People matter survey 2021

Have your say

Trust for Nature (Victoria)
2021 people matter survey results report

Victorian
Public Sector
Commission

VICTORIA
State Government

Report overview

About your report

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

Report contents

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

Comparing data in this report

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

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

Rounding of percentages

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

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

Survey questions and definitions

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

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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

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'.

Barwon Coast Committee of Management

Bellarine Bayside Foreshore Committee of Management (Inc)

Gippsland Ports Committee of Management

Great Ocean Road Coast and Parks Authority

Parks Victoria

VicForests

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

65% (36)

Comparator	50%
Public Sector	49%

2021

60% (37)

Comparator	67%
Public Sector	39%

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020	
80	
Comparator	66
Public Sector	68

2021	
81	
Comparator	67
Public Sector	70

People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 81.

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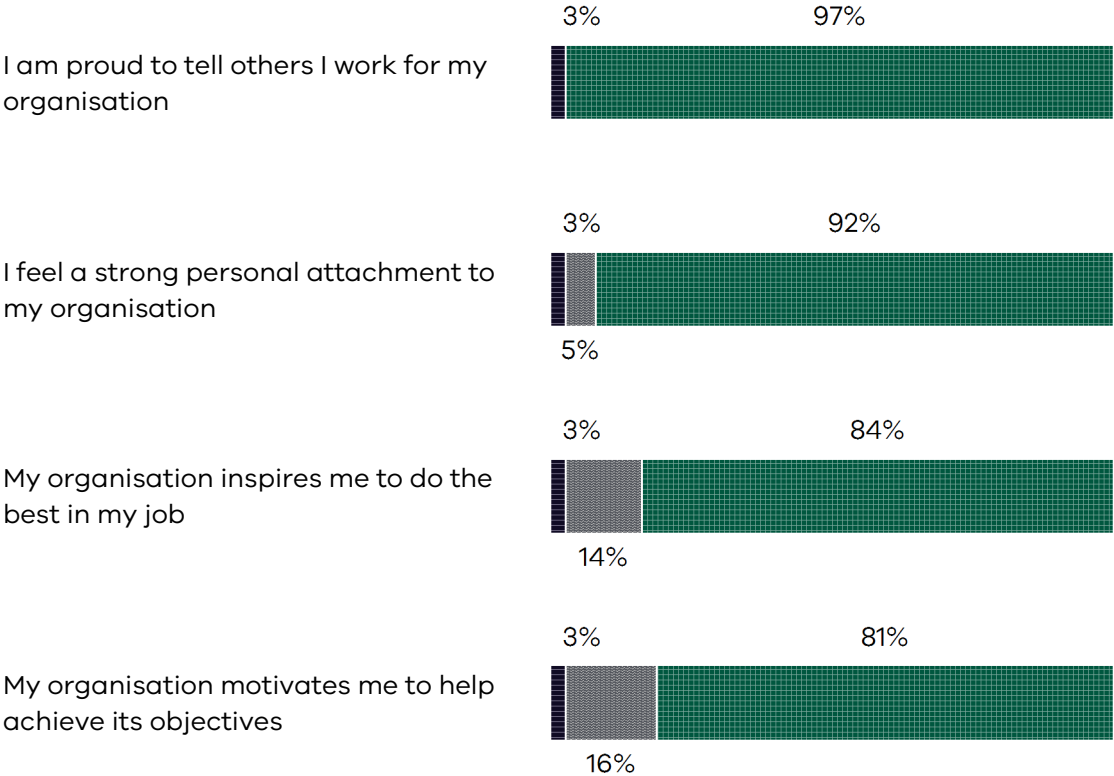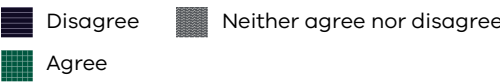
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

97% 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	You		Comparator		
		2020	2021	Lowest	Average	Highest

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Survey question	Your results (Disagree / Neither / Agree)	2020	2021	Lowest	Average	Highest
I am proud to tell others I work for my organisation	3% / 97%	97 %	97 %	60 %	76 %	95 %
I feel a strong personal attachment to my organisation	3% / 5% / 92%	89 %	92 %	65 %	67 %	81 %
My organisation inspires me to do the best in my job	3% / 14% / 84%	78 %	84 %	44 %	56 %	76 %
My organisation motivates me to help achieve its objectives	3% / 16% / 81%	72 %	81 %	42 %	57 %	76 %

People outcomes

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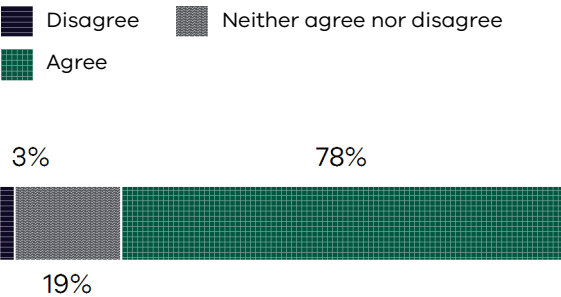
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

78% of your staff who did the survey agreed or strongly agreed with 'I would recommend my organisation as a good place to work'.

Survey question

Your results

Benchmark agree results

	Disagree		Neither agree nor disagree
	Agree		

Survey question		You		Comparator	
		2020	2021	Lowest	Average	Highest
I would recommend my organisation as a good place to work	3% · 19% · 78%	83 %	78 %	71 %	72 %	90 %

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People outcomes

Scorecard: satisfaction, stress, intention to stay

What this is

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

There are more people outcomes scorecards throughout this report.

Why this is important

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

How to read this

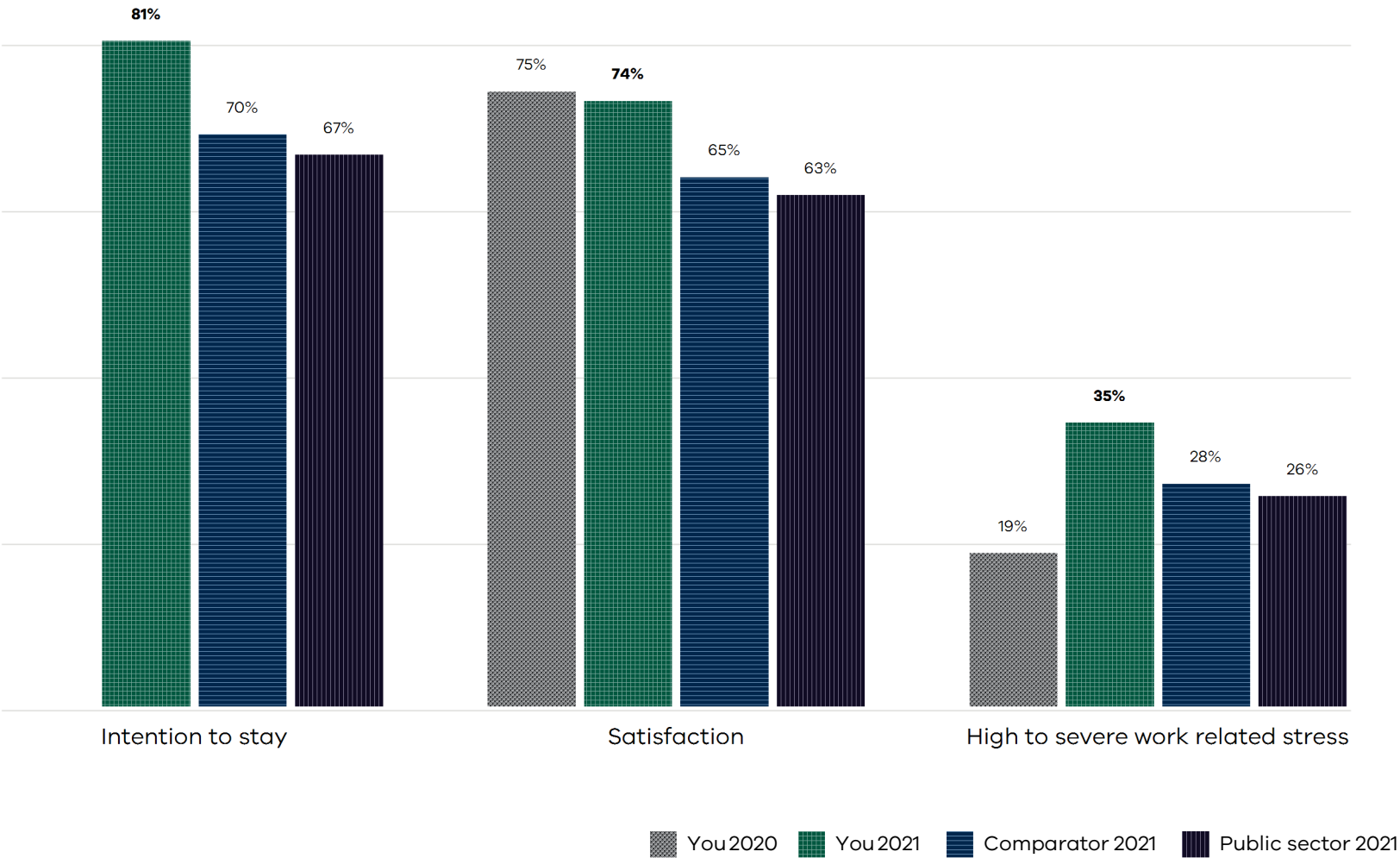Each label represents a group of questions in the survey about people outcomes.

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

Example

In 2021:

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

Compared to:

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

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

Intention to stay: 81%, 70%, 67%
Satisfaction: 75%, 74%, 65%, 63%
High to severe work related stress: 19%, 35%, 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.
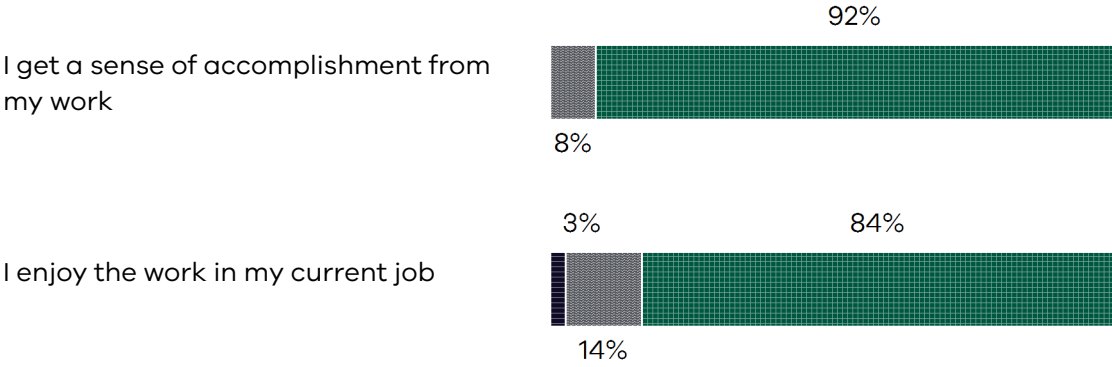
Example

92% of your staff who did the survey agreed or strongly agreed with 'I get a sense of accomplishment from my work'.

Legend: � Disagree   Neither agree nor disagree   Agree

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I get a sense of accomplishment from my work	8% / 92%	Not asked	92 %	75 %	78 %	90 %
I enjoy the work in my current job	3% / 14% / 84%	Not asked	84 %	80 %	81 %	88 %

People outcomes

Satisfaction question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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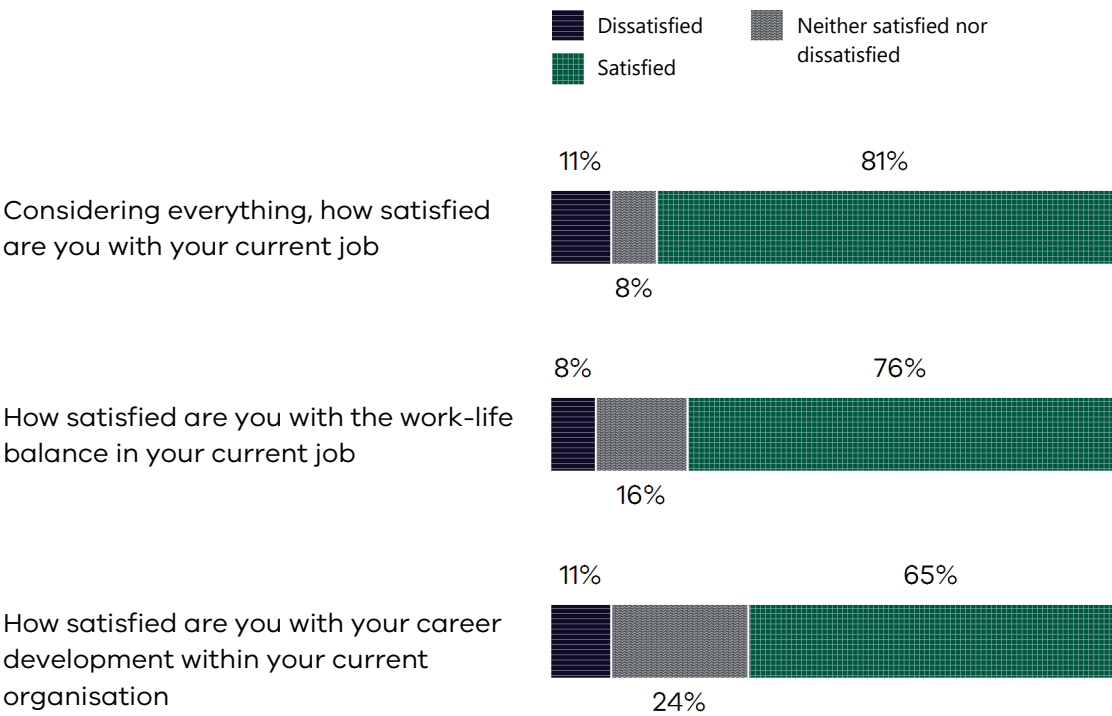
Example

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

■ Dissatisfied   ▨ Neither satisfied nor dissatisfied
▨ Satisfied

Survey question	Your results	You		Comparator		
		2020	2021	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job	11% / 8% / 81%	83 %	81 %	69 %	71 %	86 %
How satisfied are you with the work-life balance in your current job	8% / 16% / 76%	75 %	76 %	60 %	73 %	83 %
How satisfied are you with your career development within your current organisation	11% / 24% / 65%	67 %	65 %	38 %	51 %	67 %

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.
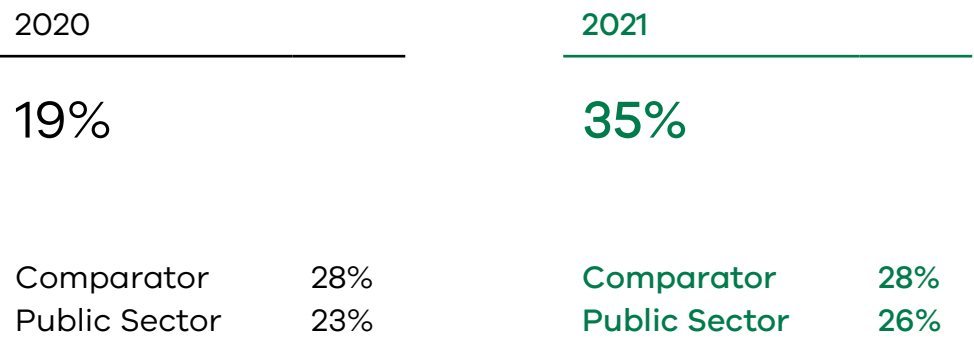
Example

35% 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	5%
Low / mild	30%
Moderate	30%
High	24%
Very high	11%
Severe	0%
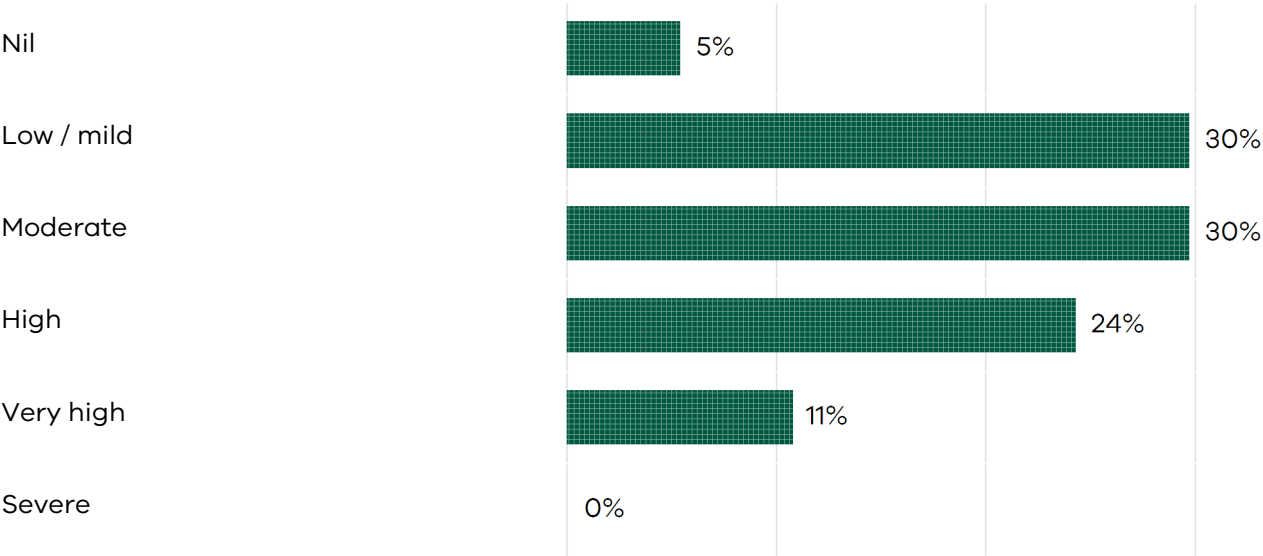
Reported levels of high to severe stress

2020		2021	
19%		**35%**	
Comparator	28%	Comparator	28%
Public Sector	23%	Public Sector	26%

People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

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

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

Example

95% of your staff who did the survey said they experienced mild to severe stress.

Of that 95%, 54% said the top reason was 'Workload'.

	35		2
	95%		5%

■ Experienced some work-related stress   ▨ Did not experience some work-related stress
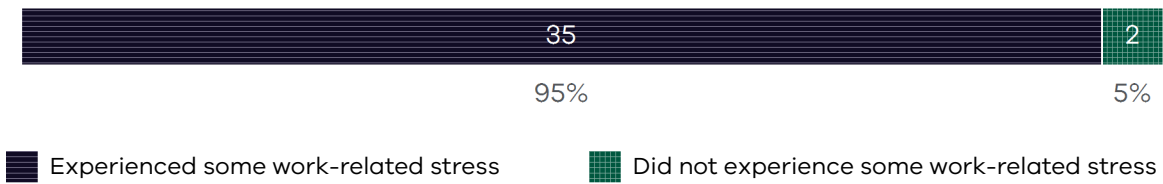
Of those that experienced work related stress it was from …	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	47%	54%	46%	51%
Time pressure	38%	43%	37%	42%
Other changes due to COVID-19	24%	26%	13%	15%
Unclear job expectations	6%	20%	14%	11%
Competing home and work responsibilities	24%	17%	13%	12%
Dealing with clients, patients or stakeholders	12%	14%	15%	14%
Management of work (e.g. supervision, training, information, support)	24%	14%	15%	13%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	6%	11%	15%	12%
Content, variety, or difficulty of work	6%	9%	10%	12%
Work that doesn't match my skills or experience	3%	9%	7%	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.
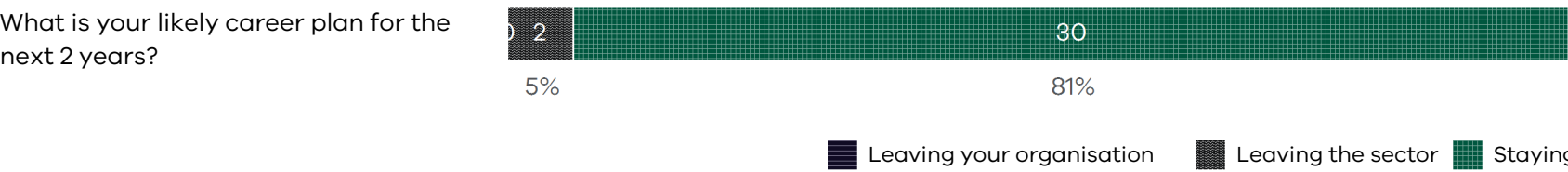
In descending order, the table shows the top 10 reasons for leaving.

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

5% of your staff who did the survey said they intended to leave.

Of that 5%, 50% said it was from 'Better remuneration'.

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

	2	30
	5%	81%

■ Leaving your organisation ▨ Leaving the sector ▨ Staying

Of those who indicated they're leaving your organisation (including leaving the sector) it was for …	You 2021	Comparator 2021	Public sector 2021
Better remuneration	50%	35%	26%
Lack of confidence in senior leadership	50%	42%	34%
Limited future career opportunities at my organisation	50%	54%	42%
Limited involvement in decisions affecting my job and career	50%	20%	20%
Limited recognition for doing a good job	50%	26%	32%
Opportunity to broaden experience	50%	34%	40%
Opportunity to seek/take a promotion elsewhere	50%	29%	33%
Other	50%	11%	9%

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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.
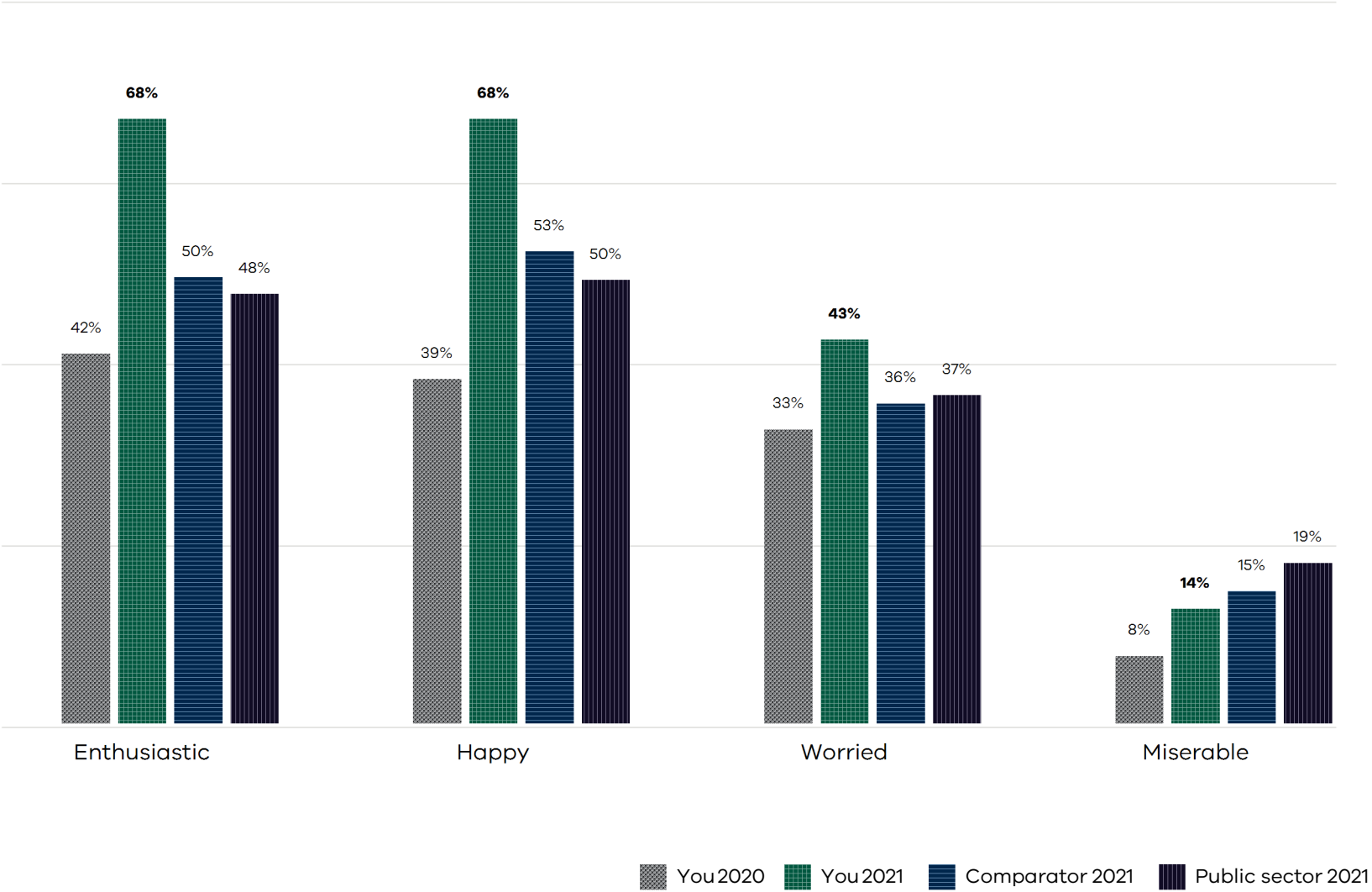
Example

In 2021:

- 68% of your staff who did the survey said work made them feel happy in 2021, which is up from 39% in 2020

Compared to:

- 53% of staff at your comparator and 50% of staff across the public sector.

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

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

Enthusiastic: 42%, 68%, 50%, 48%
Happy: 39%, 68%, 53%, 50%
Worried: 33%, 43%, 36%, 37%
Miserable: 8%, 14%, 15%, 19%

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People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

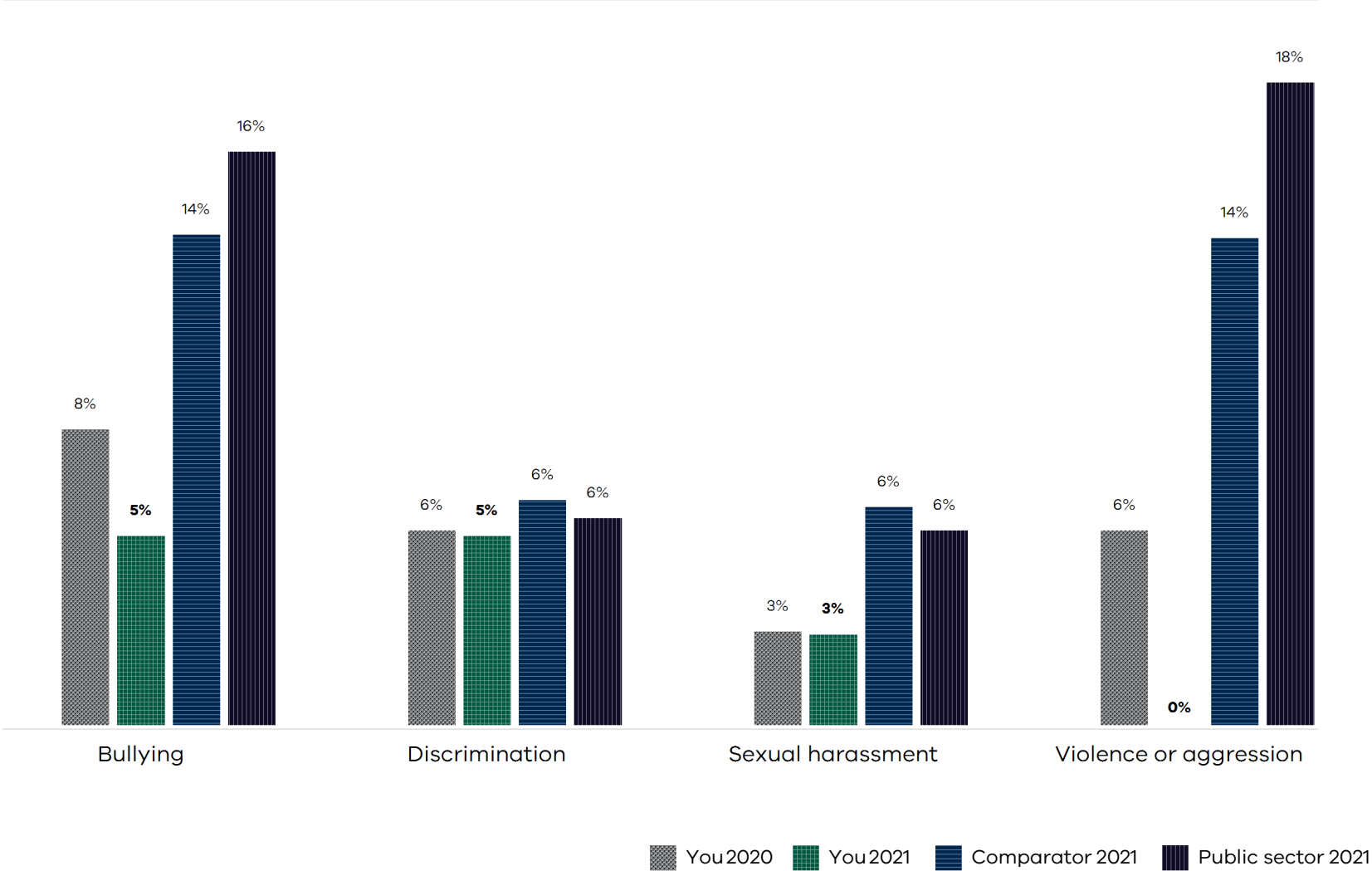You can compare these with your comparator and the public sector.

Example

In 2021:

- 5% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is down from 8% in 2020.

Compared to:

- 14% of staff at your comparator and 16% of staff across the public sector.

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

Bullying: 8%, 5%, 14%, 16%
Discrimination: 6%, 5%, 6%, 6%
Sexual harassment: 3%, 3%, 6%, 6%
Violence or aggression: 6%, 0%, 14%, 18%

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People outcomes

Bullying

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Sexual harassment

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Discrimination

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

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

0% of your staff who did the survey said they witnessed some negative behaviour at work.

100% 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?

37	
100%	

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
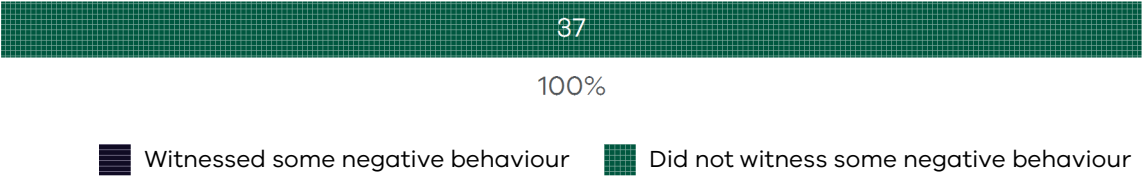
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	100%	77%	77%

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Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Meaningful work', the 'You 2021' column shows 97% of your staff agreed with 'I am achieving something important through my work'.
In the 'Change from 2020' column, you have a 3% decrease, which is a negative trend.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Meaningful work	I am achieving something important through my work	97%	-3%	79%
Meaningful work	I feel that I can make a worthwhile contribution at work	97%	+6%	87%
Safety climate	My organisation provides a physically safe work environment	97%	Not asked in 2020	87%
Workplace flexibility	My organisation supports employees with family or other caring responsibilities, regardless of gender	97%	Not asked in 2020	82%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	97%	Not asked in 2020	65%
Engagement	I am proud to tell others I work for my organisation	97%	+0%	76%
Quality service delivery	My workgroup strives to provide high quality advice and services	97%	Not asked in 2020	88%
Job enrichment	I understand how my job contributes to my organisation's purpose	95%	+0%	89%
Job enrichment	My job allows me to utilise my skills, knowledge and abilities	95%	+3%	80%
Manager leadership	My manager ensures clients receive a high standard of service	95%	Not asked in 2020	85%

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Learning and development', the 'You 2021' column shows 14% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'.
This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	14%	Not asked in 2020	24%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	30%	Not asked in 2020	42%
Workload	I have enough time to do my job effectively	38%	-15%	52%
Learning and development	My organisation places a high priority on the learning and development of staff	41%	Not asked in 2020	45%
Taking action	My organisation has taken positive action on the results of last year's survey	43%	Not asked in 2020	42%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	46%	Not asked in 2020	45%
Workload	The workload I have is appropriate for the job that I do	49%	-18%	56%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	49%	Not asked in 2020	67%
Learning and development	I feel I have an equal chance at promotion in my organisation	51%	Not asked in 2020	44%
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	54%	Not asked in 2020	51%

Victorian Public Sector Commission

VICTORIA State Government

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 'Engagement', the 'You 2021' column shows 81% of your staff agreed with 'My organisation motivates me to help achieve its objectives'.

In the 'Increase from 2020' column, you have a 9% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Engagement	My organisation motivates me to help achieve its objectives	81%	+9%	57%
Safe to speak up	People in your workgroup are able to bring up problems and tough issues	86%	+9%	77%
Workgroup support	People in my workgroup work together effectively to get the job done	89%	+9%	83%
Engagement	My organisation inspires me to do the best in my job	84%	+6%	56%
Meaningful work	I feel that I can make a worthwhile contribution at work	97%	+6%	87%
Manager support	My manager keeps me informed about what's going on	86%	+3%	77%
Workgroup support	I am able to work effectively with others in my workgroup	92%	+3%	91%
Engagement	I feel a strong personal attachment to my organisation	92%	+3%	67%
Manager support	My manager listens to what I have to say	92%	+3%	86%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	95%	+3%	87%

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Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

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

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

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

Example

On the first row 'Safety climate', the 'You 2021' column shows 62% of your staff agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.

In the 'Decrease from 2020' column, you have a 24% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	62%	–24%	61%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	68%	–21%	62%
Safety climate	All levels of my organisation are involved in the prevention of stress	59%	–21%	43%
Workload	The workload I have is appropriate for the job that I do	49%	–18%	56%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	70%	–16%	47%
Workload	I have enough time to do my job effectively	38%	–15%	52%
Senior leadership	Senior leaders support staff to work in an environment of change	68%	–13%	50%
Senior leadership	Senior leaders provide clear strategy and direction	65%	–13%	48%
Workgroup support	People in my workgroup treat each other with respect	86%	–11%	84%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	81%	–11%	53%

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Key differences

Biggest positive difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Workplace flexibility', the 'You 2021' column shows 97% of your staff agreed with 'Using flexible work arrangements is not a barrier to success in my organisation'.

The 'difference' column, shows that agreement for this question was 33 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	97%	+33%	65%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	81%	+28%	53%
Engagement	My organisation inspires me to do the best in my job	84%	+28%	56%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	92%	+26%	66%
Equal employment opportunity	Gender is not a barrier to success in my organisation	95%	+25%	69%
Engagement	I feel a strong personal attachment to my organisation	92%	+25%	67%
Equal employment opportunity	Age is not a barrier to success in my organisation	86%	+24%	63%
Engagement	My organisation motivates me to help achieve its objectives	81%	+24%	57%
Workplace flexibility	Having family responsibilities is not a barrier to success in my organisation	89%	+23%	66%
Senior leadership	Senior leaders demonstrate honesty and integrity	81%	+23%	58%

Key differences

Biggest negative difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Diversity and inclusion', the 'You 2021' column shows 49% of your staff agreed with 'There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+'.

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

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	49%	-18%	67%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	62%	-17%	79%
Workload	I have enough time to do my job effectively	38%	-14%	52%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	30%	-12%	42%
Equal employment opportunity	Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	62%	-11%	74%
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)	14%	-10%	24%
Workload	The workload I have is appropriate for the job that I do	49%	-7%	56%
Job enrichment	My work performance is assessed against clear criteria	59%	-5%	65%
Equal employment opportunity	Cultural background is not a barrier to success in my organisation	68%	-5%	72%
Quality service delivery	My workgroup has clear lines of responsibility	73%	-4%	77%

People matter survey 2021

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Taking action

What this is

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

Why this is important

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

How to read this

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

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

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

Example

62% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

| Survey question | Your results | Benchmark agree results |

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

	You		Comparator		
	2020	2021	Lowest	Average	Highest

I believe my organisation will take positive action on the results of this year's survey
16% / 22% / 62%

| Not asked | 62 % | 31 % | 53 % | 76 % |

My organisation has taken positive action on the results of last year's survey
22% / 19% / 16% / 43%

| Not asked | 43 % | 22 % | 42 % | 52 % |

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Senior leadership

Senior leadership 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

81% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders actively support diversity and inclusion in the workplace	5% / 5% / 8% / 81%	Not asked	81 %	58 %	74 %	79 %
Senior leaders demonstrate honesty and integrity	11% / 3% / 5% / 81%	Not asked	81 %	55 %	58 %	76 %
Senior leaders model my organisation's values	14% / 3% / 8% / 76%	Not asked	76 %	47 %	58 %	76 %
Senior leaders support staff to work in an environment of change	16% / 3% / 14% / 68%	81 %	68 %	41 %	50 %	76 %

Senior leadership

Senior leadership 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

65% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Legend	
Disagree	Neither agree nor disagree
Don't know	Agree

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders provide clear strategy and direction	19% / 3% / 14% / 65%	78 %	65 %	38 %	48 %	67 %

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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:

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

Compared to:

- 72% of staff at your comparator and 63% of staff across the public sector.

	Workplace flexibility	Organisational integrity	Safety climate	Equal employment opportunity
You 2021	91%	84%	76%	76%
Comparator 2021	72%	74%	64%	67%
Public sector 2021	63%	72%	60%	69%

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

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.
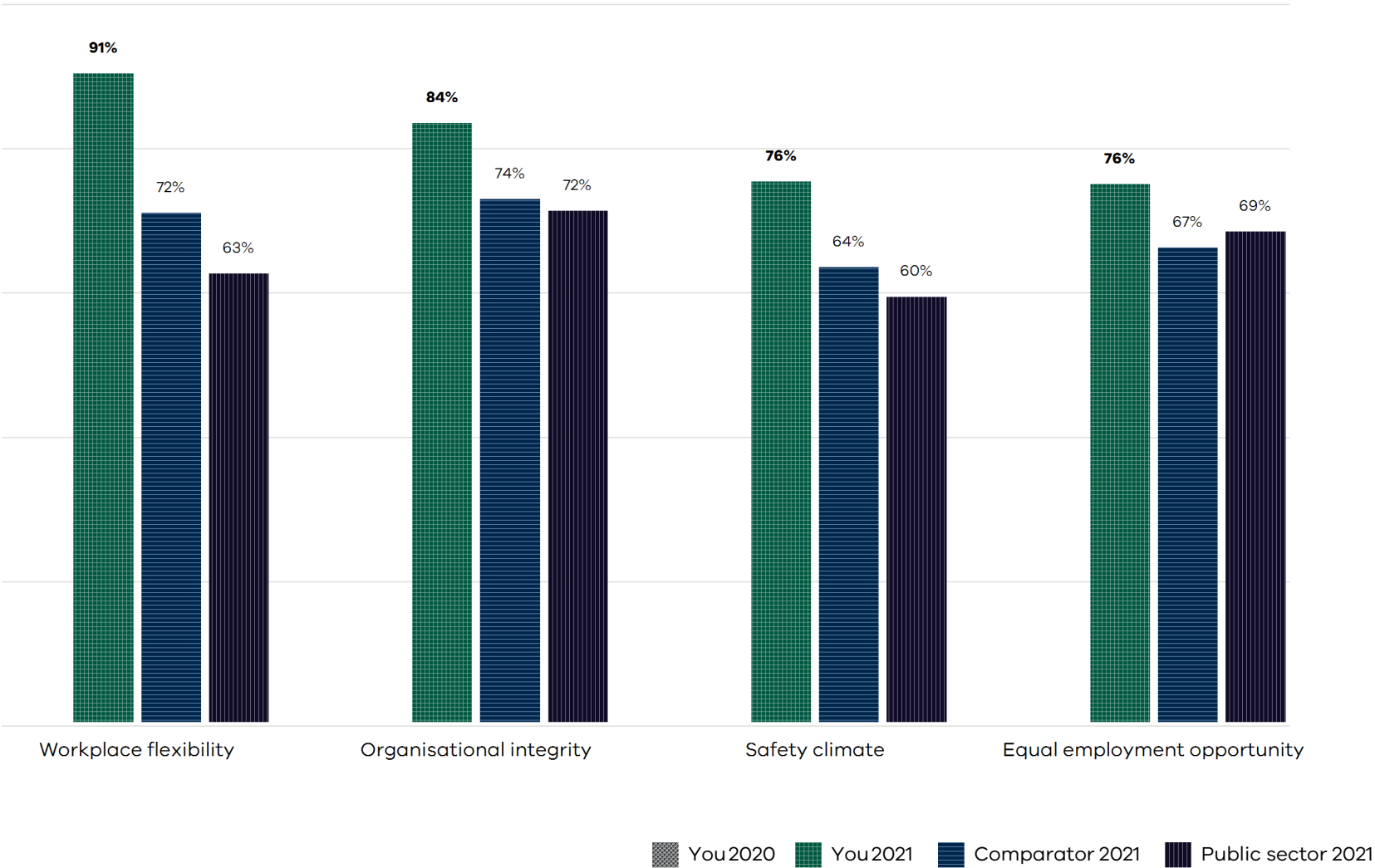
Example

In 2021:

- 70% of your staff who did the survey responded positively to questions about Diversity and inclusion.

Compared to:

- 70% of staff at your comparator and 71% of staff across the public sector.
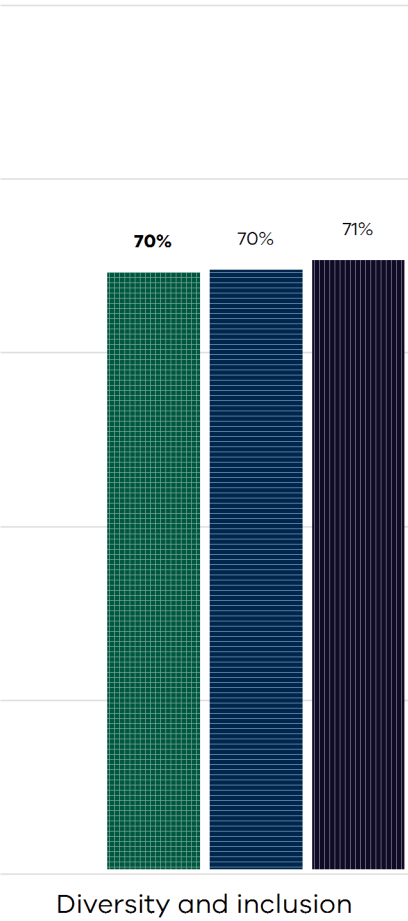
Diversity and inclusion

You 2020   You 2021   Comparator 2021   Public sector 2021

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

95% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages respectful workplace behaviours	3% / 95% / 3%	Not asked	95 %	77 %	85 %	90 %
My organisation encourages employees to act in ways that are consistent with human rights	3% / 92% / 3% / 3%	Not asked	92 %	61 %	83 %	86 %
My organisation respects the human rights of employees	3% / 92% / 3% / 3%	Not asked	92 %	67 %	83 %	90 %
My organisation is committed to earning a high level of public trust	3% / 86% / 5% / 5%	Not asked	86 %	64 %	71 %	86 %

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

81% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Your results

Benchmark agree results

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

Survey question		You		Comparator		
		2020	2021	Lowest	Average	Highest
My organisation does not tolerate improper conduct	5% / 81% / 3% 11%	Not asked	81 %	61 %	69 %	71 %
My organisation takes steps to eliminate bullying, harassment and discrimination	8% / 78% / 5% 8%	Not asked	78 %	58 %	72 %	79 %
My organisation makes fair recruitment and promotion decisions, based on merit	5% / 65% / 14% 16%	Not asked	65 %	43 %	52 %	71 %

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Organisational climate

Workplace flexibility 1 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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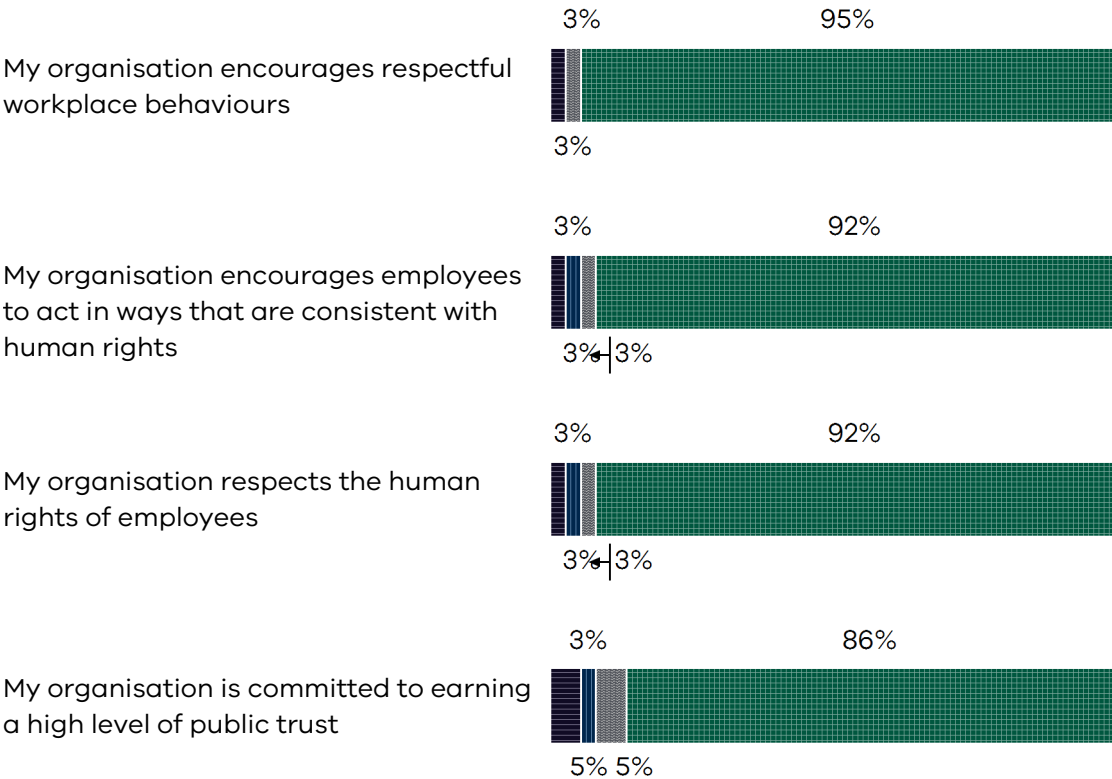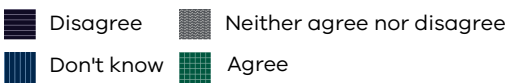
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

97% of your staff who did the survey agreed or strongly agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.

Survey question	Your results		Benchmark agree results				
			You		**Comparator**		
			2020	2021	Lowest	Average	Highest
My organisation supports employees with family or other caring responsibilities, regardless of gender	3% / 97%		Not asked	97 %	77 %	82 %	90 %
Using flexible work arrangements is not a barrier to success in my organisation	3% / 97%		Not asked	97 %	63 %	65 %	81 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	3% / 95% / 3%		92 %	95 %	56 %	83 %	94 %
There is a positive culture within my organisation in relation to employees who have family responsibilities	5% / 95%		Not asked	95 %	70 %	72 %	83 %

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

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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.
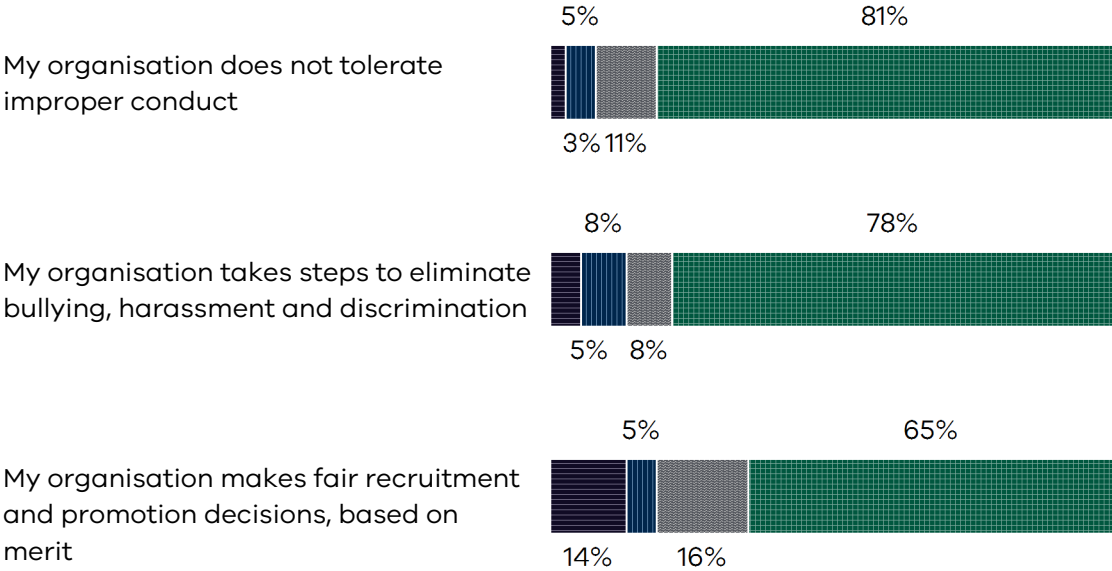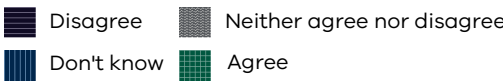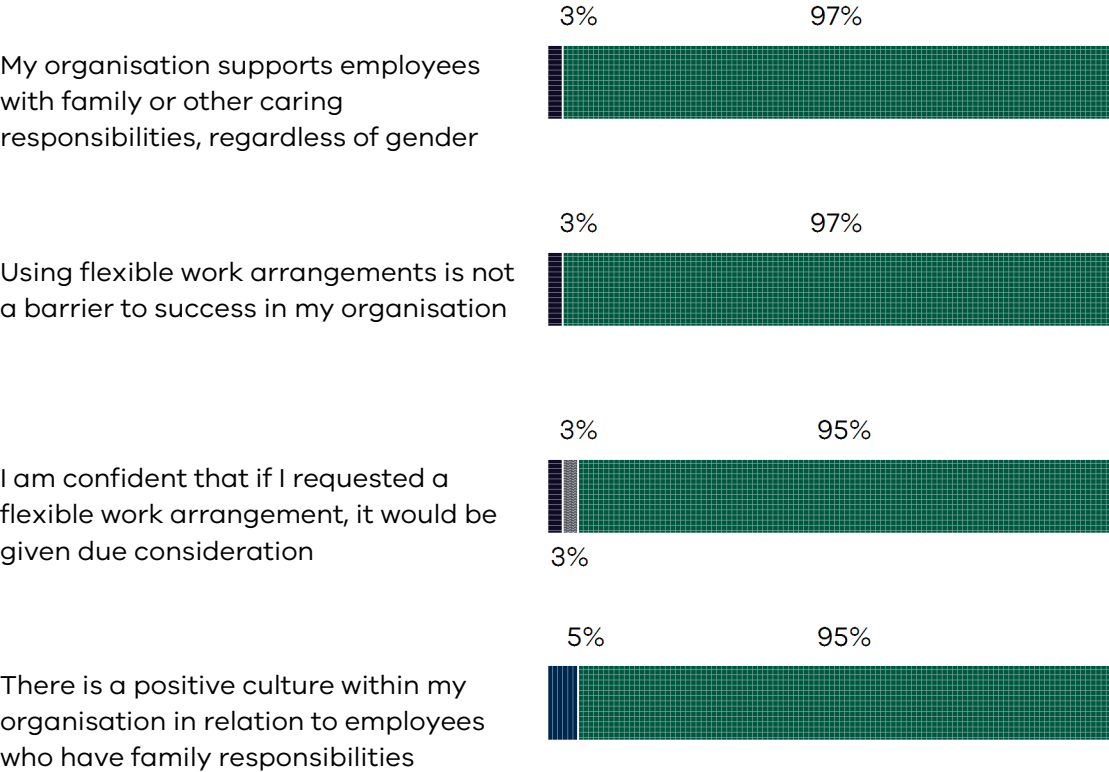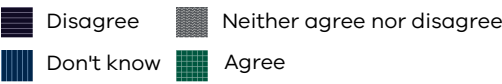
Example

92% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who use flexible work arrangements'.

Survey question	Your results	Benchmark agree results

Legend: Disagree, Don't know, Neither agree nor disagree, Agree
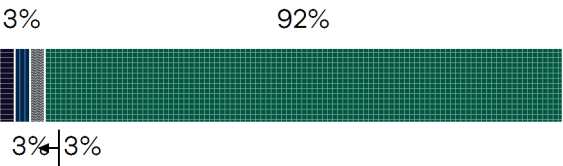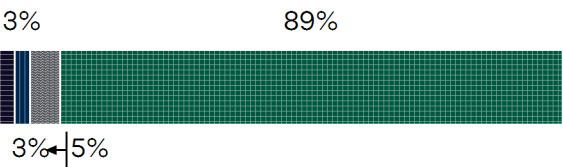
Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	3% ... 92% / 3% 3%	Not asked	92 %	52 %	66 %	77 %
Having family responsibilities is not a barrier to success in my organisation	3% ... 89% / 3% 5%	Not asked	89 %	64 %	66 %	81 %
There is a positive culture within my organisation in relation to employees who have caring responsibilities	5% ... 86% / 3% 5%	Not asked	86 %	66 %	69 %	81 %
Having caring responsibilities is not a barrier to success in my organisation	5% ... 84% / 3% 8%	Not asked	84 %	61 %	63 %	90 %
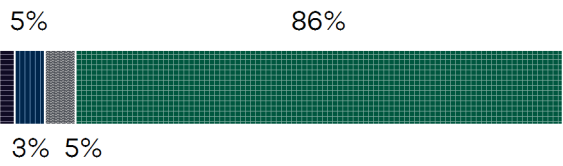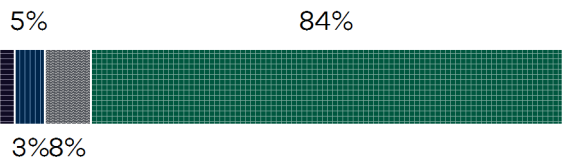
Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Workplace flexibility 3 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

84% of your staff who did the survey agreed or strongly agreed with 'I have the flexibility I need to manage my work and non-work activities and responsibilities'.

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

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

5%   84%

11%
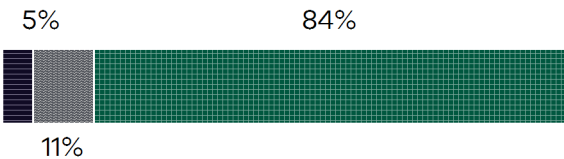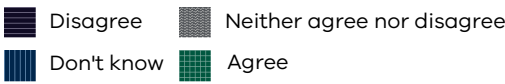
	You		Comparator		
	2020	2021	Lowest	Average	Highest
	Not asked	84 %	74 %	79 %	85 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Workplace flexibility 4 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

The table shows you what flexible work arrangements staff use.

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

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

Example

54% 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	54%	41%	23%
Working from an alternative location (e.g. home, hub/shared work space)	51%	29%	24%
Part-time	49%	12%	19%
Using leave to work flexible hours	22%	11%	8%
Working more hours over fewer days	11%	6%	6%
No, I do not use any flexible work arrangements	8%	36%	38%
Purchased leave	5%	2%	2%
Job sharing	5%	1%	1%

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Equal employment opportunity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

95% of your staff who did the survey agreed or strongly agreed with 'Gender is not a barrier to success in my organisation'.

Survey question | Your results | Benchmark agree results

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Gender is not a barrier to success in my organisation	3% / 95% / 3%	Not asked	95 %	56 %	69 %	90 %
Age is not a barrier to success in my organisation	3% / 86% / 5% 5%	Not asked	86 %	60 %	63 %	83 %
Sexual orientation is not a barrier to success in my organisation	14% / 84% / 3%	Not asked	84 %	56 %	74 %	86 %
Cultural background is not a barrier to success in my organisation	11% / 68% / 8% 14%	Not asked	68 %	69 %	72 %	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 'Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation'.

| Survey question | Your results | Benchmark agree results |

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

	You		Comparator		
	2020	2021	Lowest	Average	Highest
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	Not asked	62 %	61 %	74 %	90 %
Disability is not a barrier to success in my organisation	Not asked	59 %	47 %	50 %	69 %

Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation: 16%, 5%, 16%, 62%

Disability is not a barrier to success in my organisation: 16%, 5%, 19%, 59%

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.

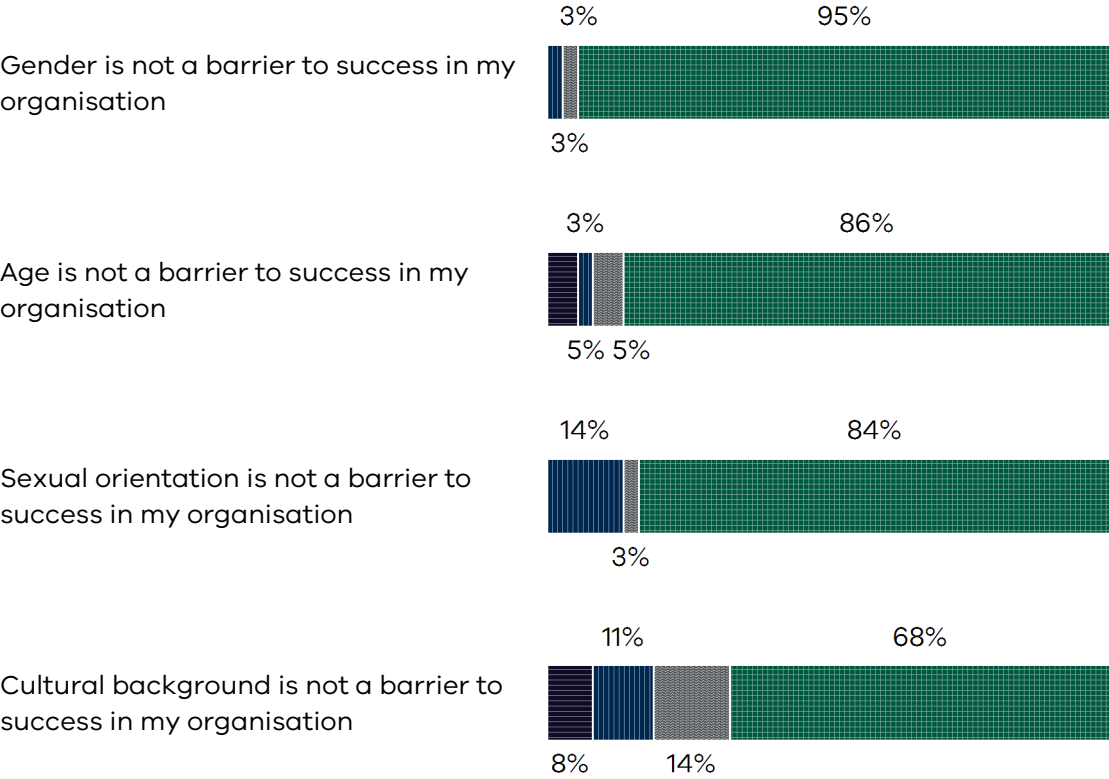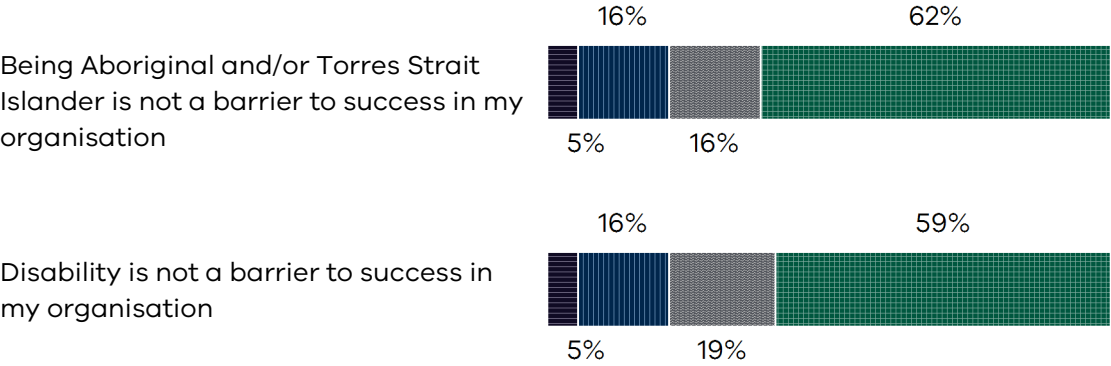Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

97% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation provides a physically safe work environment	3% / 97%	Not asked	97 %	81 %	87 %	93 %
My organisation consults employees on health and safety matters	5% / 89% / 5%	Not asked	89 %	76 %	83 %	90 %
I feel culturally safe at work	3% / 81% / 16%	Not asked	81 %	73 %	78 %	86 %
Senior leaders consider the psychological health of employees to be as important as productivity	11% / 81% / 8%	92 %	81 %	39 %	53 %	67 %

Victorian Public Sector Commission

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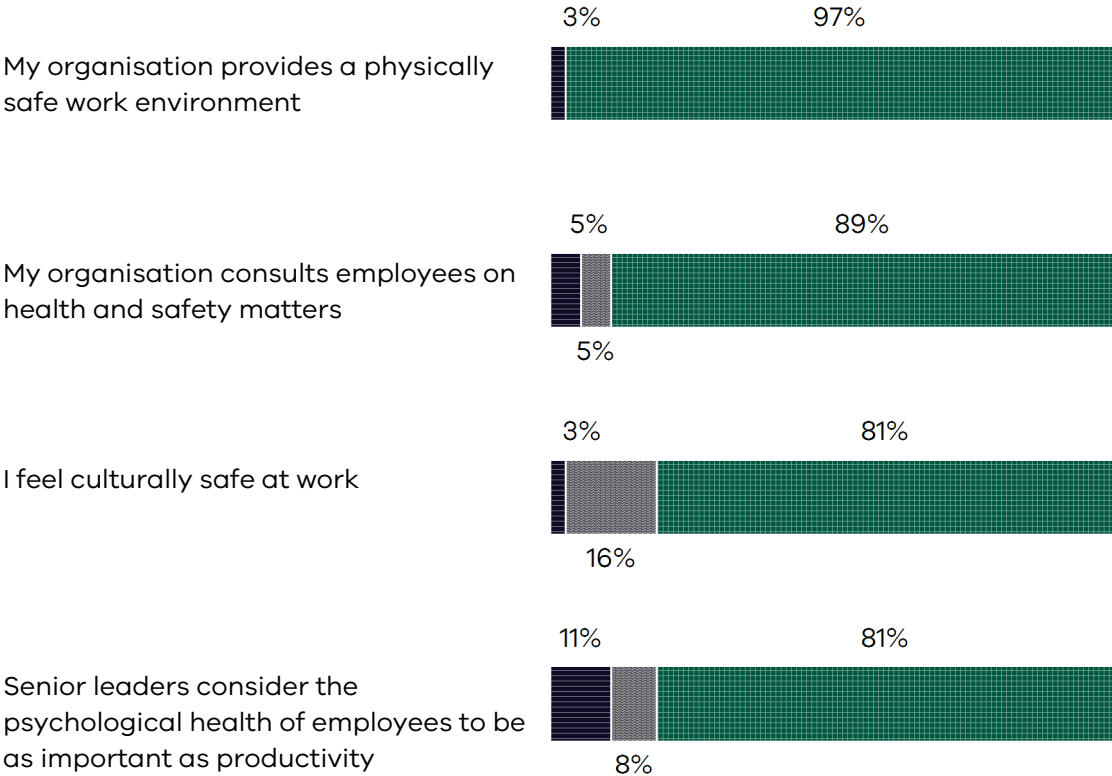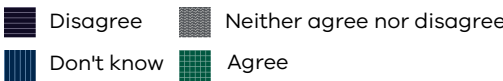
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

70% 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 · Neither agree nor disagree · Don't know · Agree

Survey question		You		Comparator		
		2020	2021	Lowest	Average	Highest
Senior leaders show support for stress prevention through involvement and commitment (Disagree 16%, Neither 14%, Agree 70%)		86 %	70 %	45 %	47 %	62 %
In my workplace, there is good communication about psychological safety issues that affect me (Disagree 11%, Neither 22%, Agree 68%)		89 %	68 %	42 %	62 %	64 %
My organisation has effective procedures in place to support employees who may experience stress (Disagree 14%, Neither 19%, Agree 62%, plus 5%)		86 %	62 %	47 %	61 %	71 %
All levels of my organisation are involved in the prevention of stress (Disagree 22%, Neither 19%, Agree 59%)		81 %	59 %	38 %	43 %	62 %

Victorian Public Sector Commission

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Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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

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

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

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

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

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

How to interpret your score

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

A score of:

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

Adverse outcomes can include:

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

Benchmark results

Psychosocial safety climate

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

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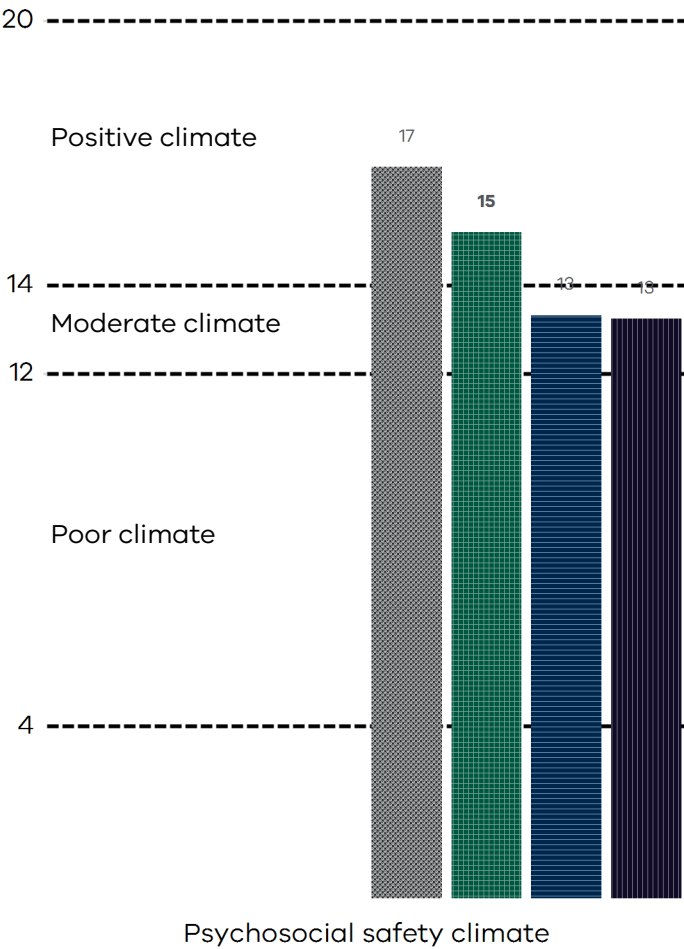
Organisational climate

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

89% 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 age groups'.

Survey question	Your results						

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

Survey question	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees of different age groups (3% / 89%, 3% / 5%)	Not asked	89 %	68 %	70 %	90 %
There is a positive culture within my organisation in relation to employees of different sexes/genders (5% / 86%, 8%)	Not asked	86 %	61 %	77 %	90 %
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds (8% / 76%, 3% / 14%)	Not asked	76 %	67 %	74 %	86 %
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander (19% / 62%, 19%)	Not asked	62 %	58 %	79 %	86 %

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Organisational climate

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.

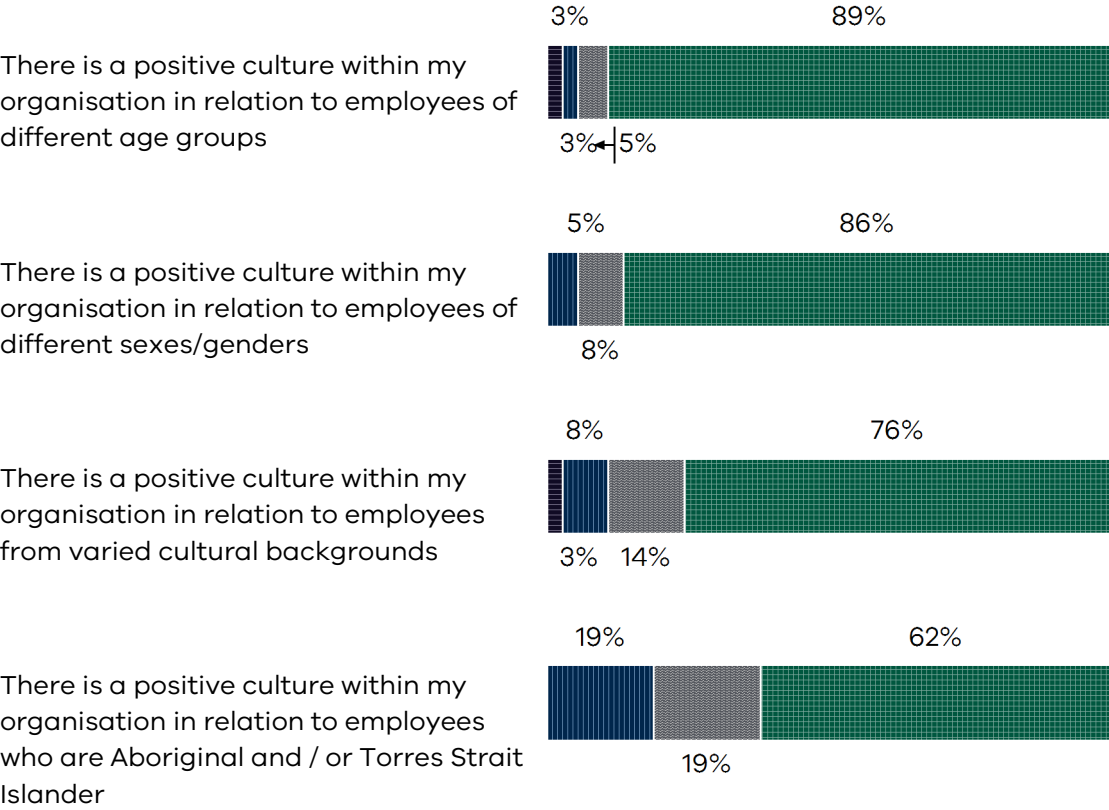Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

57% 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
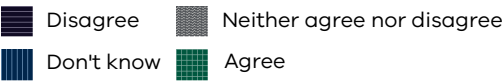
Your results

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

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

3% | 22% | 19% | 57%

There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+

30% | 22% | 49%

Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
There is a positive culture... with disability	Not asked	57 %	43 %	53 %	62 %
There is a positive culture... LGBTIQ+	Not asked	49 %	33 %	67 %	72 %

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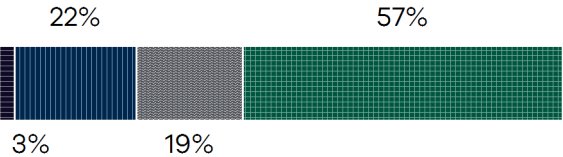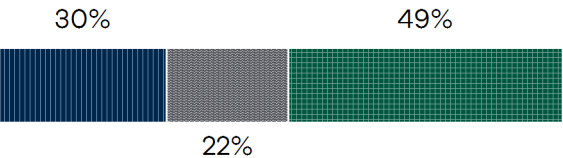
Organisational climate

Gender equality supporting measures

What this is

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

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

Why this is important

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

How to read this

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

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

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

Example

89% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
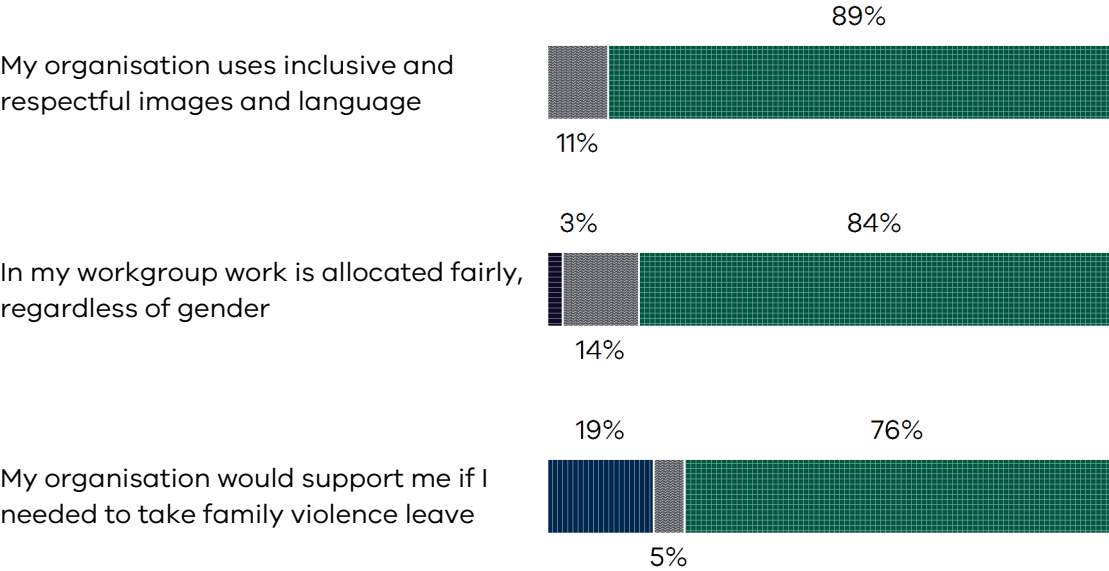
Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation uses inclusive and respectful images and language	11% / 89%	Not asked	89 %	58 %	81 %	90 %
In my workgroup work is allocated fairly, regardless of gender	3% / 14% / 84%	Not asked	84 %	74 %	83 %	86 %
My organisation would support me if I needed to take family violence leave	19% / 5% / 76%	Not asked	76 %	67 %	79 %	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

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:

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

Compared to:

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

Chart: Workgroup climate scorecard

Factor	You 2021	Comparator 2021	Public sector 2021
Quality service delivery	88%	83%	80%
Workgroup support	86%	79%	76%
Innovation	79%	74%	68%

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

Workgroup climate

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

97% 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	Benchmark agree results

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

	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup strives to provide high quality advice and services — 3% / 97%	Not asked	97 %	81 %	88 %	96 %
My workgroup values human rights — 3% / 95% / 3%	Not asked	95 %	75 %	87 %	89 %
My workgroup places a priority on acting fairly and without bias — 8% / 89% / 3%	Not asked	89 %	67 %	79 %	82 %
My workgroup strives to deliver services in a timely manner — 3% / 89% / 8%	Not asked	89 %	79 %	88 %	95 %

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Workgroup climate

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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

86% of your staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question	Your results					

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

	You		Comparator		
Survey question	2020	2021	Lowest	Average	Highest
My workgroup focuses on making decisions informed by all relevant facts (8% / 5% / 86%)	Not asked	86 %	62 %	78 %	81 %
My workgroup strives to make the best use of its resources (5% / 8% / 86%)	Not asked	86 %	69 %	82 %	95 %
My workgroup has clear lines of responsibility (19% / 8% / 73%)	Not asked	73 %	70 %	77 %	90 %

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.
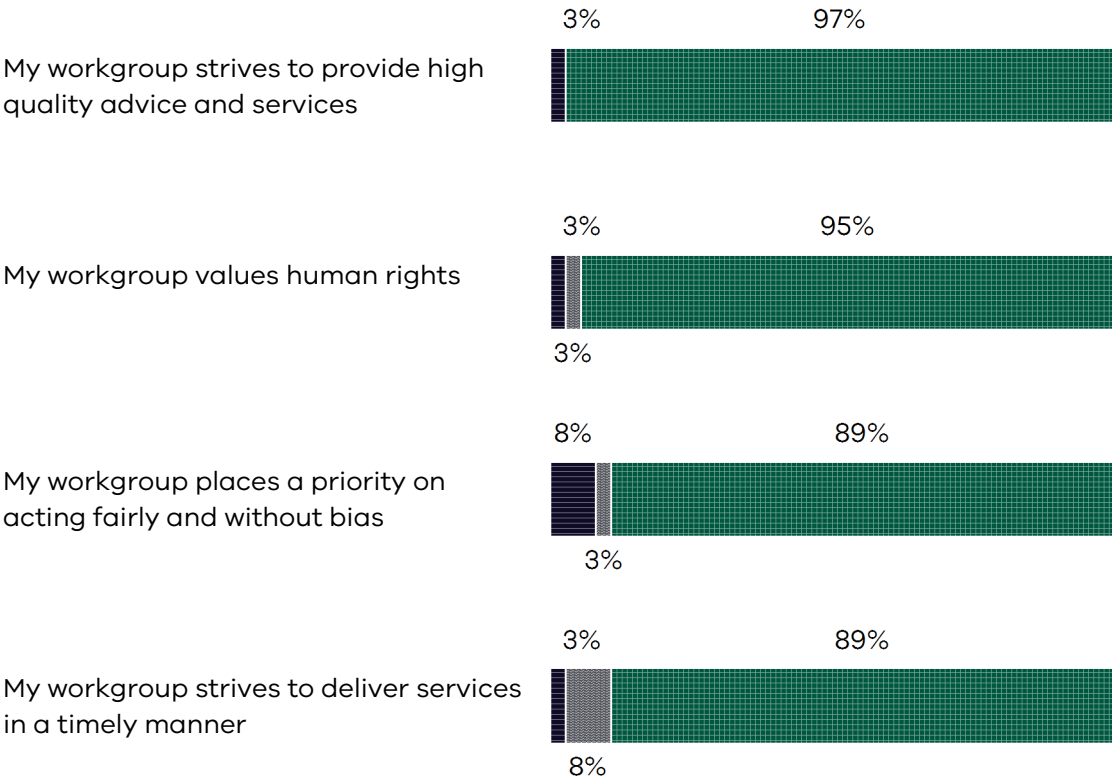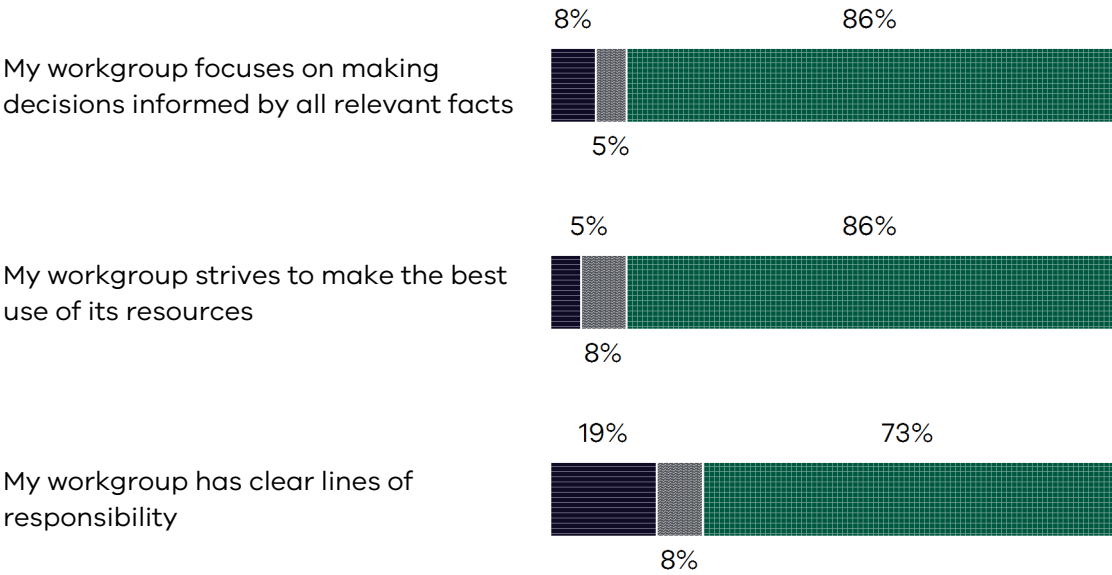
Example

95% 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 ■ | Don't know ■ | Neither agree nor disagree ■ | Agree ■

	You		Comparator		
	2020	2021	Lowest	Average	Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes — 5% Neither, 95% Agree	Not asked	95 %	62 %	85 %	88 %
My workgroup encourages employee creativity — 8% Disagree, 11% Neither, 81% Agree	Not asked	81 %	52 %	70 %	75 %
My workgroup learns from failures and mistakes — 3% Disagree, 19% Neither, 78% Agree	Not asked	78 %	62 %	77 %	79 %
My workgroup is quick to respond to opportunities to do things better — 3% Disagree, 5% Don't know, 16% Neither, 76% Agree	Not asked	76 %	53 %	75 %	77 %

Victorian Public Sector Commission

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Workgroup climate

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

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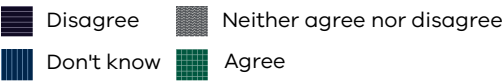
Example

65% 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

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

My workgroup takes reasonable risks to improve its services

3% 65%

8% 24%

Benchmark agree results
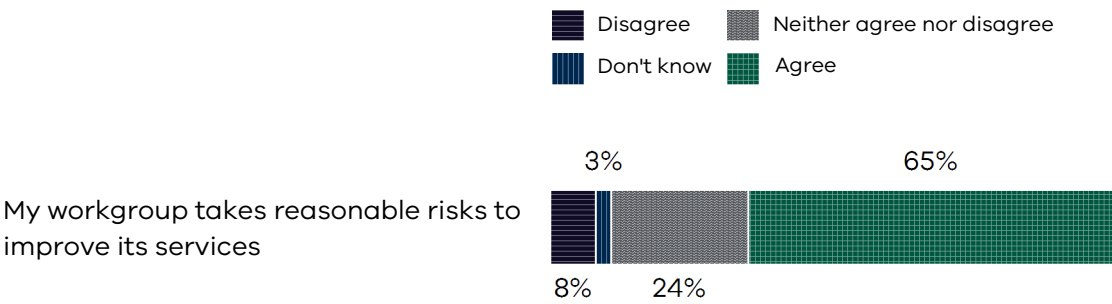
	You		Comparator		
	2020	2021	Lowest	Average	Highest
	Not asked	65 %	50 %	62 %	76 %

Workgroup climate

Workgroup support 1 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

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

Survey question	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others outside my immediate workgroup (3% / 95% / 3%)	92 %	95 %	81 %	87 %	92 %
I am able to work effectively with others in my workgroup (3% / 92% / 5%)	89 %	92 %	79 %	91 %	93 %
People in my workgroup appropriately manage conflicts of interest (3% / 89% / 3%←5%)	Not asked	89 %	47 %	77 %	79 %
People in my workgroup work together effectively to get the job done (3% / 89% / 8%)	81 %	89 %	71 %	83 %	92 %

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.

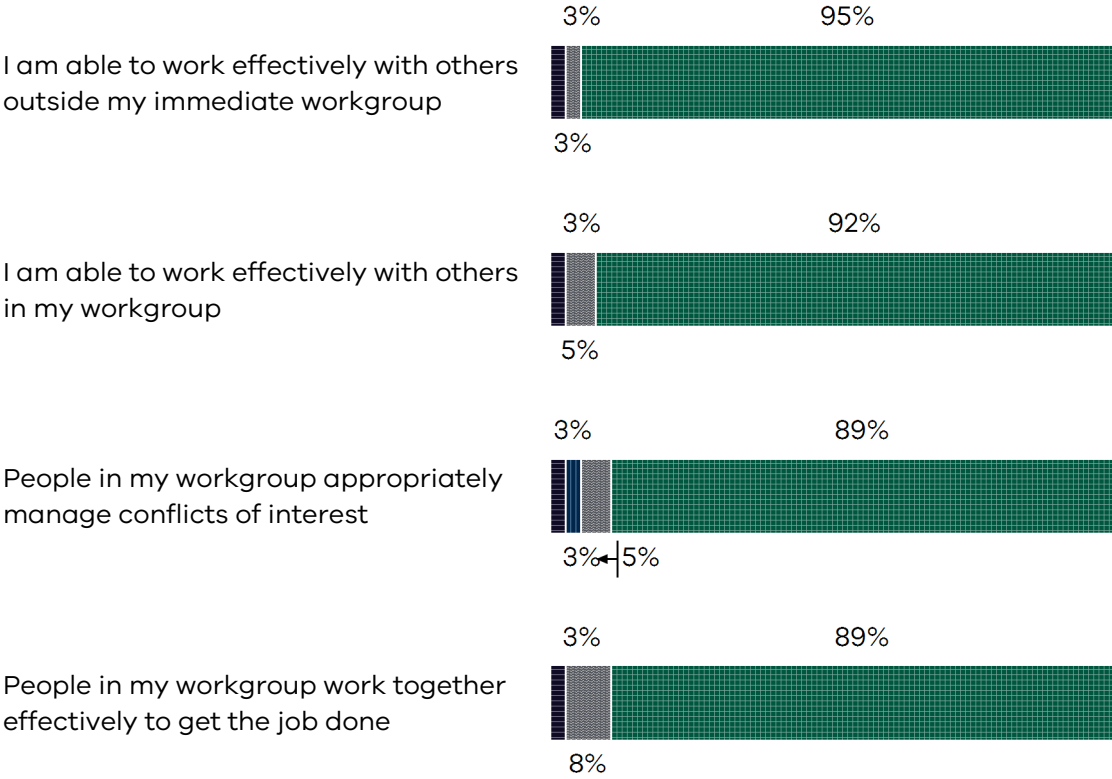Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

86% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup actively support diversity and inclusion in the workplace'.

Survey question	Your results	Benchmark agree results

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

	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup actively support diversity and inclusion in the workplace — 3% / 11% / 86%	Not asked	86 %	61 %	83 %	85 %
People in my workgroup are politically impartial in their work — 5% / 8% / 86%	Not asked	86 %	57 %	74 %	76 %
People in my workgroup treat each other with respect — 8% / 5% / 86%	97 %	86 %	71 %	84 %	86 %
People in my workgroup are honest, open and transparent in their dealings — 5% / 11% / 84%	Not asked	84 %	64 %	78 %	80 %

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.

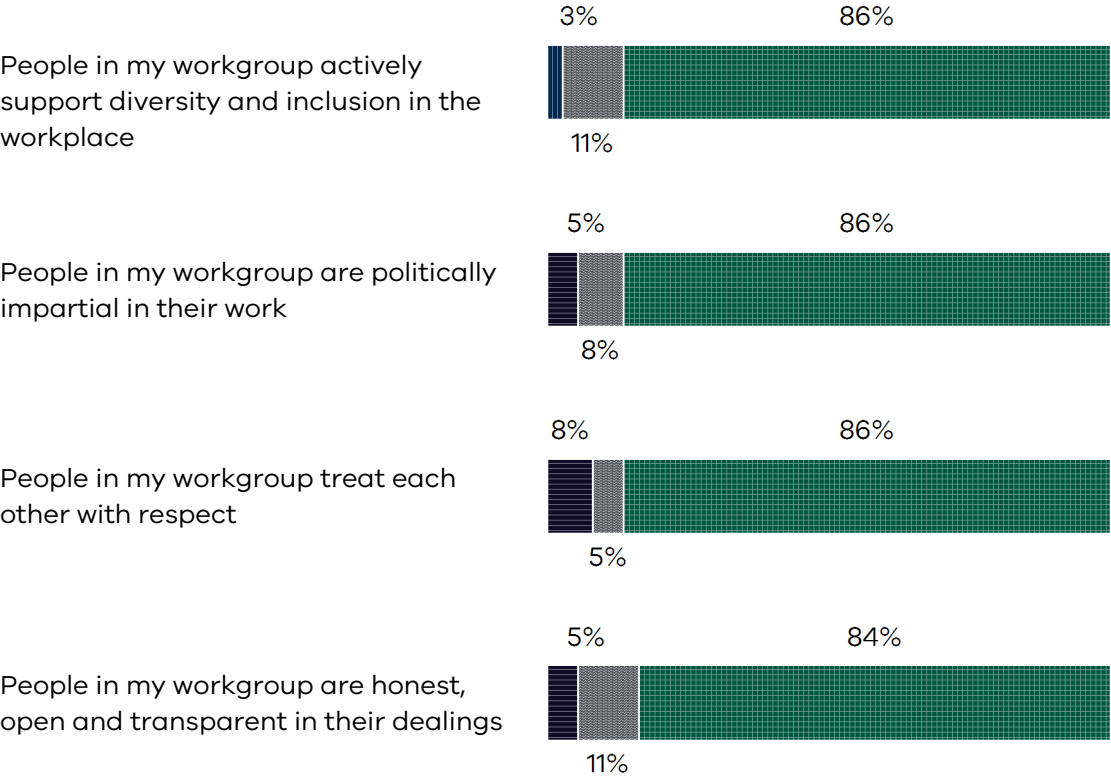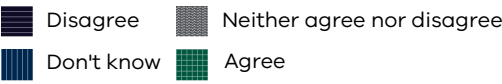Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

78% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup regularly reach out to support me and my wellbeing'.

Survey question	Your results					

Legend: ■ Disagree ▓ Neither agree nor disagree ▦ Don't know ▦ Agree
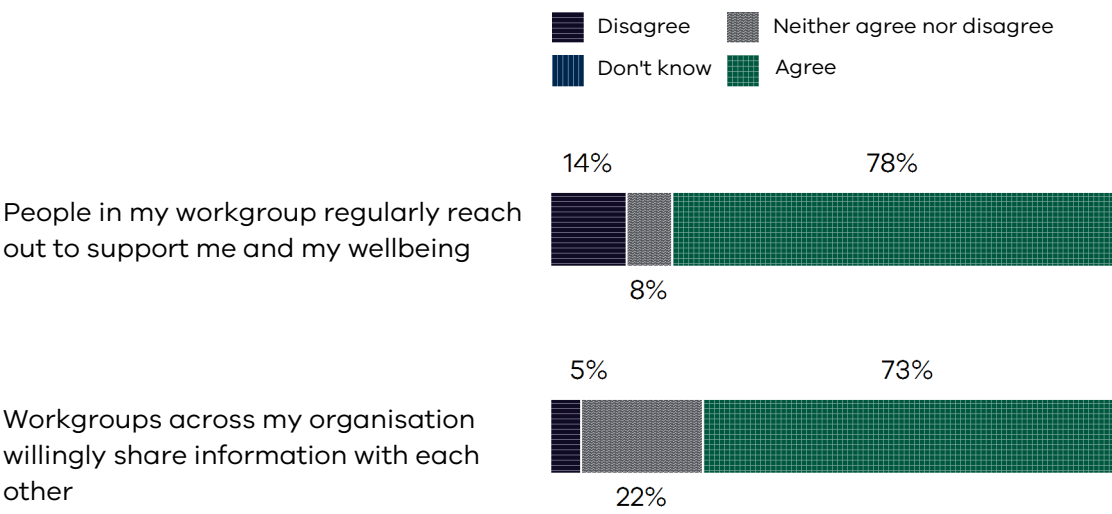
Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup regularly reach out to support me and my wellbeing	14% ▪ 8% ▪ 78%	78 %	78 %	58 %	75 %	77 %
Workgroups across my organisation willingly share information with each other	5% ▪ 22% ▪ 73%	78 %	73 %	43 %	54 %	71 %

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:

- 97% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

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

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

Factor	You 2020	You 2021	Comparator 2021	Public sector 2021
Meaningful work	96%	97%	83%	84%
Manager leadership		92%	86%	84%
Job enrichment		81%	77%	77%
Safe to speak up		81%	70%	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.

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

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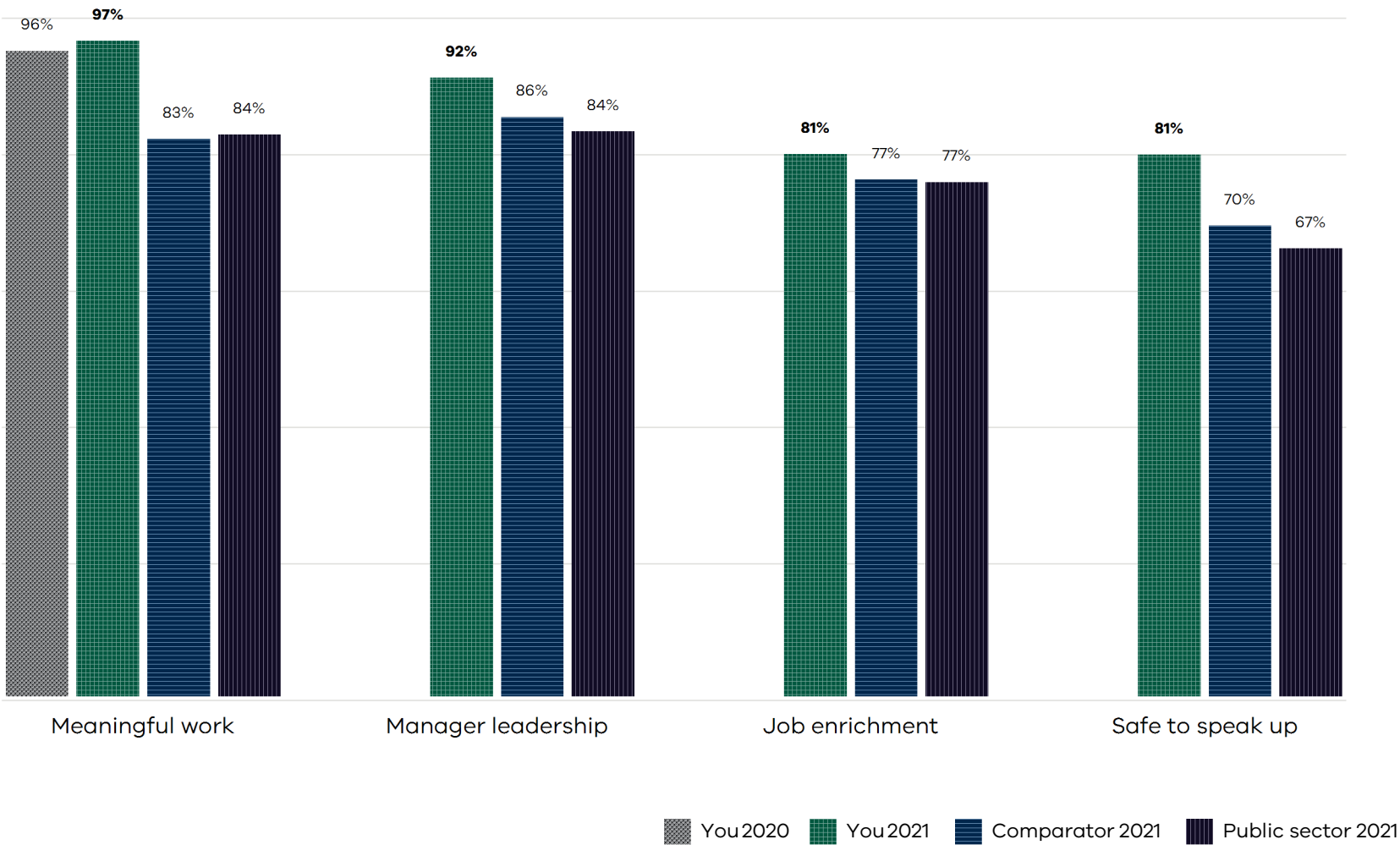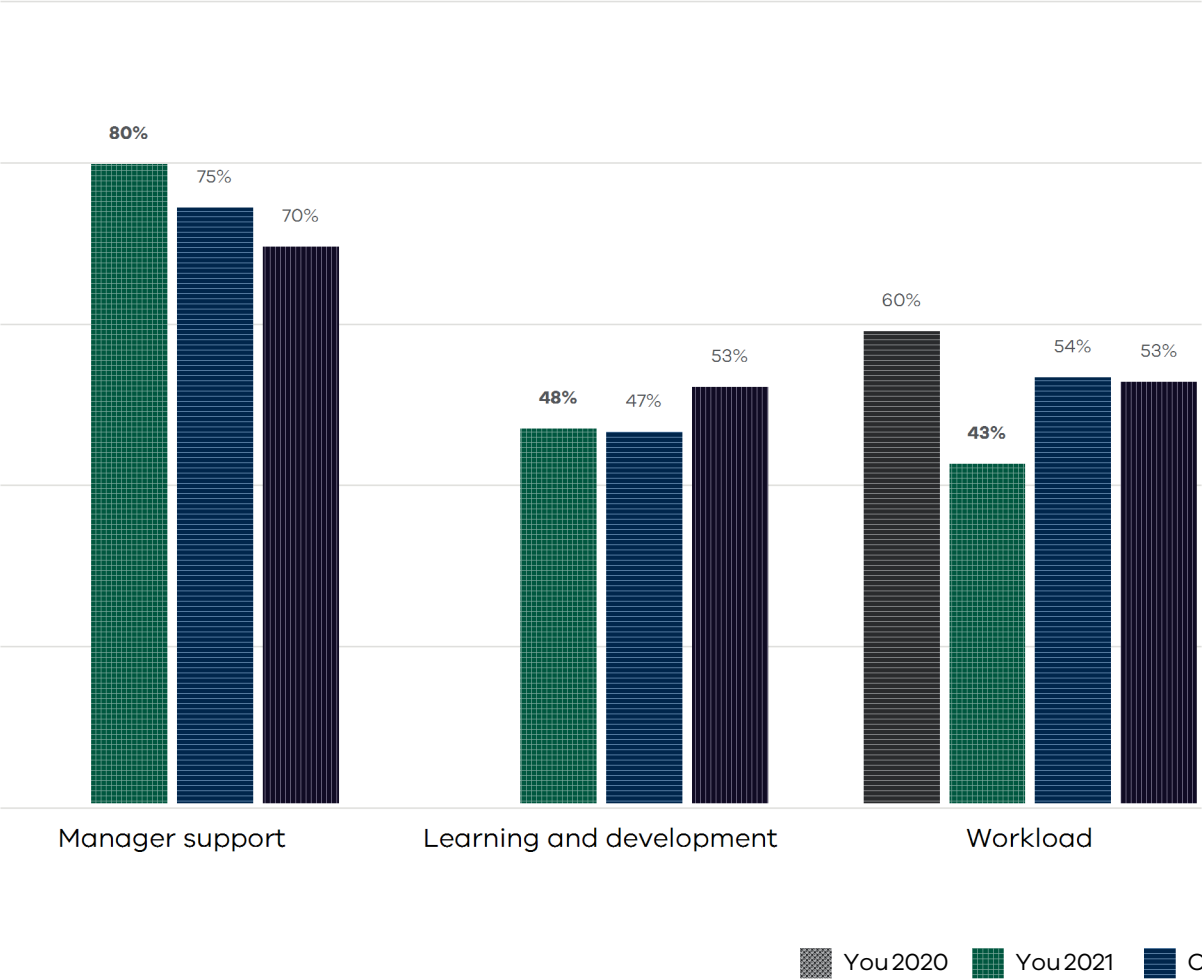**Example**

In 2021:

- 80% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

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

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

Manager support: 80%, 75%, 70%
Learning and development: 48%, 47%, 53%
Workload: 60%, 43%, 54%, 53%

Job and manager factors

Manager leadership 1 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

95% of your staff who did the survey agreed or strongly agreed with 'My manager ensures clients receive a high standard of service'.

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

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager ensures clients receive a high standard of service	Disagree — / Neither 5% / Agree 95%	Not asked	95 %	61 %	85 %	88 %
My manager is committed to workplace safety	Disagree 3% / Neither 3% / Agree 95%	Not asked	95 %	83 %	91 %	94 %
My manager treats employees with dignity and respect	Disagree 5% / Agree 95%	Not asked	95 %	69 %	88 %	90 %
My manager demonstrates honesty and integrity	Disagree 5% / Neither 3% / Agree 92%	Not asked	92 %	69 %	86 %	88 %

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Job and manager factors

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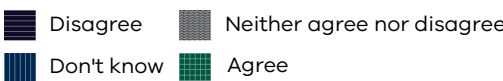
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

89% 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						

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

Benchmark agree results

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager works effectively with people from diverse backgrounds	5% / 89% / 5%	Not asked	89 %	64 %	86 %	90 %
My manager models my organisation's values	5% / 86% / 8%	Not asked	86 %	53 %	82 %	86 %

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.

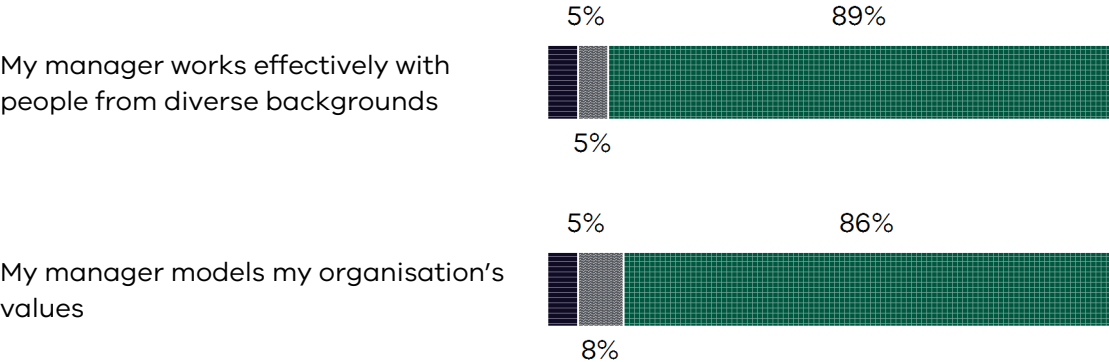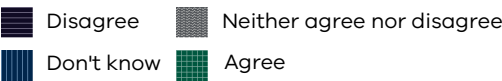Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

92% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question	Your results			Benchmark agree results				
				You		**Comparator**		
	Disagree / Neither agree nor disagree / Don't know / Agree			2020	2021	Lowest	Average	Highest
My manager listens to what I have to say	8%		92%	89 %	92 %	72 %	86 %	90 %
My manager involves me in decisions about my work	8% / 3%		89%	92 %	89 %	69 %	84 %	90 %
I would be confident in approaching my manager to discuss concerns and grievances	5% / 8%		86%	Not asked	86 %	67 %	82 %	90 %
My manager keeps me informed about what's going on	11% / 3%		86%	83 %	86 %	50 %	77 %	79 %

Job and manager factors

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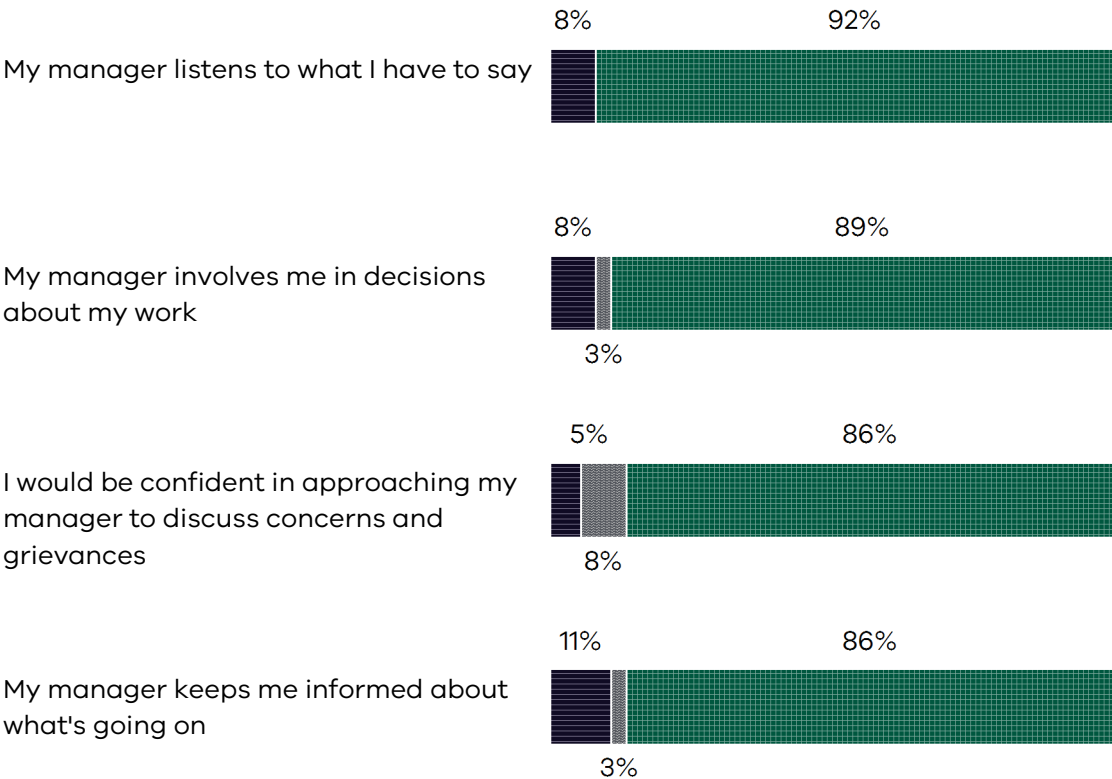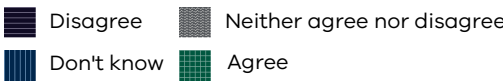
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

81% of your staff who did the survey agreed or strongly agreed with 'My manager provides me with enough support when I need it'.

Survey question	Your results	Benchmark agree results				

Legend: Disagree, Neither agree nor disagree, Don't know, Agree
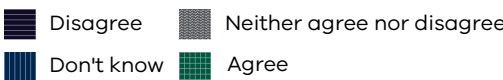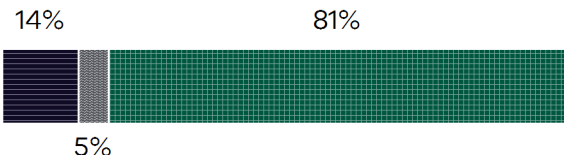
		You		Comparator		
Survey question		2020	2021	Lowest	Average	Highest
My manager provides me with enough support when I need it	14% / 5% / 81%	86 %	81 %	64 %	81 %	86 %
My manager encourages and supports my participation in learning and development opportunities	5% / 16% / 78%	Not asked	78 %	58 %	77 %	78 %
I receive adequate recognition for my contributions and accomplishments	19% / 5% / 76%	Not asked	76 %	43 %	60 %	67 %
My manager provides feedback to me in a way that helps me improve my performance	14% / 11% / 76%	75 %	76 %	44 %	72 %	81 %
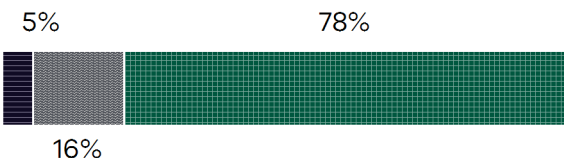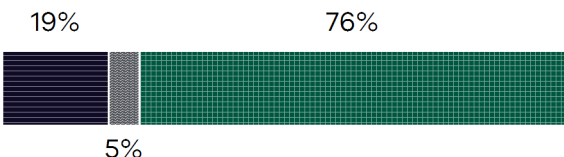
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Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

Example

59% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

Survey question

Your results

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

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

27%   59%

14%

Benchmark agree results
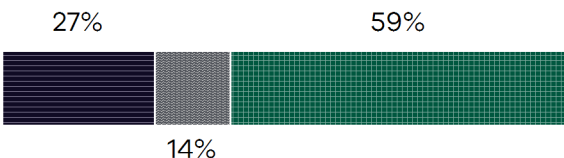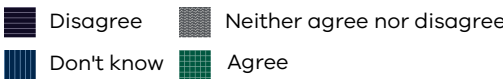
	You		Comparator		
	2020	2021	Lowest	Average	Highest
	Not asked	59 %	33 %	58 %	61 %

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Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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

Example

49% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Legend: Disagree | Neither agree nor disagree | Agree
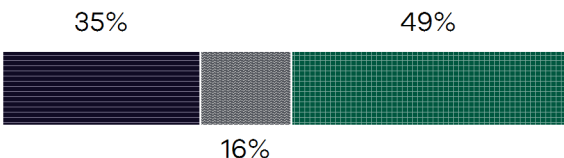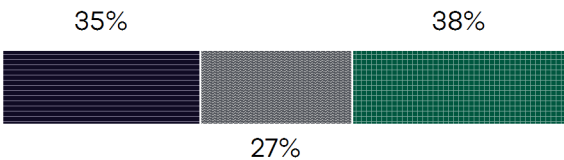
Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
The workload I have is appropriate for the job that I do	Disagree 35%, Neither 16%, Agree 49%	67 %	49 %	52 %	56 %	71 %
I have enough time to do my job effectively	Disagree 35%, Neither 27%, Agree 38%	53 %	38 %	50 %	52 %	71 %

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.
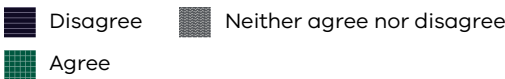
Example

84% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Legend: Disagree | Neither agree nor disagree | Agree

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am developing and learning in my role	8% / 8% / 84%	Not asked	84 %	60 %	64 %	67 %
In the last 12 months I have learned skills that have helped me do my job better	8% / 30% / 62%	Not asked	62 %	53 %	63 %	76 %
There are adequate opportunities for me to develop skills and experience in my organisation	22% / 24% / 54%	Not asked	54 %	48 %	51 %	63 %
I feel I have an equal chance at promotion in my organisation	22% / 27% / 51%	Not asked	51 %	19 %	44 %	52 %

Job and manager factors

Learning and development 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

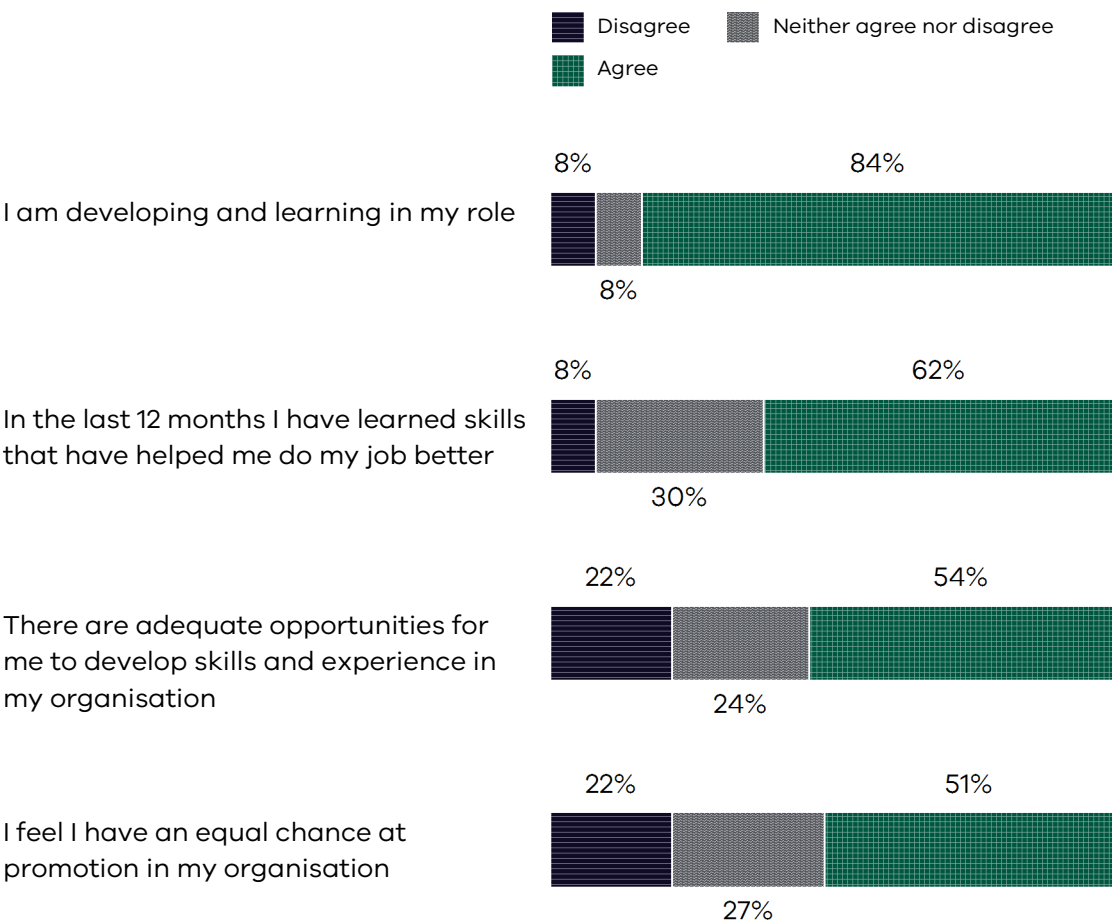46% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

Legend: Disagree · Neither agree nor disagree · Agree

Survey question	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am satisfied with the way my learning and development needs have been addressed in the last 12 months — Disagree 16%, Neither 38%, Agree 46%	Not asked	46 %	32 %	45 %	62 %
My organisation places a high priority on the learning and development of staff — Disagree 32%, Neither 27%, Agree 41%	Not asked	41 %	36 %	45 %	62 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers) — Disagree 24%, Neither 46%, Agree 30%	Not asked	30 %	14 %	42 %	44 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments) — Disagree 22%, Neither 65%, Agree 14%	Not asked	14 %	14 %	24 %	31 %

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Job and manager factors

Job enrichment 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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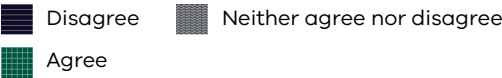
Example

95% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question	Your results					

Disagree | Neither agree nor disagree | Agree

		You		**Comparator**		
		2020	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	3% / 95% / 3%	94 %	95 %	88 %	89 %	95 %
My job allows me to utilise my skills, knowledge and abilities	95% / 5%	92 %	95 %	69 %	80 %	92 %
I have a choice in deciding how I do my work	5% / 92% / 3%	92 %	92 %	69 %	80 %	94 %
I clearly understand what I am expected to do in this job	11% / 84% / 5%	92 %	84 %	77 %	80 %	88 %

Victorian Public Sector Commission

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Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

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

Example

70% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

Survey question	Your results	Benchmark agree results

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

	You		Comparator		
	2020	2021	Lowest	Average	Highest
I have the authority to do my job effectively — 22% / 8% / 70%	Not asked	70 %	70 %	71 %	87 %
I understand how the Charter of Human Rights and Responsibilities applies to my work — 11% / 19% / 70%	Not asked	70 %	50 %	73 %	77 %
My work performance is assessed against clear criteria — 24% / 16% / 59%	Not asked	59 %	29 %	65 %	69 %

Victorian Public Sector Commission

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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.
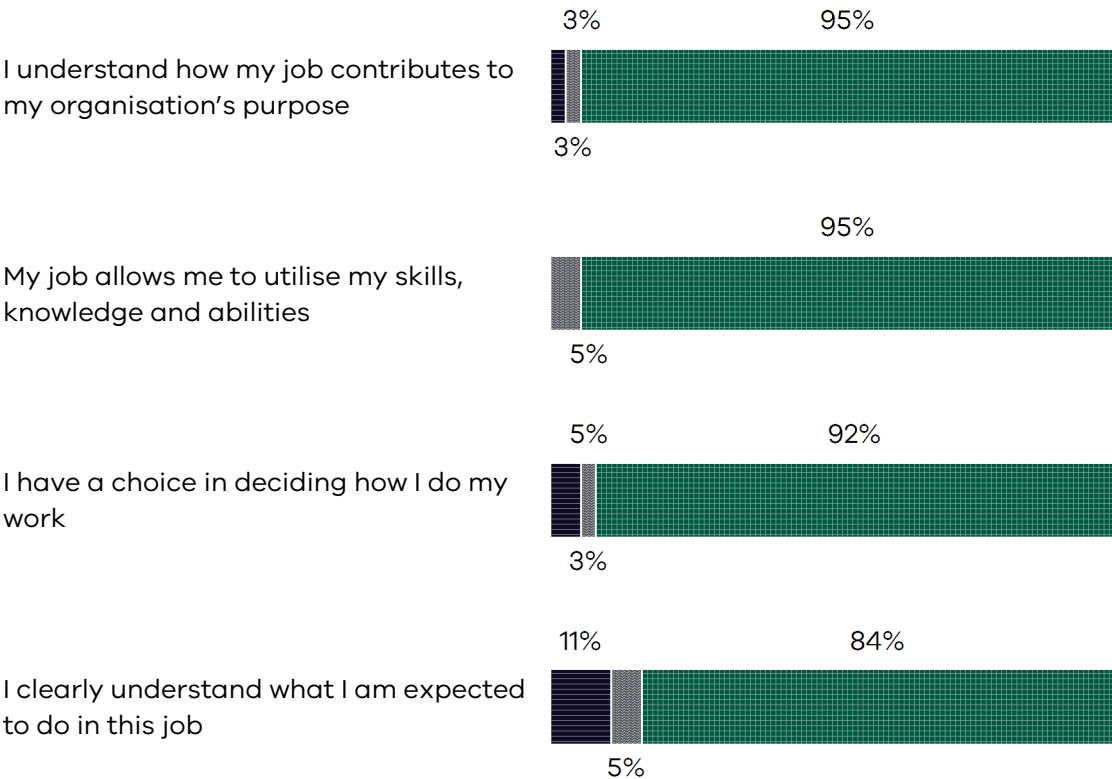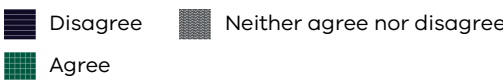
Example

97% of your staff who did the survey agreed or strongly agreed with 'I am achieving something important through my work'.

Survey question	Your results	Benchmark agree results

Legend: Disagree · Neither agree nor disagree · Agree

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am achieving something important through my work	97% agree / 3%	100 %	97 %	67 %	79 %	87 %
I feel that I can make a worthwhile contribution at work	97% agree / 3%	92 %	97 %	81 %	87 %	90 %

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Job and manager factors

Safe to speak up 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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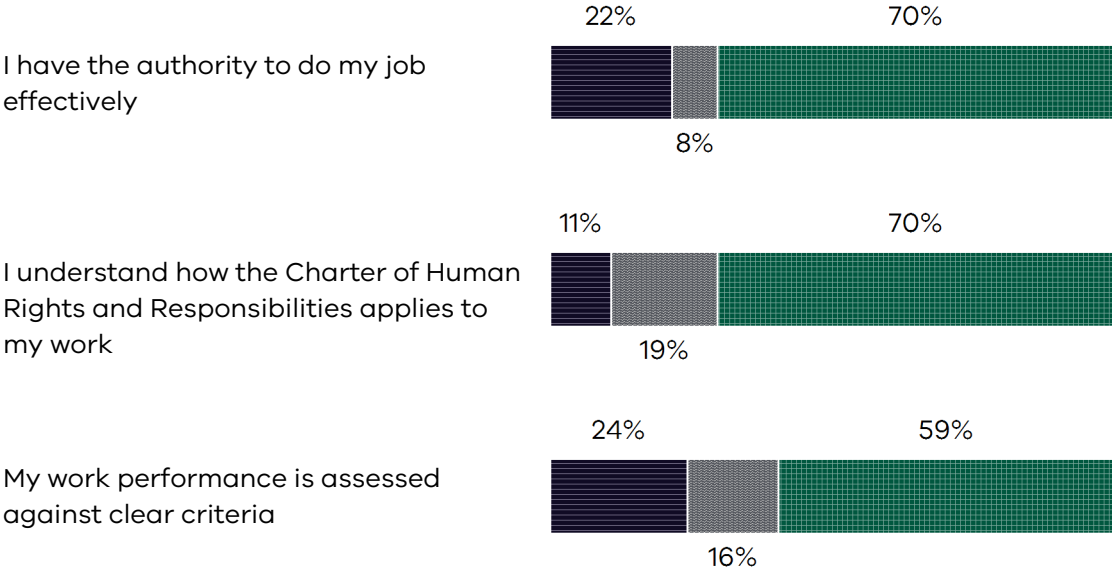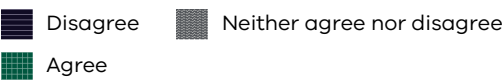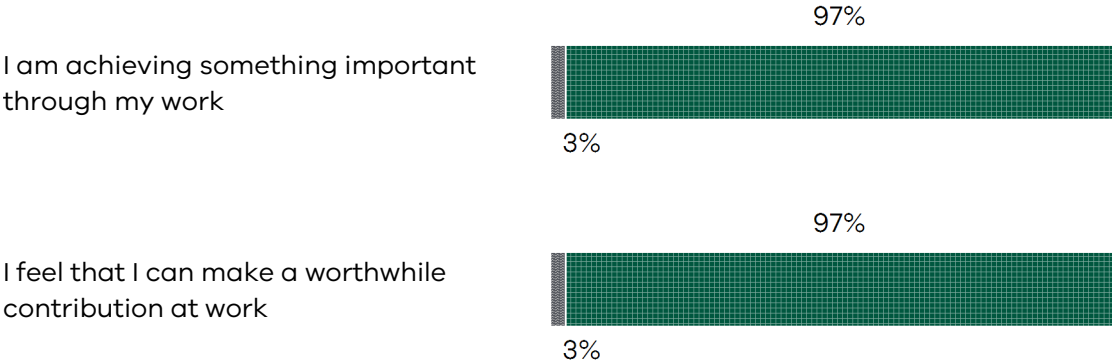
Example

86% 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 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in your workgroup are able to bring up problems and tough issues	8% / 5% / 86%	78 %	86 %	60 %	77 %	81 %
I feel safe to challenge inappropriate behaviour at work	14% / 8% / 78%	Not asked	78 %	62 %	68 %	75 %
I am confident that I would be protected from reprisal for reporting improper conduct	8% / 16% / 76%	Not asked	76 %	53 %	64 %	76 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	22% / 16% / 62%	Not asked	62 %	50 %	56 %	68 %

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.
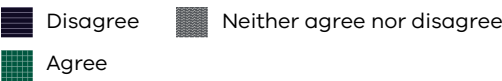
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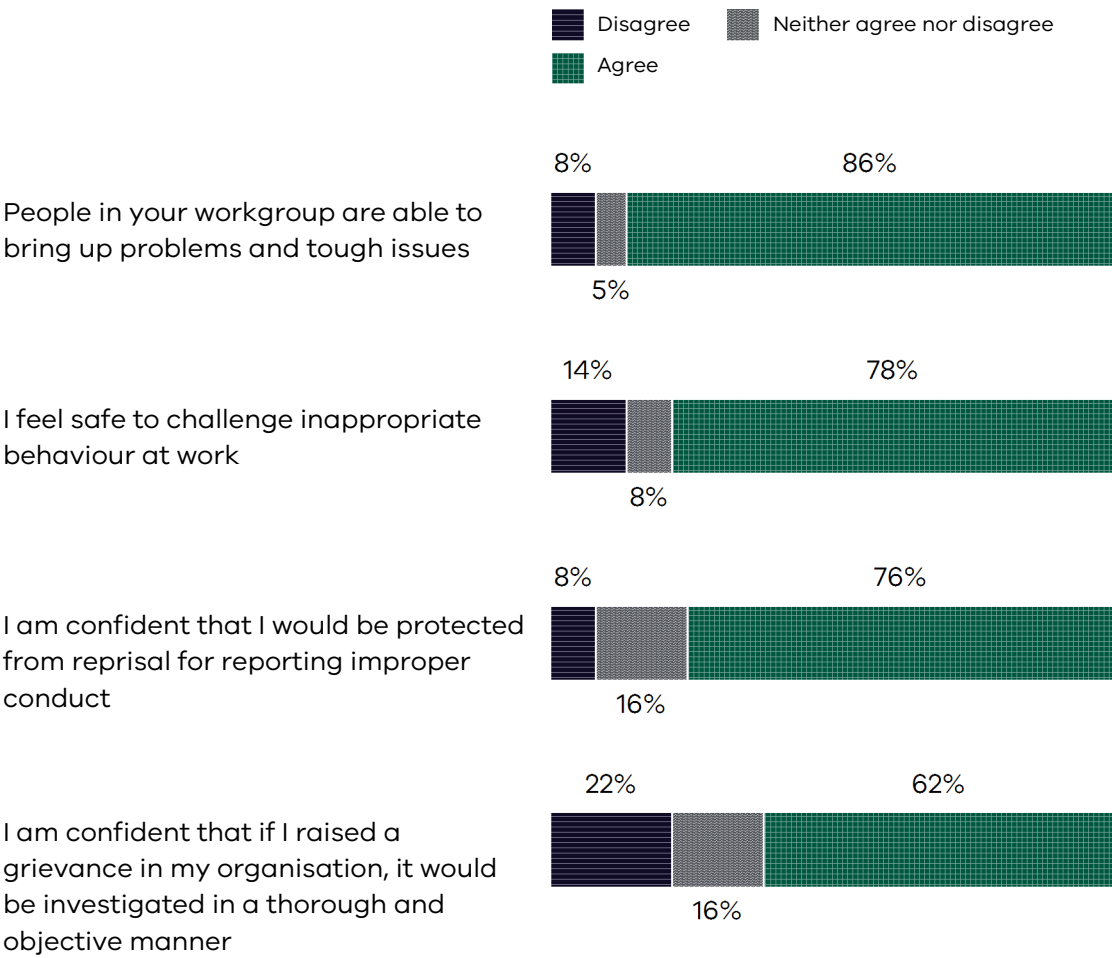
Example

95% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

Survey question

Your results

Legend: Disagree | Neither agree nor disagree | Agree

People in my workgroup often reject others for being different
95%   3%
3%

If I make a mistake in my workgroup, it is often held against me
86%   5%
8%
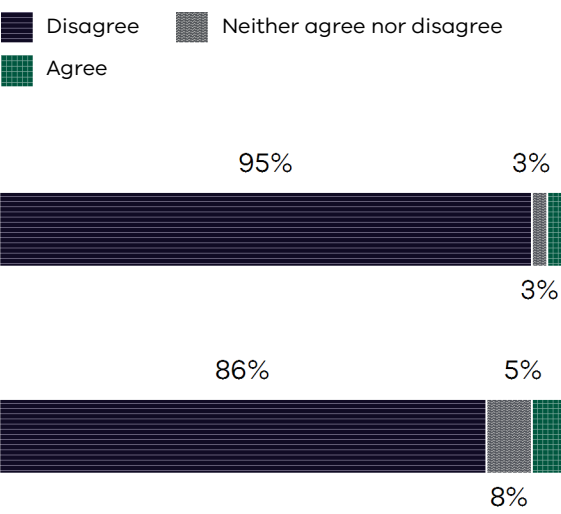
Benchmark disagree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
People in my workgroup often reject others for being different	Not asked	95 %	69 %	80 %	82 %
If I make a mistake in my workgroup, it is often held against me	Not asked	86 %	67 %	76 %	77 %

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

51% 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	51%	39%	36%
Decision making and authorisation processes	30%	36%	23%
Administrative processes (including leave and HR requirements)	27%	34%	19%
Limited social interactions with the team	27%	9%	11%
Communication processes	19%	18%	19%
Family/household commitments (carer responsibilities, child education responsibilities)	19%	9%	9%
Difficulties in separating work from other aspects of my life	16%	9%	10%
Other	14%	16%	13%
Poor mental health or wellbeing	14%	11%	11%
Absence of visibility of team progress and deliverables	11%	10%	9%

People matter survey 2021

Have your say

Report overview

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- Privacy and anonymity
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- 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
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Key differences

- Highest scoring
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- Most improved
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- Taking action questions

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- Senior leadership questions

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Workgroup climate

- Scorecard
- Quality service delivery
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Job and manager factors

- Scorecard
- Manager leadership
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- 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:

- 94% of your staff who did the survey responded positively to questions about Responsiveness .

Compared to:

- 87% of staff at your comparator and 87% of staff across the public sector.
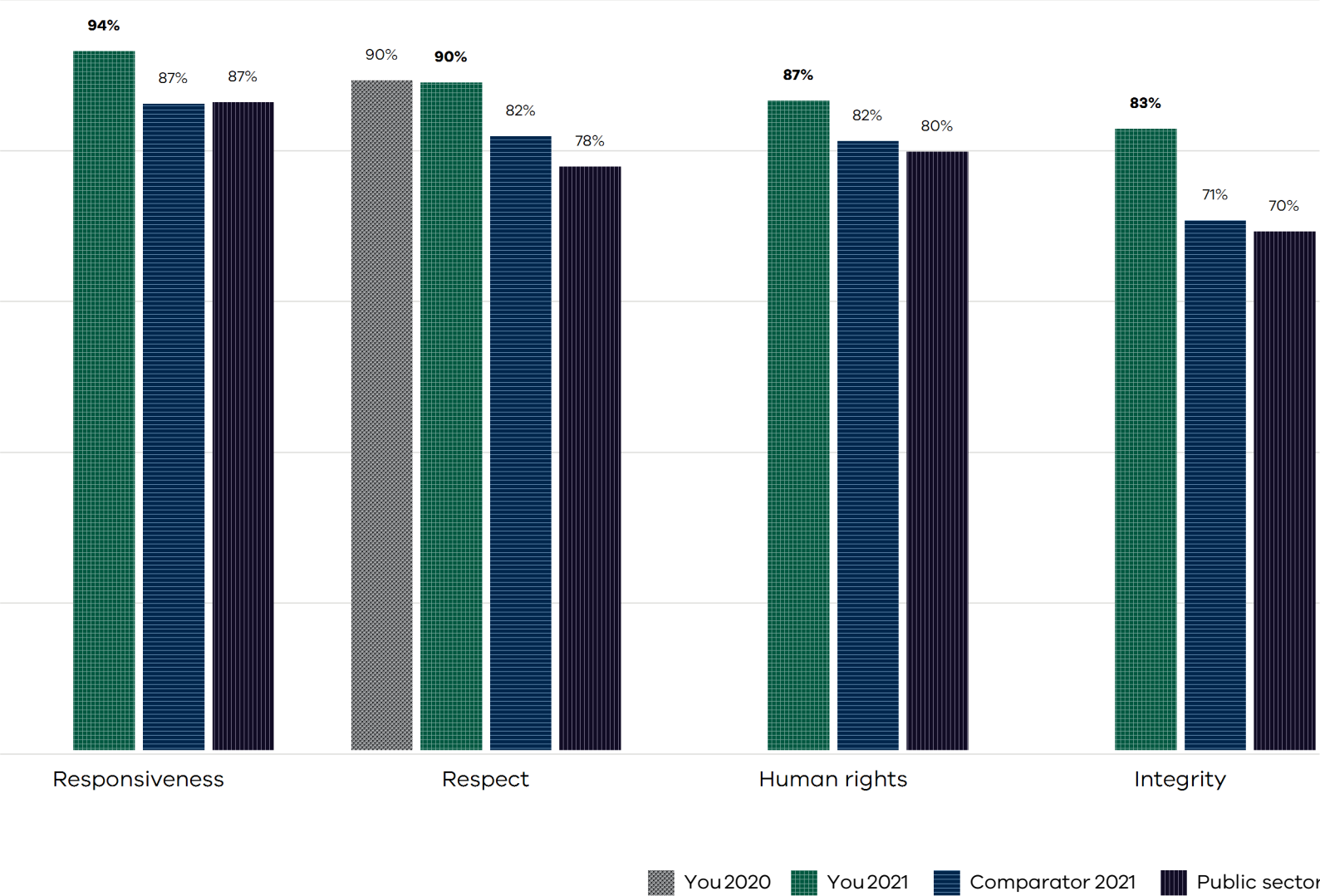
Chart: Public sector values — Responsiveness, Respect, Human rights, Integrity

- Responsiveness: You 2021 94%, Comparator 2021 87%, Public sector 2021 87%
- Respect: You 2020 90%, You 2021 90%, Comparator 2021 82%, Public sector 2021 78%
- Human rights: You 2021 87%, Comparator 2021 82%, Public sector 2021 80%
- Integrity: You 2021 83%, Comparator 2021 71%, Public sector 2021 70%

Legend: 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:

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

Compared to:

- 71% of staff at your comparator and 68% of staff across the public sector.

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

Impartiality: You 2021 82%, Comparator 2021 71%, Public sector 2021 68%

Leadership: You 2021 81%, Comparator 2021 70%, Public sector 2021 73%

Accountability: You 2020 88%, You 2021 81%, Comparator 2021 75%, Public sector 2021 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

97% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup strives to provide high quality advice and services	3% / 97%	Not asked	97 %	81 %	88 %	96 %
My manager ensures clients receive a high standard of service	95% / 5%	Not asked	95 %	61 %	85 %	88 %
My workgroup strives to deliver services in a timely manner	3% / 89% / 8%	Not asked	89 %	79 %	88 %	95 %

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.

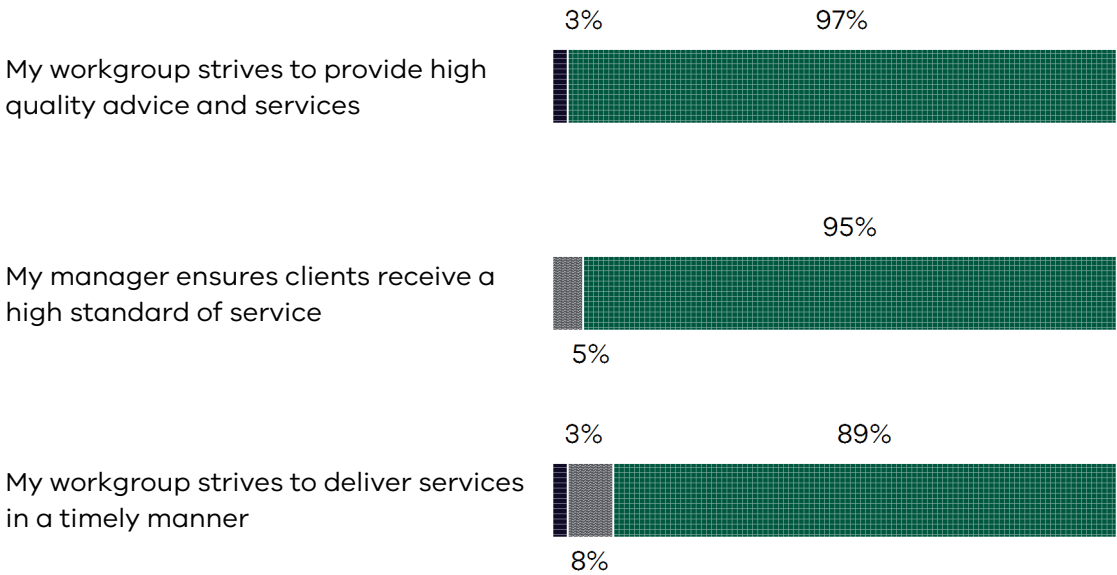Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

92% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results	Benchmark agree results

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

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager demonstrates honesty and integrity	5% / 3% / 92%	Not asked	92 %	69 %	86 %	88 %
People in my workgroup appropriately manage conflicts of interest	3% / 3% / 5% / 89%	Not asked	89 %	47 %	77 %	79 %
My organisation is committed to earning a high level of public trust	3% / 5% / 5% / 86%	Not asked	86 %	64 %	71 %	86 %
People in my workgroup are honest, open and transparent in their dealings	5% / 11% / 84%	Not asked	84 %	64 %	78 %	80 %

Public sector values

Integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

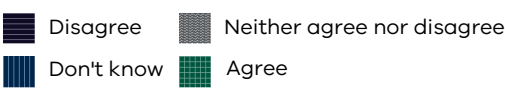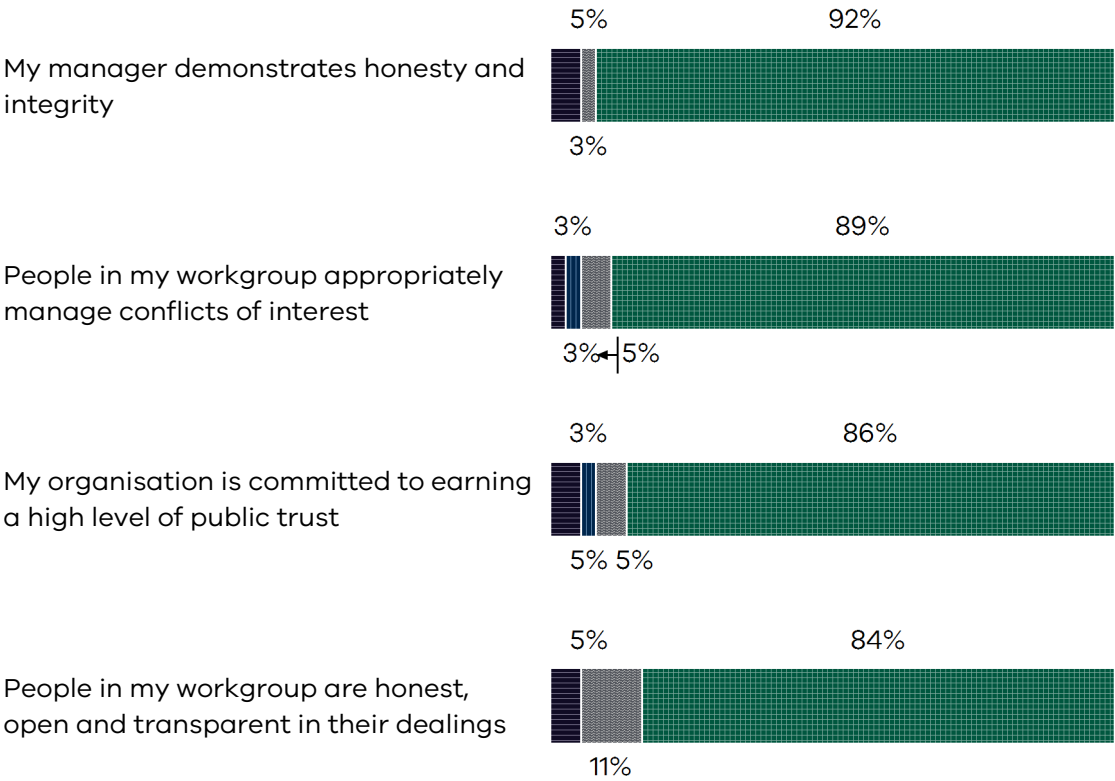Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

81% of staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question	Your results						

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

Benchmark agree results

	You		Comparator		
Survey question	2020	2021	Lowest	Average	Highest
My organisation does not tolerate improper conduct (5% / 3% / 11% / 81%)	Not asked	81 %	61 %	69 %	71 %
Senior leaders demonstrate honesty and integrity (11% / 3% / 5% / 81%)	Not asked	81 %	55 %	58 %	76 %
I feel safe to challenge inappropriate behaviour at work (14% / 8% / 78%)	Not asked	78 %	62 %	68 %	75 %
I am confident that I would be protected from reprisal for reporting improper conduct (8% / 16% / 76%)	Not asked	76 %	53 %	64 %	76 %

Public sector values

Impartiality

What this is

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

Why this is important

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

How to read this

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

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

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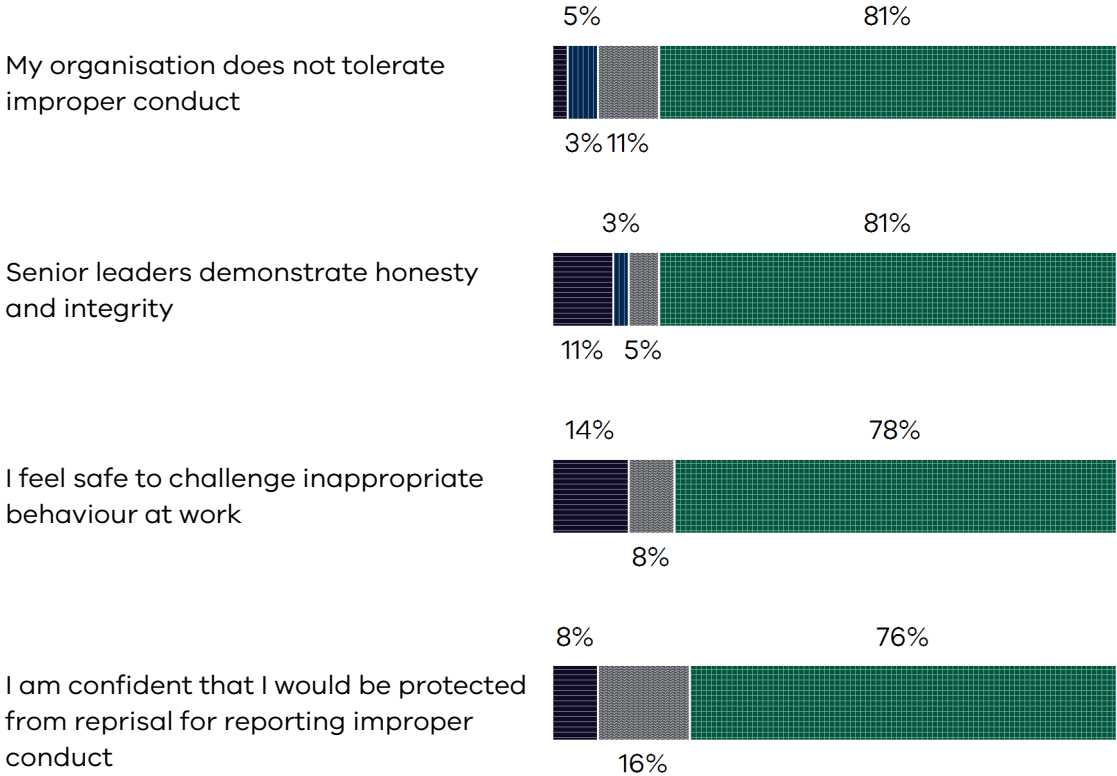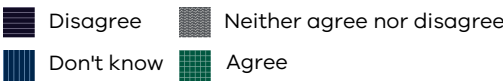
Example

89% of staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.

Survey question · Your results · Benchmark agree results

Legend: Disagree · Don't know · Neither agree nor disagree · Agree
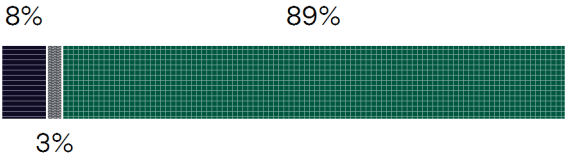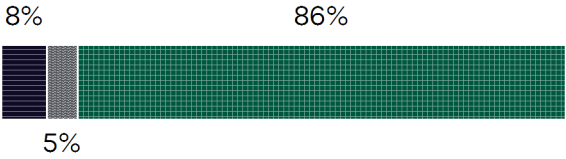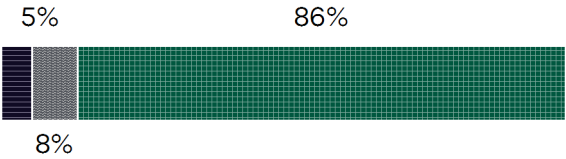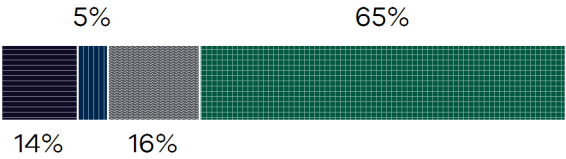
Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup places a priority on acting fairly and without bias	8% / 3% / 89%	Not asked	89 %	67 %	79 %	82 %
My workgroup focuses on making decisions informed by all relevant facts	8% / 5% / 86%	Not asked	86 %	62 %	78 %	81 %
People in my workgroup are politically impartial in their work	5% / 8% / 86%	Not asked	86 %	57 %	74 %	76 %
My organisation makes fair recruitment and promotion decisions, based on merit	14% / 16% / 5% / 65%	Not asked	65 %	43 %	52 %	71 %

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

95% 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 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job contributes to my organisation's purpose	3% / 95% / 3%	94 %	95 %	88 %	89 %	95 %
My workgroup strives to make the best use of its resources	5% / 86% / 8%	Not asked	86 %	69 %	82 %	95 %
I clearly understand what I am expected to do in this job	11% / 84% / 5%	92 %	84 %	77 %	80 %	88 %
My workgroup has clear lines of responsibility	19% / 73% / 8%	Not asked	73 %	70 %	77 %	90 %

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.

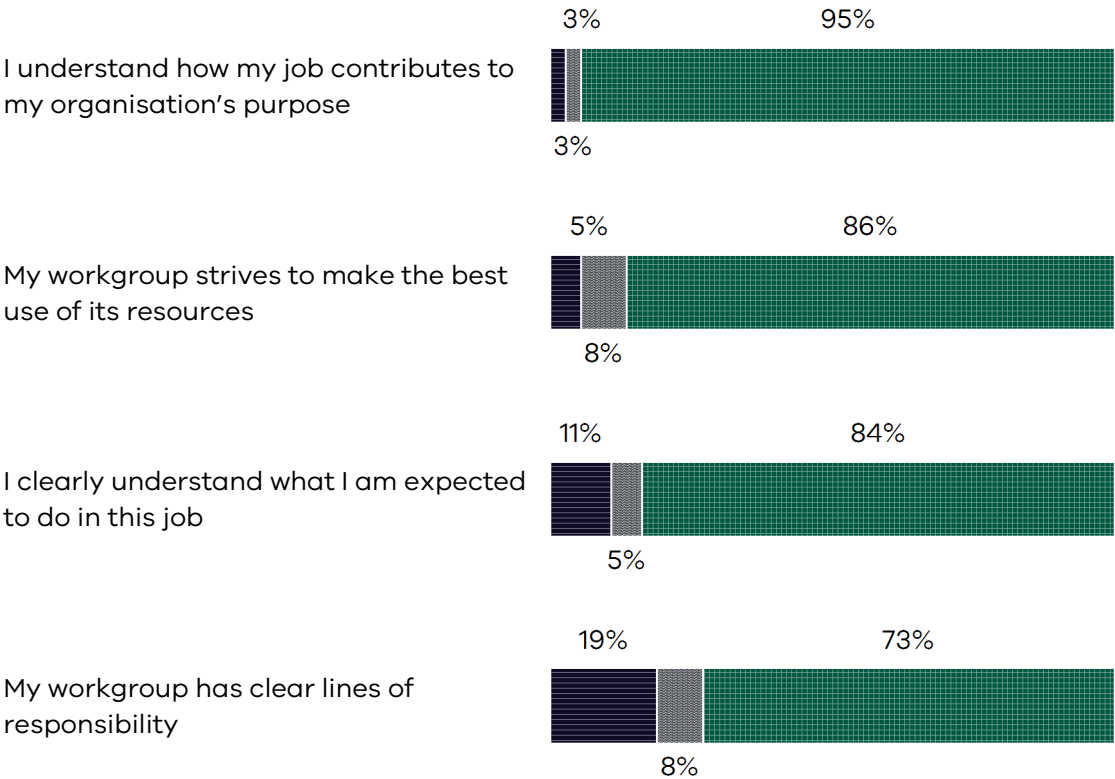Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

65% of 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

Senior leaders provide clear strategy and direction

3% — 65%
19% — 14%

	You		Comparator		
	2020	2021	Lowest	Average	Highest
Senior leaders provide clear strategy and direction	78 %	65 %	38 %	48 %	67 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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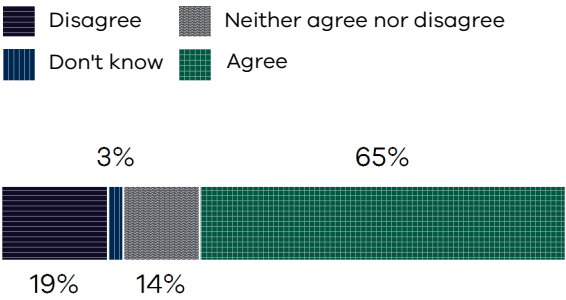
Example

95% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results		Benchmark agree results				
			You		**Comparator**		
			2020	2021	Lowest	Average	Highest
My manager treats employees with dignity and respect	5% / 95%		Not asked	95 %	69 %	88 %	90 %
My organisation encourages respectful workplace behaviours	3% / 95% / 3%		Not asked	95 %	77 %	85 %	90 %
My workgroup respectfully consults with clients and stakeholders to improve outcomes	95% / 5%		Not asked	95 %	62 %	85 %	88 %
My manager listens to what I have to say	8% / 92%		89 %	92 %	72 %	86 %	90 %

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

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.

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

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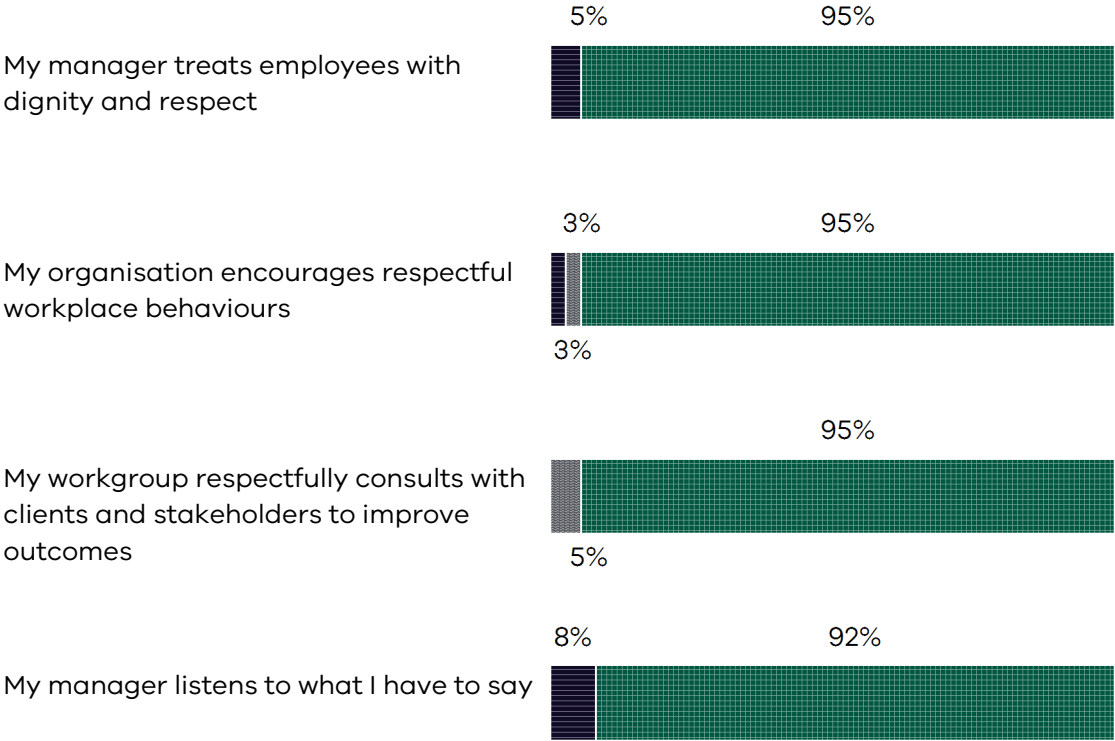
Example

86% of staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.

| Survey question | Your results | Benchmark agree results |

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

	You		Comparator		
	2020	2021	Lowest	Average	Highest
My manager keeps me informed about what's going on (11%, 3%, 86%)	83 %	86 %	50 %	77 %	79 %
People in my workgroup treat each other with respect (8%, 5%, 86%)	97 %	86 %	71 %	84 %	86 %
My organisation takes steps to eliminate bullying, harassment and discrimination (8%, 5%, 8%, 78%)	Not asked	78 %	58 %	72 %	79 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Leadership

What this is

Leadership is how your staff feel an organisation implements and promotes the public sector values.

Why this is important

Good leadership plays a role in the development of workplace culture.

It also gives Victorians confidence that staff in the public sector behave to a high standard.

How to read this

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

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

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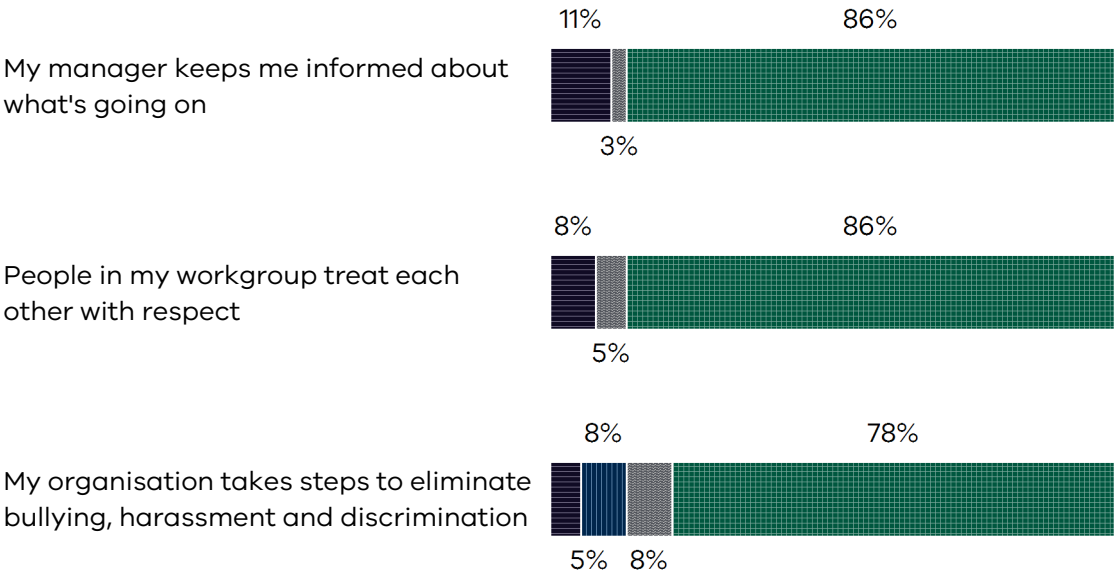
Example

86% 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

My manager models my organisation's values

5% / 86% / 8%

Senior leaders model my organisation's values

3% / 76% / 14% / 8%

Benchmark agree results

Survey question	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager models my organisation's values	Not asked	86 %	53 %	82 %	86 %
Senior leaders model my organisation's values	Not asked	76 %	47 %	58 %	76 %

Public sector values

Human rights

What this is

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

Why this is important

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

How to read this

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

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

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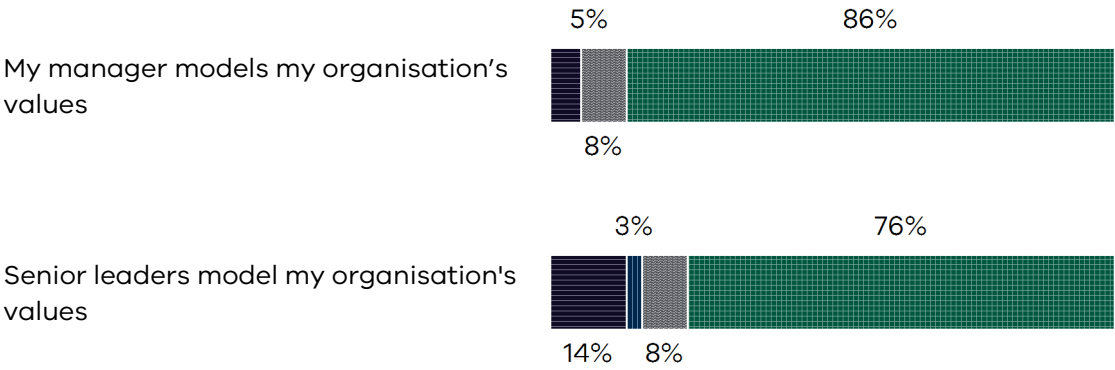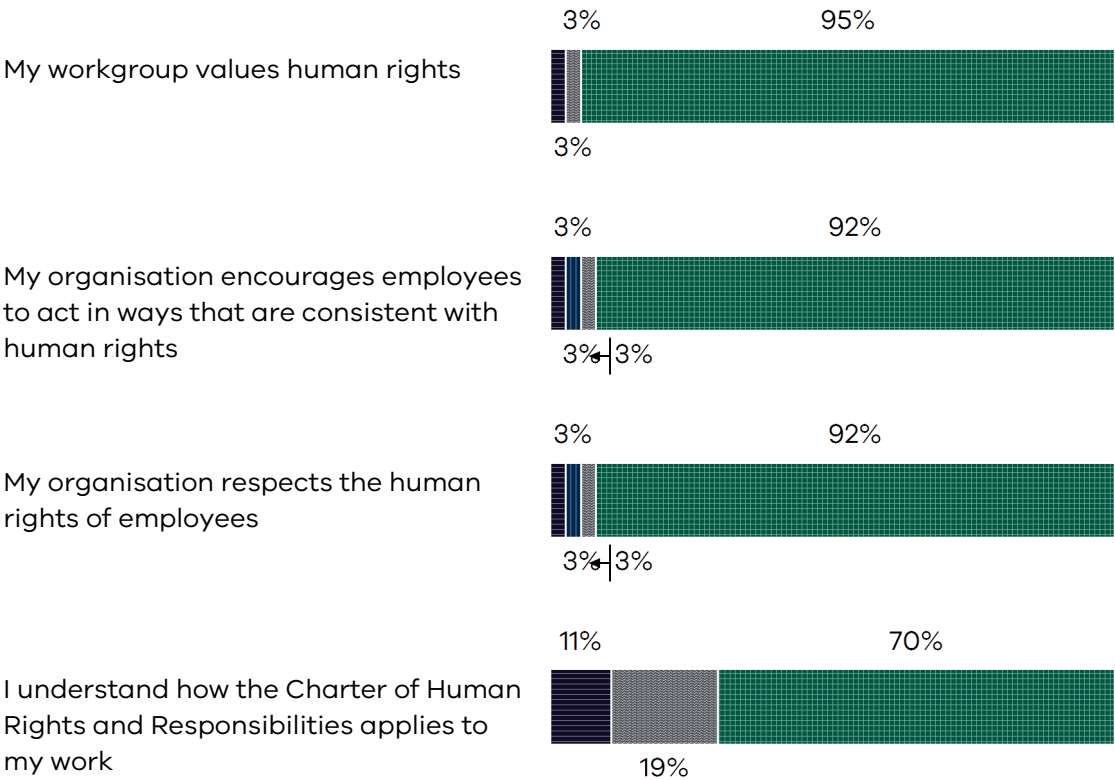
Example

95% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

Survey question	Your results			

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

Survey question		You		Comparator		
		2020	2021	Lowest	Average	Highest
My workgroup values human rights	3% / 95% / 3%	Not asked	95 %	75 %	87 %	89 %
My organisation encourages employees to act in ways that are consistent with human rights	3% / 92% / 3% / 3%	Not asked	92 %	61 %	83 %	86 %
My organisation respects the human rights of employees	3% / 92% / 3% / 3%	Not asked	92 %	67 %	83 %	90 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	11% / 70% / 19%	Not asked	70 %	50 %	73 %	77 %

People matter survey 2021

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- Intention to stay

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- Highest scoring
- Lowest scoring
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- Most declined
- Biggest positive difference from comparator
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- Workgroup support

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- Workload
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- Job enrichment
- Meaningful work
- Safe to speak up
- Barriers to optimal work

Public sector values

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

Demographics

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

Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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

Age	(n)	%
15-34 years	10	27%
35-54 years	16	43%
55+ years	8	22%
Prefer not to say	3	8%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
No	37	100%

Highest level of formal education	(n)	%
Doctoral Degree level	2	5%
Master Degree level	8	22%
Graduate Diploma or Graduate Certificate level	6	16%
Bachelor Degree level incl. honours degrees	11	30%
Advanced Diploma or Diploma level	6	16%
Certificate III or IV level	1	3%
Year 12 or equivalent (VCE/Leaving certificate)	1	3%
Prefer not to say	2	5%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

To protect you, we:
- 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.

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**0**	0%
Non Aboriginal and/or Torres Strait Islander	**37**	100%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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

Do you identify as a person with a disability?	(n)	%
Yes	**2**	5%
No	**34**	92%
Prefer not to say	**1**	3%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
No	**2**	100%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
Other	**2**	100%

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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

How would you describe your gender?	(n)	%
Woman	22	59%
Man	13	35%
Prefer not to say	2	5%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	1	3%
No	35	95%
Prefer not to say	1	3%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	35	95%
Don't know	1	3%
Prefer not to say	1	3%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	32	86%
Gay or lesbian	2	5%
I use a different term	1	3%
Prefer not to say	1	3%
Bisexual	1	3%

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

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.

Country of birth	(n)	%
Born in Australia	**35**	95%
Not born in Australia	**2**	5%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	**2**	100%

Language other than English spoken with family or community	(n)	%
Yes	**1**	3%
No	**36**	97%

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:

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If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Other	1	100%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Cultural diversity 3 of 3

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

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Cultural identity	(n)	%
Australian	**34**	92%
English, Irish, Scottish and/or Welsh	**3**	8%
Other	**2**	5%

Religion	(n)	%
No religion	**31**	84%
Christianity	**3**	8%
Prefer not to say	**2**	5%
Buddhism	**1**	3%

Demographics

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

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Working arrangement	(n)	%
Full-Time	14	38%
Part-Time	23	62%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	7	19%
$65k to $95k	20	56%
$95k to $125k	6	17%
$125k or more	1	3%
Prefer not to say	2	6%

Organisational tenure	(n)	%
Missing	0	0%
<1 year	6	16%
1 to less than 2 years	3	8%
2 to less than 5 years	12	32%
5 to less than 10 years	3	8%
10 to less than 20 years	11	30%
More than 20 years	2	5%

Management responsibility	(n)	%
Non-manager	23	62%
Other manager	9	24%
Manager of other manager(s)	5	14%

Employment type	(n)	%
Ongoing and executive	22	59%
Fixed term	14	38%
Other	1	3%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	29	78%
I have moved to a different role within my organisation (including acting roles)	6	16%
I have moved to my role from outside the Victorian public sector	2	5%

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.

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Primary workplace location over the last 3 months	(n)	%
Other city or town	**12**	32%
Melbourne: Suburbs	**9**	24%
Melbourne CBD	**6**	16%
Wangaratta	**3**	8%
Bendigo	**2**	5%
Horsham	**2**	5%
Latrobe	**1**	3%
Mildura	**1**	3%
Wodonga	**1**	3%

Primary workplace type over the past 3 months*	(n)	%
Home/private location	**29**	78%
A main office	**6**	16%
A hub/shared work space	**1**	3%
Other (please specify)	**1**	3%

Other workplace type over the past 3 months*	(n)	%
A main office	**18**	49%
Home/private location	**14**	38%
No, I have not worked from any other locations	**5**	14%
A hub/shared work space	**3**	8%
A frontline or service delivery location (that is not a main office or home/private location)	**1**	3%
Other	**1**	3%

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.

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Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	**21**	57%
Flexible working arrangements	**13**	35%
Career development support strategies	**3**	8%
Physical modifications or improvements to the workplace	**2**	5%
Job redesign or role sharing	**1**	3%
Accessible communications technologies	**1**	3%

Why did you make this request?*	(n)	%
Work-life balance	**9**	56%
Caring responsibilities	**4**	25%
Family responsibilities	**4**	25%
Health	**3**	19%
Other	**3**	19%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	**12**	75%
The adjustments I needed were not made	**3**	19%
The adjustments I needed were made but the process was unsatisfactory	**1**	6%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

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Caring responsibility	(n)	%
None of the above	**19**	51%
Primary school aged child(ren)	**9**	24%
Secondary school aged child(ren)	**7**	19%
Child(ren) - younger than preschool age	**2**	5%
Frail or aged person(s)	**2**	5%
Other	**2**	5%
Prefer not to say	**1**	3%
Person(s) with a mental illness	**1**	3%

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