

# People matter survey 2021

Have your say

## Report overview

### About your report

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

### Report contents

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

### Comparing data in this report

Your organisation took part in the survey in 2019 and 2020.

This means you'll be able to compare about 38% of this year's survey with your previous results.

### Rounding of percentages

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

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

### Survey questions and definitions

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

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# People matter

## survey 2021

Have your say

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- Cultural diversity
- Employment
- Adjustments
- Caring
- Business units

## 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'.

Central Gippsland Region Water Corporation

Central Highlands Region Water Corporation

Coliban Region Water Corporation

Gippsland and Southern Rural Water Corporation

Grampians Wimmera Mallee Water Corporation

Lower Murray Urban and Rural Water Corporation

North East Region Water Corporation

South Gippsland Region Water Corporation

Wannon Region Water Corporation

Westernport Region Water Corporation

Yarra Valley Water Corporation

# 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

94%  
(94)

Comparator 69%  
Public Sector 49%

2021

100%  
(100)

Comparator 75%  
Public Sector 39%

# People matter

## survey 2021

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# People outcomes

## Scorecard: employee engagement index

### What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

### Why this is important

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

2020

74

Comparator 71  
Public Sector 68

2021

76

Comparator 74  
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 76.

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.

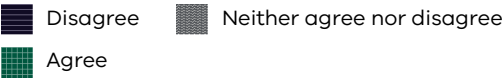
Example

89% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

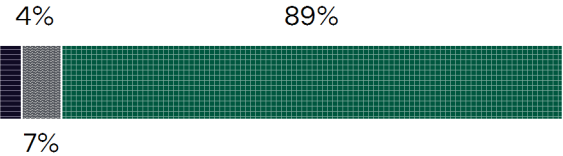
Survey question

Your results

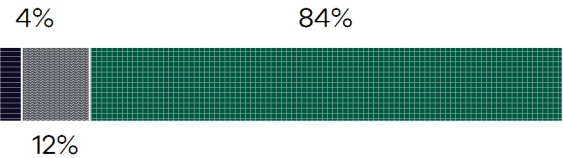
Benchmark agree results



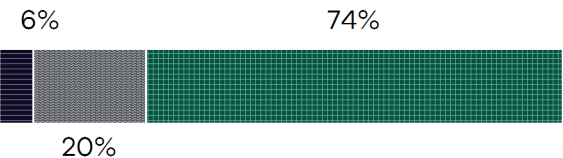
I am proud to tell others I work for my organisation



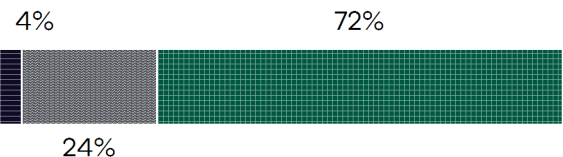
I would recommend my organisation as a good place to work



My organisation motivates me to help achieve its objectives



My organisation inspires me to do the best in my job



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
87 %	81 %	89 %	54 %	82 %	92 %
87 %	85 %	84 %	49 %	80 %	91 %
80 %	76 %	74 %	52 %	72 %	85 %
76 %	68 %	72 %	44 %	68 %	86 %

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 76.

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.

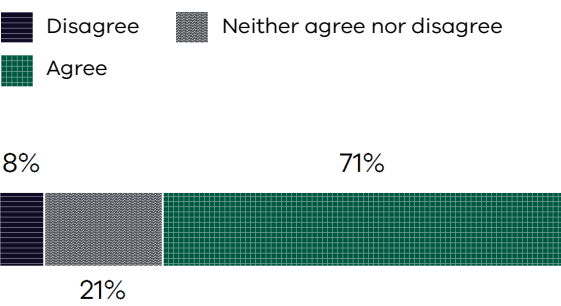
Example

71% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Survey question

I feel a strong personal attachment to my organisation

Your results



Benchmark agree results

You			Comparator		
2019	2020	2021	Lowest	Average	Highest
70 %	73 %	71 %	49 %	71 %	85 %

# People outcomes

Scorecard: satisfaction, stress, intention to stay

## What this is

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

There are more people outcomes scorecards throughout this report.

## Why this is important

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

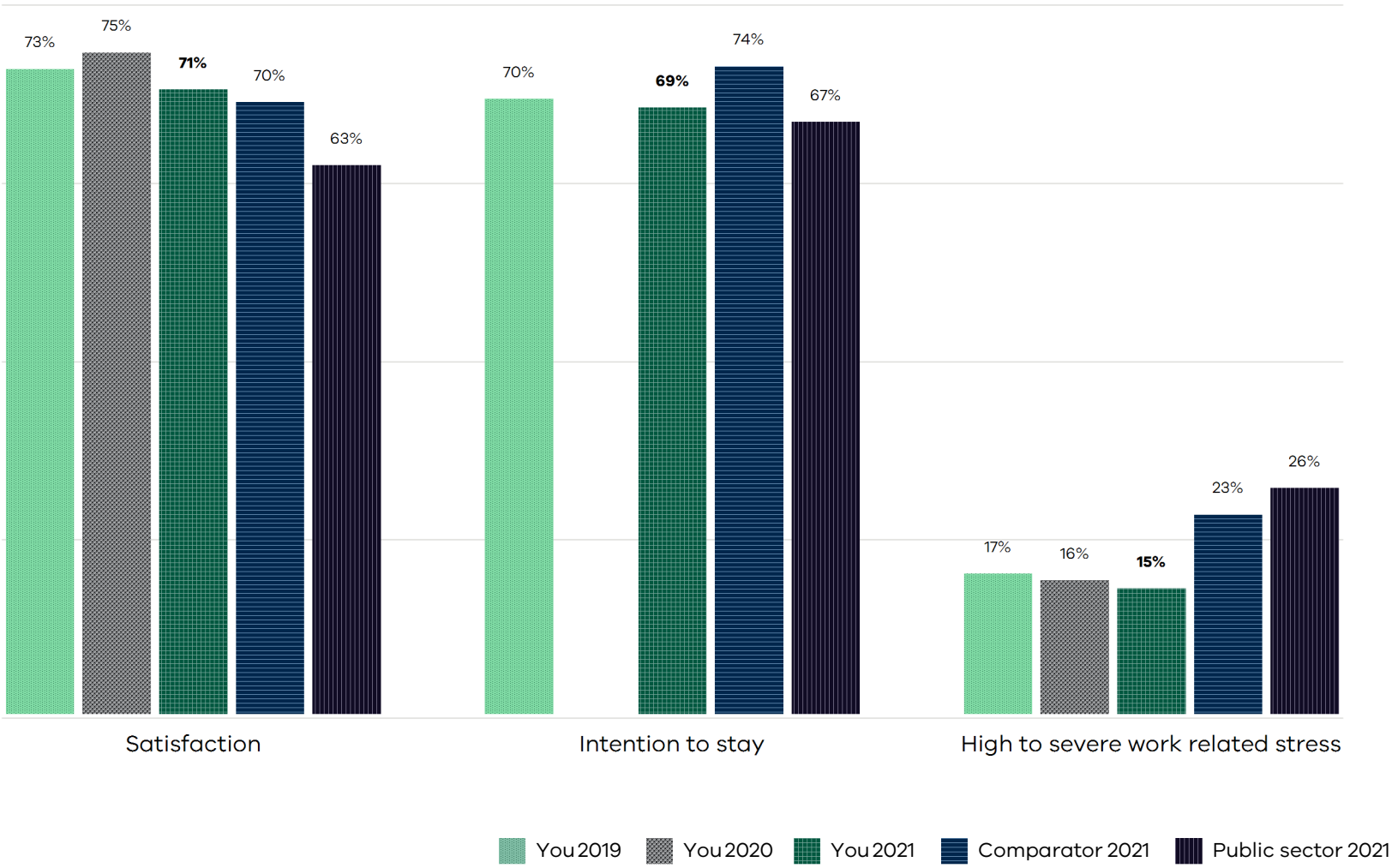
## How to read this

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

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

## Example

- In 2021:
- 71% of your staff who did the survey responded positively to questions about Satisfaction which is down from 75% in 2020.
- Compared to:
- 70% of staff at your comparator and 63% of staff across the public sector.





# People outcomes

## Satisfaction question results 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

### Example

90% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

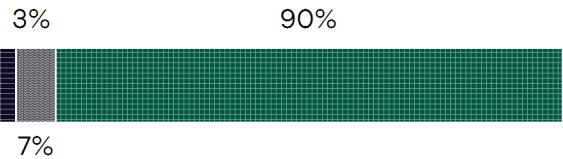
## Survey question

## Your results

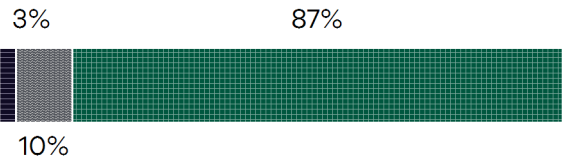
## Benchmark agree results



I enjoy the work in my current job



I get a sense of accomplishment from my work



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
88 %	Not asked	90 %	76 %	84 %	91 %
86 %	Not asked	87 %	73 %	81 %	90 %

# 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.

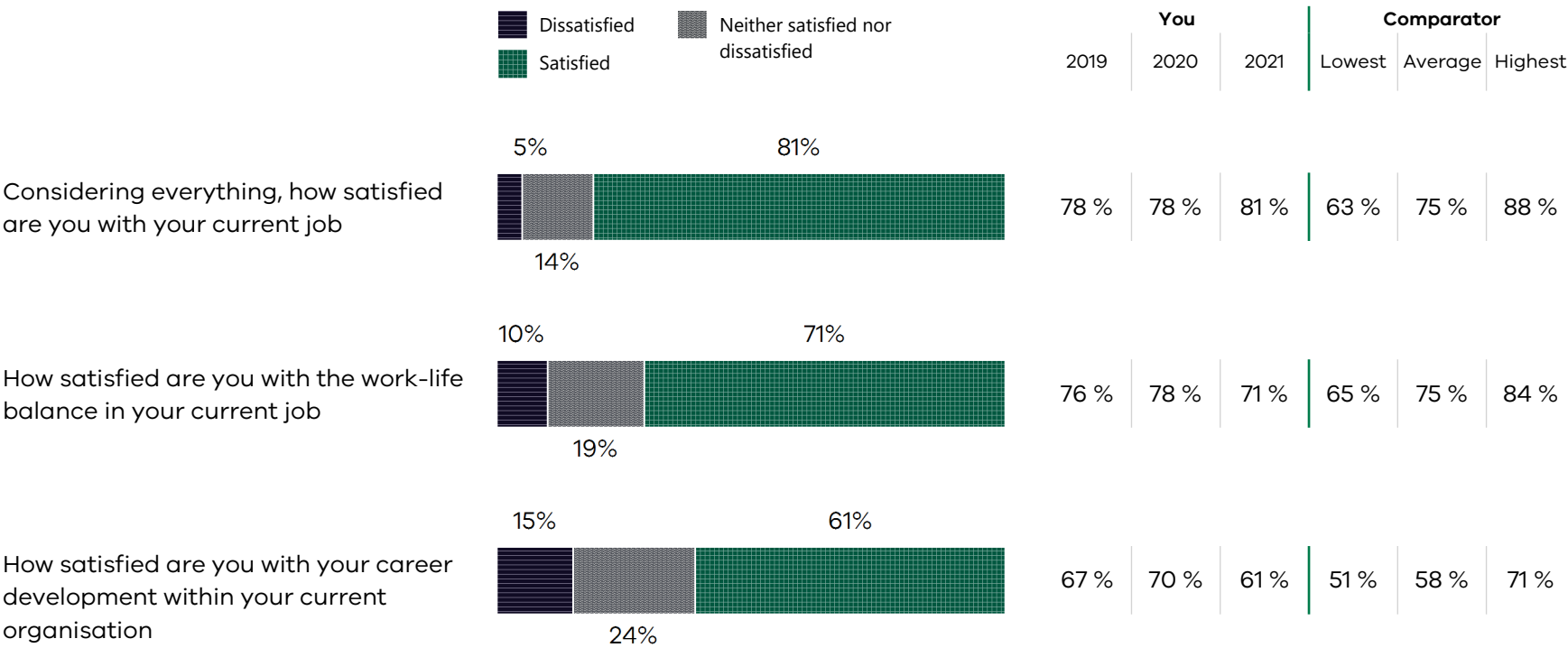
### Example

81% 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



# People outcomes

## Work-related stress levels

### What this is

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

### Why this is important

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

### How to read this

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

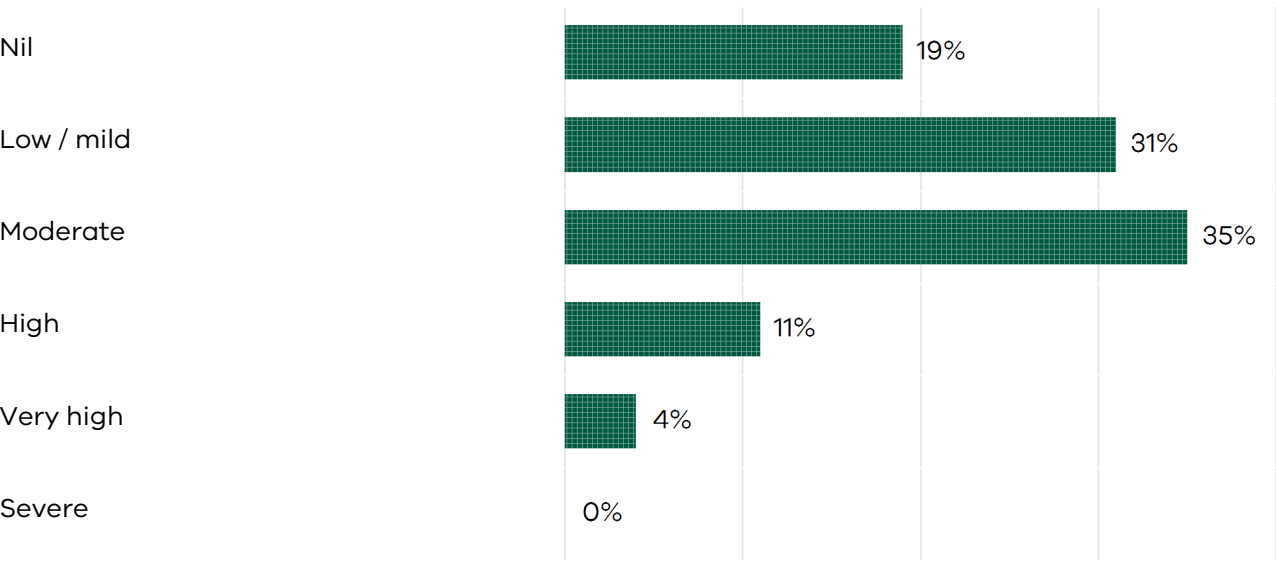
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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

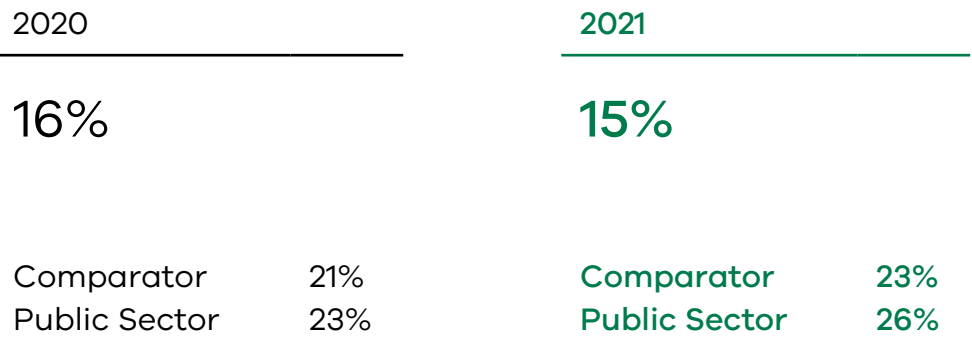
### Example

15% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 23% 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

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

Of that 81%, 46% said the top reason was 'Workload'.



Of those that experienced work related stress it was from ...	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	48%	46%	51%	51%
Time pressure	39%	40%	41%	42%
Content, variety, or difficulty of work	4%	16%	12%	12%
Competing home and work responsibilities	21%	15%	12%	12%
Organisation or workplace change	11%	12%	13%	11%
Other	11%	12%	10%	9%
Management of work (e.g. supervision, training, information, support)	8%	11%	13%	13%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	13%	10%	10%	12%
Dealing with clients, patients or stakeholders	11%	9%	15%	14%
Other changes due to COVID-19	4%	9%	12%	15%



# People outcomes

## Intention to stay

### What this is

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

### Why this is important

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

### How to read this

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

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

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

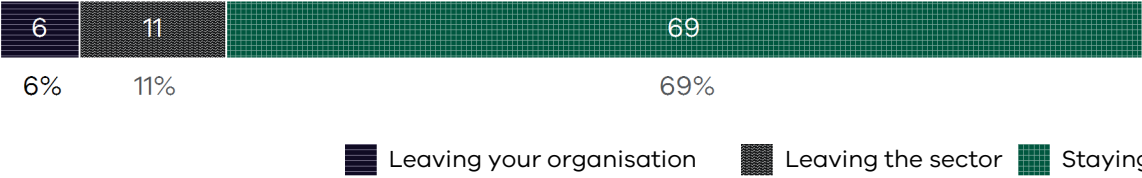
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

### Example

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

Of that 17%, 59% said it was from 'Better remuneration'.

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



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

	You 2021	Comparator 2021	Public sector 2021
Better remuneration	59%	33%	26%
Limited future career opportunities at my organisation	35%	44%	42%
Lack of confidence in senior leadership	24%	34%	34%
Opportunity to broaden experience	24%	41%	40%
Excessive workload	18%	19%	25%
Limited flexible work arrangements for managing (e.g. family/caring commitments)	18%	5%	11%
Limited opportunities to gain further experience at my organisation	18%	34%	33%
Opportunity to seek/take a promotion elsewhere	18%	30%	33%
Poor relationship with my colleagues and/or manager	18%	12%	15%
Better location/reduced travel time	12%	8%	13%

# 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

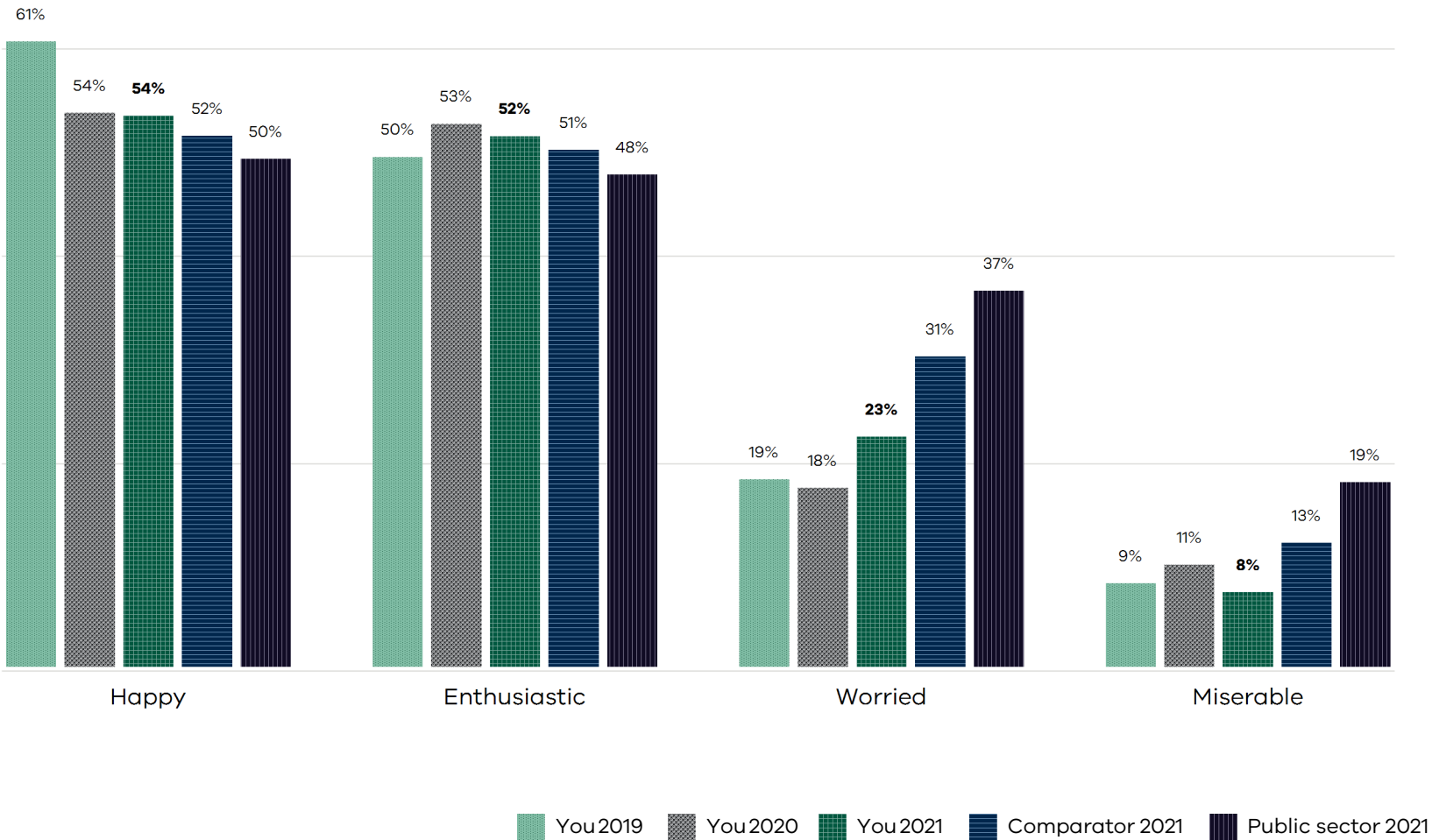
In 2021:

- 54% of your staff who did the survey said work made them feel happy in 2021, which is down from 54% in 2020

Compared to:

- 52% 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

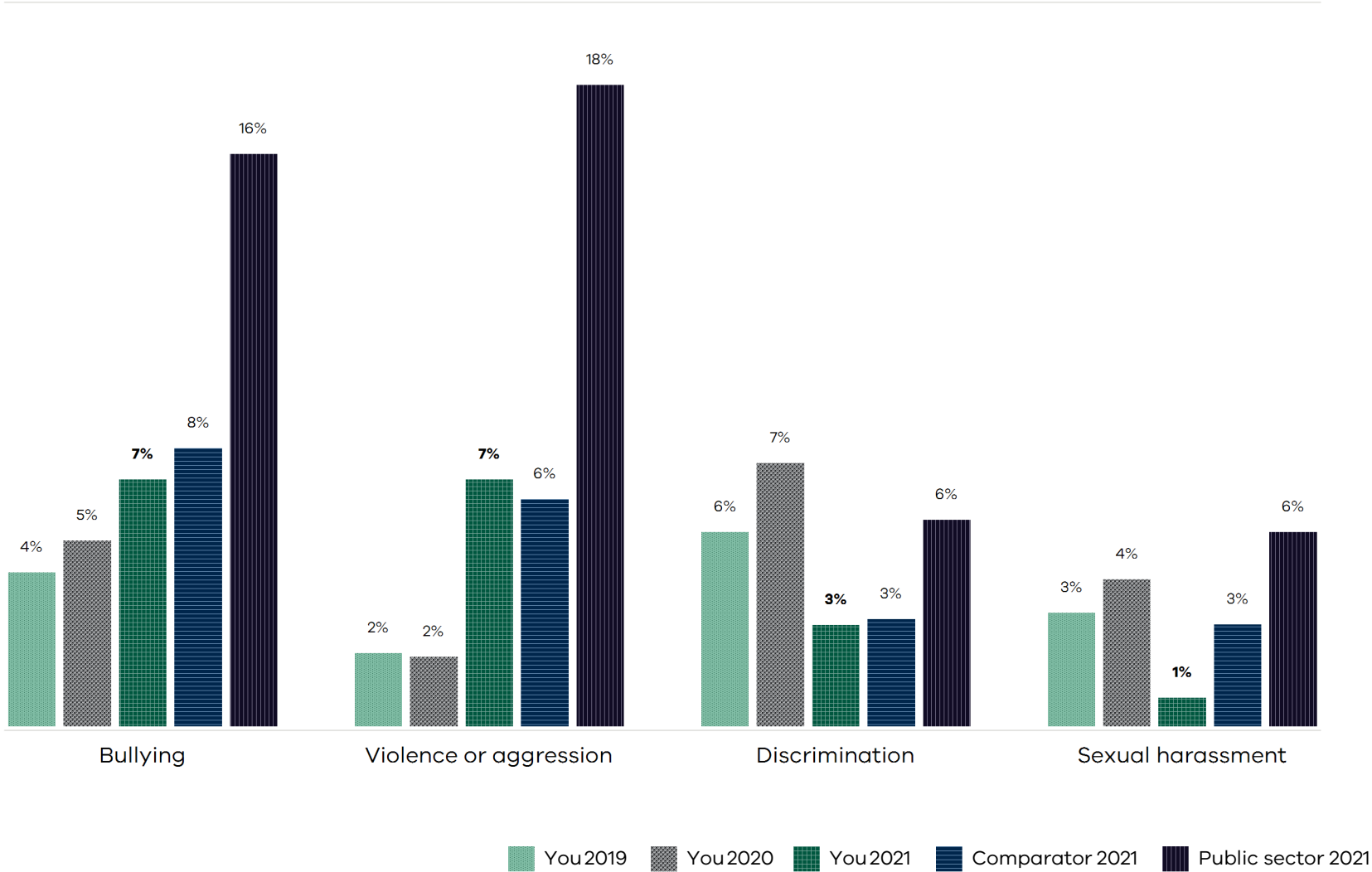
Negative behaviours can be detrimental to health and wellbeing as well as performance and behaviour.

### 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:
- 7% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is up from 5% in 2020.
- Compared to:
- 8% of staff at your comparator and 16% of staff across the public sector.



# People outcomes

## Bullying

### What this is

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

### Why this is important

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

### Why there is no data here

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

We do this to protect the respondents.



# People outcomes

## 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.

### Why there is no data here

We've not published the results for this section because less than 10 people said they experienced sexual harassment. We do this to protect the respondents.

# People outcomes

## Discrimination

### What this is

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

### Why this is important

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

### Why there is no data here

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

We do this to protect the respondents.

# People outcomes

## Violence and aggression

### What this is

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

### Why this is important

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

### Why there is no data here

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



# 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.

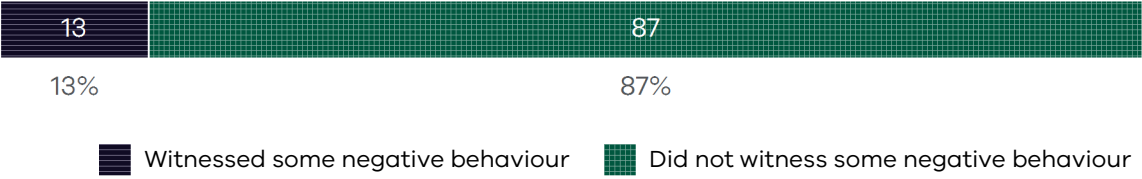
In descending order, the table shows the answers.

### Example

13% of your staff who did the survey said they witnessed some negative behaviour at work.

87% 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	87%	89%	77%
Bullying of a colleague	8%	8%	16%
Discrimination against a colleague	3%	4%	8%
Violence or aggression against a colleague	2%	2%	6%



## Negative behaviour

### Taking action when witnessing negative behaviours

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

The table shows the answers in descending order.

- Example**
- 13% of your staff who did the survey witnessed negative behaviour, of which:
- 62% said the top action they took was 'Spoke to the person who experienced the behaviour'.
  - 0% 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	62%	66%	72%
Told a manager	46%	30%	37%
Spoke to the person who behaved in a negative way	31%	15%	22%
Told the person the behaviour was not OK	23%	18%	25%
Told a colleague	15%	16%	21%
Told Human Resources	15%	10%	6%
Other	8%	6%	7%

# People matter

## survey 2021

Have your say

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

### Highest scoring questions

#### What this is

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

#### How to read this

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

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

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

#### Example

On the first row 'Job enrichment', the 'You 2021' column shows 97% of your staff agreed with 'I understand how my job contributes to my organisation's purpose'. In the 'Change from 2020' column, you have a 4% increase, which is a positive trend.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Job enrichment	I understand how my job contributes to my organisation's purpose	97%	+4%	93%
Quality service delivery	My workgroup strives to deliver services in a timely manner	97%	Not asked in 2020	93%
Workgroup support	I am able to work effectively with others in my workgroup	95%	+5%	94%
Organisational integrity	My organisation is committed to earning a high level of public trust	94%	Not asked in 2020	91%
Quality service delivery	My workgroup strives to provide high quality advice and services	94%	Not asked in 2020	93%
Safety climate	My organisation provides a physically safe work environment	93%	Not asked in 2020	95%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	93%	+7%	91%
Manager leadership	My manager is committed to workplace safety	92%	Not asked in 2020	94%
Organisational integrity	My organisation encourages respectful workplace behaviours	92%	Not asked in 2020	90%
Manager leadership	My manager ensures clients receive a high standard of service	91%	Not asked in 2020	91%

## Key differences

### Lowest scoring questions

#### What this is

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

#### How to read this

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

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

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

#### Example

On the first row 'Learning and development', the 'You 2021' column shows 50% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'. This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	50%	Not asked in 2020	30%
Learning and development	I feel I have an equal chance at promotion in my organisation	50%	Not asked in 2020	48%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	54%	Not asked in 2020	45%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	55%	Not asked in 2020	57%
Taking action	My organisation has taken positive action on the results of last year's survey	55%	Not asked in 2020	38%
Manager support	My manager has regular conversations with me about my learning and development	61%	Not asked in 2020	62%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	61%	-8%	58%
Satisfaction	How satisfied are you with your career development within your current organisation	61%	-9%	58%
Taking action	I believe my organisation will take positive action on the results of this year's survey	61%	Not asked in 2020	57%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	62%	Not asked in 2020	60%

# Key differences

## Most improved

### What this is

This is where staff feel their organisation has most improved.

### How to read this

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

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

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

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

### Example

On the first row 'Workgroup support', the 'You 2021' column shows 80% of your staff agreed with 'People in my workgroup regularly reach out to support me and my wellbeing'.

In the 'Increase from 2020' column, you have a 9% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	80%	+9%	77%
Engagement	I am proud to tell others I work for my organisation	89%	+8%	82%
Job enrichment	I have a choice in deciding how I do my work	90%	+7%	83%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	93%	+7%	91%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	81%	+7%	68%
Safe to speak up	People in your workgroup are able to bring up problems and tough issues	83%	+5%	81%
Workgroup support	I am able to work effectively with others in my workgroup	95%	+5%	94%
Workgroup support	Workgroups across my organisation willingly share information with each other	62%	+5%	62%
Job enrichment	I understand how my job contributes to my organisation's purpose	97%	+4%	93%
Engagement	My organisation inspires me to do the best in my job	72%	+4%	68%

# Key differences

## Most declined

### What this is

This is where staff feel their organisation has most declined.

### How to read this

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

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

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

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

### Example

On the first row 'Satisfaction', the 'You 2021' column shows 61% of your staff were satisfied with 'How satisfied are you with your career development within your current organisation'.

In the 'Decrease from 2020' column, you have a 9% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Satisfaction	How satisfied are you with your career development within your current organisation	61%	-9%	58%
Senior leadership	Senior leaders support staff to work in an environment of change	66%	-8%	69%
Manager support	My manager listens to what I have to say	78%	-8%	88%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	61%	-8%	58%
Satisfaction	How satisfied are you with the work-life balance in your current job	71%	-7%	75%
Workload	The workload I have is appropriate for the job that I do	70%	-6%	63%
Senior leadership	Senior leaders provide clear strategy and direction	64%	-5%	63%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	74%	-5%	81%
Workload	I have enough time to do my job effectively	62%	-4%	58%
Manager support	My manager keeps me informed about what's going on	74%	-3%	80%



## 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 'Learning and development', the 'You 2021' column shows 50% 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)'.

The 'difference' column, shows that agreement for this question was 20 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	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)	50%	+20%	30%
Taking action	My organisation has taken positive action on the results of last year's survey	55%	+17%	38%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	81%	+13%	68%
Learning and development	My organisation places a high priority on the learning and development of staff	77%	+11%	66%
Safety climate	All levels of my organisation are involved in the prevention of stress	63%	+11%	52%
Job enrichment	My work performance is assessed against clear criteria	73%	+10%	63%
Quality service delivery	My workgroup has clear lines of responsibility	88%	+10%	78%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	54%	+9%	45%
Manager support	I receive adequate recognition for my contributions and accomplishments	69%	+9%	60%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees with disability	78%	+8%	70%

## 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 'Manager support', the 'You 2021' column shows 78% of your staff agreed with 'My manager listens to what I have to say'.

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

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Manager support	My manager listens to what I have to say	78%	-10%	88%
Manager leadership	My manager treats employees with dignity and respect	83%	-8%	91%
Equal employment opportunity	Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	70%	-8%	78%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	74%	-7%	81%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	65%	-6%	71%
Manager support	My manager keeps me informed about what's going on	74%	-6%	80%
Manager leadership	My manager models my organisation's values	81%	-6%	87%
Manager support	My manager encourages and supports my participation in learning and development opportunities	76%	-5%	81%
Manager leadership	My manager demonstrates honesty and integrity	84%	-5%	89%
Satisfaction	How satisfied are you with the work-life balance in your current job	71%	-4%	75%

# People matter

## survey 2021

Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
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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

61% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

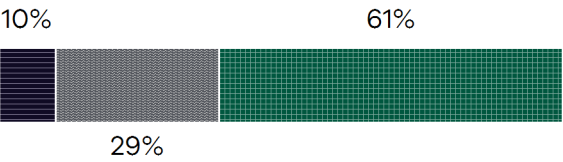
# Survey question

# Your results

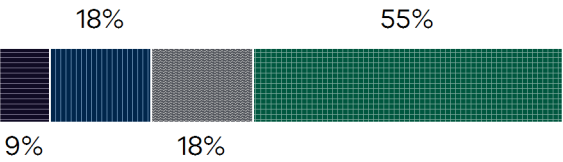
# Benchmark agree results



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



My organisation has taken positive action on the results of last year's survey



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	61 %	34 %	57 %	79 %
Not asked	Not asked	55 %	20 %	38 %	59 %

# People matter

## survey 2021

Have your say

### Report overview

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

### People outcomes

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

### Key differences

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

### Taking action

- Taking action questions

### Senior leadership

- Senior leadership questions

### Organisational climate

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

### Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

### Job and manager factors

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

### Public sector values

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

### Demographics

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

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.

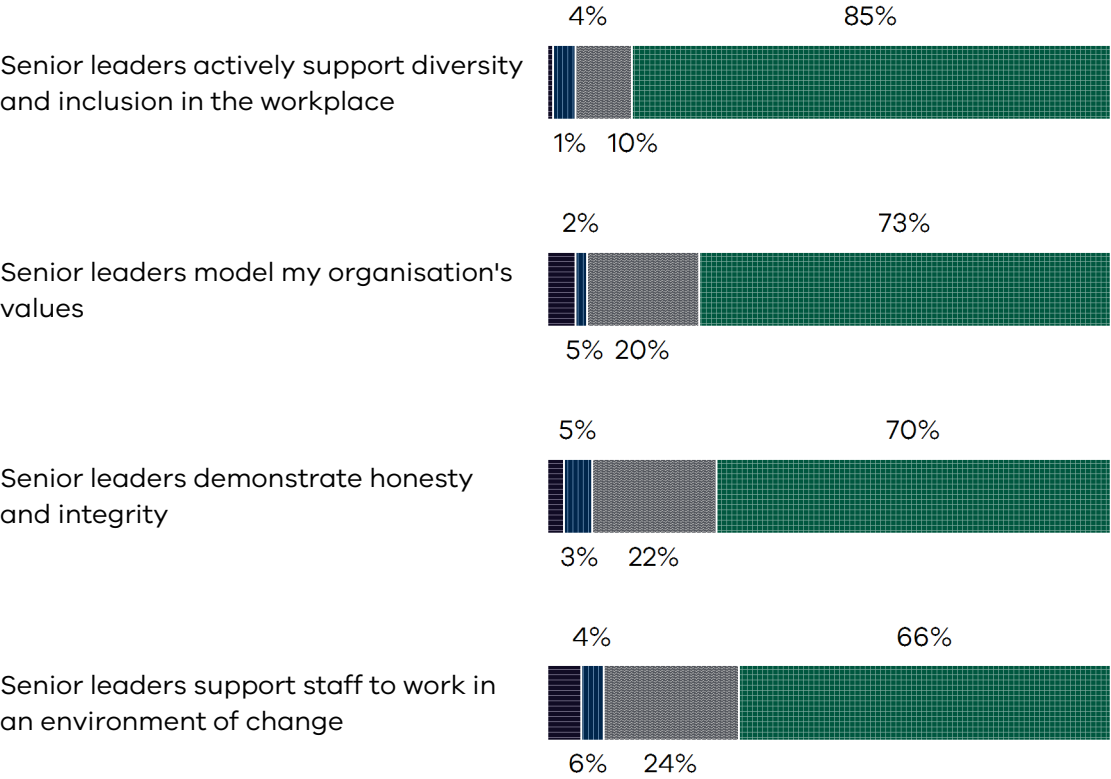
Example

85% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
82 %	Not asked	85 %	59 %	81 %	97 %
73 %	Not asked	73 %	48 %	72 %	88 %
79 %	Not asked	70 %	45 %	70 %	84 %
66 %	74 %	66 %	46 %	69 %	86 %



Senior leadership

Senior leadership 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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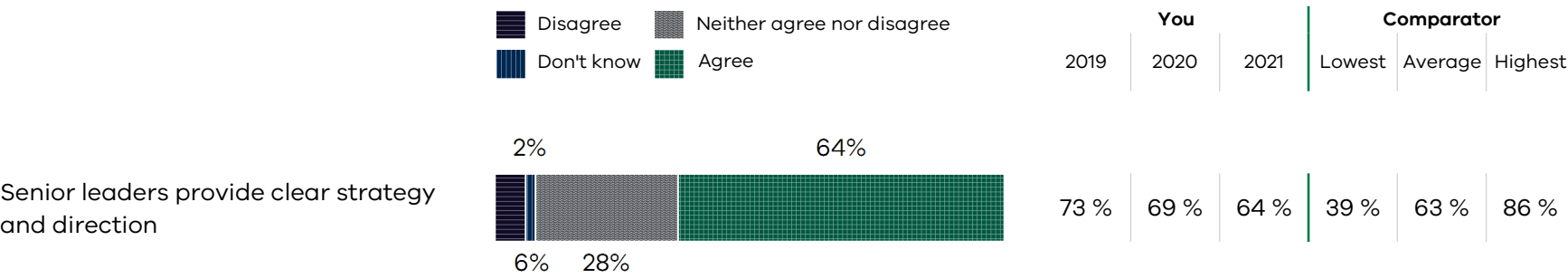
Example

64% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

Benchmark agree results



# People matter

## survey 2021

Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
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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.

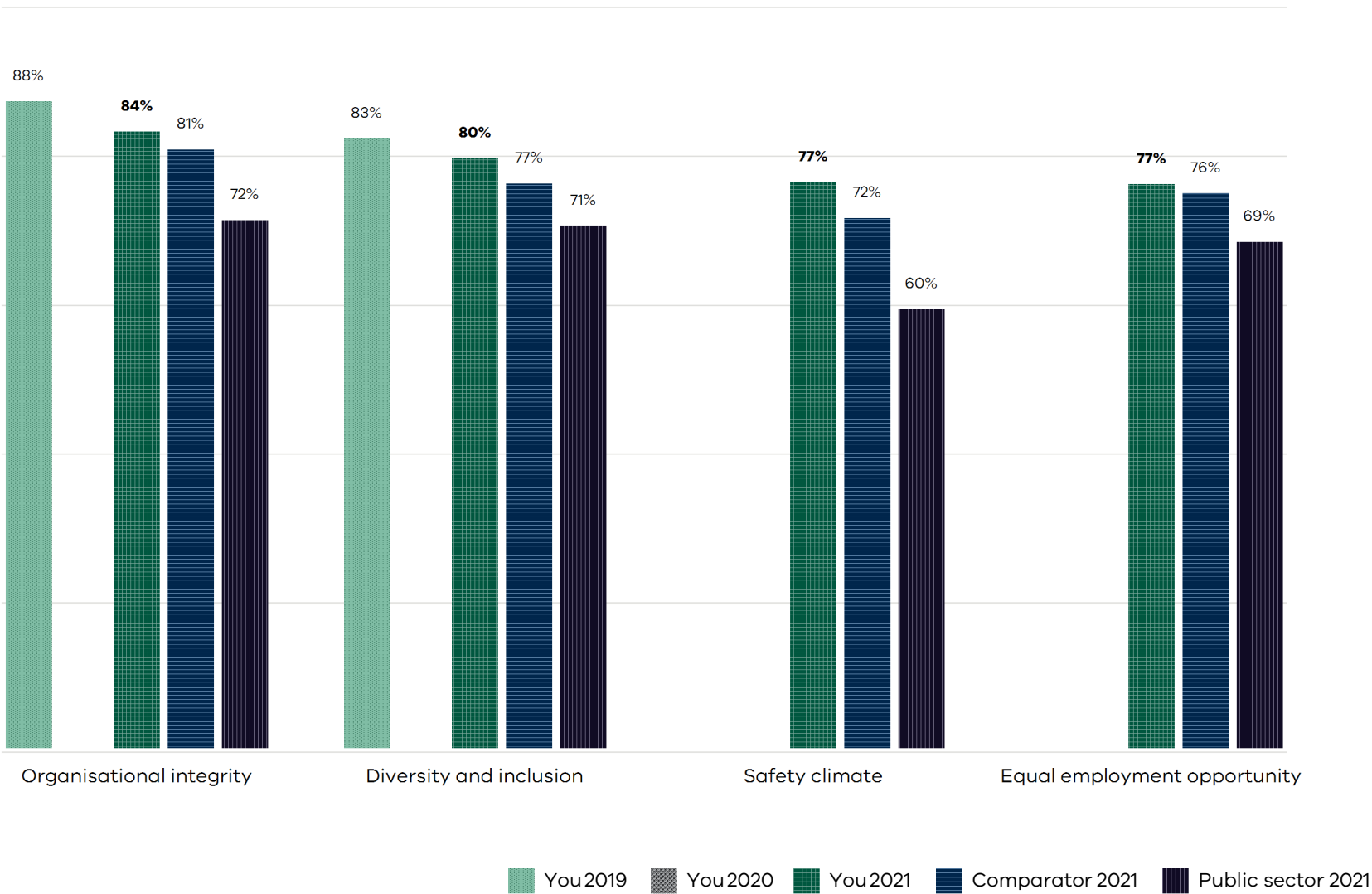
### How to read this

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:
- 84% of your staff who did the survey responded positively to questions about Organisational integrity.
- Compared to:
- 81% of staff at your comparator and 72% of staff across the public sector.



# Organisational climate

## Scorecard 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

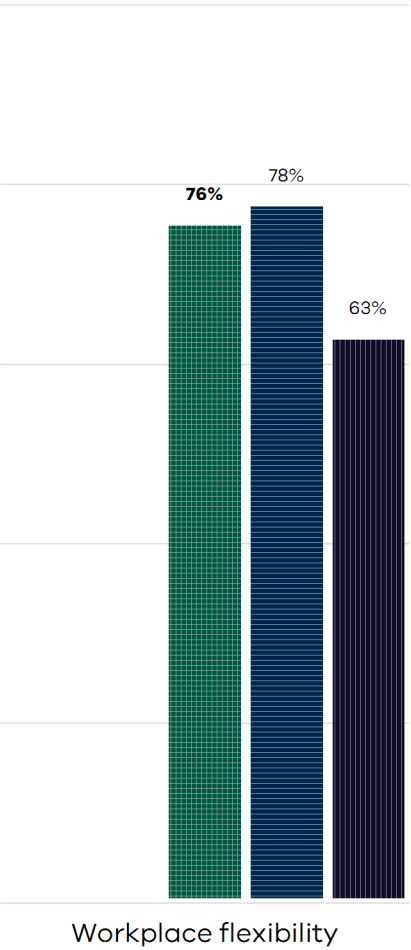
### Example

In 2021:

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

Compared to:

- 78% of staff at your comparator and 63% of staff across the public sector.



You2019 You2020 You2021 Comparator 2021 Public sector 2021

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

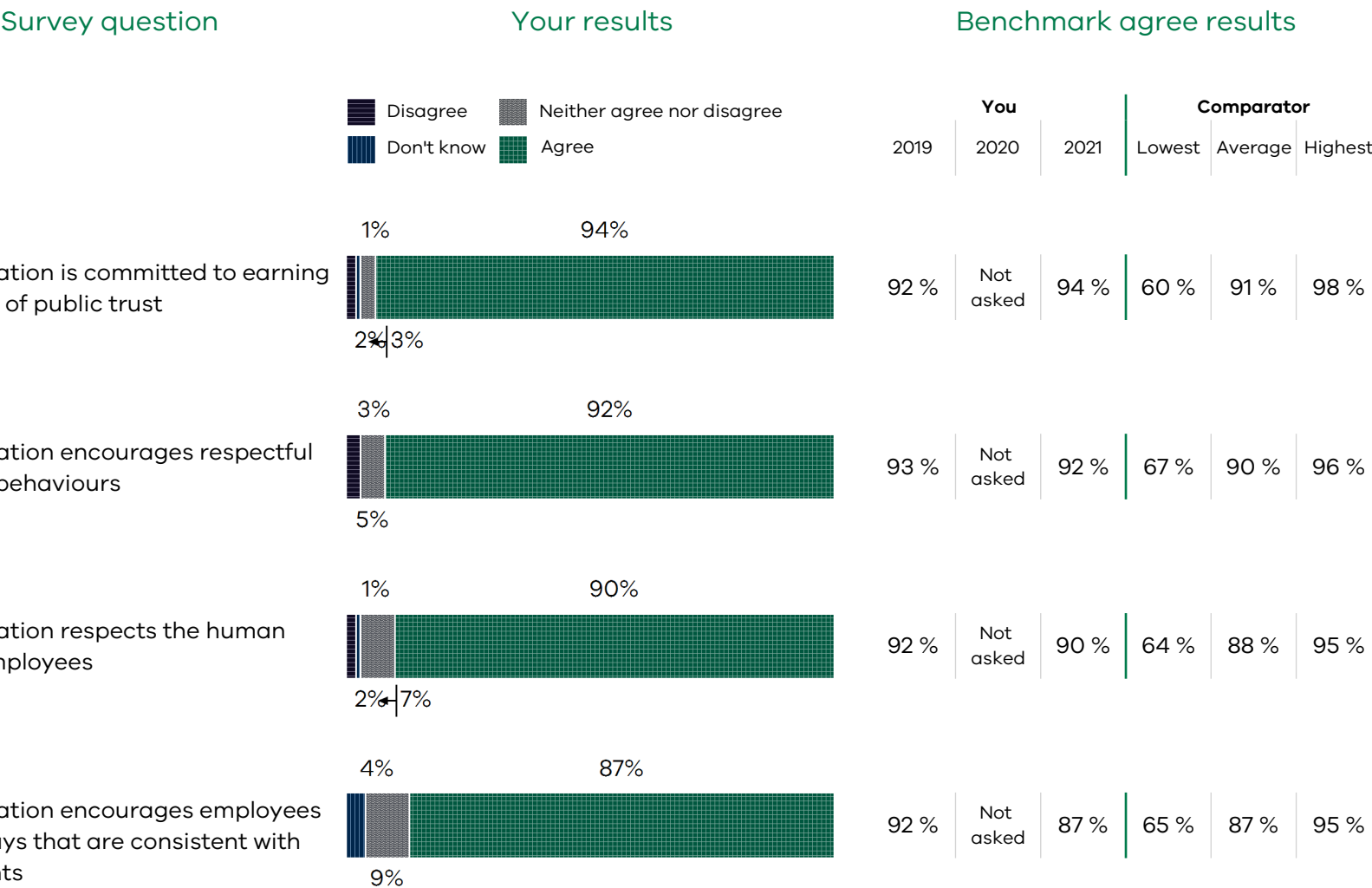
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

94% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.



# 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.

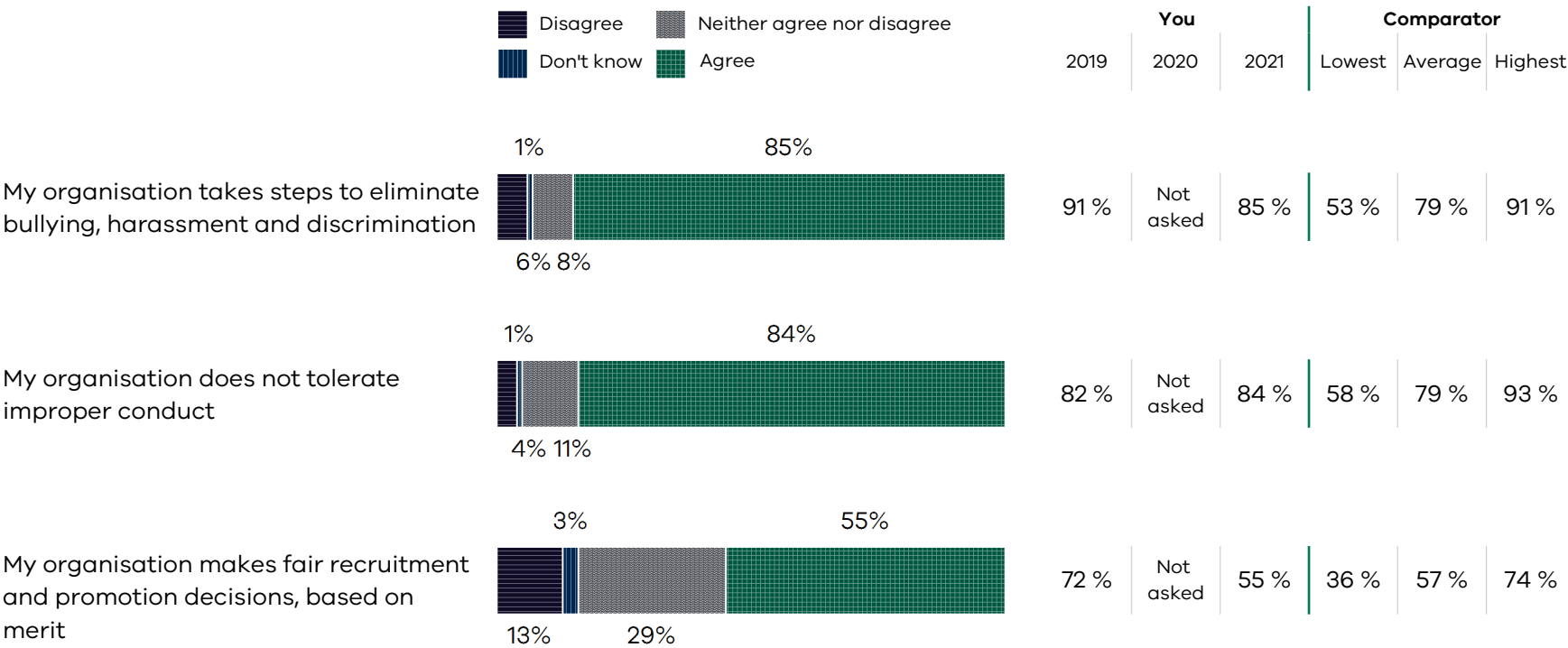
### Example

85% 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





# Organisational climate

## Workplace flexibility 1 of 4

### What this is

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

### Why this is important

Supporting flexible working can improve employee wellbeing.

### How to read this

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 supports employees with family or other caring responsibilities, regardless of gender'.

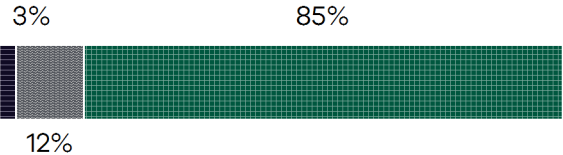
## Survey question

## Your results

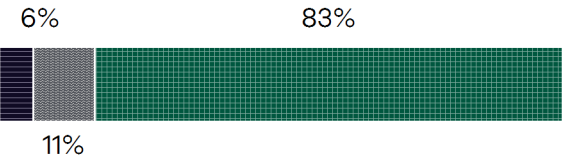
## Benchmark agree results



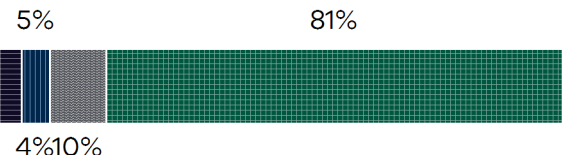
My organisation supports employees with family or other caring responsibilities, regardless of gender



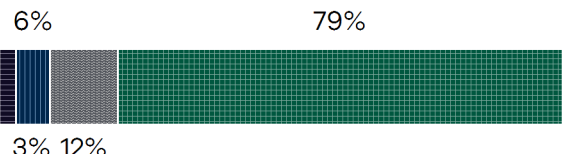
I have the flexibility I need to manage my work and non-work activities and responsibilities



There is a positive culture within my organisation in relation to employees who have family responsibilities



There is a positive culture within my organisation in relation to employees who have caring responsibilities



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	85 %	81 %	88 %	95 %
Not asked	Not asked	83 %	73 %	84 %	90 %
Not asked	Not asked	81 %	67 %	80 %	90 %
84 %	Not asked	79 %	62 %	77 %	91 %

# Organisational climate

## Workplace flexibility 2 of 4

### What this is

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

### Why this is important

Supporting flexible working can improve employee wellbeing.

### How to read this

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

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

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

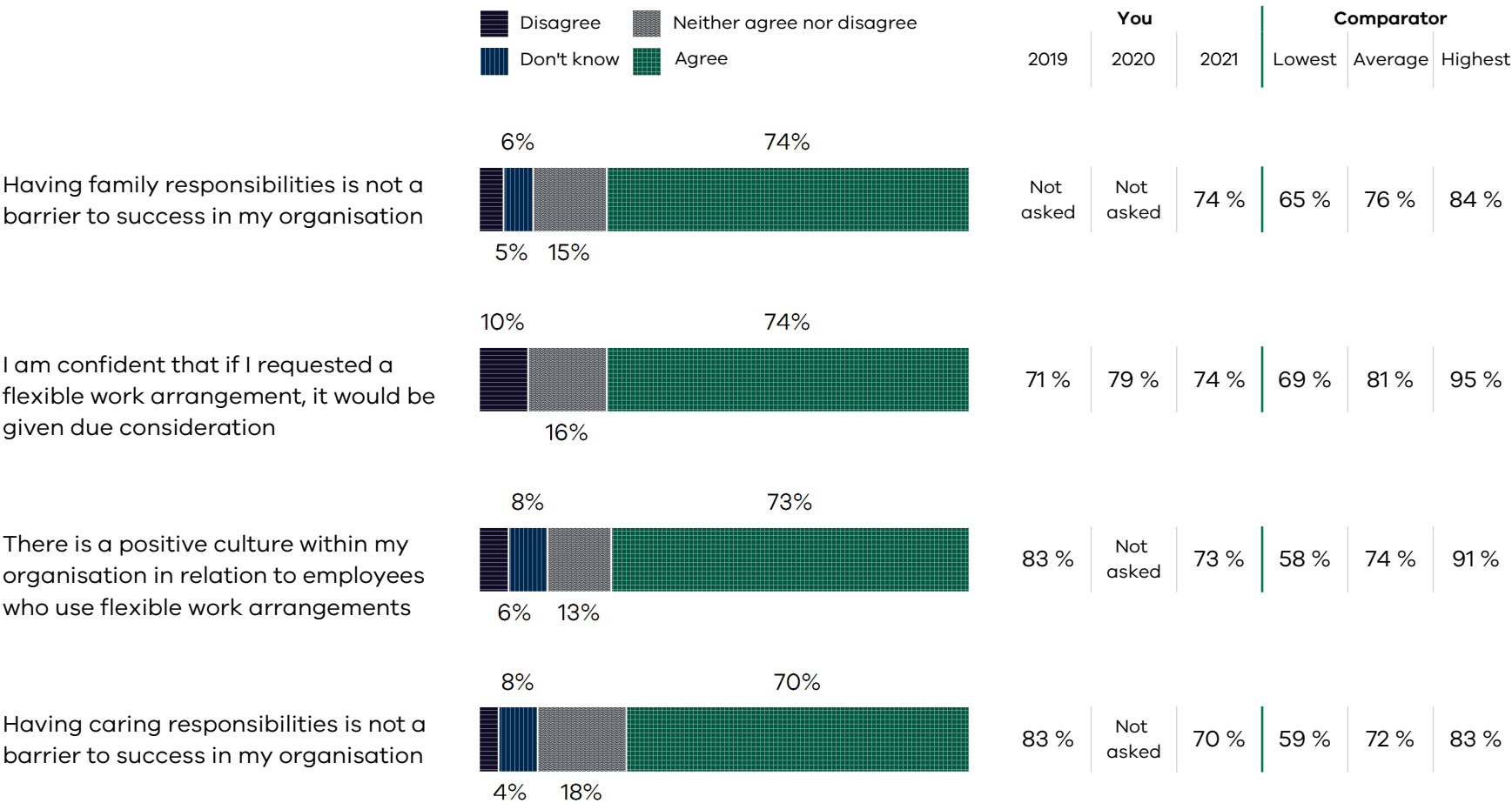
### Example

74% of your staff who did the survey agreed or strongly agreed with 'Having family responsibilities is not a barrier to success in my organisation'.

## Survey question

## Your results

## Benchmark agree results



# 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.

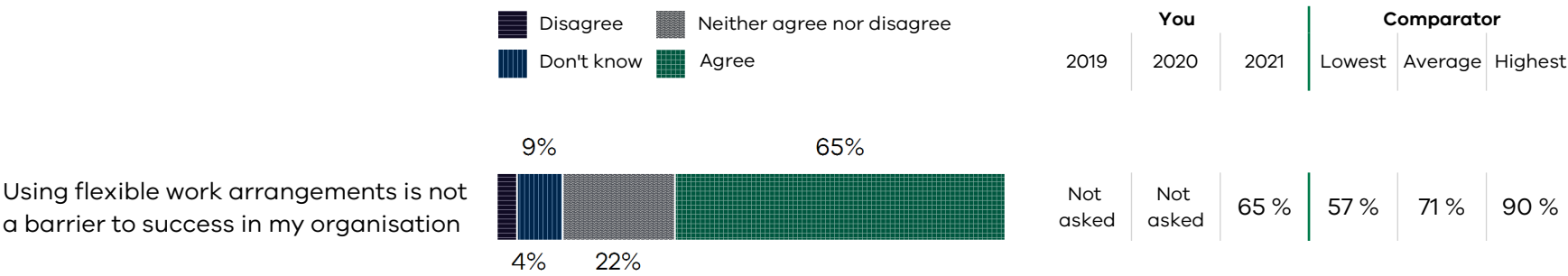
### Example

65% of your staff who did the survey agreed or strongly agreed with 'Using flexible work arrangements is not a barrier to success in my organisation'.

## Survey question

## Your results

## Benchmark agree results



# 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

60% 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	60%	38%	38%
Working from an alternative location (e.g. home, hub/shared work space)	22%	36%	24%
Flexible start and finish times	19%	31%	23%
Part-time	9%	11%	19%
Using leave to work flexible hours	4%	8%	8%
Other	3%	3%	2%
Purchased leave	2%	3%	2%
Working more hours over fewer days	1%	5%	6%
Study leave	1%	2%	4%

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.

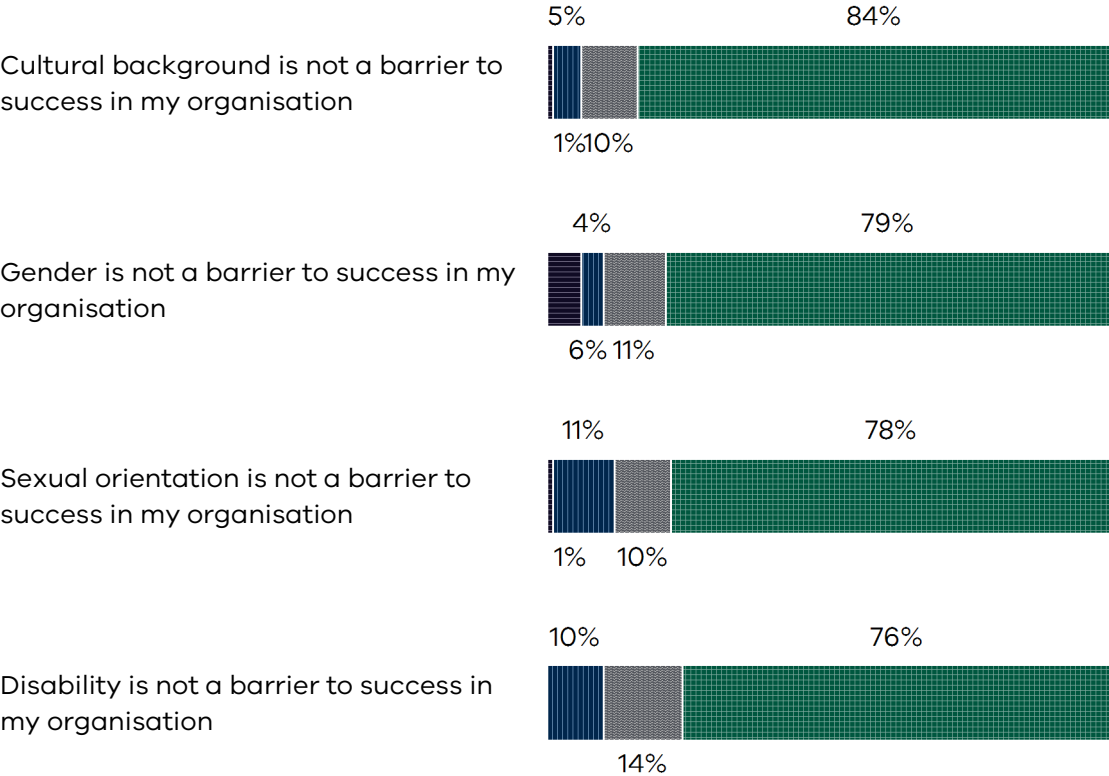
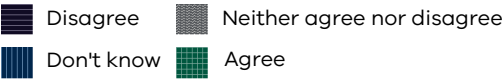
Example

84% of your staff who did the survey agreed or strongly agreed with 'Cultural background is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
86 %	Not asked	84 %	62 %	81 %	95 %
Not asked	Not asked	79 %	59 %	78 %	93 %
81 %	Not asked	78 %	59 %	79 %	91 %
82 %	Not asked	76 %	46 %	68 %	83 %

# Organisational climate

## Equal employment opportunity 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

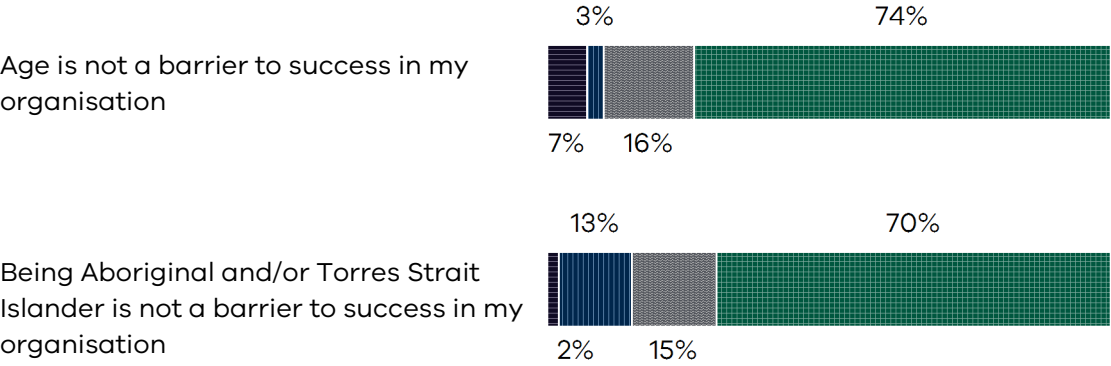
### Example

74% of your staff who did the survey agreed or strongly agreed with 'Age is not a barrier to success in my organisation'.

## Survey question

## Your results

## Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
79 %	Not asked	74 %	61 %	70 %	82 %
Not asked	Not asked	70 %	59 %	78 %	91 %

# 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.

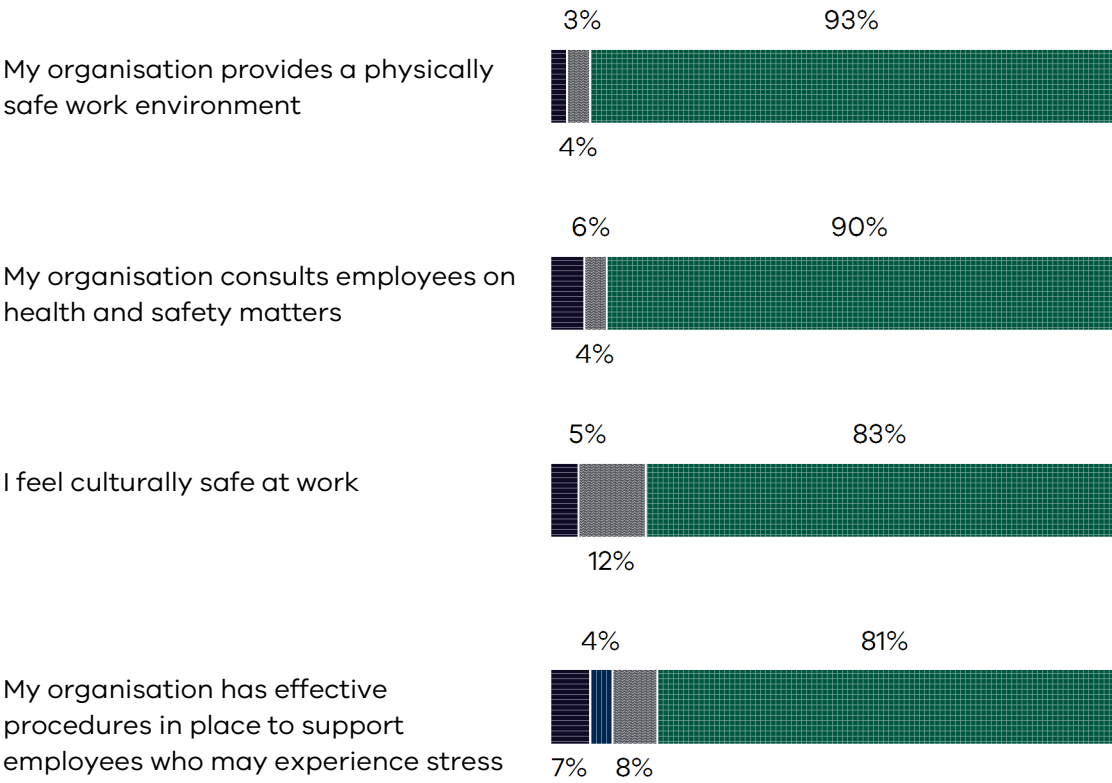
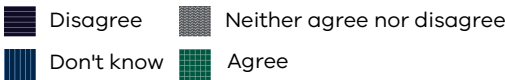
### Example

93% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

## Survey question

## Your results

## Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	93 %	86 %	95 %	100 %
87 %	Not asked	90 %	73 %	89 %	100 %
Not asked	Not asked	83 %	65 %	83 %	95 %
76 %	74 %	81 %	46 %	68 %	81 %



# 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.

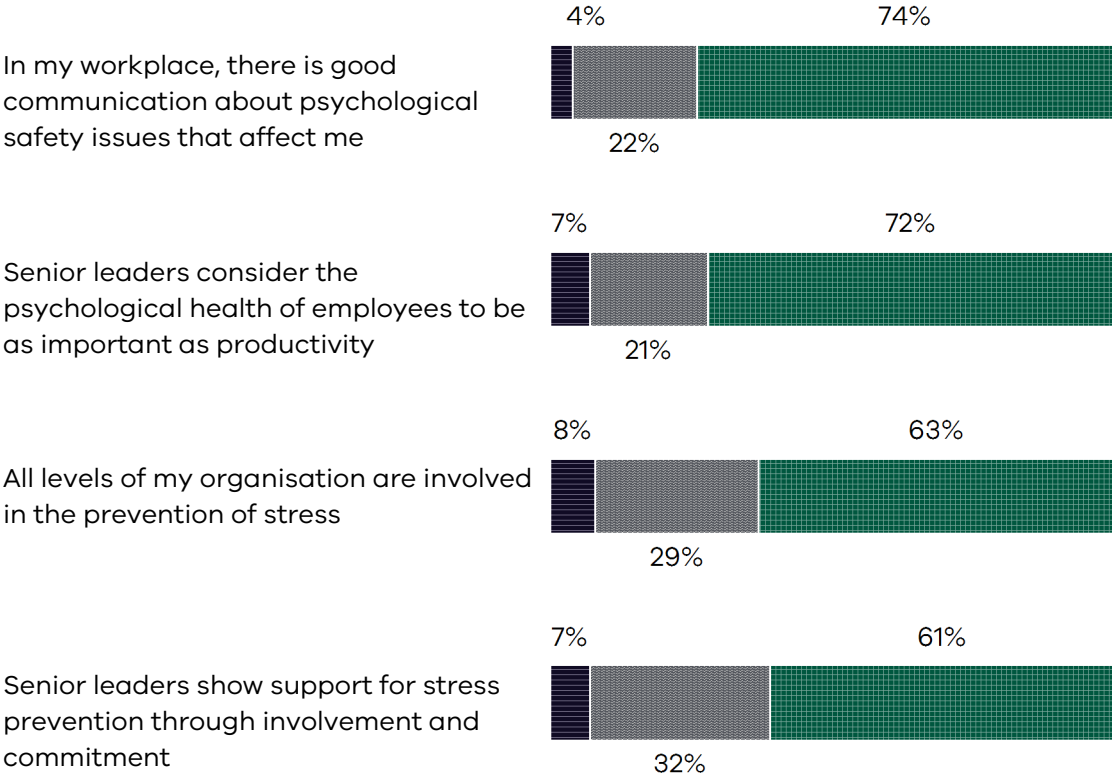
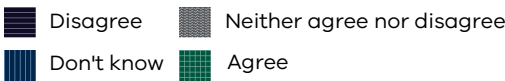
### Example

74% 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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
64 %	70 %	74 %	48 %	68 %	88 %
48 %	69 %	72 %	44 %	65 %	83 %
49 %	60 %	63 %	28 %	52 %	66 %
47 %	69 %	61 %	38 %	58 %	74 %

# Organisational climate

## Psychosocial safety climate score

### What this is

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

### How we work out your score

We work out your score from these 4 questions:

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

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

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

### How to interpret your score

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

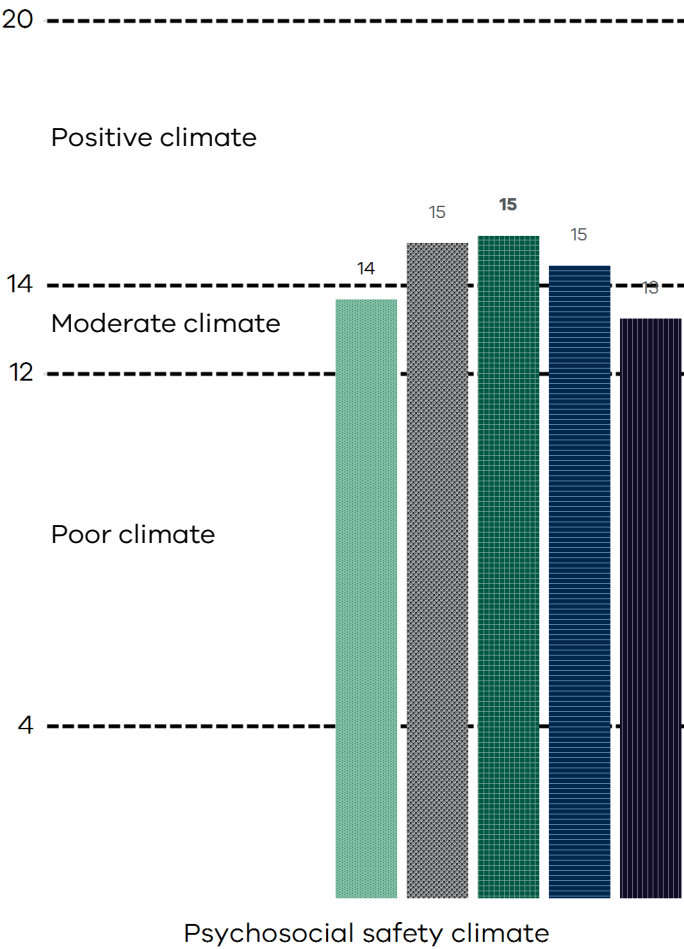
A score of:

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

Adverse outcomes can include:

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

## Benchmark results



You 2019   You 2020   You 2021   Comparator 2021   Public sector 2021

# Organisational climate

## Diversity and inclusion 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

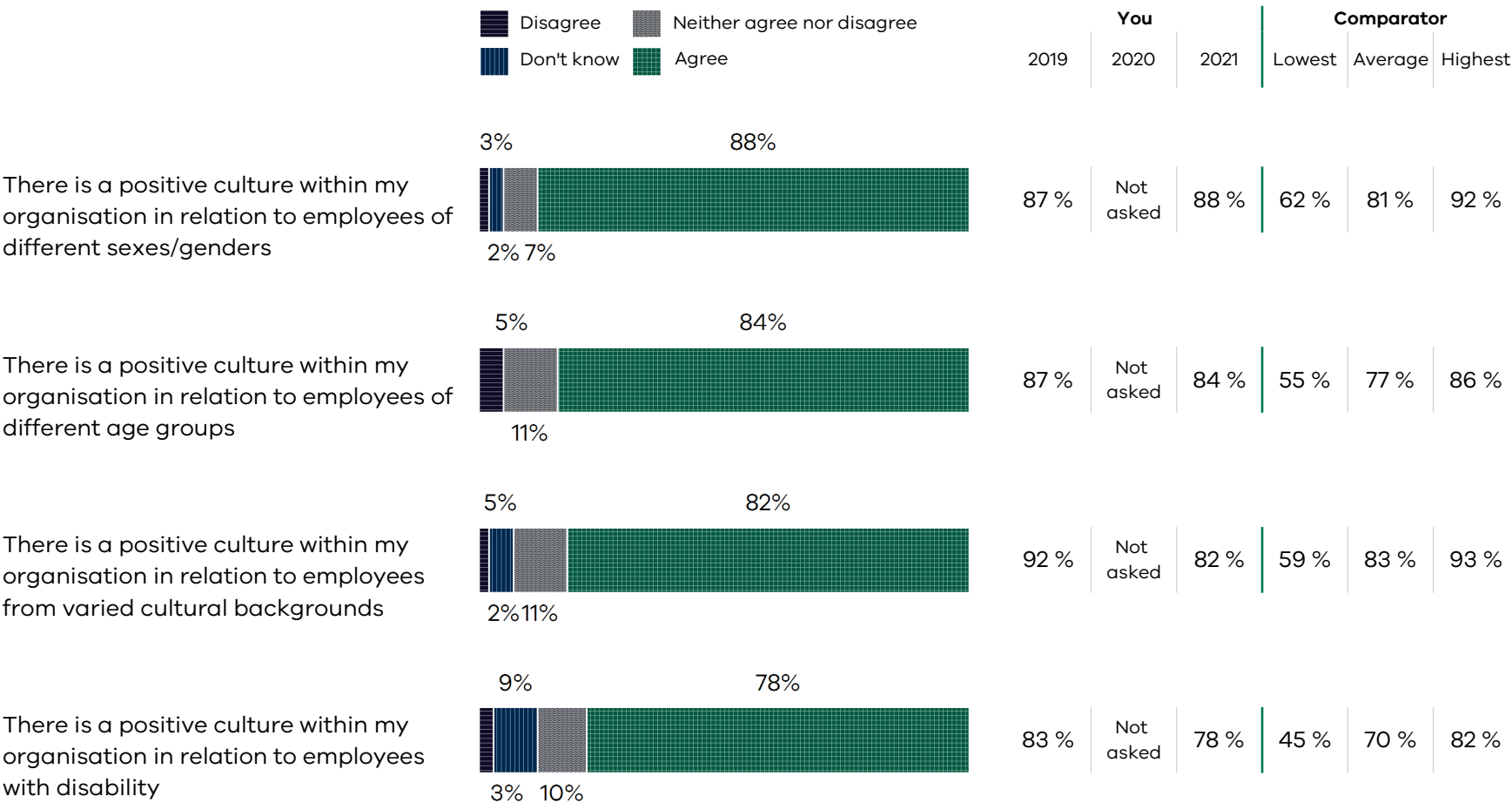
### Example

88% 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



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.

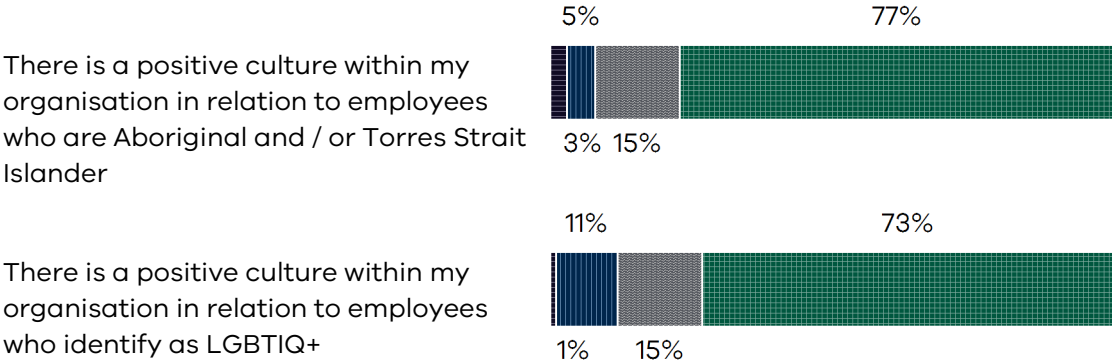
Example

77% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees in relation to employees who are Aboriginal and / or Torres Strait Islander’.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
88 %	Not asked	77 %	60 %	79 %	95 %
61 %	Not asked	73 %	41 %	71 %	94 %

# Organisational climate

## Gender equality supporting measures

### What this is

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

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

### Why this is important

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

### How to read this

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

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

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

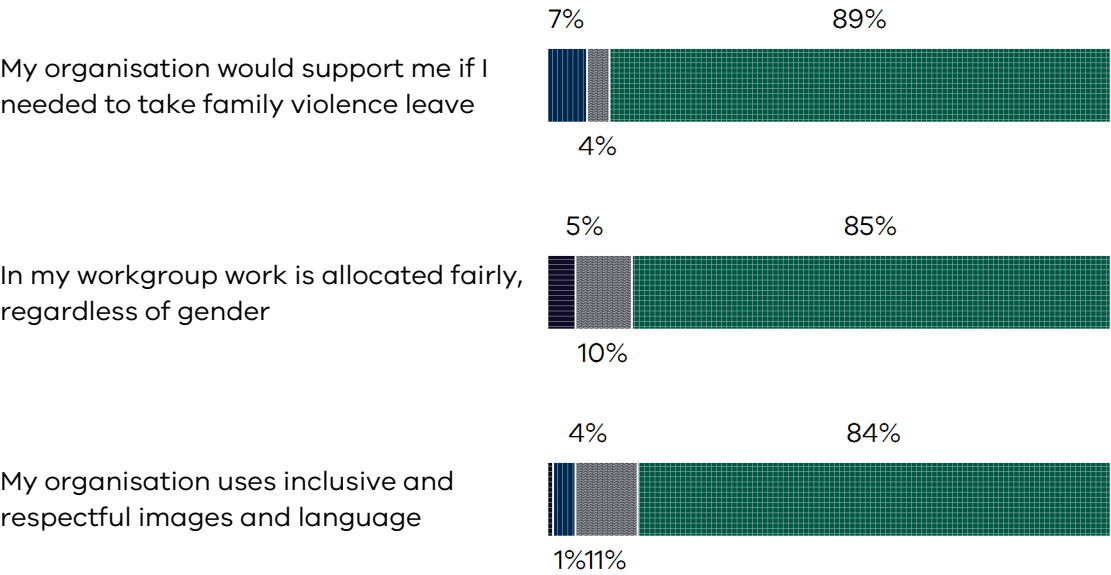
### Example

89% of your staff who did the survey agreed or strongly agreed with 'My organisation would support me if I needed to take family violence leave'.

## Survey question

## Your results

## Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	89 %	74 %	87 %	93 %
Not asked	Not asked	85 %	78 %	85 %	91 %
Not asked	Not asked	84 %	69 %	88 %	95 %

# People matter

## survey 2021

Have your say

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



# Workgroup climate

## Scorecard

### What this is

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

### Why this is important

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

### How to read this

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

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

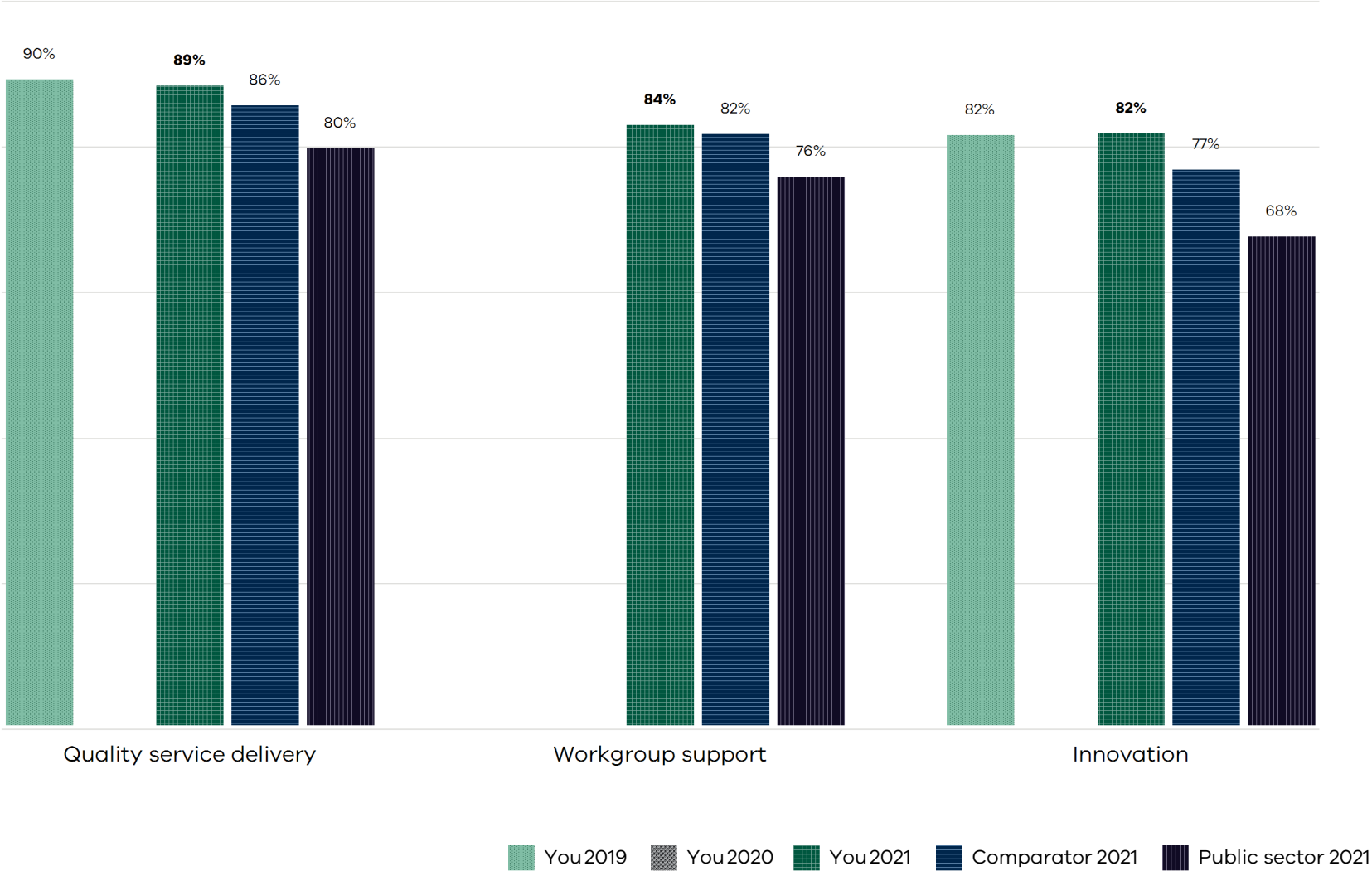
### Example

In 2021:

- 89% of your staff who did the survey responded positively to questions about .

Compared to:

- 86% of staff at your comparator and 80% of staff across the public sector.





Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

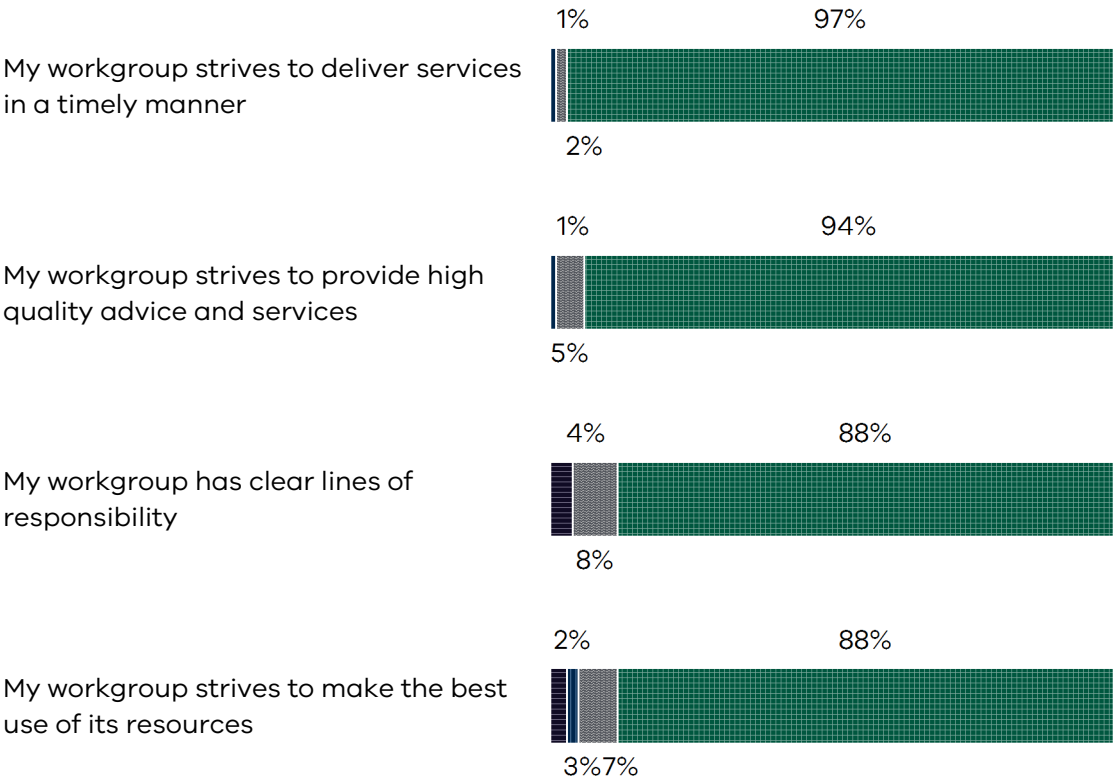
Example

97% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
98 %	Not asked	97 %	89 %	93 %	98 %
96 %	Not asked	94 %	88 %	93 %	95 %
78 %	Not asked	88 %	69 %	78 %	88 %
91 %	Not asked	88 %	74 %	84 %	89 %

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

87% of your staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

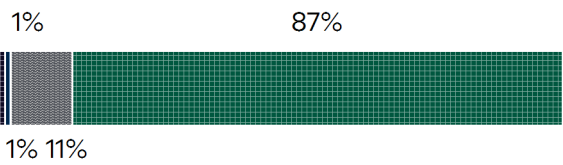
Survey question

Your results

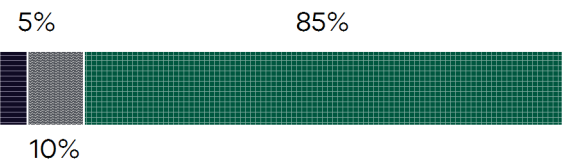
Benchmark agree results



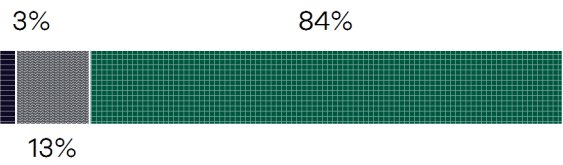
My workgroup values human rights



My workgroup places a priority on acting fairly and without bias



My workgroup focuses on making decisions informed by all relevant facts



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
90 %	Not asked	87 %	81 %	89 %	95 %
87 %	Not asked	85 %	73 %	83 %	90 %
90 %	Not asked	84 %	77 %	84 %	91 %

# 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.

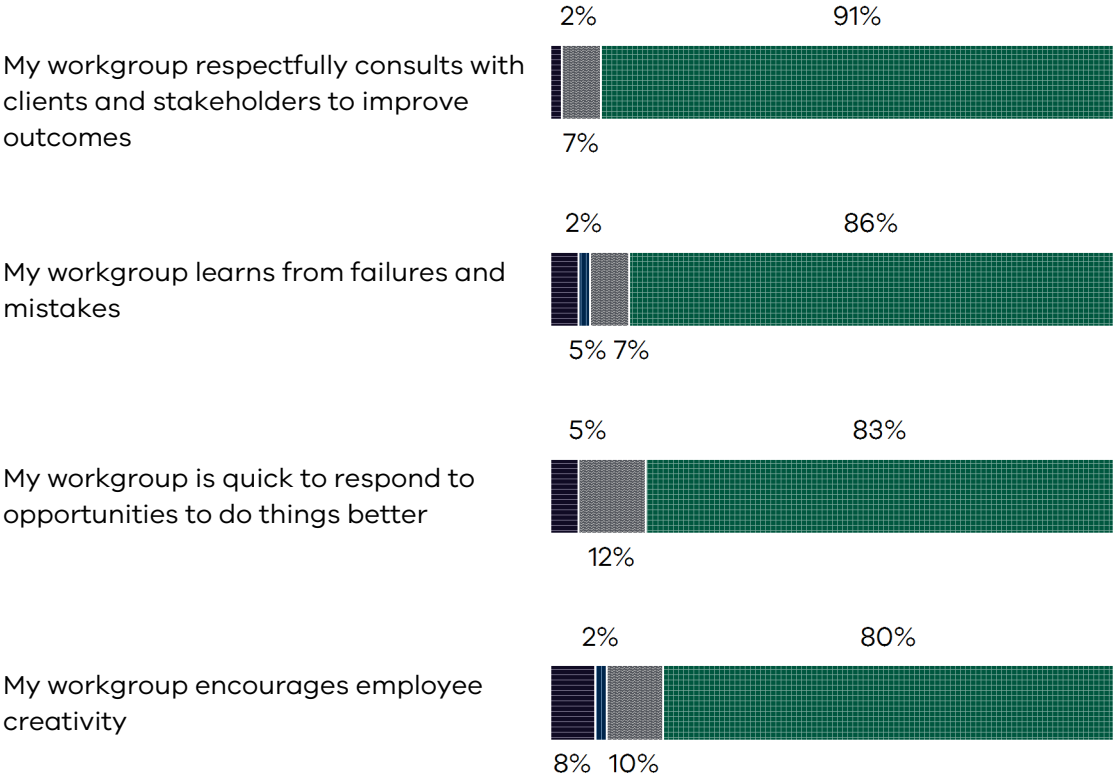
### Example

91% 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



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
90 %	Not asked		91 %	82 %	88 %	93 %
86 %	Not asked		86 %	72 %	79 %	86 %
81 %	Not asked		83 %	73 %	79 %	85 %
80 %	Not asked		80 %	66 %	73 %	83 %

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.

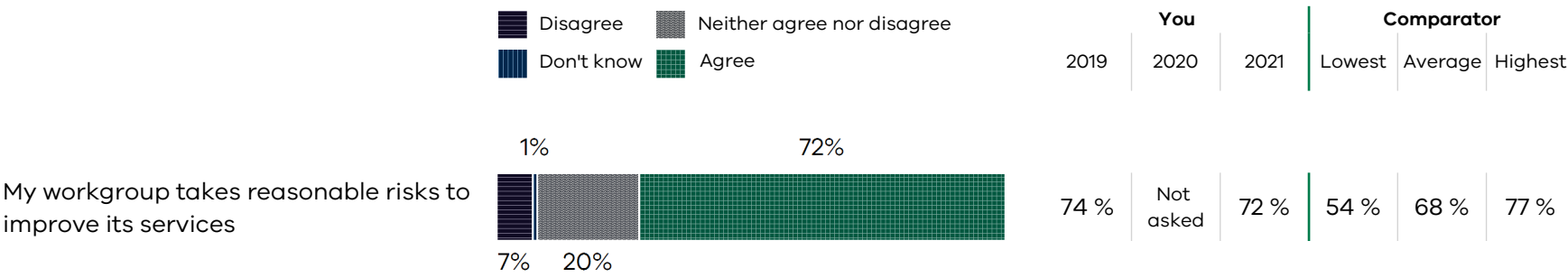
Example

72% 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



# 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

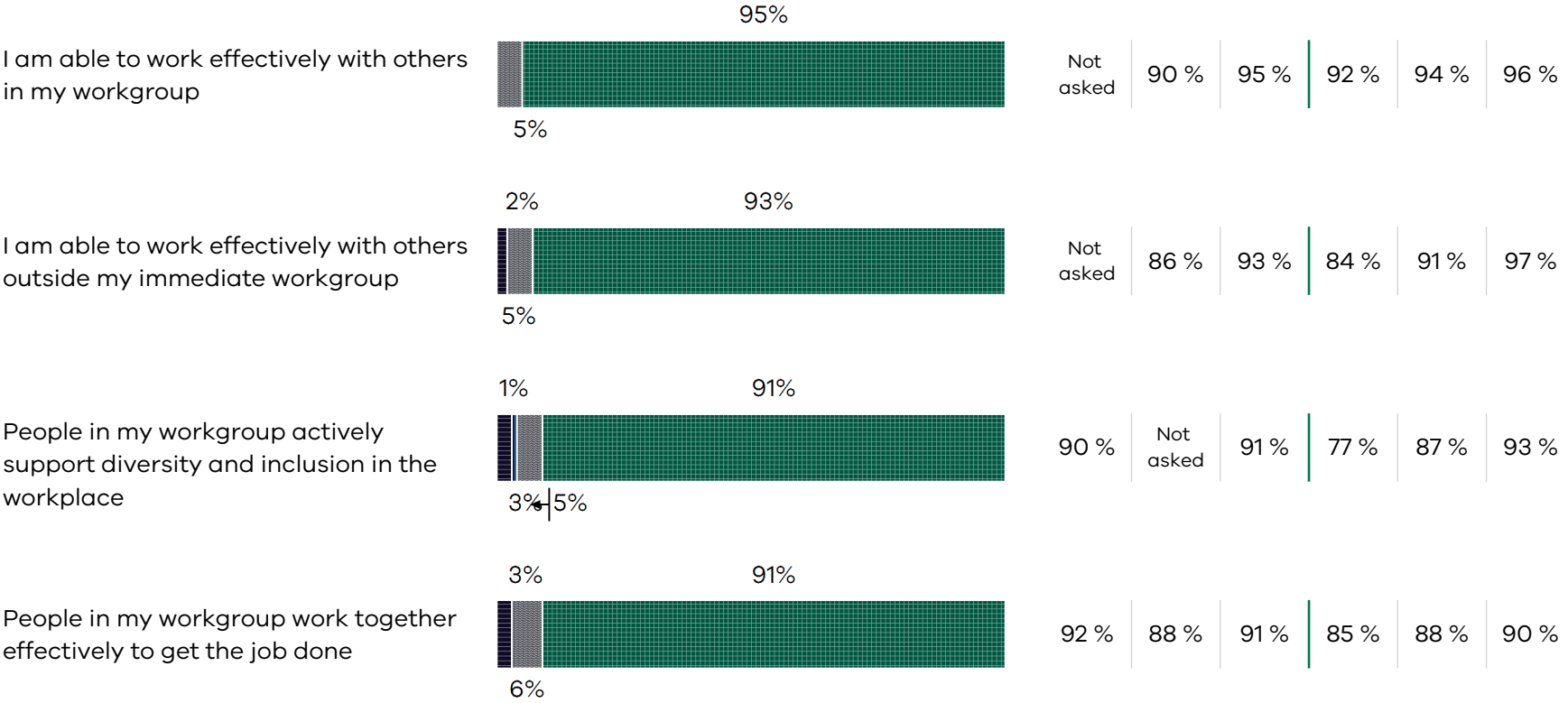
95% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others in my workgroup'.

## Survey question

## Your results



## Benchmark agree results



Workgroup climate

Workgroup support 2 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

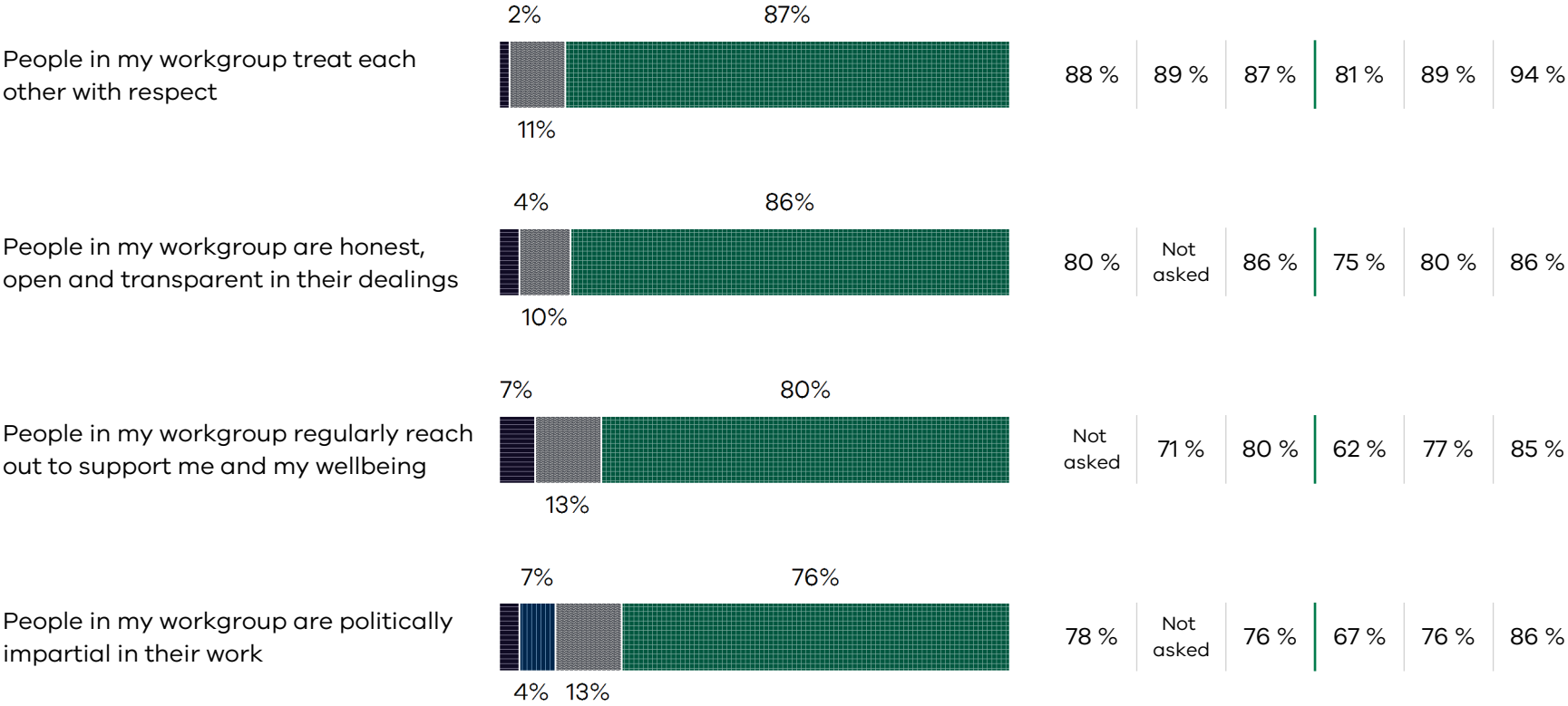
Example

87% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question

Your results

Benchmark agree results



# 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

75% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

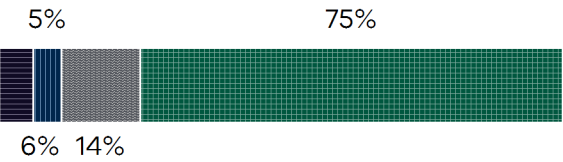
## Survey question

## Your results

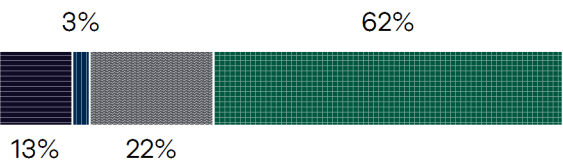
## Benchmark agree results



People in my workgroup appropriately manage conflicts of interest



Workgroups across my organisation willingly share information with each other



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
80 %	Not asked	75 %	72 %	79 %	88 %
70 %	57 %	62 %	42 %	62 %	74 %



# People matter

## survey 2021

Have your say

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

# Job and manager factors

## Scorecard 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

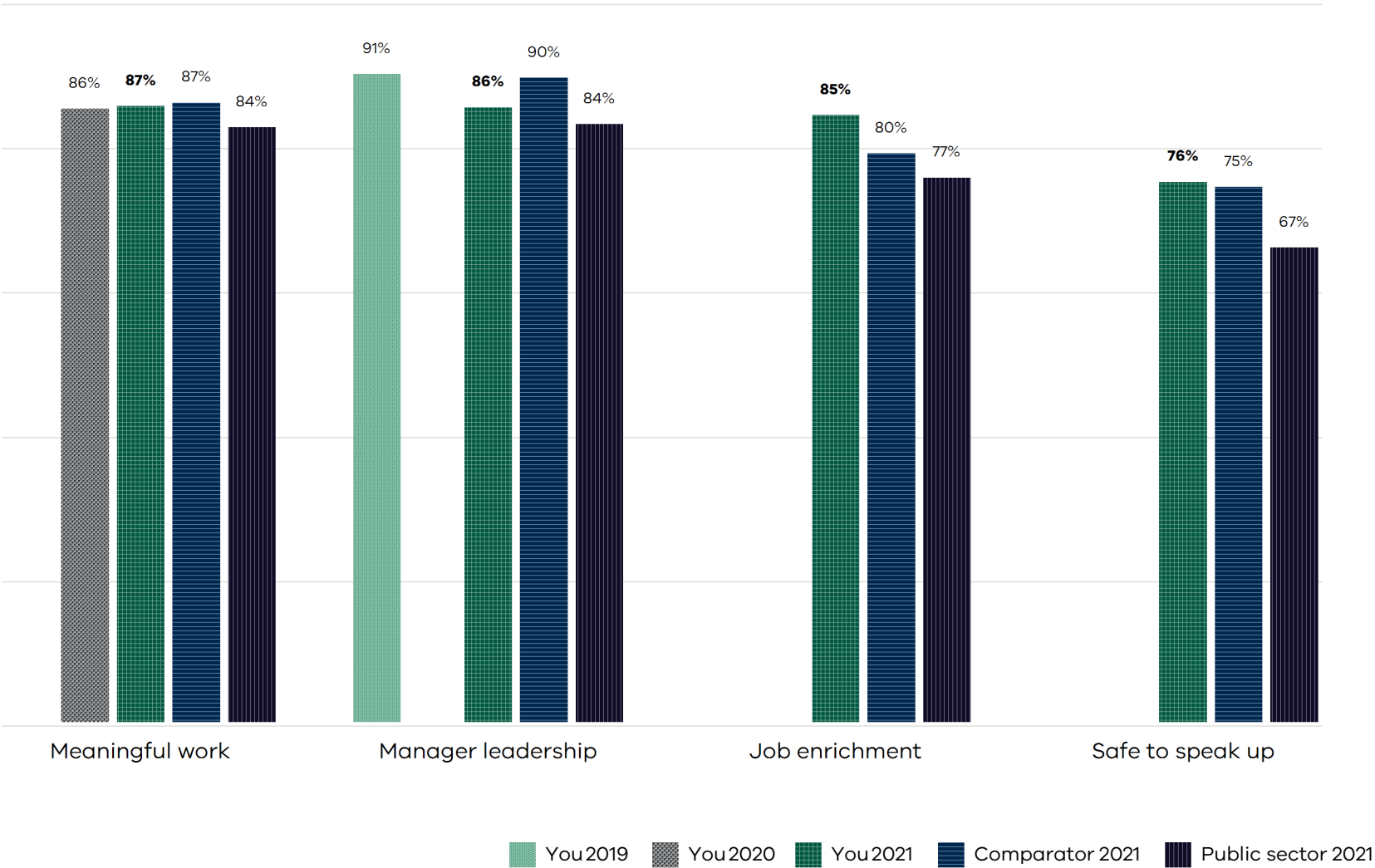
### Example

In 2021:

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

Compared to:

- 87% 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.

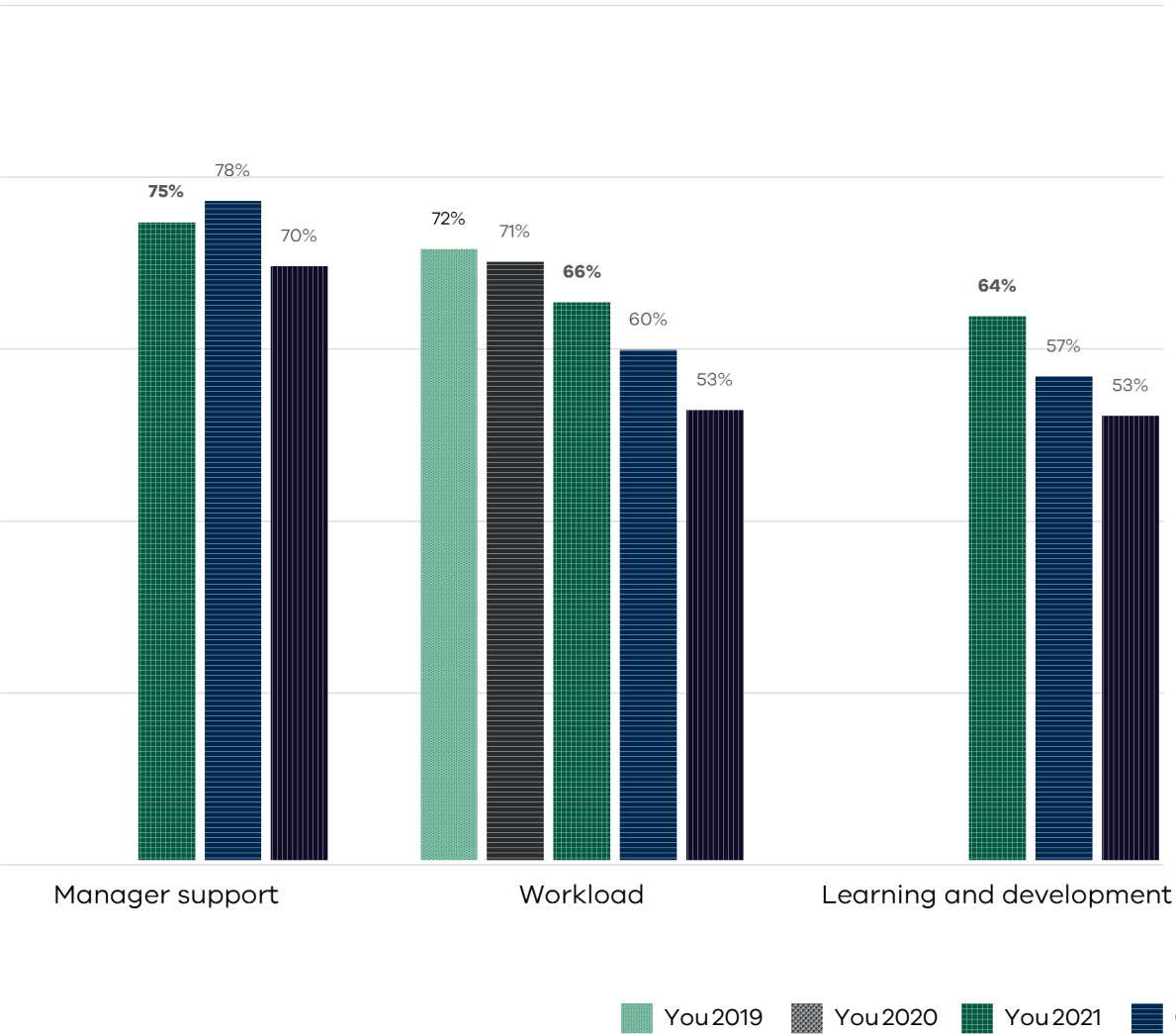
### Example

In 2021:

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

Compared to:

- 78% of staff at your comparator and 70% 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.

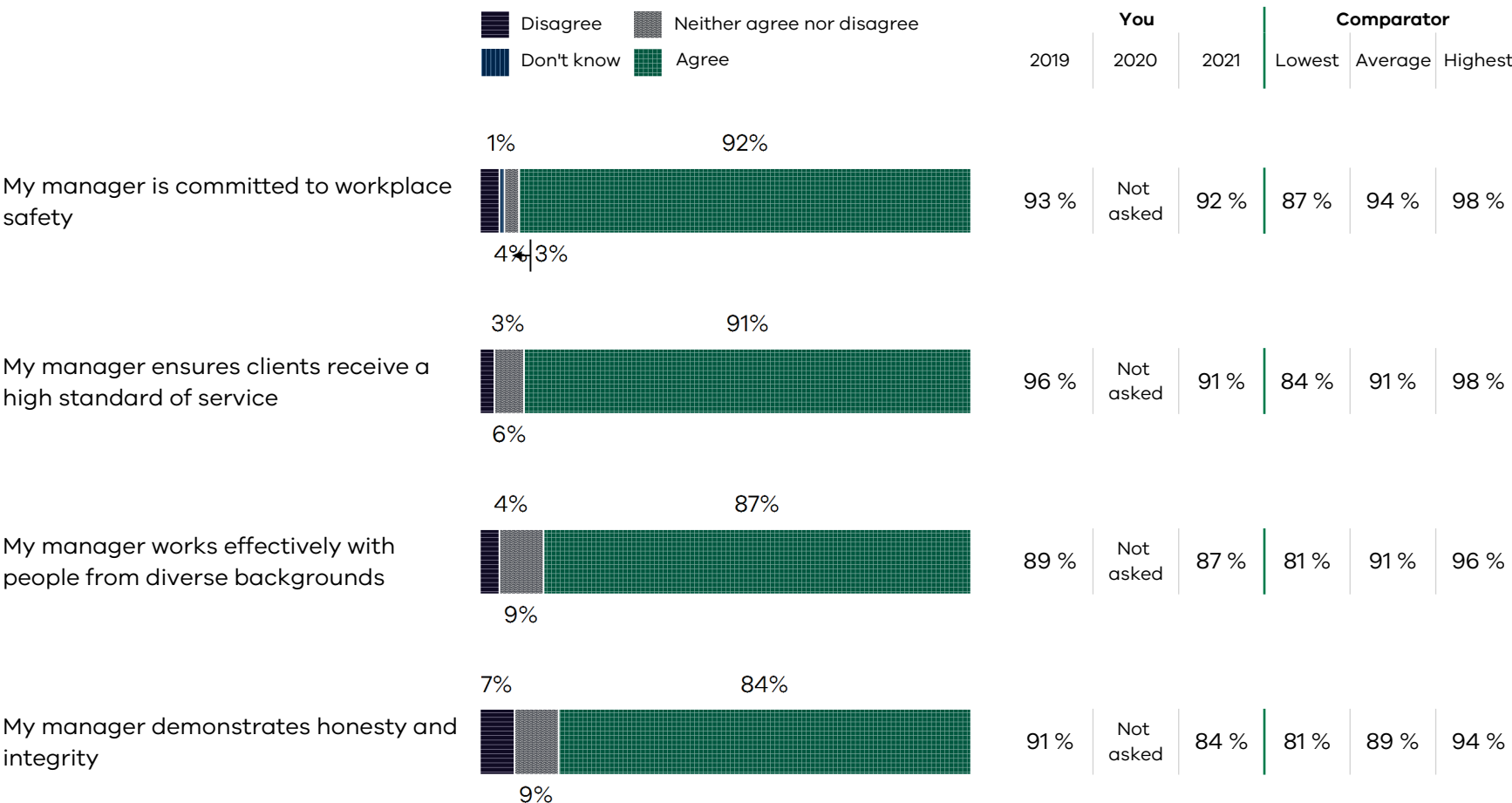
### Example

92% of your staff who did the survey agreed or strongly agreed with 'My manager is committed to workplace safety'.

## Survey question

## Your results

## Benchmark agree results



# 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.

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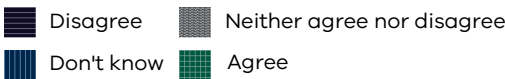
### Example

83% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

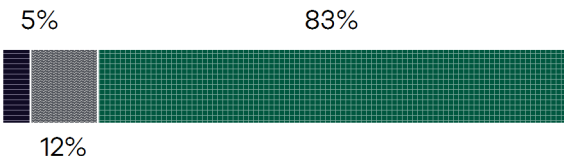
## Survey question

## Your results

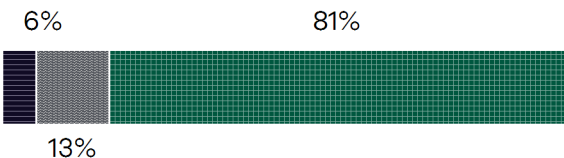
## Benchmark agree results



My manager treats employees with dignity and respect



My manager models my organisation’s values



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
90 %	Not asked	83 %	84 %	91 %	96 %
87 %	Not asked	81 %	77 %	87 %	95 %

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.

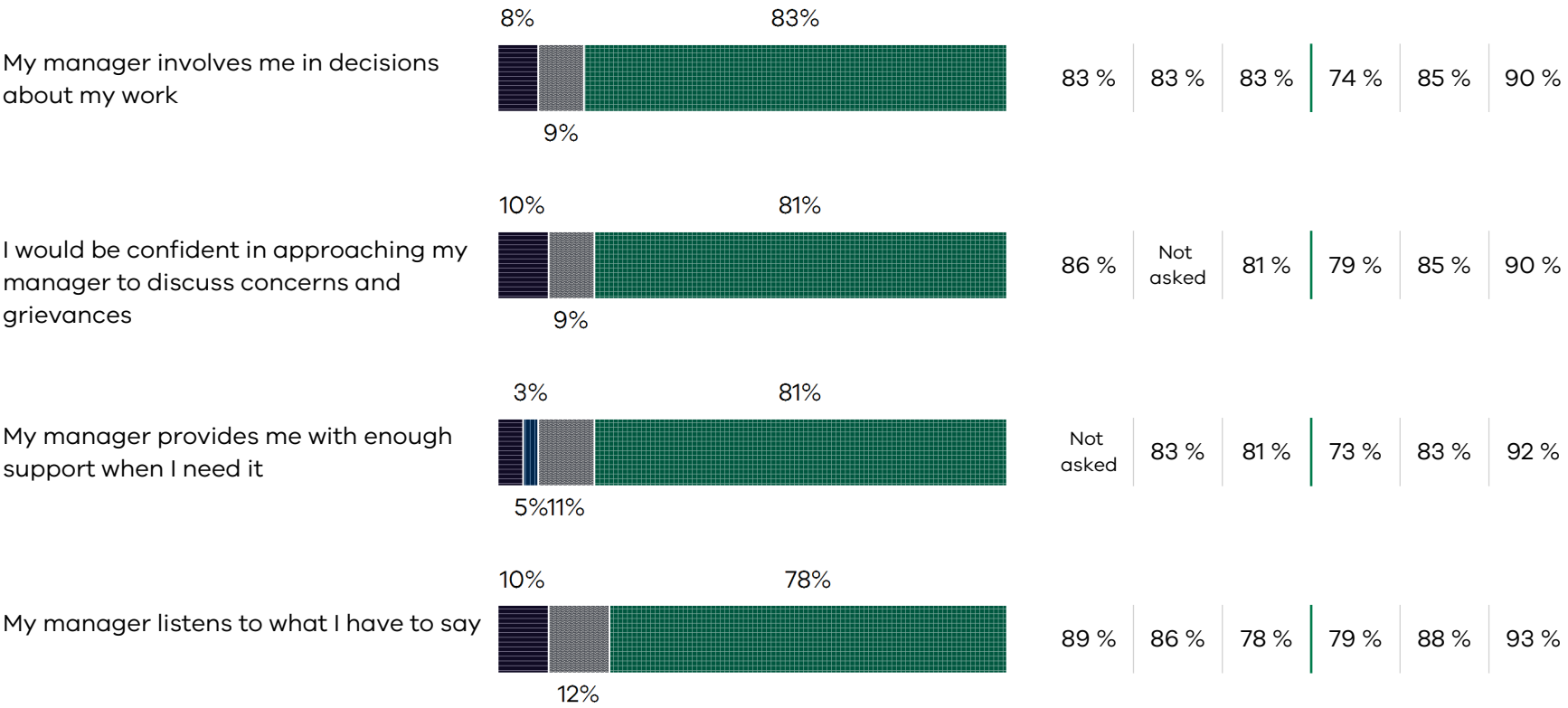
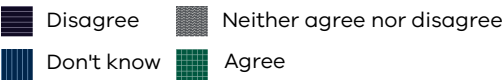
Example

83% of your staff who did the survey agreed or strongly agreed with 'My manager involves me in decisions about my work'.

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.

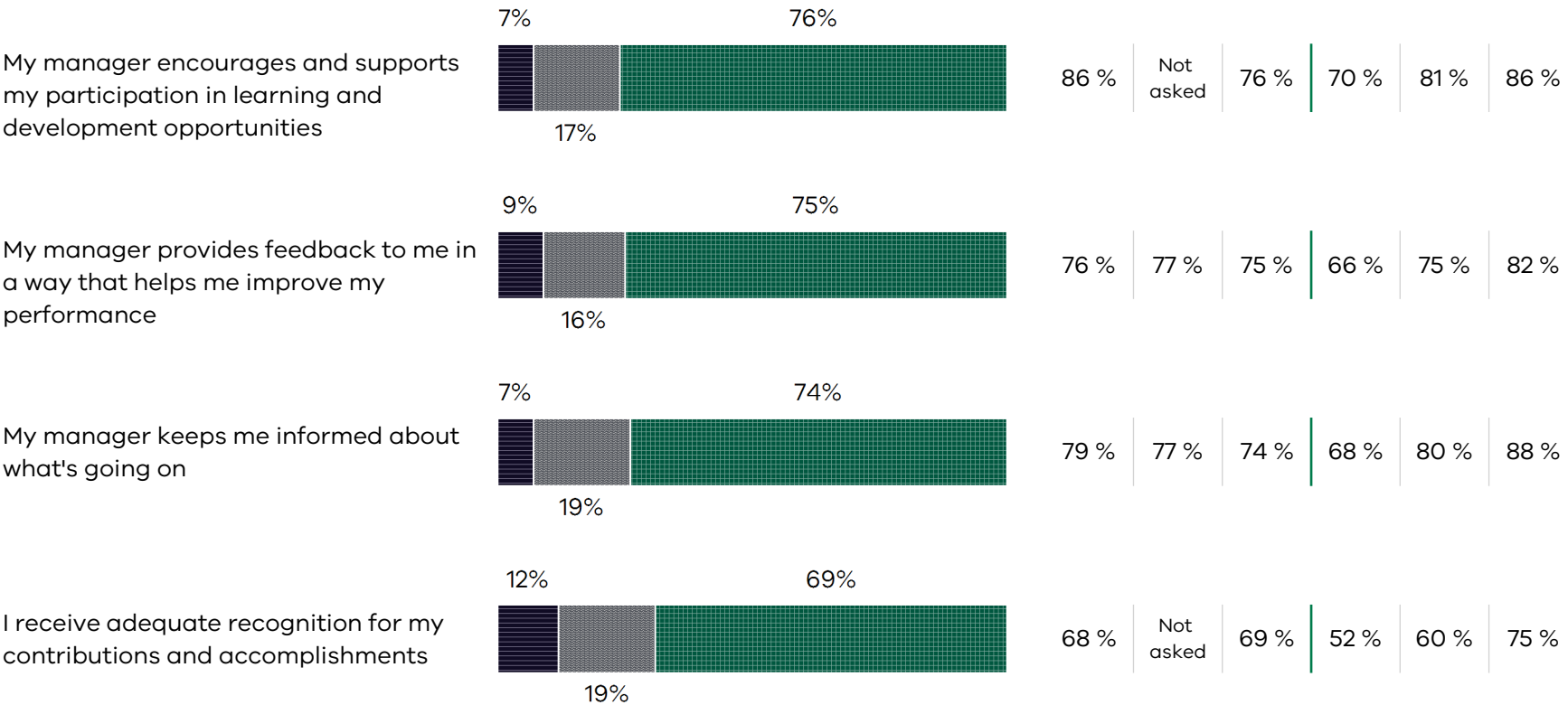
### Example

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

## Survey question

## Your results

## Benchmark agree results





# 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.

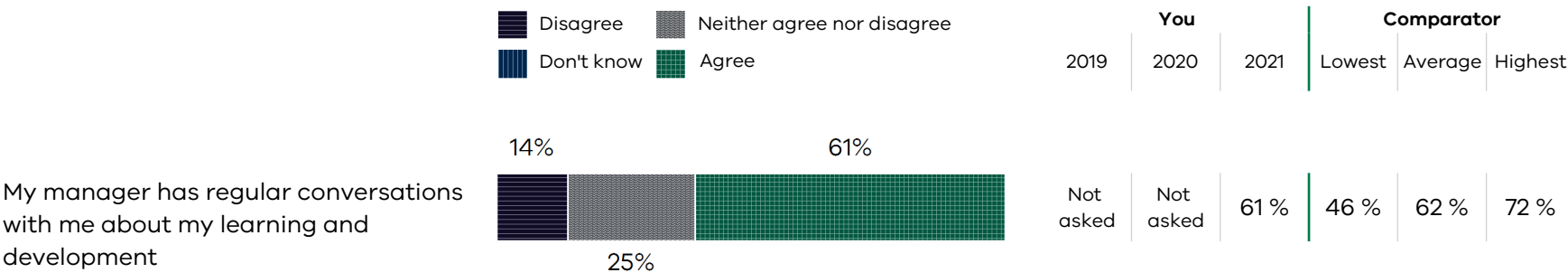
### Example

61% 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



# 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.

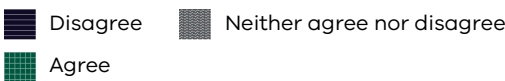
### Example

70% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

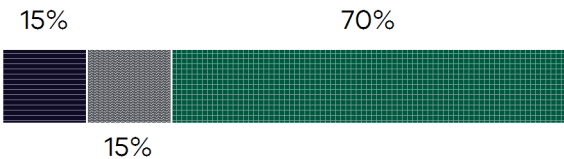
## Survey question

## Your results

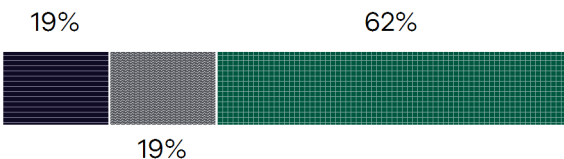
## Benchmark agree results



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



I have enough time to do my job effectively



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
73 %	76 %	70 %	47 %	63 %	71 %
71 %	66 %	62 %	41 %	58 %	67 %

# 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.

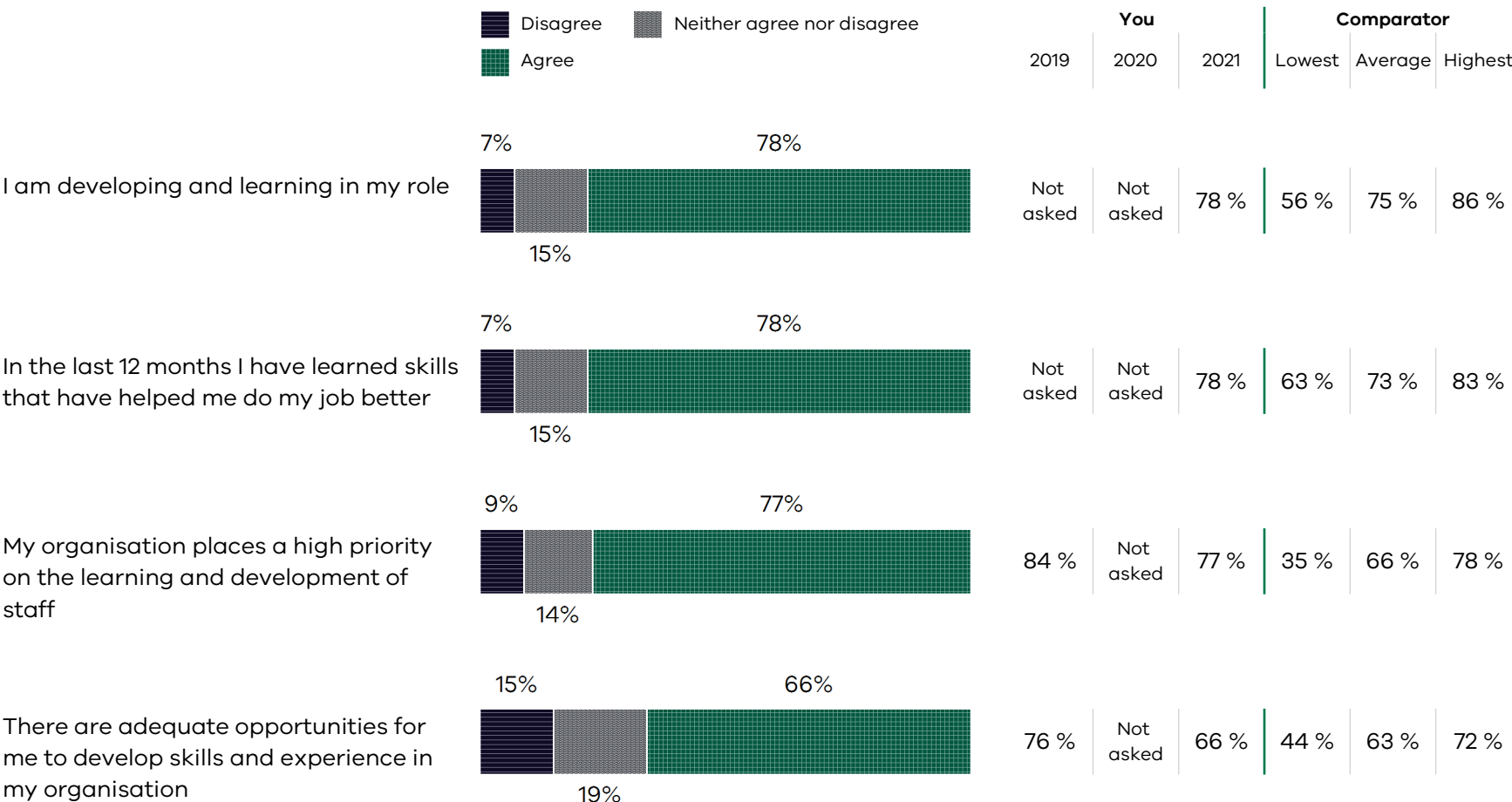
### Example

78% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

## Survey question

## Your results

## Benchmark agree results



# 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.

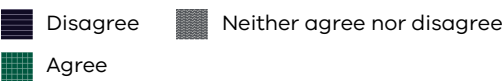
### Example

62% 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'.

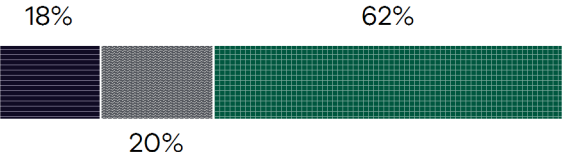
## Survey question

## Your results

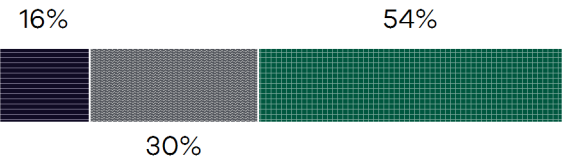
## Benchmark agree results



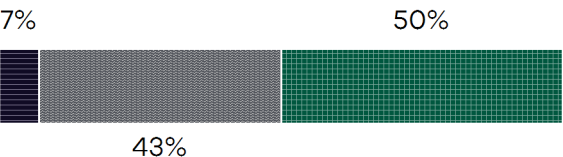
I am satisfied with the way my learning and development needs have been addressed in the last 12 months



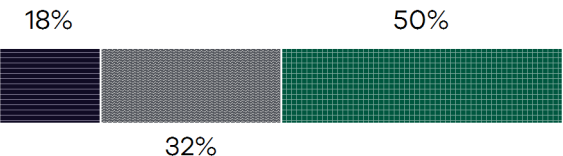
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)



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



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	62 %	43 %	60 %	69 %
Not asked	Not asked	54 %	24 %	45 %	54 %
Not asked	Not asked	50 %	21 %	30 %	38 %
Not asked	Not asked	50 %	32 %	48 %	64 %

# 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.

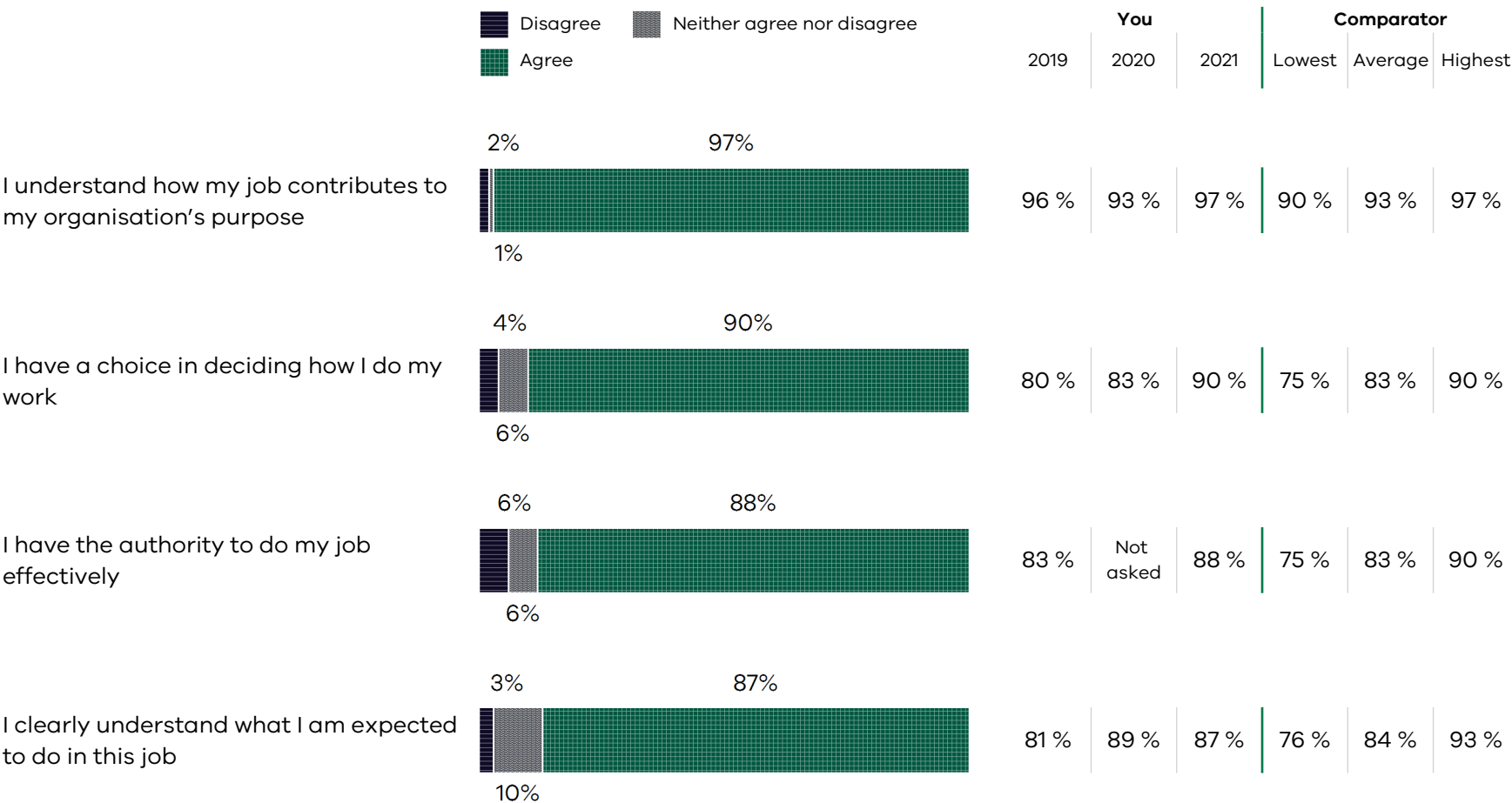
### Example

97% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

## Survey question

## Your results

## Benchmark agree results



# 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.

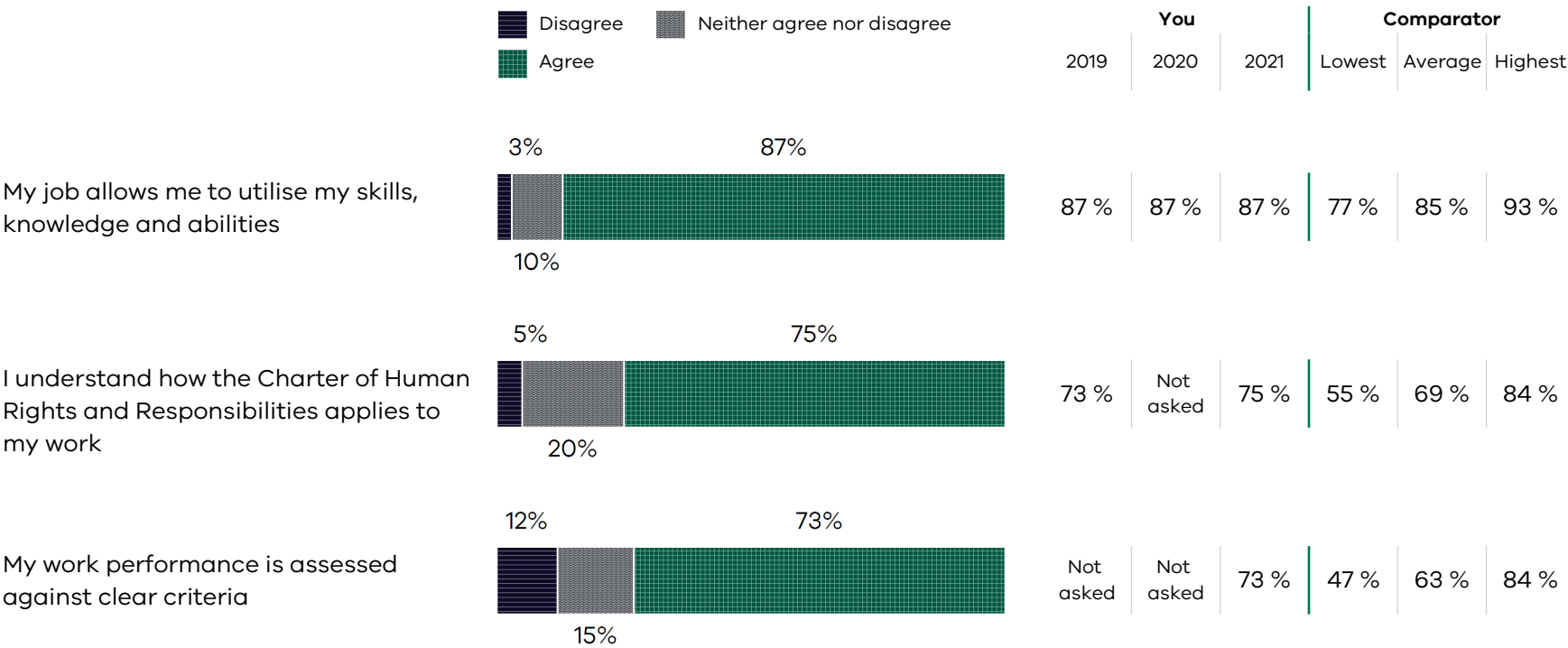
### Example

87% of your staff who did the survey agreed or strongly agreed with 'My job allows me to utilise my skills, knowledge and abilities'.

## Survey question

## Your results

## Benchmark agree results



# 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

89% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

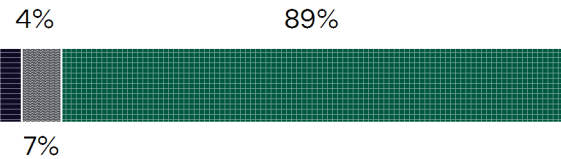
## Survey question

## Your results

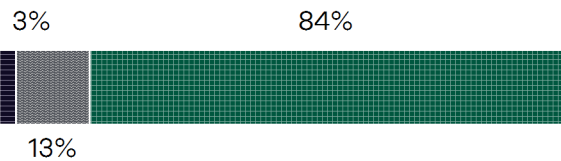
## Benchmark agree results



I feel that I can make a worthwhile contribution at work



I am achieving something important through my work



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
Not asked	86 %	89 %	82 %	89 %	97 %
Not asked	86 %	84 %	81 %	85 %	94 %



# 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

83% 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'.

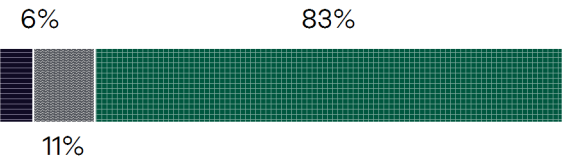
## Survey question

## Your results

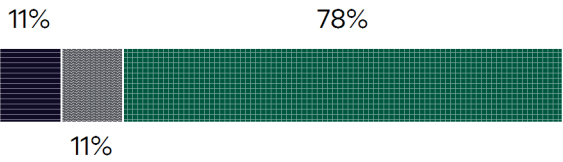
## Benchmark agree results



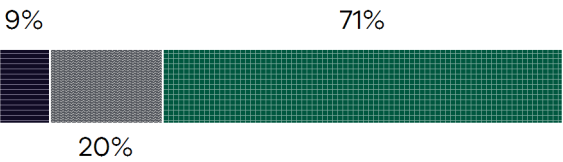
People in your workgroup are able to bring up problems and tough issues



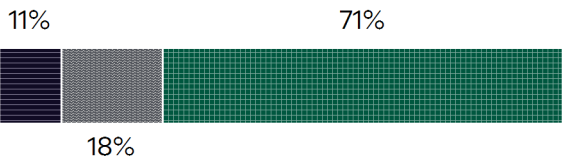
I feel safe to challenge inappropriate behaviour at work



I am confident that I would be protected from reprisal for reporting improper conduct



I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
Not asked	78 %	83 %	75 %	81 %	86 %
Not asked	Not asked	78 %	56 %	71 %	86 %
64 %	Not asked	71 %	49 %	70 %	88 %
74 %	Not asked	71 %	43 %	66 %	88 %

# 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'.

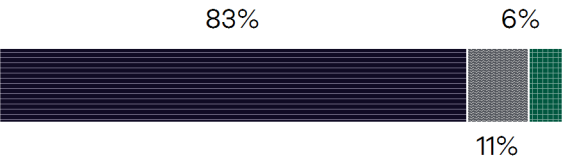
## Survey question

## Your results

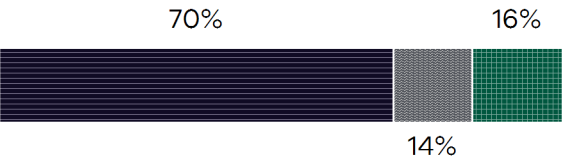
## Benchmark disagree results



People in my workgroup often reject others for being different



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	83 %	77 %	85 %	90 %
Not asked	Not asked	70 %	66 %	79 %	85 %

## 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

35% of staff who did the survey said 'There are no noticeable barriers' 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
There are no noticeable barriers	35%	19%	18%
Too many competing priorities	35%	38%	36%
Administrative processes (including leave and HR requirements)	17%	16%	19%
Decision making and authorisation processes	16%	24%	23%
Family/household commitments (carer responsibilities, child education responsibilities)	10%	8%	9%
Difficulties in separating work from other aspects of my life	9%	11%	10%
Poor work-life balance	8%	8%	12%
Communication processes	6%	14%	19%
Poor mental health or wellbeing	6%	12%	11%
Other	5%	10%	13%

# People matter

## survey 2021

### Have your say

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

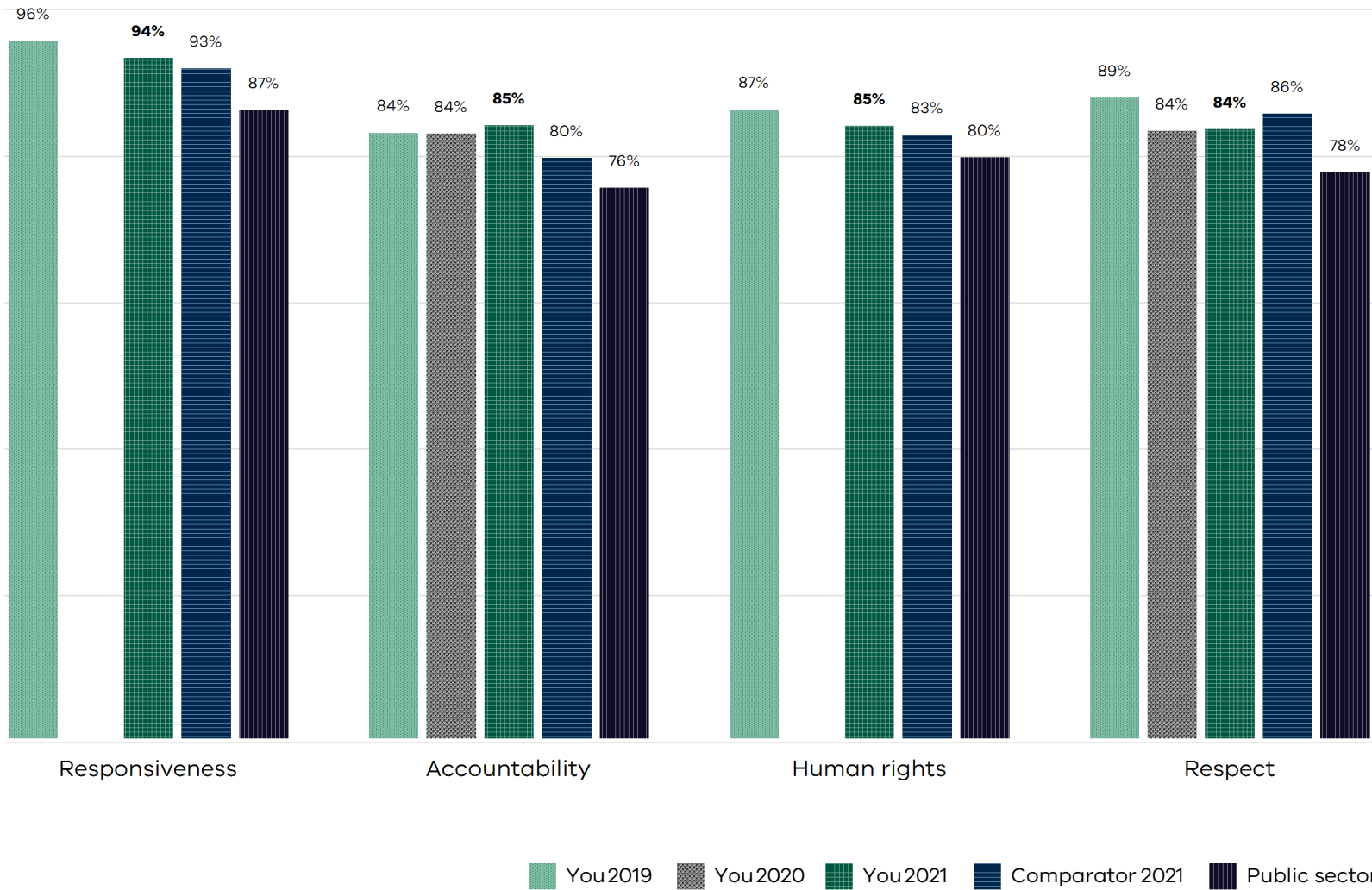
### How to read this

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:
- 94% of your staff who did the survey responded positively to questions about Responsiveness, which is down 2% in 2019.
- Compared to:
- 93% of staff at your comparator and 87% of staff across the public sector.



# Public sector values

## Scorecard 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

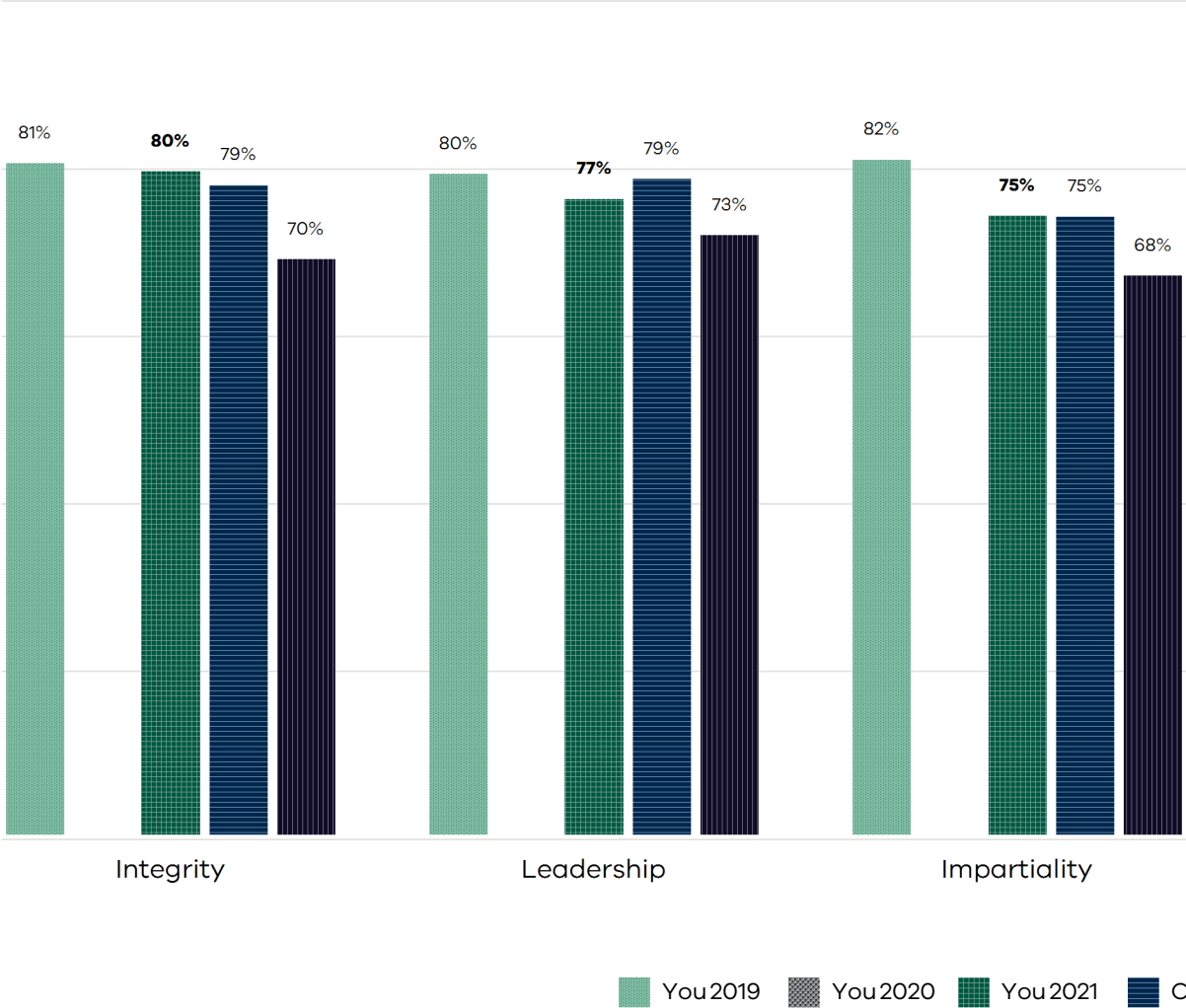
### Example

In 2021:

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

Compared to:

- 79% of staff at your comparator and 70% 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

97% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services to deliver services in a timely manner'.





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

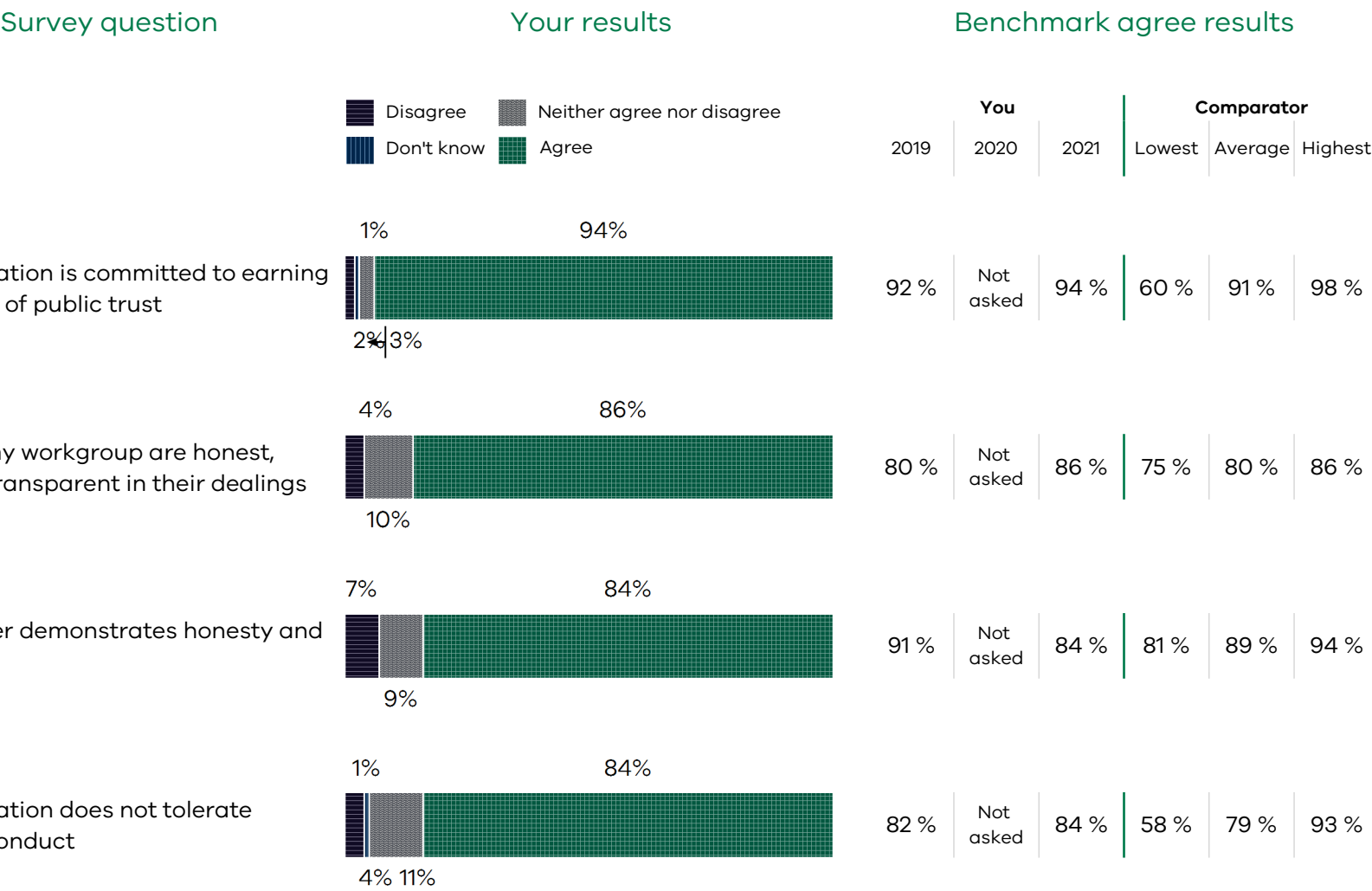
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'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

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

Example

94% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.



# 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

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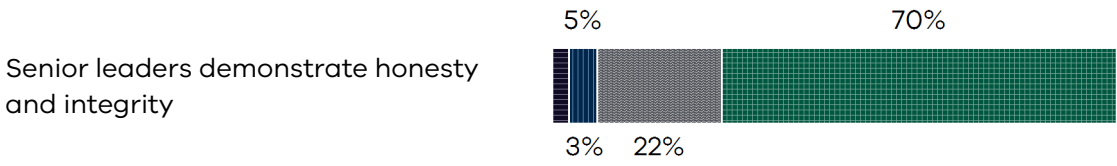
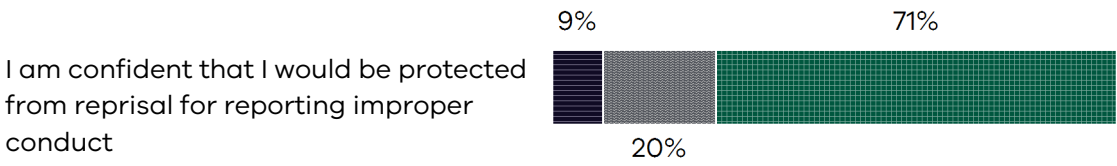
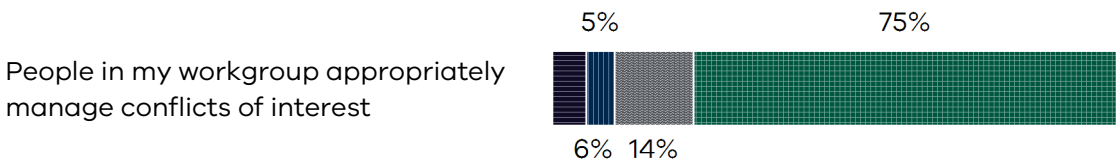
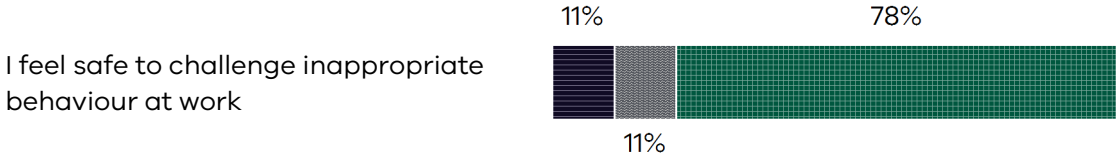
### Example

78% of staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.

## Survey question

## Your results

## Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	78 %	56 %	71 %	86 %
80 %	Not asked	75 %	72 %	79 %	88 %
64 %	Not asked	71 %	49 %	70 %	88 %
79 %	Not asked	70 %	45 %	70 %	84 %

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

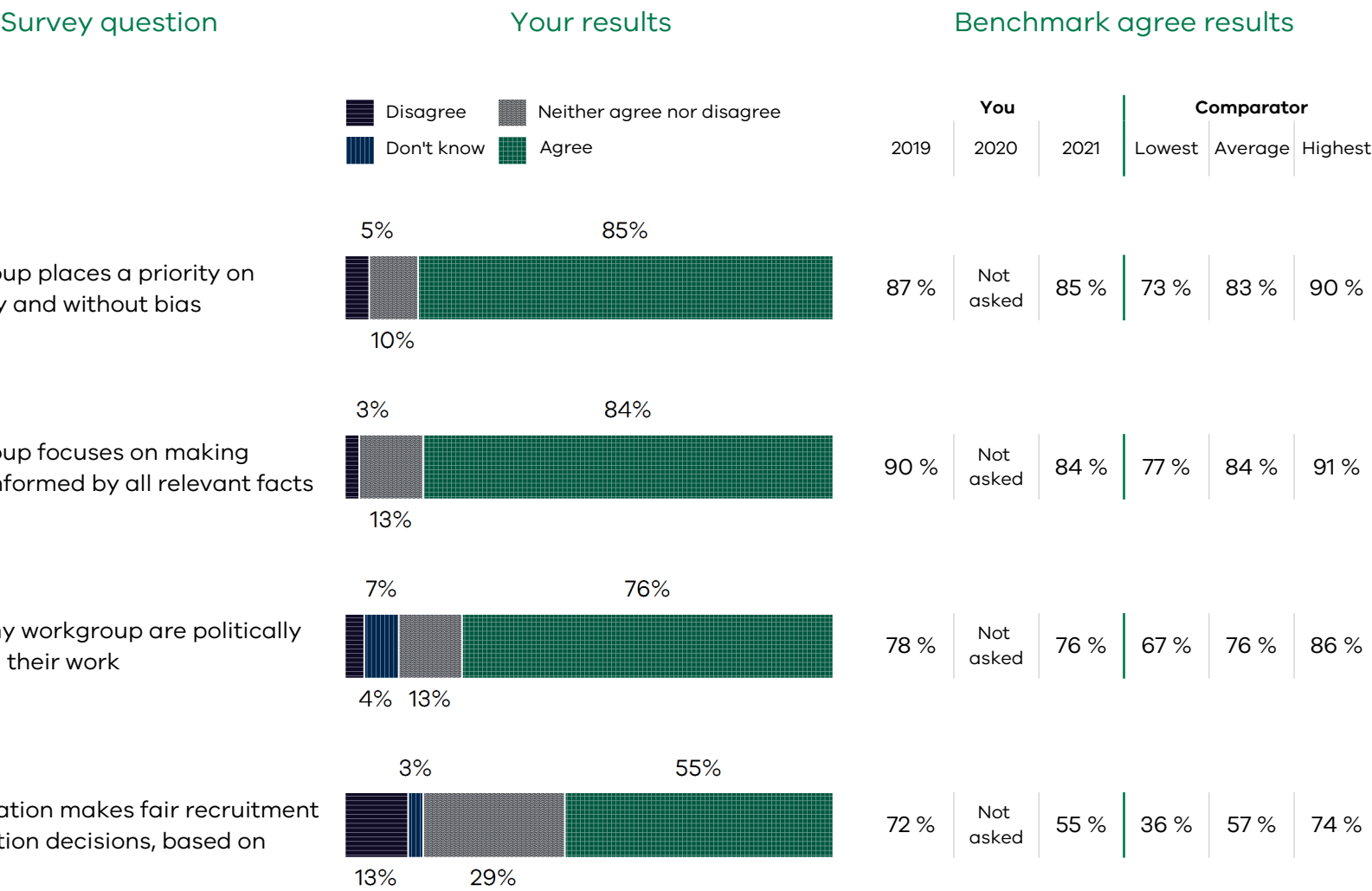
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'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

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

Example

85% of staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.



# 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.

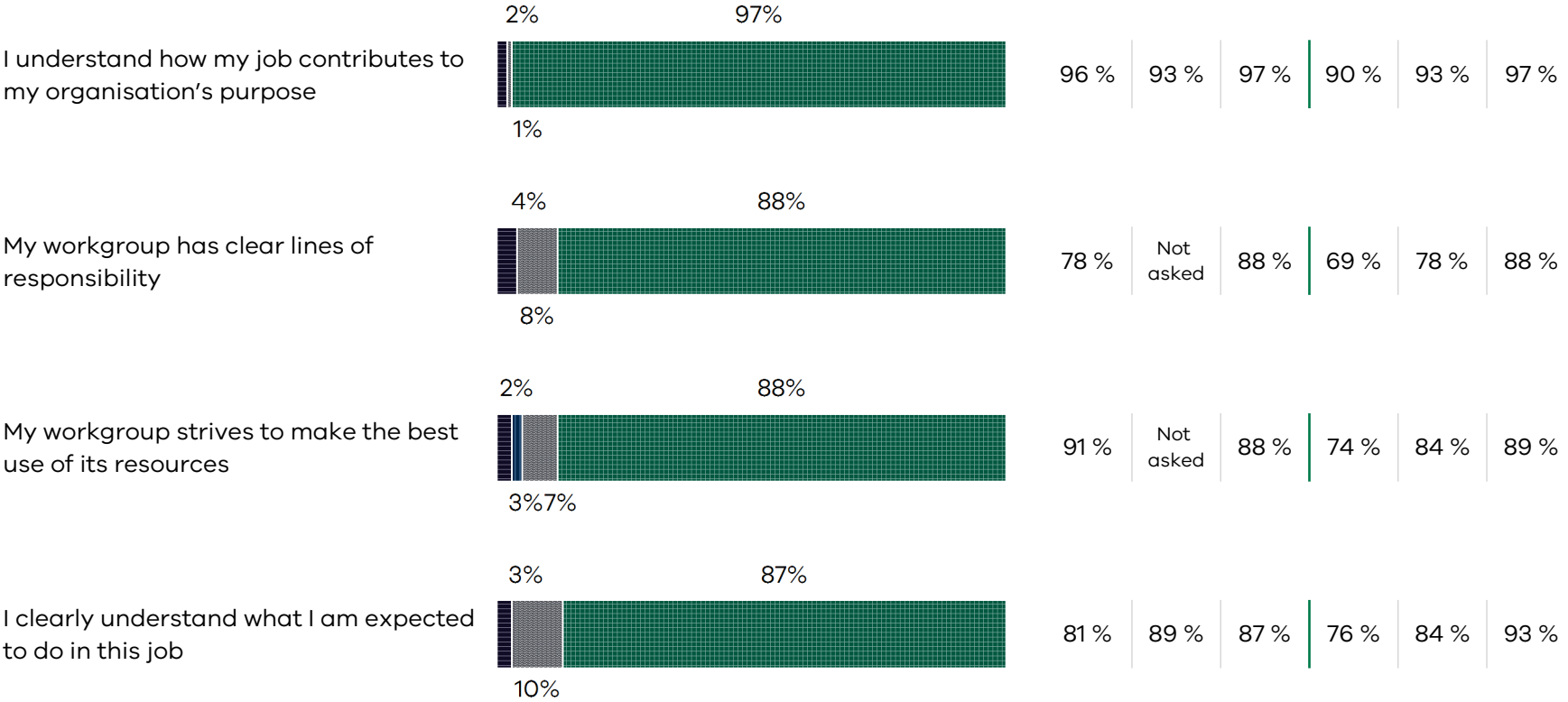
### Example

97% 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



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.

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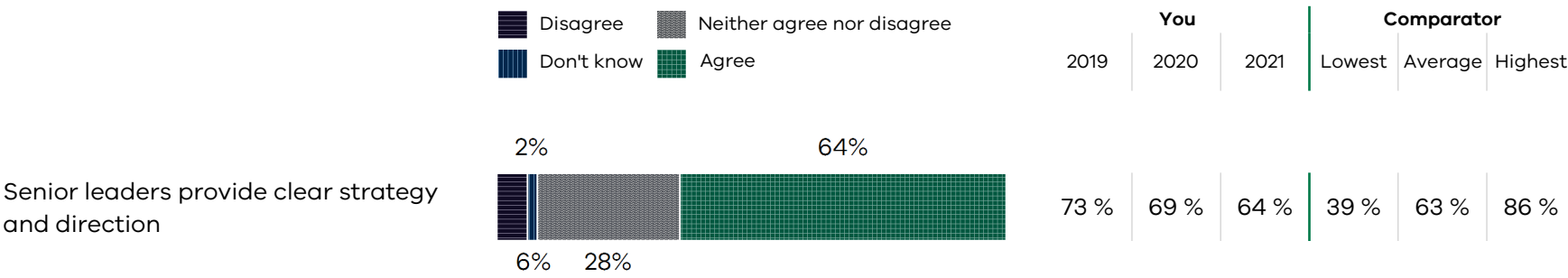
Example

64% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

Benchmark agree results



# 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

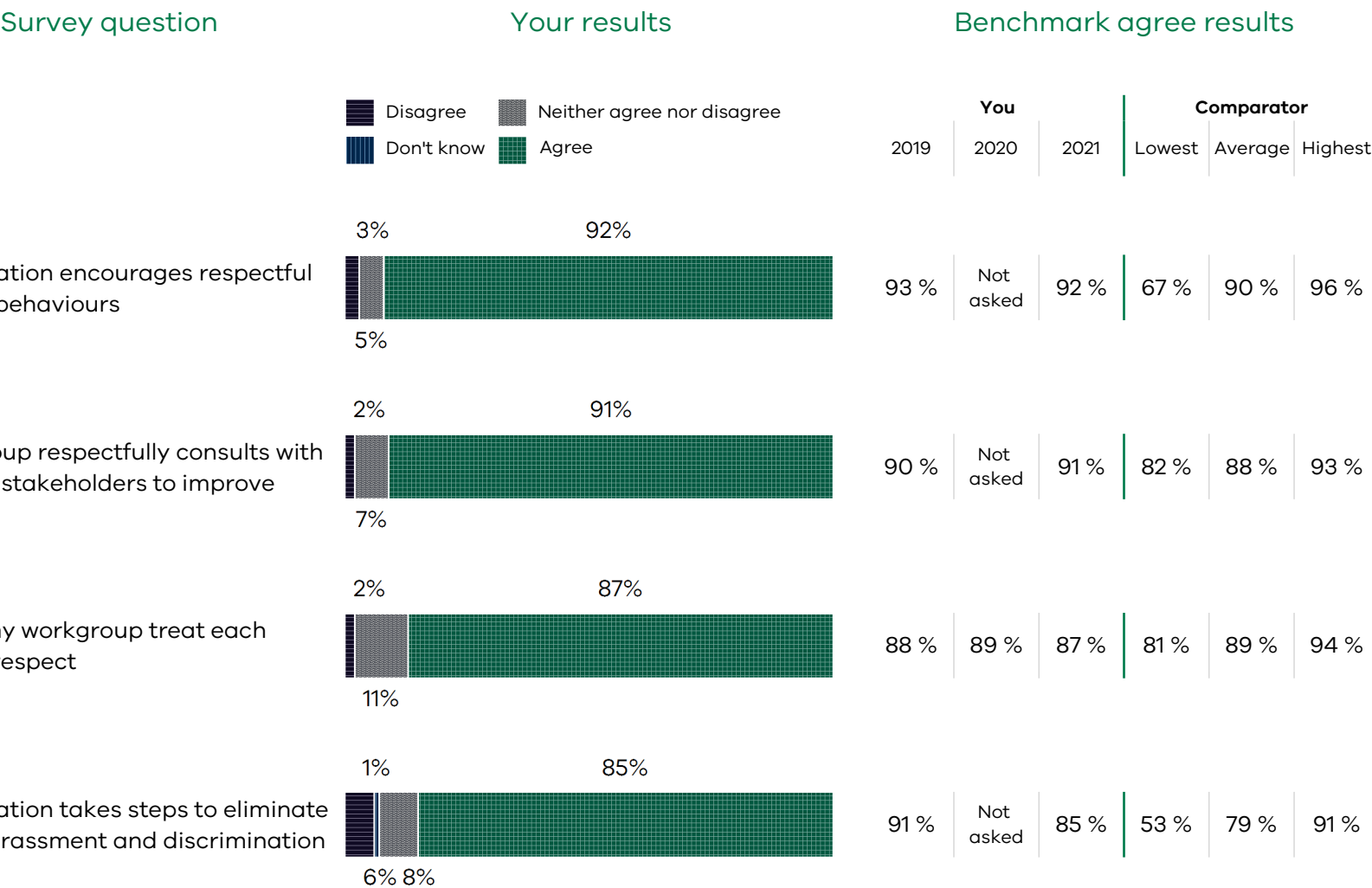
Under 'Your results', see results for each question in descending order by most agreed.

'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

92% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.



Public sector values

Respect 2 of 2

What this is

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

Why this is important

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

How to read this

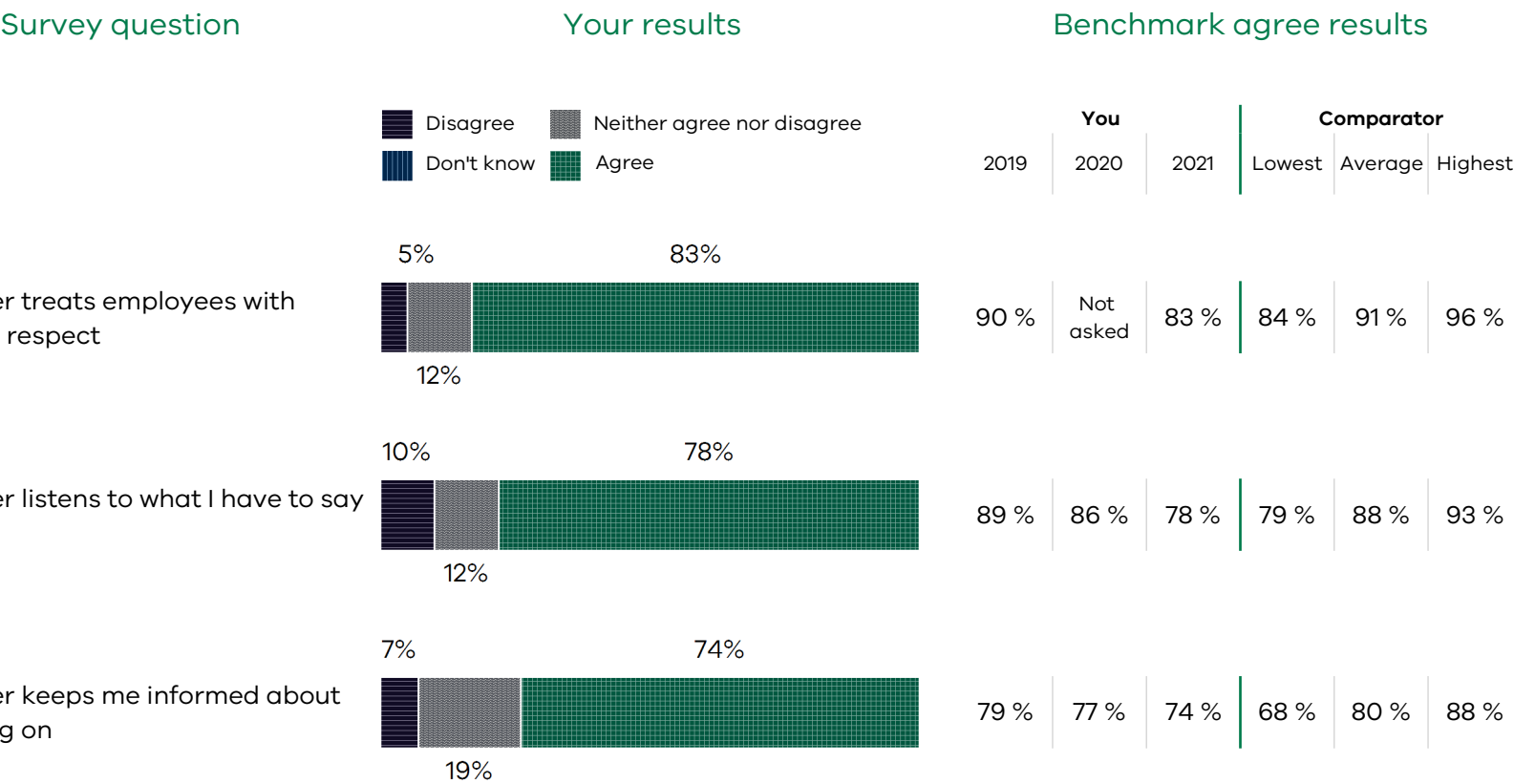
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'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

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 treats employees with dignity and respect'.





# Public sector values

## Leadership

### What this is

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

### Why this is important

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

### How to read this

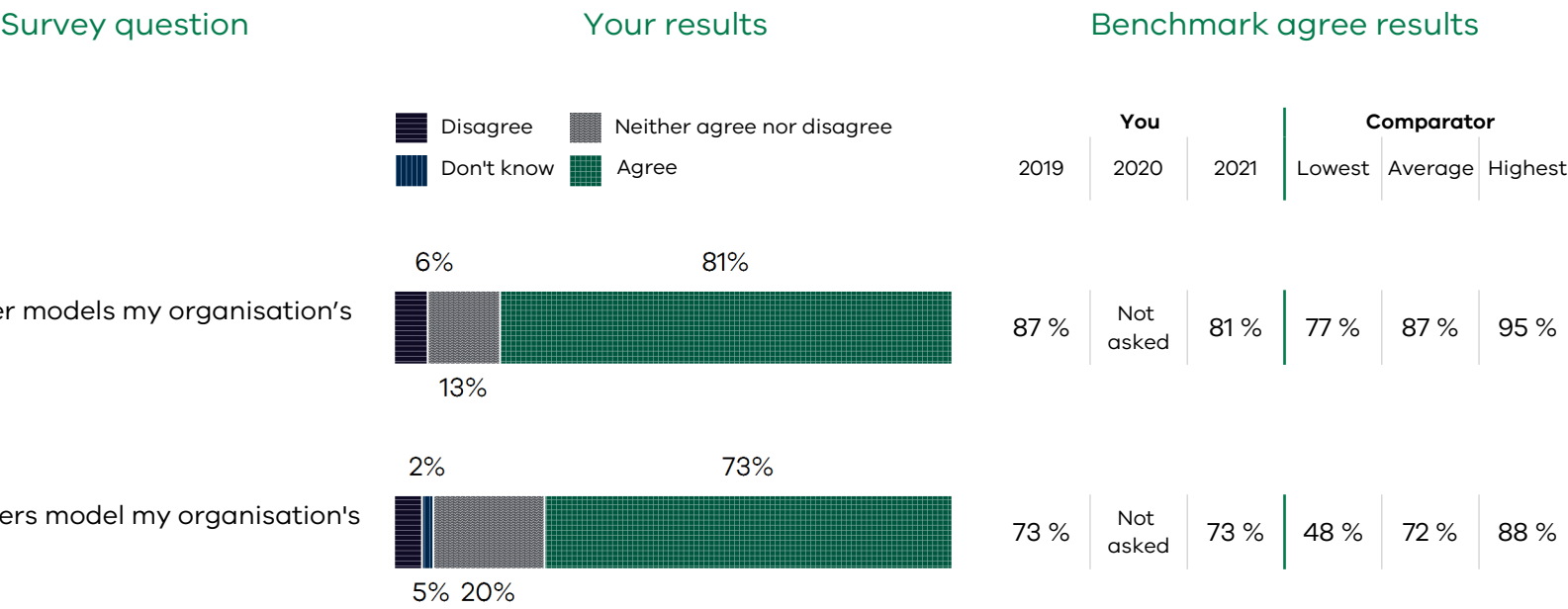
Under 'Your results', see results for each question in descending order by most agreed.

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

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

### Example

81% 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.

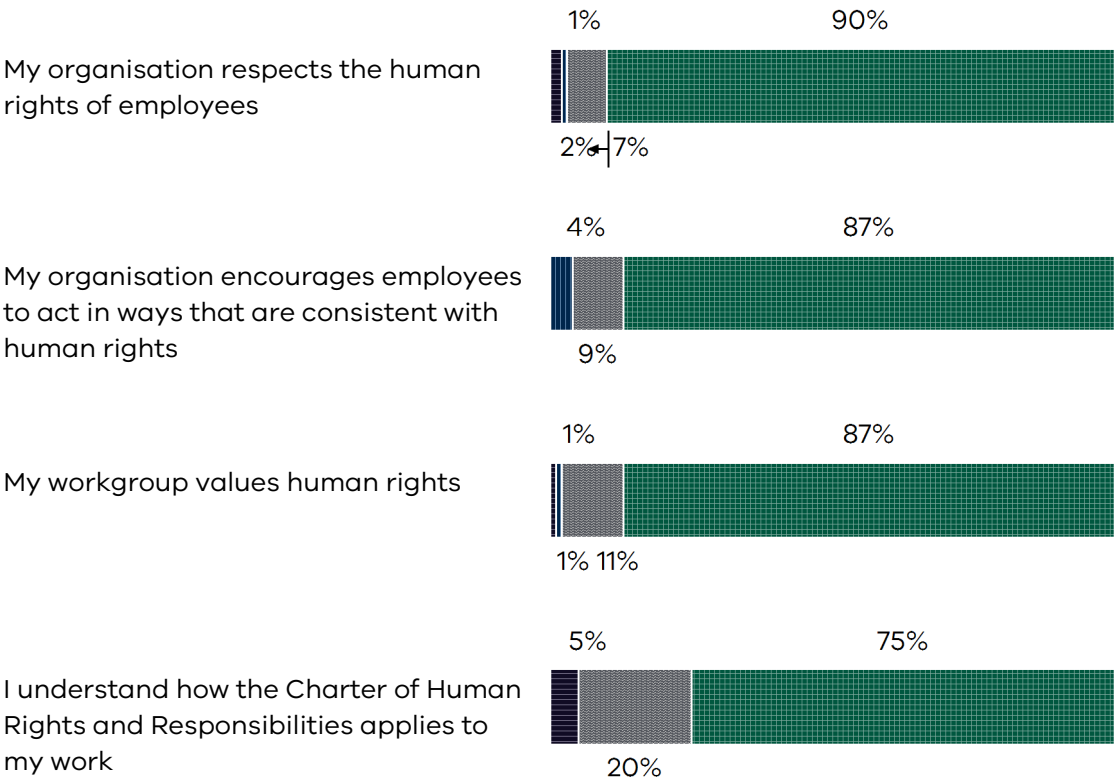
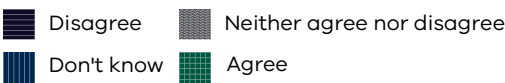
### Example

90% of staff who did the survey agreed or strongly agreed with 'My organisation respects the human rights of employees'.

## Survey question

## Your results

## Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
92 %	Not asked	90 %	64 %	88 %	95 %
92 %	Not asked	87 %	65 %	87 %	95 %
90 %	Not asked	87 %	81 %	89 %	95 %
73 %	Not asked	75 %	55 %	69 %	84 %

# People matter

## survey 2021

### Have your say

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

Age, Australian defence force and education

### What this is

These are the employment characteristics of staff.

### Why this is important

This helps organisations understand the diversity of their staff.

### How to read this

Each table shows the breakdown of responses from your survey.

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

### How we protect anonymity and privacy

To protect you, we:

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

Age	(n)	%
15-34 years	23	23%
35-54 years	43	43%
55+ years	23	23%
Prefer not to say	11	11%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	5	5%
No	87	87%
Prefer not to say	8	8%

Highest level of formal education	(n)	%
Doctoral Degree level	1	1%
Master Degree level	7	7%
Graduate Diploma or Graduate Certificate level	8	8%
Bachelor Degree level incl. honours degrees	16	16%
Advanced Diploma or Diploma level	13	13%
Certificate III or IV level	35	35%
Year 12 or equivalent (VCE/Leaving certificate)	6	6%
Certificate I or II level	2	2%
Lower than Certificate I or equivalent	1	1%
Prefer not to say	11	11%

## Demographics

### Aboriginal and/or Torres Strait Islander employees

#### What this is

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	6	6%
Non Aboriginal and/or Torres Strait Islander	83	83%
Prefer not to say	11	11%

## Demographics

### Disability

#### What this is

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

Do you identify as a person with a disability?	(n)	%
Yes	4	4%
No	87	87%
Prefer not to say	9	9%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	2	50%
No	1	25%
Prefer not to say	1	25%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
I do not require any adjustments to be made to perform my role	1	100%

## Demographics

Gender, variations in sex characteristics and sexual orientation

### What this is

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

### Why this is important

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

### How to read this

Each table shows the breakdown of responses from your survey.

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

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

### How we protect anonymity and privacy

To protect you, we:

- de-identify all survey response data provided to your organisation
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How would you describe your gender?	(n)	%
Man	61	61%
Woman	23	23%
Prefer not to say	10	10%
Non-binary and I use a different term	6	6%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	5	5%
No	83	83%
Prefer not to say	12	12%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	2	2%
No	82	82%
Don't know	7	7%
Prefer not to say	9	9%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	82	82%
Prefer not to say	12	12%
I use a different term	2	2%
Bisexual	2	2%
Asexual	1	1%
Pansexual	1	1%



## Demographics

### Cultural diversity 1 of 3

#### What this is

These are the personal characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

Country of birth	(n)	%
Born in Australia	87	87%
Not born in Australia	4	4%
Prefer not to say	9	9%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	2	50%
2 to less than 5 years ago	1	25%
10 to less than 20 years ago	1	25%

Language other than English spoken with family or community	(n)	%
Yes	1	1%
No	90	90%
Prefer not to say	9	9%

# Demographics

## Cultural diversity 2 of 3

### What this is

These are the personal characteristics of staff.

### Why this is important

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

### How to read this

Each table shows the breakdown of responses from your survey.

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

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

### How we protect anonymity and privacy

To protect you, we:

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

	(n)	%
Other	1	100%

## Demographics

### Cultural diversity 3 of 3

#### What this is

This is the cultural identity and religion of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

- 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.

Cultural identity	(n)	%
Australian	80	80%
Prefer not to say	10	10%
English, Irish, Scottish and/or Welsh	9	9%
Aboriginal and/or Torres Strait Islander	7	7%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	2	2%
North American	1	1%
Other	1	1%

Religion	(n)	%
No religion	57	57%
Christianity	28	28%
Prefer not to say	13	13%
Other	2	2%

## Demographics

### Employment characteristics 1 of 2

#### What this is

These are the employment characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

Working arrangement	(n)	%
Full-Time	84	84%
Part-Time	16	16%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$65k	32	35%
\$65k to \$95k	36	39%
\$95k to \$125k	9	10%
\$125k or more	5	5%
Prefer not to say	10	11%

Organisational tenure	(n)	%
<1 year	4	4%
1 to less than 2 years	17	17%
2 to less than 5 years	19	19%
5 to less than 10 years	20	20%
10 to less than 20 years	33	33%
More than 20 years	7	7%

Management responsibility	(n)	%
Non-manager	75	75%
Other manager	15	15%
Manager of other manager(s)	10	10%

Employment type	(n)	%
Ongoing and executive	82	82%
Fixed term	10	10%
Other	8	8%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	78	78%
I have moved to a different role within my organisation (including acting roles)	20	20%
I have moved to my role from a different Victorian public sector organisation	1	1%
I have moved to my role from outside the Victorian public sector	1	1%

## Demographics

### Employment characteristics 2 of 2

#### What this is

These are the employment characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

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

	(n)	%
Other city or town	94	94%
Latrobe	3	3%
Outside Victoria	1	1%
Melbourne CBD	1	1%
Melbourne: Suburbs	1	1%

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

	(n)	%
A main office	41	41%
A frontline or service delivery location (that is not a main office or home/private location)	30	30%
Home/private location	21	21%
A hub/shared work space	5	5%
Other (please specify)	3	3%

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

	(n)	%
Home/private location	39	39%
A main office	33	33%
No, I have not worked from any other locations	26	26%
A frontline or service delivery location (that is not a main office or home/private location)	13	13%
A hub/shared work space	8	8%
Other	3	3%

## Demographics

### Adjustments

#### What this is

These are adjustments staff requested to perform in their role.

#### Why this is important

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

#### How to read this

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

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

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

	(n)	%
No, I have not requested adjustments	77	77%
Flexible working arrangements	18	18%
Physical modifications or improvements to the workplace	9	9%
Accessible communications technologies	1	1%
Career development support strategies	1	1%

### Why did you make this request?\*

	(n)	%
Health	9	39%
Work-life balance	9	39%
Family responsibilities	8	35%
Caring responsibilities	7	30%
Disability	1	4%
Study commitments	1	4%
Other	1	4%

### What was your experience with making the request?

	(n)	%
The adjustments I needed were made and the process was satisfactory	19	83%
The adjustments I needed were made but the process was unsatisfactory	2	9%
The adjustments I needed were not made	2	9%

## Demographics

### Caring

#### What this is

These are staff-reported caring responsibilities.

#### Why this is important

This shows organisations what caring responsibilities their staff have.

#### How to read this

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

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

#### How we protect anonymity and privacy

To protect you, we:

- de-identify all survey response data provided to your organisation
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Caring responsibility	(n)	%
None of the above	38	38%
Primary school aged child(ren)	26	26%
Secondary school aged child(ren)	13	13%
Child(ren) - younger than preschool age	12	12%
Frail or aged person(s)	10	10%
Prefer not to say	7	7%
Preschool aged child(ren)	7	7%
Person(s) with a medical condition	6	6%
Person(s) with disability	3	3%
Person(s) with a mental illness	3	3%
Other	1	1%



# Demographics

## Business units

### What is this

This shows the business unit in which your staff work.

### Why this is important

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

### How to read this

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

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

### How we protect anonymity and privacy

To protect you, we:

- 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.

## Which of the following best describes the business unit in which you work

	(n)	%
Operations	50	50%
Corporate	29	29%
Assets	9	9%
Customer Service	8	8%
Sustainability	4	4%



**Victorian  
Public Sector  
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