People matter survey 2021

Have your say

Victorian
Public Sector
Commission

VICTORIA
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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 2019 and 2020.

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

Rounding of percentages

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

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

Survey questions and definitions

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

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

Custom questions

- Questions requested by your organisation

Demographics

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- Aboriginal and/or Torres Strait Islander
- Disability
- Gender, variations in sex characteristics and sexual orientation
- Cultural diversity
- Employment
- Adjustments
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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**
• Lead the organisation • Set the culture • Lead by example • Actions influence outcomes	• Organisational integrity • Workplace flexibility • Equal employment opportunity • Diversity and inclusion • Safety climate • Patient safety climate	• Quality service delivery • Innovation • Workgroup support • Change management	• Manager leadership • Manager support • Workload • Learning and development • Job enrichment • Meaningful work • Safe to speak up	• Engagement • Satisfaction • Wellbeing – work-related stress • Wellbeing – job-related affect • Intention to stay • Acting on negative behaviours

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

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

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Report overview

Your comparator group 1 of 2

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'.

Bushfire Recovery Victoria

CenITex

Commercial Passenger Vehicles Victoria

Commission for Children and Young People

Court Services Victoria

Emergency Services Superannuation Board

Environment Protection Authority

Essential Services Commission

Family Safety Victoria

Family Violence Prevention Agency

Game Management Authority

Independent Broad-based Anti-corruption Commission

Infrastructure Victoria

Labour Hire Licensing Authority

Latrobe Valley Authority

Major Transport Infrastructure Authority

Office of Public Prosecutions

Office of the Chief Parliamentary Counsel

Office of the Governor Victoria

Office of the Legal Services Commissioner

Office of the Ombudsman Victoria

Office of the Victorian Electoral Commissioner

Office of the Victorian Government Architect

Office of the Victorian Information Commissioner

Office of the Victorian Inspectorate

Portable Long Service Authority

Public Record Office Victoria

Public Transport Safety Victoria

Safer Care Victoria

Service Victoria

Suburban Rail Loop Authority

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Victorian Auditor-General's Office

Victorian Commission for Gambling and Liquor Regulation

Victorian Disability Worker Commission

Victorian Equal Opportunity and Human Rights Commission

Victorian Government Solicitor's Office

Victorian Public Sector Commission

Victorian Responsible Gambling Foundation

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	
83%	
(139)	
Comparator	70%
Public Sector	49%

2021	
67%	
(124)	
Comparator	49%
Public Sector	39%

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020

66

| Comparator | 69 |
| Public Sector | 68 |

2021

67

| Comparator | 72 |
| Public Sector | 70 |

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People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 67.

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.
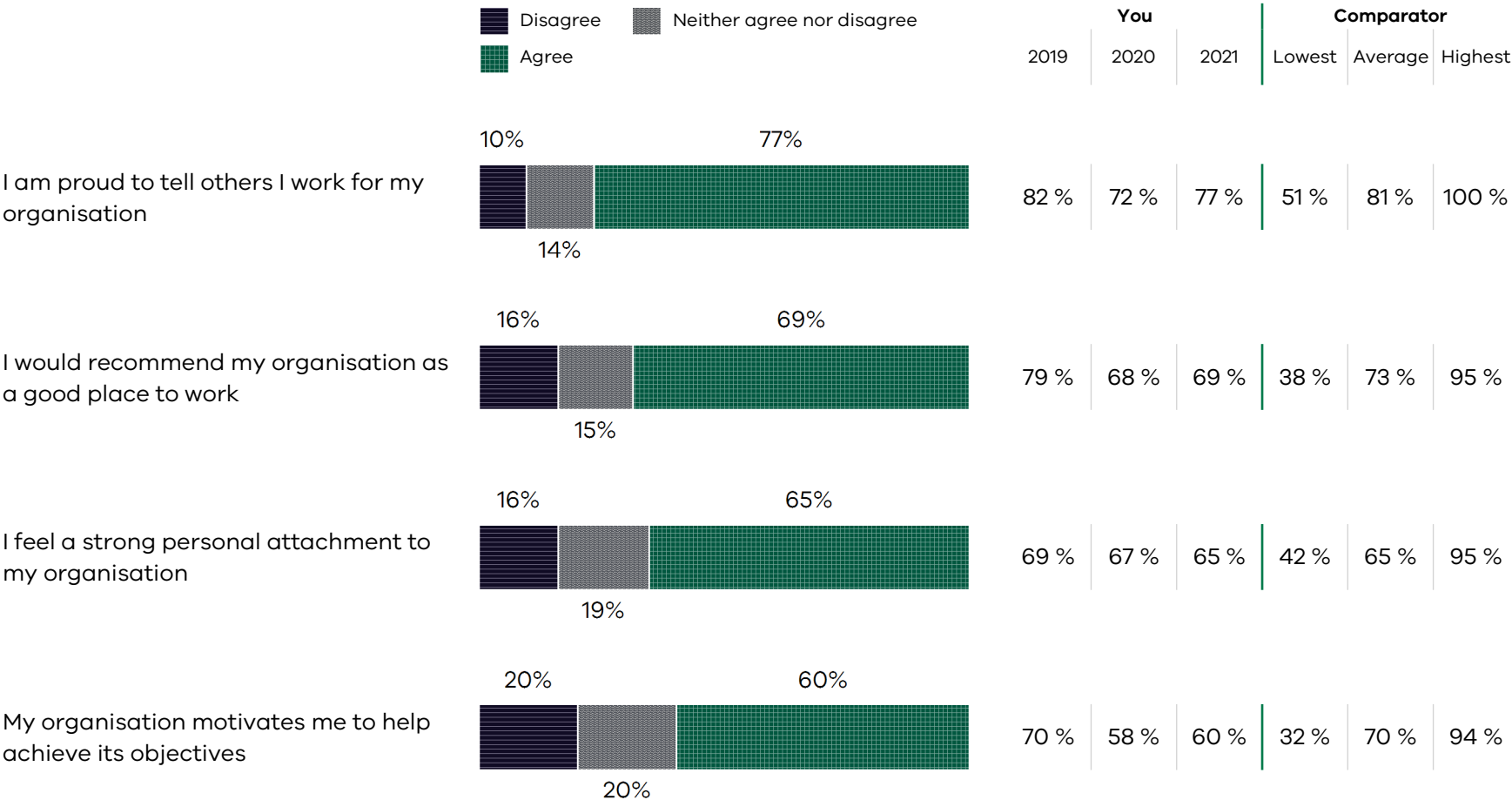
Example

77% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

| Survey question | Your results | Benchmark agree results |

Legend: ■ Disagree ▦ Neither agree nor disagree ▩ Agree

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I am proud to tell others I work for my organisation	10% / 14% / 77%	82 %	72 %	77 %	51 %	81 %	100 %
I would recommend my organisation as a good place to work	16% / 15% / 69%	79 %	68 %	69 %	38 %	73 %	95 %
I feel a strong personal attachment to my organisation	16% / 19% / 65%	69 %	67 %	65 %	42 %	65 %	95 %
My organisation motivates me to help achieve its objectives	20% / 20% / 60%	70 %	58 %	60 %	32 %	70 %	94 %

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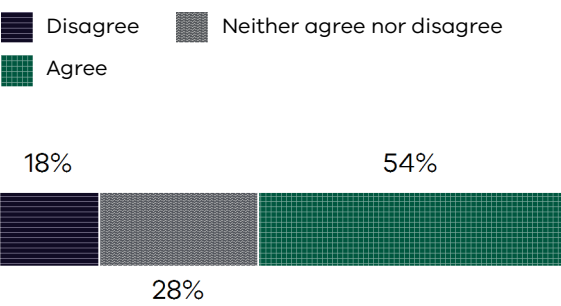
Example

54% of your staff who did the survey agreed or strongly agreed with 'My organisation inspires me to do the best in my job'.

Survey question

Your results

Benchmark agree results

Legend: ■ Disagree   ▦ Neither agree nor disagree   ▦ Agree

Survey question	Your results	2019	You 2020	2021	Comparator Lowest	Average	Highest
My organisation inspires me to do the best in my job	18% / 28% / 54%	69 %	55 %	54 %	30 %	68 %	91 %

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.
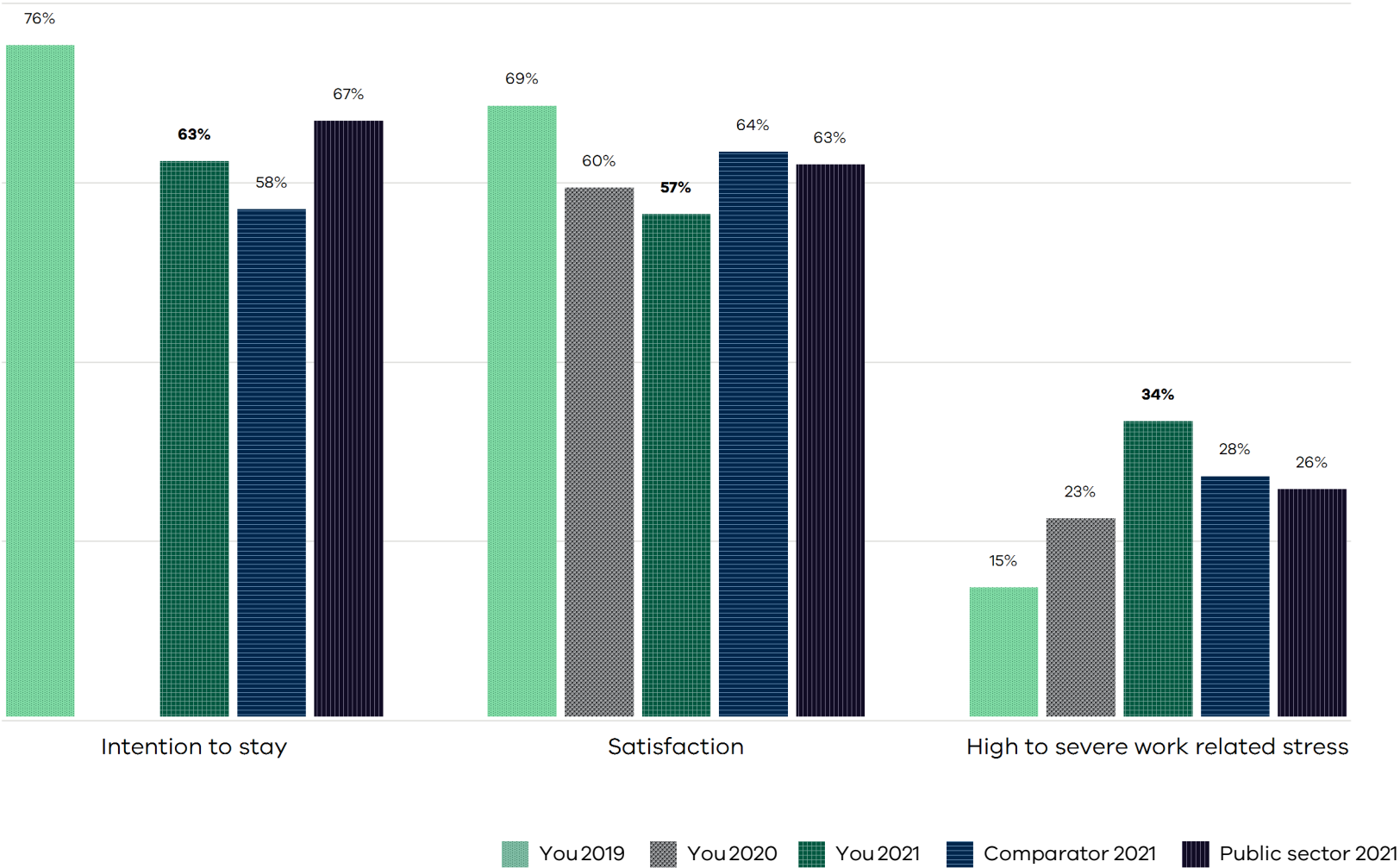
Example

In 2021:

- 63% of your staff who did the survey responded positively to questions about Intention to stay.

Compared to:

- 58% of staff at your comparator and 67% of staff across the public sector.

Intention to stay: 76%, 63%, 58%, 67%
Satisfaction: 69%, 60%, 57%, 64%, 63%
High to severe work related stress: 15%, 23%, 34%, 28%, 26%

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

People outcomes

Satisfaction question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

77% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.
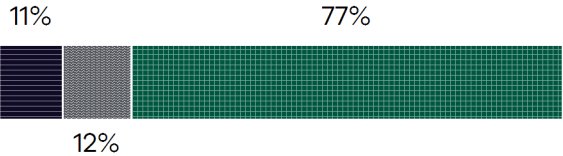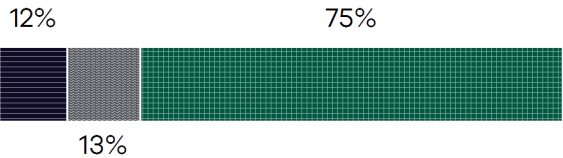
Legend:
- Disagree
- Neither agree nor disagree
- Agree

Survey question				You			Comparator		
	Disagree	Neither	Agree	2019	2020	2021	Lowest	Average	Highest
I enjoy the work in my current job	11%	12%	77%	85 %	Not asked	77 %	67 %	79 %	100 %
I get a sense of accomplishment from my work	12%	13%	75%	85 %	Not asked	75 %	61 %	78 %	96 %

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.
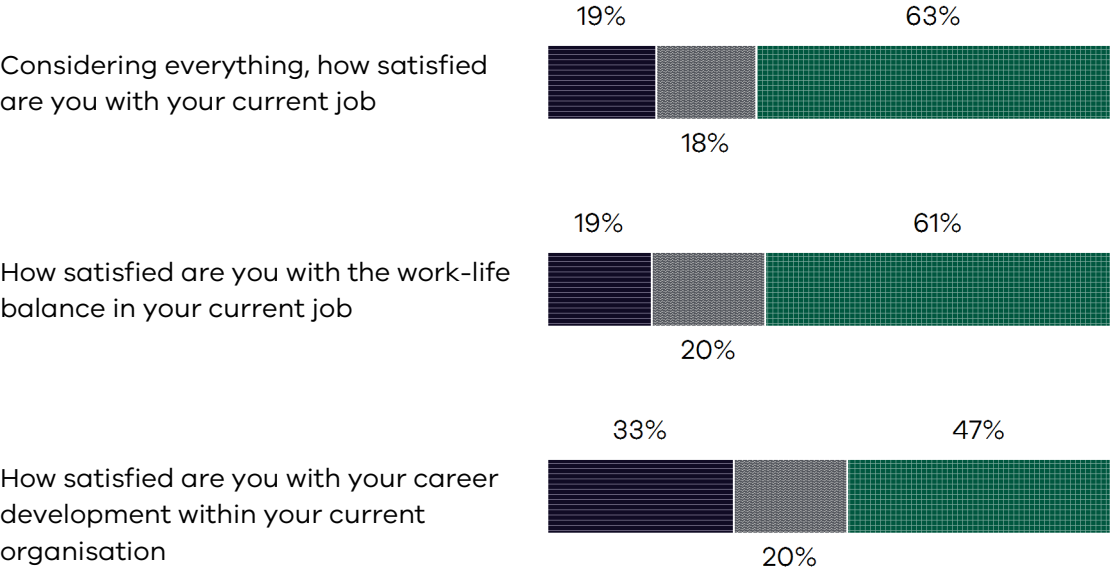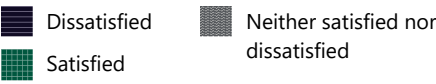
Example

63% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Legend: Dissatisfied | Neither satisfied nor dissatisfied | Satisfied

Survey question	Your results		You			Comparator		
			2019	2020	2021	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job	19% / 18% / 63%		76 %	67 %	63 %	54 %	70 %	93 %
How satisfied are you with the work-life balance in your current job	19% / 20% / 61%		73 %	64 %	61 %	56 %	69 %	93 %
How satisfied are you with your career development within your current organisation	33% / 20% / 47%		59 %	49 %	47 %	38 %	53 %	76 %

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People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

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

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

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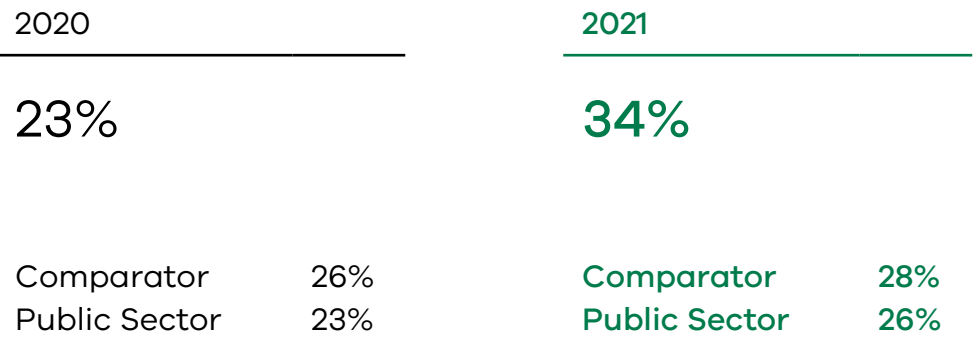
Example

34% 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)

Level	%
Nil	6%
Low / mild	29%
Moderate	31%
High	20%
Very high	11%
Severe	2%
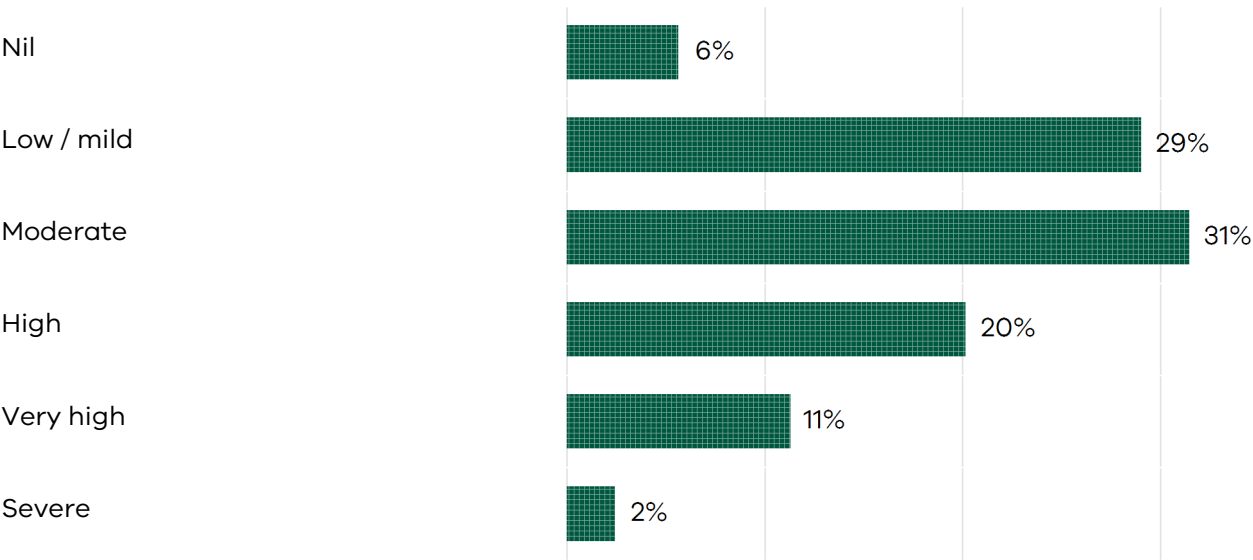
Reported levels of high to severe stress

2020		2021	
23%		**34%**	
Comparator	26%	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

94% of your staff who did the survey said they experienced mild to severe stress.

Of that 94%, 43% said the top reason was 'Workload'.

	117	7
94%		6%

■ Experienced some work-related stress   ▦ Did not experience some work-related stress
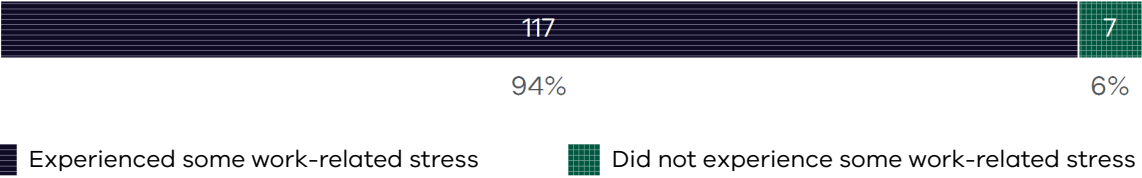
Of those that experienced work related stress it was from …	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	40%	43%	52%	51%
Time pressure	28%	29%	47%	42%
Competing home and work responsibilities	24%	25%	12%	12%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	24%	21%	9%	12%
Management of work (e.g. supervision, training, information, support)	15%	19%	13%	13%
Dealing with clients, patients or stakeholders	17%	16%	15%	14%
Organisation or workplace change	7%	15%	11%	11%
Content, variety, or difficulty of work	11%	14%	14%	12%
Other	9%	10%	8%	9%
Other changes due to COVID-19	10%	10%	11%	15%

Victorian Public Sector Commission

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People outcomes

Intention to stay

What this is

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

Why this is important

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

How to read this

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

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

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

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

Example

19% of your staff who did the survey said they intended to leave.

Of that 19%, 65% said it was from 'Lack of confidence in senior leadership'.

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

16	7	78
13%	6%	63%

■ Leaving your organisation ■ Leaving the sector ■ Staying
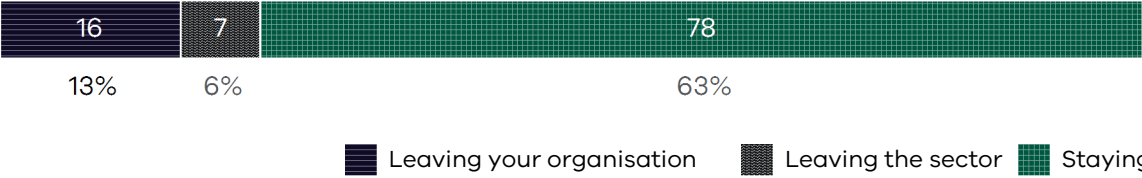
Of those who indicated they're leaving your organisation (including leaving the sector) it was for ...	You 2021	Comparator 2021	Public sector 2021
Lack of confidence in senior leadership	65%	30%	34%
Limited future career opportunities at my organisation	57%	51%	42%
Better remuneration	43%	29%	26%
Limited recognition for doing a good job	39%	26%	32%
Opportunity to broaden experience	30%	49%	40%
Opportunity to seek/take a promotion elsewhere	26%	44%	33%
Lack of organisational stability	22%	17%	18%
Excessive workload	17%	22%	25%
Limited developmental/educational opportunities at my organisation	17%	24%	24%
Limited opportunities to gain further experience at my organisation	17%	39%	33%

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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.
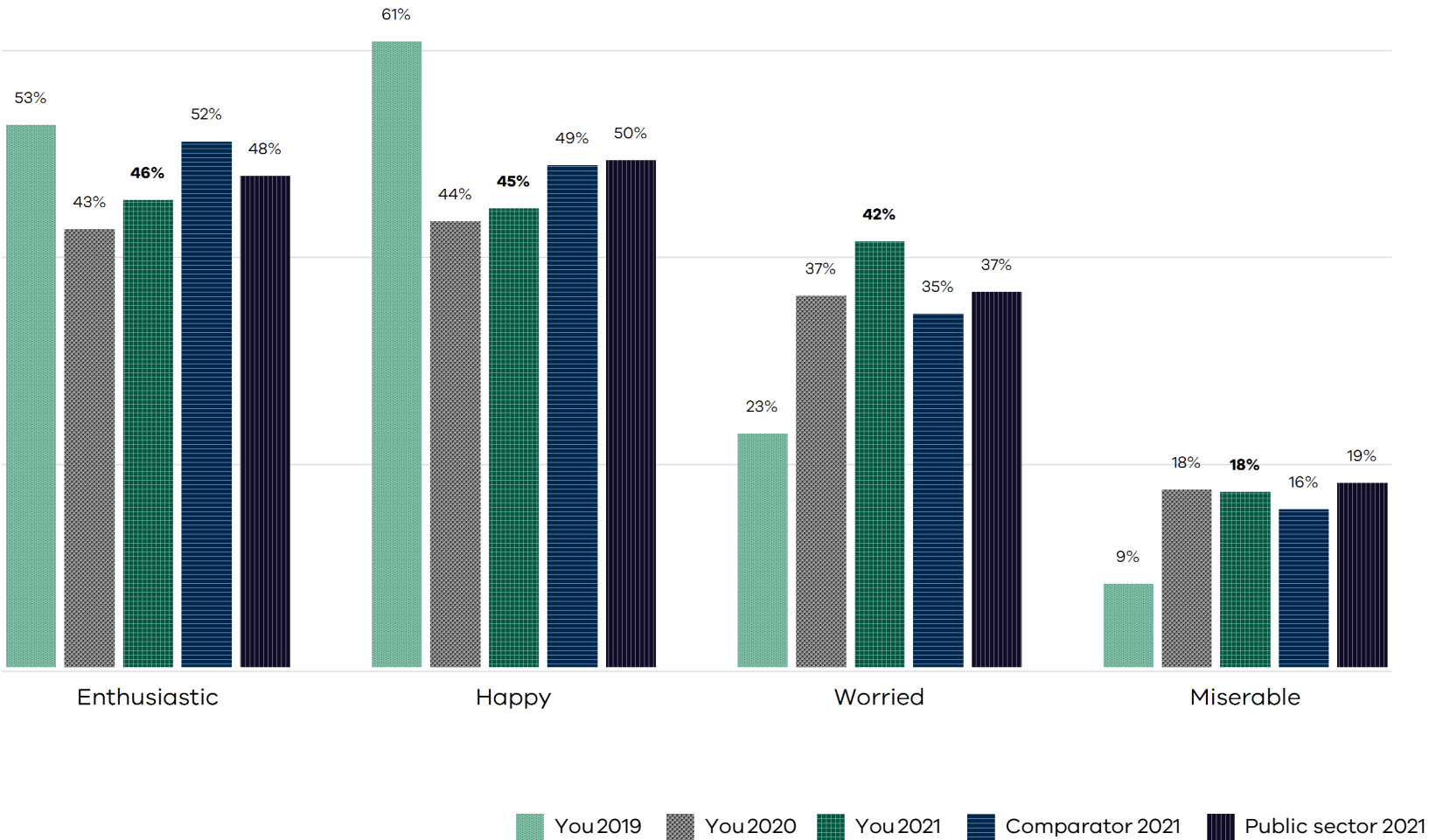
Example

In 2021:

- 45% of your staff who did the survey said work made them feel happy in 2021, which is up from 44% in 2020

Compared to:

- 49% of staff at your comparator and 50% of staff across the public sector.

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

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

Enthusiastic: 53%, 43%, **46%**, 52%, 48%
Happy: 61%, 44%, **45%**, 49%, 50%
Worried: 23%, 37%, **42%**, 35%, 37%
Miserable: 9%, 18%, **18%**, 16%, 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:

- 22% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is up from 21% in 2020.

Compared to:

- 6% of staff at your comparator and 18% of staff across the public sector.

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

Violence or aggression: 16%, 21%, 22%, 6%, 18%
Bullying: 9%, 17%, 15%, 10%, 16%
Discrimination: 6%, 16%, 12%, 3%, 6%
Sexual harassment: 10%, 5%, 9%, 3%, 6%
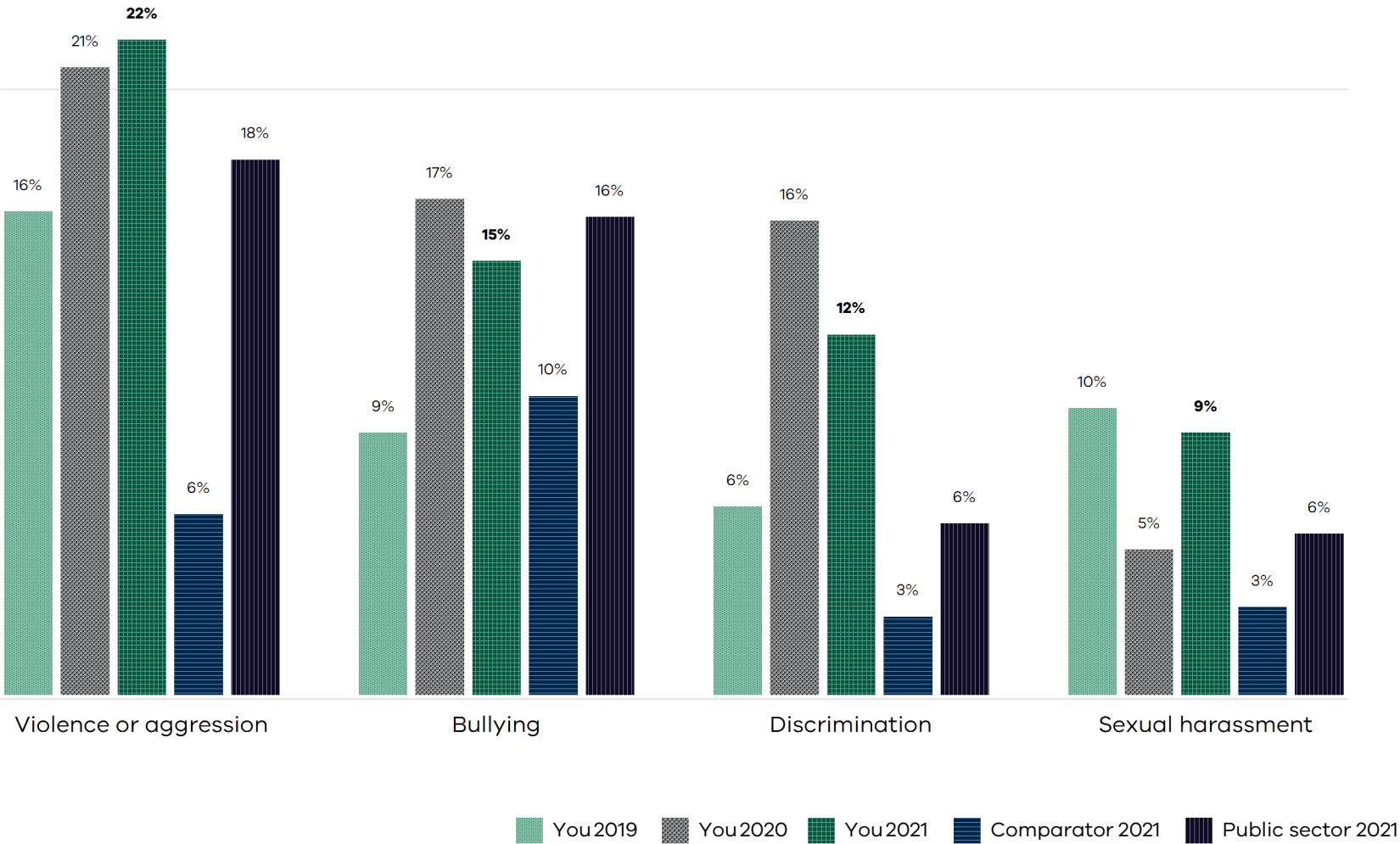
People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

15% of your staff who did the survey said they experienced bullying.

Of that 15%, 61% said the top type was 'Exclusion or isolation'.

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

18	95	11
15%	77%	9%

■ Experienced bullying　■ Did not experience bullying　■ Not sure
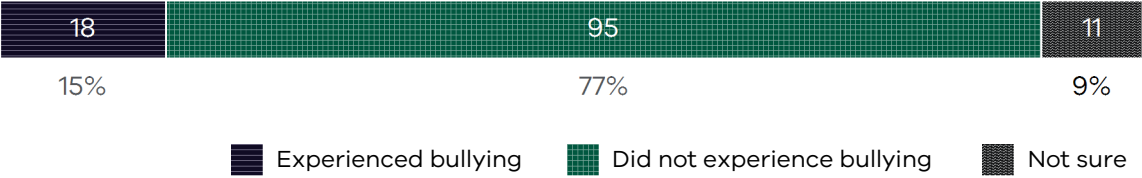
If you experienced bullying, what type of bullying did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Exclusion or isolation	48%	61%	42%	42%
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	48%	61%	75%	69%
Intimidation and/or threats	57%	28%	26%	32%
Verbal abuse	13%	17%	17%	20%
Interference with my personal property and/or work equipment	0%	11%	4%	4%
Other	17%	11%	15%	15%
Withholding essential information for me to do my job	30%	11%	37%	27%
Being assigned meaningless tasks unrelated to the job	4%	6%	15%	13%
Being given impossible assignment(s)	0%	6%	13%	9%

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People outcomes

Telling someone about the bullying

What this is

This is if staff told someone when they experienced bullying.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

15% of your staff who did the survey said they experienced bullying, of which

- 50% said the top way they reported the bullying was 'Told a friend or family member'.
- 94% said they didn't submit a formal complaint.

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

18	95	11
15%	77%	9%

■ Experienced bullying   ▦ Did not experience bullying   ▨ Not sure
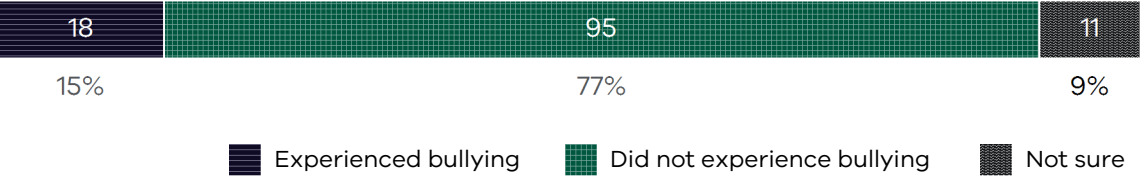
Did you tell anyone about the bullying?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a friend or family member	48%	50%	42%	34%
Told a manager	35%	50%	50%	47%
Told a colleague	57%	33%	45%	42%
Told the person the behaviour was not OK	0%	33%	20%	17%
I did not tell anyone about the bullying	17%	17%	11%	12%
Told employee assistance program (EAP) or peer support	0%	11%	11%	9%
Submitted a formal complaint	4%	6%	8%	12%
Told Human Resources	9%	6%	20%	12%

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

94% of your staff who experienced bullying did not submit a formal complaint, of which:

- 59% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?
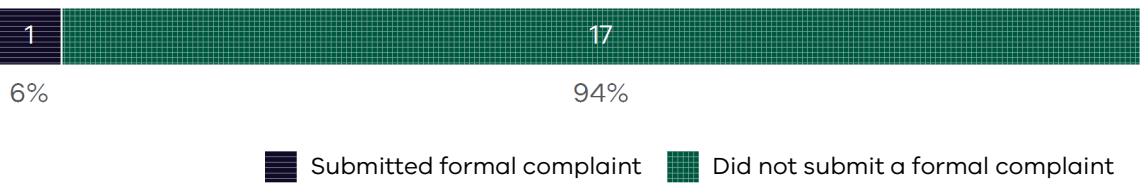
1	17
6%	94%

■ Submitted formal complaint   ■ Did not submit a formal complaint

Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	59%	59%	53%
I believed there would be negative consequences for my career	53%	49%	40%
I didn't think it would make a difference	29%	50%	50%
I believed there would be negative consequences for the person I was going to complain about	18%	10%	10%
I didn't think it was serious enough	18%	21%	16%
Other	18%	14%	12%
I didn't feel safe to report the incident	12%	21%	19%
I didn't need to because I made the bullying stop	12%	6%	7%
I didn't know how to make a complaint	6%	6%	5%
I thought the complaint process would be embarrassing or difficult	6%	14%	14%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year's survey, 15% of your staff said they experienced bullying.

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

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

Each row is one perpetrator or group of perpetrators.

Example

15% of your staff who did the survey said they experienced bullying.

Of that 15%, 50% said it was by 'A more senior manager than my manager'.

18 people (15% of staff) experienced bullying (You2021)

Perpetrator	Percentage
A more senior manager than my manager	50%
Colleague	33%
My immediate manager or supervisor	28%
Member of the public	11%
Client/ customer/ patient/ stakeholder	6%
Someone I supervise or manage	6%
A volunteer with my organisation	0%
Group of colleagues	0%
Member of your household	0%
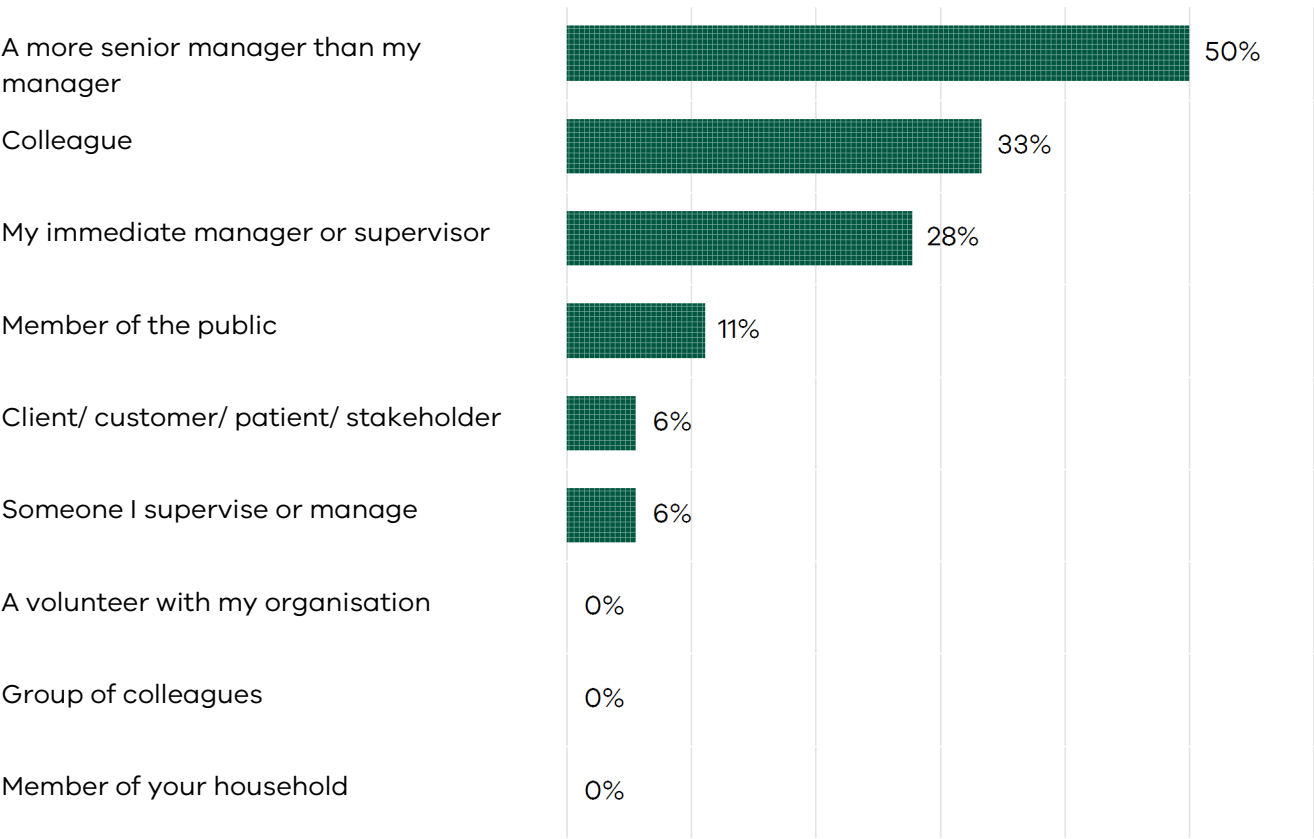
People outcomes

Frequency of bullying

What this is

This is how often staff experienced bullying.

Why this is important

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

How to read this

In this year's survey, 15% of your staff said they experienced bullying.

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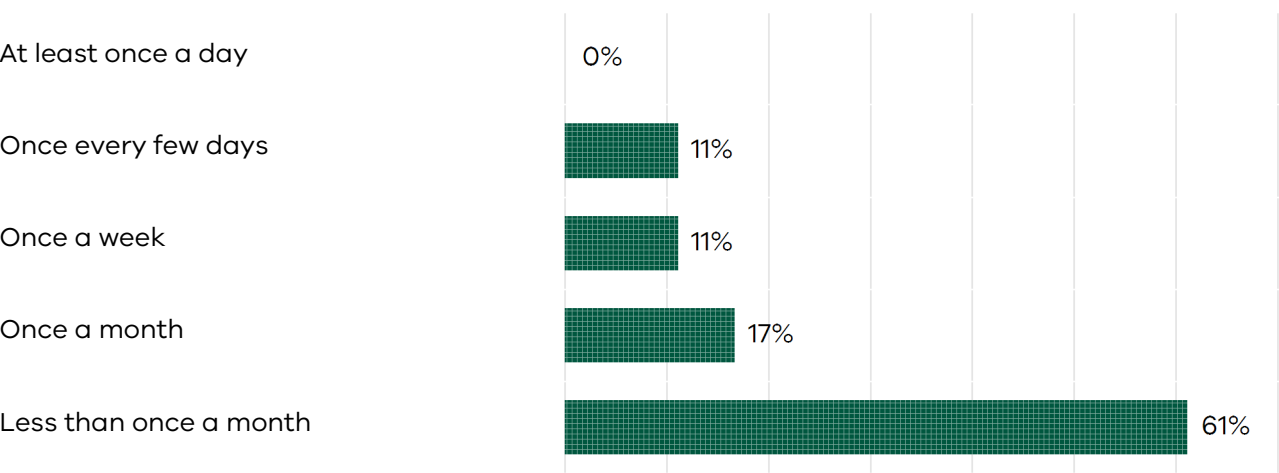
Example

15% of your staff who did the survey said they experienced bullying.

Of that 15%, 0% said it was 'At least once a day'.

How often have you experienced bullying? (You 2021)

At least once a day	0%
Once every few days	11%
Once a week	11%
Once a month	17%
Less than once a month	61%

People outcomes

Sexual harassment

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Of those, 64% said the top type was 'Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)'.

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

11	113
9%	91%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment
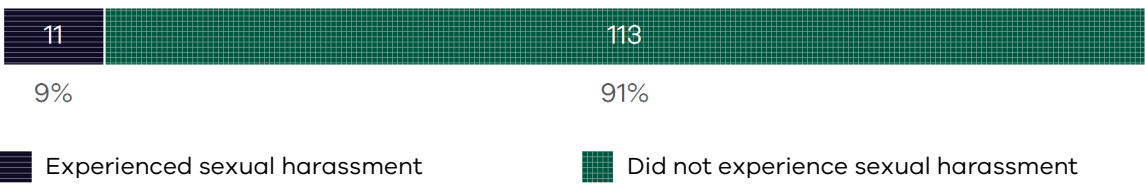
Behaviours reported	You 2020	You 2021	Comparator 2021	Public sector 2021
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	71%	64%	48%	54%
Intrusive questions about your private life or comments about your physical appearance	71%	55%	50%	50%
Sexual gestures, indecent exposure or inappropriate display of the body	14%	27%	4%	6%
Inappropriate staring or leering that made you feel intimidated	29%	9%	12%	15%
Any other unwelcome conduct of a sexual nature	29%	0%	4%	7%
Inappropriate physical contact (including momentary or brief physical contact)	0%	0%	10%	17%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	0%	0%	3%	3%
Repeated or inappropriate invitations to go out on dates	0%	0%	1%	3%
Request or pressure for sex or other sexual acts	0%	0%	0%	1%
Sexually explicit email or SMS message	0%	0%	2%	1%

People outcomes

Response to sexual harassment

What this is

This is how staff responded when they experienced sexual harassment.

Why this is important

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

How to read this

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

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

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

Example

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

Of those, 36% said their top response was 'Pretended it didn't bother you'.

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

11	113
9%	91%

■ Experienced sexual harassment   ▨ Did not experience sexual harassment

When the harassment happened to you, did you respond in any of the following ways?	You 2020	You 2021	Comparator 2021	Public sector 2021
Pretended it didn't bother you	43%	36%	52%	45%
Told the person the behaviour was not OK	71%	36%	13%	31%
Tried to laugh it off or forget about it	29%	36%	52%	41%
Told a colleague	71%	27%	25%	29%
Told a friend or family member	57%	27%	23%	21%
Told a manager	57%	27%	19%	20%
Told someone else	29%	18%	9%	6%
Told employee assistance program (EAP) or peer support	0%	9%	2%	3%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Sexual harassment - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

100% of your staff who experienced sexual harassment did not submit a formal complaint, of which:

- 55% said the top reason was 'I didn't think it was serious enough'.

Did you submit a formal complaint?
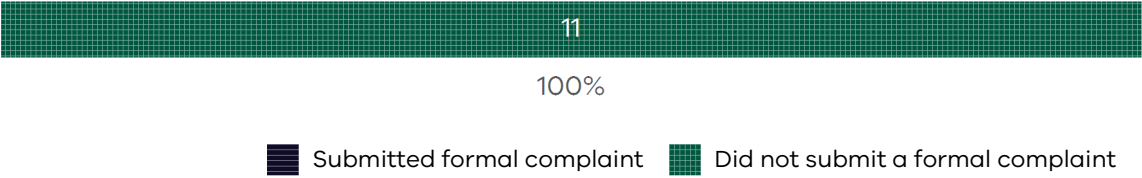
11

100%

■ Submitted formal complaint   ■ Did not submit a formal complaint

Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I didn't think it was serious enough	55%	55%	45%
I believed there would be negative consequences for my reputation	36%	44%	33%
I didn't think it would make a difference	27%	41%	39%
I believed there would be negative consequences for my career	18%	28%	21%
I believed there would be negative consequences for the person I was going to complain about	9%	17%	13%
I didn't feel safe to report the incident	9%	9%	8%
I didn't need to because I made the harassment stop	9%	6%	12%
Other	9%	11%	7%

People outcomes

Perpetrators of sexual harassment

What this is

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

Why this is important

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

How to read this

In this year's survey, 9% of your staff said they experienced sexual harassment.

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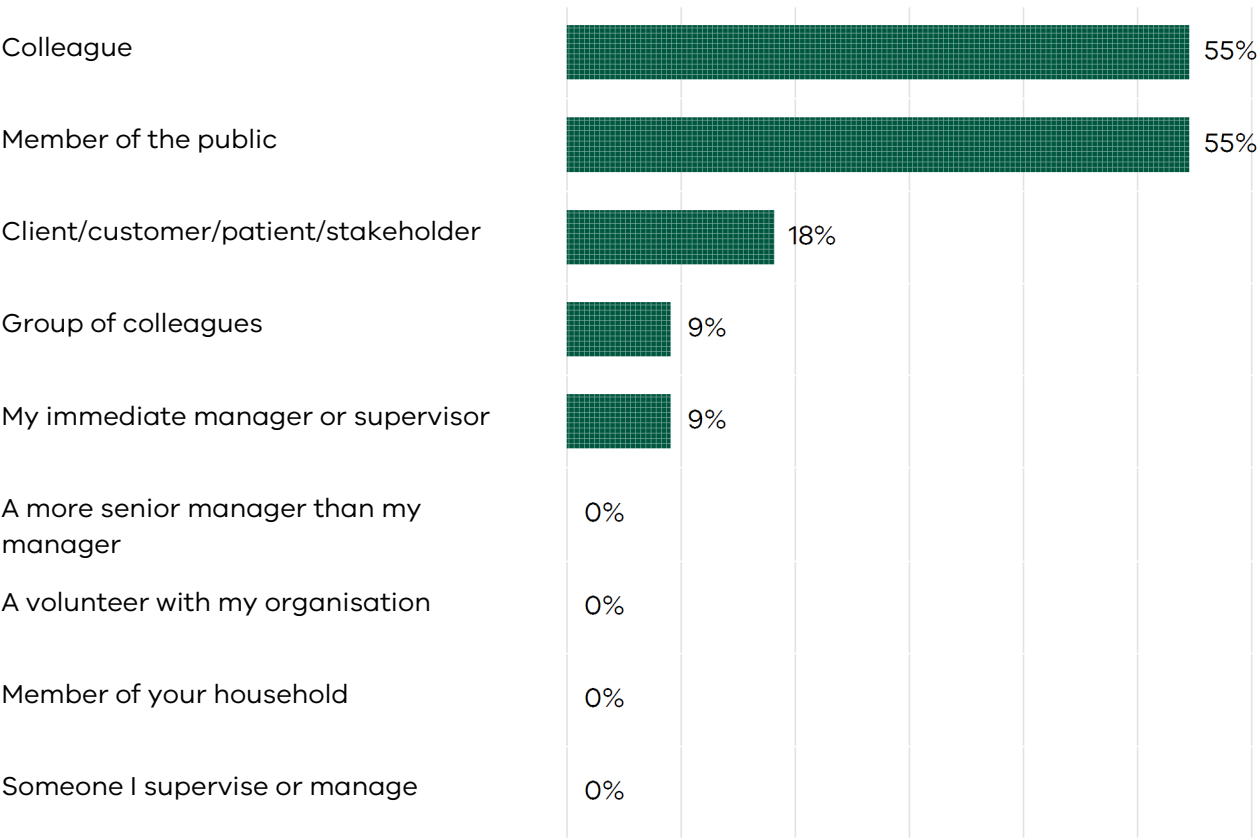
In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

Example

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

Of that 9%, 55% said it was by 'Colleague'.

11 people (9% of staff) experienced sexual harassment (You2021)

Colleague	55%
Member of the public	55%
Client/customer/patient/stakeholder	18%
Group of colleagues	9%
My immediate manager or supervisor	9%
A more senior manager than my manager	0%
A volunteer with my organisation	0%
Member of your household	0%
Someone I supervise or manage	0%

People outcomes

Frequency of sexual harassment

What this is

This is how often staff experienced sexual harassment.

Why this is important

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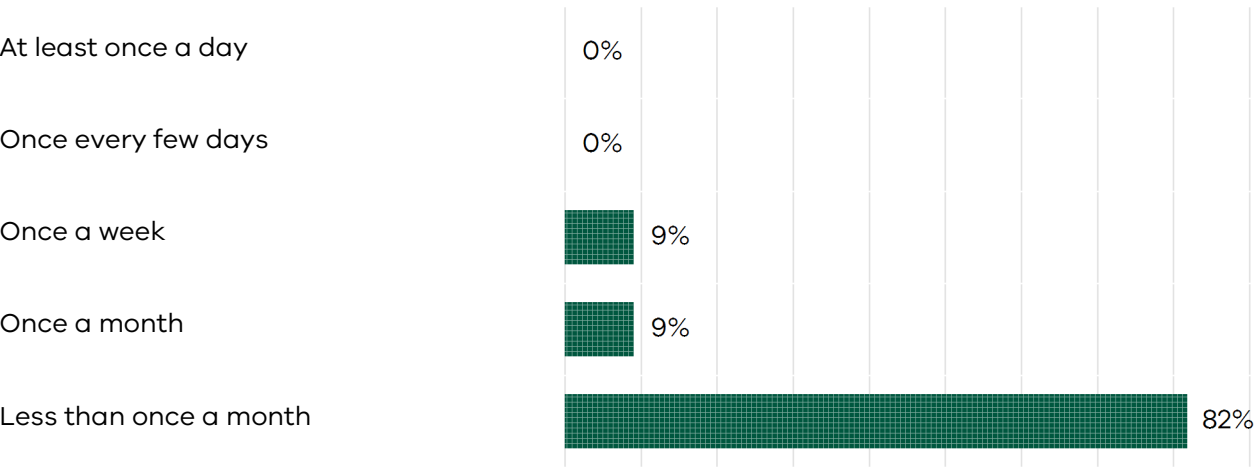
How to read this

In this year's survey, 9% of your staff said they experienced sexual harassment.

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

The graph shows how often staff were experiencing sexual harassment.

Example

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

Of that 9%, 0% said it was 'At least once a day'.

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

At least once a day	0%
Once every few days	0%
Once a week	9%
Once a month	9%
Less than once a month	82%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Type of discrimination

What this is

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

Why this is important

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

How to read this

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

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

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

Example

12% of your staff who did the survey said they experienced discrimination.

Of that 12%, 47% said it was 'Opportunities for training'.

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

15	95	14
12%	77%	11%

■ Experienced discrimination ▦ Did not experience discrimination ▦ Not sure
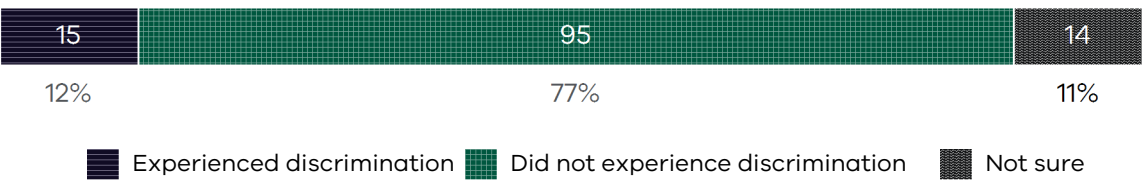
If you experienced discrimination, what type of discrimination did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Opportunities for training	14%	47%	24%	24%
Opportunities for transfer/secondment	36%	47%	15%	19%
Opportunities for promotion	32%	33%	46%	37%
Other	41%	27%	42%	38%
Pay or conditions offered by employer	5%	27%	7%	9%
Denied flexible work arrangements or other adjustments	0%	20%	19%	21%
Access to leave	18%	13%	5%	8%

People outcomes

Telling someone about the discrimination

What this is

This is who staff told about the discrimination they experienced.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

12% of your staff who did the survey said they experienced discrimination, of which

- 40% said the top way they reported the discrimination was 'Told a friend or family member'.

- 100% said they didn't submit a formal complaint.

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

15	95	14
12%	77%	11%

■ Experienced discrimination ■ Did not experience discrimination ■ Not sure
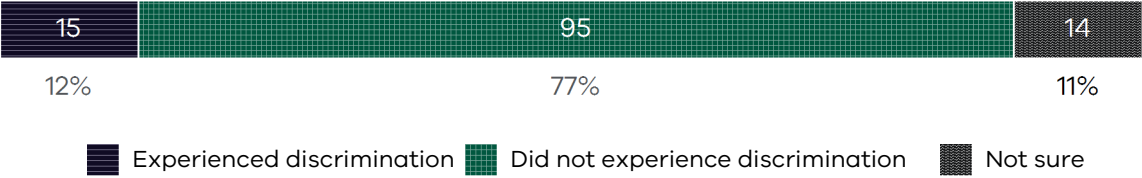
Did you tell anyone about the discrimination?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a friend or family member	55%	40%	37%	32%
Told a manager	36%	40%	27%	28%
Told a colleague	73%	33%	31%	38%
I did not tell anyone about the discrimination	9%	20%	31%	24%
Told employee assistance program (EAP) or peer support	0%	13%	8%	8%
Told the person the behaviour was not OK	0%	13%	10%	9%
Told Human Resources	5%	7%	14%	10%

Victorian Public Sector Commission

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People outcomes

Discrimination - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

100% of your staff who experienced discrimination did not submit a formal complaint, of which:

- 67% said the top reason was 'I believed there would be negative consequences for my career'.
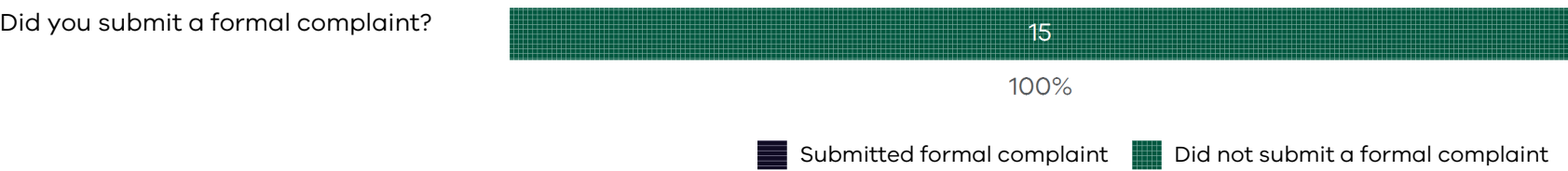
Did you submit a formal complaint?

15

100%

■ Submitted formal complaint   ▨ Did not submit a formal complaint

Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my career	67%	60%	54%
I believed there would be negative consequences for my reputation	67%	59%	56%
I didn't think it would make a difference	33%	56%	57%
I didn't feel safe to report the incident	20%	25%	19%
I believed there would be negative consequences for the person I was going to complain about	13%	8%	9%
I didn't know how to make a complaint	7%	6%	5%
I didn't need to because I made the discrimination stop	7%	1%	3%
I didn't think it was serious enough	7%	20%	12%
I thought the complaint process would be embarrassing or difficult	7%	12%	13%
Other	7%	7%	10%

People outcomes

Frequency of discrimination

What this is

This is how often staff experienced discrimination.

Why this is important

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

How to read this

In this year's survey, 12% of your staff said they experienced discrimination.

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

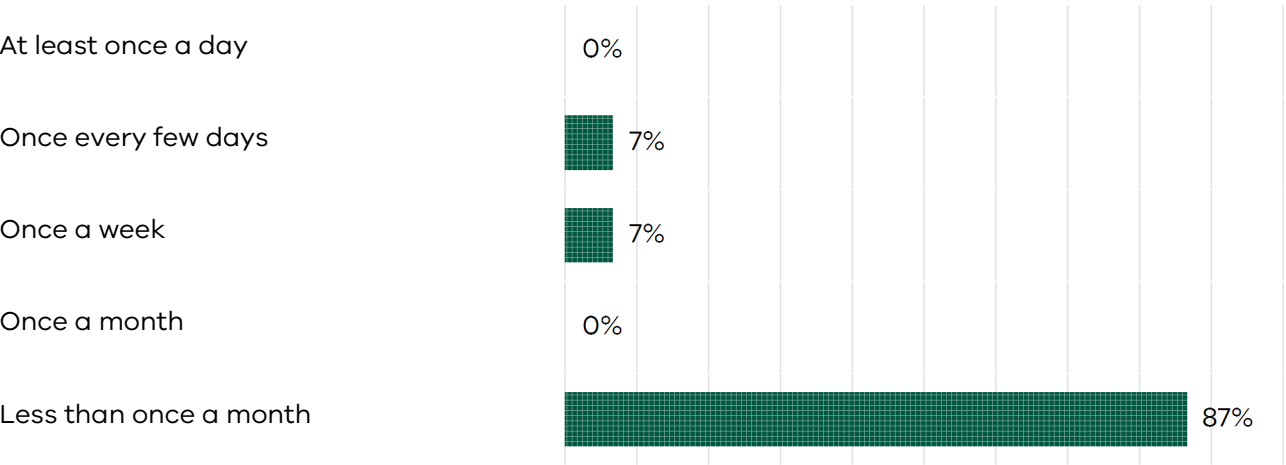The graph shows how often staff were experiencing discrimination.

Example

12% of your staff who did the survey said they experienced discrimination.

Of that 12%, 0% said it was 'At least once a day'.

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

At least once a day	0%
Once every few days	7%
Once a week	7%
Once a month	0%
Less than once a month	87%

Negative behaviour

Violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

22% of your staff who did the survey said they experienced violence or aggression.

Of that 22%, 93% said it was from 'Intimidating behaviour'.

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

27	94	3
22%	76%	2%

- ■ Experienced violence or aggression
- ■ Did not experience violence or aggression
- ■ Not sure
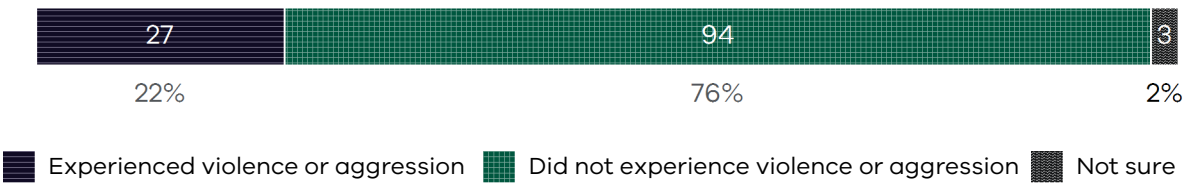
If you experienced violence or aggression, what type did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Intimidating behaviour	86%	93%	71%	69%
Abusive language	90%	81%	67%	81%
Threats of violence	38%	33%	19%	39%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	3%	11%	2%	28%
Damage to my property or work equipment	3%	4%	1%	7%
Other	0%	4%	8%	12%
Stalking, including cyber-stalking	3%	4%	2%	1%

Negative behaviour

Telling someone about violence and aggression

What this is

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

Why this is important

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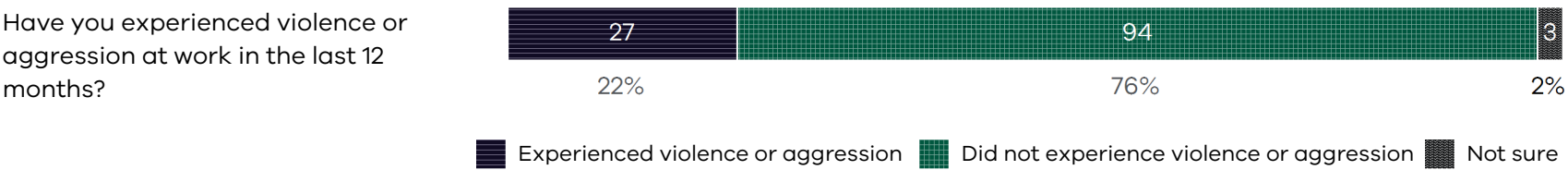
How to read this

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

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

In descending order, the table shows the answers.

Example

22% of your staff who did the survey said they experienced violence or aggression, fo which

- 59% said the top way they reported the violence or agression was 'Told a colleague'
- 70% said they didn't submit a formal incident report.

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

27	94	3
22%	76%	2%

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

Did you tell anyone about the incident?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a colleague	66%	59%	49%	46%
Told a manager	62%	59%	58%	52%
Told the person the behaviour was not OK	0%	33%	26%	33%
Submitted a formal incident report	31%	30%	7%	32%
Told a friend or family member	28%	22%	24%	20%
I did not tell anyone about the incident(s)	3%	15%	7%	8%
Told employee assistance program (EAP) or peer support	0%	7%	5%	3%
Told someone else	10%	7%	10%	6%

Negative behaviour

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

What this is

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

Why this is important

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

How to read this

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

Example

70% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 37% said the top reason was 'Other'.

Did you submit a formal incident report?

8	19
30%	70%

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

Please tell us why you did not submit a formal incident report?	You 2021	Comparator 2021	Public sector 2021
Other	37%	18%	12%
I didn't think it was serious enough	32%	39%	33%
I didn't need to because I made the violence or aggression stop	26%	16%	16%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	26%	15%	15%
I didn't think it would make a difference	21%	39%	39%
I believed there would be negative consequences for my career	11%	24%	12%
I believed there would be negative consequences for my reputation	11%	27%	16%

Negative behaviour

Perpetrators of violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

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

Each row is one perpetrator or a group of perpetrators.

Example

22% of your staff who did the survey said they experienced violence or aggression.

Of that 22%, 74% said it was 'Member of the public'.

27 people (22% of staff) experienced violence or aggression (You2021)

Perpetrator	Percentage
Member of the public	74%
Client/ customer/ patient/ stakeholder	56%
Colleague	15%
A more senior manager than my manager	0%
A volunteer with my organisation	0%
Group of colleagues	0%
Member of your household	0%
My immediate manager or supervisor	0%
Someone I supervise or manage	0%
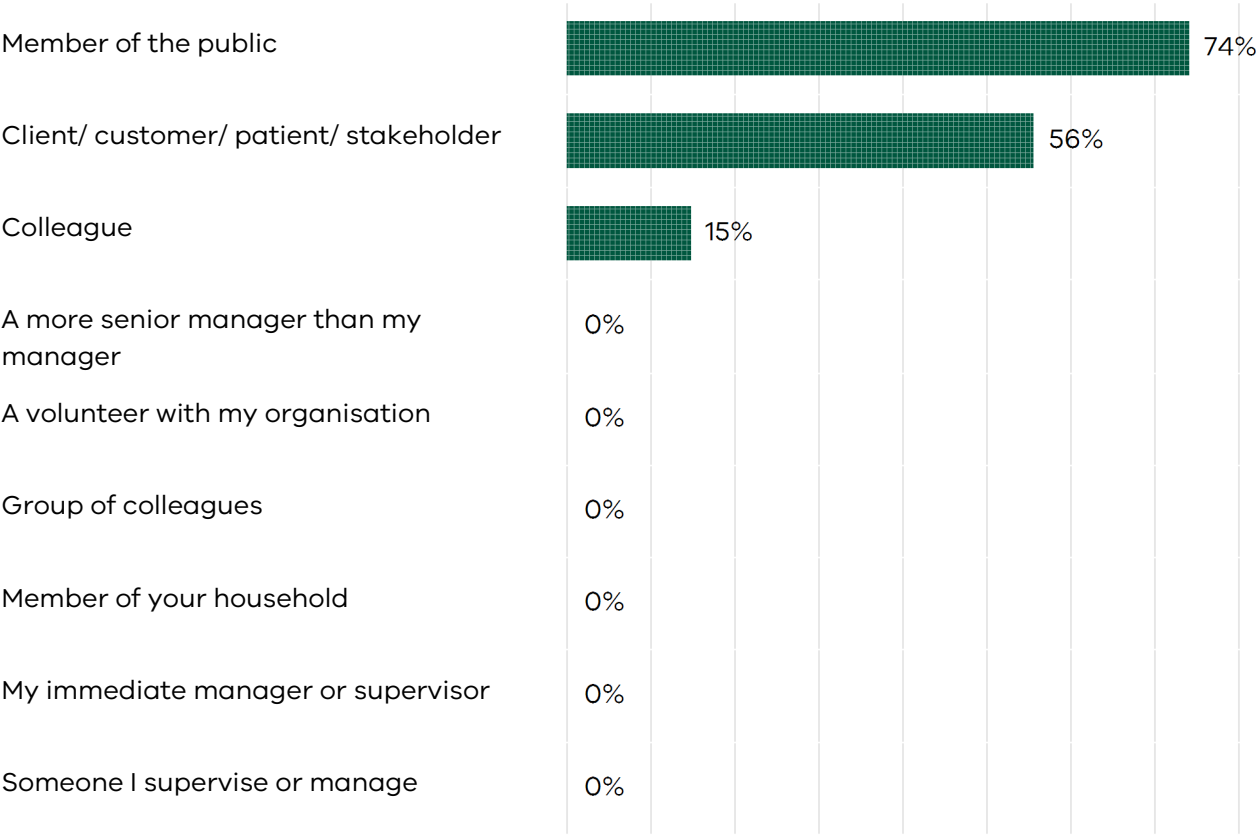
Negative behaviour

Frequency of violence and aggression

What this is

This is how often staff experienced violence or aggression.

Why this is important

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

How to read this

In this year's survey, 22% of your staff said they experienced violence or aggression.

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

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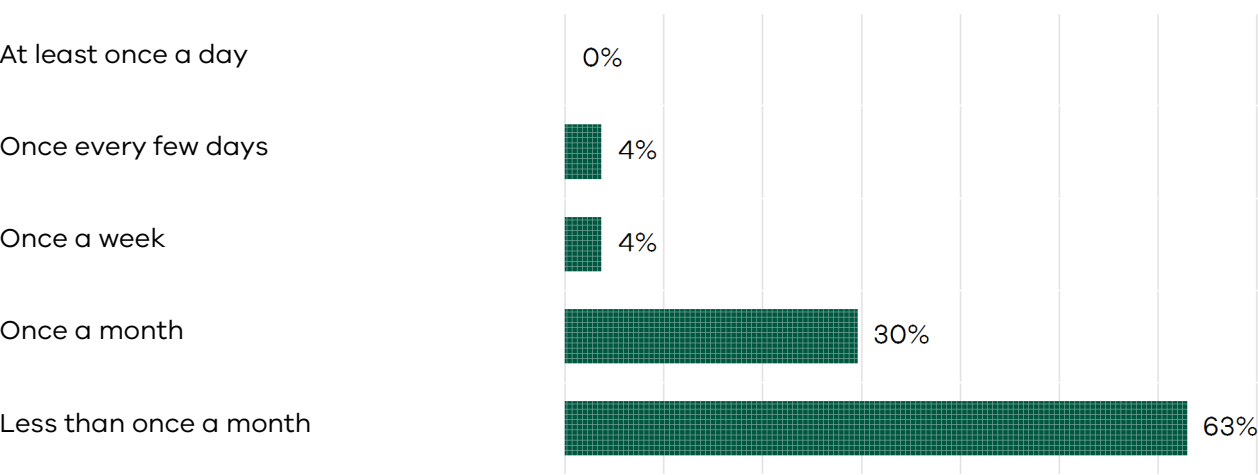
Example

22% of your staff who did the survey said they experienced violence or aggression.

Of that 22%, 0% said it was by 'At least once a day'.

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

Frequency	Percentage
At least once a day	0%
Once every few days	4%
Once a week	4%
Once a month	30%
Less than once a month	63%

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

29% of your staff who did the survey said they witnessed some negative behaviour at work.

71% 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?

36	88
29%	71%

■ 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	71%	85%	77%
Bullying of a colleague	20%	11%	16%
Discrimination against a colleague	19%	5%	8%
Violence or aggression against a colleague	2%	2%	6%
Sexual harassment of a colleague	2%	1%	1%

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Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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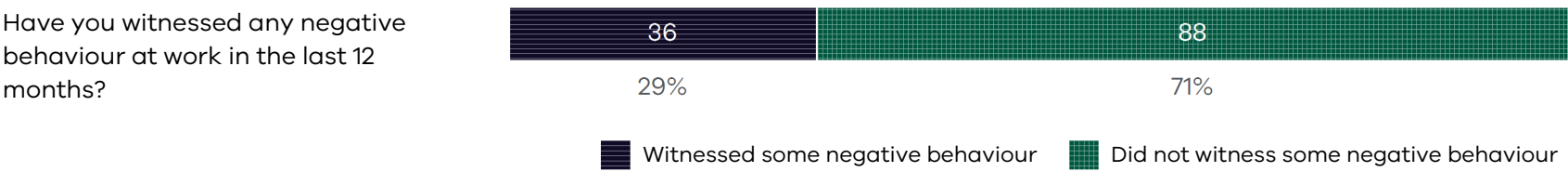
How to read this

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

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

The table shows the answers in descending order.

Example

29% of your staff who did the survey witnessed negative behaviour, of which:

- 86% said the top action they took was 'Spoke to the person who experienced the behaviour'.

- 8% took no action.

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

36	88
29%	71%

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

When you witnessed the above behaviour(s), did you do any of the following?	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	86%	74%	72%
Told the person the behaviour was not OK	36%	17%	25%
Told a manager	33%	35%	37%
Spoke to the person who behaved in a negative way	17%	14%	22%
Told a colleague	14%	18%	21%
Told Human Resources	8%	12%	6%
Took no action	8%	8%	7%
Other	3%	6%	7%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Negative behaviour — satisfaction with making a formal complaint

What this is

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

Why this is important

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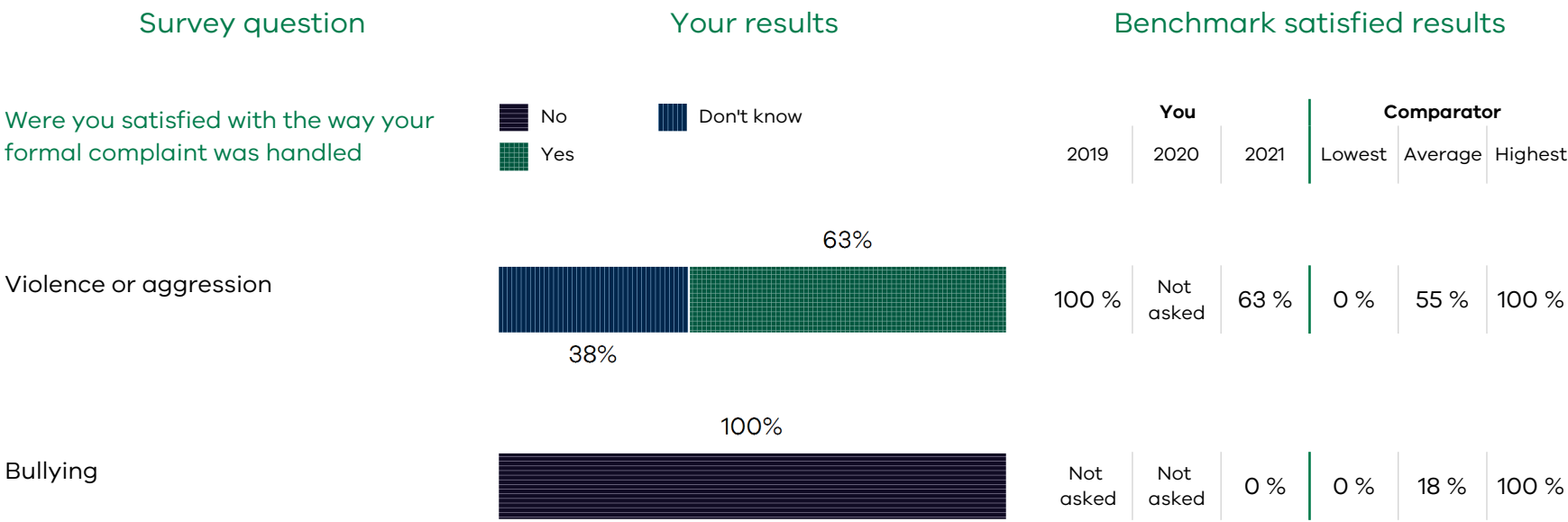
How to read this

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

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

Example

63% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.

Survey question	Your results	Benchmark satisfied results

Survey question

Were you satisfied with the way your formal complaint was handled

Your results

■ No   ▦ Don't know   ▦ Yes

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Violence or aggression	38% / 63%	100 %	Not asked	63 %	0 %	55 %	100 %
Bullying	100%	Not asked	Not asked	0 %	0 %	18 %	100 %

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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 'Quality service delivery', the 'You 2021' column shows 94% of your staff agreed with 'My workgroup strives to deliver services in a timely manner'.
This question was not asked in 2020.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Quality service delivery	My workgroup strives to deliver services in a timely manner	94%	Not asked in 2020	91%
Quality service delivery	My workgroup strives to provide high quality advice and services	94%	Not asked in 2020	92%
Workgroup support	I am able to work effectively with others in my workgroup	94%	+3%	92%
Manager leadership	My manager is committed to workplace safety	92%	Not asked in 2020	89%
Manager leadership	My manager ensures clients receive a high standard of service	87%	Not asked in 2020	90%
Manager leadership	My manager works effectively with people from diverse backgrounds	87%	Not asked in 2020	90%
Manager support	My manager listens to what I have to say	87%	+3%	87%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	87%	-4%	88%
Safety climate	My organisation consults employees on health and safety matters	86%	Not asked in 2020	75%
Innovation	My workgroup respectfully consults with clients and stakeholders to improve outcomes	86%	Not asked in 2020	88%

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Learning and development', the 'You 2021' column shows 23% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'. This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	23%	Not asked in 2020	30%
Learning and development	I feel I have an equal chance at promotion in my organisation	29%	Not asked in 2020	44%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	29%	Not asked in 2020	57%
Taking action	My organisation has taken positive action on the results of last year's survey	31%	Not asked in 2020	39%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	36%	Not asked in 2020	37%
Taking action	I believe my organisation will take positive action on the results of this year's survey	36%	Not asked in 2020	57%
Safety climate	All levels of my organisation are involved in the prevention of stress	39%	0%	47%
Equal employment opportunity	Disability is not a barrier to success in my organisation	40%	Not asked in 2020	63%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	43%	-8%	58%
Safe to speak up	I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	44%	Not asked in 2020	63%

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Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

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

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

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

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

Example

On the first row 'Engagement', the 'You 2021' column shows 77% of your staff agreed with 'I am proud to tell others I work for my organisation'.

In the 'Increase from 2020' column, you have a 5% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Engagement	I am proud to tell others I work for my organisation	77%	+5%	81%
Job enrichment	I have a choice in deciding how I do my work	79%	+3%	78%
Manager support	My manager listens to what I have to say	87%	+3%	87%
Workgroup support	I am able to work effectively with others in my workgroup	94%	+3%	92%
Manager support	My manager provides me with enough support when I need it	81%	+2%	81%
Engagement	My organisation motivates me to help achieve its objectives	60%	+2%	70%
Senior leadership	Senior leaders provide clear strategy and direction	52%	+2%	62%
Manager support	My manager involves me in decisions about my work	82%	+2%	83%
Workgroup support	Workgroups across my organisation willingly share information with each other	60%	+1%	62%
Engagement	I would recommend my organisation as a good place to work	69%	+0%	73%

Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

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

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

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

Example

On the first row 'Workplace flexibility', the 'You 2021' column shows 61% of your staff agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.
In the 'Decrease from 2020' column, you have a 16% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	61%	–16%	81%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	52%	–10%	59%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	51%	–10%	61%
Workload	The workload I have is appropriate for the job that I do	52%	–9%	59%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	43%	–8%	58%
Job enrichment	My job allows me to utilise my skills, knowledge and abilities	75%	–6%	81%
Job enrichment	I understand how my job contributes to my organisation's purpose	85%	–5%	91%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	87%	–4%	88%
Satisfaction	Considering everything, how satisfied are you with your current job	63%	–4%	70%
Meaningful work	I am achieving something important through my work	77%	–4%	80%

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Key differences

Biggest positive difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Job enrichment', the 'You 2021' column shows 85% of your staff agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

The 'difference' column, shows that agreement for this question was 12 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	85%	+12%	73%
Safety climate	My organisation consults employees on health and safety matters	86%	+12%	75%
Innovation	My workgroup encourages employee creativity	73%	+6%	67%
Quality service delivery	My workgroup has clear lines of responsibility	83%	+6%	77%
Job enrichment	I have the authority to do my job effectively	81%	+5%	75%
Job enrichment	My work performance is assessed against clear criteria	68%	+5%	63%
Manager leadership	My manager is committed to workplace safety	92%	+3%	89%
Quality service delivery	My workgroup strives to deliver services in a timely manner	94%	+2%	91%
Quality service delivery	My workgroup strives to provide high quality advice and services	94%	+1%	92%
Workgroup support	I am able to work effectively with others in my workgroup	94%	+1%	92%

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 'Organisational integrity', the 'You 2021' column shows 29% of your staff agreed with 'My organisation makes fair recruitment and promotion decisions, based on merit'.

The 'difference' column, shows that agreement for this question was 28 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	29%	-28%	57%
Equal employment opportunity	Gender is not a barrier to success in my organisation	52%	-28%	80%
Senior leadership	Senior leaders demonstrate honesty and integrity	44%	-28%	73%
Organisational integrity	My organisation does not tolerate improper conduct	47%	-24%	71%
Equal employment opportunity	Age is not a barrier to success in my organisation	47%	-24%	71%
Equal employment opportunity	Disability is not a barrier to success in my organisation	40%	-22%	63%
Equal employment opportunity	Sexual orientation is not a barrier to success in my organisation	58%	-21%	79%
Taking action	I believe my organisation will take positive action on the results of this year's survey	36%	-20%	57%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have caring responsibilities	52%	-20%	73%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have family responsibilities	56%	-20%	76%

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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

36% 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					
		You			**Comparator**		
		2019	2020	2021	Lowest	Average	Highest

Legend: Disagree · Don't know · Neither agree nor disagree · Agree
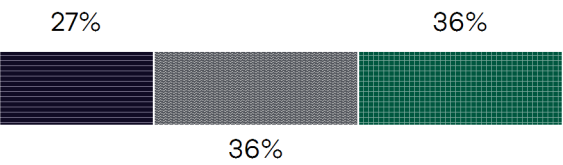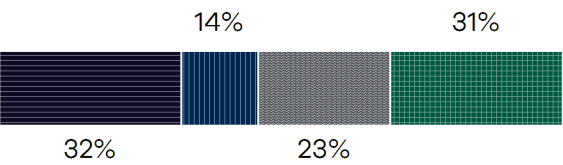
Survey question	Your results	2019	2020	2021	Lowest	Average	Highest
I believe my organisation will take positive action on the results of this year's survey	27% / 36% / 36%	Not asked	Not asked	36 %	27 %	57 %	96 %
My organisation has taken positive action on the results of last year's survey	32% / 14% / 23% / 31%	Not asked	Not asked	31 %	11 %	39 %	91 %

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Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

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

Example

70% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

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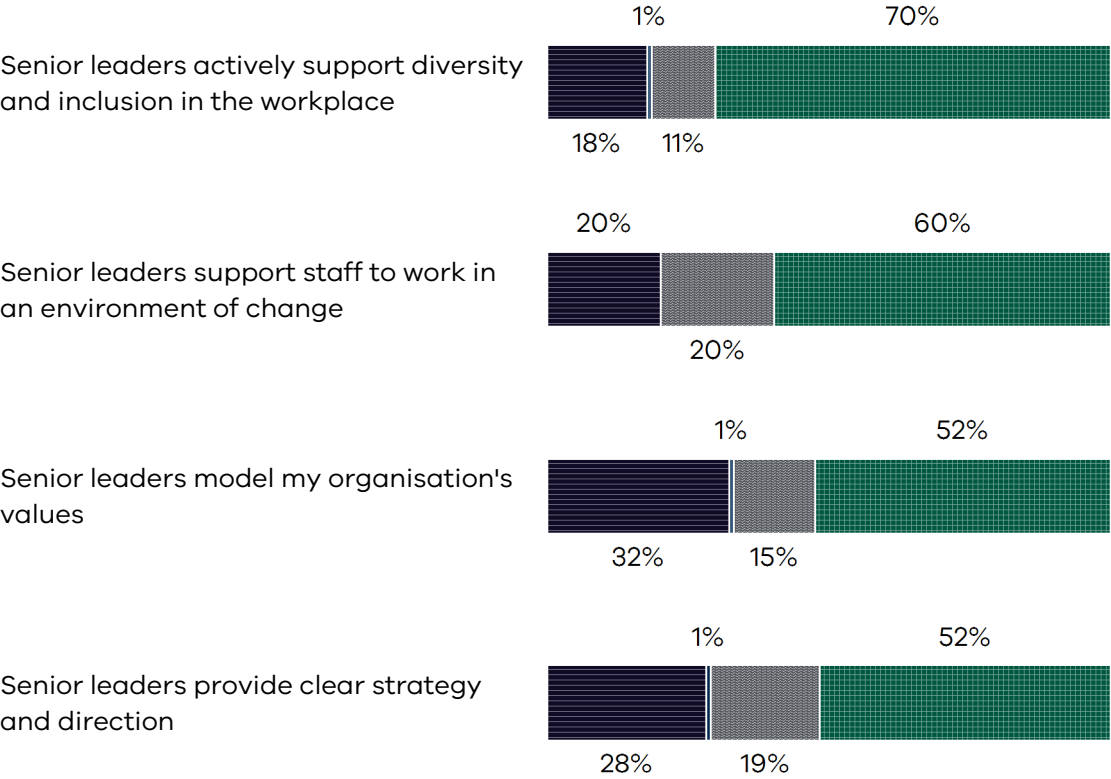
Legend: Disagree · Neither agree nor disagree · Don't know · Agree

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Senior leaders actively support diversity and inclusion in the workplace (18% / 11% / 1% / 70%)	72 %	Not asked	70 %	48 %	77 %	100 %
Senior leaders support staff to work in an environment of change (20% / 20% / 60%)	61 %	63 %	60 %	38 %	69 %	100 %
Senior leaders model my organisation's values (32% / 15% / 1% / 52%)	59 %	Not asked	52 %	48 %	72 %	100 %
Senior leaders provide clear strategy and direction (28% / 19% / 1% / 52%)	62 %	50 %	52 %	29 %	62 %	100 %

Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

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

Example

44% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question

Senior leaders demonstrate honesty and integrity

Your results

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

1%
44%
31%
23%
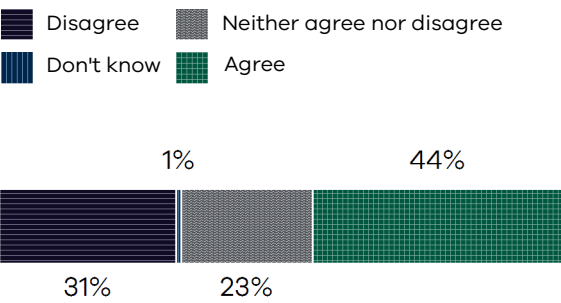
Benchmark agree results

	You			Comparator		
2019	2020	2021		Lowest	Average	Highest
62 %	Not asked	44 %		48 %	73 %	100 %

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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:

- 63% of your staff who did the survey responded positively to questions about Organisational integrity.

Compared to:

- 76% of staff at your comparator and 72% of staff across the public sector.
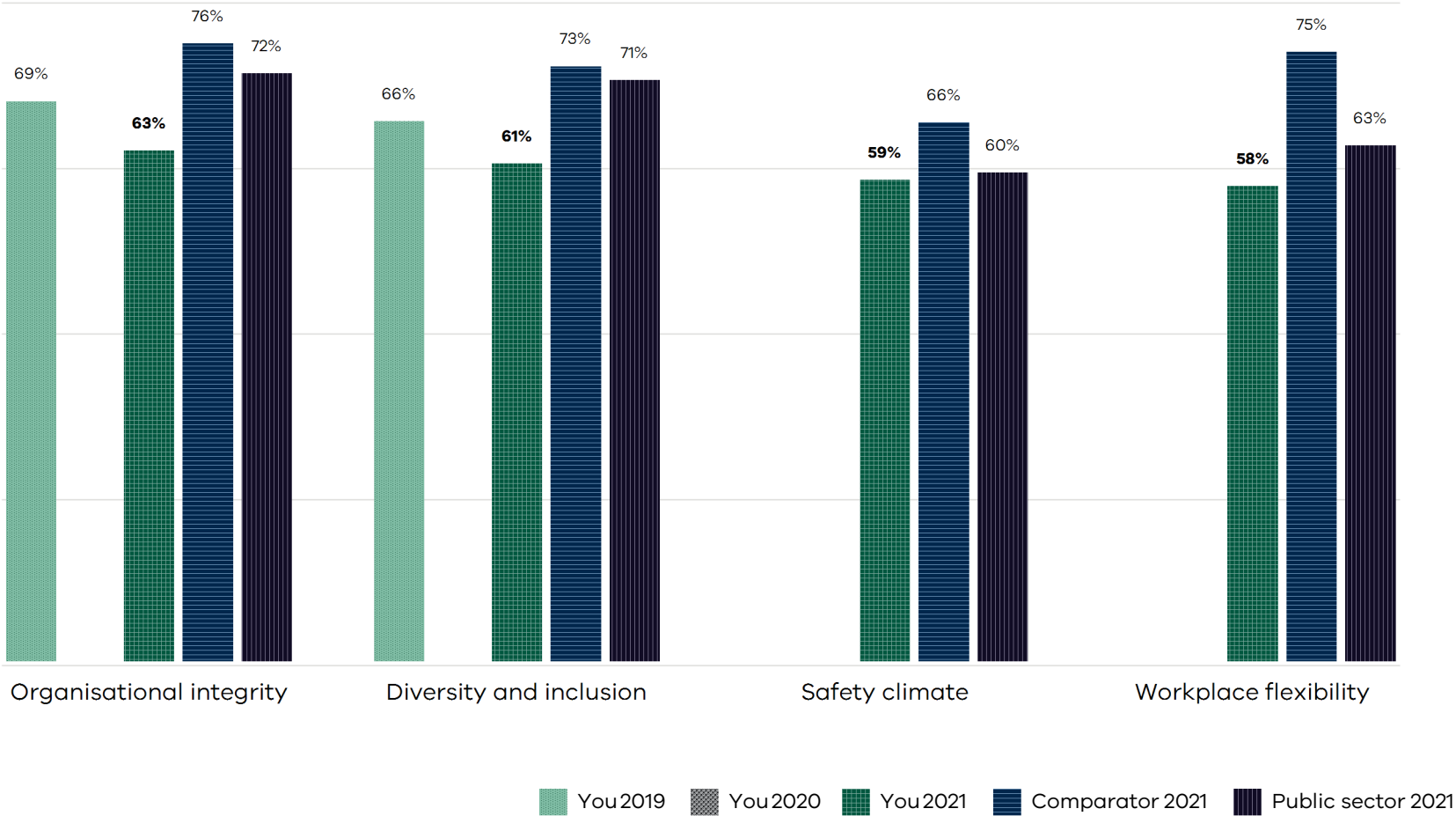
Chart — Organisational climate factors:

Factor	You 2019	You 2021	Comparator 2021	Public sector 2021
Organisational integrity	69%	63%	76%	72%
Diversity and inclusion	66%	61%	73%	71%
Safety climate		59%	66%	60%
Workplace flexibility		58%	75%	63%

Legend: You 2019, 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:

- 53% of your staff who did the survey responded positively to questions about Equal employment opportunity.

Compared to:

- 72% of staff at your comparator and 69% of staff across the public sector.
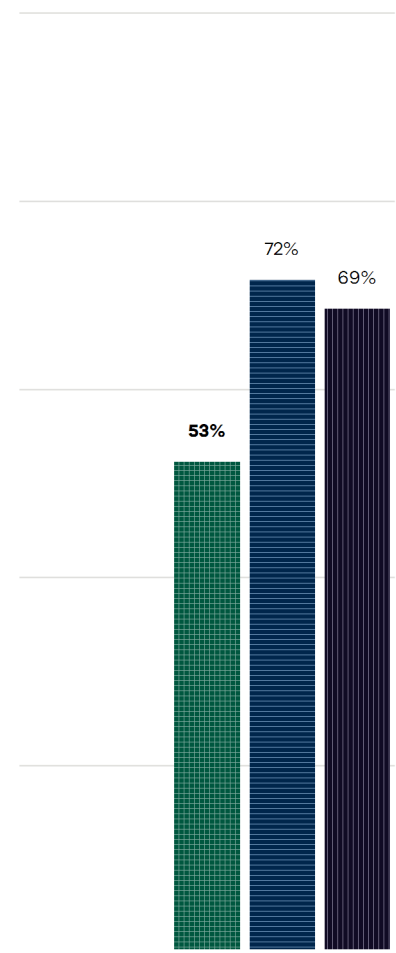
Equal employment opportunity

You 2019   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

78% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

Survey question | Your results | Benchmark agree results

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

Survey question			You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation encourages respectful workplace behaviours	2% ... 78% / 10% 10%	81 %	Not asked	78 %	63 %	85 %	100 %
My organisation encourages employees to act in ways that are consistent with human rights	2% ... 77% / 5% 16%	76 %	Not asked	77 %	59 %	82 %	100 %
My organisation respects the human rights of employees	2% ... 76% / 9% 13%	78 %	Not asked	76 %	63 %	83 %	100 %
My organisation is committed to earning a high level of public trust	2% ... 75% / 10% 13%	80 %	Not asked	75 %	48 %	83 %	100 %

Organisational climate

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

57% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question

Your results

Benchmark agree results

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

Survey question		You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination (Disagree 22%, Don't know 3%, Neither 18%, Agree 57%)	70 %	Not asked	57 %	43 %	67 %	100 %
My organisation does not tolerate improper conduct (Disagree 28%, Don't know 2%, Neither 23%, Agree 47%)	55 %	Not asked	47 %	40 %	71 %	100 %
My organisation makes fair recruitment and promotion decisions, based on merit (Disagree 45%, Don't know 2%, Neither 23%, Agree 29%)	41 %	Not asked	29 %	27 %	57 %	94 %

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.
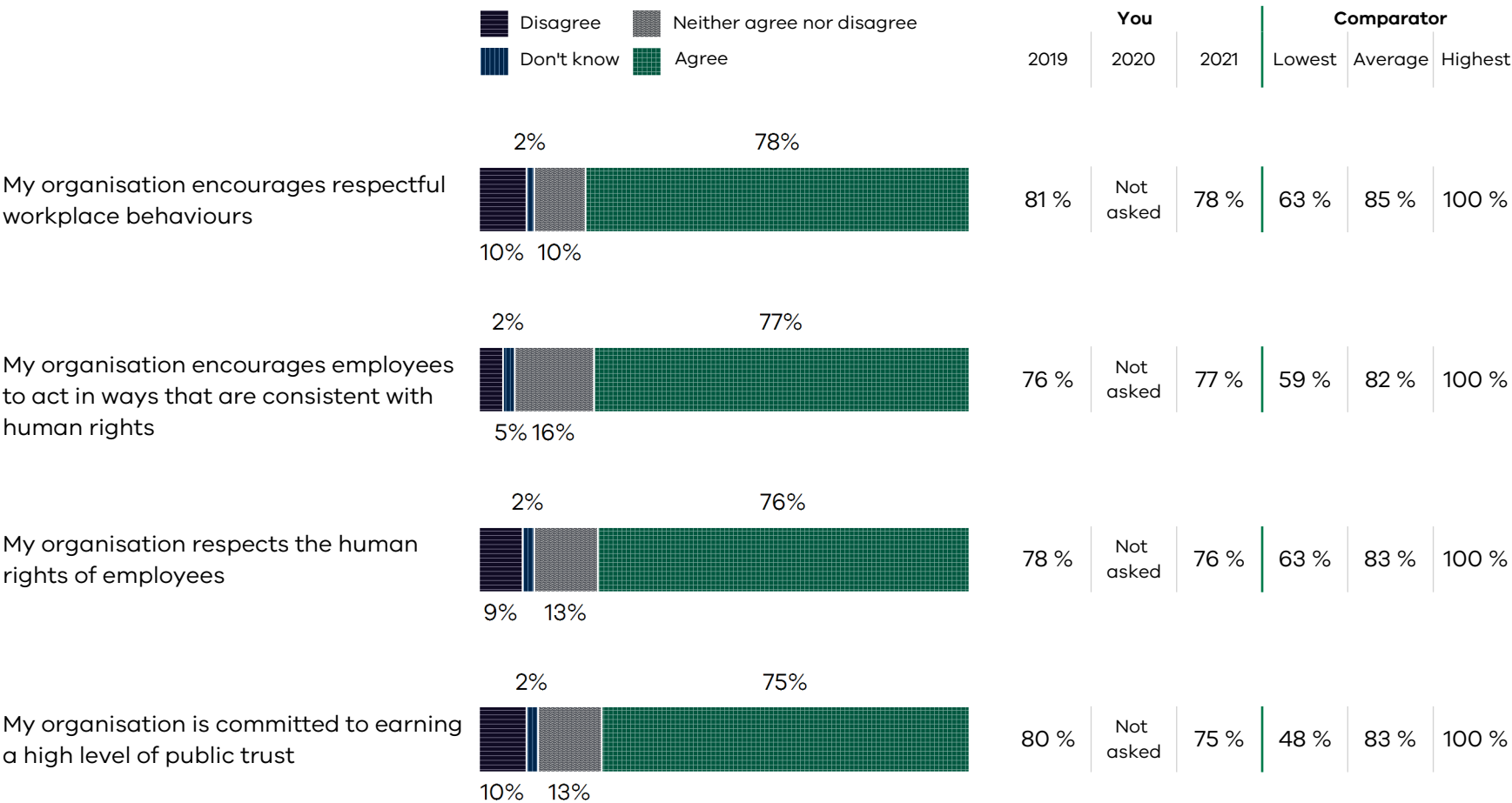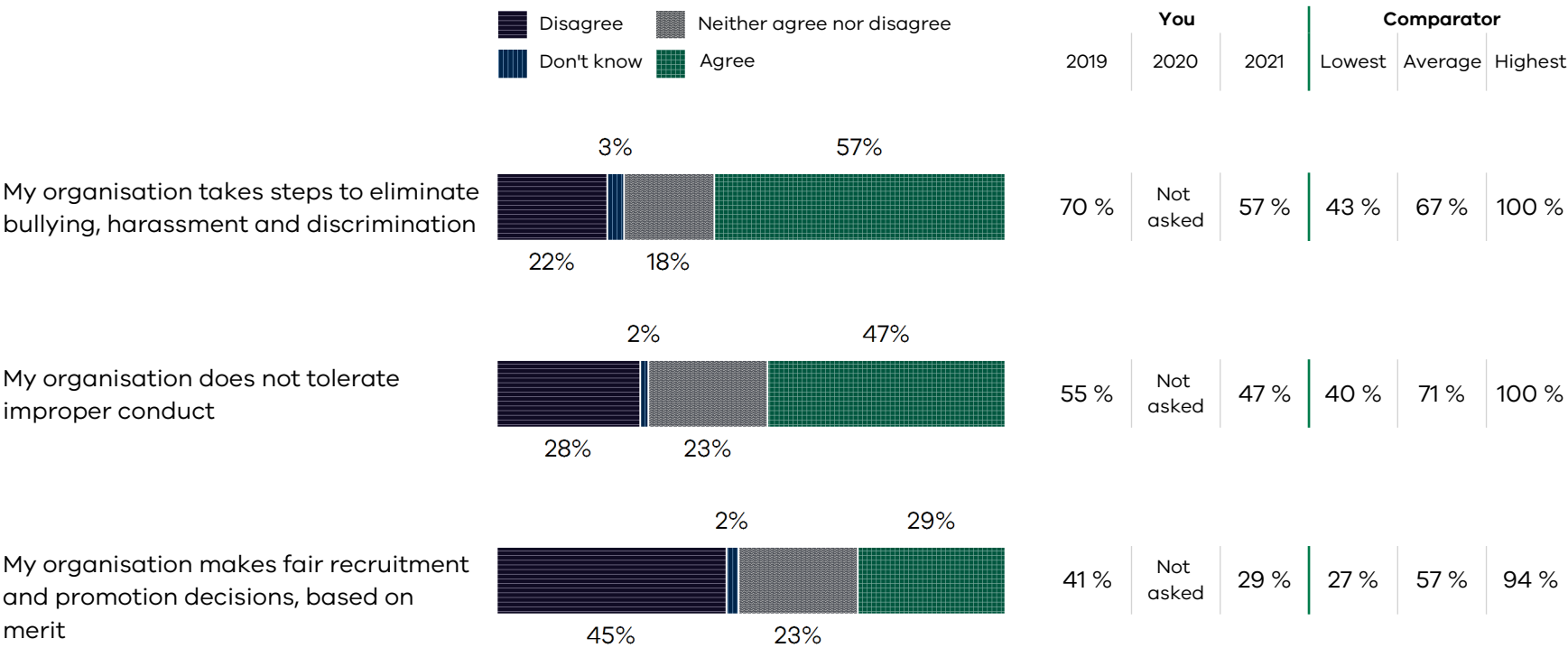
Example

79% of your staff who did the survey agreed or strongly agreed with 'I have the flexibility I need to manage my work and non-work activities and responsibilities'.
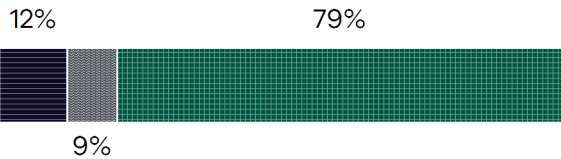
Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I have the flexibility I need to manage my work and non-work activities and responsibilities	12% / 9% / 79%	Not asked	Not asked	79 %	61 %	79 %	96 %
My organisation supports employees with family or other caring responsibilities, regardless of gender	15% / 14% / 71%	Not asked	Not asked	71 %	63 %	82 %	100 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	23% / 15% / 61%	70 %	78 %	61 %	63 %	81 %	98 %
There is a positive culture within my organisation in relation to employees who have family responsibilities	18% / 6% / 21% / 56%	Not asked	Not asked	56 %	55 %	76 %	96 %

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

Organisational climate

Workplace flexibility 2 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

53% 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'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
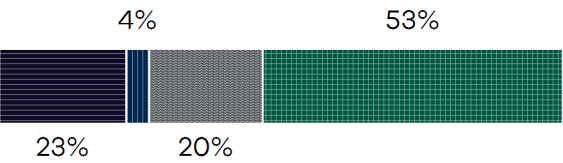
Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	23% / 4% / 20% / 53%	73 %	Not asked	53 %	51 %	73 %	96 %
Having family responsibilities is not a barrier to success in my organisation	26% / 2% / 19% / 52%	Not asked	Not asked	52 %	53 %	71 %	94 %
There is a positive culture within my organisation in relation to employees who have caring responsibilities	18% / 8% / 22% / 52%	68 %	Not asked	52 %	52 %	73 %	91 %
Having caring responsibilities is not a barrier to success in my organisation	20% / 8% / 21% / 51%	64 %	Not asked	51 %	51 %	68 %	88 %
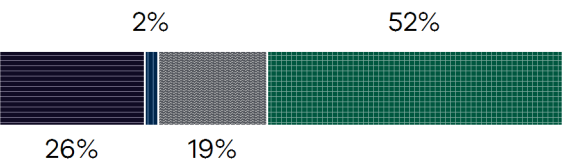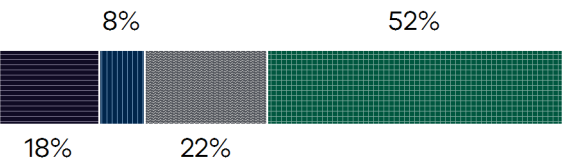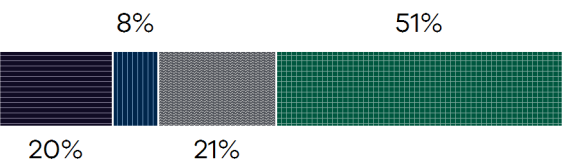
Organisational climate

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

50% of your staff who did the survey agreed or strongly agreed with 'Using flexible work arrangements is not a barrier to success in my organisation'.

Survey question

Your results

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

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

25% | 7% | 18% | 50%

Benchmark agree results

Survey question	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Using flexible work arrangements is not a barrier to success in my organisation	Not asked	Not asked	50 %	50 %	69 %	89 %

Victorian Public Sector Commission

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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

40% of staff who did the survey said the flexible work arrangement they used was 'No, I do not use any flexible work arrangements'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
No, I do not use any flexible work arrangements	40%	35%	38%
Flexible start and finish times	31%	30%	23%
Working from an alternative location (e.g. home, hub/shared work space)	30%	42%	24%
Using leave to work flexible hours	10%	6%	8%
Part-time	8%	10%	19%
Shift swap	6%	1%	12%
Other	4%	2%	2%
Purchased leave	2%	2%	2%
Working more hours over fewer days	2%	5%	6%
Study leave	1%	2%	4%

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.
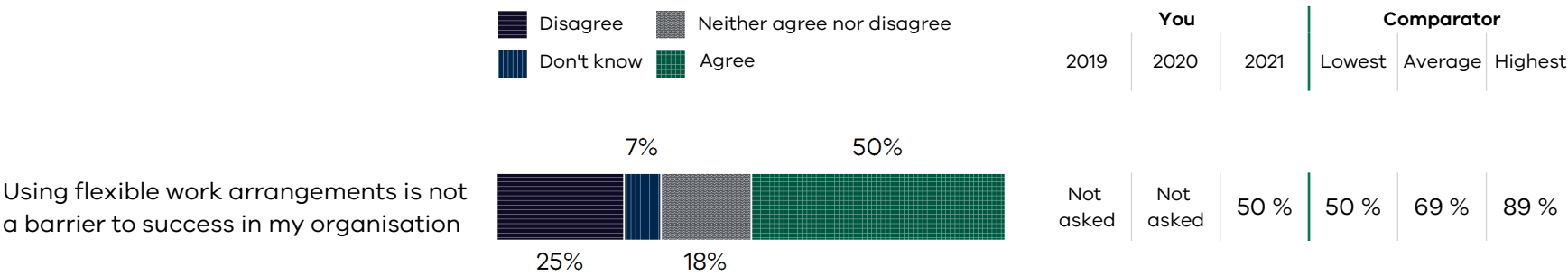
Example

60% of your staff who did the survey agreed or strongly agreed with 'Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation'.

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

Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	Not asked	Not asked	60 %	48 %	66 %	95 %
Cultural background is not a barrier to success in my organisation	67 %	Not asked	60 %	54 %	75 %	97 %
Sexual orientation is not a barrier to success in my organisation	62 %	Not asked	58 %	60 %	79 %	97 %
Gender is not a barrier to success in my organisation	Not asked	Not asked	52 %	57 %	80 %	100 %

Your results bar values:
- Being Aboriginal and/or Torres Strait Islander: 6%, 17%, 17%, 60%
- Cultural background: 11%, 10%, 19%, 60%
- Sexual orientation: 10%, 15%, 18%, 58%
- Gender: 27%, 4%, 17%, 52%

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

47% of your staff who did the survey agreed or strongly agreed with 'Age is not a barrier to success in my organisation'.

Survey question

Your results

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

Age is not a barrier to success in my organisation

2% ... 47%
24% ... 27%

Disability is not a barrier to success in my organisation

15% ... 40%
17% ... 27%

Benchmark agree results

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Age is not a barrier to success in my organisation	56 %	Not asked	47 %	56 %	71 %	96 %
Disability is not a barrier to success in my organisation	41 %	Not asked	40 %	46 %	63 %	92 %

Victorian Public Sector Commission

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Organisational climate

Psychosocial and physical safety climate question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

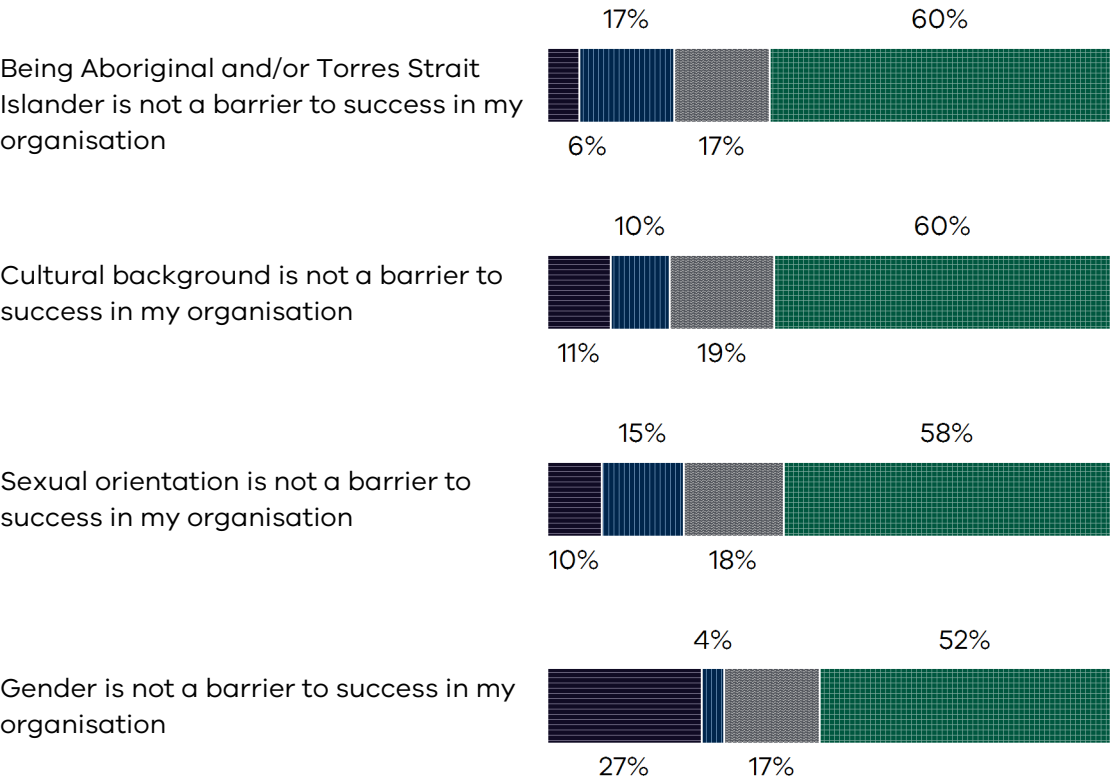Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

86% of your staff who did the survey agreed or strongly agreed with 'My organisation consults employees on health and safety matters'.

Survey question	Your results						

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

Benchmark agree results
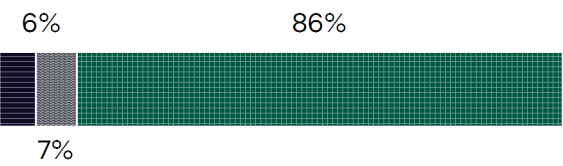
	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My organisation consults employees on health and safety matters	78 %	Not asked	86 %	52 %	75 %	96 %
My organisation provides a physically safe work environment	Not asked	Not asked	85 %	61 %	88 %	100 %
I feel culturally safe at work	Not asked	Not asked	74 %	64 %	81 %	97 %
In my workplace, there is good communication about psychological safety issues that affect me	44 %	62 %	52 %	30 %	59 %	89 %
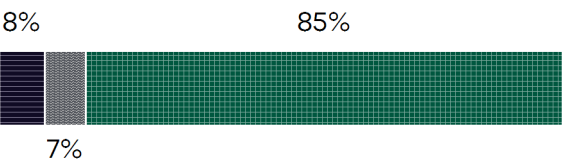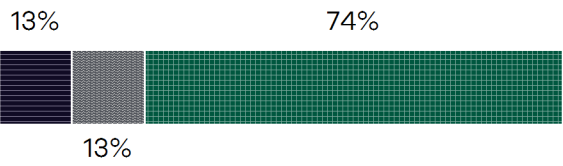
Your results (bar chart values):

My organisation consults employees on health and safety matters: 6%, 7%, 86%

My organisation provides a physically safe work environment: 8%, 7%, 85%

I feel culturally safe at work: 13%, 13%, 74%

In my workplace, there is good communication about psychological safety issues that affect me: 22%, 27%, 52%

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

51% of your staff who did the survey agreed or strongly agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation has effective procedures in place to support employees who may experience stress	22% Disagree, 6% Don't know, 21% Neither, 51% Agree	58 %	60 %	51 %	41 %	61 %	89 %
Senior leaders consider the psychological health of employees to be as important as productivity	27% Disagree, 28% Neither, 44% Agree	38 %	47 %	44 %	40 %	60 %	94 %
Senior leaders show support for stress prevention through involvement and commitment	29% Disagree, 28% Neither, 43% Agree	37 %	50 %	43 %	37 %	58 %	94 %
All levels of my organisation are involved in the prevention of stress	31% Disagree, 30% Neither, 39% Agree	42 %	39 %	39 %	27 %	47 %	75 %

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

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.

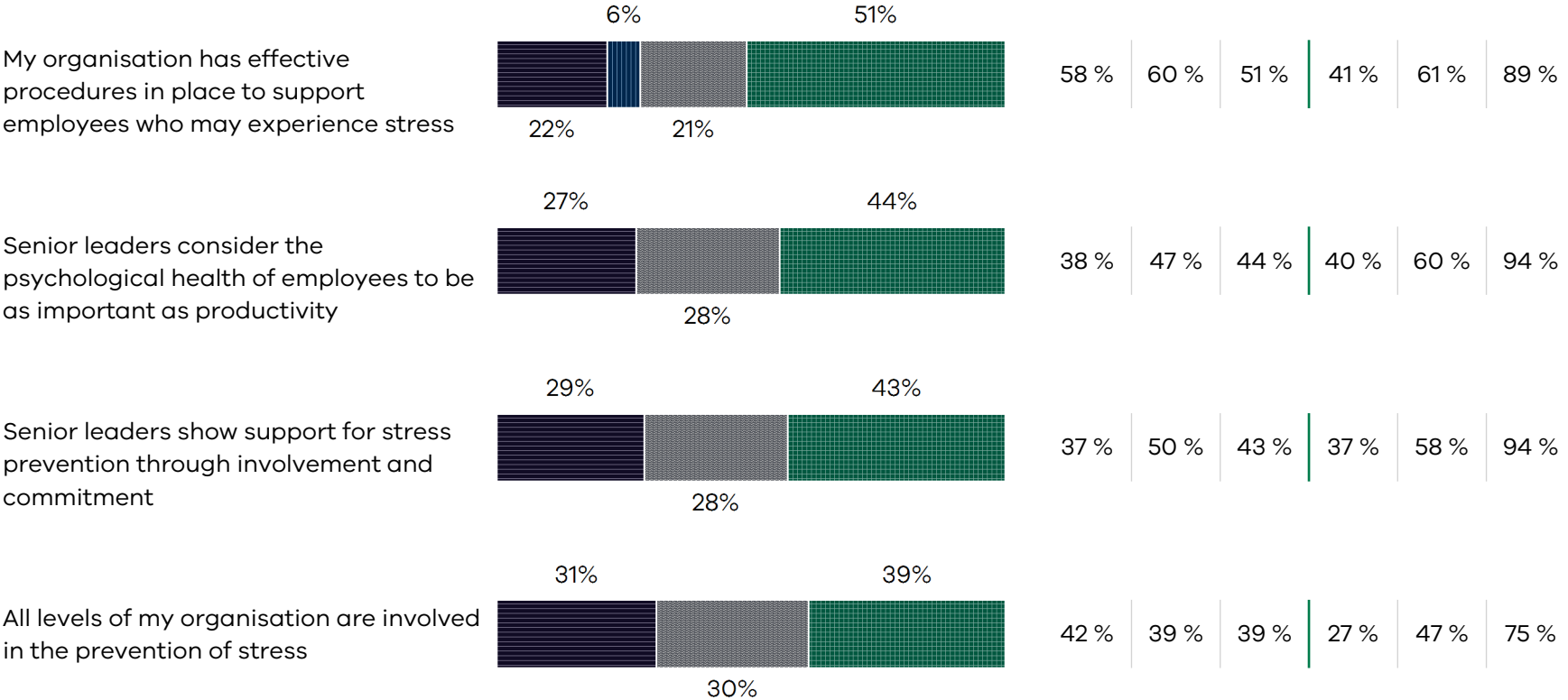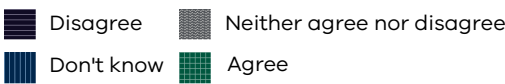Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

66% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees from varied cultural backgrounds'.

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

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

Survey question	Disagree	Don't know	Neither	Agree	2019	2020	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	9%	7%	18%	66%	78 %	Not asked	66 %	58 %	79 %	95 %
There is a positive culture within my organisation in relation to employees of different sexes/genders	16%	2%	15%	66%	76 %	Not asked	66 %	57 %	81 %	97 %
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	7%	13%	15%	65%	57 %	Not asked	65 %	51 %	75 %	96 %
There is a positive culture within my organisation in relation to employees of different age groups	10%	6%	21%	63%	73 %	Not asked	63 %	51 %	74 %	97 %

Organisational climate

Diversity and inclusion 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

59% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander'.

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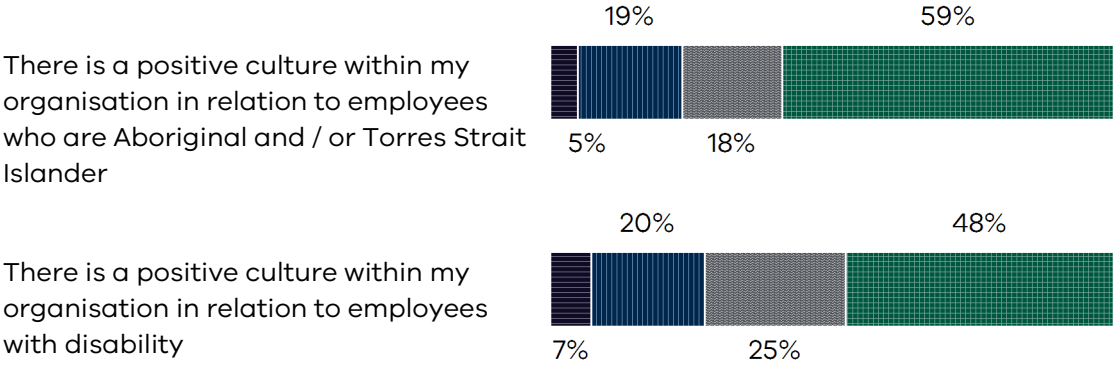
Your results legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	5%, 19%, 18%, 59%	66 %	Not asked	59 %	35 %	67 %	96 %
There is a positive culture within my organisation in relation to employees with disability	7%, 20%, 25%, 48%	48 %	Not asked	48 %	37 %	61 %	92 %

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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.
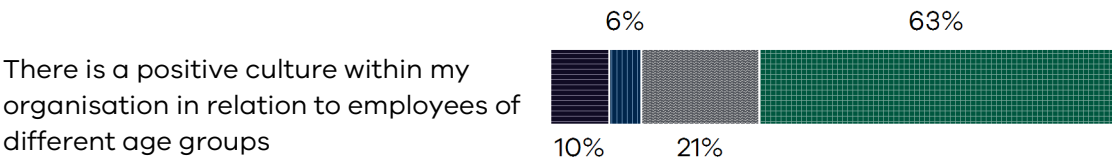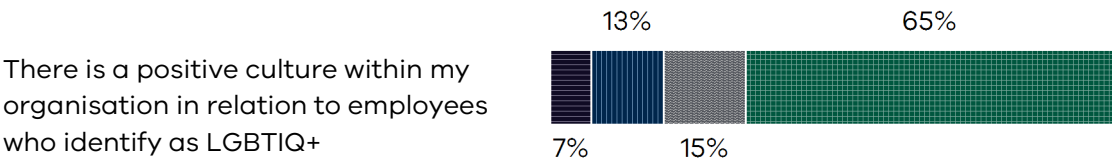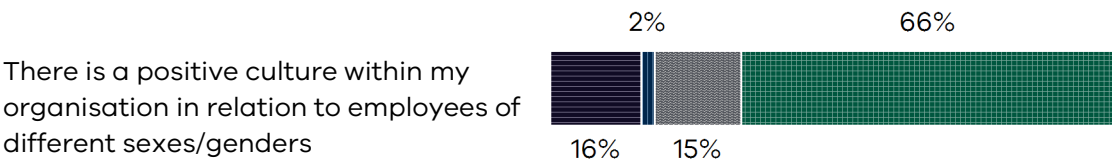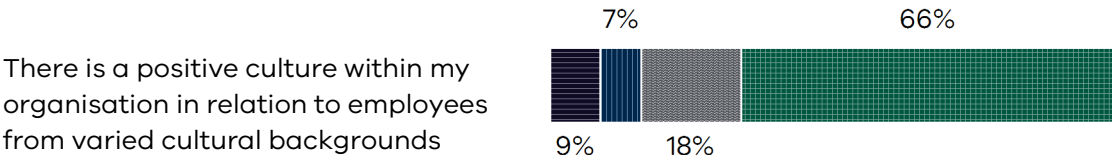
Example

81% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
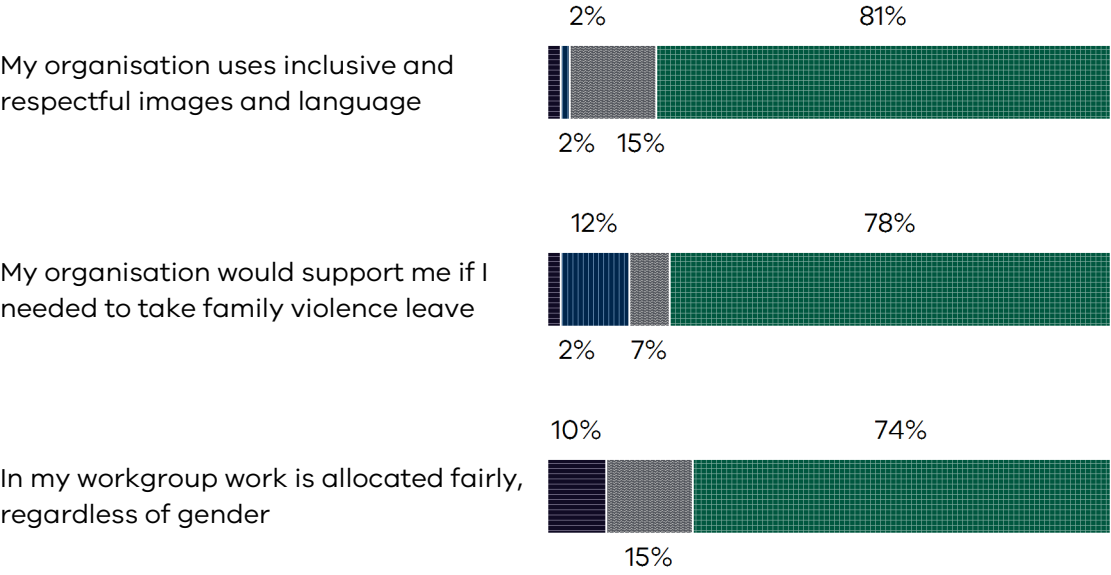
Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation uses inclusive and respectful images and language	2% / 2% / 15% / 81%	Not asked	Not asked	81 %	60 %	85 %	100 %
My organisation would support me if I needed to take family violence leave	2% / 12% / 7% / 78%	Not asked	Not asked	78 %	54 %	79 %	100 %
In my workgroup work is allocated fairly, regardless of gender	10% / 15% / 74%	Not asked	Not asked	74 %	74 %	85 %	96 %

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People matter survey 2021

Have your say

Report overview

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

People outcomes

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- 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

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

Workgroup climate

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

Custom questions

- Questions requested by your organisation

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:

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

Compared to:

- 85% of staff at your comparator and 80% of staff across the public sector.

Chart data:

Factor	You 2019	You 2021	Comparator 2021	Public sector 2021
Quality service delivery	85%	83%	85%	80%
Workgroup support		80%	83%	76%
Innovation	74%	74%	74%	68%

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

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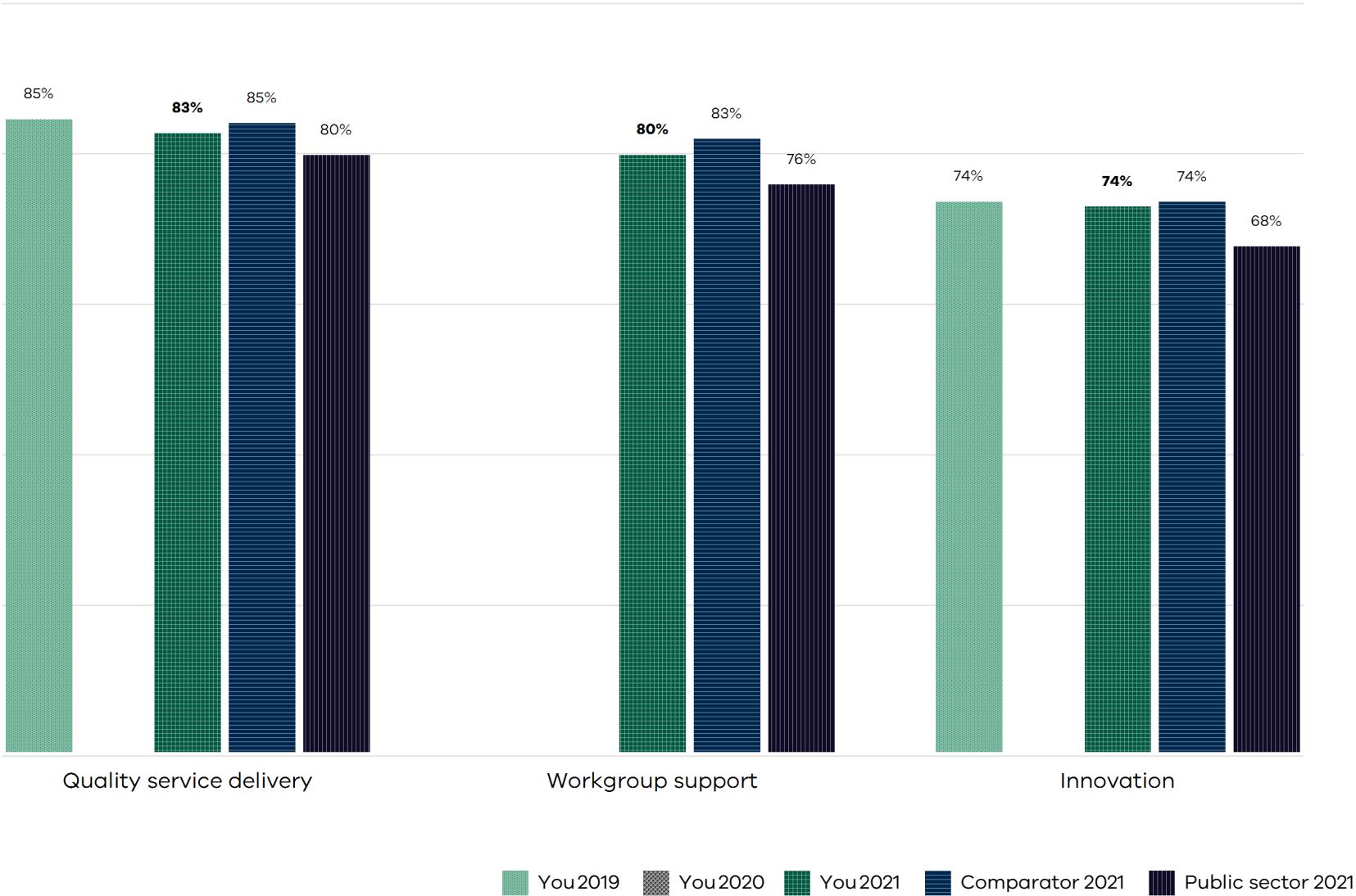
Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

94% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
	Legend: ■ Disagree ▦ Neither agree nor disagree ▤ Don't know ▦ Agree							
My workgroup strives to deliver services in a timely manner	2% / 94% / 4%	96 %	Not asked	94 %	70 %	91 %	100 %
My workgroup strives to provide high quality advice and services	1% / 94% / 2% 3%	95 %	Not asked	94 %	78 %	92 %	100 %
My workgroup values human rights	2% / 85% / 5% 8%	85 %	Not asked	85 %	75 %	88 %	100 %
My workgroup has clear lines of responsibility	9% / 83% / 8%	76 %	Not asked	83 %	65 %	77 %	94 %

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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

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

| Survey question | Your results | Benchmark agree results |

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup strives to make the best use of its resources	10% / 9% / 81%	85 %	Not asked	81 %	68 %	81 %	100 %
My workgroup focuses on making decisions informed by all relevant facts	13% / 1% / 7% / 79%	80 %	Not asked	79 %	63 %	80 %	96 %
My workgroup places a priority on acting fairly and without bias	14% / 18% / 69%	78 %	Not asked	69 %	68 %	82 %	97 %

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Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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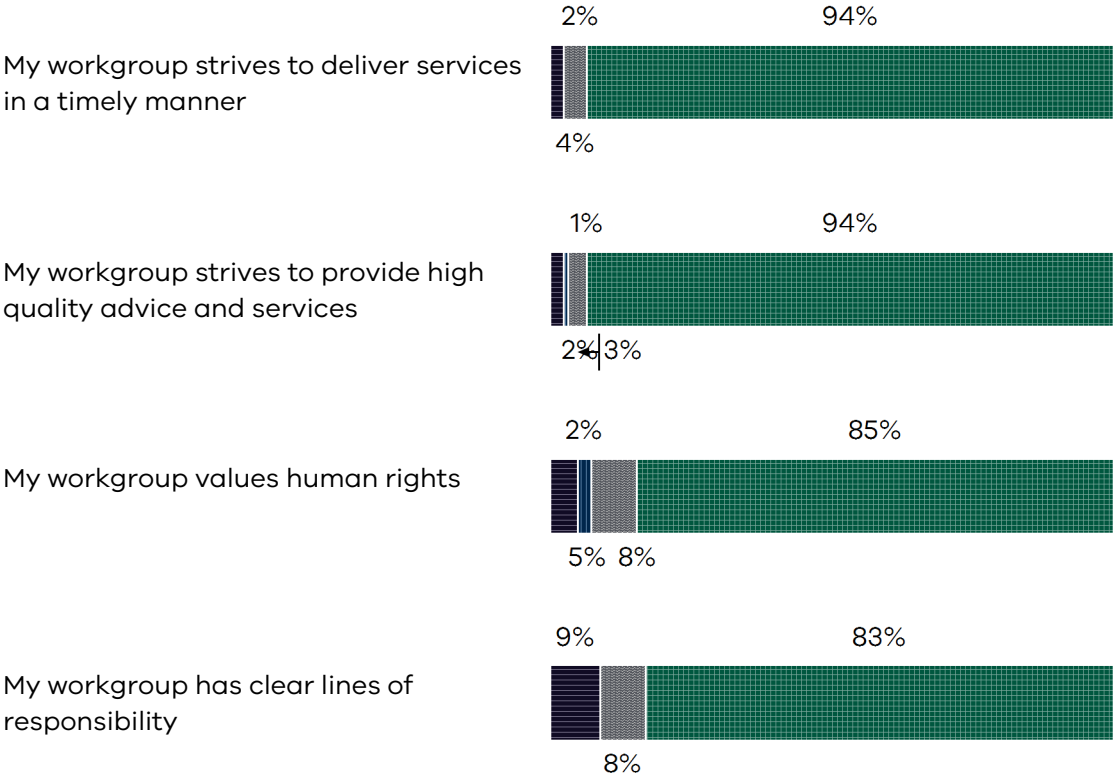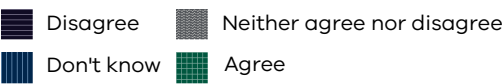
Example

86% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

Survey question	Your results		Benchmark agree results					

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes	2% ... 86% (4% 8%)	88 %	Not asked	86 %	73 %	88 %	100 %
My workgroup is quick to respond to opportunities to do things better	10% ... 74% (16%)	76 %	Not asked	74 %	64 %	77 %	96 %
My workgroup encourages employee creativity	15% ... 73% (12%)	65 %	Not asked	73 %	50 %	67 %	95 %
My workgroup learns from failures and mistakes	11% ... 69% (19%)	72 %	Not asked	69 %	59 %	74 %	96 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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	Benchmark agree results

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

		You			Comparator		
Survey question		2019	2020	2021	Lowest	Average	Highest
My workgroup takes reasonable risks to improve its services	3% / 8% / 23% / 65%	70 %	Not asked	65 %	46 %	66 %	81 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

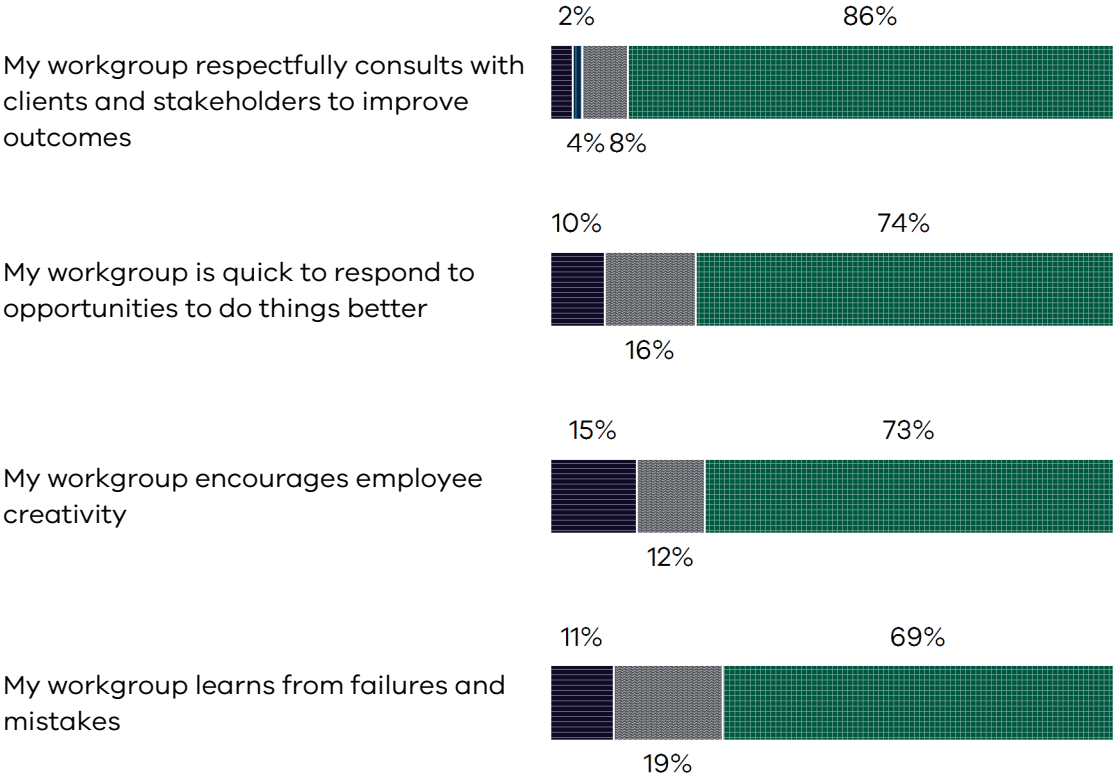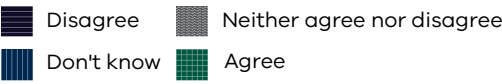Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

Survey question	Your results					

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

	You			Comparator		
Survey question	2019	2020	2021	Lowest	Average	Highest
I am able to work effectively with others in my workgroup (3%, 94%, 3%)	Not asked	91 %	94 %	83 %	92 %	100 %
I am able to work effectively with others outside my immediate workgroup (3%, 87%, 10%)	Not asked	91 %	87 %	75 %	88 %	97 %
People in my workgroup work together effectively to get the job done (6%, 86%, 8%)	86 %	86 %	86 %	71 %	87 %	96 %
People in my workgroup treat each other with respect (8%, 85%, 6%)	86 %	88 %	85 %	73 %	90 %	100 %

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.

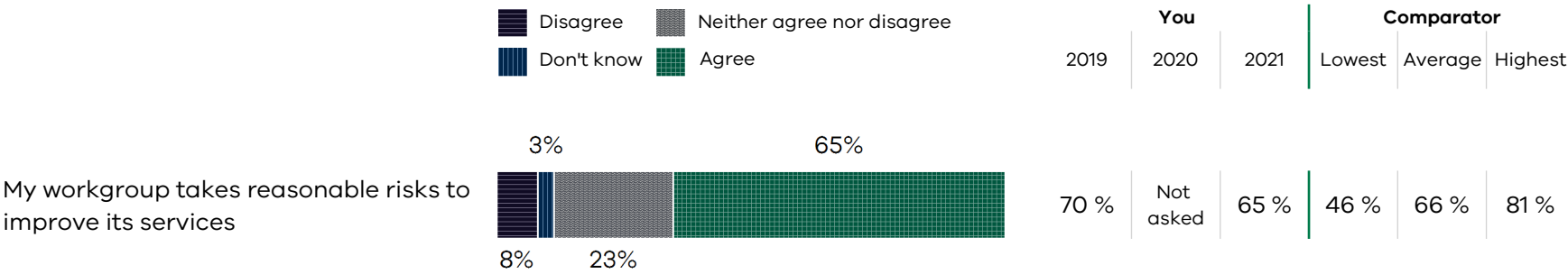Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

84% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup actively support diversity and inclusion in the workplace'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
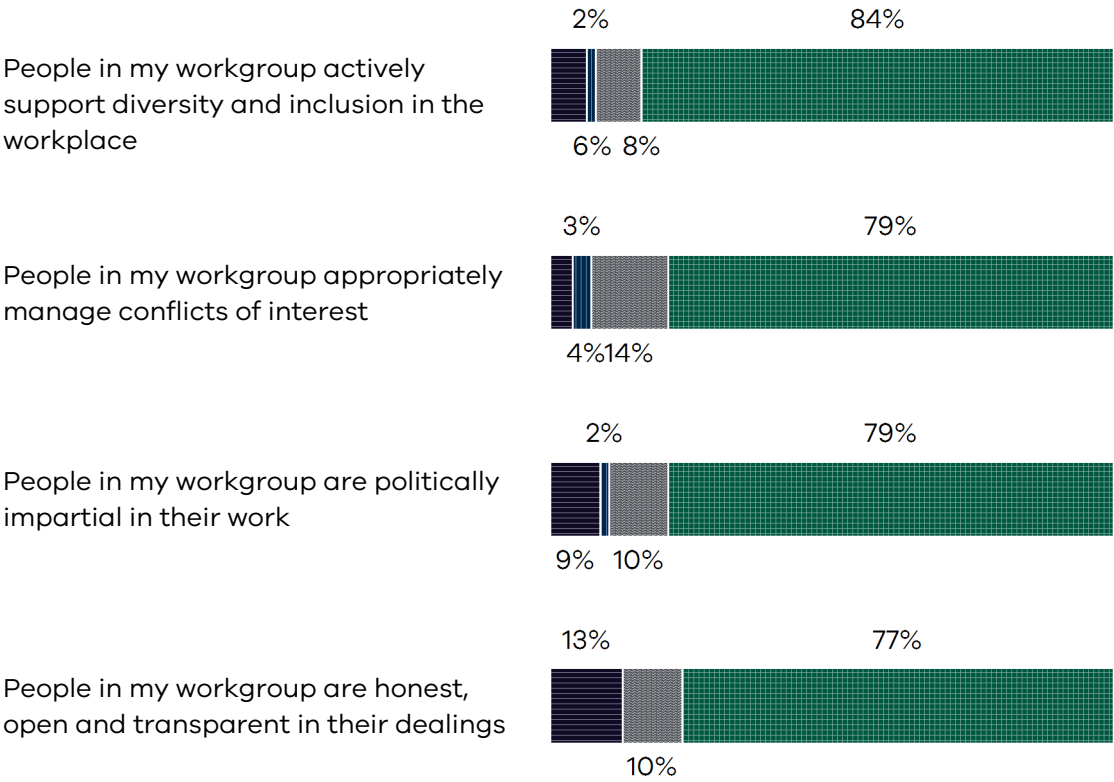
Survey question		You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup actively support diversity and inclusion in the workplace	2% / 6% / 8% / 84%	82 %	Not asked	84 %	68 %	87 %	100 %
People in my workgroup appropriately manage conflicts of interest	3% / 4% / 14% / 79%	74 %	Not asked	79 %	56 %	79 %	100 %
People in my workgroup are politically impartial in their work	2% / 9% / 10% / 79%	78 %	Not asked	79 %	63 %	82 %	97 %
People in my workgroup are honest, open and transparent in their dealings	13% / 10% / 77%	77 %	Not asked	77 %	65 %	81 %	97 %

Workgroup climate

What this is

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

Why this is important

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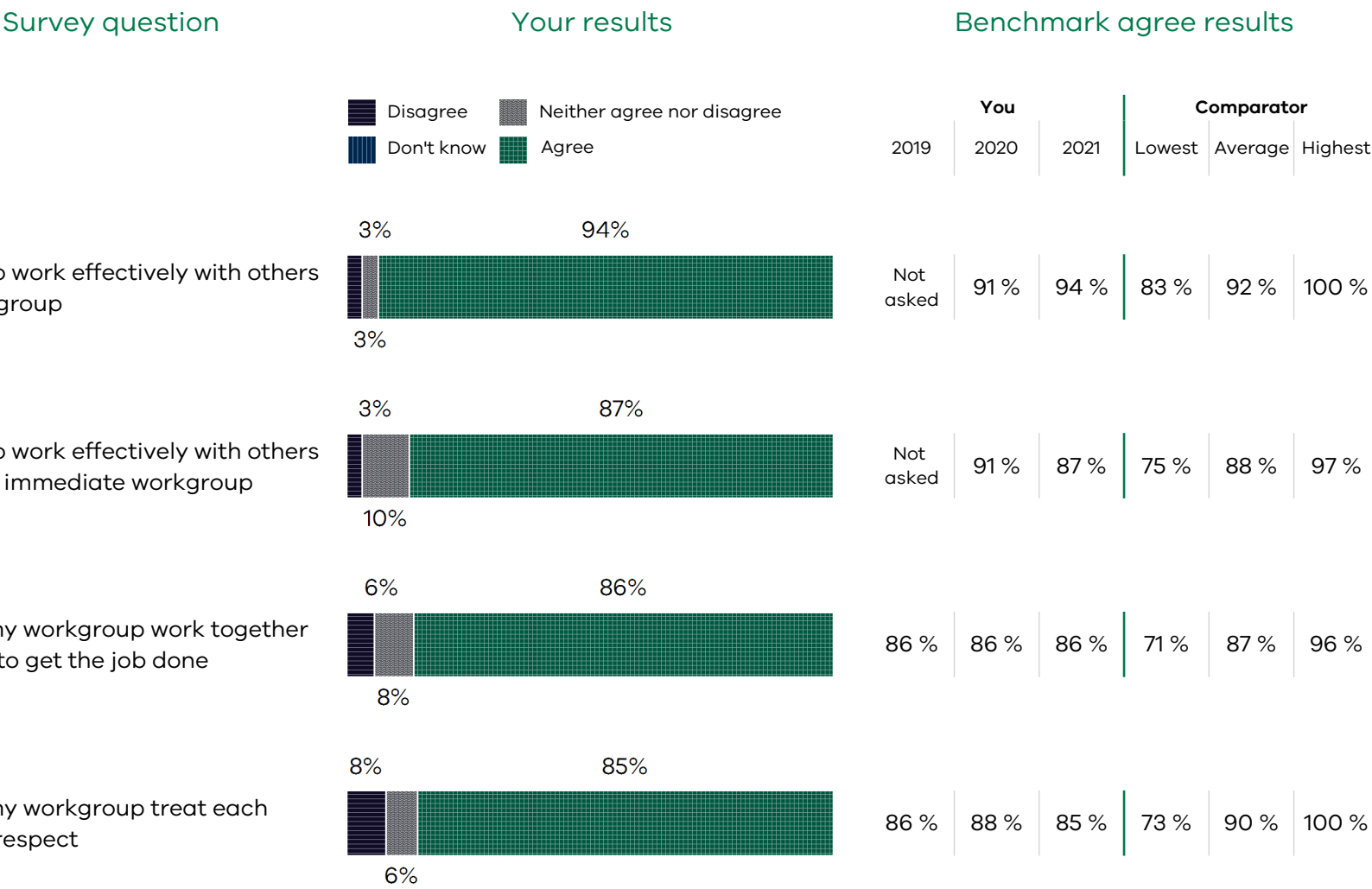
How to read this

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

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

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

Example

73% 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	Benchmark agree results

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

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
People in my workgroup regularly reach out to support me and my wellbeing (10% / 16% / 73%)	Not asked	76 %	73 %	59 %	78 %	96 %
Workgroups across my organisation willingly share information with each other (16% / 24% / 60%)	66 %	58 %	60 %	37 %	62 %	87 %

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

Custom questions

- Questions requested by your organisation

Demographics

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

Job and manager factors

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

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

Compared to:

- 89% of staff at your comparator and 84% of staff across the public sector.

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

Manager leadership: 87%, 85%, 89%, 84%
Job enrichment: 79%, 77%, 77%
Meaningful work: 82%, 79%, 83%, 84%
Manager support: 74%, 77%, 70%

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

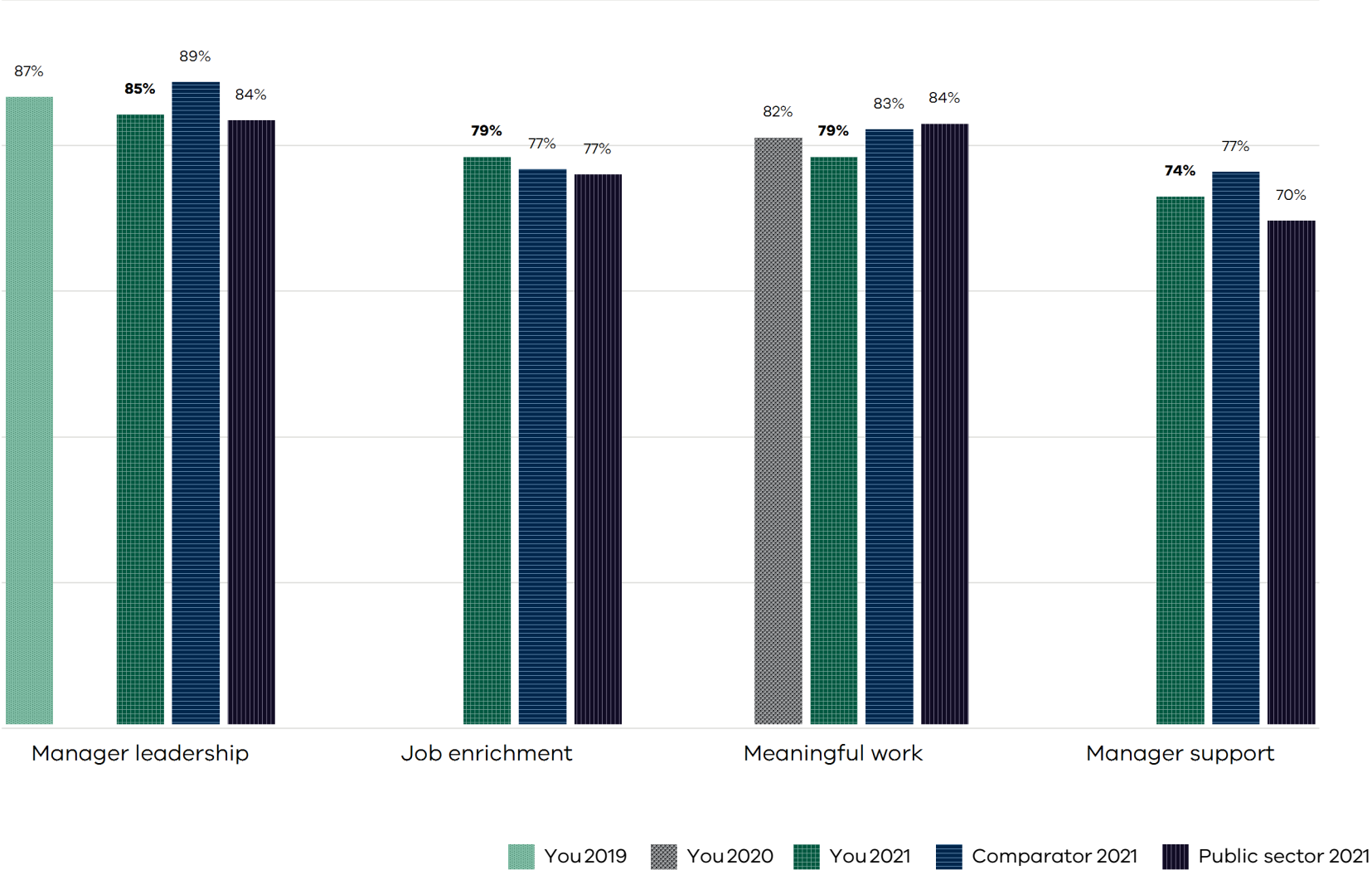## Example

In 2021:

- 64% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

- 73% of staff at your comparator and 67% of staff across the public sector.

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

Safe to speak up: 64%, 73%, 67%
Workload: 56%, 60%, 54%, 57%, 53%
Learning and development: 47%, 54%, 53%
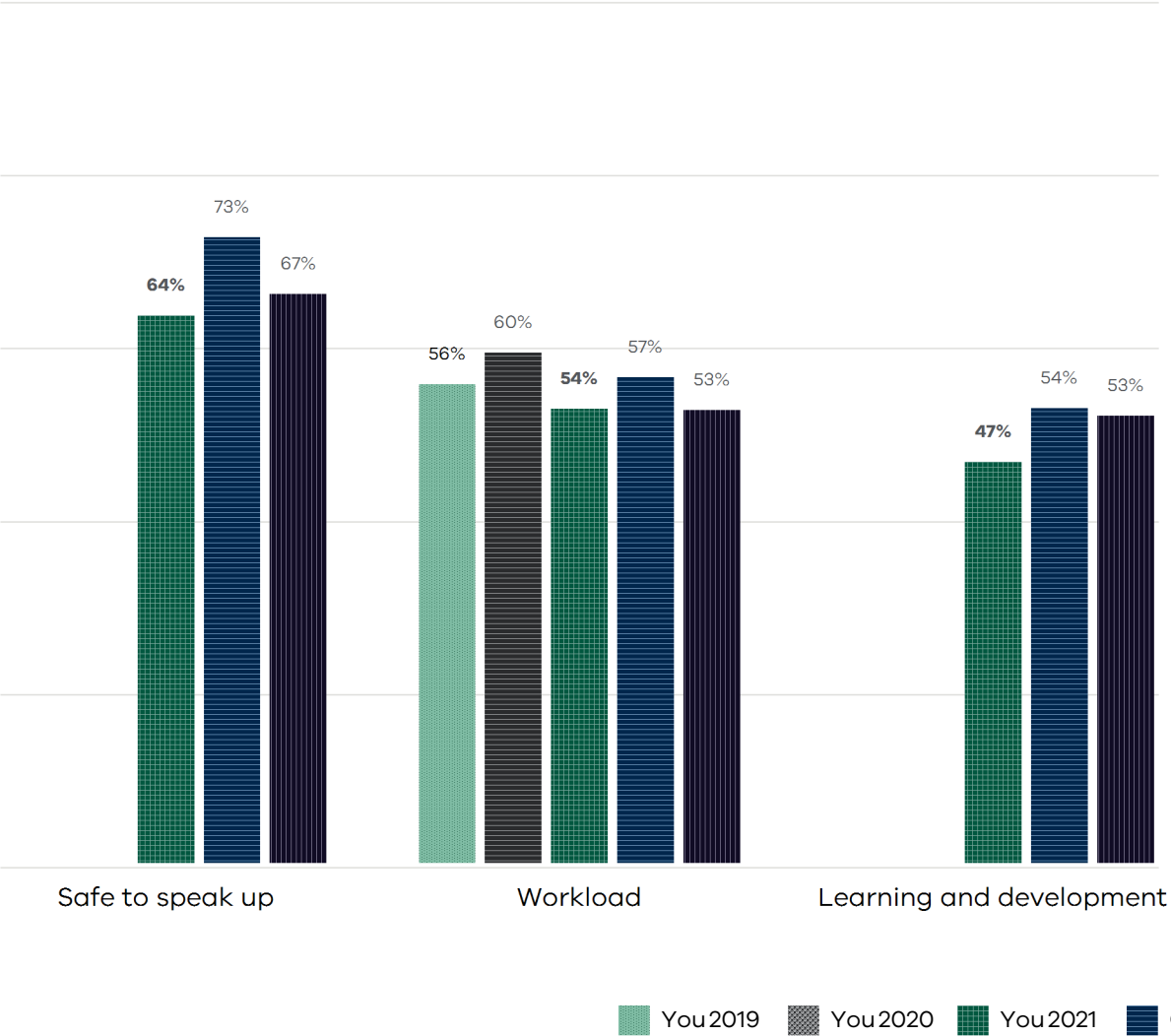
Job and manager factors

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

92% of your staff who did the survey agreed or strongly agreed with 'My manager is committed to workplace safety'.

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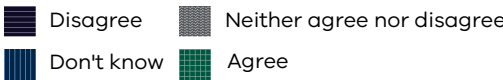
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager is committed to workplace safety	2% / 6% / 92%	87 %	Not asked	92 %	77 %	89 %	100 %
My manager ensures clients receive a high standard of service	3% / 10% / 87%	91%	Not asked	87 %	76 %	90 %	100 %
My manager works effectively with people from diverse backgrounds	2% / 10% / 87%	88 %	Not asked	87 %	78 %	90 %	100 %
My manager treats employees with dignity and respect	10% / 5% / 85%	86 %	Not asked	85 %	79 %	90 %	100 %

Job and manager factors

Manager leadership 2 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

81% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager demonstrates honesty and integrity	7% / 11% / 81%	89 %	Not asked	81 %	70 %	89 %	100 %
My manager models my organisation's values	10% / 15% / 76%	82 %	Not asked	76 %	67 %	86 %	100 %

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.

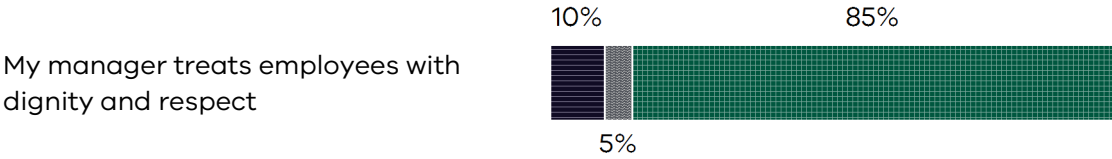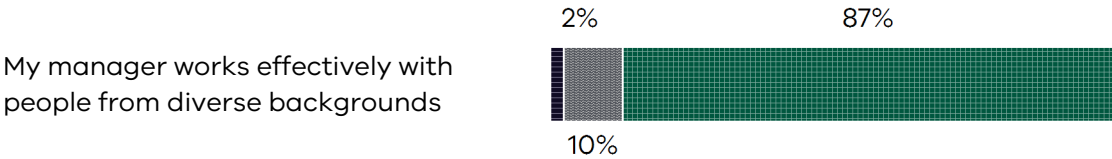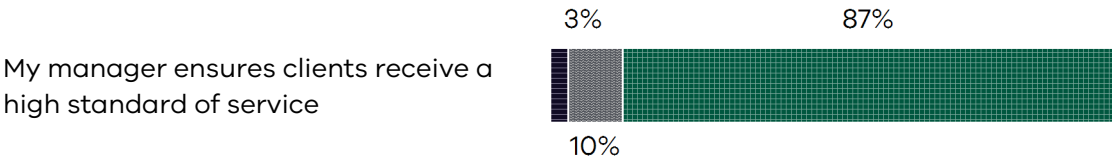Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
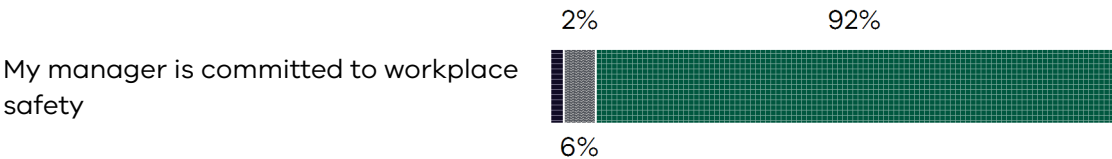
Example

87% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question — Your results — Benchmark agree results

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager listens to what I have to say	5% / 8% / 87%	88 %	84 %	87 %	78 %	87 %	97 %
My manager involves me in decisions about my work	6% / 12% / 82%	84 %	81 %	82 %	67 %	83 %	100 %
My manager provides me with enough support when I need it	11% / 8% / 81%	Not asked	78 %	81 %	67 %	81 %	96 %
I would be confident in approaching my manager to discuss concerns and grievances	13% / 10% / 77%	79 %	Not asked	77 %	73 %	84 %	100 %

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.

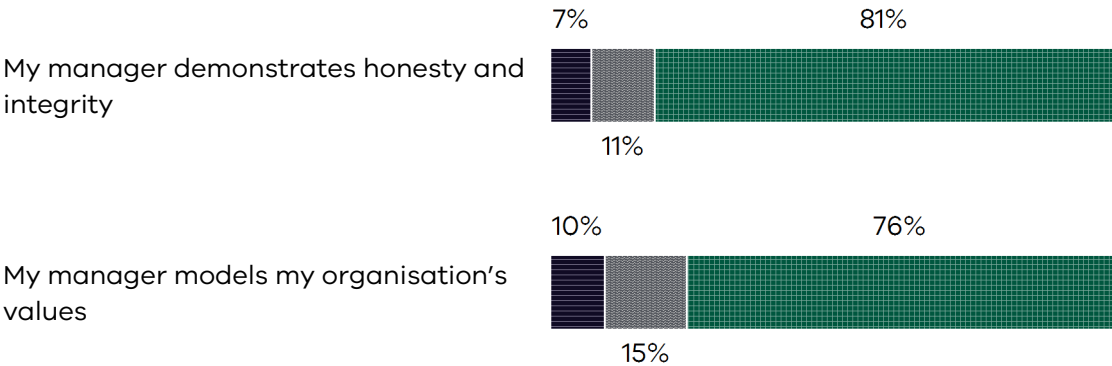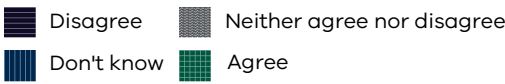Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

77% of your staff who did the survey agreed or strongly agreed with 'My manager encourages and supports my participation in learning and development opportunities'.

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager encourages and supports my participation in learning and development opportunities	4% / 19% / 77%	80 %	Not asked	77 %	59 %	80 %	96 %
My manager keeps me informed about what's going on	12% / 16% / 72%	73 %	73 %	72 %	67 %	81 %	100 %
My manager provides feedback to me in a way that helps me improve my performance	13% / 19% / 69%	70 %	72 %	69 %	52 %	73 %	94 %
My manager has regular conversations with me about my learning and development	20% / 20% / 60%	Not asked	Not asked	60 %	32 %	59 %	92 %

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

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Manager support 3 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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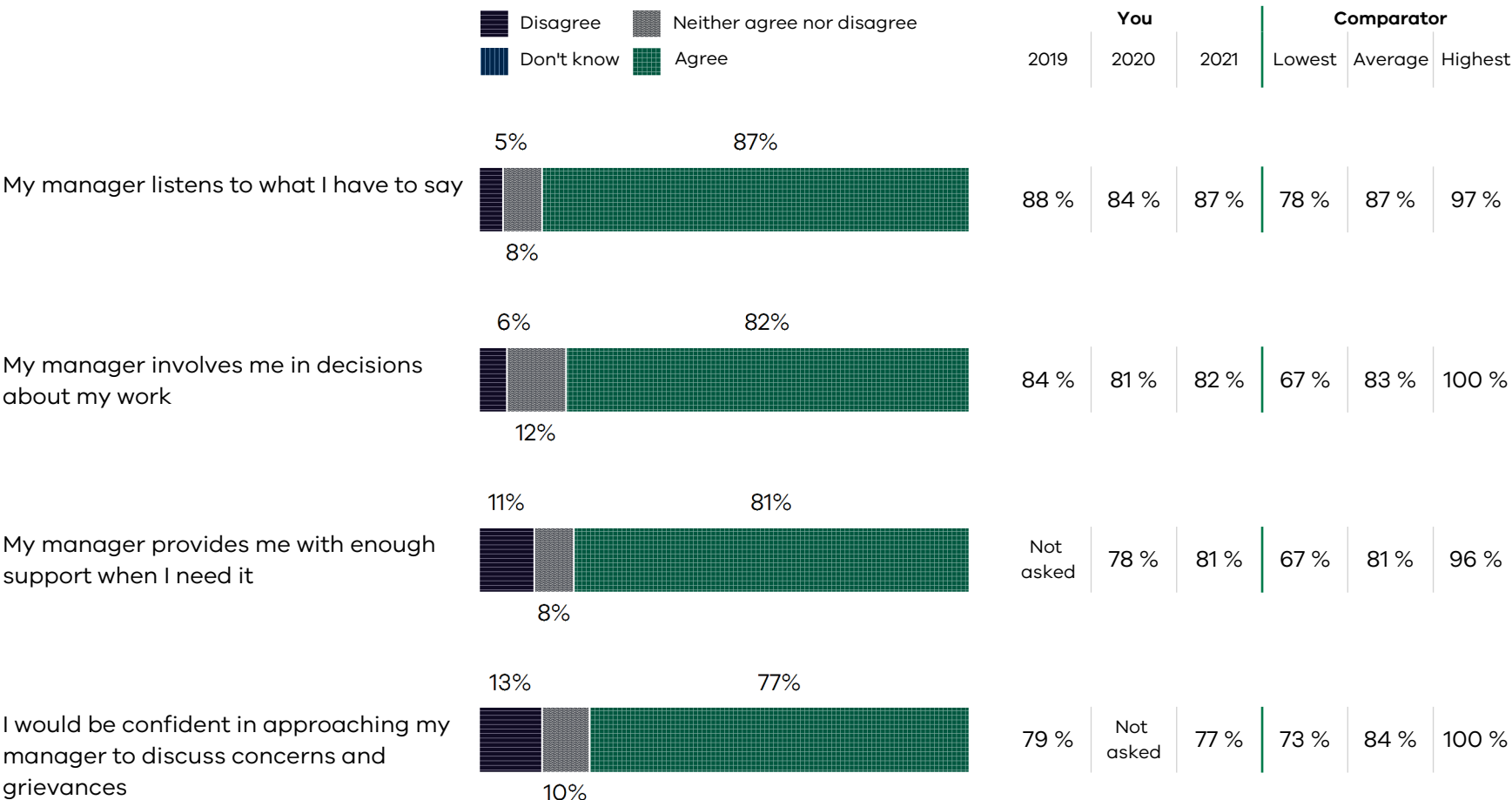
Example

57% of your staff who did the survey agreed or strongly agreed with 'I receive adequate recognition for my contributions and accomplishments'.

Survey question

Your results

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

I receive adequate recognition for my contributions and accomplishments

27% | 57% | 16%

Benchmark agree results

Survey question	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I receive adequate recognition for my contributions and accomplishments	57 %	Not asked	57 %	46 %	64 %	90 %

Victorian Public Sector Commission

VICTORIA State Government
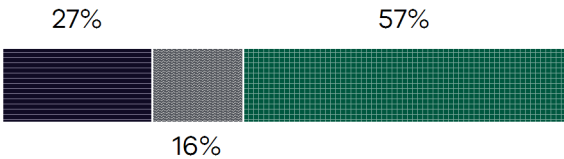
Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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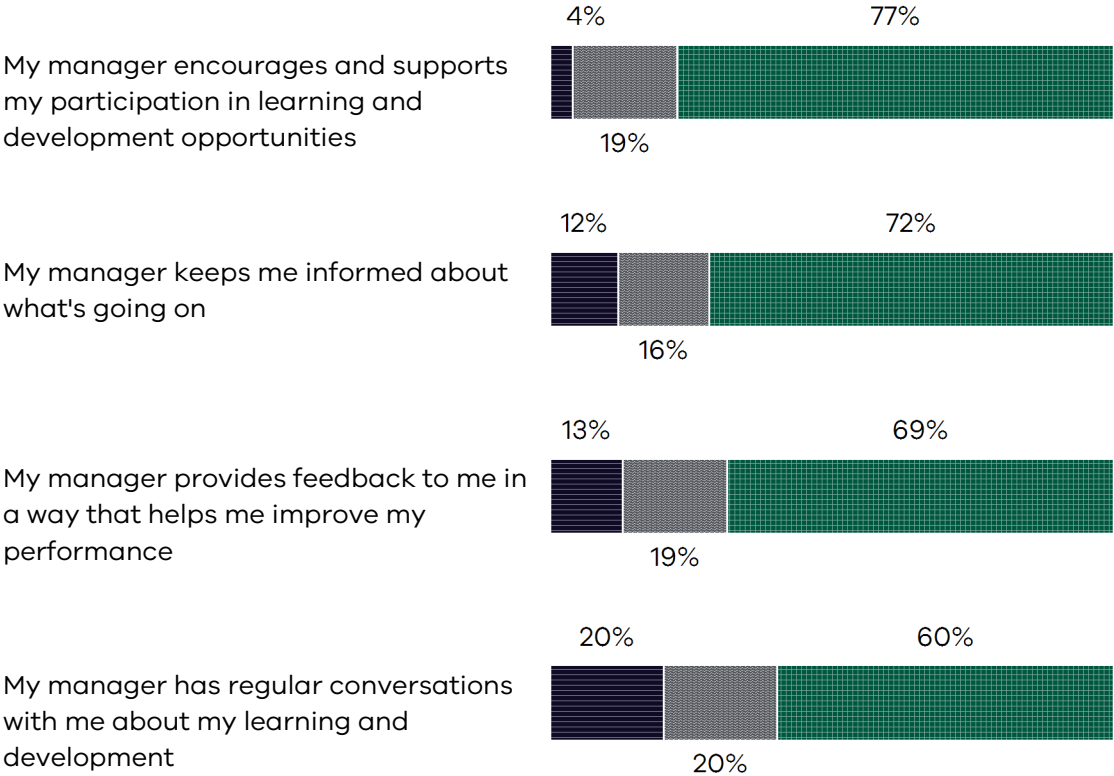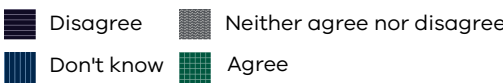
Example

55% of your staff who did the survey agreed or strongly agreed with 'I have enough time to do my job effectively'.

Survey question	Your results							

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

Benchmark agree results

Survey question		You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I have enough time to do my job effectively	57 %	58 %	55 %	42 %	56 %	89 %
The workload I have is appropriate for the job that I do	56 %	62 %	52 %	39 %	59 %	85 %

Your results bars:

I have enough time to do my job effectively: Disagree 30%, Neither agree nor disagree 15%, Agree 55%

The workload I have is appropriate for the job that I do: Disagree 27%, Neither agree nor disagree 21%, Agree 52%

Victorian Public Sector Commission

VICTORIA State Government
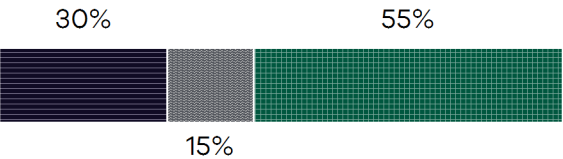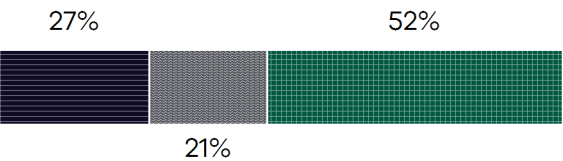
Job and manager factors

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.
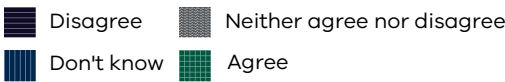
Example

65% of your staff who did the survey agreed or strongly agreed with 'In the last 12 months I have learned skills that have helped me do my job better'.

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
In the last 12 months I have learned skills that have helped me do my job better	Disagree 20% / Neither 15% / Agree 65%	Not asked	Not asked	65 %	49 %	72 %	93 %
I am developing and learning in my role	Disagree 16% / Neither 19% / Agree 65%	Not asked	Not asked	65 %	50 %	72 %	96 %
There are adequate opportunities for me to develop skills and experience in my organisation	Disagree 25% / Neither 19% / Agree 56%	69 %	Not asked	56 %	35 %	58 %	83 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	Disagree 26% / Neither 20% / Agree 54%	Not asked	Not asked	54 %	36 %	56 %	88 %

Legend: Disagree · Neither agree nor disagree · Agree

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

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

Example

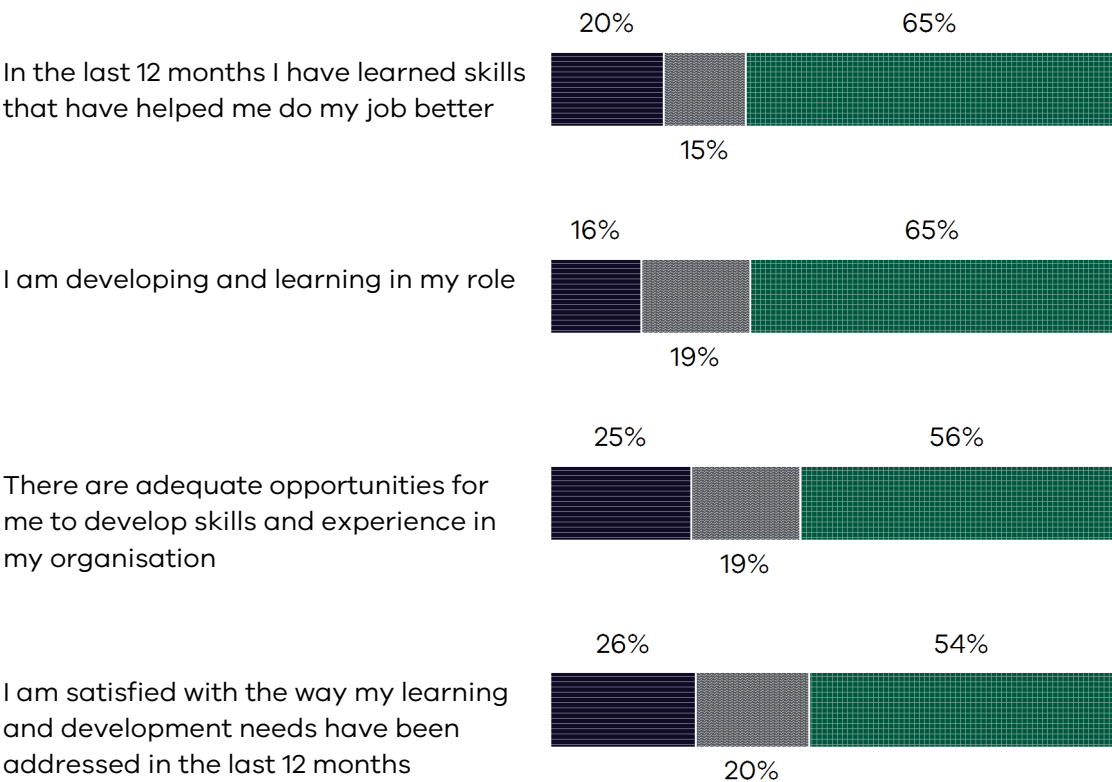52% of your staff who did the survey agreed or strongly agreed with 'My organisation places a high priority on the learning and development of staff'.
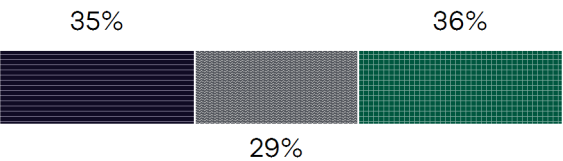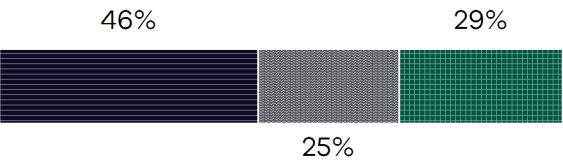
Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation places a high priority on the learning and development of staff	Disagree 23% / Neither 25% / Agree 52%	67 %	Not asked	52 %	34 %	61 %	93 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	Disagree 35% / Neither 29% / Agree 36%	Not asked	Not asked	36 %	19 %	37 %	57 %
I feel I have an equal chance at promotion in my organisation	Disagree 46% / Neither 25% / Agree 29%	Not asked	Not asked	29 %	20 %	44 %	78 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	Disagree 31% / Neither 45% / Agree 23%	Not asked	Not asked	23 %	13 %	30 %	57 %

Legend: Disagree / Neither agree nor disagree / Agree

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

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

Example

85% 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						

Your results

■ Disagree   ▨ Neither agree nor disagree   ▦ Agree

Benchmark agree results

	You			Comparator		
Survey question	2019	2020	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose — 5% / 10% / 85%	95 %	89 %	85 %	81 %	91 %	100 %
I understand how the Charter of Human Rights and Responsibilities applies to my work — 8% / 7% / 85%	76 %	Not asked	85 %	54 %	73 %	100 %
I clearly understand what I am expected to do in this job — 8% / 10% / 81%	84 %	85 %	81 %	55 %	80 %	97 %
I have the authority to do my job effectively — 11% / 8% / 81%	89 %	Not asked	81 %	57 %	75 %	100 %

Job and manager factors

Job enrichment 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

79% of your staff who did the survey agreed or strongly agreed with 'I have a choice in deciding how I do my work'.

Survey question	Your results						

Legend: Disagree · Neither agree nor disagree · Agree

	You			**Comparator**		
Survey question	2019	2020	2021	Lowest	Average	Highest
I have a choice in deciding how I do my work (Disagree 9%, Neither 12%, Agree 79%)	80 %	76 %	79 %	60 %	78 %	100 %
My job allows me to utilise my skills, knowledge and abilities (Disagree 17%, Neither 8%, Agree 75%)	85 %	81 %	75 %	59 %	81 %	100 %
My work performance is assessed against clear criteria (Disagree 13%, Neither 19%, Agree 68%)	Not asked	Not asked	68 %	36 %	63 %	87 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Meaningful work

What this is

This is how staff feel about their contribution and how worthwhile their work is.

Why this is important

Staff who feel their work is meaningful can help achieve individual, team and organisational outcomes.

How to read this

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

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

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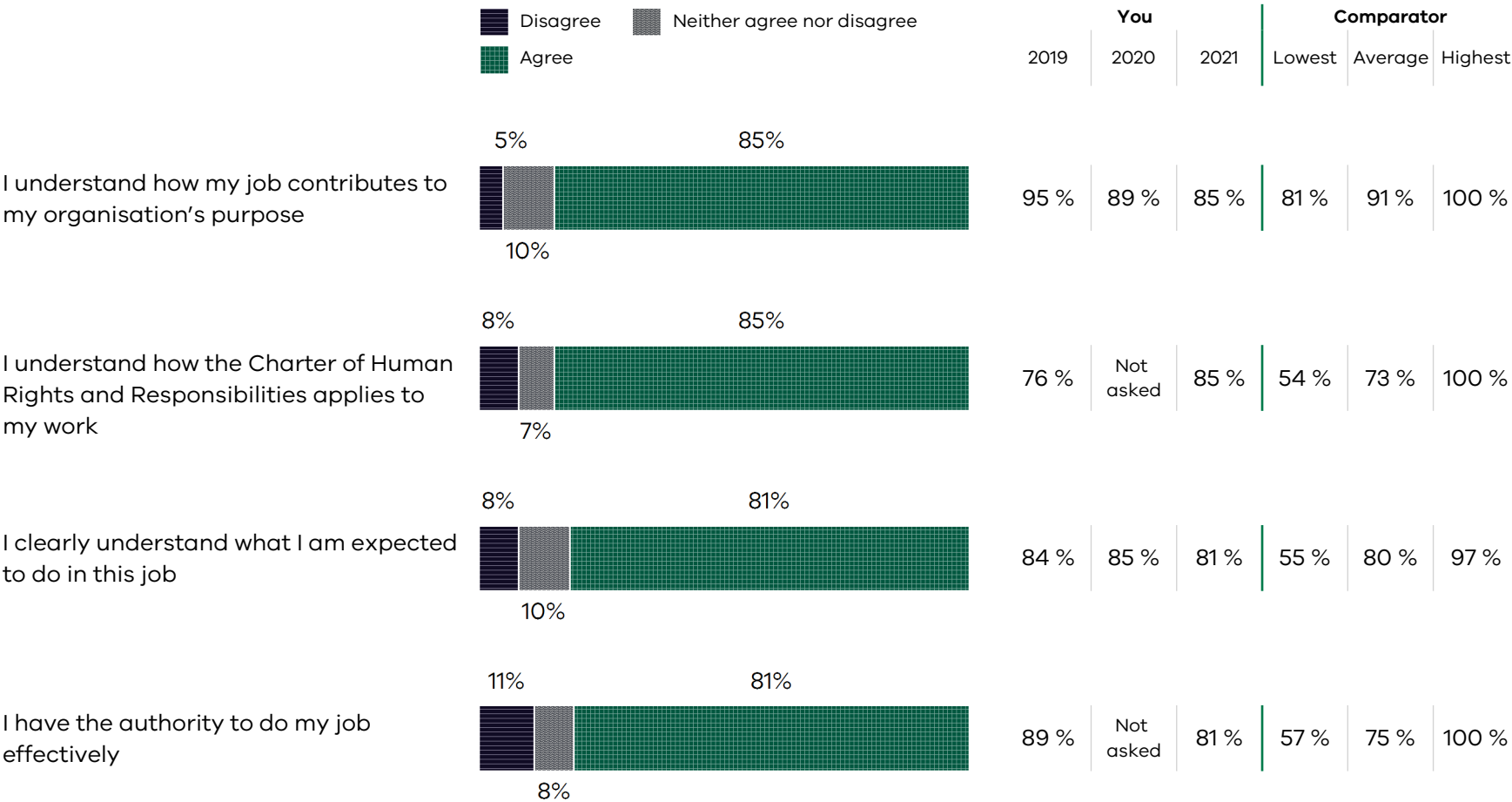
Example

81% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

Survey question	Your results	Benchmark agree results

Legend:
- Disagree (dark navy)
- Neither agree nor disagree (grey)
- Agree (green)
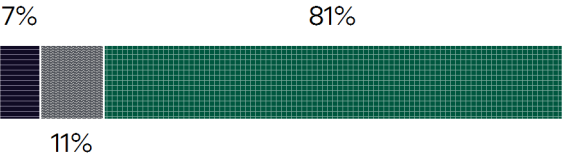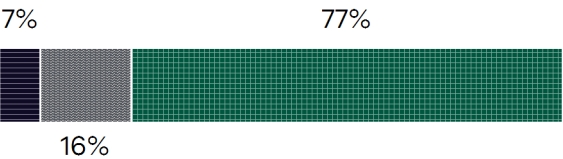
Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I feel that I can make a worthwhile contribution at work	7% / 11% / 81%	Not asked	83 %	81 %	73 %	85 %	100 %
I am achieving something important through my work	7% / 16% / 77%	Not asked	81 %	77 %	62 %	80 %	100 %

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.
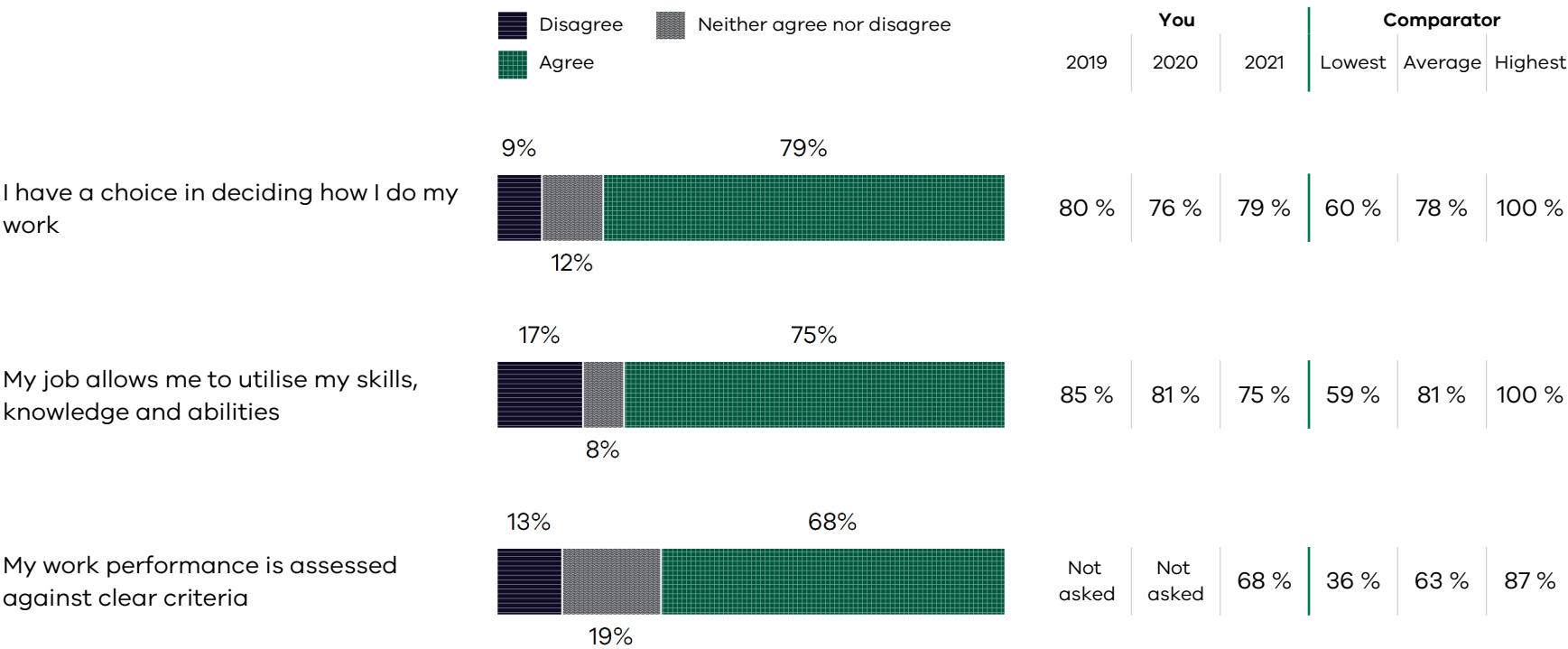
Example

71% of your staff who did the survey agreed or strongly agreed with 'People in your workgroup are able to bring up problems and tough issues'.
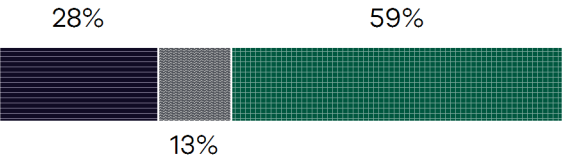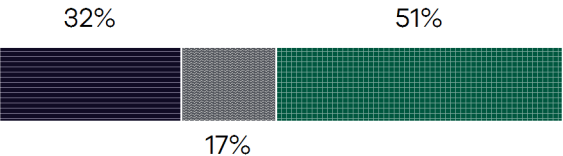
Survey question	Your results		You			Comparator		
			2019	2020	2021	Lowest	Average	Highest
	Disagree ■ Neither agree nor disagree ▨ Agree ▨							
People in your workgroup are able to bring up problems and tough issues	14% · 15% · 71%		Not asked	75 %	71 %	61 %	78 %	97 %
I feel safe to challenge inappropriate behaviour at work	28% · 13% · 59%		Not asked	Not asked	59 %	49 %	68 %	100 %
I am confident that I would be protected from reprisal for reporting improper conduct	32% · 17% · 51%		46 %	Not asked	51 %	51 %	69 %	100 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	37% · 19% · 44%		43 %	Not asked	44 %	38 %	63 %	94 %

Job and manager factors

Safe to speak up 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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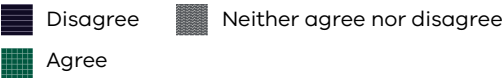
Example

85% 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							

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

Benchmark disagree results
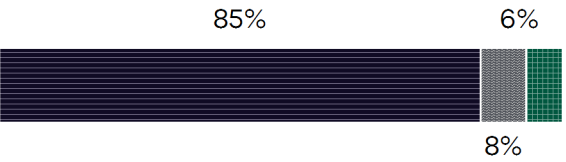
	You			Comparator		
Survey question	2019	2020	2021	Lowest	Average	Highest
People in my workgroup often reject others for being different — Disagree 85%, Agree 6%, Neither 8%	Not asked	Not asked	85 %	75 %	85 %	100 %
If I make a mistake in my workgroup, it is often held against me — Disagree 77%, Agree 6%, Neither 17%	Not asked	Not asked	77 %	61 %	77 %	96 %

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

41% 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	41%	40%	36%
Administrative processes (including leave and HR requirements)	30%	16%	19%
Decision making and authorisation processes	22%	29%	23%
Other	16%	11%	13%
There are no noticeable barriers	15%	16%	18%
Poor work-life balance	14%	12%	12%
Technology limitations	14%	18%	20%
Difficulties in separating work from other aspects of my life	13%	13%	10%
Communication processes	11%	16%	19%
Family/household commitments (carer responsibilities, child education responsibilities)	10%	8%	9%

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People matter survey 2021

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Report overview

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- Work-related stress levels
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- Scorecard: emotional effects of work
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- Bullying
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- Discrimination
- Violence and aggression
- Witnessing negative behaviours

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- Lowest scoring
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- Biggest positive difference from comparator
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- Taking action questions

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- Senior leadership questions

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- Organisational integrity
- Workplace flexibility
- Equal employment opportunity
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Workgroup climate

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Job and manager factors

- Scorecard
- Manager leadership
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Public sector values

- Scorecard
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- Accountability
- Respect
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- Questions requested by your organisation

Demographics

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

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 91% of your staff who did the survey responded positively to questions about Responsiveness , which is down 3% in 2019.

Compared to:

- 91% of staff at your comparator and 87% of staff across the public sector.
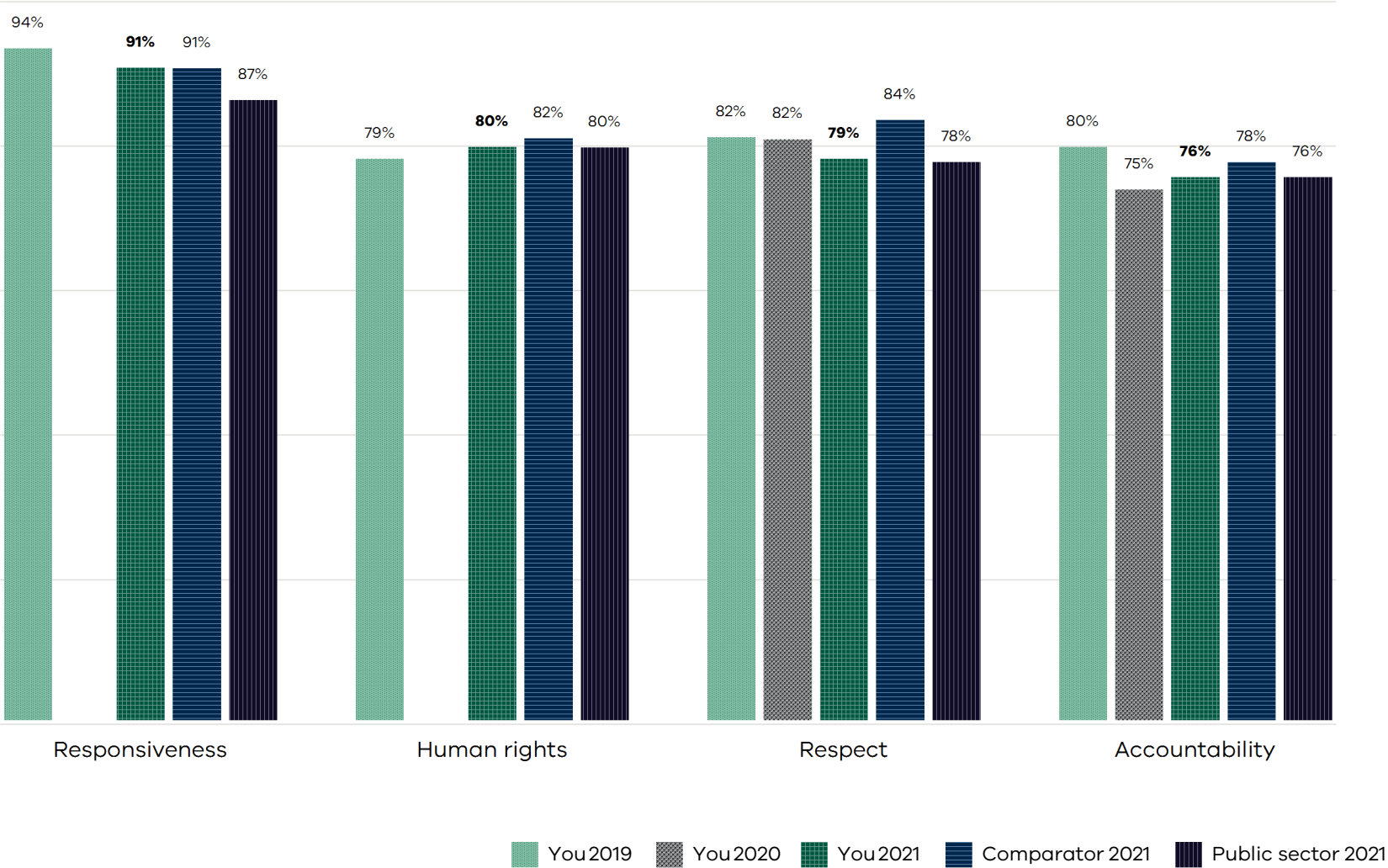
Chart legend: You 2019 | You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Responsiveness: 94%, 91%, 91%, 87%
Human rights: 79%, 80%, 82%, 80%
Respect: 82%, 82%, 79%, 84%, 78%
Accountability: 80%, 75%, 76%, 78%, 76%

Public sector values

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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:

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

Compared to:

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

Bar chart legend: You 2019, You 2020, You 2021, Comparator 2021, Public sector 2021

Integrity: 69%, 64%, 77%, 70%
Leadership: 71%, 64%, 79%, 73%
Impartiality: 69%, 64%, 76%, 68%
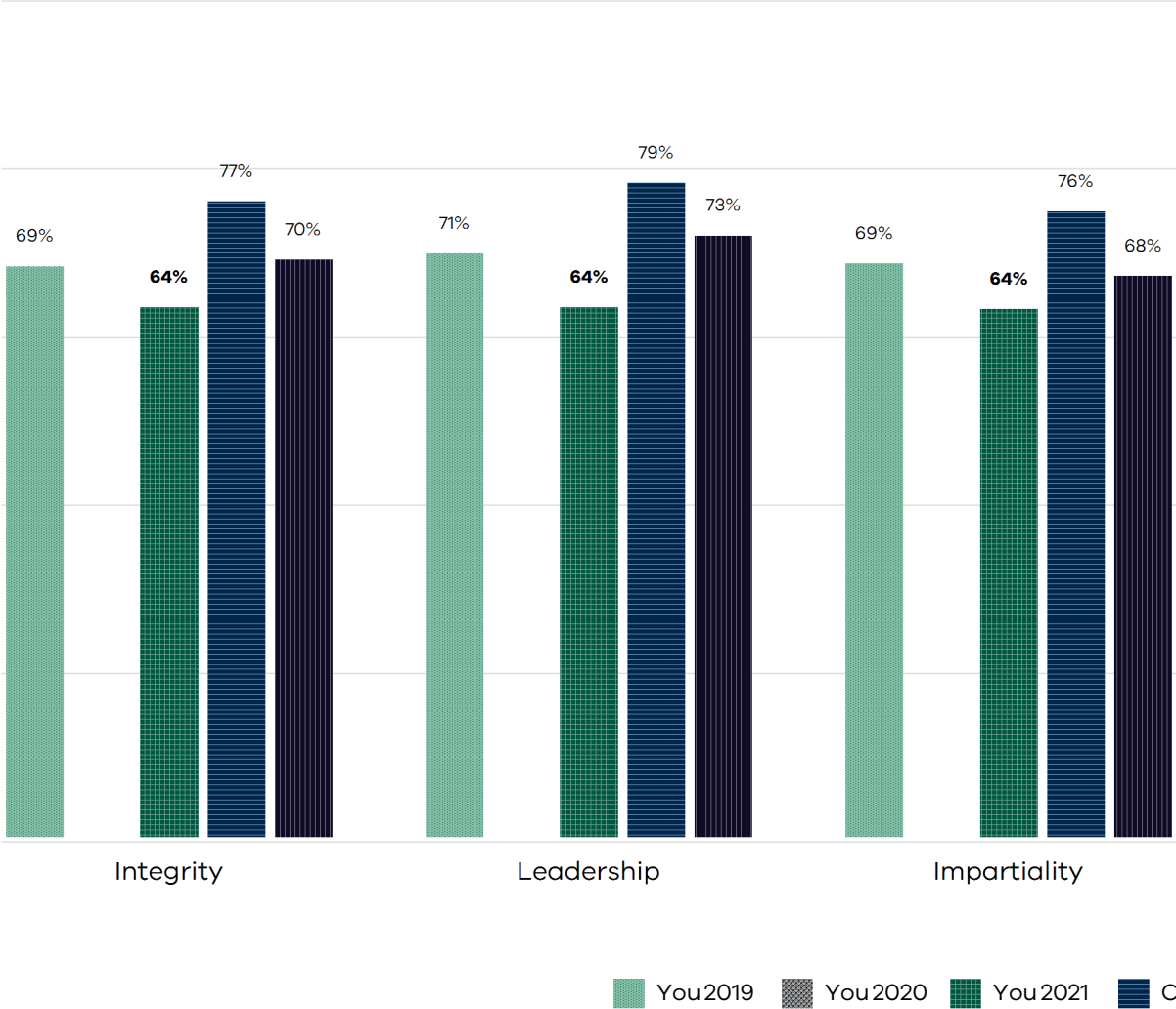
Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

Example

94% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

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

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

Survey question		2019	2020	2021	Lowest	Average	Highest
My workgroup strives to deliver services in a timely manner	2% / 94% / 4%	96 %	Not asked	94 %	70 %	91 %	100 %
My workgroup strives to provide high quality advice and services	1% / 94% / 2% 3%	95 %	Not asked	94 %	78 %	92 %	100 %
My manager ensures clients receive a high standard of service	3% / 87% / 10%	91 %	Not asked	87 %	76 %	90 %	100 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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

Example

81% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results	Benchmark agree results					
			You		**Comparator**		
		2019	2020	2021	Lowest	Average	Highest
My manager demonstrates honesty and integrity	7% / 11% / 81%	89 %	Not asked	81 %	70 %	89 %	100 %
People in my workgroup appropriately manage conflicts of interest	3% / 4% / 14% / 79%	74 %	Not asked	79 %	56 %	79 %	100 %
People in my workgroup are honest, open and transparent in their dealings	13% / 10% / 77%	77 %	Not asked	77 %	65 %	81 %	97 %
My organisation is committed to earning a high level of public trust	2% / 10% / 13% / 75%	80 %	Not asked	75 %	48 %	83 %	100 %

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

Public sector values

What this is

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

Why this is important

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

How to read this

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

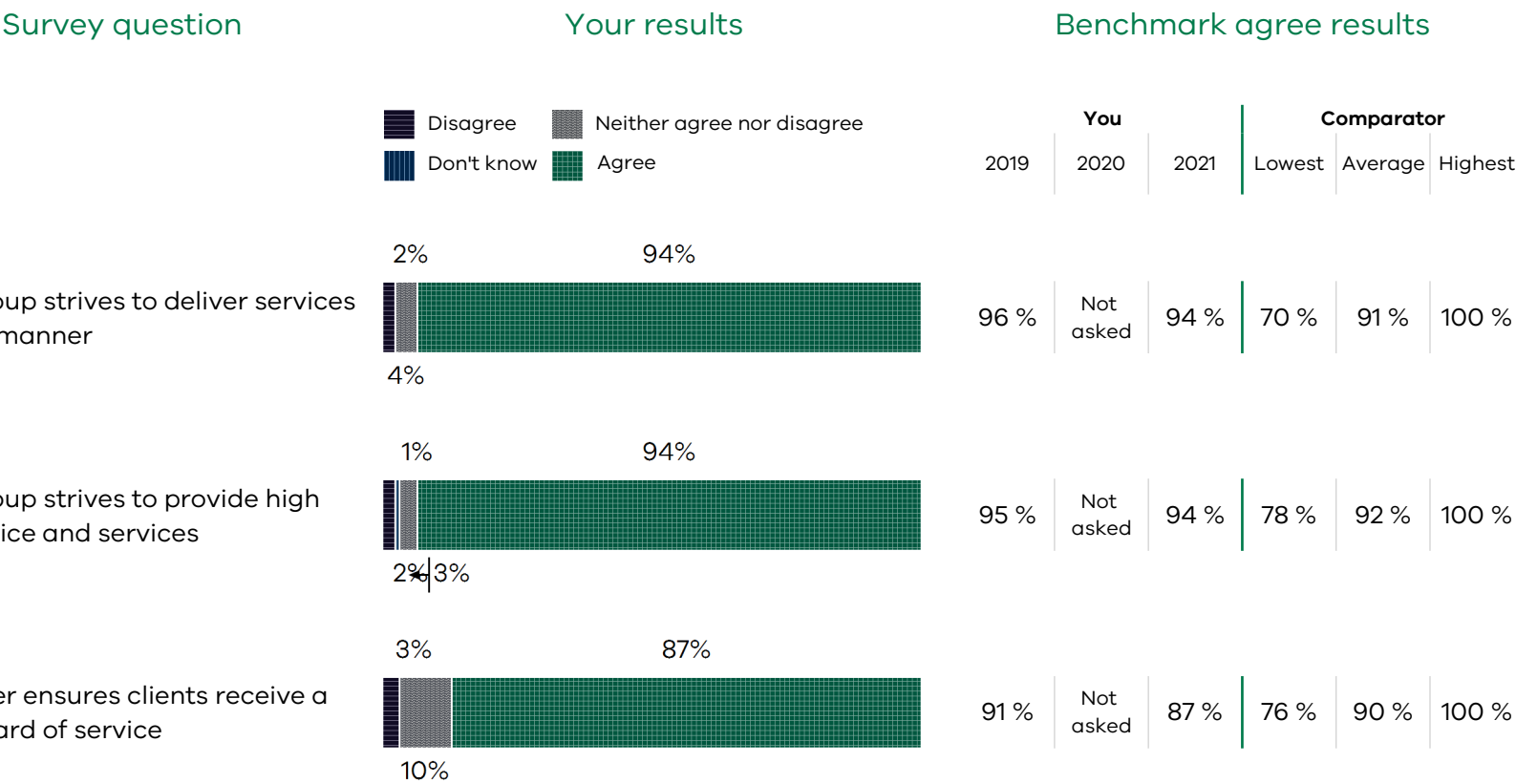'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

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

Example

59% of staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.

Survey question	Your results	Benchmark agree results					
		You			**Comparator**		
		2019	2020	2021	Lowest	Average	Highest
I feel safe to challenge inappropriate behaviour at work	28% / 13% / 59%	Not asked	Not asked	59 %	49 %	68 %	100 %
I am confident that I would be protected from reprisal for reporting improper conduct	32% / 17% / 51%	46 %	Not asked	51 %	51 %	69 %	100 %
My organisation does not tolerate improper conduct	28% / 2% / 23% / 47%	55 %	Not asked	47 %	40 %	71 %	100 %
Senior leaders demonstrate honesty and integrity	31% / 1% / 23% / 44%	62 %	Not asked	44 %	48 %	73 %	100 %

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

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.
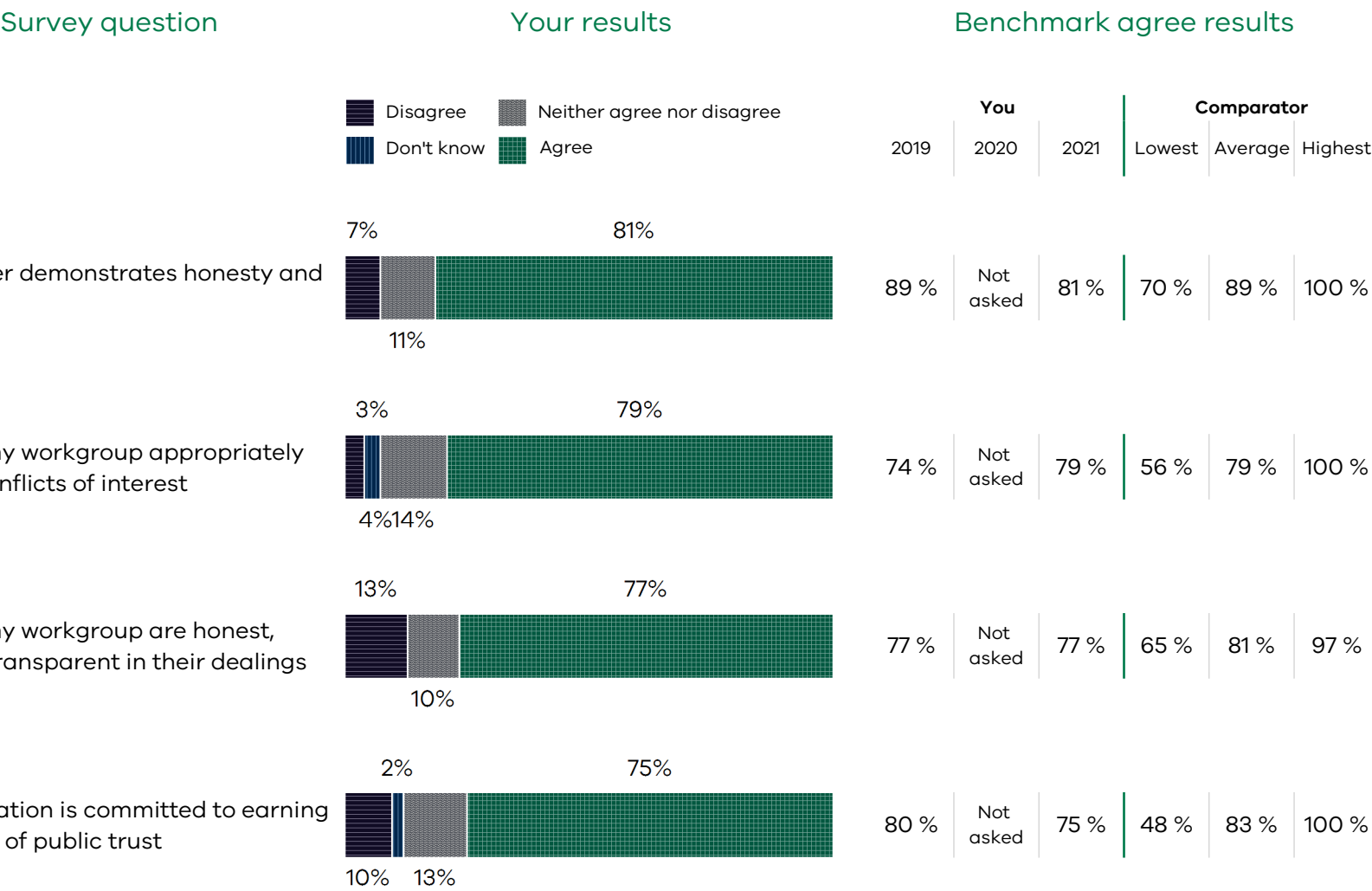
How to read this

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

79% of staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My workgroup focuses on making decisions informed by all relevant facts	Disagree 13%, Don't know 1%, Neither agree nor disagree 7%, Agree 79%	80 %	Not asked	79 %	63 %	80 %	96 %
People in my workgroup are politically impartial in their work	Disagree 9%, Don't know 2%, Neither agree nor disagree 10%, Agree 79%	78 %	Not asked	79 %	63 %	82 %	100 %
My workgroup places a priority on acting fairly and without bias	Disagree 14%, Neither agree nor disagree 18%, Agree 69%	78 %	Not asked	69 %	68 %	82 %	97 %
My organisation makes fair recruitment and promotion decisions, based on merit	Disagree 45%, Don't know 2%, Neither agree nor disagree 23%, Agree 29%	41 %	Not asked	29 %	27 %	57 %	94 %

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

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.

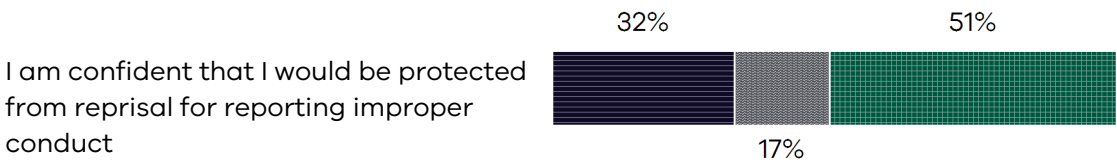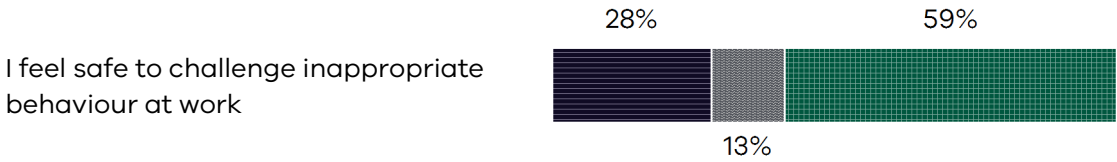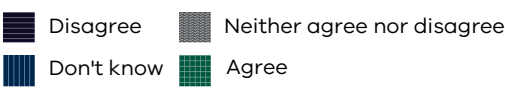Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

85% 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							

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

Benchmark agree results

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	5% / 10% / 85%	95 %	89 %	85 %	81 %	91 %	100 %
My workgroup has clear lines of responsibility	9% / 8% / 83%	76 %	Not asked	83 %	65 %	77 %	94 %
I clearly understand what I am expected to do in this job	8% / 10% / 81%	84 %	85 %	81 %	55 %	80 %	100 %
My workgroup strives to make the best use of its resources	10% / 9% / 81%	85 %	Not asked	81 %	68 %	81 %	100 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

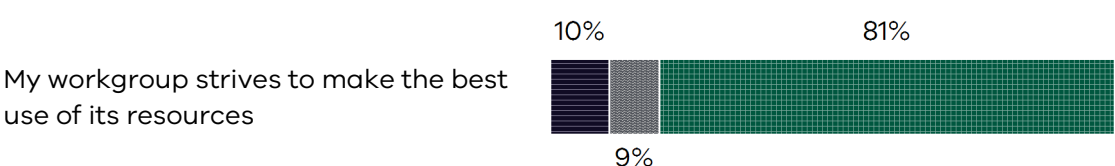Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

52% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

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

Senior leaders provide clear strategy and direction

1%   52%

28%   19%

Benchmark agree results

	You			Comparator		
2019	2020	2021	Lowest	Average	Highest
62 %	50 %	52 %	29 %	62 %	100 %

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.
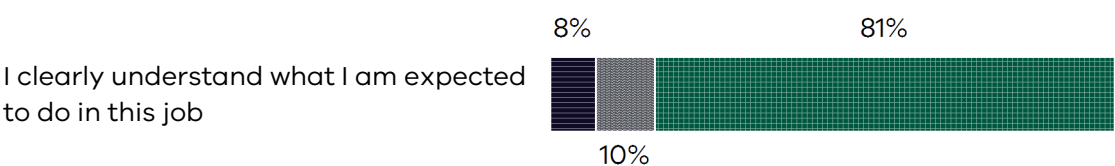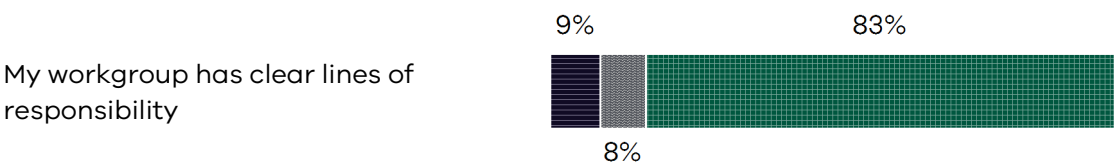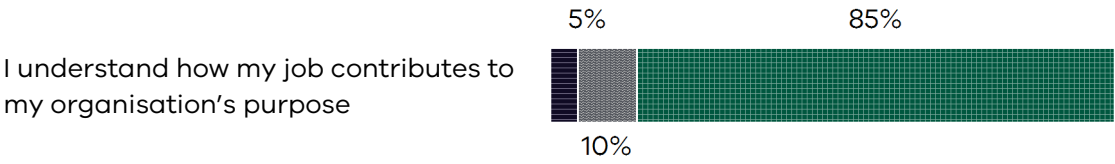
Example

87% of 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**	
		2019	2020	2021	Lowest	Average	Highest

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

Survey question	Your results	2019	2020	2021	Lowest	Average	Highest
My manager listens to what I have to say	5% / 8% / 87%	88 %	84 %	87 %	78 %	88 %	100 %
My workgroup respectfully consults with clients and stakeholders to improve outcomes	2% / 4% / 8% / 86%	88 %	Not asked	86 %	73 %	88 %	100 %
My manager treats employees with dignity and respect	10% / 5% / 85%	86 %	Not asked	85 %	79 %	90 %	100 %
People in my workgroup treat each other with respect	8% / 6% / 85%	86 %	88 %	85 %	73 %	90 %	100 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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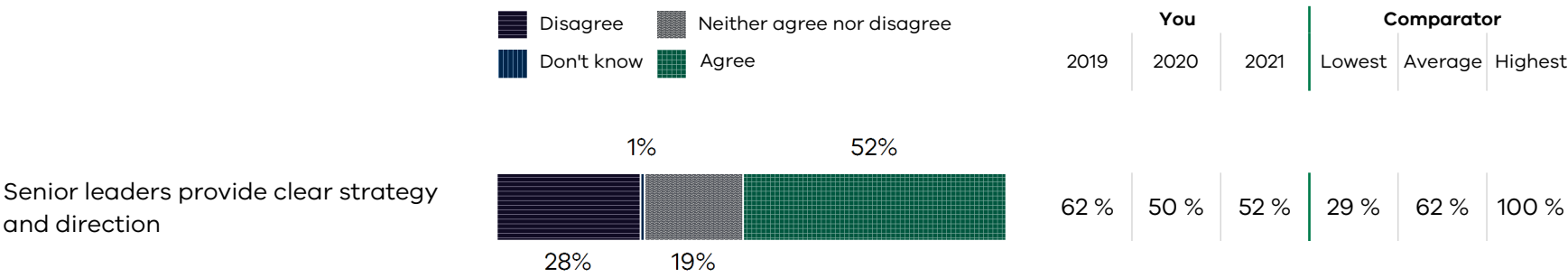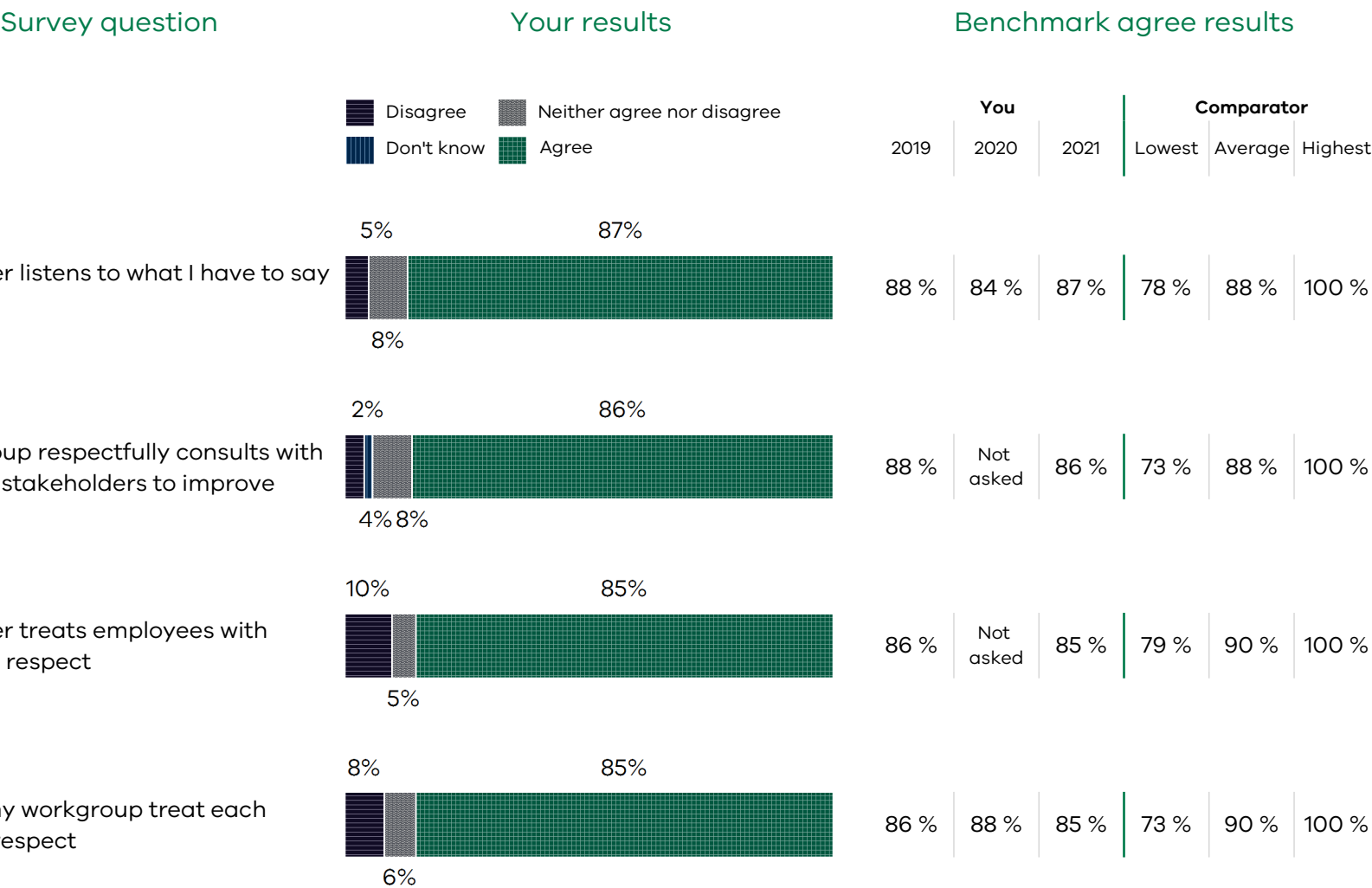
Example

78% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

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

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

Survey question	2019	2020	2021	Lowest	Average	Highest
My organisation encourages respectful workplace behaviours (2%, 10%, 10%, 78%)	81 %	Not asked	78 %	63 %	85 %	100 %
My manager keeps me informed about what's going on (12%, 16%, 72%)	73 %	73 %	72 %	67 %	81 %	100 %
My organisation takes steps to eliminate bullying, harassment and discrimination (22%, 3%, 18%, 57%)	70 %	Not asked	57 %	43 %	67 %	100 %

Public sector values

Leadership

What this is

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

Why this is important

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

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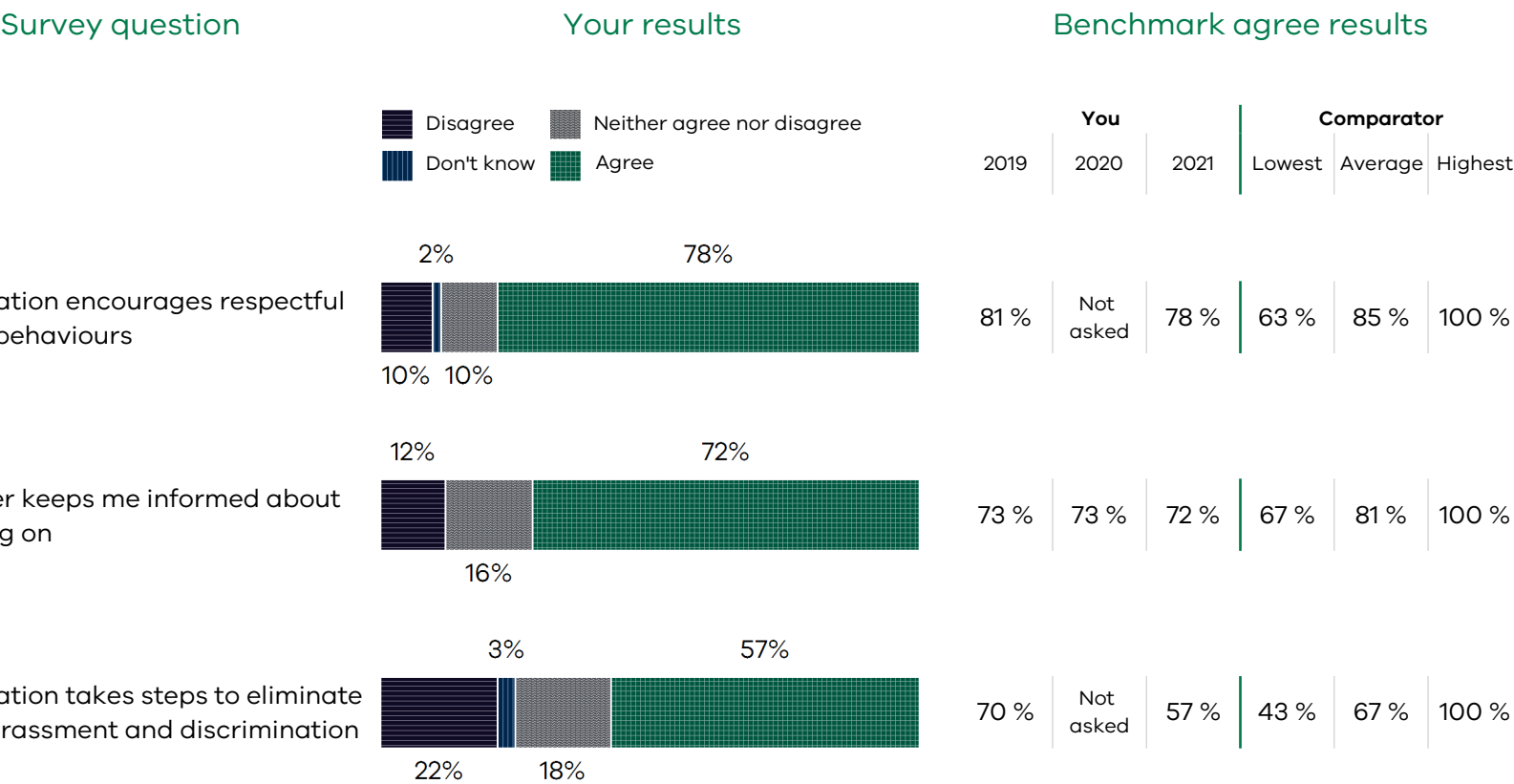
How to read this

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

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

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

Example

76% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results	Benchmark agree results

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

	You			Comparator		
Survey question	2019	2020	2021	Lowest	Average	Highest
My manager models my organisation's values — Disagree 10%, 15%, Agree 76%	82 %	Not asked	76 %	67 %	86 %	100 %
Senior leaders model my organisation's values — 32%, 1%, 15%, Agree 52%	59 %	Not asked	52 %	48 %	72 %	100 %

Public sector values

Human rights

What this is

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

Why this is important

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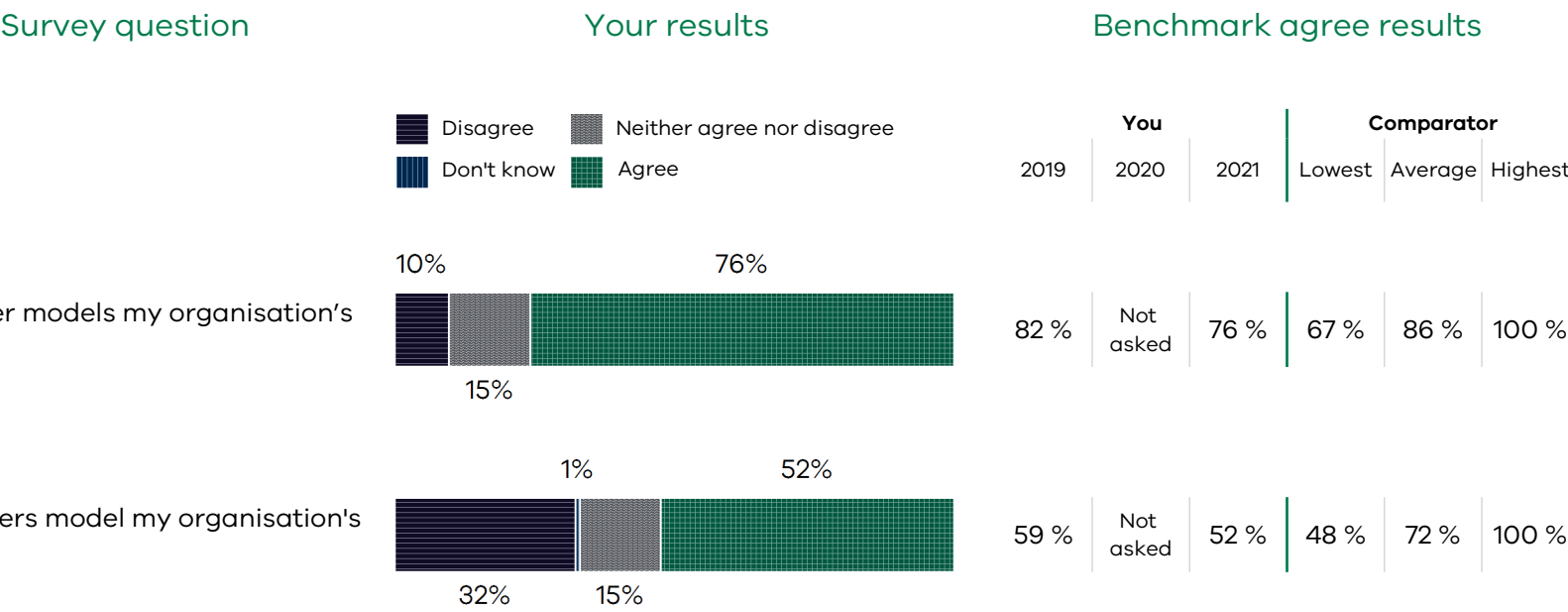
How to read this

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

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

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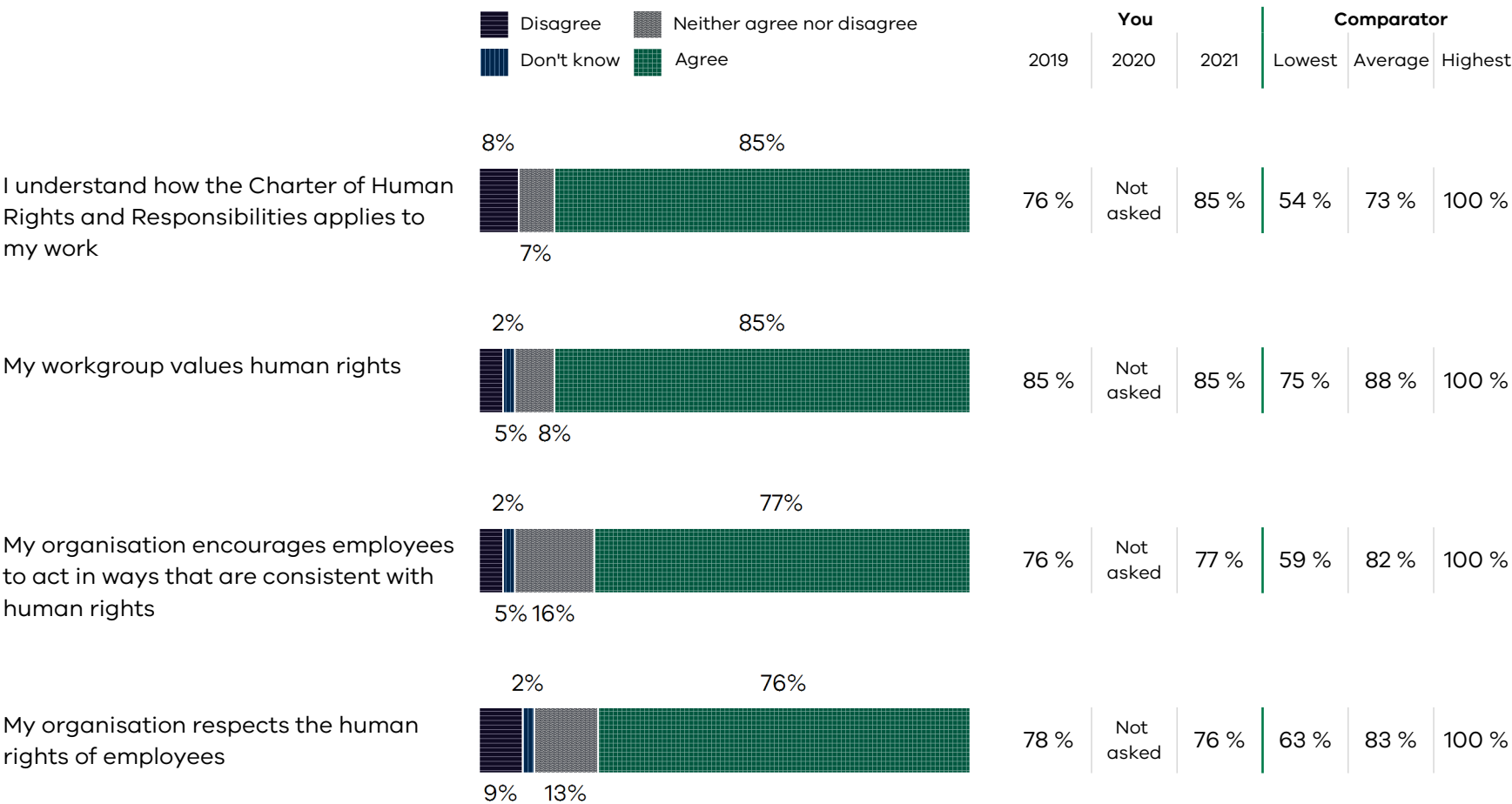
Example

85% of staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

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

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

Survey question	Your results	2019	You 2020	You 2021	Lowest	Average	Highest
I understand how the Charter of Human Rights and Responsibilities applies to my work	8% / 85% / 7%	76 %	Not asked	85 %	54 %	73 %	100 %
My workgroup values human rights	2% / 85% / 5% 8%	85 %	Not asked	85 %	75 %	88 %	100 %
My organisation encourages employees to act in ways that are consistent with human rights	2% / 77% / 5% 16%	76 %	Not asked	77 %	59 %	82 %	100 %
My organisation respects the human rights of employees	2% / 76% / 9% 13%	78 %	Not asked	76 %	63 %	83 %	100 %

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- 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

Custom questions

- Questions requested by your organisation

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

Custom questions

What this is

Your organisation asked 6 custom questions as part of the 2021 survey.

Why this is important

By asking custom questions, organisations make the survey more meaningful to their needs.

How to read this

Under 'Your results' in descending order, you can see the percentage of staff who agreed or disagreed with each question.

In this report, 'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
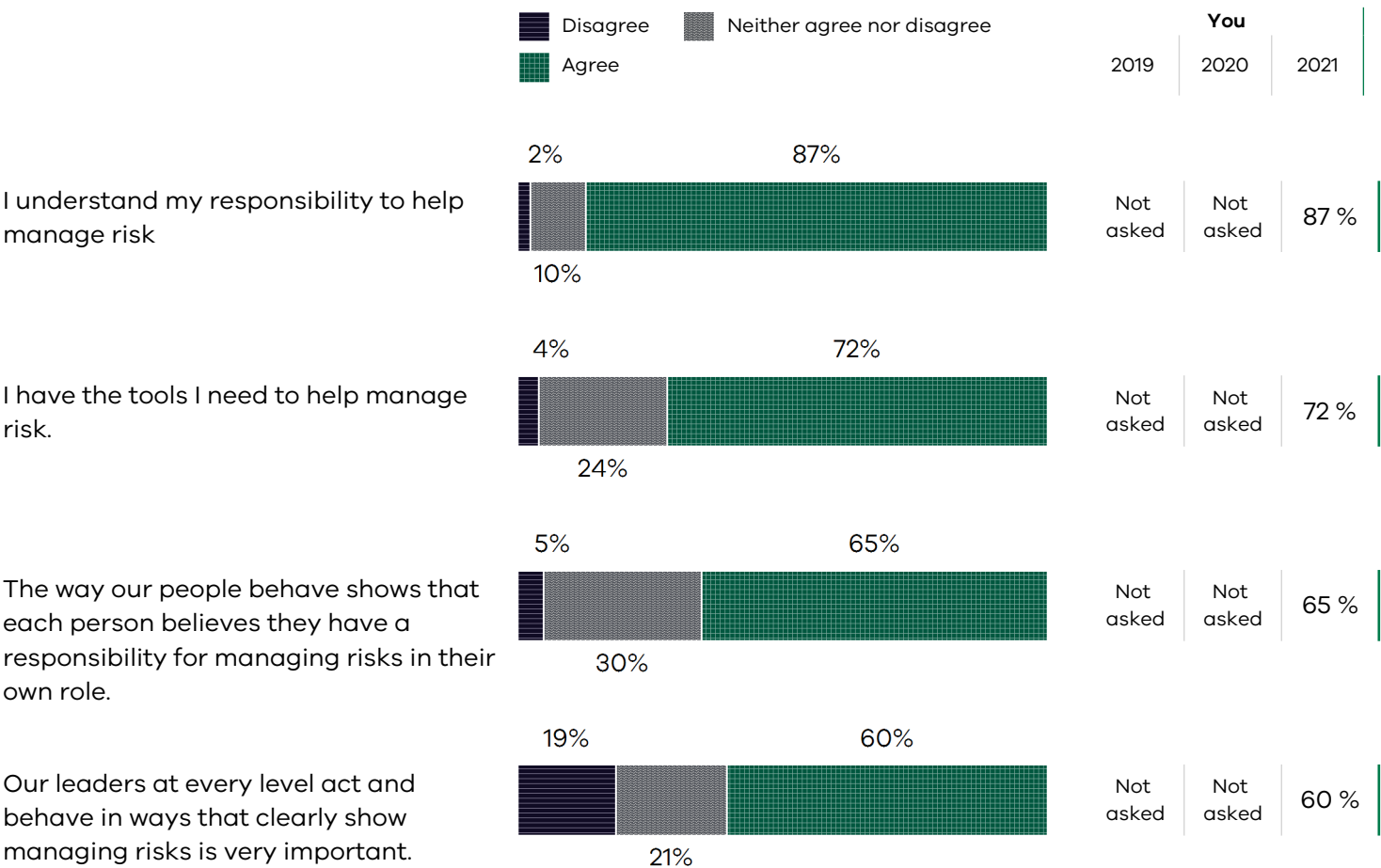
Example

87% of staff who did the survey agreed or strongly agreed with 'I understand my responsibility to help manage risk'.

Survey question	Your results	2019	2020	You 2021
	Disagree / Neither agree nor disagree / Agree			
I understand my responsibility to help manage risk	2% · 10% · 87%	Not asked	Not asked	87 %
I have the tools I need to help manage risk.	4% · 24% · 72%	Not asked	Not asked	72 %
The way our people behave shows that each person believes they have a responsibility for managing risks in their own role.	5% · 30% · 65%	Not asked	Not asked	65 %
Our leaders at every level act and behave in ways that clearly show managing risks is very important.	19% · 21% · 60%	Not asked	Not asked	60 %

Custom questions

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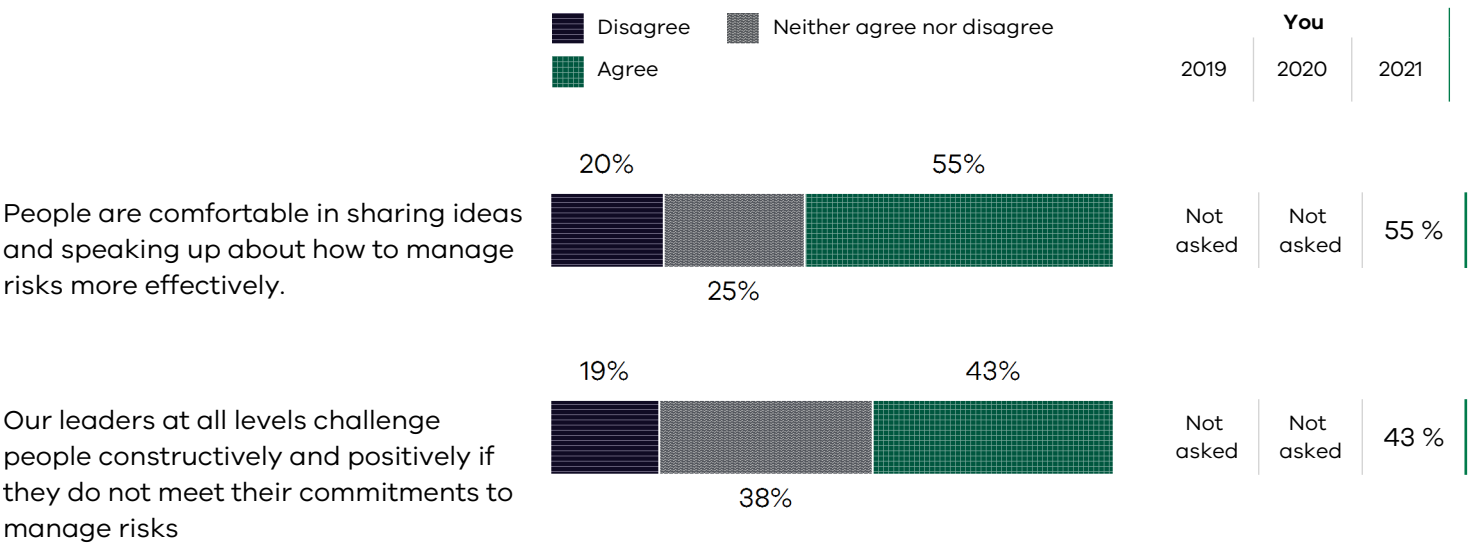
Example

55% of staff who did the survey agreed or strongly agreed with 'People are comfortable in sharing ideas and speaking up about how to manage risks more effectively.'.

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Your results	2019	2020	2021 (You)
People are comfortable in sharing ideas and speaking up about how to manage risks more effectively.	20% / 25% / 55%	Not asked	Not asked	55 %
Our leaders at all levels challenge people constructively and positively if they do not meet their commitments to manage risks	19% / 38% / 43%	Not asked	Not asked	43 %

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

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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.

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Age	(n)	%
15-34 years	**23**	19%
35-54 years	**50**	40%
55+ years	**25**	20%
Prefer not to say	**26**	21%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	**6**	5%
No	**104**	84%
Prefer not to say	**14**	11%

Highest level of formal education	(n)	%
Doctoral Degree level	**3**	2%
Master Degree level	**15**	12%
Graduate Diploma or Graduate Certificate level	**13**	10%
Bachelor Degree level incl. honours degrees	**43**	35%
Advanced Diploma or Diploma level	**21**	17%
Certificate III or IV level	**3**	2%
Year 12 or equivalent (VCE/Leaving certificate)	**1**	1%
Certificate I or II level	**1**	1%
Prefer not to say	**24**	19%

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

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

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**0**	0%
Non Aboriginal and/or Torres Strait Islander	**111**	90%
Prefer not to say	**13**	10%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

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

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

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Do you identify as a person with a disability?	(n)	%
Yes	**2**	2%
No	**103**	83%
Prefer not to say	**19**	15%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	**1**	50%
No	**1**	50%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
My disability does not impact on my ability to perform my role	**1**	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

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How would you describe your gender?	(n)	%
Man	**63**	51%
Woman	**33**	27%
Prefer not to say	**28**	23%

Are you trans, non-binary or gender diverse?	(n)	%
No	**100**	81%
Prefer not to say	**24**	19%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	**1**	1%
No	**99**	80%
Don't know	**2**	2%
Prefer not to say	**22**	18%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	**85**	69%
Prefer not to say	**32**	26%
Gay or lesbian	**4**	3%
Bisexual	**2**	2%
Don't know	**1**	1%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

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Country of birth	(n)	%
Born in Australia	**110**	89%
Not born in Australia	**4**	3%
Prefer not to say	**10**	8%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	**4**	100%

Language other than English spoken with family or community	(n)	%
Yes	**3**	2%
No	**102**	82%
Prefer not to say	**19**	15%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

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If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Other	2	67%
Spanish	1	33%

Demographics

What this is

This is the cultural identity and religion of staff.

Why this is important

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

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Cultural identity	(n)	%
Australian	**104**	84%
Prefer not to say	**18**	15%
New Zealander	**3**	2%
English, Irish, Scottish and/or Welsh	**3**	2%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**3**	2%
Maori	**2**	2%
Middle Eastern and/or North African	**1**	1%
Other	**1**	1%
Aboriginal and/or Torres Strait Islander	**1**	1%
East and/or South-East Asian	**1**	1%

Religion	(n)	%
No religion	**68**	55%
Christianity	**31**	25%
Prefer not to say	**24**	19%
Other	**1**	1%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

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Working arrangement	(n)	%
Full-Time	**110**	89%
Part-Time	**14**	11%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	**5**	4%
$65k to $95k	**42**	35%
$95k to $125k	**40**	33%
$125k or more	**14**	12%
Prefer not to say	**20**	17%

Organisational tenure	(n)	%
<1 year	**8**	6%
1 to less than 2 years	**8**	6%
2 to less than 5 years	**26**	21%
5 to less than 10 years	**24**	19%
10 to less than 20 years	**24**	19%
More than 20 years	**34**	27%

Management responsibility	(n)	%
Non-manager	**78**	63%
Other manager	**31**	25%
Manager of other manager(s)	**15**	12%

Employment type	(n)	%
Ongoing and executive	**109**	88%
Fixed term	**12**	10%
Other	**3**	2%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	**93**	75%
I have moved to a different role within my organisation (including acting roles)	**26**	21%
I have moved to my role from a different Victorian public sector organisation	**4**	3%
I have moved to my role from outside the Victorian public sector	**1**	1%

Demographics

What this is

These are the employment characteristics of staff.

Why this is important

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Primary workplace location over the last 3 months	(n)	%
Other city or town	**57**	46%
Melbourne: Suburbs	**34**	27%
Melbourne CBD	**12**	10%
Geelong	**10**	8%
Warrnambool	**4**	3%
Horsham	**2**	2%
Ballarat	**2**	2%
Bendigo	**1**	1%
Shepparton	**1**	1%
Wodonga	**1**	1%

Primary workplace type over the past 3 months*	(n)	%
Home/private location	**61**	49%
A main office	**36**	29%
A frontline or service delivery location (that is not a main office or home/private location)	**24**	19%
Other (please specify)	**2**	2%
A hub/shared work space	**1**	1%

Other workplace type over the past 3 months*	(n)	%
A main office	**52**	42%
Home/private location	**43**	35%
No, I have not worked from any other locations	**35**	28%
A frontline or service delivery location (that is not a main office or home/private location)	**12**	10%
A hub/shared work space	**1**	1%
Other	**1**	1%

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.

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Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	100	81%
Flexible working arrangements	17	14%
Physical modifications or improvements to the workplace	13	10%
Other	1	1%

Why did you make this request?*	(n)	%
Health	12	50%
Family responsibilities	8	33%
Caring responsibilities	7	29%
Work-life balance	7	29%
Disability	1	4%
Other	1	4%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	15	63%
The adjustments I needed were not made	6	25%
The adjustments I needed were made but the process was unsatisfactory	3	13%

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	**43**	35%
Prefer not to say	**29**	23%
Secondary school aged child(ren)	**25**	20%
Primary school aged child(ren)	**24**	19%
Frail or aged person(s)	**11**	9%
Person(s) with a medical condition	**8**	6%
Child(ren) - younger than preschool age	**7**	6%
Preschool aged child(ren)	**4**	3%
Person(s) with disability	**4**	3%
Person(s) with a mental illness	**4**	3%

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