

People matter survey 2021

Have your say

Report overview

About your report

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

Report contents

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

Comparing data in this report

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

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

Rounding of percentages

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

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

Survey questions and definitions

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

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People matter

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- Lowest scoring
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- Taking action questions

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- Senior leadership questions

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Demographics

- Age, defence force and education
- Aboriginal and/or Torres Strait Islander
- Disability
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- Cultural diversity
- Employment
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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.

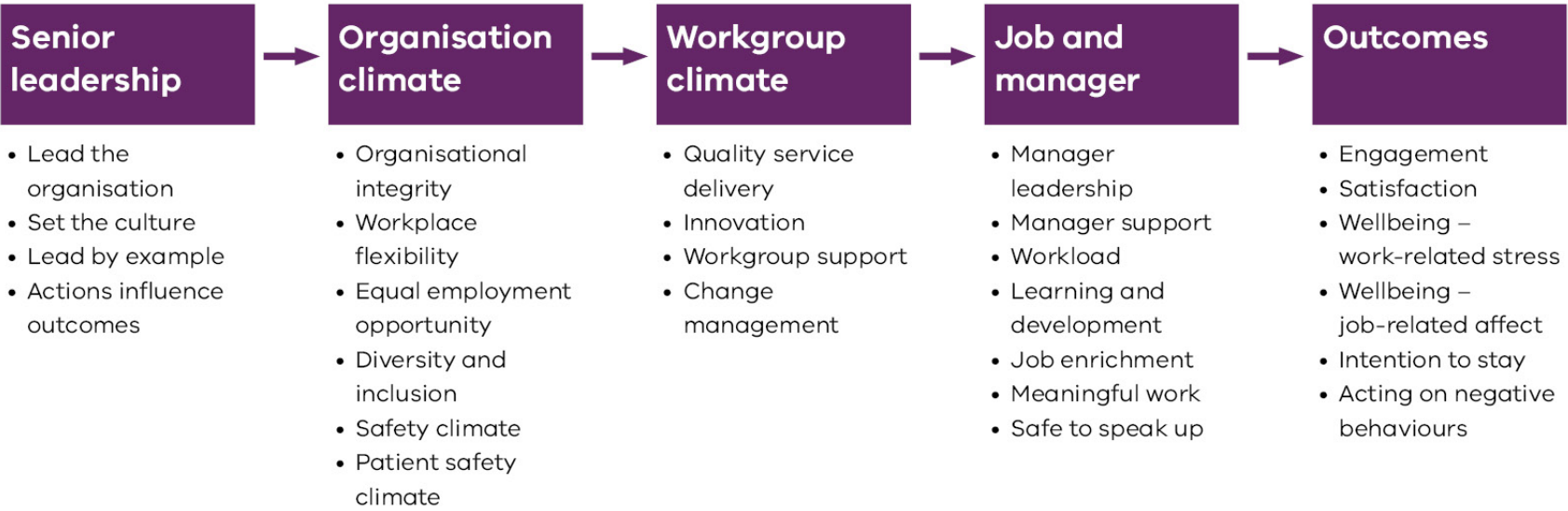
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

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.



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



Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Australian Centre for the Moving Image

Film Victoria

Geelong Performing Arts Centre Trust

Melbourne Recital Centre

Shrine of Remembrance Trust

State Library of Victoria

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2020

52%
(233)

Comparator 64%
Public Sector 49%

2021

37%
(153)

Comparator 49%
Public Sector 39%



People matter

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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

66

Comparator 71
Public Sector 68

2021

68

Comparator 76
Public Sector 70

People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 68.

Why this is important

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

How to read this

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

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

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

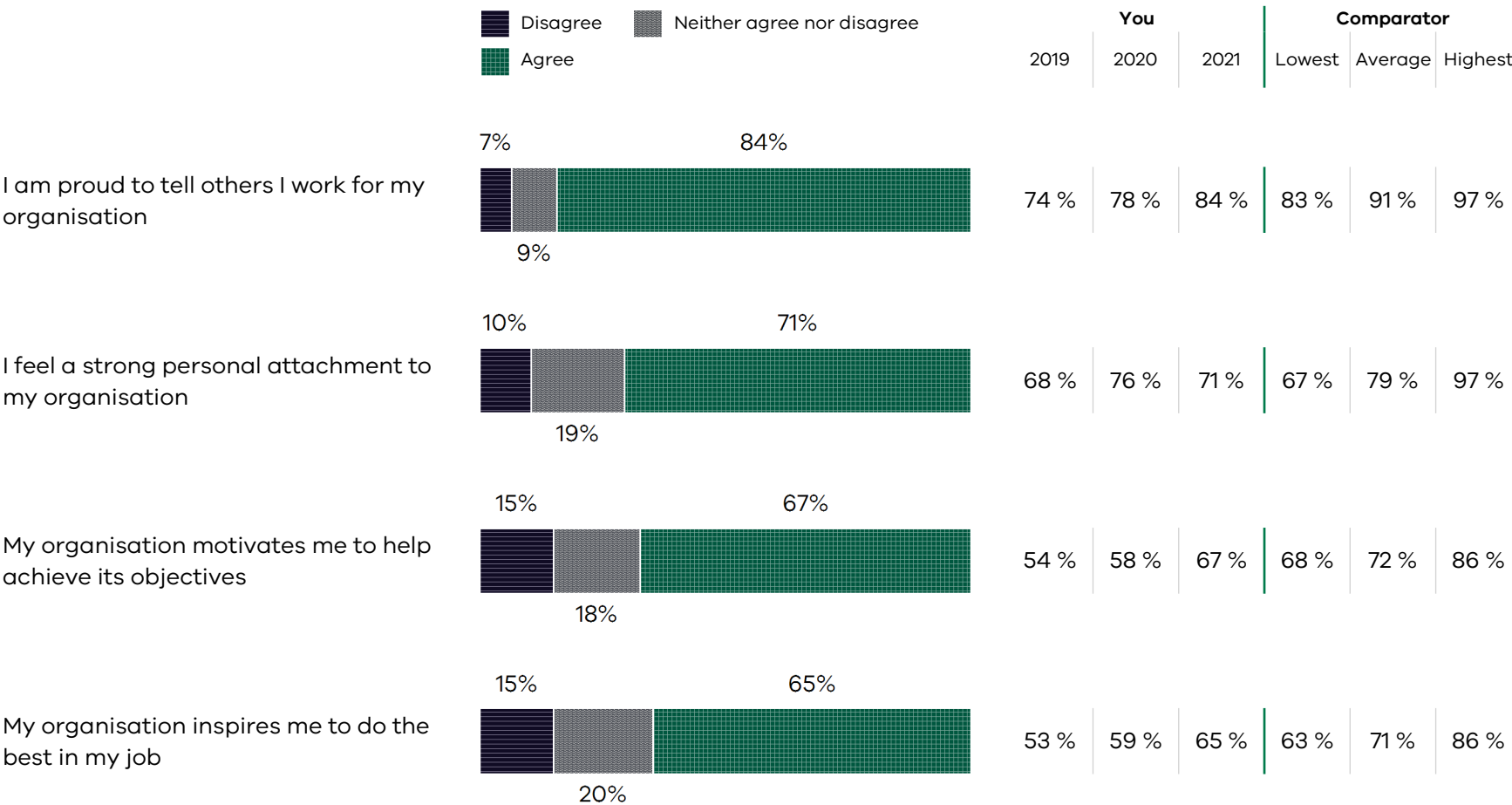
Example

84% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Survey question

Your results

Benchmark agree results



People outcomes

Engagement question results 2 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 68.

Why this is important

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

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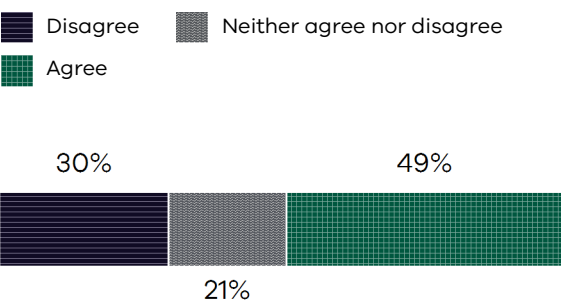
Example

49% of your staff who did the survey agreed or strongly agreed with 'I would recommend my organisation as a good place to work'.

Survey question

I would recommend my organisation as a good place to work

Your results



Benchmark agree results

You			Comparator		
2019	2020	2021	Lowest	Average	Highest
35 %	50 %	49 %	69 %	78 %	96 %

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.

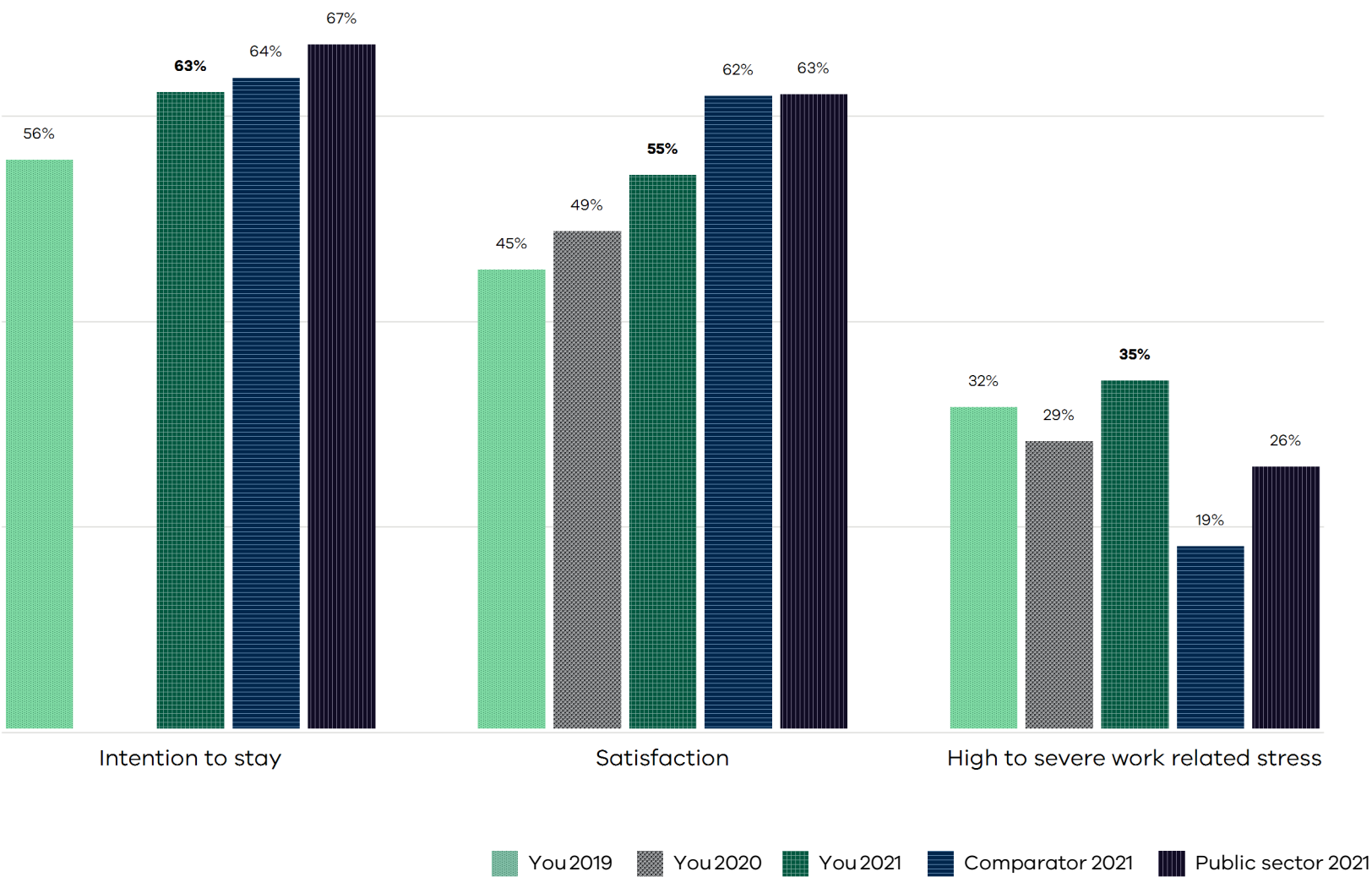
Example

In 2021:

- 63% of your staff who did the survey responded positively to questions about Intention to stay.

Compared to:

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



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

73% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

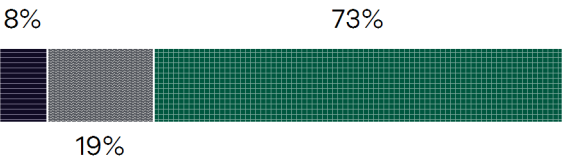
Survey question

Your results

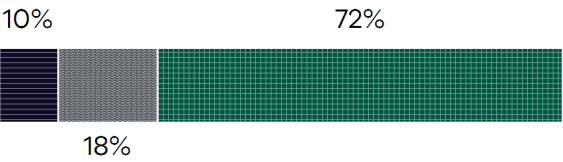
Benchmark agree results



I enjoy the work in my current job



I get a sense of accomplishment from my work



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
72 %	Not asked	73 %	77 %	81 %	88 %
71 %	Not asked	72 %	77 %	79 %	86 %

People outcomes

Satisfaction question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

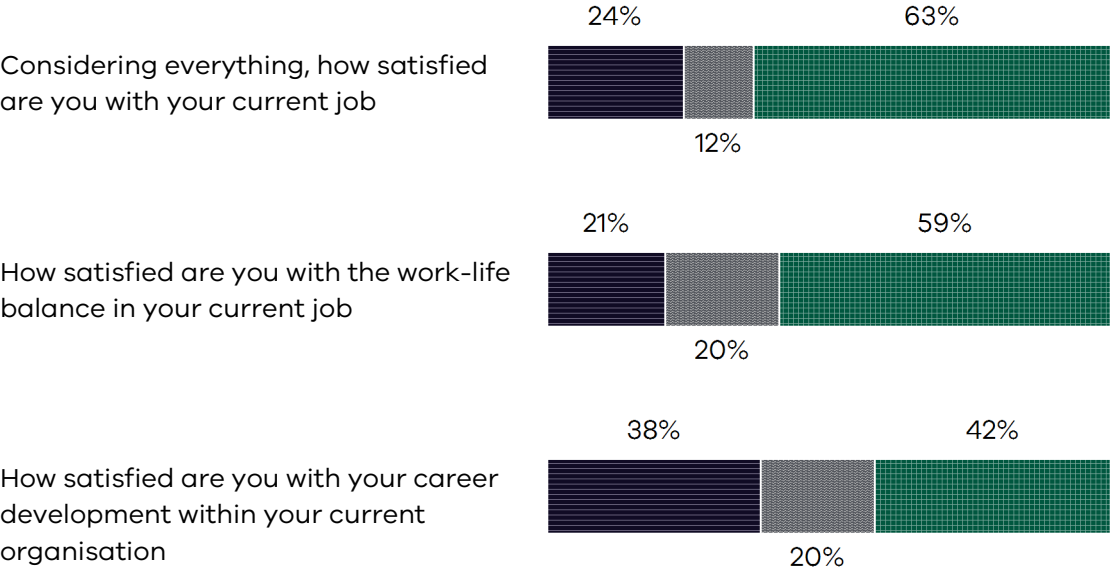
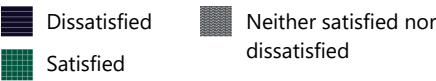
Example

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

Survey question

Your results

Benchmark satisfied results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
53 %	62 %	63 %	63 %	71 %	79 %
45 %	48 %	59 %	59 %	68 %	77 %
39 %	38 %	42 %	33 %	48 %	58 %

People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

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

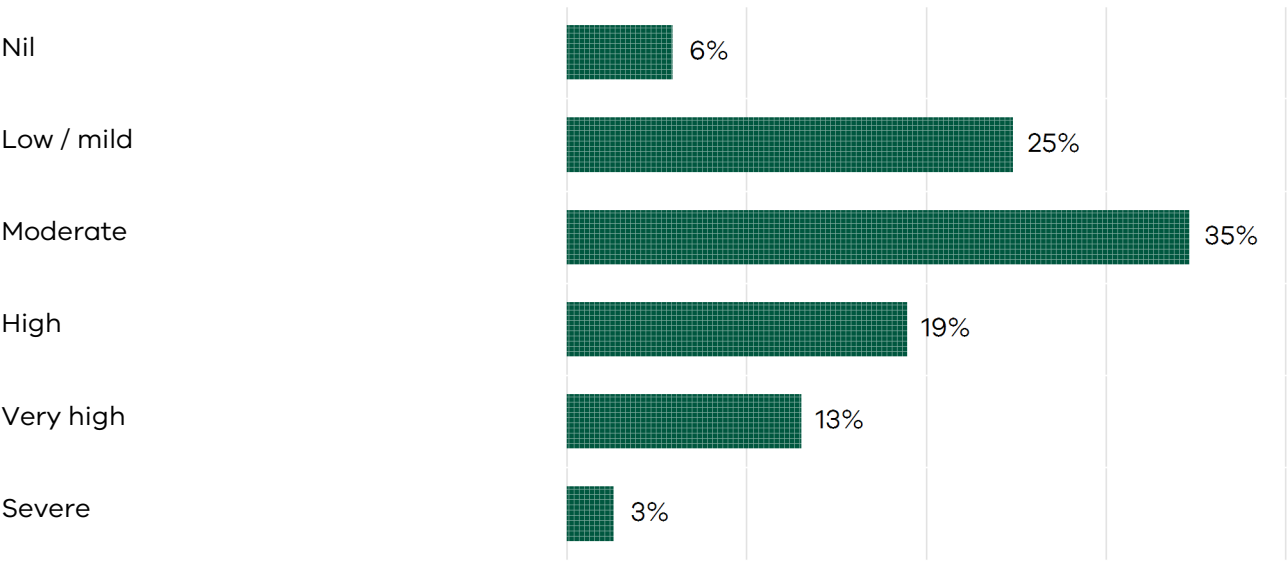
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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

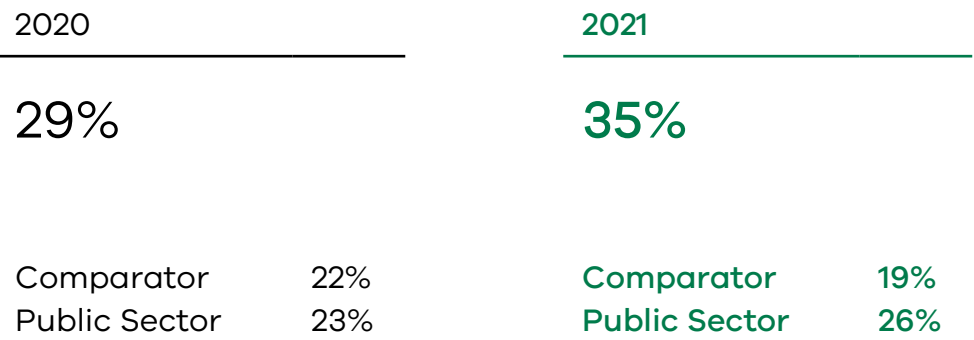
Example

35% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 19% of staff in your comparator group and 26% of staff across the public sector.

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



Reported levels of high to severe stress



People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

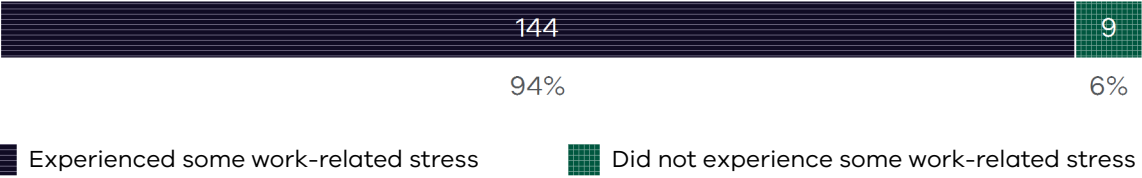
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

Example

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

Of that 94%, 54% said the top reason was 'Time pressure'.



Of those that experienced work related stress it was from ...	You 2020	You 2021	Comparator 2021	Public sector 2021
Time pressure	40%	54%	34%	42%
Workload	39%	52%	41%	51%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	16%	22%	10%	12%
Management of work (e.g. supervision, training, information, support)	18%	21%	16%	13%
Unclear job expectations	16%	19%	12%	11%
Other changes due to COVID-19	16%	13%	22%	15%
Job security	23%	13%	12%	9%
Ability to choose how my work is done	7%	9%	4%	5%
Incivility, bullying, harassment or discrimination	7%	8%	5%	7%
Work schedule or hours	4%	8%	5%	8%

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.

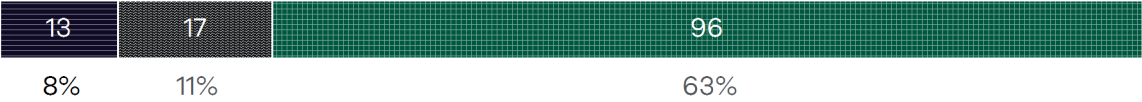
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

Example

20% of your staff who did the survey said they intended to leave.

Of that 20%, 87% said it was from 'Limited future career opportunities at my organisation'.

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



Leaving your organisation Leaving the sector Staying

Of those who indicated they're leaving your organisation (including leaving the sector) it was for ...	You 2021	Comparator 2021	Public sector 2021
Limited future career opportunities at my organisation	87%	66%	42%
Limited opportunities to gain further experience at my organisation	70%	55%	33%
Limited recognition for doing a good job	63%	28%	32%
Better remuneration	57%	46%	26%
Limited involvement in decisions affecting my job and career	53%	24%	20%
Limited developmental/educational opportunities at my organisation	50%	38%	24%
Opportunity to broaden experience	50%	60%	40%
Opportunity to seek/take a promotion elsewhere	50%	45%	33%
Lack of confidence in senior leadership	47%	26%	34%
Excessive workload	43%	23%	25%

People outcomes

Scorecard: emotional effects of work

What this is

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

Why this is important

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

How to read this

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

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

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

Example

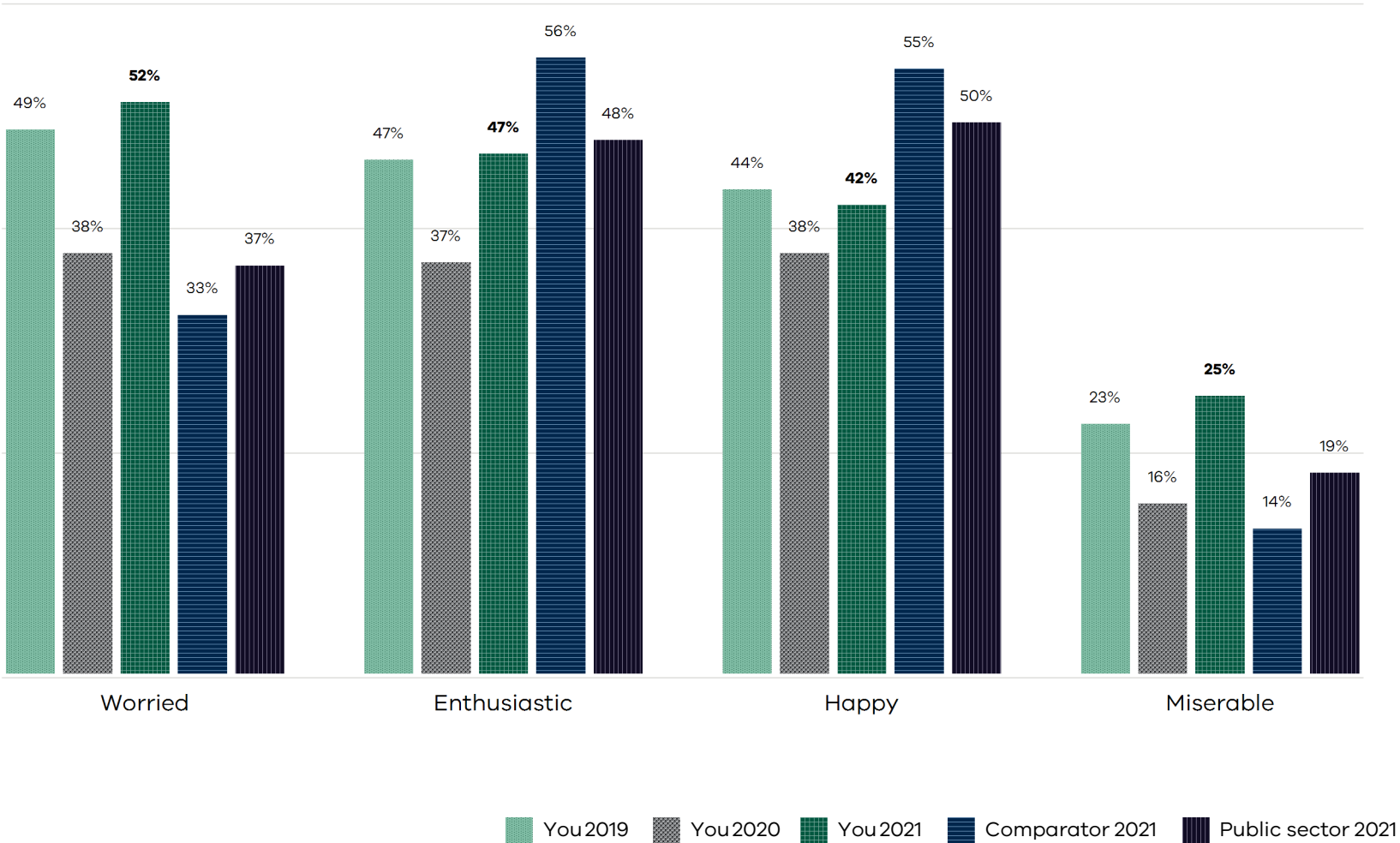
In 2021:

- 42% of your staff who did the survey said work made them feel happy in 2021, which is up from 38% in 2020

Compared to:

- 55% of staff at your comparator and 50% of staff across the public sector.

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



People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

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

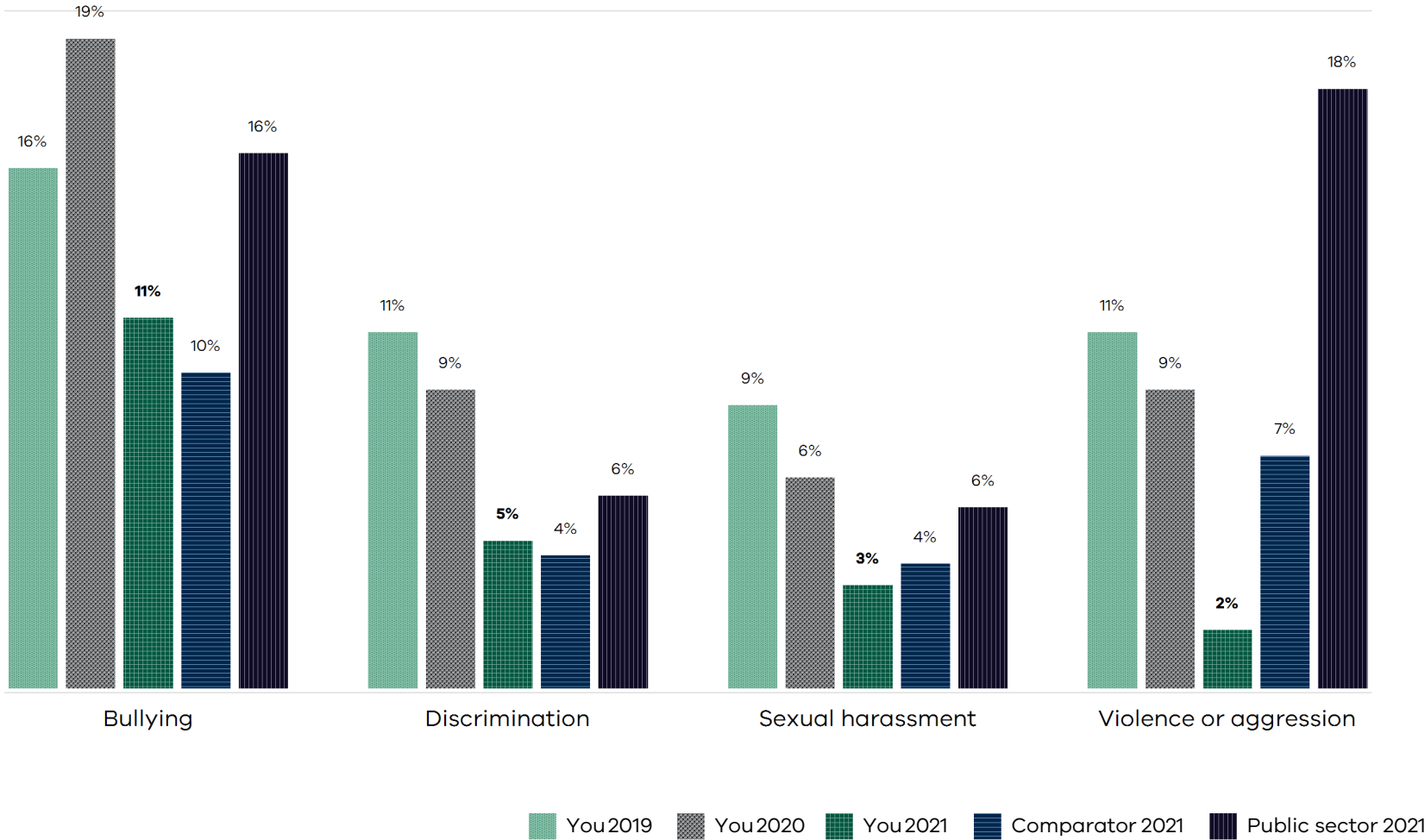
Example

In 2021:

- 11% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is down from 19% in 2020.

Compared to:

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



People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

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

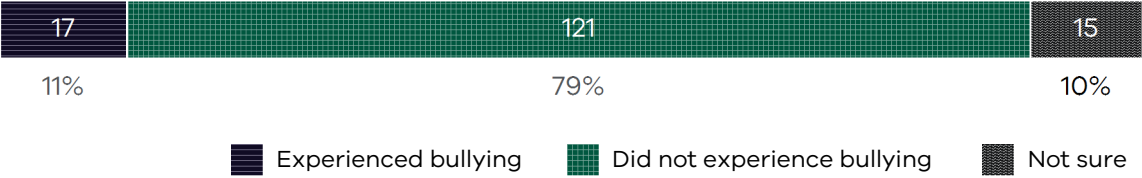
In descending order, the table shows the answers.

Example

11% of your staff who did the survey said they experienced bullying.

Of that 11%, 65% said the top type was 'Exclusion or isolation'.

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



If you experienced bullying, what type of bullying did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Exclusion or isolation	60%	65%	31%	42%
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	71%	65%	72%	69%
Withholding essential information for me to do my job	42%	41%	26%	27%
Being assigned meaningless tasks unrelated to the job	27%	29%	15%	13%
Being given impossible assignment(s)	22%	18%	8%	9%
Other	11%	18%	3%	15%
Intimidation and/or threats	29%	12%	28%	32%
Verbal abuse	16%	6%	23%	20%

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.

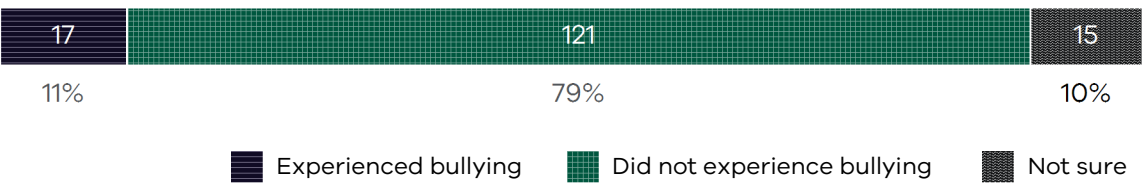
In descending order, the table shows the answers.

Example

11% of your staff who did the survey said they experienced bullying, of which

- 41% said the top way they reported the bullying was 'Told a manager'.
- 100% said they didn't submit a formal complaint.

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



Did you tell anyone about the bullying?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a manager	36%	41%	62%	47%
Told a colleague	49%	35%	36%	42%
Told a friend or family member	44%	29%	23%	34%
I did not tell anyone about the bullying	22%	18%	5%	12%
Told Human Resources	33%	18%	18%	12%
Told the person the behaviour was not OK	0%	18%	21%	17%
Told someone else	7%	12%	15%	12%

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

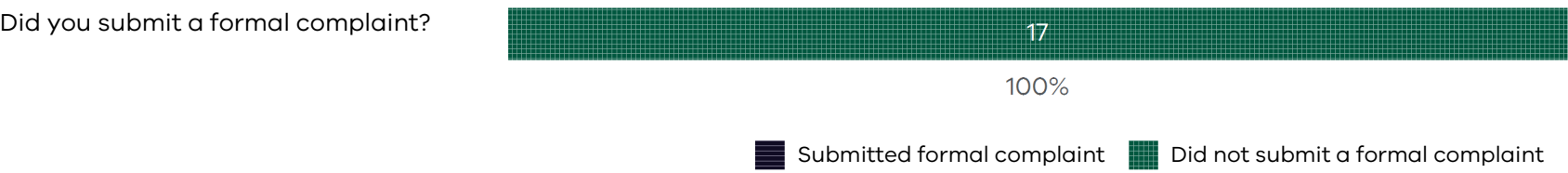
How to read this

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

Example

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

- 47% said the top reason was 'I believed there would be negative consequences for my career'.



Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my career	47%	31%	40%
I believed there would be negative consequences for my reputation	47%	51%	53%
I didn't think it would make a difference	47%	31%	50%
I didn't feel safe to report the incident	29%	9%	19%
I didn't think it was serious enough	24%	26%	16%
I didn't need to because I made the bullying stop	12%	17%	7%
I thought the complaint process would be embarrassing or difficult	12%	3%	14%
Other	12%	6%	12%
I believed there would be negative consequences for the person I was going to complain about	6%	11%	10%
I didn't know how to make a complaint	6%	6%	5%

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, 11% 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.

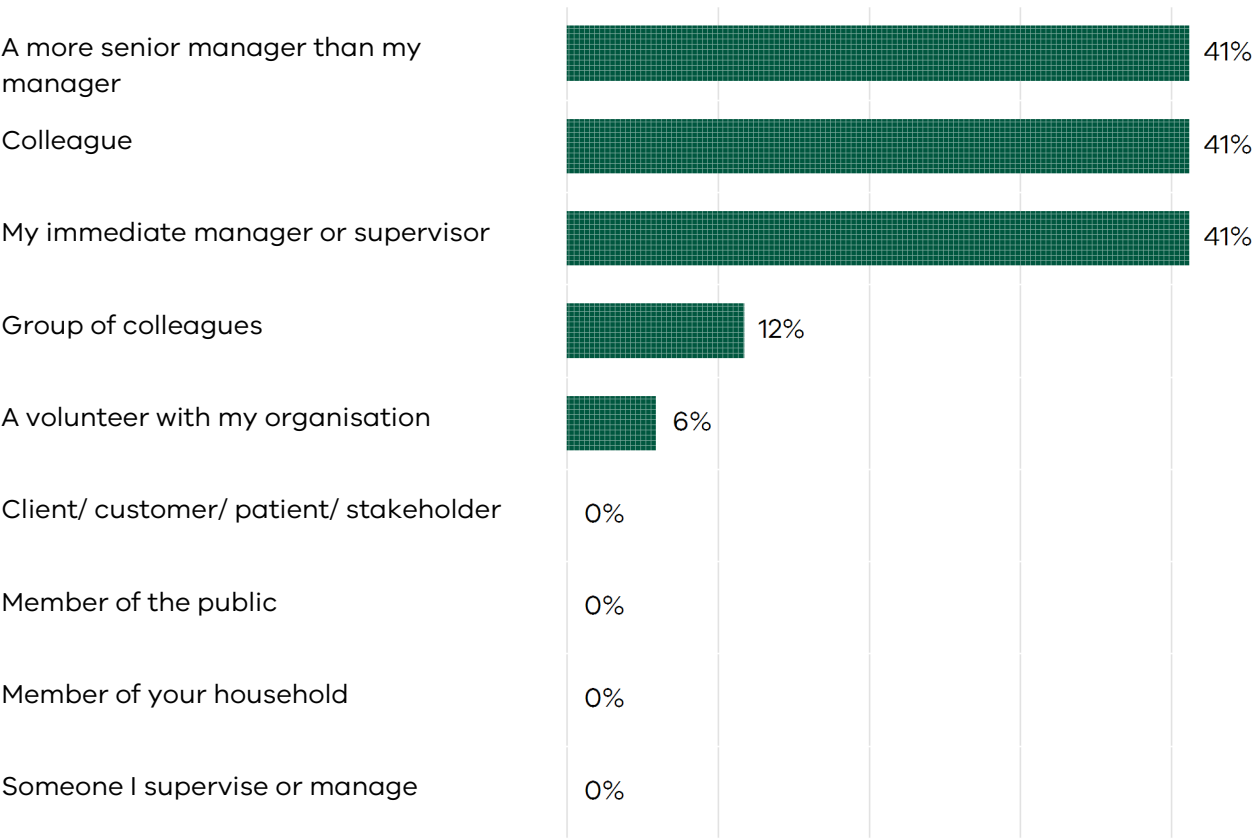
Each row is one perpetrator or group of perpetrators.

Example

11% of your staff who did the survey said they experienced bullying.

Of that 11%, 41% said it was by 'A more senior manager than my manager'.

17 people (11% of staff) experienced bullying (You2021)



People outcomes

Frequency of bullying

What this is

This is how often staff experienced bullying.

Why this is important

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

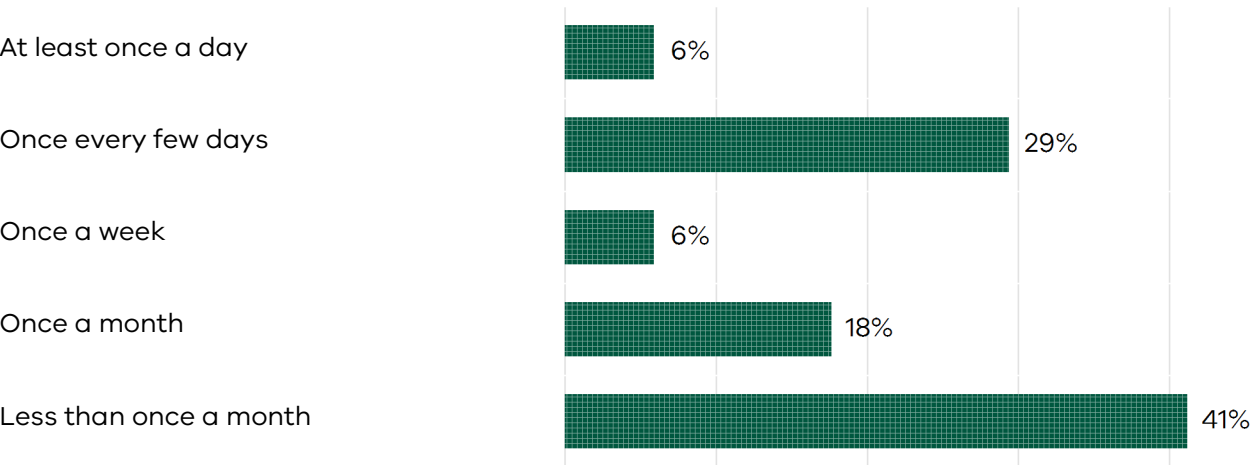
How to read this

In this year’s survey, 11% of your staff said they experienced bullying.
If they did, they could tell us how often they experienced this behaviour.

Example

11% of your staff who did the survey said they experienced bullying.
Of that 11%, 6% said it was 'At least once a day'.

How often have you experienced bullying? (You2021)



People outcomes

Sexual harassment

What this is

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

Why this is important

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

Why there is no data here

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

People outcomes

Discrimination

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Violence and aggression

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

Negative behaviour

Witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

29% of your staff who did the survey said they witnessed some negative behaviour at work.

71% said they witnessed No, I have not witnessed any of the situations above'.

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



During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	71%	85%	77%
Bullying of a colleague	21%	11%	16%
Discrimination against a colleague	16%	5%	8%
Violence or aggression against a colleague	4%	3%	6%
Sexual harassment of a colleague	1%	1%	1%

Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

The table shows the answers in descending order.

- Example**
- 29% of your staff who did the survey witnessed negative behaviour, of which:
- 75% said the top action they took was 'Spoke to the person who experienced the behaviour'.
 - 9% took no action.



When you witnessed the above behaviour(s), did you do any of the following?	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	75%	78%	72%
Told a manager	20%	25%	37%
Told the person the behaviour was not OK	16%	29%	25%
Told a colleague	14%	14%	21%
Took no action	9%	10%	7%
Spoke to the person who behaved in a negative way	5%	11%	22%
Other	2%	3%	7%

People matter

survey 2021

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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 93% of your staff agreed with 'I am able to work effectively with others in my workgroup'.

In the 'Change from 2020' column, you have a 6% 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 in my workgroup	93%	+6%	92%
Quality service delivery	My workgroup strives to deliver services in a timely manner	92%	Not asked in 2020	92%
Quality service delivery	My workgroup strives to provide high quality advice and services	92%	Not asked in 2020	91%
Job enrichment	I understand how my job contributes to my organisation's purpose	92%	-1%	92%
Manager leadership	My manager ensures clients receive a high standard of service	88%	Not asked in 2020	92%
Innovation	My workgroup respectfully consults with clients and stakeholders to improve outcomes	88%	Not asked in 2020	86%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	88%	+9%	89%
Engagement	I am proud to tell others I work for my organisation	84%	+6%	91%
Manager leadership	My manager works effectively with people from diverse backgrounds	83%	Not asked in 2020	89%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	83%	Not asked in 2020	81%

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 14% 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)	14%	Not asked in 2020	18%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	18%	Not asked in 2020	30%
Safety climate	All levels of my organisation are involved in the prevention of stress	23%	+4%	42%
Taking action	My organisation has taken positive action on the results of last year's survey	28%	Not asked in 2020	57%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	31%	-3%	58%
Learning and development	I feel I have an equal chance at promotion in my organisation	33%	Not asked in 2020	41%
Learning and development	My organisation places a high priority on the learning and development of staff	33%	Not asked in 2020	54%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	34%	Not asked in 2020	53%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	34%	Not asked in 2020	62%
Workplace flexibility	Having caring responsibilities is not a barrier to success in my organisation	35%	Not asked in 2020	59%

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 'Safety climate', the 'You 2021' column shows 44% of your staff agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.

In the 'Increase from 2020' column, you have a 12% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	44%	+12%	63%
Satisfaction	How satisfied are you with the work-life balance in your current job	59%	+11%	68%
Engagement	My organisation motivates me to help achieve its objectives	67%	+9%	72%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	88%	+9%	89%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	39%	+8%	56%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	60%	+6%	72%
Engagement	I am proud to tell others I work for my organisation	84%	+6%	91%
Workgroup support	I am able to work effectively with others in my workgroup	93%	+6%	92%
Workgroup support	Workgroups across my organisation willingly share information with each other	49%	+6%	57%
Engagement	My organisation inspires me to do the best in my job	65%	+5%	71%

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 'Engagement', the 'You 2021' column shows 71% of your staff agreed with 'I feel a strong personal attachment to my organisation'.

In the 'Decrease from 2020' column, you have a 5% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Engagement	I feel a strong personal attachment to my organisation	71%	-5%	79%
Meaningful work	I am achieving something important through my work	71%	-5%	77%
Job enrichment	My job allows me to utilise my skills, knowledge and abilities	71%	-5%	81%
Workload	I have enough time to do my job effectively	44%	-3%	59%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	46%	-3%	78%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	31%	-3%	58%
Job enrichment	I understand how my job contributes to my organisation's purpose	92%	-1%	92%
Engagement	I would recommend my organisation as a good place to work	49%	-1%	78%
Job enrichment	I clearly understand what I am expected to do in this job	78%	-1%	82%
Manager support	My manager listens to what I have to say	75%	-1%	87%

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 'Workgroup support', the 'You2021' column shows 76% of your staff agreed with 'People in my workgroup appropriately manage conflicts of interest'.

The 'difference' column, shows that agreement for this question was 7 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Workgroup support	People in my workgroup appropriately manage conflicts of interest	76%	+7%	69%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	73%	+6%	67%
Workgroup support	People in my workgroup are politically impartial in their work	76%	+3%	73%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	83%	+2%	81%
Innovation	My workgroup takes reasonable risks to improve its services	65%	+2%	63%
Innovation	My workgroup respectfully consults with clients and stakeholders to improve outcomes	88%	+1%	86%
Quality service delivery	My workgroup strives to provide high quality advice and services	92%	+1%	91%
Innovation	My workgroup is quick to respond to opportunities to do things better	76%	+1%	76%
Workgroup support	I am able to work effectively with others in my workgroup	93%	+0%	92%
Quality service delivery	My workgroup strives to deliver services in a timely manner	92%	+0%	92%

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 'Workplace flexibility', the 'You2021' column shows 46% of your staff agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.

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

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	46%	-32%	78%
Taking action	My organisation has taken positive action on the results of last year's survey	28%	-29%	57%
Engagement	I would recommend my organisation as a good place to work	49%	-29%	78%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	34%	-28%	62%
Equal employment opportunity	Gender is not a barrier to success in my organisation	57%	-28%	85%
Workplace flexibility	My organisation supports employees with family or other caring responsibilities, regardless of gender	52%	-28%	80%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	38%	-28%	66%
Taking action	I believe my organisation will take positive action on the results of this year's survey	35%	-27%	62%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	31%	-27%	58%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	61%	-26%	87%

People matter

survey 2021

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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

35% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

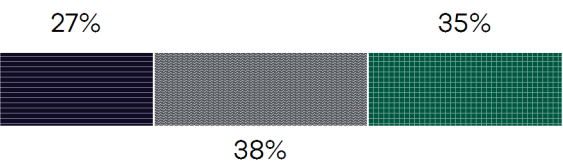
Survey question

Your results

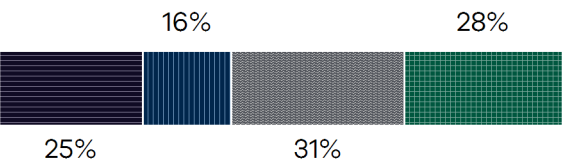
Benchmark agree results



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



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	35 %	54 %	62 %	83 %
Not asked	Not asked	28 %	34 %	57 %	90 %

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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.

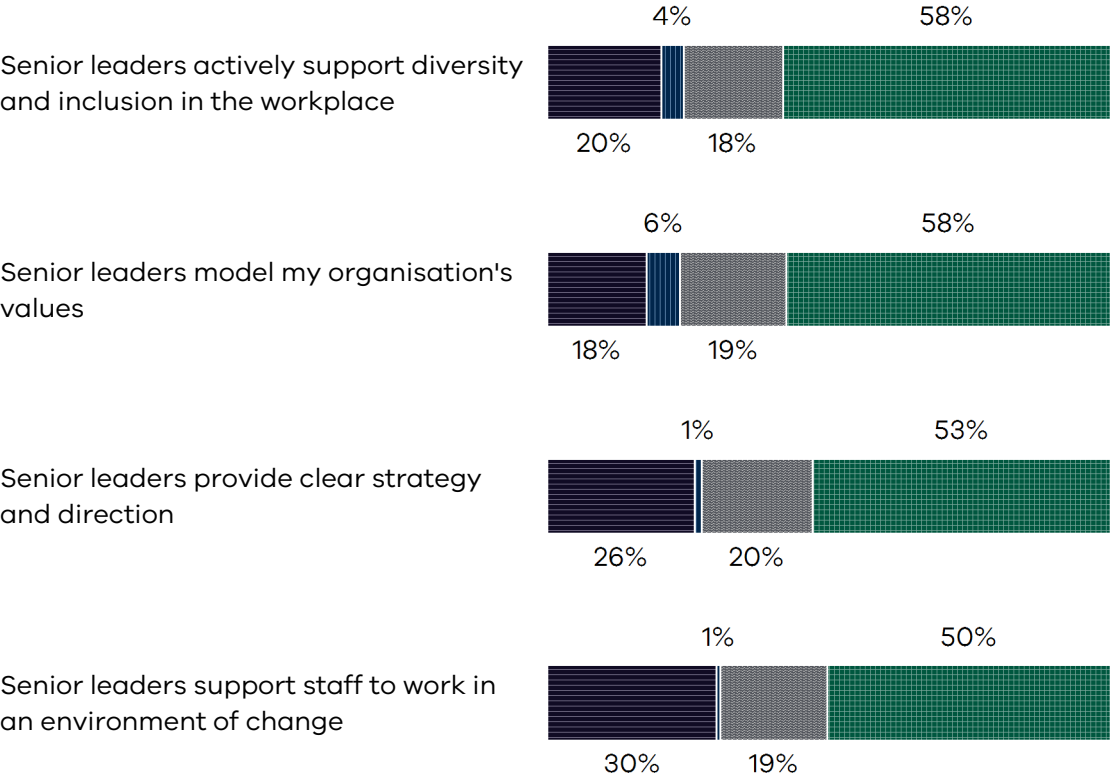
Example

58% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

Survey question

Your results

Benchmark agree results



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
44 %	Not asked	58 %	66 %	74 %	89 %
41 %	Not asked	58 %	66 %	72 %	89 %
51 %	52 %	53 %	59 %	66 %	79 %
33 %	47 %	50 %	56 %	64 %	85 %

Senior leadership

Senior leadership 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

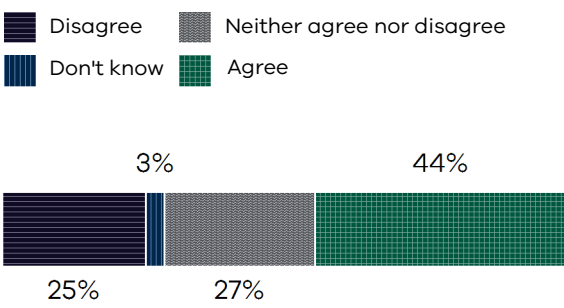
Example

44% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question

Senior leaders demonstrate honesty and integrity

Your results



Benchmark agree results

You			Comparator		
2019	2020	2021	Lowest	Average	Highest
37 %	Not asked	44 %	61 %	70 %	87 %

People matter

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Organisational climate

Scorecard 1 of 2

What this is

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

Why this is important

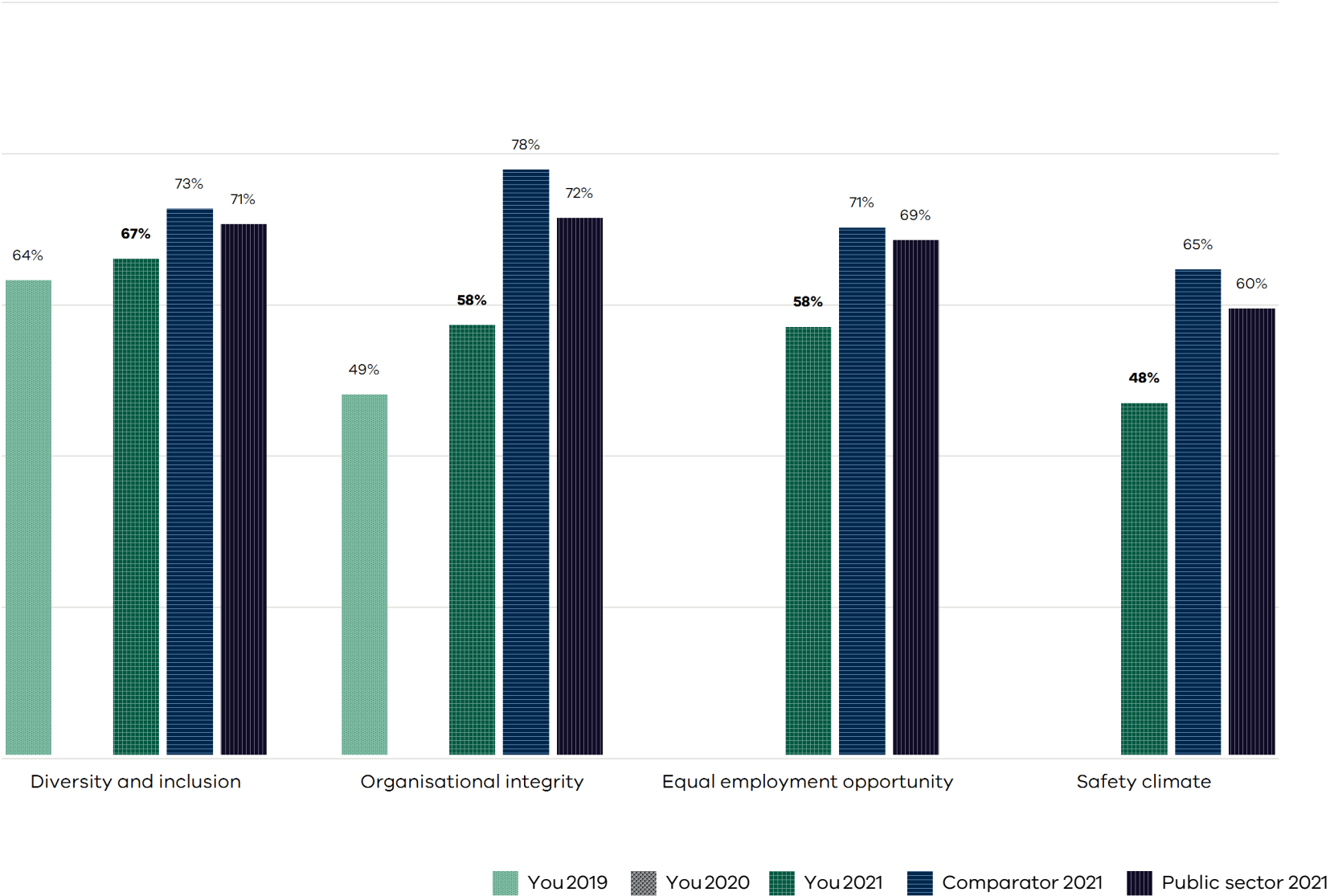
This page shows which factors are performing well and which factors you can look to improve.

How to read this

Each label represents a group of questions in the survey about organisational climate. Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

- In 2021:
- 67% of your staff who did the survey responded positively to questions about Diversity and inclusion.
- Compared to:
- 73% of staff at your comparator and 71% of staff across the public sector.



Organisational climate

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

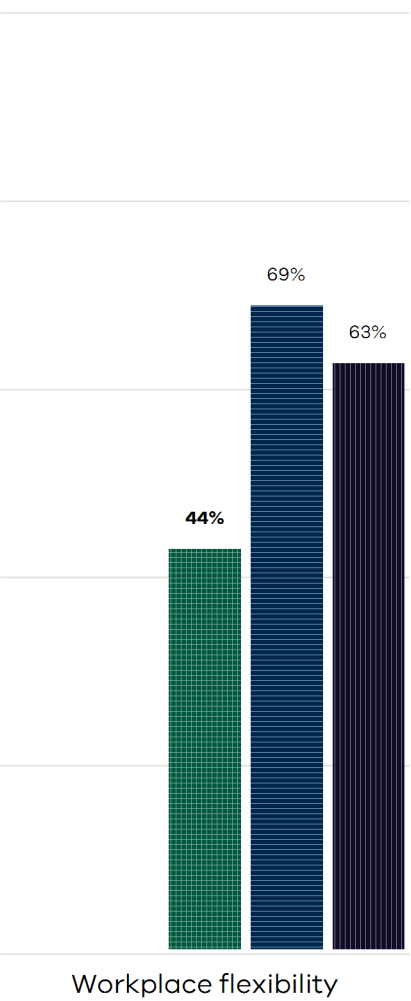
Example

In 2021:

- 44% of your staff who did the survey responded positively to questions about Workplace flexibility.

Compared to:

- 69% of staff at your comparator and 63% of staff across the public sector.



You 2019 You 2020 You 2021 Comparator 2021 Public sector 2021

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

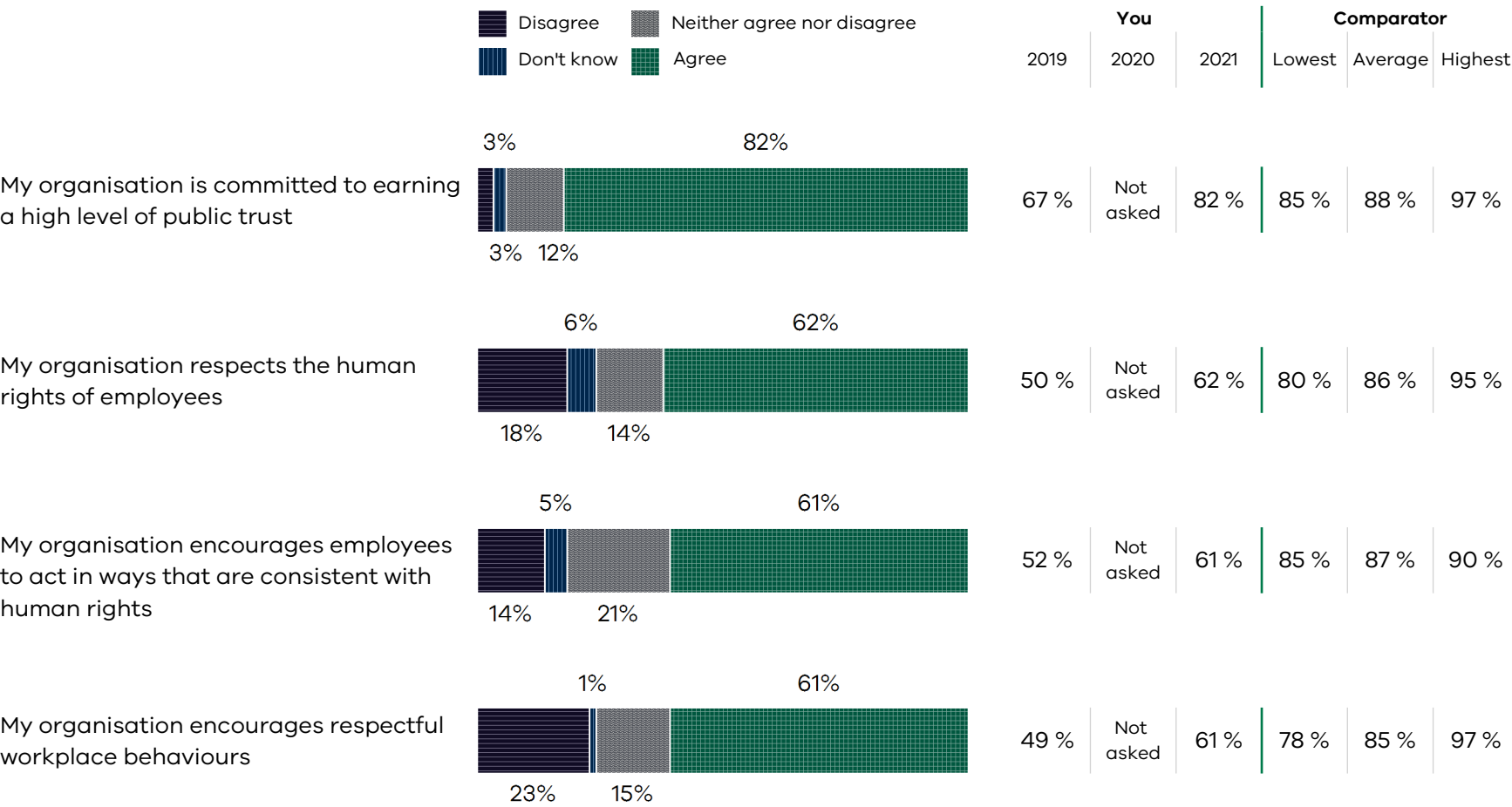
Example

82% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question

Your results

Benchmark agree results



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.

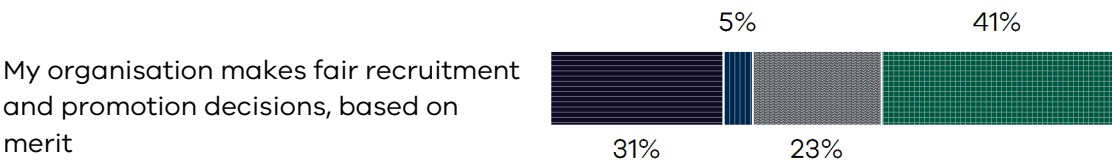
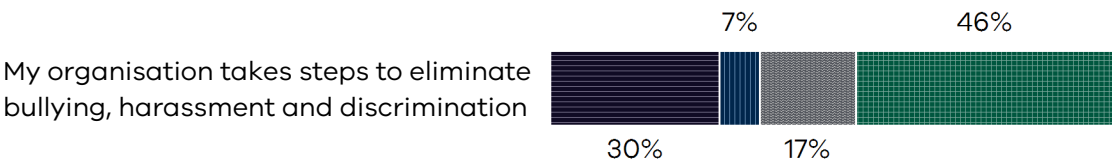
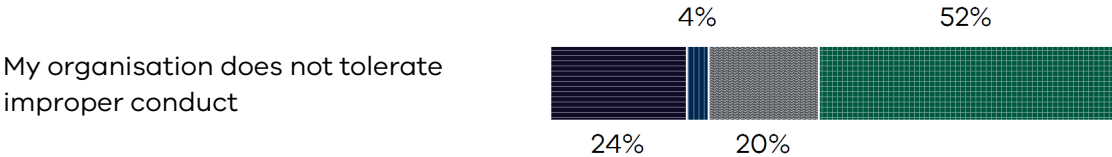
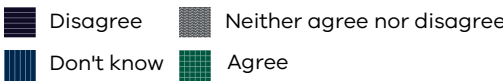
Example

52% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
45 %	Not asked	52 %	56 %	73 %	83 %
40 %	Not asked	46 %	54 %	70 %	85 %
38 %	Not asked	41 %	49 %	60 %	77 %

Organisational climate

Workplace flexibility 1 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

60% of your staff who did the survey agreed or strongly agreed with 'I have the flexibility I need to manage my work and non-work activities and responsibilities'.

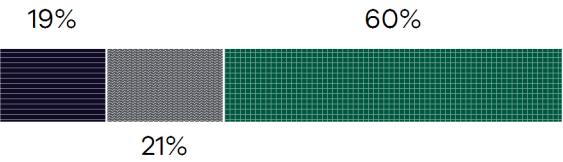
Survey question

Your results

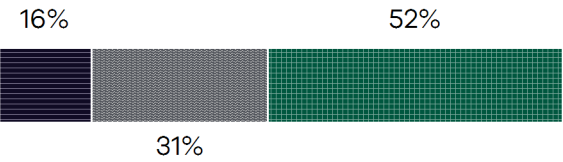
Benchmark agree results



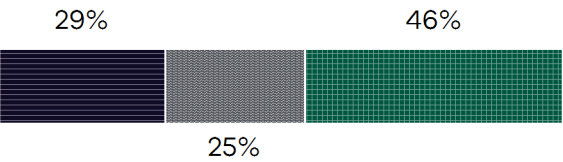
I have the flexibility I need to manage my work and non-work activities and responsibilities



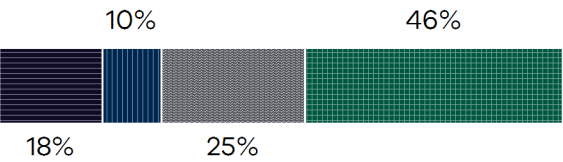
My organisation supports employees with family or other caring responsibilities, regardless of gender



I am confident that if I requested a flexible work arrangement, it would be given due consideration



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	60 %	69 %	82 %	93 %
Not asked	Not asked	52 %	73 %	80 %	94 %
36 %	48 %	46 %	66 %	78 %	87 %
Not asked	Not asked	46 %	63 %	70 %	87 %

Organisational climate

Workplace flexibility 2 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

42% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who have caring responsibilities'.

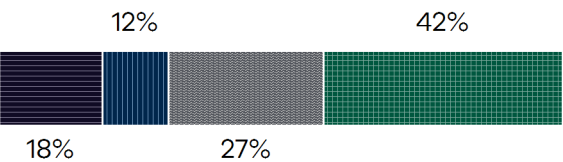
Survey question

Your results

Benchmark agree results



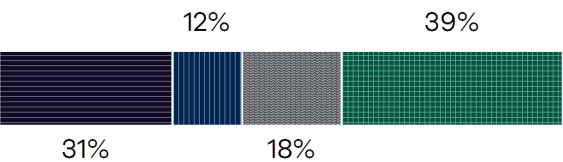
There is a positive culture within my organisation in relation to employees who have caring responsibilities



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest

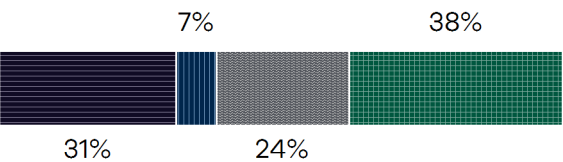
43 %	Not asked	42 %	59 %	66 %	83 %
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Having family responsibilities is not a barrier to success in my organisation



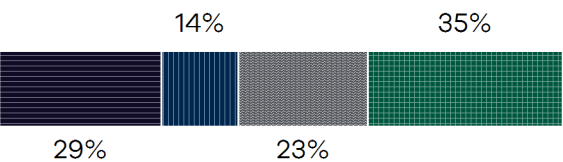
Not asked	Not asked	39 %	55 %	63 %	83 %
-----------	-----------	------	------	------	------

There is a positive culture within my organisation in relation to employees who use flexible work arrangements



37 %	Not asked	38 %	61 %	66 %	83 %
------	-----------	------	------	------	------

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



38 %	Not asked	35 %	51 %	59 %	76 %
------	-----------	------	------	------	------

Organisational climate

Workplace flexibility 3 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

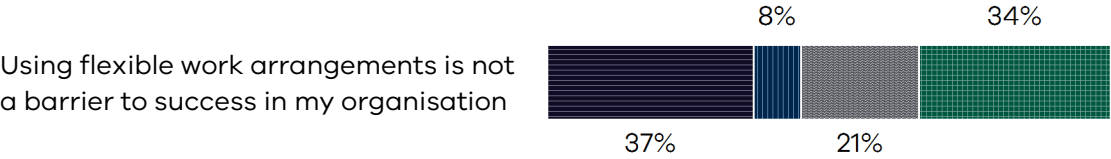
Example

34% 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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	34 %	53 %	62 %	83 %

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

49% 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	49%	23%	38%
Working from an alternative location (e.g. home, hub/shared work space)	33%	42%	24%
Flexible start and finish times	24%	45%	23%
Part-time	8%	20%	19%
Using leave to work flexible hours	5%	10%	8%
Shift swap	3%	15%	12%
Working more hours over fewer days	2%	5%	6%
Other	2%	3%	2%
Purchased leave	1%	4%	2%
Job sharing	1%	2%	1%

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.

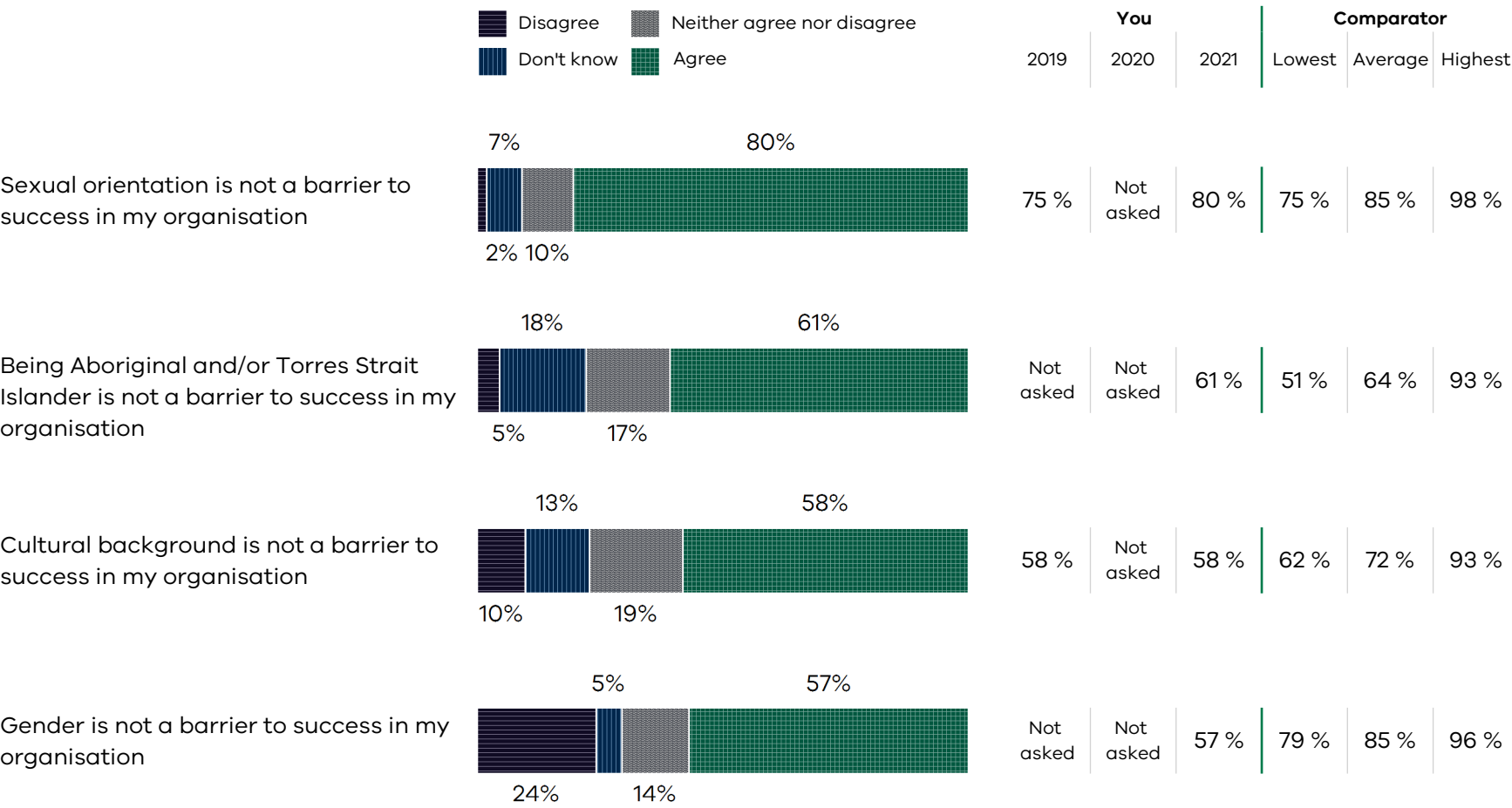
Example

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

Survey question

Your results

Benchmark agree results



Organisational climate

Equal employment opportunity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

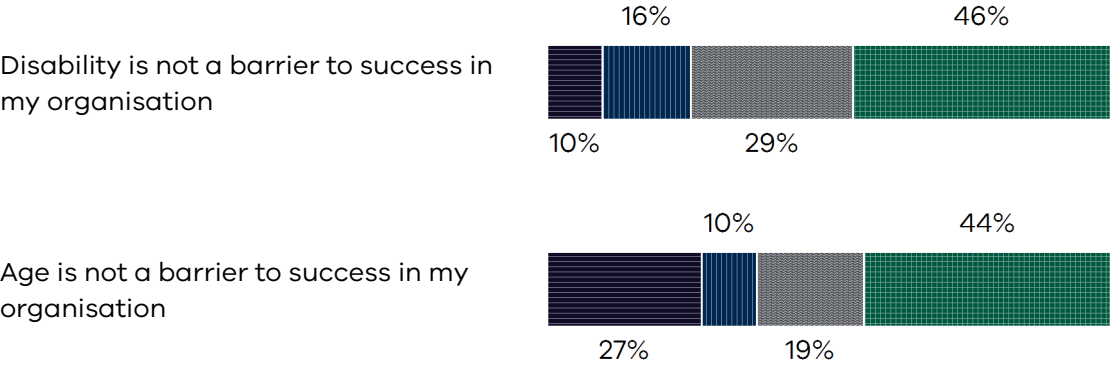
Example

46% of your staff who did the survey agreed or strongly agreed with 'Disability is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
47 %	Not asked	46 %	45 %	54 %	67 %
43 %	Not asked	44 %	51 %	64 %	88 %

Organisational climate

Psychosocial and physical safety climate question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

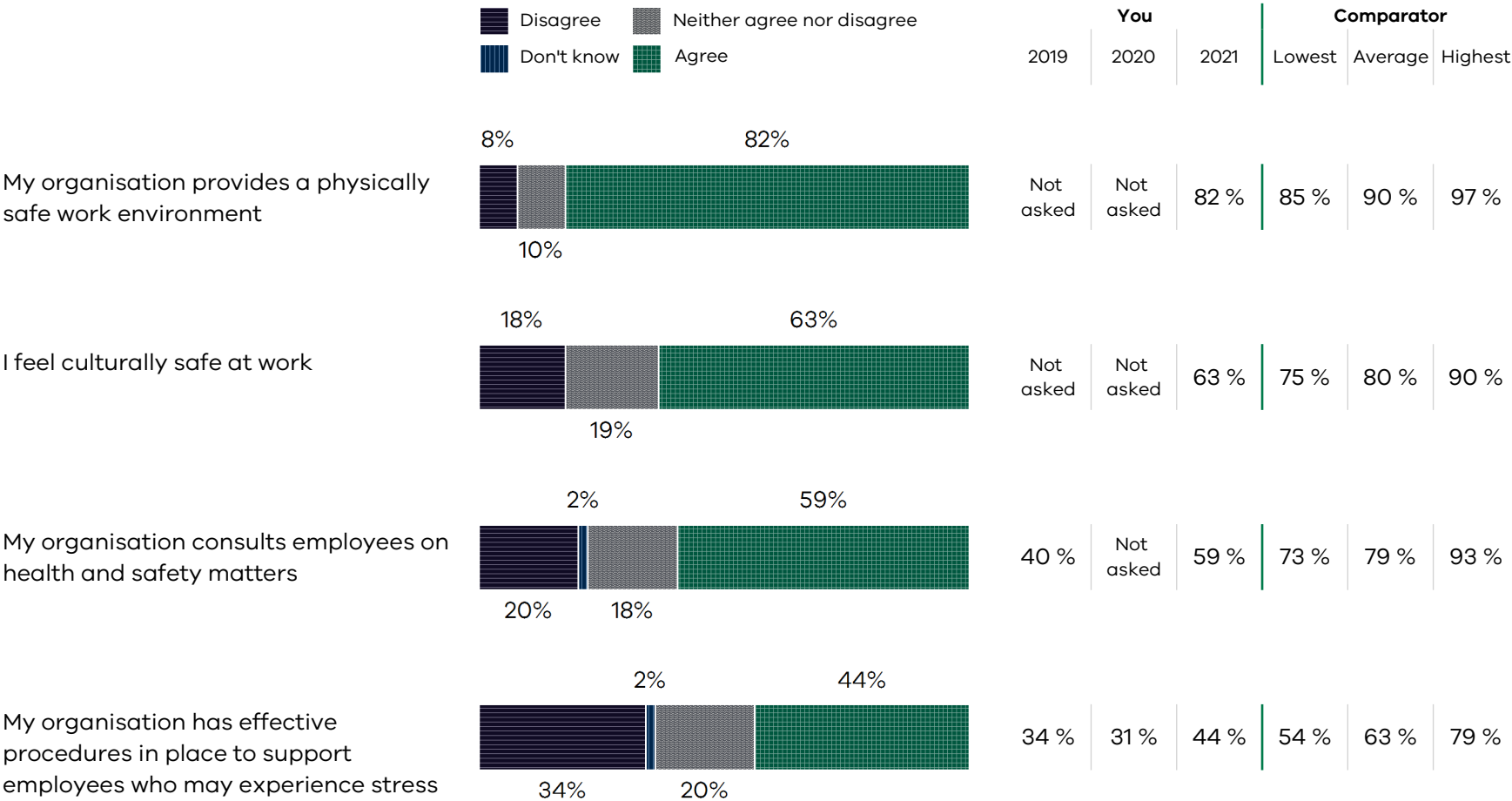
Example

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



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

39% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.

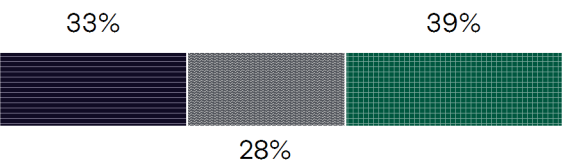
Survey question

Your results

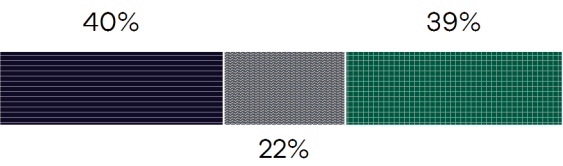
Benchmark agree results



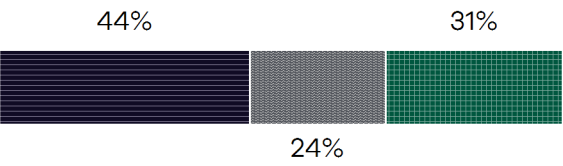
In my workplace, there is good communication about psychological safety issues that affect me



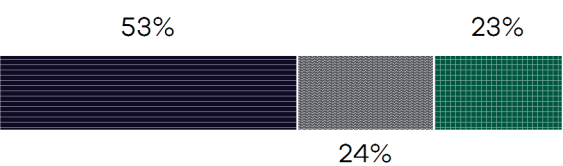
Senior leaders show support for stress prevention through involvement and commitment



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



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
21 %	31 %	39 %	48 %	56 %	72 %
19 %	35 %	39 %	43 %	52 %	67 %
21 %	34 %	31 %	47 %	58 %	79 %
17 %	19 %	23 %	34 %	42 %	62 %

Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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

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

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

How to interpret your score

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

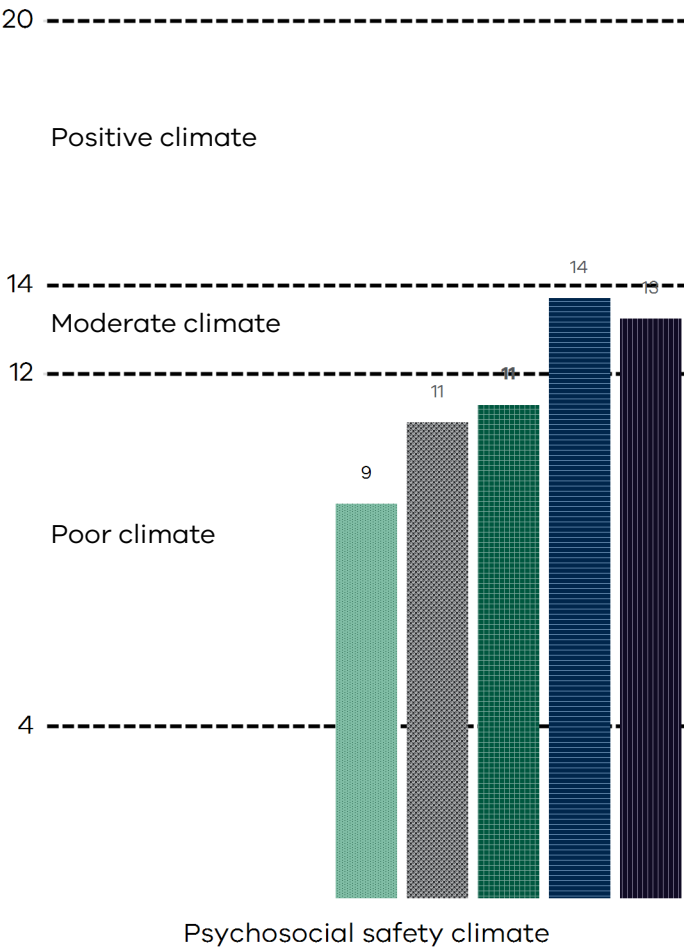
A score of:

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

Adverse outcomes can include:

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

Benchmark results



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.

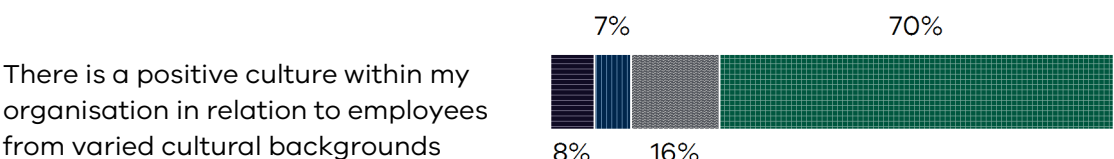
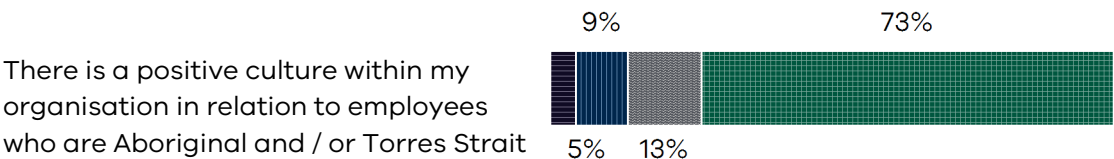
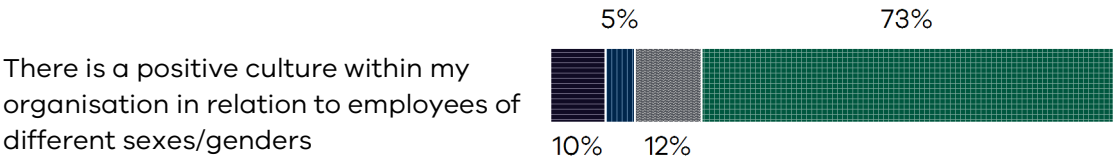
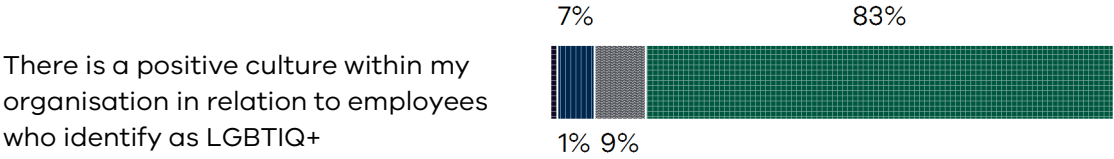
Example

83% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+’.

Survey question

Your results

Benchmark agree results



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
75 %	Not asked	83 %	55 %	81 %	97 %
72 %	Not asked	73 %	76 %	83 %	94 %
63 %	Not asked	73 %	38 %	67 %	93 %
67 %	Not asked	70 %	66 %	78 %	89 %

Organisational climate

Diversity and inclusion 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

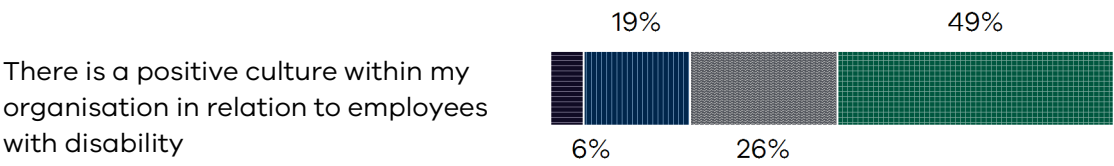
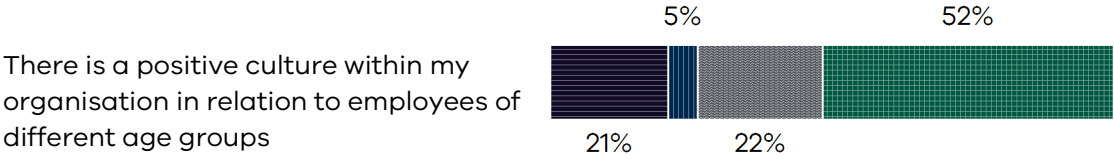
Example

52% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees of different age groups’.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
55 %	Not asked	52 %	59 %	71 %	83 %
51 %	Not asked	49 %	47 %	60 %	74 %

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

80% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

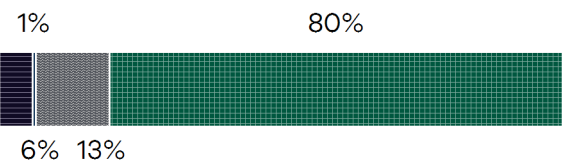
Survey question

Your results

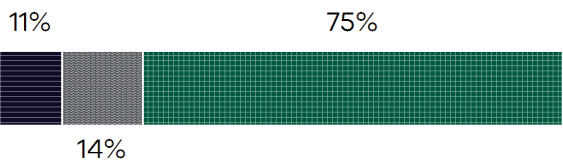
Benchmark agree results



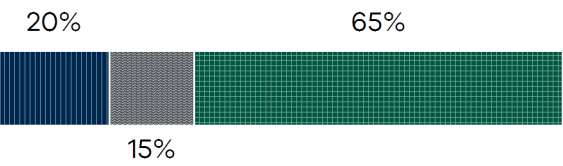
My organisation uses inclusive and respectful images and language



In my workgroup work is allocated fairly, regardless of gender



My organisation would support me if I needed to take family violence leave



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	80 %	82 %	86 %	96 %
Not asked	Not asked	75 %	76 %	83 %	89 %
Not asked	Not asked	65 %	74 %	81 %	97 %

People matter

survey 2021

Have your say

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

Workgroup climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

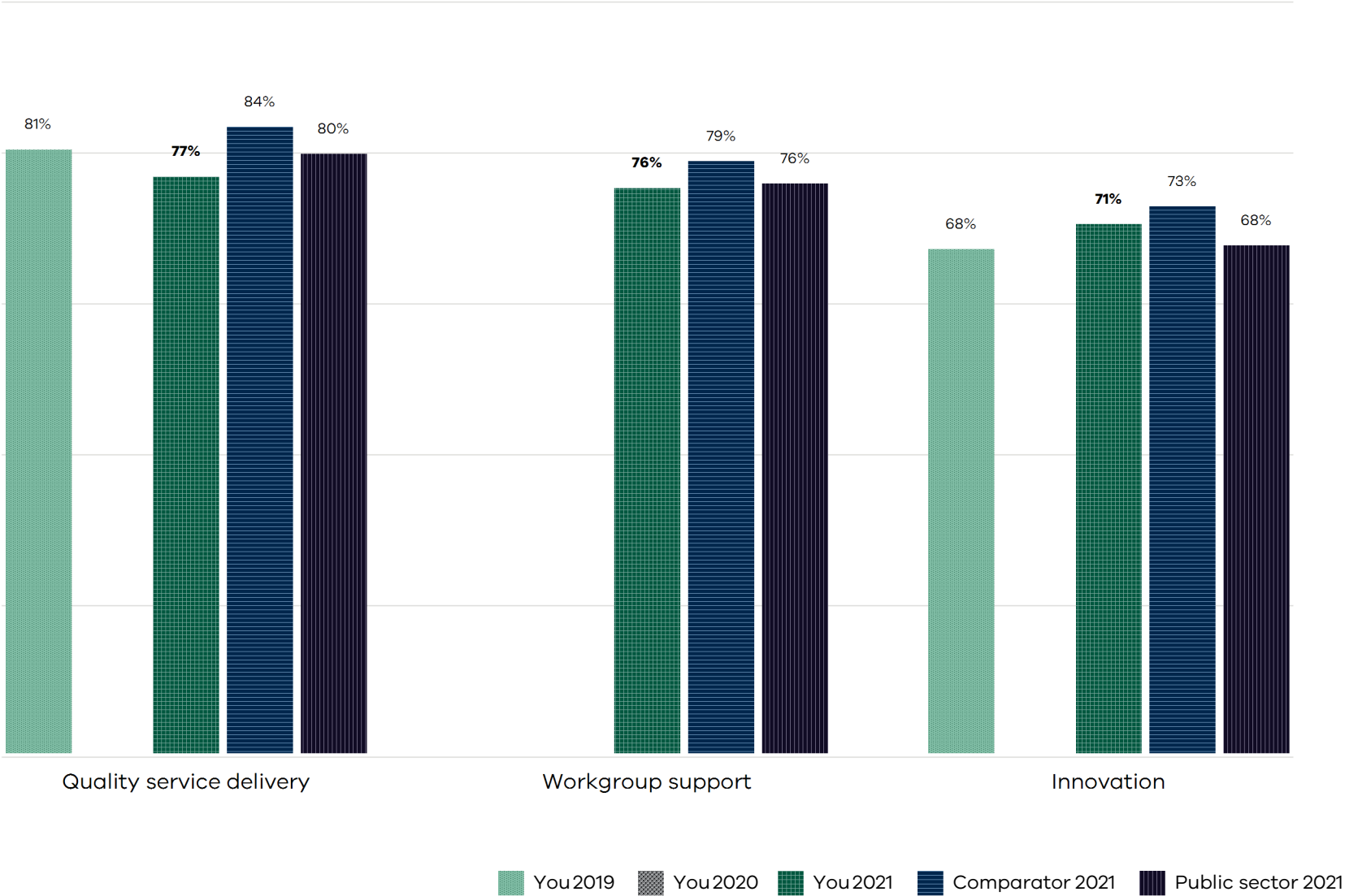
Example

In 2021:

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

Compared to:

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



Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

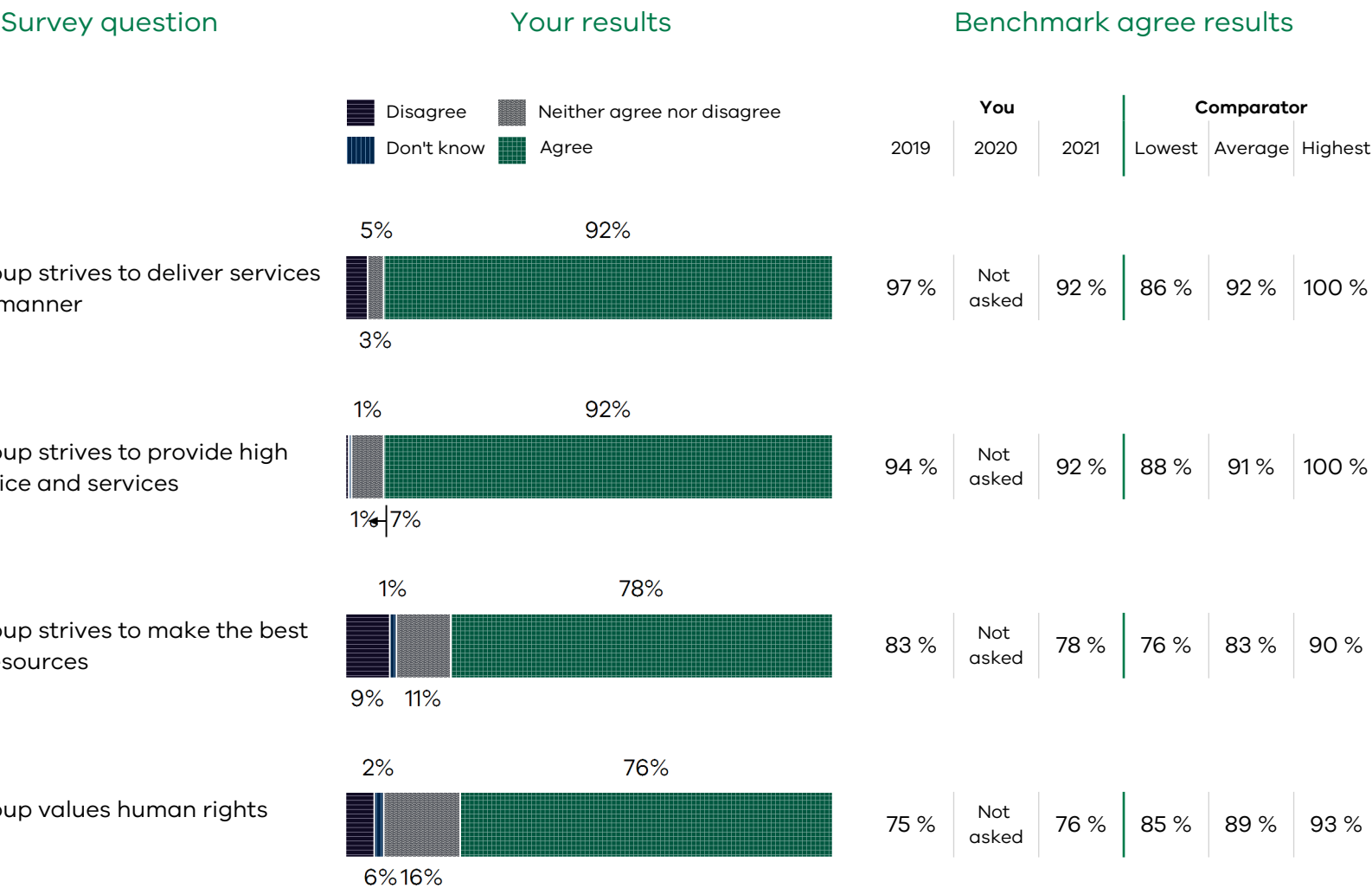
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

92% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.



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.

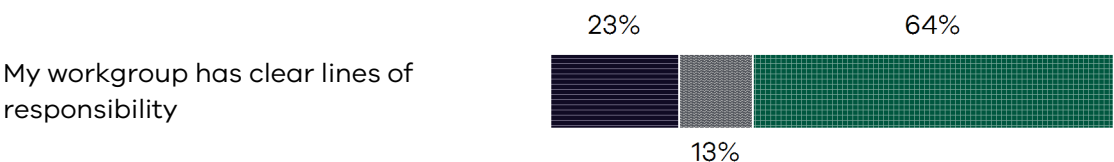
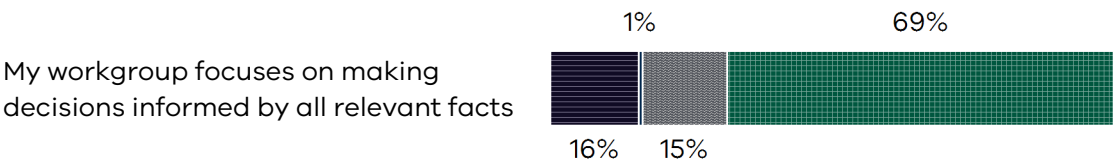
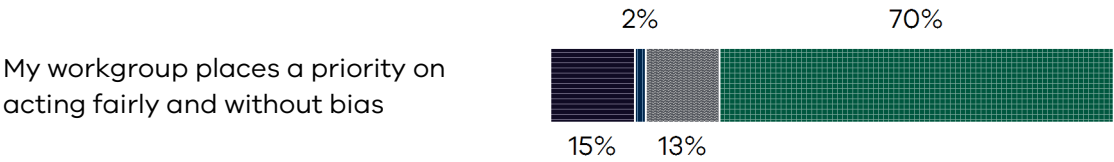
Example

70% of your staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
75 %	Not asked	70 %	75 %	81 %	93 %
82 %	Not asked	69 %	68 %	77 %	93 %
61 %	Not asked	64 %	62 %	75 %	92 %

Workgroup climate

Innovation 1 of 2

What this is

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

Why this is important

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

How to read this

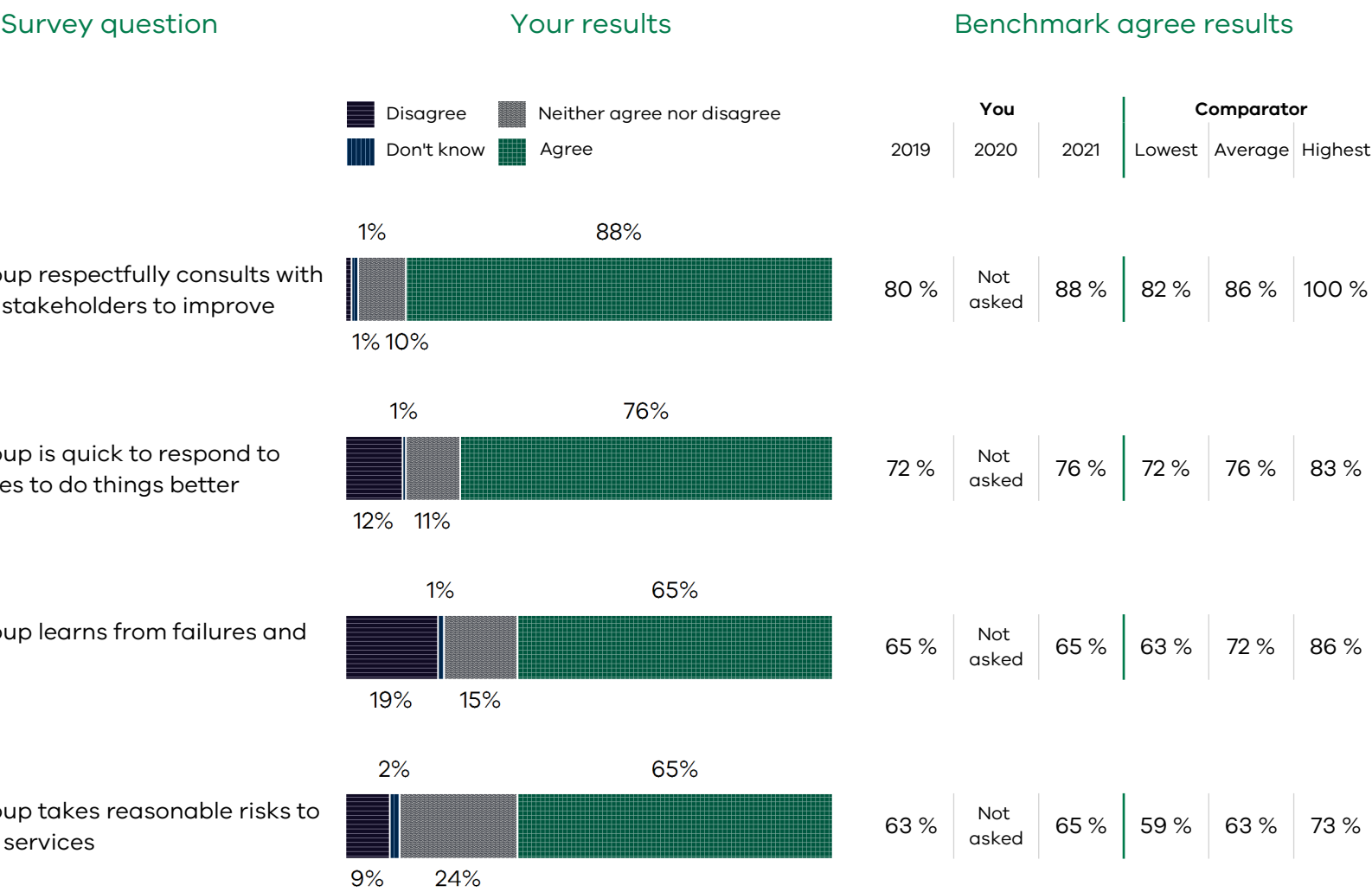
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

88% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.



Workgroup climate

Innovation 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

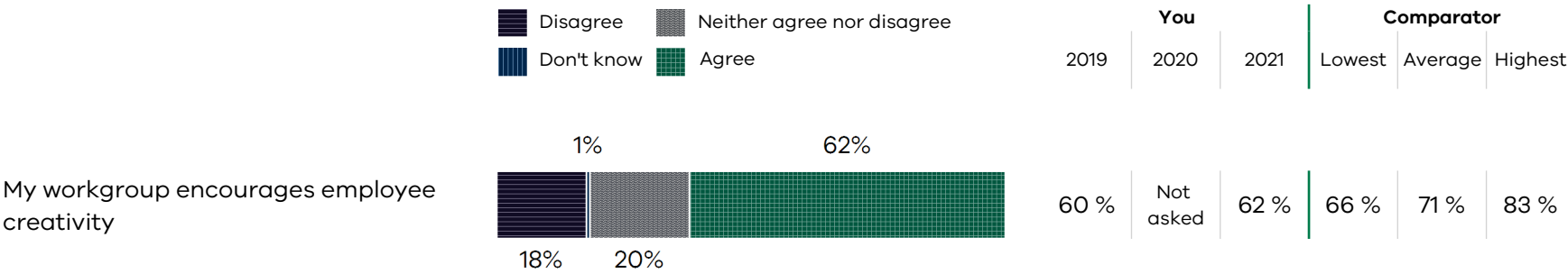
Example

62% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.

Survey question

Your results

Benchmark agree results



Workgroup climate

Workgroup support 1 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

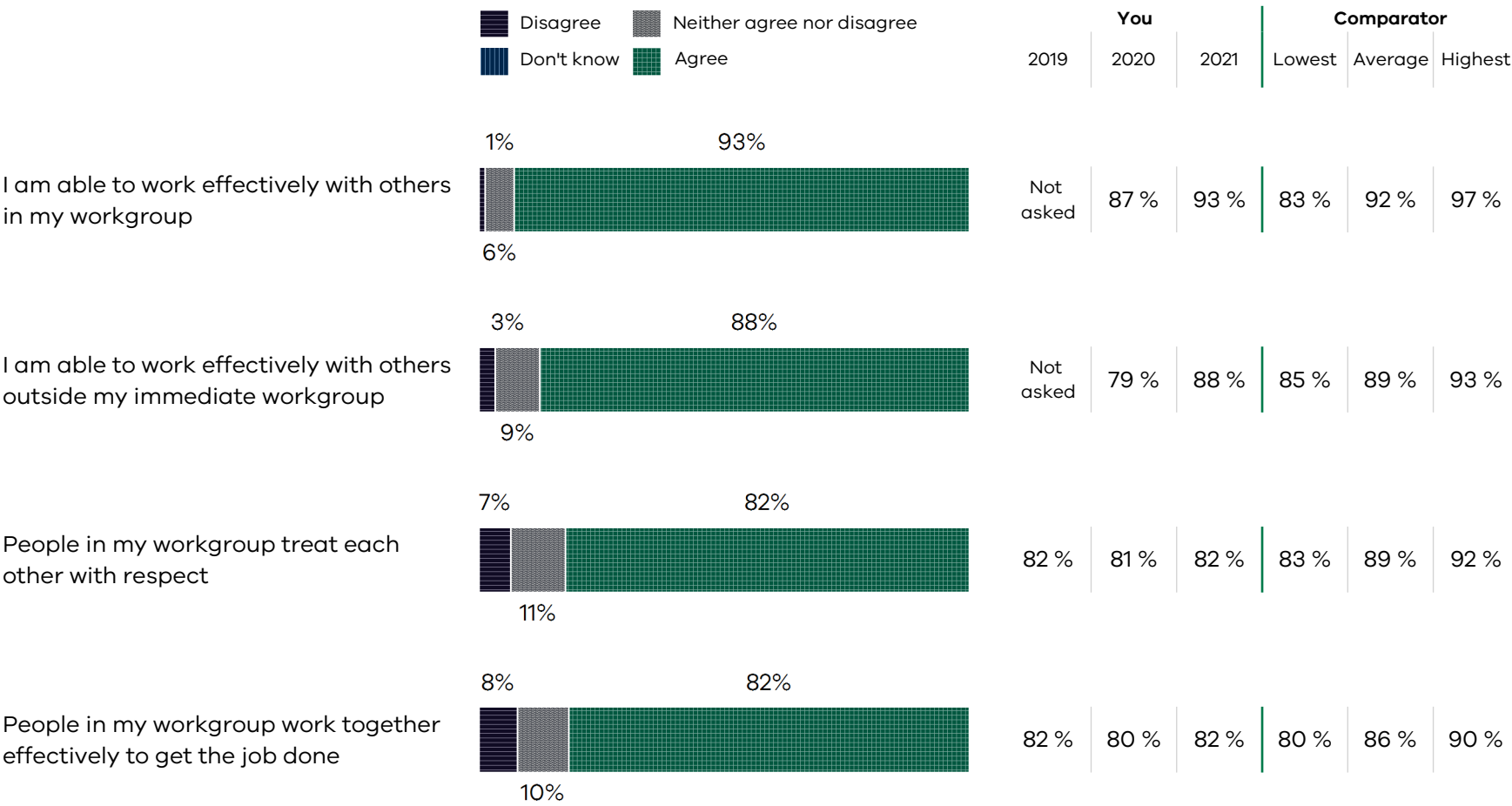
Example

93% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others in my workgroup'.

Survey question

Your results

Benchmark agree results



Workgroup climate

Workgroup support 2 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

Example

80% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup actively support diversity and inclusion in the workplace'.

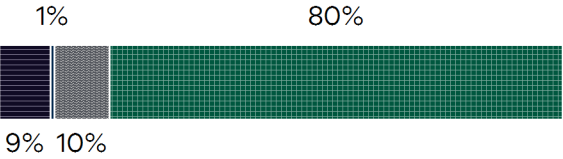
Survey question

Your results

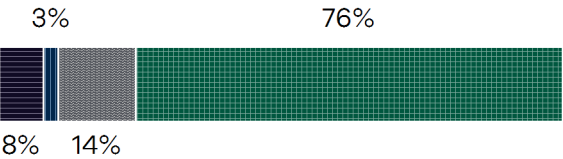
Benchmark agree results



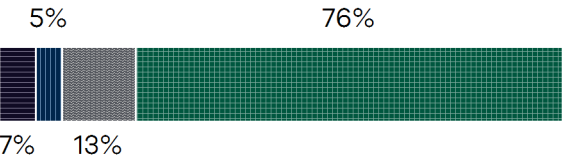
People in my workgroup actively support diversity and inclusion in the workplace



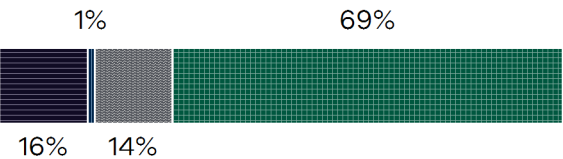
People in my workgroup appropriately manage conflicts of interest



People in my workgroup are politically impartial in their work



People in my workgroup are honest, open and transparent in their dealings



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
76 %	Not asked	80 %	79 %	84 %	90 %
68 %	Not asked	76 %	62 %	69 %	90 %
76 %	Not asked	76 %	62 %	73 %	83 %
68 %	Not asked	69 %	71 %	79 %	83 %

Workgroup climate

Workgroup support 3 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

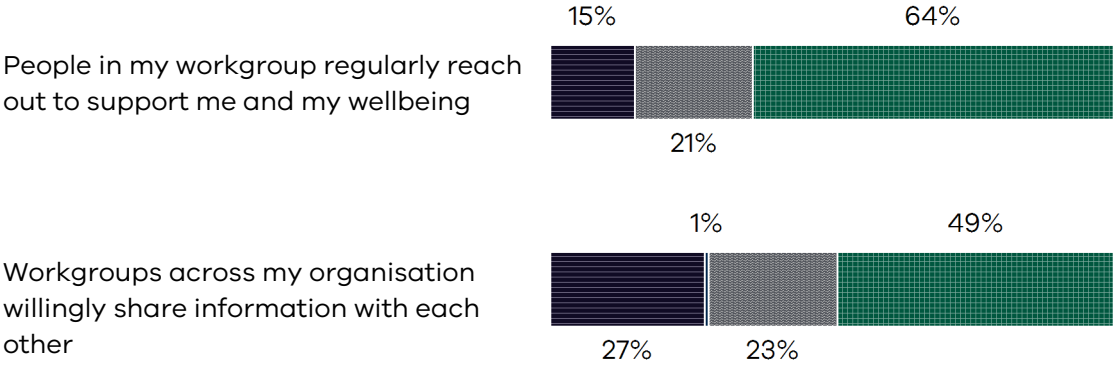
Example

64% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup regularly reach out to support me and my wellbeing'.

Survey question

Your results

Benchmark agree results



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
People in my workgroup regularly reach out to support me and my wellbeing	Not asked	62 %	64 %	70 %	76 %	85 %
Workgroups across my organisation willingly share information with each other	40 %	43 %	49 %	47 %	57 %	66 %

People matter

survey 2021

Have your say

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

Job and manager factors

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

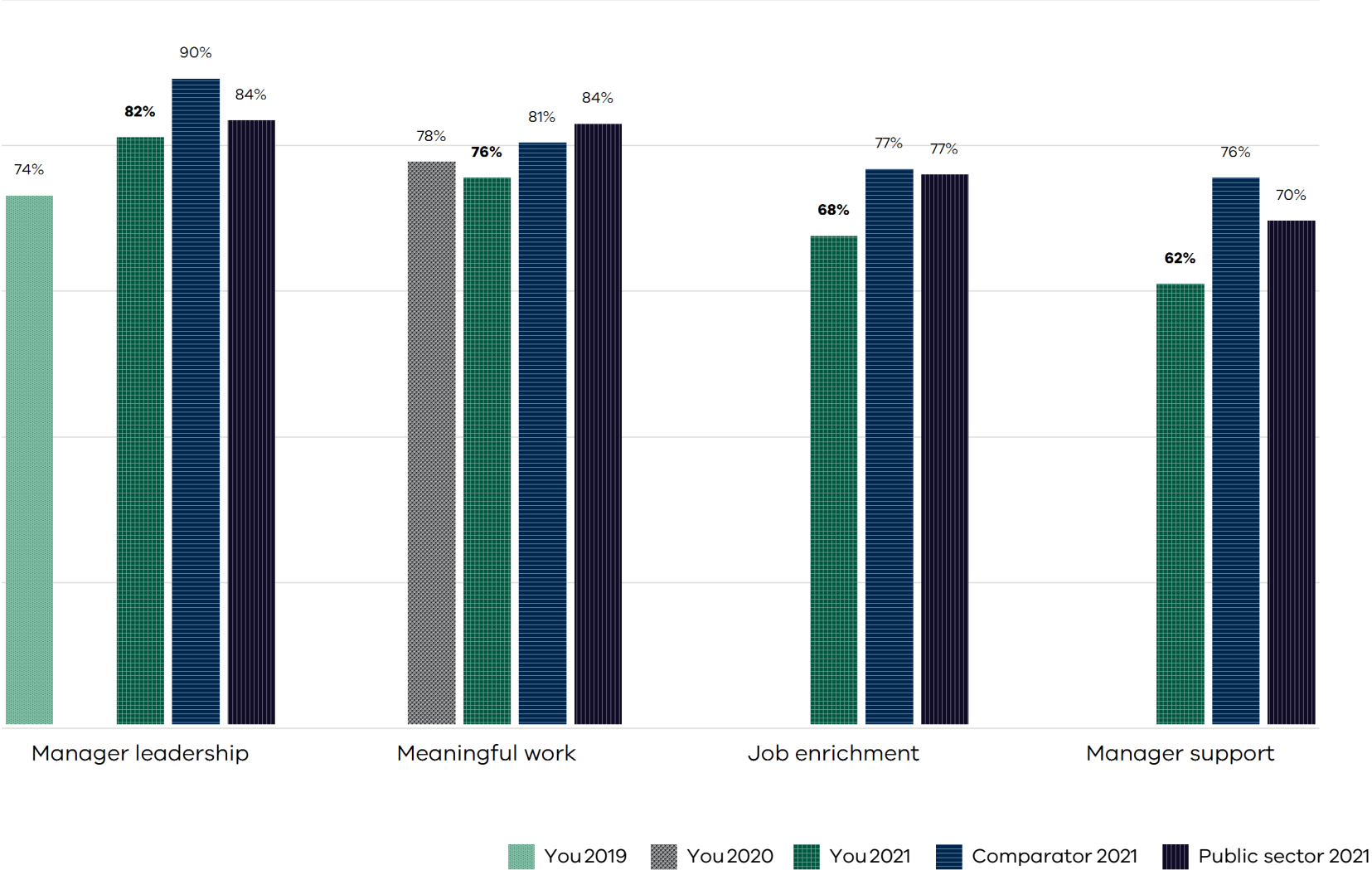
Example

In 2021:

- 82% of your staff who did the survey responded positively to questions about Manager leadership.

Compared to:

- 90% of staff at your comparator and 84% of staff across the public sector.



Job and manager factors

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

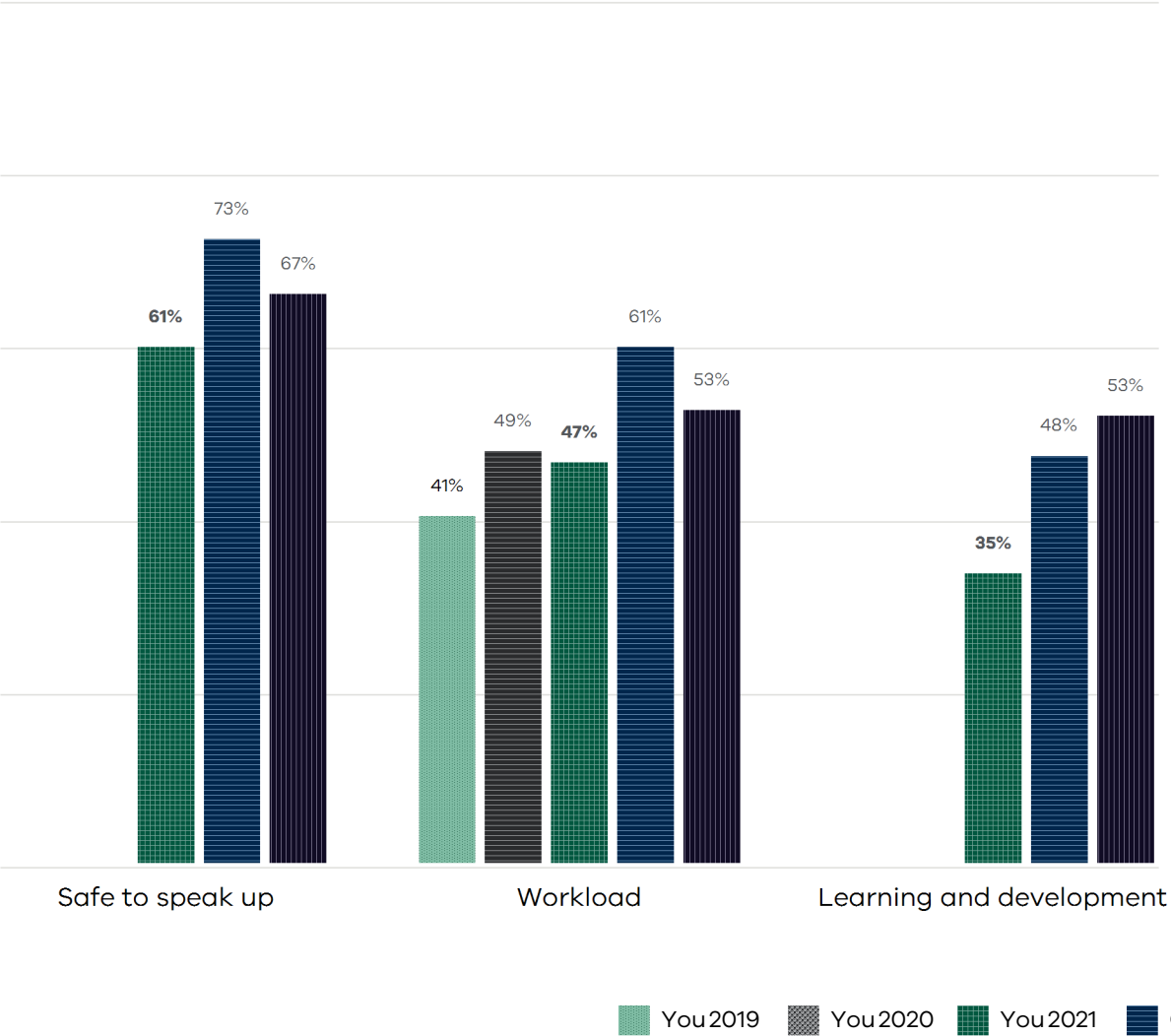
Example

In 2021:

- 61% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

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



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.

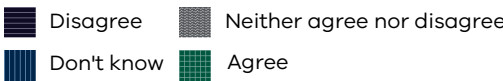
Example

88% of your staff who did the survey agreed or strongly agreed with 'My manager ensures clients receive a high standard of service'.

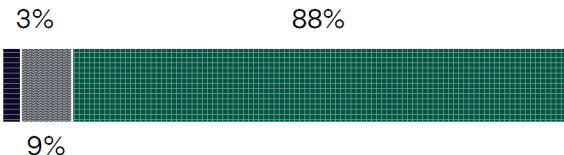
Survey question

Your results

Benchmark agree results

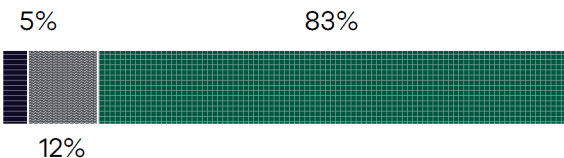


My manager ensures clients receive a high standard of service



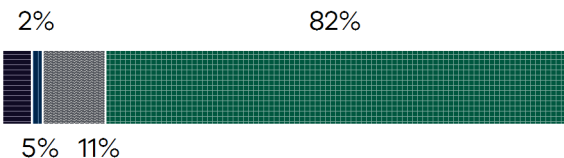
You			Comparator		
2019	2020	2021	Lowest	Average	Highest
80 %	Not asked	88 %	90 %	92 %	100 %

My manager works effectively with people from diverse backgrounds



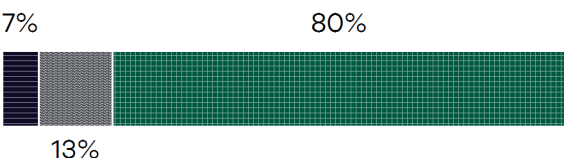
73 %	Not asked	83 %	83 %	89 %	100 %
------	-----------	------	------	------	-------

My manager is committed to workplace safety



72 %	Not asked	82 %	83 %	91 %	96 %
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My manager models my organisation's values



73 %	Not asked	80 %	83 %	88 %	92 %
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Job and manager factors

Manager leadership 2 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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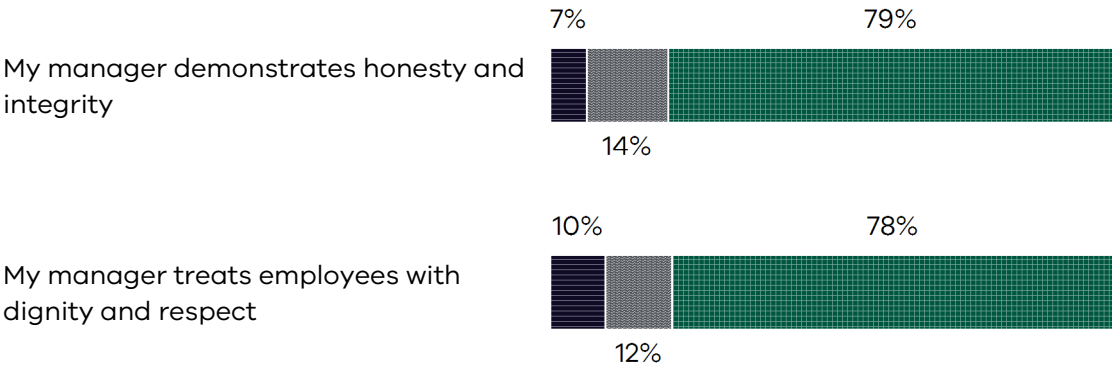
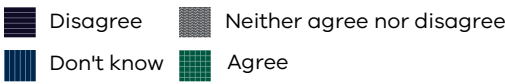
Example

79% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
71 %	Not asked	79 %	80 %	89 %	93 %
72 %	Not asked	78 %	83 %	90 %	93 %

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.

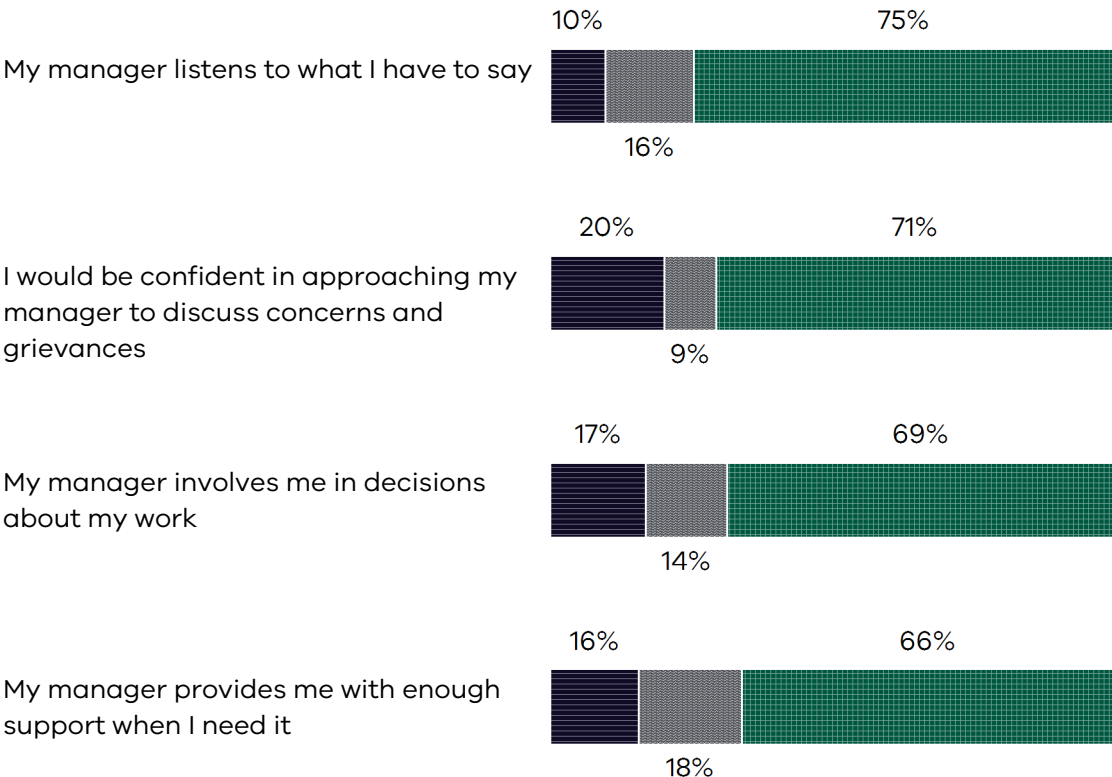
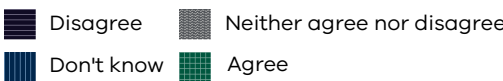
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

75% 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

2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
75 %	75 %	75 %	75 %	80 %	87 %	89 %
57 %	Not asked	71 %	71 %	76 %	82 %	89 %
62 %	66 %	69 %	69 %	75 %	82 %	87 %
Not asked	66 %	66 %	66 %	66 %	81 %	86 %

Job and manager factors

Manager support 2 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

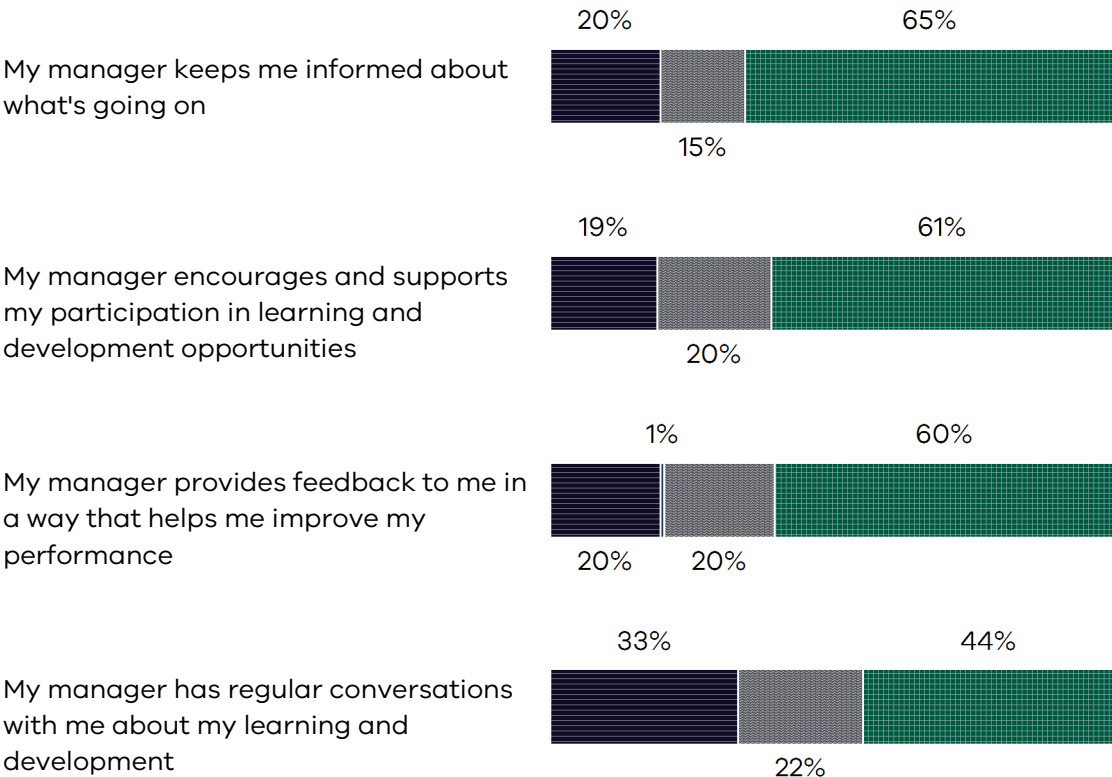
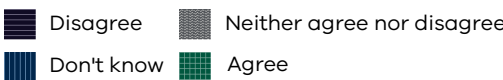
Example

65% 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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
57 %	62 %	65 %	69 %	80 %	85 %
57 %	Not asked	61 %	55 %	79 %	85 %
59 %	54 %	60 %	68 %	72 %	77 %
Not asked	Not asked	44 %	34 %	56 %	65 %

Job and manager factors

Manager support 3 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

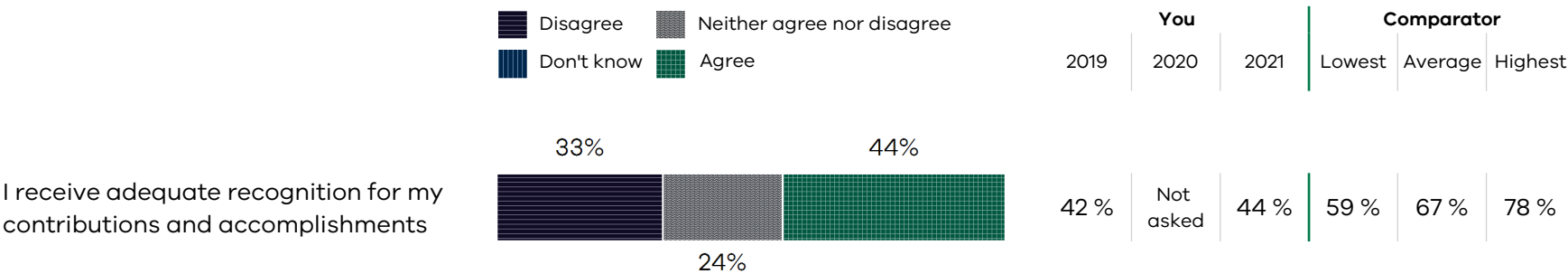
Example

44% of your staff who did the survey agreed or strongly agreed with 'I receive adequate recognition for my contributions and accomplishments'.

Survey question

Your results

Benchmark agree results



Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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

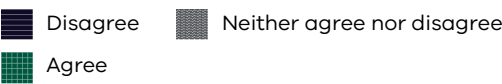
Example

51% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

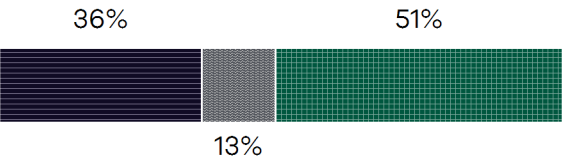
Survey question

Your results

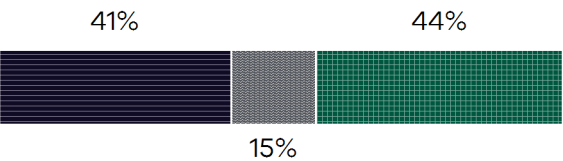
Benchmark agree results



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



I have enough time to do my job effectively



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
42 %	50 %	51 %	49 %	62 %	85 %
41 %	47 %	44 %	43 %	59 %	85 %

Job and manager factors

Learning and development 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

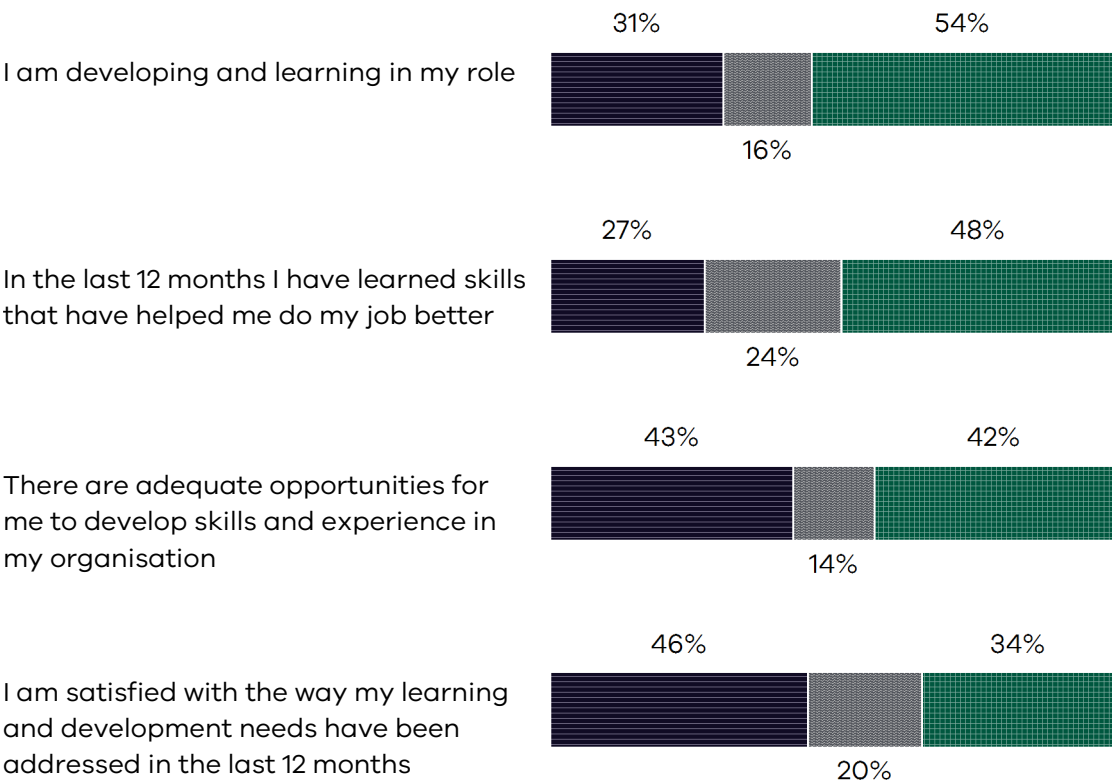
Example

54% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Survey question

Your results

Benchmark agree results



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
Not asked	Not asked	54 %	60 %	69 %	72 %
Not asked	Not asked	48 %	53 %	70 %	79 %
39 %	Not asked	42 %	43 %	51 %	60 %
Not asked	Not asked	34 %	44 %	53 %	59 %

Job and manager factors

Learning and development 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

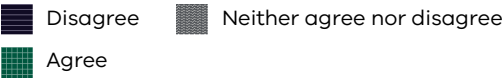
Example

33% of your staff who did the survey agreed or strongly agreed with 'I feel I have an equal chance at promotion in my organisation'.

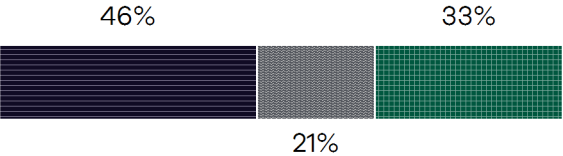
Survey question

Your results

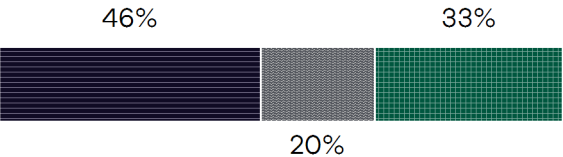
Benchmark agree results



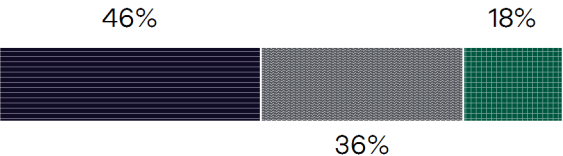
I feel I have an equal chance at promotion in my organisation



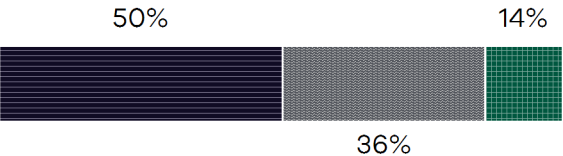
My organisation places a high priority on the learning and development of staff



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



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	33 %	31 %	41 %	53 %
28 %	Not asked	33 %	43 %	54 %	59 %
Not asked	Not asked	18 %	14 %	30 %	41 %
Not asked	Not asked	14 %	3 %	18 %	29 %

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.

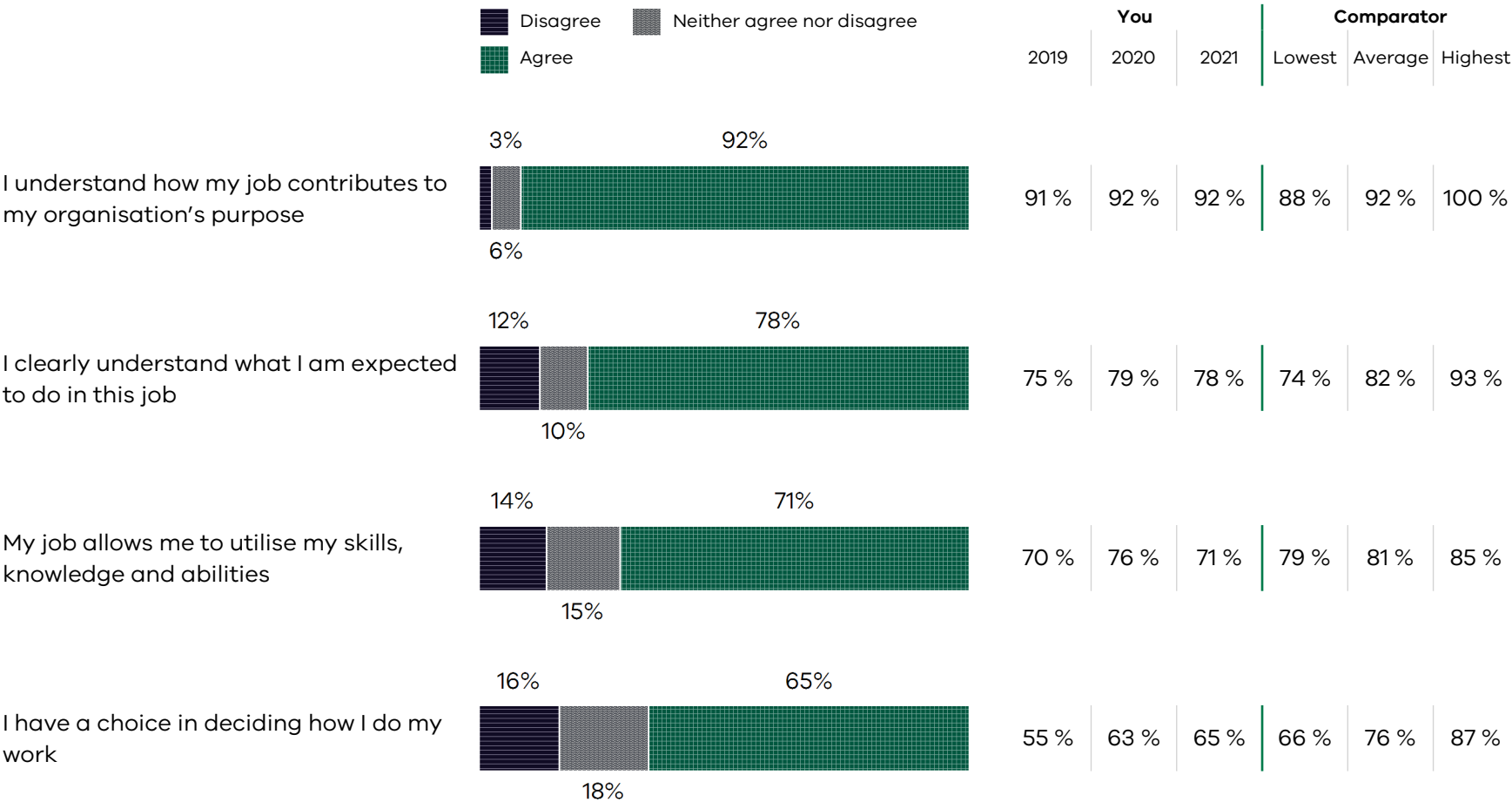
Example

92% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question

Your results

Benchmark agree results



Job and manager factors

Job enrichment 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

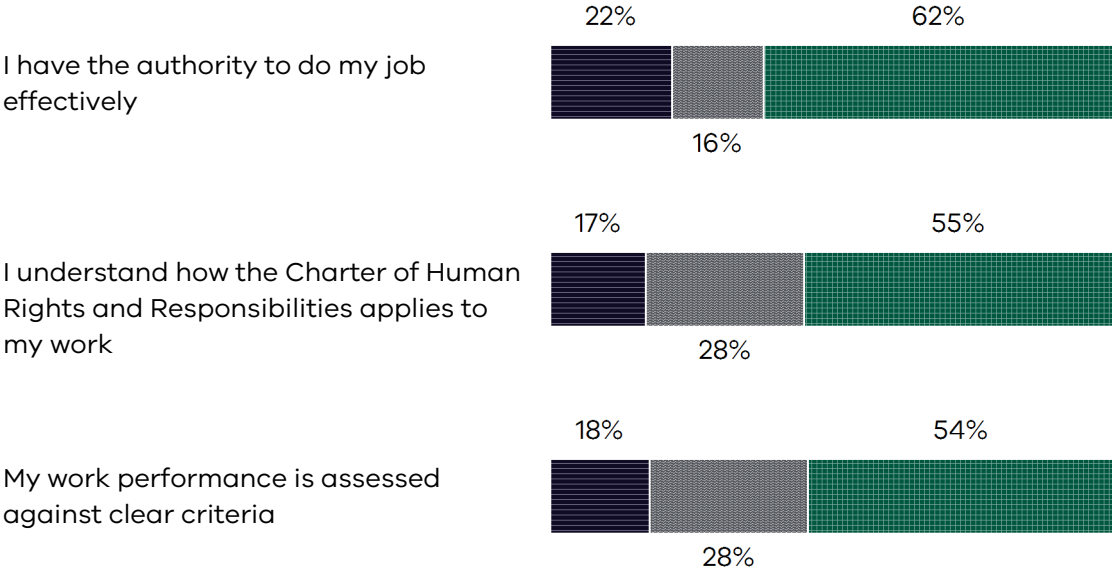
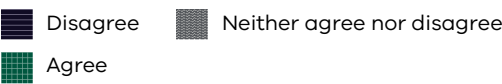
Example

62% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
62 %	Not asked	62 %	69 %	75 %	85 %
49 %	Not asked	55 %	58 %	74 %	85 %
Not asked	Not asked	54 %	41 %	61 %	76 %

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.

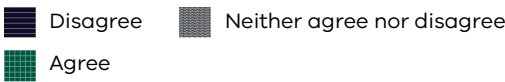
Example

81% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

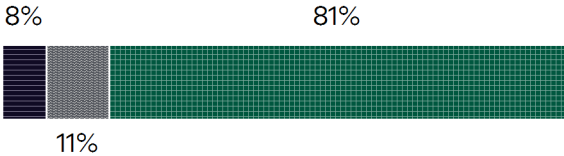
Survey question

Your results

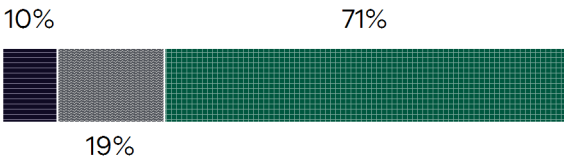
Benchmark agree results



I feel that I can make a worthwhile contribution at work



I am achieving something important through my work



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I feel that I can make a worthwhile contribution at work	Not asked	80 %	81 %	78 %	85 %	97 %
I am achieving something important through my work	Not asked	76 %	71 %	70 %	77 %	83 %

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.

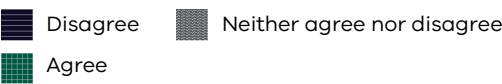
Example

58% of your staff who did the survey agreed or strongly agreed with 'People in your workgroup are able to bring up problems and tough issues'.

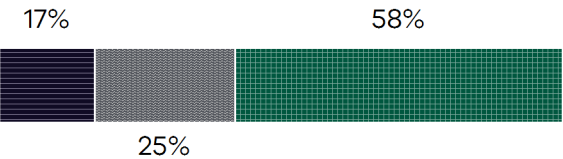
Survey question

Your results

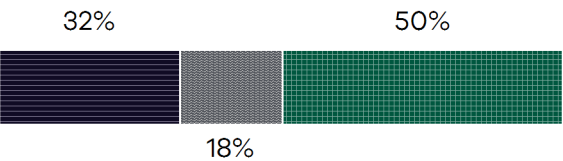
Benchmark agree results



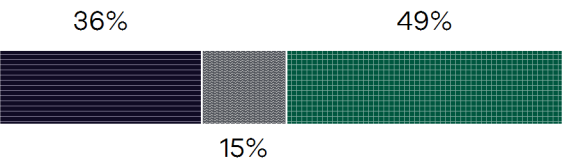
People in your workgroup are able to bring up problems and tough issues



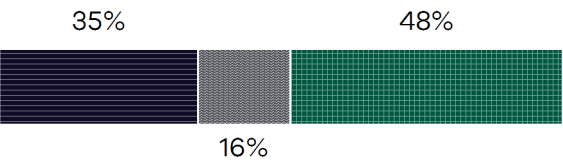
I feel safe to challenge inappropriate behaviour at work



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



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



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
Not asked	58 %	58 %	68 %	72 %	83 %
Not asked	Not asked	50 %	56 %	68 %	90 %
36 %	Not asked	49 %	46 %	60 %	76 %
34 %	Not asked	48 %	63 %	71 %	83 %

Job and manager factors

Safe to speak up 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

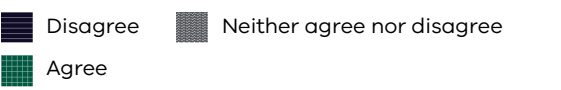
Example

85% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

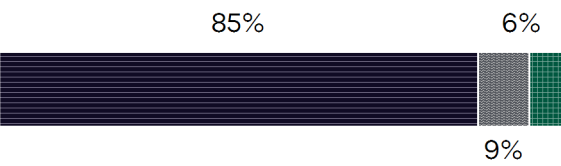
Survey question

Your results

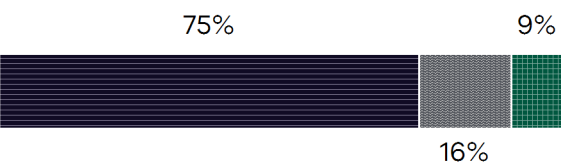
Benchmark disagree results



People in my workgroup often reject others for being different



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	85 %	80 %	90 %	100 %
Not asked	Not asked	75 %	76 %	78 %	87 %

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

51% 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	51%	34%	36%
Decision making and authorisation processes	37%	23%	23%
Communication processes	36%	22%	19%
Poor work-life balance	24%	10%	12%
Insufficient autonomy	20%	12%	9%
Difficulties in separating work from other aspects of my life	18%	13%	10%
Technology limitations	18%	23%	20%
Poor mental health or wellbeing	16%	12%	11%
Administrative processes (including leave and HR requirements)	15%	14%	19%
Absence of visibility of team progress and deliverables	14%	11%	9%

People matter

survey 2021

Have your say

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

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

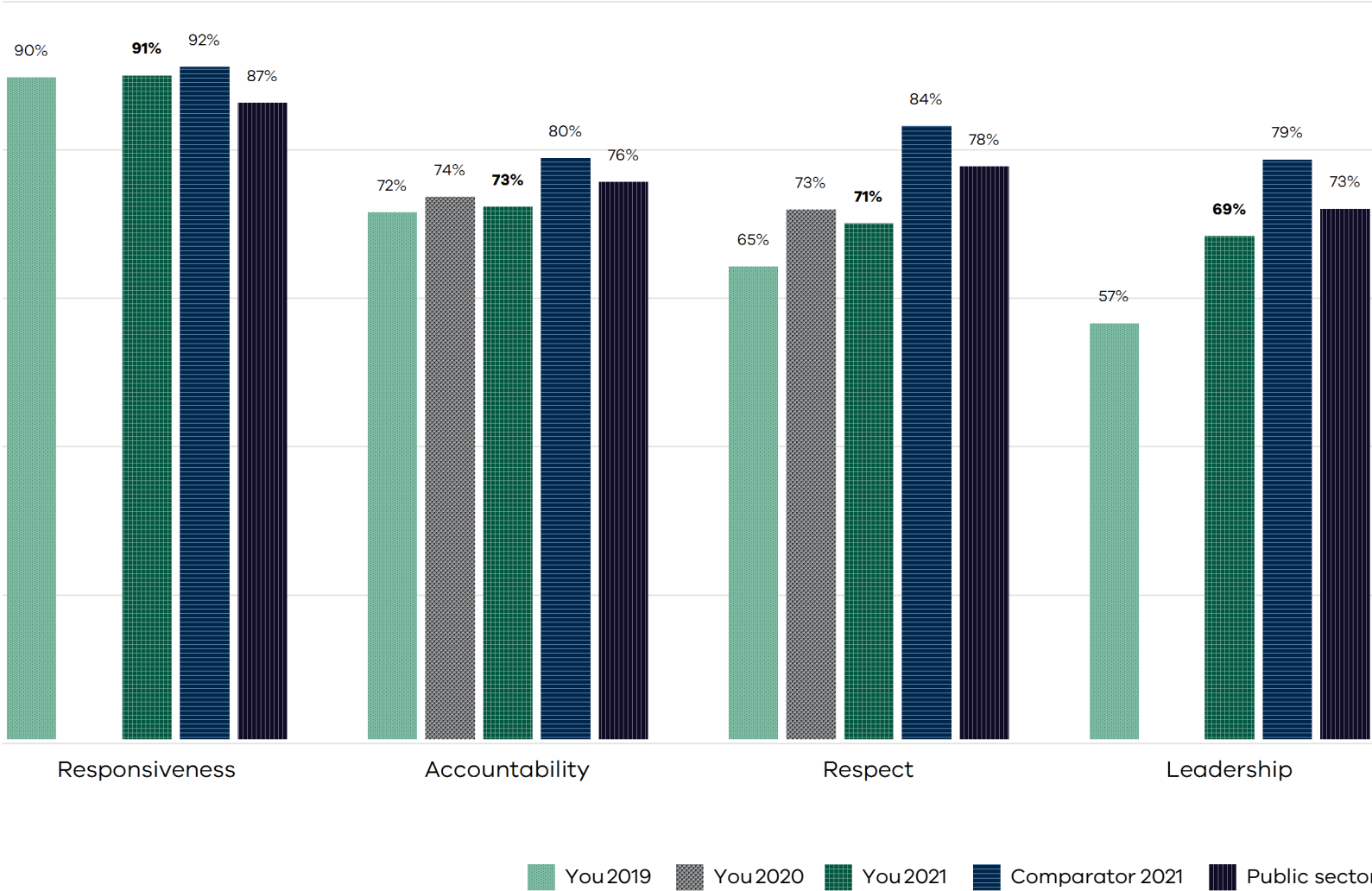
Example

In 2021:

- 91% of your staff who did the survey responded positively to questions about Responsiveness , which is up 0% in 2019.

Compared to:

- 92% of staff at your comparator and 87% of staff across the public sector.



Public sector values

Scorecard 2 of 2

What this is

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

Why this is important

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

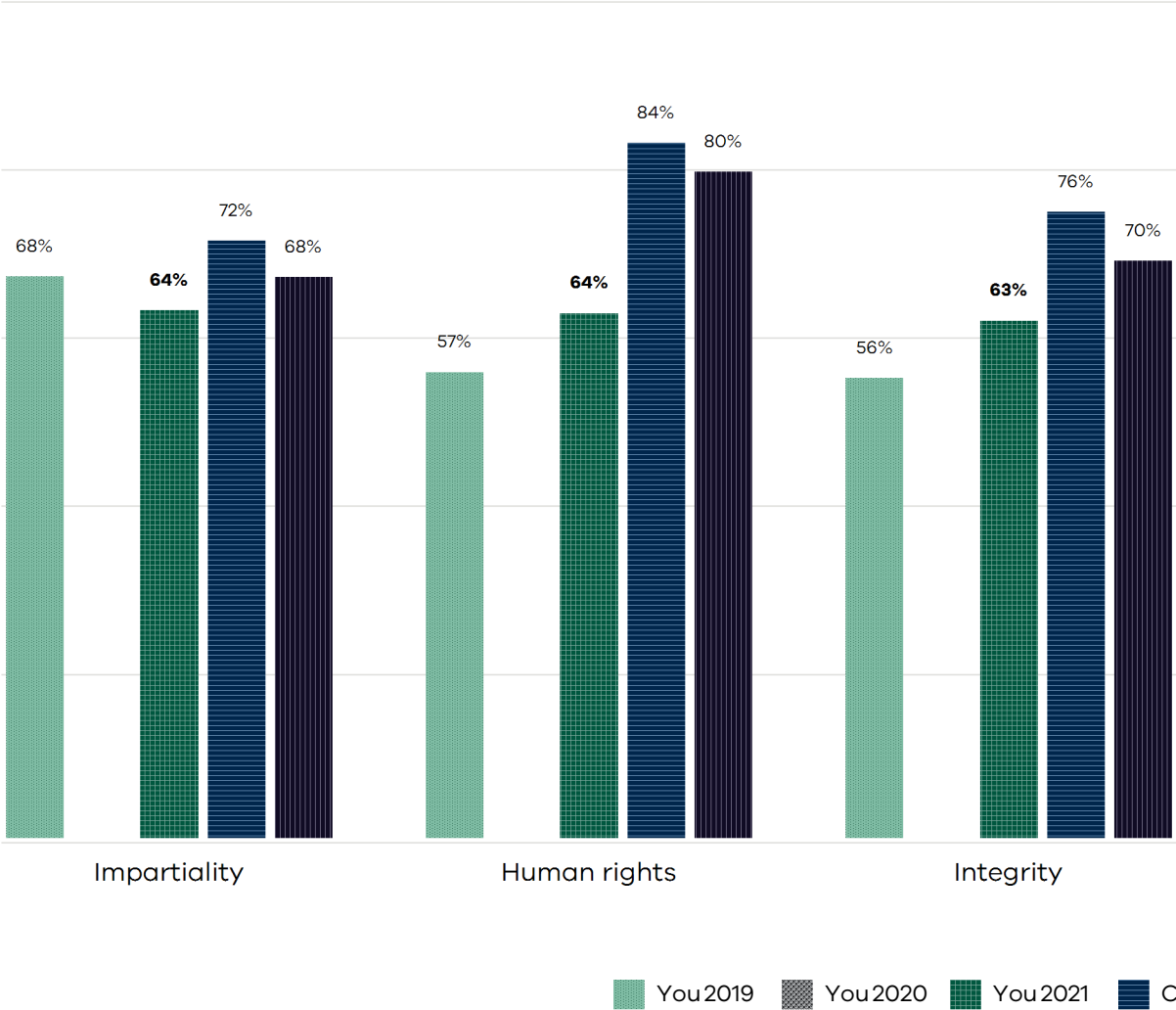
How to read this

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

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

Example

- In 2021:
- 64% of your staff who did the survey responded positively to questions about Impartiality , which is down 4% in 2019.
- Compared to:
- 72% of staff at your comparator and 68% of staff across the public sector.



Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

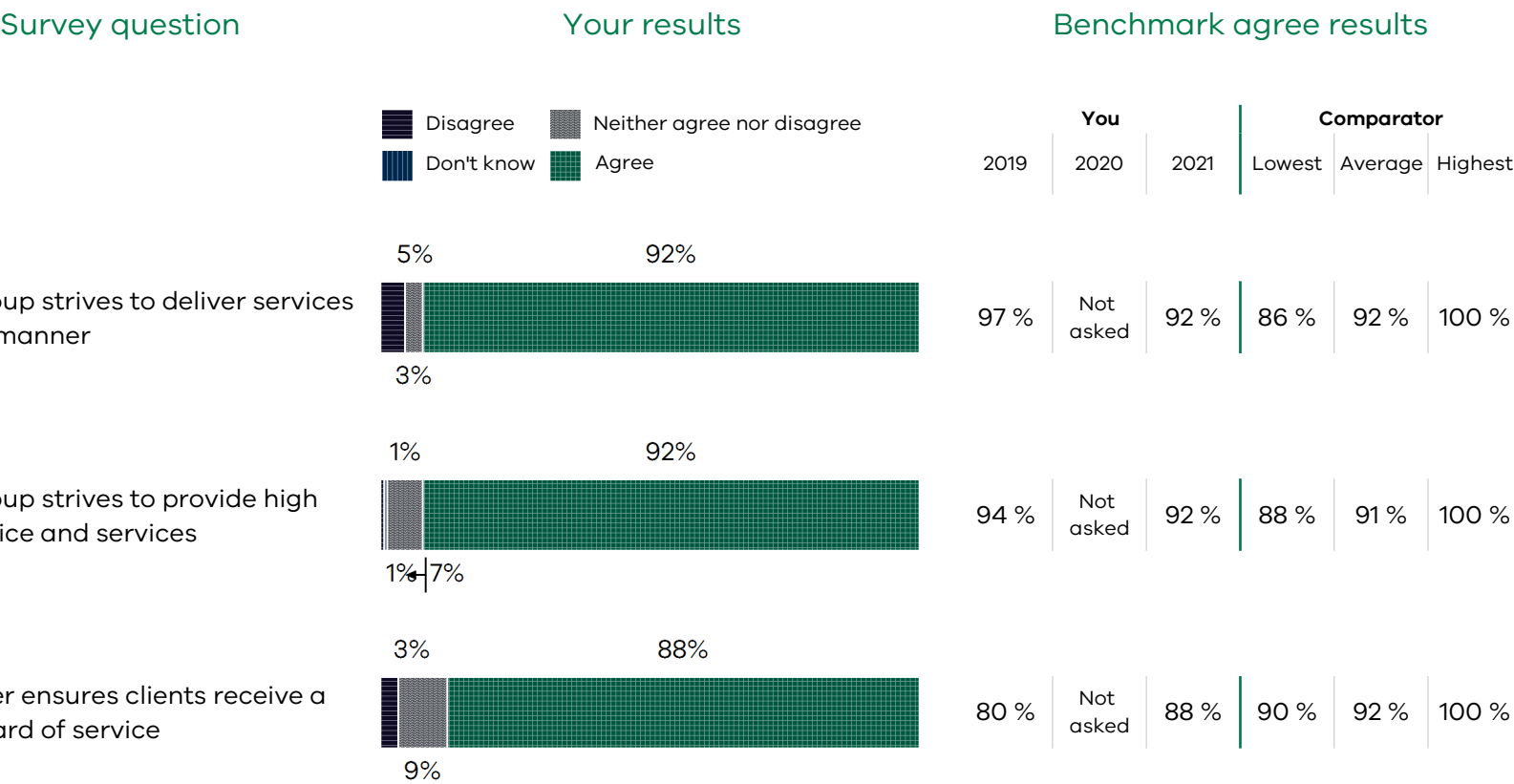
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

92% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services to deliver services in a timely manner'.



Public sector values

Integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

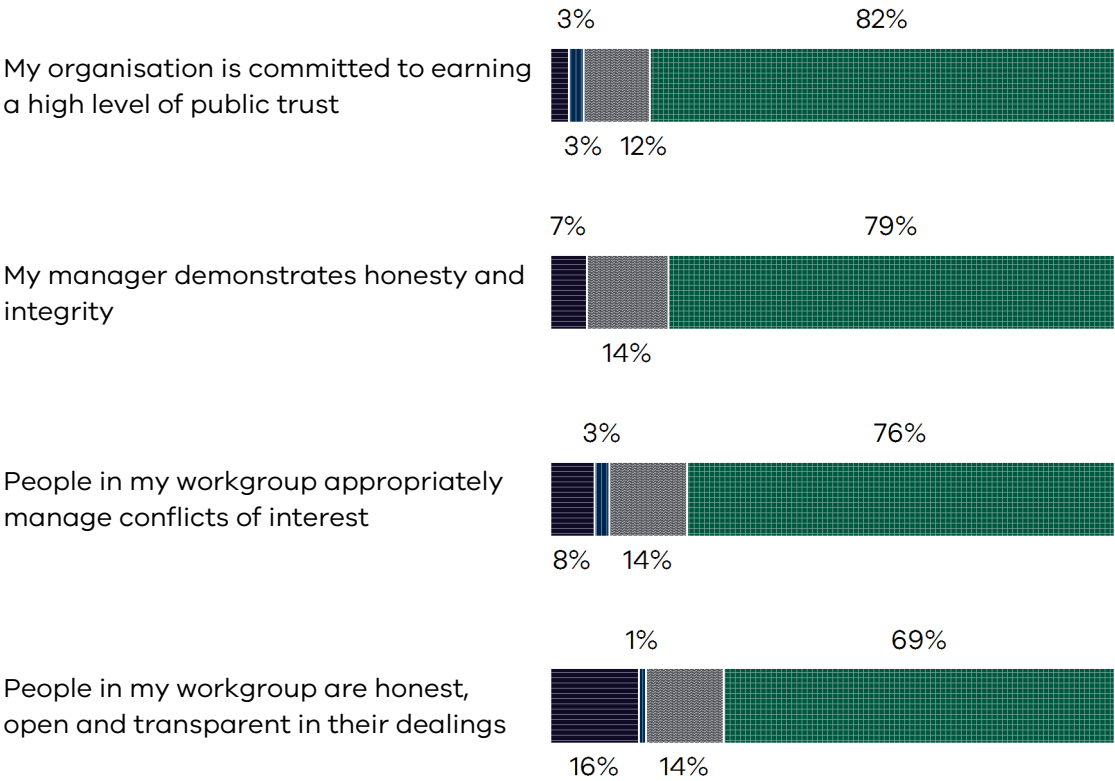
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

82% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question

Your results



Benchmark agree results

2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
67 %	Not asked	82 %	33 %	87 %	97 %
71 %	Not asked	79 %	80 %	89 %	100 %
68 %	Not asked	76 %	33 %	69 %	90 %
68 %	Not asked	69 %	67 %	79 %	83 %

Public sector values

Integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

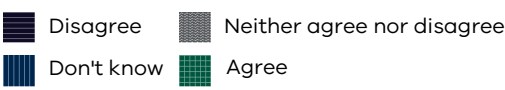
Example

52% of staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

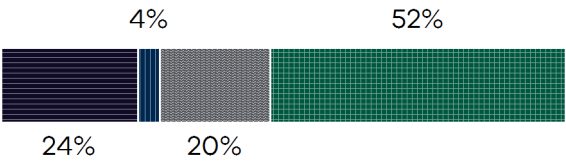
Survey question

Your results

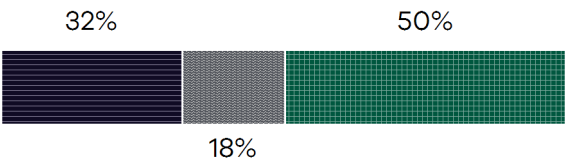
Benchmark agree results



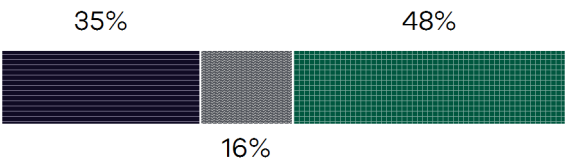
My organisation does not tolerate improper conduct



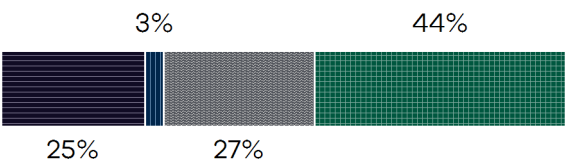
I feel safe to challenge inappropriate behaviour at work



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



Senior leaders demonstrate honesty and integrity



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
45 %	Not asked	52 %	0 %	73 %	83 %
Not asked	Not asked	50 %	33 %	68 %	90 %
34 %	Not asked	48 %	33 %	71 %	83 %
37 %	Not asked	44 %	0 %	69 %	87 %

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

76% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

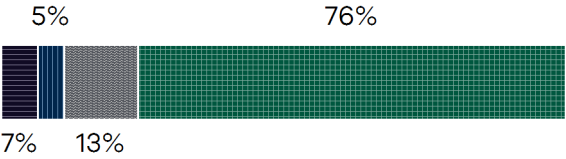
Survey question

Your results

Benchmark agree results



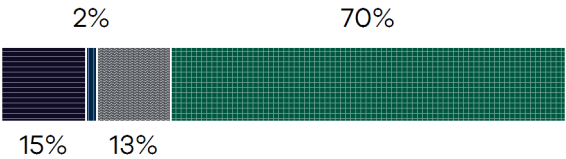
People in my workgroup are politically impartial in their work



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest

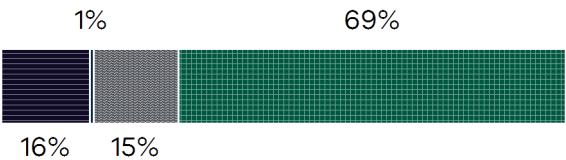
76 %	Not asked	76 %	0 %	72 %	83 %
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My workgroup places a priority on acting fairly and without bias



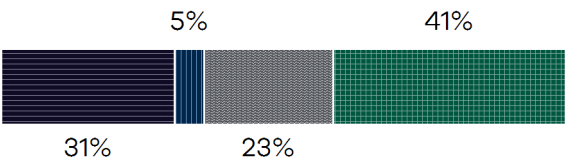
75 %	Not asked	70 %	33 %	80 %	93 %
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My workgroup focuses on making decisions informed by all relevant facts



82 %	Not asked	69 %	33 %	77 %	93 %
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My organisation makes fair recruitment and promotion decisions, based on merit



38 %	Not asked	41 %	0 %	60 %	77 %
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Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

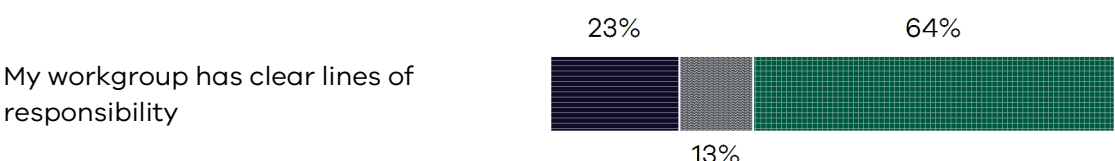
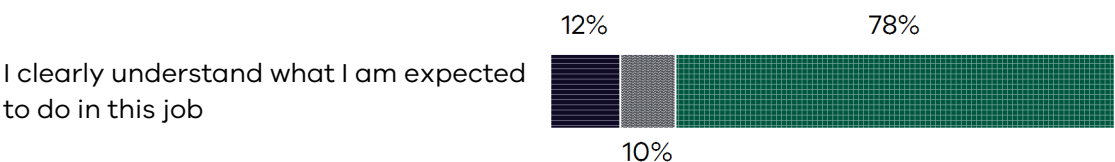
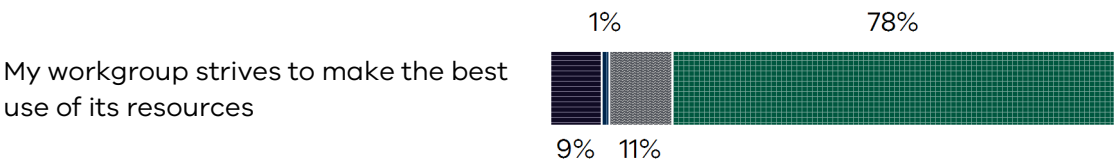
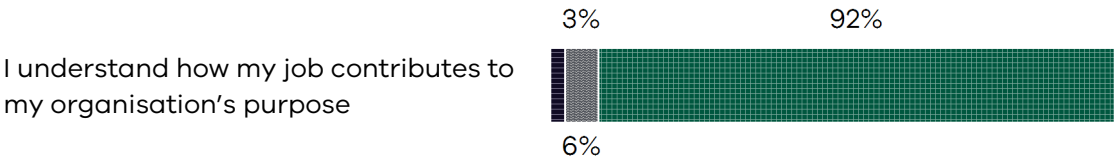
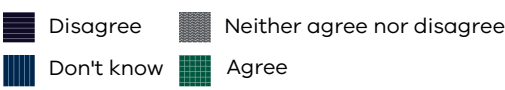
Example

92% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
91 %	92 %	92 %	88 %	92 %	100 %
83 %	Not asked	78 %	76 %	83 %	100 %
75 %	79 %	78 %	67 %	82 %	93 %
61 %	Not asked	64 %	0 %	75 %	92 %

Public sector values

Accountability 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

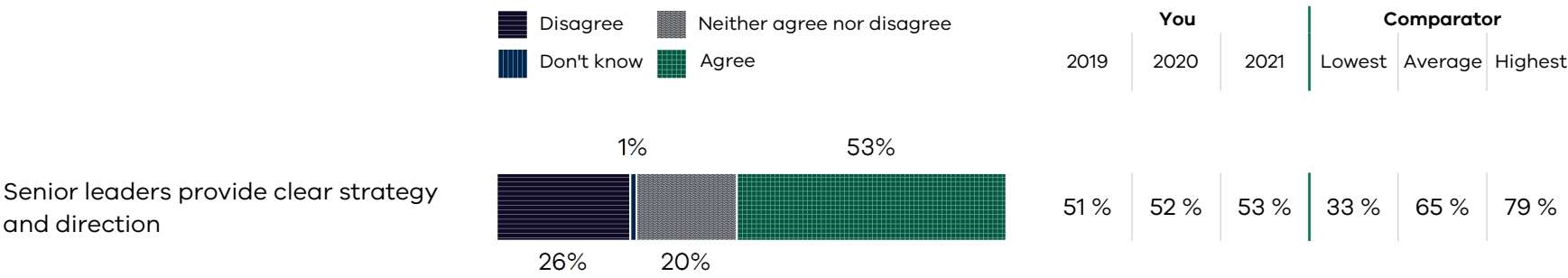
Example

53% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

Benchmark agree results



Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

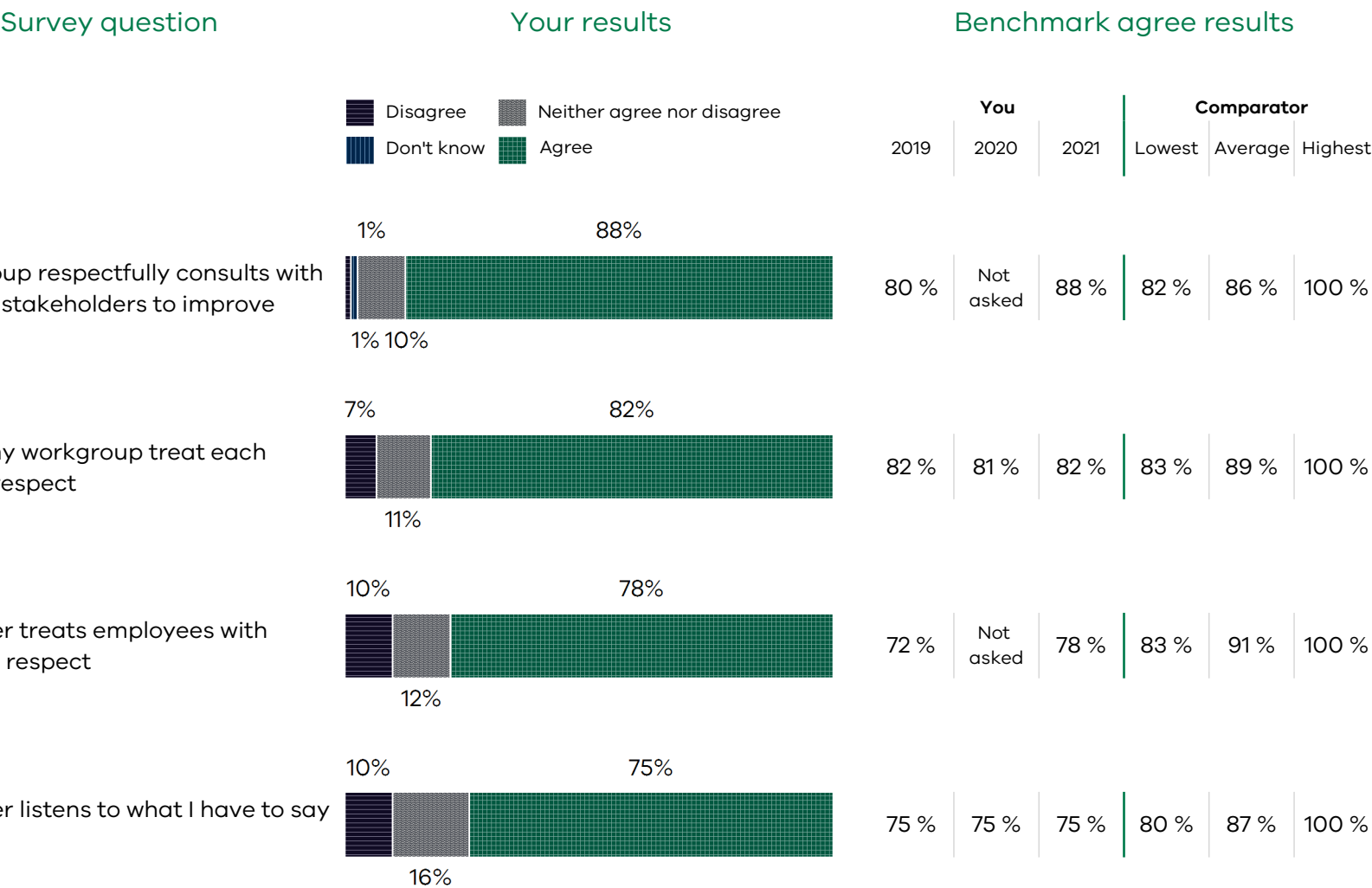
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

88% of staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.



Public sector values

Respect 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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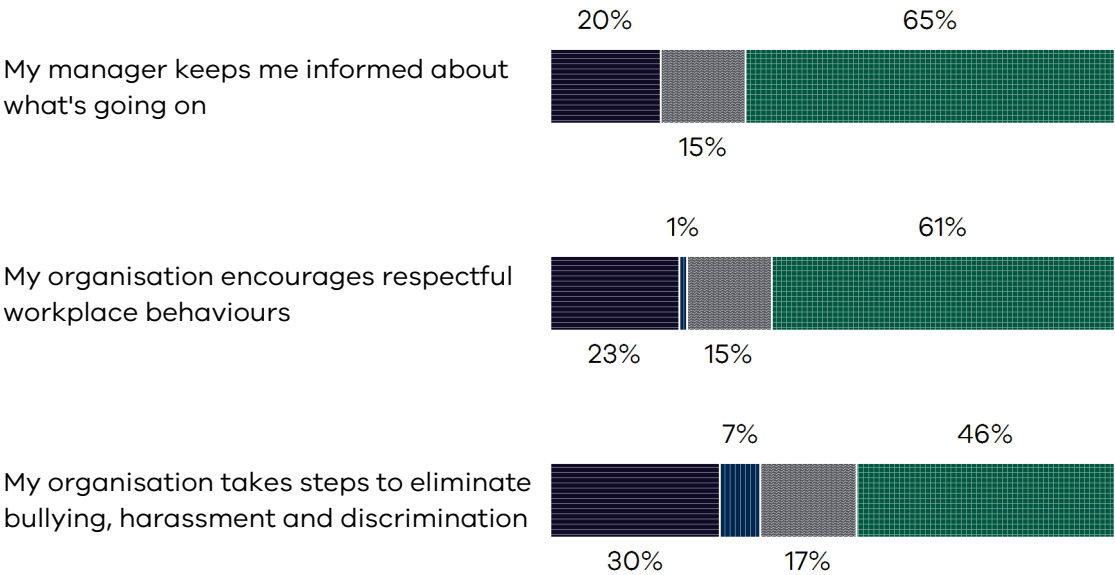
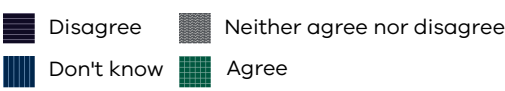
Example

65% of 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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
57 %	62 %	65 %	67 %	80 %	85 %
49 %	Not asked	61 %	33 %	85 %	97 %
40 %	Not asked	46 %	0 %	69 %	85 %

Public sector values

Leadership

What this is

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

Why this is important

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

How to read this

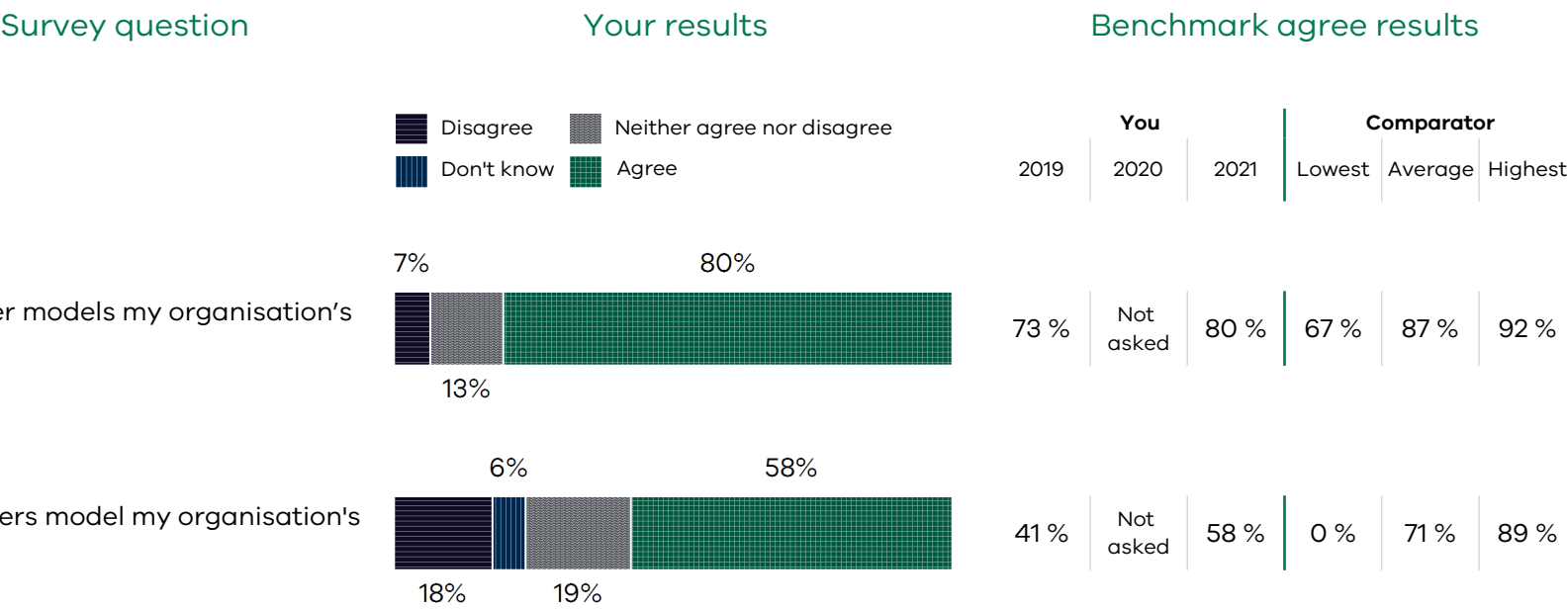
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

80% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.



Public sector values

Human rights

What this is

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

Why this is important

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

How to read this

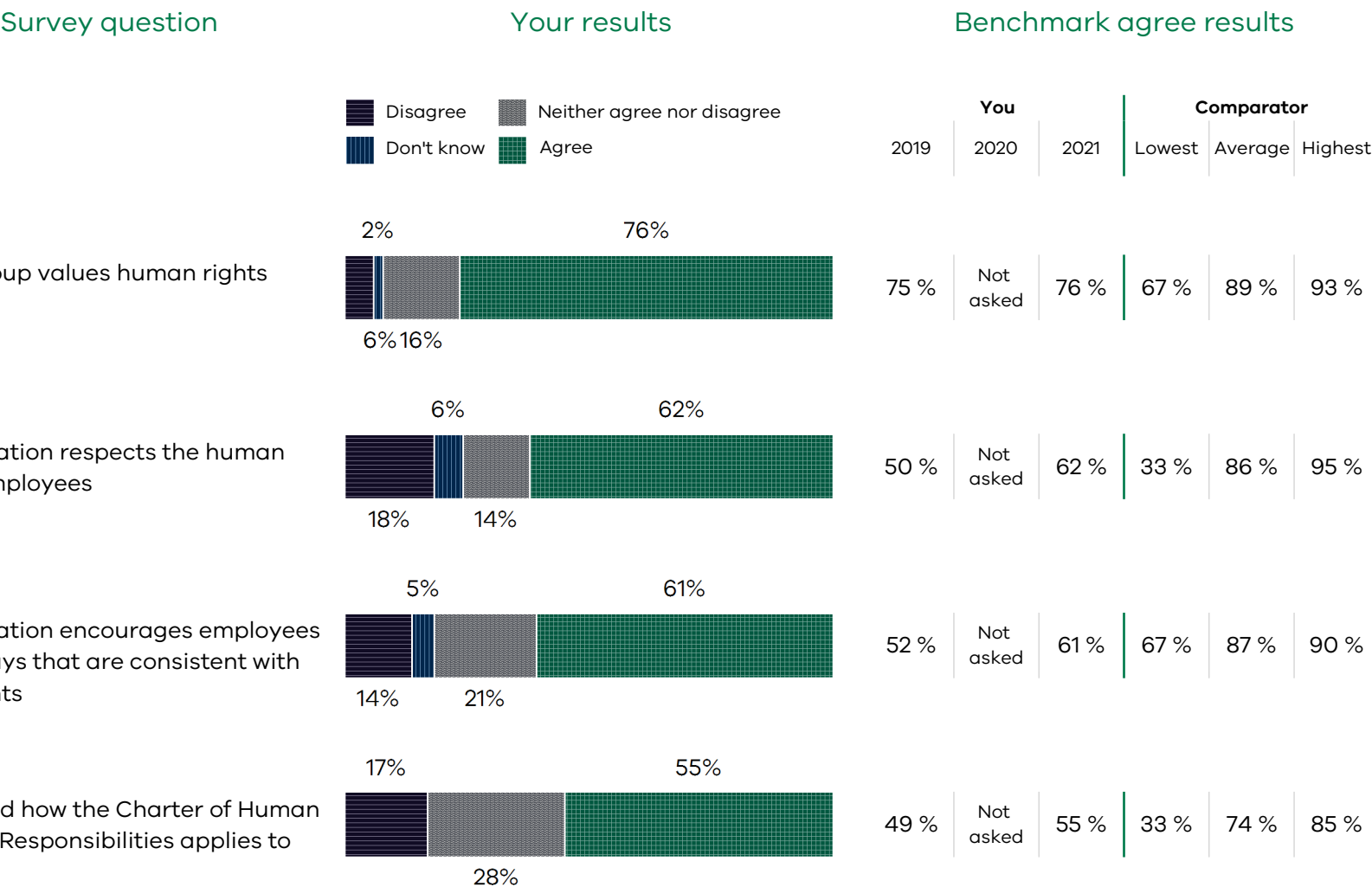
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

76% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.



People matter

survey 2021

Have your say

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Custom questions

What this is

Your organisation asked 3 custom questions as part of the 2021 survey.

Why this is important

By asking custom questions, organisations make the survey more meaningful to their needs.

How to read this

Under 'Your results' in descending order, you can see the percentage of staff who agreed or disagreed with each question.

In this report, 'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

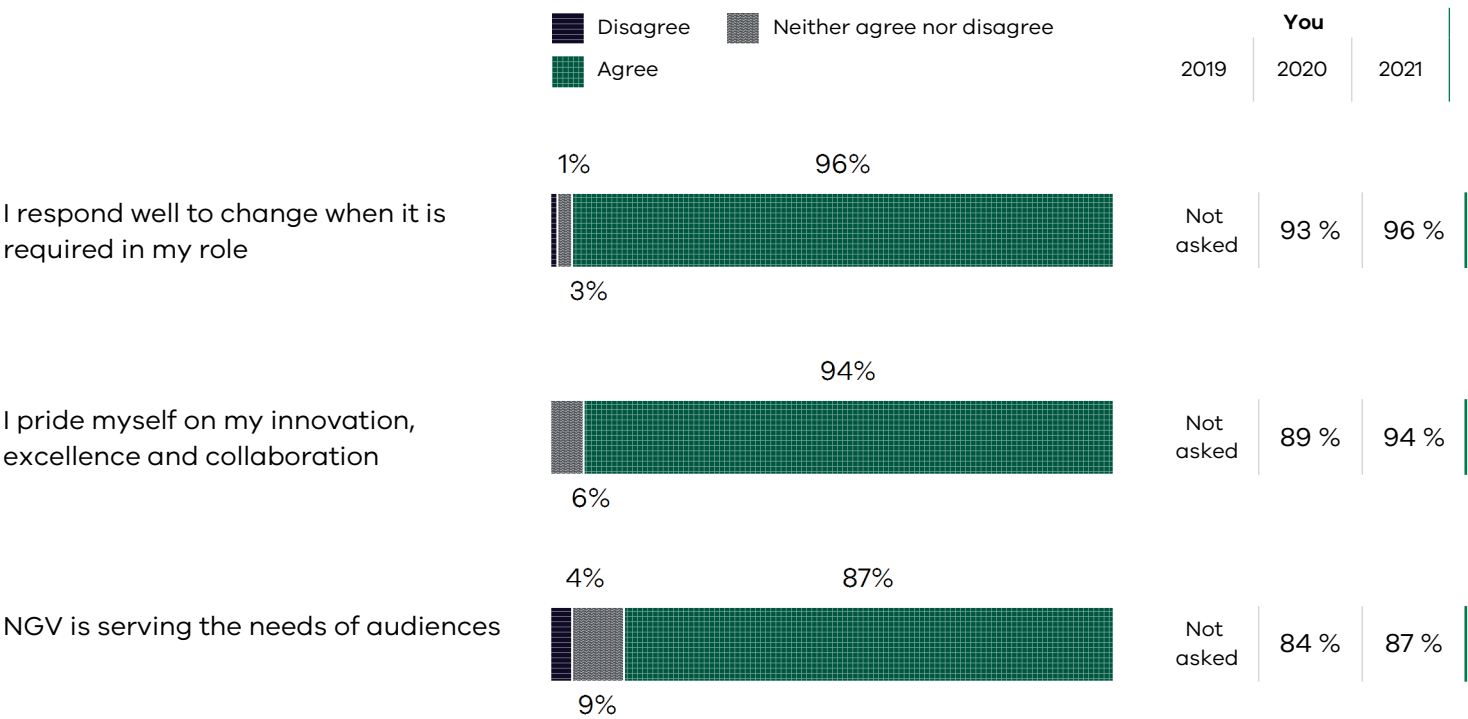
Example

96% of staff who did the survey agreed or strongly agreed with 'I respond well to change when it is required in my role'.

Survey question

Your results

Benchmark results



People matter

survey 2021

Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
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Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

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

Age	(n)	%
15-34 years	49	32%
35-54 years	70	46%
55+ years	12	8%
Prefer not to say	22	14%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
No	136	89%
Prefer not to say	17	11%

Highest level of formal education	(n)	%
Doctoral Degree level	1	1%
Master Degree level	37	24%
Graduate Diploma or Graduate Certificate level	19	12%
Bachelor Degree level incl. honours degrees	55	36%
Advanced Diploma or Diploma level	6	4%
Certificate III or IV level	5	3%
Year 12 or equivalent (VCE/Leaving certificate)	4	3%
Prefer not to say	26	17%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	2	1%
Non Aboriginal and/or Torres Strait Islander	132	86%
Prefer not to say	19	12%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Do you identify as a person with a disability?	(n)	%
Yes	6	4%
No	121	79%
Prefer not to say	26	17%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	2	33%
No	2	33%
Prefer not to say	2	33%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
I do not require any adjustments to be made to perform my role	1	50%
My disability does not impact on my ability to perform my role	1	50%

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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How would you describe your gender?	(n)	%
Woman	83	54%
Man	34	22%
Prefer not to say	33	22%
Non-binary and I use a different term	3	2%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	2	1%
No	121	79%
Prefer not to say	30	20%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	121	79%
Don't know	5	3%
Prefer not to say	27	18%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	95	62%
Prefer not to say	37	24%
Gay or lesbian	7	5%
Bisexual	5	3%
I use a different term	5	3%
Pansexual	2	1%
Asexual	1	1%
Don't know	1	1%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

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Country of birth	(n)	%
Born in Australia	110	72%
Not born in Australia	22	14%
Prefer not to say	21	14%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	10	45%
2 to less than 5 years ago	5	23%
5 to less than 10 years ago	4	18%
10 to less than 20 years ago	3	14%

Language other than English spoken with family or community	(n)	%
Yes	14	9%
No	119	78%
Prefer not to say	20	13%

Demographics

Cultural diversity 2 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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How to read this

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

	(n)	%
Other	7	50%
French	3	21%
Italian	2	14%
Indonesian	1	7%
Spanish	1	7%
Urdu	1	7%

Demographics

Cultural diversity 3 of 3

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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Cultural identity	(n)	%
Australian	98	64%
English, Irish, Scottish and/or Welsh	26	17%
Prefer not to say	25	16%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	14	9%
South Asian	3	2%
Other	3	2%
Aboriginal and/or Torres Strait Islander	3	2%
East and/or South-East Asian	3	2%
Middle Eastern and/or North African	2	1%
North American	2	1%
New Zealander	1	1%

Religion	(n)	%
No religion	91	59%
Christianity	29	19%
Prefer not to say	29	19%
Buddhism	2	1%
Other	2	1%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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Working arrangement	(n)	%
Full-Time	126	82%
Part-Time	27	18%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$65k	11	8%
\$65k to \$95k	70	50%
\$95k to \$125k	27	19%
\$125k or more	8	6%
Prefer not to say	23	17%

Organisational tenure	(n)	%
<1 year	5	3%
1 to less than 2 years	11	7%
2 to less than 5 years	50	33%
5 to less than 10 years	40	26%
10 to less than 20 years	32	21%
More than 20 years	15	10%

Management responsibility	(n)	%
Non-manager	105	69%
Other manager	34	22%
Manager of other manager(s)	14	9%

Employment type	(n)	%
Ongoing and executive	85	56%
Fixed term	54	35%
Other	14	9%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	129	84%
I have moved to a different role within my organisation (including acting roles)	22	14%
I have moved to my role from outside the Victorian public sector	2	1%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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How to read this

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Primary workplace location over the last 3 months

	(n)	%
Melbourne CBD	115	75%
Melbourne: Suburbs	36	24%
Other city or town	1	1%
Outside Victoria	1	1%

Primary workplace type over the past 3 months*

	(n)	%
A main office	93	61%
Home/private location	45	29%
A hub/shared work space	8	5%
A frontline or service delivery location (that is not a main office or home/private location)	4	3%
Other (please specify)	3	2%

Other workplace type over the past 3 months*

	(n)	%
Home/private location	95	62%
A main office	56	37%
No, I have not worked from any other locations	16	10%
A frontline or service delivery location (that is not a main office or home/private location)	5	3%
A hub/shared work space	3	2%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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

	(n)	%
No, I have not requested adjustments	115	75%
Flexible working arrangements	24	16%
Physical modifications or improvements to the workplace	12	8%
Job redesign or role sharing	5	3%
Career development support strategies	5	3%
Other	2	1%

Why did you make this request?*

	(n)	%
Health	16	42%
Work-life balance	10	26%
Family responsibilities	8	21%
Other	6	16%
Caring responsibilities	4	11%
Study commitments	2	5%

What was your experience with making the request?

	(n)	%
The adjustments I needed were made and the process was satisfactory	24	63%
The adjustments I needed were not made	10	26%
The adjustments I needed were made but the process was unsatisfactory	4	11%

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.

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Caring responsibility	(n)	%
None of the above	67	44%
Prefer not to say	33	22%
Secondary school aged child(ren)	20	13%
Primary school aged child(ren)	18	12%
Frail or aged person(s)	13	8%
Child(ren) - younger than preschool age	7	5%
Person(s) with a mental illness	6	4%
Other	5	3%
Preschool aged child(ren)	3	2%
Person(s) with a medical condition	3	2%
Person(s) with disability	2	1%



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