# People matter survey 2021

## Have your say

# Report overview

## About your report

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

### Report contents

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

### Comparing data in this report

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

This means you'll be able to compare about 36% of this year's survey with your previous results.

### Rounding of percentages

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

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

### Survey questions and definitions

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

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## Public sector values

- Scorecard
- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
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# Report overview

## Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

# Report overview

## Survey's theoretical framework

**What this is**

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

**Why this is important**

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

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

**Our public sector values**

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

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

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

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

| Senior leadership | Organisation climate | Workgroup climate | Job and manager | Outcomes |
|---|---|---|---|---|
| • Lead the organisation<br>• Set the culture<br>• Lead by example<br>• Actions influence outcomes | • Organisational integrity<br>• Workplace flexibility<br>• Equal employment opportunity<br>• Diversity and inclusion<br>• Safety climate<br>• Patient safety climate | • Quality service delivery<br>• Innovation<br>• Workgroup support<br>• Change management | • Manager leadership<br>• Manager support<br>• Workload<br>• Learning and development<br>• Job enrichment<br>• Meaningful work<br>• Safe to speak up | • Engagement<br>• Satisfaction<br>• Wellbeing – work-related stress<br>• Wellbeing – job-related affect<br>• Intention to stay<br>• Acting on negative behaviours |

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

Responsiveness    Integrity    Impartiality    Accountability    Respect    Leadership    Human Rights

# Report overview

## Your comparator group 1 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

CenITex

Commercial Passenger Vehicles Victoria

Commission for Children and Young People

Court Services Victoria

Emergency Services Superannuation Board

Environment Protection Authority

Essential Services Commission

Family Safety Victoria

Family Violence Prevention Agency

Game Management Authority

Independent Broad-based Anti-corruption Commission

Infrastructure Victoria

Labour Hire Licensing Authority

Latrobe Valley Authority

Major Transport Infrastructure Authority

Office of Public Prosecutions

Office of the Chief Parliamentary Counsel

Office of the Governor Victoria

Office of the Legal Services Commissioner

Office of the Ombudsman Victoria

Office of the Victorian Electoral Commissioner

Office of the Victorian Government Architect

Office of the Victorian Information Commissioner

Portable Long Service Authority

Public Record Office Victoria

Public Transport Safety Victoria

Safer Care Victoria

Service Victoria

Suburban Rail Loop Authority

Victorian Auditor-General's Office

Victorian Public Sector Commission

VICTORIA State Government

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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 | |
|------|------|------|------|
| **94%** | | **95%** | |
| **(15)** | | **(18)** | |
| Comparator | 70% | Comparator | 50% |
| Public Sector | 49% | Public Sector | 39% |

Victorian Public Sector Commission

VICTORIA State Government

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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 | |
|---|---|
| **81** | |
| Comparator | 69 |
| Public Sector | 68 |

| 2021 | |
|---|---|
| **84** | |
| Comparator | 72 |
| Public Sector | 70 |

# People outcomes

## Engagement question results 1 of 2

### What this is

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

### Your organisation's engagement index

Your 2021 index is 84.

### 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 'My organisation motivates me to help achieve its objectives'.
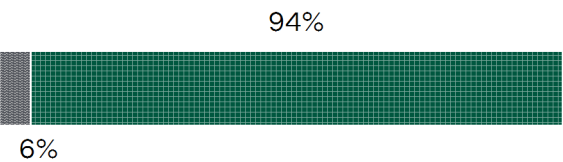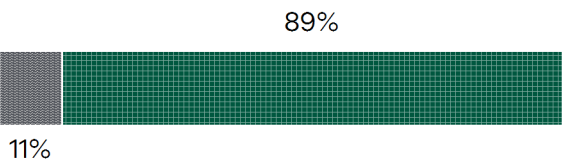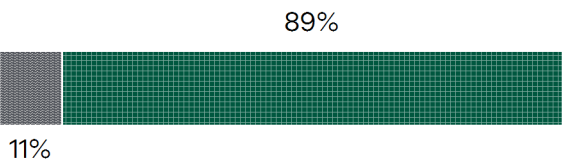
| Survey question | Your results | | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | 2019 | 2020 | 2021 | Lowest | Average | Highest |
| My organisation motivates me to help achieve its objectives | 94% / 6% | | 64 % | 73 % | 94 % | 32 % | 70 % | 93 % |
| I am proud to tell others I work for my organisation | 89% / 11% | | 79 % | 80 % | 89 % | 51 % | 81 % | 100 % |
| I would recommend my organisation as a good place to work | 89% / 11% | | 64 % | 87 % | 89 % | 38 % | 72 % | 95 % |
| My organisation inspires me to do the best in my job | 6% / 83% / 11% | | 64 % | 80 % | 83 % | 30 % | 67 % | 91 % |

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

**Benchmark agree results**

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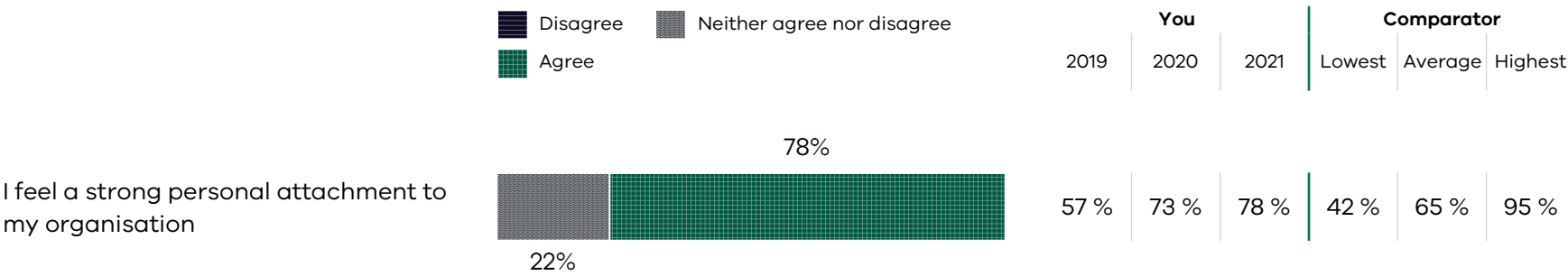
## Example

78% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

**Survey question**

**Your results**

**Benchmark agree results**

Disagree  Neither agree nor disagree

Agree

I feel a strong personal attachment to my organisation

78%

22%

| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| 2019 | 2020 | 2021 | Lowest | Average | Highest |
| 57 % | 73 % | 78 % | 42 % | 65 % | 95 % |

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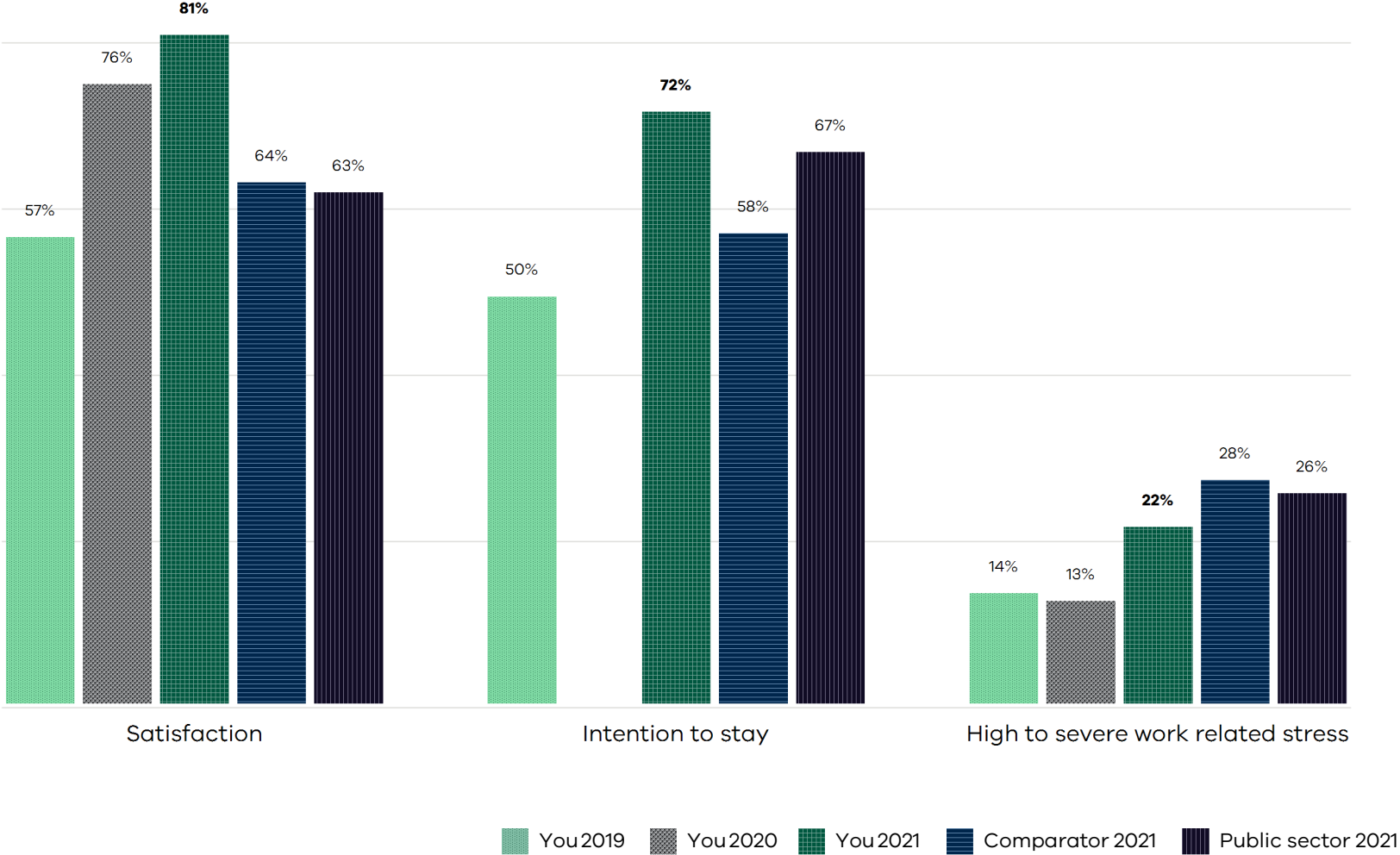
Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

### Example

In 2021:

- 81% of your staff who did the survey responded positively to questions about Satisfaction which is up from 76% in 2020.

Compared to:

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



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

**Satisfaction:** 57%, 76%, 81%, 64%, 63%

**Intention to stay:** 50%, 72%, 58%, 67%

**High to severe work related stress:** 14%, 13%, 22%, 28%, 26%

# People outcomes

## Satisfaction question results 1 of 2

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

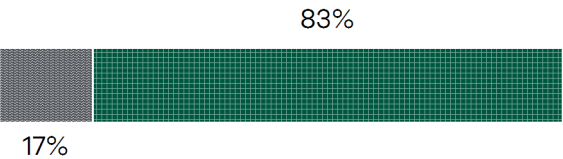83% of your staff who did the survey agreed or strongly agreed with 'I get a sense of accomplishment from my work'.

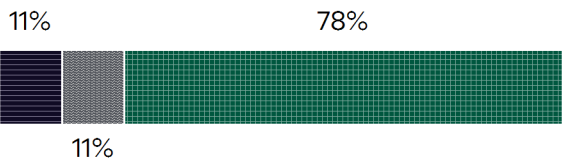## Survey question

## Your results

- Disagree
- Neither agree nor disagree
- Agree

### I get a sense of accomplishment from my work

17% · 83%

### I enjoy the work in my current job

11% · 11% · 78%

## Benchmark agree results

| Survey question | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| | 2019 | 2020 | 2021 | Lowest | Average | Highest |
| I get a sense of accomplishment from my work | 79 % | Not asked | 83 % | 61 % | 77 % | 96 % |
| I enjoy the work in my current job | 64 % | Not asked | 78 % | 67 % | 79 % | 100 % |

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# People outcomes

## 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.
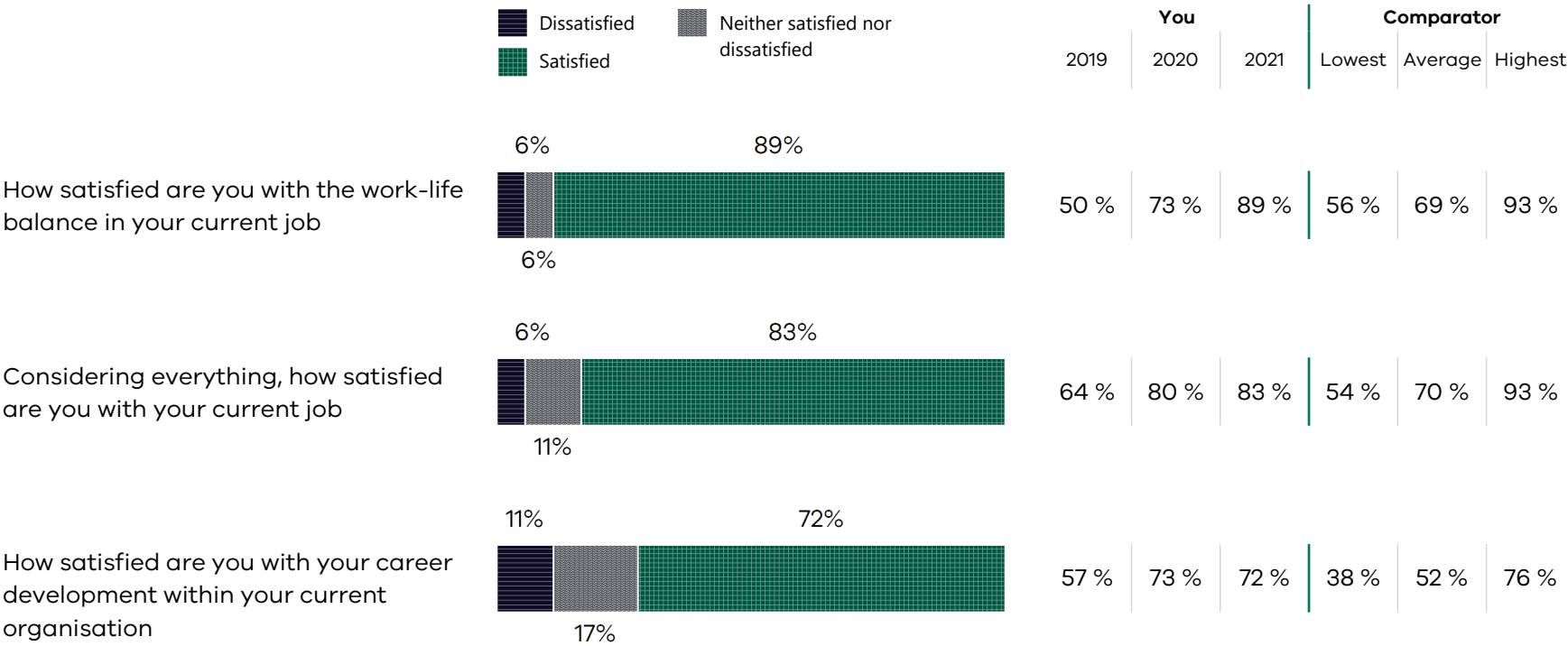
## Example

89% of your staff who did the survey were satisfied or very satisfied with 'How satisfied are you with the work-life balance in your current job'.

| Survey question | Your results | Benchmark satisfied results |
| --- | --- | --- |

Legend: Dissatisfied | Neither satisfied nor dissatisfied | Satisfied

| | You | | | Comparator | | |
| Survey question | 2019 | 2020 | 2021 | Lowest | Average | Highest |
| --- | --- | --- | --- | --- | --- | --- |
| How satisfied are you with the work-life balance in your current job | 50 % | 73 % | 89 % | 56 % | 69 % | 93 % |
| Considering everything, how satisfied are you with your current job | 64 % | 80 % | 83 % | 54 % | 70 % | 93 % |
| How satisfied are you with your career development within your current organisation | 57 % | 73 % | 72 % | 38 % | 52 % | 76 % |

Your results bars:
- How satisfied are you with the work-life balance in your current job: 6% dissatisfied, 6% neither, 89% satisfied
- Considering everything, how satisfied are you with your current job: 6% dissatisfied, 11% neither, 83% satisfied
- How satisfied are you with your career development within your current organisation: 11% dissatisfied, 17% neither, 72% satisfied

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# People outcomes

## Work-related stress levels

### What this is

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

### Why this is important

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

### How to read this

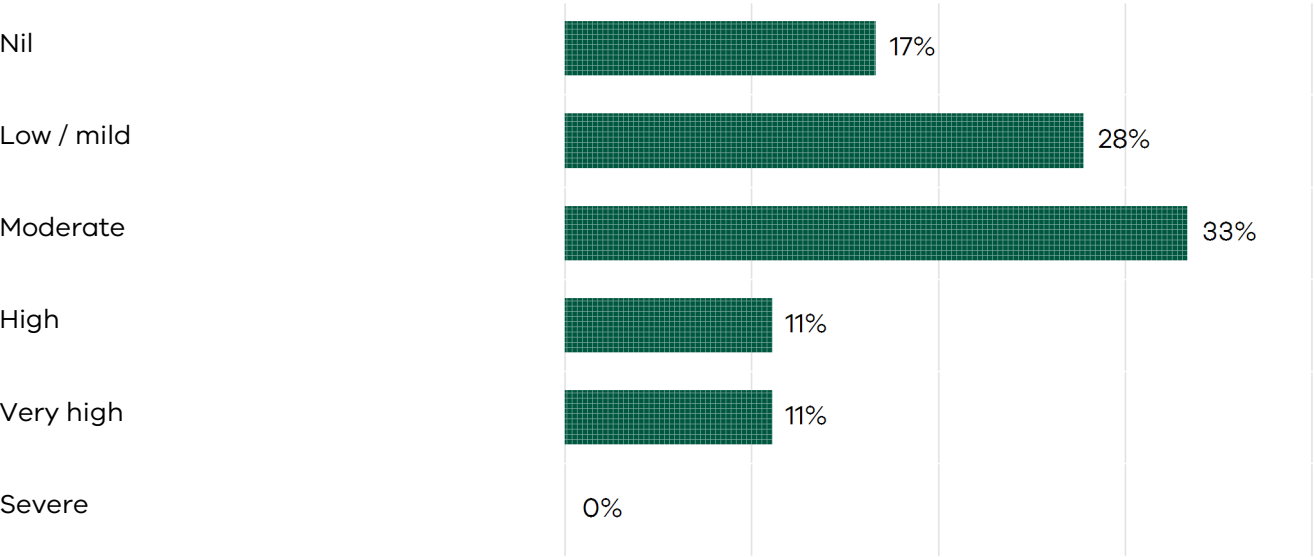In this survey we asked staff to tell us their stress level.

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

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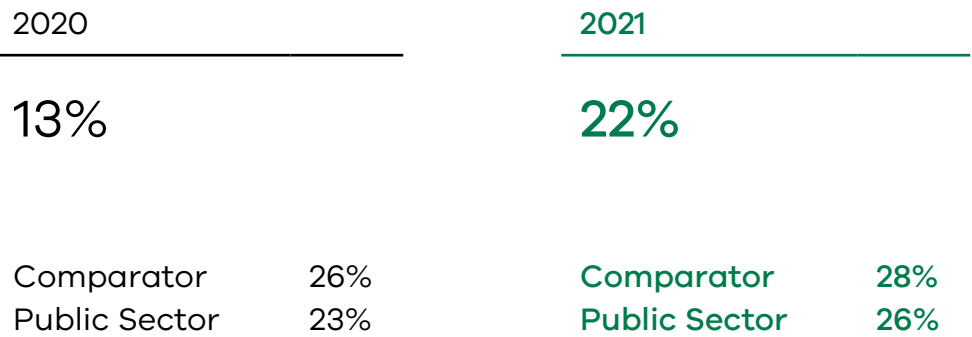
### Example

22% 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)

| Category | Value |
|---|---|
| Nil | 17% |
| Low / mild | 28% |
| Moderate | 33% |
| High | 11% |
| Very high | 11% |
| Severe | 0% |

## Reported levels of high to severe stress

| 2020 | 2021 |
|---|---|
| 13% | 22% |

| | | | |
|---|---|---|---|
| Comparator | 26% | Comparator | 28% |
| Public Sector | 23% | Public Sector | 26% |

# People outcomes

## Work-related stress causes

**What this is**

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

**Why this is important**

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

**How to read this**

In the survey, we ask staff to tell us if they have experienced mild to severe stress at work, as shown in the visual above the table.
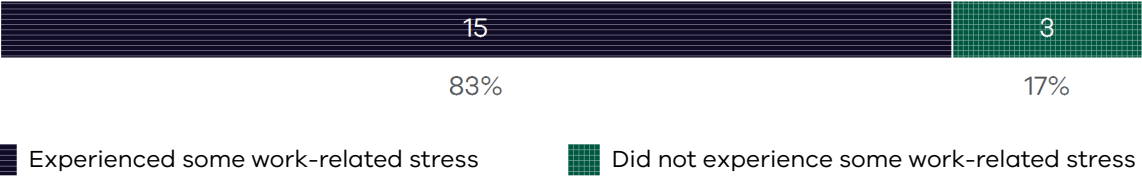
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

**Example**

83% of your staff who did the survey said they experienced mild to severe stress.

Of that 83%, 67% said the top reason was 'Workload'.

| | 15 | 3 |
|---|---|---|
| | 83% | 17% |

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

| Of those that experienced work related stress it was from ... | You 2020 | You 2021 | Comparator 2021 | Public sector 2021 |
|---|---|---|---|---|
| Workload | 50% | 67% | 51% | 51% |
| Time pressure | 50% | 33% | 47% | 42% |
| Dealing with clients, patients or stakeholders | 0% | 27% | 15% | 14% |
| Content, variety, or difficulty of work | 29% | 20% | 14% | 12% |
| Other | 0% | 20% | 8% | 9% |
| Unclear job expectations | 7% | 20% | 14% | 11% |
| Job security | 7% | 13% | 9% | 9% |
| Work schedule or hours | 7% | 13% | 6% | 8% |
| Competing home and work responsibilities | 0% | 7% | 12% | 12% |
| Other changes due to COVID-19 | 29% | 7% | 11% | 15% |

# 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**

28% of your staff who did the survey said they intended to leave.

Of that 28%, 60% said it was from 'Limited future career opportunities at my organisation'.

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

| | 5 | 0 | 13 |
|---|---|---|---|
| | 28% | 0% | 72% |

■ Leaving your organisation ■ Leaving the sector ■ Staying

| Of those who indicated they're leaving your organisation (including leaving the sector) it was for … | You 2021 | Comparator 2021 | Public sector 2021 |
|---|---|---|---|
| Limited future career opportunities at my organisation | 60% | 51% | 42% |
| Opportunity to broaden experience | 60% | 49% | 40% |
| My interests do not match my job role | 40% | 15% | 14% |
| Better location/reduced travel time | 20% | 8% | 13% |
| Better remuneration | 20% | 30% | 26% |
| Excessive workload | 20% | 22% | 25% |
| Lack of confidence in senior leadership | 20% | 31% | 34% |
| Limited developmental/educational opportunities at my organisation | 20% | 24% | 24% |
| Limited flexible work arrangements for managing (e.g. family/caring commitments) | 20% | 7% | 11% |
| Limited opportunities to gain further experience at my organisation | 20% | 39% | 33% |

# 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.
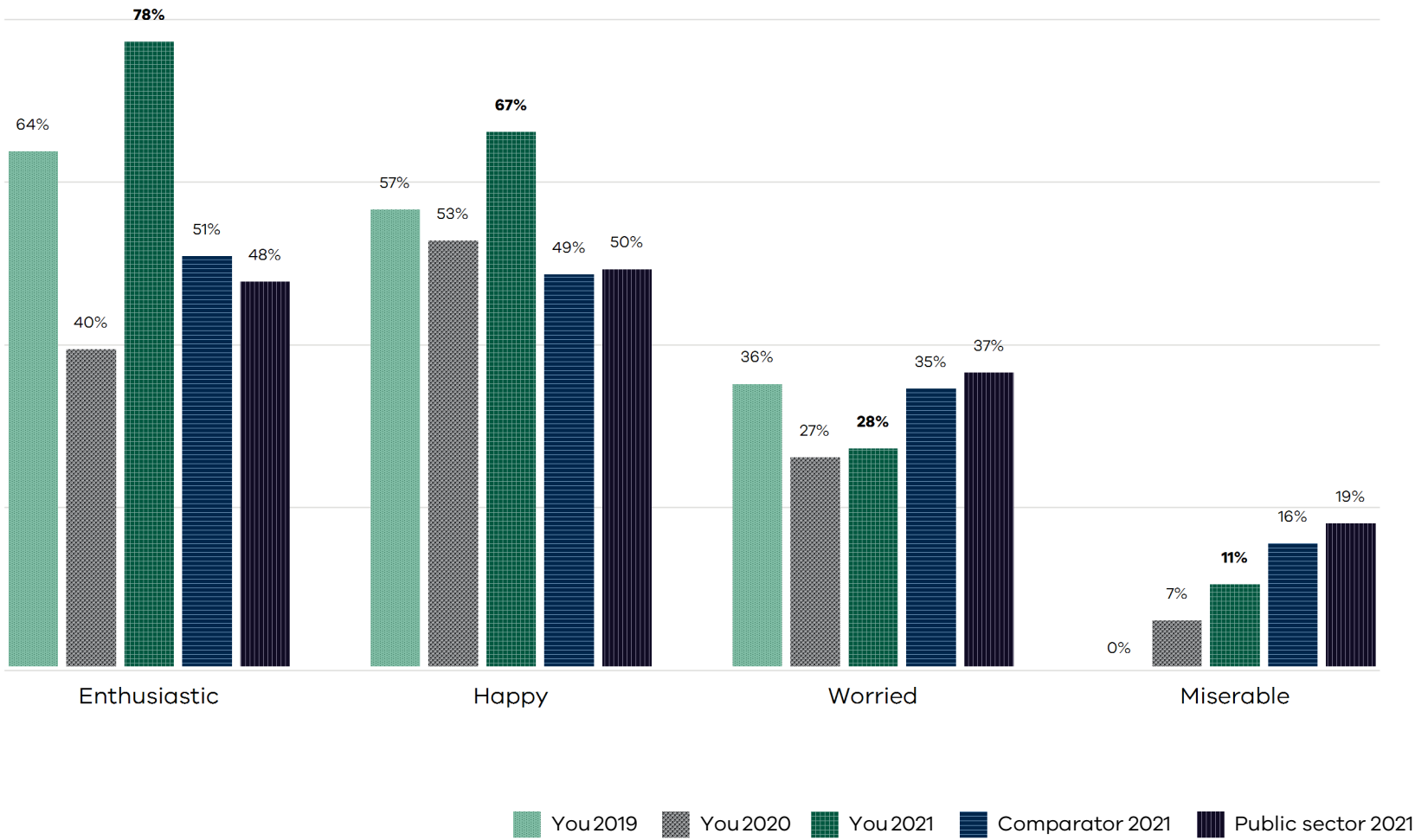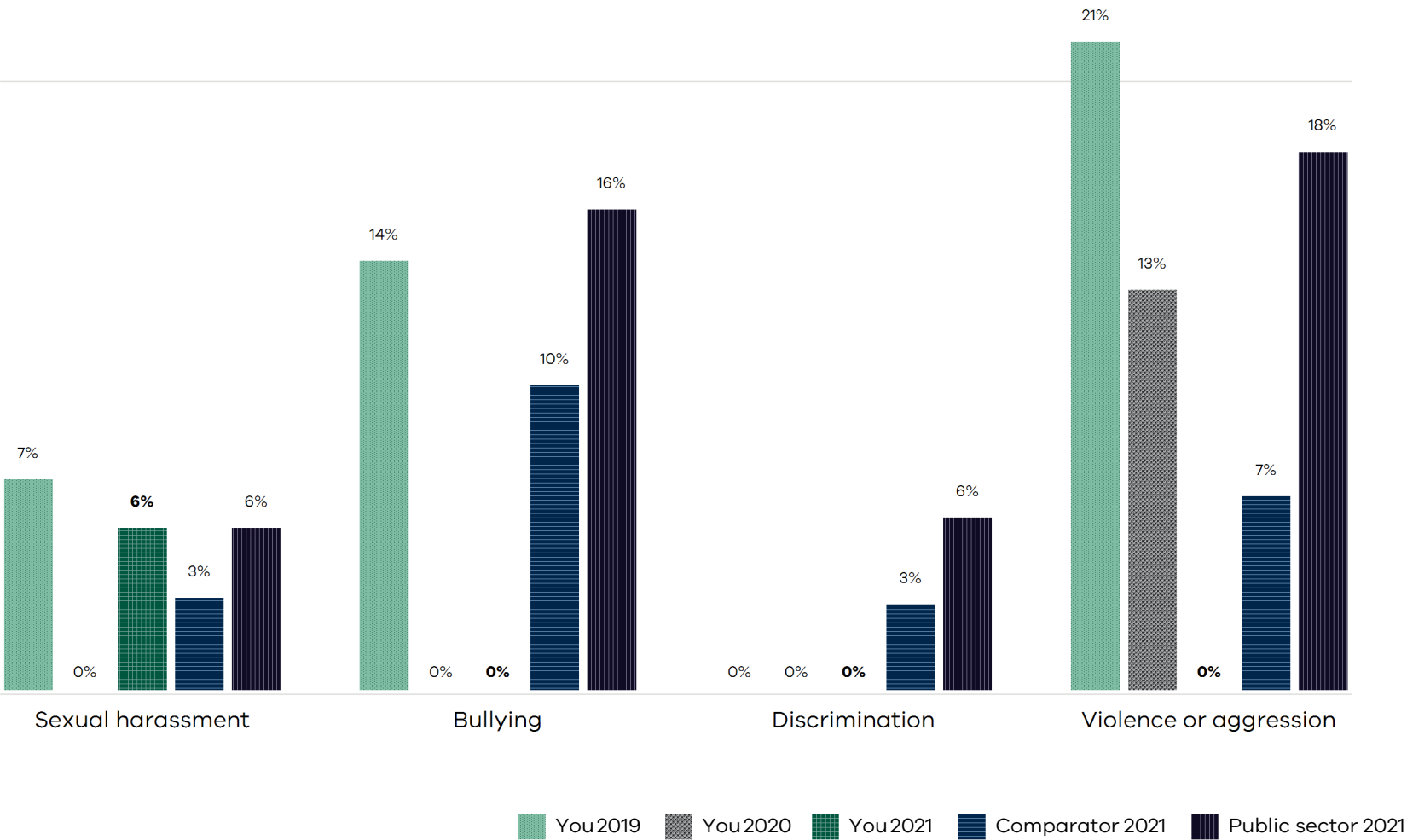
### Example

In 2021:

- 67% of your staff who did the survey said work made them feel happy in 2021, which is up from 53% in 2020

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 ...



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

Enthusiastic: 64%, 40%, 78%, 51%, 48%
Happy: 57%, 53%, 67%, 49%, 50%
Worried: 36%, 27%, 28%, 35%, 37%
Miserable: 0%, 7%, 11%, 16%, 19%

# People outcomes

## Scorecard: negative behaviours

### What this is

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

### Why this is important

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

### How to read this

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

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

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

### Example

In 2021:

- 6% of your staff who did the survey stated they experienced 'Sexual harassment' in the last 12 months which is up from 0% in 2020.

Compared to:

- 3% of staff at your comparator and 6% of staff across the public sector.



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

Sexual harassment: 7%, 0%, 6%, 3%, 6%
Bullying: 14%, 0%, 0%, 10%, 16%
Discrimination: 0%, 0%, 0%, 3%, 6%
Violence or aggression: 21%, 13%, 0%, 7%, 18%

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# People outcomes

## Sexual harassment

**What this is**

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

**Why this is important**

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

**Why there is no data here**

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

We do this to protect the respondents.

# 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

0% of your staff who did the survey said they witnessed some negative behaviour at work.

100% 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?

| 18 |
| --- |
| 100% |

■ Witnessed some negative behaviour    ▦ Did not witness some negative behaviour
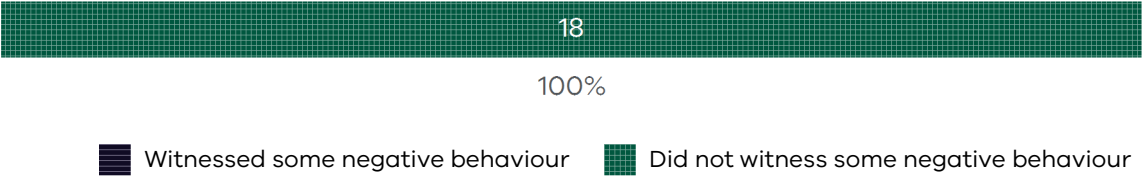
| During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work? | You 2021 | Comparator 2021 | Public sector 2021 |
| --- | --- | --- | --- |
| No, I have not witnessed any of the situations above | 100% | 85% | 77% |

# People matter survey 2021

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# Key differences

## Highest scoring questions

**What this is**

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

**How to read this**

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

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

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

**Example**

On the first row 'Job enrichment', the 'You 2021' column shows 100% of your staff agreed with 'I have the authority to do my job effectively'.

This question was not asked in 2020.

| Question group | Highest scoring questions | You 2021 | Change from 2020 | Comparator 2021 |
|---|---|---|---|---|
| Job enrichment | I have the authority to do my job effectively | 100% | Not asked in 2020 | 75% |
| Job enrichment | I understand how the Charter of Human Rights and Responsibilities applies to my work | 100% | Not asked in 2020 | 73% |
| Manager leadership | My manager demonstrates honesty and integrity | 100% | Not asked in 2020 | 89% |
| Manager leadership | My manager ensures clients receive a high standard of service | 100% | Not asked in 2020 | 90% |
| Manager leadership | My manager is committed to workplace safety | 100% | Not asked in 2020 | 89% |
| Manager leadership | My manager models my organisation's values | 100% | Not asked in 2020 | 86% |
| Manager leadership | My manager treats employees with dignity and respect | 100% | Not asked in 2020 | 90% |
| Manager leadership | My manager works effectively with people from diverse backgrounds | 100% | Not asked in 2020 | 90% |
| Manager support | I would be confident in approaching my manager to discuss concerns and grievances | 100% | Not asked in 2020 | 83% |
| Manager support | My manager involves me in decisions about my work | 100% | +13% | 83% |

# Key differences

## Lowest scoring questions

**What this is**

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

**How to read this**

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

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

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

**Example**

On the first row 'Learning and development', the 'You 2021' column shows 28% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'. This question was not asked in 2020.

| Question subgroup | Lowest scoring questions | You 2021 | Change from 2020 | Comparator 2021 |
|---|---|---|---|---|
| Learning and development | I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments) | 28% | Not asked in 2020 | 30% |
| Learning and development | I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers) | 39% | Not asked in 2020 | 37% |
| Learning and development | My organisation places a high priority on the learning and development of staff | 56% | Not asked in 2020 | 60% |
| Workload | The workload I have is appropriate for the job that I do | 56% | -4% | 59% |
| Workload | I have enough time to do my job effectively | 61% | +21% | 55% |
| Learning and development | I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 67% | Not asked in 2020 | 55% |
| Innovation | My workgroup takes reasonable risks to improve its services | 67% | Not asked in 2020 | 66% |
| Learning and development | I feel I have an equal chance at promotion in my organisation | 72% | Not asked in 2020 | 44% |
| Learning and development | There are adequate opportunities for me to develop skills and experience in my organisation | 72% | Not asked in 2020 | 58% |
| Safety climate | All levels of my organisation are involved in the prevention of stress | 72% | -8% | 47% |

Victorian Public Sector Commission

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# Key differences

## Most improved

**What this is**

This is where staff feel their organisation has most improved.

**How to read this**

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

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

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

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

**Example**

On the first row 'Job enrichment', the 'You 2021' column shows 94% of your staff agreed with 'I have a choice in deciding how I do my work'.

In the 'Increase from 2020' column, you have a 28% increase, which is a positive trend.

| Question group | Most improved from last year | You 2021 | Increase from 2020 | Comparator 2021 |
|---|---|---|---|---|
| Job enrichment | I have a choice in deciding how I do my work | 94% | +28% | 78% |
| Meaningful work | I feel that I can make a worthwhile contribution at work | 89% | +22% | 85% |
| Workload | I have enough time to do my job effectively | 61% | +21% | 55% |
| Engagement | My organisation motivates me to help achieve its objectives | 94% | +21% | 70% |
| Safety climate | My organisation has effective procedures in place to support employees who may experience stress | 83% | +17% | 61% |
| Satisfaction | How satisfied are you with the work-life balance in your current job | 89% | +16% | 69% |
| Meaningful work | I am achieving something important through my work | 89% | +16% | 80% |
| Job enrichment | I understand how my job contributes to my organisation's purpose | 94% | +14% | 91% |
| Manager support | My manager involves me in decisions about my work | 100% | +13% | 83% |
| Engagement | I am proud to tell others I work for my organisation | 89% | +9% | 81% |

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# Key differences

## Most declined

**What this is**

This is where staff feel their organisation has most declined.

**How to read this**

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

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

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

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

**Example**

On the first row 'Safety climate', the 'You 2021' column shows 72% of your staff agreed with 'All levels of my organisation are involved in the prevention of stress'. In the 'Decrease from 2020' column, you have a 8% decrease, which is a negative trend.

| Question subgroup | Largest decline from last year | You 2021 | Decrease from 2020 | Comparator 2021 |
|---|---|---|---|---|
| Safety climate | All levels of my organisation are involved in the prevention of stress | 72% | –8% | 47% |
| Workgroup support | I am able to work effectively with others in my workgroup | 94% | –6% | 92% |
| Safety climate | In my workplace, there is good communication about psychological safety issues that affect me | 89% | –4% | 58% |
| Safe to speak up | People in your workgroup are able to bring up problems and tough issues | 89% | –4% | 78% |
| Workload | The workload I have is appropriate for the job that I do | 56% | –4% | 59% |
| Job enrichment | I clearly understand what I am expected to do in this job | 78% | –2% | 80% |
| Satisfaction | How satisfied are you with your career development within your current organisation | 72% | –1% | 52% |

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# Key differences

## Biggest positive difference from comparator

**What this is**

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

**How to read this**

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

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

**Example**

On the first row 'Organisational integrity', the 'You 2021' column shows 94% of your staff agreed with 'My organisation makes fair recruitment and promotion decisions, based on merit'.

The 'difference' column, shows that agreement for this question was 38 percentage points higher in your organisation than in your comparator.

| Question group | Biggest positive difference from comparator | You 2021 | Difference | Comparator 2021 |
|---|---|---|---|---|
| Organisational integrity | My organisation makes fair recruitment and promotion decisions, based on merit | 94% | +38% | 57% |
| Safety climate | Senior leaders show support for stress prevention through involvement and commitment | 94% | +37% | 57% |
| Safety climate | Senior leaders consider the psychological health of employees to be as important as productivity | 94% | +35% | 60% |
| Taking action | My organisation has taken positive action on the results of last year's survey | 72% | +33% | 39% |
| Organisational integrity | My organisation takes steps to eliminate bullying, harassment and discrimination | 100% | +33% | 67% |
| Taking action | I believe my organisation will take positive action on the results of this year's survey | 89% | +33% | 56% |
| Safe to speak up | I feel safe to challenge inappropriate behaviour at work | 100% | +32% | 68% |
| Safe to speak up | I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner | 94% | +32% | 62% |
| Safe to speak up | I am confident that I would be protected from reprisal for reporting improper conduct | 100% | +31% | 69% |
| Safety climate | In my workplace, there is good communication about psychological safety issues that affect me | 89% | +31% | 58% |

# 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 'Quality service delivery', the 'You 2021' column shows 72% of your staff agreed with 'My workgroup has clear lines of responsibility'.

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

| Question subgroup | Biggest negative difference from comparator | You 2021 | Difference | Comparator 2021 |
|---|---|---|---|---|
| Quality service delivery | My workgroup has clear lines of responsibility | 72% | -5% | 77% |
| Learning and development | My organisation places a high priority on the learning and development of staff | 56% | -5% | 60% |
| Workload | The workload I have is appropriate for the job that I do | 56% | -3% | 59% |
| Job enrichment | I clearly understand what I am expected to do in this job | 78% | -3% | 80% |
| Quality service delivery | My workgroup strives to deliver services in a timely manner | 89% | -3% | 91% |
| 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% | -2% | 30% |
| Satisfaction | I enjoy the work in my current job | 78% | -1% | 79% |

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## Taking action

### What this is

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

### Why this is important

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

### How to read this

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

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

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

### Example

89% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.
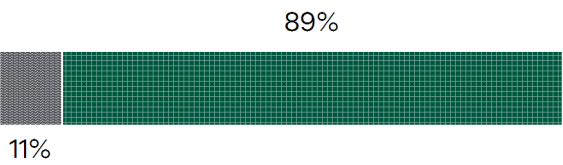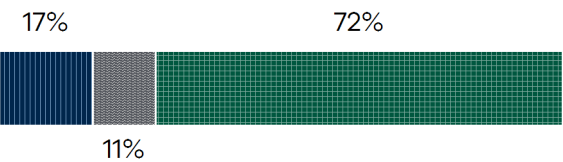
| Survey question | Your results | | | | | | |
|---|---|---|---|---|---|---|---|

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

| Survey question | Your results | You 2019 | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| I believe my organisation will take positive action on the results of this year's survey | 11% Neither / 89% Agree | Not asked | Not asked | 89 % | 27 % | 56 % | 96 % |
| My organisation has taken positive action on the results of last year's survey | 17% Don't know / 11% Neither / 72% Agree | Not asked | Not asked | 72 % | 11 % | 39 % | 91 % |

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# Senior leadership

## Senior leadership 1 of 2

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

100% 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** | | |
| | | 2019 | 2020 | 2021 | Lowest | Average | Highest |
| Senior leaders actively support diversity and inclusion in the workplace | 100% | 93 % | Not asked | 100 % | 48 % | 77 % | 100 % |
| Senior leaders demonstrate honesty and integrity | 100% | 86 % | Not asked | 100 % | 44 % | 72 % | 100 % |
| Senior leaders model my organisation's values | 100% | 79 % | Not asked | 100 % | 48 % | 71 % | 100 % |
| Senior leaders support staff to work in an environment of change | 94% / 6% | 79 % | 87 % | 94 % | 38 % | 69 % | 100 % |

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

# Senior leadership

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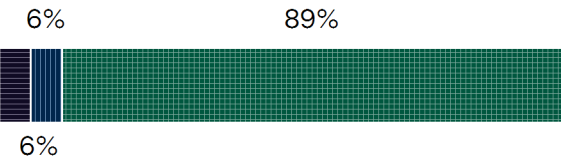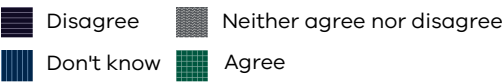
**Example**

89% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.
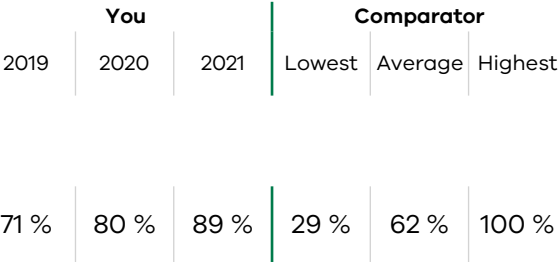
## Survey question

## Your results

## Benchmark agree results

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

Senior leaders provide clear strategy and direction

6%    89%

6%

| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| 2019 | 2020 | 2021 | Lowest | Average | Highest |
| 71 % | 80 % | 89 % | 29 % | 62 % | 100 % |

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# Organisational climate

**What this is**

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

**Why this is important**

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

**How to read this**

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

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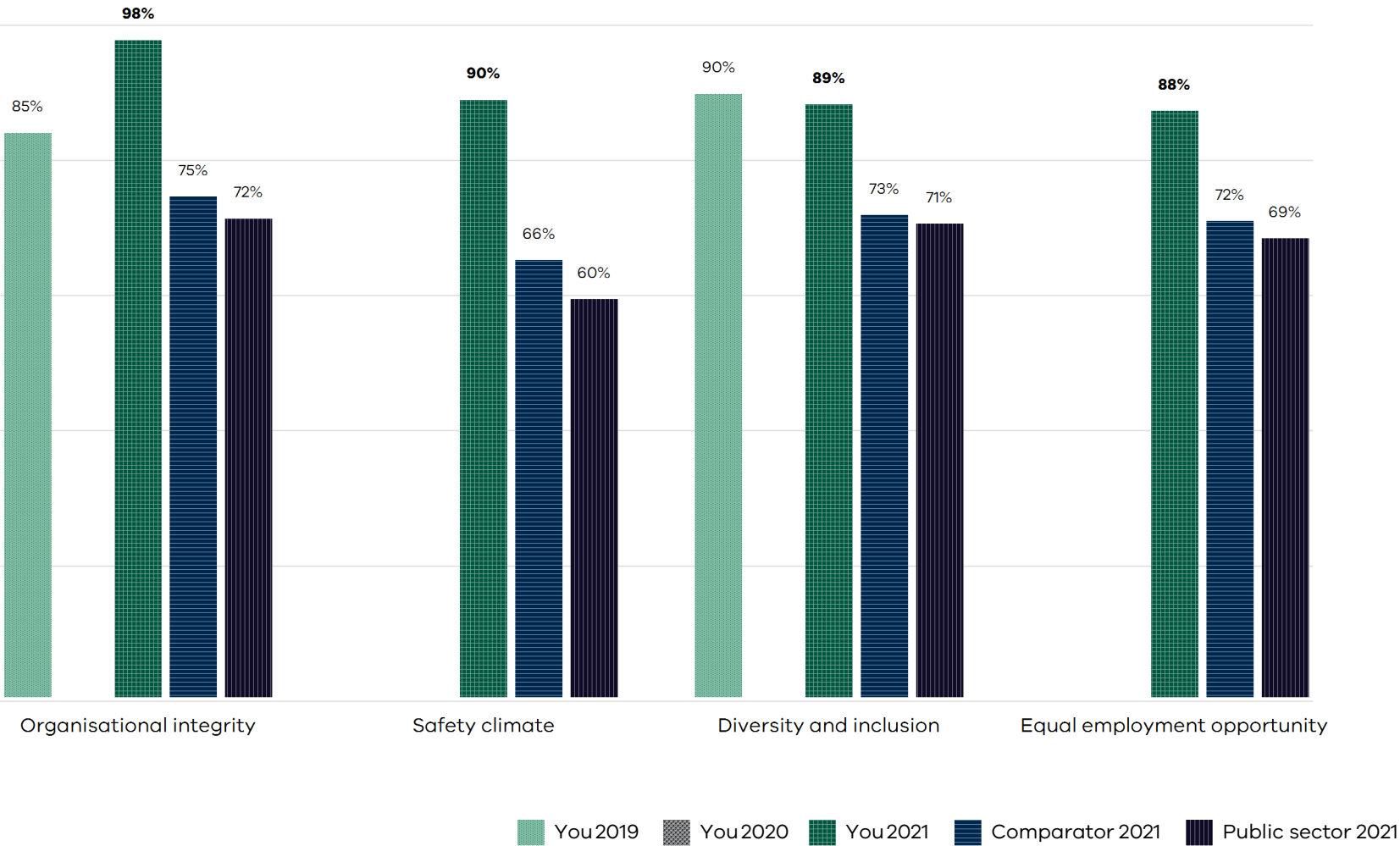
**Example**

In 2021:

- 98% of your staff who did the survey responded positively to questions about Organisational integrity.

Compared to:

- 75% of staff at your comparator and 72% of staff across the public sector.



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

- Organisational integrity: 85%, 98%, 75%, 72%
- Safety climate: 90%, 66%, 60%
- Diversity and inclusion: 90%, 89%, 73%, 71%
- Equal employment opportunity: 88%, 72%, 69%

# Organisational climate

**What this is**

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

**Why this is important**

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

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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.
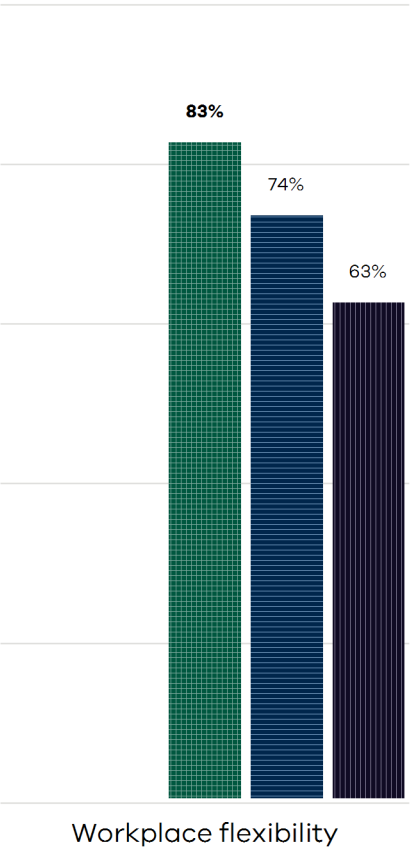
**Example**

In 2021:

- 83% 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.



Workplace flexibility

You 2019    You 2020    You 2021    Comparator 2021    Public sector 2021

# Organisational climate

## Organisational integrity 1 of 2

**What this is**

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

**Why this is important**

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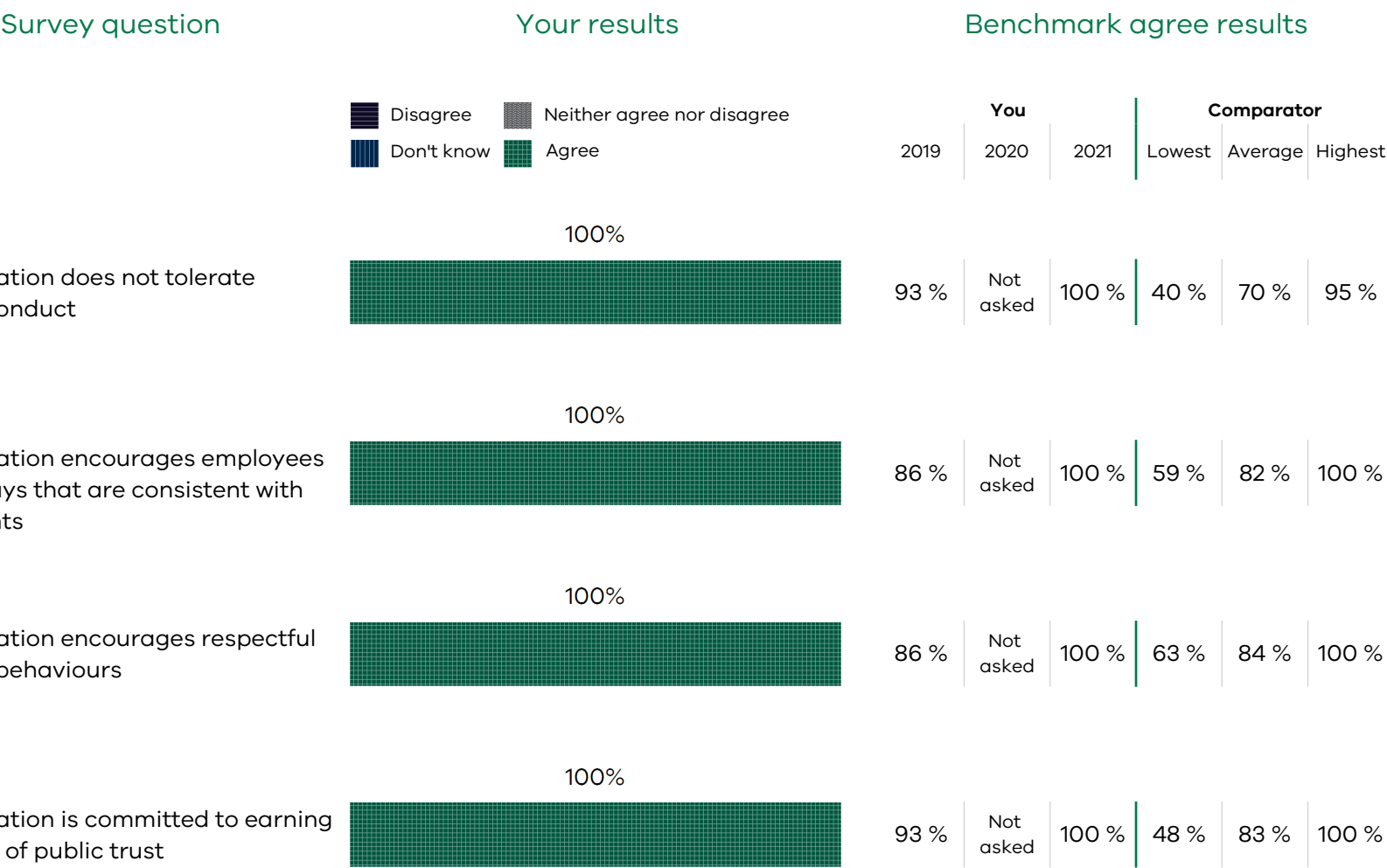
**How to read this**

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

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

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

**Example**

100% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

| Survey question | Your results | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | 2019 | 2020 | 2021 | Lowest | Average | Highest |

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

| Survey question | Your results | 2019 | 2020 | 2021 | Lowest | Average | Highest |
|---|---|---|---|---|---|---|---|
| My organisation does not tolerate improper conduct | 100% | 93 % | Not asked | 100 % | 40 % | 70 % | 95 % |
| My organisation encourages employees to act in ways that are consistent with human rights | 100% | 86 % | Not asked | 100 % | 59 % | 82 % | 100 % |
| My organisation encourages respectful workplace behaviours | 100% | 86 % | Not asked | 100 % | 63 % | 84 % | 100 % |
| My organisation is committed to earning a high level of public trust | 100% | 93 % | Not asked | 100 % | 48 % | 83 % | 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

100% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

| Survey question | Your results | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | 2019 | 2020 | 2021 | Lowest | Average | Highest |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 100% Agree | 64 % | Not asked | 100 % | 43 % | 67 % | 90 % |
| My organisation makes fair recruitment and promotion decisions, based on merit | 6% Disagree / 94% Agree | 71 % | Not asked | 94 % | 27 % | 57 % | 84 % |
| My organisation respects the human rights of employees | 94% Agree / 6% Neither agree nor disagree | 100 % | Not asked | 94 % | 63 % | 83 % | 100 % |

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

# Organisational climate

**What this is**

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

**Why this is important**

Supporting flexible working can improve employee wellbeing.

**How to read this**

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

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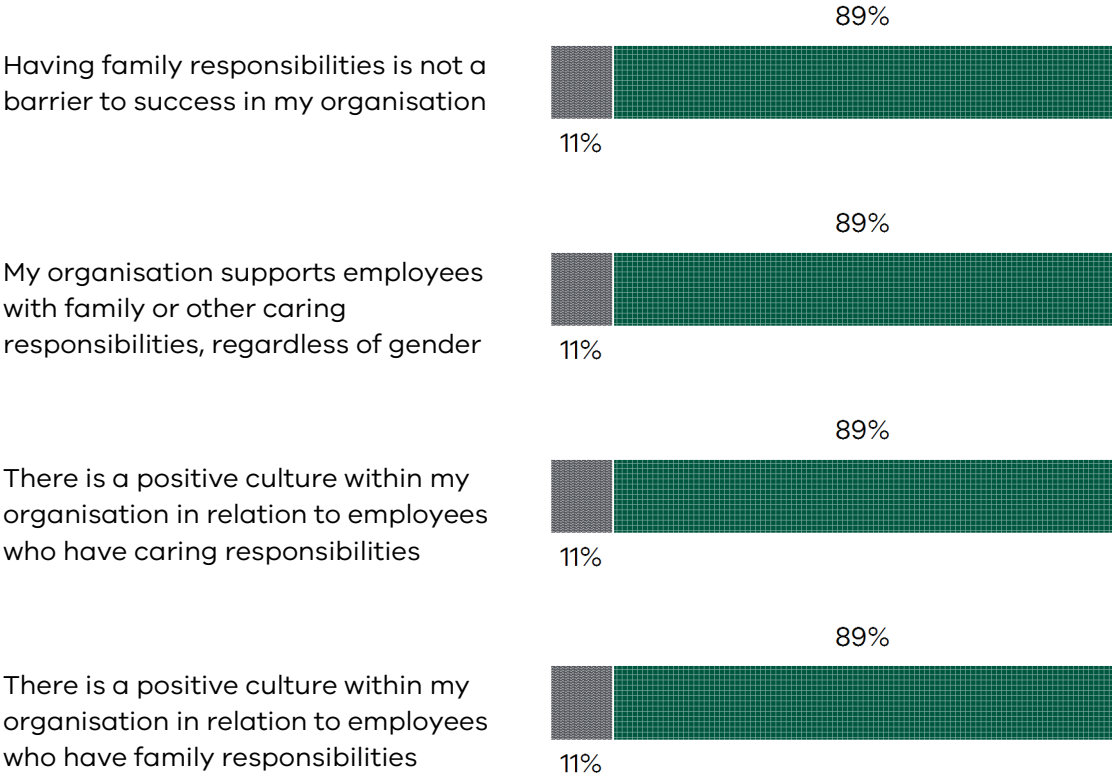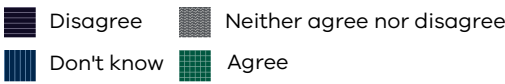
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

89% of your staff who did the survey agreed or strongly agreed with 'Having family responsibilities is not a barrier to success in my organisation'.

## Survey question

## Your results

## Benchmark agree results

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

| Survey question | Your results | You 2019 | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| Having family responsibilities is not a barrier to success in my organisation | 89% Agree / 11% | Not asked | Not asked | 89 % | 52 % | 70 % | 94 % |
| My organisation supports employees with family or other caring responsibilities, regardless of gender | 89% Agree / 11% | Not asked | Not asked | 89 % | 63 % | 82 % | 100 % |
| There is a positive culture within my organisation in relation to employees who have caring responsibilities | 89% Agree / 11% | 79 % | Not asked | 89 % | 52 % | 72 % | 91 % |
| There is a positive culture within my organisation in relation to employees who have family responsibilities | 89% Agree / 11% | Not asked | Not asked | 89 % | 55 % | 75 % | 96 % |

Victorian Public Sector Commission

VICTORIA State Government

# Organisational climate

**What this is**

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

**Why this is important**

Supporting flexible working can improve employee wellbeing.

**How to read this**

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

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

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

**Example**

83% of your staff who did the survey agreed or strongly agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.

| Survey question | Your results | Benchmark agree results |

Legend:
- Disagree (dark navy)
- Neither agree nor disagree (grey)
- Don't know (blue)
- Agree (green)
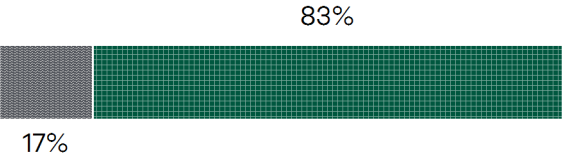
| Survey question | Your results | You 2019 | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| I am confident that if I requested a flexible work arrangement, it would be given due consideration | 17% / 83% | 86 % | 80 % | 83 % | 61 % | 81 % | 98 % |
| I have the flexibility I need to manage my work and non-work activities and responsibilities | 17% / 83% | Not asked | Not asked | 83 % | 61 % | 79 % | 96 % |
| There is a positive culture within my organisation in relation to employees who use flexible work arrangements | 17% / 83% | 64 % | Not asked | 83 % | 51 % | 72 % | 96 % |
| Having caring responsibilities is not a barrier to success in my organisation | 11% / 17% / 72% | 79 % | Not asked | 72 % | 51 % | 67 % | 88 % |
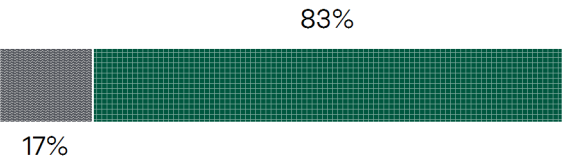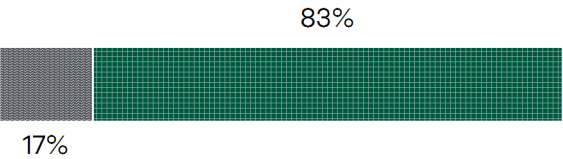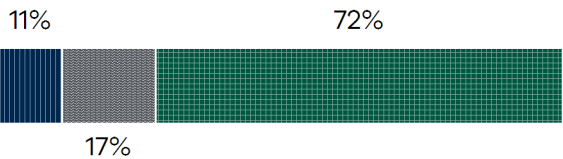
# Organisational climate

**What this is**

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

**Why this is important**

Supporting flexible working can improve employee wellbeing.

**How to read this**

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

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

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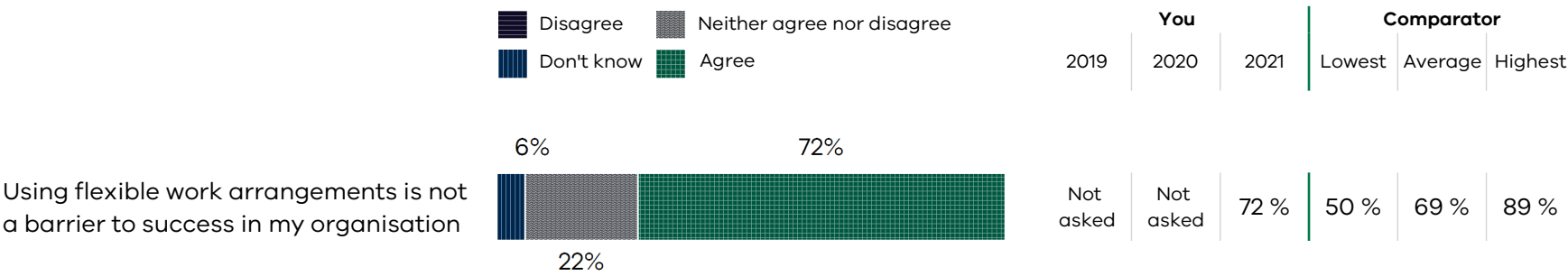
**Example**

72% of your staff who did the survey agreed or strongly agreed with 'Using flexible work arrangements is not a barrier to success in my organisation'.

## Survey question

## Your results

## Benchmark agree results

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

| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| | 2019 | 2020 | 2021 | Lowest | Average | Highest |
| Using flexible work arrangements is not a barrier to success in my organisation | Not asked | Not asked | 72 % | 50 % | 69 % | 89 % |

Your results bar: 6% Disagree, 22% Neither agree nor disagree, 72% Agree

Victorian Public Sector Commission

VICTORIA State Government

## Organisational climate

**What this is**

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

**Why this is important**

Supporting flexible working can improve employee wellbeing.

**How to read this**

The table shows you what flexible work arrangements staff use.

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

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

**Example**

44% of staff who did the survey said the flexible work arrangement they used was 'No, I do not use any flexible work arrangements'.

| Do you use any of the following flexible work arrangements? | You 2021 | Comparator 2021 | Public sector 2021 |
|---|---|---|---|
| No, I do not use any flexible work arrangements | 44% | 35% | 38% |
| Working from an alternative location (e.g. home, hub/shared work space) | 39% | 42% | 24% |
| Flexible start and finish times | 17% | 30% | 23% |
| Part-time | 6% | 10% | 19% |
| Using leave to work flexible hours | 6% | 6% | 8% |
| Working more hours over fewer days | 6% | 5% | 6% |

# Organisational climate

## What this is

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

## Why this is important

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

## How to read this

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

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

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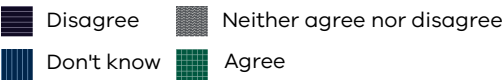
## Example

94% of your staff who did the survey agreed or strongly agreed with 'Sexual orientation is not a barrier to success in my organisation'.
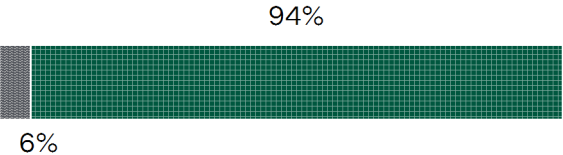
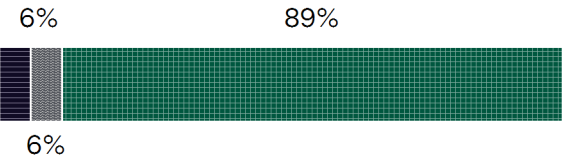| Survey question | Your results | | | | | | | |
|---|---|---|---|---|---|---|---|---|

**Your results** legend: Disagree ■, Neither agree nor disagree ■, Don't know ■, Agree ■

**Benchmark agree results**

| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| Survey question | 2019 | 2020 | 2021 | Lowest | Average | Highest |
| Sexual orientation is not a barrier to success in my organisation — 94% agree, 6% | 100 % | Not asked | 94 % | 58 % | 78 % | 97 % |
| Age is not a barrier to success in my organisation — 6%, 89% agree, 6% | 93 % | Not asked | 89 % | 47 % | 70 % | 96 % |
| Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation — 6%, 89% agree, 6% | Not asked | Not asked | 89 % | 48 % | 65 % | 95 % |
| Cultural background is not a barrier to success in my organisation — 6%, 89% agree, 6% | 93 % | Not asked | 89 % | 54 % | 75 % | 97 % |
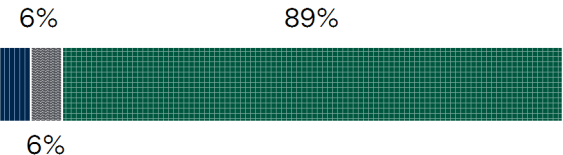
Victorian Public Sector Commission

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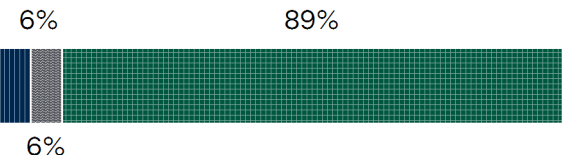
# Organisational climate

## 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.
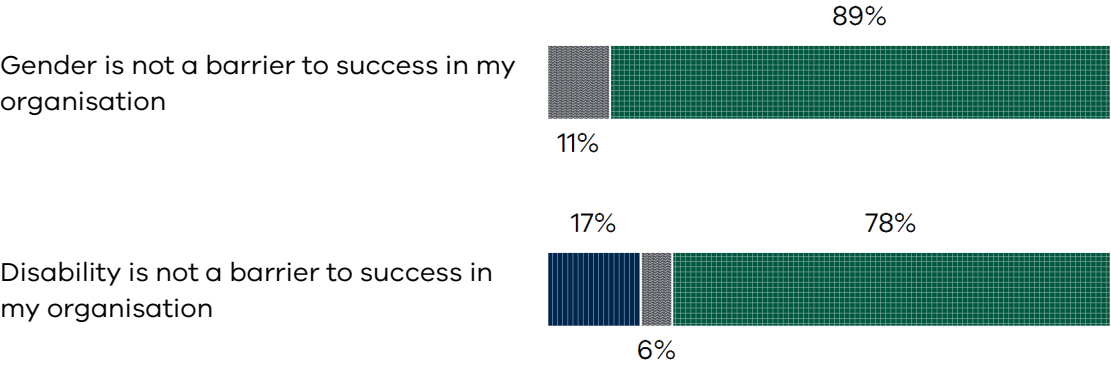
### Example

89% 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 |
|---|---|---|

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

| Survey question | Your results | 2019 | You 2020 | 2021 | Comparator Lowest | Average | Highest |
|---|---|---|---|---|---|---|---|
| Gender is not a barrier to success in my organisation | 11% / 89% | Not asked | Not asked | 89 % | 52 % | 79 % | 100 % |
| Disability is not a barrier to success in my organisation | 6% / 17% / 78% | 86 % | Not asked | 78 % | 40 % | 62 % | 92 % |

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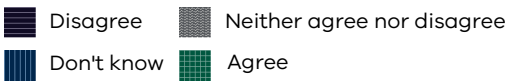
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

100% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.
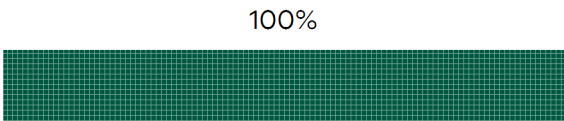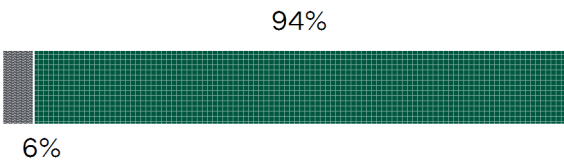
| Survey question | Your results | | You 2019 | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|---|
| | Disagree ▪ | Neither agree nor disagree ▪ | | | | | | |
| | Don't know ▪ | Agree ▪ | | | | | | |
| My organisation provides a physically safe work environment | 100% | | Not asked | Not asked | 100 % | 61 % | 88 % | 100 % |
| I feel culturally safe at work | 94% / 6% | | Not asked | Not asked | 94 % | 64 % | 81 % | 97 % |
| Senior leaders consider the psychological health of employees to be as important as productivity | 94% / 6% | | 57 % | 93 % | 94 % | 40 % | 60 % | 89 % |
| Senior leaders show support for stress prevention through involvement and commitment | 94% / 6% | | 57 % | 87 % | 94 % | 37 % | 57 % | 89 % |
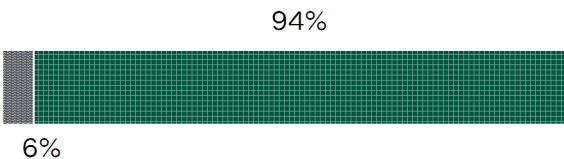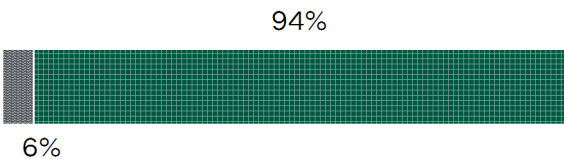
Victorian Public Sector Commission

VICTORIA State Government

# Organisational climate

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

### What this is

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

### Why this is important

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

### How to read this

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

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

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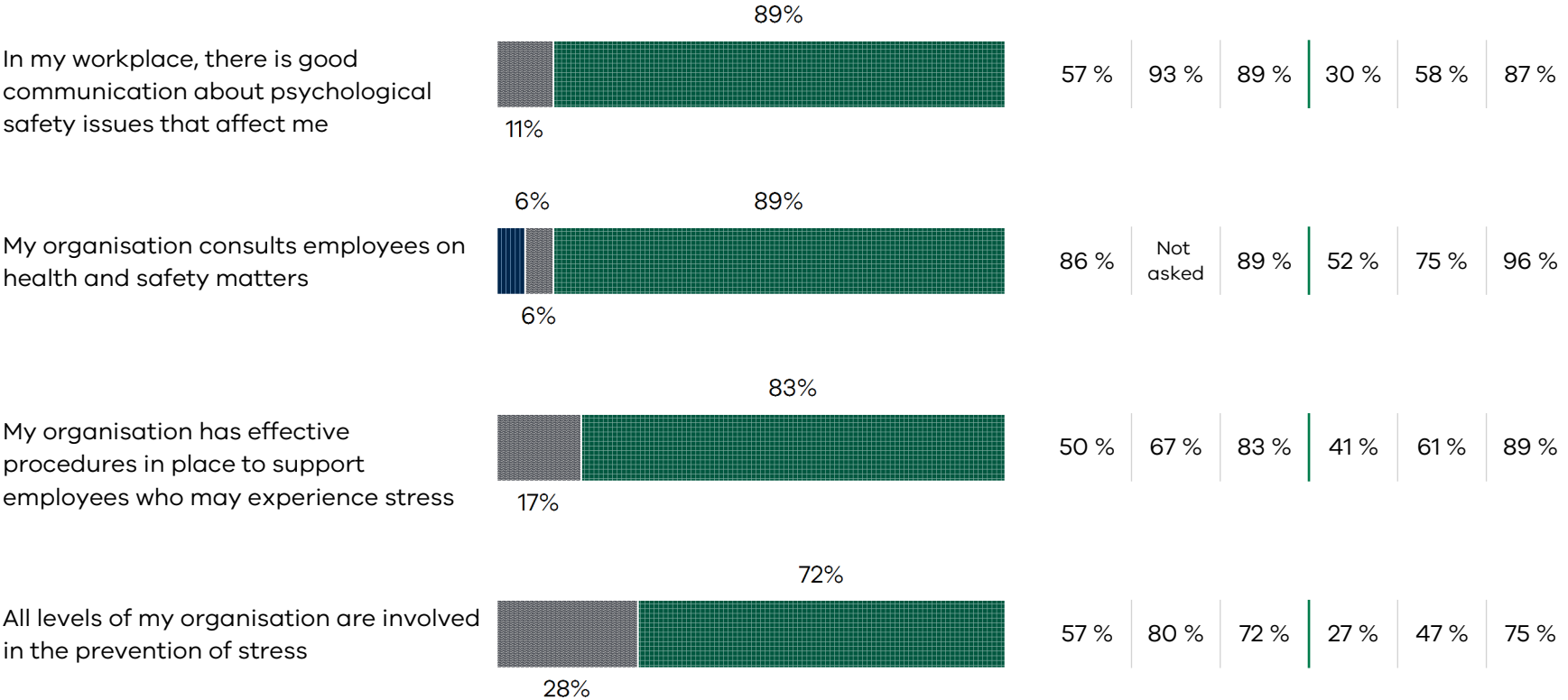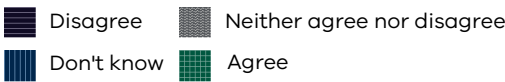
### Example

89% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.

## Survey question

## Your results

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

## Benchmark agree results

| Survey question | You 2019 | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| In my workplace, there is good communication about psychological safety issues that affect me (89% / 11%) | 57 % | 93 % | 89 % | 30 % | 58 % | 87 % |
| My organisation consults employees on health and safety matters (6% / 89% / 6%) | 86 % | Not asked | 89 % | 52 % | 75 % | 96 % |
| My organisation has effective procedures in place to support employees who may experience stress (83% / 17%) | 50 % | 67 % | 83 % | 41 % | 61 % | 89 % |
| All levels of my organisation are involved in the prevention of stress (72% / 28%) | 57 % | 80 % | 72 % | 27 % | 47 % | 75 % |

Victorian Public Sector Commission

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# Organisational climate

## Psychosocial safety climate score

### What this is

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

### How we work out your score

We work out your score from these 4 questions:

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

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

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

### How to interpret your score

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

A score of:

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

Adverse outcomes can include:

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

## Benchmark results
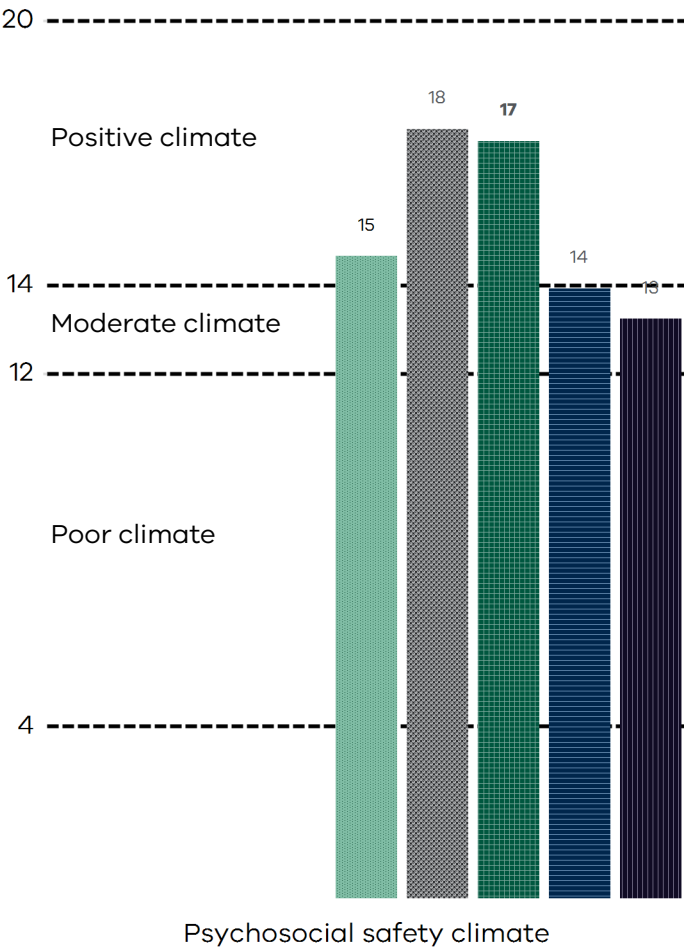


Psychosocial safety climate

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

# Organisational climate

## Diversity and inclusion 1 of 2

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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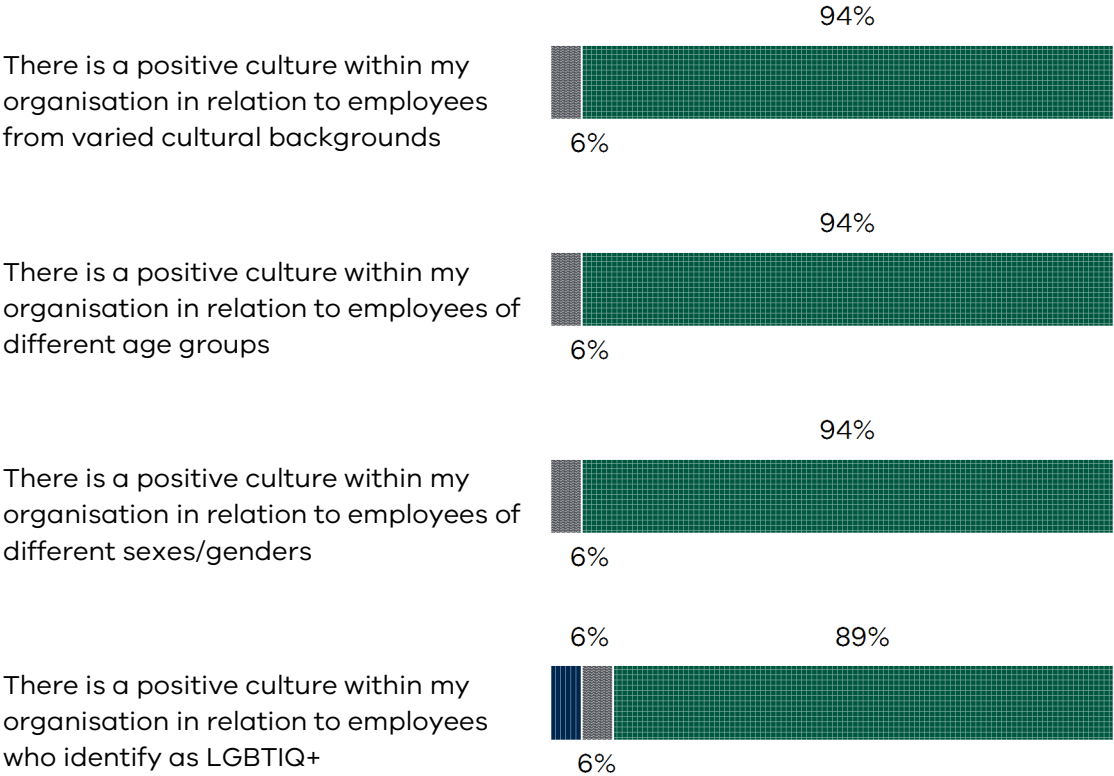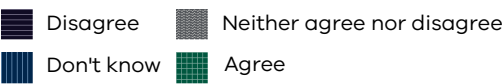
**Example**

94% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees from varied cultural backgrounds'.

**Survey question** | **Your results** | **Benchmark agree results**

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

| Survey question | Your results | You 2019 | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| There is a positive culture within my organisation in relation to employees from varied cultural backgrounds | 94% Agree / 6% | 93 % | Not asked | 94 % | 58 % | 79 % | 95 % |
| There is a positive culture within my organisation in relation to employees of different age groups | 94% Agree / 6% | 100 % | Not asked | 94 % | 51 % | 74 % | 97 % |
| There is a positive culture within my organisation in relation to employees of different sexes/genders | 94% Agree / 6% | 100 % | Not asked | 94 % | 57 % | 81 % | 97 % |
| There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+ | 6% / 89% Agree / 6% | 86 % | Not asked | 89 % | 51 % | 74 % | 96 % |

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# Organisational climate

## Diversity and inclusion 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

### Example

83% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees with disability'.
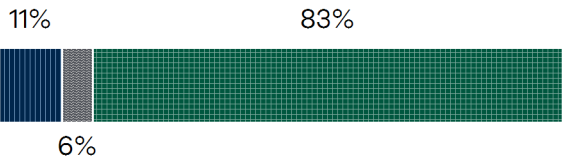
Legend:
- Disagree
- Don't know
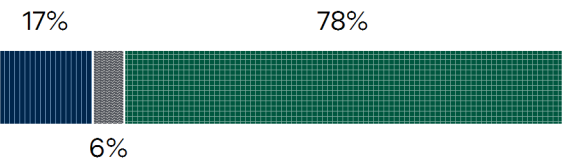- Neither agree nor disagree
- Agree

| Survey question | Your results | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|---|
| | | 2019 | 2020 | 2021 | | Lowest | Average | Highest |
| There is a positive culture within my organisation in relation to employees with disability | 11% / 6% / 83% | 86 % | Not asked | 83 % | | 37 % | 61 % | 92 % |
| There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander | 17% / 6% / 78% | 79 % | Not asked | 78 % | | 35 % | 67 % | 96 % |

# 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

100% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

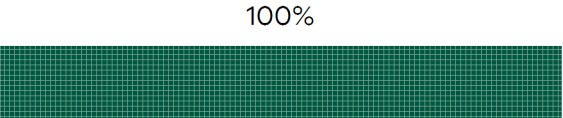| Survey question | Your results | | | | | | |
|---|---|---|---|---|---|---|---|

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

**Benchmark agree results**

| Survey question | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | 2019 | 2020 | 2021 | Lowest | Average | Highest |
| My organisation uses inclusive and respectful images and language | 100% | Not asked | Not asked | 100 % | 60 % | 85 % | 100 % |
| In my workgroup work is allocated fairly, regardless of gender | 94% / 6% | Not asked | Not asked | 94 % | 74 % | 85 % | 96 % |
| My organisation would support me if I needed to take family violence leave | 6% / 89% / 6% | Not asked | Not asked | 89 % | 54 % | 79 % | 100 % |
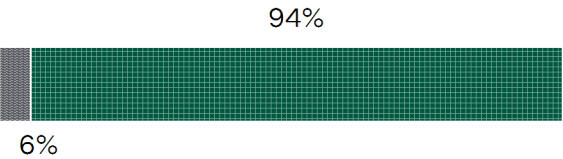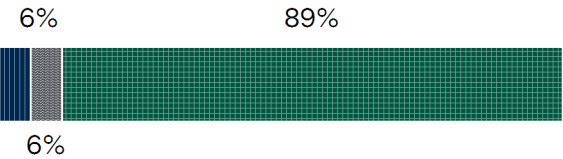
# People matter survey 2021

**Have your say**

## Report overview

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

## People outcomes

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

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

## Key differences

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

## Taking action

- Taking action questions

## Senior leadership

- Senior leadership questions

## Organisational climate

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

## Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

## Job and manager factors

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

## Public sector values

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

# 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.
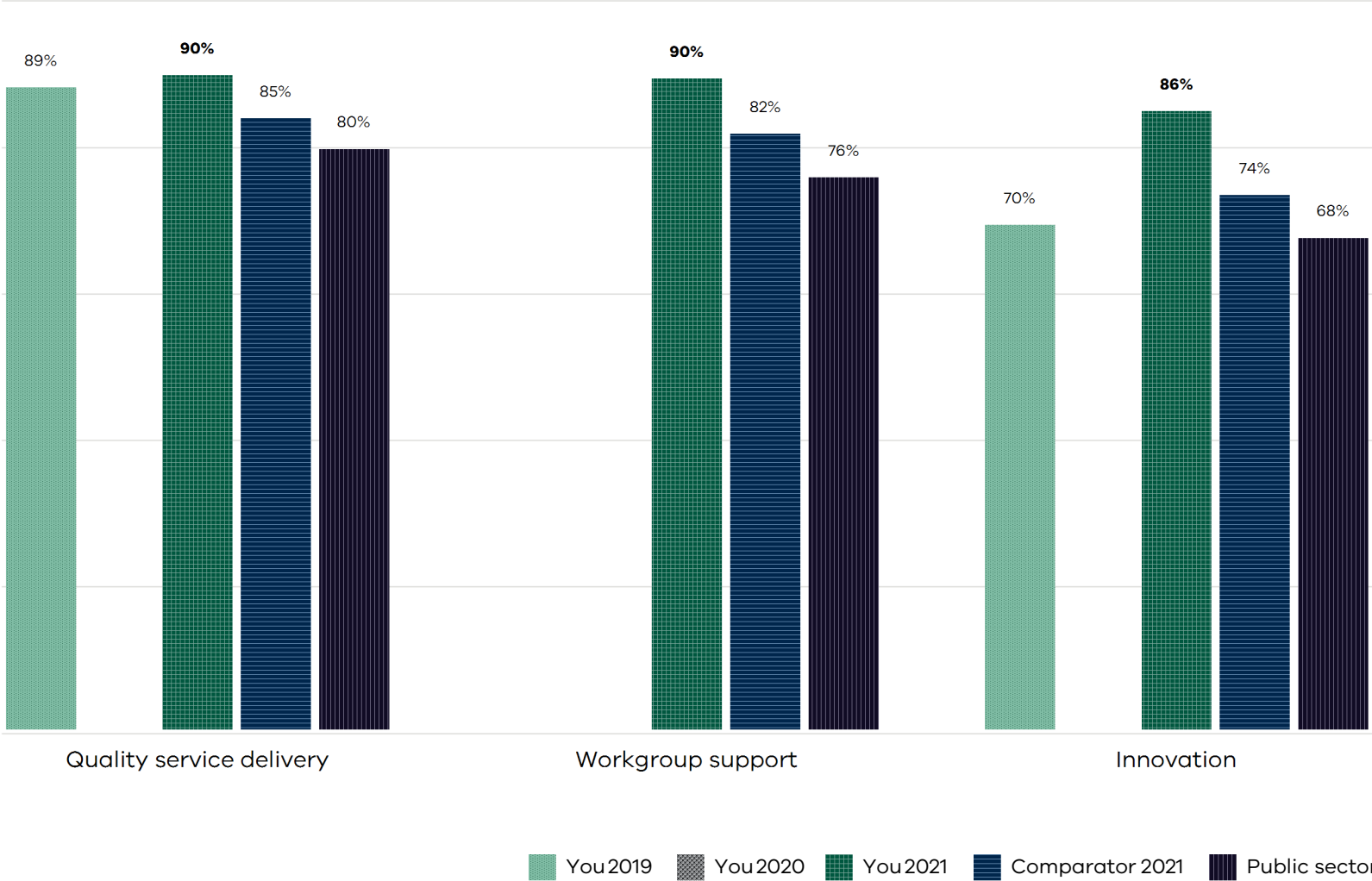
### Example

In 2021:

- 90% 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.



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

Quality service delivery: 89%, 90%, 85%, 80%
Workgroup support: 90%, 82%, 76%
Innovation: 70%, 86%, 74%, 68%

# Workgroup climate

**What this is**

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

**Why this is important**

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

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

**How to read this**

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

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

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

**Example**

100% of your staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

## Survey question — Your results — Benchmark agree results

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

| Survey question | Your results | You 2019 | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| My workgroup values human rights | 100% Agree | 100 % | Not asked | 100 % | 75 % | 88 % | 100 % |
| My workgroup focuses on making decisions informed by all relevant facts | 6% / 94% | 86 % | Not asked | 94 % | 63 % | 80 % | 96 % |
| My workgroup places a priority on acting fairly and without bias | 6% / 94% | 93 % | Not asked | 94 % | 68 % | 82 % | 97 % |
| My workgroup strives to provide high quality advice and services | 94% / 6% | 100 % | Not asked | 94 % | 78 % | 92 % | 100 % |
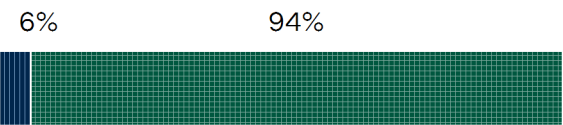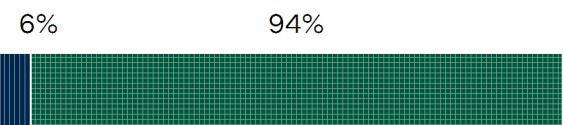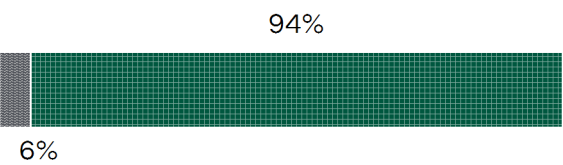
# Workgroup climate

## 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**

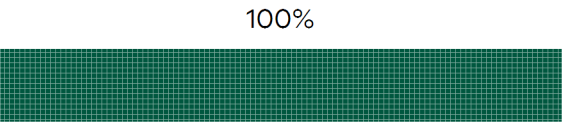89% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

| Survey question | Your results | | Benchmark agree results | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | **You** | | | **Comparator** | |
| | Disagree    Neither agree nor disagree | | 2019 | 2020 | 2021 | Lowest | Average | Highest |
| | Don't know    Agree | | | | | | | |
| My workgroup strives to deliver services in a timely manner | 11%    89% | | 86 % | Not asked | 89 % | 70 % | 91 % | 100 % |
| My workgroup strives to make the best use of its resources | 11%    89% | | 86 % | Not asked | 89 % | 68 % | 81 % | 100 % |
| My workgroup has clear lines of responsibility | 11%    17%    72% | | 71 % | Not asked | 72 % | 65 % | 77 % | 94 % |

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# Workgroup climate

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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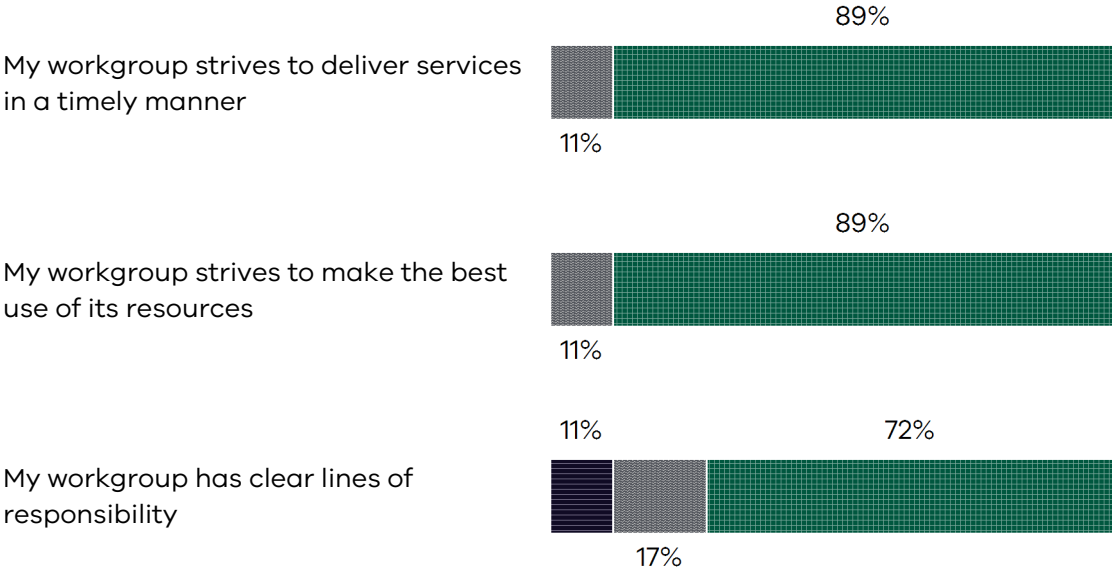
**Example**

94% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

| Survey question | Your results | Benchmark agree results |
|---|---|---|

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

| Survey question | 2019 | You 2020 | 2021 | Comparator Lowest | Average | Highest |
|---|---|---|---|---|---|---|
| My workgroup respectfully consults with clients and stakeholders to improve outcomes — 94% Agree, 6% Neither | 71 % | Not asked | 94 % | 73 % | 88 % | 100 % |
| My workgroup encourages employee creativity — 89% Agree, 11% Neither | 71 % | Not asked | 89 % | 50 % | 67 % | 95 % |
| My workgroup is quick to respond to opportunities to do things better — 89% Agree, 11% Neither | 64 % | Not asked | 89 % | 64 % | 76 % | 96 % |
| My workgroup learns from failures and mistakes — 89% Agree, 6% Disagree, 6% Neither | 79 % | Not asked | 89 % | 59 % | 73 % | 96 % |

# Workgroup climate

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

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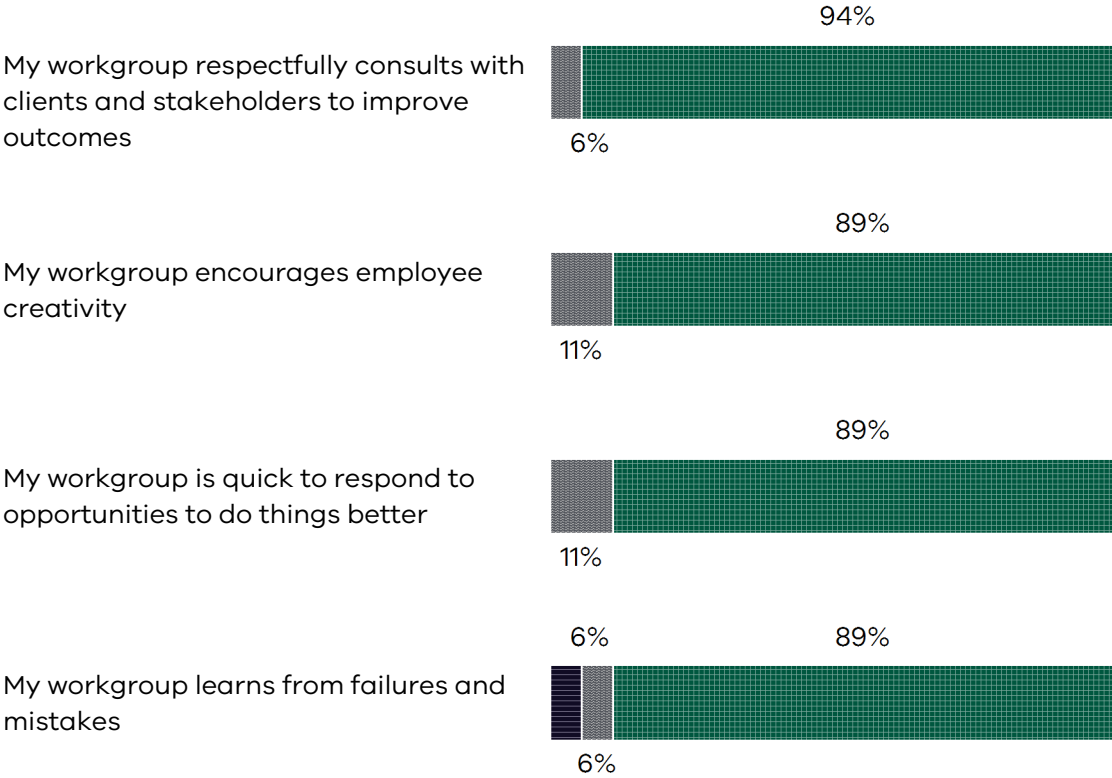
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

67% of your staff who did the survey agreed or strongly agreed with 'My workgroup takes reasonable risks to improve its services'.

## Survey question

## Your results

## Benchmark agree results

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

| Survey question | Disagree | Neither | Agree | You 2019 | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|---|---|
| My workgroup takes reasonable risks to improve its services | 6% | 28% | 67% | 64 % | Not asked | 67 % | 46 % | 66 % | 81 % |

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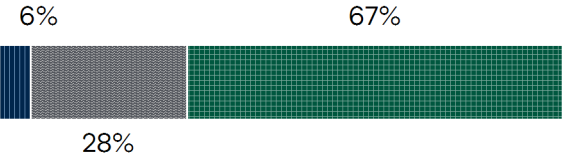
# Workgroup climate

## Workgroup support 1 of 3

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

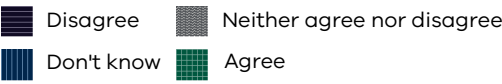Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

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

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

| Survey question | Your results | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|---|
| | | 2019 | 2020 | 2021 | | Lowest | Average | Highest |
| I am able to work effectively with others in my workgroup | 94% Agree / 6% | Not asked | 100 % | 94 % | | 83 % | 92 % | 100 % |
| I am able to work effectively with others outside my immediate workgroup | 94% Agree / 6% | Not asked | 87 % | 94 % | | 75 % | 88 % | 97 % |
| People in my workgroup actively support diversity and inclusion in the workplace | 94% Agree / 6% | 100 % | Not asked | 94 % | | 68 % | 87 % | 100 % |
| People in my workgroup treat each other with respect | 94% Agree / 6% | 100 % | 93 % | 94 % | | 73 % | 90 % | 100 % |

# 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.
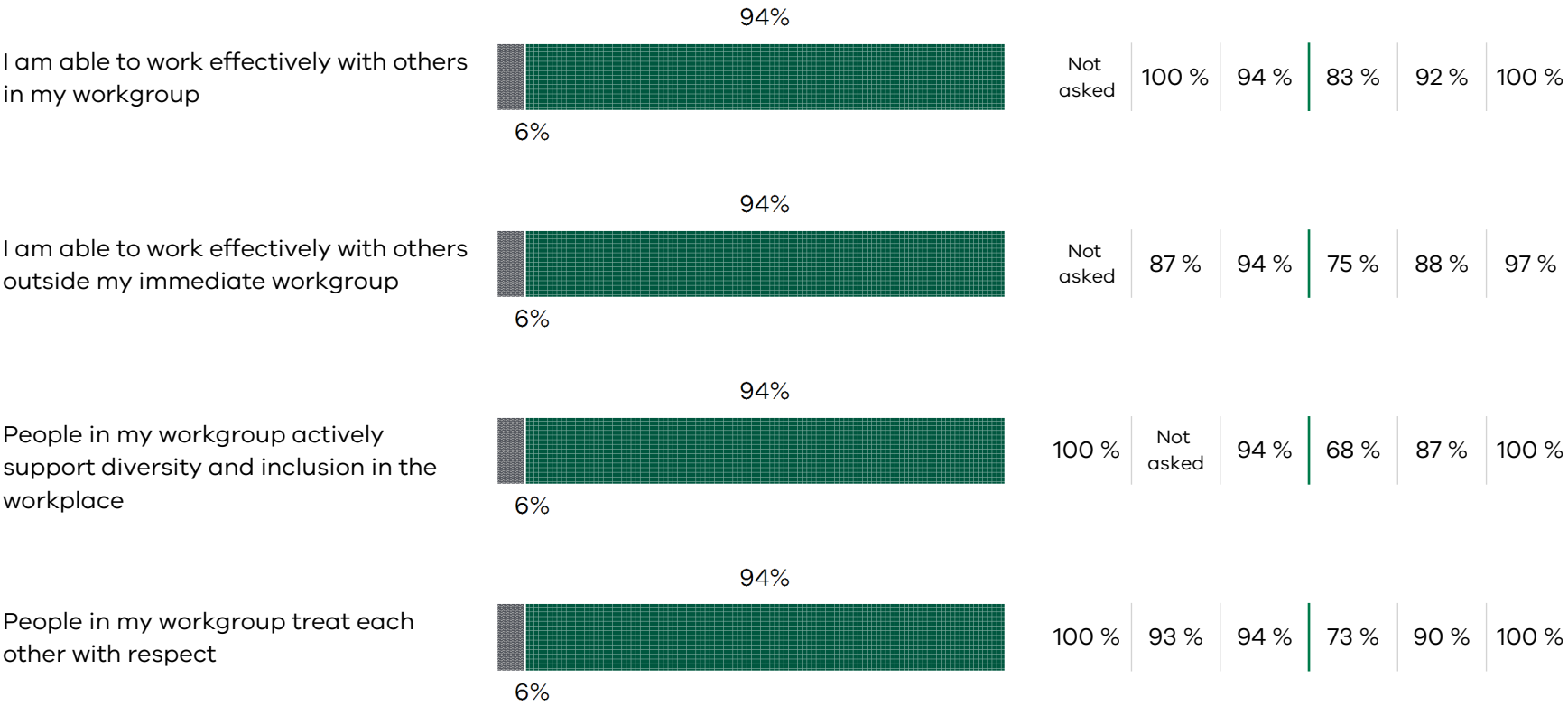
### Example

94% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

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

| Survey question | Your results | 2019 (You) | 2020 (You) | 2021 (You) | Lowest (Comparator) | Average (Comparator) | Highest (Comparator) |
|---|---|---|---|---|---|---|---|
| People in my workgroup work together effectively to get the job done | 6% / 94% | 86 % | 93 % | 94 % | 71 % | 87 % | 96 % |
| People in my workgroup appropriately manage conflicts of interest | 11% / 89% | 93 % | Not asked | 89 % | 56 % | 79 % | 100 % |
| People in my workgroup are honest, open and transparent in their dealings | 11% / 89% | 93 % | Not asked | 89 % | 65 % | 81 % | 97 % |
| People in my workgroup regularly reach out to support me and my wellbeing | 6% / 6% / 89% | Not asked | 87 % | 89 % | 59 % | 77 % | 96 % |

# Workgroup climate

**What this is**

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

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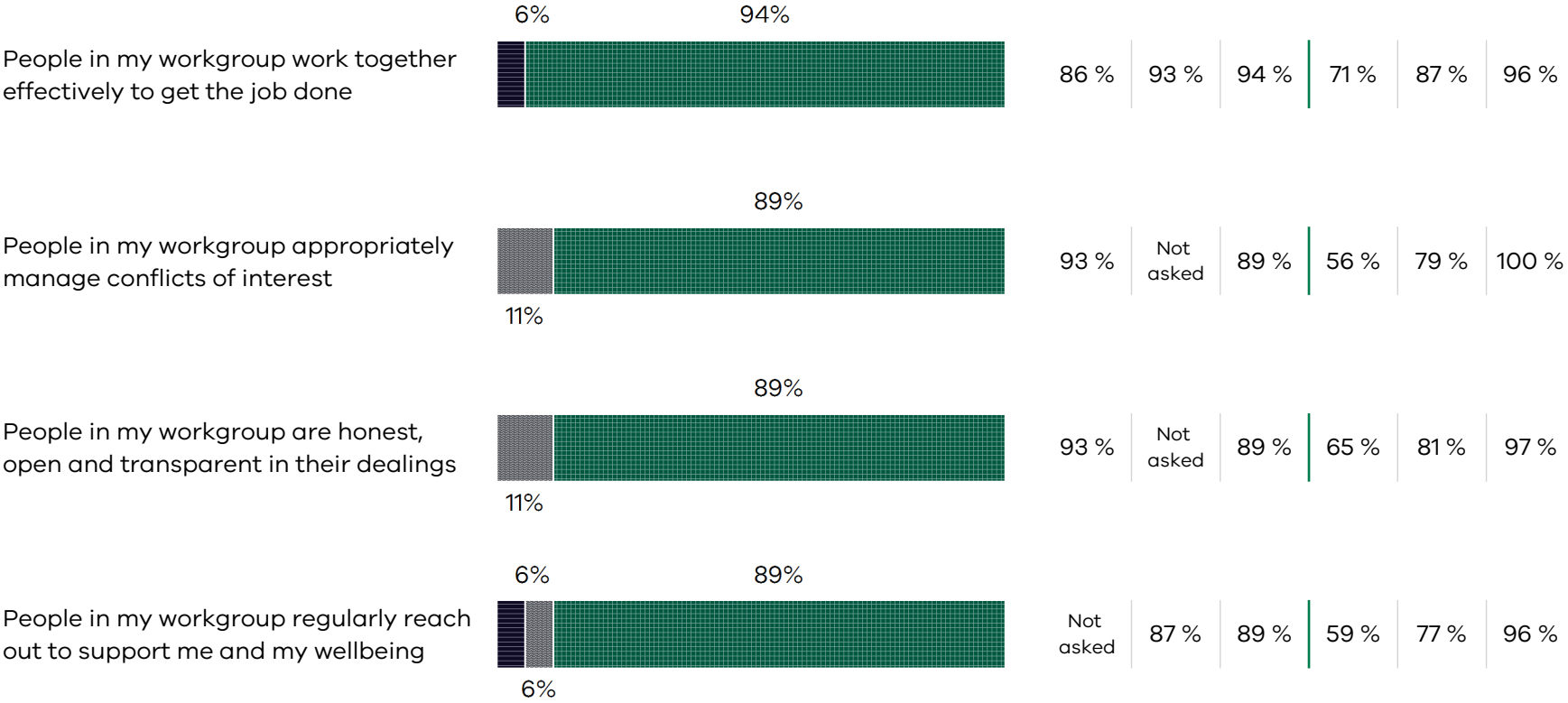Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

83% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

| Survey question | Your results | Benchmark agree results |
|---|---|---|

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
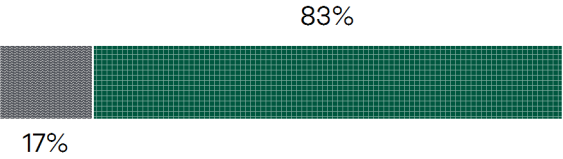
| Survey question | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | 2019 | 2020 | 2021 | Lowest | Average | Highest |
| People in my workgroup are politically impartial in their work | 17% / 83% | 100 % | Not asked | 83 % | 63 % | 82 % | 97 % |
| Workgroups across my organisation willingly share information with each other | 6% / 17% / 78% | 79 % | 73 % | 78 % | 37 % | 62 % | 87 % |
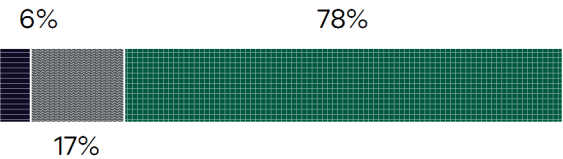
# People matter survey 2021

Have your say

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

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

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

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

## Taking action
- Taking action questions

## Senior leadership
- Senior leadership questions

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

## Workgroup climate
- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

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

## Public sector values
- Scorecard
- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

# Job and manager factors

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

**Example**

In 2021:

- 100% of your staff who did the survey responded positively to questions about Manager leadership.

Compared to:

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



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

| Factor | You 2019 | You 2021 | Comparator 2021 | Public sector 2021 |
|---|---|---|---|---|
| Manager leadership | 93% | 100% | 89% | 84% |
| Safe to speak up | | 96% | 73% | 67% |
| Manager support | | 92% | 77% | 70% |
| Job enrichment | | 90% | 77% | 77% |

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

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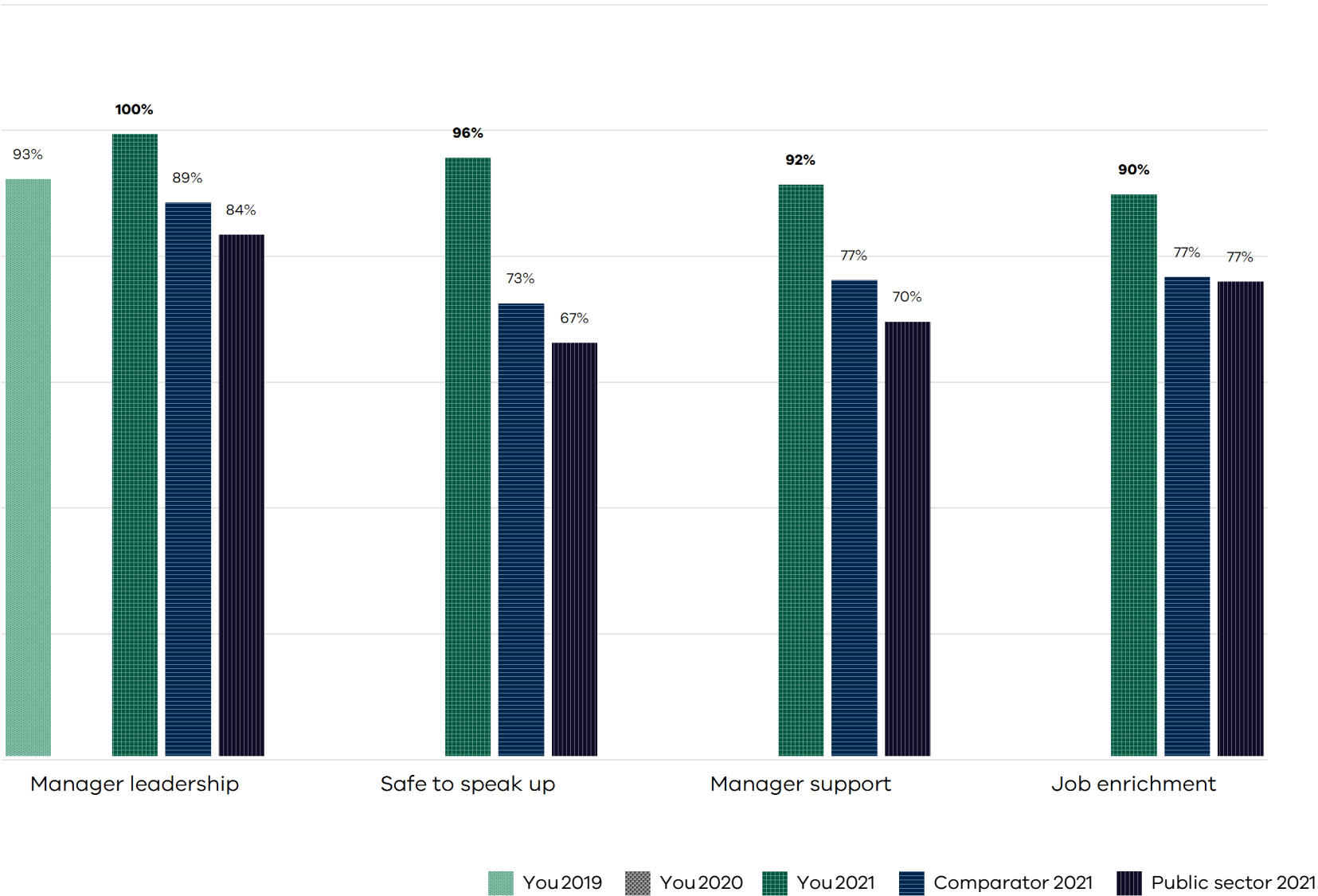Each result is the overall percentage of positive responses for your organisation, comparator and public sector.
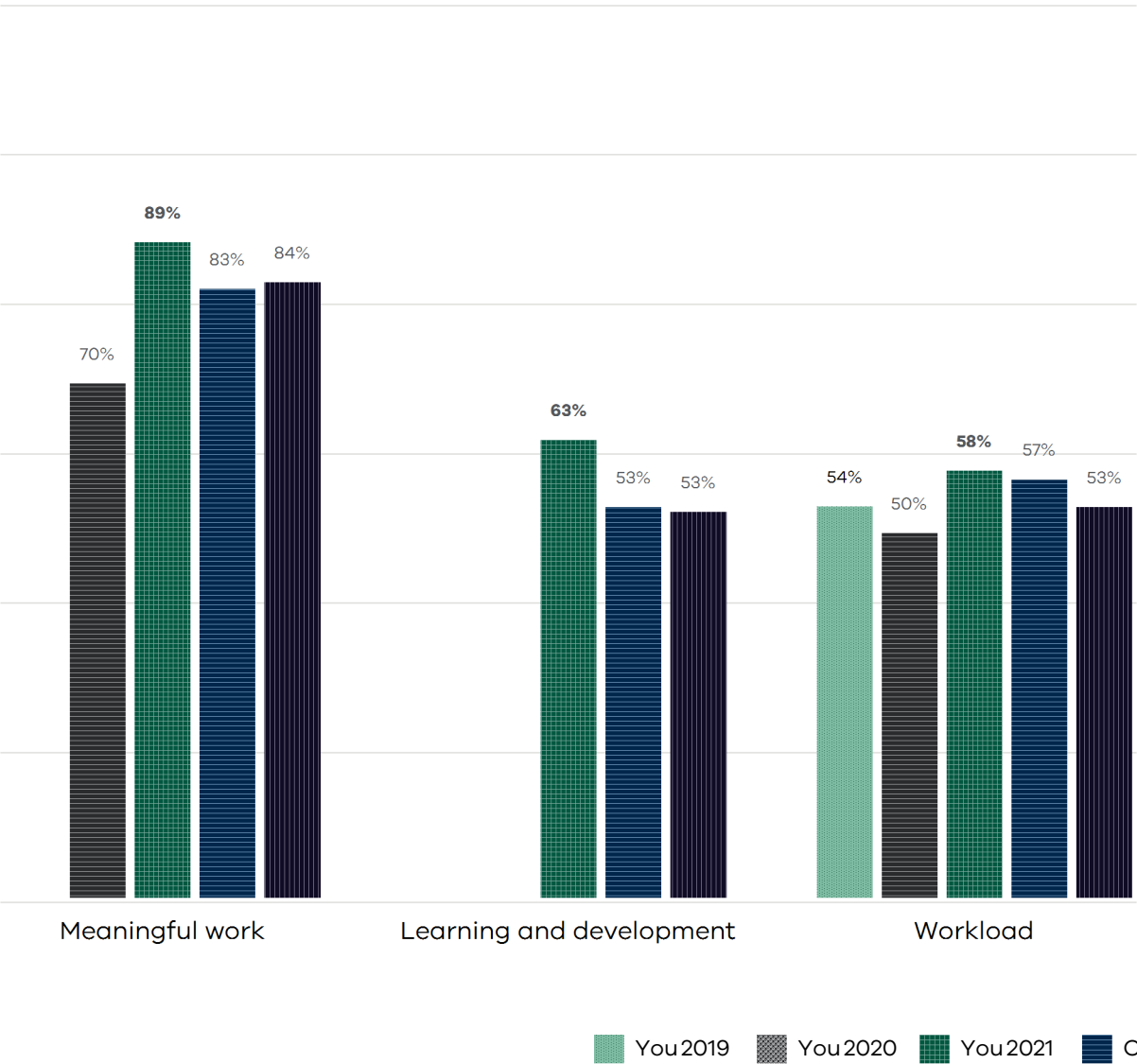
## Example

In 2021:

- 89% 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.



Legend: You 2019 · You 2020 · 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**

100% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

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

| Survey question | Your results | You 2019 | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| My manager demonstrates honesty and integrity | 100% | 93 % | Not asked | 100 % | 70 % | 89 % | 100 % |
| My manager ensures clients receive a high standard of service | 100% | 93 % | Not asked | 100 % | 76 % | 90 % | 97 % |
| My manager is committed to workplace safety | 100% | 93 % | Not asked | 100 % | 77 % | 89 % | 100 % |
| My manager models my organisation's values | 100% | 93 % | Not asked | 100 % | 67 % | 86 % | 96 % |
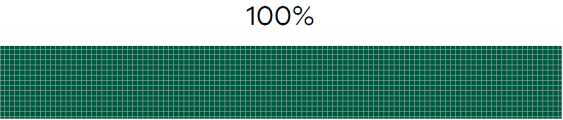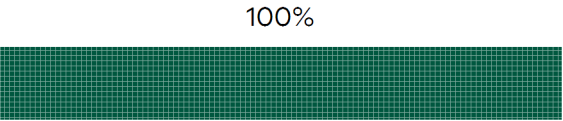
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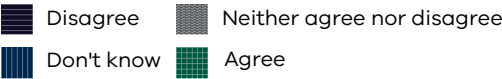
**Example**

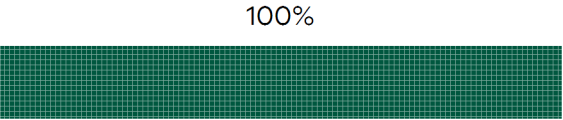100% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

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

Legend:
- ■ Disagree
- ▦ Neither agree nor disagree
- ▥ Don't know
- ▦ Agree
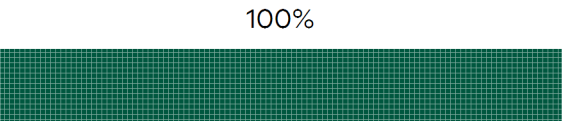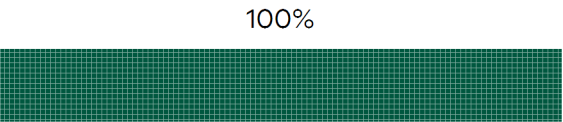
| | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | 2019 | 2020 | 2021 | Lowest | Average | Highest |
| My manager treats employees with dignity and respect | 100% | 93 % | Not asked | 100 % | 79 % | 90 % | 98 % |
| My manager works effectively with people from diverse backgrounds | 100% | 93 % | Not asked | 100 % | 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.

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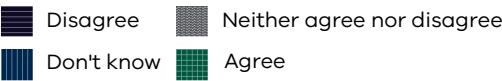
**Example**

100% of your staff who did the survey agreed or strongly agreed with 'I would be confident in approaching my manager to discuss concerns and grievances'.

| Survey question | Your results | You 2019 | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| I would be confident in approaching my manager to discuss concerns and grievances | 100% | 100 % | Not asked | 100 % | 73 % | 83 % | 92 % |
| My manager involves me in decisions about my work | 100% | 93 % | 87 % | 100 % | 67 % | 83 % | 96 % |
| My manager keeps me informed about what's going on | 100% | 93 % | 100 % | 100 % | 67 % | 81 % | 93 % |
| My manager listens to what I have to say | 94% / 6% | 100 % | 93 % | 94 % | 78 % | 87 % | 97 % |

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

# Job and manager factors

## Manager support 2 of 3

**What this is**

This is how supported staff feel by their direct manager.

**Why this is important**

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

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.

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**Example**

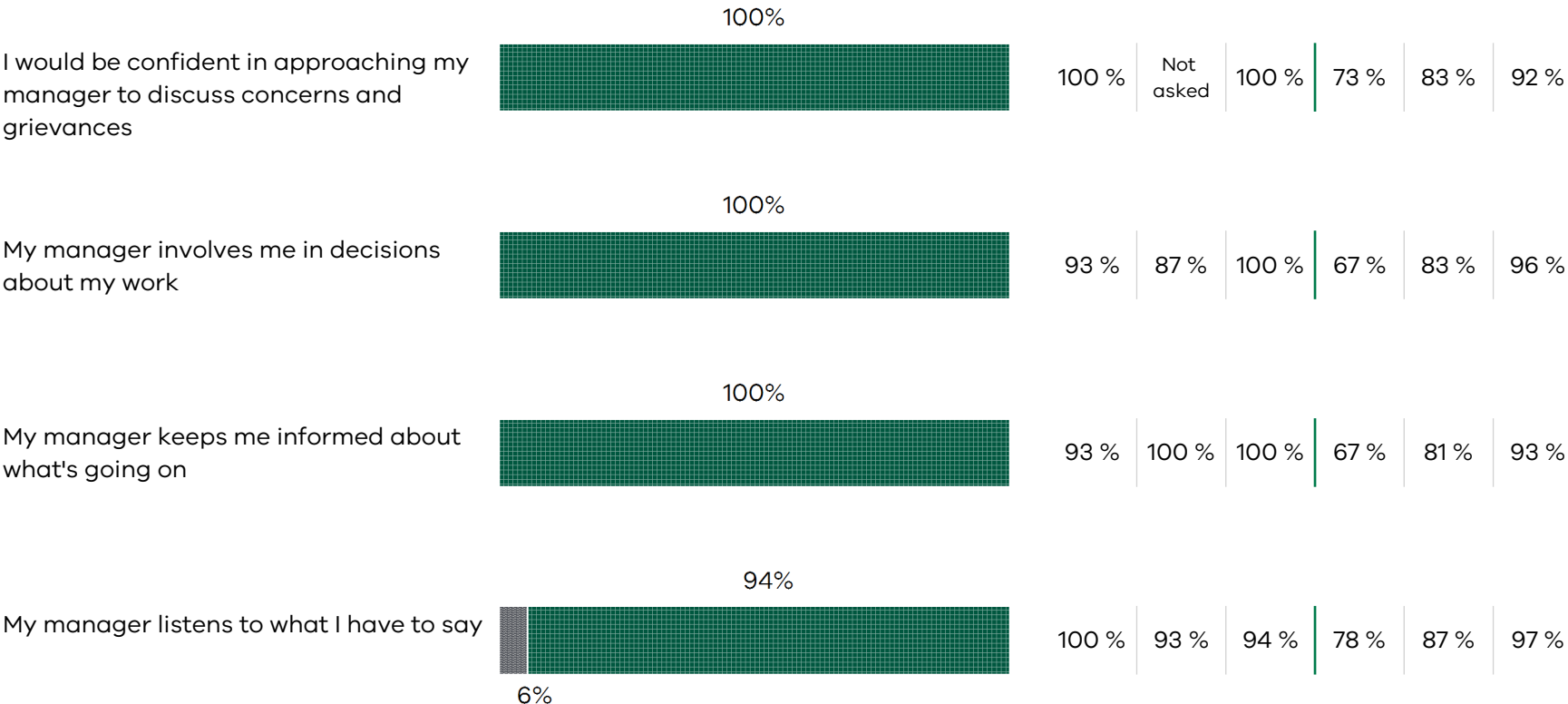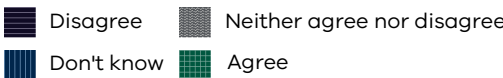94% of your staff who did the survey agreed or strongly agreed with 'My manager provides feedback to me in a way that helps me improve my performance'.

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

| Survey question | Your results | You 2019 | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| My manager provides feedback to me in a way that helps me improve my performance | 6% / 94% | 93 % | 93 % | 94 % | 52 % | 72 % | 91 % |
| My manager provides me with enough support when I need it | 6% / 94% | Not asked | 93 % | 94 % | 67 % | 81 % | 96 % |
| I receive adequate recognition for my contributions and accomplishments | 11% / 6% / 83% | 64 % | Not asked | 83 % | 46 % | 64 % | 90 % |
| My manager encourages and supports my participation in learning and development opportunities | 11% / 6% / 83% | 79 % | Not asked | 83 % | 59 % | 80 % | 96 % |

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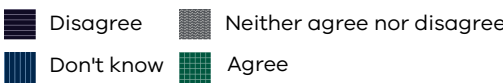
# Job and manager factors

## 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.

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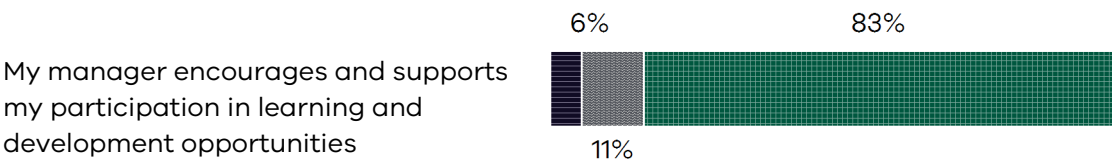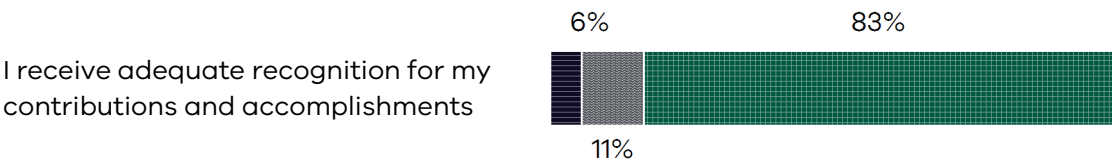
### Example

78% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

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

| Survey question | Your results | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2019 | 2020 | 2021 | Lowest | Average | Highest |
| My manager has regular conversations with me about my learning and development | 6% / 17% / 78% | | Not asked | Not asked | 78 % | 32 % | 59 % | 92 % |

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# 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.
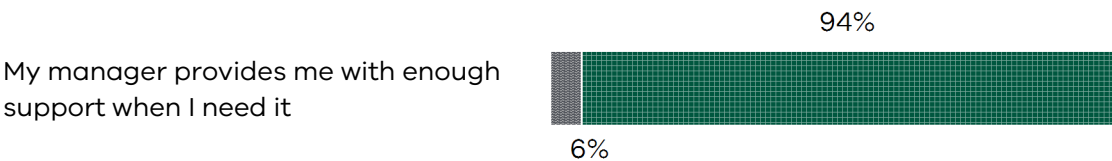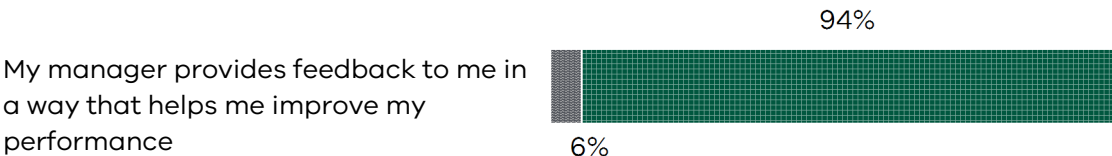
**Example**

61% of your staff who did the survey agreed or strongly agreed with 'I have enough time to do my job effectively'.

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

### Your results

■ Disagree    ▦ Neither agree nor disagree
▦ Agree

### Benchmark agree results
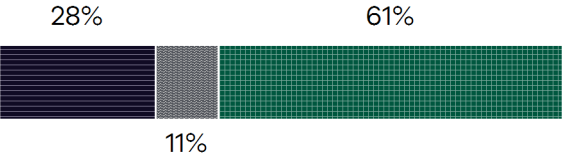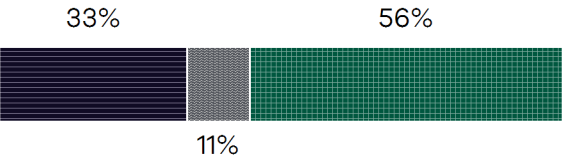
| Survey question | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | 2019 | 2020 | 2021 | Lowest | Average | Highest |
| I have enough time to do my job effectively | 28% / 11% / 61% | 64 % | 40 % | 61 % | 42 % | 55 % | 89 % |
| The workload I have is appropriate for the job that I do | 33% / 11% / 56% | 43 % | 60 % | 56 % | 39 % | 59 % | 85 % |

# Job and manager factors

## Learning and development 1 of 2

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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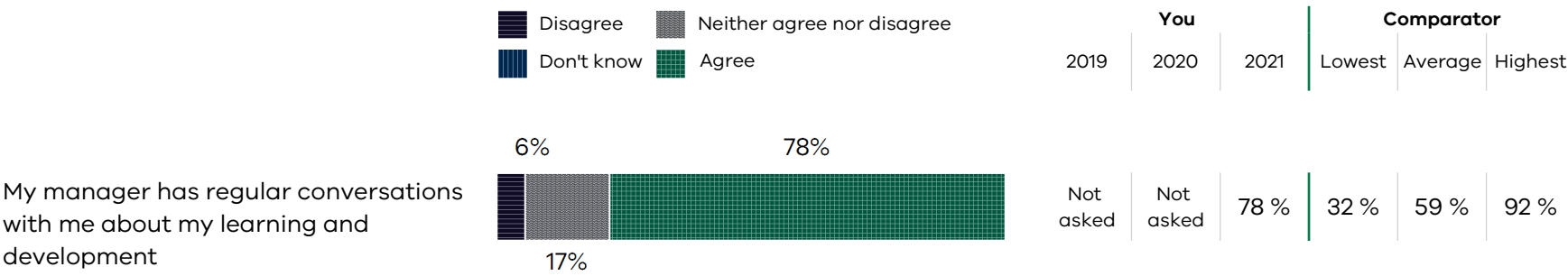
**Example**

83% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

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

**Legend:** Disagree · Neither agree nor disagree · Agree

| Survey question | Your results | You 2019 | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| I am developing and learning in my role | 11% / 6% / 83% | Not asked | Not asked | 83 % | 50 % | 72 % | 96 % |
| In the last 12 months I have learned skills that have helped me do my job better | 6% / 11% / 83% | Not asked | Not asked | 83 % | 49 % | 72 % | 93 % |
| I feel I have an equal chance at promotion in my organisation | 17% / 11% / 72% | Not asked | Not asked | 72 % | 20 % | 44 % | 78 % |
| There are adequate opportunities for me to develop skills and experience in my organisation | 11% / 17% / 72% | 57 % | Not asked | 72 % | 35 % | 58 % | 83 % |

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# 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.

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

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

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

**Example**

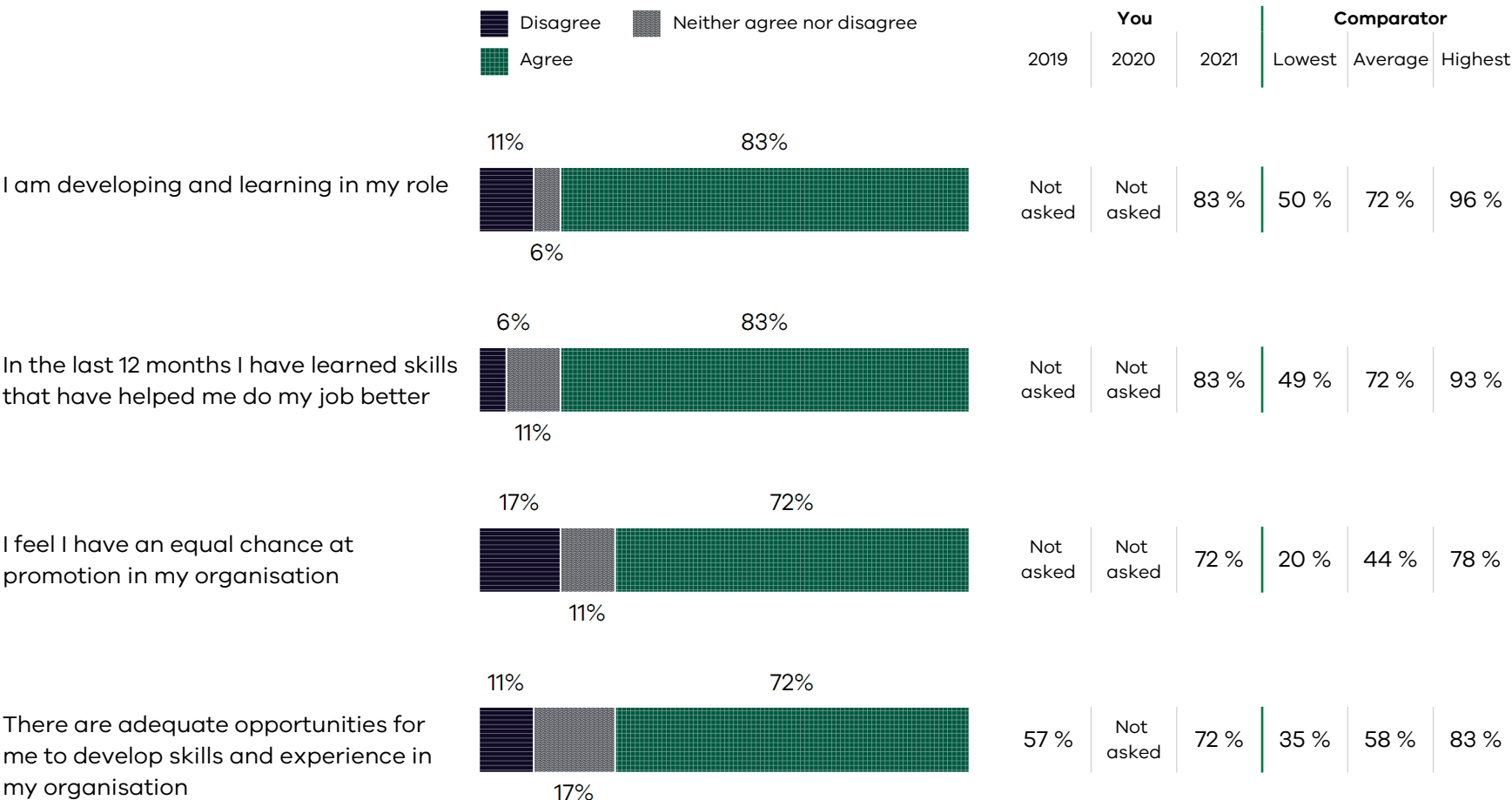67% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

Legend: ■ Disagree ▦ Neither agree nor disagree ▩ Agree

| Survey question | Your results | 2019 | 2020 | 2021 | Lowest | Average | Highest |
|---|---|---|---|---|---|---|---|
| | | | You | | | Comparator | |
| I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 17% / 17% / 67% | Not asked | Not asked | 67 % | 36 % | 55 % | 88 % |
| My organisation places a high priority on the learning and development of staff | 6% / 39% / 56% | 43 % | Not asked | 56 % | 34 % | 60 % | 93 % |
| I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers) | 17% / 44% / 39% | Not asked | Not asked | 39 % | 19 % | 37 % | 57 % |
| I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments) | 11% / 61% / 28% | Not asked | Not asked | 28 % | 13 % | 30 % | 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.
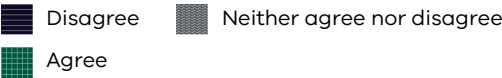
**Example**

100% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

| Survey question | Your results | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|---|
| | | 2019 | 2020 | 2021 | Lowest | Average | Highest |
| I have the authority to do my job effectively | Agree 100% | 79 % | Not asked | 100 % | 57 % | 75 % | 96 % |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | Agree 100% | 100 % | Not asked | 100 % | 54 % | 73 % | 96 % |
| I have a choice in deciding how I do my work | Agree 94% / Neither 6% | 71 % | 67 % | 94 % | 60 % | 78 % | 100 % |
| I understand how my job contributes to my organisation's purpose | Agree 94% / Neither 6% | 71 % | 80 % | 94 % | 81 % | 91 % | 100 % |
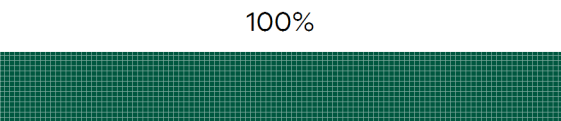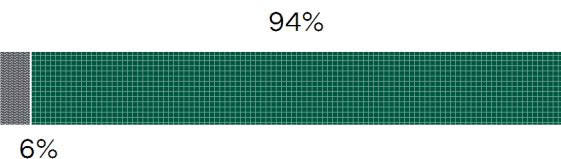
Legend:
- Disagree
- Neither agree nor disagree
- Agree

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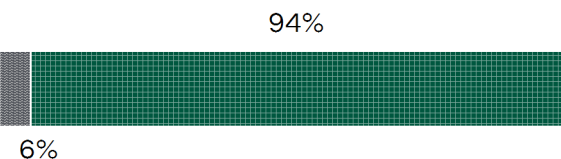
# Job and manager factors

## 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

89% of your staff who did the survey agreed or strongly agreed with 'My job allows me to utilise my skills, knowledge and abilities'.

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

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

**Benchmark agree results**

| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| Survey question | 2019 | 2020 | 2021 | Lowest | Average | Highest |
| My job allows me to utilise my skills, knowledge and abilities — 6% / 6% / 89% | 71 % | 80 % | 89 % | 59 % | 81 % | 100 % |
| I clearly understand what I am expected to do in this job — 11% / 11% / 78% | 64 % | 80 % | 78 % | 55 % | 80 % | 97 % |
| My work performance is assessed against clear criteria — 11% / 11% / 78% | Not asked | Not asked | 78 % | 36 % | 63 % | 87 % |

# 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.
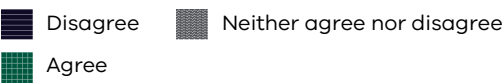
**Example**

89% of your staff who did the survey agreed or strongly agreed with 'I am achieving something important through my work'.

## Survey question

## Your results

■ Disagree    ▨ Neither agree nor disagree
▨ Agree

I am achieving something important through my work

89%

11%

I feel that I can make a worthwhile contribution at work

89%

11%

## Benchmark agree results
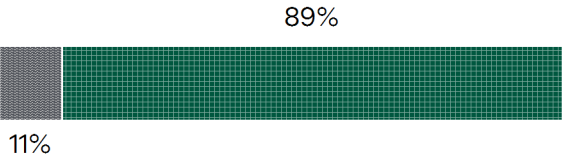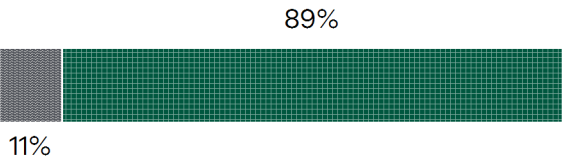
| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| 2019 | 2020 | 2021 | Lowest | Average | Highest |
| Not asked | 73 % | 89 % | 62 % | 80 % | 100 % |
| Not asked | 67 % | 89 % | 73 % | 85 % | 100 % |

# 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.
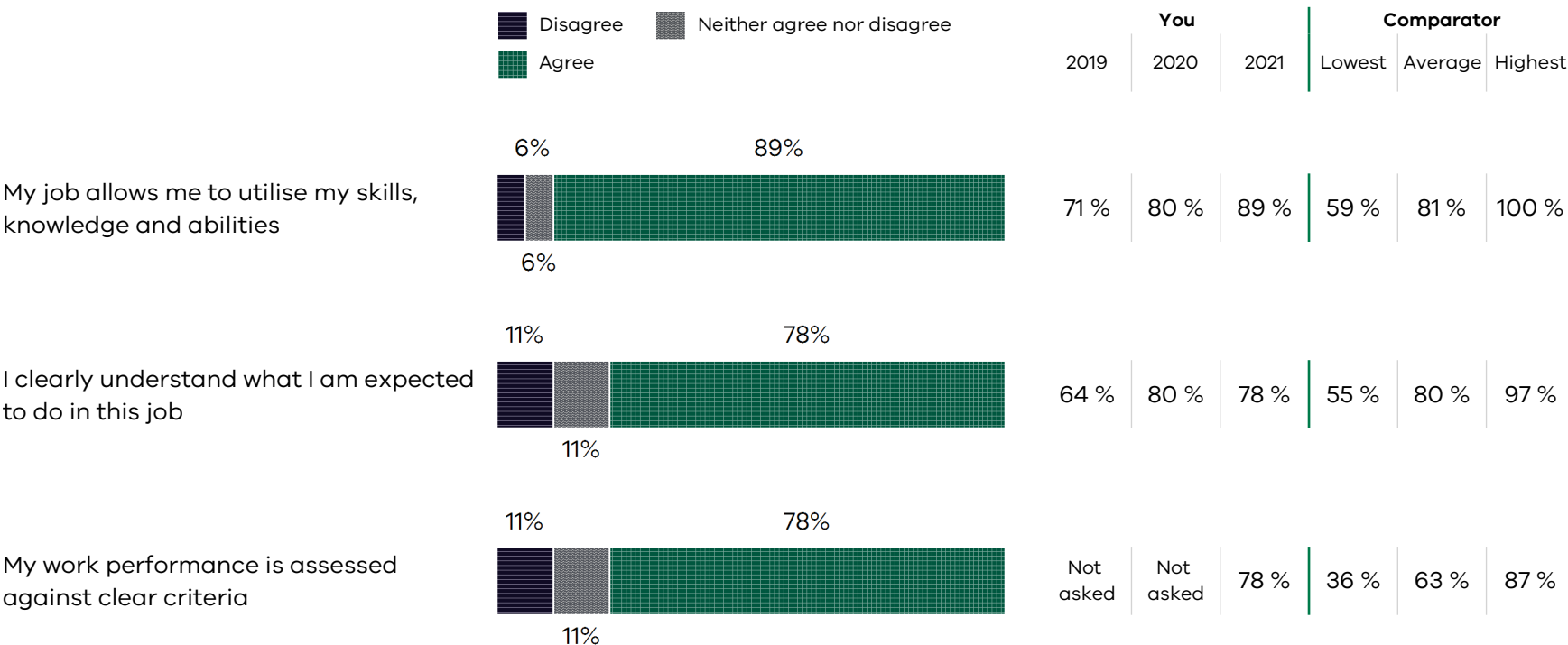
**Example**

100% of your staff who did the survey agreed or strongly agreed with 'I am confident that I would be protected from reprisal for reporting improper conduct'.

| Survey question | Your results | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2019 | 2020 | 2021 | Lowest | Average | Highest |
| I am confident that I would be protected from reprisal for reporting improper conduct | 100% | | 93 % | Not asked | 100 % | 51 % | 69 % | 89 % |
| I feel safe to challenge inappropriate behaviour at work | 100% | | Not asked | Not asked | 100 % | 49 % | 68 % | 87 % |
| I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner | 94% / 6% | | 79 % | Not asked | 94 % | 38 % | 62 % | 83 % |
| People in your workgroup are able to bring up problems and tough issues | 89% / 11% | | Not asked | 93 % | 89 % | 61 % | 78 % | 97 % |

Legend: Disagree / Neither agree nor disagree / Agree

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## 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 |
|---|---|---|

Legend: ■ Disagree  ▦ Neither agree nor disagree  ▦ Agree
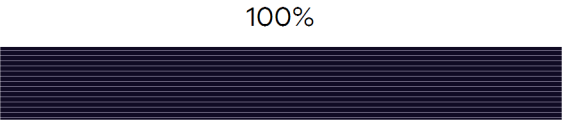
| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| | 2019 | 2020 | 2021 | Lowest | Average | Highest |
| People in my workgroup often reject others for being different — 100% | Not asked | Not asked | 100 % | 75 % | 85 % | 100 % |
| If I make a mistake in my workgroup, it is often held against me — 94% / 6% | Not asked | Not asked | 94 % | 61 % | 77 % | 96 % |

## Job and manager factors

### Barriers to optimal work

**What this is**

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

**Why this is important**

Workplace barriers prevent employees from working efficiently and effectively.

**How to read this**

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

**Example**

44% 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 | 44% | 40% | 36% |
| There are no noticeable barriers | 33% | 16% | 18% |
| Decision making and authorisation processes | 17% | 29% | 23% |
| Administrative processes (including leave and HR requirements) | 11% | 16% | 19% |
| Difficulties in separating work from other aspects of my life | 11% | 13% | 10% |
| Technology limitations | 11% | 17% | 20% |
| Absence of visibility of team progress and deliverables | 6% | 11% | 9% |
| Communication processes | 6% | 16% | 19% |
| Family/household commitments (carer responsibilities, child education responsibilities) | 6% | 8% | 9% |
| Financial burden of doing my job in the current environment | 6% | 2% | 2% |

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# People matter survey 2021

Have your say

## Report overview

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

## People outcomes

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

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

## Key differences

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

## Taking action

- Taking action questions

## Senior leadership

- Senior leadership questions

## Organisational climate

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

## Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

## Job and manager factors

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

## Public sector values

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

# Public sector values

## What this is

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

## Why this is important

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

## How to read this

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

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

## Example

In 2021:

- 100% of your staff who did the survey responded positively to questions about Leadership , which is up 14% in 2019.

Compared to:

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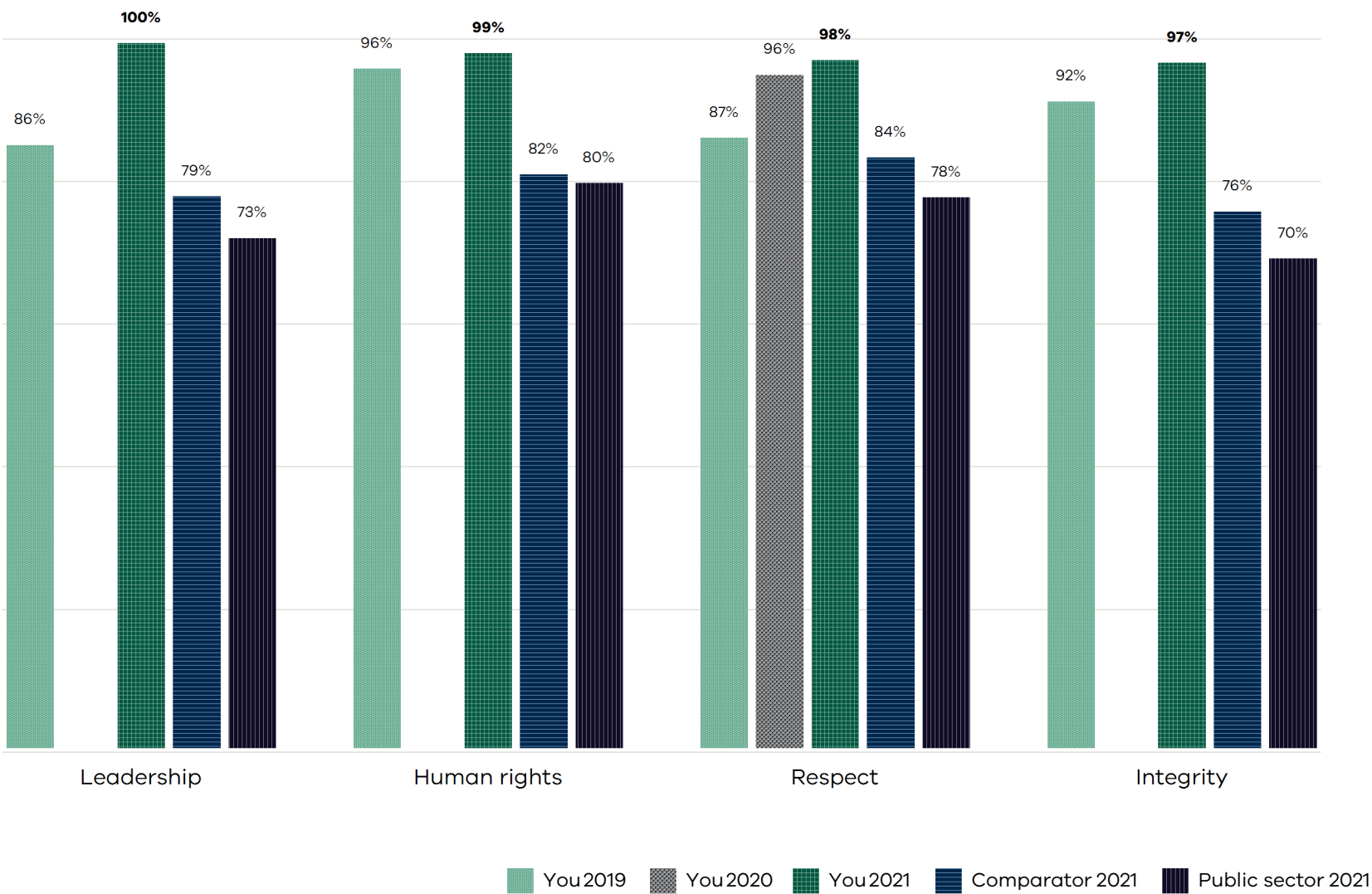


Chart data:

| Value | You 2019 | You 2020 | You 2021 | Comparator 2021 | Public sector 2021 |
|-------|----------|----------|----------|-----------------|--------------------|
| Leadership | 86% | | 100% | 79% | 73% |
| Human rights | 96% | | 99% | 82% | 80% |
| Respect | 87% | 96% | 98% | 84% | 78% |
| Integrity | 92% | | 97% | 76% | 70% |

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

# Public sector values

### What this is

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

### Why this is important

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

### How to read this

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

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

### Example

In 2021:

- 94% of your staff who did the survey responded positively to questions about Responsiveness , which is up 2% in 2019.

Compared to:

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



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

Responsiveness: 93%, 94%, 91%, 87%
Impartiality: 88%, 92%, 75%, 68%
Accountability: 73%, 80%, 84%, 78%, 76%

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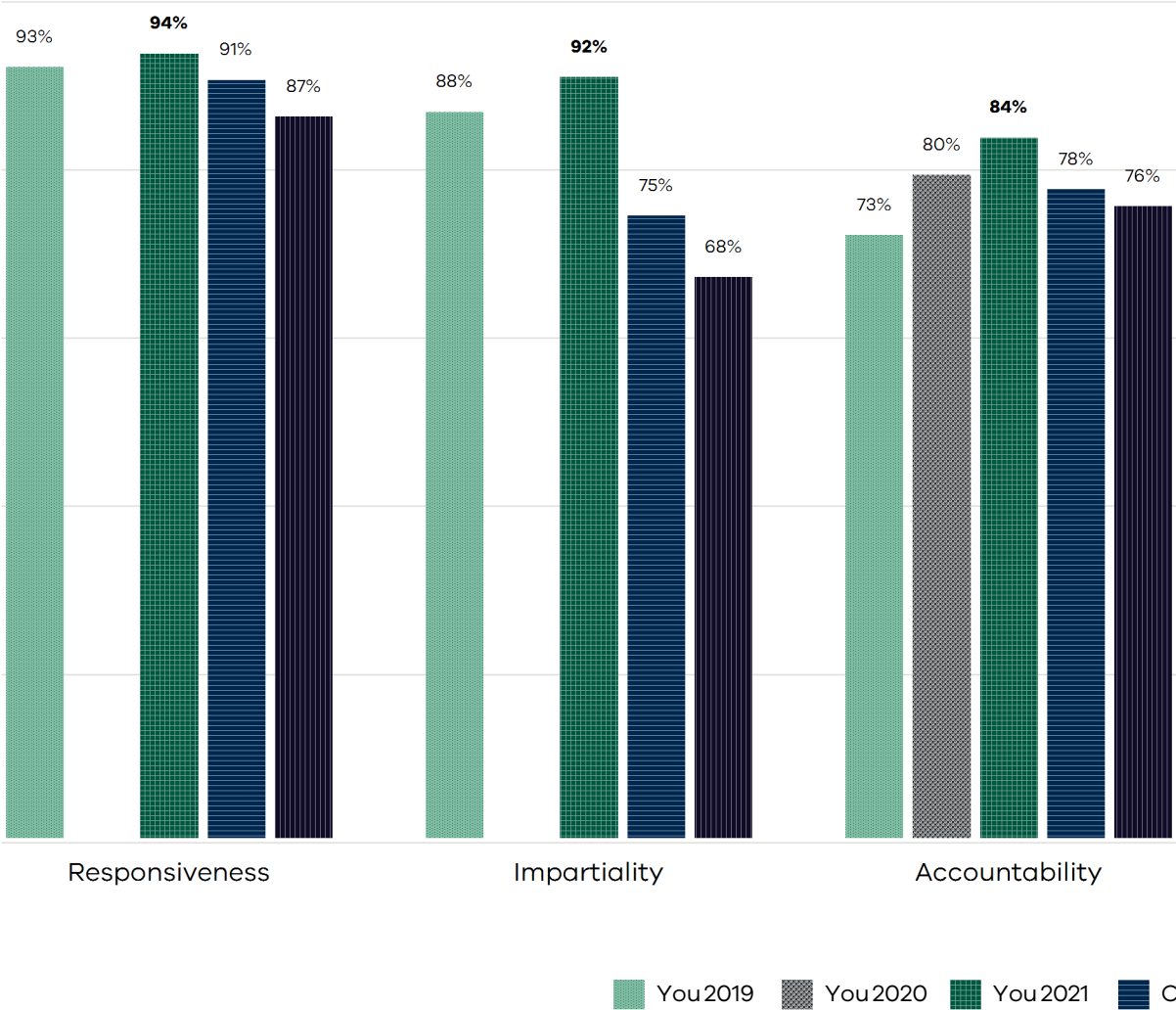
# Public sector values

## Responsiveness

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

100% of staff who did the survey agreed or strongly agreed with 'My manager ensures clients receive a high standard of service'.

| Survey question | Your results | Benchmark agree results |
|---|---|---|

**Legend:**
- Disagree
- Neither agree nor disagree
- Don't know
- Agree
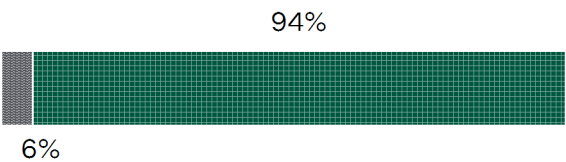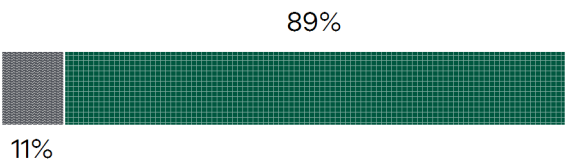
| Survey question | Your results | You 2019 | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| My manager ensures clients receive a high standard of service | 100% | 93 % | Not asked | 100 % | 76 % | 90 % | 97 % |
| My workgroup strives to provide high quality advice and services | 94% / 6% | 100 % | Not asked | 94 % | 78 % | 92 % | 100 % |
| My workgroup strives to deliver services in a timely manner | 89% / 11% | 86 % | Not asked | 89 % | 70 % | 91 % | 100 % |

# Public sector values

## What this is

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

## Why this is important

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

## How to read this

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

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

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

## Example

100% of staff who did the survey agreed or strongly agreed with 'I am confident that I would be protected from reprisal for reporting improper conduct'.

| Survey question | Your results | You 2019 | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| **Legend** | Disagree / Don't know / Neither agree nor disagree / Agree | | | | | | |
| I am confident that I would be protected from reprisal for reporting improper conduct | 100% Agree | 93 % | Not asked | 100 % | 51 % | 69 % | 89 % |
| I feel safe to challenge inappropriate behaviour at work | 100% Agree | Not asked | Not asked | 100 % | 49 % | 68 % | 88 % |
| My manager demonstrates honesty and integrity | 100% Agree | 93 % | Not asked | 100 % | 70 % | 89 % | 100 % |
| My organisation does not tolerate improper conduct | 100% Agree | 93 % | Not asked | 100 % | 40 % | 70 % | 95 % |

# Public sector values

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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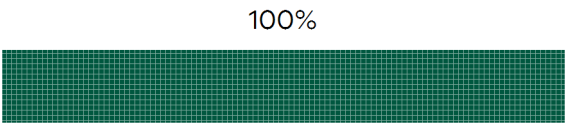
**Example**

100% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

| Survey question | Your results | | | 2019 | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|---|---|

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

| Survey question | Your results | 2019 | 2020 | 2021 | Lowest | Average | Highest |
|---|---|---|---|---|---|---|---|
| My organisation is committed to earning a high level of public trust | 100% | 93 % | Not asked | 100 % | 48 % | 83 % | 100 % |
| Senior leaders demonstrate honesty and integrity | 100% | 86 % | Not asked | 100 % | 44 % | 72 % | 100 % |
| People in my workgroup appropriately manage conflicts of interest | 11% / 89% | 93 % | Not asked | 89 % | 56 % | 79 % | 100 % |
| People in my workgroup are honest, open and transparent in their dealings | 11% / 89% | 93 % | Not asked | 89 % | 65 % | 81 % | 97 % |

# 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**

94% of 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 | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|---|
| | | 2019 | 2020 | 2021 | Lowest | Average | Highest |
| | Disagree ▪ Neither agree nor disagree ▪ Don't know ▪ Agree ▪ | | | | | | | |
| My organisation makes fair recruitment and promotion decisions, based on merit | 6% 94% | 71 % | Not asked | 94 % | 27 % | 57 % | 84 % |
| My workgroup focuses on making decisions informed by all relevant facts | 6% 94% | 86 % | Not asked | 94 % | 63 % | 80 % | 96 % |
| My workgroup places a priority on acting fairly and without bias | 6% 94% | 93 % | Not asked | 94 % | 68 % | 82 % | 97 % |
| People in my workgroup are politically impartial in their work | 17% 83% | 100 % | Not asked | 83 % | 63 % | 82 % | 100 % |

# Public sector values

**What this is**

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

**Why this is important**

As we all make decisions on behalf of Victorians, we must be accountable in the resources we use.
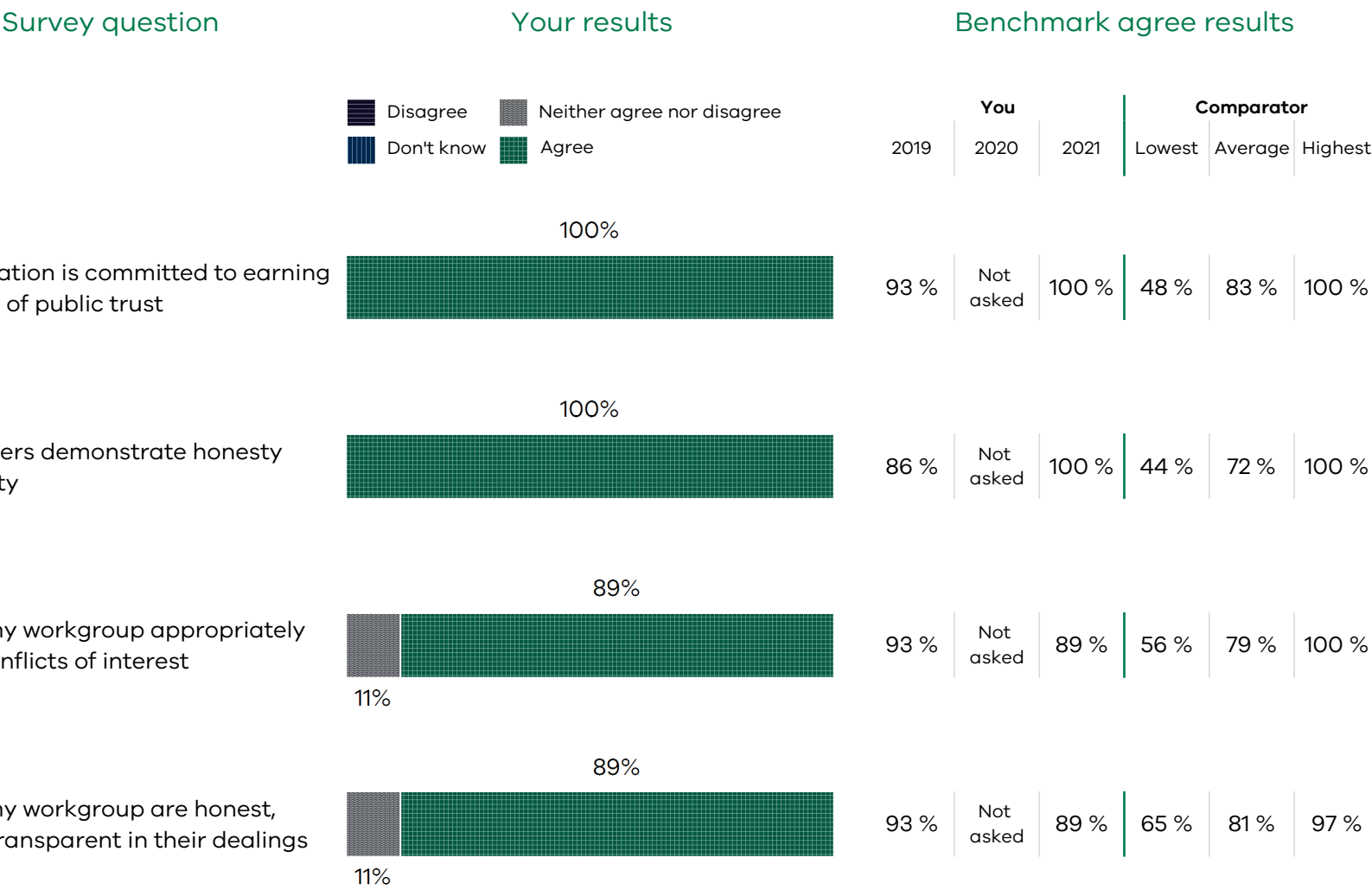
**How to read this**

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

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

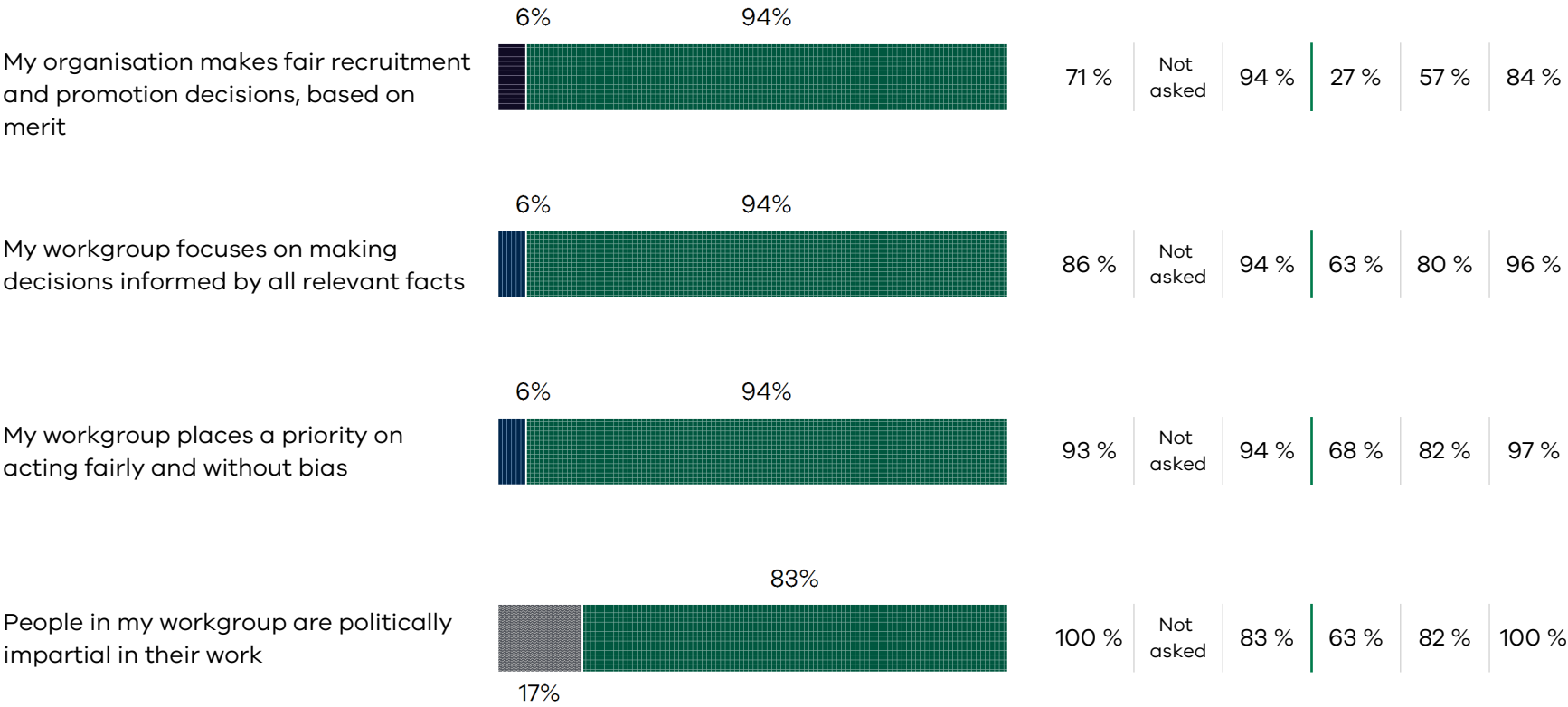Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

94% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

## Survey question / Your results / Benchmark agree results

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

| Survey question | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | 2019 | 2020 | 2021 | Lowest | Average | Highest |
| I understand how my job contributes to my organisation's purpose | 94% agree, 6% neither | 71 % | 80 % | 94 % | 81 % | 91 % | 100 % |
| My workgroup strives to make the best use of its resources | 89% agree, 11% neither | 86 % | Not asked | 89 % | 68 % | 81 % | 100 % |
| Senior leaders provide clear strategy and direction | 89% agree, 6% disagree, 6% don't know | 71 % | 80 % | 89 % | 29 % | 62 % | 100 % |
| I clearly understand what I am expected to do in this job | 78% agree, 11% disagree, 11% neither | 64 % | 80 % | 78 % | 55 % | 80 % | 100 % |

Victorian Public Sector Commission

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# Public sector values

**What this is**

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

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

**How to read this**

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

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

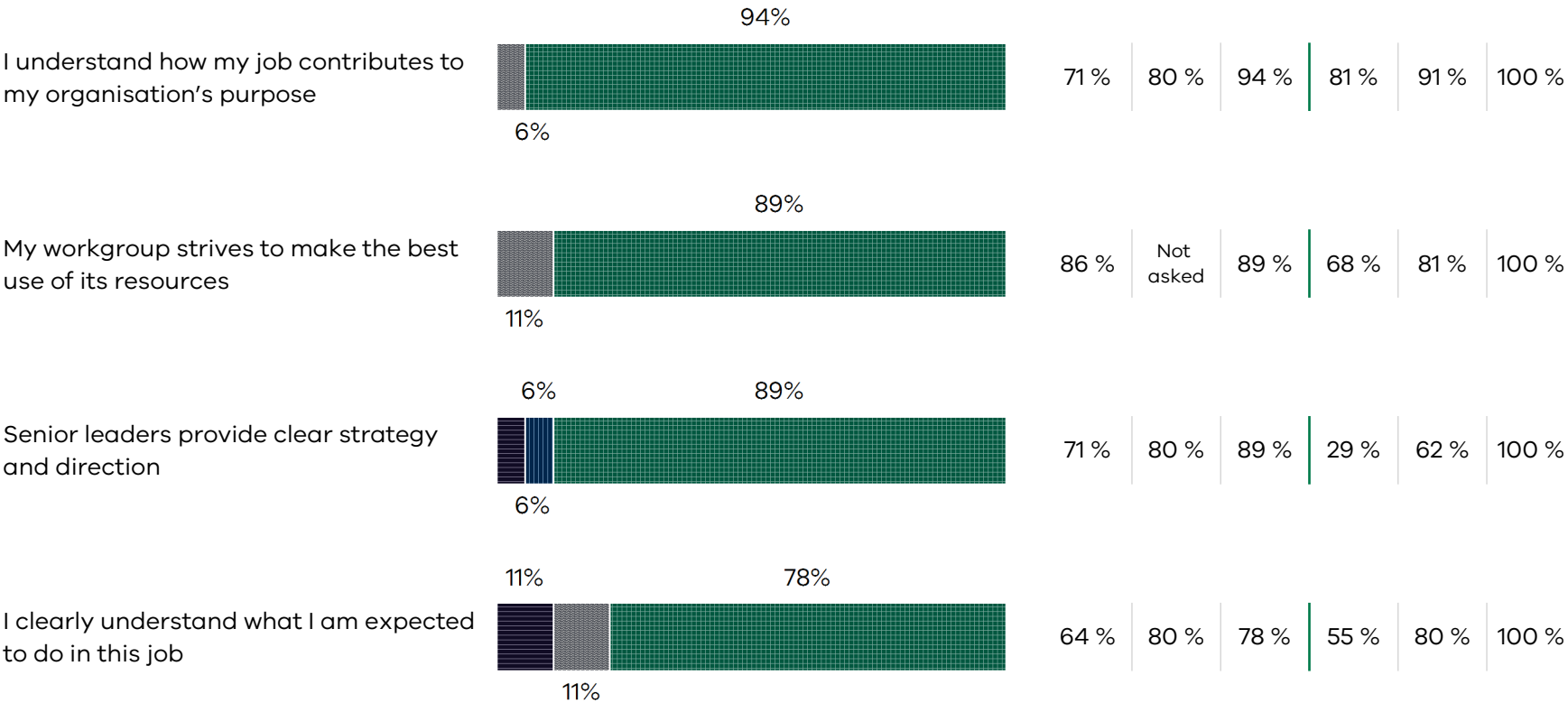Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

72% of staff who did the survey agreed or strongly agreed with 'My workgroup has clear lines of responsibility'.

| Survey question | Your results | Benchmark agree results |
|---|---|---|

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

| | | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|---|
| Survey question | | 2019 | 2020 | 2021 | Lowest | Average | Highest |
| My workgroup has clear lines of responsibility | 11% / 17% / 72% | 71 % | Not asked | 72 % | 65 % | 77 % | 94 % |

# Public sector values

## Respect 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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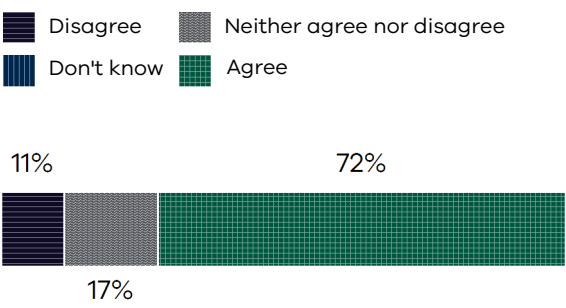
### Example

100% of staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.

| Survey question | Your results | Benchmark agree results | | | | | |
|---|---|---|---|---|---|---|---|
| | | | **You** | | | **Comparator** | |
| | | 2019 | 2020 | 2021 | Lowest | Average | Highest |
| My manager keeps me informed about what's going on | 100% | 93 % | 100 % | 100 % | 67 % | 81 % | 93 % |
| My manager treats employees with dignity and respect | 100% | 93 % | Not asked | 100 % | 79 % | 90 % | 100 % |
| My organisation encourages respectful workplace behaviours | 100% | 86 % | Not asked | 100 % | 63 % | 84 % | 100 % |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 100% | 64 % | Not asked | 100 % | 43 % | 67 % | 90 % |

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

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# Public sector values

## What this is

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

## Why this is important

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

## How to read this

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

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

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

## Example

94% of staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

| Survey question | Your results | | 2019 | You 2020 | 2021 | Comparator Lowest | Average | Highest |
|---|---|---|---|---|---|---|---|---|
| | **Legend:** Disagree / Don't know / Neither agree nor disagree / Agree | | | | | | | |
| My manager listens to what I have to say | 94% (6%) | | 100 % | 93 % | 94 % | 78 % | 87 % | 100 % |
| My workgroup respectfully consults with clients and stakeholders to improve outcomes | 94% (6%) | | 71 % | Not asked | 94 % | 73 % | 88 % | 100 % |
| People in my workgroup treat each other with respect | 94% (6%) | | 100 % | 93 % | 94 % | 73 % | 90 % | 100 % |

Benchmark agree results

Victorian Public Sector Commission

VICTORIA State Government

# Public sector values

## Leadership

**What this is**

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

**Why this is important**

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

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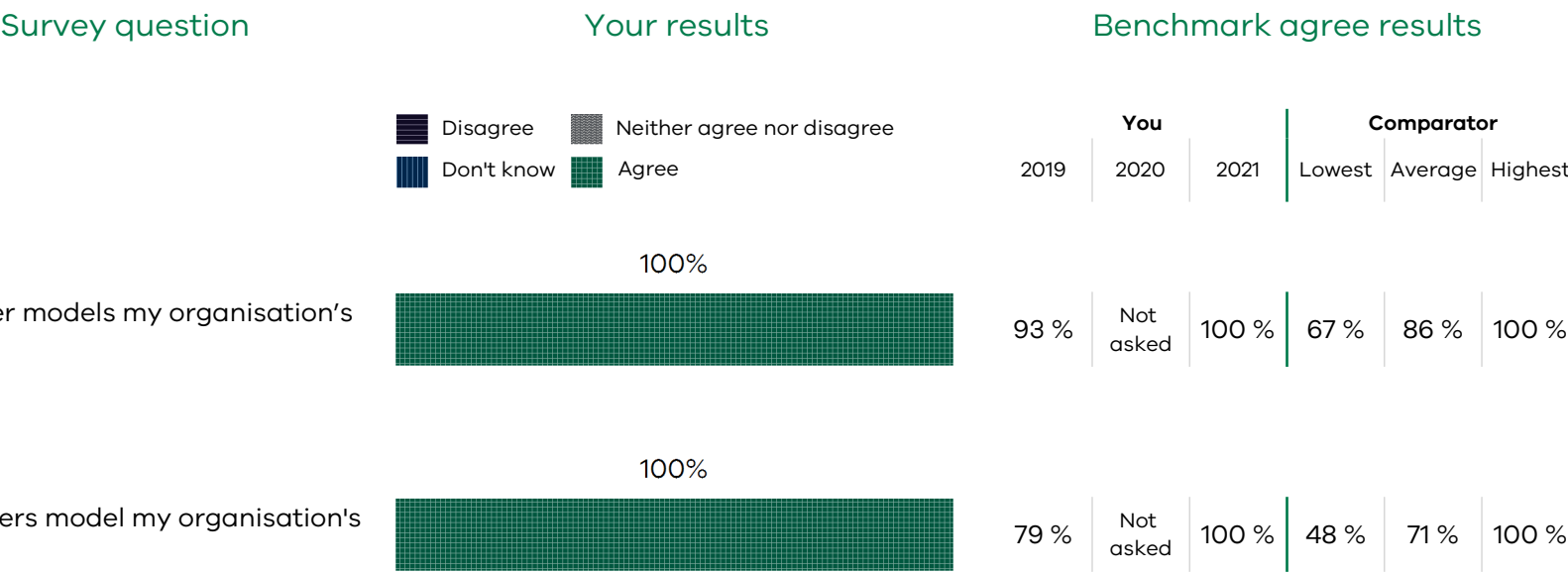
**How to read this**

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

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

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

**Example**

100% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

| Survey question | Your results | Benchmark agree results |

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

| Survey question | Your results | You 2019 | You 2020 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| My manager models my organisation's values | 100% | 93 % | Not asked | 100 % | 67 % | 86 % | 100 % |
| Senior leaders model my organisation's values | 100% | 79 % | Not asked | 100 % | 48 % | 71 % | 100 % |

# 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.
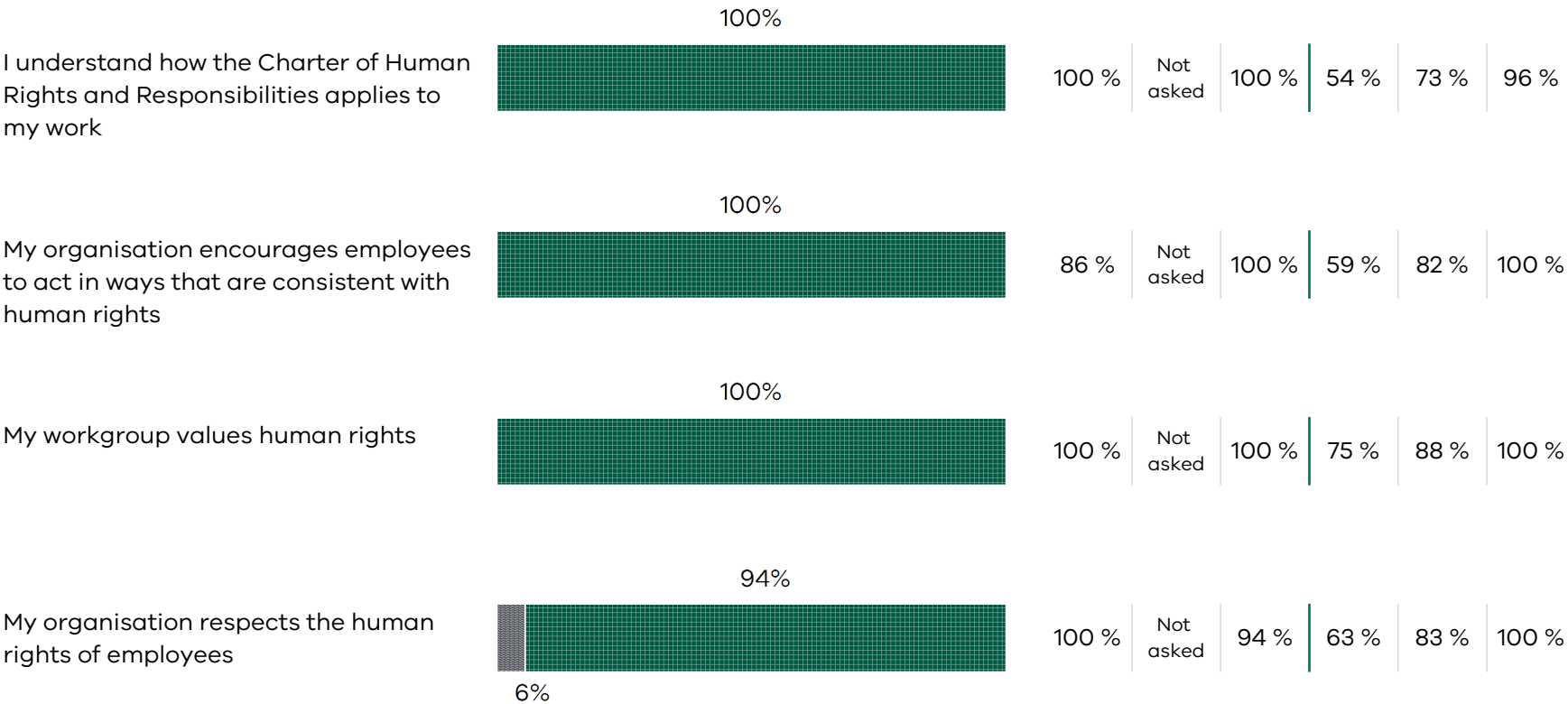
**Example**

100% of staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

| Survey question | Your results | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|---|
| | | 2019 | 2020 | 2021 | Lowest | Average | Highest |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | 100% | 100 % | Not asked | 100 % | 54 % | 73 % | 96 % |
| My organisation encourages employees to act in ways that are consistent with human rights | 100% | 86 % | Not asked | 100 % | 59 % | 82 % | 100 % |
| My workgroup values human rights | 100% | 100 % | Not asked | 100 % | 75 % | 88 % | 100 % |
| My organisation respects the human rights of employees | 94% / 6% | 100 % | Not asked | 94 % | 63 % | 83 % | 100 % |

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

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