People matter survey 2021

Have your say

Victorian Funds Management Corporation
2021 people matter survey results report

Victorian Public Sector Commission

VICTORIA State Government

Report overview

About your report

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

Report contents

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

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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- Age, defence force and education
- Aboriginal and/or Torres Strait Islander
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Report overview

Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Report overview

Survey's theoretical framework

What this is

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

Why this is important

Based on theory and research, the framework focuses on core themes that help guide organisations in creating better workplaces.
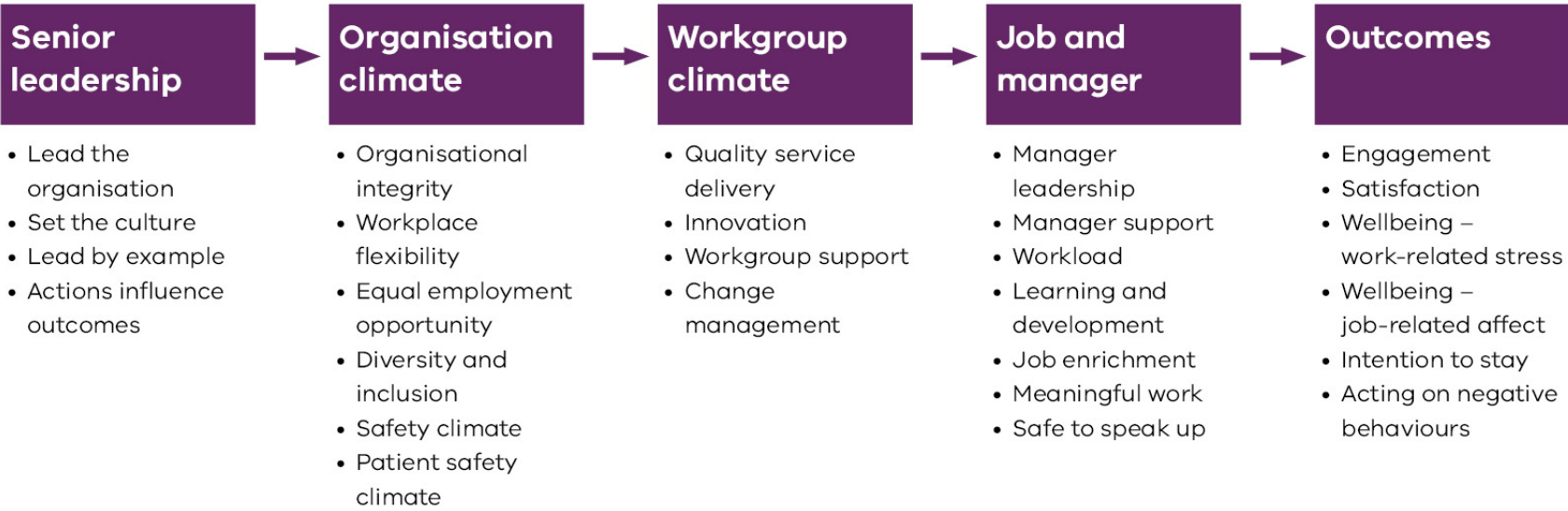
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

Our public sector values

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

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

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

Senior leadership

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

→

Organisation climate

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

→

Workgroup climate

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

→

Job and manager

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

→

Outcomes

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

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

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

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Legal Practitioners Liability Committee

Transport Accident Commission

Treasury Corporation of Victoria

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2020		2021	
–		**74%**	
–		**(92)**	
Comparator	0%	Comparator	5%
Public Sector	49%	Public Sector	39%

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020		2021	
–		**78**	
Public Sector	68	Comparator	79
		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 78.

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.
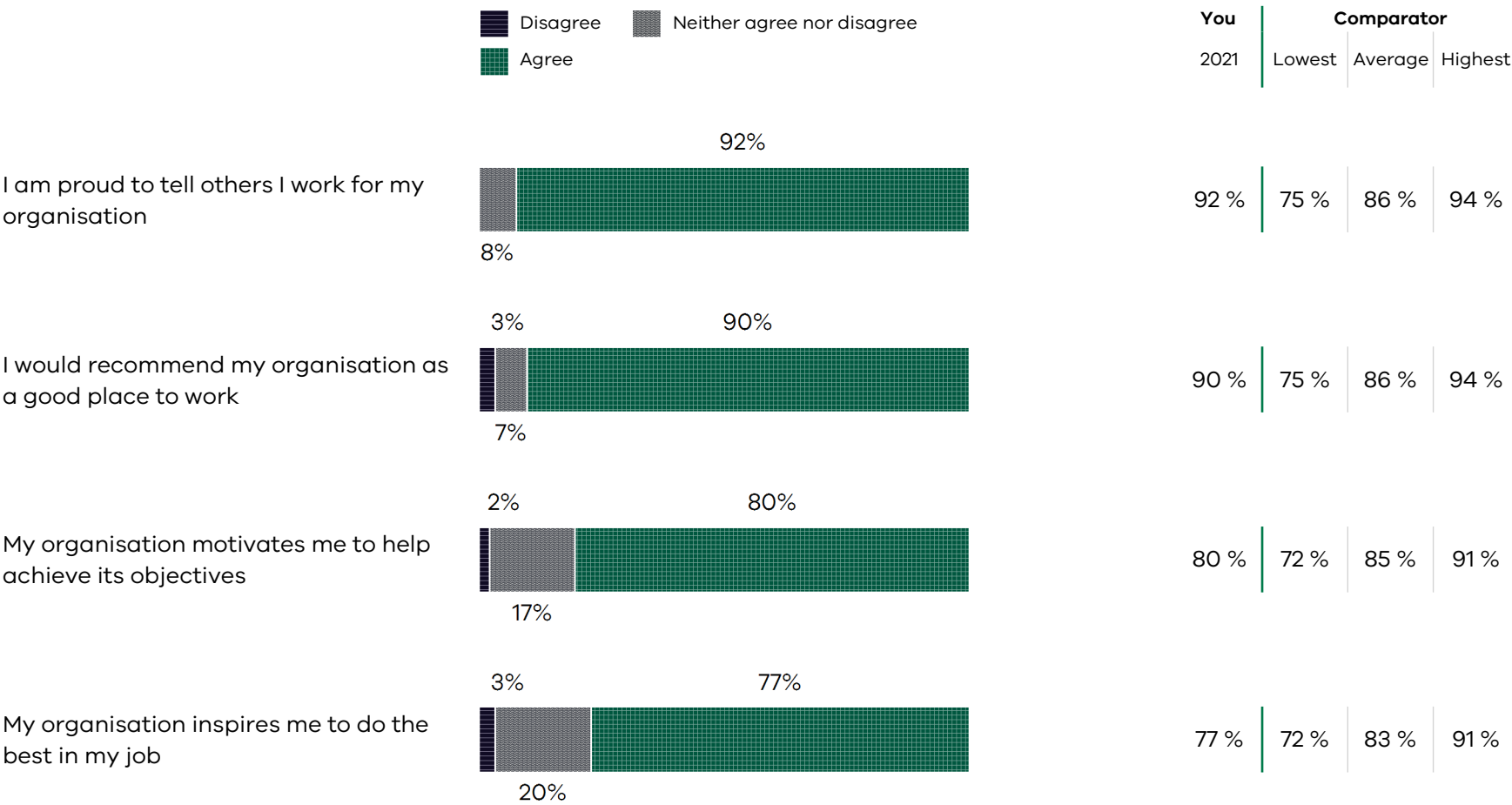
Example

92% 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

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

Survey question	Your results (Agree)	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to tell others I work for my organisation	92% (8%)	92 %	75 %	86 %	94 %
I would recommend my organisation as a good place to work	90% (3% / 7%)	90 %	75 %	86 %	94 %
My organisation motivates me to help achieve its objectives	80% (2% / 17%)	80 %	72 %	85 %	91 %
My organisation inspires me to do the best in my job	77% (3% / 20%)	77 %	72 %	83 %	91 %

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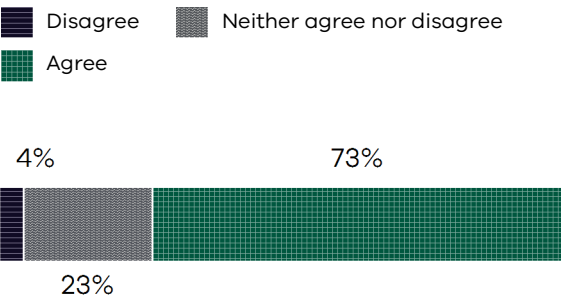
Example

73% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Survey question	Your results	Benchmark agree results

Survey question

Your results

Benchmark agree results

■ Disagree   ▨ Neither agree nor disagree
▨ Agree

	You	Comparator		
	2021	Lowest	Average	Highest

I feel a strong personal attachment to my organisation

4%   73%

23%

| 73 % | 58 % | 74 % | 86 % |

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.
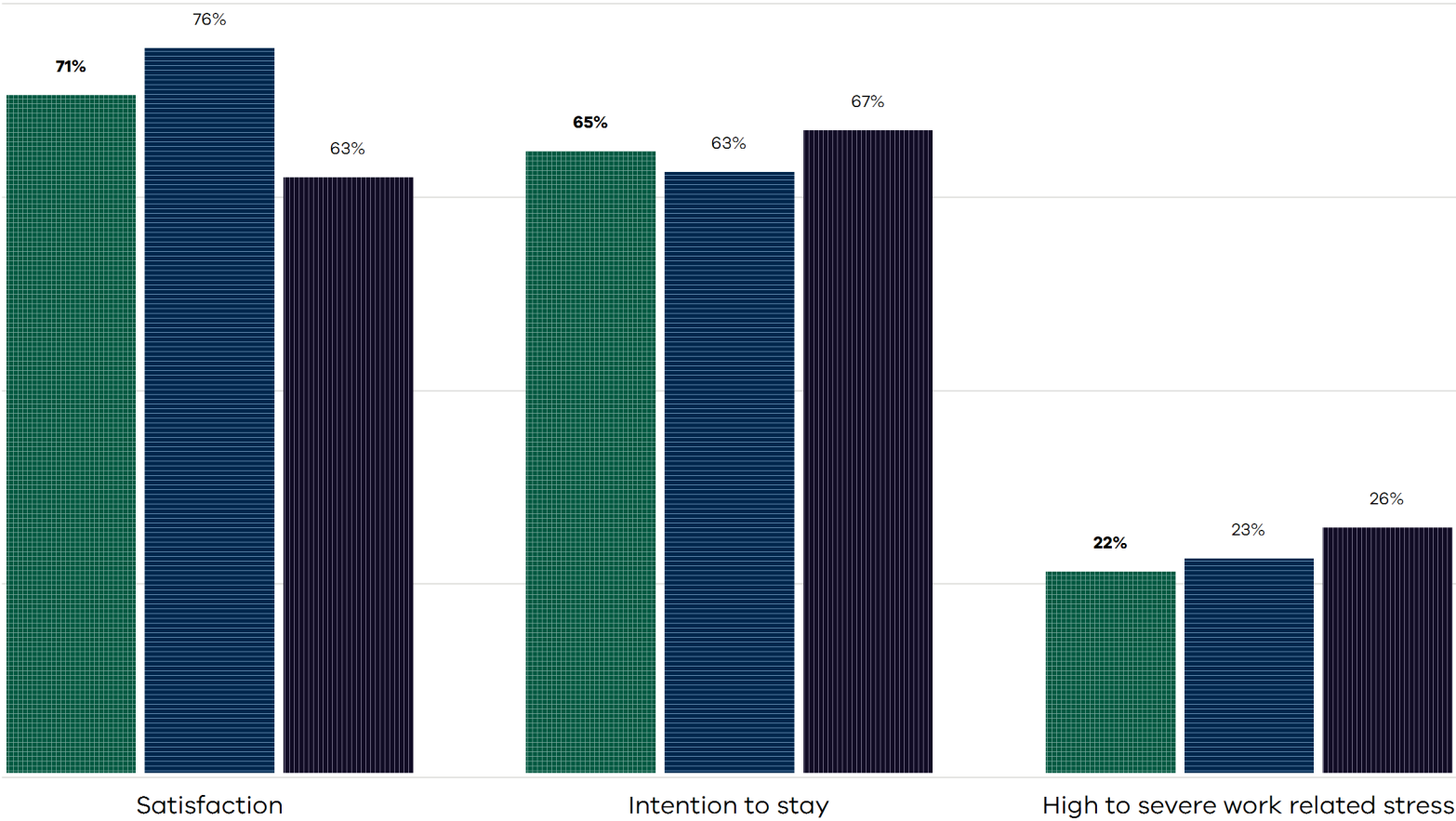
Example

In 2021:

- 71% of your staff who did the survey responded positively to questions about Satisfaction.

Compared to:

- 76% of staff at your comparator and 63% of staff across the public sector.

Legend: ■ You 2021 ■ Comparator 2021 ■ Public sector 2021

Chart data:
- Satisfaction: You 71%, Comparator 76%, Public sector 63%
- Intention to stay: You 65%, Comparator 63%, Public sector 67%
- High to severe work related stress: You 22%, Comparator 23%, Public sector 26%

People outcomes

Satisfaction question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

91% 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	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I enjoy the work in my current job	2% / 7% / 91%	91 %	83 %	92 %	97 %
I get a sense of accomplishment from my work	2% / 8% / 90%	90 %	72 %	88 %	94 %

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.
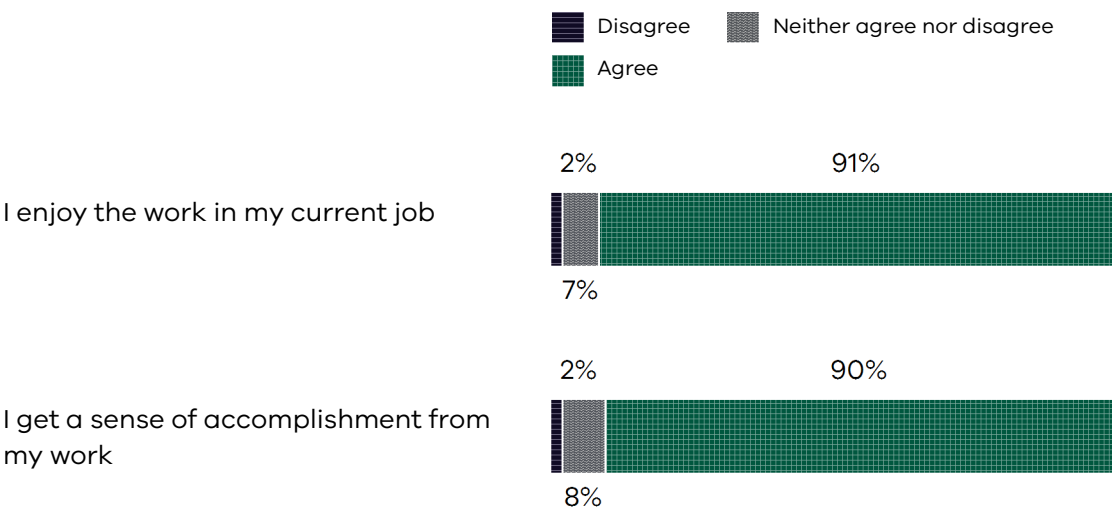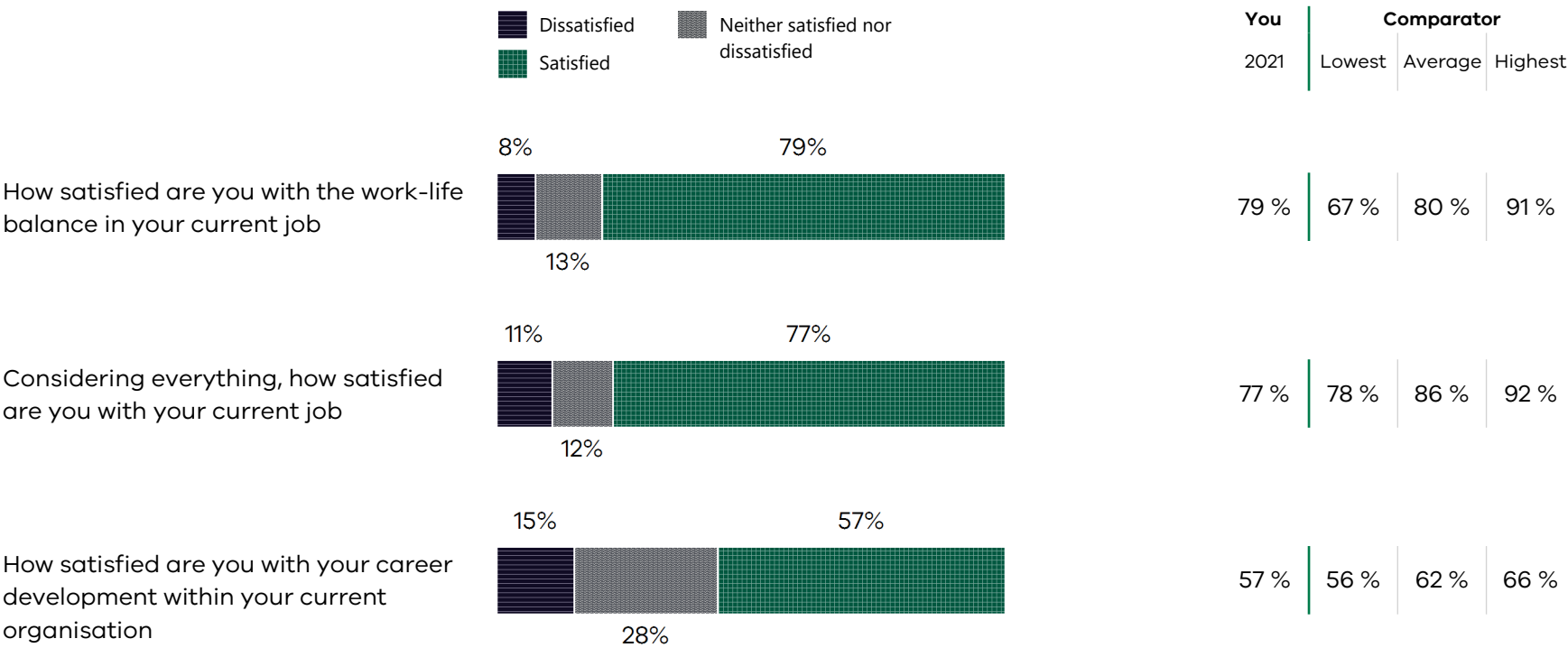
Example

79% of your staff who did the survey were satisfied or very satisfied with 'How satisfied are you with the work-life balance in your current job'.

	Dissatisfied	Neither satisfied nor dissatisfied
	Satisfied	

Survey question	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
How satisfied are you with the work-life balance in your current job (8% / 13% / 79%)	79 %	67 %	80 %	91 %
Considering everything, how satisfied are you with your current job (11% / 12% / 77%)	77 %	78 %	86 %	92 %
How satisfied are you with your career development within your current organisation (15% / 28% / 57%)	57 %	56 %	62 %	66 %

People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

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

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

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

Example

22% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 23% of staff in your comparator group and 26% of staff across the public sector.

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

Nil	7%
Low / mild	29%
Moderate	42%
High	16%
Very high	5%
Severe	0%
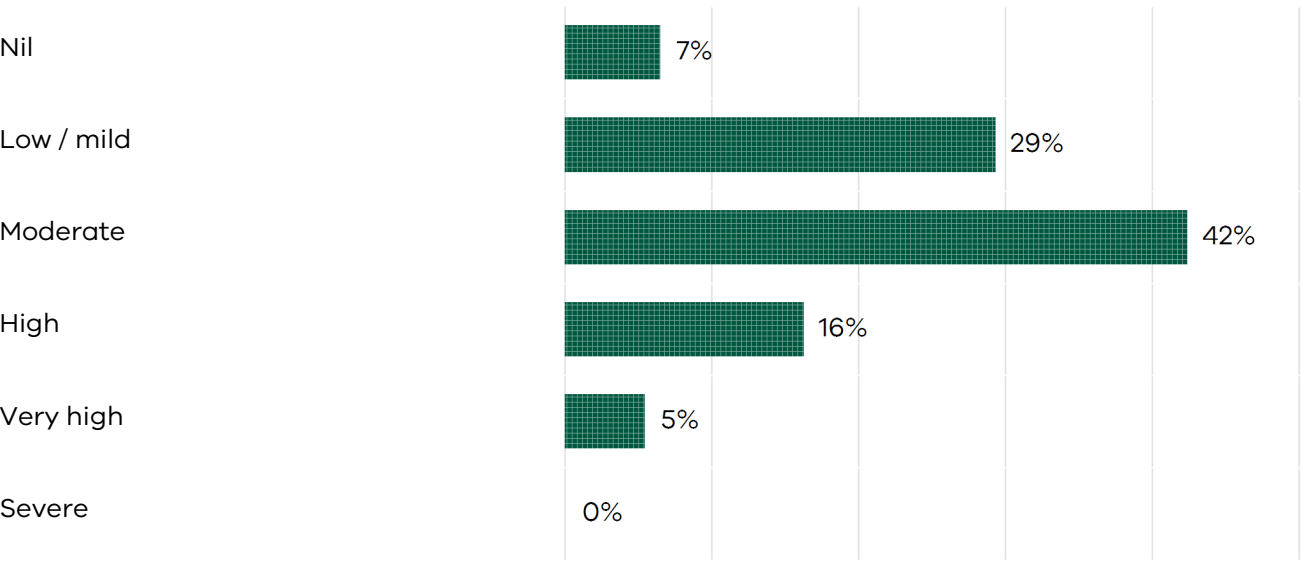
Reported levels of high to severe stress

2020	2021
–	**22%**

Comparator   23%
Public Sector   26%
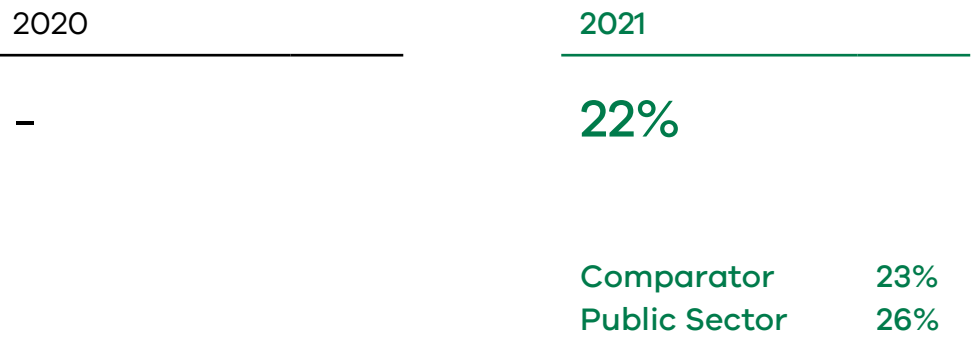
People outcomes

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

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

Of that 93%, 57% said the top reason was 'Workload'.

	86		6
	93%		7%

■ Experienced some work-related stress   ▦ Did not experience some work-related stress
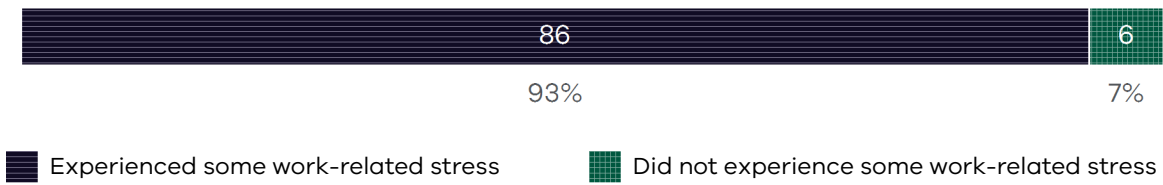
Of those that experienced work related stress it was from ...	You 2021	Comparator 2021	Public sector 2021
Workload	57%	49%	51%
Time pressure	42%	35%	42%
Content, variety, or difficulty of work	17%	14%	12%
Competing home and work responsibilities	15%	8%	12%
Dealing with clients, patients or stakeholders	15%	12%	14%
Working from home	14%	7%	4%
Other changes due to COVID-19	12%	26%	15%
Unclear job expectations	12%	14%	11%
Management of work (e.g. supervision, training, information, support)	8%	11%	13%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	8%	9%	12%

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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

22% of your staff who did the survey said they intended to leave.

Of that 22%, 65% said it was from 'Better remuneration'.

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

3	17	60
3%	18%	65%
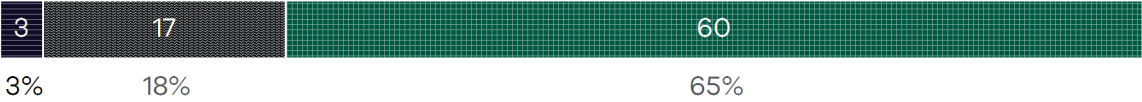
■ Leaving your organisation ▓ Leaving the sector ■ Staying

Of those who indicated they're leaving your organisation (including leaving the sector) it was for …	You 2021	Comparator 2021	Public sector 2021
Better remuneration	65%	30%	26%
Limited future career opportunities at my organisation	65%	30%	42%
Opportunity to seek/take a promotion elsewhere	55%	20%	33%
Limited recognition for doing a good job	35%	30%	32%
Opportunity to broaden experience	30%	10%	40%
Lack of organisational stability	20%	10%	18%
Limited developmental/educational opportunities at my organisation	20%	30%	24%
Limited opportunities to gain further experience at my organisation	20%	30%	33%
End of contract/secondment	15%	20%	11%
Lack of confidence in senior leadership	15%	10%	34%

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:

- 63% of your staff who did the survey said work made them feel happy in 2021

Compared to:

- 58% 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 2021 | Comparator 2021 | Public sector 2021

	Enthusiastic	Happy	Worried	Miserable
You 2021	63%	63%	23%	8%
Comparator 2021	58%	58%	20%	9%
Public sector 2021	48%	50%	37%	19%
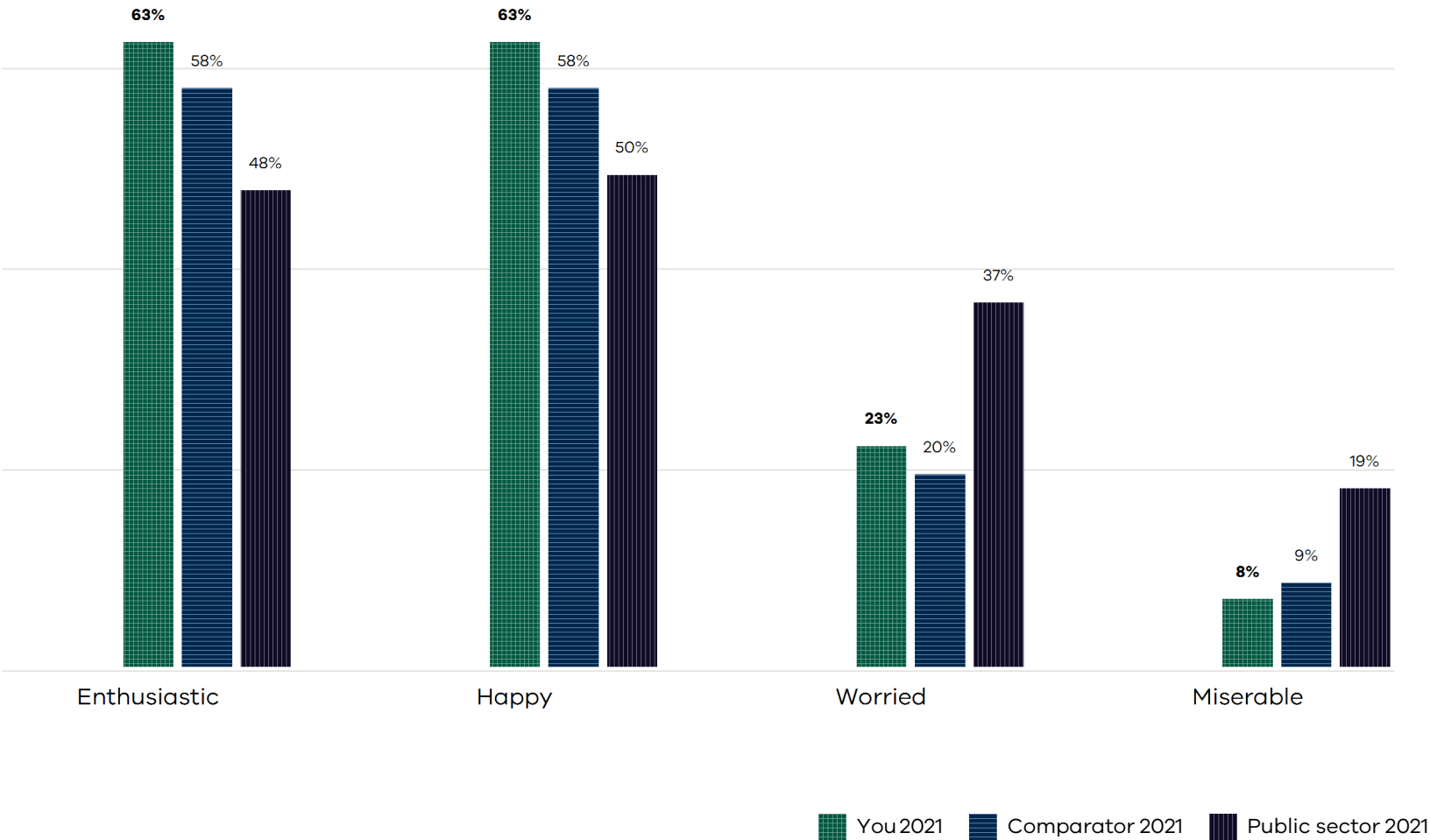
People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

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

Example

In 2021:

- 5% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months.

Compared to:

- 6% of staff at your comparator and 16% of staff across the public sector.

Chart legend: You 2021 | Comparator 2021 | Public sector 2021

Bullying: 5%, 6%, 16%
Discrimination: 0%, 2%, 6%
Sexual harassment: 0%, 3%, 6%
Violence or aggression: 0%, 5%, 18%
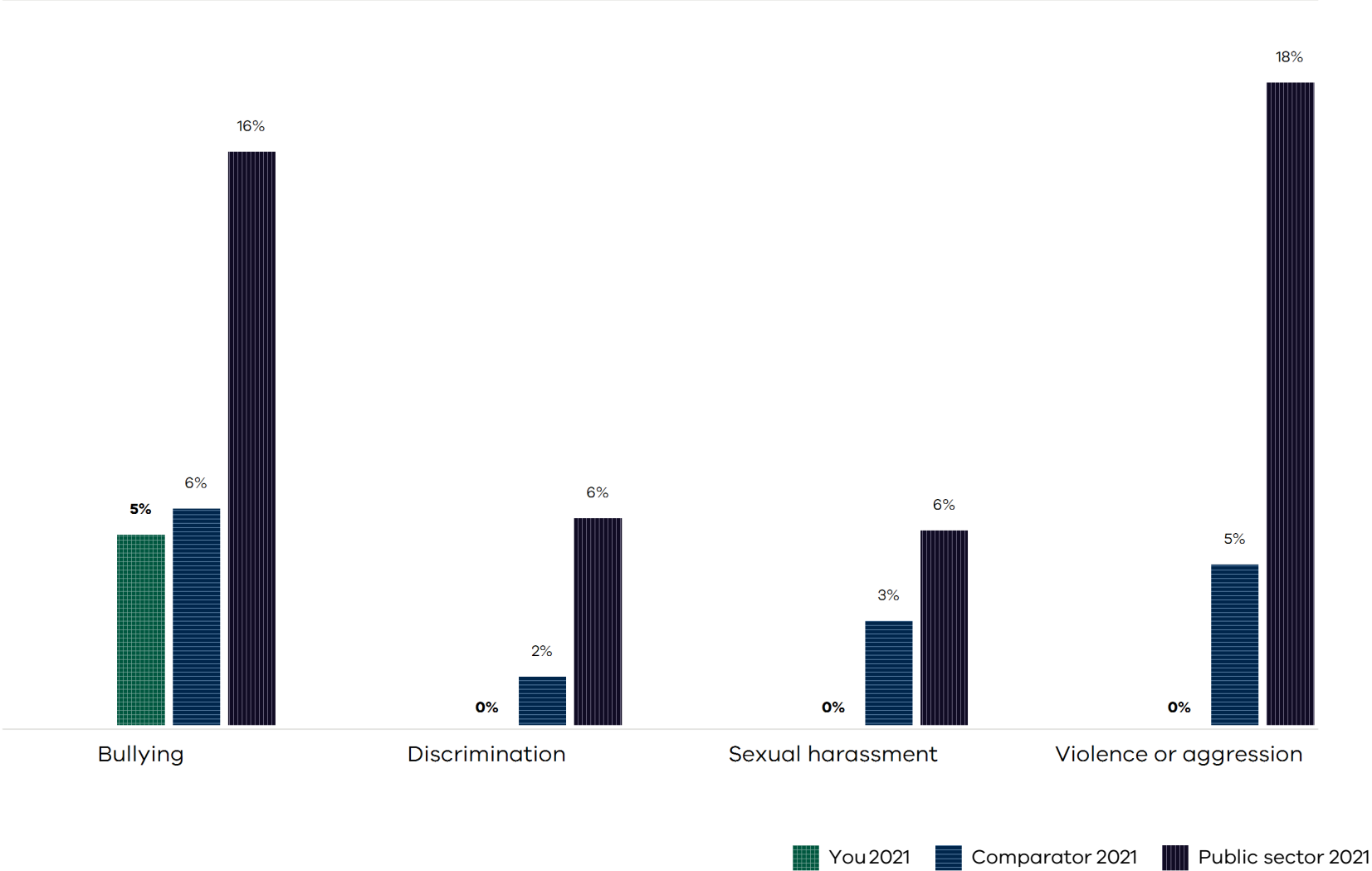
People outcomes

Bullying

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

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

3% of your staff who did the survey said they witnessed some negative behaviour at work.

97% 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?

3	89

3%   97%

■ Witnessed some negative behaviour   ▨ Did not witness some negative behaviour
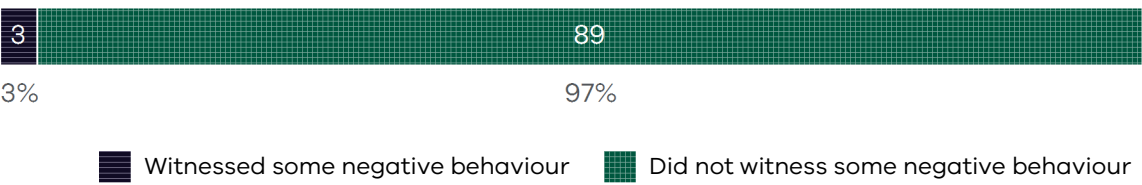
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	97%	80%	77%
Bullying of a colleague	2%	15%	16%
Discrimination against a colleague	1%	5%	8%

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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

3% of your staff who did the survey witnessed negative behaviour, of which:

- 33% said the top action they took was 'Spoke to the person who experienced the behaviour'.

- 33% took no action.

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

	3	89
	3%	97%

■ Witnessed some negative behaviour ▦ Did not witness some negative behaviour
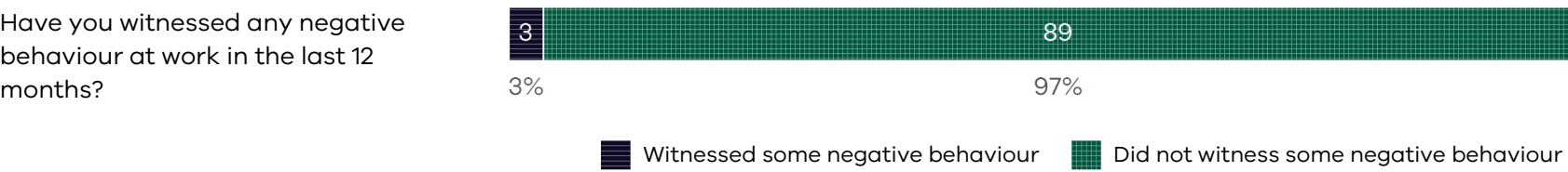
When you witnessed the above behaviour(s), did you do any of the following?	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	33%	77%	72%
Told a colleague	33%	15%	21%
Took no action	33%	8%	7%

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

Key differences

Highest scoring questions

What this is

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

How to read this

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

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

You can also compare your 2021 comparator group.

Example

On the first row 'Safety climate', the 'You 2021' column shows 100% of your staff agreed with 'My organisation provides a physically safe work environment'. This question was not asked in 0.

Question group	Highest scoring questions	You 2021	Comparator 2021
Safety climate	My organisation provides a physically safe work environment	100%	94%
Job enrichment	I understand how my job contributes to my organisation's purpose	97%	94%
Manager leadership	My manager ensures clients receive a high standard of service	97%	95%
Quality service delivery	My workgroup strives to provide high quality advice and services	97%	97%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	97%	94%
Manager leadership	My manager treats employees with dignity and respect	96%	88%
Organisational integrity	My organisation encourages respectful workplace behaviours	96%	92%
Workplace flexibility	My organisation supports employees with family or other caring responsibilities, regardless of gender	95%	89%
Workgroup support	I am able to work effectively with others in my workgroup	95%	95%
Workgroup support	People in my workgroup treat each other with respect	95%	91%

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 comparator group.

Example

On the first row 'Learning and development', the 'You 2021' column shows 21% 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 0.

Question subgroup	Lowest scoring questions	You 2021	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)	21%	15%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	39%	34%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	41%	78%
Learning and development	I feel I have an equal chance at promotion in my organisation	45%	38%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees with disability	50%	74%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	51%	75%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	52%	66%
Equal employment opportunity	Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	53%	71%
Workload	I have enough time to do my job effectively	55%	72%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	55%	69%

Key differences

Biggest positive difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Workplace flexibility', the 'You 2021' column shows 88% of your staff agreed with 'Using flexible work arrangements is not a barrier to success in my organisation'.

The 'difference' column, shows that agreement for this question was 16 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	88%	+16%	72%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	88%	+13%	75%
Safe to speak up	I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	77%	+13%	65%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	92%	+12%	80%
Senior leadership	Senior leaders demonstrate honesty and integrity	88%	+11%	77%
Senior leadership	Senior leaders provide clear strategy and direction	89%	+11%	78%
Senior leadership	Senior leaders support staff to work in an environment of change	90%	+10%	80%
Safety climate	I feel culturally safe at work	87%	+10%	77%
Manager support	My manager provides me with enough support when I need it	89%	+9%	80%
Manager leadership	My manager treats employees with dignity and respect	96%	+8%	88%

Key differences

Biggest negative difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Job enrichment', the 'You 2021' column shows 41% of your staff agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

The 'difference' column, shows that agreement for this question was 37 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	41%	-37%	78%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	51%	-24%	75%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees with disability	50%	-24%	74%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	62%	-20%	82%
Equal employment opportunity	Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	53%	-18%	71%
Learning and development	My organisation places a high priority on the learning and development of staff	60%	-17%	77%
Workload	I have enough time to do my job effectively	55%	-17%	72%
Job enrichment	My work performance is assessed against clear criteria	62%	-17%	78%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	79%	-14%	94%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	52%	-14%	66%

People matter survey 2021

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- Witnessing negative behaviours

Key differences

- Highest scoring
- Lowest scoring
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- Scorecard
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- Respect
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- Human rights

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- Cultural diversity
- Employment
- Adjustments
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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

74% 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

Your results

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

5%   74%

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

21%
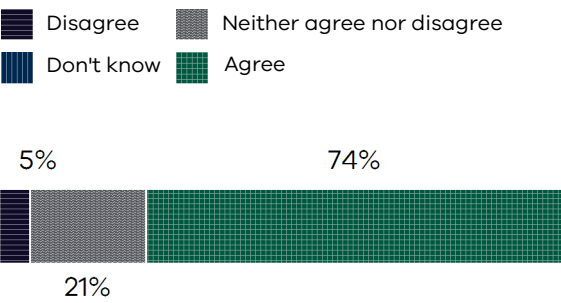
Benchmark agree results

You	Comparator		
2021	Lowest	Average	Highest
74 %	44 %	71 %	89 %

People matter survey 2021

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- Caring

Senior leadership

Senior leadership 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

90% of your staff who did the survey agreed or strongly agreed with 'Senior leaders support staff to work in an environment of change'.

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders support staff to work in an environment of change	2% / 8% / 90%	90 %	61 %	80 %	91 %
Senior leaders provide clear strategy and direction	3% / 8% / 89%	89 %	56 %	78 %	94 %
Senior leaders demonstrate honesty and integrity	1% / 11% / 88%	88 %	50 %	77 %	91 %
Senior leaders actively support diversity and inclusion in the workplace	1% / 4% / 8% / 87%	87 %	67 %	82 %	91 %

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

87% of your staff who did the survey agreed or strongly agreed with 'Senior leaders model my organisation's values'.

Survey question	Your results	Benchmark agree results

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

	You	Comparator		
	2021	Lowest	Average	Highest
Senior leaders model my organisation's values	87 %	61 %	82 %	97 %

Your results bar: 5% Disagree, 2% Don't know, 5% Neither agree nor disagree, 87% Agree

People matter survey 2021

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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:

- 87% of your staff who did the survey responded positively to questions about Workplace flexibility.

Compared to:

- 82% of staff at your comparator and 63% of staff across the public sector.
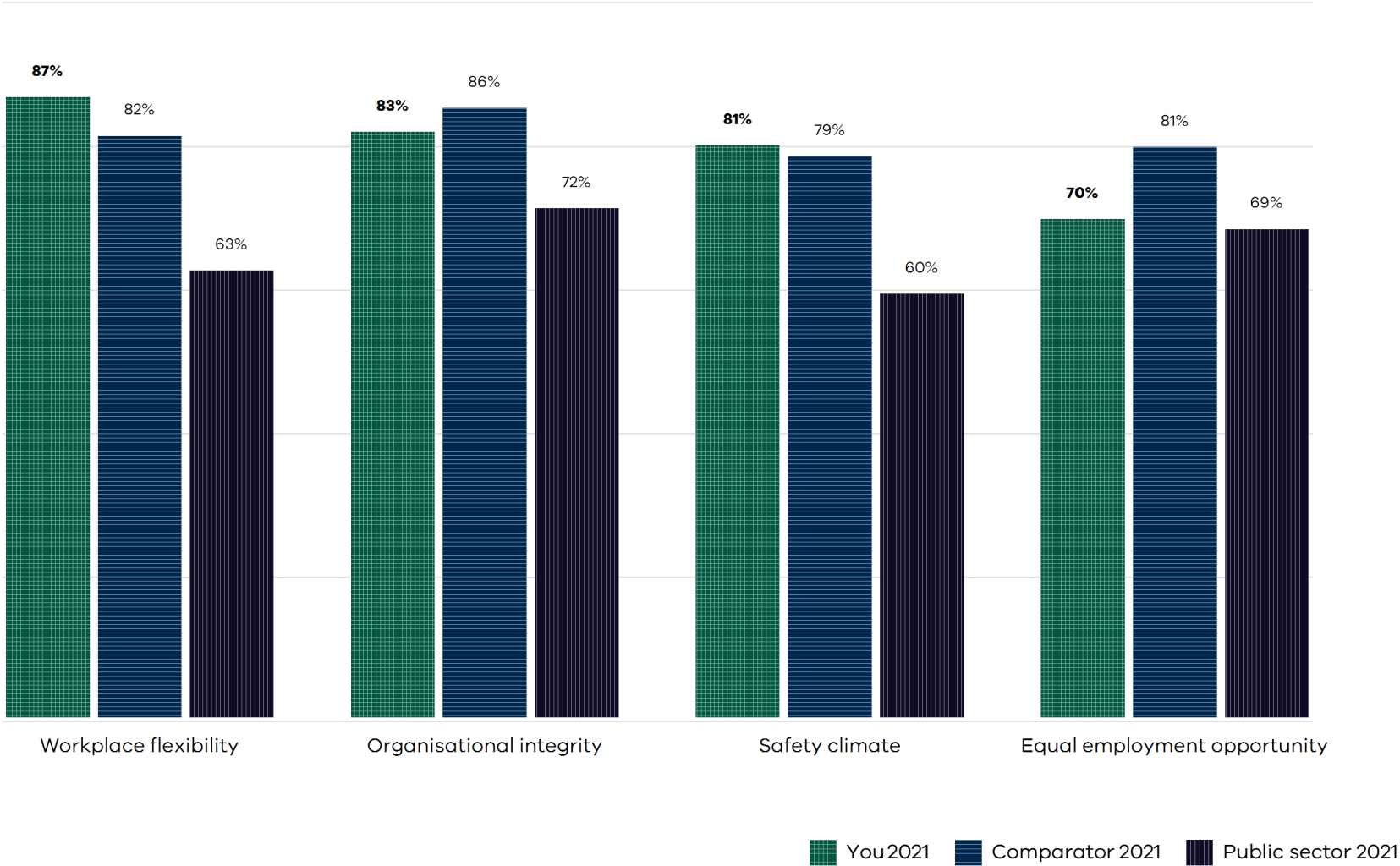
Legend: You 2021, Comparator 2021, Public sector 2021

Factor	You 2021	Comparator 2021	Public sector 2021
Workplace flexibility	87%	82%	63%
Organisational integrity	83%	86%	72%
Safety climate	81%	79%	60%
Equal employment opportunity	70%	81%	69%

Victorian Public Sector Commission

Victoria State Government

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:

- 68% of your staff who did the survey responded positively to questions about Diversity and inclusion.

Compared to:

- 80% of staff at your comparator and 71% of staff across the public sector.

Diversity and inclusion
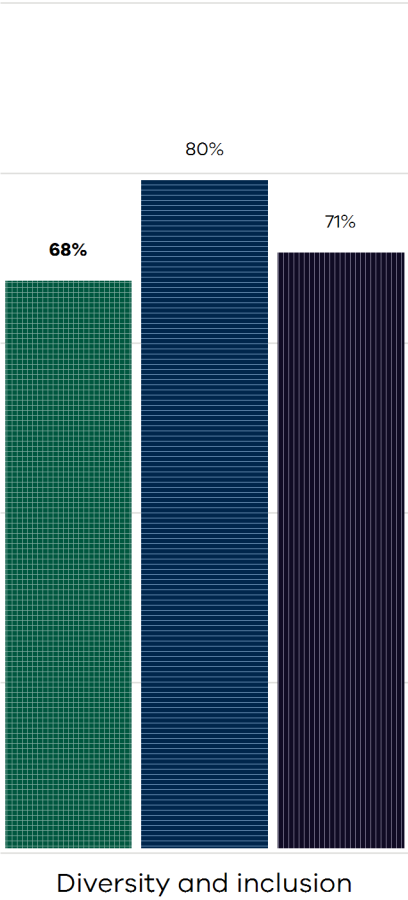
Legend: ■ You 2021 ■ Comparator 2021 ■ Public sector 2021

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

96% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

Survey question

Your results

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

My organisation encourages respectful workplace behaviours — 96%, 4%

My organisation is committed to earning a high level of public trust — 2%, 93%, 4%

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

My organisation does not tolerate improper conduct — 1%, 84%, 4% 11%

Benchmark agree results

Survey question	You 2021	Comparator		
		Lowest	Average	Highest
My organisation encourages respectful workplace behaviours	96 %	78 %	92 %	100 %
My organisation is committed to earning a high level of public trust	93 %	89 %	97 %	100 %
My organisation respects the human rights of employees	90 %	78 %	91 %	97 %
My organisation does not tolerate improper conduct	84 %	50 %	80 %	94 %

Organisational climate

Organisational integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

80% 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	You	Comparator		
		2021	Lowest	Average	Highest

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

Survey question	You 2021	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination (5%, 4%, 10%, 80%)	80 %	50 %	78 %	91 %
My organisation encourages employees to act in ways that are consistent with human rights (7%, 2%, 12%, 79%)	79 %	83 %	94 %	100 %
My organisation makes fair recruitment and promotion decisions, based on merit (18%, 5%, 21%, 55%)	55 %	39 %	69 %	86 %

People Matter Survey | results

Victorian Public Sector Commission · VICTORIA State Government

Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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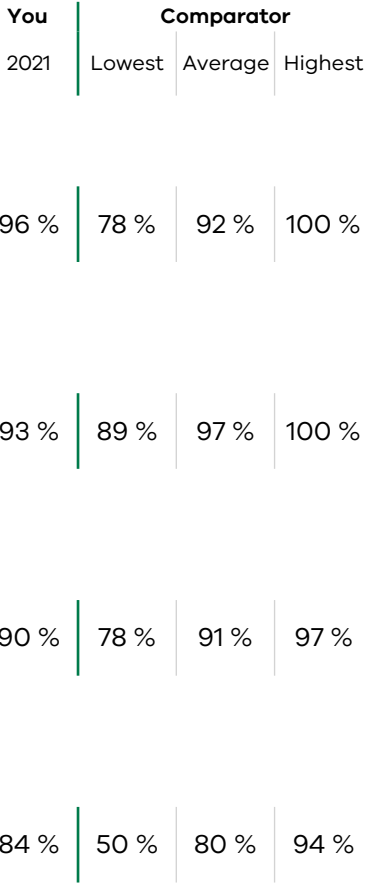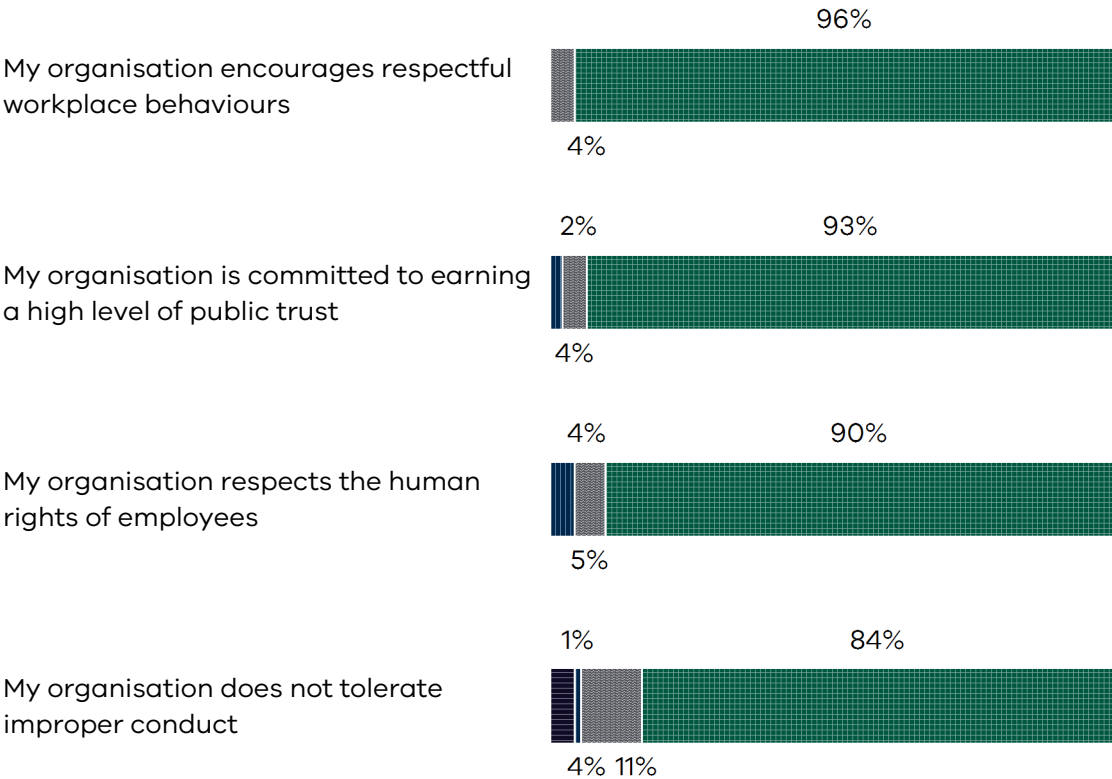
Example

95% of your staff who did the survey agreed or strongly agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.

Survey question | Your results | Benchmark agree results

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation supports employees with family or other caring responsibilities, regardless of gender	1% · 95% · 4%	95 %	75 %	89 %	94 %
I have the flexibility I need to manage my work and non-work activities and responsibilities	1% · 93% · 5%	93 %	67 %	86 %	91 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	92% · 8%	92 %	67 %	80 %	91 %
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	2% · 88% · 10%	88 %	56 %	75 %	91 %

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.
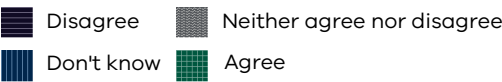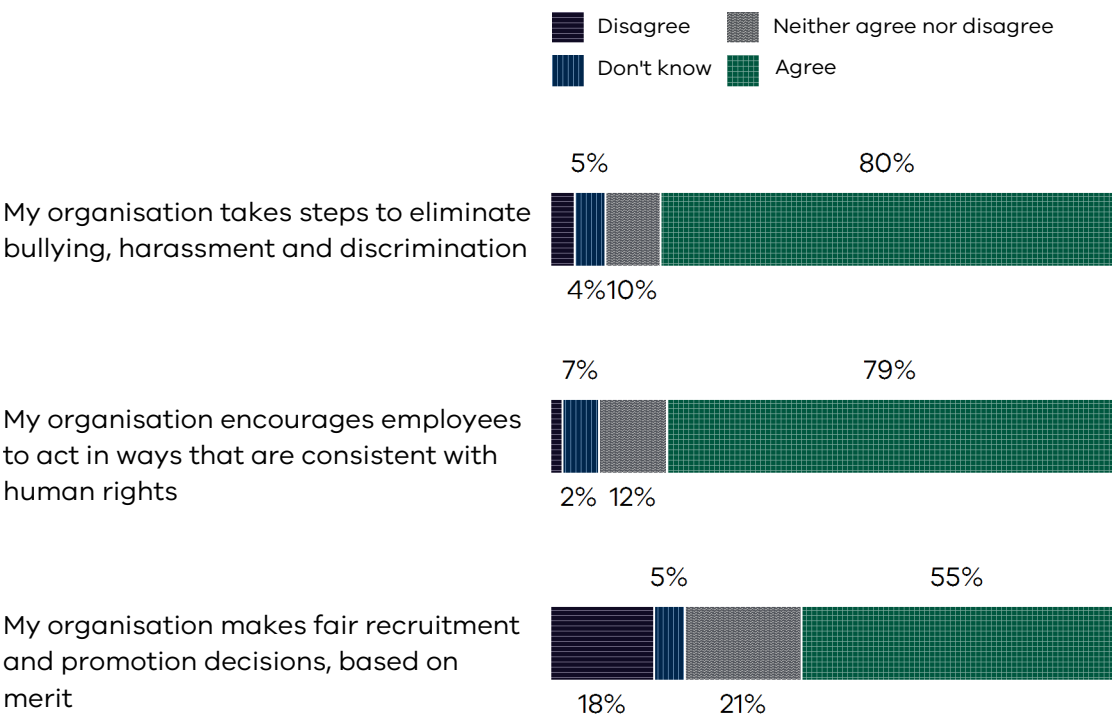
Example

88% 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'.

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

Survey question	Your results	You 2021	Lowest	Average	Highest
				Comparator	
Using flexible work arrangements is not a barrier to success in my organisation	2% ... 88% / 1% 9%	88 %	50 %	72 %	89 %
There is a positive culture within my organisation in relation to employees who have family responsibilities	1% ... 86% / 1% 12%	86 %	75 %	86 %	89 %
Having family responsibilities is not a barrier to success in my organisation	4% ... 83% / 2% 11%	83 %	67 %	83 %	89 %
There is a positive culture within my organisation in relation to employees who have caring responsibilities	3% ... 83% / 1% 13%	83 %	75 %	85 %	89 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Workplace flexibility 3 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

79% of your staff who did the survey agreed or strongly agreed with 'Having caring responsibilities is not a barrier to success in my organisation'.

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

	You	Comparator		
	2021	Lowest	Average	Highest

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

Your results:
- Disagree: 2%
- Don't know: 8%
- Neither agree nor disagree: 11%
- Agree: 79%

Benchmark agree results:
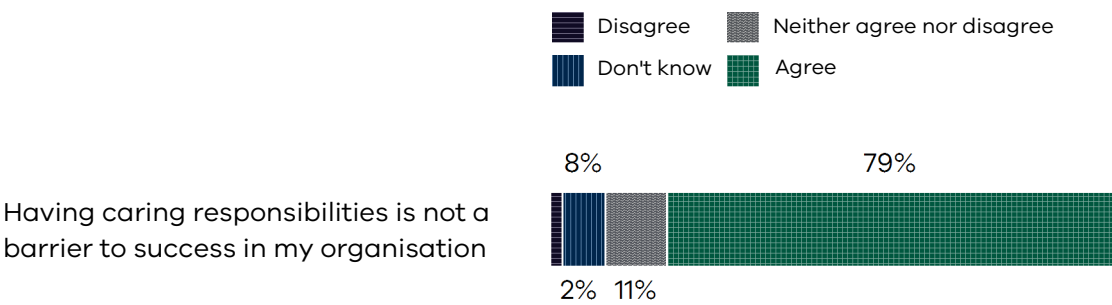
You 2021	Lowest	Average	Highest
79 %	72 %	82 %	89 %

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

71% of staff who did the survey said the flexible work arrangement they used was 'Working from an alternative location (e.g. home, hub/shared work space)'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
Working from an alternative location (e.g. home, hub/shared work space)	71%	49%	24%
Flexible start and finish times	29%	43%	23%
No, I do not use any flexible work arrangements	22%	28%	38%
Using leave to work flexible hours	4%	15%	8%
Purchased leave	2%	13%	2%
Study leave	2%	3%	4%
Part-time	1%	23%	19%
Working more hours over fewer days	1%	8%	6%

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Equal employment opportunity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

83% of your staff who did the survey agreed or strongly agreed with 'Cultural background is not a barrier to success in my organisation'.

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

Survey question	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Cultural background is not a barrier to success in my organisation	83 %	78 %	86 %	91 %
Sexual orientation is not a barrier to success in my organisation	78 %	61 %	86 %	97 %
Age is not a barrier to success in my organisation	73 %	67 %	82 %	89 %
Gender is not a barrier to success in my organisation	73 %	56 %	82 %	97 %

Your results bar values:
- Cultural background: 3%, 7%, 8%, 83%
- Sexual orientation: 13%, 9%, 78%
- Age: 4%, 4%, 18%, 73%
- Gender: 1%, 16%, 10%, 73%

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Equal employment opportunity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

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

Survey question		You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Disability is not a barrier to success in my organisation	4% / 21% / 12% / 63%	63 %	56 %	77 %	91 %
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	1% / 25% / 21% / 53%	53 %	67 %	71 %	75 %

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.

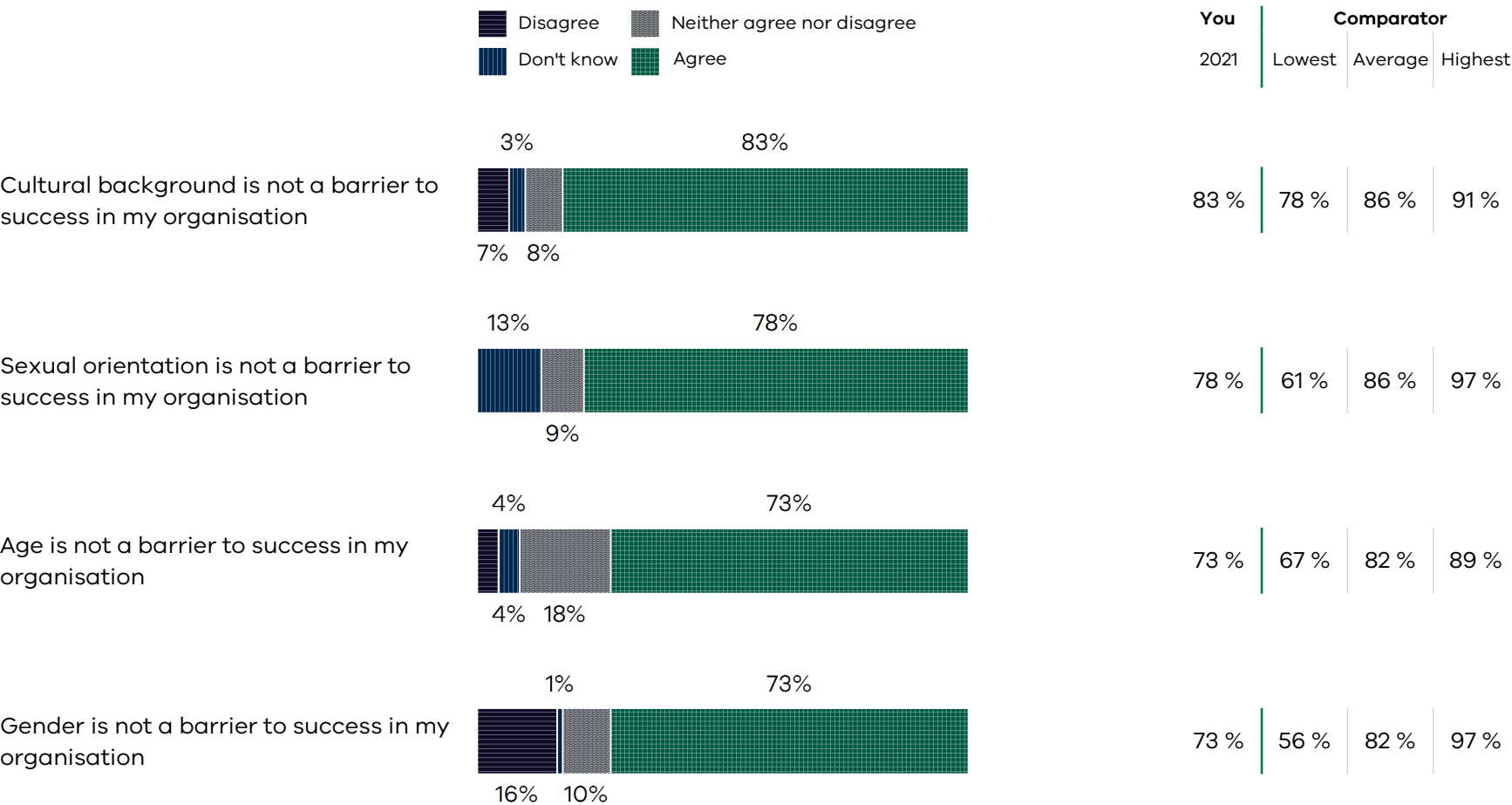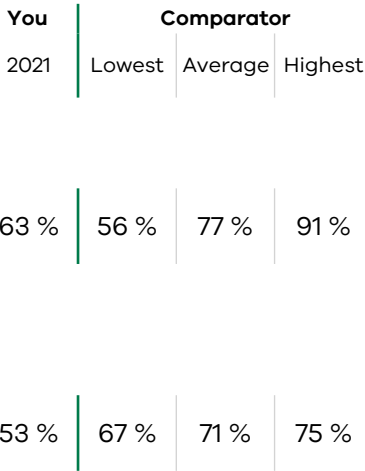Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

100% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
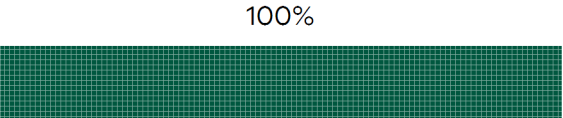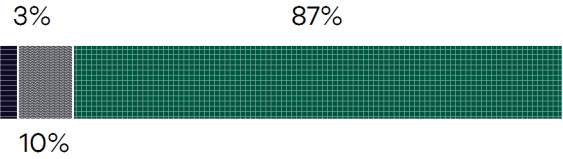
Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation provides a physically safe work environment	100%	100 %	78 %	94 %	100 %
I feel culturally safe at work	3% / 10% / 87%	87 %	58 %	77 %	89 %
My organisation consults employees on health and safety matters	4% / 1% 11% / 84%	84 %	78 %	91 %	100 %
Senior leaders consider the psychological health of employees to be as important as productivity	3% / 15% / 82%	82 %	50 %	74 %	89 %
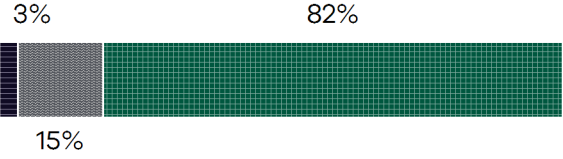
Organisational climate

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.

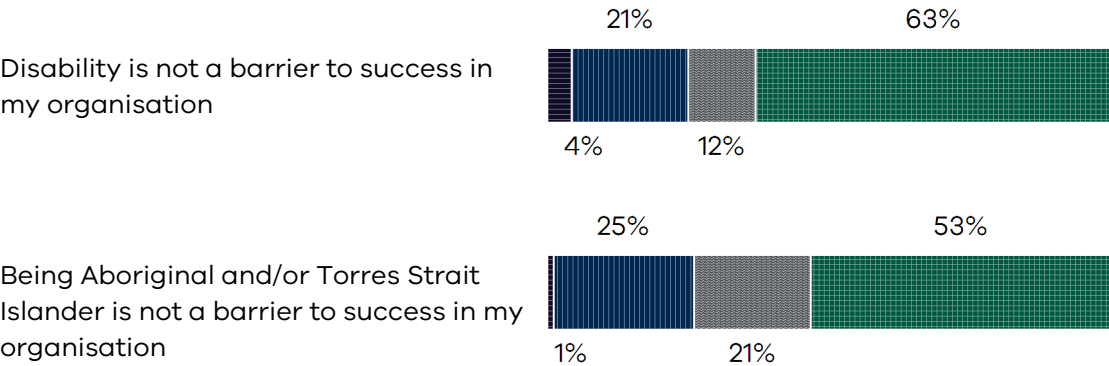Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

78% of your staff who did the survey agreed or strongly agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

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

Survey question	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders show support for stress prevention through involvement and commitment — Disagree 2%, Neither 20%, Agree 78%	78 %	56 %	77 %	91 %
My organisation has effective procedures in place to support employees who may experience stress — Disagree 3%, Don't know 3%, Neither 18%, Agree 75%	75 %	61 %	78 %	89 %
In my workplace, there is good communication about psychological safety issues that affect me — Disagree 4%, Neither 22%, Agree 74%	74 %	50 %	71 %	86 %
All levels of my organisation are involved in the prevention of stress — Disagree 11%, Neither 23%, Agree 66%	66 %	58 %	72 %	83 %

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 2021 | Comparator 2021 | Public sector 2021

Victorian Public Sector Commission

VICTORIA State Government
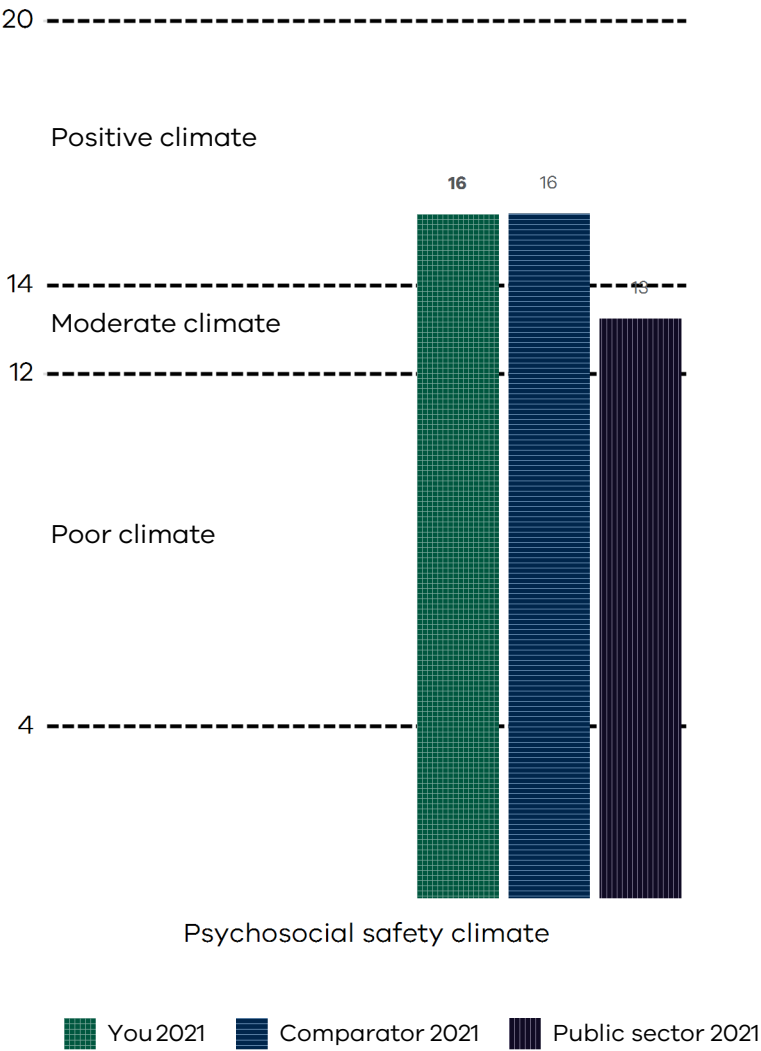
Organisational climate

Diversity and inclusion 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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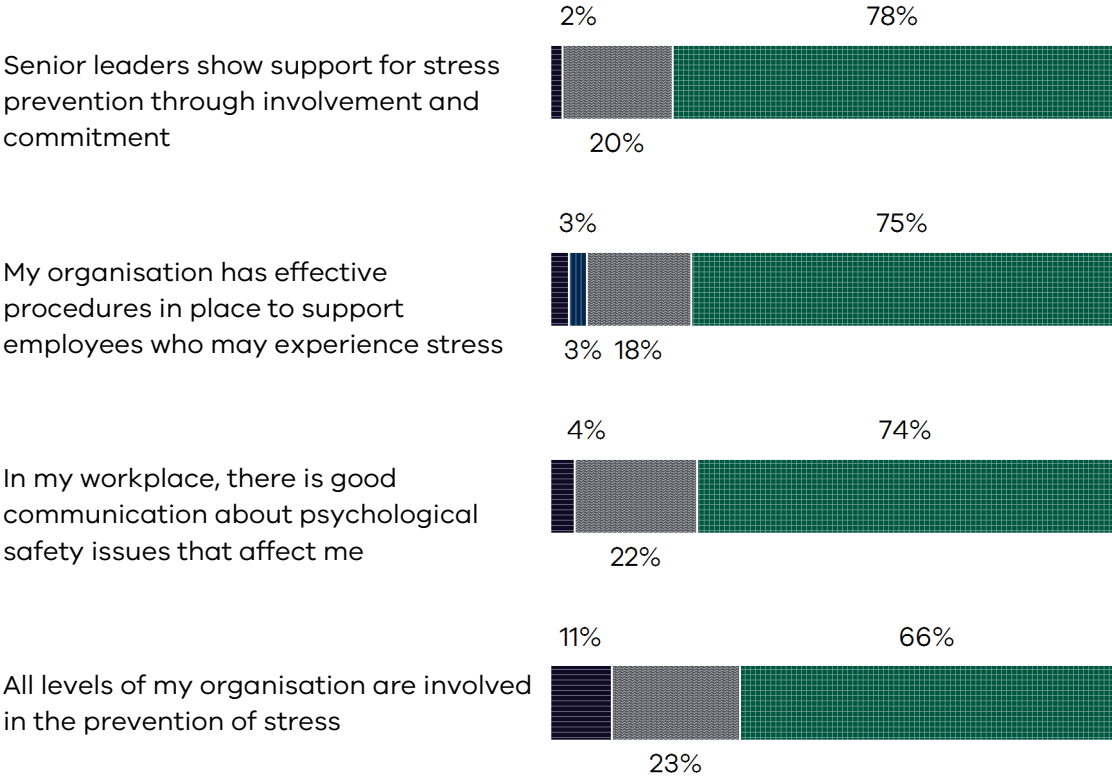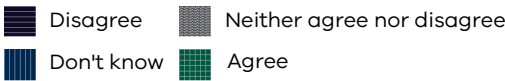
Example

85% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees from varied cultural backgrounds'.

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	3% / 85% / 2% / 10%	85 %	75 %	86 %	94 %
There is a positive culture within my organisation in relation to employees of different age groups	3% / 80% / 16%	80 %	67 %	80 %	91 %
There is a positive culture within my organisation in relation to employees of different sexes/genders	3% / 78% / 7% / 12%	78 %	83 %	91 %	97 %
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	24% / 62% / 1% / 13%	62 %	61 %	82 %	92 %

Victorian Public Sector Commission

VICTORIA State Government

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

52% 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'.

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
			Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	34% / 14% / 52%	52 %	61 %	66 %	75 %
There is a positive culture within my organisation in relation to employees with disability	3% / 34% / 13% / 50%	50 %	58 %	74 %	80 %

Victorian Public Sector Commission

VICTORIA State Government
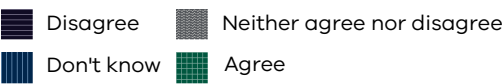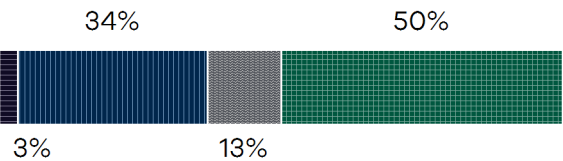
Organisational climate

Gender equality supporting measures

What this is

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

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

Why this is important

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

How to read this

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

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

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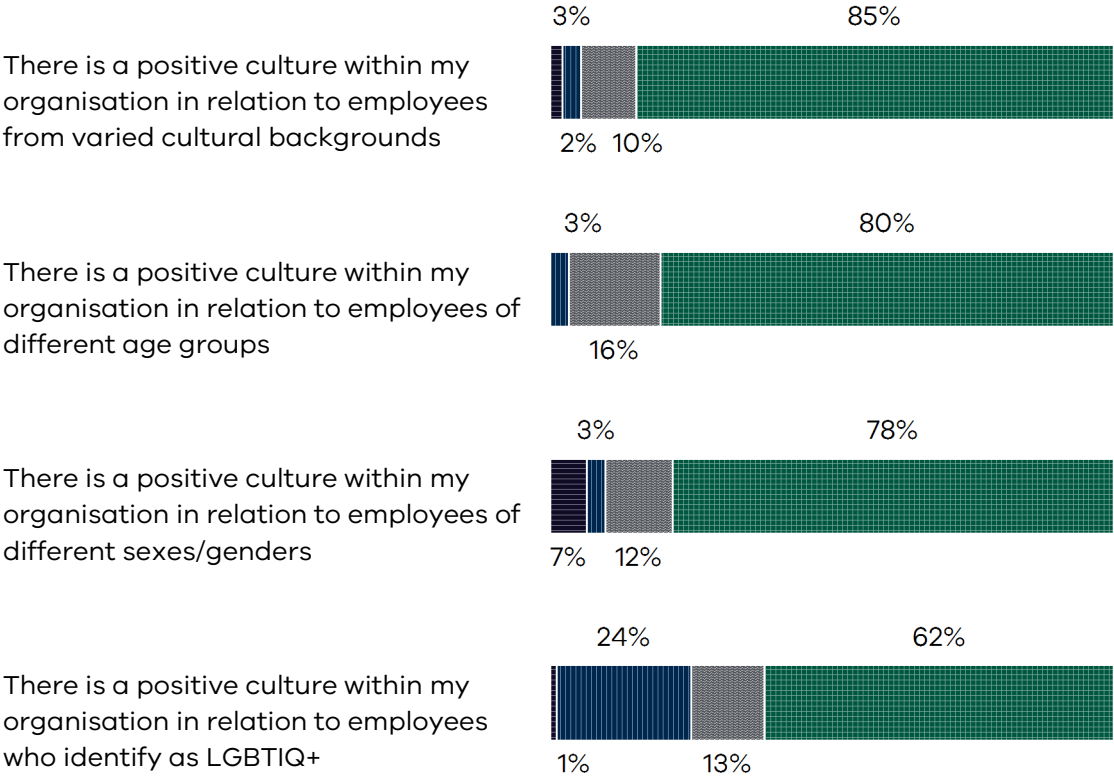
Example

92% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

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

Legend: Disagree · Don't know · Neither agree nor disagree · Agree
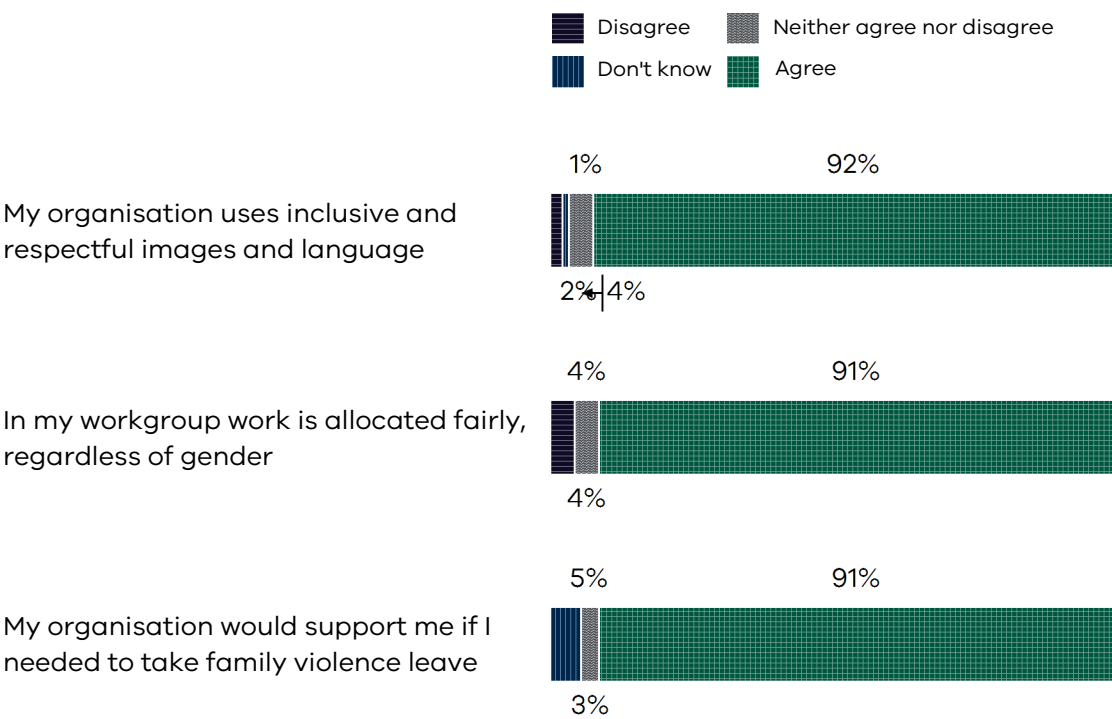
Survey question	Disagree	Neither	Agree	You 2021	Lowest	Average	Highest
My organisation uses inclusive and respectful images and language	1%	2% / 4%	92%	92 %	83 %	92 %	100 %
In my workgroup work is allocated fairly, regardless of gender	4%	4%	91%	91 %	78 %	91 %	97 %
My organisation would support me if I needed to take family violence leave	5%	3%	91%	91 %	89 %	94 %	97 %

People matter survey 2021

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- Satisfaction
- Work-related stress levels
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- Scorecard: emotional effects of work
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- Taking action questions

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Demographics

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

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:

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

Compared to:

- 91% of staff at your comparator and 80% of staff across the public sector.

Chart — Workgroup climate scorecard:

Factor	You 2021	Comparator 2021	Public sector 2021
Quality service delivery	89%	91%	80%
Workgroup support	87%	87%	76%
Innovation	82%	84%	68%

Legend: You 2021 · Comparator 2021 · Public sector 2021
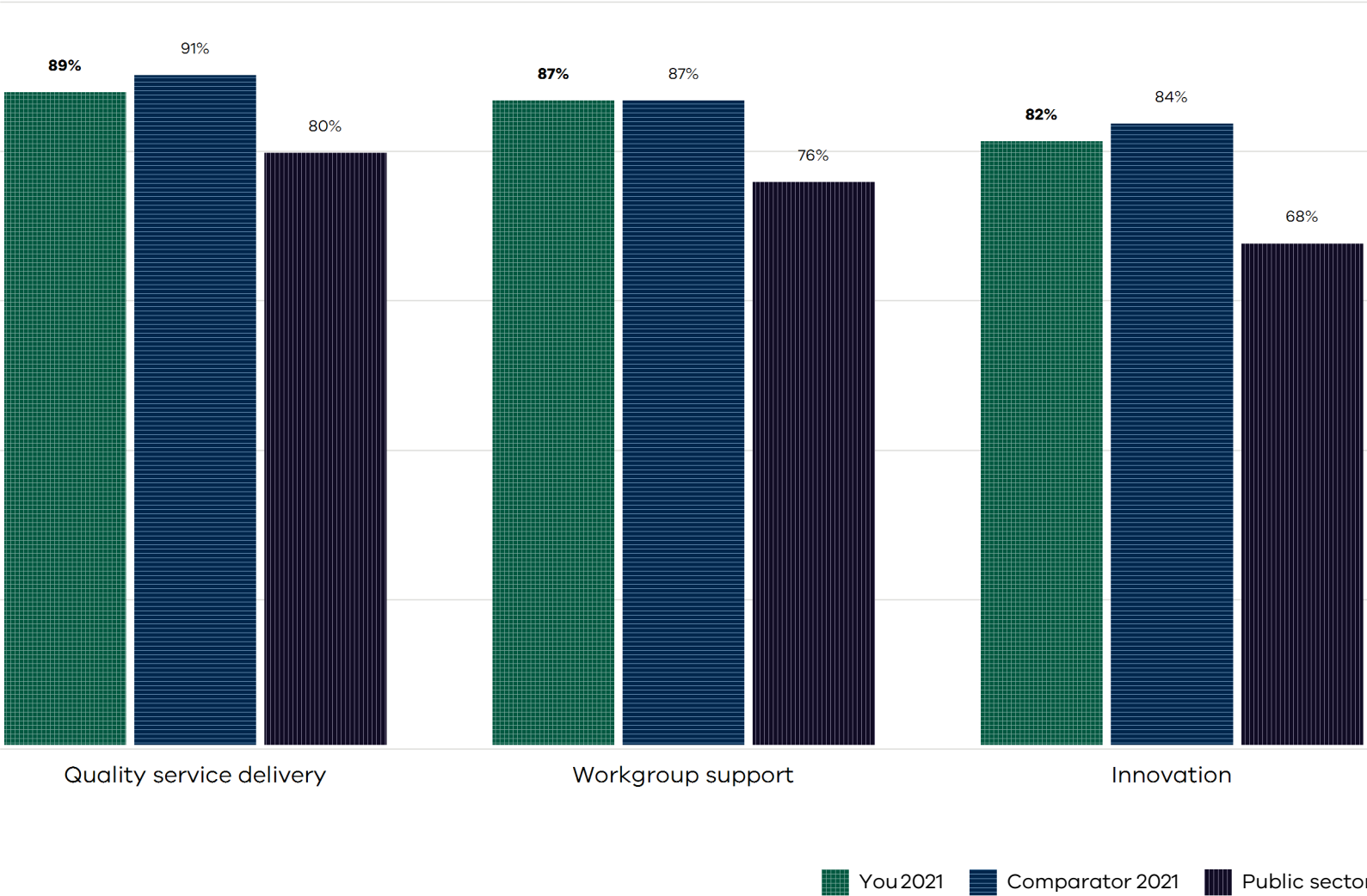
Workgroup climate

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

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

Survey question	Your results	Benchmark agree results

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

	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup strives to provide high quality advice and services (1%, 97%, 2%)	97 %	94 %	97 %	100 %
My workgroup focuses on making decisions informed by all relevant facts (2%, 92%, 5%)	92 %	78 %	89 %	94 %
My workgroup strives to deliver services in a timely manner (1%, 91%, 8%)	91 %	89 %	97 %	100 %
My workgroup strives to make the best use of its resources (1%, 87%, 3%9%)	87 %	67 %	86 %	94 %

Victorian Public Sector Commission

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Workgroup climate

Quality service delivery 2 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

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

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup values human rights	4% ... 86% / 1% 9%	86 %	78 %	92 %	100 %
My workgroup has clear lines of responsibility	5% ... 84% / 11%	84 %	75 %	88 %	97 %
My workgroup places a priority on acting fairly and without bias	4% ... 83% / 13%	83 %	72 %	86 %	92 %

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

87% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

| Survey question | Your results | Benchmark agree results |
| | | |

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

| | You | Comparator | | |
Survey question	2021	Lowest	Average	Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes (1%, 87%, 2%, 10%)	87 %	92 %	95 %	97 %
My workgroup is quick to respond to opportunities to do things better (1%, 85%, 3%, 11%)	85 %	78 %	88 %	94 %
My workgroup encourages employee creativity (1%, 82%, 4%, 13%)	82 %	67 %	77 %	86 %
My workgroup takes reasonable risks to improve its services (2%, 79%, 1%, 17%)	79 %	67 %	78 %	89 %

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.
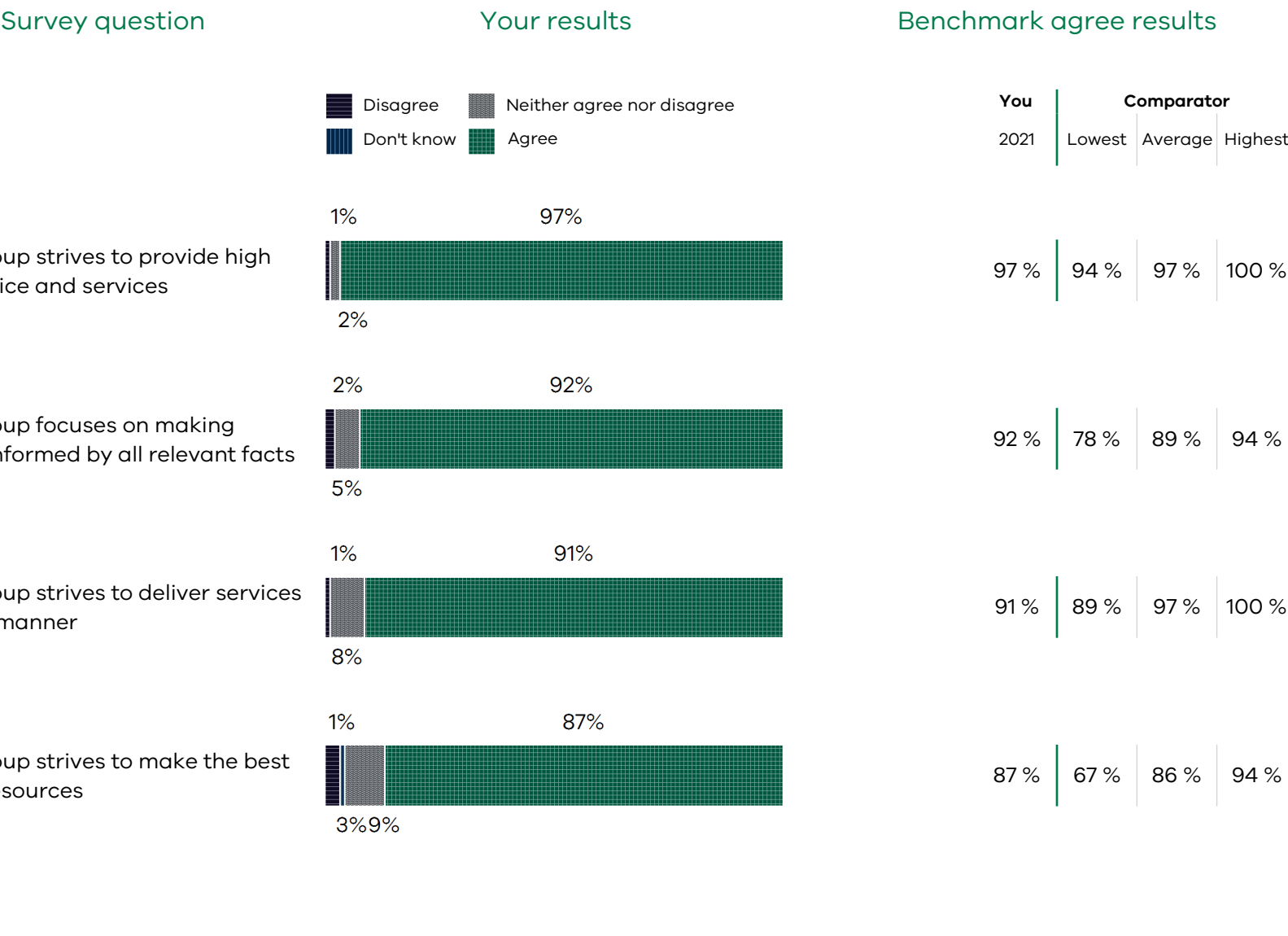
How to read this

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.
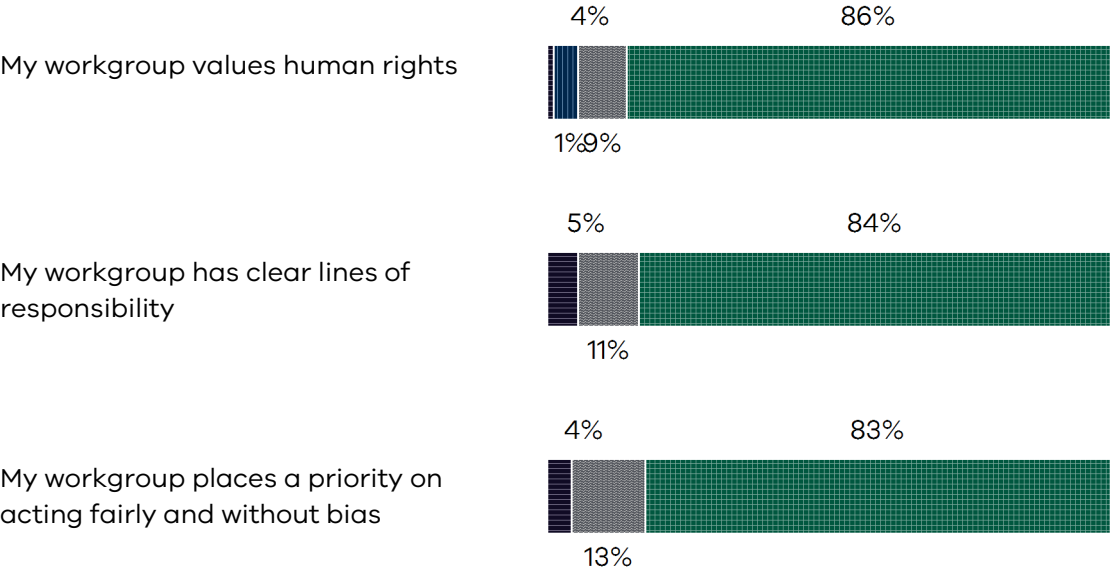
Example

77% of your staff who did the survey agreed or strongly agreed with 'My workgroup learns from failures and mistakes'.

| Survey question | Your results | Benchmark agree results |

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

	You	Comparator		
	2021	Lowest	Average	Highest

Survey question	2%	77%				
My workgroup learns from failures and mistakes	3% 17%	77 %	61 %	83 %	94 %

Workgroup climate

Workgroup support 1 of 3

What this is

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

Why this is important

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

How to read this

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

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

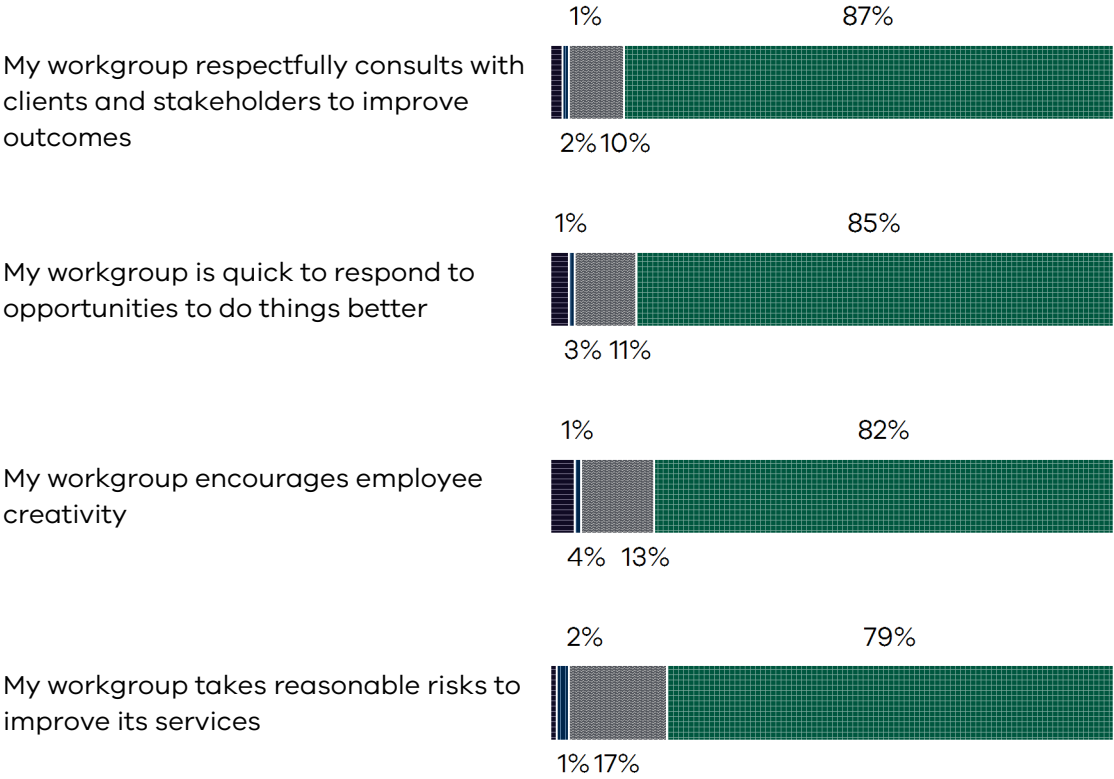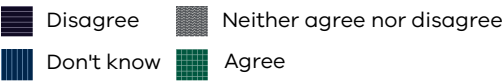Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

97% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others outside my immediate workgroup	97% / 3%	97 %	83 %	94 %	100 %
I am able to work effectively with others in my workgroup	95% / 1% / 4%	95 %	83 %	95 %	100 %
People in my workgroup treat each other with respect	95% / 1% / 4%	95 %	83 %	91 %	94 %
People in my workgroup work together effectively to get the job done	91% / 1% / 8%	91 %	83 %	92 %	100 %

Workgroup climate

Workgroup support 2 of 3

What this is

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

Why this is important

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

How to read this

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

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

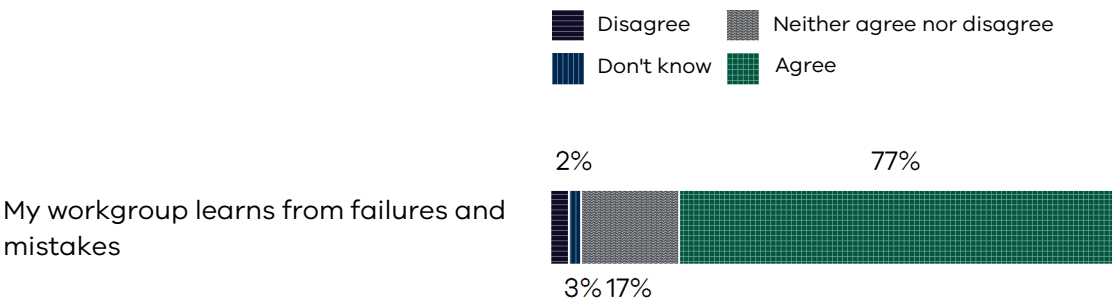Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

86% of your staff who did the survey agreed or strongly agreed with 'Workgroups across my organisation willingly share information with each other'.

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Workgroups across my organisation willingly share information with each other	3% / 11% / 86%	86 %	58 %	78 %	94 %
People in my workgroup actively support diversity and inclusion in the workplace	4% / 11% / 85%	85 %	72 %	88 %	97 %
People in my workgroup are honest, open and transparent in their dealings	4% / 11% / 85%	85 %	67 %	83 %	94 %
People in my workgroup appropriately manage conflicts of interest	2% / 1% 16% / 80%	80 %	67 %	86 %	97 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Workgroup support 3 of 3

What this is

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

Why this is important

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

How to read this

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

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

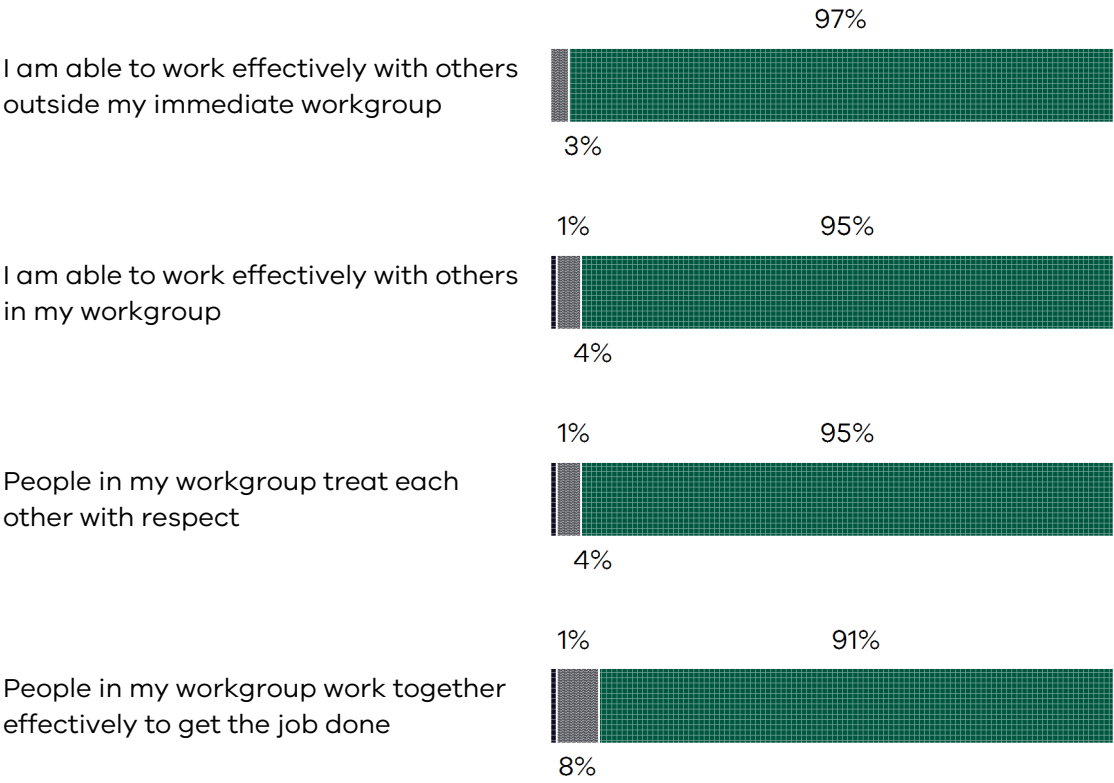Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

80% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup are politically impartial in their work	4% ... 80% / 3% 12%	80 %	58 %	82 %	97 %
People in my workgroup regularly reach out to support me and my wellbeing	3% ... 80% / 16%	80 %	72 %	85 %	92 %

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- Highest scoring
- Lowest scoring
- Biggest positive difference from comparator
- Biggest negative difference from comparator

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- Taking action questions

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- Senior leadership questions

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- Respect
- Leadership
- Human rights

Demographics

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

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

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

Compared to:

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

Chart legend: You 2021 (green), Comparator 2021 (blue), Public sector 2021 (dark navy)

Factor	You 2021	Comparator 2021	Public sector 2021
Manager leadership	94%	90%	84%
Meaningful work	90%	90%	84%
Manager support	82%	83%	70%
Safe to speak up	79%	77%	67%
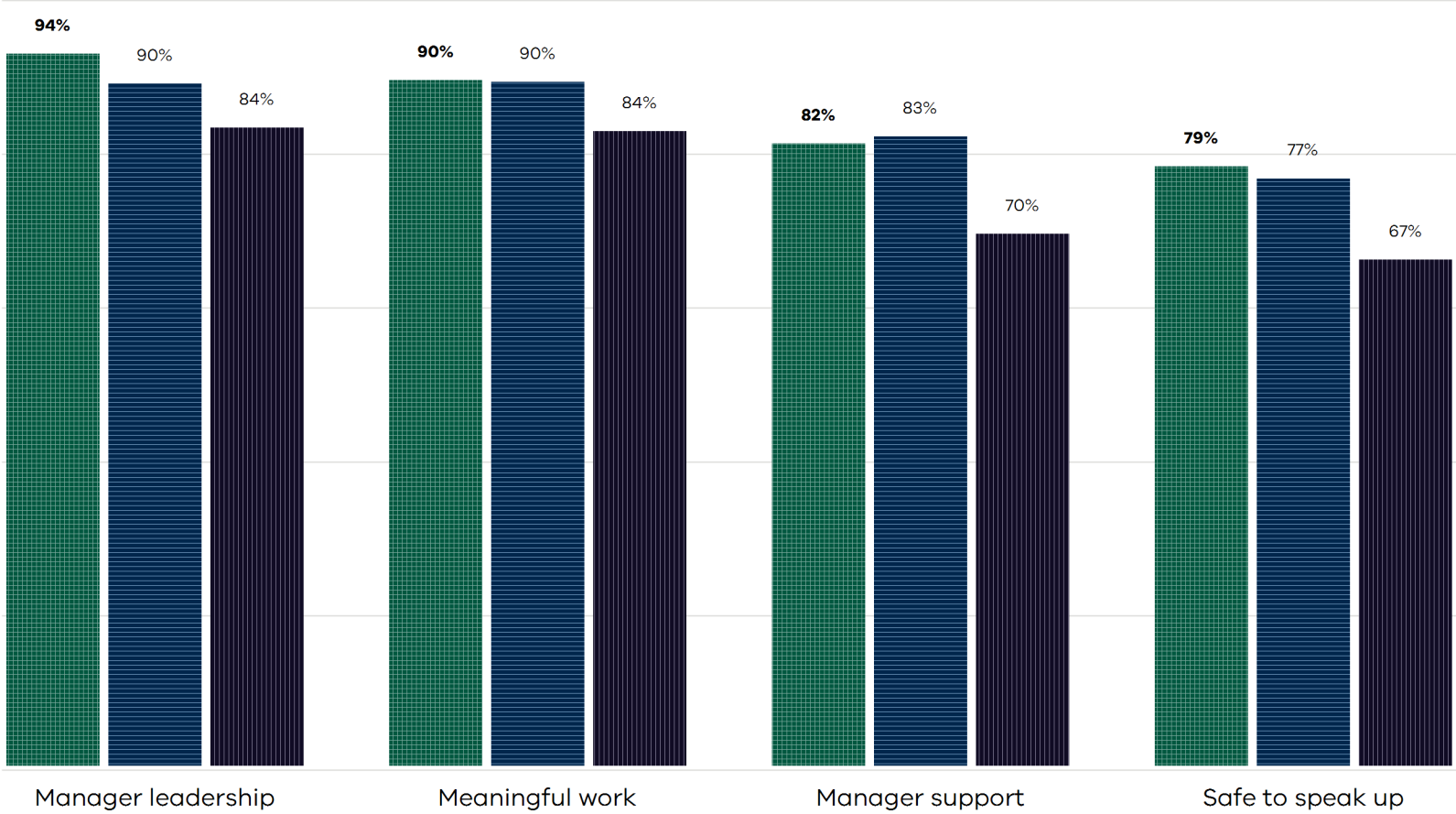
Job and manager factors

Scorecard 2 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:

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

Compared to:

- 87% of staff at your comparator and 77% of staff across the public sector.

Legend: You 2021, Comparator 2021, Public sector 2021

Factor	You 2021	Comparator 2021	Public sector 2021
Job enrichment	79%	87%	77%
Workload	61%	71%	53%
Learning and development	56%	59%	53%

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Job and manager factors

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

97% of your staff who did the survey agreed or strongly agreed with 'My manager ensures clients receive a high standard of service'.

Survey question	Your results	Benchmark agree results

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

	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager ensures clients receive a high standard of service	97 %	89 %	95 %	100 %
My manager treats employees with dignity and respect	96 %	78 %	88 %	92 %
My manager demonstrates honesty and integrity	93 %	78 %	89 %	94 %
My manager works effectively with people from diverse backgrounds	93 %	83 %	88 %	91 %

My manager ensures clients receive a high standard of service: 1% / 97% / 2%

My manager treats employees with dignity and respect: 3% / 96% / 1%

My manager demonstrates honesty and integrity: 1% / 93% / 5%

My manager works effectively with people from diverse backgrounds: 1% / 93% / 5%

Victorian Public Sector Commission

VICTORIA State Government

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

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

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

Survey question	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager is committed to workplace safety — 2% / 92% / 5%	92 %	89 %	92 %	94 %
My manager models my organisation's values — 2% / 90% / 8%	90 %	83 %	86 %	89 %

Job and manager factors

Manager support 1 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.
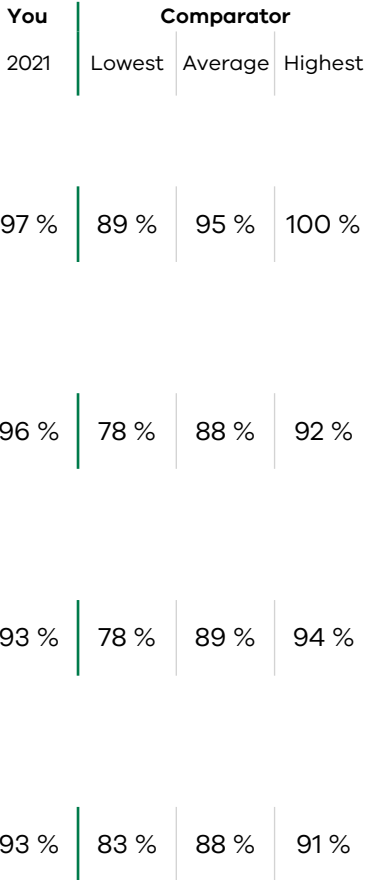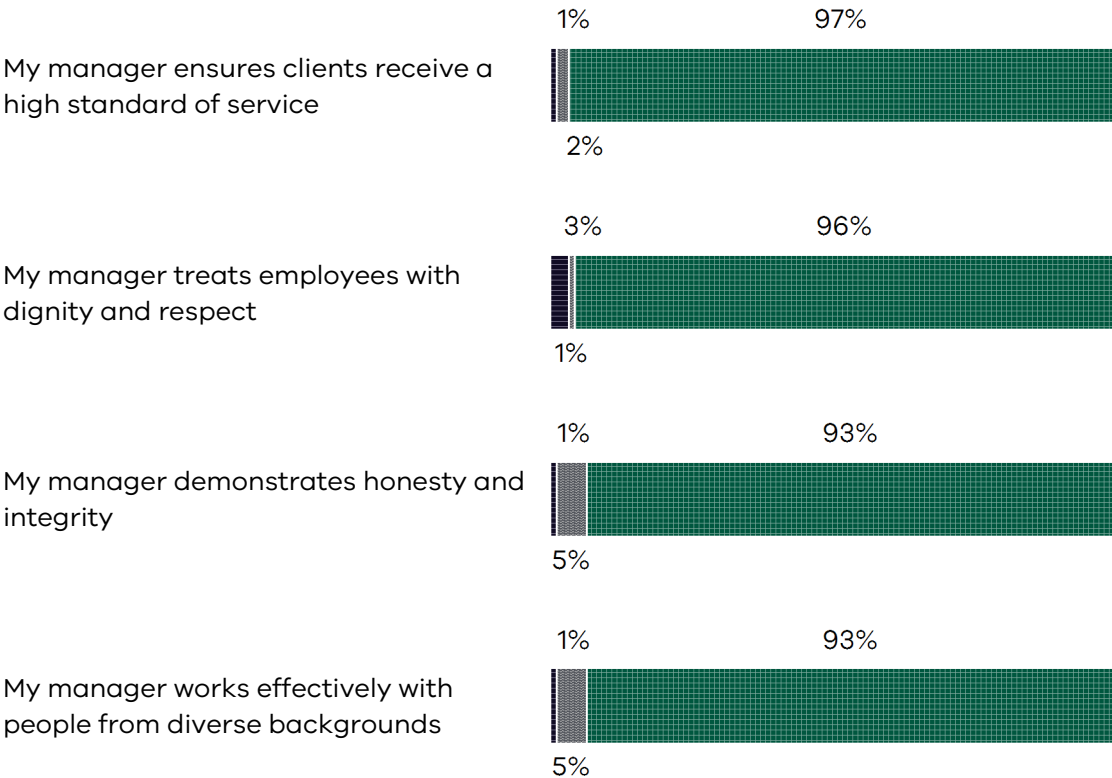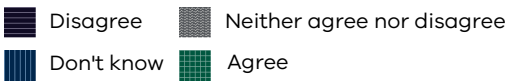
Example

93% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question | Your results | Benchmark agree results

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

	You	Comparator		
	2021	Lowest	Average	Highest
My manager listens to what I have to say (2%, 93%, 4%)	93 %	83 %	91 %	94 %
My manager keeps me informed about what's going on (3%, 92%, 4%)	92 %	78 %	92 %	100 %
I would be confident in approaching my manager to discuss concerns and grievances (5%, 90%, 4%)	90 %	75 %	85 %	89 %
My manager provides me with enough support when I need it (2%, 89%, 9%)	89 %	67 %	80 %	91 %

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.

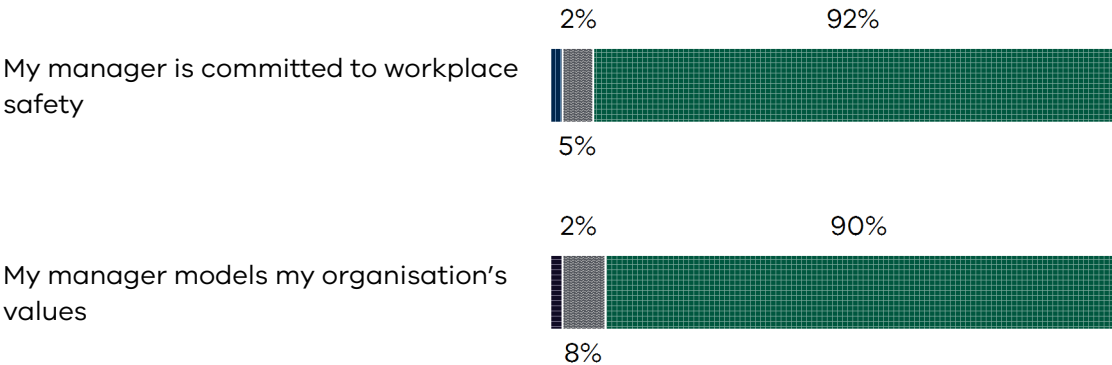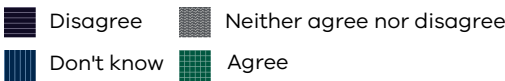Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

88% of your staff who did the survey agreed or strongly agreed with 'My manager involves me in decisions about my work'.

Survey question	Your results					Benchmark agree results			

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

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager involves me in decisions about my work	2% / 10% / 88%	88 %	78 %	88 %	94 %
My manager provides feedback to me in a way that helps me improve my performance	5% / 13% / 82%	82 %	67 %	80 %	91 %
My manager encourages and supports my participation in learning and development opportunities	7% / 15% / 78%	78 %	75 %	86 %	94 %
I receive adequate recognition for my contributions and accomplishments	13% / 24% / 63%	63 %	44 %	74 %	89 %

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.

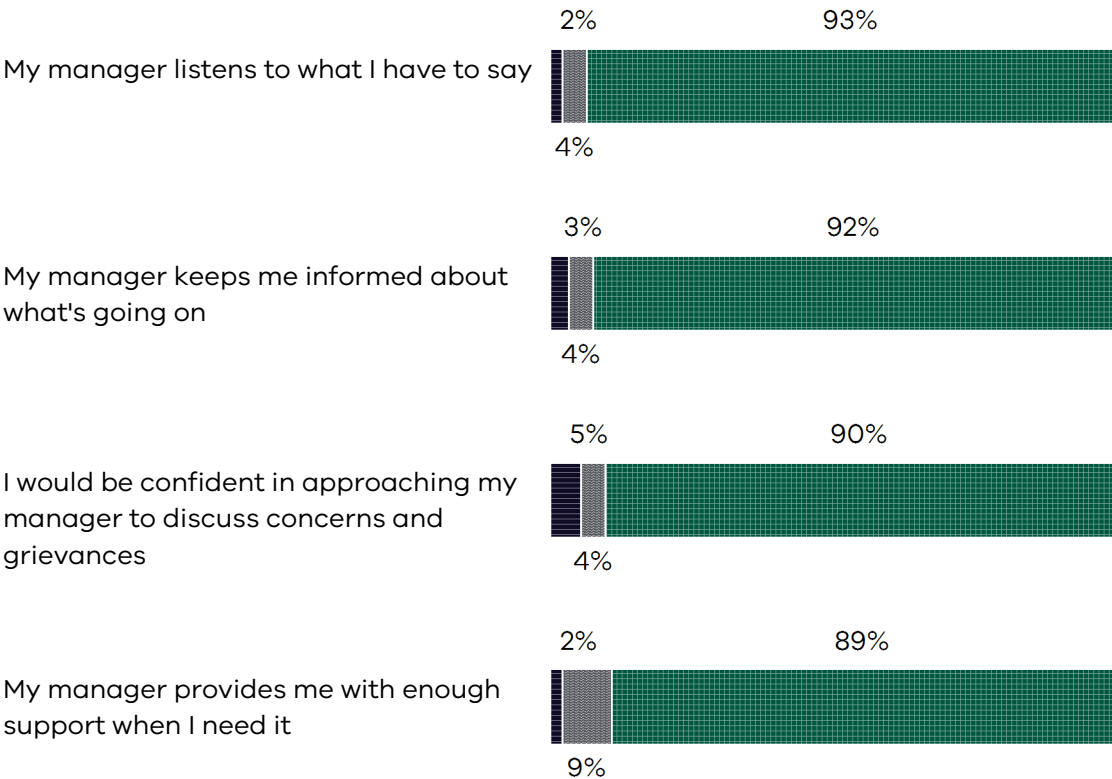Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

62% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

Survey question

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

Your results

Disagree Neither agree nor disagree
Don't know Agree

10%   62%

28%

Benchmark agree results
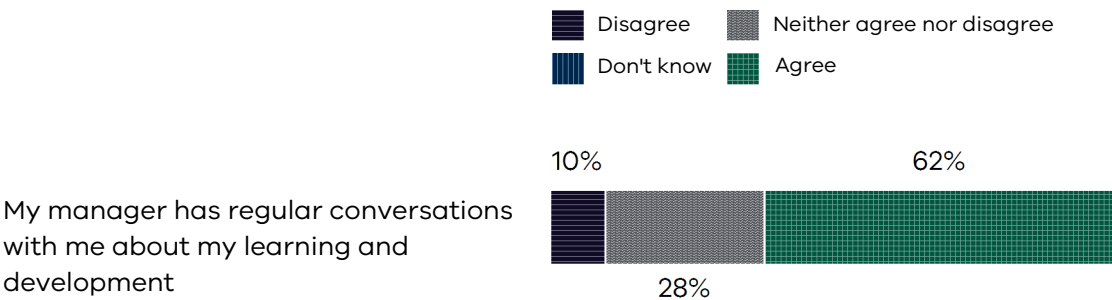
	You	Comparator		
	2021	Lowest	Average	Highest
	62 %	42 %	71 %	83 %

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.
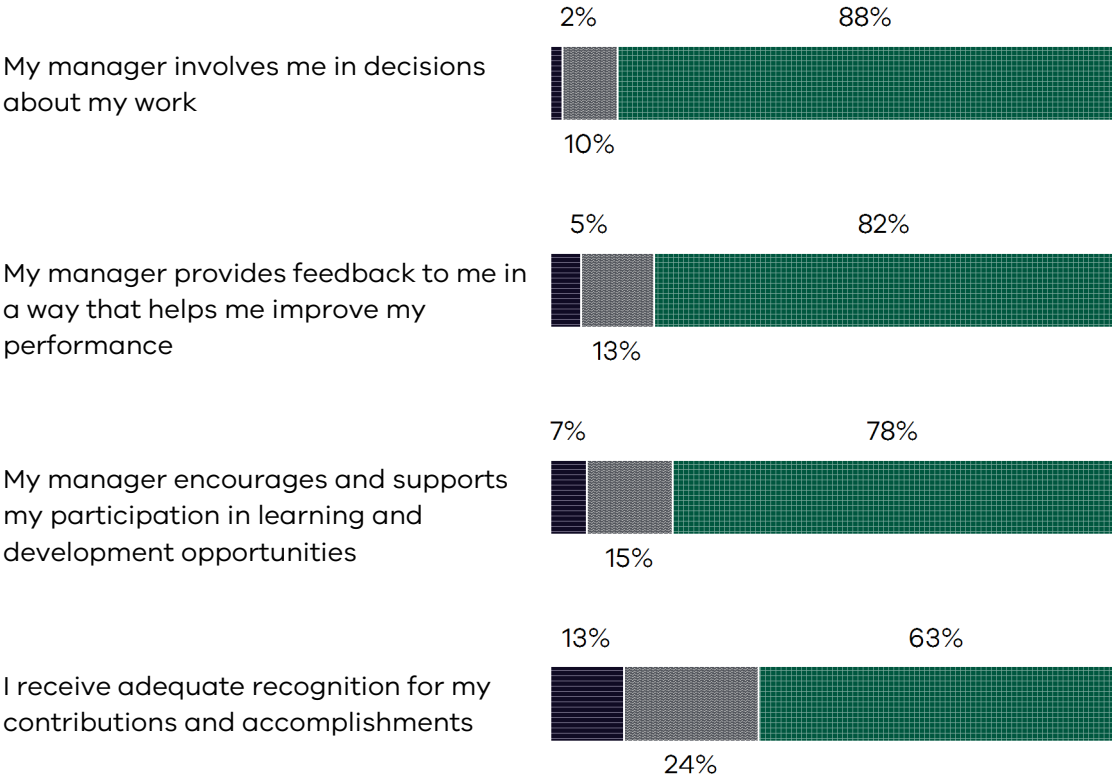
Example

67% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

| Survey question | Your results | Benchmark agree results |

Legend: Disagree | Neither agree nor disagree | Agree

	You 2021	Comparator Lowest	Average	Highest

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

18% · 14% · 67%

| 67 % | 44 % | 69 % | 83 % |

I have enough time to do my job effectively

17% · 27% · 55%

| 55 % | 39 % | 72 % | 92 % |

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

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

Example

85% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

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

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Survey question	Disagree	Agree	Neither	You 2021	Lowest	Average	Highest
I am developing and learning in my role	8%	85%	8%	85 %	61 %	77 %	83 %
In the last 12 months I have learned skills that have helped me do my job better	7%	76%	17%	76 %	67 %	83 %	91 %
There are adequate opportunities for me to develop skills and experience in my organisation	10%	68%	22%	68 %	39 %	71 %	91 %
My organisation places a high priority on the learning and development of staff	13%	60%	27%	60 %	56 %	77 %	94 %

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.
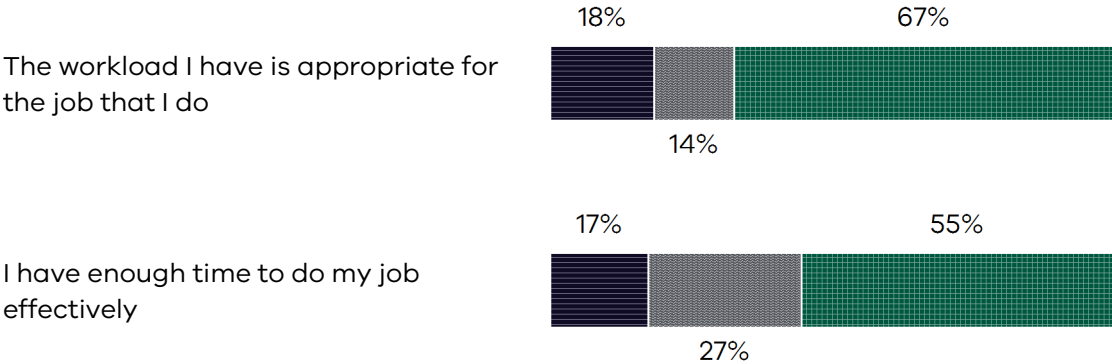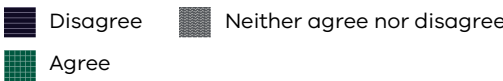
Example

51% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

Survey question / Your results / Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Disagree	Neither	Agree	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	14%	35%	51%	51 %	50 %	75 %	91 %
I feel I have an equal chance at promotion in my organisation	25%	30%	45%	45 %	17 %	38 %	51 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	26%	35%	39%	39 %	25 %	34 %	37 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	24%	55%	21%	21 %	6 %	15 %	23 %

Victorian Public Sector Commission

VICTORIA State Government

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.
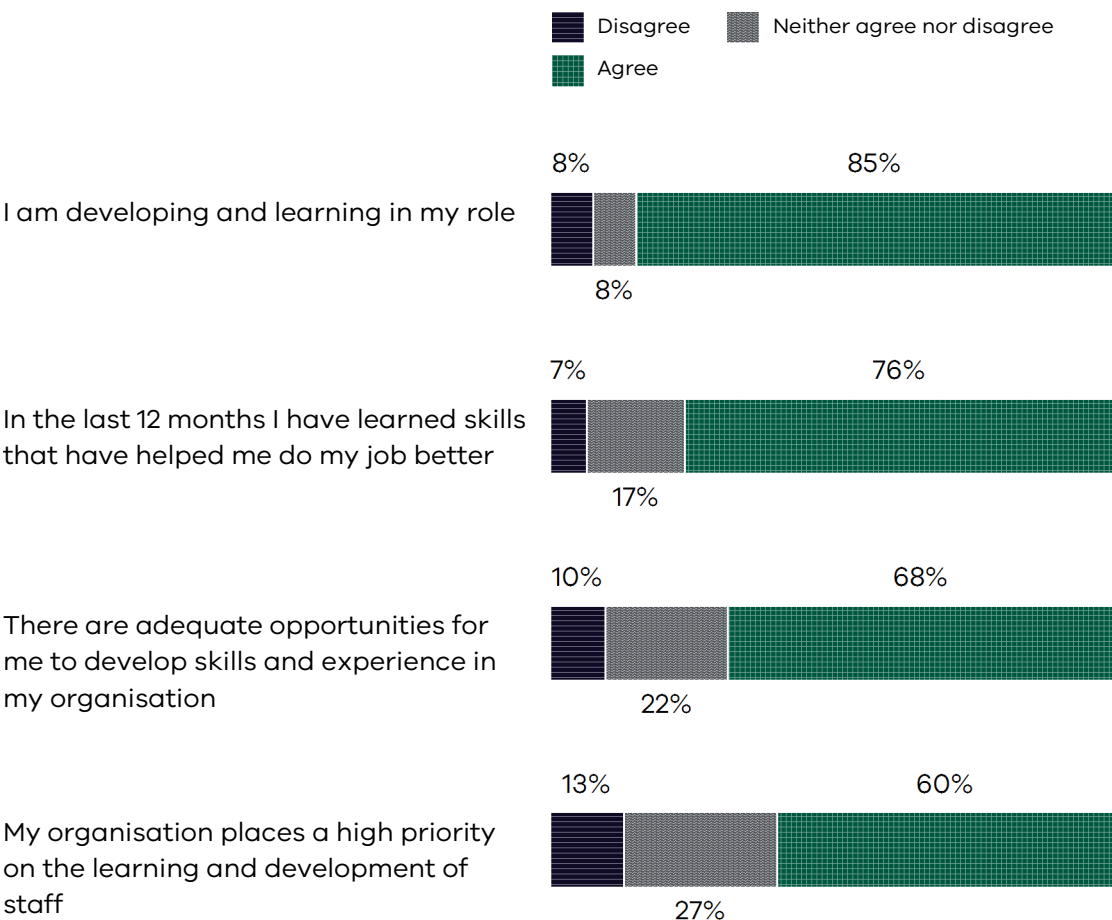
Example

97% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question	Your results		You	Comparator		
			2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	1% / 97% / 2%		97 %	83 %	94 %	100 %
My job allows me to utilise my skills, knowledge and abilities	1% / 91% / 8%		91 %	67 %	89 %	97 %
I have the authority to do my job effectively	5% / 88% / 7%		88 %	83 %	88 %	91 %
I clearly understand what I am expected to do in this job	2% / 86% / 12%		86 %	78 %	91 %	100 %

Legend: Disagree, Neither agree nor disagree, Agree

Victorian Public Sector Commission

VICTORIA State Government

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.
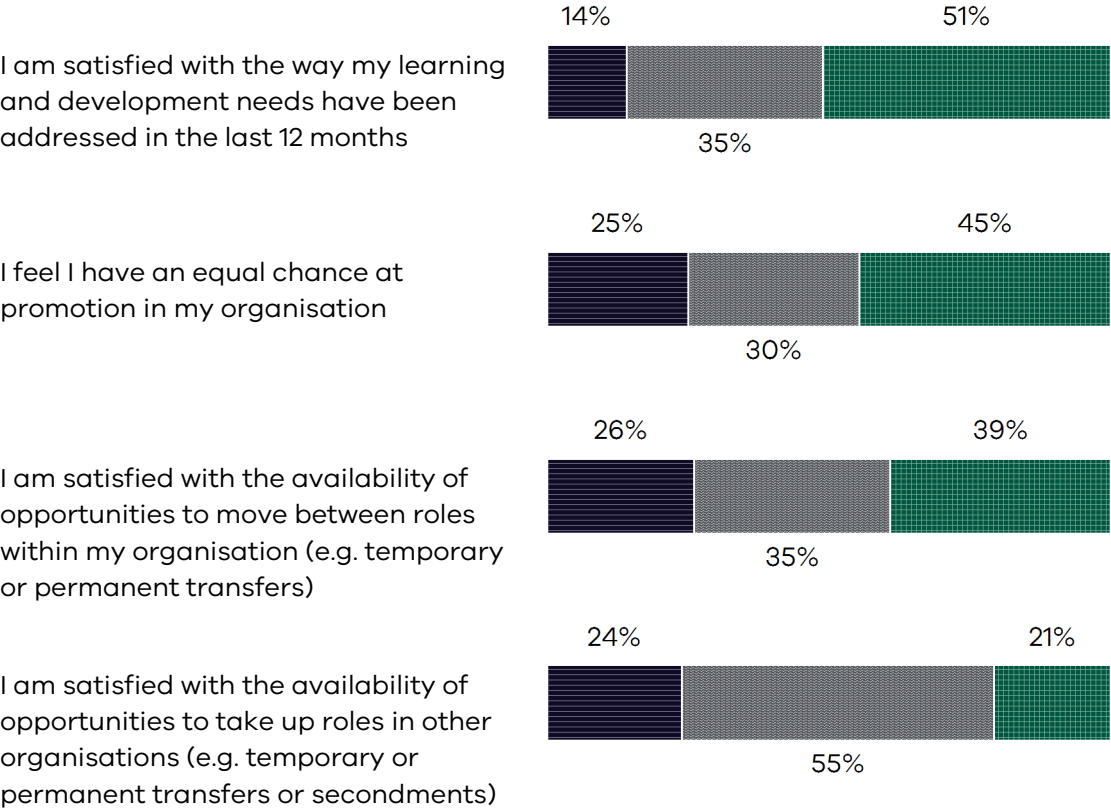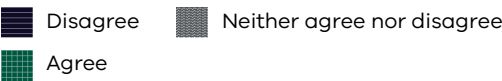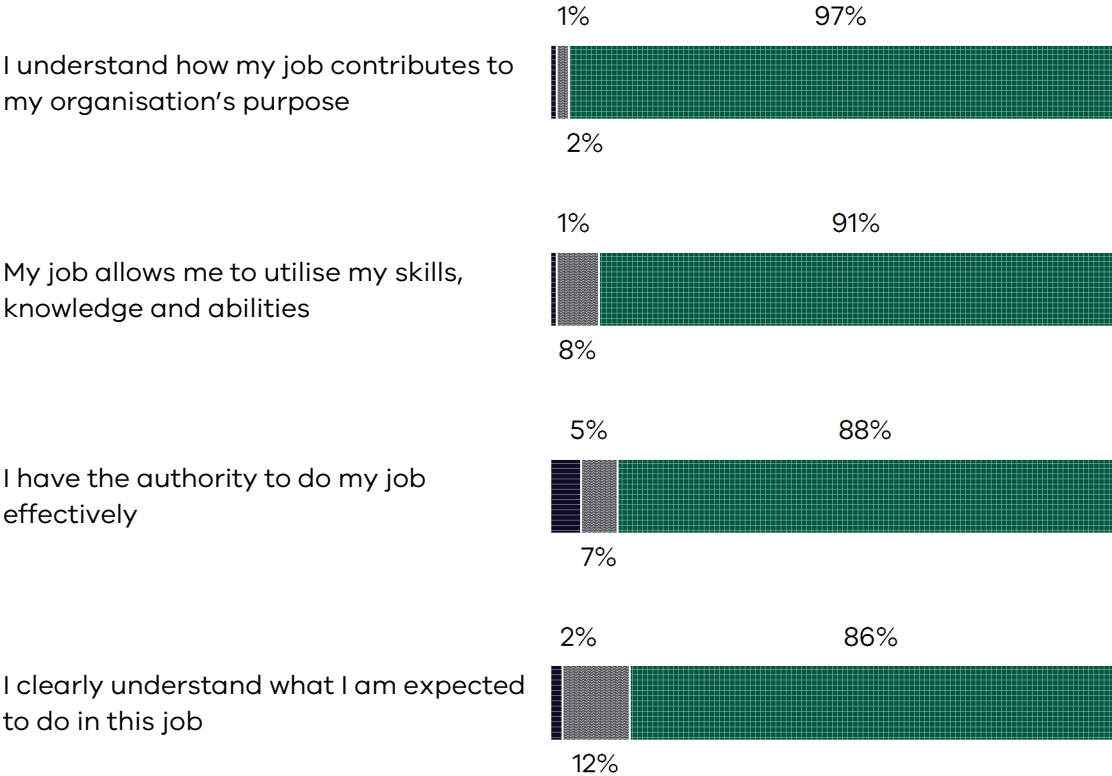
Example

86% 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				

Your results

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Benchmark agree results

	You	Comparator		
	2021	Lowest	Average	Highest
I have a choice in deciding how I do my work	86 %	83 %	92 %	97 %
My work performance is assessed against clear criteria	62 %	56 %	78 %	91 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	41 %	50 %	78 %	97 %

I have a choice in deciding how I do my work — Disagree 2%, Neither agree nor disagree 12%, Agree 86%

My work performance is assessed against clear criteria — Disagree 14%, Neither agree nor disagree 24%, Agree 62%

I understand how the Charter of Human Rights and Responsibilities applies to my work — Disagree 23%, Neither agree nor disagree 36%, Agree 41%

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.
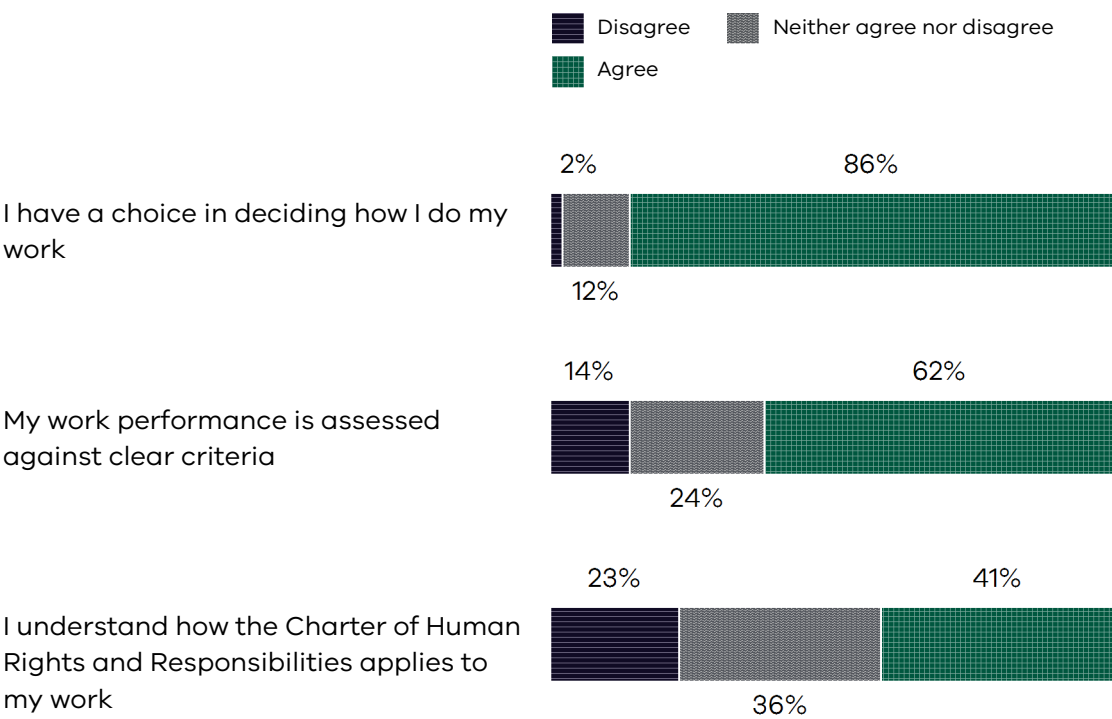
Example

92% 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

Legend: Disagree | Neither agree nor disagree | Agree

I feel that I can make a worthwhile contribution at work

1% | 92%
7%

I am achieving something important through my work

88%
12%

Benchmark agree results

Survey question	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I feel that I can make a worthwhile contribution at work	92 %	89 %	95 %	100 %
I am achieving something important through my work	88 %	72 %	85 %	94 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Safe to speak up 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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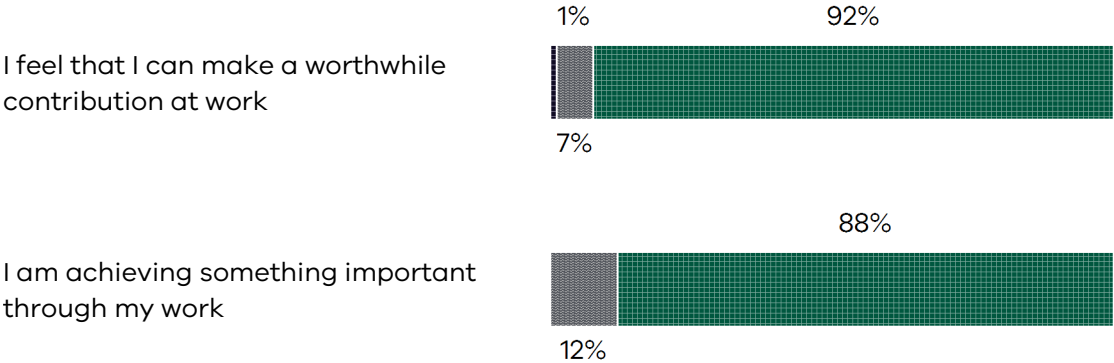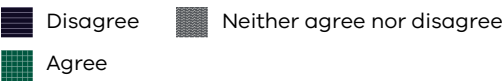
Example

85% 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		
		2021	Lowest	Average	Highest
People in your workgroup are able to bring up problems and tough issues	Disagree 3%, Neither 12%, Agree 85%	85 %	72 %	85 %	92 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	Disagree 9%, Neither 14%, Agree 77%	77 %	44 %	65 %	74 %
I feel safe to challenge inappropriate behaviour at work	Disagree 10%, Neither 18%, Agree 72%	72 %	39 %	65 %	77 %
I am confident that I would be protected from reprisal for reporting improper conduct	Disagree 10%, Neither 21%, Agree 70%	70 %	61 %	77 %	89 %

Legend: Disagree, Neither agree nor disagree, Agree

Victorian Public Sector Commission

VICTORIA State Government

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.
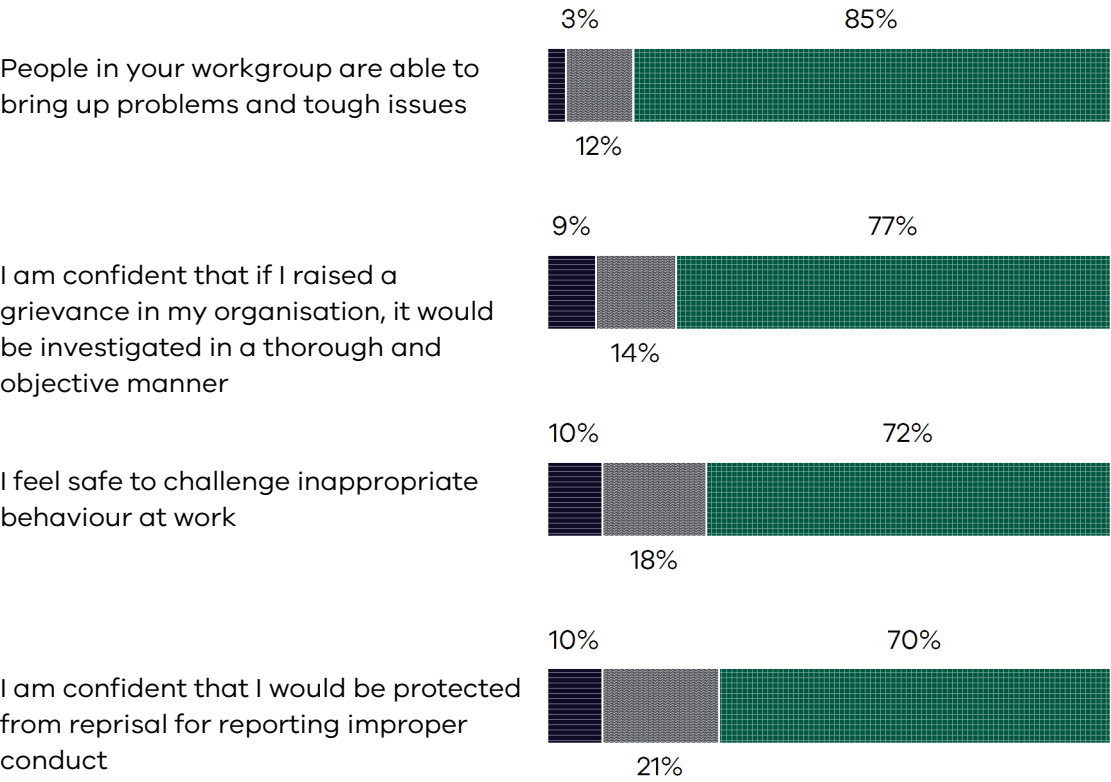
Example

90% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

Survey question
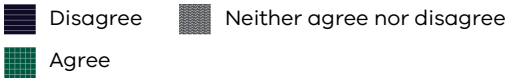
Your results

■ Disagree   ▨ Neither agree nor disagree
▧ Agree

People in my workgroup often reject others for being different

90%   8%
2%

If I make a mistake in my workgroup, it is often held against me

80%   7%
13%
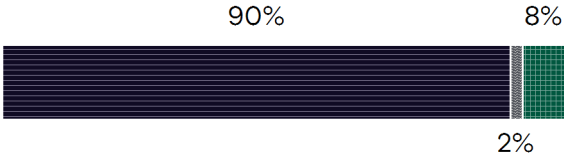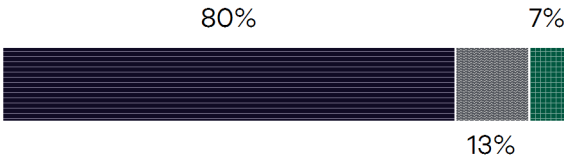
Benchmark disagree results

	You	Comparator		
	2021	Lowest	Average	Highest
People in my workgroup often reject others for being different	90 %	83 %	89 %	92 %
If I make a mistake in my workgroup, it is often held against me	80 %	72 %	85 %	92 %

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

53% 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	53%	31%	36%
Decision making and authorisation processes	20%	18%	23%
Limited social interactions with the team	17%	11%	11%
Communication processes	16%	12%	19%
There are no noticeable barriers	14%	29%	18%
Difficulties in separating work from other aspects of my life	12%	2%	10%
Family/household commitments (carer responsibilities, child education responsibilities)	11%	8%	9%
Insufficient autonomy	11%	6%	9%
Poor work-life balance	10%	8%	12%
Administrative processes (including leave and HR requirements)	9%	14%	19%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

- Highest scoring
- Lowest scoring
- Biggest positive difference from comparator
- Biggest negative difference from comparator

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Public sector values

Scorecard 1 of 2

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:

- 95% of your staff who did the survey responded positively to questions about Responsiveness .

Compared to:

- 96% of staff at your comparator and 87% of staff across the public sector.

Bar chart showing percentages for You 2021, Comparator 2021, and Public sector 2021.

	You 2021	Comparator 2021	Public sector 2021
Responsiveness	95%	96%	87%
Respect	91%	90%	78%
Leadership	89%	84%	73%
Accountability	88%	87%	76%
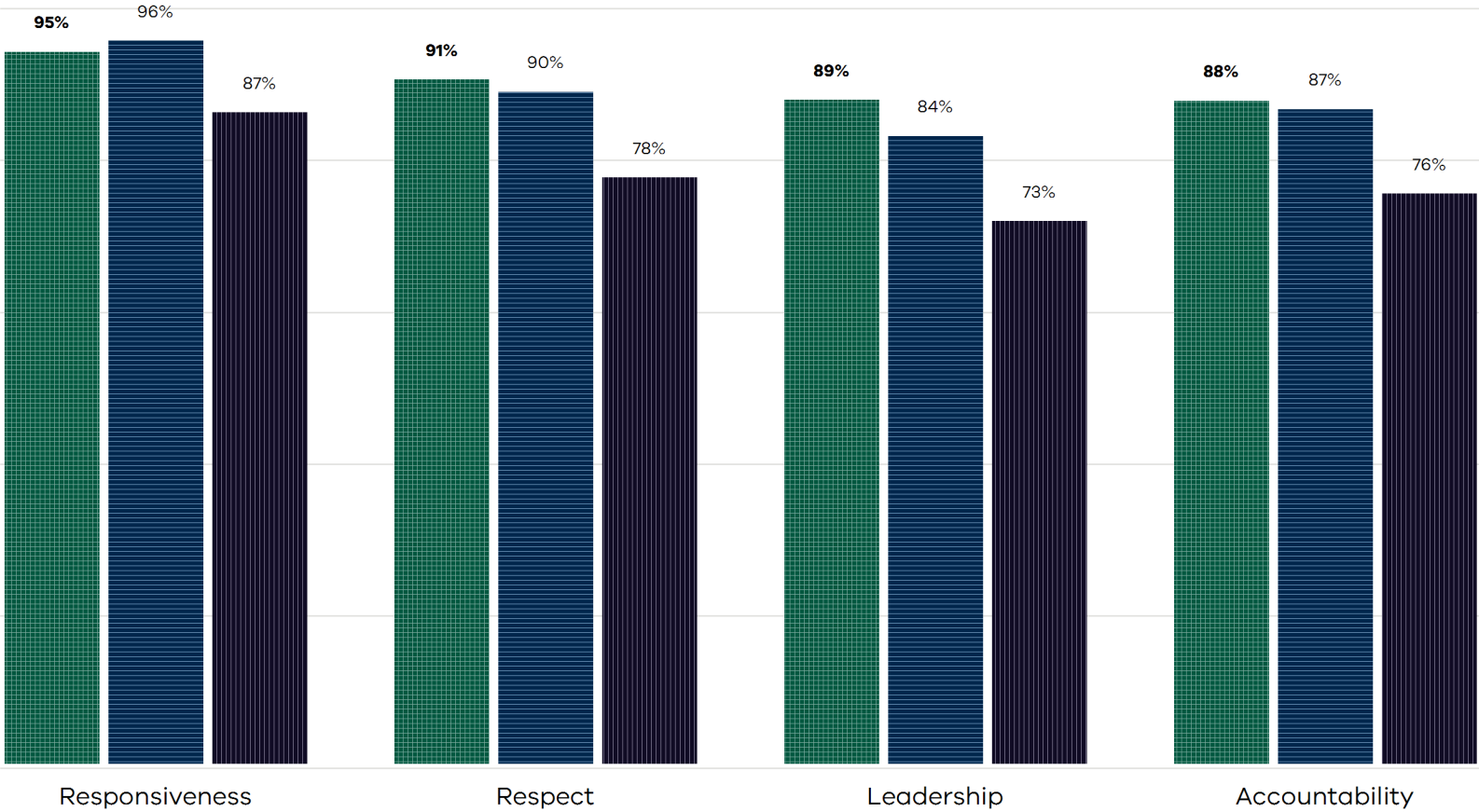
Legend: You 2021, Comparator 2021, Public sector 2021

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

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

Compared to:

- 82% of staff at your comparator and 70% of staff across the public sector.

Legend: You 2021 / Comparator 2021 / Public sector 2021

- Integrity: 83% / 82% / 70%
- Impartiality: 78% / 82% / 68%
- Human rights: 74% / 89% / 80%

Victorian Public Sector Commission

VICTORIA State Government
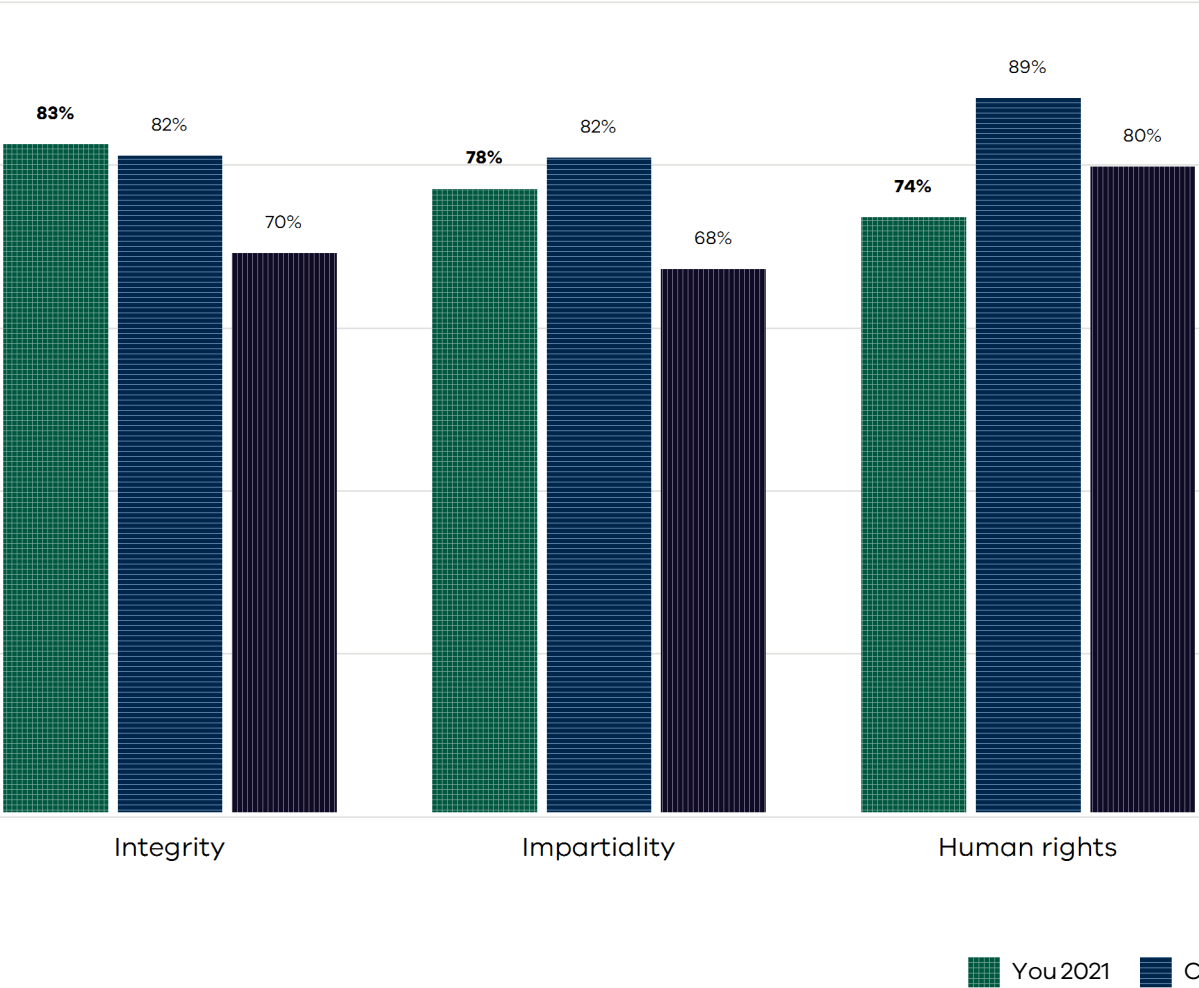
Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

Example

97% of staff who did the survey agreed or strongly agreed with 'My manager ensures clients receive a high standard of service'.

Survey question	Your results				

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

Benchmark agree results

Survey question		You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager ensures clients receive a high standard of service	1% / 97% / 2%	97 %	89 %	95 %	100 %
My workgroup strives to provide high quality advice and services	1% / 97% / 2%	97 %	94 %	97 %	100 %
My workgroup strives to deliver services in a timely manner	1% / 91% / 8%	91 %	89 %	97 %	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

93% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results			

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

Benchmark agree results

Survey question		You 2021	Lowest	Comparator Average	Highest
My manager demonstrates honesty and integrity	1% / 93% / 5%	93 %	78 %	89 %	94 %
My organisation is committed to earning a high level of public trust	2% / 93% / 4%	93 %	89 %	97 %	100 %
Senior leaders demonstrate honesty and integrity	1% / 88% / 11%	88 %	50 %	77 %	91 %
People in my workgroup are honest, open and transparent in their dealings	4% / 85% / 11%	85 %	67 %	83 %	94 %

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.
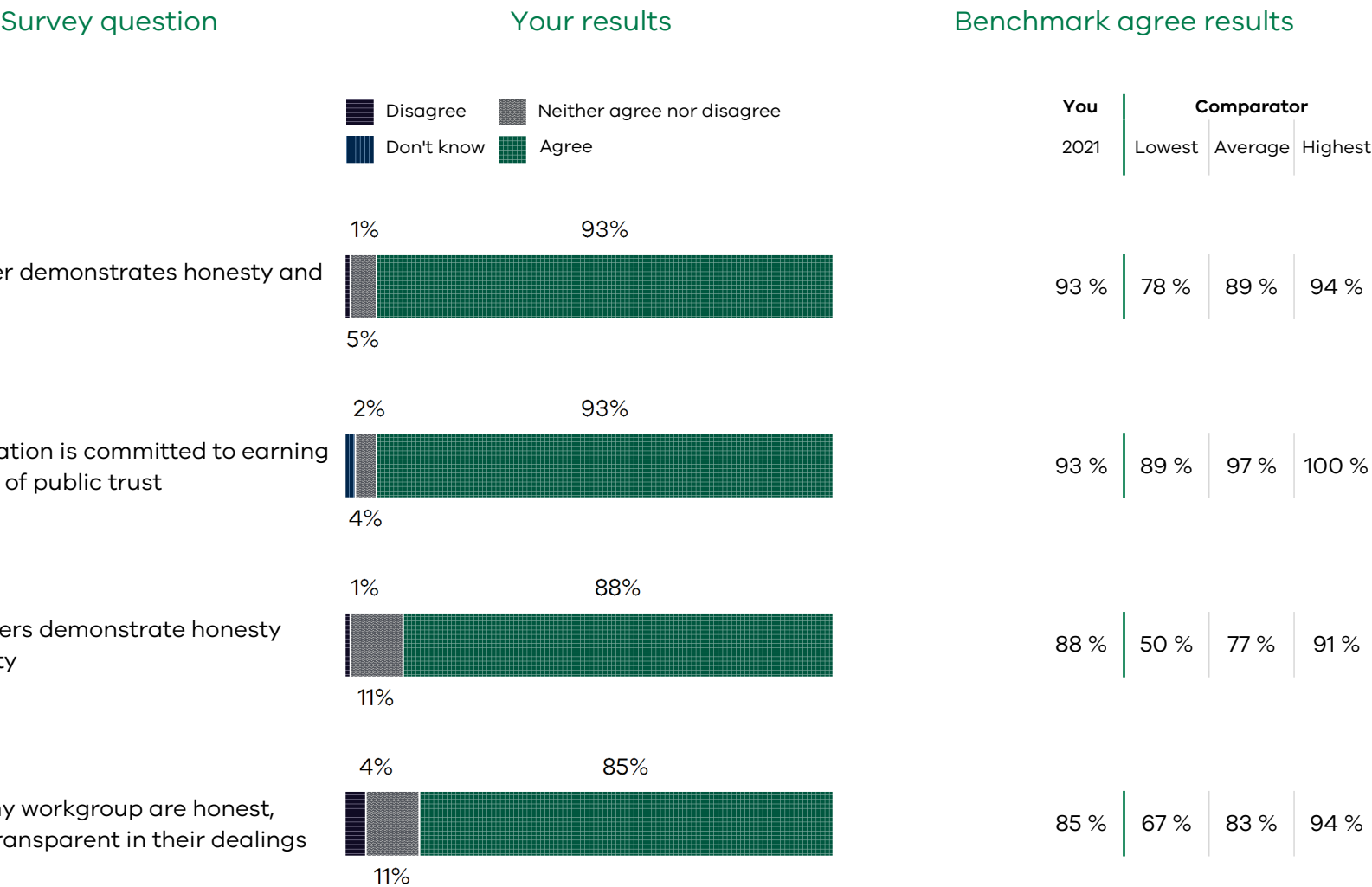
How to read this

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

84% of staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question

Your results

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

Benchmark agree results

Survey question	Your results	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation does not tolerate improper conduct	1% / 4% / 11% / 84%	84 %	50 %	80 %	94 %
People in my workgroup appropriately manage conflicts of interest	2% / 1% / 16% / 80%	80 %	67 %	86 %	97 %
I feel safe to challenge inappropriate behaviour at work	10% / 18% / 72%	72 %	39 %	65 %	77 %
I am confident that I would be protected from reprisal for reporting improper conduct	10% / 21% / 70%	70 %	61 %	77 %	89 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Impartiality

What this is

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

Why this is important

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

How to read this

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

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

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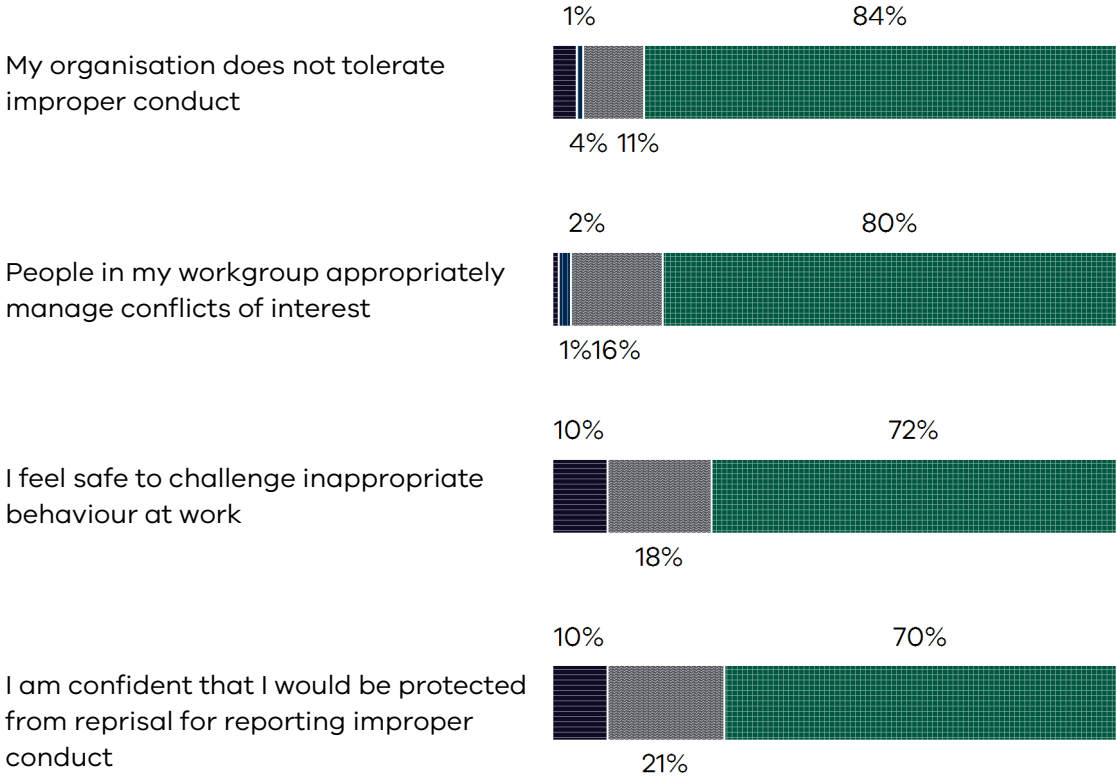
Example

92% 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		
		2021	Lowest	Average	Highest

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

Survey question	Disagree	Neither	Agree	You 2021	Lowest	Average	Highest
My workgroup focuses on making decisions informed by all relevant facts	2%	5%	92%	92 %	78 %	89 %	94 %
My workgroup places a priority on acting fairly and without bias	4%	13%	83%	83 %	72 %	86 %	92 %
People in my workgroup are politically impartial in their work	4% / 3%	12%	80%	80 %	58 %	82 %	97 %
My organisation makes fair recruitment and promotion decisions, based on merit	18%	5% / 21%	55%	55 %	39 %	69 %	86 %

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.

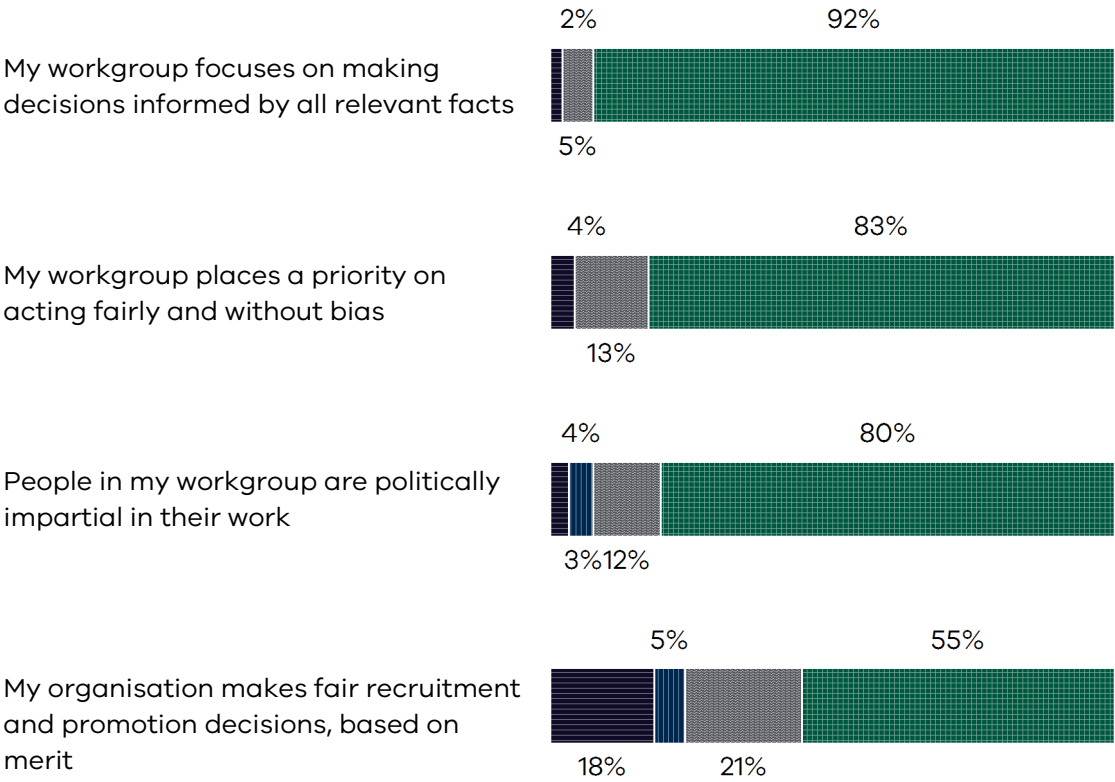Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

97% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

| Survey question | Your results | Benchmark agree results |

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

	You	Comparator		
	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	97 %	83 %	94 %	100 %
Senior leaders provide clear strategy and direction	89 %	56 %	78 %	94 %
My workgroup strives to make the best use of its resources	87 %	67 %	86 %	94 %
I clearly understand what I am expected to do in this job	86 %	78 %	91 %	100 %

Your results bars:
- I understand how my job contributes to my organisation's purpose: 1%, 97%, 2%
- Senior leaders provide clear strategy and direction: 3%, 89%, 8%
- My workgroup strives to make the best use of its resources: 1%, 87%, 3% 9%
- I clearly understand what I am expected to do in this job: 2%, 86%, 12%

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.

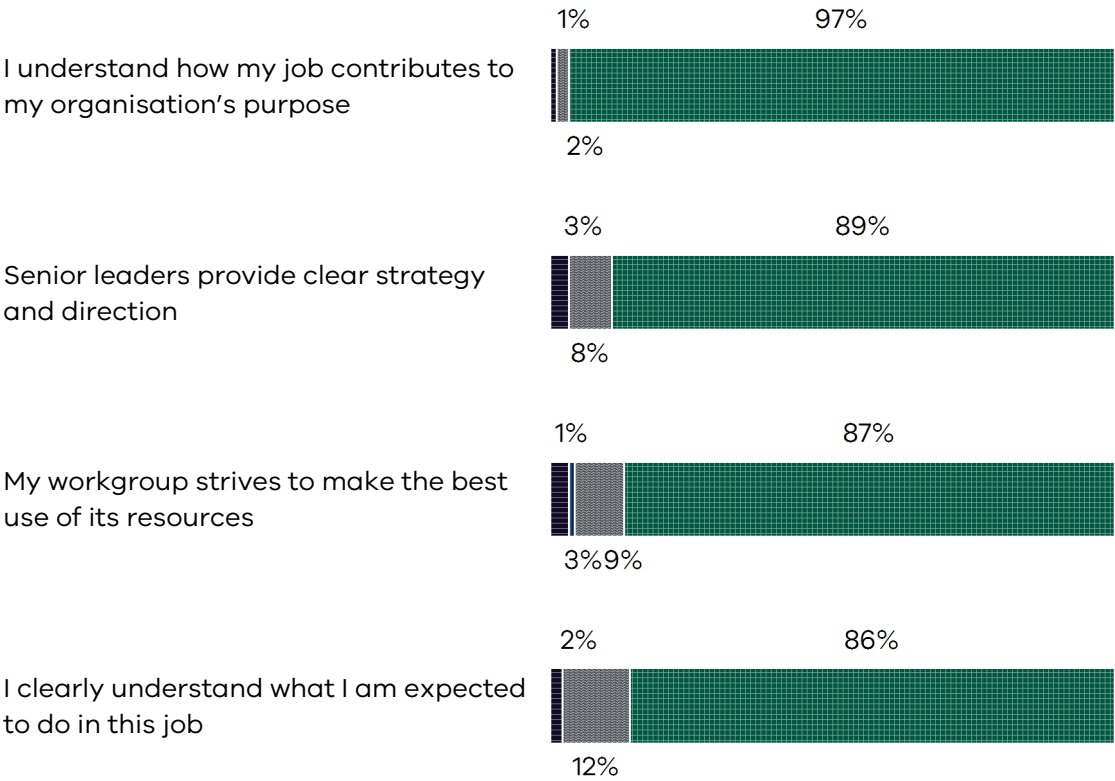Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

84% of staff who did the survey agreed or strongly agreed with 'My workgroup has clear lines of responsibility'.

Survey question

My workgroup has clear lines of responsibility

Your results

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

5% | 84%

11%
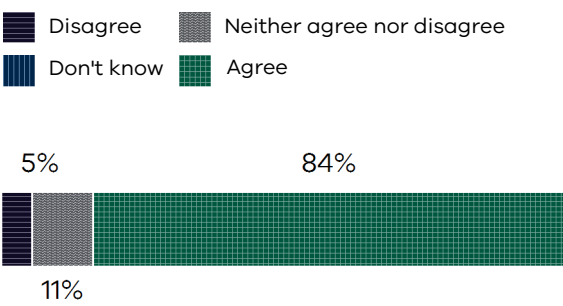
Benchmark agree results

	You	Comparator		
	2021	Lowest	Average	Highest
	84 %	75 %	88 %	97 %

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

96% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results		Benchmark agree results			
			You	**Comparator**		
			2021	Lowest	Average	Highest
My manager treats employees with dignity and respect	3% 96% 1%		96 %	78 %	88 %	92 %
My organisation encourages respectful workplace behaviours	96% 4%		96 %	78 %	92 %	100 %
People in my workgroup treat each other with respect	1% 95% 4%		95 %	83 %	91 %	94 %
My manager listens to what I have to say	2% 93% 4%		93 %	83 %	91 %	94 %

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

Public sector values

What this is

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

Why this is important

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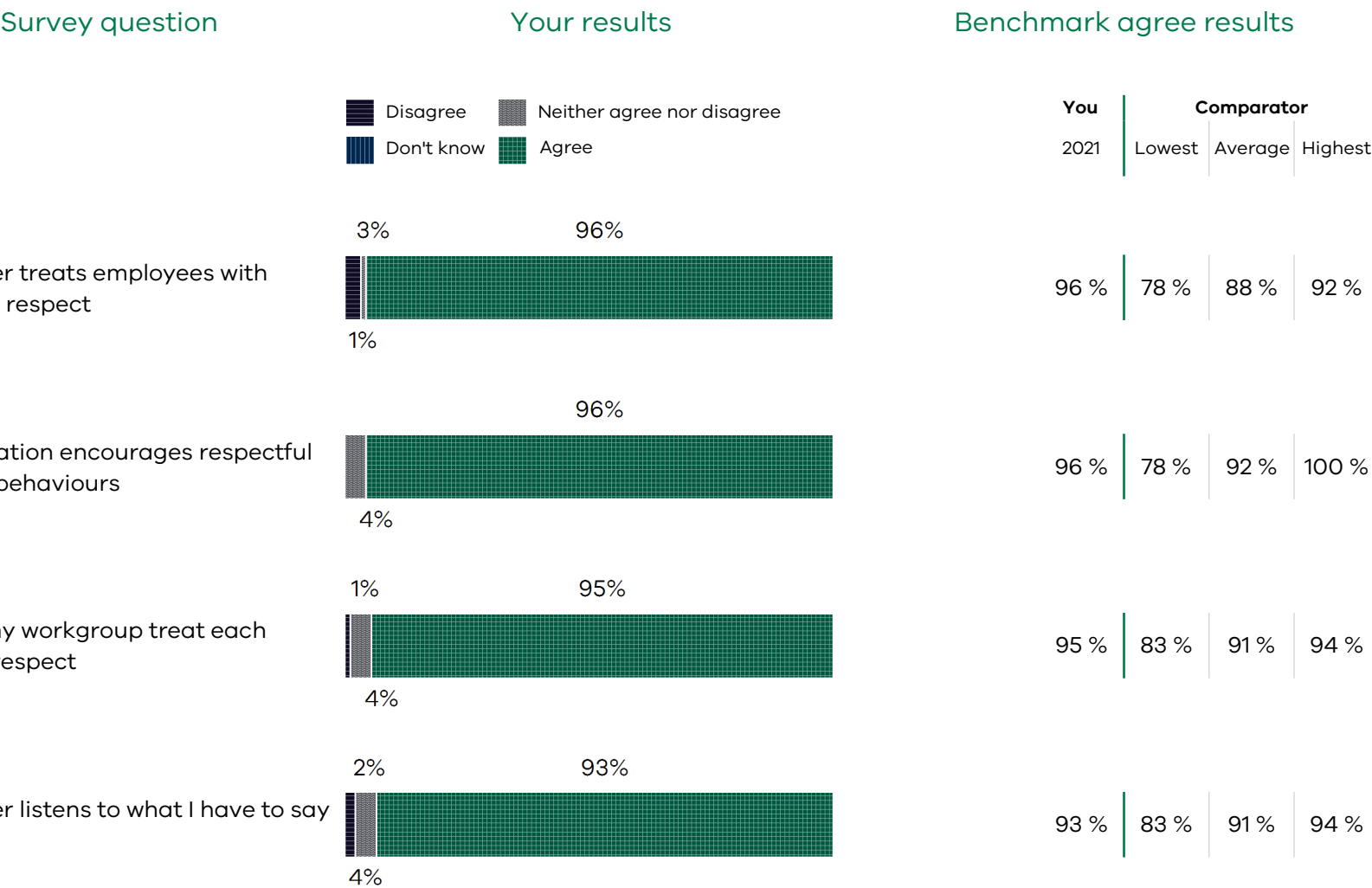
How to read this

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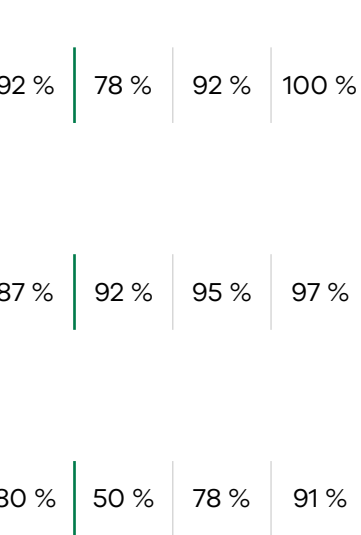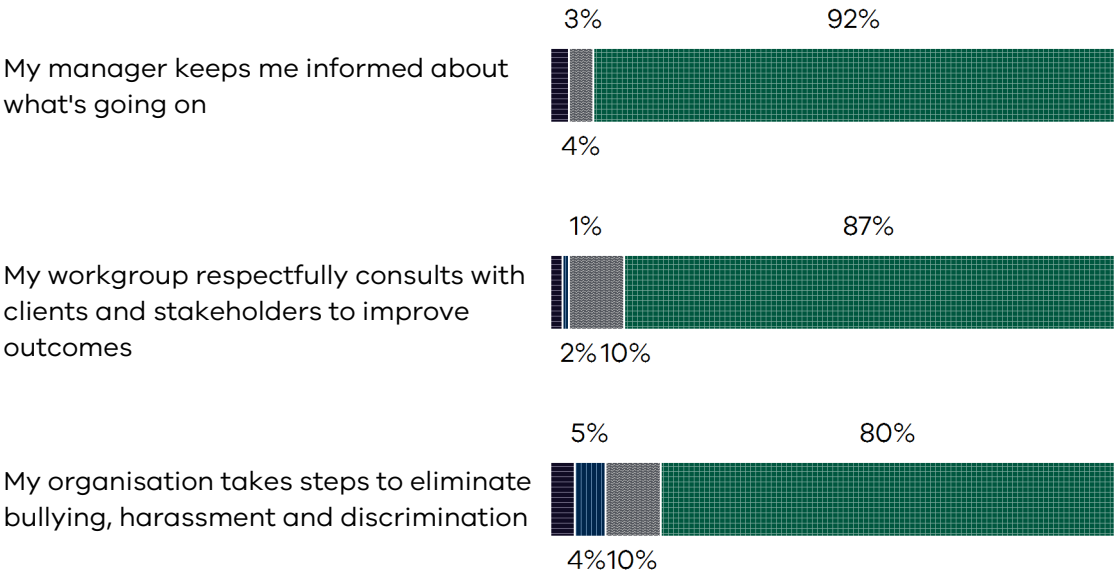
Example

92% of staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.

| Survey question | Your results | Benchmark agree results |

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

Survey question	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager keeps me informed about what's going on	92 %	78 %	92 %	100 %
My workgroup respectfully consults with clients and stakeholders to improve outcomes	87 %	92 %	95 %	97 %
My organisation takes steps to eliminate bullying, harassment and discrimination	80 %	50 %	78 %	91 %

My manager keeps me informed about what's going on — 3% / 92% / 4%

My workgroup respectfully consults with clients and stakeholders to improve outcomes — 1% / 87% / 2% 10%

My organisation takes steps to eliminate bullying, harassment and discrimination — 5% / 80% / 4% 10%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Leadership

What this is

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

Why this is important

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

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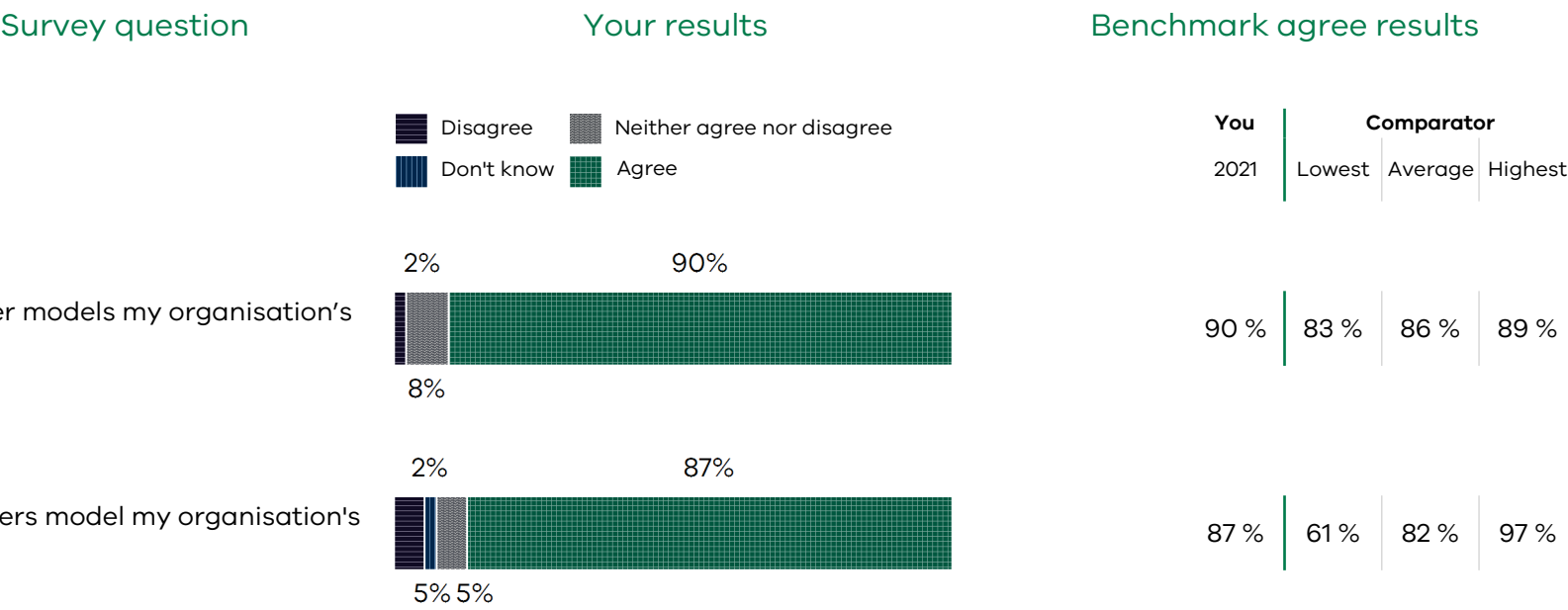
How to read this

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

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

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

Example

90% 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 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager models my organisation's values	90 %	83 %	86 %	89 %
Senior leaders model my organisation's values	87 %	61 %	82 %	97 %

My manager models my organisation's values: 2%, 90%, 8%

Senior leaders model my organisation's values: 2%, 87%, 5% 5%

Public sector values

Human rights

What this is

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

Why this is important

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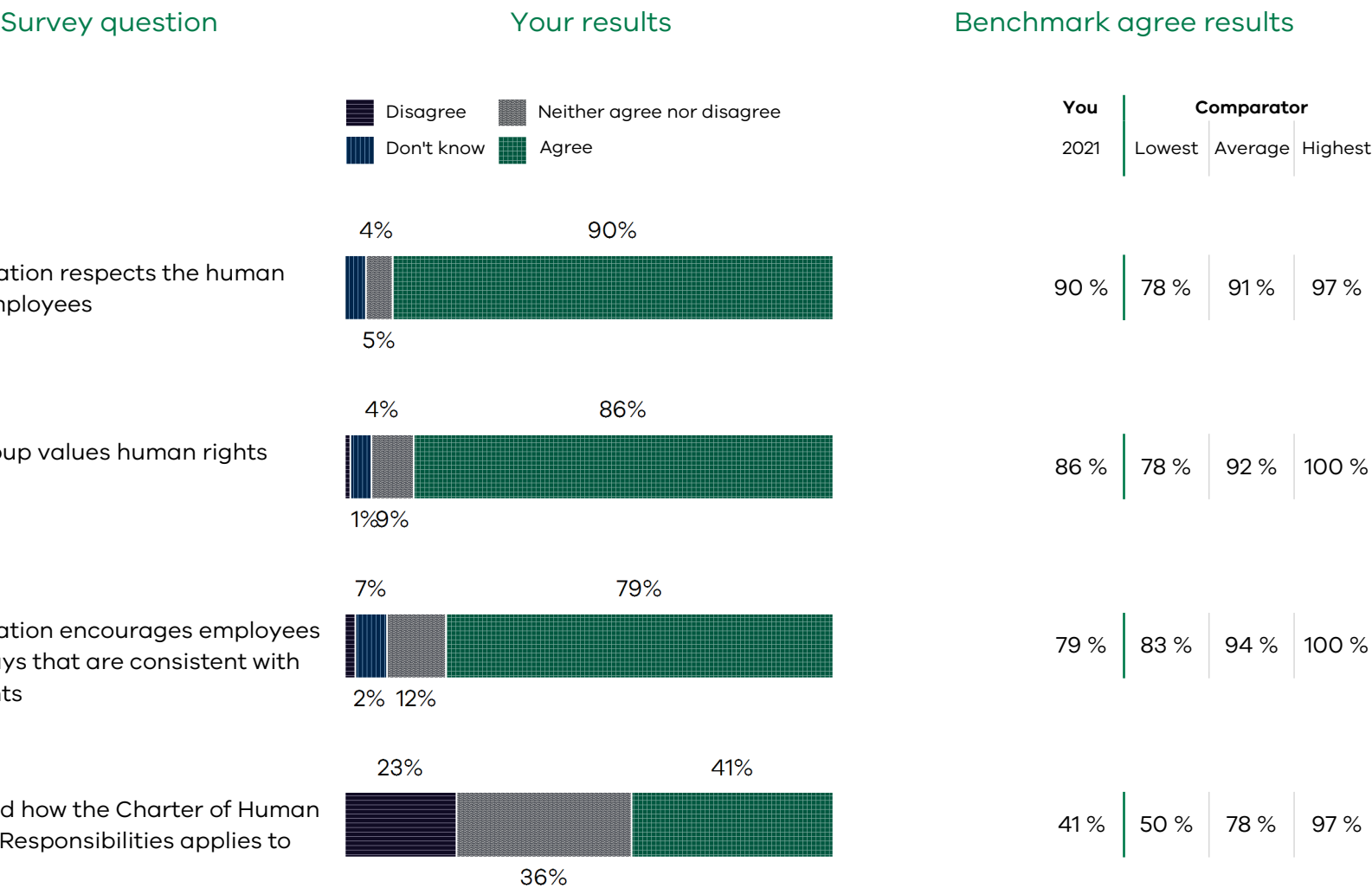
How to read this

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

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

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

Example

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

| Survey question | Your results | Benchmark agree results |

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

Survey question	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation respects the human rights of employees — 4% / 5% / 90%	90 %	78 %	91 %	97 %
My workgroup values human rights — 4% / 9% / 86%	86 %	78 %	92 %	100 %
My organisation encourages employees to act in ways that are consistent with human rights — 7% / 2% / 12% / 79%	79 %	83 %	94 %	100 %
I understand how the Charter of Human Rights and Responsibilities applies to my work — 23% / 36% / 41%	41 %	50 %	78 %	97 %

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
- Biggest positive difference from comparator
- Biggest negative difference from comparator

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:
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- don't release employee opinion results for demographic groups where organisations have fewer than 30 responses in total.

Age	(n)	%
15-34 years	12	13%
35-54 years	68	74%
55+ years	5	5%
Prefer not to say	7	8%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	1	1%
No	86	93%
Prefer not to say	5	5%

Highest level of formal education	(n)	%
Doctoral Degree level	2	2%
Master Degree level	28	30%
Graduate Diploma or Graduate Certificate level	9	10%
Bachelor Degree level incl. honours degrees	40	43%
Certificate III or IV level	2	2%
Year 12 or equivalent (VCE/Leaving certificate)	3	3%
Prefer not to say	8	9%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**0**	0%
Non Aboriginal and/or Torres Strait Islander	**88**	96%
Prefer not to say	**4**	4%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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Do you identify as a person with a disability?	(n)	%
No	**85**	92%
Prefer not to say	**7**	8%

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

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How would you describe your gender?	(n)	%
Man	**46**	50%
Woman	**38**	41%
Prefer not to say	**8**	9%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	**2**	2%
No	**79**	86%
Prefer not to say	**11**	12%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	**80**	87%
Don't know	**4**	4%
Prefer not to say	**8**	9%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	**78**	85%
Prefer not to say	**12**	13%
Bisexual	**1**	1%
Gay or lesbian	**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

Each table shows the breakdown of responses from your survey.

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

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

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

Country of birth	(n)	%
Born in Australia	**50**	54%
Not born in Australia	**31**	34%
Prefer not to say	**11**	12%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	**7**	23%
2 to less than 5 years ago	**4**	13%
5 to less than 10 years ago	**3**	10%
10 to less than 20 years ago	**17**	55%

Language other than English spoken with family or community	(n)	%
Yes	**30**	33%
No	**54**	59%
Prefer not to say	**8**	9%

Demographics

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Other	**8**	27%
Mandarin	**6**	20%
Greek	**3**	10%
Hindi	**3**	10%
Cantonese	**2**	7%
Filipino	**2**	7%
Indonesian	**2**	7%
Italian	**2**	7%
Spanish	**2**	7%
Tamil	**2**	7%
Vietnamese	**2**	7%
Sinhalese	**1**	3%
Tagalog	**1**	3%

Demographics

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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Cultural identity	(n)	%
Australian	50	54%
East and/or South-East Asian	17	18%
Prefer not to say	12	13%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	10	11%
English, Irish, Scottish and/or Welsh	8	9%
South Asian	5	5%
Other	2	2%
New Zealander	1	1%
Central Asian	1	1%

Religion	(n)	%
Christianity	37	40%
No religion	34	37%
Prefer not to say	11	12%
Hinduism	4	4%
Buddhism	3	3%
Other	2	2%
Judaism	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

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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Working arrangement	(n)	%
Full-Time	91	99%
Part-Time	1	1%

Gross base salary (ongoing/fixed term only)	(n)	%
$65k to $95k	2	2%
$95k to $125k	12	13%
$125k or more	48	53%
Prefer not to say	29	32%

Organisational tenure	(n)	%
<1 year	18	20%
1 to less than 2 years	10	11%
2 to less than 5 years	25	27%
5 to less than 10 years	23	25%
10 to less than 20 years	16	17%

Management responsibility	(n)	%
Non-manager	58	63%
Other manager	21	23%
Manager of other manager(s)	13	14%

Employment type	(n)	%
Ongoing and executive	74	80%
Fixed term	17	18%
Other	1	1%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	73	79%
I have moved to a different role within my organisation (including acting roles)	12	13%
I have moved to my role from outside the Victorian public sector	7	8%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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

Primary workplace location over the last 3 months	(n)	%
Melbourne: Suburbs	**70**	76%
Melbourne CBD	**18**	20%
Other city or town	**3**	3%
Bendigo	**1**	1%

Primary workplace type over the past 3 months*	(n)	%
Home/private location	**82**	89%
A main office	**9**	10%
A hub/shared work space	**1**	1%

Other workplace type over the past 3 months*	(n)	%
A main office	**76**	83%
Home/private location	**26**	28%
A hub/shared work space	**7**	8%
No, I have not worked from any other locations	**2**	2%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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

Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	77	84%
Flexible working arrangements	12	13%
Physical modifications or improvements to the workplace	3	3%
Career development support strategies	3	3%
Job redesign or role sharing	1	1%

Why did you make this request?*	(n)	%
Family responsibilities	10	67%
Caring responsibilities	6	40%
Work-life balance	6	40%
Study commitments	2	13%
Other	1	7%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	14	93%
The adjustments I needed were not made	1	7%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

How we protect anonymity and privacy

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

Caring responsibility	(n)	%
Primary school aged child(ren)	**28**	30%
None of the above	**27**	29%
Secondary school aged child(ren)	**17**	18%
Prefer not to say	**13**	14%
Child(ren) - younger than preschool age	**10**	11%
Preschool aged child(ren)	**7**	8%
Frail or aged person(s)	**7**	8%
Person(s) with a medical condition	**3**	3%
Other	**2**	2%

Victorian Public Sector Commission

VICTORIA State Government

vpsc.vic.gov.au/peoplemattersurvey