People matter survey 2021

Have your say

Victorian Public Sector Commission

VICTORIA State Government

Report overview

About your report

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

Report contents

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

Comparing data in this report

Your organisation took part in the survey in 2020 but not 2019.

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

Rounding of percentages

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

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

Survey questions and definitions

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

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

People matter survey 2021

Have your say

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

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.

Victorian Public Sector Commission

VICTORIA State Government

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.

Senior leadership →
- Lead the organisation
- Set the culture
- Lead by example
- Actions influence outcomes

Organisation climate →
- Organisational integrity
- Workplace flexibility
- Equal employment opportunity
- Diversity and inclusion
- Safety climate
- Patient safety climate

Workgroup climate →
- Quality service delivery
- Innovation
- Workgroup support
- Change management

Job and manager →
- Manager leadership
- Manager support
- Workload
- Learning and development
- Job enrichment
- Meaningful work
- Safe to speak up

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

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

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Australian Centre for the Moving Image

Film Victoria

Melbourne Recital Centre

National Gallery of Victoria

Shrine of Remembrance Trust

State Library of Victoria

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

61%
(31)

Comparator	60%
Public Sector	49%

2021

51%
(41)

Comparator	44%
Public Sector	39%

People matter survey 2021

Have your say

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020		2021	
68		**75**	
Comparator	67	Comparator	74
Public Sector	68	Public Sector	70

Victorian Public Sector Commission

VICTORIA State Government

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 75.

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.
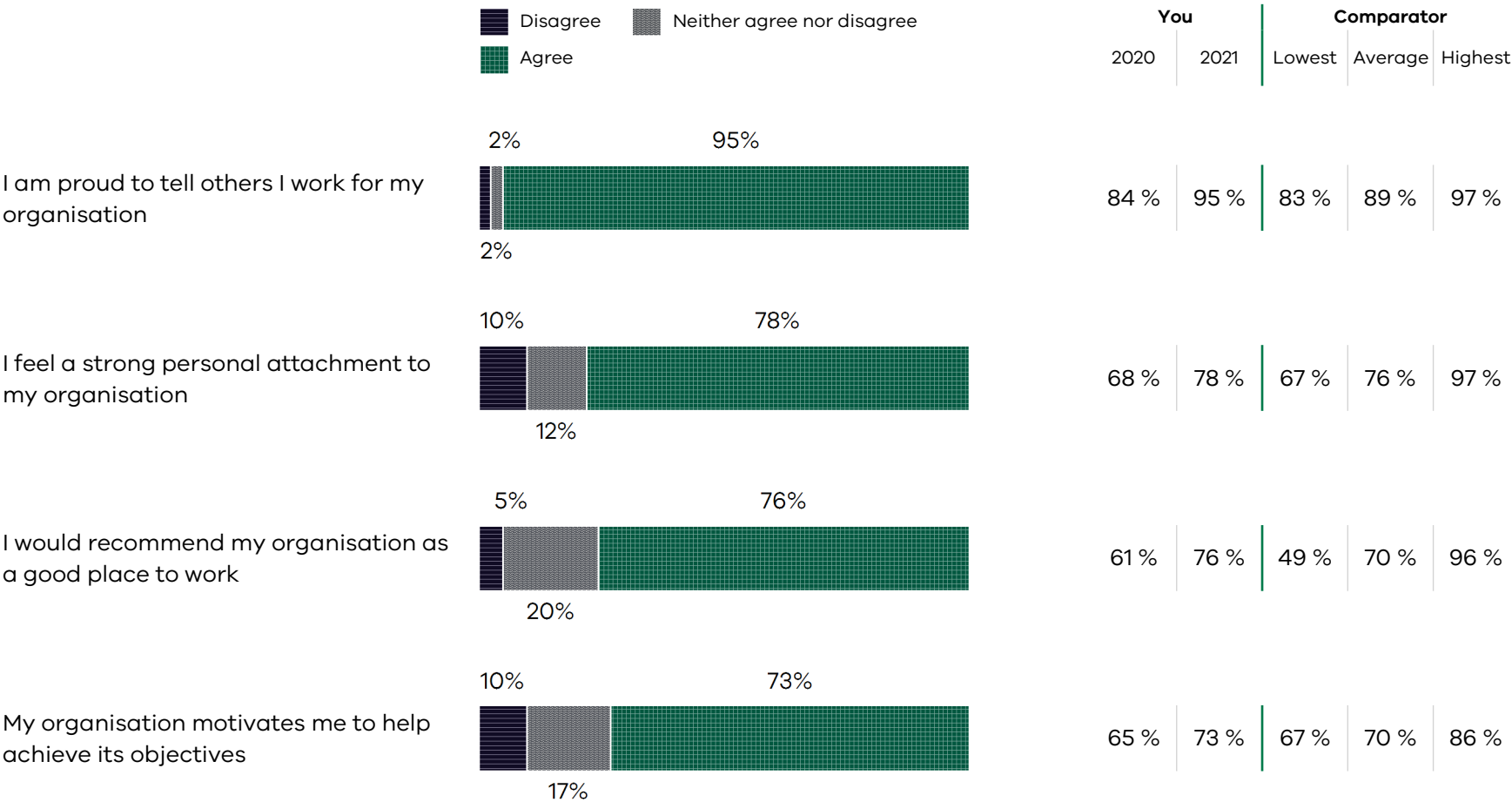
Example

95% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ Agree

Survey question	Your results (Disagree / Neither / Agree)	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to tell others I work for my organisation	2% / 2% / 95%	84 %	95 %	83 %	89 %	97 %
I feel a strong personal attachment to my organisation	10% / 12% / 78%	68 %	78 %	67 %	76 %	97 %
I would recommend my organisation as a good place to work	5% / 20% / 76%	61 %	76 %	49 %	70 %	96 %
My organisation motivates me to help achieve its objectives	10% / 17% / 73%	65 %	73 %	67 %	70 %	86 %

People outcomes

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 75.

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

63% 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

Your results

■ Disagree   ▒ Neither agree nor disagree

▦ Agree

My organisation inspires me to do the best in my job

12%   63%

24%
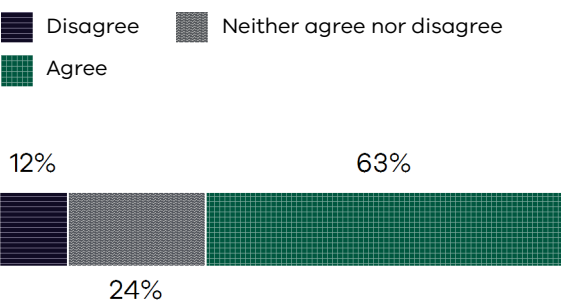
Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
	58 %	63 %	65 %	70 %	86 %

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
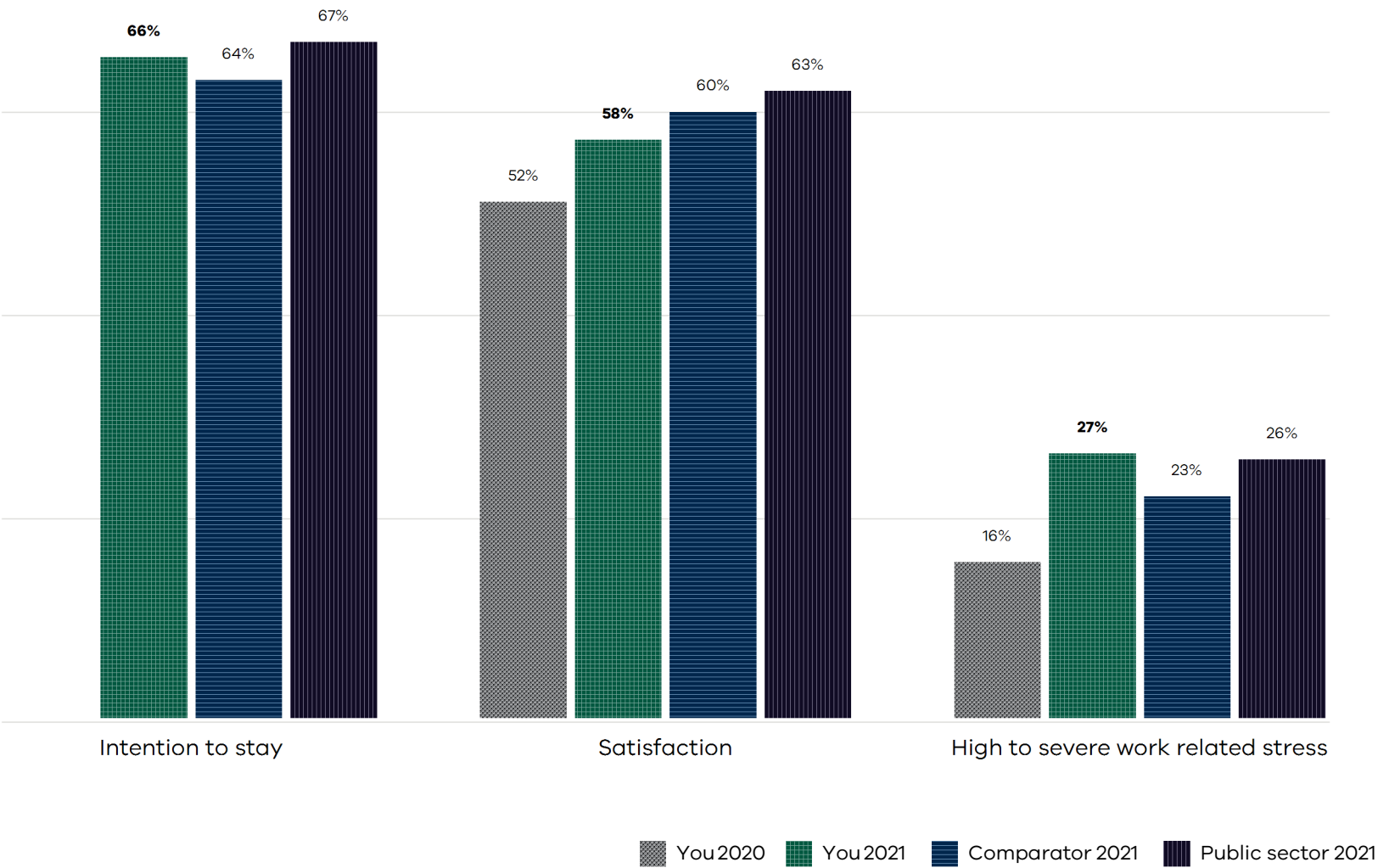
In 2021:

- 66% of your staff who did the survey responded positively to questions about Intention to stay.

Compared to:

- 64% of staff at your comparator and 67% of staff across the public sector.

Legend: You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Intention to stay: 66%, 64%, 67%
Satisfaction: 52%, 58%, 60%, 63%
High to severe work related stress: 16%, 27%, 23%, 26%

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

88% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

■ Disagree   ▦ Neither agree nor disagree
▦ Agree

Survey question	2%	88%	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I enjoy the work in my current job		10%	Not asked	88 %	73 %	78 %	84 %
I get a sense of accomplishment from my work	2%	78% / 20%	Not asked	78 %	72 %	77 %	86 %

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.
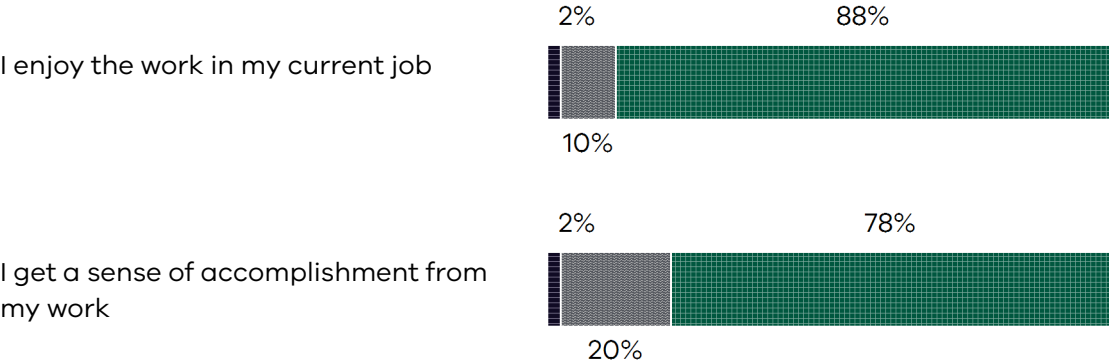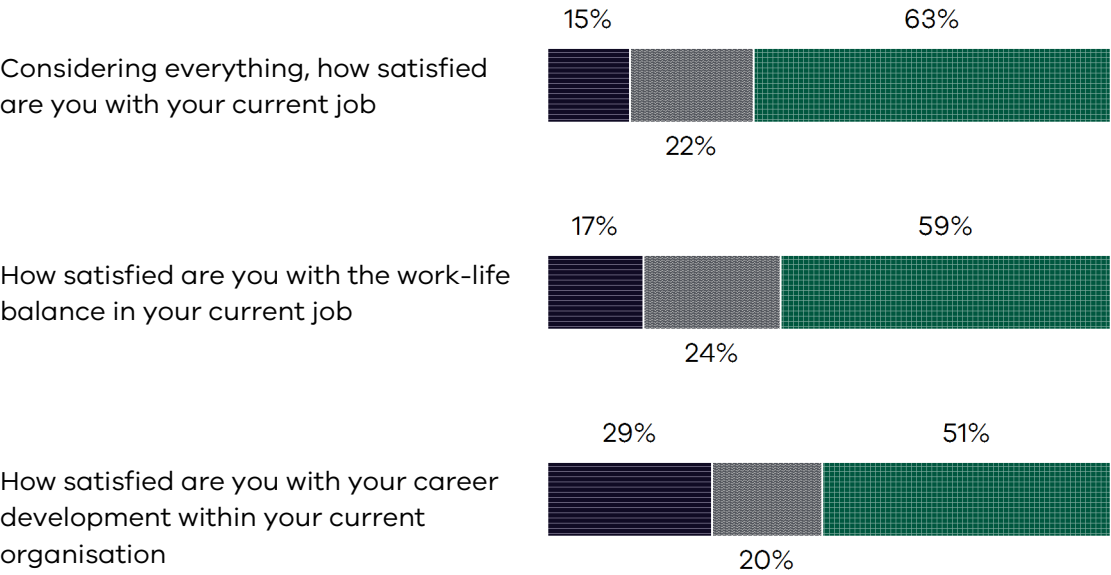
Example

63% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Legend: ■ Dissatisfied ▦ Neither satisfied nor dissatisfied ▦ Satisfied
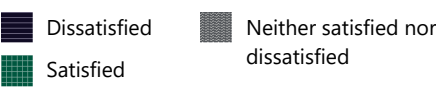
Survey question	Your results		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Considering everything, how satisfied are you with your current job	15% / 22% / 63%		55 %	63 %	63 %	70 %	79 %
How satisfied are you with the work-life balance in your current job	17% / 24% / 59%		61 %	59 %	59 %	66 %	77 %
How satisfied are you with your career development within your current organisation	29% / 20% / 51%		39 %	51 %	33 %	46 %	58 %

People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

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

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

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

Example

27% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 23% of staff in your comparator group and 26% of staff across the public sector.

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

Nil	7%
Low / mild	34%
Moderate	32%
High	17%
Very high	7%
Severe	2%

Reported levels of high to severe stress

2020		2021	
16%		**27%**	
Comparator	29%	Comparator	23%
Public Sector	23%	Public Sector	26%
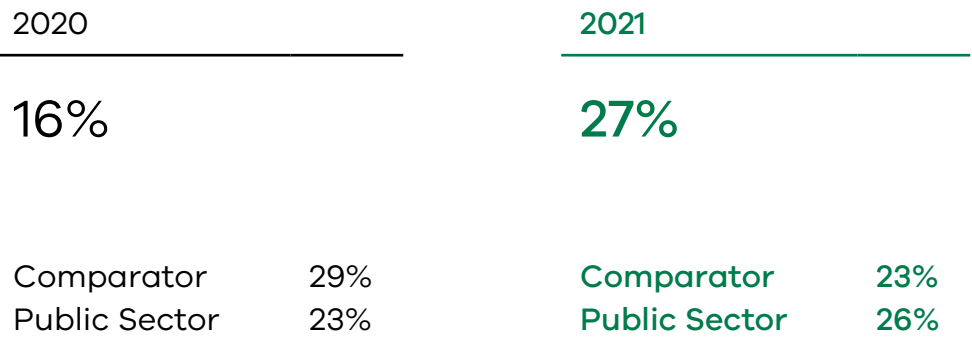
People outcomes

Work-related stress causes

What this is

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

Why this is important

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

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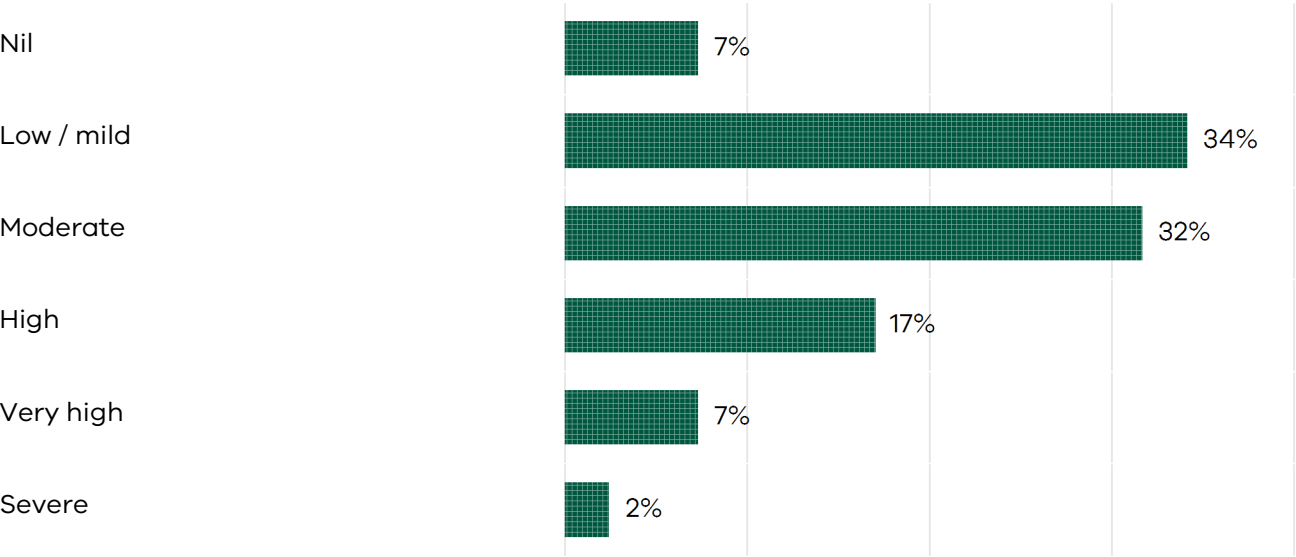
In the survey, we ask staff to tell us if they have experienced mild to severe stress at work, as shown in the visual above the table.

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

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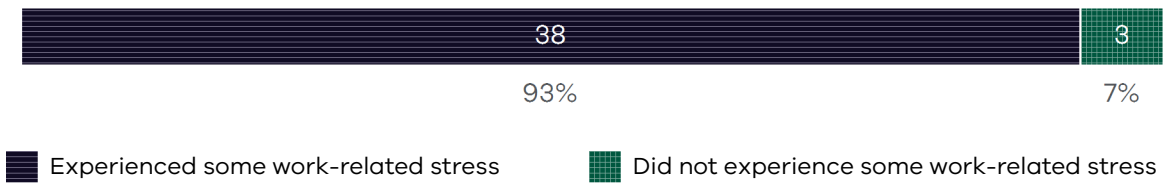
Example

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

Of that 93%, 53% said the top reason was 'Time pressure'.

	38	3
	93%	7%

▮ Experienced some work-related stress   ▦ Did not experience some work-related stress

Of those that experienced work related stress it was from …	You 2020	You 2021	Comparator 2021	Public sector 2021
Time pressure	30%	53%	39%	42%
Workload	30%	42%	44%	51%
Other changes due to COVID-19	26%	21%	19%	15%
Job security	30%	16%	12%	9%
Management of work (e.g. supervision, training, information, support)	19%	16%	18%	13%
Work schedule or hours	4%	13%	5%	8%
Competing home and work responsibilities	11%	11%	11%	12%
Content, variety, or difficulty of work	0%	11%	13%	12%
Organisation or workplace change	33%	11%	13%	11%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	15%	11%	14%	12%

Victorian Public Sector Commission

VICTORIA State Government

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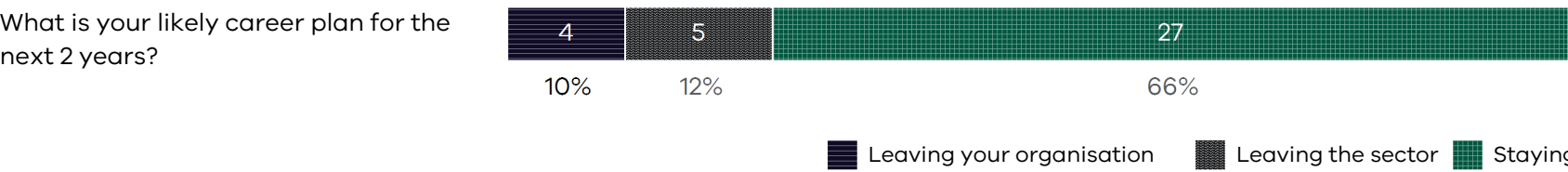
In descending order, the table shows the top 10 reasons for leaving.

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

22% of your staff who did the survey said they intended to leave.

Of that 22%, 67% said it was from 'Limited future career opportunities at my organisation'.

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

4	5	27
10%	12%	66%

■ Leaving your organisation ■ Leaving the sector ■ Staying

Of those who indicated they're leaving your organisation (including leaving the sector) it was for …	You 2021	Comparator 2021	Public sector 2021
Limited future career opportunities at my organisation	67%	72%	42%
Better remuneration	56%	49%	26%
Opportunity to broaden experience	44%	58%	40%
Limited opportunities to gain further experience at my organisation	33%	61%	33%
My interests do not match my job role	33%	18%	14%
Excessive workload	22%	29%	25%
Lack of confidence in senior leadership	22%	33%	34%
Lack of organisational stability	22%	17%	18%
Limited recognition for doing a good job	22%	39%	32%
Opportunity to seek/take a promotion elsewhere	22%	49%	33%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Scorecard: emotional effects of work

What this is

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

Why this is important

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

How to read this

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

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

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

Example

In 2021:

- 54% of your staff who did the survey said work made them feel happy in 2021, which is up from 35% in 2020

Compared to:

- 51% 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 …

Legend: You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Enthusiastic: 39%, 54%, 53%, 48%
Happy: 35%, 54%, 51%, 50%
Worried: 19%, 37%, 38%, 37%
Miserable: 6%, 15%, 17%, 19%
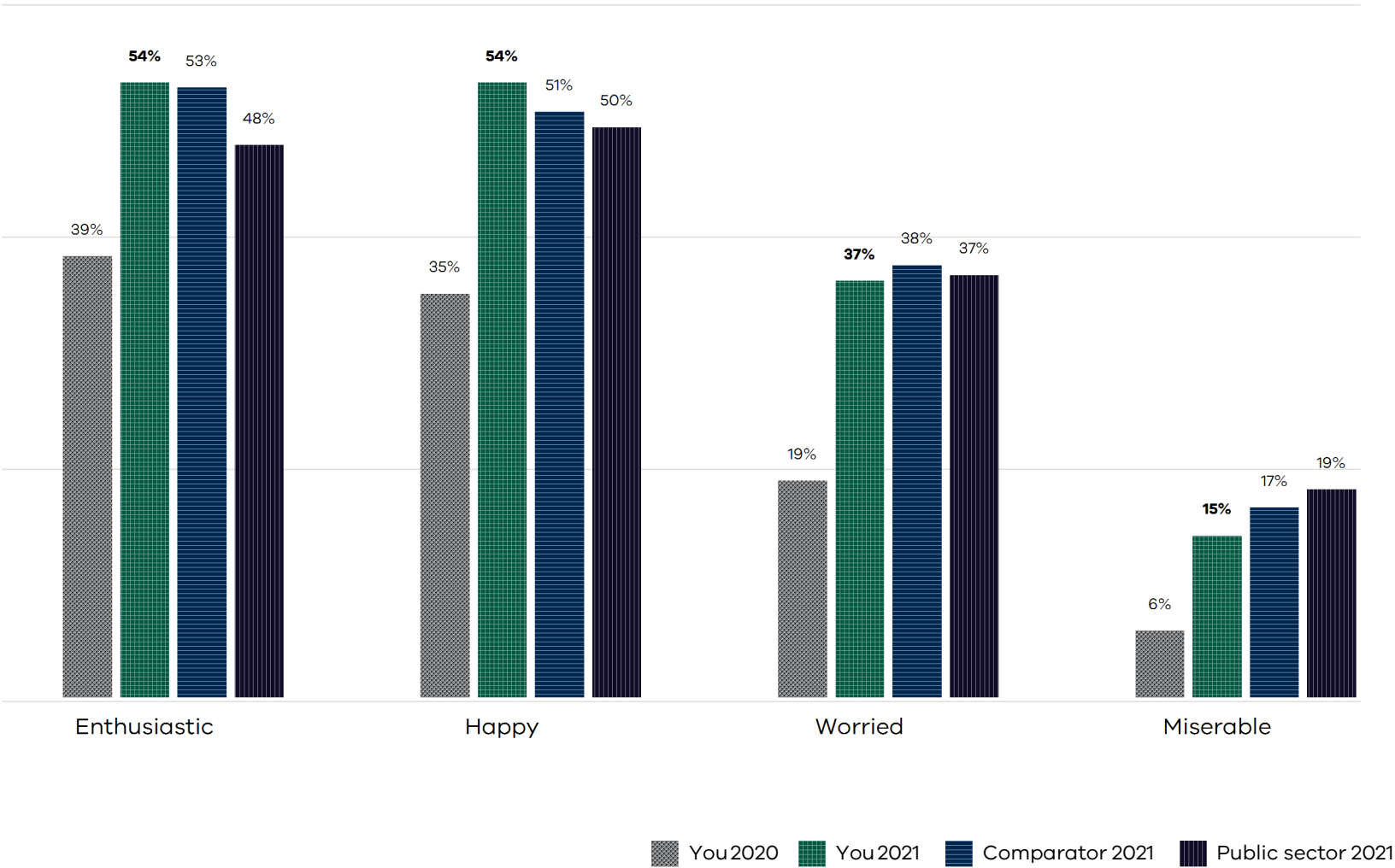
People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

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

Example

In 2021:

- 15% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is down from 16% in 2020.

Compared to:

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

Chart: negative behaviours by category

Category	You 2020	You 2021	Comparator 2021	Public sector 2021
Bullying	16%	15%	10%	16%
Discrimination	10%	7%	4%	6%
Violence or aggression	6%	7%	6%	18%
Sexual harassment	0%	2%	4%	6%

Legend: You 2020 | You 2021 | Comparator 2021 | Public sector 2021
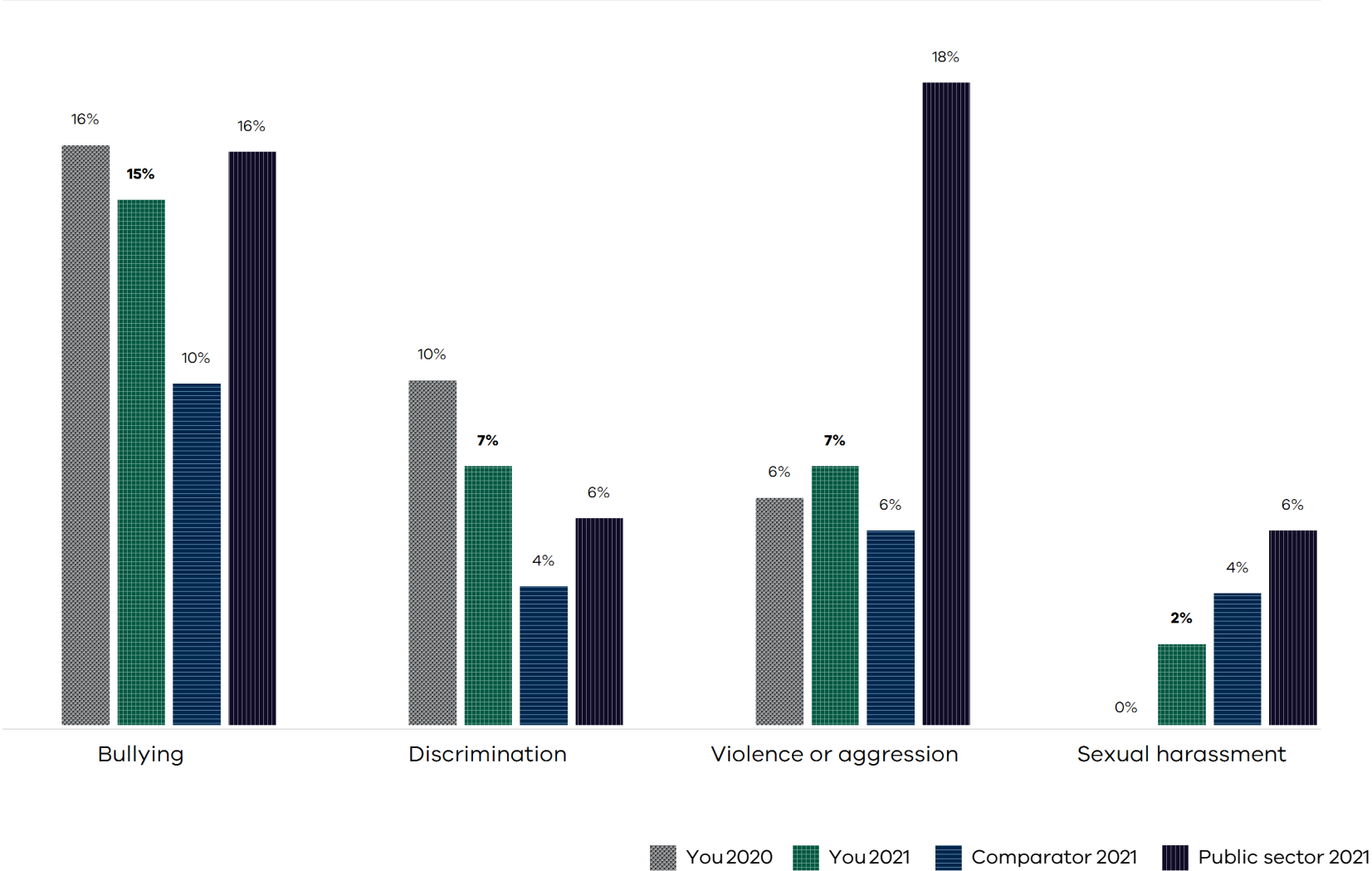
People outcomes

Bullying

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Sexual harassment

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Discrimination

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

Victorian
Public Sector
Commission

VICTORIA
State
Government

People outcomes

Violence and aggression

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

Victorian
Public Sector
Commission

VICTORIA
State
Government

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

24% of your staff who did the survey said they witnessed some negative behaviour at work.

76% 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?

10	31
24%	76%

■ Witnessed some negative behaviour　■ Did not witness some negative behaviour

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	76%	81%	77%
Bullying of a colleague	12%	14%	16%
Discrimination against a colleague	7%	8%	8%
Violence or aggression against a colleague	5%	3%	6%

Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

The table shows the answers in descending order.

Example

24% of your staff who did the survey witnessed negative behaviour, of which:

- 50% said the top action they took was 'Spoke to the person who experienced the behaviour'.

- 20% took no action.

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

10	31
24%	76%

■ Witnessed some negative behaviour ▨ Did not witness some negative behaviour

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	50%	79%	72%
Told a manager	50%	21%	37%
Told Human Resources	30%	6%	6%
Told the person the behaviour was not OK	30%	23%	25%
Took no action	20%	8%	7%

People matter survey 2021

Have your say

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Equal employment opportunity', the 'You 2021' column shows 98% of your staff agreed with 'Sexual orientation is not a barrier to success in my organisation'.
This question was not asked in 2020.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Equal employment opportunity	Sexual orientation is not a barrier to success in my organisation	98%	Not asked in 2020	83%
Job enrichment	I understand how my job contributes to my organisation's purpose	95%	+14%	92%
Supporting question - gender equality	My organisation uses inclusive and respectful images and language	95%	Not asked in 2020	83%
Engagement	I am proud to tell others I work for my organisation	95%	+11%	89%
Quality service delivery	My workgroup strives to provide high quality advice and services	95%	Not asked in 2020	91%
Workgroup support	I am able to work effectively with others in my workgroup	95%	+8%	92%
Manager leadership	My manager ensures clients receive a high standard of service	93%	Not asked in 2020	91%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	93%	Not asked in 2020	67%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	93%	Not asked in 2020	81%
Equal employment opportunity	Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	93%	Not asked in 2020	61%

Victorian Public Sector Commission

VICTORIA State Government

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Learning and development', the 'You 2021' column shows 17% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'.
This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	17%	Not asked in 2020	16%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	32%	Not asked in 2020	26%
Learning and development	I feel I have an equal chance at promotion in my organisation	34%	Not asked in 2020	39%
Manager support	My manager has regular conversations with me about my learning and development	34%	Not asked in 2020	54%
Taking action	My organisation has taken positive action on the results of last year's survey	34%	Not asked in 2020	38%
Safety climate	All levels of my organisation are involved in the prevention of stress	39%	+4%	37%
Job enrichment	My work performance is assessed against clear criteria	41%	Not asked in 2020	61%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	44%	Not asked in 2020	48%
Learning and development	My organisation places a high priority on the learning and development of staff	46%	Not asked in 2020	48%
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	46%	Not asked in 2020	49%

Victorian Public Sector Commission

VICTORIA State Government

Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

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

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

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

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

Example

On the first row 'Workgroup support', the 'You 2021' column shows 90% of your staff agreed with 'People in my workgroup work together effectively to get the job done'.
In the 'Increase from 2020' column, you have a 26% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Workgroup support	People in my workgroup work together effectively to get the job done	90%	+26%	84%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	73%	+22%	73%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	61%	+16%	58%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	73%	+15%	69%
Job enrichment	I understand how my job contributes to my organisation's purpose	95%	+14%	92%
Engagement	I would recommend my organisation as a good place to work	76%	+14%	70%
Safe to speak up	People in your workgroup are able to bring up problems and tough issues	68%	+13%	69%
Workgroup support	Workgroups across my organisation willingly share information with each other	61%	+13%	54%
Satisfaction	How satisfied are you with your career development within your current organisation	51%	+13%	46%
Manager support	My manager keeps me informed about what's going on	83%	+12%	75%

Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

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

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

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

Example

On the first row 'Workload', the 'You 2021' column shows 59% of your staff agreed with 'The workload I have is appropriate for the job that I do'.
In the 'Decrease from 2020' column, you have a 9% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Workload	The workload I have is appropriate for the job that I do	59%	–9%	59%
Manager support	My manager provides me with enough support when I need it	66%	–5%	78%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	85%	–5%	89%
Satisfaction	How satisfied are you with the work-life balance in your current job	59%	–3%	66%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	54%	–1%	48%
Senior leadership	Senior leaders provide clear strategy and direction	61%	0%	62%

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 'Equal employment opportunity', the 'You 2021' column shows 93% of your staff agreed with 'Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation'.

The 'difference' column, shows that agreement for this question was 32 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Equal employment opportunity	Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	93%	+32%	61%
Equal employment opportunity	Age is not a barrier to success in my organisation	88%	+31%	57%
Equal employment opportunity	Cultural background is not a barrier to success in my organisation	93%	+26%	66%
Workplace flexibility	Having family responsibilities is not a barrier to success in my organisation	80%	+26%	54%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	93%	+26%	67%
Workplace flexibility	Having caring responsibilities is not a barrier to success in my organisation	71%	+20%	51%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different age groups	83%	+19%	64%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	71%	+17%	53%
Equal employment opportunity	Gender is not a barrier to success in my organisation	93%	+17%	76%
Safety climate	I feel culturally safe at work	90%	+16%	75%

Key differences

Biggest negative difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Manager support', the 'You 2021' column shows 34% of your staff agreed with 'My manager has regular conversations with me about my learning and development'.

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

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Manager support	My manager has regular conversations with me about my learning and development	34%	-20%	54%
Job enrichment	My work performance is assessed against clear criteria	41%	-19%	61%
Organisational integrity	My organisation does not tolerate improper conduct	56%	-12%	68%
Manager support	My manager provides me with enough support when I need it	66%	-12%	78%
Safe to speak up	I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	46%	-11%	58%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	54%	-10%	64%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	63%	-8%	72%
Satisfaction	How satisfied are you with the work-life balance in your current job	59%	-8%	66%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	56%	-8%	64%
Engagement	My organisation inspires me to do the best in my job	63%	-7%	70%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

Have your say

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

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

54% 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'.

Legend	
Disagree	Neither agree nor disagree
Don't know	Agree

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

Your results: 15% / 32% / 54%

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

Your results: 10% / 29% / 27% / 34%
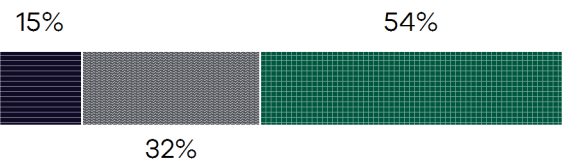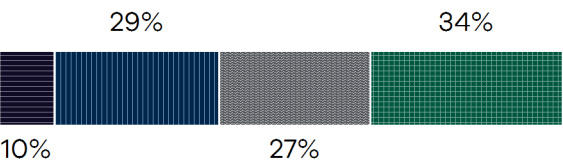
Survey question	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I believe my organisation will take positive action on the results of this year's survey	Not asked	54 %	35 %	54 %	83 %
My organisation has taken positive action on the results of last year's survey	Not asked	34 %	28 %	38 %	90 %

People matter survey 2021

Have your say

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Senior leadership

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

83% 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
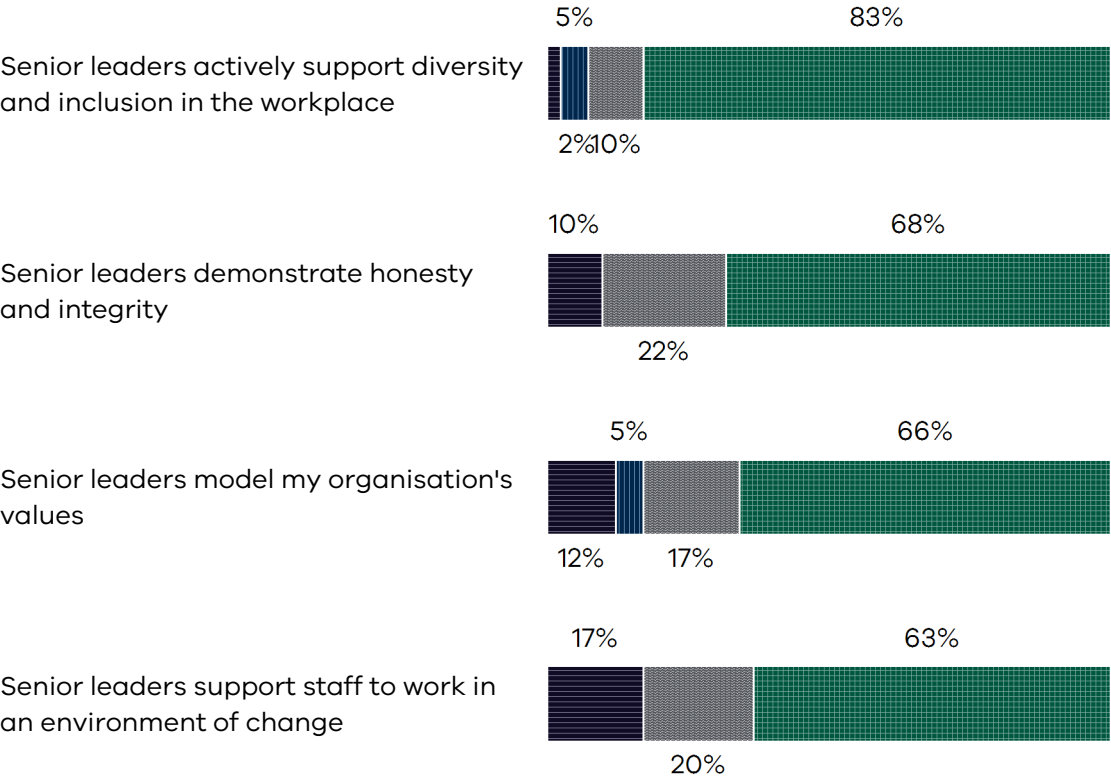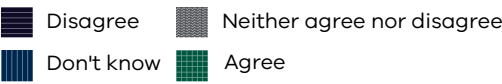
Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Don't know ▨ Agree

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders actively support diversity and inclusion in the workplace	5% ... 83% / 2% 10%	Not asked	83 %	58 %	69 %	89 %
Senior leaders demonstrate honesty and integrity	10% ... 68% / 22%	Not asked	68 %	44 %	63 %	87 %
Senior leaders model my organisation's values	5% ... 66% / 12% 17%	Not asked	66 %	58 %	68 %	89 %
Senior leaders support staff to work in an environment of change	17% ... 63% / 20%	55 %	63 %	50 %	60 %	85 %

Senior leadership

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

61% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question	Your results	Benchmark agree results

Your results legend: Disagree | Don't know | Neither agree nor disagree | Agree
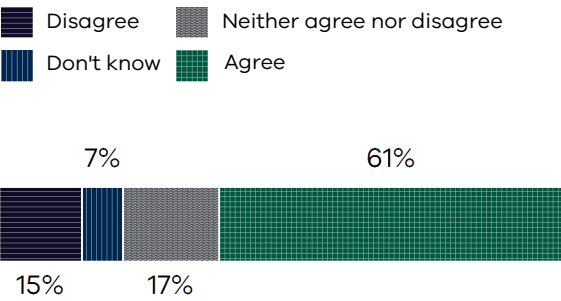
Survey question	Your results		You		Comparator		
			2020	2021	Lowest	Average	Highest
Senior leaders provide clear strategy and direction	15% / 7% / 17% / 61%		61 %	61 %	53 %	62 %	79 %

People matter survey 2021

Have your say

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Organisational climate

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:

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

Compared to:

- 66% of staff at your comparator and 69% of staff across the public sector.
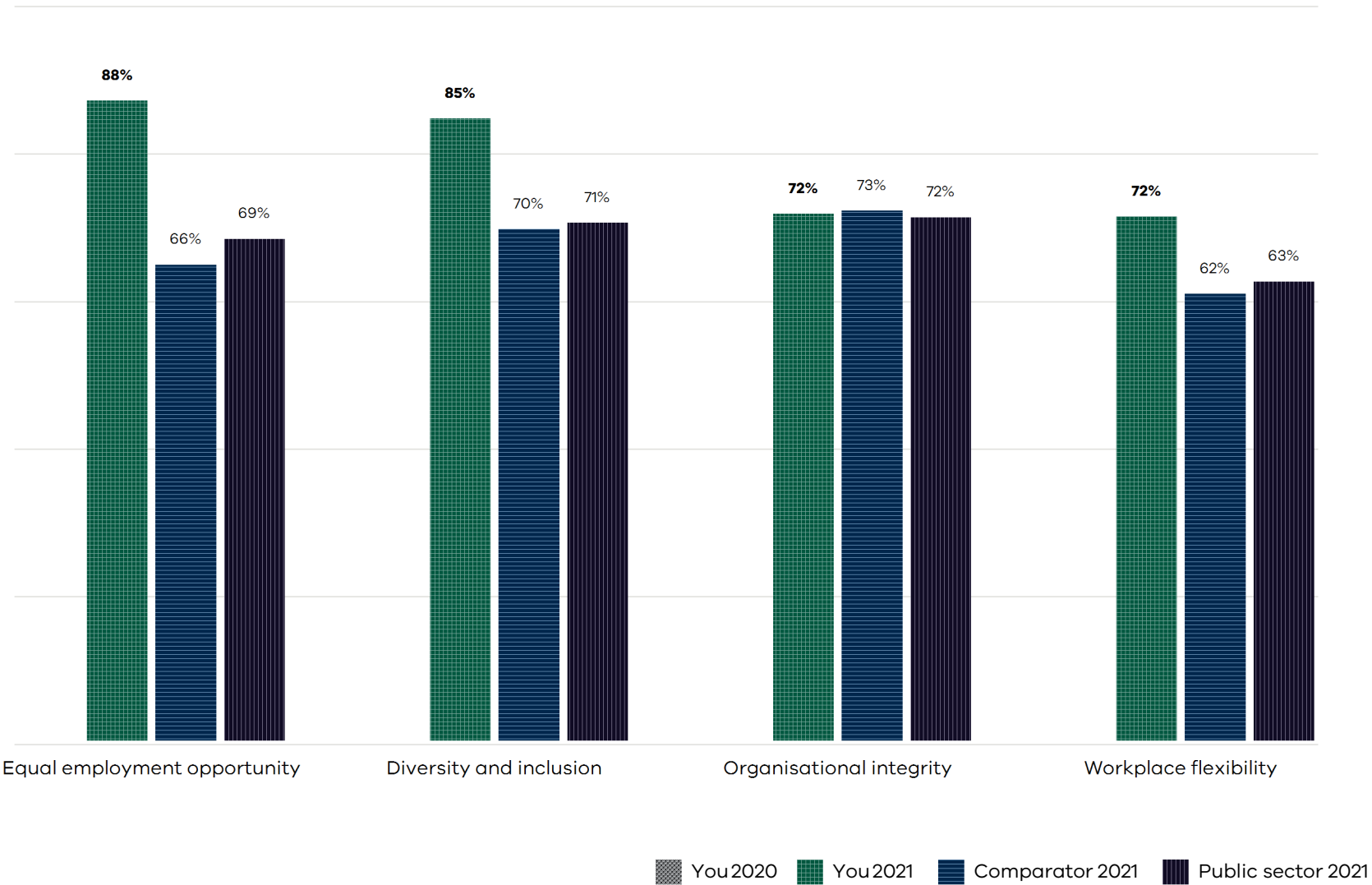
Legend: You 2020, You 2021, Comparator 2021, Public sector 2021

Factor	You 2021	Comparator 2021	Public sector 2021
Equal employment opportunity	88%	66%	69%
Diversity and inclusion	85%	70%	71%
Organisational integrity	72%	73%	72%
Workplace flexibility	72%	62%	63%

Organisational climate

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:

- 65% of your staff who did the survey responded positively to questions about Safety climate.

Compared to:

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

65%   60%   60%

Safety climate

You 2020   You 2021   Comparator 2021   Public sector 2021

Victorian Public Sector Commission

VICTORIA State Government

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

88% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results		You		Comparator		
			2020	2021	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	5% · 7% · 88%		Not asked	88 %	61 %	79 %	90 %
My organisation is committed to earning a high level of public trust	7% · 7% · 85%		Not asked	85 %	82 %	86 %	97 %
My organisation respects the human rights of employees	10% · 10% · 80%		Not asked	80 %	62 %	80 %	95 %
My organisation encourages respectful workplace behaviours	10% · 12% · 78%		Not asked	78 %	61 %	79 %	97 %

Victorian Public Sector Commission

VICTORIA State Government

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

66% of your staff who did the survey agreed or strongly agreed with 'My organisation makes fair recruitment and promotion decisions, based on merit'.

Survey question	Your results				

Legend: Disagree · Don't know · Neither agree nor disagree · Agree

	You		Comparator		
Survey question	2020	2021	Lowest	Average	Highest
My organisation makes fair recruitment and promotion decisions, based on merit — 2% / 10% / 22% / 66%	Not asked	66 %	41 %	54 %	77 %
My organisation does not tolerate improper conduct — 17% / 27% / 56%	Not asked	56 %	52 %	68 %	83 %
My organisation takes steps to eliminate bullying, harassment and discrimination — 20% / 27% / 54%	Not asked	54 %	46 %	64 %	85 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

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.
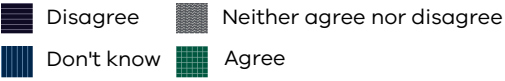
Example

80% of your staff who did the survey agreed or strongly agreed with 'Having family responsibilities is not a barrier to success in my organisation'.

Survey question	Your results	Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

	You		Comparator		
Survey question	2020	2021	Lowest	Average	Highest
Having family responsibilities is not a barrier to success in my organisation (2%, 17%, 80%)	Not asked	80 %	39 %	54 %	83 %
I have the flexibility I need to manage my work and non-work activities and responsibilities (7%, 17%, 76%)	Not asked	76 %	60 %	76 %	93 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration (5%, 22%, 73%)	58 %	73 %	46 %	69 %	87 %
My organisation supports employees with family or other caring responsibilities, regardless of gender (27%, 73%)	Not asked	73 %	52 %	73 %	94 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

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

71% 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

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

	You		Comparator		
	2020	2021	Lowest	Average	Highest
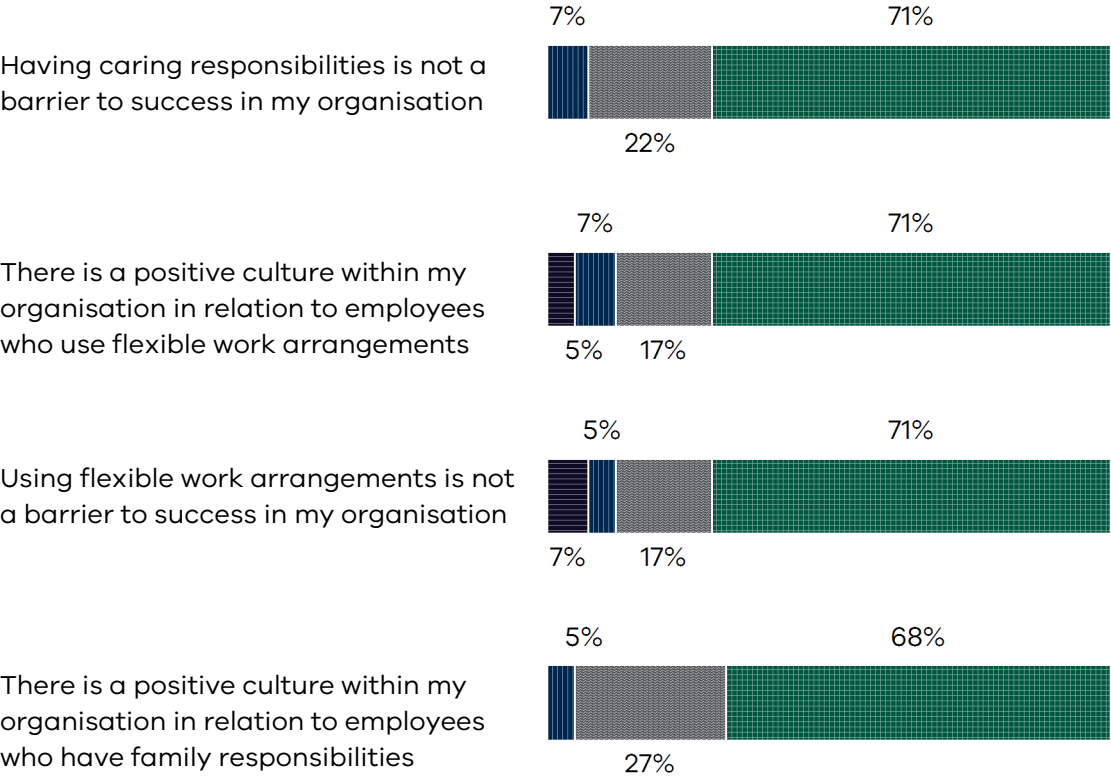
Survey question		You 2020	You 2021	Lowest	Average	Highest
Having caring responsibilities is not a barrier to success in my organisation	7% / 22% / 71%	Not asked	71 %	35 %	51 %	76 %
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	5% / 7% / 17% / 71%	Not asked	71 %	38 %	57 %	83 %
Using flexible work arrangements is not a barrier to success in my organisation	7% / 5% / 17% / 71%	Not asked	71 %	34 %	53 %	83 %
There is a positive culture within my organisation in relation to employees who have family responsibilities	5% / 27% / 68%	Not asked	68 %	46 %	63 %	87 %

Organisational climate

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.
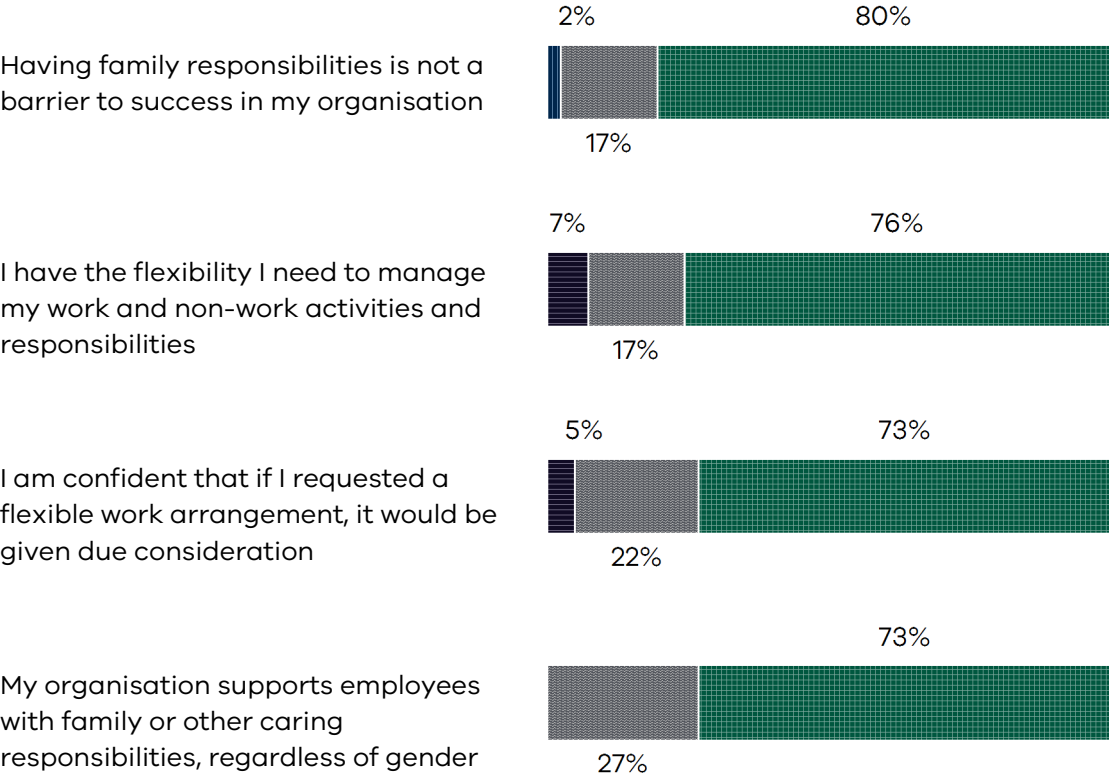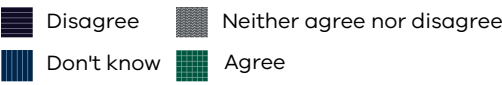
Example

66% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who have caring responsibilities'.

Survey question

Your results

Benchmark agree results

| Disagree | Neither agree nor disagree |
| Don't know | Agree |

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

7%   66%

27%
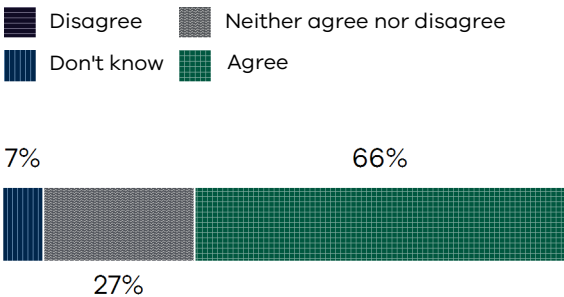
	You		Comparator		
	2020	2021	Lowest	Average	Highest
	Not asked	66 %	42 %	59 %	83 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

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

46% of staff who did the survey said the flexible work arrangement they used was 'Working from an alternative location (e.g. home, hub/shared work space)'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
Working from an alternative location (e.g. home, hub/shared work space)	46%	39%	24%
Flexible start and finish times	39%	39%	23%
No, I do not use any flexible work arrangements	24%	31%	38%
Part-time	20%	16%	19%
Shift swap	17%	11%	12%
Using leave to work flexible hours	15%	8%	8%
Working more hours over fewer days	7%	4%	6%
Other	2%	3%	2%

Victorian Public Sector Commission

VICTORIA State Government

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

98% of your staff who did the survey agreed or strongly agreed with 'Sexual orientation is not a barrier to success in my organisation'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Sexual orientation is not a barrier to success in my organisation (Disagree 2%, Agree 98%)	Not asked	98 %	75 %	83 %	97 %
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation (2%, 93%, 5%)	Not asked	93 %	51 %	61 %	87 %
Cultural background is not a barrier to success in my organisation (2%, 93%, 5%)	Not asked	93 %	58 %	66 %	83 %
Gender is not a barrier to success in my organisation (2%, 93%, 5%)	Not asked	93 %	57 %	76 %	96 %

Victorian Public Sector Commission

VICTORIA State Government

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

88% of your staff who did the survey agreed or strongly agreed with 'Age is not a barrier to success in my organisation'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Age is not a barrier to success in my organisation	2% / 88% / 7% 2%	Not asked	88 %	44 %	57 %	83 %
Disability is not a barrier to success in my organisation	7% / 63% / 7% 22%	Not asked	63 %	45 %	51 %	67 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

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.
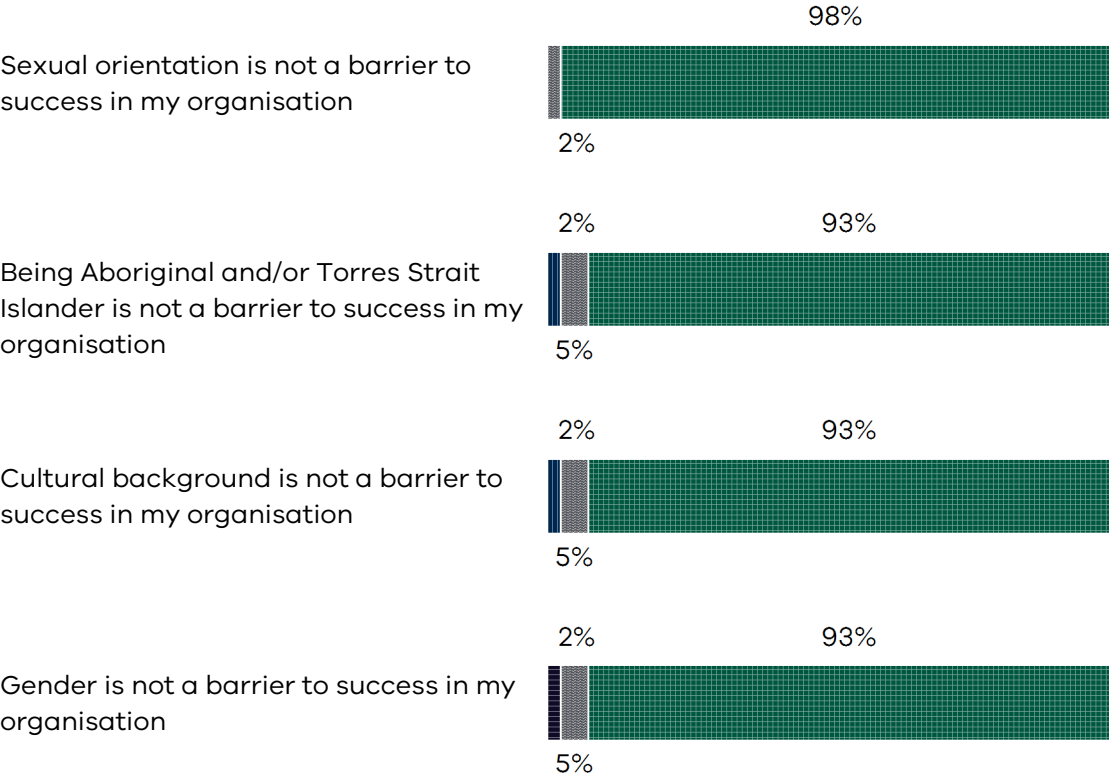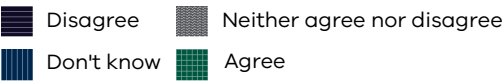
Example

90% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

Survey question

Your results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Benchmark agree results

	You		Comparator		
Survey question	2020	2021	Lowest	Average	Highest
I feel culturally safe at work	Not asked	90 %	63 %	75 %	89 %
My organisation provides a physically safe work environment	Not asked	85 %	82 %	89 %	97 %
My organisation consults employees on health and safety matters	Not asked	73 %	59 %	74 %	93 %
My organisation has effective procedures in place to support employees who may experience stress	45 %	61 %	44 %	58 %	79 %

I feel culturally safe at work — 2% / 90% / 7%

My organisation provides a physically safe work environment — 7% / 85% / 7%

My organisation consults employees on health and safety matters — 7% / 73% / 20%

My organisation has effective procedures in place to support employees who may experience stress — 20% / 61% / 20%

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.

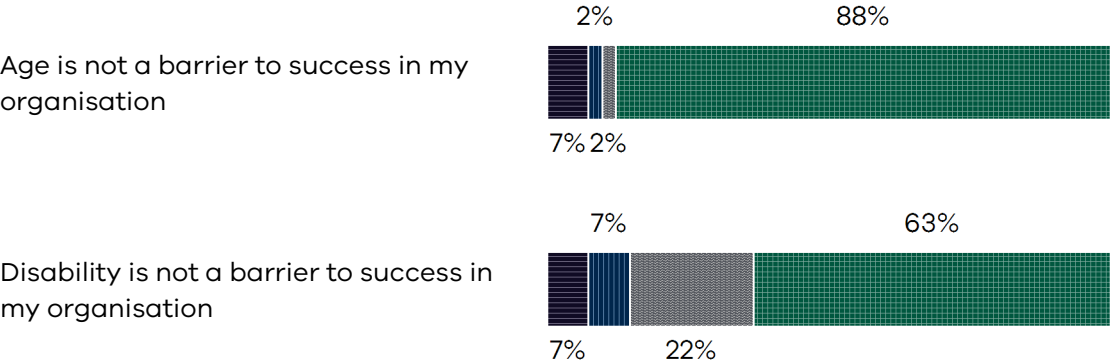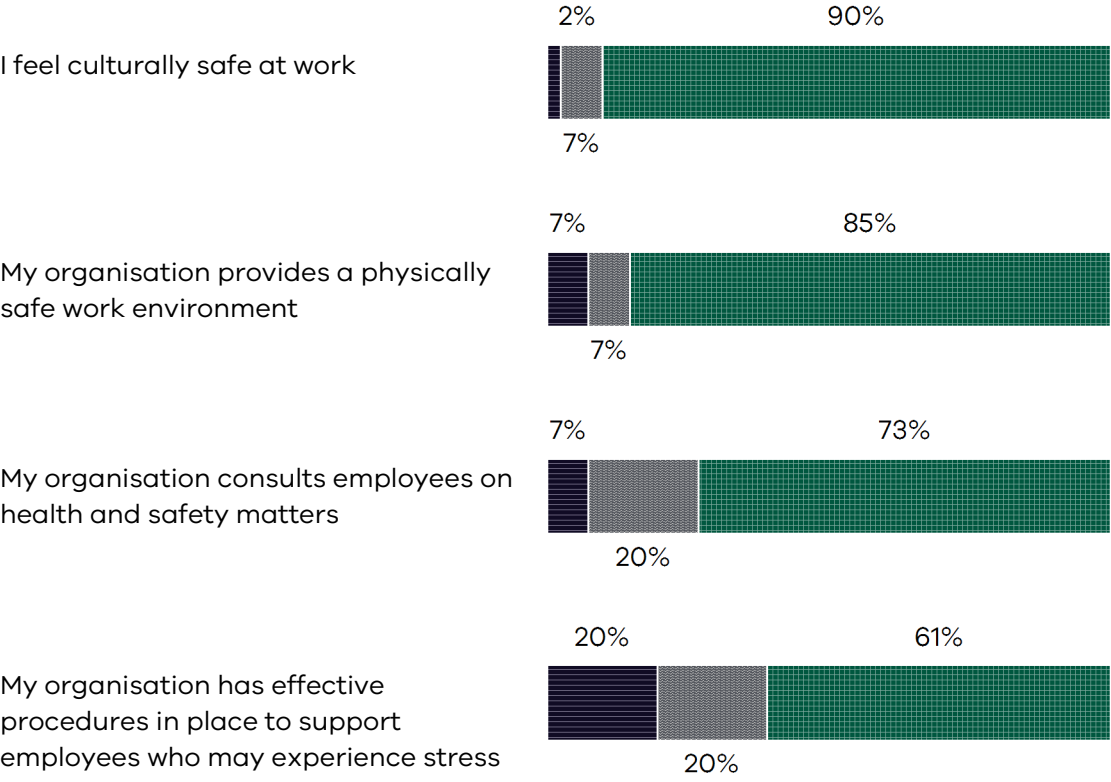Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

59% of your staff who did the survey agreed or strongly agreed with 'Senior leaders consider the psychological health of employees to be as important as productivity'.

Legend: Disagree ■ | Neither agree nor disagree ■ | Don't know ■ | Agree ■
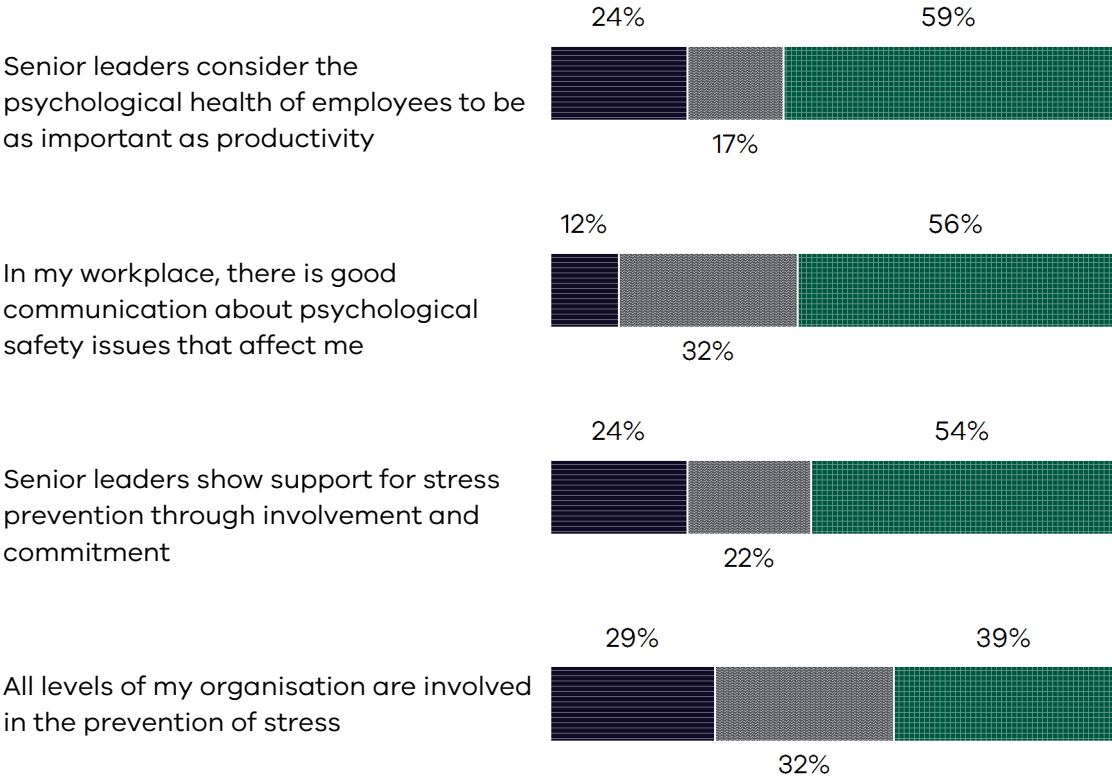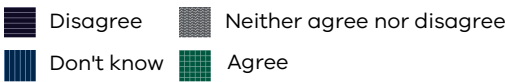
Survey question	Your results (Disagree / Neither / Agree)	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders consider the psychological health of employees to be as important as productivity	24% / 17% / 59%	55 %	59 %	31 %	50 %	79 %
In my workplace, there is good communication about psychological safety issues that affect me	12% / 32% / 56%	45 %	56 %	39 %	51 %	72 %
Senior leaders show support for stress prevention through involvement and commitment	24% / 22% / 54%	55 %	54 %	39 %	48 %	67 %
All levels of my organisation are involved in the prevention of stress	29% / 32% / 39%	35 %	39 %	23 %	37 %	62 %

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

Psychosocial safety climate
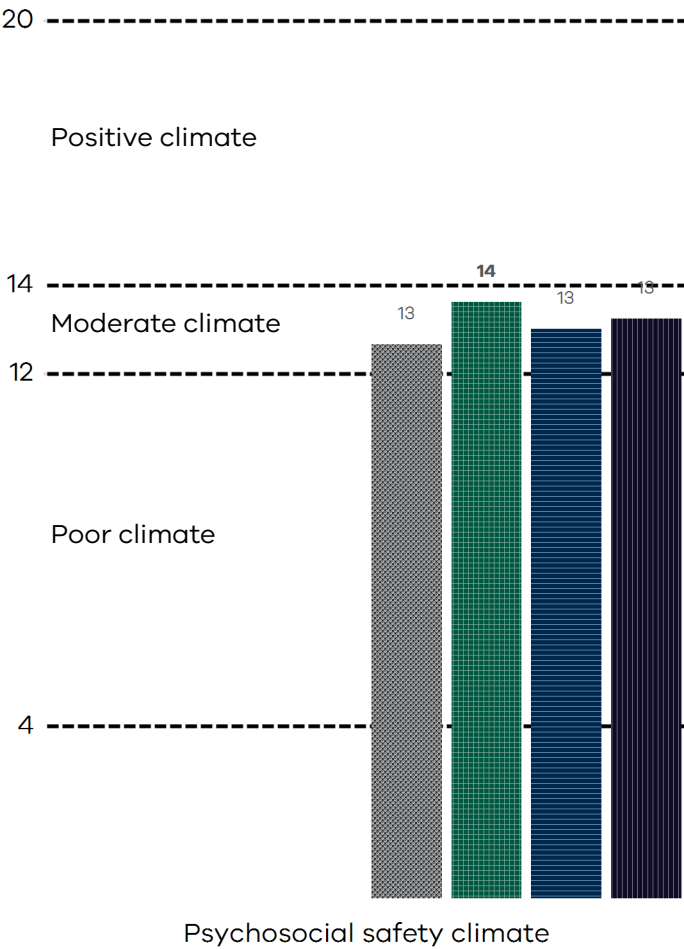
Legend: You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Organisational climate

Diversity and inclusion 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

93% 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 are Aboriginal and / or Torres Strait Islander'.

	Survey question	Your results			Benchmark agree results		

Legend: ▮ Disagree ▦ Neither agree nor disagree ▥ Don't know ▦ Agree

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	7% / 93%	Not asked	93 %	38 %	67 %	91 %
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	7% / 93%	Not asked	93 %	55 %	81 %	97 %
There is a positive culture within my organisation in relation to employees of different sexes/genders	5% / 5% / 90%	Not asked	90 %	73 %	80 %	94 %
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	12% / 88%	Not asked	88 %	66 %	75 %	89 %

Victorian Public Sector Commission

VICTORIA State Government

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.
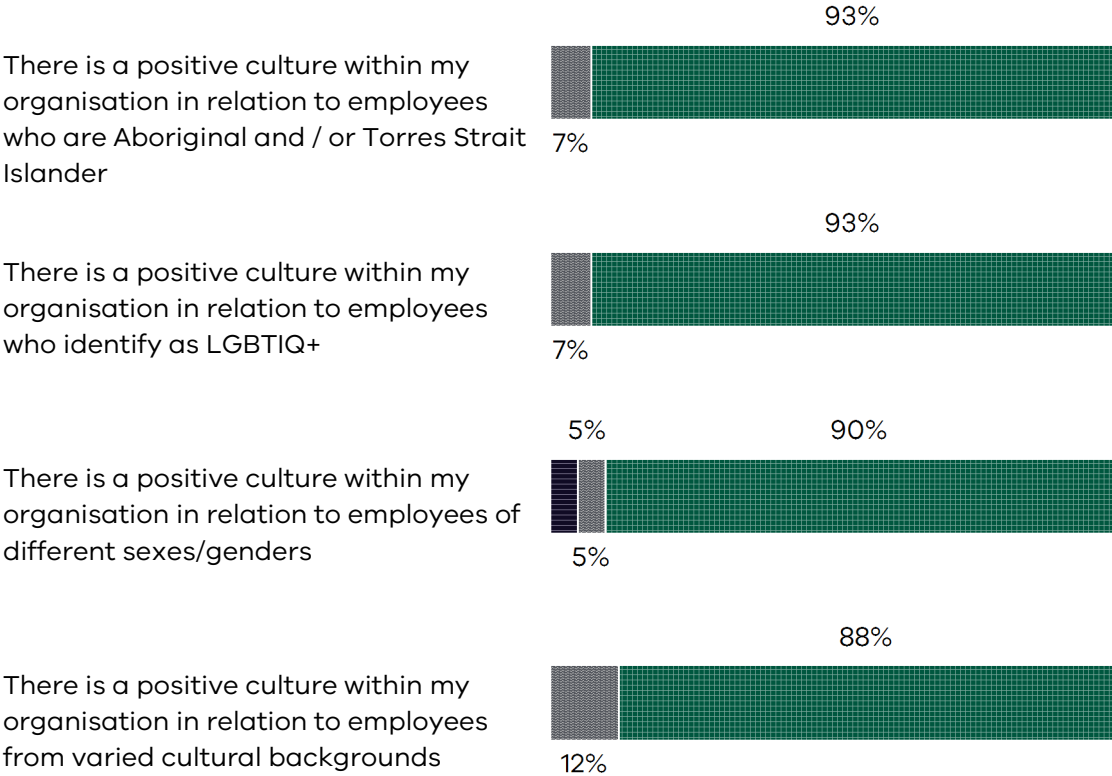
Example

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 age groups'.

Survey question	Your results	Benchmark agree results

Legend: ■ Disagree ▦ Neither agree nor disagree ▥ Don't know ▦ Agree

	You		Comparator		
	2020	2021	Lowest	Average	Highest

There is a positive culture within my organisation in relation to employees of different age groups

2% — 83%
5% 10%

Not asked | 83 % | 52 % | 64 % | 83 %

There is a positive culture within my organisation in relation to employees with disability

7% — 66%
27%

Not asked | 66 % | 47 % | 56 % | 74 %

Victorian Public Sector Commission

VICTORIA State Government

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.
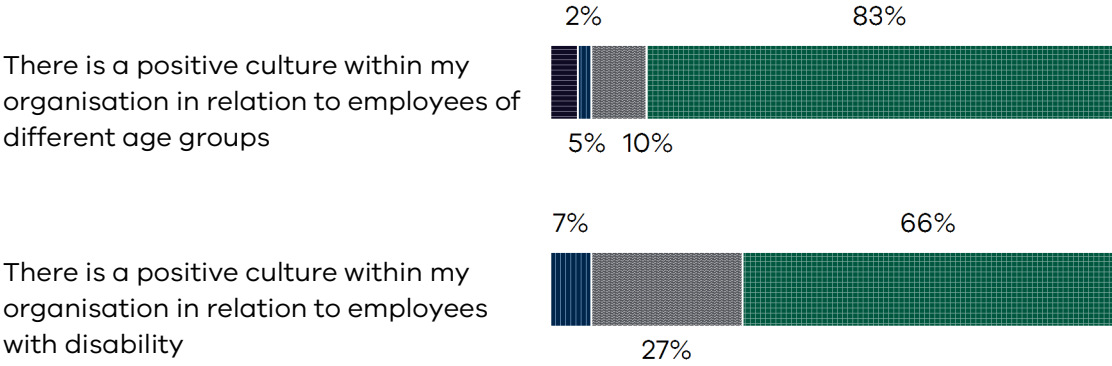
Example

95% 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
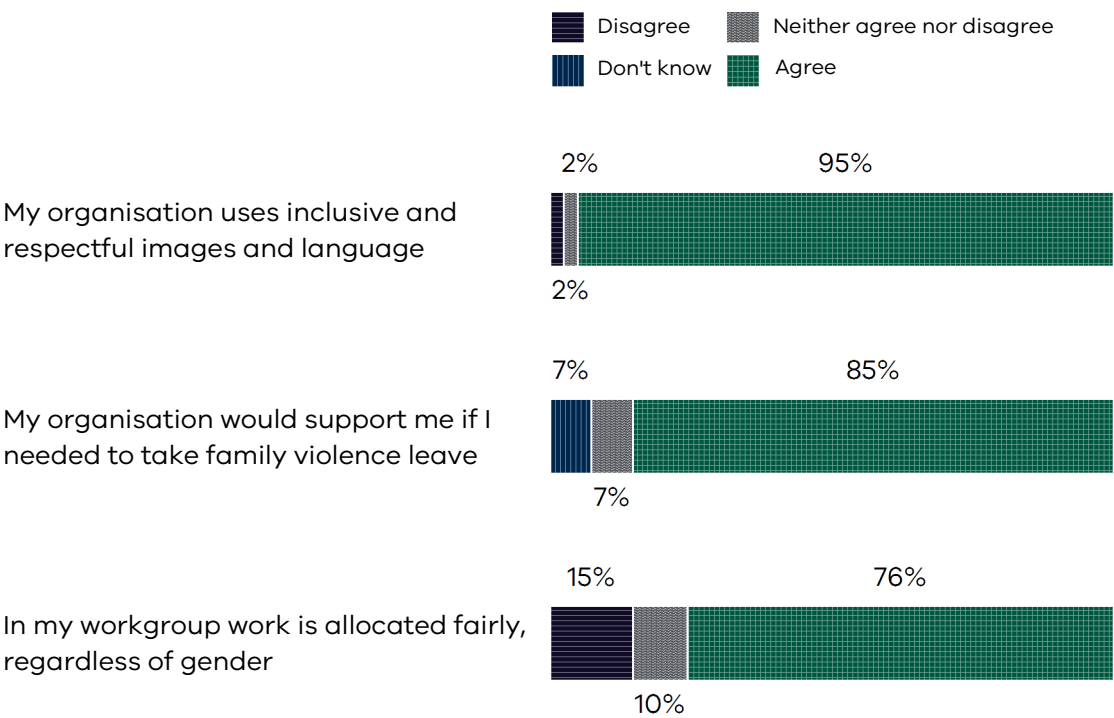
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation uses inclusive and respectful images and language	2% / 95% / 2%	Not asked	95 %	80 %	83 %	96 %
My organisation would support me if I needed to take family violence leave	7% / 85% / 7%	Not asked	85 %	65 %	76 %	97 %
In my workgroup work is allocated fairly, regardless of gender	15% / 76% / 10%	Not asked	76 %	75 %	81 %	89 %

People matter survey 2021

Have your say

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

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:

- 84% of your staff who did the survey responded positively to questions about .

Compared to:

- 82% of staff at your comparator and 80% of staff across the public sector.

	You 2020	You 2021	Comparator 2021	Public sector 2021
Quality service delivery		84%	82%	80%
Workgroup support		79%	78%	76%
Innovation		74%	73%	68%
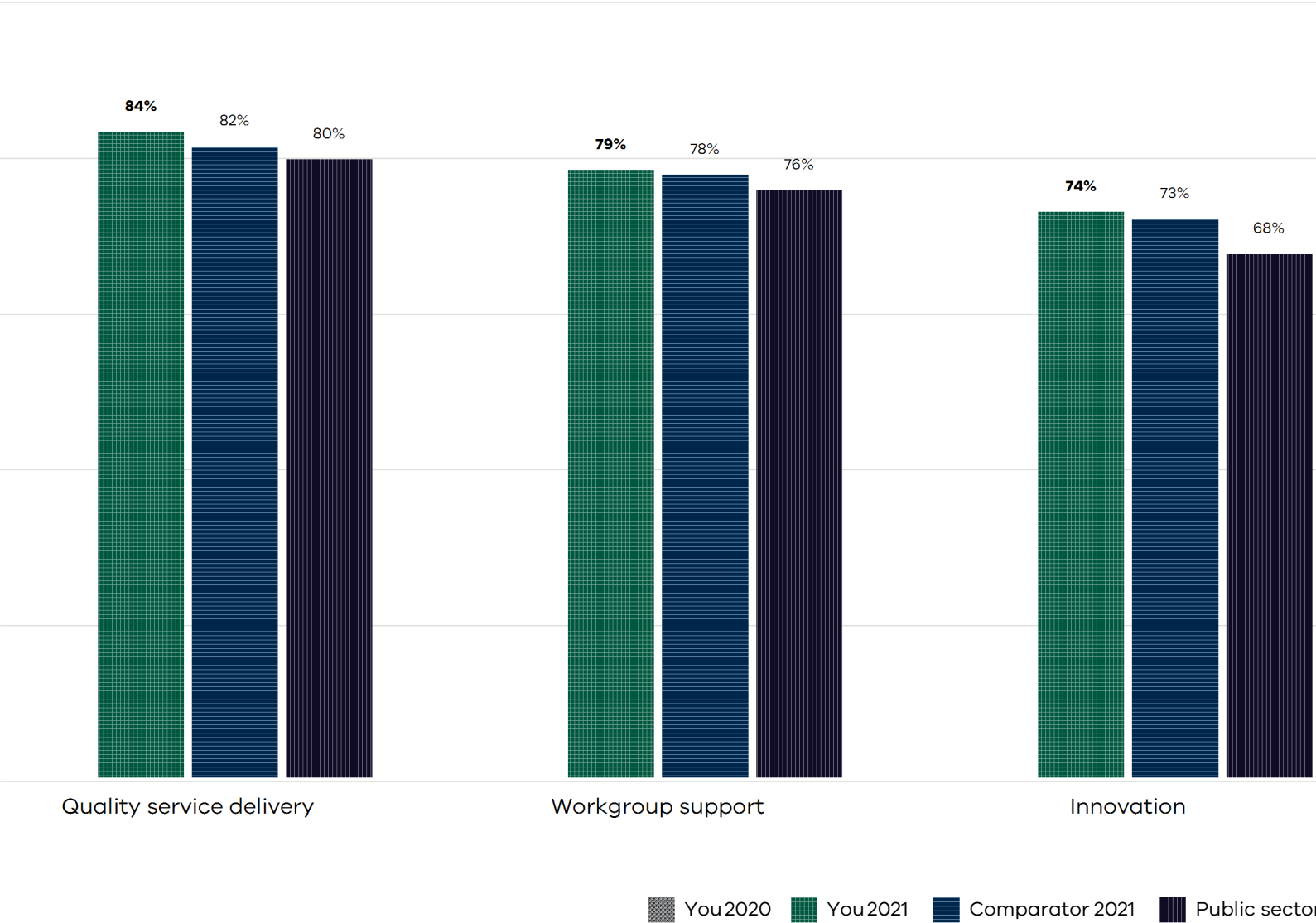
Workgroup climate

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

95% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

Survey question	Your results	Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup strives to provide high quality advice and services	Not asked	95 %	88 %	91 %	100 %
My workgroup strives to deliver services in a timely manner	Not asked	93 %	86 %	92 %	100 %
My workgroup values human rights	Not asked	85 %	76 %	86 %	93 %
My workgroup has clear lines of responsibility	Not asked	80 %	62 %	72 %	92 %

My workgroup strives to provide high quality advice and services: 2% / 2% / 95%

My workgroup strives to deliver services in a timely manner: 7% / 93%

My workgroup values human rights: 2% / 2% / 10% / 85%

My workgroup has clear lines of responsibility: 7% / 12% / 80%

Workgroup climate

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.
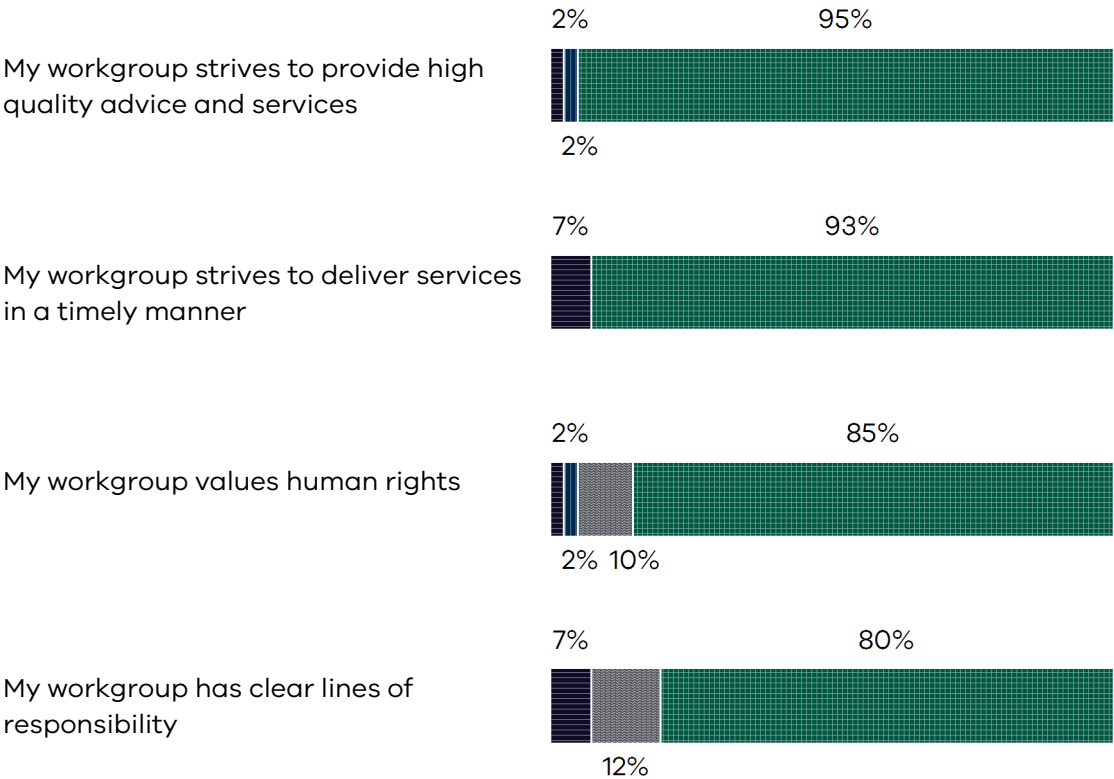
Example

80% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to make the best use of its resources'.

Survey question	Your results	Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

	You		Comparator		
Survey question	2020	2021	Lowest	Average	Highest
My workgroup strives to make the best use of its resources	Not asked	80 %	76 %	82 %	90 %
My workgroup places a priority on acting fairly and without bias	Not asked	78 %	70 %	78 %	93 %
My workgroup focuses on making decisions informed by all relevant facts	Not asked	76 %	68 %	75 %	93 %

Your results bars:
- My workgroup strives to make the best use of its resources: 10% / 10% / 80%
- My workgroup places a priority on acting fairly and without bias: 12% / 2% / 7% / 78%
- My workgroup focuses on making decisions informed by all relevant facts: 5% / 20% / 76%

Workgroup climate

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.
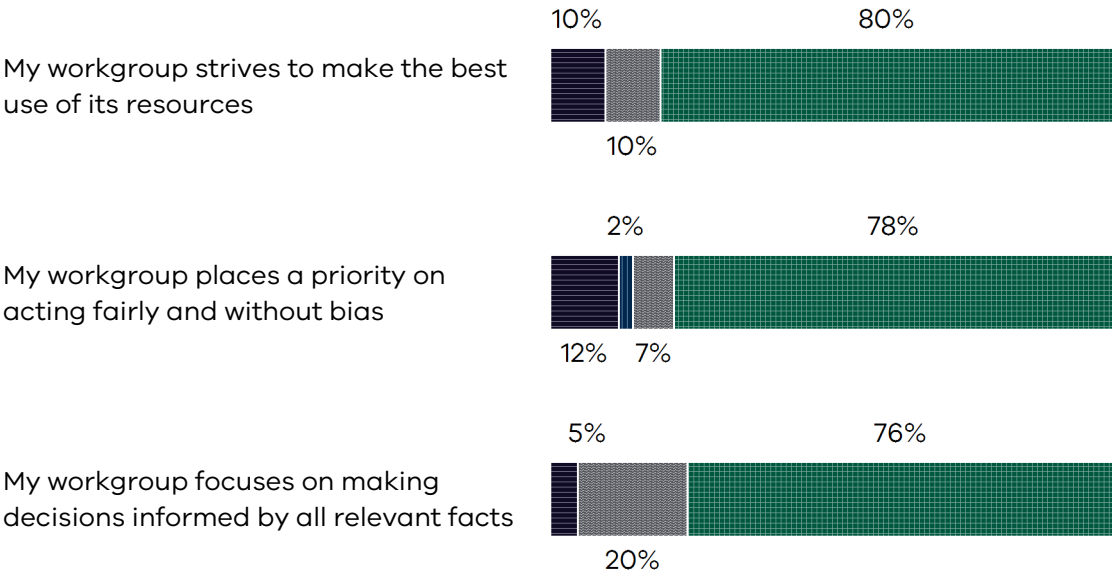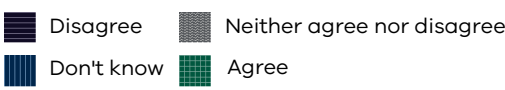
Example

88% 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 |

Legend: ■ Disagree ■ Don't know ▦ Neither agree nor disagree ▦ Agree

		You		Comparator		
		2020	2021	Lowest	Average	Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes	2% ... 88% ... 5% 5%	Not asked	88 %	82 %	86 %	100 %
My workgroup learns from failures and mistakes	5% ... 76% ... 12% 7%	Not asked	76 %	63 %	69 %	86 %
My workgroup is quick to respond to opportunities to do things better	12% ... 73% ... 15%	Not asked	73 %	72 %	76 %	83 %
My workgroup encourages employee creativity	2% ... 66% ... 10% 22%	Not asked	66 %	62 %	69 %	83 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

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.

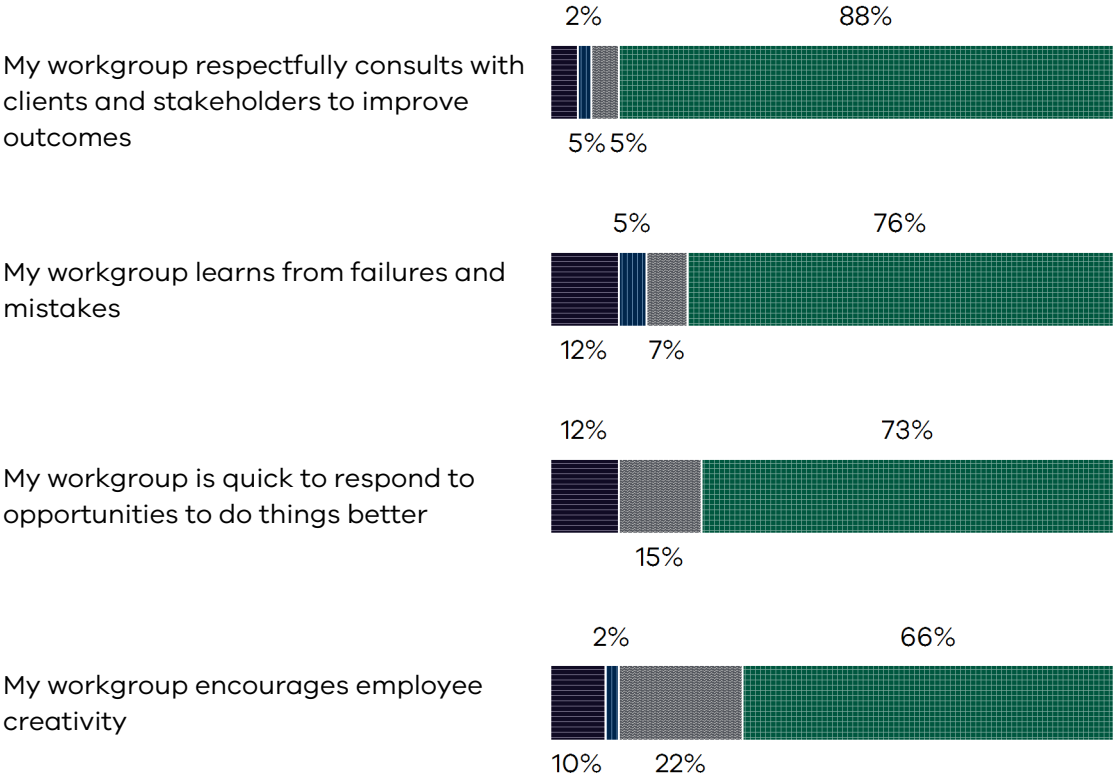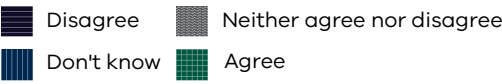Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

66% of your staff who did the survey agreed or strongly agreed with 'My workgroup takes reasonable risks to improve its services'.

| Survey question | Your results | Benchmark agree results |

Survey question

Your results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
My workgroup takes reasonable risks to improve its services	Not asked	66 %	59 %	63 %	73 %

Your results for "My workgroup takes reasonable risks to improve its services":
- Disagree: 15%
- Don't know: 2%
- Neither agree nor disagree: 17%
- Agree: 66%

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Workgroup support 1 of 3

What this is

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

Why this is important

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

How to read this

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

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

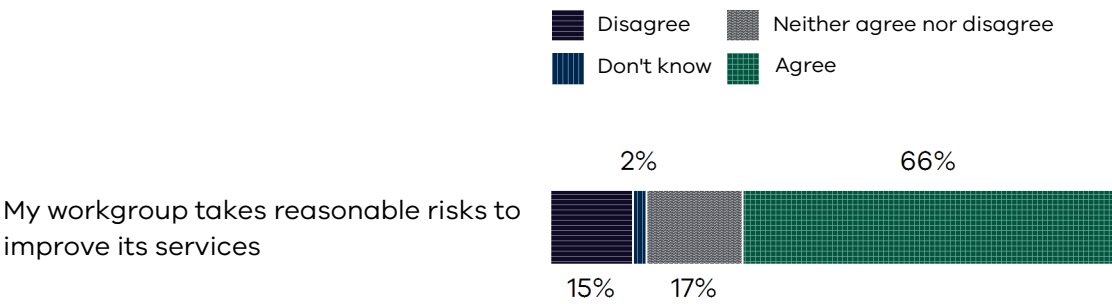Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

Survey question	Your results	Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

	You		Comparator		
	2020	2021	Lowest	Average	Highest
I am able to work effectively with others in my workgroup — 5% / 95%	87 %	95 %	83 %	92 %	97 %
People in my workgroup work together effectively to get the job done — 5% / 90% / 5%	65 %	90 %	80 %	84 %	89 %
People in my workgroup actively support diversity and inclusion in the workplace — 2% / 88% / 2% 7%	Not asked	88 %	79 %	83 %	90 %
I am able to work effectively with others outside my immediate workgroup — 2% / 85% / 12%	90 %	85 %	88 %	89 %	93 %

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

83% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question	Your results	Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup treat each other with respect	2% / 5% / 10% / 83%	74 %	83 %	82 %	88 %	92 %
People in my workgroup are politically impartial in their work	5% / 2% / 12% / 80%	Not asked	80 %	62 %	73 %	83 %
People in my workgroup regularly reach out to support me and my wellbeing	10% / 17% / 73%	52 %	73 %	64 %	73 %	85 %
People in my workgroup are honest, open and transparent in their dealings	7% / 22% / 71%	Not asked	71 %	69 %	77 %	83 %

Workgroup climate

Workgroup support 3 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

Example

63% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	Your results		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup appropriately manage conflicts of interest	5% / 63% (top); 12% / 20% (bottom)		Not asked	63 %	62 %	72 %	90 %
Workgroups across my organisation willingly share information with each other	12% / 61% (top); 27% (bottom)		48 %	61 %	47 %	54 %	66 %

People matter survey 2021

Have your say

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

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

Compared to:

- 88% of staff at your comparator and 84% of staff across the public sector.

Chart legend: You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Manager leadership: 87%, 88%, 84%
Meaningful work: 77%, 78%, 80%, 84%
Job enrichment: 74%, 75%, 77%
Manager support: 69%, 72%, 70%

Job and manager factors

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.

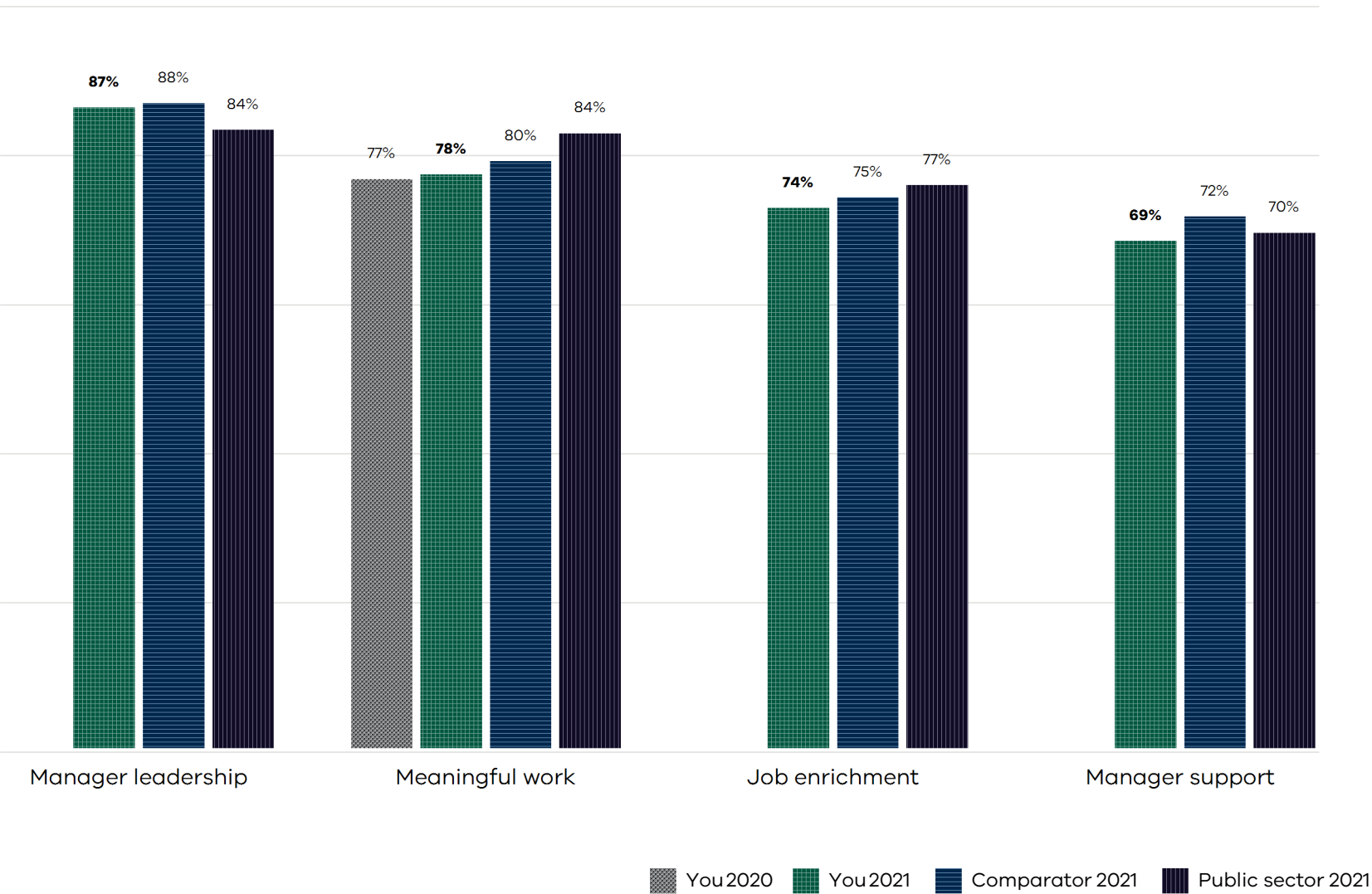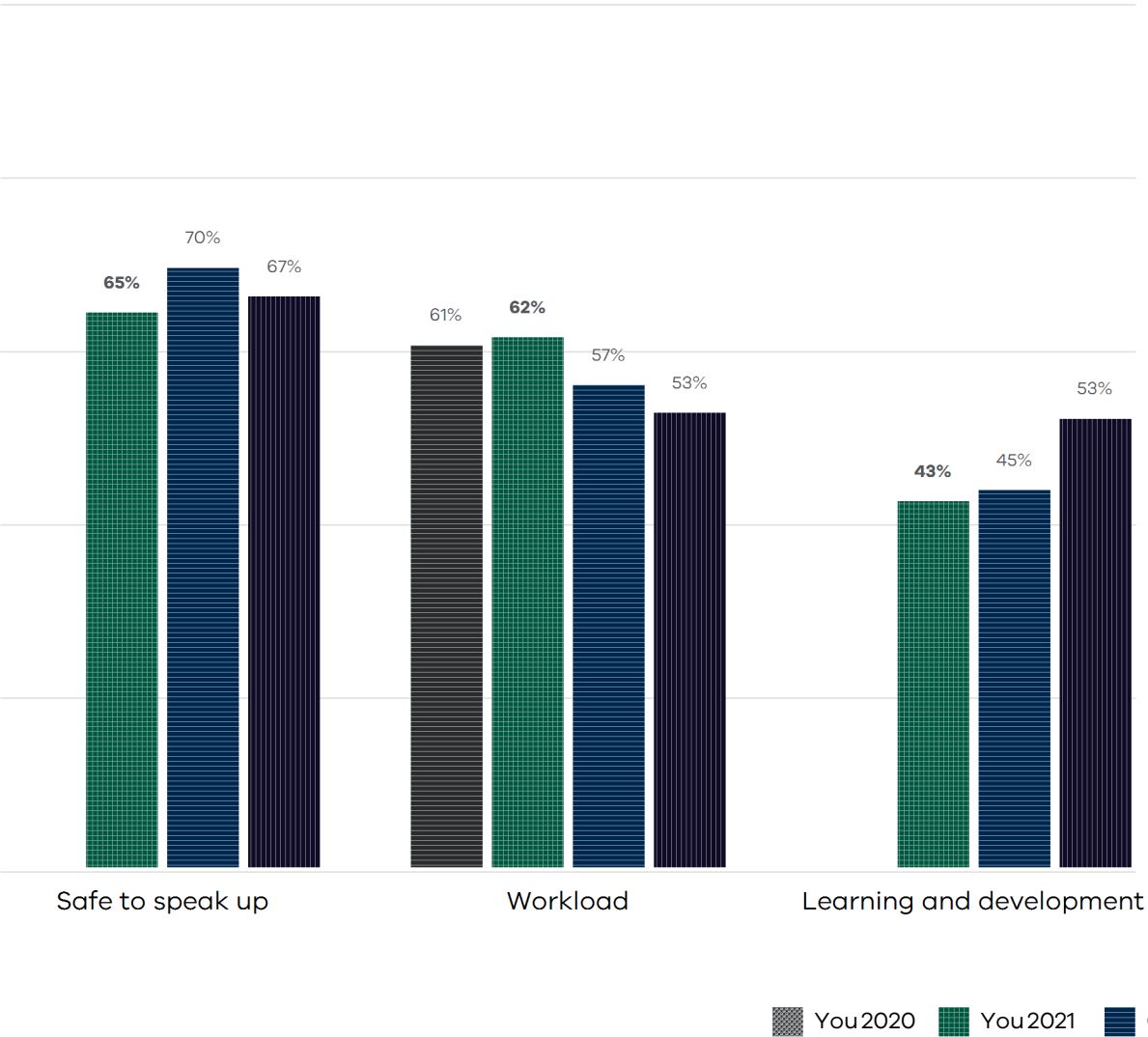## Example

In 2021:

- 65% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

- 70% of staff at your comparator and 67% of staff across the public sector.

Legend: You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Safe to speak up: 65%, 70%, 67%
Workload: 61%, 62%, 57%, 53%
Learning and development: 43%, 45%, 53%

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

93% of your staff who did the survey agreed or strongly agreed with 'My manager ensures clients receive a high standard of service'.

Survey question	Your results	Benchmark agree results

Legend: ■ Disagree ▦ Neither agree nor disagree ▥ Don't know ▨ Agree

	You		Comparator		
	2020	2021	Lowest	Average	Highest
My manager ensures clients receive a high standard of service	Not asked	93 %	88 %	91 %	100 %
My manager is committed to workplace safety	Not asked	90 %	82 %	88 %	96 %
My manager treats employees with dignity and respect	Not asked	88 %	78 %	87 %	93 %
My manager models my organisation's values	Not asked	85 %	80 %	86 %	92 %

Your results bar values:
- My manager ensures clients receive a high standard of service: 2%, 5%, 93%
- My manager is committed to workplace safety: 10%, 90%
- My manager treats employees with dignity and respect: 5%, 7%, 88%
- My manager models my organisation's values: 2%, 12%, 85%

Job and manager factors

Manager leadership 2 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
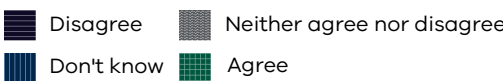
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

85% of your staff who did the survey agreed or strongly agreed with 'My manager works effectively with people from diverse backgrounds'.

Survey question	Your results	Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

	You		Comparator		
	2020	2021	Lowest	Average	Highest
My manager works effectively with people from diverse backgrounds (2% / 12% / 85%)	Not asked	85 %	83 %	87 %	100 %
My manager demonstrates honesty and integrity (2% / 17% / 80%)	Not asked	80 %	79 %	87 %	93 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

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.

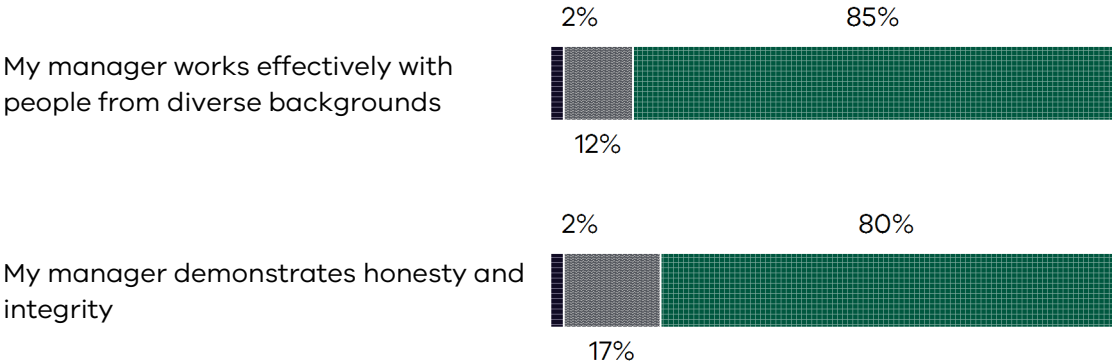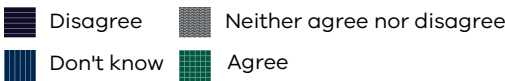Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

83% of your staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.

Survey question · Your results · Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager keeps me informed about what's going on	17% / 83%	71 %	83 %	65 %	75 %	85 %
My manager listens to what I have to say	5% / 15% / 80%	77 %	80 %	75 %	84 %	89 %
I would be confident in approaching my manager to discuss concerns and grievances	10% / 12% / 78%	Not asked	78 %	71 %	79 %	89 %
My manager involves me in decisions about my work	10% / 12% / 78%	71 %	78 %	69 %	78 %	87 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

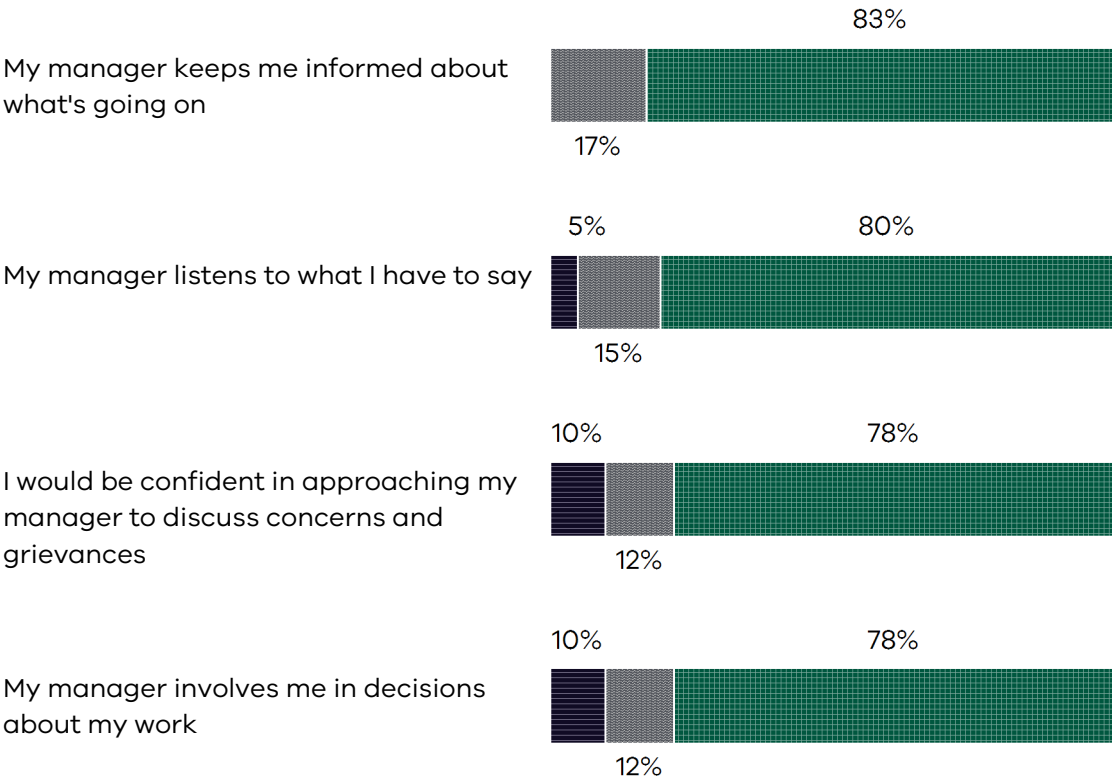Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

Survey question | Your results | Benchmark agree results

Legend: ■ Disagree ▨ Neither agree nor disagree ▮ Don't know ▨ Agree

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager encourages and supports my participation in learning and development opportunities	2% / 22% / 76%	Not asked	76 %	55 %	74 %	85 %
My manager provides feedback to me in a way that helps me improve my performance	17% / 15% / 68%	61 %	68 %	60 %	69 %	77 %
My manager provides me with enough support when I need it	2% / 5% / 27% / 66%	71 %	66 %	66 %	78 %	86 %
I receive adequate recognition for my contributions and accomplishments	22% / 20% / 59%	Not asked	59 %	44 %	61 %	78 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

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.

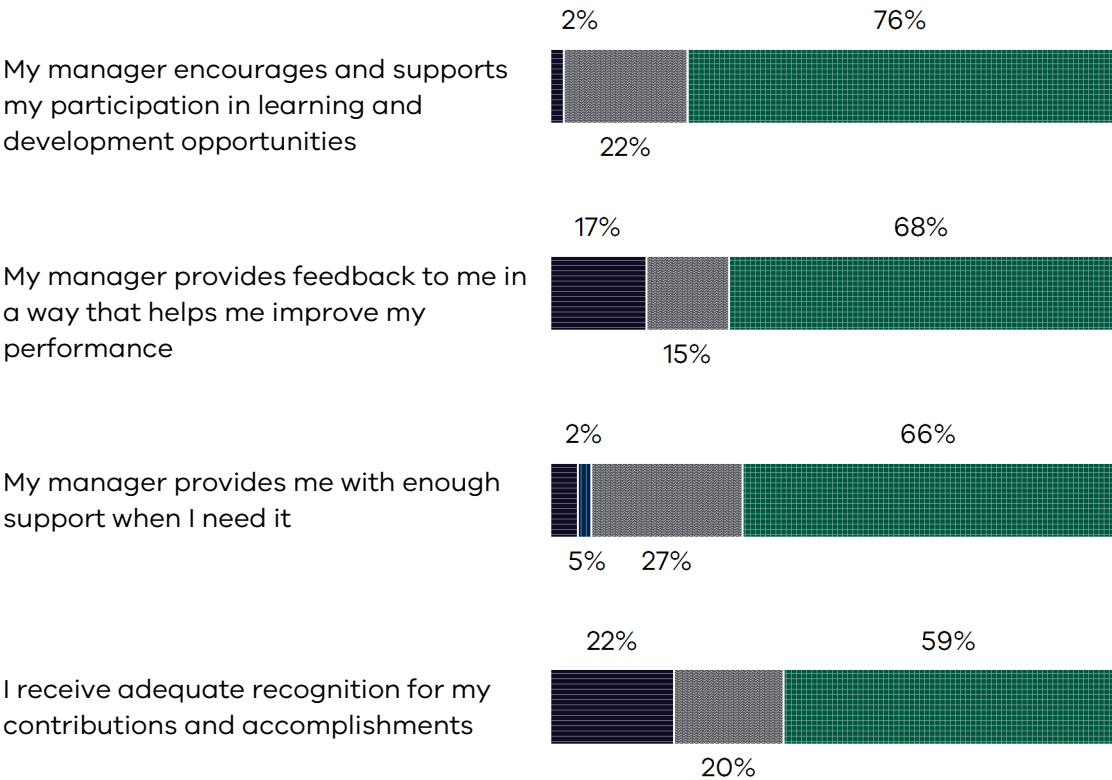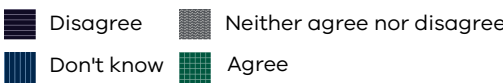Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

34% 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

	Disagree		Neither agree nor disagree
	Don't know		Agree

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

15%   34%

51%
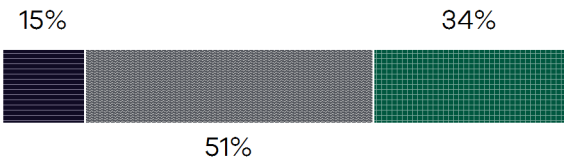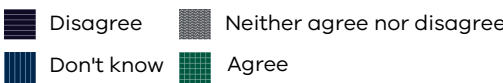
Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
	Not asked	34 %	41 %	54 %	65 %

Victorian Public Sector Commission

VICTORIA State Government

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

66% of your staff who did the survey agreed or strongly agreed with 'I have enough time to do my job effectively'.

Survey question	Your results	Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Agree

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I have enough time to do my job effectively	27% / 7% / 66%	55 %	66 %	43 %	54 %	85 %
The workload I have is appropriate for the job that I do	27% / 15% / 59%	68 %	59 %	49 %	59 %	85 %

Victorian Public Sector Commission

VICTORIA State Government

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.
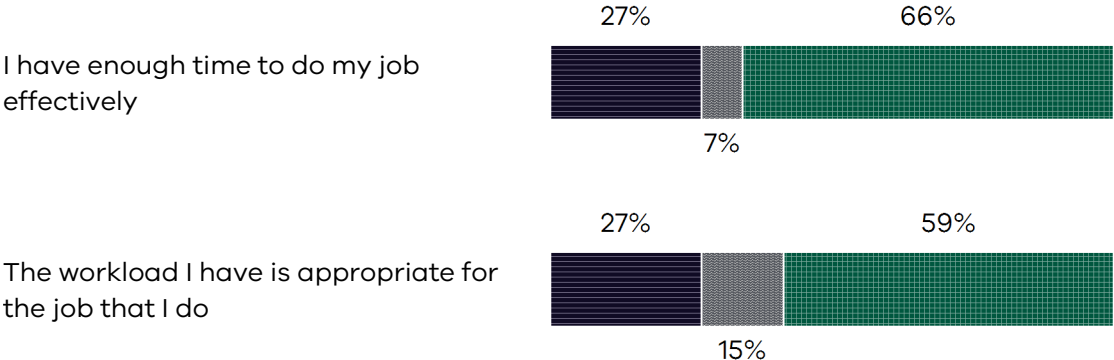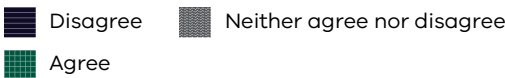
Example

68% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

| Survey question | Your results | | | | | |

Your results

Legend: ■ Disagree ▨ Neither agree nor disagree ▤ Agree

Benchmark agree results

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am developing and learning in my role	15% / 17% / 68%	Not asked	68 %	54 %	64 %	72 %
In the last 12 months I have learned skills that have helped me do my job better	15% / 27% / 59%	Not asked	59 %	48 %	65 %	79 %
My organisation places a high priority on the learning and development of staff	17% / 37% / 46%	Not asked	46 %	33 %	48 %	59 %
There are adequate opportunities for me to develop skills and experience in my organisation	27% / 27% / 46%	Not asked	46 %	42 %	49 %	60 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

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.
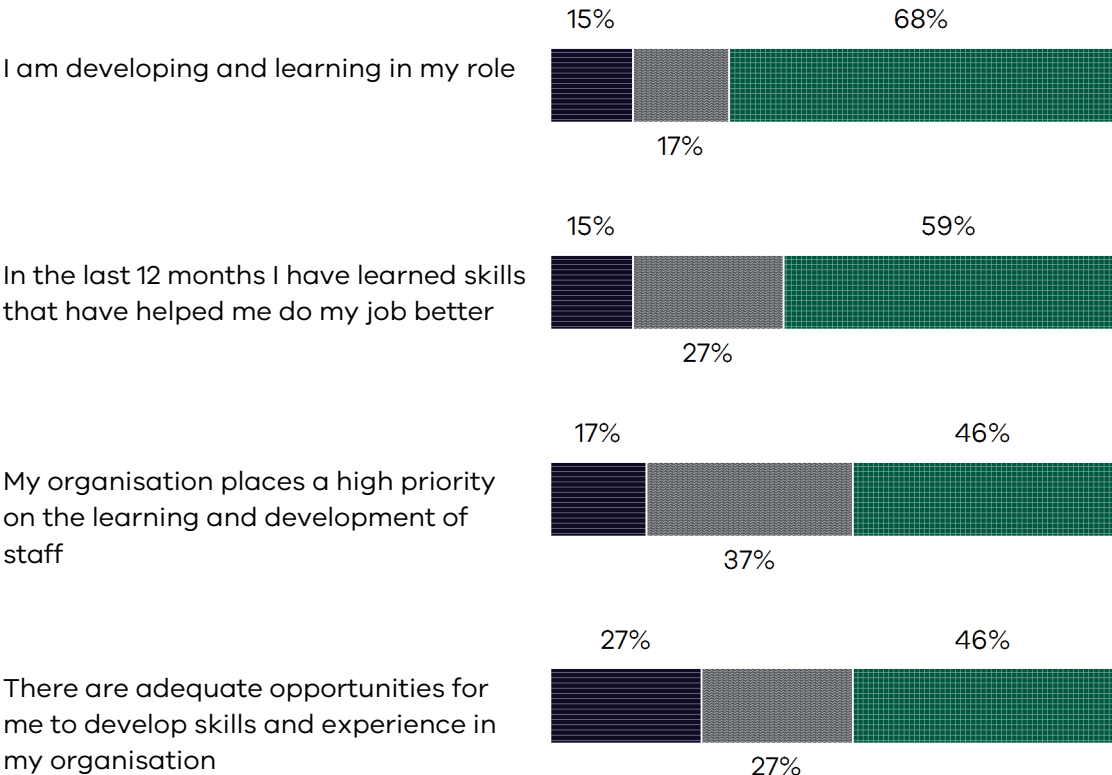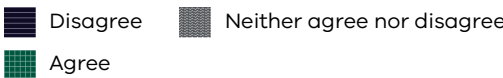
Example

44% 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		

Legend:
- Disagree
- Neither agree nor disagree
- Agree

Benchmark agree results

Survey question	Disagree	Neither agree nor disagree	Agree	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	20%	37%	44%	Not asked	44 %	34 %	48 %	59 %
I feel I have an equal chance at promotion in my organisation	29%	37%	34%	Not asked	34 %	31 %	39 %	53 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	29%	39%	32%	Not asked	32 %	14 %	26 %	41 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	34%	49%	17%	Not asked	17 %	3 %	16 %	29 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

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.
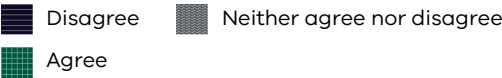
Example

95% 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

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job contributes to my organisation's purpose (Disagree —, Neither 5%, Agree 95%)	81 %	95 %	88 %	92 %	100 %
I clearly understand what I am expected to do in this job (Disagree 2%, Neither 15%, Agree 83%)	74 %	83 %	74 %	81 %	93 %
My job allows me to utilise my skills, knowledge and abilities (Disagree 12%, Neither 7%, Agree 80%)	77 %	80 %	71 %	78 %	85 %
I have the authority to do my job effectively (Disagree 15%, Neither 7%, Agree 78%)	Not asked	78 %	62 %	71 %	85 %

Victorian Public Sector Commission

VICTORIA State Government

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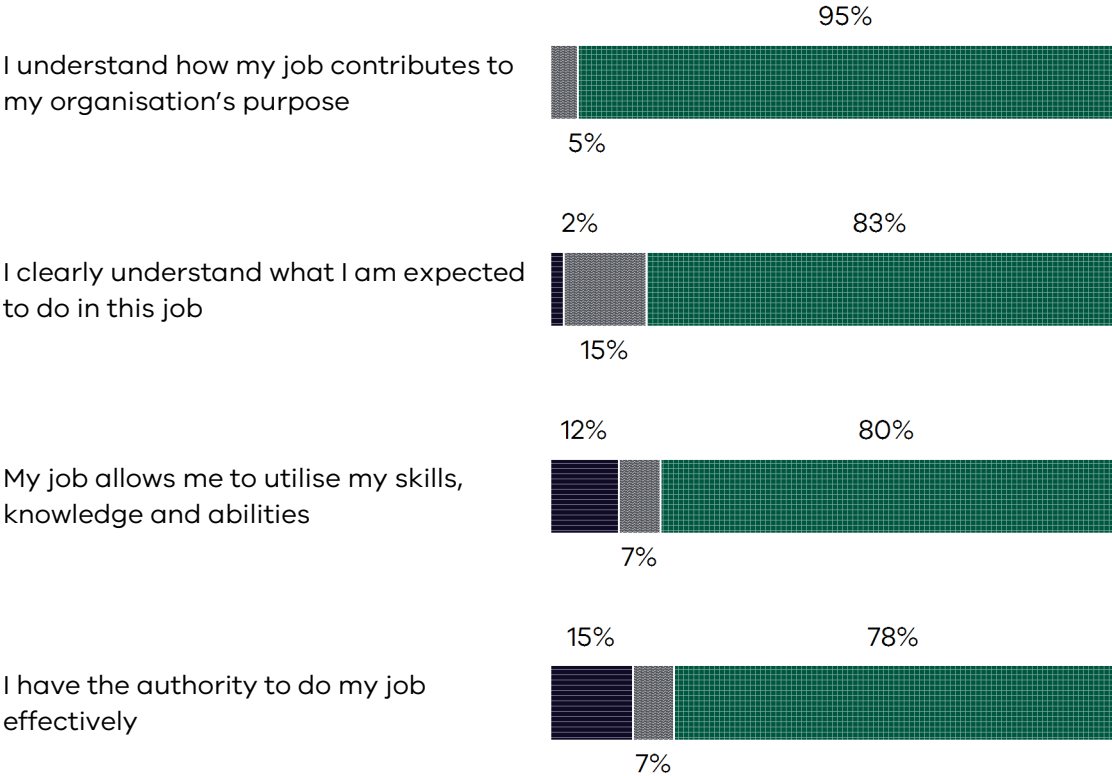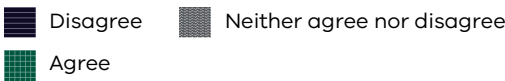
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

73% 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

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

I have a choice in deciding how I do my work
12% / 15% / 73%

I understand how the Charter of Human Rights and Responsibilities applies to my work
12% / 24% / 63%

My work performance is assessed against clear criteria
20% / 39% / 41%

Benchmark agree results

Survey question	You		Comparator		
	2020	2021	Lowest	Average	Highest
I have a choice in deciding how I do my work	65 %	73 %	65 %	73 %	87 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	Not asked	63 %	55 %	69 %	85 %
My work performance is assessed against clear criteria	Not asked	41 %	54 %	61 %	76 %

Victorian Public Sector Commission

VICTORIA State Government

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.
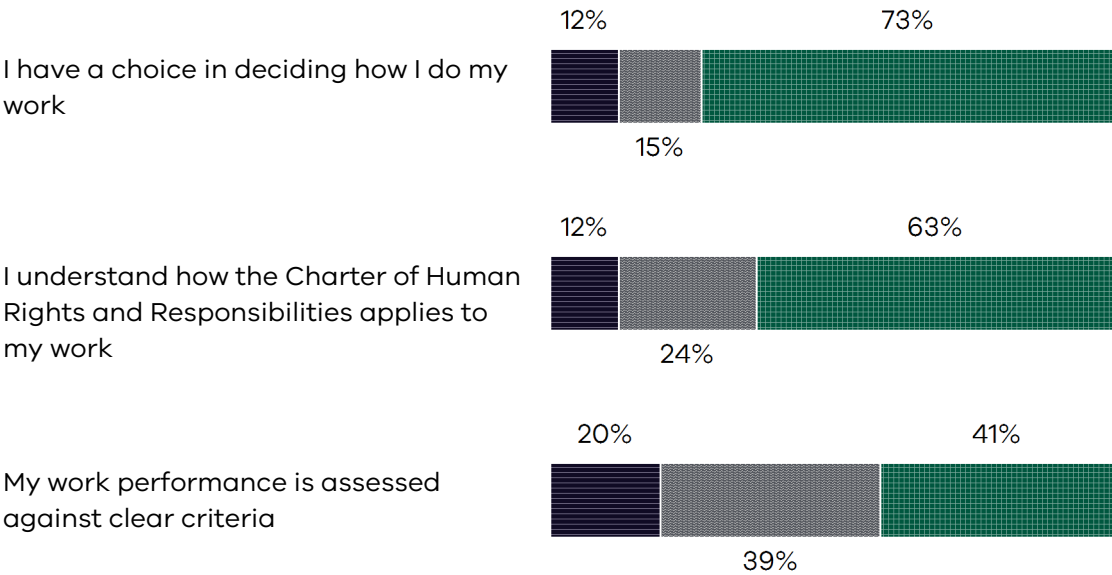
Example

78% of your staff who did the survey agreed or strongly agreed with 'I am achieving something important through my work'.

Survey question	Your results						

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

	Your results	You		Comparator		
Benchmark agree results		2020	2021	Lowest	Average	Highest
I am achieving something important through my work	5% / 17% / 78%	77 %	78 %	70 %	75 %	83 %
I feel that I can make a worthwhile contribution at work	2% / 20% / 78%	77 %	78 %	81 %	85 %	97 %

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.
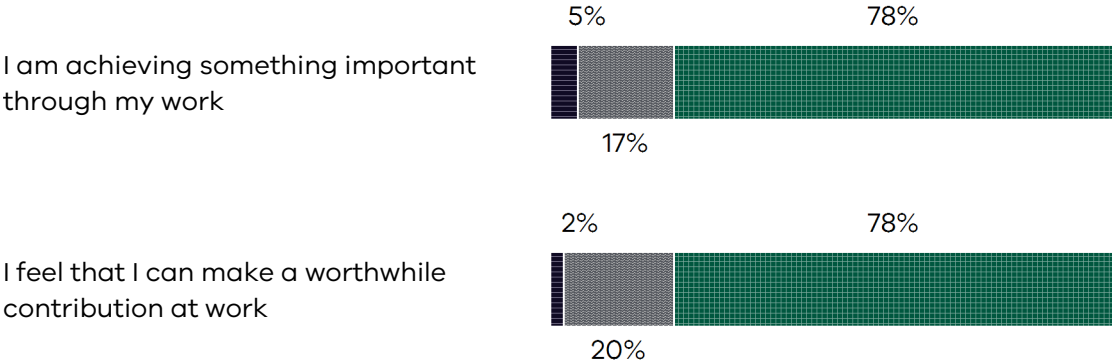
Example

68% 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		You		Comparator		
			2020	2021	Lowest	Average	Highest
	Legend: Disagree / Neither agree nor disagree / Agree						
People in your workgroup are able to bring up problems and tough issues	7% / 24% / 68%		55 %	68 %	58 %	69 %	83 %
I am confident that I would be protected from reprisal for reporting improper conduct	17% / 20% / 63%		Not asked	63 %	48 %	65 %	83 %
I feel safe to challenge inappropriate behaviour at work	20% / 24% / 56%		Not asked	56 %	50 %	64 %	90 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	29% / 24% / 46%		Not asked	46 %	49 %	58 %	76 %

Victorian Public Sector Commission

VICTORIA State Government

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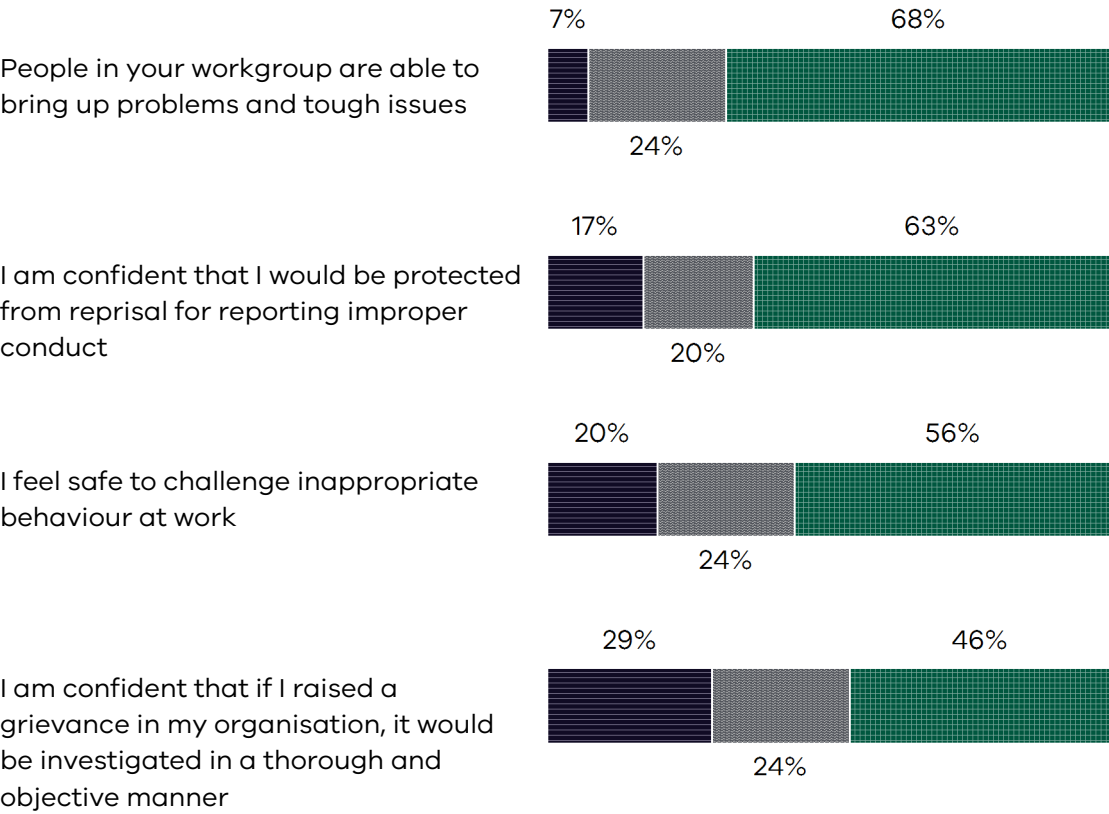
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

80% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ Agree

Survey question	Disagree	Neither agree nor disagree	Agree	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup often reject others for being different	80%	12%	7%	Not asked	80 %	82 %	89 %	100 %
If I make a mistake in my workgroup, it is often held against me	76%	17%	7%	Not asked	76 %	75 %	77 %	87 %

Victorian Public Sector Commission

VICTORIA State Government
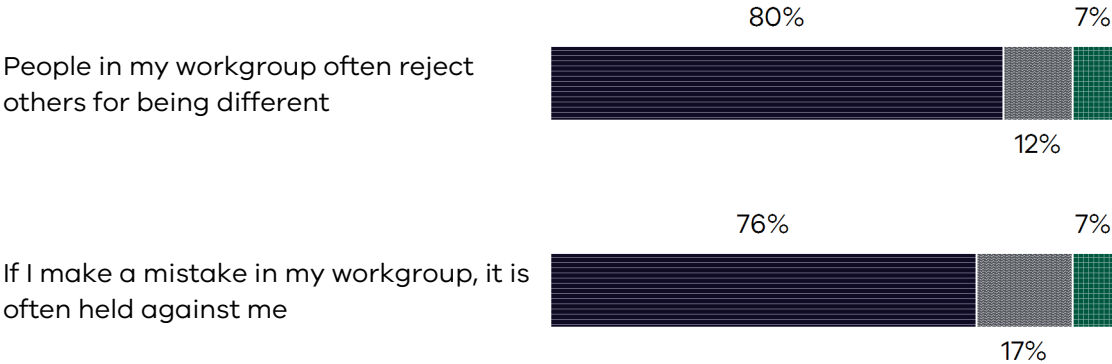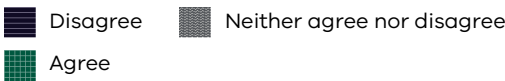
Job and manager factors

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

34% 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	34%	39%	36%
Communication processes	24%	26%	19%
Poor work-life balance	20%	13%	12%
There are no noticeable barriers	20%	14%	18%
Other	17%	11%	13%
Technology limitations	15%	22%	20%
Decision making and authorisation processes	12%	28%	23%
Administrative processes (including leave and HR requirements)	10%	15%	19%
Financial burden of doing my job in the current environment	10%	5%	2%
Insufficient autonomy	10%	14%	9%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

Have your say

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Public sector values

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.

Chart legend: You 2020, You 2021, Comparator 2021, Public sector 2021

Responsiveness: 93%, 91%, 87%
Accountability: 72%, 80%, 78%, 76%
Human rights: 79%, 78%, 80%
Respect: 74%, 79%, 80%, 78%

Public sector values

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.
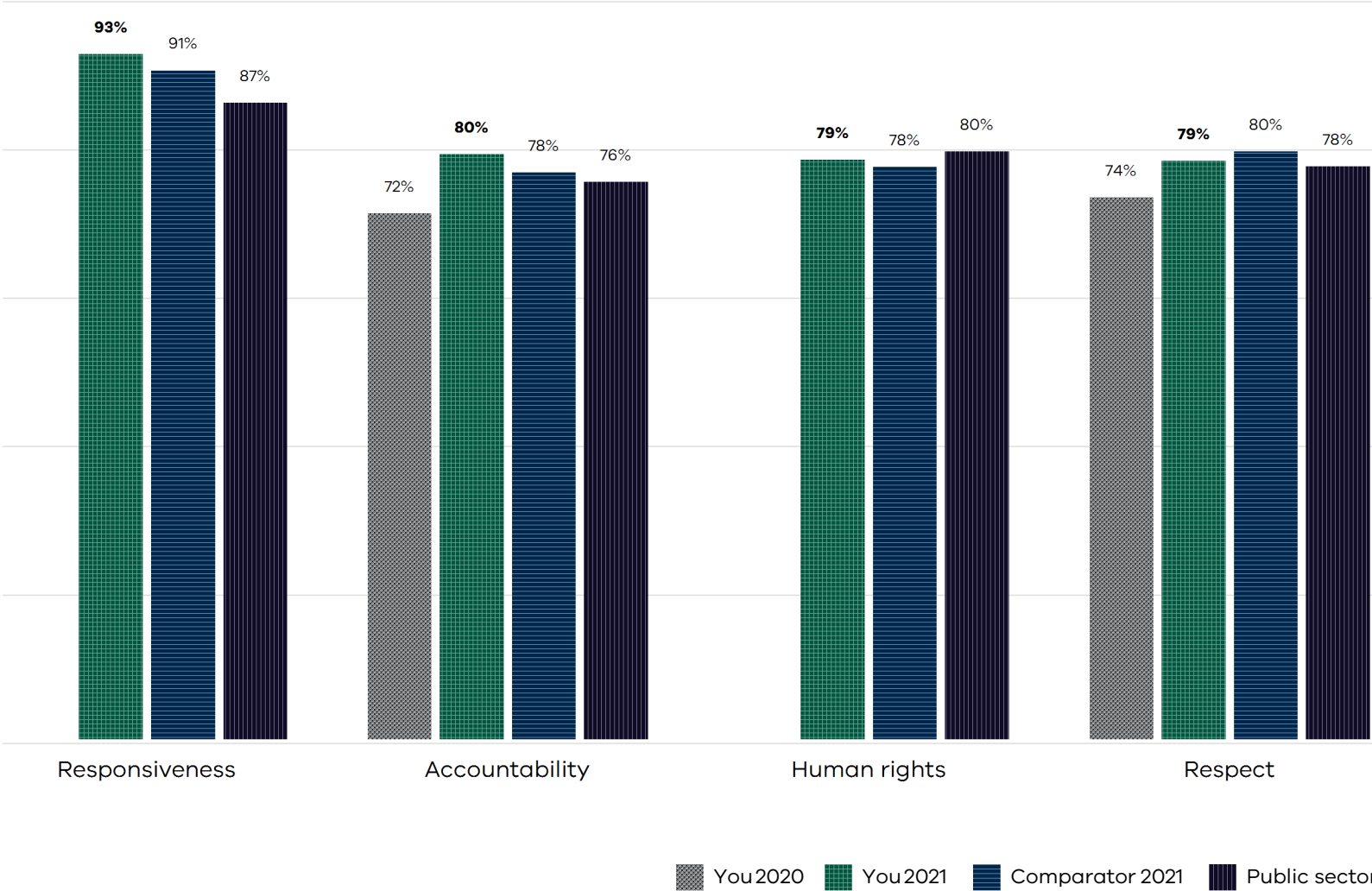
Example

In 2021:

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

Compared to:

- 77% of staff at your comparator and 73% of staff across the public sector.

Legend: You 2020, You 2021, Comparator 2021, Public sector 2021

Leadership: 76%, 77%, 73%
Impartiality: 75%, 70%, 68%
Integrity: 68%, 72%, 70%
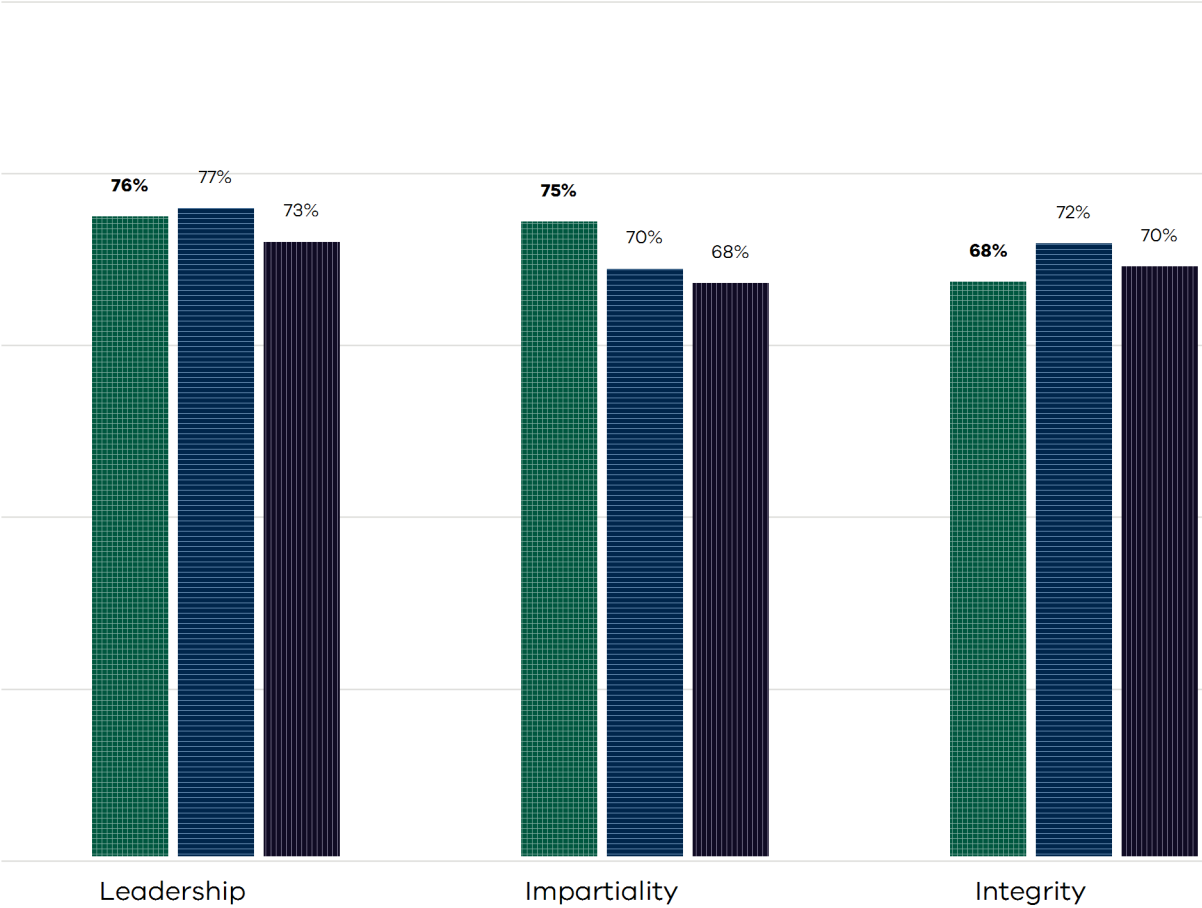
Public sector values

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

95% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2020	2021	Comparator Lowest	Average	Highest
My workgroup strives to provide high quality advice and services	2% Disagree, 2% Don't know, 95% Agree	Not asked	95 %	88 %	91 %	100 %
My manager ensures clients receive a high standard of service	2% Disagree, 5% Neither, 93% Agree	Not asked	93 %	88 %	91 %	100 %
My workgroup strives to deliver services in a timely manner	7% Disagree, 93% Agree	Not asked	93 %	86 %	92 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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

Why this is important

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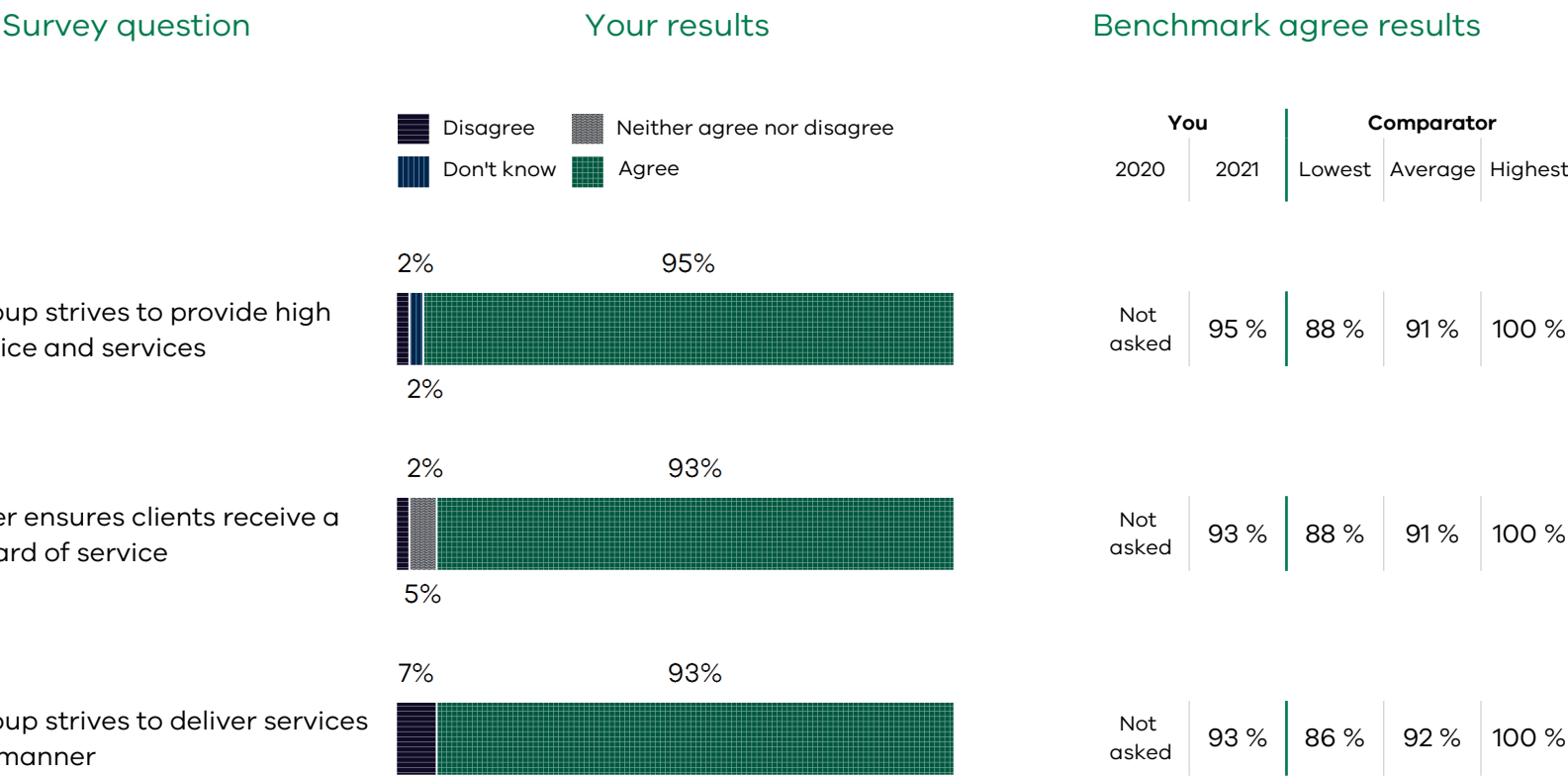
How to read this

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

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

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

Example

85% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

| Survey question | Your results | Benchmark agree results |

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation is committed to earning a high level of public trust (7% / 7% / 85%)	Not asked	85 %	33 %	86 %	97 %
My manager demonstrates honesty and integrity (2% / 17% / 80%)	Not asked	80 %	79 %	87 %	100 %
People in my workgroup are honest, open and transparent in their dealings (7% / 22% / 71%)	Not asked	71 %	67 %	77 %	83 %
Senior leaders demonstrate honesty and integrity (10% / 22% / 68%)	Not asked	68 %	0 %	62 %	87 %

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.
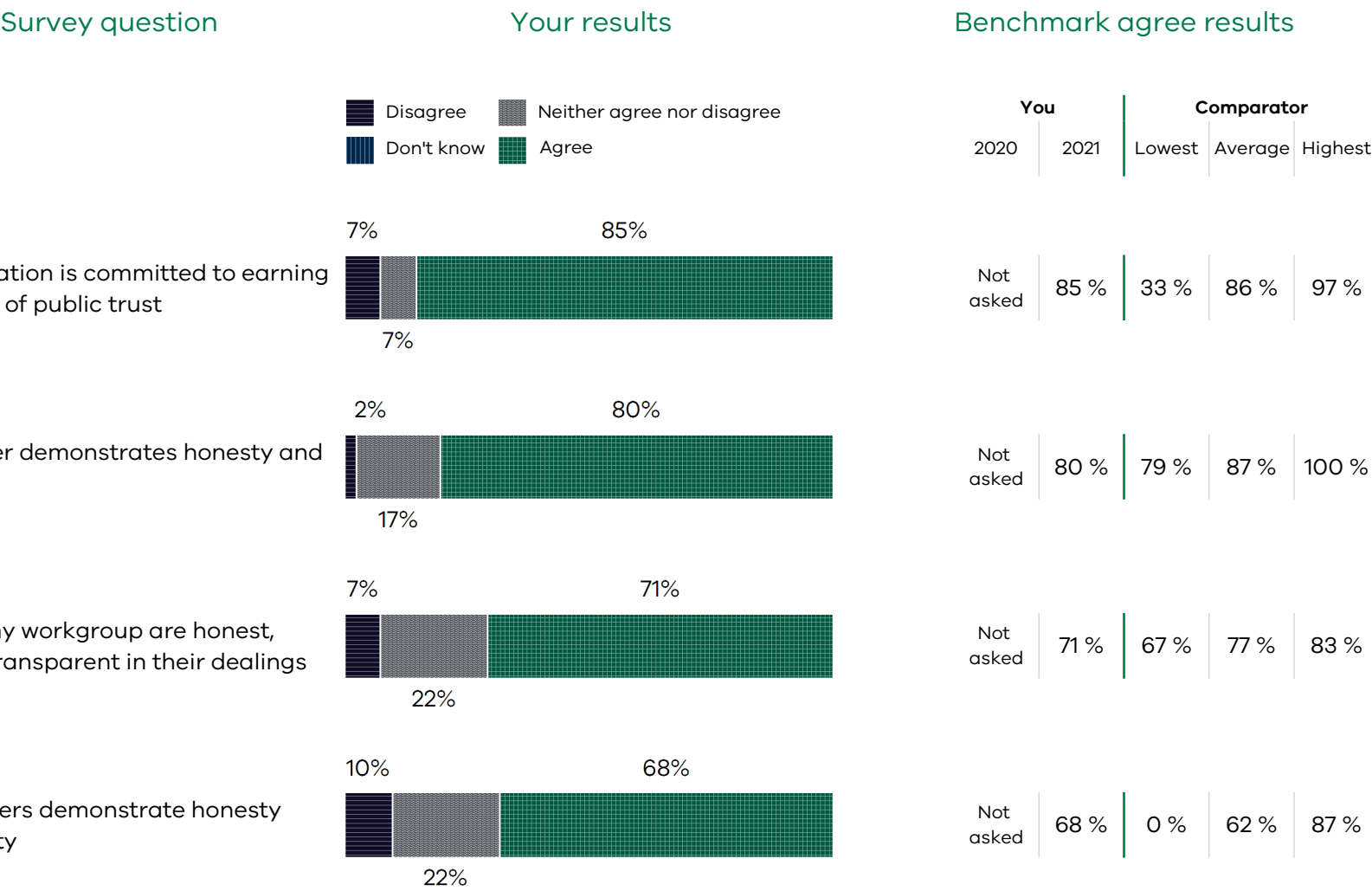
How to read this

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

63% of staff who did the survey agreed or strongly agreed with 'I am confident that I would be protected from reprisal for reporting improper conduct'.

Survey question / Your results / Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am confident that I would be protected from reprisal for reporting improper conduct	17% / 20% / 63%	Not asked	63 %	33 %	65 %	83 %
People in my workgroup appropriately manage conflicts of interest	12% / 5% / 20% / 63%	Not asked	63 %	33 %	71 %	90 %
I feel safe to challenge inappropriate behaviour at work	20% / 24% / 56%	Not asked	56 %	33 %	63 %	90 %
My organisation does not tolerate improper conduct	17% / 27% / 56%	Not asked	56 %	0 %	68 %	83 %

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.
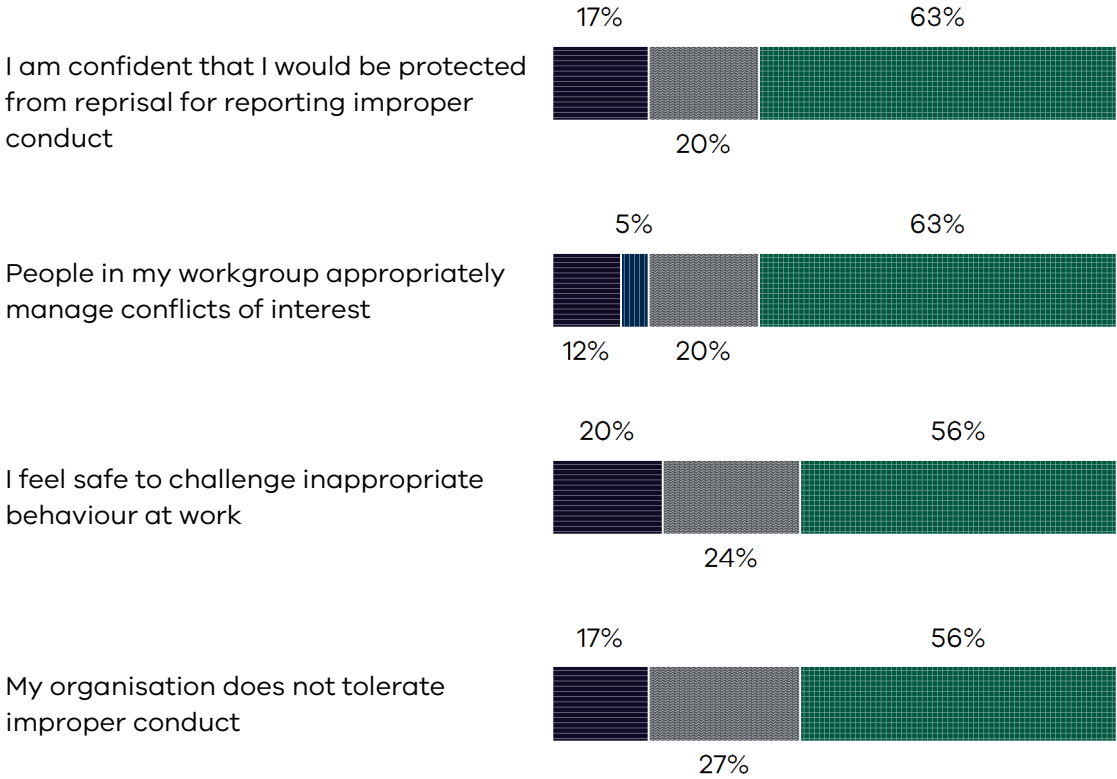
Example

80% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

Survey question	Your results			Benchmark agree results				
				You		**Comparator**		
				2020	2021	Lowest	Average	Highest
People in my workgroup are politically impartial in their work	5% / 80% / 2% / 12%			Not asked	80 %	0 %	73 %	83 %
My workgroup places a priority on acting fairly and without bias	2% / 78% / 12% / 7%			Not asked	78 %	33 %	78 %	93 %
My workgroup focuses on making decisions informed by all relevant facts	5% / 76% / 20%			Not asked	76 %	33 %	74 %	93 %
My organisation makes fair recruitment and promotion decisions, based on merit	2% / 66% / 10% / 22%			Not asked	66 %	0 %	54 %	77 %

Legend: ■ Disagree ▦ Neither agree nor disagree ▥ Don't know ▦ Agree

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.

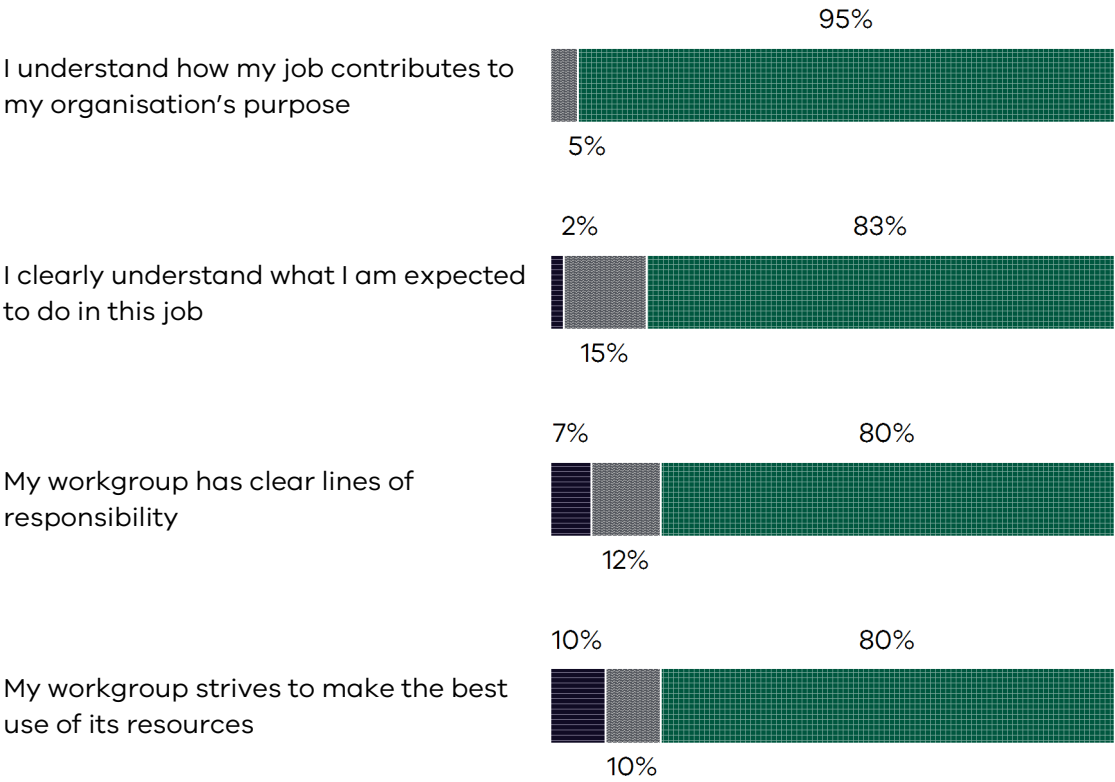Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

95% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question	Your results		Benchmark agree results				
			You		**Comparator**		
			2020	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	95% / 5%		81 %	95 %	88 %	92 %	100 %
I clearly understand what I am expected to do in this job	2% / 83% / 15%		74 %	83 %	67 %	81 %	93 %
My workgroup has clear lines of responsibility	7% / 80% / 12%		Not asked	80 %	0 %	71 %	92 %
My workgroup strives to make the best use of its resources	10% / 80% / 10%		Not asked	80 %	76 %	82 %	100 %

Legend: Disagree, Neither agree nor disagree, Don't know, Agree

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

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

61% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

| | Disagree | | Neither agree nor disagree |
| | Don't know | | Agree |

Senior leaders provide clear strategy and direction

7%   61%

15%   17%
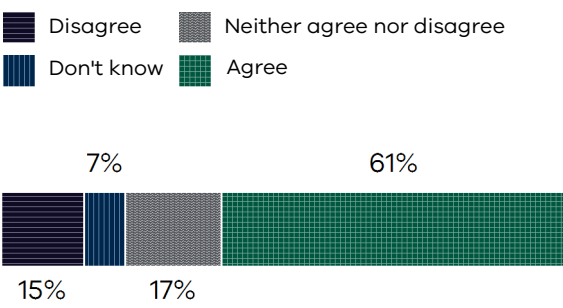
Benchmark agree results

	You		Comparator		
	2020	2021	Lowest	Average	Highest
	61 %	61 %	33 %	62 %	79 %

Public sector values

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

88% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

| Survey question | Your results | Benchmark agree results |

Legend: Disagree ■ | Don't know ■ | Neither agree nor disagree ■ | Agree ■

	You		Comparator		
Survey question	2020	2021	Lowest	Average	Highest
My manager treats employees with dignity and respect (5% / 88% / 7%)	Not asked	88 %	78 %	87 %	100 %
My workgroup respectfully consults with clients and stakeholders to improve outcomes (2% / 88% / 5% 5%)	Not asked	88 %	82 %	86 %	100 %
My manager keeps me informed about what's going on (83% / 17%)	71 %	83 %	65 %	75 %	85 %
People in my workgroup treat each other with respect (2% / 83% / 5% 10%)	74 %	83 %	82 %	88 %	100 %

Public sector values

Respect 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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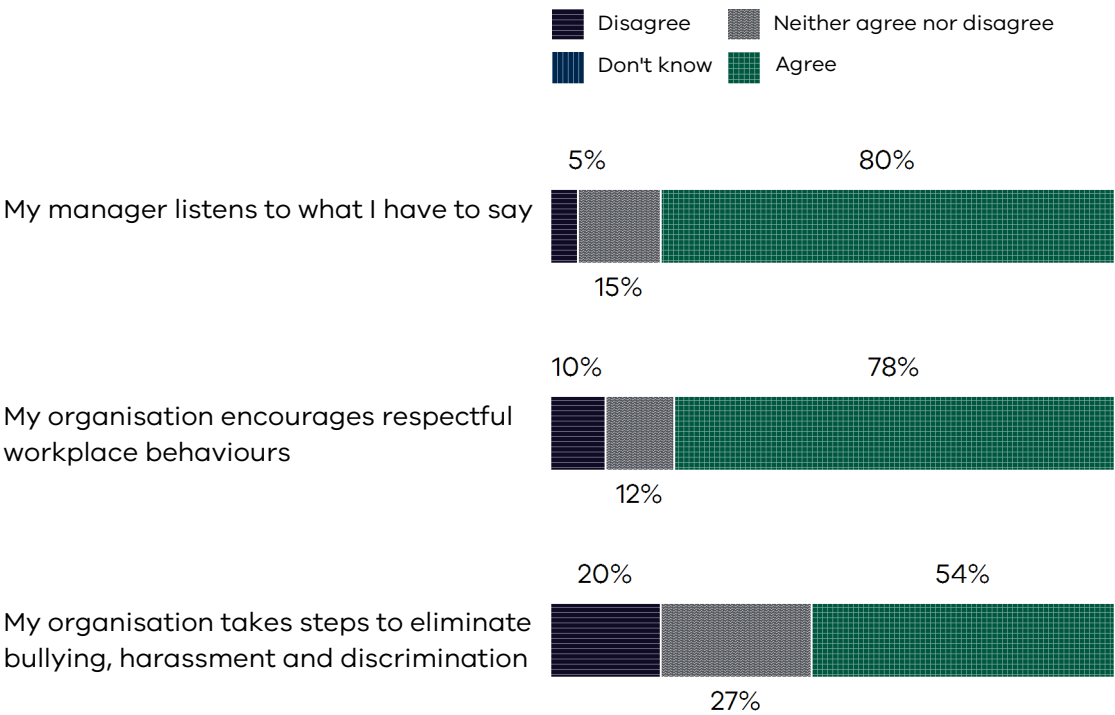
Example

80% of staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question | Your results | Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question		You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager listens to what I have to say	5% / 15% / 80%	77 %	80 %	75 %	84 %	100 %
My organisation encourages respectful workplace behaviours	10% / 12% / 78%	Not asked	78 %	33 %	78 %	97 %
My organisation takes steps to eliminate bullying, harassment and discrimination	20% / 27% / 54%	Not asked	54 %	0 %	63 %	85 %

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.
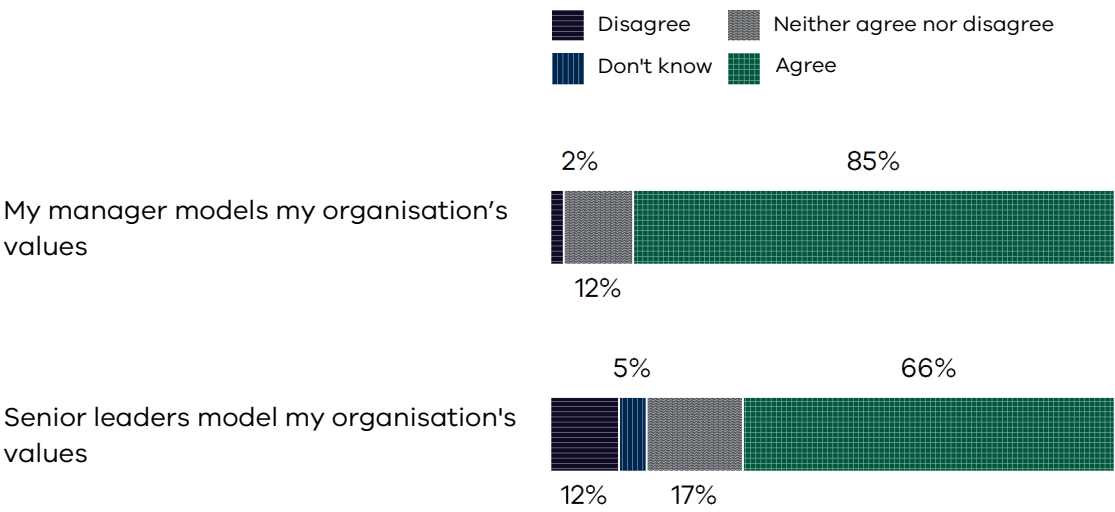
Example

85% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results		Benchmark agree results				

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

	You		Comparator		
Survey question	2020	2021	Lowest	Average	Highest
My manager models my organisation's values — 2%, 85%, 12%	Not asked	85 %	67 %	86 %	92 %
Senior leaders model my organisation's values — 5%, 66%, 12%, 17%	Not asked	66 %	0 %	68 %	89 %

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.
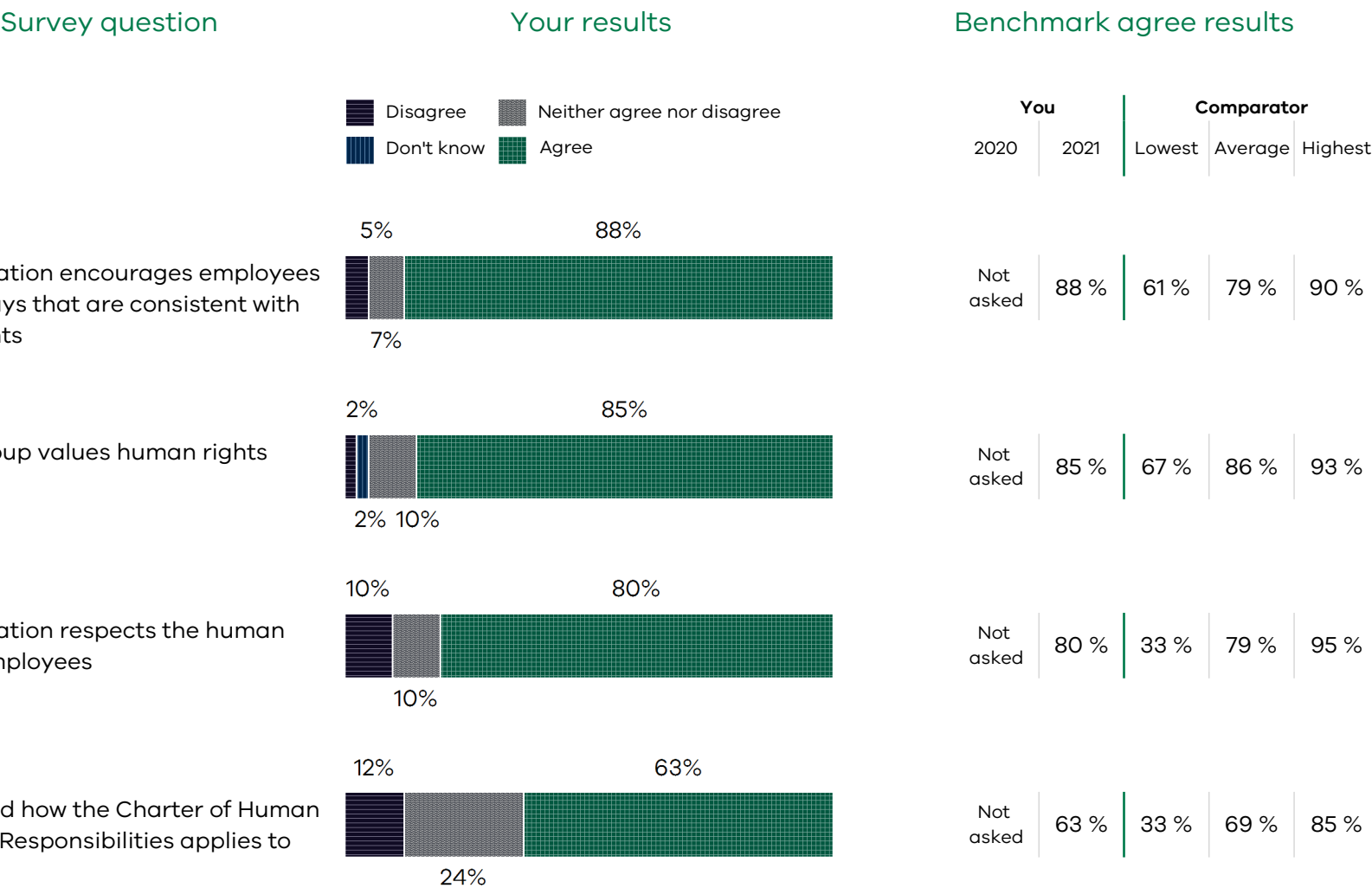
How to read this

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

88% of staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question	Your results					

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	Your results	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages employees to act in ways that are consistent with human rights	5% / 7% / 88%	Not asked	88 %	61 %	79 %	90 %
My workgroup values human rights	2% / 2% / 10% / 85%	Not asked	85 %	67 %	86 %	93 %
My organisation respects the human rights of employees	10% / 10% / 80%	Not asked	80 %	33 %	79 %	95 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	12% / 24% / 63%	Not asked	63 %	33 %	69 %	85 %

People matter survey 2021

Have your say

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

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

Age	(n)	%
15-34 years	**11**	27%
35-54 years	**18**	44%
55+ years	**7**	17%
Prefer not to say	**5**	12%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
No	**40**	98%
Prefer not to say	**1**	2%

Highest level of formal education	(n)	%
Master Degree level	**3**	7%
Graduate Diploma or Graduate Certificate level	**3**	7%
Bachelor Degree level incl. honours degrees	**16**	39%
Advanced Diploma or Diploma level	**4**	10%
Certificate III or IV level	**6**	15%
Year 12 or equivalent (VCE/Leaving certificate)	**3**	7%
Prefer not to say	**6**	15%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.
The (n) column shows the number of respondents in each category.
An asterisk (*) means this is a new question for the 2021 survey.

How we protect anonymity and privacy

To protect you, we:

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

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	0	0%
Non Aboriginal and/or Torres Strait Islander	39	95%
Prefer not to say	2	5%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.
This is staff who identify as a person with disability and how they share that information

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

How we protect anonymity and privacy

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

Do you identify as a person with a disability?	(n)	%
Yes	**3**	7%
No	**36**	88%
Prefer not to say	**2**	5%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	**3**	100%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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

How would you describe your gender?	(n)	%
Woman	26	63%
Prefer not to say	8	20%
Man	7	17%

Are you trans, non-binary or gender diverse?	(n)	%
No	37	90%
Prefer not to say	4	10%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	37	90%
Don't know	1	2%
Prefer not to say	3	7%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	31	76%
Prefer not to say	7	17%
Asexual	1	2%
Gay or lesbian	1	2%
I use a different term	1	2%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Country of birth	(n)	%
Born in Australia	**34**	83%
Not born in Australia	**5**	12%
Prefer not to say	**2**	5%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	**3**	60%
10 to less than 20 years ago	**2**	40%

Language other than English spoken with family or community	(n)	%
Yes	**1**	2%
No	**39**	95%
Prefer not to say	**1**	2%

Demographics

Cultural diversity 2 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Italian	1	100%

Demographics

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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

Cultural identity	(n)	%
Australian	**35**	85%
English, Irish, Scottish and/or Welsh	**4**	10%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**4**	10%
Prefer not to say	**2**	5%
East and/or South-East Asian	**1**	2%

Religion	(n)	%
No religion	**25**	61%
Christianity	**7**	17%
Prefer not to say	**5**	12%
Other	**3**	7%
Buddhism	**1**	2%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Working arrangement	(n)	%
Full-Time	19	46%
Part-Time	22	54%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	13	50%
$65k to $95k	8	31%
$95k to $125k	1	4%
Prefer not to say	4	15%

Organisational tenure	(n)	%
<1 year	9	22%
1 to less than 2 years	4	10%
2 to less than 5 years	12	29%
5 to less than 10 years	7	17%
10 to less than 20 years	5	12%
More than 20 years	4	10%

Management responsibility	(n)	%
Non-manager	30	73%
Other manager	8	20%
Manager of other manager(s)	3	7%

Employment type	(n)	%
Other	15	37%
Ongoing and executive	14	34%
Fixed term	12	29%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	33	80%
I have moved to a different role within my organisation (including acting roles)	7	17%
I have moved to my role from outside the Victorian public sector	1	2%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Primary workplace location over the last 3 months	(n)	%
Geelong	41	100%

Primary workplace type over the past 3 months*	(n)	%
A main office	22	54%
A frontline or service delivery location (that is not a main office or home/private location)	11	27%
A hub/shared work space	4	10%
Other (please specify)	3	7%
Home/private location	1	2%

Other workplace type over the past 3 months*	(n)	%
Home/private location	24	59%
No, I have not worked from any other locations	12	29%
A main office	6	15%
A hub/shared work space	4	10%
A frontline or service delivery location (that is not a main office or home/private location)	1	2%
Other	1	2%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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

Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	30	73%
Flexible working arrangements	9	22%
Physical modifications or improvements to the workplace	1	2%
Career development support strategies	1	2%

Why did you make this request?*	(n)	%
Work-life balance	5	45%
Study commitments	3	27%
Family responsibilities	2	18%
Caring responsibilities	1	9%
Health	1	9%
Other	1	9%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	9	82%
The adjustments I needed were made but the process was unsatisfactory	1	9%
The adjustments I needed were not made	1	9%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

How we protect anonymity and privacy

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

Caring responsibility	(n)	%
None of the above	**21**	51%
Primary school aged child(ren)	**6**	15%
Secondary school aged child(ren)	**6**	15%
Preschool aged child(ren)	**4**	10%
Child(ren) - younger than preschool age	**3**	7%
Frail or aged person(s)	**3**	7%
Prefer not to say	**2**	5%
Person(s) with a mental illness	**2**	5%
Person(s) with disability	**1**	2%
Person(s) with a medical condition	**1**	2%

vpsc.vic.gov.au/peoplemattersurvey