People matter survey 2021

Have your say

Report overview

About your report

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

Report contents

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

Comparing data in this report

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

This means you'll be able to compare about 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

Report overview

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

People outcomes

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

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

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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.

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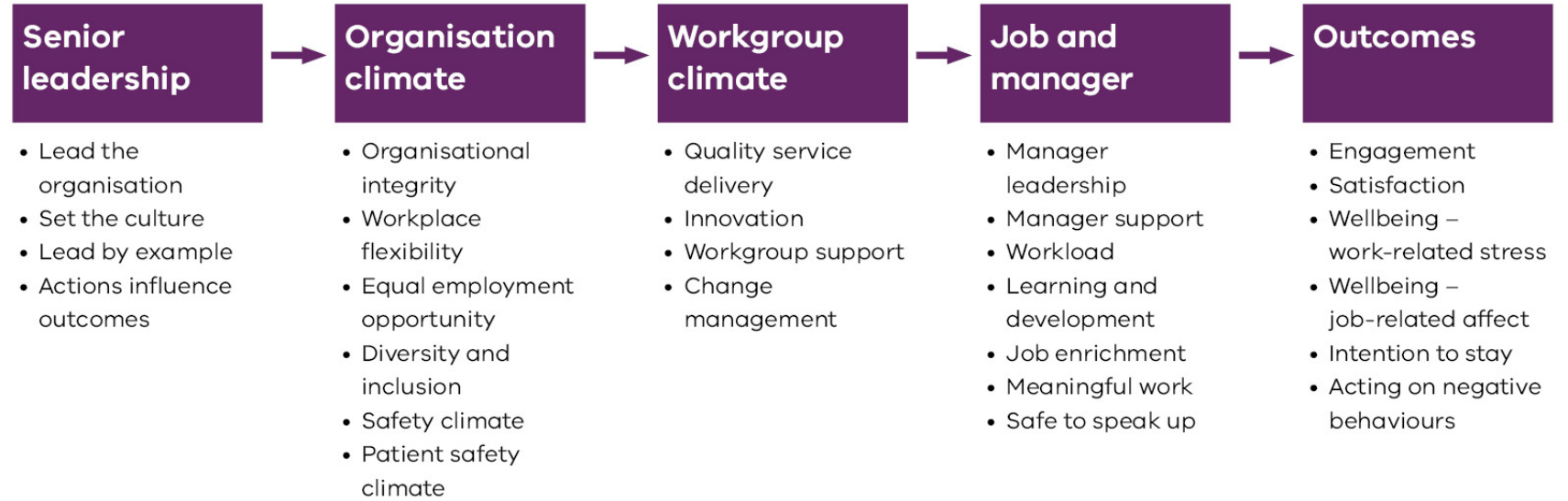
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

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

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

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

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

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

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

Responsiveness | Integrity | Impartiality | Accountability | Respect | Leadership | Human Rights

Victorian Public Sector Commission

VICTORIA State Government

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Department of Environment, Land, Water and Planning

Development Victoria

Environment Protection Authority

Metropolitan Waste and Resource Recovery Group

Parks Victoria

VicForests

Victorian Planning Authority

Victorian Public Sector Commission

VICTORIA State Government

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	
43%		**94%**	
(64)		**(162)**	
Comparator	56%	Comparator	65%
Public Sector	49%	Public Sector	39%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

Have your say

Report overview

- About your report
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- Your response rate

People outcomes

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

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

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- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

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

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

Demographics

- Age, defence force and education
- Aboriginal and/or Torres Strait Islander
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Victorian Public Sector Commission

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020	
72	
Comparator	70
Public Sector	68

2021	
74	
Comparator	73
Public Sector	70

Victorian Public Sector Commission

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People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 74.

Why this is important

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

How to read this

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

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

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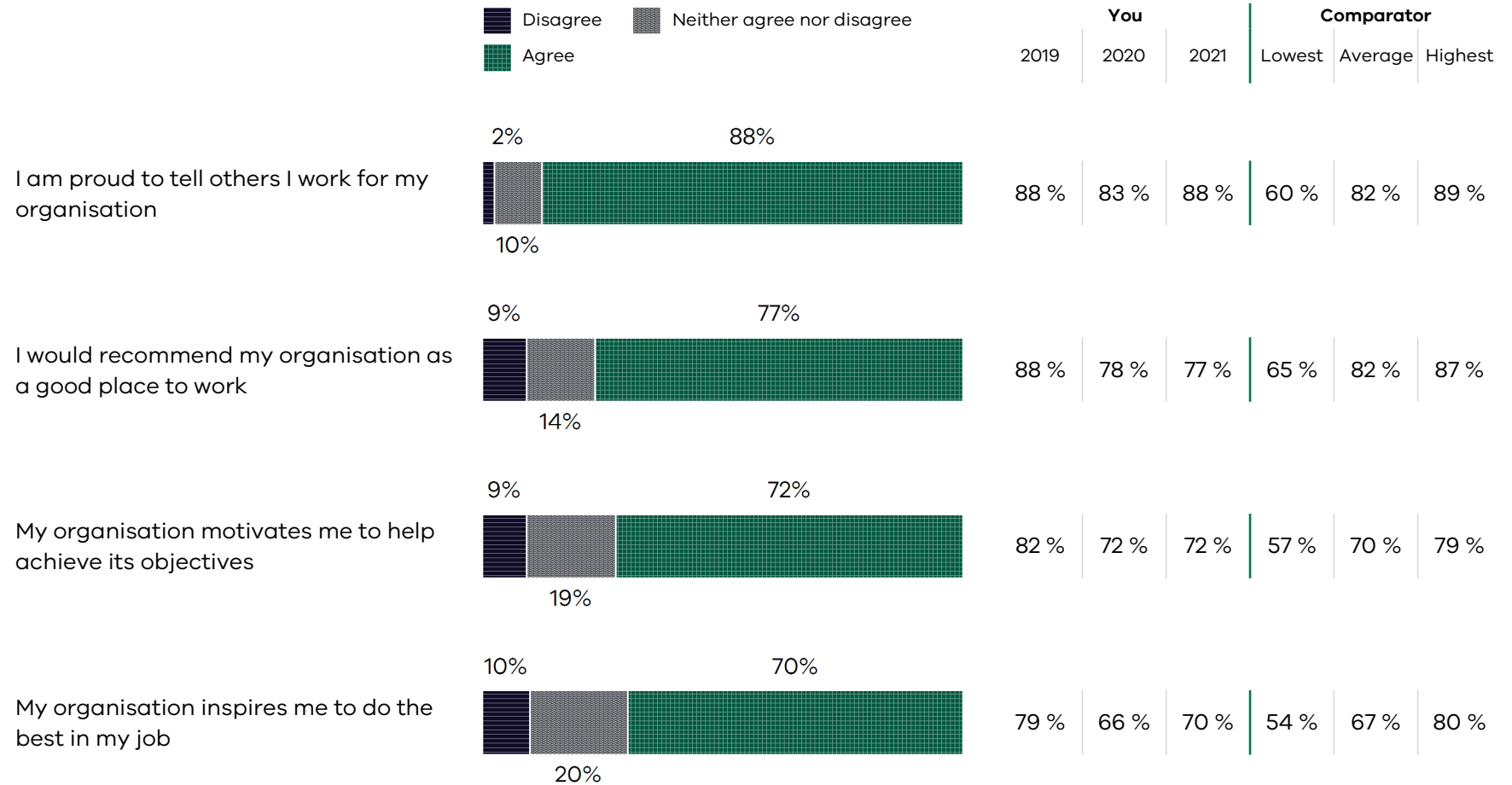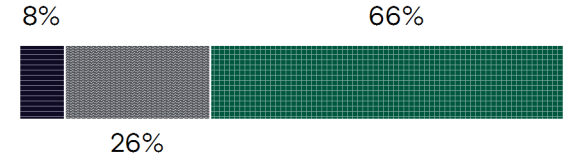
Example

88% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Survey question	Your results			Benchmark agree results					
	Disagree · Neither agree nor disagree · Agree			**You**			**Comparator**		
				2019	2020	2021	Lowest	Average	Highest
I am proud to tell others I work for my organisation	2% · 88% · 10%			88 %	83 %	88 %	60 %	82 %	89 %
I would recommend my organisation as a good place to work	9% · 77% · 14%			88 %	78 %	77 %	65 %	82 %	87 %
My organisation motivates me to help achieve its objectives	9% · 72% · 19%			82 %	72 %	72 %	57 %	70 %	79 %
My organisation inspires me to do the best in my job	10% · 70% · 20%			79 %	66 %	70 %	54 %	67 %	80 %

Victorian Public Sector Commission

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People outcomes

Engagement question results 2 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 74.

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

66% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.
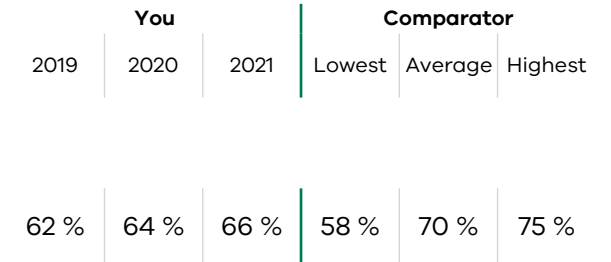
| Disagree | | Neither agree nor disagree |
| Agree | | |

Survey question	Your results		You			Comparator		
			2019	2020	2021	Lowest	Average	Highest
I feel a strong personal attachment to my organisation	8% 26% 66%		62 %	64 %	66 %	58 %	70 %	75 %

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.
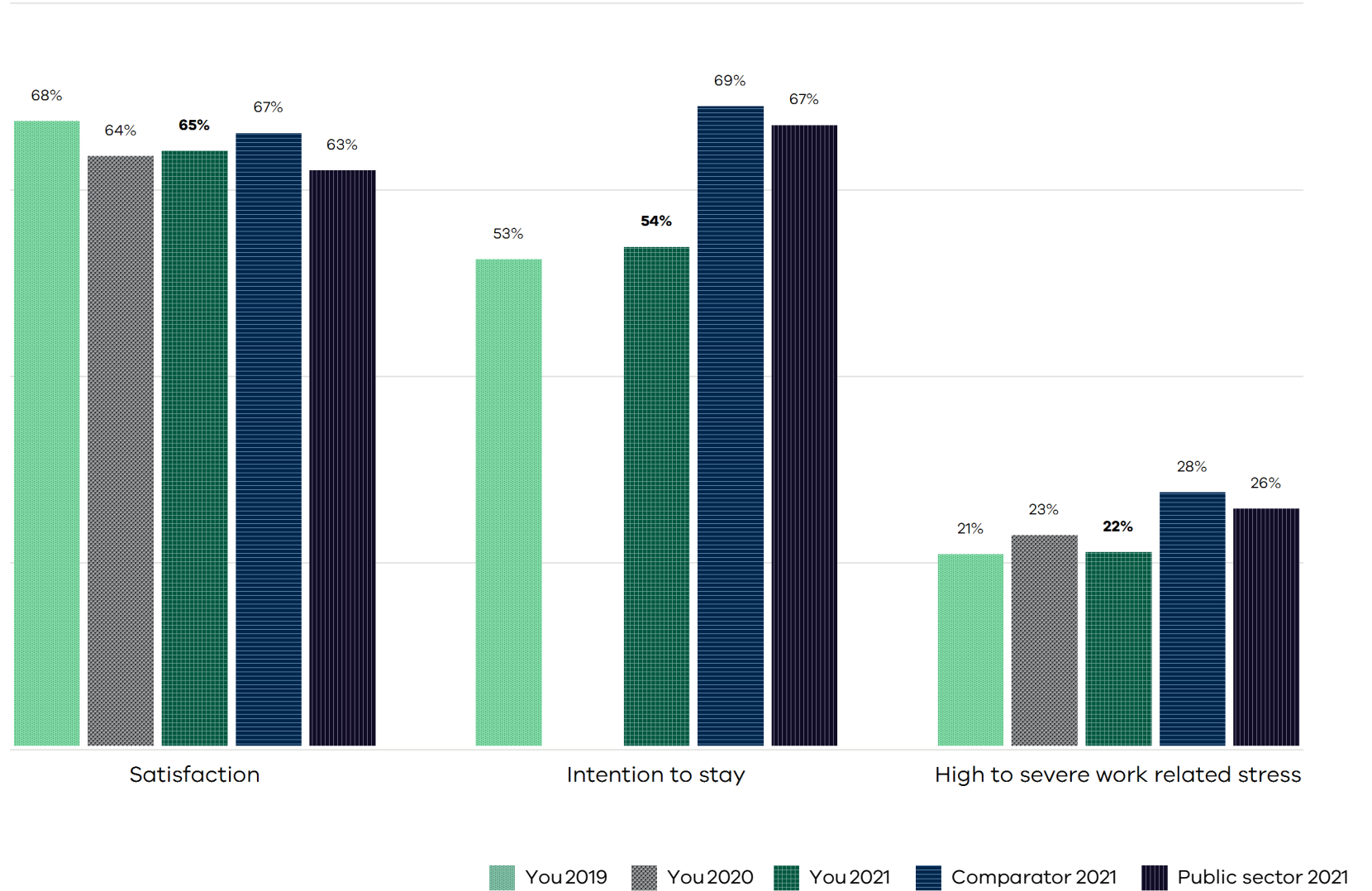
Example

In 2021:

- 65% of your staff who did the survey responded positively to questions about Satisfaction which is up from 64% in 2020.

Compared to:

- 67% of staff at your comparator and 63% of staff across the public sector.

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

Satisfaction: 68%, 64%, 65%, 67%, 63%
Intention to stay: 53%, 54%, 69%, 67%
High to severe work related stress: 21%, 23%, 22%, 28%, 26%

People outcomes

Satisfaction question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

75% of your staff who did the survey agreed or strongly agreed with 'I get a sense of accomplishment from my work'.

Legend:
- Disagree
- Neither agree nor disagree
- Agree

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I get a sense of accomplishment from my work	Disagree 9%, Neither 16%, Agree 75%	83 %	Not asked	75 %	74 %	79 %	84 %
I enjoy the work in my current job	Disagree 7%, Neither 19%, Agree 74%	81 %	Not asked	74 %	77 %	82 %	87 %

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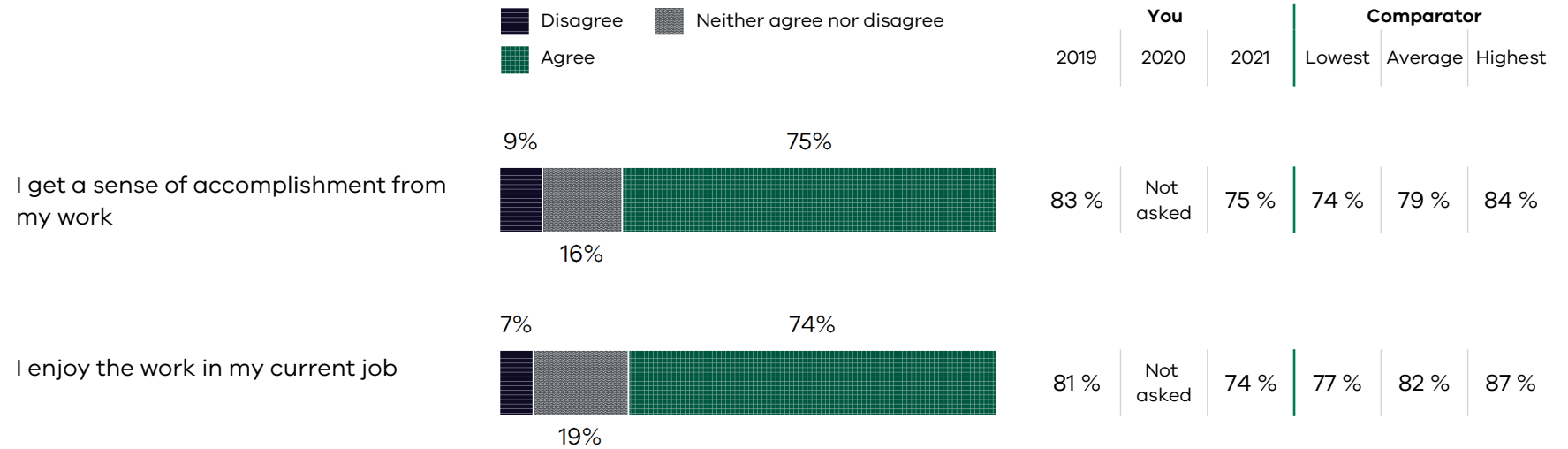
Under 'Your results', see results for each question in descending order by most satisfied.

'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

72% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Legend:
- Dissatisfied (dark blue)
- Satisfied (green)
- Neither satisfied nor dissatisfied (grey)

Survey question	Your results		You			Comparator		
			2019	2020	2021	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job	14% / 15% / 72%		77 %	73 %	72 %	63 %	73 %	80 %
How satisfied are you with the work-life balance in your current job	14% / 15% / 72%		75 %	70 %	72 %	60 %	70 %	77 %
How satisfied are you with your career development within your current organisation	20% / 30% / 51%		51 %	48 %	51 %	46 %	56 %	66 %

People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

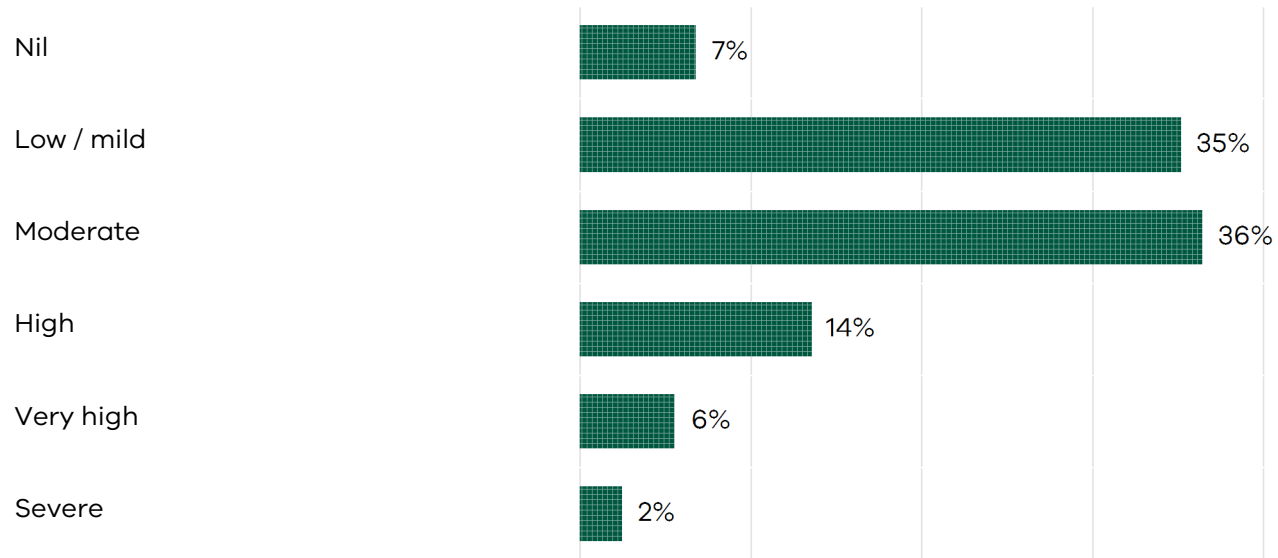In this survey we asked staff to tell us their stress level.

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

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

Example

22% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 28% of staff in your comparator group and 26% of staff across the public sector.

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

Nil	7%
Low / mild	35%
Moderate	36%
High	14%
Very high	6%
Severe	2%

Reported levels of high to severe stress

2020	2021
23%	22%

Comparator	27%	Comparator	28%
Public Sector	23%	Public Sector	26%

Victorian Public Sector Commission

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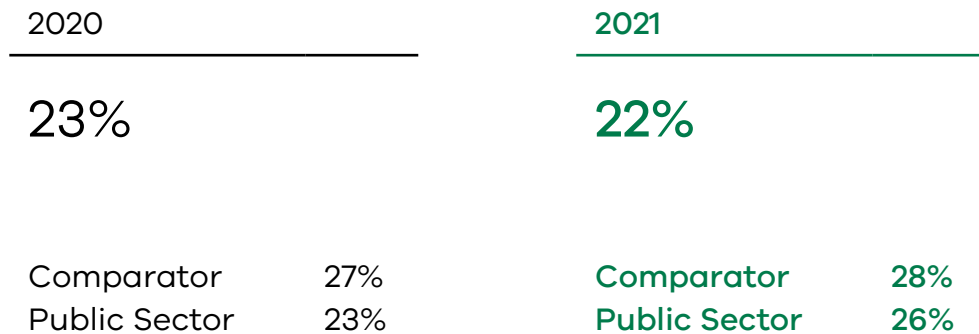
People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

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

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

Example

93% of your staff who did the survey said they experienced mild to severe stress.

Of that 93%, 49% said the top reason was 'Workload'.

151	11
93%	7%

■ Experienced some work-related stress   ▦ Did not experience some work-related stress
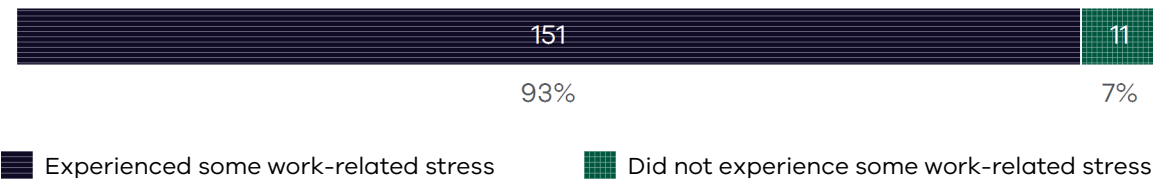
Of those that experienced work related stress it was from ...	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	46%	49%	50%	51%
Time pressure	34%	46%	45%	42%
Organisation or workplace change	34%	26%	11%	11%
Unclear job expectations	20%	25%	13%	11%
Content, variety, or difficulty of work	3%	15%	13%	12%
Competing home and work responsibilities	13%	13%	15%	12%
Other changes due to COVID-19	7%	13%	12%	15%
Management of work (e.g. supervision, training, information, support)	15%	11%	12%	13%
Job security	28%	9%	13%	9%
Work that doesn't match my skills or experience	5%	9%	8%	7%

People outcomes

Intention to stay

What this is

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

Why this is important

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

How to read this

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

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

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

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

Example

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

Of that 27%, 53% said it was from 'Opportunity to broaden experience'.

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

24	19	88
15%	12%	54%

■ Leaving your organisation ▨ Leaving the sector ▦ Staying
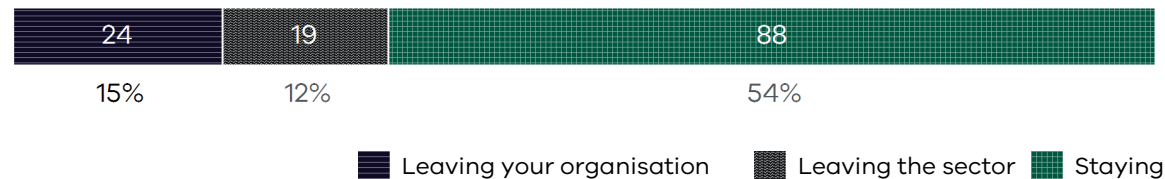
Of those who indicated they're leaving your organisation (including leaving the sector) it was for ...	You 2021	Comparator 2021	Public sector 2021
Opportunity to broaden experience	53%	43%	40%
Limited future career opportunities at my organisation	51%	44%	42%
Limited opportunities to gain further experience at my organisation	42%	32%	33%
Opportunity to seek/take a promotion elsewhere	40%	34%	33%
Lack of confidence in senior leadership	33%	29%	34%
End of contract/secondment	30%	18%	11%
Limited developmental/educational opportunities at my organisation	23%	20%	24%
Better remuneration	21%	25%	26%
Lack of organisational stability	19%	16%	18%
Desire to relocate interstate or overseas	16%	7%	7%

Victorian Public Sector Commission

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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 up from 45% in 2020

Compared to:

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

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

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

Enthusiastic: 62%, 47%, 52%, 52%, 48%
Happy: 68%, 45%, 48%, 51%, 50%
Worried: 29%, 27%, 40%, 36%, 37%
Miserable: 9%, 3%, 11%, 14%, 19%
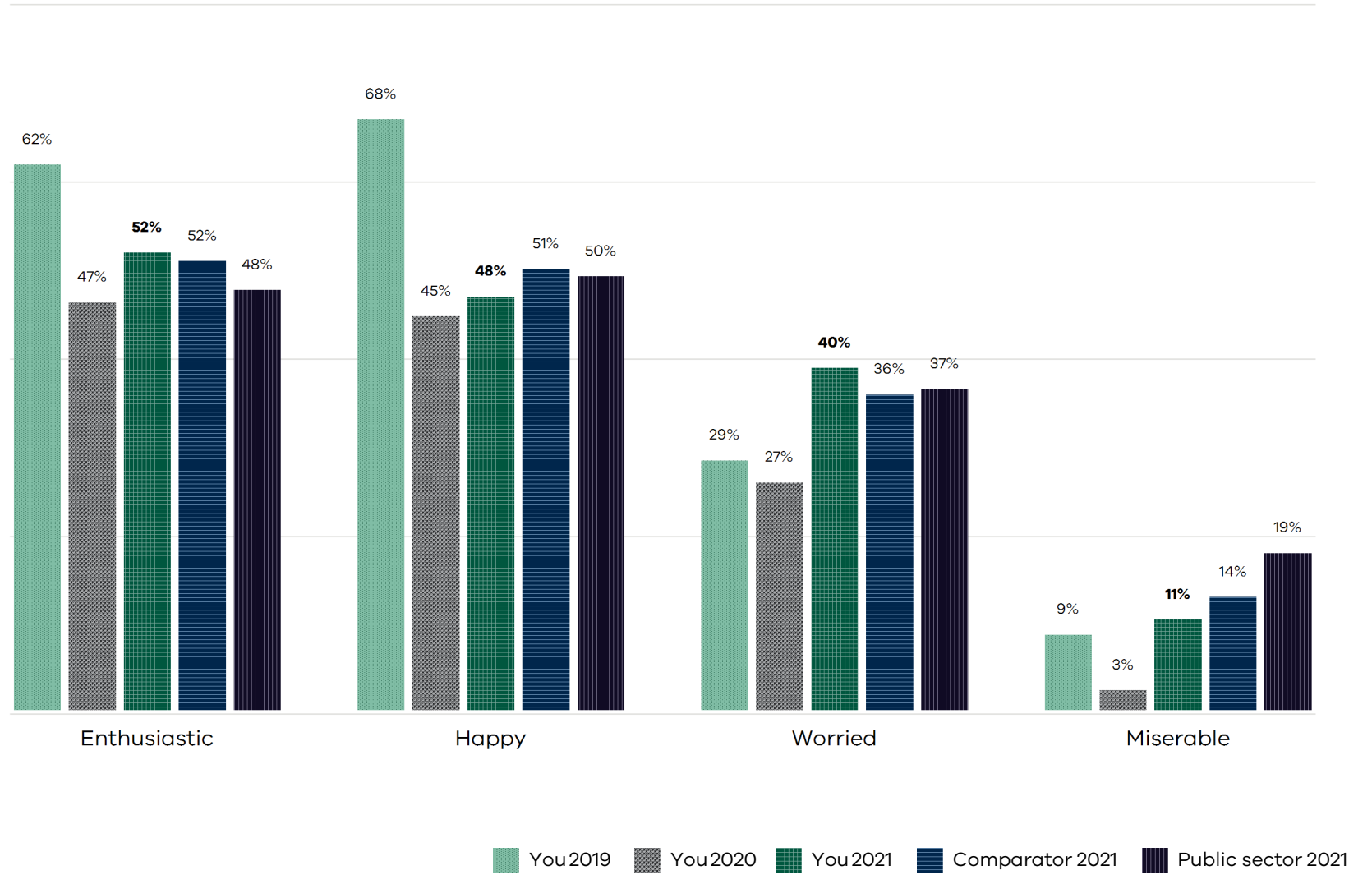
People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

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

Example

In 2021:

- 14% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is up from 5% in 2020.

Compared to:

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

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

Bullying: 3%, 5%, 14%, 10%, 16%
Discrimination: 3%, 6%, 5%, 4%, 6%
Sexual harassment: 7%, 2%, 2%, 3%, 6%
Violence or aggression: 8%, 2%, 2%, 6%, 18%
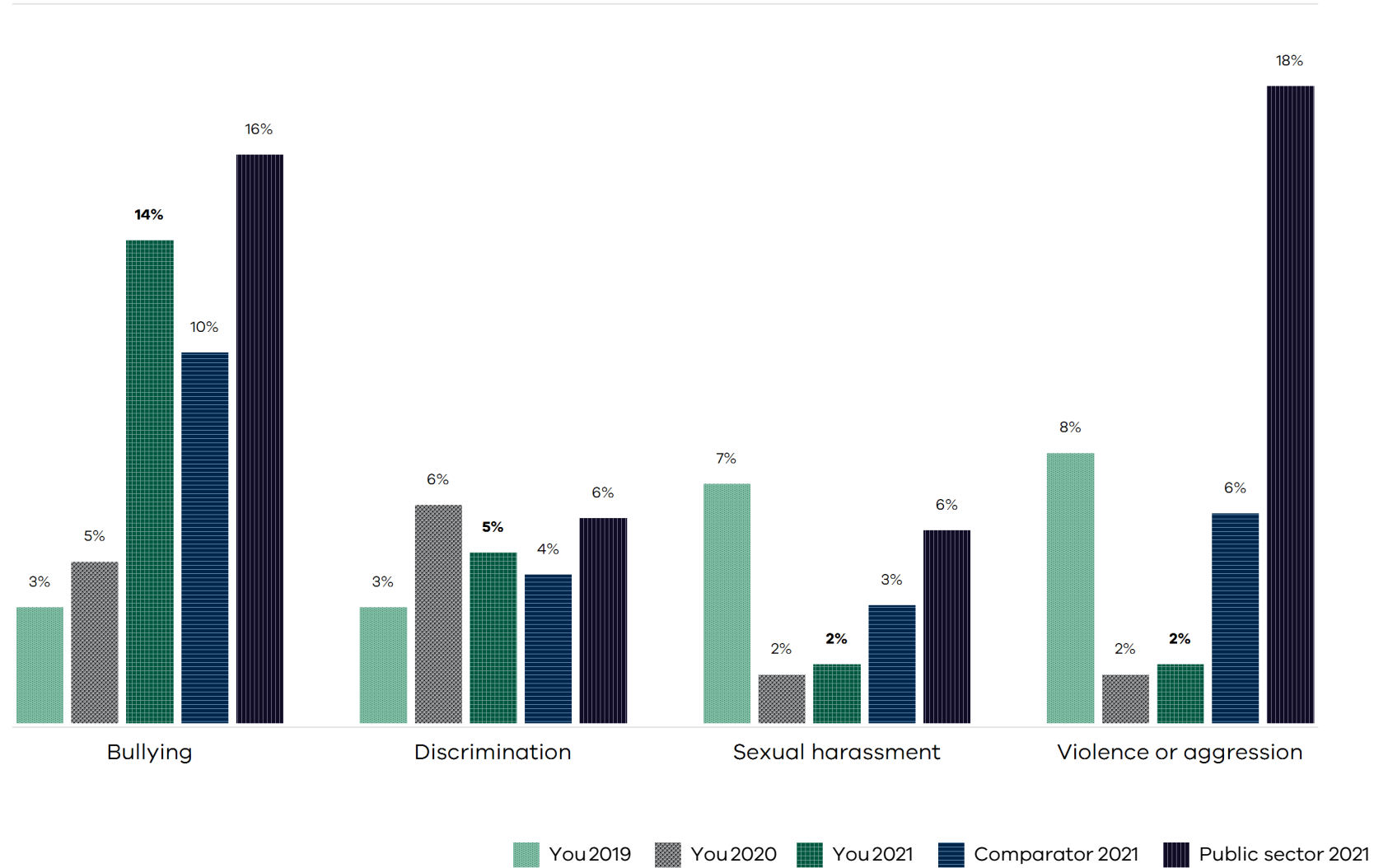
People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

14% of your staff who did the survey said they experienced bullying.

Of that 14%, 59% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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

22	132	8
14%	81%	5%

■ Experienced bullying ▦ Did not experience bullying ▨ Not sure
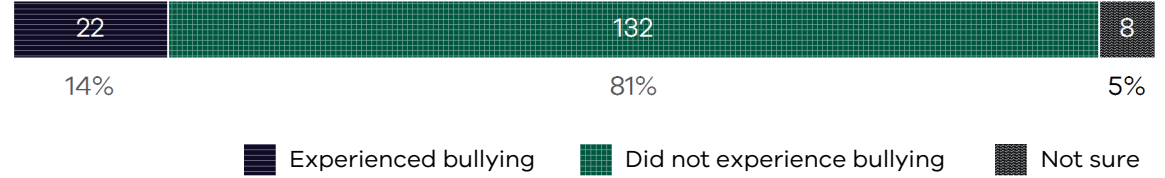
If you experienced bullying, what type of bullying did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	33%	59%	69%	69%
Withholding essential information for me to do my job	33%	45%	33%	27%
Exclusion or isolation	33%	27%	44%	42%
Being given impossible assignment(s)	33%	18%	11%	9%
Intimidation and/or threats	0%	18%	19%	32%
Other	0%	14%	16%	15%
Being assigned meaningless tasks unrelated to the job	0%	9%	15%	13%
Verbal abuse	0%	5%	16%	20%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Telling someone about the bullying

What this is

This is if staff told someone when they experienced bullying.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

14% of your staff who did the survey said they experienced bullying, of which

- 59% said the top way they reported the bullying was 'Told a manager'.
- 86% said they didn't submit a formal complaint.

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

22	132	8
14%	81%	5%

■ Experienced bullying ▨ Did not experience bullying ▨ Not sure
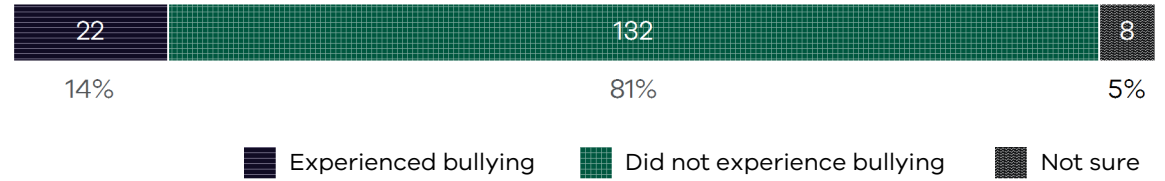
Did you tell anyone about the bullying?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a manager	67%	59%	54%	47%
Told a colleague	33%	55%	42%	42%
Told a friend or family member	0%	41%	34%	34%
Told the person the behaviour was not OK	0%	32%	19%	17%
Submitted a formal complaint	0%	14%	9%	12%
Told someone else	0%	14%	13%	12%
I did not tell anyone about the bullying	0%	9%	10%	12%
Told Human Resources	0%	9%	11%	12%
Told employee assistance program (EAP) or peer support	0%	5%	15%	9%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

86% of your staff who experienced bullying did not submit a formal complaint, of which:

- 47% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?

3	19
14%	86%
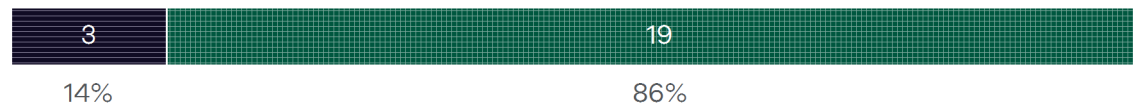
■ Submitted formal complaint ■ Did not submit a formal complaint

Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	47%	53%	53%
I didn't think it would make a difference	47%	44%	50%
I didn't think it was serious enough	42%	20%	16%
I believed there would be negative consequences for my career	32%	47%	40%
I believed there would be negative consequences for the person I was going to complain about	16%	9%	10%
I didn't feel safe to report the incident	16%	15%	19%
I didn't need to because I no longer had contact with the person(s) who bullied me	16%	12%	8%
I was advised not to	16%	9%	5%
I didn't know how to make a complaint	11%	4%	5%
I didn't know who to talk to	11%	4%	5%

People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year's survey, 14% of your staff said they experienced bullying.

If they did, they could tell us with one or more answers who the perpetrator was.
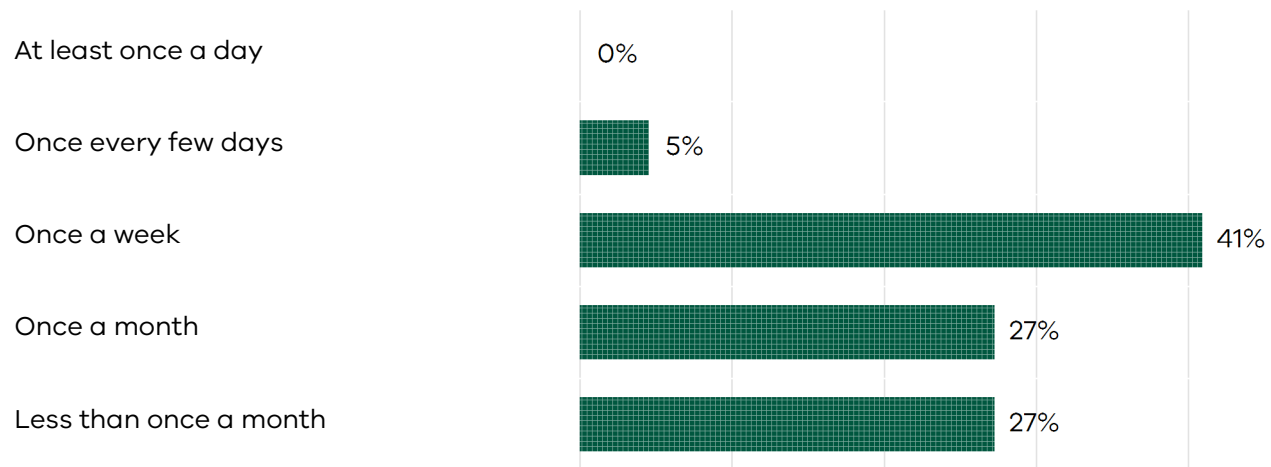
In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

Example

14% of your staff who did the survey said they experienced bullying.

Of that 14%, 59% said it was by 'Colleague'.

22 people (14% of staff) experienced bullying (You 2021)

Perpetrator	%
Colleague	59%
A more senior manager than my manager	27%
My immediate manager or supervisor	18%
Client/ customer/ patient/ stakeholder	5%
Group of colleagues	5%
A volunteer with my organisation	0%
Member of the public	0%
Member of your household	0%
Someone I supervise or manage	0%
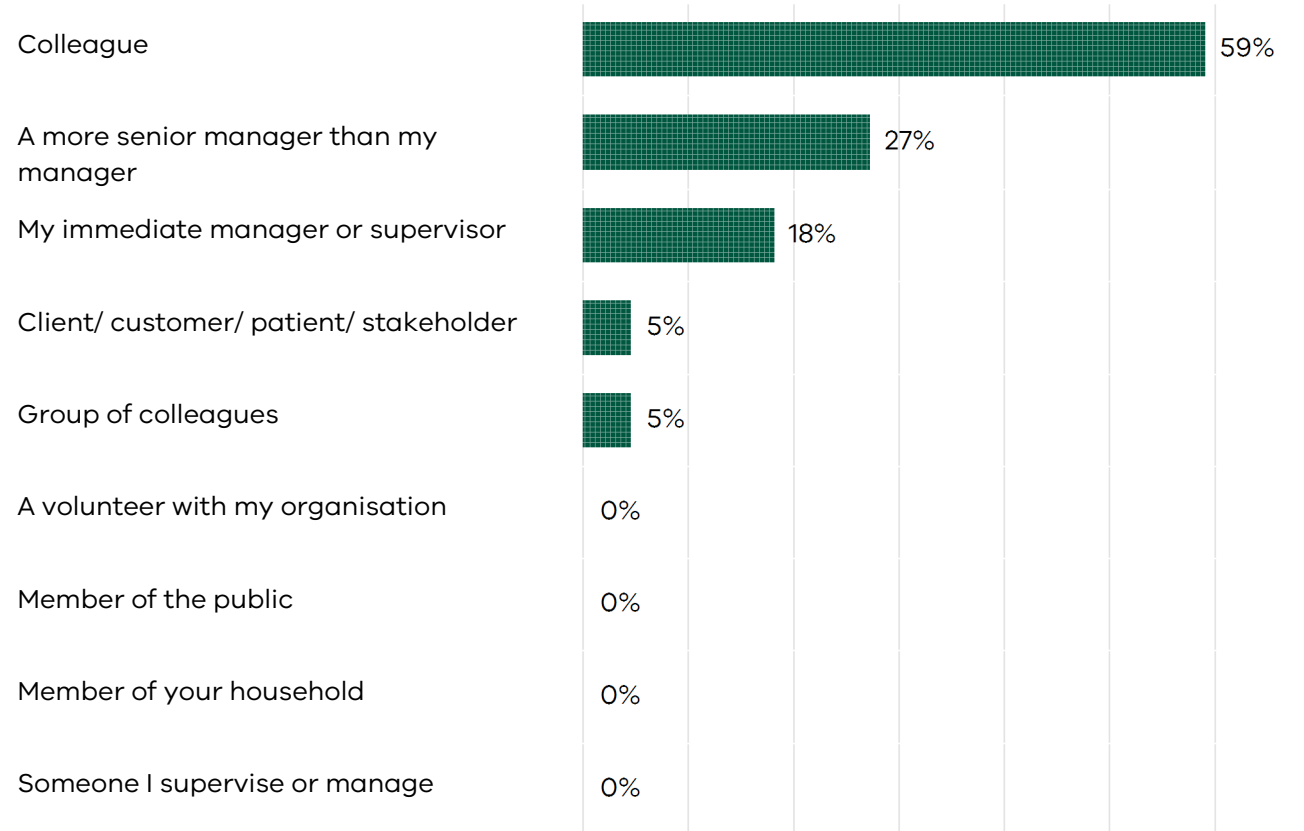
People outcomes

Frequency of bullying

What this is

This is how often staff experienced bullying.

Why this is important

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

How to read this

In this year's survey, 14% of your staff said they experienced bullying.

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

Example

14% of your staff who did the survey said they experienced bullying.

Of that 14%, 0% said it was 'At least once a day'.

How often have you experienced bullying? (You 2021)

Frequency	Percentage
At least once a day	0%
Once every few days	5%
Once a week	41%
Once a month	27%
Less than once a month	27%

People outcomes

Sexual harassment

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Discrimination

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Violence and aggression

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

Victorian
Public Sector
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State
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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

15% of your staff who did the survey said they witnessed some negative behaviour at work.

85% 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?

24	138
15%	85%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
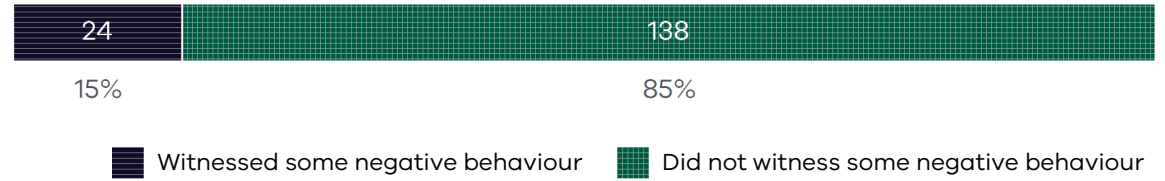
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	85%	84%	77%
Bullying of a colleague	13%	12%	16%
Discrimination against a colleague	2%	6%	8%
Violence or aggression against a colleague	1%	2%	6%

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

15% of your staff who did the survey witnessed negative behaviour, of which:

- 71% said the top action they took was 'Spoke to the person who experienced the behaviour'.

- 8% took no action.

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

24	138
15%	85%

■ 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	71%	72%	72%
Told a manager	54%	45%	37%
Told a colleague	25%	24%	21%
Told Human Resources	17%	8%	6%
Spoke to the person who behaved in a negative way	13%	19%	22%
Told the person the behaviour was not OK	13%	23%	25%
Took no action	8%	6%	7%
Other	4%	8%	7%
Submitted a formal complaint	4%	3%	6%

Victorian Public Sector Commission

VICTORIA State Government

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.
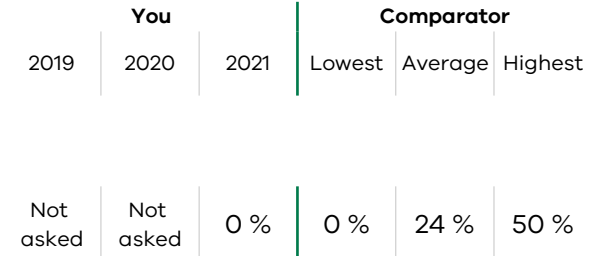
Survey question

Were you satisfied with the way your formal complaint was handled

| | No | | Don't know |
| | Yes | | |

Your results

Bullying

33%

67%
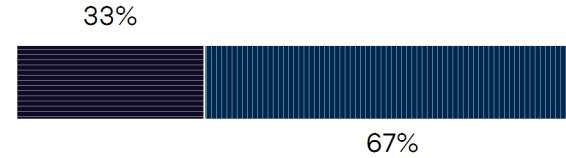
Benchmark satisfied results

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Bullying	Not asked	Not asked	0 %	0 %	24 %	50 %

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

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 'Quality service delivery', the 'You 2021' column shows 94% of your staff agreed with 'My workgroup strives to provide high quality advice and services'. This question was not asked in 2020.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Quality service delivery	My workgroup strives to provide high quality advice and services	94%	Not asked in 2020	92%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	94%	-1%	87%
Workgroup support	People in my workgroup treat each other with respect	93%	-2%	89%
Manager leadership	My manager treats employees with dignity and respect	93%	Not asked in 2020	91%
Quality service delivery	My workgroup strives to deliver services in a timely manner	93%	Not asked in 2020	91%
Innovation	My workgroup respectfully consults with clients and stakeholders to improve outcomes	92%	Not asked in 2020	89%
Manager leadership	My manager demonstrates honesty and integrity	91%	Not asked in 2020	90%
Workgroup support	I am able to work effectively with others in my workgroup	91%	-1%	93%
Job enrichment	I understand how my job contributes to my organisation's purpose	90%	+3%	90%
Quality service delivery	My workgroup values human rights	90%	Not asked in 2020	88%

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Taking action', the 'You 2021' column shows 20% of your staff agreed with 'My organisation has taken positive action on the results of last year's survey'.

This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Taking action	My organisation has taken positive action on the results of last year's survey	20%	Not asked in 2020	35%
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)	30%	Not asked in 2020	37%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	39%	Not asked in 2020	56%
Job enrichment	My work performance is assessed against clear criteria	41%	Not asked in 2020	65%
Learning and development	My organisation places a high priority on the learning and development of staff	46%	Not asked in 2020	60%
Learning and development	I feel I have an equal chance at promotion in my organisation	48%	Not asked in 2020	50%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	50%	Not asked in 2020	52%
Manager support	My manager has regular conversations with me about my learning and development	51%	Not asked in 2020	60%
Workload	I have enough time to do my job effectively	51%	-1%	54%
Satisfaction	How satisfied are you with your career development within your current organisation	51%	+2%	56%

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 'Workgroup support', the 'You 2021' column shows 85% of your staff agreed with 'I am able to work effectively with others outside my immediate workgroup'.

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

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Workgroup support	I am able to work effectively with others outside my immediate workgroup	85%	+13%	89%
Workgroup support	Workgroups across my organisation willingly share information with each other	72%	+10%	62%
Safety climate	All levels of my organisation are involved in the prevention of stress	53%	+9%	48%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	64%	+8%	74%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	65%	+8%	65%
Manager support	My manager provides me with enough support when I need it	83%	+7%	83%
Manager support	My manager keeps me informed about what's going on	85%	+5%	82%
Engagement	I am proud to tell others I work for my organisation	88%	+5%	82%
Engagement	My organisation inspires me to do the best in my job	70%	+4%	67%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	80%	+4%	78%

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 'Job enrichment', the 'You 2021' column shows 73% of your staff agreed with 'I clearly understand what I am expected to do in this job'.
In the 'Decrease from 2020' column, you have a 12% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Job enrichment	I clearly understand what I am expected to do in this job	73%	-12%	81%
Workload	The workload I have is appropriate for the job that I do	57%	-6%	58%
Meaningful work	I am achieving something important through my work	82%	-5%	81%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	66%	-4%	56%
Meaningful work	I feel that I can make a worthwhile contribution at work	87%	-4%	86%
Senior leadership	Senior leaders support staff to work in an environment of change	70%	-3%	69%
Workgroup support	People in my workgroup treat each other with respect	93%	-2%	89%
Senior leadership	Senior leaders provide clear strategy and direction	54%	-2%	63%
Satisfaction	Considering everything, how satisfied are you with your current job	72%	-2%	73%
Engagement	I would recommend my organisation as a good place to work	77%	-2%	82%

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 86% of your staff agreed with 'Gender is not a barrier to success in my organisation'.

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

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Equal employment opportunity	Gender is not a barrier to success in my organisation	86%	+13%	73%
Workgroup support	Workgroups across my organisation willingly share information with each other	72%	+10%	62%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees with disability	70%	+10%	59%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	86%	+10%	76%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	66%	+10%	56%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	79%	+9%	70%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	85%	+9%	76%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	69%	+8%	60%
Equal employment opportunity	Disability is not a barrier to success in my organisation	62%	+8%	54%
Innovation	My workgroup encourages employee creativity	77%	+7%	70%

Key differences

Biggest negative difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Job enrichment', the 'You 2021' column shows 41% of your staff agreed with 'My work performance is assessed against clear criteria'.

The 'difference' column, shows that agreement for this question was 25 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Job enrichment	My work performance is assessed against clear criteria	41%	-25%	65%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	39%	-17%	56%
Learning and development	In the last 12 months I have learned skills that have helped me do my job better	57%	-16%	73%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	62%	-16%	78%
Taking action	My organisation has taken positive action on the results of last year's survey	20%	-16%	35%
Safety climate	My organisation consults employees on health and safety matters	69%	-15%	84%
Learning and development	My organisation places a high priority on the learning and development of staff	46%	-14%	60%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	56%	-14%	70%
Manager support	My manager encourages and supports my participation in learning and development opportunities	70%	-12%	82%
Equal employment opportunity	Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	56%	-12%	68%

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

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.
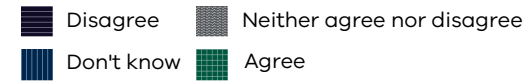
Example

57% 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'.
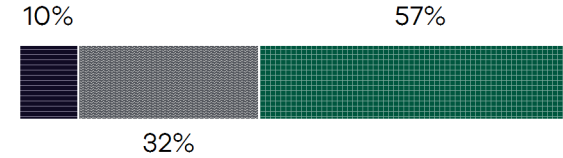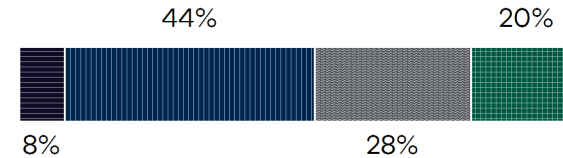
| Survey question | Your results | | | Benchmark agree results | | | | |

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

Survey question	Your results		You			Comparator		
			2019	2020	2021	Lowest	Average	Highest
I believe my organisation will take positive action on the results of this year's survey	10% / 32% / 57%		Not asked	Not asked	57 %	44 %	53 %	78 %
My organisation has taken positive action on the results of last year's survey	8% / 44% / 28% / 20%		Not asked	Not asked	20 %	25 %	35 %	53 %

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Victorian Public Sector Commission

VICTORIA State Government

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.
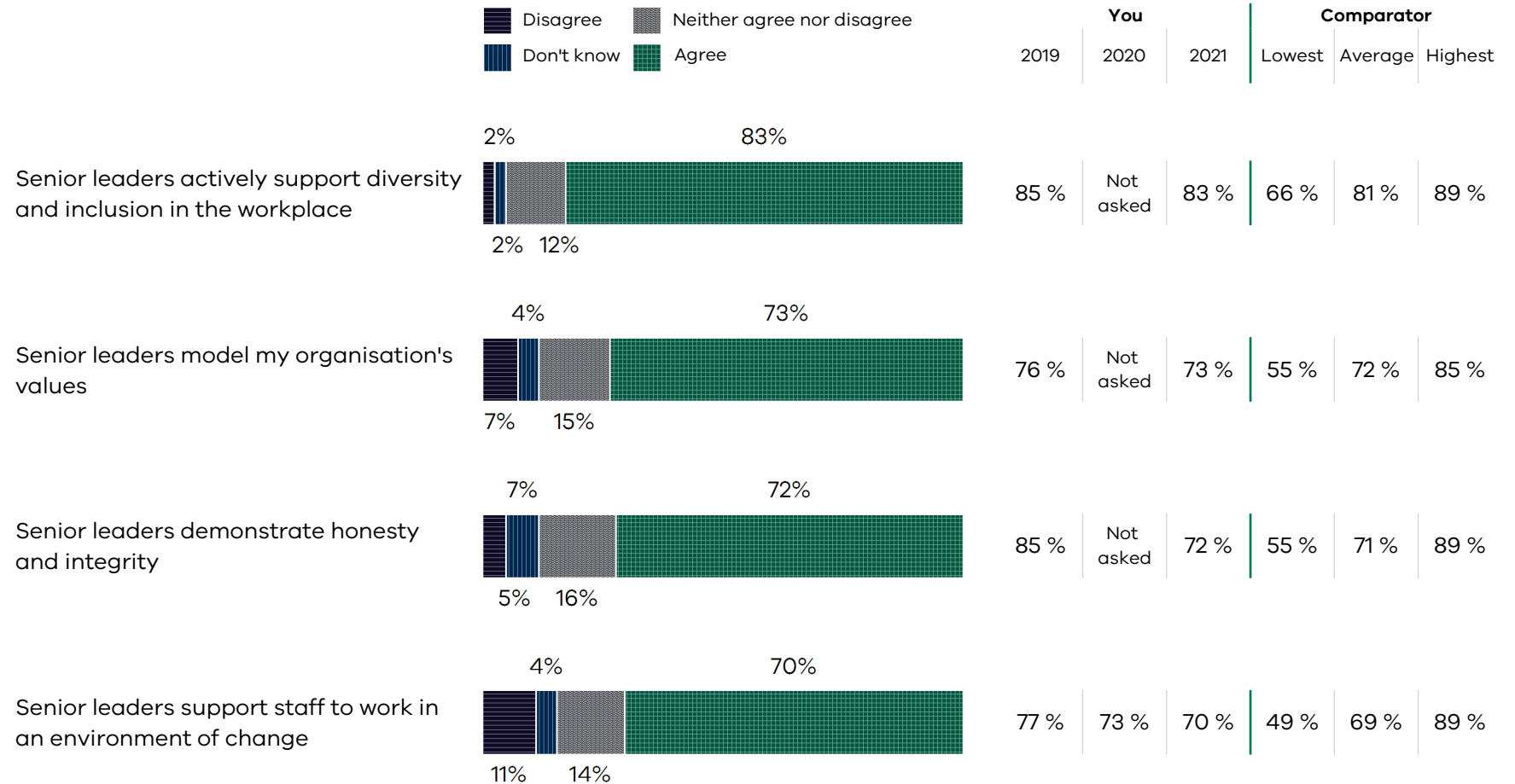
Example

83% 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	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders actively support diversity and inclusion in the workplace	2% / 2% / 12% / 83%	85 %	Not asked	83 %	66 %	81 %	89 %
Senior leaders model my organisation's values	4% / 7% / 15% / 73%	76 %	Not asked	73 %	55 %	72 %	85 %
Senior leaders demonstrate honesty and integrity	7% / 5% / 16% / 72%	85 %	Not asked	72 %	55 %	71 %	89 %
Senior leaders support staff to work in an environment of change	4% / 11% / 14% / 70%	77 %	73 %	70 %	49 %	69 %	89 %

Victorian Public Sector Commission

VICTORIA State Government

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.
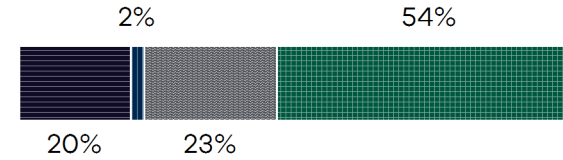
Example

54% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.
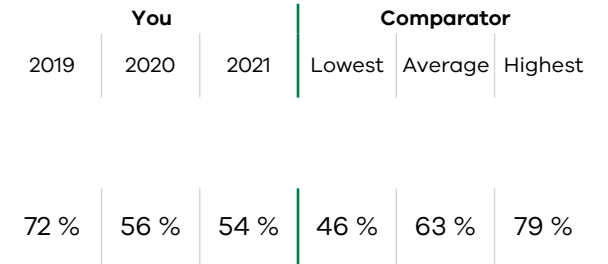
Survey question

Your results

Benchmark agree results

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Senior leaders provide clear strategy and direction	20% / 2% / 23% / 54%	72 %	56 %	54 %	46 %	63 %	79 %

Victorian Public Sector Commission

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People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

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.
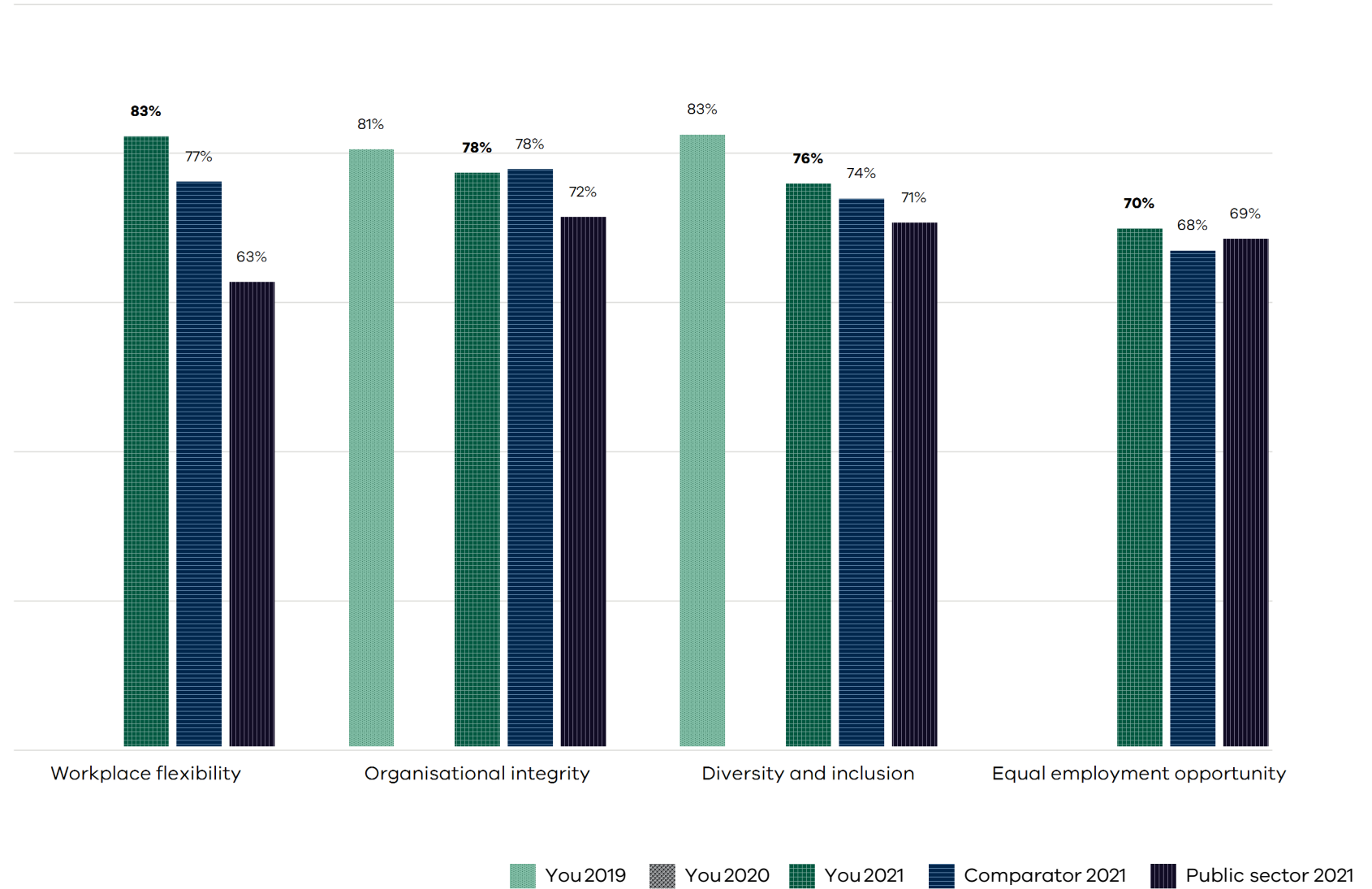
Example

In 2021:

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

Compared to:

- 77% of staff at your comparator and 63% of staff across the public sector.

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

Factor	You 2019	You 2021	Comparator 2021	Public sector 2021
Workplace flexibility		83%	77%	63%
Organisational integrity	81%	78%	78%	72%
Diversity and inclusion	83%	76%	74%	71%
Equal employment opportunity		70%	68%	69%

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.
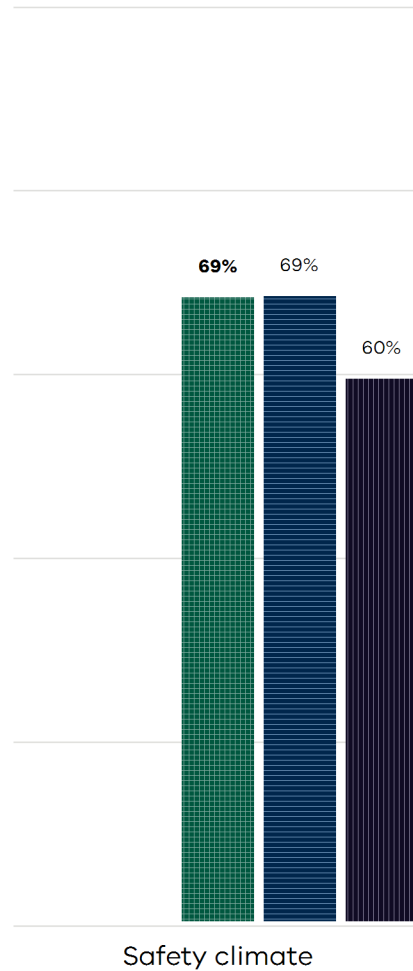
Example

In 2021:

- 69% 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.

69%   69%   60%

Safety climate

You 2019   You 2020   You 2021   Comparator 2021   Public sector 2021

Victorian Public Sector Commission

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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.
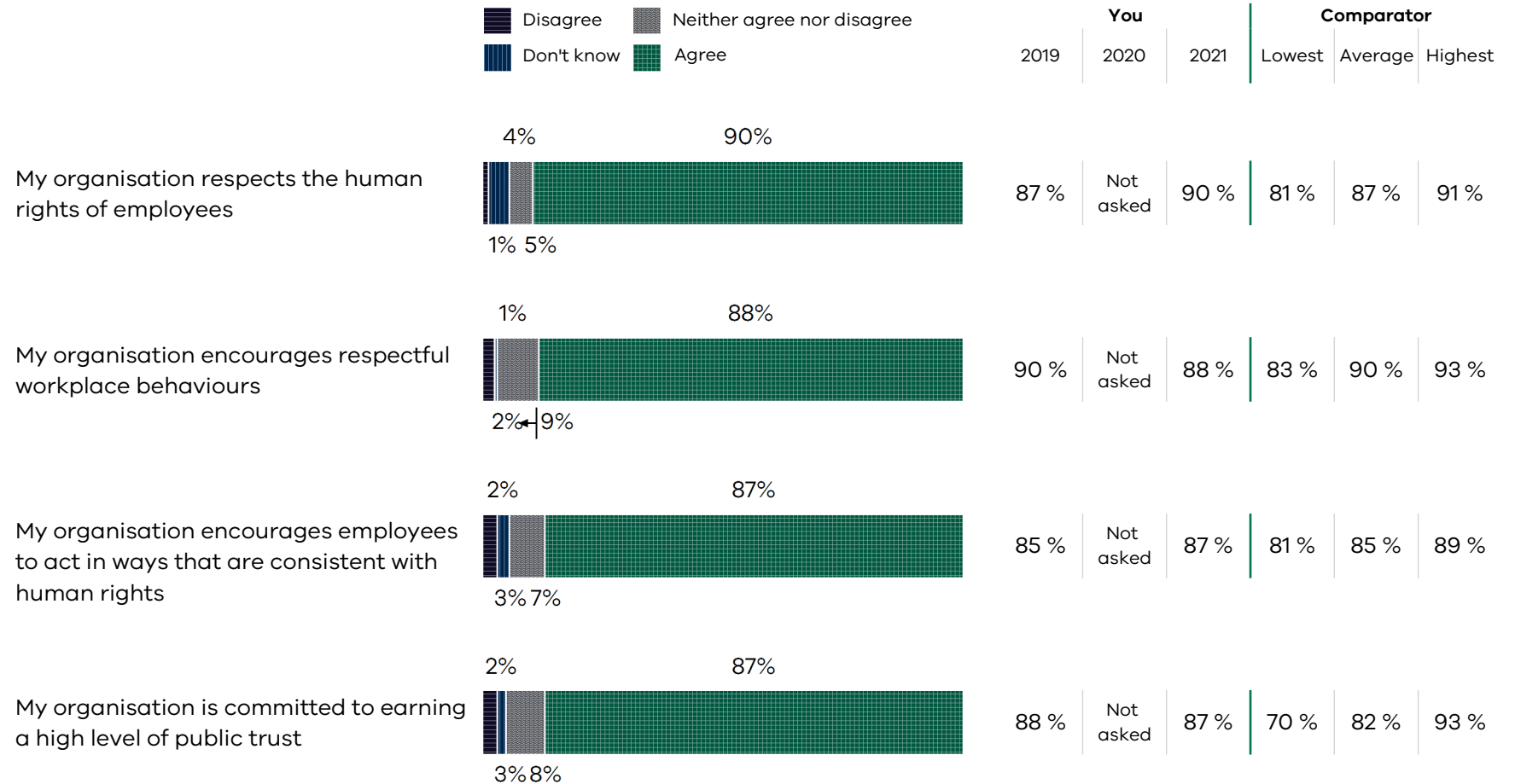
Example

90% of your staff who did the survey agreed or strongly agreed with 'My organisation respects the human rights of employees'.

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

Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation respects the human rights of employees (4% / 90% / 1% / 5%)	87 %	Not asked	90 %	81 %	87 %	91 %
My organisation encourages respectful workplace behaviours (1% / 88% / 2% / 9%)	90 %	Not asked	88 %	83 %	90 %	93 %
My organisation encourages employees to act in ways that are consistent with human rights (2% / 87% / 3% / 7%)	85 %	Not asked	87 %	81 %	85 %	89 %
My organisation is committed to earning a high level of public trust (2% / 87% / 3% / 8%)	88 %	Not asked	87 %	70 %	82 %	93 %

Organisational climate

Organisational integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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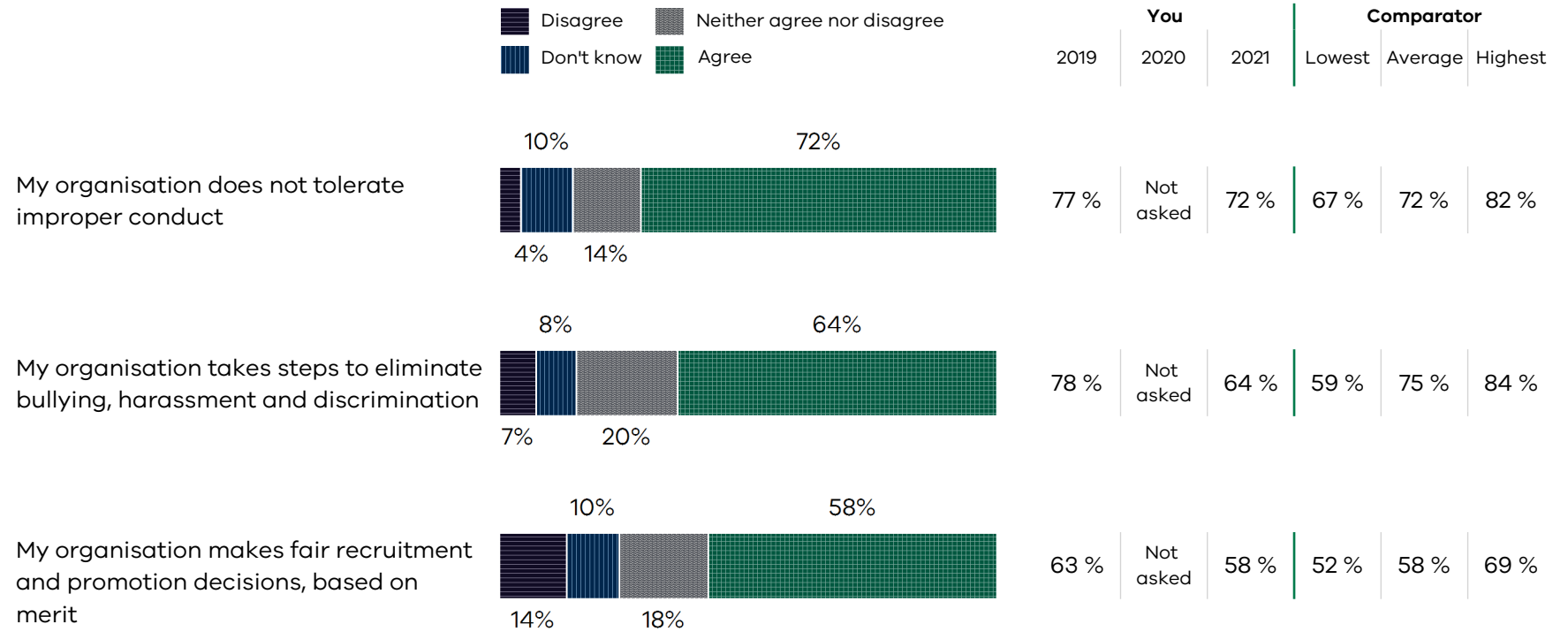
Example

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

Survey question	Your results						

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

Benchmark agree results

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My organisation does not tolerate improper conduct	77 %	Not asked	72 %	67 %	72 %	82 %
My organisation takes steps to eliminate bullying, harassment and discrimination	78 %	Not asked	64 %	59 %	75 %	84 %
My organisation makes fair recruitment and promotion decisions, based on merit	63 %	Not asked	58 %	52 %	58 %	69 %

My organisation does not tolerate improper conduct: 4% Disagree, 10% Don't know, 14% Neither agree nor disagree, 72% Agree

My organisation takes steps to eliminate bullying, harassment and discrimination: 7% Disagree, 8% Don't know, 20% Neither agree nor disagree, 64% Agree

My organisation makes fair recruitment and promotion decisions, based on merit: 14% Disagree, 10% Don't know, 18% Neither agree nor disagree, 58% Agree

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

94% 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'.

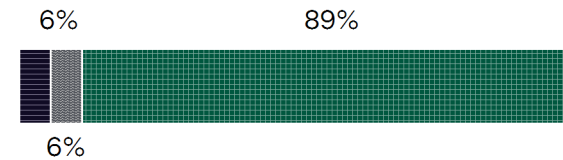## Survey question | Your results | Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
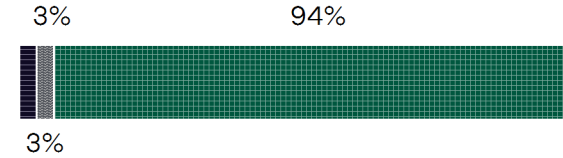
Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am confident that if I requested a flexible work arrangement, it would be given due consideration	3% / 94% / 3%	82 %	95 %	94 %	84 %	87 %	94 %
My organisation supports employees with family or other caring responsibilities, regardless of gender	2% / 90% / 8%	Not asked	Not asked	90 %	82 %	87 %	89 %
I have the flexibility I need to manage my work and non-work activities and responsibilities	6% / 89% / 6%	Not asked	Not asked	89 %	79 %	83 %	85 %
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	5% / 85% / 2% 7%	87 %	Not asked	85 %	65 %	76 %	85 %
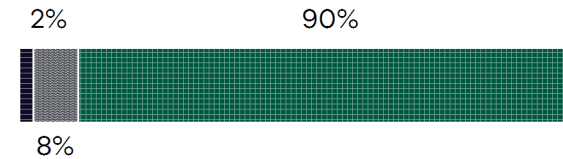
Victorian Public Sector Commission

VICTORIA State Government

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.
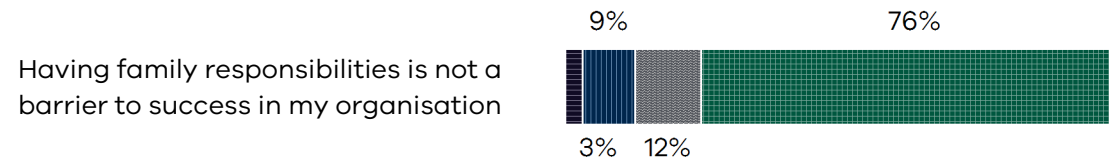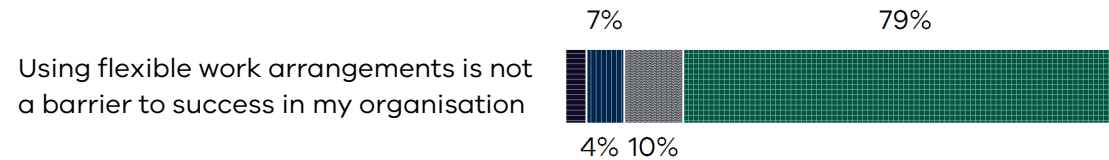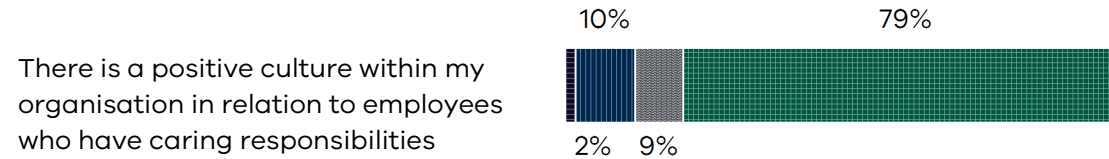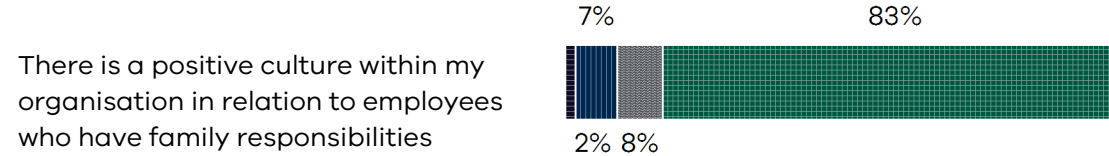
Example

83% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who have family responsibilities'.

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

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

Survey question	Your results	2019	2020	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees who have family responsibilities	7% Disagree, 2% Don't know, 8% Neither, 83% Agree	Not asked	Not asked	83 %	71 %	79 %	85 %
There is a positive culture within my organisation in relation to employees who have caring responsibilities	10% Disagree, 2% Don't know, 9% Neither, 79% Agree	85 %	Not asked	79 %	68 %	75 %	82 %
Using flexible work arrangements is not a barrier to success in my organisation	7% Disagree, 4% Don't know, 10% Neither, 79% Agree	Not asked	Not asked	79 %	63 %	70 %	88 %
Having family responsibilities is not a barrier to success in my organisation	9% Disagree, 3% Don't know, 12% Neither, 76% Agree	Not asked	Not asked	76 %	64 %	69 %	86 %

Victorian Public Sector Commission

Victoria State Government

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.
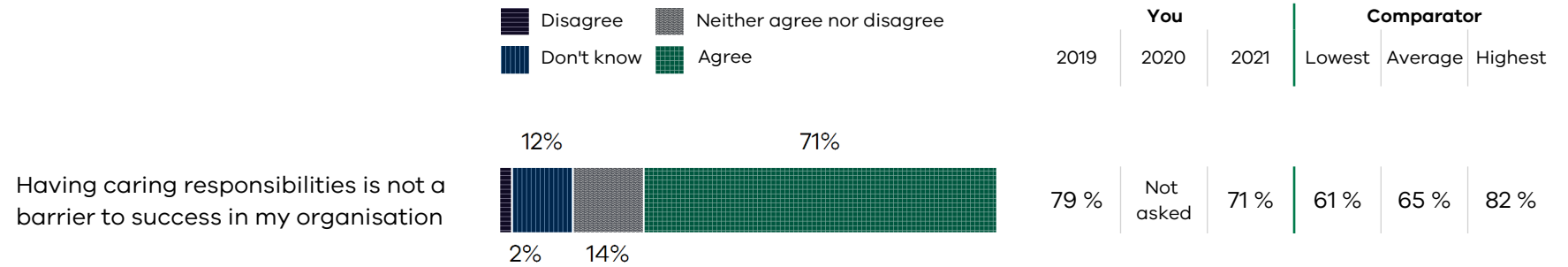
Example

71% 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

Your results

Benchmark agree results

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

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

	You			Comparator		
2019	2020	2021		Lowest	Average	Highest
79 %	Not asked	71 %		61 %	65 %	82 %

Your results bar: 2% Disagree, 12% Don't know, 14% Neither agree nor disagree, 71% Agree

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 'Flexible start and finish times'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
Flexible start and finish times	34%	48%	23%
Working more hours over fewer days	32%	7%	6%
Working from an alternative location (e.g. home, hub/shared work space)	25%	39%	24%
No, I do not use any flexible work arrangements	23%	27%	38%
Part-time	14%	13%	19%
Using leave to work flexible hours	4%	10%	8%
Purchased leave	3%	2%	2%
Study leave	3%	1%	4%
Other	1%	2%	2%
Job sharing	1%	1%	1%

Victorian Public Sector Commission

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Organisational climate

Equal employment opportunity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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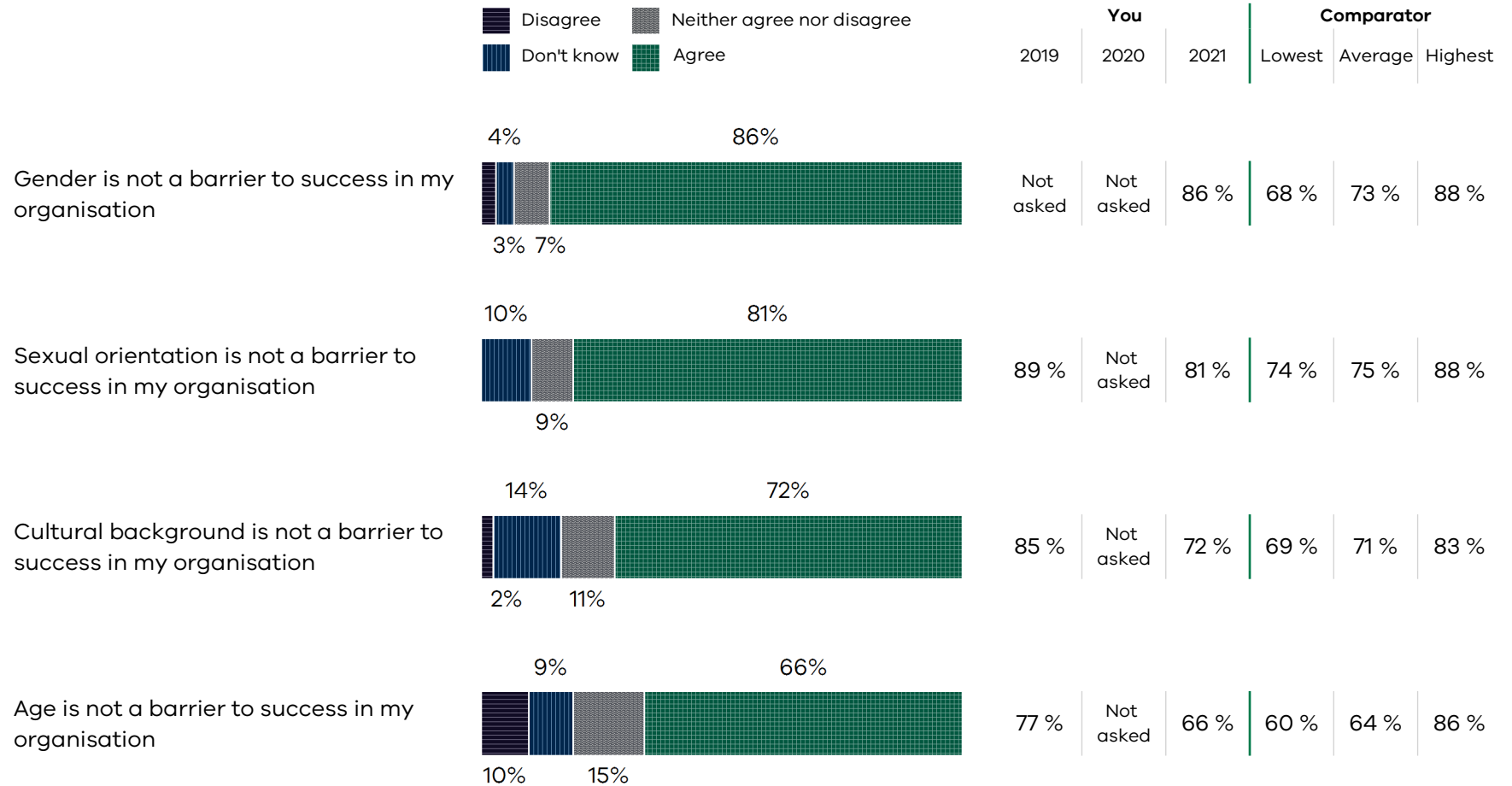
Example

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

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

Survey question	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Gender is not a barrier to success in my organisation (4% / 3% / 7% / 86%)	Not asked	Not asked	86 %	68 %	73 %	88 %
Sexual orientation is not a barrier to success in my organisation (10% / 9% / 81%)	89 %	Not asked	81 %	74 %	75 %	88 %
Cultural background is not a barrier to success in my organisation (14% / 2% / 11% / 72%)	85 %	Not asked	72 %	69 %	71 %	83 %
Age is not a barrier to success in my organisation (9% / 10% / 15% / 66%)	77 %	Not asked	66 %	60 %	64 %	86 %

Organisational climate

Equal employment opportunity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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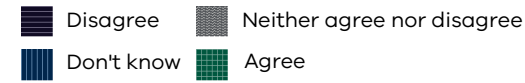
Example

62% of your staff who did the survey agreed or strongly agreed with 'Disability is not a barrier to success in my organisation'.
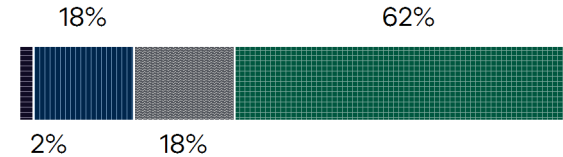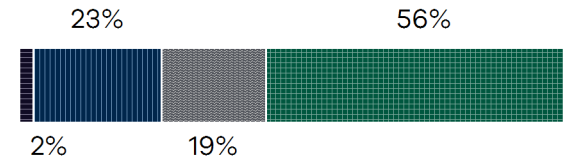
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Disability is not a barrier to success in my organisation	2% Disagree, 18% Don't know, 18% Neither, 62% Agree	80 %	Not asked	62 %	48 %	54 %	77 %
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	2% Disagree, 23% Don't know, 19% Neither, 56% Agree	Not asked	Not asked	56 %	58 %	68 %	75 %

Victorian Public Sector Commission

VICTORIA State Government

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.

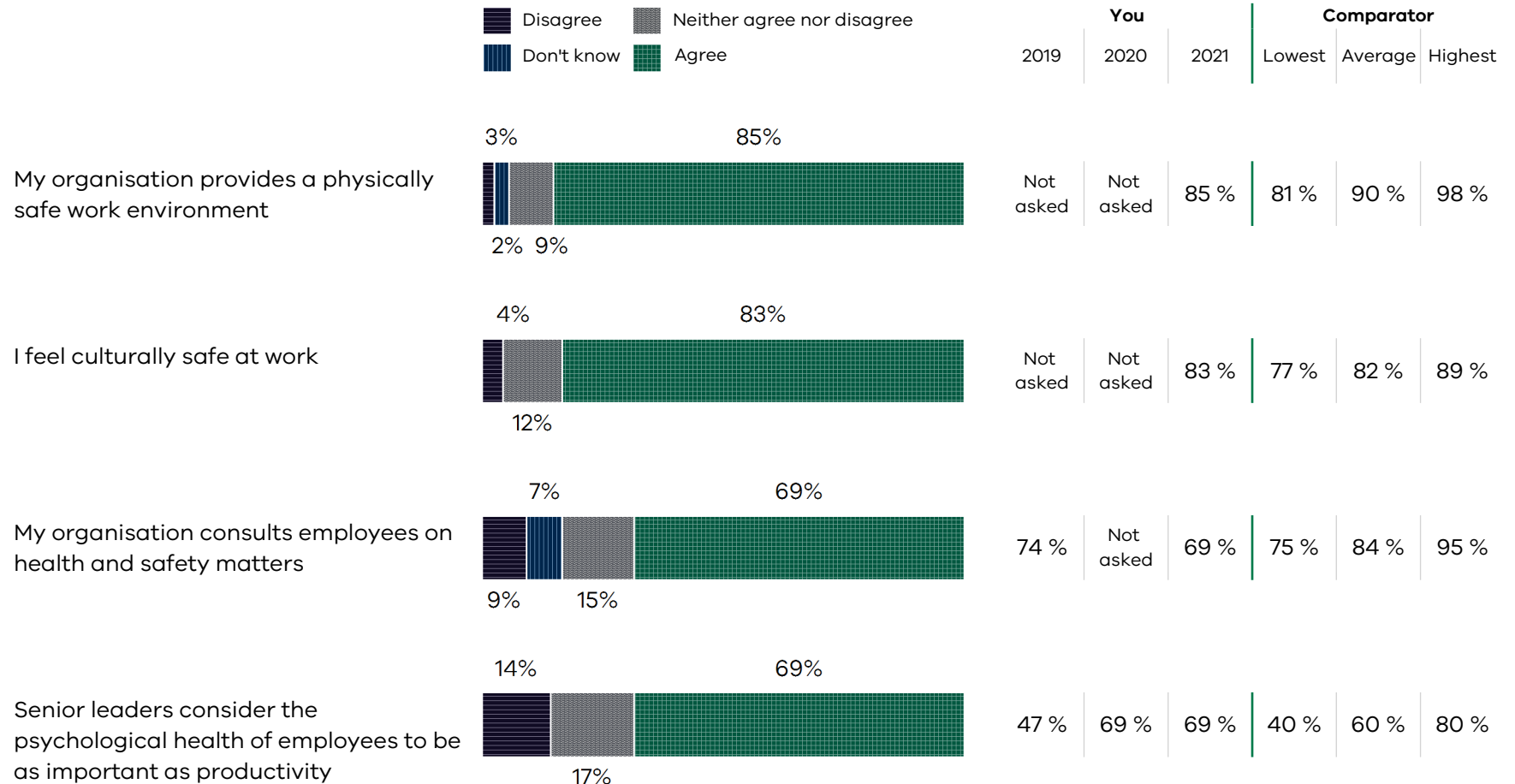Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

85% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Survey question	Your results								

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

Benchmark agree results

Survey question		You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My organisation provides a physically safe work environment	Not asked	Not asked	85 %	81 %	90 %	98 %
I feel culturally safe at work	Not asked	Not asked	83 %	77 %	82 %	89 %
My organisation consults employees on health and safety matters	74 %	Not asked	69 %	75 %	84 %	95 %
Senior leaders consider the psychological health of employees to be as important as productivity	47 %	69 %	69 %	40 %	60 %	80 %

Your results (bar chart values):

My organisation provides a physically safe work environment: 3%, 2%, 9%, 85%

I feel culturally safe at work: 4%, 12%, 83%

My organisation consults employees on health and safety matters: 9%, 7%, 15%, 69%

Senior leaders consider the psychological health of employees to be as important as productivity: 14%, 17%, 69%

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

66% of your staff who did the survey agreed or strongly agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.
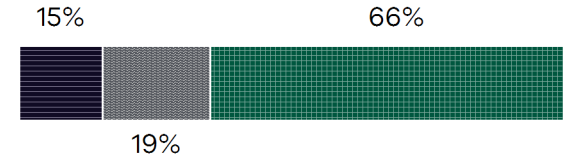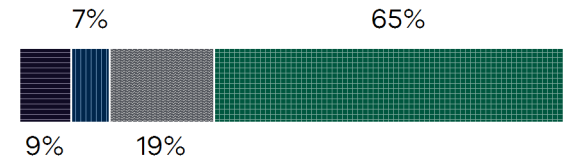
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders show support for stress prevention through involvement and commitment	15% / 19% / 66%	44 %	70 %	66 %	37 %	56 %	74 %
My organisation has effective procedures in place to support employees who may experience stress	9% / 7% / 19% / 65%	68 %	58 %	65 %	52 %	65 %	76 %
In my workplace, there is good communication about psychological safety issues that affect me	12% / 27% / 61%	57 %	63 %	61 %	45 %	67 %	75 %
All levels of my organisation are involved in the prevention of stress	20% / 27% / 53%	42 %	44 %	53 %	31 %	48 %	62 %

Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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

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

3. Senior leaders consider the psychological health of employees to be as important as productivity

4. Senior leaders show support for stress prevention through involvement and commitment

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

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

How to interpret your score

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

A score of:

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

Adverse outcomes can include:

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

Benchmark results

Psychosocial safety climate
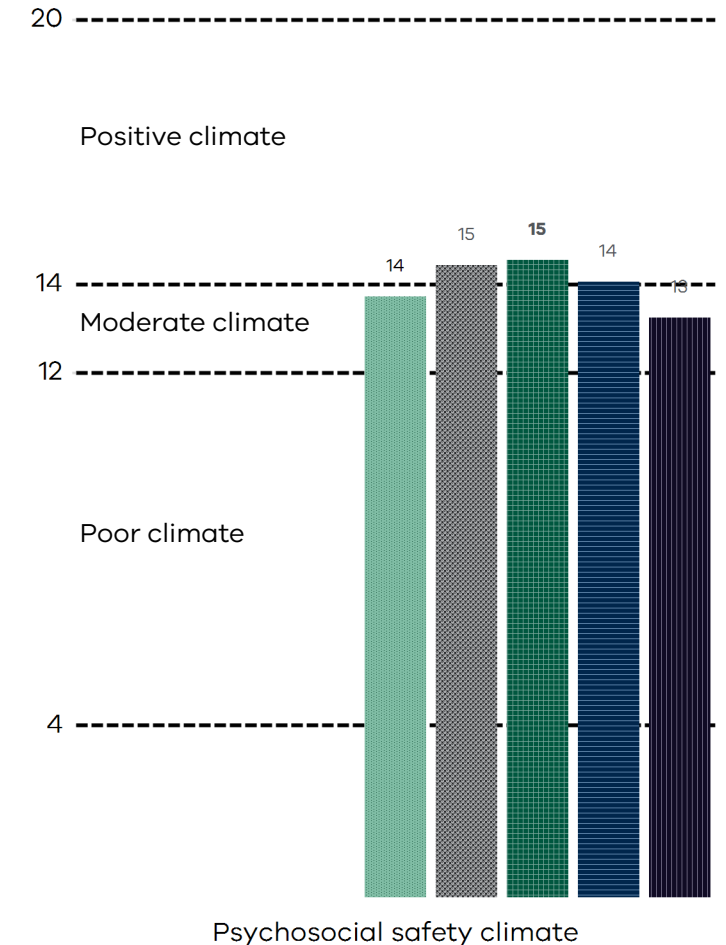
Legend: You 2019 | You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Organisational climate

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.

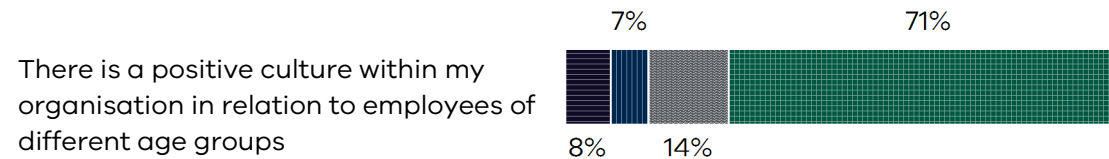Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
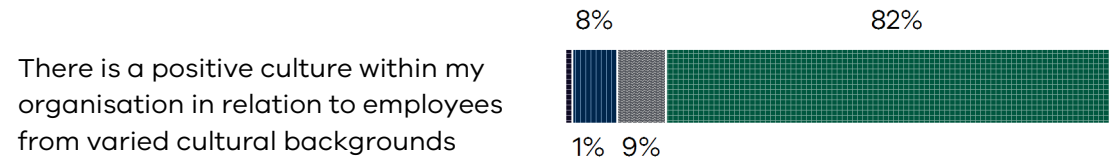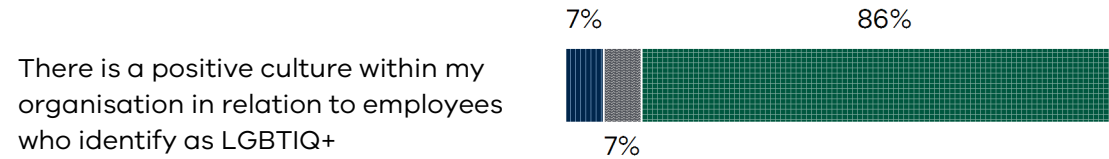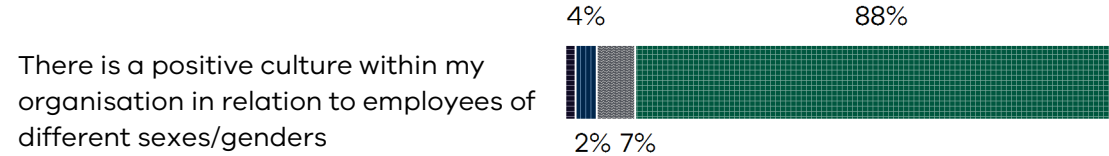
Example

88% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees of different sexes/genders'.

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees of different sexes/genders	4% ... 88% (2% 7%)	92 %	Not asked	88 %	78 %	82 %	89 %
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	7% ... 86% (7%)	89 %	Not asked	86 %	52 %	76 %	85 %
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	8% ... 82% (1% 9%)	88 %	Not asked	82 %	75 %	79 %	88 %
There is a positive culture within my organisation in relation to employees of different age groups	7% ... 71% (8% 14%)	86 %	Not asked	71 %	68 %	73 %	88 %

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

70% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees with disability'.
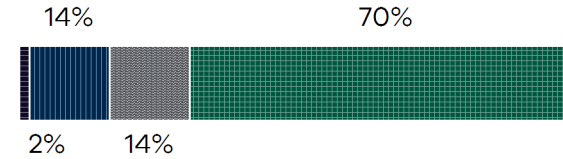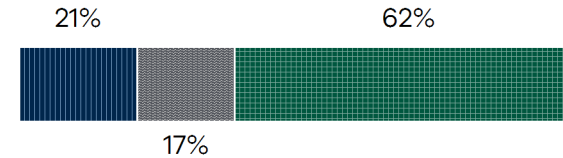
Survey question	Your results	Benchmark agree results

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

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees with disability	83 %	Not asked	70 %	50 %	59 %	84 %
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	60 %	Not asked	62 %	58 %	78 %	81 %

Your results bar 1: Disagree 2%, Don't know 14%, Neither agree nor disagree 14%, Agree 70%

Your results bar 2: Don't know 21%, Neither agree nor disagree 17%, Agree 62%

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Gender equality supporting measures

What this is

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

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

Why this is important

Under the Gender Equality Act 2020, organisations have obligations to promote gender equality in the workplace.

How to read this

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

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

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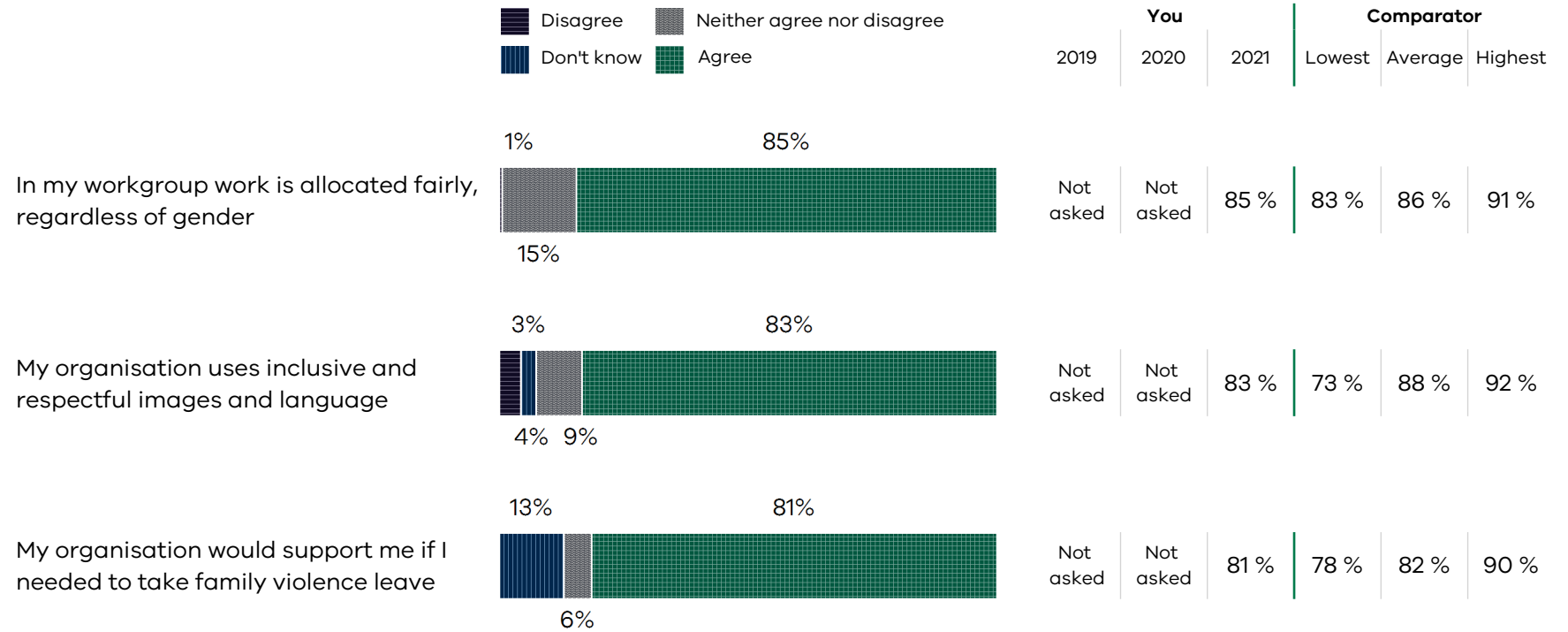
Example

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

Survey question	Your results						

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

Benchmark agree results

Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
In my workgroup work is allocated fairly, regardless of gender (1% / 15% / 85%)	Not asked	Not asked	85 %	83 %	86 %	91 %
My organisation uses inclusive and respectful images and language (3% / 4% / 9% / 83%)	Not asked	Not asked	83 %	73 %	88 %	92 %
My organisation would support me if I needed to take family violence leave (13% / 6% / 81%)	Not asked	Not asked	81 %	78 %	82 %	90 %

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.
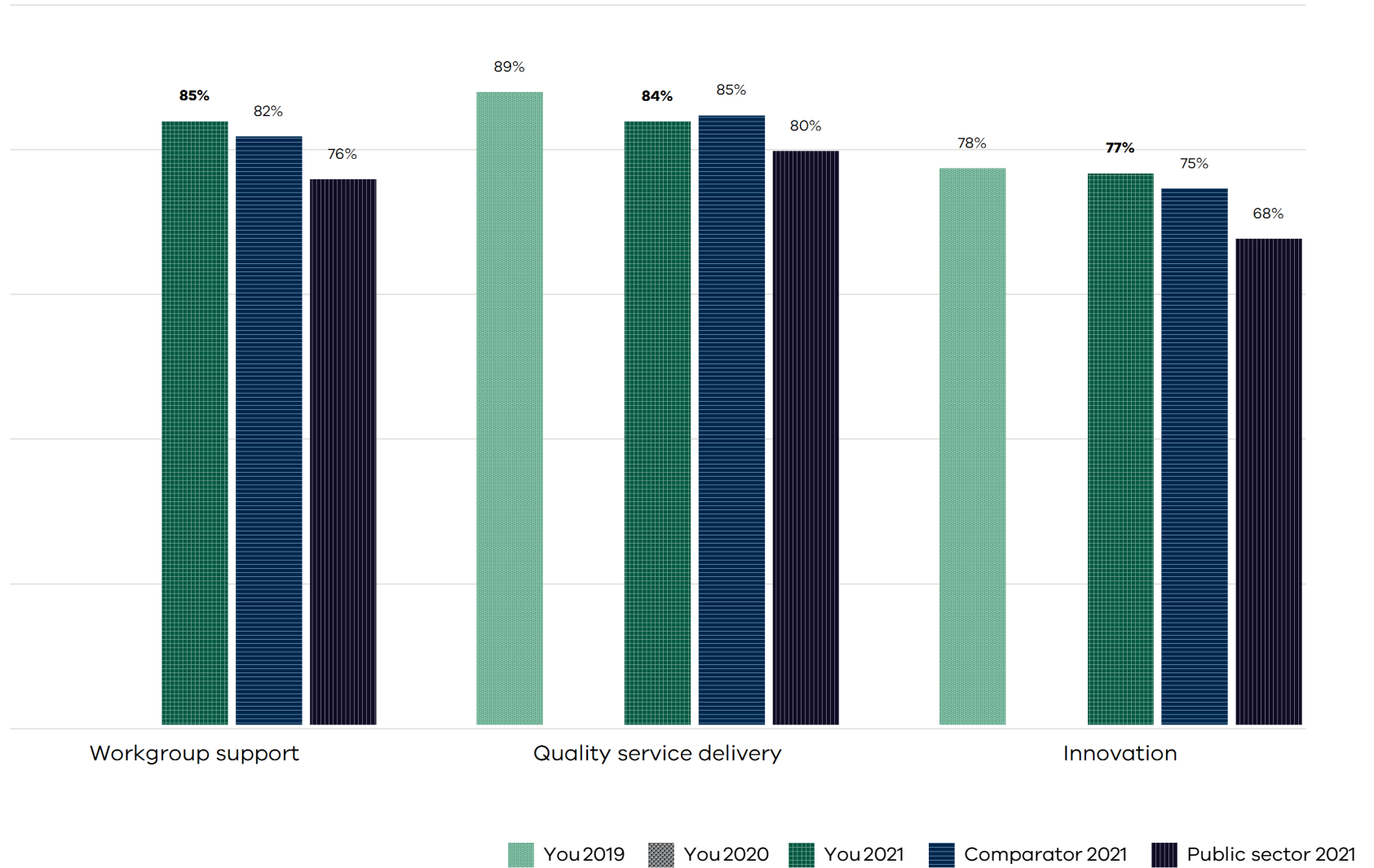
Example

In 2021:

- 85% of your staff who did the survey responded positively to questions about .

Compared to:

- 82% of staff at your comparator and 76% of staff across the public sector.

Chart legend: You 2019, You 2020, You 2021, Comparator 2021, Public sector 2021

Workgroup support: 85%, 82%, 76%
Quality service delivery: 89%, 84%, 85%, 80%
Innovation: 78%, 77%, 75%, 68%

Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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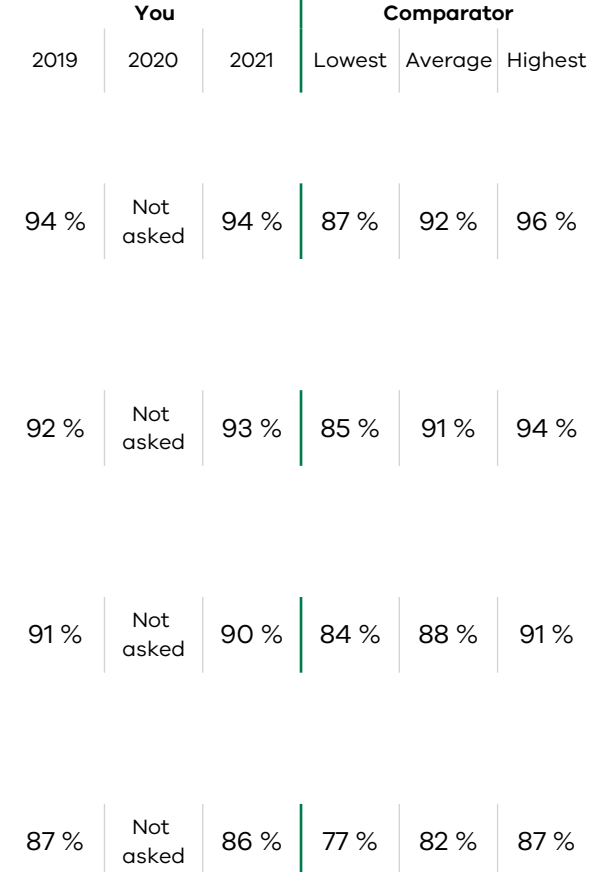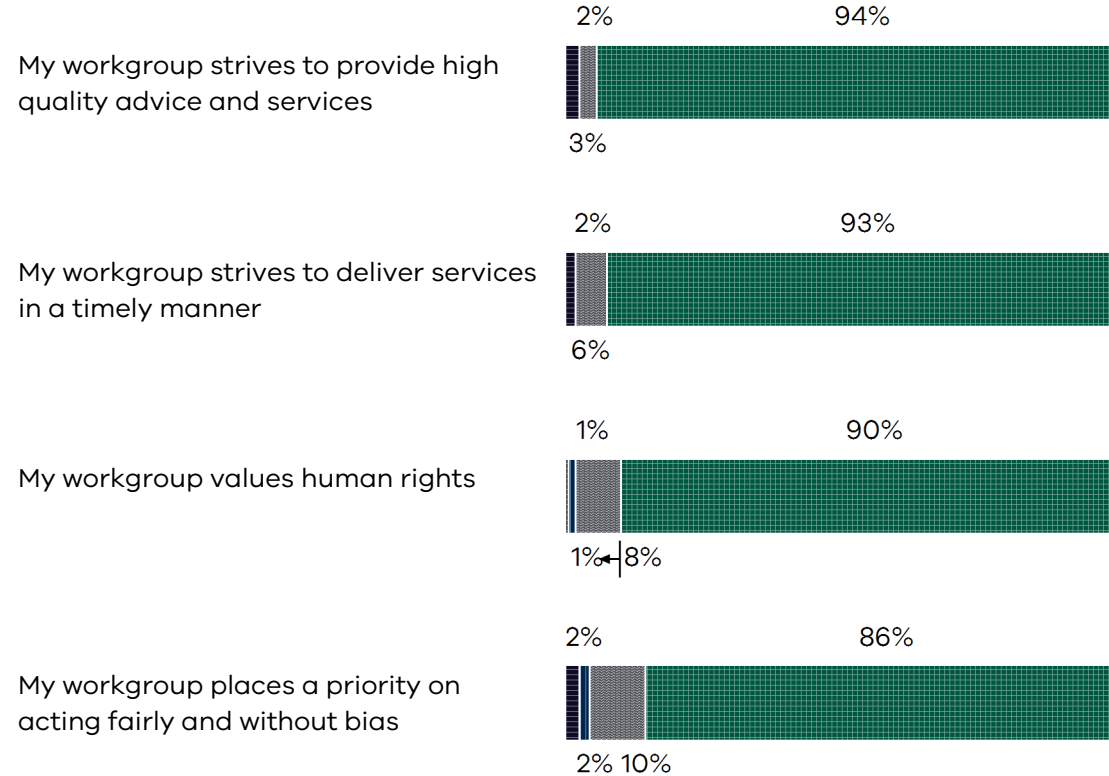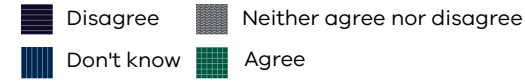
Example

94% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

Survey question	Your results					

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

		You			Comparator		
Survey question		2019	2020	2021	Lowest	Average	Highest
My workgroup strives to provide high quality advice and services	2% 94% / 3%	94 %	Not asked	94 %	87 %	92 %	96 %
My workgroup strives to deliver services in a timely manner	2% 93% / 6%	92 %	Not asked	93 %	85 %	91 %	94 %
My workgroup values human rights	1% 90% / 1% 8%	91 %	Not asked	90 %	84 %	88 %	91 %
My workgroup places a priority on acting fairly and without bias	2% 86% / 2% 10%	87 %	Not asked	86 %	77 %	82 %	87 %

Workgroup climate

Quality service delivery 2 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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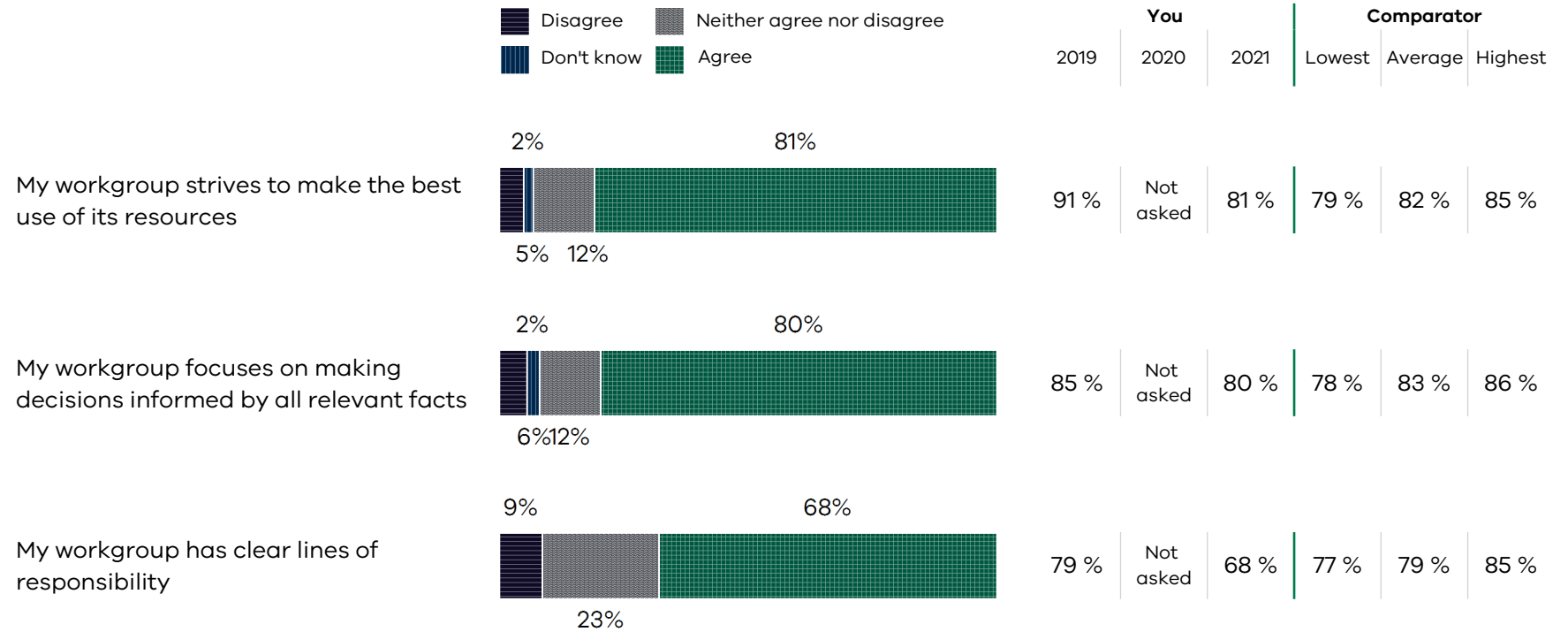
Example

81% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to make the best use of its resources'.

Survey question	Your results			Benchmark agree results				

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

		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My workgroup strives to make the best use of its resources	2% ... 81% / 5% 12%	91 %	Not asked	81 %	79 %	82 %	85 %
My workgroup focuses on making decisions informed by all relevant facts	2% ... 80% / 6% 12%	85 %	Not asked	80 %	78 %	83 %	86 %
My workgroup has clear lines of responsibility	9% ... 68% / 23%	79 %	Not asked	68 %	77 %	79 %	85 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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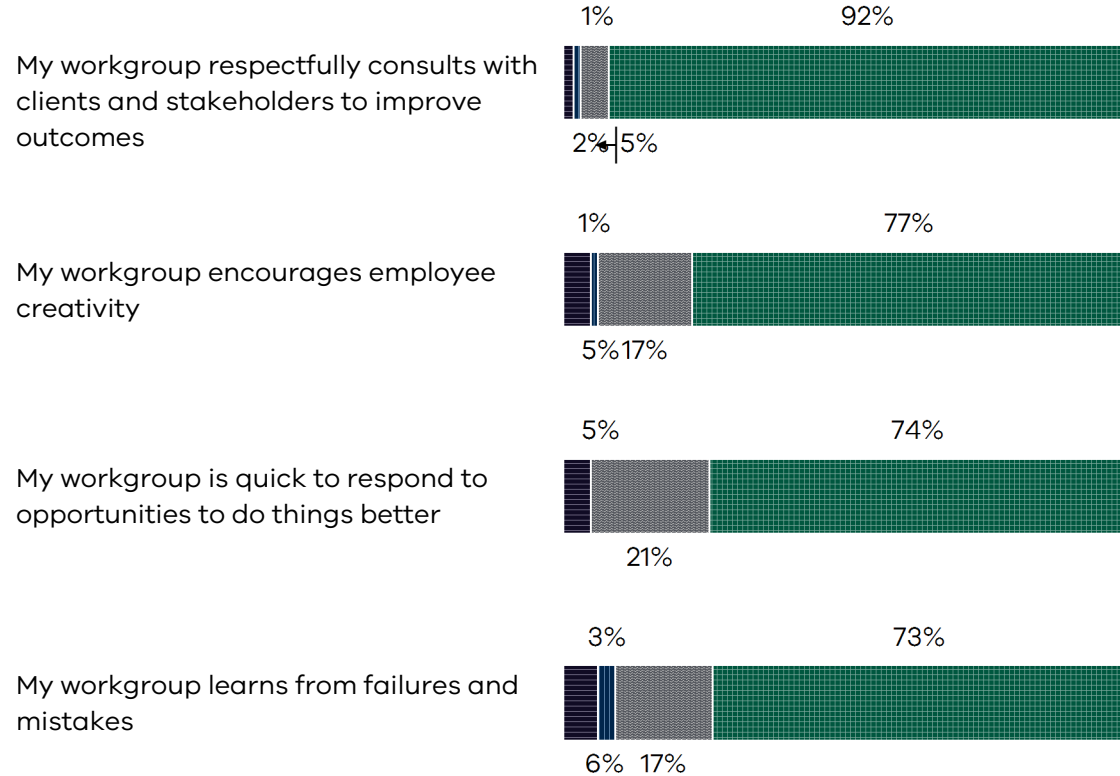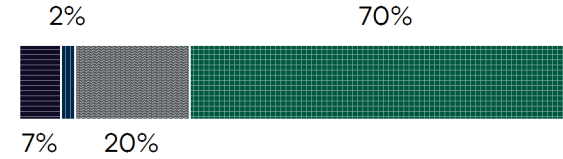
Example

92% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

Survey question / Your results / Benchmark agree results

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

Survey question		You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes	1% ... 92% / 2% 5%	89 %	Not asked	92 %	86 %	89 %	94 %
My workgroup encourages employee creativity	1% ... 77% / 5% 17%	72 %	Not asked	77 %	67 %	70 %	80 %
My workgroup is quick to respond to opportunities to do things better	5% ... 74% / 21%	78 %	Not asked	74 %	69 %	77 %	88 %
My workgroup learns from failures and mistakes	3% ... 73% / 6% 17%	79 %	Not asked	73 %	73 %	74 %	80 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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

Example

70% of your staff who did the survey agreed or strongly agreed with 'My workgroup takes reasonable risks to improve its services'.
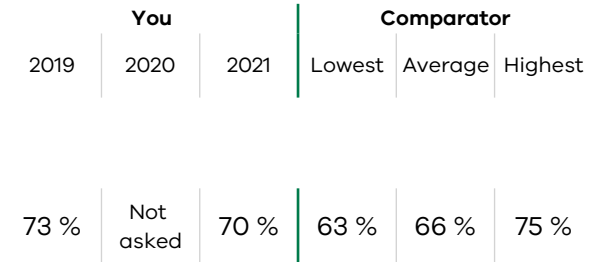
Survey question

Your results

Benchmark agree results

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

Survey question		You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My workgroup takes reasonable risks to improve its services	73 %	Not asked	70 %	63 %	66 %	75 %

Your results bar: 7% Disagree, 2% Don't know, 20% Neither agree nor disagree, 70% Agree

Victorian Public Sector Commission

VICTORIA State Government

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 'People in my workgroup treat each other with respect'.
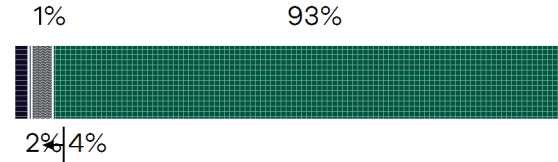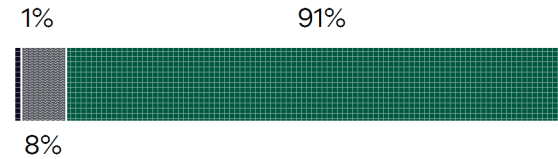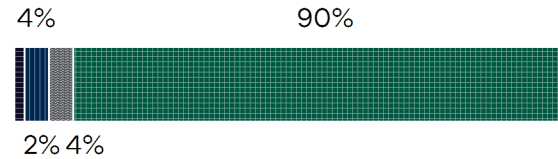
Survey question	Your results						

Benchmark agree results

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
People in my workgroup treat each other with respect	1% / 93% / 2% / 4%	95 %	95 %	93 %	83 %	89 %	93 %
I am able to work effectively with others in my workgroup	1% / 91% / 8%	Not asked	92 %	91 %	79 %	93 %	94 %
People in my workgroup actively support diversity and inclusion in the workplace	4% / 90% / 2% 4%	95 %	Not asked	90 %	79 %	86 %	91 %
People in my workgroup work together effectively to get the job done	5% / 86% / 9%	91 %	84 %	86 %	73 %	87 %	90 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Workgroup support 2 of 3

What this is

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

Why this is important

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

How to read this

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

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

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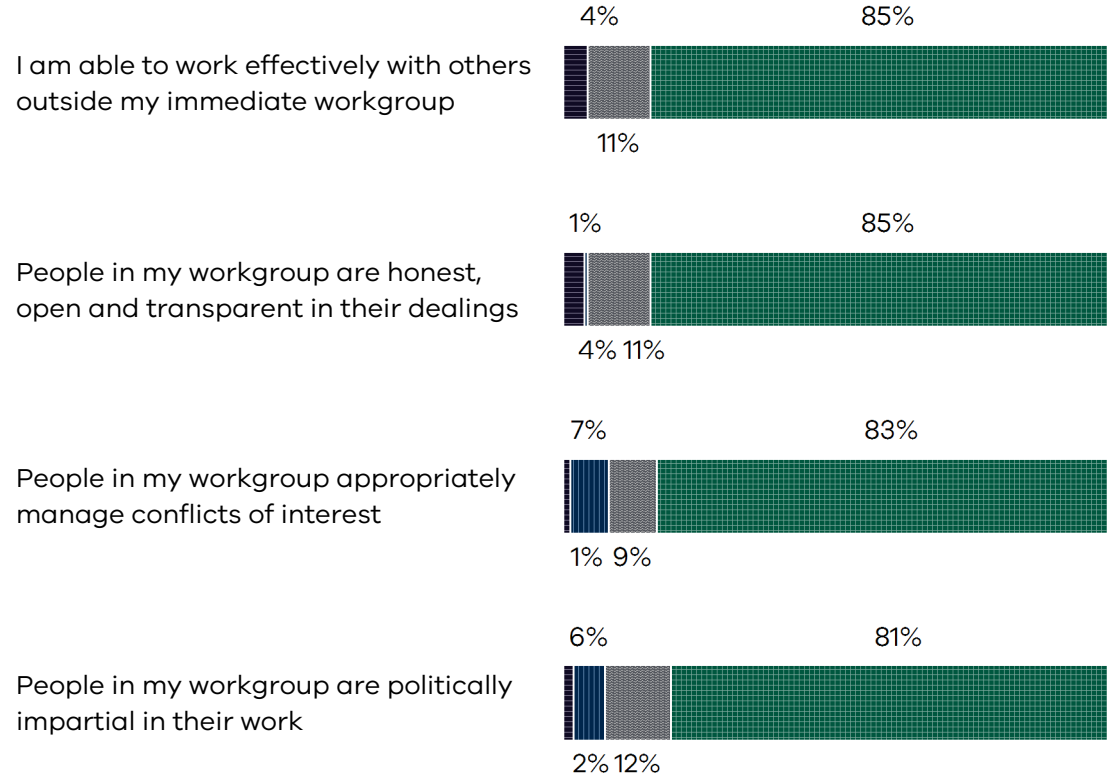
Example

85% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others outside my immediate workgroup	4% / 11% / 85%	Not asked	72 %	85 %	87 %	89 %	95 %
People in my workgroup are honest, open and transparent in their dealings	1% / 4% 11% / 85%	86 %	Not asked	85 %	77 %	81 %	88 %
People in my workgroup appropriately manage conflicts of interest	7% / 1% 9% / 83%	91 %	Not asked	83 %	79 %	80 %	91 %
People in my workgroup are politically impartial in their work	6% / 2% 12% / 81%	88 %	Not asked	81 %	75 %	79 %	87 %

Victorian Public Sector Commission

VICTORIA State Government

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

80% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup regularly reach out to support me and my wellbeing'.
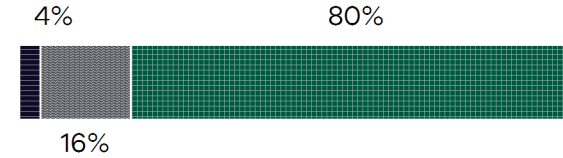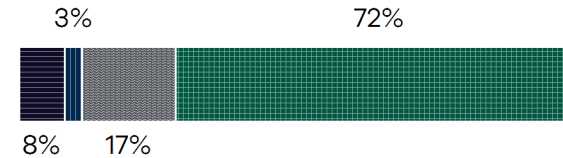
Survey question	Your results							

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

	You			Comparator		
2019	2020	2021	Lowest	Average	Highest

Survey question	Disagree	Neither	Agree	2019	2020	2021	Lowest	Average	Highest
People in my workgroup regularly reach out to support me and my wellbeing	4%	16%	80%	Not asked	77 %	80 %	69 %	78 %	88 %
Workgroups across my organisation willingly share information with each other	3% / 8%	17%	72%	72 %	63 %	72 %	53 %	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

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

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

Compared to:

- 90% of staff at your comparator and 84% of staff across the public sector.

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

Manager leadership: 90%, 89%, 90%, 84%
Meaningful work: 89%, 85%, 84%, 84%
Manager support: 76%, 79%, 70%
Safe to speak up: 75%, 74%, 67%

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.
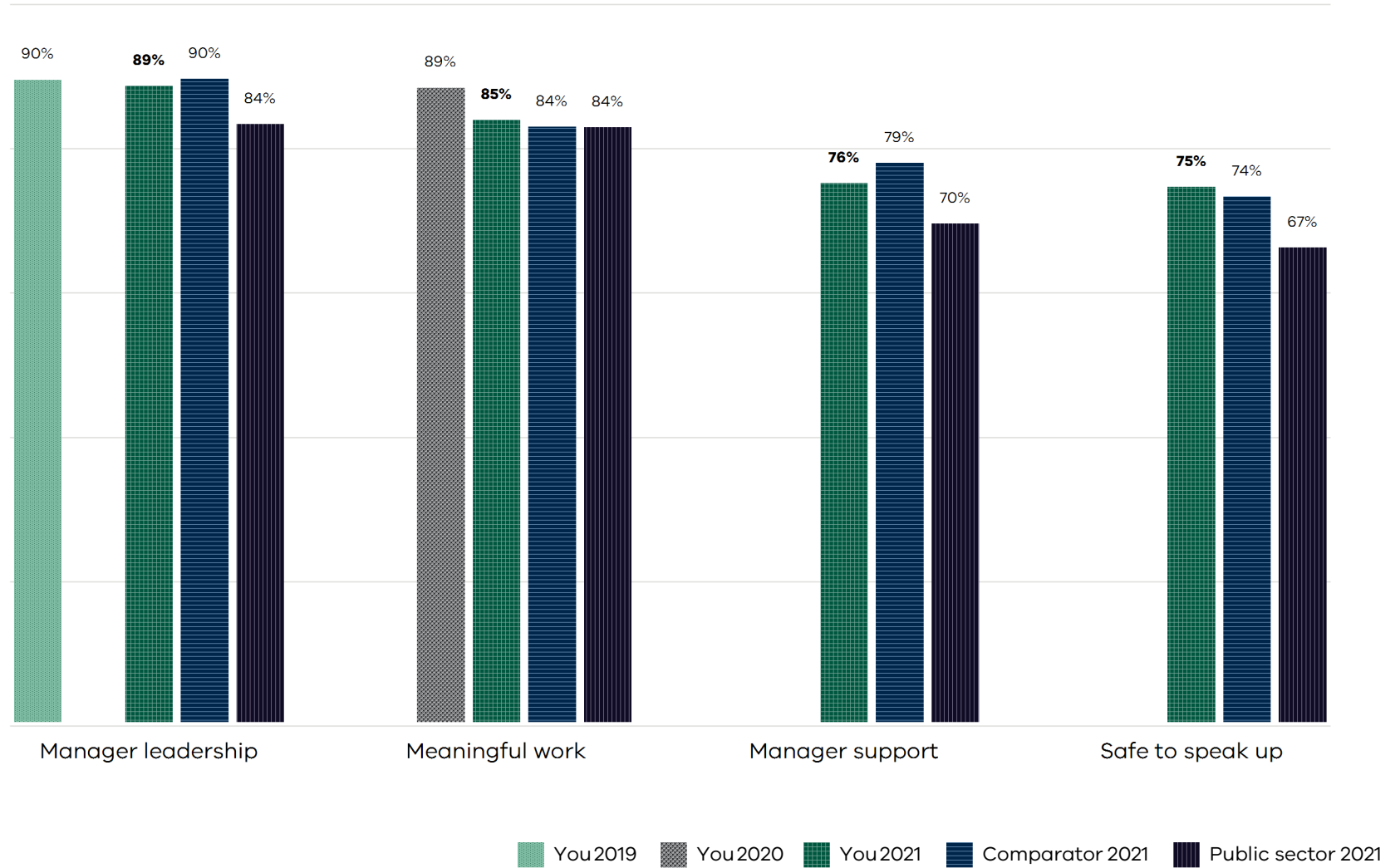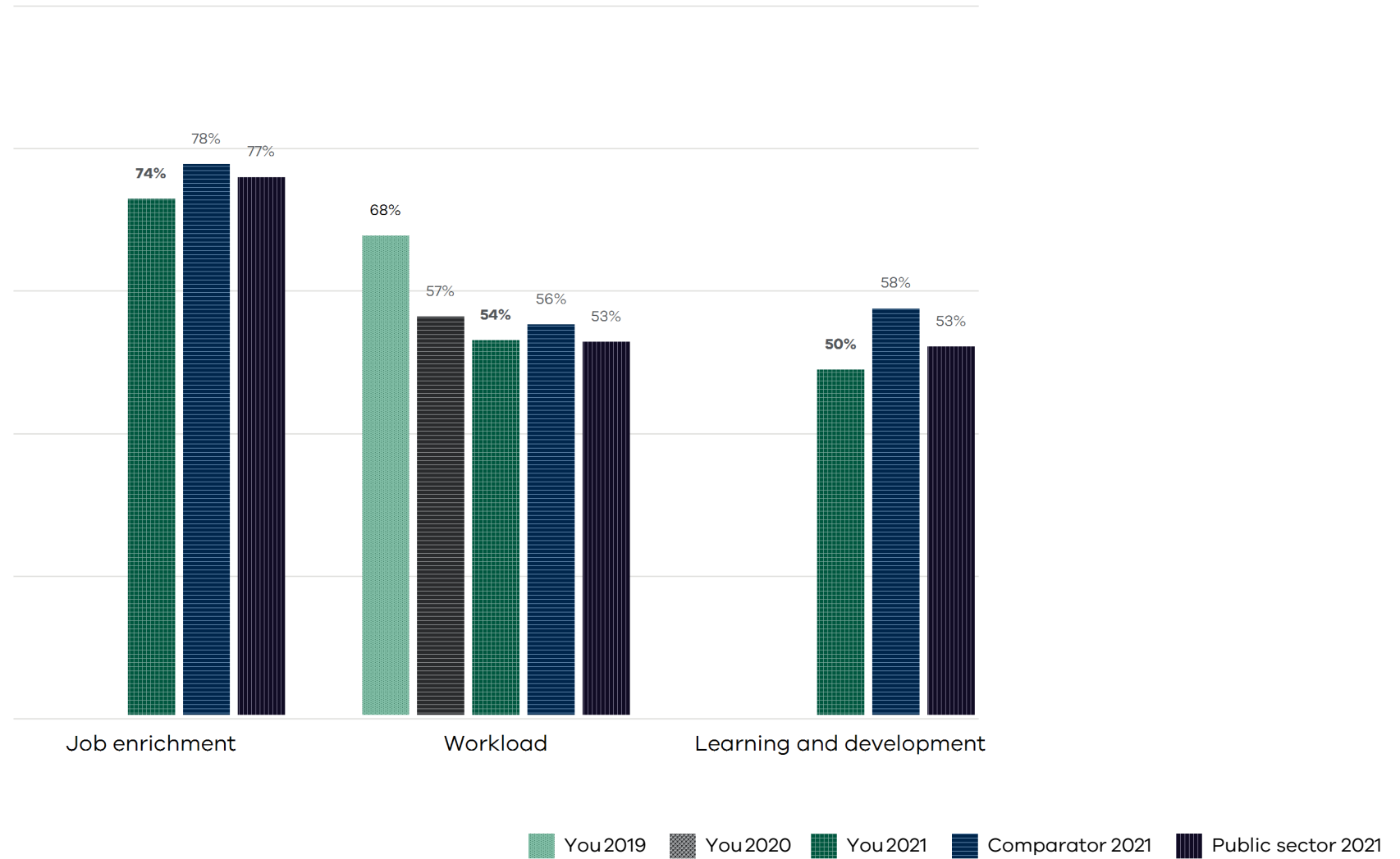
Example

In 2021:

- 74% of your staff who did the survey responded positively to questions about Job enrichment.

Compared to:

- 78% of staff at your comparator and 77% of staff across the public sector.

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

Job and manager factors

Manager leadership 1 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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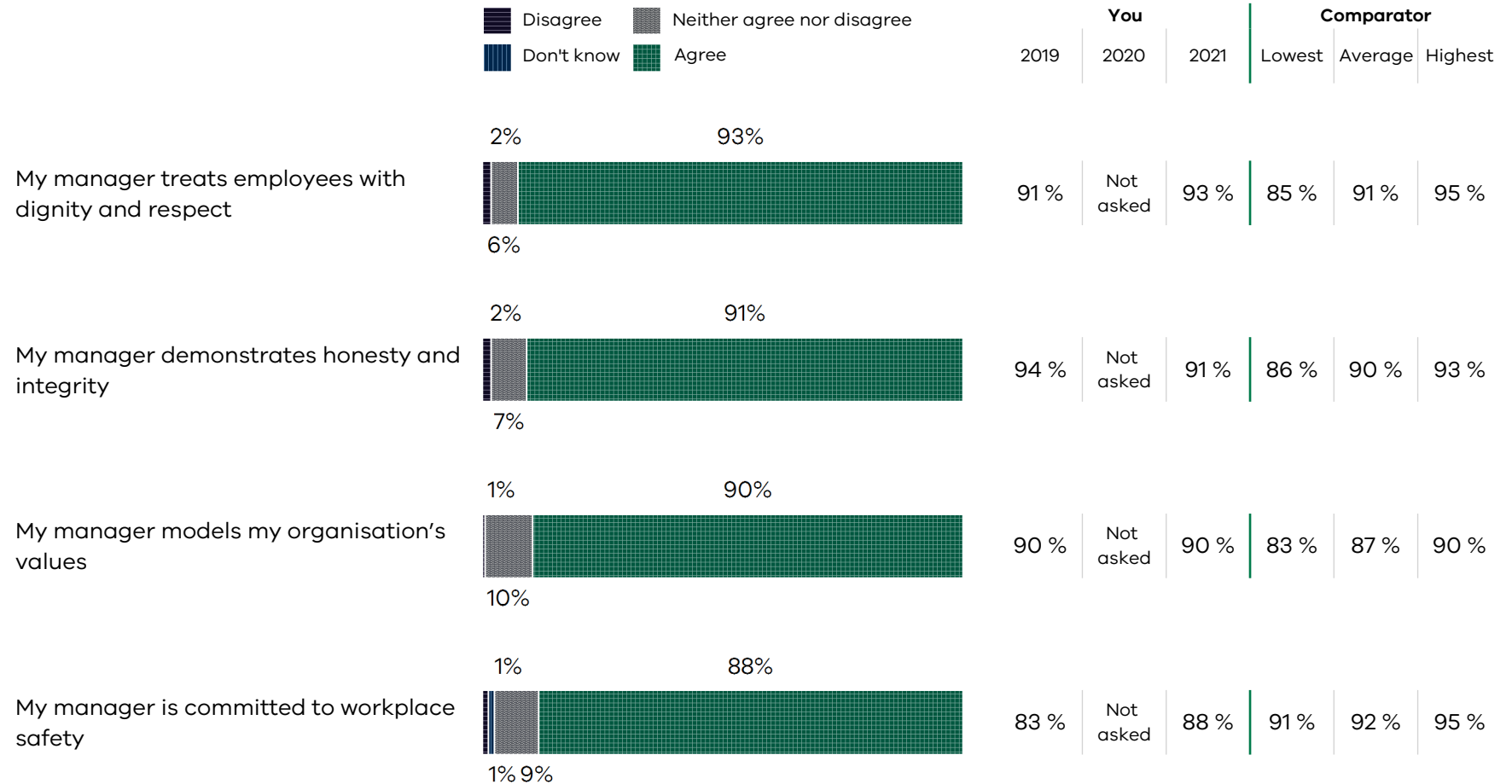
Example

93% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

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

Survey question	Your results	2019	You 2020	2021	Comparator Lowest	Average	Highest
My manager treats employees with dignity and respect	2% / 93% / 6%	91 %	Not asked	93 %	85 %	91 %	95 %
My manager demonstrates honesty and integrity	2% / 91% / 7%	94 %	Not asked	91 %	86 %	90 %	93 %
My manager models my organisation's values	1% / 90% / 10%	90 %	Not asked	90 %	83 %	87 %	90 %
My manager is committed to workplace safety	1% / 88% / 1% 9%	83 %	Not asked	88 %	91 %	92 %	95 %

Job and manager factors

Manager leadership 2 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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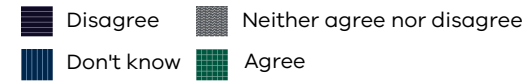
Example

88% of your staff who did the survey agreed or strongly agreed with 'My manager works effectively with people from diverse backgrounds'.
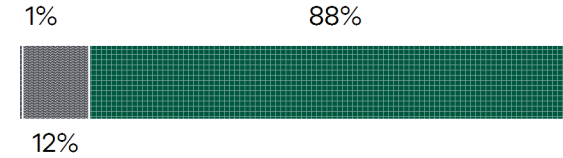
Survey question

Your results

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

My manager works effectively with people from diverse backgrounds

1% 88%
12%

My manager ensures clients receive a high standard of service

2% 87%
10%

Benchmark agree results
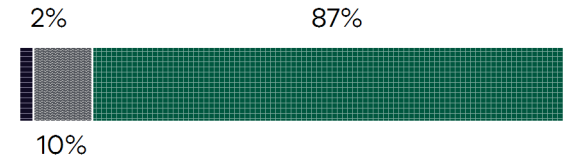
	You			**Comparator**		
	2019	2020	2021	Lowest	Average	Highest
My manager works effectively with people from diverse backgrounds	91 %	Not asked	88 %	88 %	90 %	93 %
My manager ensures clients receive a high standard of service	92 %	Not asked	87 %	85 %	90 %	93 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

Example

89% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.
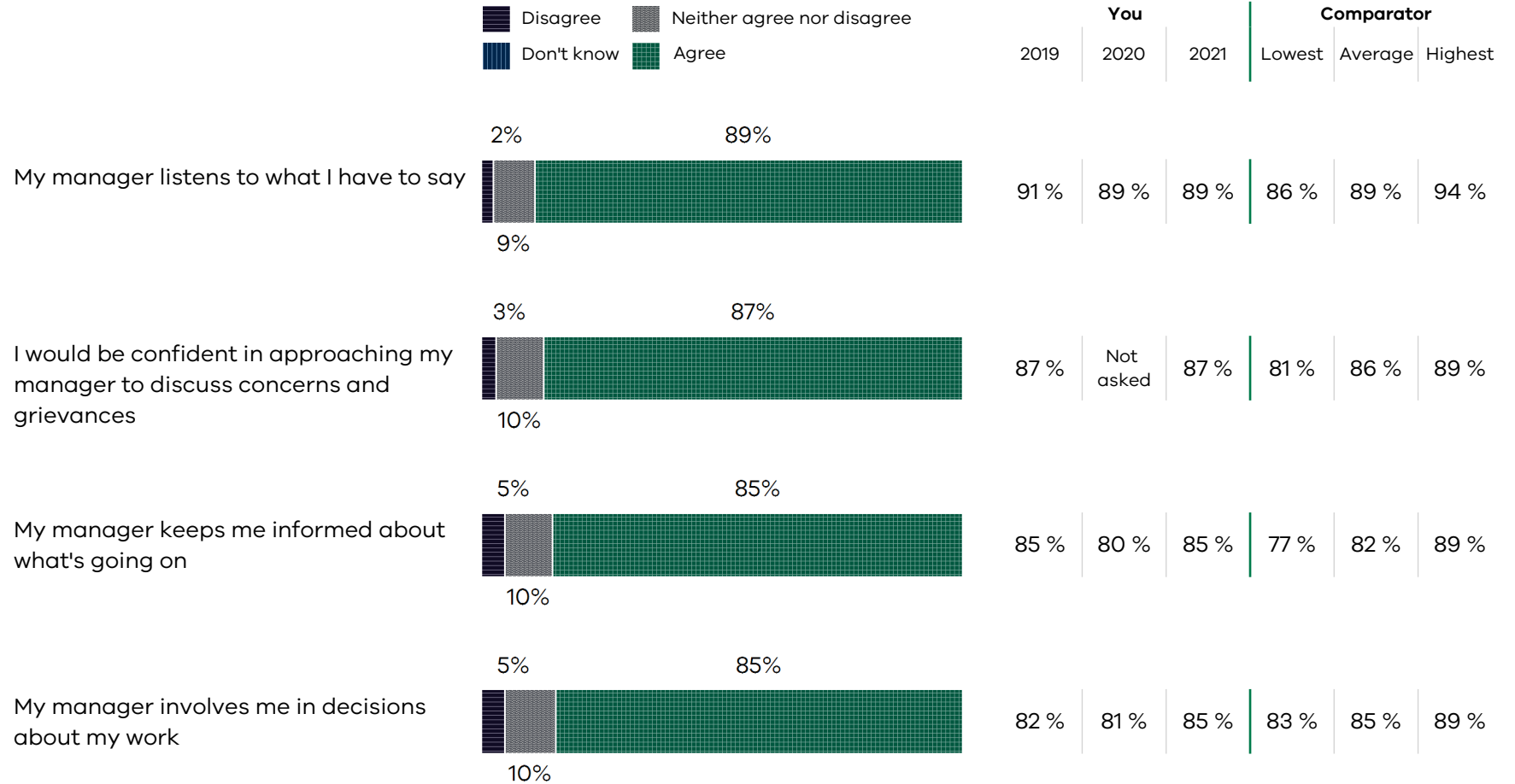
Survey question	Your results		You			Comparator		
		2019	2020	2021		Lowest	Average	Highest
My manager listens to what I have to say	2% / 89% / 9%	91 %	89 %	89 %		86 %	89 %	94 %
I would be confident in approaching my manager to discuss concerns and grievances	3% / 87% / 10%	87 %	Not asked	87 %		81 %	86 %	89 %
My manager keeps me informed about what's going on	5% / 85% / 10%	85 %	80 %	85 %		77 %	82 %	89 %
My manager involves me in decisions about my work	5% / 85% / 10%	82 %	81 %	85 %		83 %	85 %	89 %

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

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Manager support 2 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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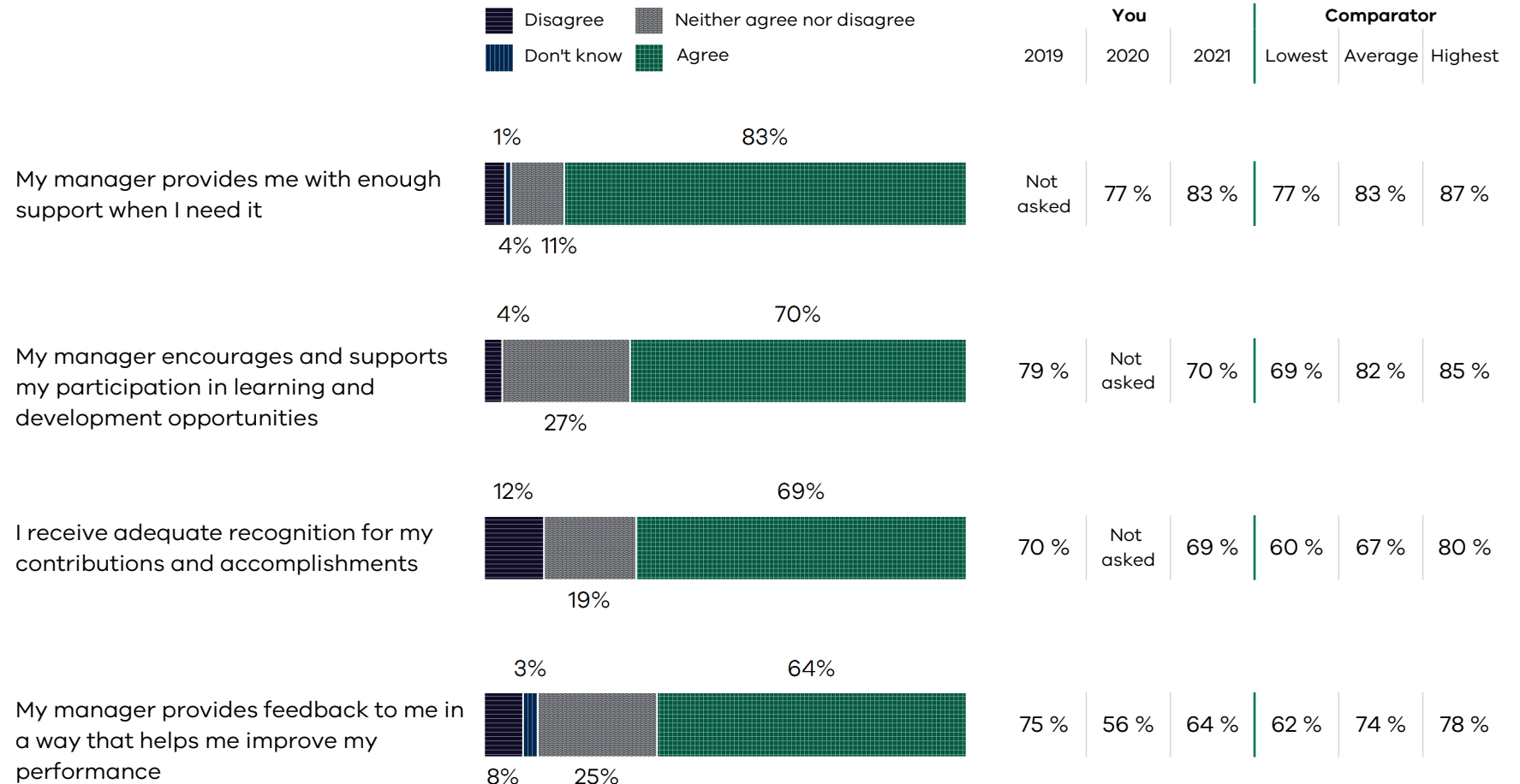
Example

83% of your staff who did the survey agreed or strongly agreed with 'My manager provides me with enough support when I need it'.

Survey question	Your results						

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

Benchmark agree results

Survey question	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My manager provides me with enough support when I need it (1% / 4% / 11% / 83%)	Not asked	77 %	83 %	77 %	83 %	87 %
My manager encourages and supports my participation in learning and development opportunities (4% / 27% / 70%)	79 %	Not asked	70 %	69 %	82 %	85 %
I receive adequate recognition for my contributions and accomplishments (12% / 19% / 69%)	70 %	Not asked	69 %	60 %	67 %	80 %
My manager provides feedback to me in a way that helps me improve my performance (3% / 8% / 25% / 64%)	75 %	56 %	64 %	62 %	74 %	78 %

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.

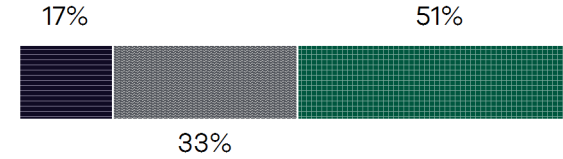Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

51% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.
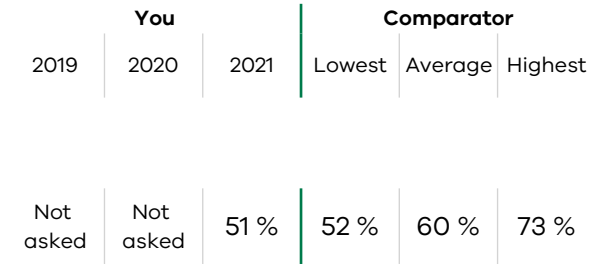
Survey question	Your results	Benchmark agree results

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

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest

Survey question		
My manager has regular conversations with me about my learning and development	17% / 33% / 51%	Not asked / Not asked / 51 % / 52 % / 60 % / 73 %

Victorian Public Sector Commission

VICTORIA State Government

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

57% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.
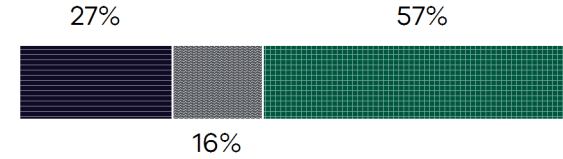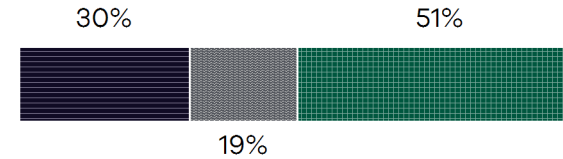
Survey question	Your results		Benchmark agree results					

■ Disagree ▨ Neither agree nor disagree ▨ Agree

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
The workload I have is appropriate for the job that I do	27% / 16% / 57%	68 %	63 %	57 %	54 %	58 %	69 %
I have enough time to do my job effectively	30% / 19% / 51%	68 %	52 %	51 %	48 %	54 %	72 %

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.
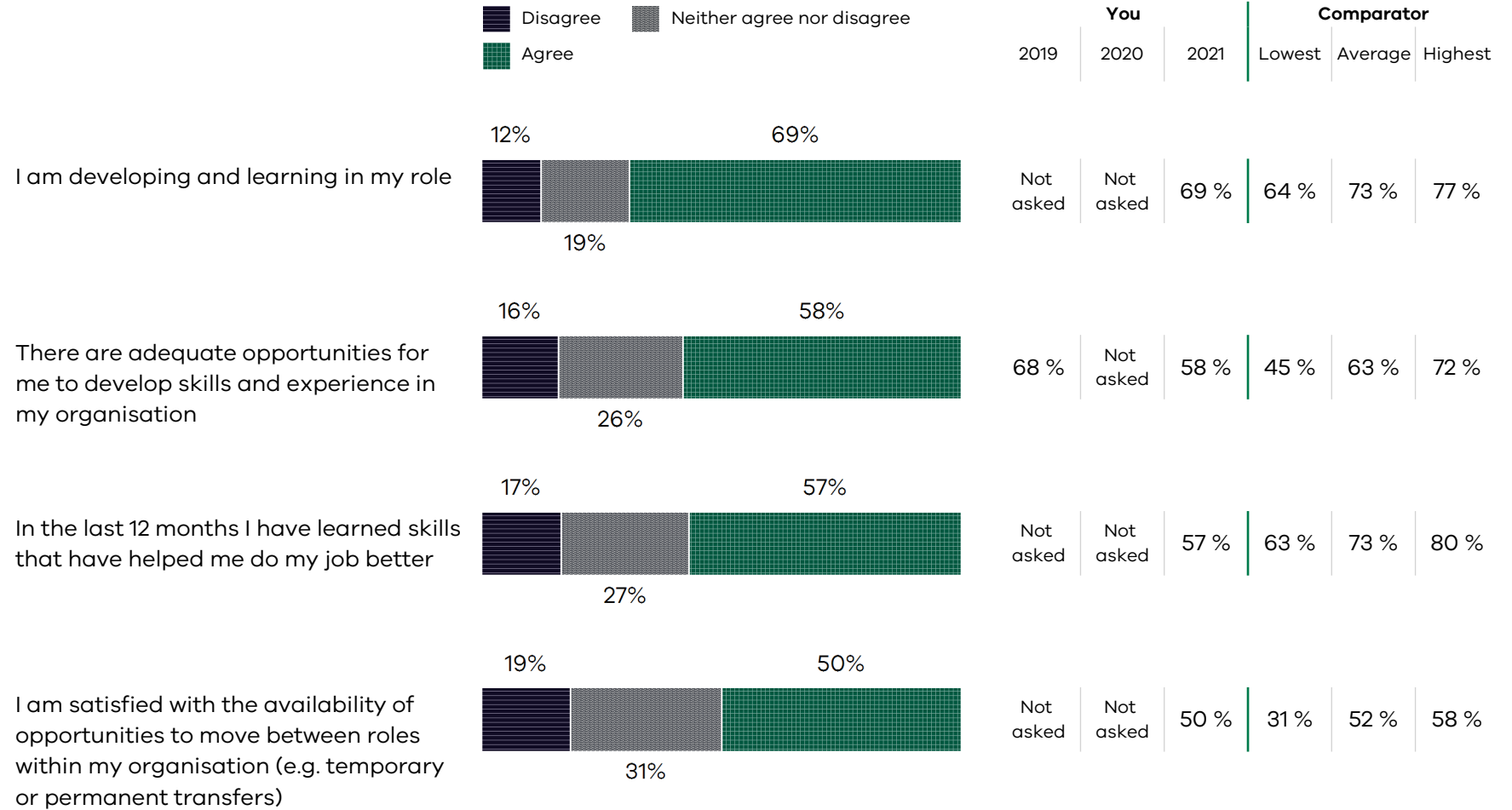
Example

69% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Survey question	Your results						

Your results

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Benchmark agree results

	You			Comparator		
Survey question	2019	2020	2021	Lowest	Average	Highest
I am developing and learning in my role (Disagree 12%, Neither 19%, Agree 69%)	Not asked	Not asked	69 %	64 %	73 %	77 %
There are adequate opportunities for me to develop skills and experience in my organisation (Disagree 16%, Neither 26%, Agree 58%)	68 %	Not asked	58 %	45 %	63 %	72 %
In the last 12 months I have learned skills that have helped me do my job better (Disagree 17%, Neither 27%, Agree 57%)	Not asked	Not asked	57 %	63 %	73 %	80 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers) (Disagree 19%, Neither 31%, Agree 50%)	Not asked	Not asked	50 %	31 %	52 %	58 %

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

48% of your staff who did the survey agreed or strongly agreed with 'I feel I have an equal chance at promotion in my organisation'.
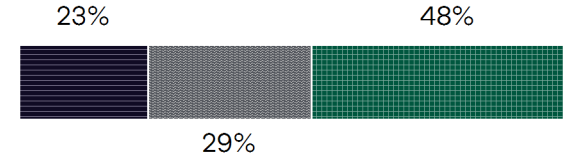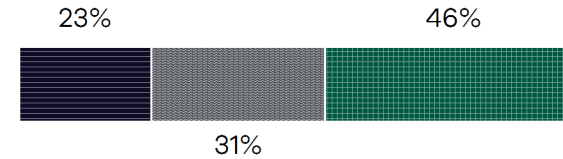
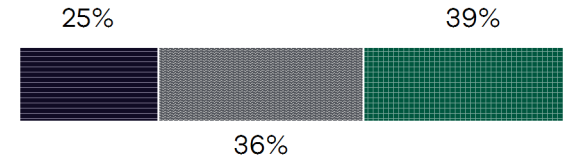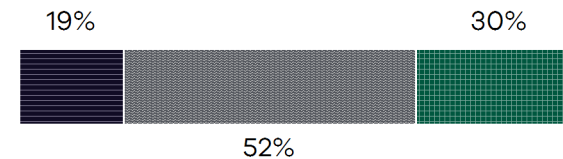| Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I feel I have an equal chance at promotion in my organisation	Disagree 23% / Neither 29% / Agree 48%	Not asked	Not asked	48 %	39 %	50 %	58 %
My organisation places a high priority on the learning and development of staff	Disagree 23% / Neither 31% / Agree 46%	62 %	Not asked	46 %	43 %	60 %	77 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	Disagree 25% / Neither 36% / Agree 39%	Not asked	Not asked	39 %	42 %	56 %	66 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	Disagree 19% / Neither 52% / Agree 30%	Not asked	Not asked	30 %	21 %	37 %	44 %

Legend: Disagree · Neither agree nor disagree · Agree

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.
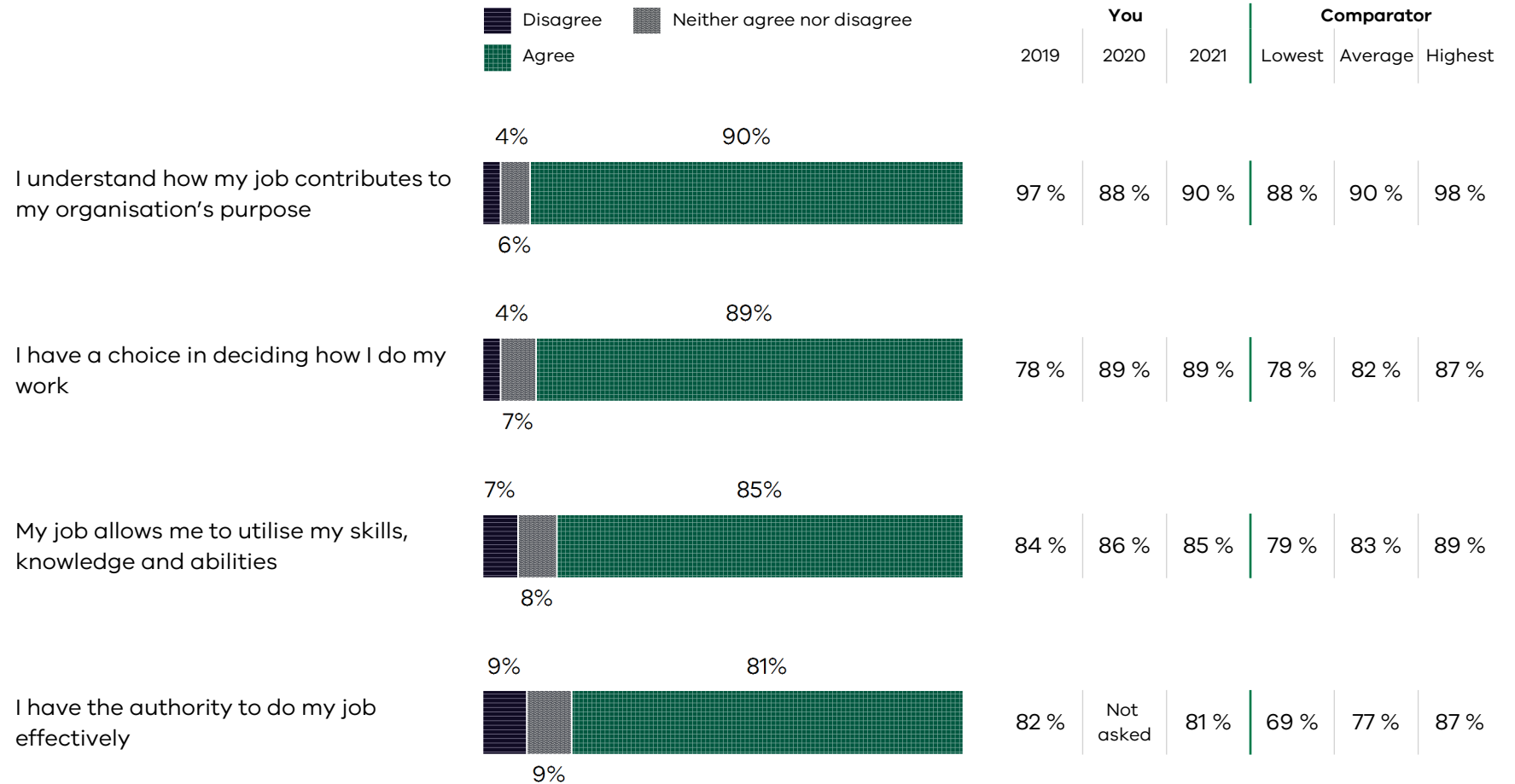
Example

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

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	4% / 90% / 6%	97 %	88 %	90 %	88 %	90 %	98 %
I have a choice in deciding how I do my work	4% / 89% / 7%	78 %	89 %	89 %	78 %	82 %	87 %
My job allows me to utilise my skills, knowledge and abilities	7% / 85% / 8%	84 %	86 %	85 %	79 %	83 %	89 %
I have the authority to do my job effectively	9% / 81% / 9%	82 %	Not asked	81 %	69 %	77 %	87 %

Legend: Disagree / Neither agree nor disagree / Agree

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.
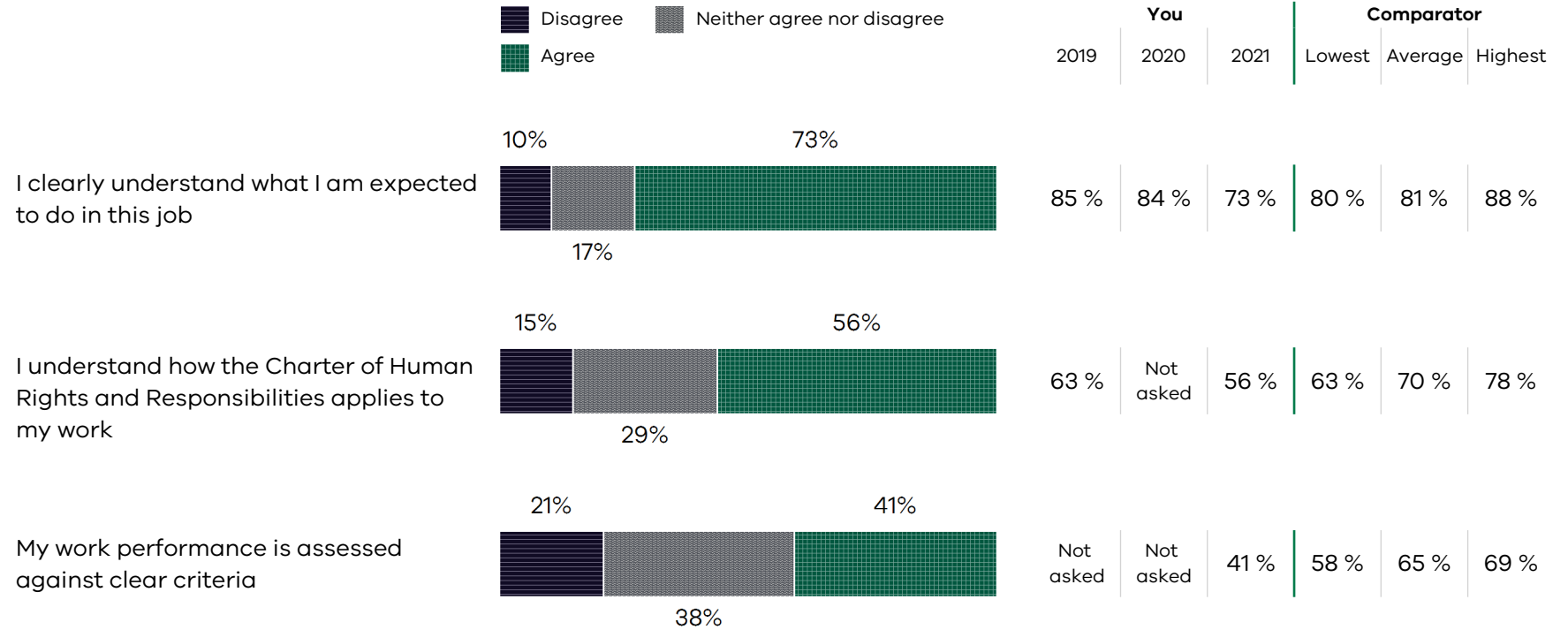
Example

73% of your staff who did the survey agreed or strongly agreed with 'I clearly understand what I am expected to do in this job'.

Legend: ■ Disagree   ▨ Neither agree nor disagree   ▨ Agree

Survey question	Your results (Disagree / Neither / Agree)	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I clearly understand what I am expected to do in this job	10% / 17% / 73%	85 %	84 %	73 %	80 %	81 %	88 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	15% / 29% / 56%	63 %	Not asked	56 %	63 %	70 %	78 %
My work performance is assessed against clear criteria	21% / 38% / 41%	Not asked	Not asked	41 %	58 %	65 %	69 %

Victorian Public Sector Commission

VICTORIA State Government

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

87% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.
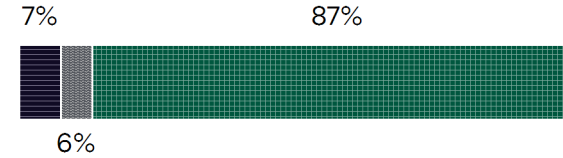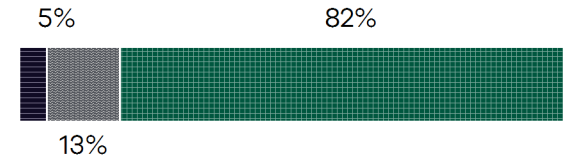
Survey question	Your results	Benchmark agree results

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

Survey question	Your results	2019	You 2020	2021	Comparator Lowest	Average	Highest
I feel that I can make a worthwhile contribution at work	7% / 6% / 87%	Not asked	91 %	87 %	78 %	86 %	90 %
I am achieving something important through my work	5% / 13% / 82%	Not asked	88 %	82 %	76 %	81 %	87 %

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

81% of your staff who did the survey agreed or strongly agreed with 'People in your workgroup are able to bring up problems and tough issues'.
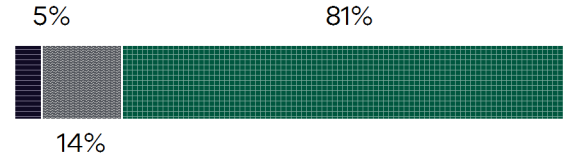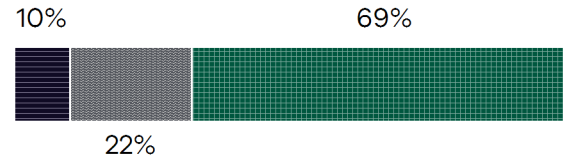
Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree
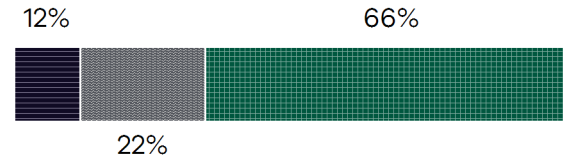
Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
People in your workgroup are able to bring up problems and tough issues	5% / 14% / 81%	Not asked	81 %	81 %	75 %	78 %	84 %
I feel safe to challenge inappropriate behaviour at work	10% / 22% / 69%	Not asked	Not asked	69 %	66 %	71 %	81 %
I am confident that I would be protected from reprisal for reporting improper conduct	12% / 22% / 66%	66 %	Not asked	66 %	63 %	70 %	80 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	12% / 25% / 62%	66 %	Not asked	62 %	54 %	62 %	76 %
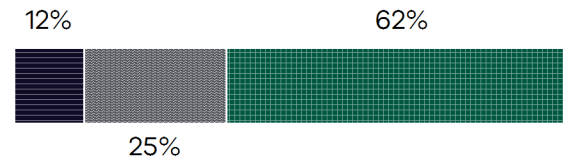
Job and manager factors

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.
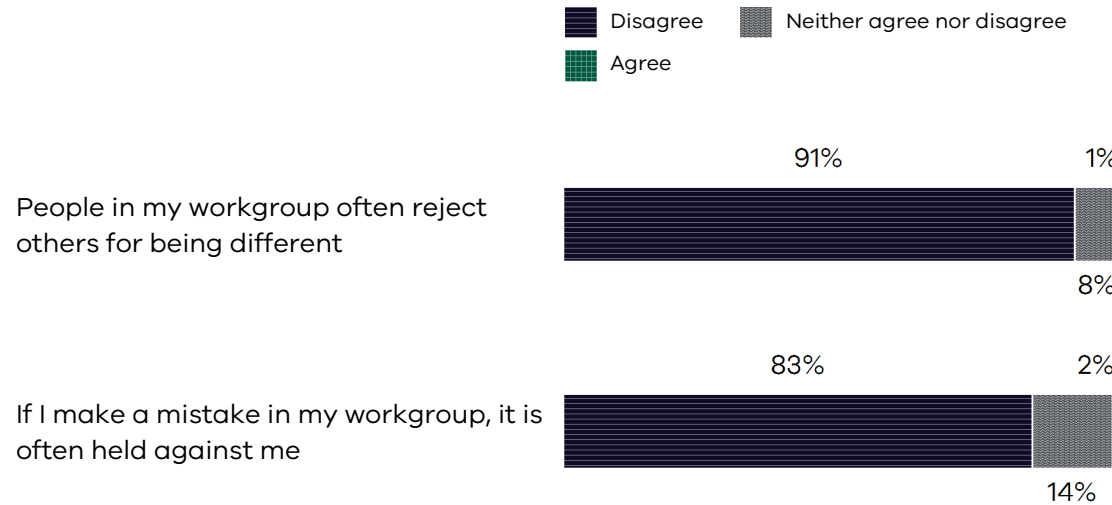
Example

91% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Your results		You			Comparator		
			2019	2020	2021	Lowest	Average	Highest
People in my workgroup often reject others for being different	91% / 1% / 8%		Not asked	Not asked	91 %	79 %	85 %	90 %
If I make a mistake in my workgroup, it is often held against me	83% / 2% / 14%		Not asked	Not asked	83 %	76 %	78 %	86 %

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

54% of staff who did the survey said 'Too many competing priorities' was a significant barrier to performing optimally at work.

Which of the following are currently the most significant barriers (if any) that prevent you performing optimally at work?	You 2021	Comparator 2021	Public sector 2021
Too many competing priorities	54%	42%	36%
Decision making and authorisation processes	38%	30%	23%
Communication processes	19%	12%	19%
Limited social interactions with the team	19%	13%	11%
Administrative processes (including leave and HR requirements)	16%	27%	19%
Absence of visibility of team progress and deliverables	15%	9%	9%
Difficulties in separating work from other aspects of my life	15%	13%	10%
There are no noticeable barriers	14%	14%	18%
Technology limitations	13%	17%	20%
Poor mental health or wellbeing	11%	12%	11%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

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:

- 91% of your staff who did the survey responded positively to questions about Responsiveness , which is down 2% in 2019.

Compared to:

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

Chart data:

Responsiveness: 93%, 91%, 91%, 87%
Respect: 88%, 88%, 86%, 86%, 78%
Leadership: 83%, 81%, 80%, 73%
Human rights: 82%, 81%, 83%, 80%

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

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.
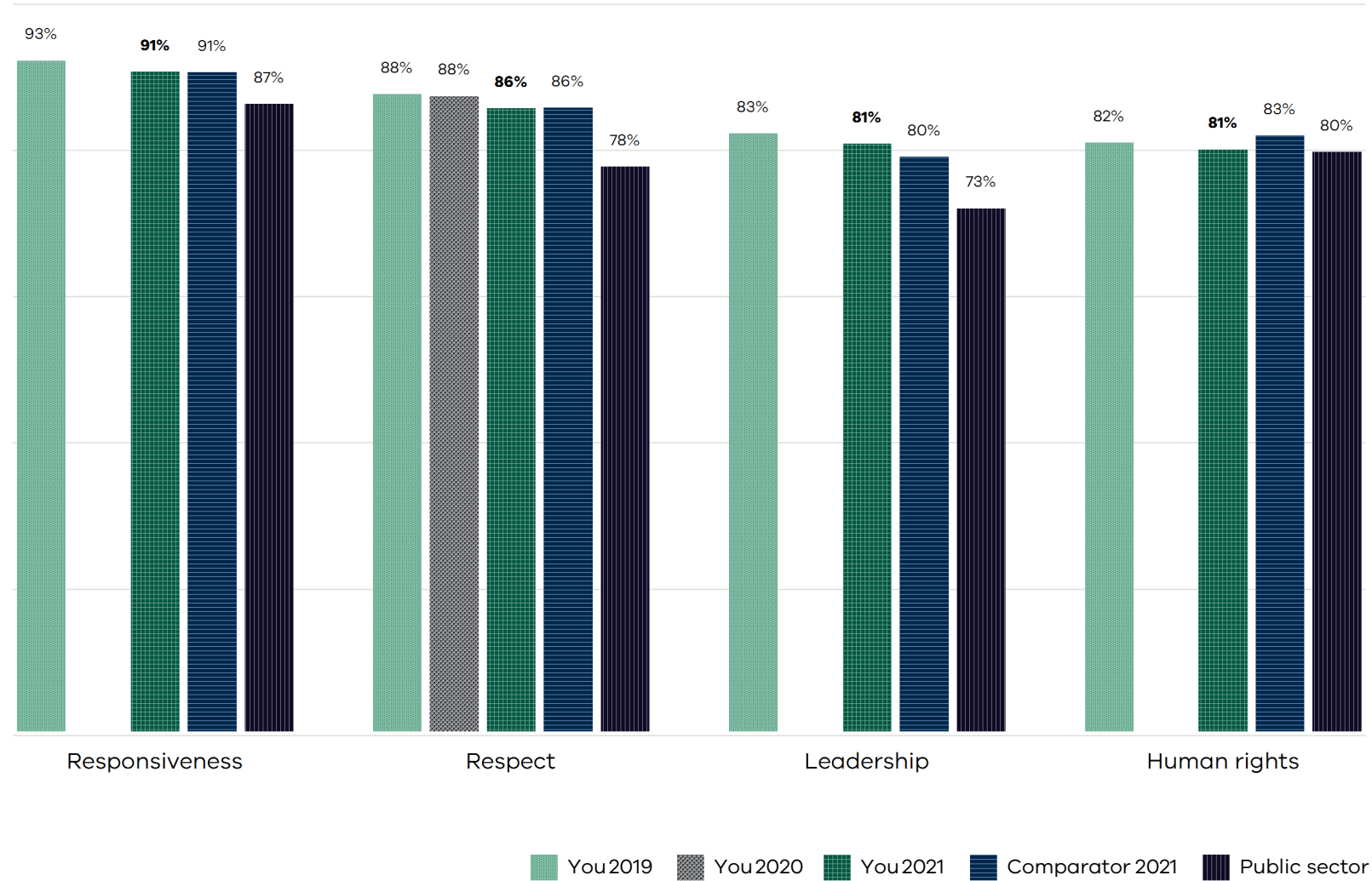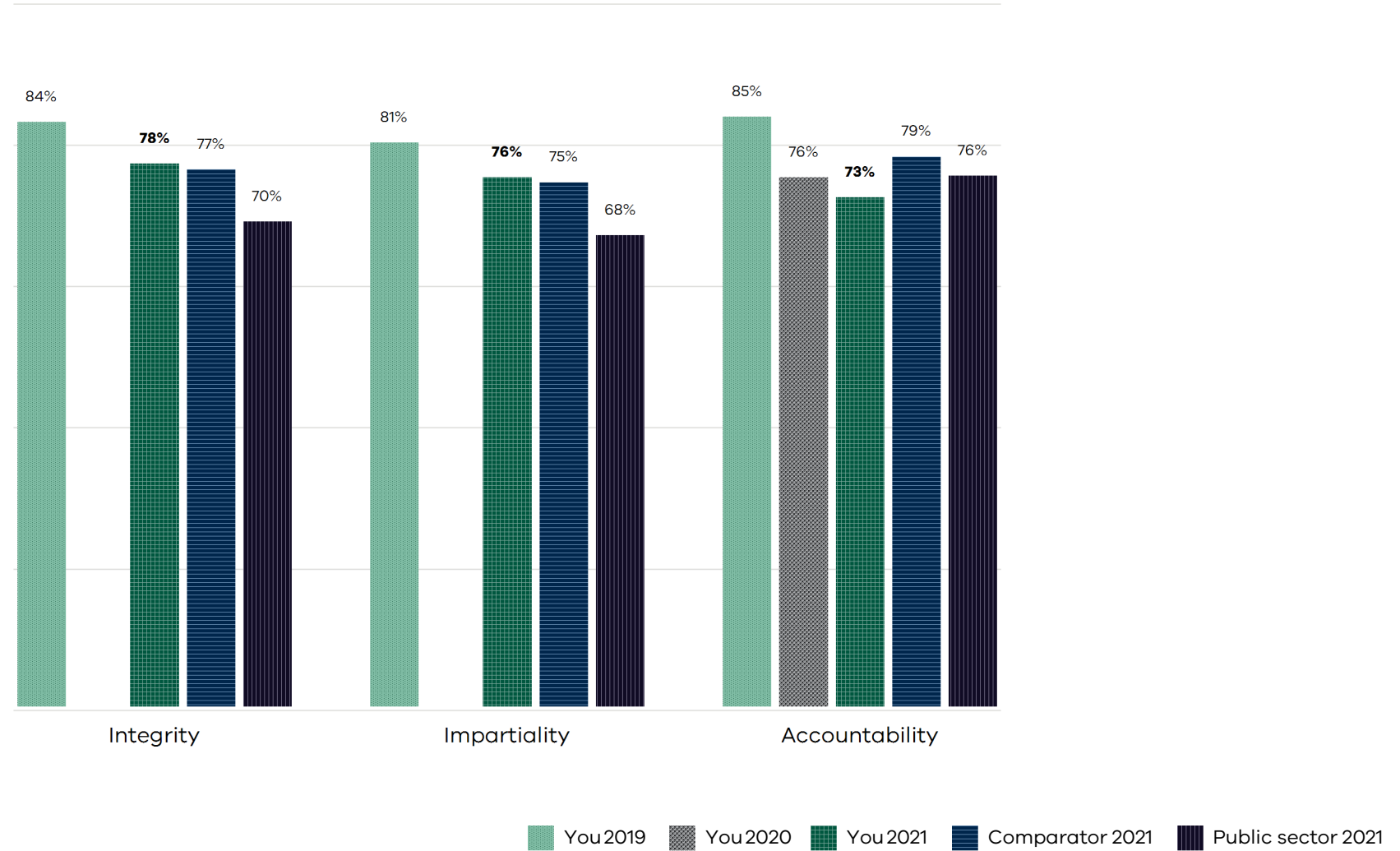
Example

In 2021:

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

Compared to:

- 77% of staff at your comparator and 70% of staff across the public sector.

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

Integrity: 84%, 78%, 77%, 70%
Impartiality: 81%, 76%, 75%, 68%
Accountability: 85%, 76%, 73%, 79%, 76%

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.
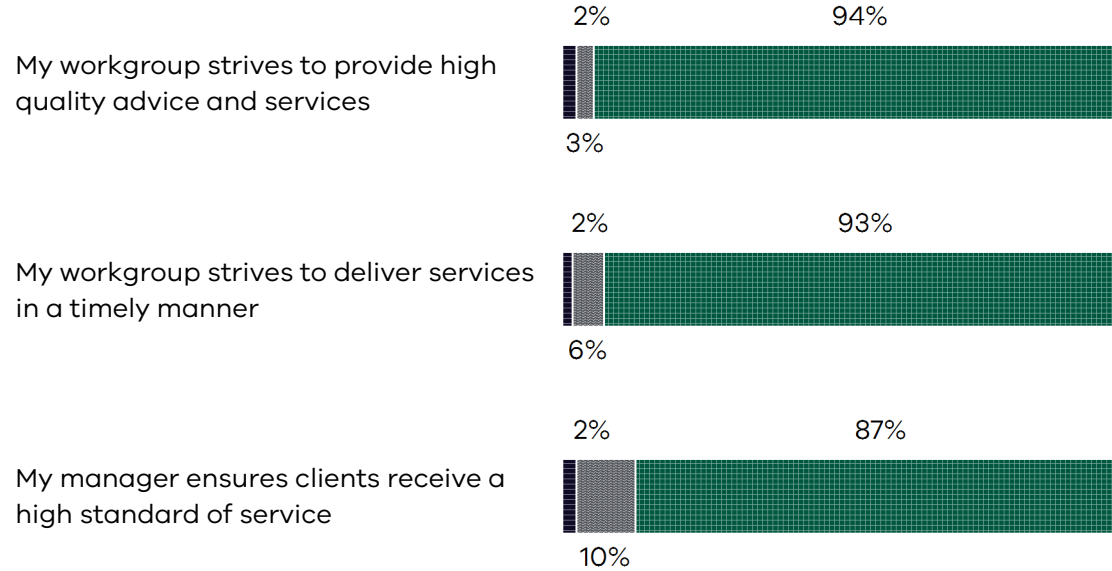
Example

94% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

Survey question	Your results		Benchmark agree results					
				You			**Comparator**	
	Disagree / Don't know	Neither agree nor disagree / Agree	2019	2020	2021	Lowest	Average	Highest
My workgroup strives to provide high quality advice and services	2% / 3%	94%	94 %	Not asked	94 %	87 %	92 %	96 %
My workgroup strives to deliver services in a timely manner	2% / 6%	93%	92 %	Not asked	93 %	85 %	91 %	94 %
My manager ensures clients receive a high standard of service	2% / 10%	87%	92 %	Not asked	87 %	85 %	90 %	93 %

Public sector values

Integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

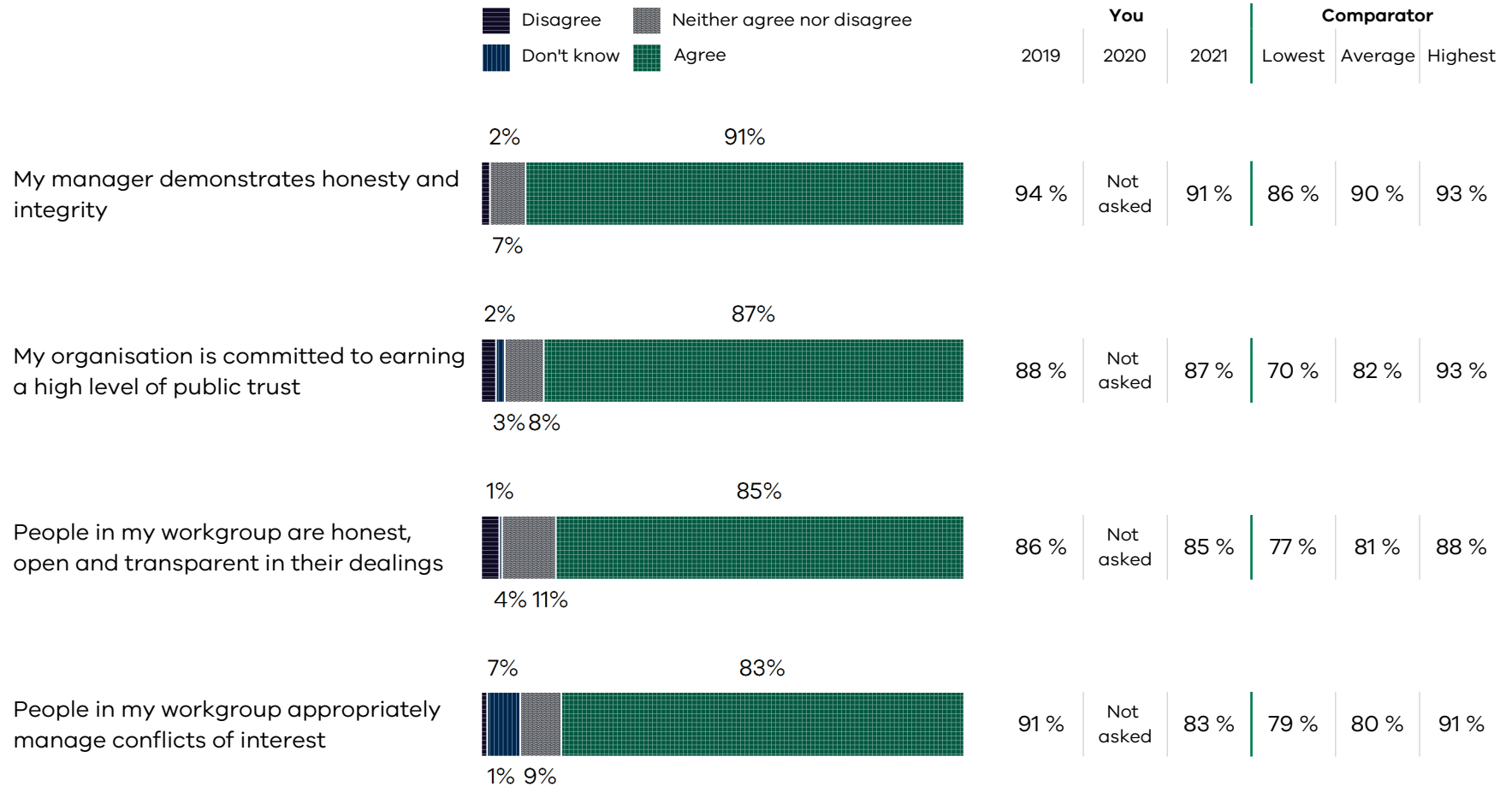Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

91% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

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

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

Survey question	Your results	2019	2020	2021	Lowest	Average	Highest
My manager demonstrates honesty and integrity	2% / 91% / 7%	94 %	Not asked	91 %	86 %	90 %	93 %
My organisation is committed to earning a high level of public trust	2% / 87% / 3% 8%	88 %	Not asked	87 %	70 %	82 %	93 %
People in my workgroup are honest, open and transparent in their dealings	1% / 85% / 4% 11%	86 %	Not asked	85 %	77 %	81 %	88 %
People in my workgroup appropriately manage conflicts of interest	7% / 83% / 1% 9%	91 %	Not asked	83 %	79 %	80 %	91 %

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

72% of staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.
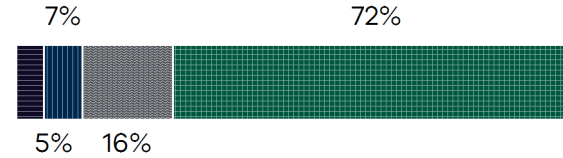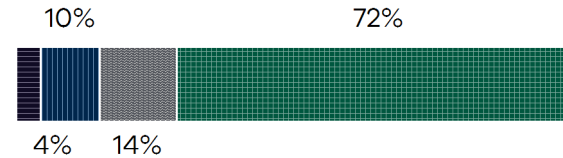
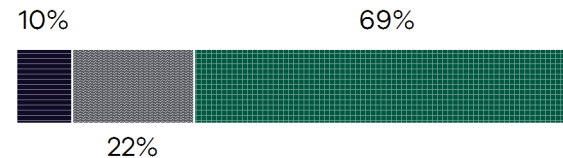## Survey question / Your results / Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
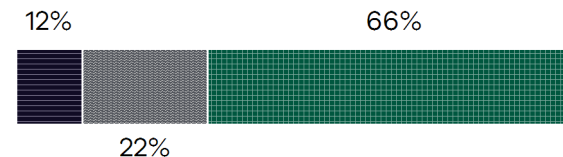
Survey question	Disagree	Don't know	Neither	Agree	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders demonstrate honesty and integrity	7%	5%	16%	72%	85 %	Not asked	72 %	55 %	71 %	89 %
My organisation does not tolerate improper conduct	10%	4%	14%	72%	77 %	Not asked	72 %	67 %	72 %	82 %
I feel safe to challenge inappropriate behaviour at work	10%		22%	69%	Not asked	Not asked	69 %	66 %	71 %	81 %
I am confident that I would be protected from reprisal for reporting improper conduct	12%		22%	66%	66 %	Not asked	66 %	63 %	70 %	80 %

Public sector values

Impartiality

What this is

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

Why this is important

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

How to read this

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

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

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

Example

86% of staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.
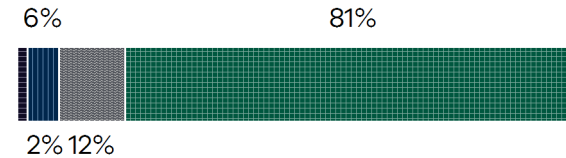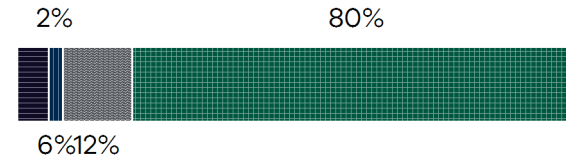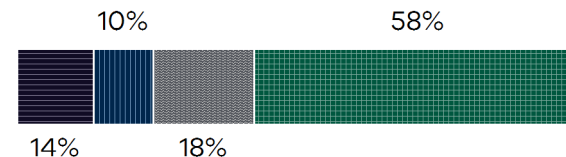
Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
	Disagree / Don't know / Neither agree nor disagree / Agree						
My workgroup places a priority on acting fairly and without bias	2% / 86% / 2% 10%	87 %	Not asked	86 %	77 %	82 %	87 %
People in my workgroup are politically impartial in their work	6% / 81% / 2% 12%	88 %	Not asked	81 %	75 %	79 %	87 %
My workgroup focuses on making decisions informed by all relevant facts	2% / 80% / 6% 12%	85 %	Not asked	80 %	78 %	83 %	86 %
My organisation makes fair recruitment and promotion decisions, based on merit	10% / 58% / 14% 18%	63 %	Not asked	58 %	52 %	58 %	69 %

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

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

Survey question / Your results / Benchmark agree results

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

Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job contributes to my organisation's purpose (4% / 6% / 90%)	97 %	88 %	90 %	88 %	90 %	98 %
My workgroup strives to make the best use of its resources (2% / 5% / 12% / 81%)	91 %	Not asked	81 %	79 %	82 %	85 %
I clearly understand what I am expected to do in this job (10% / 17% / 73%)	85 %	84 %	73 %	80 %	81 %	88 %
My workgroup has clear lines of responsibility (9% / 23% / 68%)	79 %	Not asked	68 %	77 %	79 %	85 %

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

54% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Senior leaders provide clear strategy and direction

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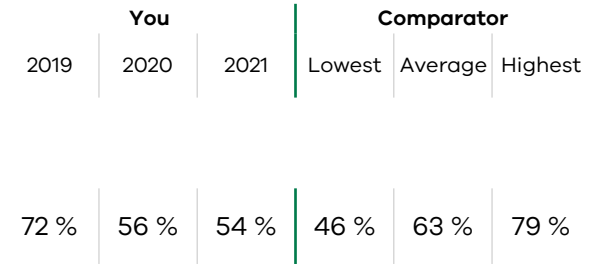
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

2% ... 54%

20% ... 23%

Benchmark agree results

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	72 %	56 %	54 %	46 %	63 %	79 %

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

93% of staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question	Your results						

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

	Benchmark agree results					
	You			**Comparator**		
Survey question	2019	2020	2021	Lowest	Average	Highest
People in my workgroup treat each other with respect (1% / 93% / 2% / 4%)	95 %	95 %	93 %	83 %	89 %	93 %
My manager treats employees with dignity and respect (2% / 93% / 6%)	91 %	Not asked	93 %	85 %	91 %	95 %
My workgroup respectfully consults with clients and stakeholders to improve outcomes (1% / 92% / 2% / 5%)	89 %	Not asked	92 %	86 %	89 %	94 %
My manager listens to what I have to say (2% / 89% / 9%)	91 %	89 %	89 %	86 %	89 %	94 %

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.
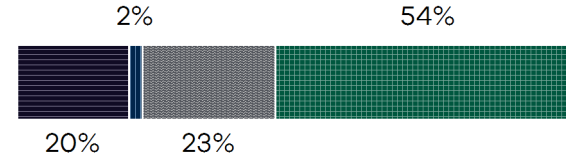
Example

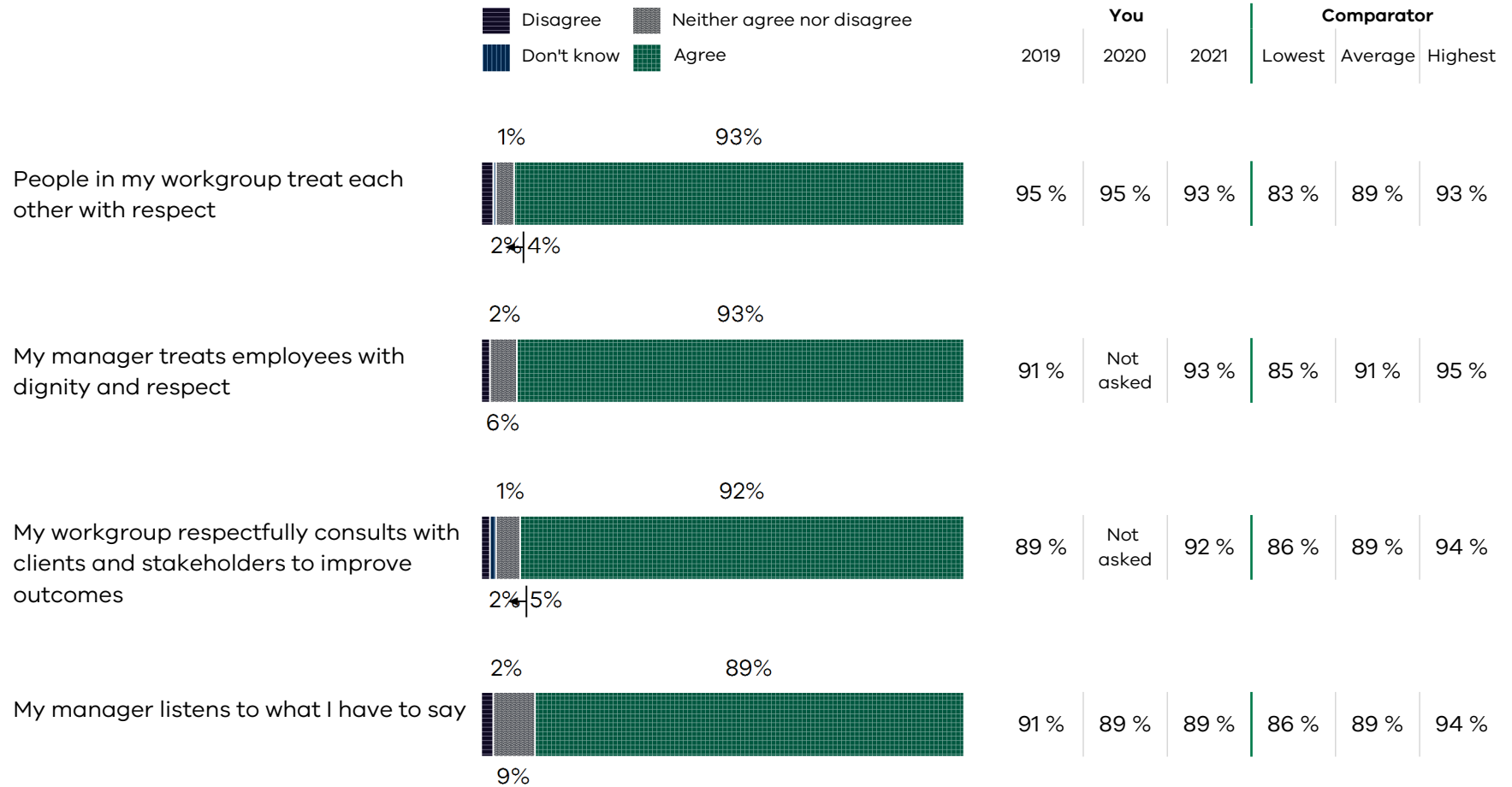88% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

Survey question	Your results	Benchmark agree results

		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation encourages respectful workplace behaviours	1% · 88% (2%, 9%)	90 %	Not asked	88 %	83 %	90 %	93 %
My manager keeps me informed about what's going on	5% · 85% (10%)	85 %	80 %	85 %	77 %	82 %	89 %
My organisation takes steps to eliminate bullying, harassment and discrimination	8% · 64% (7%, 20%)	78 %	Not asked	64 %	59 %	75 %	84 %

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

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.
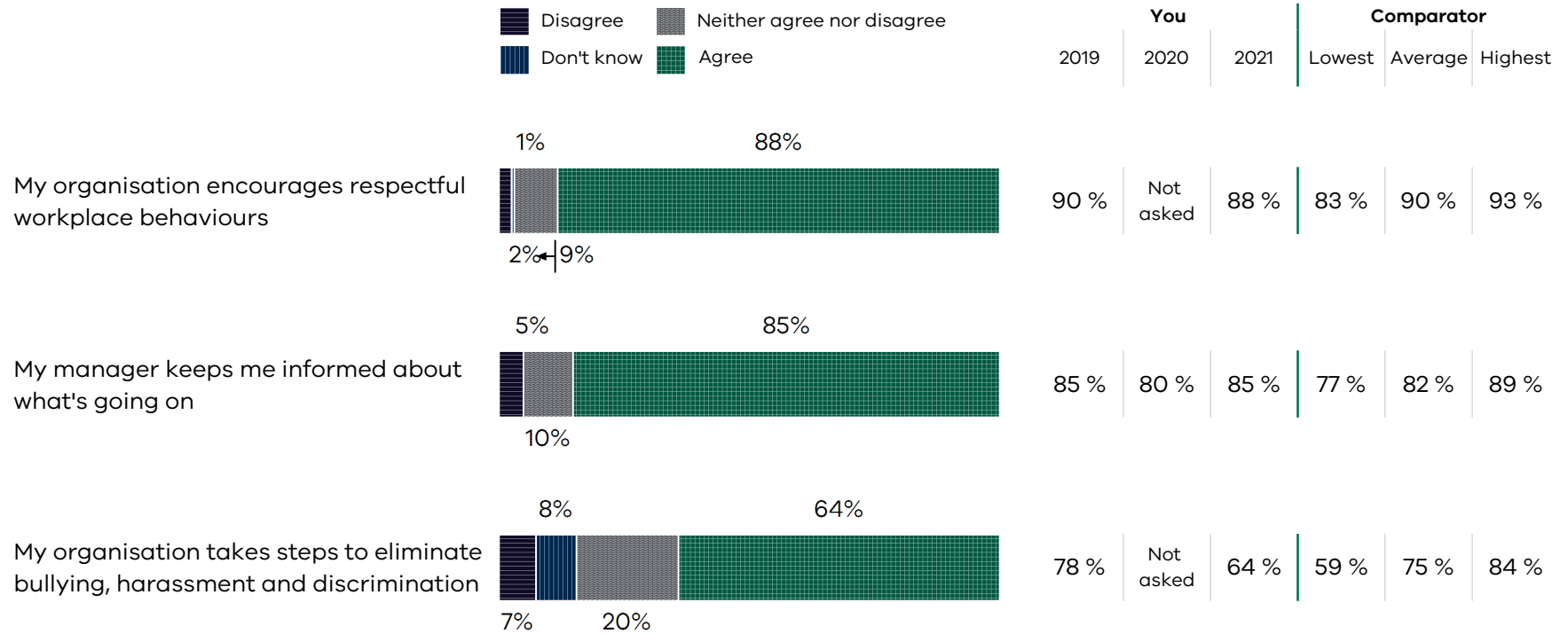
Example

90% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results							

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

Benchmark agree results
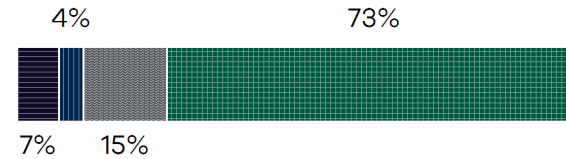
Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager models my organisation's values — 1%, 90%, 10%	90 %	Not asked	90 %	83 %	87 %	90 %
Senior leaders model my organisation's values — 4%, 73%, 7%, 15%	76 %	Not asked	73 %	55 %	72 %	85 %

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.
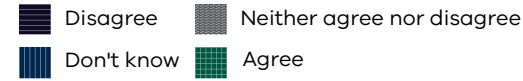
Example

90% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

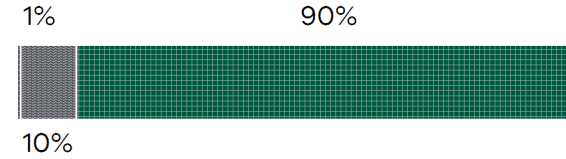| Survey question	Your results						

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

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My workgroup values human rights	91 %	Not asked	90 %	84 %	88 %	91 %
My organisation respects the human rights of employees	87 %	Not asked	90 %	81 %	87 %	91 %
My organisation encourages employees to act in ways that are consistent with human rights	85 %	Not asked	87 %	81 %	85 %	89 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	63 %	Not asked	56 %	63 %	70 %	78 %

My workgroup values human rights: 1%, 90%, 1%, 8%

My organisation respects the human rights of employees: 4%, 90%, 1%, 5%

My organisation encourages employees to act in ways that are consistent with human rights: 2%, 87%, 3%, 7%

I understand how the Charter of Human Rights and Responsibilities applies to my work: 15%, 56%, 29%

People matter survey 2021

Have your say

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

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

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

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

Taking action
- Taking action questions

Senior leadership
- Senior leadership questions

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

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

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

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

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

Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

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Age	(n)	%
15-34 years	38	23%
35-54 years	88	54%
55+ years	16	10%
Prefer not to say	20	12%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
No	156	96%
Prefer not to say	6	4%

Highest level of formal education	(n)	%
Doctoral Degree level	2	1%
Master Degree level	58	36%
Graduate Diploma or Graduate Certificate level	20	12%
Bachelor Degree level incl. honours degrees	57	35%
Advanced Diploma or Diploma level	7	4%
Certificate III or IV level	3	2%
Year 12 or equivalent (VCE/Leaving certificate)	3	2%
Prefer not to say	12	7%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**0**	0%
Non Aboriginal and/or Torres Strait Islander	**156**	96%
Prefer not to say	**6**	4%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.
This is staff who identify as a person with disability and how they share that information

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

How we protect anonymity and privacy

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Do you identify as a person with a disability?

	(n)	%
Yes	**6**	4%
No	**144**	89%
Prefer not to say	**12**	7%

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

	(n)	%
Yes	**2**	33%
No	**4**	67%

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

	(n)	%
My disability does not impact on my ability to perform my role	**2**	50%
I feel that sharing my disability information will reflect negatively on me	**1**	25%
Other	**1**	25%

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

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How would you describe your gender?	(n)	%
Woman	97	60%
Man	41	25%
Prefer not to say	24	15%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	1	1%
No	144	89%
Prefer not to say	17	10%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	141	87%
Don't know	6	4%
Prefer not to say	15	9%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	116	72%
Prefer not to say	28	17%
Bisexual	8	5%
Gay or lesbian	7	4%
Pansexual	1	1%
I use a different term	1	1%
Don't know	1	1%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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Country of birth	(n)	%
Born in Australia	**111**	69%
Not born in Australia	**33**	20%
Prefer not to say	**18**	11%

When did you first arrive in Australia?*	(n)	%
1 to less than 2 years ago	**1**	3%
More than 20 years ago	**10**	30%
2 to less than 5 years ago	**5**	15%
5 to less than 10 years ago	**7**	21%
10 to less than 20 years ago	**10**	30%

Language other than English spoken with family or community	(n)	%
Yes	**20**	12%
No	**129**	80%
Prefer not to say	**13**	8%

Demographics

Cultural diversity 2 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

- de-identify all survey response data provided to your organisation
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If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Mandarin	7	35%
Other	5	25%
Hindi	4	20%
Cantonese	3	15%
German	2	10%
Tamil	2	10%
French	1	5%
Italian	1	5%
Spanish	1	5%
Vietnamese	1	5%

Demographics

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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

Cultural identity	(n)	%
Australian	**112**	69%
English, Irish, Scottish and/or Welsh	**18**	11%
Prefer not to say	**16**	10%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**13**	8%
East and/or South-East Asian	**12**	7%
New Zealander	**8**	5%
Other	**5**	3%
South Asian	**3**	2%
North American	**2**	1%
African (including Central, West, Southern and East African)	**2**	1%
Maori	**2**	1%
Central Asian	**1**	1%

Religion	(n)	%
No religion	**108**	67%
Prefer not to say	**28**	17%
Christianity	**19**	12%
Other	**3**	2%
Buddhism	**2**	1%
Hinduism	**2**	1%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Working arrangement	(n)	%
Full-Time	**135**	83%
Part-Time	**27**	17%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	**2**	1%
$65k to $95k	**27**	18%
$95k to $125k	**82**	54%
$125k or more	**21**	14%
Prefer not to say	**19**	13%

Organisational tenure	(n)	%
<1 year	**54**	33%
1 to less than 2 years	**22**	14%
2 to less than 5 years	**58**	36%
5 to less than 10 years	**12**	7%
10 to less than 20 years	**11**	7%
More than 20 years	**5**	3%

Management responsibility	(n)	%
Non-manager	**112**	69%
Other manager	**33**	20%
Manager of other manager(s)	**17**	10%

Employment type	(n)	%
Fixed term	**96**	59%
Ongoing and executive	**55**	34%
Other	**11**	7%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	**73**	45%
I have moved to a different role within my organisation (including acting roles)	**69**	43%
I have moved to my role from outside the Victorian public sector	**14**	9%
I have moved to my role from a different Victorian public sector organisation	**6**	4%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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

Primary workplace location over the last 3 months	(n)	%
Melbourne: Suburbs	**120**	74%
Melbourne CBD	**23**	14%
Other city or town	**11**	7%
Outside Victoria	**3**	2%
Geelong	**2**	1%
Wangaratta	**1**	1%
Warrnambool	**1**	1%
Ballarat	**1**	1%

Primary workplace type over the past 3 months*	(n)	%
Home/private location	**160**	99%
A main office	**2**	1%

Other workplace type over the past 3 months*	(n)	%
A main office	**115**	71%
Home/private location	**38**	23%
No, I have not worked from any other locations	**31**	19%
A hub/shared work space	**8**	5%
Other	**3**	2%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:
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- don't release results when fewer than 10 people in a demographic group have responded to the survey
- don't release employee opinion results for demographic groups where organisations have fewer than 30 responses in total

Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	**109**	67%
Flexible working arrangements	**48**	30%
Physical modifications or improvements to the workplace	**7**	4%
Career development support strategies	**5**	3%
Job redesign or role sharing	**1**	1%
Other	**1**	1%

Why did you make this request?*	(n)	%
Work-life balance	**35**	66%
Caring responsibilities	**13**	25%
Health	**12**	23%
Family responsibilities	**10**	19%
Study commitments	**6**	11%
Other	**4**	8%
Disability	**2**	4%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	**41**	77%
The adjustments I needed were not made	**8**	15%
The adjustments I needed were made but the process was unsatisfactory	**4**	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.

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

How we protect anonymity and privacy

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

Caring responsibility	(n)	%
None of the above	**72**	44%
Primary school aged child(ren)	**26**	16%
Secondary school aged child(ren)	**20**	12%
Prefer not to say	**19**	12%
Frail or aged person(s)	**15**	9%
Child(ren) - younger than preschool age	**11**	7%
Preschool aged child(ren)	**10**	6%
Person(s) with a medical condition	**6**	4%
Other	**5**	3%
Person(s) with a mental illness	**4**	2%
Person(s) with disability	**1**	1%

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