

People matter survey 2021

Have your say

Report overview

About your report

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

Report contents

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

Rounding of percentages

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

Survey questions and definitions

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

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Privacy and anonymity

To protect you, we:

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

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

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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



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



Report overview

Your comparator group1 of 2

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

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

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



Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2020		2021	
-		67%	
-		(32)	
Comparator	70%	Comparator	50%
Public Sector	49%	Public Sector	39%

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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		2021	
-		83	
Comparator	69	Comparator	72
Public Sector	68	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 83.

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.

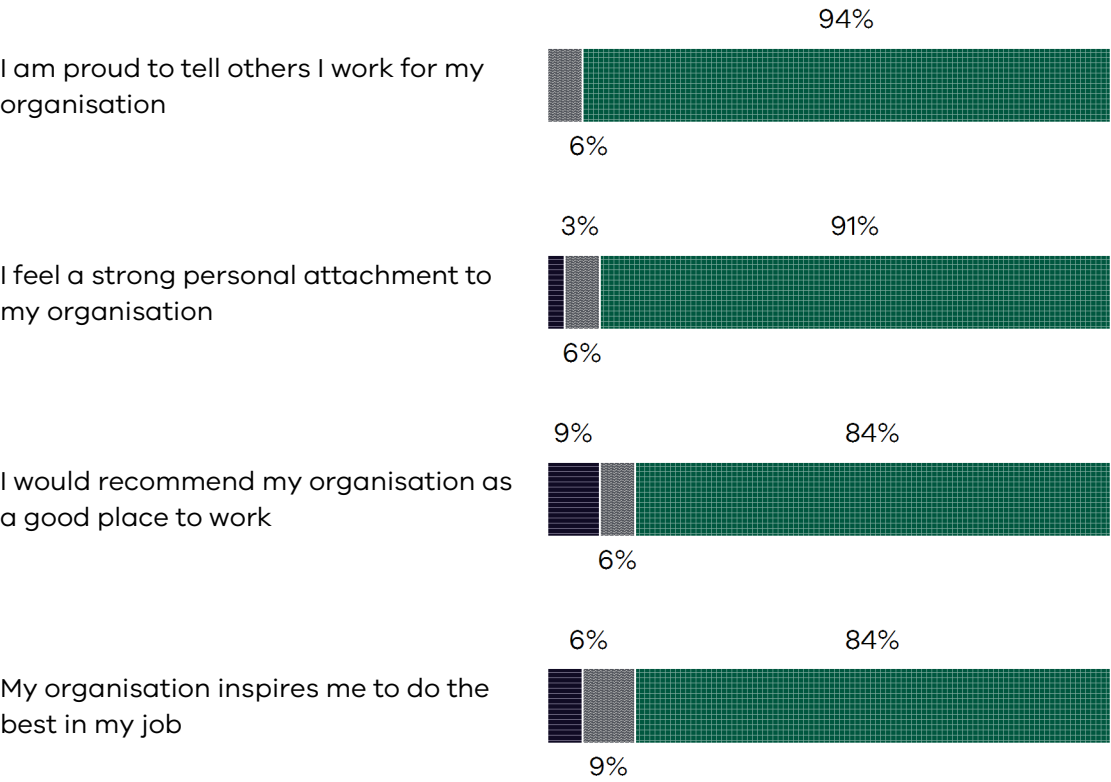
Example

94% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Survey question

Your results

Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
94 %	51 %	81 %	100 %
91 %	42 %	65 %	95 %
84 %	38 %	72 %	95 %
84 %	30 %	67 %	91 %

People outcomes

Engagement question results 2 of 2

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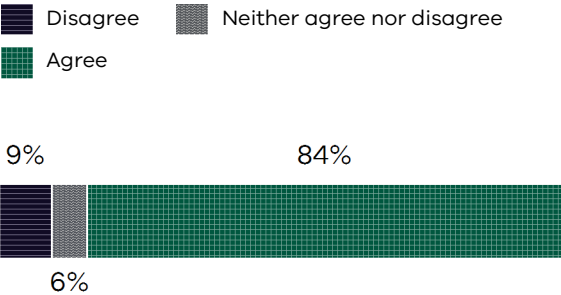
Example

84% of your staff who did the survey agreed or strongly agreed with 'My organisation motivates me to help achieve its objectives'.

Survey question

My organisation motivates me to help achieve its objectives

Your results



Benchmark agree results

You	Comparator		
	Lowest	Average	Highest
2021			
84 %	32 %	70 %	94 %

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.

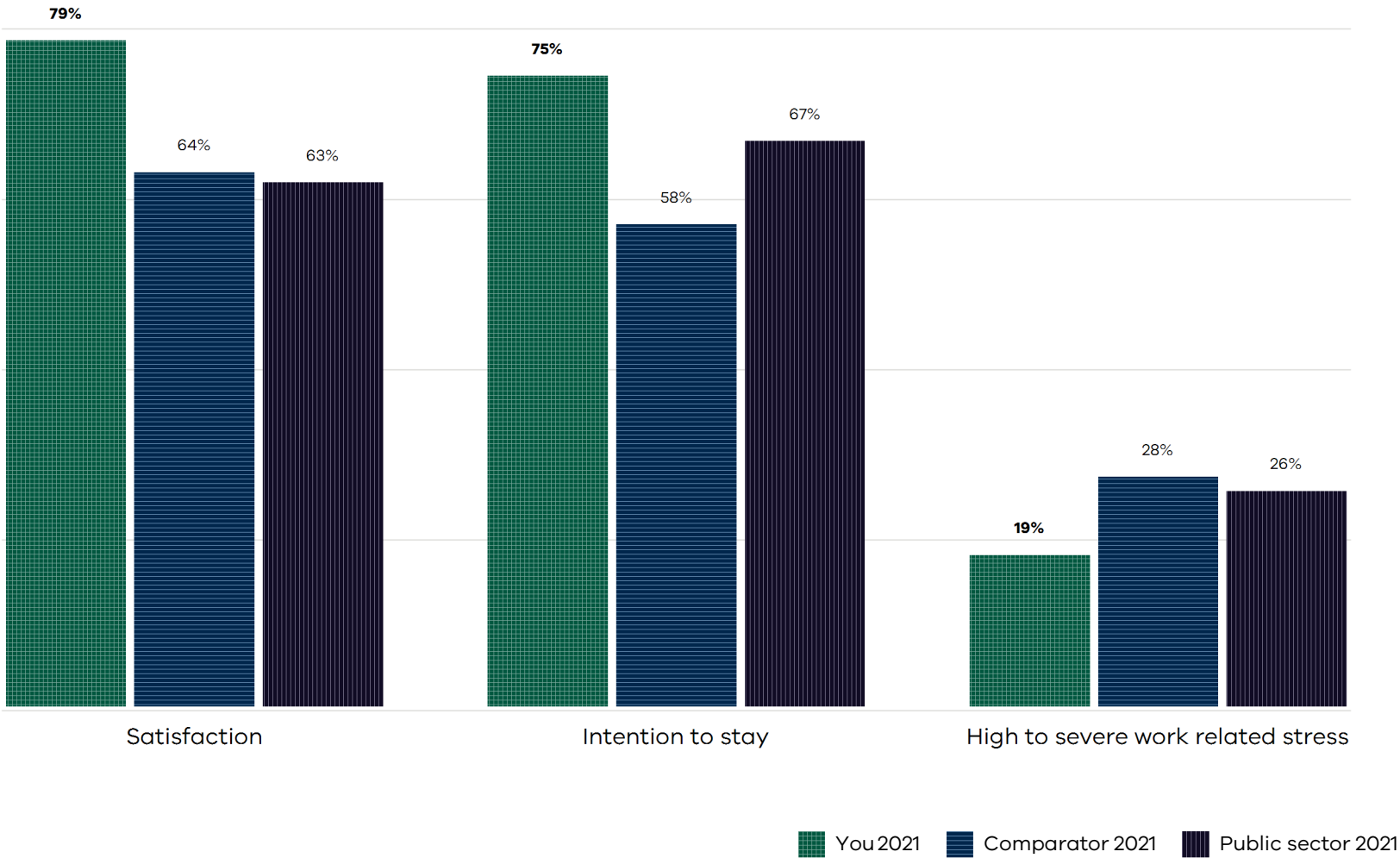
How to read this

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:
- 79% of your staff who did the survey responded positively to questions about Satisfaction.
- Compared to:
- 64% of staff at your comparator and 63% of staff across the public sector.



People outcomes

Satisfaction question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

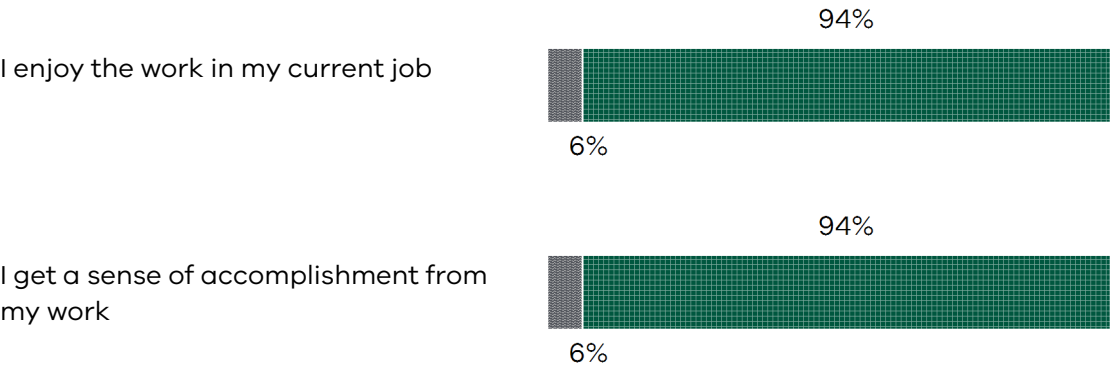
Example

94% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

Survey question

Your results

Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
94 %	67 %	79 %	100 %
94 %	61 %	77 %	96 %

People outcomes

Satisfaction question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

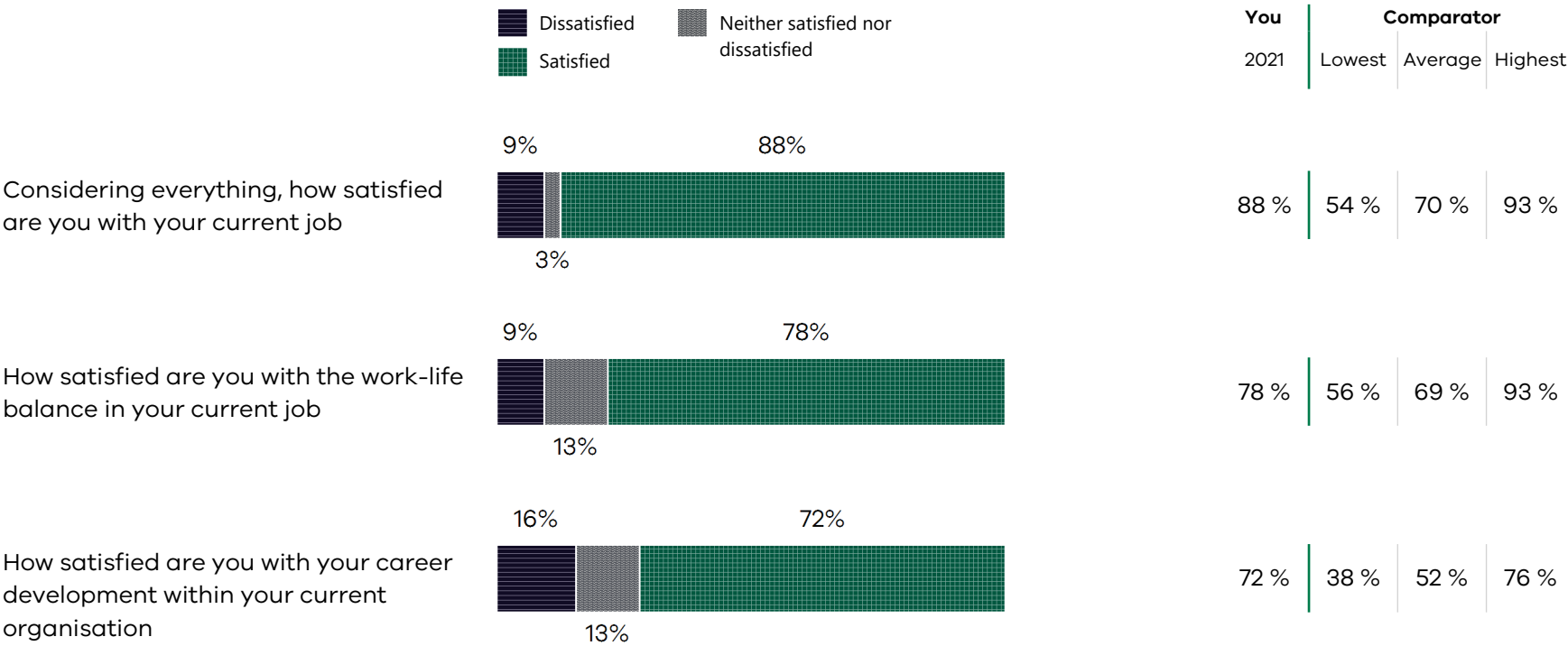
Example

88% 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



People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

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

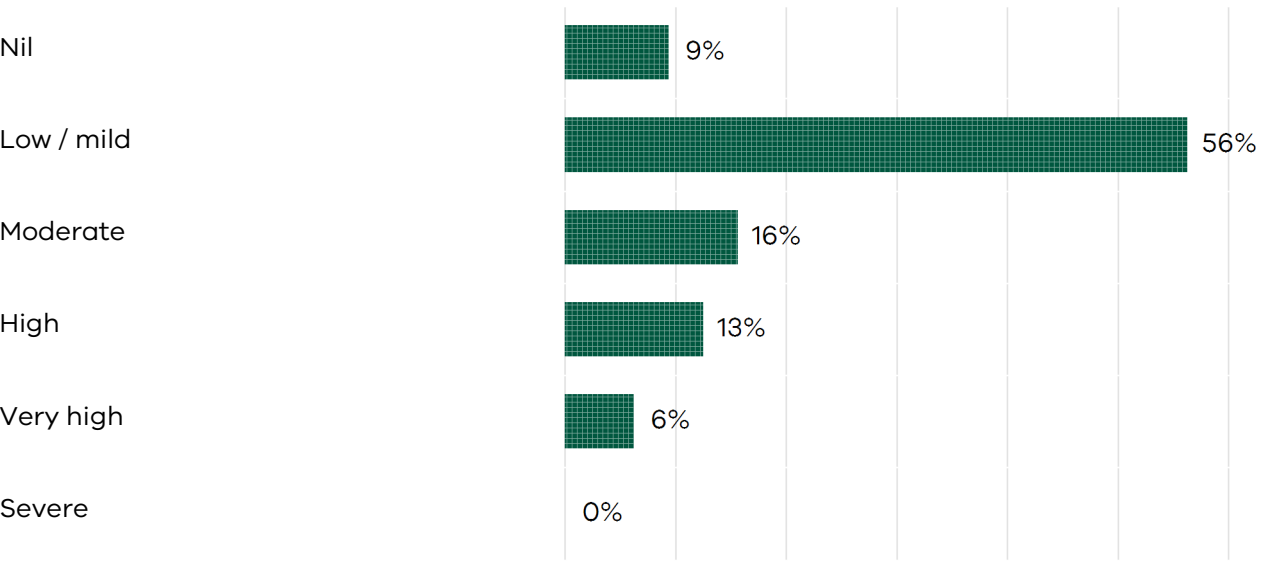
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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

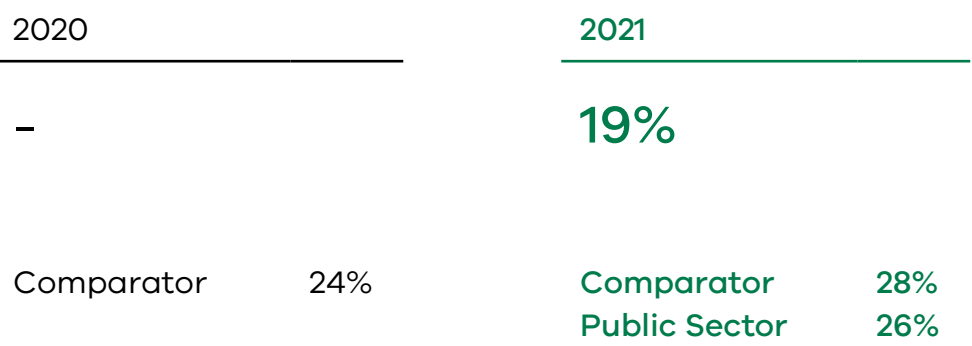
Example

19% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 28% of staff in your comparator group and 26% of staff across the public sector.

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



Reported levels of high to severe stress



People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

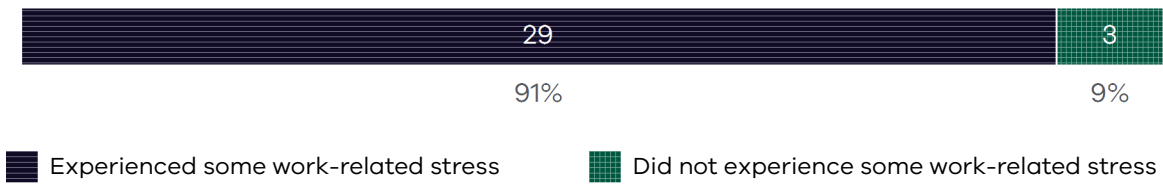
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

Example

91% of your staff who did the survey said they experienced mild to severe stress.

Of that 91%, 66% said the top reason was 'Time pressure'.



Of those that experienced work related stress it was from ...	You 2021	Comparator 2021	Public sector 2021
Time pressure	66%	47%	42%
Workload	52%	51%	51%
Competing home and work responsibilities	14%	12%	12%
Content, variety, or difficulty of work	14%	14%	12%
Management of work (e.g. supervision, training, information, support)	14%	13%	13%
Other changes due to COVID-19	14%	11%	15%
Working from home	14%	10%	4%
Dealing with clients, patients or stakeholders	7%	15%	14%
Job security	7%	9%	9%
Work schedule or hours	7%	6%	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.

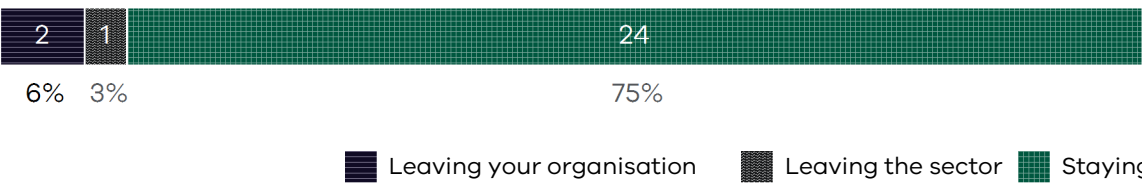
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

Example

9% of your staff who did the survey said they intended to leave.

Of that 9%, 67% said it was from 'Limited recognition for doing a good job'.

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



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

	You 2021	Comparator 2021	Public sector 2021
Limited recognition for doing a good job	67%	26%	32%
Opportunity to seek/take a promotion elsewhere	67%	44%	33%
Better remuneration	33%	30%	26%
End of contract/secondment	33%	14%	11%
Lack of confidence in senior leadership	33%	30%	34%
Limited developmental/educational opportunities at my organisation	33%	24%	24%
Limited future career opportunities at my organisation	33%	51%	42%
Limited involvement in decisions affecting my job and career	33%	19%	20%
Limited opportunities to gain further experience at my organisation	33%	39%	33%
My interests do not match my job role	33%	15%	14%

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

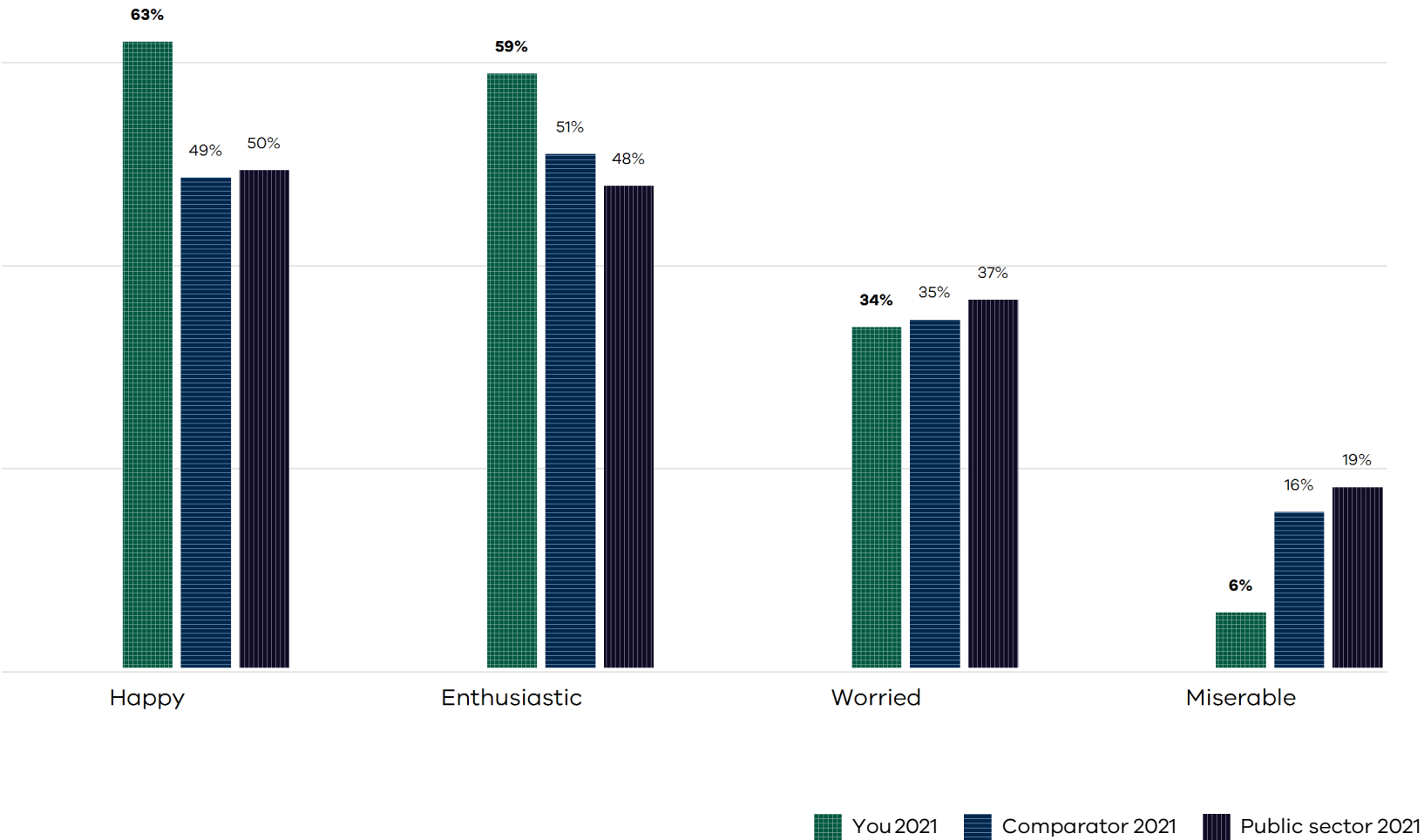
In 2021:

- 63% of your staff who did the survey said work made them feel happy in 2021

Compared to:

- 49% 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.

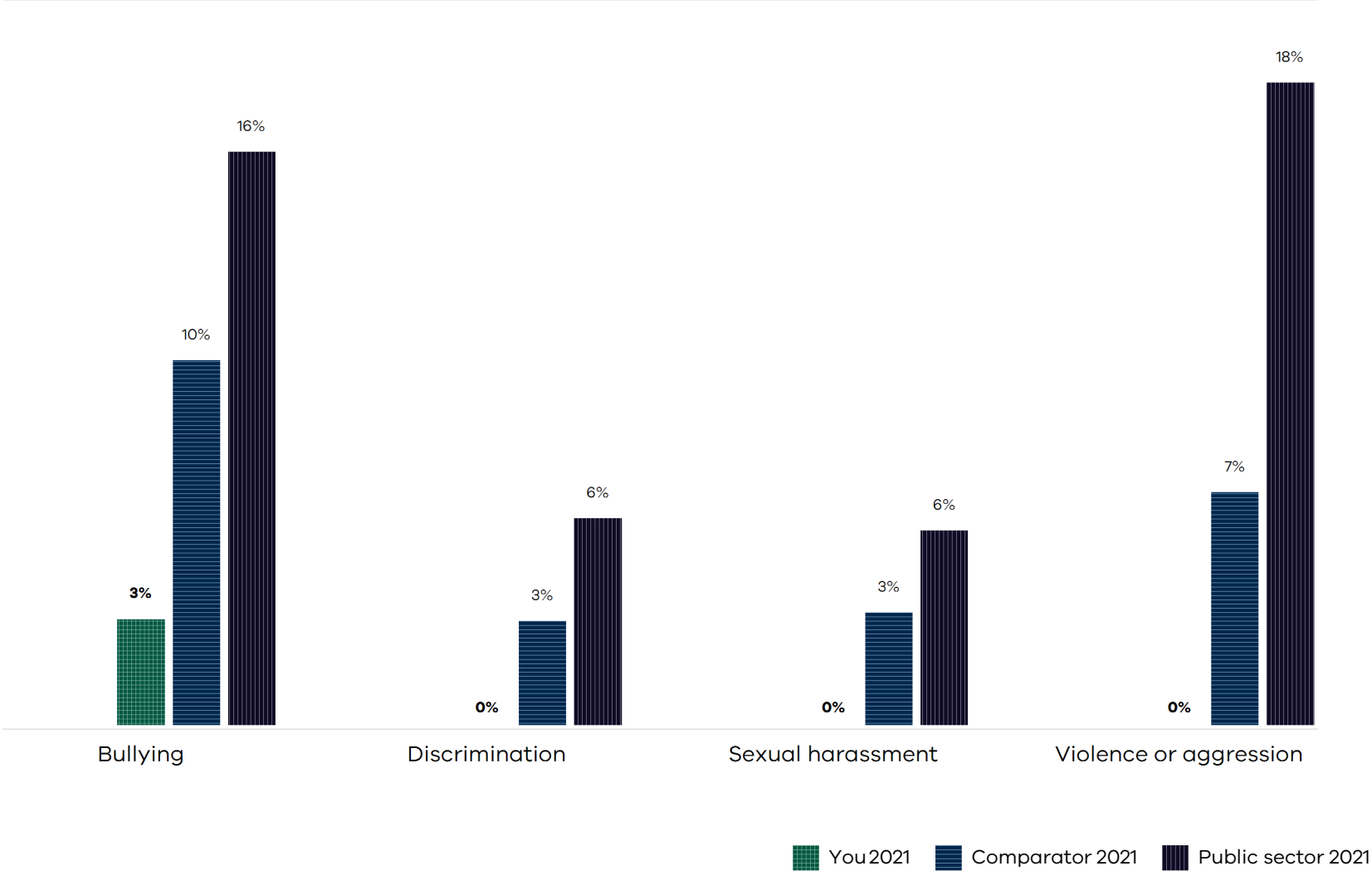
Example

In 2021:

- 3% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months.

Compared to:

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



People outcomes

Bullying

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

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.

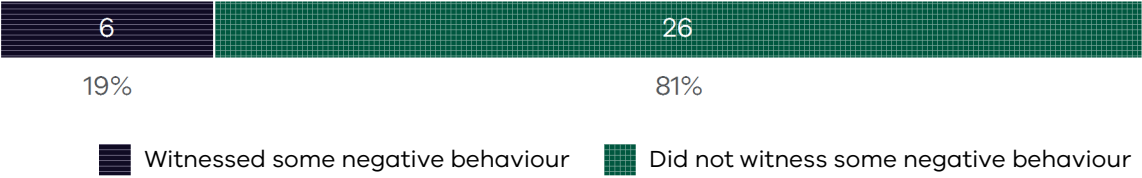
They could tell us with one or more answers if they witnessed negative behaviour and what type they witnessed. In descending order, the table shows the answers.

Example

19% of your staff who did the survey said they witnessed some negative behaviour at work.

81% 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	81%	85%	77%
Bullying of a colleague	16%	12%	16%
Discrimination against a colleague	6%	5%	8%

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.

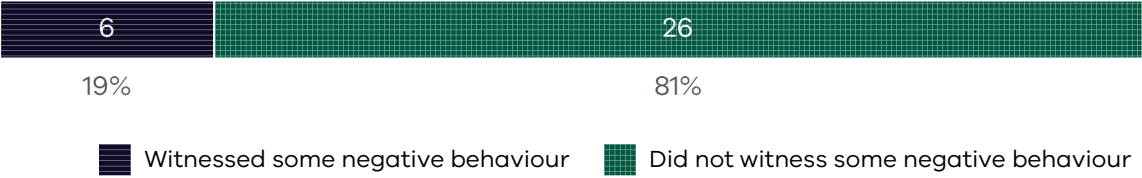
The table shows the answers in descending order.

Example

19% of your staff who did the survey witnessed negative behaviour, of which:

- 100% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 0% took no action.

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



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	100%	75%	72%
Spoke to the person who behaved in a negative way	17%	14%	22%

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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 comparator group.

Example

On the first row 'Job enrichment', the 'You 2021' column shows 100% of your staff agreed with 'I understand how my job contributes to my organisation's purpose'. This question was not asked in 0.

Question group	Highest scoring questions	You 2021	Comparator 2021
Job enrichment	I understand how my job contributes to my organisation's purpose	100%	91%
Meaningful work	I feel that I can make a worthwhile contribution at work	100%	85%
Workplace flexibility	My organisation supports employees with family or other caring responsibilities, regardless of gender	100%	82%
Workgroup support	I am able to work effectively with others in my workgroup	100%	92%
Job enrichment	I clearly understand what I am expected to do in this job	97%	80%
Manager support	My manager listens to what I have to say	97%	87%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different age groups	97%	74%
Quality service delivery	My workgroup places a priority on acting fairly and without bias	97%	82%
Quality service delivery	My workgroup strives to deliver services in a timely manner	97%	91%
Quality service delivery	My workgroup strives to provide high quality advice and services	97%	92%

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

You can also compare your 2021 comparator group.

Example

On the first row 'Learning and development', the 'You 2021' column shows 22% of your staff agreed with 'I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)'.
This question was not asked in 0.

Question subgroup	Lowest scoring questions	You 2021	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	22%	37%
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)	28%	30%
Safety climate	All levels of my organisation are involved in the prevention of stress	47%	47%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	47%	58%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	50%	67%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees with disability	59%	61%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	59%	61%
Innovation	My workgroup encourages employee creativity	59%	67%
Innovation	My workgroup takes reasonable risks to improve its services	59%	66%
Equal employment opportunity	Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	66%	65%

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 'Learning and development', the 'You 2021' column shows 78% of your staff agreed with 'I feel I have an equal chance at promotion in my organisation'.

The 'difference' column, shows that agreement for this question was 34 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Learning and development	I feel I have an equal chance at promotion in my organisation	78%	+34%	44%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	84%	+29%	55%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	84%	+28%	57%
Engagement	I feel a strong personal attachment to my organisation	91%	+26%	65%
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	81%	+24%	58%
Workplace flexibility	Having family responsibilities is not a barrier to success in my organisation	94%	+24%	70%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different age groups	97%	+23%	74%
Job enrichment	My work performance is assessed against clear criteria	84%	+22%	63%
Learning and development	My organisation places a high priority on the learning and development of staff	81%	+21%	60%
Innovation	My workgroup learns from failures and mistakes	94%	+20%	73%

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 'Workgroup support', the 'You2021' column shows 69% of your staff agreed with 'People in my workgroup actively support diversity and inclusion in the workplace'.

The 'difference' column, shows that agreement for this question was 18 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Workgroup support	People in my workgroup actively support diversity and inclusion in the workplace	69%	-18%	87%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	50%	-17%	67%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	22%	-15%	37%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	47%	-12%	58%
Senior leadership	Senior leaders actively support diversity and inclusion in the workplace	69%	-8%	77%
Innovation	My workgroup encourages employee creativity	59%	-8%	67%
Innovation	My workgroup takes reasonable risks to improve its services	59%	-6%	66%
Manager leadership	My manager works effectively with people from diverse backgrounds	84%	-6%	90%
Safety climate	My organisation consults employees on health and safety matters	72%	-3%	75%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	72%	-2%	74%

People matter

survey 2021

Have your say

Report overview

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

People outcomes

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

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.

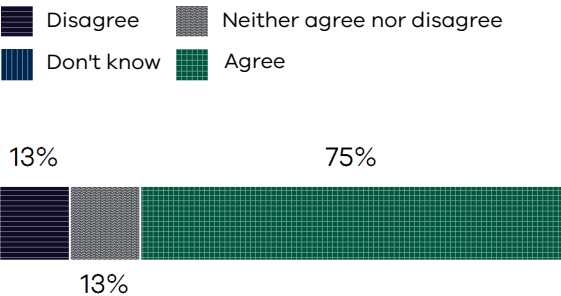
Example

75% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

Survey question

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

Your results



Benchmark agree results

You	Comparator		
	Lowest	Average	Highest
2021			
75 %	27 %	56 %	96 %

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 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		
<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 		

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.

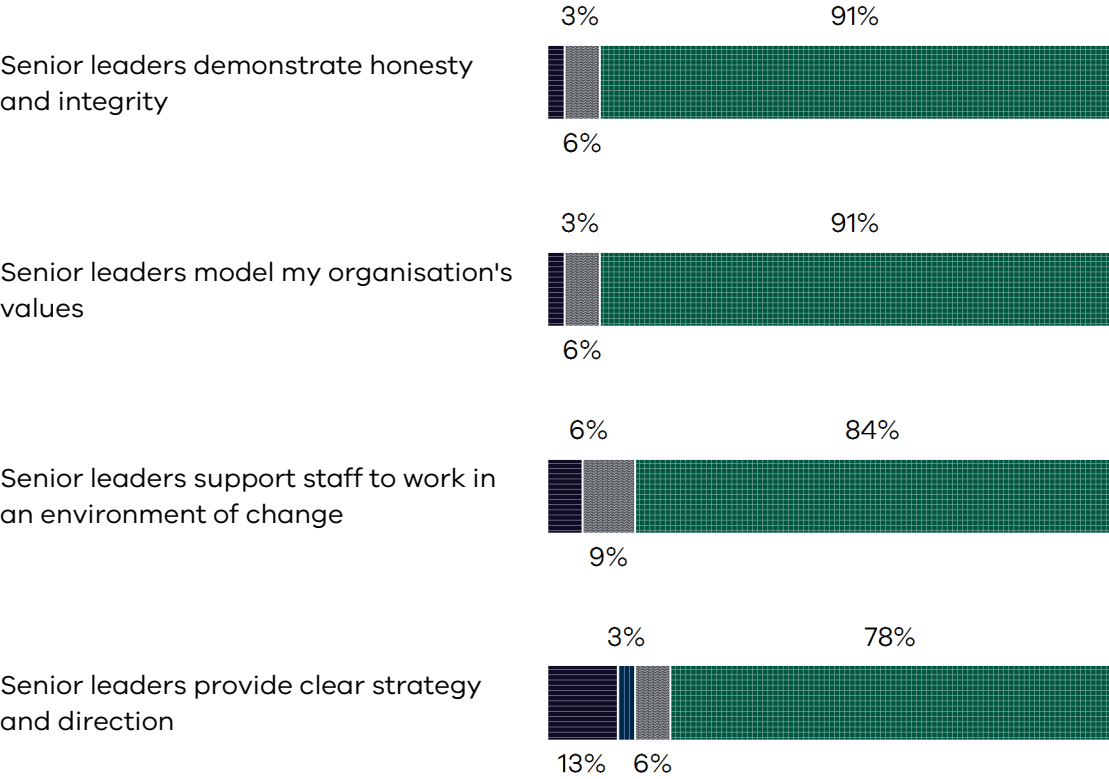
Example

91% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question

Your results

Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
91 %	44 %	72 %	100 %
91 %	48 %	71 %	100 %
84 %	38 %	69 %	100 %
78 %	29 %	62 %	100 %

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.

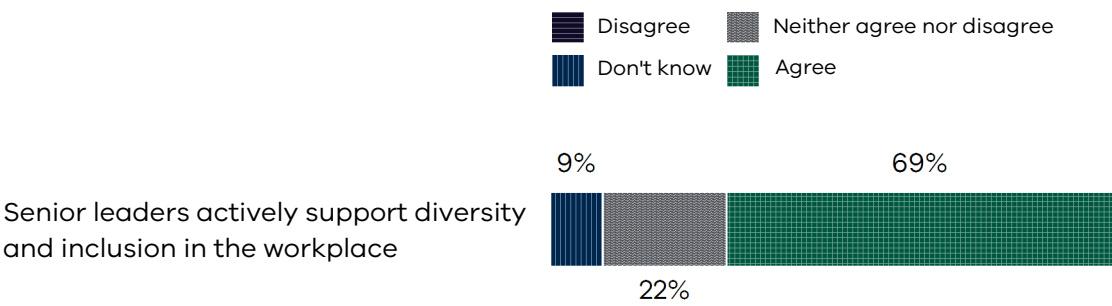
Example

69% 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



You	Comparator		
	Lowest	Average	Highest
2021			
69 %	48 %	77 %	100 %

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 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
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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.

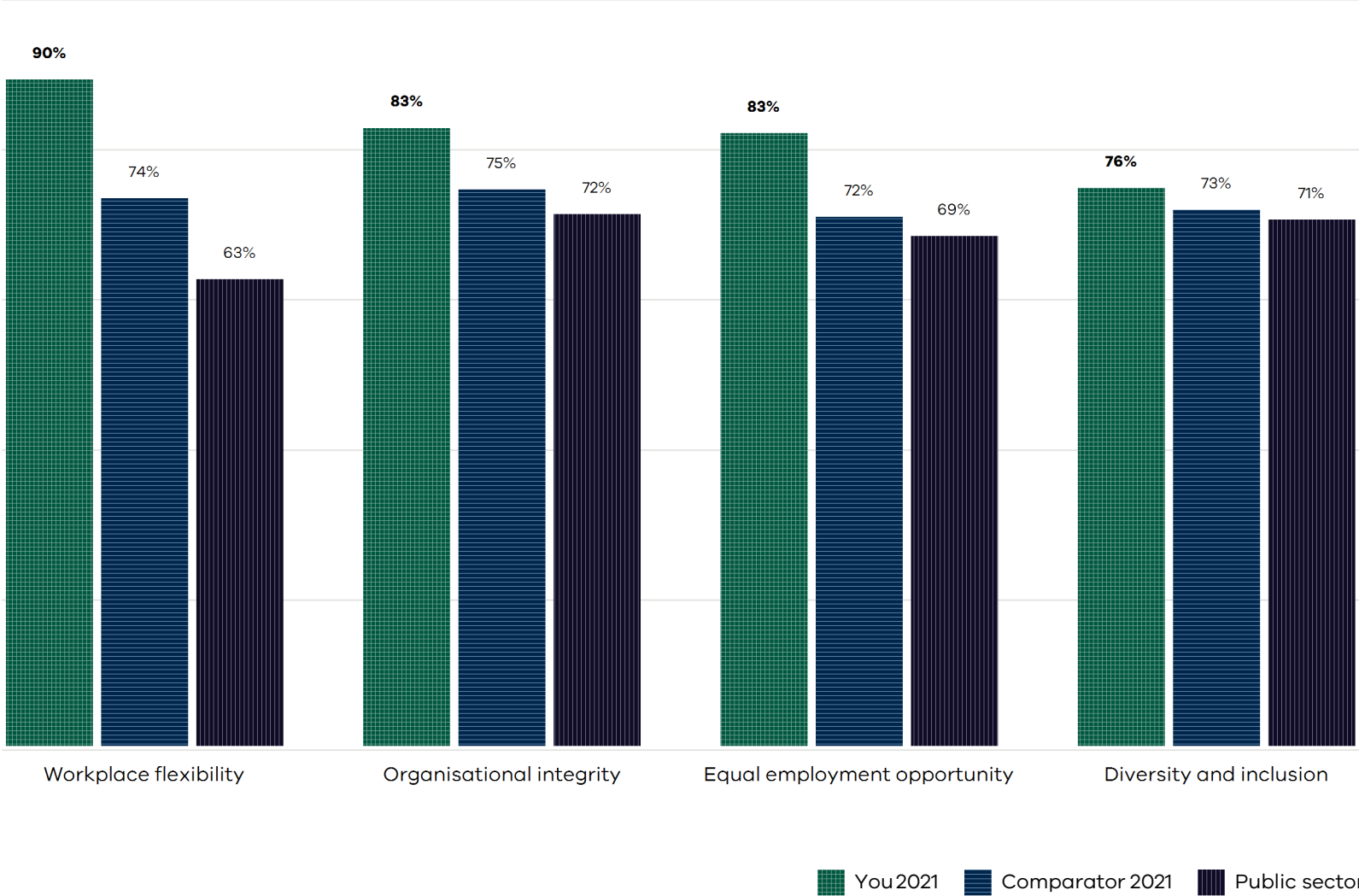
Example

In 2021:

- 90% of your staff who did the survey responded positively to questions about Workplace flexibility.

Compared to:

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



Organisational climate

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

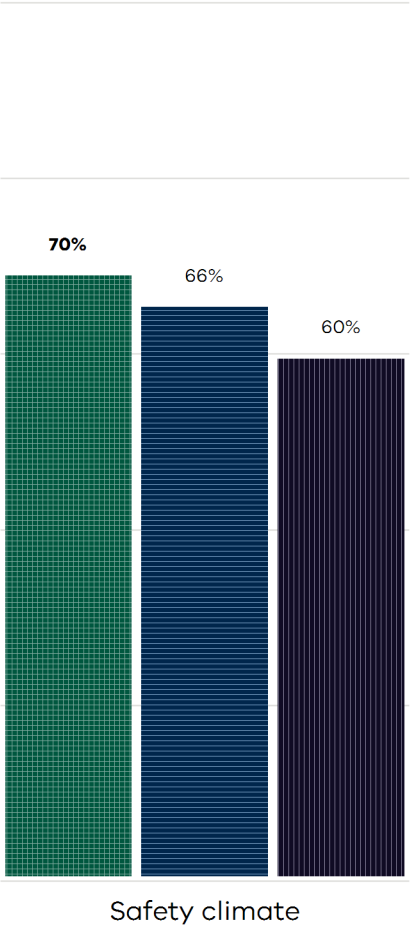
Example

In 2021:

- 70% of your staff who did the survey responded positively to questions about Safety climate.

Compared to:

- 66% of staff at your comparator and 60% of staff across the public sector.



You 2021 Comparator 2021 Public sector 2021

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

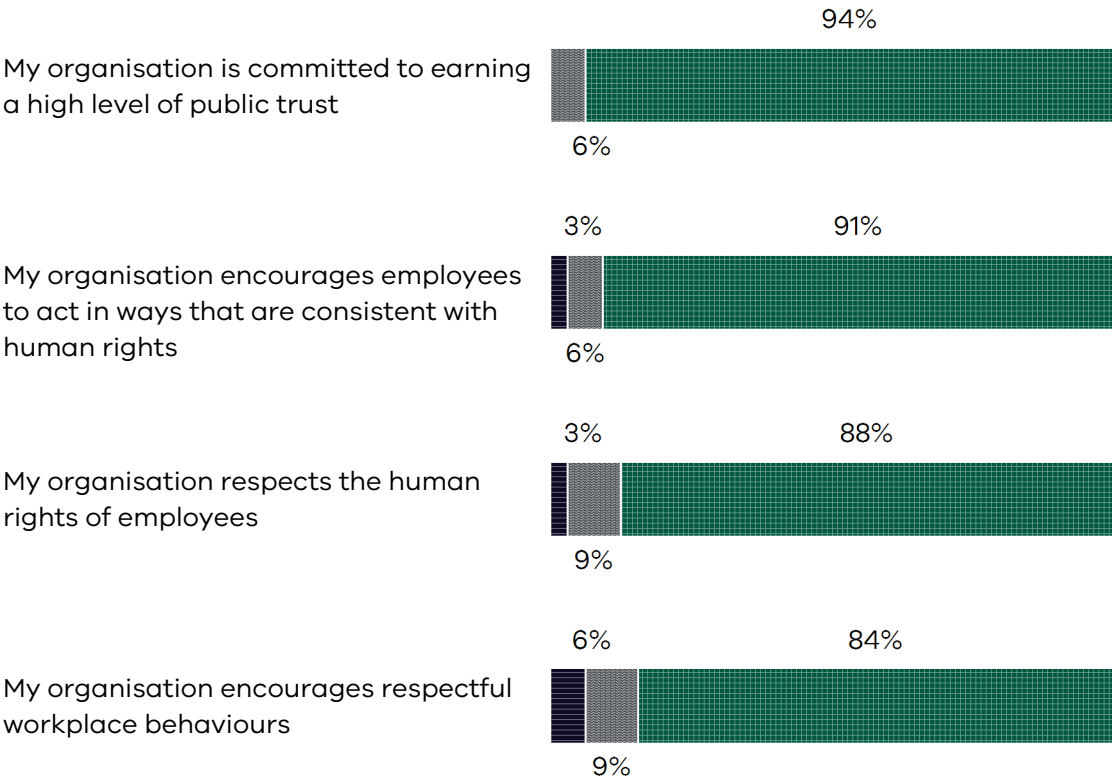
Example

94% 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



You 2021	Comparator		
	Lowest	Average	Highest
94 %	48 %	83 %	100 %
91 %	59 %	82 %	100 %
88 %	63 %	83 %	100 %
84 %	63 %	84 %	100 %

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.

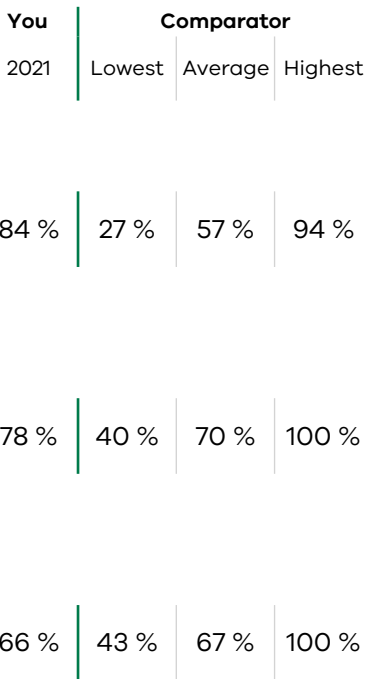
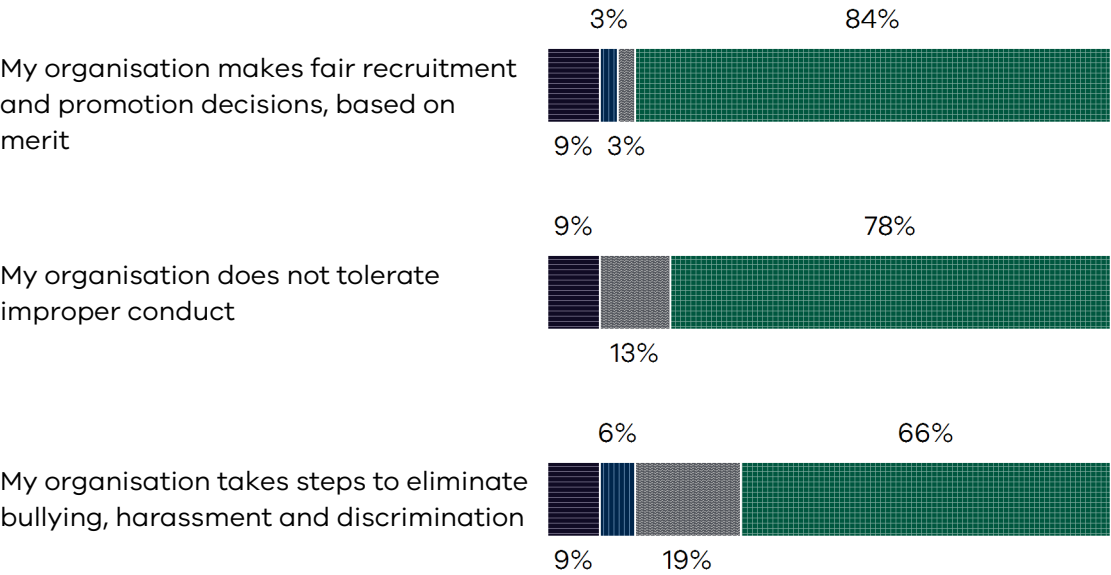
Example

84% of your staff who did the survey agreed or strongly agreed with 'My organisation makes fair recruitment and promotion decisions, based on merit'.

Survey question

Your results

Benchmark agree results



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.

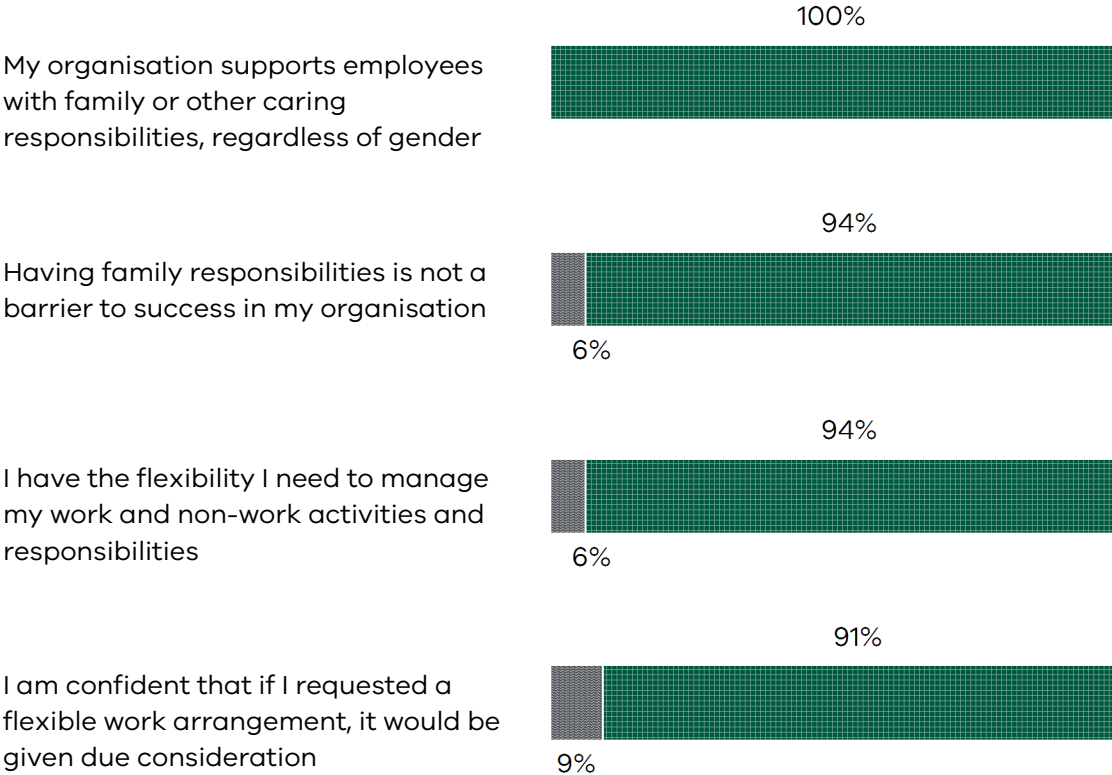
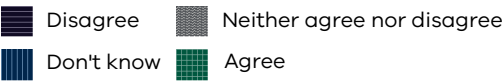
Example

100% of your staff who did the survey agreed or strongly agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.

Survey question

Your results

Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
100 %	63 %	82 %	98 %
94 %	52 %	70 %	89 %
94 %	61 %	79 %	96 %
91 %	61 %	80 %	98 %

Organisational climate

Workplace flexibility 2 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

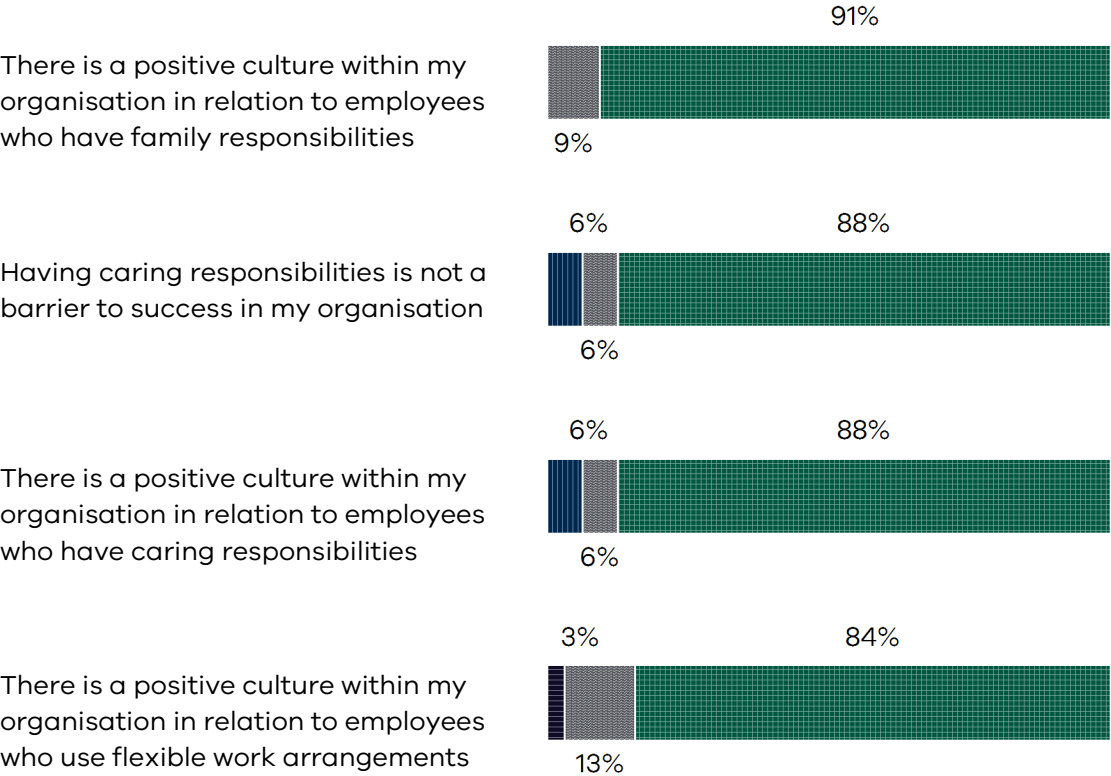
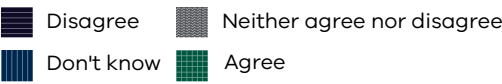
Example

91% 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 family responsibilities'.

Survey question

Your results

Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
91 %	55 %	75 %	96 %
88 %	51 %	67 %	86 %
88 %	52 %	72 %	91 %
84 %	51 %	72 %	96 %

Organisational climate

Workplace flexibility 3 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

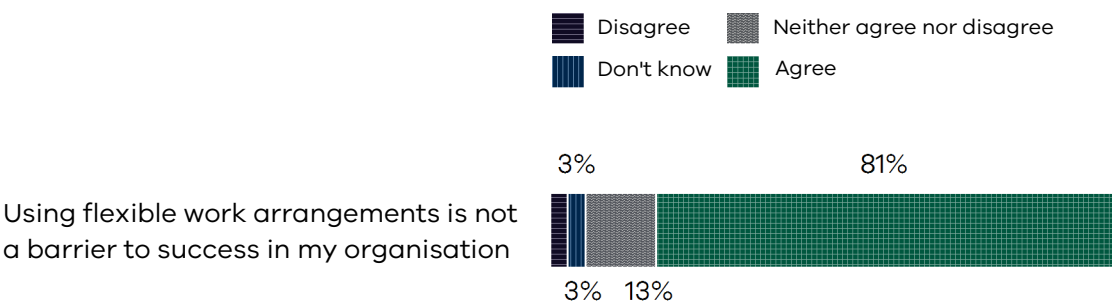
Example

81% 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		
	Lowest	Average	Highest
2021			
81 %	50 %	69 %	89 %

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

59% of staff who did the survey said the flexible work arrangement they used was 'Working from an alternative location (e.g. home, hub/shared work space)'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
Working from an alternative location (e.g. home, hub/shared work space)	59%	42%	24%
Flexible start and finish times	41%	29%	23%
Part-time	31%	10%	19%
Using leave to work flexible hours	13%	6%	8%
No, I do not use any flexible work arrangements	9%	35%	38%
Purchased leave	9%	2%	2%
Working more hours over fewer days	3%	5%	6%

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.

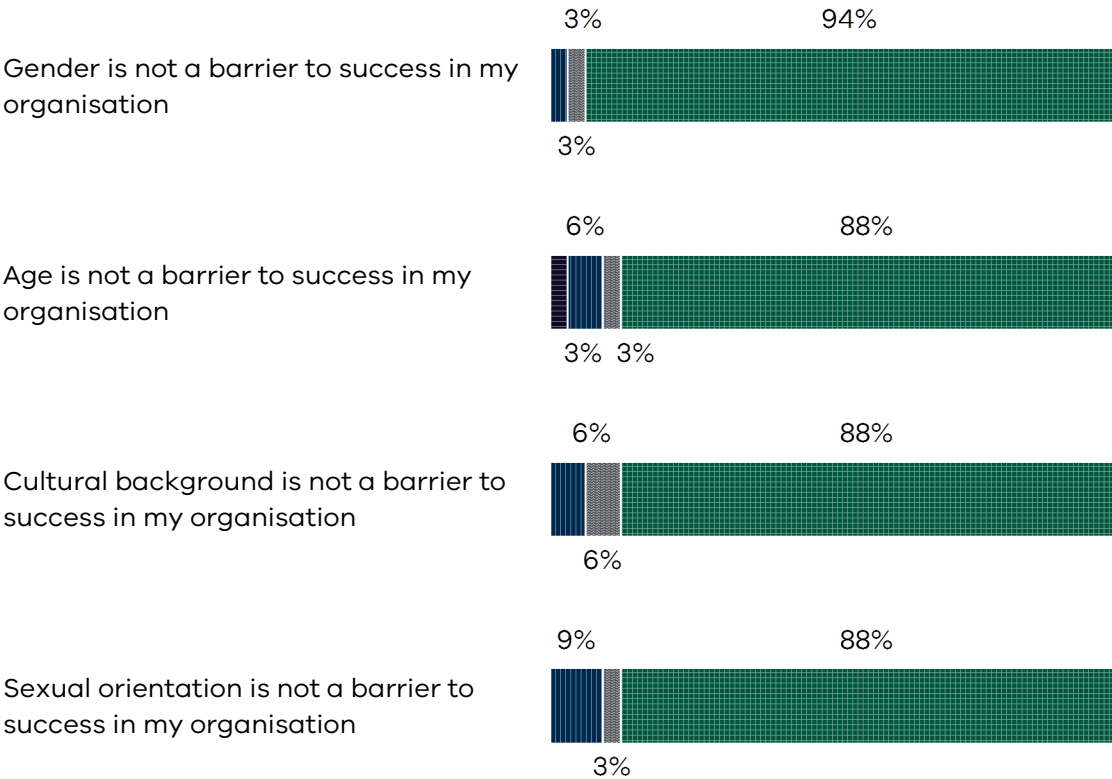
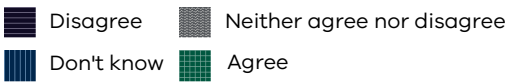
Example

94% of your staff who did the survey agreed or strongly agreed with 'Gender is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
94 %	52 %	79 %	100 %
88 %	47 %	70 %	96 %
88 %	54 %	75 %	97 %
88 %	58 %	78 %	97 %

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.

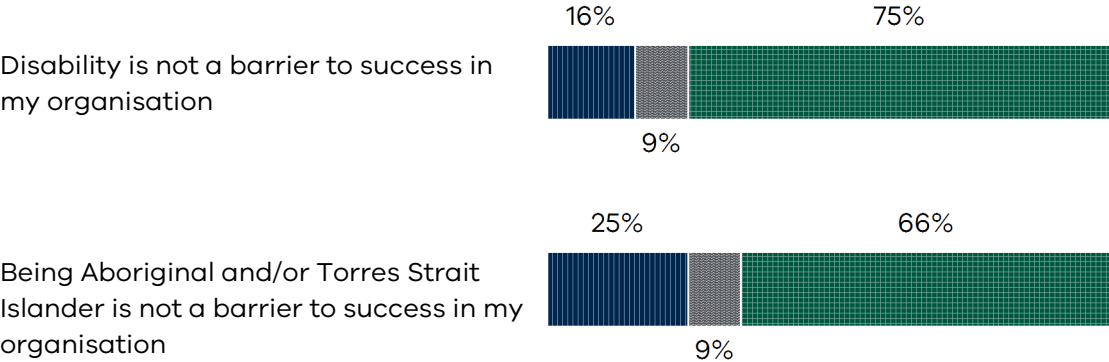
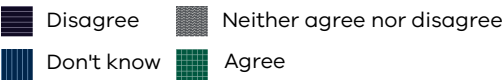
Example

75% 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		
	Lowest	Average	Highest
2021			
75 %	40 %	62 %	92 %
66 %	48 %	65 %	95 %

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.

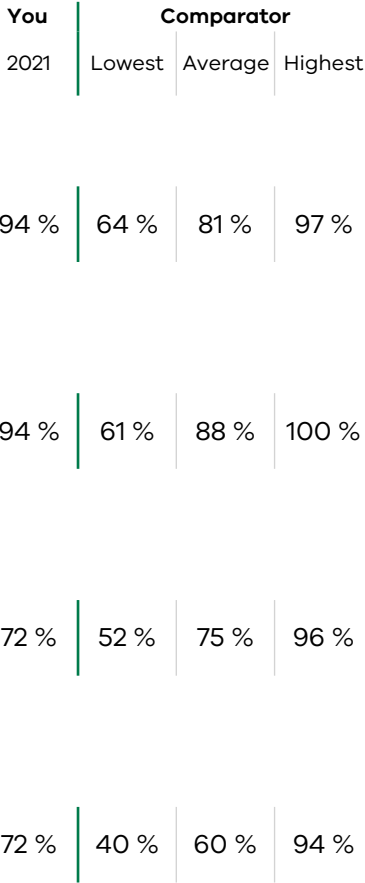
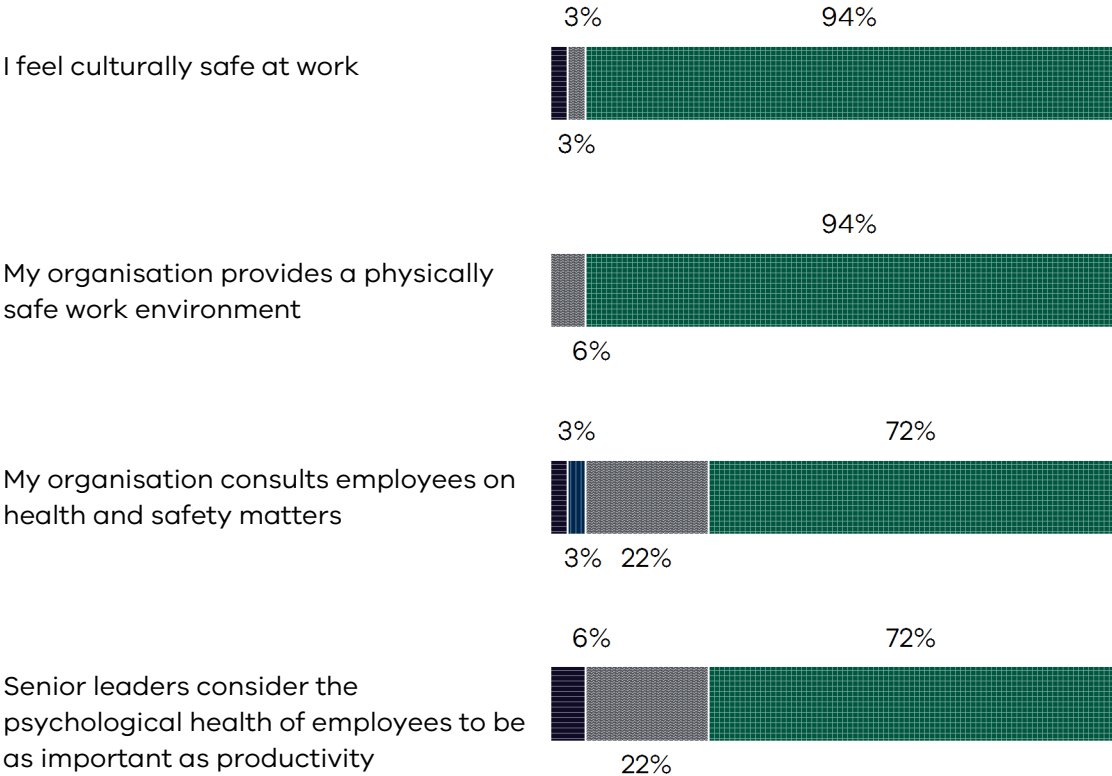
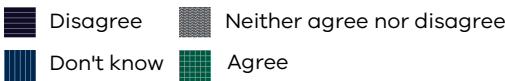
Example

94% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

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.

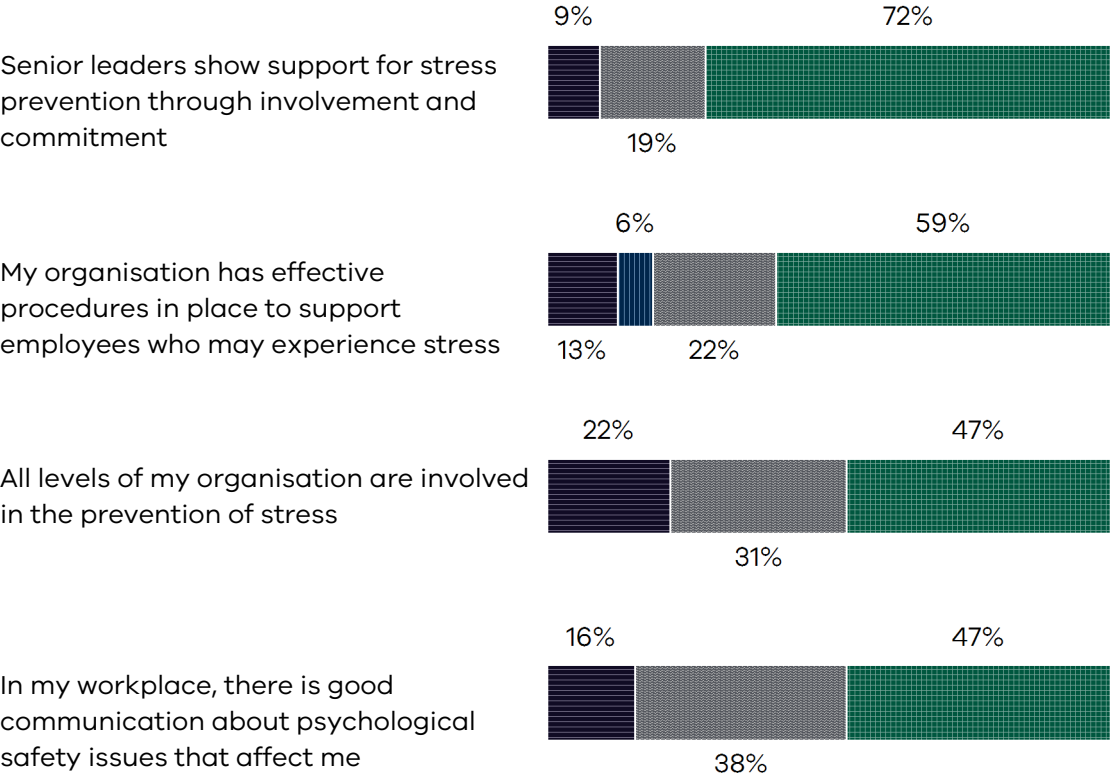
Example

72% of your staff who did the survey agreed or strongly agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

Survey question

Your results

Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
72 %	37 %	57 %	94 %
59 %	41 %	61 %	89 %
47 %	27 %	47 %	75 %
47 %	30 %	58 %	89 %

Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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

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

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

How to interpret your score

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

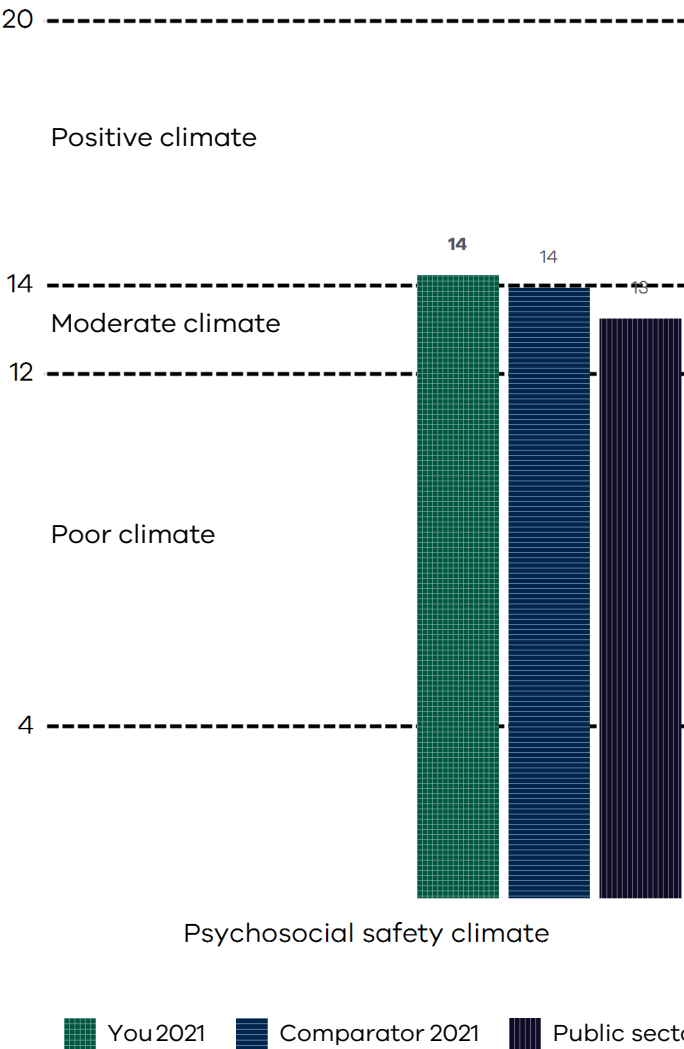
A score of:

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

Adverse outcomes can include:

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

Benchmark results



Organisational climate

Diversity and inclusion 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

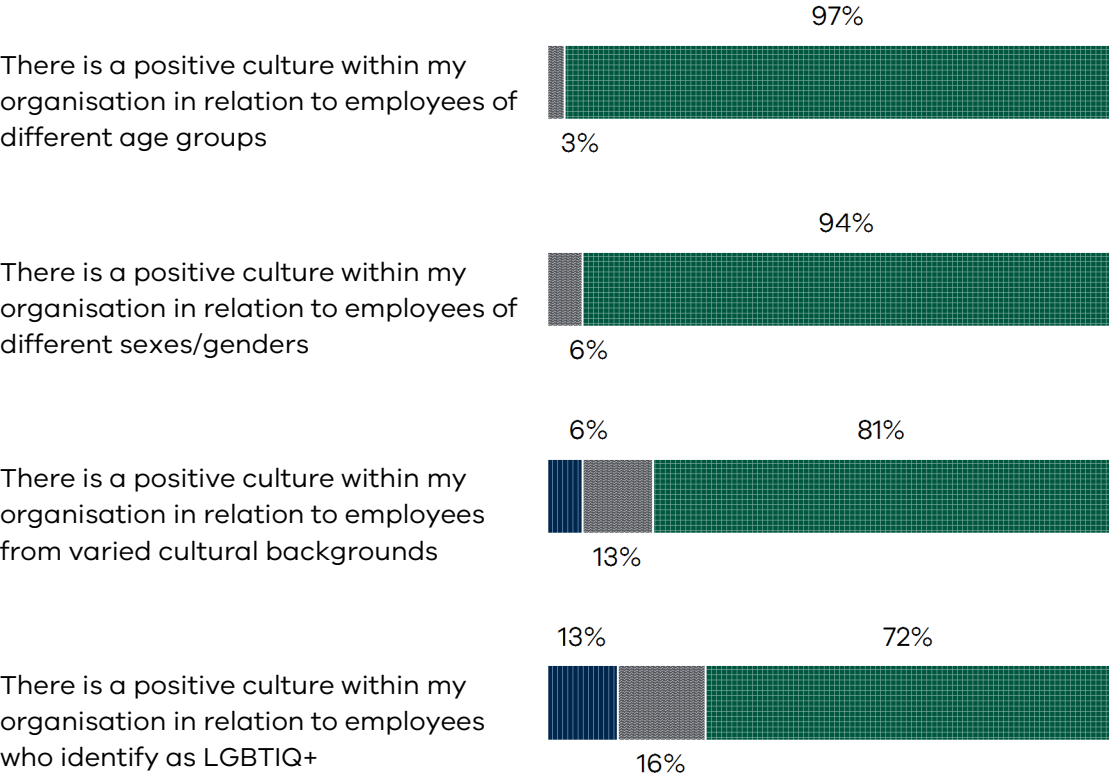
Example

97% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees of different age groups’.

Survey question

Your results

Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
97 %	51 %	74 %	95 %
94 %	57 %	81 %	97 %
81 %	58 %	79 %	95 %
72 %	51 %	74 %	96 %

Organisational climate

Diversity and inclusion 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

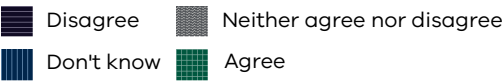
Example

59% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees with disability’.

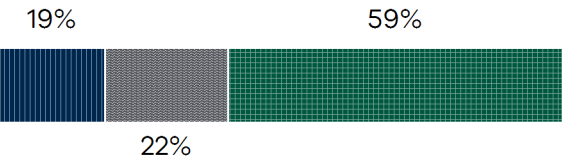
Survey question

Your results

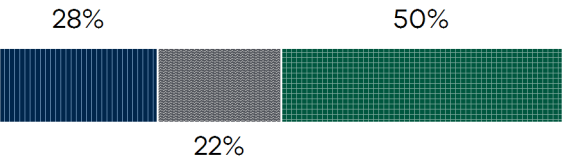
Benchmark agree results



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



There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander



You	Comparator		
	Lowest	Average	Highest

2021			
59 %	37 %	61 %	92 %

50 %	35 %	67 %	96 %
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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.

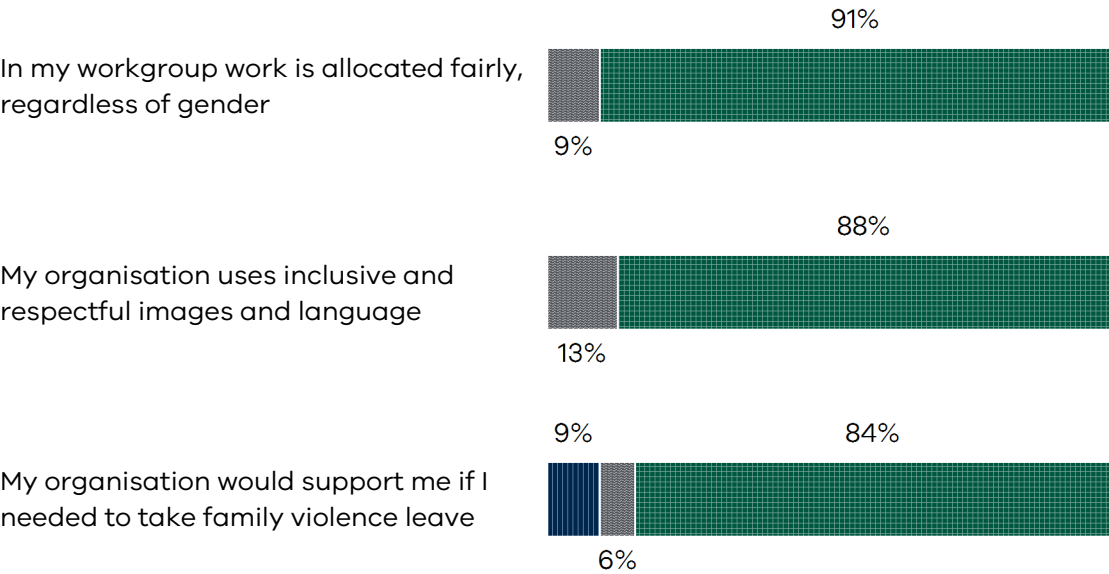
Example

91% of your staff who did the survey agreed or strongly agreed with 'In my workgroup work is allocated fairly, regardless of gender'.

Survey question

Your results

Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
91 %	74 %	85 %	96 %
88 %	60 %	85 %	100 %
84 %	54 %	79 %	100 %

People matter

survey 2021

Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
<ul style="list-style-type: none"> 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 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		
<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 		

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.

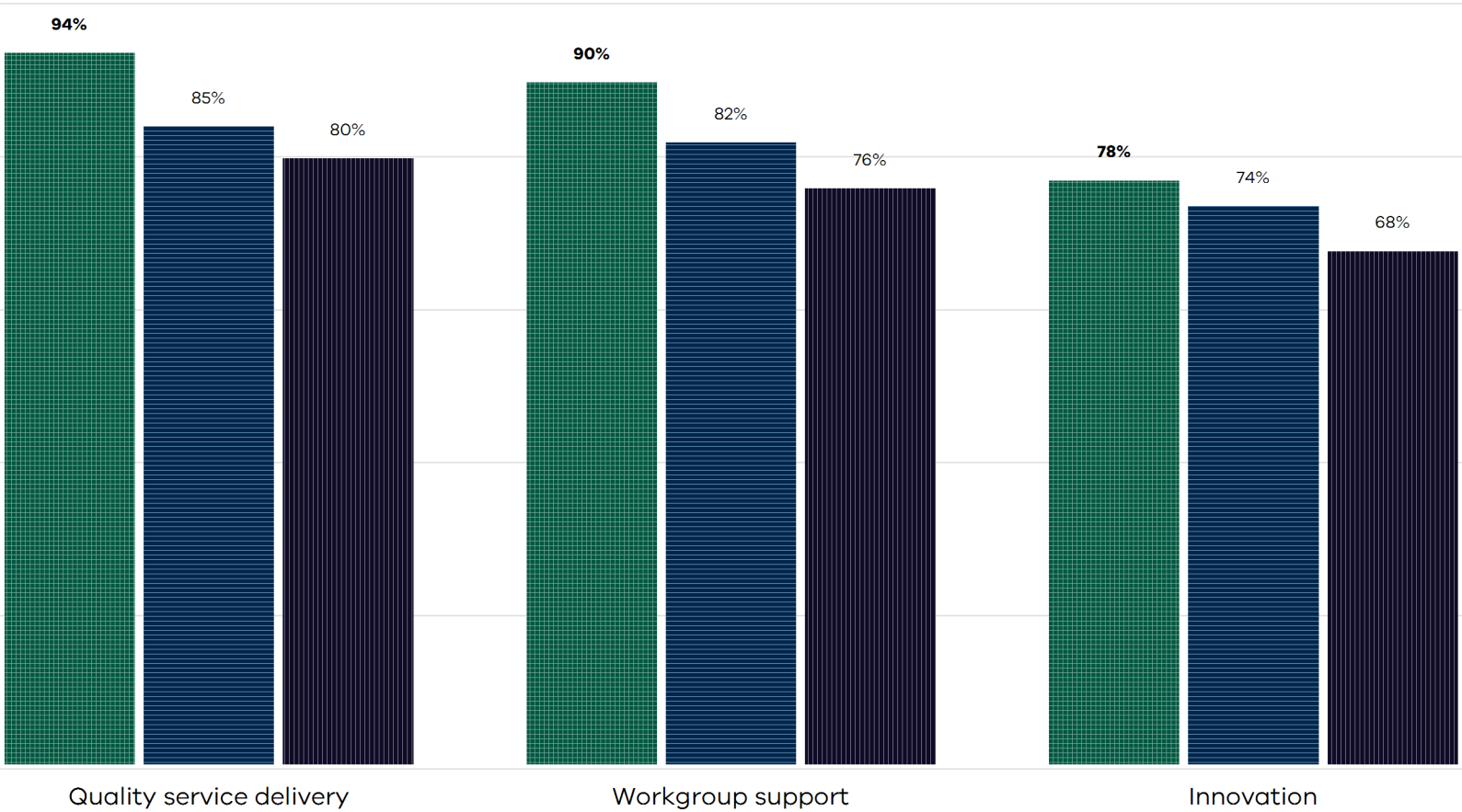
Example

In 2021:

- 94% of your staff who did the survey responded positively to questions about .

Compared to:

- 85% of staff at your comparator and 80% of staff across the public sector.



You 2021 Comparator 2021 Public sector 2021

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

97% 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 2021	Comparator			
	Lowest	Average	Highest	
	97 %	68 %	82 %	96 %
	97 %	70 %	91 %	100 %
	97 %	78 %	92 %	100 %
	97 %	75 %	88 %	100 %

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.

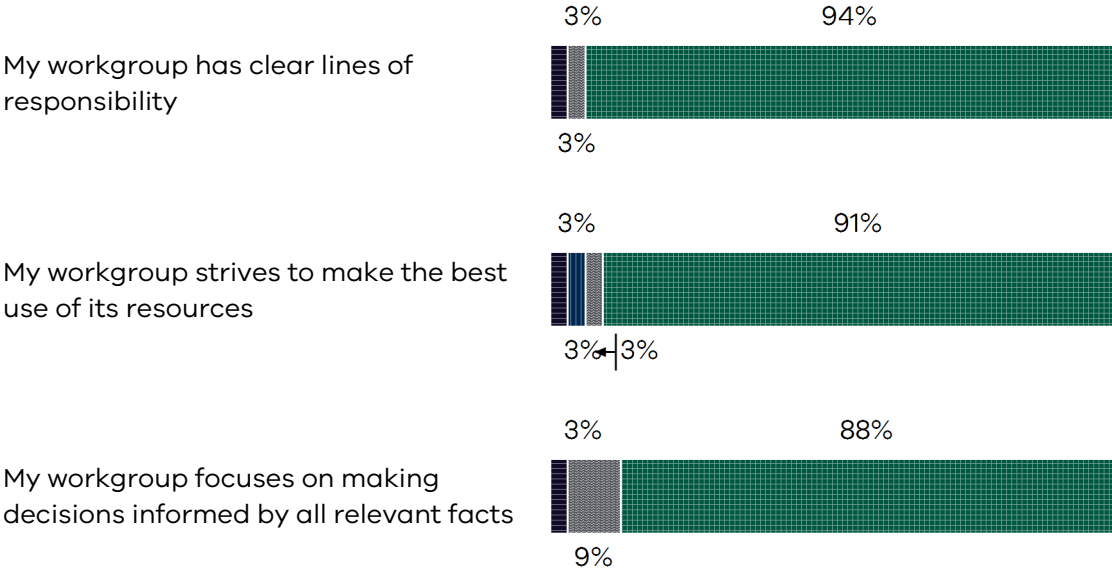
Example

94% of your staff who did the survey agreed or strongly agreed with 'My workgroup has clear lines of responsibility'.

Survey question

Your results

Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
	94 %	65 %	77 %
	91 %	68 %	81 %
	88 %	63 %	80 %
	93 %	100 %	96 %

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.

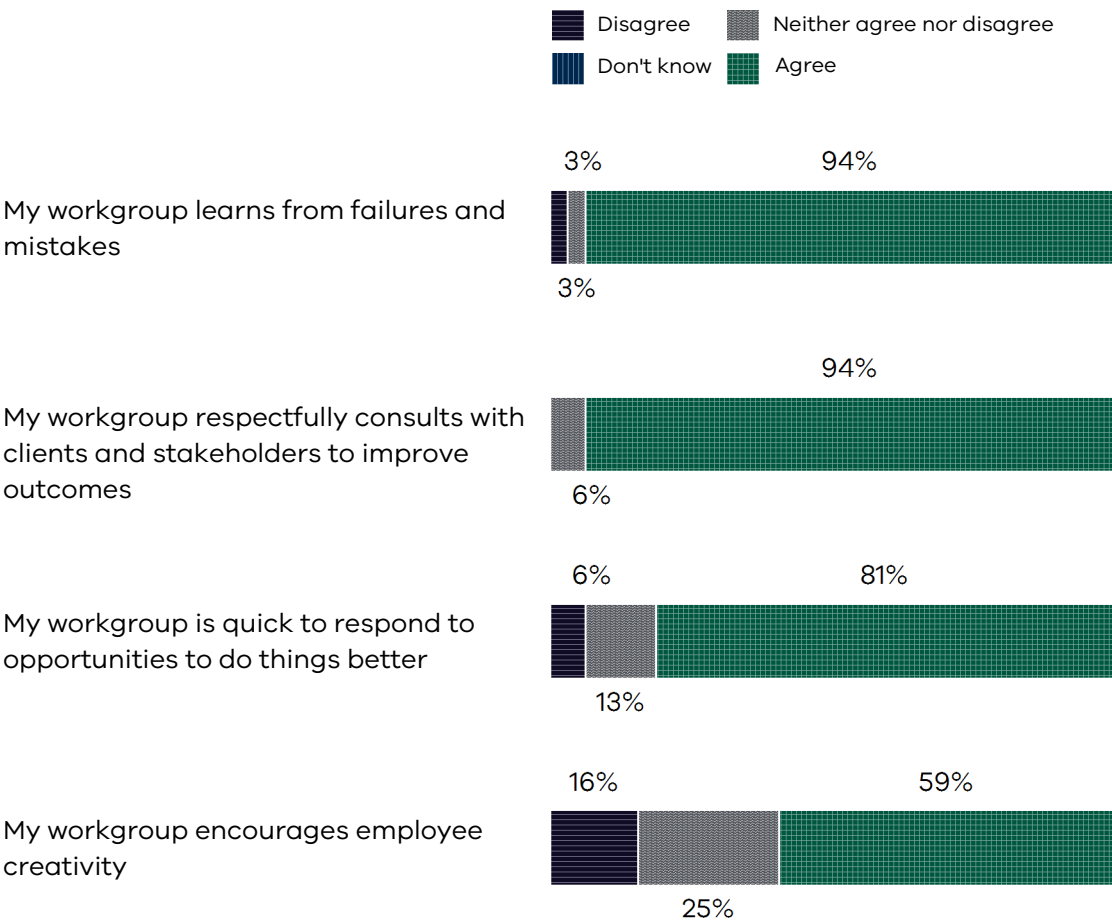
Example

94% of your staff who did the survey agreed or strongly agreed with 'My workgroup learns from failures and mistakes'.

Survey question

Your results

Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
94 %	59 %	73 %	96 %
94 %	73 %	88 %	100 %
81 %	64 %	76 %	96 %
59 %	50 %	67 %	95 %

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.

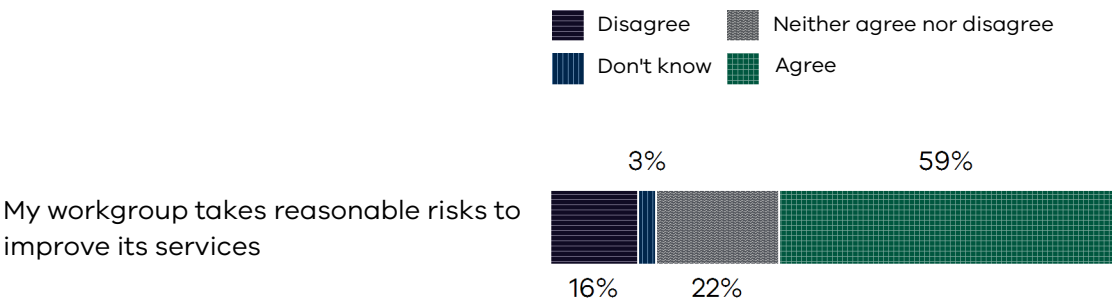
Example

59% of your staff who did the survey agreed or strongly agreed with 'My workgroup takes reasonable risks to improve its services'.

Survey question

Your results

Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
59 %	46 %	66 %	81 %

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.

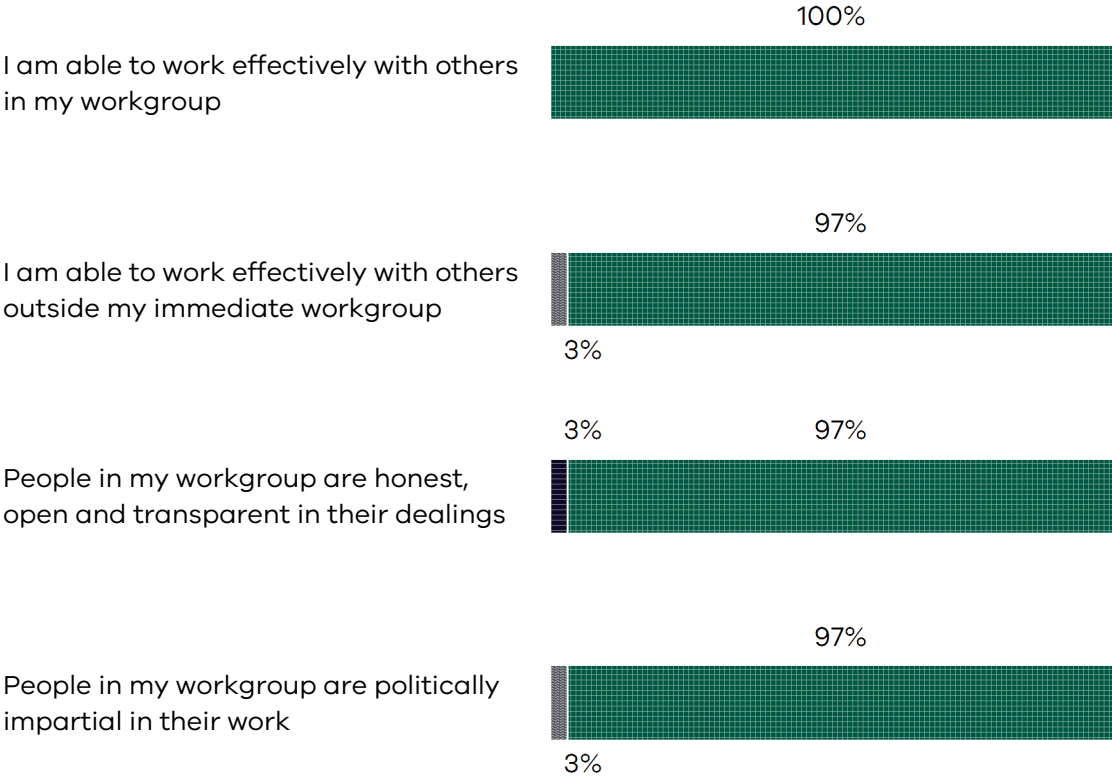
Example

100% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others in my workgroup'.

Survey question

Your results

Benchmark agree results



You	Comparator		
	Lowest	Average	Highest

2021			
100 %	83 %	92 %	100 %
97 %	75 %	88 %	97 %
97 %	65 %	81 %	97 %
97 %	63 %	82 %	93 %

Workgroup climate

Workgroup support 2 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

Example

97% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question

Your results

Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
97 %	73 %	90 %	100 %
94 %	71 %	87 %	96 %
88 %	56 %	79 %	100 %
84 %	59 %	77 %	96 %

Workgroup climate

Workgroup support 3 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

Example

81% of your staff who did the survey agreed or strongly agreed with 'Workgroups across my organisation willingly share information with each other'.

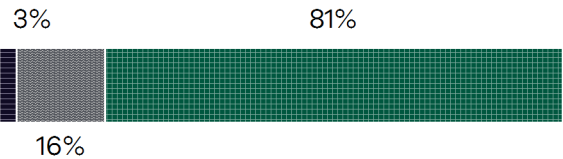
Survey question

Your results

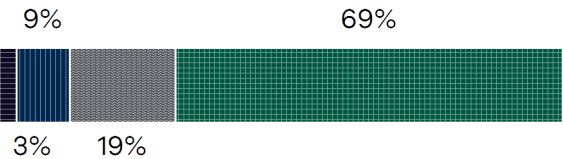
Benchmark agree results



Workgroups across my organisation willingly share information with each other



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



You	Comparator		
	Lowest	Average	Highest
2021			
81 %	37 %	62 %	87 %
69 %	68 %	87 %	100 %

People matter

survey 2021

Have your say

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

People outcomes

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- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay
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- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

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- Equal employment opportunity
- Psychosocial and physical safety climate
- Psychosocial safety climate score
- Diversity and inclusion
- Gender equality supporting measures

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- Scorecard
- Quality service delivery
- Innovation
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Job and manager factors

- Scorecard
- Manager leadership
- Manager support
- Workload
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Public sector values

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

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.

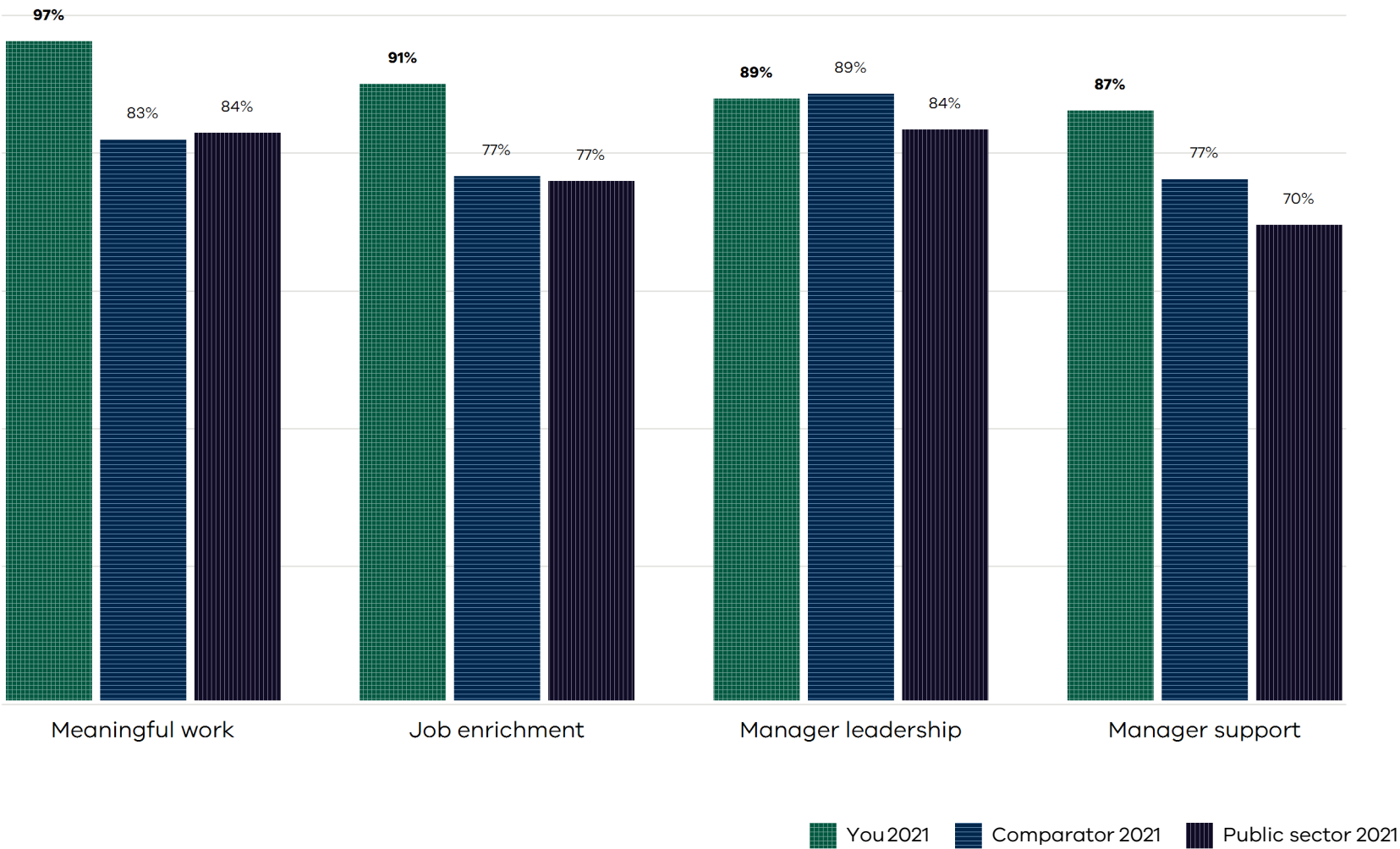
Example

In 2021:

- 97% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 83% 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.

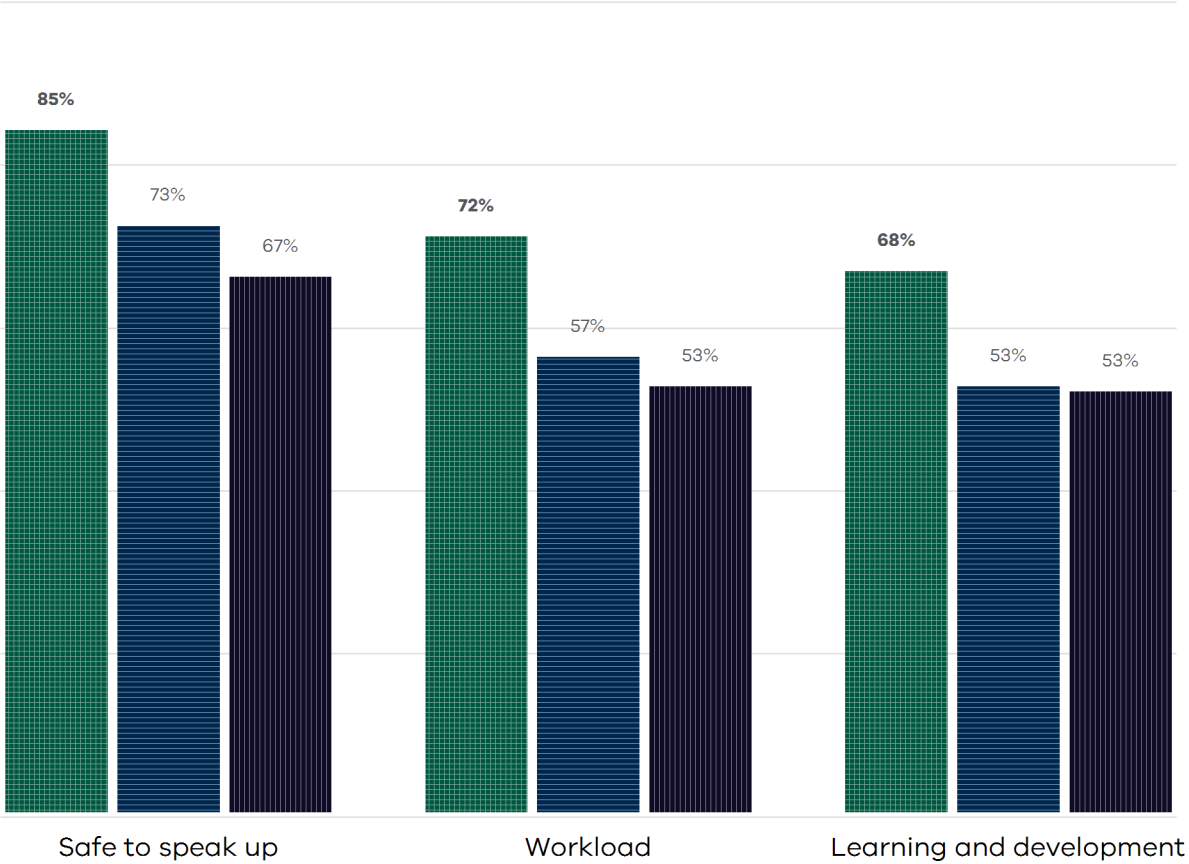
Example

In 2021:

- 85% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

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



You 2021 Comparator 2021 Public sector 2021

Job and manager factors

Manager leadership 1 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

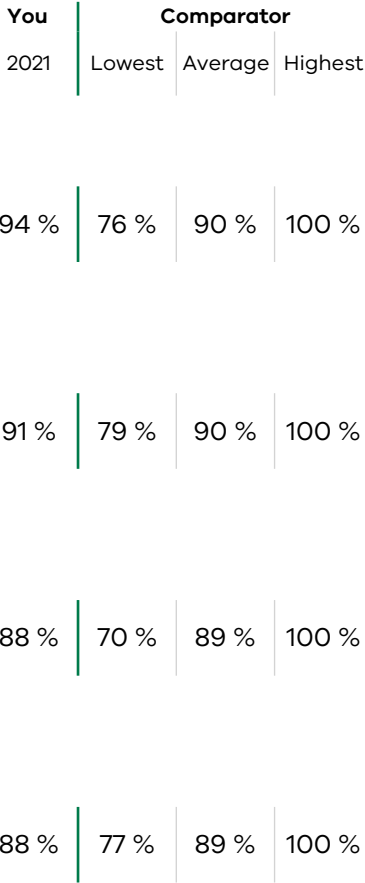
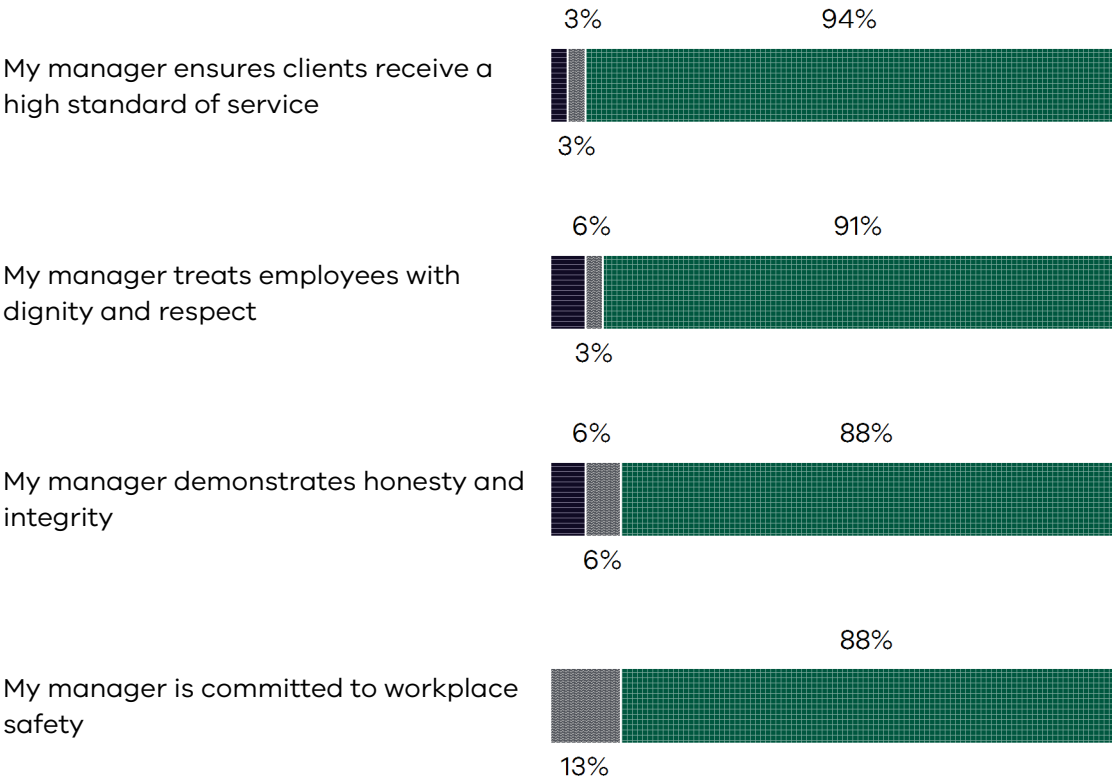
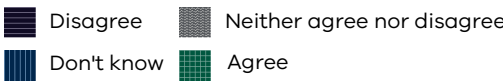
Example

94% of your staff who did the survey agreed or strongly agreed with 'My manager ensures clients receive a high standard of service'.

Survey question

Your results

Benchmark agree results



Job and manager factors

Manager leadership 2 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

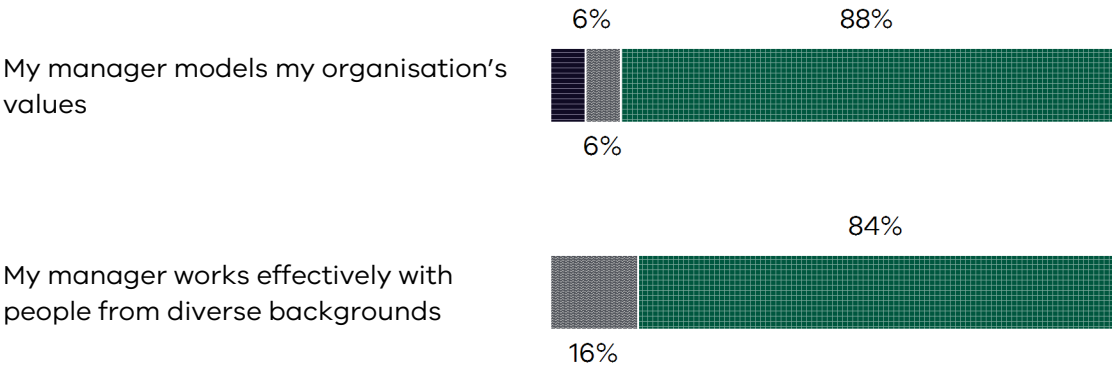
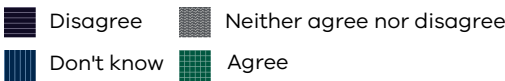
Example

88% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question

Your results

Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
88 %	67 %	86 %	100 %
84 %	78 %	90 %	100 %

Job and manager factors

Manager support 1 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

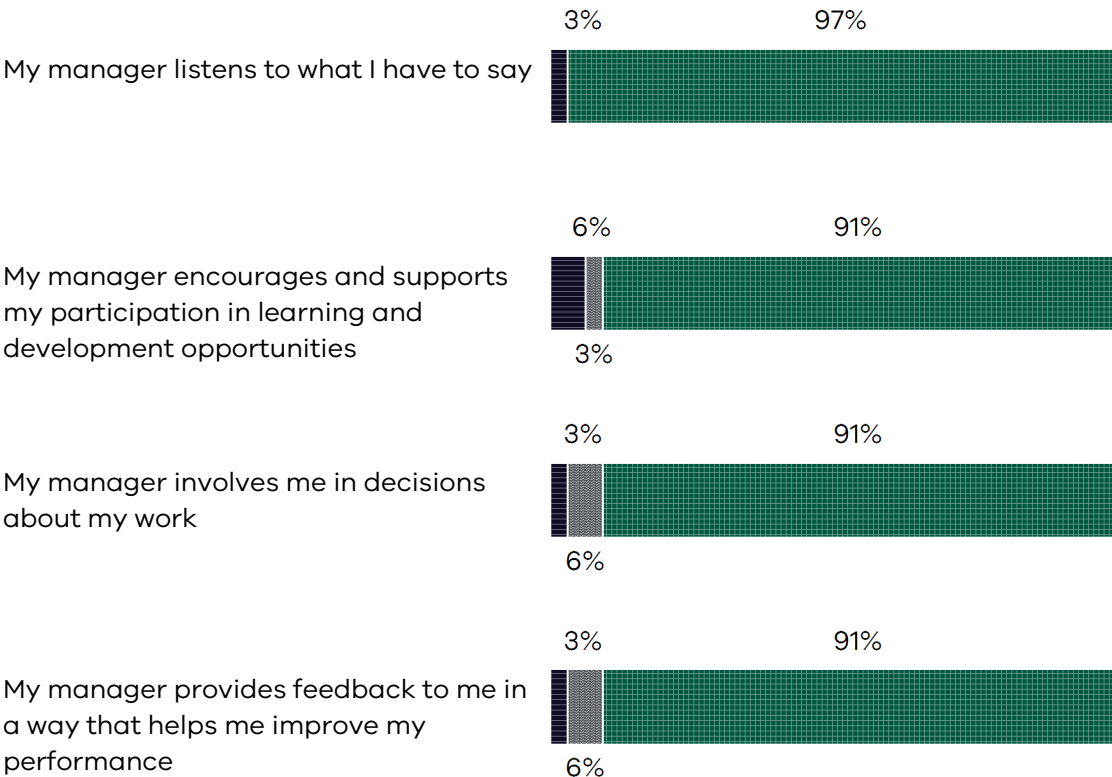
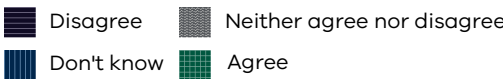
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

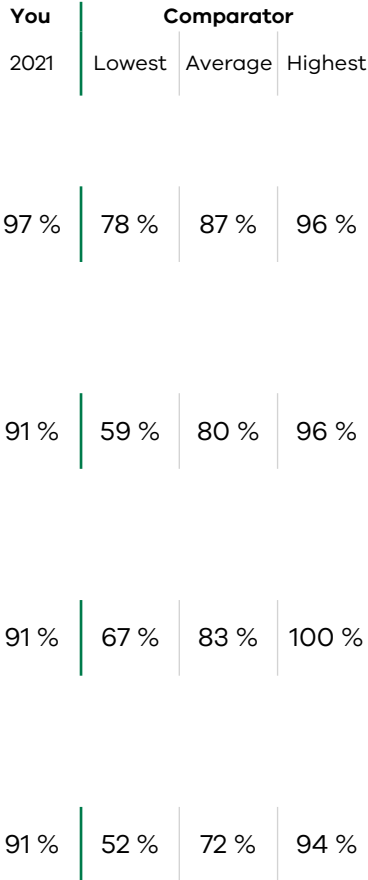
97% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question

Your results



Benchmark agree results



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.

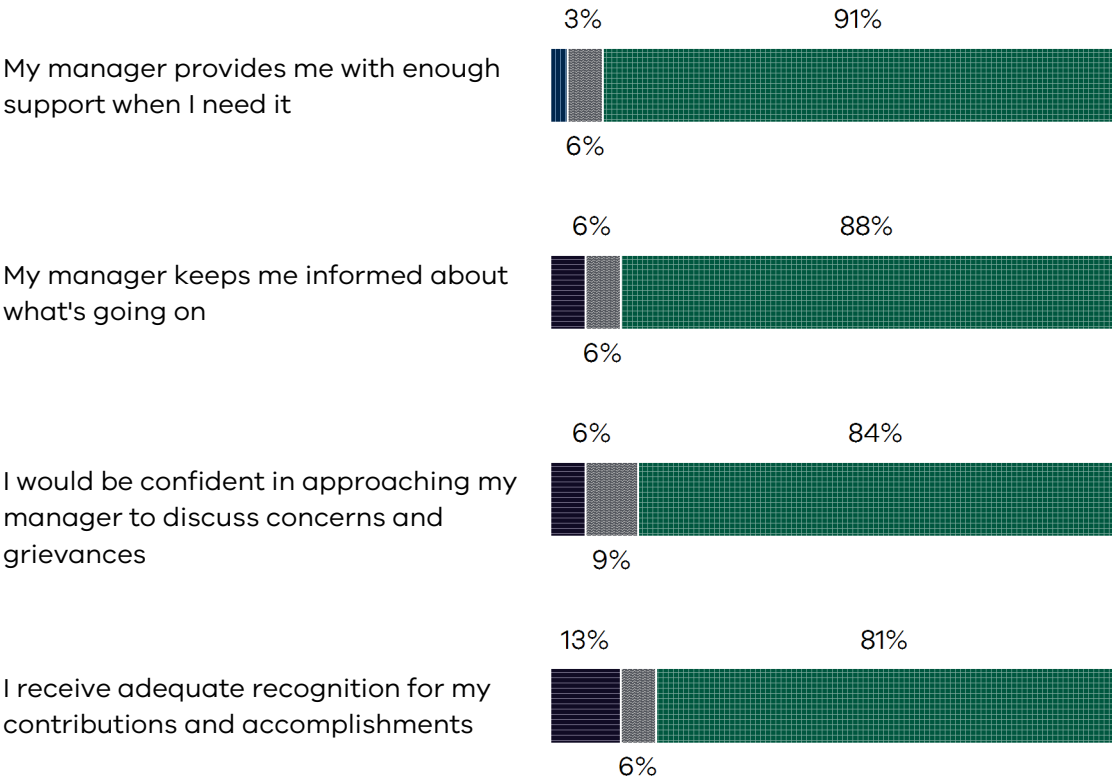
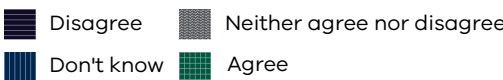
Example

91% of your staff who did the survey agreed or strongly agreed with 'My manager provides me with enough support when I need it'.

Survey question

Your results

Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
91 %	67 %	81 %	96 %
88 %	67 %	81 %	100 %
84 %	73 %	83 %	100 %
81 %	46 %	64 %	90 %

Job and manager factors

Manager support 3 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

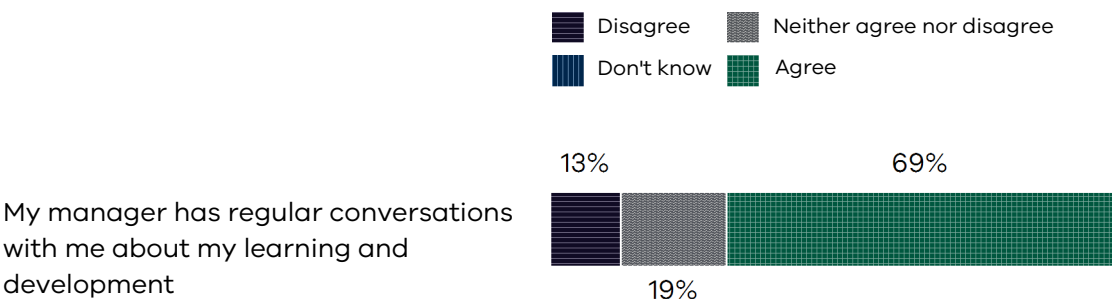
Example

69% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

Survey question

Your results

Benchmark agree results



You	Comparator		
	Lowest	Average	Highest
2021			
69 %	32 %	59 %	92 %

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

75% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

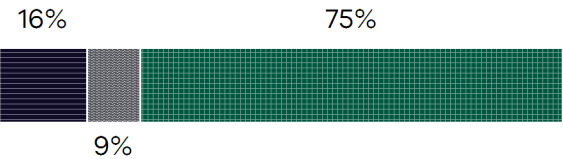
Survey question

Your results

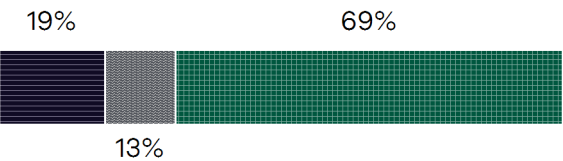
Benchmark agree results



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



I have enough time to do my job effectively



You	Comparator		
	Lowest	Average	Highest
2021			

75 %	39 %	59 %	85 %
------	------	------	------

69 %	42 %	55 %	89 %
------	------	------	------

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.

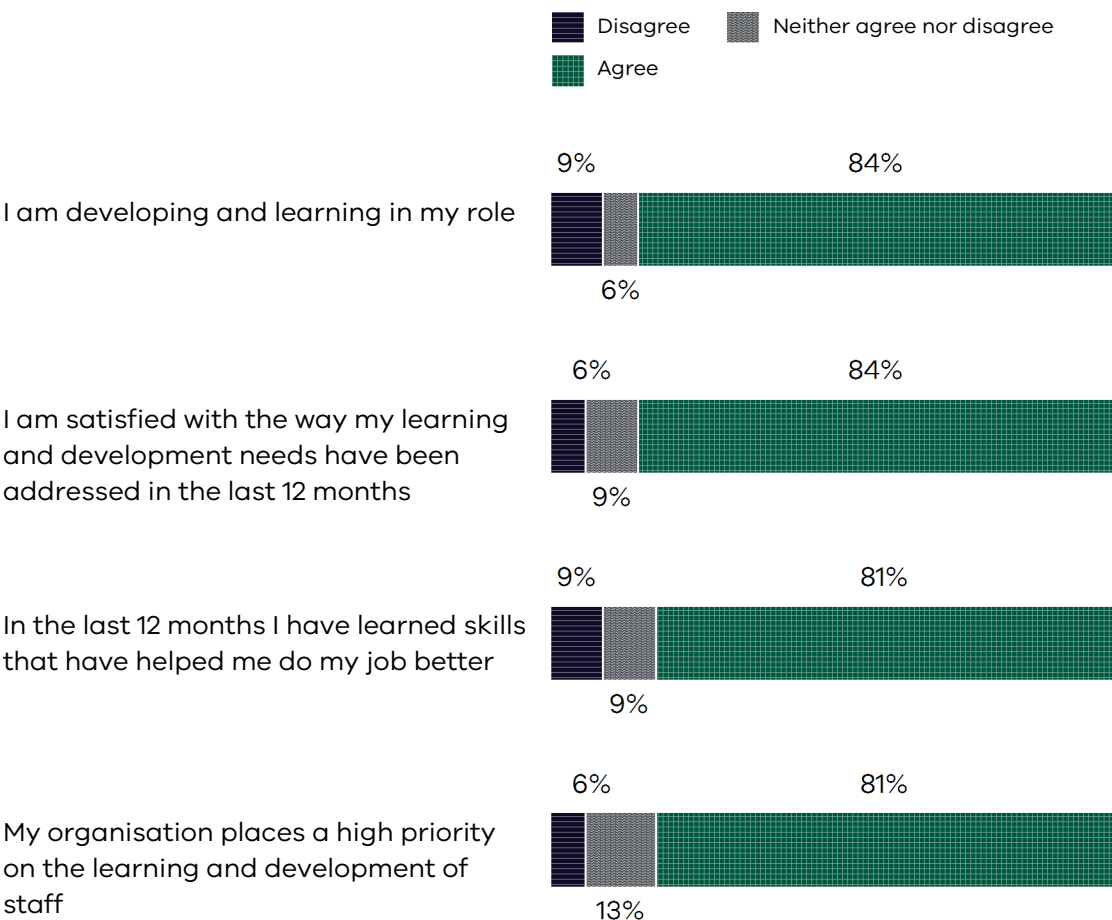
Example

84% 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



You 2021	Comparator		
	Lowest	Average	Highest
84 %	50 %	72 %	96 %
84 %	36 %	55 %	88 %
81 %	49 %	72 %	93 %
81 %	34 %	60 %	93 %

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.

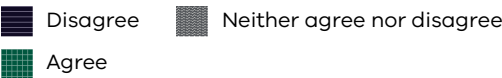
Example

81% of your staff who did the survey agreed or strongly agreed with 'There are adequate opportunities for me to develop skills and experience in my organisation'.

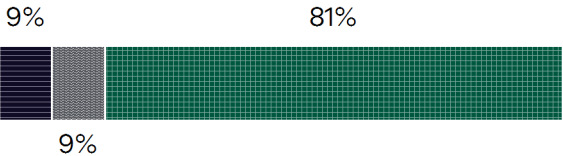
Survey question

Your results

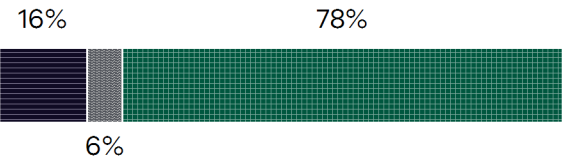
Benchmark agree results



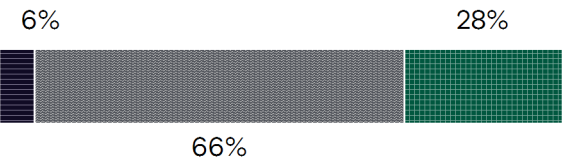
There are adequate opportunities for me to develop skills and experience in my organisation



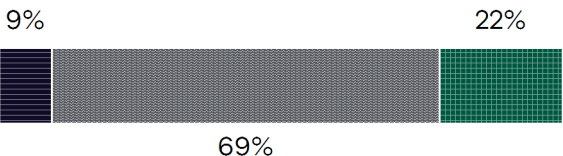
I feel I have an equal chance at promotion in my organisation



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



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



You	Comparator		
	Lowest	Average	Highest

81 %	35 %	58 %	83 %
------	------	------	------

78 %	20 %	44 %	72 %
------	------	------	------

28 %	13 %	30 %	57 %
------	------	------	------

22 %	19 %	37 %	57 %
------	------	------	------

Job and manager factors

Job enrichment 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

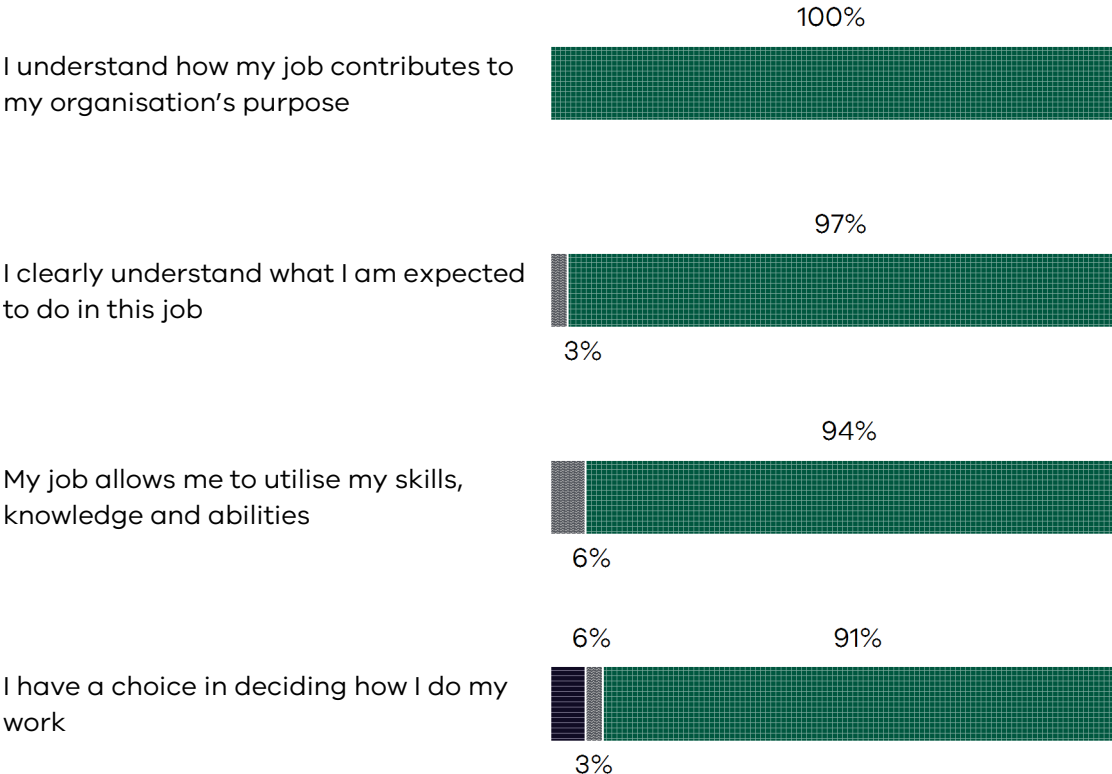
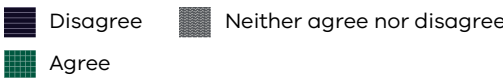
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

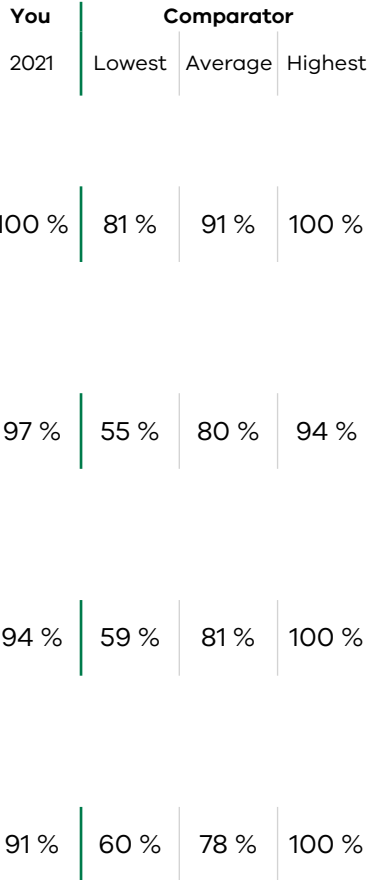
100% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

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.

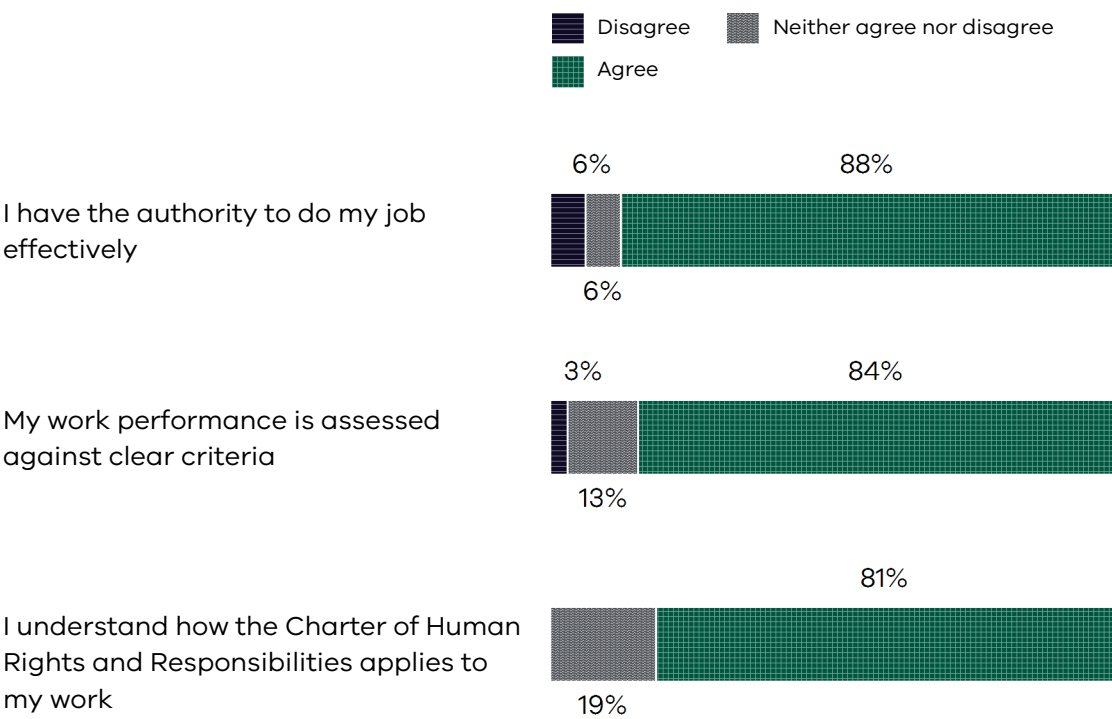
Example

88% 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 2021	Comparator		
	Lowest	Average	Highest
88 %	57 %	75 %	100 %
84 %	36 %	63 %	87 %
81 %	54 %	73 %	100 %

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.

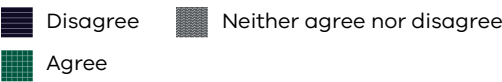
Example

100% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

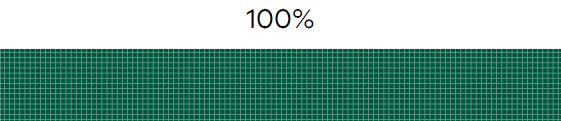
Survey question

Your results

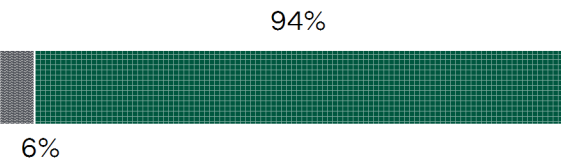
Benchmark agree results



I feel that I can make a worthwhile contribution at work



I am achieving something important through my work



You	Comparator		
	Lowest	Average	Highest

2021	100 %	73 %	85 %	100 %
------	-------	------	------	-------

94 %	62 %	80 %	100 %
------	------	------	-------

Job and manager factors

Safe to speak up 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

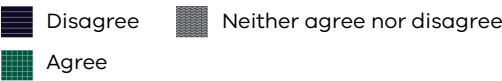
Example

91% of your staff who did the survey agreed or strongly agreed with 'People in your workgroup are able to bring up problems and tough issues'.

Survey question

Your results

Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
91 %	61 %	78 %	97 %
84 %	51 %	69 %	100 %
75 %	38 %	62 %	94 %
75 %	49 %	68 %	100 %

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.

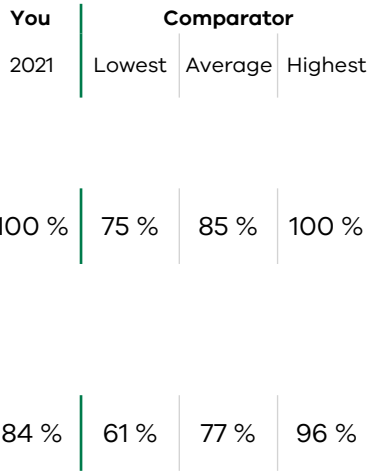
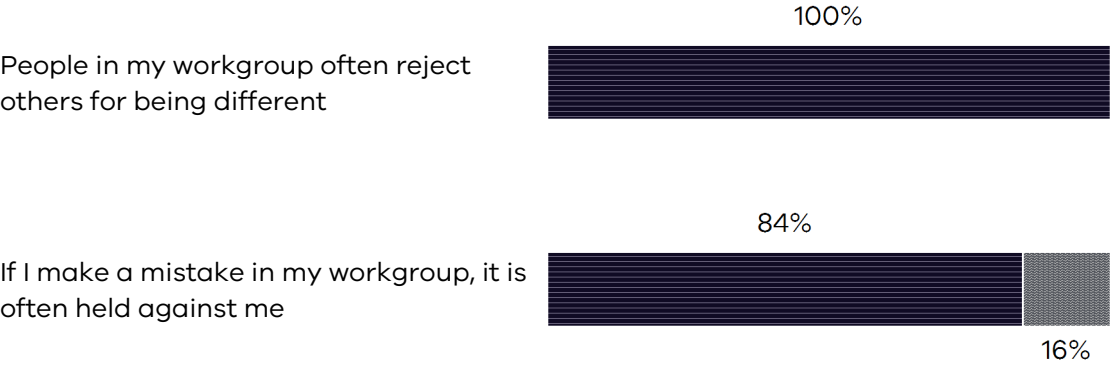
Example

100% 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



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

38% 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	38%	40%	36%
There are no noticeable barriers	25%	16%	18%
Technology limitations	22%	17%	20%
Family/household commitments (carer responsibilities, child education responsibilities)	19%	8%	9%
Difficulties in separating work from other aspects of my life	13%	13%	10%
Limited social interactions with the team	13%	15%	11%
Poor work-life balance	13%	12%	12%
Absence of visibility of team progress and deliverables	9%	11%	9%
Communication processes	9%	16%	19%
Administrative processes (including leave and HR requirements)	6%	16%	19%

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 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		
<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 		

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.

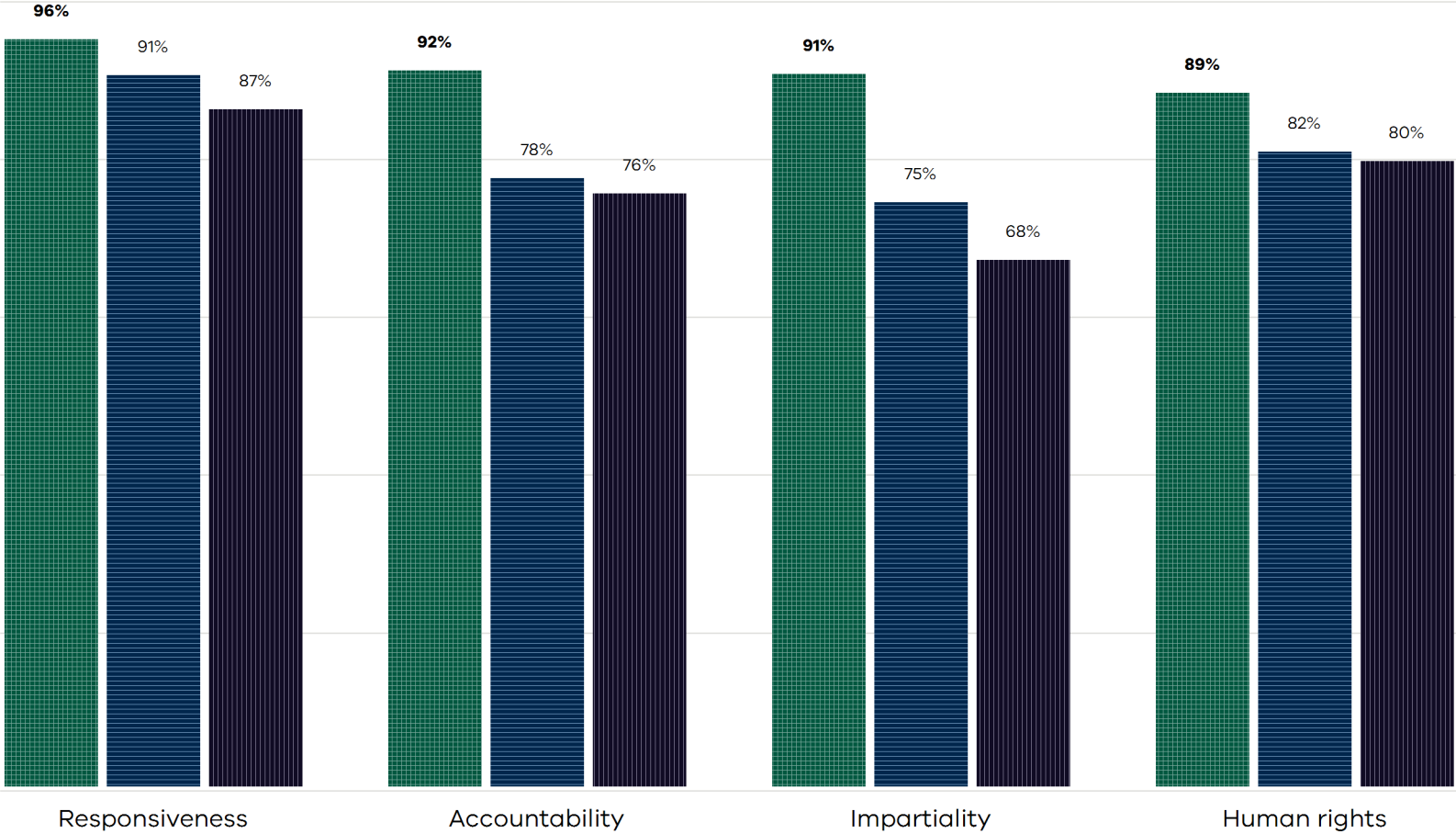
Example

In 2021:

- 96% of your staff who did the survey responded positively to questions about Responsiveness .

Compared to:

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



You 2021 Comparator 2021 Public sector 2021

Public sector values

Scorecard 2 of 2

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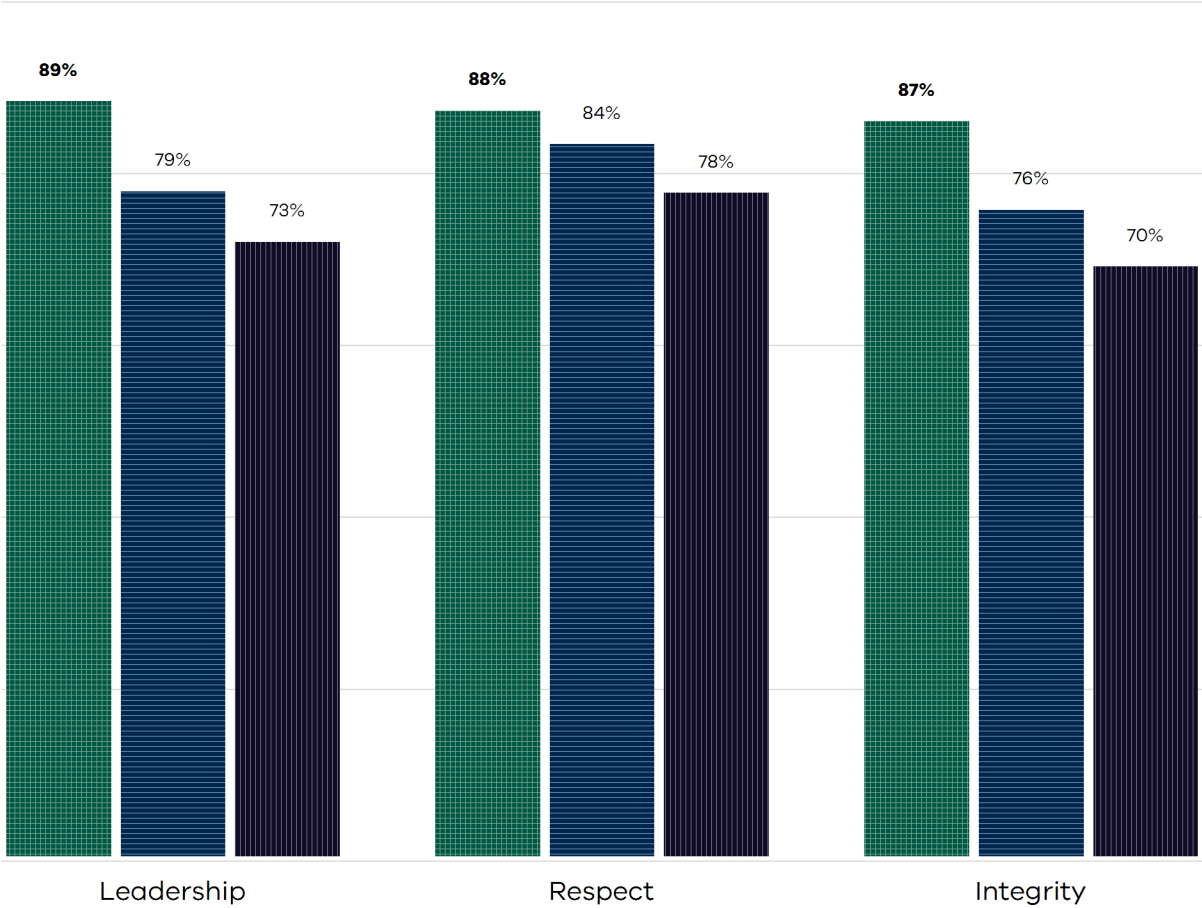
Example

In 2021:

- 89% of your staff who did the survey responded positively to questions about Leadership .

Compared to:

- 79% of staff at your comparator and 73% of staff across the public sector.



You 2021 Comparator 2021 Public sector 2021

Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

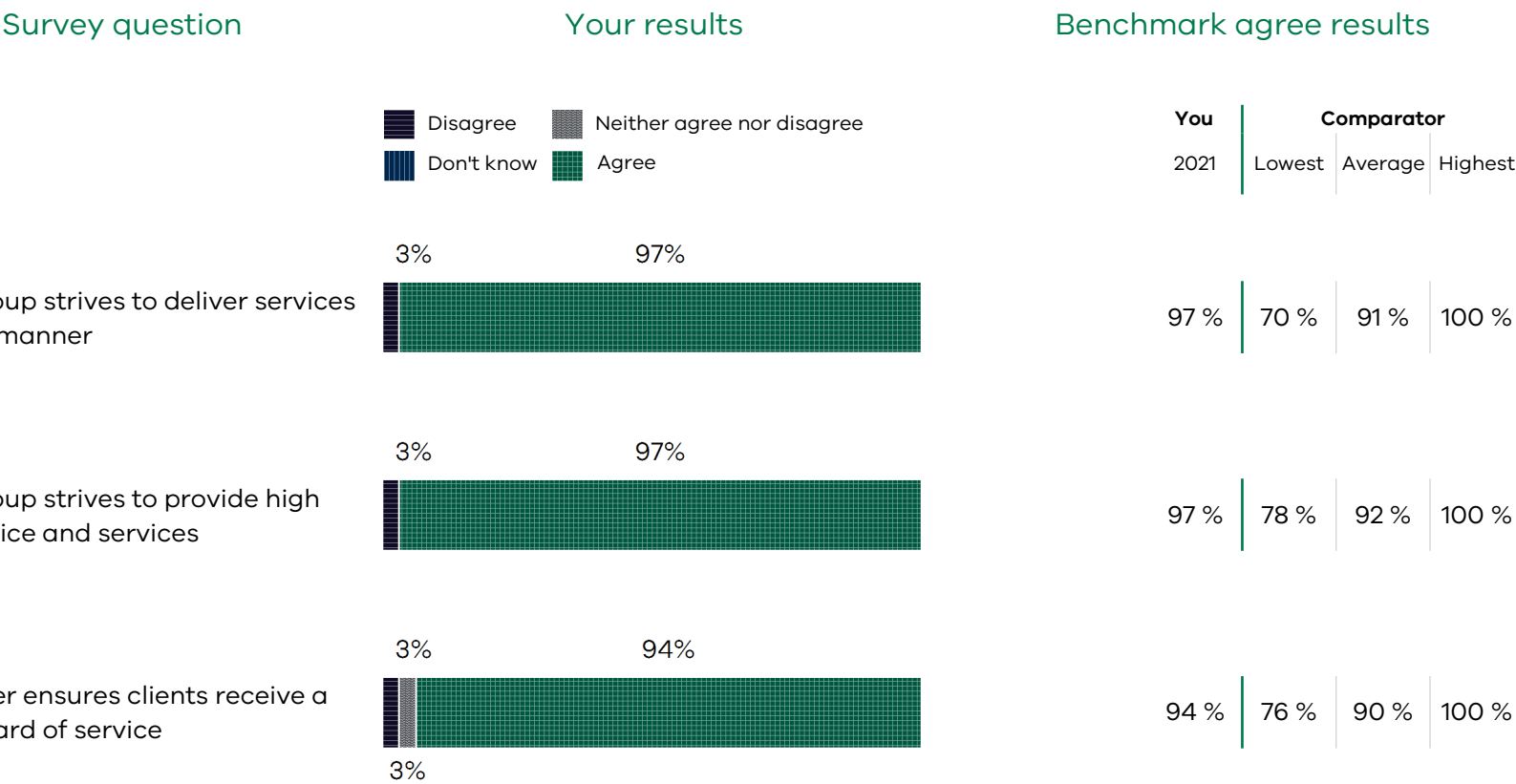
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'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

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

Example

97% 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.

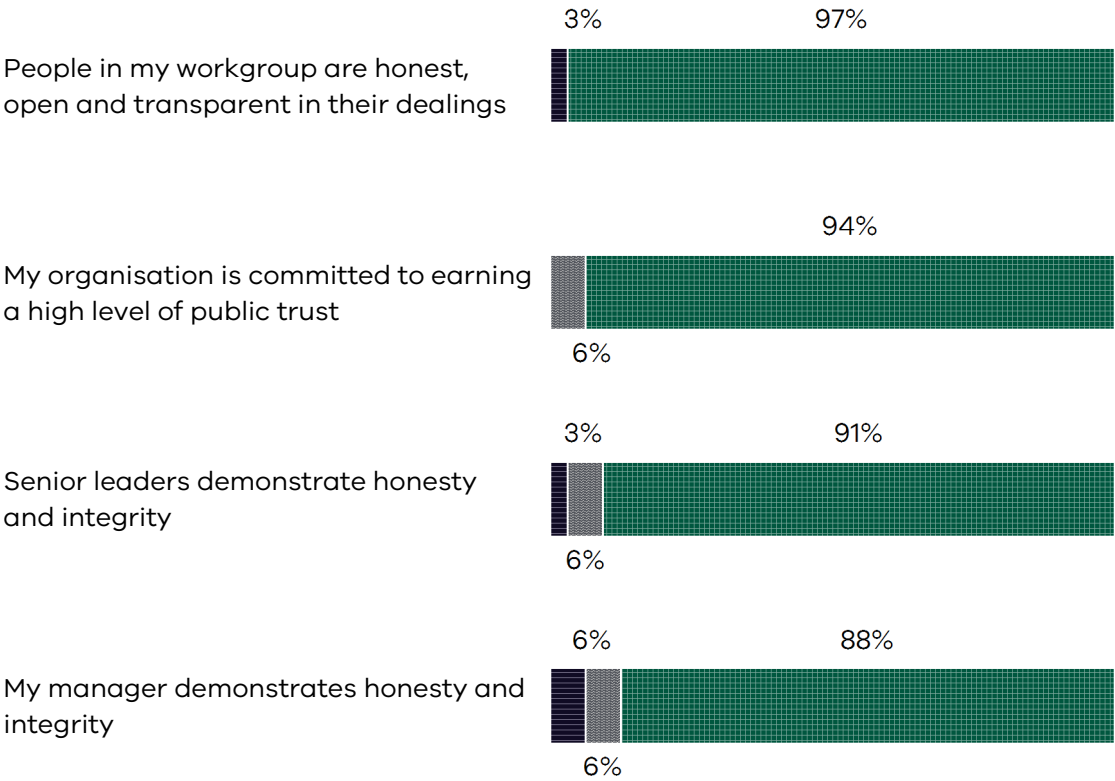
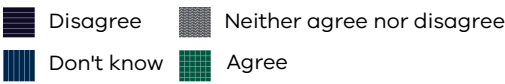
Example

97% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are honest, open and transparent in their dealings'.

Survey question

Your results

Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
97 %	65 %	81 %	97 %
94 %	48 %	83 %	100 %
91 %	44 %	72 %	100 %
88 %	70 %	89 %	100 %

Public sector values

Integrity 2 of 2

What this is

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

Why this is important

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

How to read this

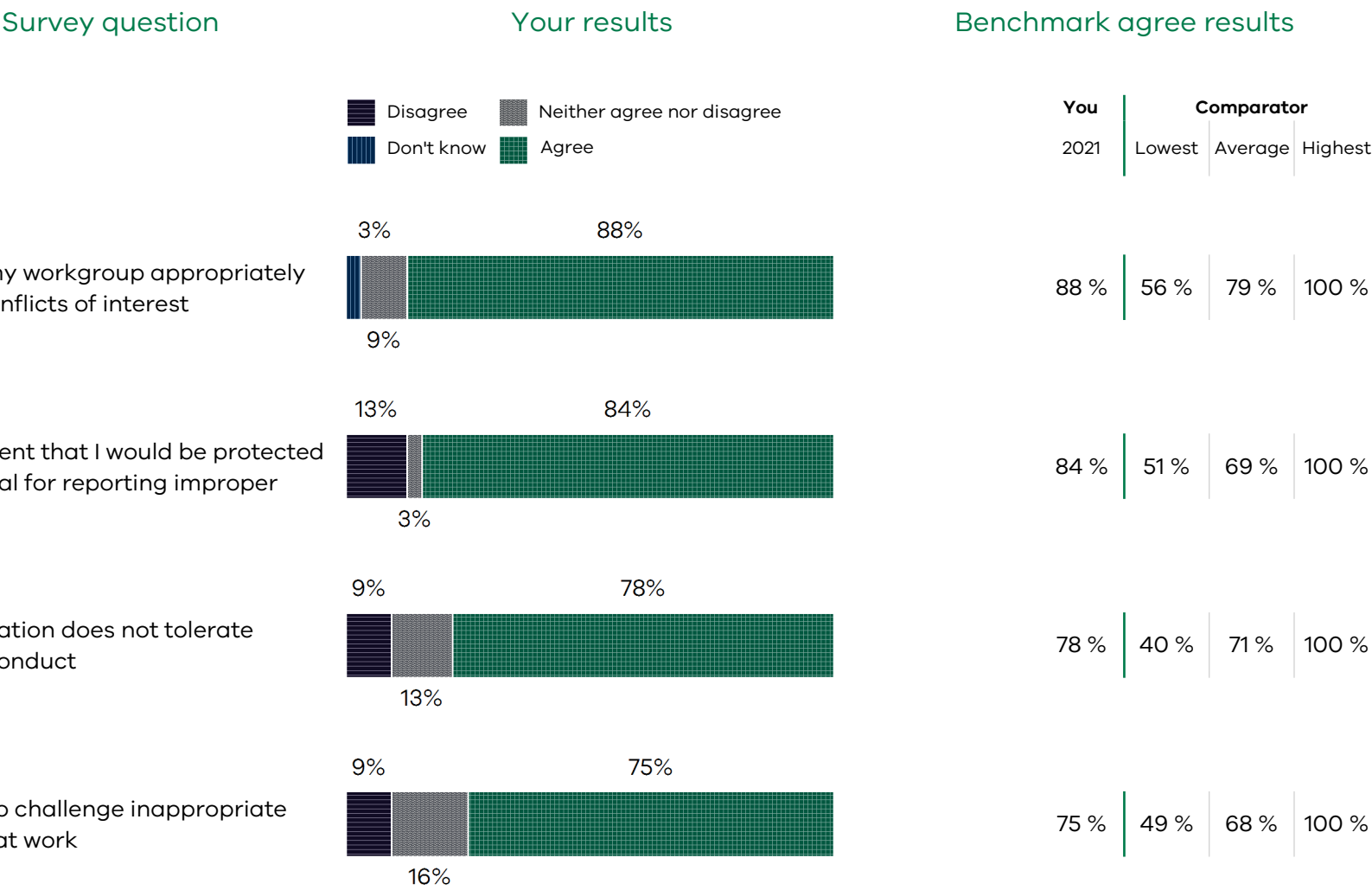
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Example

88% of staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.



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

97% of staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.

Survey question

Your results

Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
97 %	68 %	82 %	96 %
97 %	63 %	82 %	100 %
88 %	63 %	80 %	96 %
84 %	27 %	57 %	94 %

Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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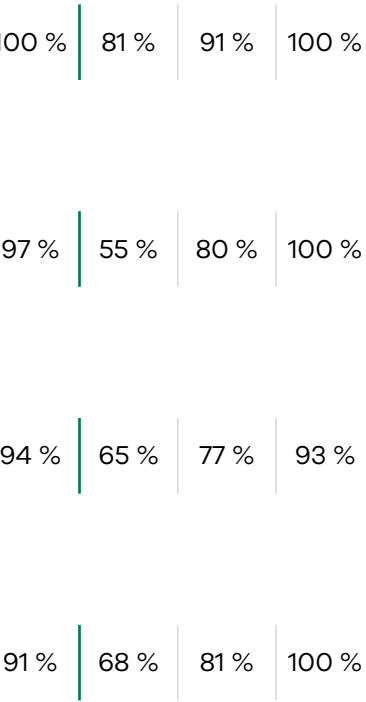
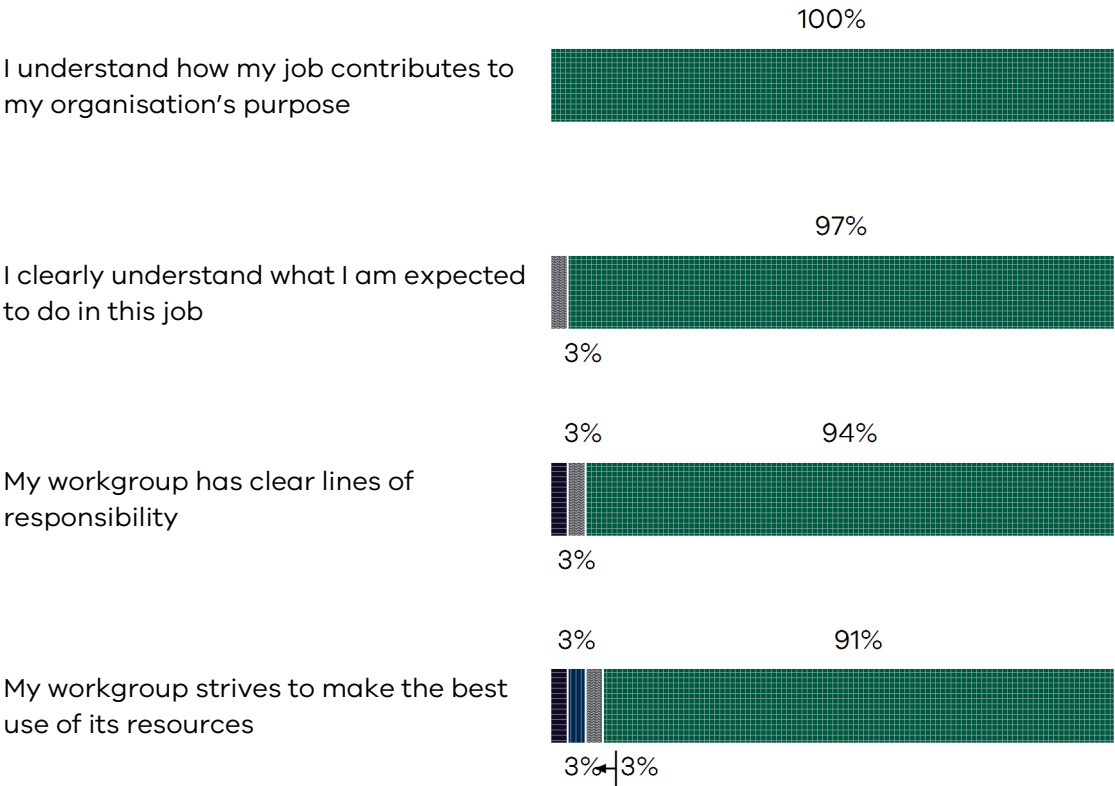
Example

100% 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



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.

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Example

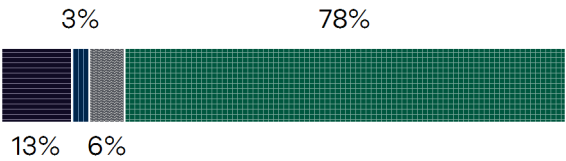
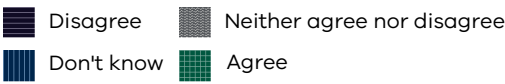
78% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

Benchmark agree results

Senior leaders provide clear strategy and direction



You	Comparator		
	Lowest	Average	Highest
2021			

78 %	29 %	62 %	100 %
------	------	------	-------

Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

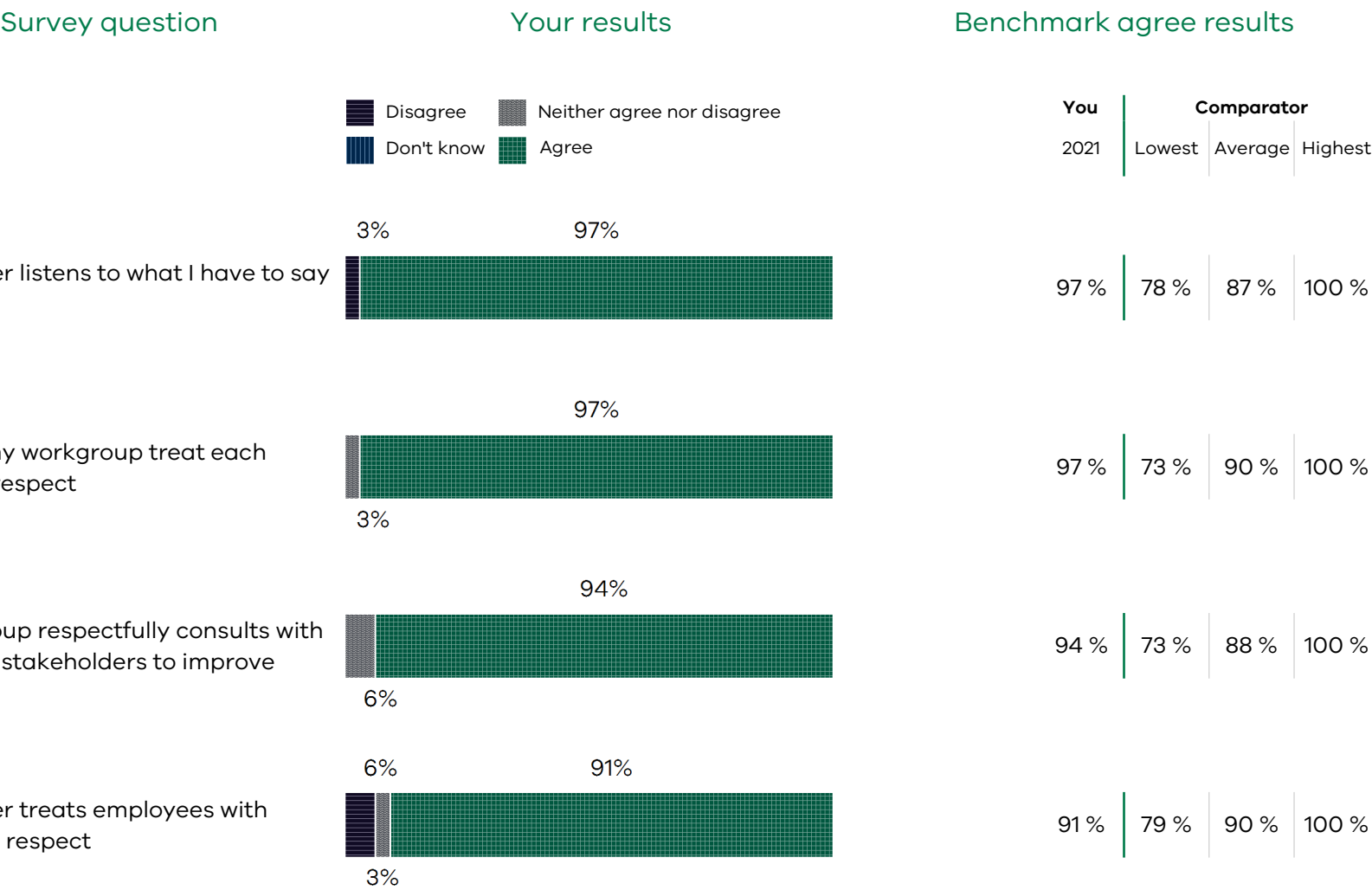
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Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

97% of staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.



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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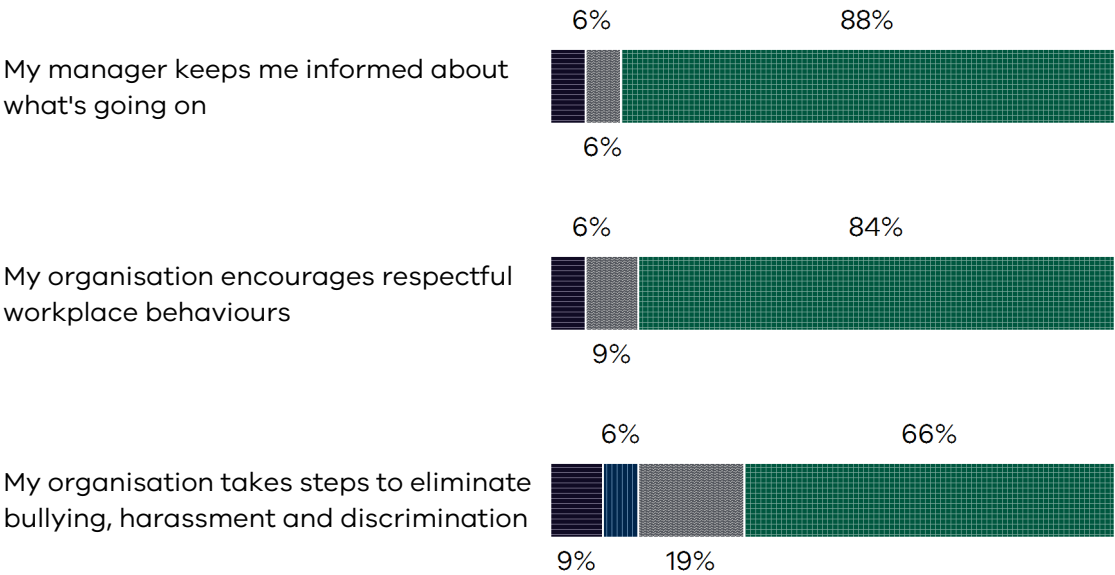
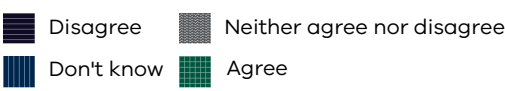
Example

88% 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		
	Lowest	Average	Highest

2021			
88 %	67 %	81 %	100 %
84 %	63 %	84 %	100 %
66 %	43 %	67 %	100 %

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

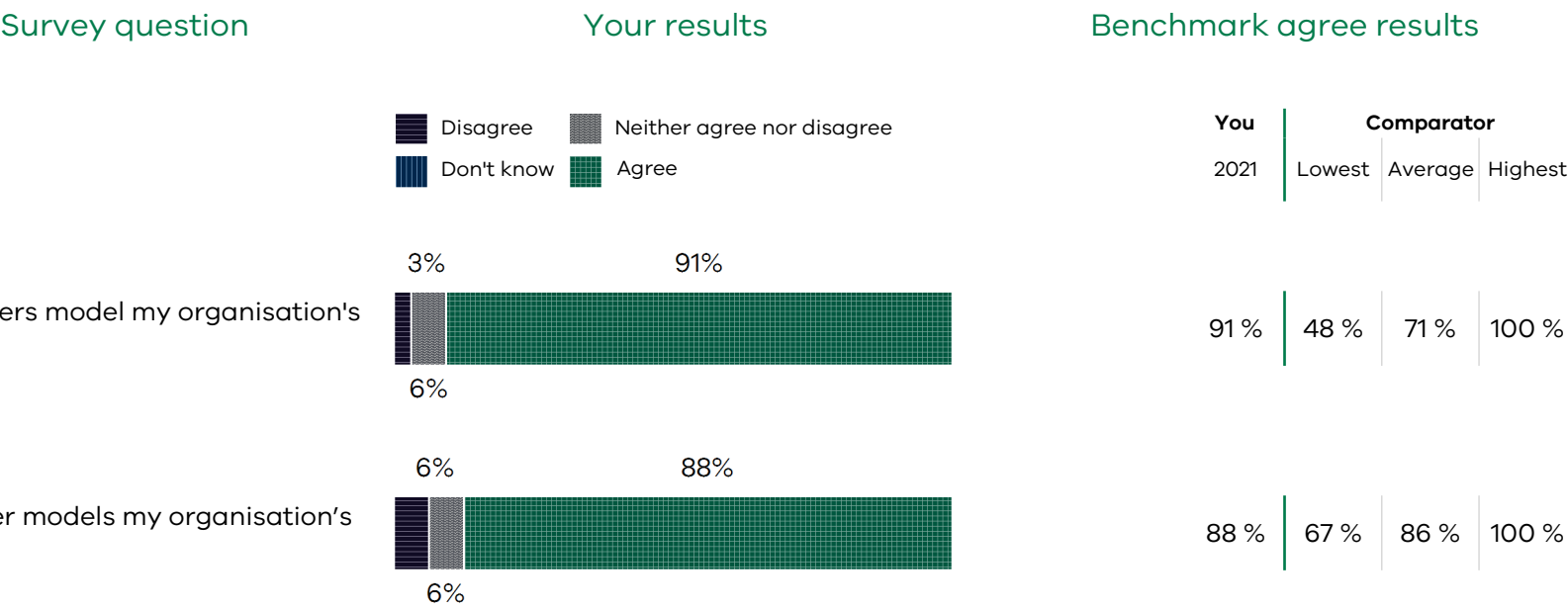
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'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

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

Example

91% of staff who did the survey agreed or strongly agreed with 'Senior leaders model 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.

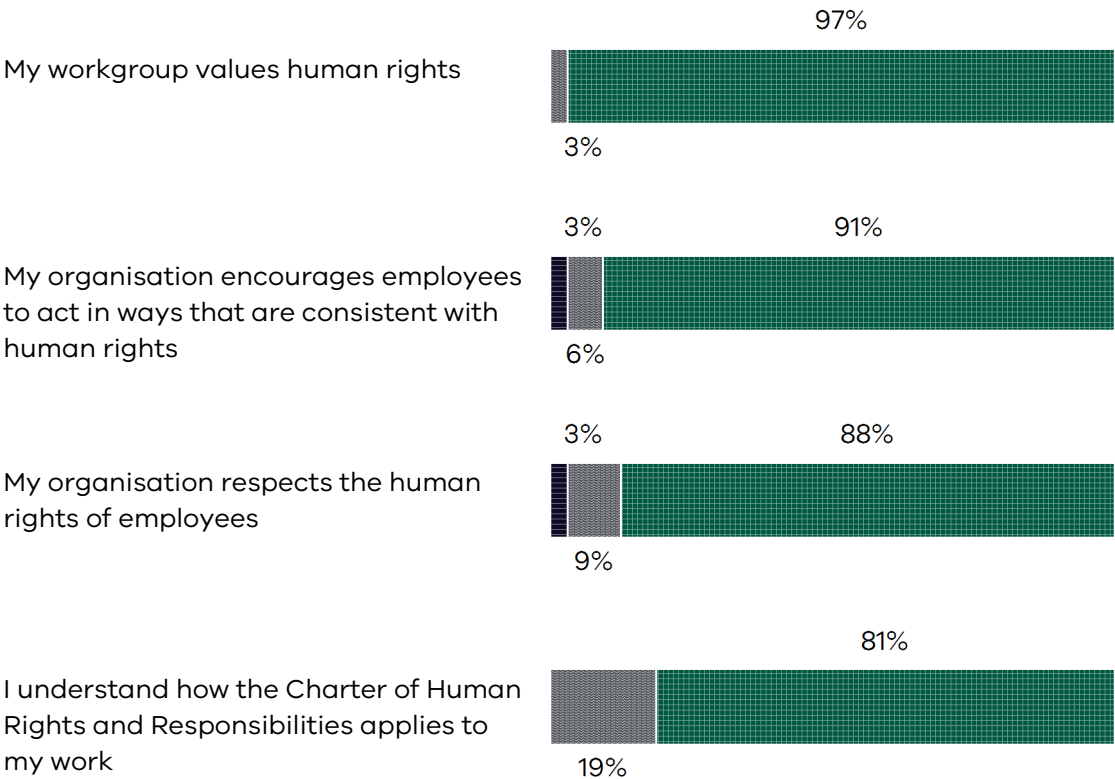
Example

97% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

Survey question

Your results

Benchmark agree results



You 2021	Comparator		
	Lowest	Average	Highest
97 %	75 %	88 %	100 %
91 %	59 %	82 %	100 %
88 %	63 %	83 %	100 %
81 %	54 %	73 %	100 %



**Victorian
Public Sector
Commission**



vpsc.vic.gov.au/peoplemattersurvey