2021 People matter survey

Benchmarked results report - Emergency Services Superannuation Board

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# Report overview

## About your report

Welcome to your People matter survey 2021 report.

Your results help your organisation build a positive workplace culture with integrity that live the public sector values.

This report complements or gives you new data for use in planning.

### Comparing data in this report

### 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%.

### 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](https://vpsc.vic.gov.au/html-resources/data-collection-statement-people-matter-survey-2/).

## Survey theoretical framework

### What is this

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.

### Workplace factors and outcomes

#### Senior leadership factors

* Lead the organisation
* Set the culture
* Lead by example
* Actions influence outcomes

#### Organisation climate factors

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

#### Workgroup climate factors

* Quality service delivery
* Innovation
* Workgroup support
* Change management

#### Job and manager factors

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

#### Outcomes

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

### 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 underpin the framework and all public sector organisations.

The values are:

* responsiveness
* integrity
* impartiality
* accountability
* respect
* leadership
* human rights.

## Your comparator group

### What is this

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’.

### Your comparator group

|  |  |
| --- | --- |
| Responses for | Comparator organisation |
| Organisation 1 | Bushfire Recovery Victoria |
| Organisation 2 | CenITex |
| Organisation 3 | Commercial Passenger Vehicles Victoria |
| Organisation 4 | Commission for Children and Young People |
| Organisation 5 | Court Services Victoria |
| Organisation 6 | Environment Protection Authority |
| Organisation 7 | Essential Services Commission |
| Organisation 8 | Family Safety Victoria |
| Organisation 9 | Family Violence Prevention Agency |
| Organisation 10 | Game Management Authority |
| Organisation 11 | Independent Broad-based Anti-corruption Commission |
| Organisation 12 | Infrastructure Victoria |
| Organisation 13 | Labour Hire Licensing Authority |
| Organisation 14 | Latrobe Valley Authority |
| Organisation 15 | Major Transport Infrastructure Authority |
| Organisation 16 | Office of Public Prosecutions |
| Organisation 17 | Office of the Chief Parliamentary Counsel |
| Organisation 18 | Office of the Governor Victoria |
| Organisation 19 | Office of the Legal Services Commissioner |
| Organisation 20 | Office of the Ombudsman Victoria |
| Organisation 21 | Office of the Victorian Electoral Commissioner |
| Organisation 22 | Office of the Victorian Government Architect |
| Organisation 23 | Office of the Victorian Information Commissioner |
| Organisation 24 | Office of the Victorian Inspectorate |
| Organisation 25 | Portable Long Service Authority |
| Organisation 26 | Public Record Office Victoria |
| Organisation 27 | Public Transport Safety Victoria |
| Organisation 28 | Safer Care Victoria |
| Organisation 29 | Service Victoria |
| Organisation 30 | Suburban Rail Loop Authority |
| Organisation 31 | Victorian Auditor-General's Office |
| Organisation 32 | Victorian Commission for Gambling and Liquor Regulation |
| Organisation 33 | Victorian Disability Worker Commission |
| Organisation 34 | Victorian Equal Opportunity and Human Rights Commission |
| Organisation 35 | Victorian Fisheries Authority |
| Organisation 36 | Victorian Government Solicitor's Office |
| Organisation 37 | Victorian Public Sector Commission |
| Organisation 38 | Victorian Responsible Gambling Foundation |
| End of table |  |

## Your response rate

### What is this

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

### Why is this important

The higher the response rate, the more your results 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.

### Results 2021

#### Your results

|  |  |
| --- | --- |
| Responses for | You in 2021 |
| Response rate | 16% (28) |
| End of table |  |

#### Comparator and public sector results

##### 2020 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | Comparator average in 2020 | Public sector average in 2020 |
| Response rate | - | 70% | 49% |
| End of table |  |  |  |

##### 2021 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Response rate | 16% | 50% | 39% |
| End of table |  |  |  |

# People outcomes

## Contents

Results included in this section:

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

## Scorecard: employee engagement index

### What is this

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.

The index is the average of these scores.

### Why is this important

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

### Results 2021

#### Comparator and public sector results

##### 2020 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2020 | Comparator average in 2020 | Public sector average in 2020 |
| Employee engagement index | - | 69 | 68 |
| End of table |  |  |  |

##### 2021 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Employee engagement index | 61 | 72 | 70 |
| End of table |  |  |  |

## Engagement

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I am proud to tell others I work for my organisation | 18% | 21% | 61% |
| I feel a strong personal attachment to my organisation | 21% | 18% | 61% |
| My organisation motivates me to help achieve its objectives | 14% | 29% | 57% |
| My organisation inspires me to do the best in my job | 18% | 29% | 54% |
| I would recommend my organisation as a good place to work | 32% | 21% | 46% |
| End of table |  |  |  |

#### Benchmark agree results

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I am proud to tell others I work for my organisation | 61% | 51% | 81% | 100% |
| I feel a strong personal attachment to my organisation | 61% | 42% | 65% | 95% |
| My organisation motivates me to help achieve its objectives | 57% | 32% | 70% | 94% |
| My organisation inspires me to do the best in my job | 54% | 30% | 67% | 91% |
| I would recommend my organisation as a good place to work | 46% | 38% | 73% | 95% |
| End of table |  |  |  |  |

## Scorecard: satisfaction, stress and intention to stay

### What is this

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 is this 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.

### Results 2021

#### Comparator and public sector results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Satisfaction | 56% | 64% | 63% |
| Intention to stay | 32% | 58% | 67% |
| High to severe work related stress | 29% | 28% | 26% |
| End of table |  |  |  |

## Satisfaction

### What is this

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

### Why is this important

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

### How to read this

#### Agree results

Under ‘Your 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

#### Satisfaction results

Under ‘Your 2021 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 satisfaction results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 agree results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I enjoy the work in my current job | 7% | 11% | 82% |
| I get a sense of accomplishment from my work | 11% | 11% | 79% |
| End of table |  |  |  |

#### Benchmark agree results

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I enjoy the work in my current job | 82% | 67% | 79% | 100% |
| I get a sense of accomplishment from my work | 79% | 61% | 77% | 96% |
| End of table |  |  |  |  |

##### Your 2021 satisfaction results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Dissatisfied | Neither satisfied nor dissatisfied | Satisfied |
| Considering everything, how satisfied are you with your current job | 18% | 14% | 68% |
| How satisfied are you with the work-life balance in your current job | 18% | 25% | 57% |
| How satisfied are you with your career development within your current organisation | 21% | 36% | 43% |
| End of table |  |  |  |

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| Considering everything, how satisfied are you with your current job | 68% | 54% | 70% | 93% |
| How satisfied are you with the work-life balance in your current job | 57% | 56% | 69% | 93% |
| How satisfied are you with your career development within your current organisation | 43% | 38% | 52% | 76% |
| End of table |  |  |  |  |

## Work-related stress levels

### What is this

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

### Why is this important

Stress can negatively affect people’s 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 tables below show the level of work-related stress reported in 2021 and the percentage of staff in your organisation who said they experienced high to severe stress in comparison to previous years and your comparator group.

### Results 2021

#### Your 2021 results

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Responses for | Nil | Low / mid | Moderate | High | Very high | Severe |
| How would you rate your current level of work-related stress | 7% | 14% | 50% | 18% | 11% | 0% |
| End of table |  |  |  |  |  |  |

#### Comparator and public sector average results

##### Results 2020

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2017 | Comparator average in 2017 | Public sector average in 2017 |
| Reported levels of high to severe stress | 0% | 19% | 0% |
| End of table |  |  |  |

##### Results 2021

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Reported levels of high to severe stress | 29% | 28% | 26% |
| End of table |  |  |  |

## Work-related stress causes

### What is this

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

### Why is this important

Stress can affect negatively affect people’s 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.

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.

### Results 2021

#### Your 2021 results

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Experienced some work related stress | 93% | 26 |
| Did not experience any work related stress | 7% | 2 |
| End of table |  |  |

#### Of those that experienced work related stress it was from...

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Workload | 54% | 51% | 51% |
| Organisation or workplace change | 38% | 11% | 11% |
| Job security | 35% | 9% | 9% |
| Time pressure | 35% | 47% | 42% |
| Dealing with clients, patients or stakeholders | 15% | 15% | 14% |
| Other changes due to COVID-19 | 15% | 11% | 15% |
| Work that doesn't match my skills or experience | 15% | 9% | 7% |
| Social environment (e.g. relationships with colleagues, manager and/or senior leaders) | 12% | 9% | 12% |
| Work schedule or hours | 12% | 6% | 8% |
| Competing home and work responsibilities | 8% | 12% | 12% |
| End of table |  |  |  |

## Intention to stay

### What is this

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

### Why is this 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 percentages may not add up to 100% as it doesn’t include people who intend to retire, or those who answered 'don’t know’.

### Results 2021

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Leaving your organisation | 4% | 1 |
| Leaving the sector | 32% | 9 |
| Staying | 32% | 9 |
| End of table |  |  |

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

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Better location/reduced travel time | 40% | 8% | 13% |
| Better remuneration | 30% | 30% | 26% |
| Lack of confidence in senior leadership | 30% | 30% | 34% |
| Lack of organisational stability | 30% | 17% | 18% |
| Limited future career opportunities at my organisation | 30% | 51% | 42% |
| End of contract/secondment | 20% | 14% | 11% |
| Excessive workload | 20% | 22% | 25% |
| Limited recognition for doing a good job | 20% | 26% | 32% |
| My interests do not match my job role | 20% | 15% | 14% |
| Other | 20% | 6% | 9% |
| End of table |  |  |  |

## Scorecard: emotional effects of work

### What is this

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

### Why is this 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.

### Results 2021

#### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Enthusiastic | 50% | 51% | 48% |
| Happy | 50% | 49% | 50% |
| Worried | 46% | 35% | 37% |
| Miserable | 25% | 16% | 19% |
| End of table |  |  |  |

## Scorecard: negative behaviours

### What is this

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

### Why is this 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.

### Results 2021

#### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Bullying | 7% | 10% | 16% |
| Discrimination | 4% | 3% | 6% |
| Sexual harassment | 4% | 3% | 6% |
| Violence or aggression | 4% | 7% | 18% |
| End of table |  |  |  |

## Witnessing negative behaviours

### What is this

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

### Why is this 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.

### Results 2021

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Witnessed negative behaviours | 14% | 4 |
| Did not witness negative behaviours | 86% | 24 |
| End of table |  |  |

#### During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?

##### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| No, I have not witnessed any of the situations above | 86% | 85% | 77% |
| Bullying of a colleague | 11% | 12% | 16% |
| Discrimination against a colleague | 4% | 5% | 8% |
| End of table |  |  |  |

## Take action when witnessing negative behaviours

### What is this

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

### Why is this 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.

### Results 2021

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Witnessed negative behaviours | 14% | 4 |
| Did not witness negative behaviours | 86% | 24 |
| End of table |  |  |

#### When you witnessed the above behaviour(s), did you do any of the following?

##### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Spoke to the person who experienced the behaviour | 50% | 75% | 72% |
| Told a manager | 25% | 35% | 37% |
| Took no action | 25% | 8% | 7% |
| End of table |  |  |  |

## Key differences

### Contents

Results included in this section:

* Highest scoring
* Lowest scoring
* Biggest positive difference from comparator
* Biggest negative difference from comparator

## Highest scoring questions

### What is this

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 in 2021’ column.

You can also compare your 2021 comparator group.

### Results 2021

#### Highest scoring questions this year

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Section | You in2021 | Comparator average in 2021 |
| My manager ensures clients receive a high standard of service | Manager leadership | 96% | 90% |
| My organisation provides a physically safe work environment | Safety climate | 96% | 88% |
| My workgroup strives to deliver services in a timely manner | Quality service delivery | 96% | 91% |
| My workgroup strives to provide high quality advice and services | Quality service delivery | 96% | 92% |
| I understand how my job contributes to my organisation’s purpose | Job enrichment | 93% | 91% |
| My manager listens to what I have to say | Manager support | 93% | 87% |
| I am able to work effectively with others in my workgroup | Workgroup support | 93% | 92% |
| I feel that I can make a worthwhile contribution at work | Meaningful work | 89% | 85% |
| Cultural background is not a barrier to success in my organisation | Equal employment opportunity | 89% | 75% |
| People in my workgroup work together effectively to get the job done | Workgroup support | 89% | 87% |
| End of table |  |  |  |

## Lowest scoring questions

### What is this

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 in 2021’ column.

You can also compare your 2021 comparator group.

### Results 2021

#### Lowest scoring questions this year

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Section | You in2021 | Comparator average in 2021 |
| I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments) | Learning and development | 14% | 30% |
| I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers) | Learning and development | 25% | 37% |
| I feel I have an equal chance at promotion in my organisation | Learning and development | 25% | 44% |
| My organisation makes fair recruitment and promotion decisions, based on merit | Organisational integrity | 29% | 57% |
| There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander | Diversity and inclusion | 39% | 67% |
| All levels of my organisation are involved in the prevention of stress | Safety climate | 43% | 47% |
| Senior leaders show support for stress prevention through involvement and commitment | Safety climate | 43% | 58% |
| How satisfied are you with your career development within your current organisation | Satisfaction | 43% | 52% |
| I receive adequate recognition for my contributions and accomplishments | Manager support | 46% | 64% |
| I would recommend my organisation as a good place to work | Engagement | 46% | 73% |
| End of table |  |  |  |

## Biggest positive difference from comparator

### What is this

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.

### Results 2021

#### Biggest positive difference from comparator

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Section | You in2021 | Comparator average in 2021 |
| Cultural background is not a barrier to success in my organisation | Equal employment opportunity | 89% | 75% |
| I have the authority to do my job effectively | Job enrichment | 86% | 75% |
| My organisation provides a physically safe work environment | Safety climate | 96% | 88% |
| My workgroup has clear lines of responsibility | Quality service delivery | 86% | 77% |
| I have a choice in deciding how I do my work | Job enrichment | 86% | 78% |
| There is a positive culture within my organisation in relation to employees from varied cultural backgrounds | Diversity and inclusion | 86% | 79% |
| My manager ensures clients receive a high standard of service | Manager leadership | 96% | 90% |
| My manager listens to what I have to say | Manager support | 93% | 87% |
| I am satisfied with the way my learning and development needs have been addressed in the last 12 months | Learning and development | 61% | 55% |
| My workgroup strives to deliver services in a timely manner | Quality service delivery | 96% | 91% |
| End of table |  |  |  |

## Biggest negative difference from comparator

### What is this

This is where less of your staff have agreed 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.

### Results 2021

#### Biggest negative difference from comparator

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Section | You in2021 | Comparator average in 2021 |
| My organisation makes fair recruitment and promotion decisions, based on merit | Organisational integrity | 29% | 57% |
| There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander | Diversity and inclusion | 39% | 67% |
| I would recommend my organisation as a good place to work | Engagement | 46% | 73% |
| My organisation would support me if I needed to take family violence leave | Supporting question - gender equality | 54% | 80% |
| I am developing and learning in my role | Learning and development | 50% | 72% |
| Senior leaders demonstrate honesty and integrity | Senior leadership | 50% | 72% |
| Senior leaders model my organisation's values | Senior leadership | 50% | 71% |
| I am proud to tell others I work for my organisation | Engagement | 61% | 81% |
| I feel I have an equal chance at promotion in my organisation | Learning and development | 25% | 44% |
| In the last 12 months I have learned skills that have helped me do my job better | Learning and development | 54% | 72% |
| End of table |  |  |  |

# Taking action

## Contents

Results included in this section:

* Taking action questions

## Taking action

### What is this

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

### Why is this 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 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| I believe my organisation will take positive action on the results of this year’s survey | 18% | 0% | 36% | 46% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I believe my organisation will take positive action on the results of this year’s survey | 46% | 27% | 56% | 96% |
| End of table |  |  |  |  |

# Senior leadership

## Contents

Results included in this section:

* Senior leadership

## Senior leadership

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| Senior leaders actively support diversity and inclusion in the workplace | 11% | 4% | 21% | 64% |
| Senior leaders provide clear strategy and direction | 18% | 0% | 18% | 64% |
| Senior leaders support staff to work in an environment of change | 32% | 4% | 7% | 57% |
| Senior leaders demonstrate honesty and integrity | 25% | 4% | 21% | 50% |
| Senior leaders model my organisation's values | 29% | 0% | 21% | 50% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| Senior leaders actively support diversity and inclusion in the workplace | 64% | 48% | 77% | 100% |
| Senior leaders provide clear strategy and direction | 64% | 29% | 62% | 100% |
| Senior leaders support staff to work in an environment of change | 57% | 38% | 69% | 100% |
| Senior leaders demonstrate honesty and integrity | 50% | 44% | 72% | 100% |
| Senior leaders model my organisation's values | 50% | 48% | 71% | 100% |
| End of table |  |  |  |  |

# Organisation climate

## Contents

Results included in this section:

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

## Scorecard: organisational climate

### What is this

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

### Why is this 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.

### Results 2021

#### Your 2021 results

##### Comparator and public sector results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Workplace flexibility | 71% | 74% | 63% |
| Equal employment opportunity | 70% | 72% | 69% |
| Organisational integrity | 69% | 75% | 72% |
| Diversity and inclusion | 68% | 73% | 71% |
| Safety climate | 64% | 66% | 60% |
| End of table |  |  |  |

## Organisational integrity

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My organisation encourages respectful workplace behaviours | 7% | 0% | 7% | 86% |
| My organisation is committed to earning a high level of public trust | 0% | 4% | 11% | 86% |
| My organisation respects the human rights of employees | 0% | 7% | 11% | 82% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 11% | 7% | 11% | 71% |
| My organisation encourages employees to act in ways that are consistent with human rights | 0% | 11% | 21% | 68% |
| My organisation does not tolerate improper conduct | 11% | 4% | 25% | 61% |
| My organisation makes fair recruitment and promotion decisions, based on merit | 21% | 14% | 36% | 29% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My organisation encourages respectful workplace behaviours | 86% | 63% | 84% | 100% |
| My organisation is committed to earning a high level of public trust | 86% | 48% | 83% | 100% |
| My organisation respects the human rights of employees | 82% | 63% | 83% | 100% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 71% | 43% | 67% | 100% |
| My organisation encourages employees to act in ways that are consistent with human rights | 68% | 59% | 82% | 100% |
| My organisation does not tolerate improper conduct | 61% | 40% | 71% | 100% |
| My organisation makes fair recruitment and promotion decisions, based on merit | 29% | 27% | 57% | 94% |
| End of table |  |  |  |  |

## Workplace flexibility

### What is this

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

### Why is this important

Supporting flexible working can improve employee wellbeing.

### How to read this

Under ‘Your 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My organisation supports employees with family or other caring responsibilities, regardless of gender | 4% | 0% | 18% | 79% |
| I have the flexibility I need to manage my work and non-work activities and responsibilities | 0% | 0% | 25% | 75% |
| I am confident that if I requested a flexible work arrangement, it would be given due consideration | 14% | 0% | 14% | 71% |
| There is a positive culture within my organisation in relation to employees who have caring responsibilities | 4% | 14% | 11% | 71% |
| There is a positive culture within my organisation in relation to employees who have family responsibilities | 4% | 14% | 11% | 71% |
| There is a positive culture within my organisation in relation to employees who use flexible work arrangements | 14% | 4% | 11% | 71% |
| Having caring responsibilities is not a barrier to success in my organisation | 7% | 14% | 11% | 68% |
| Having family responsibilities is not a barrier to success in my organisation | 4% | 18% | 11% | 68% |
| Using flexible work arrangements is not a barrier to success in my organisation | 7% | 4% | 21% | 68% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My organisation supports employees with family or other caring responsibilities, regardless of gender | 79% | 63% | 82% | 100% |
| I have the flexibility I need to manage my work and non-work activities and responsibilities | 75% | 61% | 80% | 96% |
| I am confident that if I requested a flexible work arrangement, it would be given due consideration | 71% | 61% | 81% | 98% |
| There is a positive culture within my organisation in relation to employees who have caring responsibilities | 71% | 52% | 72% | 91% |
| There is a positive culture within my organisation in relation to employees who have family responsibilities | 71% | 55% | 75% | 96% |
| There is a positive culture within my organisation in relation to employees who use flexible work arrangements | 71% | 51% | 72% | 96% |
| Having caring responsibilities is not a barrier to success in my organisation | 68% | 51% | 67% | 88% |
| Having family responsibilities is not a barrier to success in my organisation | 68% | 52% | 70% | 94% |
| Using flexible work arrangements is not a barrier to success in my organisation | 68% | 50% | 69% | 89% |
| End of table |  |  |  |  |

##### Do you use any of the following flexible work arrangements?

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Flexible start and finish times | 50% | 29% | 23% |
| No, I do not use any flexible work arrangements | 32% | 35% | 38% |
| Working from an alternative location (e.g. home, hub/shared work space) | 29% | 42% | 24% |
| Part-time | 14% | 10% | 19% |
| Using leave to work flexible hours | 7% | 6% | 8% |
| Working more hours over fewer days | 4% | 5% | 6% |
| End of table |  |  |  |

## Equal opportunity employment

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| Cultural background is not a barrier to success in my organisation | 0% | 4% | 7% | 89% |
| Gender is not a barrier to success in my organisation | 11% | 4% | 11% | 75% |
| Sexual orientation is not a barrier to success in my organisation | 0% | 7% | 18% | 75% |
| Age is not a barrier to success in my organisation | 4% | 11% | 21% | 64% |
| Disability is not a barrier to success in my organisation | 0% | 21% | 14% | 64% |
| Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation | 0% | 36% | 11% | 54% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| Cultural background is not a barrier to success in my organisation | 89% | 54% | 75% | 97% |
| Gender is not a barrier to success in my organisation | 75% | 52% | 79% | 100% |
| Sexual orientation is not a barrier to success in my organisation | 75% | 58% | 78% | 97% |
| Age is not a barrier to success in my organisation | 64% | 47% | 70% | 96% |
| Disability is not a barrier to success in my organisation | 64% | 40% | 62% | 92% |
| Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation | 54% | 48% | 66% | 95% |
| End of table |  |  |  |  |

## Psychosocial and physical safety climate question results

### What is this

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

### Why is this important

A safe workplace is a key outcome of [Leading the way](https://vpsc.vic.gov.au/resources/leading-the-way-ohs/) and the Victorian public sector mental health and wellbeing charter.

### How to read this

Under ‘Your 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My organisation provides a physically safe work environment | 0% | 0% | 4% | 96% |
| I feel culturally safe at work | 7% | 0% | 11% | 82% |
| My organisation consults employees on health and safety matters | 7% | 0% | 14% | 79% |
| My organisation has effective procedures in place to support employees who may experience stress | 4% | 4% | 29% | 64% |
| In my workplace, there is good communication about psychological safety issues that affect me | 14% | 0% | 29% | 57% |
| Senior leaders consider the psychological health of employees to be as important as productivity | 29% | 0% | 21% | 50% |
| All levels of my organisation are involved in the prevention of stress | 32% | 0% | 25% | 43% |
| Senior leaders show support for stress prevention through involvement and commitment | 25% | 0% | 32% | 43% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My organisation provides a physically safe work environment | 96% | 61% | 88% | 100% |
| I feel culturally safe at work | 82% | 64% | 81% | 97% |
| My organisation consults employees on health and safety matters | 79% | 52% | 75% | 96% |
| My organisation has effective procedures in place to support employees who may experience stress | 64% | 41% | 61% | 89% |
| In my workplace, there is good communication about psychological safety issues that affect me | 57% | 30% | 58% | 89% |
| Senior leaders consider the psychological health of employees to be as important as productivity | 50% | 40% | 60% | 94% |
| All levels of my organisation are involved in the prevention of stress | 43% | 27% | 47% | 75% |
| Senior leaders show support for stress prevention through involvement and commitment | 43% | 37% | 58% | 94% |
| End of table |  |  |  |  |

## Psychosocial safety climate score

### What is this

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 scores in your comparator group for 2021.

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 positive 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

### Results 2021

#### Benchmark results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Climate score | 13 | 14 | 13 |
| End of table |  |  |  |

## Diversity and inclusion

### What is this

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

### Why is this 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 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| There is a positive culture within my organisation in relation to employees from varied cultural backgrounds | 0% | 7% | 7% | 86% |
| There is a positive culture within my organisation in relation to employees of different age groups | 7% | 7% | 7% | 79% |
| There is a positive culture within my organisation in relation to employees of different sexes/genders | 11% | 4% | 7% | 79% |
| There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+ | 4% | 25% | 4% | 68% |
| There is a positive culture within my organisation in relation to employees with disability | 4% | 29% | 7% | 61% |
| There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander | 4% | 50% | 7% | 39% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| There is a positive culture within my organisation in relation to employees from varied cultural backgrounds | 86% | 58% | 79% | 95% |
| There is a positive culture within my organisation in relation to employees of different age groups | 79% | 51% | 74% | 97% |
| There is a positive culture within my organisation in relation to employees of different sexes/genders | 79% | 57% | 81% | 97% |
| There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+ | 68% | 51% | 74% | 96% |
| There is a positive culture within my organisation in relation to employees with disability | 61% | 37% | 61% | 92% |
| There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander | 39% | 35% | 67% | 96% |
| End of table |  |  |  |  |

## Gender equality supporting measures

### What is this

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 is this important

Under the [Gender Equality Act 2020](https://www.genderequalitycommission.vic.gov.au/about-gender-equality-act-2020), organisations have obligations to promote gender equality in the workplace.

### How to read this

Under ‘Your 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My organisation uses inclusive and respectful images and language | 4% | 0% | 18% | 79% |
| In my workgroup work is allocated fairly, regardless of gender | 11% | 0% | 14% | 75% |
| My organisation would support me if I needed to take family violence leave | 4% | 32% | 11% | 54% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My organisation uses inclusive and respectful images and language | 79% | 60% | 85% | 100% |
| In my workgroup work is allocated fairly, regardless of gender | 75% | 74% | 85% | 96% |
| My organisation would support me if I needed to take family violence leave | 54% | 61% | 80% | 100% |
| End of table |  |  |  |  |

# Workgroup climate

## Contents

Results included in this section:

* Scorecard: workgroup climate
* Quality service delivery
* Innovation
* Workgroup support

## Scorecard: workgroup climate

### What is this

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

### Why is this 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.

### Results 2021

#### Benchmark results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Quality service delivery | 84% | 85% | 80% |
| Workgroup support | 79% | 83% | 76% |
| Innovation | 68% | 74% | 68% |
| End of table |  |  |  |

## Quality service delivery

### What is this

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

### Why is this 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 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My workgroup strives to deliver services in a timely manner | 0% | 0% | 4% | 96% |
| My workgroup strives to provide high quality advice and services | 4% | 0% | 0% | 96% |
| My workgroup has clear lines of responsibility | 4% | 0% | 11% | 86% |
| My workgroup focuses on making decisions informed by all relevant facts | 7% | 0% | 11% | 82% |
| My workgroup strives to make the best use of its resources | 0% | 0% | 18% | 82% |
| My workgroup values human rights | 0% | 0% | 21% | 79% |
| My workgroup places a priority on acting fairly and without bias | 4% | 0% | 29% | 68% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My workgroup strives to deliver services in a timely manner | 96% | 70% | 91% | 100% |
| My workgroup strives to provide high quality advice and services | 96% | 78% | 92% | 100% |
| My workgroup has clear lines of responsibility | 86% | 65% | 77% | 94% |
| My workgroup focuses on making decisions informed by all relevant facts | 82% | 63% | 80% | 96% |
| My workgroup strives to make the best use of its resources | 82% | 68% | 81% | 100% |
| My workgroup values human rights | 79% | 75% | 88% | 100% |
| My workgroup places a priority on acting fairly and without bias | 68% | 69% | 82% | 97% |
| End of table |  |  |  |  |

## Innovation

### What is this

This is how well staff feel their workgroups innovate their operations.

### Why is this important

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

### How to read this

Under ‘Your 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My workgroup respectfully consults with clients and stakeholders to improve outcomes | 4% | 4% | 11% | 82% |
| My workgroup learns from failures and mistakes | 7% | 4% | 14% | 75% |
| My workgroup takes reasonable risks to improve its services | 0% | 4% | 29% | 68% |
| My workgroup is quick to respond to opportunities to do things better | 7% | 4% | 25% | 64% |
| My workgroup encourages employee creativity | 7% | 4% | 39% | 50% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My workgroup respectfully consults with clients and stakeholders to improve outcomes | 82% | 73% | 88% | 100% |
| My workgroup learns from failures and mistakes | 75% | 59% | 73% | 96% |
| My workgroup takes reasonable risks to improve its services | 68% | 46% | 66% | 81% |
| My workgroup is quick to respond to opportunities to do things better | 64% | 64% | 77% | 96% |
| My workgroup encourages employee creativity | 50% | 54% | 67% | 95% |
| End of table |  |  |  |  |

## Workgroup support

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| I am able to work effectively with others in my workgroup | 7% | 0% | 0% | 93% |
| People in my workgroup work together effectively to get the job done | 7% | 0% | 4% | 89% |
| People in my workgroup are politically impartial in their work | 0% | 0% | 14% | 86% |
| People in my workgroup treat each other with respect | 7% | 0% | 7% | 86% |
| I am able to work effectively with others outside my immediate workgroup | 4% | 0% | 14% | 82% |
| People in my workgroup actively support diversity and inclusion in the workplace | 0% | 0% | 18% | 82% |
| People in my workgroup regularly reach out to support me and my wellbeing | 7% | 0% | 14% | 79% |
| People in my workgroup appropriately manage conflicts of interest | 7% | 4% | 21% | 68% |
| People in my workgroup are honest, open and transparent in their dealings | 4% | 0% | 29% | 68% |
| Workgroups across my organisation willingly share information with each other | 11% | 0% | 32% | 57% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I am able to work effectively with others in my workgroup | 93% | 83% | 92% | 100% |
| People in my workgroup work together effectively to get the job done | 89% | 71% | 87% | 96% |
| People in my workgroup are politically impartial in their work | 86% | 63% | 82% | 97% |
| People in my workgroup treat each other with respect | 86% | 73% | 90% | 100% |
| I am able to work effectively with others outside my immediate workgroup | 82% | 75% | 88% | 97% |
| People in my workgroup actively support diversity and inclusion in the workplace | 82% | 68% | 87% | 100% |
| People in my workgroup regularly reach out to support me and my wellbeing | 79% | 59% | 77% | 96% |
| People in my workgroup appropriately manage conflicts of interest | 68% | 56% | 79% | 100% |
| People in my workgroup are honest, open and transparent in their dealings | 68% | 65% | 81% | 97% |
| Workgroups across my organisation willingly share information with each other | 57% | 37% | 62% | 87% |
| End of table |  |  |  |  |

# Job and manager factors

## Contents

Results included in this section:

* Scorecard: job and manager factors
* Manager leadership
* Manager support
* Workload
* Learning and development
* Job enrichment
* Meaningful work
* Safe to speak up
* Barriers to optimal work

## Scorecard: job and manager factors

### What is this

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

### Why is this 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.

### Results 2021

#### Benchmark results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Meaningful work | 86% | 83% | 84% |
| Manager leadership | 83% | 89% | 84% |
| Job enrichment | 79% | 77% | 77% |
| Manager support | 73% | 77% | 70% |
| Safe to speak up | 67% | 73% | 67% |
| Workload | 55% | 57% | 53% |
| Learning and development | 42% | 54% | 53% |
| End of table |  |  |  |

## Manager leadership

### What is this

This is how well staff perceive their direct managers lead.

### Why is this 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 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My manager ensures clients receive a high standard of service | 4% | 0% | 0% | 96% |
| My manager works effectively with people from diverse backgrounds | 0% | 0% | 14% | 86% |
| My manager treats employees with dignity and respect | 4% | 0% | 14% | 82% |
| My manager demonstrates honesty and integrity | 7% | 0% | 14% | 79% |
| My manager is committed to workplace safety | 4% | 0% | 18% | 79% |
| My manager models my organisation’s values | 7% | 0% | 14% | 79% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My manager ensures clients receive a high standard of service | 96% | 76% | 90% | 100% |
| My manager works effectively with people from diverse backgrounds | 86% | 78% | 90% | 100% |
| My manager treats employees with dignity and respect | 82% | 79% | 90% | 100% |
| My manager demonstrates honesty and integrity | 79% | 70% | 89% | 100% |
| My manager is committed to workplace safety | 79% | 77% | 89% | 100% |
| My manager models my organisation’s values | 79% | 67% | 86% | 100% |
| End of table |  |  |  |  |

## Manager support

### What is this

This is how supported staff feel by their direct manager.

### Why is this 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 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My manager listens to what I have to say | 0% | 0% | 7% | 93% |
| I would be confident in approaching my manager to discuss concerns and grievances | 11% | 0% | 7% | 82% |
| My manager encourages and supports my participation in learning and development opportunities | 7% | 0% | 14% | 79% |
| My manager keeps me informed about what's going on | 7% | 0% | 14% | 79% |
| My manager provides me with enough support when I need it | 7% | 0% | 14% | 79% |
| My manager involves me in decisions about my work | 4% | 0% | 21% | 75% |
| My manager provides feedback to me in a way that helps me improve my performance | 14% | 0% | 14% | 71% |
| My manager has regular conversations with me about my learning and development | 21% | 0% | 21% | 57% |
| I receive adequate recognition for my contributions and accomplishments | 21% | 0% | 32% | 46% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| My manager listens to what I have to say | 93% | 78% | 87% | 97% |
| I would be confident in approaching my manager to discuss concerns and grievances | 82% | 73% | 83% | 100% |
| My manager encourages and supports my participation in learning and development opportunities | 79% | 59% | 80% | 96% |
| My manager keeps me informed about what's going on | 79% | 67% | 81% | 100% |
| My manager provides me with enough support when I need it | 79% | 67% | 81% | 96% |
| My manager involves me in decisions about my work | 75% | 67% | 83% | 100% |
| My manager provides feedback to me in a way that helps me improve my performance | 71% | 52% | 73% | 94% |
| My manager has regular conversations with me about my learning and development | 57% | 32% | 59% | 92% |
| I receive adequate recognition for my contributions and accomplishments | 46% | 50% | 64% | 90% |
| End of table |  |  |  |  |

## Workload

### What is this

This is how staff feel about workload and time-pressure.

### Why is this important

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

### How to read this

Under ‘Your 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I have enough time to do my job effectively | 25% | 18% | 57% |
| The workload I have is appropriate for the job that I do | 25% | 21% | 54% |
| End of table |  |  |  |

#### Benchmark agree results

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I have enough time to do my job effectively | 57% | 42% | 55% | 89% |
| The workload I have is appropriate for the job that I do | 54% | 39% | 59% | 85% |
| End of table |  |  |  |  |

## Learning and development

### What is this

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

### Why is this 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 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 21% | 18% | 61% |
| In the last 12 months I have learned skills that have helped me do my job better | 29% | 18% | 54% |
| My organisation places a high priority on the learning and development of staff | 21% | 25% | 54% |
| There are adequate opportunities for me to develop skills and experience in my organisation | 18% | 29% | 54% |
| I am developing and learning in my role | 14% | 36% | 50% |
| I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers) | 29% | 46% | 25% |
| I feel I have an equal chance at promotion in my organisation | 32% | 43% | 25% |
| I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments) | 21% | 64% | 14% |
| End of table |  |  |  |

#### Benchmark agree results

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 61% | 36% | 55% | 88% |
| In the last 12 months I have learned skills that have helped me do my job better | 54% | 49% | 72% | 93% |
| My organisation places a high priority on the learning and development of staff | 54% | 34% | 60% | 93% |
| There are adequate opportunities for me to develop skills and experience in my organisation | 54% | 35% | 58% | 83% |
| I am developing and learning in my role | 50% | 51% | 72% | 96% |
| I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers) | 25% | 19% | 37% | 57% |
| I feel I have an equal chance at promotion in my organisation | 25% | 20% | 44% | 78% |
| I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments) | 14% | 13% | 30% | 57% |
| End of table |  |  |  |  |

## Job enrichment

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I understand how my job contributes to my organisation’s purpose | 0% | 7% | 93% |
| I have a choice in deciding how I do my work | 11% | 4% | 86% |
| I have the authority to do my job effectively | 7% | 7% | 86% |
| I clearly understand what I am expected to do in this job | 7% | 11% | 82% |
| My job allows me to utilise my skills, knowledge and abilities | 11% | 14% | 75% |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | 7% | 25% | 68% |
| My work performance is assessed against clear criteria | 14% | 25% | 61% |
| End of table |  |  |  |

#### Benchmark agree results

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I understand how my job contributes to my organisation’s purpose | 93% | 81% | 91% | 100% |
| I have a choice in deciding how I do my work | 86% | 60% | 78% | 100% |
| I have the authority to do my job effectively | 86% | 57% | 75% | 100% |
| I clearly understand what I am expected to do in this job | 82% | 55% | 80% | 97% |
| My job allows me to utilise my skills, knowledge and abilities | 75% | 59% | 81% | 100% |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | 68% | 54% | 73% | 100% |
| My work performance is assessed against clear criteria | 61% | 36% | 63% | 87% |
| End of table |  |  |  |  |

## Meaningful work

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I feel that I can make a worthwhile contribution at work | 7% | 4% | 89% |
| I am achieving something important through my work | 7% | 11% | 82% |
| End of table |  |  |  |

#### Benchmark agree results

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| I feel that I can make a worthwhile contribution at work | 89% | 73% | 85% | 100% |
| I am achieving something important through my work | 82% | 62% | 80% | 100% |
| End of table |  |  |  |  |

## Safe to speak up

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| People in your workgroup are able to bring up problems and tough issues | 7% | 14% | 79% |
| I feel safe to challenge inappropriate behaviour at work | 14% | 18% | 68% |
| I am confident that I would be protected from reprisal for reporting improper conduct | 21% | 14% | 64% |
| I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner | 14% | 29% | 57% |
| People in my workgroup often reject others for being different | 75% | 21% | 4% |
| If I make a mistake in my workgroup, it is often held against me | 61% | 29% | 11% |
| End of table |  |  |  |

#### Benchmark agree results

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| People in your workgroup are able to bring up problems and tough issues | 79% | 61% | 78% | 97% |
| I feel safe to challenge inappropriate behaviour at work | 68% | 49% | 68% | 100% |
| I am confident that I would be protected from reprisal for reporting improper conduct | 64% | 51% | 69% | 100% |
| I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner | 57% | 38% | 62% | 94% |
| End of table |  |  |  |  |

#### Benchmark disagree results

##### Comparator results 2021

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average | Highest comparator |
| People in my workgroup often reject others for being different | 75% | 76% | 86% | 100% |
| If I make a mistake in my workgroup, it is often held against me | 61% | 63% | 77% | 96% |
| End of table |  |  |  |  |

## Barriers to optimal work

### What is this

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

### Why is this 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.

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

### Results 2021

#### Which of the following are currently the most significant barriers (if any) that prevent you performing optimally at work?

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Too many competing priorities | 46% | 40% | 36% |
| Communication processes | 21% | 16% | 19% |
| Technology limitations | 21% | 17% | 20% |
| There are no noticeable barriers | 18% | 16% | 18% |
| Administrative processes (including leave and HR requirements) | 14% | 16% | 19% |
| Difficulties in separating work from other aspects of my life | 14% | 13% | 10% |
| Poor mental health or wellbeing | 14% | 12% | 11% |
| Poor work-life balance | 14% | 12% | 12% |
| Decision making and authorisation processes | 11% | 29% | 23% |
| Absence of visibility of team progress and deliverables | 7% | 11% | 9% |
| End of table |  |  |  |

# Public sector values

## Contents

Results included in this section:

* Scorecard: public sector values
* Responsiveness
* Integrity
* Impartiality
* Accountability
* Respect
* Leadership
* Human rights

## Scorecard: public sector values

### What is this

These are the 7 values that form the basis for the professional and ethical conduct of everyone who works in the public sector.

### Why is this 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.

### Results 2021

#### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2021 | Comparator average in 2021 | Public sector average in 2021 |
| Responsiveness | 96% | 91% | 87% |
| Respect | 83% | 84% | 78% |
| Accountability | 81% | 78% | 76% |
| Human rights | 74% | 82% | 80% |
| Integrity | 68% | 77% | 70% |
| Impartiality | 66% | 75% | 68% |
| Leadership | 64% | 79% | 73% |
| End of table |  |  |  |

## Responsiveness

### What is this

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

### Why is this 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 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My manager ensures clients receive a high standard of service | 4% | 0% | 0% | 96% |
| My workgroup strives to deliver services in a timely manner | 0% | 0% | 4% | 96% |
| My workgroup strives to provide high quality advice and services | 4% | 0% | 0% | 96% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average  | Highest comparator |
| My manager ensures clients receive a high standard of service | 96% | 76% | 90% | 100% |
| My workgroup strives to deliver services in a timely manner | 96% | 70% | 91% | 100% |
| My workgroup strives to provide high quality advice and services | 96% | 78% | 92% | 100% |
| End of table |  |  |  |  |

## Integrity

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My organisation is committed to earning a high level of public trust | 0% | 4% | 11% | 86% |
| My manager demonstrates honesty and integrity | 7% | 0% | 14% | 79% |
| I feel safe to challenge inappropriate behaviour at work | 14% | 0% | 18% | 68% |
| People in my workgroup appropriately manage conflicts of interest | 7% | 4% | 21% | 68% |
| People in my workgroup are honest, open and transparent in their dealings | 4% | 0% | 29% | 68% |
| I am confident that I would be protected from reprisal for reporting improper conduct | 21% | 0% | 14% | 64% |
| My organisation does not tolerate improper conduct | 11% | 4% | 25% | 61% |
| Senior leaders demonstrate honesty and integrity | 25% | 4% | 21% | 50% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average  | Highest comparator |
| My organisation is committed to earning a high level of public trust | 86% | 48% | 83% | 100% |
| My manager demonstrates honesty and integrity | 79% | 70% | 89% | 100% |
| I feel safe to challenge inappropriate behaviour at work | 68% | 49% | 68% | 100% |
| People in my workgroup appropriately manage conflicts of interest | 68% | 56% | 79% | 100% |
| People in my workgroup are honest, open and transparent in their dealings | 68% | 65% | 81% | 97% |
| I am confident that I would be protected from reprisal for reporting improper conduct | 64% | 51% | 69% | 100% |
| My organisation does not tolerate improper conduct | 61% | 40% | 71% | 100% |
| Senior leaders demonstrate honesty and integrity | 50% | 44% | 72% | 100% |
| End of table |  |  |  |  |

## Impartiality

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| People in my workgroup are politically impartial in their work | 0% | 0% | 14% | 86% |
| My workgroup focuses on making decisions informed by all relevant facts | 7% | 0% | 11% | 82% |
| My workgroup places a priority on acting fairly and without bias | 4% | 0% | 29% | 68% |
| My organisation makes fair recruitment and promotion decisions, based on merit | 21% | 14% | 36% | 29% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average  | Highest comparator |
| People in my workgroup are politically impartial in their work | 86% | 63% | 82% | 100% |
| My workgroup focuses on making decisions informed by all relevant facts | 82% | 63% | 80% | 96% |
| My workgroup places a priority on acting fairly and without bias | 68% | 69% | 82% | 97% |
| My organisation makes fair recruitment and promotion decisions, based on merit | 29% | 27% | 57% | 94% |
| End of table |  |  |  |  |

## Accountability

### What is this

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

### Why is this 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 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| I understand how my job contributes to my organisation’s purpose | 0% | 0% | 7% | 93% |
| My workgroup has clear lines of responsibility | 4% | 0% | 11% | 86% |
| I clearly understand what I am expected to do in this job | 7% | 0% | 11% | 82% |
| My workgroup strives to make the best use of its resources | 0% | 0% | 18% | 82% |
| Senior leaders provide clear strategy and direction | 18% | 0% | 18% | 64% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average  | Highest comparator |
| I understand how my job contributes to my organisation’s purpose | 93% | 81% | 91% | 100% |
| My workgroup has clear lines of responsibility | 86% | 65% | 77% | 94% |
| I clearly understand what I am expected to do in this job | 82% | 55% | 80% | 100% |
| My workgroup strives to make the best use of its resources | 82% | 68% | 81% | 100% |
| Senior leaders provide clear strategy and direction | 64% | 29% | 62% | 100% |
| End of table |  |  |  |  |

## Respect

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My manager listens to what I have to say | 0% | 0% | 7% | 93% |
| My organisation encourages respectful workplace behaviours | 7% | 0% | 7% | 86% |
| People in my workgroup treat each other with respect | 7% | 0% | 7% | 86% |
| My manager treats employees with dignity and respect | 4% | 0% | 14% | 82% |
| My workgroup respectfully consults with clients and stakeholders to improve outcomes | 4% | 4% | 11% | 82% |
| My manager keeps me informed about what's going on | 7% | 0% | 14% | 79% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 11% | 7% | 11% | 71% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average  | Highest comparator |
| My manager listens to what I have to say | 93% | 78% | 87% | 100% |
| My organisation encourages respectful workplace behaviours | 86% | 63% | 84% | 100% |
| People in my workgroup treat each other with respect | 86% | 73% | 90% | 100% |
| My manager treats employees with dignity and respect | 82% | 79% | 90% | 100% |
| My workgroup respectfully consults with clients and stakeholders to improve outcomes | 82% | 73% | 88% | 100% |
| My manager keeps me informed about what's going on | 79% | 67% | 81% | 100% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 71% | 43% | 67% | 100% |
| End of table |  |  |  |  |

## Leadership

### What is this

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

### Why is this important

Good leadership plays a role in the development of workplace culture.

It also gives Victorian's confidence that staff in the public sector behave to a high standard.

### How to read this

Under ‘Your 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My manager models my organisation’s values | 7% | 0% | 14% | 79% |
| Senior leaders model my organisation's values | 29% | 0% | 21% | 50% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average  | Highest comparator |
| My manager models my organisation’s values | 79% | 67% | 86% | 100% |
| Senior leaders model my organisation's values | 50% | 48% | 71% | 100% |
| End of table |  |  |  |  |

## Human rights

### What is this

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

### Why is this 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 2021 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 agree results’, compare your comparator groups overall, lowest and highest scores with your own.

### Results 2021

#### Your 2021 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My organisation respects the human rights of employees | 0% | 7% | 11% | 82% |
| My workgroup values human rights | 0% | 0% | 21% | 79% |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | 7% | 0% | 25% | 68% |
| My organisation encourages employees to act in ways that are consistent with human rights | 0% | 11% | 21% | 68% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Comparator results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You | Lowest comparator | Comparator average  | Highest comparator |
| My organisation respects the human rights of employees | 82% | 63% | 83% | 100% |
| My workgroup values human rights | 79% | 75% | 88% | 100% |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | 68% | 54% | 73% | 100% |
| My organisation encourages employees to act in ways that are consistent with human rights | 68% | 59% | 82% | 100% |
| End of table |  |  |  |  |

# Demographics

## Contents

Results included in this section:

* Age, Australian Defence Force service and education
* Aboriginal and/or Torres Strait Islander
* Disability
* Gender, variations in sex characteristics and sexual orientation
* Cultural diversity
* Employment characteristics
* Adjustments
* Caring responsibilities

## Age, Australian Defence Force service and education

### What is this

These are employment characteristics of staff.

### Why is this important

This helps organisations understand the diversity of their staff.

### How to read this

Each demographic area shows the breakdown of responses from your survey results, by percentage and number.

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.

### Results 2021

#### Age

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| 35-54 years | 46% | 13 |
| 55+ years | 29% | 8 |
| Prefer not to say | 25% | 7 |
| End of table |  |  |

#### Have you served in the Australian Defence Force (permanent or reservist)?

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| No | 96% | 27 |
| Prefer not to say | 4% | 1 |
| End of table |  |  |

#### Highest level of formal education

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Master Degree level | 14% | 4 |
| Graduate Diploma or Graduate Certificate level | 4% | 1 |
| Bachelor Degree level incl. honours degrees | 18% | 5 |
| Advanced Diploma or Diploma level | 14% | 4 |
| Certificate III or IV level | 4% | 1 |
| Year 12 or equivalent (VCE/Leaving certificate) | 25% | 7 |
| Certificate I or II level | 4% | 1 |
| Prefer not to say | 18% | 5 |
| End of table |  |  |

## Aboriginal and/or Torres Strait Islander employees

### What is this

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

### Why is this important

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

### How to read this

Each demographic area shows the breakdown of responses from your survey results, by percentage and number.

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.

### Results 2021

#### Aboriginal and/or Torres Strait Islander

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Yes | 0% | 0 |
| Non Aboriginal and/or Torres Strait Islander | 93% | 26 |
| Prefer not to say | 7% | 2 |
| End of table |  |  |

## Disability

### What is this

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

### Why is this important

This helps organisations understand the diversity of their staff.

### How to read this

Each demographic area shows the breakdown of responses from your survey results, by percentage and number.

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.

### Results 2021

#### Do you identify as a person with a disability?

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| No | 96% | 27 |
| Prefer not to say | 4% | 1 |
| End of table |  |  |

## Gender, variations in sex characteristics and sexual orientation

### What is this

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

### Why is this important

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

### How to read this

Each demographic area shows the breakdown of responses from your survey results, by percentage and number.

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.

### Results 2021

#### How would you describe your gender?

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Man | 50% | 14 |
| Woman | 29% | 8 |
| Prefer not to say | 21% | 6 |
| End of table |  |  |

#### Are you trans, non-binary or gender diverse?

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| No | 86% | 24 |
| Prefer not to say | 14% | 4 |
| End of table |  |  |

#### To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?\*

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| No | 79% | 22 |
| Don't know | 7% | 2 |
| Prefer not to say | 14% | 4 |
| End of table |  |  |

#### How do you describe your sexual orientation?

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Straight (heterosexual) | 64% | 18 |
| Prefer not to say | 36% | 10 |
| End of table |  |  |

## Cultural diversity

### What is this

These are the personal characteristics of staff.

### Why is this important

This helps organisations understand the diversity of their staff.

### How to read this

Each demographic area shows the breakdown of responses from your survey results, by percentage and number.

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.

### Results 2021

#### Country of birth

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Born in Australia | 54% | 15 |
| Not born in Australia | 21% | 6 |
| Prefer not to say | 25% | 7 |
| End of table |  |  |

#### When did you first arrive in Australia?\*

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| More than 20 years ago | 83% | 5 |
| 10 to less than 20 years ago | 17% | 1 |
| End of table |  |  |

#### Language other than English spoken with family or community

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Yes | 25% | 7 |
| No | 64% | 18 |
| Prefer not to say | 11% | 3 |
| End of table |  |  |

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Cantonese | 14% | 1 |
| Filipino | 14% | 1 |
| Greek | 14% | 1 |
| Hindi | 14% | 1 |
| Italian | 14% | 1 |
| Mandarin | 14% | 1 |
| Other | 14% | 1 |
| Tagalog | 14% | 1 |
| Tamil | 14% | 1 |
| End of table |  |  |

#### Cultural identity

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Australian | 50% | 14 |
| Prefer not to say | 25% | 7 |
| East and/or South-East Asian | 11% | 3 |
| English, Irish, Scottish and/or Welsh | 7% | 2 |
| European (including Western, Eastern and South-Eastern Europe, and Scandinavia) | 7% | 2 |
| New Zealander | 4% | 1 |
| End of table |  |  |

#### Religion

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Christianity | 32% | 9 |
| No religion | 32% | 9 |
| Prefer not to say | 25% | 7 |
| Hinduism | 4% | 1 |
| Judaism | 4% | 1 |
| Other | 4% | 1 |
| End of table |  |  |

## Employment characteristics

### What is this

These are the employment characteristics of staff.

### Why is this important

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

### How to read this

Each demographic area shows the breakdown of responses from your survey results, by percentage and number.

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.

### Results 2021

#### Working arrangement

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Full-Time | 79% | 22 |
| Part-Time | 21% | 6 |
| End of table |  |  |

#### Gross base salary (ongoing/fixed term only)

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Below $65k | 15% | 4 |
| $65k to $95k | 22% | 6 |
| $95k to $125k | 19% | 5 |
| $125k or more | 15% | 4 |
| Prefer not to say | 30% | 8 |
| End of table |  |  |

#### Organisational tenure

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| <1 year | 4% | 1 |
| 1 to less than 2 years | 11% | 3 |
| 2 to less than 5 years | 11% | 3 |
| 5 to less than 10 years | 4% | 1 |
| 10 to less than 20 years | 39% | 11 |
| More than 20 years | 32% | 9 |
| End of table |  |  |

#### Management responsibility

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Manager of other manager(s) | 7% | 2 |
| Other manager | 4% | 1 |
| Non-manager | 89% | 25 |
| End of table |  |  |

#### Employment type

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Ongoing and executive | 89% | 25 |
| Fixed term | 7% | 2 |
| Other | 4% | 1 |
| End of table |  |  |

#### Have you moved between roles in the last 12 months?\*

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| I have moved to a different role within my organisation (including acting roles) | 11% | 3 |
| I have not moved between roles | 89% | 25 |
| End of table |  |  |

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Melbourne: Suburbs | 57% | 16 |
| Melbourne CBD | 36% | 10 |
| Bendigo | 4% | 1 |
| Other city or town | 4% | 1 |
| End of table |  |  |

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Home/private location | 86% | 24 |
| A main office | 11% | 3 |
| Other (please specify) | 4% | 1 |
| End of table |  |  |

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Home/private location | 39% | 11 |
| No, I have not worked from any other locations | 36% | 10 |
| A main office | 32% | 9 |
| Other | 4% | 1 |
| End of table |  |  |

## Adjustments

### What is this

These are adjustments staff requested to perform in their role.

### Why is this 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, by percentage and number.

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.

### Results 2021

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| No, I have not requested adjustments | 79% | 22 |
| Flexible working arrangements | 21% | 6 |
| End of table |  |  |

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Work-life balance | 83% | 5 |
| Health | 50% | 3 |
| Caring responsibilities | 33% | 2 |
| Family responsibilities | 33% | 2 |
| End of table |  |  |

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| The adjustments I needed were made and the process was satisfactory | 100% | 6 |
| End of table |  |  |

## Caring

### What is this

These are staff-reported caring responsibilities.

### Why is this 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, by percentage and number.

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.

### Results 2021

#### Caring responsibility

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| None of the above | 43% | 12 |
| Prefer not to say | 21% | 6 |
| Primary school aged child(ren) | 11% | 3 |
| Preschool aged child(ren) | 7% | 2 |
| Frail or aged person(s) | 7% | 2 |
| Child(ren) - younger than preschool age | 4% | 1 |
| Person(s) with a medical condition | 4% | 1 |
| Person(s) with a mental illness | 4% | 1 |
| Secondary school aged child(ren) | 4% | 1 |
| End of table |  |  |

# End of report

Produced by the Victorian Public Sector Commission.

For more information about the survey, read: [People matter survey](https://vpsc.vic.gov.au/resources/people-matter-survey-resources/)