

# People matter survey 2021

Have your say

## 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 73% 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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# People matter

## survey 2021

Have your say

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

### People outcomes

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

### Key differences

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

### Taking action

- Taking action questions

### Senior leadership

- Senior leadership questions

### Organisational climate

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- Workplace flexibility
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- Psychosocial and physical safety climate
- Psychosocial safety climate score
- Diversity and inclusion
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- Innovation
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- Manager support
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- Learning and development
- Job enrichment
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- Safe to speak up
- Barriers to optimal work

### Public sector values

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

### Demographics

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

## 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.



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



# Report overview

Your comparator group1 of 2

## What this is

This is a list of similar organisations to yours.

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

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

**How we use this in your report**

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

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

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

Bushfire Recovery Victoria	Infrastructure Victoria	Office of the Victorian Government Architect
CenITex	Labour Hire Licensing Authority	Office of the Victorian Information Commissioner
Commercial Passenger Vehicles Victoria	Latrobe Valley Authority	Office of the Victorian Inspectorate
Commission for Children and Young People	Major Transport Infrastructure Authority	Portable Long Service Authority
Emergency Services Superannuation Board	Office of Public Prosecutions	Public Record Office Victoria
Environment Protection Authority	Office of the Chief Parliamentary Counsel	Public Transport Safety Victoria
Essential Services Commission	Office of the Governor Victoria	Safer Care Victoria
Family Safety Victoria	Office of the Legal Services Commissioner	Service Victoria
Family Violence Prevention Agency	Office of the Ombudsman Victoria	Suburban Rail Loop Authority
Game Management Authority	Office of the Victorian Electoral Commissioner	Victorian Auditor-General's Office
Independent Broad-based Anti-corruption Commission		

# Report overview

Your comparator group2 of 2

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Victorian Commission for  
Gambling and Liquor Regulation

Victorian Disability Worker  
Commission

Victorian Equal Opportunity and  
Human Rights Commission

Victorian Fisheries Authority

Victorian Government Solicitor's  
Office

Victorian Public Sector  
Commission

Victorian Responsible Gambling  
Foundation

# Report overview

## Your response rate

### What this is

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

### Why this is important

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

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

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

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

### How to read this

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

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

2019

71%  
(176)

Comparator	72%
Public Sector	46%

2021

30%  
(881)

Comparator	57%
Public Sector	39%



# People matter

## survey 2021

### Have your say

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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

61

Comparator 67  
Public Sector 67

2021

69

Comparator 72  
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 69.

### 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.

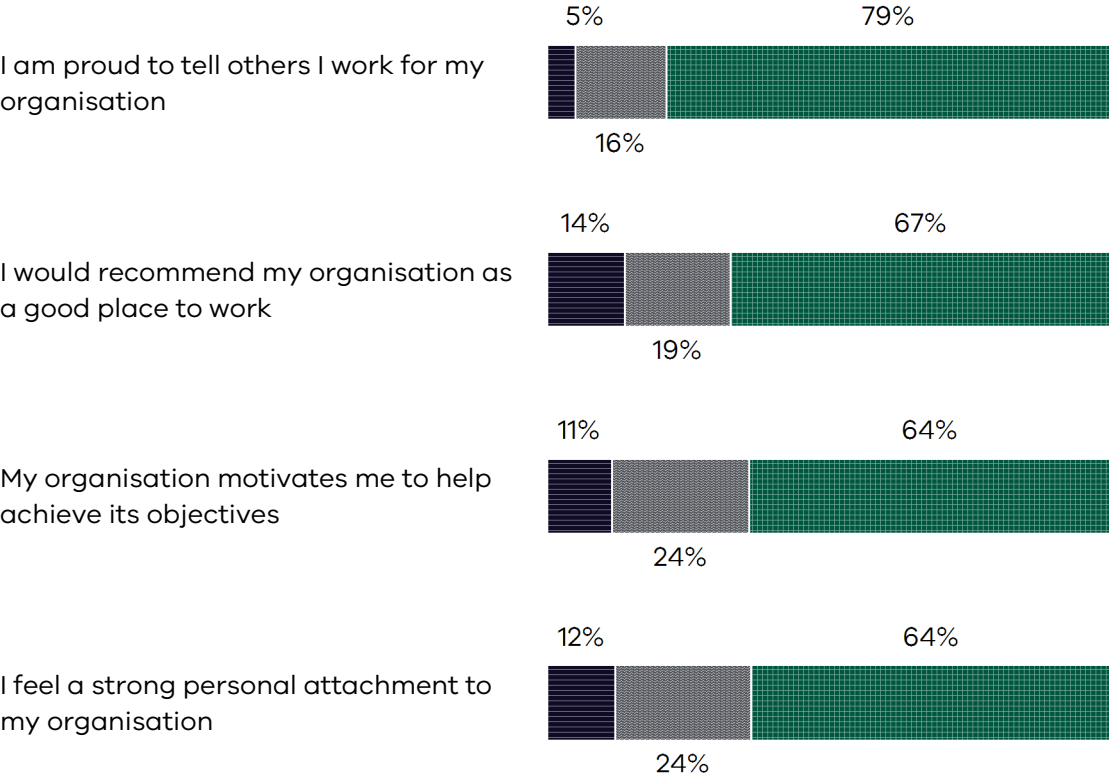
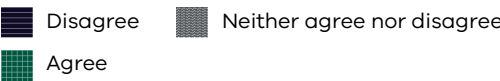
### Example

79% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
61 %	79 %	51 %	81 %	100 %
52 %	67 %	38 %	74 %	95 %
55 %	64 %	32 %	71 %	94 %
38 %	64 %	42 %	65 %	95 %

# People outcomes

## Engagement question results 2 of 2

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### Your organisation's engagement index

Your 2021 index is 69.

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

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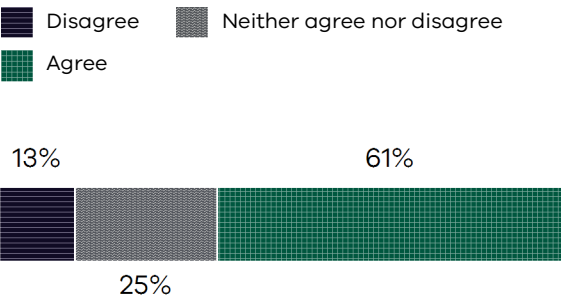
### Example

61% of your staff who did the survey agreed or strongly agreed with 'My organisation inspires me to do the best in my job'.

## Survey question

My organisation inspires me to do the best in my job

## Your results



## Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
52 %	61 %	30 %	69 %	91 %



## People outcomes

Scorecard: satisfaction, stress, intention to stay

### What this is

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

There are more people outcomes scorecards throughout this report.

### Why this is important

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

### How to read this

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

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

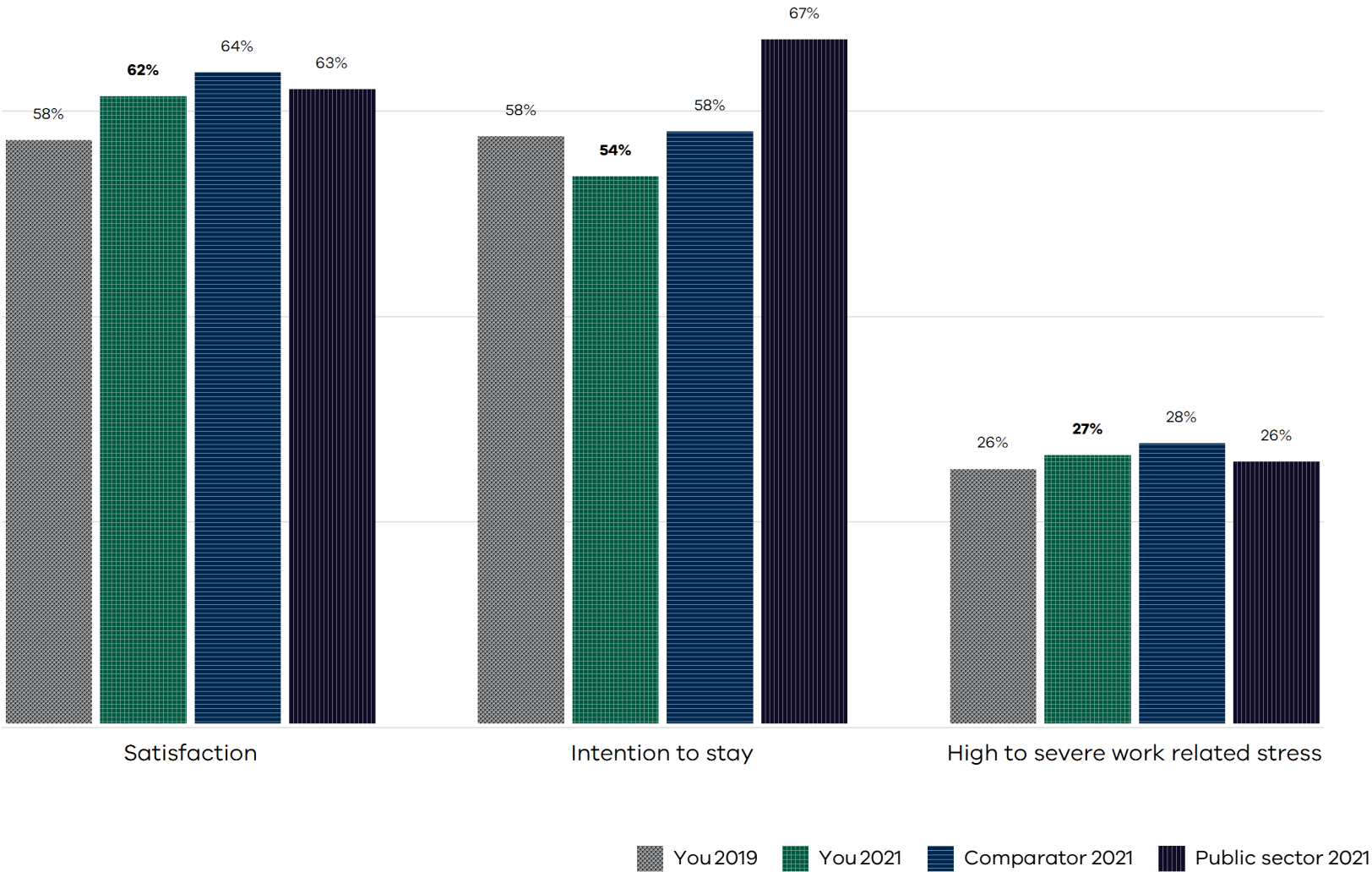
### Example

In 2021:

- 62% of your staff who did the survey responded positively to questions about Satisfaction which is up from 58% in 2019.

Compared to:

- 64% of staff at your comparator and 63% of staff across the public sector.



People outcomes

Satisfaction question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

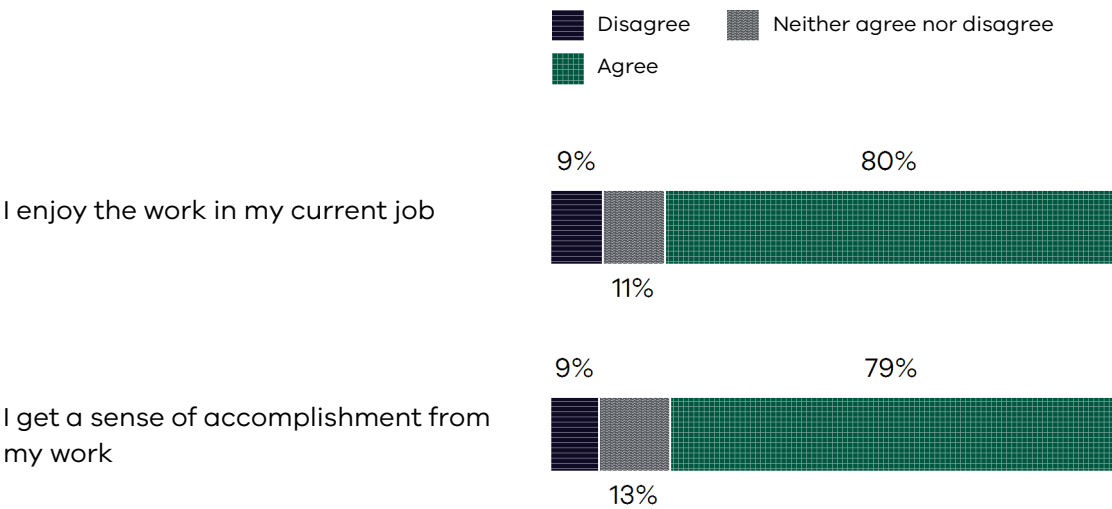
Example

80% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
72 %	80 %	67 %	79 %	100 %
72 %	79 %	61 %	77 %	96 %

People outcomes

Satisfaction question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

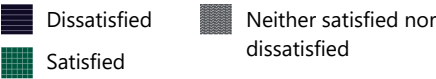
Example

69% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

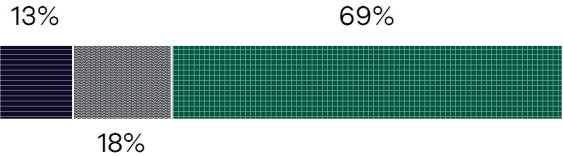
Survey question

Your results

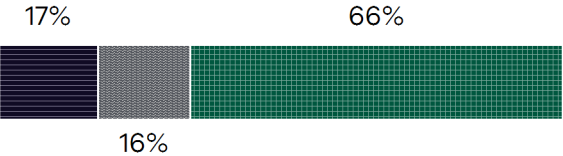
Benchmark satisfied results



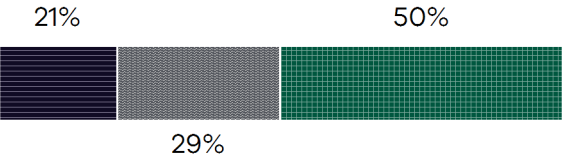
Considering everything, how satisfied are you with your current job



How satisfied are you with the work-life balance in your current job



How satisfied are you with your career development within your current organisation



You		Comparator		
2019	2021	Lowest	Average	Highest
64 %	69 %	54 %	70 %	93 %
63 %	66 %	56 %	70 %	93 %
45 %	50 %	38 %	53 %	76 %

# 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.

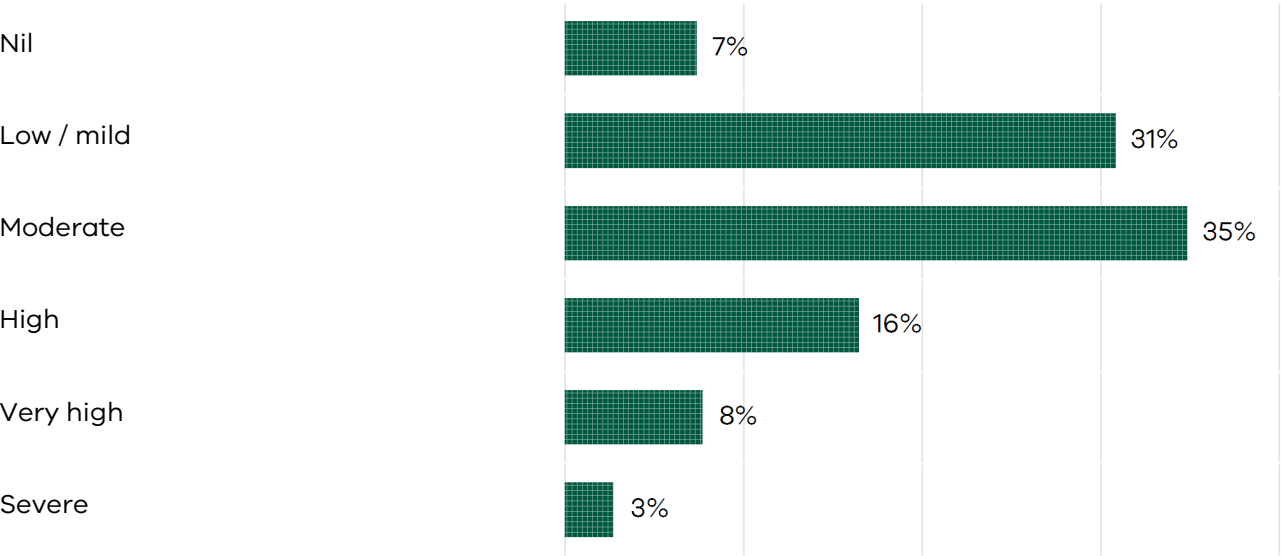
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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.

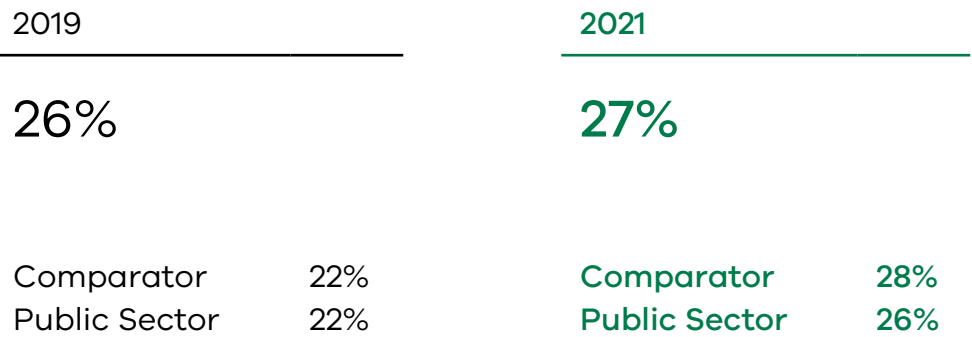
### Example

27% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 28% of staff in your comparator group and 26% of staff across the public sector.

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



Reported levels of high to severe stress





## People outcomes

### Work-related stress causes

#### What this is

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

#### Why this is important

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

#### How to read this

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

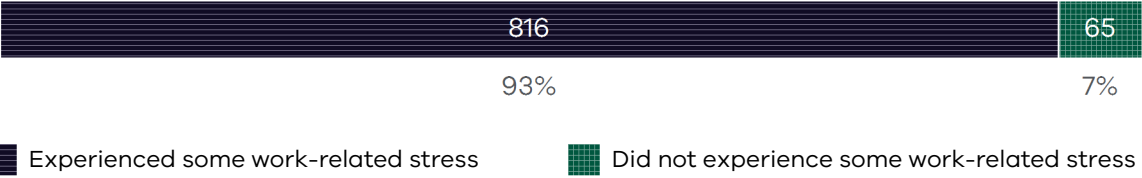
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

#### Example

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

Of that 93%, 50% said the top reason was 'Workload'.



Of those that experienced work related stress it was from ...	You 2021	Comparator 2021	Public sector 2021
Workload	50%	52%	51%
Time pressure	43%	48%	42%
Dealing with clients, patients or stakeholders	17%	15%	14%
Organisation or workplace change	16%	10%	11%
Management of work (e.g. supervision, training, information, support)	15%	12%	13%
Content, variety, or difficulty of work	14%	13%	12%
Unclear job expectations	14%	15%	11%
Other changes due to COVID-19	11%	11%	15%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	11%	9%	12%
Competing home and work responsibilities	10%	13%	12%

# People outcomes

## Intention to stay

### What this is

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

### Why this is important

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

### How to read this

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

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

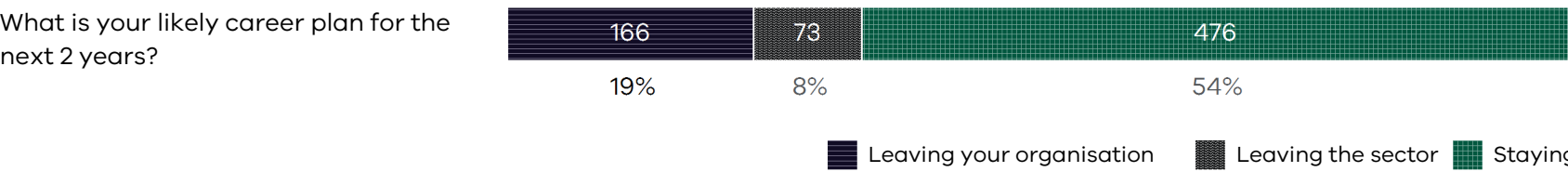
In descending order, the table shows the top 10 reasons for leaving.

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

### Example

27% of your staff who did the survey said they intended to leave.

Of that 27%, 59% said it was from 'Opportunity to broaden experience'.



Of those who indicated they're leaving your organisation (including leaving the sector) it was for ...	You 2021	Comparator 2021	Public sector 2021
Opportunity to broaden experience	59%	47%	40%
Limited future career opportunities at my organisation	56%	50%	42%
Opportunity to seek/take a promotion elsewhere	50%	43%	33%
Limited opportunities to gain further experience at my organisation	44%	38%	33%
Limited recognition for doing a good job	34%	25%	32%
Better remuneration	31%	29%	26%
Limited developmental/educational opportunities at my organisation	30%	23%	24%
Lack of confidence in senior leadership	27%	31%	34%
Excessive workload	22%	22%	25%
Limited involvement in decisions affecting my job and career	21%	18%	20%

# People outcomes

## Scorecard: emotional effects of work

### What this is

This is the level of positive and negative feelings experienced by staff in the 3 months before the survey.

### Why this is important

Positive feelings can lead to higher wellbeing and job satisfaction and a lower chance of burnout.

### How to read this

Each label represents a question in the survey about emotional effects of work.

Each result is the percentage of staff who said they often, very often or always felt happy, enthusiastic, worried or miserable in the past 3 months.

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

### Example

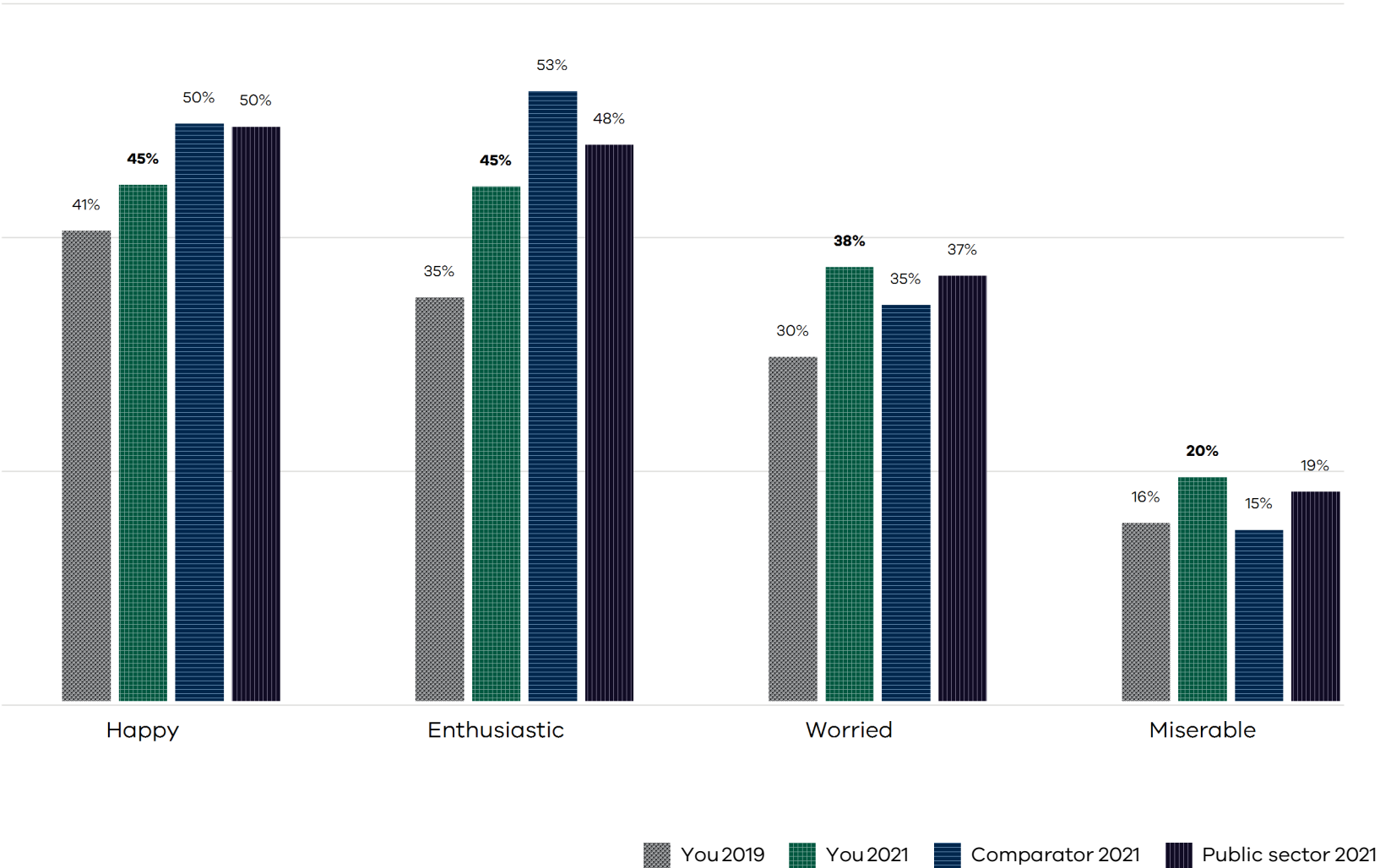
In 2021:

- 45% of your staff who did the survey said work made them feel happy in 2021, which is up from 41% in 2019

Compared to:

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

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



# People outcomes

## Scorecard: negative behaviours

### What this is

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

### Why this is important

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

### How to read this

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

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

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

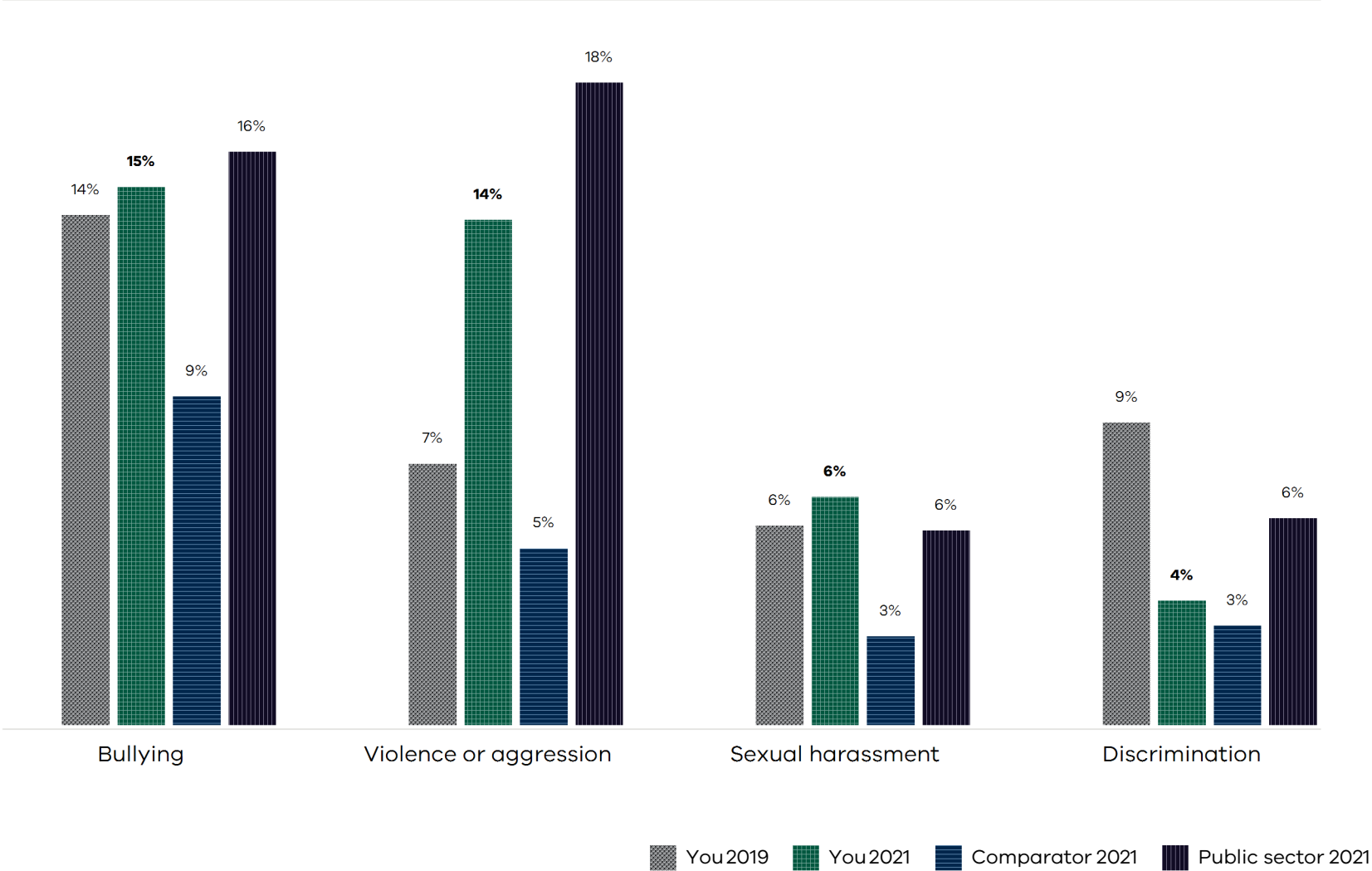
### Example

In 2021:

- 15% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is up from 14% in 2019.

Compared to:

- 9% of staff at your comparator and 16% of staff across the public sector.





# People outcomes

## Bullying

### What this is

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

### Why this is important

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

### How to read this

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

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

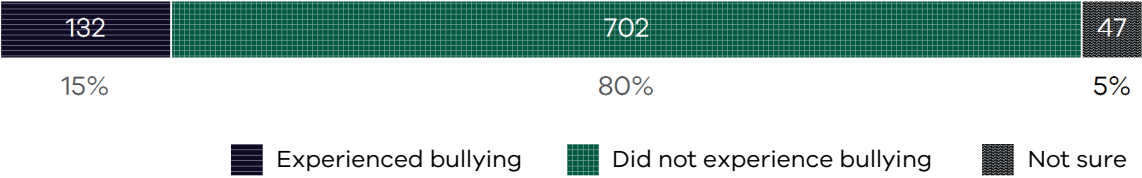
In descending order, the table shows the answers.

### Example

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

Of that 15%, 77% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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



### If you experienced bullying, what type of bullying did you experience?

	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	77%	74%	69%
Exclusion or isolation	45%	42%	42%
Intimidation and/or threats	33%	24%	32%
Withholding essential information for me to do my job	33%	38%	27%
Verbal abuse	23%	16%	20%
Other	20%	13%	15%
Being assigned meaningless tasks unrelated to the job	11%	16%	13%
Being given impossible assignment(s)	8%	14%	9%
Interference with my personal property and/or work equipment	5%	3%	4%

People outcomes

Telling someone about the bullying

What this is

This is if staff told someone when they experienced bullying.

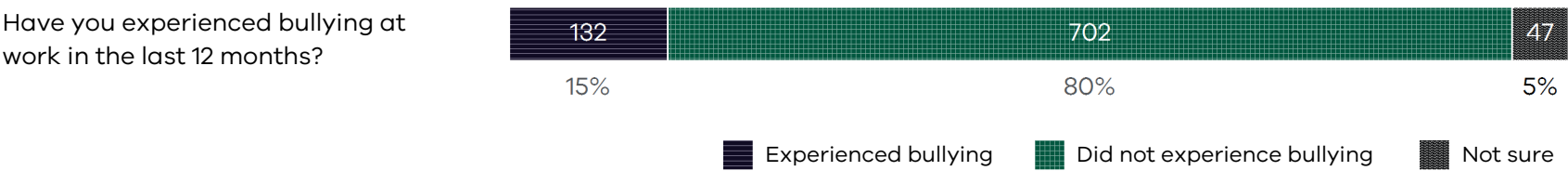
Why this is important

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

How to read this

In the survey, we asked staff to tell us if they'd experienced bullying at work. If they did, they could tell us with one or more answers who they told about it. In descending order, the table shows the answers.

- Example
- 15% of your staff who did the survey said they experienced bullying, of which
- 45% said the top way they reported the bullying was 'Told a colleague'.
  - 91% said they didn't submit a formal complaint.



Did you tell anyone about the bullying?	You 2019	You 2021	Comparator 2021	Public sector 2021
Told a colleague	32%	45%	44%	42%
Told a manager	32%	44%	52%	47%
Told a friend or family member	24%	41%	42%	34%
Told the person the behaviour was not OK	0%	20%	20%	17%
Told Human Resources	12%	16%	21%	12%
Told someone else	20%	14%	13%	12%
Told employee assistance program (EAP) or peer support	0%	11%	12%	9%
I did not tell anyone about the bullying	12%	10%	11%	12%
Submitted a formal complaint	12%	9%	8%	12%

## People outcomes

### Bullying - reasons for not submitting a formal complaint

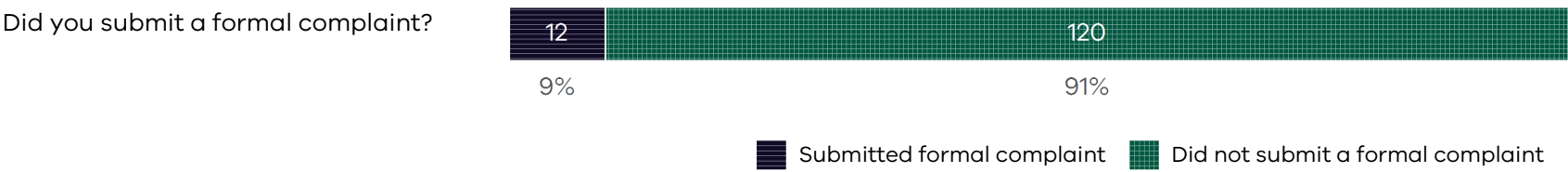
**What this is**  
This is why staff who experienced bullying chose not to submit a formal complaint.

**Why this is important**  
By understanding this, organisations can plan how to support staff.

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

**Example**  
91% of your staff who experienced bullying did not submit a formal complaint, of which:

- 60% said the top reason was 'I believed there would be negative consequences for my reputation'.



Please tell us why you did not submit a formal complaint?	You 2019	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	64%	60%	58%	53%
I didn't think it would make a difference	59%	54%	48%	50%
I believed there would be negative consequences for my career	50%	53%	48%	40%
I didn't feel safe to report the incident	0%	23%	20%	19%
I didn't think it was serious enough	0%	17%	22%	16%
I thought the complaint process would be embarrassing or difficult	0%	16%	13%	14%
Other	18%	15%	14%	12%
I believed there would be negative consequences for the person I was going to complain about	14%	11%	10%	10%
I didn't need to because I no longer had contact with the person(s) who bullied me	0%	10%	10%	8%
I didn't know who to talk to	0%	9%	5%	5%

## People outcomes

### Perpetrators of bullying

#### What this is

This is who staff have said are responsible for bullying.

#### Why this is important

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

#### How to read this

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

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

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

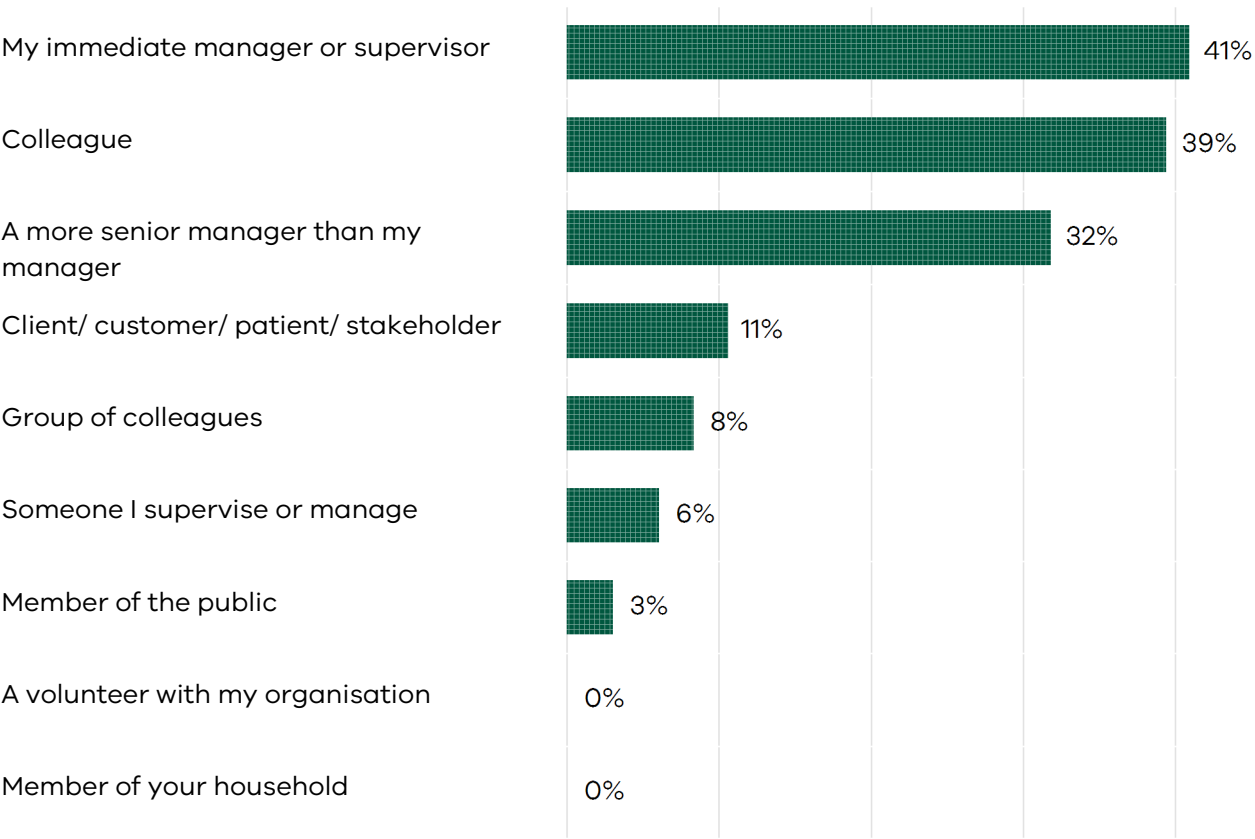
Each row is one perpetrator or group of perpetrators.

#### Example

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

Of that 15%, 41% said it was by 'My immediate manager or supervisor'.

### 132 people (15% of staff) experienced bullying (You2021)





# People outcomes

## Frequency of bullying

### What this is

This is how often staff experienced bullying.

### Why this is important

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

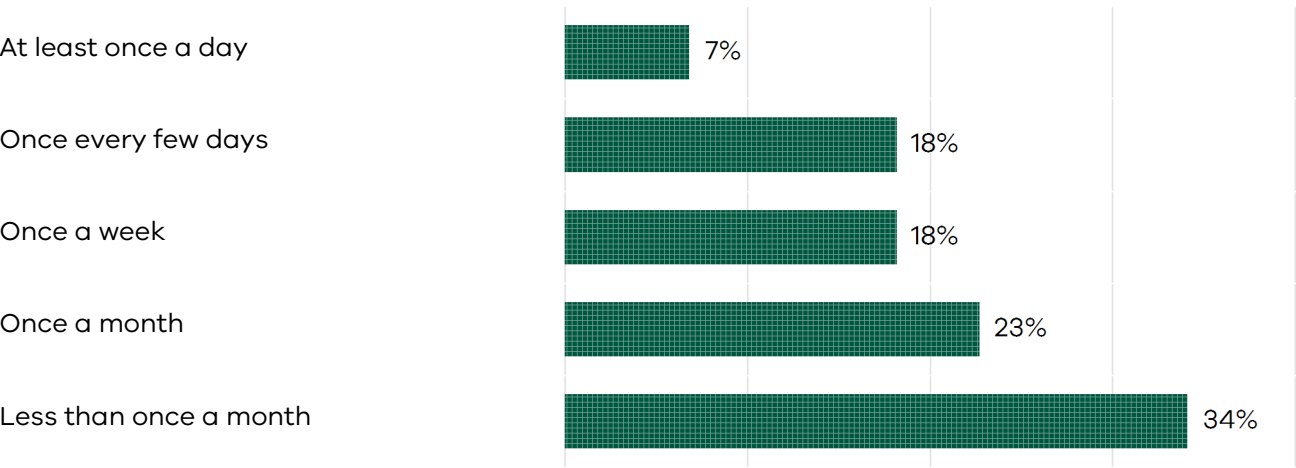
### How to read this

In this year’s survey, 15% of your staff said they experienced bullying.  
If they did, they could tell us how often they experienced this behaviour.

### Example

15% of your staff who did the survey said they experienced bullying.  
Of that 15%, 7% said it was 'At least once a day'.

How often have you experienced bullying? (You2021)



## People outcomes

### Sexual harassment

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

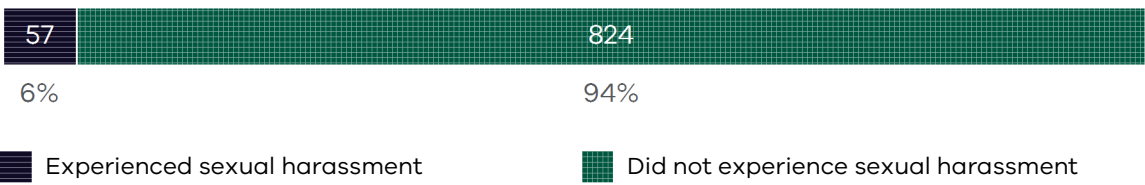
In descending order, the table shows the top 10 answers.

#### Example

6% of your staff who did the survey said they experienced sexual harassment.

Of those, 56% said the top type was 'Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)'.

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



Behaviours reported	You 2019	You 2021	Comparator 2021	Public sector 2021
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	20%	56%	46%	54%
Intrusive questions about your private life or comments about your physical appearance	80%	51%	50%	50%
Inappropriate physical contact (including momentary or brief physical contact)	20%	14%	8%	17%
Inappropriate staring or leering that made you feel intimidated	10%	14%	11%	15%
Unwelcome touching, hugging, cornering or kissing	10%	12%	3%	14%
Any other unwelcome conduct of a sexual nature	10%	7%	3%	7%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	10%	5%	2%	3%
Sexual gestures, indecent exposure or inappropriate display of the body	0%	5%	5%	6%
Sexually explicit email or SMS message	0%	5%	0%	1%
Repeated or inappropriate invitations to go out on dates	10%	2%	1%	3%

People outcomes

Response to sexual harassment

**What this is**

This is how staff responded when they experienced sexual harassment.

**Why this is important**

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

**How to read this**

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

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

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

**Example**

6% of your staff who did the survey said they experienced sexual harassment.

Of those, 56% said their top response was 'Tried to laugh it off or forget about it'.



When the harassment happened to you, did you respond in any of the following ways?	You 2019	You 2021	Comparator 2021	Public sector 2021
Tried to laugh it off or forget about it	30%	56%	48%	41%
Pretended it didn't bother you	60%	53%	50%	45%
Avoided the person(s) by staying away from them	60%	37%	31%	36%
Told a colleague	20%	30%	23%	29%
Told a manager	40%	25%	17%	20%
Told a friend or family member	20%	23%	24%	21%
Told the person the behaviour was not OK	10%	21%	12%	31%
Avoided locations where the behaviour might occur	10%	12%	6%	13%
Told someone else	10%	9%	9%	6%
Told Human Resources	0%	5%	4%	3%

## People outcomes

### Sexual harassment - reasons for not submitting a formal complaint

#### What this is

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

#### Why this is important

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

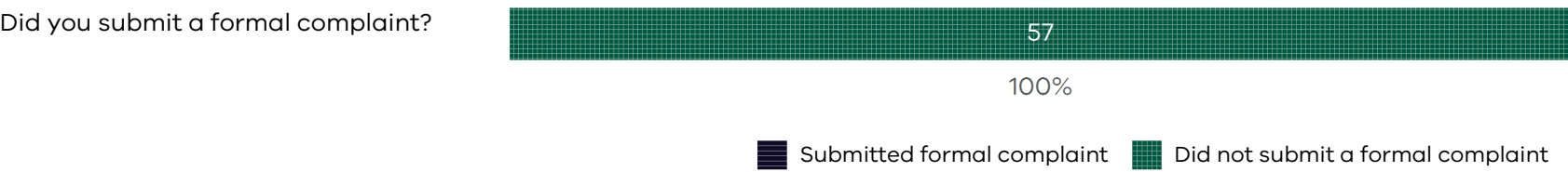
#### How to read this

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

#### Example

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

- 49% said the top reason was 'I didn't think it was serious enough'.



Please tell us why you did not submit a formal complaint?	You 2019	You 2021	Comparator 2021	Public sector 2021
I didn't think it was serious enough	0%	49%	57%	45%
I didn't think it would make a difference	50%	49%	36%	39%
I believed there would be negative consequences for my reputation	30%	40%	45%	33%
I believed there would be negative consequences for my career	40%	28%	27%	21%
I thought the complaint process would be embarrassing or difficult	0%	14%	17%	11%
I didn't need to because I made the harassment stop	20%	12%	3%	12%
Other	40%	12%	10%	7%
I didn't feel safe to report the incident	0%	11%	8%	8%
I believed there would be negative consequences for the person I was going to complain about	10%	7%	21%	13%
I didn't know how to make a complaint	0%	5%	4%	4%

## People outcomes

### Perpetrators of sexual harassment

#### What this is

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

#### Why this is important

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

#### How to read this

In this year’s survey, 6% of your staff said they experienced sexual harassment.

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

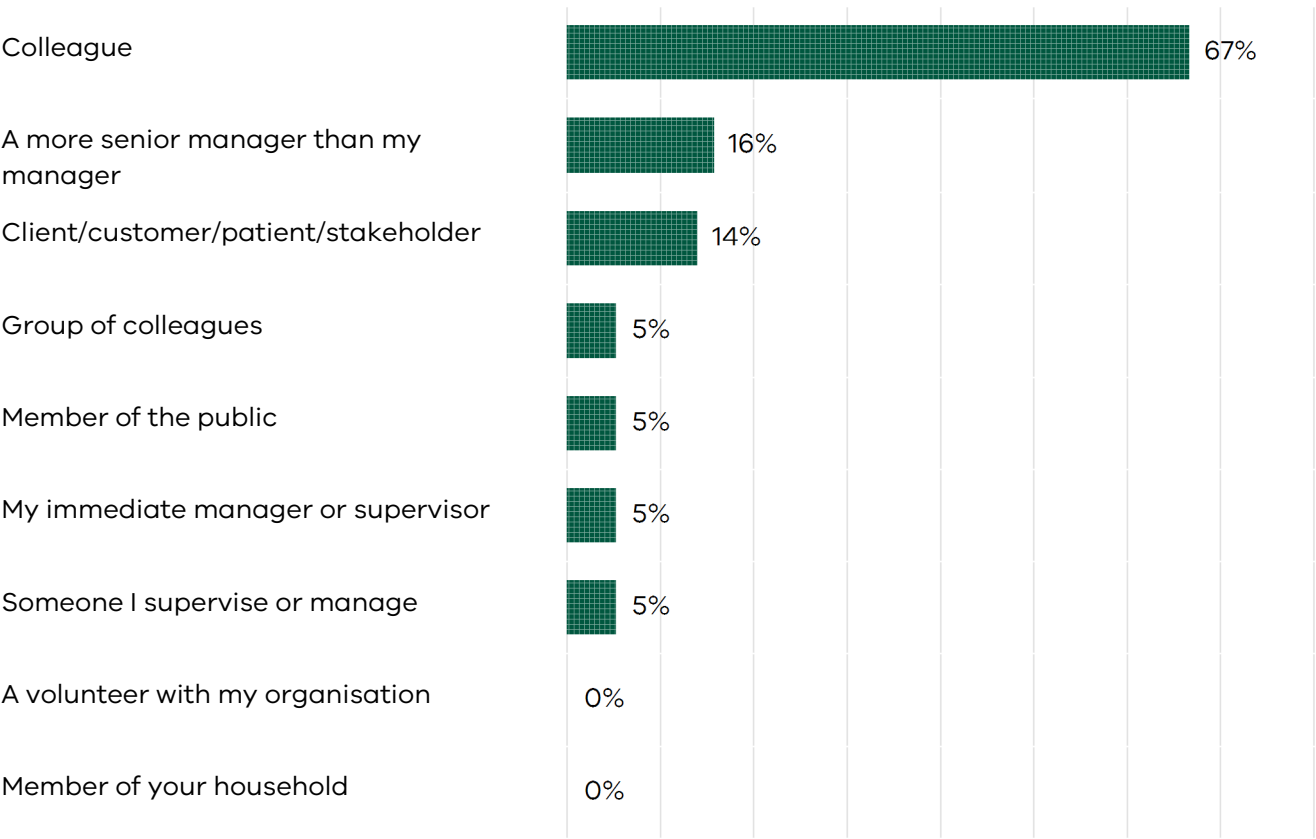
In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

#### Example

6% of your staff who did the survey said they experienced sexual harassment. Of that 6%, 67% said it was by 'Colleague'.

### 57 people (6% of staff) experienced sexual harassment (You2021)



## People outcomes

### Frequency of sexual harassment

#### What this is

This is how often staff experienced sexual harassment.

#### Why this is important

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

#### How to read this

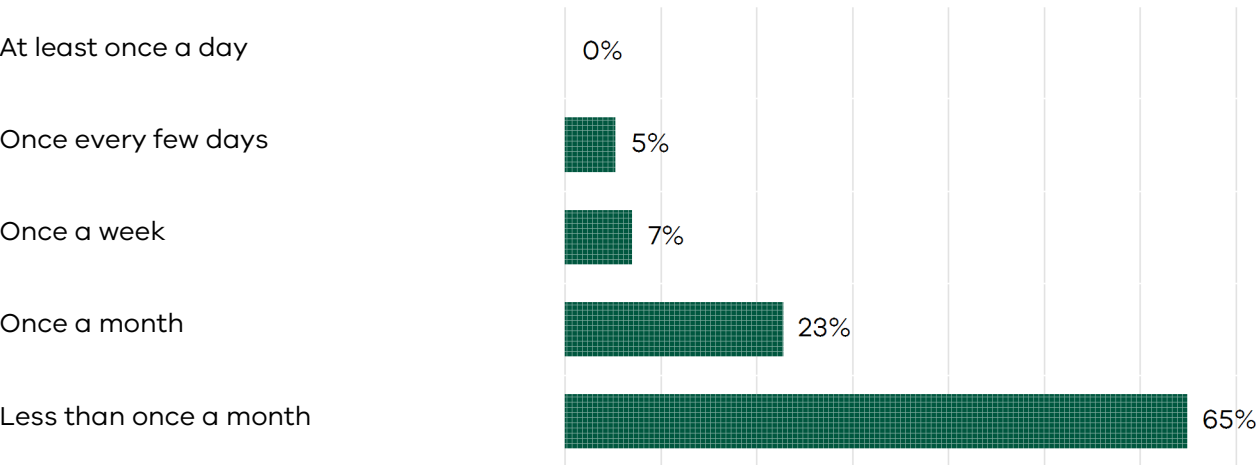
In this year’s survey, 6% of your staff said they experienced sexual harassment. If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing sexual harassment.

#### Example

6% of your staff who did the survey said they experienced sexual harassment. Of that 6%, 0% said it was 'At least once a day'.

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





# 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.

### How to read this

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

If they did, they could tell us with one or more answers what attributes the discrimination was based on.

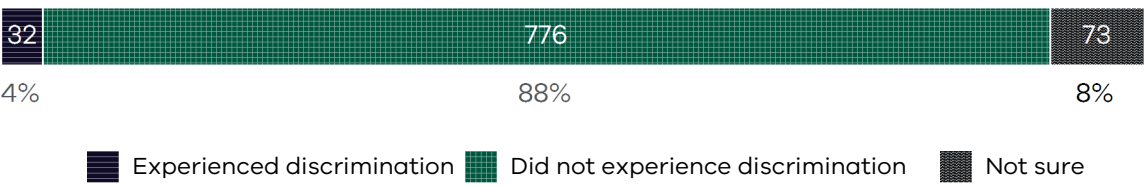
In descending order, the table shows the top 10 answers.

### Example

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

Of that 4%, 31% said it was 'Age'.

Have you experienced discrimination at work?



If you experienced discrimination, which attributes was this based on?	You 2019	You 2021	Comparator 2021	Public sector 2021
Age	0%	31%	32%	26%

## People outcomes

### Type of discrimination

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

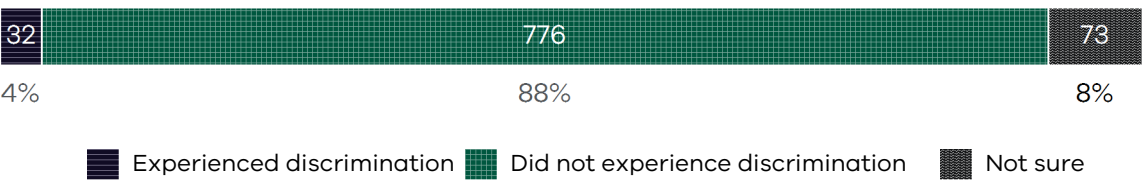
In descending order, the table shows the top 10 types.

#### Example

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

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

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



If you experienced discrimination, what type of discrimination did you experience?	You 2019	You 2021	Comparator 2021	Public sector 2021
Other	60%	47%	39%	38%
Opportunities for promotion	40%	41%	46%	37%
Opportunities for transfer/secondment	13%	22%	17%	19%
Denied flexible work arrangements or other adjustments	0%	19%	19%	21%
Employment security - threats of dismissal or termination	0%	19%	11%	11%
Opportunities for training	7%	19%	28%	24%
Access to leave	13%	9%	5%	8%
Pay or conditions offered by employer	13%	3%	11%	9%

## People outcomes

### Telling someone about the discrimination

#### What this is

This is who staff told about the discrimination they experienced.

#### Why this is important

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

#### How to read this

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

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

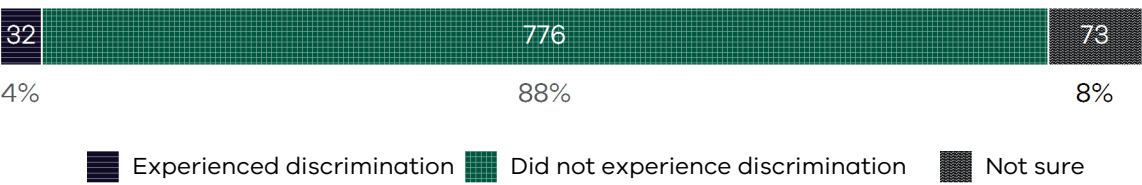
In descending order, the table shows the answers.

#### Example

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

- 38% said the top way they reported the discrimination was 'Told a friend or family member'.
- 94% said they didn't submit a formal complaint.

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



Did you tell anyone about the discrimination?	You 2019	You 2021	Comparator 2021	Public sector 2021
Told a friend or family member	27%	38%	38%	32%
I did not tell anyone about the discrimination	27%	34%	28%	24%
Told a colleague	40%	34%	31%	38%
Told someone else	27%	19%	15%	14%
Told a manager	20%	16%	31%	28%
Told the person the behaviour was not OK	0%	13%	10%	9%
Told Human Resources	20%	9%	14%	10%
Submitted a formal complaint	13%	6%	2%	8%
Told employee assistance program (EAP) or peer support	0%	6%	9%	8%

## People outcomes

### Discrimination - reasons for not submitting a formal complaint

#### What this is

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

#### Why this is important

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

#### How to read this

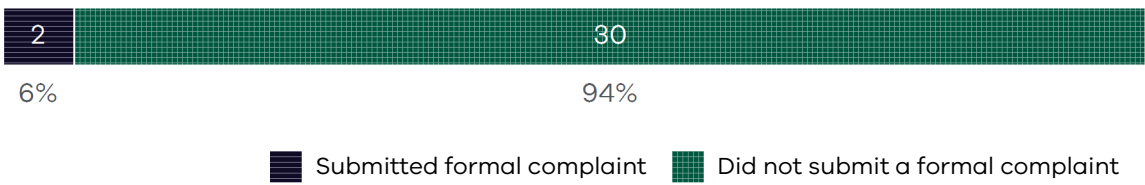
In the survey, we asked staff to tell us if they'd experienced discrimination at work. We then asked them if they submitted a formal complaint. If they did not, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

#### Example

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

- 63% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?



Please tell us why you did not submit a formal complaint?	You 2019	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	54%	63%	59%	56%
I believed there would be negative consequences for my career	54%	53%	63%	54%
I didn't think it would make a difference	62%	53%	54%	57%
I didn't feel safe to report the incident	0%	27%	24%	19%
I didn't think it was serious enough	0%	20%	19%	12%
I thought the complaint process would be embarrassing or difficult	0%	20%	9%	13%
Other	23%	13%	5%	10%
I believed there would be negative consequences for the person I was going to complain about	8%	10%	9%	9%
I didn't know how to make a complaint	0%	7%	6%	5%
I was advised not to	0%	7%	4%	4%

## People outcomes

### Frequency of discrimination

#### What this is

This is how often staff experienced discrimination.

#### Why this is important

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

#### How to read this

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

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

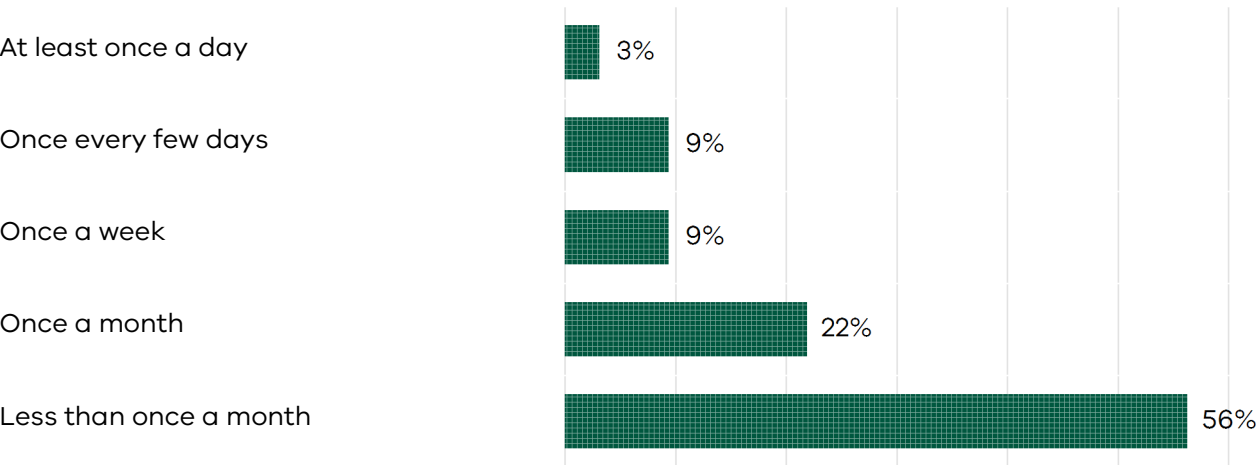
The graph shows how often staff were experiencing discrimination.

#### Example

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

Of that 4%, 3% said it was 'At least once a day'.

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



# Negative behaviour

## Violence and aggression

### What this is

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

### Why this is important

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

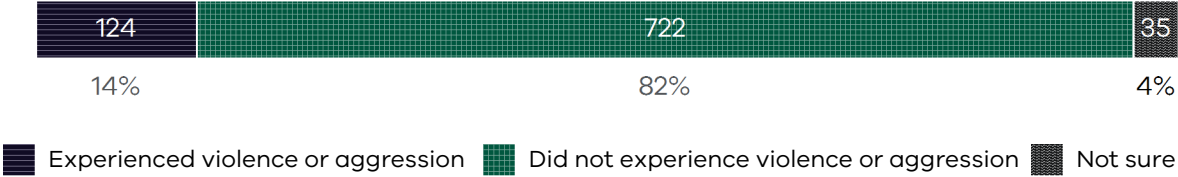
### How to read this

In the survey, we asked staff to tell us if they'd experienced violence or aggression. If they did, they could tell us with one or more answers what they experienced. In descending order, the table shows the answers.

### Example

14% of your staff who did the survey said they experienced violence or aggression. Of that 14%, 75% said it was from 'Abusive language'.

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



### If you experienced violence or aggression, what type did you experience?

	You 2021	Comparator 2021	Public sector 2021
Abusive language	75%	65%	81%
Intimidating behaviour	67%	76%	69%
Threats of violence	27%	16%	39%
Other	7%	8%	12%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	4%	2%	28%
Stalking, including cyber-stalking	2%	2%	1%
Damage to my property or work equipment	2%	1%	7%



**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**

14% of your staff who did the survey said they experienced violence or aggression, fo which

- 56% said the top way they reported the violence or aggression was 'Told a manager'
- 94% said they didn't submit a formal incident report.



Did you tell anyone about the incident?	You 2021	Comparator 2021	Public sector 2021
Told a manager	56%	60%	52%
Told a colleague	46%	52%	46%
Told the person the behaviour was not OK	30%	24%	33%
Told a friend or family member	19%	26%	20%
I did not tell anyone about the incident(s)	8%	8%	8%
Told someone else	8%	11%	6%
Submitted a formal incident report	6%	10%	32%
Told Human Resources	6%	10%	4%
Told employee assistance program (EAP) or peer support	5%	6%	3%

## 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.

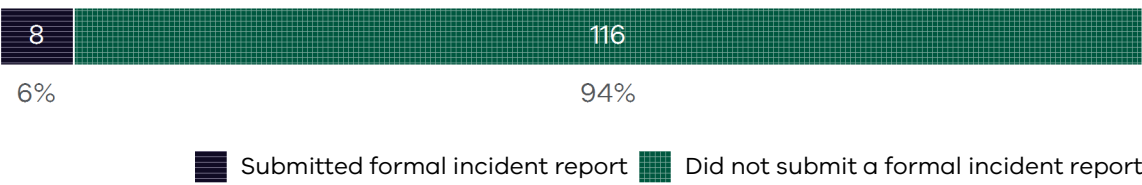
#### How to read this

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

- 94% of your staff who experienced violence or aggression did not submit a formal incident report, of which:
- 48% said the top reason was 'I didn't think it was serious enough'.

Did you 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%	48%	33%	33%
I didn't think it would make a difference	69%	36%	39%	39%
Other	23%	21%	18%	12%
I didn't need to because I made the violence or aggression stop	0%	18%	15%	16%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	0%	18%	14%	15%
I believed there would be negative consequences for my reputation	62%	16%	33%	16%
I believed there would be negative consequences for my career	54%	13%	29%	12%
I thought the complaint process would be embarrassing or difficult	0%	5%	6%	4%
I didn't feel safe to report the incident	0%	4%	6%	5%
I believed there would be negative consequences for the person I was going to complain about	8%	3%	4%	4%

# 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.

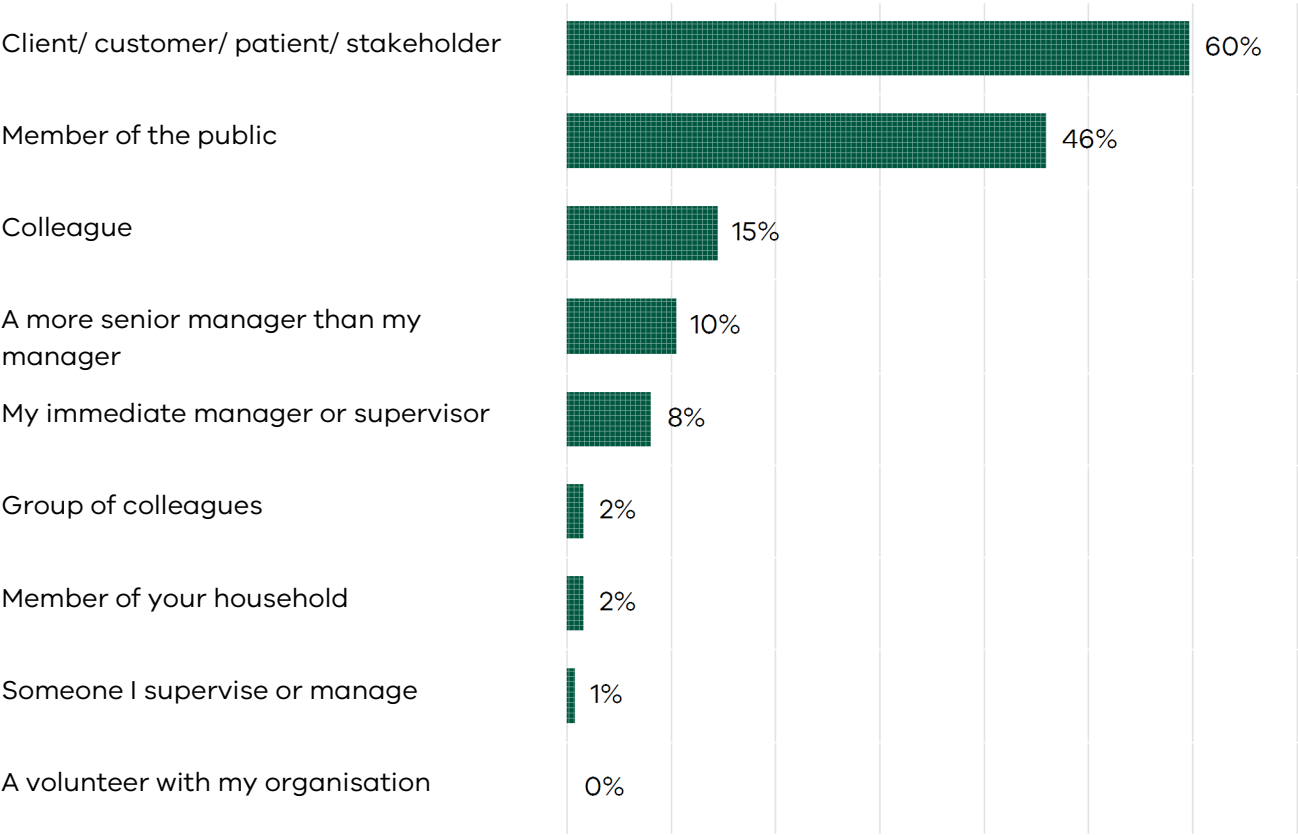
Each row is one perpetrator or a group of perpetrators.

### Example

14% of your staff who did the survey said they experienced violence or aggression.

Of that 14%, 60% said it was 'Client/ customer/ patient/ stakeholder'.

124 people (14% of staff) experienced violence or aggression (You2021)



# Negative behaviour

## Frequency of violence and aggression

### What this is

This is how often staff experienced violence or aggression.

### Why this is important

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

### How to read this

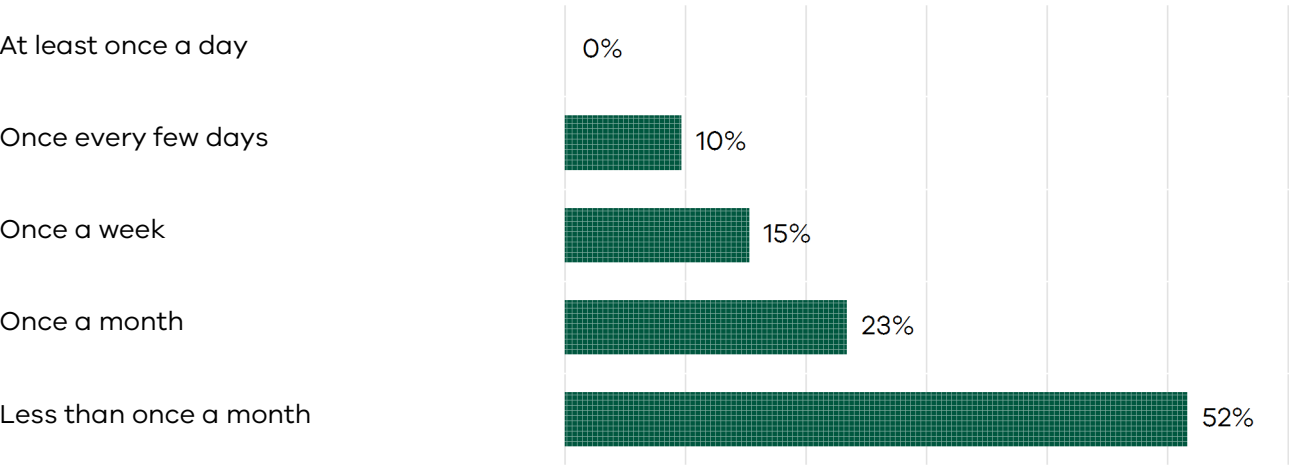
In this year’s survey, 14% of your staff said they experienced violence or aggression. If they did, they could tell us how often they experienced this behaviour.

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

### Example

14% of your staff who did the survey said they experienced violence or aggression. Of that 14%, 0% said it was by 'At least once a day'.

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



# Negative behaviour

## Witnessing negative behaviours

### What this is

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

### Why this is important

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

### How to read this

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

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

In descending order, the table shows the answers.

### Example

22% of your staff who did the survey said they witnessed some negative behaviour at work.

78% said they witnessed No, I have not witnessed any of the situations above'.

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



During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2019	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	66%	78%	86%	77%
Bullying of a colleague	27%	16%	11%	16%
Discrimination against a colleague	10%	6%	5%	8%
Violence or aggression against a colleague	7%	5%	2%	6%
Sexual harassment of a colleague	2%	2%	1%	1%

## Negative behaviour

### Taking action when witnessing negative behaviours

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

The table shows the answers in descending order.

- Example**
- 22% of your staff who did the survey witnessed negative behaviour, of which:
- 74% said the top action they took was 'Spoke to the person who experienced the behaviour'.
  - 9% took no action.



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	74%	75%	72%
Told a manager	32%	35%	37%
Spoke to the person who behaved in a negative way	17%	14%	22%
Told a colleague	17%	18%	21%
Told the person the behaviour was not OK	15%	19%	25%
Told Human Resources	11%	12%	6%
Took no action	9%	8%	7%
Other	8%	6%	7%
Submitted a formal complaint	2%	3%	6%



People outcomes

Negative behaviour — satisfaction with making a formal complaint

What this is

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

Why this is important

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

How to read this

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

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

Example

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

Survey question

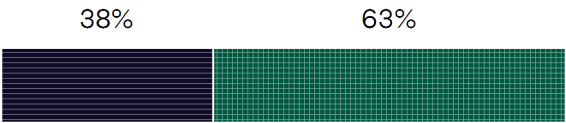
Your results

Benchmark satisfied results

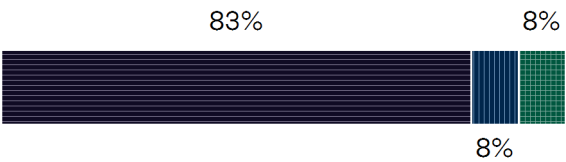
Were you satisfied with the way your formal complaint was handled



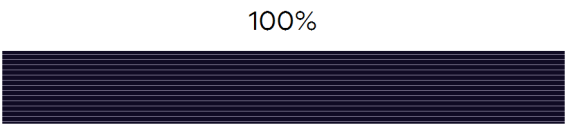
Violence or aggression



Bullying



Discrimination



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	63 %	0 %	55 %	100 %
33 %	8 %	0 %	21 %	100 %
100 %	0 %	0 %	0 %	0 %

# People matter

## survey 2021

Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
<ul style="list-style-type: none"> <li>About your report</li> <li>Privacy and anonymity</li> <li>Survey's theoretical framework</li> <li>Your comparator group</li> <li>Your response rate</li> </ul>	<ul style="list-style-type: none"> <li>Scorecard: engagement index</li> <li>Engagement</li> <li>Scorecard: satisfaction, stress, intention to stay</li> <li>Satisfaction</li> <li>Work-related stress levels</li> <li>Work-related stress causes</li> <li>Intention to stay</li> </ul>	<ul style="list-style-type: none"> <li>Scorecard: emotional effects of work</li> <li>Scorecard: negative behaviour</li> <li>Bullying</li> <li>Sexual harassment</li> <li>Discrimination</li> <li>Violence and aggression</li> <li>Witnessing negative behaviours</li> </ul>	<ul style="list-style-type: none"> <li>Highest scoring</li> <li>Lowest scoring</li> <li>Most improved</li> <li>Most declined</li> <li>Biggest positive difference from comparator</li> <li>Biggest negative difference from comparator</li> </ul>	<ul style="list-style-type: none"> <li>Taking action questions</li> </ul>	<ul style="list-style-type: none"> <li>Senior leadership questions</li> </ul>
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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 'Job enrichment', the 'You 2021' column shows 92% of your staff agreed with 'I understand how my job contributes to my organisation's purpose'. 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
Job enrichment	I understand how my job contributes to my organisation's purpose	92%	+4%	91%
Workgroup support	I am able to work effectively with others in my workgroup	91%	Not asked in 2019	93%
Quality service delivery	My workgroup strives to provide high quality advice and services	89%	0%	93%
Quality service delivery	My workgroup strives to deliver services in a timely manner	89%	-4%	92%
Manager leadership	My manager ensures clients receive a high standard of service	89%	+6%	90%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	88%	Not asked in 2019	88%
Manager leadership	My manager works effectively with people from diverse backgrounds	88%	+3%	91%
Meaningful work	I feel that I can make a worthwhile contribution at work	87%	Not asked in 2019	85%
Manager leadership	My manager treats employees with dignity and respect	86%	+8%	91%
Manager leadership	My manager is committed to workplace safety	85%	+9%	90%

## 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 29% 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)	29%	Not asked in 2019	30%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	38%	Not asked in 2019	36%
Learning and development	I feel I have an equal chance at promotion in my organisation	39%	Not asked in 2019	45%
Safety climate	All levels of my organisation are involved in the prevention of stress	40%	+11%	48%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	49%	+1%	58%
Satisfaction	How satisfied are you with your career development within your current organisation	50%	+5%	53%
Taking action	I believe my organisation will take positive action on the results of this year's survey	51%	Not asked in 2019	57%
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	52%	+2%	59%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	52%	Not asked in 2019	56%
Learning and development	My organisation places a high priority on the learning and development of staff	52%	+14%	62%

# 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 'Engagement', the 'You 2021' column shows 64% of your staff agreed with 'I feel a strong personal attachment to my organisation'.

In the 'Increase from 2019' column, you have a 26% increase, which is a positive trend.

Question group	Most improved from last survey	You 2021	Increase from 2019	Comparator 2021
Engagement	I feel a strong personal attachment to my organisation	64%	+26%	65%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	55%	+22%	61%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	77%	+19%	83%
Safety climate	My organisation consults employees on health and safety matters	66%	+18%	77%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	53%	+18%	59%
Engagement	I am proud to tell others I work for my organisation	79%	+18%	81%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	53%	+17%	59%
Organisational integrity	My organisation respects the human rights of employees	78%	+17%	84%
Engagement	I would recommend my organisation as a good place to work	67%	+15%	74%
Learning and development	My organisation places a high priority on the learning and development of staff	52%	+14%	62%

## 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 'Equal employment opportunity', the 'You 2021' column shows 55% of your staff agreed with 'Disability is not a barrier to success in my organisation'.

In the 'Decrease from 2019' column, you have a 15% decrease, which is a negative trend.

Question subgroup	Largest decline from last survey	You 2021	Decrease from 2019	Comparator 2021
Equal employment opportunity	Disability is not a barrier to success in my organisation	55%	-15%	64%
Workplace flexibility	Having caring responsibilities is not a barrier to success in my organisation	58%	-12%	69%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees with disability	53%	-10%	62%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	63%	-10%	74%
Equal employment opportunity	Cultural background is not a barrier to success in my organisation	70%	-9%	76%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have caring responsibilities	64%	-8%	74%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different sexes/genders	74%	-8%	82%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	71%	-8%	81%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different age groups	68%	-7%	75%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	64%	-6%	76%



## 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 'Meaningful work', the 'You 2021' column shows 87% of your staff agreed with 'I feel that I can make a worthwhile contribution at work'.

The 'difference' column, shows that agreement for this question was 2 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Meaningful work	I feel that I can make a worthwhile contribution at work	87%	+2%	85%
Meaningful work	I am achieving something important through my work	82%	+2%	80%
Job enrichment	My job allows me to utilise my skills, knowledge and abilities	82%	+2%	80%
Satisfaction	I get a sense of accomplishment from my work	79%	+2%	77%
Job enrichment	I have the authority to do my job effectively	77%	+2%	75%
Job enrichment	I understand how my job contributes to my organisation's purpose	92%	+1%	91%
Learning and development	In the last 12 months I have learned skills that have helped me do my job better	73%	+1%	72%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	38%	+1%	36%
Job enrichment	I clearly understand what I am expected to do in this job	81%	+1%	80%
Satisfaction	I enjoy the work in my current job	80%	+1%	79%

## 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 'Workplace flexibility', the 'You2021' column shows 58% of your staff agreed with 'Using flexible work arrangements is not a barrier to success in my organisation'.

The 'difference' column, shows that agreement for this question was 13 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	58%	-13%	71%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	64%	-12%	76%
Innovation	My workgroup encourages employee creativity	57%	-12%	69%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have family responsibilities	65%	-12%	77%
Workgroup support	Workgroups across my organisation willingly share information with each other	52%	-12%	64%
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	71%	-12%	83%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	71%	-12%	82%
Organisational integrity	My organisation does not tolerate improper conduct	61%	-11%	72%
Workplace flexibility	Having caring responsibilities is not a barrier to success in my organisation	58%	-11%	69%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	70%	-11%	81%

# People matter

## survey 2021

Have your say

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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.

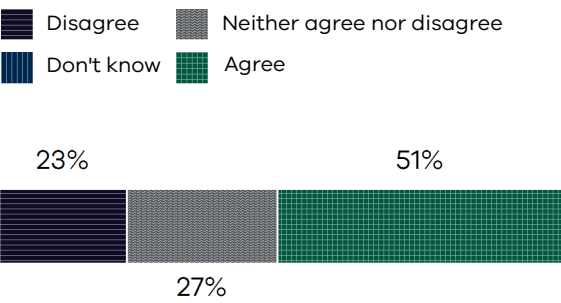
## Example

51% 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



# Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	51 %	27 %	57 %	96 %

# People matter

## survey 2021

Have your say

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# Senior leadership

## Senior leadership 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

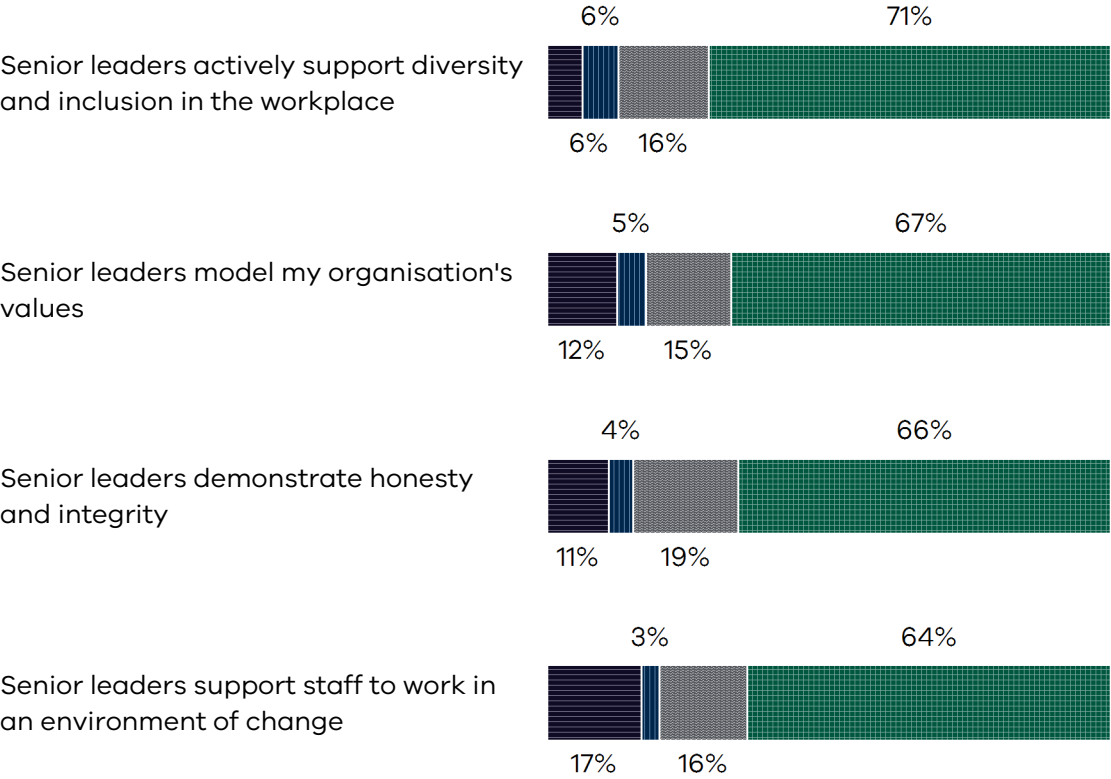
### Example

71% 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



You		Comparator		
2019	2021	Lowest	Average	Highest
70 %	71 %	48 %	78 %	100 %
64 %	67 %	48 %	72 %	100 %
68 %	66 %	44 %	73 %	100 %
56 %	64 %	38 %	70 %	100 %

# Senior leadership

## Senior leadership 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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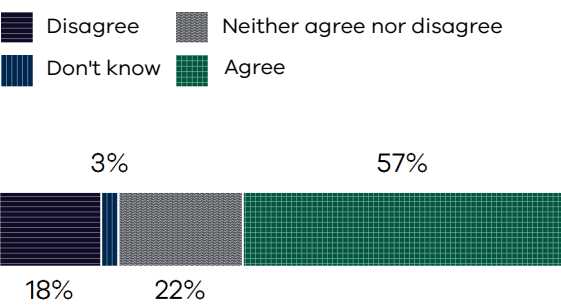
### Example

57% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

## Survey question

Senior leaders provide clear strategy and direction

## Your results



## Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
51 %	57 %	29 %	63 %	100 %



# People matter

## survey 2021

Have your say

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# Organisational climate

## Scorecard 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

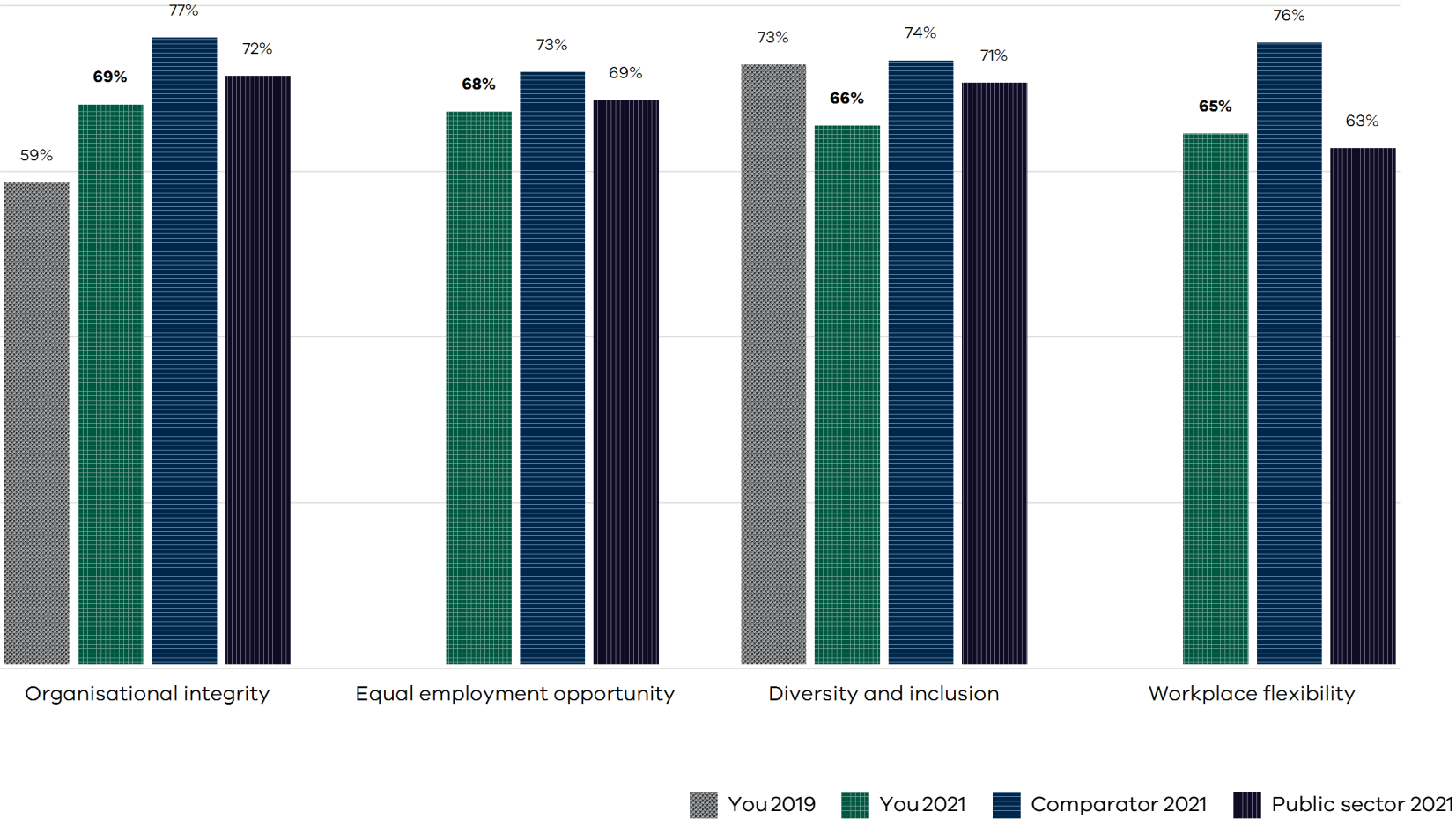
### Example

In 2021:

- 69% of your staff who did the survey responded positively to questions about Organisational integrity which is up from 59% in 2019.

Compared to:

- 77% of staff at your comparator and 72% of staff across the public sector.



# Organisational climate

## Scorecard 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

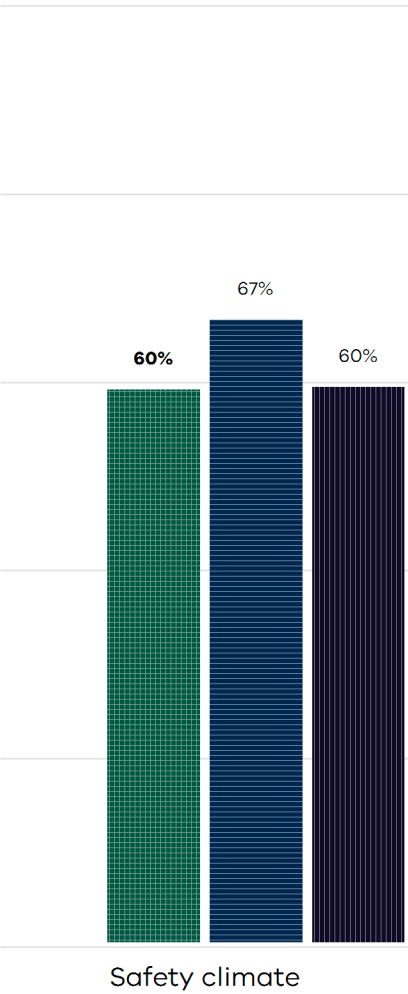
### Example

In 2021:

- 60% of your staff who did the survey responded positively to questions about Safety climate.

Compared to:

- 67% of staff at your comparator and 60% of staff across the public sector.



You2019 You2021 Comparator 2021 Public sector 2021

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

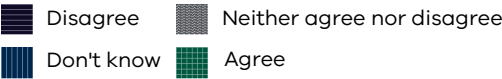
Example

79% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
70 %	79 %	63 %	85 %	100 %
62 %	78 %	63 %	84 %	100 %
59 %	77 %	59 %	83 %	100 %
67 %	75 %	48 %	85 %	100 %

# 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.

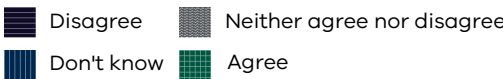
### Example

61% 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
56 %	61 %	40 %	72 %	100 %
52 %	60 %	43 %	69 %	100 %
48 %	49 %	27 %	58 %	94 %

# Organisational climate

## Workplace flexibility 1 of 4

### What this is

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

### Why this is important

Supporting flexible working can improve employee wellbeing.

### How to read this

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

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

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

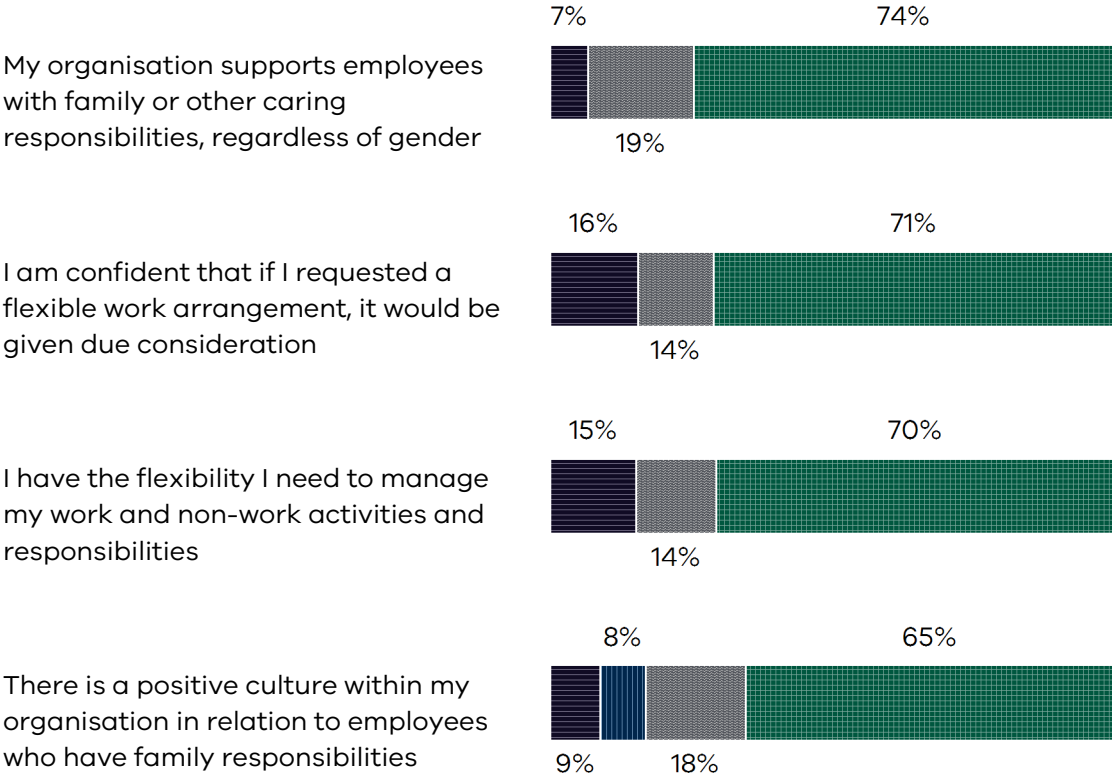
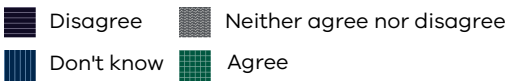
### Example

74% of your staff who did the survey agreed or strongly agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	74 %	63 %	83 %	100 %
70 %	71 %	61 %	82 %	98 %
Not asked	70 %	61 %	81 %	96 %
Not asked	65 %	55 %	77 %	96 %

# Organisational climate

## Workplace flexibility 2 of 4

### What this is

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

### Why this is important

Supporting flexible working can improve employee wellbeing.

### How to read this

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

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

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

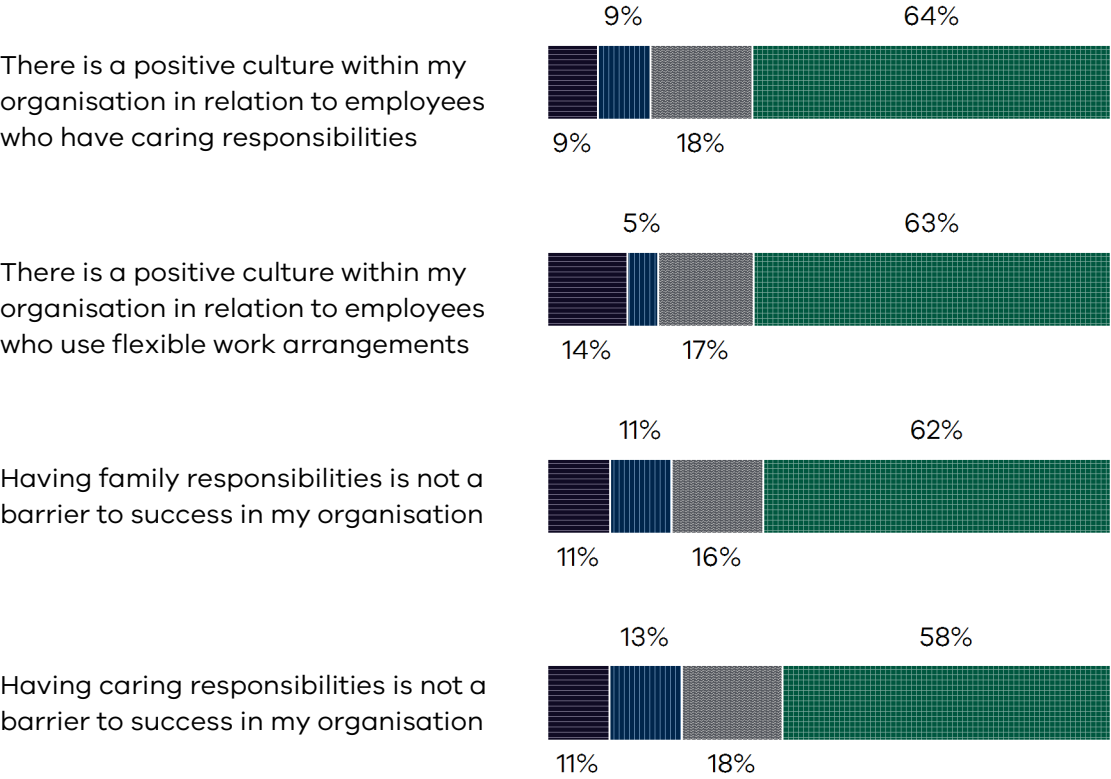
### Example

64% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who have caring responsibilities'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
72 %	64 %	52 %	74 %	91 %
73 %	63 %	51 %	74 %	96 %
Not asked	62 %	52 %	72 %	94 %
70 %	58 %	51 %	69 %	88 %

Organisational climate

Workplace flexibility 3 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

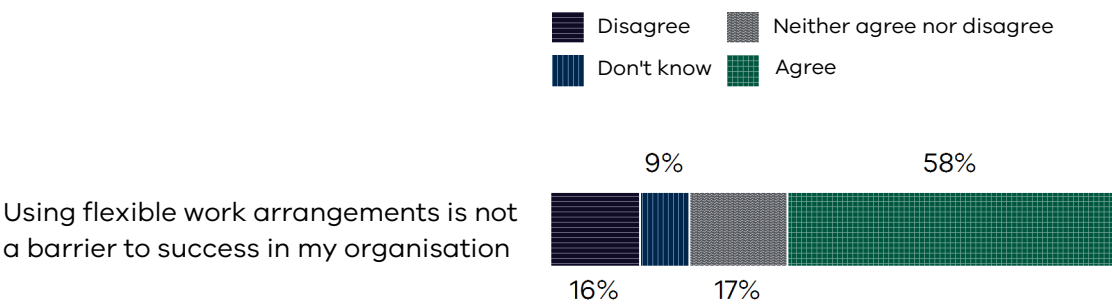
Example

58% of your staff who did the survey agreed or strongly agreed with 'Using flexible work arrangements is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	58 %	50 %	71 %	89 %

## Organisational climate

### Workplace flexibility 4 of 4

#### What this is

This is how well your 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

48% of staff who did the survey said the flexible work arrangement they used was 'No, I do not use any flexible work arrangements'.

Do you use any of the following flexible work arrangements?	You 2019	You 2021	Comparator 2021	Public sector 2021
No, I do not use any flexible work arrangements	43%	48%	33%	38%
Working from an alternative location (e.g. home, hub/shared work space)	0%	33%	44%	24%
Flexible start and finish times	31%	18%	32%	23%
Part-time	9%	9%	10%	19%
Working more hours over fewer days	5%	5%	5%	6%
Using leave to work flexible hours	4%	4%	6%	8%
Study leave	1%	2%	2%	4%
Other	4%	2%	2%	2%
Purchased leave	3%	1%	2%	2%
Job sharing	0%	1%	1%	1%



# Organisational climate

## Equal employment opportunity 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

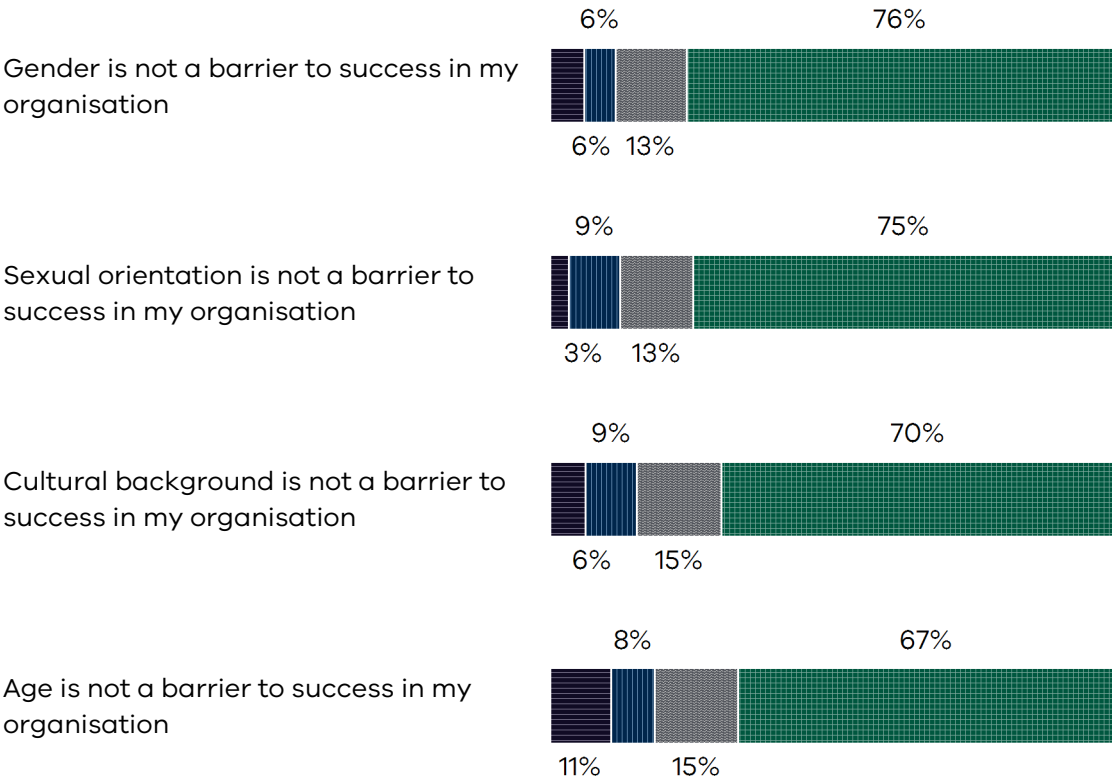
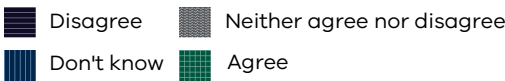
### Example

76% 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

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	76 %	52 %	80 %	100 %
74 %	75 %	58 %	79 %	97 %
78 %	70 %	54 %	76 %	97 %
70 %	67 %	47 %	71 %	96 %

# 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.

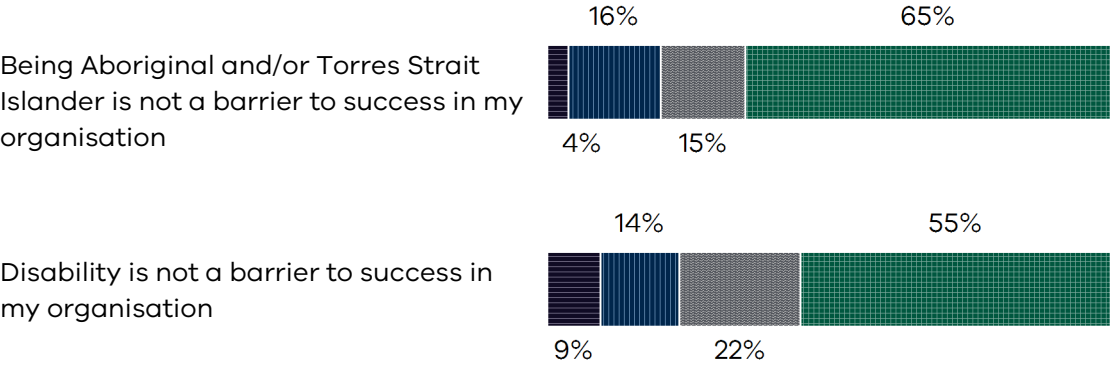
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

65% 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

You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	65 %	48 %	66 %	95 %
70 %	55 %	40 %	64 %	92 %

# Organisational climate

## Psychosocial and physical safety climate question results 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

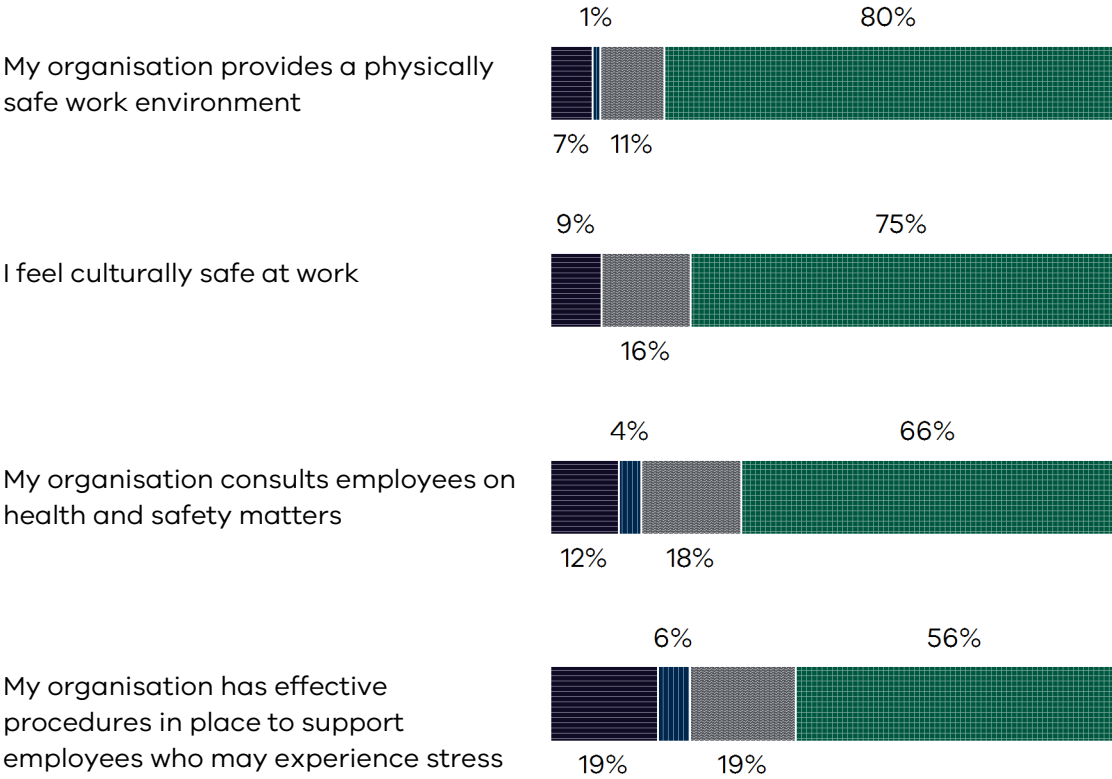
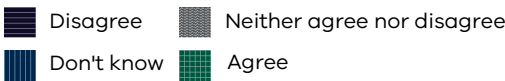
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

80% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

## Survey question

## Your results



## Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	80 %	61 %	89 %	100 %
Not asked	75 %	64 %	82 %	97 %
48 %	66 %	52 %	77 %	96 %
52 %	56 %	41 %	62 %	89 %

# Organisational climate

## Psychosocial and physical safety climate question results 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

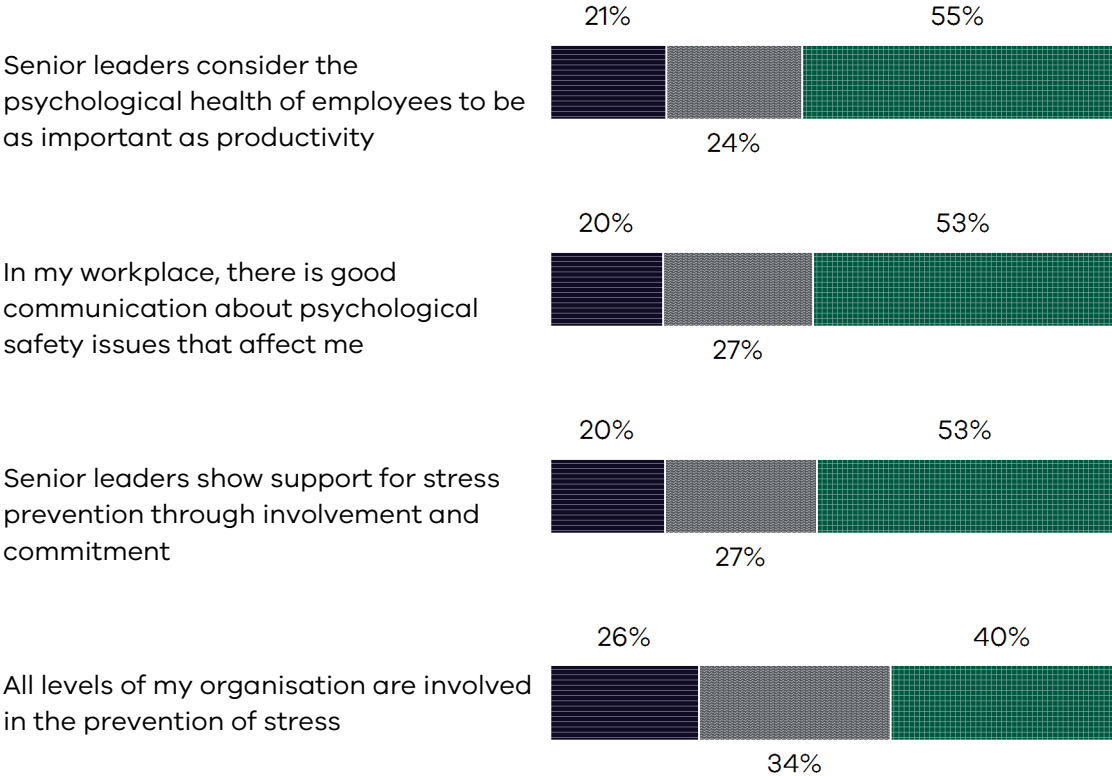
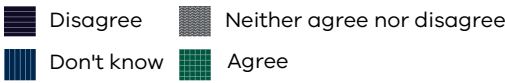
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

55% 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

You		Comparator		
2019	2021	Lowest	Average	Highest
34 %	55 %	40 %	61 %	94 %
36 %	53 %	30 %	59 %	89 %
35 %	53 %	37 %	59 %	94 %
29 %	40 %	27 %	48 %	75 %

# 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.

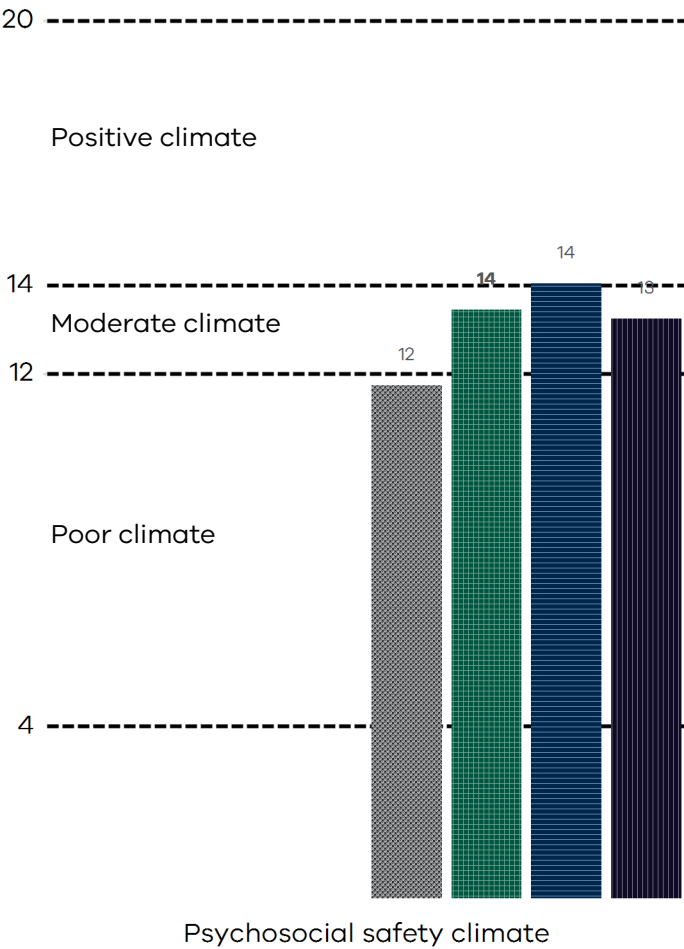
A score of:

- 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



You 2019 You 2021 Comparator 2021 Public sector 2021

# Organisational climate

## Diversity and inclusion 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

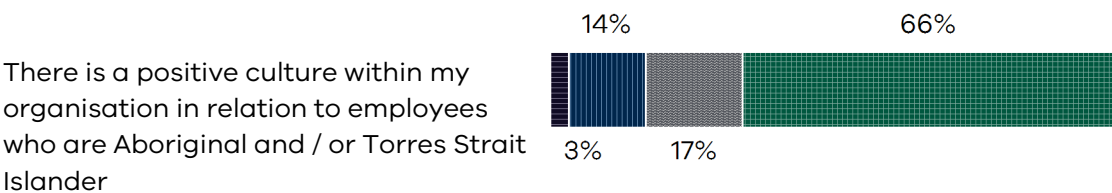
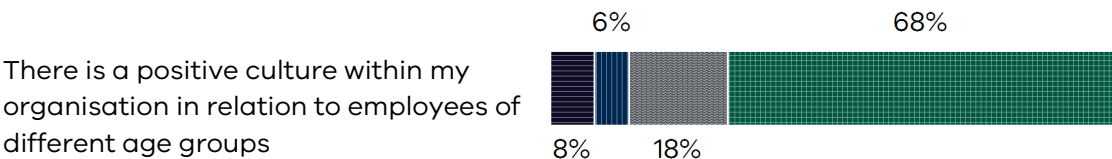
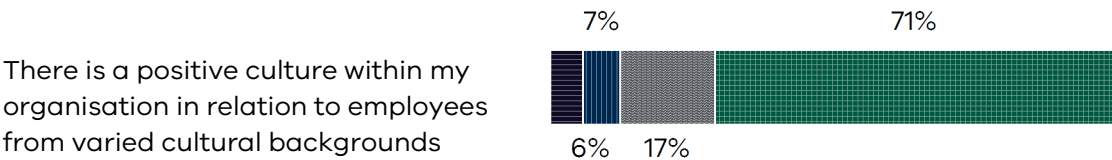
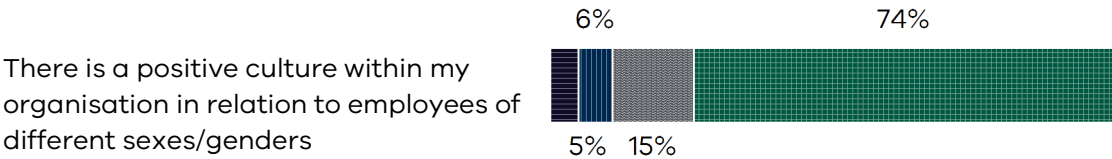
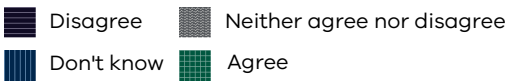
### Example

74% 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 sexes/genders’.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
82 %	74 %	57 %	82 %	97 %
78 %	71 %	58 %	81 %	95 %
76 %	68 %	51 %	75 %	97 %
71 %	66 %	35 %	67 %	96 %

# 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.

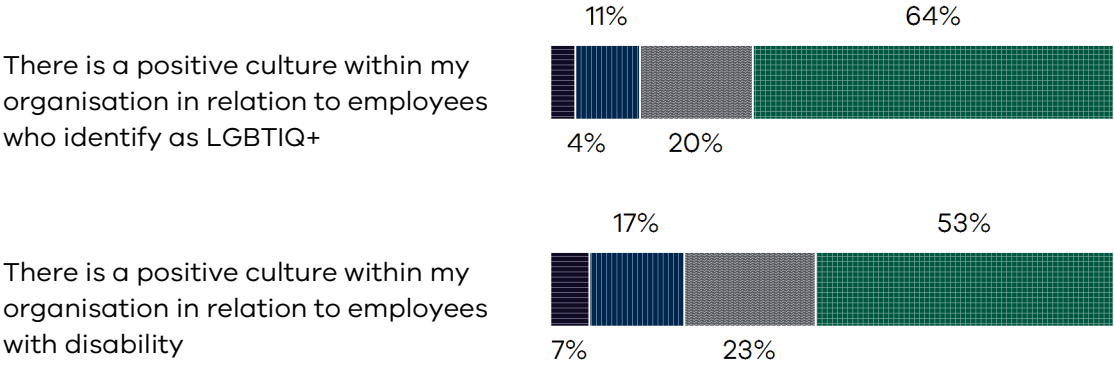
### Example

64% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+’.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
70 %	64 %	51 %	76 %	96 %
63 %	53 %	37 %	62 %	92 %



# Organisational climate

## Gender equality supporting measures

### What this is

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

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

### Why this is important

Under the [Gender Equality Act 2020](#), organisations have obligations to promote gender equality in the workplace.

### How to read this

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

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

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

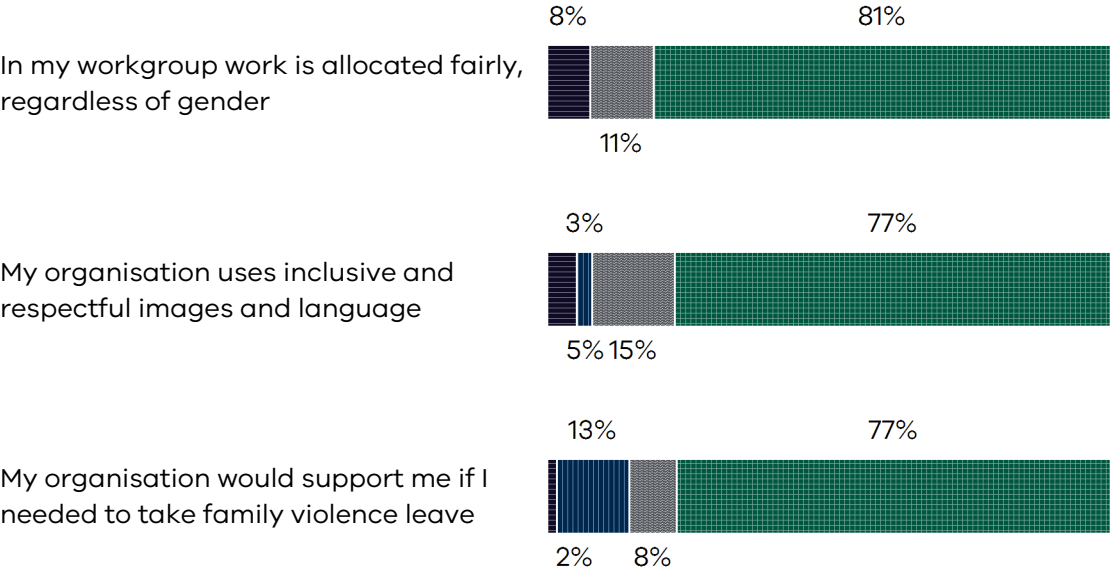
### Example

81% of your staff who did the survey agreed or strongly agreed with 'In my workgroup work is allocated fairly, regardless of gender'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	81 %	74 %	85 %	96 %
Not asked	77 %	60 %	87 %	100 %
Not asked	77 %	54 %	80 %	100 %



# People matter

## survey 2021

### Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
<ul style="list-style-type: none"> <li>About your report</li> <li>Privacy and anonymity</li> <li>Survey's theoretical framework</li> <li>Your comparator group</li> <li>Your response rate</li> </ul>	<ul style="list-style-type: none"> <li>Scorecard: engagement index</li> <li>Engagement</li> <li>Scorecard: satisfaction, stress, intention to stay</li> <li>Satisfaction</li> <li>Work-related stress levels</li> <li>Work-related stress causes</li> <li>Intention to stay</li> </ul>	<ul style="list-style-type: none"> <li>Scorecard: emotional effects of work</li> <li>Scorecard: negative behaviour</li> <li>Bullying</li> <li>Sexual harassment</li> <li>Discrimination</li> <li>Violence and aggression</li> <li>Witnessing negative behaviours</li> </ul>	<ul style="list-style-type: none"> <li>Highest scoring</li> <li>Lowest scoring</li> <li>Most improved</li> <li>Most declined</li> <li>Biggest positive difference from comparator</li> <li>Biggest negative difference from comparator</li> </ul>	<ul style="list-style-type: none"> <li>Taking action questions</li> </ul>	<ul style="list-style-type: none"> <li>Senior leadership questions</li> </ul>
Organisational climate	Workgroup climate	Job and manager factors	Public sector values	Demographics	
<ul style="list-style-type: none"> <li>Scorecard</li> <li>Organisational integrity</li> <li>Workplace flexibility</li> <li>Equal employment opportunity</li> <li>Psychosocial and physical safety climate</li> <li>Psychosocial safety climate score</li> <li>Diversity and inclusion</li> <li>Gender equality supporting measures</li> </ul>	<ul style="list-style-type: none"> <li>Scorecard</li> <li>Quality service delivery</li> <li>Innovation</li> <li>Workgroup support</li> </ul>	<ul style="list-style-type: none"> <li>Scorecard</li> <li>Manager leadership</li> <li>Manager support</li> <li>Workload</li> <li>Learning and development</li> <li>Job enrichment</li> <li>Meaningful work</li> <li>Safe to speak up</li> <li>Barriers to optimal work</li> </ul>	<ul style="list-style-type: none"> <li>Scorecard</li> <li>Responsiveness</li> <li>Integrity</li> <li>Impartiality</li> <li>Accountability</li> <li>Respect</li> <li>Leadership</li> <li>Human rights</li> </ul>	<ul style="list-style-type: none"> <li>Age, defence force and education</li> <li>Aboriginal and/or Torres Strait Islander</li> <li>Disability</li> <li>Gender, variations in sex characteristics and sexual orientation</li> <li>Cultural diversity</li> <li>Employment</li> <li>Adjustments</li> <li>Caring</li> </ul>	

# 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.

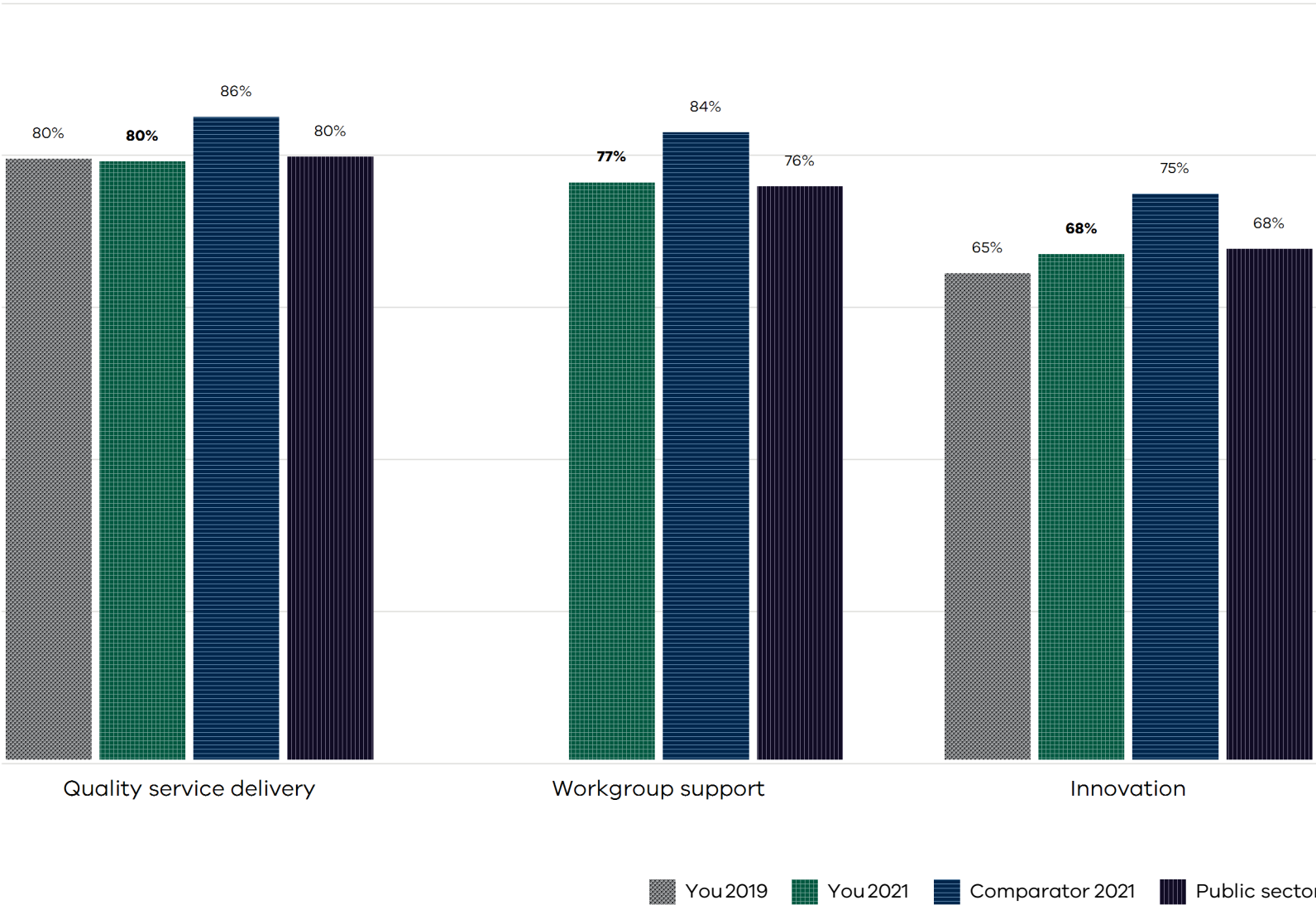
### How to read this

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:
- 80% of your staff who did the survey responded positively to questions about which is down from 80% in 2019.
- Compared to:
- 86% of staff at your comparator and 80% of staff across the public sector.



Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

89% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
89 %	89 %	78 %	93 %	100 %
93 %	89 %	70 %	92 %	100 %
74 %	84 %	75 %	89 %	100 %
82 %	77 %	68 %	82 %	100 %

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.

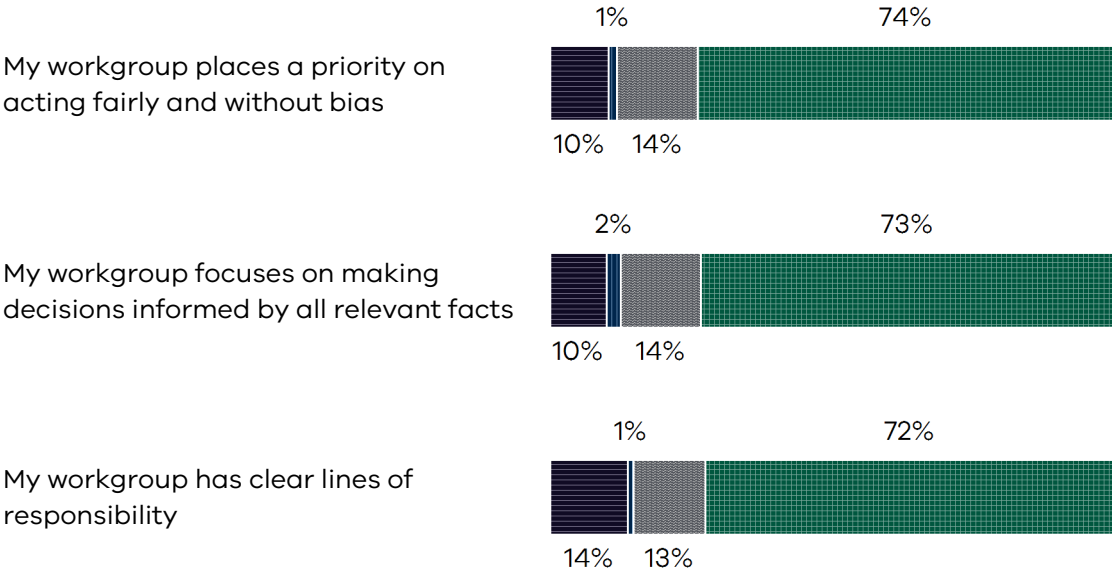
Example

74% of your 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

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
77 %	74 %	68 %	84 %	97 %
77 %	73 %	63 %	82 %	96 %
69 %	72 %	65 %	78 %	94 %

Workgroup climate

Innovation 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

82% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
81 %	82 %	73 %	90 %	100 %
67 %	72 %	64 %	77 %	96 %
67 %	67 %	59 %	75 %	96 %
55 %	60 %	46 %	67 %	81 %

Workgroup climate

Innovation 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

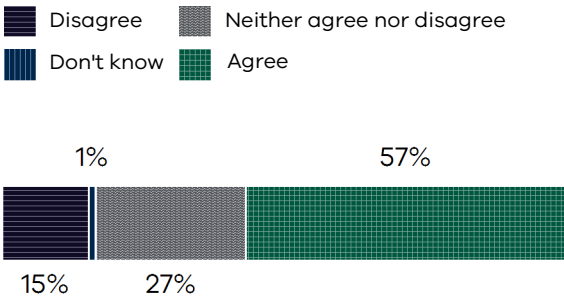
57% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.

Survey question

Your results

Benchmark agree results

My workgroup encourages employee creativity



You		Comparator		
2019	2021	Lowest	Average	Highest
55 %	57 %	50 %	69 %	95 %

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.

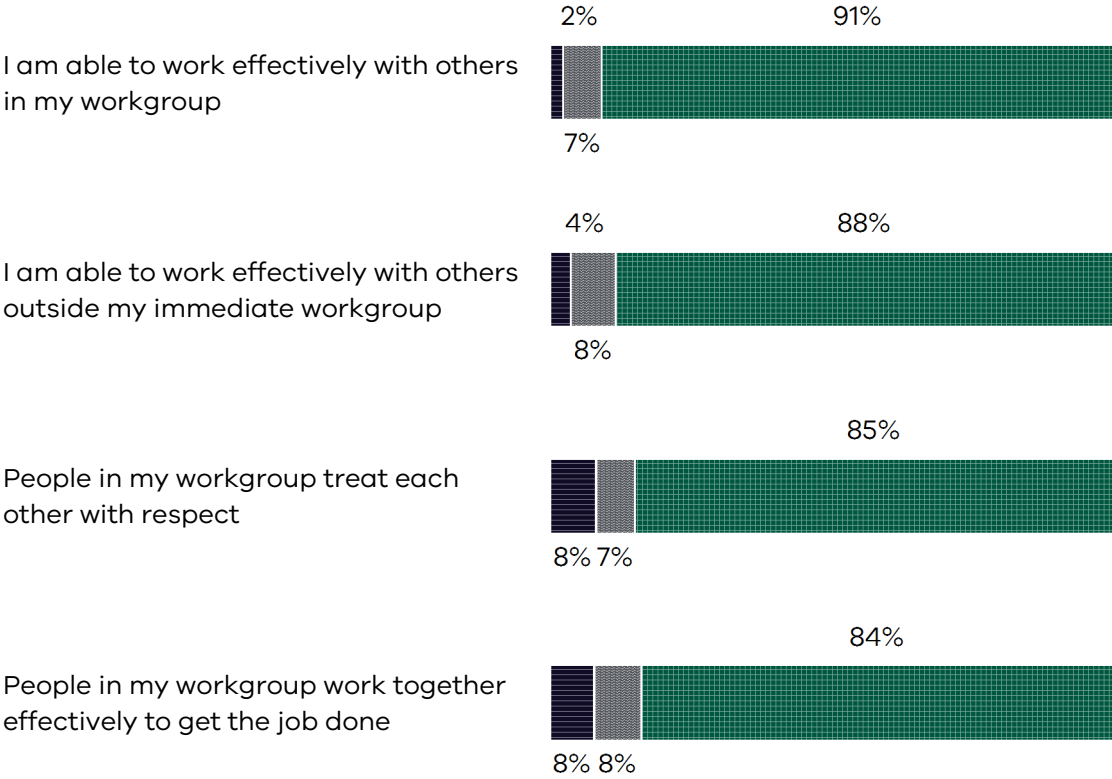
Example

91% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others in my workgroup'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	91 %	83 %	93 %	100 %
Not asked	88 %	75 %	88 %	97 %
80 %	85 %	73 %	90 %	100 %
81 %	84 %	71 %	88 %	96 %



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.

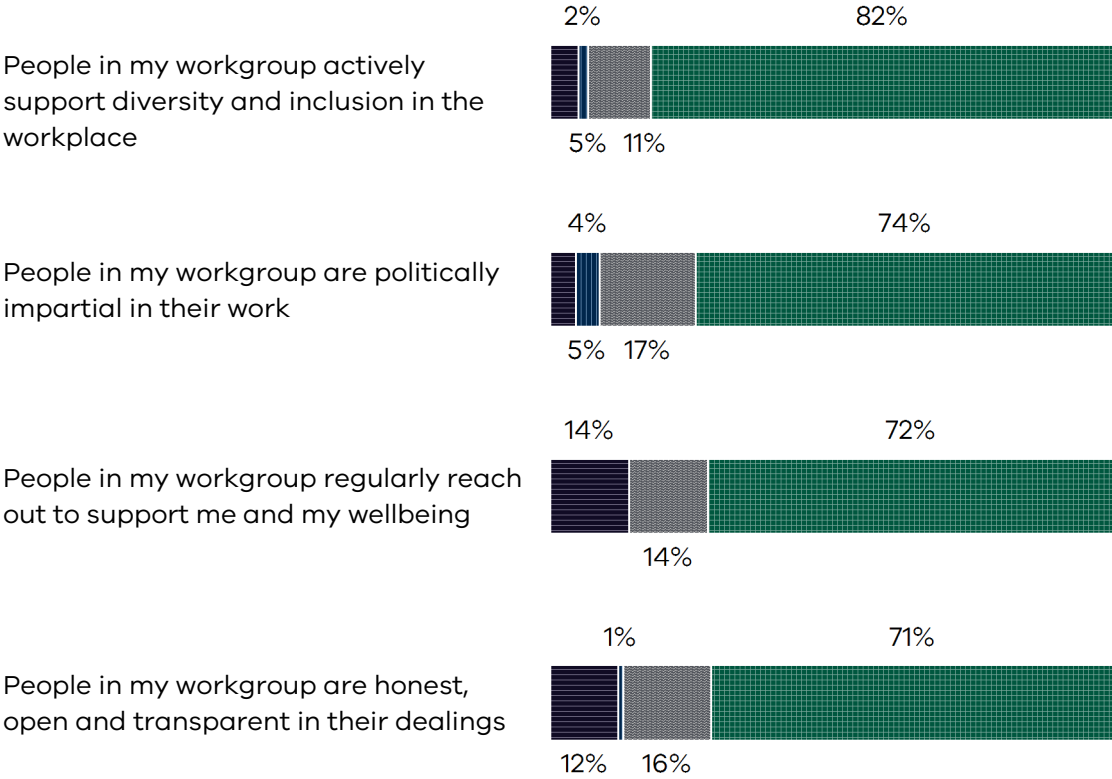
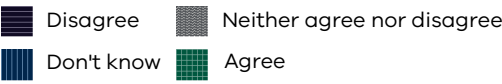
Example

82% 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

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
81 %	82 %	68 %	87 %	100 %
77 %	74 %	63 %	83 %	97 %
Not asked	72 %	59 %	79 %	96 %
68 %	71 %	65 %	83 %	97 %

# Workgroup climate

## Workgroup support 3 of 3

### What this is

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

### Why this is important

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

### How to read this

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

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

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

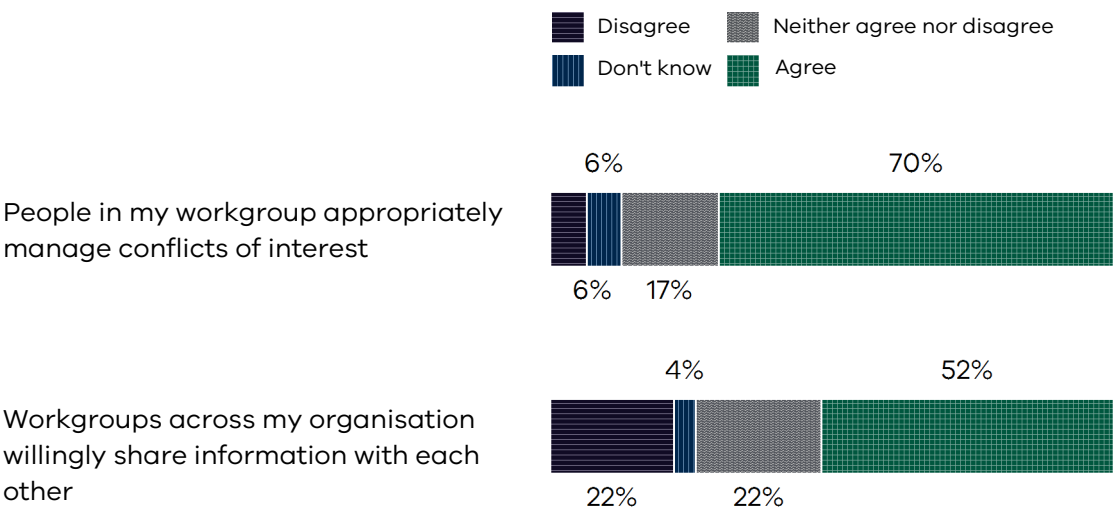
### Example

70% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
65 %	70 %	56 %	81 %	100 %
41 %	52 %	37 %	64 %	87 %

# People matter

## survey 2021

Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
<ul style="list-style-type: none"> <li>About your report</li> <li>Privacy and anonymity</li> <li>Survey's theoretical framework</li> <li>Your comparator group</li> <li>Your response rate</li> </ul>	<ul style="list-style-type: none"> <li>Scorecard: engagement index</li> <li>Engagement</li> <li>Scorecard: satisfaction, stress, intention to stay</li> <li>Satisfaction</li> <li>Work-related stress levels</li> <li>Work-related stress causes</li> <li>Intention to stay</li> </ul>	<ul style="list-style-type: none"> <li>Scorecard: emotional effects of work</li> <li>Scorecard: negative behaviour</li> <li>Bullying</li> <li>Sexual harassment</li> <li>Discrimination</li> <li>Violence and aggression</li> <li>Witnessing negative behaviours</li> </ul>	<ul style="list-style-type: none"> <li>Highest scoring</li> <li>Lowest scoring</li> <li>Most improved</li> <li>Most declined</li> <li>Biggest positive difference from comparator</li> <li>Biggest negative difference from comparator</li> </ul>	<ul style="list-style-type: none"> <li>Taking action questions</li> </ul>	<ul style="list-style-type: none"> <li>Senior leadership questions</li> </ul>
Organisational climate	Workgroup climate	Job and manager factors	Public sector values	Demographics	
<ul style="list-style-type: none"> <li>Scorecard</li> <li>Organisational integrity</li> <li>Workplace flexibility</li> <li>Equal employment opportunity</li> <li>Psychosocial and physical safety climate</li> <li>Psychosocial safety climate score</li> <li>Diversity and inclusion</li> <li>Gender equality supporting measures</li> </ul>	<ul style="list-style-type: none"> <li>Scorecard</li> <li>Quality service delivery</li> <li>Innovation</li> <li>Workgroup support</li> </ul>	<ul style="list-style-type: none"> <li>Scorecard</li> <li>Manager leadership</li> <li>Manager support</li> <li>Workload</li> <li>Learning and development</li> <li>Job enrichment</li> <li>Meaningful work</li> <li>Safe to speak up</li> <li>Barriers to optimal work</li> </ul>	<ul style="list-style-type: none"> <li>Scorecard</li> <li>Responsiveness</li> <li>Integrity</li> <li>Impartiality</li> <li>Accountability</li> <li>Respect</li> <li>Leadership</li> <li>Human rights</li> </ul>	<ul style="list-style-type: none"> <li>Age, defence force and education</li> <li>Aboriginal and/or Torres Strait Islander</li> <li>Disability</li> <li>Gender, variations in sex characteristics and sexual orientation</li> <li>Cultural diversity</li> <li>Employment</li> <li>Adjustments</li> <li>Caring</li> </ul>	

# Job and manager factors

## Scorecard 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

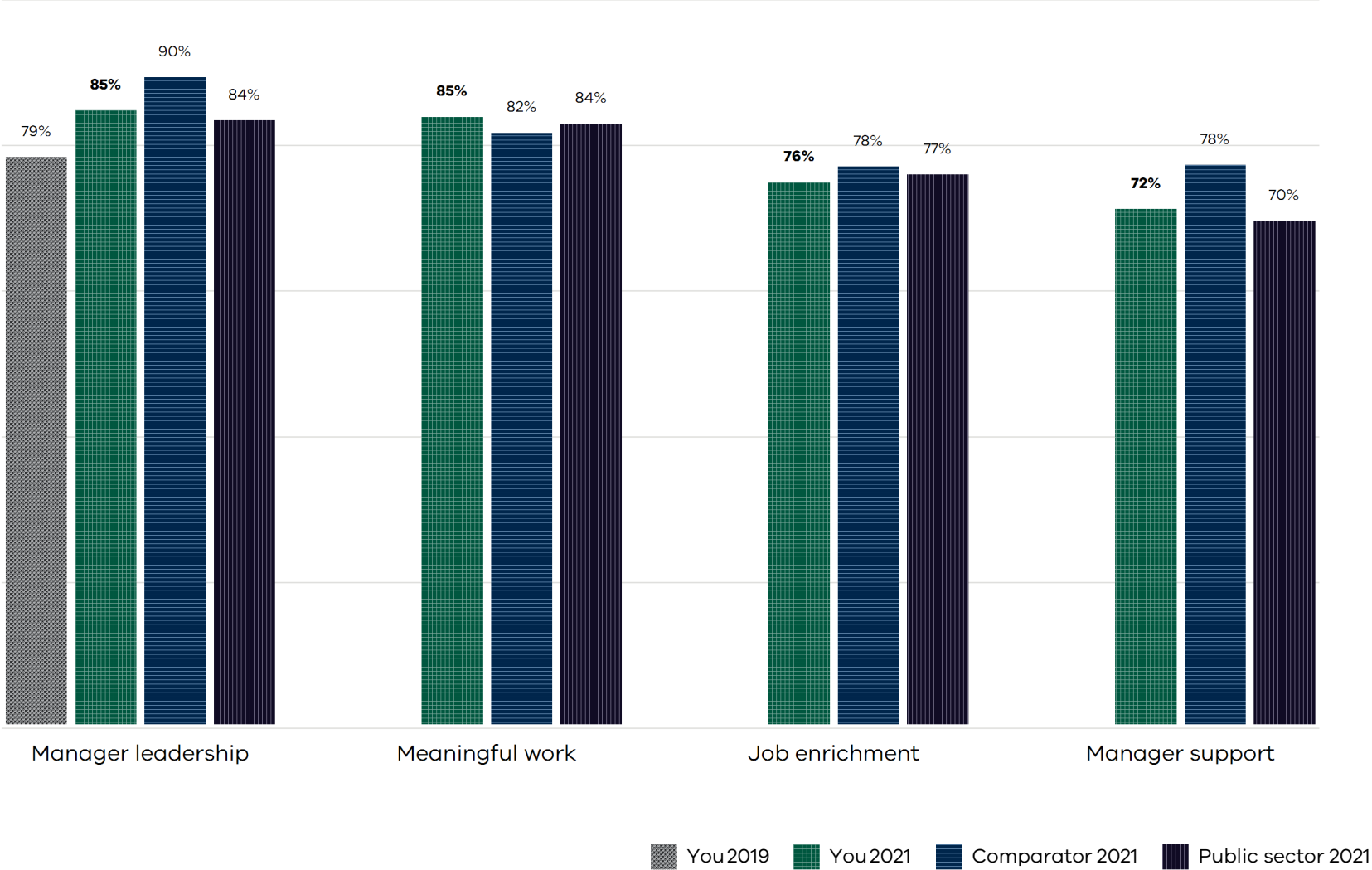
### Example

In 2021:

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

Compared to:

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



# Job and manager factors

## Scorecard 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

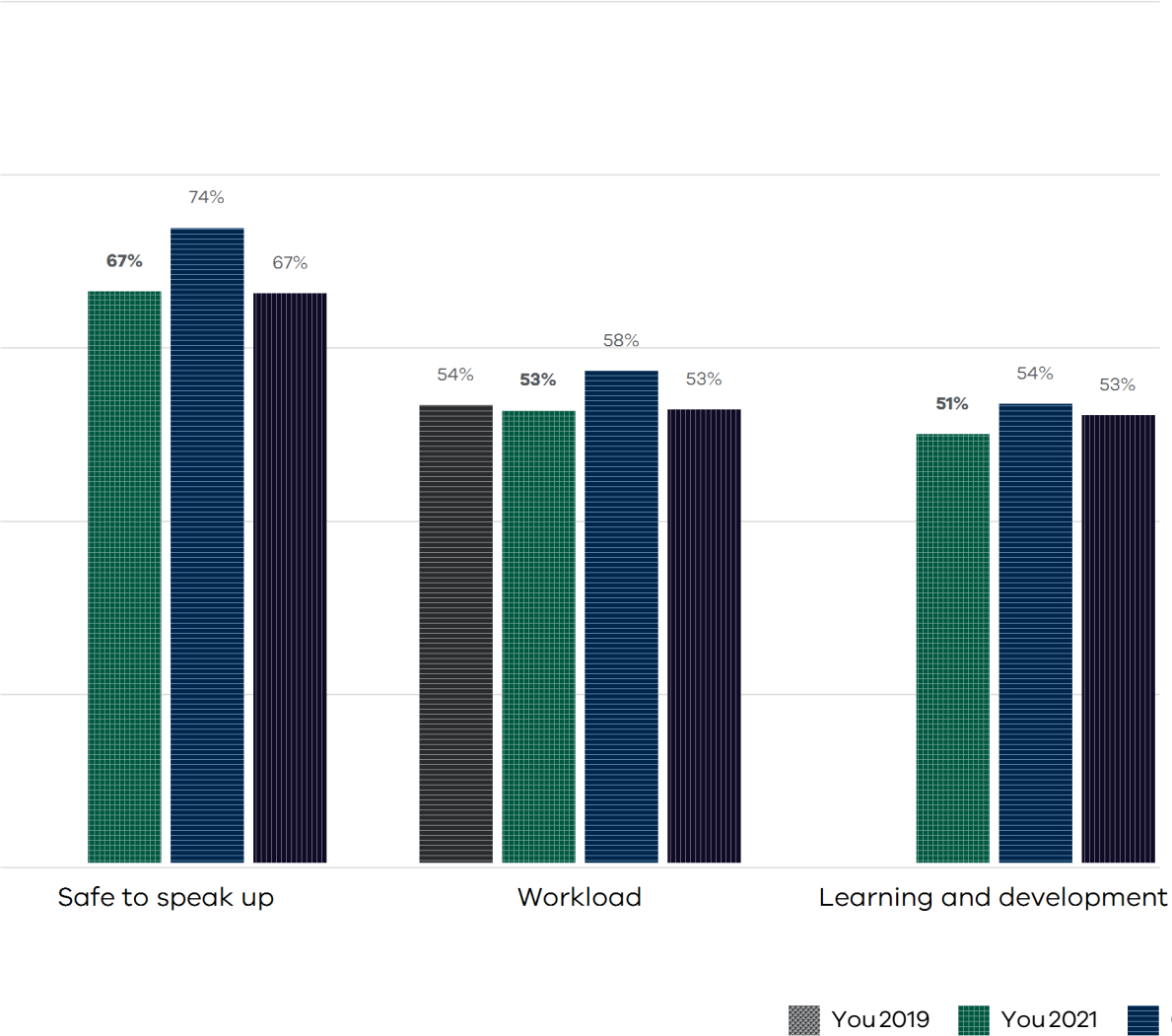
### Example

In 2021:

- 67% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

- 74% of staff at your comparator and 67% of staff across the public sector.



# Job and manager factors

## Manager leadership 1 of 2

### What this is

This is how well staff perceive their direct managers lead.

### Why this is important

Great managers can foster the right environment for staff engagement.

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

### How to read this

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

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

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

### Example

89% of your staff who did the survey agreed or strongly agreed with 'My manager ensures clients receive a high standard of service'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
83 %	89 %	76 %	90 %	100 %
85 %	88 %	78 %	91 %	100 %
78 %	86 %	79 %	91 %	100 %
76 %	85 %	77 %	90 %	100 %

# Job and manager factors

## Manager leadership 2 of 2

### What this is

This is how well staff perceive their direct managers lead.

### Why this is important

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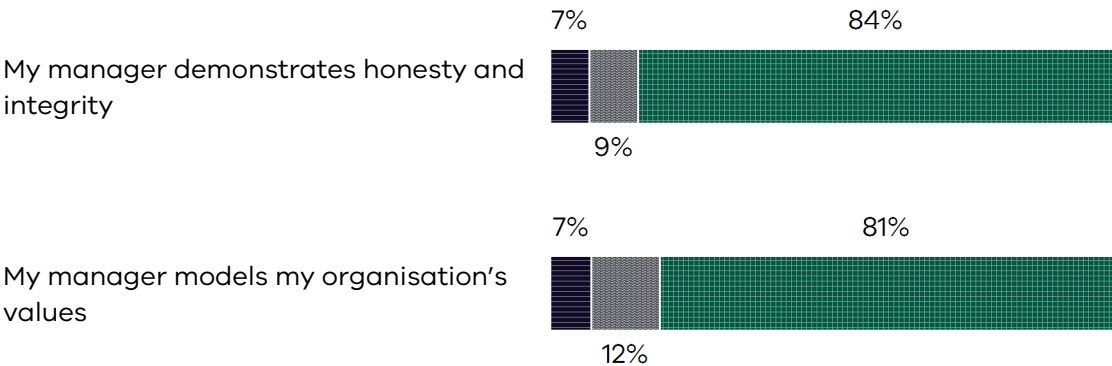
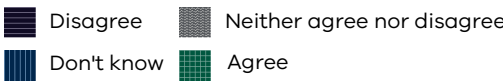
### Example

84% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
77 %	84 %	70 %	90 %	100 %
74 %	81 %	67 %	87 %	100 %



# Job and manager factors

## Manager support 1 of 3

### What this is

This is how supported staff feel by their direct manager.

### Why this is important

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

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

### How to read this

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

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

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

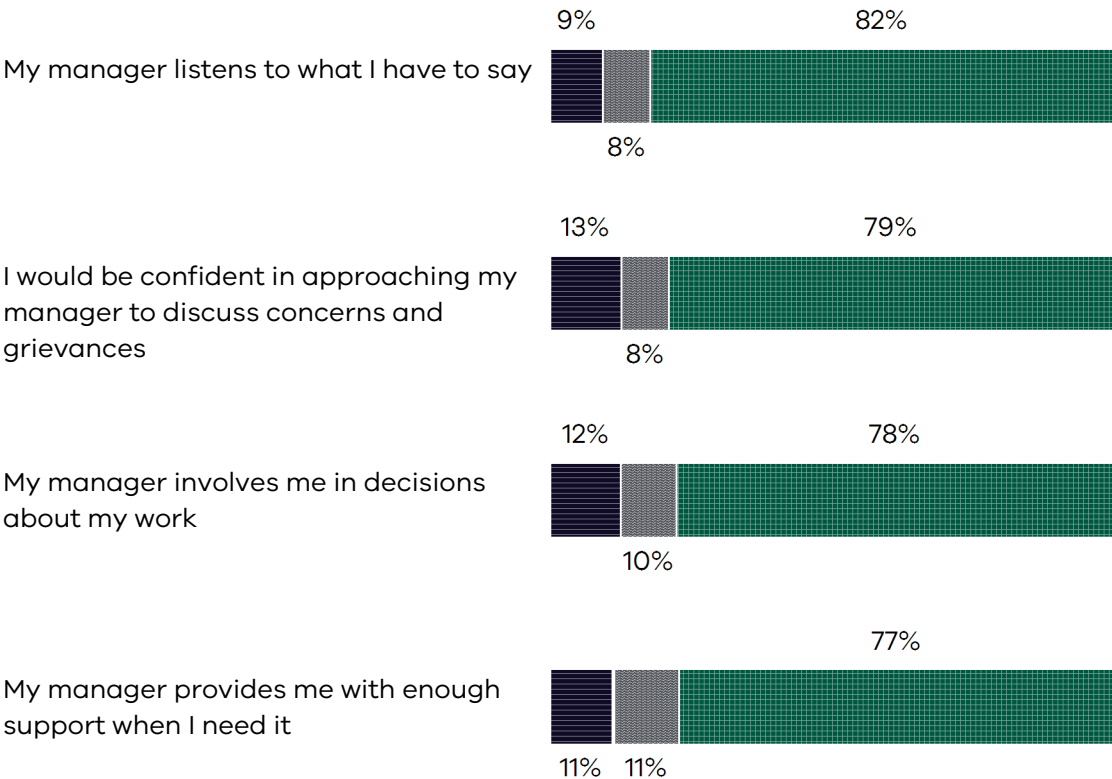
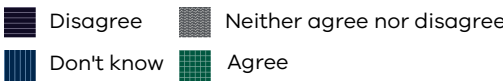
### Example

82% 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



You		Comparator		
2019	2021	Lowest	Average	Highest
77 %	82 %	78 %	89 %	97 %
68 %	79 %	73 %	84 %	100 %
71 %	78 %	67 %	84 %	100 %
Not asked	77 %	67 %	82 %	96 %

# Job and manager factors

## Manager support 2 of 3

### What this is

This is how supported staff feel by their direct manager.

### Why this is important

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

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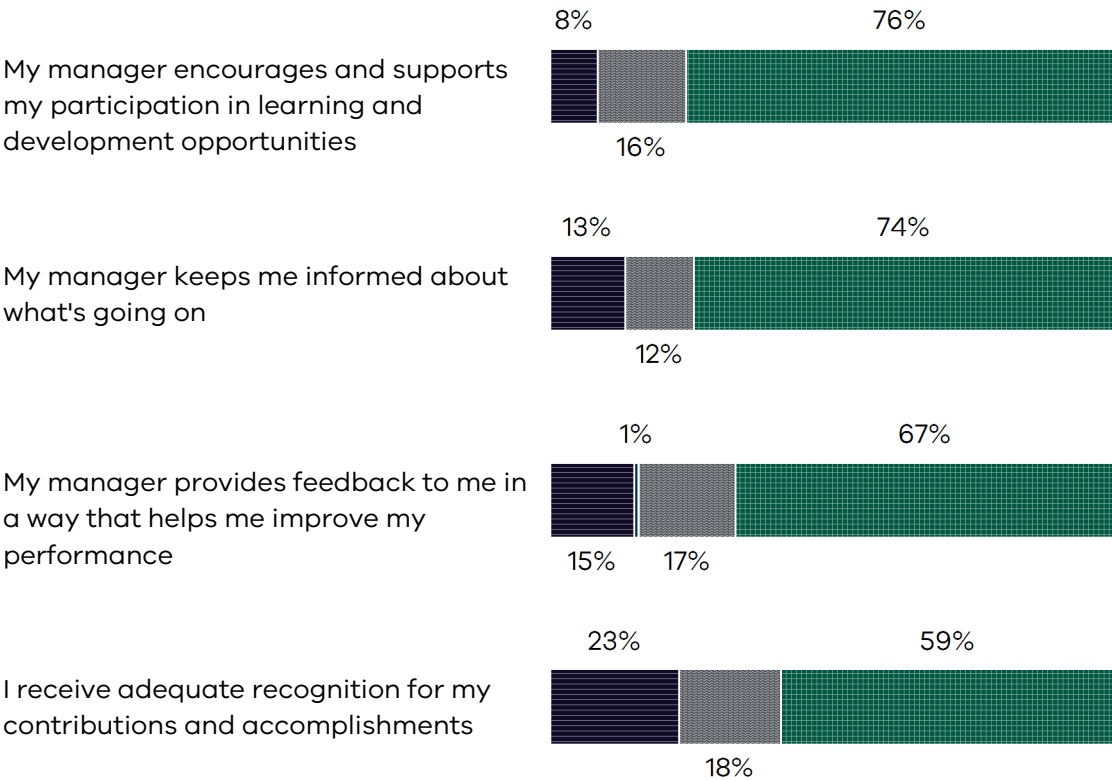
### Example

76% of your staff who did the survey agreed or strongly agreed with 'My manager encourages and supports my participation in learning and development opportunities'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
72 %	76 %	59 %	80 %	96 %
72 %	74 %	67 %	82 %	100 %
63 %	67 %	52 %	74 %	94 %
54 %	59 %	46 %	65 %	90 %

# 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.

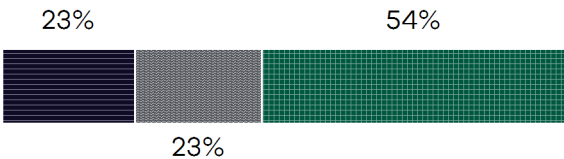
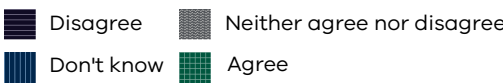
### Example

54% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

## Survey question

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

## Your results



## Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	54 %	32 %	61 %	92 %

# Job and manager factors

## Workload

### What this is

This is how staff feel about workload and time pressure.

### Why this is important

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

### How to read this

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

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

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

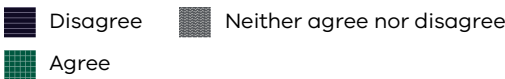
### Example

55% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

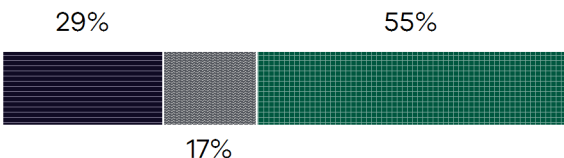
## Survey question

## Your results

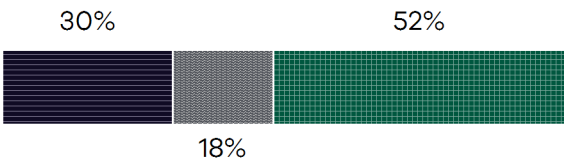
## Benchmark agree results



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



I have enough time to do my job effectively



You		Comparator		
2019	2021	Lowest	Average	Highest
55 %	55 %	39 %	60 %	85 %
53 %	52 %	42 %	56 %	89 %

# 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.

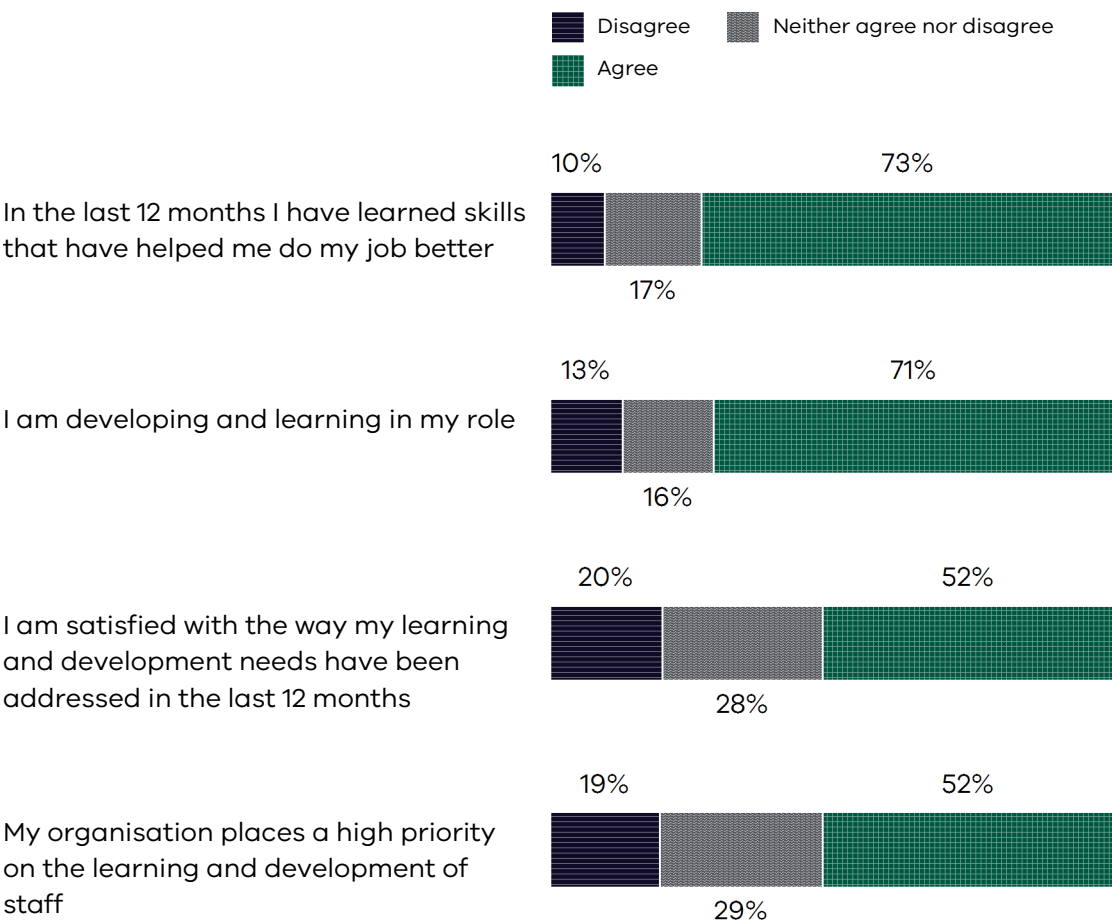
### Example

73% of your staff who did the survey agreed or strongly agreed with 'In the last 12 months I have learned skills that have helped me do my job better'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	73 %	49 %	72 %	93 %
Not asked	71 %	50 %	72 %	96 %
Not asked	52 %	36 %	56 %	88 %
38 %	52 %	34 %	62 %	93 %

# Job and manager factors

## Learning and development 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

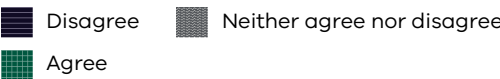
### Example

52% of your staff who did the survey agreed or strongly agreed with 'There are adequate opportunities for me to develop skills and experience in my organisation'.

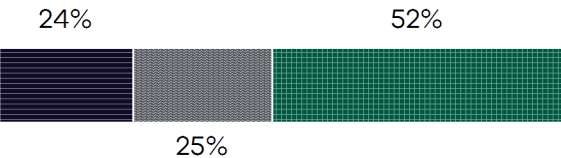
## Survey question

## Your results

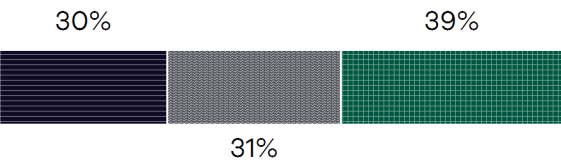
## Benchmark agree results



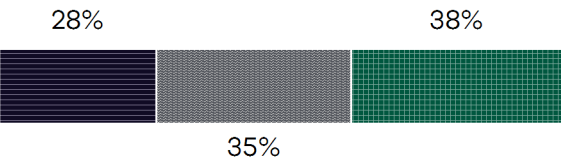
There are adequate opportunities for me to develop skills and experience in my organisation



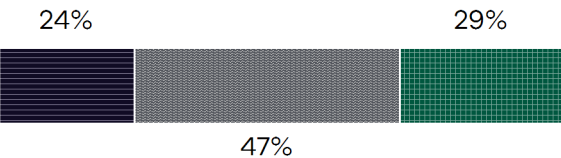
I feel I have an equal chance at promotion in my organisation



I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)



I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)



You		Comparator		
2019	2021	Lowest	Average	Highest
50 %	52 %	35 %	59 %	83 %
Not asked	39 %	20 %	45 %	78 %
Not asked	38 %	19 %	36 %	57 %
Not asked	29 %	13 %	30 %	57 %

# Job and manager factors

## Job enrichment 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

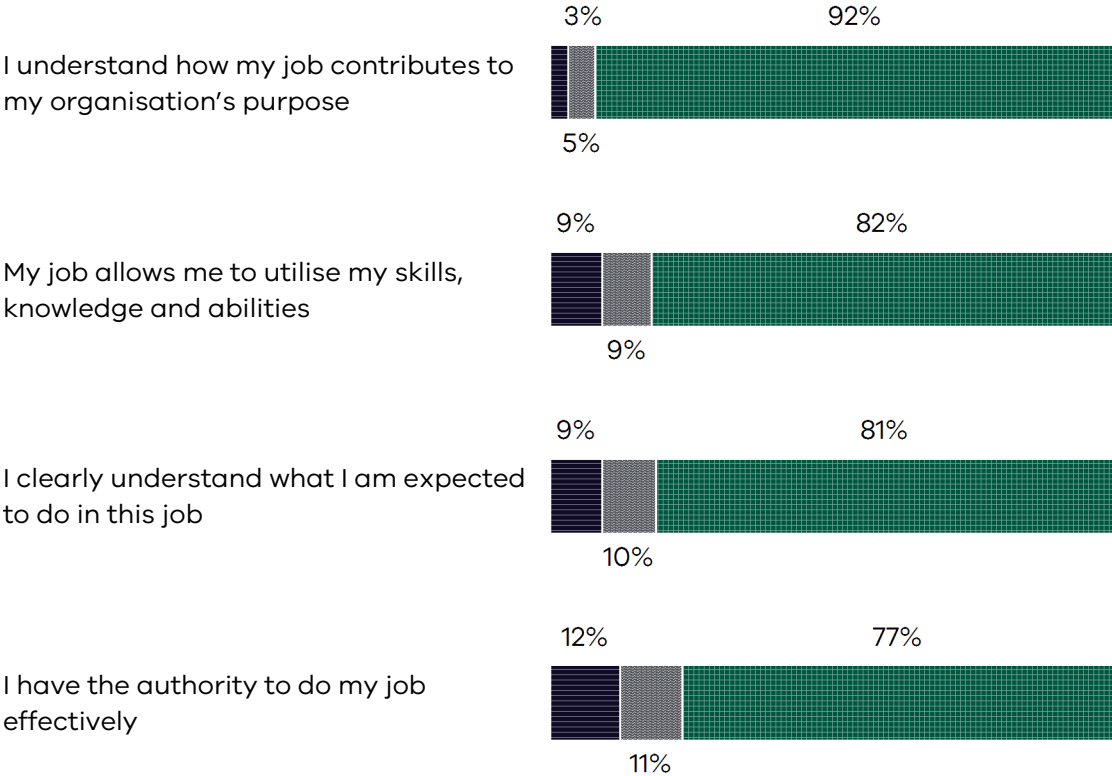
### Example

92% 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
88 %	92 %	81 %	91 %	100 %
79 %	82 %	59 %	80 %	100 %
77 %	81 %	55 %	80 %	97 %
71 %	77 %	57 %	75 %	100 %



# Job and manager factors

## Job enrichment 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

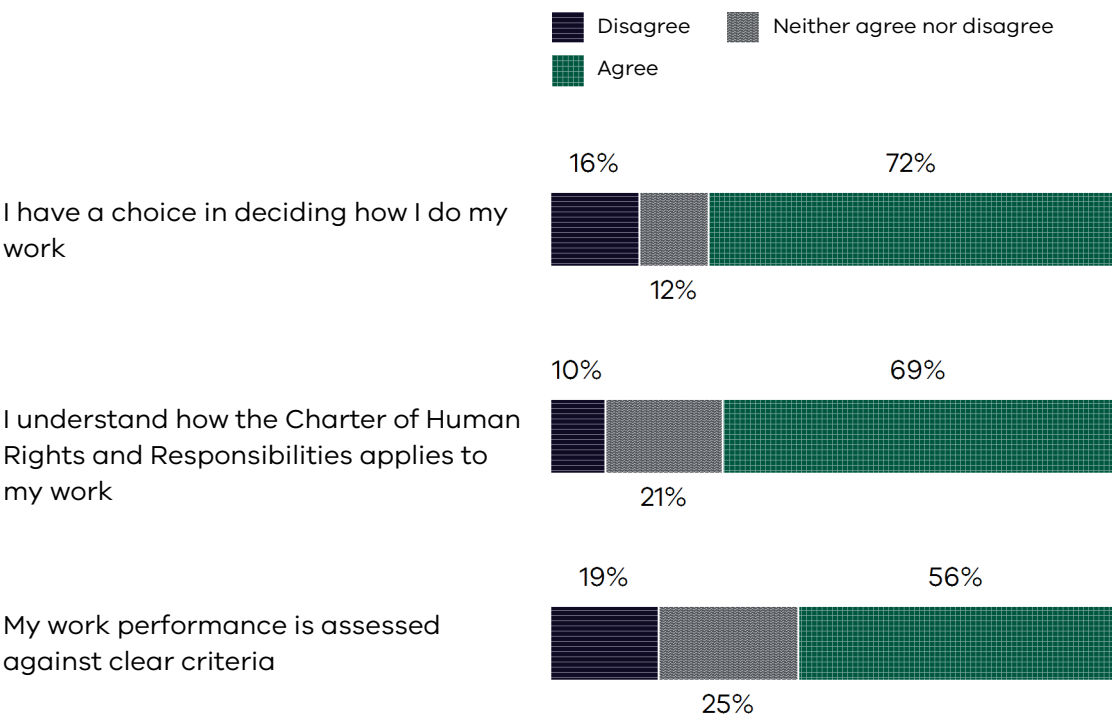
### Example

72% of your staff who did the survey agreed or strongly agreed with 'I have a choice in deciding how I do my work'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
67 %	72 %	60 %	80 %	100 %
61 %	69 %	54 %	74 %	100 %
Not asked	56 %	36 %	64 %	87 %

# 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.

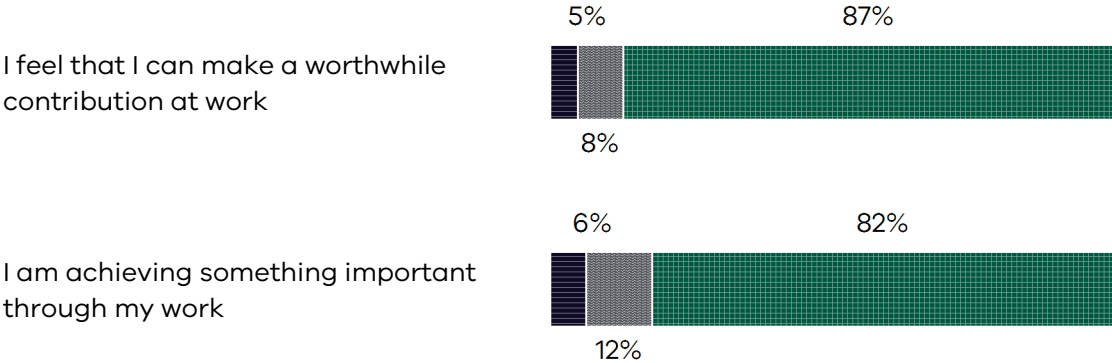
### Example

87% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	87 %	73 %	85 %	100 %
Not asked	82 %	62 %	80 %	100 %

# Job and manager factors

## Safe to speak up 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

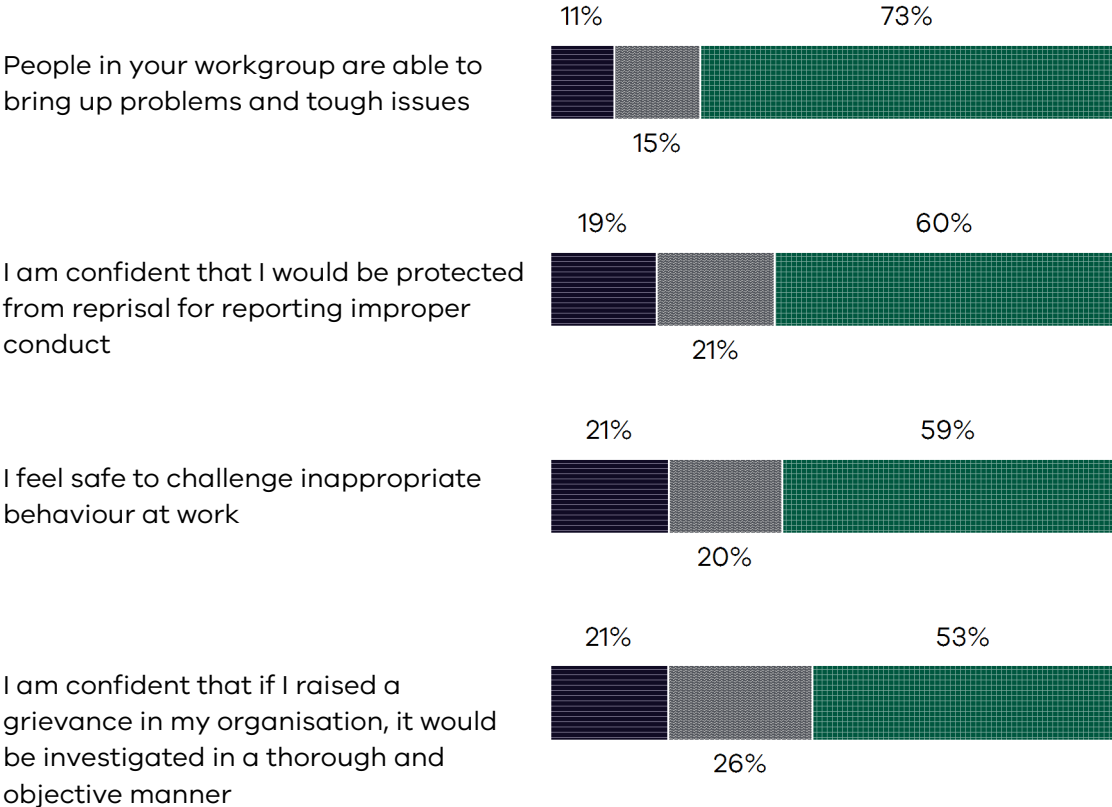
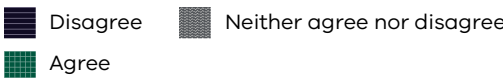
### Example

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

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	73 %	61 %	79 %	97 %
47 %	60 %	51 %	71 %	100 %
Not asked	59 %	49 %	69 %	100 %
43 %	53 %	38 %	64 %	94 %

# Job and manager factors

## Safe to speak up 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

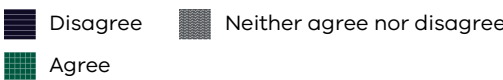
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

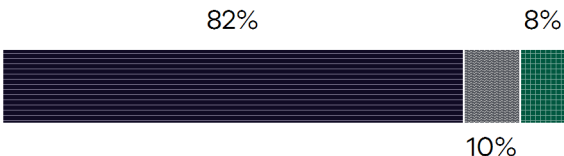
82% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

## Survey question

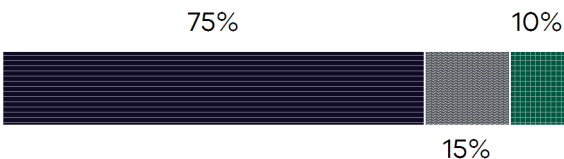
## Your results



People in my workgroup often reject others for being different



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



## Benchmark disagree results

You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	82 %	75 %	86 %	100 %
Not asked	75 %	61 %	78 %	96 %

## Job and manager factors

### Barriers to optimal work

#### What this is

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

#### Why this is important

Workplace barriers prevent employees from working efficiently and effectively.

#### How to read this

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

#### Example

41% of staff who did the survey said 'Too many competing priorities' was a significant barrier to performing optimally at work.

Which of the following are currently the most significant barriers (if any) that prevent you performing optimally at work?	You 2021	Comparator 2021	Public sector 2021
Too many competing priorities	41%	40%	36%
Decision making and authorisation processes	26%	29%	23%
Communication processes	22%	15%	19%
Technology limitations	21%	17%	20%
There are no noticeable barriers	17%	16%	18%
Limited social interactions with the team	15%	15%	11%
Administrative processes (including leave and HR requirements)	14%	16%	19%
Poor mental health or wellbeing	14%	12%	11%
Poor work-life balance	13%	11%	12%
Difficulties in separating work from other aspects of my life	13%	13%	10%

# People matter

## survey 2021

### Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
<ul style="list-style-type: none"> <li>About your report</li> <li>Privacy and anonymity</li> <li>Survey's theoretical framework</li> <li>Your comparator group</li> <li>Your response rate</li> </ul>	<ul style="list-style-type: none"> <li>Scorecard: engagement index</li> <li>Engagement</li> <li>Scorecard: satisfaction, stress, intention to stay</li> <li>Satisfaction</li> <li>Work-related stress levels</li> <li>Work-related stress causes</li> <li>Intention to stay</li> </ul>	<ul style="list-style-type: none"> <li>Scorecard: emotional effects of work</li> <li>Scorecard: negative behaviour</li> <li>Bullying</li> <li>Sexual harassment</li> <li>Discrimination</li> <li>Violence and aggression</li> <li>Witnessing negative behaviours</li> </ul>	<ul style="list-style-type: none"> <li>Highest scoring</li> <li>Lowest scoring</li> <li>Most improved</li> <li>Most declined</li> <li>Biggest positive difference from comparator</li> <li>Biggest negative difference from comparator</li> </ul>	<ul style="list-style-type: none"> <li>Taking action questions</li> </ul>	<ul style="list-style-type: none"> <li>Senior leadership questions</li> </ul>
Organisational climate	Workgroup climate	Job and manager factors	Public sector values	Demographics	
<ul style="list-style-type: none"> <li>Scorecard</li> <li>Organisational integrity</li> <li>Workplace flexibility</li> <li>Equal employment opportunity</li> <li>Psychosocial and physical safety climate</li> <li>Psychosocial safety climate score</li> <li>Diversity and inclusion</li> <li>Gender equality supporting measures</li> </ul>	<ul style="list-style-type: none"> <li>Scorecard</li> <li>Quality service delivery</li> <li>Innovation</li> <li>Workgroup support</li> </ul>	<ul style="list-style-type: none"> <li>Scorecard</li> <li>Manager leadership</li> <li>Manager support</li> <li>Workload</li> <li>Learning and development</li> <li>Job enrichment</li> <li>Meaningful work</li> <li>Safe to speak up</li> <li>Barriers to optimal work</li> </ul>	<ul style="list-style-type: none"> <li>Scorecard</li> <li>Responsiveness</li> <li>Integrity</li> <li>Impartiality</li> <li>Accountability</li> <li>Respect</li> <li>Leadership</li> <li>Human rights</li> </ul>	<ul style="list-style-type: none"> <li>Age, defence force and education</li> <li>Aboriginal and/or Torres Strait Islander</li> <li>Disability</li> <li>Gender, variations in sex characteristics and sexual orientation</li> <li>Cultural diversity</li> <li>Employment</li> <li>Adjustments</li> <li>Caring</li> </ul>	

# Public sector values

## Scorecard 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

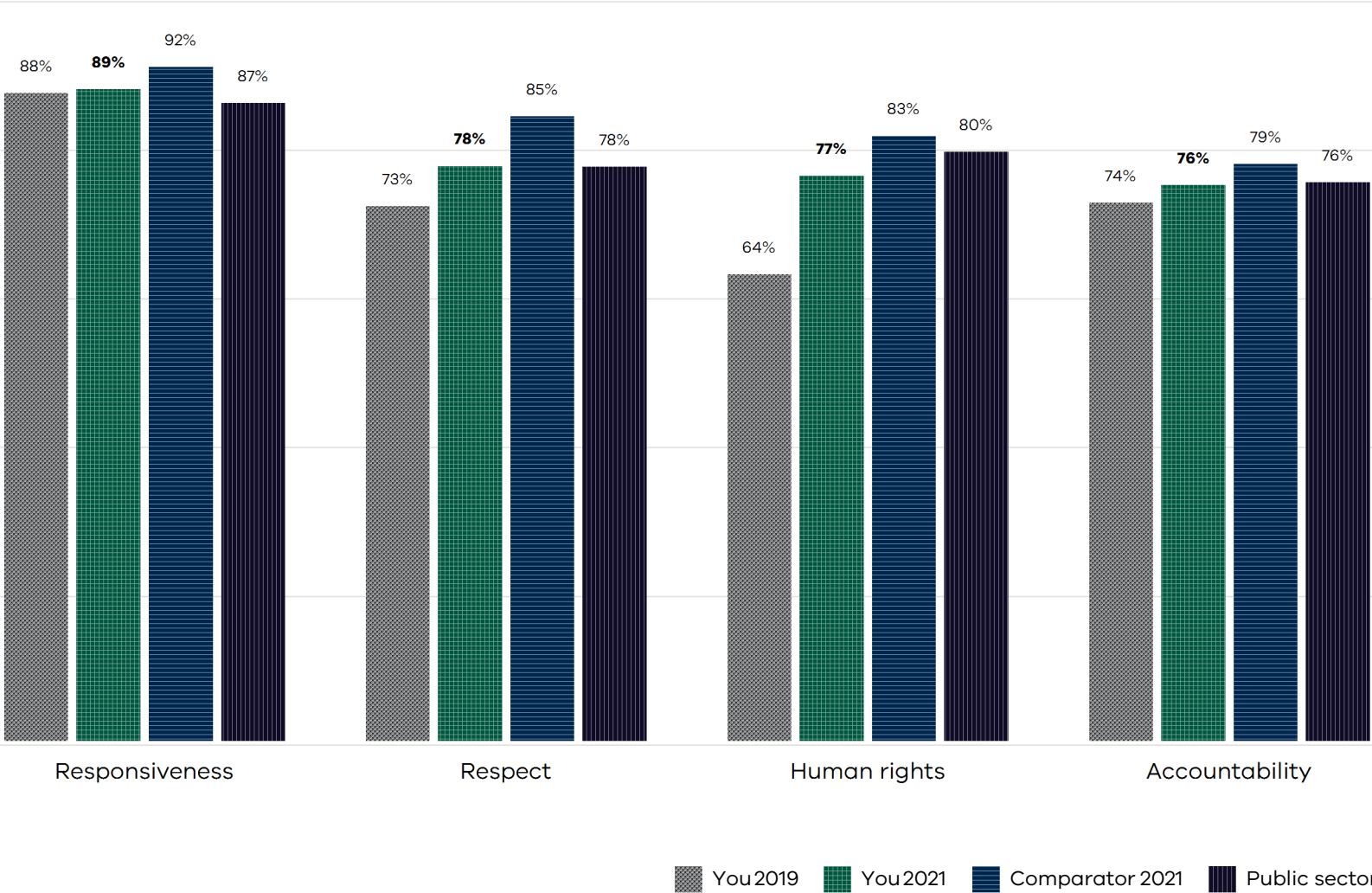
### Example

In 2021:

- 89% of your staff who did the survey responded positively to questions about Responsiveness , which is up 1% in 2019.

Compared to:

- 92% of staff at your comparator and 87% of staff across the public sector.





# Public sector values

## Scorecard 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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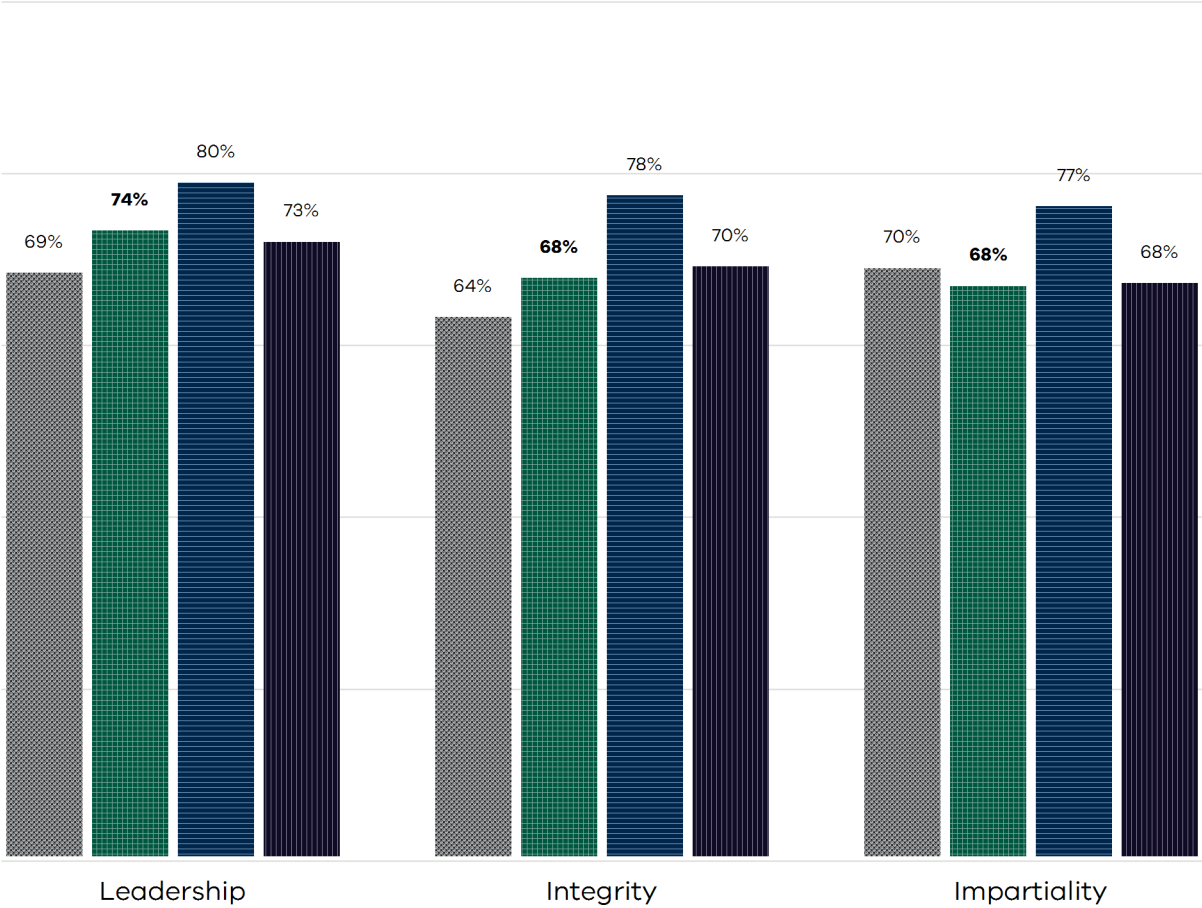
### Example

In 2021:

- 74% of your staff who did the survey responded positively to questions about Leadership , which is up 5% in 2019.

Compared to:

- 80% of staff at your comparator and 73% of staff across the public sector.



■ You 2019 ■ You 2021 ■ Comparator 2021 ■ Public sector 2021

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

89% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.



# Public sector values

## Integrity 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

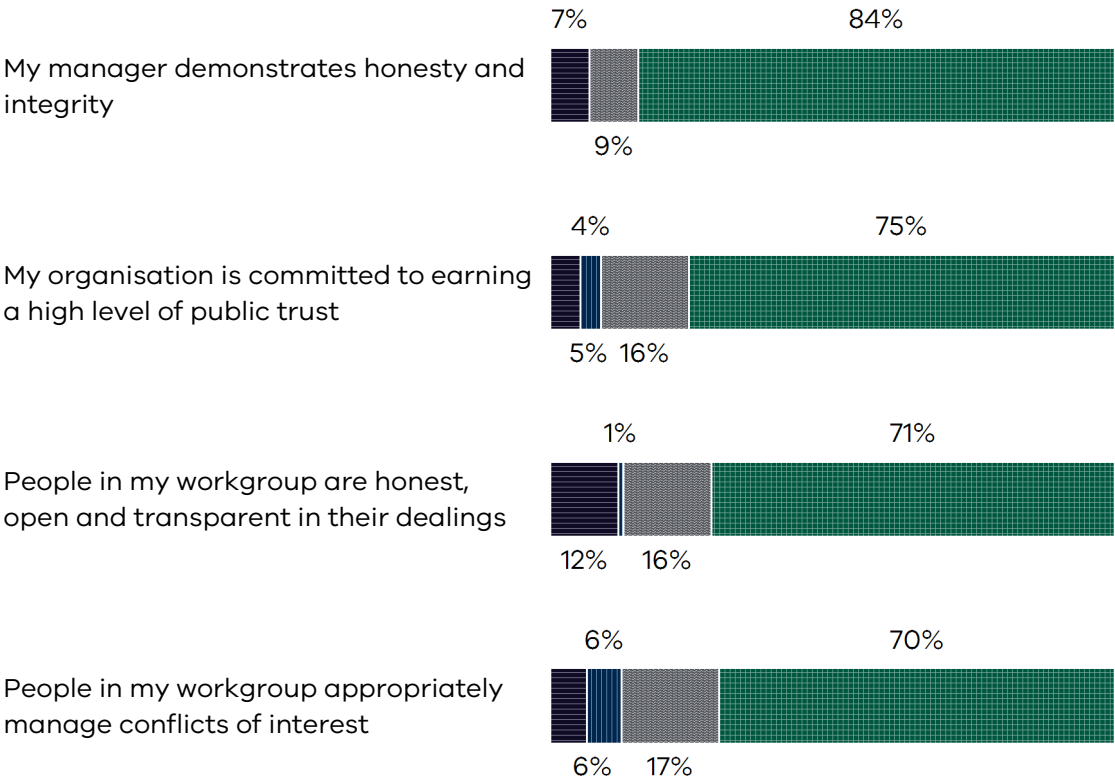
### Example

84% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
77 %	84 %	70 %	90 %	100 %
67 %	75 %	48 %	85 %	100 %
68 %	71 %	65 %	83 %	97 %
65 %	70 %	56 %	81 %	100 %

# Public sector values

## Integrity 2 of 2

### What this is

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

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

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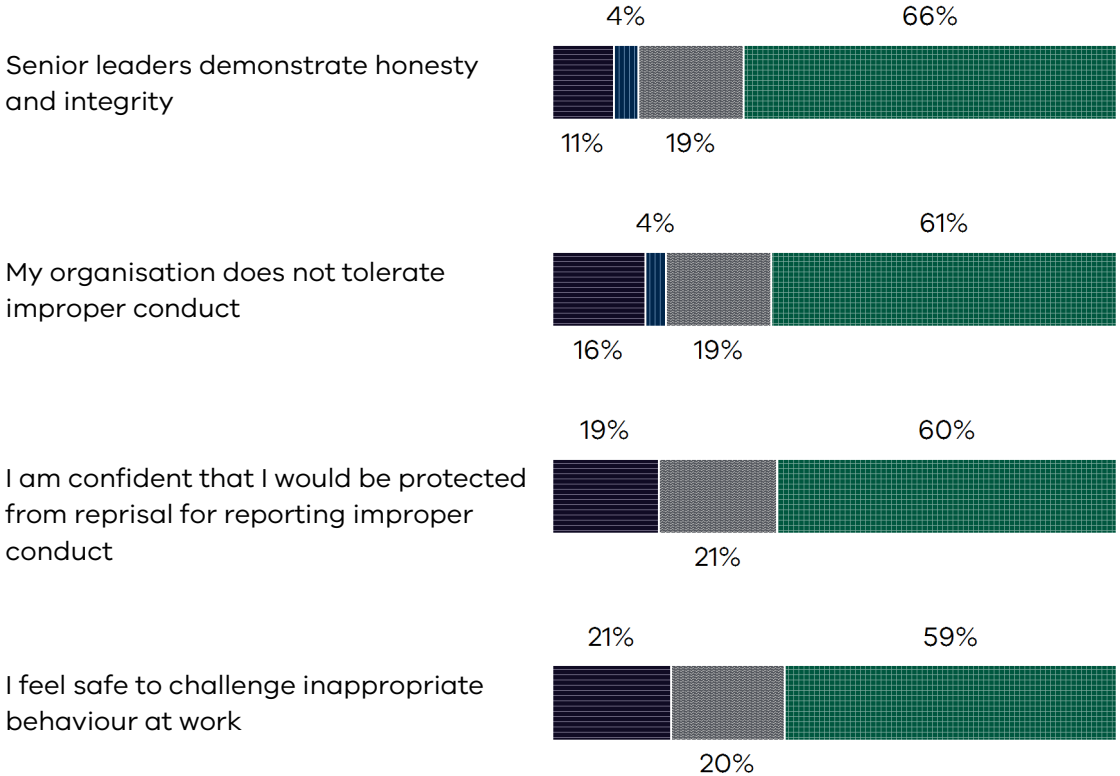
### Example

66% of staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
68 %	66 %	44 %	73 %	100 %
56 %	61 %	40 %	72 %	100 %
47 %	60 %	51 %	71 %	100 %
Not asked	59 %	49 %	69 %	100 %

# Public sector values

## Impartiality

### What this is

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

### Why this is important

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

### How to read this

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

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

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

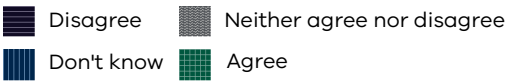
### Example

74% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
77 %	74 %	63 %	83 %	100 %
77 %	74 %	68 %	84 %	97 %
77 %	73 %	63 %	82 %	96 %
48 %	49 %	27 %	58 %	94 %

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.

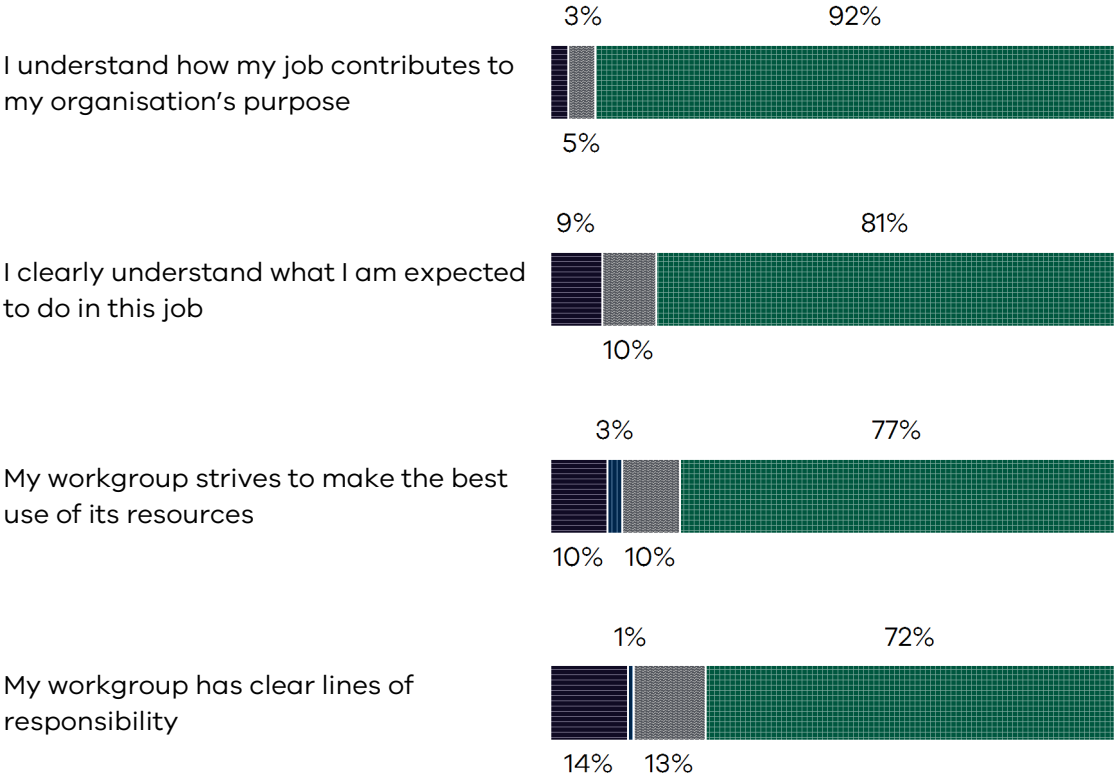
Example

92% 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



You		Comparator		
2019	2021	Lowest	Average	Highest
88 %	92 %	81 %	91 %	100 %
77 %	81 %	55 %	80 %	100 %
82 %	77 %	68 %	82 %	100 %
69 %	72 %	65 %	78 %	94 %

Public sector values

Accountability 2 of 2

What this is

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

Why this is important

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

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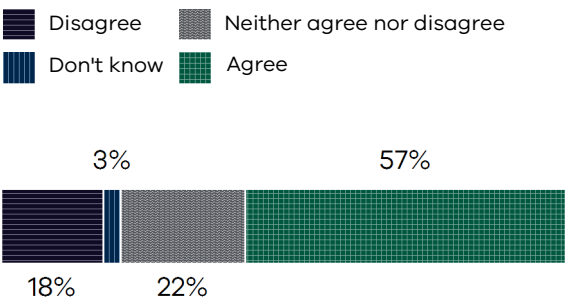
Example

57% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Senior leaders provide clear strategy and direction

Your results



Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
51 %	57 %	29 %	63 %	100 %



Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

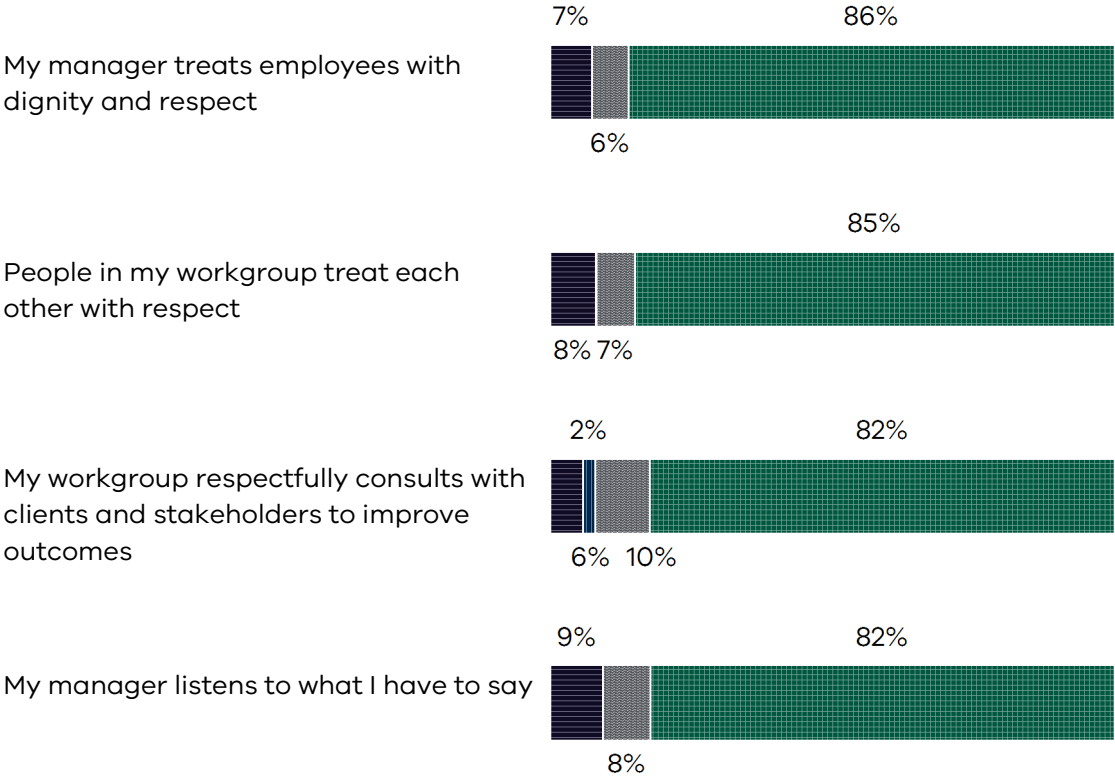
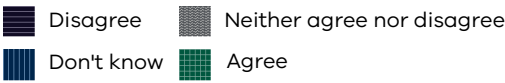
Example

86% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
78 %	86 %	79 %	91 %	100 %
80 %	85 %	73 %	90 %	100 %
81 %	82 %	73 %	90 %	100 %
77 %	82 %	78 %	89 %	100 %

# Public sector values

## Respect 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

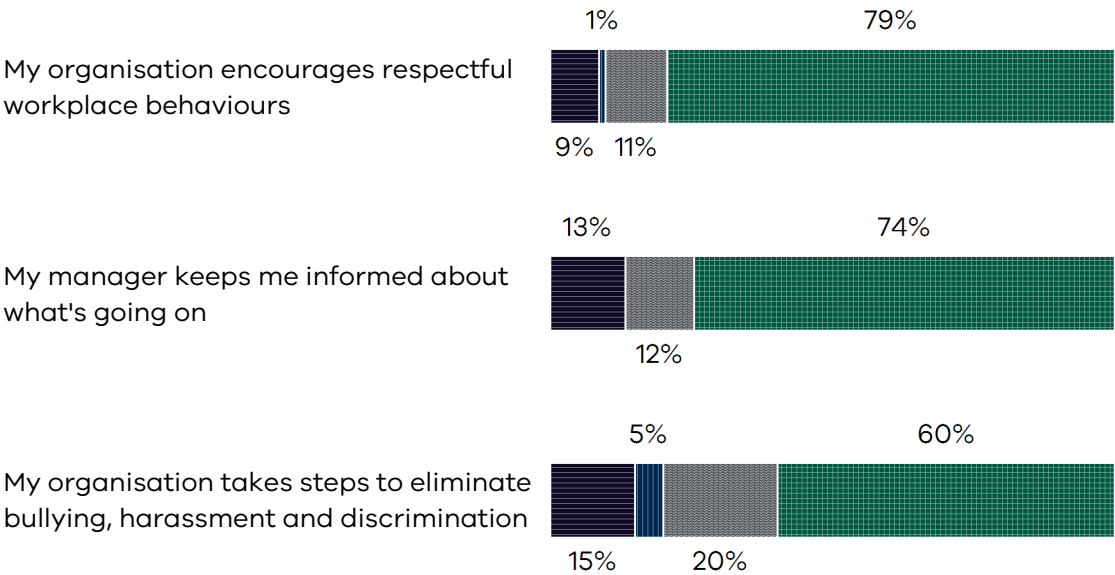
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

79% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

## Survey question

## Your results



## Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
70 %	79 %	63 %	85 %	100 %
72 %	74 %	67 %	82 %	100 %
52 %	60 %	43 %	69 %	100 %

# Public sector values

## Leadership

### What this is

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

### Why this is important

Good leadership plays a role in the development of workplace culture. It also gives Victorians confidence that staff in the public sector behave to a high standard.

### How to read this

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

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

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

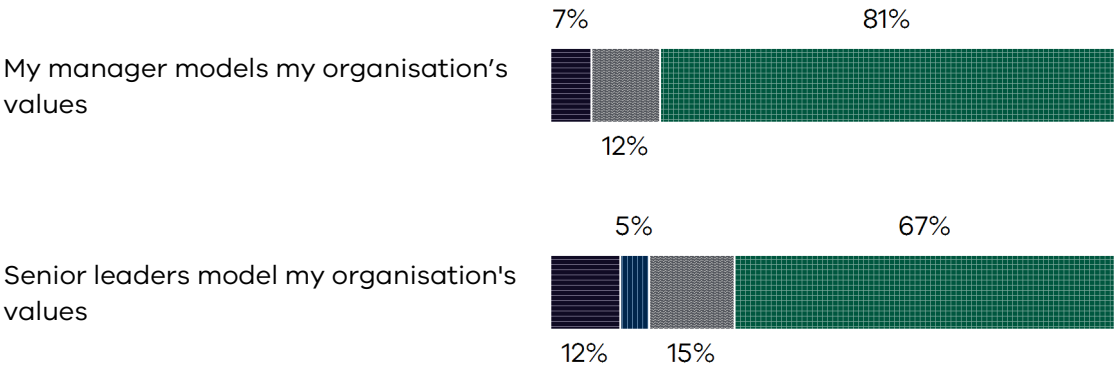
### Example

81% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
74 %	81 %	67 %	87 %	100 %
64 %	67 %	48 %	72 %	100 %

# Public sector values

## Human rights

### What this is

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

### Why this is important

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

### How to read this

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

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

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

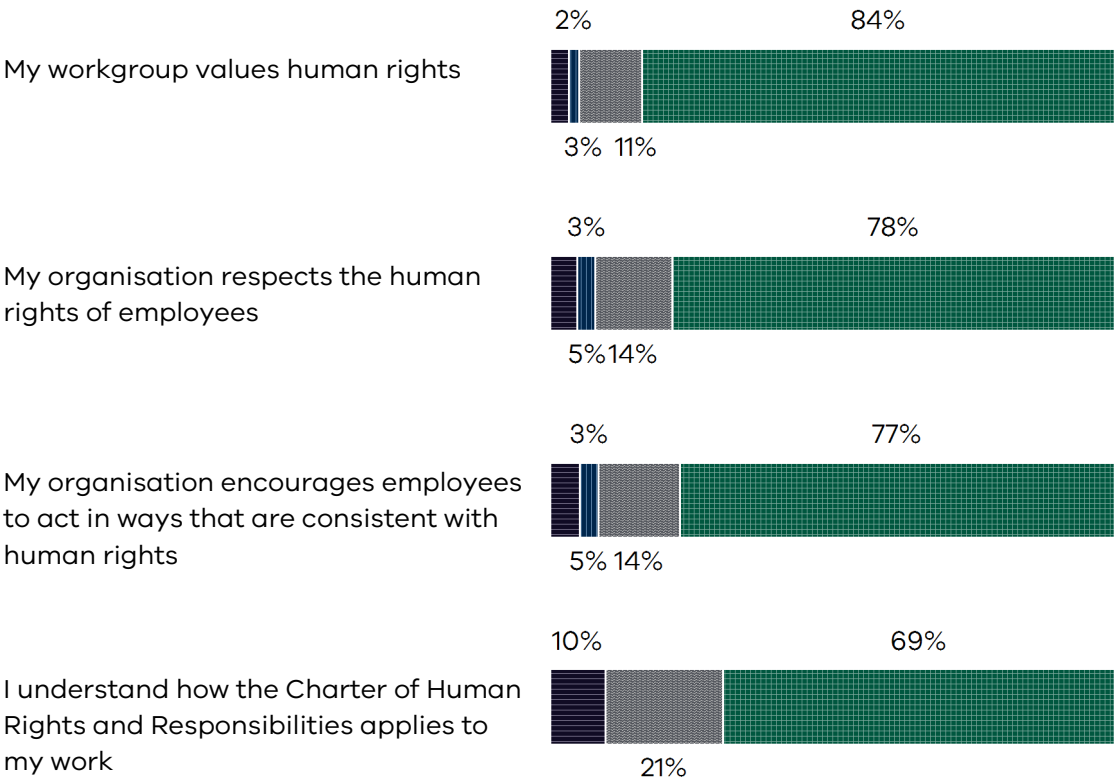
### Example

84% 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
74 %	84 %	75 %	89 %	100 %
62 %	78 %	63 %	84 %	100 %
59 %	77 %	59 %	83 %	100 %
61 %	69 %	54 %	74 %	100 %

# People matter

## survey 2021

### Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
<ul style="list-style-type: none"> <li>About your report</li> <li>Privacy and anonymity</li> <li>Survey's theoretical framework</li> <li>Your comparator group</li> <li>Your response rate</li> </ul>	<ul style="list-style-type: none"> <li>Scorecard: engagement index</li> <li>Engagement</li> <li>Scorecard: satisfaction, stress, intention to stay</li> <li>Satisfaction</li> <li>Work-related stress levels</li> <li>Work-related stress causes</li> <li>Intention to stay</li> </ul>	<ul style="list-style-type: none"> <li>Scorecard: emotional effects of work</li> <li>Scorecard: negative behaviour</li> <li>Bullying</li> <li>Sexual harassment</li> <li>Discrimination</li> <li>Violence and aggression</li> <li>Witnessing negative behaviours</li> </ul>	<ul style="list-style-type: none"> <li>Highest scoring</li> <li>Lowest scoring</li> <li>Most improved</li> <li>Most declined</li> <li>Biggest positive difference from comparator</li> <li>Biggest negative difference from comparator</li> </ul>	<ul style="list-style-type: none"> <li>Taking action questions</li> </ul>	<ul style="list-style-type: none"> <li>Senior leadership questions</li> </ul>
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## Demographics

Age, Australian defence force and education

### What this is

These are the employment characteristics of staff.

### Why this is important

This helps organisations understand the diversity of their staff.

### How to read this

Each table shows the breakdown of responses from your survey.

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

### 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	299	34%
35-54 years	347	39%
55+ years	148	17%
Prefer not to say	87	10%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	17	2%
No	820	93%
Prefer not to say	44	5%

Highest level of formal education	(n)	%
Doctoral Degree level	6	1%
Master Degree level	130	15%
Graduate Diploma or Graduate Certificate level	99	11%
Bachelor Degree level incl. honours degrees	339	38%
Advanced Diploma or Diploma level	98	11%
Certificate III or IV level	63	7%
Year 12 or equivalent (VCE/Leaving certificate)	54	6%
Certificate I or II level	3	0%
Lower than Certificate I or equivalent	1	0%
Prefer not to say	88	10%

## Demographics

### Aboriginal and/or Torres Strait Islander employees

#### What this is

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	17	2%
Non Aboriginal and/or Torres Strait Islander	819	93%
Prefer not to say	45	5%

Identified as Aboriginal and/or Torres Strait Islander on your organisations HR system?*	(n)	%
Yes	17	100%



## Demographics

### Disability

#### What this is

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

- de-identify all survey response data provided to your organisation
- 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.

Do you identify as a person with a disability?	(n)	%
Yes	50	6%
No	749	85%
Prefer not to say	82	9%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	30	60%
No	17	34%
Prefer not to say	3	6%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
I feel that sharing my disability information will reflect negatively on me	11	65%
My disability does not impact on my ability to perform my role	4	24%
Other	2	12%

## Demographics

Gender, variations in sex characteristics and sexual orientation

### What this is

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

### Why this is important

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

### How to read this

Each table shows the breakdown of responses from your survey.

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

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

### How we protect anonymity and privacy

To protect you, we:

- 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.

How would you describe your gender?	(n)	%
Woman	528	60%
Man	238	27%
Prefer not to say	109	12%
Non-binary and I use a different term	6	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	6	1%
No	783	89%
Prefer not to say	92	10%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	3	0%
No	772	88%
Don't know	27	3%
Prefer not to say	79	9%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	653	74%
Prefer not to say	134	15%
Bisexual	36	4%
Gay or lesbian	29	3%
Pansexual	9	1%
Don't know	9	1%
I use a different term	7	1%
Asexual	4	0%

## Demographics

### Cultural diversity 1 of 3

#### What this is

These are the personal characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

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.

Country of birth	(n)	%
Born in Australia	674	77%
Not born in Australia	128	15%
Prefer not to say	79	9%

When did you first arrive in Australia?*	(n)	%
Less than 1 year ago	1	1%
1 to less than 2 years ago	1	1%
More than 20 years ago	65	51%
2 to less than 5 years ago	10	8%
5 to less than 10 years ago	18	14%
10 to less than 20 years ago	33	26%

Language other than English spoken with family or community	(n)	%
Yes	147	17%
No	655	74%
Prefer not to say	79	9%

## Demographics

### Cultural diversity 2 of 3

#### What this is

These are the personal characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

- 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.

#### If you speak another language with your family or community, what language(s) do you speak?\*

	(n)	%
Other	63	43%
Italian	21	14%
Hindi	12	8%
Vietnamese	12	8%
Mandarin	10	7%
Cantonese	9	6%
Arabic	8	5%
Greek	8	5%
Spanish	8	5%
Tamil	8	5%
Macedonian	4	3%
French	3	2%
German	3	2%
Korean	3	2%
Sinhalese	3	2%

#### If you speak another language with your family or community, what language(s) do you speak?\*

	(n)	%
Urdu	3	2%
Filipino	2	1%
Indonesian	2	1%
Punjabi	2	1%
Australian Indigenous Language	1	1%

## Demographics

### Cultural diversity 3 of 3

#### What this is

This is the cultural identity and religion of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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Cultural identity	(n)	%
Australian	<b>615</b>	70%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	<b>109</b>	12%
Prefer not to say	<b>104</b>	12%
English, Irish, Scottish and/or Welsh	<b>82</b>	9%
East and/or South-East Asian	<b>32</b>	4%
Other	<b>21</b>	2%
South Asian	<b>20</b>	2%
Aboriginal and/or Torres Strait Islander	<b>17</b>	2%
New Zealander	<b>16</b>	2%
Middle Eastern and/or North African	<b>11</b>	1%
Central Asian	<b>7</b>	1%
African (including Central, West, Southern and East African)	<b>6</b>	1%
Central and/or South American	<b>6</b>	1%
North American	<b>5</b>	1%
Maori	<b>3</b>	0%
Pacific Islander	<b>1</b>	0%

Religion	(n)	%
No religion	<b>431</b>	49%
Christianity	<b>253</b>	29%
Prefer not to say	<b>121</b>	14%
Other	<b>34</b>	4%
Islam	<b>14</b>	2%
Buddhism	<b>12</b>	1%
Hinduism	<b>9</b>	1%
Judaism	<b>6</b>	1%
Sikhism	<b>1</b>	0%

## Demographics

### Employment characteristics 1 of 2

#### What this is

These are the employment characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

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Working arrangement	(n)	%
Full-Time	<b>781</b>	89%
Part-Time	<b>100</b>	11%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$65k	<b>141</b>	16%
\$65k to \$95k	<b>283</b>	33%
\$95k to \$125k	<b>190</b>	22%
\$125k or more	<b>118</b>	14%
Prefer not to say	<b>124</b>	14%

Organisational tenure	(n)	%
<1 year	<b>149</b>	17%
1 to less than 2 years	<b>116</b>	13%
2 to less than 5 years	<b>272</b>	31%
5 to less than 10 years	<b>152</b>	17%
10 to less than 20 years	<b>133</b>	15%
More than 20 years	<b>59</b>	7%

Management responsibility	(n)	%
Non-manager	<b>616</b>	70%
Other manager	<b>156</b>	18%
Manager of other manager(s)	<b>109</b>	12%

Employment type	(n)	%
Ongoing and executive	<b>656</b>	74%
Fixed term	<b>200</b>	23%
Other	<b>25</b>	3%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	<b>611</b>	69%
I have moved to a different role within my organisation (including acting roles)	<b>207</b>	23%
I have moved to my role from outside the Victorian public sector	<b>38</b>	4%
I have moved to my role from a different Victorian public sector organisation	<b>25</b>	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.

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

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#### Primary workplace location over the last 3 months

	(n)	%
Melbourne CBD	420	48%
Melbourne: Suburbs	355	40%
Other city or town	38	4%
Ballarat	16	2%
Geelong	14	2%
Latrobe	10	1%
Bendigo	10	1%
Shepparton	6	1%
Outside Victoria	5	1%
Wangaratta	3	0%
Mildura	2	0%
Horsham	2	0%

#### Primary workplace type over the past 3 months\*

	(n)	%
Home/private location	469	53%
A main office	352	40%
A frontline or service delivery location (that is not a main office or home/private location)	28	3%
A hub/shared work space	19	2%
Other (please specify)	13	1%

#### Other workplace type over the past 3 months\*

	(n)	%
Home/private location	371	42%
A main office	351	40%
No, I have not worked from any other locations	225	26%
A frontline or service delivery location (that is not a main office or home/private location)	31	4%
A hub/shared work space	28	3%
Other	14	2%



# Demographics

## Adjustments

### What this is

These are adjustments staff requested to perform in their role.

### Why this is important

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

### How to read this

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

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

### How we protect anonymity and privacy

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## Have you requested any of the following adjustments at work?\*

	(n)	%
No, I have not requested adjustments	630	72%
Flexible working arrangements	160	18%
Physical modifications or improvements to the workplace	92	10%
Career development support strategies	22	2%
Other	14	2%
Job redesign or role sharing	8	1%
Accessible communications technologies	5	1%

## Why did you make this request?\*

	(n)	%
Health	101	40%
Work-life balance	82	33%
Caring responsibilities	51	20%
Family responsibilities	50	20%
Other	42	17%
Study commitments	12	5%
Disability	11	4%

## What was your experience with making the request?

	(n)	%
The adjustments I needed were made and the process was satisfactory	191	76%
The adjustments I needed were not made	43	17%
The adjustments I needed were made but the process was unsatisfactory	17	7%

## Demographics

### Caring

#### What this is

These are staff-reported caring responsibilities.

#### Why this is important

This shows organisations what caring responsibilities their staff have.

#### How to read this

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

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

#### How we protect anonymity and privacy

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Caring responsibility	(n)	%
None of the above	436	49%
Primary school aged child(ren)	106	12%
Frail or aged person(s)	101	11%
Secondary school aged child(ren)	99	11%
Prefer not to say	95	11%
Child(ren) - younger than preschool age	58	7%
Person(s) with a medical condition	46	5%
Preschool aged child(ren)	40	5%
Person(s) with disability	34	4%
Person(s) with a mental illness	32	4%
Other	21	2%



**Victorian  
Public Sector  
Commission**



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