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 2019 and 2020.

This means you'll be able to compare about 37% of this year's survey with your previous results.

Rounding of percentages

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

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

Survey questions and definitions

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

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- Biggest positive difference from comparator
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- Equal employment opportunity
- Psychosocial and physical safety climate
- Psychosocial safety climate score
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- Scorecard
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- Safe to speak up
- Barriers to optimal work

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- 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
- Categories

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Report overview

Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

Senior leadership → Organisation climate → Workgroup climate → Job and manager → Outcomes

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'.

Bendigo Kangan Institute

Box Hill Institute Group

Chisholm Institute

Gordon Institute of TAFE

Goulburn Ovens Institute of TAFE

Holmesglen Institute

Melbourne Polytechnic

South West Institute of TAFE

Sunraysia Institute of TAFE

William Angliss Institute of TAFE

Wodonga Institute of TAFE

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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	
78%	
(344)	
Comparator	53%
Public Sector	49%

2021	
73%	
(342)	
Comparator	60%
Public Sector	39%

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People matter survey 2021

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020	
69	
Comparator	67
Public Sector	68

2021	
70	
Comparator	68
Public Sector	70

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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 70.

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

78% 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	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to tell others I work for my organisation	7% / 14% / 78%	73 %	78 %	78 %	68 %	74 %	84 %
I would recommend my organisation as a good place to work	11% / 17% / 72%	68 %	73 %	72 %	61 %	67 %	78 %
I feel a strong personal attachment to my organisation	9% / 26% / 65%	59 %	67 %	65 %	56 %	64 %	70 %
My organisation motivates me to help achieve its objectives	12% / 25% / 63%	63 %	62 %	63 %	54 %	61 %	74 %

People outcomes

Engagement question results 2 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 70.

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.
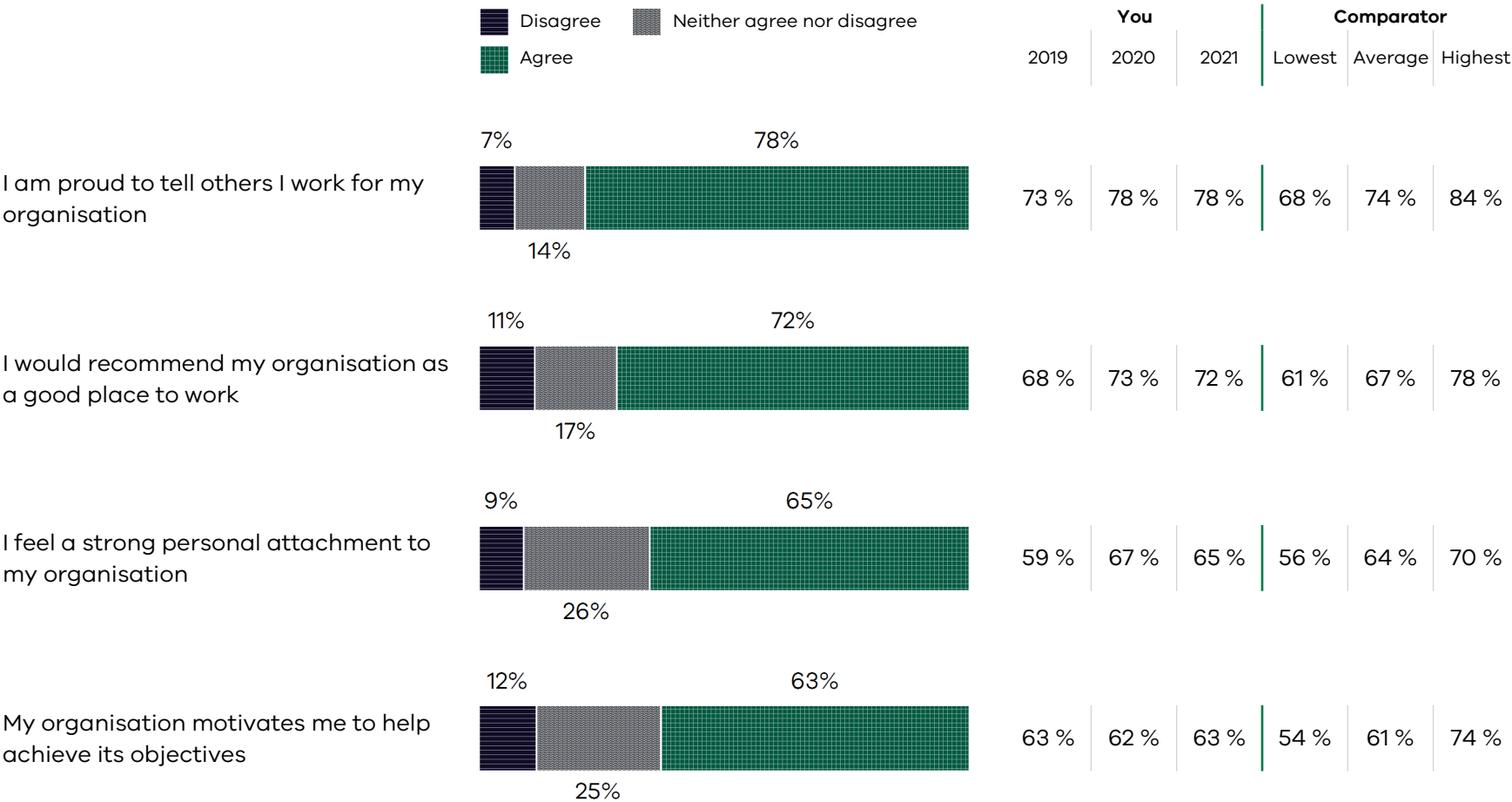
Example

62% 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%   62%

26%
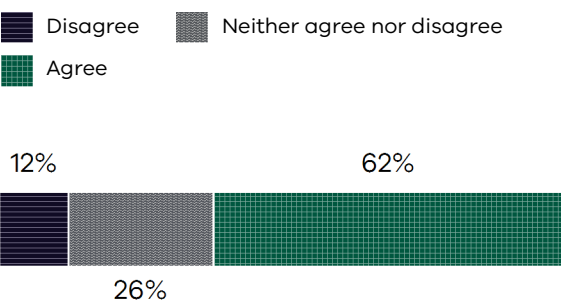
Benchmark agree results

	You			Comparator		
2019	2020	2021	Lowest	Average	Highest
60 %	59 %	62 %	51 %	60 %	72 %

People outcomes

Scorecard: satisfaction, stress, intention to stay

What this is

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

There are more people outcomes scorecards throughout this report.

Why this is important

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

How to read this

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

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

Example

In 2021:

- 74% of your staff who did the survey responded positively to questions about Intention to stay.

Compared to:

- 68% of staff at your comparator and 67% of staff across the public sector.

Chart legend: You 2019, You 2020, You 2021, Comparator 2021, Public sector 2021

Intention to stay: 75%, 74%, 68%, 67%
Satisfaction: 70%, 68%, 62%, 62%, 63%
High to severe work related stress: 18%, 21%, 26%, 28%, 26%

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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

82% of your staff who did the survey agreed or strongly agreed with 'I get a sense of accomplishment from my work'.

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I get a sense of accomplishment from my work	Disagree 8%, Neither 11%, Agree 82%	84 %	Not asked	82 %	76 %	81 %	86 %
I enjoy the work in my current job	Disagree 6%, Neither 13%, Agree 80%	86 %	Not asked	80 %	75 %	80 %	87 %

People outcomes

Satisfaction question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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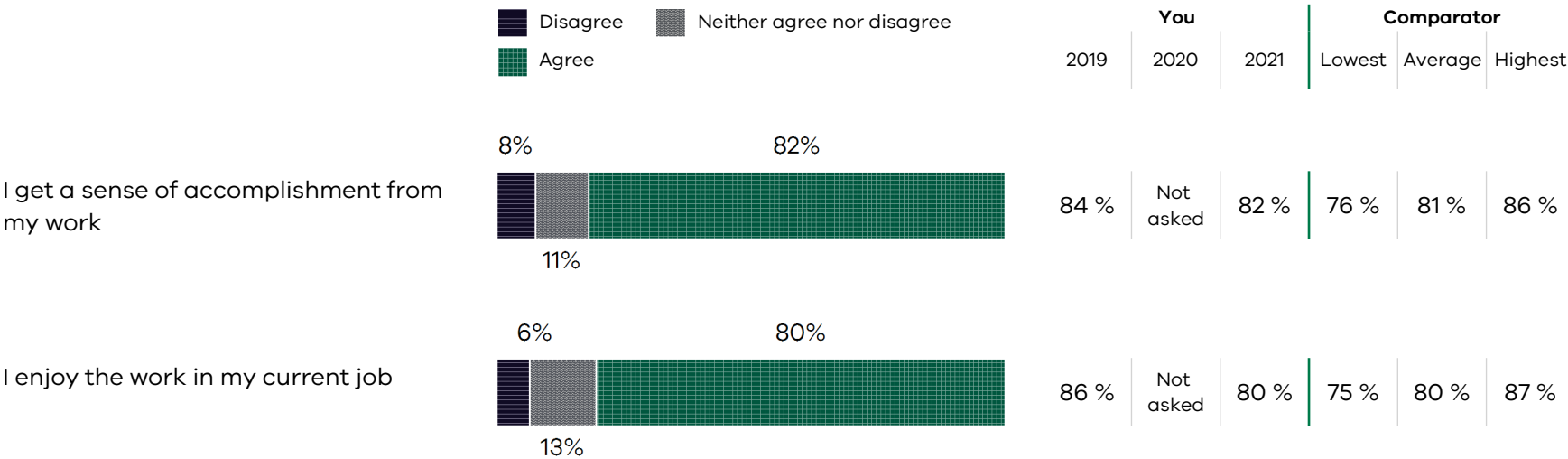
Example

70% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.
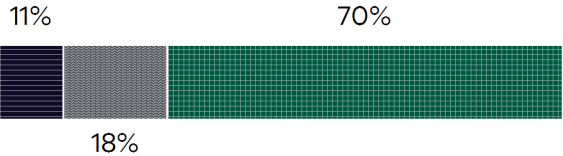
Survey question
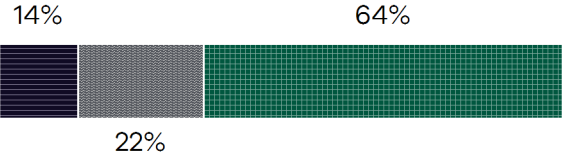
Your results

Legend: Dissatisfied | Neither satisfied nor dissatisfied | Satisfied

Considering everything, how satisfied are you with your current job
- 11% / 18% / 70%

How satisfied are you with the work-life balance in your current job
- 14% / 22% / 64%

How satisfied are you with your career development within your current organisation
- 14% / 35% / 51%

Benchmark satisfied results

Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Considering everything, how satisfied are you with your current job	78 %	75 %	70 %	64 %	69 %	76 %
How satisfied are you with the work-life balance in your current job	75 %	69 %	64 %	60 %	65 %	72 %
How satisfied are you with your career development within your current organisation	57 %	59 %	51 %	44 %	51 %	60 %

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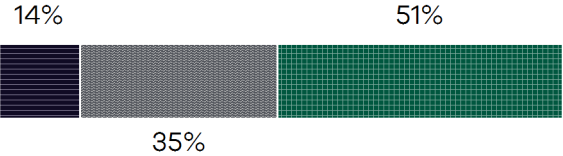
People outcomes

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

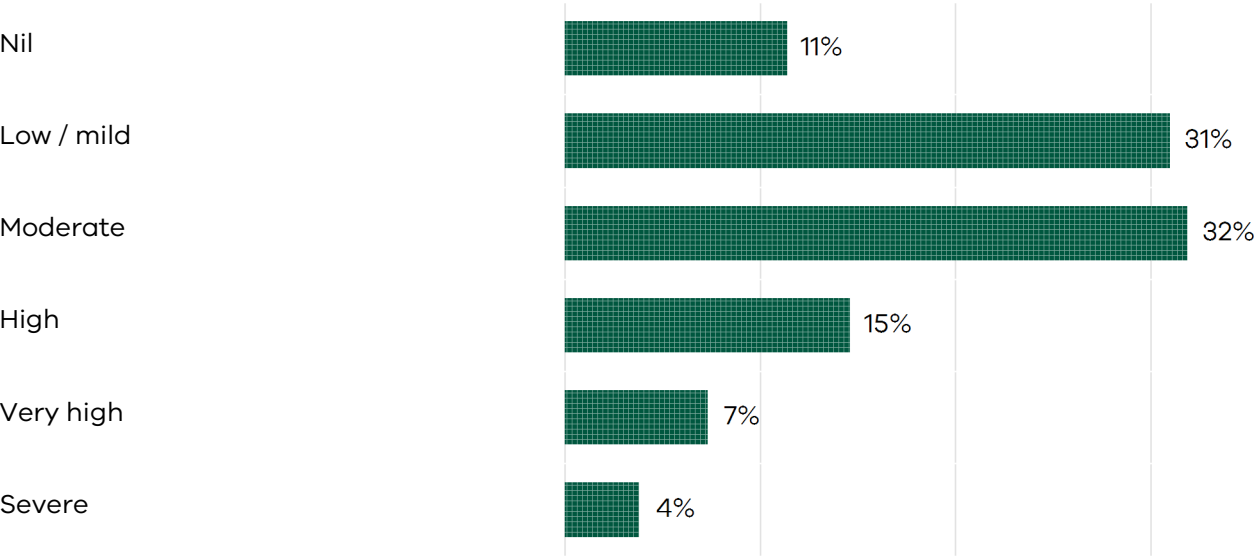In this survey we asked staff to tell us their stress level.

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

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

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

Nil	11%
Low / mild	31%
Moderate	32%
High	15%
Very high	7%
Severe	4%

Reported levels of high to severe stress

2020		2021	
21%		**26%**	
Comparator	24%	Comparator	28%
Public Sector	23%	Public Sector	26%

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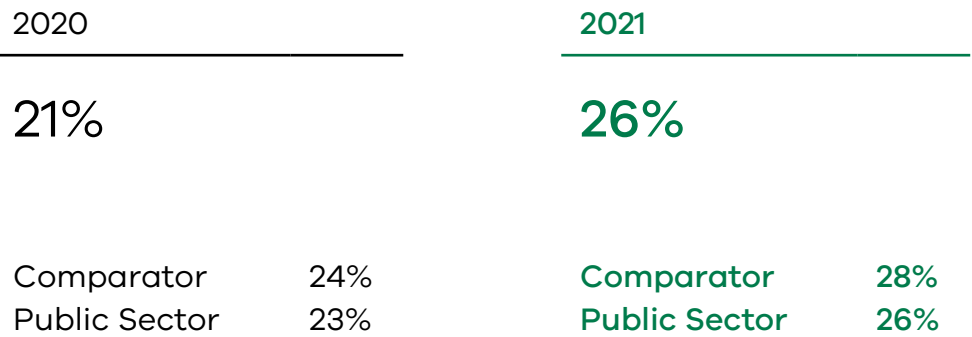
People outcomes

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

89% of your staff who did the survey said they experienced mild to severe stress.

Of that 89%, 50% said the top reason was 'Workload'.

	303	39
	89%	11%

■ Experienced some work-related stress   ▨ Did not experience some work-related stress
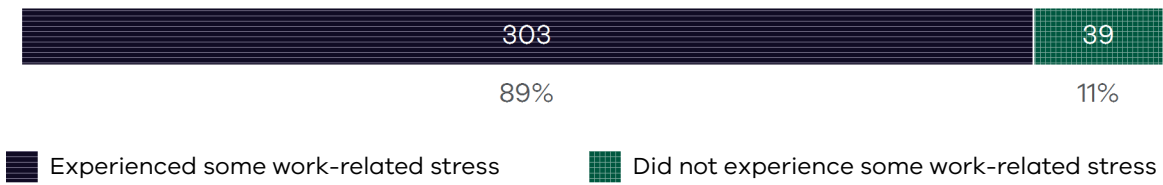
Of those that experienced work related stress it was from ...	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	41%	50%	50%	51%
Time pressure	41%	42%	41%	42%
Unclear job expectations	14%	19%	13%	11%
Dealing with clients, patients or stakeholders	12%	15%	14%	14%
Management of work (e.g. supervision, training, information, support)	14%	15%	14%	13%
Other changes due to COVID-19	17%	14%	16%	15%
Content, variety, or difficulty of work	9%	12%	10%	12%
Competing home and work responsibilities	15%	12%	9%	12%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	9%	11%	11%	12%
Work that doesn't match my skills or experience	9%	11%	7%	7%

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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

12% of your staff who did the survey said they intended to leave.

Of that 12%, 43% said it was from 'Lack of confidence in senior leadership'.

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

7	35	254
2%	10%	74%

■ Leaving your organisation ■ Leaving the sector ■ Staying
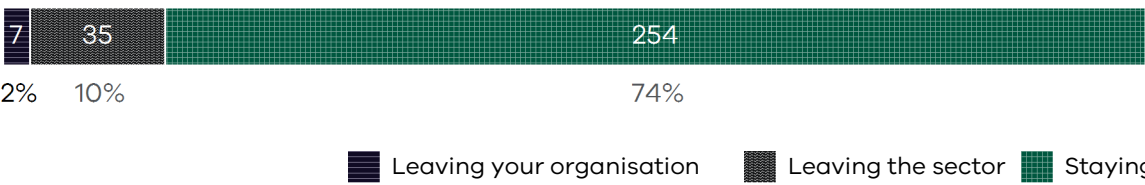
Of those who indicated they're leaving your organisation (including leaving the sector) it was for …	You 2021	Comparator 2021	Public sector 2021
Lack of confidence in senior leadership	43%	44%	34%
Better remuneration	40%	41%	26%
Limited involvement in decisions affecting my job and career	40%	26%	20%
Limited recognition for doing a good job	40%	37%	32%
Limited future career opportunities at my organisation	38%	46%	42%
Limited opportunities to gain further experience at my organisation	33%	34%	33%
Opportunity to seek/take a promotion elsewhere	31%	30%	33%
Limited developmental/educational opportunities at my organisation	29%	29%	24%
Excessive workload	26%	32%	25%
Lack of organisational stability	26%	25%	18%

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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:

- 55% of your staff who did the survey said work made them feel happy in 2021, which is up from 50% in 2020

Compared to:

- 53% 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 2019 | You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Happy: 63%, 50%, 55%, 53%, 50%
Enthusiastic: 57%, 47%, 53%, 50%, 48%
Worried: 29%, 26%, 37%, 38%, 37%
Miserable: 11%, 13%, 16%, 18%, 19%
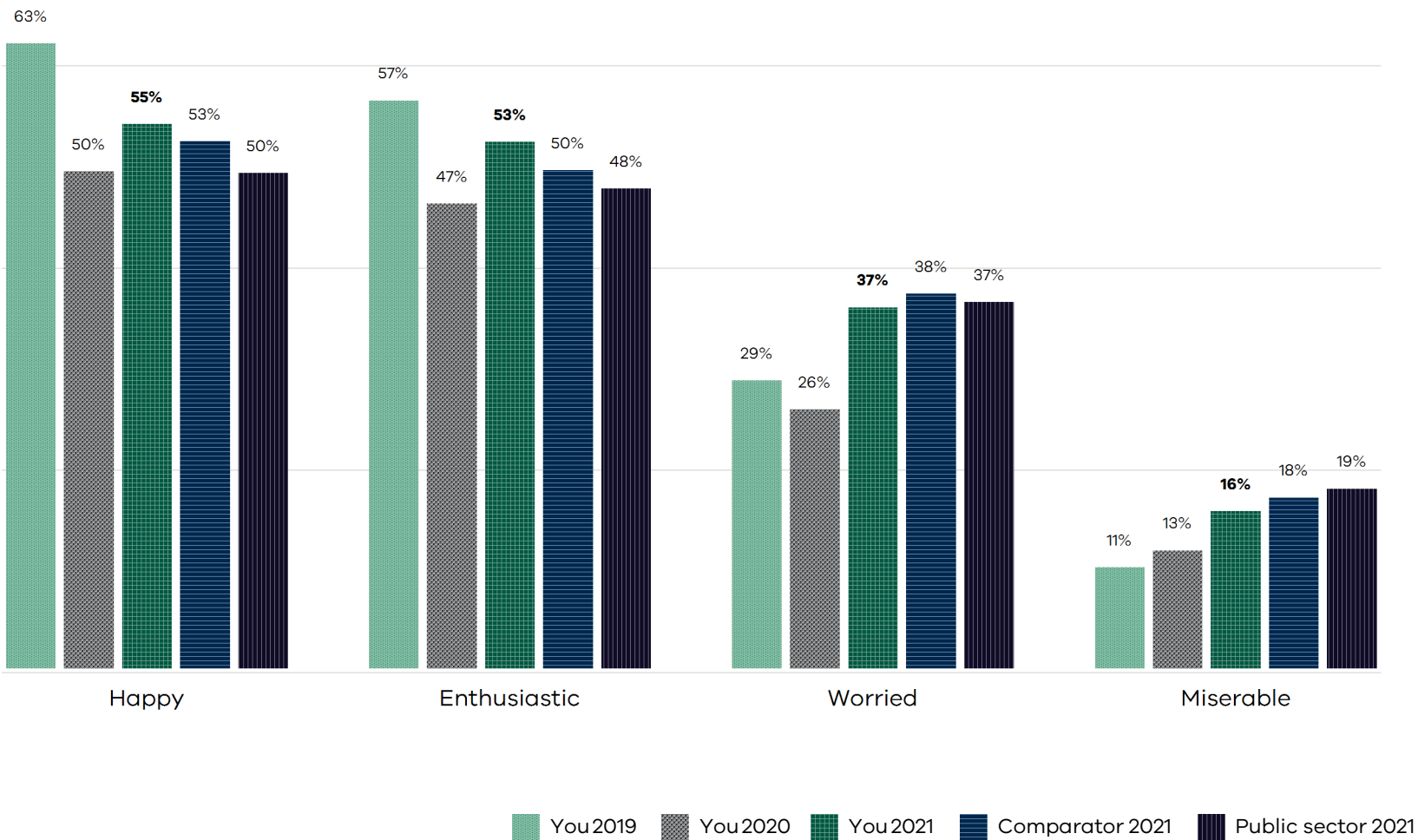
People outcomes

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:

- 13% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is down from 14% in 2020.

Compared to:

- 15% of staff at your comparator and 16% of staff across the public sector.

Chart legend: You 2019, You 2020, You 2021, Comparator 2021, Public sector 2021

Bullying: 11%, 14%, 13%, 15%, 16%
Violence or aggression: 14%, 12%, 10%, 7%, 18%
Sexual harassment: 4%, 3%, 4%, 4%, 6%
Discrimination: 4%, 4%, 3%, 4%, 6%
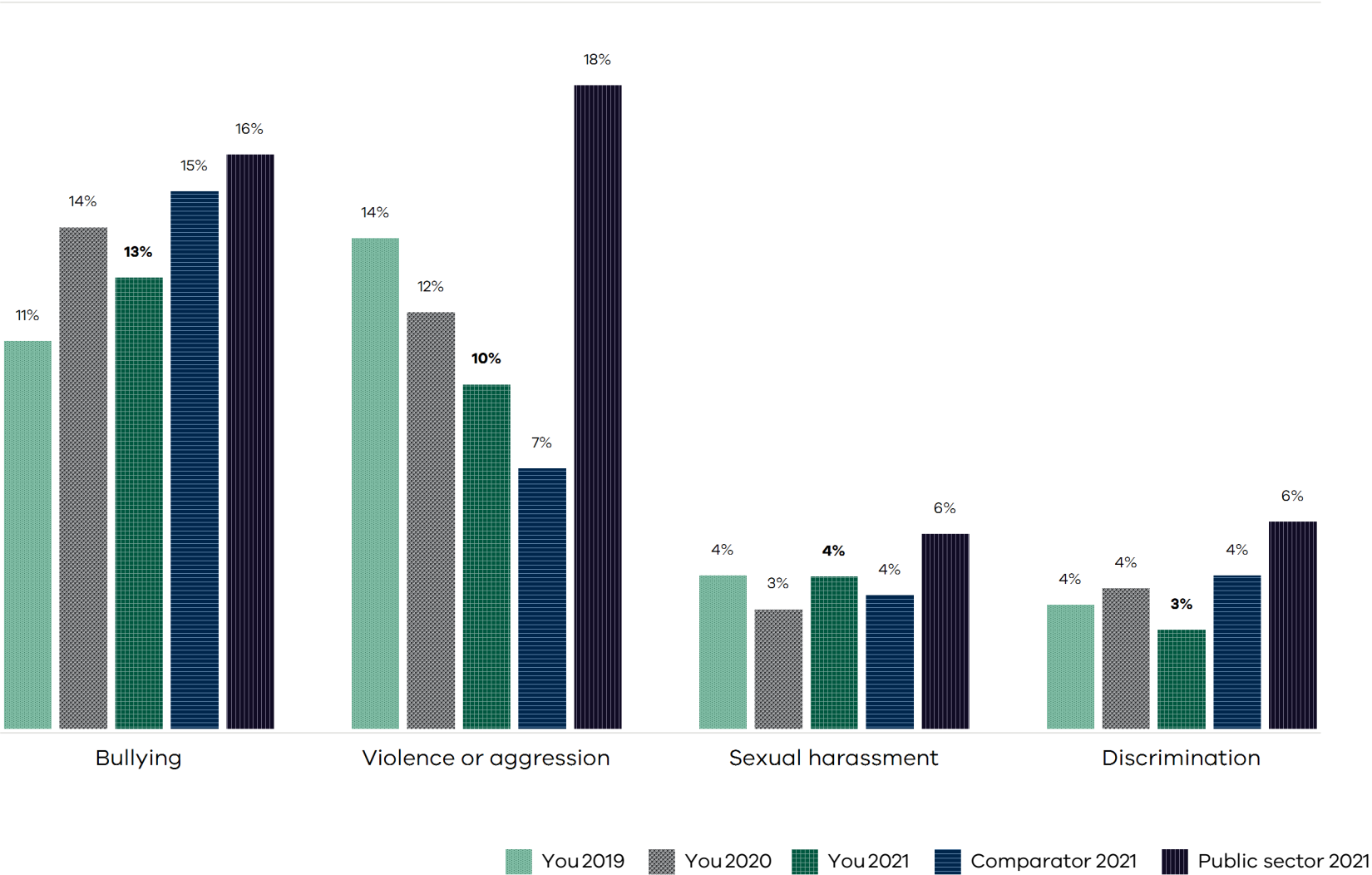
People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

If they did, they could tell us with one or more answers what they experienced.
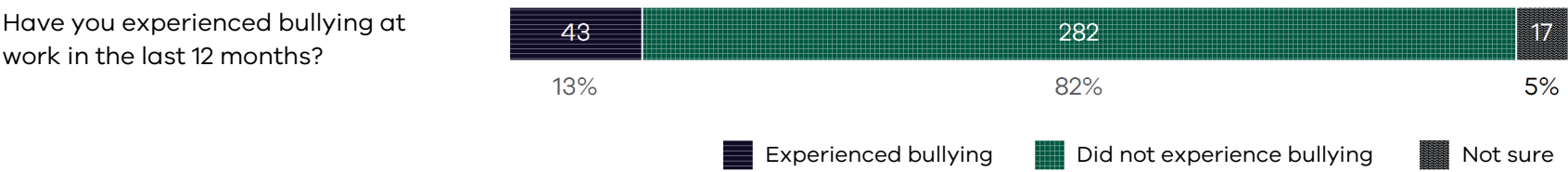
In descending order, the table shows the answers.

Example

13% of your staff who did the survey said they experienced bullying.

Of that 13%, 84% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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

43	282	17
13%	82%	5%

■ Experienced bullying ▦ Did not experience bullying ▨ Not sure

If you experienced bullying, what type of bullying did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	69%	84%	63%	69%
Exclusion or isolation	52%	53%	37%	42%
Withholding essential information for me to do my job	40%	37%	31%	27%
Intimidation and/or threats	40%	23%	35%	32%
Verbal abuse	29%	21%	21%	20%
Other	15%	14%	12%	15%
Being given impossible assignment(s)	13%	12%	13%	9%
Being assigned meaningless tasks unrelated to the job	23%	5%	10%	13%
Interference with my personal property and/or work equipment	6%	2%	5%	4%

People outcomes

Telling someone about the bullying

What this is

This is if staff told someone when they experienced bullying.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

13% of your staff who did the survey said they experienced bullying, of which

- 44% said the top way they reported the bullying was 'Told a colleague'.
- 91% said they didn't submit a formal complaint.

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

43	282	17
13%	82%	5%

■ Experienced bullying   ▦ Did not experience bullying   ▨ Not sure
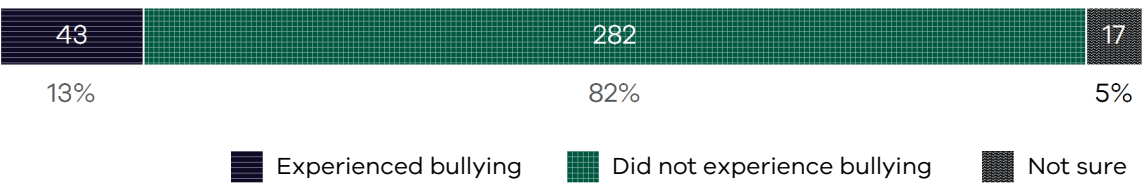
Did you tell anyone about the bullying?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a colleague	33%	44%	43%	42%
Told a manager	46%	40%	46%	47%
Told a friend or family member	33%	26%	33%	34%
I did not tell anyone about the bullying	13%	19%	11%	12%
Told Human Resources	17%	16%	18%	12%
Told the person the behaviour was not OK	0%	14%	15%	17%
Told employee assistance program (EAP) or peer support	0%	12%	10%	9%
Submitted a formal complaint	8%	9%	11%	12%
Told someone else	13%	9%	11%	12%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

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

- 64% said the top reason was 'I didn't think it would make a difference'.
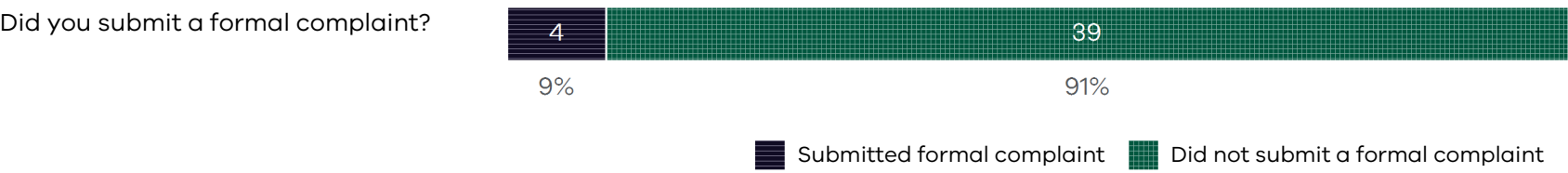
Did you submit a formal complaint?

4	39
9%	91%

■ Submitted formal complaint ■ Did not submit a formal complaint

Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	64%	50%	50%
I believed there would be negative consequences for my reputation	44%	50%	53%
I believed there would be negative consequences for my career	26%	37%	40%
I didn't think it was serious enough	23%	14%	16%
I didn't feel safe to report the incident	15%	15%	19%
I thought the complaint process would be embarrassing or difficult	15%	11%	14%
Other	10%	12%	12%
I didn't need to because I made the bullying stop	8%	7%	7%
I didn't need to because I no longer had contact with the person(s) who bullied me	8%	8%	8%
I didn't know who to talk to	5%	3%	5%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year's survey, 13% of your staff said they experienced bullying.

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

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

Each row is one perpetrator or group of perpetrators.

Example

13% of your staff who did the survey said they experienced bullying.

Of that 13%, 47% said it was by 'My immediate manager or supervisor'.

43 people (13% of staff) experienced bullying (You 2021)

Perpetrator	Percentage
My immediate manager or supervisor	47%
Colleague	44%
A more senior manager than my manager	26%
Client/ customer/ patient/ stakeholder	21%
Group of colleagues	16%
Member of the public	9%
Someone I supervise or manage	5%
A volunteer with my organisation	0%
Member of your household	0%
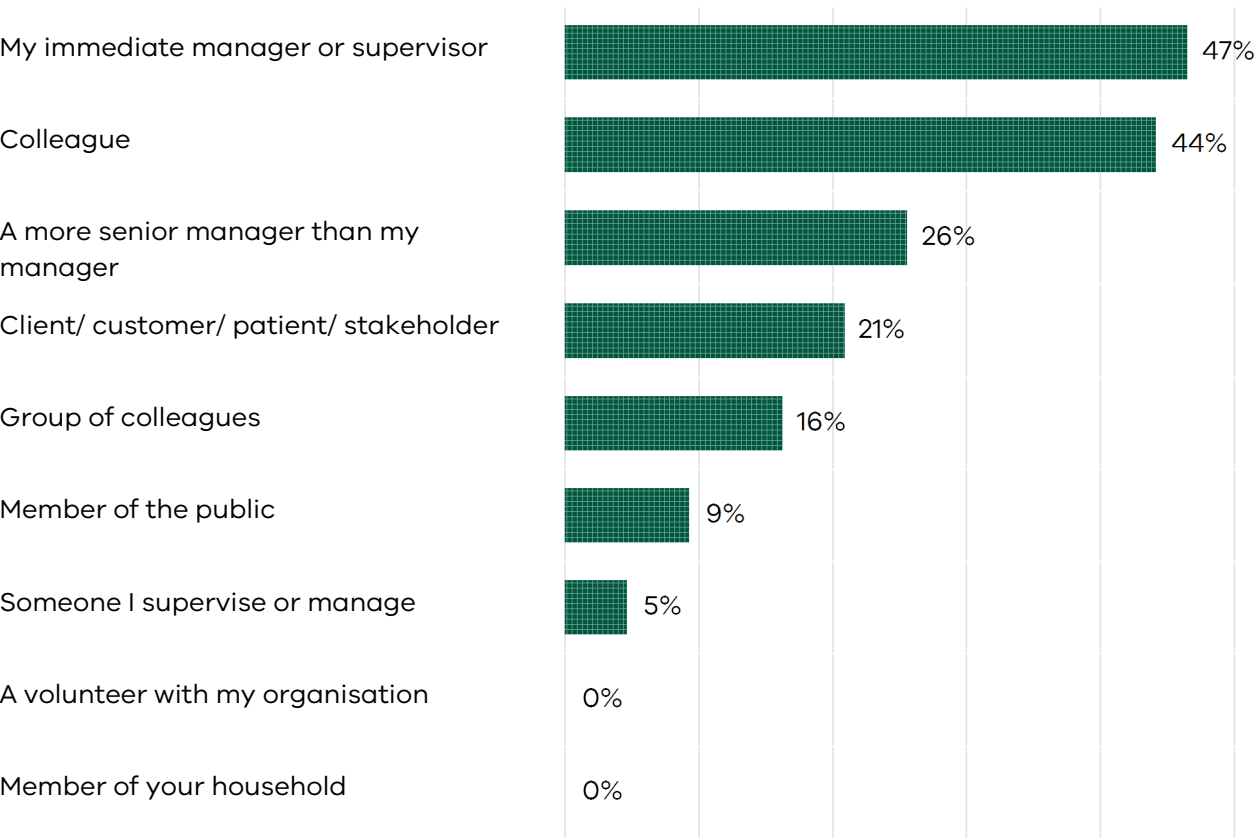
People outcomes

Frequency of bullying

What this is

This is how often staff experienced bullying.

Why this is important

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

How to read this

In this year's survey, 13% of your staff said they experienced bullying.

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

Example

13% of your staff who did the survey said they experienced bullying.

Of that 13%, 2% said it was 'At least once a day'.

How often have you experienced bullying? (You 2021)

Category	Percentage
At least once a day	2%
Once every few days	14%
Once a week	30%
Once a month	23%
Less than once a month	30%
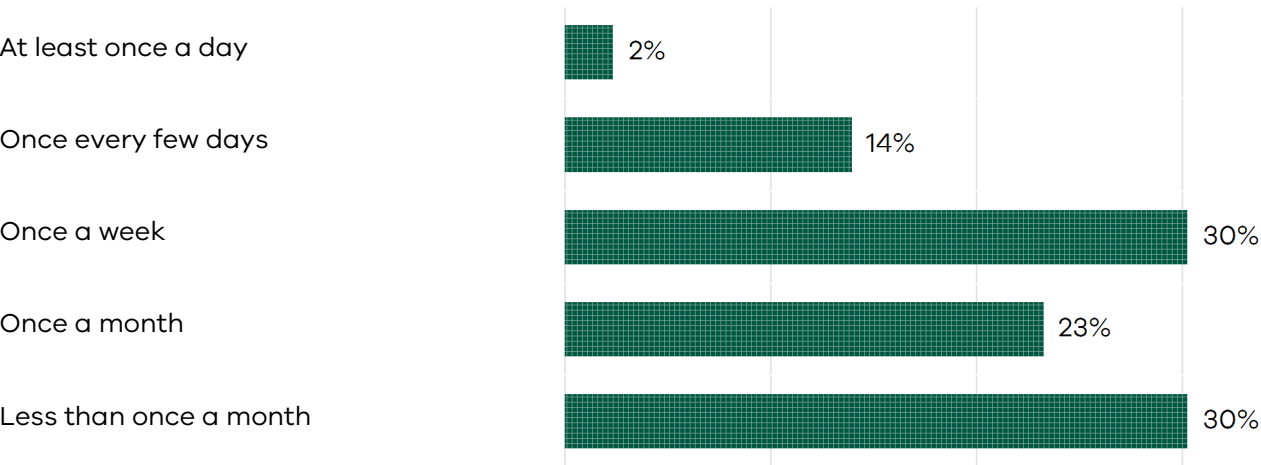
People outcomes

Sexual harassment

What this is

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

Why this is important

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

How to read this

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

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

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

Example

4% of your staff who did the survey said they experienced sexual harassment.

Of those, 60% said the top type was 'Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)'.

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

15	327
4%	96%

- ■ Experienced sexual harassment
- ▦ Did not experience sexual harassment
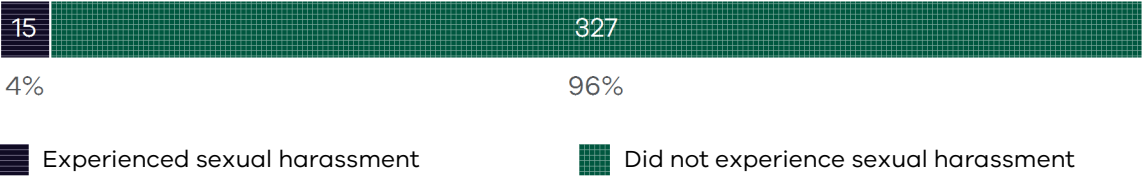
Behaviours reported	You 2020	You 2021	Comparator 2021	Public sector 2021
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	58%	60%	51%	54%
Intrusive questions about your private life or comments about your physical appearance	50%	40%	53%	50%
Unwelcome touching, hugging, cornering or kissing	25%	7%	8%	14%
Inappropriate staring or leering that made you feel intimidated	17%	7%	14%	15%
Any other unwelcome conduct of a sexual nature	8%	7%	6%	7%
Inappropriate physical contact (including momentary or brief physical contact)	33%	0%	8%	17%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	0%	0%	2%	3%
Repeated or inappropriate invitations to go out on dates	0%	0%	1%	3%
Request or pressure for sex or other sexual acts	0%	0%	0%	1%
Sexual gestures, indecent exposure or inappropriate display of the body	0%	0%	3%	6%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Response to sexual harassment

What this is

This is how staff responded when they experienced sexual harassment.

Why this is important

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

How to read this

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

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

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

Example

4% of your staff who did the survey said they experienced sexual harassment.

Of those, 40% said their top response was 'Avoided the person(s) by staying away from them'.

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

15	327
4%	96%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment
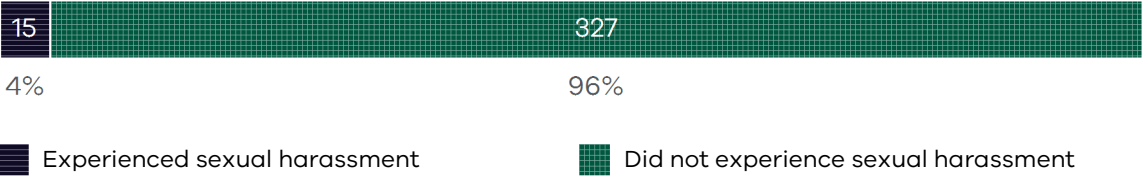
When the harassment happened to you, did you respond in any of the following ways?	You 2020	You 2021	Comparator 2021	Public sector 2021
Avoided the person(s) by staying away from them	67%	40%	34%	36%
Told the person the behaviour was not OK	8%	40%	24%	31%
Told a friend or family member	8%	27%	23%	21%
Pretended it didn't bother you	42%	20%	49%	45%
Avoided locations where the behaviour might occur	33%	13%	10%	13%
Told a colleague	25%	13%	25%	29%
Told a manager	25%	13%	15%	20%
Tried to laugh it off or forget about it	8%	13%	31%	41%
Other	8%	7%	3%	7%

People outcomes

Sexual harassment - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

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

- 40% said the top reason was 'I believed there would be negative consequences for my reputation'.
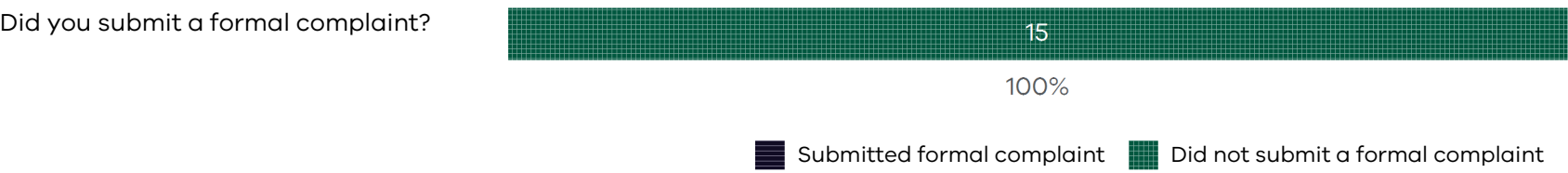
Did you submit a formal complaint?

	15
	100%

■ Submitted formal complaint   ▦ Did not submit a formal complaint

Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	40%	38%	33%
I didn't think it was serious enough	40%	38%	45%
I believed there would be negative consequences for my career	33%	25%	21%
I didn't think it would make a difference	33%	38%	39%
I didn't feel safe to report the incident	27%	17%	8%
I didn't need to because I made the harassment stop	20%	9%	12%
Other	20%	9%	7%
I believed there would be negative consequences for the person I was going to complain about	13%	16%	13%
I didn't know who to talk to	13%	3%	4%

Victorian Public Sector Commission

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People outcomes

Perpetrators of sexual harassment

What this is

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

Why this is important

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

How to read this

In this year's survey, 4% of your staff said they experienced sexual harassment.

If they did, they could tell us with one or more answers who the perpetrator was.
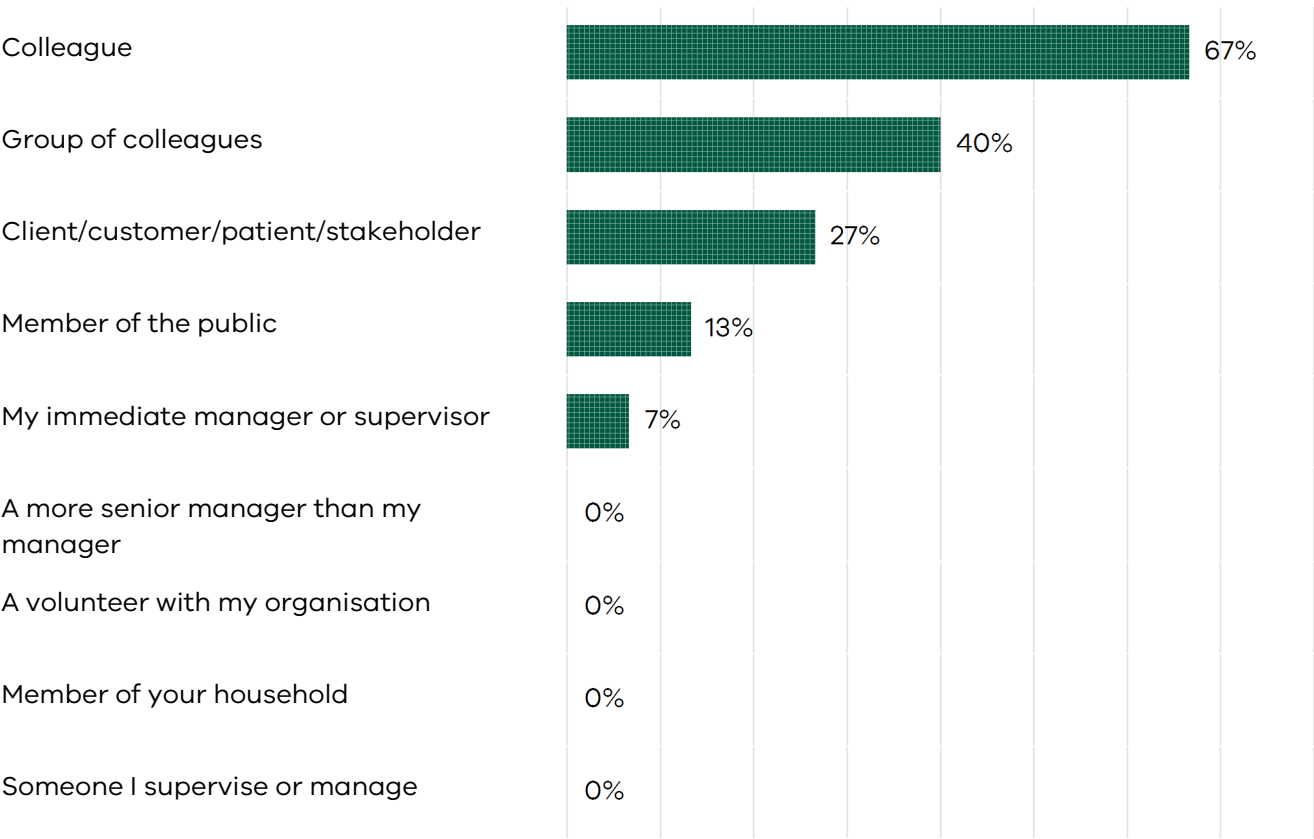
In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

Example

4% of your staff who did the survey said they experienced sexual harassment.

Of that 4%, 67% said it was by 'Colleague'.

15 people (4% of staff) experienced sexual harassment (You2021)

Perpetrator	Percentage
Colleague	67%
Group of colleagues	40%
Client/customer/patient/stakeholder	27%
Member of the public	13%
My immediate manager or supervisor	7%
A more senior manager than my manager	0%
A volunteer with my organisation	0%
Member of your household	0%
Someone I supervise or manage	0%

People outcomes

Frequency of sexual harassment

What this is

This is how often staff experienced sexual harassment.

Why this is important

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

How to read this

In this year's survey, 4% of your staff said they experienced sexual harassment.

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

The graph shows how often staff were experiencing sexual harassment.

Example

4% of your staff who did the survey said they experienced sexual harassment.

Of that 4%, 0% said it was 'At least once a day'.

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

At least once a day	0%
Once every few days	7%
Once a week	33%
Once a month	13%
Less than once a month	47%
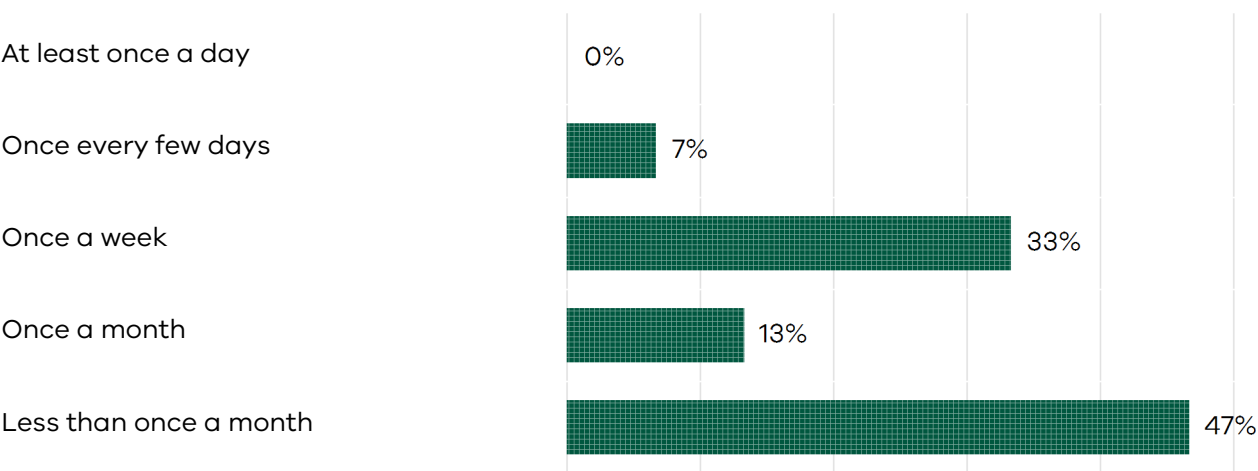
People outcomes

Type of discrimination

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Of that 3%, 60% said it was 'Opportunities for training'.

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

10	316	16
3%	92%	5%

■ Experienced discrimination ▦ Did not experience discrimination ▦ Not sure
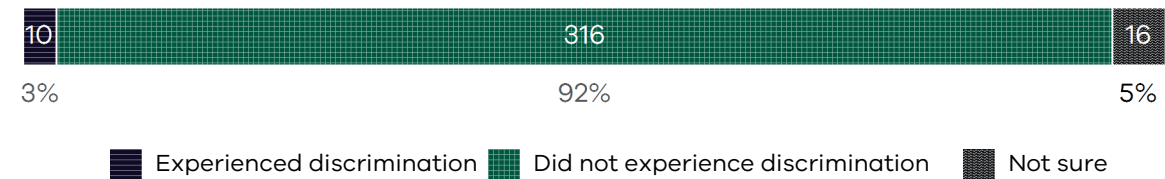
If you experienced discrimination, what type of discrimination did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Opportunities for training	0%	60%	20%	24%
Opportunities for promotion	57%	50%	25%	37%
Other	14%	40%	39%	38%
Opportunities for transfer/secondment	57%	20%	5%	19%
Denied flexible work arrangements or other adjustments	0%	10%	19%	21%
Pay or conditions offered by employer	64%	10%	12%	9%

People outcomes

Telling someone about the discrimination

What this is

This is who staff told about the discrimination they experienced.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

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

- 40% said the top way they reported the discrimination was 'I did not tell anyone about the discrimination'.

- 100% said they didn't submit a formal complaint.

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

10	316	16
3%	92%	5%

■ Experienced discrimination   ▦ Did not experience discrimination   ▨ Not sure
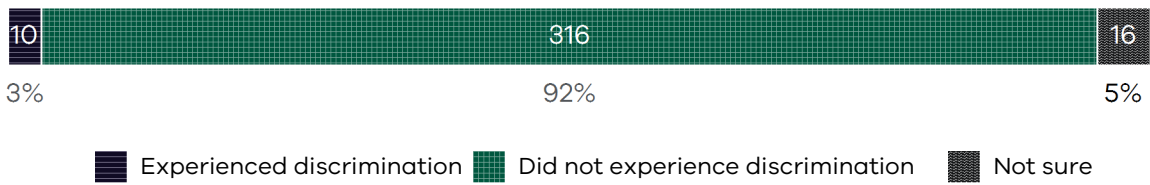
Did you tell anyone about the discrimination?	You 2020	You 2021	Comparator 2021	Public sector 2021
I did not tell anyone about the discrimination	0%	40%	18%	24%
Told a friend or family member	29%	20%	30%	32%
Told a colleague	7%	10%	39%	38%
Told a manager	36%	10%	29%	28%
Told employee assistance program (EAP) or peer support	0%	10%	15%	8%
Told someone else	43%	10%	16%	14%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

## Discrimination - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

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

- 60% said the top reason was 'I didn't think it would make a difference'.
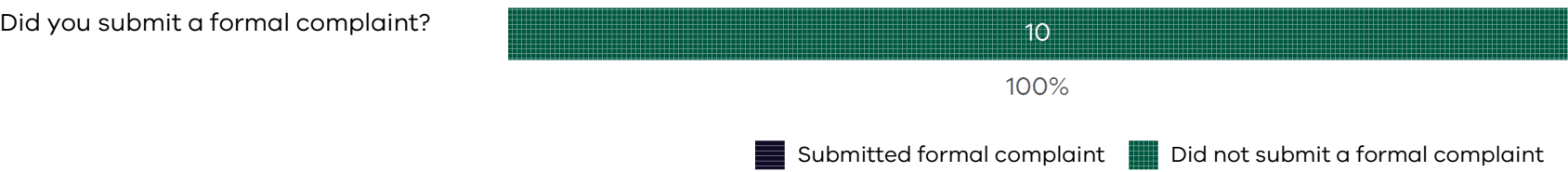
Did you submit a formal complaint?

	10

100%

■ Submitted formal complaint   ▦ Did not submit a formal complaint

Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	60%	54%	57%
I believed there would be negative consequences for my career	50%	53%	54%
I believed there would be negative consequences for my reputation	50%	58%	56%
I didn't feel safe to report the incident	40%	23%	19%
I didn't think it was serious enough	20%	12%	12%
I thought the complaint process would be embarrassing or difficult	10%	18%	13%
Other	10%	11%	10%

People outcomes

Frequency of discrimination

What this is

This is how often staff experienced discrimination.

Why this is important

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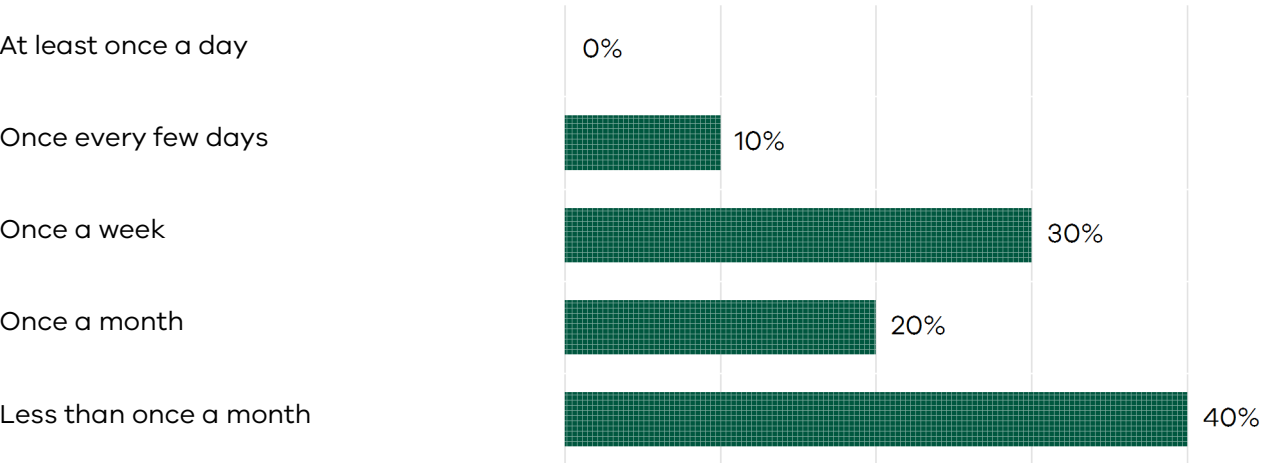
How to read this

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

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

The graph shows how often staff were experiencing discrimination.

Example

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

Of that 3%, 0% said it was 'At least once a day'.

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

Frequency	Percentage
At least once a day	0%
Once every few days	10%
Once a week	30%
Once a month	20%
Less than once a month	40%

Negative behaviour

Violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

10% of your staff who did the survey said they experienced violence or aggression.

Of that 10%, 73% said it was from 'Abusive language'.

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

| 33 | 299 | 10 |
| 10% | 87% | 3% |

■ Experienced violence or aggression   ■ Did not experience violence or aggression   ▦ Not sure
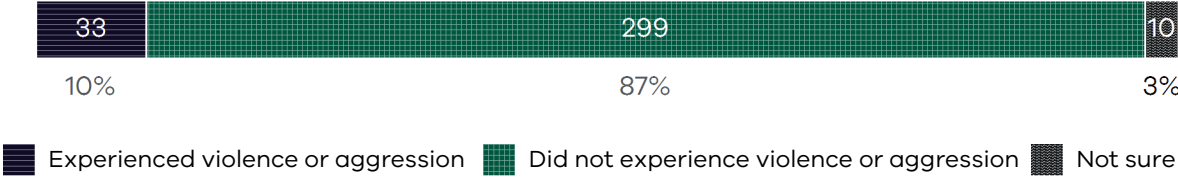
If you experienced violence or aggression, what type did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Abusive language	83%	73%	54%	81%
Intimidating behaviour	75%	67%	73%	69%
Threats of violence	10%	15%	10%	39%
Other	0%	6%	10%	12%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	0%	6%	3%	28%
Damage to my property or work equipment	0%	3%	1%	7%
Stalking, including cyber-stalking	0%	3%	1%	1%

Victorian Public Sector Commission

VICTORIA State Government

Negative behaviour

Telling someone about violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

10% of your staff who did the survey said they experienced violence or aggression, fo which

- 45% said the top way they reported the violence or agression was 'Told a manager'
- 70% said they didn't submit a formal incident report.

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

33	299	10
10%	87%	3%

■ Experienced violence or aggression ■ Did not experience violence or aggression ▦ Not sure

Did you tell anyone about the incident?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a manager	45%	45%	59%	52%
Told a colleague	33%	39%	45%	46%
Submitted a formal incident report	25%	30%	18%	32%
Told the person the behaviour was not OK	0%	18%	24%	33%
Told a friend or family member	18%	15%	21%	20%
I did not tell anyone about the incident(s)	3%	12%	11%	8%
Told Human Resources	13%	12%	10%	4%
Told employee assistance program (EAP) or peer support	0%	9%	8%	3%
Told someone else	15%	6%	10%	6%

Negative behaviour

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

What this is

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

Why this is important

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

How to read this

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

Example

70% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 61% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal incident report?

10	23
30%	70%

■ Submitted formal incident report ■ Did not submit a formal incident report

Please tell us why you did not submit a formal incident report?	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	61%	34%	39%
I believed there would be negative consequences for my reputation	39%	27%	16%
I didn't need to because I made the violence or aggression stop	22%	11%	16%
I didn't think it was serious enough	22%	22%	33%
I believed there would be negative consequences for my career	17%	21%	12%
I didn't feel safe to report the incident	13%	11%	5%
Other	13%	19%	12%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	9%	14%	15%
I thought the complaint process would be embarrassing or difficult	9%	7%	4%
I believed there would be negative consequences for the person I was going to complain about	4%	7%	4%

Negative behaviour

Perpetrators of violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

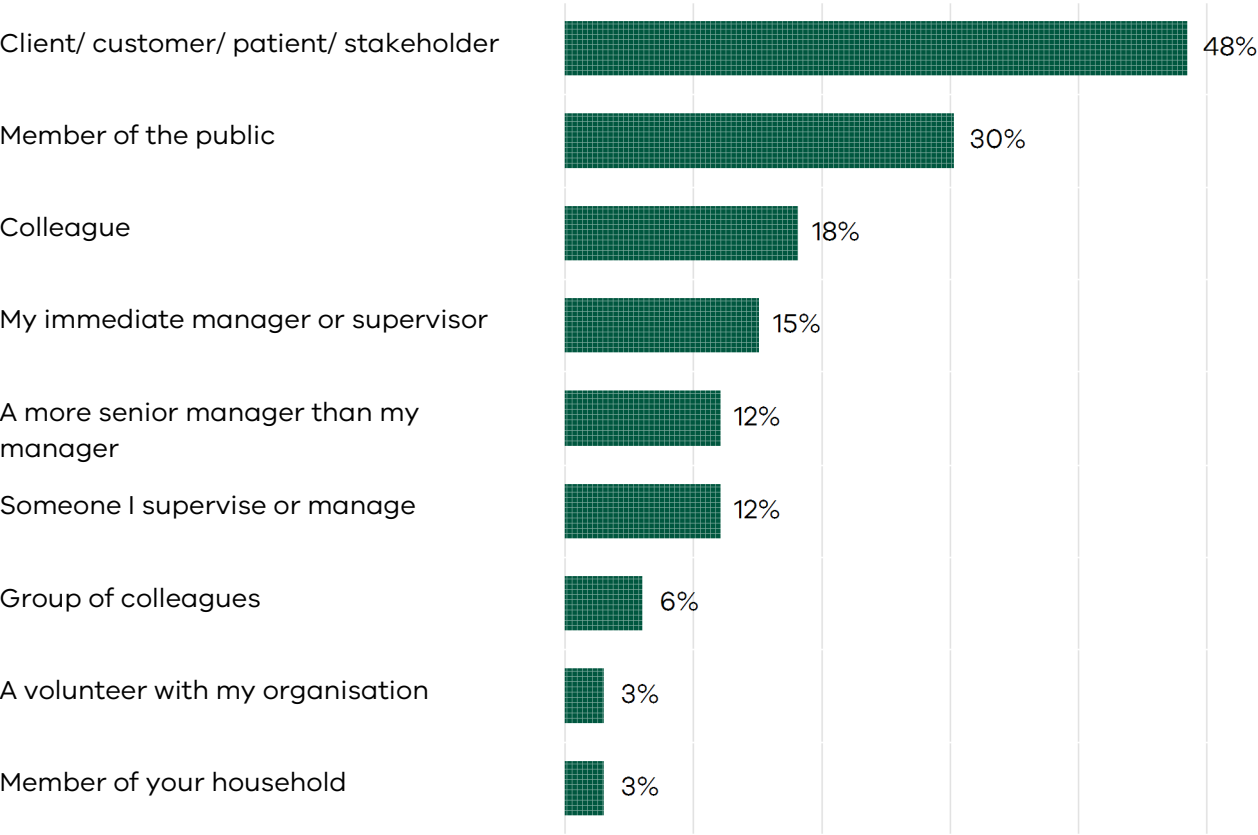In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or a group of perpetrators.

Example

10% of your staff who did the survey said they experienced violence or aggression.

Of that 10%, 48% said it was 'Client/ customer/ patient/ stakeholder'.

33 people (10% of staff) experienced violence or aggression (You2021)

Perpetrator	%
Client/ customer/ patient/ stakeholder	48%
Member of the public	30%
Colleague	18%
My immediate manager or supervisor	15%
A more senior manager than my manager	12%
Someone I supervise or manage	12%
Group of colleagues	6%
A volunteer with my organisation	3%
Member of your household	3%

Negative behaviour

Frequency of violence and aggression

What this is

This is how often staff experienced violence or aggression.

Why this is important

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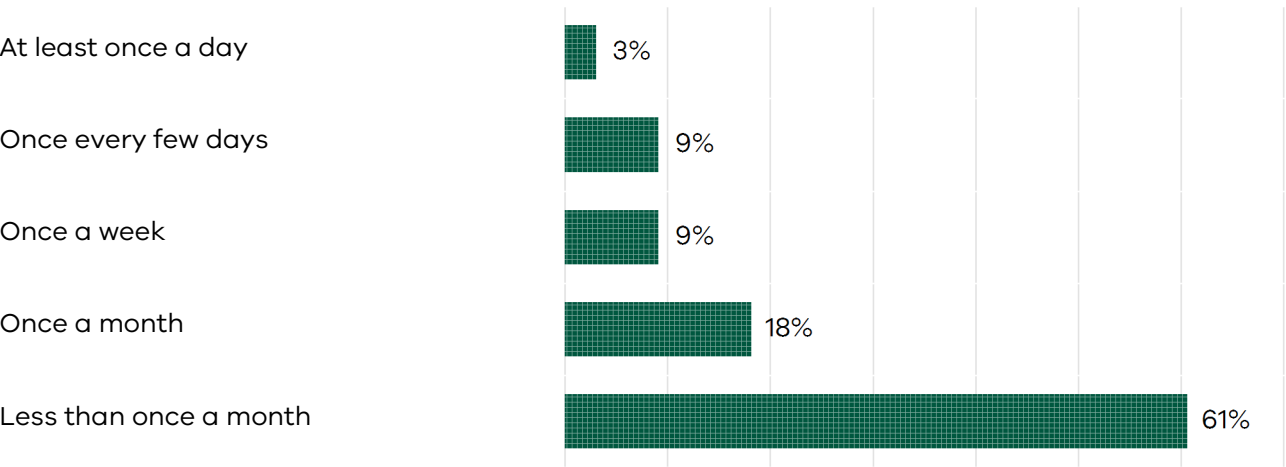
How to read this

In this year's survey, 10% of your staff said they experienced violence or aggression.

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

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

Example

10% of your staff who did the survey said they experienced violence or aggression.

Of that 10%, 3% said it was by 'At least once a day'.

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

Category	%
At least once a day	3%
Once every few days	9%
Once a week	9%
Once a month	18%
Less than once a month	61%

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

16% of your staff who did the survey said they witnessed some negative behaviour at work.

84% 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?

55	287
16%	84%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
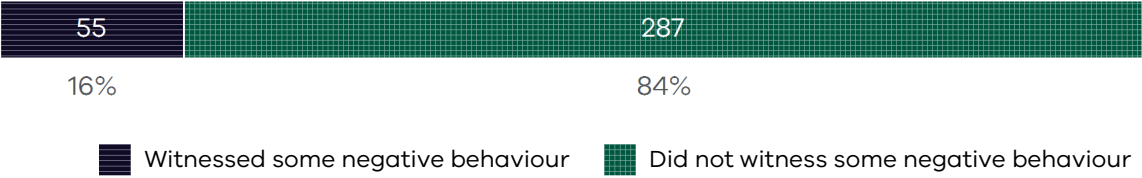
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	84%	82%	77%
Bullying of a colleague	13%	15%	16%
Discrimination against a colleague	4%	6%	8%
Violence or aggression against a colleague	4%	2%	6%
Sexual harassment of a colleague	0%	1%	1%

Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

The table shows the answers in descending order.

Example

16% of your staff who did the survey witnessed negative behaviour, of which:

- 65% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 5% took no action.

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

55	287
16%	84%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
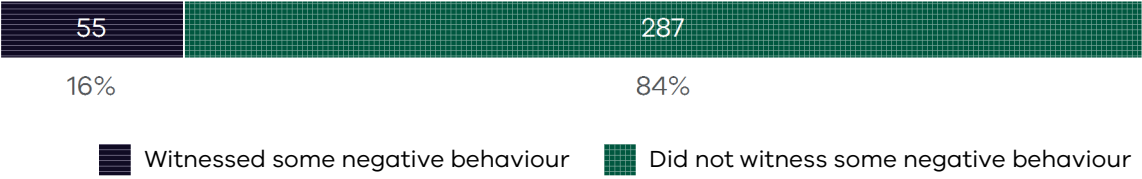
When you witnessed the above behaviour(s), did you do any of the following?	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	65%	72%	72%
Told a manager	44%	32%	37%
Told a colleague	27%	22%	21%
Told the person the behaviour was not OK	22%	20%	25%
Spoke to the person who behaved in a negative way	16%	15%	22%
Told Human Resources	15%	9%	6%
Other	13%	6%	7%
Submitted a formal complaint	5%	4%	6%
Took no action	5%	8%	7%

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People outcomes

Negative behaviour — satisfaction with making a formal complaint

What this is

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

Why this is important

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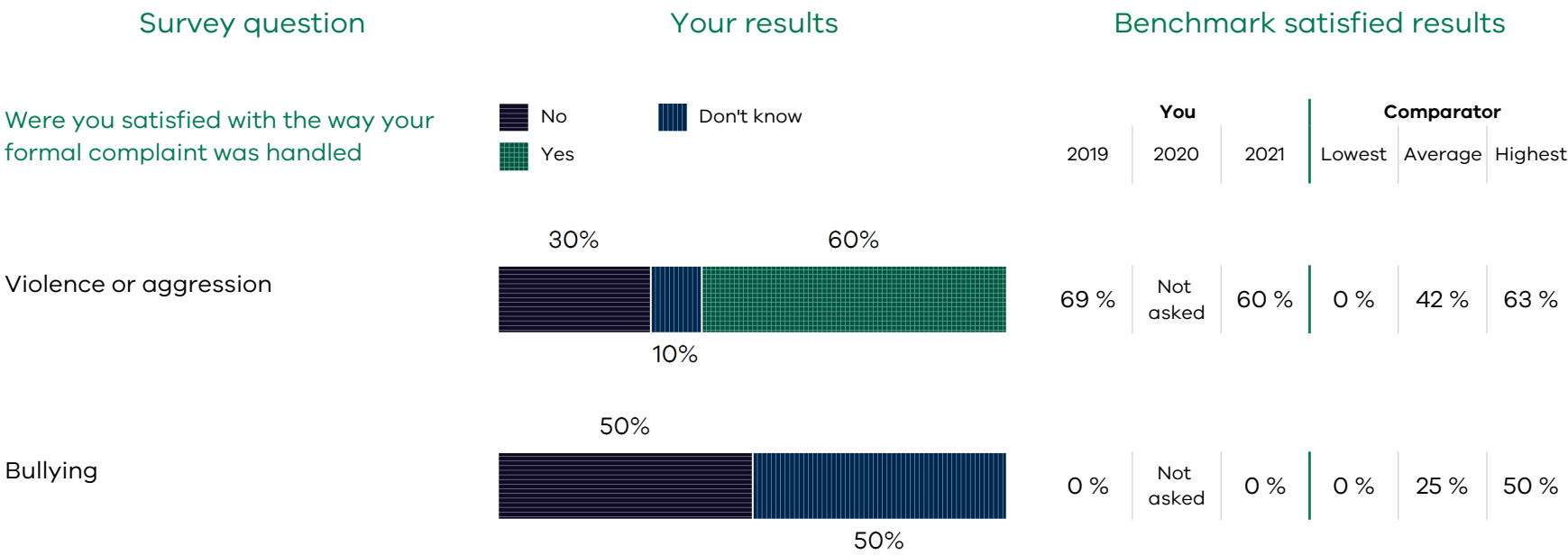
How to read this

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

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

Example

60% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.

Survey question

Were you satisfied with the way your formal complaint was handled

Legend: No · Don't know · Yes

Violence or aggression

- 30% No
- 10% Don't know
- 60% Yes

Bullying

- 50% No
- 50% Don't know

Benchmark satisfied results

Survey question	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Violence or aggression	69 %	Not asked	60 %	0 %	42 %	63 %
Bullying	0 %	Not asked	0 %	0 %	25 %	50 %

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Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Workgroup support', the 'You 2021' column shows 92% of your staff agreed with 'I am able to work effectively with others outside my immediate workgroup'.
In the 'Change from 2020' column, you have a 7% increase, which is a positive trend.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Workgroup support	I am able to work effectively with others outside my immediate workgroup	92%	+7%	86%
Workgroup support	I am able to work effectively with others in my workgroup	90%	+1%	90%
Job enrichment	I understand how my job contributes to my organisation's purpose	89%	0%	89%
Manager leadership	My manager is committed to workplace safety	87%	Not asked in 2020	85%
Meaningful work	I feel that I can make a worthwhile contribution at work	86%	-2%	87%
Manager leadership	My manager treats employees with dignity and respect	86%	Not asked in 2020	84%
Manager leadership	My manager works effectively with people from diverse backgrounds	85%	Not asked in 2020	85%
Quality service delivery	My workgroup strives to provide high quality advice and services	85%	Not asked in 2020	85%
Quality service delivery	My workgroup strives to deliver services in a timely manner	85%	Not asked in 2020	85%
Workgroup support	People in my workgroup actively support diversity and inclusion in the workplace	85%	Not asked in 2020	84%

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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 22% 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)	22%	Not asked in 2020	25%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	38%	Not asked in 2020	35%
Taking action	My organisation has taken positive action on the results of last year's survey	38%	Not asked in 2020	32%
Safety climate	All levels of my organisation are involved in the prevention of stress	42%	0%	41%
Learning and development	I feel I have an equal chance at promotion in my organisation	42%	Not asked in 2020	39%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	50%	Not asked in 2020	52%
Workgroup support	Workgroups across my organisation willingly share information with each other	50%	-3%	49%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	51%	-7%	51%
Satisfaction	How satisfied are you with your career development within your current organisation	51%	-8%	51%
Workload	I have enough time to do my job effectively	51%	-1%	47%

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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 92% of your staff agreed with 'I am able to work effectively with others outside my immediate workgroup'.

In the 'Increase from 2020' column, you have a 7% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Workgroup support	I am able to work effectively with others outside my immediate workgroup	92%	+7%	86%
Manager support	My manager involves me in decisions about my work	79%	+6%	76%
Manager support	My manager keeps me informed about what's going on	74%	+4%	74%
Engagement	My organisation inspires me to do the best in my job	62%	+3%	60%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	66%	+2%	66%
Manager support	My manager listens to what I have to say	81%	+1%	80%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	77%	+1%	71%
Workgroup support	I am able to work effectively with others in my workgroup	90%	+1%	90%
Job enrichment	I have a choice in deciding how I do my work	79%	+1%	74%
Engagement	My organisation motivates me to help achieve its objectives	63%	+1%	61%

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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 'Safety climate', the 'You 2021' column shows 52% of your staff agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.
In the 'Decrease from 2020' column, you have a 12% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	52%	-12%	49%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	55%	-12%	50%
Satisfaction	How satisfied are you with your career development within your current organisation	51%	-8%	51%
Senior leadership	Senior leaders support staff to work in an environment of change	64%	-7%	58%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	51%	-7%	51%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	70%	-7%	68%
Meaningful work	I am achieving something important through my work	80%	-6%	83%
Satisfaction	How satisfied are you with the work-life balance in your current job	64%	-6%	65%
Satisfaction	Considering everything, how satisfied are you with your current job	70%	-5%	69%
Job enrichment	I clearly understand what I am expected to do in this job	75%	-5%	78%

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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 'Senior leadership', the 'You 2021' column shows 66% of your staff agreed with 'Senior leaders provide clear strategy and direction'.

The 'difference' column, shows that agreement for this question was 9 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Senior leadership	Senior leaders provide clear strategy and direction	66%	+9%	57%
Senior leadership	Senior leaders support staff to work in an environment of change	64%	+7%	58%
Senior leadership	Senior leaders model my organisation's values	68%	+6%	61%
Taking action	My organisation has taken positive action on the results of last year's survey	38%	+6%	32%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	92%	+6%	86%
Organisational integrity	My organisation is committed to earning a high level of public trust	80%	+6%	74%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	73%	+5%	68%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	77%	+5%	71%
Job enrichment	I have a choice in deciding how I do my work	79%	+5%	74%
Engagement	I would recommend my organisation as a good place to work	72%	+5%	67%

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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 'Diversity and inclusion', the 'You 2021' column shows 73% of your staff agreed with 'There is a positive culture within my organisation in relation to employees from varied cultural backgrounds'.

The 'difference' column, shows that agreement for this question was 5 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Diversity and inclusion	There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	73%	-5%	78%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees with disability	62%	-5%	67%
Innovation	My workgroup is quick to respond to opportunities to do things better	65%	-5%	70%
Quality service delivery	My workgroup strives to make the best use of its resources	74%	-4%	78%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	60%	-4%	64%
Equal employment opportunity	Cultural background is not a barrier to success in my organisation	73%	-4%	77%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different sexes/genders	73%	-4%	76%
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	69%	-3%	72%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different age groups	71%	-3%	74%
Meaningful work	I am achieving something important through my work	80%	-3%	83%

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Taking action

What this is

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

Why this is important

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

How to read this

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

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

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

Example

55% 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
- Don't know
- Neither agree nor disagree
- Agree

Survey question	Your results	2019	2020	2021	Lowest	Average	Highest
			You			Comparator	
I believe my organisation will take positive action on the results of this year's survey	13% / 32% / 55%	Not asked	Not asked	55 %	36 %	50 %	63 %
My organisation has taken positive action on the results of last year's survey	9% / 26% / 28% / 38%	Not asked	Not asked	38 %	15 %	32 %	50 %

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Senior leadership

Senior leadership 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

70% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders actively support diversity and inclusion in the workplace	8% / 70% / 7% / 16%	67 %	Not asked	70 %	62 %	71 %	82 %
Senior leaders model my organisation's values	6% / 68% / 11% / 15%	67 %	Not asked	68 %	47 %	61 %	73 %
Senior leaders provide clear strategy and direction	3% / 66% / 14% / 17%	57 %	68 %	66 %	44 %	57 %	71 %
Senior leaders demonstrate honesty and integrity	6% / 65% / 10% / 19%	67 %	Not asked	65 %	47 %	60 %	73 %

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

64% of your staff who did the survey agreed or strongly agreed with 'Senior leaders support staff to work in an environment of change'.

| Survey question | Your results | Benchmark agree results |

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Senior leaders support staff to work in an environment of change	Disagree 16%, Don't know 4%, Neither 16%, Agree 64%	57 %	72 %	64 %	45 %	58 %	71 %

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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:

- 72% of your staff who did the survey responded positively to questions about Equal employment opportunity.

Compared to:

- 73% of staff at your comparator and 69% of staff across the public sector.
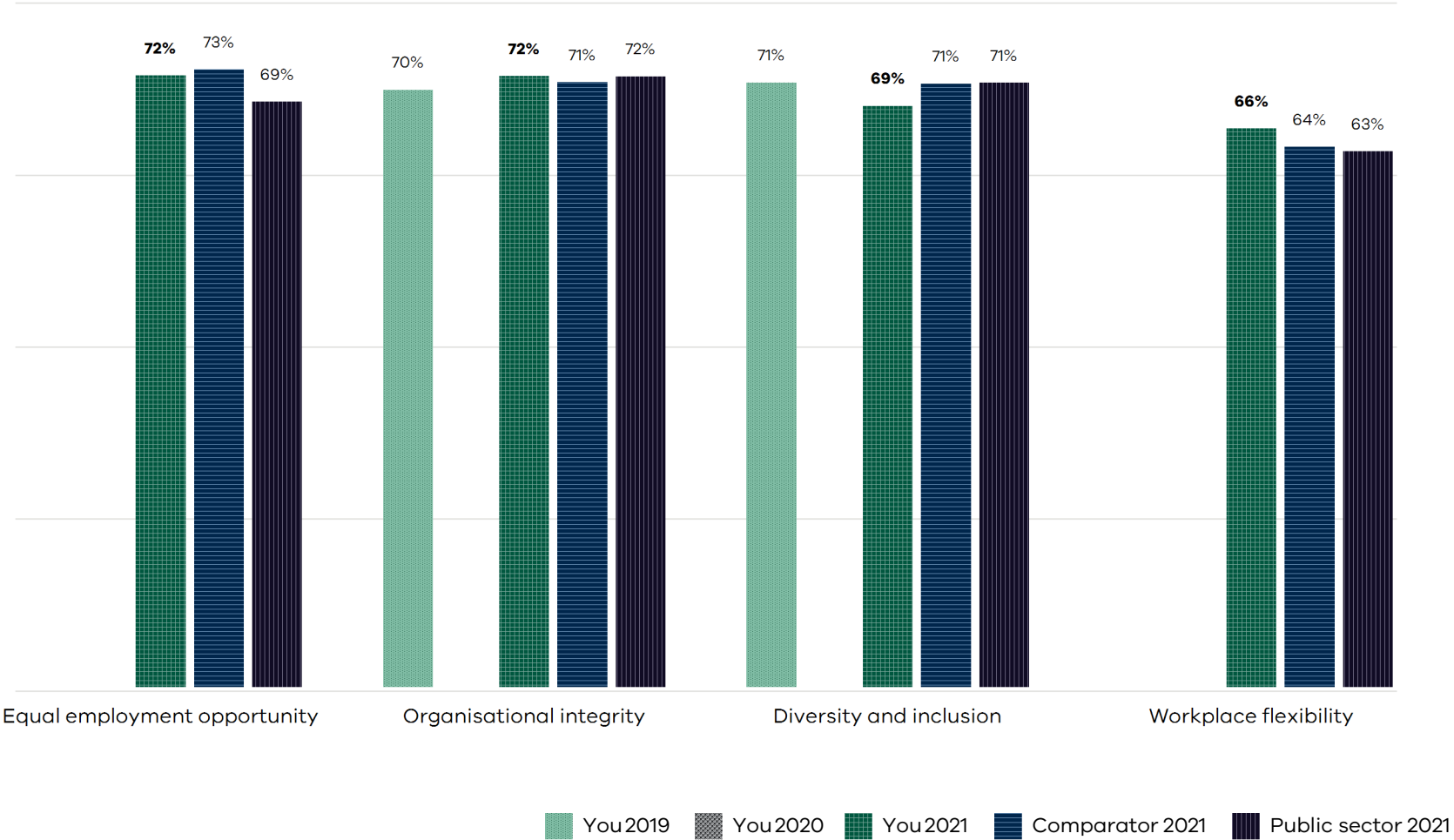
Legend: You 2019, You 2020, You 2021, Comparator 2021, Public sector 2021

Equal employment opportunity: 72%, 73%, 69%
Organisational integrity: 70%, 72%, 71%, 72%
Diversity and inclusion: 71%, 69%, 71%, 71%
Workplace flexibility: 66%, 64%, 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:

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

Compared to:

- 59% of staff at your comparator and 60% of staff across the public sector.

Safety climate

Legend: You 2019 | You 2020 | You 2021 | Comparator 2021 | Public sector 2021

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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

81% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages respectful workplace behaviours	2% / 81% / 7% / 11%	81 %	Not asked	81 %	73 %	81 %	89 %
My organisation is committed to earning a high level of public trust	3% / 80% / 7% / 10%	78 %	Not asked	80 %	64 %	74 %	89 %
My organisation respects the human rights of employees	4% / 78% / 4% / 14%	78 %	Not asked	78 %	71 %	79 %	87 %
My organisation encourages employees to act in ways that are consistent with human rights	4% / 77% / 6% / 13%	76 %	Not asked	77 %	73 %	80 %	91 %

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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

68% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question	Your results	Benchmark agree results

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

	You			Comparator		
Survey question	2019	2020	2021	Lowest	Average	Highest
My organisation does not tolerate improper conduct — 13% / 5% / 14% / 68%	64 %	Not asked	68 %	53 %	68 %	78 %
My organisation takes steps to eliminate bullying, harassment and discrimination — 14% / 5% / 15% / 66%	63 %	Not asked	66 %	55 %	68 %	82 %
My organisation makes fair recruitment and promotion decisions, based on merit — 12% / 10% / 24% / 54%	53 %	Not asked	54 %	39 %	49 %	58 %

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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.
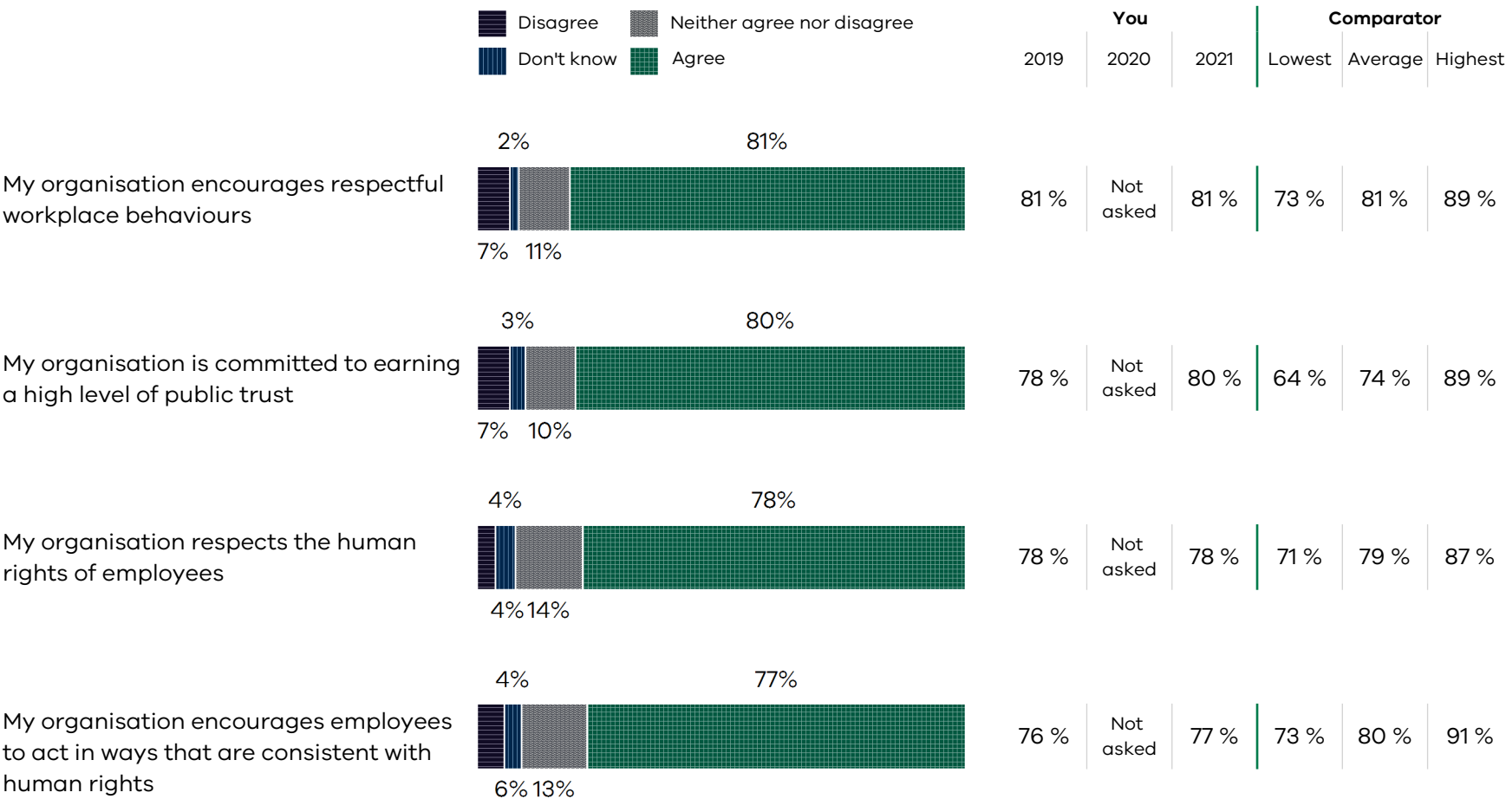
Example

73% of your staff who did the survey agreed or strongly agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.

Survey question / Your results / Benchmark agree results

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

Survey question	Disagree	Neither	Agree	Don't know	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation supports employees with family or other caring responsibilities, regardless of gender	7%	20%	73%		Not asked	Not asked	73 %	63 %	70 %	79 %
I have the flexibility I need to manage my work and non-work activities and responsibilities	11%	16%	73%		Not asked	Not asked	73 %	64 %	70 %	75 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	14%	15%	70%		69 %	77 %	70 %	58 %	68 %	82 %
There is a positive culture within my organisation in relation to employees who have family responsibilities	11%	20%	65%	4%	Not asked	Not asked	65 %	53 %	64 %	75 %

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.
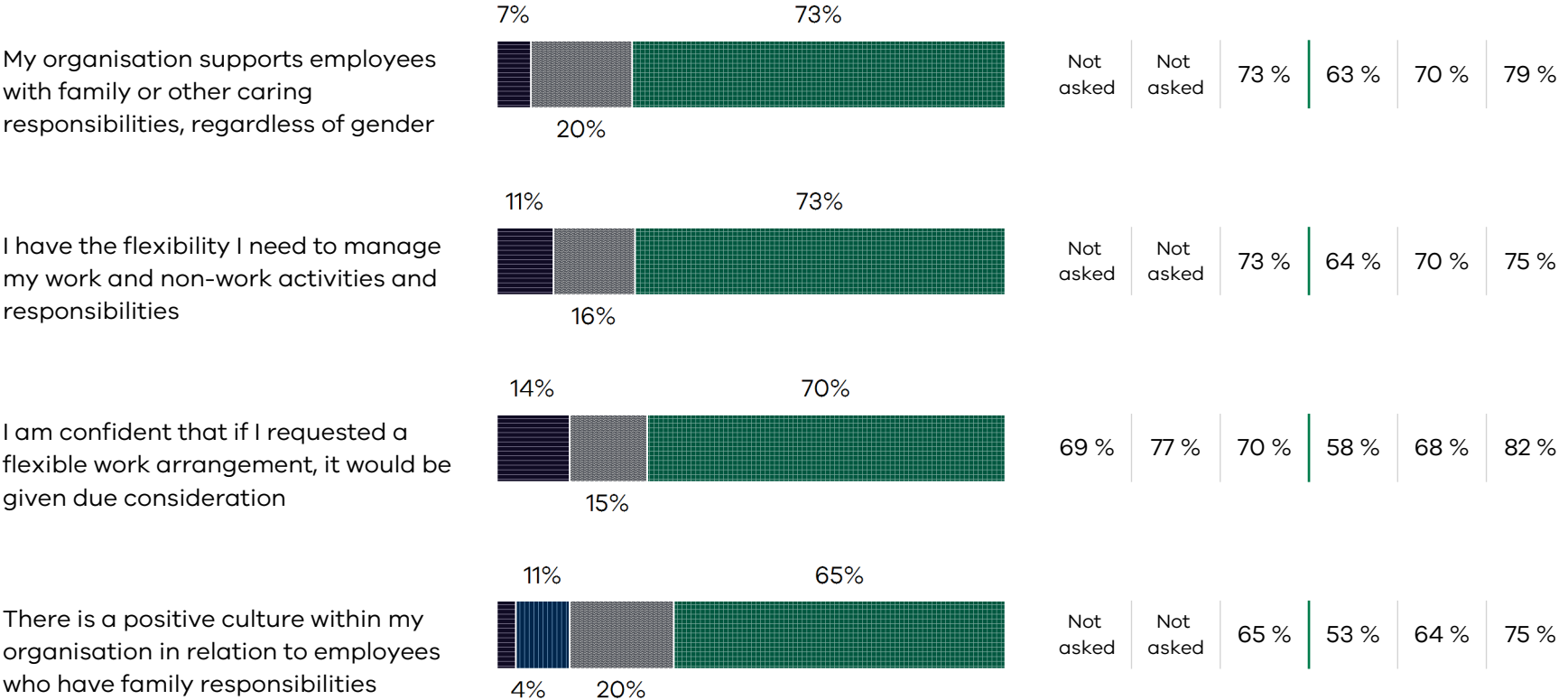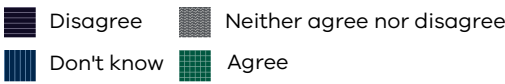
Example

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

Survey question	Your results	Benchmark agree results

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

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest

Survey question	Disagree	Don't know	Neither	Agree	2019	2020	2021	Lowest	Average	Highest
Using flexible work arrangements is not a barrier to success in my organisation	9%	8%	18%	64%	Not asked	Not asked	64 %	52 %	60 %	77 %
Having family responsibilities is not a barrier to success in my organisation	6%	11%	20%	63%	Not asked	Not asked	63 %	57 %	62 %	74 %
There is a positive culture within my organisation in relation to employees who have caring responsibilities	5%	12%	21%	63%	71 %	Not asked	63 %	51 %	62 %	74 %
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	7%	11%	19%	62%	71 %	Not asked	62 %	46 %	60 %	77 %

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.
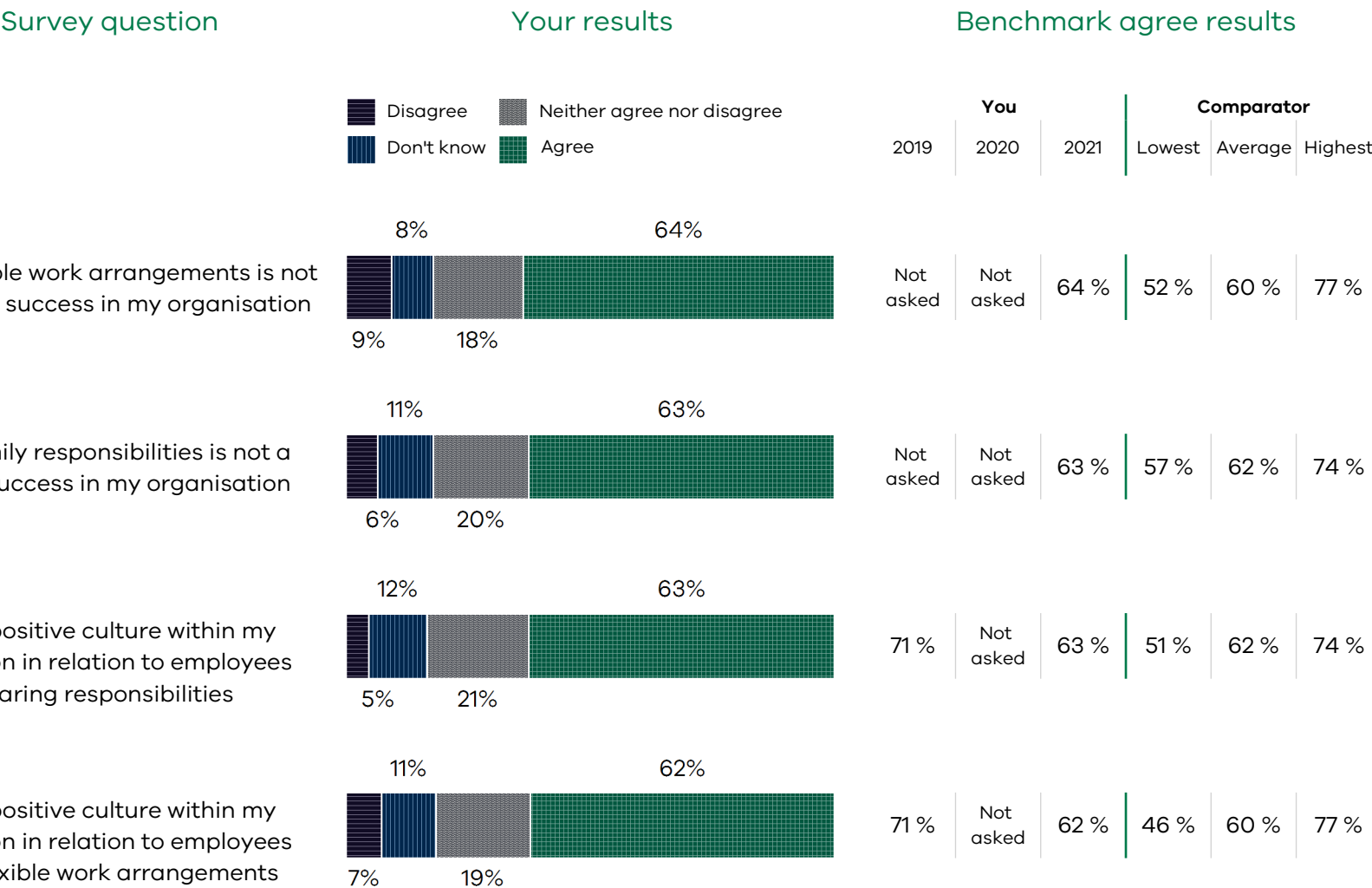
How to read this

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

60% 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

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

Your results

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

14%   60%

6%   20%

Benchmark agree results

	You			Comparator		
	2019	**2020**	**2021**	**Lowest**	**Average**	**Highest**
	70 %	Not asked	60 %	52 %	59 %	71 %

Victorian Public Sector Commission

VICTORIA State Government
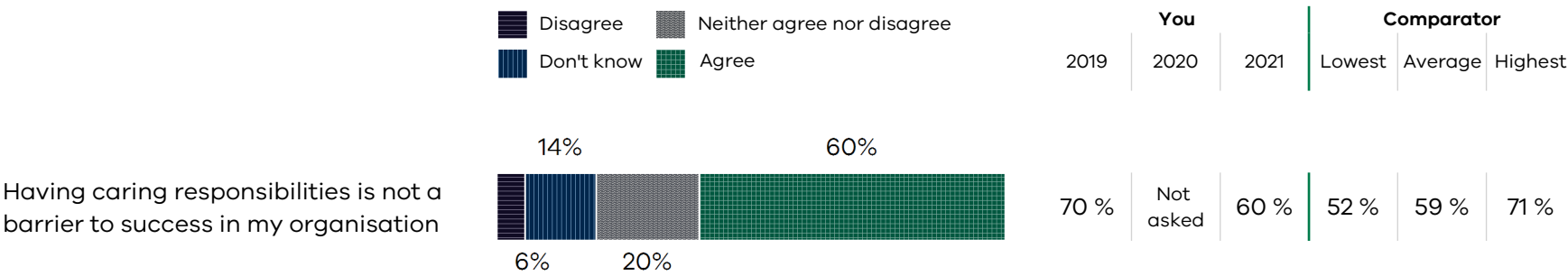
Organisational climate

Workplace flexibility 4 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

The table shows you what flexible work arrangements staff use.

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

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

Example

43% of staff who did the survey said the flexible work arrangement they used was 'No, I do not use any flexible work arrangements'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
No, I do not use any flexible work arrangements	43%	43%	38%
Working from an alternative location (e.g. home, hub/shared work space)	39%	36%	24%
Flexible start and finish times	23%	19%	23%
Part-time	15%	14%	19%
Working more hours over fewer days	4%	3%	6%
Using leave to work flexible hours	3%	4%	8%
Other	3%	2%	2%
Shift swap	1%	2%	12%
Job sharing	1%	1%	1%
Purchased leave	1%	1%	2%

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.
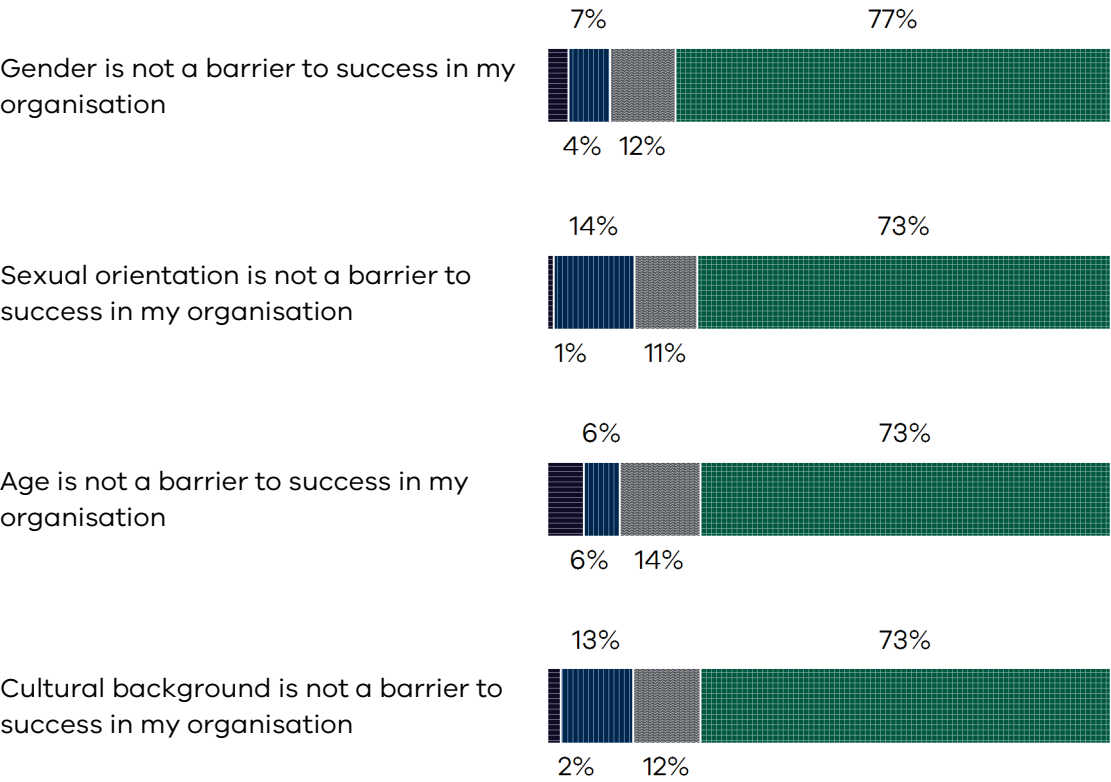
Example

77% of your staff who did the survey agreed or strongly agreed with 'Gender is not a barrier to success in my organisation'.

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

Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Gender is not a barrier to success in my organisation	Not asked	Not asked	77 %	71 %	78 %	86 %
Sexual orientation is not a barrier to success in my organisation	74 %	Not asked	73 %	65 %	75 %	85 %
Age is not a barrier to success in my organisation	74 %	Not asked	73 %	68 %	73 %	81 %
Cultural background is not a barrier to success in my organisation	73 %	Not asked	73 %	68 %	77 %	83 %

Your results bar chart values:
- Gender is not a barrier to success in my organisation: 7% / 4% / 12% / 77%
- Sexual orientation is not a barrier to success in my organisation: 14% / 1% / 11% / 73%
- Age is not a barrier to success in my organisation: 6% / 6% / 14% / 73%
- Cultural background is not a barrier to success in my organisation: 13% / 2% / 12% / 73%

Organisational climate

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.
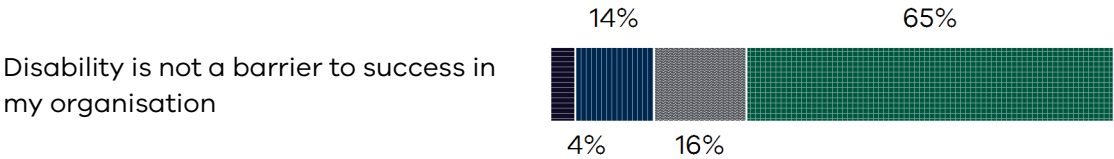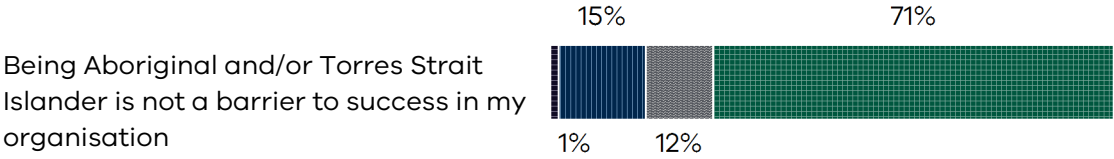
Example

71% of your staff who did the survey agreed or strongly agreed with 'Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation'.

Survey question	Your results	Benchmark agree results

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

		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	1% / 12% / 15% / 71%	Not asked	Not asked	71 %	60 %	67 %	79 %
Disability is not a barrier to success in my organisation	4% / 16% / 14% / 65%	66 %	Not asked	65 %	59 %	67 %	79 %

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.
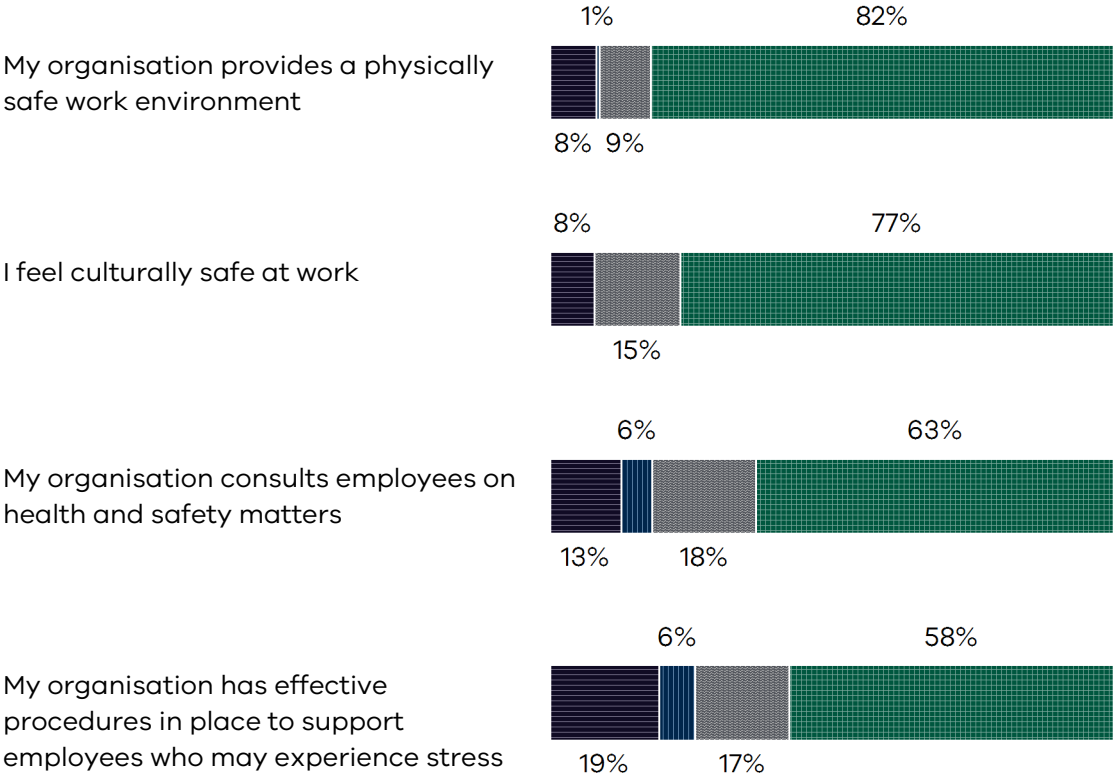
Example

82% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Survey question	Your results	Benchmark agree results

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

	You			Comparator		
Survey question	2019	2020	2021	Lowest	Average	Highest
My organisation provides a physically safe work environment (1% / 82% / 8% / 9%)	Not asked	Not asked	82 %	75 %	81 %	91 %
I feel culturally safe at work (8% / 77% / 15%)	Not asked	Not asked	77 %	74 %	79 %	86 %
My organisation consults employees on health and safety matters (6% / 63% / 13% / 18%)	69 %	Not asked	63 %	53 %	66 %	74 %
My organisation has effective procedures in place to support employees who may experience stress (6% / 58% / 19% / 17%)	59 %	59 %	58 %	48 %	58 %	67 %

Victorian Public Sector Commission

VICTORIA State Government

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

55% 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'.
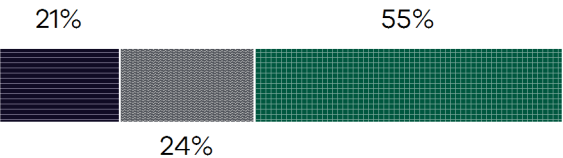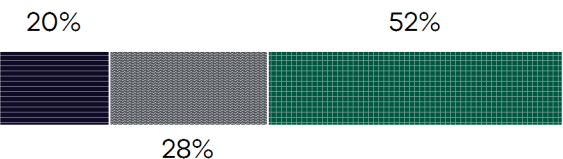
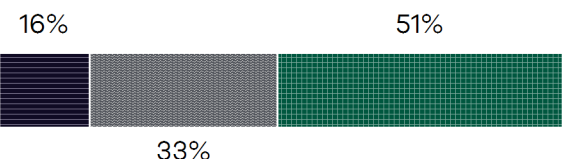| Survey question	Your results						

Your results legend: Disagree · Don't know · Neither agree nor disagree · Agree

Benchmark agree results

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Senior leaders consider the psychological health of employees to be as important as productivity (21% / 24% / 55%)	35 %	67 %	55 %	36 %	50 %	59 %
Senior leaders show support for stress prevention through involvement and commitment (20% / 28% / 52%)	33 %	65 %	52 %	36 %	49 %	56 %
In my workplace, there is good communication about psychological safety issues that affect me (16% / 33% / 51%)	41 %	58 %	51 %	38 %	51 %	60 %
All levels of my organisation are involved in the prevention of stress (25% / 33% / 42%)	28 %	42 %	42 %	28 %	41 %	49 %

Victorian Public Sector Commission

VICTORIA State Government

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
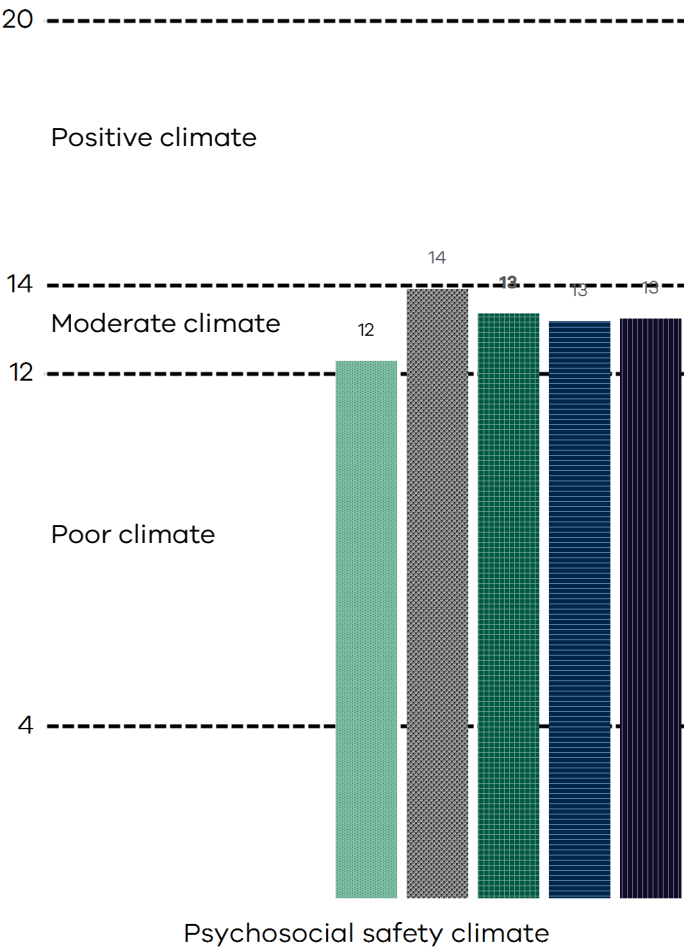
Legend: You 2019 | You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Organisational climate

Diversity and inclusion 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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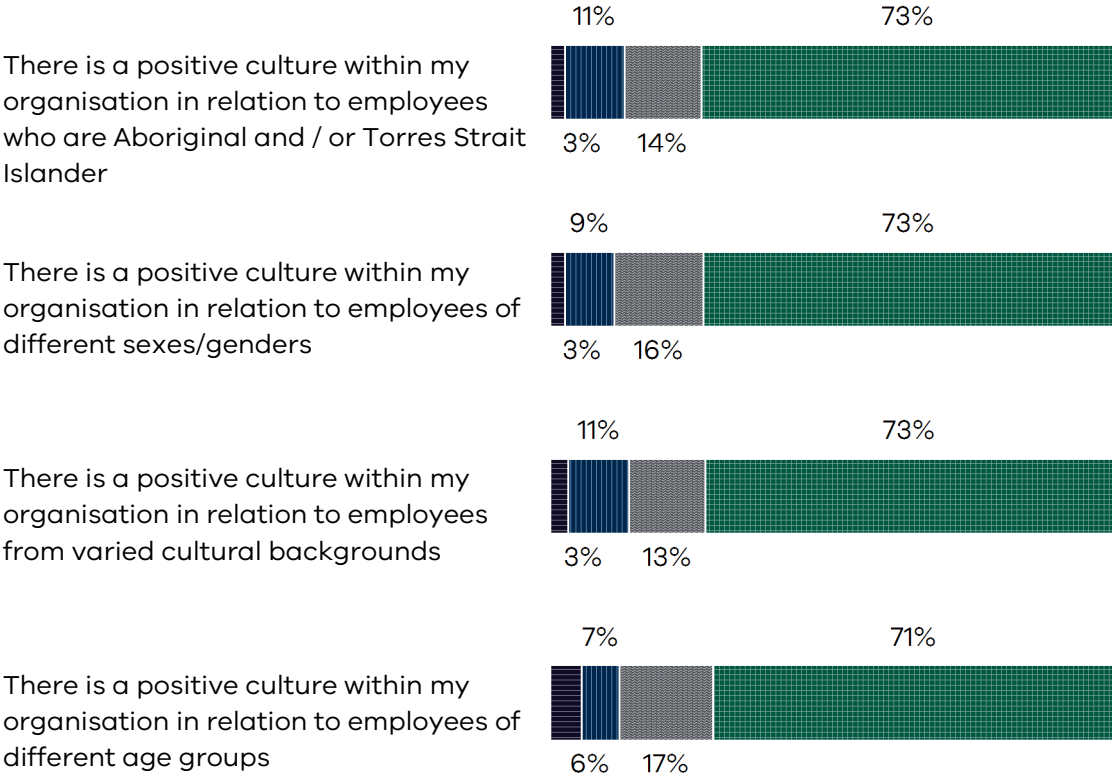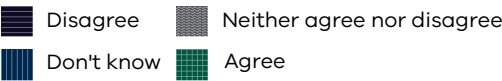
Example

73% 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		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest

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

Survey question	You 2019	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 — 3% Disagree, 11% Don't know, 14% Neither, 73% Agree	71 %	Not asked	73 %	61 %	68 %	84 %
There is a positive culture within my organisation in relation to employees of different sexes/genders — 3% Disagree, 9% Don't know, 16% Neither, 73% Agree	78 %	Not asked	73 %	67 %	76 %	85 %
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds — 3% Disagree, 11% Don't know, 13% Neither, 73% Agree	76 %	Not asked	73 %	68 %	78 %	85 %
There is a positive culture within my organisation in relation to employees of different age groups — 6% Disagree, 7% Don't know, 17% Neither, 71% Agree	79 %	Not asked	71 %	64 %	74 %	83 %

Organisational climate

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

62% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees with disability'.

Survey question	Your results				

Survey question

Your results

Benchmark agree results

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

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest

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

15%   62%   5%   18%

| 64 % | Not asked | 62 % | 58 % | 67 % | 84 % |

There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+

18%   60%   2%   20%
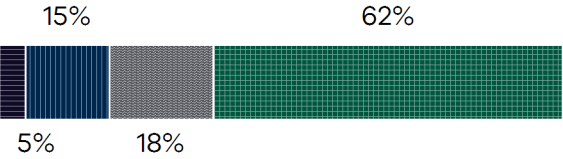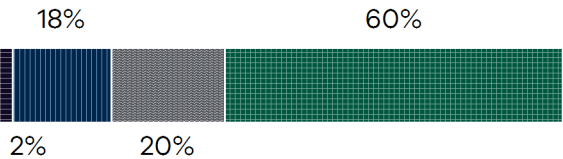
| 61 % | Not asked | 60 % | 55 % | 64 % | 84 % |

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

81% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.
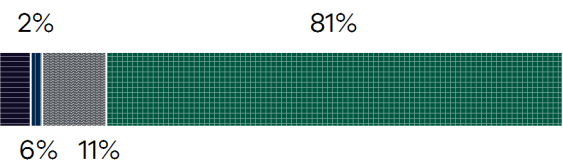
Legend:
- Disagree
- Don't know
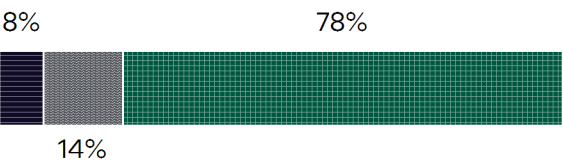- Neither agree nor disagree
- Agree

Survey question		You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My organisation uses inclusive and respectful images and language (2% / 6% / 11% / 81%)	Not asked	Not asked	81 %	80 %	84 %	92 %
In my workgroup work is allocated fairly, regardless of gender (8% / 14% / 78%)	Not asked	Not asked	78 %	77 %	79 %	85 %
My organisation would support me if I needed to take family violence leave (15% / 1% / 12% / 71%)	Not asked	Not asked	71 %	61 %	69 %	78 %

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
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Workgroup climate
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- Scorecard
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- Scorecard
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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
- Categories

Victorian Public Sector Commission

VICTORIA State Government

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.
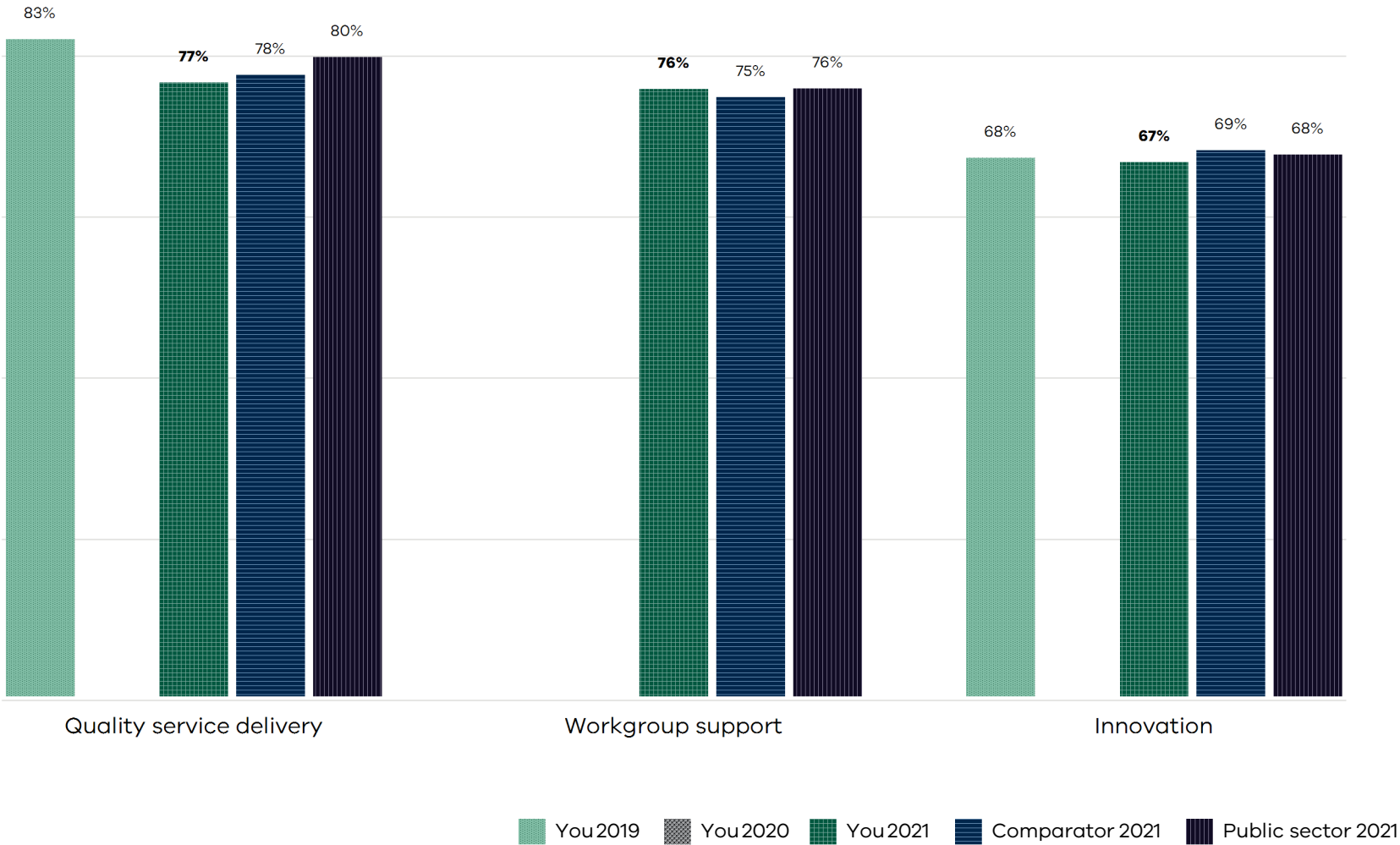
Example

In 2021:

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

Compared to:

- 78% of staff at your comparator and 80% of staff across the public sector.

Legend: You 2019 · You 2020 · You 2021 · Comparator 2021 · Public sector 2021

Quality service delivery: 83%, 77%, 78%, 80%
Workgroup support: 76%, 75%, 76%
Innovation: 68%, 67%, 69%, 68%

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

85% 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						

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

		You			Comparator		
Survey question	Your results	2019	2020	2021	Lowest	Average	Highest
My workgroup strives to provide high quality advice and services	6% 8% — 85%	91 %	Not asked	85 %	81 %	85 %	93 %
My workgroup strives to deliver services in a timely manner	8% 6% — 85%	89 %	Not asked	85 %	81 %	85 %	90 %
My workgroup values human rights	2% 3% 12% — 82%	83 %	Not asked	82 %	79 %	85 %	93 %
My workgroup strives to make the best use of its resources	1% 13% 12% — 74%	86 %	Not asked	74 %	74 %	78 %	84 %

Workgroup climate

Quality service delivery 2 of 2

What this is

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

Why this is important

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

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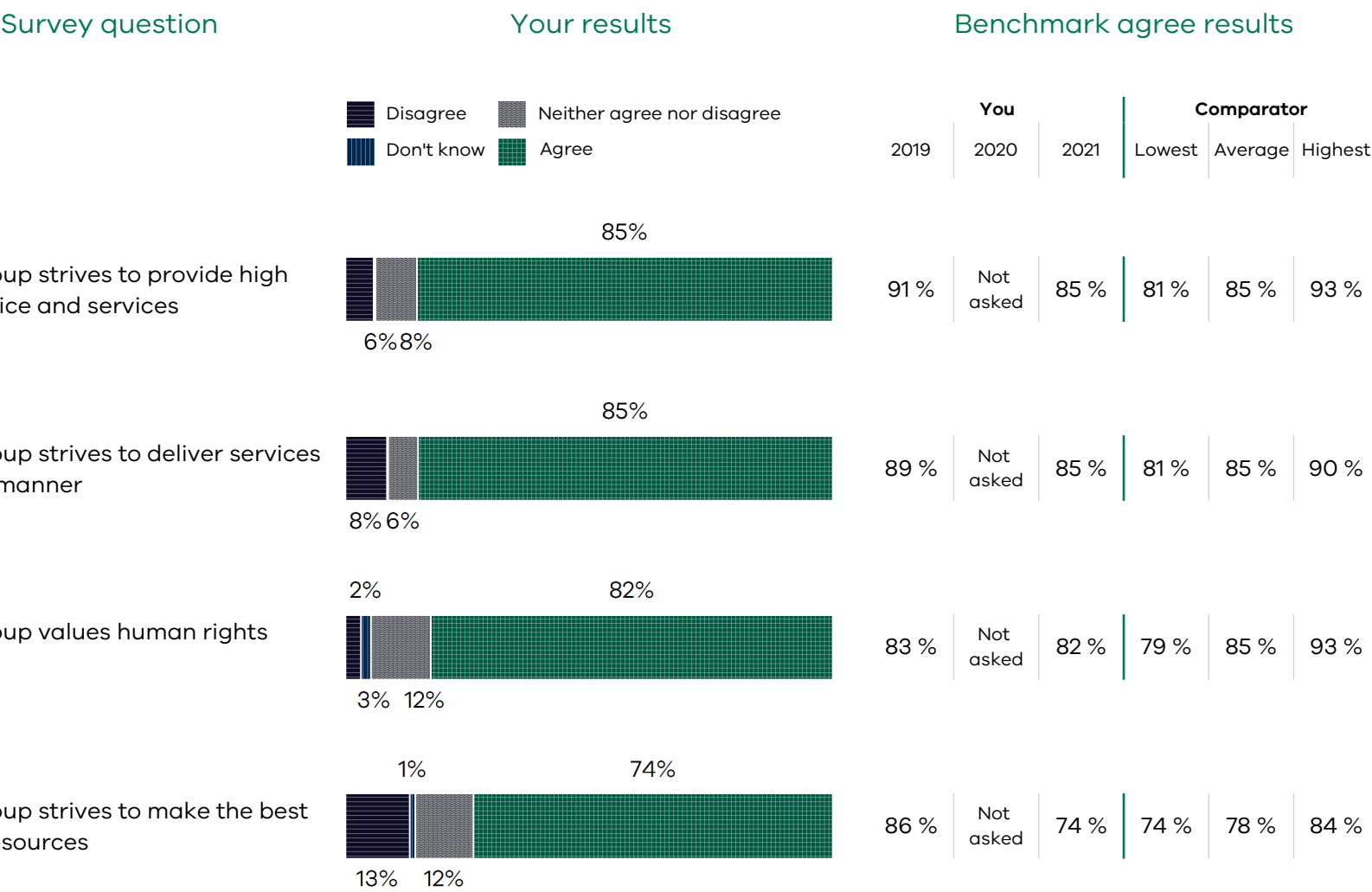
How to read this

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

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

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

Example

73% of your staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.

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

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My workgroup places a priority on acting fairly and without bias	10% Disagree, 1% Don't know, 17% Neither, 73% Agree	81 %	Not asked	73 %	69 %	73 %	83 %
My workgroup focuses on making decisions informed by all relevant facts	13% Disagree, 16% Neither, 71% Agree	83 %	Not asked	71 %	68 %	70 %	83 %
My workgroup has clear lines of responsibility	17% Disagree, 12% Neither, 70% Agree	65 %	Not asked	70 %	66 %	71 %	78 %

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

75% 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 ■ Neither agree nor disagree ■ Don't know ■ Agree

	You			Comparator		
Survey question	2019	2020	2021	Lowest	Average	Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes	76 %	Not asked	75 %	73 %	78 %	87 %
My workgroup encourages employee creativity	72 %	Not asked	68 %	59 %	67 %	79 %
My workgroup learns from failures and mistakes	67 %	Not asked	68 %	64 %	67 %	81 %
My workgroup is quick to respond to opportunities to do things better	64 %	Not asked	65 %	66 %	70 %	83 %

Your results bars:
- My workgroup respectfully consults with clients and stakeholders to improve outcomes: 8% Disagree, 1% Don't know, 16% Neither, 75% Agree
- My workgroup encourages employee creativity: 14% Disagree, 1% Don't know, 18% Neither, 68% Agree
- My workgroup learns from failures and mistakes: 15% Disagree, 1% Don't know, 16% Neither, 68% Agree
- My workgroup is quick to respond to opportunities to do things better: 16% Disagree, 1% Don't know, 18% Neither, 65% Agree

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.
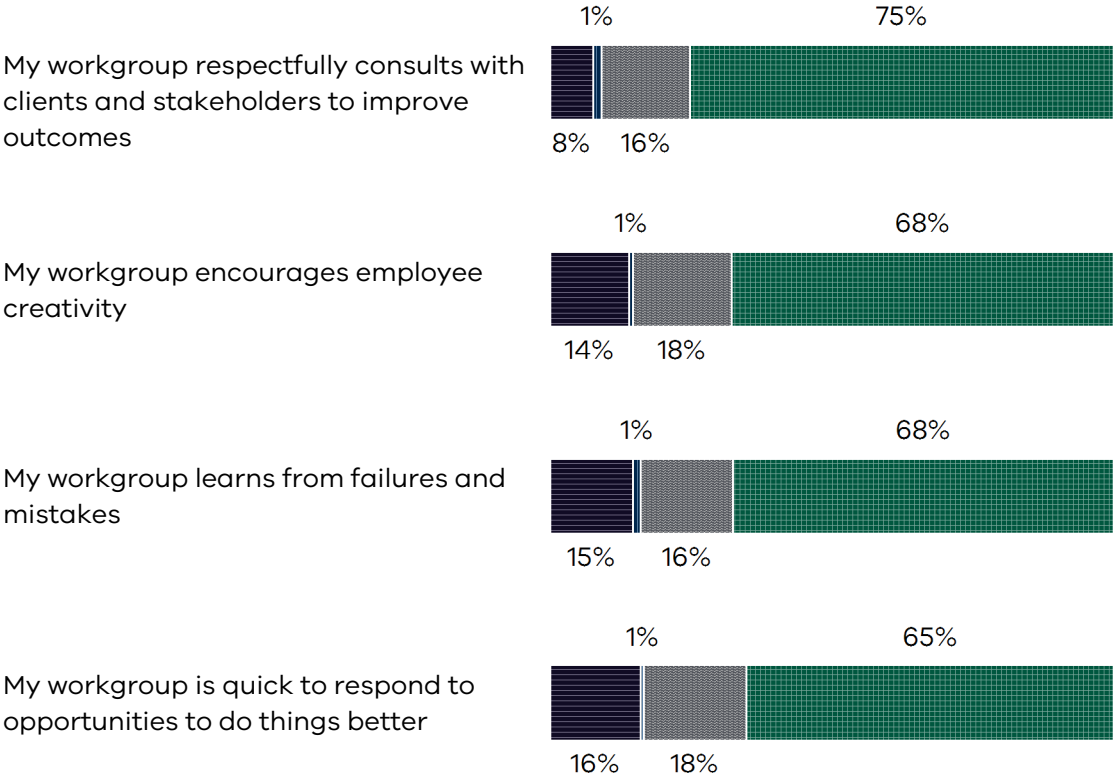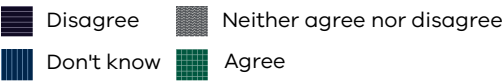
Example

61% 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

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

Survey question				You			Comparator		
	3%	61%	2019	2020	2021	Lowest	Average	Highest
My workgroup takes reasonable risks to improve its services	13%	23%	60 %	Not asked	61 %	57 %	62 %	70 %

Workgroup climate

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.

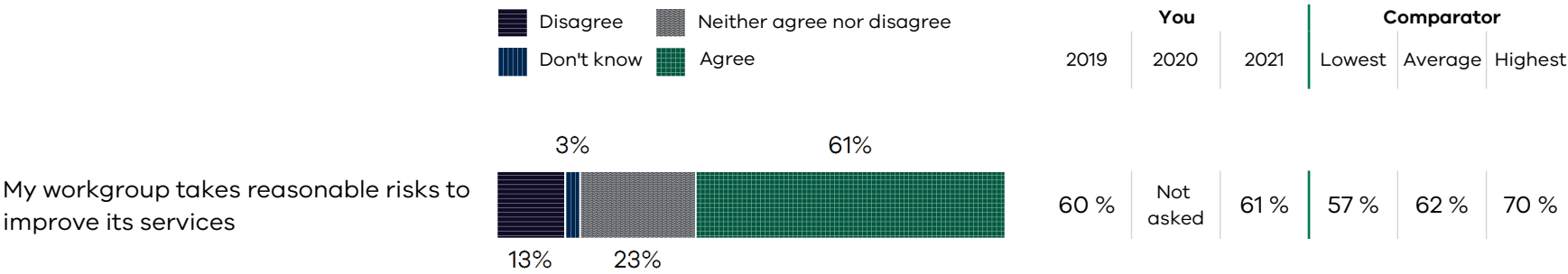Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

92% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

Survey question	Your results		You			Comparator		
		2019	**2020**	**2021**	**Lowest**	**Average**	**Highest**
	Legend: Disagree / Don't know / Neither agree nor disagree / Agree							
I am able to work effectively with others outside my immediate workgroup	2% … 92% … 6%	Not asked	84 %	92 %	82 %	86 %	93 %
I am able to work effectively with others in my workgroup	4% … 90% … 5%	Not asked	89 %	90 %	85 %	90 %	94 %
People in my workgroup actively support diversity and inclusion in the workplace	1% … 85% … 4% 11%	82 %	Not asked	85 %	77 %	84 %	91 %
People in my workgroup treat each other with respect	10% … 82% … 8%	83 %	86 %	82 %	77 %	83 %	89 %

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.
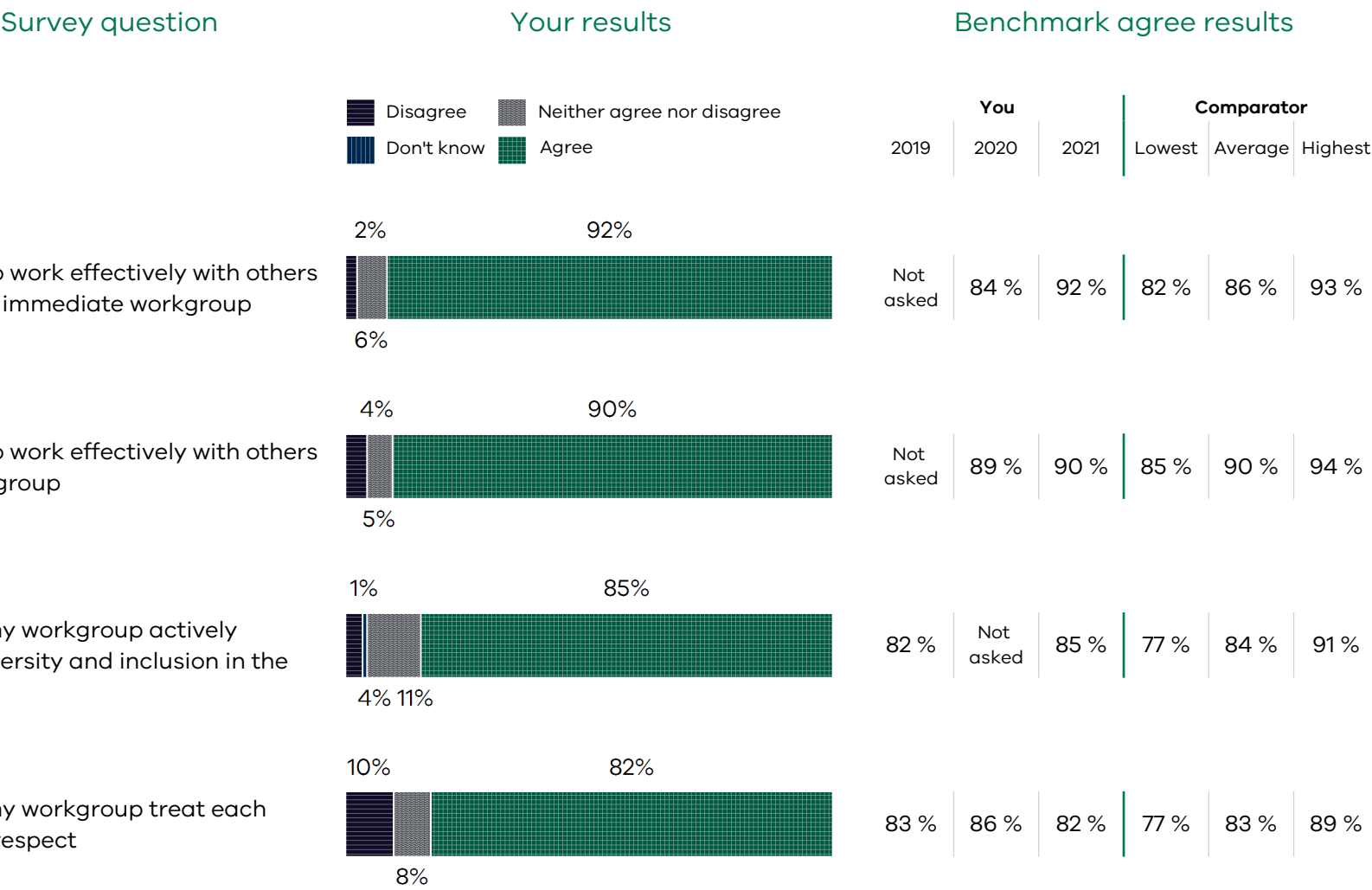
How to read this

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

80% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup work together effectively to get the job done	10% / 10% / 80%	83 %	81 %	80 %	77 %	81 %	86 %
People in my workgroup regularly reach out to support me and my wellbeing	12% / 12% / 77%	Not asked	75 %	77 %	66 %	71 %	78 %
People in my workgroup are politically impartial in their work	4% / 6% / 18% / 72%	71 %	Not asked	72 %	62 %	71 %	81 %
People in my workgroup are honest, open and transparent in their dealings	13% / 1% / 17% / 69%	73 %	Not asked	69 %	65 %	72 %	84 %

Workgroup climate

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

68% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.
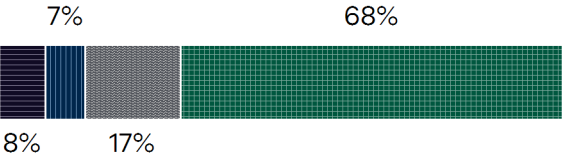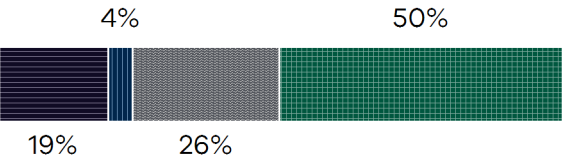
Survey question	Your results					

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

Benchmark agree results

	You			Comparator		
Survey question	2019	2020	2021	Lowest	Average	Highest
People in my workgroup appropriately manage conflicts of interest	68 %	Not asked	68 %	63 %	67 %	82 %
Workgroups across my organisation willingly share information with each other	49 %	53 %	50 %	38 %	49 %	65 %

Your results — People in my workgroup appropriately manage conflicts of interest: 8% Disagree, 7%, 17% Neither agree nor disagree, 68% Agree

Your results — Workgroups across my organisation willingly share information with each other: 19% Disagree, 4%, 26% Neither agree nor disagree, 50% Agree

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
- Categories

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:

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

Compared to:

- 82% of staff at your comparator and 84% of staff across the public sector.

Legend: You 2019 · You 2020 · You 2021 · Comparator 2021 · Public sector 2021

	Manager leadership	Meaningful work	Job enrichment	Manager support
You 2019	83%			
You 2020		87%		
You 2021	84%	83%	75%	70%
Comparator 2021	82%	85%	75%	70%
Public sector 2021	84%	84%	77%	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.

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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.
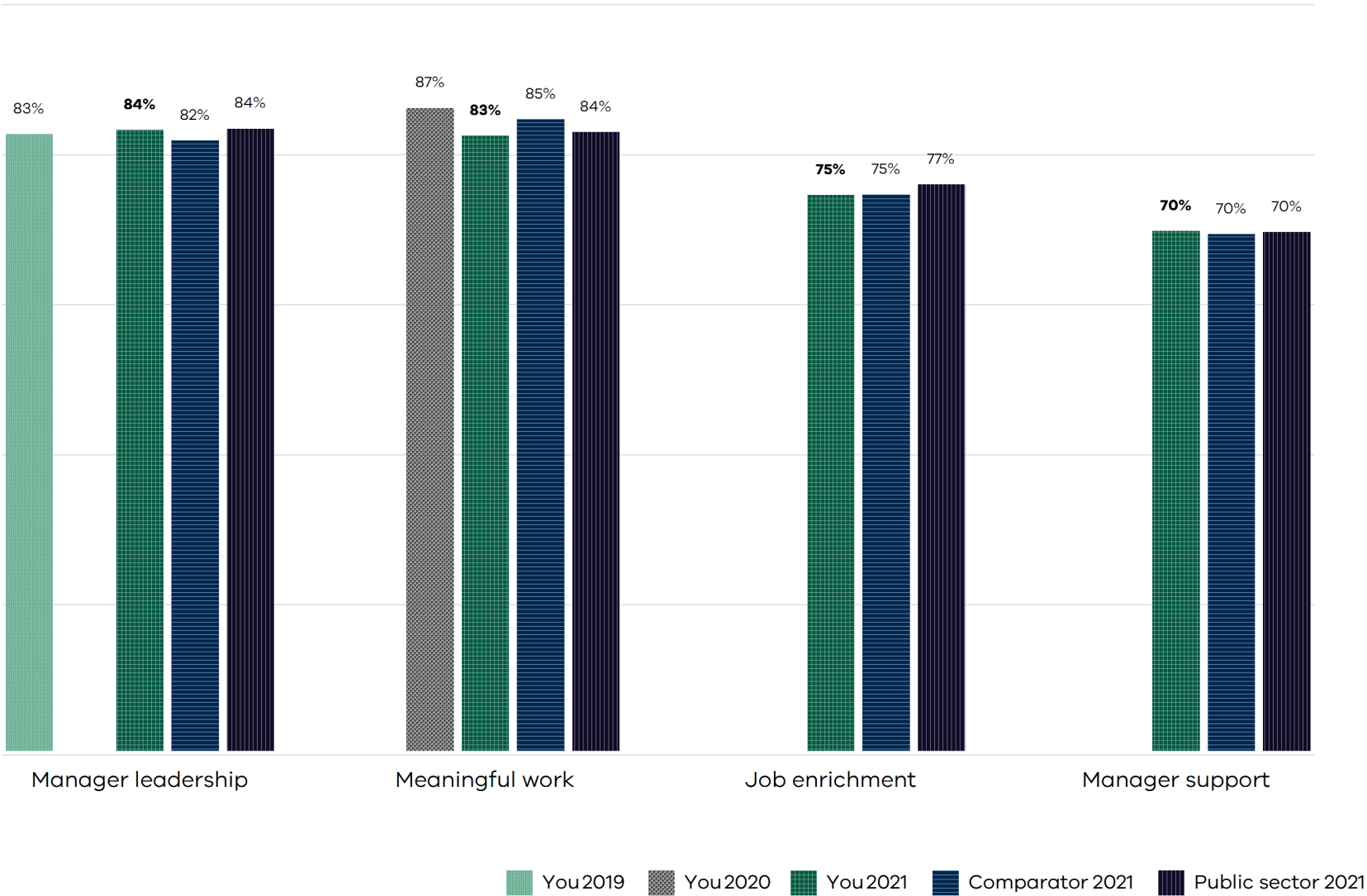
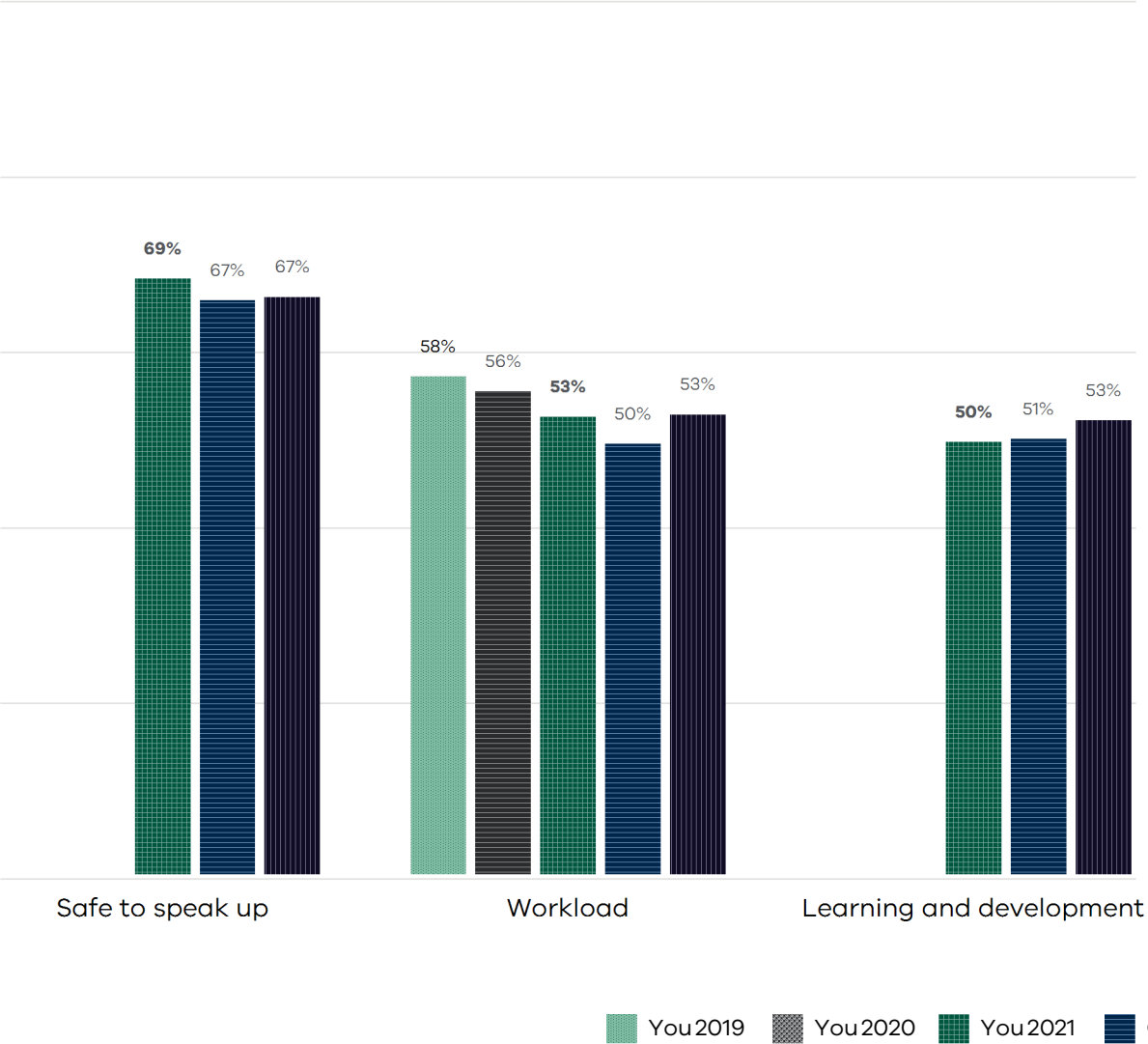**Example**

In 2021:

- 69% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

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

Legend: You 2019 · You 2020 · You 2021 · Comparator 2021 · Public sector 2021

Safe to speak up: 69%, 67%, 67%
Workload: 58%, 56%, 53%, 50%, 53%
Learning and development: 50%, 51%, 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.
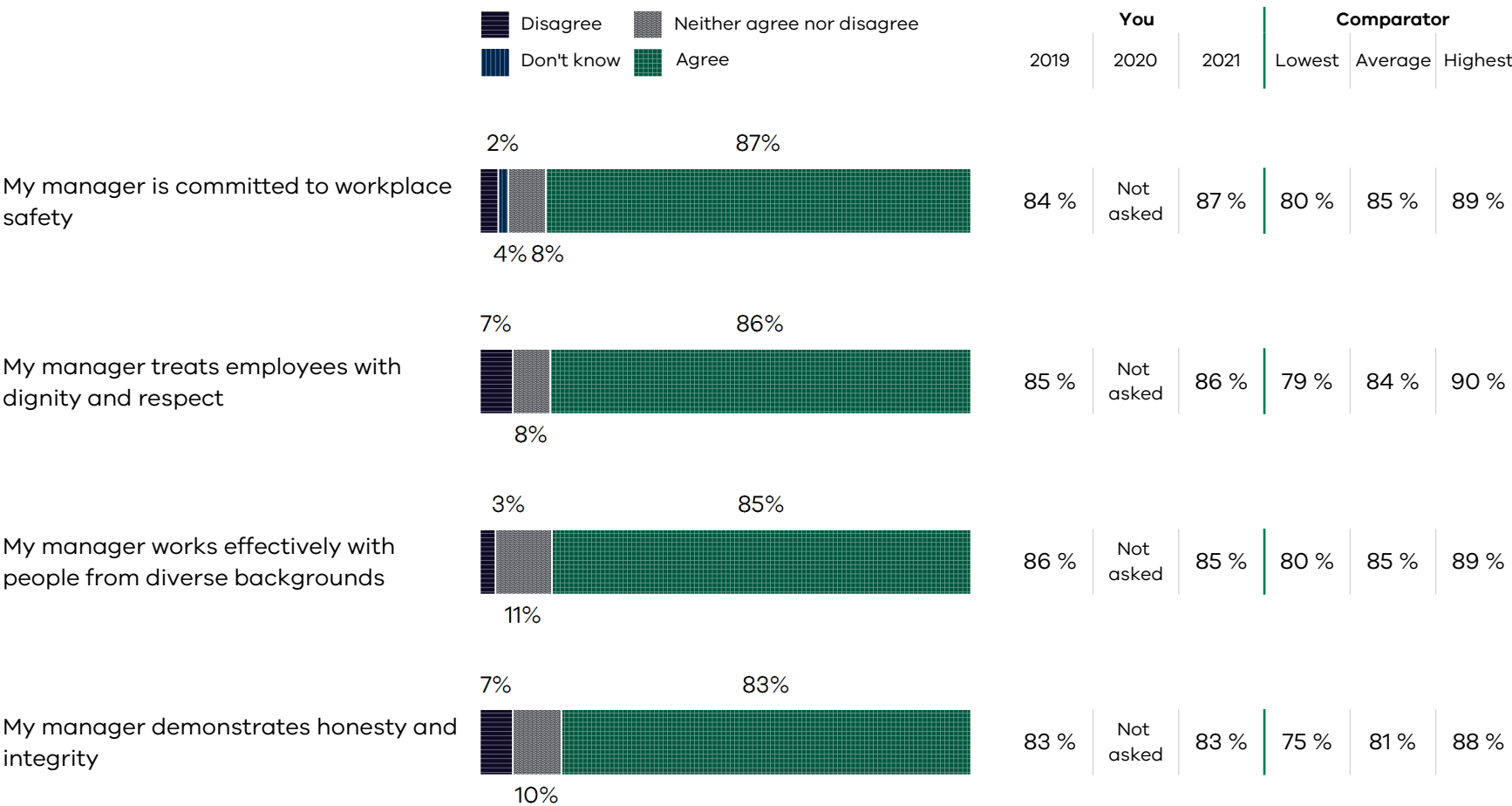
Example

87% of your staff who did the survey agreed or strongly agreed with 'My manager is committed to workplace safety'.

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager is committed to workplace safety	2% / 87% / 4% 8%	84 %	Not asked	87 %	80 %	85 %	89 %
My manager treats employees with dignity and respect	7% / 86% / 8%	85 %	Not asked	86 %	79 %	84 %	90 %
My manager works effectively with people from diverse backgrounds	3% / 85% / 11%	86 %	Not asked	85 %	80 %	85 %	89 %
My manager demonstrates honesty and integrity	7% / 83% / 10%	83 %	Not asked	83 %	75 %	81 %	88 %

Job and manager factors

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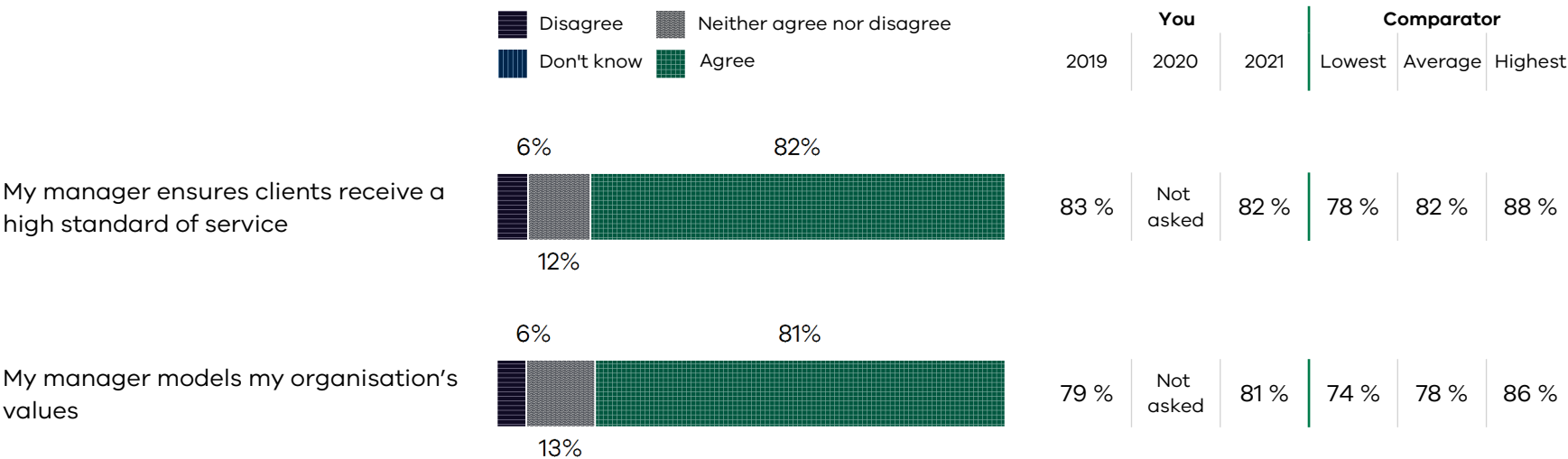
Example

82% 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						

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My manager ensures clients receive a high standard of service	6% / 12% / 82%	83 %	Not asked	82 %	78 %	82 %	88 %
My manager models my organisation's values	6% / 13% / 81%	79 %	Not asked	81 %	74 %	78 %	86 %

Job and manager factors

Manager support 1 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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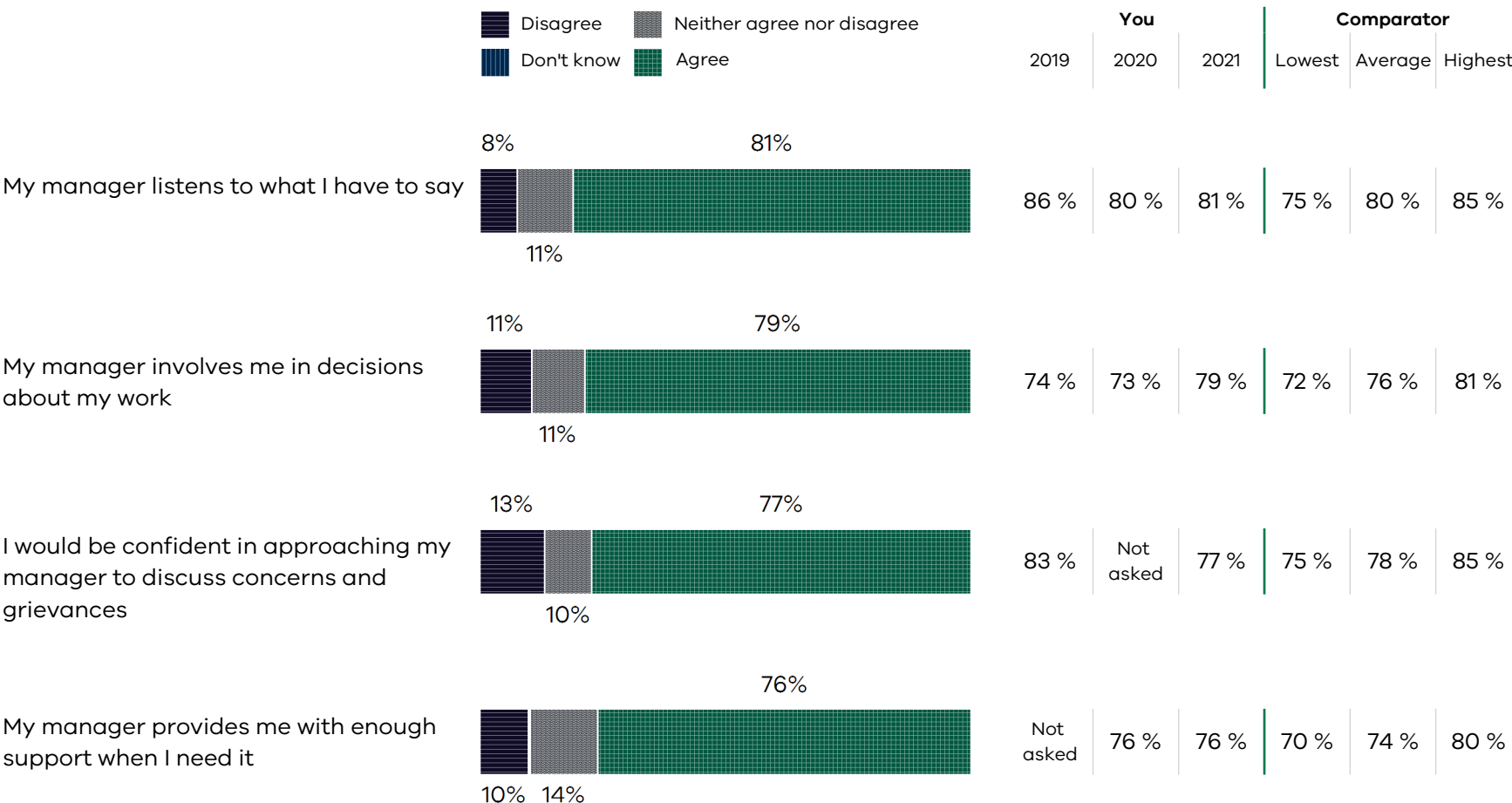
Example

81% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question	Your results	Benchmark agree results					
		You			**Comparator**		
		2019	2020	2021	Lowest	Average	Highest
My manager listens to what I have to say	8% / 11% / 81%	86 %	80 %	81 %	75 %	80 %	85 %
My manager involves me in decisions about my work	11% / 11% / 79%	74 %	73 %	79 %	72 %	76 %	81 %
I would be confident in approaching my manager to discuss concerns and grievances	13% / 10% / 77%	83 %	Not asked	77 %	75 %	78 %	85 %
My manager provides me with enough support when I need it	10% / 14% / 76%	Not asked	76 %	76 %	70 %	74 %	80 %

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

Job and manager factors

Manager support 2 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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How to read this

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

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

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

Example

74% of your staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.
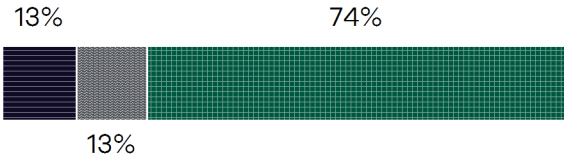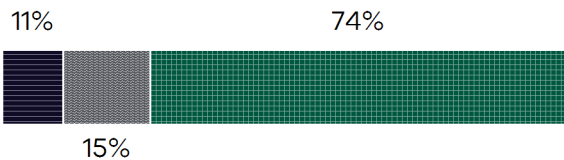
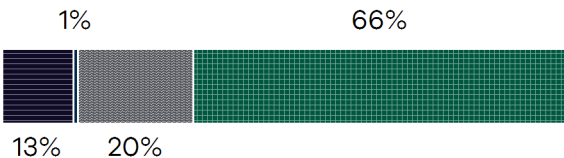## Survey question | Your results | Benchmark agree results

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

Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager keeps me informed about what's going on (13% / 13% / 74%)	66 %	70 %	74 %	68 %	74 %	80 %
My manager encourages and supports my participation in learning and development opportunities (11% / 15% / 74%)	73 %	Not asked	74 %	69 %	75 %	81 %
My manager provides feedback to me in a way that helps me improve my performance (13% / 20% / 1% / 66%)	61 %	64 %	66 %	58 %	66 %	74 %
I receive adequate recognition for my contributions and accomplishments (19% / 26% / 55%)	51 %	Not asked	55 %	48 %	54 %	59 %
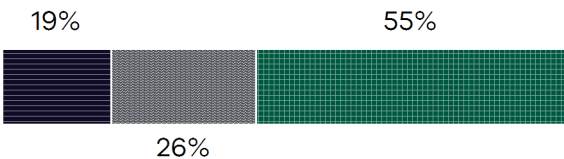
Job and manager factors

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.

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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.

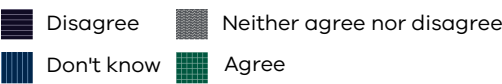Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

51% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.
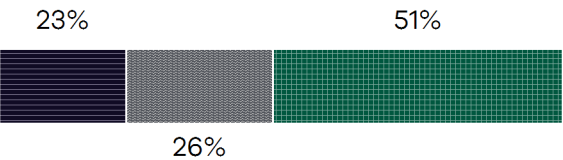
Survey question

Your results

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

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

23% 51%

26%

Benchmark agree results

	You			**Comparator**		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	51 %	44 %	53 %	61 %

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

56% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.
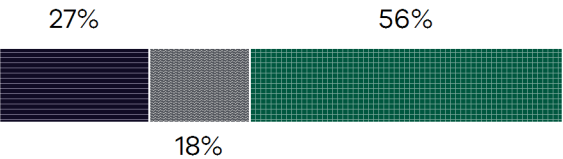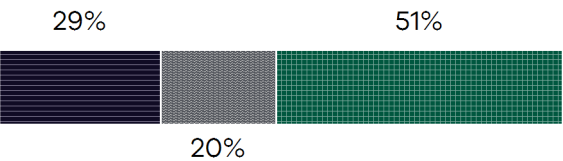
Survey question	Your results						

Your results legend
- Disagree
- Neither agree nor disagree
- Agree

Benchmark agree results

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest

Survey question	Your results (Disagree / Neither / Agree)	2019	2020	2021	Lowest	Average	Highest
The workload I have is appropriate for the job that I do	27% / 18% / 56%	58 %	60 %	56 %	48 %	53 %	63 %
I have enough time to do my job effectively	29% / 20% / 51%	57 %	52 %	51 %	42 %	47 %	58 %

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.
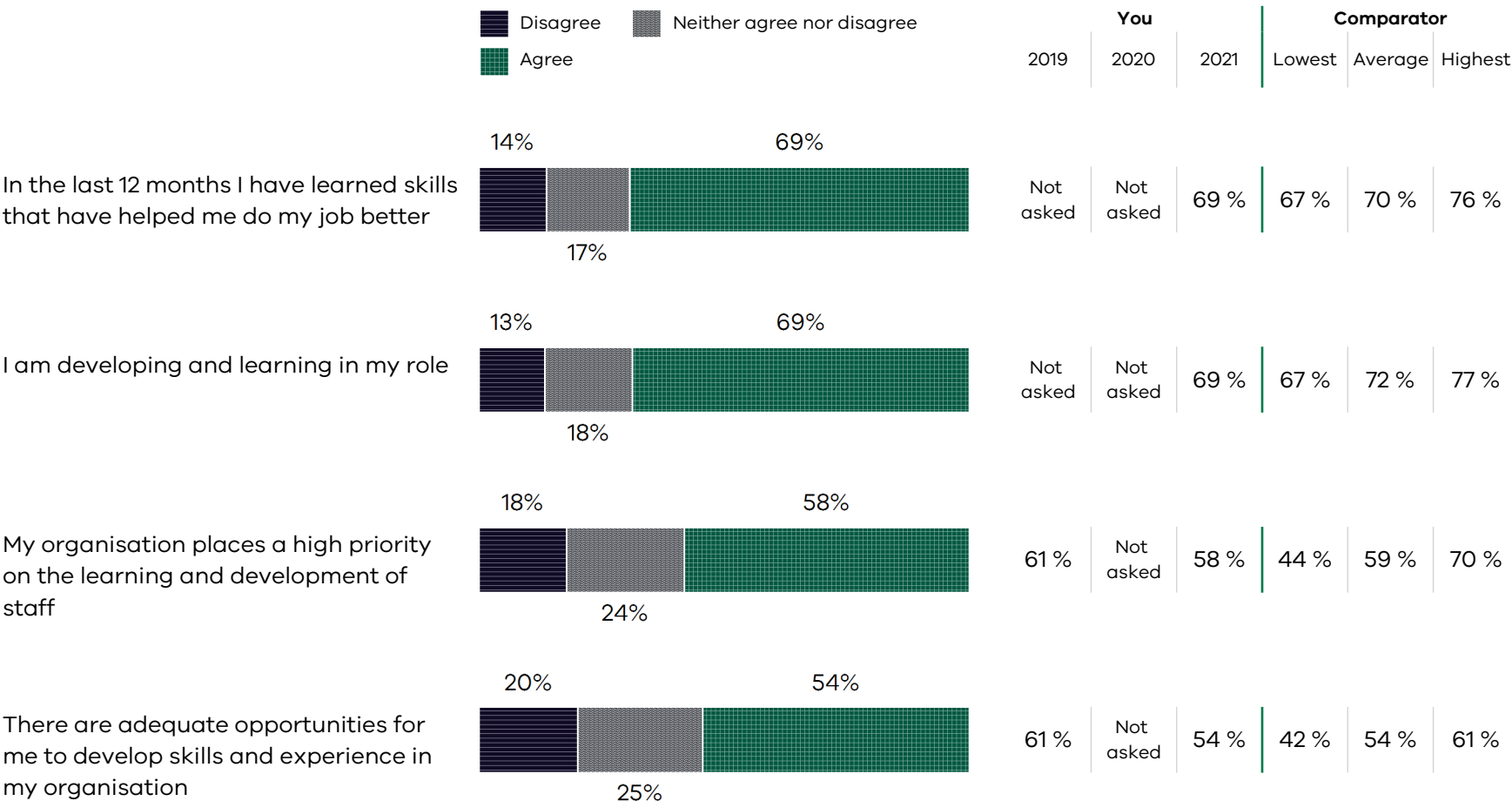
Example

69% of your staff who did the survey agreed or strongly agreed with 'In the last 12 months I have learned skills that have helped me do my job better'.

■ Disagree　▨ Neither agree nor disagree　▨ Agree

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
In the last 12 months I have learned skills that have helped me do my job better	14% / 17% / 69%	Not asked	Not asked	69 %	67 %	70 %	76 %
I am developing and learning in my role	13% / 18% / 69%	Not asked	Not asked	69 %	67 %	72 %	77 %
My organisation places a high priority on the learning and development of staff	18% / 24% / 58%	61 %	Not asked	58 %	44 %	59 %	70 %
There are adequate opportunities for me to develop skills and experience in my organisation	20% / 25% / 54%	61 %	Not asked	54 %	42 %	54 %	61 %

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.
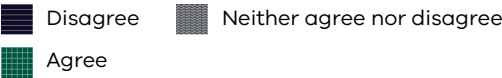
Example

50% 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'.
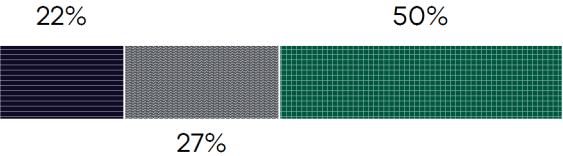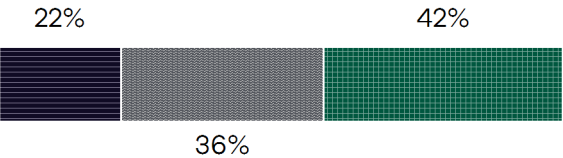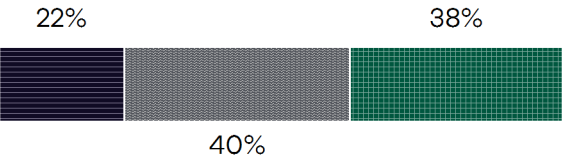
Survey question	Your results						

Legend: Disagree · Neither agree nor disagree · Agree

Survey question	You 2019	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 (22% / 27% / 50%)	Not asked	Not asked	50 %	45 %	52 %	59 %
I feel I have an equal chance at promotion in my organisation (22% / 36% / 42%)	Not asked	Not asked	42 %	33 %	39 %	50 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers) (22% / 40% / 38%)	Not asked	Not asked	38 %	27 %	35 %	45 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments) (23% / 56% / 22%)	Not asked	Not asked	22 %	18 %	25 %	33 %

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Job and manager factors

Job enrichment 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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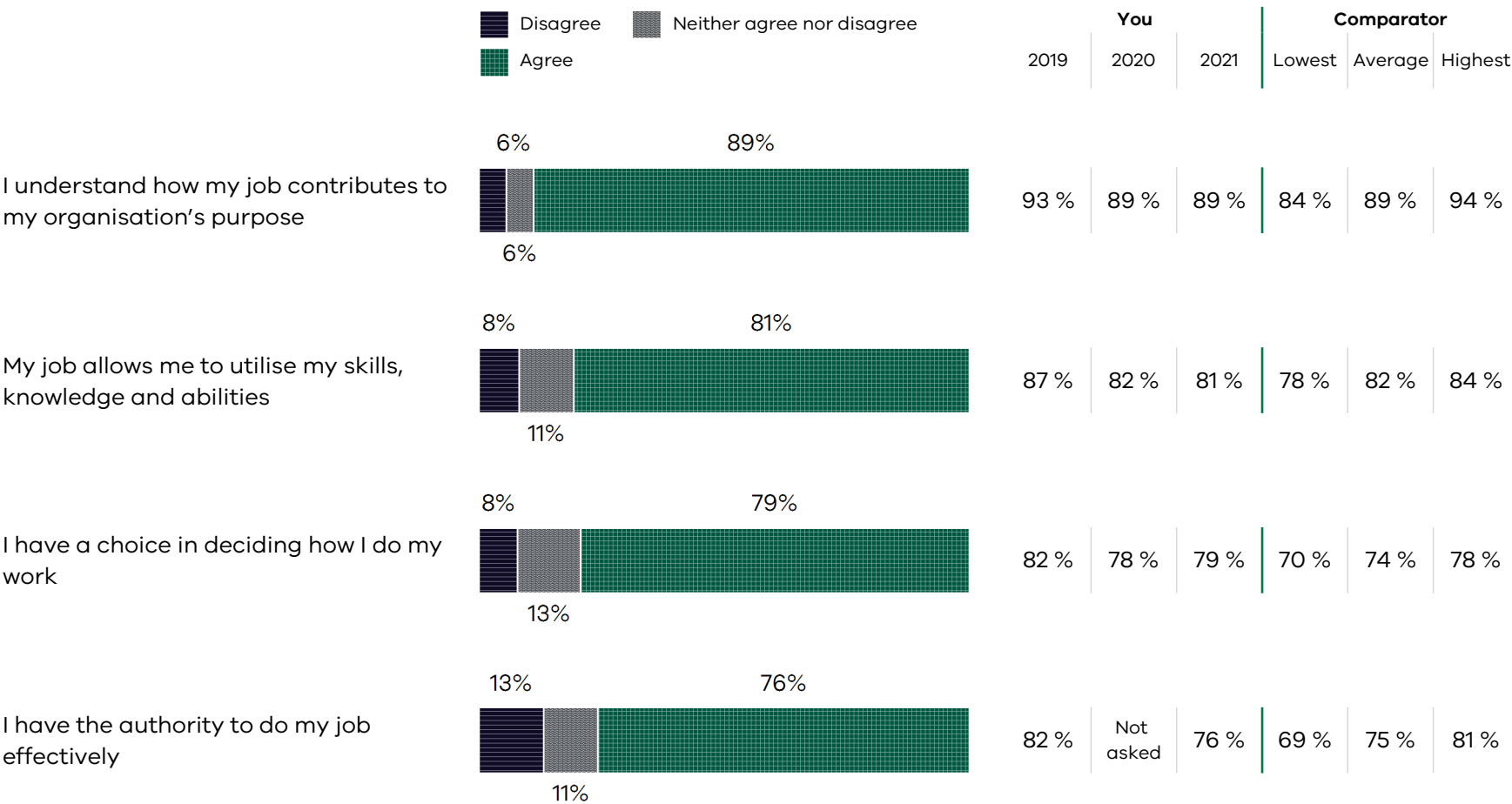
Example

89% 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

Your results legend: Disagree · Neither agree nor disagree · Agree

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	6% / 6% / 89%	93 %	89 %	89 %	84 %	89 %	94 %
My job allows me to utilise my skills, knowledge and abilities	8% / 11% / 81%	87 %	82 %	81 %	78 %	82 %	84 %
I have a choice in deciding how I do my work	8% / 13% / 79%	82 %	78 %	79 %	70 %	74 %	78 %
I have the authority to do my job effectively	13% / 11% / 76%	82 %	Not asked	76 %	69 %	75 %	81 %

Job and manager factors

Job enrichment 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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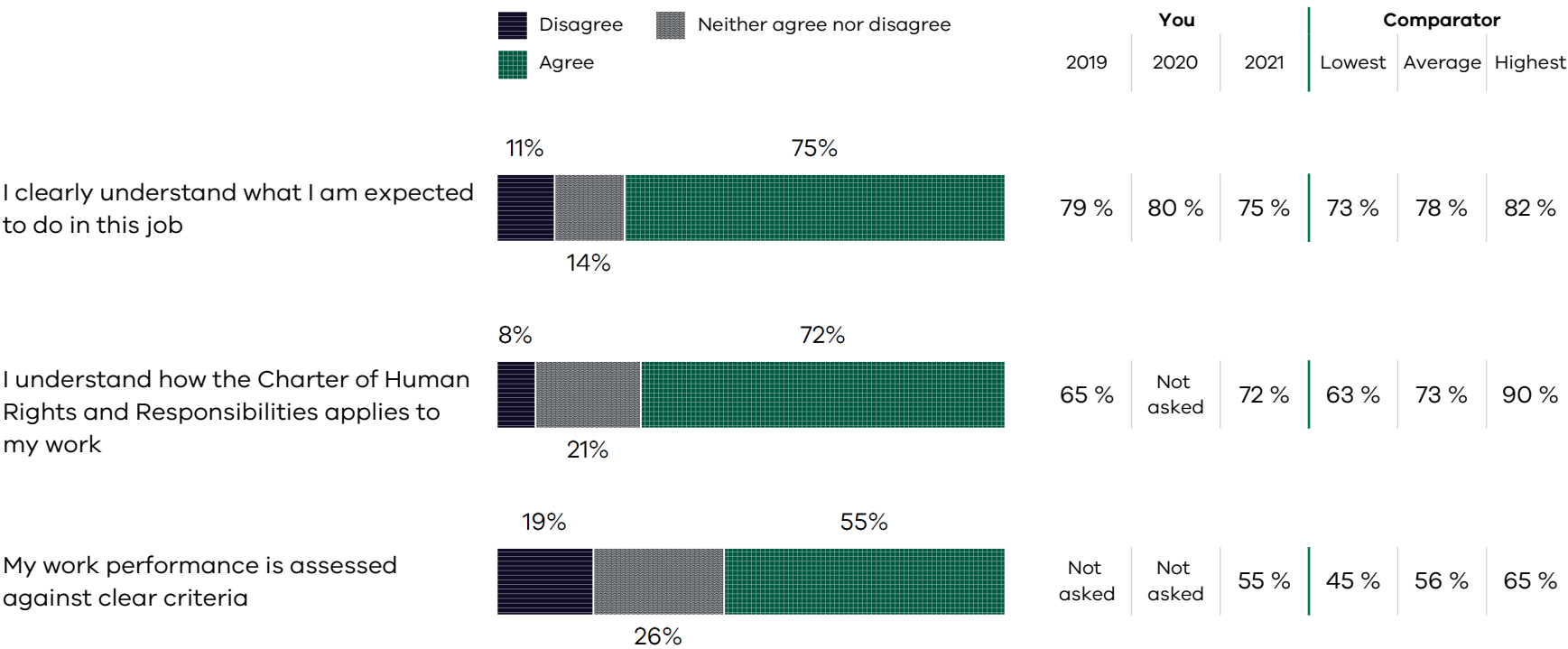
Example

75% of your staff who did the survey agreed or strongly agreed with 'I clearly understand what I am expected to do in this job'.

Survey question	Your results		

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I clearly understand what I am expected to do in this job — 11% / 14% / 75%	79 %	80 %	75 %	73 %	78 %	82 %
I understand how the Charter of Human Rights and Responsibilities applies to my work — 8% / 21% / 72%	65 %	Not asked	72 %	63 %	73 %	90 %
My work performance is assessed against clear criteria — 19% / 26% / 55%	Not asked	Not asked	55 %	45 %	56 %	65 %

Victorian Public Sector Commission

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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

86% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.
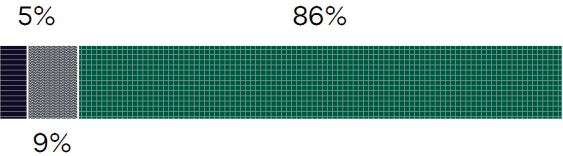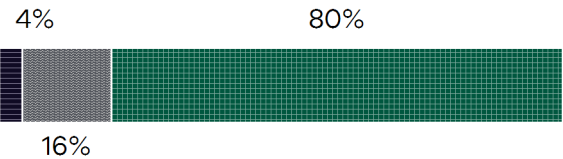
| Survey question | Your results | Benchmark agree results |

Your results legend: Disagree ■ | Neither agree nor disagree ■ | Agree ▦

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I feel that I can make a worthwhile contribution at work	5% / 9% / 86%	Not asked	88 %	86 %	84 %	87 %	90 %
I am achieving something important through my work	4% / 16% / 80%	Not asked	86 %	80 %	78 %	83 %	86 %

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.
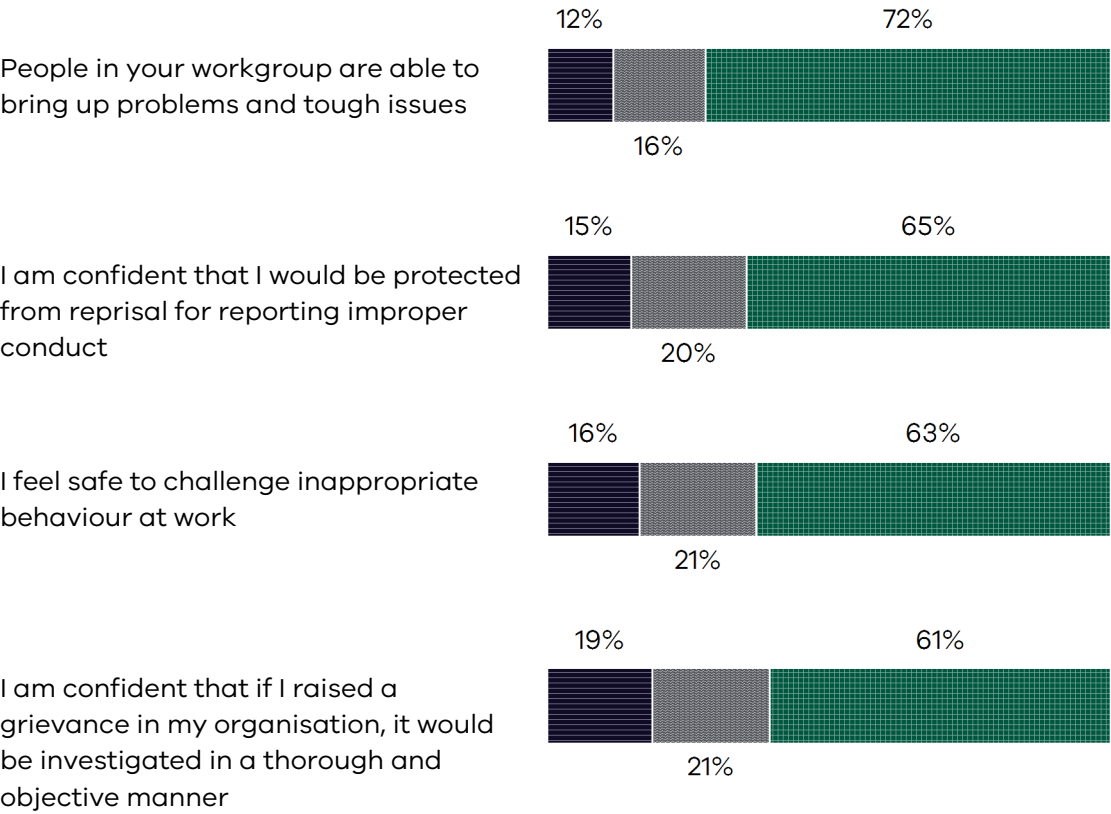
Example

72% 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

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

People in your workgroup are able to bring up problems and tough issues
12% | 16% | 72%

I am confident that I would be protected from reprisal for reporting improper conduct
15% | 20% | 65%

I feel safe to challenge inappropriate behaviour at work
16% | 21% | 63%

I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner
19% | 21% | 61%

Benchmark agree results

Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in your workgroup are able to bring up problems and tough issues	Not asked	75 %	72 %	68 %	72 %	78 %
I am confident that I would be protected from reprisal for reporting improper conduct	57 %	Not asked	65 %	51 %	61 %	69 %
I feel safe to challenge inappropriate behaviour at work	Not asked	Not asked	63 %	57 %	63 %	67 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	52 %	Not asked	61 %	45 %	56 %	65 %

Job and manager factors

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.
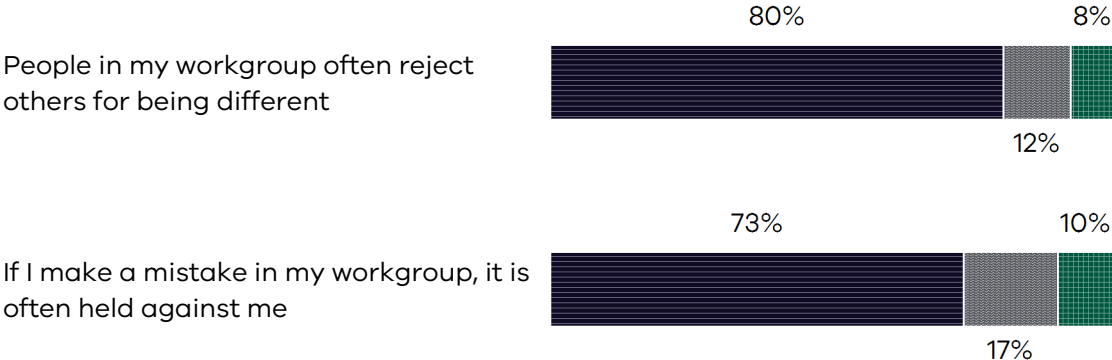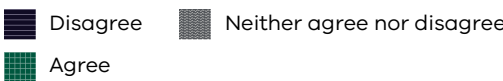
Example

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

Survey question | Your results | Benchmark disagree results

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
People in my workgroup often reject others for being different	80% / 12% / 8%	Not asked	Not asked	80 %	70 %	78 %	87 %
If I make a mistake in my workgroup, it is often held against me	73% / 17% / 10%	Not asked	Not asked	73 %	65 %	69 %	77 %

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

37% 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	37%	36%	36%
Communication processes	25%	25%	19%
Decision making and authorisation processes	24%	27%	23%
Technology limitations	23%	19%	20%
Administrative processes (including leave and HR requirements)	23%	25%	19%
There are no noticeable barriers	17%	17%	18%
Limited social interactions with the team	11%	10%	11%
Absence of visibility of team progress and deliverables	10%	10%	9%
Other	10%	12%	13%
Family/household commitments (carer responsibilities, child education responsibilities)	9%	7%	9%

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
- Categories

Victorian Public Sector Commission

VICTORIA State Government

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:

- 84% of your staff who did the survey responded positively to questions about Responsiveness , which is down 4% in 2019.

Compared to:

- 84% of staff at your comparator and 87% of staff across the public sector.

Chart legend: You 2019, You 2020, You 2021, Comparator 2021, Public sector 2021

Responsiveness: 88%, 84%, 84%, 87%
Respect: 77%, 79%, 78%, 78%, 78%
Human rights: 76%, 77%, 79%, 80%
Accountability: 76%, 79%, 75%, 75%, 76%

Public sector values

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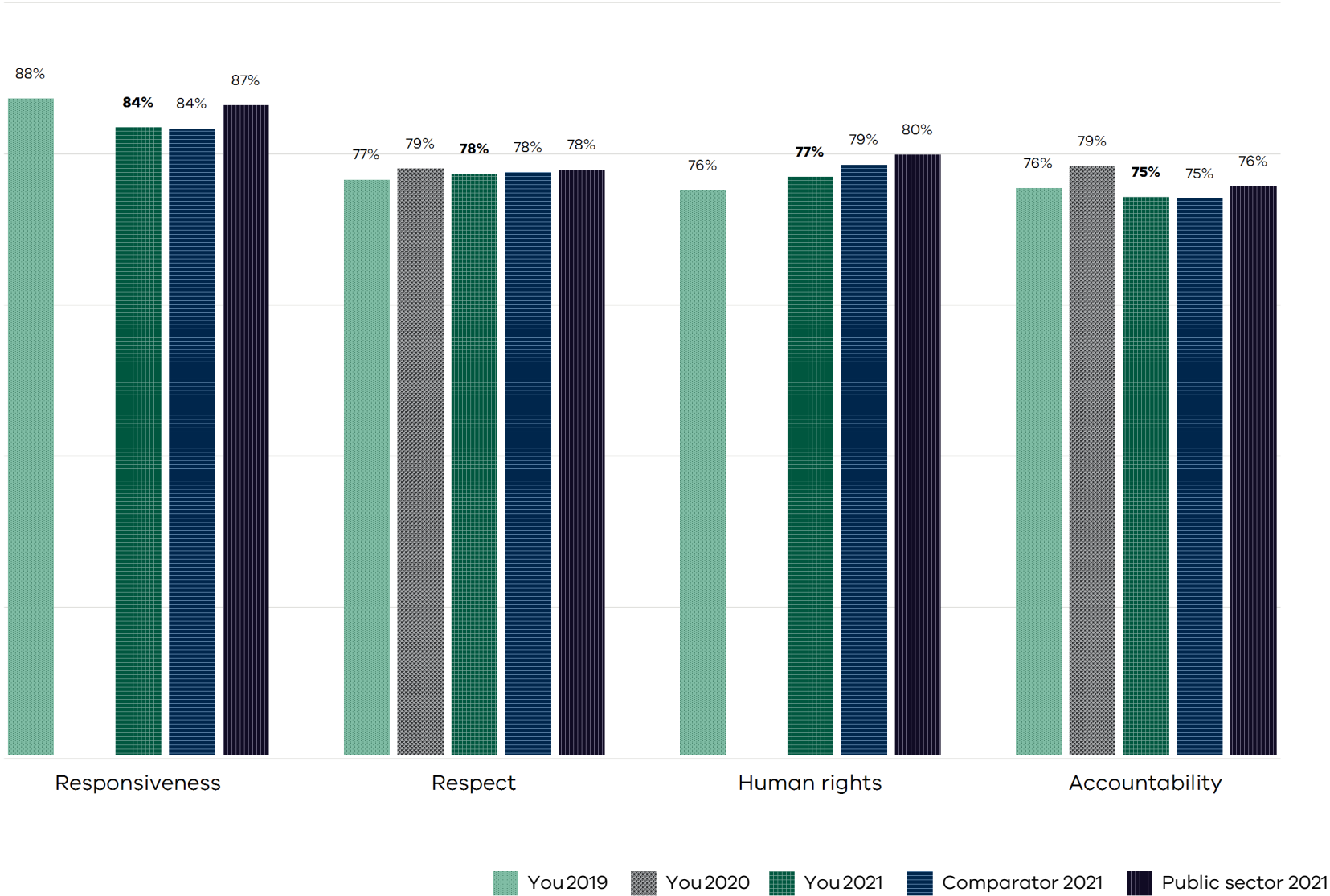
Example

In 2021:

- 74% of your staff who did the survey responded positively to questions about Leadership , which is up 1% in 2019.

Compared to:

- 70% of staff at your comparator and 73% of staff across the public sector.

Leadership: You 2019 73%, You 2021 74%, Comparator 2021 70%, Public sector 2021 73%

Integrity: You 2019 70%, You 2021 70%, Comparator 2021 68%, Public sector 2021 70%

Impartiality: You 2019 72%, You 2021 67%, Comparator 2021 66%, Public sector 2021 68%

Legend: You 2019 | You 2020 | You 2021 | Comparator 2021 | Public sector 2021
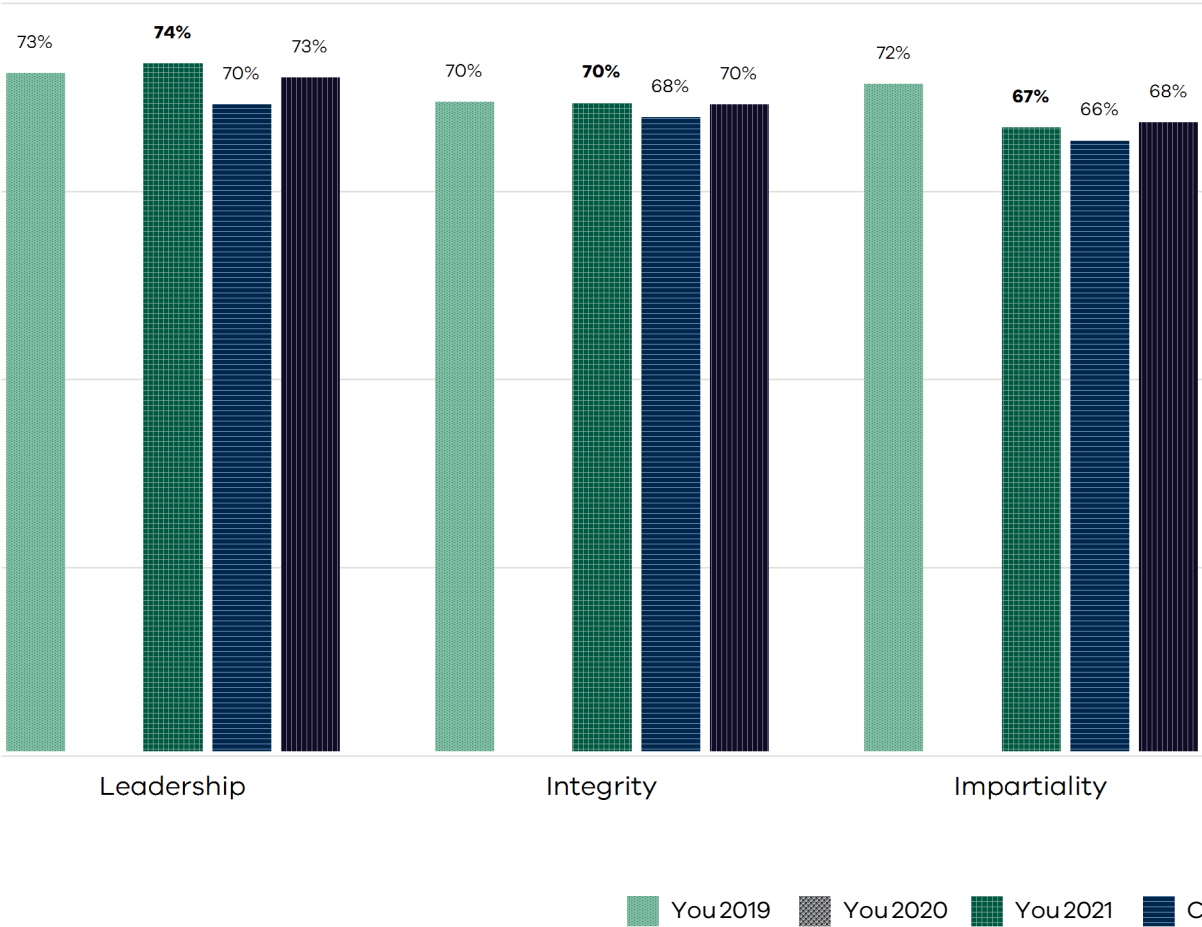
Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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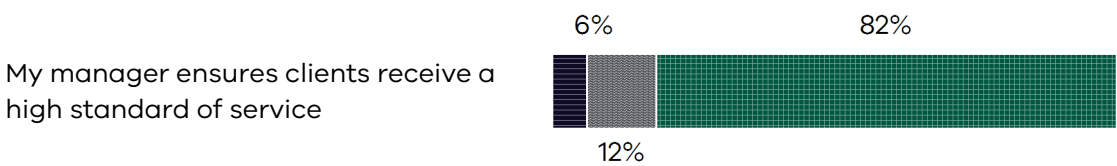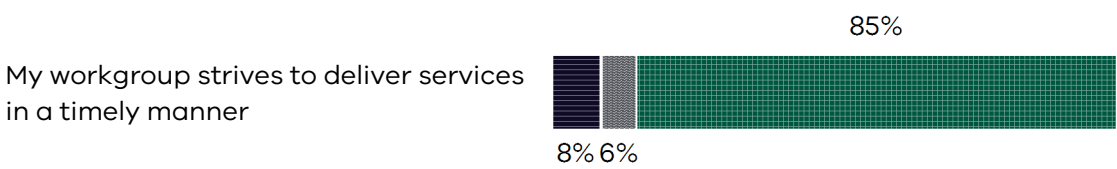
Example

85% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

Survey question	Your results						

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup strives to provide high quality advice and services	6% 8% 85%	91 %	Not asked	85 %	81 %	85 %	93 %
My workgroup strives to deliver services in a timely manner	8% 6% 85%	89 %	Not asked	85 %	81 %	85 %	90 %
My manager ensures clients receive a high standard of service	6% 12% 82%	83 %	Not asked	82 %	78 %	82 %	88 %

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.
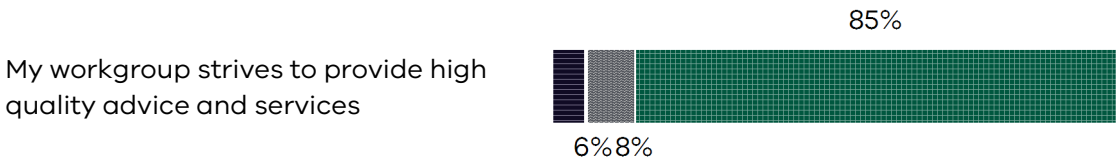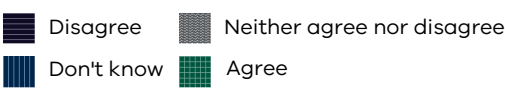
Example

83% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My manager demonstrates honesty and integrity	7% / 10% / 83%	83 %	Not asked	83 %	75 %	81 %	88 %
My organisation is committed to earning a high level of public trust	3% / 7% / 10% / 80%	78 %	Not asked	80 %	64 %	74 %	89 %
People in my workgroup are honest, open and transparent in their dealings	13% / 1% / 17% / 69%	73 %	Not asked	69 %	65 %	72 %	84 %
My organisation does not tolerate improper conduct	13% / 5% / 14% / 68%	64 %	Not asked	68 %	53 %	68 %	78 %

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

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.
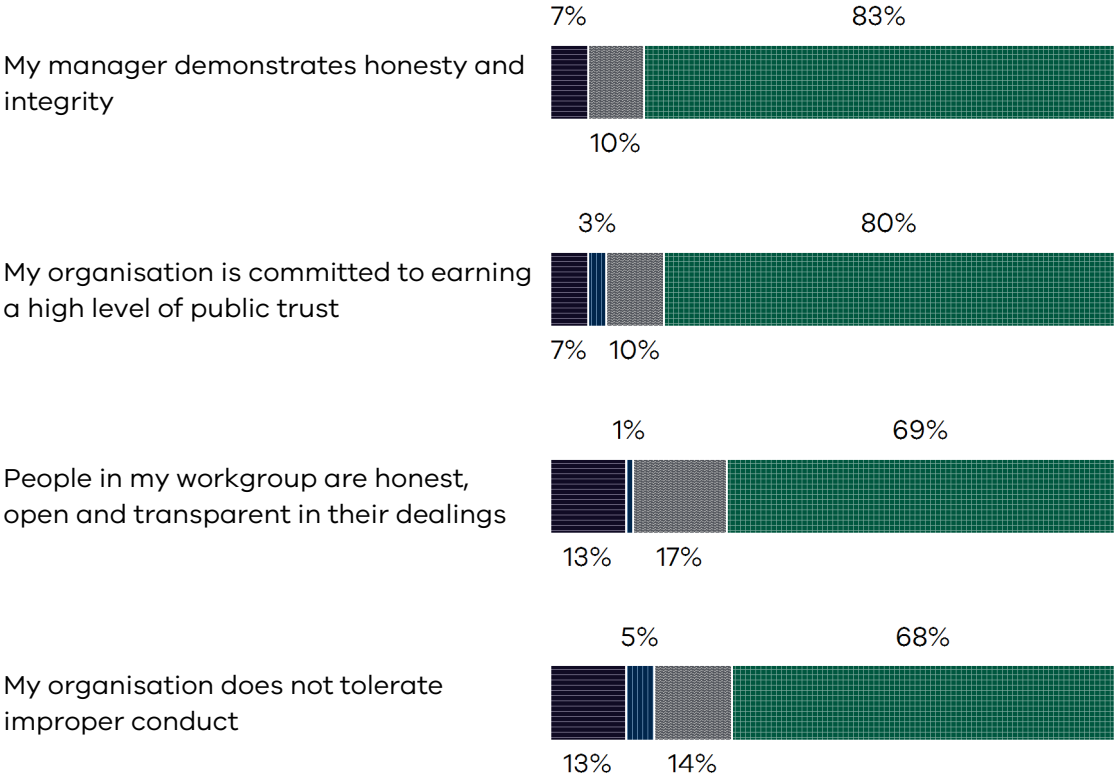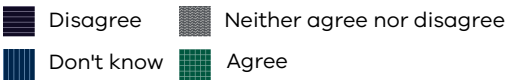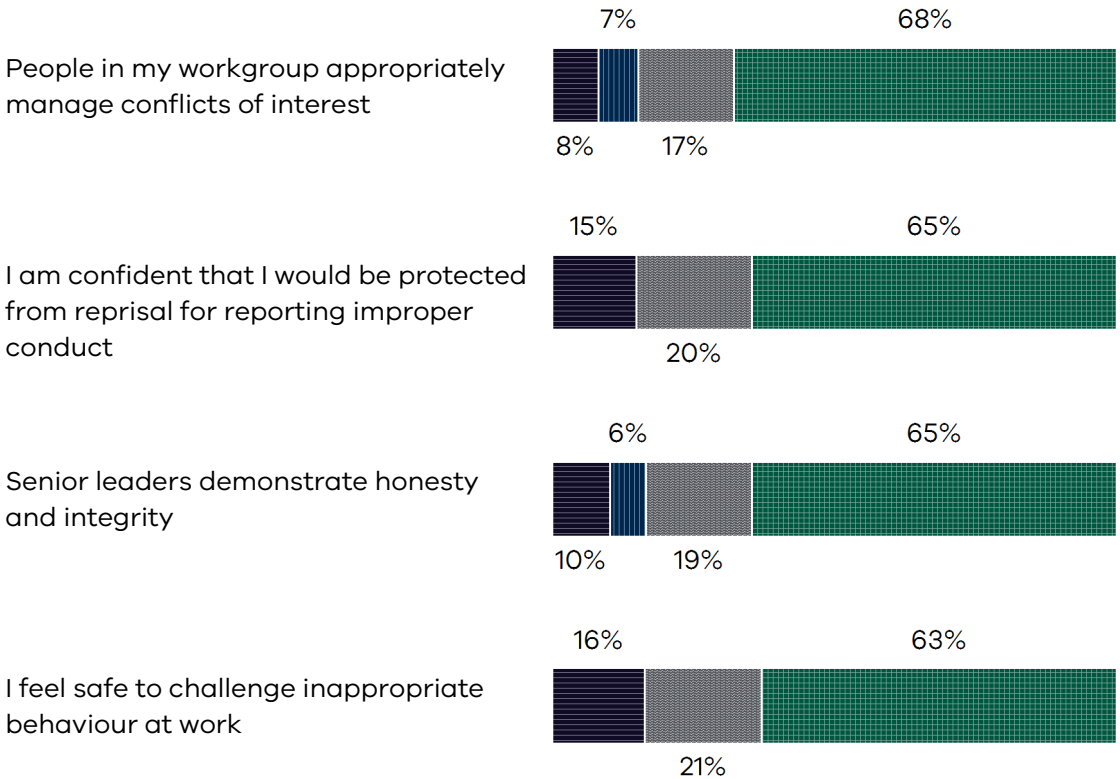
Example

68% of staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Survey question	Your results	Benchmark agree results

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup appropriately manage conflicts of interest	7% / 68% / 8% / 17%	68 %	Not asked	68 %	63 %	67 %	82 %
I am confident that I would be protected from reprisal for reporting improper conduct	15% / 65% / 20%	57 %	Not asked	65 %	51 %	61 %	69 %
Senior leaders demonstrate honesty and integrity	6% / 65% / 10% / 19%	67 %	Not asked	65 %	47 %	60 %	73 %
I feel safe to challenge inappropriate behaviour at work	16% / 63% / 21%	Not asked	Not asked	63 %	57 %	63 %	67 %

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.
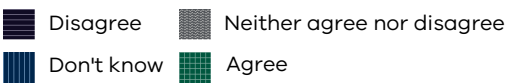
Example

73% of staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.
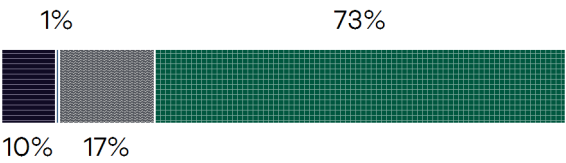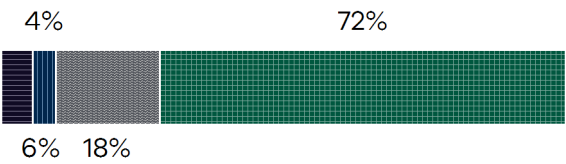
Survey question	Your results	Benchmark agree results

Legend: ■ Disagree ■ Don't know ▦ Neither agree nor disagree ▦ Agree
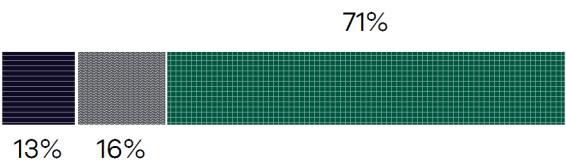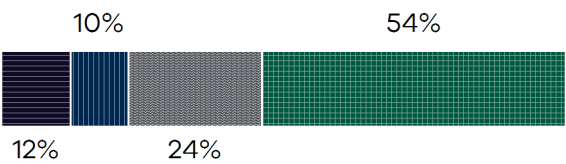
Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup places a priority on acting fairly and without bias	Disagree 10%, Neither 17%, Agree 73%, Don't know 1%	81 %	Not asked	73 %	69 %	73 %	83 %
People in my workgroup are politically impartial in their work	Disagree 6%, Don't know 4%, Neither 18%, Agree 72%	71 %	Not asked	72 %	62 %	71 %	81 %
My workgroup focuses on making decisions informed by all relevant facts	Disagree 13%, Neither 16%, Agree 71%	83 %	Not asked	71 %	68 %	70 %	83 %
My organisation makes fair recruitment and promotion decisions, based on merit	Disagree 12%, Don't know 10%, Neither 24%, Agree 54%	53 %	Not asked	54 %	39 %	49 %	58 %

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

89% 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 |

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

Survey question	2019	You 2020	2021	Comparator Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose (6% / 89% / 6%)	93 %	89 %	89 %	84 %	89 %	94 %
I clearly understand what I am expected to do in this job (11% / 75% / 14%)	79 %	80 %	75 %	73 %	78 %	82 %
My workgroup strives to make the best use of its resources (1% / 74% / 13% / 12%)	86 %	Not asked	74 %	74 %	78 %	84 %
My workgroup has clear lines of responsibility (70% / 17% / 12%)	65 %	Not asked	70 %	66 %	71 %	78 %

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.

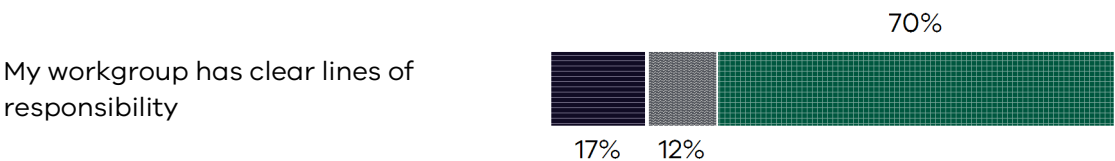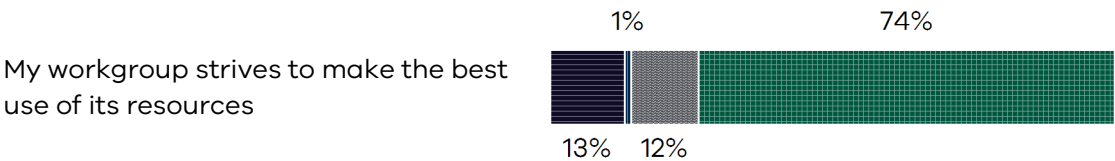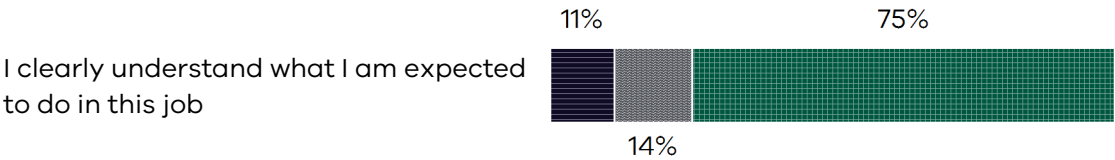Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
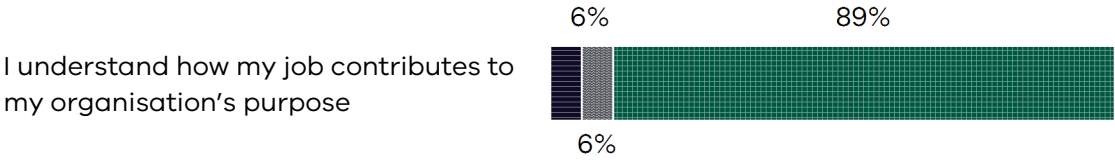
Example

66% 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

3%   66%

14%   17%

Benchmark agree results

	You			Comparator		
2019	2020	2021	Lowest	Average	Highest
57 %	68 %	66 %	44 %	57 %	71 %

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.
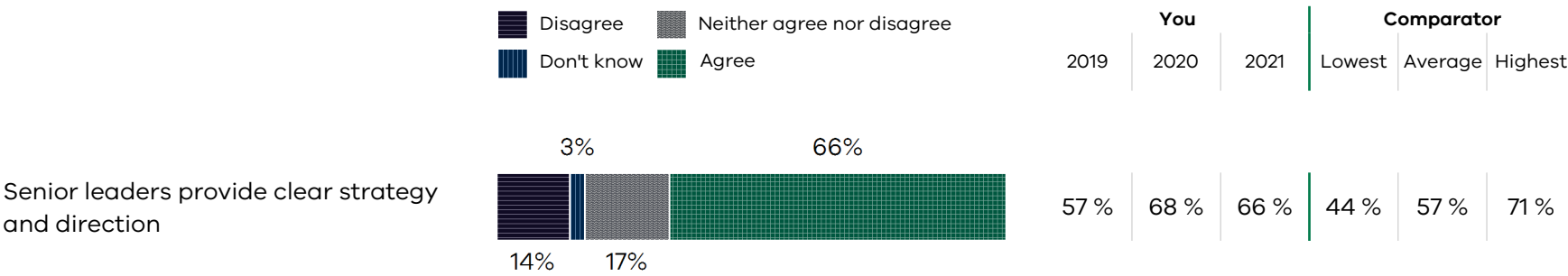
Example

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

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My manager treats employees with dignity and respect	7% 86% / 8%	85 %	Not asked	86 %	79 %	84 %	90 %
People in my workgroup treat each other with respect	10% 82% / 8%	83 %	86 %	82 %	77 %	83 %	89 %
My manager listens to what I have to say	8% 81% / 11%	86 %	80 %	81 %	75 %	80 %	85 %
My organisation encourages respectful workplace behaviours	2% 81% / 7% 11%	81 %	Not asked	81 %	73 %	81 %	89 %

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

Public sector values

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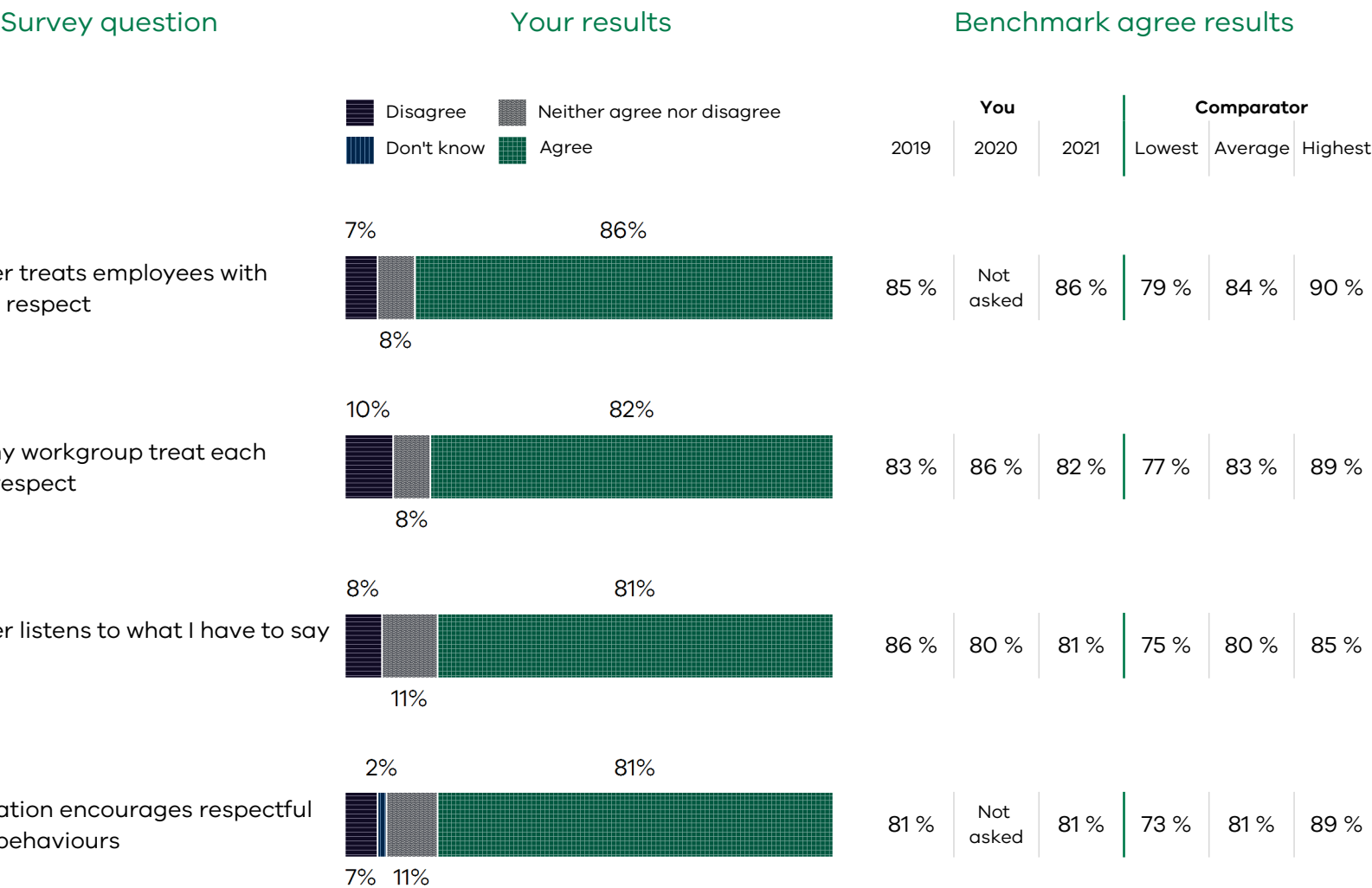
How to read this

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

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

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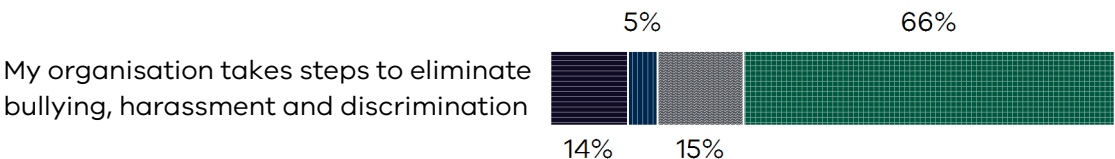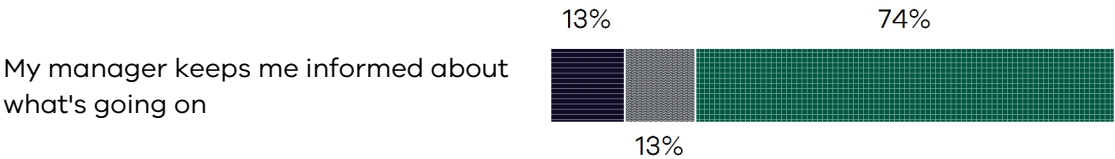
Example

75% of 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		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes	Disagree 8%, Don't know 1%, Neither agree nor disagree 16%, Agree 75%	76 %	Not asked	75 %	73 %	78 %	87 %
My manager keeps me informed about what's going on	Disagree 13%, Neither agree nor disagree 13%, Agree 74%	66 %	70 %	74 %	68 %	74 %	80 %
My organisation takes steps to eliminate bullying, harassment and discrimination	Disagree 14%, Don't know 5%, Neither agree nor disagree 15%, Agree 66%	63 %	Not asked	66 %	55 %	68 %	82 %

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

Public sector values

Leadership

What this is

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

Why this is important

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

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

How to read this

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

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

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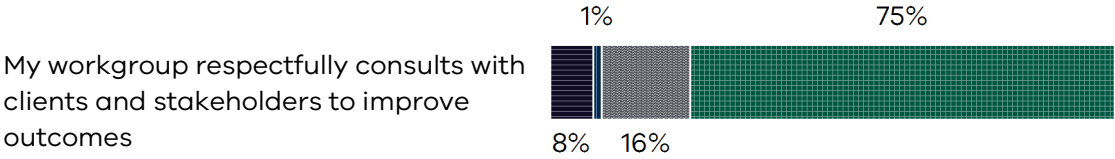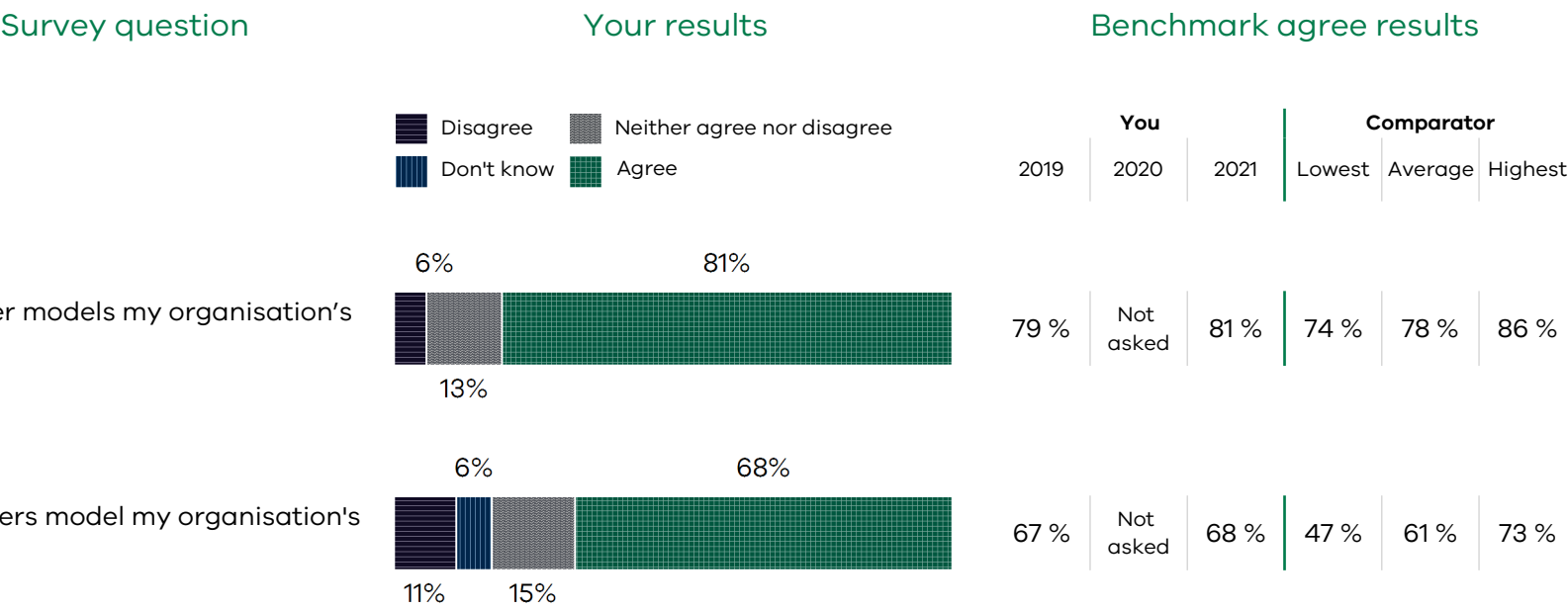
Example

81% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question | Your results | Benchmark agree results

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

Survey question		You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My manager models my organisation's values	79 %	Not asked	81 %	74 %	78 %	86 %
Senior leaders model my organisation's values	67 %	Not asked	68 %	47 %	61 %	73 %

My manager models my organisation's values: Disagree 6%, Neither agree nor disagree 13%, Agree 81%

Senior leaders model my organisation's values: Disagree 6%, Don't know 11%, Neither agree nor disagree 15%, Agree 68%

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.
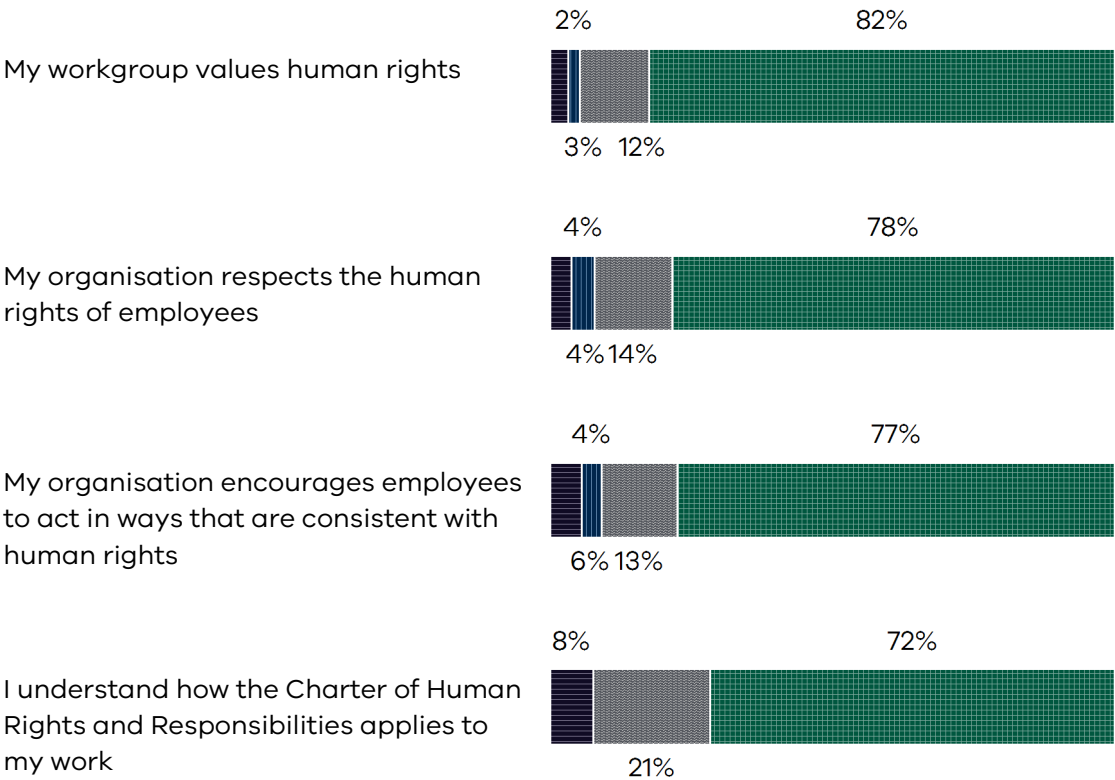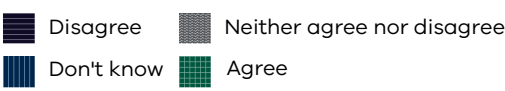
Example

82% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

Survey question	Your results	Benchmark agree results					

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

Survey question	Your results	2019	You 2020	2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup values human rights	2% / 3% / 12% / 82%	83 %	Not asked	82 %	79 %	85 %	93 %
My organisation respects the human rights of employees	4% / 4% / 14% / 78%	78 %	Not asked	78 %	71 %	79 %	87 %
My organisation encourages employees to act in ways that are consistent with human rights	4% / 6% / 13% / 77%	76 %	Not asked	77 %	73 %	80 %	91 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	8% / 21% / 72%	65 %	Not asked	72 %	63 %	73 %	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
- Categories

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

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Age	(n)	%
15-34 years	**43**	13%
35-54 years	**182**	53%
55+ years	**79**	23%
Prefer not to say	**38**	11%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	**12**	4%
No	**304**	89%
Prefer not to say	**26**	8%

Highest level of formal education	(n)	%
Doctoral Degree level	**3**	1%
Master Degree level	**29**	8%
Graduate Diploma or Graduate Certificate level	**35**	10%
Bachelor Degree level incl. honours degrees	**65**	19%
Advanced Diploma or Diploma level	**89**	26%
Certificate III or IV level	**66**	19%
Year 12 or equivalent (VCE/Leaving certificate)	**14**	4%
Certificate I or II level	**1**	0%
Lower than Certificate I or equivalent	**1**	0%
Prefer not to say	**39**	11%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**3**	1%
Non Aboriginal and/or Torres Strait Islander	**311**	91%
Prefer not to say	**28**	8%

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.

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Do you identify as a person with a disability?

	(n)	%
Yes	**23**	7%
No	**282**	82%
Prefer not to say	**37**	11%

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

	(n)	%
Yes	**13**	57%
No	**9**	39%
Prefer not to say	**1**	4%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?

	(n)	%
I do not require any adjustments to be made to perform my role	**3**	33%
I feel that sharing my disability information will reflect negatively on me	**3**	33%
My disability does not impact on my ability to perform my role	**2**	22%
Other	**1**	11%

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

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How would you describe your gender?	(n)	%
Woman	**202**	59%
Man	**97**	28%
Prefer not to say	**38**	11%
Non-binary and I use a different term	**5**	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	**1**	0%
No	**304**	89%
Prefer not to say	**37**	11%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	**1**	0%
No	**297**	87%
Don't know	**10**	3%
Prefer not to say	**34**	10%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	**288**	84%
Prefer not to say	**39**	11%
Bisexual	**6**	2%
I use a different term	**4**	1%
Gay or lesbian	**2**	1%
Pansexual	**1**	0%
Asexual	**1**	0%
Don't know	**1**	0%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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Country of birth	(n)	%
Born in Australia	**295**	86%
Not born in Australia	**25**	7%
Prefer not to say	**22**	6%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	**16**	64%
2 to less than 5 years ago	**1**	4%
5 to less than 10 years ago	**2**	8%
10 to less than 20 years ago	**6**	24%

Language other than English spoken with family or community	(n)	%
Yes	**15**	4%
No	**305**	89%
Prefer not to say	**22**	6%

Demographics

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If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Other	**4**	27%
Italian	**3**	20%
Filipino	**2**	13%
Greek	**2**	13%
Hindi	**2**	13%
Punjabi	**2**	13%
Tagalog	**2**	13%
Urdu	**1**	7%

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.

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Cultural identity	(n)	%
Australian	293	86%
English, Irish, Scottish and/or Welsh	35	10%
Prefer not to say	25	7%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	14	4%
Aboriginal and/or Torres Strait Islander	4	1%
New Zealander	3	1%
East and/or South-East Asian	3	1%
South Asian	2	1%
North American	1	0%
Other	1	0%
Maori	1	0%

Religion	(n)	%
No religion	174	51%
Christianity	98	29%
Prefer not to say	45	13%
Other	19	6%
Buddhism	3	1%
Hinduism	1	0%
Islam	1	0%
Judaism	1	0%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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Working arrangement	(n)	%
Full-Time	**234**	68%
Part-Time	**108**	32%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	**87**	27%
$65k to $95k	**140**	43%
$95k to $125k	**54**	17%
$125k or more	**11**	3%
Prefer not to say	**31**	10%

Organisational tenure	(n)	%
<1 year	**61**	18%
1 to less than 2 years	**52**	15%
2 to less than 5 years	**111**	32%
5 to less than 10 years	**47**	14%
10 to less than 20 years	**48**	14%
More than 20 years	**23**	7%

Management responsibility	(n)	%
Non-manager	**283**	83%
Other manager	**42**	12%
Manager of other manager(s)	**17**	5%

Employment type	(n)	%
Ongoing and executive	**266**	78%
Fixed term	**57**	17%
Other	**19**	6%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	**276**	81%
I have moved to a different role within my organisation (including acting roles)	**45**	13%
I have moved to my role from outside the Victorian public sector	**13**	4%
I have moved to my role from a different Victorian public sector organisation	**8**	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

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Primary workplace location over the last 3 months	(n)	%
Latrobe	**170**	50%
Other city or town	**160**	47%
Melbourne: Suburbs	**7**	2%
Outside Victoria	**2**	1%
Melbourne CBD	**1**	0%
Shepparton	**1**	0%
Warrnambool	**1**	0%

Primary workplace type over the past 3 months*	(n)	%
A main office	**141**	41%
Home/private location	**109**	32%
A frontline or service delivery location (that is not a main office or home/private location)	**54**	16%
A hub/shared work space	**31**	9%
Other (please specify)	**7**	2%

Other workplace type over the past 3 months*	(n)	%
Home/private location	**215**	63%
A main office	**107**	31%
A frontline or service delivery location (that is not a main office or home/private location)	**37**	11%
No, I have not worked from any other locations	**35**	10%
A hub/shared work space	**23**	7%
Other	**10**	3%

Victorian Public Sector Commission

VICTORIA State Government

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

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Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	**236**	69%
Flexible working arrangements	**84**	25%
Physical modifications or improvements to the workplace	**17**	5%
Job redesign or role sharing	**7**	2%
Career development support strategies	**7**	2%
Accessible communications technologies	**3**	1%
Other	**3**	1%

Why did you make this request?*	(n)	%
Work-life balance	**57**	54%
Health	**28**	26%
Family responsibilities	**22**	21%
Caring responsibilities	**21**	20%
Other	**13**	12%
Study commitments	**8**	8%
Disability	**5**	5%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	**65**	61%
The adjustments I needed were not made	**31**	29%
The adjustments I needed were made but the process was unsatisfactory	**10**	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:

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Caring responsibility	(n)	%
None of the above	**111**	32%
Secondary school aged child(ren)	**74**	22%
Primary school aged child(ren)	**66**	19%
Frail or aged person(s)	**49**	14%
Prefer not to say	**39**	11%
Person(s) with a mental illness	**29**	8%
Child(ren) - younger than preschool age	**27**	8%
Preschool aged child(ren)	**21**	6%
Person(s) with a medical condition	**21**	6%
Person(s) with disability	**17**	5%
Other	**12**	4%

Demographics

Employment categories

What is this

This shows how many people in each employee category responded to the survey.

Why this is important

This helps you assess how representative of your organisation your survey was.

How to read this

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

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

How we protect anonymity and privacy

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Which of the following categories best describes your current position?	(n)	%
Vocational education teacher	**125**	37%
Clerical and administrative worker	**99**	29%
ESL teacher	**2**	1%
Other	**115**	34%

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