

People matter survey 2021

Have your say

Department of Families, Fairness and Housing
2021 people matter survey results report



**Victorian
Public Sector
Commission**



VICTORIA
State
Government

Report overview

About your report

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

Report contents

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

Rounding of percentages

In this report, we round numbers up or down to their nearest whole percentage. This means some percentages may not add up to 100%.

Survey questions and definitions

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

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People matter

survey 2021

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- Senior leadership questions

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- 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 group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

- Department of Education and Training
- Department of Environment, Land, Water and Planning
- Department of Health
- Department of Jobs, Precincts and Regions
- Department of Justice and Community Safety
- Department of Premier and Cabinet
- Department of Transport
- Department of Treasury and Finance
- State Revenue Office



Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2020		2021	
-		40% (2513)	
Comparator	50%	Comparator	51%
Public Sector	49%	Public Sector	39%

People matter

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020		2021	
-		67	
Comparator	69	Comparator	70
Public Sector	68	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 67.

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.

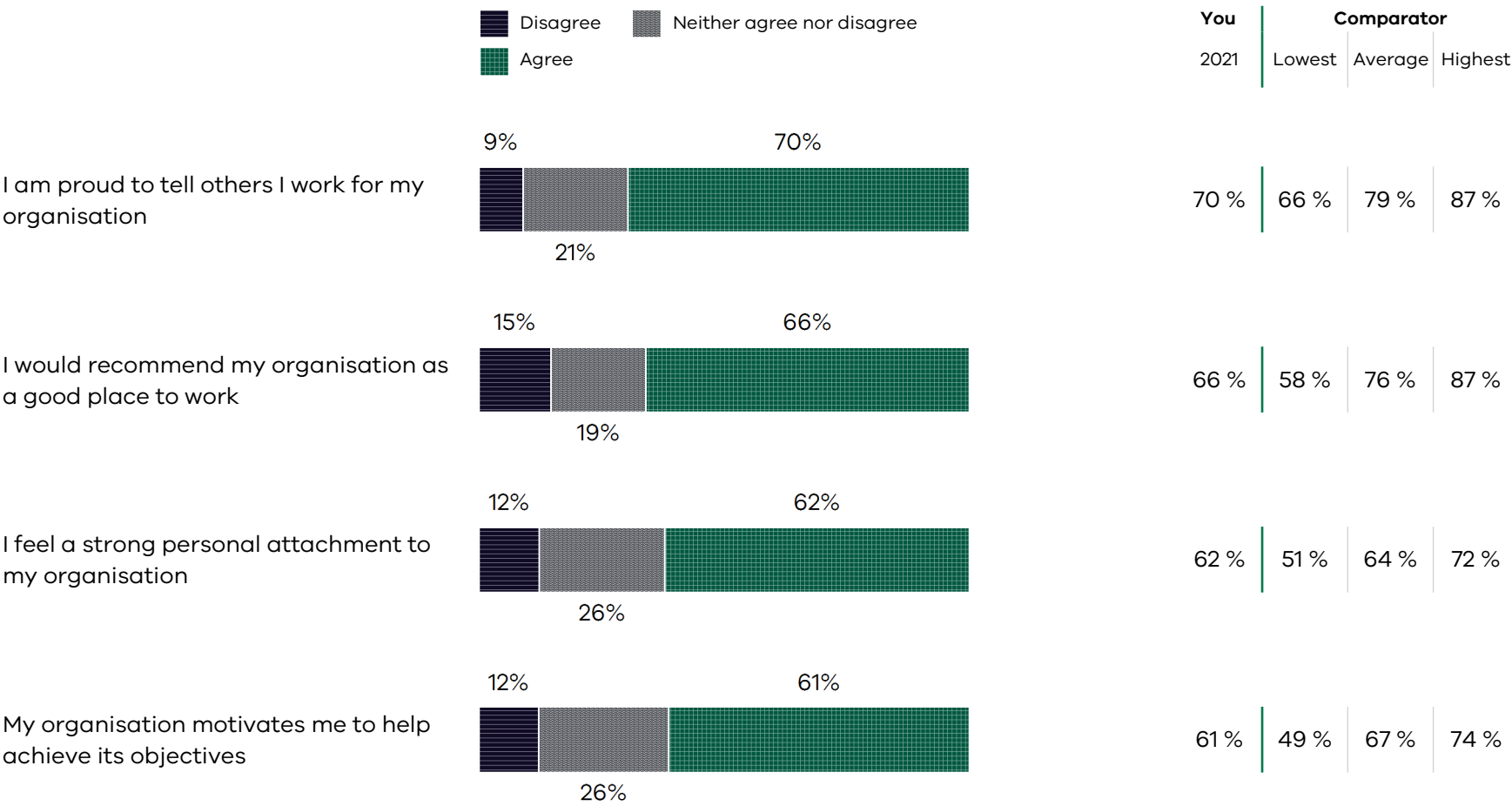
Example

70% 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



People outcomes

Engagement question results 2 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 67.

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.

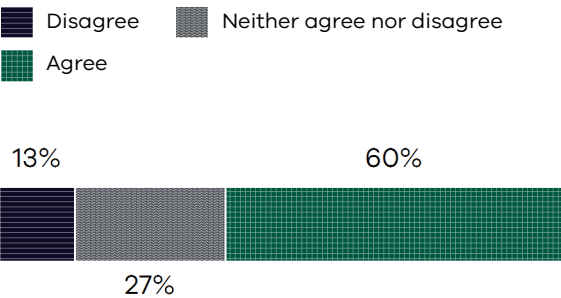
Example

60% 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		
	Lowest	Average	Highest
2021			
60 %	47 %	64 %	72 %

People outcomes

Scorecard: satisfaction, stress, intention to stay

What this is

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

There are more people outcomes scorecards throughout this report.

Why this is important

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

How to read this

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

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

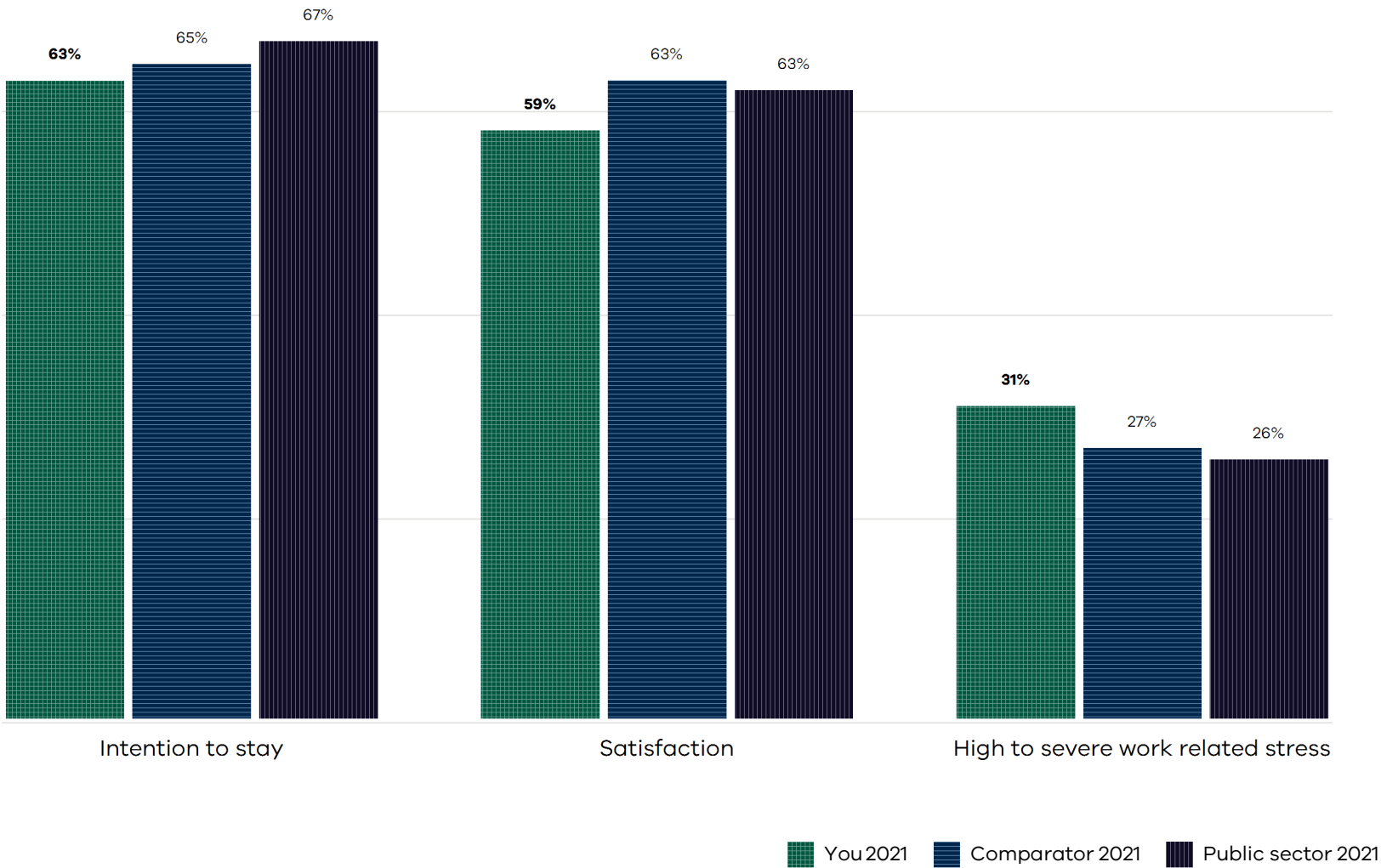
Example

In 2021:

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

Compared to:

- 65% of staff at your comparator and 67% of staff across the public sector.



People outcomes

Satisfaction question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

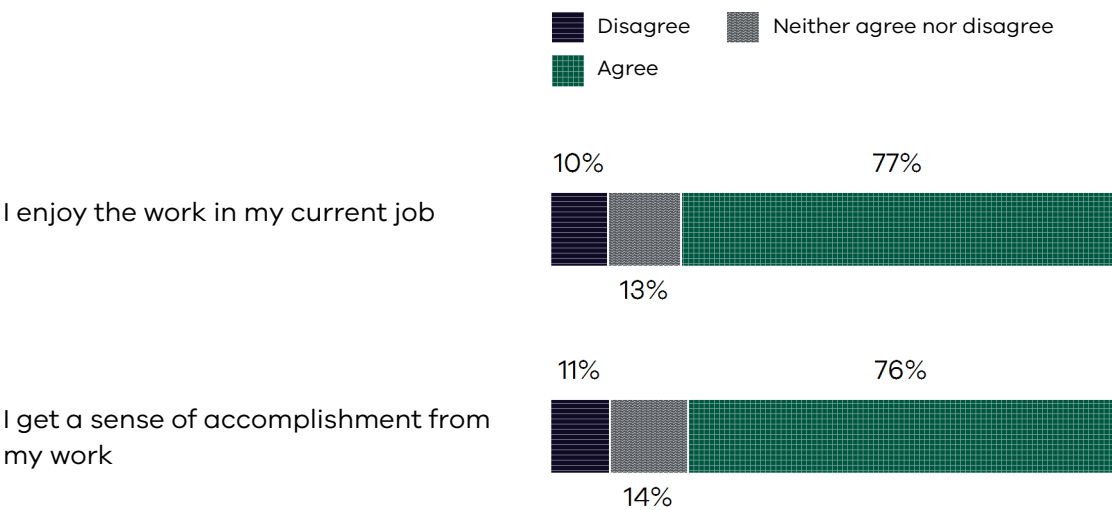
Example

77% 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		
	Lowest	Average	Highest
2021			
77 %	73 %	79 %	82 %
76 %	67 %	78 %	81 %

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.

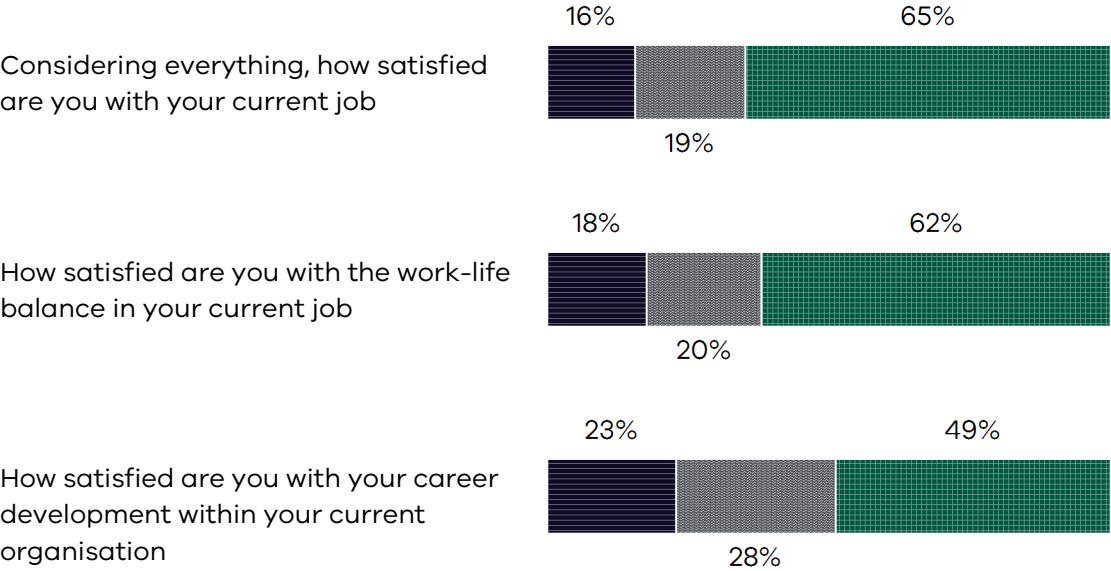
Example

65% 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



You	Comparator		
	Lowest	Average	Highest
2021			
65 %	58 %	70 %	75 %
62 %	61 %	68 %	75 %
49 %	42 %	53 %	59 %

People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

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

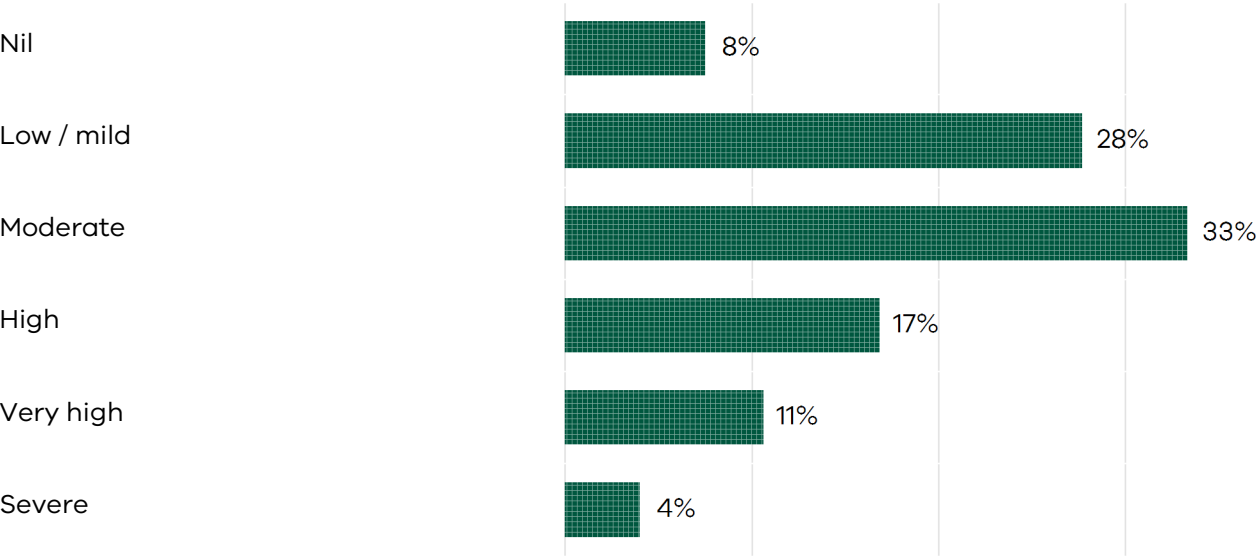
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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

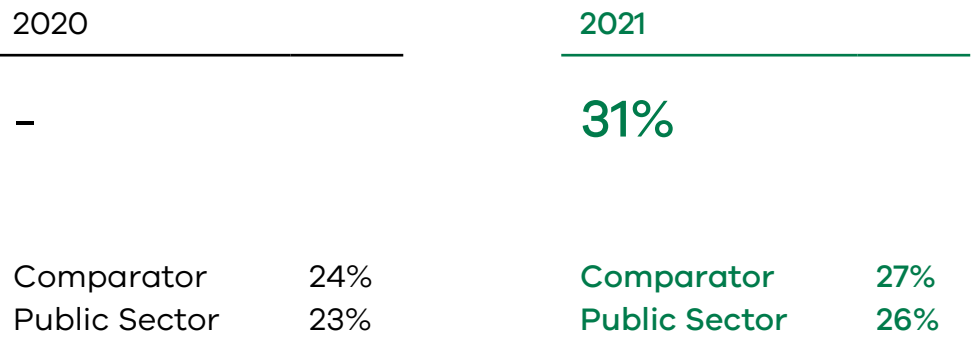
Example

31% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 27% 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.

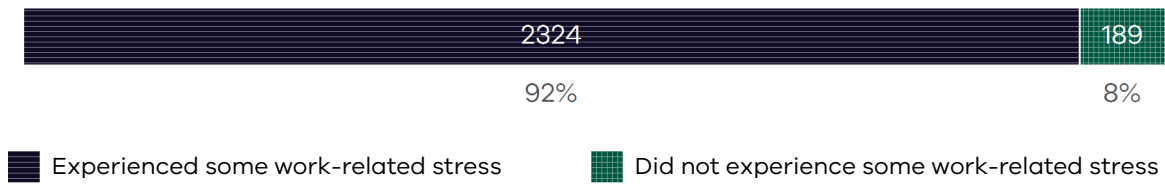
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

Example

92% of your staff who did the survey said they experienced mild to severe stress.

Of that 92%, 54% said the top reason was 'Workload'.



Of those that experienced work related stress it was from ...	You 2021	Comparator 2021	Public sector 2021
Workload	54%	50%	51%
Time pressure	46%	46%	42%
Organisation or workplace change	17%	11%	11%
Dealing with clients, patients or stakeholders	14%	14%	14%
Competing home and work responsibilities	12%	13%	12%
Management of work (e.g. supervision, training, information, support)	12%	12%	13%
Unclear job expectations	12%	14%	11%
Job security	12%	12%	9%
Other changes due to COVID-19	11%	13%	15%
Content, variety, or difficulty of work	11%	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.

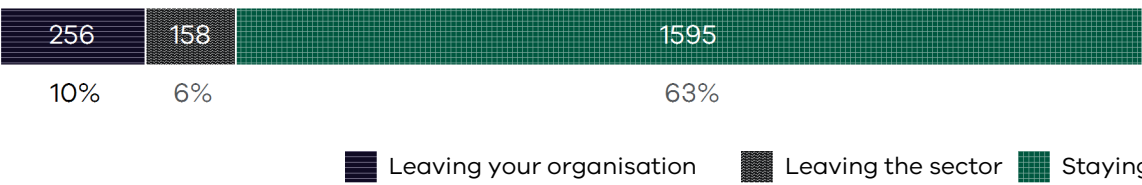
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

Example

16% of your staff who did the survey said they intended to leave.

Of that 16%, 43% said it was from 'Opportunity to broaden experience'.

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



Of those who indicated they're leaving your organisation (including leaving the sector) it was for ...

	You 2021	Comparator 2021	Public sector 2021
Opportunity to broaden experience	43%	44%	40%
Opportunity to seek/take a promotion elsewhere	35%	38%	33%
Limited future career opportunities at my organisation	34%	38%	42%
Excessive workload	33%	22%	25%
Lack of confidence in senior leadership	33%	32%	34%
Limited opportunities to gain further experience at my organisation	30%	30%	33%
Limited recognition for doing a good job	29%	27%	32%
Lack of organisational stability	22%	18%	18%
Limited developmental/educational opportunities at my organisation	20%	20%	24%
Better remuneration	17%	25%	26%

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

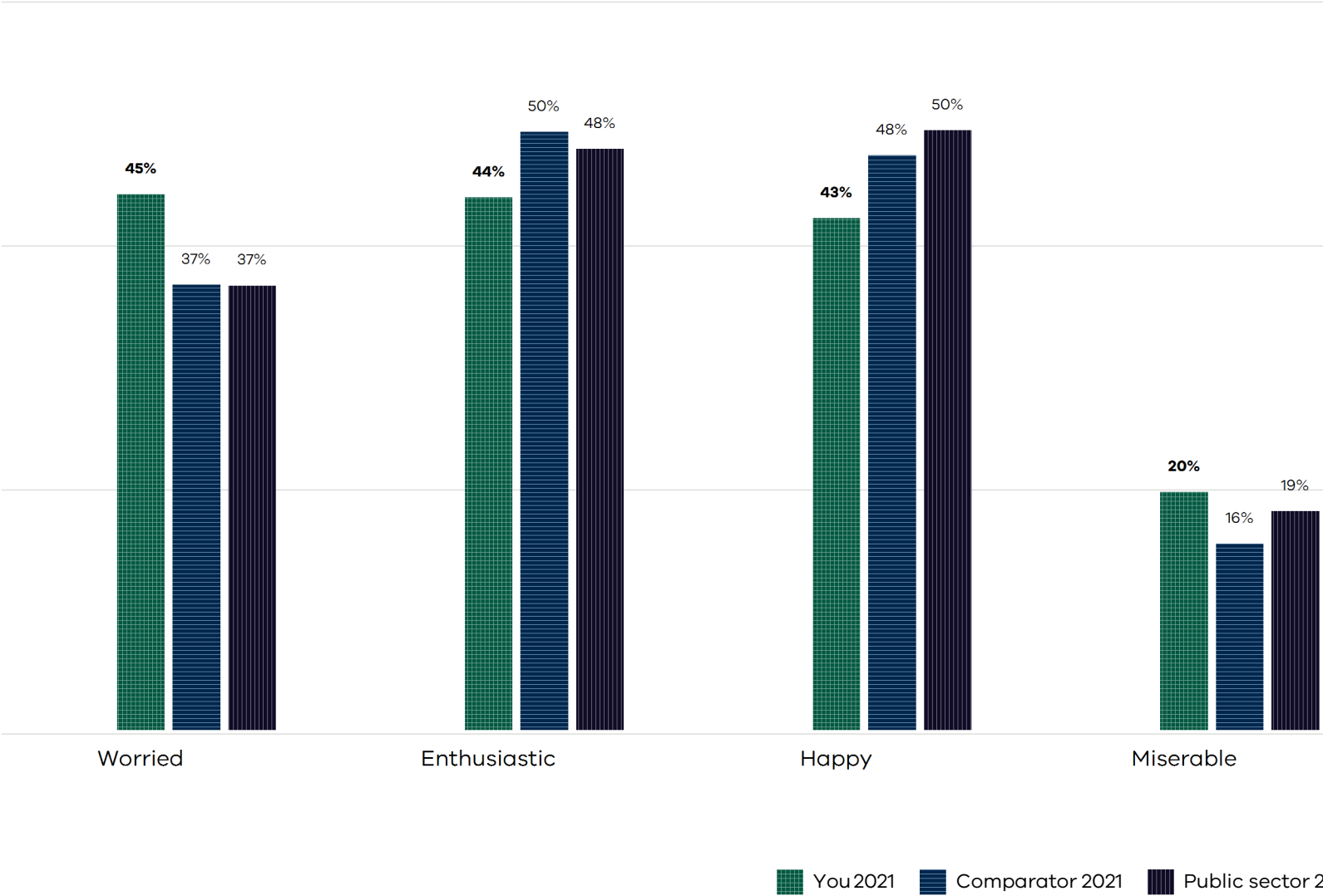
In 2021:

- 43% of your staff who did the survey said work made them feel happy in 2021

Compared to:

- 48% 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.

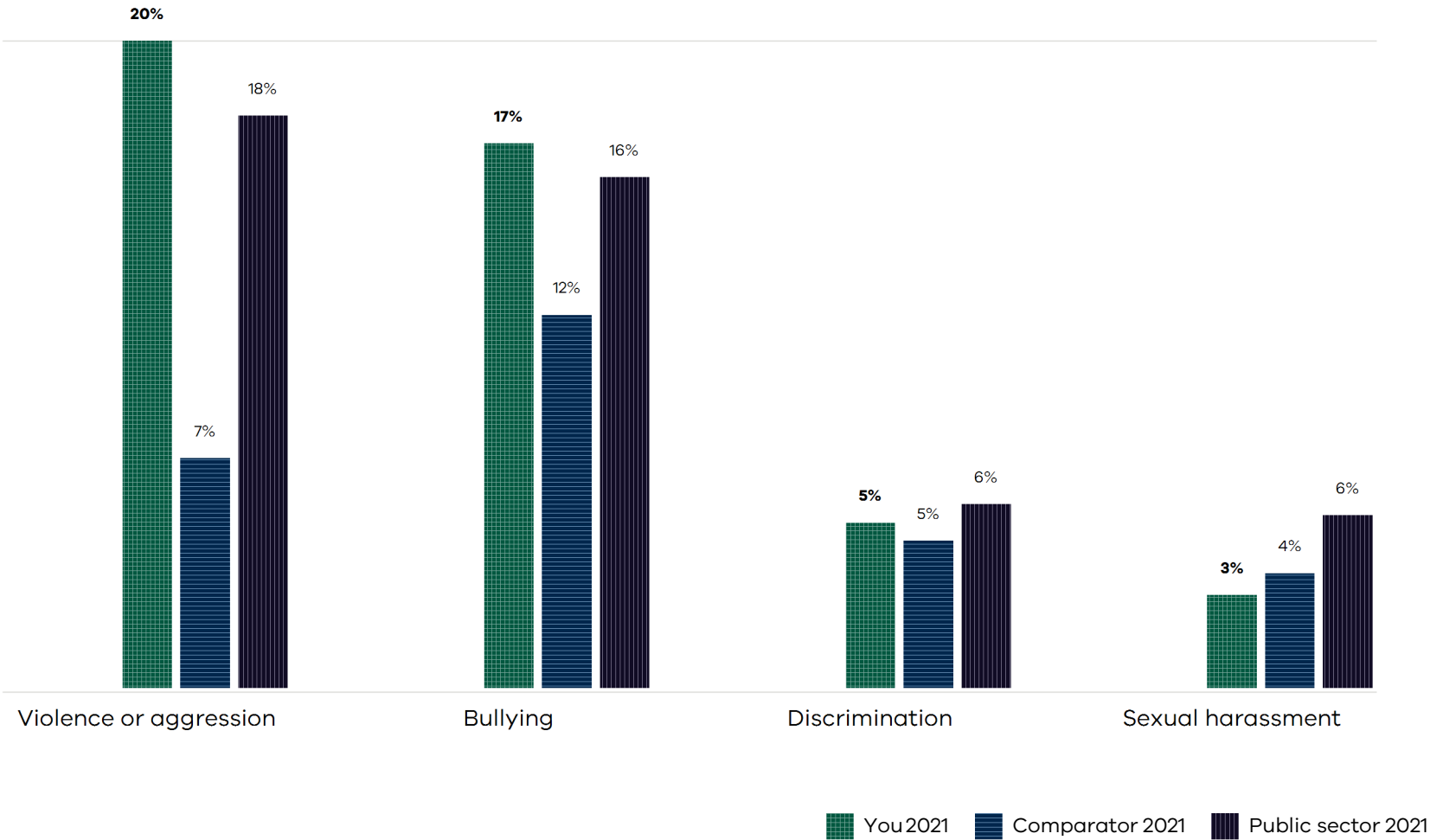
Example

In 2021:

- 20% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months.

Compared to:

- 7% of staff at your comparator and 18% of staff across the public sector.



People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

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

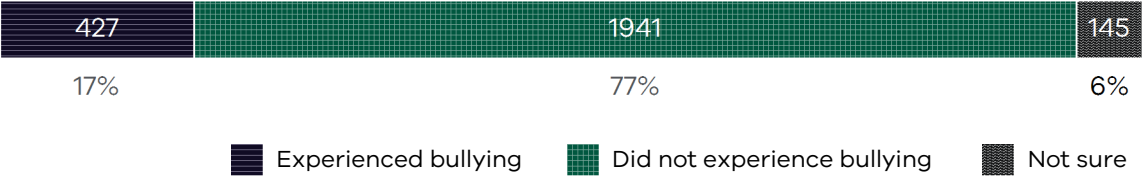
In descending order, the table shows the answers.

Example

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

Of that 17%, 71% 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)	71%	70%	69%
Exclusion or isolation	44%	42%	42%
Withholding essential information for me to do my job	25%	32%	27%
Intimidation and/or threats	24%	28%	32%
Other	18%	15%	15%
Verbal abuse	15%	19%	20%
Being given impossible assignment(s)	15%	13%	9%
Being assigned meaningless tasks unrelated to the job	15%	16%	13%
Interference with my personal property and/or work equipment	4%	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.

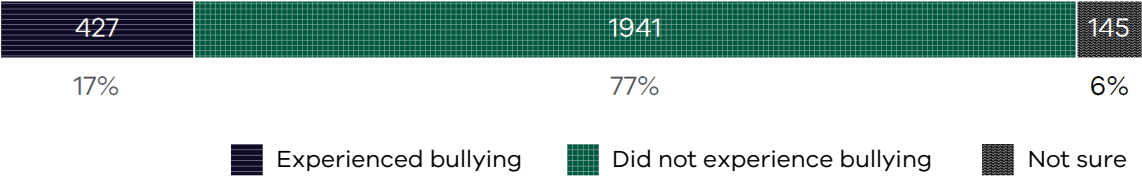
In descending order, the table shows the answers.

Example

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

- 52% said the top way they reported the bullying was 'Told a manager'.
- 85% said they didn't submit a formal complaint.

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



Did you tell anyone about the bullying?

	You 2021	Comparator 2021	Public sector 2021
Told a manager	52%	49%	47%
Told a colleague	41%	44%	42%
Told a friend or family member	37%	34%	34%
Told the person the behaviour was not OK	21%	18%	17%
Told employee assistance program (EAP) or peer support	19%	14%	9%
Submitted a formal complaint	15%	10%	12%
Told Human Resources	13%	10%	12%
Told someone else	12%	12%	12%
I did not tell anyone about the bullying	9%	12%	12%

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

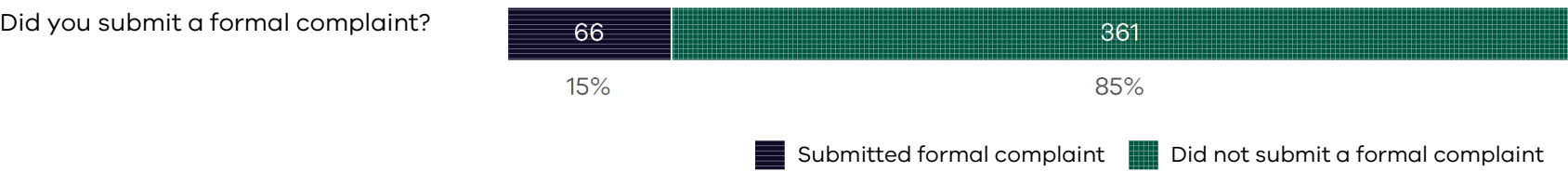
How to read this

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

Example

85% of your staff who experienced bullying did not submit a formal complaint, of which:

- 57% 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 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	57%	59%	53%
I didn't think it would make a difference	48%	51%	50%
I believed there would be negative consequences for my career	45%	49%	40%
I didn't feel safe to report the incident	26%	20%	19%
Other	16%	12%	12%
I thought the complaint process would be embarrassing or difficult	12%	16%	14%
I didn't need to because I no longer had contact with the person(s) who bullied me	10%	11%	8%
I didn't think it was serious enough	9%	18%	16%
I believed there would be negative consequences for the person I was going to complain about	7%	10%	10%
I didn't need to because I made the bullying stop	6%	6%	7%

People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

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

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

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

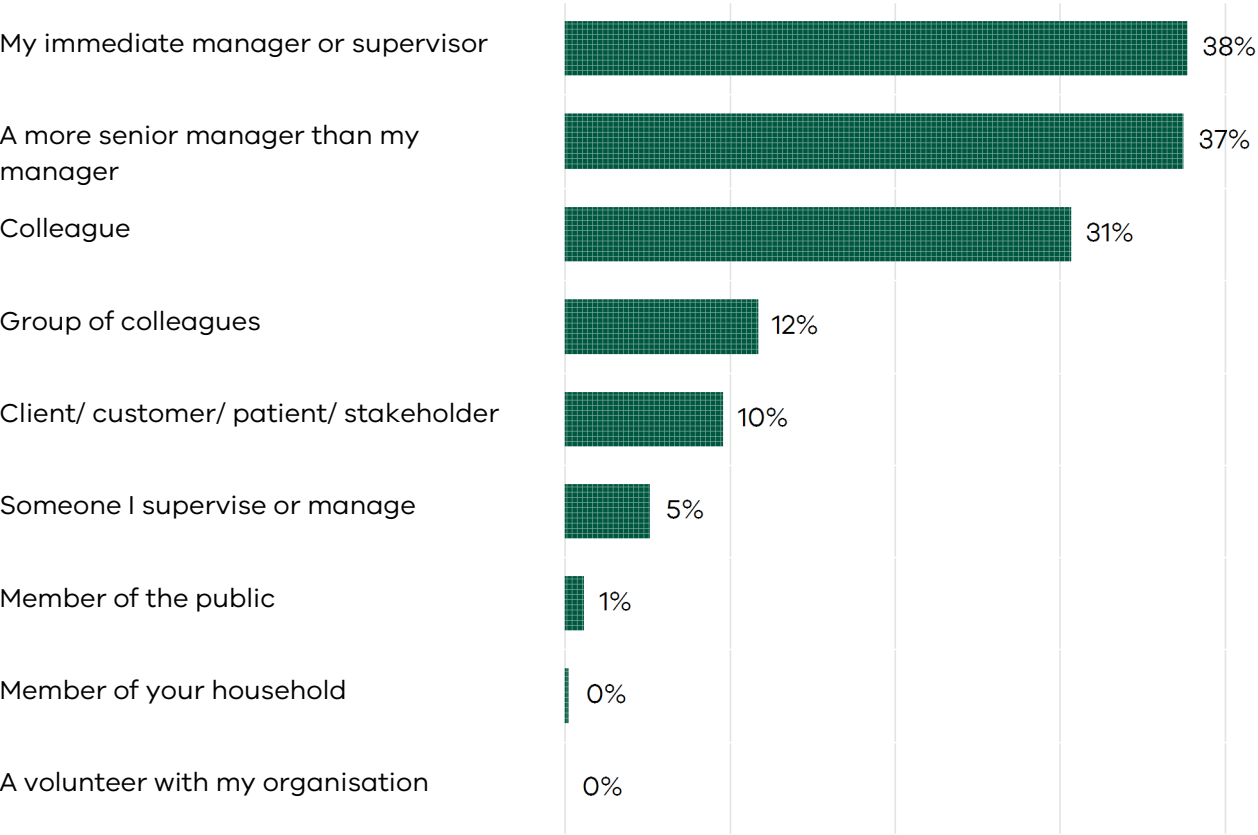
Each row is one perpetrator or group of perpetrators.

Example

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

Of that 17%, 38% said it was by 'My immediate manager or supervisor'.

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



People outcomes

Frequency of bullying

What this is

This is how often staff experienced bullying.

Why this is important

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

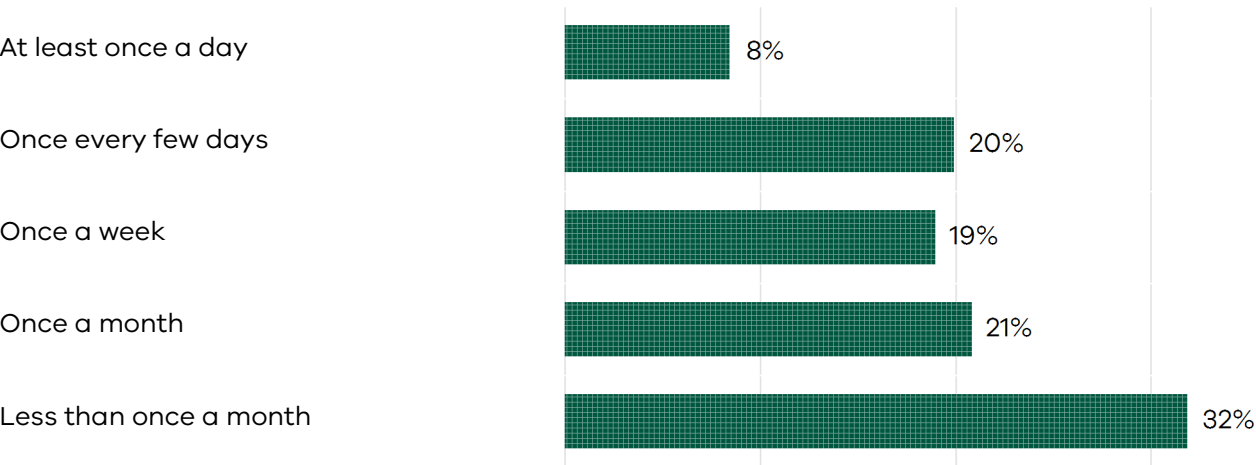
How to read this

In this year’s survey, 17% of your staff said they experienced bullying.
If they did, they could tell us how often they experienced this behaviour.

Example

17% of your staff who did the survey said they experienced bullying.
Of that 17%, 8% said it was 'At least once a day'.

How often have you experienced bullying? (You2021)



People outcomes

Sexual harassment

What this is

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

Why this is important

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

How to read this

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

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

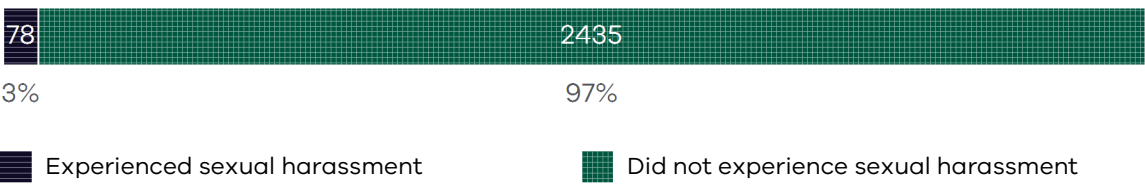
In descending order, the table shows the top 10 answers.

Example

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

Of those, 49% 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 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)	49%	53%	54%
Intrusive questions about your private life or comments about your physical appearance	41%	52%	50%
Inappropriate staring or leering that made you feel intimidated	9%	12%	15%
Any other unwelcome conduct of a sexual nature	8%	7%	7%
Inappropriate physical contact (including momentary or brief physical contact)	6%	10%	17%
Unwelcome touching, hugging, cornering or kissing	6%	8%	14%
Repeated or inappropriate invitations to go out on dates	3%	4%	3%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	1%	5%	3%
Request or pressure for sex or other sexual acts	1%	2%	1%
Sexual gestures, indecent exposure or inappropriate display of the body	1%	3%	6%

People outcomes

Response to sexual harassment

What this is

This is how staff responded when they experienced sexual harassment.

Why this is important

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

How to read this

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

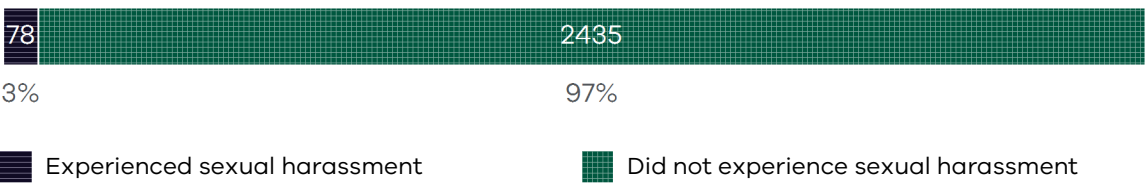
If they did, they could tell us with one or more answers how they responded.

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

Example

3% of your staff who did the survey said they experienced sexual harassment. Of those, 40% said their top response was 'Pretended it didn't bother you'.

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



When the harassment happened to you, did you respond in any of the following ways?

	You 2021	Comparator 2021	Public sector 2021
Pretended it didn't bother you	40%	47%	45%
Tried to laugh it off or forget about it	37%	43%	41%
Told the person the behaviour was not OK	27%	24%	31%
Told a manager	26%	18%	20%
Told a friend or family member	22%	22%	21%
Avoided the person(s) by staying away from them	21%	33%	36%
Told a colleague	21%	25%	29%
Other	8%	5%	7%
Avoided locations where the behaviour might occur	5%	13%	13%
Told employee assistance program (EAP) or peer support	5%	5%	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

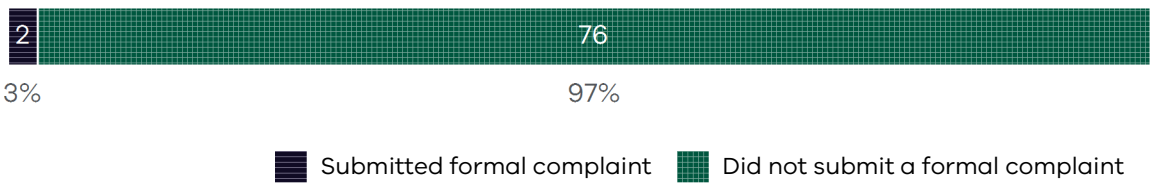
In the survey, we asked staff to tell us if they'd experienced sexual harassment at work. We then asked them if they submitted a formal complaint. If they did not, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

Example

97% of your staff who experienced sexual harassment did not submit a formal complaint, of which:

- 43% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?



Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	43%	41%	33%
I didn't think it would make a difference	41%	36%	39%
I didn't think it was serious enough	34%	45%	45%
I believed there would be negative consequences for my career	28%	28%	21%
Other	16%	9%	7%
I believed there would be negative consequences for the person I was going to complain about	14%	13%	13%
I didn't feel safe to report the incident	12%	11%	8%
I didn't need to because I made the harassment stop	12%	11%	12%
I thought the complaint process would be embarrassing or difficult	12%	14%	11%
I didn't know how to make a complaint	5%	3%	4%

People outcomes

Perpetrators of sexual harassment

What this is

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

Why this is important

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

How to read this

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

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

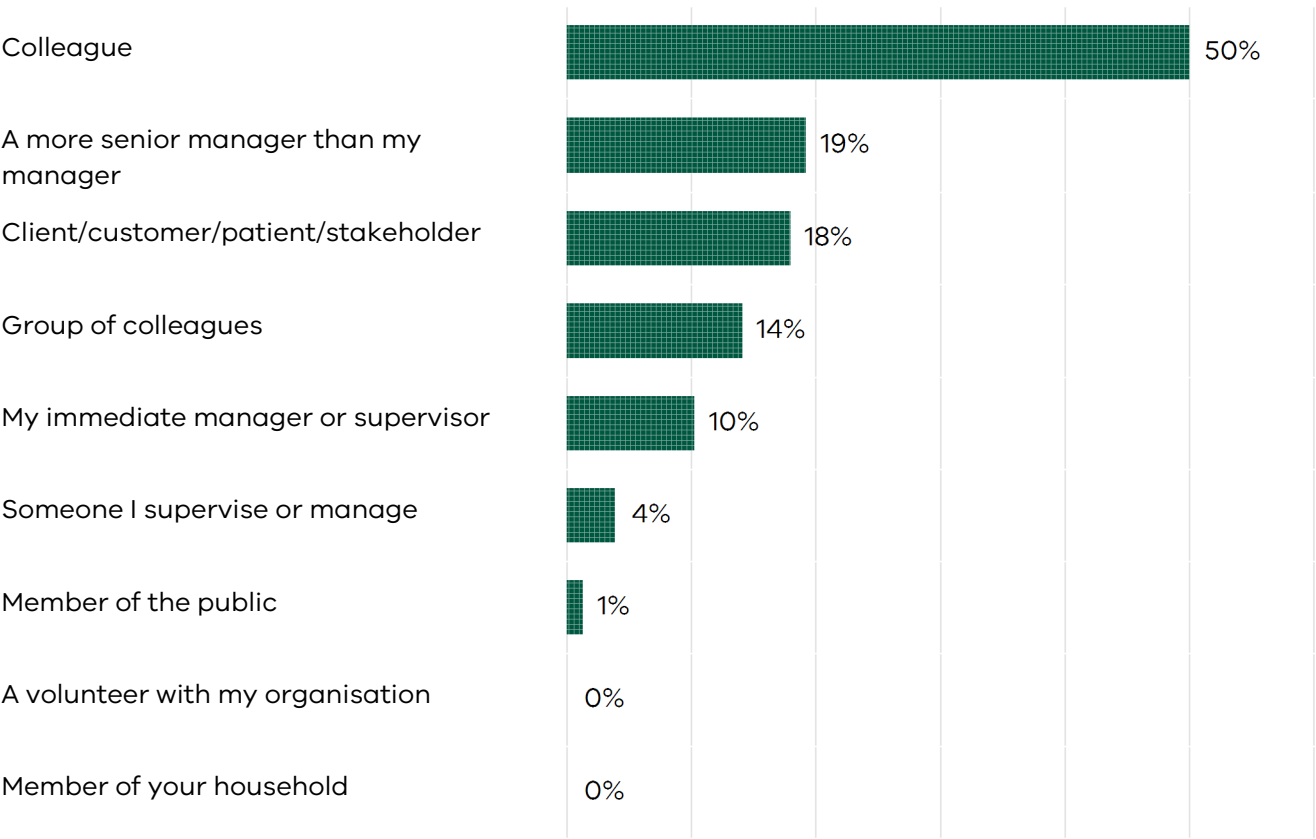
In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

Example

3% of your staff who did the survey said they experienced sexual harassment. Of that 3%, 50% said it was by 'Colleague'.

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



People outcomes

Frequency of sexual harassment

What this is

This is how often staff experienced sexual harassment.

Why this is important

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

How to read this

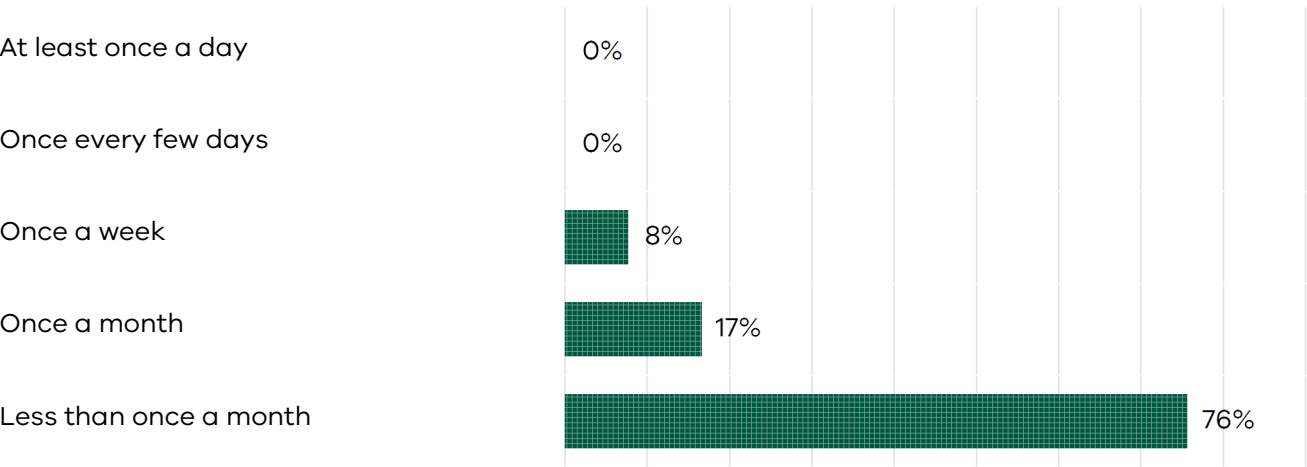
In this year’s survey, 3% of your staff said they experienced sexual harassment. If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing sexual harassment.

Example

3% of your staff who did the survey said they experienced sexual harassment. Of that 3%, 0% said it was 'At least once a day'.

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



People outcomes

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.

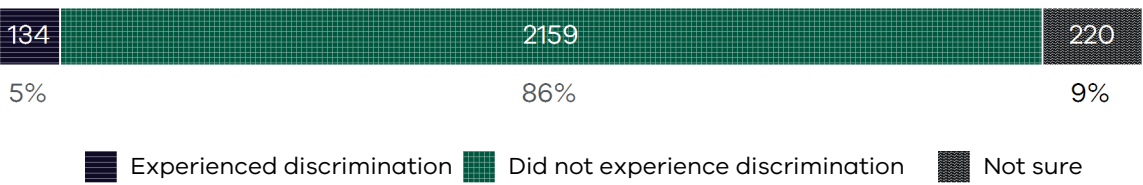
In descending order, the table shows the top 10 answers.

Example

5% of your staff who did the survey said they experienced discrimination.

Of that 5%, 26% said it was 'Age'.

Have you experienced discrimination at work?



If you experienced discrimination, which attributes was this based on?

	You 2021	Comparator 2021	Public sector 2021
Age	26%	31%	26%
Employment activity	24%	23%	27%
Race	21%	18%	17%
Parent or carer status (including pregnancy and breastfeeding)	19%	13%	15%
Disability	16%	9%	8%

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.

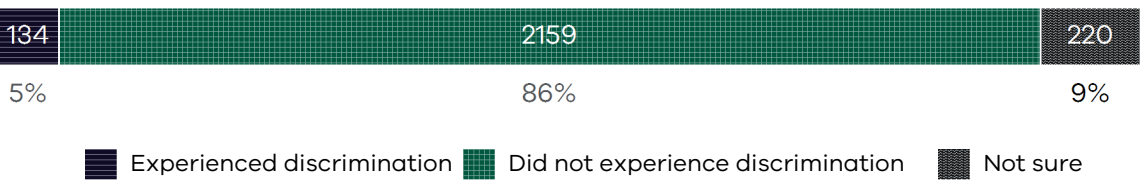
In descending order, the table shows the top 10 types.

Example

5% of your staff who did the survey said they experienced discrimination.

Of that 5%, 49% said it was 'Opportunities for promotion'.

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



If you experienced discrimination, what type of discrimination did you experience?

	You 2021	Comparator 2021	Public sector 2021
Opportunities for promotion	49%	43%	37%
Other	27%	37%	38%
Opportunities for transfer/secondment	25%	20%	19%
Denied flexible work arrangements or other adjustments	23%	16%	21%
Opportunities for training	15%	21%	24%
Access to leave	13%	7%	8%
Pay or conditions offered by employer	9%	8%	9%
Employment security - threats of dismissal or termination	8%	10%	11%

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

5% of your staff who did the survey said they experienced discrimination, of which

- 32% said the top way they reported the discrimination was 'Told a manager'.
- 91% said they didn't submit a formal complaint.



Did you tell anyone about the discrimination?	You 2021	Comparator 2021	Public sector 2021
Told a manager	32%	27%	28%
Told a friend or family member	29%	31%	32%
I did not tell anyone about the discrimination	28%	25%	24%
Told a colleague	25%	38%	38%
Told employee assistance program (EAP) or peer support	14%	9%	8%
Told Human Resources	14%	8%	10%
Told someone else	10%	15%	14%
Submitted a formal complaint	9%	8%	8%
Told the person the behaviour was not OK	9%	9%	9%

People outcomes

Discrimination - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

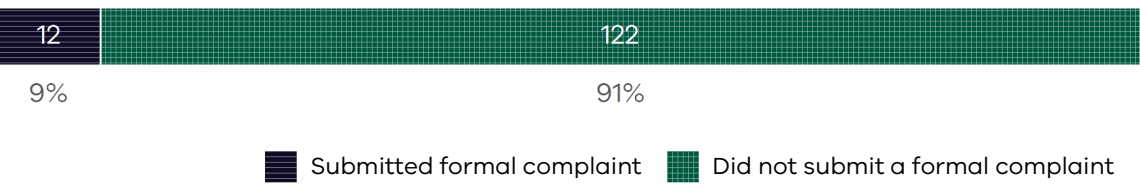
In the survey, we asked staff to tell us if they'd experienced discrimination at work. We then asked them if they submitted a formal complaint. If they did not, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

Example

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

- 58% said the top reason was 'I believed there would be negative consequences for my career'.

Did you submit a formal complaint?



Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my career	58%	57%	54%
I believed there would be negative consequences for my reputation	54%	59%	56%
I didn't think it would make a difference	49%	58%	57%
I didn't feel safe to report the incident	20%	19%	19%
I thought the complaint process would be embarrassing or difficult	16%	13%	13%
Other	13%	10%	10%
I didn't think it was serious enough	11%	14%	12%
I believed there would be negative consequences for the person I was going to complain about	10%	10%	9%
I didn't know who to talk to	9%	9%	6%
I didn't know how to make a complaint	6%	7%	5%

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, 5% of your staff said they experienced discrimination.

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

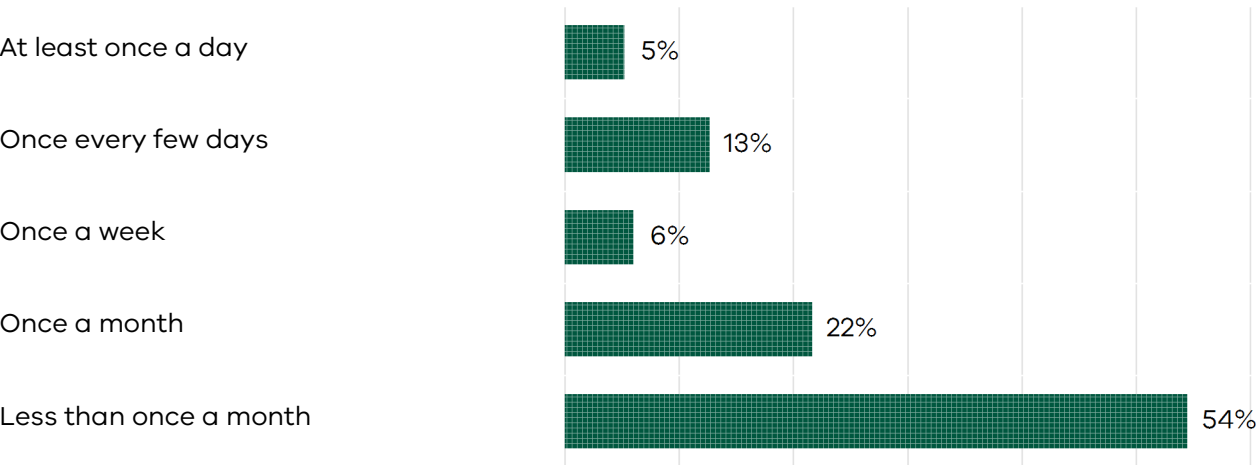
The graph shows how often staff were experiencing discrimination.

Example

5% of your staff who did the survey said they experienced discrimination.

Of that 5%, 5% 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.

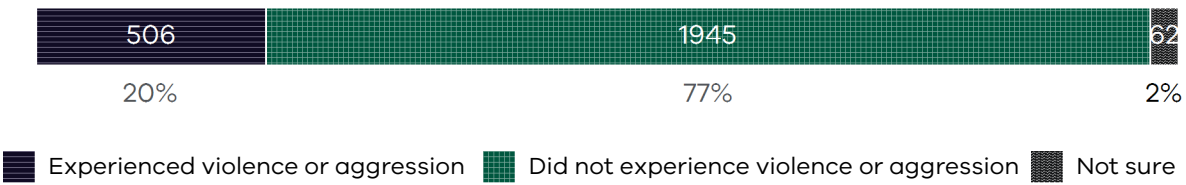
How to read this

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

20% of your staff who did the survey said they experienced violence or aggression. Of that 20%, 87% 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	87%	69%	81%
Intimidating behaviour	69%	73%	69%
Threats of violence	45%	23%	39%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	9%	8%	28%
Other	4%	6%	12%
Damage to my property or work equipment	4%	3%	7%
Stalking, including cyber-stalking	3%	2%	1%

Negative behaviour

Telling someone about violence and aggression

What this is

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

Why this is important

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

How to read this

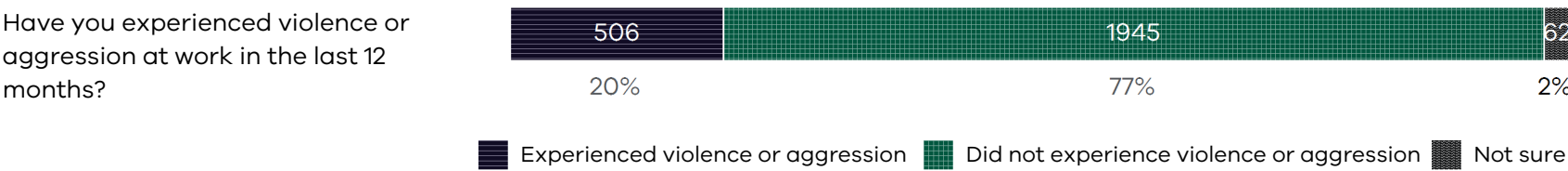
In the survey, we asked staff to tell us if they'd experienced violence or aggression. If they did, they could tell us with one or more answers who they told.

In descending order, the table shows the answers.

Example

20% of your staff who did the survey said they experienced violence or aggression, fo which

- 68% said the top way they reported the violence or aggression was 'Told a manager'
- 77% 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	68%	56%	52%
Told a colleague	46%	41%	46%
Told the person the behaviour was not OK	31%	24%	33%
Submitted a formal incident report	23%	25%	32%
Told a friend or family member	20%	21%	20%
Told employee assistance program (EAP) or peer support	8%	7%	3%
Told someone else	7%	8%	6%
I did not tell anyone about the incident(s)	6%	10%	8%
Told Human Resources	4%	5%	4%

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.

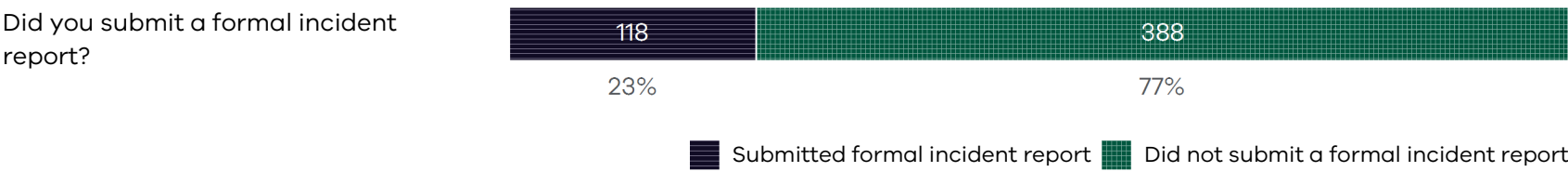
How to read this

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

77% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 47% said the top reason was 'I didn't think it would make a difference'.



Please tell us why you did not submit a formal incident report?	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	47%	37%	39%
I didn't think it was serious enough	42%	30%	33%
Other	20%	19%	12%
I believed there would be negative consequences for my reputation	15%	29%	16%
I didn't need to because I made the violence or aggression stop	13%	13%	16%
I believed there would be negative consequences for my career	12%	24%	12%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	11%	12%	15%
I didn't feel safe to report the incident	5%	9%	5%
I thought the complaint process would be embarrassing or difficult	4%	7%	4%
I didn't know how to make a complaint	2%	4%	3%

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.

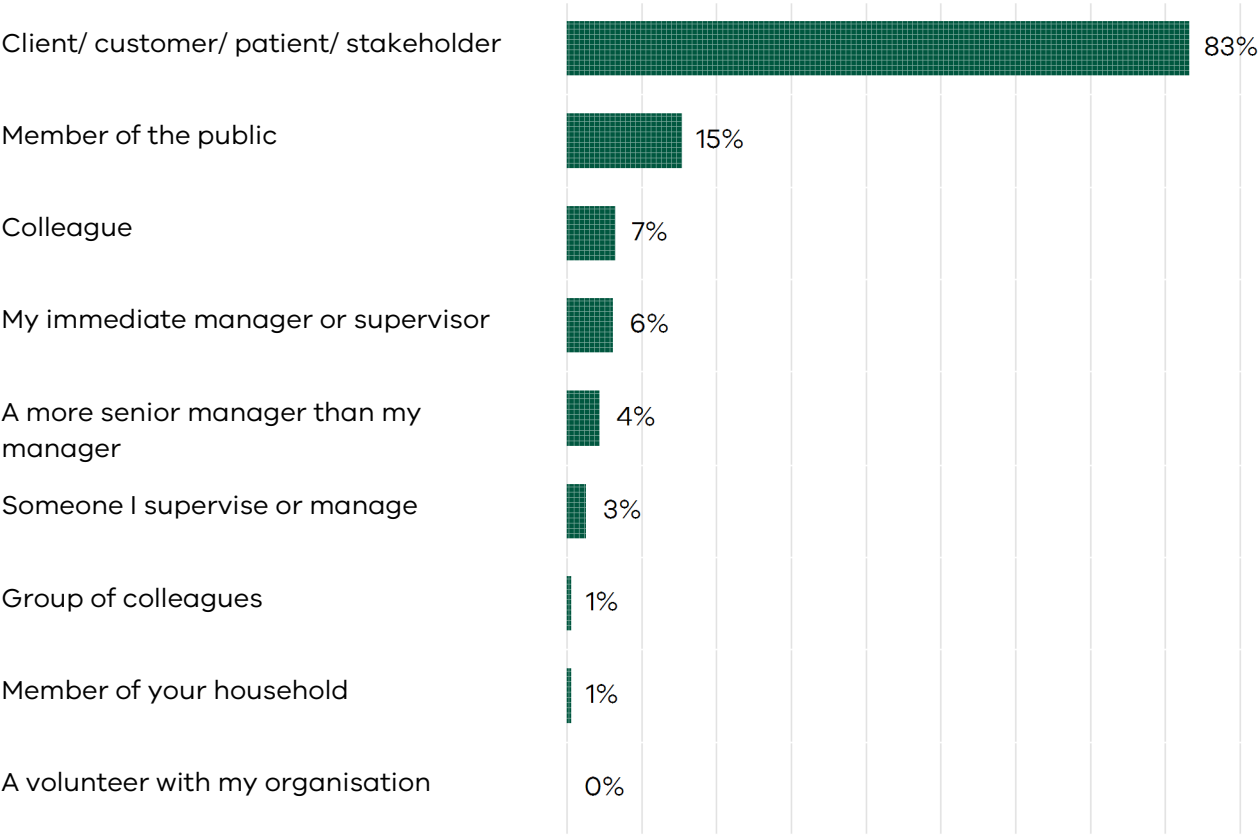
Each row is one perpetrator or a group of perpetrators.

Example

20% of your staff who did the survey said they experienced violence or aggression.

Of that 20%, 83% said it was 'Client/ customer/ patient/ stakeholder'.

506 people (20% 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

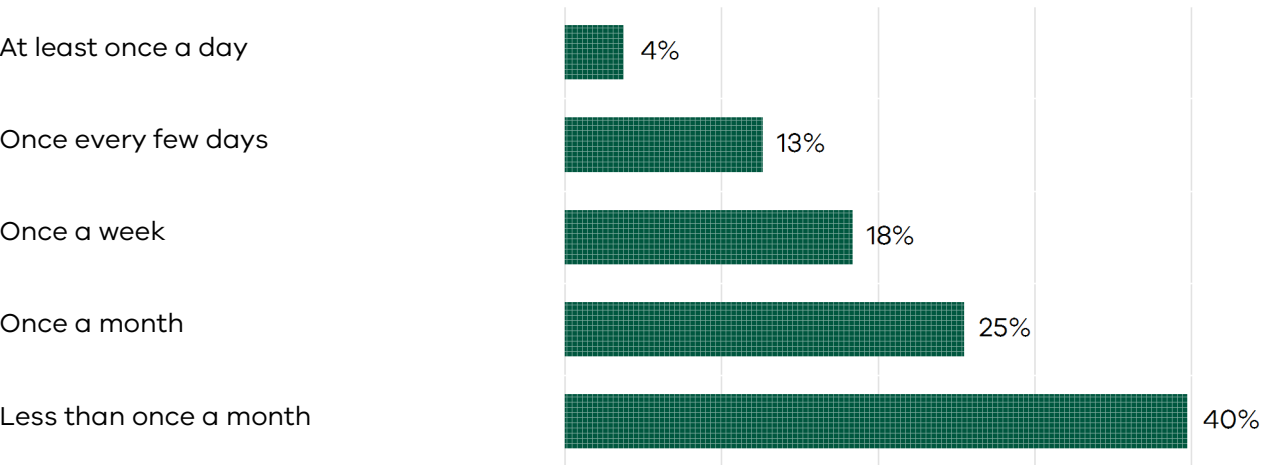
In this year’s survey, 20% of your staff said they experienced violence or aggression. If they did, they could tell us how often they experienced this behaviour.

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

Example

20% of your staff who did the survey said they experienced violence or aggression. Of that 20%, 4% 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 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	78%	84%	77%
Bullying of a colleague	16%	12%	16%
Discrimination against a colleague	6%	6%	8%
Violence or aggression against a colleague	5%	3%	6%
Sexual harassment of a colleague	1%	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:
- 76% said the top action they took was 'Spoke to the person who experienced the behaviour'.
 - 5% 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	76%	73%	72%
Told a manager	45%	37%	37%
Told the person the behaviour was not OK	23%	22%	25%
Told a colleague	19%	22%	21%
Spoke to the person who behaved in a negative way	17%	19%	22%
Other	7%	6%	7%
Submitted a formal complaint	6%	5%	6%
Told Human Resources	5%	5%	6%
Took no action	5%	8%	7%

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

53% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.



People matter

survey 2021

Have your say

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

Key differences

Highest scoring questions

What this is

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

How to read this

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

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

You can also compare your 2021 comparator group.

Example

On the first row 'Job enrichment', the 'You 2021' column shows 92% of your staff agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

This question was not asked in 0.

Question group	Highest scoring questions	You 2021	Comparator 2021
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	92%	76%
Workgroup support	I am able to work effectively with others in my workgroup	91%	92%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	90%	89%
Quality service delivery	My workgroup values human rights	89%	87%
Quality service delivery	My workgroup strives to provide high quality advice and services	88%	91%
Quality service delivery	My workgroup strives to deliver services in a timely manner	88%	90%
Job enrichment	I understand how my job contributes to my organisation's purpose	88%	89%
Manager leadership	My manager works effectively with people from diverse backgrounds	87%	89%
Manager leadership	My manager ensures clients receive a high standard of service	86%	89%
Manager leadership	My manager treats employees with dignity and respect	86%	88%

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

You can also compare your 2021 comparator group.

Example

On the first row 'Learning and development', the 'You 2021' column shows 33% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'. This question was not asked in 0.

Question subgroup	Lowest scoring questions	You 2021	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	33%	39%
Learning and development	I feel I have an equal chance at promotion in my organisation	42%	46%
Safety climate	All levels of my organisation are involved in the prevention of stress	42%	45%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	42%	48%
Workload	I have enough time to do my job effectively	44%	54%
Taking action	I believe my organisation will take positive action on the results of this year's survey	44%	50%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	47%	55%
Workload	The workload I have is appropriate for the job that I do	48%	57%
Satisfaction	How satisfied are you with your career development within your current organisation	49%	53%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	50%	55%

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 'Job enrichment', the 'You 2021' column shows 92% of your staff agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

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

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	92%	+16%	76%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	77%	+4%	73%
Equal employment opportunity	Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	68%	+4%	65%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	79%	+4%	76%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees with disability	67%	+4%	63%
Equal employment opportunity	Sexual orientation is not a barrier to success in my organisation	78%	+3%	75%
Quality service delivery	My workgroup values human rights	89%	+3%	87%
Equal employment opportunity	Disability is not a barrier to success in my organisation	62%	+3%	59%
Equal employment opportunity	Gender is not a barrier to success in my organisation	76%	+2%	74%
Supporting question - gender equality	My organisation would support me if I needed to take family violence leave	80%	+2%	78%

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 59% of your staff agreed with 'There is a positive culture within my organisation in relation to employees who use flexible work arrangements'.

The 'difference' column, shows that agreement for this question was 11 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	59%	-11%	70%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have family responsibilities	63%	-10%	73%
Engagement	I would recommend my organisation as a good place to work	66%	-10%	76%
Workload	I have enough time to do my job effectively	44%	-10%	54%
Workplace flexibility	I have the flexibility I need to manage my work and non-work activities and responsibilities	69%	-10%	79%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	71%	-9%	80%
Engagement	I am proud to tell others I work for my organisation	70%	-9%	79%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	56%	-9%	64%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have caring responsibilities	61%	-9%	70%
Workload	The workload I have is appropriate for the job that I do	48%	-8%	57%

People matter

survey 2021

Have your say

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

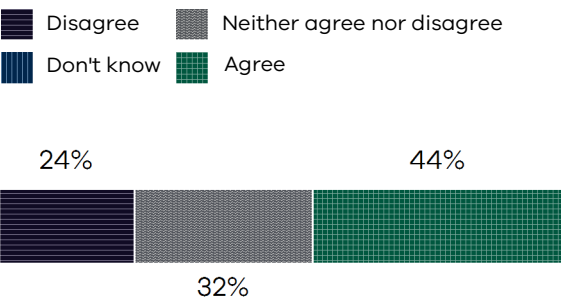
Example

44% 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		
	Lowest	Average	Highest
2021			
44 %	33 %	50 %	61 %

People matter

survey 2021

Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
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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.

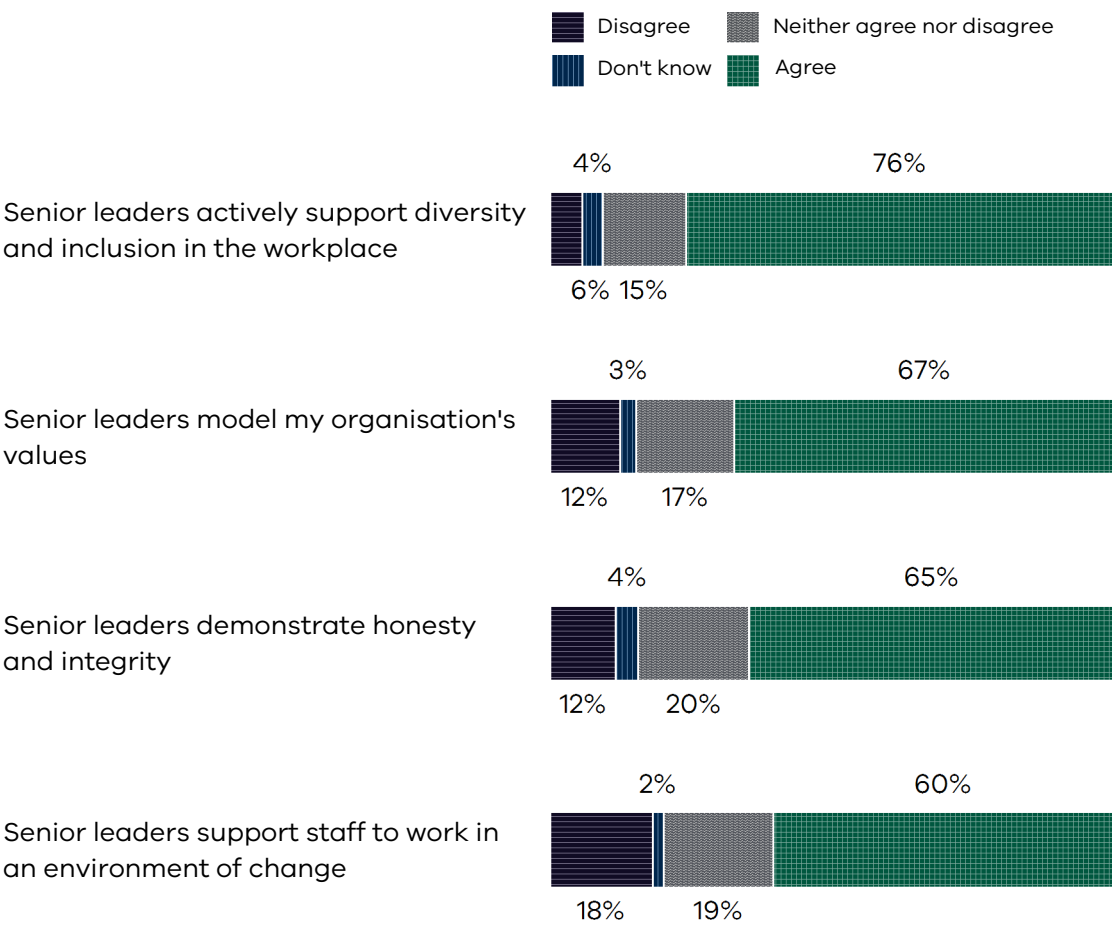
Example

76% 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 2021	Comparator		
	Lowest	Average	Highest
76 %	62 %	77 %	84 %
67 %	52 %	71 %	79 %
65 %	49 %	69 %	80 %
60 %	46 %	67 %	76 %

Senior leadership

Senior leadership 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

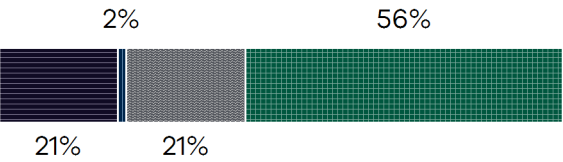
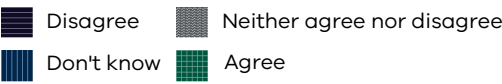
Example

56% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

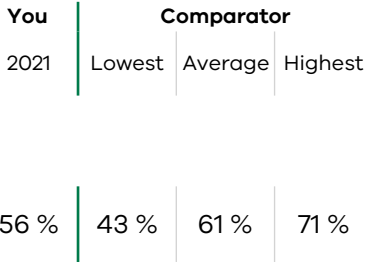
Survey question

Senior leaders provide clear strategy and direction

Your results



Benchmark agree results



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.

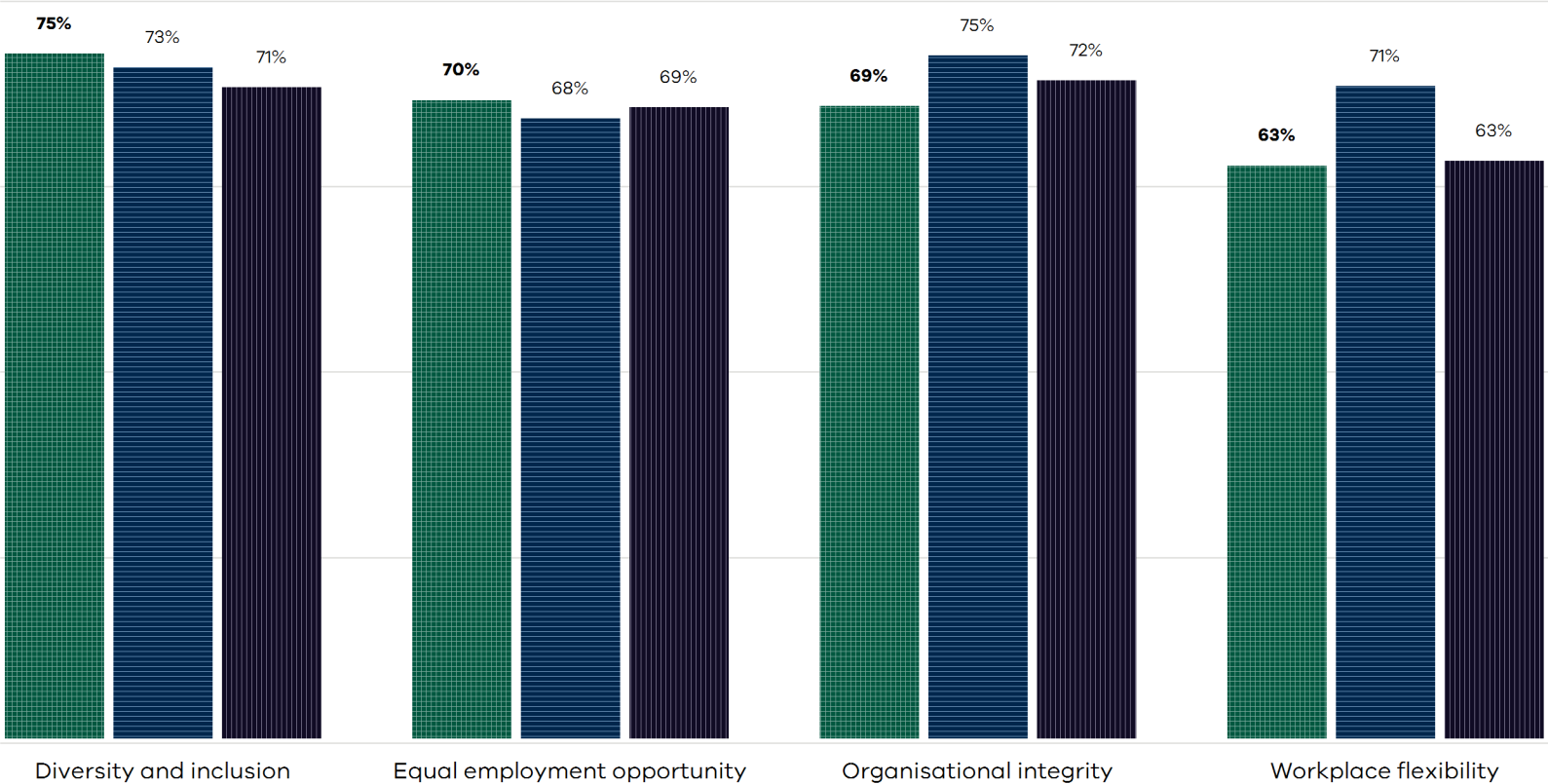
Example

In 2021:

- 75% of your staff who did the survey responded positively to questions about Diversity and inclusion.

Compared to:

- 73% of staff at your comparator and 71% of staff across the public sector.



You 2021 Comparator 2021 Public sector 2021

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

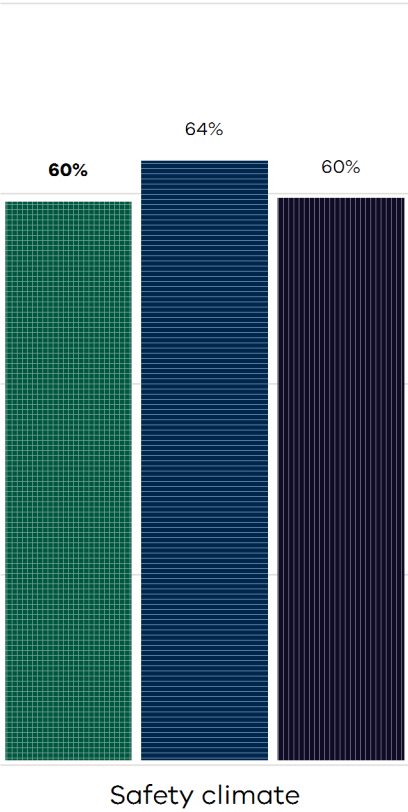
This page shows which factors are performing well and which factors you can look to improve.

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:
- 64% of staff at your comparator and 60% of staff across the public sector.



You 2021 Comparator 2021 Public sector 2021

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

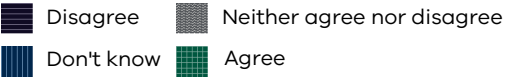
Example

83% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question

Your results

Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
83 %	71 %	82 %	86 %
79 %	70 %	85 %	92 %
78 %	65 %	82 %	89 %
72 %	66 %	80 %	86 %

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.

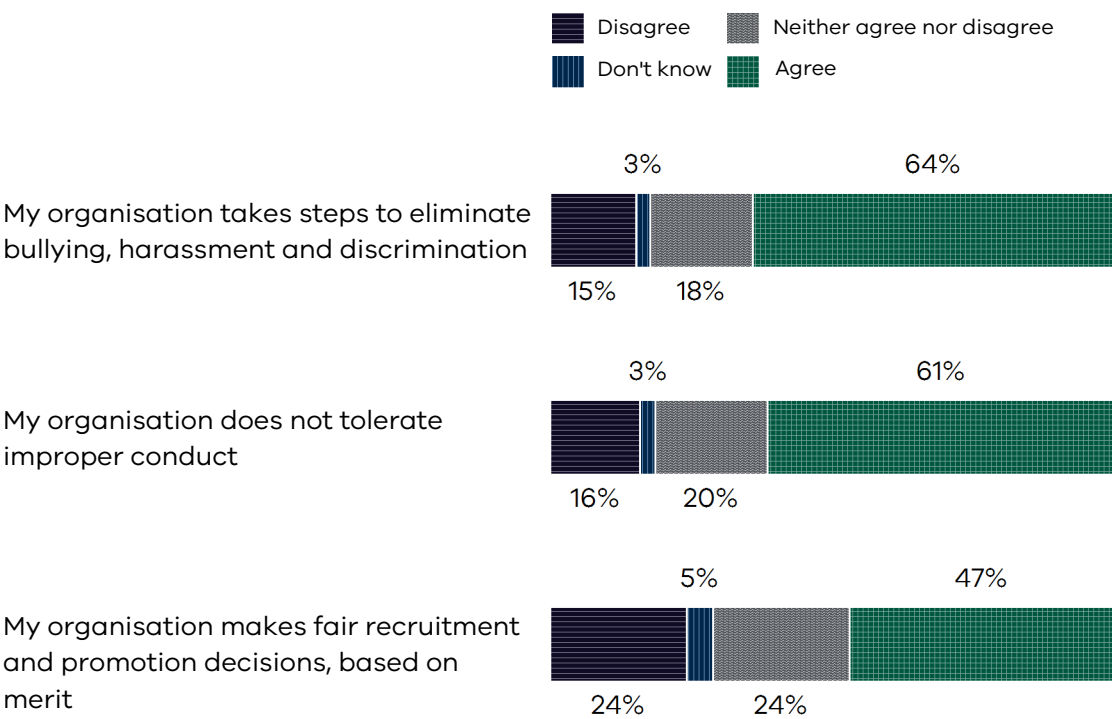
Example

64% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question

Your results

Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
64 %	52 %	69 %	77 %
61 %	52 %	69 %	77 %
47 %	37 %	55 %	65 %

Organisational climate

Workplace flexibility 1 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

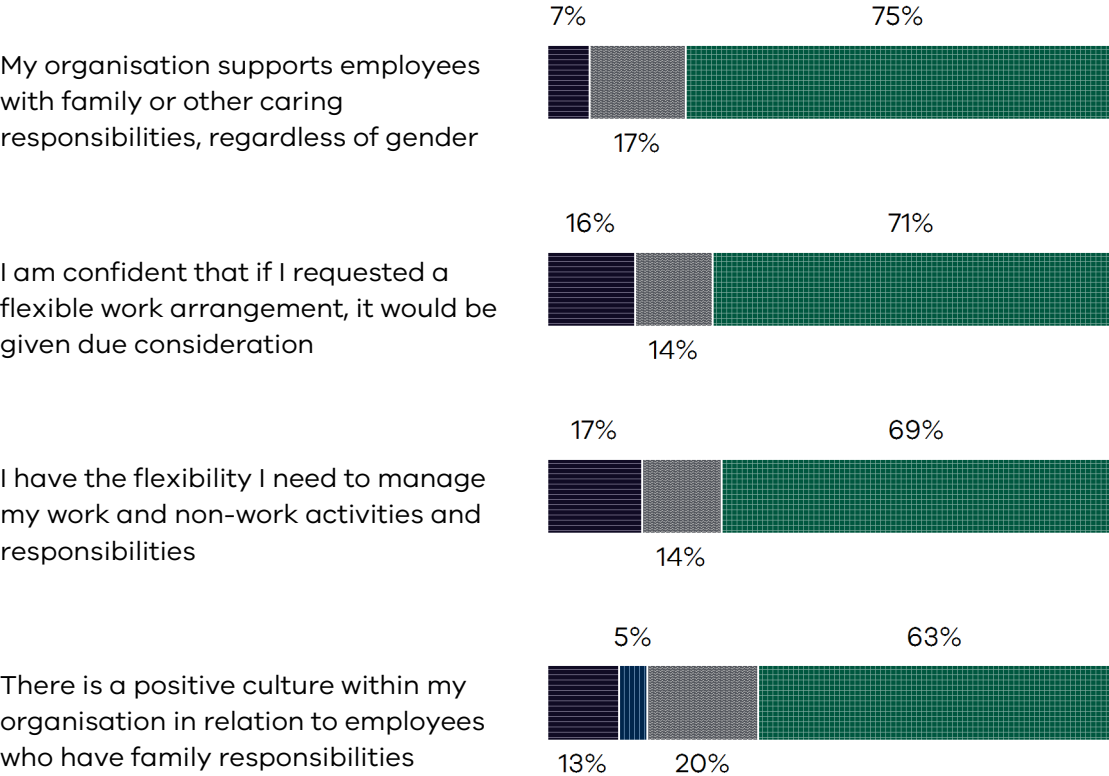
Example

75% of your staff who did the survey agreed or strongly agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.

Survey question

Your results

Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
75 %	63 %	80 %	88 %
71 %	55 %	80 %	89 %
69 %	63 %	79 %	84 %
63 %	52 %	73 %	82 %

Organisational climate

Workplace flexibility 2 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

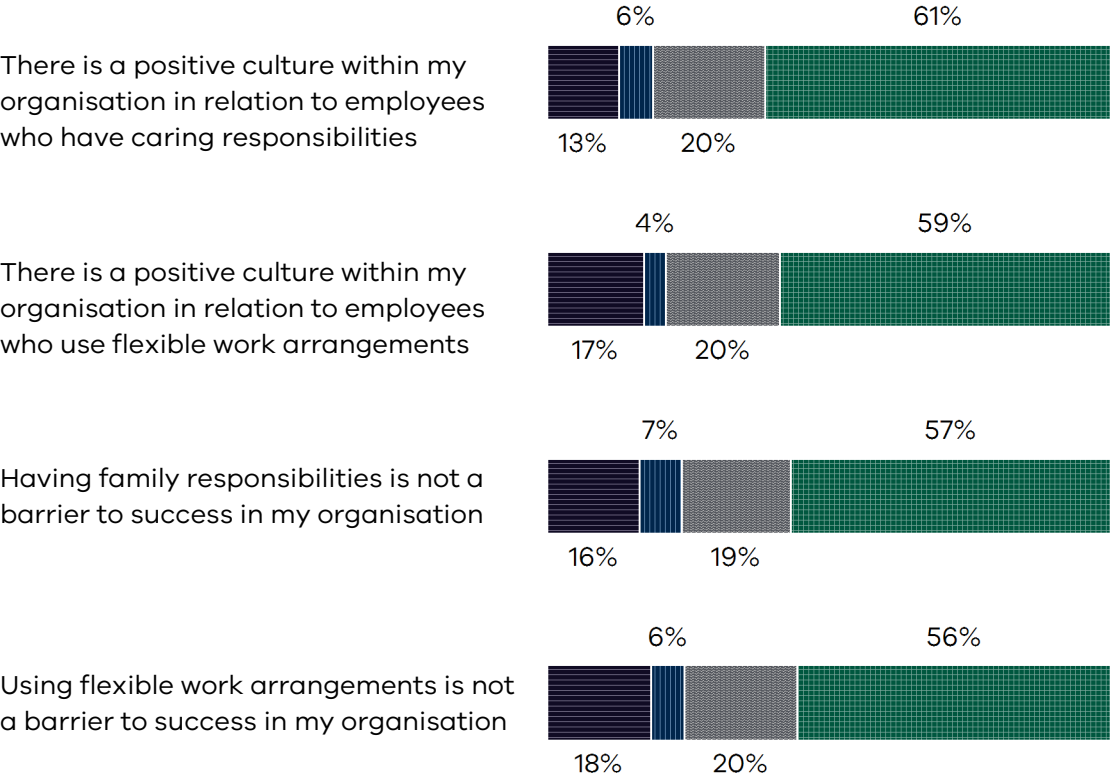
Example

61% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who have caring responsibilities'.

Survey question

Your results

Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
61 %	50 %	70 %	80 %
59 %	46 %	70 %	82 %
57 %	48 %	65 %	72 %
56 %	43 %	64 %	76 %

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

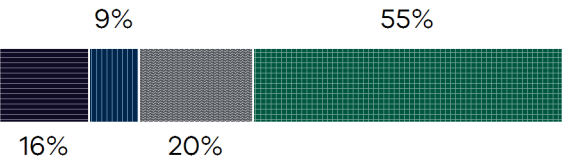
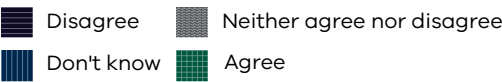
55% of your staff who did the survey agreed or strongly agreed with 'Having caring responsibilities is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results

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



You	Comparator		
	Lowest	Average	Highest
2021			

55 %	45 %	62 %	69 %
------	------	------	------

Organisational climate

Workplace flexibility 4 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

The table shows you what flexible work arrangements staff use.

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

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

Example

38% of staff who did the survey said the flexible work arrangement they used was 'No, I do not use any flexible work arrangements'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
No, I do not use any flexible work arrangements	38%	35%	38%
Working from an alternative location (e.g. home, hub/shared work space)	31%	35%	24%
Flexible start and finish times	28%	35%	23%
Part-time	13%	11%	19%
Working more hours over fewer days	7%	6%	6%
Purchased leave	6%	3%	2%
Using leave to work flexible hours	6%	8%	8%
Other	2%	2%	2%
Shift swap	1%	2%	12%
Job sharing	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.

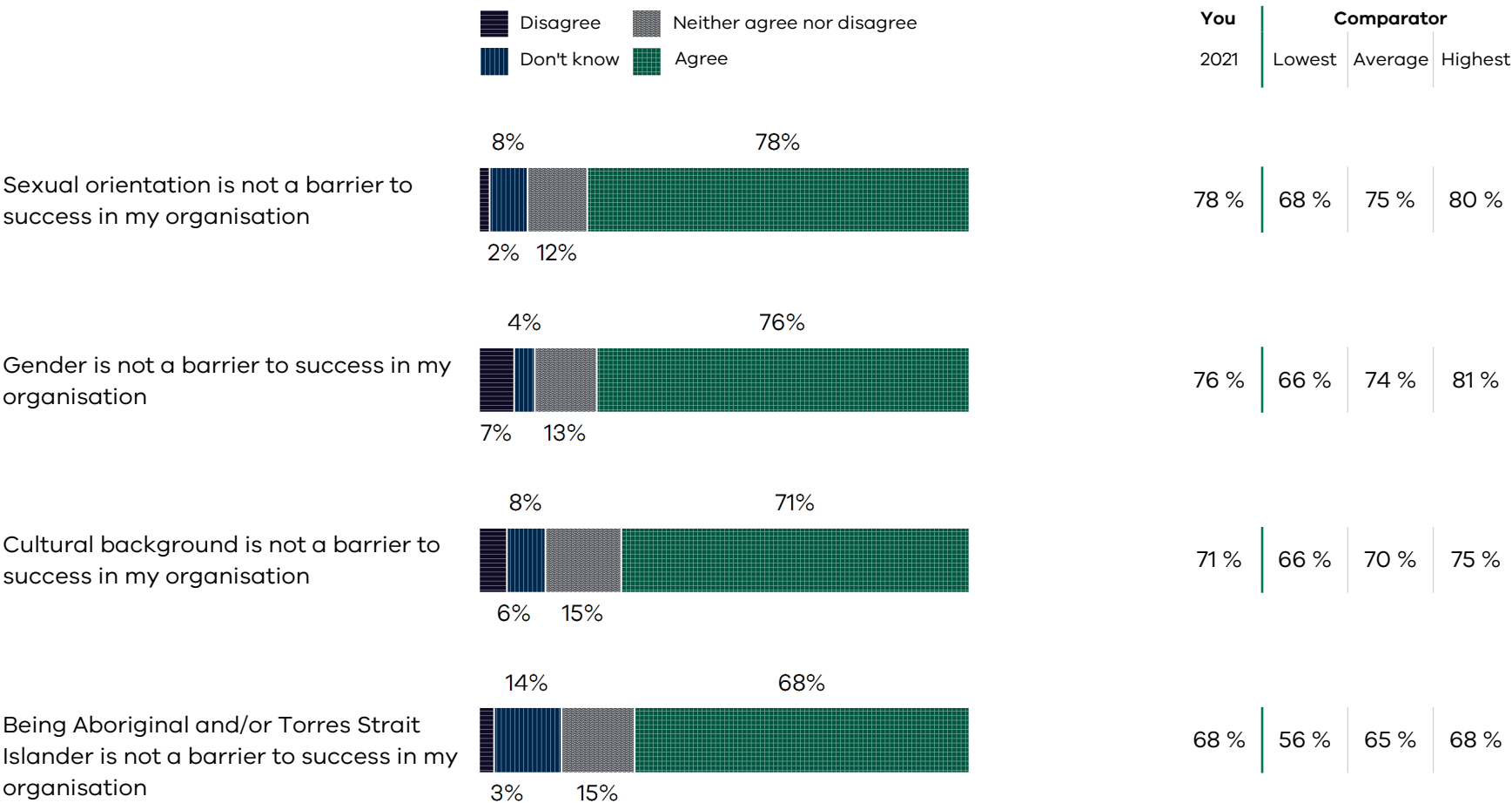
Example

78% of your staff who did the survey agreed or strongly agreed with 'Sexual orientation is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



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.

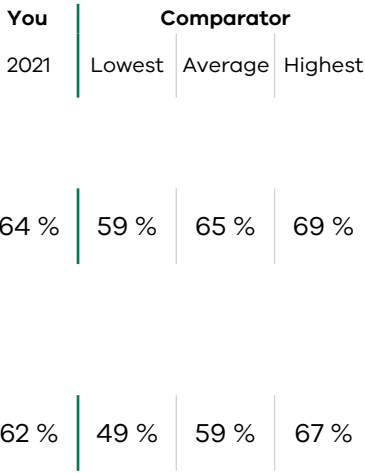
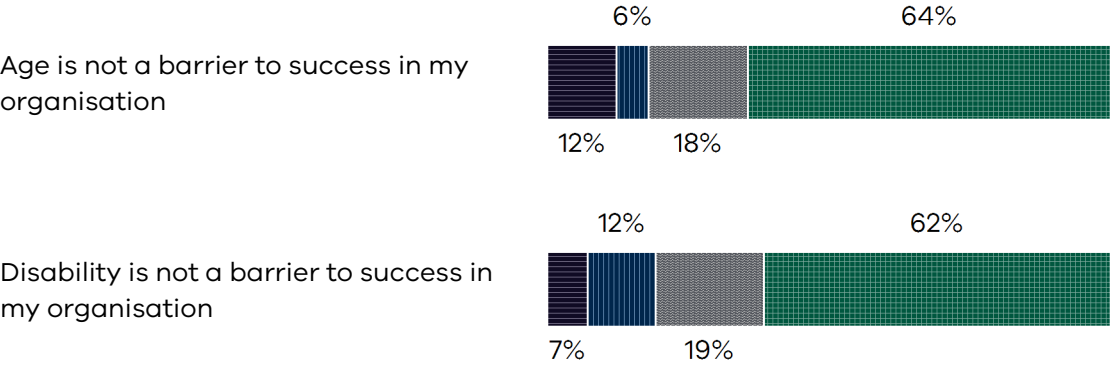
Example

64% of your staff who did the survey agreed or strongly agreed with 'Age is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



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.

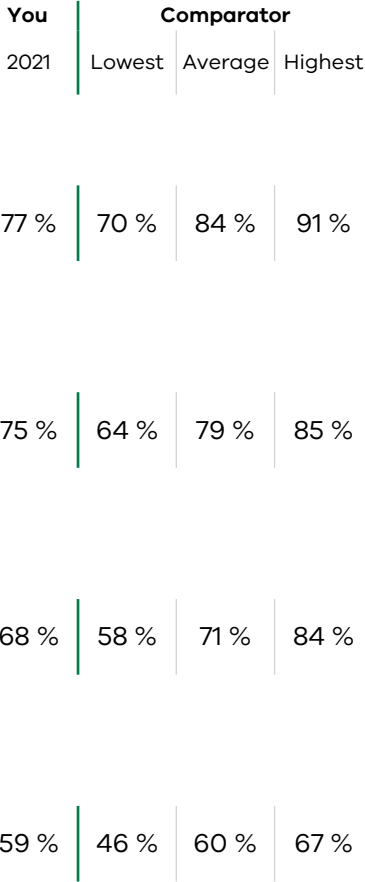
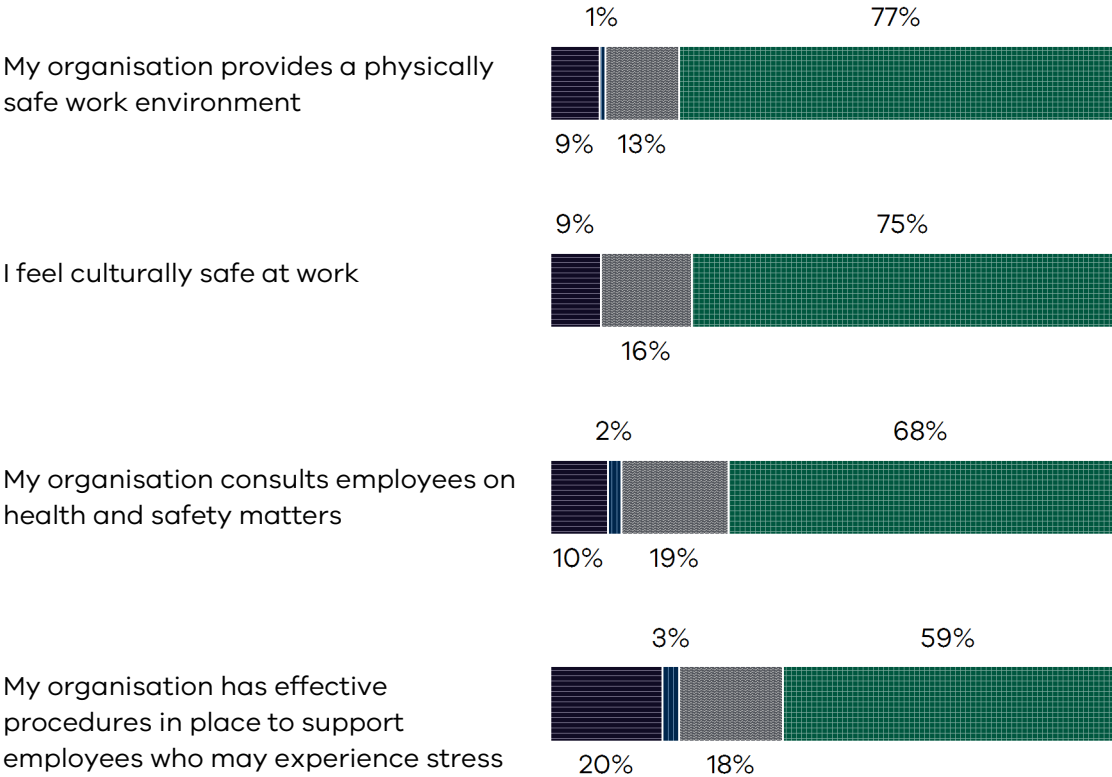
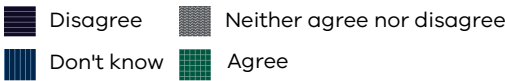
Example

77% 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



Organisational climate

Psychosocial and physical safety climate question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

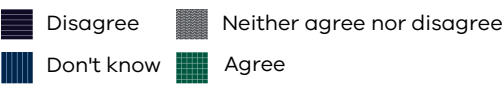
Example

56% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.

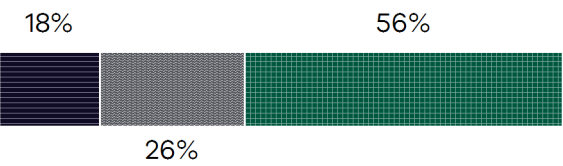
Survey question

Your results

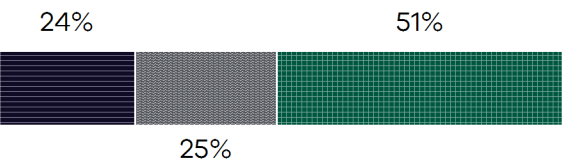
Benchmark agree results



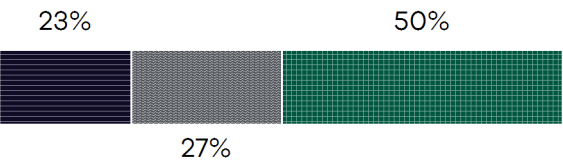
In my workplace, there is good communication about psychological safety issues that affect me



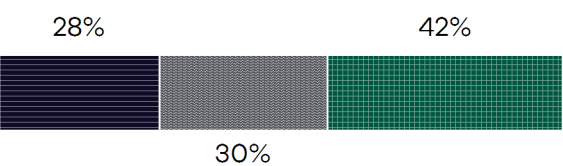
Senior leaders consider the psychological health of employees to be as important as productivity



Senior leaders show support for stress prevention through involvement and commitment



All levels of my organisation are involved in the prevention of stress



You	Comparator		
	Lowest	Average	Highest

2021			
56 %	42 %	59 %	70 %

51 %	39 %	58 %	65 %
------	------	------	------

50 %	38 %	55 %	63 %
------	------	------	------

42 %	31 %	45 %	52 %
------	------	------	------

Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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

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

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

How to interpret your score

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

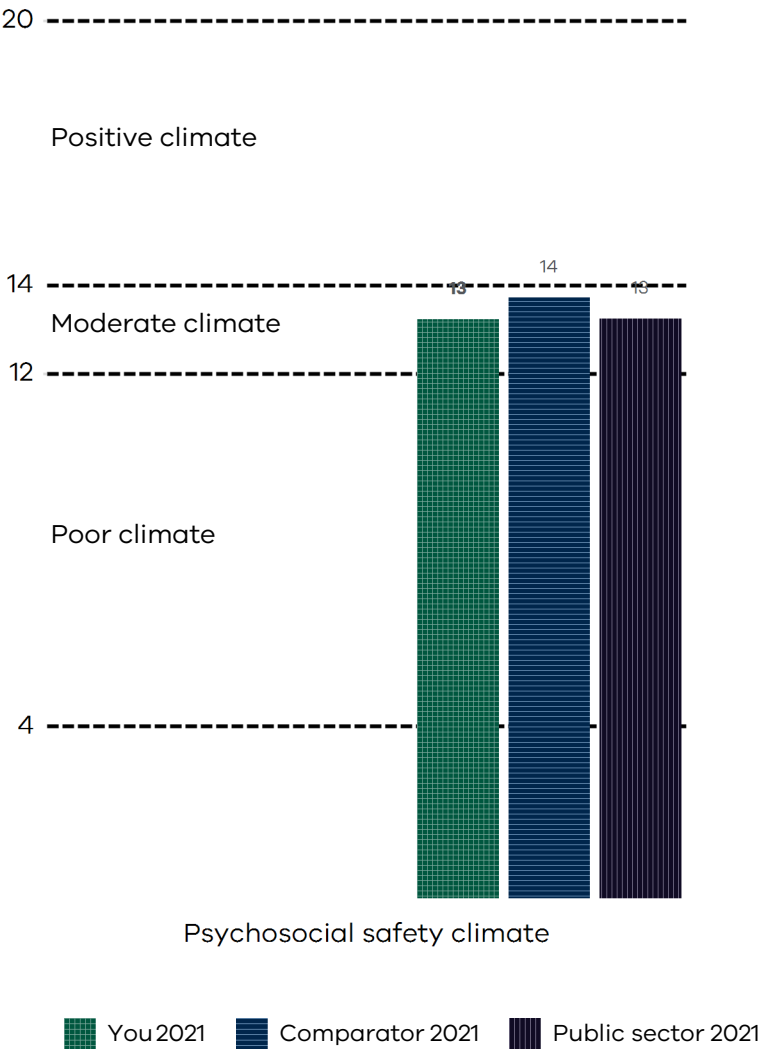
A score of:

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

Adverse outcomes can include:

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

Benchmark results



Organisational climate

Diversity and inclusion 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

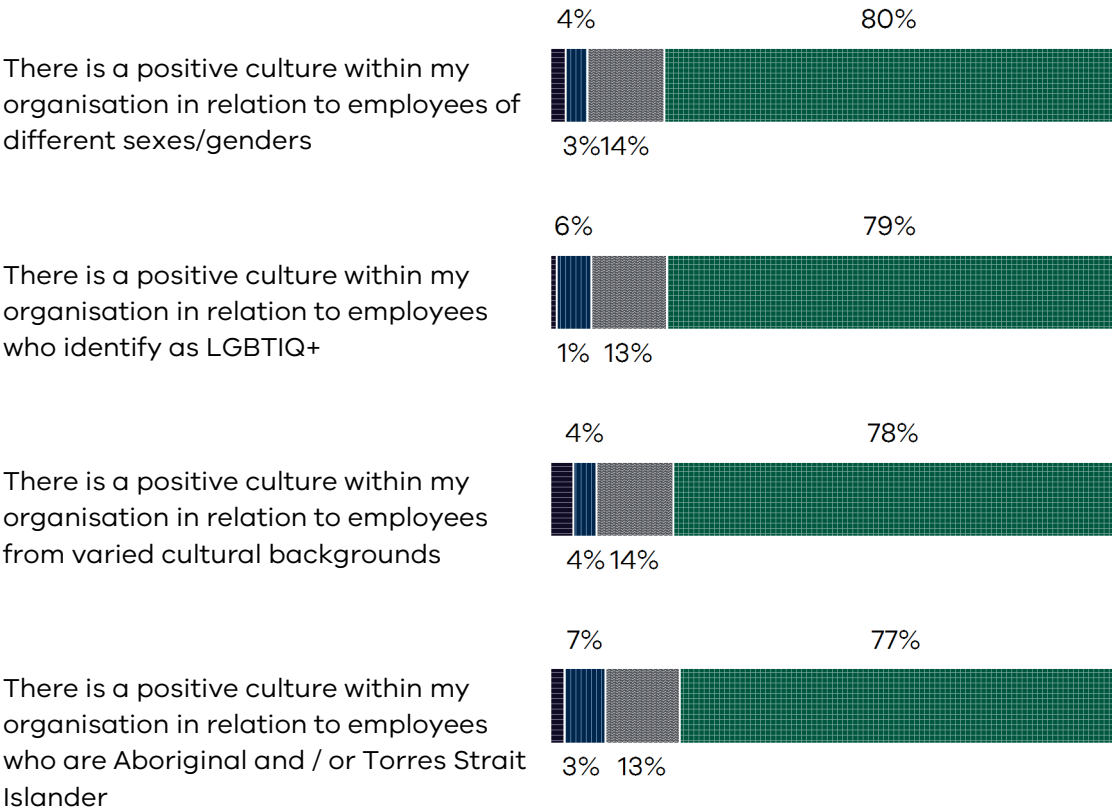
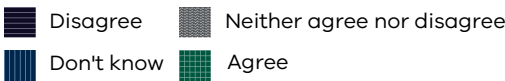
Example

80% 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 2021	Comparator		
	Lowest	Average	Highest
80 %	67 %	80 %	86 %
79 %	58 %	76 %	82 %
78 %	68 %	78 %	83 %
77 %	53 %	73 %	79 %

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.

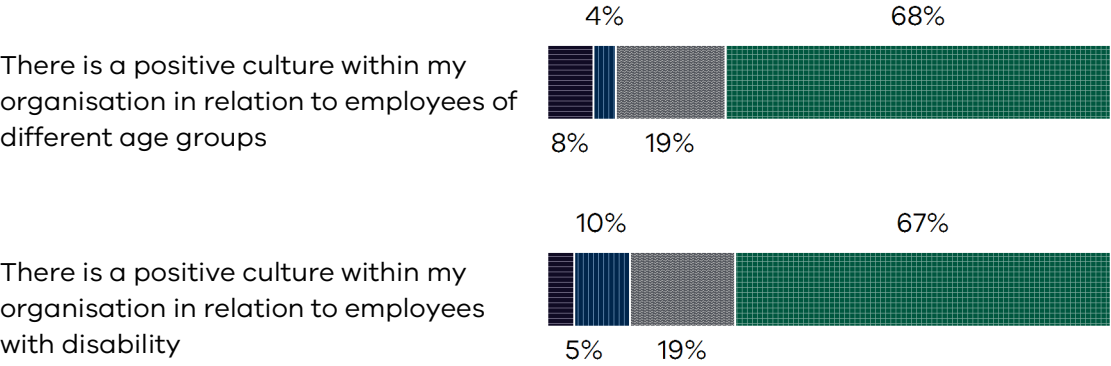
Example

68% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees of different age groups’.

Survey question

Your results

Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
68 %	59 %	71 %	77 %
67 %	49 %	63 %	69 %

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

85% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

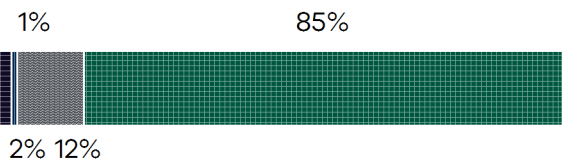
Survey question

Your results

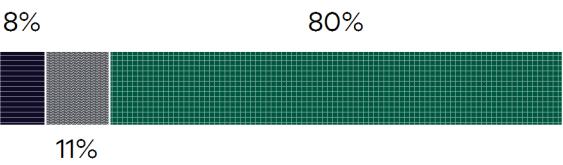
Benchmark agree results



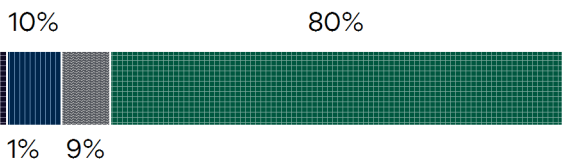
My organisation uses inclusive and respectful images and language



In my workgroup work is allocated fairly, regardless of gender



My organisation would support me if I needed to take family violence leave



You	Comparator		
	Lowest	Average	Highest

2021			
85 %	74 %	86 %	91 %

80 %	73 %	83 %	87 %
------	------	------	------

80 %	67 %	78 %	85 %
------	------	------	------

People matter

survey 2021

Have your say

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

Workgroup climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

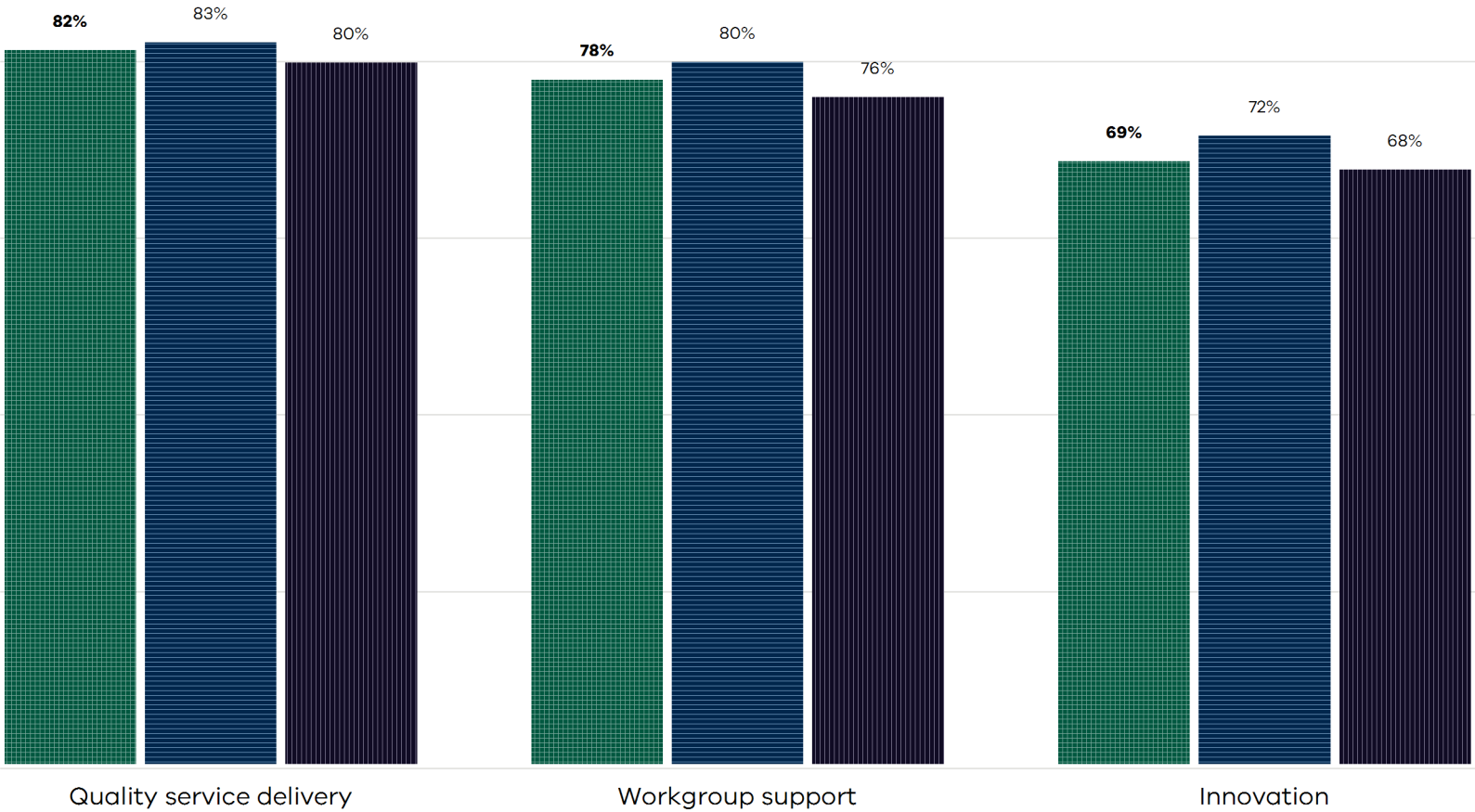
Example

In 2021:

- 82% of your staff who did the survey responded positively to questions about .

Compared to:

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



You 2021 Comparator 2021 Public sector 2021

Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

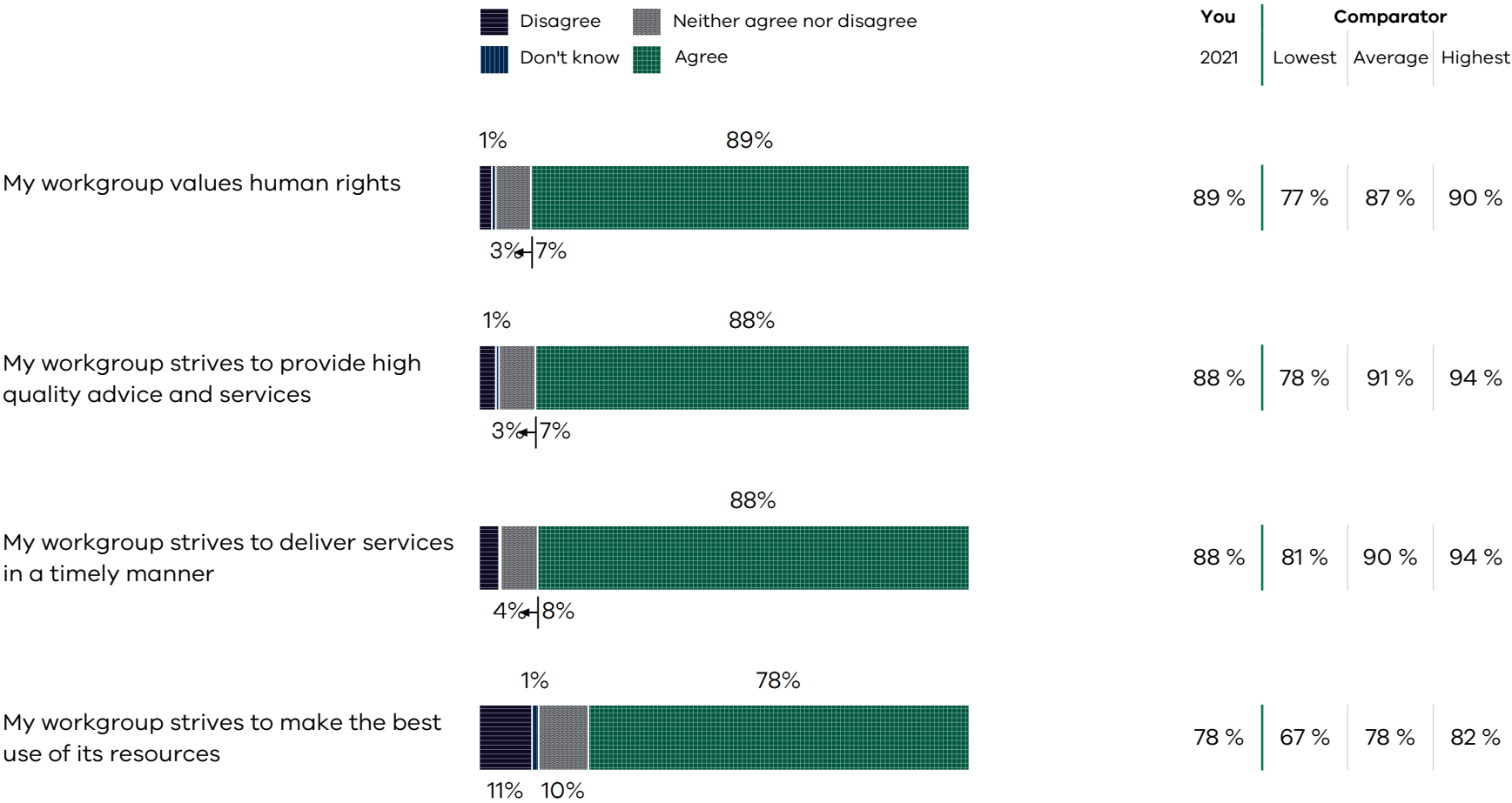
Example

89% of your staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

Survey question

Your results

Benchmark agree results



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.

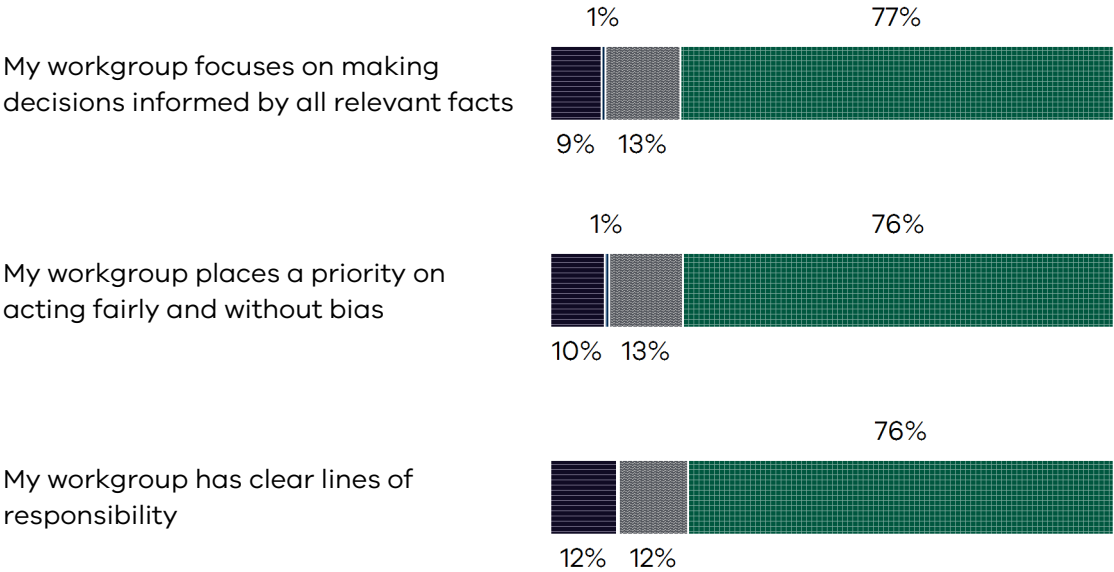
Example

77% of your staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question

Your results

Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
77 %	66 %	79 %	83 %
76 %	63 %	79 %	83 %
76 %	67 %	76 %	82 %

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.

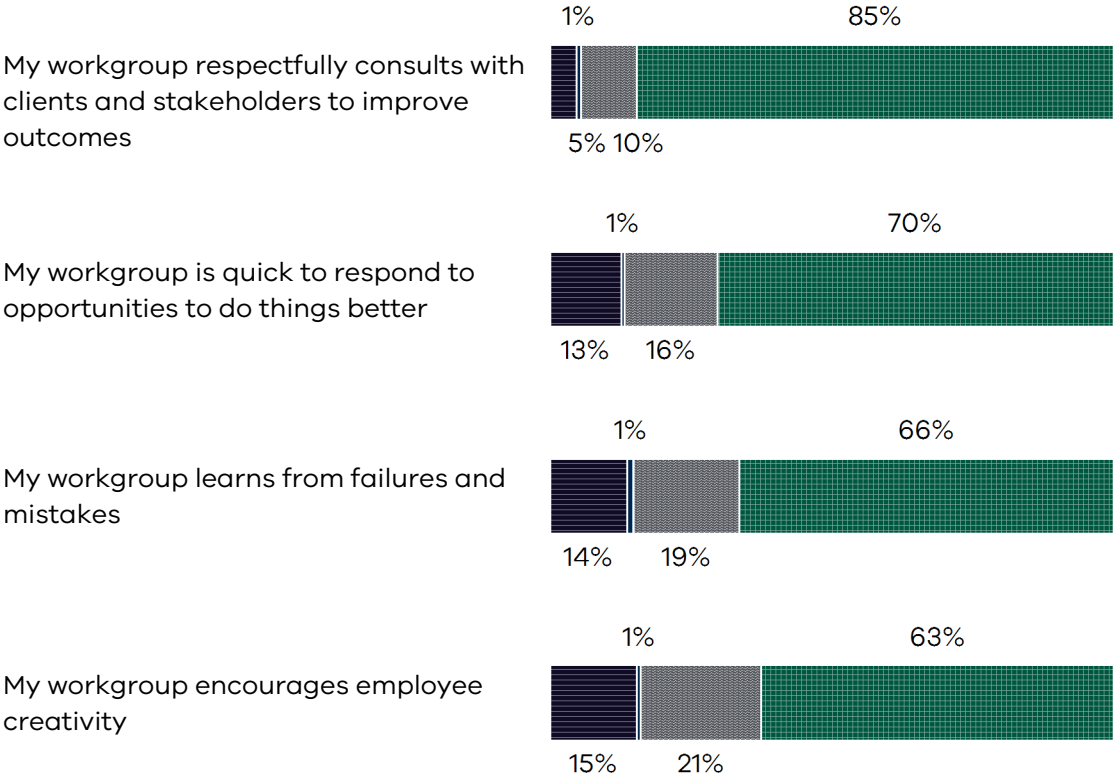
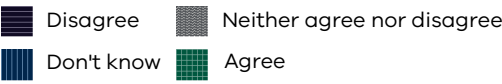
Example

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

Survey question

Your results

Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
85 %	76 %	87 %	92 %
70 %	58 %	74 %	79 %
66 %	54 %	70 %	75 %
63 %	49 %	66 %	71 %

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.

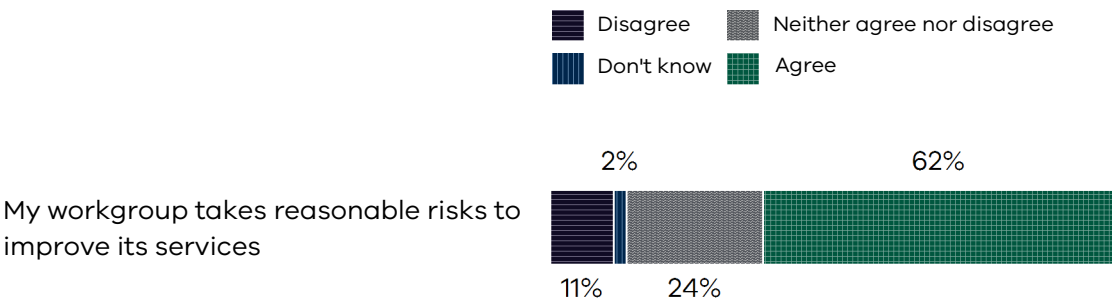
Example

62% of your staff who did the survey agreed or strongly agreed with 'My workgroup takes reasonable risks to improve its services'.

Survey question

Your results

Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
62 %	50 %	64 %	69 %

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.

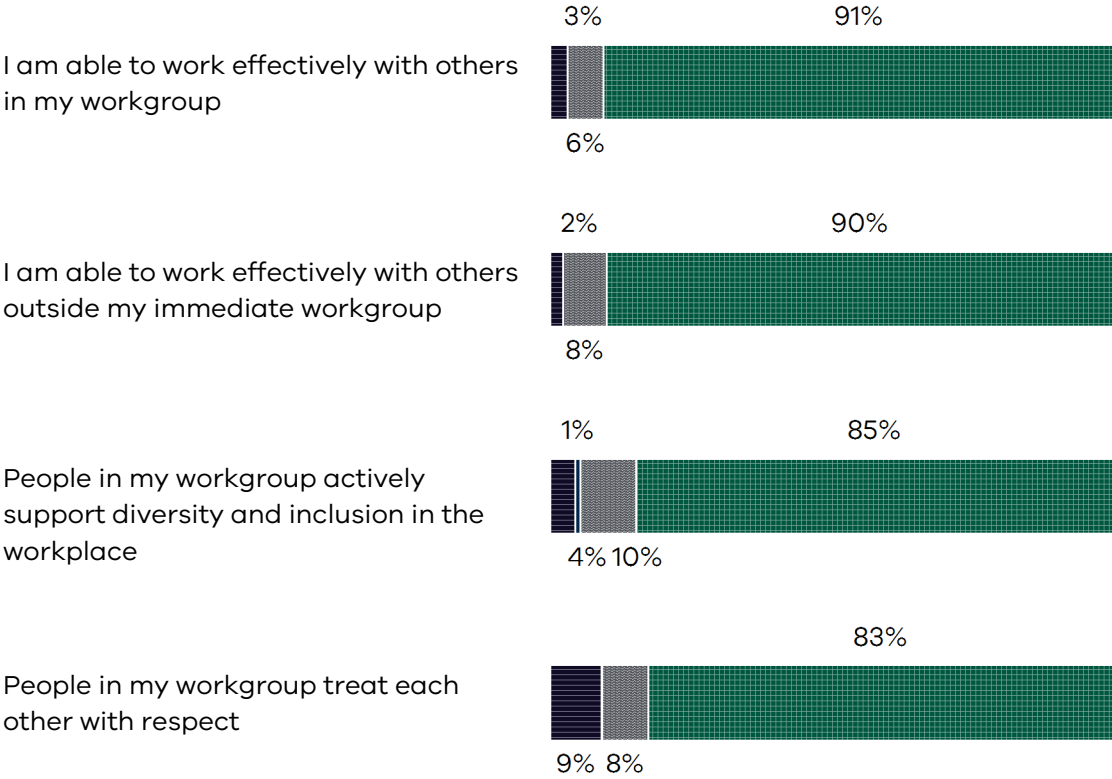
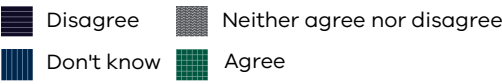
Example

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 2021	Comparator		
	Lowest	Average	Highest
91 %	86 %	92 %	94 %
90 %	85 %	89 %	90 %
85 %	74 %	85 %	87 %
83 %	71 %	86 %	91 %

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.

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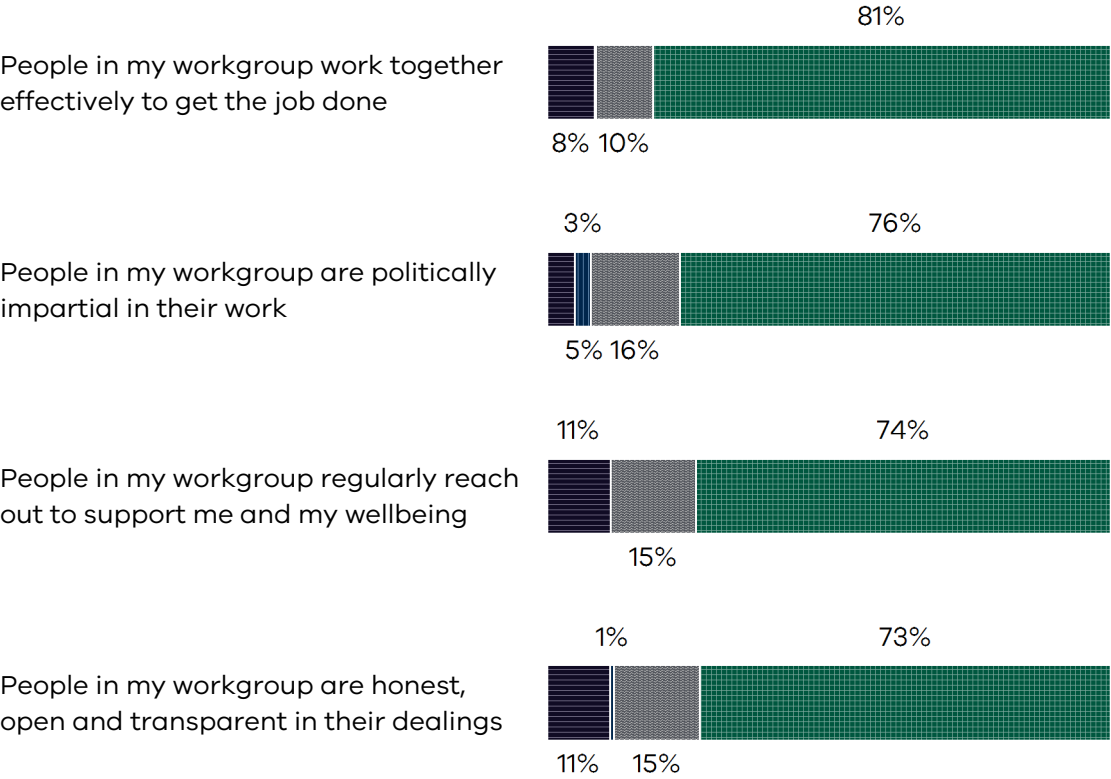
Example

81% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

Survey question

Your results

Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
81 %	75 %	85 %	89 %
76 %	65 %	78 %	86 %
74 %	61 %	75 %	78 %
73 %	58 %	78 %	83 %

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.

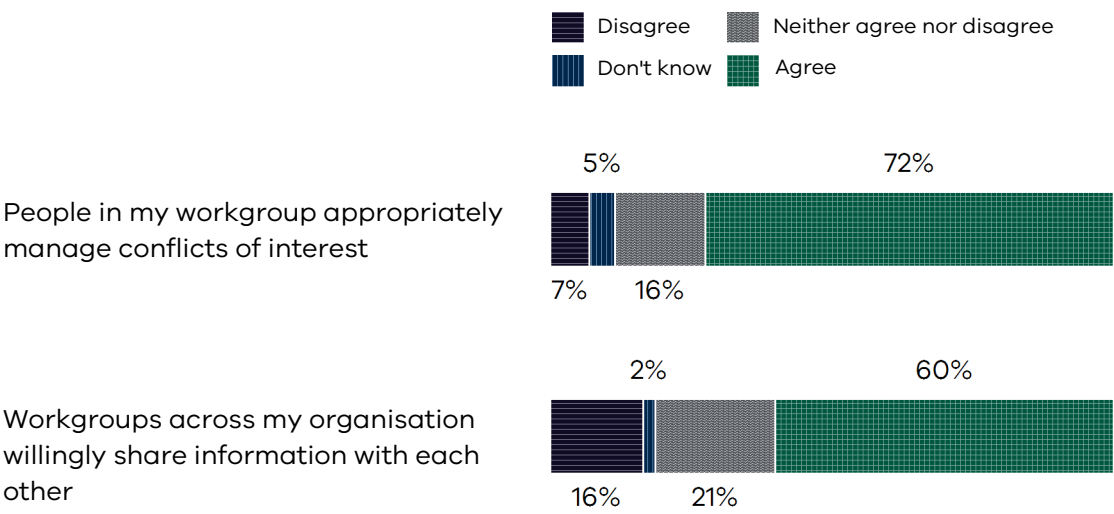
Example

72% 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		
	Lowest	Average	Highest
2021			
72 %	64 %	77 %	81 %
60 %	47 %	60 %	69 %

People matter

survey 2021

Have your say

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Job and manager factors

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

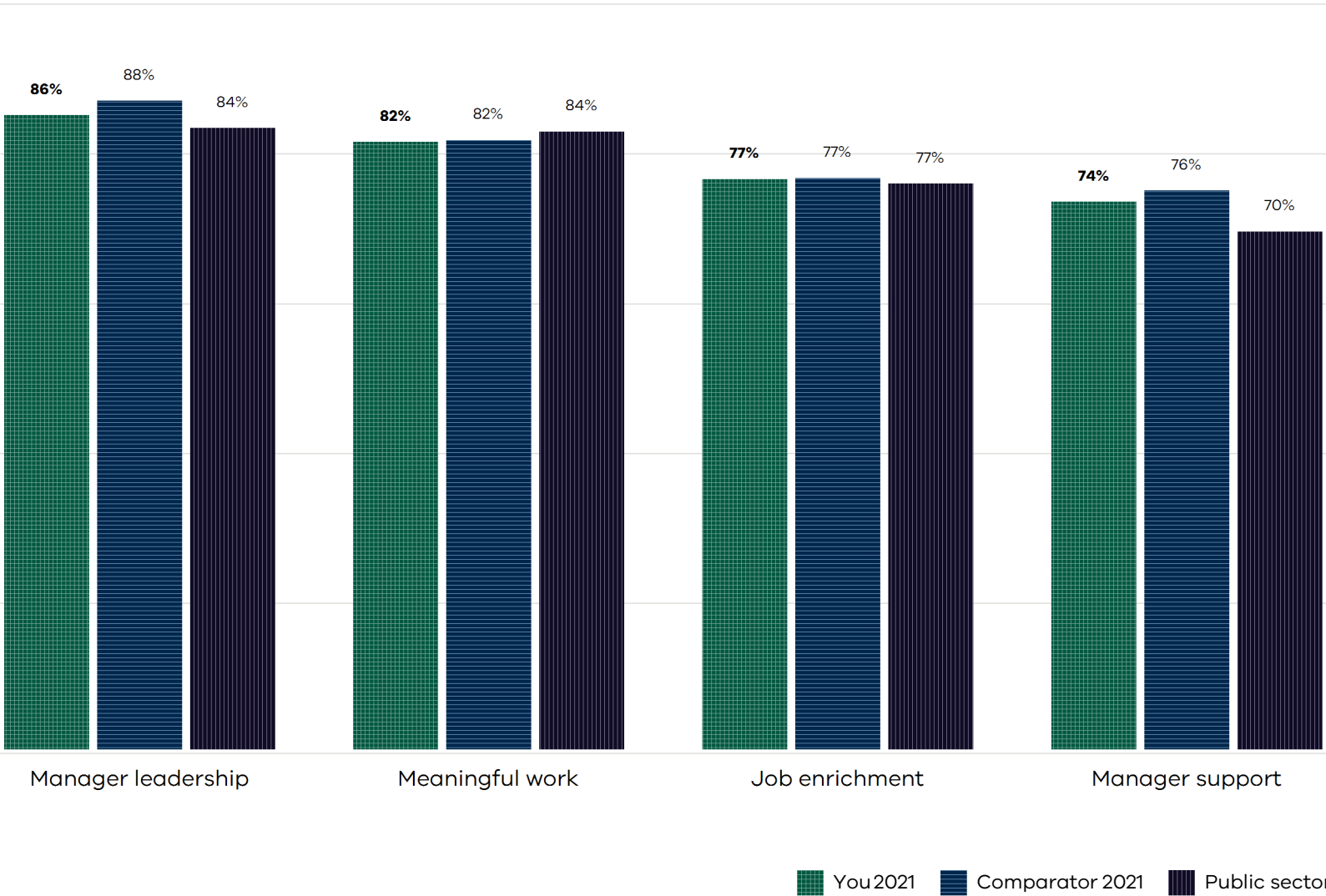
Example

In 2021:

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

Compared to:

- 88% 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.

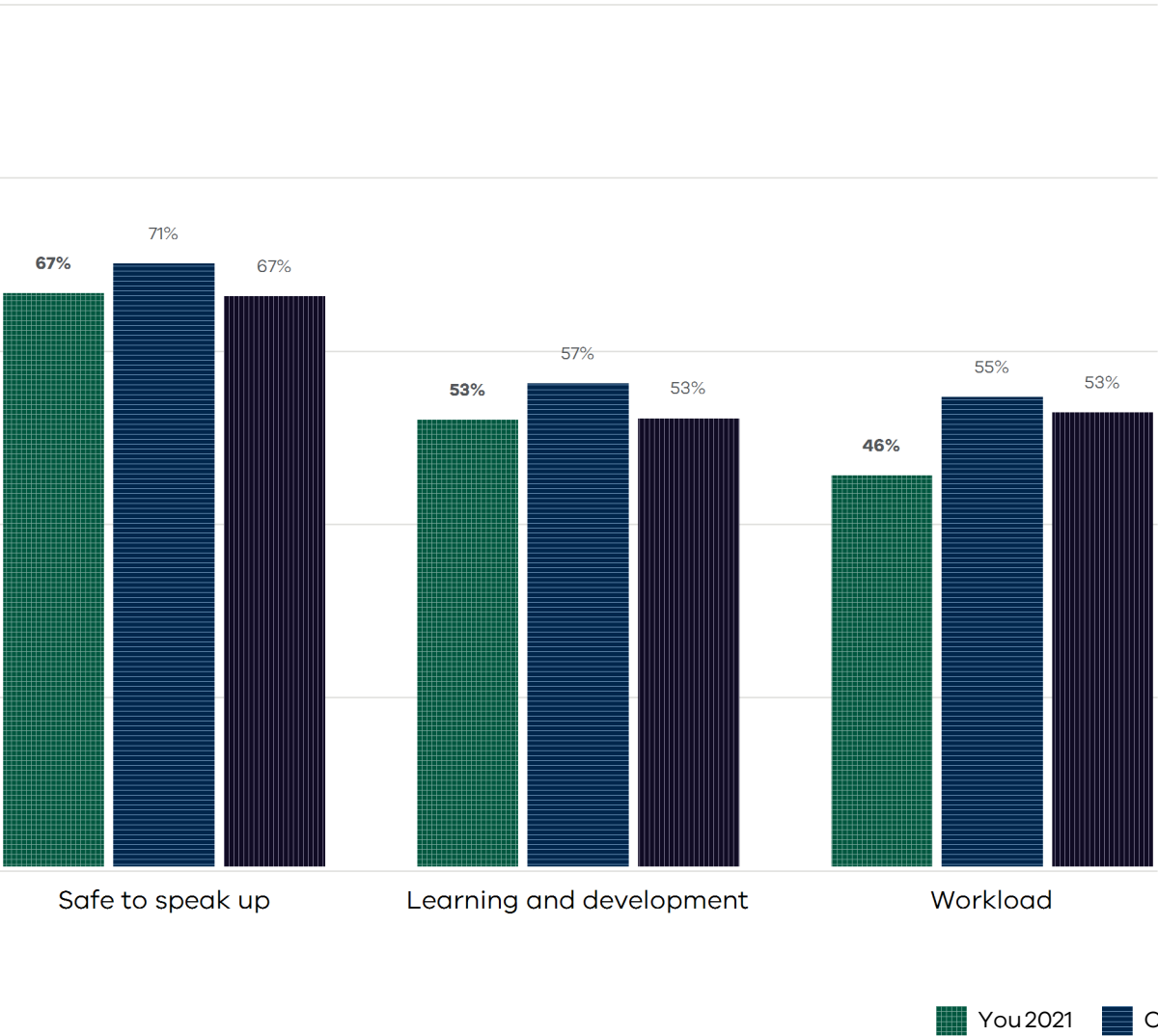
Example

In 2021:

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

Compared to:

- 71% 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.

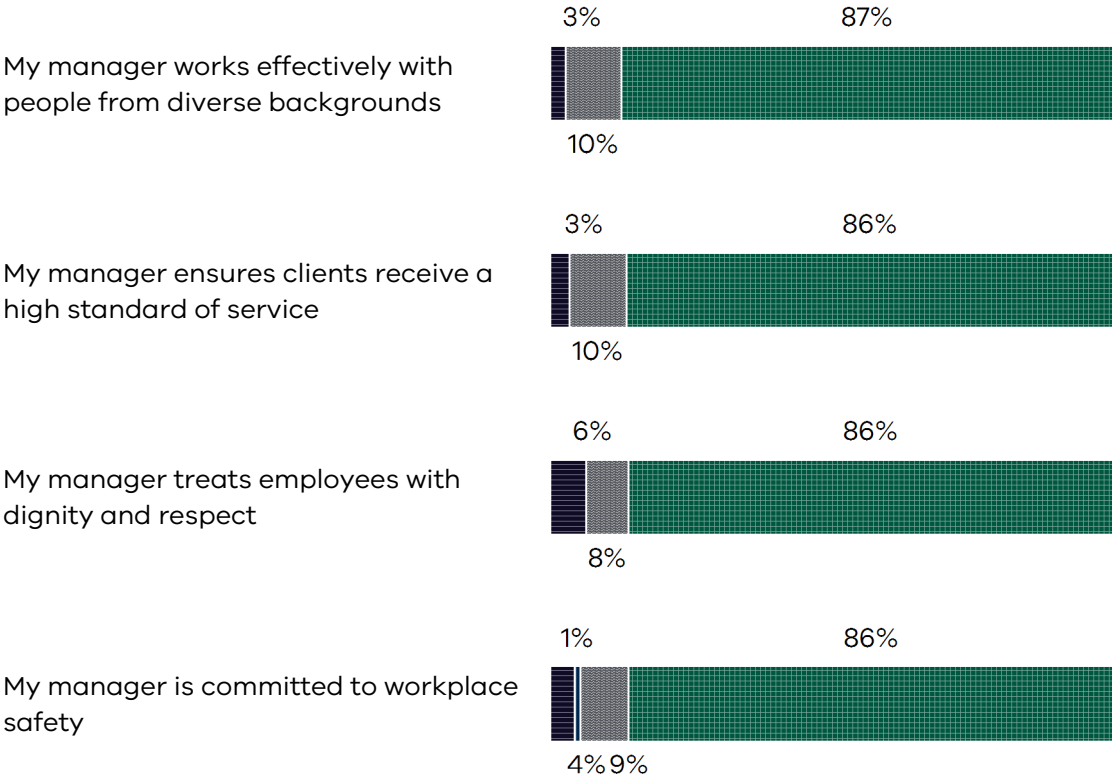
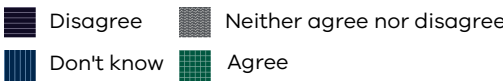
Example

87% of your staff who did the survey agreed or strongly agreed with ‘My manager works effectively with people from diverse backgrounds’.

Survey question

Your results

Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
87 %	78 %	89 %	92 %
86 %	79 %	89 %	93 %
86 %	76 %	88 %	92 %
86 %	79 %	88 %	92 %

Job and manager factors

Manager leadership 2 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

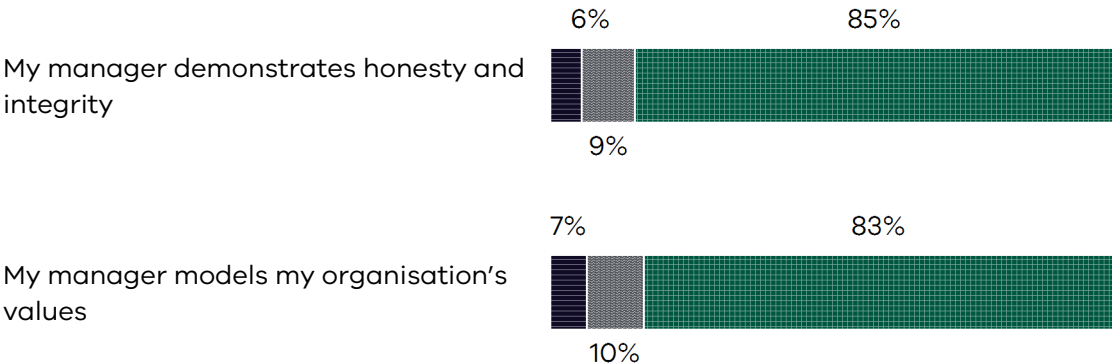
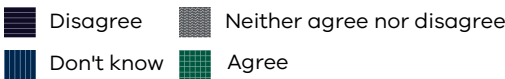
Example

85% 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		
	Lowest	Average	Highest
2021			
85 %	74 %	87 %	91 %
83 %	71 %	84 %	88 %

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.

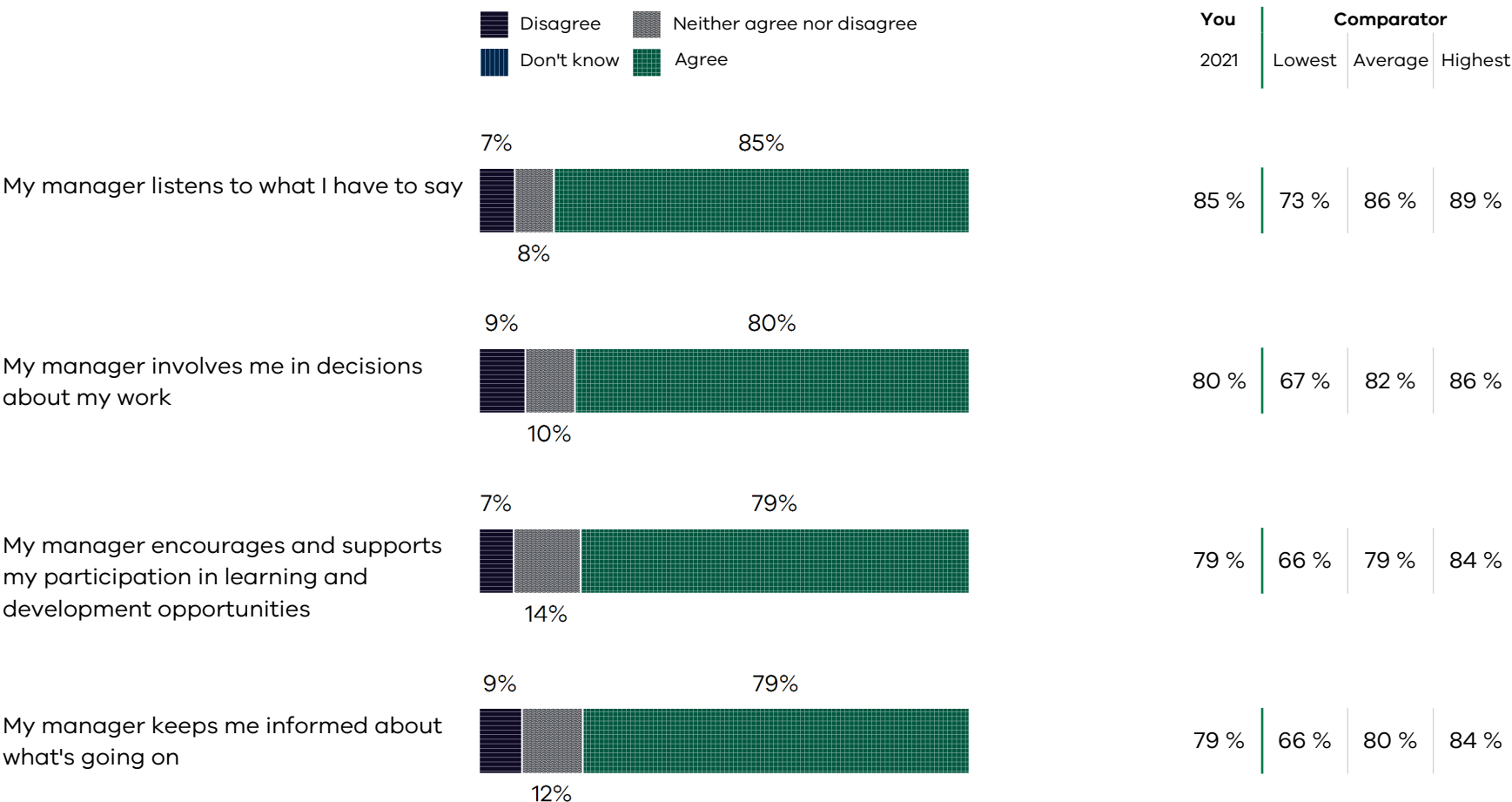
Example

85% 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



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.

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.

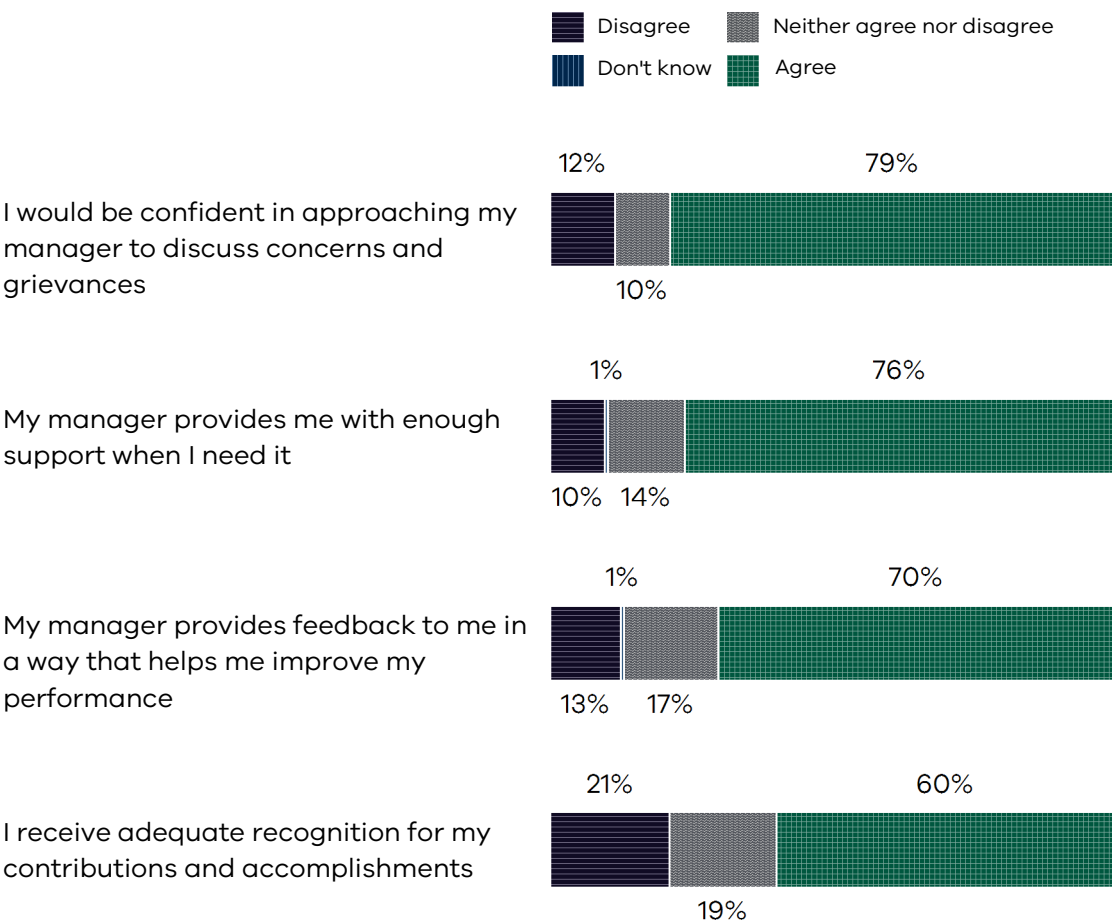
Example

79% of your staff who did the survey agreed or strongly agreed with 'I would be confident in approaching my manager to discuss concerns and grievances'.

Survey question

Your results

Benchmark agree results



You 2021	Comparator			
	Lowest	Average	Highest	
	79 %	69 %	82 %	86 %
	76 %	66 %	80 %	83 %
	70 %	60 %	72 %	80 %
	60 %	43 %	63 %	70 %

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

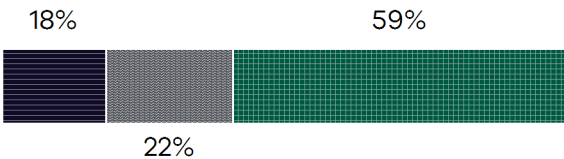
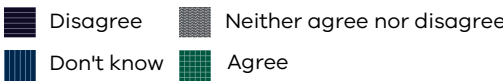
59% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

Survey question

Your results

Benchmark agree results

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



You	Comparator		
	Lowest	Average	Highest
2021			

59 %	51 %	59 %	64 %
------	------	------	------

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.

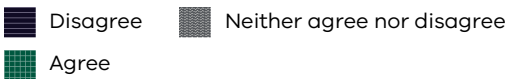
Example

48% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

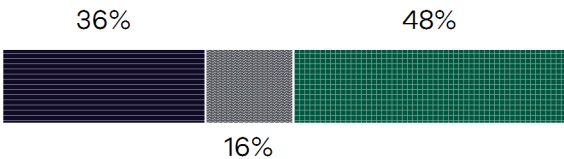
Survey question

Your results

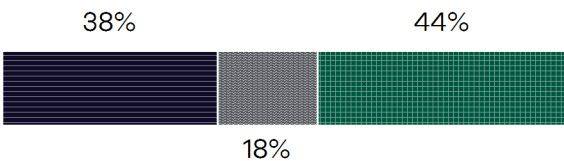
Benchmark agree results



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



I have enough time to do my job effectively



You	Comparator		
	Lowest	Average	Highest

2021	48 %	53 %	57 %	65 %
------	------	------	------	------

	44 %	51 %	54 %	62 %
--	------	------	------	------

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.

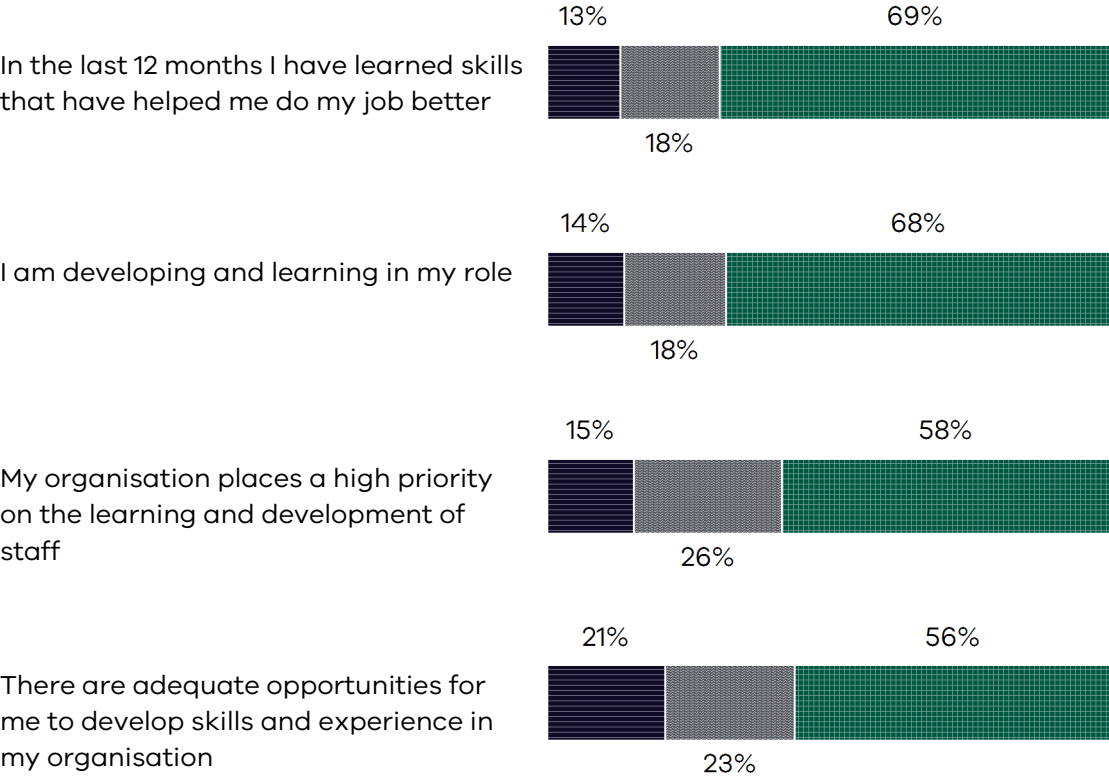
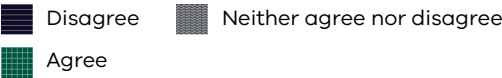
Example

69% 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 2021	Comparator		
	Lowest	Average	Highest
69 %	62 %	73 %	77 %
68 %	60 %	73 %	77 %
58 %	45 %	60 %	74 %
56 %	46 %	61 %	69 %

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.

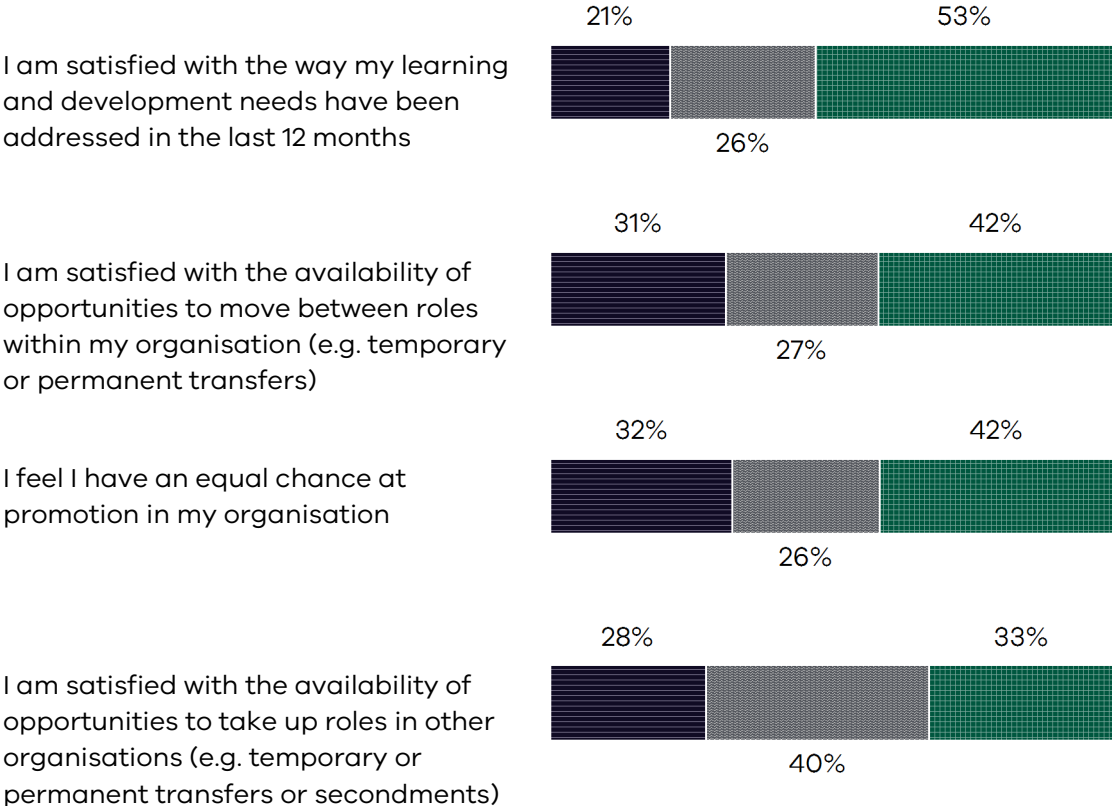
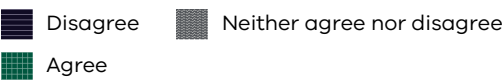
Example

53% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

Survey question

Your results

Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
53 %	43 %	56 %	60 %
42 %	36 %	48 %	58 %
42 %	33 %	46 %	52 %
33 %	31 %	39 %	44 %

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.

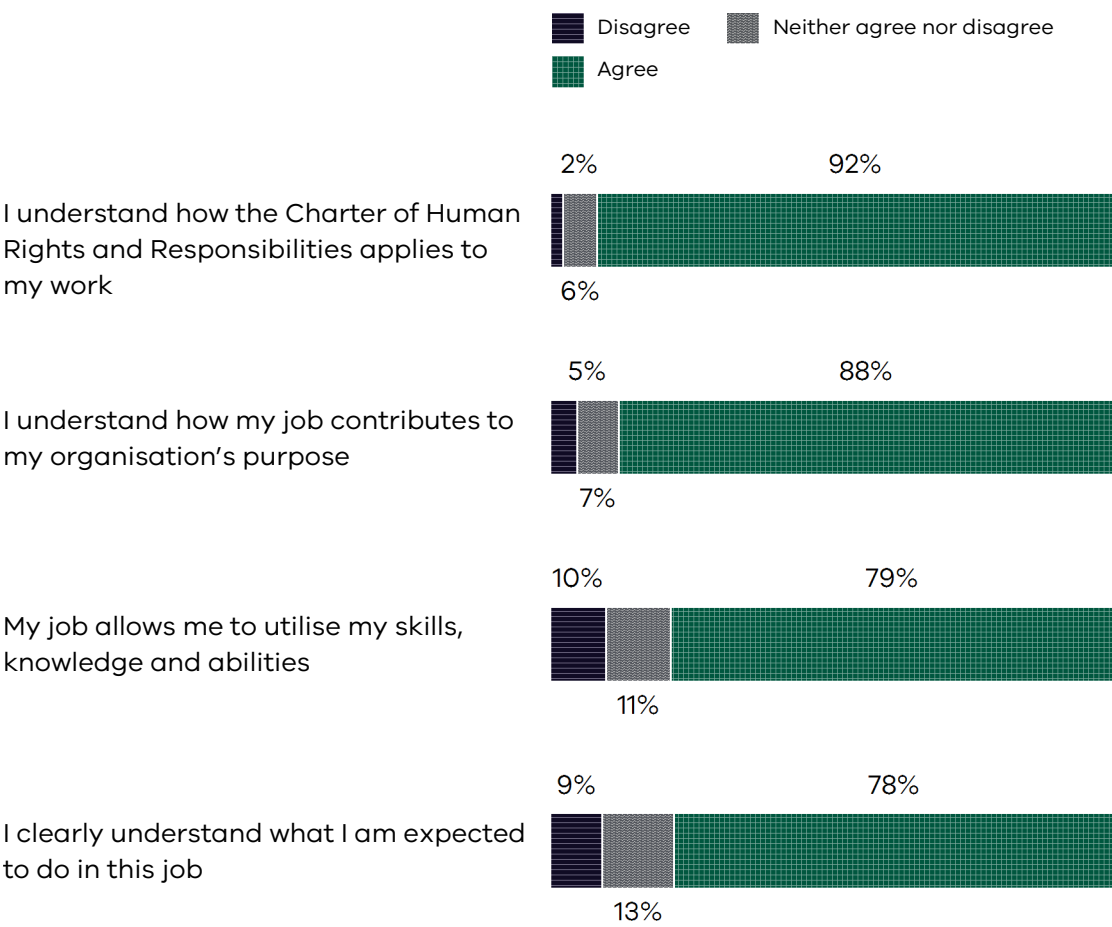
Example

92% of your staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

Survey question

Your results

Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
92 %	68 %	76 %	86 %
88 %	85 %	89 %	94 %
79 %	71 %	81 %	84 %
78 %	74 %	79 %	87 %

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.

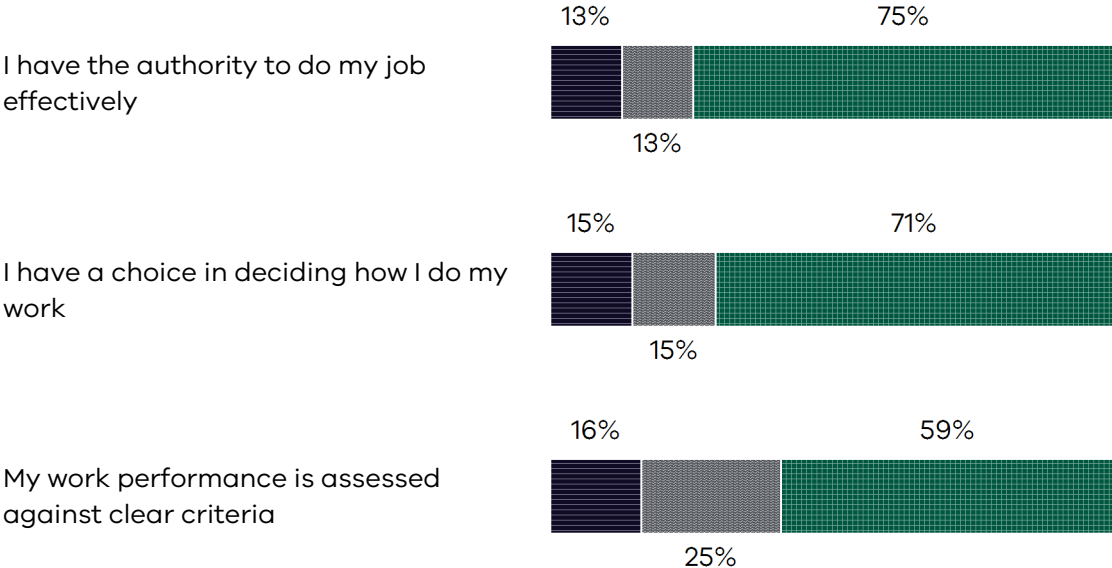
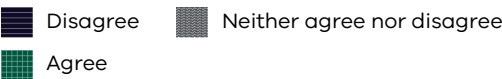
Example

75% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

Survey question

Your results

Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
75 %	67 %	76 %	81 %
71 %	61 %	78 %	83 %
59 %	52 %	62 %	77 %

Job and manager factors

Meaningful work

What this is

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

Why this is important

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

How to read this

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

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

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

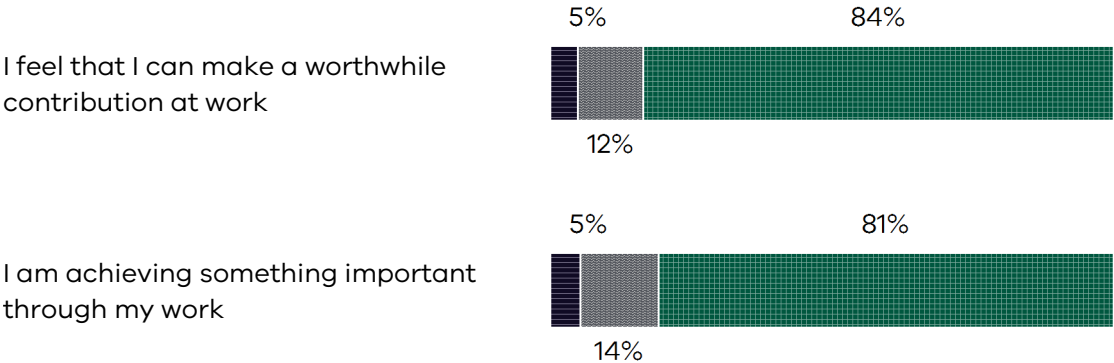
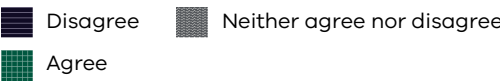
Example

84% 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		
	Lowest	Average	Highest
2021			
84 %	75 %	85 %	88 %
81 %	68 %	80 %	84 %

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.

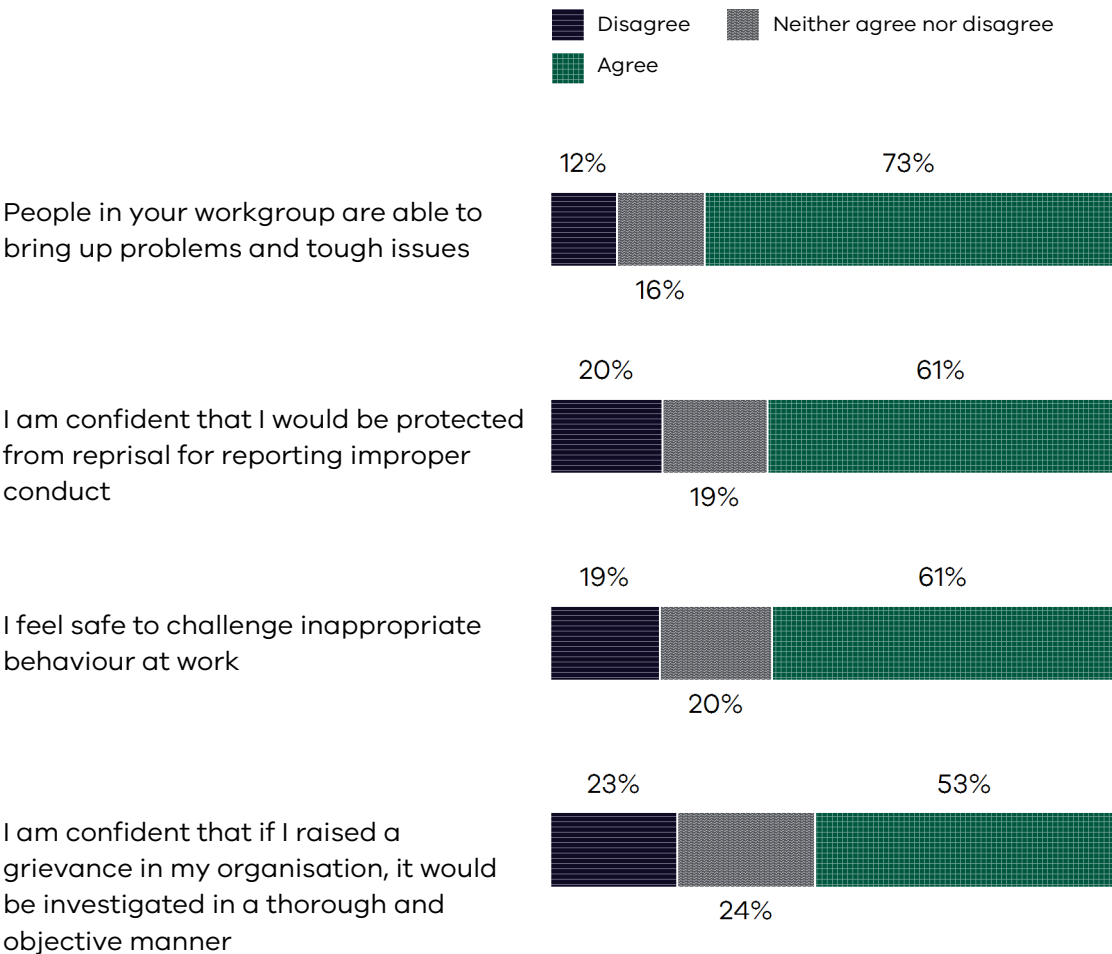
Example

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 2021	Comparator		
	Lowest	Average	Highest
73 %	63 %	74 %	78 %
61 %	46 %	66 %	76 %
61 %	51 %	66 %	76 %
53 %	40 %	59 %	70 %

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.

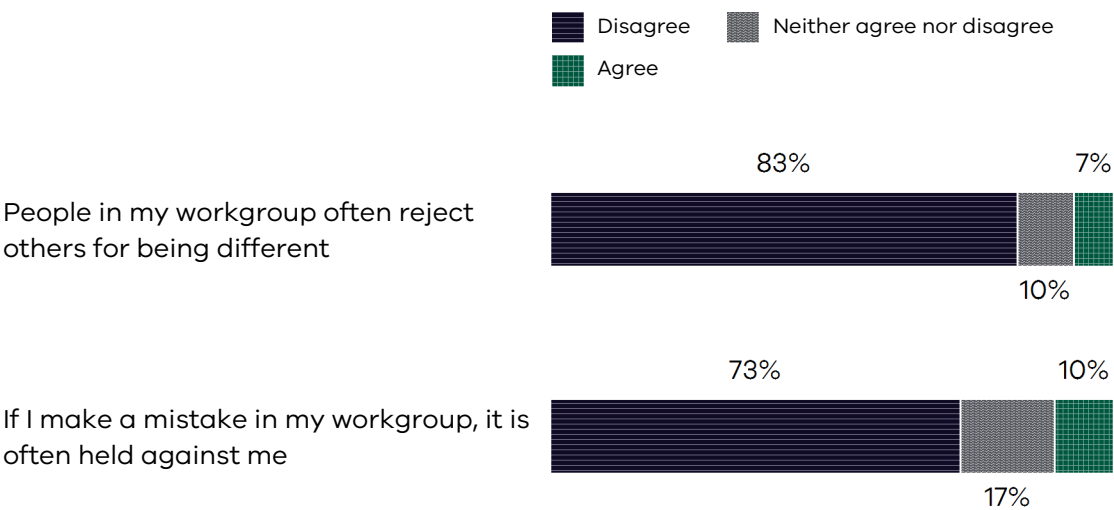
Example

83% 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

Benchmark disagree results



You	Comparator		
	Lowest	Average	Highest
2021			
83 %	74 %	84 %	87 %
73 %	63 %	75 %	78 %

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

43% 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	43%	39%	36%
Decision making and authorisation processes	23%	29%	23%
Administrative processes (including leave and HR requirements)	20%	22%	19%
Technology limitations	19%	17%	20%
Communication processes	17%	15%	19%
Poor work-life balance	16%	12%	12%
There are no noticeable barriers	14%	15%	18%
Other	14%	13%	13%
Limited social interactions with the team	13%	15%	11%
Difficulties in separating work from other aspects of my life	12%	13%	10%

People matter

survey 2021

Have your say

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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.

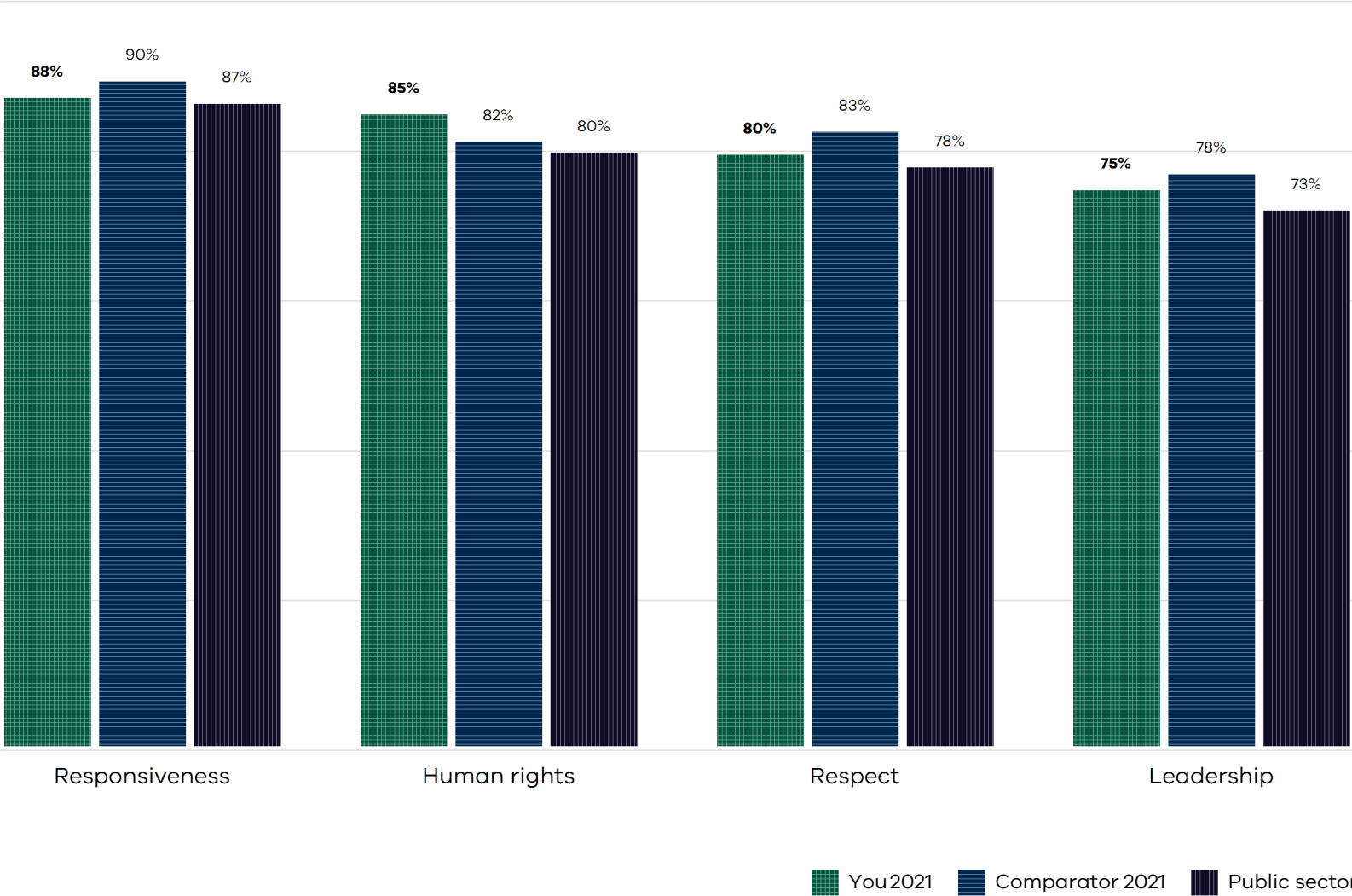
Example

In 2021:

- 88% of your staff who did the survey responded positively to questions about Responsiveness .

Compared to:

- 90% 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.

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

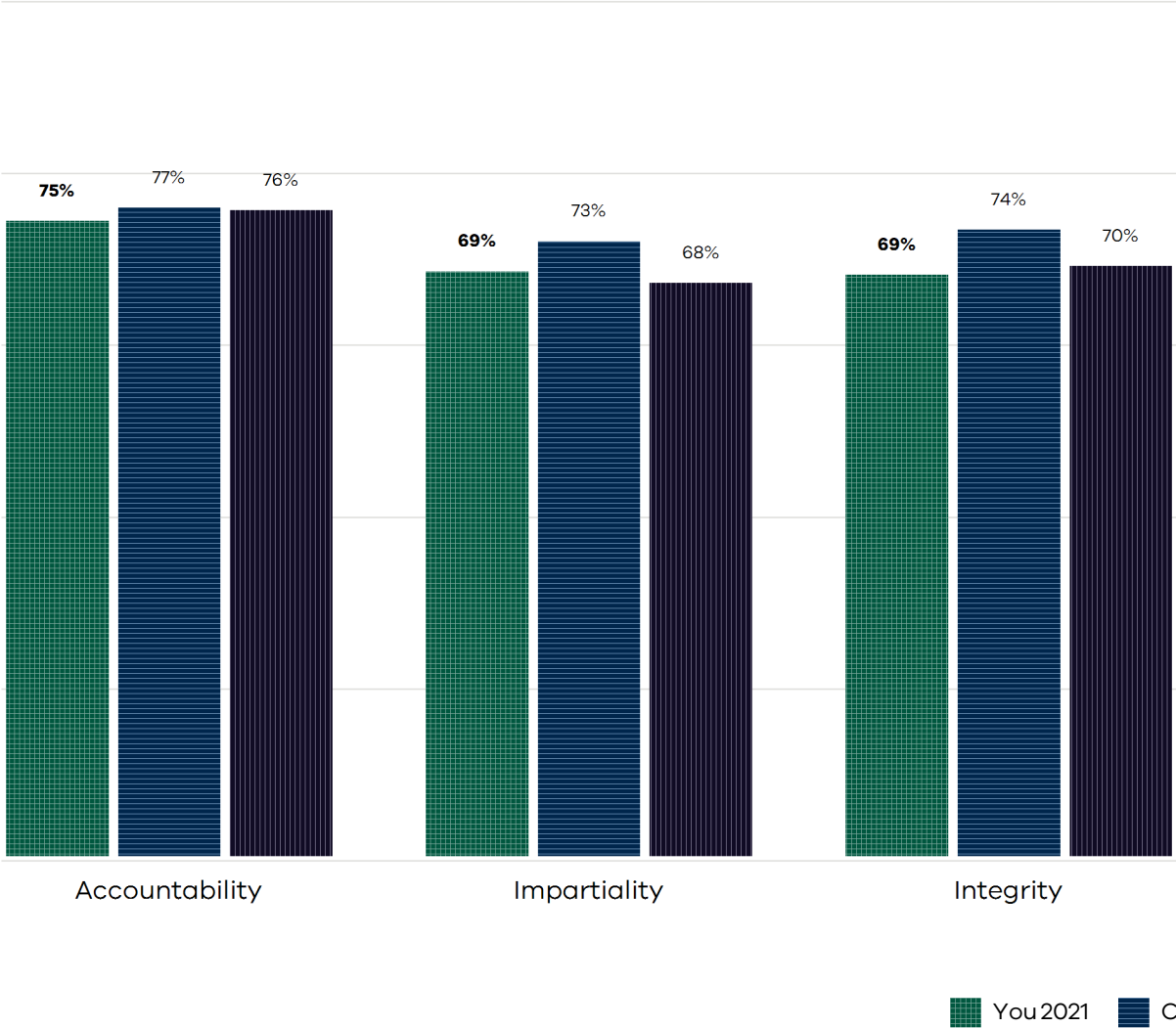
Example

In 2021:

- 75% of your staff who did the survey responded positively to questions about Accountability .

Compared to:

- 77% of staff at your comparator and 76% of staff across the public sector.



Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

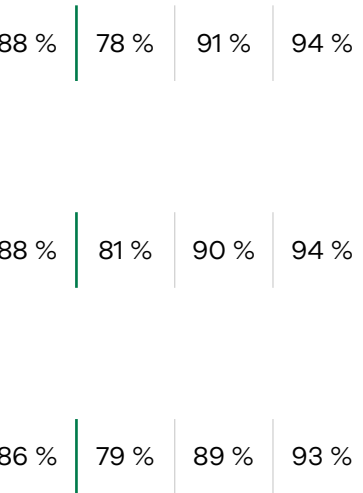
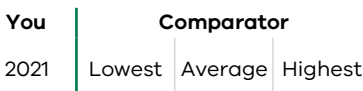
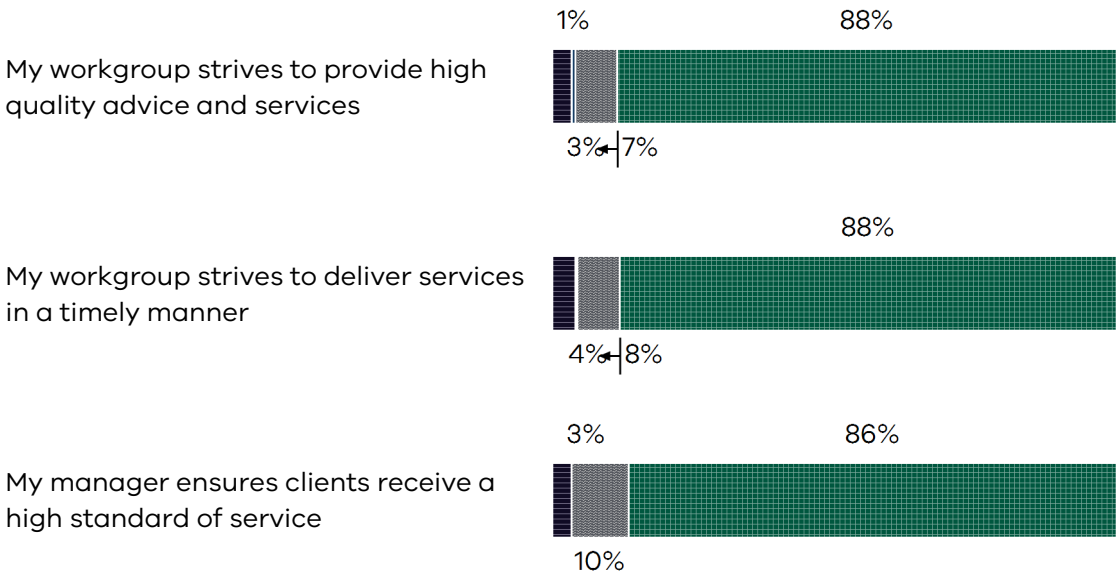
Example

88% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

Survey question

Your results

Benchmark agree results



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.

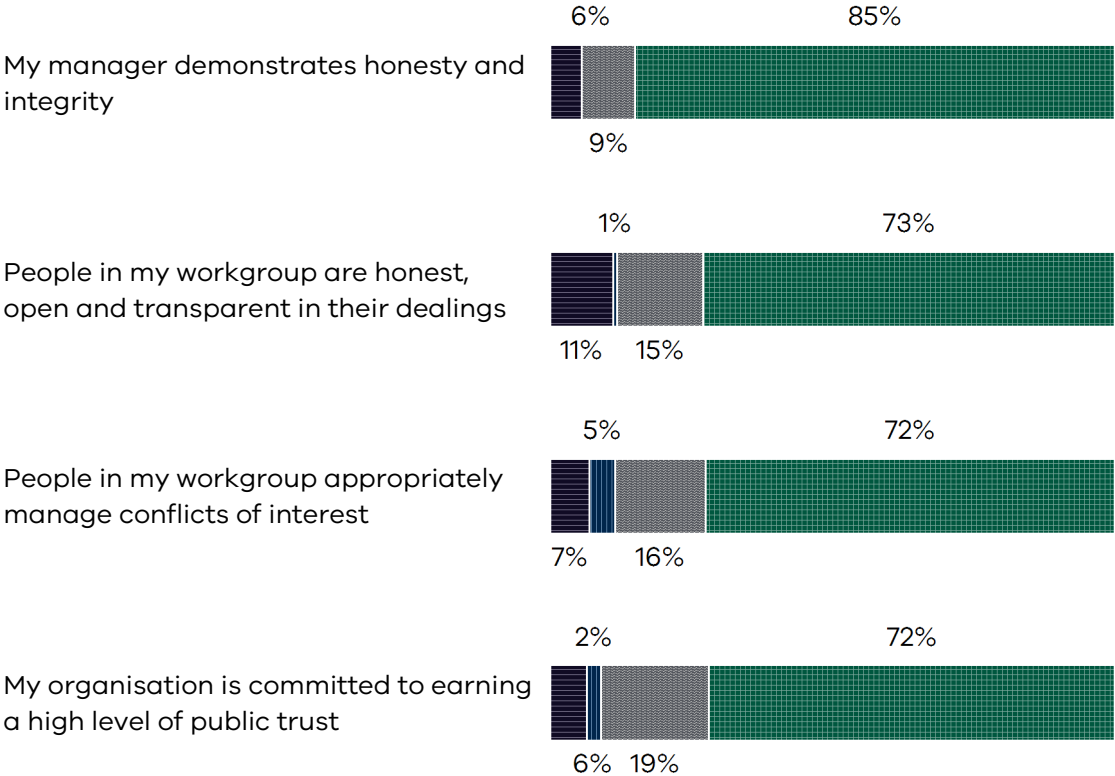
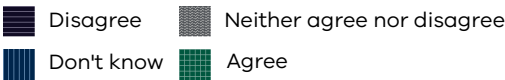
Example

85% 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 2021	Comparator		
	Lowest	Average	Highest
85 %	74 %	87 %	91 %
73 %	58 %	78 %	83 %
72 %	64 %	77 %	81 %
72 %	66 %	80 %	86 %

Public sector values

Integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

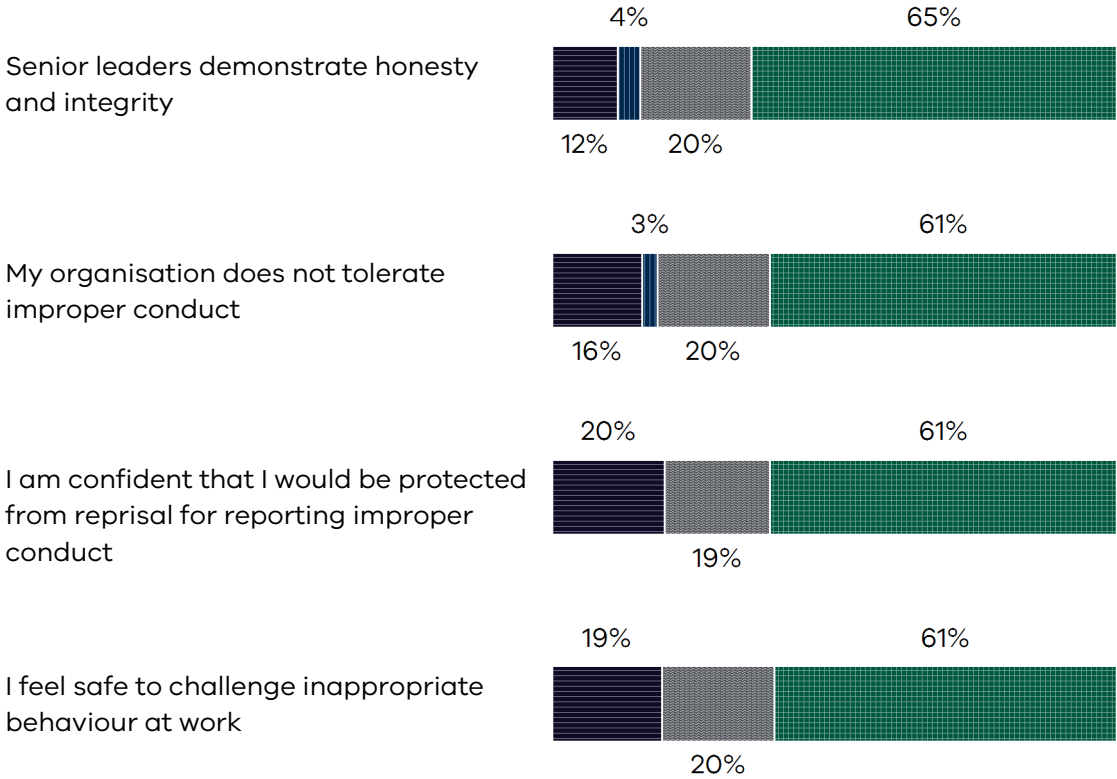
Example

65% 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		
	Lowest	Average	Highest
2021			
65 %	49 %	69 %	80 %
61 %	52 %	69 %	77 %
61 %	46 %	66 %	76 %
61 %	51 %	66 %	76 %

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

77% of staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question

Your results

Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
77 %	66 %	79 %	83 %
76 %	65 %	78 %	86 %
76 %	63 %	79 %	83 %
47 %	37 %	55 %	65 %

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.

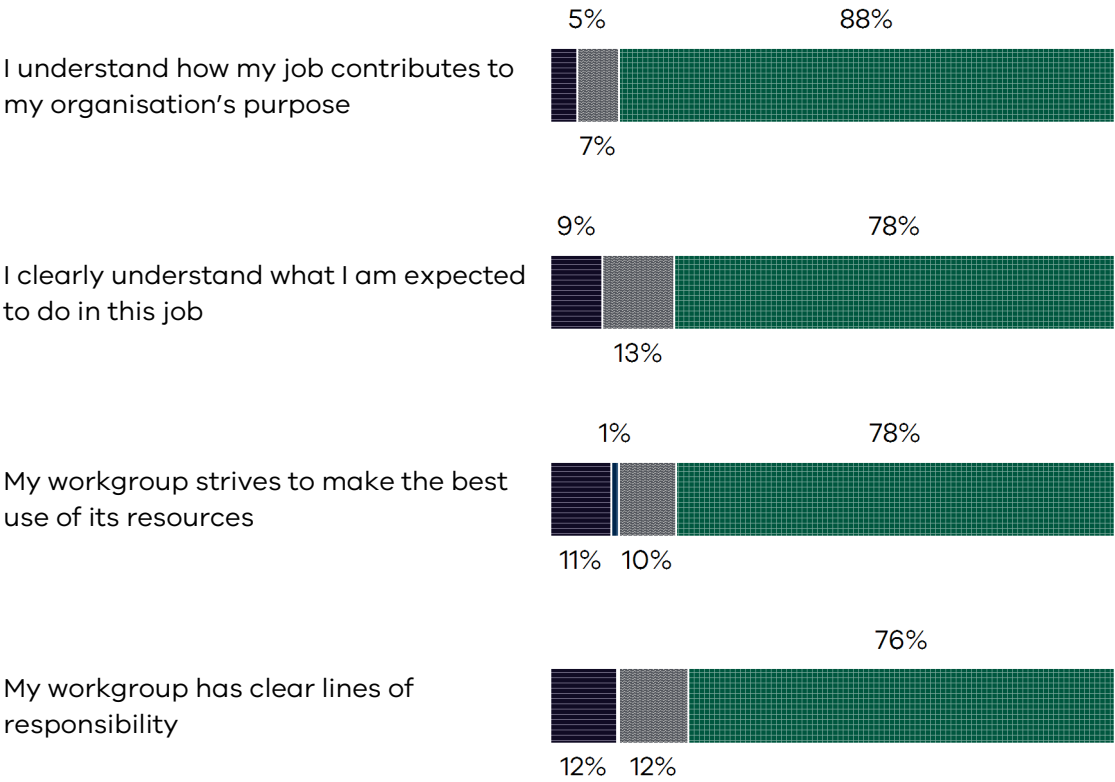
Example

88% 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 2021	Comparator		
	Lowest	Average	Highest
88 %	85 %	89 %	94 %
78 %	74 %	79 %	87 %
78 %	67 %	78 %	82 %
76 %	67 %	76 %	82 %

Public sector values

Accountability 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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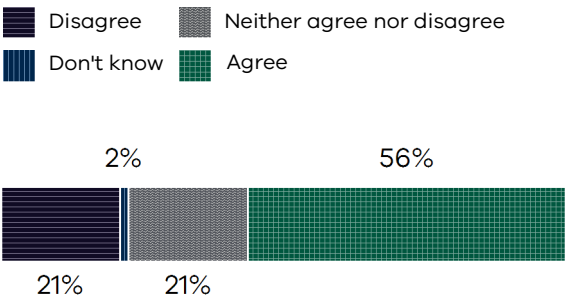
Example

56% 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		
	Lowest	Average	Highest
2021			
56 %	43 %	61 %	71 %

Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

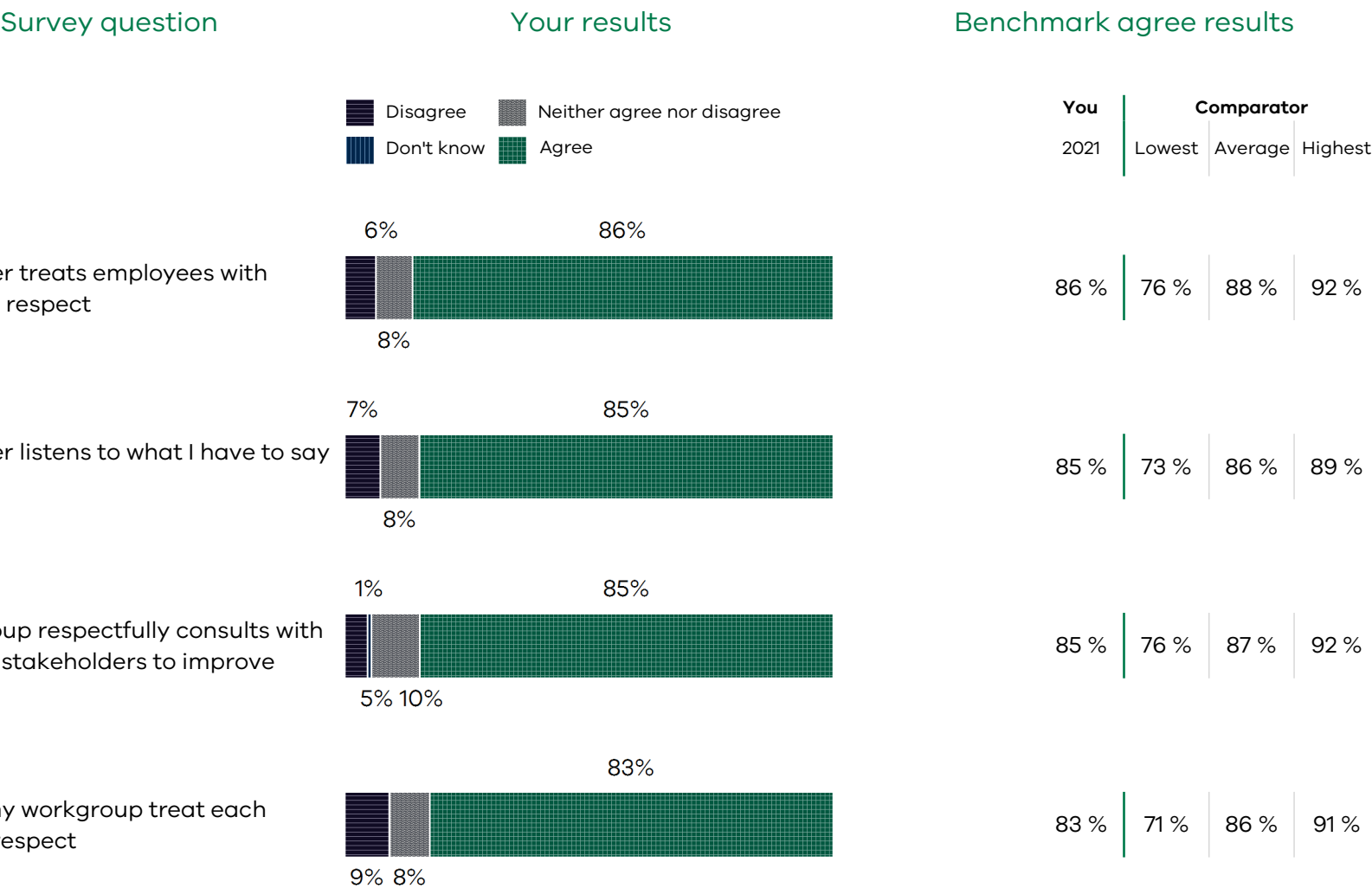
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

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



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.

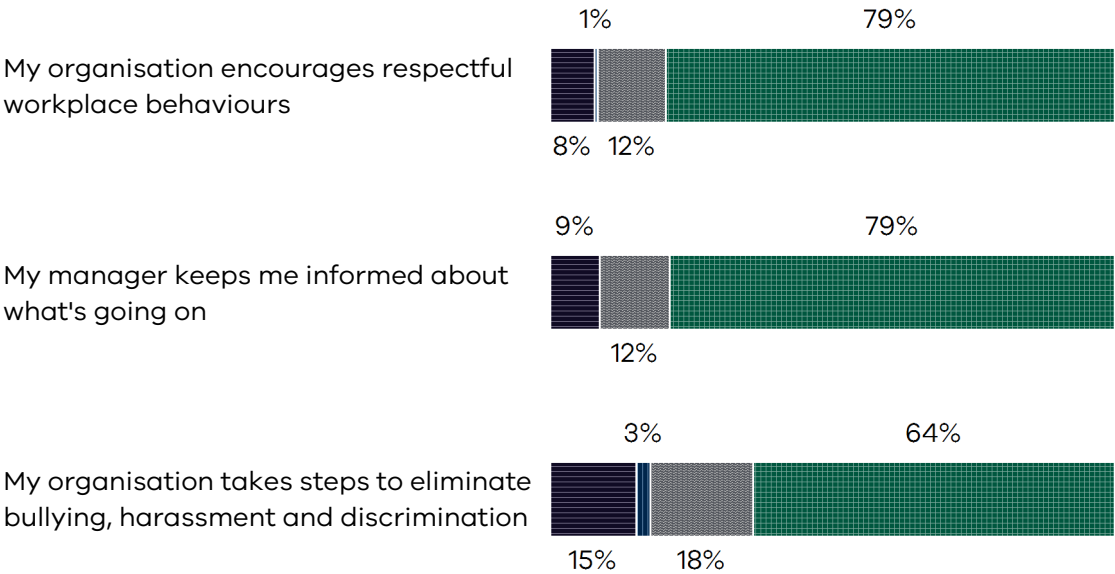
Example

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		
	Lowest	Average	Highest
2021			
79 %	70 %	85 %	92 %
79 %	66 %	80 %	84 %
64 %	52 %	69 %	77 %

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

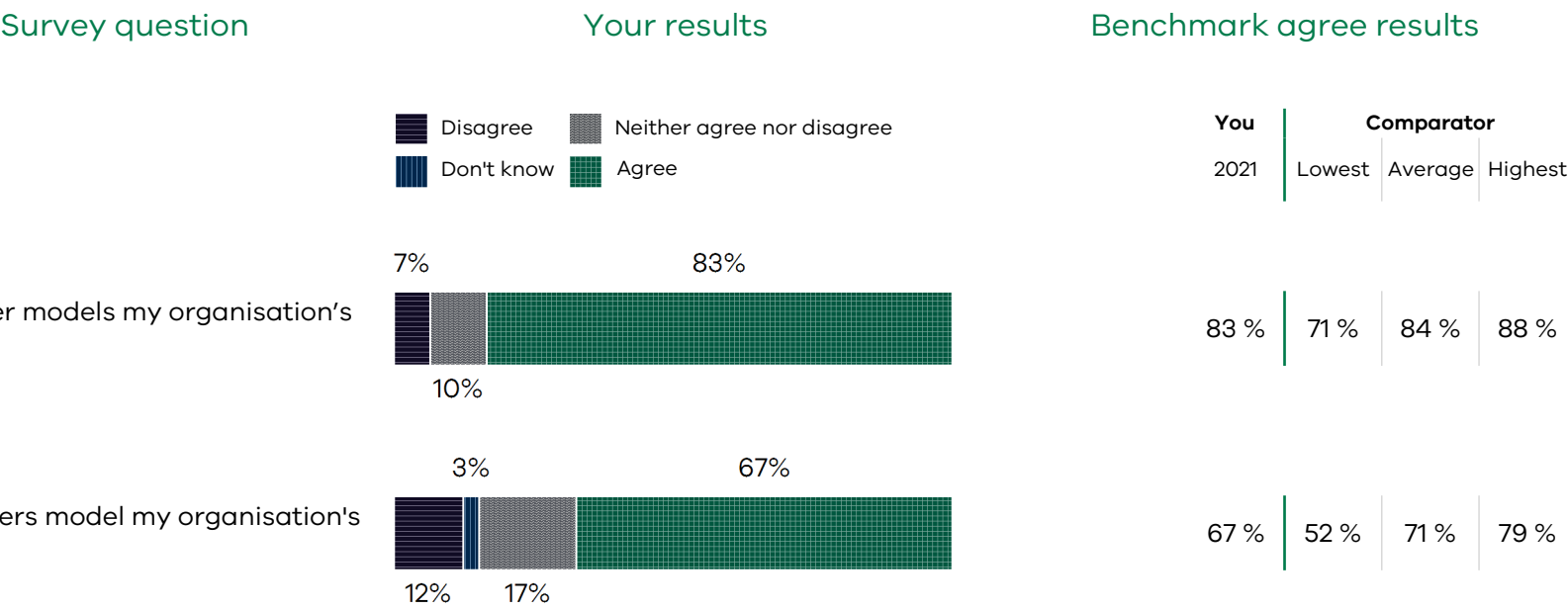
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'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

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

Example

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



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

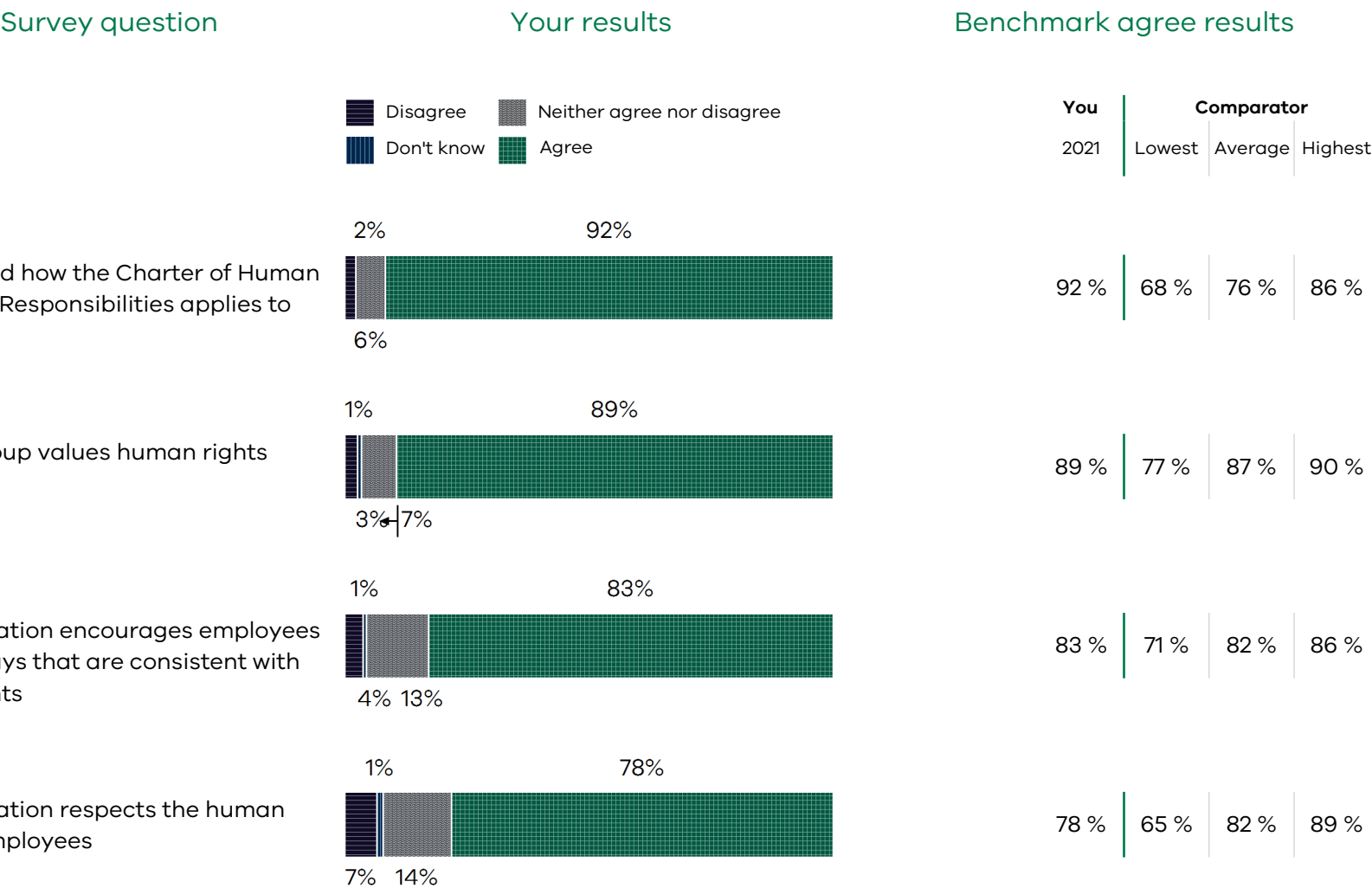
Under 'Your results', see results for each question in descending order by most agreed.

'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

92% of staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.



People matter

survey 2021

Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
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Custom questions

What this is

Your organisation asked 6 custom questions as part of the 2021 survey.

Why this is important

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

How to read this

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

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

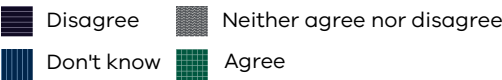
Example

75% of staff who did the survey agreed or strongly agreed with 'My concerns about client safety would be acted upon if I expressed them to my manager'.

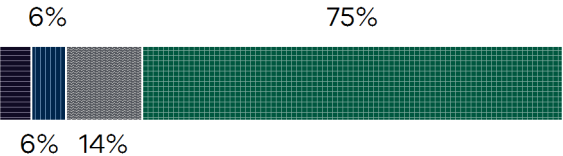
Survey question

Your results

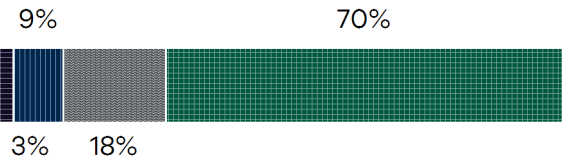
Benchmark results



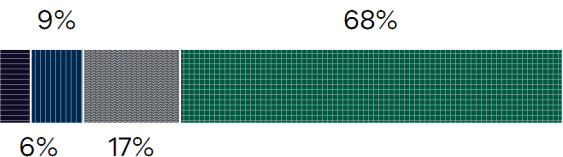
My concerns about client safety would be acted upon if I expressed them to my manager



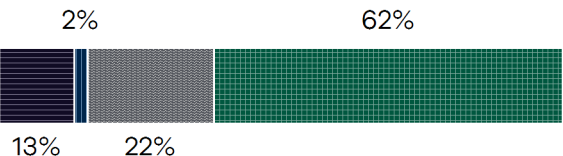
I am encouraged by my colleagues to report concerns about the safety of a client.



If my area were to make a mistake with client service delivery, it would be handled appropriately



Senior leaders are driving us to deliver safe and high-quality services



You

2021

75 %

70 %

68 %

62 %

Custom questions

What this is

Your organisation asked 6 custom questions as part of the 2021 survey.

Why this is important

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

How to read this

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

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

Example

54% of staff who did the survey agreed or strongly agreed with 'The culture in my work area makes it easy to learn from our successes and failures'.

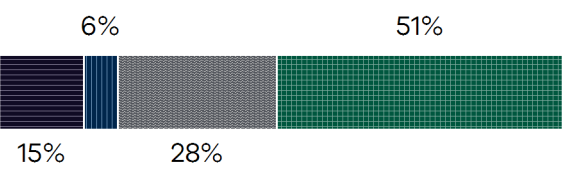
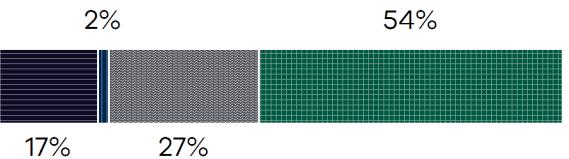
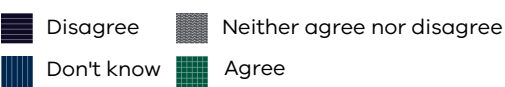
Survey question

Your results

Benchmark results

The culture in my work area makes it easy to learn from our successes and failures

If a friend or relative were required to use the department's frontline services, I would be confident they would receive a safe and high-quality service



You
2021

54 %

51 %

People matter

survey 2021

Have your say

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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	454	18%
35-54 years	1210	48%
55+ years	548	22%
Prefer not to say	301	12%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	34	1%
No	2289	91%
Prefer not to say	190	8%

Highest level of formal education	(n)	%
Doctoral Degree level	28	1%
Master Degree level	420	17%
Graduate Diploma or Graduate Certificate level	360	14%
Bachelor Degree level incl. honours degrees	751	30%
Advanced Diploma or Diploma level	319	13%
Certificate III or IV level	194	8%
Year 12 or equivalent (VCE/Leaving certificate)	116	5%
Certificate I or II level	12	0%
Lower than Certificate I or equivalent	10	0%
Prefer not to say	303	12%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	50	2%
Non Aboriginal and/or Torres Strait Islander	2263	90%
Prefer not to say	200	8%

Identified as Aboriginal and/or Torres Strait Islander on your organisations HR system?*	(n)	%
Yes	42	84%
No	6	12%
Don't know	1	2%
Prefer not to say	1	2%

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

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Do you identify as a person with a disability?

	(n)	%
Yes	160	6%
No	2072	82%
Prefer not to say	281	11%

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

	(n)	%
Yes	108	68%
No	40	25%
Prefer not to say	12	8%

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	18	45%
My disability does not impact on my ability to perform my role	11	28%
I do not require any adjustments to be made to perform my role	7	18%
Other	4	10%

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

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How would you describe your gender?	(n)	%
Woman	1626	65%
Man	513	20%
Prefer not to say	351	14%
Non-binary and I use a different term	23	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	11	0%
No	2145	85%
Prefer not to say	357	14%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	8	0%
No	2112	84%
Don't know	62	2%
Prefer not to say	331	13%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	1780	71%
Prefer not to say	512	20%
Gay or lesbian	90	4%
Bisexual	69	3%
I use a different term	24	1%
Pansexual	20	1%
Asexual	10	0%
Don't know	8	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

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Country of birth	(n)	%
Born in Australia	1922	76%
Not born in Australia	330	13%
Prefer not to say	261	10%

When did you first arrive in Australia?*	(n)	%
1 to less than 2 years ago	5	2%
More than 20 years ago	176	53%
2 to less than 5 years ago	29	9%
5 to less than 10 years ago	39	12%
10 to less than 20 years ago	81	25%

Language other than English spoken with family or community	(n)	%
Yes	335	13%
No	1932	77%
Prefer not to say	246	10%

Demographics

Cultural diversity 2 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

	(n)	%
Other	129	39%
Italian	55	16%
Greek	42	13%
Mandarin	18	5%
Spanish	17	5%
Cantonese	16	5%
French	15	4%
Arabic	14	4%
Macedonian	11	3%
Vietnamese	11	3%
Hindi	10	3%
German	8	2%
Australian Indigenous Language	7	2%
Sinhalese	6	2%
Tamil	6	2%

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

	(n)	%
Filipino	5	1%
Punjabi	3	1%
Urdu	3	1%
Tagalog	2	1%
Indonesian	1	0%
Korean	1	0%

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

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Cultural identity	(n)	%
Australian	1767	70%
Prefer not to say	299	12%
English, Irish, Scottish and/or Welsh	241	10%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	220	9%
Other	64	3%
East and/or South-East Asian	61	2%
Aboriginal and/or Torres Strait Islander	53	2%
New Zealander	39	2%
African (including Central, West, Southern and East African)	39	2%
South Asian	17	1%
Middle Eastern and/or North African	14	1%
Pacific Islander	11	0%
Central Asian	8	0%
Maori	8	0%
North American	6	0%
Central and/or South American	6	0%

Religion	(n)	%
No religion	1220	49%
Christianity	696	28%
Prefer not to say	463	18%
Other	75	3%
Buddhism	20	1%
Islam	19	1%
Hinduism	10	0%
Judaism	9	0%
Sikhism	1	0%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

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Working arrangement	(n)	%
Full-time	2085	83%
Part-time	428	17%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$65k	203	8%
\$65k to \$95k	641	26%
\$95k to \$125k	912	37%
\$125k or more	428	17%
Prefer not to say	273	11%

Organisational tenure	(n)	%
<1 year	303	12%
1 to less than 2 years	122	5%
2 to less than 5 years	577	23%
5 to less than 10 years	415	17%
10 to less than 20 years	653	26%
More than 20 years	443	18%

Management responsibility	(n)	%
Non-manager	1789	71%
Other manager	436	17%
Manager of other manager(s)	288	11%

Employment type	(n)	%
Ongoing and executive	2029	81%
Fixed term	428	17%
Other	56	2%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	1463	58%
I have moved to a different role within my organisation (including acting roles)	879	35%
I have moved to my role from a different Victorian public sector organisation	110	4%
I have moved to my role from outside the Victorian public sector	61	2%

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

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Primary workplace location over the last 3 months

	(n)	%
Melbourne: Suburbs	1410	56%
Melbourne CBD	318	13%
Other city or town	221	9%
Latrobe	144	6%
Geelong	98	4%
Bendigo	84	3%
Ballarat	74	3%
Shepparton	33	1%
Wangaratta	30	1%
Warrnambool	26	1%
Wodonga	26	1%
Mildura	26	1%
Outside Victoria	14	1%
Horsham	9	0%

Primary workplace type over the past 3 months*

	(n)	%
Home/private location	1804	72%
A main office	547	22%
A frontline or service delivery location (that is not a main office or home/private location)	100	4%
Other (please specify)	50	2%
A hub/shared work space	12	0%

Other workplace type over the past 3 months*

	(n)	%
A main office	1192	47%
Home/private location	921	37%
No, I have not worked from any other locations	575	23%
A frontline or service delivery location (that is not a main office or home/private location)	136	5%
Other	53	2%
A hub/shared work space	42	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.

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

	(n)	%
No, I have not requested adjustments	1723	69%
Flexible working arrangements	605	24%
Physical modifications or improvements to the workplace	240	10%
Career development support strategies	49	2%
Other	30	1%
Job redesign or role sharing	25	1%
Accessible communications technologies	8	0%

Why did you make this request?*

	(n)	%
Work-life balance	346	44%
Health	307	39%
Caring responsibilities	220	28%
Family responsibilities	216	27%
Other	78	10%
Disability	61	8%
Study commitments	28	4%

What was your experience with making the request?

	(n)	%
The adjustments I needed were made and the process was satisfactory	579	73%
The adjustments I needed were not made	143	18%
The adjustments I needed were made but the process was unsatisfactory	68	9%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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Caring responsibility	(n)	%
None of the above	895	36%
Primary school aged child(ren)	473	19%
Secondary school aged child(ren)	395	16%
Prefer not to say	346	14%
Frail or aged person(s)	326	13%
Child(ren) - younger than preschool age	193	8%
Preschool aged child(ren)	160	6%
Person(s) with a mental illness	153	6%
Person(s) with a medical condition	152	6%
Person(s) with disability	128	5%
Other	73	3%



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