People matter survey 2021

Have your say

Wodonga Institute of TAFE
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 and 2020.

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

Rounding of percentages

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

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

Survey questions and definitions

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

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- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

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- Questions requested by your organisation

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

To protect you, we:

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

Read more in our privacy policy.

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

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

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

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

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'.

Bendigo Kangan Institute

Box Hill Institute Group

Chisholm Institute

Gippsland Institute of TAFE

Gordon Institute of TAFE

Goulburn Ovens Institute of TAFE

Holmesglen Institute

Melbourne Polytechnic

South West Institute of TAFE

Sunraysia Institute of TAFE

William Angliss Institute of TAFE

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2020		2021	
56% (292)		73% (399)	
Comparator	54%	Comparator	60%
Public Sector	49%	Public Sector	39%

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020	
70	
Comparator	67
Public Sector	68

2021	
73	
Comparator	67
Public Sector	70

People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 73.

Why this is important

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

How to read this

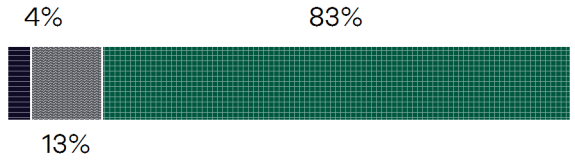
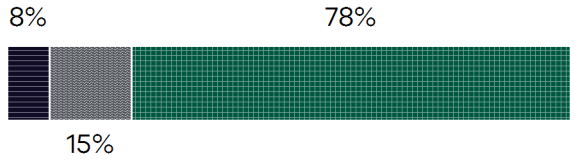
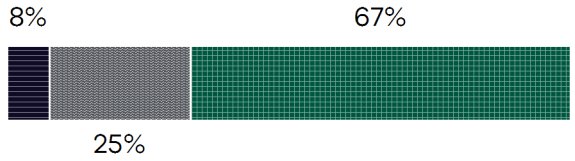
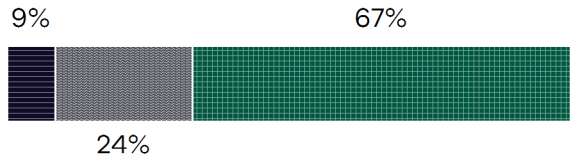
Under 'Your results', see results for each question in descending order by most agreed.

'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

83% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Survey question	Your results	You			Comparator		
	Disagree / Neither agree nor disagree / Agree	2019	2020	2021	Lowest	Average	Highest
I am proud to tell others I work for my organisation		73 %	76 %	83 %	68 %	74 %	84 %
I would recommend my organisation as a good place to work		66 %	71 %	78 %	61 %	66 %	78 %
My organisation motivates me to help achieve its objectives		62 %	63 %	67 %	54 %	61 %	74 %
I feel a strong personal attachment to my organisation		61 %	66 %	67 %	56 %	64 %	70 %

People outcomes

Engagement question results 2 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 73.

Why this is important

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

How to read this

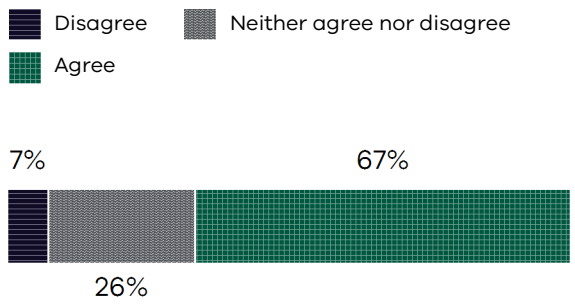
Under 'Your results', see results for each question in descending order by most agreed.

'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

67% 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					
		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation inspires me to do the best in my job		65 %	60 %	67 %	51 %	59 %	72 %

People outcomes

Scorecard: satisfaction, stress, intention to stay

What this is

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

There are more people outcomes scorecards throughout this report.

Why this is important

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

How to read this

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

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

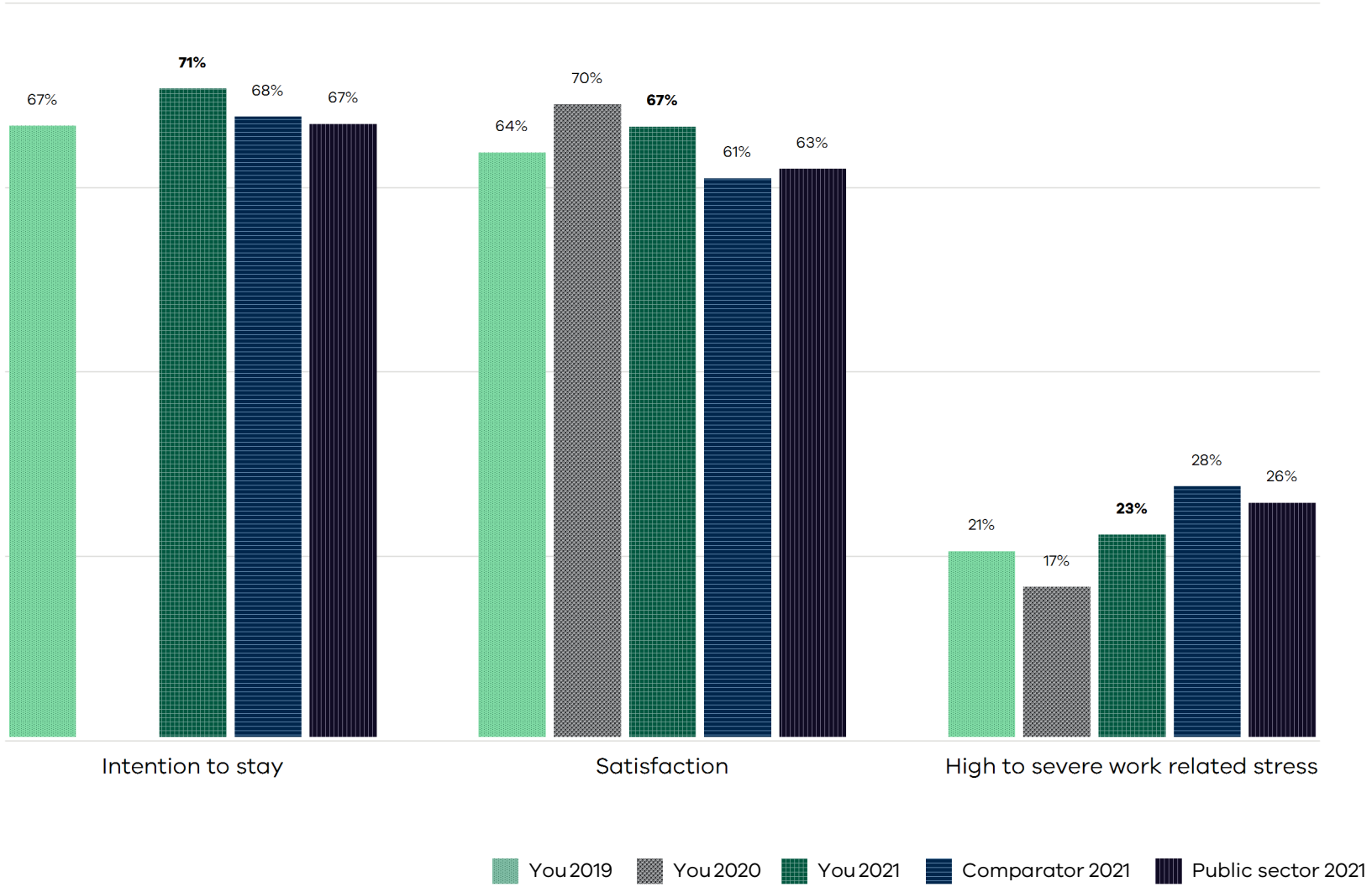
Example

In 2021:

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

Compared to:

- 68% of staff at your comparator and 67% of staff across the public sector.



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

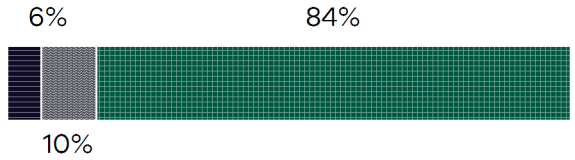
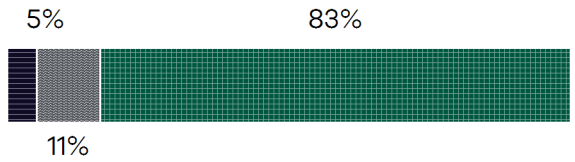
Under 'Your results', see results for each question in descending order by most agreed.

'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

84% of your staff who did the survey agreed or strongly agreed with 'I get a sense of accomplishment from my work'.

Survey question	Your results	Benchmark agree results					
	Disagree / Neither agree nor disagree / Agree	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I get a sense of accomplishment from my work		76 %	Not asked	84 %	76 %	81 %	86 %
I enjoy the work in my current job		79 %	Not asked	83 %	75 %	80 %	87 %

People outcomes

Satisfaction question results 2 of 2

What this is

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

Why this is important

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

How to read this

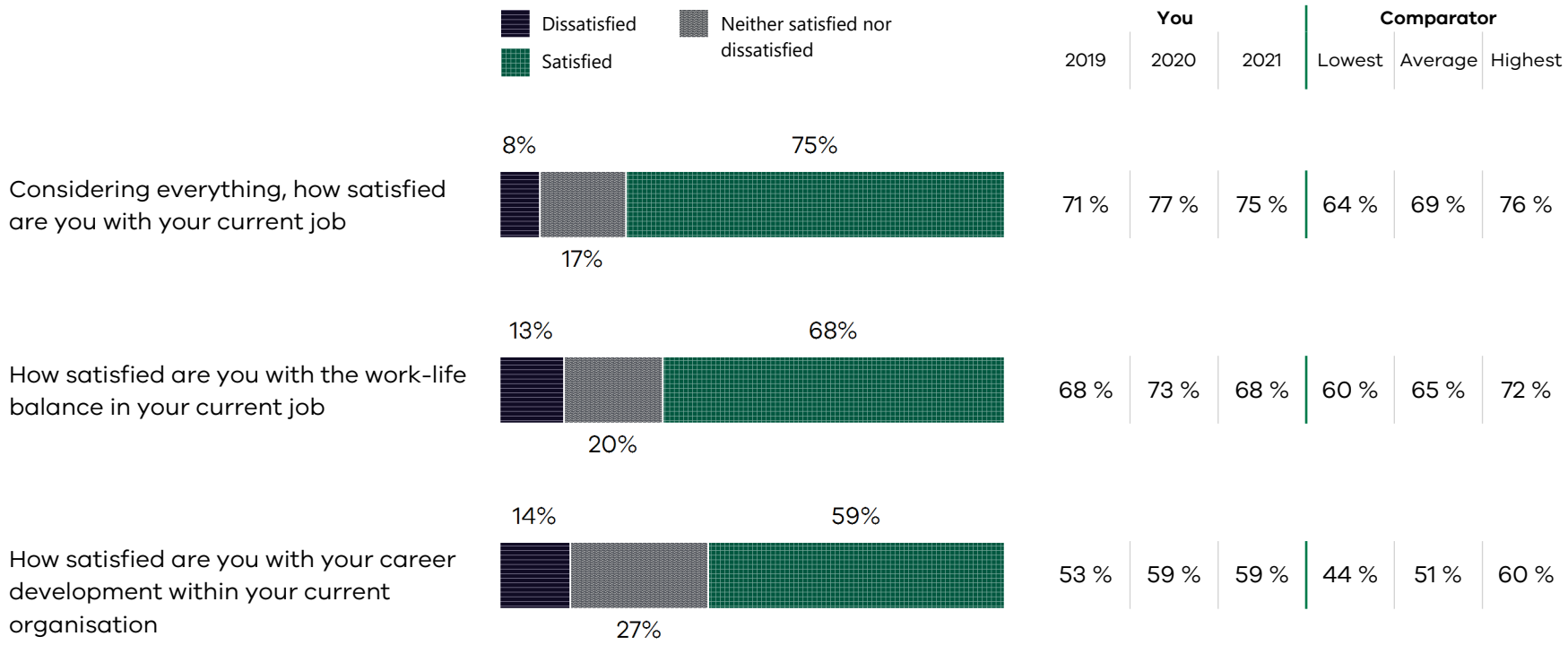
Under 'Your results', see results for each question in descending order by most satisfied.

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

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

Example

75% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.



People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

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

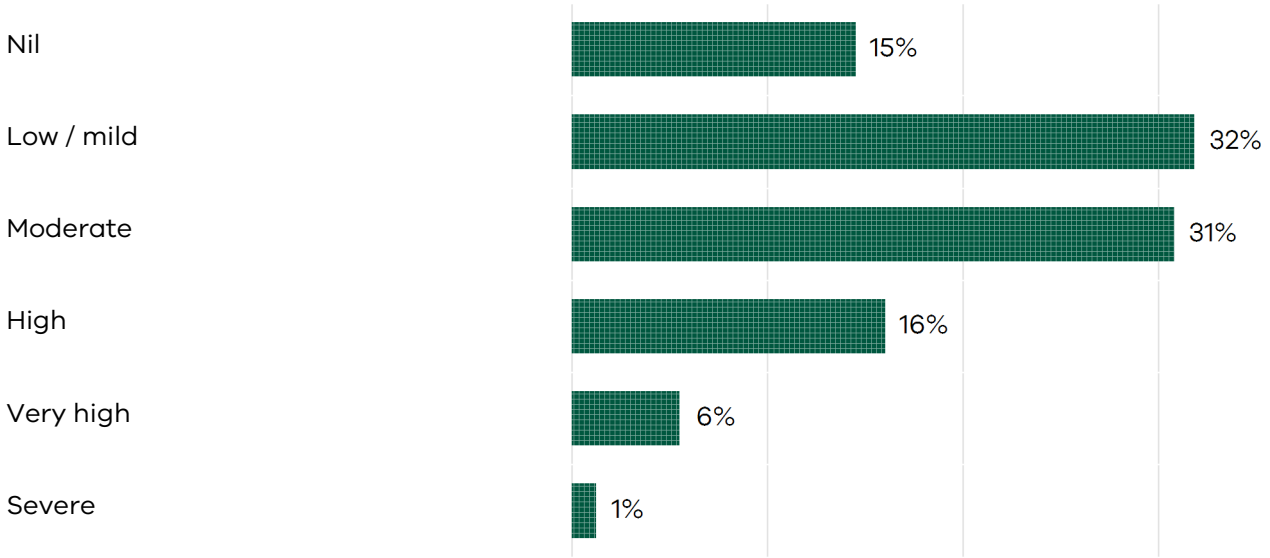
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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

Example

23% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 28% of staff in your comparator group and 26% of staff across the public sector.

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



Reported levels of high to severe stress

2020		2021	
17%		23%	
Comparator	24%	Comparator	28%
Public Sector	23%	Public Sector	26%

People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

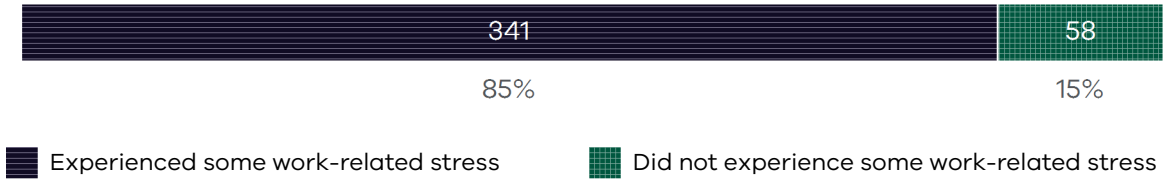
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

Example

85% of your staff who did the survey said they experienced mild to severe stress.

Of that 85%, 44% said the top reason was 'Workload'.



Of those that experienced work related stress it was from ...	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	39%	44%	50%	51%
Time pressure	39%	37%	42%	42%
Dealing with clients, patients or stakeholders	12%	17%	14%	14%
Management of work (e.g. supervision, training, information, support)	13%	17%	14%	13%
Other changes due to COVID-19	16%	16%	16%	15%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	13%	15%	10%	12%
Unclear job expectations	11%	12%	13%	11%
Content, variety, or difficulty of work	10%	11%	10%	12%
Other	8%	10%	9%	9%
Competing home and work responsibilities	11%	10%	9%	12%

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.

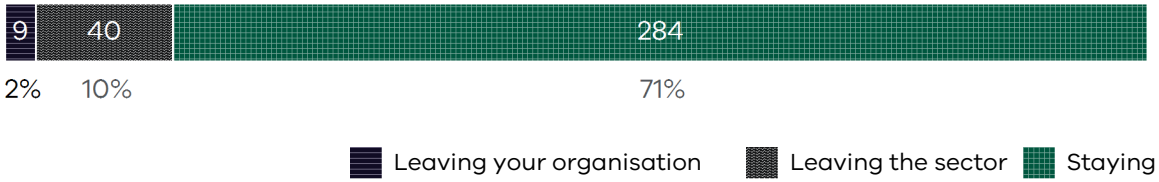
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

Example

12% of your staff who did the survey said they intended to leave.

Of that 12%, 51% said it was from 'Better remuneration'.

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



Of those who indicated they're leaving your organisation (including leaving the sector) it was for ...	You 2021	Comparator 2021	Public sector 2021
Better remuneration	51%	41%	26%
Limited future career opportunities at my organisation	43%	46%	42%
Limited recognition for doing a good job	41%	37%	32%
Limited opportunities to gain further experience at my organisation	33%	34%	33%
Lack of confidence in senior leadership	24%	45%	34%
Limited developmental/educational opportunities at my organisation	24%	29%	24%
My interests do not match my job role	20%	13%	14%
Poor relationship with my colleagues and/or manager	18%	17%	15%
Excessive workload	16%	33%	25%
Limited flexible work arrangements for managing (e.g. family/caring commitments)	16%	10%	11%

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

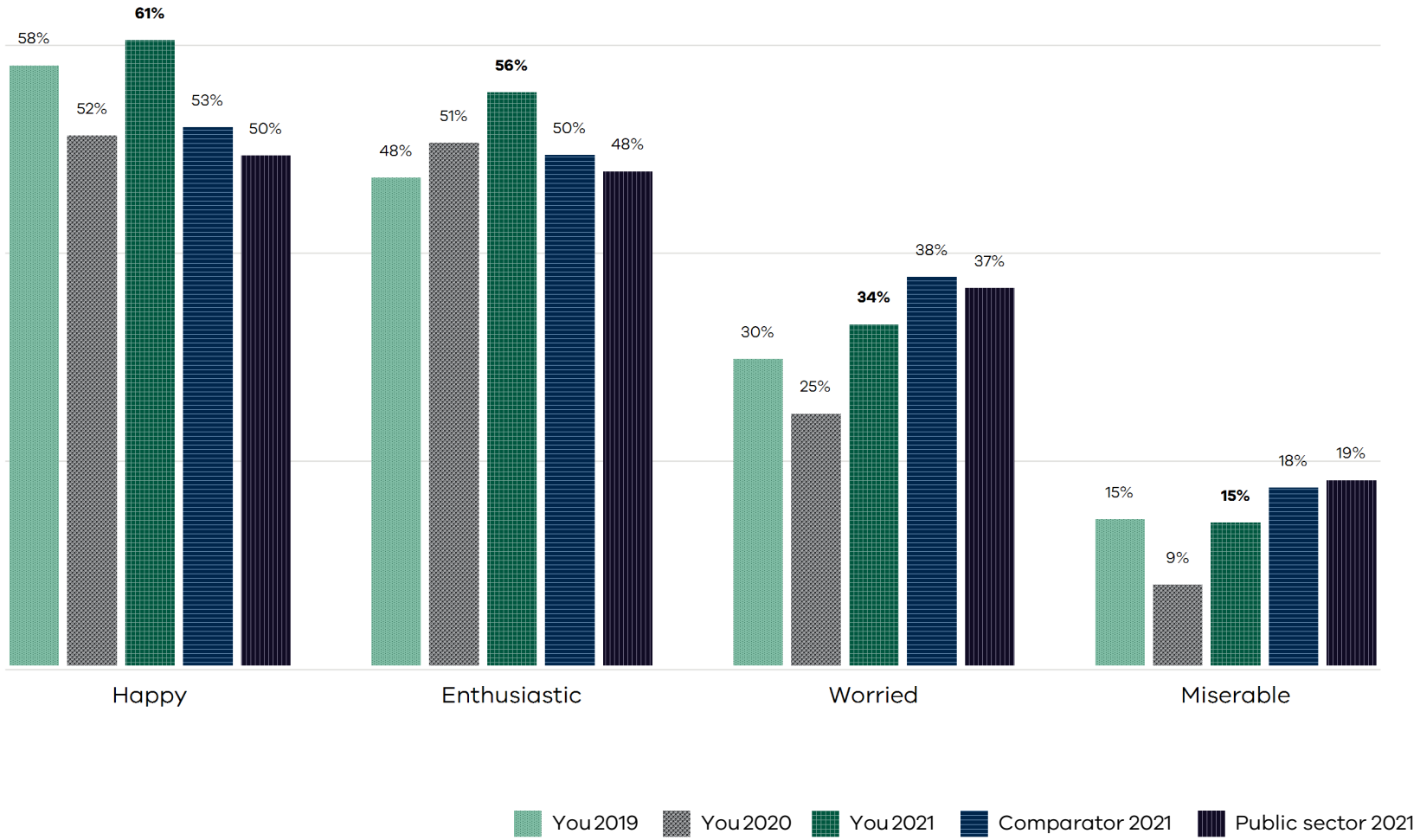
In 2021:

- 61% of your staff who did the survey said work made them feel happy in 2021, which is up from 52% in 2020

Compared to:

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

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



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.

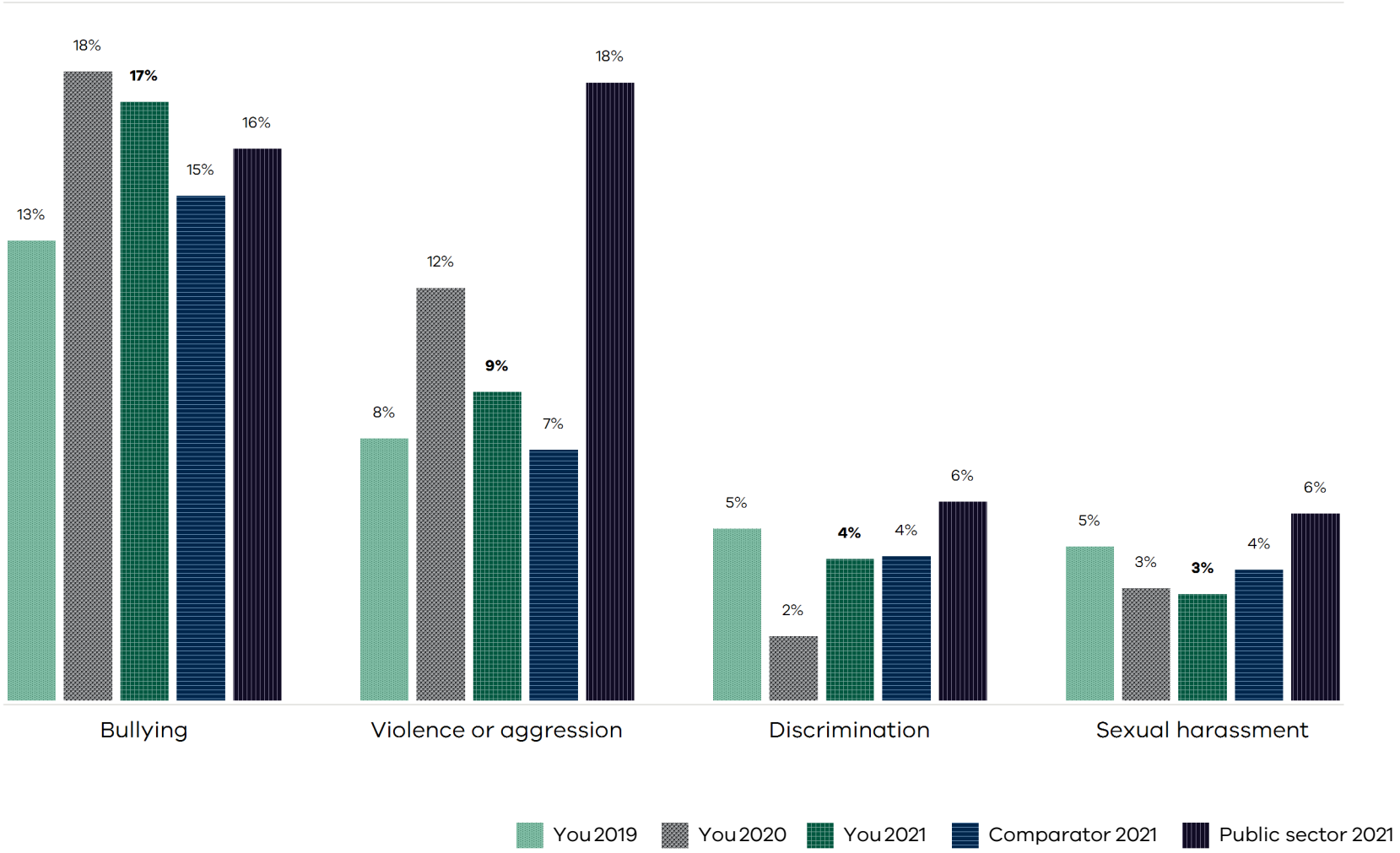
Example

In 2021:

- 17% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is down from 18% in 2020.

Compared to:

- 15% of staff at your comparator and 16% of staff across the public sector.



People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

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

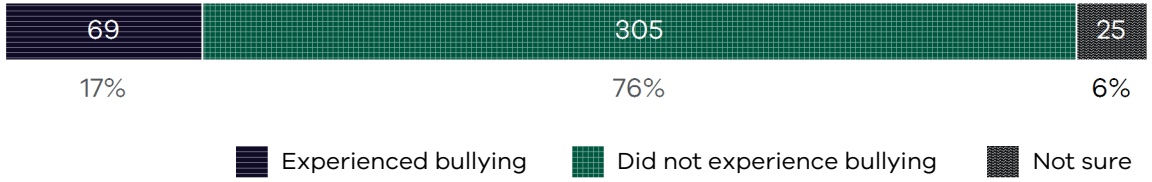
In descending order, the table shows the answers.

Example

17% of your staff who did the survey said they experienced bullying.

Of that 17%, 57% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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



If you experienced bullying, what type of bullying did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	70%	57%	65%	69%
Exclusion or isolation	42%	43%	37%	42%
Verbal abuse	32%	32%	20%	20%
Intimidation and/or threats	38%	30%	34%	32%
Withholding essential information for me to do my job	36%	30%	31%	27%
Other	11%	12%	12%	15%
Being given impossible assignment(s)	8%	7%	13%	9%
Being assigned meaningless tasks unrelated to the job	6%	6%	10%	13%
Interference with my personal property and/or work equipment	4%	3%	5%	4%

People outcomes

Telling someone about the bullying

What this is

This is if staff told someone when they experienced bullying.

Why this is important

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

How to read this

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

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

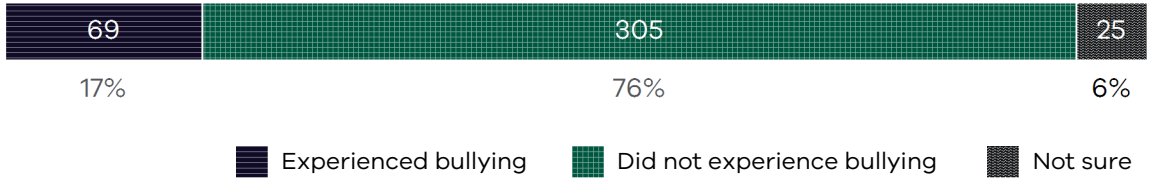
In descending order, the table shows the answers.

Example

17% of your staff who did the survey said they experienced bullying, of which

- 41% said the top way they reported the bullying was 'Told a colleague'.
- 88% said they didn't submit a formal complaint.

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



Did you tell anyone about the bullying?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a colleague	40%	41%	43%	42%
Told a manager	45%	41%	46%	47%
Told a friend or family member	23%	26%	33%	34%
Told Human Resources	23%	22%	18%	12%
Told the person the behaviour was not OK	0%	20%	14%	17%
I did not tell anyone about the bullying	15%	17%	11%	12%
Submitted a formal complaint	8%	12%	11%	12%
Told employee assistance program (EAP) or peer support	0%	12%	10%	9%
Told someone else	8%	9%	12%	12%

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

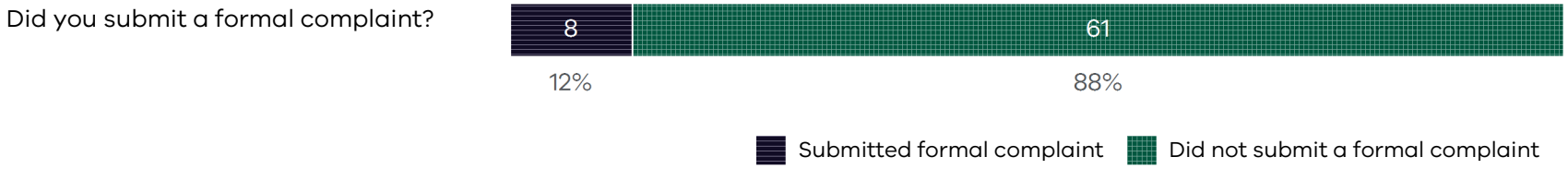
How to read this

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

Example

88% of your staff who experienced bullying did not submit a formal complaint, of which:

- 57% said the top reason was 'I didn't think it would make a difference'.



Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	57%	50%	50%
I believed there would be negative consequences for my reputation	48%	50%	53%
I believed there would be negative consequences for my career	39%	37%	40%
I didn't think it was serious enough	23%	13%	16%
I didn't feel safe to report the incident	20%	15%	19%
I believed there would be negative consequences for the person I was going to complain about	18%	10%	10%
Other	15%	11%	12%
I thought the complaint process would be embarrassing or difficult	11%	12%	14%
I didn't know how to make a complaint	7%	4%	5%
I didn't need to because I no longer had contact with the person(s) who bullied me	7%	8%	8%

People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year's survey, 17% of your staff said they experienced bullying.

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

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

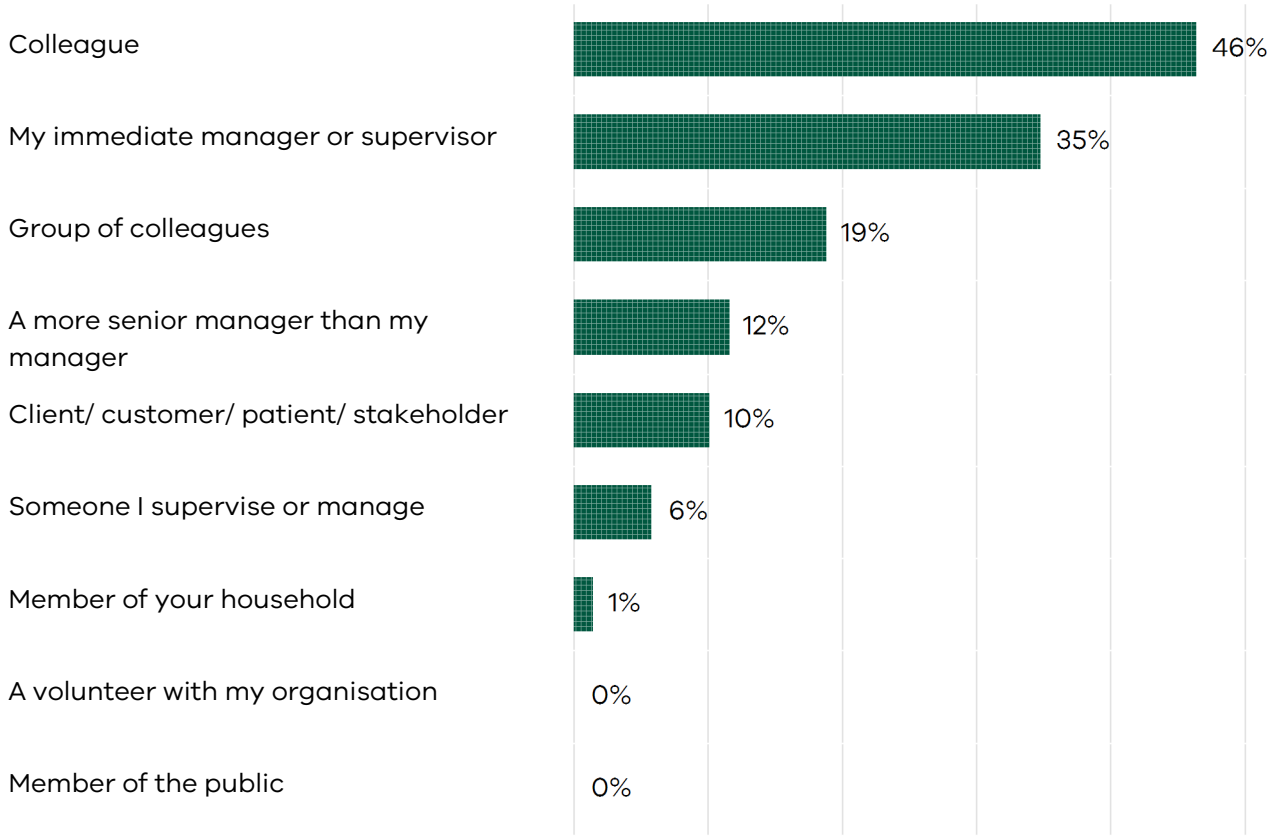
Each row is one perpetrator or group of perpetrators.

Example

17% of your staff who did the survey said they experienced bullying.

Of that 17%, 46% said it was by 'Colleague'.

69 people (17% of staff) experienced bullying (You2021)



People outcomes

Frequency of bullying

What this is

This is how often staff experienced bullying.

Why this is important

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

How to read this

In this year's survey, 17% of your staff said they experienced bullying.

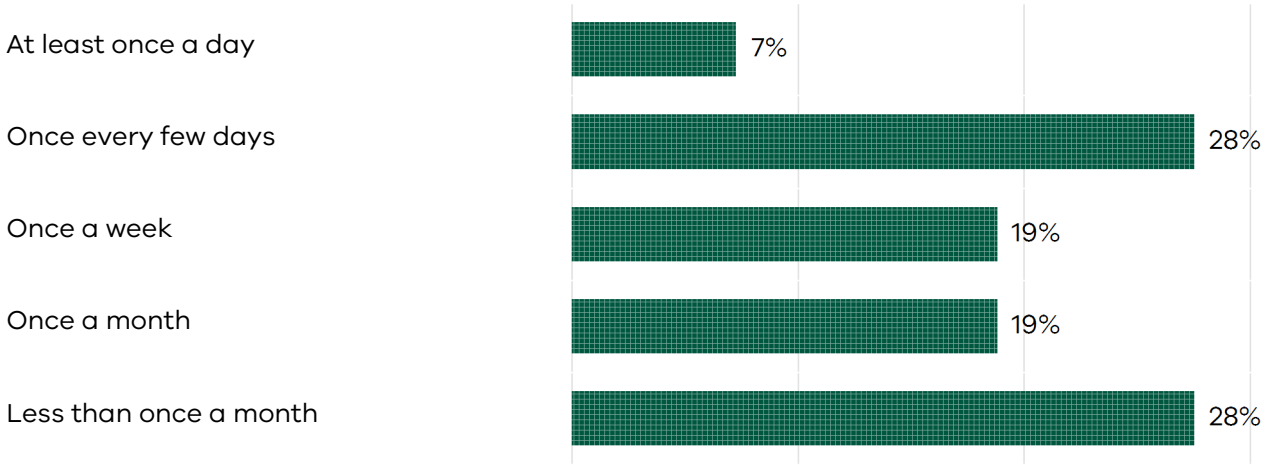
If they did, they could tell us how often they experienced this behaviour.

Example

17% of your staff who did the survey said they experienced bullying.

Of that 17%, 7% said it was 'At least once a day'.

How often have you experienced bullying? (You2021)



People outcomes

Sexual harassment

What this is

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

Why this is important

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

How to read this

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

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

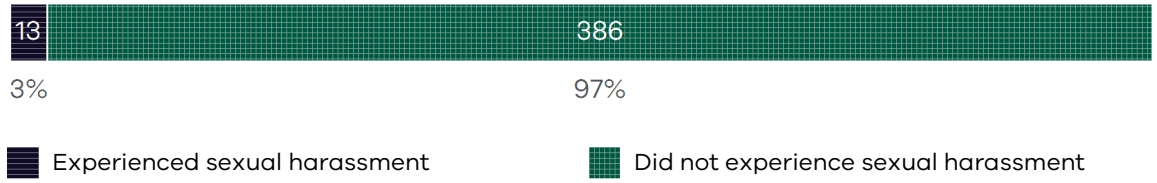
In descending order, the table shows the top 10 answers.

Example

3% of your staff who did the survey said they experienced sexual harassment.

Of those, 77% said the top type was 'Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)'.

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



Behaviours reported	You 2020	You 2021	Comparator 2021	Public sector 2021
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	60%	77%	50%	54%
Intrusive questions about your private life or comments about your physical appearance	40%	31%	54%	50%
Inappropriate staring or leering that made you feel intimidated	10%	8%	14%	15%
Unwelcome touching, hugging, cornering or kissing	10%	8%	8%	14%
Inappropriate physical contact (including momentary or brief physical contact)	0%	8%	8%	17%
Sexually explicit email or SMS message	10%	0%	1%	1%
Any other unwelcome conduct of a sexual nature	0%	0%	6%	7%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	0%	0%	2%	3%
Repeated or inappropriate invitations to go out on dates	0%	0%	1%	3%
Request or pressure for sex or other sexual acts	0%	0%	0%	1%

People outcomes

Response to sexual harassment

What this is

This is how staff responded when they experienced sexual harassment.

Why this is important

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

How to read this

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

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

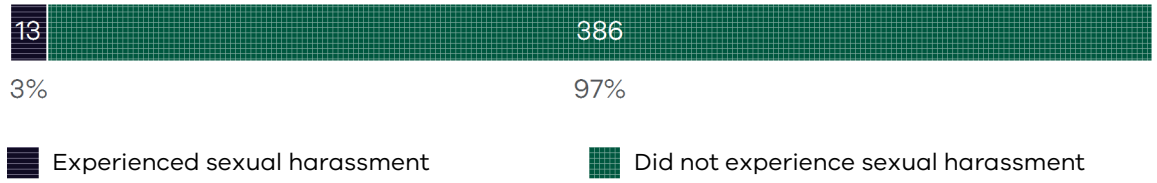
In descending order, the table shows the top 10 responses.

Example

3% of your staff who did the survey said they experienced sexual harassment.

Of those, 46% said their top response was 'Tried to laugh it off or forget about it'.

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



When the harassment happened to you, did you respond in any of the following ways?	You 2020	You 2021	Comparator 2021	Public sector 2021
Tried to laugh it off or forget about it	30%	46%	29%	41%
Avoided the person(s) by staying away from them	40%	38%	35%	36%
Pretended it didn't bother you	50%	38%	47%	45%
Told the person the behaviour was not OK	20%	38%	24%	31%
Told a colleague	30%	15%	24%	29%
Told employee assistance program (EAP) or peer support	0%	15%	4%	3%
Avoided locations where the behaviour might occur	0%	8%	11%	13%
Other	0%	8%	3%	7%
Told a friend or family member	0%	8%	24%	21%
Told a manager	30%	8%	16%	20%

People outcomes

Sexual harassment - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

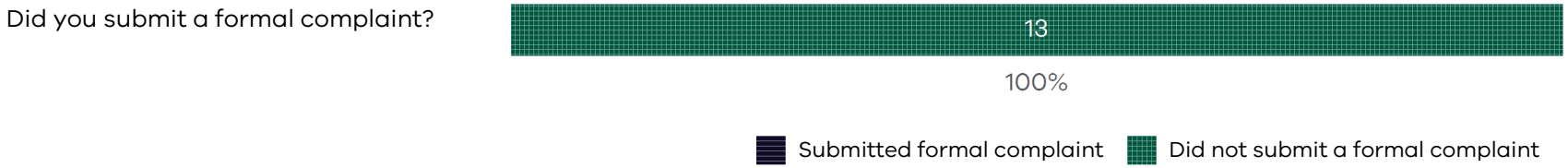
How to read this

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

Example

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

- 62% said the top reason was 'I didn't think it would make a difference'.



Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	62%	37%	39%
I didn't think it was serious enough	31%	39%	45%
I believed there would be negative consequences for my reputation	23%	40%	33%
Other	23%	9%	7%
I didn't feel safe to report the incident	15%	18%	8%
I didn't know how to make a complaint	15%	2%	4%
I thought the complaint process would be embarrassing or difficult	15%	12%	11%
I believed there would be negative consequences for my career	8%	27%	21%
I believed there would be negative consequences for the person I was going to complain about	8%	17%	13%
I didn't know who to talk to	8%	4%	4%

People outcomes

Perpetrators of sexual harassment

What this is

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

Why this is important

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

How to read this

In this year's survey, 3% of your staff said they experienced sexual harassment.

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

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

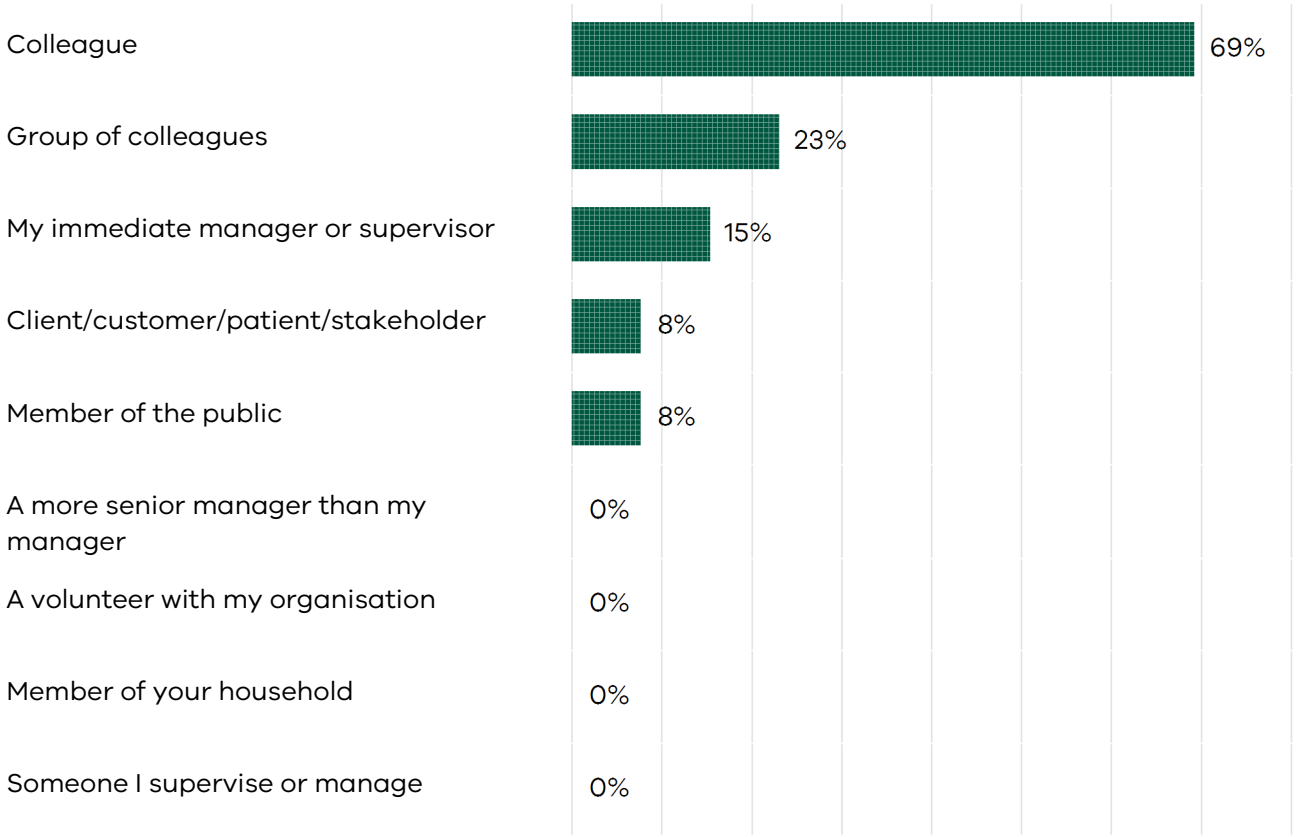
Each row is one perpetrator or group of perpetrators.

Example

3% of your staff who did the survey said they experienced sexual harassment.

Of that 3%, 69% said it was by 'Colleague'.

13 people (3% of staff) experienced sexual harassment (You2021)



People outcomes

Frequency of sexual harassment

What this is

This is how often staff experienced sexual harassment.

Why this is important

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

How to read this

In this year's survey, 3% of your staff said they experienced sexual harassment.

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

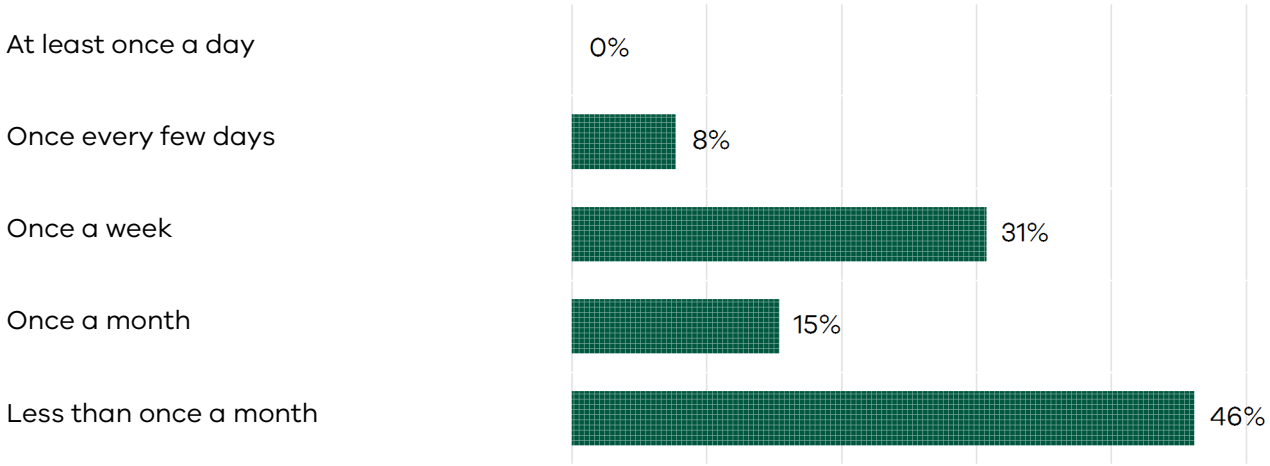
The graph shows how often staff were experiencing sexual harassment.

Example

3% of your staff who did the survey said they experienced sexual harassment.

Of that 3%, 0% said it was 'At least once a day'.

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



People outcomes

Type of discrimination

What this is

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

Why this is important

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

How to read this

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

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

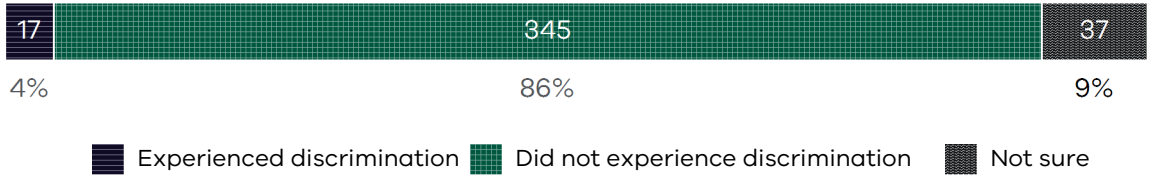
In descending order, the table shows the top 10 types.

Example

4% of your staff who did the survey said they experienced discrimination.

Of that 4%, 47% said it was 'Other'.

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



If you experienced discrimination, what type of discrimination did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Other	17%	47%	38%	38%
Opportunities for training	33%	18%	22%	24%
Denied flexible work arrangements or other adjustments	0%	12%	19%	21%
Employment security - threats of dismissal or termination	33%	12%	21%	11%
Opportunities for promotion	50%	12%	27%	37%
Access to leave	17%	6%	7%	8%
Pay or conditions offered by employer	33%	6%	13%	9%

People outcomes

Telling someone about the discrimination

What this is

This is who staff told about the discrimination they experienced.

Why this is important

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

How to read this

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

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

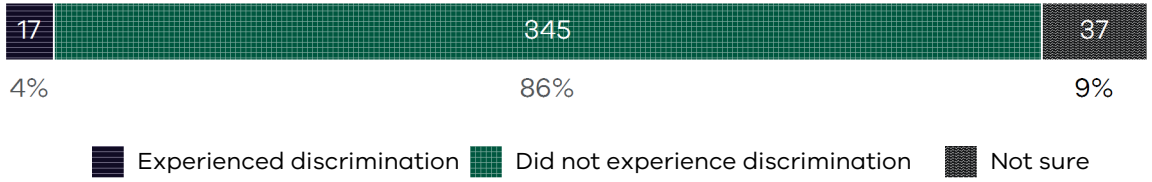
In descending order, the table shows the answers.

Example

4% of your staff who did the survey said they experienced discrimination, of which

- 47% said the top way they reported the discrimination was 'I did not tell anyone about the discrimination'.
- 100% said they didn't submit a formal complaint.

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



Did you tell anyone about the discrimination?	You 2020	You 2021	Comparator 2021	Public sector 2021
I did not tell anyone about the discrimination	17%	47%	17%	24%
Told a colleague	50%	18%	39%	38%
Told a friend or family member	33%	12%	31%	32%
Told a manager	50%	12%	29%	28%
Told employee assistance program (EAP) or peer support	0%	12%	15%	8%
Told someone else	17%	12%	16%	14%
Told Human Resources	33%	6%	15%	10%
Told the person the behaviour was not OK	0%	6%	11%	9%

People outcomes

Discrimination - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

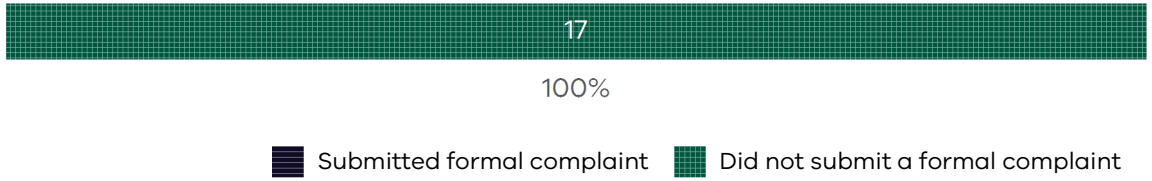
In the survey, we asked staff to tell us if they'd experienced discrimination at work. We then asked them if they submitted a formal complaint. If they did not, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

Example

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

- 65% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?



Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	65%	57%	56%
I believed there would be negative consequences for my career	59%	52%	54%
I didn't think it would make a difference	53%	54%	57%
I didn't feel safe to report the incident	24%	24%	19%
I didn't know who to talk to	12%	7%	6%
I thought the complaint process would be embarrassing or difficult	12%	18%	13%
I didn't think it was serious enough	6%	13%	12%
I was advised not to	6%	3%	4%
Other	6%	11%	10%

People outcomes

Frequency of discrimination

What this is

This is how often staff experienced discrimination.

Why this is important

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

How to read this

In this year's survey, 4% of your staff said they experienced discrimination.

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

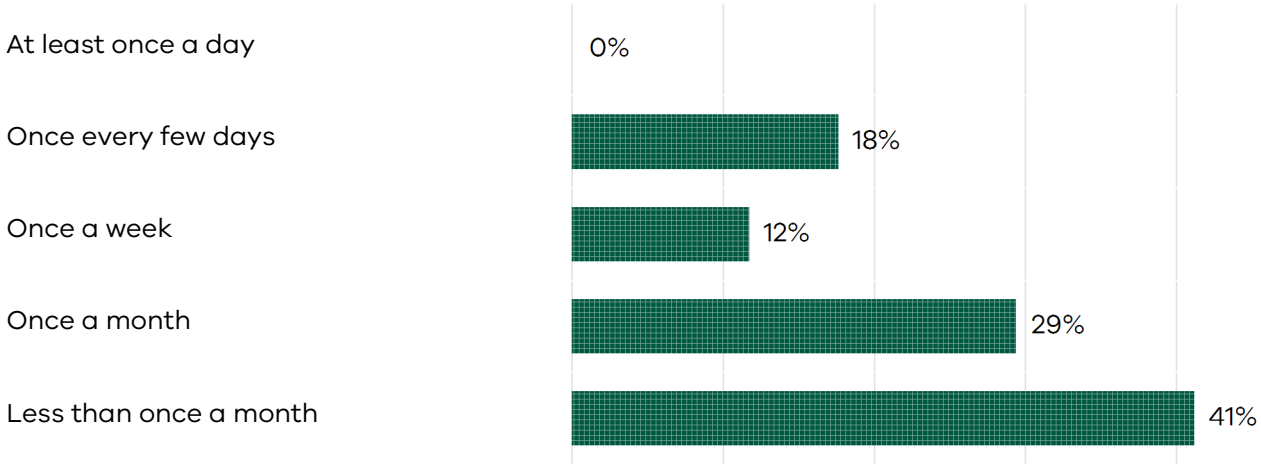
The graph shows how often staff were experiencing discrimination.

Example

4% of your staff who did the survey said they experienced discrimination.

Of that 4%, 0% said it was 'At least once a day'.

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



Negative behaviour

Violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

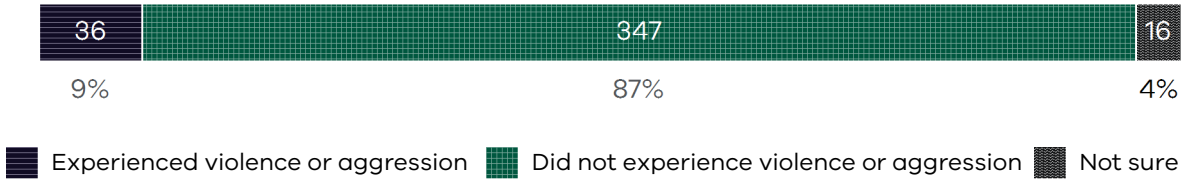
In descending order, the table shows the answers.

Example

9% of your staff who did the survey said they experienced violence or aggression.

Of that 9%, 78% said it was from 'Intimidating behaviour'.

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



If you experienced violence or aggression, what type did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Intimidating behaviour	74%	78%	72%	69%
Abusive language	54%	58%	55%	81%
Threats of violence	6%	14%	10%	39%
Other	6%	8%	10%	12%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	0%	3%	4%	28%
Stalking, including cyber-stalking	3%	3%	1%	1%

Negative behaviour

Telling someone about violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

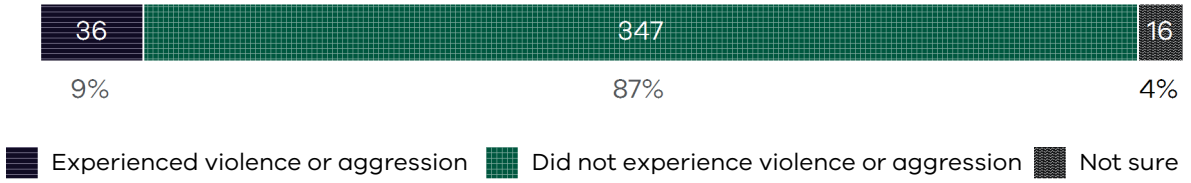
In descending order, the table shows the answers.

Example

9% of your staff who did the survey said they experienced violence or aggression, fo which

- 50% said the top way they reported the violence or agression was 'Told a manager'
- 86% said they didn't submit a formal incident report.

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



Did you tell anyone about the incident?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a manager	54%	50%	59%	52%
Told a colleague	29%	39%	45%	46%
Told Human Resources	23%	22%	9%	4%
Told a friend or family member	9%	19%	20%	20%
Told the person the behaviour was not OK	0%	17%	24%	33%
I did not tell anyone about the incident(s)	17%	14%	10%	8%
Submitted a formal incident report	11%	14%	19%	32%
Told employee assistance program (EAP) or peer support	0%	8%	8%	3%
Told someone else	9%	6%	10%	6%

Negative behaviour

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

What this is

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

Why this is important

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

How to read this

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

Example

86% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 39% said the top reason was 'I believed there would be negative consequences for my career'.

Please tell us why you did not submit a formal incident report?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my career	39%	19%	12%
I believed there would be negative consequences for my reputation	35%	27%	16%
I didn't think it would make a difference	35%	36%	39%
I didn't think it was serious enough	19%	22%	33%
Other	19%	18%	12%
I didn't feel safe to report the incident	13%	11%	5%
I thought the complaint process would be embarrassing or difficult	13%	6%	4%
I believed there would be negative consequences for the person I was going to complain about	10%	7%	4%
I didn't know how to make a complaint	10%	4%	3%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	6%	14%	15%

Negative behaviour

Perpetrators of violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

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

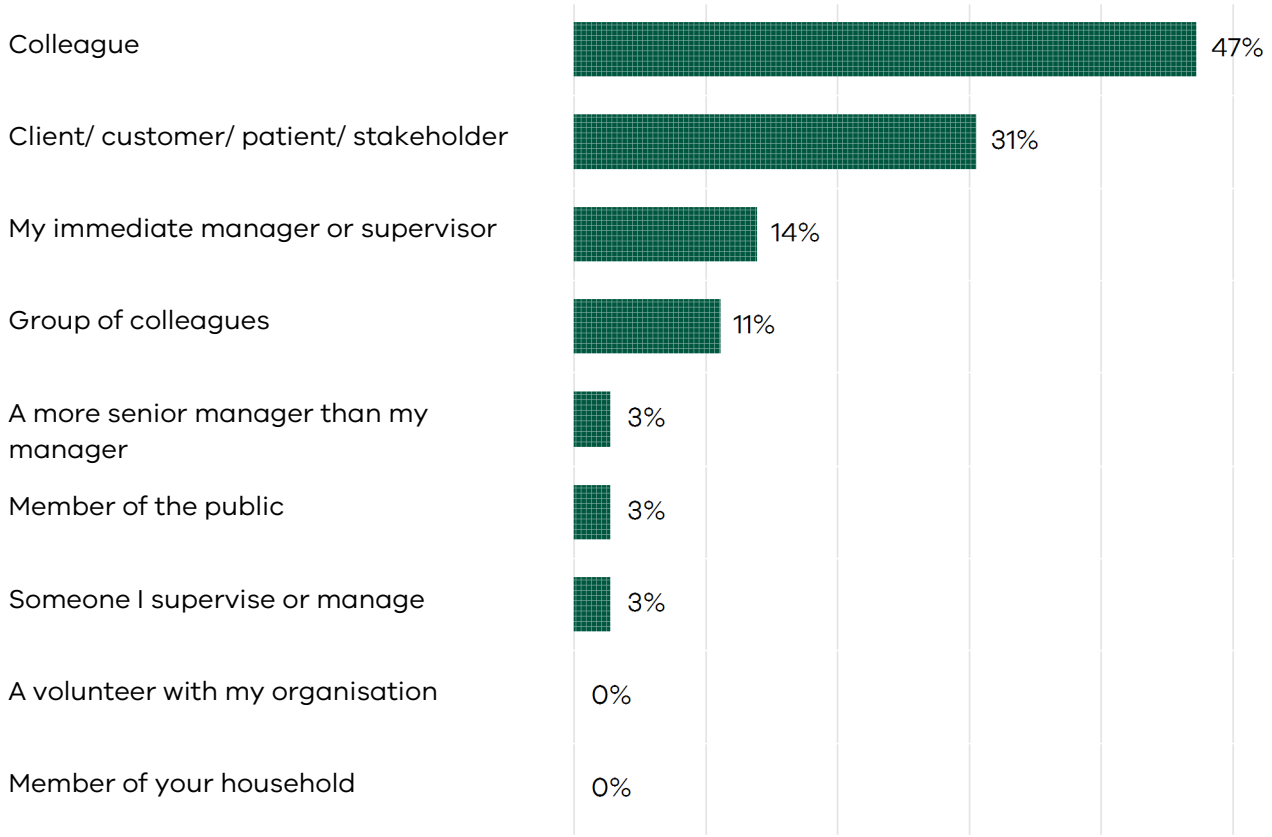
Each row is one perpetrator or a group of perpetrators.

Example

9% of your staff who did the survey said they experienced violence or aggression.

Of that 9%, 47% said it was 'Colleague'.

36 people (9% of staff) experienced violence or aggression (You2021)



Negative behaviour

Frequency of violence and aggression

What this is

This is how often staff experienced violence or aggression.

Why this is important

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

How to read this

In this year's survey, 9% of your staff said they experienced violence or aggression.

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

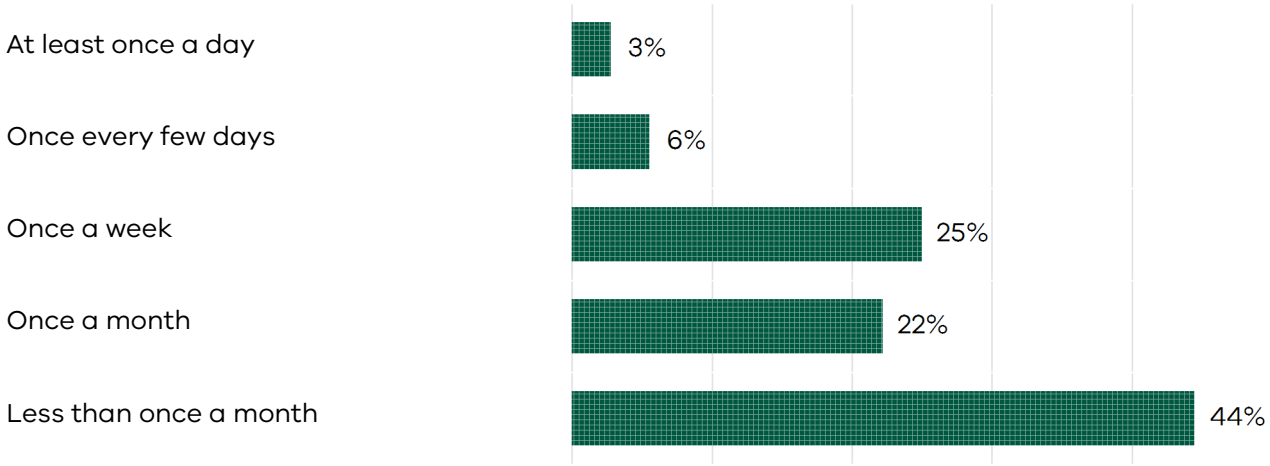
The graph shows how often staff were experiencing violence or aggression.

Example

9% of your staff who did the survey said they experienced violence or aggression.

Of that 9%, 3% said it was by 'At least once a day'.

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



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

24% of your staff who did the survey said they witnessed some negative behaviour at work.

76% 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?

During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	76%	82%	77%
Bullying of a colleague	20%	14%	16%
Discrimination against a colleague	7%	6%	8%
Violence or aggression against a colleague	3%	2%	6%
Sexual harassment of a colleague	0%	1%	1%

Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

The table shows the answers in descending order.

Example

24% of your staff who did the survey witnessed negative behaviour, of which:

- 73% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 5% took no action.

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

When you witnessed the above behaviour(s), did you do any of the following?	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	73%	71%	72%
Told a manager	35%	32%	37%
Told the person the behaviour was not OK	25%	19%	25%
Spoke to the person who behaved in a negative way	23%	15%	22%
Told a colleague	19%	23%	21%
Told Human Resources	10%	9%	6%
Other	5%	7%	7%
Took no action	5%	8%	7%
Submitted a formal complaint	3%	4%	6%

People outcomes

Negative behaviour — satisfaction with making a formal complaint

What this is

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

Why this is important

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

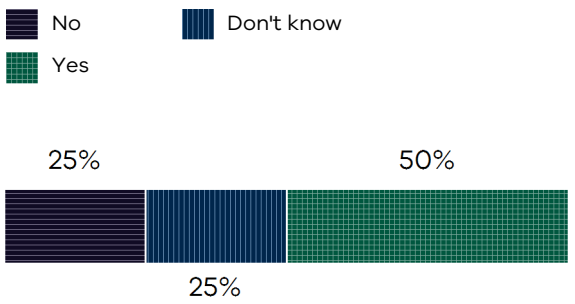
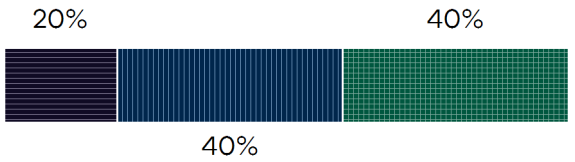
How to read this

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

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

Example

50% of staff who did the survey were satisfied with the way your organisation handled their formal 'Bullying' complaint.

Survey question	Your results	Benchmark satisfied results					
		You			Comparator		
Were you satisfied with the way your formal complaint was handled		2019	2020	2021	Lowest	Average	Highest
Bullying		0 %	Not asked	50 %	0 %	22 %	43 %
Violence or aggression		33 %	Not asked	40 %	0 %	45 %	63 %

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Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Job enrichment', the 'You 2021' column shows 90% of your staff agreed with 'I understand how my job contributes to my organisation's purpose'. In the 'Change from 2020' column, you have a 0% decrease, which is a negative trend.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Job enrichment	I understand how my job contributes to my organisation's purpose	90%	0%	89%
Meaningful work	I feel that I can make a worthwhile contribution at work	88%	+3%	87%
Workgroup support	I am able to work effectively with others in my workgroup	88%	-2%	90%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	88%	-3%	86%
Supporting question - gender equality	My organisation uses inclusive and respectful images and language	87%	Not asked in 2020	84%
Manager leadership	My manager ensures clients receive a high standard of service	86%	Not asked in 2020	82%
Meaningful work	I am achieving something important through my work	86%	+0%	83%
Organisational integrity	My organisation encourages respectful workplace behaviours	85%	Not asked in 2020	81%
Quality service delivery	My workgroup strives to deliver services in a timely manner	85%	Not asked in 2020	85%
Manager leadership	My manager is committed to workplace safety	85%	Not asked in 2020	85%

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Learning and development', the 'You 2021' column shows 33% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'. This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	33%	Not asked in 2020	24%
Taking action	My organisation has taken positive action on the results of last year's survey	38%	Not asked in 2020	32%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	45%	Not asked in 2020	35%
Learning and development	I feel I have an equal chance at promotion in my organisation	45%	Not asked in 2020	39%
Safety climate	All levels of my organisation are involved in the prevention of stress	49%	+0%	40%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	51%	-3%	51%
Workgroup support	Workgroups across my organisation willingly share information with each other	53%	+4%	49%
Manager support	I receive adequate recognition for my contributions and accomplishments	53%	Not asked in 2020	54%
Manager support	My manager has regular conversations with me about my learning and development	54%	Not asked in 2020	53%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	55%	Not asked in 2020	49%

Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

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

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

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

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

Example

On the first row 'Engagement', the 'You 2021' column shows 83% of your staff agreed with 'I am proud to tell others I work for my organisation'.
In the 'Increase from 2020' column, you have a 7% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Engagement	I am proud to tell others I work for my organisation	83%	+7%	74%
Engagement	My organisation inspires me to do the best in my job	67%	+7%	59%
Engagement	I would recommend my organisation as a good place to work	78%	+7%	66%
Engagement	My organisation motivates me to help achieve its objectives	67%	+4%	61%
Senior leadership	Senior leaders provide clear strategy and direction	69%	+4%	57%
Workgroup support	Workgroups across my organisation willingly share information with each other	53%	+4%	49%
Senior leadership	Senior leaders support staff to work in an environment of change	71%	+4%	57%
Manager support	My manager involves me in decisions about my work	74%	+4%	76%
Safe to speak up	People in your workgroup are able to bring up problems and tough issues	73%	+4%	72%
Workgroup support	People in my workgroup work together effectively to get the job done	79%	+3%	81%

Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

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

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

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

Example

On the first row 'Workplace flexibility', the 'You 2021' column shows 69% of your staff agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.
In the 'Decrease from 2020' column, you have a 9% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	69%	-9%	68%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	59%	-8%	58%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	59%	-6%	50%
Satisfaction	How satisfied are you with the work-life balance in your current job	68%	-5%	65%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	56%	-4%	48%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	63%	-4%	66%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	88%	-3%	86%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	51%	-3%	51%
Manager support	My manager provides me with enough support when I need it	73%	-3%	74%
Workgroup support	I am able to work effectively with others in my workgroup	88%	-2%	90%

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 'Senior leadership', the 'You 2021' column shows 71% of your staff agreed with 'Senior leaders support staff to work in an environment of change'.

The 'difference' column, shows that agreement for this question was 14 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Senior leadership	Senior leaders support staff to work in an environment of change	71%	+14%	57%
Senior leadership	Senior leaders model my organisation's values	73%	+13%	61%
Senior leadership	Senior leaders provide clear strategy and direction	69%	+12%	57%
Senior leadership	Senior leaders demonstrate honesty and integrity	71%	+12%	59%
Workload	I have enough time to do my job effectively	58%	+12%	47%
Engagement	I would recommend my organisation as a good place to work	78%	+12%	66%
Workload	The workload I have is appropriate for the job that I do	63%	+11%	52%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	45%	+10%	35%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	77%	+10%	67%
Organisational integrity	My organisation is committed to earning a high level of public trust	84%	+10%	74%

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 'Workgroup support', the 'You 2021' column shows 62% of your staff agreed with 'People in my workgroup are politically impartial in their work'.

The 'difference' column, shows that agreement for this question was 9 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Workgroup support	People in my workgroup are politically impartial in their work	62%	-9%	71%
Workgroup support	People in my workgroup treat each other with respect	77%	-7%	83%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	66%	-6%	72%
Manager support	My manager keeps me informed about what's going on	69%	-5%	74%
Workgroup support	People in my workgroup actively support diversity and inclusion in the workplace	80%	-5%	85%
Job enrichment	I have a choice in deciding how I do my work	71%	-4%	74%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	64%	-4%	68%
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	69%	-4%	72%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	70%	-3%	73%
Quality service delivery	My workgroup values human rights	82%	-3%	85%

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Taking action

What this is

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

Why this is important

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

How to read this

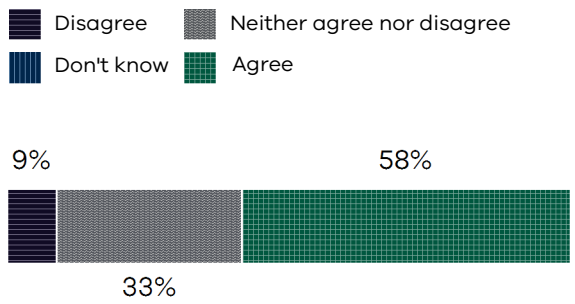
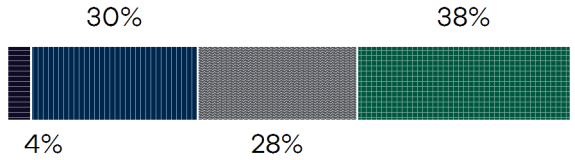
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

58% 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	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I believe my organisation will take positive action on the results of this year's survey		Not asked	Not asked	58 %	36 %	50 %	63 %
My organisation has taken positive action on the results of last year's survey		Not asked	Not asked	38 %	15 %	32 %	50 %

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Senior leadership

Senior leadership 1 of 2

What this is

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

Why this is important

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

How to read this

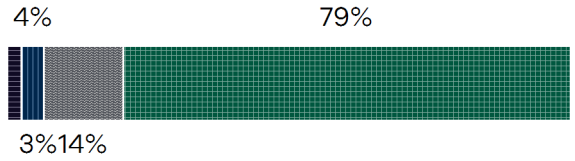
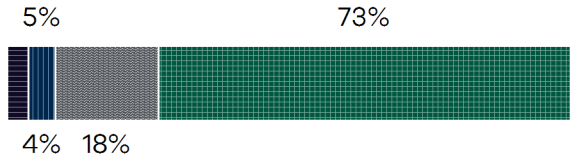
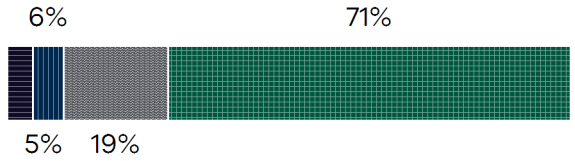
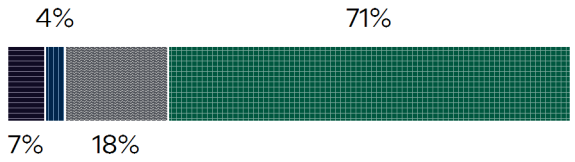
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

79% 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	You			Comparator		
	Disagree / Neither agree nor disagree / Don't know / Agree	2019	2020	2021	Lowest	Average	Highest
Senior leaders actively support diversity and inclusion in the workplace		67 %	Not asked	79 %	62 %	70 %	82 %
Senior leaders model my organisation's values		66 %	Not asked	73 %	47 %	61 %	73 %
Senior leaders demonstrate honesty and integrity		66 %	Not asked	71 %	47 %	59 %	73 %
Senior leaders support staff to work in an environment of change		59 %	67 %	71 %	45 %	57 %	69 %

Senior leadership

Senior leadership 2 of 2

What this is

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

Why this is important

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

How to read this

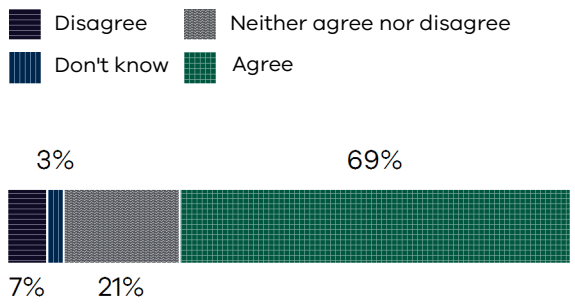
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

69% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question	Your results	Benchmark agree results					
		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Senior leaders provide clear strategy and direction		58 %	65 %	69 %	44 %	57 %	71 %

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Organisational climate

Scorecard 1 of 2

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.

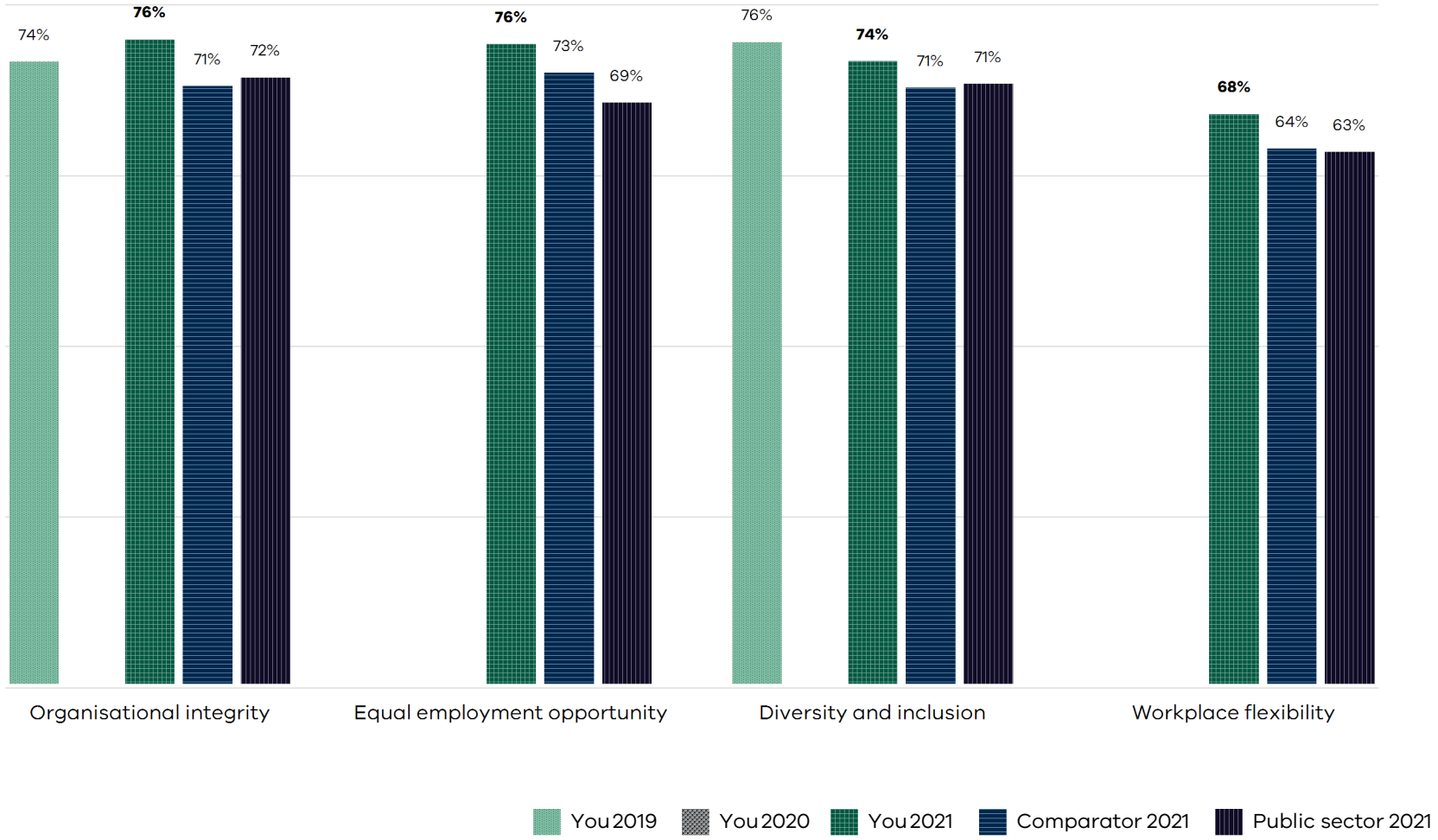
Example

In 2021:

- 76% of your staff who did the survey responded positively to questions about Organisational integrity.

Compared to:

- 71% of staff at your comparator and 72% of staff across the public sector.



Organisational climate

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

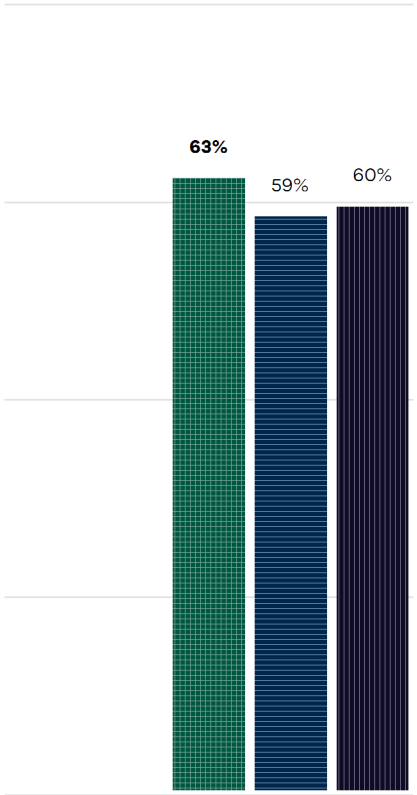
Example

In 2021:

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

Compared to:

- 59% of staff at your comparator and 60% of staff across the public sector.



Safety climate

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

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

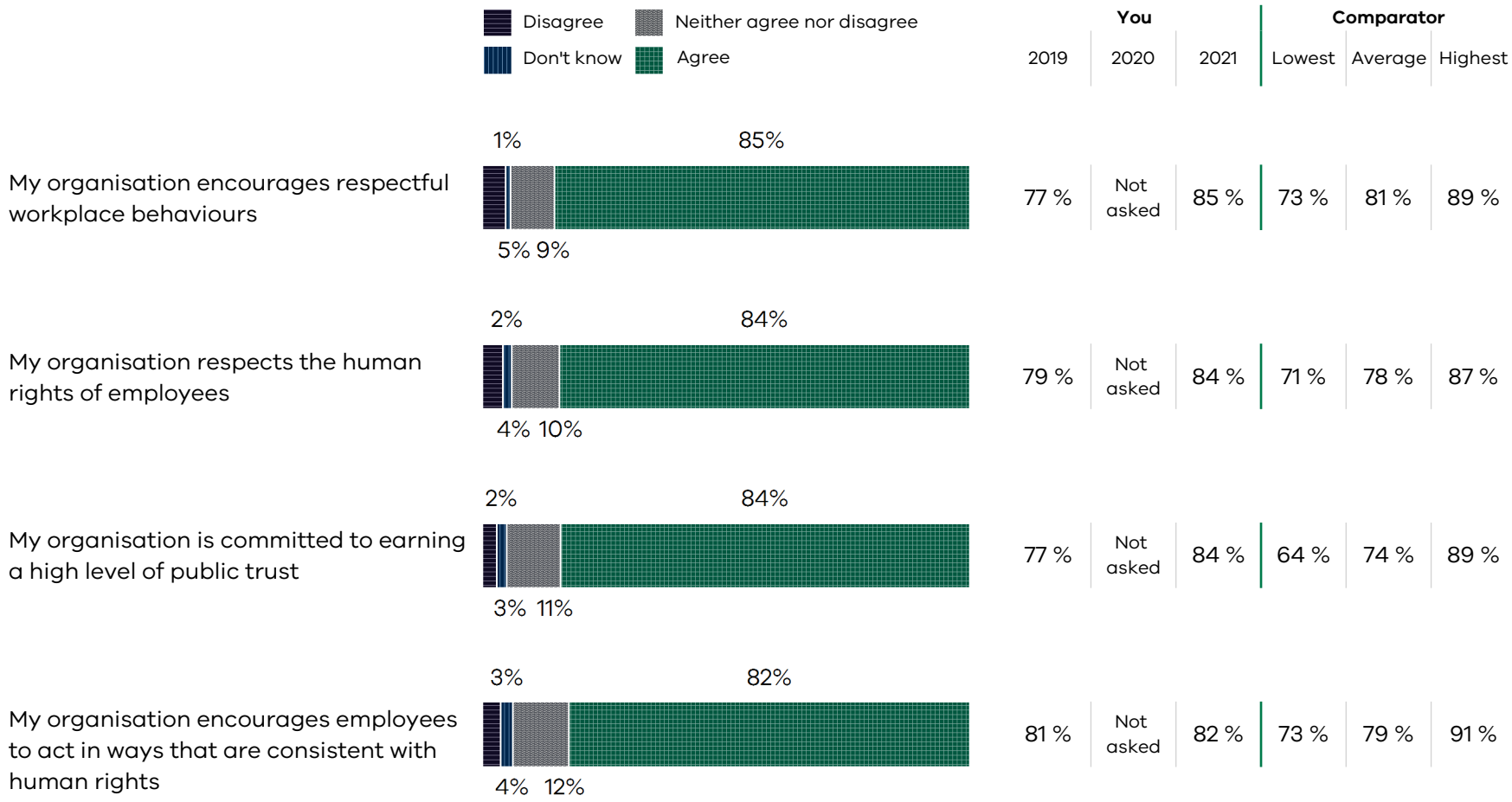
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

85% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.



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

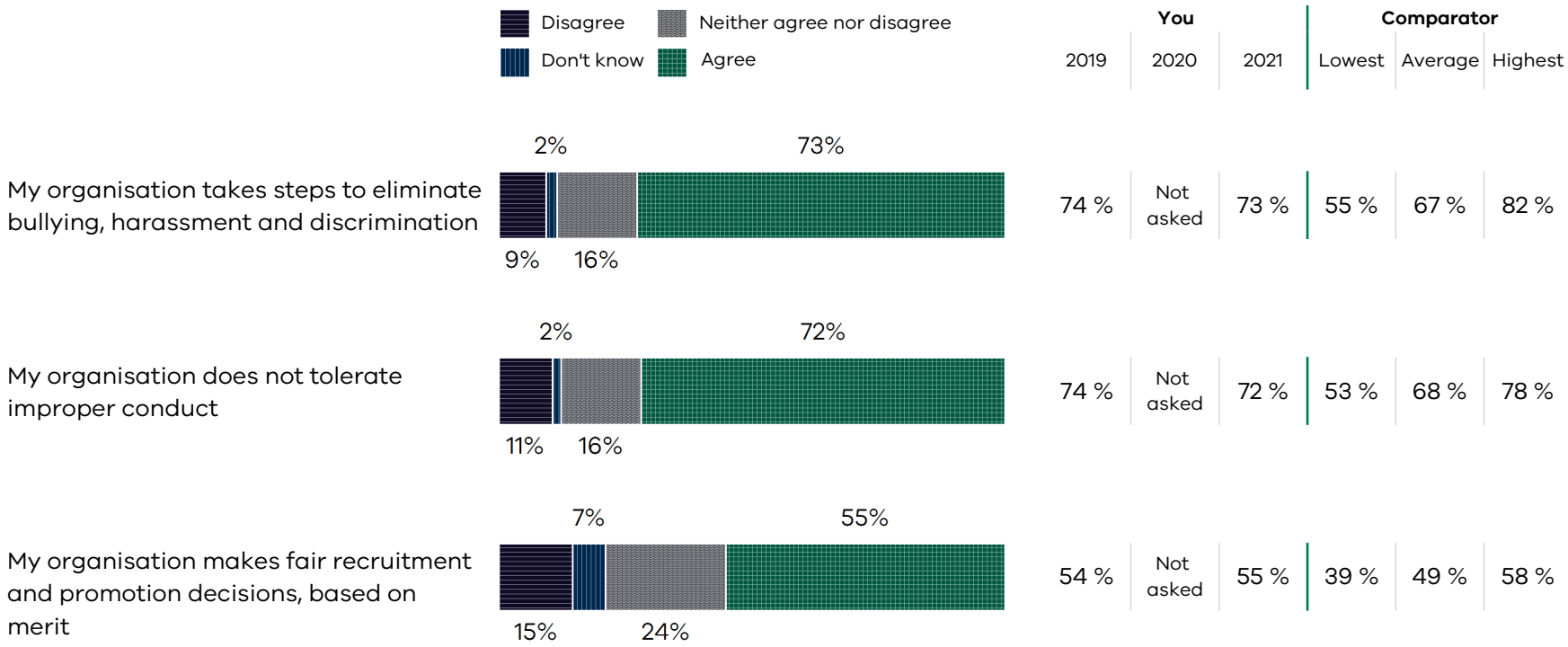
Under 'Your results', see results for each question in descending order by most agreed.

'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

73% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.



Organisational climate

Workplace flexibility 1 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

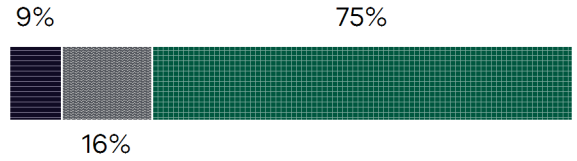
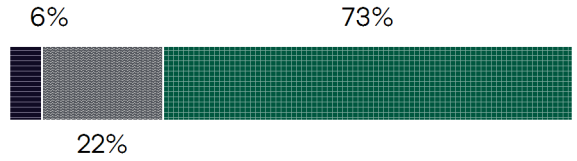
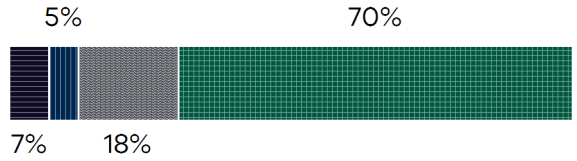
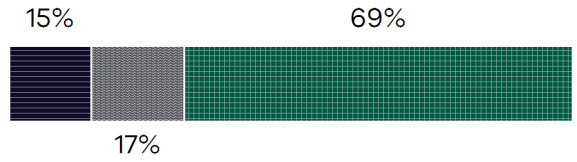
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

75% of your staff who did the survey agreed or strongly agreed with 'I have the flexibility I need to manage my work and non-work activities and responsibilities'.

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I have the flexibility I need to manage my work and non-work activities and responsibilities		Not asked	Not asked	75 %	64 %	70 %	74 %
My organisation supports employees with family or other caring responsibilities, regardless of gender		Not asked	Not asked	73 %	63 %	70 %	79 %
There is a positive culture within my organisation in relation to employees who have family responsibilities		Not asked	Not asked	70 %	53 %	63 %	75 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration		73 %	78 %	69 %	58 %	68 %	82 %

Organisational climate

Workplace flexibility 2 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

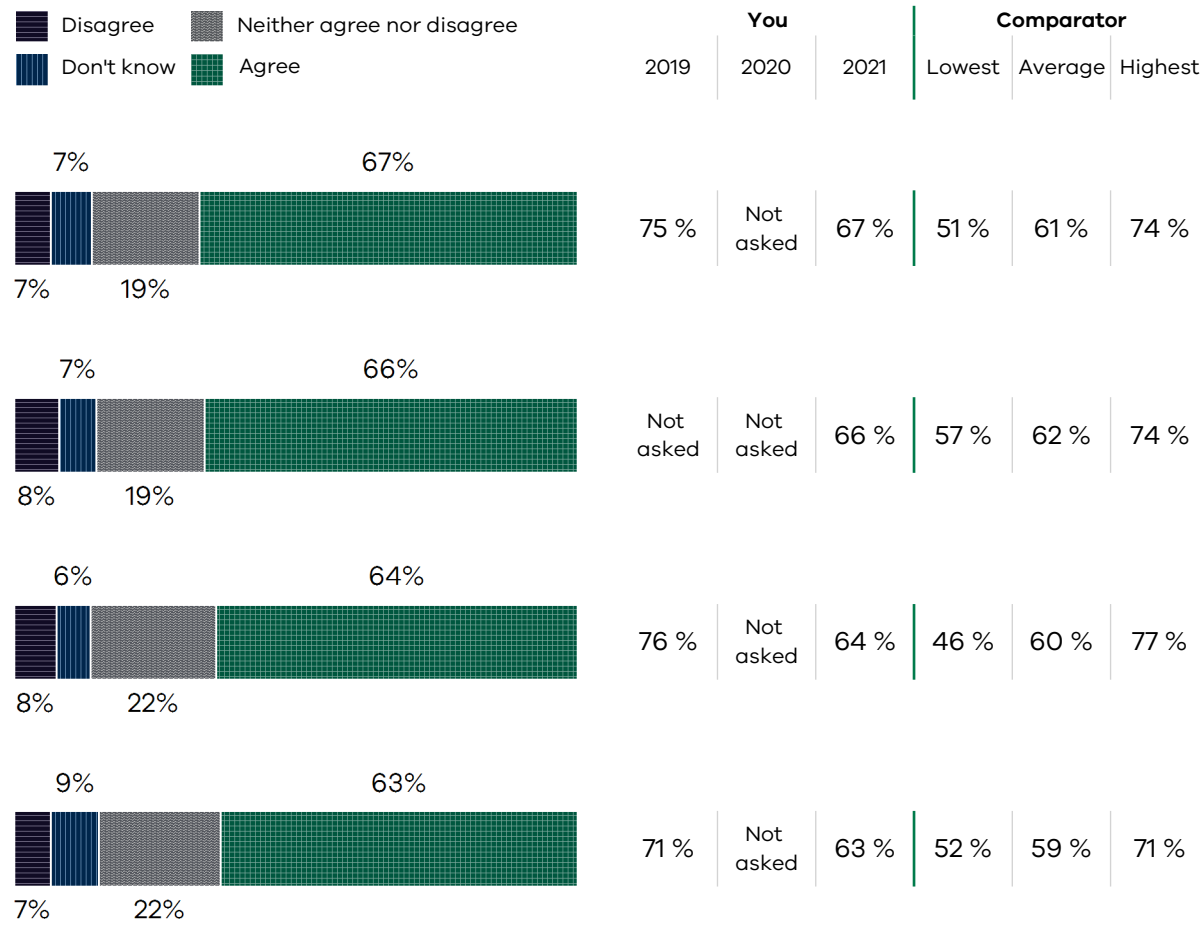
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

67% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who have caring responsibilities'.



Organisational climate

Workplace flexibility 3 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

62% of your staff who did the survey agreed or strongly agreed with 'Using flexible work arrangements is not a barrier to success in my organisation'.

Survey question	Your results	Benchmark agree results					
	Disagree, Neither agree nor disagree, Don't know, Agree	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Using flexible work arrangements is not a barrier to success in my organisation	5%, 62%, 11%, 22%	Not asked	Not asked	62 %	52 %	60 %	77 %

Organisational climate

Workplace flexibility 4 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

The table shows you what flexible work arrangements staff use.

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

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

Example

47% of staff who did the survey said the flexible work arrangement they used was 'No, I do not use any flexible work arrangements'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
No, I do not use any flexible work arrangements	47%	43%	38%
Working from an alternative location (e.g. home, hub/shared work space)	31%	36%	24%
Flexible start and finish times	20%	19%	23%
Part-time	9%	15%	19%
Using leave to work flexible hours	6%	4%	8%
Working more hours over fewer days	4%	3%	6%
Other	3%	2%	2%
Study leave	3%	1%	4%
Shift swap	2%	2%	12%
Purchased leave	1%	1%	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

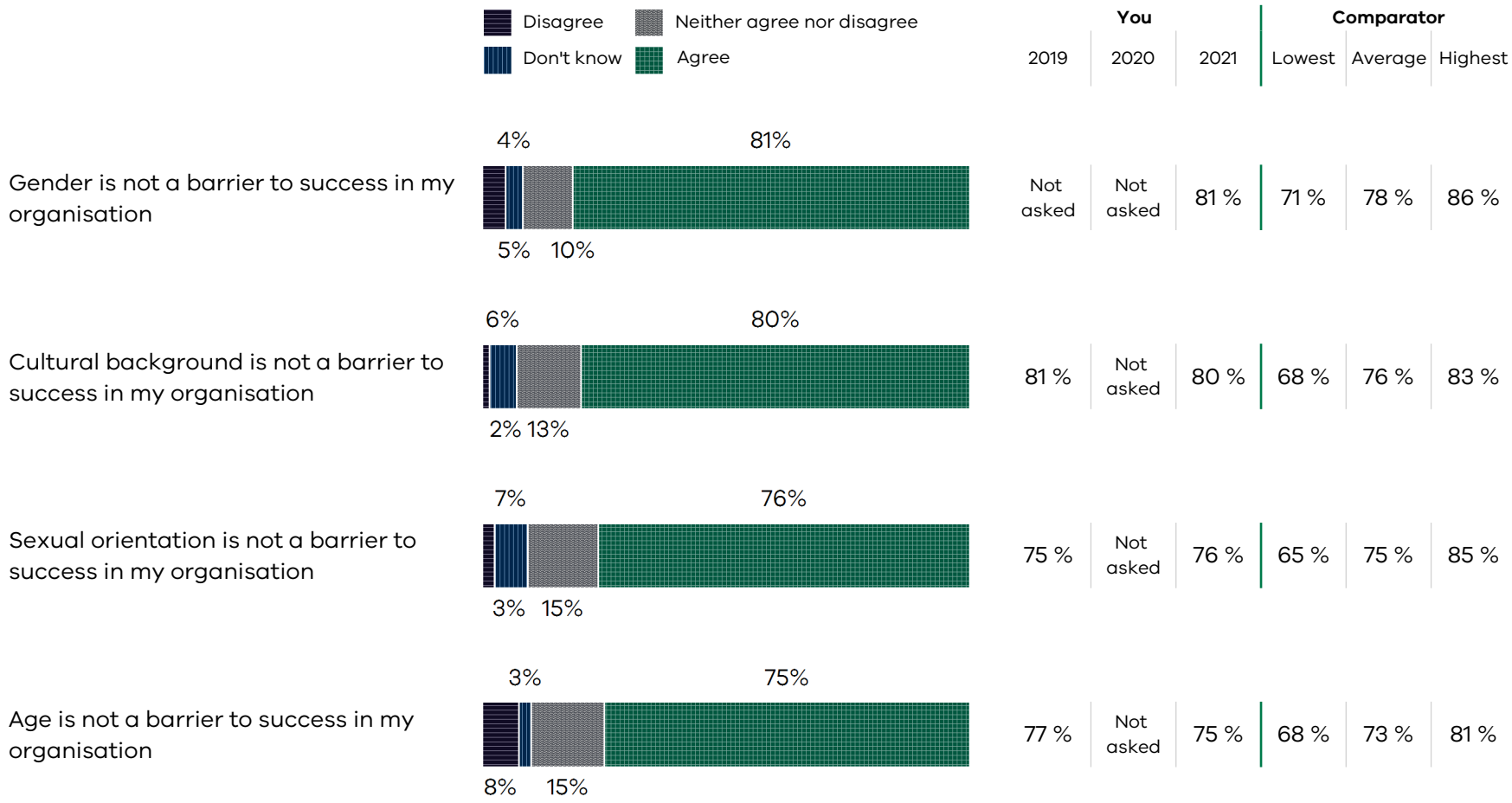
Under 'Your results', see results for each question in descending order by most agreed.

'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

81% of your staff who did the survey agreed or strongly agreed with 'Gender is not a barrier to success in my organisation'.



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

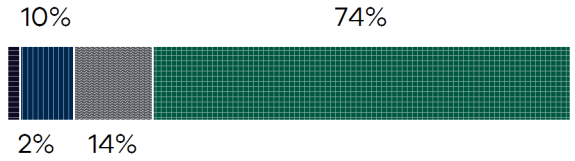
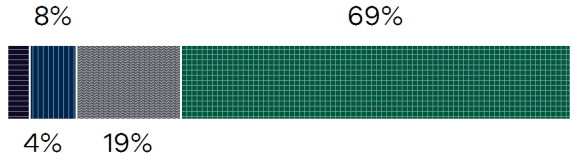
Under 'Your results', see results for each question in descending order by most agreed.

'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

74% of your staff who did the survey agreed or strongly agreed with 'Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation'.

Survey question	Your results	Benchmark agree results					
	Disagree, Neither agree nor disagree, Don't know, Agree	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation		Not asked	Not asked	74 %	60 %	67 %	79 %
Disability is not a barrier to success in my organisation		69 %	Not asked	69 %	59 %	67 %	79 %

Organisational climate

Psychosocial and physical safety climate question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

81% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
	Disagree, Neither agree nor disagree, Don't know, Agree						
My organisation provides a physically safe work environment	1% 81% 6% 12%	Not asked	Not asked	81 %	75 %	81 %	91 %
I feel culturally safe at work	6% 80% 14%	Not asked	Not asked	80 %	74 %	79 %	86 %
My organisation consults employees on health and safety matters	3% 68% 10% 20%	65 %	Not asked	68 %	53 %	66 %	74 %
My organisation has effective procedures in place to support employees who may experience stress	9% 59% 13% 20%	65 %	67 %	59 %	48 %	58 %	67 %

Organisational climate

Psychosocial and physical safety climate question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

59% of your staff who did the survey agreed or strongly agreed with 'Senior leaders consider the psychological health of employees to be as important as productivity'.

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Senior leaders consider the psychological health of employees to be as important as productivity	14% / 27% / 59%	49 %	65 %	59 %	36 %	50 %	59 %
Senior leaders show support for stress prevention through involvement and commitment	14% / 30% / 56%	48 %	61 %	56 %	36 %	48 %	56 %
In my workplace, there is good communication about psychological safety issues that affect me	14% / 35% / 51%	50 %	54 %	51 %	38 %	51 %	60 %
All levels of my organisation are involved in the prevention of stress	22% / 29% / 49%	46 %	49 %	49 %	28 %	40 %	49 %

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.

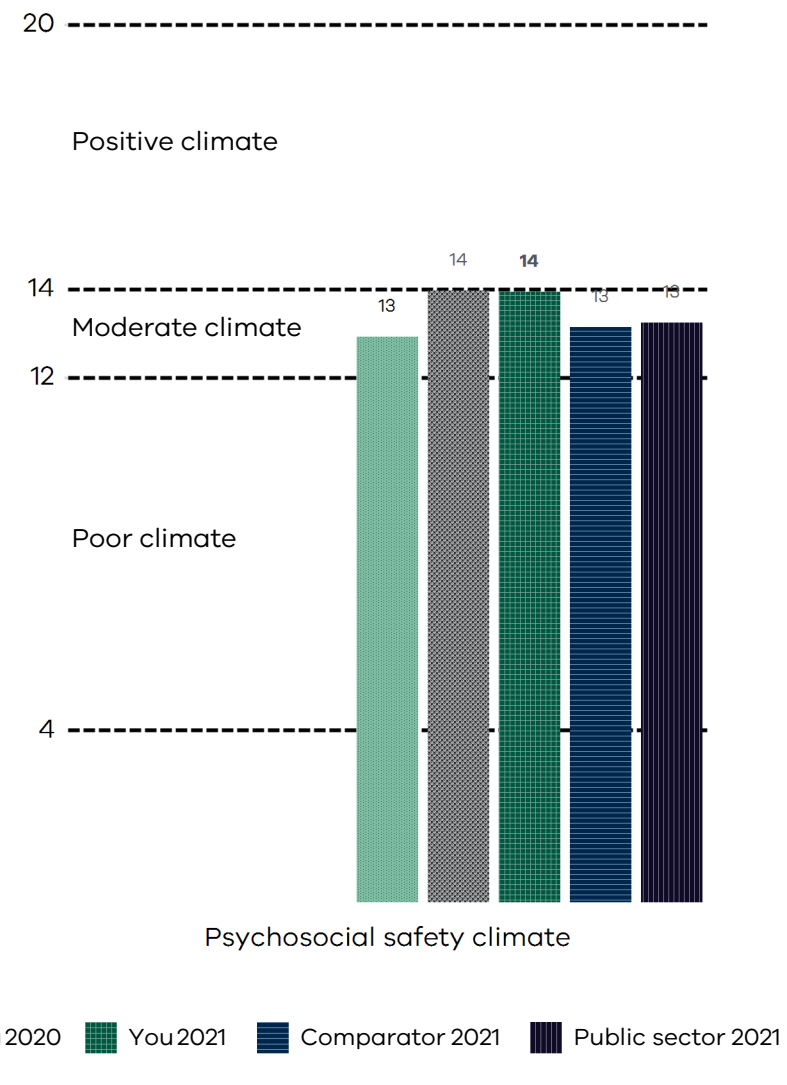
A score of:

- 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



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

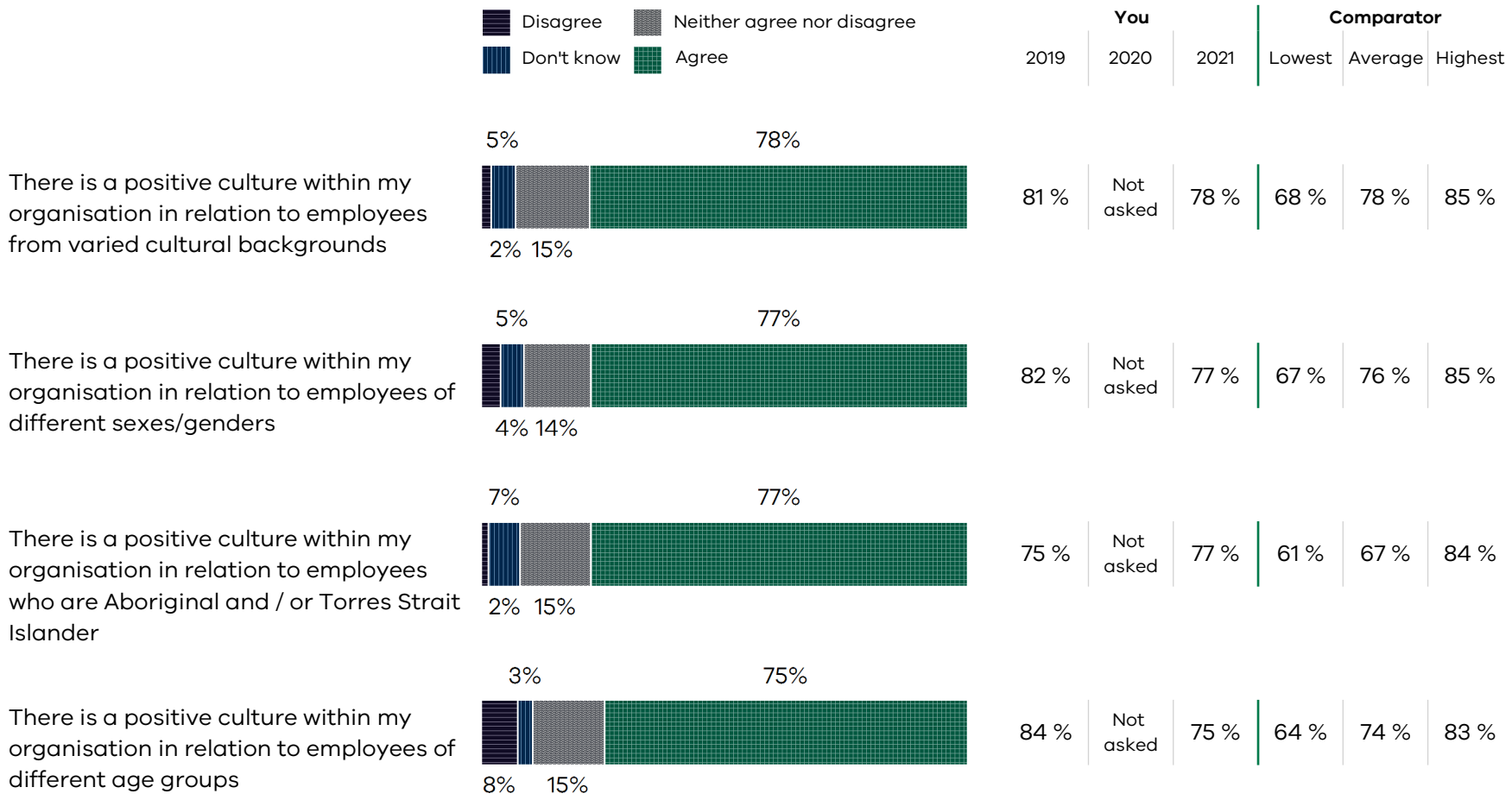
Under 'Your results', see results for each question in descending order by most agreed.

'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

78% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees from varied cultural backgrounds'.



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

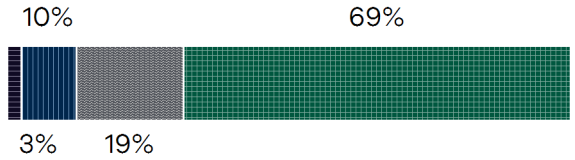
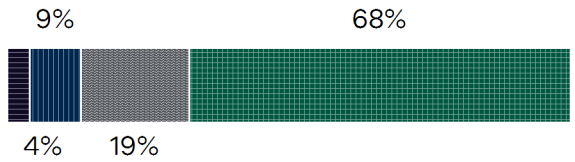
Under 'Your results', see results for each question in descending order by most agreed.

'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

69% 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+'.

Survey question	Your results	You			Comparator		
	Disagree, Neither agree nor disagree, Don't know, Agree	2019	2020	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+		64 %	Not asked	69 %	55 %	63 %	84 %
There is a positive culture within my organisation in relation to employees with disability		71 %	Not asked	68 %	58 %	67 %	84 %

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

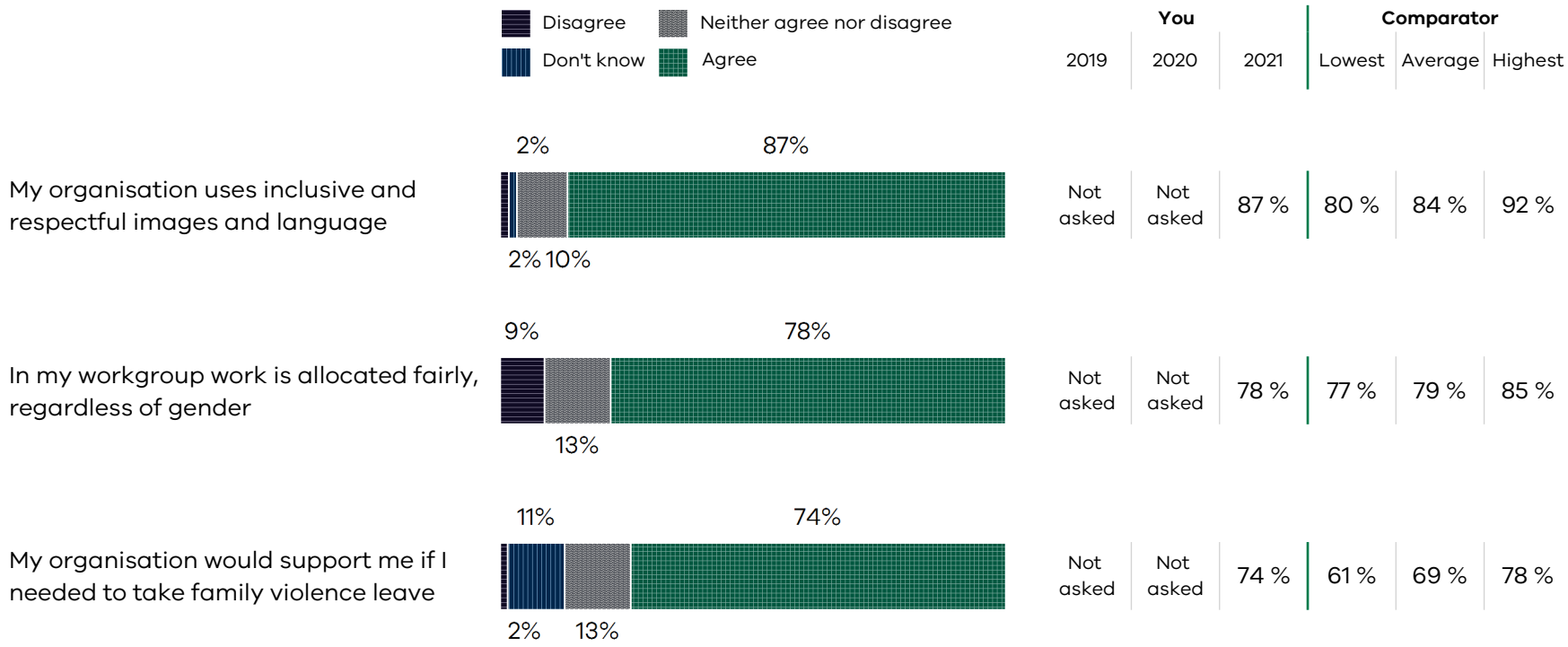
Under 'Your results', see results for each question in descending order by most agreed.

'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

87% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.



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

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

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- Manager leadership
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- Accountability
- Respect
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- Human rights

Custom questions

- Questions requested by your organisation

Demographics

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

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.

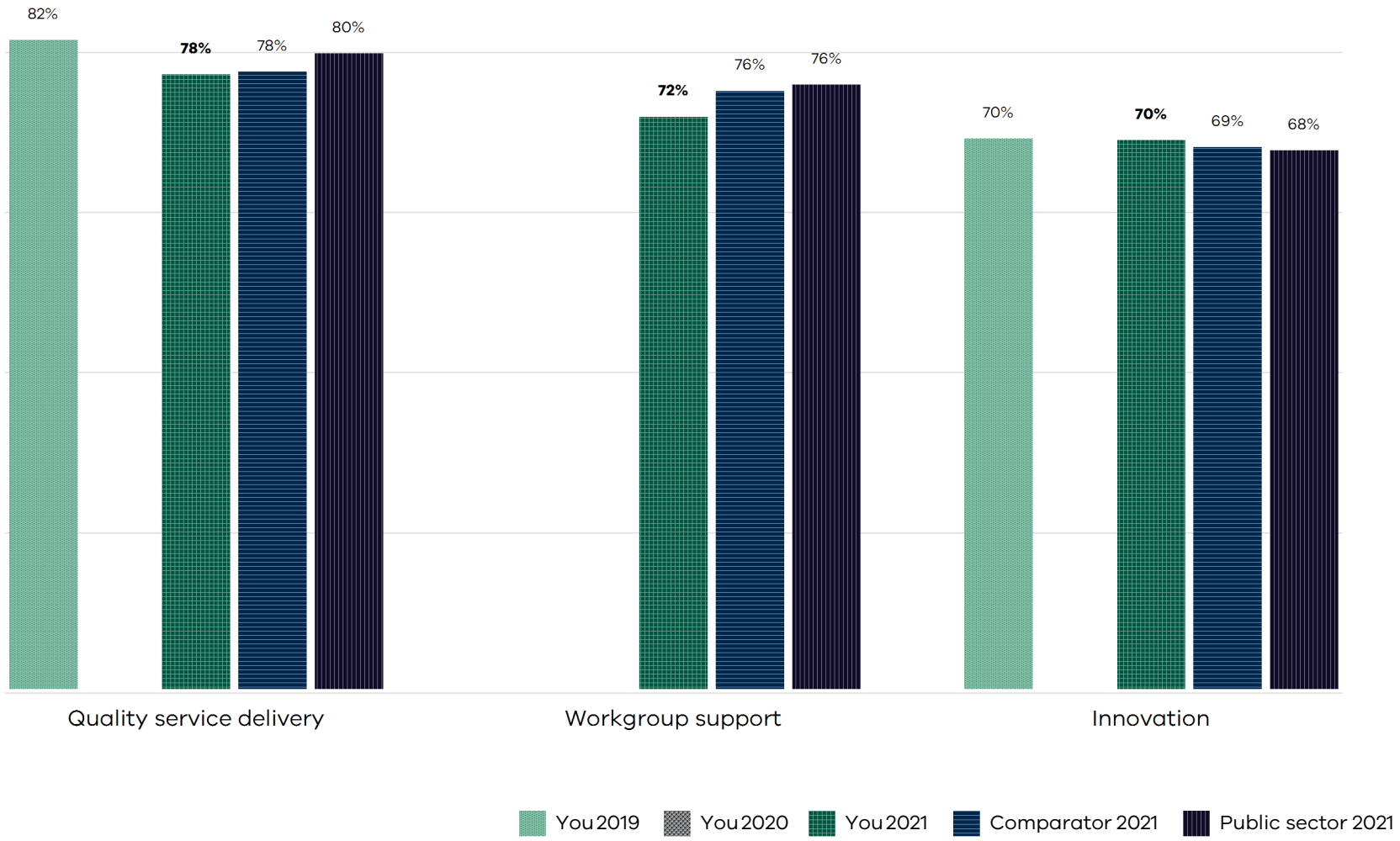
Example

In 2021:

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

Compared to:

- 78% of staff at your comparator and 80% of staff across the public sector.



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

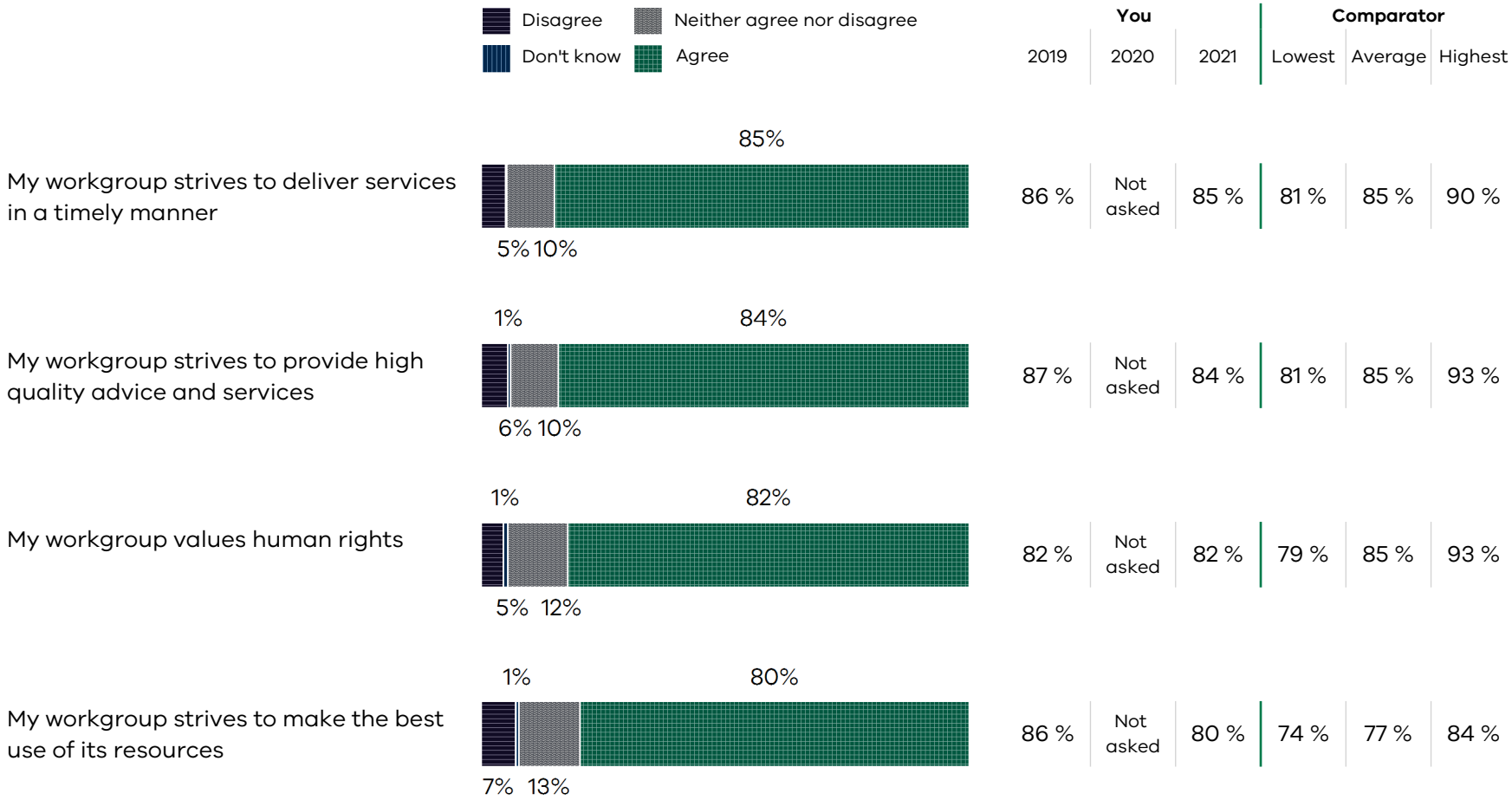
Under 'Your results', see results for each question in descending order by most agreed.

'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

85% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.



Workgroup climate

Quality service delivery 2 of 2

What this is

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

Why this is important

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

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

How to read this

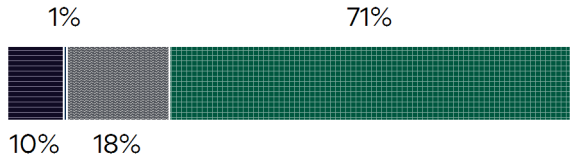
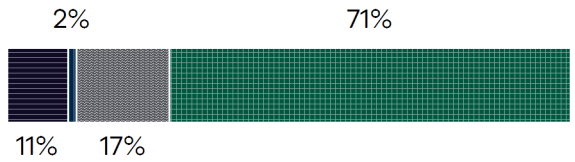
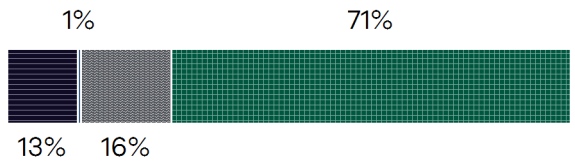
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

71% 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	You			Comparator		
	Disagree, Neither agree nor disagree, Don't know, Agree	2019	2020	2021	Lowest	Average	Highest
My workgroup focuses on making decisions informed by all relevant facts		81 %	Not asked	71 %	68 %	70 %	83 %
My workgroup places a priority on acting fairly and without bias		78 %	Not asked	71 %	69 %	74 %	83 %
My workgroup has clear lines of responsibility		75 %	Not asked	71 %	66 %	71 %	78 %

Workgroup climate

Innovation 1 of 2

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

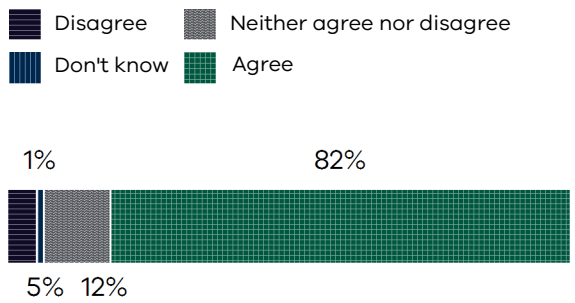
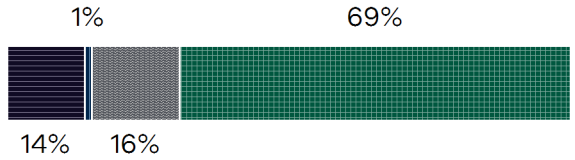
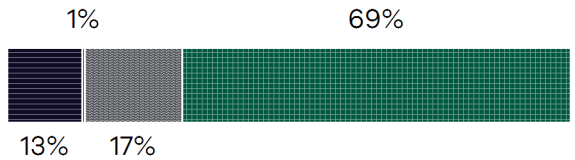
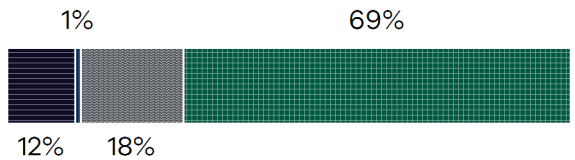
Under 'Your results', see results for each question in descending order by most agreed.

'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

82% 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					
		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes		79 %	Not asked	82 %	73 %	78 %	87 %
My workgroup is quick to respond to opportunities to do things better		67 %	Not asked	69 %	65 %	69 %	83 %
My workgroup learns from failures and mistakes		70 %	Not asked	69 %	64 %	67 %	81 %
My workgroup encourages employee creativity		67 %	Not asked	69 %	59 %	67 %	79 %

Workgroup climate

Innovation 2 of 2

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

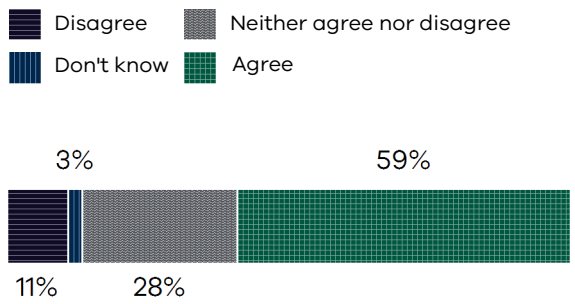
Under 'Your results', see results for each question in descending order by most agreed.

'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

59% 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					
		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My workgroup takes reasonable risks to improve its services		66 %	Not asked	59 %	57 %	62 %	70 %

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

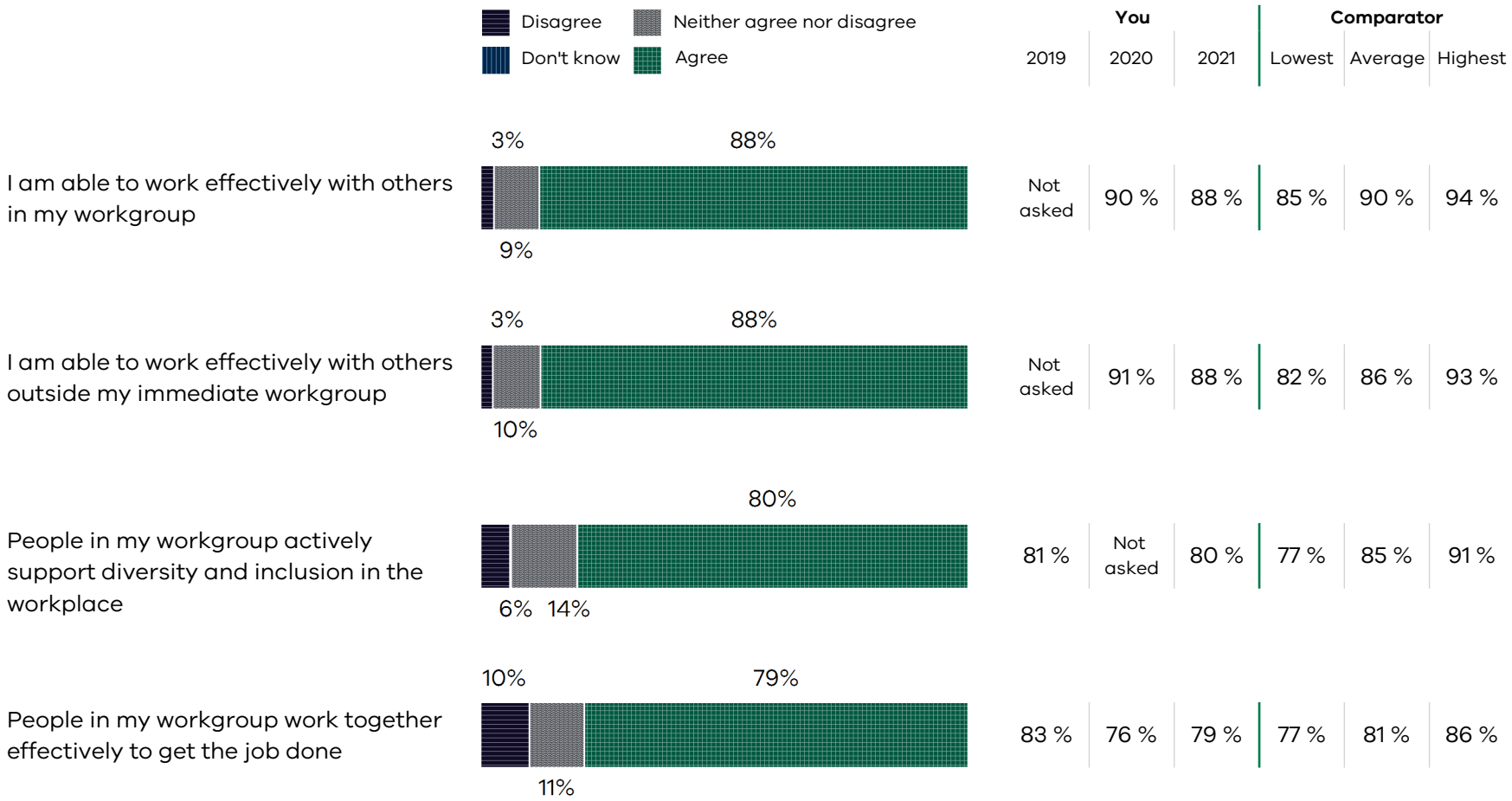
Under 'Your results', see results for each question in descending order by most agreed.

'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

88% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others in my workgroup'.



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

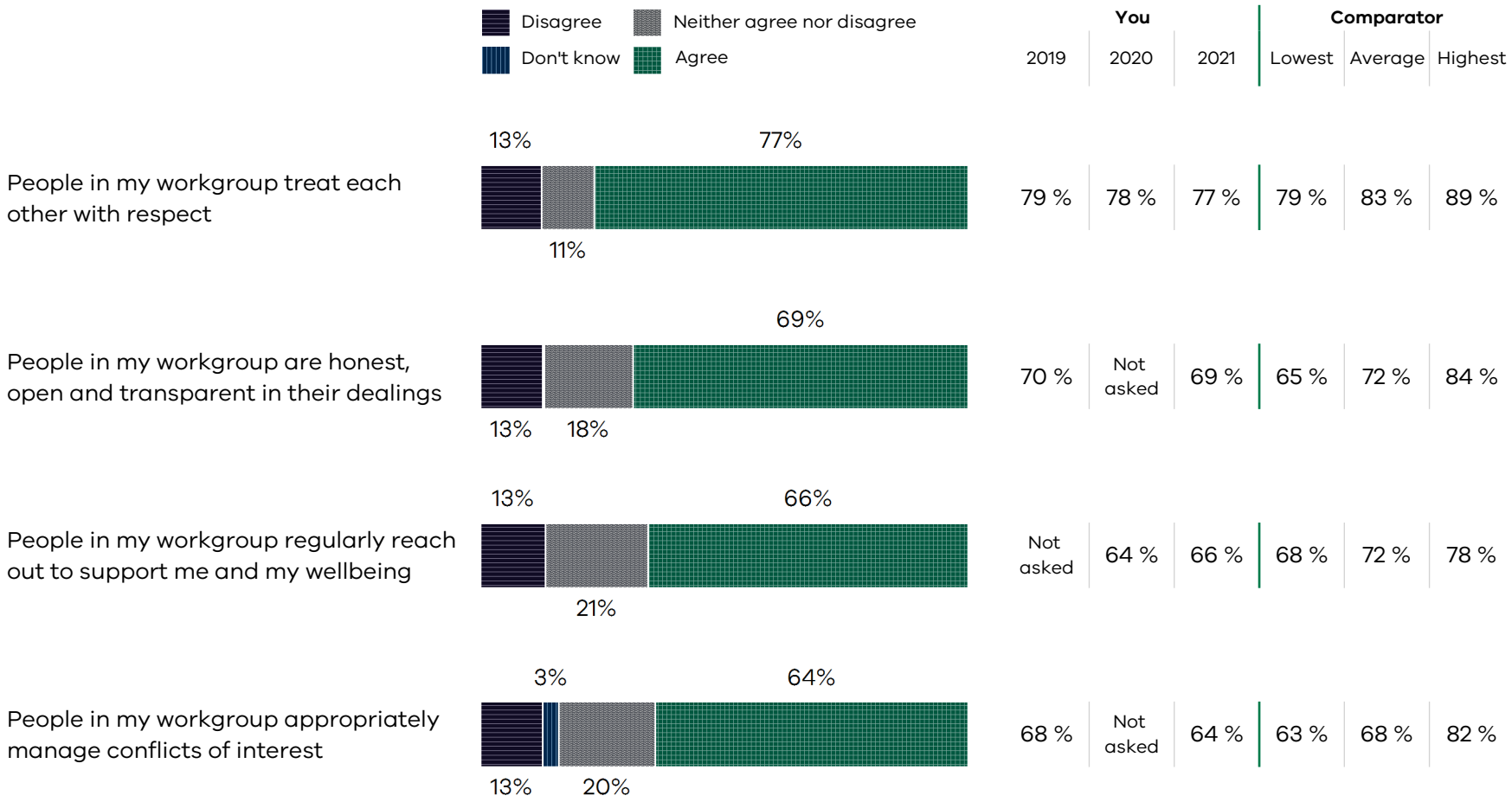
Under 'Your results', see results for each question in descending order by most agreed.

'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

77% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.



Workgroup climate

Workgroup support 3 of 3

What this is

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

Why this is important

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

How to read this

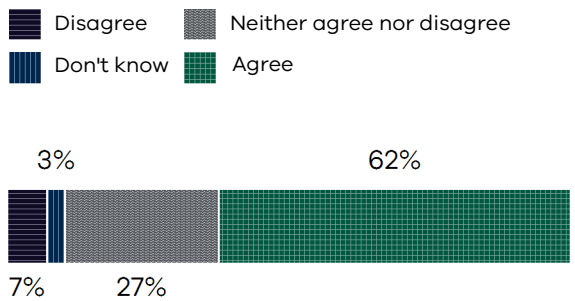
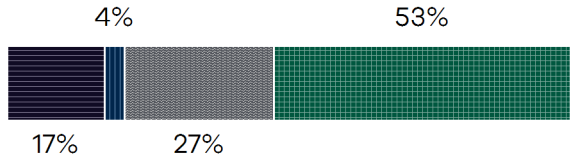
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

62% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

Survey question	Your results	Benchmark agree results					
		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
People in my workgroup are politically impartial in their work		74 %	Not asked	62 %	65 %	71 %	81 %
Workgroups across my organisation willingly share information with each other		51 %	49 %	53 %	38 %	49 %	65 %

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Custom questions

- Questions requested by your organisation

Demographics

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

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.

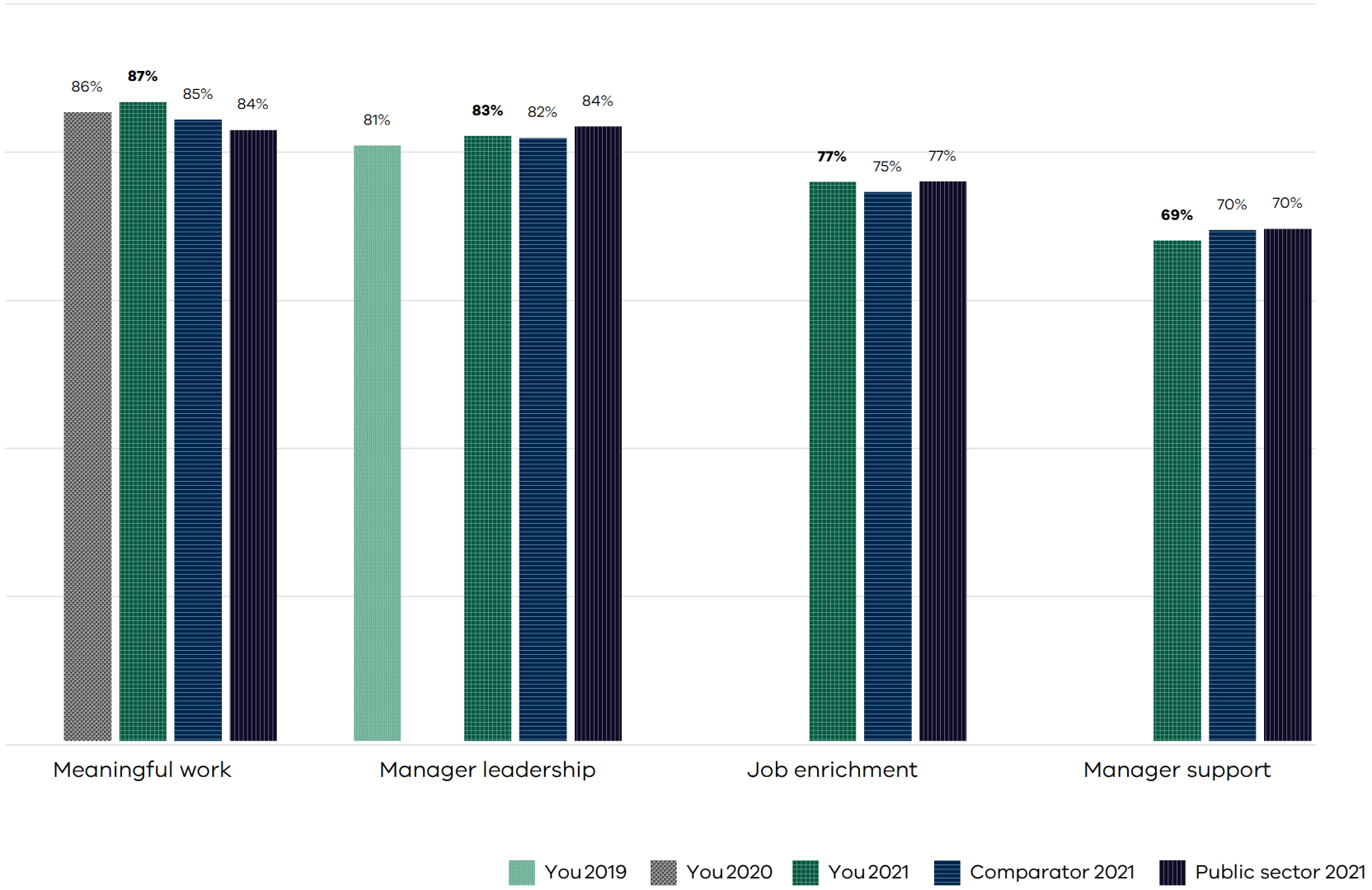
Example

In 2021:

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

Compared to:

- 85% of staff at your comparator and 84% of staff across the public sector.



Job and manager factors

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

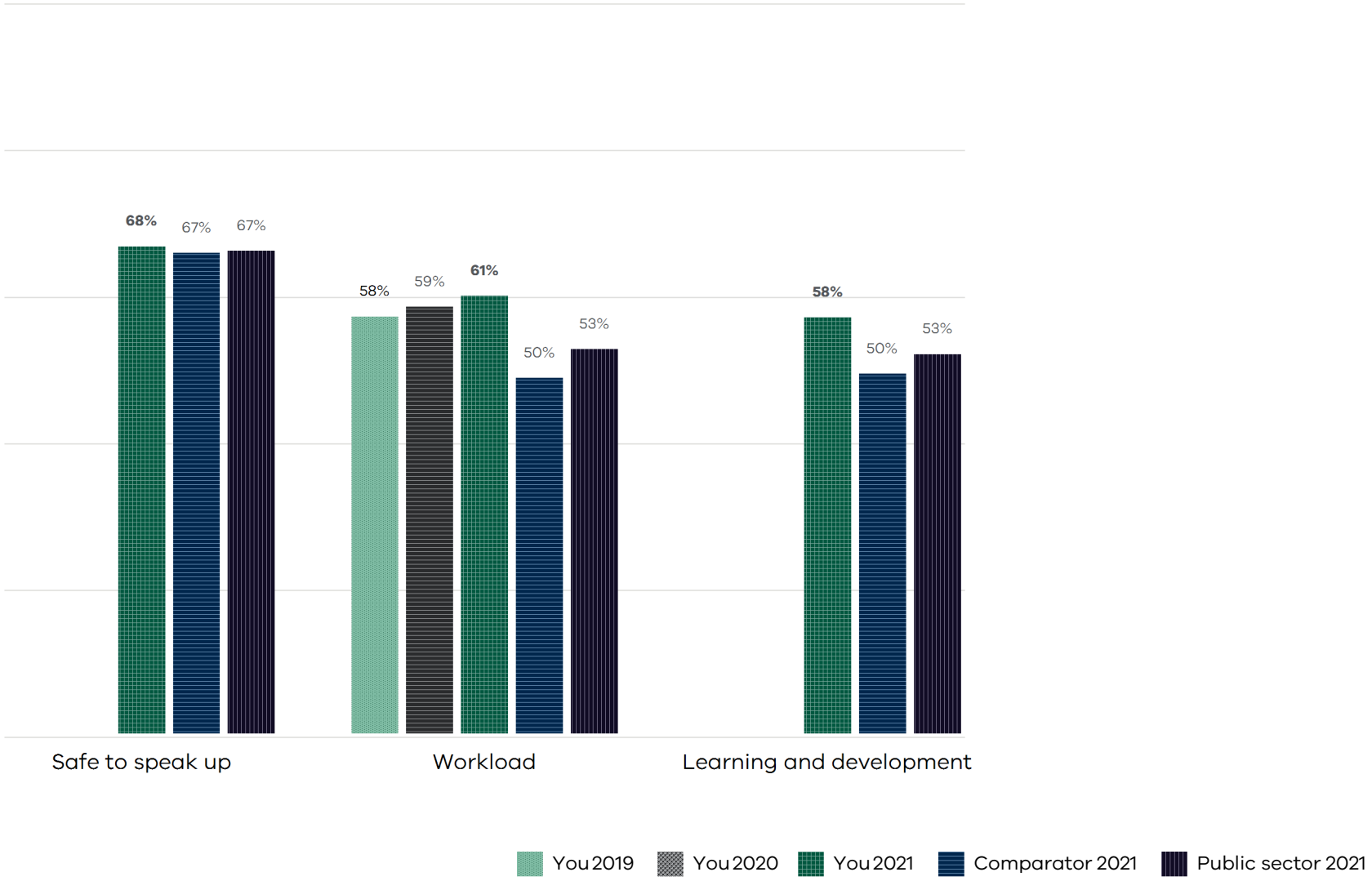
Example

In 2021:

- 68% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

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



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

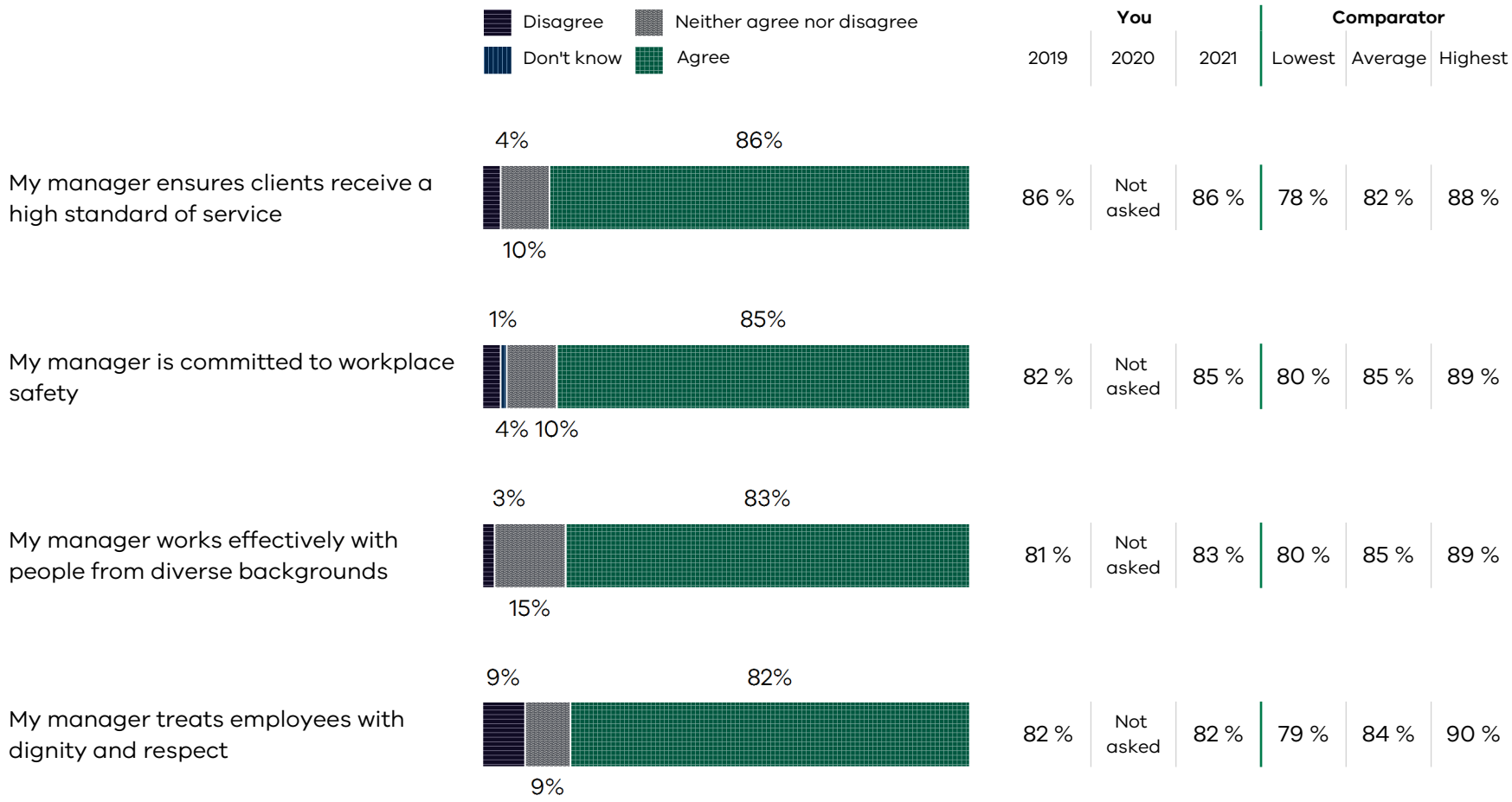
Under 'Your results', see results for each question in descending order by most agreed.

'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

86% of your staff who did the survey agreed or strongly agreed with 'My manager ensures clients receive a high standard of service'.



Job and manager factors

Manager leadership 2 of 2

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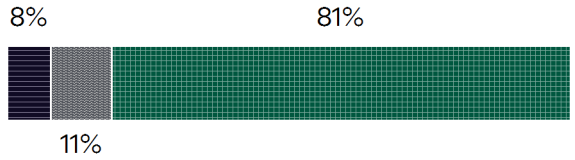
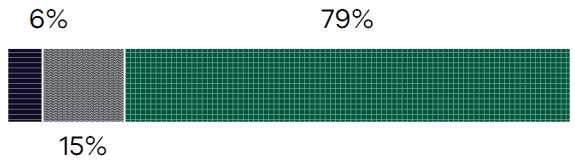
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
	Disagree, Neither agree nor disagree, Don't know, Agree						
My manager demonstrates honesty and integrity		81 %	Not asked	81 %	75 %	81 %	88 %
My manager models my organisation's values		77 %	Not asked	79 %	74 %	78 %	86 %

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

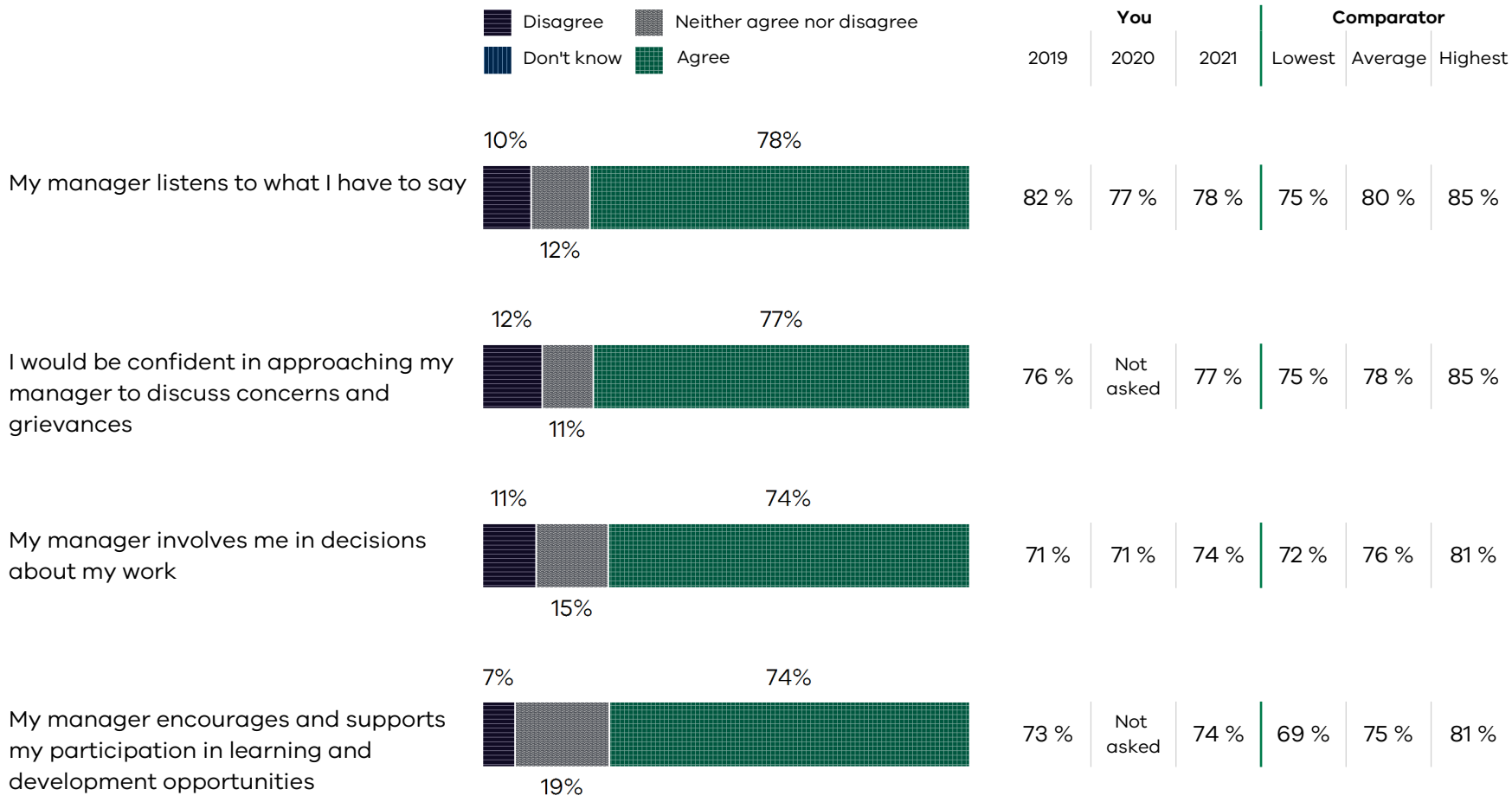
Under 'Your results', see results for each question in descending order by most agreed.

'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

78% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.



Job and manager factors

Manager support 2 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

How to read this

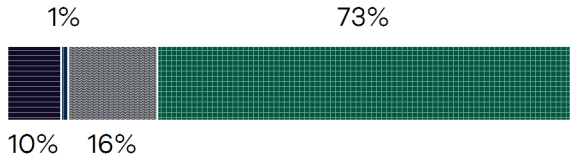
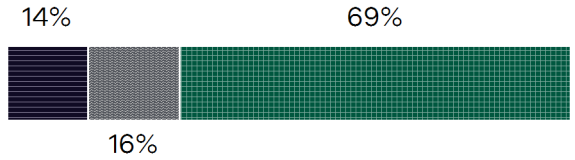
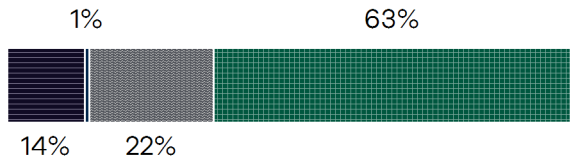
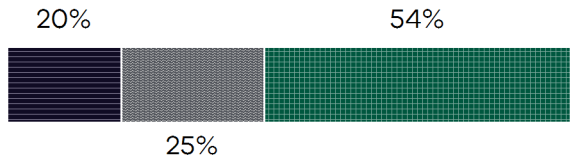
Under 'Your results', see results for each question in descending order by most agreed.

'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

73% of your staff who did the survey agreed or strongly agreed with 'My manager provides me with enough support when I need it'.

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My manager provides me with enough support when I need it		Not asked	76 %	73 %	70 %	74 %	80 %
My manager keeps me informed about what's going on		65 %	71 %	69 %	68 %	74 %	80 %
My manager provides feedback to me in a way that helps me improve my performance		67 %	67 %	63 %	58 %	66 %	74 %
My manager has regular conversations with me about my learning and development		Not asked	Not asked	54 %	44 %	53 %	61 %

Job and manager factors

Manager support 3 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

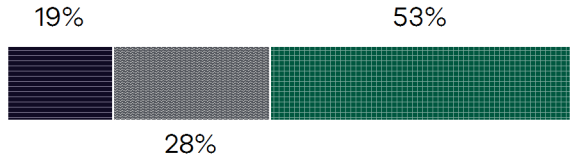
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

53% of your staff who did the survey agreed or strongly agreed with 'I receive adequate recognition for my contributions and accomplishments'.

Survey question	Your results	Benchmark agree results					
	Disagree, Neither agree nor disagree, Don't know, Agree	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I receive adequate recognition for my contributions and accomplishments		53 %	Not asked	53 %	48 %	54 %	59 %

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

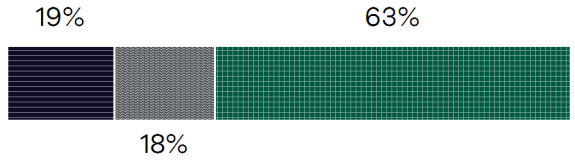
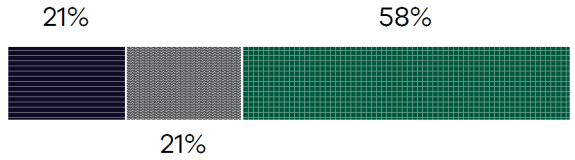
Under 'Your results', see results for each question in descending order by most agreed.

'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

63% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Survey question	Your results	Benchmark agree results					
	Disagree / Neither agree nor disagree / Agree	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
The workload I have is appropriate for the job that I do		57 %	61 %	63 %	48 %	52 %	57 %
I have enough time to do my job effectively		58 %	58 %	58 %	42 %	47 %	51 %

Job and manager factors

Learning and development 1 of 2

What this is

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

Why this is important

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

How to read this

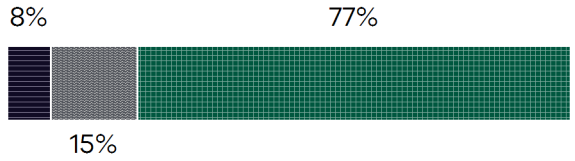
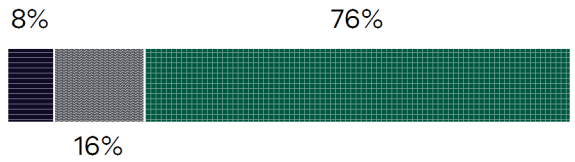
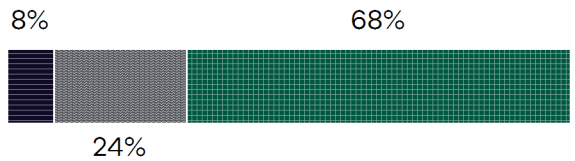
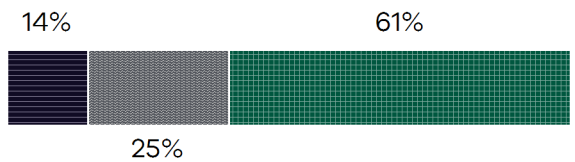
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

77% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I am developing and learning in my role		Not asked	Not asked	77 %	67 %	71 %	75 %
In the last 12 months I have learned skills that have helped me do my job better		Not asked	Not asked	76 %	67 %	69 %	73 %
My organisation places a high priority on the learning and development of staff		61 %	Not asked	68 %	44 %	58 %	70 %
There are adequate opportunities for me to develop skills and experience in my organisation		63 %	Not asked	61 %	42 %	53 %	59 %

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

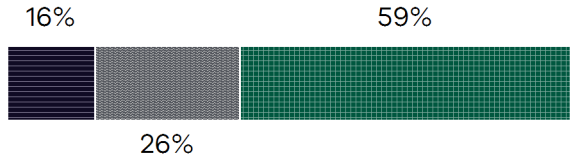
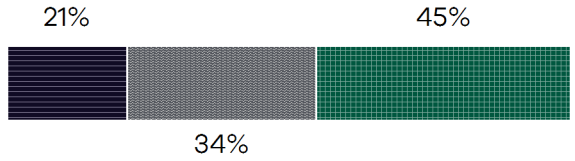
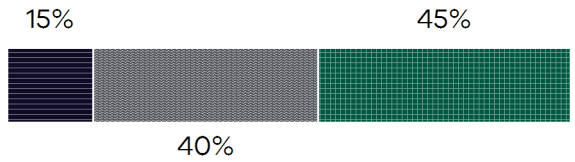
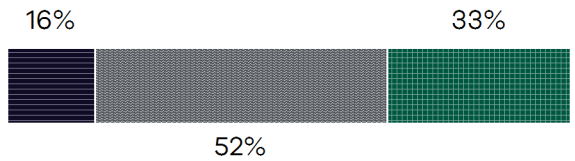
Under 'Your results', see results for each question in descending order by most agreed.

'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

59% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I am satisfied with the way my learning and development needs have been addressed in the last 12 months		Not asked	Not asked	59 %	45 %	52 %	58 %
I feel I have an equal chance at promotion in my organisation		Not asked	Not asked	45 %	33 %	39 %	50 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)		Not asked	Not asked	45 %	27 %	35 %	44 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)		Not asked	Not asked	33 %	18 %	24 %	31 %

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

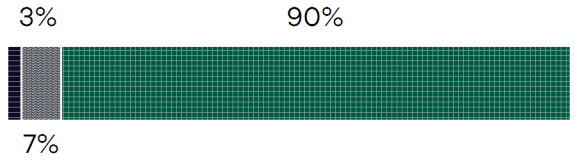
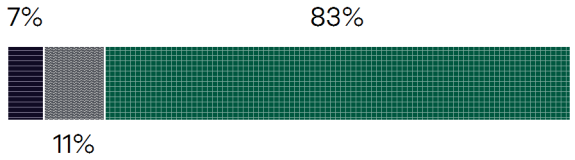
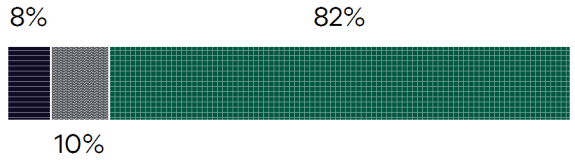
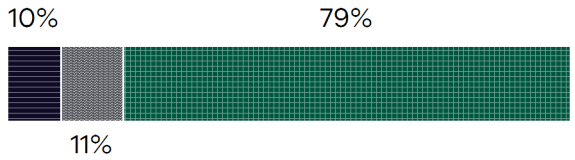
Under 'Your results', see results for each question in descending order by most agreed.

'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

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

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose		89 %	91 %	90 %	84 %	89 %	94 %
My job allows me to utilise my skills, knowledge and abilities		83 %	80 %	83 %	78 %	82 %	84 %
I clearly understand what I am expected to do in this job		75 %	84 %	82 %	73 %	77 %	82 %
I have the authority to do my job effectively		72 %	Not asked	79 %	69 %	75 %	81 %

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

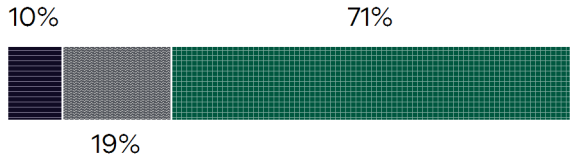
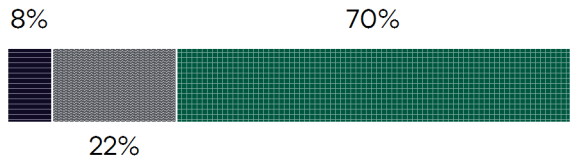
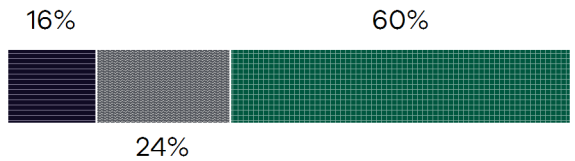
Under 'Your results', see results for each question in descending order by most agreed.

'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

71% 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	You			Comparator		
	Disagree / Neither agree nor disagree / Agree	2019	2020	2021	Lowest	Average	Highest
I have a choice in deciding how I do my work		69 %	73 %	71 %	70 %	74 %	79 %
I understand how the Charter of Human Rights and Responsibilities applies to my work		64 %	Not asked	70 %	63 %	73 %	90 %
My work performance is assessed against clear criteria		Not asked	Not asked	60 %	45 %	56 %	65 %

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

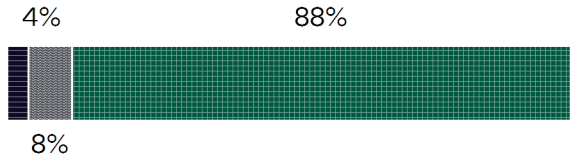
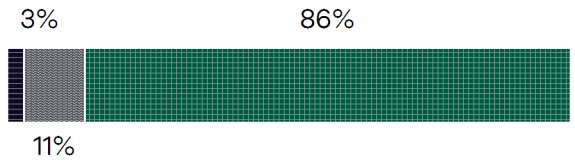
Under 'Your results', see results for each question in descending order by most agreed.

'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

88% 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					
	Disagree / Neither agree nor disagree / Agree	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I feel that I can make a worthwhile contribution at work		Not asked	86 %	88 %	84 %	87 %	90 %
I am achieving something important through my work		Not asked	86 %	86 %	78 %	83 %	85 %

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

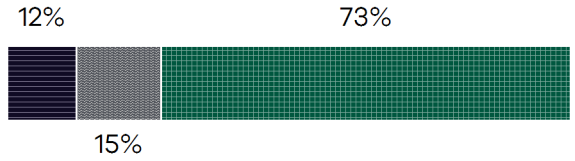
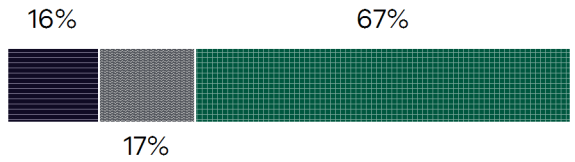
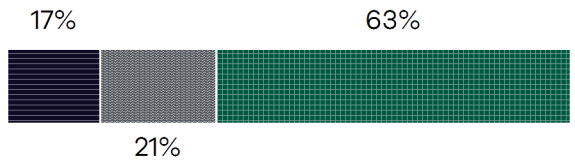
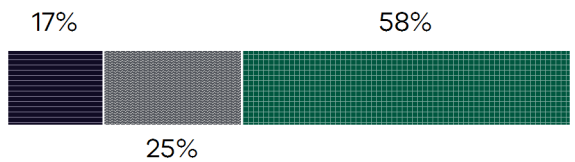
Under 'Your results', see results for each question in descending order by most agreed.

'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

73% of your staff who did the survey agreed or strongly agreed with 'People in your workgroup are able to bring up problems and tough issues'.

Survey question	Your results	Benchmark agree results					
		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
People in your workgroup are able to bring up problems and tough issues		Not asked	69 %	73 %	68 %	72 %	78 %
I feel safe to challenge inappropriate behaviour at work		Not asked	Not asked	67 %	57 %	63 %	67 %
I am confident that I would be protected from reprisal for reporting improper conduct		60 %	Not asked	63 %	51 %	61 %	69 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner		59 %	Not asked	58 %	45 %	56 %	65 %

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

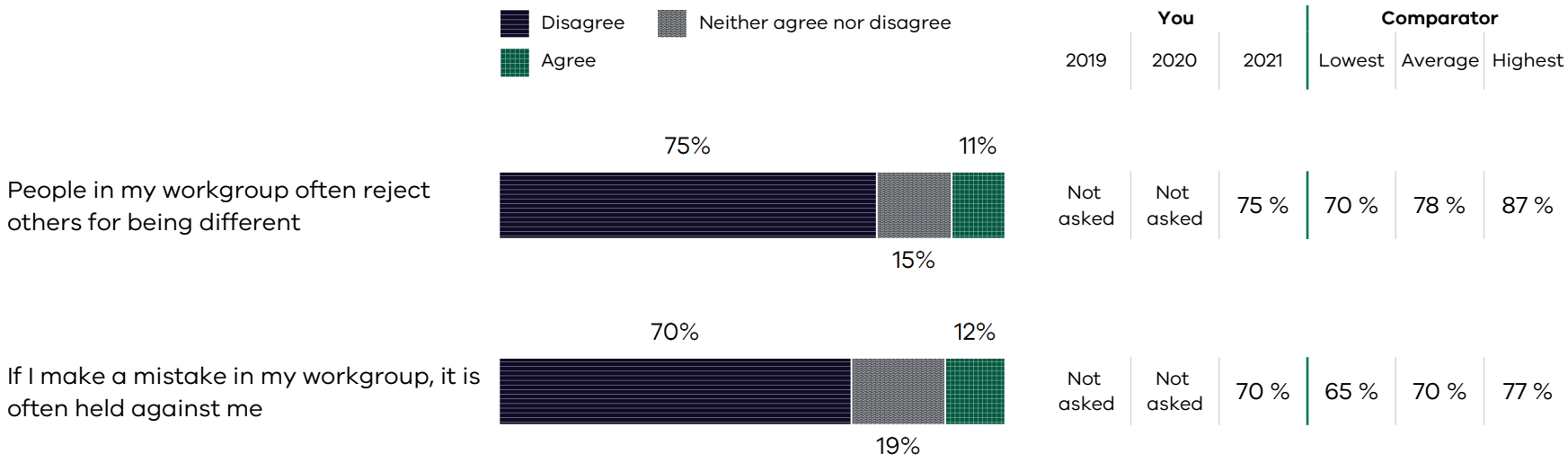
Under 'Your results', see results for each question in descending order by most disagreed.

'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

75% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.



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

33% 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	33%	36%	36%
There are no noticeable barriers	23%	17%	18%
Communication processes	20%	25%	19%
Decision making and authorisation processes	18%	27%	23%
Administrative processes (including leave and HR requirements)	17%	25%	19%
Technology limitations	16%	20%	20%
Other	11%	12%	13%
Poor mental health or wellbeing	10%	8%	11%
Poor work-life balance	10%	10%	12%
Absence of visibility of team progress and deliverables	9%	10%	9%

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Custom questions

- Questions requested by your organisation

Demographics

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

Public sector values

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

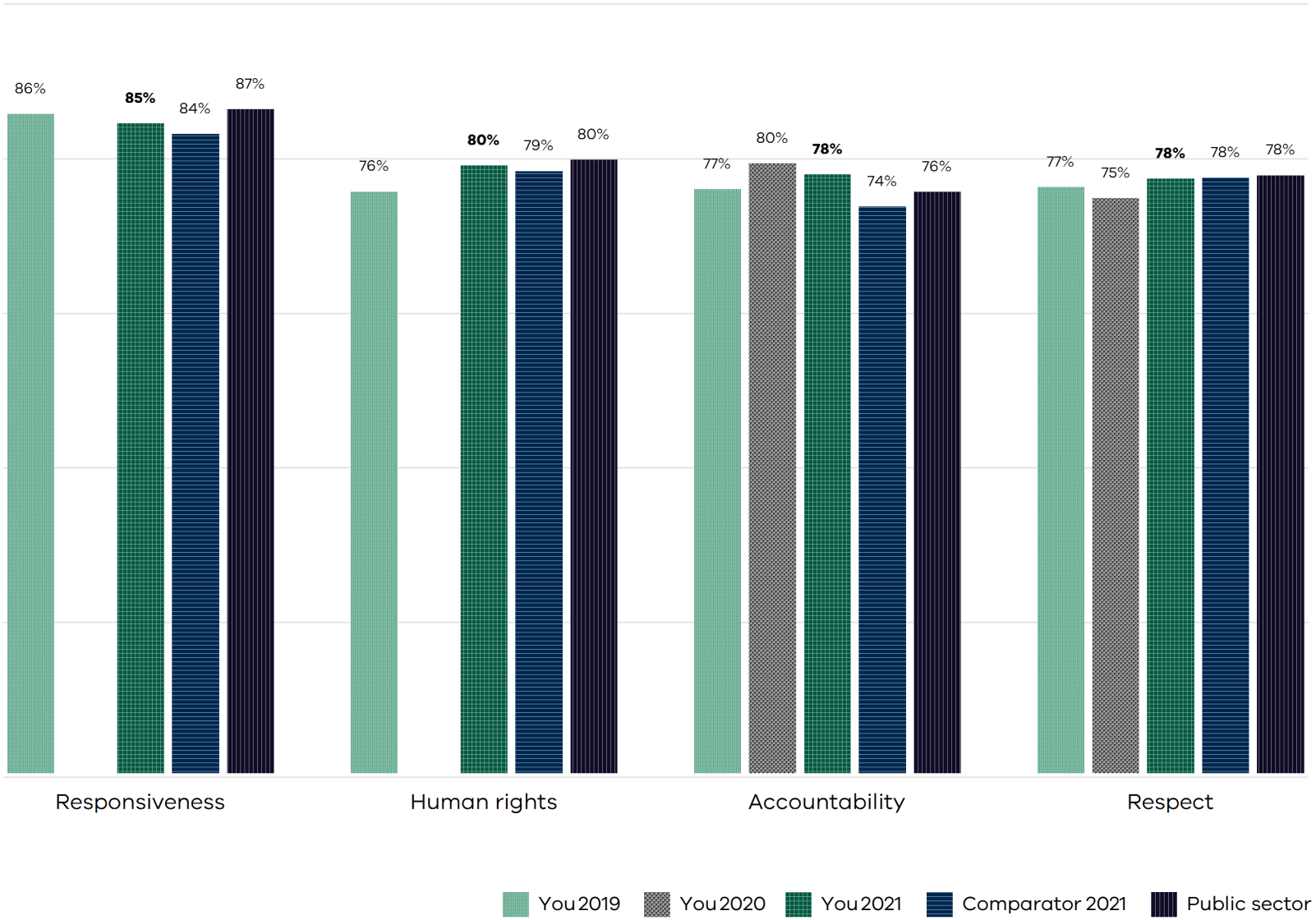
Example

In 2021:

- 85% of your staff who did the survey responded positively to questions about Responsiveness , which is down 1% in 2019.

Compared to:

- 84% of staff at your comparator and 87% of staff across the public sector.



Public sector values

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

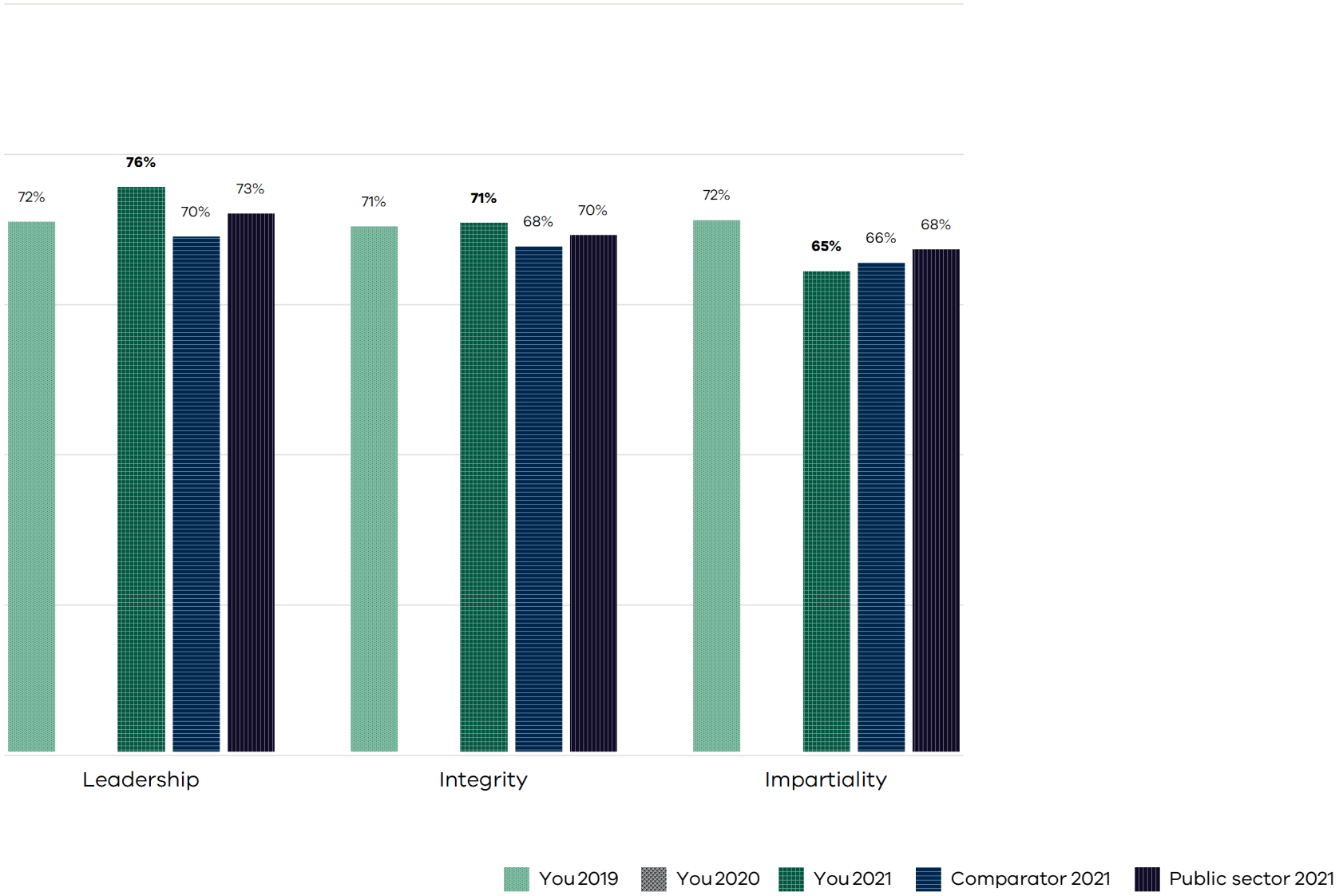
Example

In 2021:

- 76% of your staff who did the survey responded positively to questions about Leadership , which is up 5% in 2019.

Compared to:

- 70% of staff at your comparator and 73% of staff across the public sector.



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

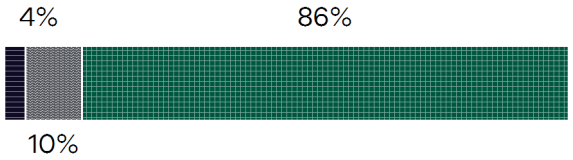
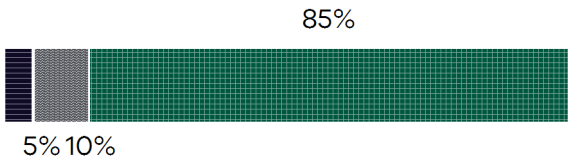
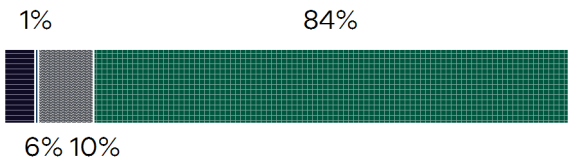
Under 'Your results', see results for each question in descending order by most agreed.

'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

86% of staff who did the survey agreed or strongly agreed with 'My manager ensures clients receive a high standard of service'.

Survey question	Your results	You			Comparator		
	Disagree, Neither agree nor disagree, Don't know, Agree	2019	2020	2021	Lowest	Average	Highest
My manager ensures clients receive a high standard of service		86 %	Not asked	86 %	78 %	82 %	88 %
My workgroup strives to deliver services in a timely manner		86 %	Not asked	85 %	81 %	85 %	90 %
My workgroup strives to provide high quality advice and services		87 %	Not asked	84 %	81 %	85 %	93 %

Public sector values

Integrity 1 of 2

What this is

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

Why this is important

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

How to read this

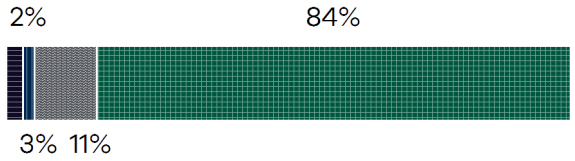
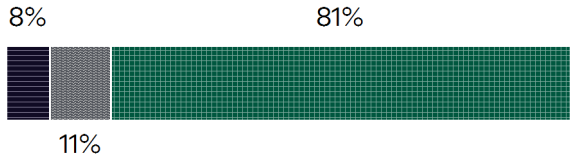
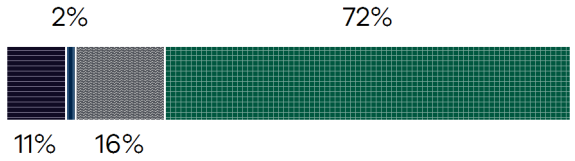
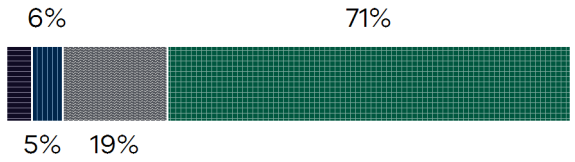
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

84% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question	Your results	Benchmark agree results					
		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation is committed to earning a high level of public trust		77 %	Not asked	84 %	64 %	74 %	89 %
My manager demonstrates honesty and integrity		81 %	Not asked	81 %	75 %	81 %	88 %
My organisation does not tolerate improper conduct		74 %	Not asked	72 %	53 %	68 %	78 %
Senior leaders demonstrate honesty and integrity		66 %	Not asked	71 %	47 %	59 %	73 %

Public sector values

Integrity 2 of 2

What this is

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

Why this is important

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

How to read this

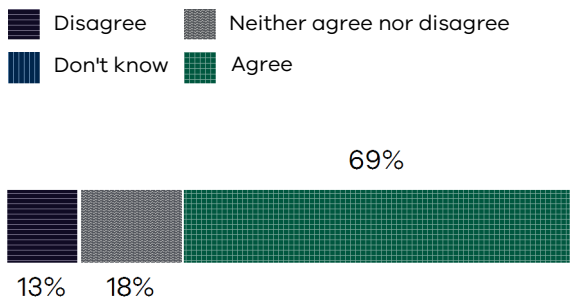
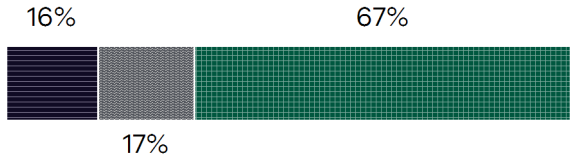
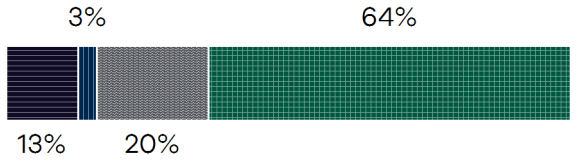
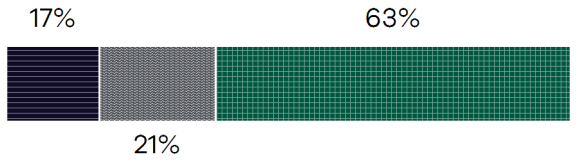
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

69% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are honest, open and transparent in their dealings'.

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
People in my workgroup are honest, open and transparent in their dealings		70 %	Not asked	69 %	65 %	72 %	84 %
I feel safe to challenge inappropriate behaviour at work		Not asked	Not asked	67 %	57 %	63 %	67 %
People in my workgroup appropriately manage conflicts of interest		68 %	Not asked	64 %	63 %	68 %	82 %
I am confident that I would be protected from reprisal for reporting improper conduct		60 %	Not asked	63 %	51 %	61 %	69 %

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

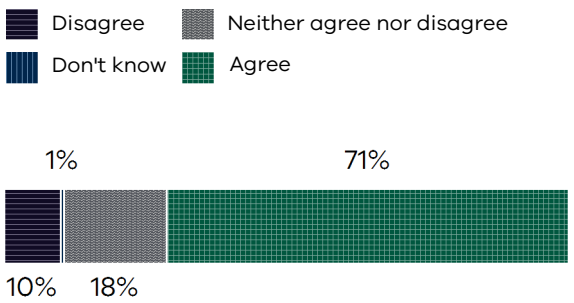
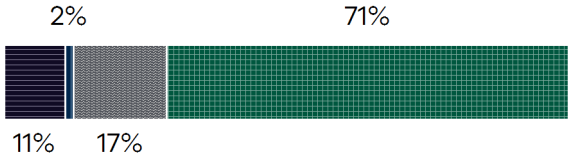
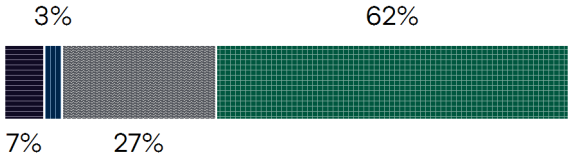
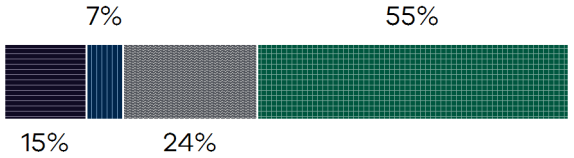
Under 'Your results', see results for each question in descending order by most agreed.

'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

71% of staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My workgroup focuses on making decisions informed by all relevant facts		81 %	Not asked	71 %	68 %	70 %	83 %
My workgroup places a priority on acting fairly and without bias		78 %	Not asked	71 %	69 %	74 %	83 %
People in my workgroup are politically impartial in their work		74 %	Not asked	62 %	65 %	71 %	81 %
My organisation makes fair recruitment and promotion decisions, based on merit		54 %	Not asked	55 %	39 %	49 %	58 %

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

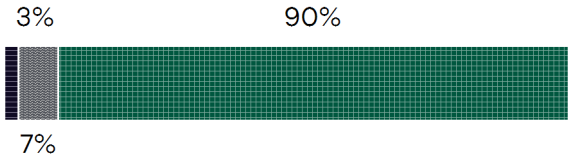
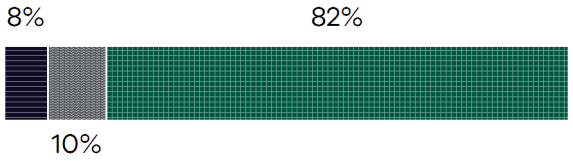
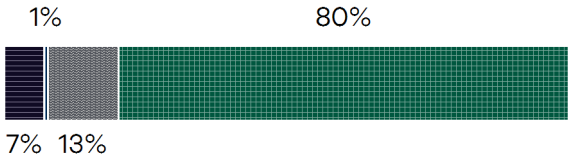
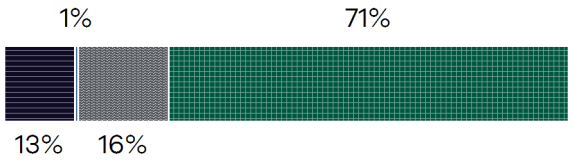
Under 'Your results', see results for each question in descending order by most agreed.

'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

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

Survey question	Your results	You			Comparator		
	Disagree, Neither agree nor disagree, Don't know, Agree	2019	2020	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose		89 %	91 %	90 %	84 %	89 %	94 %
I clearly understand what I am expected to do in this job		75 %	84 %	82 %	73 %	77 %	82 %
My workgroup strives to make the best use of its resources		86 %	Not asked	80 %	74 %	77 %	84 %
My workgroup has clear lines of responsibility		75 %	Not asked	71 %	66 %	71 %	78 %

Public sector values

Accountability 2 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

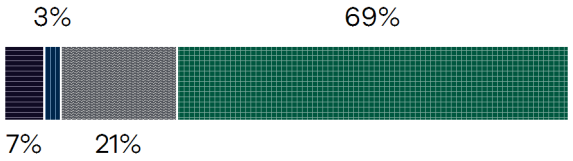
Under 'Your results', see results for each question in descending order by most agreed.

'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

69% 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					
		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Senior leaders provide clear strategy and direction		58 %	65 %	69 %	44 %	57 %	71 %

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

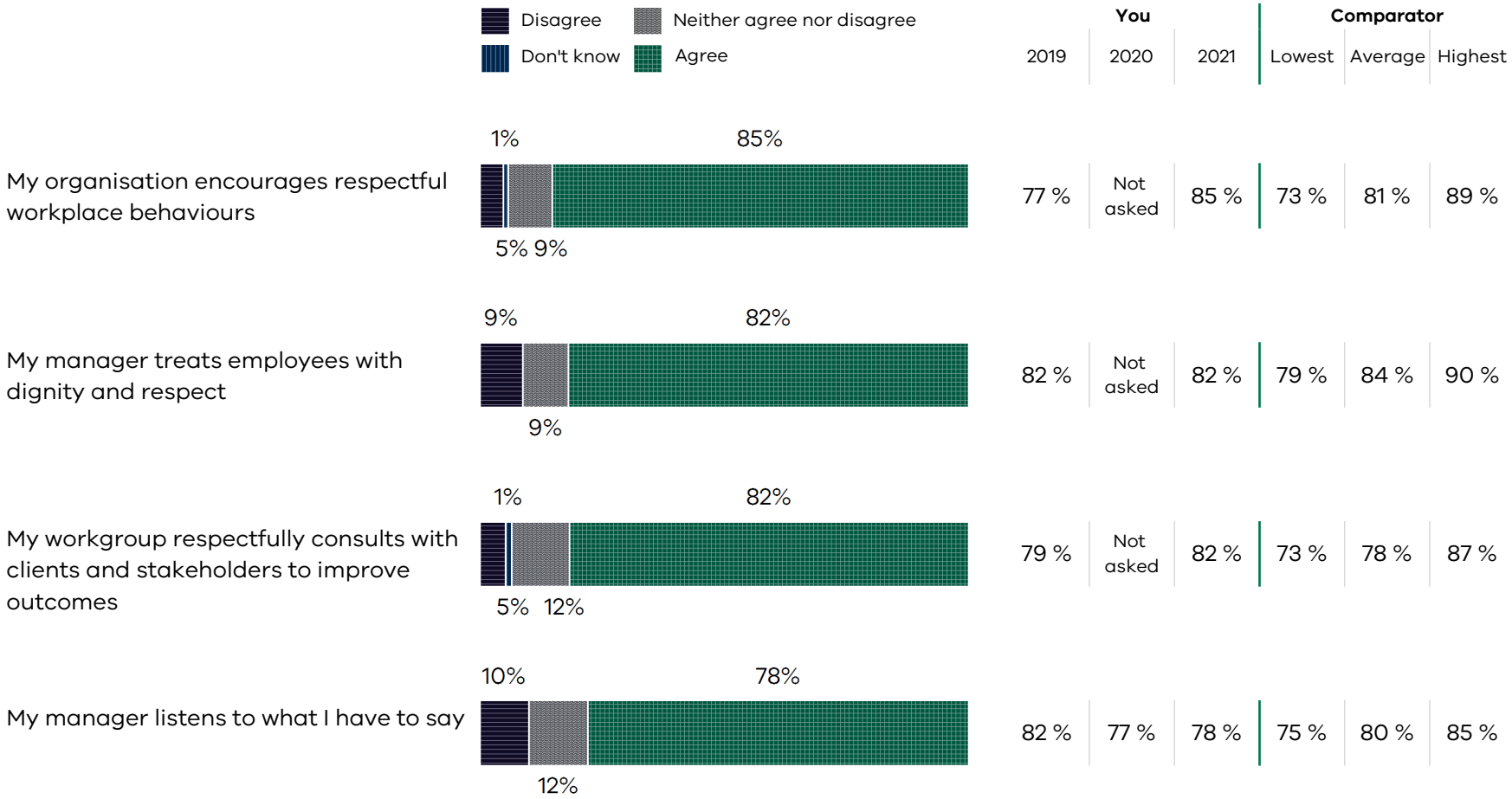
Under 'Your results', see results for each question in descending order by most agreed.

'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

85% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.



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

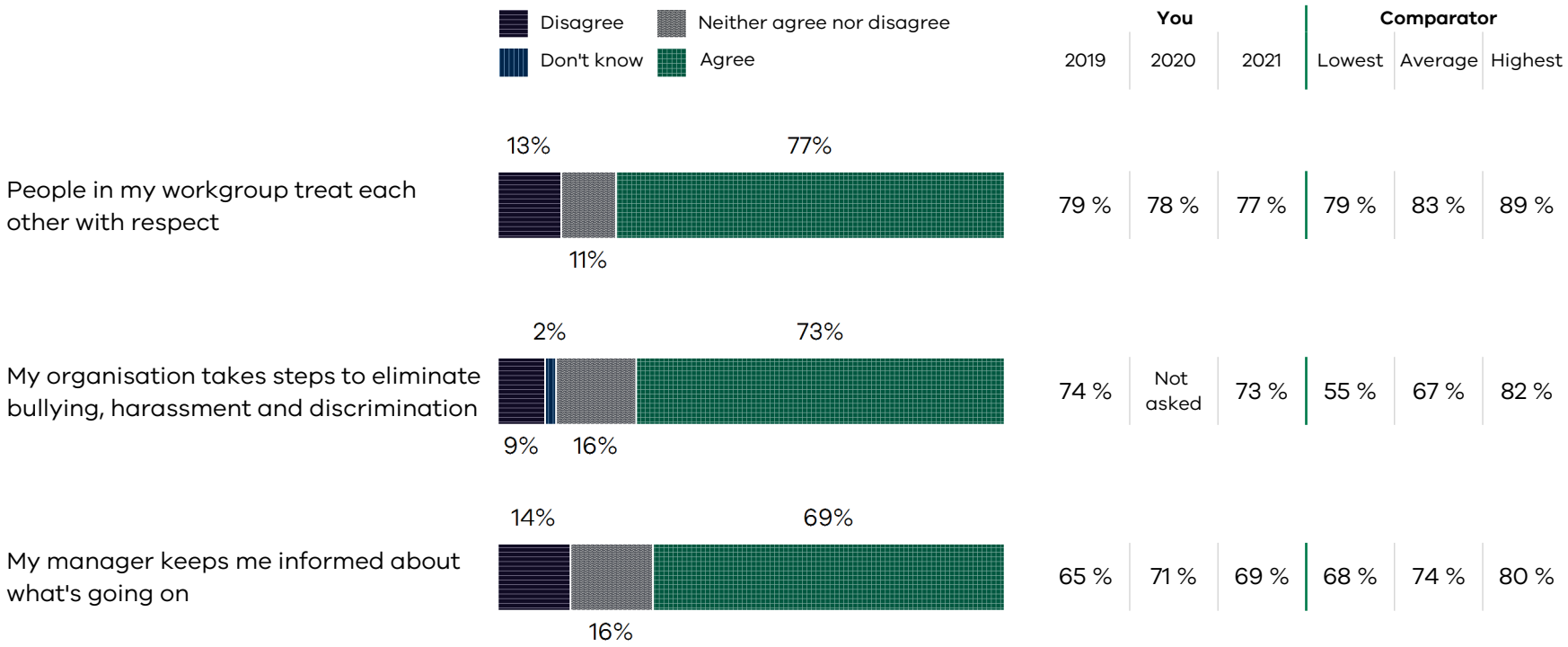
Under 'Your results', see results for each question in descending order by most agreed.

'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

77% of staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.



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

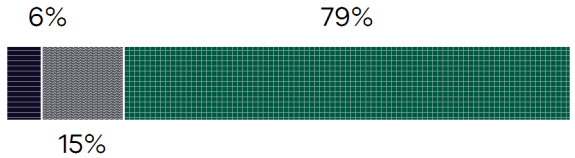
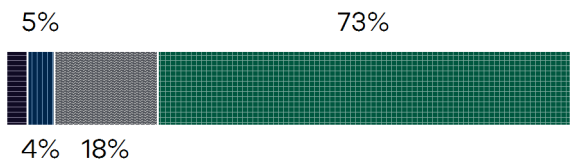
Under 'Your results', see results for each question in descending order by most agreed.

'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

79% 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					
		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My manager models my organisation's values		77 %	Not asked	79 %	74 %	78 %	86 %
Senior leaders model my organisation's values		66 %	Not asked	73 %	47 %	61 %	73 %

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

84% of staff who did the survey agreed or strongly agreed with 'My organisation respects the human rights of employees'.

Survey question	Your results	You			Comparator		
	Disagree, Neither agree nor disagree, Don't know, Agree	2019	2020	2021	Lowest	Average	Highest
My organisation respects the human rights of employees	2% 84% 4% 10%	79 %	Not asked	84 %	71 %	78 %	87 %
My organisation encourages employees to act in ways that are consistent with human rights	3% 82% 4% 12%	81 %	Not asked	82 %	73 %	79 %	91 %
My workgroup values human rights	1% 82% 5% 12%	82 %	Not asked	82 %	79 %	85 %	93 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	8% 70% 22%	64 %	Not asked	70 %	63 %	73 %	90 %

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Custom questions

- Questions requested by your organisation

Demographics

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

Custom questions

What this is

Your organisation asked 1 custom questions as part of the 2021 survey.

Why this is important

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

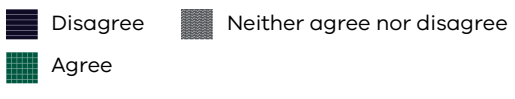
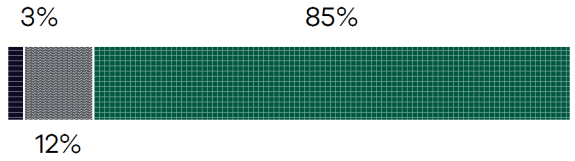
How to read this

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

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

Example

85% of staff who did the survey agreed or strongly agreed with 'Wodonga TAFE provides me with adequate communications about what's about happening within the Institute'.

Survey question	Your results	Benchmark results
		You: 2019 / 2020 / 2021
Wodonga TAFE provides me with adequate communications about what's about happening within the Institute		Not asked / Not asked / 85 %

People matter survey 2021

Have your say

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- Your response rate

People outcomes

- Scorecard: engagement index
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- Satisfaction
- Work-related stress levels
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- 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

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Workgroup climate

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- Workgroup support

Job and manager factors

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- Meaningful work
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- Barriers to optimal work

Public sector values

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

Custom questions

- Questions requested by your organisation

Demographics

- Age, defence force and education
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- Cultural diversity
- Employment
- Adjustments
- Caring
- Categories

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	**65**	16%
35-54 years	**195**	49%
55+ years	**98**	25%
Prefer not to say	**41**	10%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	**52**	13%
No	**313**	78%
Prefer not to say	**34**	9%

Highest level of formal education	(n)	%
Doctoral Degree level	**1**	0%
Master Degree level	**30**	8%
Graduate Diploma or Graduate Certificate level	**50**	13%
Bachelor Degree level incl. honours degrees	**56**	14%
Advanced Diploma or Diploma level	**105**	26%
Certificate III or IV level	**110**	28%
Year 12 or equivalent (VCE/Leaving certificate)	**11**	3%
Certificate I or II level	**1**	0%
Prefer not to say	**35**	9%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

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.

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**6**	2%
Non Aboriginal and/or Torres Strait Islander	**367**	92%
Prefer not to say	**26**	7%

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:

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Do you identify as a person with a disability?	(n)	%
Yes	**32**	8%
No	**326**	82%
Prefer not to say	**41**	10%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	**21**	66%
No	**10**	31%
Prefer not to say	**1**	3%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
My disability does not impact on my ability to perform my role	**4**	40%
I do not require any adjustments to be made to perform my role	**3**	30%
I feel that sharing my disability information will reflect negatively on me	**2**	20%
Other	**1**	10%

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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How would you describe your gender?	(n)	%
Woman	**179**	45%
Man	**172**	43%
Prefer not to say	**44**	11%
Non-binary and I use a different term	**4**	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	**2**	1%
No	**355**	89%
Prefer not to say	**42**	11%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	**347**	87%
Don't know	**16**	4%
Prefer not to say	**36**	9%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	**325**	81%
Prefer not to say	**51**	13%
Bisexual	**6**	2%
Pansexual	**5**	1%
I use a different term	**4**	1%
Gay or lesbian	**4**	1%
Asexual	**3**	1%
Don't know	**1**	0%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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- 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	**355**	89%
Not born in Australia	**27**	7%
Prefer not to say	**17**	4%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	**16**	59%
2 to less than 5 years ago	**3**	11%
5 to less than 10 years ago	**3**	11%
10 to less than 20 years ago	**5**	19%

Language other than English spoken with family or community	(n)	%
Yes	**21**	5%
No	**351**	88%
Prefer not to say	**27**	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 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.

If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Other	**10**	48%
French	**2**	10%
German	**2**	10%
Hindi	**2**	10%
Arabic	**1**	5%
Italian	**1**	5%
Korean	**1**	5%
Mandarin	**1**	5%
Spanish	**1**	5%
Tamil	**1**	5%

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

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.

Cultural identity	(n)	%
Australian	**351**	88%
Prefer not to say	**25**	6%
English, Irish, Scottish and/or Welsh	**22**	6%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**13**	3%
Aboriginal and/or Torres Strait Islander	**6**	2%
Other	**4**	1%
South Asian	**2**	1%
East and/or South-East Asian	**2**	1%
Maori	**2**	1%
Middle Eastern and/or North African	**1**	0%
New Zealander	**1**	0%
African (including Central, West, Southern and East African)	**1**	0%
Central Asian	**1**	0%

Religion	(n)	%
No religion	**191**	48%
Christianity	**135**	34%
Prefer not to say	**60**	15%
Other	**7**	2%
Hinduism	**4**	1%
Buddhism	**1**	0%
Sikhism	**1**	0%

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:

- 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.

Working arrangement	(n)	%
Full-Time	**323**	81%
Part-Time	**76**	19%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	**97**	27%
$65k to $95k	**153**	43%
$95k to $125k	**58**	16%
$125k or more	**14**	4%
Prefer not to say	**36**	10%

Organisational tenure	(n)	%
<1 year	**69**	17%
1 to less than 2 years	**45**	11%
2 to less than 5 years	**134**	34%
5 to less than 10 years	**54**	14%
10 to less than 20 years	**78**	20%
More than 20 years	**19**	5%

Management responsibility	(n)	%
Non-manager	**329**	82%
Other manager	**44**	11%
Manager of other manager(s)	**26**	7%

Employment type	(n)	%
Ongoing and executive	**236**	59%
Fixed term	**122**	31%
Other	**41**	10%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	**308**	77%
I have moved to a different role within my organisation (including acting roles)	**70**	18%
I have moved to my role from outside the Victorian public sector	**17**	4%
I have moved to my role from a different Victorian public sector organisation	**4**	1%

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:

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Primary workplace location over the last 3 months	(n)	%
Wodonga	**355**	89%
Other city or town	**36**	9%
Outside Victoria	**5**	1%
Shepparton	**2**	1%
Melbourne: Suburbs	**1**	0%

Primary workplace type over the past 3 months*	(n)	%
A main office	**210**	53%
A frontline or service delivery location (that is not a main office or home/private location)	**105**	26%
A hub/shared work space	**47**	12%
Home/private location	**22**	6%
Other (please specify)	**15**	4%

Other workplace type over the past 3 months*	(n)	%
Home/private location	**216**	54%
No, I have not worked from any other locations	**112**	28%
A main office	**65**	16%
A frontline or service delivery location (that is not a main office or home/private location)	**40**	10%
A hub/shared work space	**30**	8%
Other	**11**	3%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

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Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	**311**	78%
Flexible working arrangements	**67**	17%
Physical modifications or improvements to the workplace	**17**	4%
Other	**6**	2%
Job redesign or role sharing	**5**	1%
Career development support strategies	**5**	1%
Accessible communications technologies	**1**	0%

Why did you make this request?*	(n)	%
Work-life balance	**41**	47%
Caring responsibilities	**24**	27%
Health	**21**	24%
Family responsibilities	**20**	23%
Other	**7**	8%
Disability	**6**	7%
Study commitments	**6**	7%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	**57**	65%
The adjustments I needed were not made	**20**	23%
The adjustments I needed were made but the process was unsatisfactory	**11**	13%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

How we protect anonymity and privacy

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Caring responsibility	(n)	%
None of the above	**142**	36%
Secondary school aged child(ren)	**92**	23%
Primary school aged child(ren)	**71**	18%
Prefer not to say	**44**	11%
Child(ren) - younger than preschool age	**39**	10%
Frail or aged person(s)	**34**	9%
Preschool aged child(ren)	**28**	7%
Person(s) with a medical condition	**24**	6%
Person(s) with disability	**22**	6%
Person(s) with a mental illness	**21**	5%
Other	**11**	3%

Demographics

Employment categories

What is this

This shows how many people in each employee category responded to the survey.

Why this is important

This helps you assess how representative of your organisation your survey was.

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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Which of the following categories best describes your current position?	(n)	%
Vocational education teacher	**171**	43%
Clerical and administrative worker	**90**	23%
ESL teacher	**4**	1%
Other	**134**	34%

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