive culture within my organisation in relation to employees who have caring responsibilities	14% / 5% / 16% / 66%	Not asked	66 %	48 %	69 %	88 %
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	11% / 2% / 20% / 66%	Not asked	66 %	46 %	67 %	88 %
Using flexible work arrangements is not a barrier to success in my organisation	11% / 7% / 16% / 66%	Not asked	66 %	41 %	63 %	88 %

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.
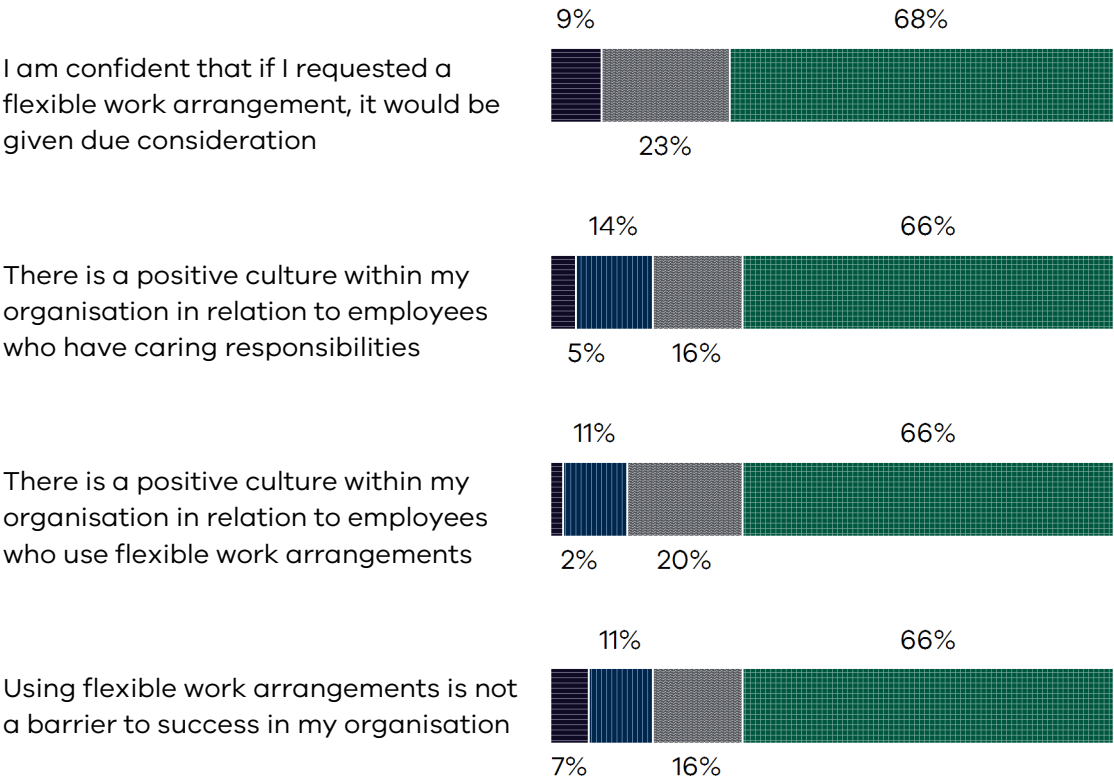
Example

61% 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 |

18%   61%

2%   18%
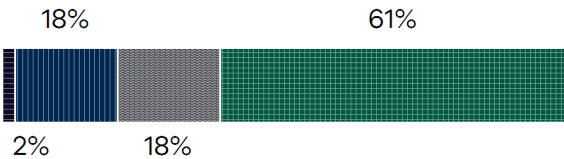
Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
	Not asked	61 %	45 %	64 %	84 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Workplace flexibility 4 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

The table shows you what flexible work arrangements staff use.

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

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

Example

34% of staff who did the survey said the flexible work arrangement they used was 'No, I do not use any flexible work arrangements'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
No, I do not use any flexible work arrangements	34%	39%	38%
Flexible start and finish times	30%	28%	23%
Working from an alternative location (e.g. home, hub/shared work space)	25%	30%	24%
Part-time	25%	15%	19%
Shift swap	16%	12%	12%
Working more hours over fewer days	11%	4%	6%
Using leave to work flexible hours	9%	8%	8%
Purchased leave	2%	2%	2%
Study leave	2%	1%	4%
Other	2%	3%	2%

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Equal employment opportunity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

84% of your staff who did the survey agreed or strongly agreed with 'Gender is not a barrier to success in my organisation'.

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Gender is not a barrier to success in my organisation	5% ... 84% / 5% 7%	Not asked	84 %	72 %	83 %	93 %
Cultural background is not a barrier to success in my organisation	5% ... 82% / 5% 9%	Not asked	82 %	71 %	79 %	98 %
Age is not a barrier to success in my organisation	7% ... 80% / 5% 9%	Not asked	80 %	59 %	72 %	95 %
Disability is not a barrier to success in my organisation	7% ... 77% / 7% 9%	Not asked	77 %	48 %	60 %	95 %

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.
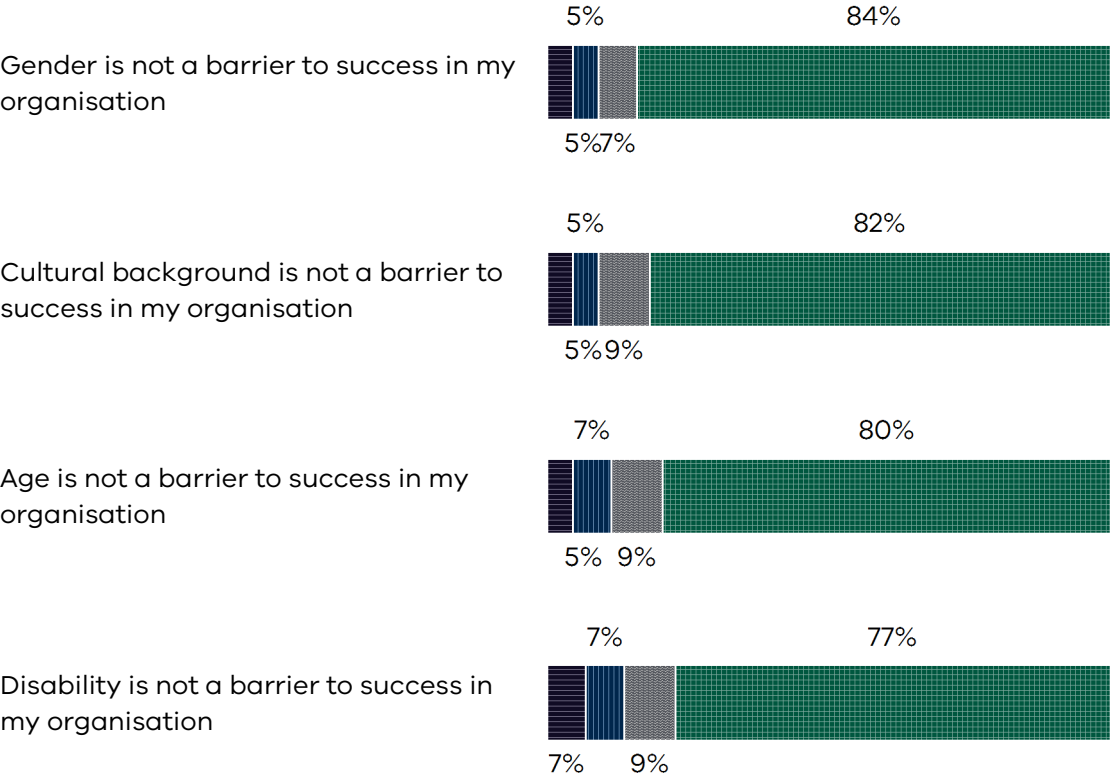
Example

77% of your staff who did the survey agreed or strongly agreed with 'Sexual orientation is not a barrier to success in my organisation'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
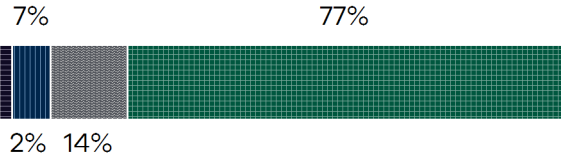
Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Sexual orientation is not a barrier to success in my organisation	7% / 2% / 14% / 77%	Not asked	77 %	68 %	84 %	98 %
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	14% / 2% / 16% / 68%	Not asked	68 %	64 %	73 %	95 %
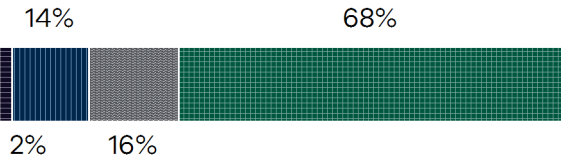
Organisational climate

Psychosocial and physical safety climate question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

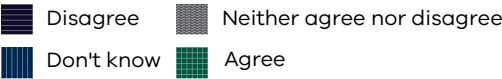Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
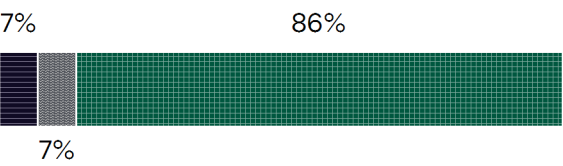
Survey question	Your results		You		Comparator		
			2020	2021	Lowest	Average	Highest
I feel culturally safe at work	7% / 7% / 86%		Not asked	86 %	64 %	83 %	93 %
My organisation provides a physically safe work environment	2% / 2% / 9% / 86%		Not asked	86 %	66 %	90 %	99 %
My organisation consults employees on health and safety matters	7% / 7% / 11% / 75%		Not asked	75 %	50 %	81 %	96 %
My organisation has effective procedures in place to support employees who may experience stress	16% / 7% / 11% / 66%		57 %	66 %	30 %	64 %	83 %
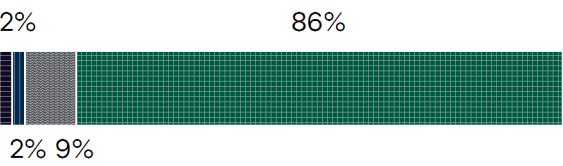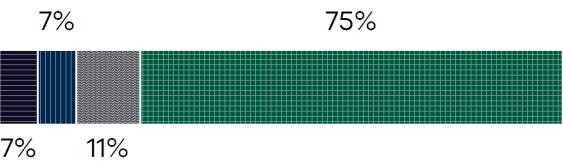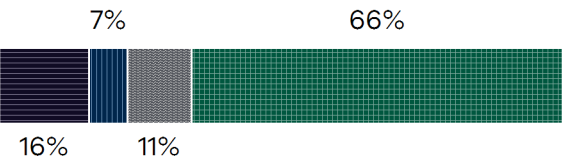
Organisational climate

Psychosocial and physical safety climate question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

64% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.

Survey question

Your results

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
In my workplace, there is good communication about psychological safety issues that affect me (16% / 20% / 64%)	51 %	64 %	27 %	60 %	83 %
All levels of my organisation are involved in the prevention of stress (25% / 20% / 55%)	41 %	55 %	11 %	49 %	76 %
Senior leaders consider the psychological health of employees to be as important as productivity (20% / 30% / 50%)	55 %	50 %	39 %	64 %	86 %
Senior leaders show support for stress prevention through involvement and commitment (16% / 39% / 45%)	58 %	45 %	39 %	60 %	79 %

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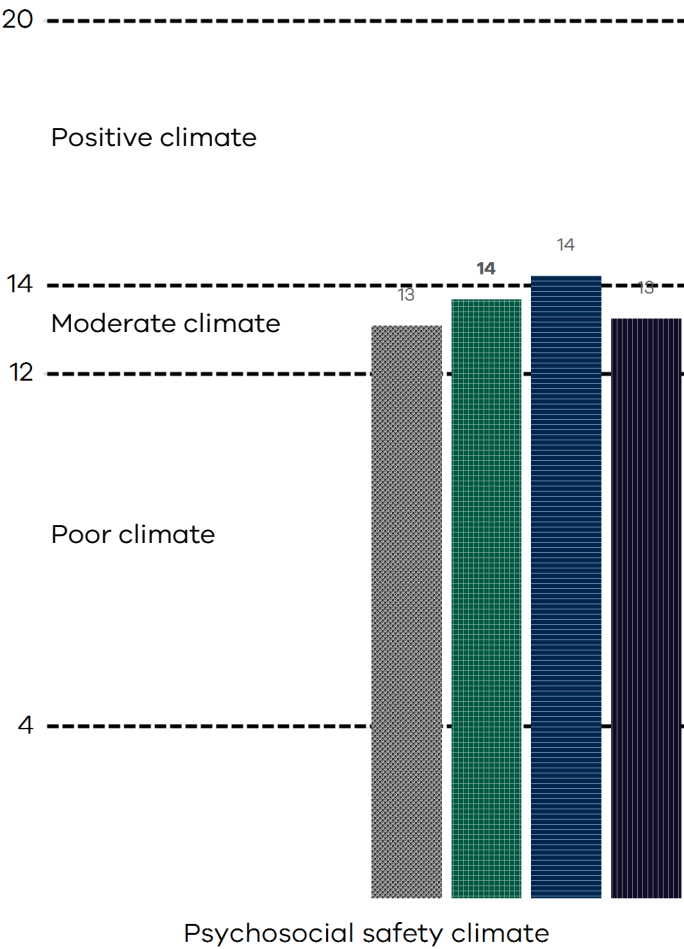
Legend: You 2020 | You 2021 | Comparator 2021 | Public sector 2021

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

80% 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'.

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 from varied cultural backgrounds	5% / 16% / 80%	Not asked	80 %	55 %	81 %	93 %
There is a positive culture within my organisation in relation to employees of different age groups	5% / 9% / 7% / 80%	Not asked	80 %	66 %	79 %	93 %
There is a positive culture within my organisation in relation to employees of different sexes/genders	7% / 16% / 77%	Not asked	77 %	64 %	85 %	95 %
There is a positive culture within my organisation in relation to employees with disability	7% / 5% / 18% / 70%	Not asked	70 %	43 %	65 %	98 %

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

66% 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+'.

| 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 who identify as LGBTIQ+

14% — 66% — 20%
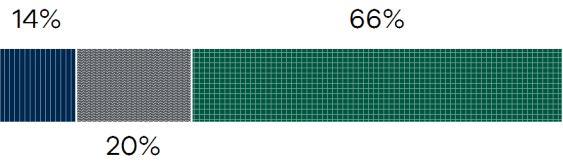
| Not asked | 66 % | 39 % | 73 % | 90 % |

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

16% — 61% — 23%
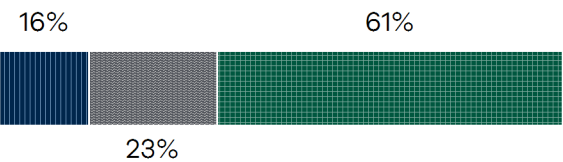
| Not asked | 61 % | 45 % | 74 % | 87 % |

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.
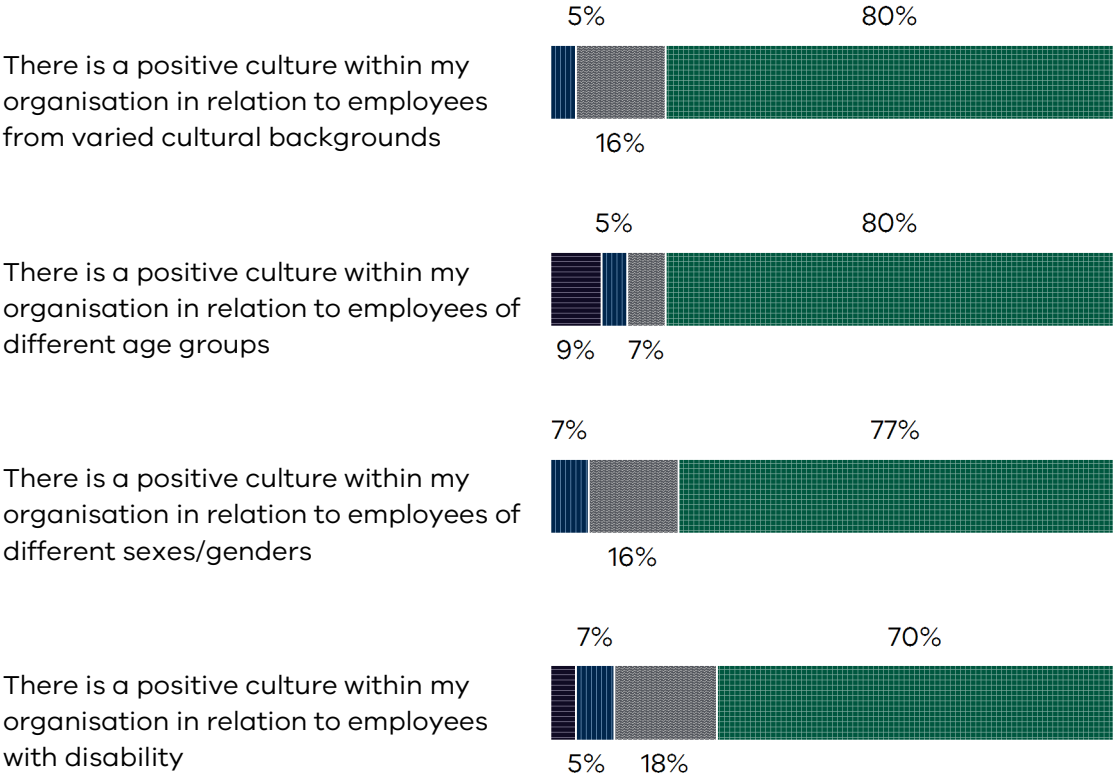
Example

82% 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					
		You		**Comparator**		
		2020	2021	Lowest	Average	Highest
In my workgroup work is allocated fairly, regardless of gender	11% / 7% / 82%	Not asked	82 %	82 %	86 %	93 %
My organisation uses inclusive and respectful images and language	2% / 5% 14% / 80%	Not asked	80 %	70 %	87 %	90 %
My organisation would support me if I needed to take family violence leave	14% / 5% 11% / 70%	Not asked	70 %	73 %	81 %	90 %

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

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

Victorian Public Sector Commission

VICTORIA State Government

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:

- 81% of your staff who did the survey responded positively to questions about .

Compared to:

- 84% of staff at your comparator and 80% of staff across the public sector.

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

Quality service delivery: 81%, 84%, 80%
Workgroup support: 78%, 79%, 76%
Innovation: 72%, 74%, 68%

Victorian Public Sector Commission

VICTORIA State Government
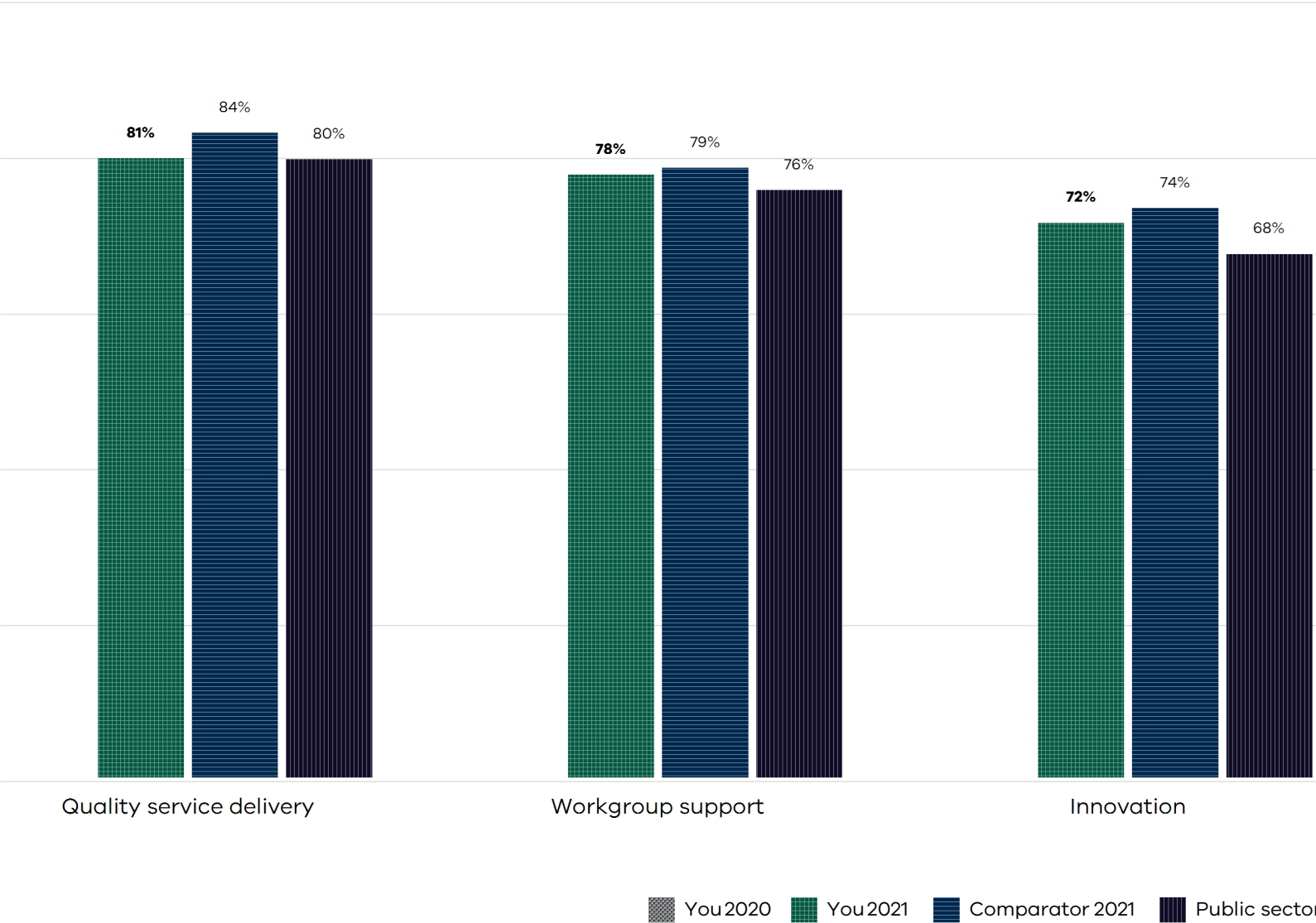
Workgroup climate

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

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

Survey question	Your results			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
My workgroup strives to deliver services in a timely manner	5% / 89% / 7%	Not asked	89 %	84 %	89 %	100 %
My workgroup values human rights	2% / 86% / 5% 7%	Not asked	86 %	82 %	90 %	98 %
My workgroup strives to make the best use of its resources	2% / 82% / 11% 5%	Not asked	82 %	68 %	83 %	93 %
My workgroup strives to provide high quality advice and services	2% / 80% / 5% 14%	Not asked	80 %	84 %	90 %	98 %

Workgroup climate

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

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

Survey question	Your results					

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup has clear lines of responsibility	14% / 2% / 7% / 77%	Not asked	77 %	70 %	77 %	90 %
My workgroup focuses on making decisions informed by all relevant facts	14% / 2% / 9% / 75%	Not asked	75 %	69 %	79 %	93 %
My workgroup places a priority on acting fairly and without bias	14% / 11% / 75%	Not asked	75 %	70 %	79 %	98 %

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

80% of your staff who did the survey agreed or strongly agreed with 'My workgroup is quick to respond to opportunities to do things better'.

| Survey question | Your results | Benchmark agree results |

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

	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup is quick to respond to opportunities to do things better — 7% / 14% / 80%	Not asked	80 %	64 %	75 %	86 %
My workgroup encourages employee creativity — 9% / 16% / 75%	Not asked	75 %	63 %	74 %	93 %
My workgroup learns from failures and mistakes — 11% / 16% / 73%	Not asked	73 %	68 %	75 %	86 %
My workgroup respectfully consults with clients and stakeholders to improve outcomes — 5% / 23% / 73%	Not asked	73 %	74 %	81 %	95 %

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Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

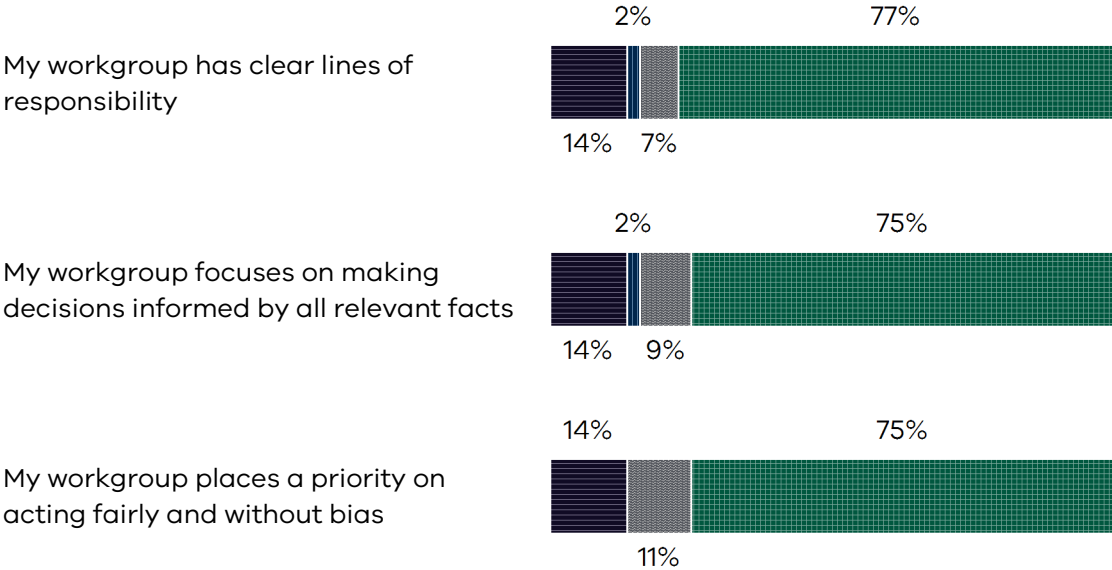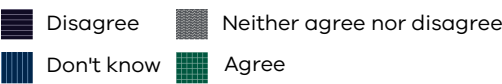Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

61% of your staff who did the survey agreed or strongly agreed with 'My workgroup takes reasonable risks to improve its services'.

Survey question	Your results	Benchmark agree results

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

Your results:

My workgroup takes reasonable risks to improve its services

9% | 30% | 61%

Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
My workgroup takes reasonable risks to improve its services	Not asked	61 %	45 %	65 %	79 %

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Workgroup climate

Workgroup support 1 of 3

What this is

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

Why this is important

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

How to read this

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

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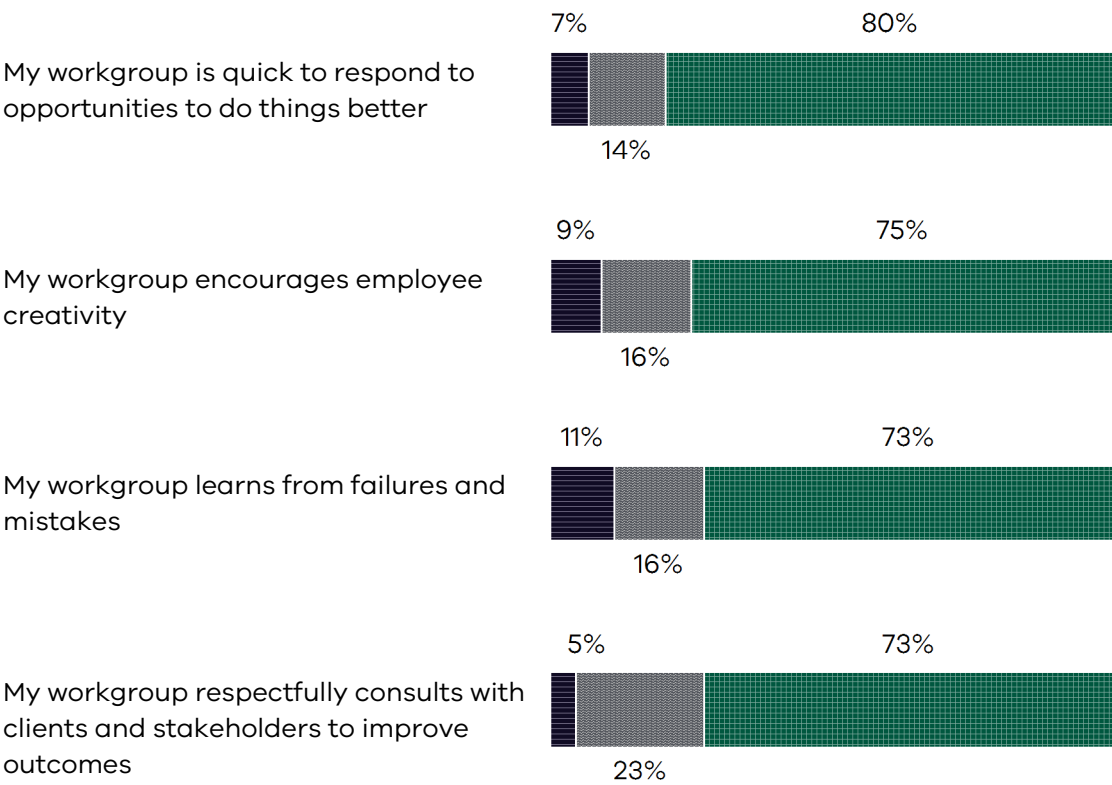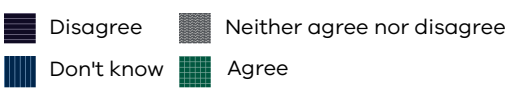
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

93% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others in my workgroup'.

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	2% / 93% / 5%	91 %	93 %	88 %	92 %	98 %
People in my workgroup treat each other with respect	5% / 91% / 5%	81 %	91 %	80 %	83 %	95 %
I am able to work effectively with others outside my immediate workgroup	2% / 89% / 9%	81 %	89 %	70 %	92 %	99 %
People in my workgroup actively support diversity and inclusion in the workplace	2% / 89% / 2%7%	Not asked	89 %	77 %	85 %	97 %

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.

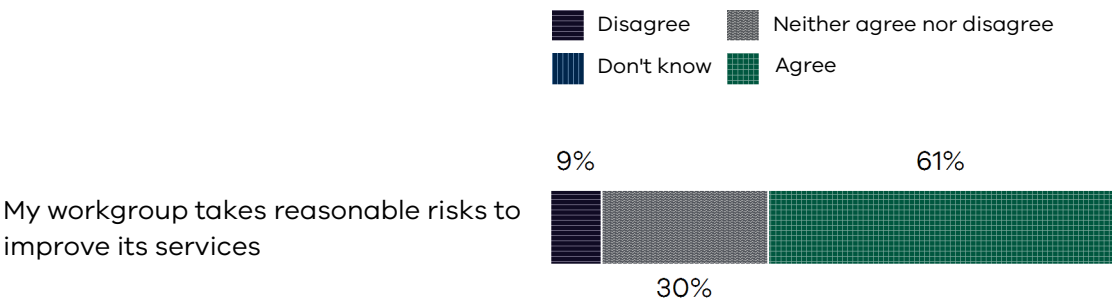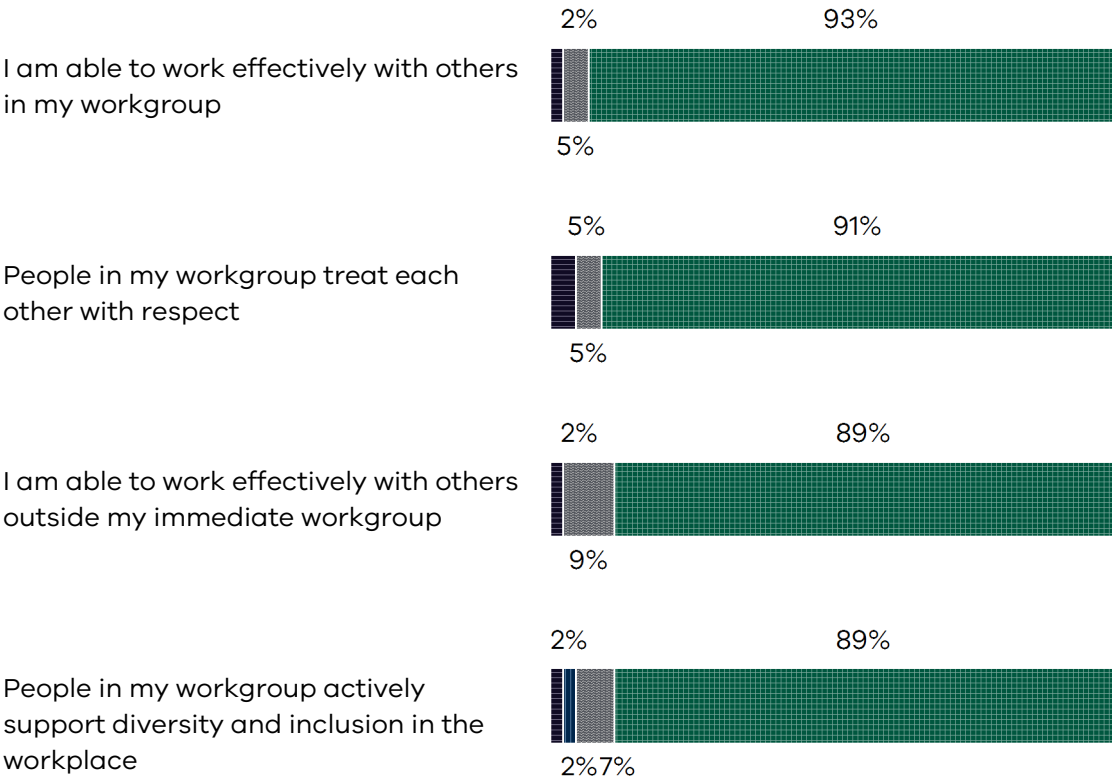Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

84% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

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

Survey question	Disagree	Neither	Don't know	Agree	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup work together effectively to get the job done	5%	11%		84%	85 %	84 %	82 %	85 %	96 %
People in my workgroup are honest, open and transparent in their dealings	9%	14%		77%	Not asked	77 %	68 %	75 %	88 %
People in my workgroup appropriately manage conflicts of interest	7%	16%	5%	73%	Not asked	73 %	66 %	72 %	90 %
People in my workgroup are politically impartial in their work	5%	25%	5%	66%	Not asked	66 %	57 %	72 %	90 %

Workgroup climate

Workgroup support 3 of 3

What this is

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

Why this is important

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

How to read this

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

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

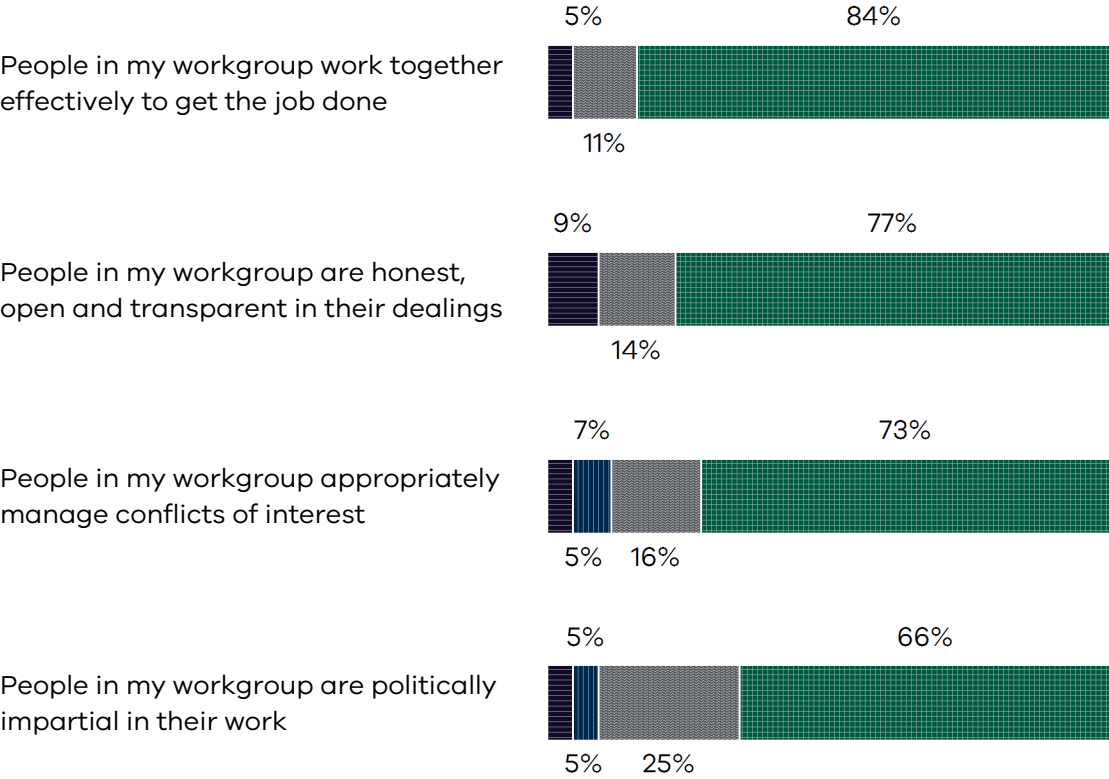Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

61% 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'.

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 regularly reach out to support me and my wellbeing	14% / 25% / 61%	65 %	61 %	65 %	77 %	86 %
Workgroups across my organisation willingly share information with each other	16% / 23% / 61%	50 %	61 %	32 %	59 %	88 %

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

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:

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

Compared to:

- 85% of staff at your comparator and 84% of staff across the public sector.

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

Chart data:
- Meaningful work: You 2020 76%, You 2021 78%, Comparator 2021 85%, Public sector 2021 84%
- Safe to speak up: You 2021 77%, Comparator 2021 74%, Public sector 2021 67%
- Manager leadership: You 2021 74%, Comparator 2021 88%, Public sector 2021 84%
- Job enrichment: You 2021 72%, Comparator 2021 77%, Public sector 2021 77%

Job and manager factors

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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.

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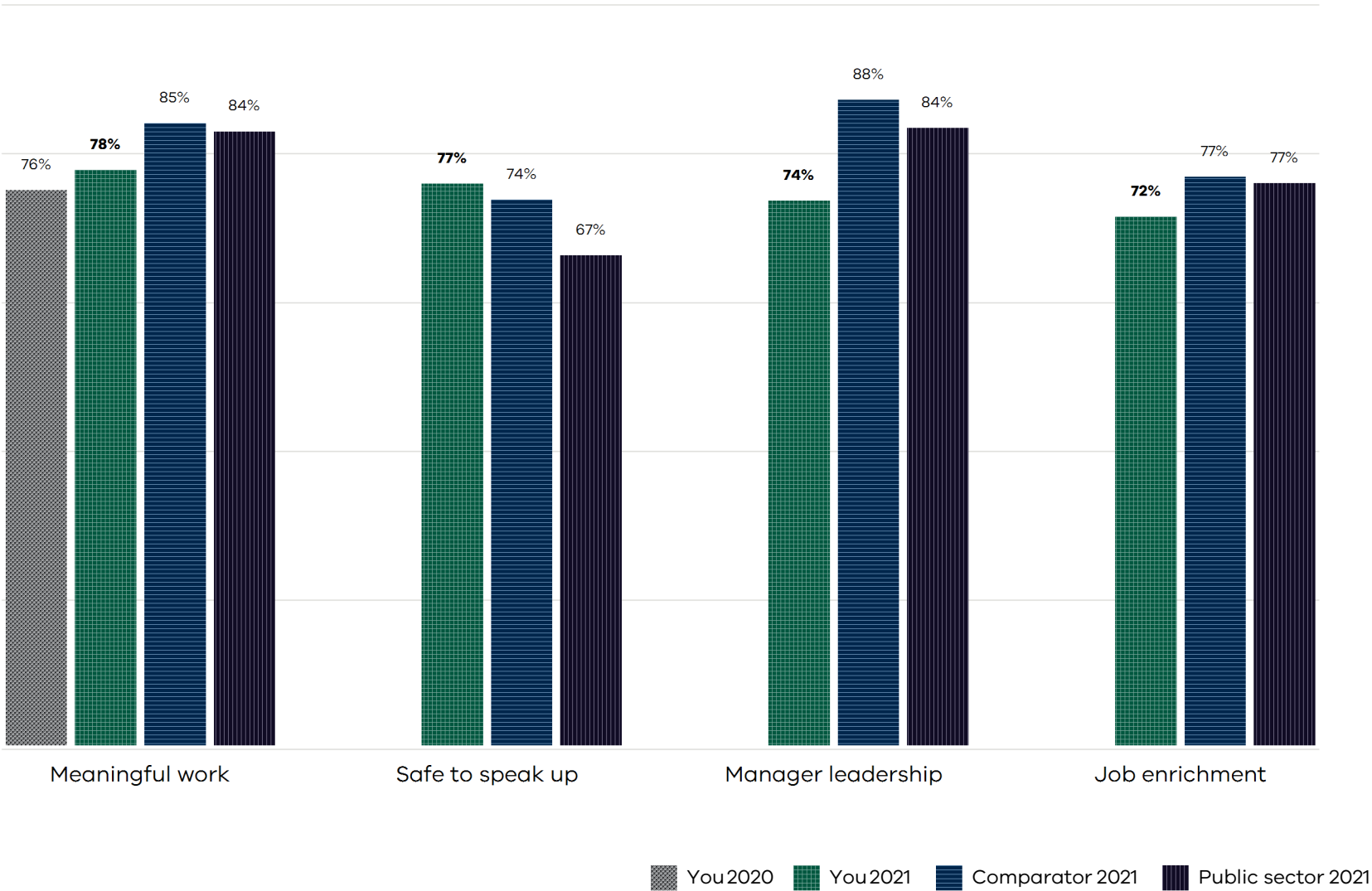
Example

In 2021:

- 68% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

- 75% of staff at your comparator and 70% of staff across the public sector.

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

Manager support: 68%, 75%, 70%
Workload: 72%, 56%, 63%, 53%
Learning and development: 52%, 50%, 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

82% of your staff who did the survey agreed or strongly agreed with 'My manager ensures clients receive a high standard of service'.

Survey question | Your results | Benchmark agree results

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

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager ensures clients receive a high standard of service	7% / 11% / 82%	Not asked	82 %	80 %	90 %	96 %
My manager is committed to workplace safety	5% / 5% / 14% / 77%	Not asked	77 %	82 %	90 %	94 %
My manager works effectively with people from diverse backgrounds	9% / 16% / 75%	Not asked	75 %	82 %	89 %	95 %
My manager treats employees with dignity and respect	9% / 18% / 73%	Not asked	73 %	77 %	89 %	95 %

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Job and manager factors

What this is

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Why this is important

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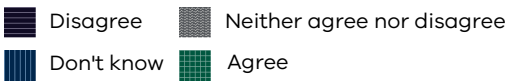
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

70% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results					

Survey question — **Your results** — **Benchmark agree results**

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

Survey question	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager models my organisation's values	Not asked	70 %	75 %	84 %	95 %
My manager demonstrates honesty and integrity	Not asked	68 %	79 %	85 %	98 %

My manager models my organisation's values — Disagree 11%, Neither 18%, Agree 70%

My manager demonstrates honesty and integrity — Disagree 9%, Neither 23%, Agree 68%

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Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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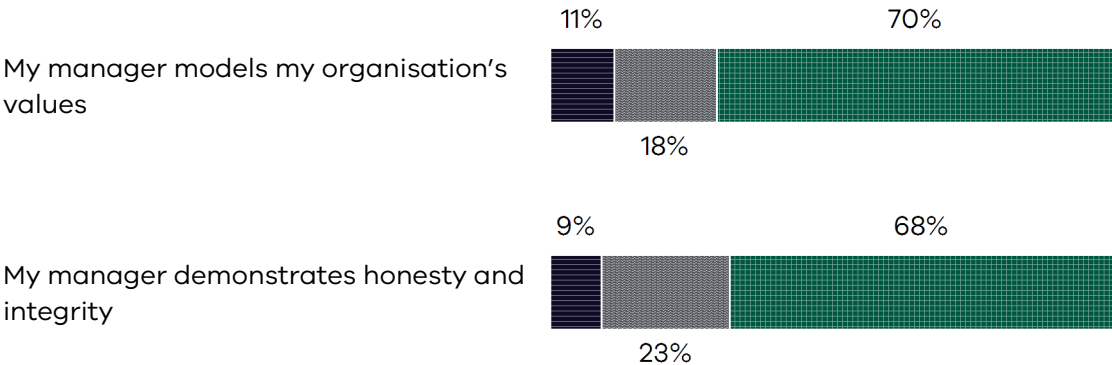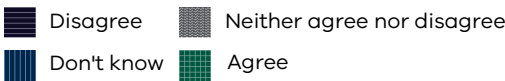
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

| | You | | Comparator | | |
Survey question	2020	2021	Lowest	Average	Highest
My manager listens to what I have to say — Disagree 11%, 2%, Agree 86%	73 %	86 %	76 %	86 %	95 %
I would be confident in approaching my manager to discuss concerns and grievances — Disagree 18%, 9%, Agree 73%	Not asked	73 %	75 %	82 %	95 %
My manager involves me in decisions about my work — Disagree 14%, 14%, Agree 73%	64 %	73 %	65 %	81 %	91 %
My manager encourages and supports my participation in learning and development opportunities — Disagree 5%, 25%, Agree 70%	Not asked	70 %	64 %	76 %	79 %

Victorian Public Sector Commission

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Job and manager factors

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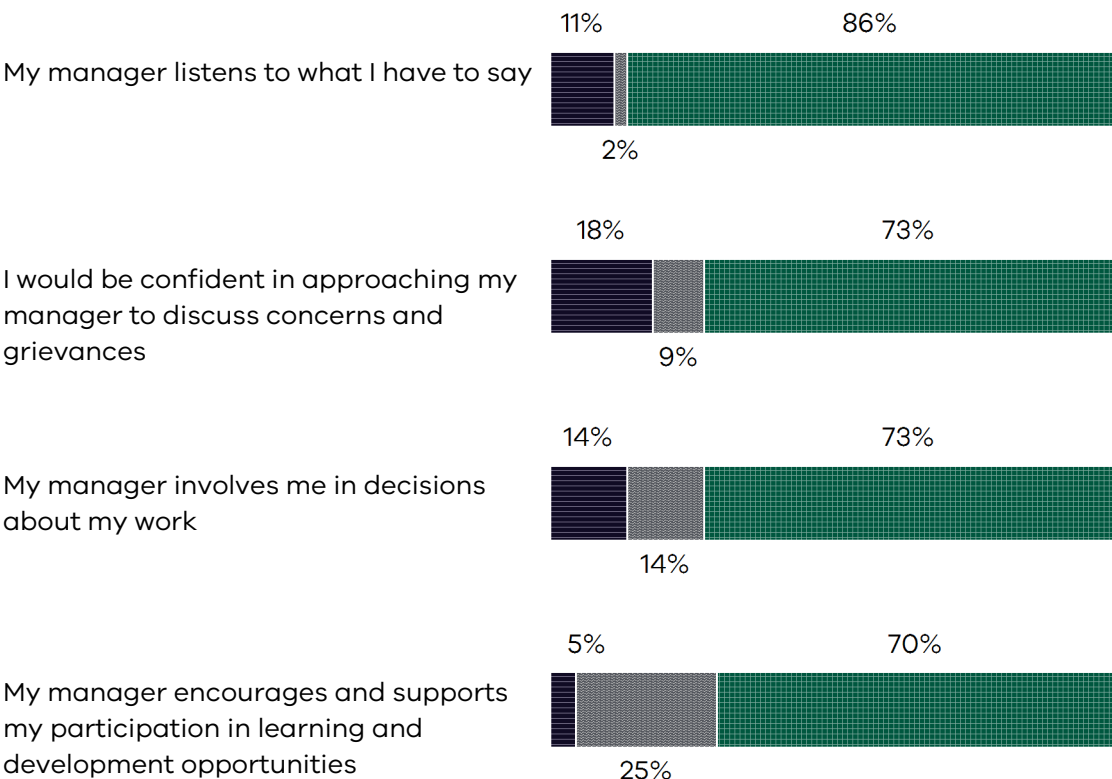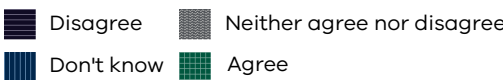Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

70% of your staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.

Survey question	Your results	Benchmark agree results				
		You		**Comparator**		
		2020	2021	Lowest	Average	Highest
My manager keeps me informed about what's going on	14% / 16% / 70%	65 %	70 %	68 %	80 %	90 %
My manager provides me with enough support when I need it	5% / 11% / 16% / 68%	69 %	68 %	71 %	81 %	90 %
My manager provides feedback to me in a way that helps me improve my performance	7% / 14% / 14% / 66%	53 %	66 %	57 %	71 %	83 %
I receive adequate recognition for my contributions and accomplishments	36% / 2% / 61%	Not asked	61 %	39 %	63 %	71 %

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

Job and manager factors

Manager support 3 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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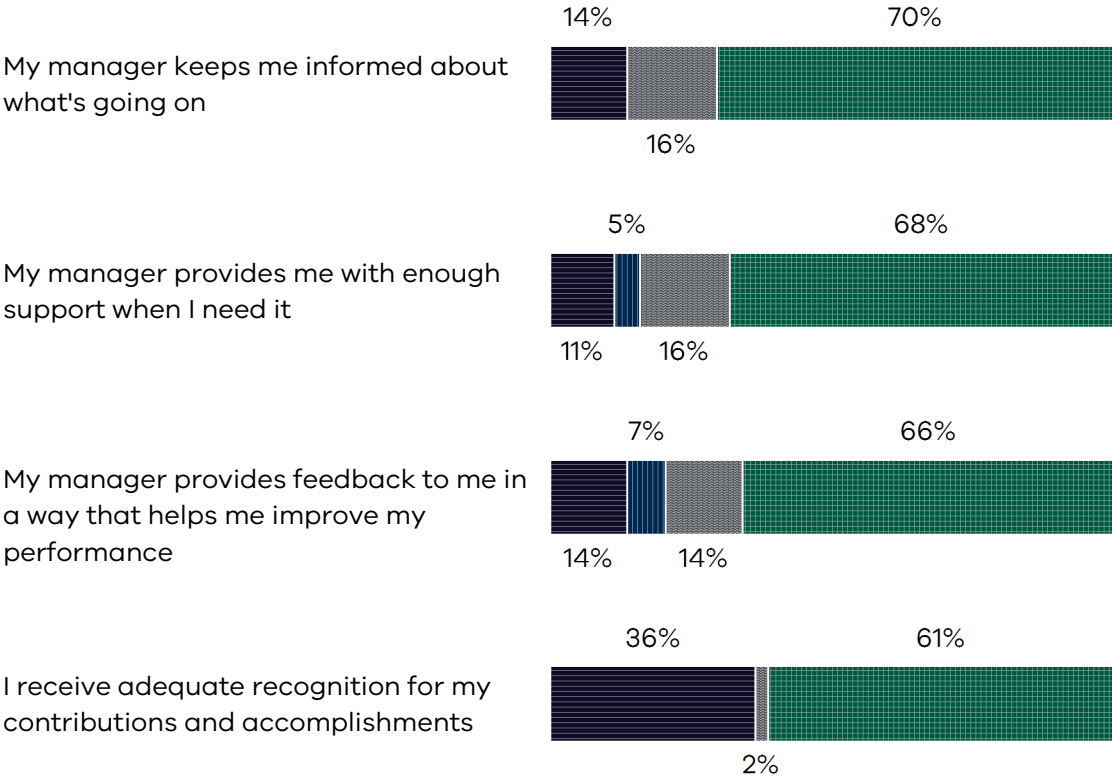
Example

41% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

Survey question

Your results

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

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

32% | 41%
27%

Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
My manager has regular conversations...	Not asked	41 %	30 %	52 %	61 %

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Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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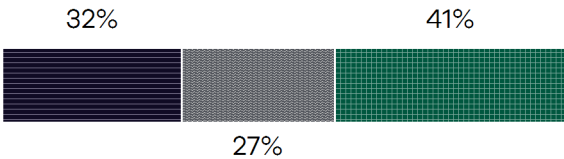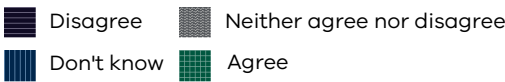
Example

59% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Survey question	Your results					

Survey question

Your results

Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Agree

	You		Comparator		
	2020	2021	Lowest	Average	Highest

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

18% | 23% | 59%

| 72 % | 59 % | 43 % | 65 % | 71 % |

I have enough time to do my job effectively

20% | 27% | 52%
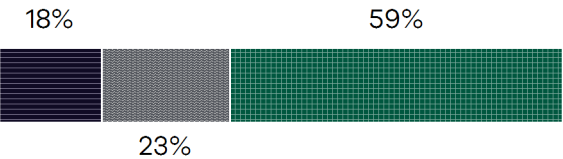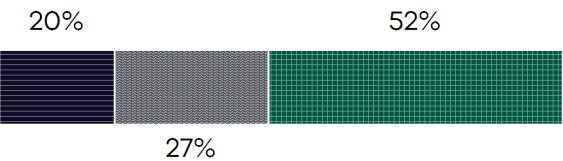
| 73 % | 52 % | 36 % | 60 % | 64 % |

Job and manager factors

Learning and development 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

70% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Survey question	Your results			Benchmark agree results				
				You		**Comparator**		
	Disagree / Neither agree nor disagree / Agree			2020	2021	Lowest	Average	Highest
I am developing and learning in my role	18% / 11% / 70%			Not asked	70 %	54 %	69 %	79 %
In the last 12 months I have learned skills that have helped me do my job better	14% / 16% / 70%			Not asked	70 %	50 %	66 %	81 %
There are adequate opportunities for me to develop skills and experience in my organisation	23% / 9% / 68%			Not asked	68 %	25 %	53 %	64 %
My organisation places a high priority on the learning and development of staff	18% / 27% / 55%			Not asked	55 %	27 %	56 %	76 %

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Job and manager factors

Learning and development 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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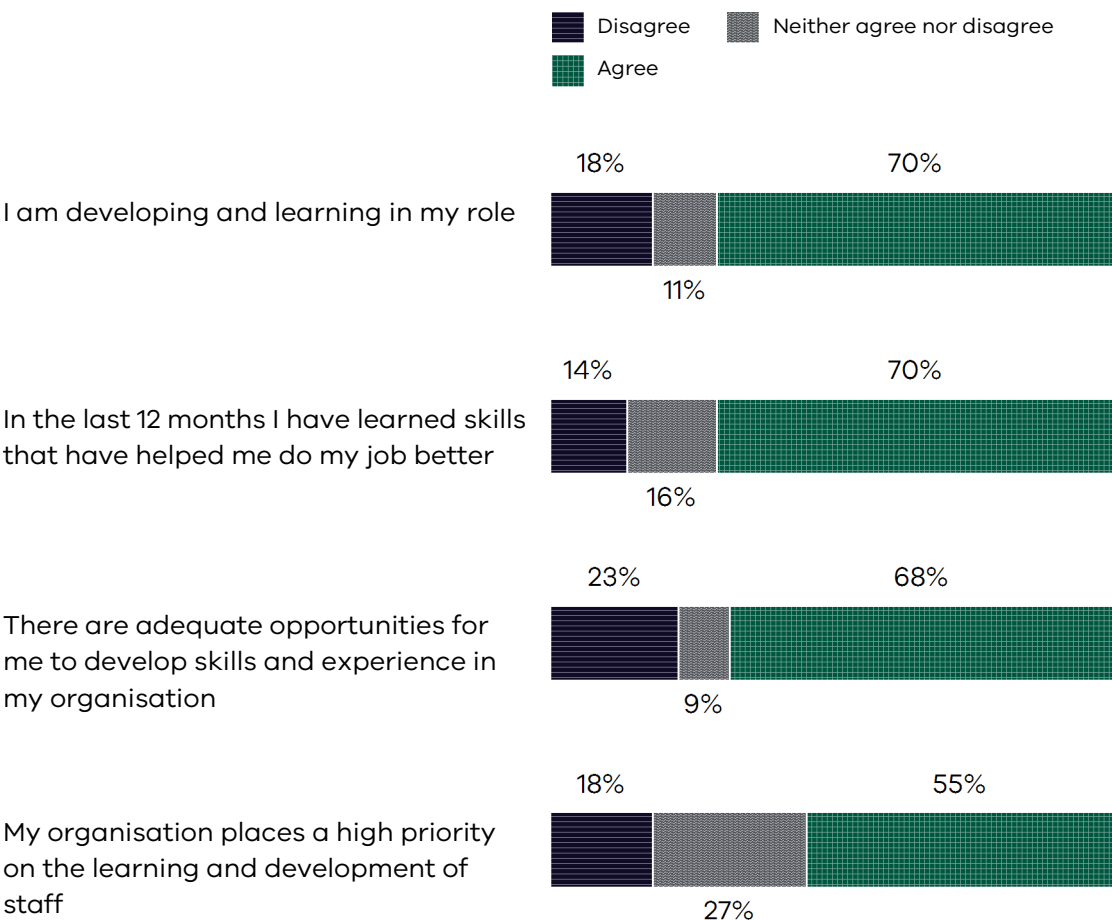
Example

43% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Your results (Disagree / Neither / Agree)	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	27% / 30% / 43%	Not asked	43 %	29 %	50 %	57 %
I feel I have an equal chance at promotion in my organisation	25% / 32% / 43%	Not asked	43 %	20 %	42 %	46 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	27% / 32% / 41%	Not asked	41 %	18 %	36 %	45 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	30% / 48% / 23%	Not asked	23 %	16 %	24 %	33 %

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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.
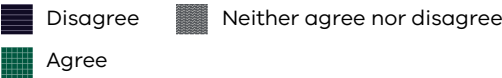
Example

91% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question

Your results

- ■ Disagree
- ▦ Neither agree nor disagree
- ▦ Agree

Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	93 %	91 %	85 %	93 %	95 %
I clearly understand what I am expected to do in this job	86 %	84 %	77 %	87 %	93 %
My job allows me to utilise my skills, knowledge and abilities	74 %	82 %	73 %	82 %	95 %
I have the authority to do my job effectively	Not asked	77 %	64 %	79 %	90 %

I understand how my job contributes to my organisation's purpose
2% / 7% / 91%

I clearly understand what I am expected to do in this job
11% / 5% / 84%

My job allows me to utilise my skills, knowledge and abilities
16% / 2% / 82%

I have the authority to do my job effectively
16% / 7% / 77%

Job and manager factors

Job enrichment 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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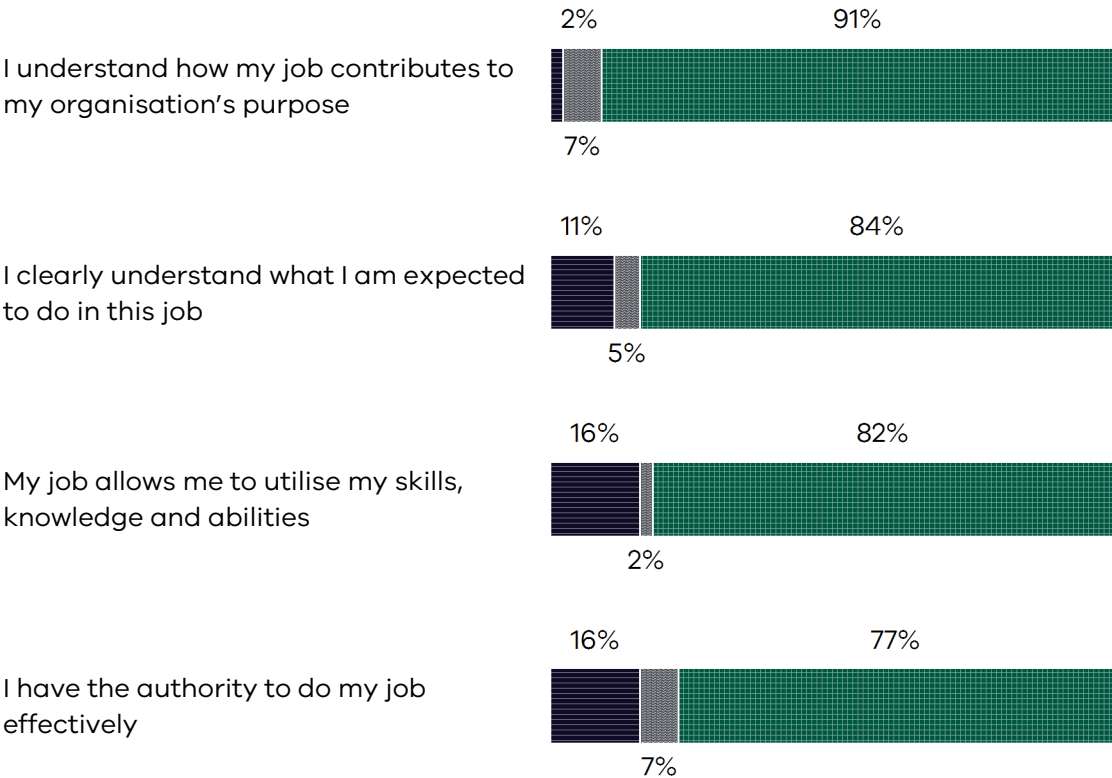
Example

73% of your staff who did the survey agreed or strongly agreed with 'I have a choice in deciding how I do my work'.

Survey question	Your results		You		Comparator		
			2020	2021	Lowest	Average	Highest
I have a choice in deciding how I do my work	Disagree 14% / Neither 14% / Agree 73%		62 %	73 %	68 %	78 %	95 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	Disagree 11% / Neither 39% / Agree 50%		Not asked	50 %	41 %	62 %	77 %
My work performance is assessed against clear criteria	Disagree 34% / Neither 18% / Agree 48%		Not asked	48 %	46 %	62 %	75 %

Legend: Disagree ■ / Neither agree nor disagree ▨ / Agree ▨

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.
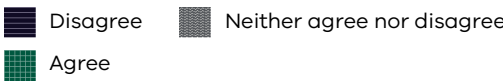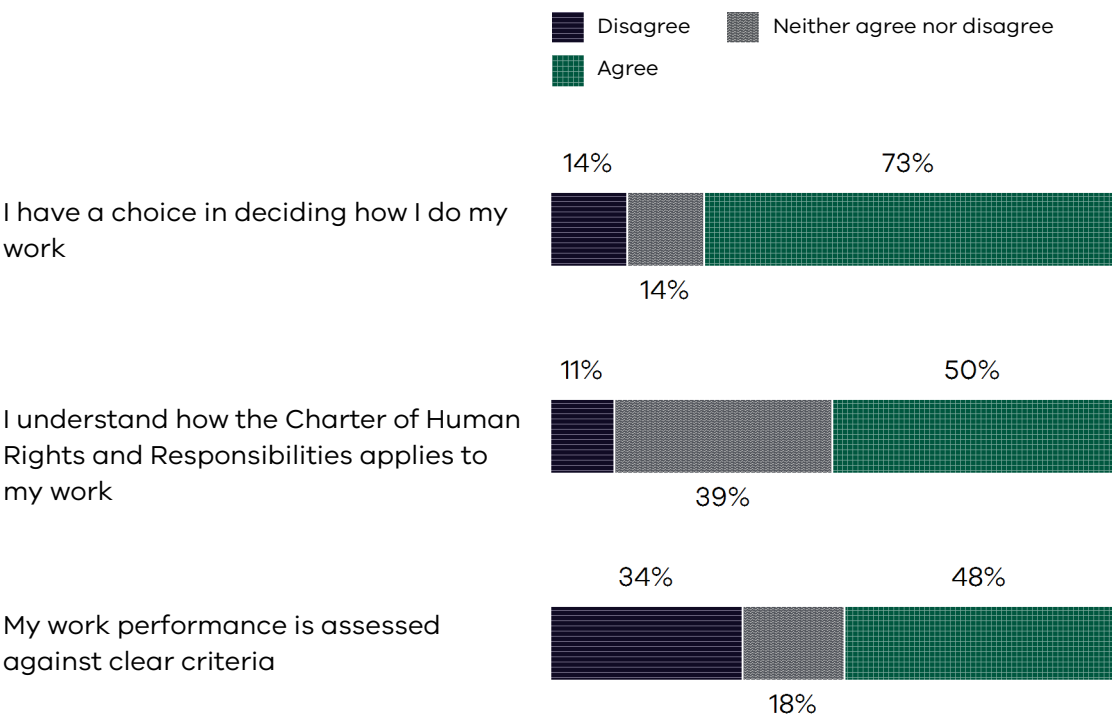
Example

89% 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					

Your results

■ Disagree　▨ Neither agree nor disagree
▨ Agree

Benchmark agree results

Survey question		You		Comparator		
		2020	2021	Lowest	Average	Highest
I feel that I can make a worthwhile contribution at work	9% / 2% / 89%	78 %	89 %	73 %	87 %	95 %
I am achieving something important through my work	9% / 23% / 68%	73 %	68 %	64 %	82 %	93 %

Victorian Public Sector Commission

VICTORIA State Government

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.
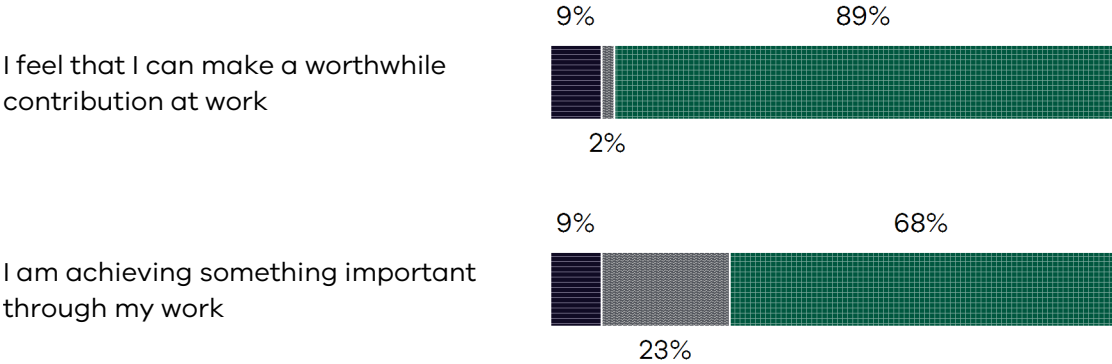
Example

89% of your staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ Agree

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I feel safe to challenge inappropriate behaviour at work	9% / 2% / 89%	Not asked	89 %	66 %	71 %	86 %
I am confident that I would be protected from reprisal for reporting improper conduct	14% / 7% / 80%	Not asked	80 %	59 %	72 %	88 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	16% / 7% / 77%	Not asked	77 %	54 %	67 %	90 %
People in your workgroup are able to bring up problems and tough issues	9% / 27% / 64%	59 %	64 %	71 %	74 %	88 %

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.
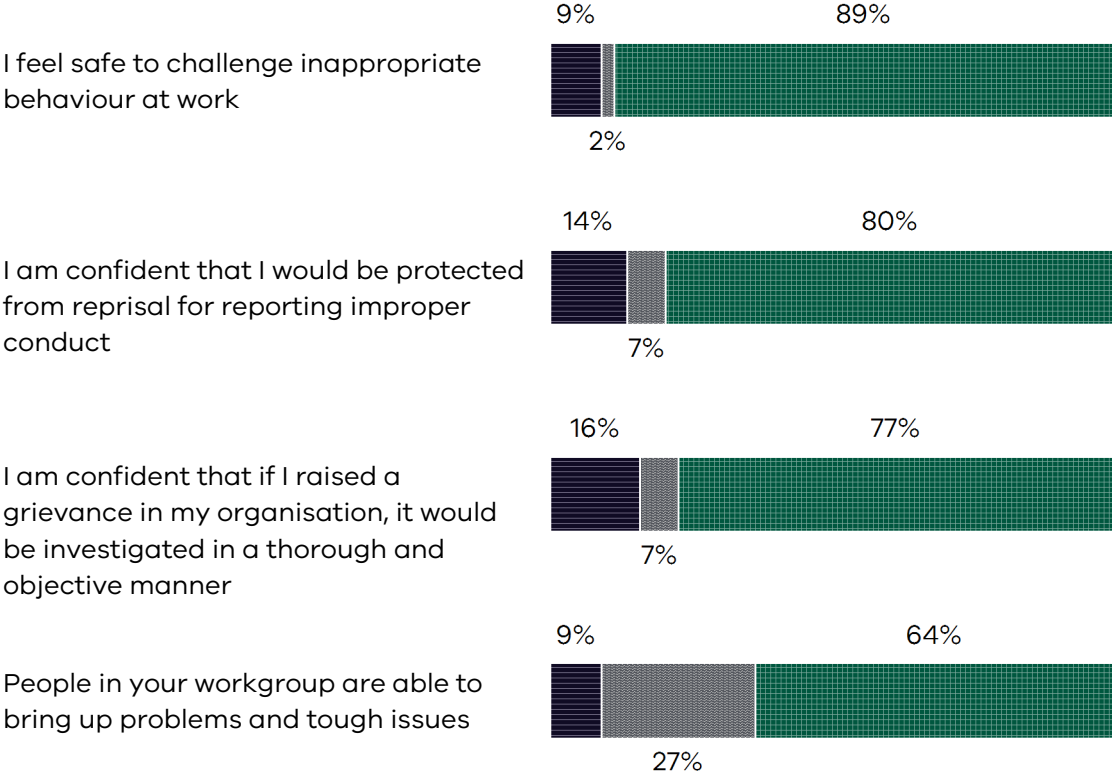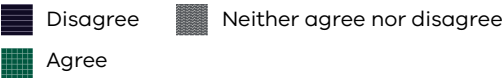
Example

82% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.
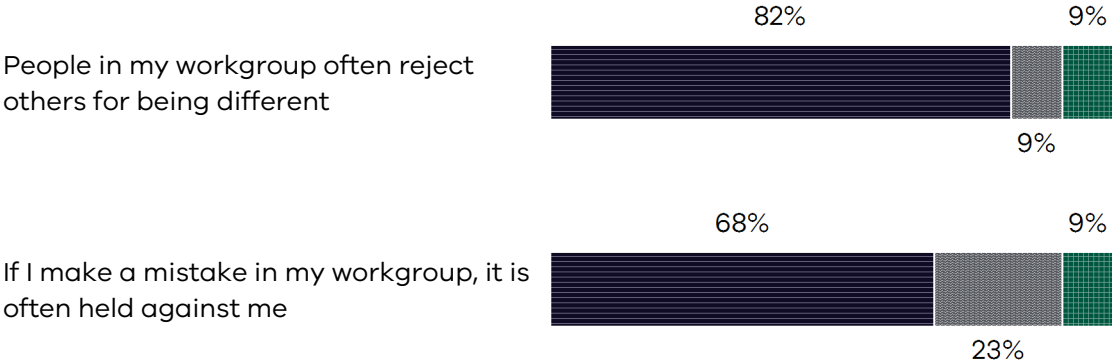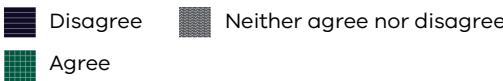
| Survey question | Your results | Benchmark disagree results |

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup often reject others for being different	82% Disagree, 9% Neither, 9% Agree	Not asked	82 %	77 %	85 %	92 %
If I make a mistake in my workgroup, it is often held against me	68% Disagree, 23% Neither, 9% Agree	Not asked	68 %	72 %	77 %	88 %

Victorian Public Sector Commission

VICTORIA State Government

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

36% 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	36%	33%	36%
Decision making and authorisation processes	34%	26%	23%
Communication processes	32%	20%	19%
Administrative processes (including leave and HR requirements)	18%	13%	19%
Technology limitations	18%	13%	20%
There are no noticeable barriers	18%	19%	18%
Absence of visibility of team progress and deliverables	16%	7%	9%
Limited social interactions with the team	16%	10%	11%
Poor mental health or wellbeing	14%	14%	11%
Difficulties in separating work from other aspects of my life	11%	10%	10%

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Public sector values

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:

- 83% of your staff who did the survey responded positively to questions about Responsiveness .

Compared to:

- 89% of staff at your comparator and 87% of staff across the public sector.

Chart data:

Value	You 2020	You 2021	Comparator 2021	Public sector 2021
Responsiveness		83%	89%	87%
Respect	73%	77%	83%	78%
Accountability	79%	76%	82%	76%
Integrity		73%	76%	70%

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

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

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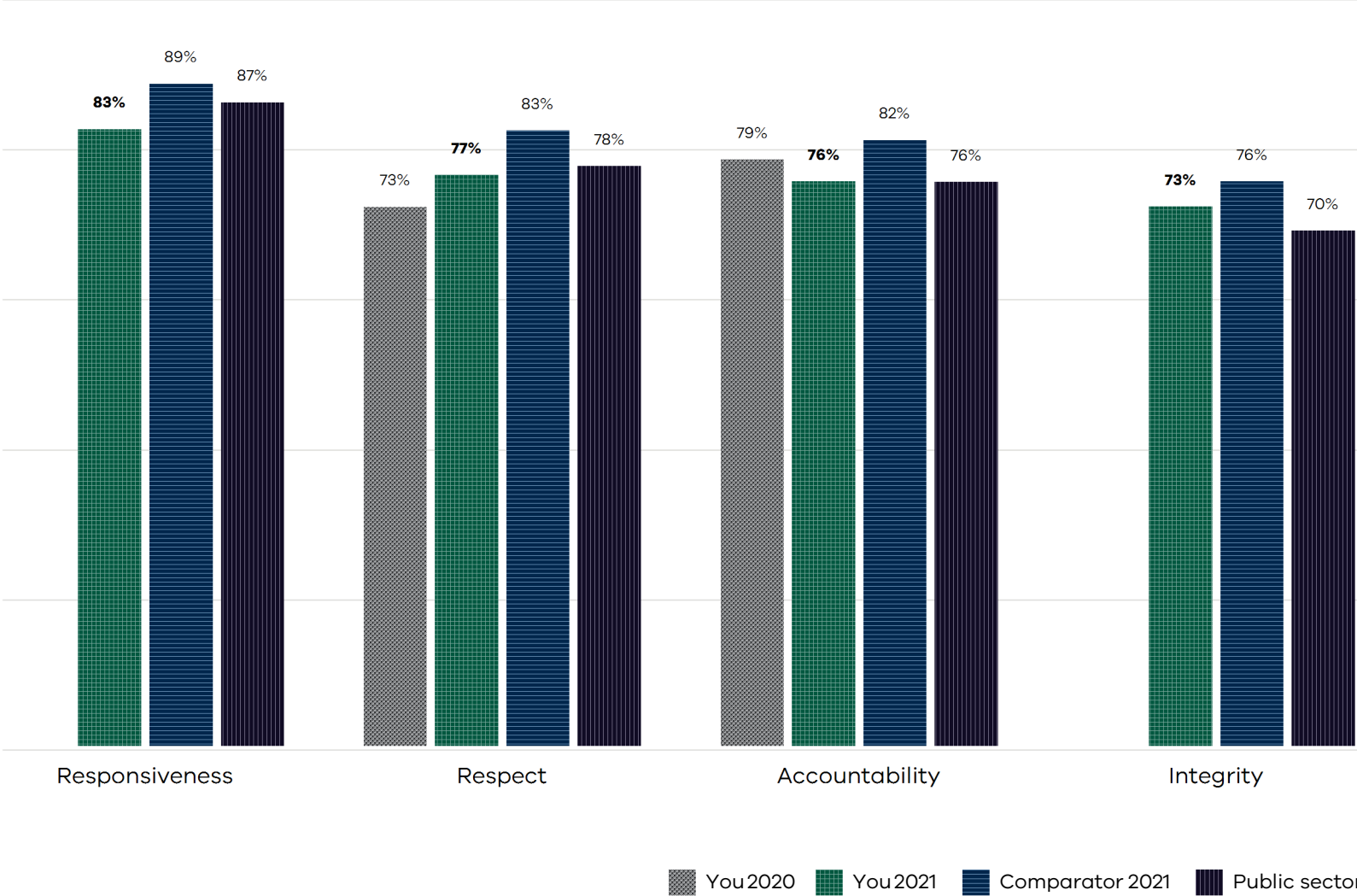
Example

In 2021:

- 69% of your staff who did the survey responded positively to questions about Human rights .

Compared to:

- 81% of staff at your comparator and 80% of staff across the public sector.

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

Human rights: 69%, 81%, 80%
Impartiality: 68%, 72%, 68%
Leadership: 61%, 80%, 73%
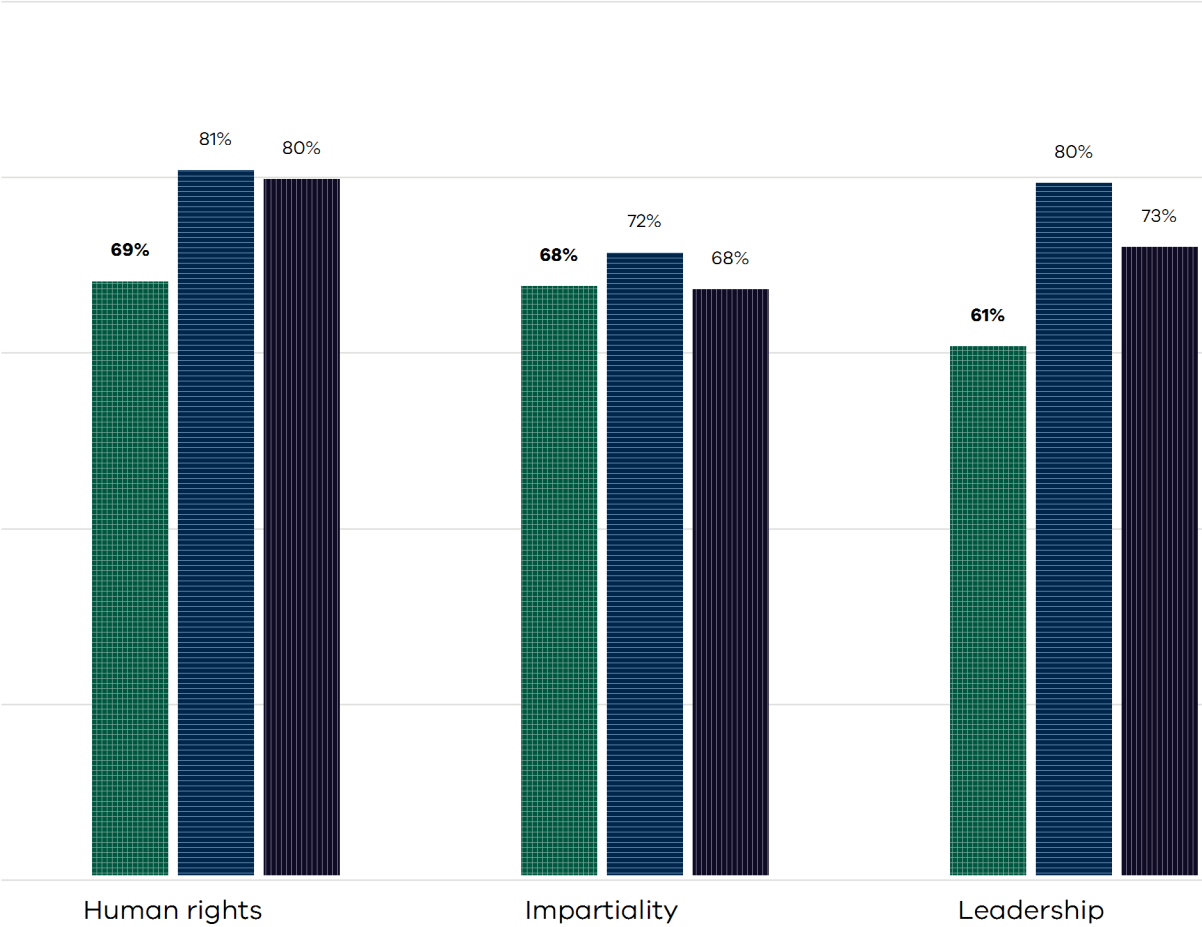
Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2020	2021	Lowest	Average	Highest
My workgroup strives to deliver services in a timely manner	Not asked	89 %	84 %	89 %	100 %
My manager ensures clients receive a high standard of service	Not asked	82 %	80 %	90 %	100 %
My workgroup strives to provide high quality advice and services	Not asked	80 %	84 %	90 %	100 %

My workgroup strives to deliver services in a timely manner: 5%, 7%, 89%

My manager ensures clients receive a high standard of service: 7%, 11%, 82%

My workgroup strives to provide high quality advice and services: 2%, 5%, 14%, 80%

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.
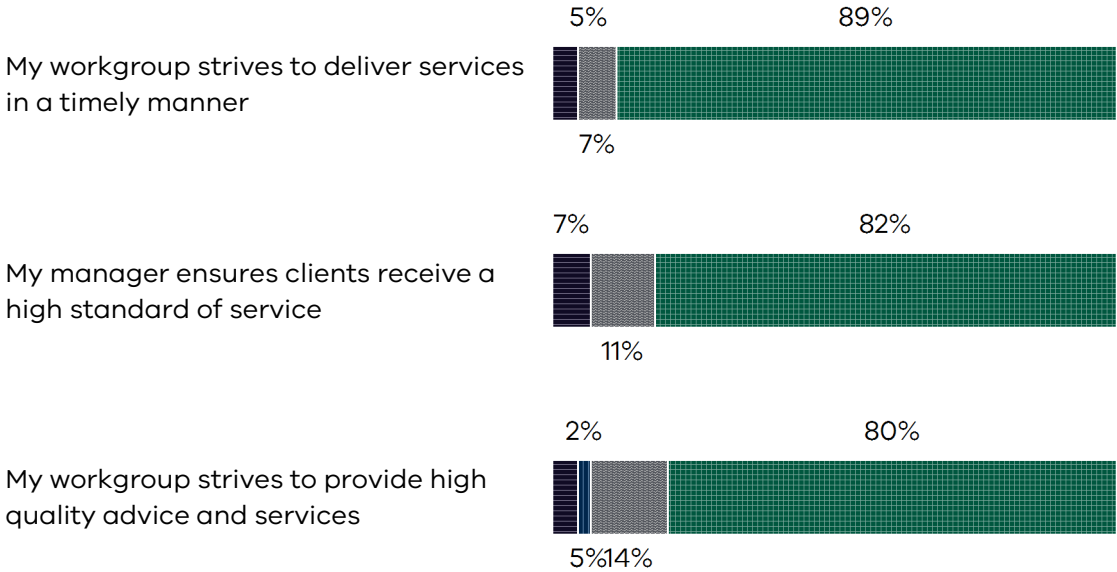
Example

89% of staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.

Survey question	Your results					

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

Benchmark agree results

	You		Comparator		
Survey question	2020	2021	Lowest	Average	Highest
I feel safe to challenge inappropriate behaviour at work (Disagree 9%, 2%, Agree 89%)	Not asked	89 %	66 %	72 %	100 %
I am confident that I would be protected from reprisal for reporting improper conduct (Disagree 14%, 7%, Agree 80%)	Not asked	80 %	59 %	72 %	100 %
People in my workgroup are honest, open and transparent in their dealings (Disagree 9%, 14%, Agree 77%)	Not asked	77 %	68 %	75 %	100 %
My organisation does not tolerate improper conduct (Disagree 14%, 14%, Agree 73%)	Not asked	73 %	64 %	74 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

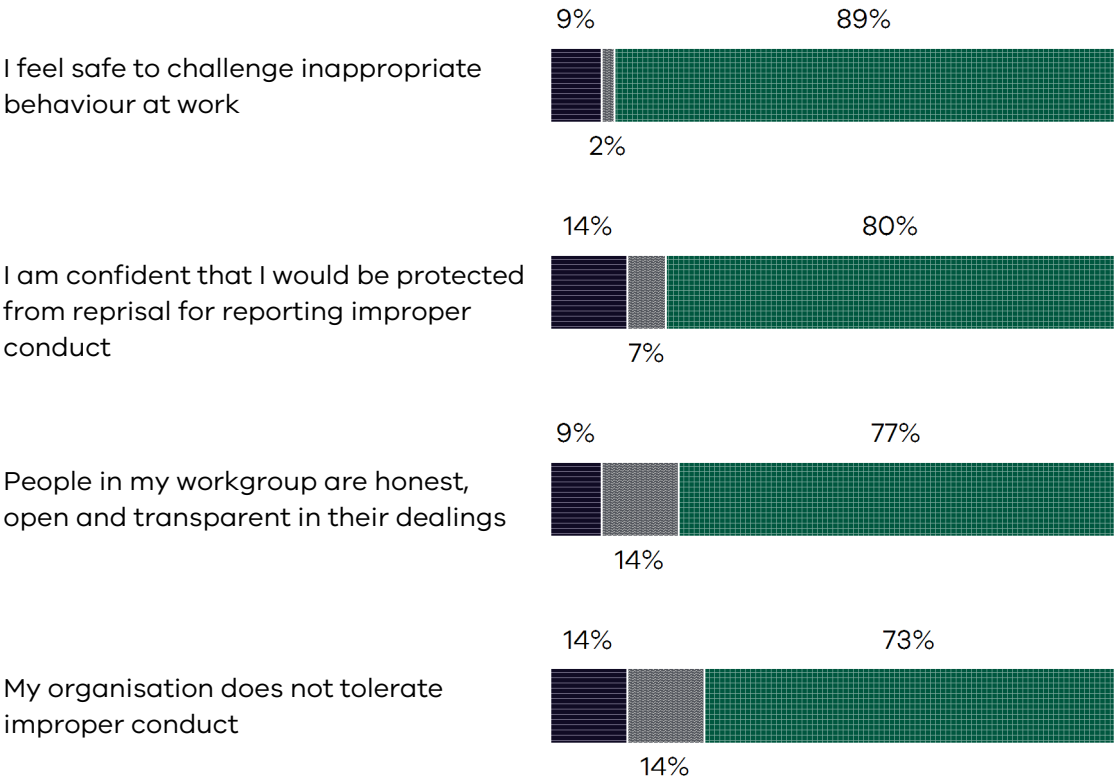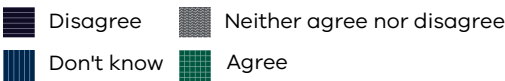Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

73% of staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Survey question

Your results

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

Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
People in my workgroup appropriately manage conflicts of interest	Not asked	73 %	66 %	72 %	100 %
My manager demonstrates honesty and integrity	Not asked	68 %	79 %	85 %	100 %
My organisation is committed to earning a high level of public trust	Not asked	68 %	77 %	89 %	100 %
Senior leaders demonstrate honesty and integrity	Not asked	57 %	57 %	72 %	100 %

People in my workgroup appropriately manage conflicts of interest: 7%, 5%, 16%, 73%

My manager demonstrates honesty and integrity: 9%, 23%, 68%

My organisation is committed to earning a high level of public trust: 14%, 7%, 11%, 68%

Senior leaders demonstrate honesty and integrity: 20%, 2%, 20%, 57%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Impartiality

What this is

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

Why this is important

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

How to read this

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

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

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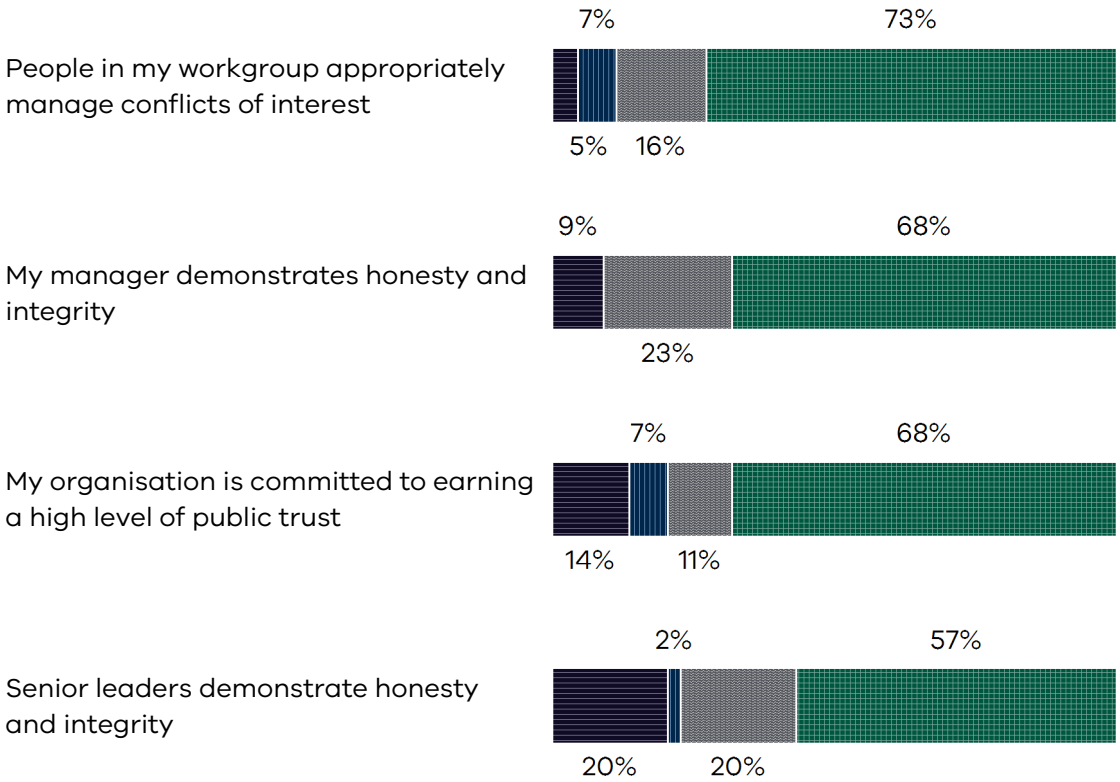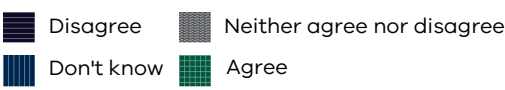
Example

75% of staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question	Your results		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
	Legend: Disagree, Don't know, Neither agree nor disagree, Agree						
My workgroup focuses on making decisions informed by all relevant facts	14% Disagree, 2% Don't know, 9% Neither, 75% Agree		Not asked	75 %	69 %	79 %	93 %
My workgroup places a priority on acting fairly and without bias	14% Disagree, 11% Neither, 75% Agree		Not asked	75 %	70 %	79 %	100 %
People in my workgroup are politically impartial in their work	5% Disagree, 5% Don't know, 25% Neither, 66% Agree		Not asked	66 %	57 %	72 %	90 %
My organisation makes fair recruitment and promotion decisions, based on merit	18% Disagree, 11% Don't know, 14% Neither, 57% Agree		Not asked	57 %	41 %	59 %	100 %

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

91% 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	2% / 7% / 91%	93 %	91 %	85 %	93 %	100 %
I clearly understand what I am expected to do in this job	11% / 5% / 84%	86 %	84 %	77 %	87 %	93 %
My workgroup strives to make the best use of its resources	2% / 11% / 5% / 82%	Not asked	82 %	68 %	83 %	100 %
My workgroup has clear lines of responsibility	2% / 14% / 7% / 77%	Not asked	77 %	70 %	77 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Accountability 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

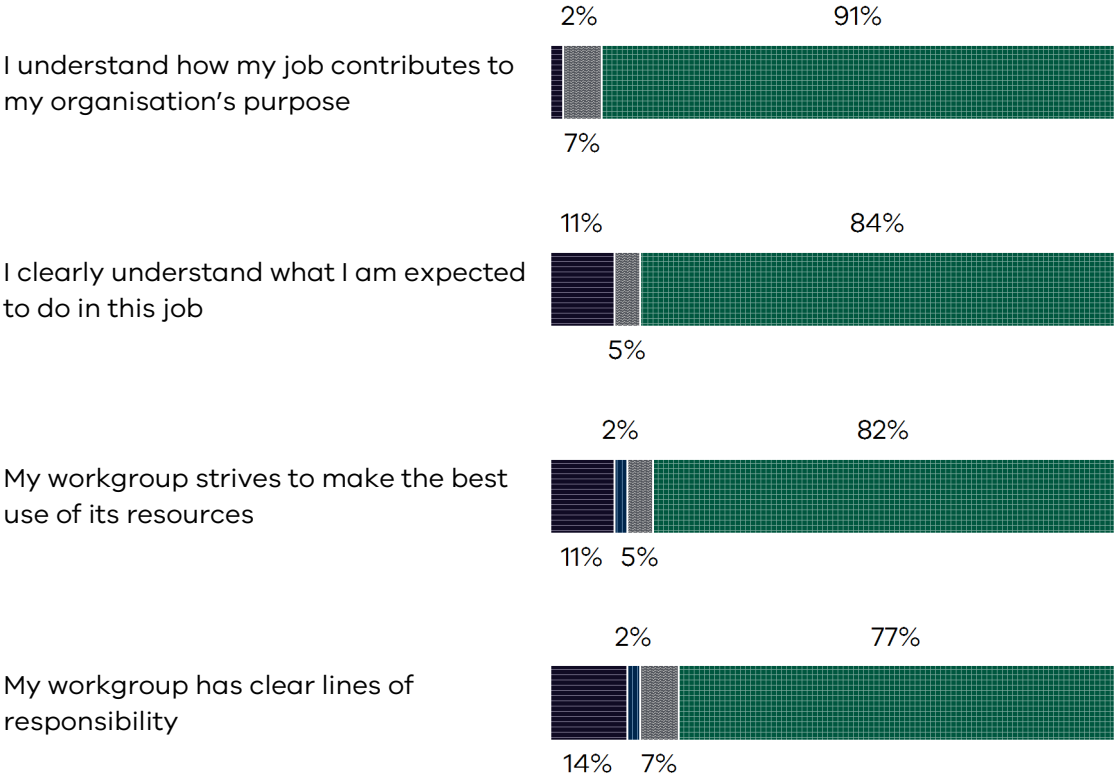Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

48% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Your results

	Disagree		Neither agree nor disagree
	Don't know		Agree

Senior leaders provide clear strategy and direction

27%   48%

25%

Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
Senior leaders provide clear strategy and direction	58 %	48 %	45 %	69 %	100 %

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.
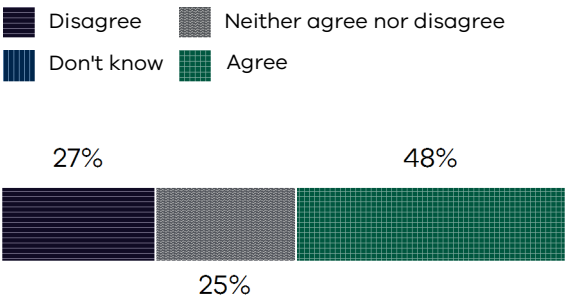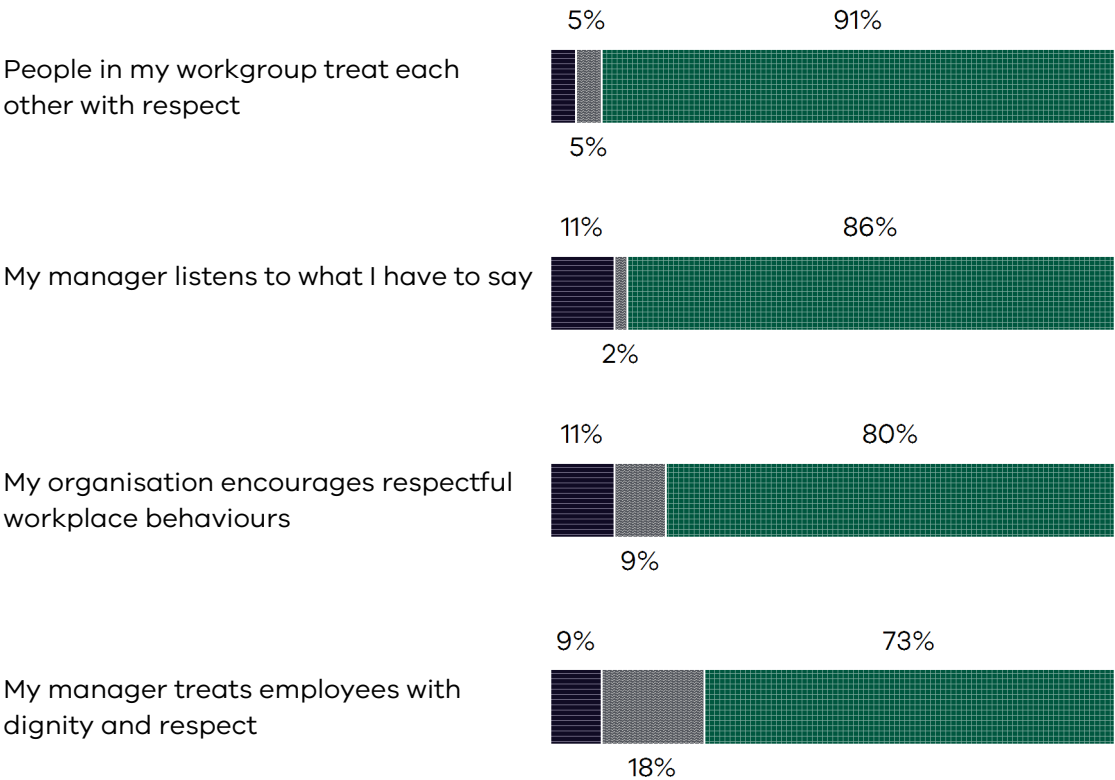
Example

91% of staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question	Your results	Benchmark agree results

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

| | You | | Comparator | | |
Survey question	2020	2021	Lowest	Average	Highest
People in my workgroup treat each other with respect (5% / 5% / 91%)	81 %	91 %	80 %	84 %	100 %
My manager listens to what I have to say (11% / 2% / 86%)	73 %	86 %	76 %	86 %	100 %
My organisation encourages respectful workplace behaviours (11% / 9% / 80%)	Not asked	80 %	66 %	88 %	100 %
My manager treats employees with dignity and respect (9% / 18% / 73%)	Not asked	73 %	77 %	89 %	100 %

Public sector values

Respect 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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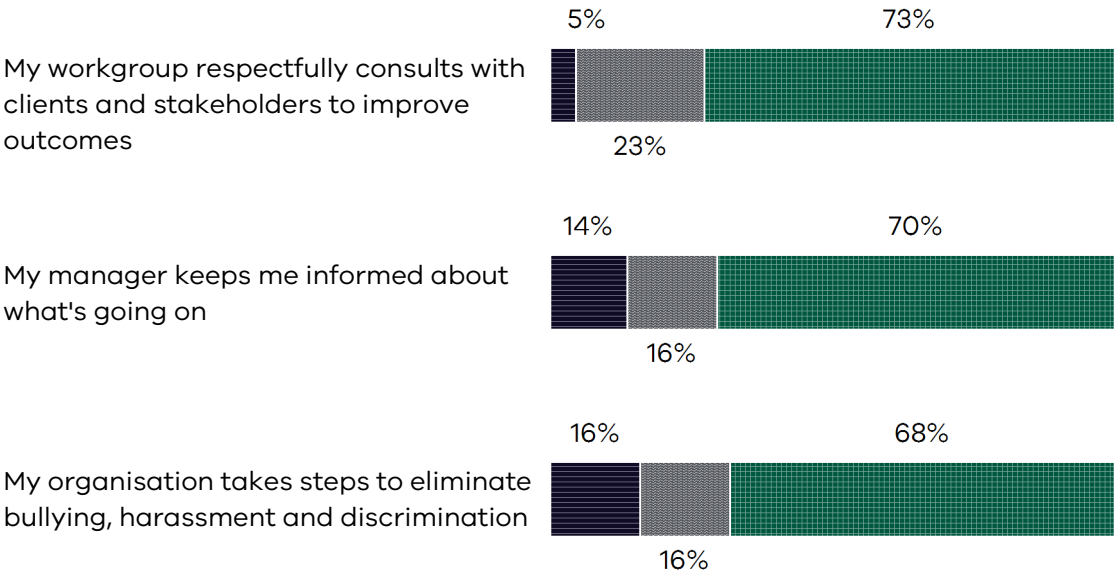
Example

73% of staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

Survey question	Your results	Benchmark agree results

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

Survey question	Disagree	Neither	Agree	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes	5%	23%	73%	Not asked	73 %	74 %	81 %	100 %
My manager keeps me informed about what's going on	14%	16%	70%	65 %	70 %	68 %	80 %	100 %
My organisation takes steps to eliminate bullying, harassment and discrimination	16%	16%	68%	Not asked	68 %	59 %	75 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

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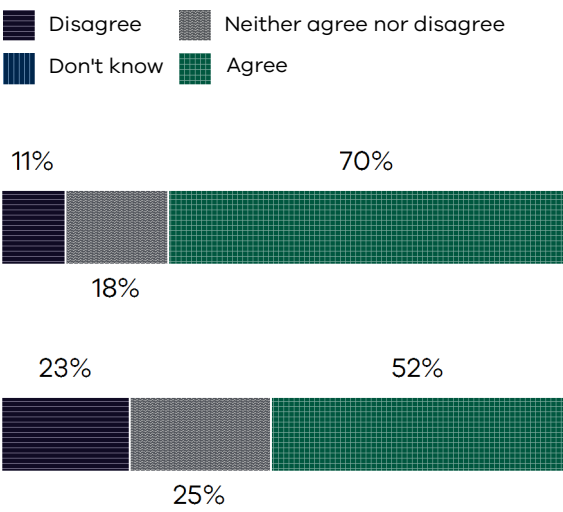
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

70% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question | Your results | Benchmark agree results

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

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager models my organisation's values	11% / 18% / 70%	Not asked	70 %	75 %	84 %	100 %
Senior leaders model my organisation's values	23% / 25% / 52%	Not asked	52 %	52 %	76 %	100 %

Public sector values

Human rights

What this is

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

Why this is important

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

How to read this

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

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

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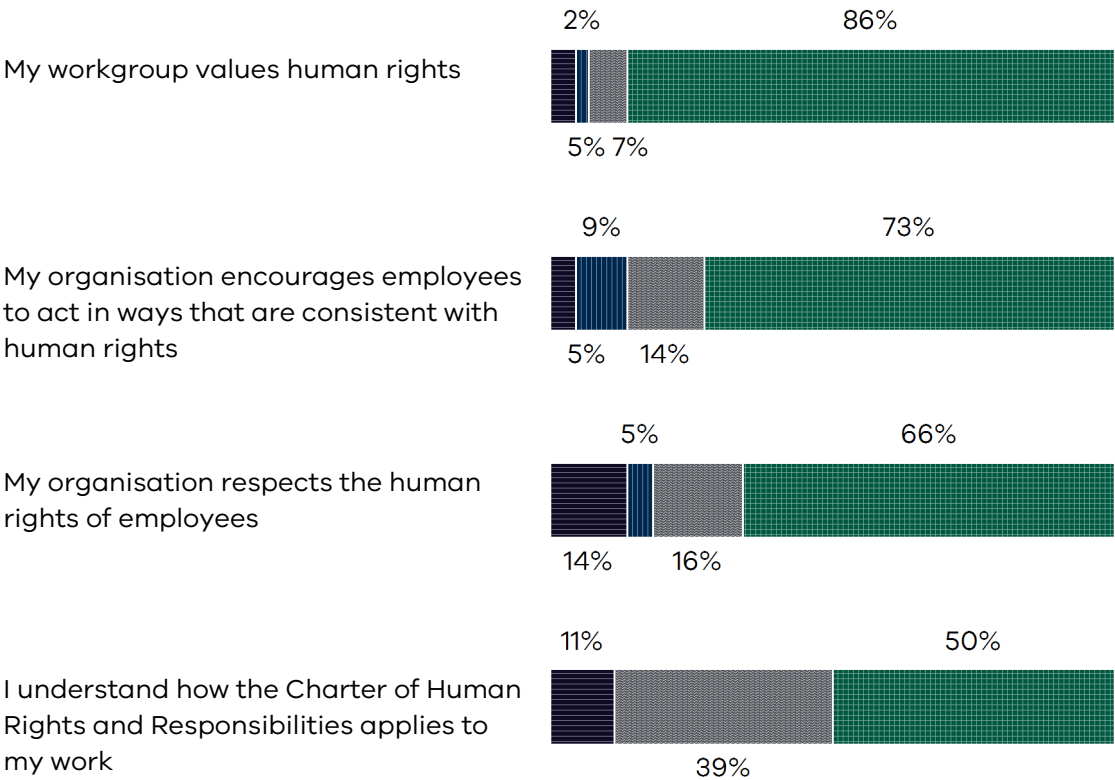
Example

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

Survey question	Your results		Benchmark agree results				
			You		**Comparator**		
	Disagree / Don't know / Neither agree nor disagree / Agree		2020	2021	Lowest	Average	Highest
My workgroup values human rights	2% / 5% 7% / 86%		Not asked	86 %	82 %	90 %	100 %
My organisation encourages employees to act in ways that are consistent with human rights	9% / 5% 14% / 73%		Not asked	73 %	66 %	86 %	100 %
My organisation respects the human rights of employees	14% 5% 16% / 66%		Not asked	66 %	68 %	87 %	100 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	11% / 39% / 50%		Not asked	50 %	41 %	62 %	77 %

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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Age	(n)	%
15-34 years	**16**	36%
35-54 years	**21**	48%
55+ years	**2**	5%
Prefer not to say	**5**	11%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	**1**	2%
No	**43**	98%

Highest level of formal education	(n)	%
Master Degree level	**2**	5%
Graduate Diploma or Graduate Certificate level	**5**	11%
Bachelor Degree level incl. honours degrees	**19**	43%
Advanced Diploma or Diploma level	**7**	16%
Certificate III or IV level	**3**	7%
Year 12 or equivalent (VCE/Leaving certificate)	**4**	9%
Certificate I or II level	**1**	2%
Prefer not to say	**3**	7%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	0	0%
Non Aboriginal and/or Torres Strait Islander	44	100%

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.

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Do you identify as a person with a disability?	(n)	%
Yes	**2**	5%
No	**41**	93%
Prefer not to say	**1**	2%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	**1**	50%
Prefer not to say	**1**	50%

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

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How would you describe your gender?	(n)	%
Woman	21	48%
Man	20	45%
Prefer not to say	3	7%

Are you trans, non-binary or gender diverse?	(n)	%
No	43	98%
Prefer not to say	1	2%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	43	98%
Don't know	1	2%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	37	84%
Prefer not to say	3	7%
Bisexual	2	5%
I use a different term	2	5%

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

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Country of birth	(n)	%
Born in Australia	**33**	75%
Not born in Australia	**8**	18%
Prefer not to say	**3**	7%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	**4**	50%
2 to less than 5 years ago	**2**	25%
5 to less than 10 years ago	**2**	25%

Language other than English spoken with family or community	(n)	%
Yes	**5**	11%
No	**39**	89%

Demographics

What this is

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Why this is important

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If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Hindi	**2**	40%
Other	**2**	40%
Arabic	**1**	20%
Filipino	**1**	20%
Punjabi	**1**	20%
Urdu	**1**	20%

Demographics

Cultural diversity 3 of 3

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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Cultural identity	(n)	%
Australian	**33**	75%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**5**	11%
Prefer not to say	**3**	7%
English, Irish, Scottish and/or Welsh	**3**	7%
East and/or South-East Asian	**3**	7%

Religion	(n)	%
No religion	**20**	45%
Christianity	**14**	32%
Prefer not to say	**6**	14%
Hinduism	**1**	2%
Judaism	**1**	2%
Other	**1**	2%
Sikhism	**1**	2%

Victorian Public Sector Commission

VICTORIA State Government

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.

How to read this

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Working arrangement	(n)	%
Full-Time	26	59%
Part-Time	18	41%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	17	44%
$65k to $95k	9	23%
$95k to $125k	4	10%
$125k or more	4	10%
Prefer not to say	5	13%

Organisational tenure	(n)	%
<1 year	10	23%
1 to less than 2 years	10	23%
2 to less than 5 years	14	32%
5 to less than 10 years	7	16%
10 to less than 20 years	3	7%
More than 20 years	0	0%

Management responsibility	(n)	%
Non-manager	28	64%
Other manager	10	23%
Manager of other manager(s)	6	14%

Employment type	(n)	%
Ongoing and executive	35	80%
Other	5	11%
Fixed term	4	9%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	24	55%
I have moved to a different role within my organisation (including acting roles)	17	39%
I have moved to my role from outside the Victorian public sector	2	5%
I have moved to my role from a different Victorian public sector organisation	1	2%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

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Primary workplace location over the last 3 months	(n)	%
Melbourne: Suburbs	**30**	68%
Melbourne CBD	**14**	32%

Primary workplace type over the past 3 months*	(n)	%
A frontline or service delivery location (that is not a main office or home/private location)	**15**	34%
A main office	**14**	32%
Home/private location	**8**	18%
A hub/shared work space	**6**	14%
Other (please specify)	**1**	2%

Other workplace type over the past 3 months*	(n)	%
Home/private location	**26**	59%
A main office	**13**	30%
No, I have not worked from any other locations	**9**	20%
A frontline or service delivery location (that is not a main office or home/private location)	**5**	11%
A hub/shared work space	**5**	11%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	31	70%
Flexible working arrangements	9	20%
Career development support strategies	4	9%
Physical modifications or improvements to the workplace	1	2%
Other	1	2%

Why did you make this request?*	(n)	%
Work-life balance	7	54%
Family responsibilities	3	23%
Health	3	23%
Study commitments	3	23%
Other	2	15%
Caring responsibilities	1	8%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	10	77%
The adjustments I needed were not made	2	15%
The adjustments I needed were made but the process was unsatisfactory	1	8%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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Caring responsibility	(n)	%
None of the above	**25**	57%
Prefer not to say	**5**	11%
Secondary school aged child(ren)	**5**	11%
Primary school aged child(ren)	**4**	9%
Child(ren) - younger than preschool age	**3**	7%
Preschool aged child(ren)	**3**	7%
Frail or aged person(s)	**3**	7%
Person(s) with a mental illness	**2**	5%

Victorian Public Sector Commission

VICTORIA State Government

vpsc.vic.gov.au/peoplemattersurvey