

# People matter survey 2021

Have your say

Report overview

About your report

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

Report contents

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

Rounding of percentages

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

Survey questions and definitions

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

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# People matter

## survey 2021

Have your say

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- Survey's theoretical framework
- Your comparator group
- Your response rate

### People outcomes

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- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay
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- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

### Key differences

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- Lowest scoring
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- Biggest negative difference from comparator

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- Taking action questions

### Senior leadership

- Senior leadership questions

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- Organisational integrity
- Workplace flexibility
- Equal employment opportunity
- Psychosocial and physical safety climate
- Psychosocial safety climate score
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### Workgroup climate

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### Job and manager factors

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- Manager support
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- Barriers to optimal work

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

### Demographics

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

## Report overview

### Privacy and anonymity

To protect you, we:

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

Read more in [our privacy policy](#).

# Report overview

## Survey's theoretical framework

### What this is

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

### Why this is important

Based on theory and research, the framework focuses on core themes that help guide organisations in creating better workplaces.

We developed the framework in consultation with stakeholders from the public sector and Deakin University.

### Our public sector values

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

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

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



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



# Report overview

Your comparator group1 of 2

## What this is

This is a list of similar organisations to yours.

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

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

**How we use this in your report**

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

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

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

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



# Report overview

Your comparator group2 of 2

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- Victorian Commission for Gambling and Liquor Regulation
- Victorian Disability Worker Commission
- Victorian Equal Opportunity and Human Rights Commission
- Victorian Fisheries Authority
- Victorian Government Solicitor's Office
- Victorian Public Sector Commission
- Victorian Responsible Gambling Foundation



# Report overview

## Your response rate

### What this is

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

### Why this is important

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

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

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

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

### How to read this

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

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

2020		2021	
-		46%	
-		(372)	
Comparator	70%	Comparator	50%
Public Sector	49%	Public Sector	39%



# People matter

## survey 2021

### Have your say

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# People outcomes

## Scorecard: employee engagement index

### What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

### Why this is important

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

2020

-

Comparator 69  
Public Sector 68

2021

68

Comparator 72  
Public Sector 70

People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 68.

Why this is important

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

How to read this

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

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

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

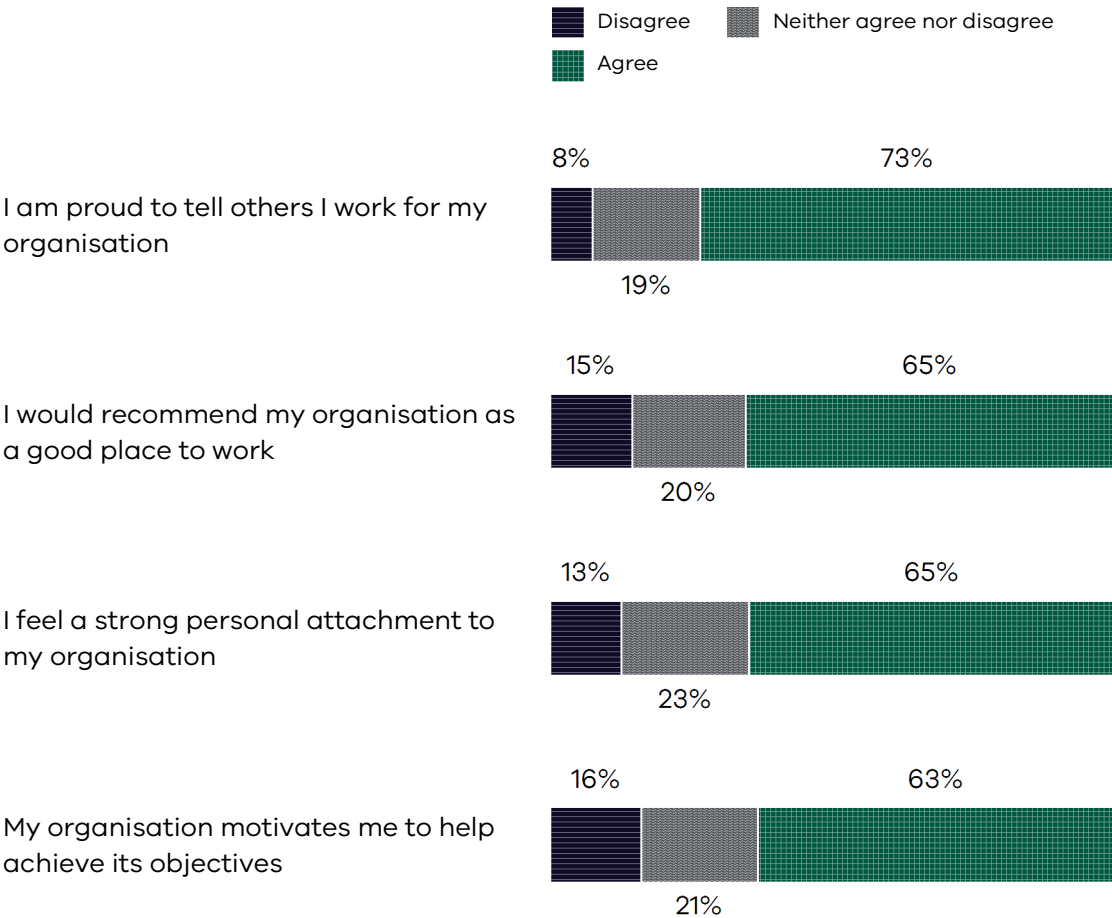
Example

73% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Survey question

Your results

Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
73 %	51 %	81 %	100 %
65 %	38 %	73 %	95 %
65 %	42 %	65 %	95 %
63 %	32 %	70 %	94 %

# People outcomes

## Engagement question results 2 of 2

### What this is

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

### Your organisation's engagement index

Your 2021 index is 68.

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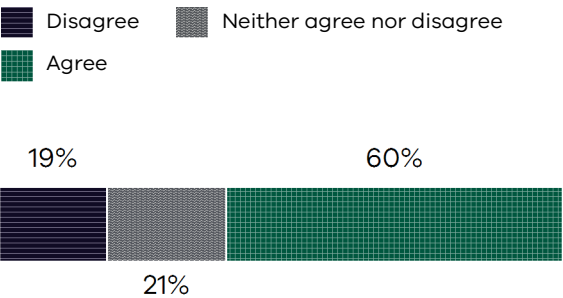
### Example

60% of your staff who did the survey agreed or strongly agreed with 'My organisation inspires me to do the best in my job'.

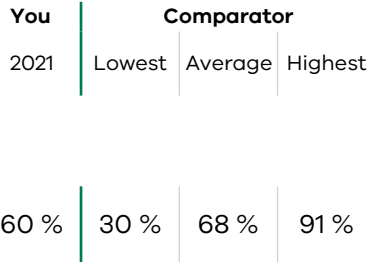
## Survey question

My organisation inspires me to do the best in my job

## Your results



## Benchmark agree results





# People outcomes

Scorecard: satisfaction, stress, intention to stay

## What this is

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

There are more people outcomes scorecards throughout this report.

## Why this is important

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

## How to read this

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

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

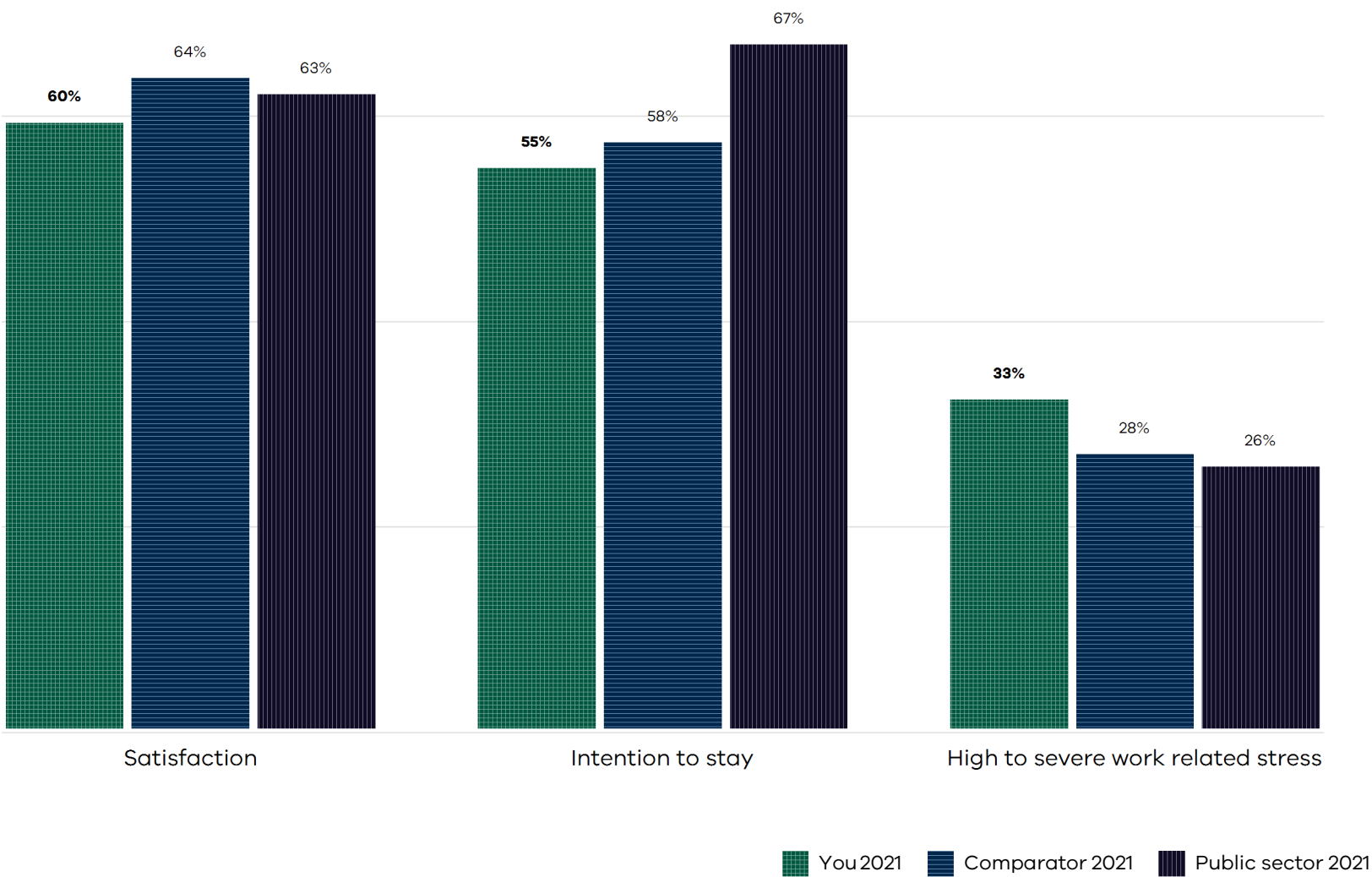
## Example

In 2021:

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

Compared to:

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



# People outcomes

## Satisfaction question results 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

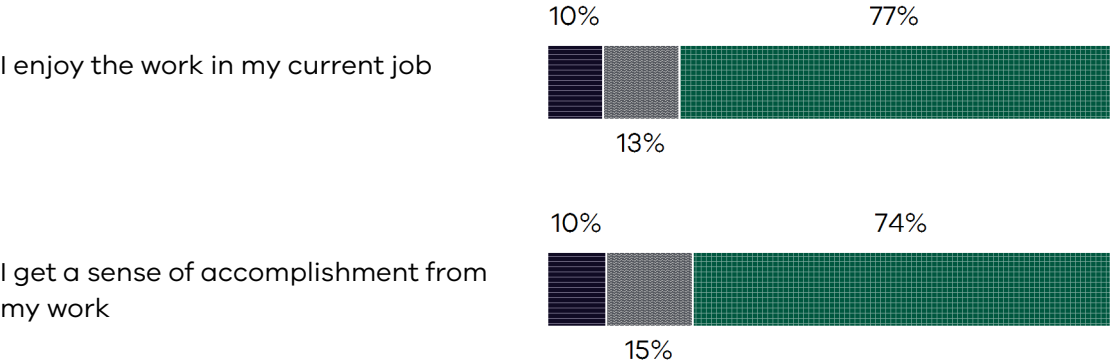
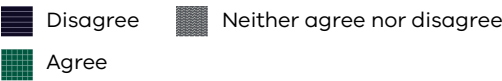
### Example

77% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

## Survey question

## Your results

## Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
77 %	67 %	79 %	100 %
74 %	61 %	78 %	96 %

People outcomes

Satisfaction question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

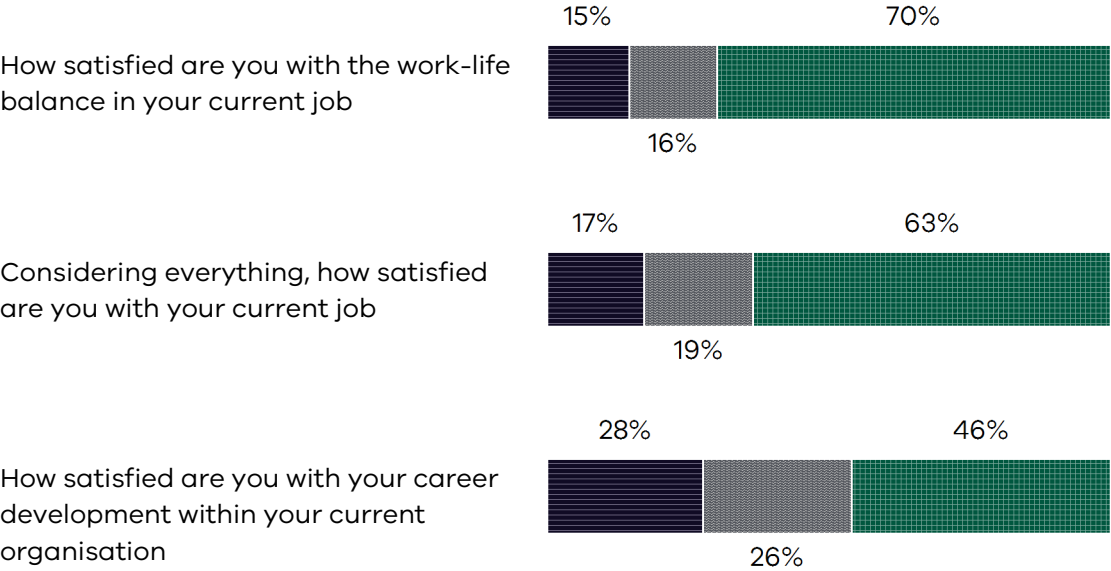
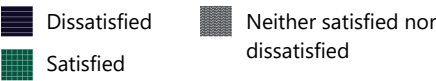
Example

70% of your staff who did the survey were satisfied or very satisfied with 'How satisfied are you with the work-life balance in your current job'.

Survey question

Your results

Benchmark satisfied results



You	Comparator		
	Lowest	Average	Highest
2021			
70 %	56 %	69 %	93 %
63 %	54 %	70 %	93 %
46 %	38 %	53 %	76 %

## People outcomes

### Work-related stress levels

#### What this is

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

#### Why this is important

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

#### How to read this

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

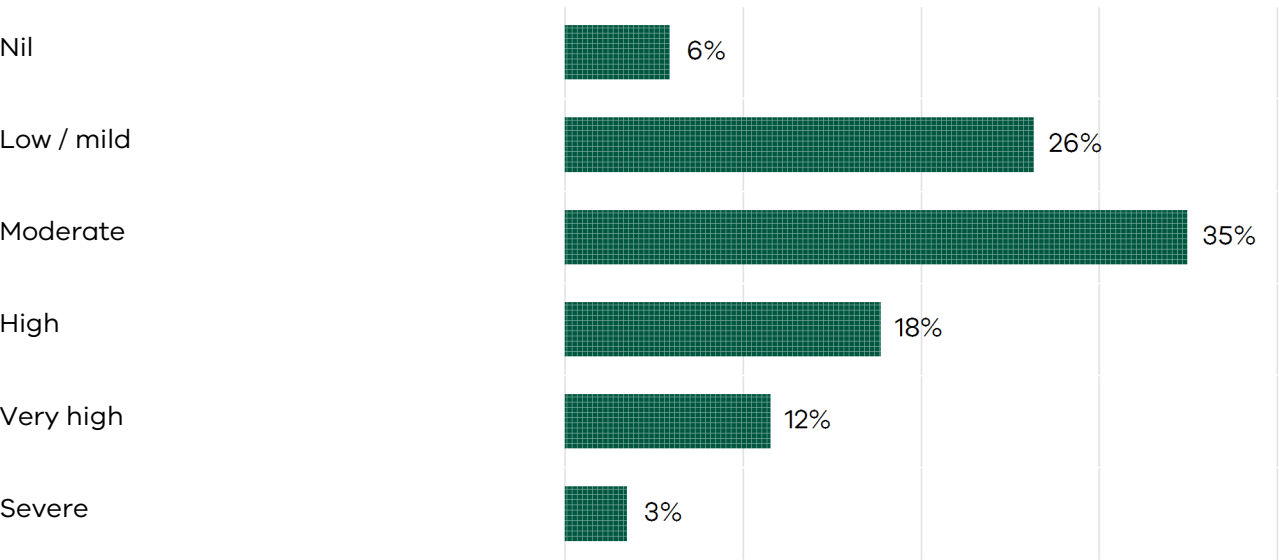
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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

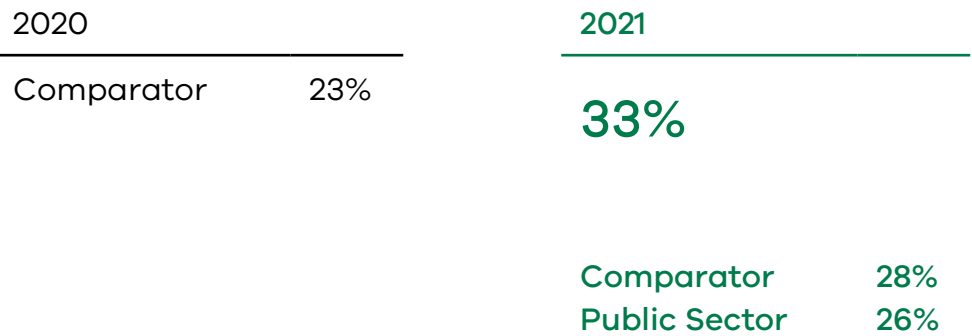
#### Example

33% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 28% of staff in your comparator group and 26% of staff across the public sector.

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



### Reported levels of high to severe stress





## People outcomes

### Work-related stress causes

#### What this is

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

#### Why this is important

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

#### How to read this

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

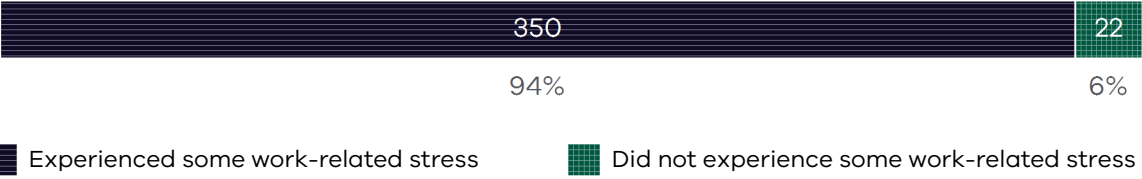
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

#### Example

94% of your staff who did the survey said they experienced mild to severe stress.

Of that 94%, 50% said the top reason was 'Workload'.



Of those that experienced work related stress it was from ...	You 2021	Comparator 2021	Public sector 2021
Workload	50%	52%	51%
Time pressure	46%	47%	42%
Organisation or workplace change	32%	10%	11%
Job security	18%	8%	9%
Dealing with clients, patients or stakeholders	14%	16%	14%
Management of work (e.g. supervision, training, information, support)	14%	13%	13%
Unclear job expectations	13%	15%	11%
Content, variety, or difficulty of work	13%	14%	12%
Other	11%	8%	9%
Competing home and work responsibilities	10%	12%	12%

## People outcomes

### Intention to stay

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

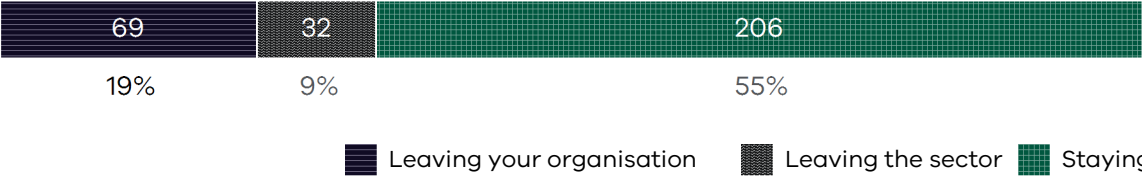
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

#### Example

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

Of that 27%, 53% said it was from 'Opportunity to broaden experience'.

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



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

	You 2021	Comparator 2021	Public sector 2021
Opportunity to broaden experience	53%	49%	40%
Limited future career opportunities at my organisation	51%	51%	42%
Lack of confidence in senior leadership	48%	29%	34%
Limited opportunities to gain further experience at my organisation	41%	39%	33%
Opportunity to seek/take a promotion elsewhere	38%	44%	33%
Lack of organisational stability	33%	16%	18%
Better remuneration	25%	30%	26%
Limited developmental/educational opportunities at my organisation	25%	24%	24%
End of contract/secondment	21%	14%	11%
Excessive workload	20%	22%	25%

# People outcomes

## Scorecard: emotional effects of work

### What this is

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

### Why this is important

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

### How to read this

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

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

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

### Example

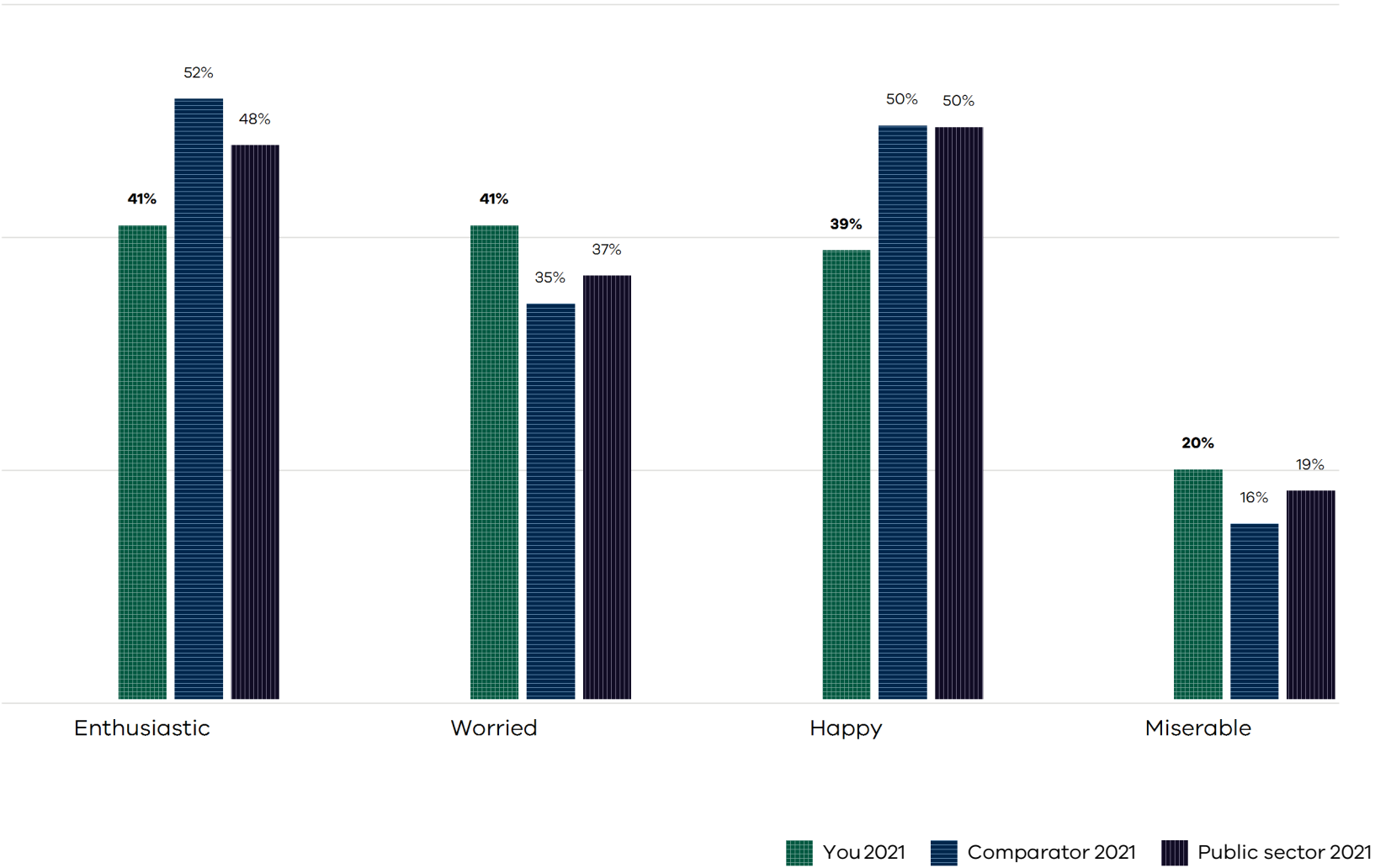
In 2021:

- 39% of your staff who did the survey said work made them feel happy in 2021

Compared to:

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

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



# People outcomes

## Scorecard: negative behaviours

### What this is

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

### Why this is important

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

### How to read this

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

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

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

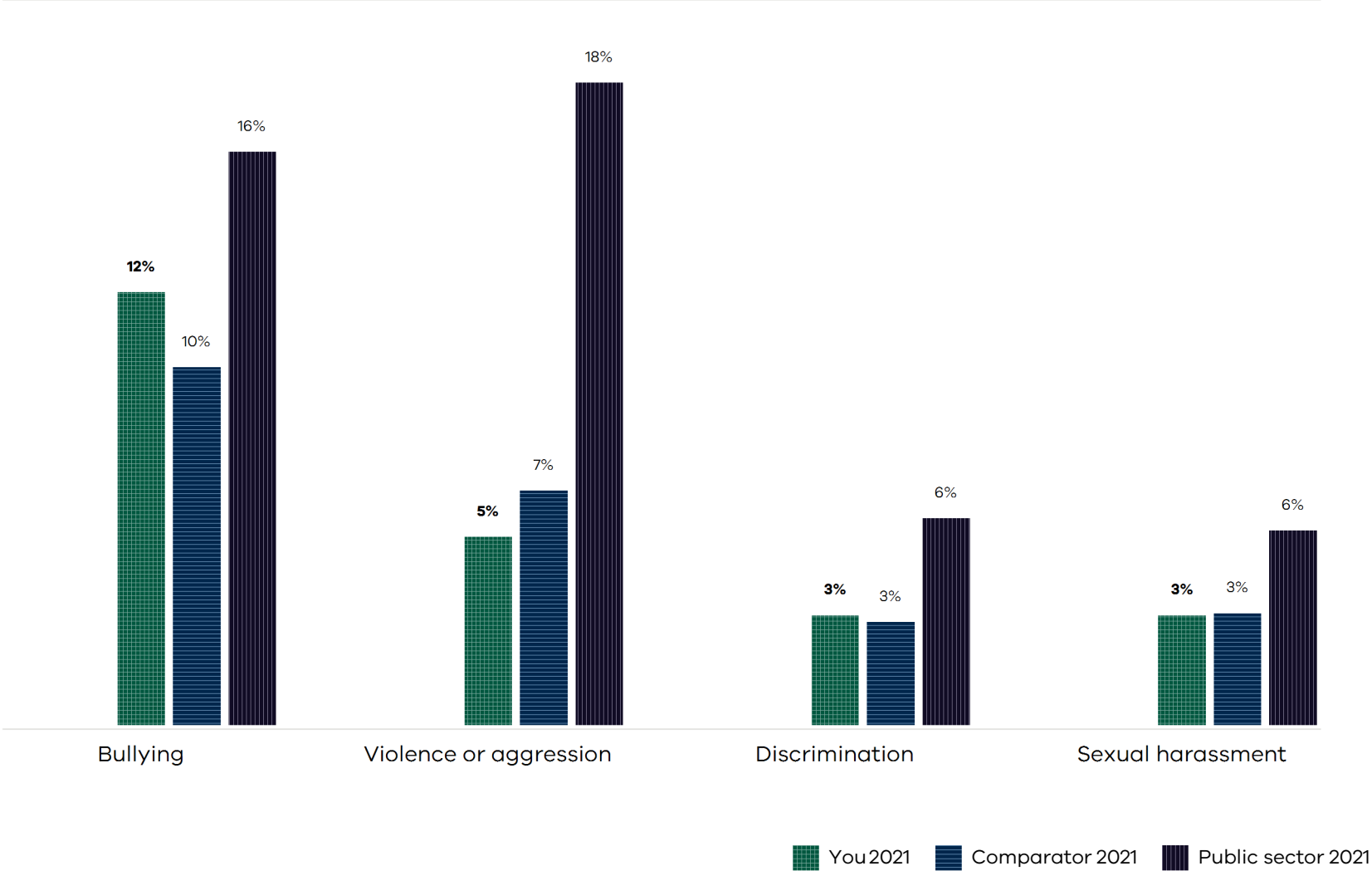
### Example

In 2021:

- 12% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months.

Compared to:

- 10% of staff at your comparator and 16% of staff across the public sector.





## People outcomes

### Bullying

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

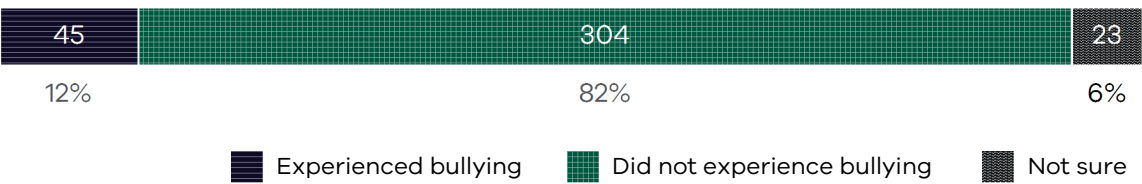
In descending order, the table shows the answers.

#### Example

12% of your staff who did the survey said they experienced bullying.

Of that 12%, 67% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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



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

	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	67%	76%	69%
Exclusion or isolation	38%	43%	42%
Withholding essential information for me to do my job	36%	37%	27%
Other	27%	13%	15%
Being assigned meaningless tasks unrelated to the job	20%	14%	13%
Intimidation and/or threats	18%	27%	32%
Being given impossible assignment(s)	13%	12%	9%
Verbal abuse	7%	18%	20%
Interference with my personal property and/or work equipment	4%	4%	4%

## People outcomes

### Telling someone about the bullying

#### What this is

This is if staff told someone when they experienced bullying.

#### Why this is important

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

#### How to read this

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

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

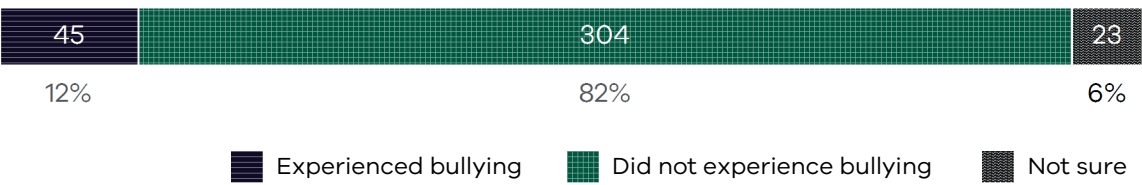
In descending order, the table shows the answers.

#### Example

12% of your staff who did the survey said they experienced bullying, of which

- 56% said the top way they reported the bullying was 'Told a colleague'.
- 93% said they didn't submit a formal complaint.

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



### Did you tell anyone about the bullying?

	You 2021	Comparator 2021	Public sector 2021
Told a colleague	56%	43%	42%
Told a manager	56%	49%	47%
Told a friend or family member	33%	43%	34%
Told the person the behaviour was not OK	27%	19%	17%
Told Human Resources	24%	19%	12%
Told employee assistance program (EAP) or peer support	16%	11%	9%
Told someone else	11%	13%	12%
I did not tell anyone about the bullying	9%	11%	12%
Submitted a formal complaint	7%	8%	12%

## People outcomes

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

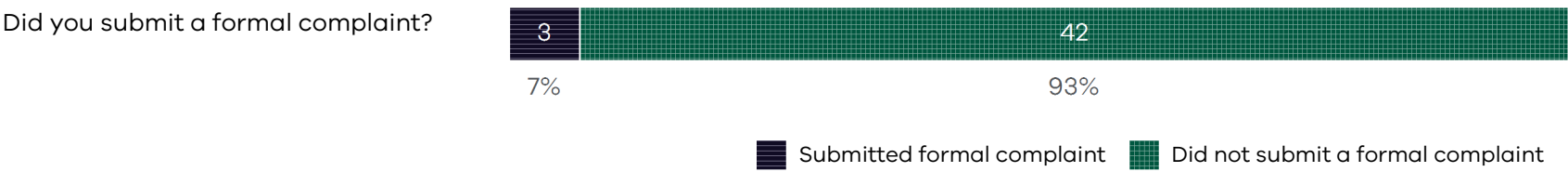
**What this is**  
This is why staff who experienced bullying chose not to submit a formal complaint.

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

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

**Example**  
93% of your staff who experienced bullying did not submit a formal complaint, of which:

- 64% said the top reason was 'I believed there would be negative consequences for my reputation'.



Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	64%	58%	53%
I believed there would be negative consequences for my career	55%	49%	40%
I didn't think it would make a difference	50%	50%	50%
Other	24%	13%	12%
I thought the complaint process would be embarrassing or difficult	21%	13%	14%
I was advised not to	19%	4%	5%
I didn't feel safe to report the incident	17%	21%	19%
I didn't think it was serious enough	17%	21%	16%
I didn't need to because I no longer had contact with the person(s) who bullied me	14%	9%	8%
I believed there would be negative consequences for the person I was going to complain about	10%	10%	10%

# People outcomes

## Perpetrators of bullying

### What this is

This is who staff have said are responsible for bullying.

### Why this is important

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

### How to read this

In this year’s survey, 12% of your staff said they experienced bullying.

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

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

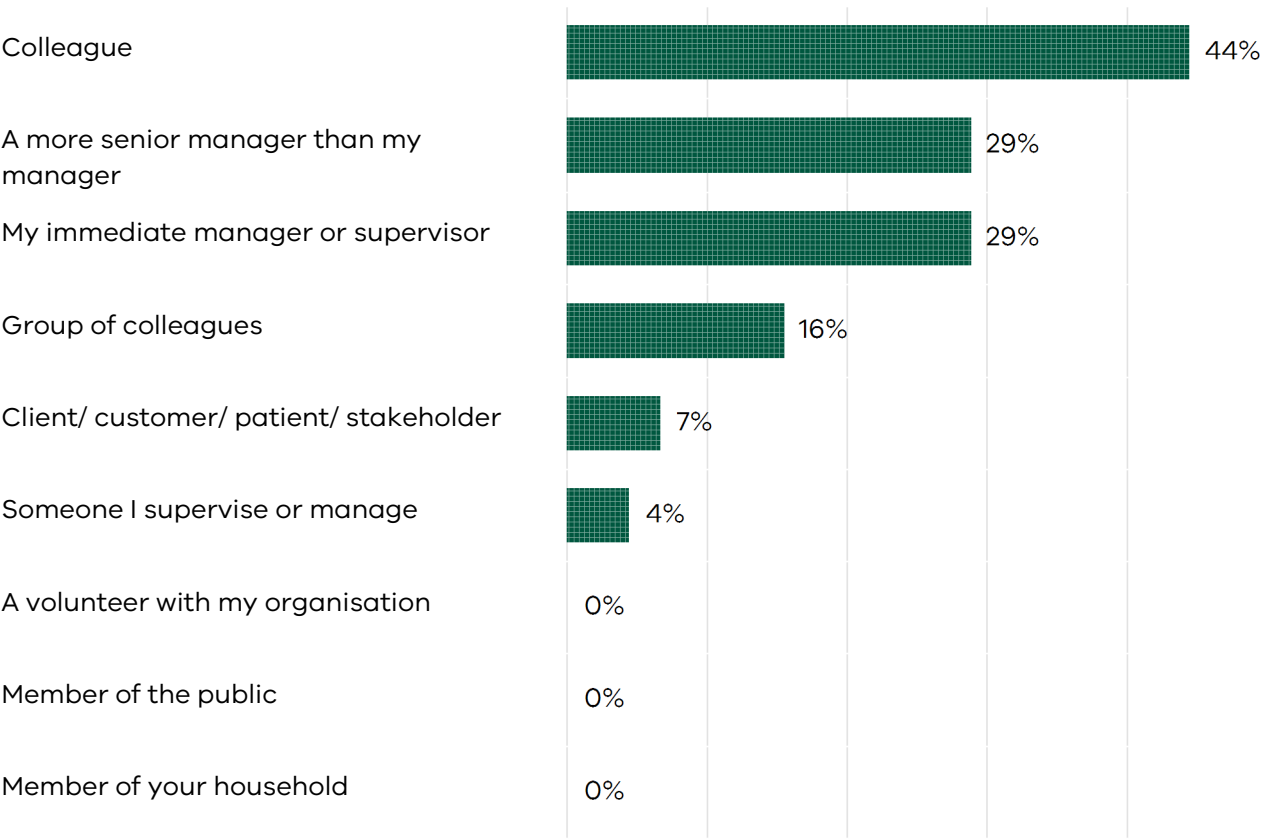
Each row is one perpetrator or group of perpetrators.

### Example

12% of your staff who did the survey said they experienced bullying.

Of that 12%, 44% said it was by 'Colleague'.

45 people (12% of staff) experienced bullying (You2021)





# People outcomes

## Frequency of bullying

### What this is

This is how often staff experienced bullying.

### Why this is important

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

### How to read this

In this year’s survey, 12% of your staff said they experienced bullying.

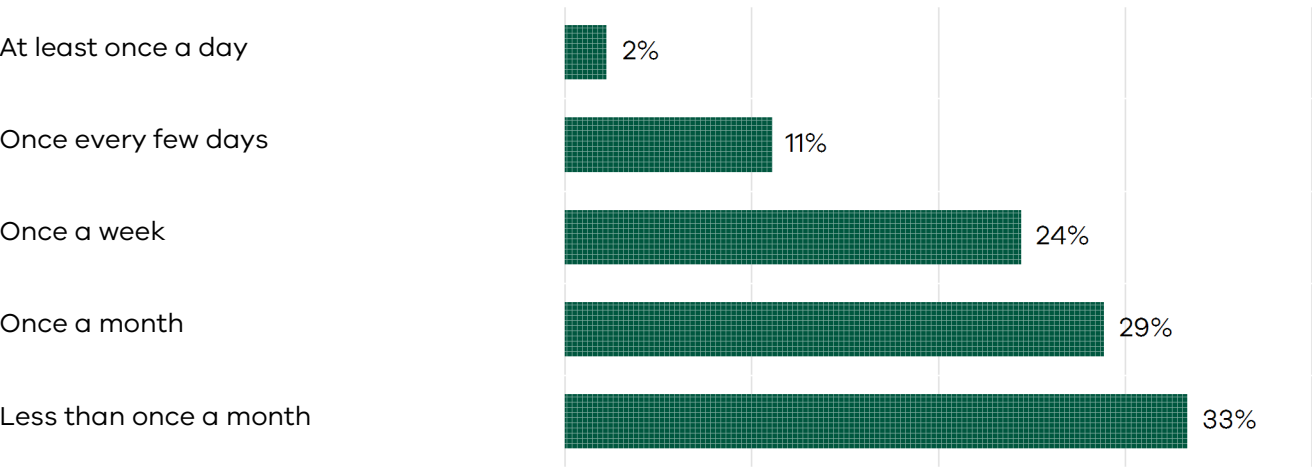
If they did, they could tell us how often they experienced this behaviour.

### Example

12% of your staff who did the survey said they experienced bullying.

Of that 12%, 2% said it was 'At least once a day'.

How often have you experienced bullying? (You2021)



## People outcomes

### Sexual harassment

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

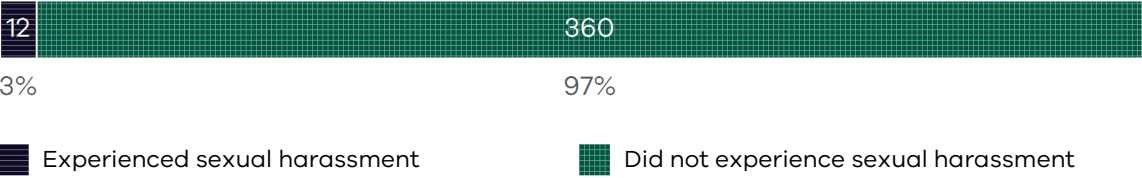
In descending order, the table shows the top 10 answers.

#### Example

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

Of those, 50% said the top type was 'Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)'.

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



#### Behaviours reported

	You 2021	Comparator 2021	Public sector 2021
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	50%	49%	54%
Intrusive questions about your private life or comments about your physical appearance	42%	51%	50%
Sexually explicit pictures, posters or gifts that made you feel offended	8%	1%	1%
Any other unwelcome conduct of a sexual nature	0%	4%	7%
Inappropriate physical contact (including momentary or brief physical contact)	0%	10%	17%
Inappropriate staring or leering that made you feel intimidated	0%	13%	15%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	0%	3%	3%
Repeated or inappropriate invitations to go out on dates	0%	1%	3%
Request or pressure for sex or other sexual acts	0%	0%	1%
Sexual gestures, indecent exposure or inappropriate display of the body	0%	6%	6%

## People outcomes

### Response to sexual harassment

#### What this is

This is how staff responded when they experienced sexual harassment.

#### Why this is important

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

#### How to read this

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

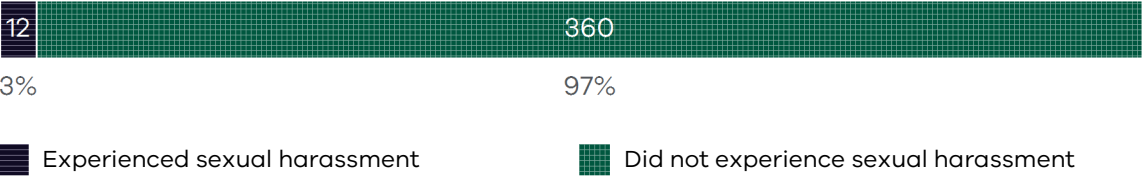
If they did, they could tell us with one or more answers how they responded.

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

#### Example

3% of your staff who did the survey said they experienced sexual harassment. Of those, 67% said their top response was 'Tried to laugh it off or forget about it'.

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



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

	You 2021	Comparator 2021	Public sector 2021
Tried to laugh it off or forget about it	67%	49%	41%
Avoided the person(s) by staying away from them	42%	32%	36%
Pretended it didn't bother you	33%	52%	45%
Told a colleague	25%	25%	29%
Told a friend or family member	25%	23%	21%
Told the person the behaviour was not OK	25%	14%	31%
Told Human Resources	17%	4%	3%
Sought a transfer to another role/location/roster	8%	2%	2%
Told a manager	8%	20%	20%

## People outcomes

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

#### What this is

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

#### Why this is important

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

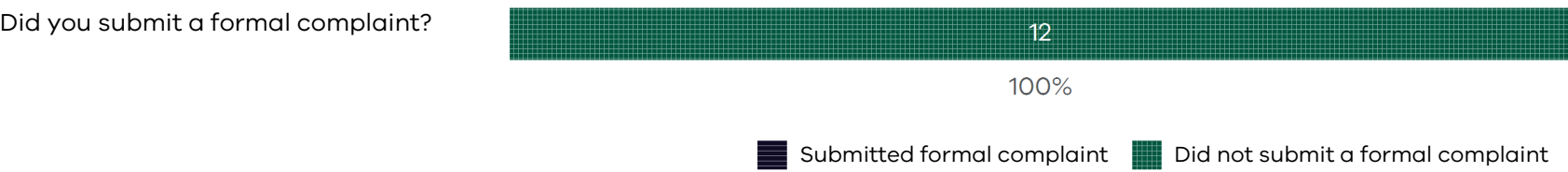
#### How to read this

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

#### Example

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

- 50% said the top reason was 'I believed there would be negative consequences for my reputation'.



Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	50%	43%	33%
I didn't think it was serious enough	50%	55%	45%
I believed there would be negative consequences for my career	42%	26%	21%
I didn't think it would make a difference	33%	41%	39%
I believed there would be negative consequences for the person I was going to complain about	25%	16%	13%
I thought the complaint process would be embarrassing or difficult	25%	15%	11%
I didn't know how to make a complaint	17%	4%	4%
I was advised not to	8%	3%	2%
Other	8%	11%	7%

## People outcomes

### Perpetrators of sexual harassment

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

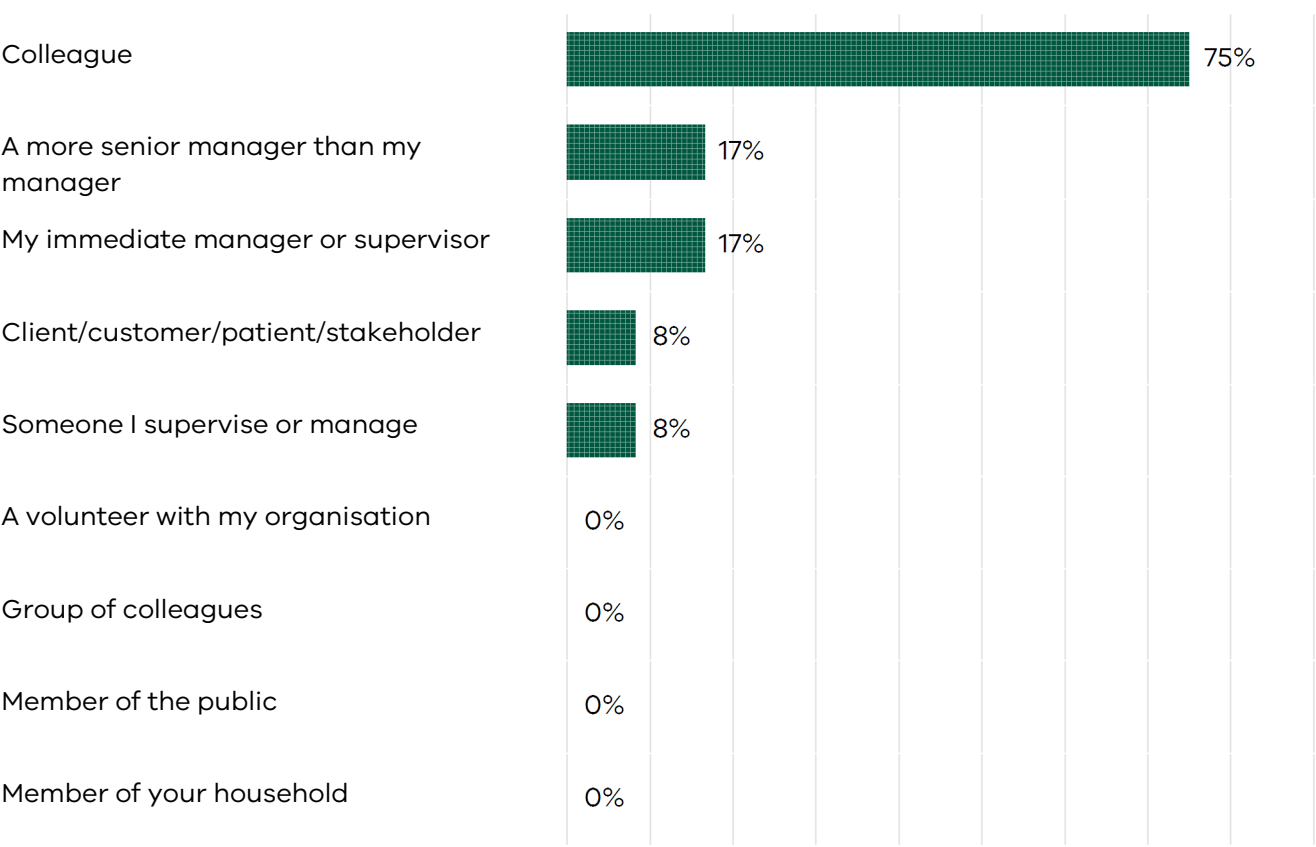
In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

#### Example

3% of your staff who did the survey said they experienced sexual harassment. Of that 3%, 75% said it was by 'Colleague'.

### 12 people (3% of staff) experienced sexual harassment (You2021)



## People outcomes

### Frequency of sexual harassment

#### What this is

This is how often staff experienced sexual harassment.

#### Why this is important

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

#### How to read this

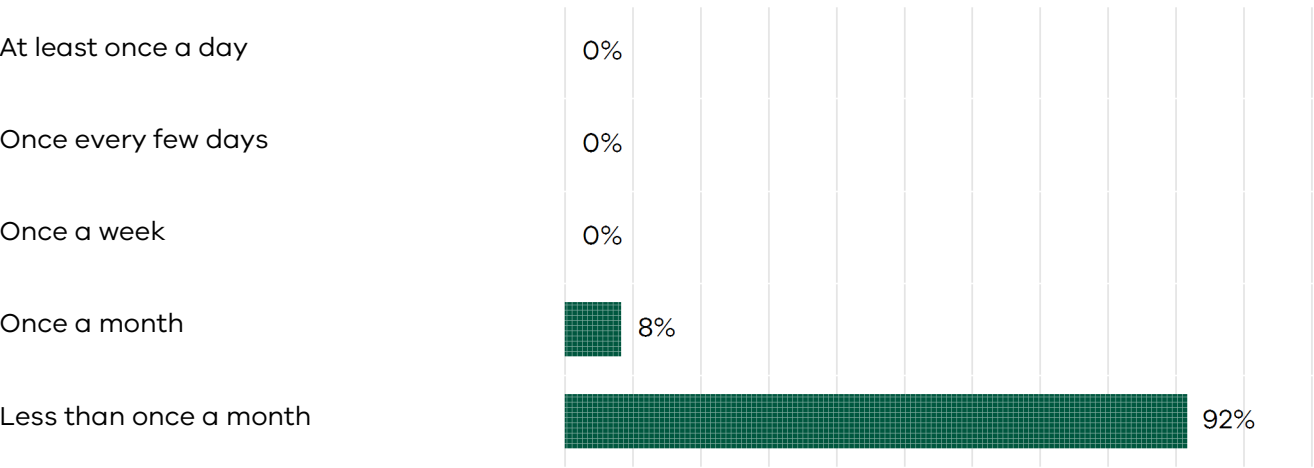
In this year’s survey, 3% of your staff said they experienced sexual harassment. If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing sexual harassment.

#### Example

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

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





## People outcomes

### Type of discrimination

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

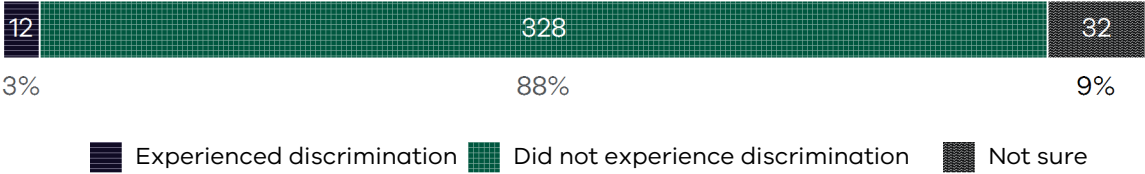
In descending order, the table shows the top 10 types.

#### Example

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

Of that 3%, 58% said it was 'Opportunities for promotion'.

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



If you experienced discrimination, what type of discrimination did you experience?	You 2021	Comparator 2021	Public sector 2021
Opportunities for promotion	58%	44%	37%
Employment security - threats of dismissal or termination	33%	11%	11%
Denied flexible work arrangements or other adjustments	25%	19%	21%
Other	25%	42%	38%
Opportunities for transfer/secondment	17%	18%	19%
Access to leave	8%	6%	8%
Opportunities for training	8%	27%	24%
Pay or conditions offered by employer	8%	9%	9%

## People outcomes

### Telling someone about the discrimination

#### What this is

This is who staff told about the discrimination they experienced.

#### Why this is important

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

#### How to read this

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

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

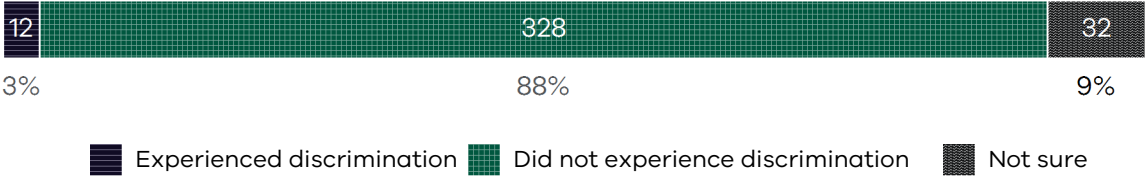
In descending order, the table shows the answers.

#### Example

3% of your staff who did the survey said they experienced discrimination, of which

- 50% said the top way they reported the discrimination was 'I did not tell anyone about the discrimination'.
- 100% said they didn't submit a formal complaint.

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



Did you tell anyone about the discrimination?	You 2021	Comparator 2021	Public sector 2021
I did not tell anyone about the discrimination	50%	28%	24%
Told a manager	33%	27%	28%
Told a friend or family member	25%	39%	32%
Told Human Resources	25%	12%	10%
Told a colleague	17%	33%	38%
Told employee assistance program (EAP) or peer support	17%	8%	8%
Told someone else	8%	17%	14%

## People outcomes

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

#### What this is

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

#### Why this is important

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

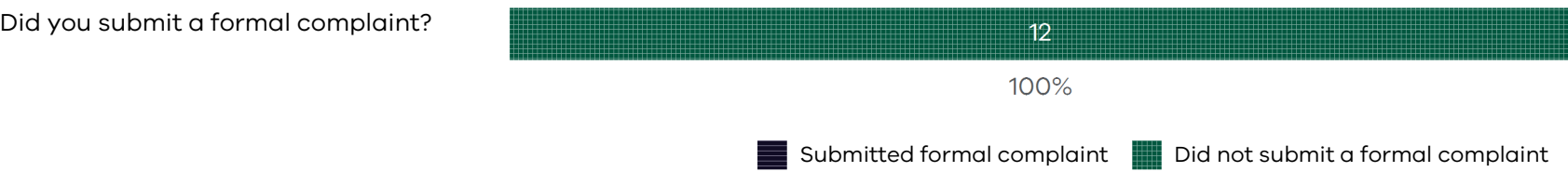
#### How to read this

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

#### Example

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

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



Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my career	58%	61%	54%
I believed there would be negative consequences for my reputation	58%	60%	56%
I didn't think it would make a difference	50%	54%	57%
I didn't feel safe to report the incident	25%	25%	19%
I thought the complaint process would be embarrassing or difficult	25%	10%	13%
I didn't know how to make a complaint	17%	5%	5%
I didn't know who to talk to	17%	4%	6%
I didn't think it was serious enough	17%	19%	12%
Other	17%	6%	10%
I was advised not to	8%	4%	4%

# People outcomes

## Frequency of discrimination

### What this is

This is how often staff experienced discrimination.

### Why this is important

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

### How to read this

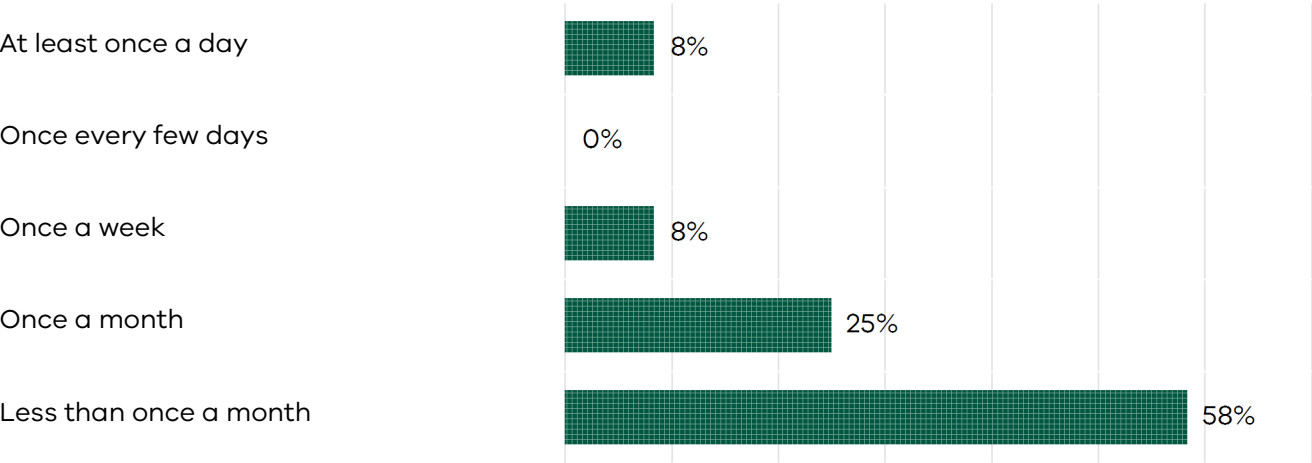
In this year’s survey, 3% of your staff said they experienced discrimination. If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing discrimination.

### Example

3% of your staff who did the survey said they experienced discrimination. Of that 3%, 8% said it was 'At least once a day'.

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



## Negative behaviour

### Violence and aggression

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

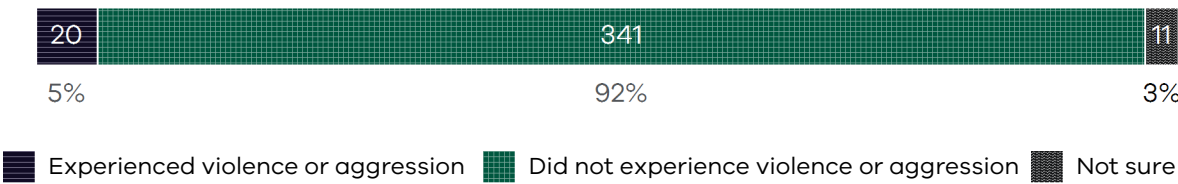
In descending order, the table shows the answers.

#### Example

5% of your staff who did the survey said they experienced violence or aggression.

Of that 5%, 85% said it was from 'Intimidating behaviour'.

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



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

	You 2021	Comparator 2021	Public sector 2021
Intimidating behaviour	85%	72%	69%
Abusive language	75%	68%	81%
Threats of violence	30%	19%	39%
Damage to my property or work equipment	5%	1%	7%
Other	5%	8%	12%

## Negative behaviour

### Telling someone about violence and aggression

**What this is**

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

**Why this is important**

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

**How to read this**

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

In descending order, the table shows the answers.

**Example**

5% of your staff who did the survey said they experienced violence or aggression, fo which

- 60% said the top way they reported the violence or aggression was 'Told a colleague'
- 80% said they didn't submit a formal incident report.



Did you tell anyone about the incident?	You 2021	Comparator 2021	Public sector 2021
Told a colleague	60%	49%	46%
Told a manager	60%	58%	52%
Told the person the behaviour was not OK	35%	26%	33%
Submitted a formal incident report	20%	8%	32%
Told a friend or family member	20%	24%	20%
Told Human Resources	10%	9%	4%
Told employee assistance program (EAP) or peer support	5%	5%	3%
Told someone else	5%	10%	6%



## Negative behaviour

### Violence and aggression - reasons for not submitting a formal incident report

#### What this is

This is why staff who experienced violence or aggression chose not to submit a formal incident report.

#### Why this is important

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

#### How to read this

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

#### Example

- 80% of your staff who experienced violence or aggression did not submit a formal incident report, of which:
- 50% said the top reason was 'I didn't think it would make a difference'.



Please tell us why you did not submit a formal incident report?	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	50%	37%	39%
I didn't think it was serious enough	38%	39%	33%
I believed there would be negative consequences for my reputation	31%	26%	16%
I believed there would be negative consequences for my career	25%	23%	12%
I didn't know how to make a complaint	25%	2%	3%
I thought the complaint process would be embarrassing or difficult	25%	5%	4%
Other	19%	19%	12%
I was advised not to	13%	2%	3%
I didn't know who to talk to	6%	1%	2%
I didn't need to because I made the violence or aggression stop	6%	17%	16%

# Negative behaviour

## Perpetrators of violence and aggression

### What this is

This is who staff have said are responsible for violence and aggression.

### Why this is important

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

### How to read this

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

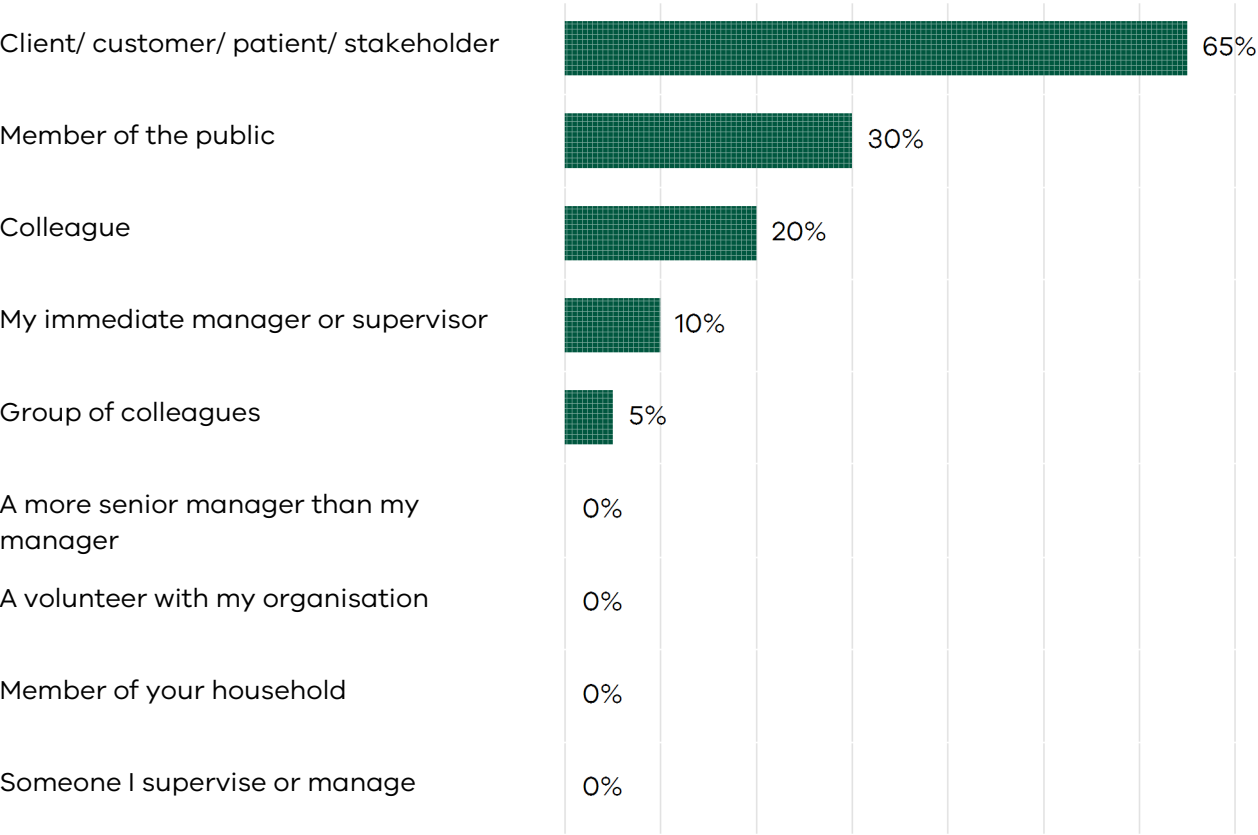
In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or a group of perpetrators.

### Example

5% of your staff who did the survey said they experienced violence or aggression. Of that 5%, 65% said it was 'Client/ customer/ patient/ stakeholder'.

20 people (5% of staff) experienced violence or aggression (You2021)



# Negative behaviour

## Frequency of violence and aggression

### What this is

This is how often staff experienced violence or aggression.

### Why this is important

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

### How to read this

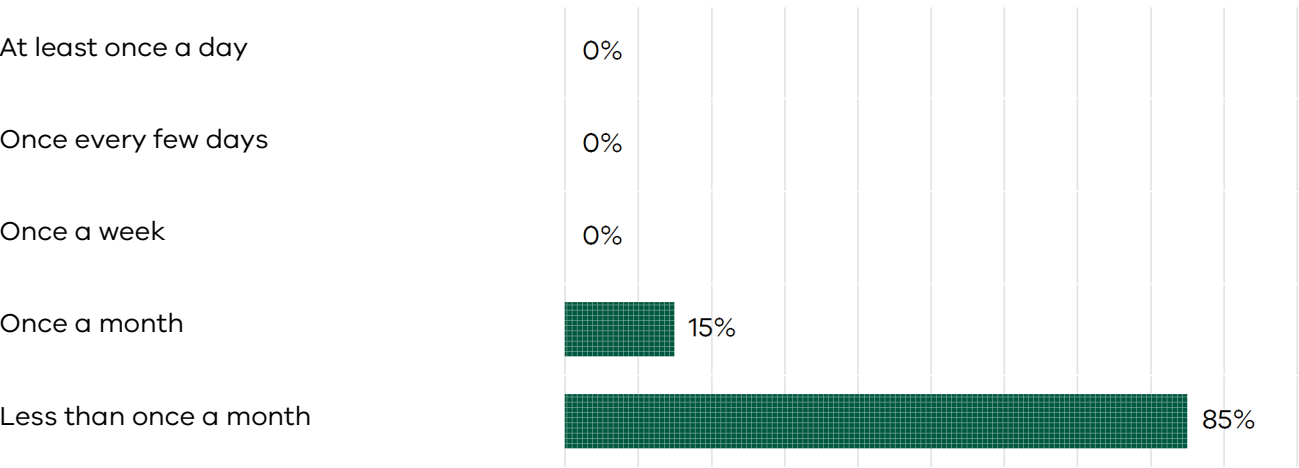
In this year’s survey, 5% of your staff said they experienced violence or aggression. If they did, they could tell us how often they experienced this behaviour.

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

### Example

5% of your staff who did the survey said they experienced violence or aggression. Of that 5%, 0% said it was by 'At least once a day'.

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



# Negative behaviour

## Witnessing negative behaviours

### What this is

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

### Why this is important

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

### How to read this

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

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

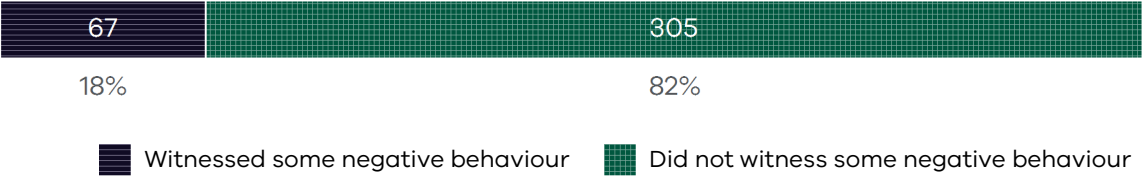
In descending order, the table shows the answers.

### Example

18% of your staff who did the survey said they witnessed some negative behaviour at work.

82% said they witnessed No, I have not witnessed any of the situations above'.

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



During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	82%	85%	77%
Bullying of a colleague	14%	11%	16%
Discrimination against a colleague	6%	5%	8%
Violence or aggression against a colleague	1%	2%	6%
Sexual harassment of a colleague	1%	1%	1%

## Negative behaviour

### Taking action when witnessing negative behaviours

**What this is**

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

**Why this is important**

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

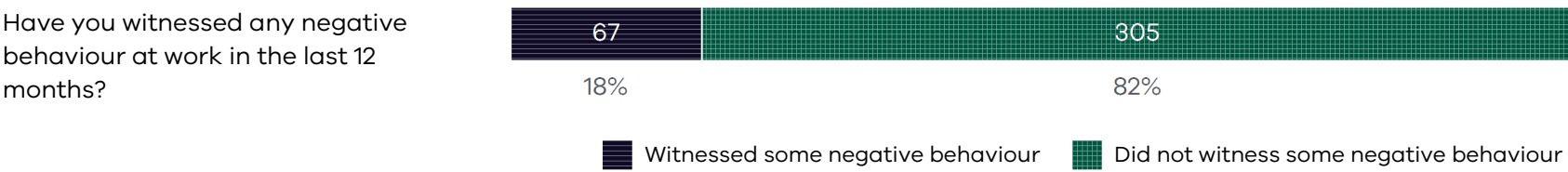
**How to read this**

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

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

The table shows the answers in descending order.

- Example**
- 18% of your staff who did the survey witnessed negative behaviour, of which:
- 82% said the top action they took was 'Spoke to the person who experienced the behaviour'.
  - 6% took no action.



When you witnessed the above behaviour(s), did you do any of the following?	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	82%	74%	72%
Told a manager	42%	34%	37%
Told a colleague	24%	18%	21%
Told the person the behaviour was not OK	24%	18%	25%
Told Human Resources	13%	12%	6%
Spoke to the person who behaved in a negative way	9%	15%	22%
Took no action	6%	9%	7%
Other	4%	6%	7%
Submitted a formal complaint	3%	2%	6%

People outcomes

Negative behaviour — satisfaction with making a formal complaint

What this is

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

Why this is important

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

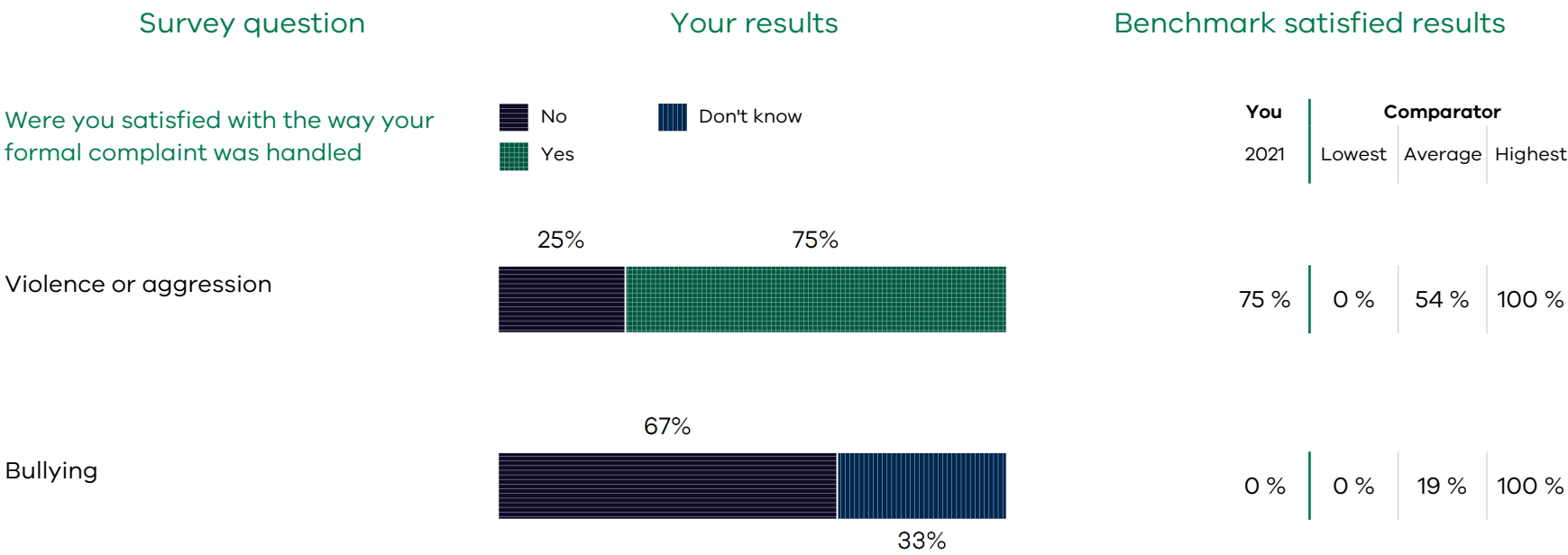
How to read this

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

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

Example

75% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.





# People matter

## survey 2021

### Have your say

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

## Key differences

### Highest scoring questions

#### What this is

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

#### How to read this

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

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

You can also compare your 2021 comparator group.

#### Example

On the first row 'Quality service delivery', the 'You 2021' column shows 94% of your staff agreed with 'My workgroup strives to deliver services in a timely manner'. This question was not asked in 0.

Question group	Highest scoring questions	You 2021	Comparator 2021
Quality service delivery	My workgroup strives to deliver services in a timely manner	94%	91%
Manager leadership	My manager treats employees with dignity and respect	94%	90%
Workgroup support	I am able to work effectively with others in my workgroup	94%	92%
Manager leadership	My manager is committed to workplace safety	94%	89%
Quality service delivery	My workgroup strives to provide high quality advice and services	94%	92%
Manager leadership	My manager works effectively with people from diverse backgrounds	93%	90%
Manager leadership	My manager ensures clients receive a high standard of service	92%	90%
Manager leadership	My manager demonstrates honesty and integrity	91%	89%
Workgroup support	People in my workgroup treat each other with respect	91%	89%
Innovation	My workgroup respectfully consults with clients and stakeholders to improve outcomes	91%	88%

## Key differences

### Lowest scoring questions

#### What this is

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

#### How to read this

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

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

You can also compare your 2021 comparator group.

#### Example

On the first row 'Learning and development', the 'You 2021' column shows 21% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'.

This question was not asked in 0.

Question subgroup	Lowest scoring questions	You 2021	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	21%	31%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	31%	37%
Safety climate	All levels of my organisation are involved in the prevention of stress	31%	48%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	37%	59%
Learning and development	I feel I have an equal chance at promotion in my organisation	39%	44%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	40%	62%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	42%	57%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	45%	59%
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	45%	59%
Taking action	I believe my organisation will take positive action on the results of this year's survey	46%	57%

## Key differences

### Biggest positive difference from comparator

#### What this is

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

#### How to read this

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

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

#### Example

On the first row 'Workplace flexibility', the 'You2021' column shows 90% of your staff agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.

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

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	90%	+10%	80%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	81%	+7%	74%
Workplace flexibility	My organisation supports employees with family or other caring responsibilities, regardless of gender	88%	+7%	81%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	85%	+7%	79%
Safe to speak up	People in your workgroup are able to bring up problems and tough issues	84%	+6%	77%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	78%	+6%	73%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	77%	+6%	72%
Manager support	I would be confident in approaching my manager to discuss concerns and grievances	89%	+6%	83%
Quality service delivery	My workgroup focuses on making decisions informed by all relevant facts	85%	+6%	80%
Workgroup support	People in my workgroup are politically impartial in their work	87%	+5%	81%

## Key differences

### Biggest negative difference from comparator

#### What this is

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

#### How to read this

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

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

#### Example

On the first row 'Safety climate', the 'You 2021' column shows 37% of your staff agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

The 'difference' column, shows that agreement for this question was 23 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	37%	-23%	59%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	40%	-22%	62%
Senior leadership	Senior leaders support staff to work in an environment of change	52%	-19%	70%
Senior leadership	Senior leaders demonstrate honesty and integrity	55%	-18%	73%
Senior leadership	Senior leaders provide clear strategy and direction	46%	-17%	63%
Senior leadership	Senior leaders model my organisation's values	55%	-17%	72%
Safety climate	All levels of my organisation are involved in the prevention of stress	31%	-17%	48%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	42%	-15%	57%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	45%	-14%	59%
Learning and development	My organisation places a high priority on the learning and development of staff	47%	-14%	61%

# People matter

## survey 2021

Have your say

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

# Taking action

## What this is

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

## Why this is important

If your organisation takes action as a result of survey results, your staff may feel their feedback is valuable.

## How to read this

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

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

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

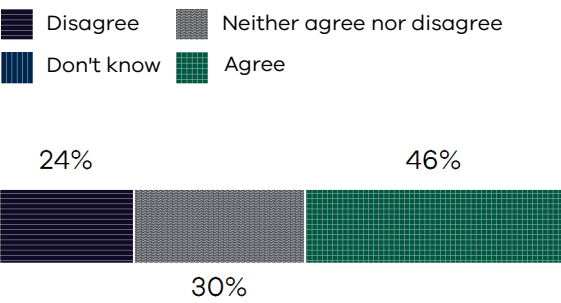
## Example

46% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

# Survey question

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

# Your results



# Benchmark agree results

You	Comparator		
	Lowest	Average	Highest
2021			
46 %	27 %	57 %	96 %



# People matter

## survey 2021

Have your say

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

## Senior leadership 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

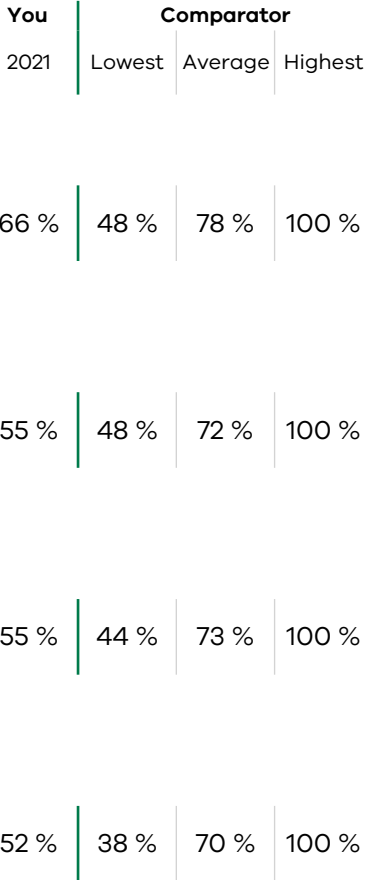
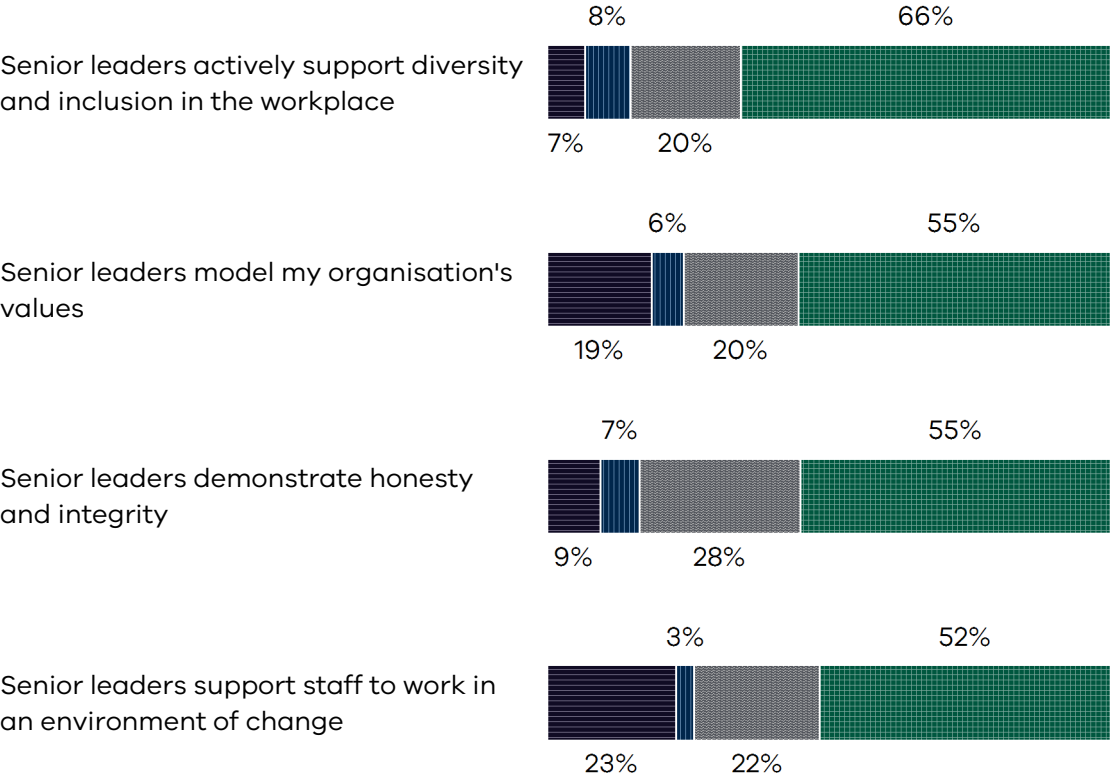
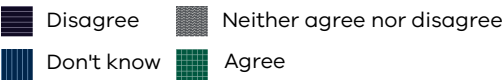
### Example

66% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

## Survey question

## Your results

## Benchmark agree results



# Senior leadership

## Senior leadership 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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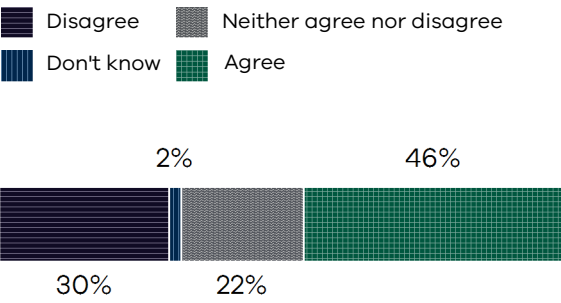
### Example

46% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

## Survey question

Senior leaders provide clear strategy and direction

## Your results



## Benchmark agree results

You	Comparator		
	Lowest	Average	Highest
2021			
46 %	29 %	63 %	100 %

# People matter

## survey 2021

Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
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# Organisational climate

## Scorecard 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

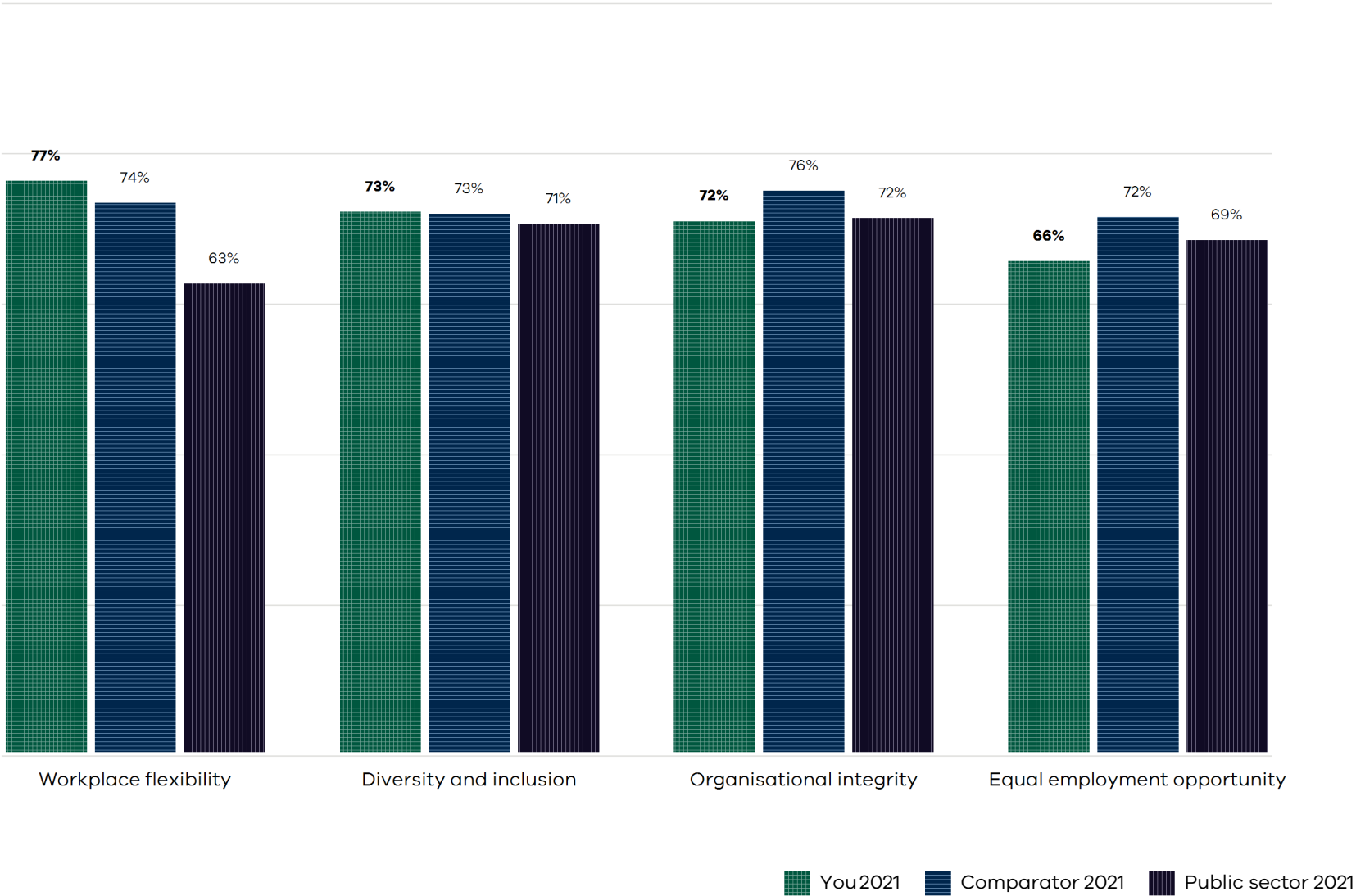
### Example

In 2021:

- 77% of your staff who did the survey responded positively to questions about Workplace flexibility.

Compared to:

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



# Organisational climate

## Scorecard 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

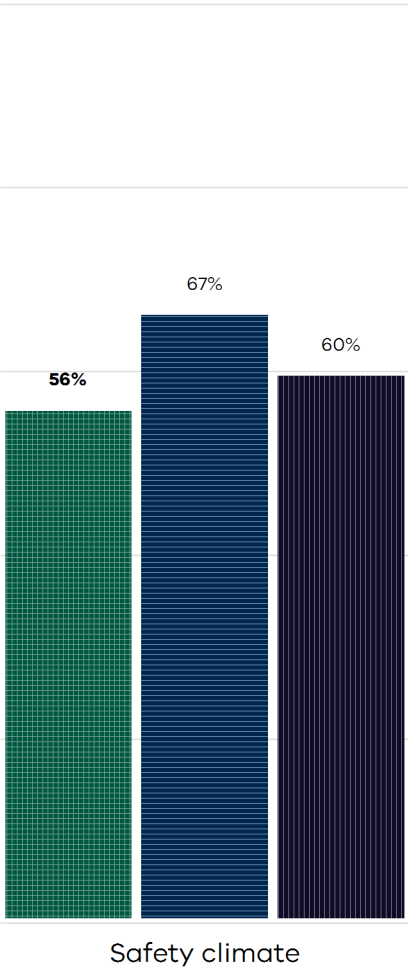
### Example

In 2021:

- 56% of your staff who did the survey responded positively to questions about Safety climate.

Compared to:

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



You 2021    Comparator 2021    Public sector 2021

# Organisational climate

## Organisational integrity 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

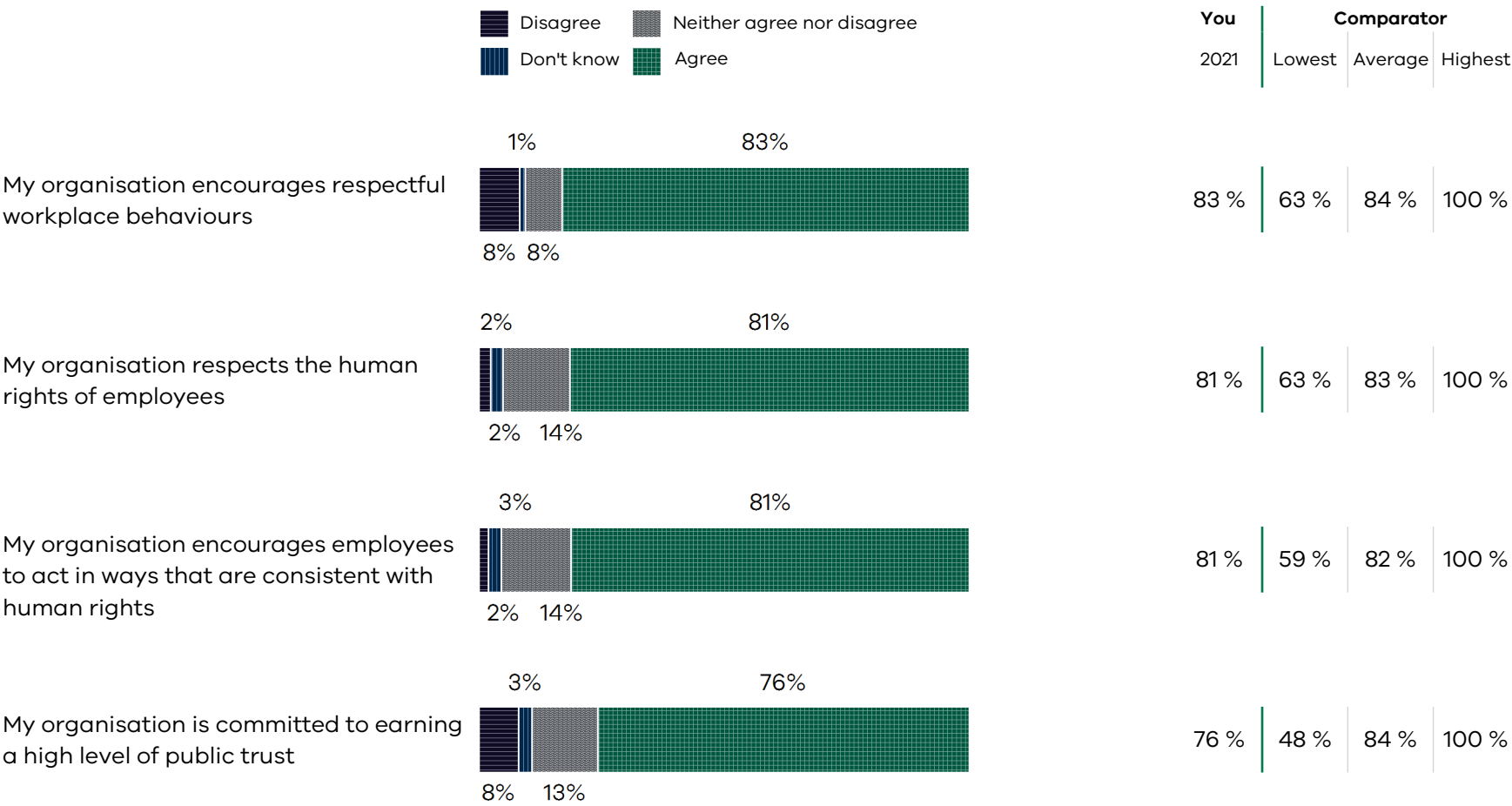
### Example

83% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

## Survey question

## Your results

## Benchmark agree results





# Organisational climate

## Organisational integrity 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

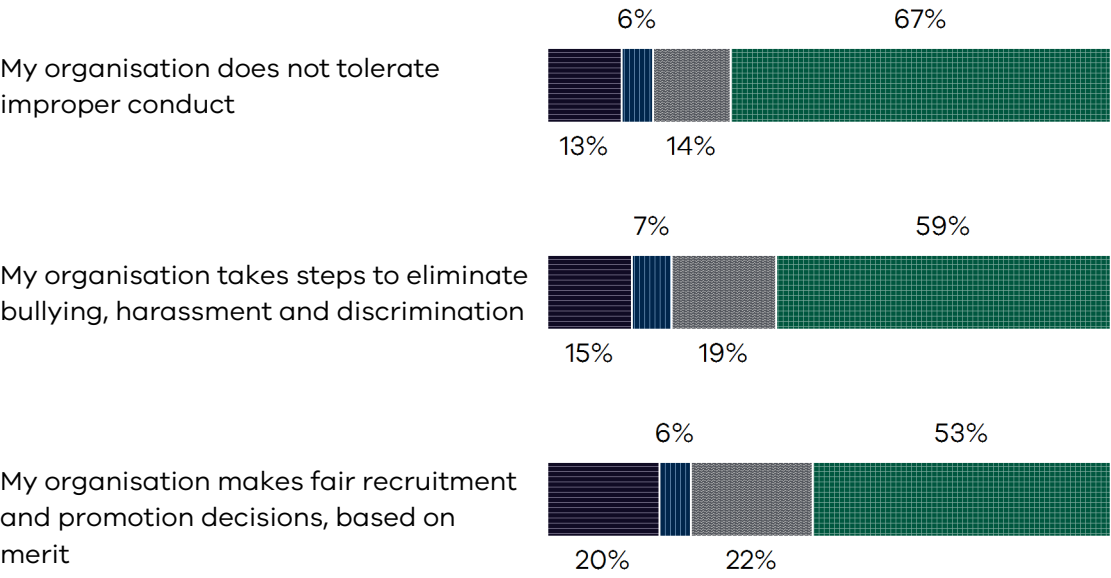
### Example

67% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

## Survey question

## Your results

## Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
67 %	40 %	71 %	100 %
59 %	43 %	68 %	100 %
53 %	27 %	57 %	94 %

# Organisational climate

## Workplace flexibility 1 of 4

### What this is

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

### Why this is important

Supporting flexible working can improve employee wellbeing.

### How to read this

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

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

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

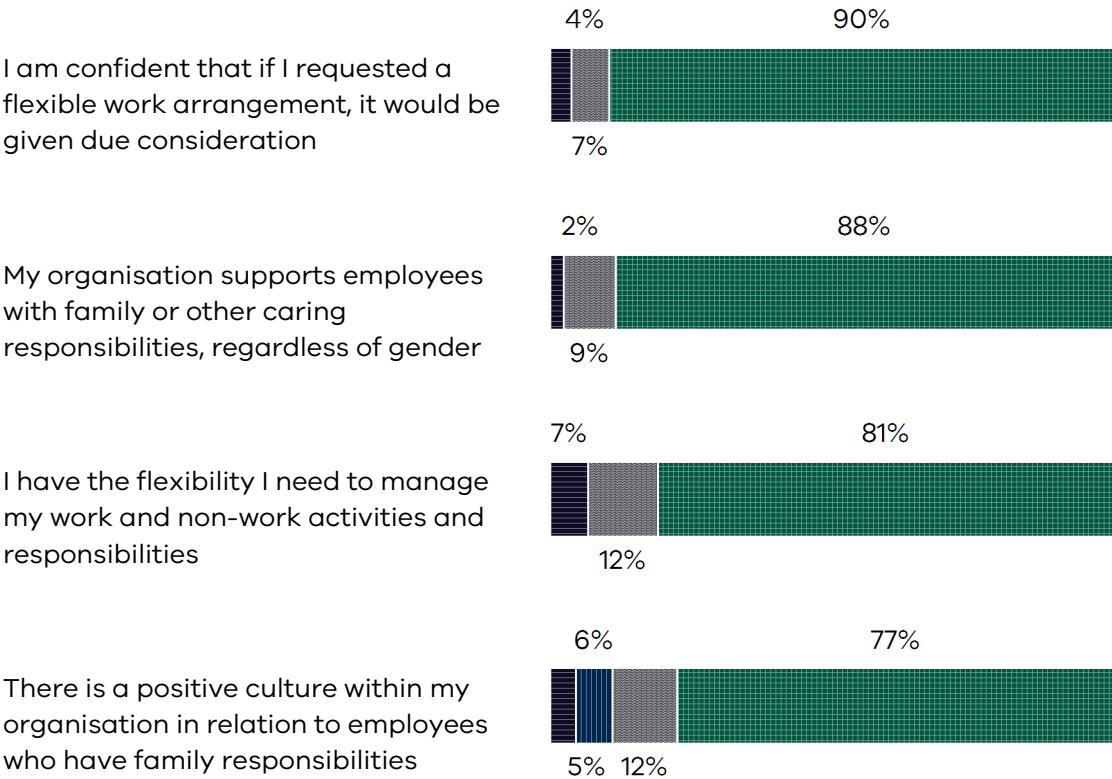
### Example

90% of your staff who did the survey agreed or strongly agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.

## Survey question

## Your results

## Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
90 %	61 %	80 %	98 %
88 %	63 %	81 %	100 %
81 %	61 %	79 %	96 %
77 %	55 %	75 %	96 %

Organisational climate

Workplace flexibility 2 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

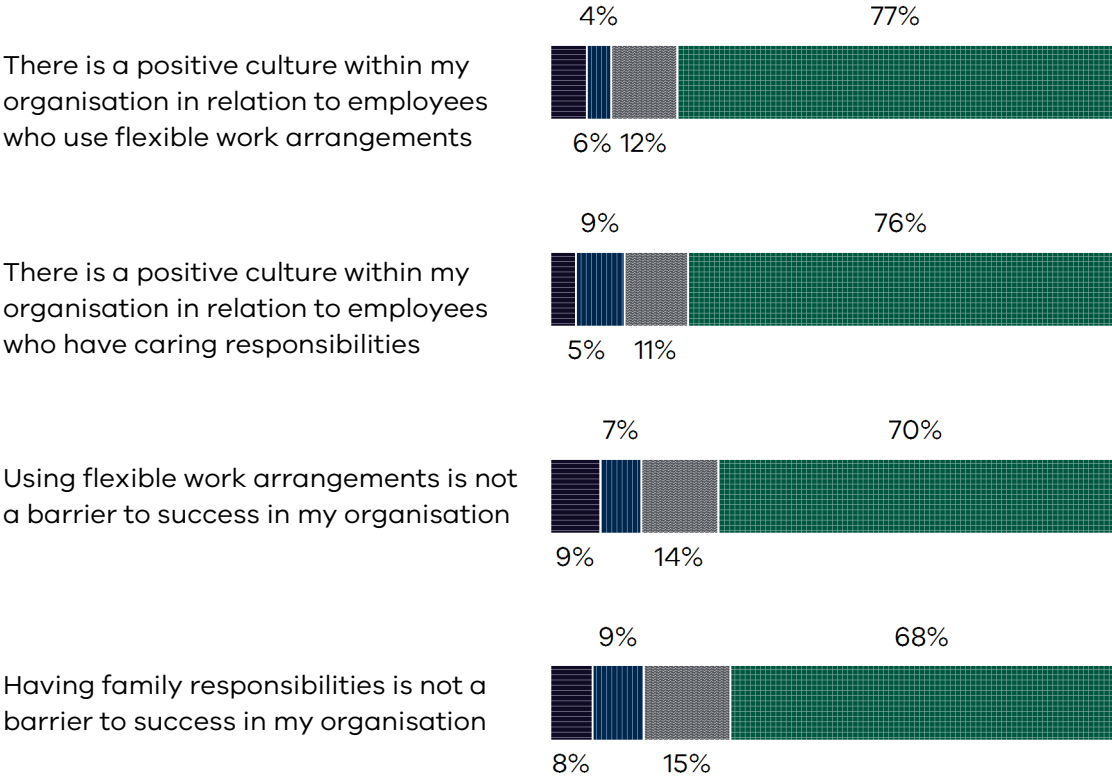
Example

77% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who use flexible work arrangements'.

Survey question

Your results

Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
77 %	51 %	72 %	96 %
76 %	52 %	72 %	91 %
70 %	50 %	69 %	89 %
68 %	52 %	71 %	94 %

Organisational climate

Workplace flexibility 3 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

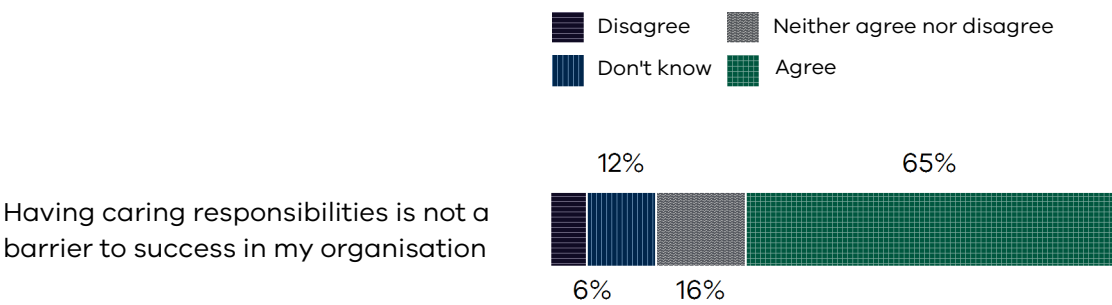
Example

65% of your staff who did the survey agreed or strongly agreed with 'Having caring responsibilities is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
65 %	51 %	68 %	88 %

# Organisational climate

## Workplace flexibility 4 of 4

### What this is

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

### Why this is important

Supporting flexible working can improve employee wellbeing.

### How to read this

The table shows you what flexible work arrangements staff use.

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

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

### Example

54% of staff who did the survey said the flexible work arrangement they used was 'Flexible start and finish times'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
Flexible start and finish times	54%	28%	23%
Working from an alternative location (e.g. home, hub/shared work space)	52%	41%	24%
No, I do not use any flexible work arrangements	16%	37%	38%
Part-time	13%	10%	19%
Working more hours over fewer days	12%	5%	6%
Using leave to work flexible hours	9%	6%	8%
Other	2%	2%	2%
Purchased leave	1%	2%	2%
Job sharing	1%	1%	1%
Study leave	1%	2%	4%

# Organisational climate

## Equal employment opportunity 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

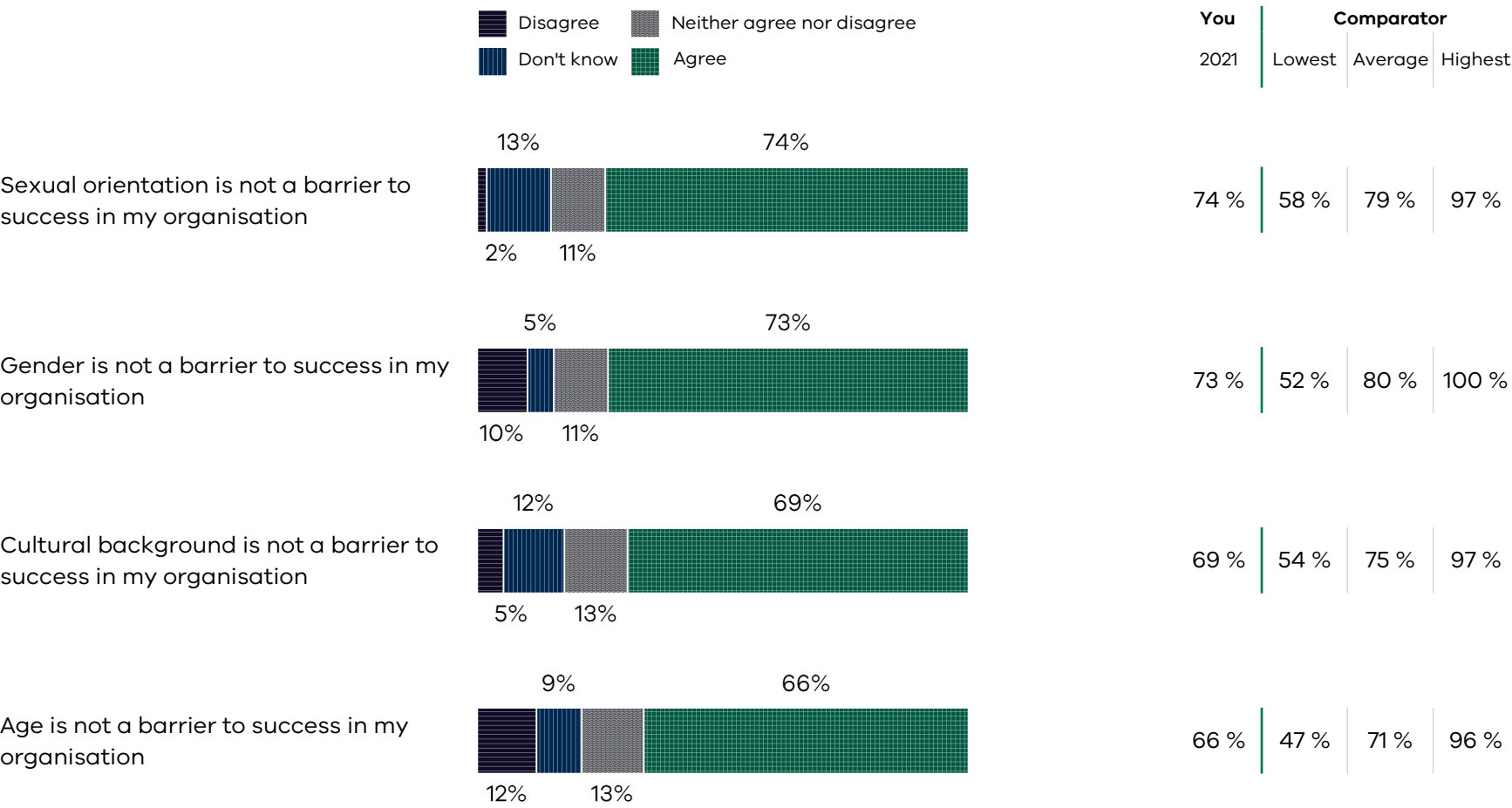
### Example

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

## Survey question

## Your results

## Benchmark agree results



# Organisational climate

## Equal employment opportunity 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

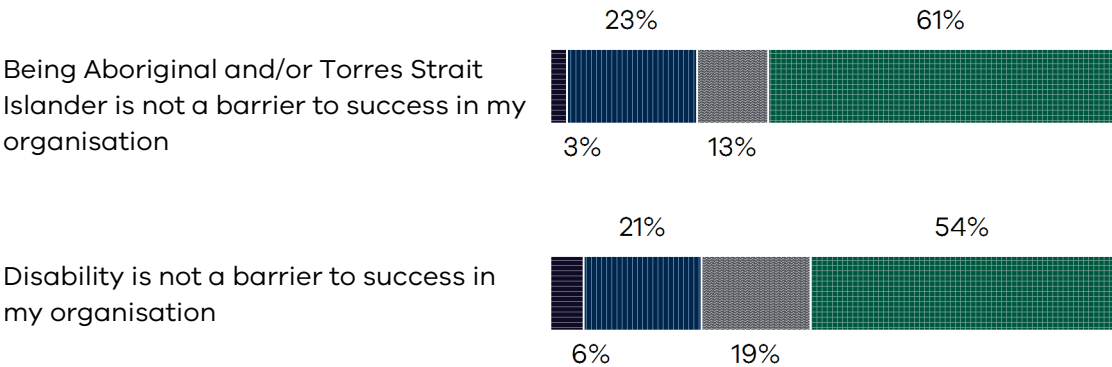
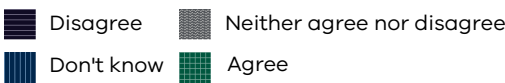
### Example

61% of your staff who did the survey agreed or strongly agreed with 'Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation'.

## Survey question

## Your results

## Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
61 %	48 %	66 %	95 %
54 %	40 %	63 %	92 %

# Organisational climate

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

### What this is

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

### Why this is important

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

### How to read this

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

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

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

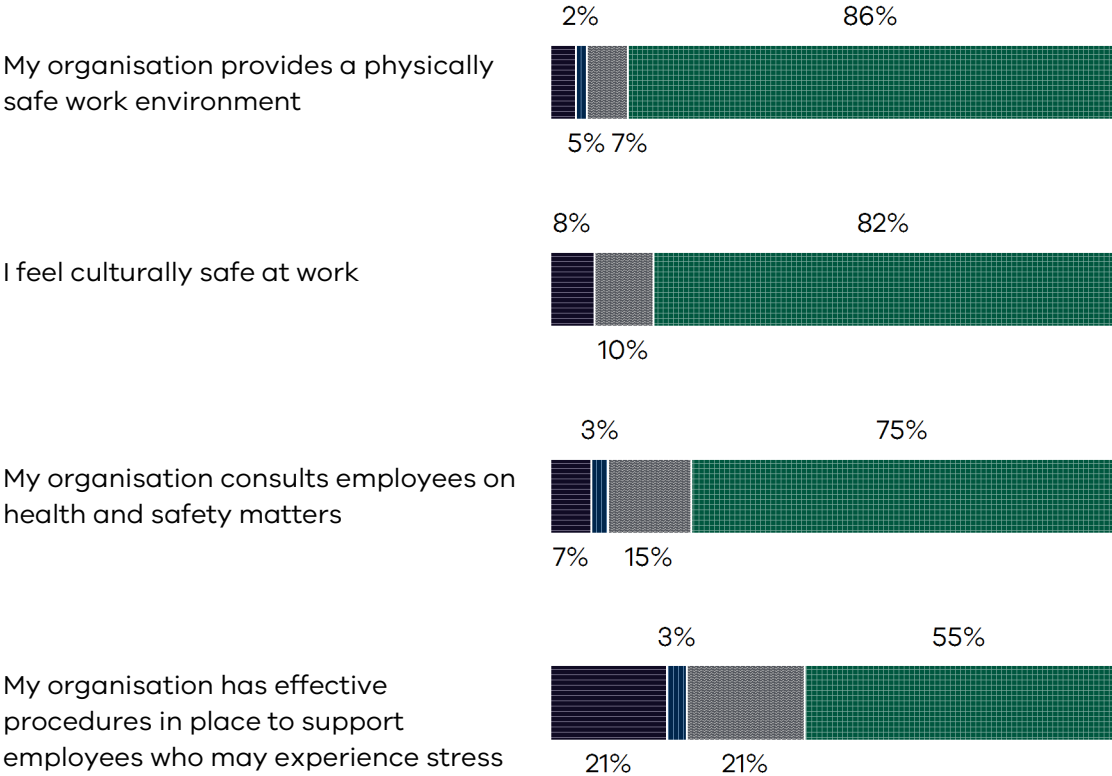
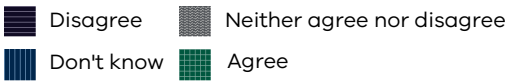
### Example

86% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

## Survey question

## Your results

## Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
86 %	61 %	88 %	100 %
82 %	64 %	81 %	97 %
75 %	52 %	75 %	96 %
55 %	41 %	62 %	89 %



# Organisational climate

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

### What this is

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

### Why this is important

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

### How to read this

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

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

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

### Example

45% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.

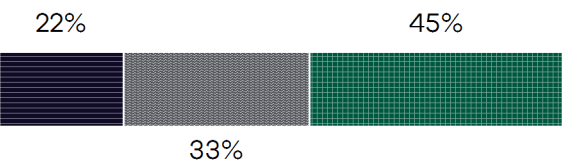
## Survey question

## Your results

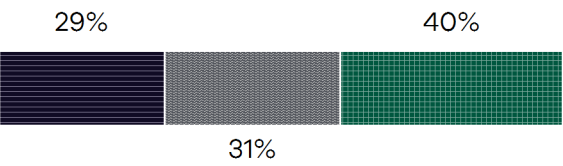
## Benchmark agree results



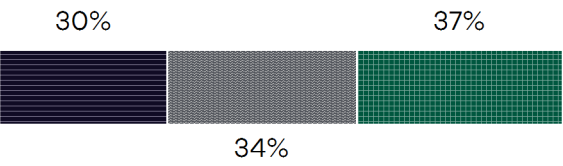
In my workplace, there is good communication about psychological safety issues that affect me



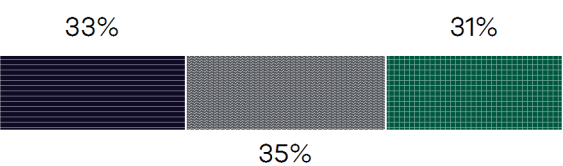
Senior leaders consider the psychological health of employees to be as important as productivity



Senior leaders show support for stress prevention through involvement and commitment



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



You	Comparator		
	Lowest	Average	Highest

2021			
45 %	30 %	59 %	89 %

40 %	41 %	62 %	94 %
------	------	------	------

37 %	38 %	59 %	94 %
------	------	------	------

31 %	27 %	48 %	75 %
------	------	------	------

# Organisational climate

## Psychosocial safety climate score

### What this is

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

### How we work out your score

We work out your score from these 4 questions:

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

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

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

### How to interpret your score

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

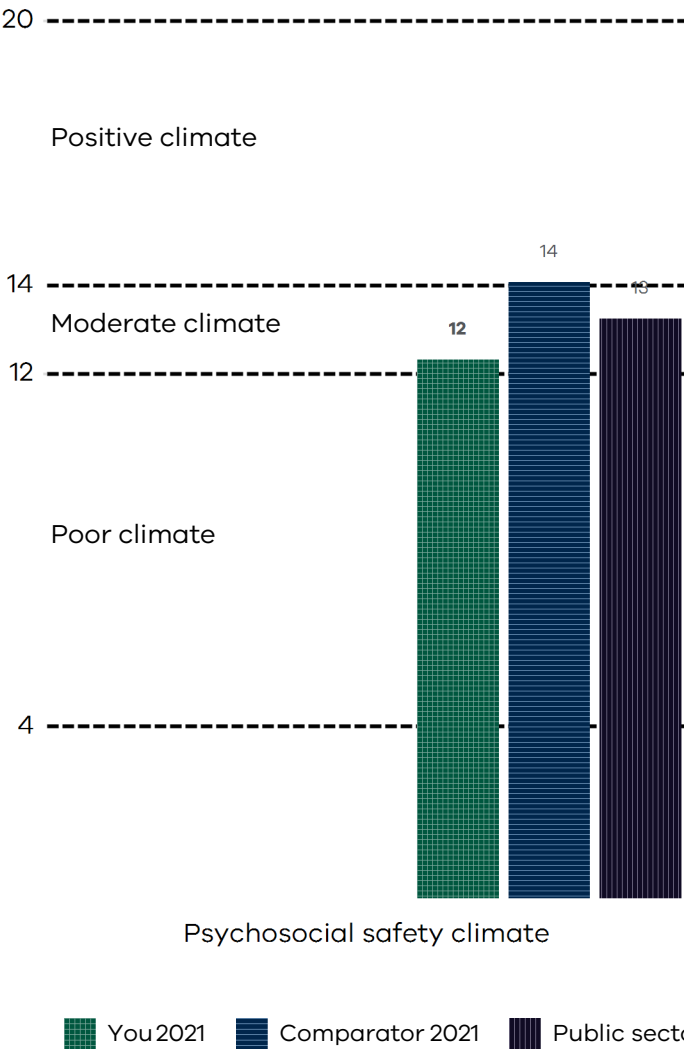
A score of:

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

Adverse outcomes can include:

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

## Benchmark results



# Organisational climate

## Diversity and inclusion 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

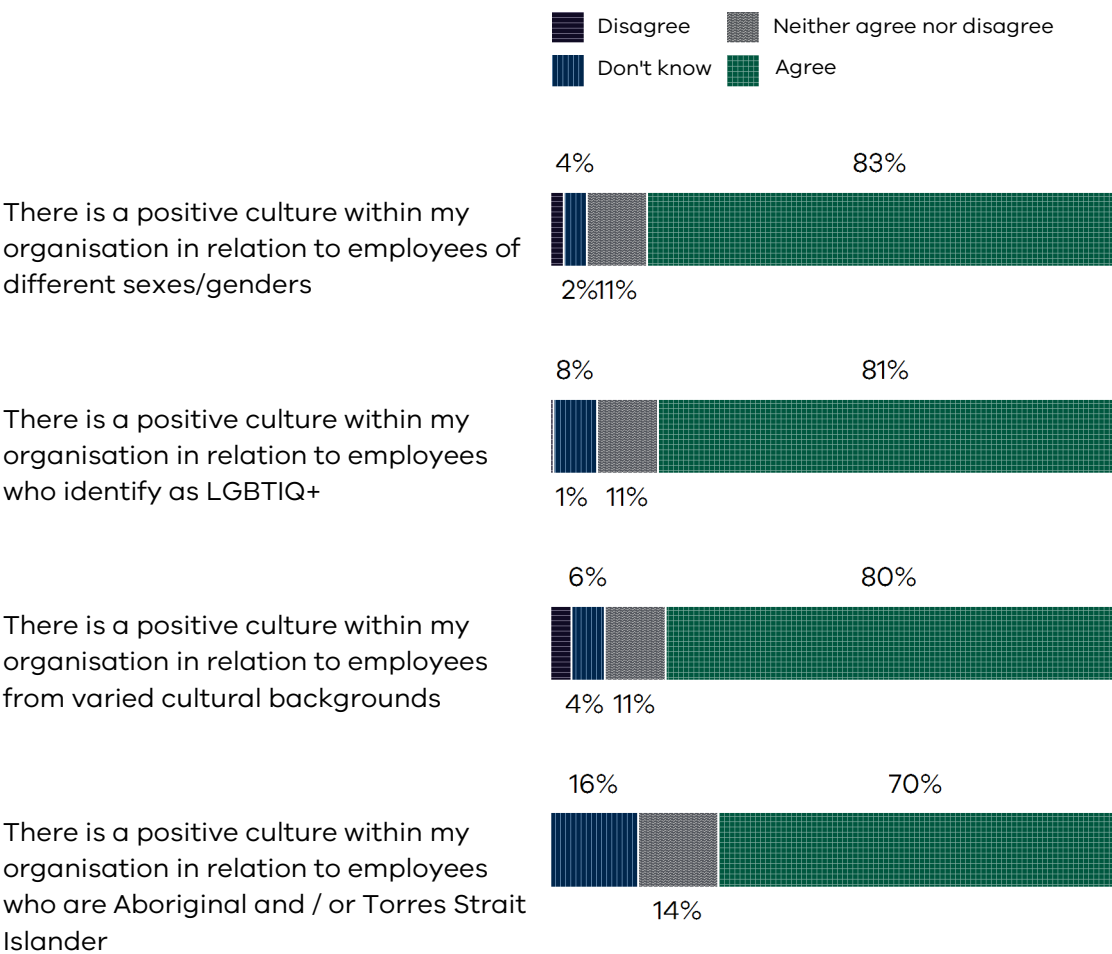
### Example

83% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees of different sexes/genders’.

## Survey question

## Your results

## Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
83 %	57 %	81 %	97 %
81 %	51 %	74 %	96 %
80 %	58 %	79 %	95 %
70 %	35 %	67 %	96 %

# Organisational climate

## Diversity and inclusion 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

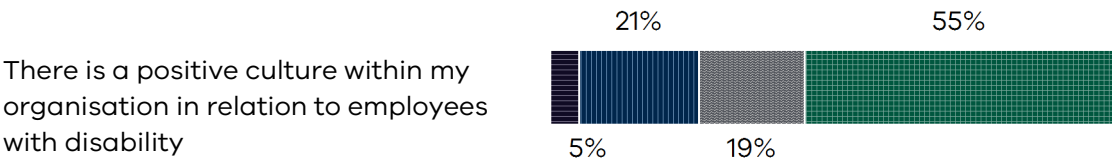
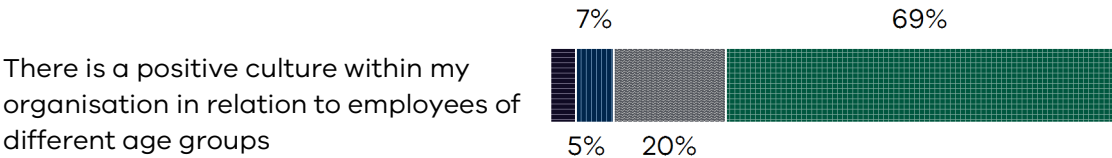
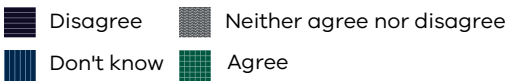
### Example

69% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees of different age groups’.

## Survey question

## Your results

## Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
69 %	51 %	74 %	97 %
55 %	37 %	61 %	92 %

# Organisational climate

## Gender equality supporting measures

### What this is

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

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

### Why this is important

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

### How to read this

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

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

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

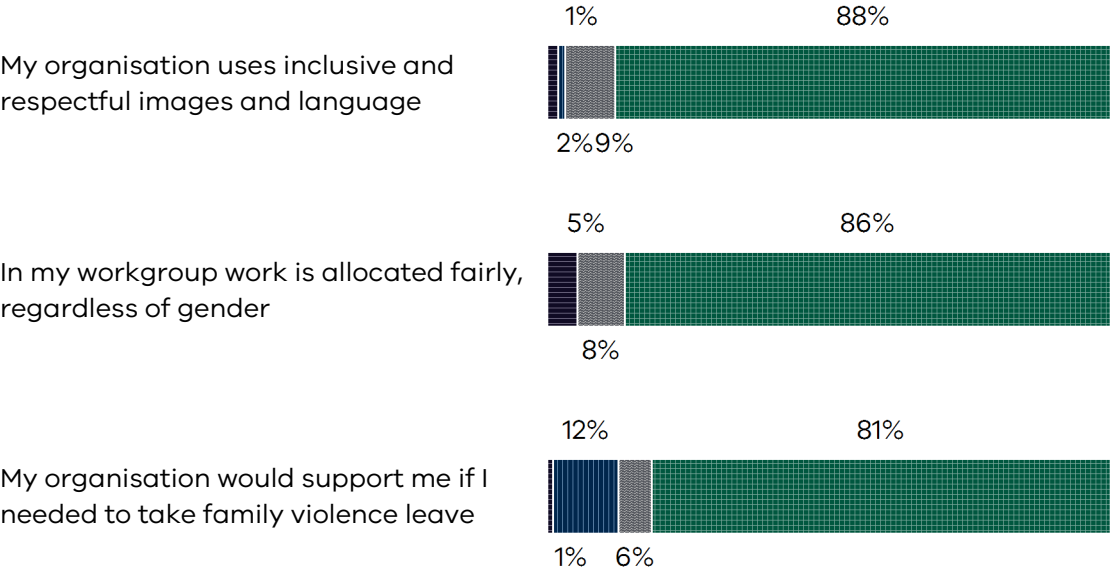
### Example

88% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

## Survey question

## Your results

## Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
88 %	60 %	85 %	100 %
86 %	74 %	85 %	96 %
81 %	54 %	79 %	100 %

# People matter

## survey 2021

### Have your say

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

# Workgroup climate

## Scorecard

### What this is

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

### Why this is important

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

### How to read this

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

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

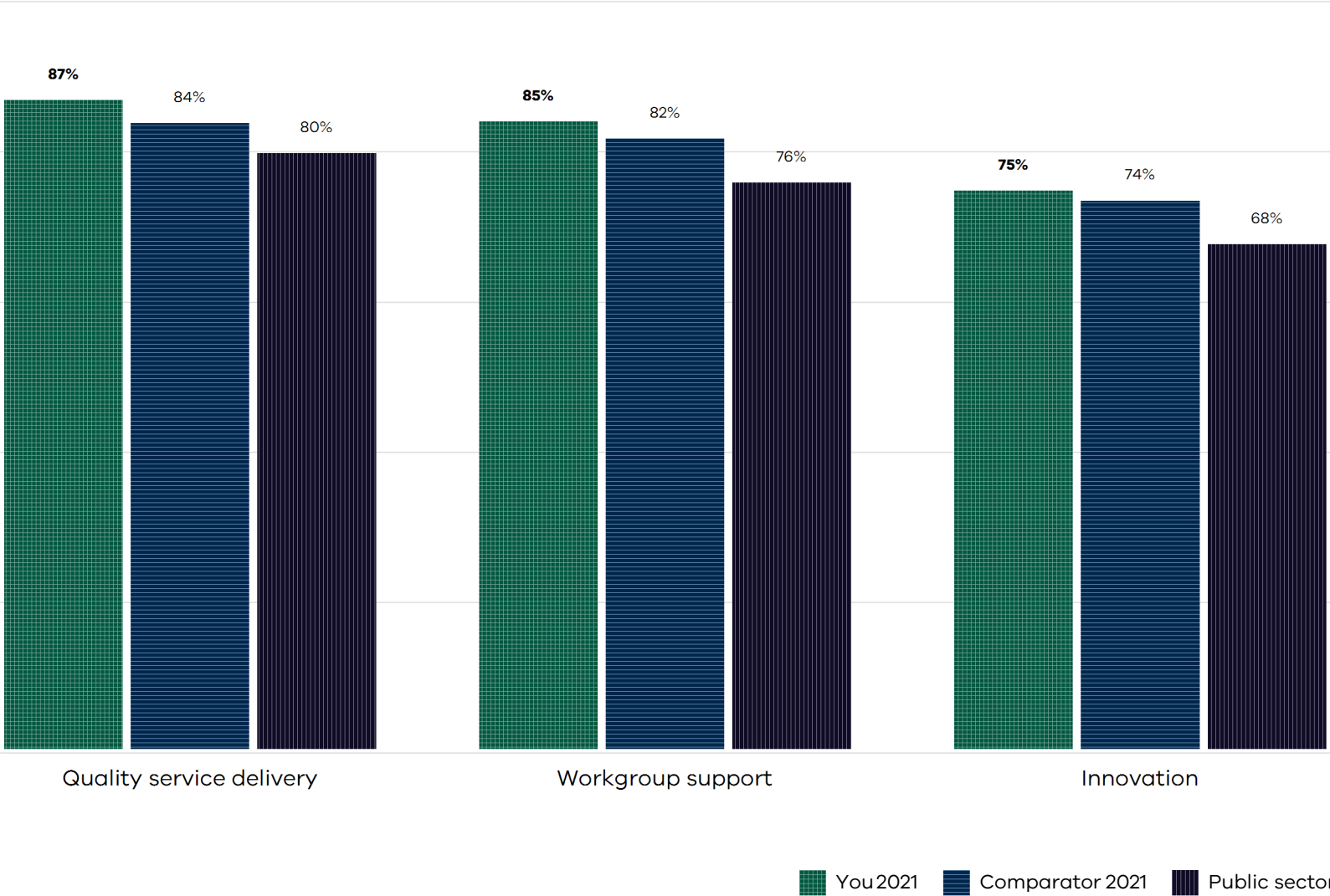
### Example

In 2021:

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

Compared to:

- 84% of staff at your comparator and 80% of staff across the public sector.





Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

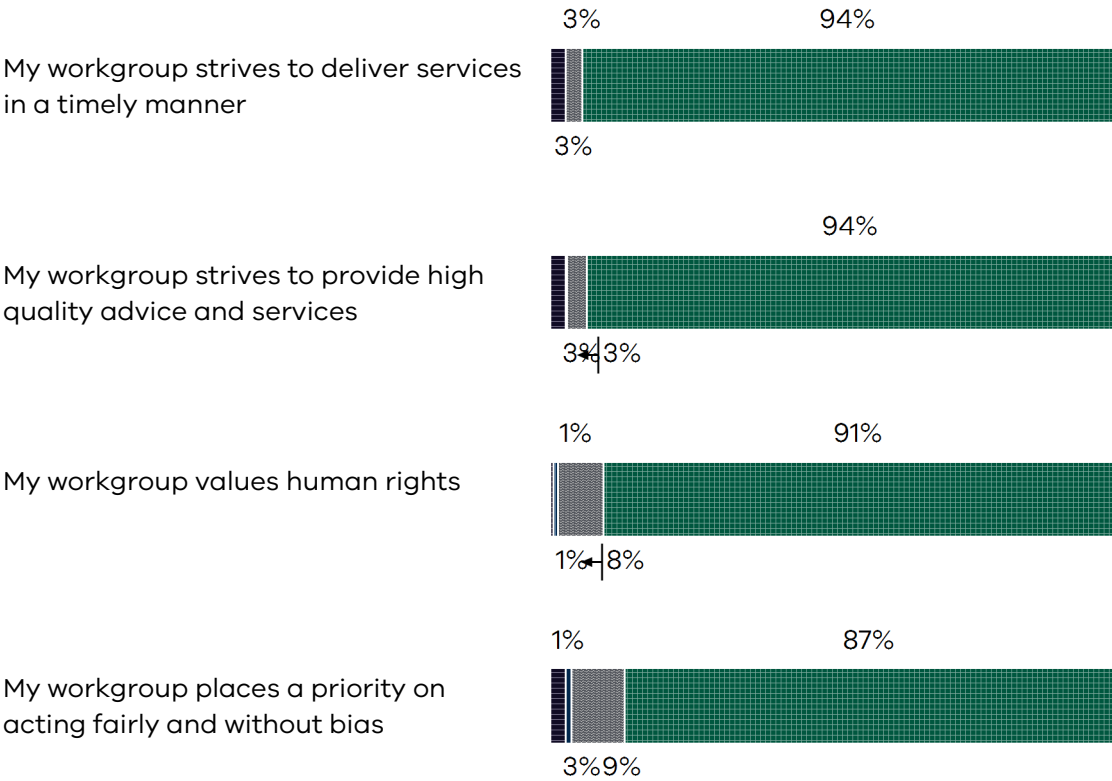
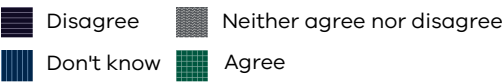
Example

94% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

Survey question

Your results

Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
	94 %	70 %	91 %
	94 %	78 %	92 %
	91 %	75 %	88 %
	87 %	68 %	82 %
			97 %



Workgroup climate

Quality service delivery 2 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

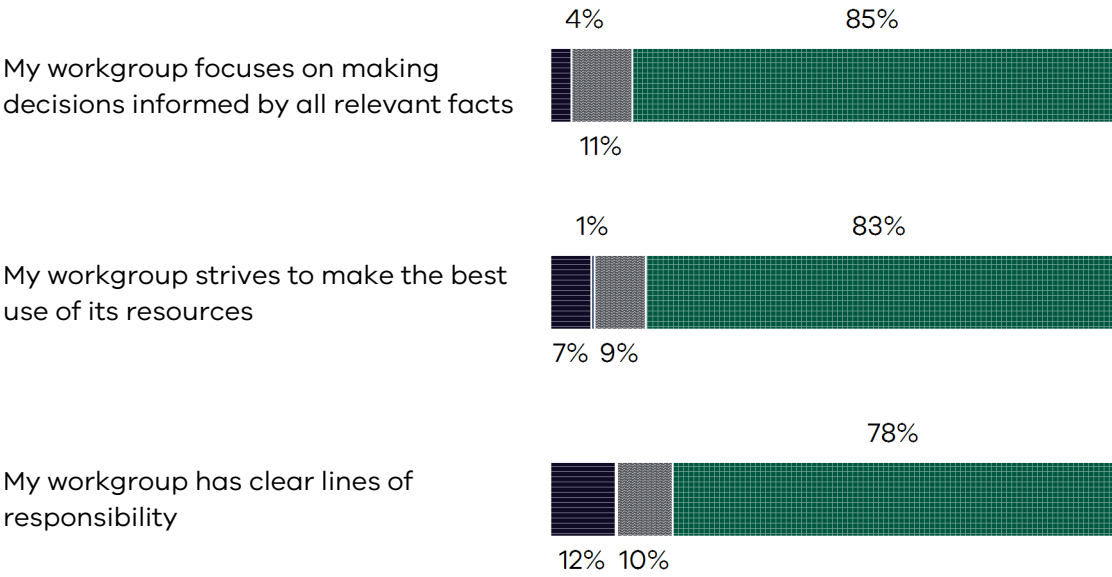
Example

85% of your staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question

Your results

Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
85 %	63 %	80 %	96 %
83 %	68 %	81 %	100 %
78 %	65 %	77 %	94 %

# Workgroup climate

## Innovation 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

### Example

91% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

## Survey question

## Your results

## Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
91 %	73 %	88 %	100 %
76 %	64 %	77 %	96 %
75 %	59 %	73 %	96 %
68 %	46 %	65 %	81 %

Workgroup climate

Innovation 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

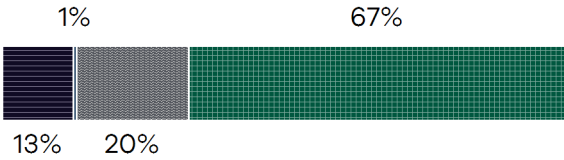
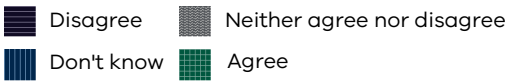
Example

67% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.

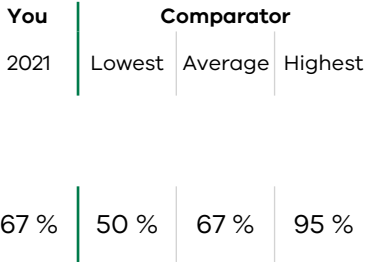
Survey question

My workgroup encourages employee creativity

Your results



Benchmark agree results



# Workgroup climate

## Workgroup support 1 of 3

### What this is

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

### Why this is important

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

### How to read this

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

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

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

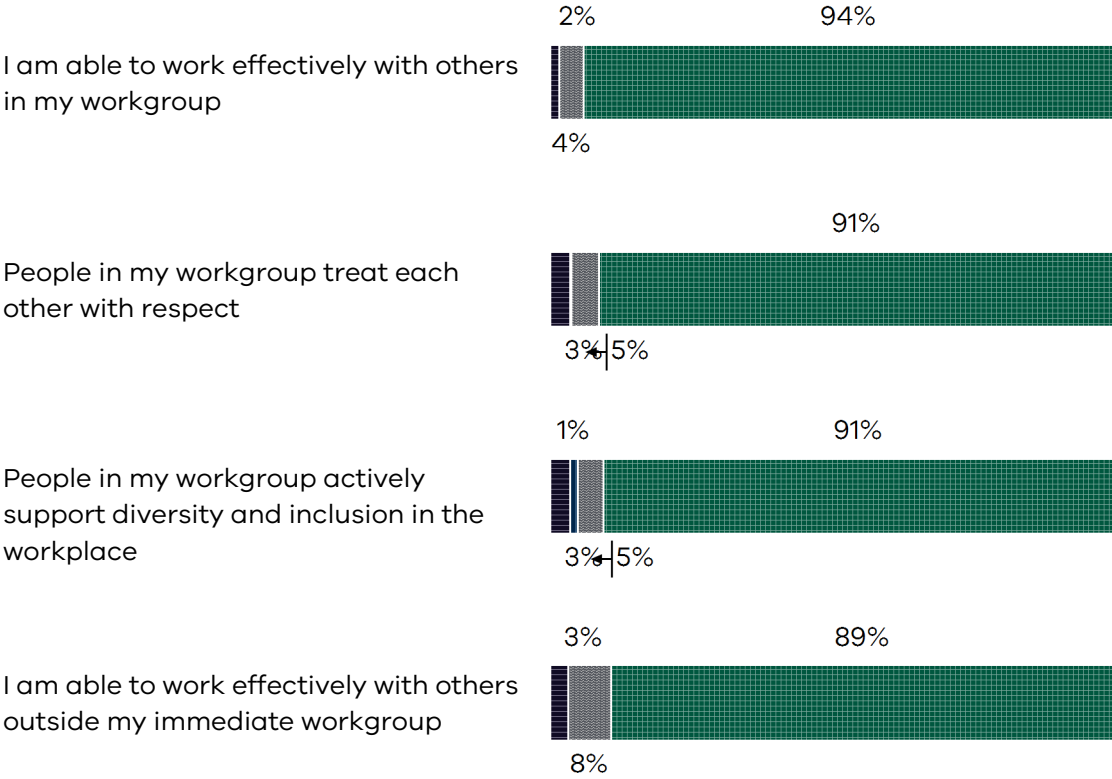
### Example

94% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others in my workgroup'.

## Survey question

## Your results

## Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
94 %	83 %	92 %	100 %
91 %	73 %	89 %	100 %
91 %	68 %	86 %	100 %
89 %	75 %	88 %	97 %

Workgroup climate

Workgroup support 2 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

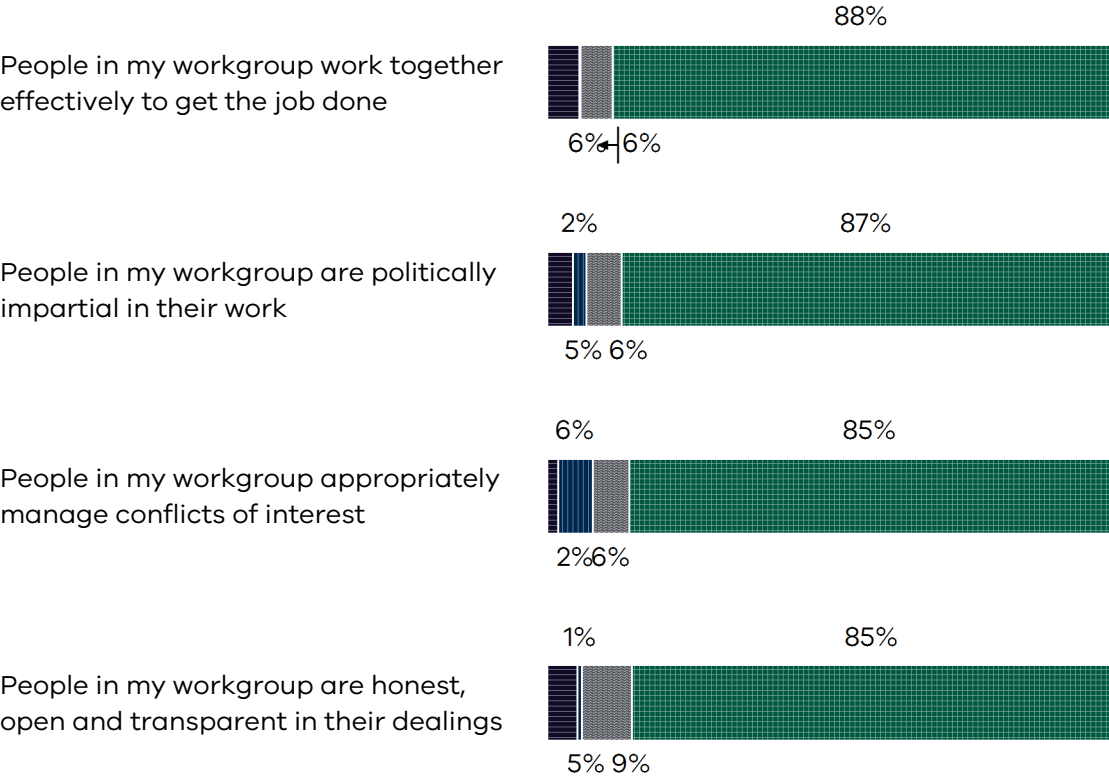
Example

88% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

Survey question

Your results

Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
88 %	71 %	87 %	96 %
87 %	63 %	81 %	97 %
85 %	56 %	79 %	100 %
85 %	65 %	81 %	97 %

Workgroup climate

Workgroup support 3 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

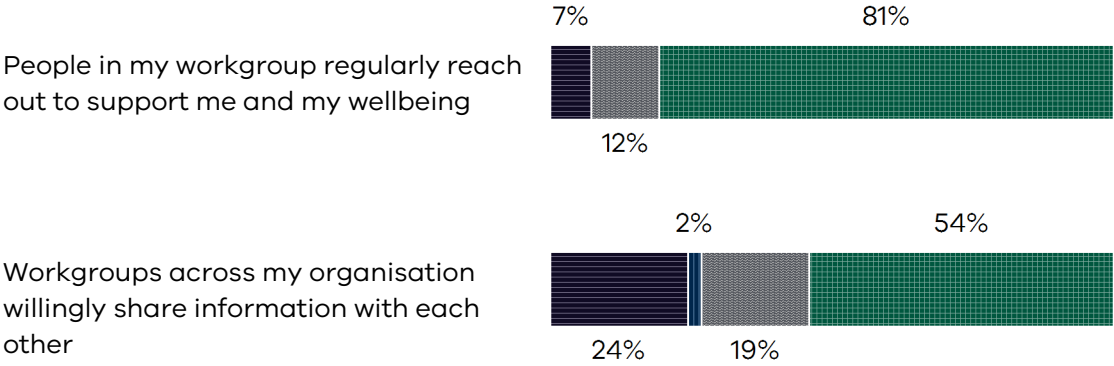
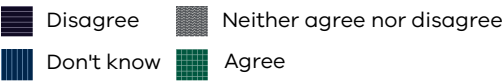
Example

81% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup regularly reach out to support me and my wellbeing'.

Survey question

Your results

Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
81 %	59 %	77 %	96 %
54 %	37 %	62 %	87 %

# People matter

## survey 2021

### Have your say

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

# Job and manager factors

## Scorecard 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

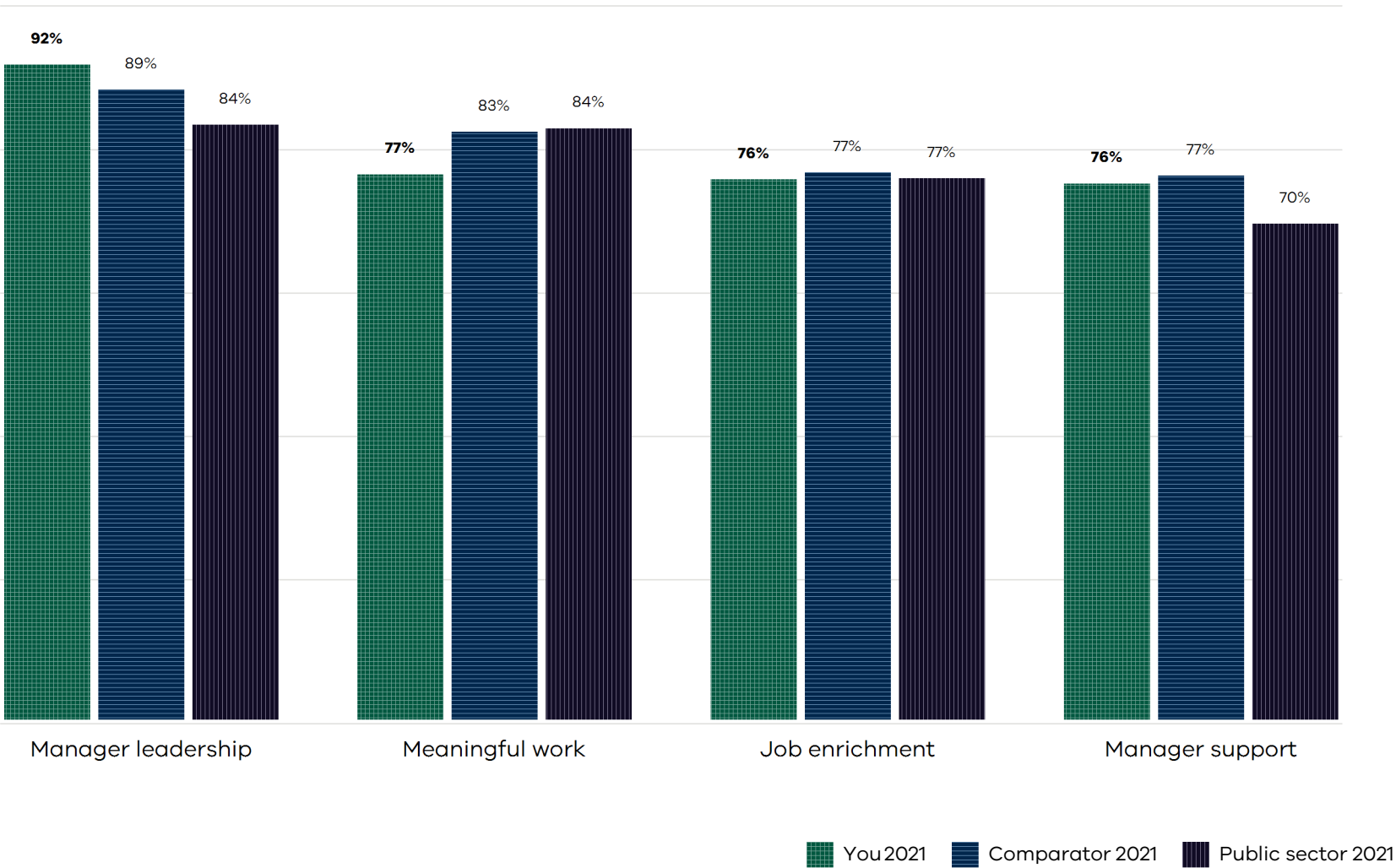
### Example

In 2021:

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

Compared to:

- 89% of staff at your comparator and 84% of staff across the public sector.





# Job and manager factors

## Scorecard 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

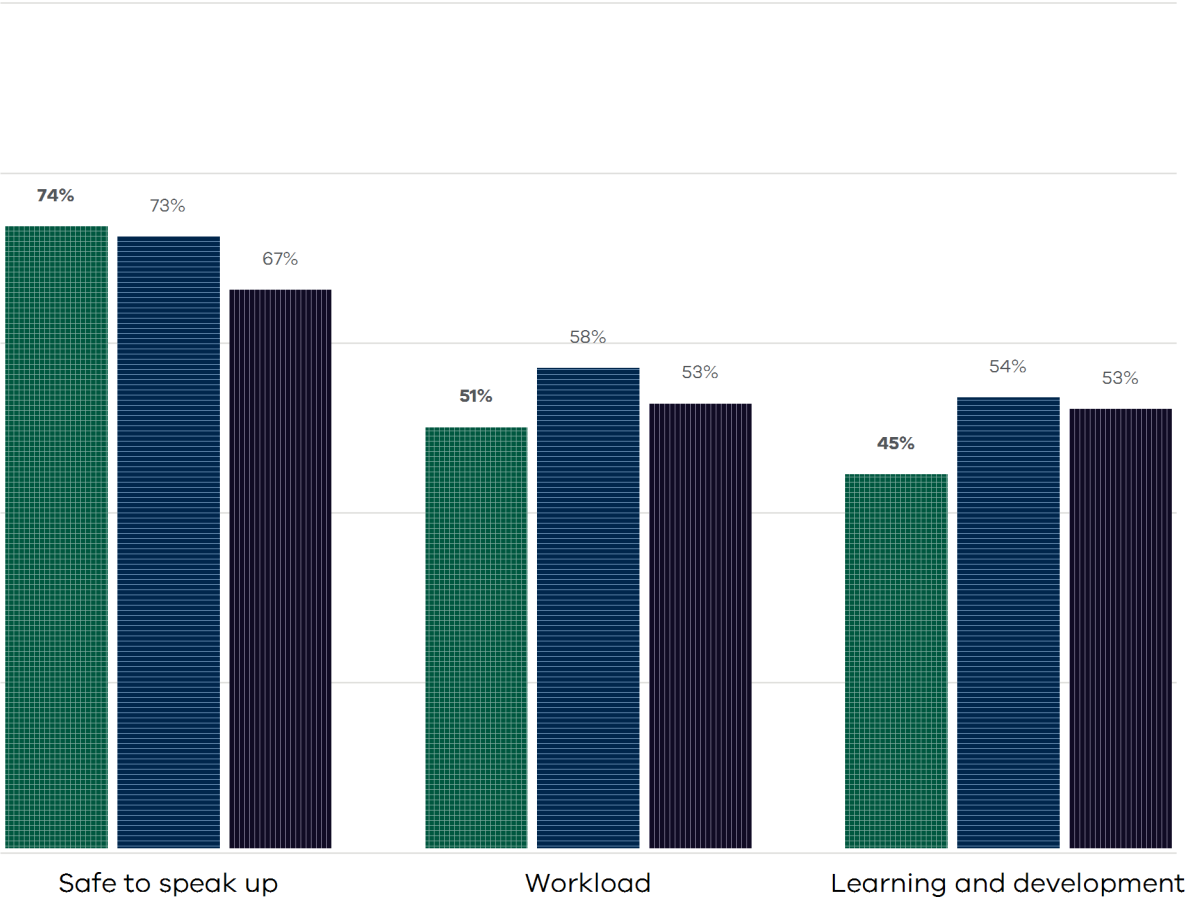
### Example



In 2021:

- 74% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

- 73% of staff at your comparator and 67% of staff across the public sector.



 You 2021  Comparator 2021  Public sector 2021

# Job and manager factors

## Manager leadership 1 of 2

### What this is

This is how well staff perceive their direct managers lead.

### Why this is important

Great managers can foster the right environment for staff engagement.

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

### How to read this

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

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

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

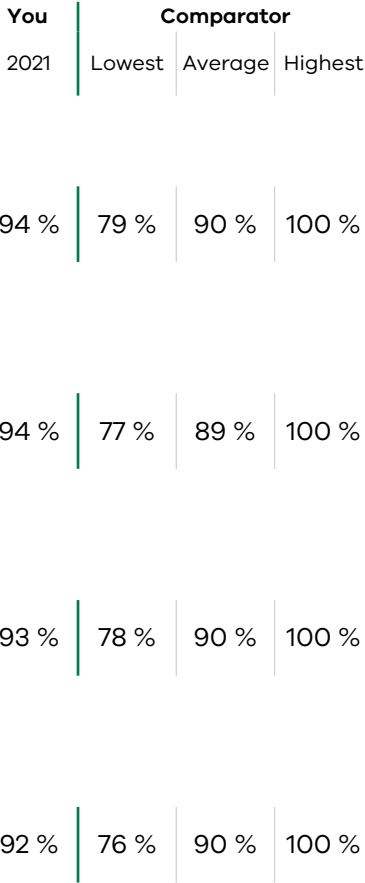
### Example

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

## Survey question

## Your results

## Benchmark agree results



Job and manager factors

Manager leadership 2 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

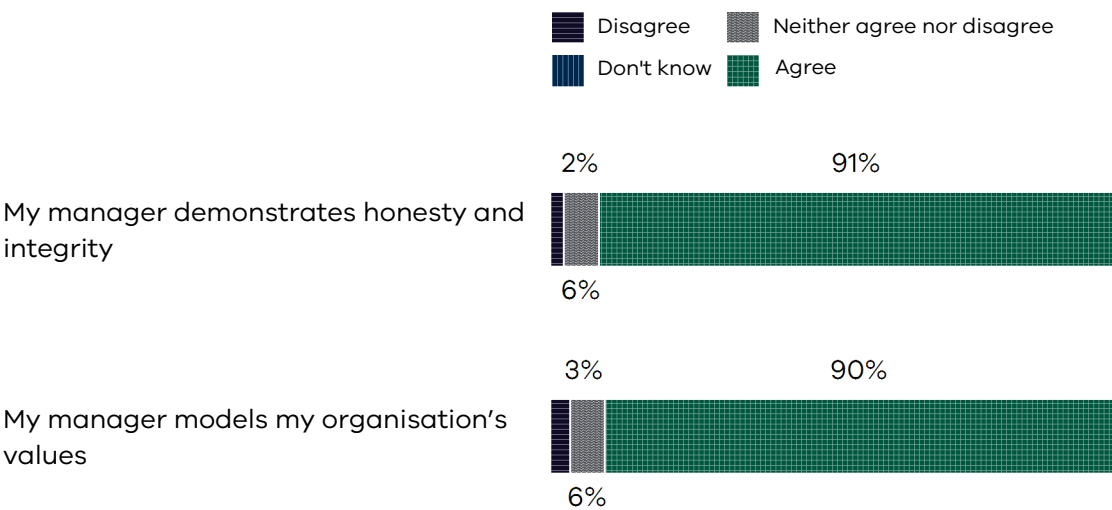
Example

91% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question

Your results

Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
91 %	70 %	89 %	100 %
90 %	67 %	86 %	100 %

# Job and manager factors

## Manager support 1 of 3

### What this is

This is how supported staff feel by their direct manager.

### Why this is important

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

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

### How to read this

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

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

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

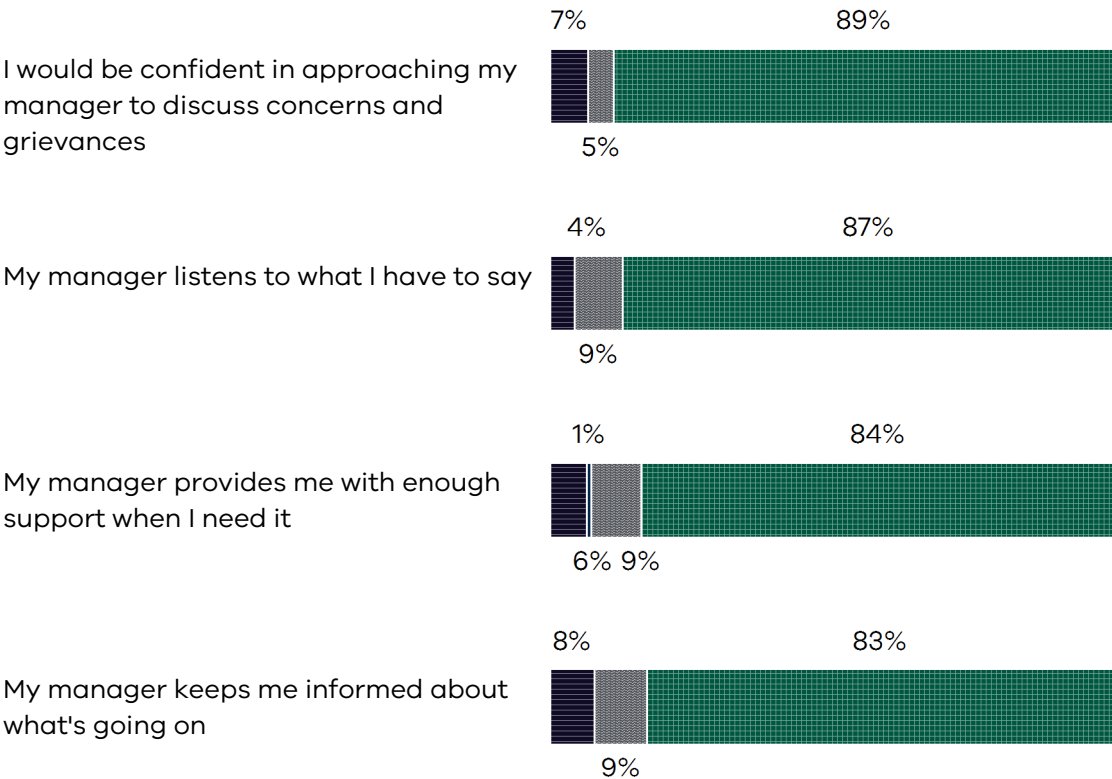
### Example

89% of your staff who did the survey agreed or strongly agreed with 'I would be confident in approaching my manager to discuss concerns and grievances'.

## Survey question

## Your results

## Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
89 %	73 %	83 %	100 %
87 %	78 %	88 %	97 %
84 %	67 %	81 %	96 %
83 %	67 %	81 %	100 %

# Job and manager factors

## Manager support 2 of 3

### What this is

This is how supported staff feel by their direct manager.

### Why this is important

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

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

### How to read this

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

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

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

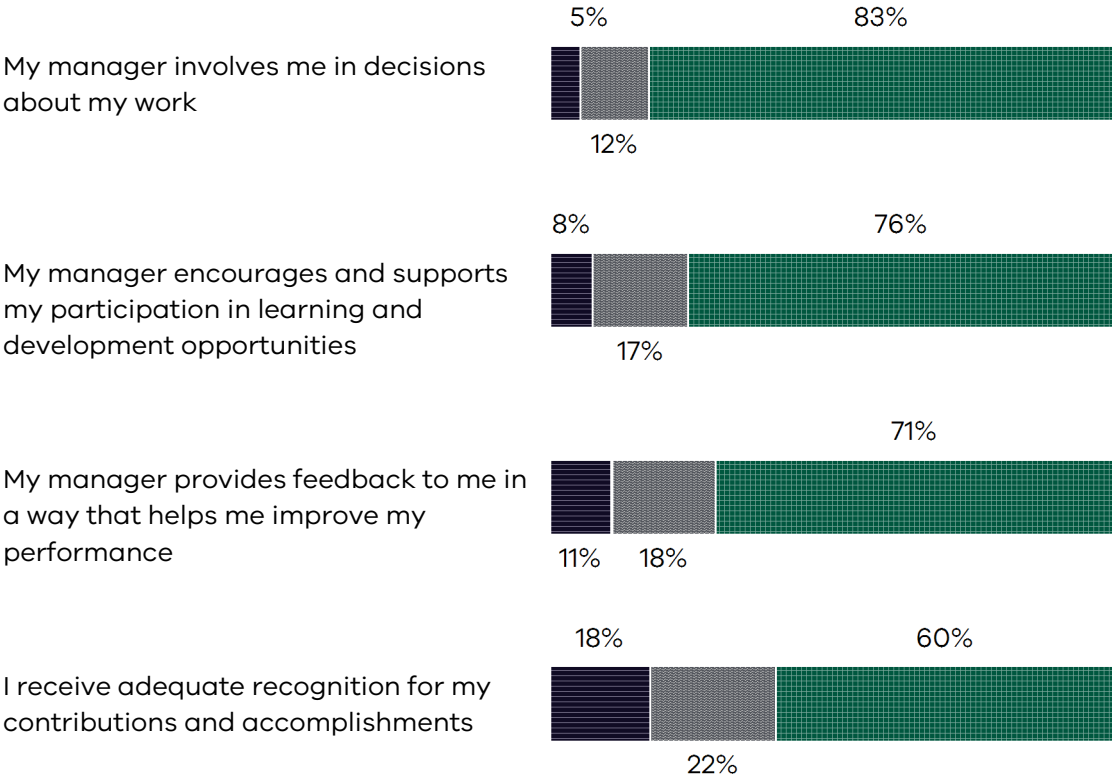
### Example

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

## Survey question

## Your results

## Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
83 %	67 %	83 %	100 %
76 %	59 %	80 %	96 %
71 %	52 %	73 %	94 %
60 %	46 %	64 %	90 %

# Job and manager factors

## Manager support 3 of 3

### What this is

This is how supported staff feel by their direct manager.

### Why this is important

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

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

### How to read this

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

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

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

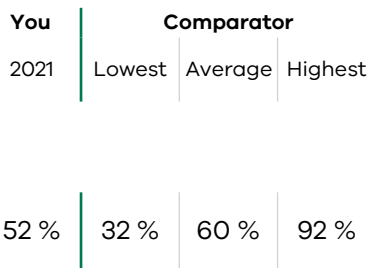
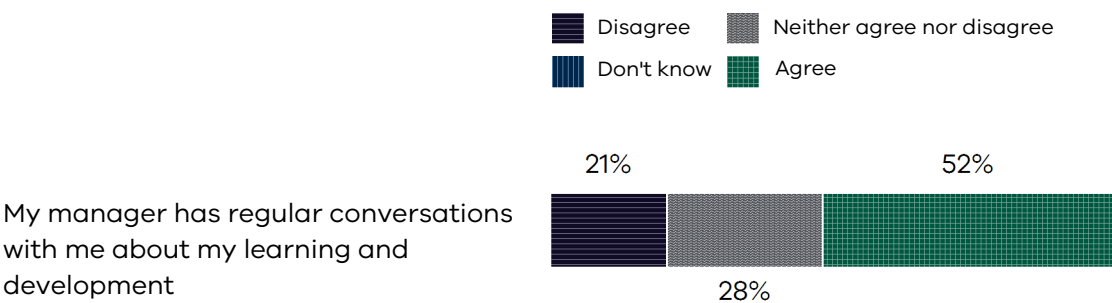
### Example

52% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

## Survey question

## Your results

## Benchmark agree results



# Job and manager factors

## Workload

### What this is

This is how staff feel about workload and time pressure.

### Why this is important

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

### How to read this

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

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

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

### Example

54% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

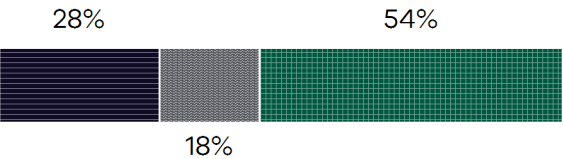
## Survey question

## Your results

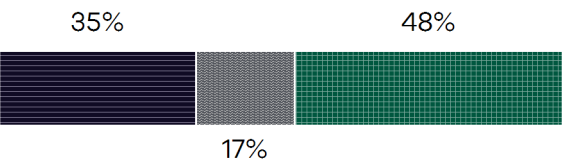
## Benchmark agree results



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



I have enough time to do my job effectively



You	Comparator		
	Lowest	Average	Highest

2021			
------	--	--	--

54 %	39 %	59 %	85 %
------	------	------	------

Job and manager factors

Learning and development 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

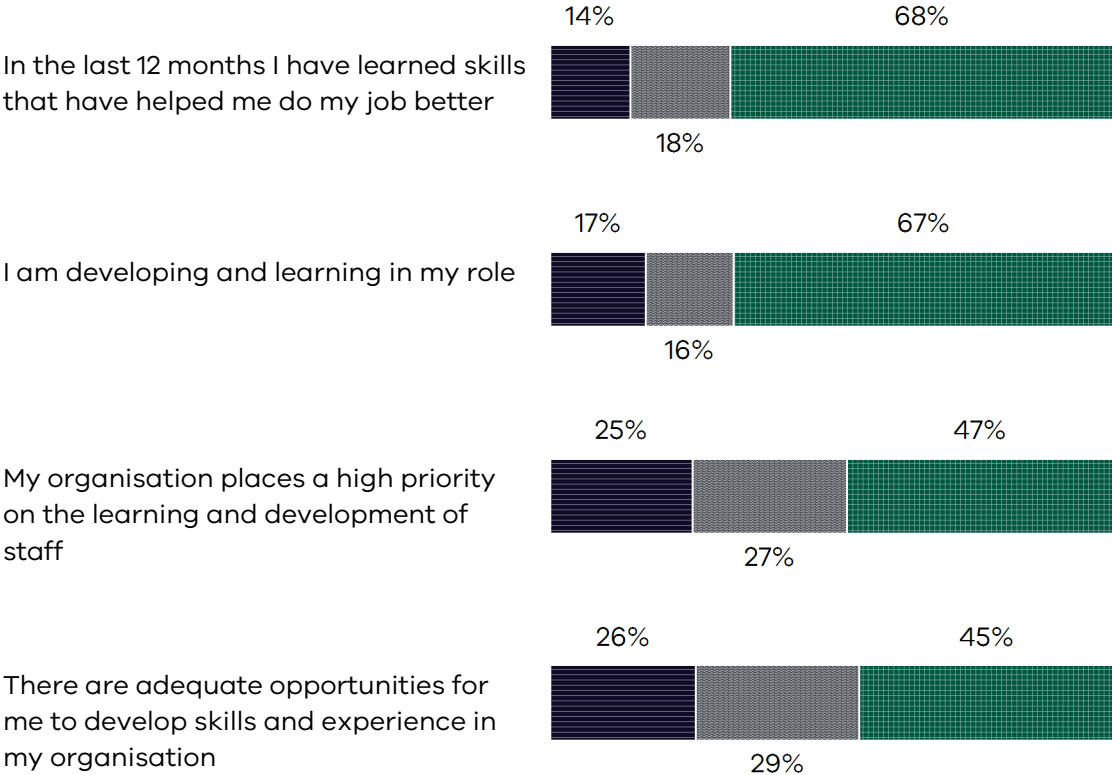
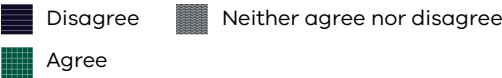
Example

68% of your staff who did the survey agreed or strongly agreed with 'In the last 12 months I have learned skills that have helped me do my job better'.

Survey question

Your results

Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
68 %	49 %	72 %	93 %
67 %	50 %	73 %	96 %
47 %	34 %	61 %	93 %
45 %	35 %	59 %	83 %



# Job and manager factors

## Learning and development 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

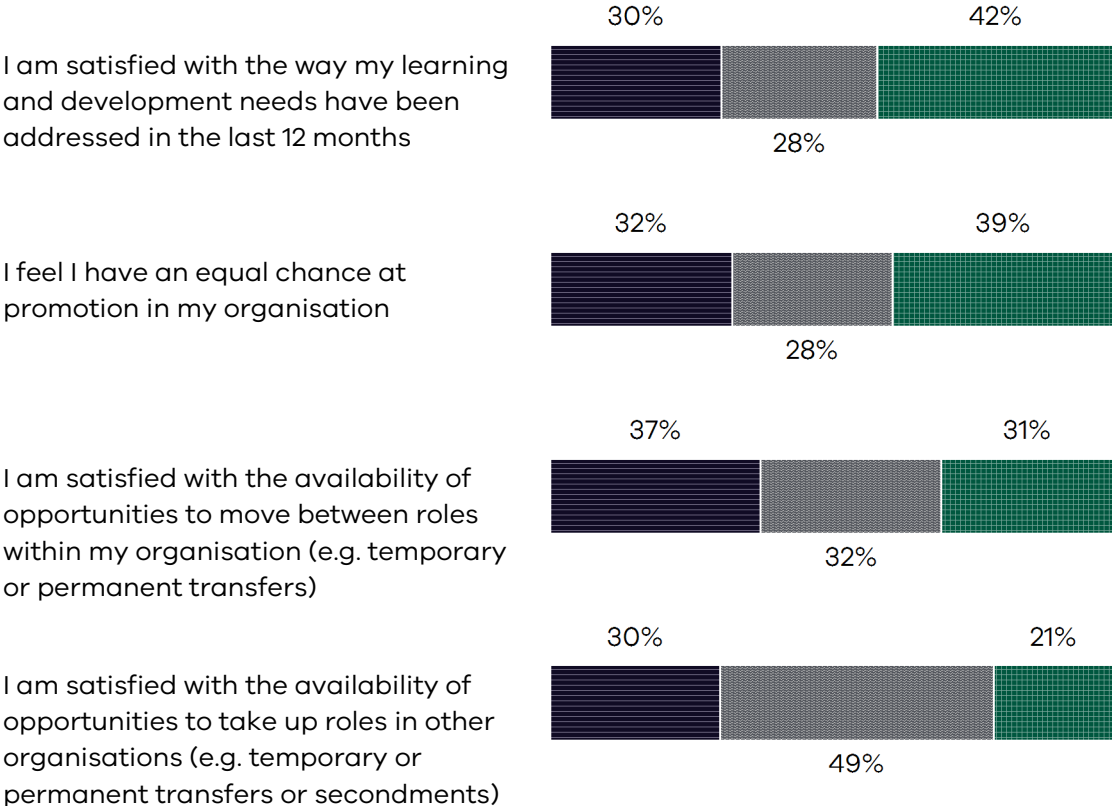
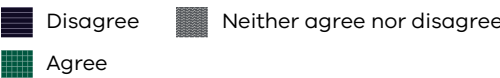
### Example

42% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

## Survey question

## Your results

## Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
42 %	36 %	57 %	88 %
39 %	20 %	44 %	78 %
31 %	19 %	37 %	57 %
21 %	13 %	31 %	57 %

# Job and manager factors

## Job enrichment 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

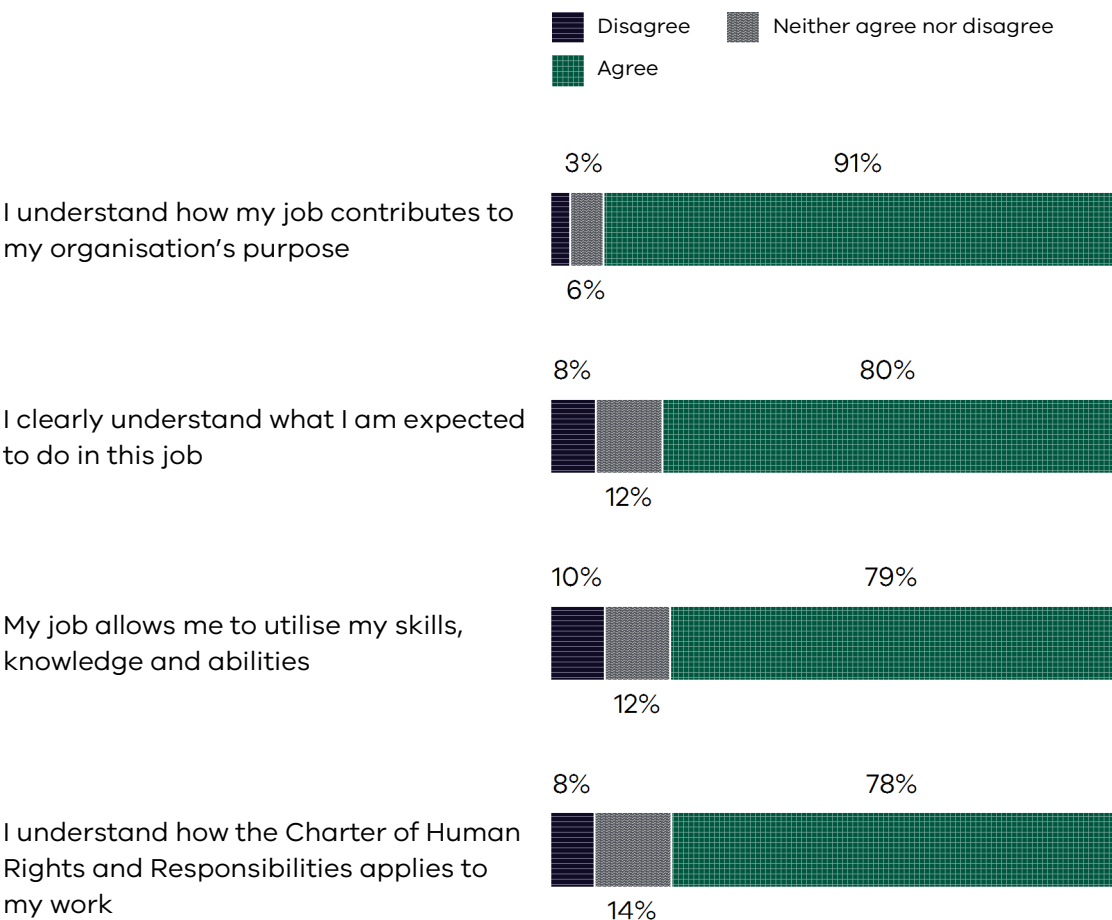
### Example

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

## Survey question

## Your results

## Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
91 %	81 %	91 %	100 %
80 %	55 %	80 %	97 %
79 %	59 %	81 %	100 %
78 %	54 %	73 %	100 %

# Job and manager factors

## Job enrichment 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

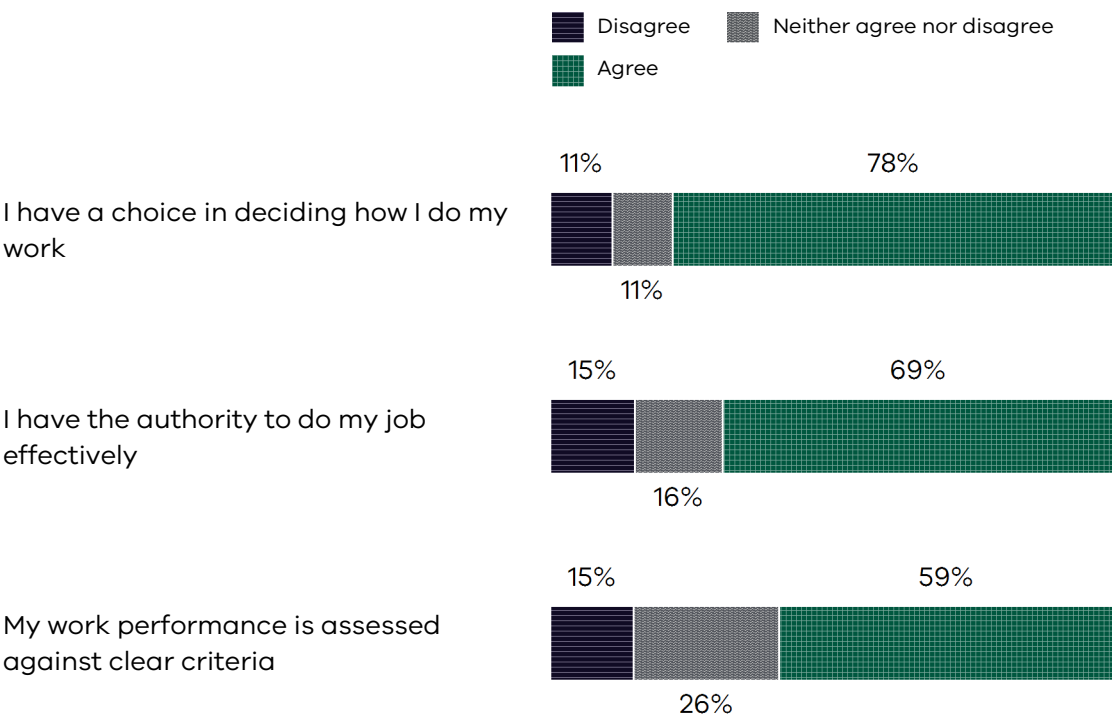
### Example

78% of your staff who did the survey agreed or strongly agreed with 'I have a choice in deciding how I do my work'.

## Survey question

## Your results

## Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
	78 %	60 %	78 %
	100 %	78 %	60 %
	69 %	57 %	76 %
	100 %	69 %	57 %
	59 %	36 %	63 %
	87 %	59 %	36 %

# Job and manager factors

## Meaningful work

### What this is

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

### Why this is important

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

### How to read this

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

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

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

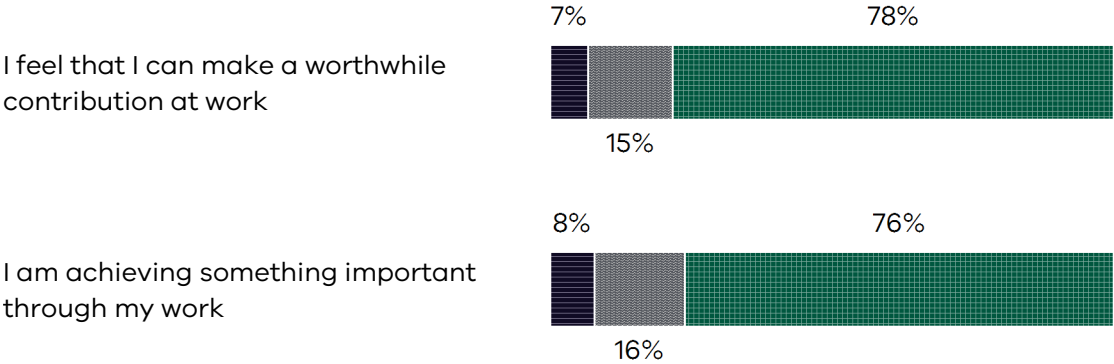
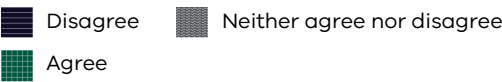
### Example

78% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

## Survey question

## Your results

## Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
78 %	73 %	86 %	100 %
76 %	62 %	81 %	100 %

# Job and manager factors

## Safe to speak up 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

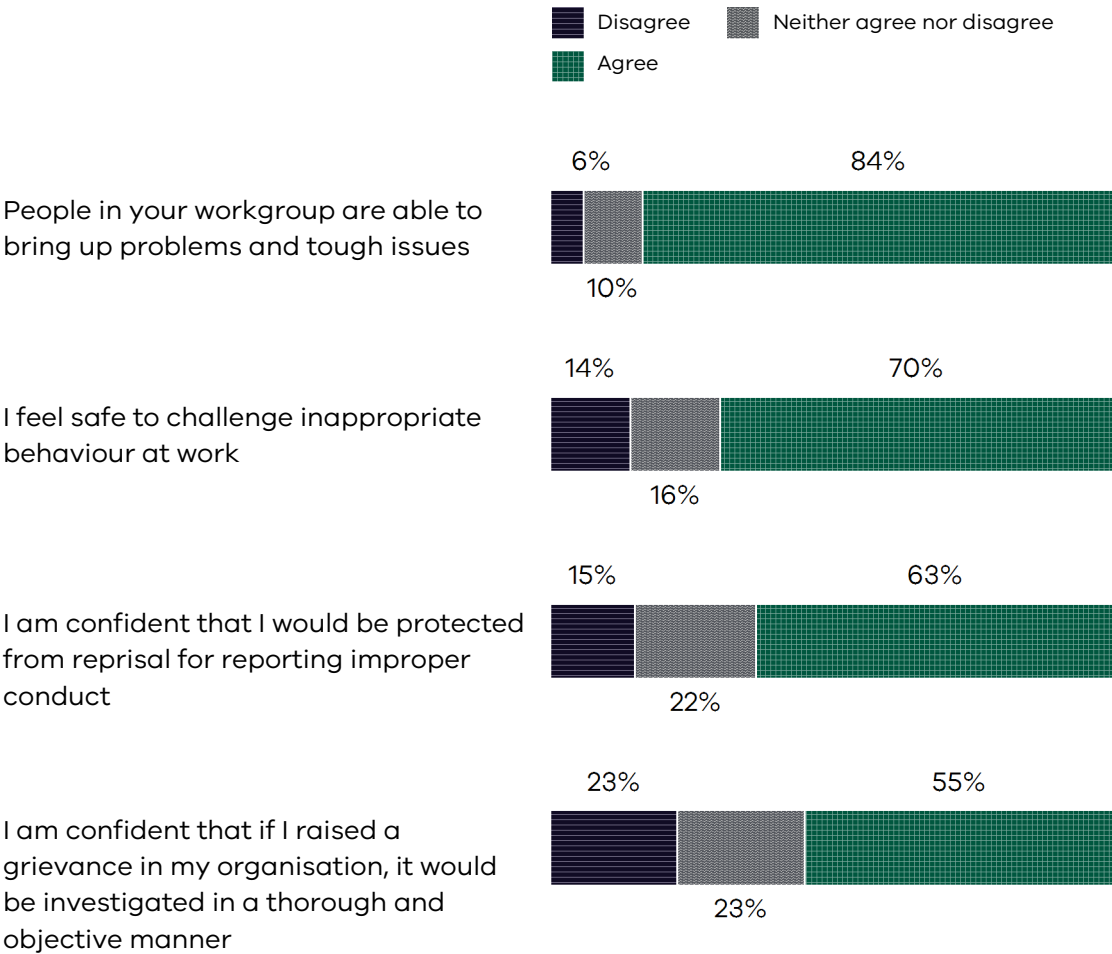
### Example

84% of your staff who did the survey agreed or strongly agreed with 'People in your workgroup are able to bring up problems and tough issues'.

## Survey question

## Your results

## Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
84 %	61 %	77 %	97 %
70 %	49 %	68 %	100 %
63 %	51 %	69 %	100 %
55 %	38 %	63 %	94 %

# Job and manager factors

## Safe to speak up 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

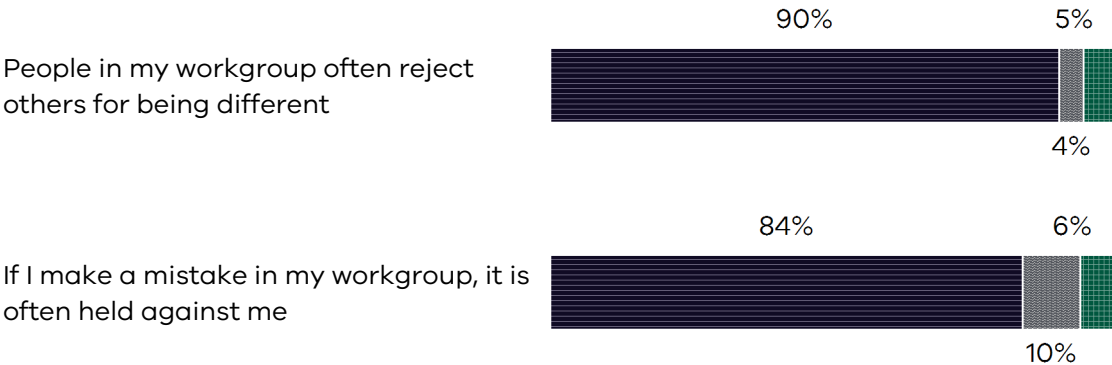
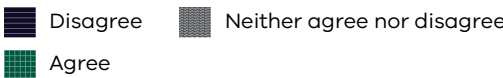
### Example

90% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

## Survey question

## Your results

## Benchmark disagree results



You	Comparator		
	Lowest	Average	Highest
2021			
90 %	75 %	85 %	100 %
84 %	61 %	77 %	96 %

## Job and manager factors

### Barriers to optimal work

#### What this is

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

#### Why this is important

Workplace barriers prevent employees from working efficiently and effectively.

#### How to read this

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

#### Example

50% of staff who did the survey said 'Too many competing priorities' was a significant barrier to performing optimally at work.

Which of the following are currently the most significant barriers (if any) that prevent you performing optimally at work?	You 2021	Comparator 2021	Public sector 2021
Too many competing priorities	50%	39%	36%
Decision making and authorisation processes	39%	28%	23%
Administrative processes (including leave and HR requirements)	22%	16%	19%
Technology limitations	18%	17%	20%
Limited social interactions with the team	17%	15%	11%
Communication processes	16%	16%	19%
Poor mental health or wellbeing	16%	12%	11%
Other	16%	11%	13%
Difficulties in separating work from other aspects of my life	14%	13%	10%
Insufficient autonomy	10%	10%	9%

# People matter

## survey 2021

### Have your say

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



# Public sector values

## Scorecard 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

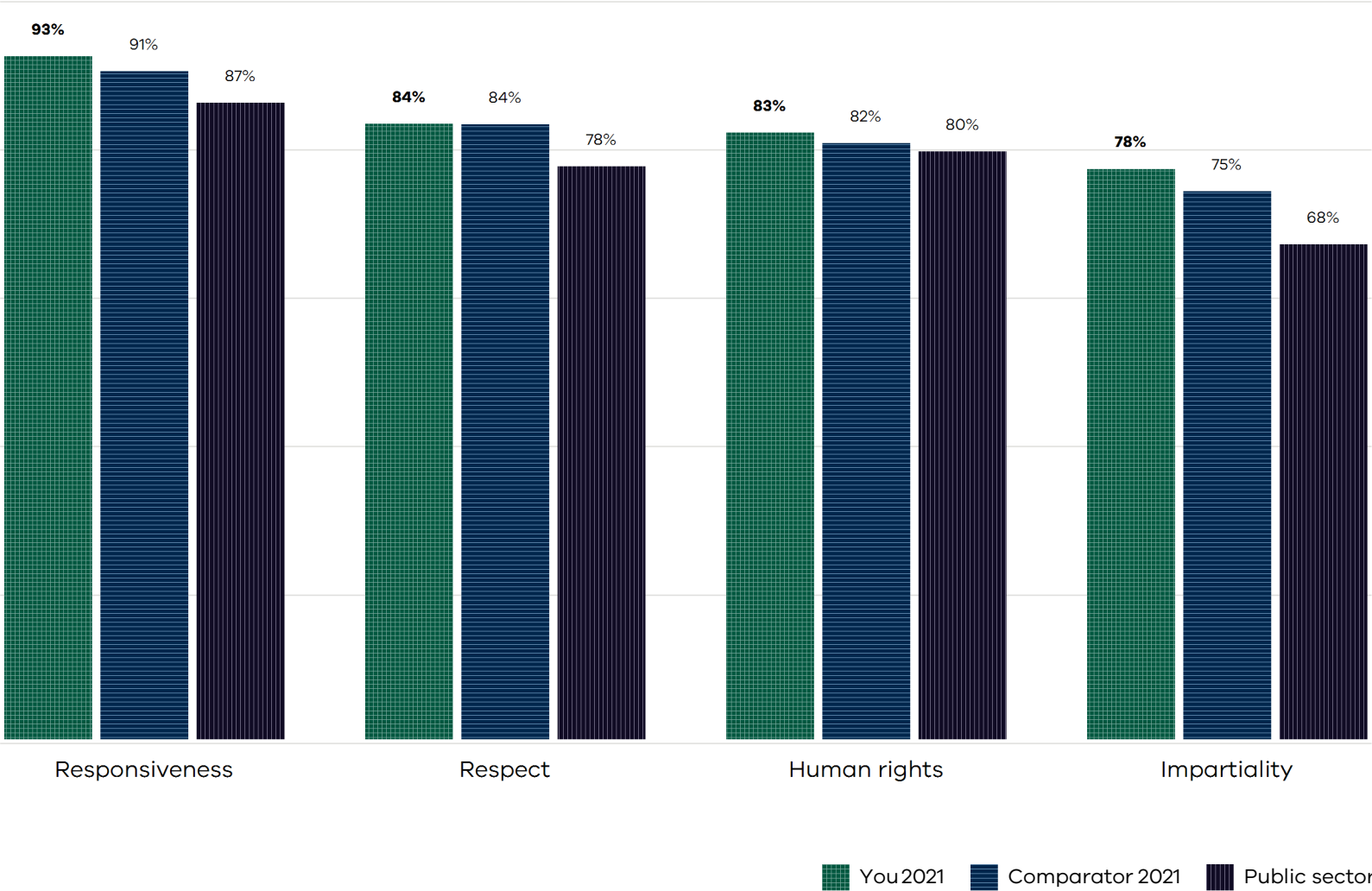
### Example

In 2021:

- 93% of your staff who did the survey responded positively to questions about Responsiveness .

Compared to:

- 91% of staff at your comparator and 87% of staff across the public sector.



# Public sector values

## Scorecard 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

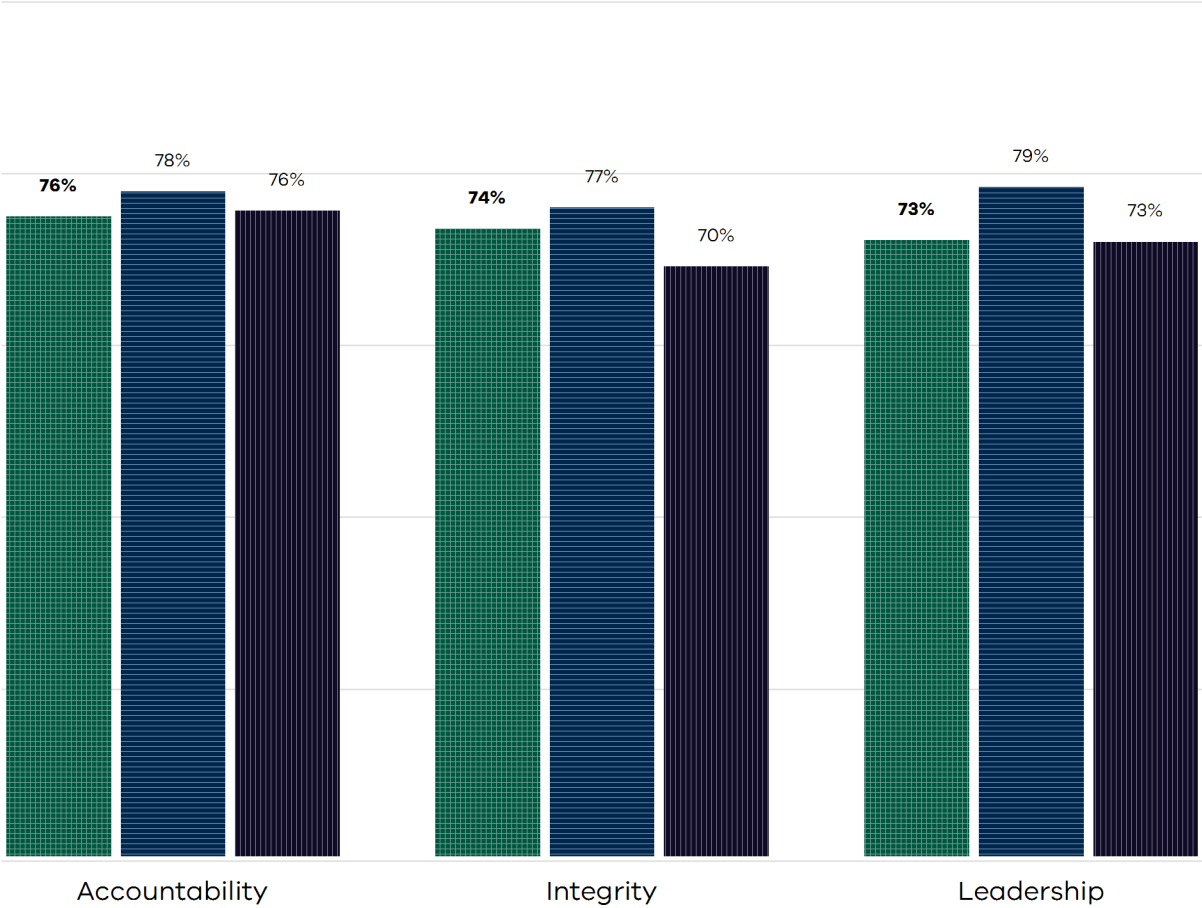
### Example

In 2021:

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

Compared to:

- 78% of staff at your comparator and 76% of staff across the public sector.



You 2021    Comparator 2021    Public sector 2021

Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

Example

94% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services to deliver services in a timely manner'.



# Public sector values

## Integrity 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

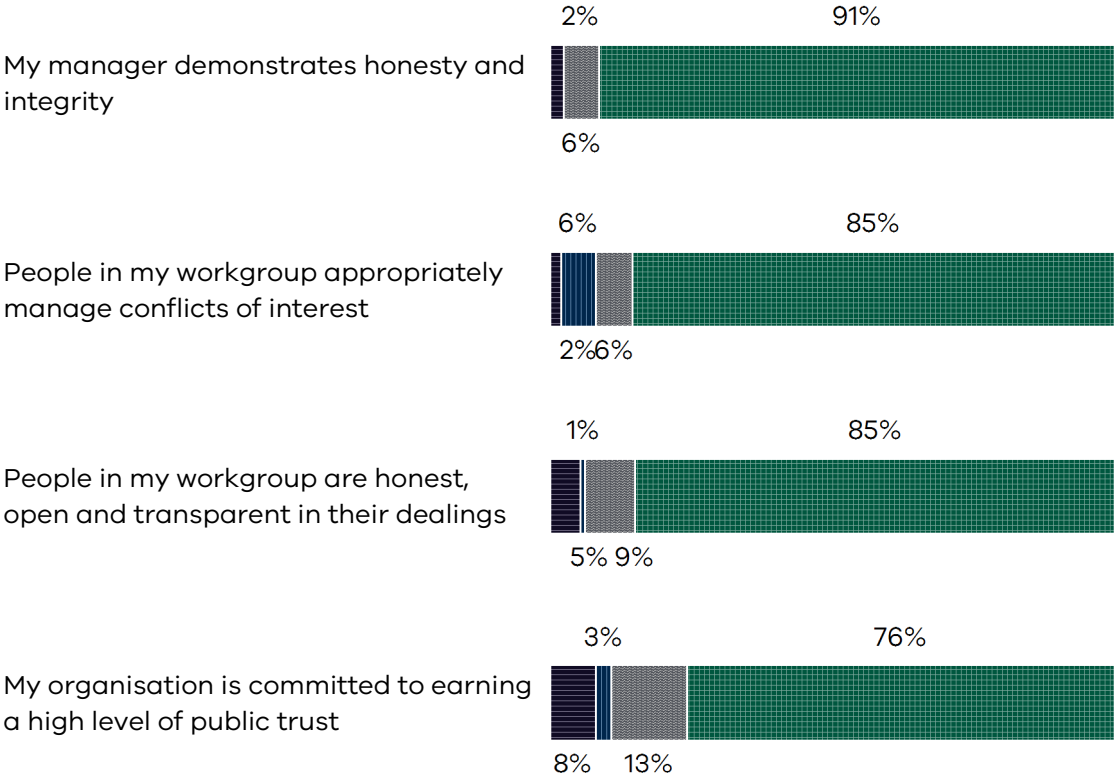
### Example

91% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

## Survey question

## Your results

## Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
91 %	70 %	89 %	100 %
85 %	56 %	79 %	100 %
85 %	65 %	81 %	97 %
76 %	48 %	84 %	100 %

Public sector values

Integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

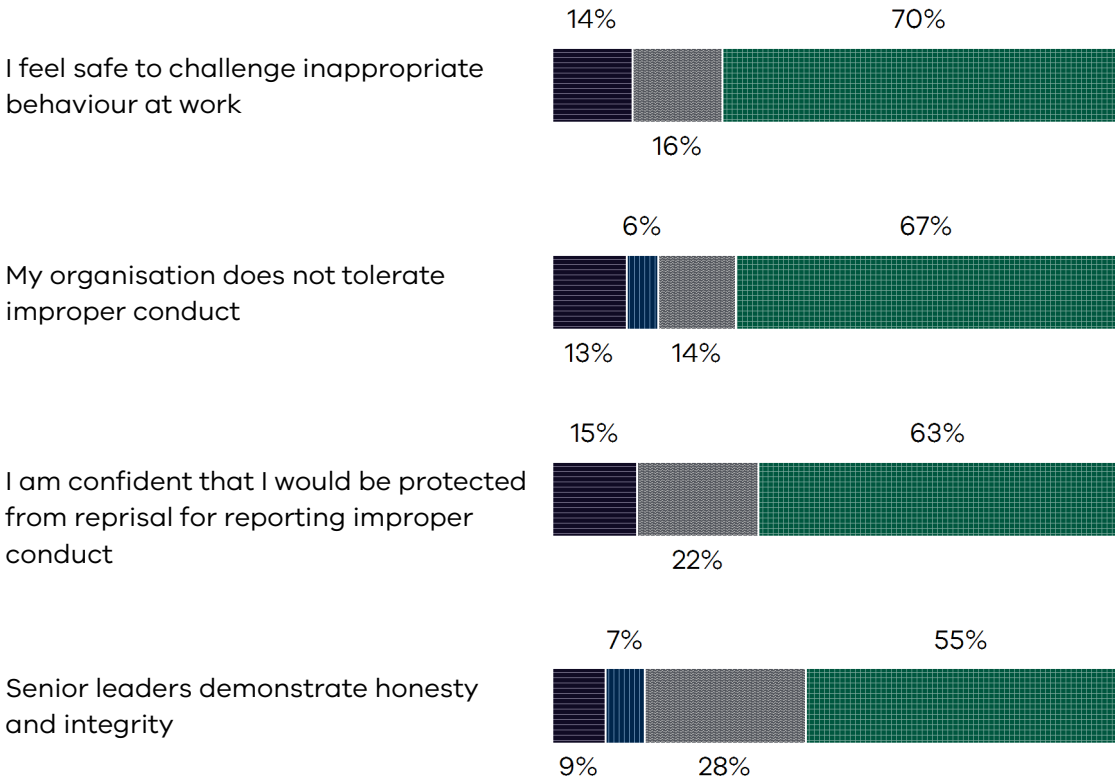
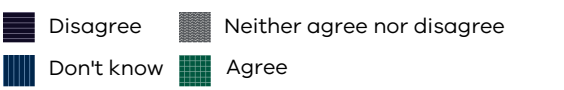
Example

70% of staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.

Survey question

Your results

Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
70 %	49 %	68 %	100 %
67 %	40 %	71 %	100 %
63 %	51 %	69 %	100 %
55 %	44 %	73 %	100 %

Public sector values

Impartiality

What this is

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

Why this is important

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

How to read this

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

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

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

Example

87% of staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.

Survey question

Your results

Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
87 %	68 %	82 %	97 %
87 %	63 %	81 %	100 %
85 %	63 %	80 %	96 %
53 %	27 %	57 %	94 %

Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

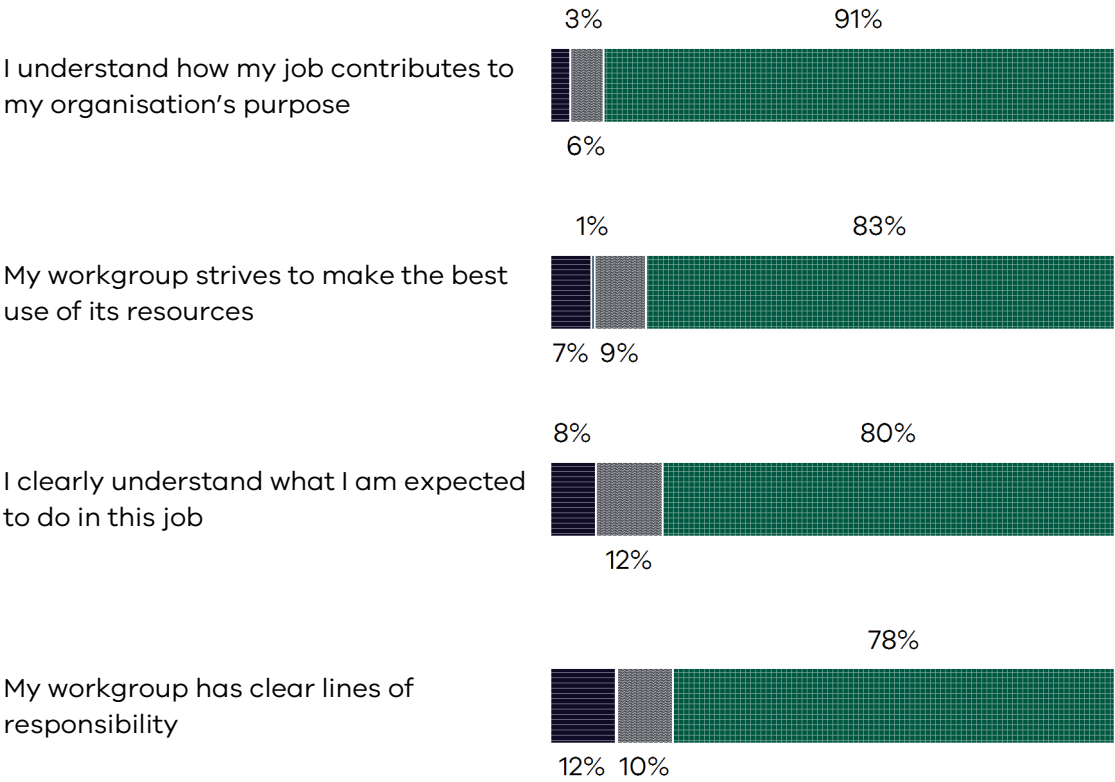
Example

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

Survey question

Your results

Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
91 %	81 %	91 %	100 %
83 %	68 %	81 %	100 %
80 %	55 %	80 %	100 %
78 %	65 %	77 %	94 %

# Public sector values

## Accountability 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

### Example

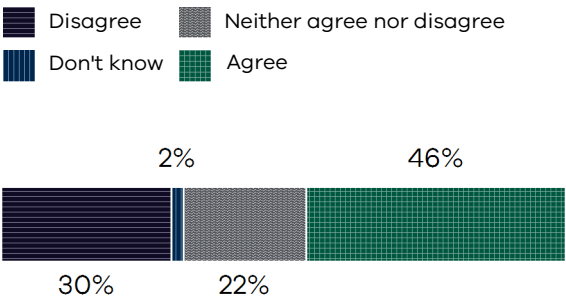
46% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

## Survey question

## Your results

## Benchmark agree results

Senior leaders provide clear strategy and direction



You	Comparator		
	Lowest	Average	Highest
2021			
46 %	29 %	63 %	100 %



Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

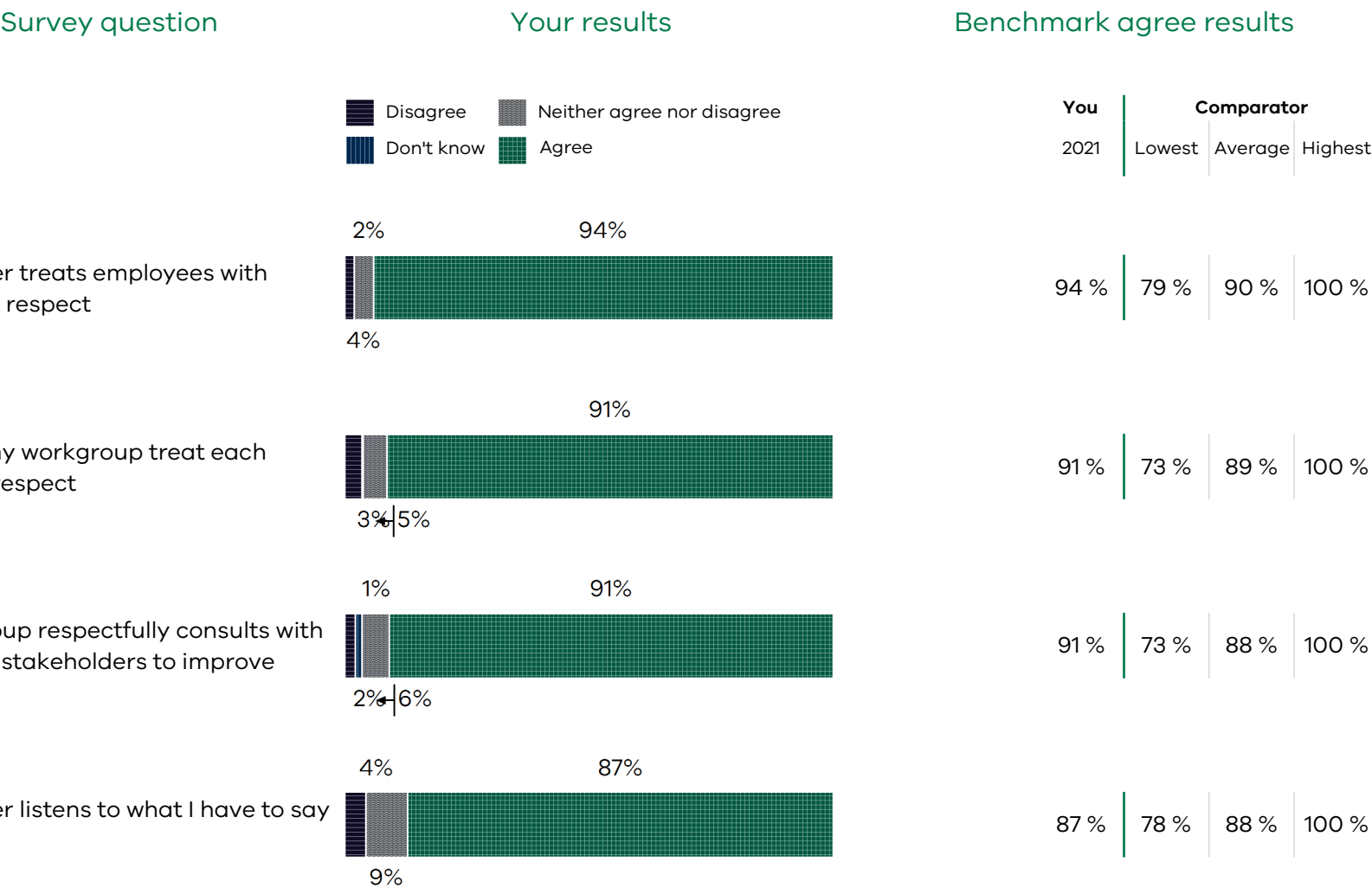
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

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



Public sector values

Respect 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

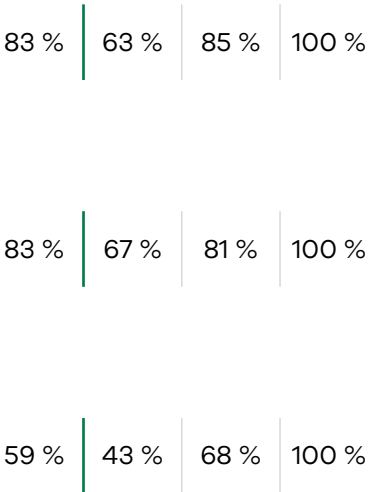
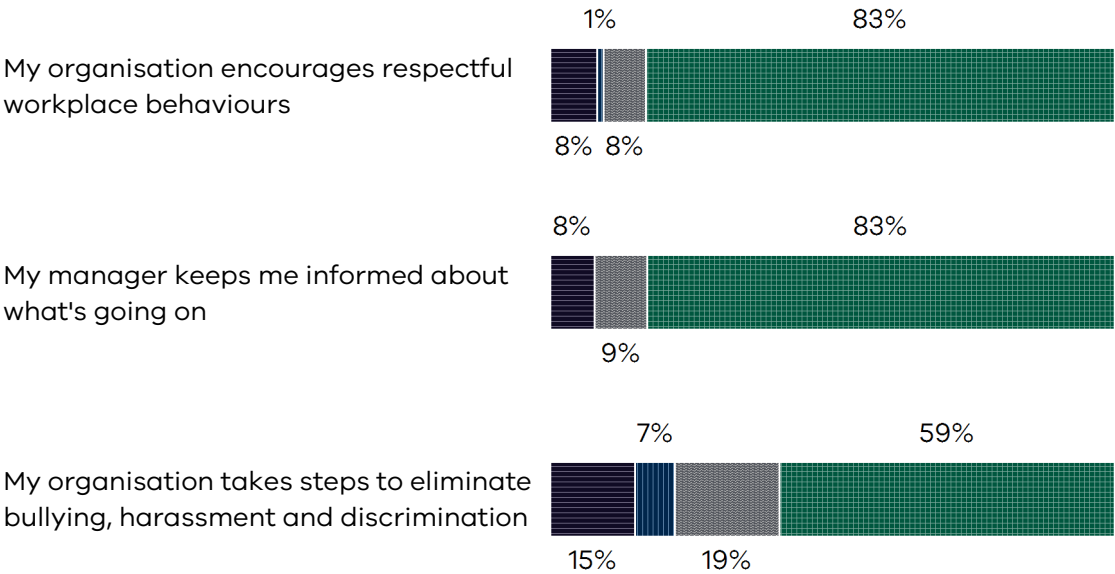
Example

83% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

Survey question

Your results

Benchmark agree results



Public sector values

Leadership

What this is

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

Why this is important

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

How to read this

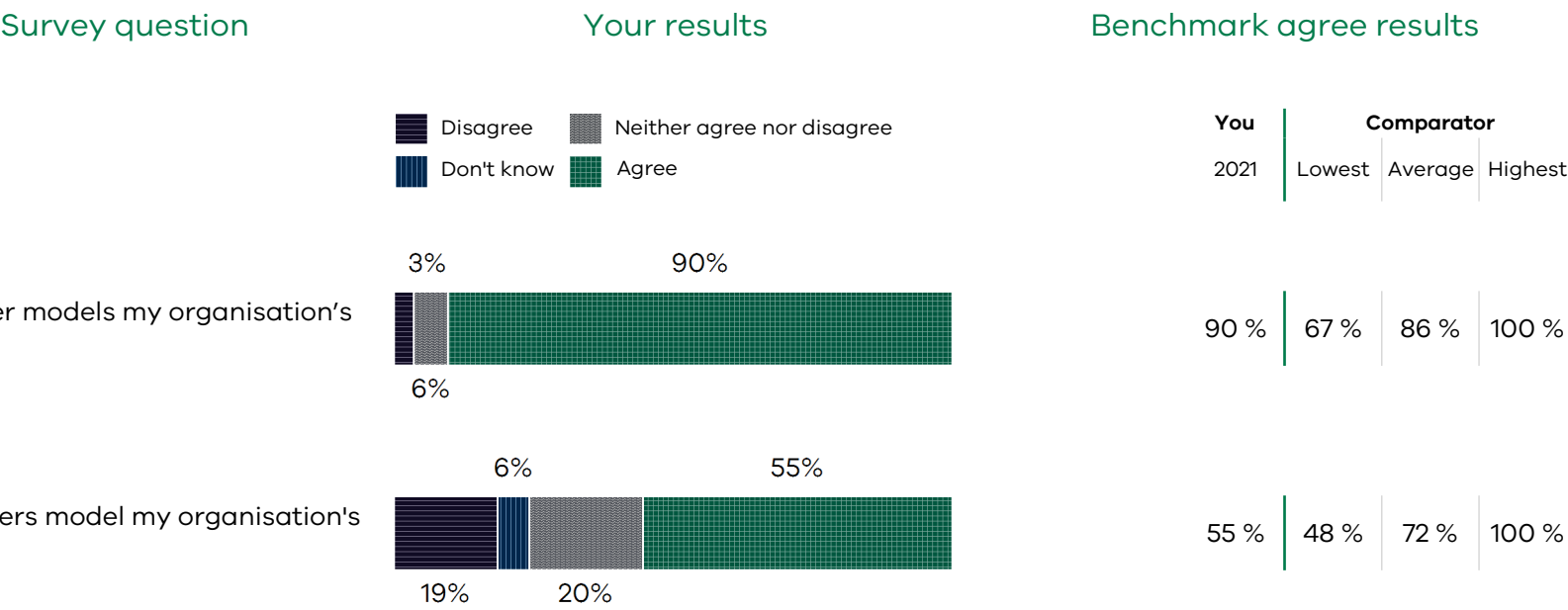
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

90% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.



Public sector values

Human rights

What this is

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

Why this is important

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

How to read this

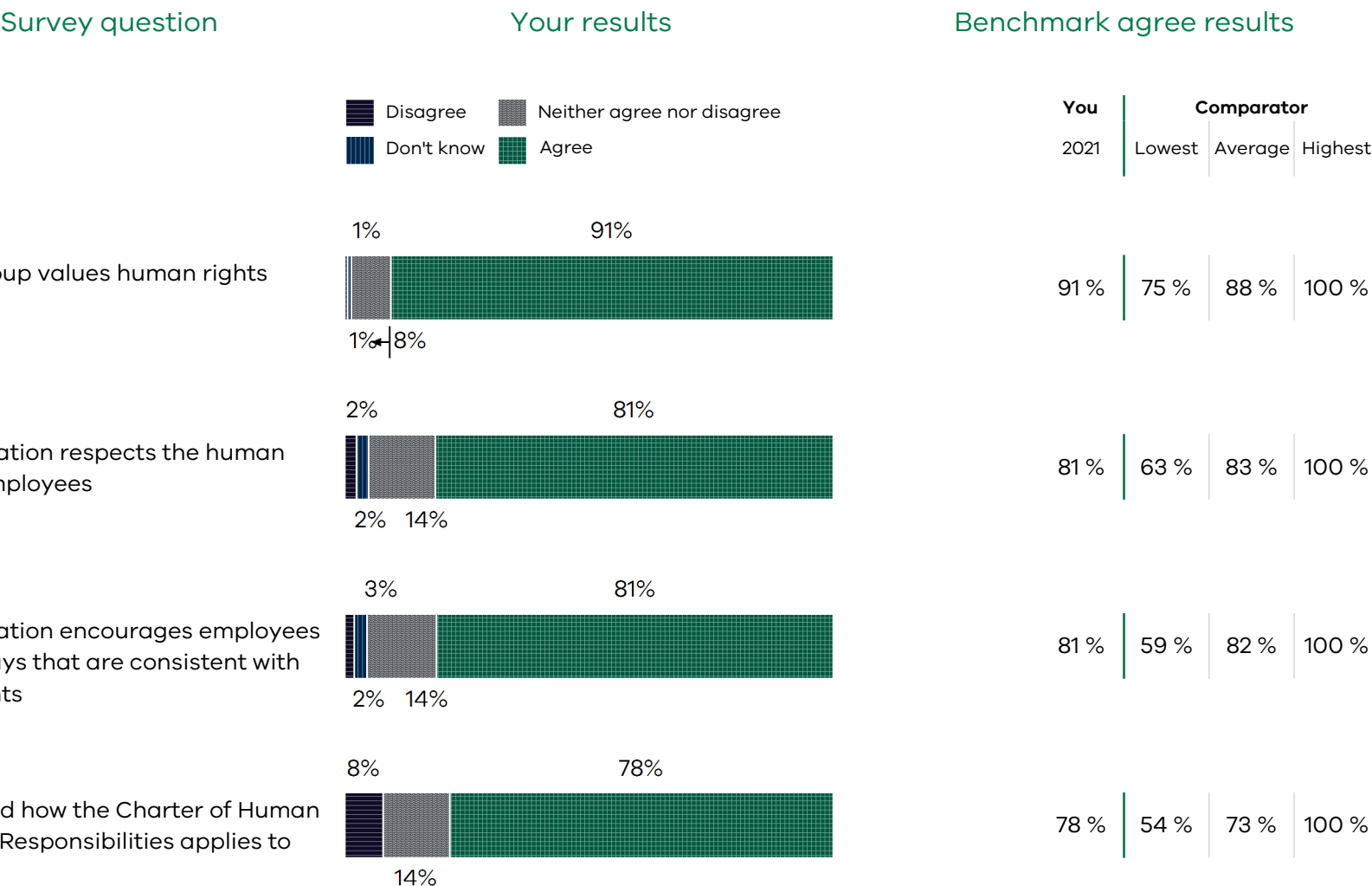
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

91% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.



# People matter

## survey 2021

Have your say

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

## Demographics

Age, Australian defence force and education

### What this is

These are the employment characteristics of staff.

### Why this is important

This helps organisations understand the diversity of their staff.

### How to read this

Each table shows the breakdown of responses from your survey.

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

### How we protect anonymity and privacy

To protect you, we:

- de-identify all survey response data provided to your organisation
- don't release results when fewer than 10 people in a demographic group have responded to the survey
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Age	(n)	%
15-34 years	75	20%
35-54 years	199	53%
55+ years	43	12%
Prefer not to say	55	15%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	9	2%
No	340	91%
Prefer not to say	23	6%

Highest level of formal education	(n)	%
Doctoral Degree level	20	5%
Master Degree level	83	22%
Graduate Diploma or Graduate Certificate level	51	14%
Bachelor Degree level incl. honours degrees	140	38%
Advanced Diploma or Diploma level	20	5%
Certificate III or IV level	13	3%
Year 12 or equivalent (VCE/Leaving certificate)	6	2%
Certificate I or II level	1	0%
Prefer not to say	38	10%

## Demographics

### Aboriginal and/or Torres Strait Islander employees

#### What this is

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	1	0%
Non Aboriginal and/or Torres Strait Islander	349	94%
Prefer not to say	22	6%

## Demographics

### Disability

#### What this is

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

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Do you identify as a person with a disability?	(n)	%
Yes	23	6%
No	309	83%
Prefer not to say	40	11%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	15	65%
No	8	35%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
I feel that sharing my disability information will reflect negatively on me	3	38%
Other	2	25%
My disability does not impact on my ability to perform my role	2	25%
I do not require any adjustments to be made to perform my role	1	13%



## Demographics

### Gender, variations in sex characteristics and sexual orientation

#### What this is

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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How would you describe your gender?	(n)	%
Woman	173	47%
Man	133	36%
Prefer not to say	62	17%
Non-binary and I use a different term	4	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	5	1%
No	322	87%
Prefer not to say	45	12%

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

	(n)	%
No	329	88%
Don't know	2	1%
Prefer not to say	41	11%

### How do you describe your sexual orientation?

	(n)	%
Straight (heterosexual)	277	74%
Prefer not to say	65	17%
Bisexual	11	3%
Gay or lesbian	7	2%
Pansexual	7	2%
Asexual	3	1%
I use a different term	1	0%
Don't know	1	0%

## Demographics

### Cultural diversity 1 of 3

#### What this is

These are the personal characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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Country of birth	(n)	%
Born in Australia	252	68%
Not born in Australia	77	21%
Prefer not to say	43	12%

When did you first arrive in Australia?*	(n)	%
1 to less than 2 years ago	2	3%
More than 20 years ago	35	45%
2 to less than 5 years ago	7	9%
5 to less than 10 years ago	12	16%
10 to less than 20 years ago	21	27%

Language other than English spoken with family or community	(n)	%
Yes	51	14%
No	284	76%
Prefer not to say	37	10%

## Demographics

### Cultural diversity 2 of 3

#### What this is

These are the personal characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

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

	(n)	%
Other	23	45%
French	5	10%
Greek	4	8%
Italian	4	8%
Tamil	4	8%
Hindi	3	6%
Spanish	3	6%
Arabic	2	4%
Mandarin	2	4%
Urdu	2	4%
Australian Indigenous Language	1	2%
Cantonese	1	2%
Filipino	1	2%
German	1	2%
Macedonian	1	2%

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

	(n)	%
Punjabi	1	2%
Sinhalese	1	2%

## Demographics

### Cultural diversity 3 of 3

#### What this is

This is the cultural identity and religion of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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Cultural identity	(n)	%
Australian	<b>246</b>	66%
Prefer not to say	<b>51</b>	14%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	<b>34</b>	9%
English, Irish, Scottish and/or Welsh	<b>28</b>	8%
East and/or South-East Asian	<b>14</b>	4%
Other	<b>13</b>	3%
South Asian	<b>8</b>	2%
New Zealander	<b>5</b>	1%
Central and/or South American	<b>5</b>	1%
North American	<b>4</b>	1%
Central Asian	<b>3</b>	1%
African (including Central, West, Southern and East African)	<b>2</b>	1%
Middle Eastern and/or North African	<b>1</b>	0%
Aboriginal and/or Torres Strait Islander	<b>1</b>	0%

Religion	(n)	%
No religion	<b>193</b>	52%
Christianity	<b>84</b>	23%
Prefer not to say	<b>66</b>	18%
Hinduism	<b>10</b>	3%
Buddhism	<b>7</b>	2%
Other	<b>7</b>	2%
Islam	<b>4</b>	1%
Judaism	<b>1</b>	0%

## Demographics

### Employment characteristics 1 of 2

#### What this is

These are the employment characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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Working arrangement	(n)	%
Full-Time	315	85%
Part-Time	57	15%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$65k	7	2%
\$65k to \$95k	114	31%
\$95k to \$125k	159	44%
\$125k or more	38	10%
Prefer not to say	44	12%

Organisational tenure	(n)	%
<1 year	43	12%
1 to less than 2 years	42	11%
2 to less than 5 years	142	38%
5 to less than 10 years	61	16%
10 to less than 20 years	62	17%
More than 20 years	22	6%

Management responsibility	(n)	%
Non-manager	252	68%
Other manager	75	20%
Manager of other manager(s)	45	12%

Employment type	(n)	%
Ongoing and executive	277	74%
Fixed term	85	23%
Other	10	3%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	244	66%
I have moved to a different role within my organisation (including acting roles)	100	27%
I have moved to my role from outside the Victorian public sector	16	4%
I have moved to my role from a different Victorian public sector organisation	12	3%

## Demographics

### Employment characteristics 2 of 2

#### What this is

These are the employment characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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- don't release employee opinion results for demographic groups where organisations have fewer than 30 responses in total.

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

	(n)	%
Melbourne: Suburbs	240	65%
Melbourne CBD	58	16%
Other city or town	27	7%
Latrobe	14	4%
Bendigo	11	3%
Geelong	9	2%
Wangaratta	8	2%
Ballarat	3	1%
Outside Victoria	2	1%

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

	(n)	%
Home/private location	317	85%
A main office	44	12%
A frontline or service delivery location (that is not a main office or home/private location)	8	2%
Other (please specify)	2	1%
A hub/shared work space	1	0%

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

	(n)	%
A main office	171	46%
Home/private location	115	31%
No, I have not worked from any other locations	102	27%
A frontline or service delivery location (that is not a main office or home/private location)	19	5%
Other	7	2%
A hub/shared work space	1	0%

## Demographics

### Adjustments

#### What this is

These are adjustments staff requested to perform in their role.

#### Why this is important

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

#### How to read this

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

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

#### How we protect anonymity and privacy

To protect you, we:

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- don't release employee opinion results for demographic groups where organisations have fewer than 30 responses in total.

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

	(n)	%
No, I have not requested adjustments	198	53%
Flexible working arrangements	154	41%
Physical modifications or improvements to the workplace	42	11%
Career development support strategies	5	1%
Job redesign or role sharing	3	1%
Accessible communications technologies	3	1%
Other	1	0%

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

	(n)	%
Work-life balance	92	53%
Health	56	32%
Family responsibilities	54	31%
Caring responsibilities	32	18%
Other	26	15%
Study commitments	9	5%
Disability	8	5%

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

	(n)	%
The adjustments I needed were made and the process was satisfactory	152	87%
The adjustments I needed were made but the process was unsatisfactory	15	9%
The adjustments I needed were not made	7	4%

## Demographics

### Caring

#### What this is

These are staff-reported caring responsibilities.

#### Why this is important

This shows organisations what caring responsibilities their staff have.

#### How to read this

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

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

#### How we protect anonymity and privacy

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- don't release employee opinion results for demographic groups where organisations have fewer than 30 responses in total.

Caring responsibility	(n)	%
None of the above	149	40%
Primary school aged child(ren)	82	22%
Secondary school aged child(ren)	57	15%
Prefer not to say	44	12%
Child(ren) - younger than preschool age	34	9%
Preschool aged child(ren)	27	7%
Frail or aged person(s)	27	7%
Person(s) with a mental illness	16	4%
Person(s) with a medical condition	13	3%
Person(s) with disability	12	3%
Other	11	3%





**Victorian  
Public Sector  
Commission**



[vpsc.vic.gov.au/peoplemattersurvey](https://vpsc.vic.gov.au/peoplemattersurvey)