People matter survey 2021

Have your say

Victorian Institute of Sport
2021 people matter survey results report

Victorian Public Sector Commission

VICTORIA State Government

Report overview

About your report

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

Report contents

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

Comparing data in this report

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

This means you'll be able to compare about 72% of this year's survey with your previous results.

Rounding of percentages

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

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

Survey questions and definitions

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

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- Human rights

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Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

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

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

Responsiveness Integrity Impartiality Accountability Respect Leadership Human Rights

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Australian Grand Prix Corporation

Emerald Tourist Railway Board

Harness Racing Victoria

Melbourne and Olympic Parks Trust

Phillip Island Nature Park Board of Management

Royal Botanic Gardens Board

State Sport Centres Trust

Visit Victoria

Zoological Parks and Gardens Board

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2019	2021
33%	**53%**
(16)	**(42)**

2019		2021	
Comparator	56%	Comparator	62%
Public Sector	46%	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.

2019	
88	
Comparator	72
Public Sector	67

2021	
84	
Comparator	77
Public Sector	70

People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 84.

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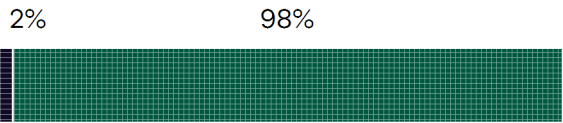
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
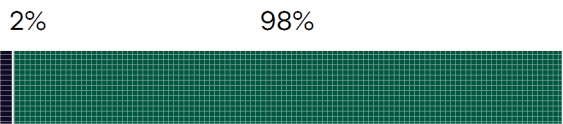
Example

98% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.
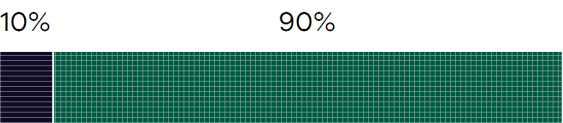
Survey question	Your results		
	Disagree	Neither agree nor disagree	
	Agree		

Benchmark agree results				
	You		Comparator	
	2019	2021	Lowest	Average	Highest

I am proud to tell others I work for my organisation — 2% / 98%

	2019	2021	Lowest	Average	Highest
I am proud to tell others I work for my organisation	94 %	98 %	66 %	88 %	93 %
I would recommend my organisation as a good place to work	94 %	98 %	36 %	79 %	88 %
My organisation motivates me to help achieve its objectives	94 %	90 %	52 %	76 %	82 %
I feel a strong personal attachment to my organisation	94 %	88 %	59 %	80 %	87 %

I would recommend my organisation as a good place to work — 2% / 98%

My organisation motivates me to help achieve its objectives — 10% / 90%

I feel a strong personal attachment to my organisation — 2% / 88% / 10%

People outcomes

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 84.

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

81% of your staff who did the survey agreed or strongly agreed with 'My organisation inspires me to do the best in my job'.

Survey question
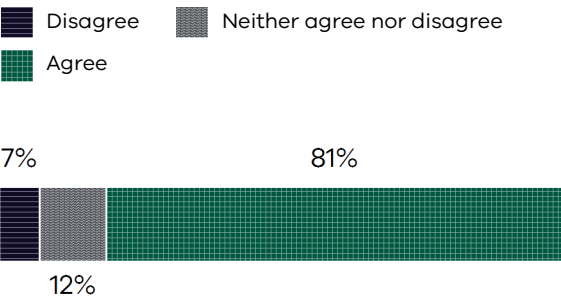
Your results

Benchmark agree results

Disagree   Neither agree nor disagree

Agree

	You		Comparator		
	2019	2021	Lowest	Average	Highest

My organisation inspires me to do the best in my job

7%   81%

12%

94 %	81 %	43 %	74 %	81 %

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People outcomes

Scorecard: satisfaction, stress, intention to stay

What this is

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

There are more people outcomes scorecards throughout this report.

Why this is important

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

How to read this

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

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

Example

In 2021:

- 73% of your staff who did the survey responded positively to questions about Satisfaction which is down from 85% in 2019.

Compared to:

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

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

Satisfaction: 85%, 73%, 65%, 63%
Intention to stay: 81%, 67%, 70%, 67%
High to severe work related stress: 13%, 10%, 20%, 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

93% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

Survey question

Your results

■ Disagree   ▨ Neither agree nor disagree
▨ Agree

I enjoy the work in my current job

2%   93%

5%

I get a sense of accomplishment from my work

2%   90%

7%

Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
I enjoy the work in my current job	88 %	93 %	55 %	84 %	87 %
I get a sense of accomplishment from my work	88 %	90 %	61 %	81 %	86 %

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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.
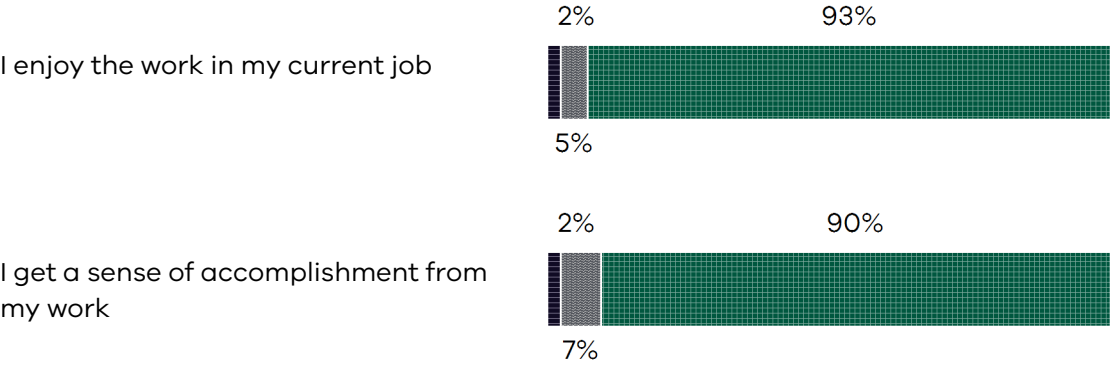
Example

88% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Legend: ■ Dissatisfied ▨ Neither satisfied nor dissatisfied ▨ Satisfied

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Considering everything, how satisfied are you with your current job	2% / 10% / 88%	94 %	88 %	52 %	75 %	80 %
How satisfied are you with the work-life balance in your current job	10% / 19% / 71%	81 %	71 %	57 %	71 %	83 %
How satisfied are you with your career development within your current organisation	5% / 36% / 60%	81 %	60 %	25 %	49 %	57 %

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

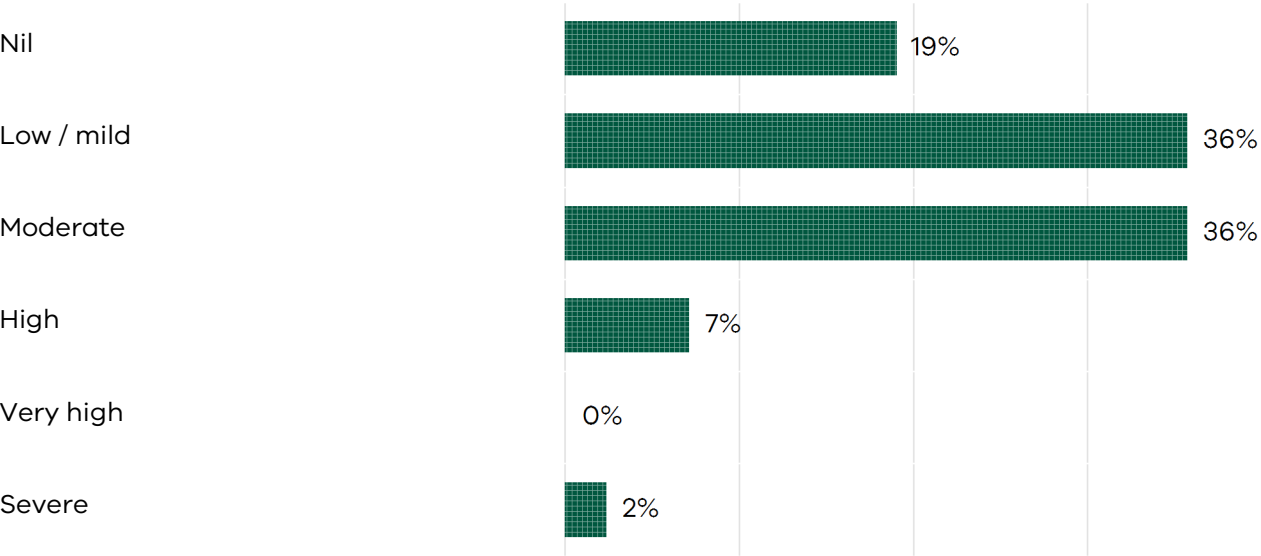In this survey we asked staff to tell us their stress level.

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 2019 and your comparator.

Example

10% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 20% 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	19%
Low / mild	36%
Moderate	36%
High	7%
Very high	0%
Severe	2%

Reported levels of high to severe stress

2019		2021	
13%		**10%**	
Comparator	22%	Comparator	20%
Public Sector	22%	Public Sector	26%

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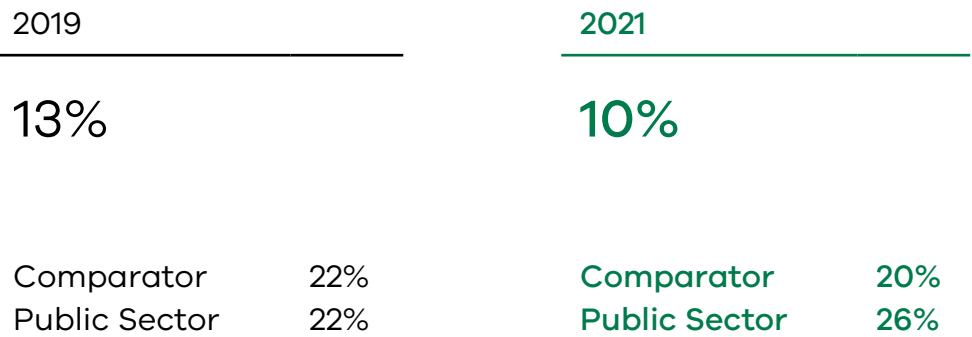
People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.
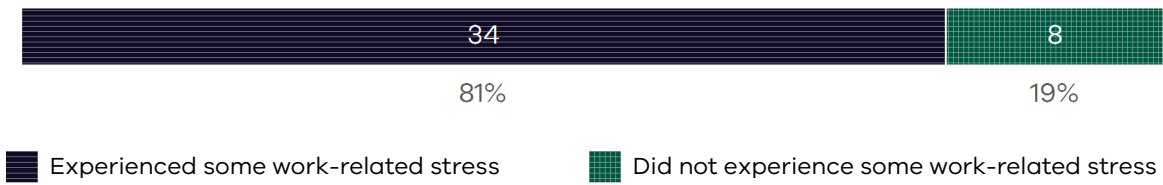
In descending order, the table shows the top 10 causes.

Example

81% of your staff who did the survey said they experienced mild to severe stress.

Of that 81%, 47% said the top reason was 'Workload'.

	34	8
	81%	19%

■ 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	47%	41%	51%
Other changes due to COVID-19	41%	25%	15%
Job security	24%	16%	9%
Time pressure	24%	32%	42%
Work schedule or hours	15%	11%	8%
Working from home	15%	5%	4%
Competing home and work responsibilities	12%	11%	12%
Content, variety, or difficulty of work	12%	10%	12%
Dealing with clients, patients or stakeholders	12%	14%	14%
Organisation or workplace change	12%	10%	11%

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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

21% of your staff who did the survey said they intended to leave.

Of that 21%, 78% said it was from 'Limited future career opportunities at my organisation'.

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

2	7	28
5%	17%	67%
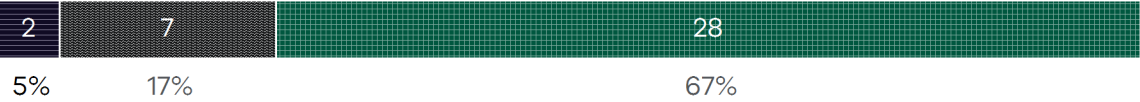
■ Leaving your organisation   ■ Leaving the sector   ■ Staying

Of those who indicated they're leaving your organisation (including leaving the sector) it was for ...	You 2021	Comparator 2021	Public sector 2021
Limited future career opportunities at my organisation	78%	63%	42%
Better remuneration	56%	47%	26%
Opportunity to seek/take a promotion elsewhere	56%	41%	33%
Limited opportunities to gain further experience at my organisation	33%	50%	33%
End of contract/secondment	22%	9%	11%
Limited developmental/educational opportunities at my organisation	22%	35%	24%
Opportunity to broaden experience	22%	51%	40%
Desire to relocate interstate or overseas	11%	11%	7%
Lack of confidence in senior leadership	11%	27%	34%
Limited involvement in decisions affecting my job and career	11%	27%	20%

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:

- 86% of your staff who did the survey said work made them feel happy in 2021, which is up from 75% in 2019

Compared to:

- 62% of staff at your comparator and 50% of staff across the public sector.

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

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

	Happy	Enthusiastic	Worried	Miserable
You 2019	75%	75%	31%	0%
You 2021	86%	81%	5%	2%
Comparator 2021	62%	59%	31%	13%
Public sector 2021	50%	48%	37%	19%
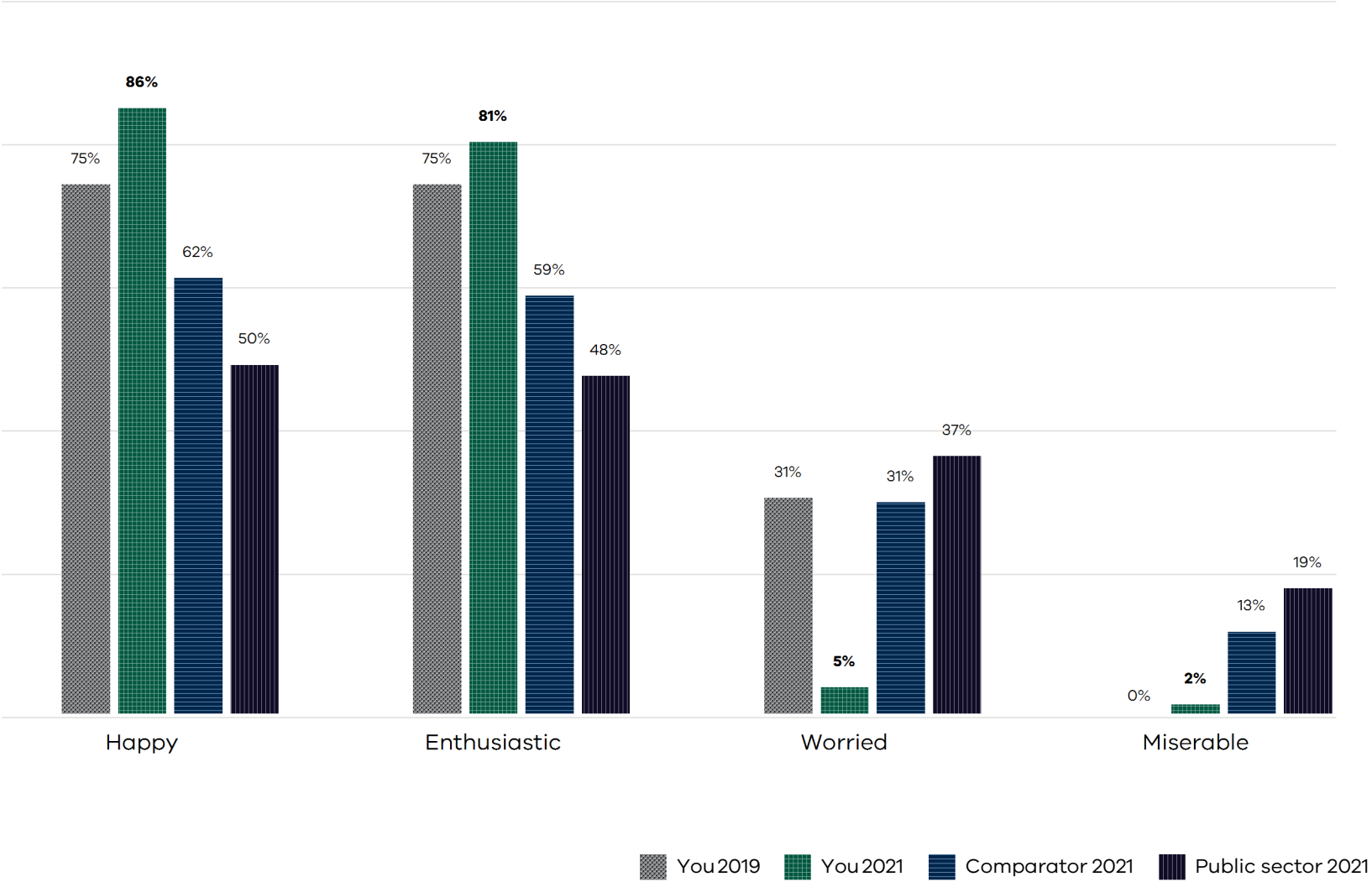
People outcomes

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 which is down from 13% in 2019.

Compared to:

- 13% of staff at your comparator and 16% of staff across the public sector.

Chart legend: You 2019 | You 2021 | Comparator 2021 | Public sector 2021

Bullying: 13%, 5%, 13%, 16%
Violence or aggression: 0%, 2%, 10%, 18%
Discrimination: 6%, 0%, 4%, 6%
Sexual harassment: 0%, 0%, 7%, 6%

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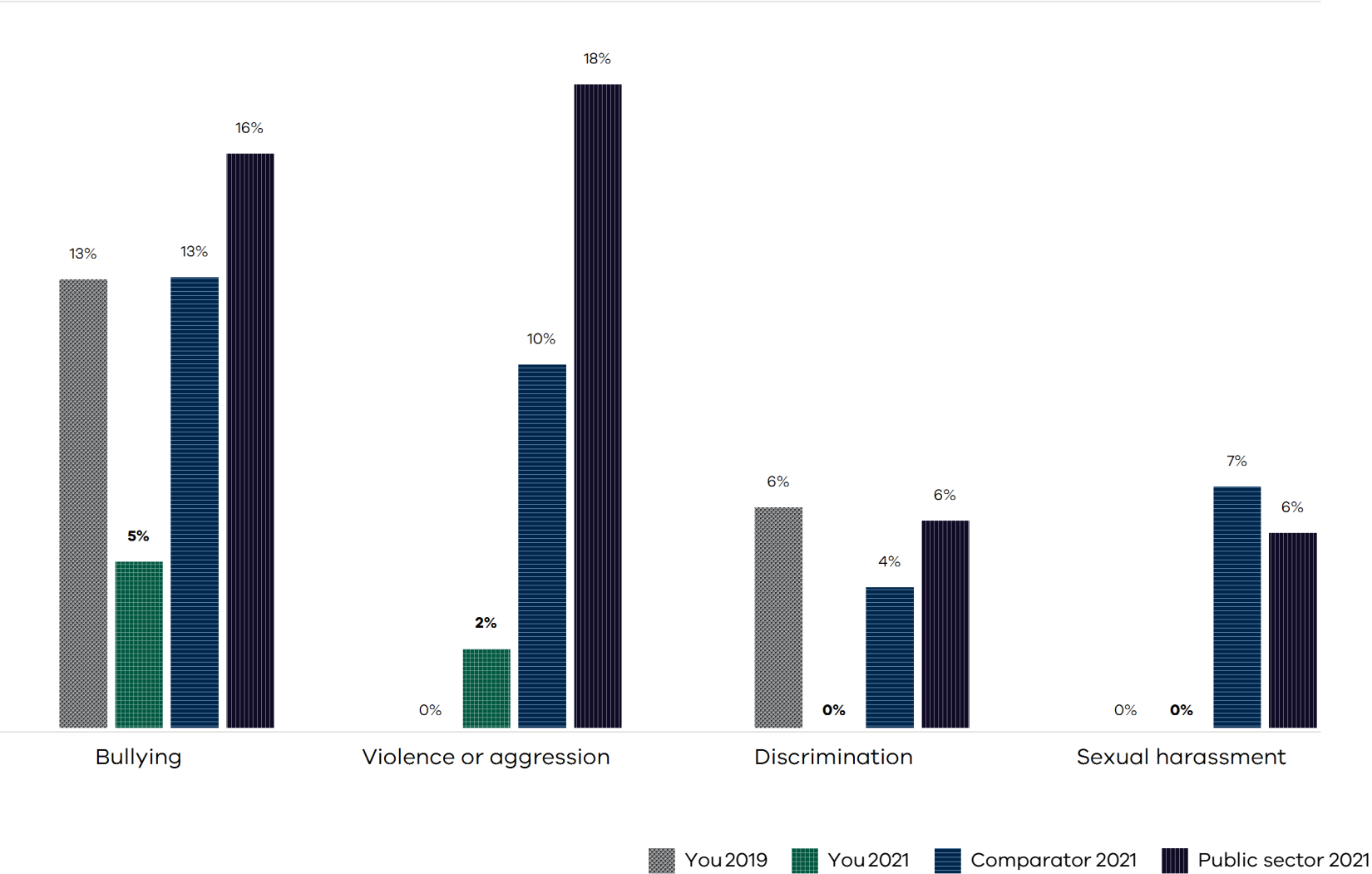
People outcomes

Bullying

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Violence and aggression

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

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Negative behaviour

Witnessing negative behaviours

What this is

This is where staff witnessed people acting in a negative way against a colleague.

Why this is important

Witnessing negative behaviour can still have a negative impact on the person, as it does on the victim.

How to read this

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

They could tell us with one or more answers if they witnessed negative behaviour and what type they witnessed.

In descending order, the table shows the answers.

Example

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

100% said they witnessed No, I have not witnessed any of the situations above'.

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

42
100%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
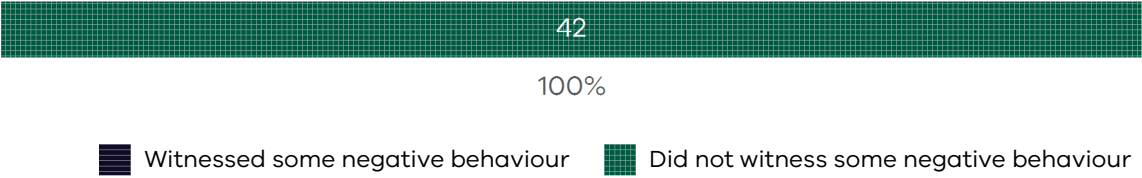
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2019	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	100%	100%	79%	77%

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Highest scoring questions

What this is

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

How to read this

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

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

You can also compare your 2021 scores against your 2019 scores and your 2021 comparator group.

Example

On the first row 'Quality service delivery', the 'You 2021' column shows 100% of your staff agreed with 'My workgroup strives to deliver services in a timely manner'.
In the 'Change from 2019' column, you have a 0% decrease, which is a negative trend.

Question group	Highest scoring questions	You 2021	Change from 2019	Comparator 2021
Quality service delivery	My workgroup strives to deliver services in a timely manner	100%	0%	89%
Manager leadership	My manager demonstrates honesty and integrity	98%	+10%	84%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees with disability	98%	-2%	64%
Equal employment opportunity	Cultural background is not a barrier to success in my organisation	98%	-2%	78%
Equal employment opportunity	Sexual orientation is not a barrier to success in my organisation	98%	+4%	83%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	98%	+10%	85%
Organisational integrity	My organisation encourages respectful workplace behaviours	98%	+4%	87%
Organisational integrity	My organisation is committed to earning a high level of public trust	98%	+10%	88%
Organisational integrity	My organisation respects the human rights of employees	98%	+10%	86%
Safety climate	My organisation provides a physically safe work environment	98%	Not asked in 2019	89%

Victorian Public Sector Commission

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Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

You can also compare your 2021 scores against your 2019 scores and your 2021 comparator group.

Example

On the first row 'Learning and development', the 'You 2021' column shows 31% of your staff agreed with 'I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)'.
This question was not asked in 2019.

Question subgroup	Lowest scoring questions	You 2021	Change from 2019	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	31%	Not asked in 2019	36%
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)	33%	Not asked in 2019	24%
Learning and development	I feel I have an equal chance at promotion in my organisation	38%	Not asked in 2019	42%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	57%	Not asked in 2019	50%
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	57%	-24%	53%
Manager support	My manager has regular conversations with me about my learning and development	57%	Not asked in 2019	52%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	60%	+16%	62%
Job enrichment	My work performance is assessed against clear criteria	60%	Not asked in 2019	61%
Satisfaction	How satisfied are you with your career development within your current organisation	60%	-22%	49%
Workload	I have enough time to do my job effectively	64%	-11%	60%

Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

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

In this table, your trend is shown in the 'Increase from 2019' column.

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

This is because the increase from 2019 shows you where the most positive changes are happening in your organisation.

Example

On the first row 'Safety climate', the 'You 2021' column shows 76% of your staff agreed with 'All levels of my organisation are involved in the prevention of stress'.

In the 'Increase from 2019' column, you have a 32% increase, which is a positive trend.

Question group	Most improved from last survey	You 2021	Increase from 2019	Comparator 2021
Safety climate	All levels of my organisation are involved in the prevention of stress	76%	+32%	48%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	83%	+27%	59%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	93%	+18%	74%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	60%	+16%	62%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	83%	+15%	63%
Manager support	My manager keeps me informed about what's going on	86%	+11%	79%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	86%	+11%	73%
Manager leadership	My manager demonstrates honesty and integrity	98%	+10%	84%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	98%	+10%	85%
Organisational integrity	My organisation is committed to earning a high level of public trust	98%	+10%	88%

Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

In this table, your trend is shown in the 'Decrease from 2019' column.

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

This is because the decrease from 2019 shows you where the most negative changes are happening in your organisation.

Example

On the first row 'Learning and development', the 'You 2021' column shows 57% of your staff agreed with 'There are adequate opportunities for me to develop skills and experience in my organisation'. In the 'Decrease from 2019' column, you have a 24% decrease, which is a negative trend.

Question subgroup	Largest decline from last survey	You 2021	Decrease from 2019	Comparator 2021
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	57%	-24%	53%
Satisfaction	How satisfied are you with your career development within your current organisation	60%	-22%	49%
Workplace flexibility	Having caring responsibilities is not a barrier to success in my organisation	79%	-15%	63%
Engagement	My organisation inspires me to do the best in my job	81%	-13%	74%
Workload	I have enough time to do my job effectively	64%	-11%	60%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	83%	-10%	66%
Satisfaction	How satisfied are you with the work-life balance in your current job	71%	-10%	71%
Job enrichment	I have the authority to do my job effectively	90%	-10%	78%
Manager support	My manager encourages and supports my participation in learning and development opportunities	79%	-9%	75%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	79%	-9%	59%

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Key differences

Biggest positive difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Equal employment opportunity', the 'You 2021' column shows 95% of your staff agreed with 'Disability is not a barrier to success in my organisation'.

The 'difference' column, shows that agreement for this question was 36 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Equal employment opportunity	Disability is not a barrier to success in my organisation	95%	+36%	59%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees with disability	98%	+33%	64%
Workgroup support	Workgroups across my organisation willingly share information with each other	88%	+29%	59%
Safety climate	All levels of my organisation are involved in the prevention of stress	76%	+28%	48%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	88%	+26%	62%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	83%	+24%	59%
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	90%	+24%	66%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	95%	+24%	71%
Equal employment opportunity	Age is not a barrier to success in my organisation	95%	+24%	72%
Equal employment opportunity	Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	95%	+23%	72%

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 'Learning and development', the 'You 2021' column shows 31% of your staff agreed with 'I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)'.

The 'difference' column, shows that agreement for this question was 5 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	31%	-5%	36%
Learning and development	I feel I have an equal chance at promotion in my organisation	38%	-4%	42%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	60%	-2%	62%
Job enrichment	My work performance is assessed against clear criteria	60%	-2%	61%
Job enrichment	I understand how my job contributes to my organisation's purpose	93%	0%	93%

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- Cultural diversity
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- Caring

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

79% 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 ▦ Neither agree nor disagree
▥ Don't know ▦ Agree

Survey question

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

5%   79%

17%
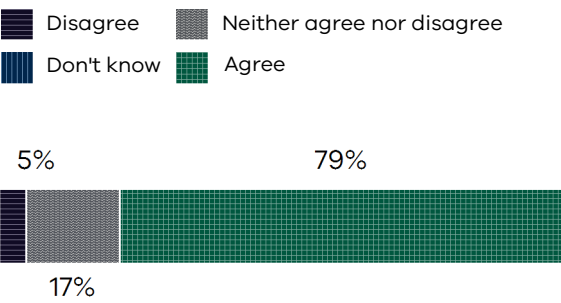
Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	Not asked	79 %	48 %	62 %	70 %

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Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

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

Example

95% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

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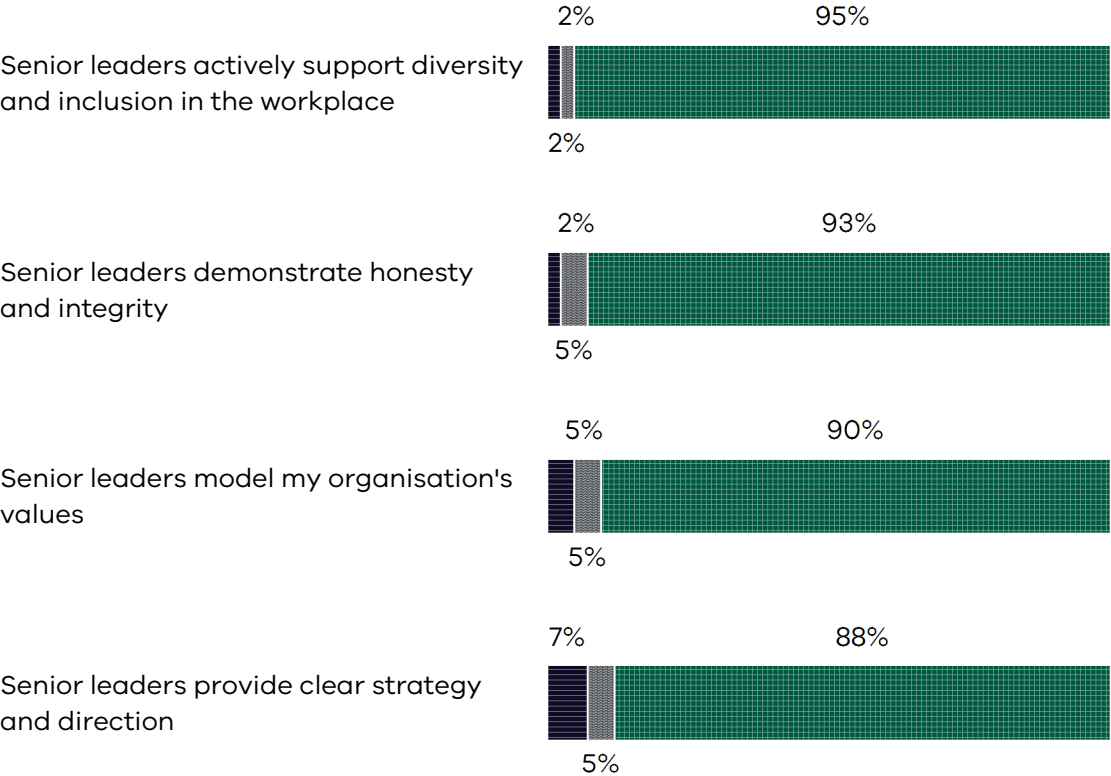
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	2%	95%	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders actively support diversity and inclusion in the workplace	2%	95% (2%)	94 %	95 %	45 %	77 %	81 %
Senior leaders demonstrate honesty and integrity	2%	93% (5%)	88 %	93 %	57 %	71 %	83 %
Senior leaders model my organisation's values	5%	90% (5%)	88 %	90 %	52 %	75 %	86 %
Senior leaders provide clear strategy and direction	7%	88% (5%)	88 %	88 %	45 %	68 %	77 %

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

86% of your staff who did the survey agreed or strongly agreed with 'Senior leaders support staff to work in an environment of change'.

Survey question

Your results

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

Senior leaders support staff to work in an environment of change

2% ... 86%

5% 7%
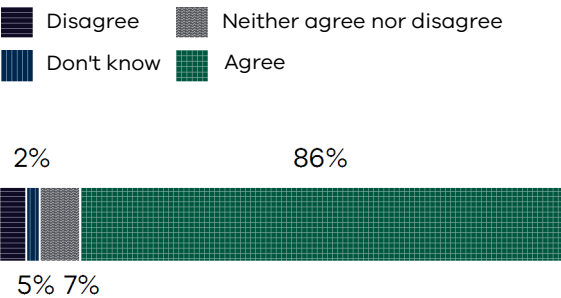
Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	81 %	86 %	41 %	71 %	93 %

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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:

- 96% of your staff who did the survey responded positively to questions about Equal employment opportunity.

Compared to:

- 74% of staff at your comparator and 69% of staff across the public sector.
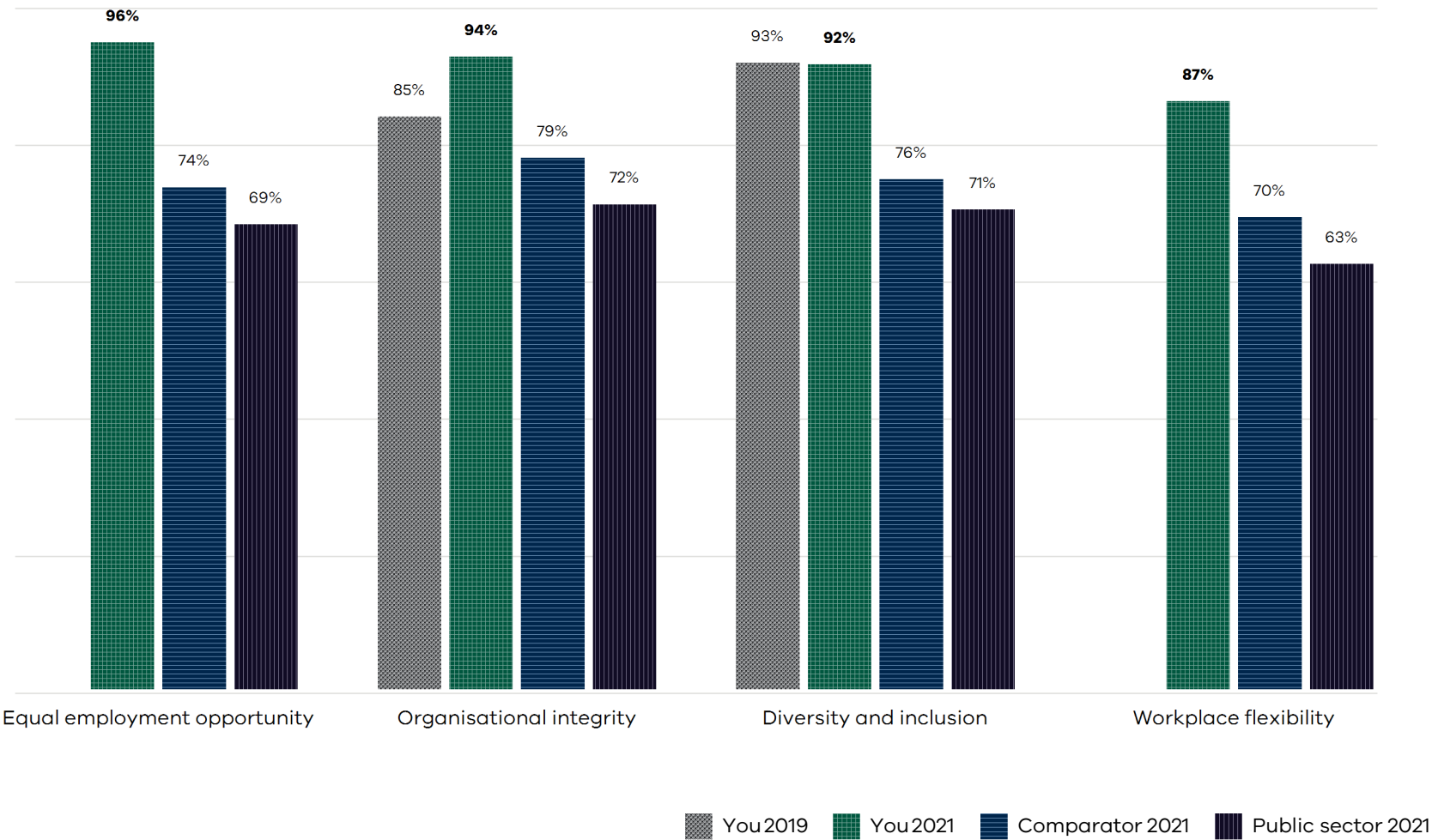
Chart legend: You 2019, You 2021, Comparator 2021, Public sector 2021

Factor	You 2019	You 2021	Comparator 2021	Public sector 2021
Equal employment opportunity		96%	74%	69%
Organisational integrity	85%	94%	79%	72%
Diversity and inclusion	93%	92%	76%	71%
Workplace flexibility		87%	70%	63%

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 86% of your staff who did the survey responded positively to questions about Safety climate.

Compared to:

- 68% of staff at your comparator and 60% of staff across the public sector.
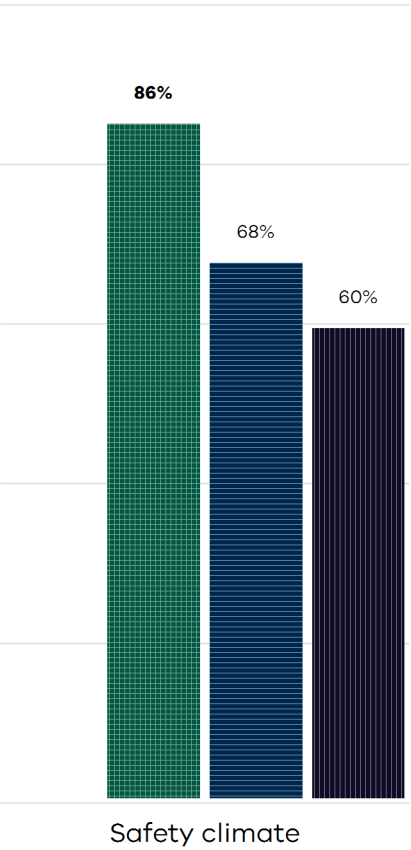
86%

68%

60%

Safety climate

You 2019   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

98% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

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

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages employees to act in ways that are consistent with human rights	2% / 98%	88 %	98 %	66 %	85 %	91 %
My organisation encourages respectful workplace behaviours	2% / 98%	94 %	98 %	66 %	87 %	92 %
My organisation is committed to earning a high level of public trust	2% / 98%	88 %	98 %	68 %	88 %	98 %
My organisation respects the human rights of employees	2% / 98%	88 %	98 %	66 %	86 %	94 %

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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

95% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question

Your results

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

My organisation does not tolerate improper conduct
- 2%
- 95%
- 2%

My organisation takes steps to eliminate bullying, harassment and discrimination
- 2%
- 93%
- 2% 2%

My organisation makes fair recruitment and promotion decisions, based on merit
- 5%
- 76%
- 10% 10%

Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
My organisation does not tolerate improper conduct	88 %	95 %	64 %	73 %	83 %
My organisation takes steps to eliminate bullying, harassment and discrimination	75 %	93 %	59 %	74 %	79 %
My organisation makes fair recruitment and promotion decisions, based on merit	75 %	76 %	41 %	58 %	70 %

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Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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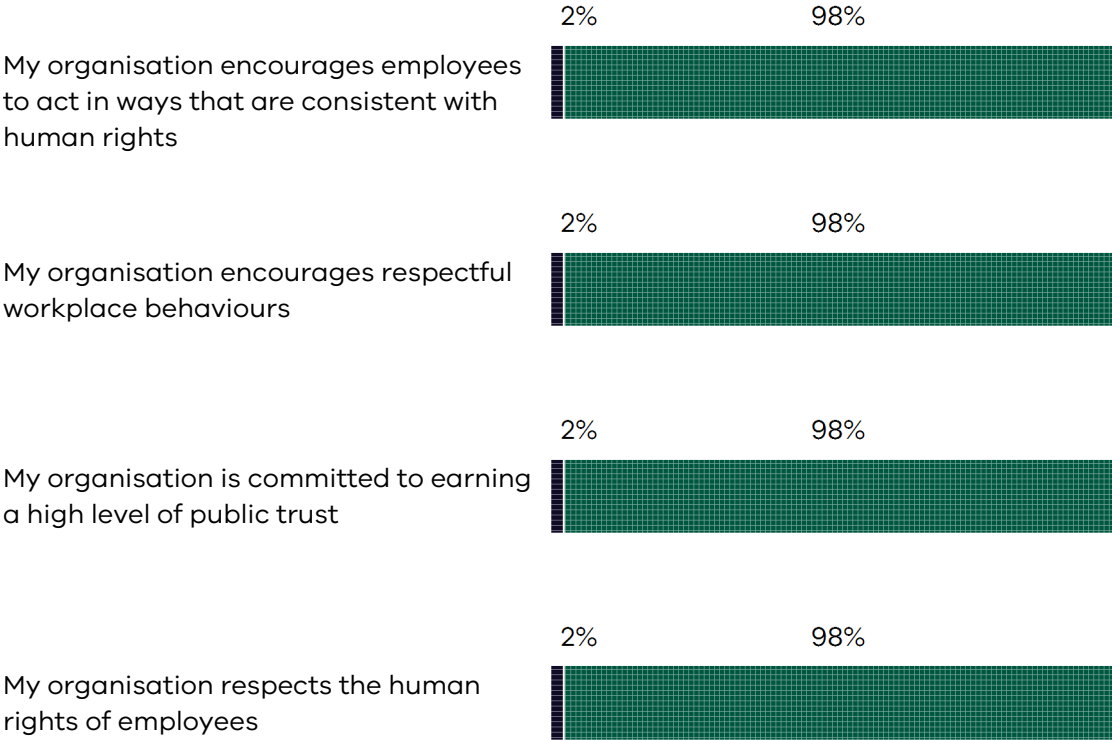
Example

95% of your staff who did the survey agreed or strongly agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2019	2021	Lowest	Average	Highest
I am confident that if I requested a flexible work arrangement, it would be given due consideration	94 %	95 %	55 %	71 %	90 %
I have the flexibility I need to manage my work and non-work activities and responsibilities	Not asked	93 %	68 %	78 %	88 %
My organisation supports employees with family or other caring responsibilities, regardless of gender	Not asked	88 %	68 %	80 %	89 %
Using flexible work arrangements is not a barrier to success in my organisation	Not asked	88 %	41 %	62 %	86 %

Your results bars:
- I am confident that if I requested a flexible work arrangement, it would be given due consideration: 2% / 2% / 95%
- I have the flexibility I need to manage my work and non-work activities and responsibilities: 2% / 5% / 93%
- My organisation supports employees with family or other caring responsibilities, regardless of gender: 5% / 7% / 88%
- Using flexible work arrangements is not a barrier to success in my organisation: 2% / 5% 5% / 88%

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Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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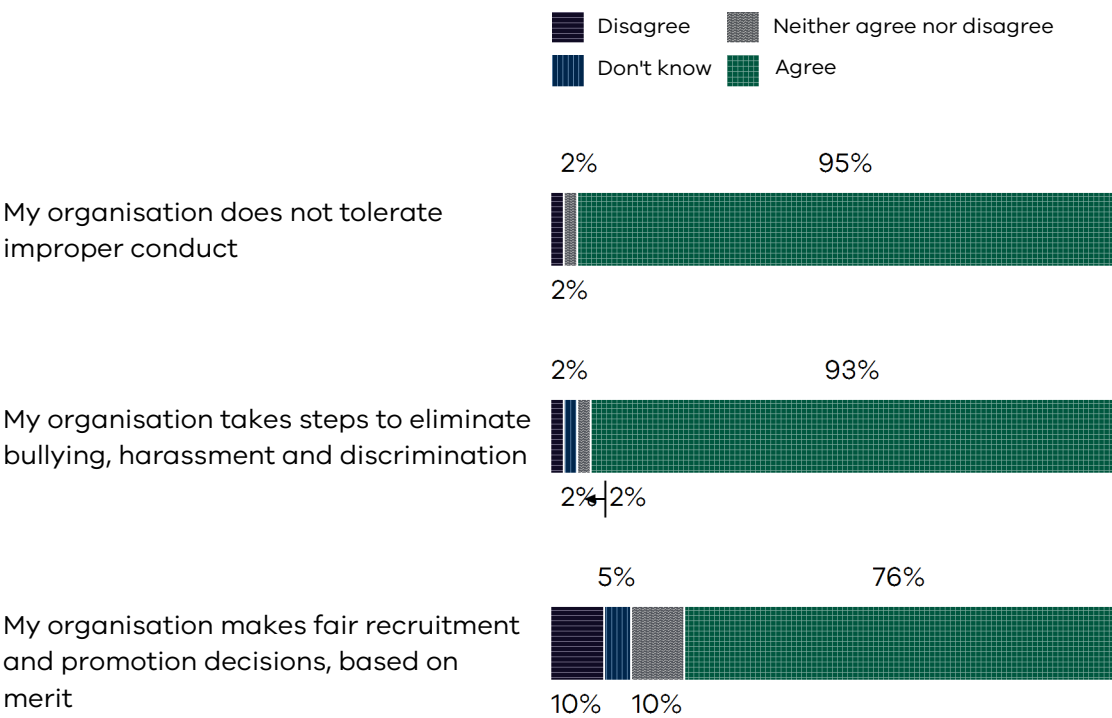
Example

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

Survey question — Your results — Benchmark agree results

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

Survey question	Disagree	Don't know	Neither	Agree	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Having family responsibilities is not a barrier to success in my organisation	2%	5%	7%	86%	Not asked	86 %	50 %	67 %	88 %
There is a positive culture within my organisation in relation to employees who have caring responsibilities	5%		10%	86%	94 %	86 %	48 %	69 %	88 %
There is a positive culture within my organisation in relation to employees who have family responsibilities	7%		7%	86%	Not asked	86 %	61 %	74 %	89 %
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	2%	2%	12%	83%	94 %	83 %	46 %	66 %	88 %

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Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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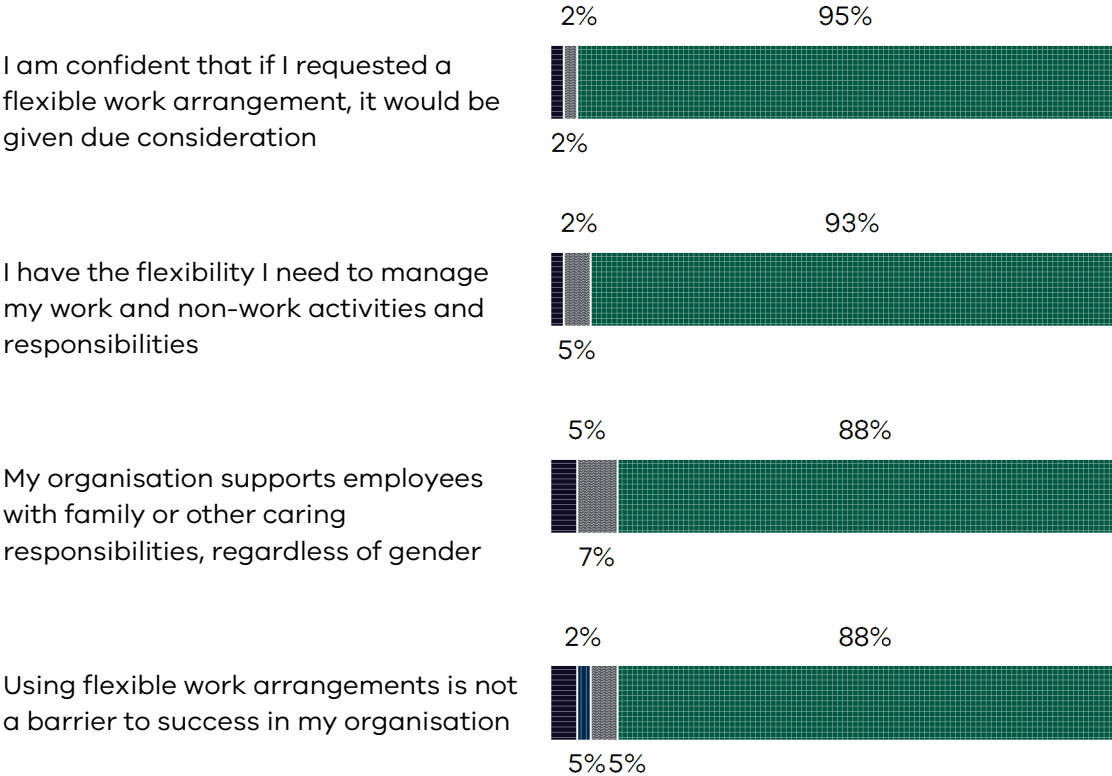
Example

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'.

Survey question

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

Your results

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

10%   79%

2% 10%

Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	94 %	79 %	45 %	63 %	84 %

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

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

60% 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 2019	You 2021	Comparator 2021	Public sector 2021
Working from an alternative location (e.g. home, hub/shared work space)	0%	60%	29%	24%
Flexible start and finish times	69%	43%	27%	23%
No, I do not use any flexible work arrangements	13%	26%	39%	38%
Working more hours over fewer days	0%	10%	4%	6%
Part-time	13%	7%	15%	19%
Shift swap	0%	5%	13%	12%
Using leave to work flexible hours	13%	5%	8%	8%
Other	0%	2%	3%	2%

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.
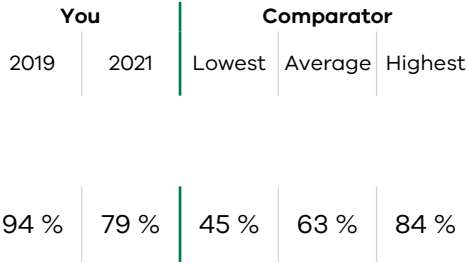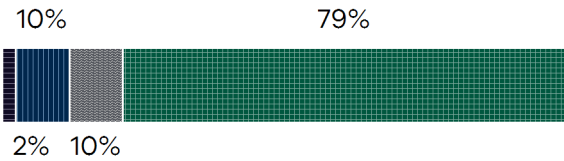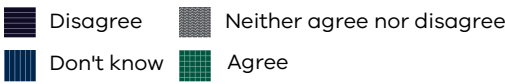
Example

98% 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	Your results	You 2019	2021	Comparator Lowest	Average	Highest
Cultural background is not a barrier to success in my organisation	2% / 98%	100 %	98 %	71 %	78 %	86 %
Sexual orientation is not a barrier to success in my organisation	2% / 98%	94 %	98 %	68 %	83 %	94 %
Age is not a barrier to success in my organisation	95% / 5%	100 %	95 %	59 %	72 %	83 %
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	2% / 95% / 2%	Not asked	95 %	64 %	72 %	77 %

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

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

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

	You		Comparator		
	2019	2021	Lowest	Average	Highest
Disability is not a barrier to success in my organisation (2% / 95% / 2%)	100 %	95 %	48 %	59 %	77 %
Gender is not a barrier to success in my organisation (2% / 93% / 5%)	Not asked	93 %	72 %	83 %	88 %

Organisational climate

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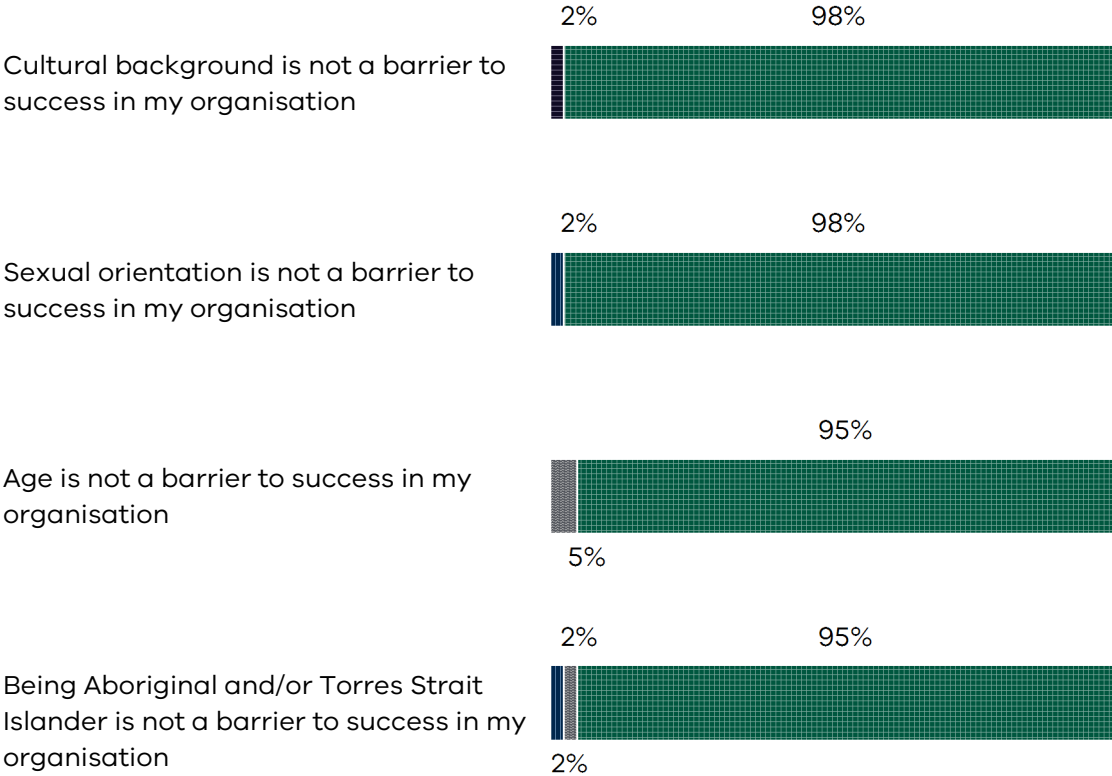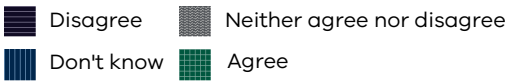
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

98% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Survey question	Your results	Benchmark agree results

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

	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation provides a physically safe work environment — 2% Disagree, 98% Agree	Not asked	98 %	66 %	89 %	99 %
I feel culturally safe at work — 2%, 93% Agree, 5%	Not asked	93 %	64 %	82 %	88 %
My organisation consults employees on health and safety matters — 5%, 88% Agree, 2% 5%	81 %	88 %	50 %	81 %	96 %
Senior leaders consider the psychological health of employees to be as important as productivity — 10%, 86% Agree, 5%	81 %	86 %	39 %	63 %	81 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

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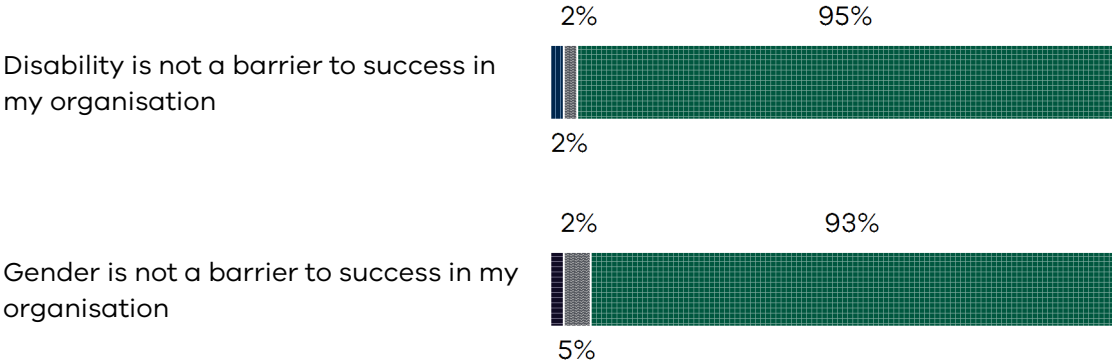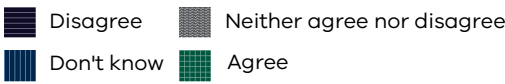
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

83% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2019	2021	Lowest	Average	Highest
In my workplace, there is good communication about psychological safety issues that affect me (2% / 14% / 83%)	56 %	83 %	27 %	59 %	79 %
My organisation has effective procedures in place to support employees who may experience stress (2% / 2% / 12% / 83%)	69 %	83 %	30 %	63 %	79 %
Senior leaders show support for stress prevention through involvement and commitment (2% / 19% / 79%)	88 %	79 %	39 %	59 %	73 %
All levels of my organisation are involved in the prevention of stress (5% / 19% / 76%)	44 %	76 %	11 %	48 %	66 %

Victorian Public Sector Commission

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Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

1. In my workplace, there is good communication about psychological safety issues that affect me
2. All levels of my organisation are involved in the prevention of stress
3. Senior leaders consider the psychological health of employees to be as important as productivity
4. Senior leaders show support for stress prevention through involvement and commitment

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

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

How to interpret your score

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

A score of:

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

Adverse outcomes can include:

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

Benchmark results
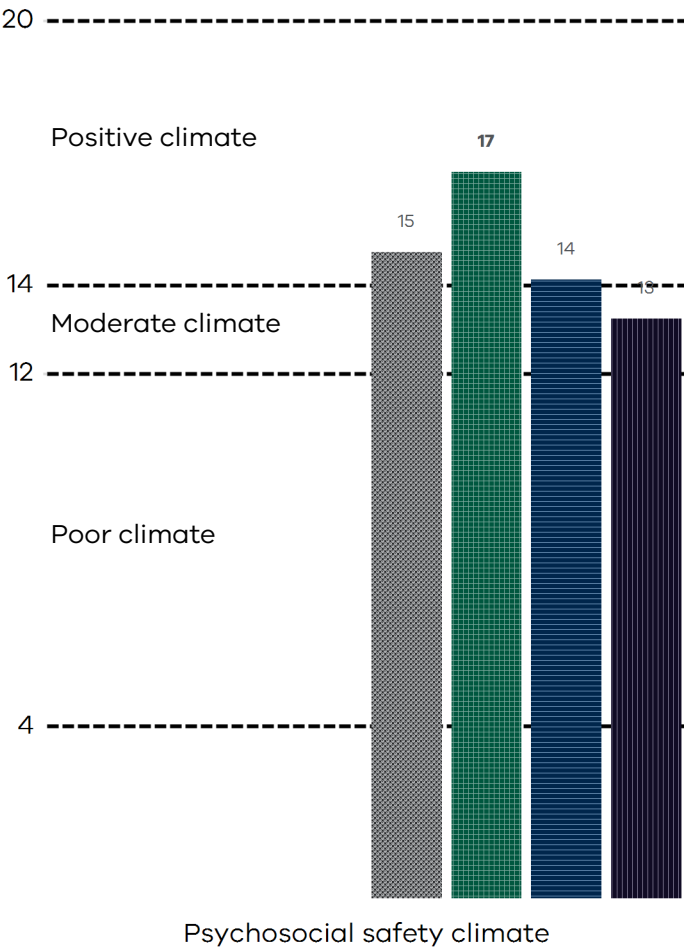
Psychosocial safety climate

You 2019   You 2021   Comparator 2021   Public sector 2021

Organisational climate

Diversity and inclusion 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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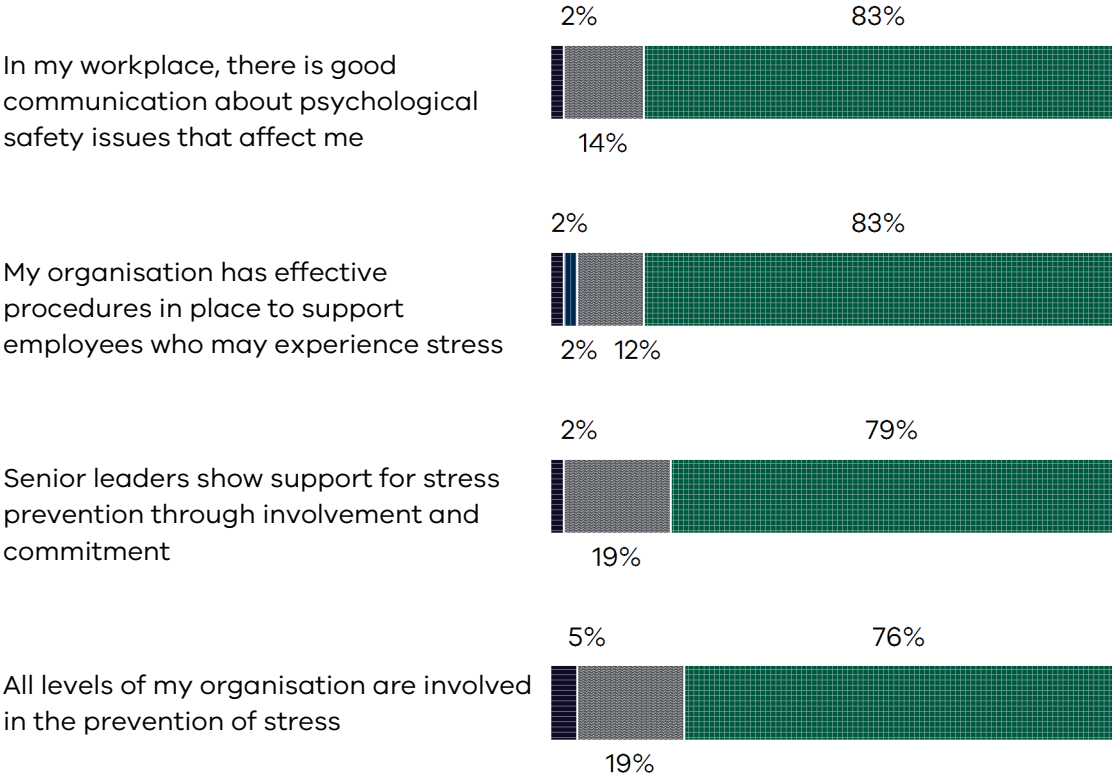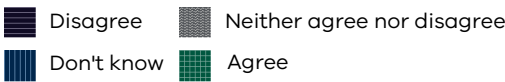
Example

98% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees with disability'.

Survey question	Your results			Benchmark agree results				
				You		**Comparator**		
	Disagree / Neither agree nor disagree / Don't know / Agree			2019	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees with disability	2%	98%		100 %	98 %	43 %	64 %	71 %
There is a positive culture within my organisation in relation to employees of different sexes/genders	2% / 2%	95%		94 %	95 %	64 %	85 %	90 %
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	2% / 5%	93%		100 %	93 %	55 %	80 %	85 %
There is a positive culture within my organisation in relation to employees of different age groups	2% / 5%	93%		100 %	93 %	66 %	79 %	86 %

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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

90% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+'.

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	10% / 90%	88 %	90 %	39 %	73 %	79 %
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	10% / 5% / 86%	75 %	86 %	45 %	73 %	87 %

Organisational climate

Gender equality supporting measures

What this is

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

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

Why this is important

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

How to read this

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

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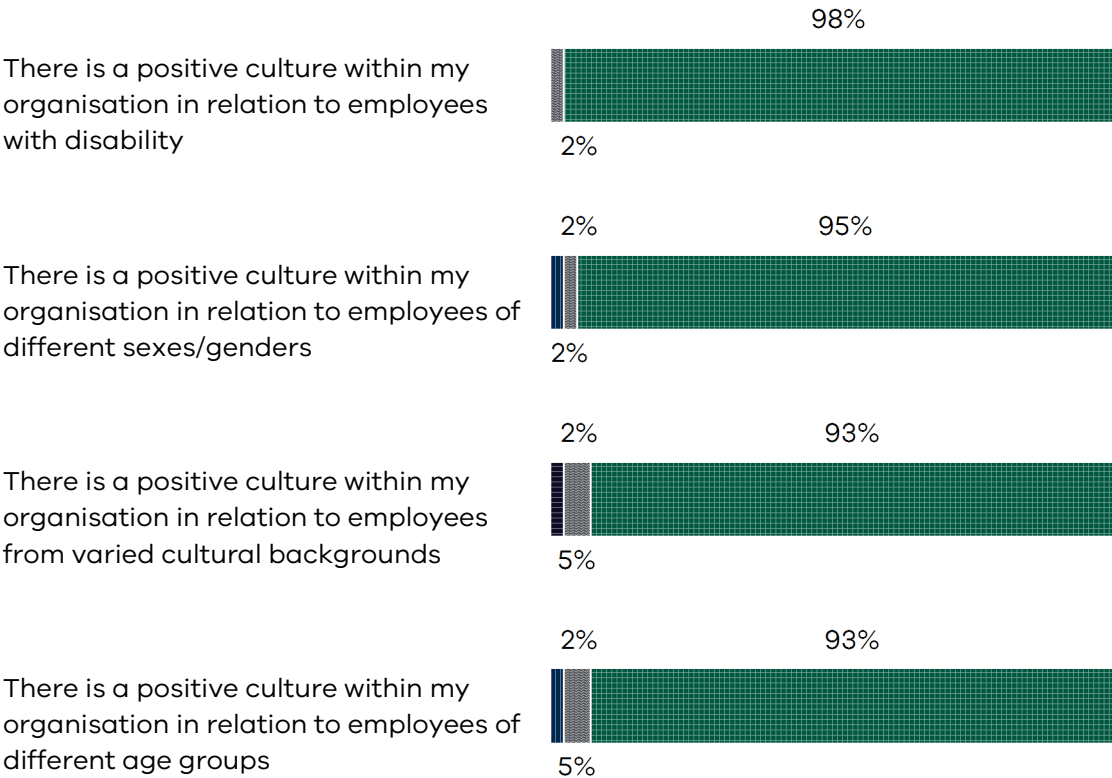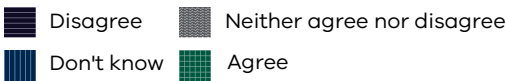
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
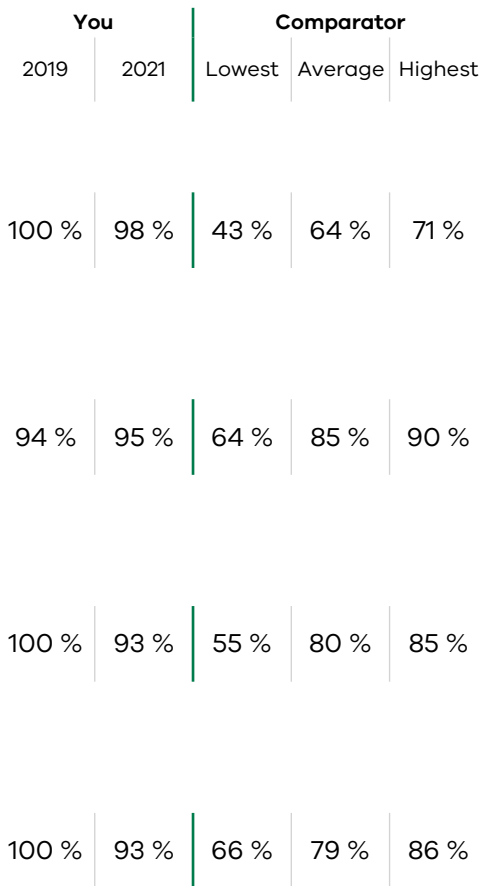
Example

93% of your staff who did the survey agreed or strongly agreed with 'In my workgroup work is allocated fairly, regardless of gender'.

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

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

Survey question	Your results	2019	2021	Lowest	Average	Highest
In my workgroup work is allocated fairly, regardless of gender	5% / 93% / 2%	Not asked	93 %	82 %	85 %	90 %
My organisation uses inclusive and respectful images and language	5% / 90% / 2% 2%	Not asked	90 %	70 %	87 %	90 %
My organisation would support me if I needed to take family violence leave	10% / 86% / 5%	Not asked	86 %	70 %	80 %	90 %

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People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

- Scorecard
- Manager leadership
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- Workload
- Learning and development
- Job enrichment
- Meaningful work
- Safe to speak up
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Public sector values

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

Demographics

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

Workgroup climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 96% of your staff who did the survey responded positively to questions about which is down from 96% in 2019.

Compared to:

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

	Quality service delivery	Workgroup support	Innovation
You 2019	96%		88%
You 2021	96%	91%	87%
Comparator 2021	83%	79%	74%
Public sector 2021	80%	76%	68%

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

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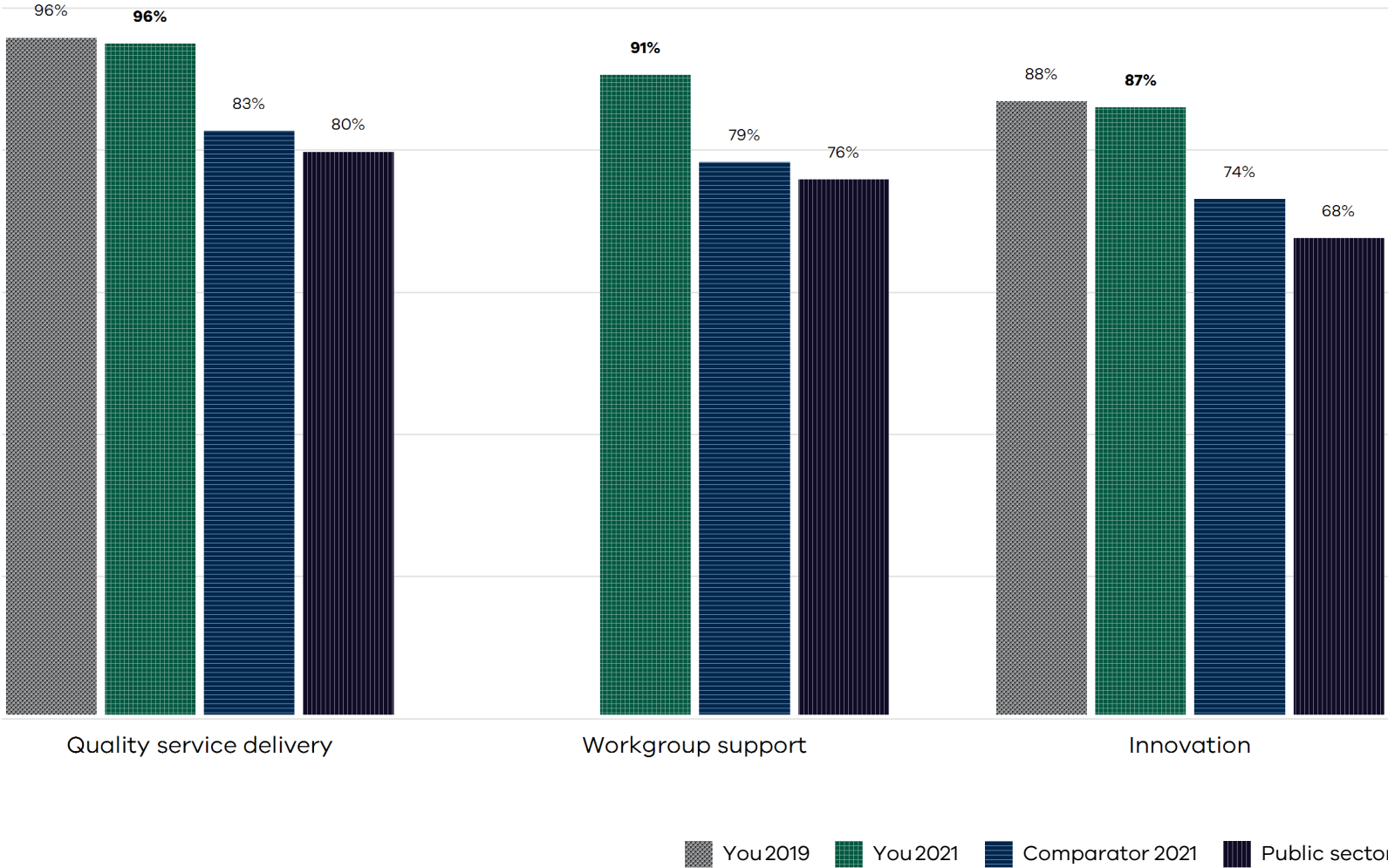
Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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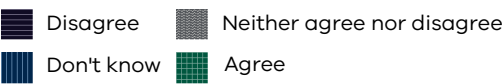
Example

100% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

Survey question	Your results					

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

Benchmark agree results

	You		Comparator		
Survey question	2019	2021	Lowest	Average	Highest
My workgroup strives to deliver services in a timely manner	100 %	100 %	84 %	89 %	96 %
My workgroup places a priority on acting fairly and without bias	94 %	98 %	70 %	78 %	89 %
My workgroup strives to provide high quality advice and services	100 %	98 %	80 %	89 %	94 %
My workgroup values human rights	100 %	98 %	82 %	90 %	96 %

Your results (bar chart):
- My workgroup strives to deliver services in a timely manner: 100% Agree
- My workgroup places a priority on acting fairly and without bias: 2% Disagree, 98% Agree
- My workgroup strives to provide high quality advice and services: 2% Disagree, 98% Agree
- My workgroup values human rights: 98% Agree, 2%

Workgroup climate

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

93% of your staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2019	2021	Lowest	Average	Highest
My workgroup focuses on making decisions informed by all relevant facts	88 %	93 %	69 %	79 %	89 %
My workgroup strives to make the best use of its resources	100 %	93 %	68 %	82 %	90 %
My workgroup has clear lines of responsibility	94 %	90 %	70 %	77 %	85 %

My workgroup focuses on making decisions informed by all relevant facts: 5%, 93%, 2%

My workgroup strives to make the best use of its resources: 2%, 93%, 5%

My workgroup has clear lines of responsibility: 2%, 90%, 7%

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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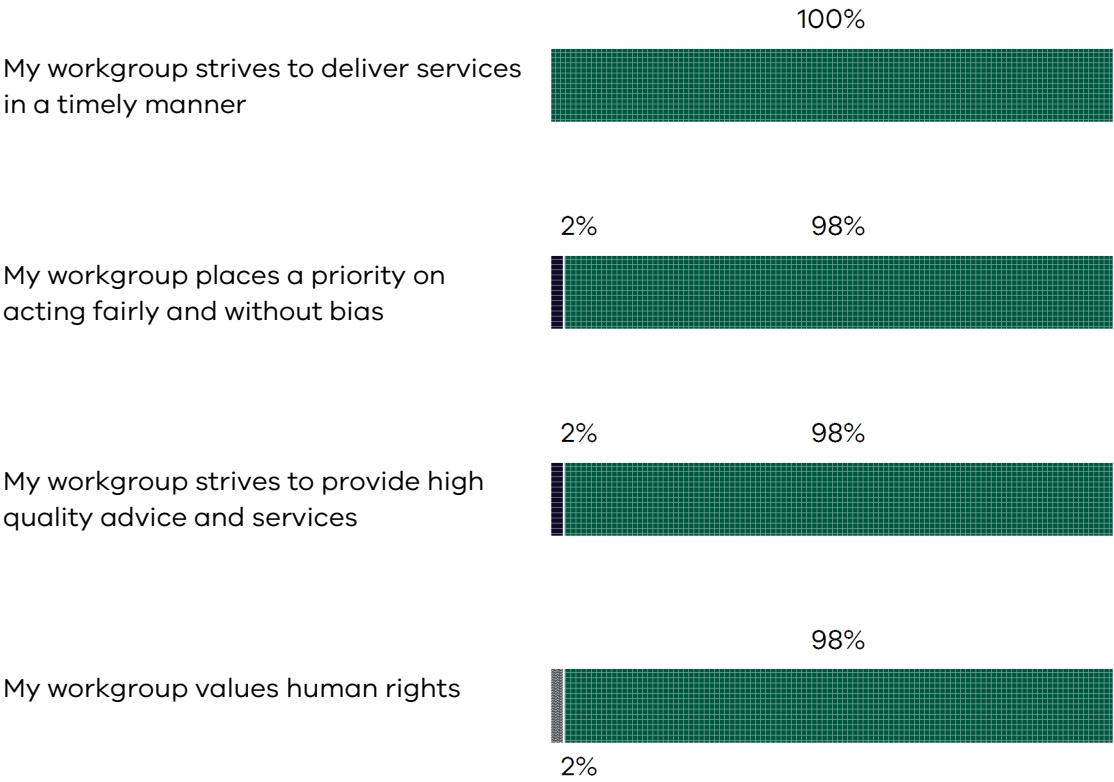
Example

95% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

| Survey question | Your results | Benchmark agree results |

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

	You		Comparator		
Survey question	2019	2021	Lowest	Average	Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes (2% / 95% / 2%)	94 %	95 %	73 %	80 %	93 %
My workgroup encourages employee creativity (2% / 93% / 5%)	88 %	93 %	63 %	74 %	80 %
My workgroup is quick to respond to opportunities to do things better (2% / 86% / 5% 7%)	88 %	86 %	64 %	75 %	82 %
My workgroup learns from failures and mistakes (2% / 83% / 14%)	88 %	83 %	68 %	75 %	86 %

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Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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

Example

76% of your staff who did the survey agreed or strongly agreed with 'My workgroup takes reasonable risks to improve its services'.

| Survey question | Your results | Benchmark agree results |

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

	You		Comparator		
	2019	2021	Lowest	Average	Highest
My workgroup takes reasonable risks to improve its services	81 %	76 %	45 %	65 %	79 %

Your results bar: 2%, 76%, 7%, 14%

Victorian Public Sector Commission

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Workgroup climate

Workgroup support 1 of 3

What this is

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

Why this is important

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

How to read this

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

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

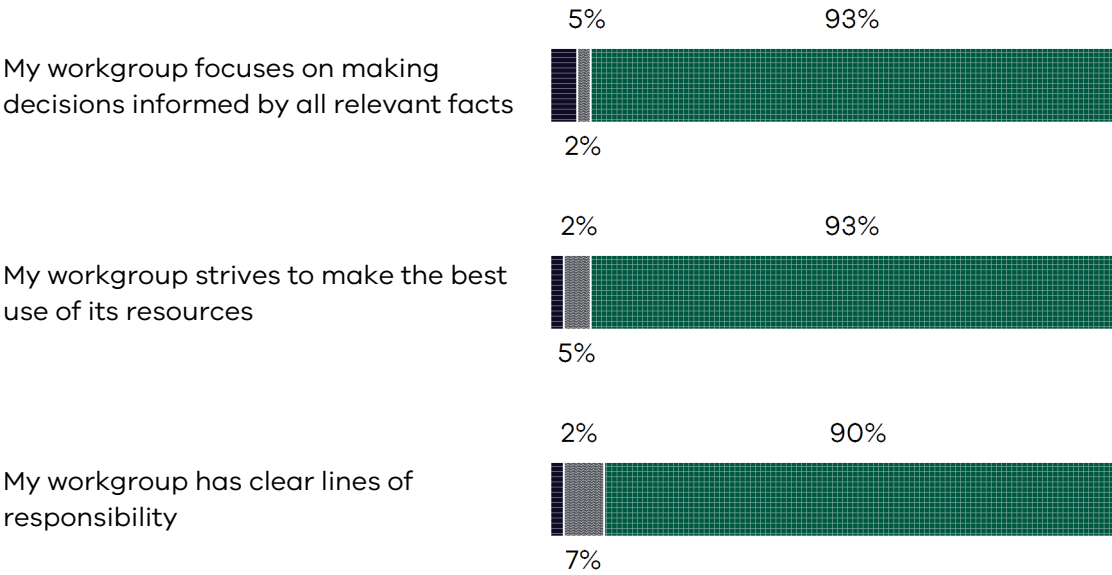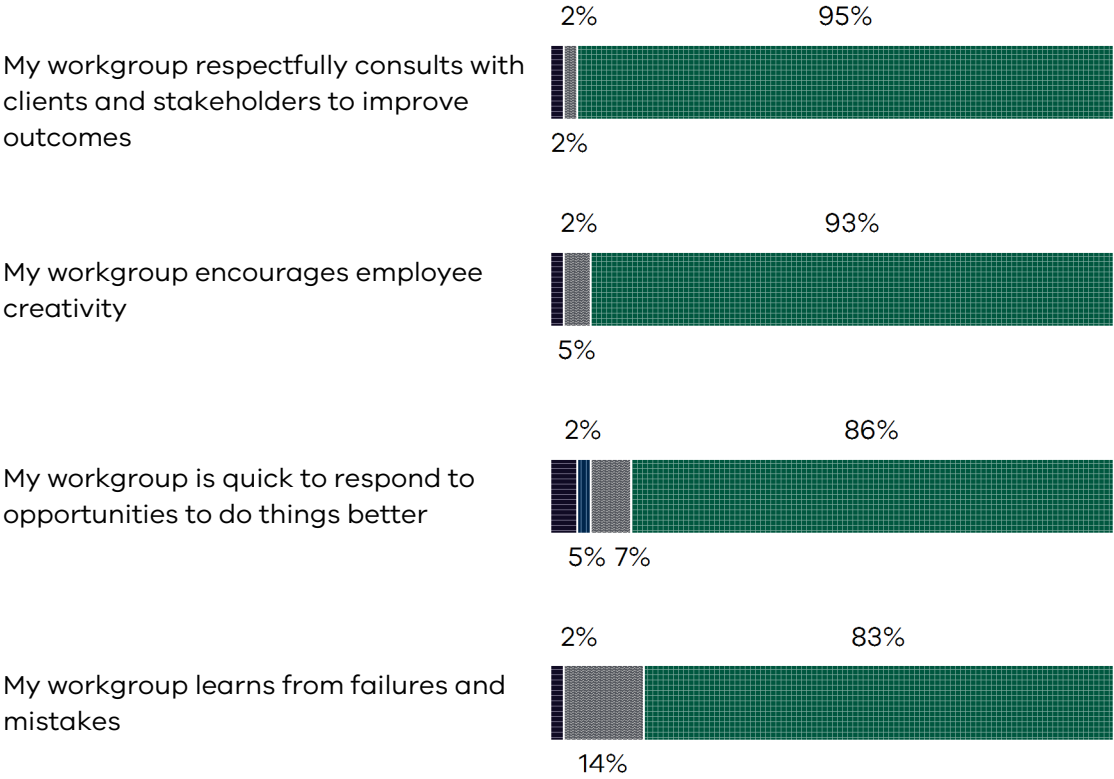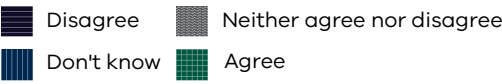Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

98% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others in my workgroup'.

Survey question	Your results					

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

Benchmark agree results

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others in my workgroup — 98% (2% disagree)	Not asked	98 %	88 %	92 %	95 %
People in my workgroup actively support diversity and inclusion in the workplace — 95% (2%, 2%)	100 %	95 %	77 %	85 %	97 %
People in my workgroup treat each other with respect — 95% (2%, 2%)	94 %	95 %	80 %	83 %	94 %
I am able to work effectively with others outside my immediate workgroup — 93% (7%)	Not asked	93 %	70 %	92 %	99 %

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.

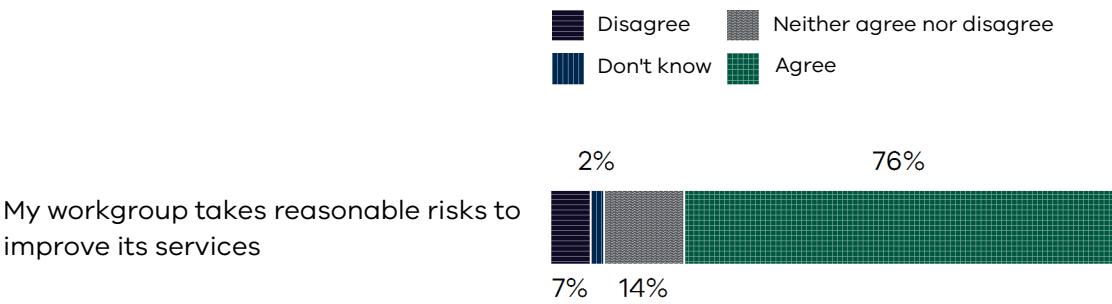Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

90% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup appropriately manage conflicts of interest	2% / 90% / 2% / 5%	88 %	90 %	66 %	72 %	89 %
People in my workgroup are politically impartial in their work	2% / 90% / 2% / 5%	94 %	90 %	57 %	71 %	83 %
People in my workgroup are honest, open and transparent in their dealings	5% / 88% / 7%	81 %	88 %	68 %	75 %	81 %
People in my workgroup work together effectively to get the job done	2% / 88% / 10%	94 %	88 %	82 %	85 %	96 %

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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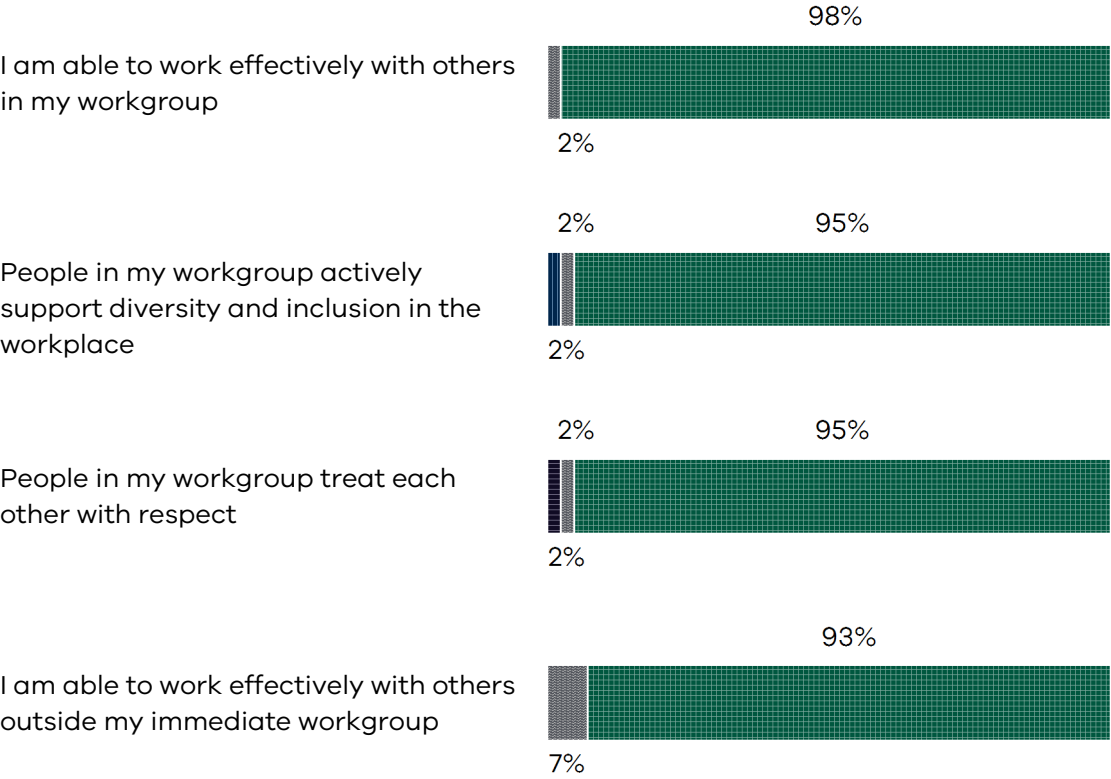
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

88% of your staff who did the survey agreed or strongly agreed with 'Workgroups across my organisation willingly share information with each other'.

| Survey question | Your results | Benchmark agree results |

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

Survey question		You		Comparator		
		2019	2021	Lowest	Average	Highest
Workgroups across my organisation willingly share information with each other	2% ... 88% / 2% 7%	88 %	88 %	32 %	59 %	62 %
People in my workgroup regularly reach out to support me and my wellbeing	7% ... 86% / 7%	Not asked	86 %	61 %	77 %	86 %

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Job and manager factors

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

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

Compared to:

- 87% of staff at your comparator and 84% of staff across the public sector.
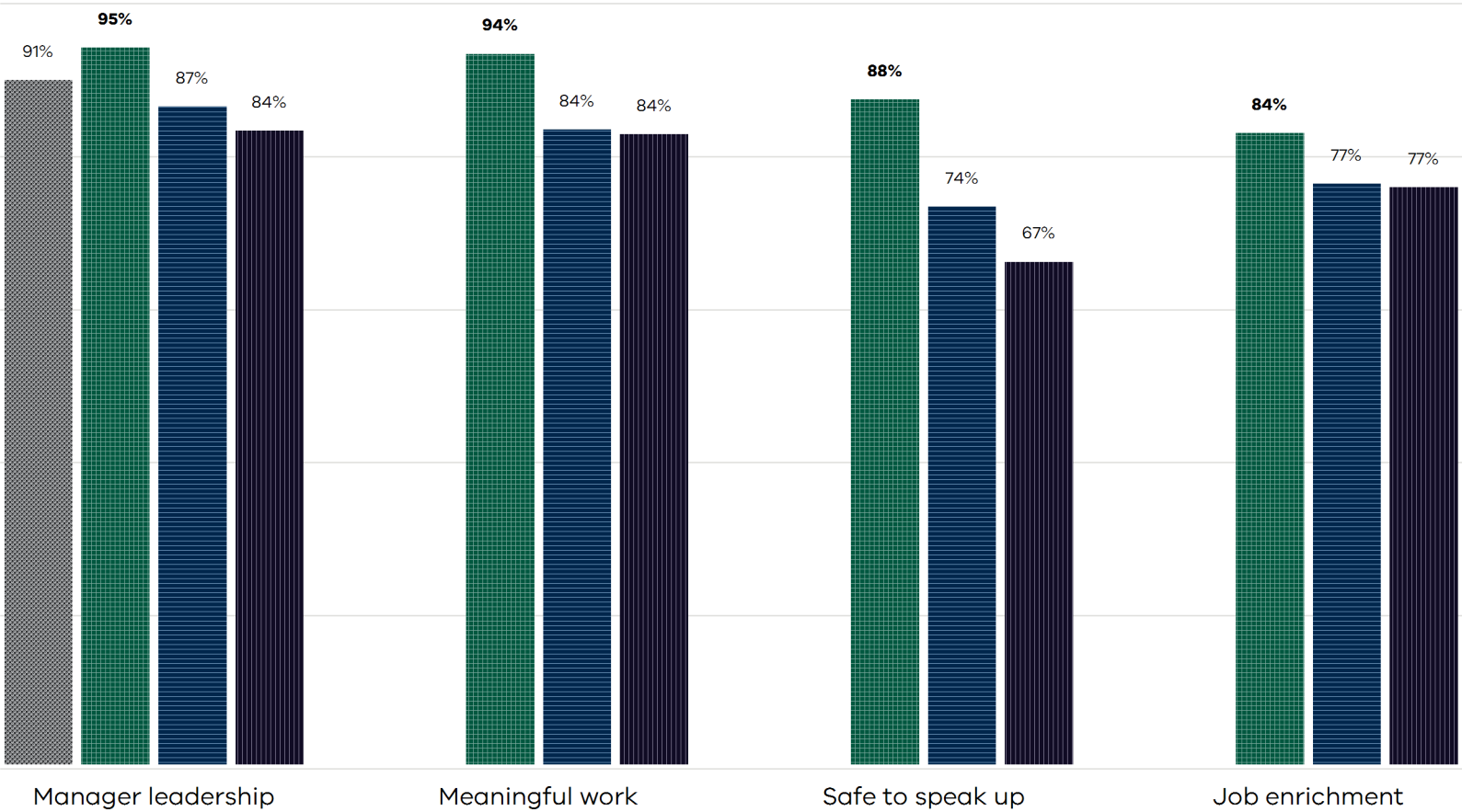
Legend: You 2019, You 2021, Comparator 2021, Public sector 2021

Manager leadership: 91% (You 2019), 95% (You 2021), 87% (Comparator 2021), 84% (Public sector 2021)
Meaningful work: 94% (You 2021), 84% (Comparator 2021), 84% (Public sector 2021)
Safe to speak up: 88% (You 2021), 74% (Comparator 2021), 67% (Public sector 2021)
Job enrichment: 84% (You 2021), 77% (Comparator 2021), 77% (Public sector 2021)

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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:

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

Compared to:

- 74% of staff at your comparator and 70% of staff across the public sector.

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

Manager support: 83%, 74%, 70%
Workload: 69%, 68%, 62%, 53%
Learning and development: 57%, 49%, 53%
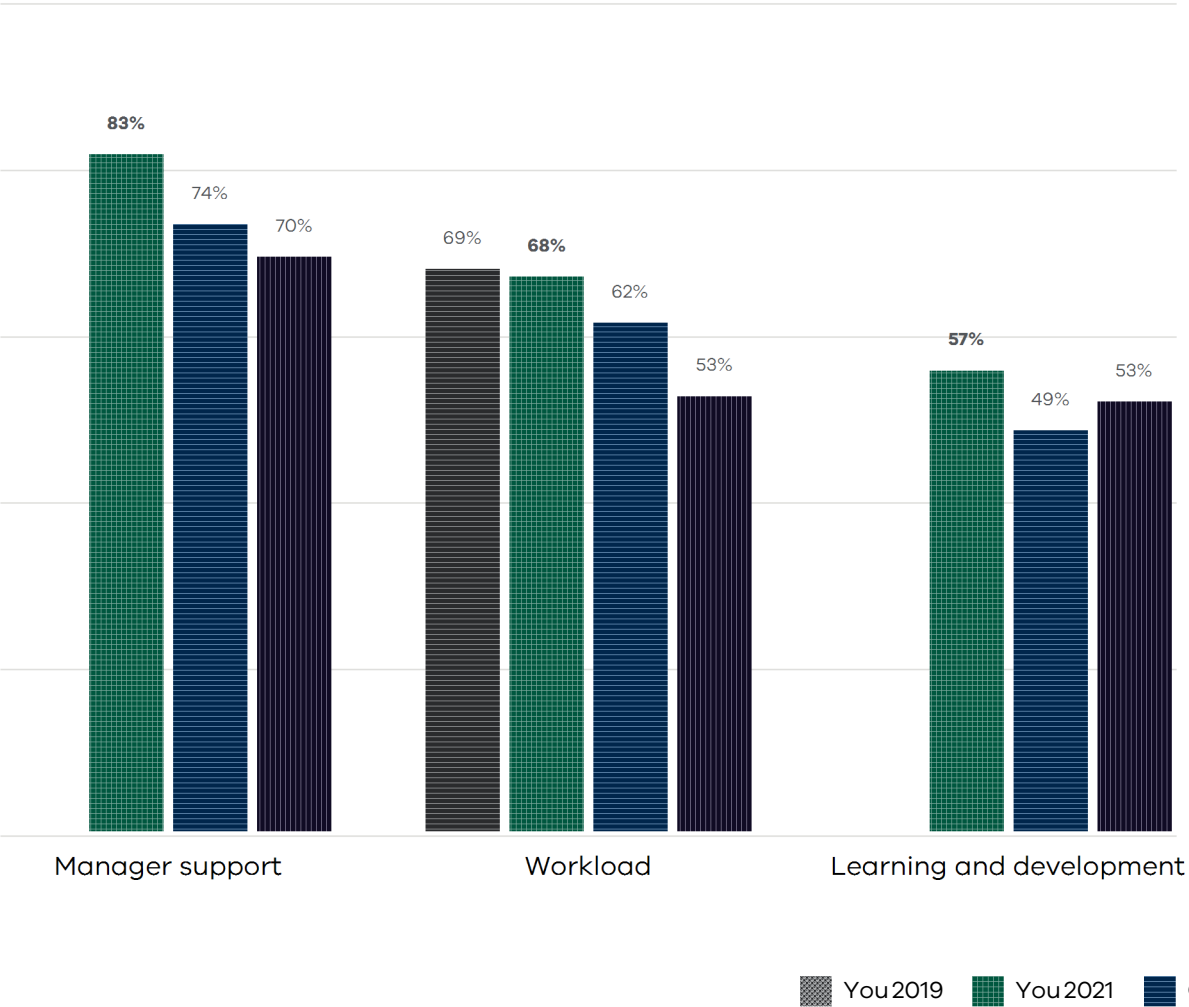
Job and manager factors

Manager leadership 1 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

98% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager demonstrates honesty and integrity	2% / 98%	88 %	98 %	68 %	84 %	88 %
My manager ensures clients receive a high standard of service	2% / 95% / 2%	94 %	95 %	80 %	89 %	96 %
My manager models my organisation's values	5% / 95%	88 %	95 %	70 %	83 %	88 %
My manager treats employees with dignity and respect	2% / 95% / 2%	94 %	95 %	73 %	88 %	95 %

Job and manager factors

Manager leadership 2 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

95% of your staff who did the survey agreed or strongly agreed with 'My manager works effectively with people from diverse backgrounds'.

Survey question	Your results			Benchmark agree results				
				You		**Comparator**		
				2019	2021	Lowest	Average	Highest
My manager works effectively with people from diverse backgrounds	2%	95%	2%	94 %	95 %	75 %	89 %	95 %
My manager is committed to workplace safety	7%	90%	2%	88 %	90 %	77 %	90 %	94 %

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

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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.
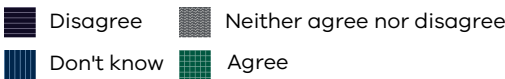
Example

95% of your staff who did the survey agreed or strongly agreed with 'I would be confident in approaching my manager to discuss concerns and grievances'.

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I would be confident in approaching my manager to discuss concerns and grievances	2% / 95% / 2%	88 %	95 %	73 %	82 %	89 %
My manager listens to what I have to say	2% / 95% / 2%	88 %	95 %	76 %	86 %	92 %
My manager provides me with enough support when I need it	5% / 90% / 5%	Not asked	90 %	68 %	80 %	89 %
My manager involves me in decisions about my work	5% / 88% / 7%	88 %	88 %	65 %	80 %	91 %

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

Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

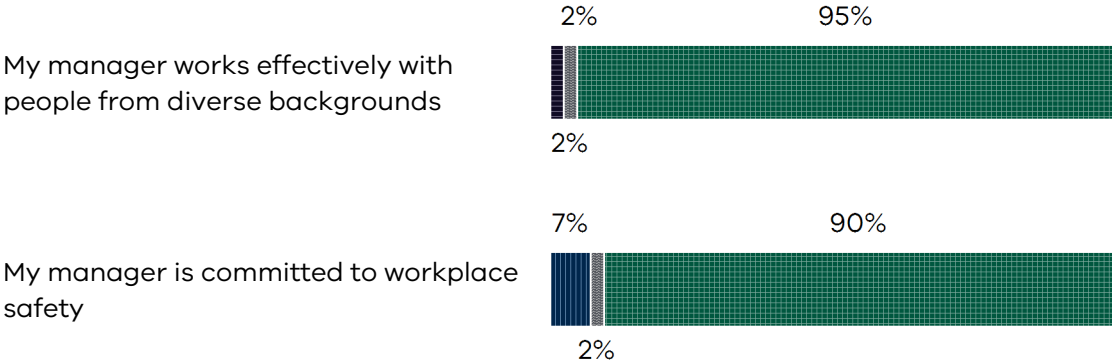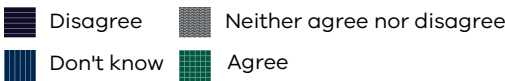Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

86% of your staff who did the survey agreed or strongly agreed with 'My manager 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	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager keeps me informed about what's going on	10% / 5% / 86%	75 %	86 %	68 %	79 %	90 %
My manager provides feedback to me in a way that helps me improve my performance	5% / 12% / 83%	88 %	83 %	57 %	70 %	78 %
My manager encourages and supports my participation in learning and development opportunities	7% / 14% / 79%	88 %	79 %	64 %	75 %	79 %
I receive adequate recognition for my contributions and accomplishments	14% / 17% / 69%	69 %	69 %	39 %	63 %	71 %

Victorian Public Sector Commission

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Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

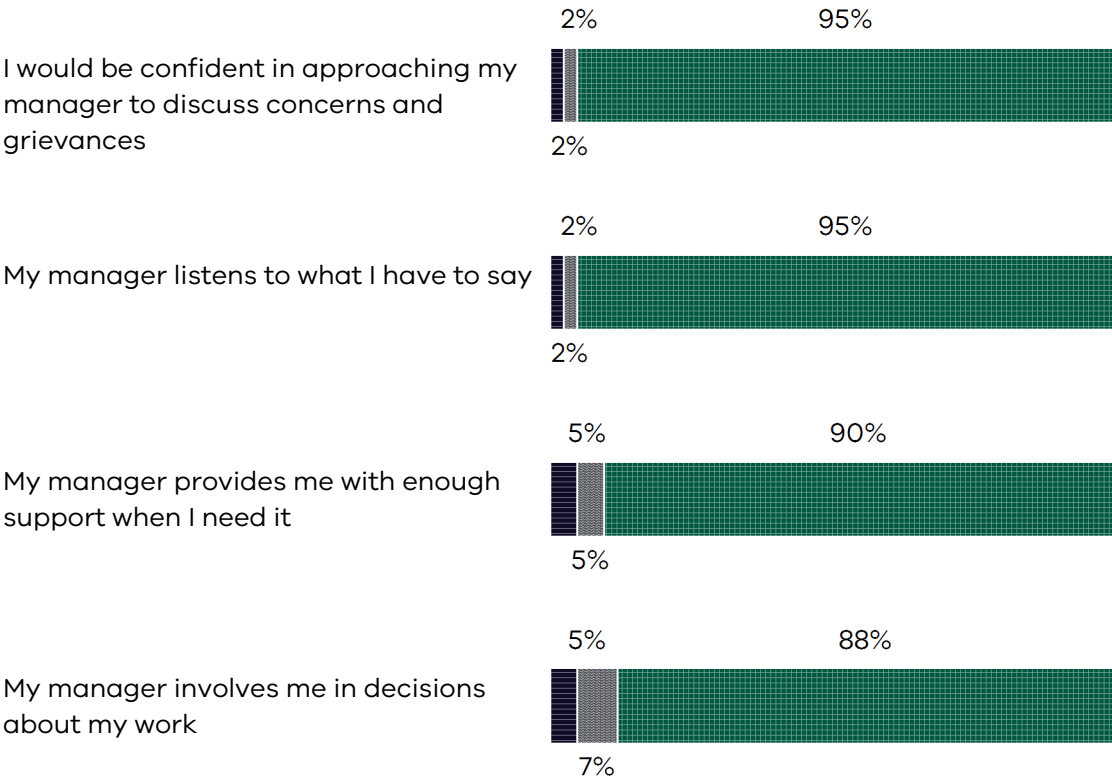Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

57% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

Survey question

Your results

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

17%   57%

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

26%

Benchmark agree results
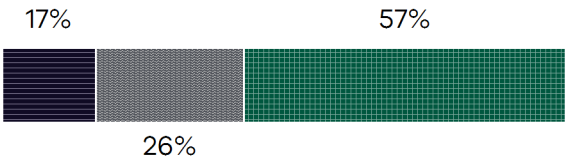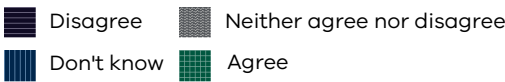
	You		Comparator		
	2019	2021	Lowest	Average	Highest
	Not asked	57 %	30 %	52 %	61 %

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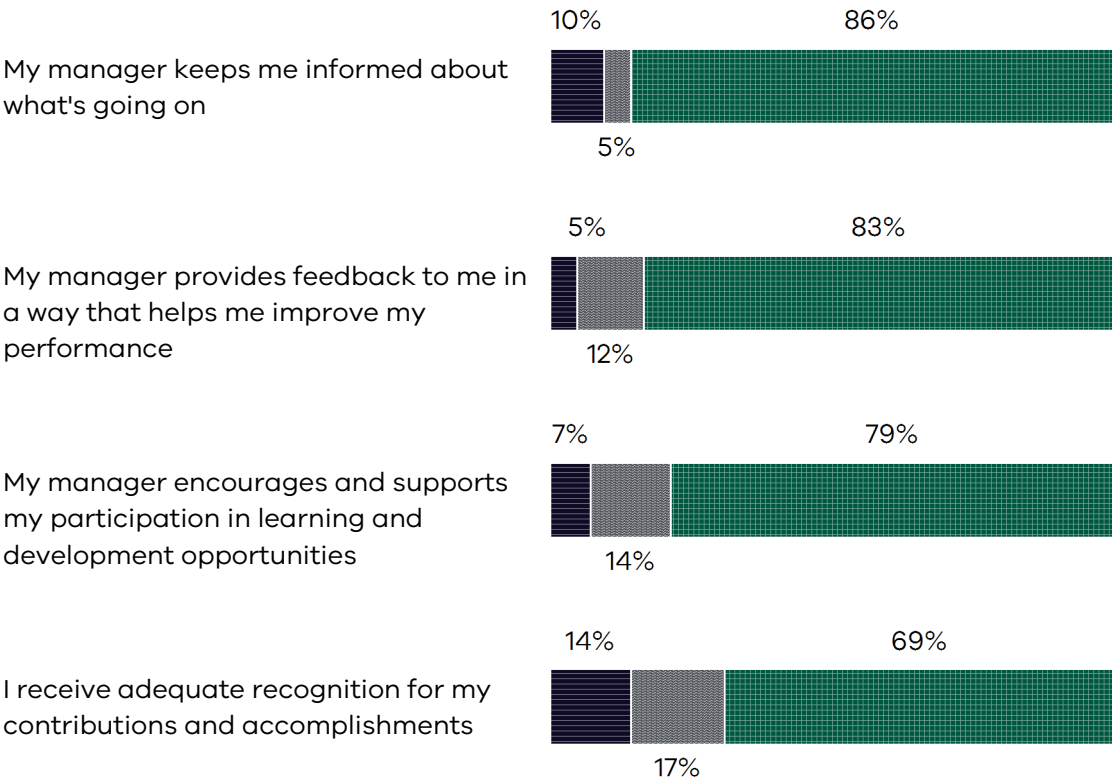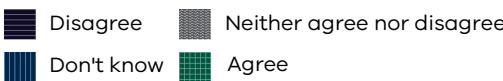
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

71% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ Agree

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
The workload I have is appropriate for the job that I do	10% / 19% / 71%	63 %	71 %	43 %	65 %	71 %
I have enough time to do my job effectively	17% / 19% / 64%	75 %	64 %	36 %	60 %	64 %

Victorian Public Sector Commission

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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

81% of your staff who did the survey agreed or strongly agreed with 'In the last 12 months I have learned skills that have helped me do my job better'.

Survey question	Your results					

Legend: ■ Disagree ▓ Neither agree nor disagree ▓ Agree

	Benchmark agree results				
	You		**Comparator**		
	2019	2021	Lowest	Average	Highest

Survey question	Disagree	Neither	Agree	2019	2021	Lowest	Average	Highest
In the last 12 months I have learned skills that have helped me do my job better	10%	10%	81%	Not asked	81 %	50 %	66 %	74 %
I am developing and learning in my role	2%	19%	79%	Not asked	79 %	54 %	69 %	74 %
My organisation places a high priority on the learning and development of staff	10%	14%	76%	75 %	76 %	27 %	55 %	66 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	14%	29%	57%	Not asked	57 %	29 %	50 %	57 %

Victorian Public Sector Commission

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Job and manager factors

Learning and development 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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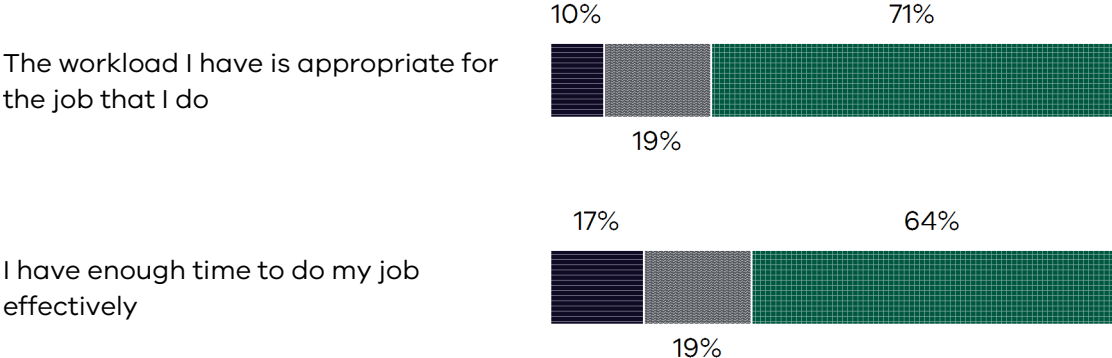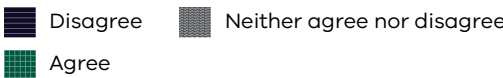
Example

57% of your staff who did the survey agreed or strongly agreed with 'There are adequate opportunities for me to develop skills and experience in my organisation'.

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

Legend: ■ Disagree ▦ Neither agree nor disagree ▣ Agree

There are adequate opportunities for me to develop skills and experience in my organisation
- Disagree 17%, Neither 26%, Agree 57%
- You 2019: 81%, You 2021: 57%, Lowest: 25%, Average: 53%, Highest: 68%

I feel I have an equal chance at promotion in my organisation
- Disagree 19%, Neither 43%, Agree 38%
- You 2019: Not asked, You 2021: 38%, Lowest: 20%, Average: 42%, Highest: 46%

I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)
- Disagree 14%, Neither 52%, Agree 33%
- You 2019: Not asked, You 2021: 33%, Lowest: 16%, Average: 24%, Highest: 31%

I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)
- Disagree 14%, Neither 55%, Agree 31%
- You 2019: Not asked, You 2021: 31%, Lowest: 18%, Average: 36%, Highest: 45%

Victorian Public Sector Commission

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Job and manager factors

Job enrichment 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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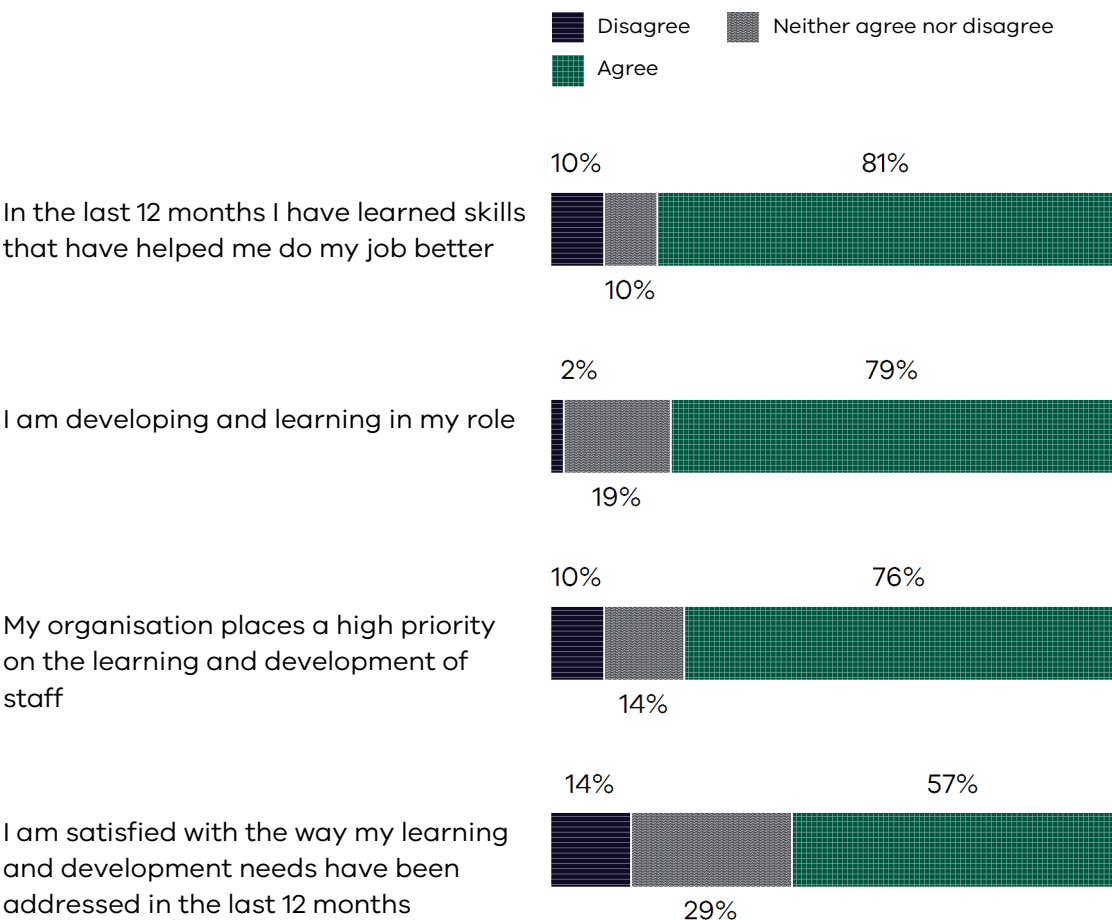
Example

95% of your staff who did the survey agreed or strongly agreed with 'I have a choice in deciding how I do my work'.

Survey question	Your results			Benchmark agree results				

Legend: ■ Disagree   ▨ Neither agree nor disagree   ▨ Agree

		You		Comparator		
		2019	2021	Lowest	Average	Highest
I have a choice in deciding how I do my work	2% / 95% / 2%	100 %	95 %	68 %	77 %	91 %
My job allows me to utilise my skills, knowledge and abilities	2% / 95% / 2%	94 %	95 %	73 %	81 %	91 %
I clearly understand what I am expected to do in this job	2% / 93% / 5%	100 %	93 %	77 %	86 %	90 %
I understand how my job contributes to my organisation's purpose	5% / 93% / 2%	100 %	93 %	85 %	93 %	95 %

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.
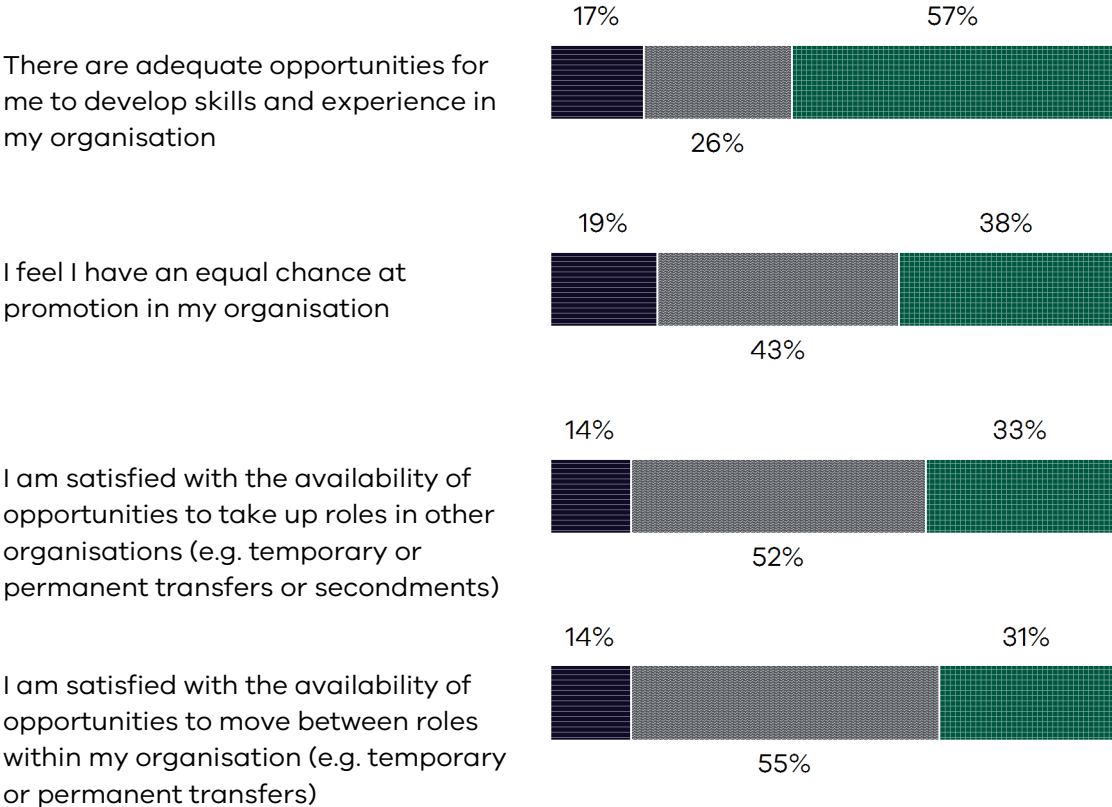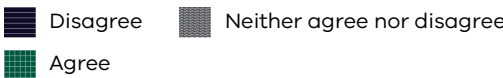
Example

90% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

Survey question	Your results			

Your results

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

	You		Comparator		
	2019	2021	Lowest	Average	Highest
I have the authority to do my job effectively (2%, 7%, 90%)	100 %	90 %	64 %	78 %	85 %
I understand how the Charter of Human Rights and Responsibilities applies to my work (12%, 29%, 60%)	44 %	60 %	41 %	62 %	77 %
My work performance is assessed against clear criteria (14%, 26%, 60%)	Not asked	60 %	46 %	61 %	75 %

Victorian Public Sector Commission

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Job and manager factors

Meaningful work

What this is

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

Why this is important

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

How to read this

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

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

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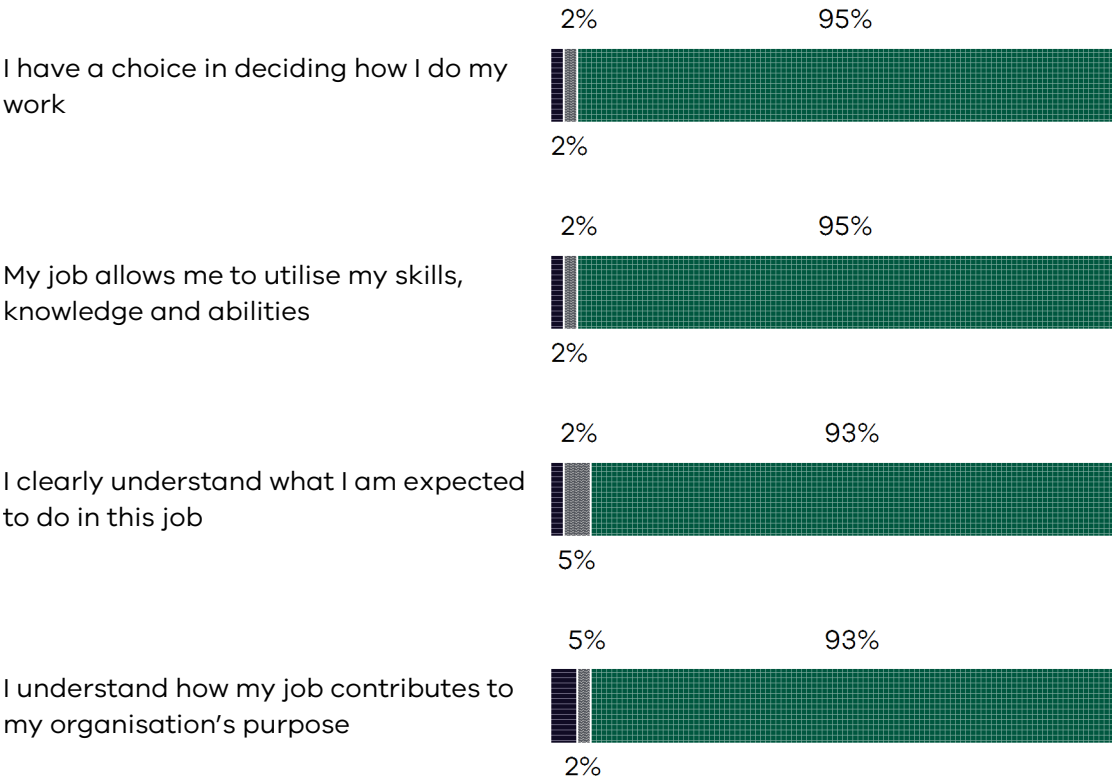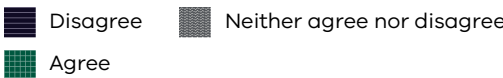
Example

95% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

Survey question	Your results	Benchmark agree results

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

	You		Comparator		
	2019	2021	Lowest	Average	Highest

I feel that I can make a worthwhile contribution at work

Your results: 2% / 2% / 95%

| Not asked | 95 % | 73 % | 87 % | 94 % |

I am achieving something important through my work

Your results: 2% / 5% / 93%

| Not asked | 93 % | 64 % | 81 % | 87 % |

Victorian Public Sector Commission

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Job and manager factors

Safe to speak up 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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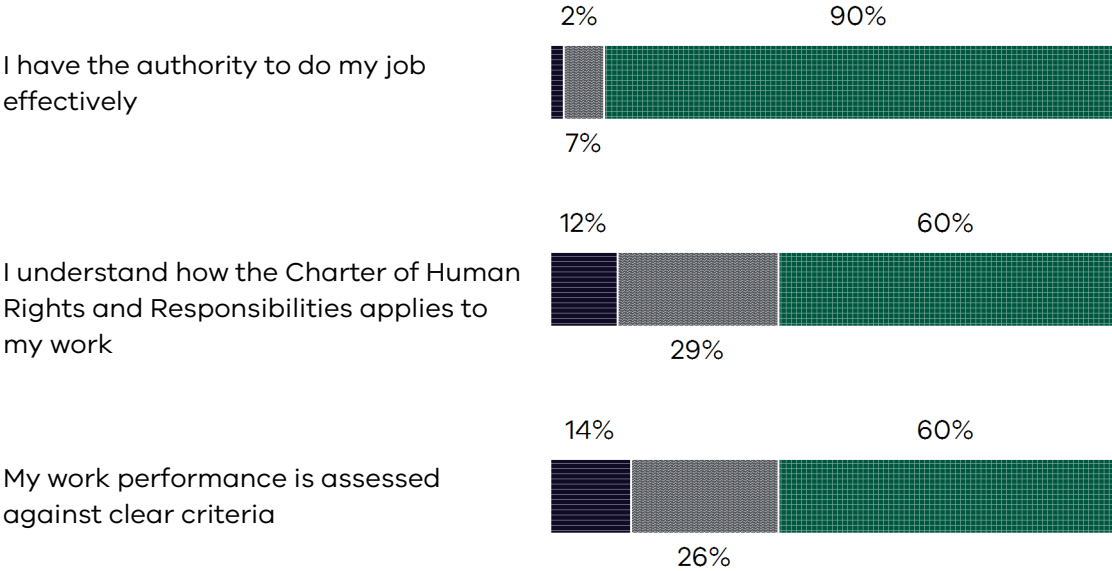
Example

90% of your staff who did the survey agreed or strongly agreed with 'I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner'.

Legend: ■ Disagree   ▨ Neither agree nor disagree   ▨ Agree

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	5% / 90% / 5%	81 %	90 %	54 %	66 %	77 %
I am confident that I would be protected from reprisal for reporting improper conduct	2% / 88% / 10%	88 %	88 %	59 %	72 %	81 %
People in your workgroup are able to bring up problems and tough issues	5% / 88% / 7%	Not asked	88 %	64 %	73 %	88 %
I feel safe to challenge inappropriate behaviour at work	5% / 86% / 10%	Not asked	86 %	66 %	72 %	89 %

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.
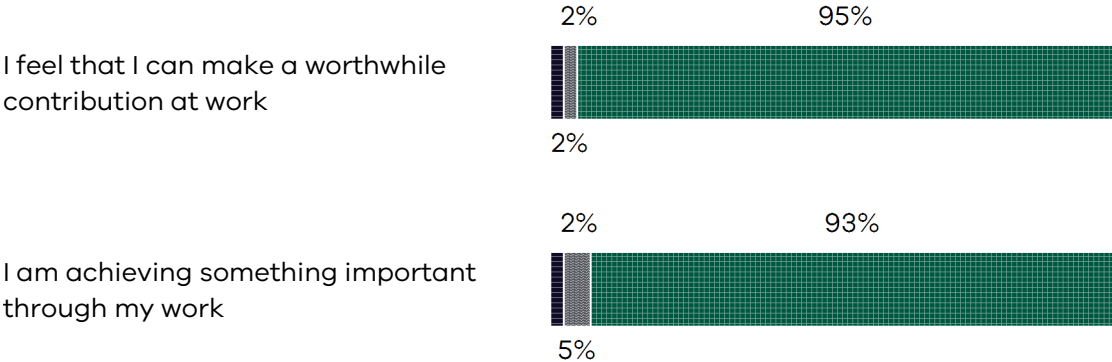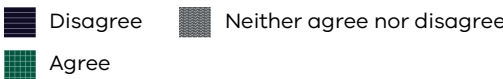
Example

88% of your staff who did the survey disagreed or strongly disagreed with 'If I make a mistake in my workgroup, it is often held against me'.
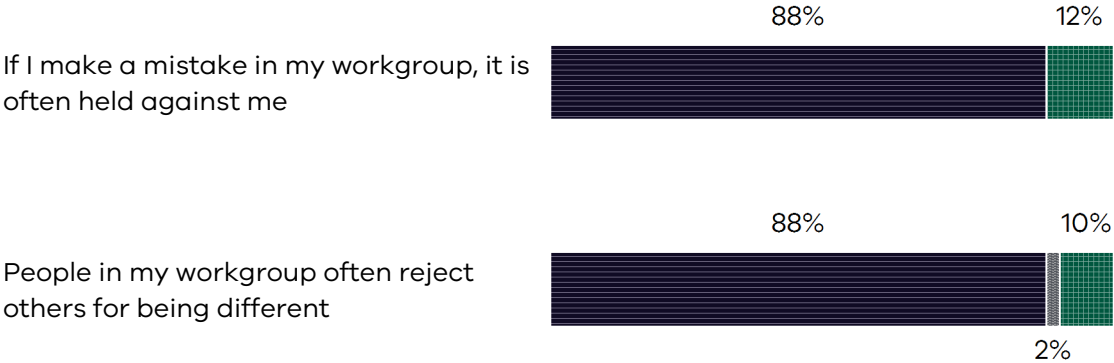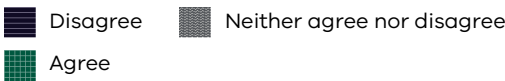
Survey question	Your results	Benchmark disagree results

■ Disagree   ▦ Neither agree nor disagree
▦ Agree

	You		Comparator		
	2019	2021	Lowest	Average	Highest
If I make a mistake in my workgroup, it is often held against me — 88% Disagree, 12% Agree	Not asked	88 %	68 %	77 %	80 %
People in my workgroup often reject others for being different — 88% Disagree, 2% Neither, 10% Agree	Not asked	88 %	77 %	85 %	92 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Barriers to optimal work

What this is

This is what staff feel stops them from working in an optimal way.

Why this is important

Workplace barriers prevent employees from working efficiently and effectively.

How to read this

In the survey, we asked staff to tell us the most significant barriers that prevented them from working optimally. They could select more than one barrier.

Example

40% 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	40%	33%	36%
There are no noticeable barriers	29%	19%	18%
Difficulties in separating work from other aspects of my life	14%	10%	10%
Technology limitations	10%	13%	20%
Communication processes	7%	20%	19%
Decision making and authorisation processes	7%	26%	23%
Family/household commitments (carer responsibilities, child education responsibilities)	7%	8%	9%
Limited social interactions with the team	7%	10%	11%
Other	7%	11%	13%
Poor work-life balance	7%	11%	12%

People matter survey 2021

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Key differences

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

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- Taking action questions

Senior leadership

- Senior leadership questions

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- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 98% of your staff who did the survey responded positively to questions about Responsiveness , which is down 0% in 2019.

Compared to:

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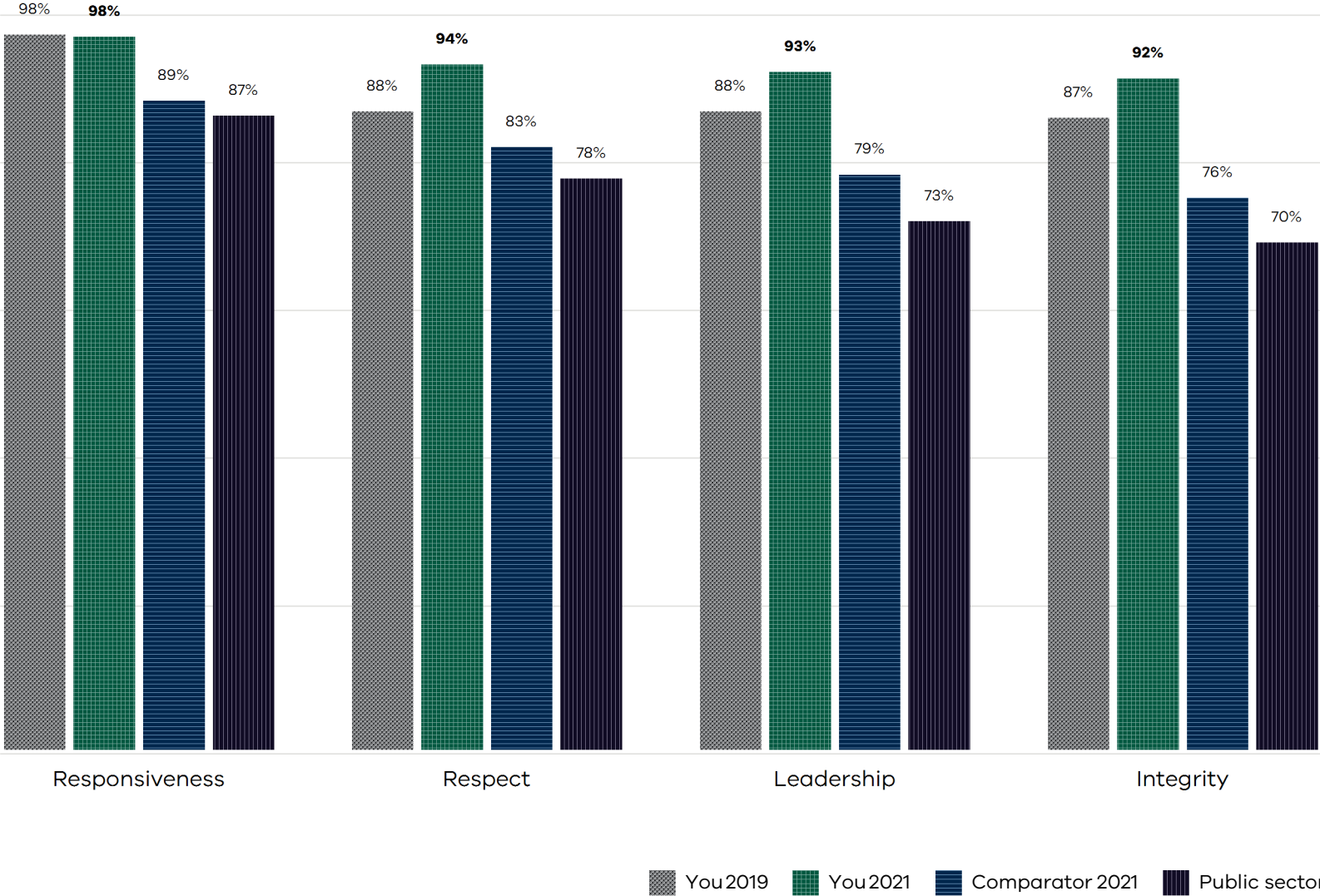
Chart data:

	You 2019	You 2021	Comparator 2021	Public sector 2021
Responsiveness	98%	98%	89%	87%
Respect	88%	94%	83%	78%
Leadership	88%	93%	79%	73%
Integrity	87%	92%	76%	70%

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 91% of your staff who did the survey responded positively to questions about Accountability , which is down 5% in 2019.

Compared to:

- 81% of staff at your comparator and 76% of staff across the public sector.

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

Value	You 2019	You 2021	Comparator 2021	Public sector 2021
Accountability	96%	91%	81%	76%
Impartiality	88%	89%	71%	68%
Human rights	80%	88%	81%	80%

Victorian Public Sector Commission

VICTORIA State Government
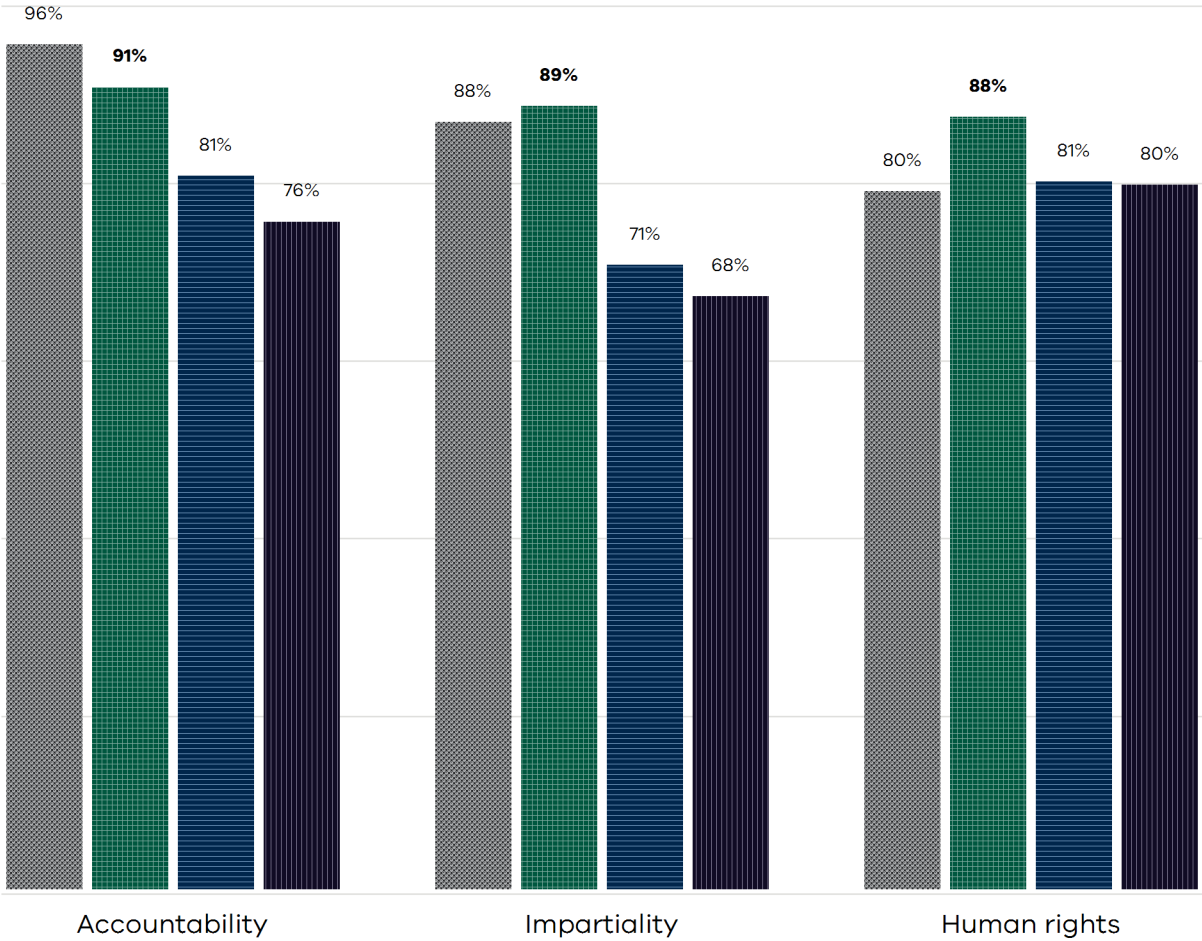
Public sector values

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

100% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

Survey question	Your results	Benchmark agree results

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

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup strives to deliver services in a timely manner — 100%	100 %	100 %	84 %	89 %	100 %
My workgroup strives to provide high quality advice and services — 2% / 98%	100 %	98 %	80 %	89 %	100 %
My manager ensures clients receive a high standard of service — 2% / 95% / 2%	94 %	95 %	80 %	89 %	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

98% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question / Your results / Benchmark agree results

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

Survey question	Disagree %	Agree %	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager demonstrates honesty and integrity	2%	98%	88 %	98 %	68 %	84 %	100 %
My organisation is committed to earning a high level of public trust	2%	98%	88 %	98 %	68 %	88 %	100 %
My organisation does not tolerate improper conduct	2% / 2%	95%	88 %	95 %	64 %	74 %	100 %
Senior leaders demonstrate honesty and integrity	2% / 5%	93%	88 %	93 %	57 %	71 %	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.

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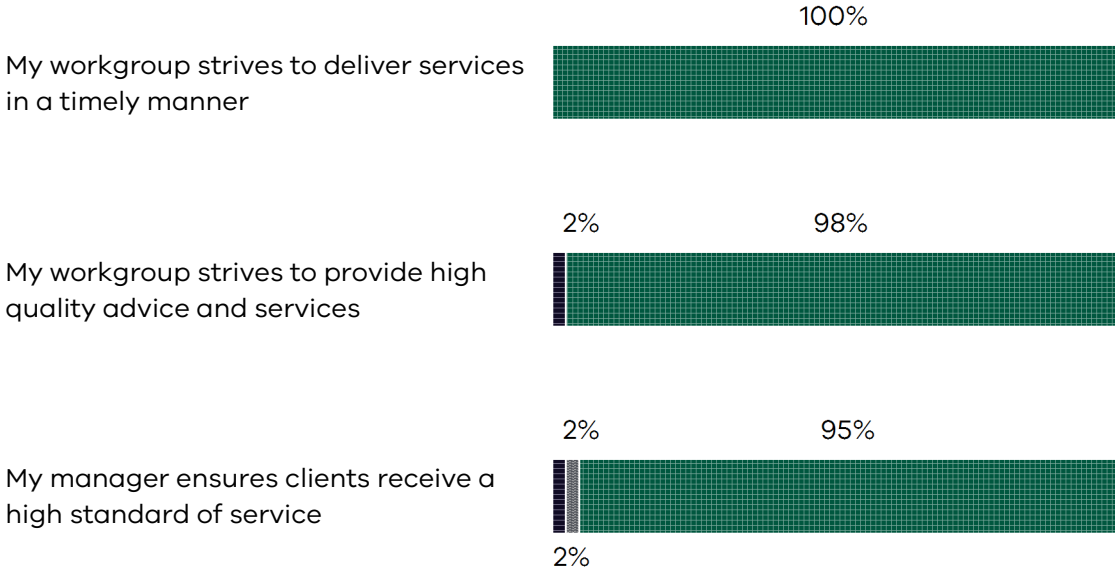
Example

90% of staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Survey question	Your results					

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

	Benchmark agree results				
	You		**Comparator**		
	2019	2021	Lowest	Average	Highest

People in my workgroup appropriately manage conflicts of interest — 2% / 90% / 2% / 5%

| | 88 % | 90 % | 66 % | 72 % | 100 % |

I am confident that I would be protected from reprisal for reporting improper conduct — 2% / 88% / 10%

| | 88 % | 88 % | 59 % | 72 % | 100 % |

People in my workgroup are honest, open and transparent in their dealings — 5% / 88% / 7%

| | 81 % | 88 % | 68 % | 75 % | 100 % |

I feel safe to challenge inappropriate behaviour at work — 5% / 86% / 10%

| | Not asked | 86 % | 66 % | 72 % | 100 % |

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.
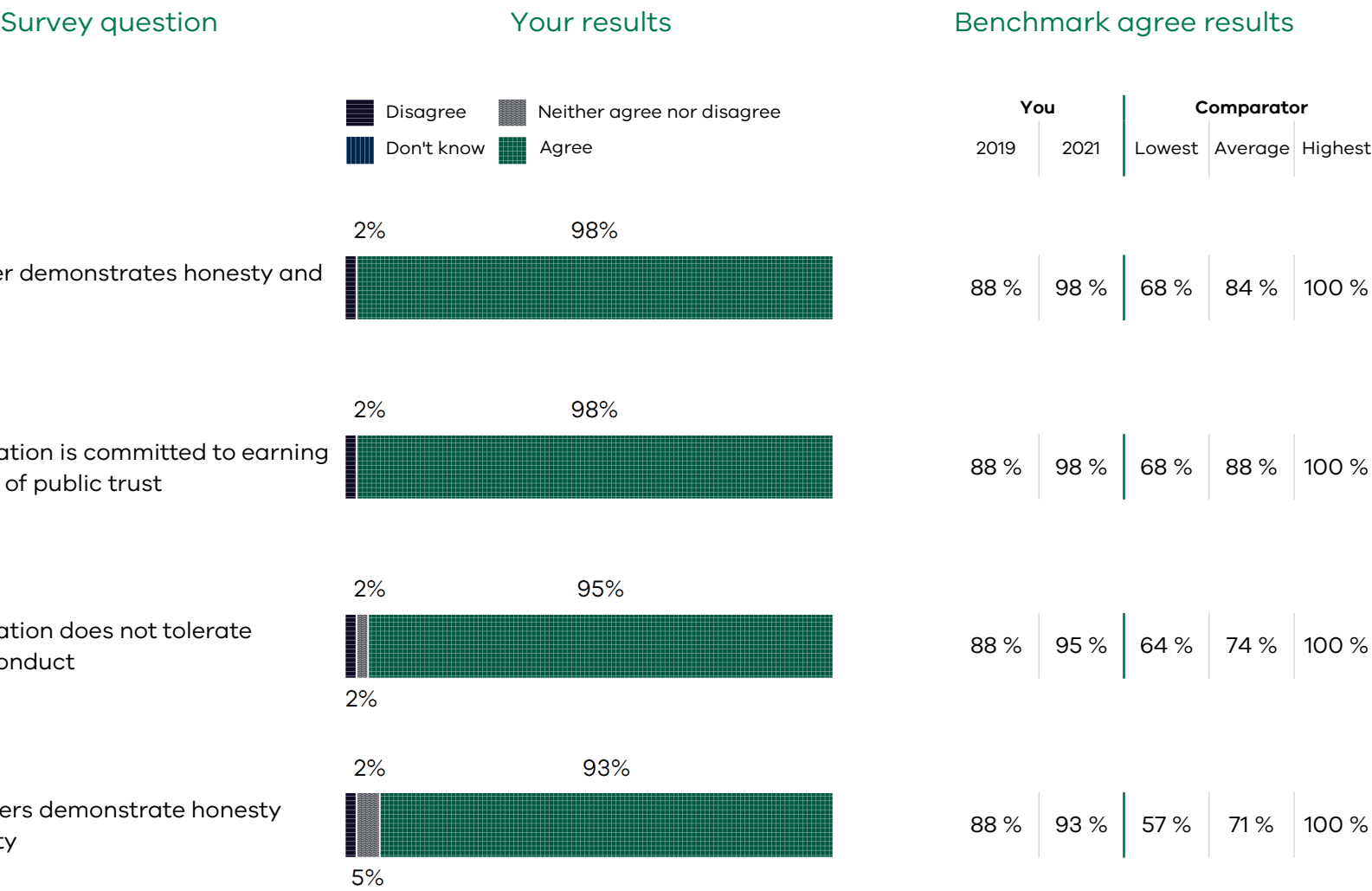
How to read this

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

98% of staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.

Survey question

Your results

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

My workgroup places a priority on acting fairly and without bias — 2% / 98%

My workgroup focuses on making decisions informed by all relevant facts — 5% / 93% / 2%

People in my workgroup are politically impartial in their work — 2% / 90% / 2% / 5%

My organisation makes fair recruitment and promotion decisions, based on merit — 5% / 76% / 10% / 10%

Benchmark agree results

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup places a priority on acting fairly and without bias	94 %	98 %	70 %	78 %	100 %
My workgroup focuses on making decisions informed by all relevant facts	88 %	93 %	69 %	79 %	89 %
People in my workgroup are politically impartial in their work	94 %	90 %	57 %	71 %	83 %
My organisation makes fair recruitment and promotion decisions, based on merit	75 %	76 %	41 %	58 %	100 %

Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

93% of staff who did the survey agreed or strongly agreed with 'I clearly understand what I am expected to do in this job'.

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
	Disagree / Don't know / Neither agree nor disagree / Agree					
I clearly understand what I am expected to do in this job	2% / 5% / 93%	100 %	93 %	77 %	86 %	90 %
I understand how my job contributes to my organisation's purpose	5% / 2% / 93%	100 %	93 %	85 %	93 %	100 %
My workgroup strives to make the best use of its resources	2% / 5% / 93%	100 %	93 %	68 %	83 %	100 %
My workgroup has clear lines of responsibility	2% / 7% / 90%	94 %	90 %	70 %	77 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

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.

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

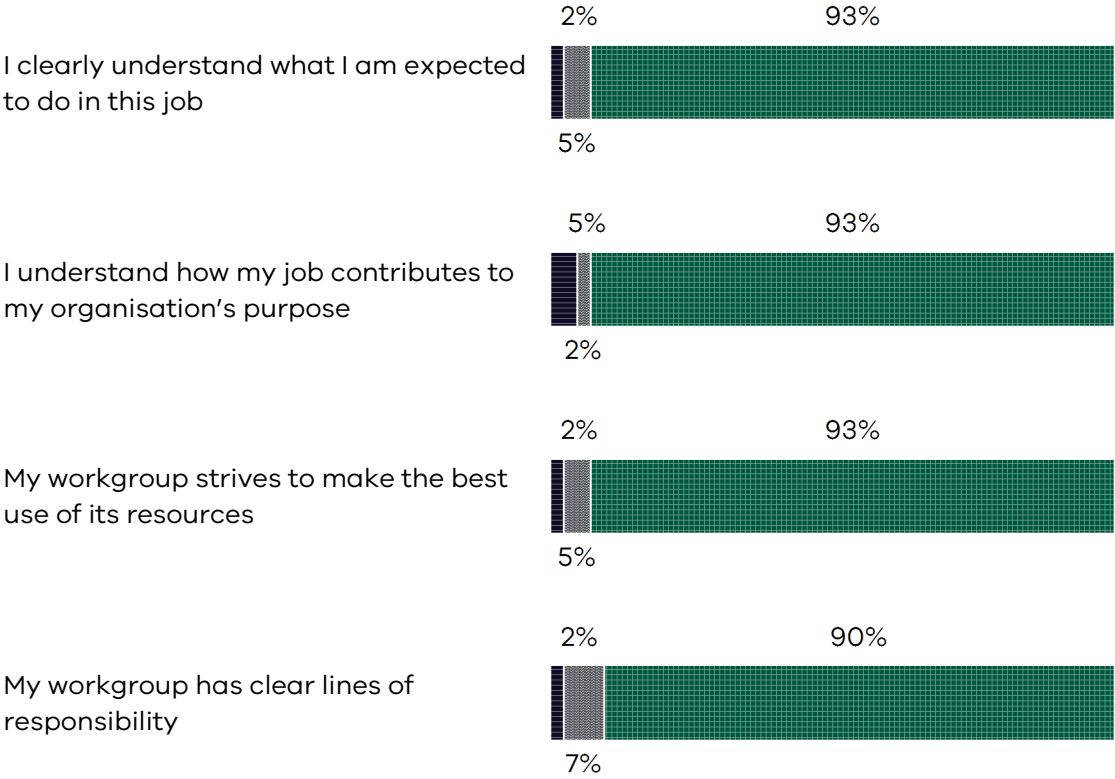Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

88% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question	Your results	Benchmark agree results

	Disagree	Neither agree nor disagree
	Don't know	Agree

	You		Comparator		
	2019	2021	Lowest	Average	Highest

Survey question		Your results		You 2019	You 2021	Lowest	Average	Highest
Senior leaders provide clear strategy and direction	7% / 5%	88%		88 %	88 %	45 %	68 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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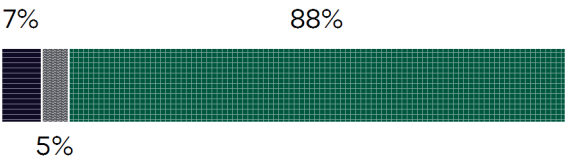
Example

98% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

Survey question	Your results		Benchmark agree results				
			You		**Comparator**		
			2019	2021	Lowest	Average	Highest
My organisation encourages respectful workplace behaviours	2% 98%		94 %	98 %	66 %	87 %	100 %
My manager listens to what I have to say	2% 95% / 2%		88 %	95 %	76 %	86 %	100 %
My manager treats employees with dignity and respect	2% 95% / 2%		94 %	95 %	73 %	88 %	100 %
My workgroup respectfully consults with clients and stakeholders to improve outcomes	2% 95% / 2%		94 %	95 %	73 %	81 %	100 %

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

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Respect 2 of 2

What this is

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

Why this is important

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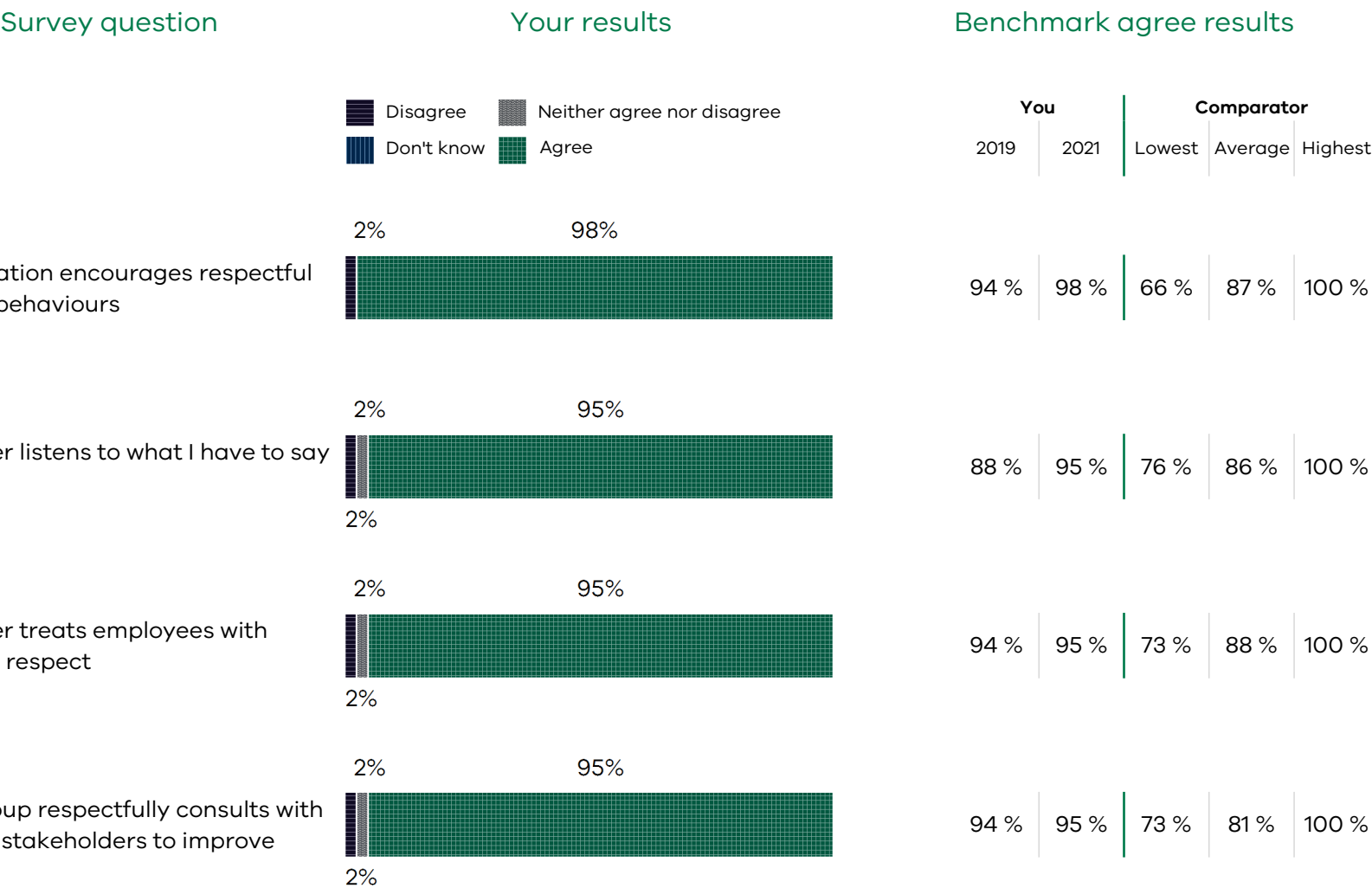
How to read this

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

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

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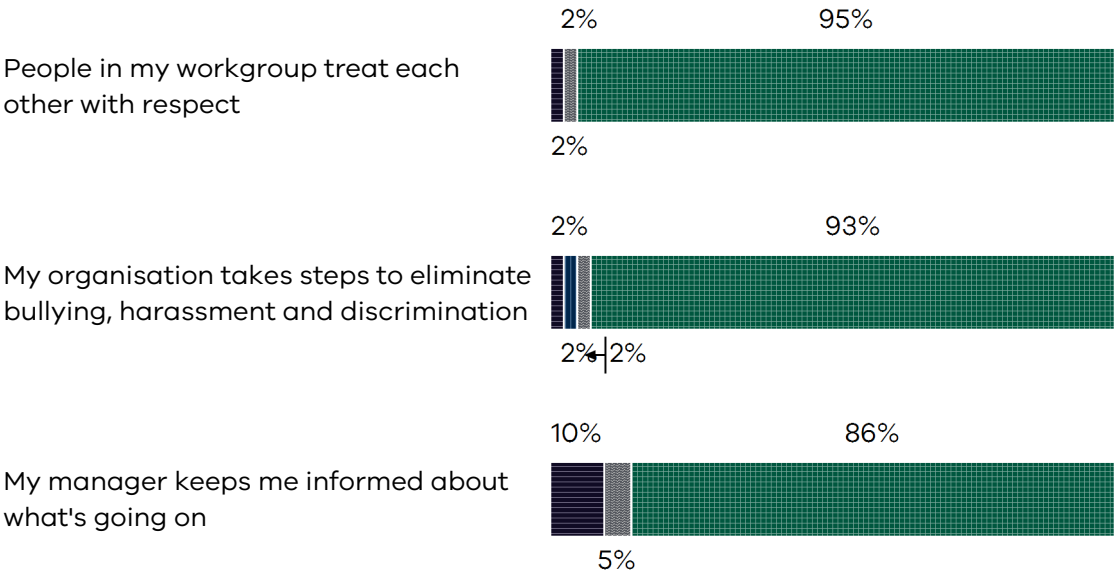
Example

95% of staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question

Your results

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

Benchmark agree results

Survey question	Your results (Disagree / Neither / Agree %)	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup treat each other with respect	2% / 2% / 95%	94 %	95 %	80 %	83 %	100 %
My organisation takes steps to eliminate bullying, harassment and discrimination	2% / 2% / 2% / 93%	75 %	93 %	59 %	74 %	100 %
My manager keeps me informed about what's going on	10% / 5% / 86%	75 %	86 %	68 %	79 %	100 %

Public sector values

Leadership

What this is

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

Why this is important

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

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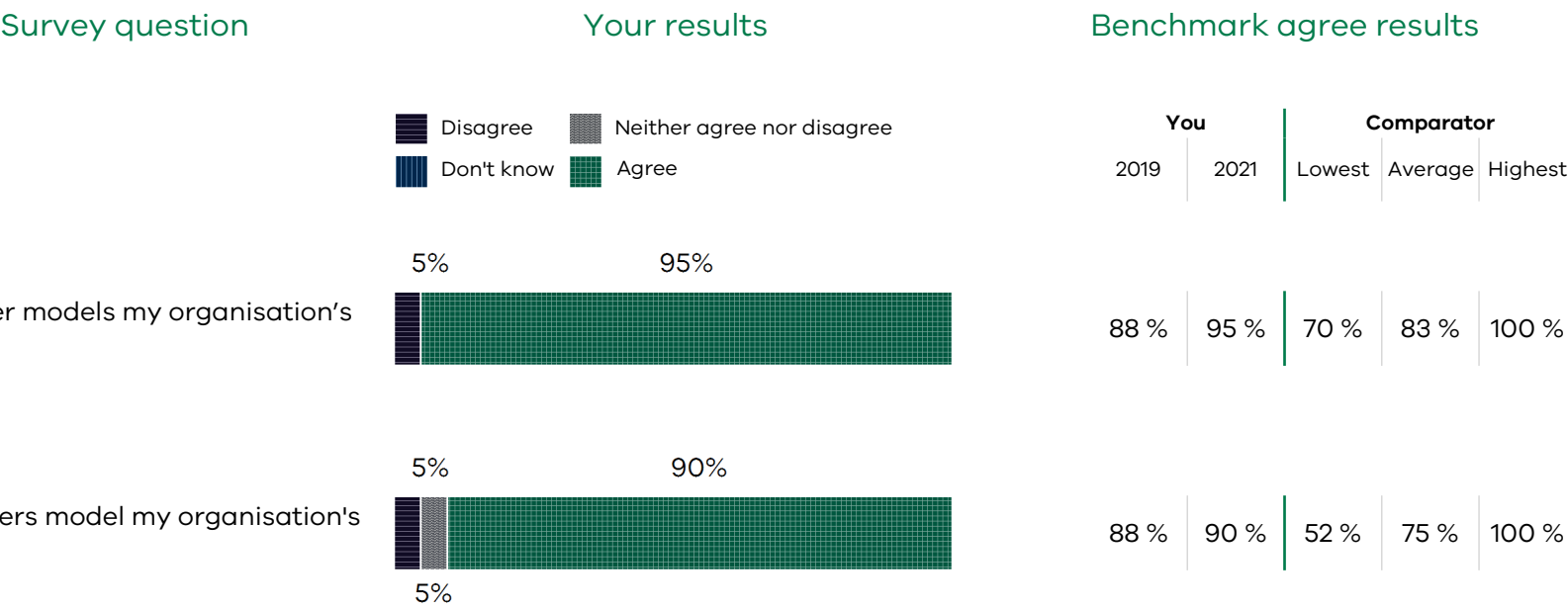
How to read this

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

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

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

Example

95% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results		Benchmark agree results				

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager models my organisation's values	5% / 95%	88 %	95 %	70 %	83 %	100 %
Senior leaders model my organisation's values	5% / 90% / 5%	88 %	90 %	52 %	75 %	100 %

Public sector values

Human rights

What this is

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

Why this is important

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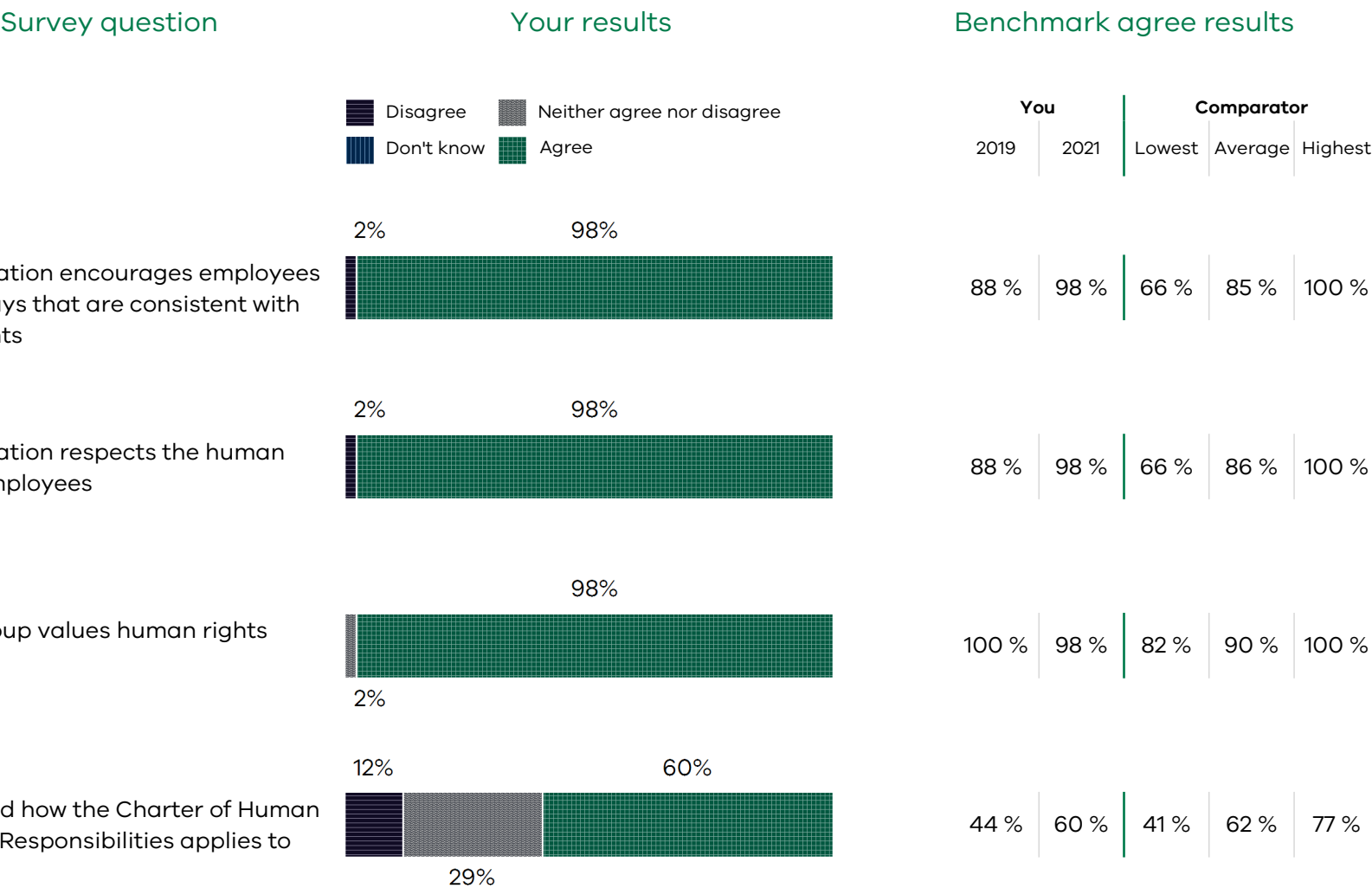
How to read this

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

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

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

Example

98% of staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question	Your results					

Your results

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

Benchmark agree results

Survey question	2019 (You)	2021 (You)	Lowest (Comparator)	Average (Comparator)	Highest (Comparator)
My organisation encourages employees to act in ways that are consistent with human rights — 2% / 98%	88 %	98 %	66 %	85 %	100 %
My organisation respects the human rights of employees — 2% / 98%	88 %	98 %	66 %	86 %	100 %
My workgroup values human rights — 98% / 2%	100 %	98 %	82 %	90 %	100 %
I understand how the Charter of Human Rights and Responsibilities applies to my work — 12% / 29% / 60%	44 %	60 %	41 %	62 %	77 %

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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

Age	(n)	%
15-34 years	**12**	29%
35-54 years	**25**	60%
55+ years	**5**	12%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
No	**42**	100%

Highest level of formal education	(n)	%
Doctoral Degree level	**1**	2%
Master Degree level	**13**	31%
Graduate Diploma or Graduate Certificate level	**3**	7%
Bachelor Degree level incl. honours degrees	**18**	43%
Advanced Diploma or Diploma level	**2**	5%
Year 12 or equivalent (VCE/Leaving certificate)	**2**	5%
Prefer not to say	**3**	7%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

To protect you, we:
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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	0	0%
Non Aboriginal and/or Torres Strait Islander	42	100%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

- de-identify all survey response data provided to your organisation
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- don't release employee opinion results for demographic groups where organisations have fewer than 30 responses in total.

Do you identify as a person with a disability?	(n)	%
Yes	**1**	2%
No	**41**	98%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	**1**	100%

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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

How would you describe your gender?	(n)	%
Man	**24**	57%
Woman	**18**	43%

Are you trans, non-binary or gender diverse?	(n)	%
No	**42**	100%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	**41**	98%
Don't know	**1**	2%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	**39**	93%
Gay or lesbian	**3**	7%

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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To protect you, we:

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

Country of birth	(n)	%
Born in Australia	**31**	74%
Not born in Australia	**9**	21%
Prefer not to say	**2**	5%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	**5**	56%
2 to less than 5 years ago	**1**	11%
10 to less than 20 years ago	**3**	33%

Language other than English spoken with family or community	(n)	%
Yes	**4**	10%
No	**35**	83%
Prefer not to say	**3**	7%

Demographics

Cultural diversity 2 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Cantonese	2	50%
Italian	1	25%
Other	1	25%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Cultural diversity 3 of 3

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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

Cultural identity	(n)	%
Australian	**31**	74%
English, Irish, Scottish and/or Welsh	**6**	14%
Prefer not to say	**3**	7%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**2**	5%
New Zealander	**1**	2%
Other	**1**	2%
Central Asian	**1**	2%
East and/or South-East Asian	**1**	2%

Religion	(n)	%
No religion	**25**	60%
Christianity	**15**	36%
Buddhism	**1**	2%
Prefer not to say	**1**	2%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Working arrangement	(n)	%
Full-Time	30	71%
Part-Time	12	29%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	5	14%
$65k to $95k	18	50%
$95k to $125k	8	22%
$125k or more	4	11%
Prefer not to say	1	3%

Organisational tenure	(n)	%
<1 year	5	12%
1 to less than 2 years	3	7%
2 to less than 5 years	17	40%
5 to less than 10 years	9	21%
10 to less than 20 years	8	19%

Management responsibility	(n)	%
Non-manager	28	67%
Other manager	8	19%
Manager of other manager(s)	6	14%

Employment type	(n)	%
Fixed term	24	57%
Ongoing and executive	12	29%
Other	6	14%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	34	81%
I have moved to a different role within my organisation (including acting roles)	6	14%
I have moved to my role from outside the Victorian public sector	2	5%

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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	**35**	83%
Melbourne CBD	**6**	14%
Other city or town	**1**	2%

Primary workplace type over the past 3 months*	(n)	%
A main office	**22**	52%
Home/private location	**15**	36%
A frontline or service delivery location (that is not a main office or home/private location)	**2**	5%
A hub/shared work space	**2**	5%
Other (please specify)	**1**	2%

Other workplace type over the past 3 months*	(n)	%
Home/private location	**28**	67%
A main office	**12**	29%
A frontline or service delivery location (that is not a main office or home/private location)	**5**	12%
No, I have not worked from any other locations	**3**	7%
A hub/shared work space	**2**	5%
Other	**2**	5%

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Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	31	74%
Flexible working arrangements	9	21%
Physical modifications or improvements to the workplace	3	7%
Job redesign or role sharing	2	5%
Accessible communications technologies	1	2%
Career development support strategies	1	2%

Why did you make this request?*	(n)	%
Work-life balance	7	64%
Health	5	45%
Family responsibilities	3	27%
Caring responsibilities	1	9%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	10	91%
The adjustments I needed were not made	1	9%

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

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

Caring responsibility	(n)	%
None of the above	**17**	40%
Secondary school aged child(ren)	**12**	29%
Primary school aged child(ren)	**9**	21%
Child(ren) - younger than preschool age	**5**	12%
Preschool aged child(ren)	**4**	10%
Person(s) with a medical condition	**4**	10%
Frail or aged person(s)	**4**	10%
Person(s) with disability	**3**	7%
Person(s) with a mental illness	**2**	5%

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