People matter survey 2021

Have your say

healthAbility
2021 people matter survey results report

Victorian Public Sector Commission

VICTORIA State Government

Report overview

About your report

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

Report contents

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

Comparing data in this report

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

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

Rounding of percentages

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

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

Survey questions and definitions

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

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- Accountability
- Respect
- Leadership
- Human rights

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- Questions requested by your organisation

Demographics

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

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Report overview

Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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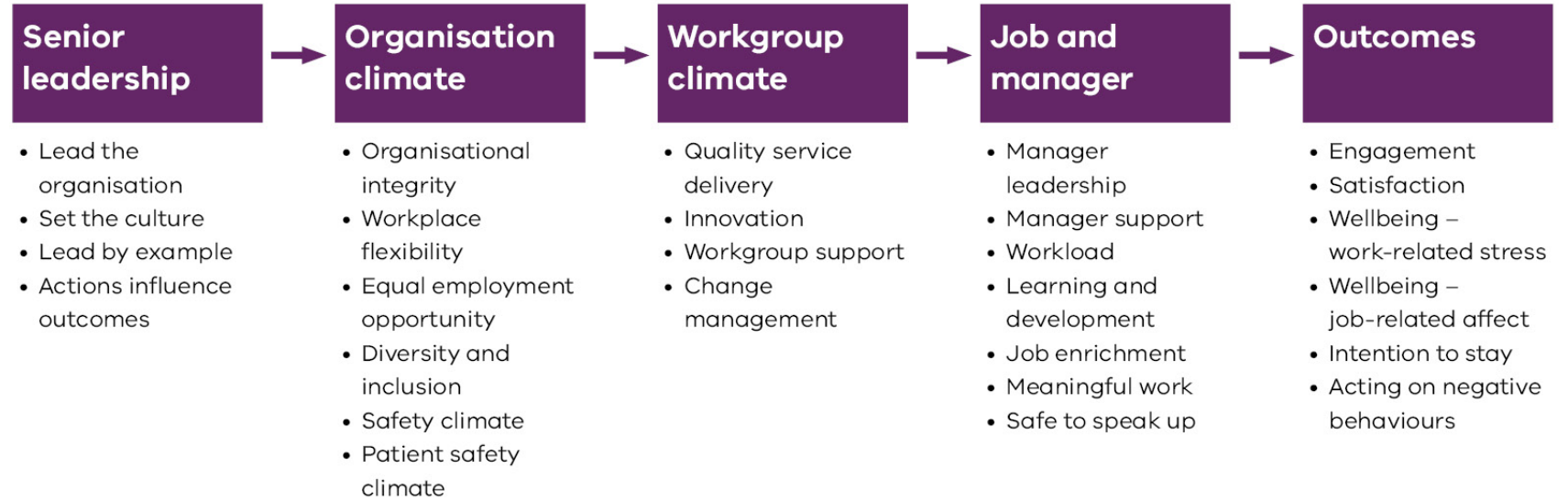
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

Our public sector values

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

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

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

Senior leadership → **Organisation climate** → **Workgroup climate** → **Job and manager** → **Outcomes**

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

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

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

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

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

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

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

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Bendigo Community Health Services

Castlemaine District Community Health

cohealth

Connect Health & Community

Gateway Health

IPC Health

North Richmond Community Health

Northern District Community Health

Sunbury & Cobaw Community Health

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2019		2021	
38%		**43%**	
(115)		**(131)**	
Comparator	48%	Comparator	50%
Public Sector	46%	Public Sector	39%

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People matter survey 2021

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2019		2021	
62		**72**	
Comparator	67	Comparator	74
Public Sector	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 72.

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.
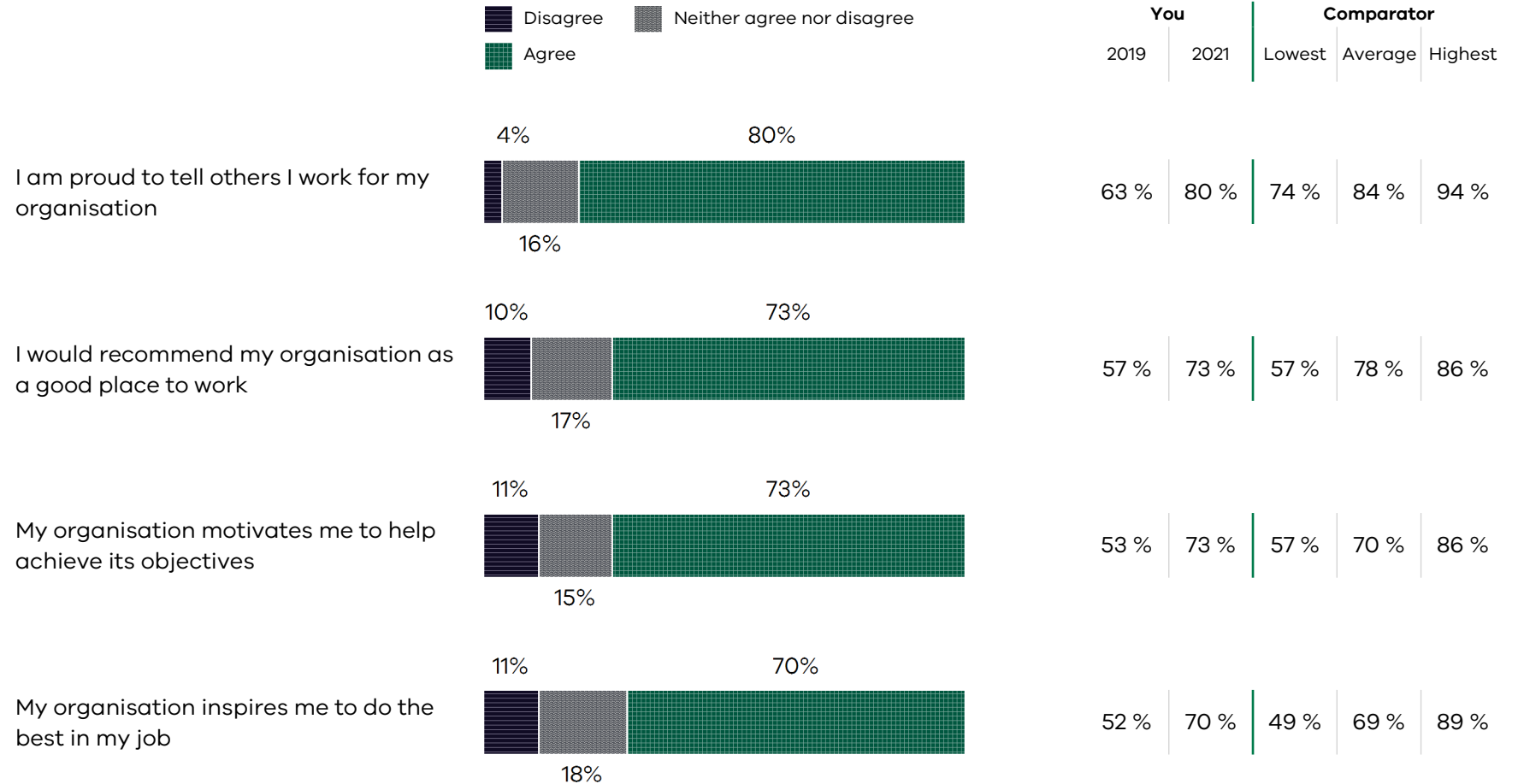
Example

80% 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

Legend: ■ Disagree   ▨ Neither agree nor disagree   ▦ Agree

Benchmark agree results

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to tell others I work for my organisation	4% / 16% / 80%	63 %	80 %	74 %	84 %	94 %
I would recommend my organisation as a good place to work	10% / 17% / 73%	57 %	73 %	57 %	78 %	86 %
My organisation motivates me to help achieve its objectives	11% / 15% / 73%	53 %	73 %	57 %	70 %	86 %
My organisation inspires me to do the best in my job	11% / 18% / 70%	52 %	70 %	49 %	69 %	89 %

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 72.

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.

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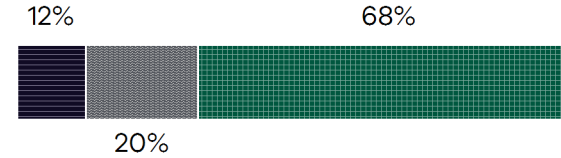
Example

68% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.
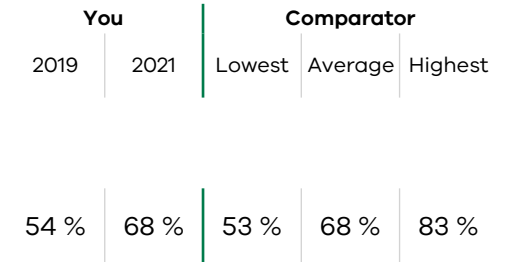
■ Disagree   ▨ Neither agree nor disagree
▨ Agree

I feel a strong personal attachment to my organisation

12%   68%

20%

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	54 %	68 %	53 %	68 %	83 %

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.
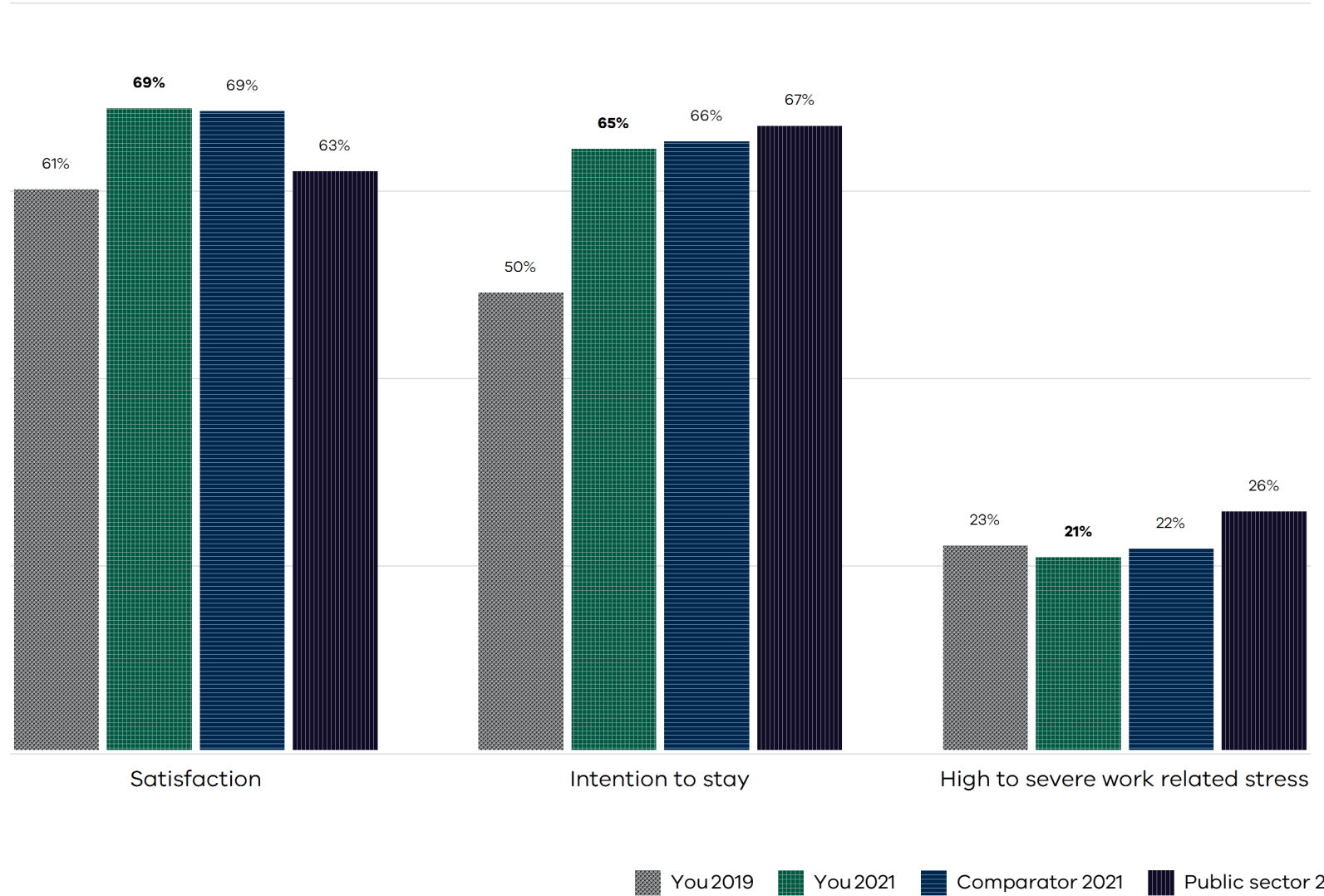
Example

In 2021:

- 69% of your staff who did the survey responded positively to questions about Satisfaction which is up from 61% in 2019.

Compared to:

- 69% of staff at your comparator and 63% of staff across the public sector.

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

Satisfaction: 61%, 69%, 69%, 63%
Intention to stay: 50%, 65%, 66%, 67%
High to severe work related stress: 23%, 21%, 22%, 26%

People outcomes

Satisfaction question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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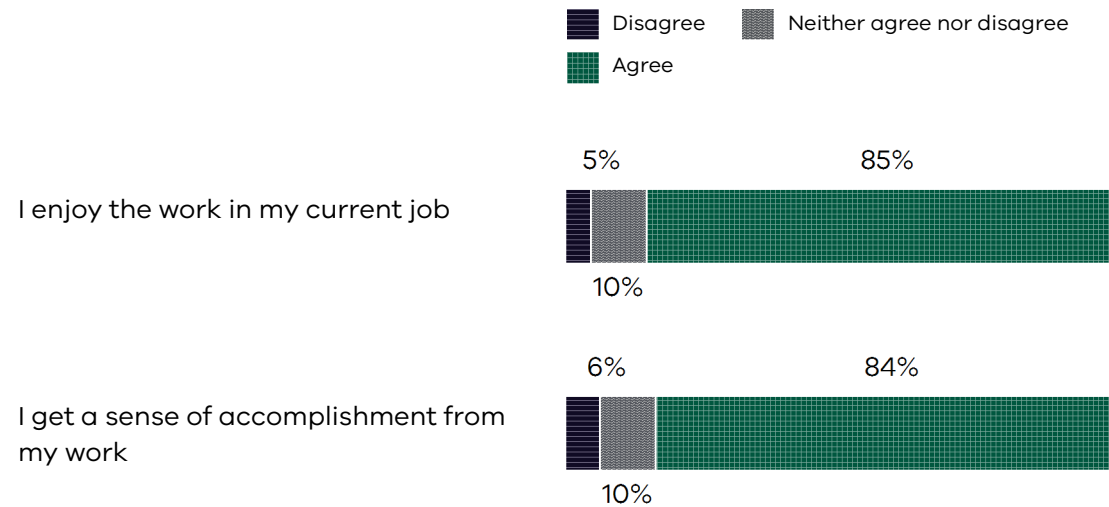
Example

85% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

Survey question

Your results

■ Disagree ▨ Neither agree nor disagree
▨ Agree

I enjoy the work in my current job

5%   85%
10%

I get a sense of accomplishment from my work

6%   84%
10%

Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
I enjoy the work in my current job	78 %	85 %	79 %	85 %	97 %
I get a sense of accomplishment from my work	77 %	84 %	78 %	85 %	97 %

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.
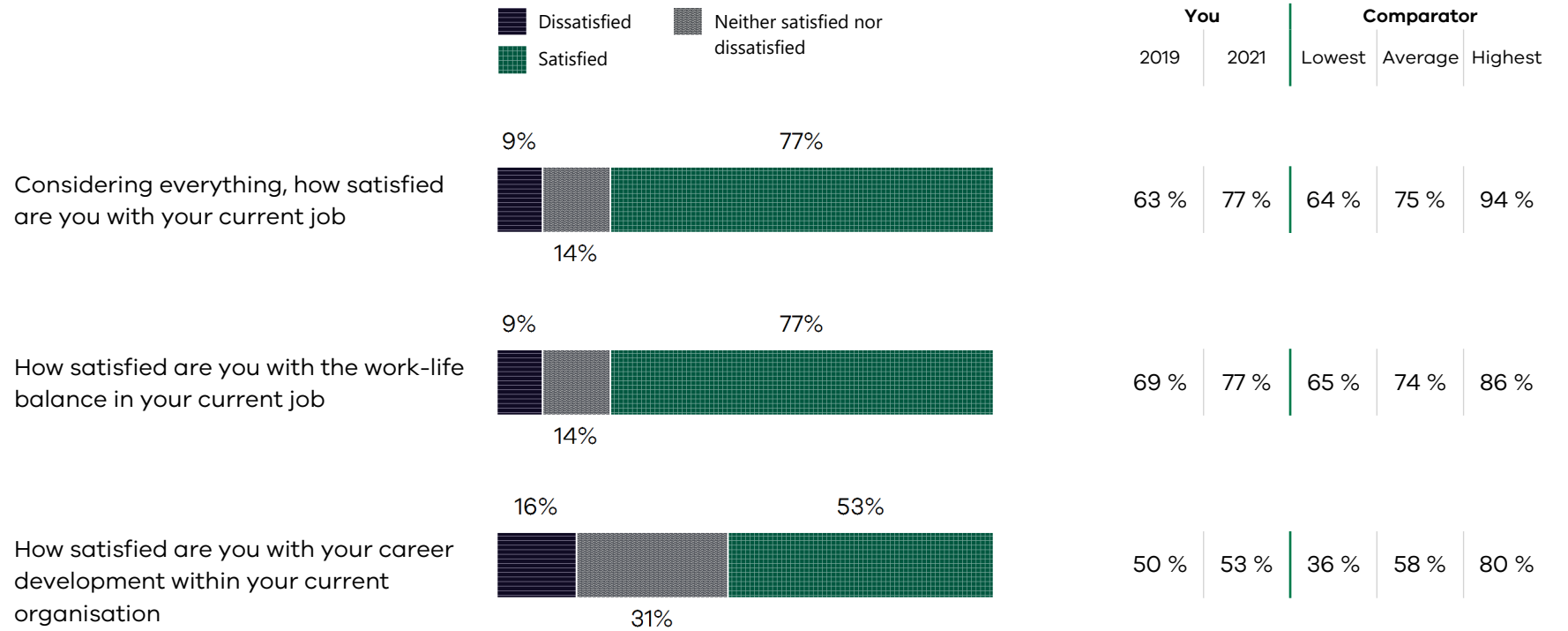
Example

77% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Legend: Dissatisfied | Neither satisfied nor dissatisfied | Satisfied

Survey question	Dissatisfied	Neither	Satisfied	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Considering everything, how satisfied are you with your current job	9%	14%	77%	63 %	77 %	64 %	75 %	94 %
How satisfied are you with the work-life balance in your current job	9%	14%	77%	69 %	77 %	65 %	74 %	86 %
How satisfied are you with your career development within your current organisation	16%	31%	53%	50 %	53 %	36 %	58 %	80 %

People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

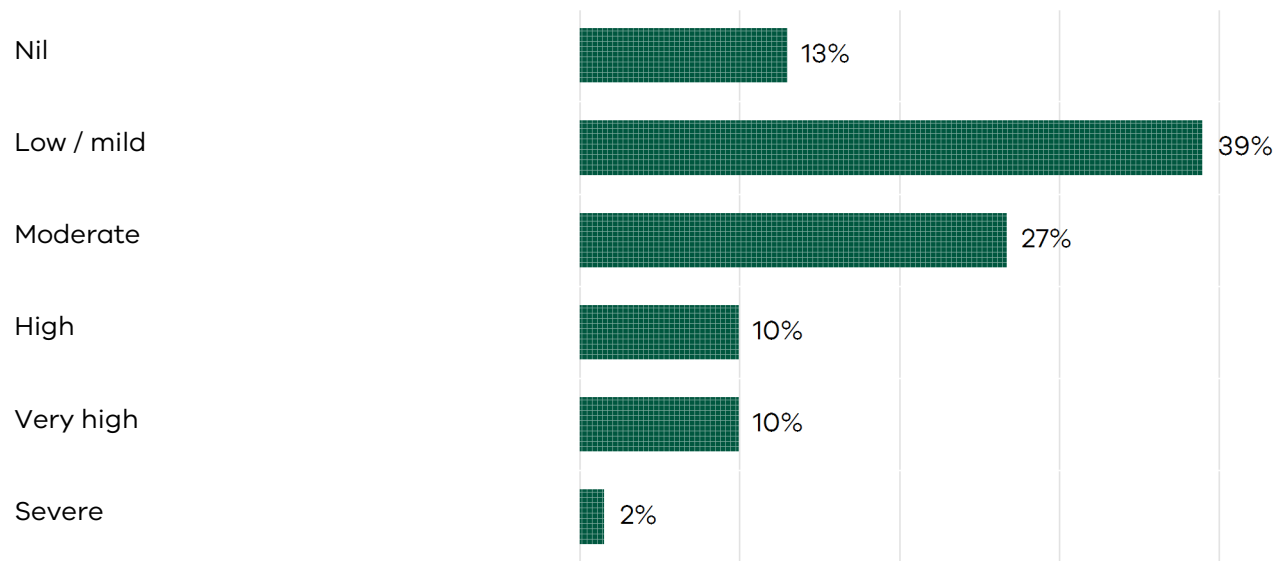In this survey we asked staff to tell us their stress level.

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

The numbers below show the percentage of staff in your organisation who said they experienced high to severe stress in 2021 compared to 2019 and your comparator.
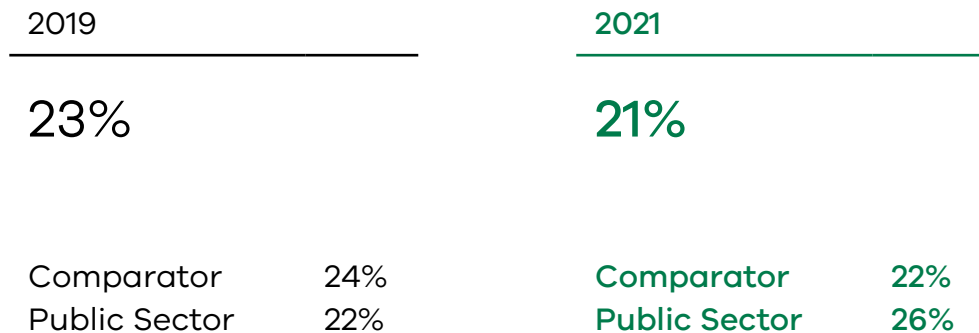
Example

21% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 22% of staff in your comparator group and 26% of staff across the public sector.

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

Nil	13%
Low / mild	39%
Moderate	27%
High	10%
Very high	10%
Severe	2%

Reported levels of high to severe stress

2019		2021	
23%		**21%**	
Comparator	24%	Comparator	22%
Public Sector	22%	Public Sector	26%

Victorian Public Sector Commission

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People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

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

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

Example

87% of your staff who did the survey said they experienced mild to severe stress.

Of that 87%, 52% said the top reason was 'Workload'.

	114	17
	87%	13%

■ Experienced some work-related stress ▦ Did not experience some work-related stress
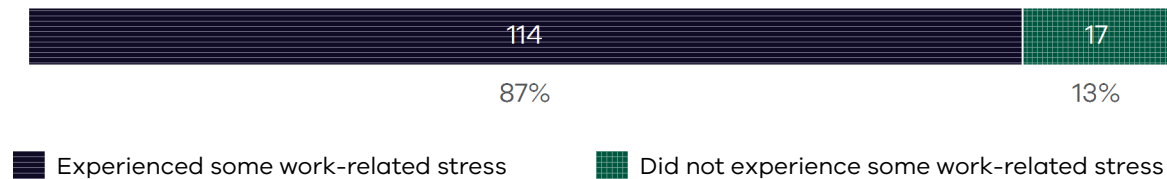
Of those that experienced work related stress it was from ...	You 2021	Comparator 2021	Public sector 2021
Workload	52%	45%	51%
Time pressure	40%	37%	42%
Other changes due to COVID-19	25%	24%	15%
Dealing with clients, patients or stakeholders	20%	23%	14%
Content, variety, or difficulty of work	15%	12%	12%
Management of work (e.g. supervision, training, information, support)	13%	13%	13%
Organisation or workplace change	12%	14%	11%
Other	12%	8%	9%
Job security	11%	10%	9%
Unclear job expectations	7%	10%	11%

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

17% of your staff who did the survey said they intended to leave.

Of that 17%, 41% said it was from 'Limited future career opportunities at my organisation'.

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

7	15	85
5%	11%	65%
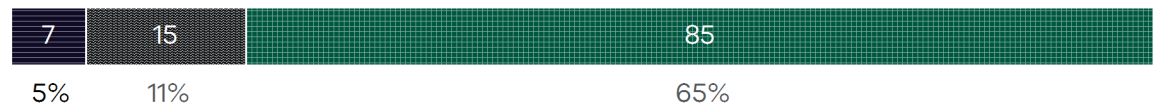
■ Leaving your organisation   ■ Leaving the sector   ■ Staying

Of those who indicated they're leaving your organisation (including leaving the sector) it was for ...	You 2021	Comparator 2021	Public sector 2021
Limited future career opportunities at my organisation	41%	40%	42%
End of contract/secondment	32%	10%	11%
Excessive workload	32%	19%	25%
Opportunity to broaden experience	32%	44%	40%
Better remuneration	27%	29%	26%
Lack of confidence in senior leadership	27%	24%	34%
Limited developmental/educational opportunities at my organisation	27%	25%	24%
Limited recognition for doing a good job	23%	27%	32%
Other	23%	14%	9%
Limited opportunities to gain further experience at my organisation	18%	29%	33%

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.
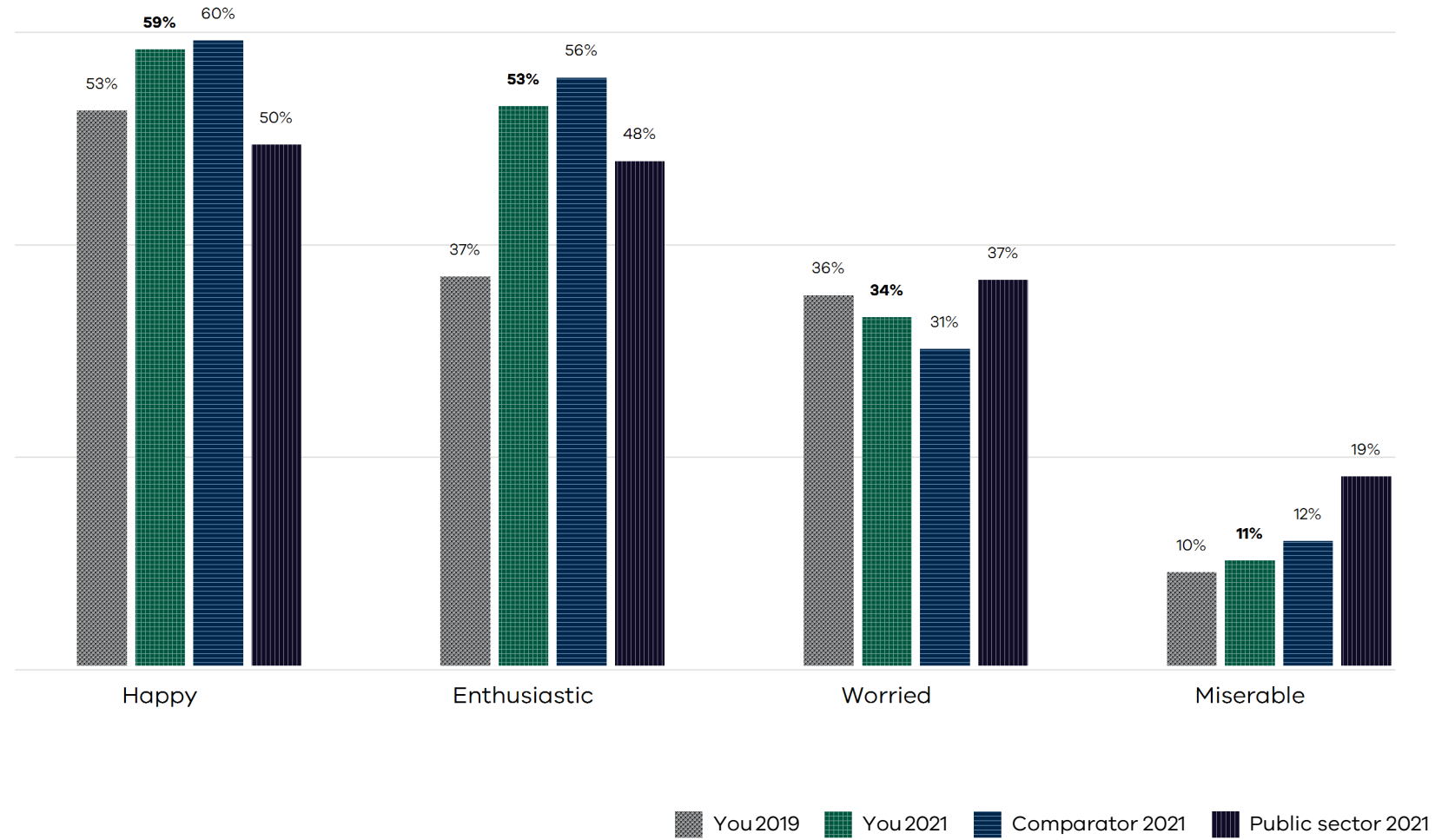
Example

In 2021:

- 59% of your staff who did the survey said work made them feel happy in 2021, which is up from 53% in 2019

Compared to:

- 60% of staff at your comparator and 50% of staff across the public sector.

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

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

	Happy	Enthusiastic	Worried	Miserable
You 2019	53%	37%	36%	10%
You 2021	59%	53%	34%	11%
Comparator 2021	60%	56%	31%	12%
Public sector 2021	50%	48%	37%	19%

People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

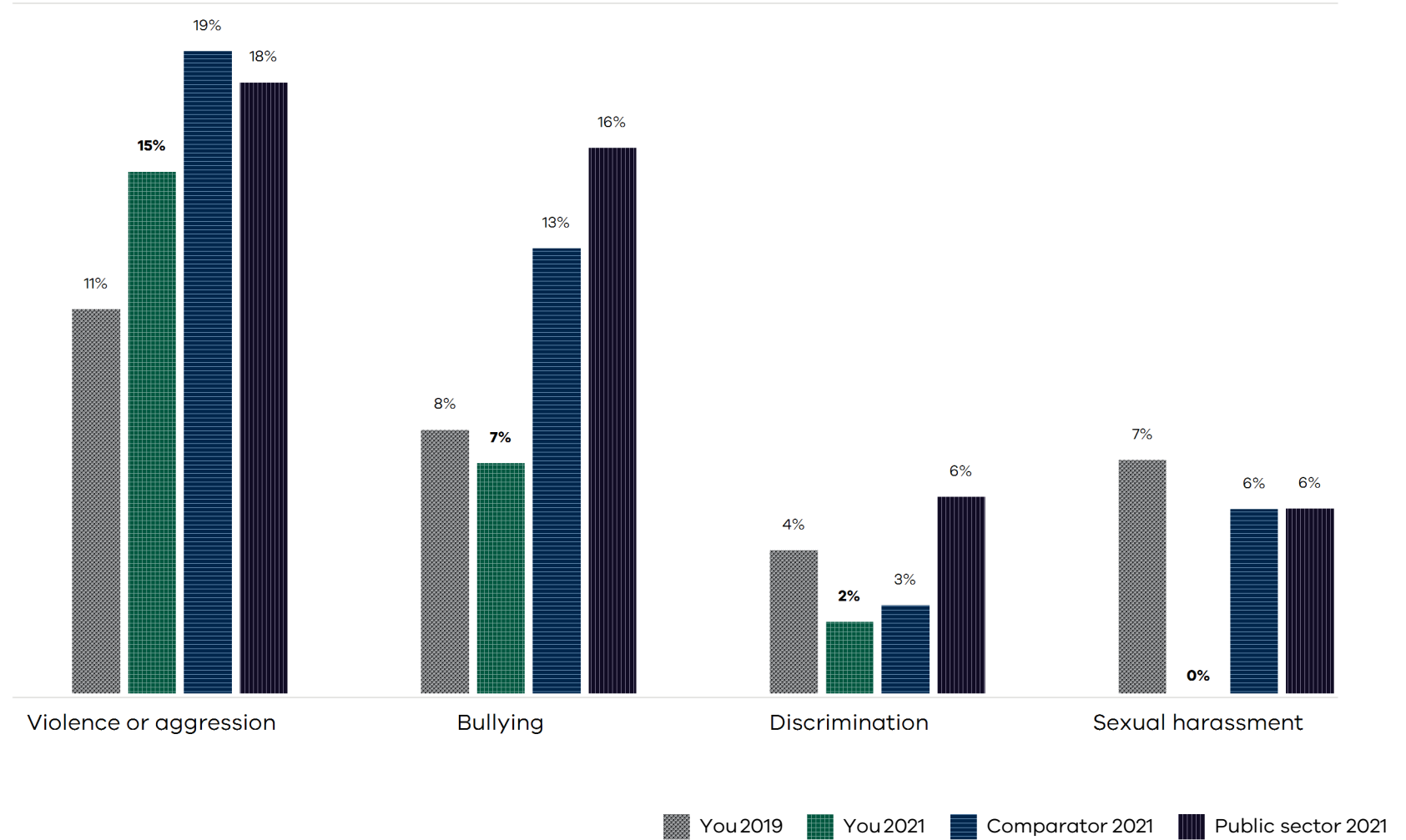You can compare these with your comparator and the public sector.

Example

In 2021:

- 15% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is up from 11% in 2019.

Compared to:

- 19% of staff at your comparator and 18% of staff across the public sector.

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

Violence or aggression: 11%, 15%, 19%, 18%
Bullying: 8%, 7%, 13%, 16%
Discrimination: 4%, 2%, 3%, 6%
Sexual harassment: 7%, 0%, 6%, 6%

People outcomes

Bullying

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Discrimination

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

Negative behaviour

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

15% of your staff who did the survey said they experienced violence or aggression.

Of that 15%, 70% said it was from 'Intimidating behaviour'.

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

20	108	3
15%	82%	2%

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

If you experienced violence or aggression, what type did you experience?	You 2021	Comparator 2021	Public sector 2021
Intimidating behaviour	70%	68%	69%
Abusive language	65%	80%	81%
Threats of violence	10%	27%	39%
Damage to my property or work equipment	5%	8%	7%
Other	5%	4%	12%

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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

15% of your staff who did the survey said they experienced violence or aggression, fo which

- 55% said the top way they reported the violence or agression was 'Told a manager'

- 55% said they didn't submit a formal incident report.

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

20	108	3
15%	82%	2%

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

Did you tell anyone about the incident?	You 2021	Comparator 2021	Public sector 2021
Told a manager	55%	60%	52%
Submitted a formal incident report	45%	41%	32%
Told a colleague	35%	46%	46%
Told the person the behaviour was not OK	30%	29%	33%
I did not tell anyone about the incident(s)	10%	5%	8%
Told a friend or family member	10%	19%	20%
Told Human Resources	5%	7%	4%
Told someone else	5%	5%	6%

Victorian Public Sector Commission

VICTORIA State Government

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

55% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 45% said the top reason was 'I didn't think it was serious enough'.

Did you submit a formal incident report?

9	11
45%	55%

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

Please tell us why you did not submit a formal incident report?	You 2019	You 2021	Comparator 2021	Public sector 2021
I didn't think it was serious enough	0%	45%	40%	33%
I didn't think it would make a difference	29%	45%	29%	39%
I believed there would be negative consequences for my reputation	0%	27%	8%	16%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	0%	27%	14%	15%
Other	57%	27%	24%	12%
I believed there would be negative consequences for my career	0%	18%	5%	12%
I believed there would be negative consequences for the person I was going to complain about	0%	18%	6%	4%
I didn't need to because I made the violence or aggression stop	0%	9%	17%	16%
I thought the complaint process would be embarrassing or difficult	0%	9%	4%	4%

Victorian Public Sector Commission

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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

15% of your staff who did the survey said they experienced violence or aggression.

Of that 15%, 75% said it was 'Client/ customer/ patient/ stakeholder'.

20 people (15% of staff) experienced violence or aggression (You2021)

Perpetrator	Percentage
Client/ customer/ patient/ stakeholder	75%
Member of the public	25%
A more senior manager than my manager	10%
My immediate manager or supervisor	5%
A volunteer with my organisation	0%
Colleague	0%
Group of colleagues	0%
Member of your household	0%
Someone I supervise or manage	0%
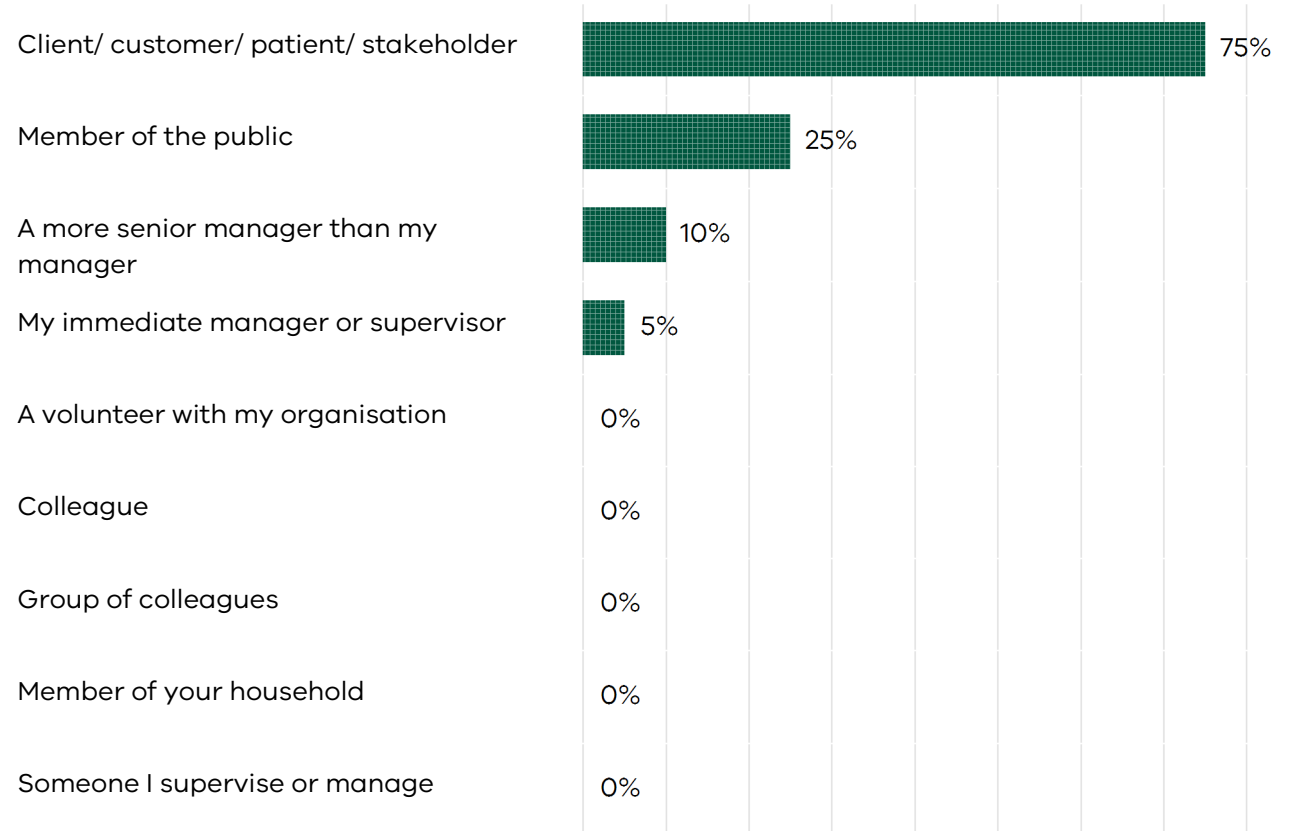
Negative behaviour

Frequency of violence and aggression

What this is

This is how often staff experienced violence or aggression.

Why this is important

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

How to read this

In this year's survey, 15% 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

15% of your staff who did the survey said they experienced violence or aggression.

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

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

14% of your staff who did the survey said they witnessed some negative behaviour at work.

86% 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?

18	113
14%	86%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
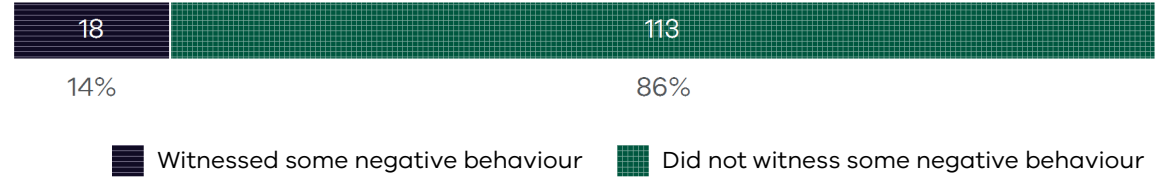
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2019	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	79%	86%	80%	77%
Bullying of a colleague	13%	11%	14%	16%
Discrimination against a colleague	7%	2%	5%	8%
Violence or aggression against a colleague	3%	2%	6%	6%

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

14% of your staff who did the survey witnessed negative behaviour, of which:

- 78% said the top action they took was 'Spoke to the person who experienced the behaviour'.

- 17% took no action.

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

18	113
14%	86%

■ Witnessed some negative behaviour ▦ Did not witness some negative behaviour
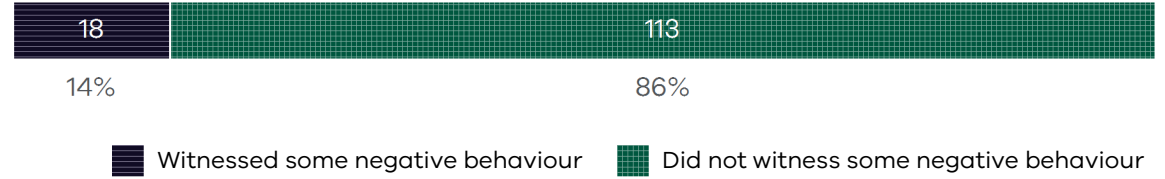
When you witnessed the above behaviour(s), did you do any of the following?	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	78%	76%	72%
Spoke to the person who behaved in a negative way	22%	25%	22%
Told a manager	22%	41%	37%
Took no action	17%	4%	7%
Told the person the behaviour was not OK	11%	28%	25%
Told a colleague	6%	17%	21%
Told Human Resources	6%	10%	6%

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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

78% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.

| Survey question | Your results | Benchmark satisfied results |

Were you satisfied with the way your formal complaint was handled

■ No   ▦ Don't know
▦ Yes

	You		Comparator		
	2019	2021	Lowest	Average	Highest
Violence or aggression	33 %	78 %	0 %	62 %	100 %

22%   78%

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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 2019 scores and your 2021 comparator group.

Example

On the first row 'Quality service delivery', the 'You 2021' column shows 95% of your staff agreed with 'My workgroup strives to provide high quality advice and services'.
In the 'Change from 2019' column, you have a 4% increase, which is a positive trend.

Question group	Highest scoring questions	You 2021	Change from 2019	Comparator 2021
Quality service delivery	My workgroup strives to provide high quality advice and services	95%	+4%	93%
Meaningful work	I feel that I can make a worthwhile contribution at work	95%	Not asked in 2019	90%
Manager leadership	My manager treats employees with dignity and respect	94%	+2%	89%
Quality service delivery	My workgroup strives to deliver services in a timely manner	93%	-1%	89%
Quality service delivery	My workgroup values human rights	93%	+4%	93%
Equal employment opportunity	Gender is not a barrier to success in my organisation	92%	Not asked in 2019	86%
Job enrichment	I understand how my job contributes to my organisation's purpose	91%	+1%	90%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	91%	+14%	89%
Workgroup support	People in my workgroup actively support diversity and inclusion in the workplace	90%	+4%	90%
Workgroup support	People in my workgroup treat each other with respect	90%	+2%	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 2019 scores and your 2021 comparator group.

Example

On the first row 'Learning and development', the 'You 2021' column shows 27% 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 2019.

Question subgroup	Lowest scoring questions	You 2021	Change from 2019	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	27%	Not asked in 2019	30%
Learning and development	I feel I have an equal chance at promotion in my organisation	35%	Not asked in 2019	46%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	39%	Not asked in 2019	46%
Safety climate	All levels of my organisation are involved in the prevention of stress	44%	+20%	48%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	45%	Not asked in 2019	59%
Learning and development	My organisation places a high priority on the learning and development of staff	46%	+15%	65%
Workload	I have enough time to do my job effectively	48%	+1%	57%
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	52%	+10%	62%
Manager support	My manager has regular conversations with me about my learning and development	53%	Not asked in 2019	56%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	53%	-3%	66%

Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

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

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

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

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

Example

On the first row 'Safety climate', the 'You 2021' column shows 57% of your staff agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.
In the 'Increase from 2019' column, you have a 32% increase, which is a positive trend.

Question group	Most improved from last survey	You 2021	Increase from 2019	Comparator 2021
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	57%	+32%	59%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	56%	+30%	60%
Senior leadership	Senior leaders actively support diversity and inclusion in the workplace	79%	+28%	81%
Senior leadership	Senior leaders support staff to work in an environment of change	67%	+25%	66%
Senior leadership	Senior leaders demonstrate honesty and integrity	66%	+21%	68%
Engagement	My organisation motivates me to help achieve its objectives	73%	+20%	70%
Safety climate	All levels of my organisation are involved in the prevention of stress	44%	+20%	48%
Safe to speak up	I am confident that I would be protected from reprisal for reporting improper conduct	75%	+19%	70%
Senior leadership	Senior leaders model my organisation's values	66%	+19%	71%
Engagement	My organisation inspires me to do the best in my job	70%	+18%	69%

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Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

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

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

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

Example

On the first row 'Innovation', the 'You 2021' column shows 60% of your staff agreed with 'My workgroup takes reasonable risks to improve its services'.

In the 'Decrease from 2019' column, you have a 12% decrease, which is a negative trend.

Question subgroup	Largest decline from last survey	You 2021	Decrease from 2019	Comparator 2021
Innovation	My workgroup takes reasonable risks to improve its services	60%	-12%	68%
Quality service delivery	My workgroup strives to make the best use of its resources	79%	-11%	83%
Quality service delivery	My workgroup focuses on making decisions informed by all relevant facts	79%	-7%	79%
Manager support	My manager listens to what I have to say	86%	-6%	85%
Manager support	My manager keeps me informed about what's going on	75%	-5%	79%
Innovation	My workgroup learns from failures and mistakes	66%	-4%	74%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	69%	-4%	68%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	53%	-3%	66%
Manager leadership	My manager models my organisation's values	83%	-3%	86%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different age groups	82%	-3%	80%

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Key differences

Biggest positive difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Workplace flexibility', the 'You 2021' column shows 82% of your staff agreed with 'Having family responsibilities is not a barrier to success in my organisation'.

The 'difference' column, shows that agreement for this question was 10 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Workplace flexibility	Having family responsibilities is not a barrier to success in my organisation	82%	+10%	72%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	82%	+9%	73%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have caring responsibilities	82%	+9%	73%
Workplace flexibility	Having caring responsibilities is not a barrier to success in my organisation	78%	+8%	70%
Manager support	I receive adequate recognition for my contributions and accomplishments	69%	+8%	61%
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	83%	+7%	76%
Workgroup support	People in my workgroup are politically impartial in their work	77%	+7%	70%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	84%	+7%	77%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	77%	+6%	71%
Job enrichment	My work performance is assessed against clear criteria	67%	+6%	61%

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Key differences

Biggest negative difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Diversity and inclusion', the 'You 2021' column shows 61% of your staff agreed with 'There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander'.

The 'difference' column, shows that agreement for this question was 21 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	61%	-21%	82%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	64%	-20%	84%
Learning and development	My organisation places a high priority on the learning and development of staff	46%	-20%	65%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	45%	-14%	59%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees with disability	60%	-14%	73%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	53%	-13%	66%
Learning and development	In the last 12 months I have learned skills that have helped me do my job better	65%	-11%	76%
Learning and development	I feel I have an equal chance at promotion in my organisation	35%	-11%	46%
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	52%	-10%	62%
Equal employment opportunity	Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	69%	-9%	78%

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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.
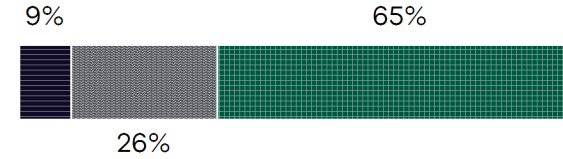
Example

65% 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'.
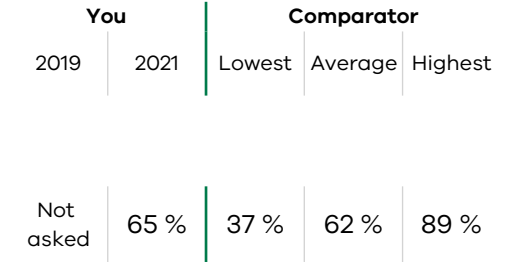
Survey question

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

Your results

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

9%   65%

26%

Benchmark agree results

	You		**Comparator**	
2019	2021	Lowest	Average	Highest
Not asked	65 %	37 %	62 %	89 %

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Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

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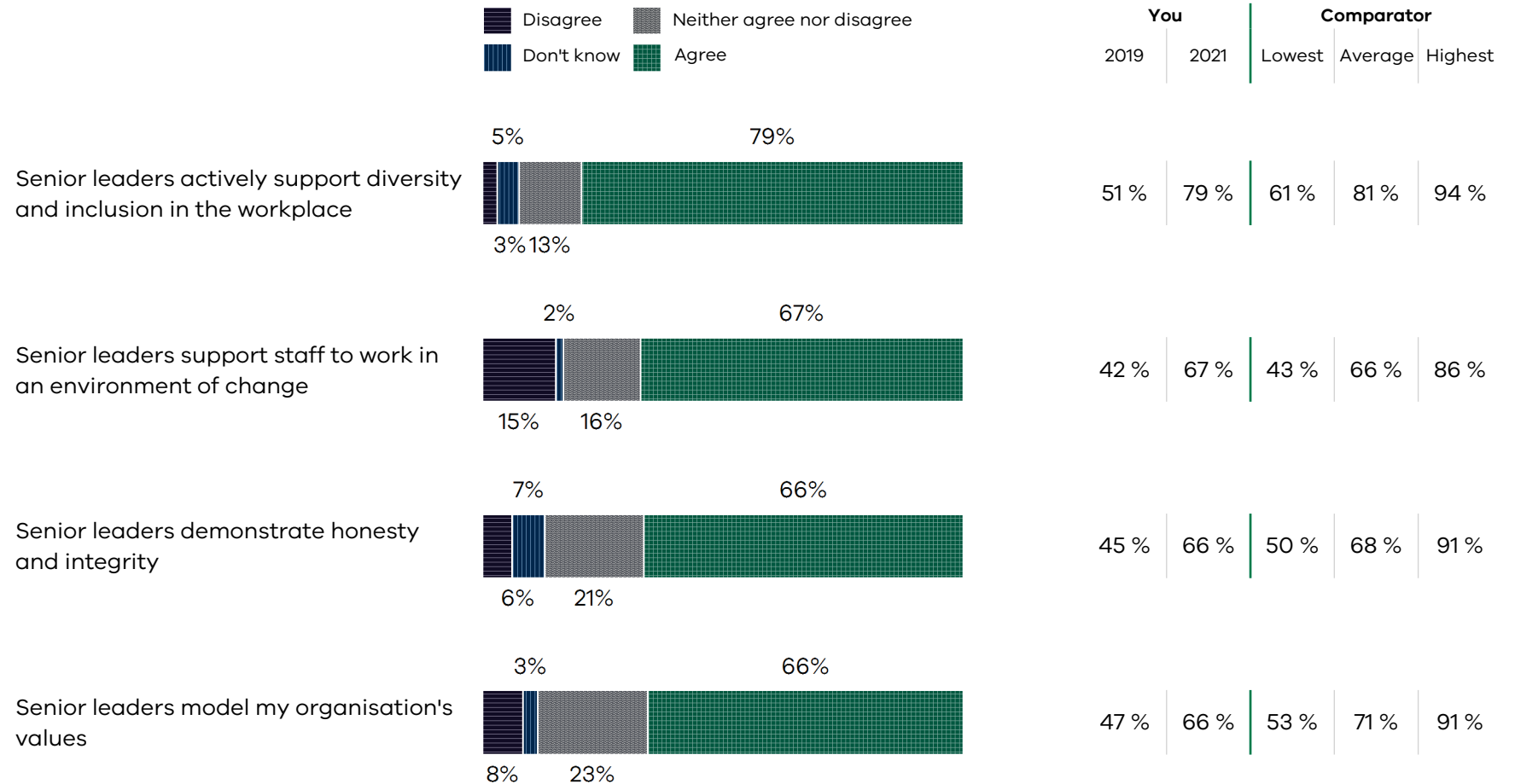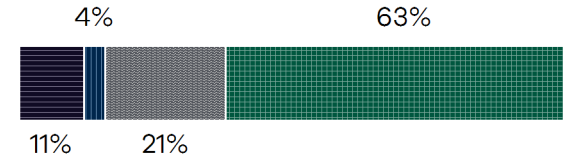
Example

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 / Benchmark agree results

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

Survey question		You		Comparator		
		2019	2021	Lowest	Average	Highest
Senior leaders actively support diversity and inclusion in the workplace	3% / 13% / 5% / 79%	51 %	79 %	61 %	81 %	94 %
Senior leaders support staff to work in an environment of change	15% / 16% / 2% / 67%	42 %	67 %	43 %	66 %	86 %
Senior leaders demonstrate honesty and integrity	6% / 21% / 7% / 66%	45 %	66 %	50 %	68 %	91 %
Senior leaders model my organisation's values	8% / 23% / 3% / 66%	47 %	66 %	53 %	71 %	91 %

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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

63% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.
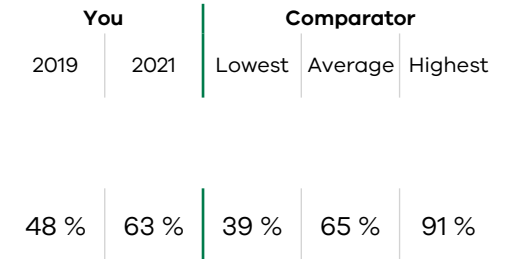
Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2019	2021	Lowest	Average	Highest
Senior leaders provide clear strategy and direction	48 %	63 %	39 %	65 %	91 %

Your results bar: 11% Disagree, 4% Don't know, 21% Neither agree nor disagree, 63% Agree

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- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Workplace flexibility
- Equal employment opportunity
- Psychosocial and physical safety climate
- Psychosocial safety climate score
- Patient safety climate
- 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
- Primary role

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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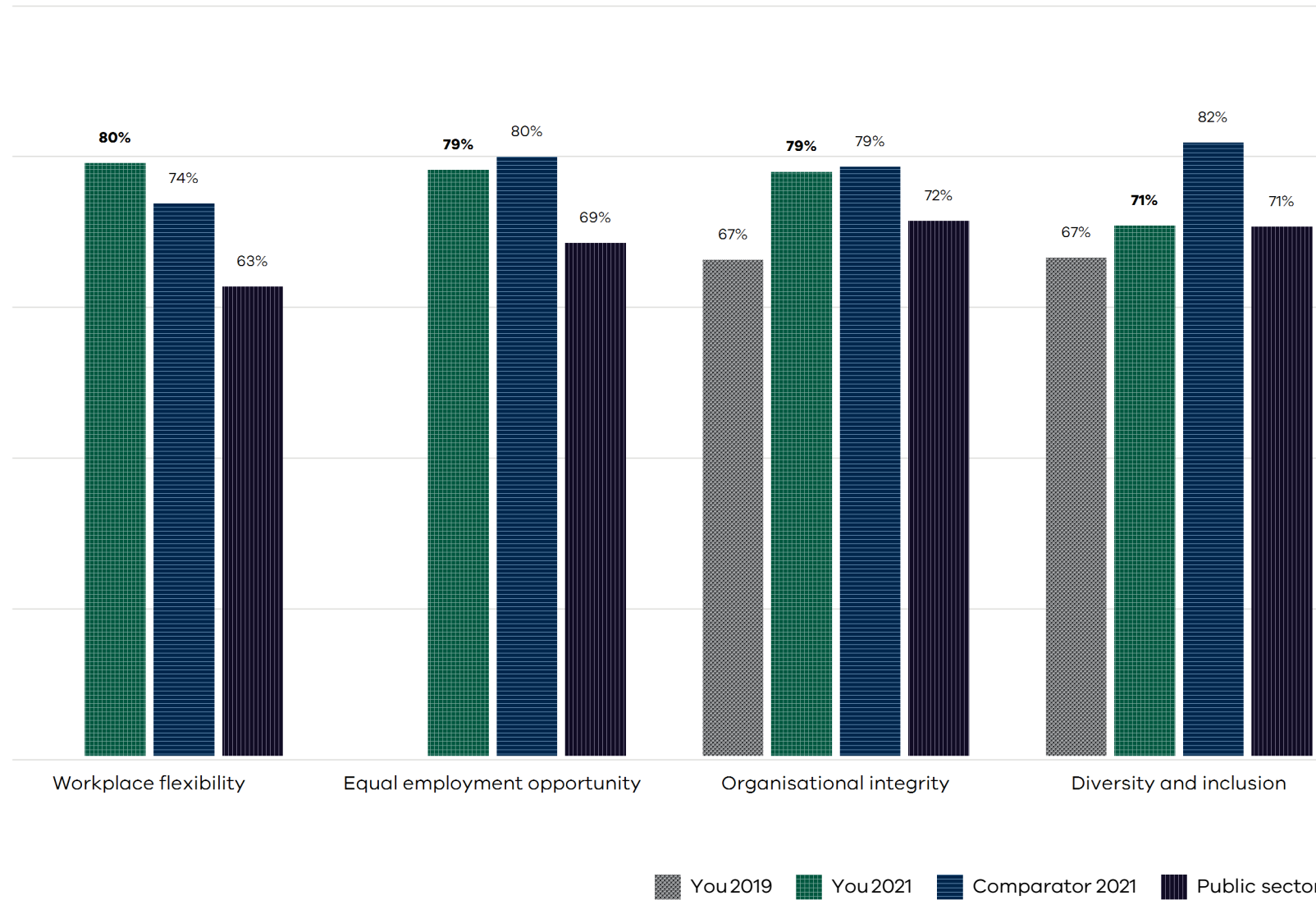
Example

In 2021:

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

Compared to:

- 74% of staff at your comparator and 63% of staff across the public sector.

Chart — Organisational climate results by factor:

Factor	You 2019	You 2021	Comparator 2021	Public sector 2021
Workplace flexibility		80%	74%	63%
Equal employment opportunity		79%	80%	69%
Organisational integrity	67%	79%	79%	72%
Diversity and inclusion	67%	71%	82%	71%

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

Victorian Public Sector Commission · VICTORIA State Government

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 62% of your staff who did the survey responded positively to questions about Safety climate.

Compared to:

- 66% of staff at your comparator and 60% of staff across the public sector.
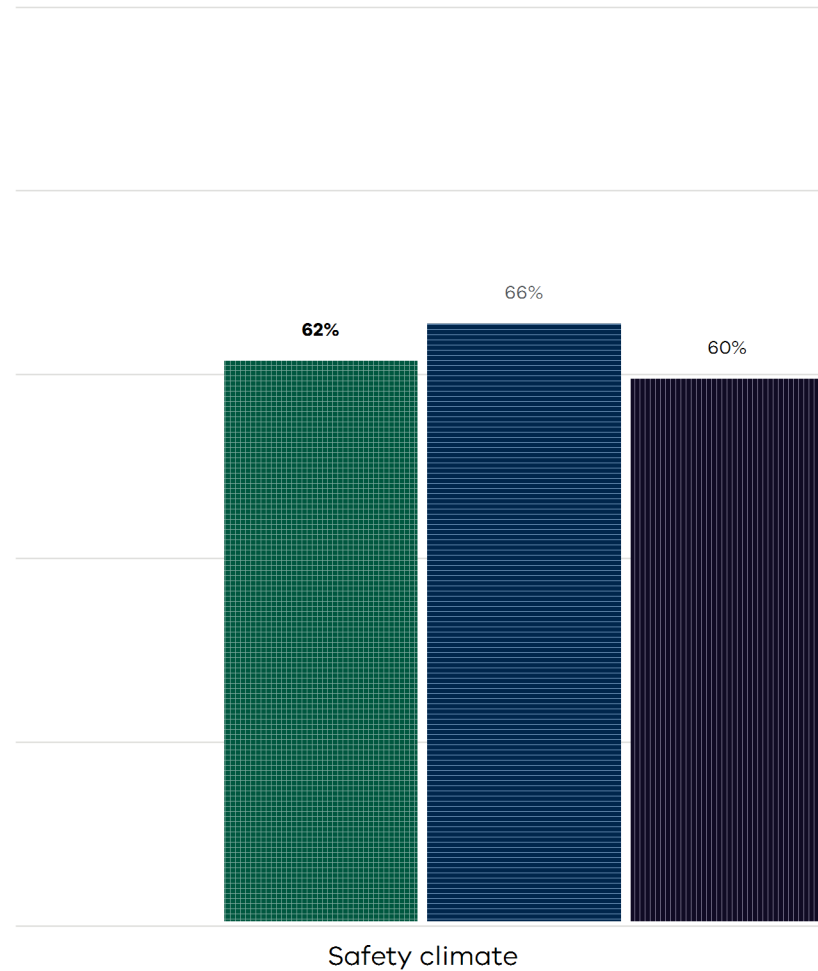
62%   66%   60%

Safety climate

You 2019   You 2021   Comparator 2021   Public sector 2021

Victorian Public Sector Commission

VICTORIA State Government

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.
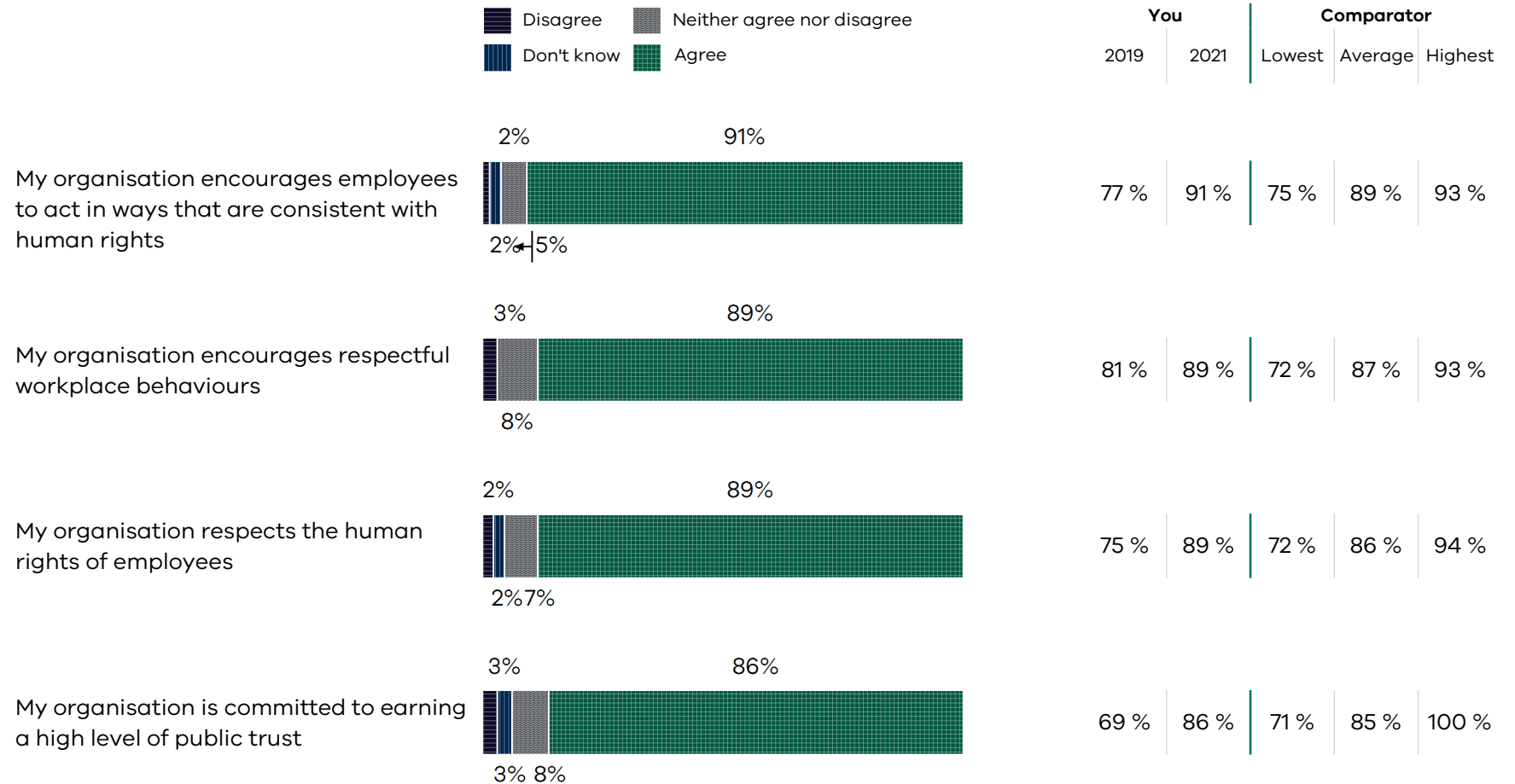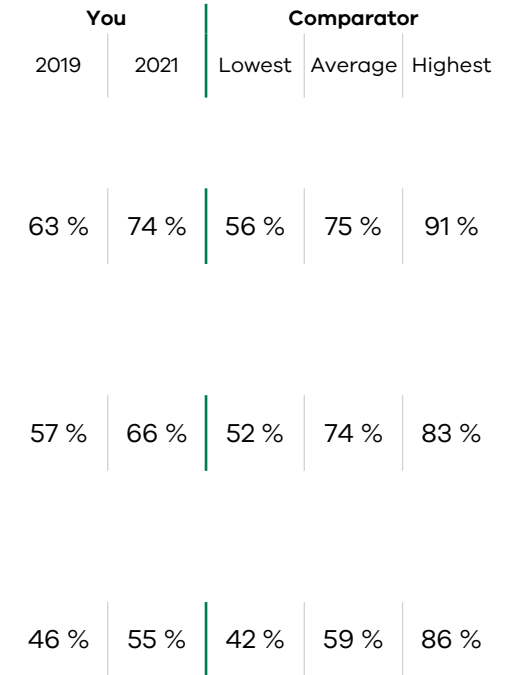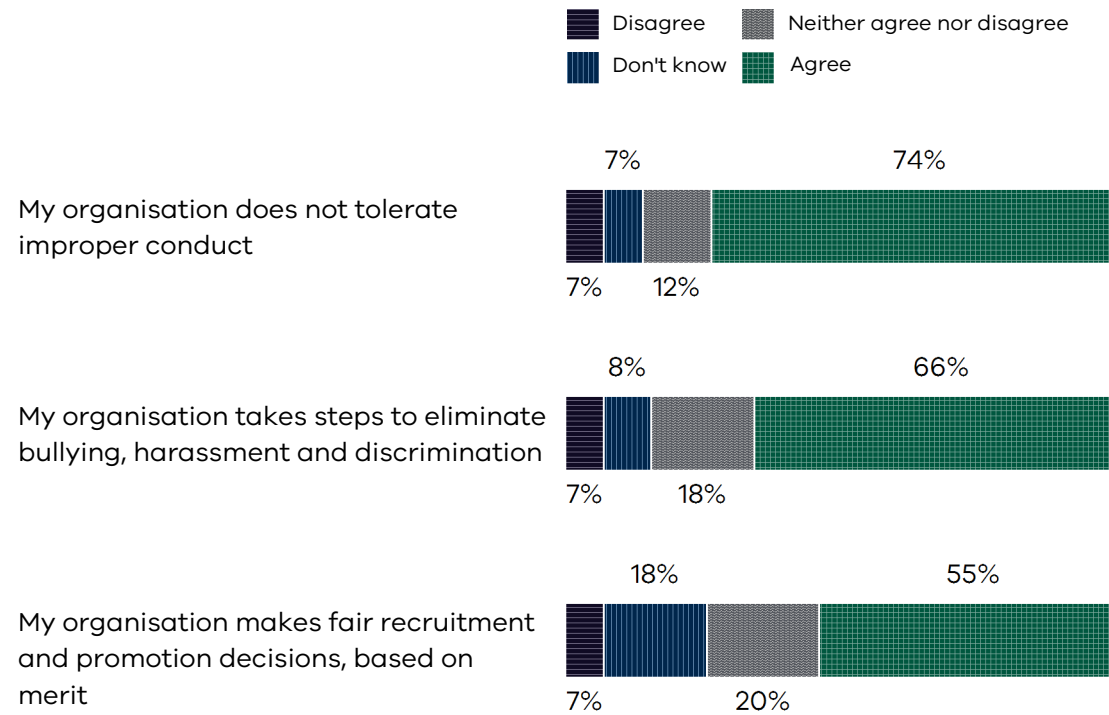
Example

91% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question | Your results | Benchmark agree results

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

Survey question		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages employees to act in ways that are consistent with human rights	2% ... 91% (2% / 5%)	77 %	91 %	75 %	89 %	93 %
My organisation encourages respectful workplace behaviours	3% ... 89% (8%)	81 %	89 %	72 %	87 %	93 %
My organisation respects the human rights of employees	2% ... 89% (2% 7%)	75 %	89 %	72 %	86 %	94 %
My organisation is committed to earning a high level of public trust	3% ... 86% (3% 8%)	69 %	86 %	71 %	85 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

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

74% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question	Your results		Benchmark agree results				
			You		**Comparator**		
			2019	2021	Lowest	Average	Highest
My organisation does not tolerate improper conduct	7% / 7% / 12% / 74%		63 %	74 %	56 %	75 %	91 %
My organisation takes steps to eliminate bullying, harassment and discrimination	8% / 7% / 18% / 66%		57 %	66 %	52 %	74 %	83 %
My organisation makes fair recruitment and promotion decisions, based on merit	18% / 7% / 20% / 55%		46 %	55 %	42 %	59 %	86 %

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

Victorian Public Sector Commission

VICTORIA State Government

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

82% 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	Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
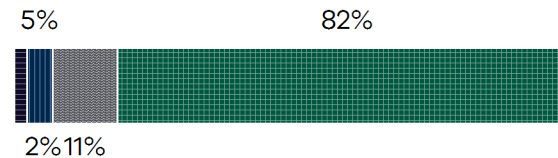
	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I have the flexibility I need to manage my work and non-work activities and responsibilities (7%, 11%, 82%)	Not asked	82 %	67 %	77 %	85 %
There is a positive culture within my organisation in relation to employees who use flexible work arrangements (2%, 3%, 12%, 82%)	77 %	82 %	57 %	73 %	100 %
Having family responsibilities is not a barrier to success in my organisation (5%, 3%, 10%, 82%)	Not asked	82 %	57 %	72 %	94 %
There is a positive culture within my organisation in relation to employees who have caring responsibilities (5%, 2%, 11%, 82%)	83 %	82 %	58 %	73 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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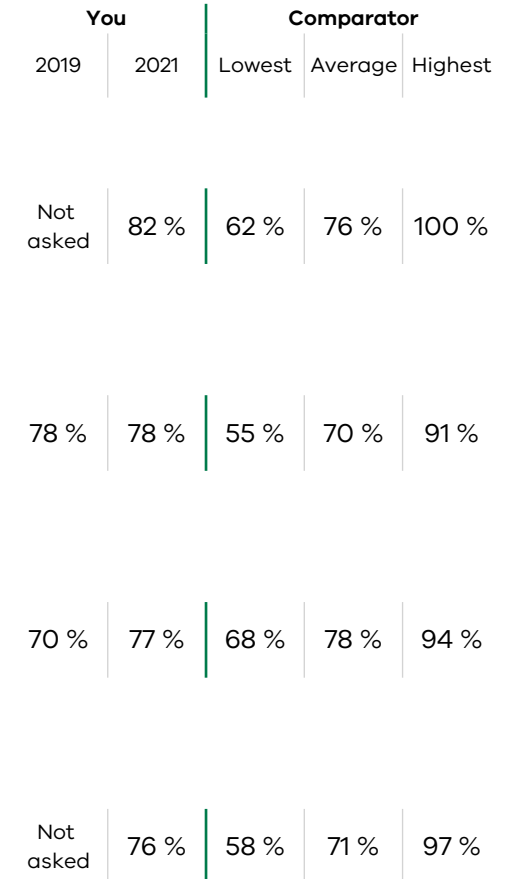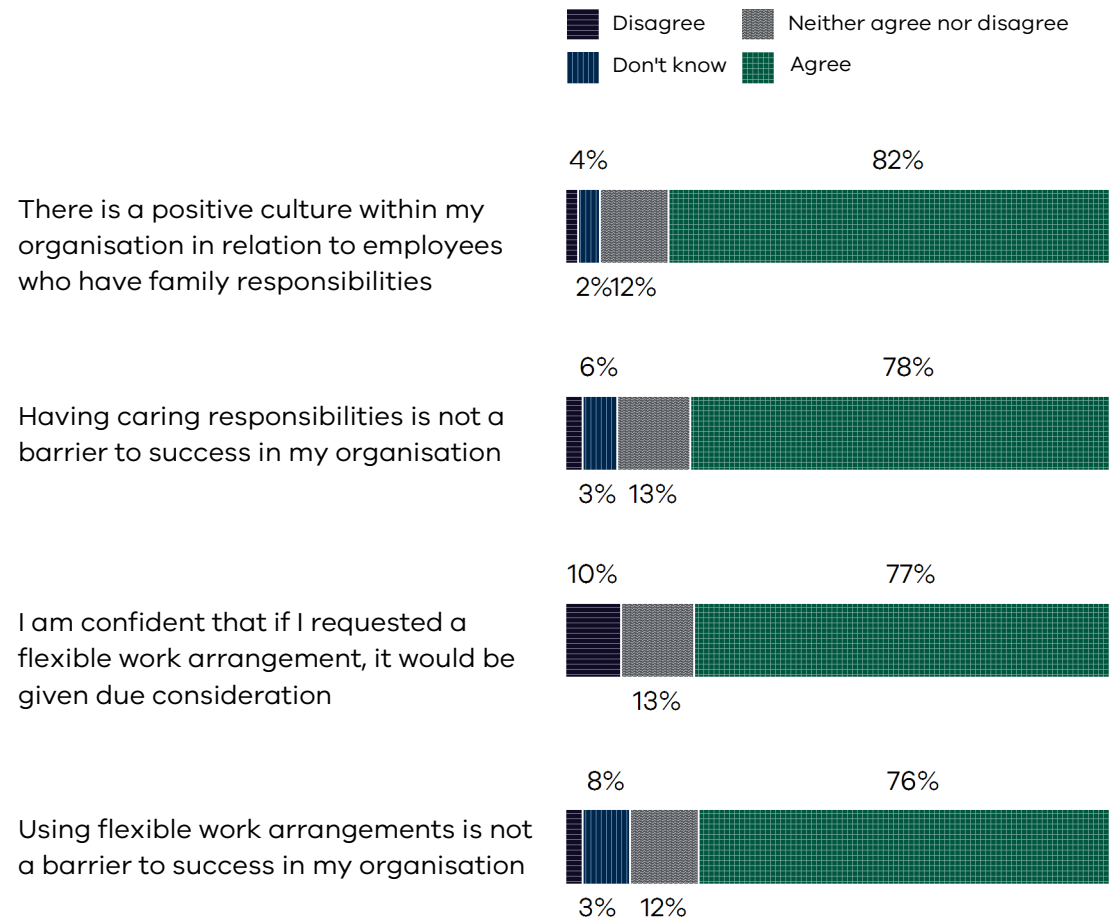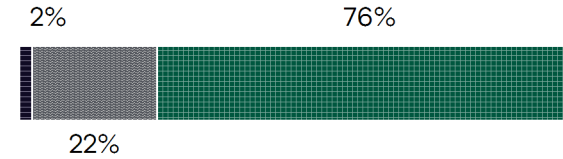
Example

82% 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 family responsibilities'.

Survey question	Your results		Benchmark agree results				
			You		**Comparator**		
			2019	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees who have family responsibilities	4% ... 82% / 2% 12%		Not asked	82 %	62 %	76 %	100 %
Having caring responsibilities is not a barrier to success in my organisation	6% ... 78% / 3% 13%		78 %	78 %	55 %	70 %	91 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	10% ... 77% / 13%		70 %	77 %	68 %	78 %	94 %
Using flexible work arrangements is not a barrier to success in my organisation	8% ... 76% / 3% 12%		Not asked	76 %	58 %	71 %	97 %

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

Victorian Public Sector Commission

Victoria State Government

Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

76% of your staff who did the survey agreed or strongly agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.
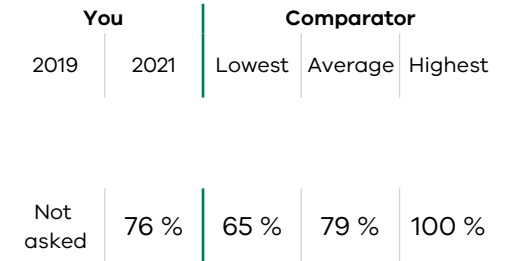
Survey question

My organisation supports employees with family or other caring responsibilities, regardless of gender

Your results

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

2% | 76%

22%

Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	Not asked	76 %	65 %	79 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

The table shows you what flexible work arrangements staff use.

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

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

Example

40% of staff who did the survey said the flexible work arrangement they used was 'Flexible start and finish times'.

Do you use any of the following flexible work arrangements?	You 2019	You 2021	Comparator 2021	Public sector 2021
Flexible start and finish times	30%	40%	26%	23%
Part-time	57%	34%	31%	19%
No, I do not use any flexible work arrangements	23%	28%	27%	38%
Working from an alternative location (e.g. home, hub/shared work space)	0%	27%	31%	24%
Working more hours over fewer days	6%	8%	6%	6%
Using leave to work flexible hours	11%	5%	9%	8%
Study leave	4%	5%	4%	4%
Shift swap	4%	2%	6%	12%
Other	0%	2%	3%	2%
Purchased leave	1%	1%	6%	2%

Organisational climate

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.
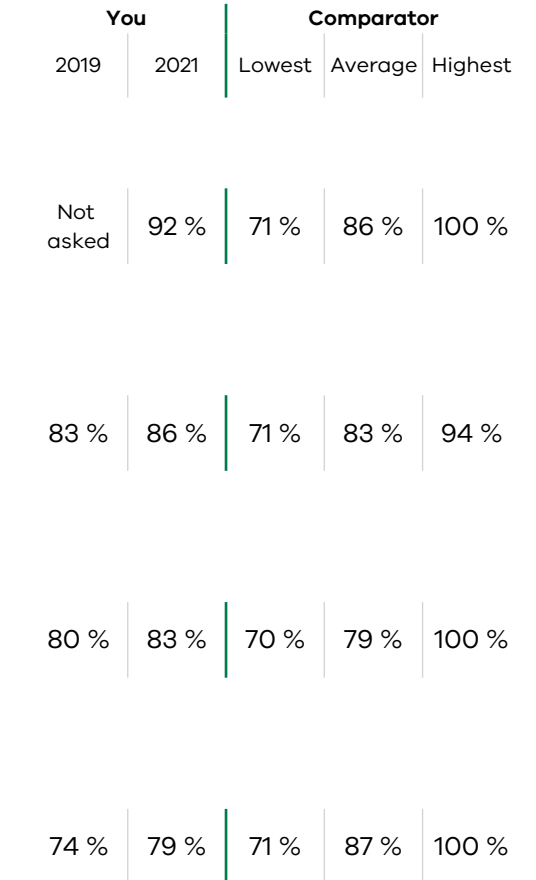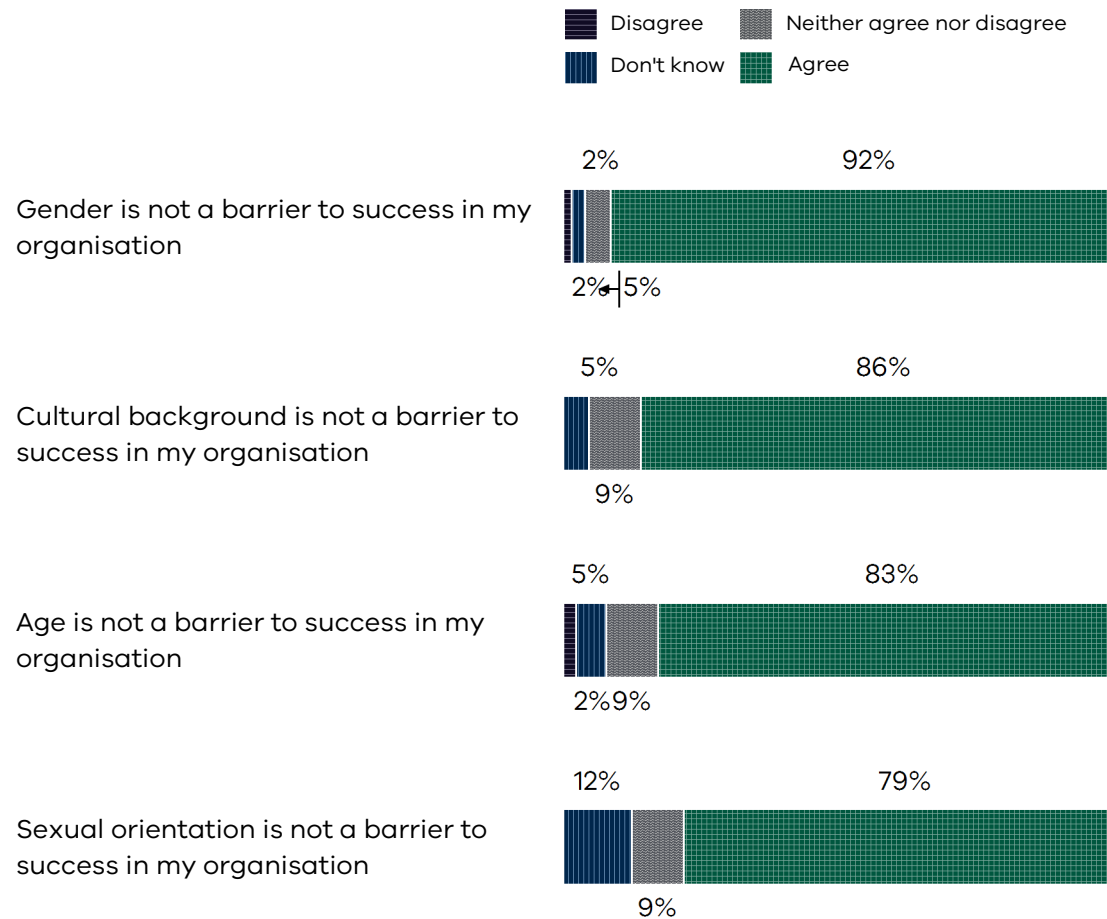
Example

92% of your staff who did the survey agreed or strongly agreed with 'Gender is not a barrier to success in my organisation'.

Survey question	Your results			You		Comparator		
				2019	2021	Lowest	Average	Highest

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Gender is not a barrier to success in my organisation	2% ... 92% (2% / 5%)	Not asked	92 %	71 %	86 %	100 %
Cultural background is not a barrier to success in my organisation	5% ... 86% (9%)	83 %	86 %	71 %	83 %	94 %
Age is not a barrier to success in my organisation	5% ... 83% (2% 9%)	80 %	83 %	70 %	79 %	100 %
Sexual orientation is not a barrier to success in my organisation	12% ... 79% (9%)	74 %	79 %	71 %	87 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Equal employment opportunity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

69% of your staff who did the survey agreed or strongly agreed with 'Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation'.
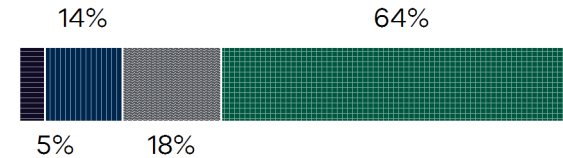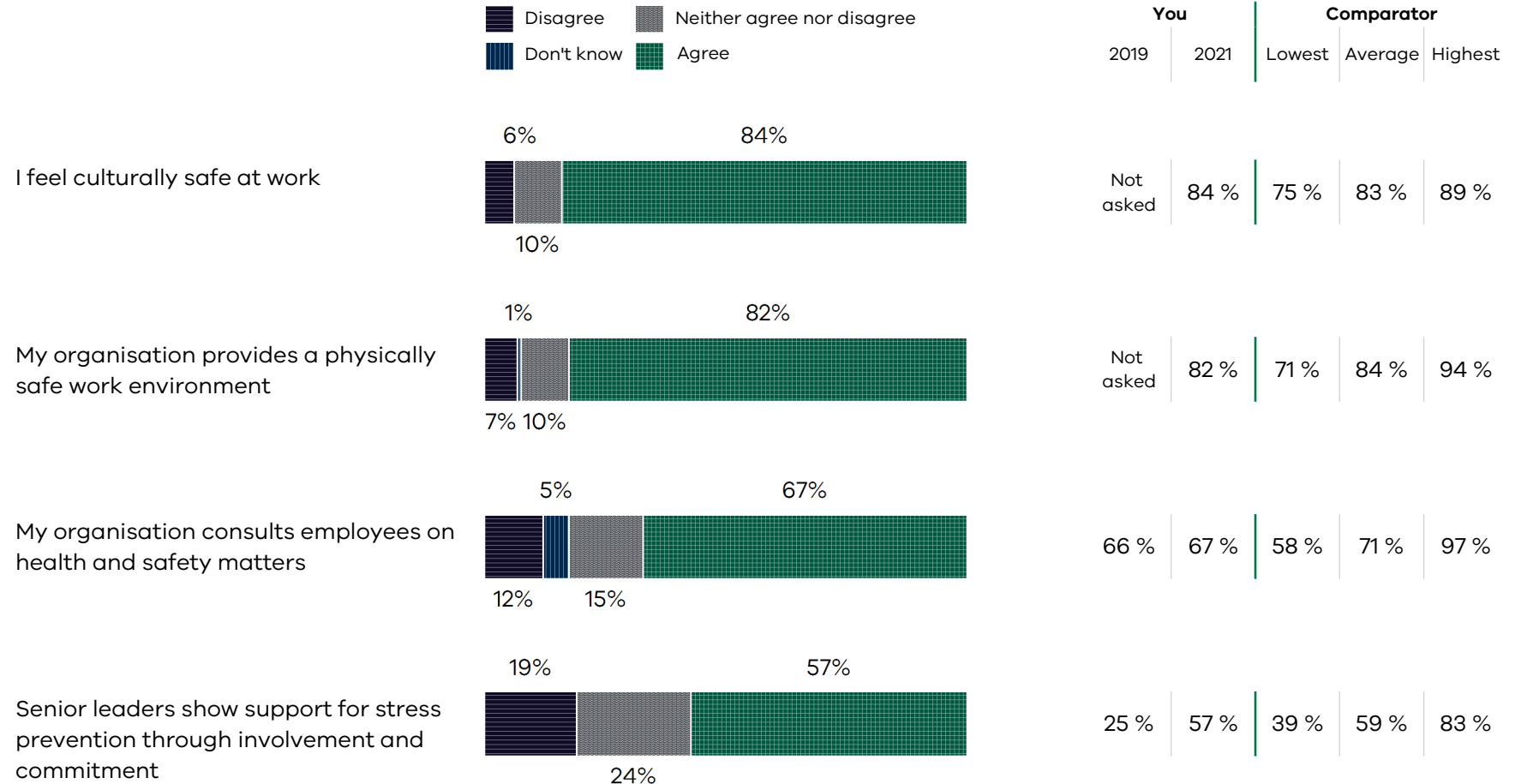
| Survey question | Your results | Benchmark agree results |

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

	You		Comparator		
Survey question	2019	2021	Lowest	Average	Highest
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	Not asked	69 %	59 %	78 %	100 %
Disability is not a barrier to success in my organisation	63 %	64 %	50 %	71 %	89 %

Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation: 15% / 2% / 15% / 69%

Disability is not a barrier to success in my organisation: 14% / 5% / 18% / 64%

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

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

Example

84% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

Survey question	Your results	You		Comparator		
		2019	2021	Lowest	Average	Highest
I feel culturally safe at work	6% / 10% / 84%	Not asked	84 %	75 %	83 %	89 %
My organisation provides a physically safe work environment	1% / 7% 10% / 82%	Not asked	82 %	71 %	84 %	94 %
My organisation consults employees on health and safety matters	12% / 5% / 15% / 67%	66 %	67 %	58 %	71 %	97 %
Senior leaders show support for stress prevention through involvement and commitment	19% / 24% / 57%	25 %	57 %	39 %	59 %	83 %

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

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

56% 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'.
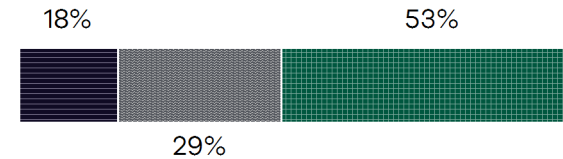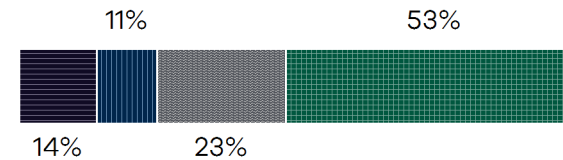
Survey question	Your results	Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
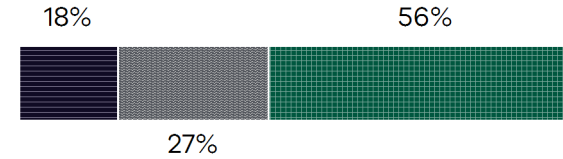
	You		Comparator		
Survey question	2019	2021	Lowest	Average	Highest
Senior leaders consider the psychological health of employees to be as important as productivity — 18% / 27% / 56%	26 %	56 %	38 %	60 %	86 %
In my workplace, there is good communication about psychological safety issues that affect me — 18% / 29% / 53%	43 %	53 %	44 %	58 %	71 %
My organisation has effective procedures in place to support employees who may experience stress — 11% / 14% / 23% / 53%	56 %	53 %	53 %	66 %	80 %
All levels of my organisation are involved in the prevention of stress — 25% / 31% / 44%	23 %	44 %	29 %	48 %	71 %

Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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

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

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

How to interpret your score

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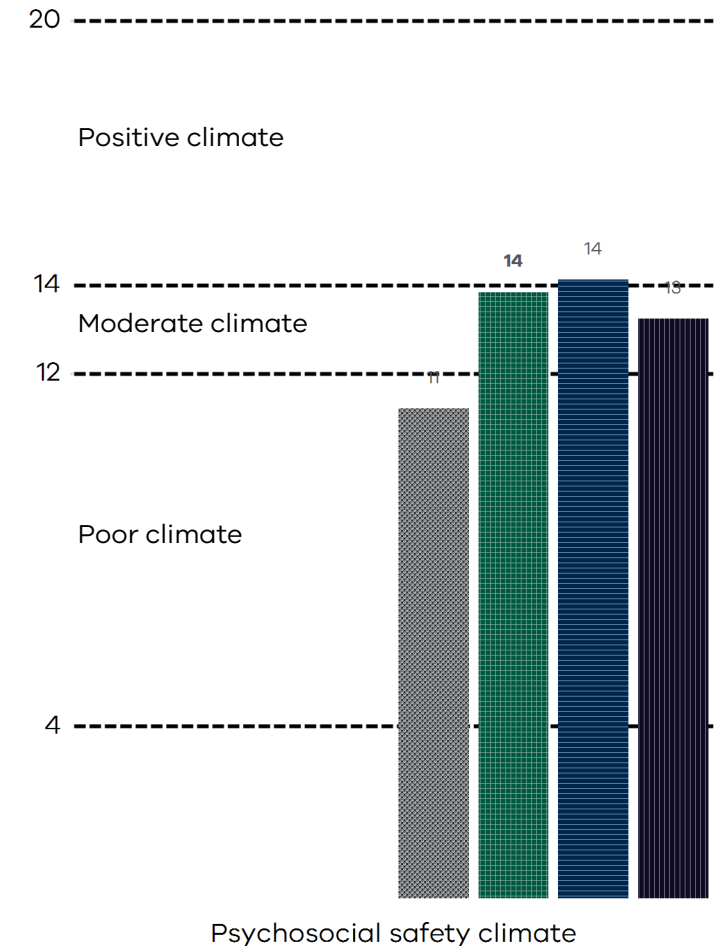
A score of:

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

Adverse outcomes can include:

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

Benchmark results

Psychosocial safety climate

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

Victorian Public Sector Commission

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Disagree   Neither agree nor disagree

Don't know   Agree

	You		Comparator		
	2019	2021	Lowest	Average	Highest

Survey question

Your results

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

Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest

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

82% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees of different age groups'.
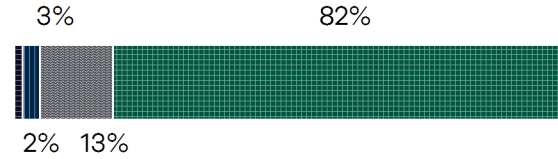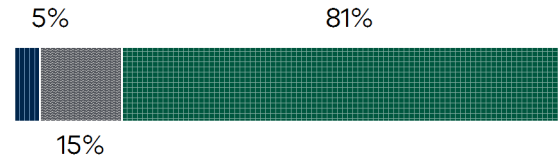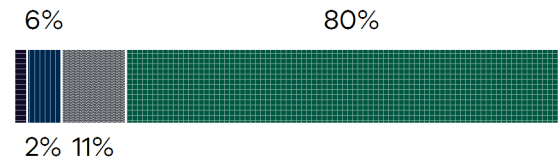
| Survey question | Your results | Benchmark agree results |

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

	You		Comparator		
	2019	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees of different age groups	85 %	82 %	75 %	80 %	100 %
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	79 %	81 %	75 %	87 %	94 %
There is a positive culture within my organisation in relation to employees of different sexes/genders	79 %	80 %	76 %	87 %	100 %
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	57 %	64 %	51 %	84 %	100 %

Your results bar chart values:
- Different age groups: 2%, 3%, 13%, 82%
- Varied cultural backgrounds: 5%, 15%, 81%
- Different sexes/genders: 2%, 6%, 11%, 80%
- LGBTIQ+: 2%, 18%, 17%, 64%
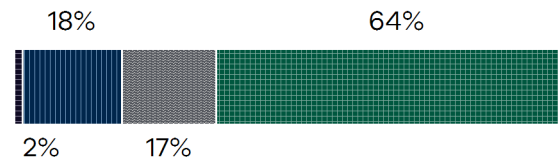
Organisational climate

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.
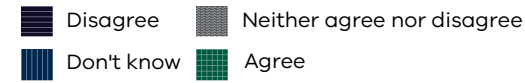
Example

61% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander'.

| Survey question | Your results | Benchmark agree results |

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

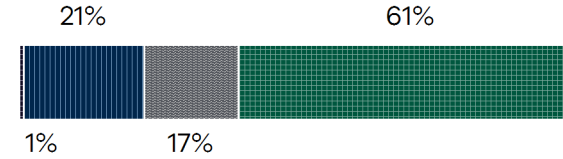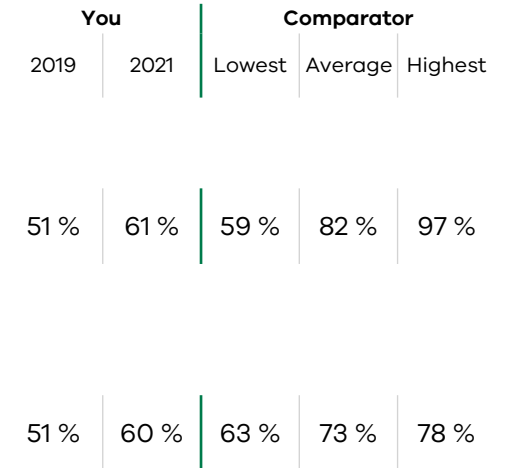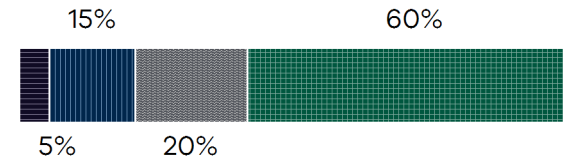| Survey question		You		Comparator		
		2019	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	21% / 1% / 17% / 61%	51 %	61 %	59 %	82 %	97 %
There is a positive culture within my organisation in relation to employees with disability	15% / 5% / 20% / 60%	51 %	60 %	63 %	73 %	78 %

Organisational climate

Gender equality supporting measures

What this is

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

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

Why this is important

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

How to read this

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

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

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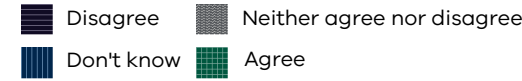
Example

89% of your staff who did the survey agreed or strongly agreed with 'In my workgroup work is allocated fairly, regardless of gender'.

Survey question	Your results	Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
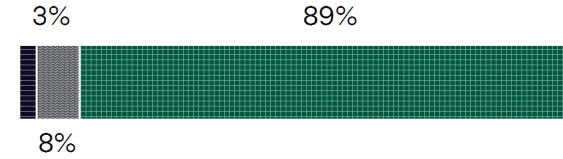
Survey question		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
In my workgroup work is allocated fairly, regardless of gender	3% / 89% / 8%	Not asked	89 %	77 %	85 %	100 %
My organisation uses inclusive and respectful images and language	2% / 83% / 2% 14%	Not asked	83 %	86 %	92 %	100 %
My organisation would support me if I needed to take family violence leave	10% / 83% / 7%	Not asked	83 %	64 %	80 %	94 %
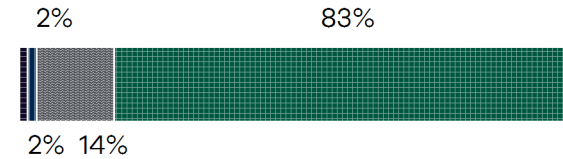
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- Integrity
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- Accountability
- Respect
- Leadership
- Human rights

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
- Primary role

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:

- 86% of your staff who did the survey responded positively to questions about which is down from 87% in 2019.

Compared to:

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

Quality service delivery: You 2019 87%, You 2021 86%, Comparator 2021 85%, Public sector 2021 80%

Workgroup support: You 2021 82%, Comparator 2021 80%, Public sector 2021 76%

Innovation: You 2019 75%, You 2021 72%, Comparator 2021 75%, Public sector 2021 68%

Legend: You 2019, You 2021, Comparator 2021, Public sector 2021
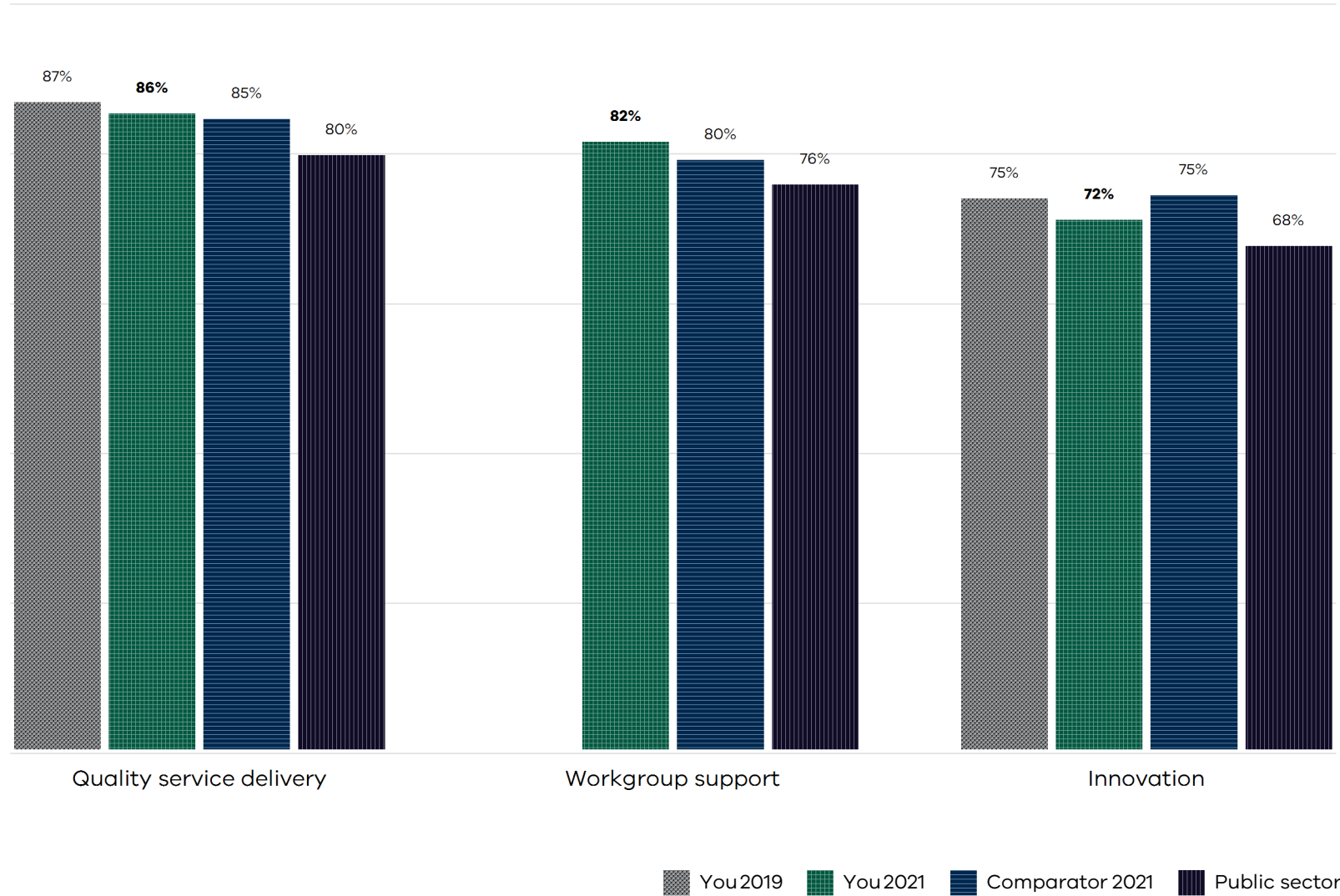
Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

95% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

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

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup strives to provide high quality advice and services (2% / 95% / 3%)	91 %	95 %	89 %	93 %	100 %
My workgroup strives to deliver services in a timely manner (1% / 93% / 6%)	94 %	93 %	87 %	89 %	100 %
My workgroup values human rights (1% / 93% / 1% / 5%)	90 %	93 %	87 %	93 %	97 %
My workgroup places a priority on acting fairly and without bias (7% / 84% / 9%)	86 %	84 %	77 %	81 %	87 %

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.
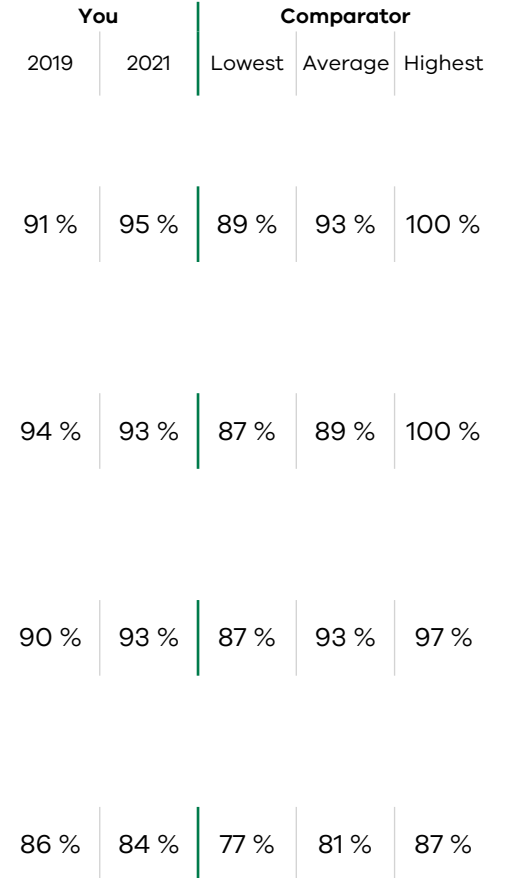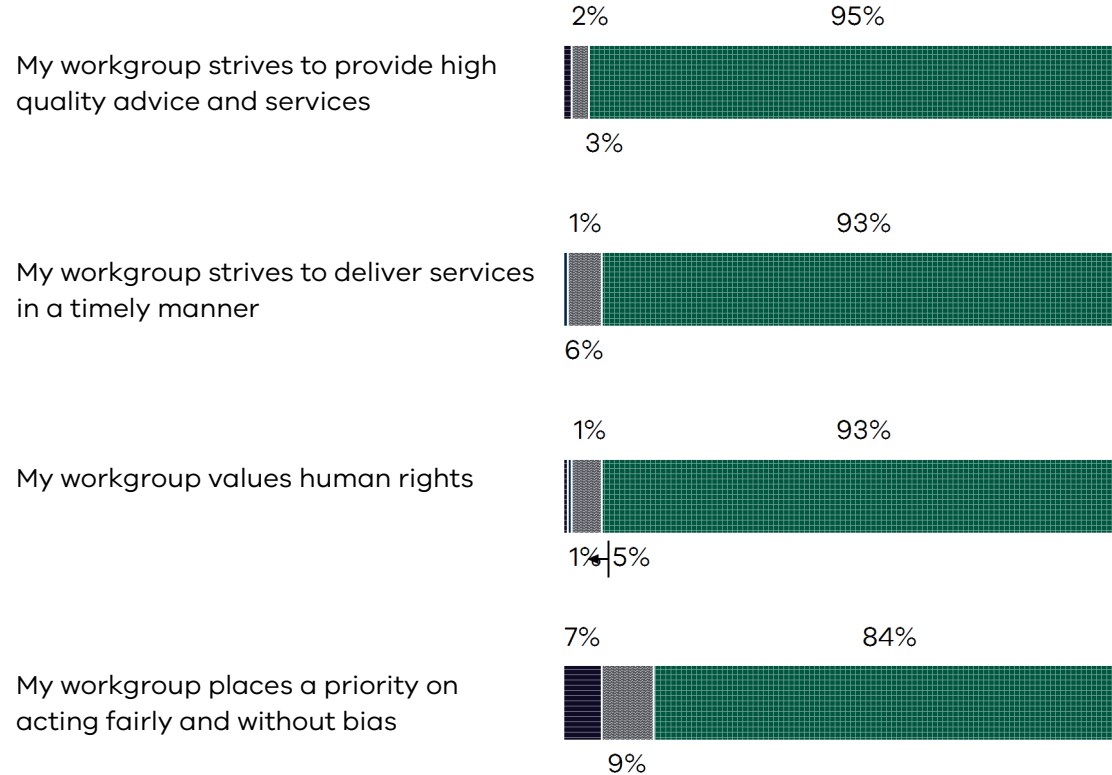
Example

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

Survey question | Your results | Benchmark agree results

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

Survey question		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup focuses on making decisions informed by all relevant facts	2% / 79% / 5% / 15%	86 %	79 %	71 %	79 %	91 %
My workgroup strives to make the best use of its resources	2% / 79% / 7% / 12%	90 %	79 %	80 %	83 %	93 %
My workgroup has clear lines of responsibility	1% / 77% / 11% / 11%	75 %	77 %	74 %	79 %	94 %

Victorian Public Sector Commission

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Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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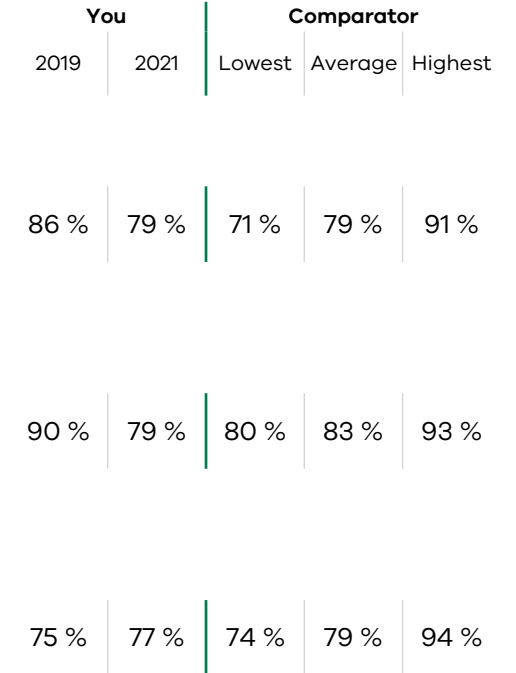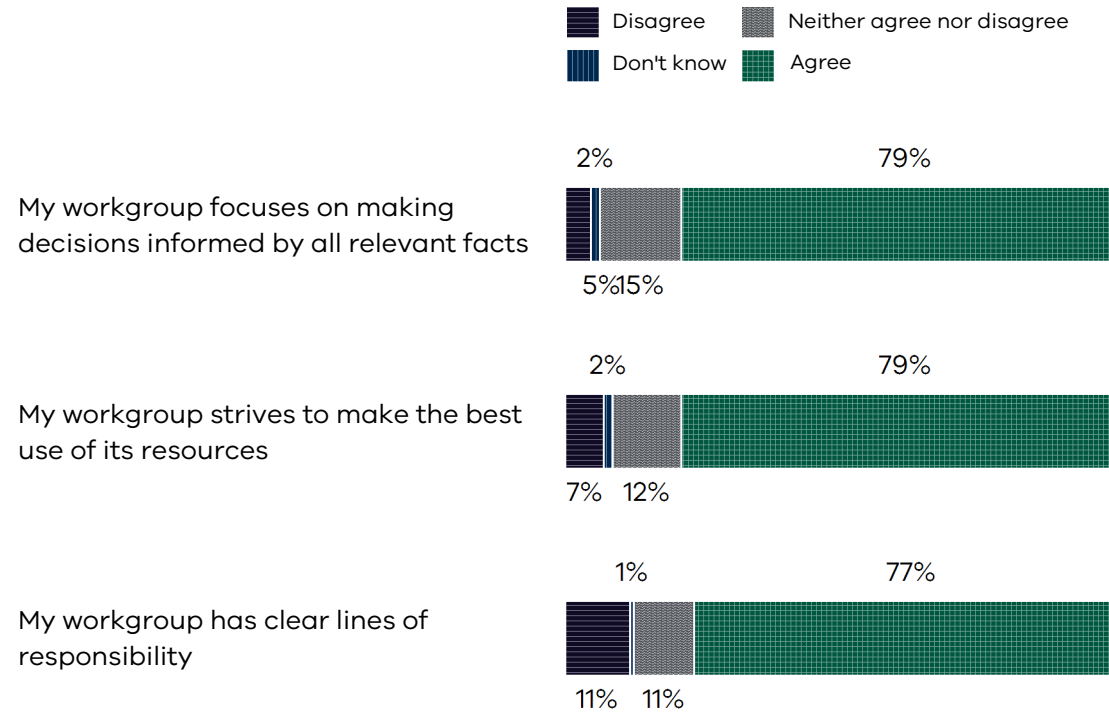
Example

85% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

Survey question	Your results	Benchmark agree results

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes	2% / 3% / 10% / 85%	82 %	85 %	80 %	85 %	94 %
My workgroup is quick to respond to opportunities to do things better	2% / 8% / 15% / 75%	77 %	75 %	70 %	76 %	94 %
My workgroup encourages employee creativity	9% / 18% / 73%	72 %	73 %	59 %	72 %	91 %
My workgroup learns from failures and mistakes	2% / 11% / 21% / 66%	70 %	66 %	64 %	74 %	86 %

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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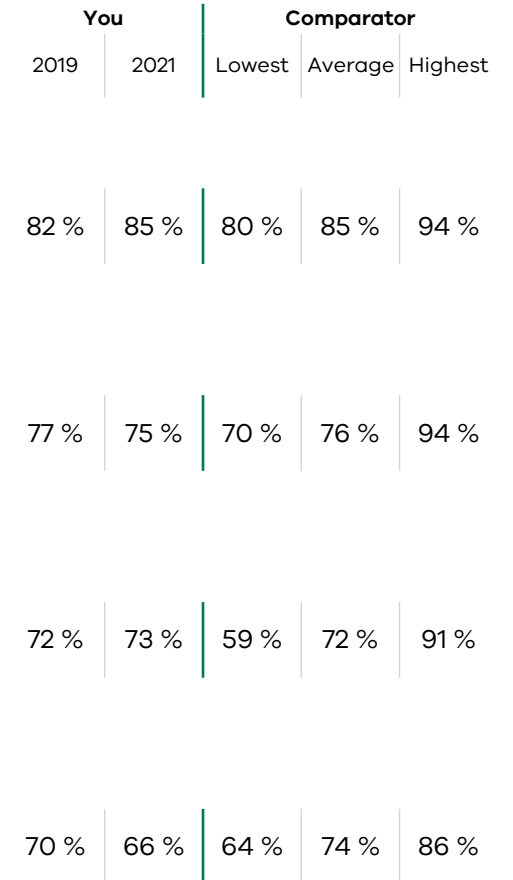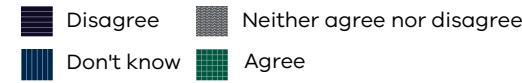
Example

60% 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

	Disagree		Neither agree nor disagree
	Don't know		Agree

My workgroup takes reasonable risks to improve its services

5%   60%

12%   24%

You		Comparator		
2019	2021	Lowest	Average	Highest
71 %	60 %	50 %	68 %	86 %
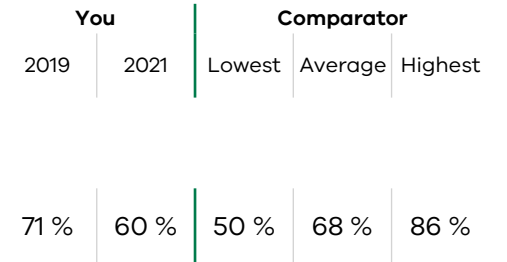
Workgroup climate

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.
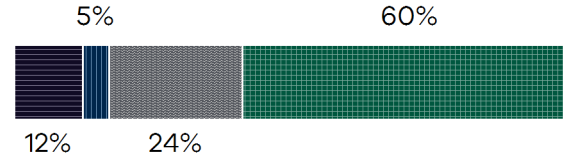
Example

90% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup actively support diversity and inclusion in the workplace'.

Survey question	Your results				

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

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup actively support diversity and inclusion in the workplace (2% / 90% / 3% / 5%)	86 %	90 %	81 %	90 %	97 %
People in my workgroup treat each other with respect (5% / 90% / 5%)	88 %	90 %	64 %	85 %	91 %
I am able to work effectively with others in my workgroup (2% / 89% / 9%)	Not asked	89 %	90 %	92 %	100 %
People in my workgroup work together effectively to get the job done (1% / 89% / 7% / 4%)	90 %	89 %	71 %	84 %	91 %

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Workgroup climate

Workgroup support 2 of 3

What this is

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

Why this is important

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

How to read this

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

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

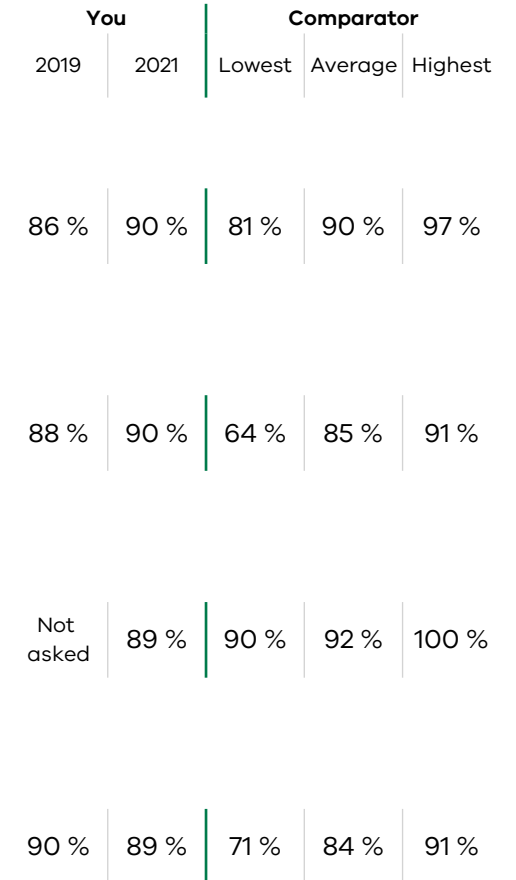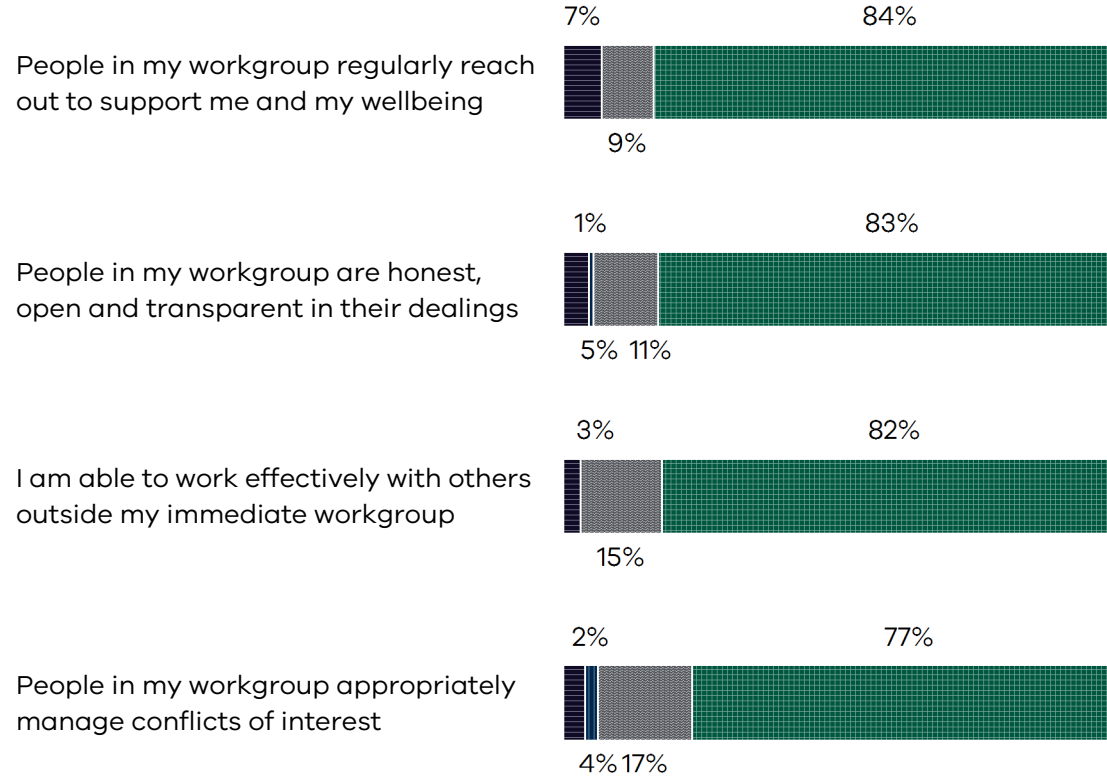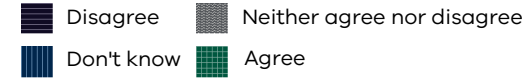Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

84% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup regularly reach out to support me and my wellbeing'.

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

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup regularly reach out to support me and my wellbeing	7% / 9% / 84%	Not asked	84 %	70 %	77 %	91 %
People in my workgroup are honest, open and transparent in their dealings	1% / 5% 11% / 83%	83 %	83 %	66 %	76 %	89 %
I am able to work effectively with others outside my immediate workgroup	3% / 15% / 82%	Not asked	82 %	83 %	89 %	100 %
People in my workgroup appropriately manage conflicts of interest	2% / 4% 17% / 77%	71 %	77 %	61 %	71 %	86 %

Victorian Public Sector Commission

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Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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

Example

77% 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

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

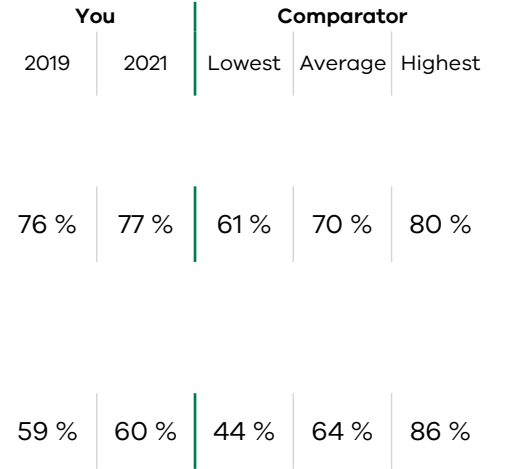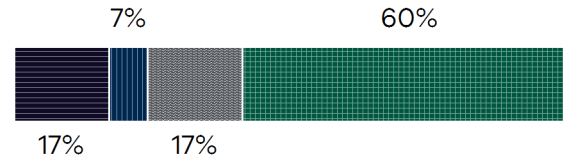|	You		Comparator		
	2019	2021	Lowest	Average	Highest
People in my workgroup are politically impartial in their work	76 %	77 %	61 %	70 %	80 %
Workgroups across my organisation willingly share information with each other	59 %	60 %	44 %	64 %	86 %

People in my workgroup are politically impartial in their work: 2%, 3%, 18%, 77%

Workgroups across my organisation willingly share information with each other: 17%, 7%, 17%, 60%

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Custom questions

- Questions requested by your organisation

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- Categories
- Primary role

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 92% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

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

Bar chart of job and manager factors:

- Meaningful work: You 2021 92%, Comparator 2021 90%, Public sector 2021 84%
- Manager leadership: You 2019 88%, You 2021 88%, Comparator 2021 88%, Public sector 2021 84%
- Job enrichment: You 2021 83%, Comparator 2021 82%, Public sector 2021 77%
- Safe to speak up: You 2021 76%, Comparator 2021 72%, Public sector 2021 67%

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

Job and manager factors

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

Why this is important

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

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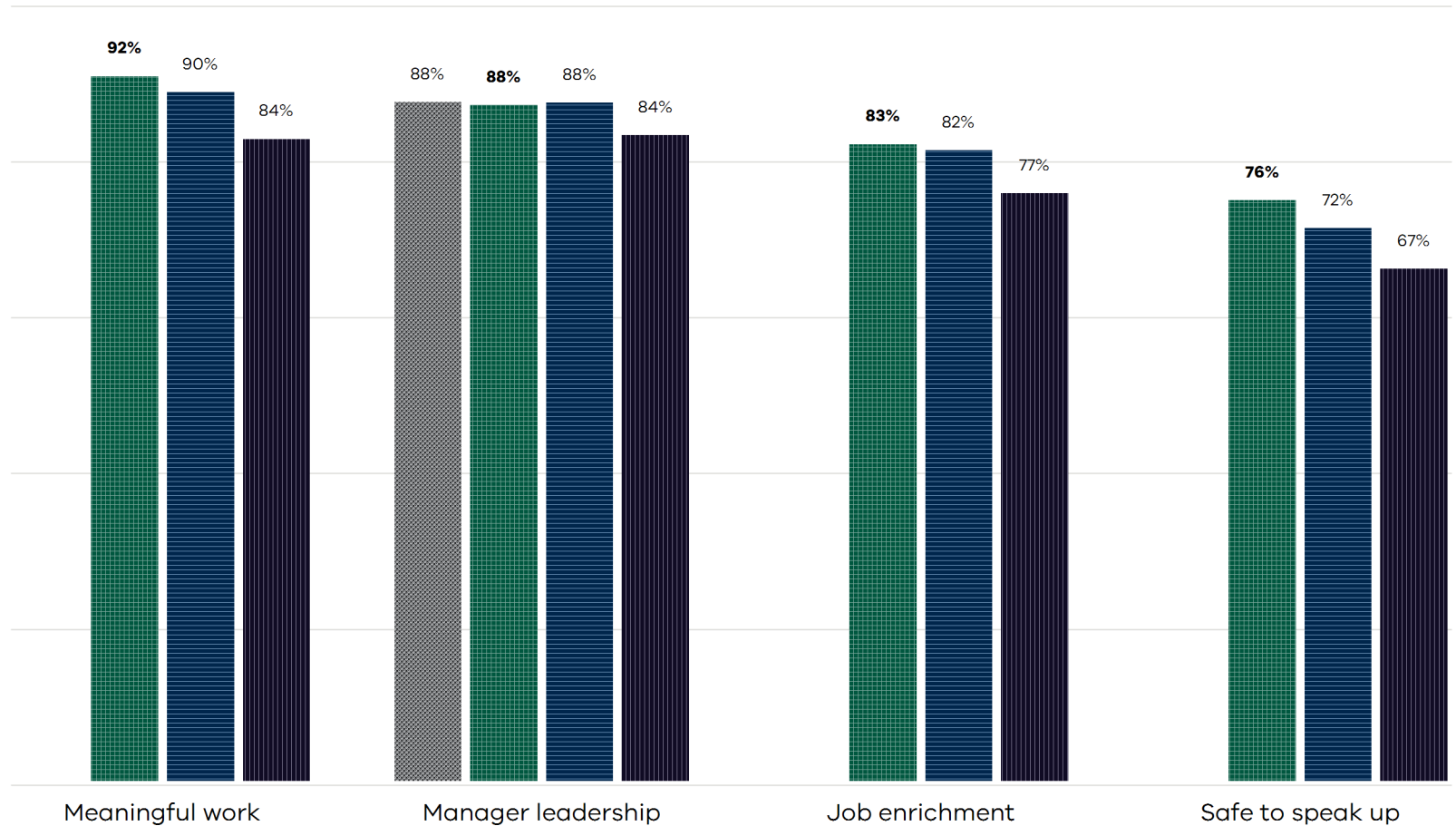
Example

In 2021:

- 74% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

- 74% of staff at your comparator and 70% of staff across the public sector.
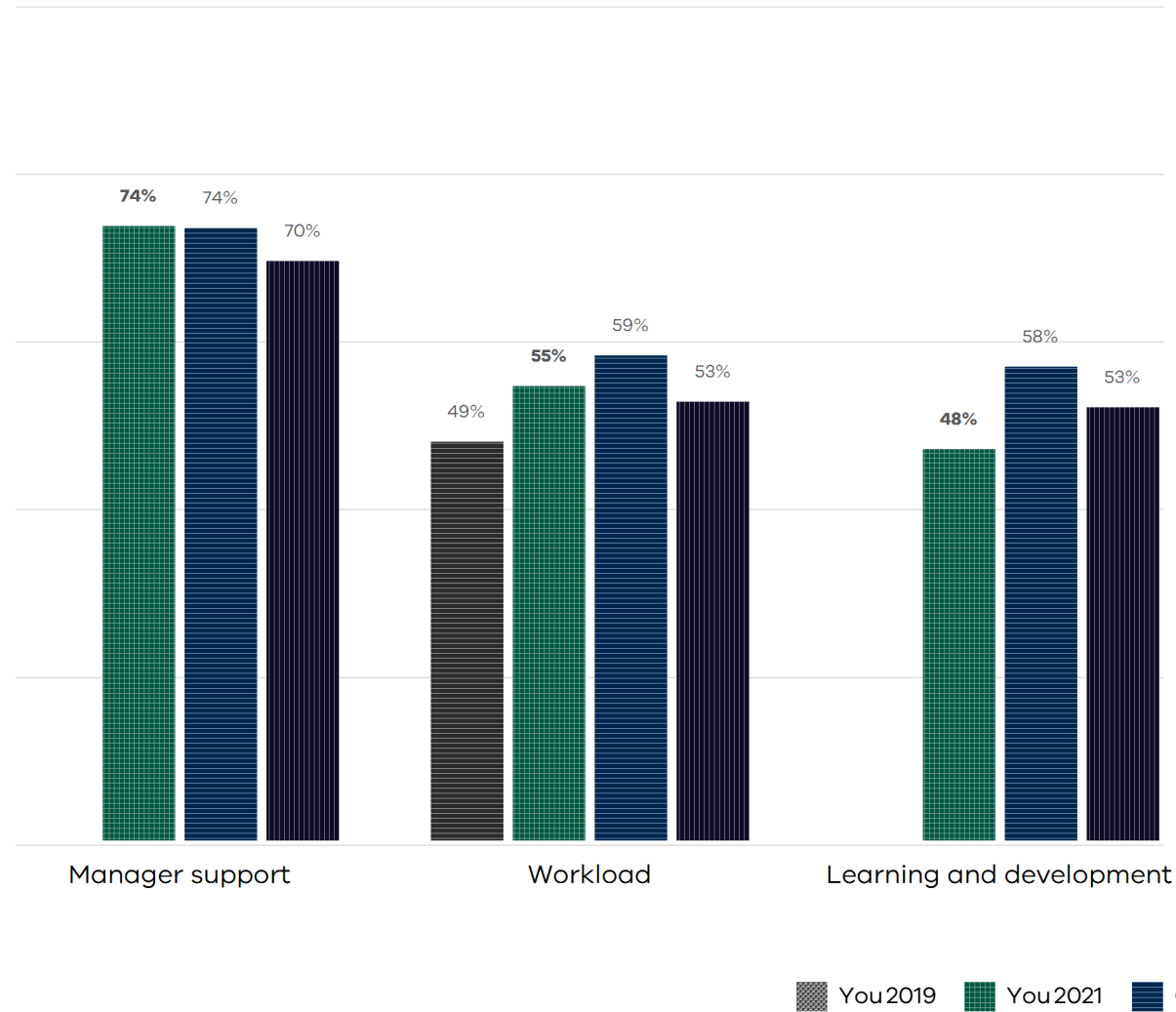
Legend: You 2019 | You 2021 | Comparator 2021 | Public sector 2021

Manager support: 74%, 74%, 70%
Workload: 49%, 55%, 59%, 53%
Learning and development: 48%, 58%, 53%

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Job and manager factors

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

94% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results					

		You		Comparator		
		2019	2021	Lowest	Average	Highest
My manager treats employees with dignity and respect	3% / 94% / 3%	92 %	94 %	80 %	89 %	94 %
My manager demonstrates honesty and integrity	2% / 89% / 9%	91 %	89 %	81 %	86 %	94 %
My manager works effectively with people from diverse backgrounds	2% / 89% / 9%	89 %	89 %	87 %	91 %	100 %
My manager is committed to workplace safety	2% / 87% / 4% 8%	88 %	87 %	81 %	89 %	94 %

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

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Job and manager factors

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This is how well staff perceive their direct managers lead.

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Great managers can foster the right environment for staff engagement.

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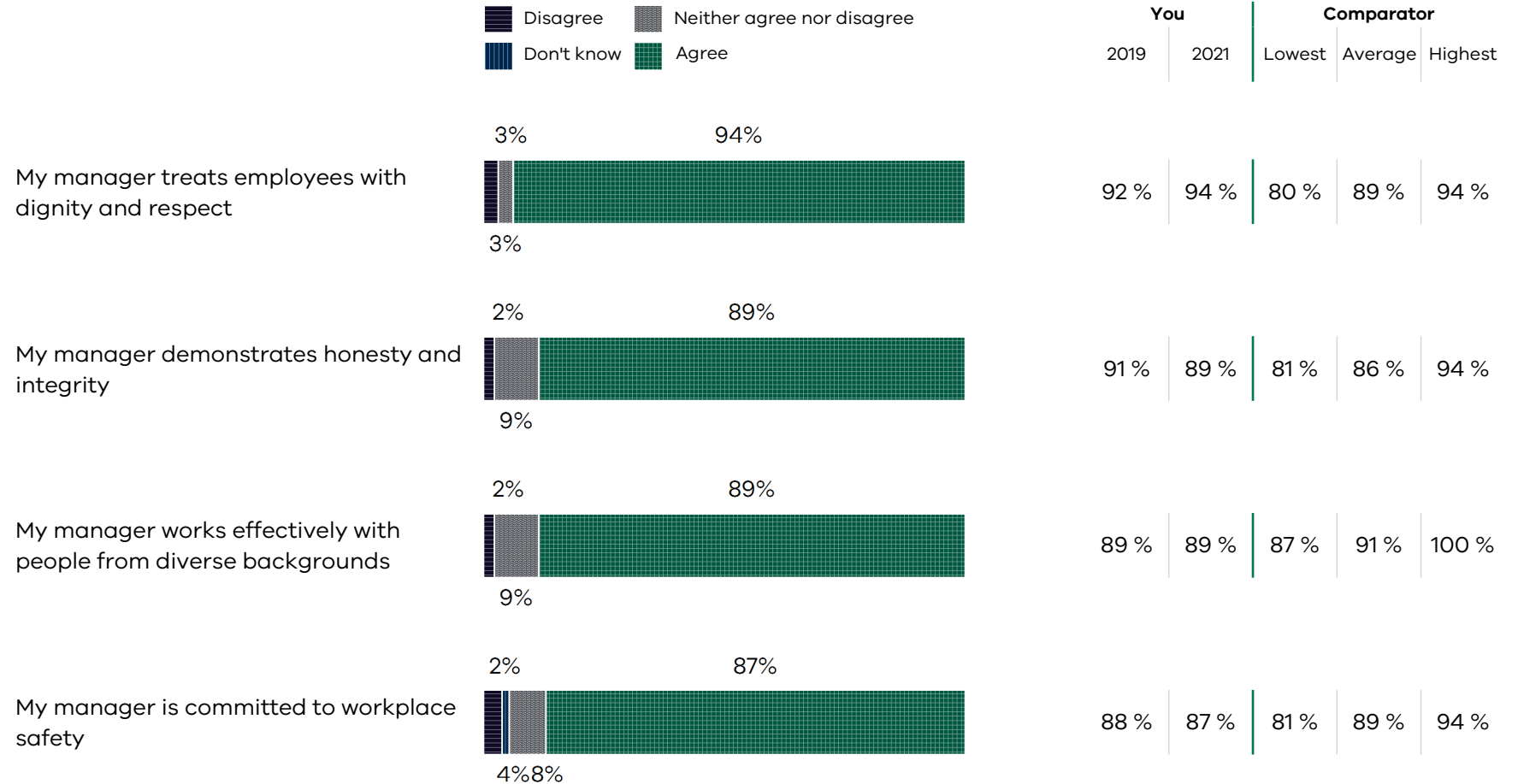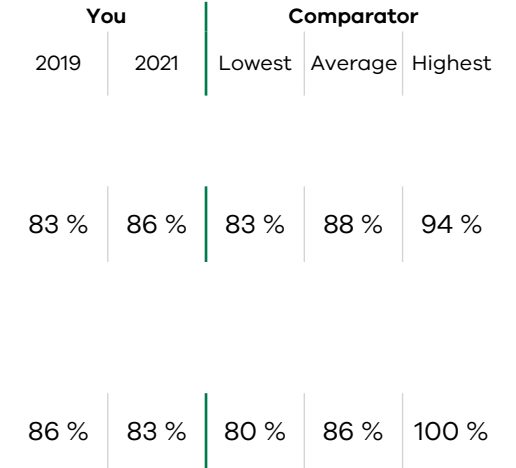
Example

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

Survey question	Your results		You		Comparator		
			2019	2021	Lowest	Average	Highest

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

Survey question	Your results	2019	2021	Lowest	Average	Highest
My manager ensures clients receive a high standard of service	2% / 12% / 86%	83 %	86 %	83 %	88 %	94 %
My manager models my organisation's values	2% / 15% / 83%	86 %	83 %	80 %	86 %	100 %

Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

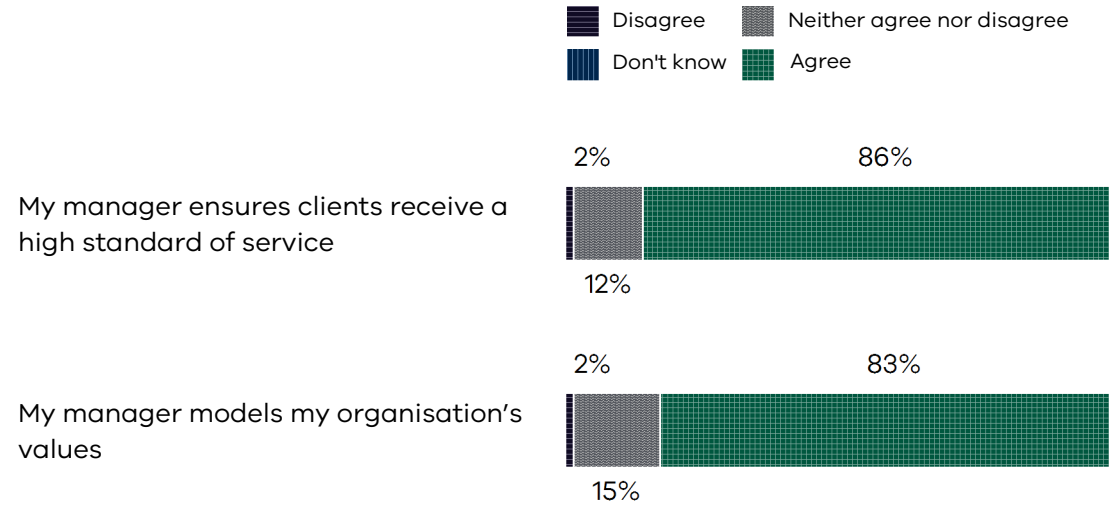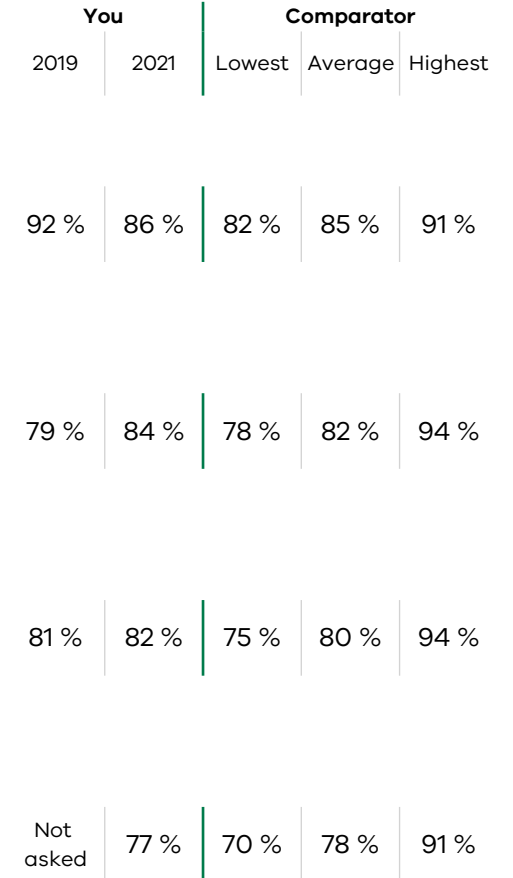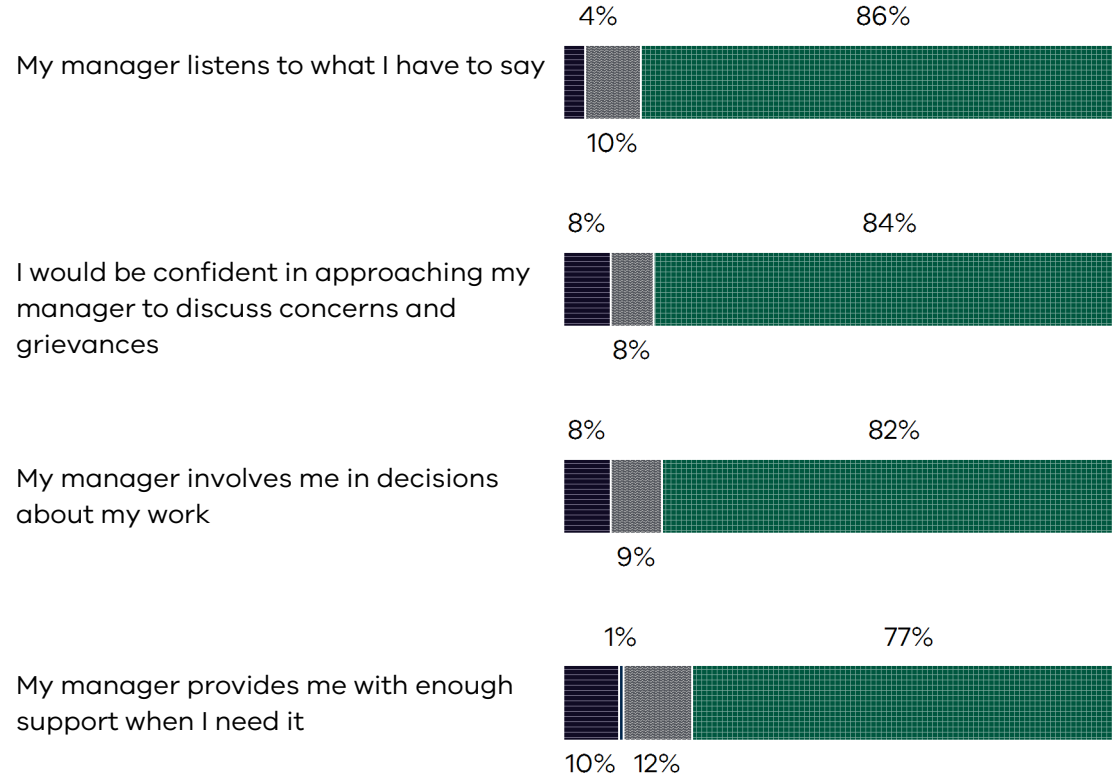Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

86% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question	Your results		Benchmark agree results				

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

		You		Comparator		
		2019	2021	Lowest	Average	Highest
My manager listens to what I have to say	4% / 10% / 86%	92 %	86 %	82 %	85 %	91 %
I would be confident in approaching my manager to discuss concerns and grievances	8% / 8% / 84%	79 %	84 %	78 %	82 %	94 %
My manager involves me in decisions about my work	8% / 9% / 82%	81 %	82 %	75 %	80 %	94 %
My manager provides me with enough support when I need it	1% / 10% / 12% / 77%	Not asked	77 %	70 %	78 %	91 %

Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

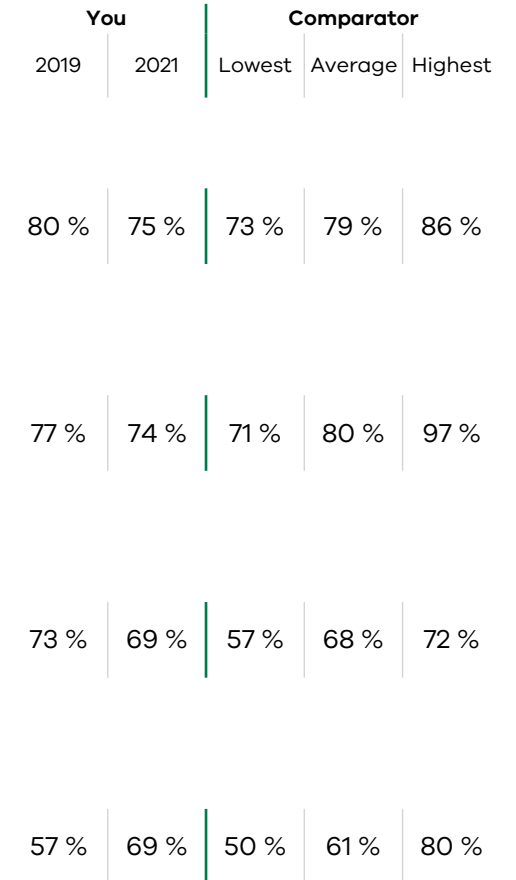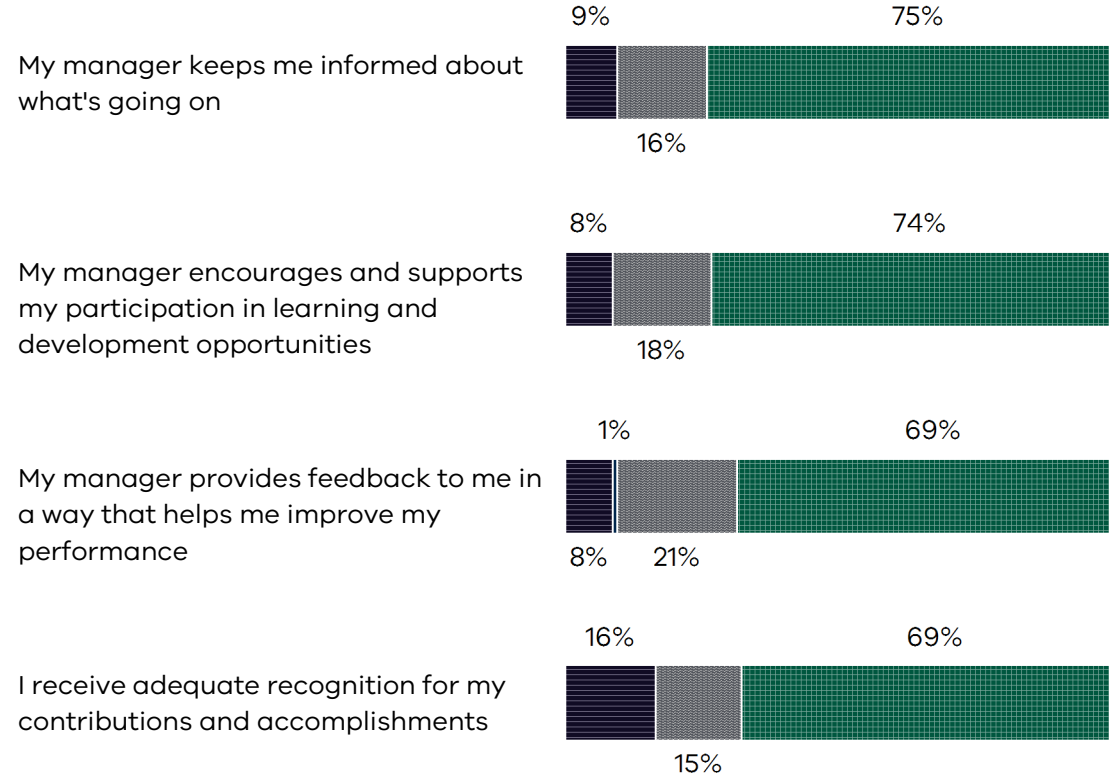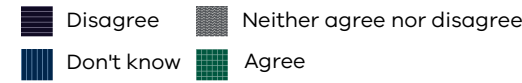Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

75% of your staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.

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

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

Survey question	Disagree	Neither	Agree	Don't know	2019	2021	Lowest	Average	Highest
My manager keeps me informed about what's going on	9%	16%	75%		80 %	75 %	73 %	79 %	86 %
My manager encourages and supports my participation in learning and development opportunities	8%	18%	74%		77 %	74 %	71 %	80 %	97 %
My manager provides feedback to me in a way that helps me improve my performance	8%	21%	69%	1%	73 %	69 %	57 %	68 %	72 %
I receive adequate recognition for my contributions and accomplishments	16%	15%	69%		57 %	69 %	50 %	61 %	80 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Manager support 3 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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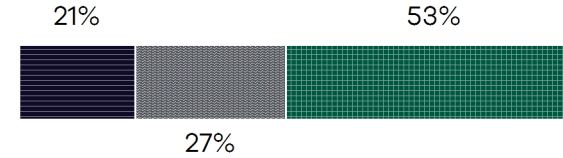
Example

53% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.
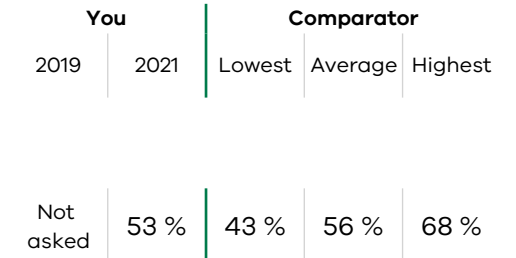
Survey question

Your results

Disagree　　Neither agree nor disagree

Don't know　　Agree

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

21%　　53%

27%

Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	Not asked	53 %	43 %	56 %	68 %

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.
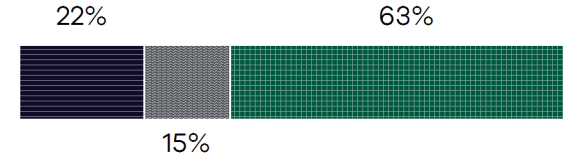
Example

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'.
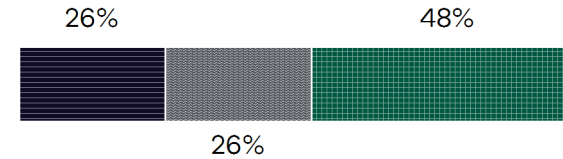
| Survey question | Your results | | | | Benchmark agree results | | | | |

| | | **You** | | **Comparator** | | |
| | | 2019 | 2021 | Lowest | Average | Highest |

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

Survey question	Disagree	Neither	Agree	2019	2021	Lowest	Average	Highest
The workload I have is appropriate for the job that I do	22%	15%	63%	50 %	63 %	52 %	61 %	77 %
I have enough time to do my job effectively	26%	26%	48%	47 %	48 %	43 %	57 %	69 %

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.
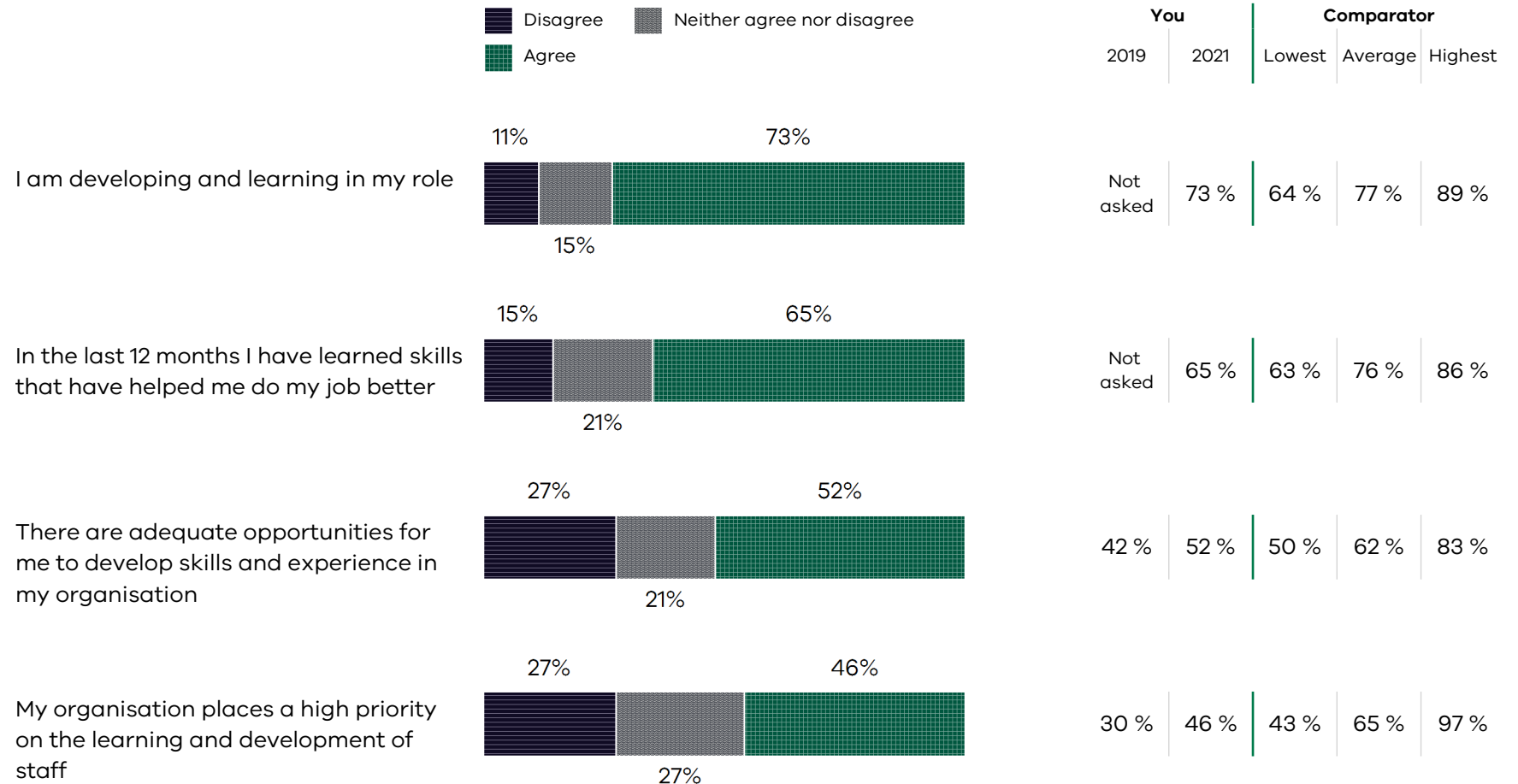
Example

73% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Your results (Disagree / Neither / Agree)	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am developing and learning in my role	11% / 15% / 73%	Not asked	73 %	64 %	77 %	89 %
In the last 12 months I have learned skills that have helped me do my job better	15% / 21% / 65%	Not asked	65 %	63 %	76 %	86 %
There are adequate opportunities for me to develop skills and experience in my organisation	27% / 21% / 52%	42 %	52 %	50 %	62 %	83 %
My organisation places a high priority on the learning and development of staff	27% / 27% / 46%	30 %	46 %	43 %	65 %	97 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

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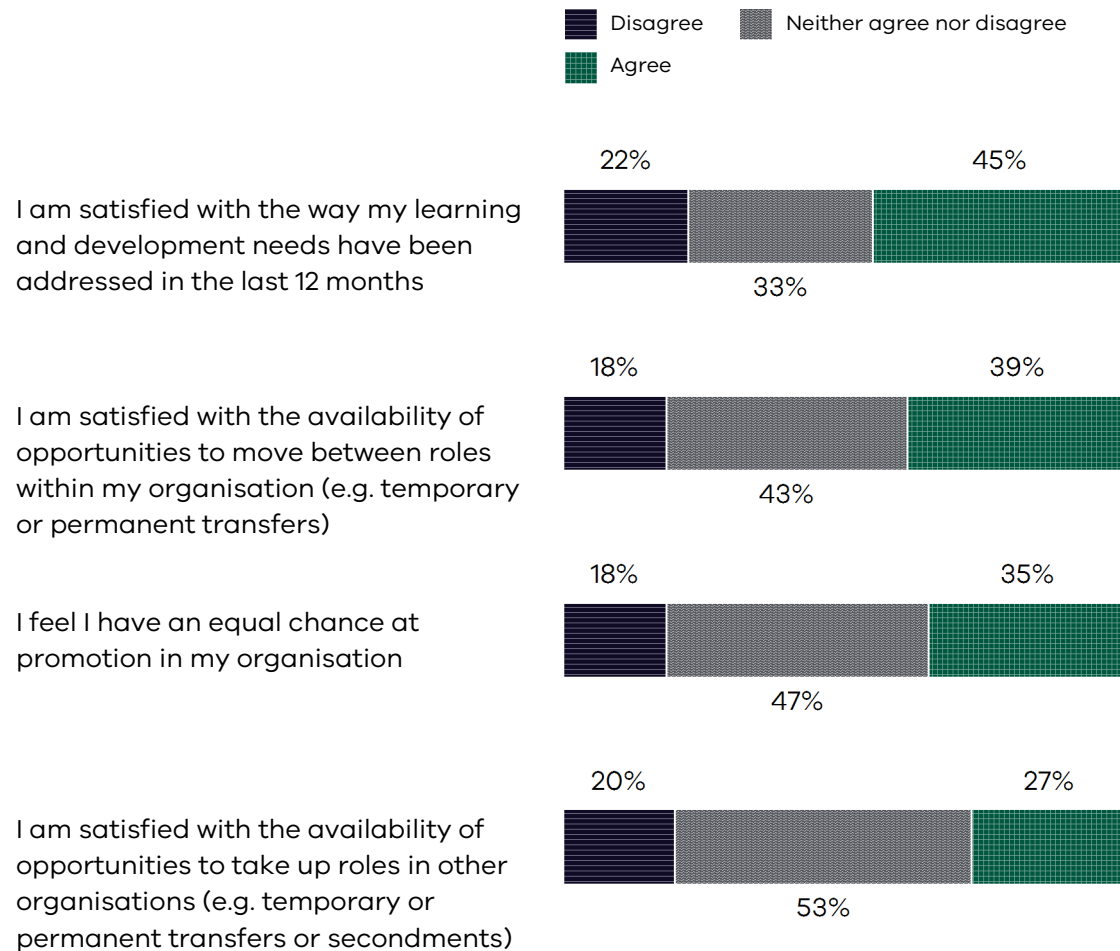
Example

45% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

Survey question	Your results	Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Disagree	Neither	Agree	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	22%	33%	45%	Not asked	45 %	50 %	59 %	71 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	18%	43%	39%	Not asked	39 %	28 %	46 %	60 %
I feel I have an equal chance at promotion in my organisation	18%	47%	35%	Not asked	35 %	29 %	46 %	54 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	20%	53%	27%	Not asked	27 %	18 %	30 %	37 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

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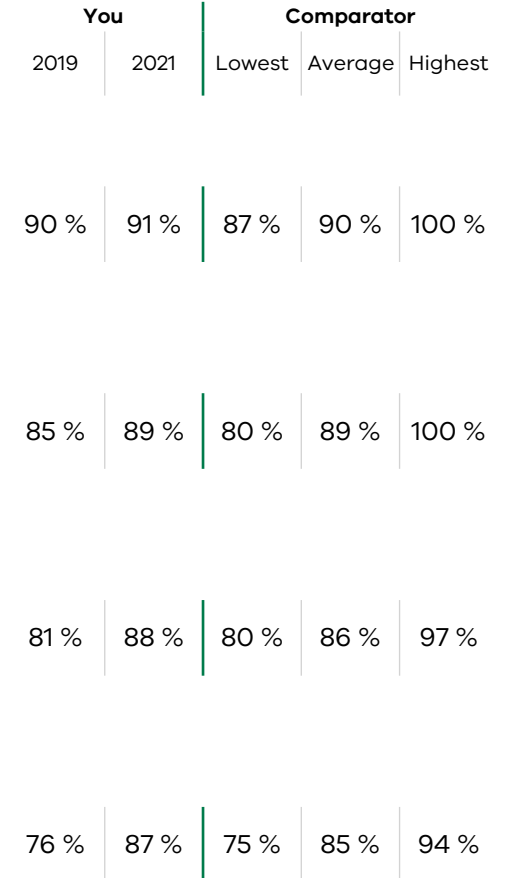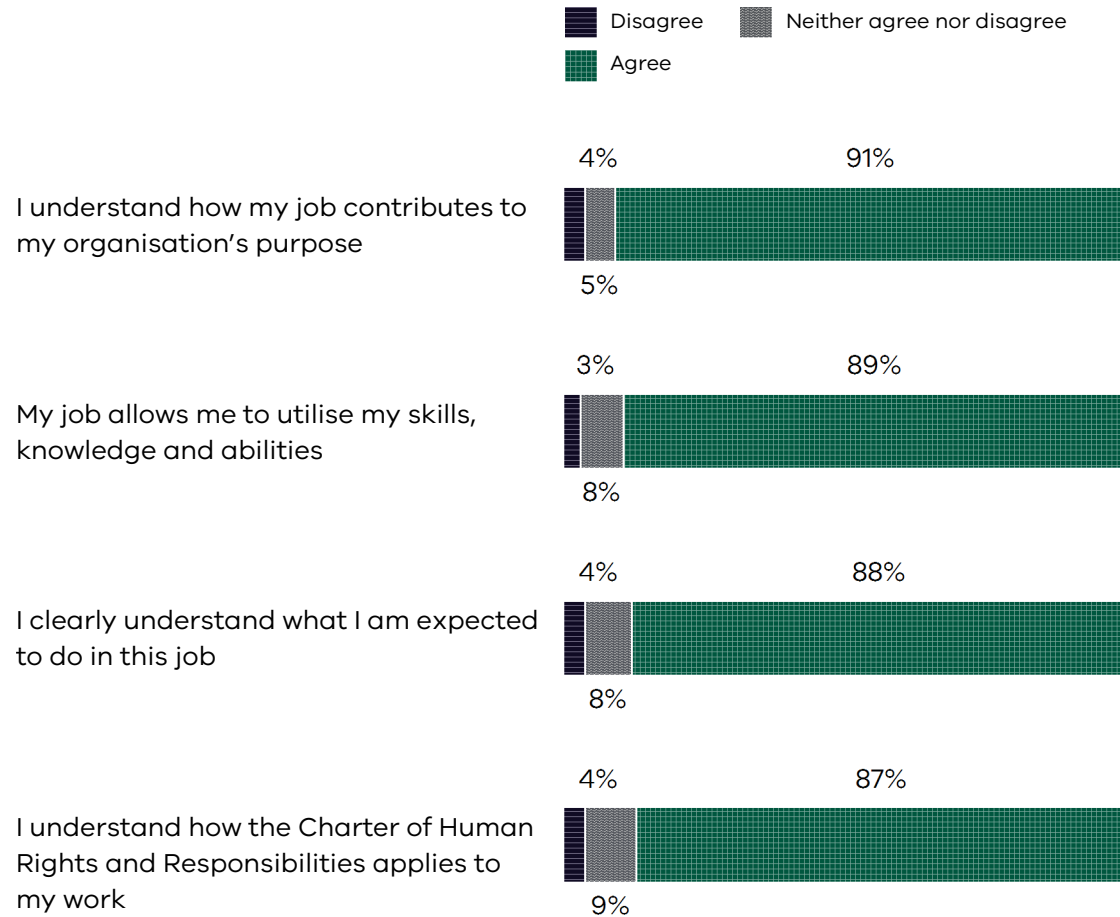
Example

91% 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	Benchmark agree results				
		You		**Comparator**		
		2019	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	4% / 91% / 5%	90 %	91 %	87 %	90 %	100 %
My job allows me to utilise my skills, knowledge and abilities	3% / 89% / 8%	85 %	89 %	80 %	89 %	100 %
I clearly understand what I am expected to do in this job	4% / 88% / 8%	81 %	88 %	80 %	86 %	97 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	4% / 87% / 9%	76 %	87 %	75 %	85 %	94 %

Legend: Disagree | Neither agree nor disagree | Agree

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.
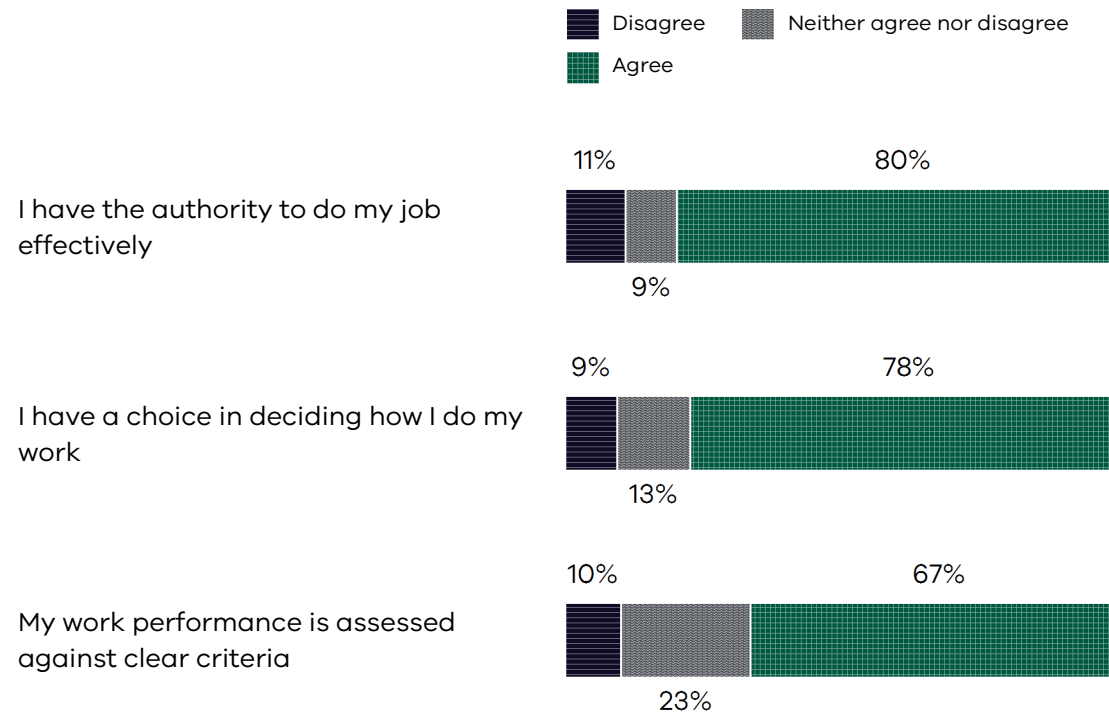
Example

80% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

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

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Survey question	Your results	You 2019	You 2021	Lowest	Average	Highest
I have the authority to do my job effectively	11% / 9% / 80%	77 %	80 %	75 %	84 %	93 %
I have a choice in deciding how I do my work	9% / 13% / 78%	76 %	78 %	71 %	79 %	91 %
My work performance is assessed against clear criteria	10% / 23% / 67%	Not asked	67 %	54 %	61 %	77 %

Job and manager factors

Meaningful work

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Survey question

Your results

■ Disagree   ▦ Neither agree nor disagree

▦ Agree

I feel that I can make a worthwhile contribution at work

2%   95%

3%

I am achieving something important through my work

2%   89%

10%

Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
I feel that I can make a worthwhile contribution at work	Not asked	95 %	86 %	90 %	100 %
I am achieving something important through my work	Not asked	89 %	82 %	89 %	100 %
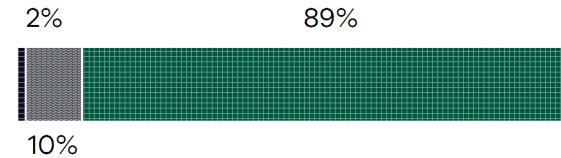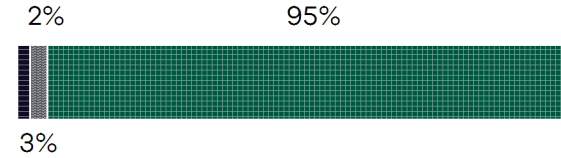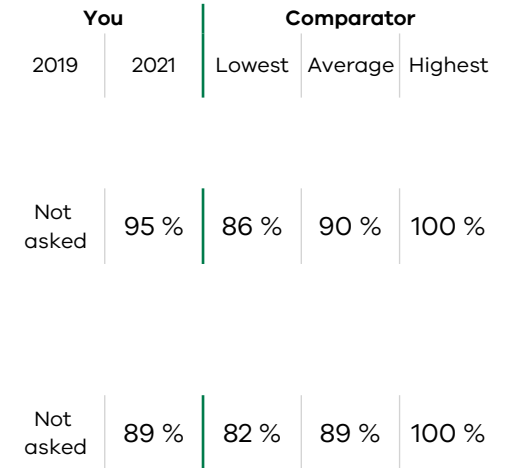
Job and manager factors

Safe to speak up 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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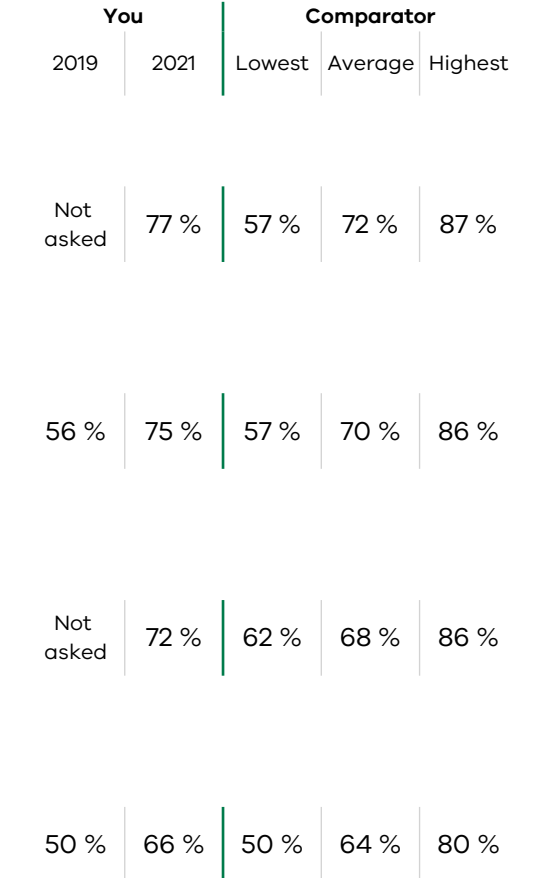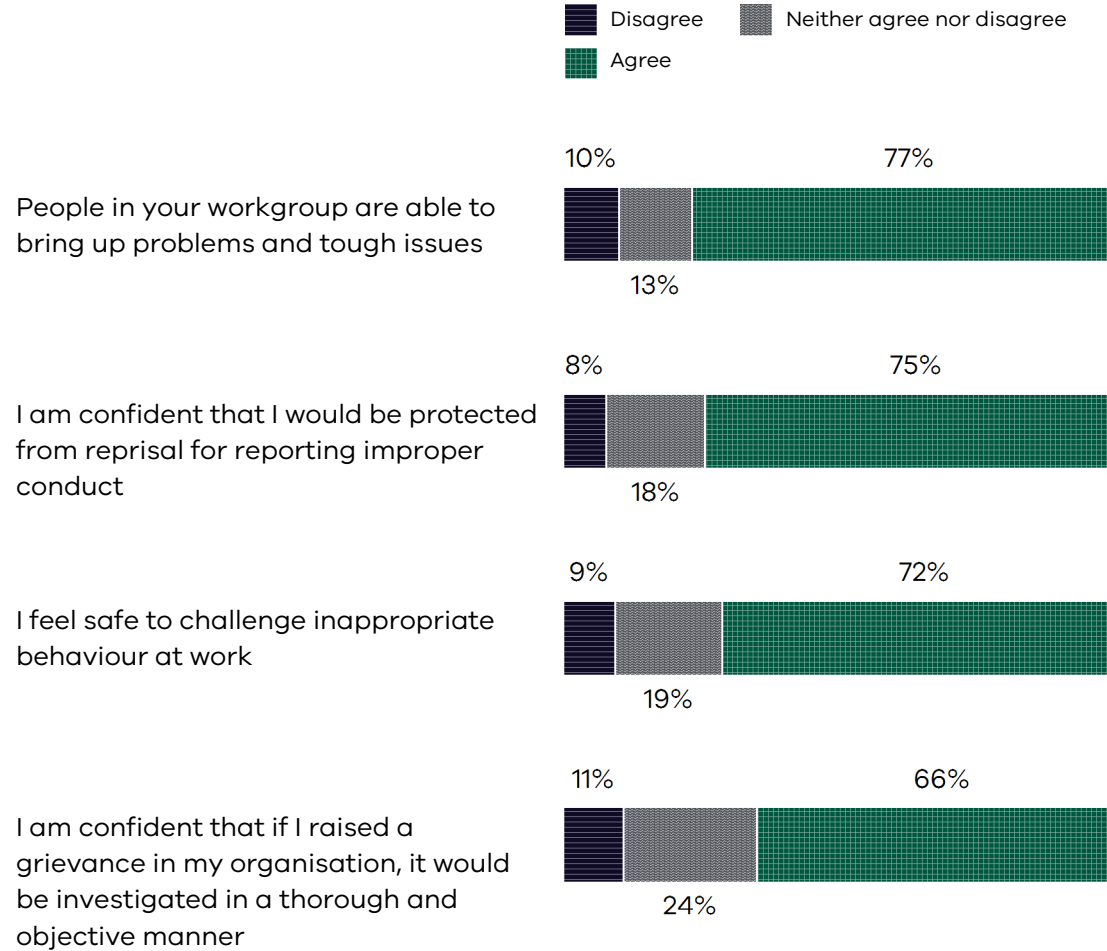
Example

77% 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				

Your results legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in your workgroup are able to bring up problems and tough issues	10% / 13% / 77%	Not asked	77 %	57 %	72 %	87 %
I am confident that I would be protected from reprisal for reporting improper conduct	8% / 18% / 75%	56 %	75 %	57 %	70 %	86 %
I feel safe to challenge inappropriate behaviour at work	9% / 19% / 72%	Not asked	72 %	62 %	68 %	86 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	11% / 24% / 66%	50 %	66 %	50 %	64 %	80 %

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.
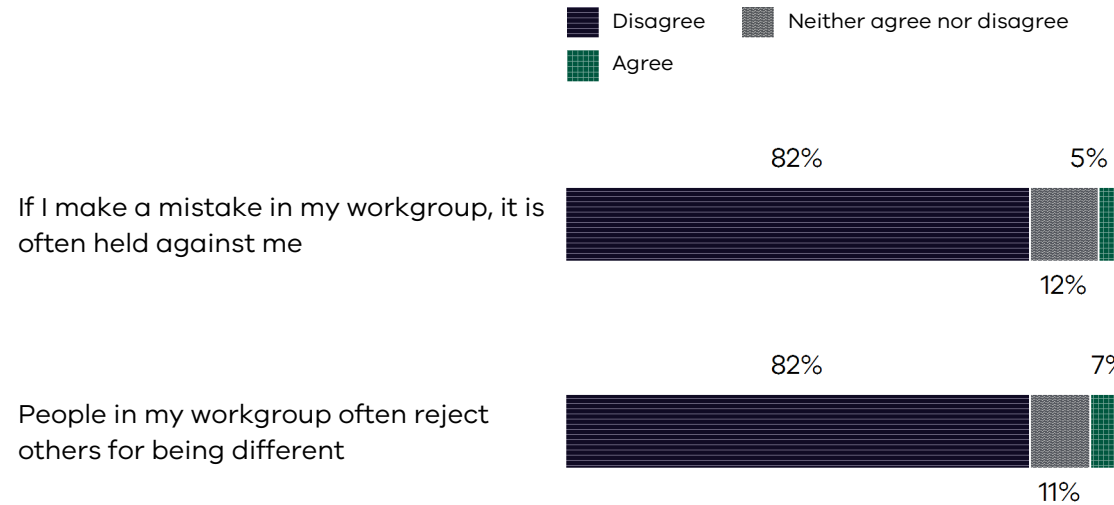
Example

82% of your staff who did the survey disagreed or strongly disagreed with 'If I make a mistake in my workgroup, it is often held against me'.

Survey question

Your results

■ Disagree   ▨ Neither agree nor disagree

▨ Agree

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

82%   5%

12%

People in my workgroup often reject others for being different

82%   7%

11%

Benchmark disagree results

	You		Comparator		
2019	2021		Lowest	Average	Highest
Not asked	82 %		72 %	76 %	84 %
Not asked	82 %		77 %	82 %	93 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Barriers to optimal work

What this is

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

Why this is important

Workplace barriers prevent employees from working efficiently and effectively.

How to read this

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

Example

33% of staff who did the survey said 'Technology limitations' 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
Technology limitations	33%	18%	20%
Too many competing priorities	31%	30%	36%
Communication processes	24%	20%	19%
Limited social interactions with the team	21%	15%	11%
There are no noticeable barriers	21%	22%	18%
Administrative processes (including leave and HR requirements)	17%	18%	19%
Decision making and authorisation processes	17%	18%	23%
Absence of visibility of team progress and deliverables	11%	10%	9%
Other	9%	14%	13%
Poor mental health or wellbeing	8%	9%	11%

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
- Patient safety climate
- Diversity and inclusion
- Gender equality supporting measures

Workgroup climate

- Scorecard
- Quality service delivery
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- 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
- Primary role

Public sector values

What this is

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

Why this is important

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

How to read this

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

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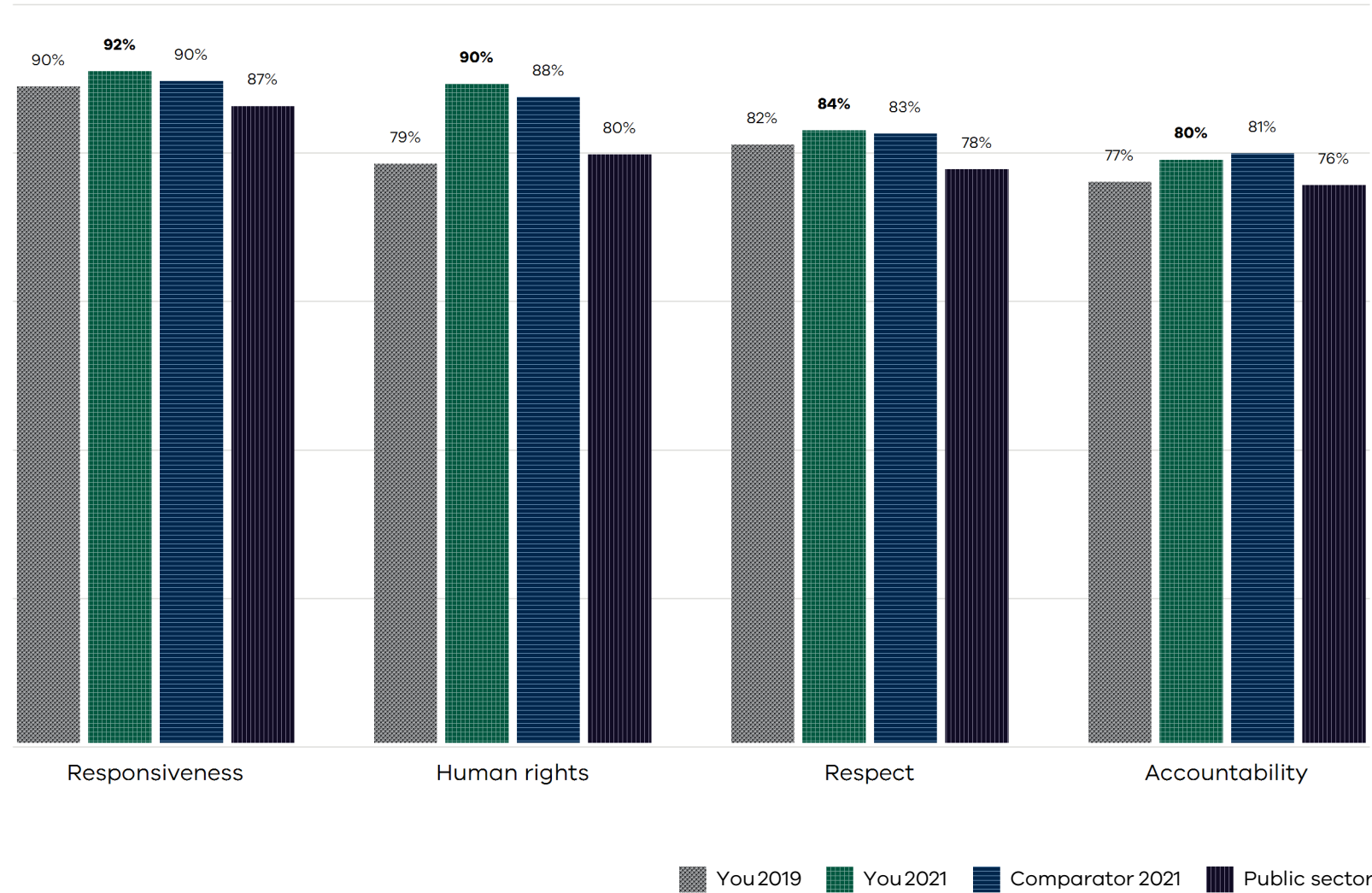
Example

In 2021:

- 92% of your staff who did the survey responded positively to questions about Responsiveness , which is up 2% in 2019.

Compared to:

- 90% of staff at your comparator and 87% of staff across the public sector.

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

Responsiveness: 90%, 92%, 90%, 87%
Human rights: 79%, 90%, 88%, 80%
Respect: 82%, 84%, 83%, 78%
Accountability: 77%, 80%, 81%, 76%

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.
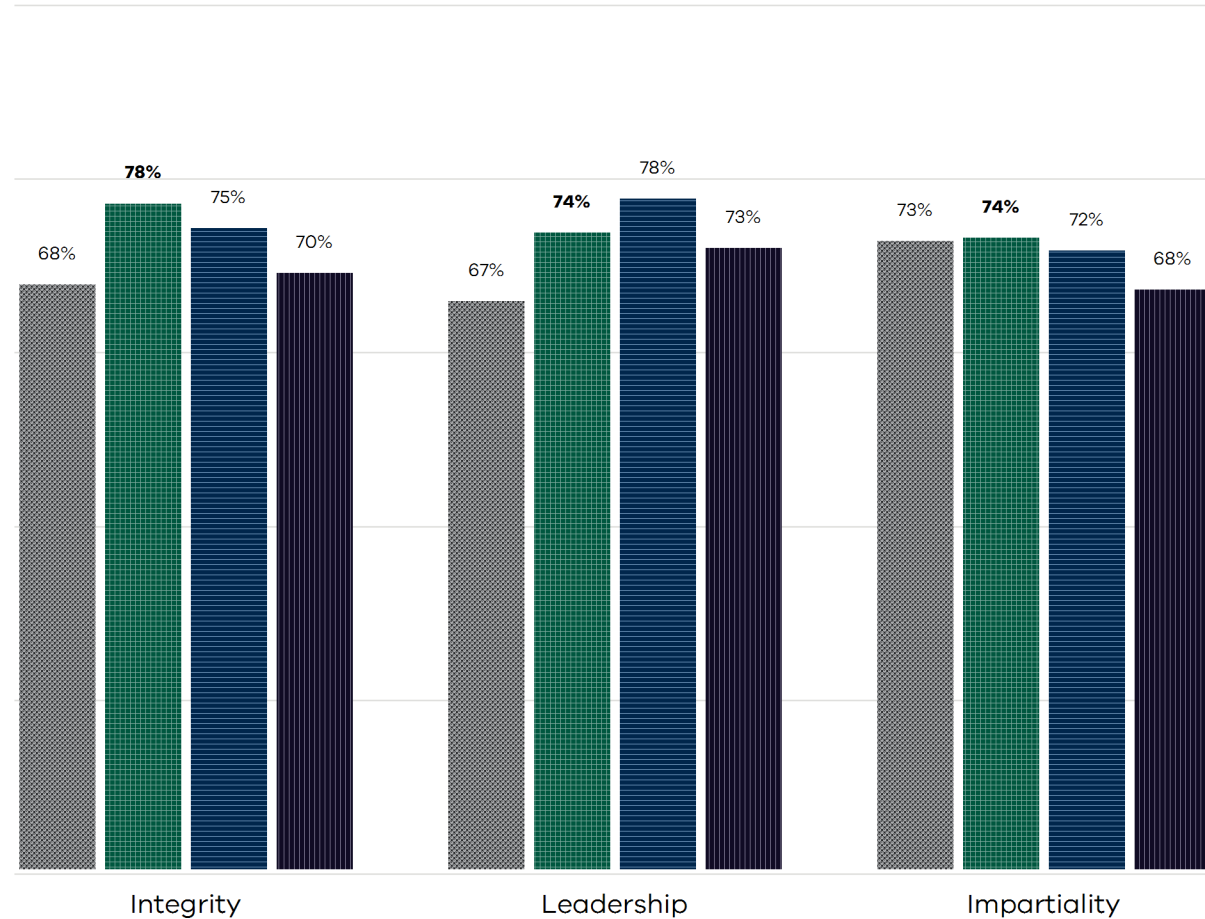
Example

In 2021:

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

Compared to:

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

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

Integrity: 68%, 78%, 75%, 70%
Leadership: 67%, 74%, 78%, 73%
Impartiality: 73%, 74%, 72%, 68%

People Matter Survey | results

89

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.
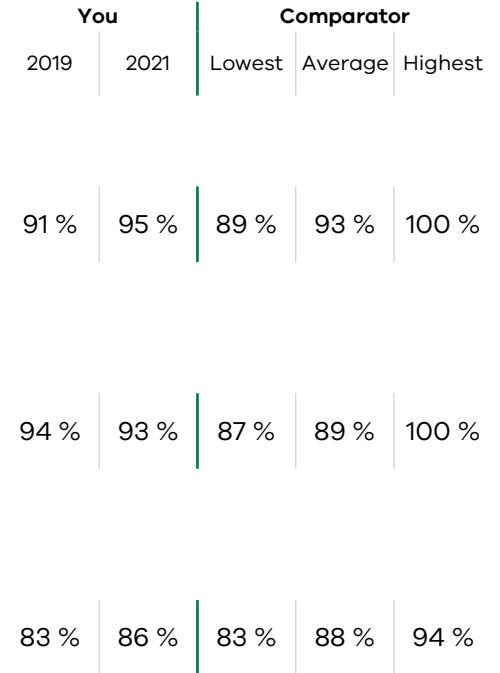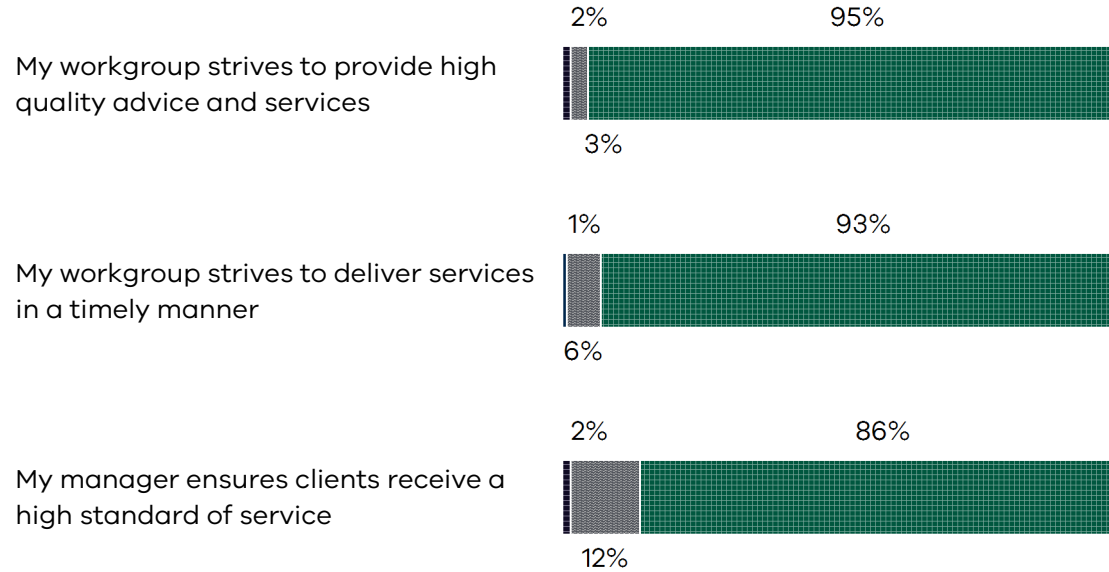
Example

95% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

Survey question	Your results					

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

	You		Comparator		
Survey question	2019	2021	Lowest	Average	Highest
My workgroup strives to provide high quality advice and services — 2%, 95%, 3%	91 %	95 %	89 %	93 %	100 %
My workgroup strives to deliver services in a timely manner — 1%, 93%, 6%	94 %	93 %	87 %	89 %	100 %
My manager ensures clients receive a high standard of service — 2%, 86%, 12%	83 %	86 %	83 %	88 %	94 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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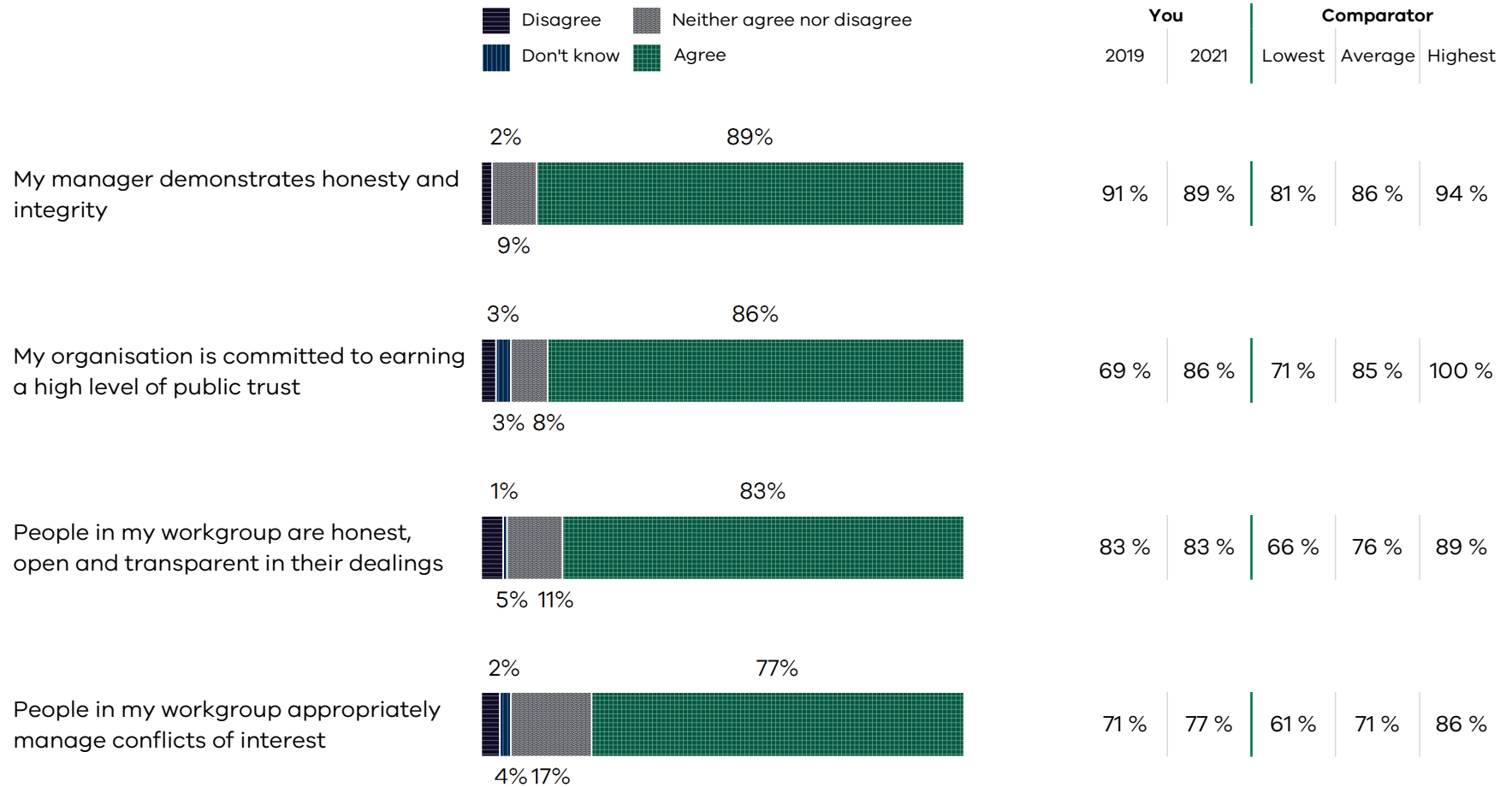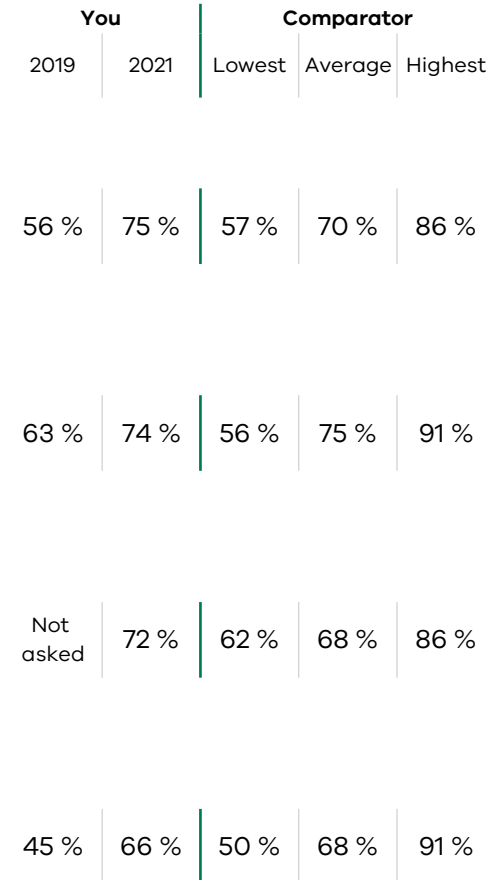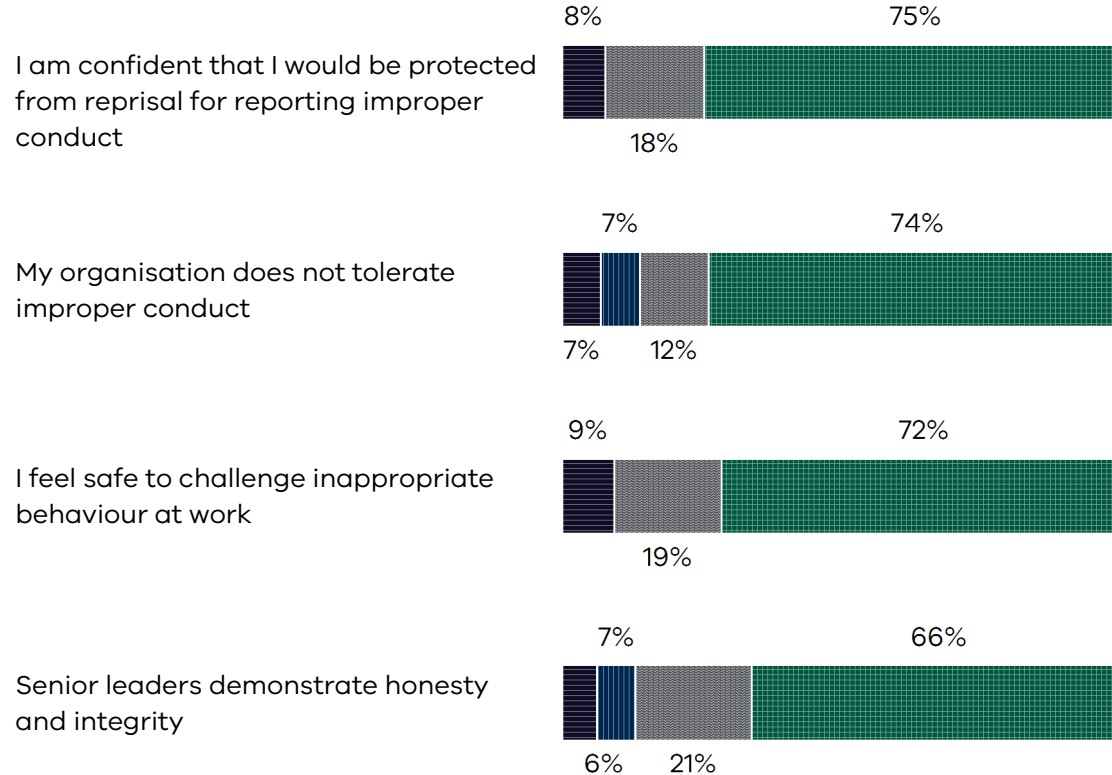
Example

89% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results		You		Comparator		
			2019	2021	Lowest	Average	Highest
My manager demonstrates honesty and integrity	2% / 89% / 9%		91 %	89 %	81 %	86 %	94 %
My organisation is committed to earning a high level of public trust	3% / 86% / 3% 8%		69 %	86 %	71 %	85 %	100 %
People in my workgroup are honest, open and transparent in their dealings	1% / 83% / 5% 11%		83 %	83 %	66 %	76 %	89 %
People in my workgroup appropriately manage conflicts of interest	2% / 77% / 4% 17%		71 %	77 %	61 %	71 %	86 %

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

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

75% of staff who did the survey agreed or strongly agreed with 'I am confident that I would be protected from reprisal for reporting improper conduct'.

Survey question	Your results		Benchmark agree results				
			You		**Comparator**		
			2019	2021	Lowest	Average	Highest
I am confident that I would be protected from reprisal for reporting improper conduct	8% / 18% / 75%		56 %	75 %	57 %	70 %	86 %
My organisation does not tolerate improper conduct	7% / 7% / 12% / 74%		63 %	74 %	56 %	75 %	91 %
I feel safe to challenge inappropriate behaviour at work	9% / 19% / 72%		Not asked	72 %	62 %	68 %	86 %
Senior leaders demonstrate honesty and integrity	7% / 6% / 21% / 66%		45 %	66 %	50 %	68 %	91 %

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

Public sector values

Impartiality

What this is

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

Why this is important

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

How to read this

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

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

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

Example

84% of staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.
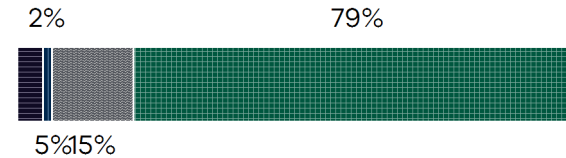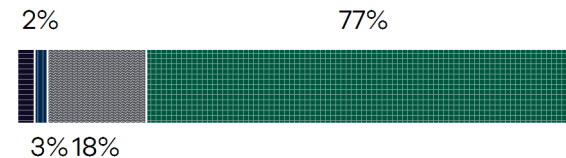
Survey question	Your results	You		Comparator		
		2019	2021	Lowest	Average	Highest
My workgroup places a priority on acting fairly and without bias	7% / 9% / 84%	86 %	84 %	77 %	81 %	87 %
My workgroup focuses on making decisions informed by all relevant facts	2% / 5% / 15% / 79%	86 %	79 %	71 %	79 %	91 %
People in my workgroup are politically impartial in their work	2% / 3% / 18% / 77%	76 %	77 %	61 %	70 %	80 %
My organisation makes fair recruitment and promotion decisions, based on merit	7% / 18% / 20% / 55%	46 %	55 %	42 %	59 %	86 %

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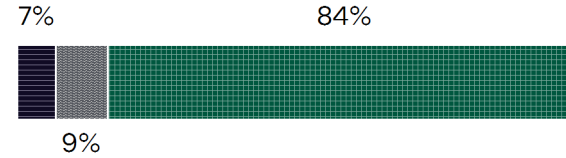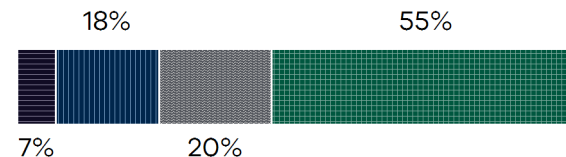
Public sector values

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.

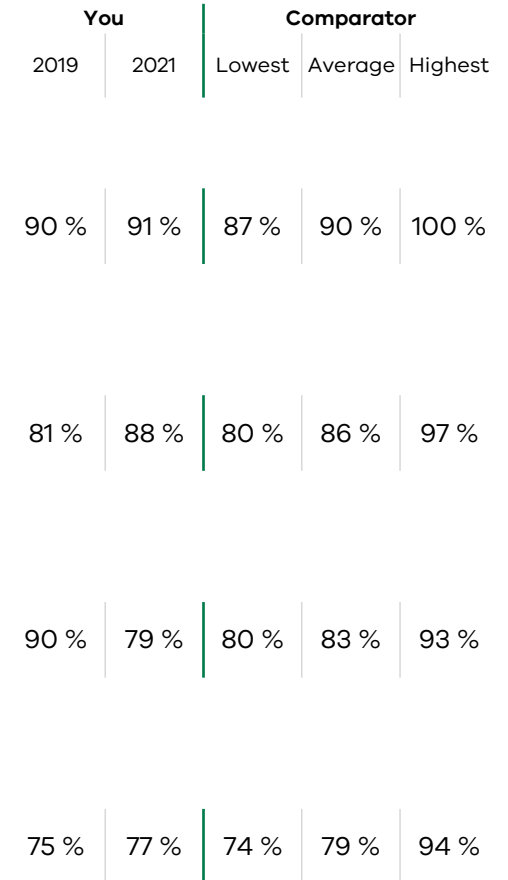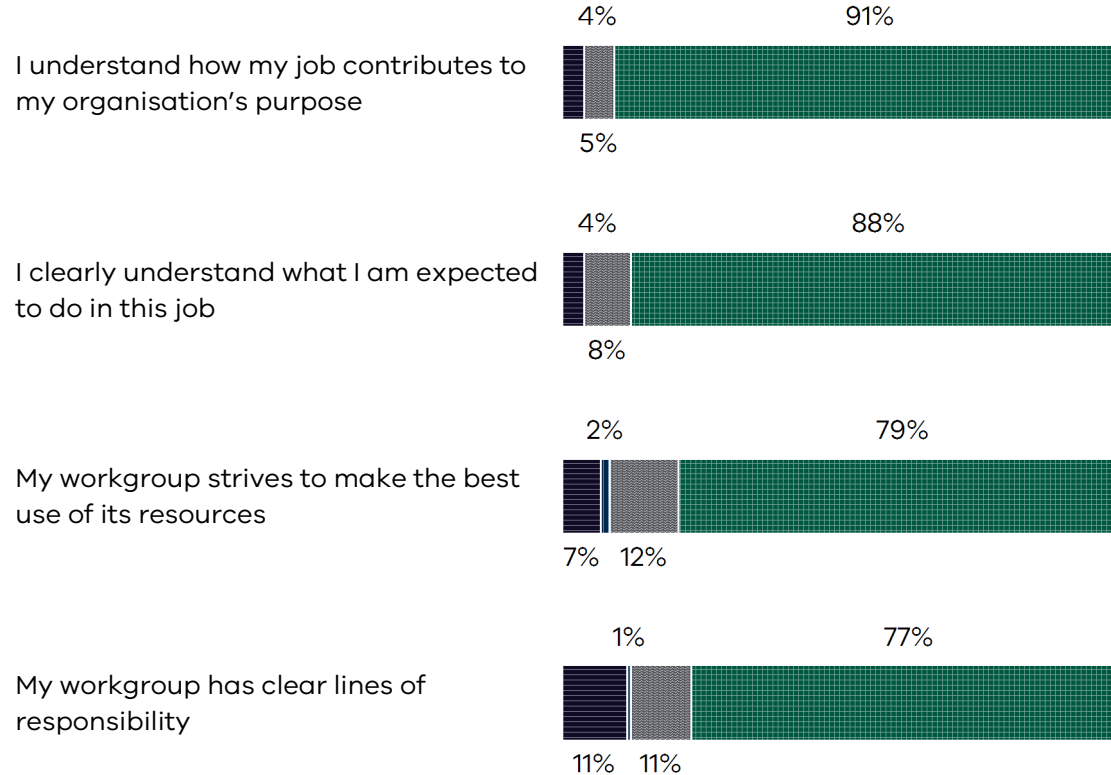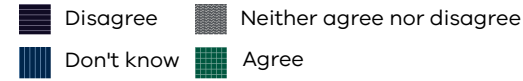Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

91% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question | Your results | Benchmark agree results

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

Survey question		You		Comparator		
		2019	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	4% / 5% / 91%	90 %	91 %	87 %	90 %	100 %
I clearly understand what I am expected to do in this job	4% / 8% / 88%	81 %	88 %	80 %	86 %	97 %
My workgroup strives to make the best use of its resources	2% / 7% / 12% / 79%	90 %	79 %	80 %	83 %	93 %
My workgroup has clear lines of responsibility	1% / 11% / 11% / 77%	75 %	77 %	74 %	79 %	94 %

Public sector values

What this is

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

Why this is important

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

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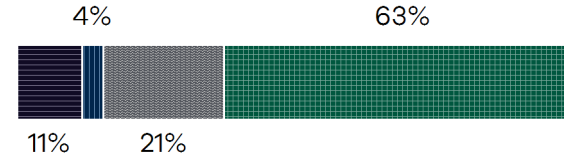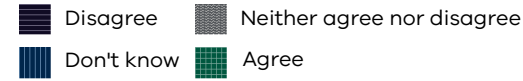Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

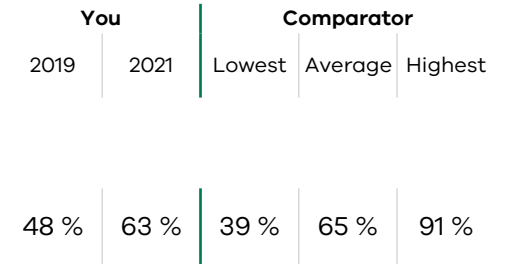63% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

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

Senior leaders provide clear strategy and direction

4%   63%

11%   21%

Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	48 %	63 %	39 %	65 %	91 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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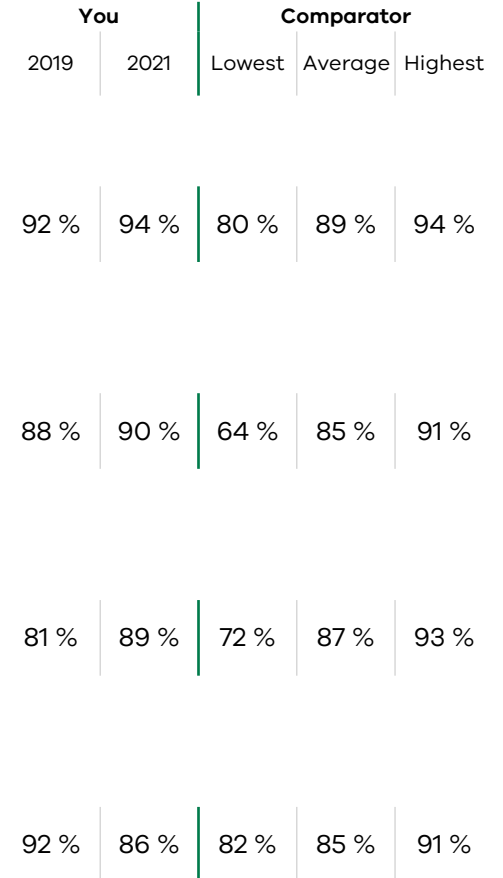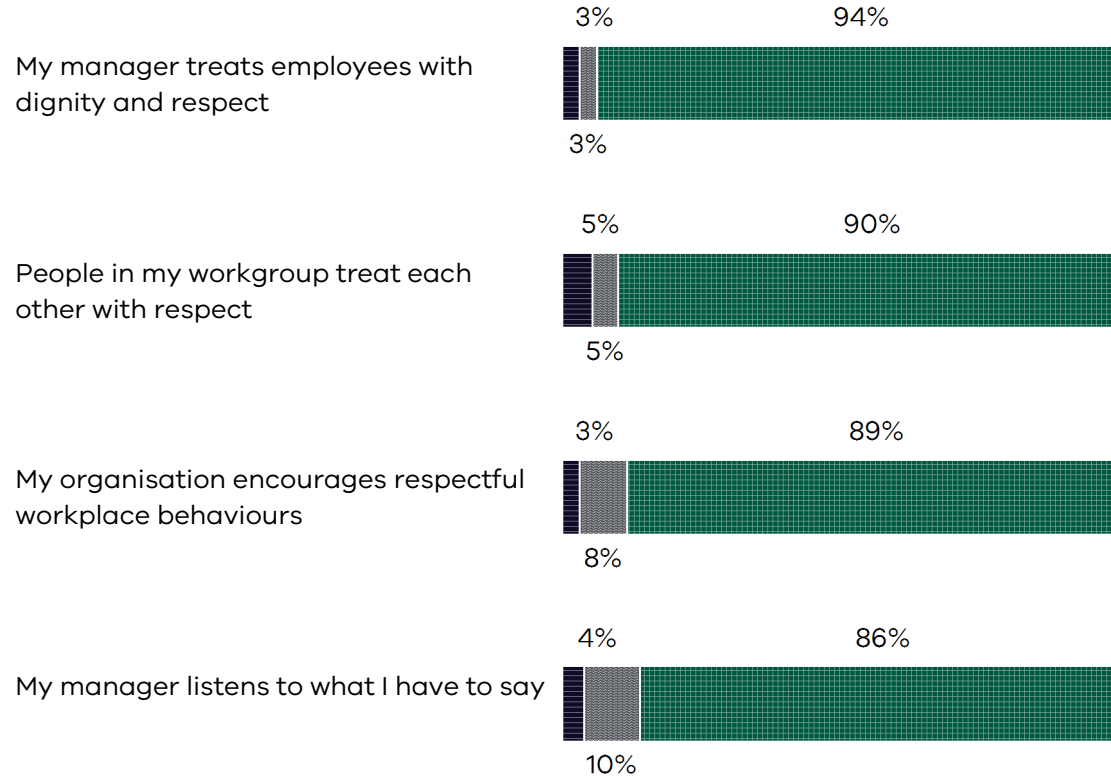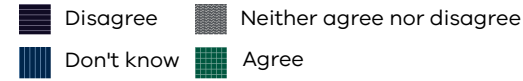
Example

94% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
Survey question	2019	2021	Lowest	Average	Highest
My manager treats employees with dignity and respect (3%, 94%, 3%)	92 %	94 %	80 %	89 %	94 %
People in my workgroup treat each other with respect (5%, 90%, 5%)	88 %	90 %	64 %	85 %	91 %
My organisation encourages respectful workplace behaviours (3%, 89%, 8%)	81 %	89 %	72 %	87 %	93 %
My manager listens to what I have to say (4%, 86%, 10%)	92 %	86 %	82 %	85 %	91 %

Public sector values

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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.

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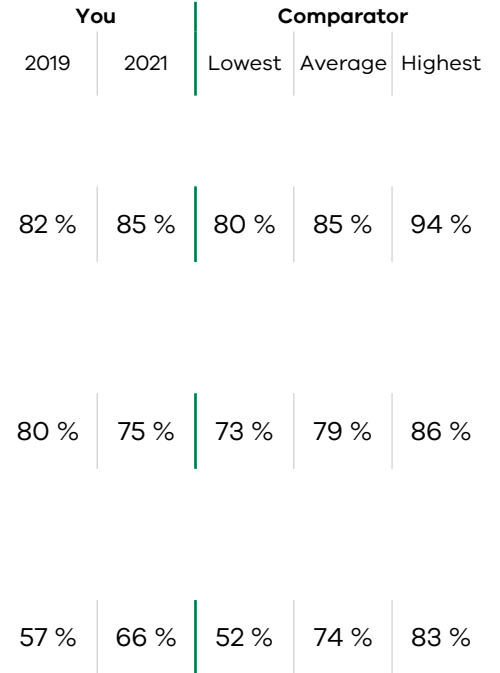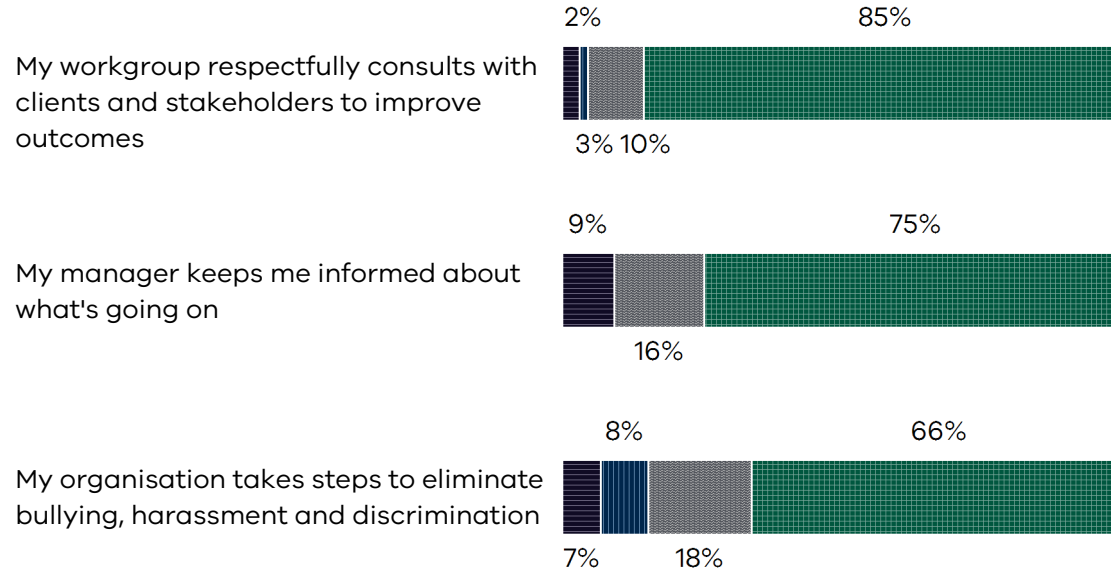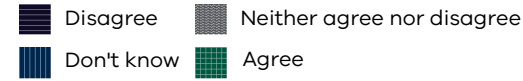
Example

85% of 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	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
	Disagree ▪ Neither agree nor disagree ▪ Don't know ▪ Agree ▪					
My workgroup respectfully consults with clients and stakeholders to improve outcomes	2% / 3% 10% / 85%	82 %	85 %	80 %	85 %	94 %
My manager keeps me informed about what's going on	9% / 16% / 75%	80 %	75 %	73 %	79 %	86 %
My organisation takes steps to eliminate bullying, harassment and discrimination	8% / 7% 18% / 66%	57 %	66 %	52 %	74 %	83 %

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.
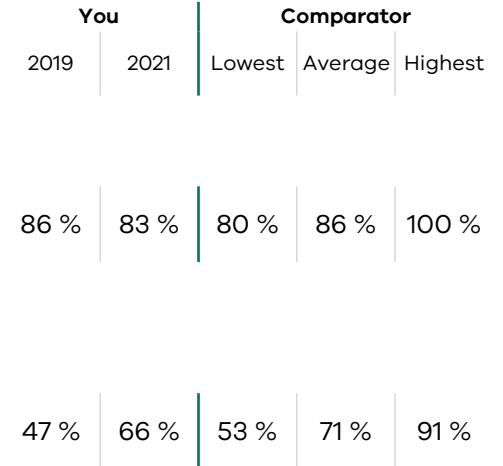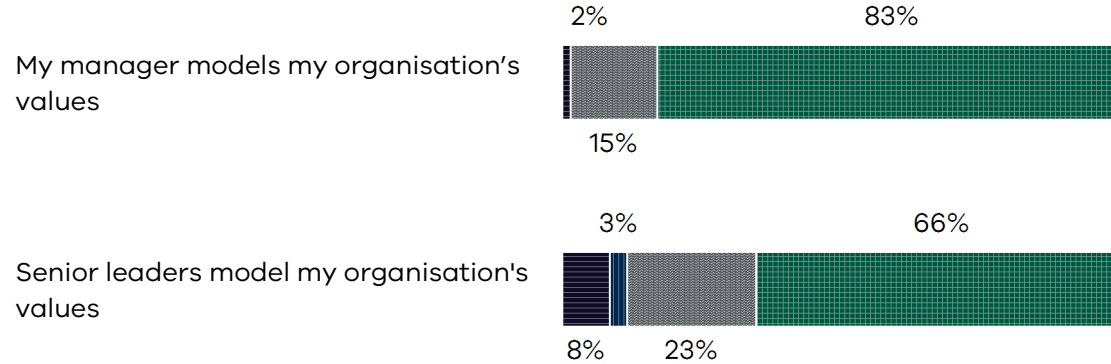
Example

83% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results						

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

Survey question	Your results	Benchmark agree results				
		You		**Comparator**		
		2019	2021	Lowest	Average	Highest
My manager models my organisation's values	2% / 15% / 83%	86 %	83 %	80 %	86 %	100 %
Senior leaders model my organisation's values	8% / 3% / 23% / 66%	47 %	66 %	53 %	71 %	91 %

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.
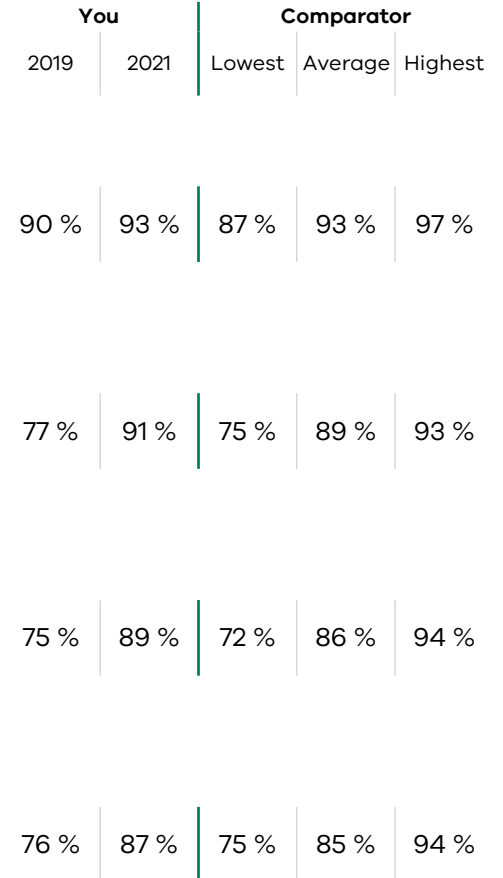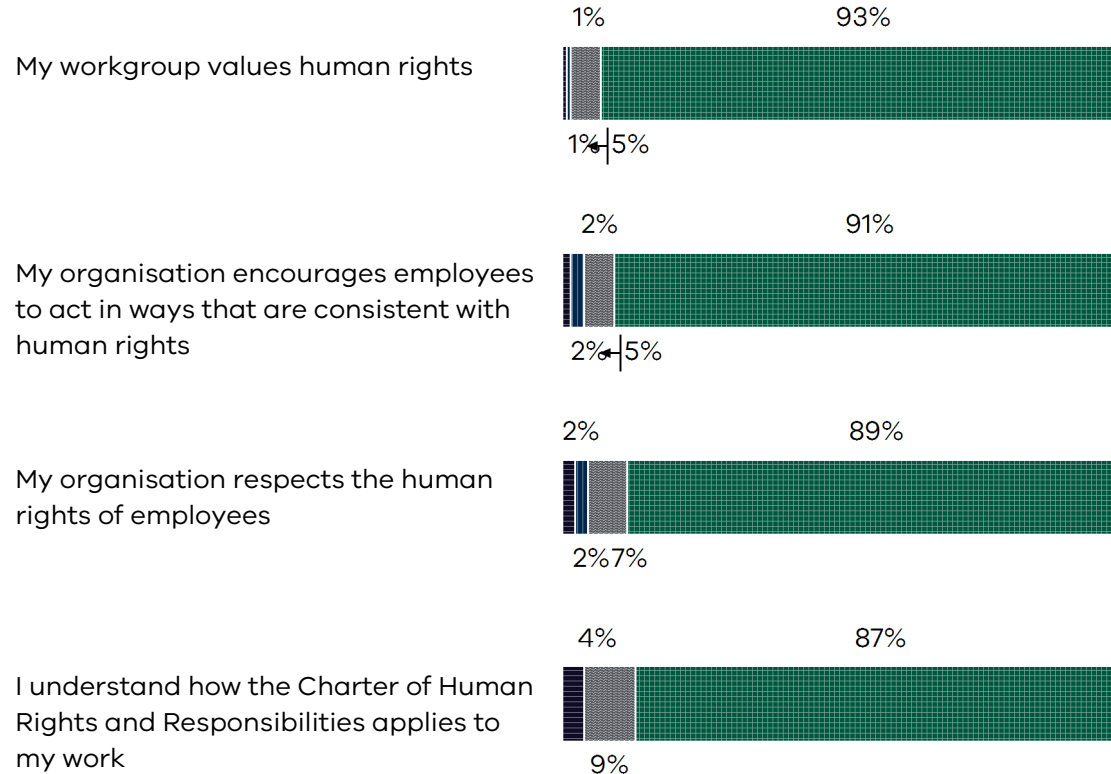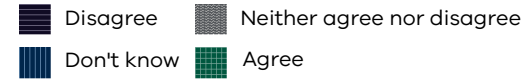
Example

93% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

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

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

Survey question	2019	2021	Lowest	Average	Highest
My workgroup values human rights (1%, 93%, 1% 5%)	90 %	93 %	87 %	93 %	97 %
My organisation encourages employees to act in ways that are consistent with human rights (2%, 91%, 2% 5%)	77 %	91 %	75 %	89 %	93 %
My organisation respects the human rights of employees (2%, 89%, 2% 7%)	75 %	89 %	72 %	86 %	94 %
I understand how the Charter of Human Rights and Responsibilities applies to my work (4%, 87%, 9%)	76 %	87 %	75 %	85 %	94 %

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
- Patient safety climate
- 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
- Primary role

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

The table shows you responses to the question 'On a scale of 0-10, how likely are you to recommend us as a good place to work (0=not at all likely - 10=very likely)'.

Example

25% of staff who did the survey responded '8' to the question.

On a scale of 0-10, how likely are you to recommend us as a good place to work (0=not at all likely - 10=very likely)	You 2021
8	25%
10	24%
7	14%
9	11%
6	8%
4	5%
5	5%
2	4%
3	2%
1	2%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

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- Caring
- Categories
- Primary role

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	18	14%
35-54 years	65	50%
55+ years	31	24%
Prefer not to say	17	13%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	1	1%
No	120	92%
Prefer not to say	10	8%

Highest level of formal education	(n)	%
Doctoral Degree level	4	3%
Master Degree level	24	18%
Graduate Diploma or Graduate Certificate level	12	9%
Bachelor Degree level incl. honours degrees	45	34%
Advanced Diploma or Diploma level	10	8%
Certificate III or IV level	18	14%
Year 12 or equivalent (VCE/Leaving certificate)	2	2%
Prefer not to say	16	12%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	1	1%
Non Aboriginal and/or Torres Strait Islander	122	93%
Prefer not to say	8	6%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

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

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

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Do you identify as a person with a disability?

	(n)	%
Yes	**10**	8%
No	**109**	83%
Prefer not to say	**12**	9%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?

	(n)	%
Yes	**8**	80%
No	**2**	20%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?

	(n)	%
My disability does not impact on my ability to perform my role	**1**	50%
I feel that sharing my disability information will reflect negatively on me	**1**	50%

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.

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How would you describe your gender?	(n)	%
Woman	98	75%
Prefer not to say	19	15%
Man	14	11%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	1	1%
No	115	88%
Prefer not to say	15	11%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	112	85%
Don't know	4	3%
Prefer not to say	15	11%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	105	80%
Prefer not to say	22	17%
Gay or lesbian	2	2%
Don't know	1	1%
Bisexual	1	1%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

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Country of birth	(n)	%
Born in Australia	**89**	68%
Not born in Australia	**24**	18%
Prefer not to say	**18**	14%

When did you first arrive in Australia?*	(n)	%
1 to less than 2 years ago	**1**	4%
More than 20 years ago	**9**	38%
2 to less than 5 years ago	**3**	13%
5 to less than 10 years ago	**3**	13%
10 to less than 20 years ago	**8**	33%

Language other than English spoken with family or community	(n)	%
Yes	**28**	21%
No	**87**	66%
Prefer not to say	**16**	12%

Demographics

What this is

These are the personal characteristics of staff.

Why this is important

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If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Other	8	29%
Mandarin	5	18%
Hindi	4	14%
Italian	4	14%
Filipino	3	11%
Cantonese	2	7%
Tamil	2	7%
Urdu	2	7%
French	1	4%
German	1	4%
Greek	1	4%
Macedonian	1	4%
Sinhalese	1	4%

Demographics

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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Cultural identity	(n)	%
Australian	86	66%
Prefer not to say	19	15%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	15	11%
South Asian	7	5%
English, Irish, Scottish and/or Welsh	6	5%
East and/or South-East Asian	6	5%
New Zealander	2	2%
Aboriginal and/or Torres Strait Islander	2	2%
Central Asian	2	2%
Pacific Islander	1	1%
Other	1	1%
African (including Central, West, Southern and East African)	1	1%

Religion	(n)	%
Christianity	47	36%
No religion	46	35%
Prefer not to say	24	18%
Other	6	5%
Hinduism	5	4%
Islam	3	2%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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How we protect anonymity and privacy

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Working arrangement	(n)	%
Full-time	36	27%
Part-time	95	73%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	32	29%
$65k to $95k	36	33%
$95k to $125k	11	10%
$125k or more	2	2%
Prefer not to say	28	26%

Organisational tenure	(n)	%
<1 year	24	18%
1 to less than 2 years	21	16%
2 to less than 5 years	42	32%
5 to less than 10 years	19	15%
10 to less than 20 years	17	13%
More than 20 years	8	6%

Management responsibility	(n)	%
Non-manager	110	84%
Other manager	11	8%
Manager of other manager(s)	10	8%

Employment type	(n)	%
Ongoing and executive	93	71%
Other	22	17%
Fixed term	16	12%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	103	79%
I have moved to a different role within my organisation (including acting roles)	19	15%
I have moved to my role from a different Victorian public sector organisation	5	4%
I have moved to my role from outside the Victorian public sector	4	3%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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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.

Primary workplace location over the last 3 months	(n)	%
Melbourne: Suburbs	**124**	95%
Other city or town	**4**	3%
Melbourne CBD	**3**	2%

Primary workplace type over the past 3 months*	(n)	%
Home/private location	**57**	44%
A main office	**39**	30%
A frontline or service delivery location (that is not a main office or home/private location)	**20**	15%
Other (please specify)	**9**	7%
A hub/shared work space	**6**	5%

Other workplace type over the past 3 months*	(n)	%
A main office	**48**	37%
No, I have not worked from any other locations	**43**	33%
Home/private location	**31**	24%
A frontline or service delivery location (that is not a main office or home/private location)	**24**	18%
Other	**6**	5%
A hub/shared work space	**5**	4%

Victorian Public Sector Commission

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Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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

Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	93	71%
Flexible working arrangements	23	18%
Physical modifications or improvements to the workplace	11	8%
Other	4	3%
Job redesign or role sharing	3	2%
Career development support strategies	2	2%
Accessible communications technologies	1	1%

Why did you make this request?*	(n)	%
Family responsibilities	13	34%
Health	12	32%
Caring responsibilities	9	24%
Other	6	16%
Disability	3	8%
Study commitments	3	8%
Work-life balance	3	8%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	27	71%
The adjustments I needed were not made	7	18%
The adjustments I needed were made but the process was unsatisfactory	4	11%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

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Caring responsibility	(n)	%
None of the above	**40**	31%
Secondary school aged child(ren)	**31**	24%
Primary school aged child(ren)	**23**	18%
Frail or aged person(s)	**22**	17%
Prefer not to say	**16**	12%
Person(s) with a medical condition	**15**	11%
Child(ren) - younger than preschool age	**12**	9%
Person(s) with disability	**12**	9%
Person(s) with a mental illness	**10**	8%
Preschool aged child(ren)	**5**	4%
Other	**5**	4%

Victorian Public Sector Commission

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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)	%
Nursing Employees	3	2%
Personal service worker	12	9%
Oral Health	16	12%
Allied health professional	24	18%
Counselling	1	1%
Community Development	6	5%
Other health professional	2	2%
Management, Administration and Corporate support	33	25%
Social worker	2	2%
Other	26	20%
Support services	6	5%

Demographics

Primary role

What is this

This shows the primary role of your staff.

Why this is important

Understanding how many people you have in each role helps you understand if you have the right balance of staff.

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

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