

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 2020 but not 2019.

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

Rounding of percentages

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

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

Survey questions and definitions

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

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People matter

survey 2021

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- Survey's theoretical framework
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- Sexual harassment
- Discrimination
- Violence and aggression
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- Lowest scoring
- Most improved
- Most declined
- Biggest positive difference from comparator
- Biggest negative difference from comparator

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- Taking action questions

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- Senior leadership questions

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- Equal employment opportunity
- Psychosocial and physical safety climate
- Psychosocial safety climate score
- Diversity and inclusion
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- Scorecard
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Job and manager factors

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

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- Accountability
- Respect
- Leadership
- Human rights

Demographics

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

Report overview

Privacy and anonymity

To protect you, we:

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

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

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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



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



Report overview

Your comparator group1 of 2

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

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

Report overview

Your comparator group2 of 2

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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

55%
(72)

Comparator	71%
Public Sector	49%

2021

84%
(98)

Comparator	49%
Public Sector	39%

People matter

survey 2021

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020

65

Comparator 69
Public Sector 68

2021

66

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 66.

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.

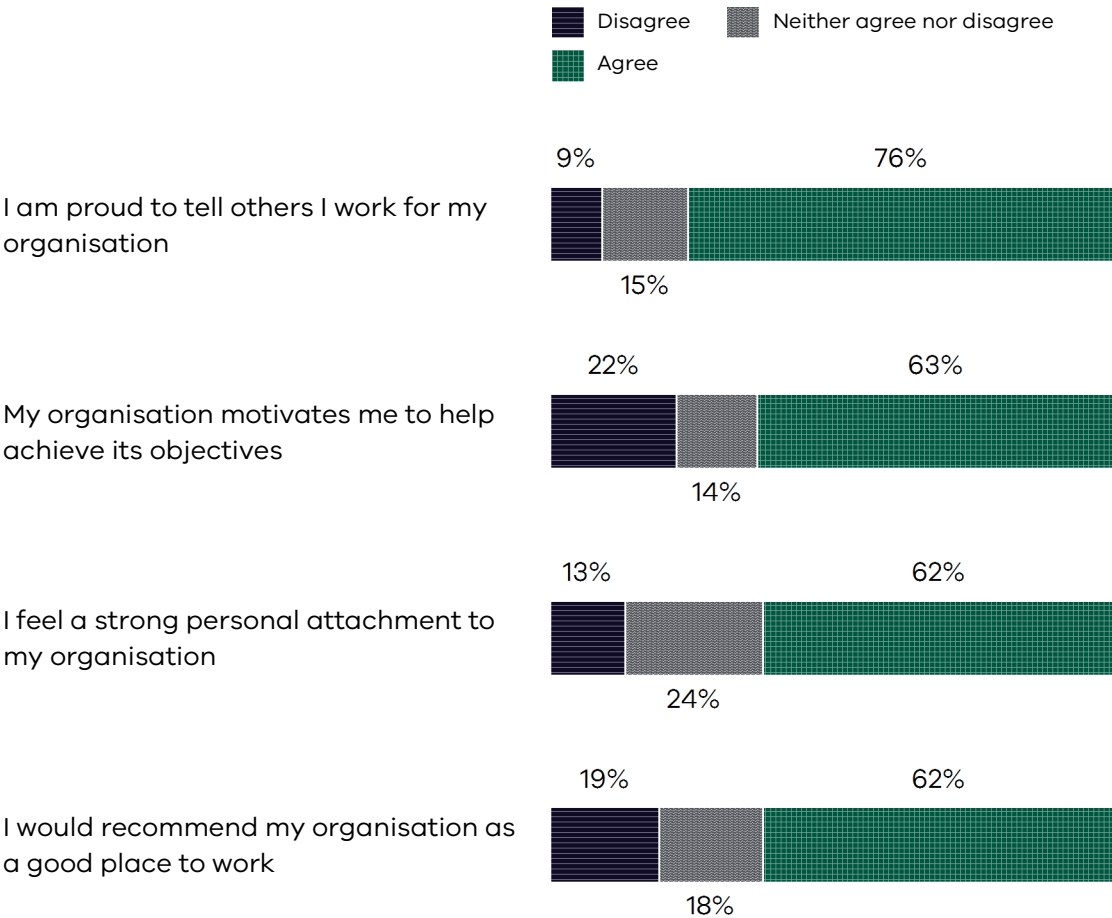
Example

76% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
75 %	76 %	51 %	81 %	100 %
63 %	63 %	32 %	70 %	94 %
64 %	62 %	42 %	65 %	95 %
64 %	62 %	38 %	73 %	95 %

People outcomes

Engagement question results 2 of 2

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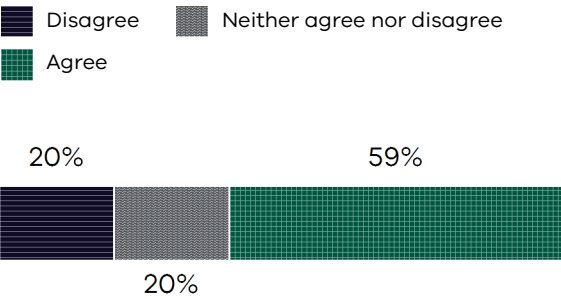
Example

59% of your staff who did the survey agreed or strongly agreed with 'My organisation inspires me to do the best in my job'.

Survey question

My organisation inspires me to do the best in my job

Your results



Benchmark agree results

You		Comparator		
2020	2021	Lowest	Average	Highest
64 %	59 %	30 %	68 %	91 %

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.

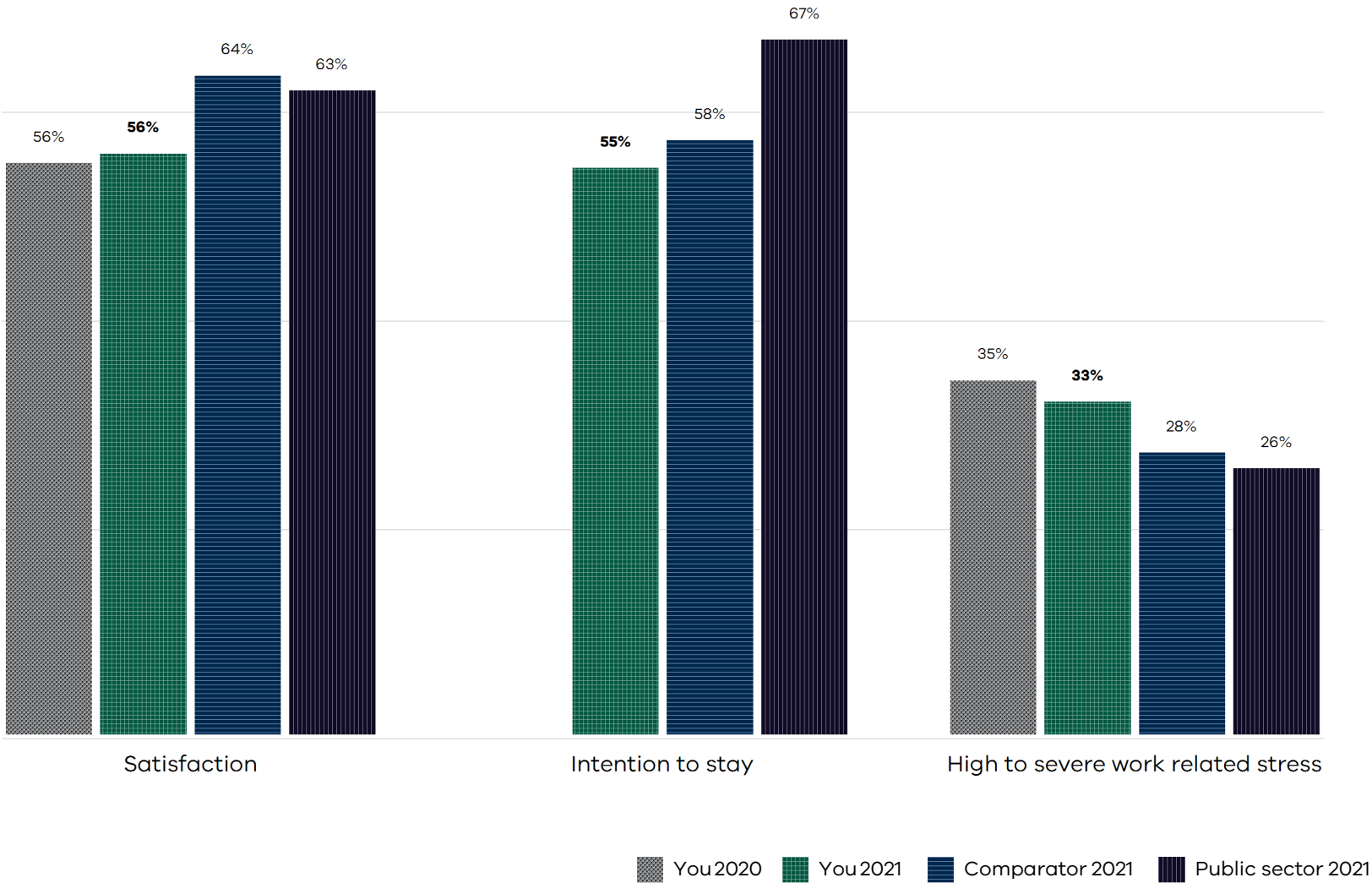
Example

In 2021:

- 56% of your staff who did the survey responded positively to questions about Satisfaction which is up from 56% in 2020.

Compared to:

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



People outcomes

Satisfaction question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

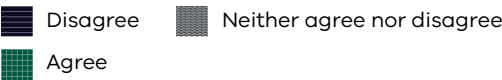
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

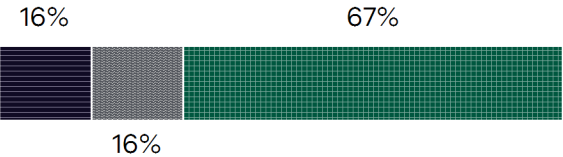
67% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

Survey question

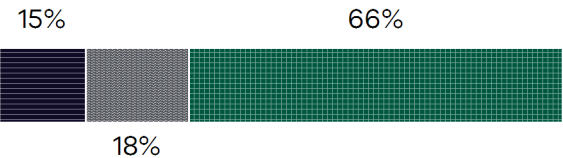
Your results



I enjoy the work in my current job



I get a sense of accomplishment from my work



Benchmark agree results

You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	67 %	68 %	79 %	100 %
Not asked	66 %	61 %	78 %	96 %

People outcomes

Satisfaction question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

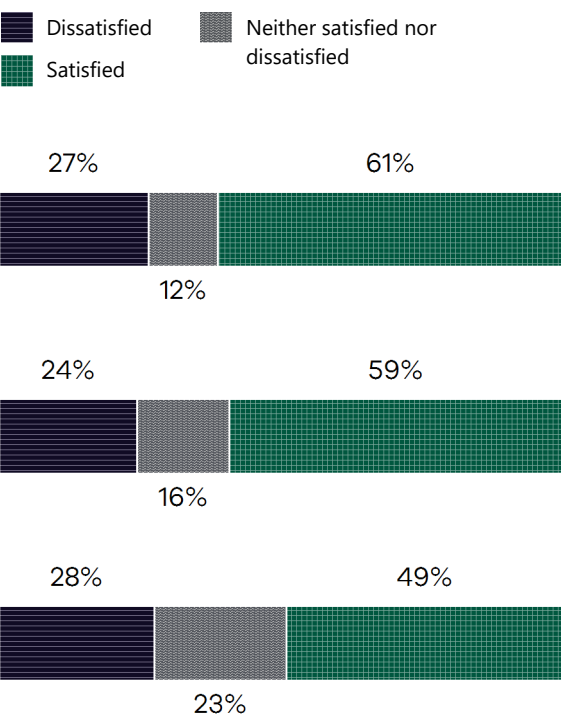
Example

61% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Survey question

Your results

Benchmark satisfied results



You		Comparator		
2020	2021	Lowest	Average	Highest
60 %	61 %	54 %	70 %	93 %
60 %	59 %	56 %	69 %	93 %
47 %	49 %	38 %	52 %	76 %

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.

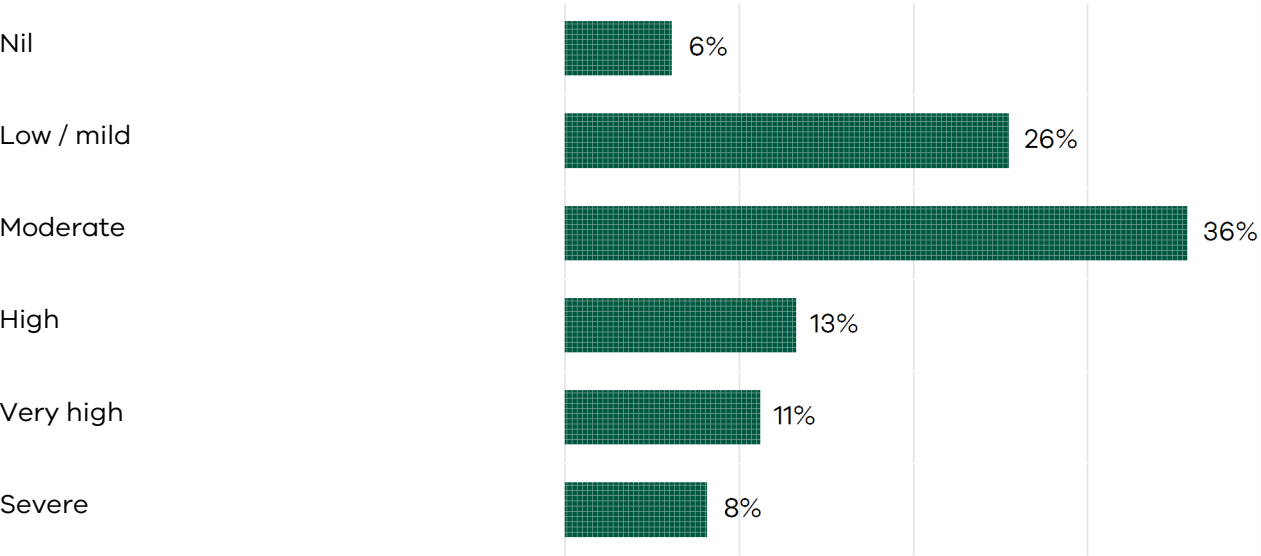
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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.

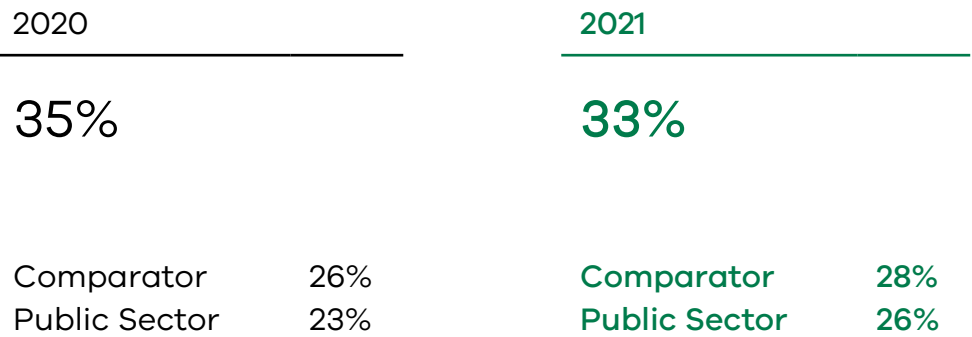
Example

33% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 28% of staff in your comparator group and 26% of staff across the public sector.

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



Reported levels of high to severe stress



People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

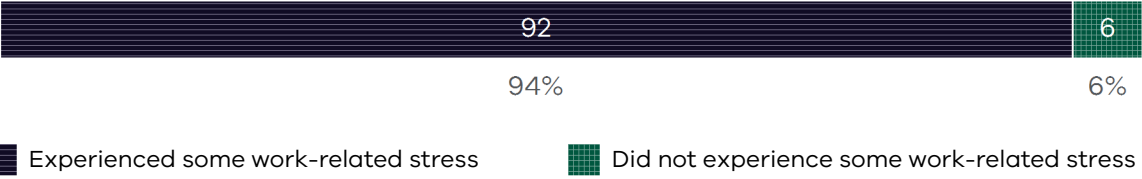
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

Example

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

Of that 94%, 43% said the top reason was 'Workload'.



Of those that experienced work related stress it was from ...	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	49%	43%	52%	51%
Time pressure	47%	36%	47%	42%
Management of work (e.g. supervision, training, information, support)	10%	21%	13%	13%
Unclear job expectations	19%	20%	14%	11%
Work that doesn't match my skills or experience	11%	17%	9%	7%
Content, variety, or difficulty of work	17%	16%	13%	12%
Organisation or workplace change	13%	13%	11%	11%
Other changes due to COVID-19	11%	13%	11%	15%
Working from home	1%	13%	10%	4%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	9%	12%	9%	12%

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.

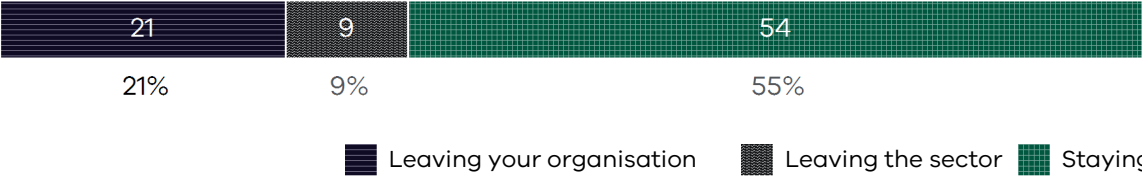
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

Example

31% of your staff who did the survey said they intended to leave.

Of that 31%, 53% said it was from 'Lack of confidence in senior leadership'.

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



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

	You 2021	Comparator 2021	Public sector 2021
Lack of confidence in senior leadership	53%	30%	34%
Limited future career opportunities at my organisation	50%	51%	42%
Opportunity to broaden experience	47%	49%	40%
Limited opportunities to gain further experience at my organisation	37%	39%	33%
Opportunity to seek/take a promotion elsewhere	37%	44%	33%
Lack of organisational stability	33%	17%	18%
Excessive workload	30%	22%	25%
Limited involvement in decisions affecting my job and career	30%	18%	20%
My interests do not match my job role	30%	15%	14%
Better remuneration	27%	30%	26%

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

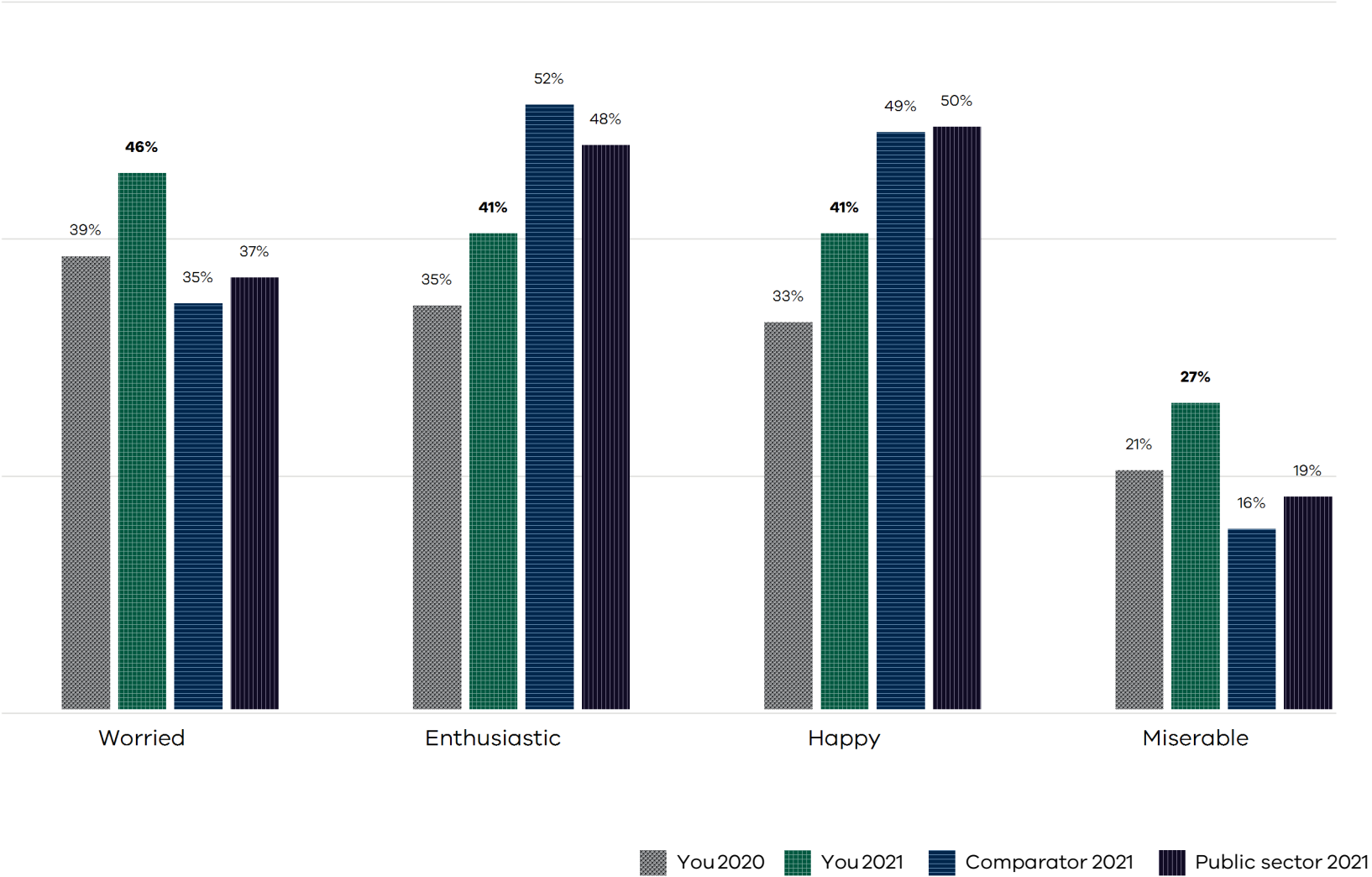
In 2021:

- 41% of your staff who did the survey said work made them feel happy in 2021, which is up from 33% 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 ...



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.

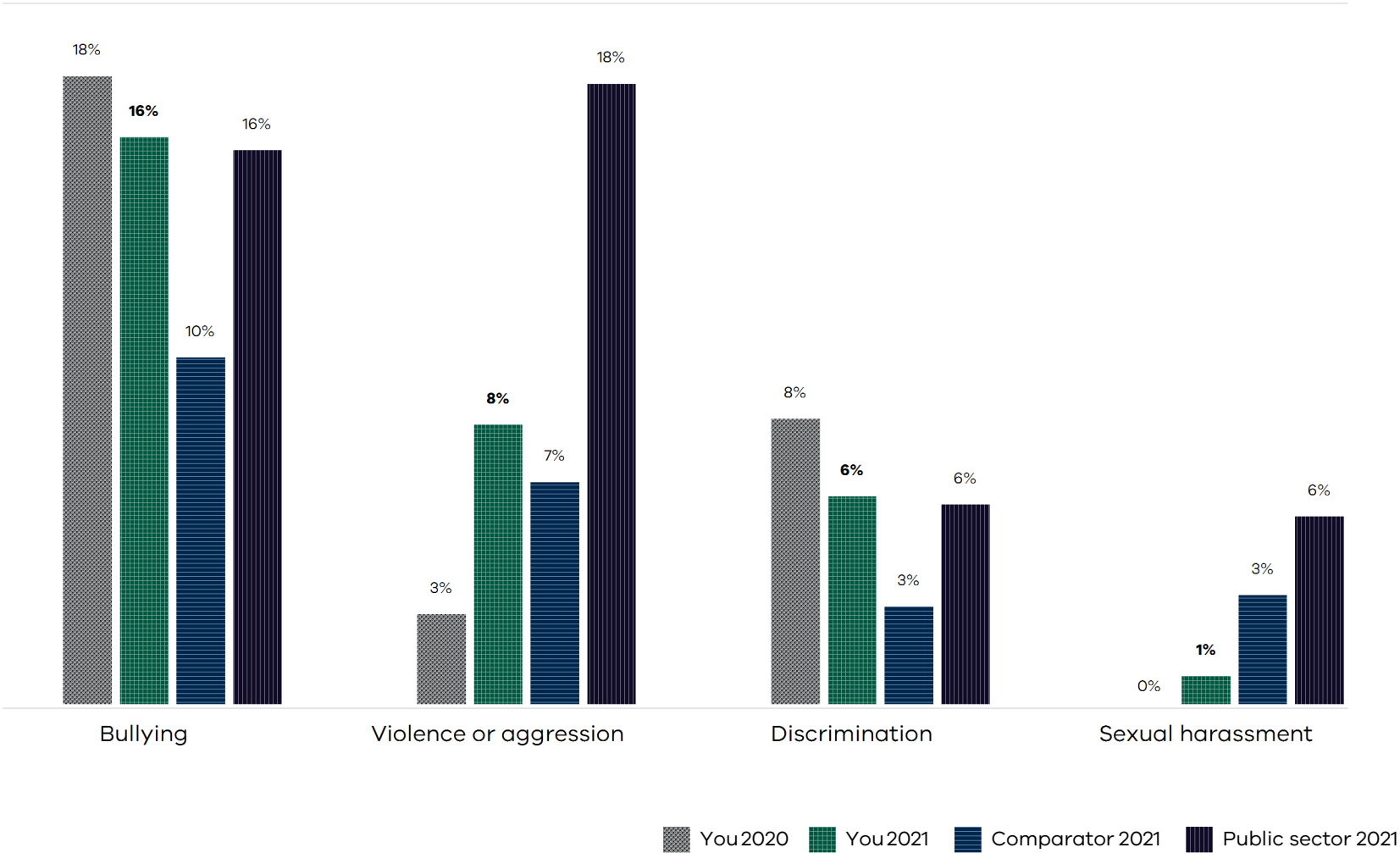
Example

In 2021:

- 16% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is down from 18% in 2020.

Compared to:

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



People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

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

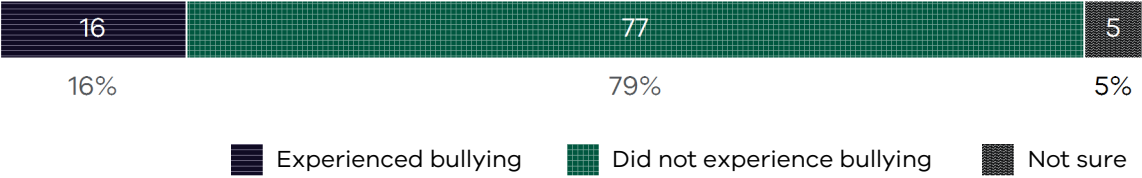
In descending order, the table shows the answers.

Example

16% of your staff who did the survey said they experienced bullying.

Of that 16%, 56% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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



If you experienced bullying, what type of bullying did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	69%	56%	75%	69%
Withholding essential information for me to do my job	46%	44%	36%	27%
Exclusion or isolation	54%	31%	43%	42%
Being assigned meaningless tasks unrelated to the job	31%	19%	15%	13%
Being given impossible assignment(s)	15%	19%	12%	9%
Intimidation and/or threats	23%	19%	26%	32%
Other	8%	6%	15%	15%
Verbal abuse	15%	6%	18%	20%

People outcomes

Telling someone about the bullying

What this is

This is if staff told someone when they experienced bullying.

Why this is important

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

How to read this

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

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

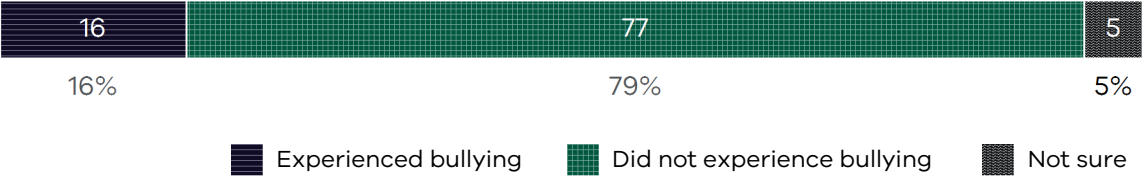
In descending order, the table shows the answers.

Example

16% of your staff who did the survey said they experienced bullying, of which

- 81% said the top way they reported the bullying was 'Told a colleague'.
- 94% said they didn't submit a formal complaint.

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



Did you tell anyone about the bullying?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a colleague	62%	81%	43%	42%
Told a friend or family member	31%	69%	41%	34%
Told a manager	62%	63%	50%	47%
Told employee assistance program (EAP) or peer support	0%	38%	11%	9%
Told Human Resources	23%	19%	20%	12%
Told someone else	15%	13%	13%	12%
I did not tell anyone about the bullying	0%	6%	11%	12%
Submitted a formal complaint	0%	6%	8%	12%
Told the person the behaviour was not OK	0%	6%	20%	17%

People outcomes

Bullying - reasons for not submitting a formal complaint

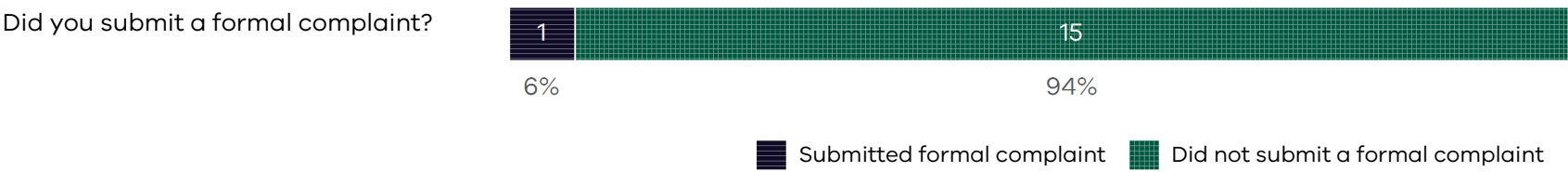
What this is
This is why staff who experienced bullying chose not to submit a formal complaint.

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

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

Example
94% of your staff who experienced bullying did not submit a formal complaint, of which:

- 87% said the top reason was 'I believed there would be negative consequences for my reputation'.



Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	87%	58%	53%
I believed there would be negative consequences for my career	67%	49%	40%
I didn't feel safe to report the incident	47%	20%	19%
I didn't think it would make a difference	40%	50%	50%
I thought the complaint process would be embarrassing or difficult	27%	13%	14%
I didn't need to because I no longer had contact with the person(s) who bullied me	20%	10%	8%
Other	13%	14%	12%
I believed there would be negative consequences for the person I was going to complain about	7%	10%	10%
I didn't know how to make a complaint	7%	6%	5%
I didn't know who to talk to	7%	6%	5%

People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year's survey, 16% of your staff said they experienced bullying.

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

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

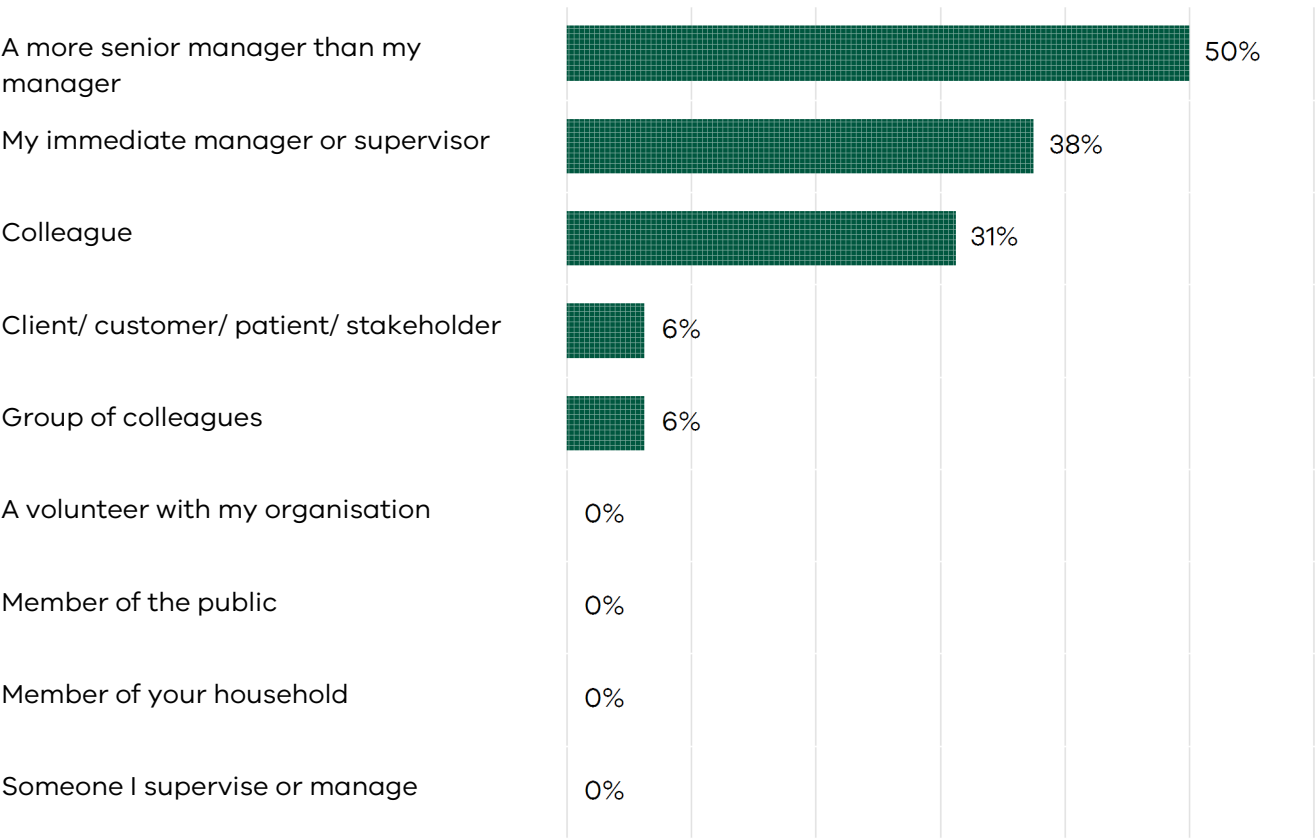
Each row is one perpetrator or group of perpetrators.

Example

16% of your staff who did the survey said they experienced bullying.

Of that 16%, 50% said it was by 'A more senior manager than my manager'.

16 people (16% of staff) experienced bullying (You2021)



People outcomes

Frequency of bullying

What this is

This is how often staff experienced bullying.

Why this is important

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

How to read this

In this year's survey, 16% of your staff said they experienced bullying.

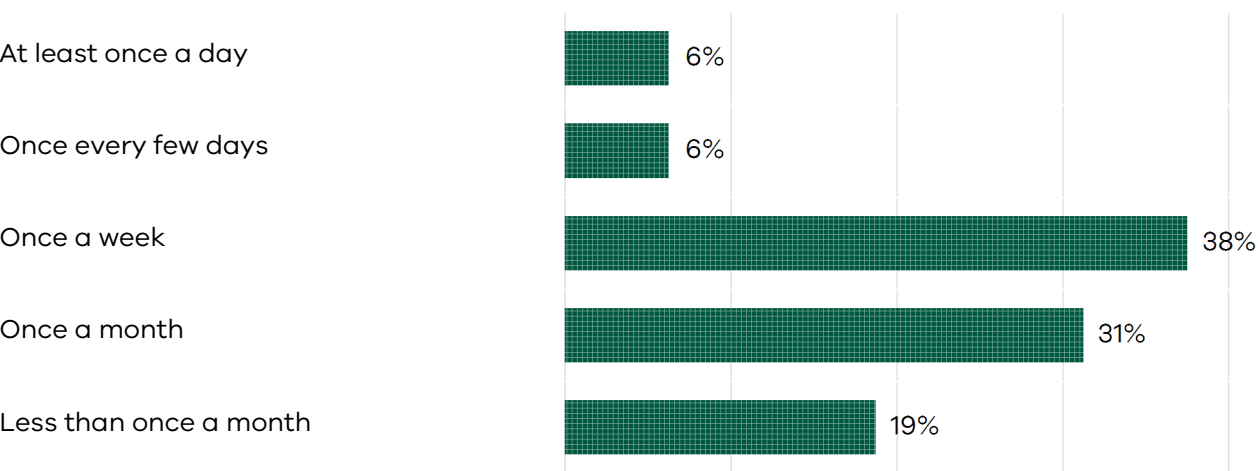
If they did, they could tell us how often they experienced this behaviour.

Example

16% of your staff who did the survey said they experienced bullying.

Of that 16%, 6% said it was 'At least once a day'.

How often have you experienced bullying? (You2021)



People outcomes

Sexual harassment

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Discrimination

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Violence and aggression

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

Negative behaviour

Witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

27% of your staff who did the survey said they witnessed some negative behaviour at work.

73% said they witnessed No, I have not witnessed any of the situations above'.

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



During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	73%	85%	77%
Bullying of a colleague	19%	11%	16%
Discrimination against a colleague	9%	5%	8%
Violence or aggression against a colleague	2%	2%	6%
Sexual harassment of a colleague	1%	1%	1%

Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

The table shows the answers in descending order.

- Example**
- 27% of your staff who did the survey witnessed negative behaviour, of which:
- 85% said the top action they took was 'Spoke to the person who experienced the behaviour'.
 - 0% took no action.



When you witnessed the above behaviour(s), did you do any of the following?	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	85%	75%	72%
Told a manager	35%	35%	37%
Told a colleague	27%	18%	21%
Told the person the behaviour was not OK	27%	18%	25%
Spoke to the person who behaved in a negative way	23%	14%	22%
Told Human Resources	8%	12%	6%
Other	4%	6%	7%

People outcomes

Negative behaviour — satisfaction with making a formal complaint

What this is

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

Why this is important

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

How to read this

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

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

Example

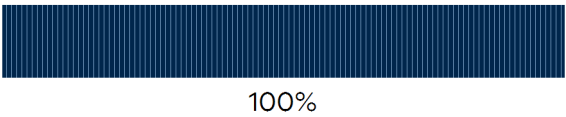
0% of staff who did the survey were satisfied with the way your organisation handled their formal 'Bullying' complaint.

Survey question

Were you satisfied with the way your formal complaint was handled



Bullying



Your results

Benchmark satisfied results

You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	0 %	0 %	18 %	100 %

People matter

survey 2021

Have your say

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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 'Quality service delivery', the 'You 2021' column shows 92% of your staff agreed with 'My workgroup strives to provide high quality advice and services'. This question was not asked in 2020.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Quality service delivery	My workgroup strives to provide high quality advice and services	92%	Not asked in 2020	92%
Quality service delivery	My workgroup strives to deliver services in a timely manner	91%	Not asked in 2020	91%
Workgroup support	I am able to work effectively with others in my workgroup	91%	+6%	92%
Organisational integrity	My organisation is committed to earning a high level of public trust	87%	Not asked in 2020	83%
Manager leadership	My manager demonstrates honesty and integrity	86%	Not asked in 2020	89%
Workgroup support	People in my workgroup treat each other with respect	86%	-2%	90%
Quality service delivery	My workgroup values human rights	85%	Not asked in 2020	88%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	85%	+1%	88%
Manager leadership	My manager ensures clients receive a high standard of service	84%	Not asked in 2020	90%
Manager support	My manager listens to what I have to say	84%	-2%	88%

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 19% 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)	19%	Not asked in 2020	30%
Safety climate	All levels of my organisation are involved in the prevention of stress	29%	-5%	47%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	32%	Not asked in 2020	37%
Taking action	My organisation has taken positive action on the results of last year's survey	38%	Not asked in 2020	39%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	41%	+1%	62%
Learning and development	I feel I have an equal chance at promotion in my organisation	42%	Not asked in 2020	44%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	43%	-4%	59%
Workload	I have enough time to do my job effectively	44%	+6%	56%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	44%	-13%	58%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	45%	Not asked in 2020	57%

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 76% 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 16% 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	76%	+16%	78%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	78%	+12%	77%
Safe to speak up	People in your workgroup are able to bring up problems and tough issues	73%	+8%	78%
Workgroup support	People in my workgroup work together effectively to get the job done	82%	+8%	87%
Workgroup support	Workgroups across my organisation willingly share information with each other	66%	+8%	62%
Workload	I have enough time to do my job effectively	44%	+6%	56%
Workgroup support	I am able to work effectively with others in my workgroup	91%	+6%	92%
Satisfaction	How satisfied are you with your career development within your current organisation	49%	+2%	52%
Satisfaction	Considering everything, how satisfied are you with your current job	61%	+2%	70%
Job enrichment	I understand how my job contributes to my organisation's purpose	81%	+1%	91%

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 'Senior leadership', the 'You 2021' column shows 54% of your staff agreed with 'Senior leaders support staff to work in an environment of change'. In the 'Decrease from 2020' column, you have a 15% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Senior leadership	Senior leaders support staff to work in an environment of change	54%	-15%	69%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	44%	-13%	58%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	73%	-11%	81%
Meaningful work	I am achieving something important through my work	68%	-11%	80%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	52%	-8%	60%
Job enrichment	My job allows me to utilise my skills, knowledge and abilities	66%	-6%	81%
Safety climate	All levels of my organisation are involved in the prevention of stress	29%	-5%	47%
Engagement	My organisation inspires me to do the best in my job	59%	-5%	68%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	43%	-4%	59%
Meaningful work	I feel that I can make a worthwhile contribution at work	73%	-4%	85%

Key differences

Biggest positive difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Workgroup support', the 'You2021' column shows 66% of your staff agreed with 'Workgroups across my organisation willingly share information with each other'.

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

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Workgroup support	Workgroups across my organisation willingly share information with each other	66%	+5%	62%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	78%	+5%	73%
Organisational integrity	My organisation is committed to earning a high level of public trust	87%	+4%	83%
Taking action	I believe my organisation will take positive action on the results of this year's survey	59%	+3%	56%
Learning and development	In the last 12 months I have learned skills that have helped me do my job better	74%	+3%	72%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	78%	+0%	77%

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 'Safety climate', the 'You 2021' column shows 52% of your staff agreed with 'My organisation consults employees on health and safety matters'.

The 'difference' column, shows that agreement for this question was 23 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Safety climate	My organisation consults employees on health and safety matters	52%	-23%	75%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	58%	-21%	79%
Equal employment opportunity	Cultural background is not a barrier to success in my organisation	54%	-21%	75%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	41%	-21%	62%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	48%	-20%	67%
Senior leadership	Senior leaders actively support diversity and inclusion in the workplace	58%	-19%	77%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	49%	-19%	68%
Safety climate	All levels of my organisation are involved in the prevention of stress	29%	-19%	47%
Organisational integrity	My organisation does not tolerate improper conduct	53%	-18%	71%
Workplace flexibility	Having family responsibilities is not a barrier to success in my organisation	53%	-18%	71%

People matter

survey 2021

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Taking action

What this is

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

Why this is important

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

How to read this

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

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

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

Example

59% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

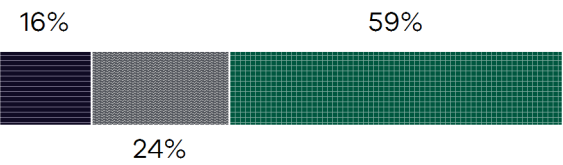
Survey question

Your results

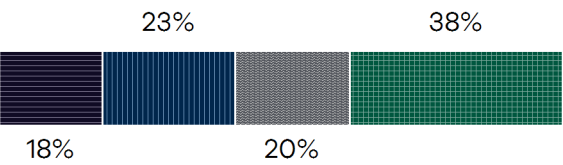
Benchmark agree results



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



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



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	59 %	27 %	56 %	96 %
Not asked	38 %	11 %	39 %	91 %

People matter

survey 2021

Have your say

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- Senior leadership questions

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

Senior leadership

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.

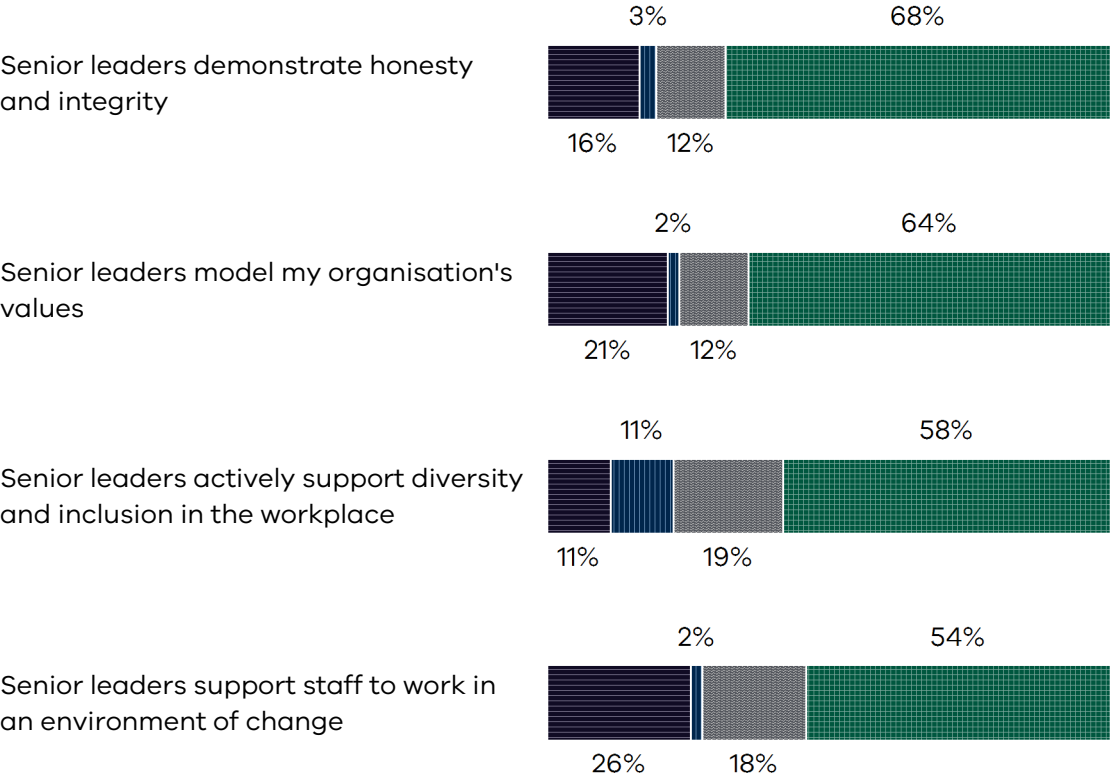
Example

68% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	68 %	44 %	72 %	100 %
Not asked	64 %	48 %	71 %	100 %
Not asked	58 %	48 %	77 %	100 %
69 %	54 %	38 %	69 %	100 %

Senior leadership

Senior leadership 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

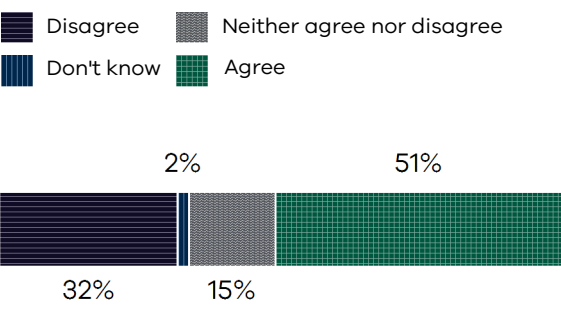
Example

51% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Senior leaders provide clear strategy and direction

Your results



Benchmark agree results

You		Comparator		
2020	2021	Lowest	Average	Highest
54 %	51 %	29 %	62 %	100 %

People matter

survey 2021

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Organisational climate

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

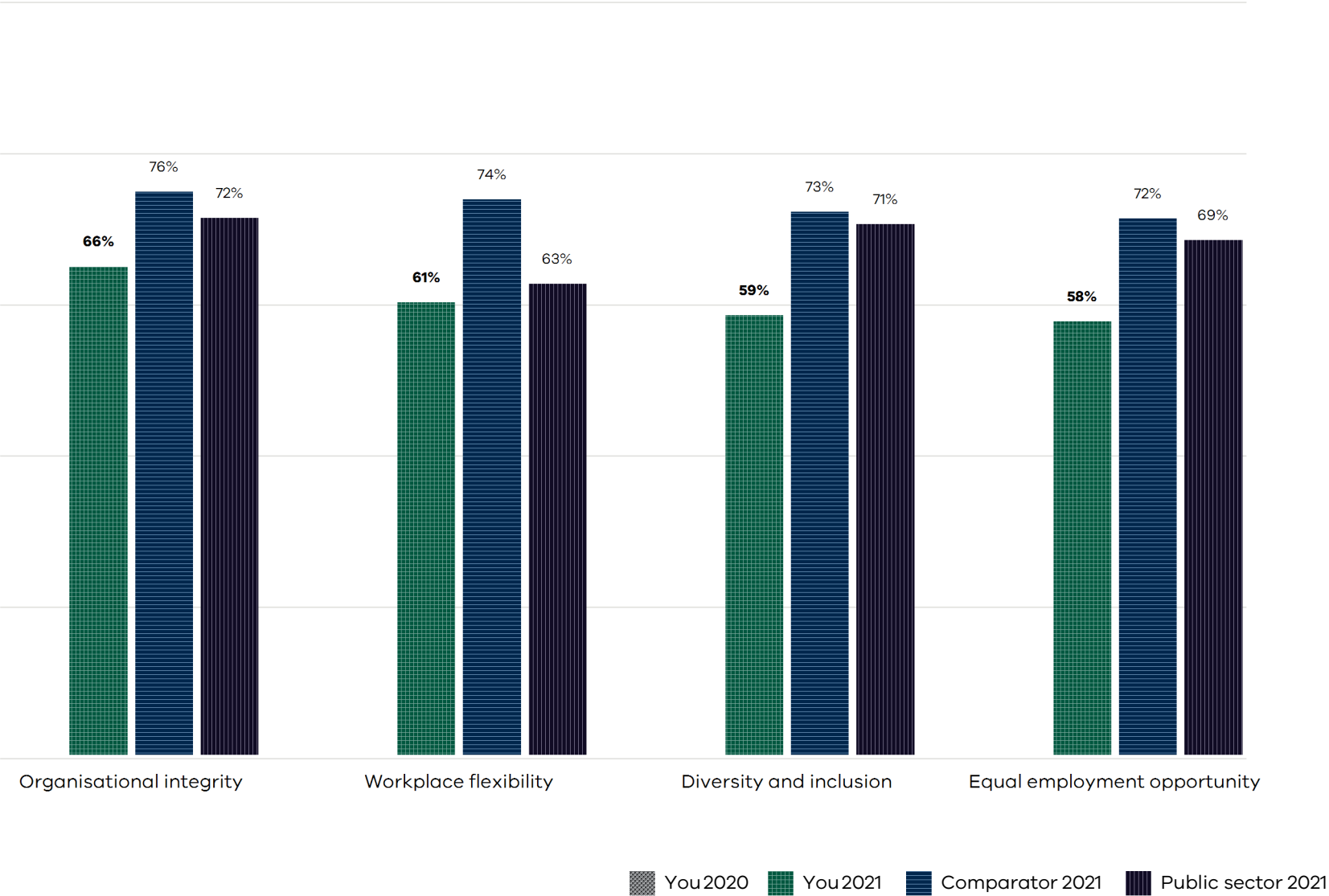
Example

In 2021:

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

Compared to:

- 76% of staff at your comparator and 72% of staff across the public sector.



Organisational climate

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

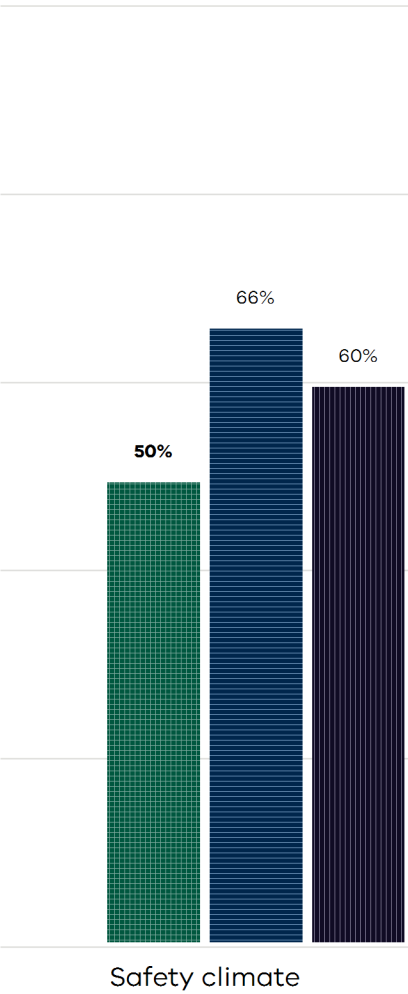
Example

In 2021:

- 50% of your staff who did the survey responded positively to questions about Safety climate.

Compared to:

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



You2020 You2021 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.

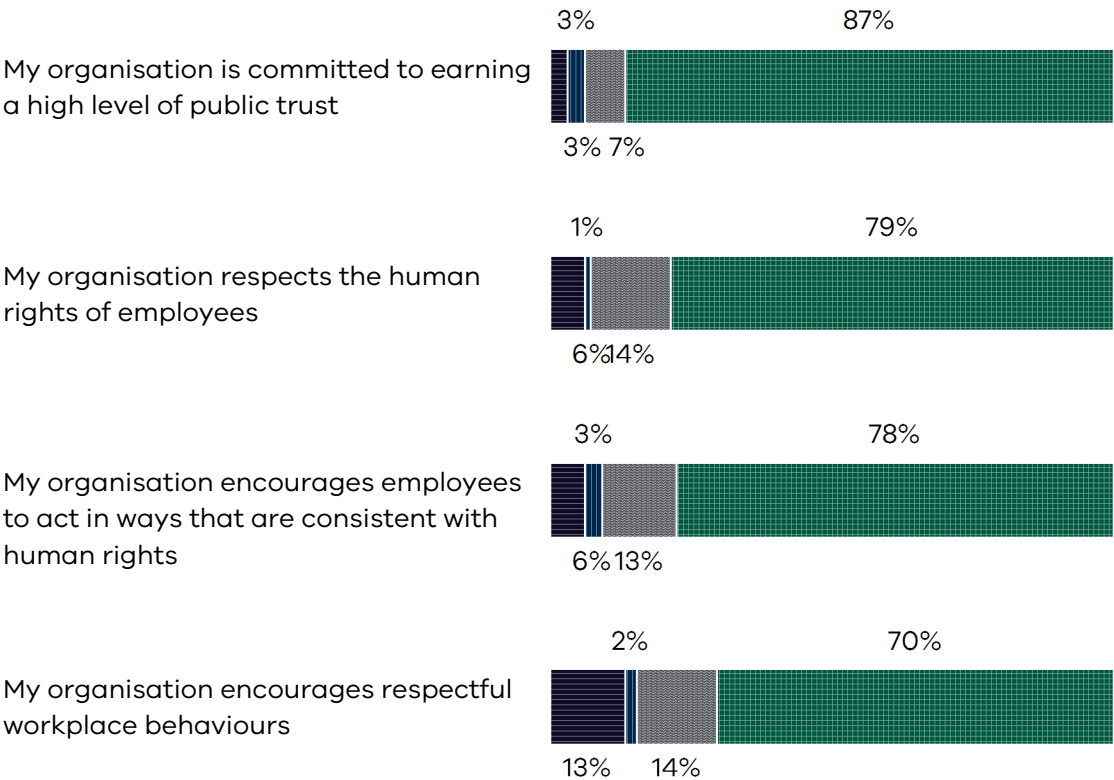
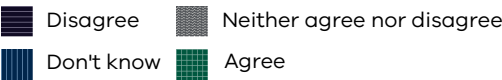
Example

87% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	87 %	48 %	83 %	100 %
Not asked	79 %	63 %	83 %	100 %
Not asked	78 %	59 %	82 %	100 %
Not asked	70 %	63 %	85 %	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.

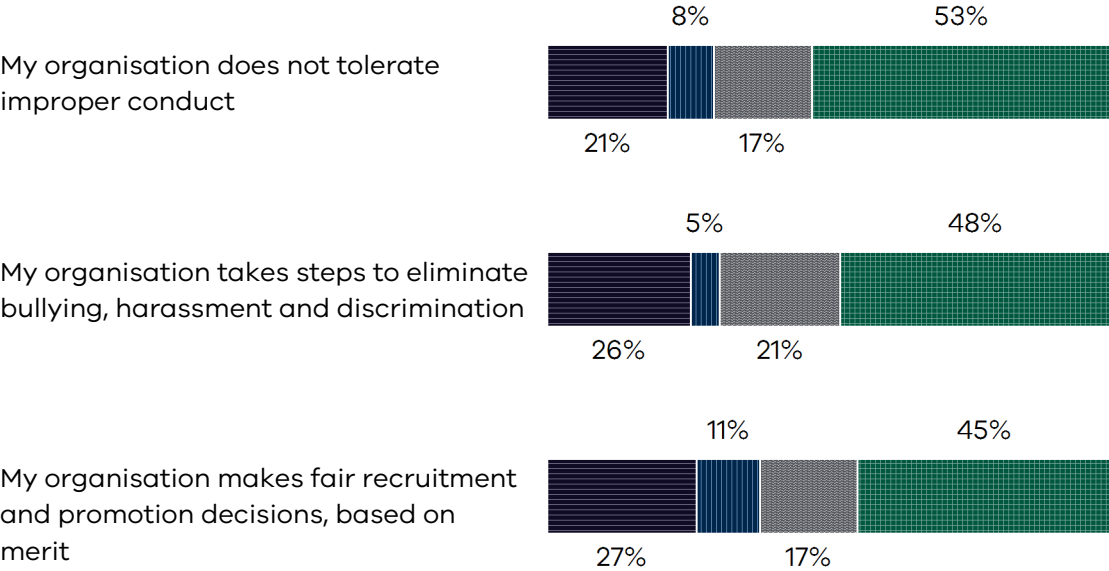
Example

53% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	53 %	40 %	71 %	100 %
Not asked	48 %	43 %	67 %	100 %
Not asked	45 %	27 %	57 %	94 %

Organisational climate

Workplace flexibility 1 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

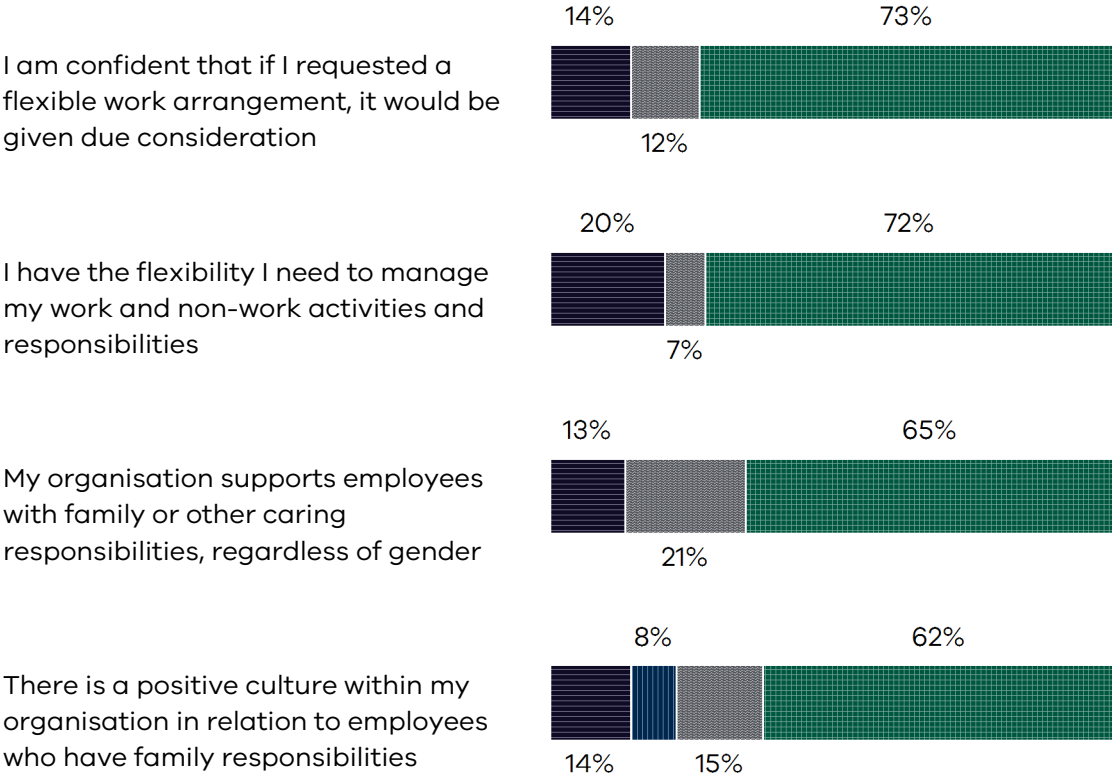
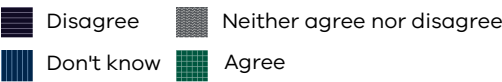
Example

73% 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



You		Comparator		
2020	2021	Lowest	Average	Highest
85 %	73 %	61 %	81 %	98 %
Not asked	72 %	61 %	80 %	96 %
Not asked	65 %	63 %	82 %	100 %
Not asked	62 %	55 %	75 %	96 %

Organisational climate

Workplace flexibility 2 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

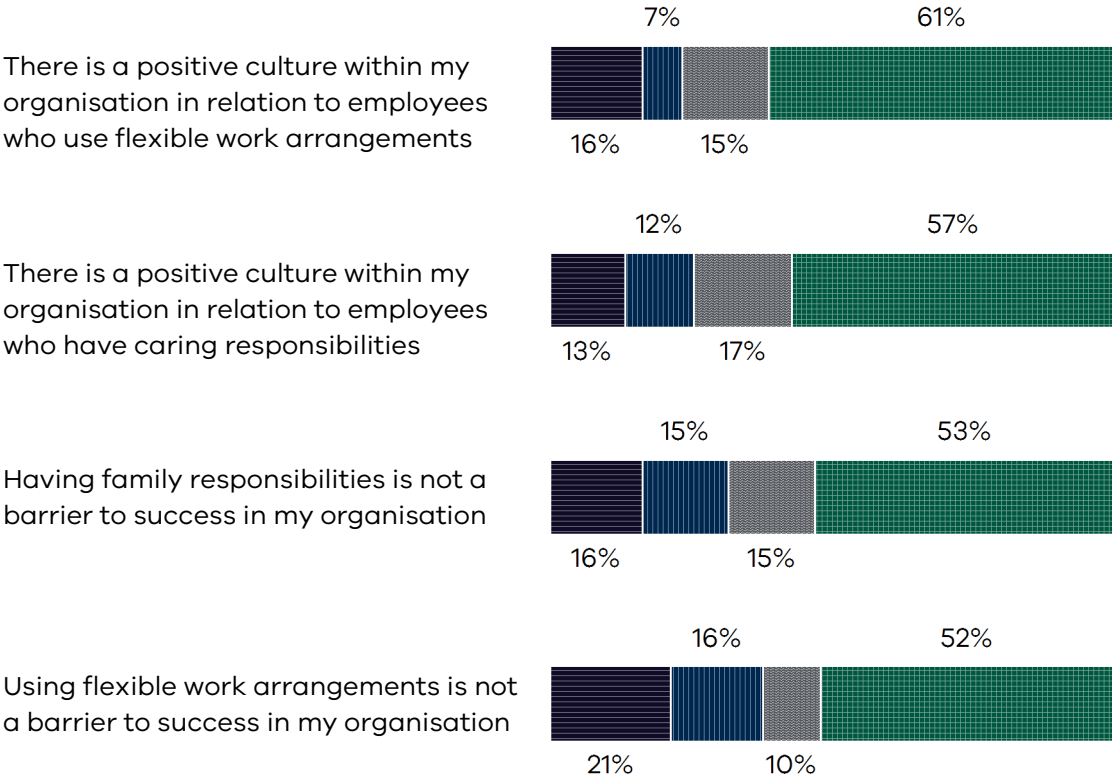
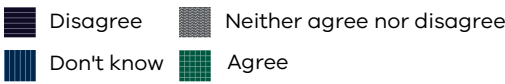
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

61% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who use flexible work arrangements'.

Survey question

Your results



Benchmark agree results

You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	61 %	51 %	72 %	96 %
Not asked	57 %	52 %	73 %	91 %
Not asked	53 %	52 %	71 %	94 %
Not asked	52 %	50 %	69 %	89 %

Organisational climate

Workplace flexibility 3 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

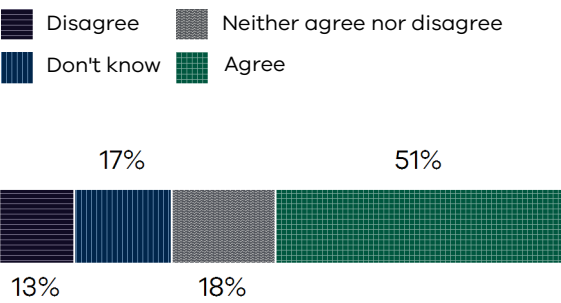
Example

51% of your staff who did the survey agreed or strongly agreed with 'Having caring responsibilities is not a barrier to success in my organisation'.

Survey question

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

Your results



Benchmark agree results

You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	51 %	51 %	68 %	88 %

Organisational climate

Workplace flexibility 4 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

The table shows you what flexible work arrangements staff use.

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

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

Example

39% 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	39%	35%	38%
Flexible start and finish times	35%	29%	23%
Working from an alternative location (e.g. home, hub/shared work space)	27%	42%	24%
Part-time	17%	10%	19%
Working more hours over fewer days	8%	5%	6%
Purchased leave	3%	2%	2%
Using leave to work flexible hours	2%	6%	8%
Study leave	2%	2%	4%
Other	1%	2%	2%

Organisational climate

Equal employment opportunity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

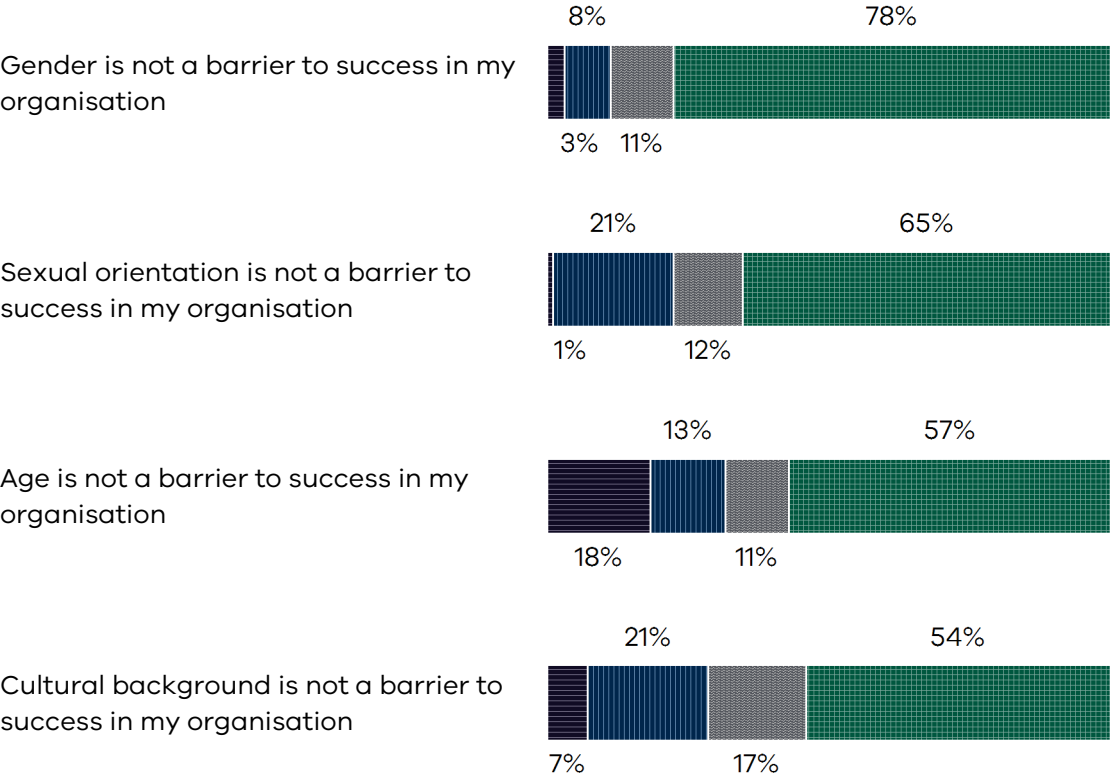
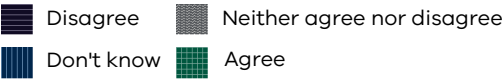
Example

78% of your staff who did the survey agreed or strongly agreed with 'Gender is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	78 %	52 %	79 %	100 %
Not asked	65 %	58 %	78 %	97 %
Not asked	57 %	47 %	71 %	96 %
Not asked	54 %	57 %	75 %	97 %

Organisational climate

Equal employment opportunity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

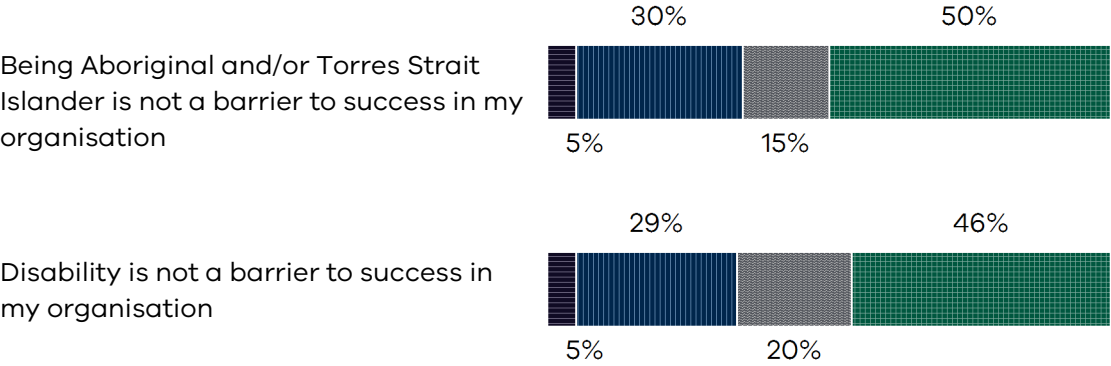
Example

50% of your staff who did the survey agreed or strongly agreed with 'Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	50 %	48 %	66 %	95 %
Not asked	46 %	40 %	63 %	92 %

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.

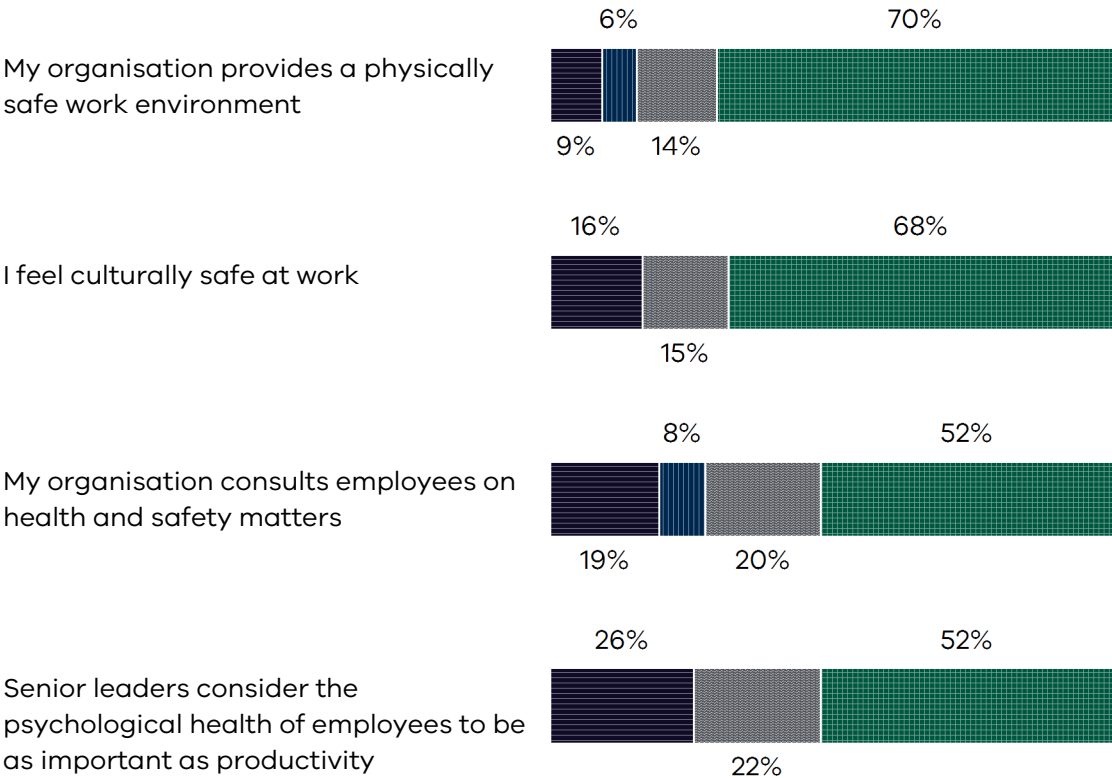
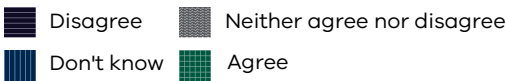
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

70% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Survey question

Your results



Benchmark agree results

You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	70 %	61 %	88 %	100 %
Not asked	68 %	64 %	81 %	97 %
Not asked	52 %	56 %	75 %	96 %
60 %	52 %	40 %	60 %	94 %

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

44% of your staff who did the survey agreed or strongly agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

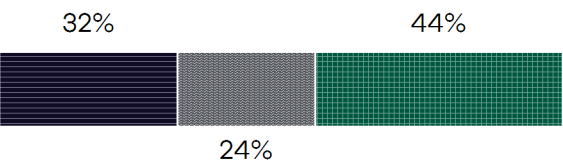
Survey question

Your results

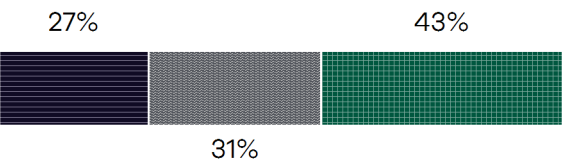
Benchmark agree results



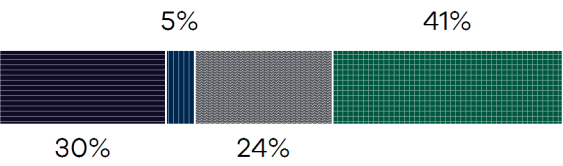
Senior leaders show support for stress prevention through involvement and commitment



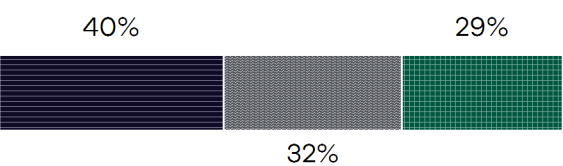
In my workplace, there is good communication about psychological safety issues that affect me



My organisation has effective procedures in place to support employees who may experience stress



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



You		Comparator		
2020	2021	Lowest	Average	Highest
57 %	44 %	37 %	58 %	94 %
47 %	43 %	30 %	59 %	89 %
40 %	41 %	43 %	62 %	89 %
33 %	29 %	27 %	47 %	75 %

Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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

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

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

How to interpret your score

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

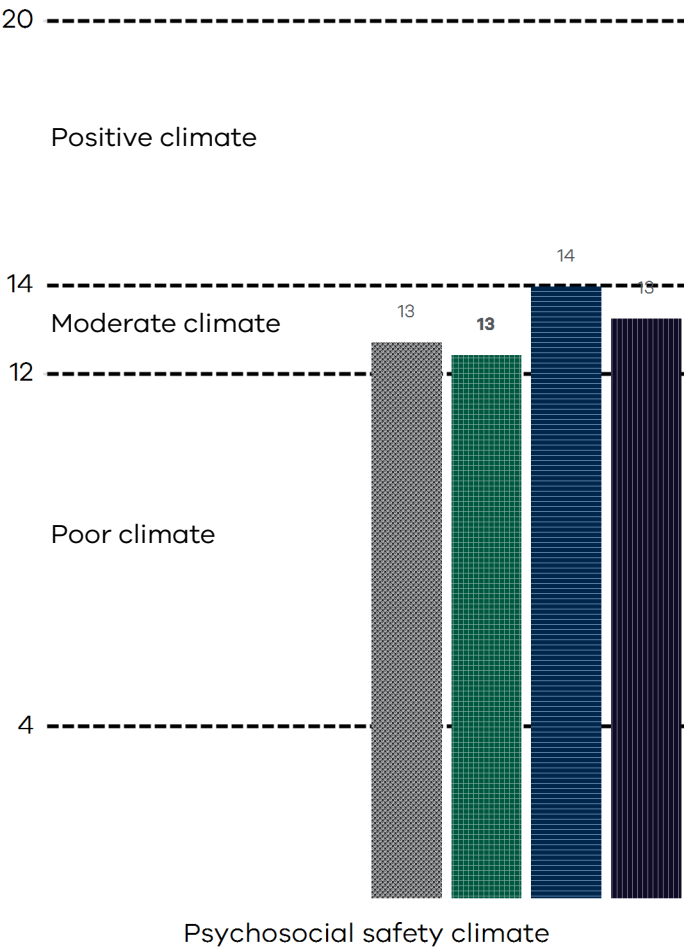
A score of:

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

Adverse outcomes can include:

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

Benchmark results



You 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.

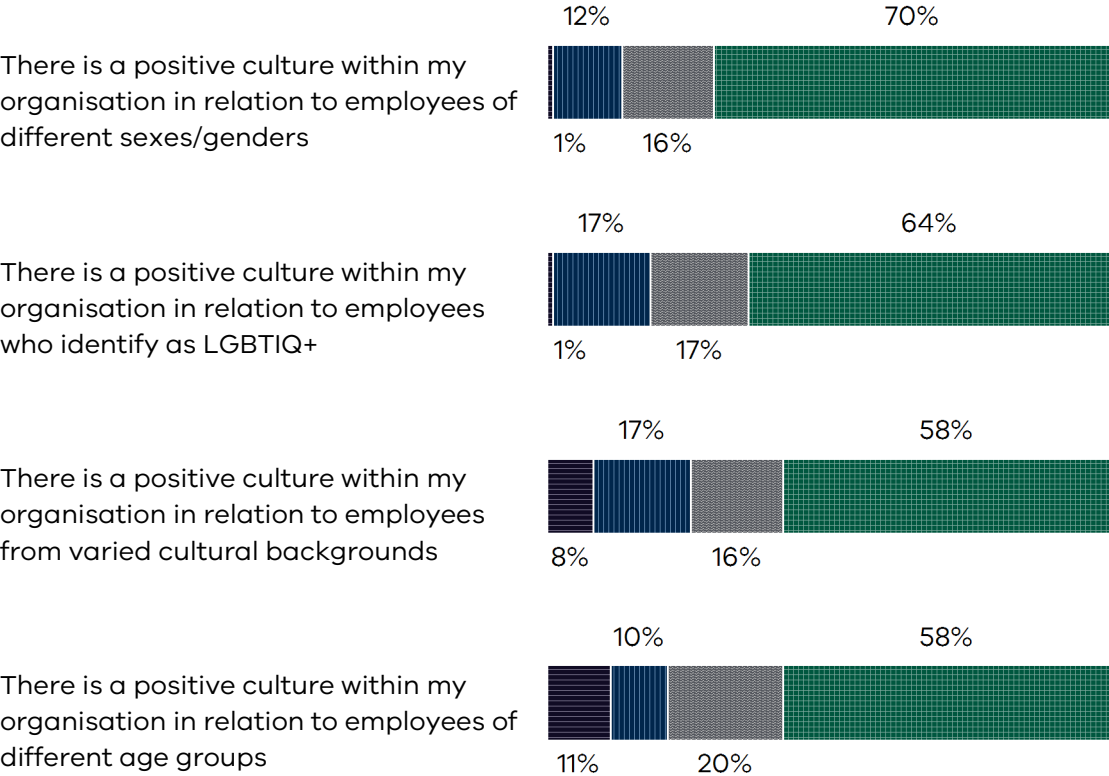
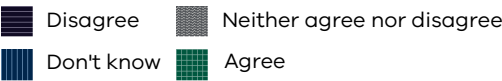
Example

70% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees of different sexes/genders’.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	70 %	57 %	81 %	97 %
Not asked	64 %	51 %	75 %	96 %
Not asked	58 %	60 %	79 %	95 %
Not asked	58 %	51 %	74 %	97 %

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.

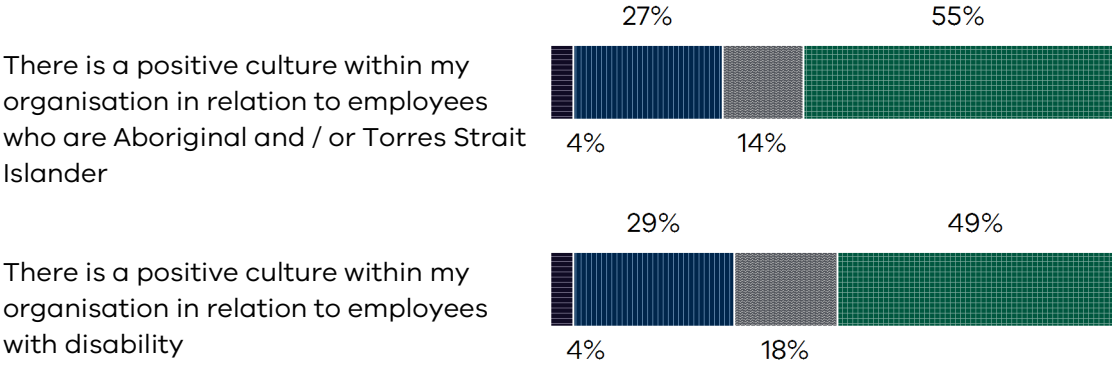
Example

55% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander’.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	55 %	35 %	67 %	96 %
Not asked	49 %	37 %	61 %	92 %

Organisational climate

Gender equality supporting measures

What this is

These are new questions to support Workplace Gender Audits, in addition to existing People matter survey questions on gender equality.

Your excel files show all of the questions you can use in your workplace gender audits.

Why this is important

Under the [Gender Equality Act 2020](#), organisations have obligations to promote gender equality in the workplace.

How to read this

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

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

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

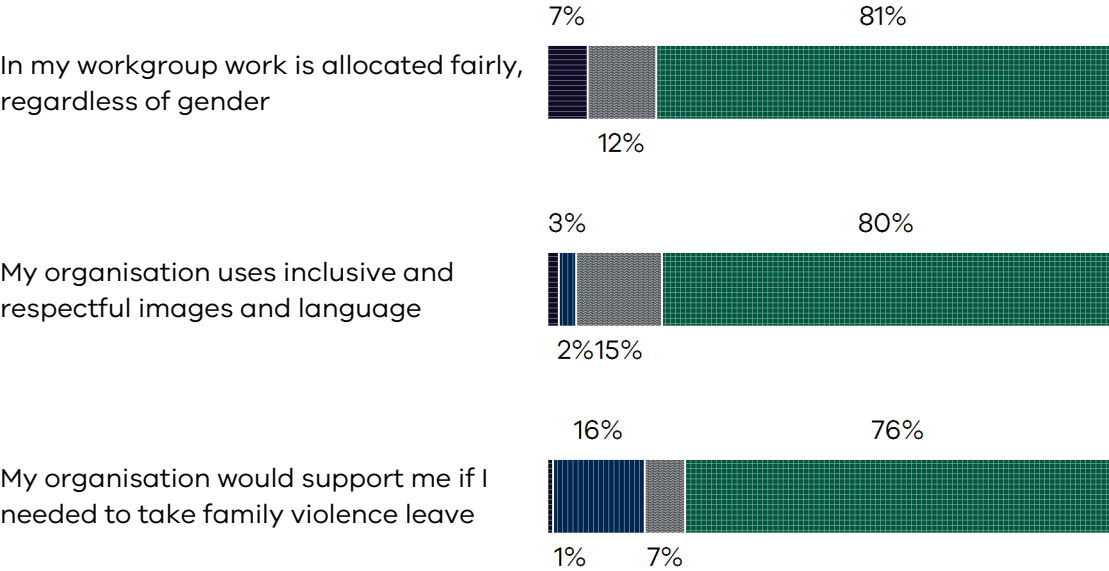
Example

81% of your staff who did the survey agreed or strongly agreed with 'In my workgroup work is allocated fairly, regardless of gender'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	81 %	74 %	85 %	96 %
Not asked	80 %	60 %	85 %	100 %
Not asked	76 %	54 %	79 %	100 %

People matter

survey 2021

Have your say

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

Workgroup climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

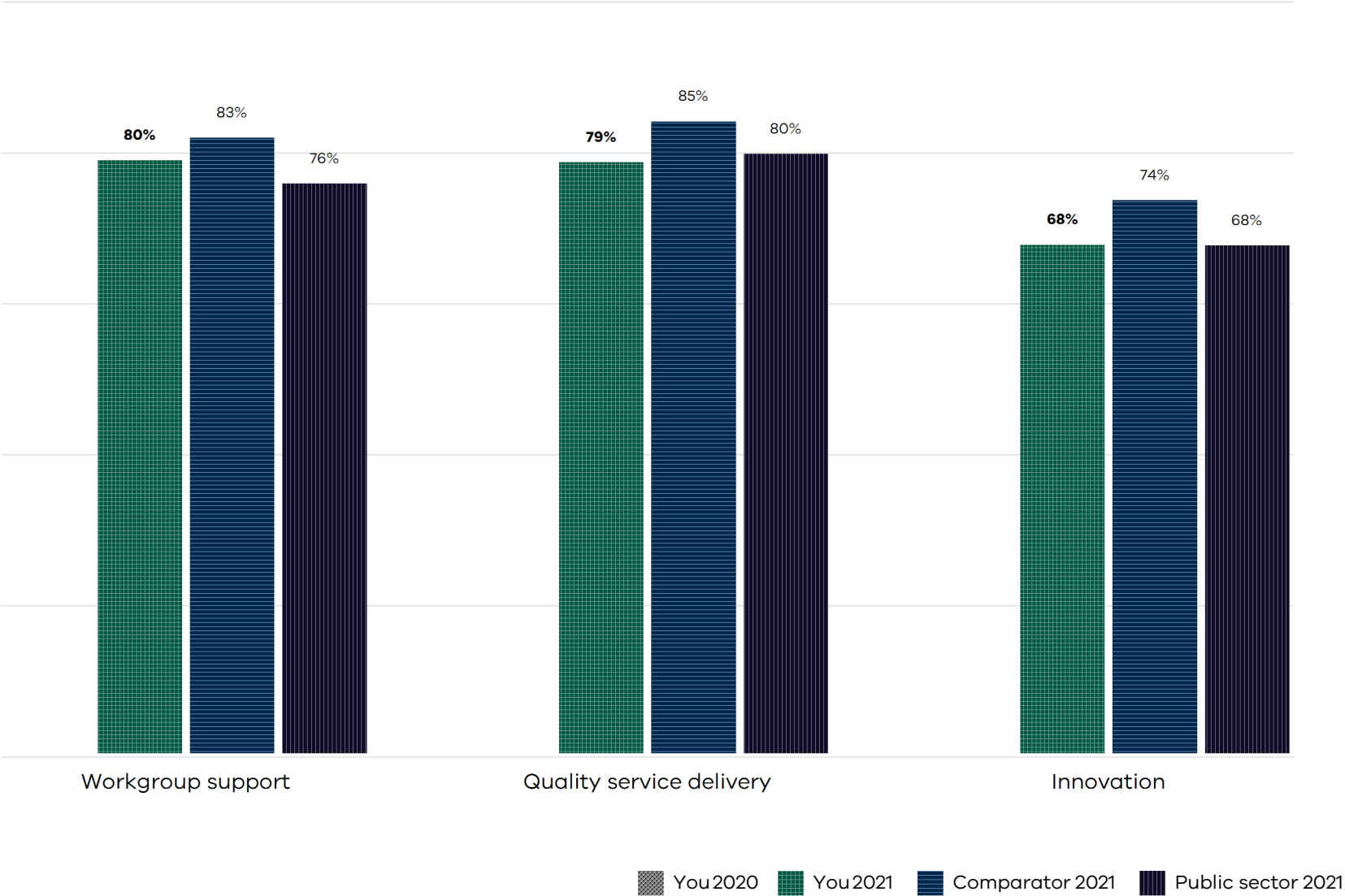
Example

In 2021:

- 80% of your staff who did the survey responded positively to questions about .

Compared to:

- 83% of staff at your comparator and 76% of staff across the public sector.



Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

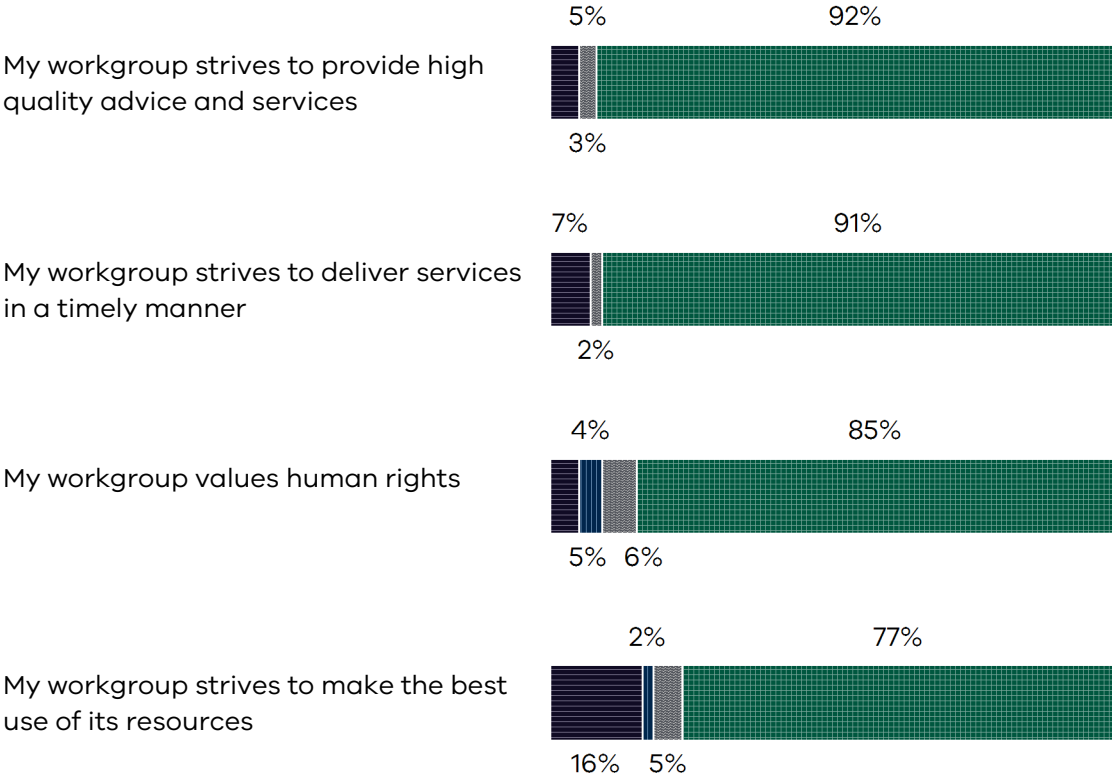
Example

92% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	92 %	78 %	92 %	100 %
Not asked	91 %	70 %	91 %	100 %
Not asked	85 %	75 %	88 %	100 %
Not asked	77 %	68 %	81 %	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.

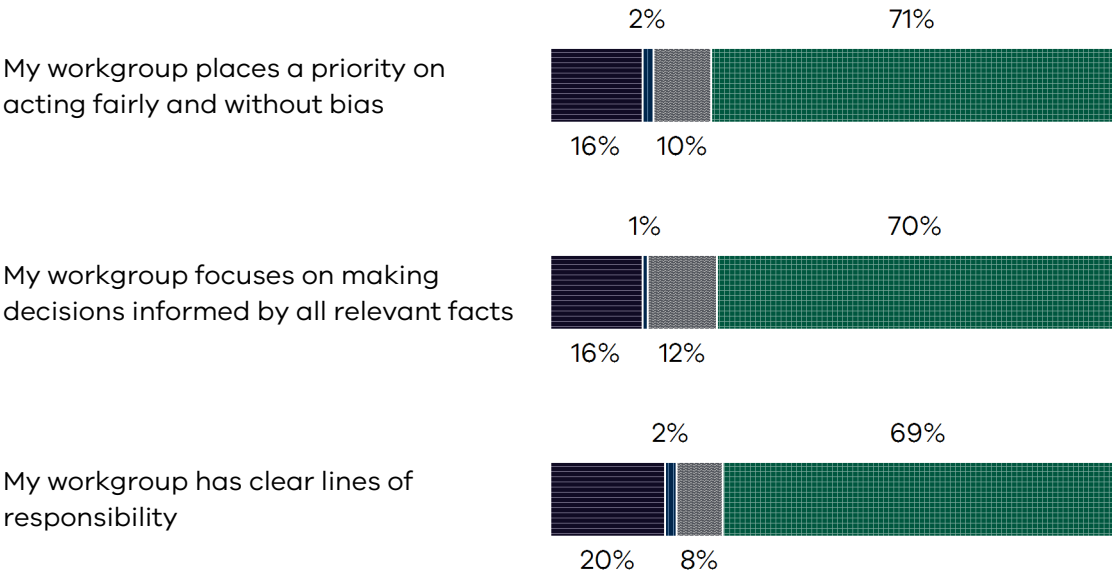
Example

71% of your staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	71 %	68 %	82 %	97 %
Not asked	70 %	63 %	80 %	96 %
Not asked	69 %	65 %	78 %	94 %

Workgroup climate

Innovation 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

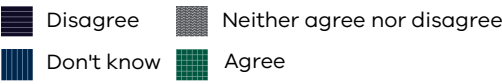
Example

82% 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



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	82 %	73 %	89 %	100 %
Not asked	76 %	64 %	76 %	96 %
Not asked	65 %	59 %	74 %	96 %
Not asked	60 %	46 %	66 %	81 %

Workgroup climate

Innovation 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

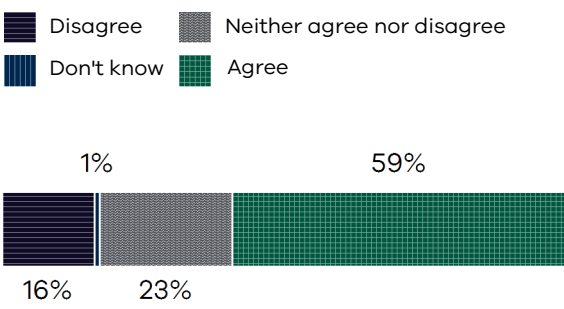
Example

59% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.

Survey question

My workgroup encourages employee creativity

Your results



Benchmark agree results

You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	59 %	50 %	67 %	95 %

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.

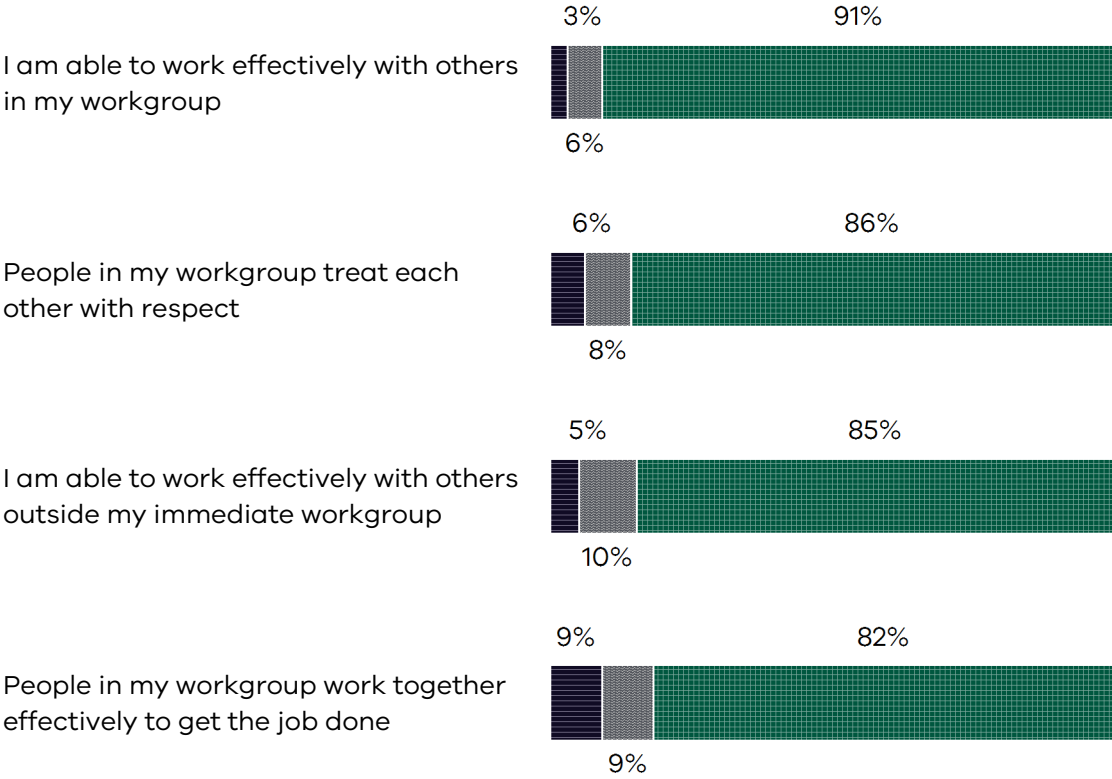
Example

91% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others in my workgroup'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
85 %	91 %	83 %	92 %	100 %
88 %	86 %	73 %	90 %	100 %
83 %	85 %	75 %	88 %	97 %
74 %	82 %	71 %	87 %	96 %

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.

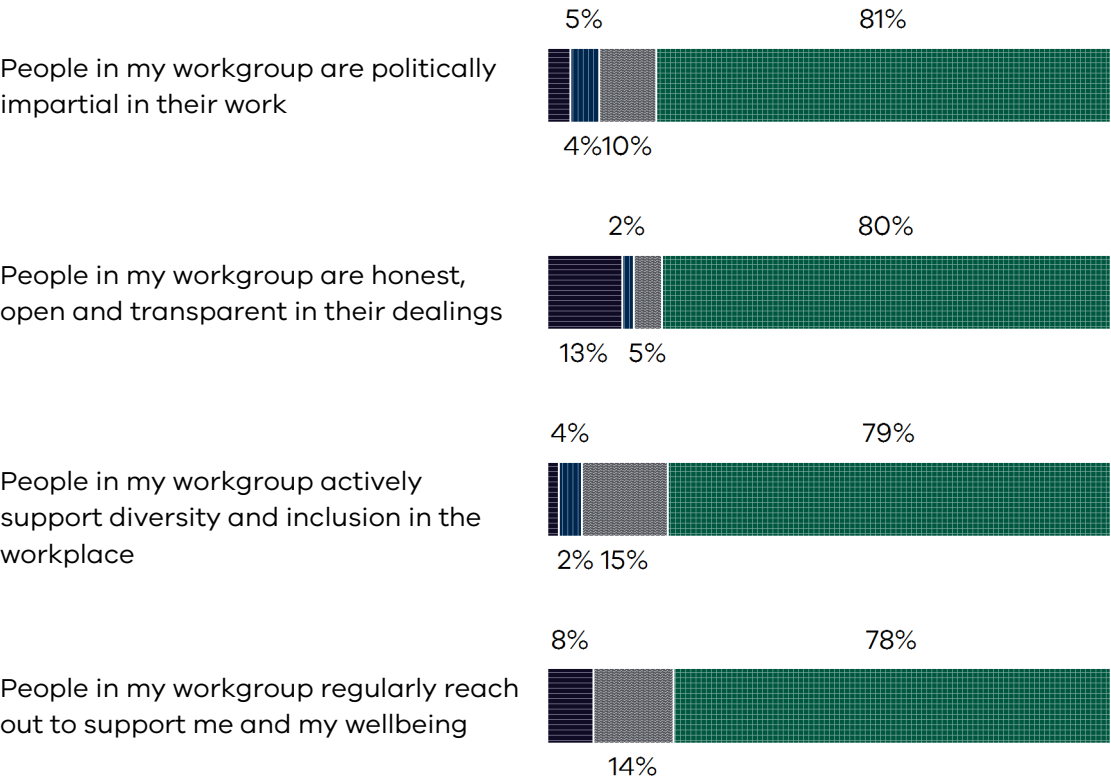
Example

81% 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



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	81 %	63 %	82 %	97 %
Not asked	80 %	65 %	81 %	97 %
Not asked	79 %	68 %	87 %	100 %
65 %	78 %	59 %	77 %	96 %

Workgroup climate

Workgroup support 3 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

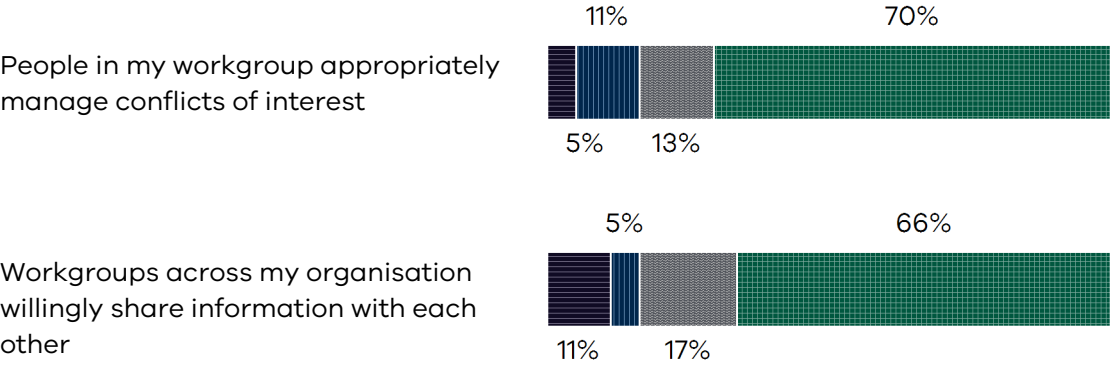
Example

70% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	70 %	56 %	79 %	100 %
58 %	66 %	37 %	62 %	87 %

People matter

survey 2021

Have your say

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

Job and manager factors

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

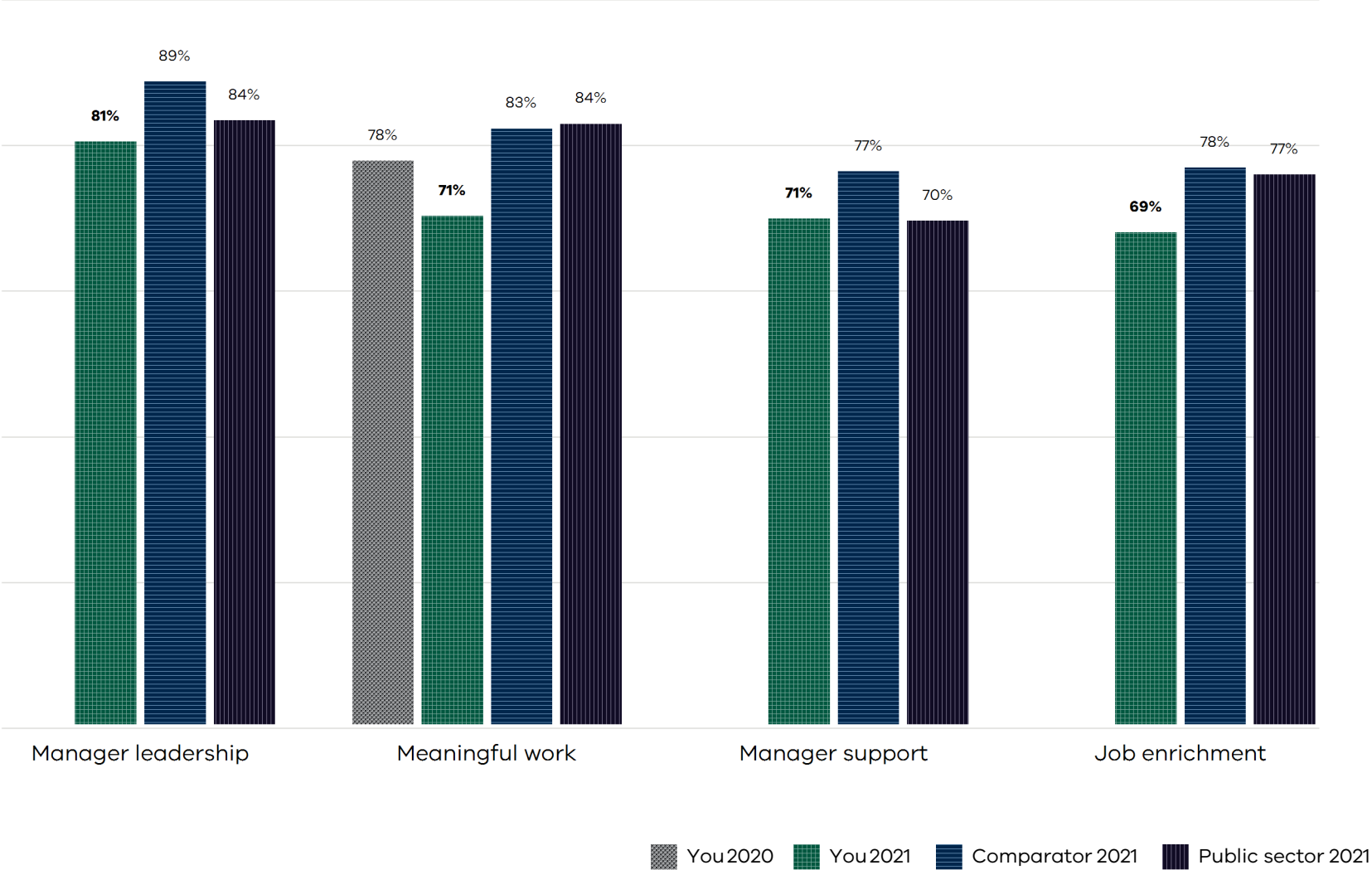
Example

In 2021:

- 81% 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.



Job and manager factors

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

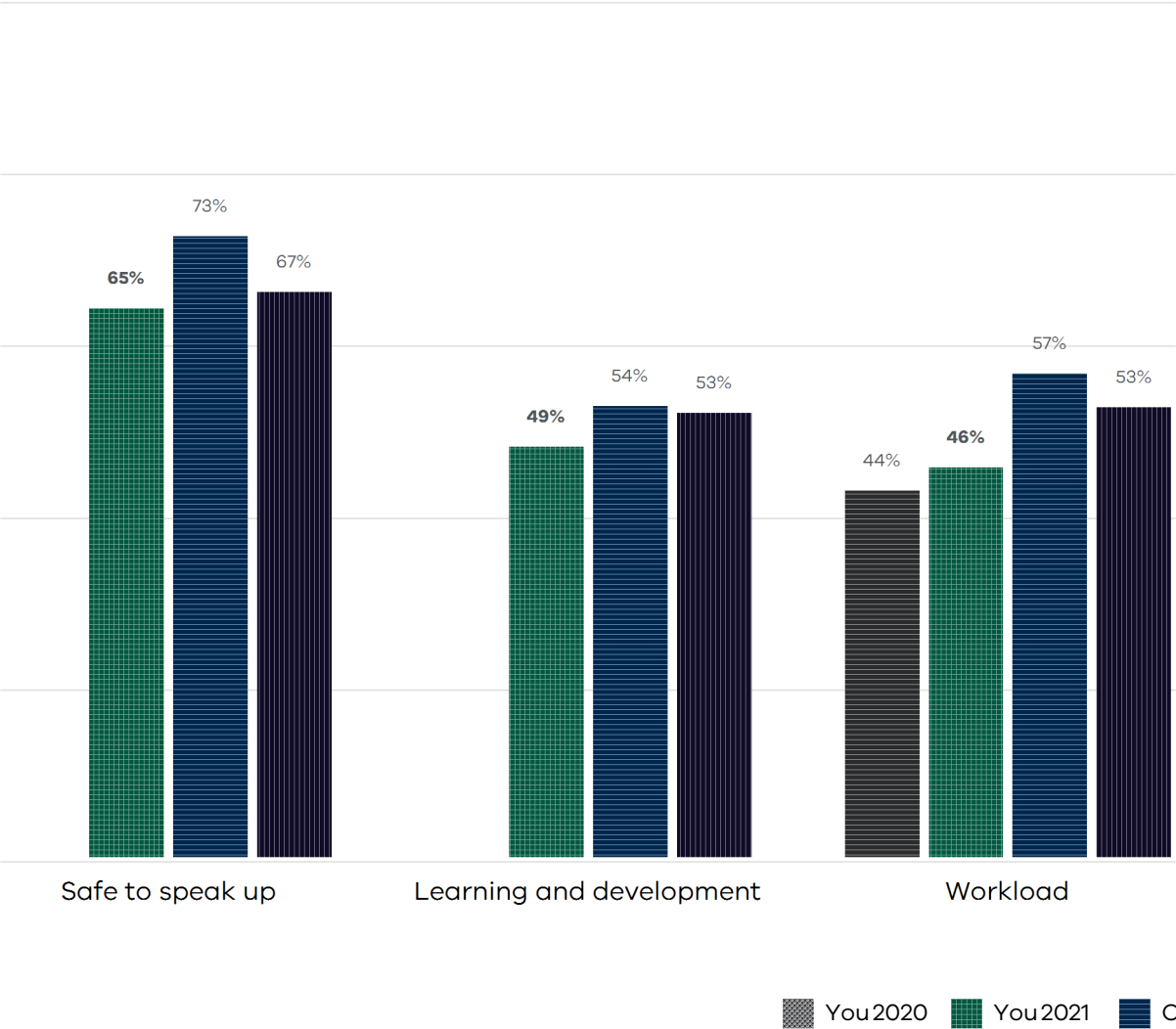
Example

In 2021:

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

Compared to:

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



Job and manager factors

Manager leadership 1 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

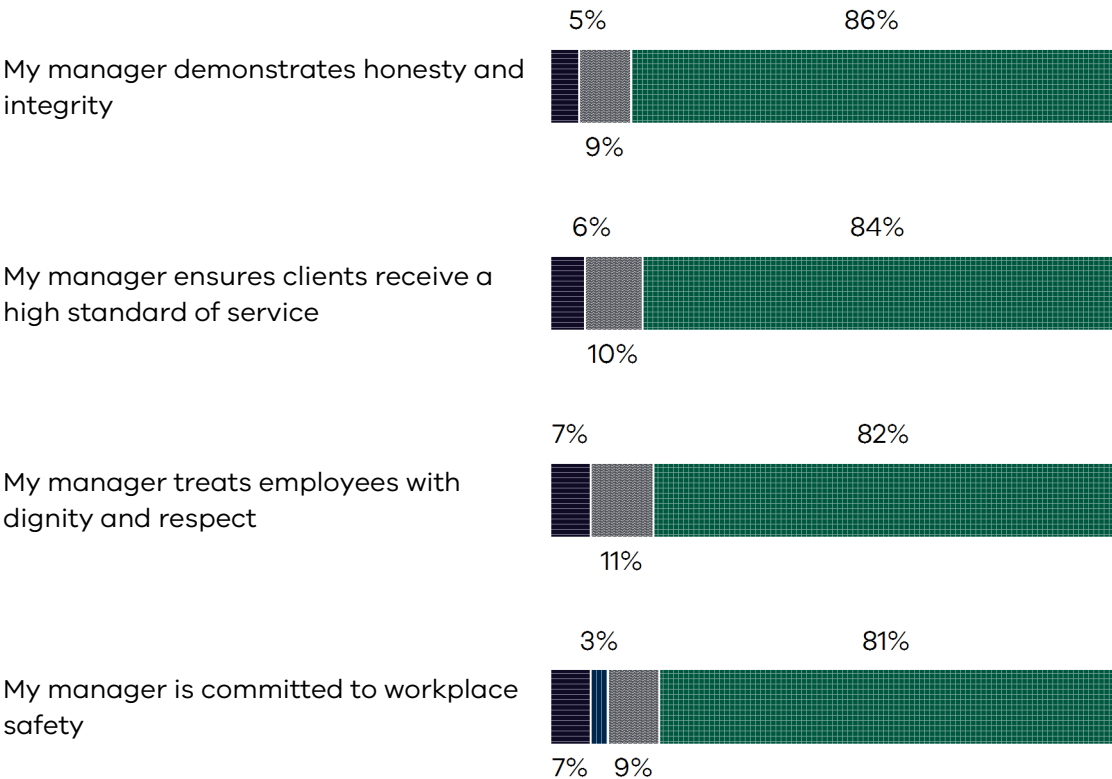
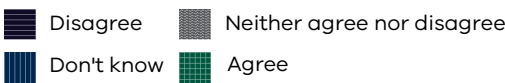
Example

86% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	86 %	70 %	89 %	100 %
Not asked	84 %	76 %	90 %	100 %
Not asked	82 %	79 %	90 %	100 %
Not asked	81 %	77 %	90 %	100 %

Job and manager factors

Manager leadership 2 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

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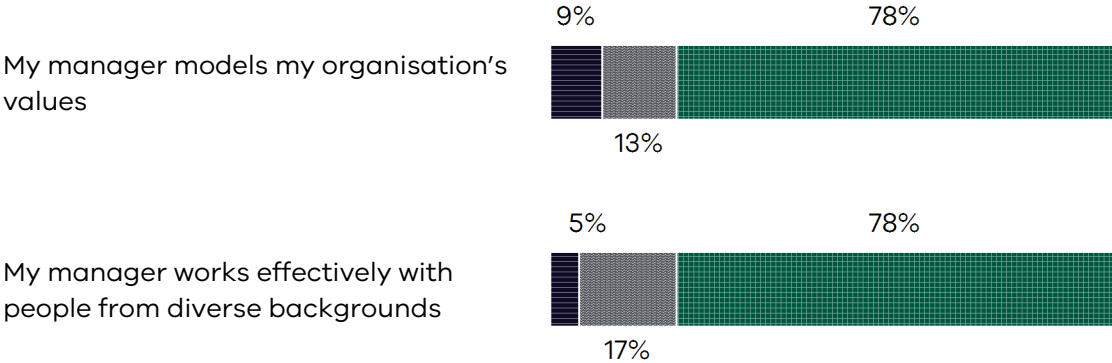
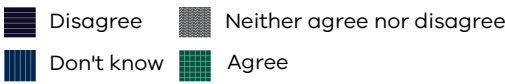
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

78% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question

Your results



Benchmark agree results

You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	78 %	67 %	86 %	100 %
Not asked	78 %	81 %	91 %	100 %

Job and manager factors

Manager support 1 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

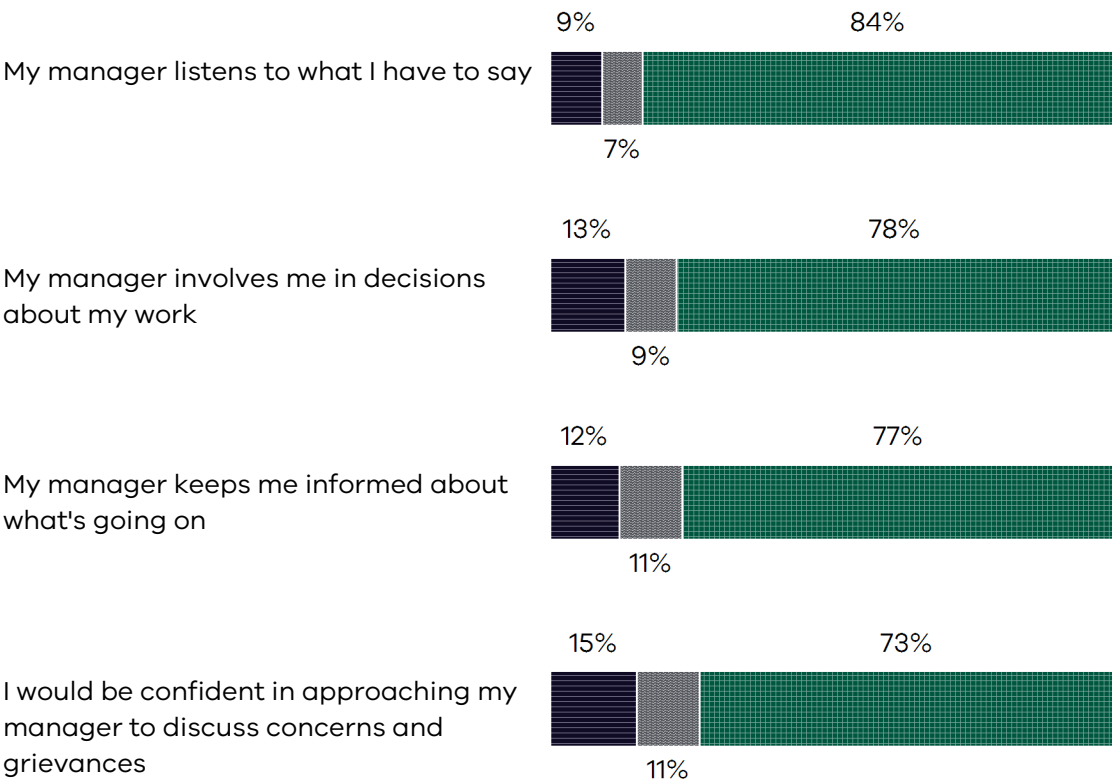
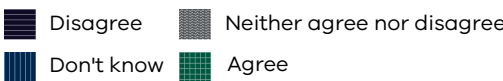
Example

84% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
86 %	84 %	78 %	88 %	97 %
81 %	78 %	67 %	83 %	100 %
78 %	77 %	67 %	81 %	100 %
Not asked	73 %	74 %	84 %	100 %

Job and manager factors

Manager support 2 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

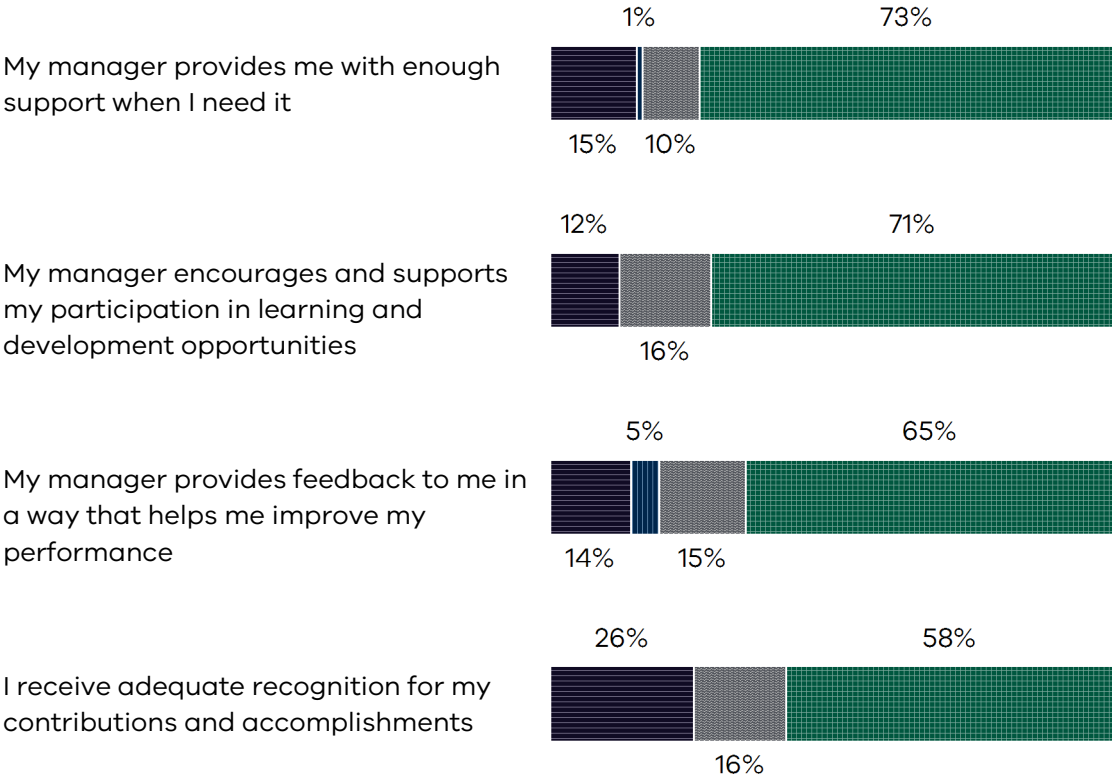
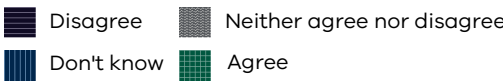
Example

73% of your staff who did the survey agreed or strongly agreed with 'My manager provides me with enough support when I need it'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
76 %	73 %	67 %	81 %	96 %
Not asked	71 %	59 %	80 %	96 %
67 %	65 %	52 %	73 %	94 %
Not asked	58 %	46 %	64 %	90 %

Job and manager factors

Manager support 3 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

Example

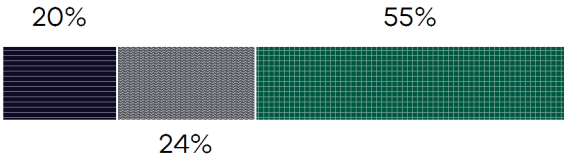
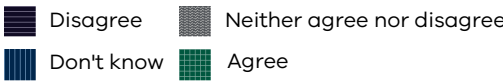
55% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

Survey question

Your results

Benchmark agree results

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



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	55 %	32 %	60 %	92 %

Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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

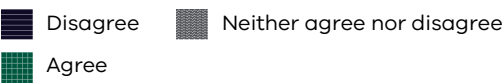
Example

49% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

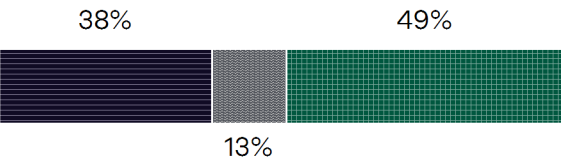
Survey question

Your results

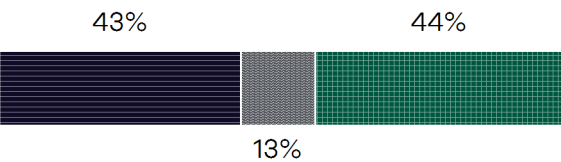
Benchmark agree results



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



I have enough time to do my job effectively



You		Comparator		
2020	2021	Lowest	Average	Highest
50 %	49 %	39 %	59 %	85 %
38 %	44 %	42 %	56 %	89 %

Job and manager factors

Learning and development 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

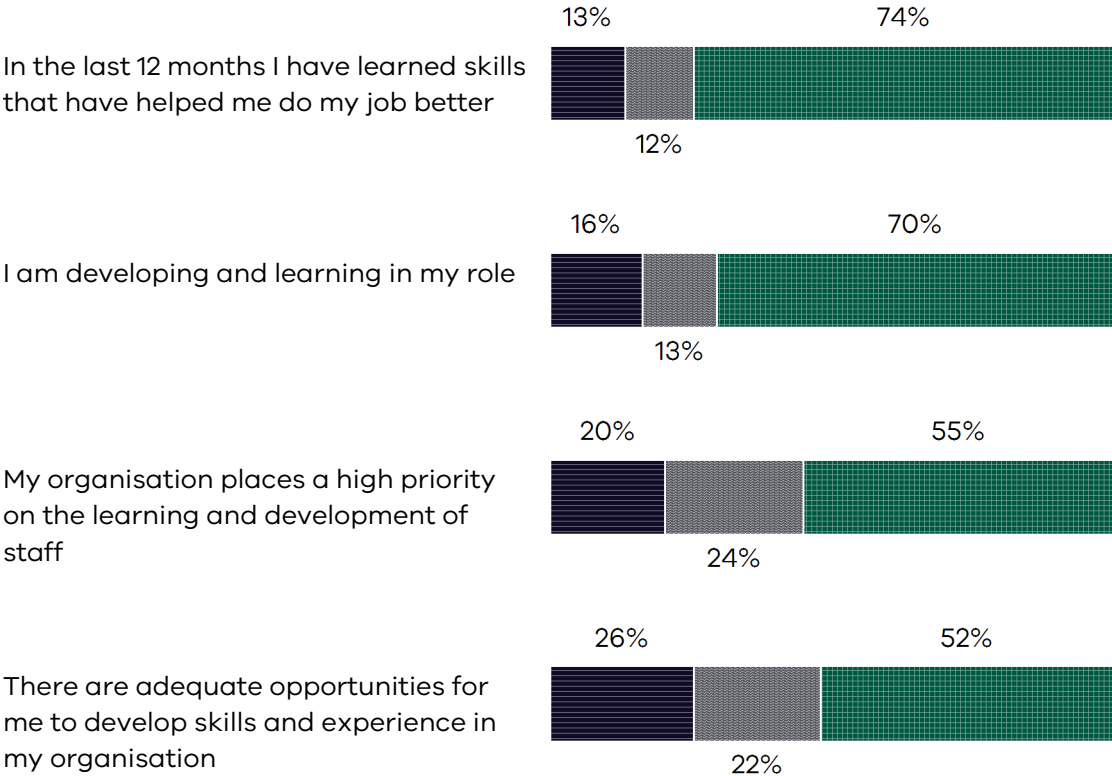
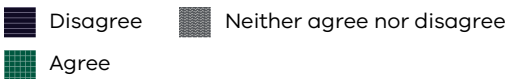
Example

74% of your staff who did the survey agreed or strongly agreed with 'In the last 12 months I have learned skills that have helped me do my job better'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	74 %	49 %	72 %	93 %
Not asked	70 %	50 %	72 %	96 %
Not asked	55 %	34 %	60 %	93 %
Not asked	52 %	35 %	58 %	83 %

Job and manager factors

Learning and development 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

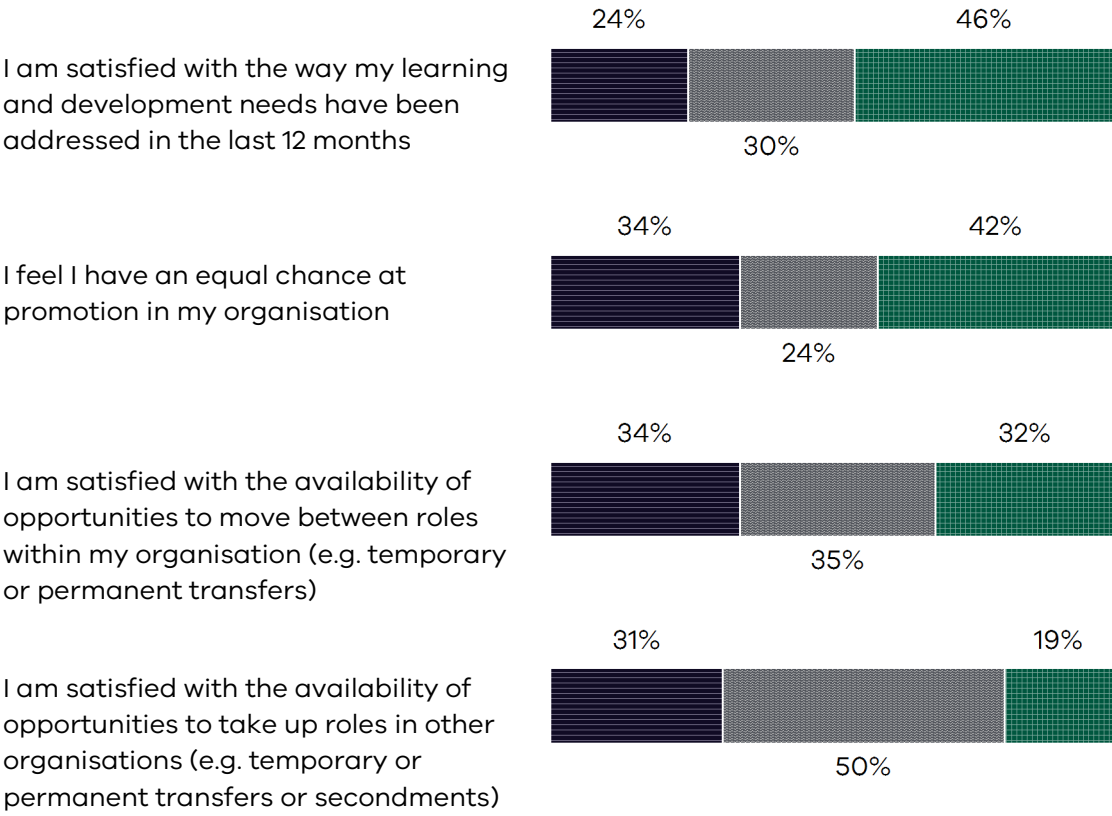
Example

46% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	46 %	36 %	56 %	88 %
Not asked	42 %	20 %	44 %	78 %
Not asked	32 %	19 %	37 %	57 %
Not asked	19 %	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.

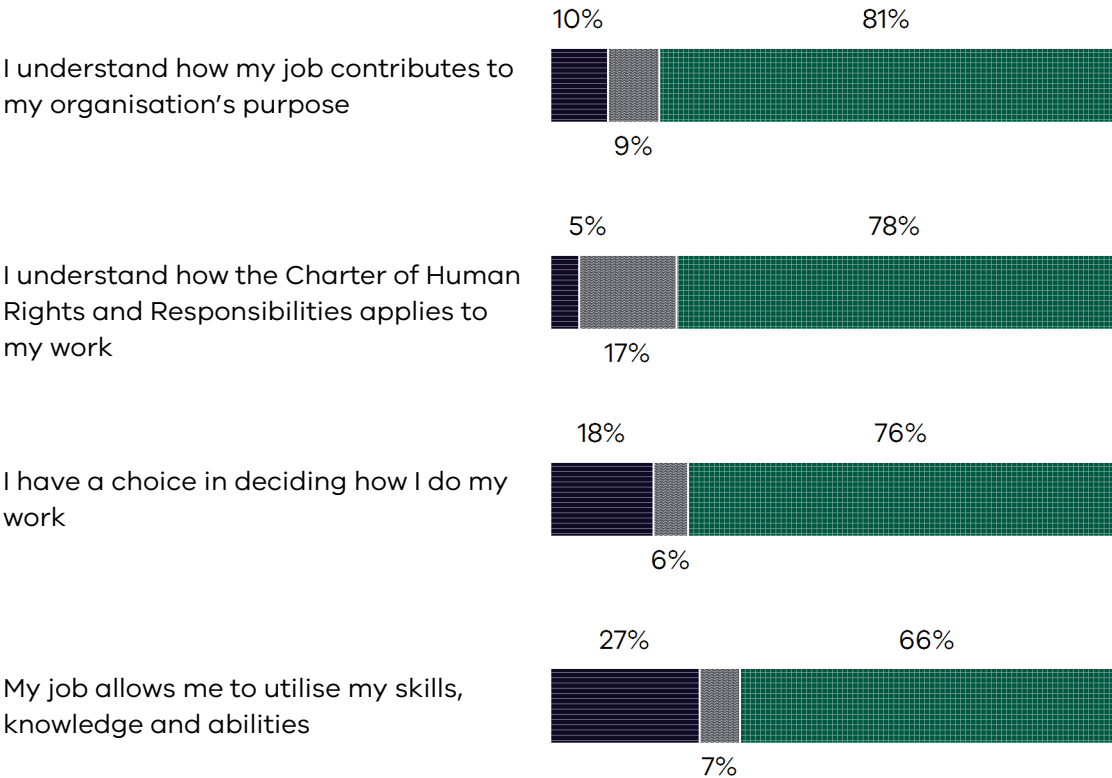
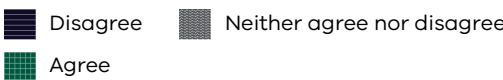
Example

81% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
79 %	81 %	82 %	91 %	100 %
Not asked	78 %	54 %	73 %	100 %
60 %	76 %	60 %	78 %	100 %
72 %	66 %	59 %	81 %	100 %

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.

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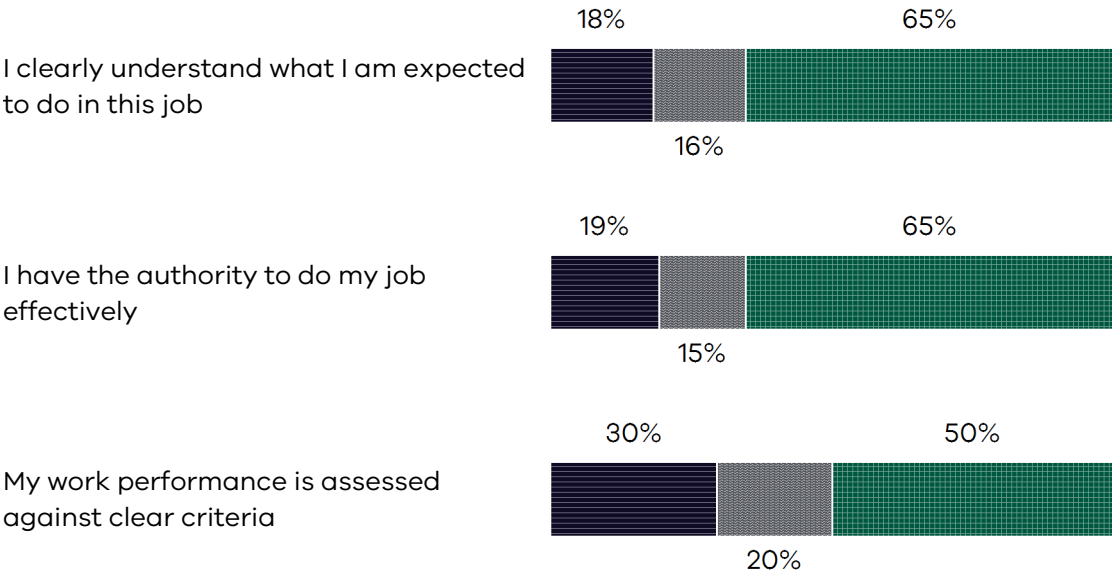
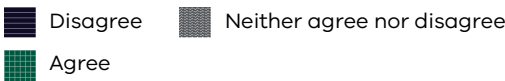
Example

65% of your staff who did the survey agreed or strongly agreed with 'I clearly understand what I am expected to do in this job'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
67 %	65 %	55 %	81 %	97 %
Not asked	65 %	57 %	76 %	100 %
Not asked	50 %	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.

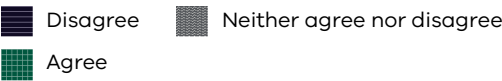
Example

73% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

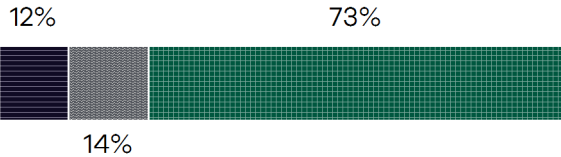
Survey question

Your results

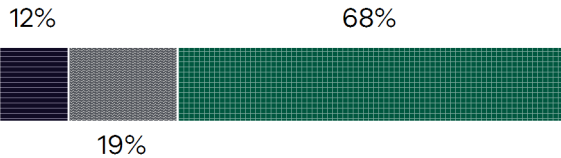
Benchmark agree results



I feel that I can make a worthwhile contribution at work



I am achieving something important through my work



You		Comparator		
2020	2021	Lowest	Average	Highest
78 %	73 %	73 %	85 %	100 %
79 %	68 %	62 %	80 %	100 %

Job and manager factors

Safe to speak up 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

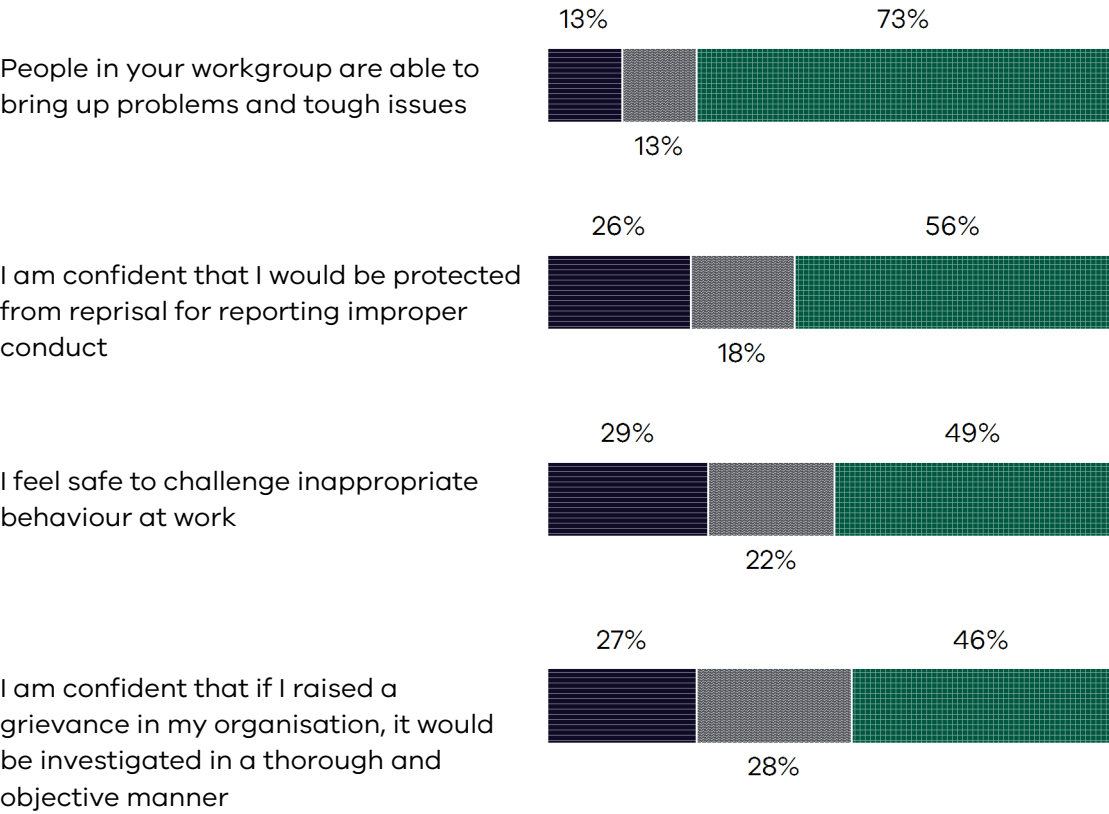
Example

73% of your staff who did the survey agreed or strongly agreed with 'People in your workgroup are able to bring up problems and tough issues'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
65 %	73 %	61 %	78 %	97 %
Not asked	56 %	51 %	69 %	100 %
Not asked	49 %	52 %	68 %	100 %
Not asked	46 %	38 %	63 %	94 %

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.

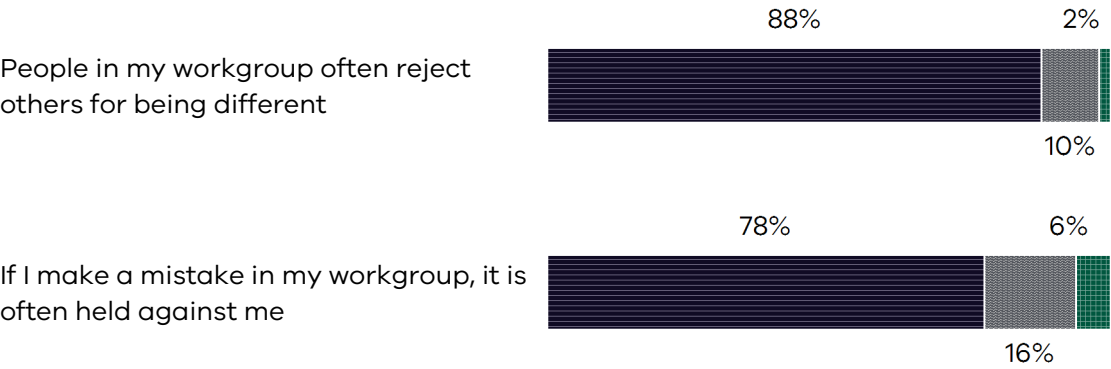
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

88% 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

You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	88 %	75 %	85 %	100 %
Not asked	78 %	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

47% 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	47%	40%	36%
Administrative processes (including leave and HR requirements)	36%	16%	19%
Decision making and authorisation processes	28%	29%	23%
Communication processes	22%	16%	19%
Limited social interactions with the team	22%	15%	11%
Difficulties in separating work from other aspects of my life	18%	13%	10%
Poor work-life balance	18%	12%	12%
Other	16%	11%	13%
Insufficient autonomy	14%	10%	9%
Poor mental health or wellbeing	14%	12%	11%

People matter

survey 2021

Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
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Organisational climate	Workgroup climate	Job and manager factors	Public sector values	Demographics	
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Public sector values

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

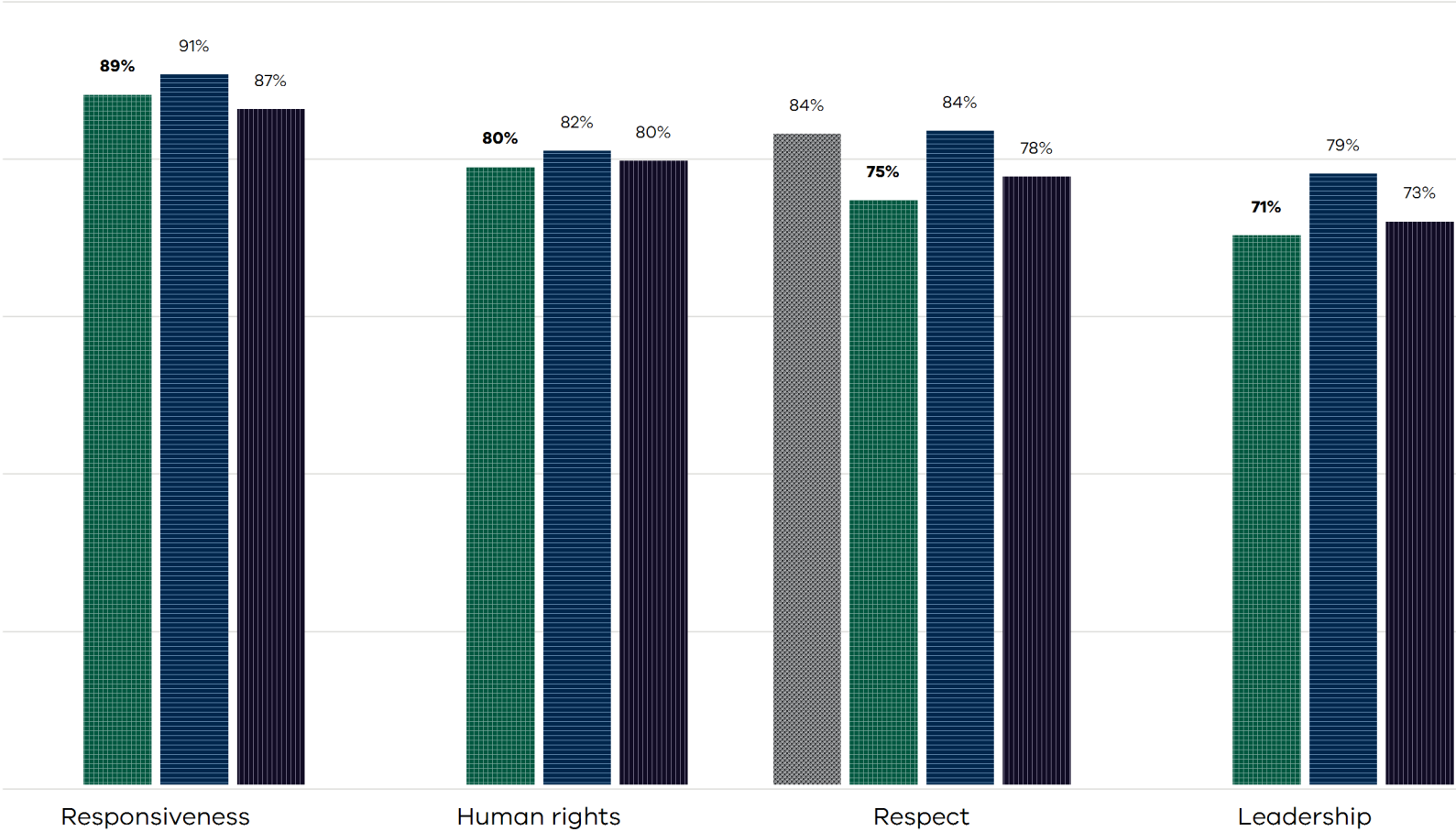
Example

In 2021:

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

Compared to:

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



You2020 You2021 Comparator 2021 Public sector 2021

Public sector values

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

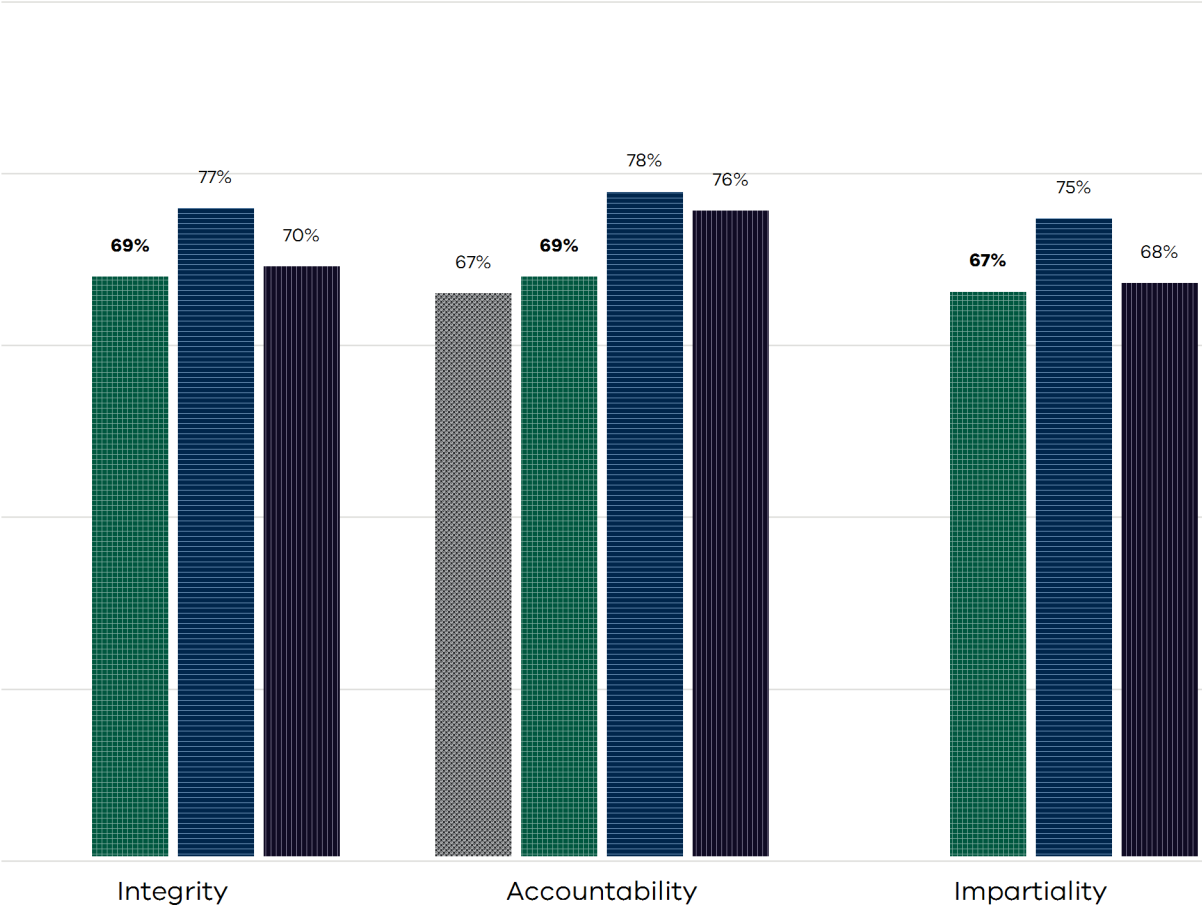
Example

In 2021:

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

Compared to:

- 77% of staff at your comparator and 70% of staff across the public sector.



■ You 2020 ■ You 2021 ■ Comparator 2021 ■ Public sector 2021

Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

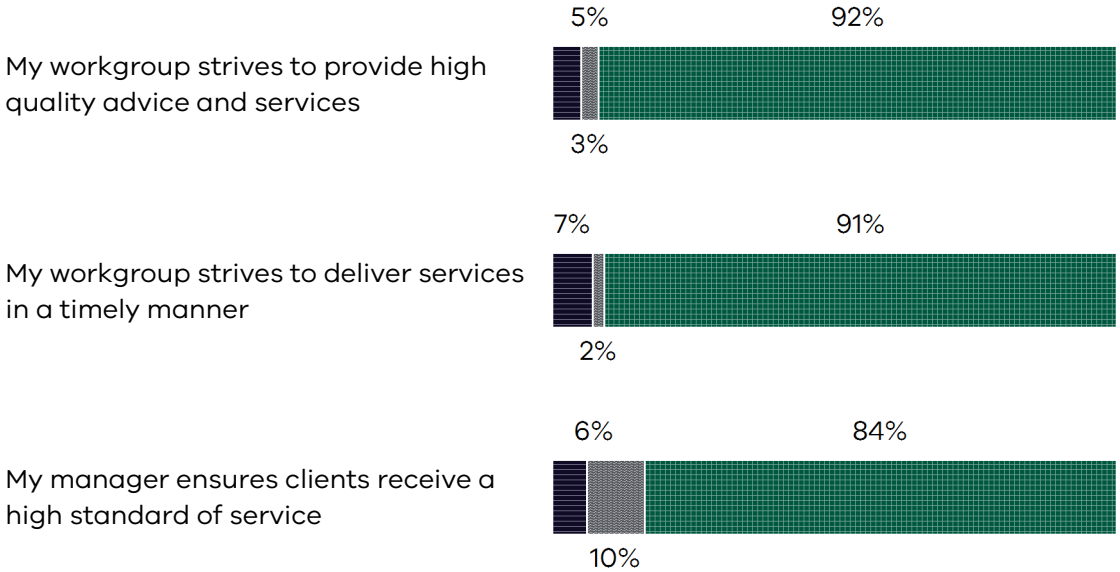
Example

92% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	92 %	78 %	92 %	100 %
Not asked	91 %	70 %	91 %	100 %
Not asked	84 %	76 %	90 %	100 %

Public sector values

Integrity 1 of 2

What this is

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

Why this is important

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

How to read this

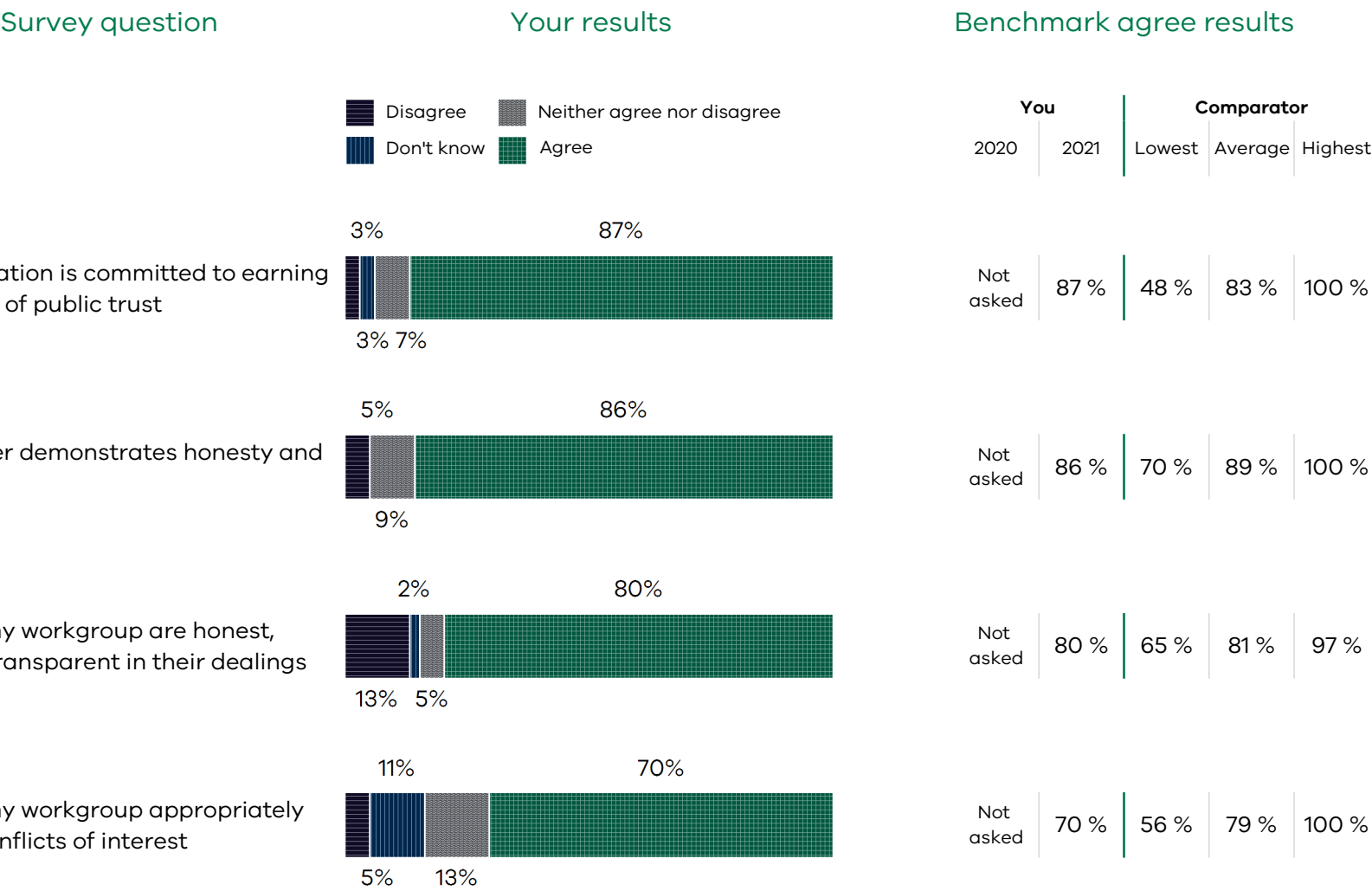
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

87% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.



Public sector values

Integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

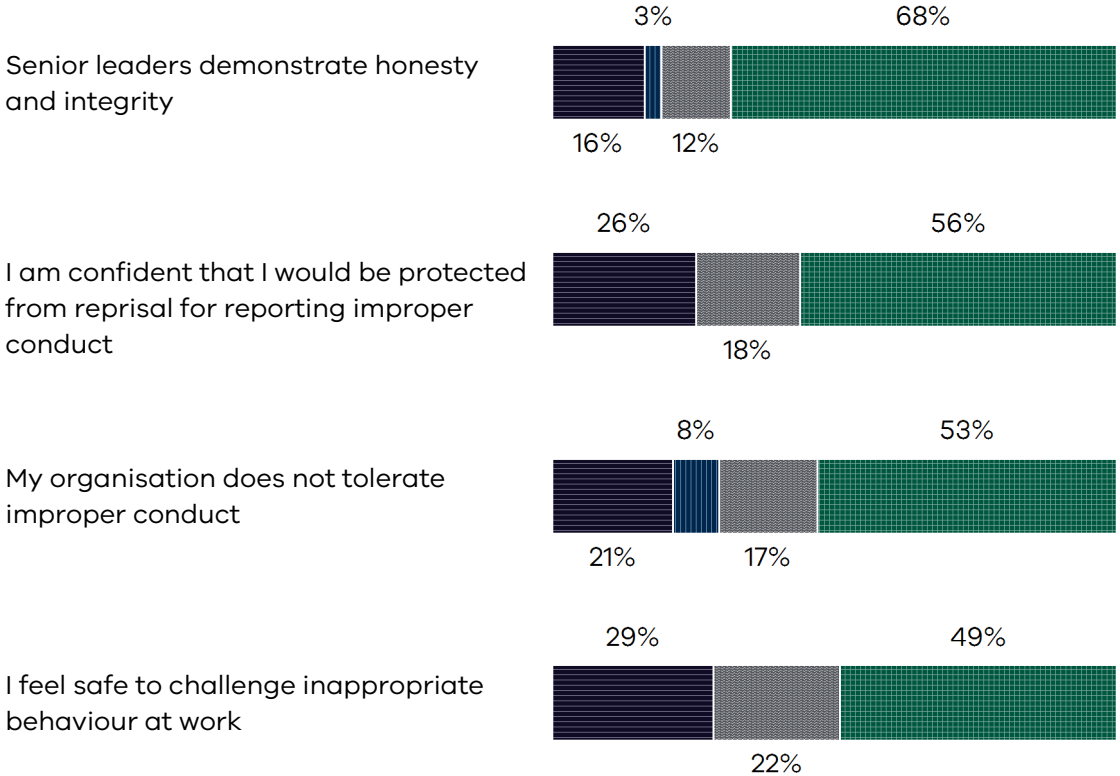
Example

68% of staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	68 %	44 %	72 %	100 %
Not asked	56 %	51 %	69 %	100 %
Not asked	53 %	40 %	71 %	100 %
Not asked	49 %	52 %	68 %	100 %

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.

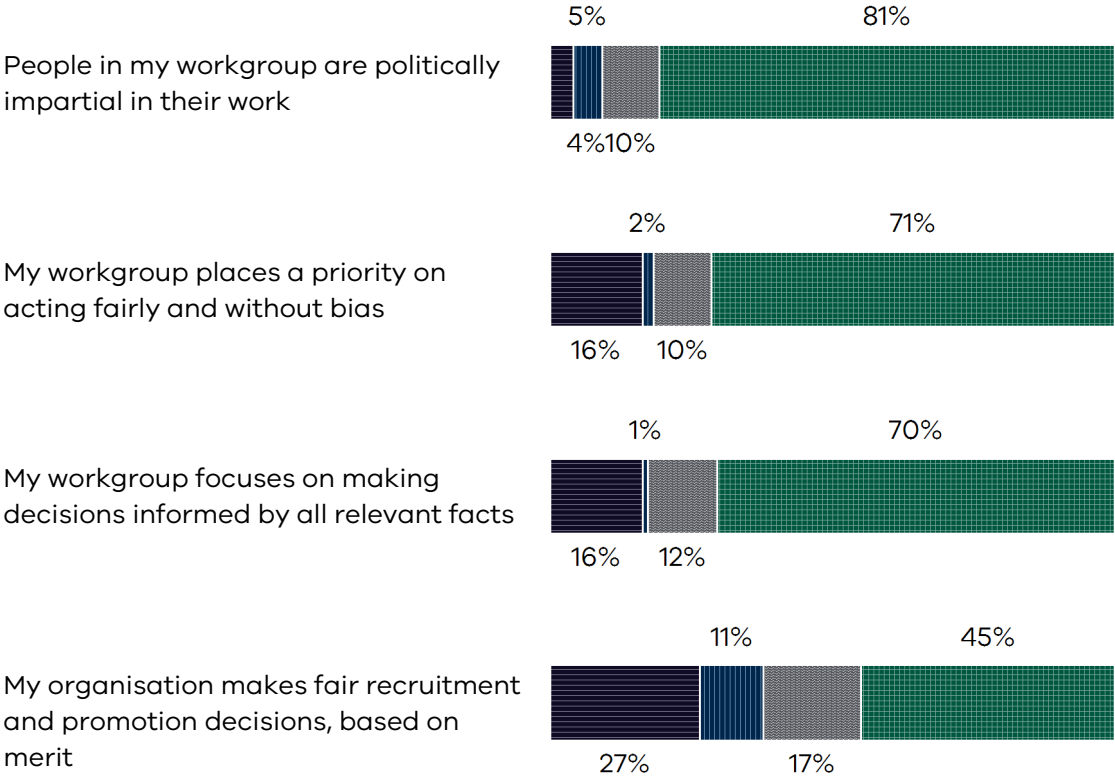
Example

81% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	81 %	63 %	82 %	100 %
Not asked	71 %	68 %	82 %	97 %
Not asked	70 %	63 %	81 %	96 %
Not asked	45 %	27 %	57 %	94 %

Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

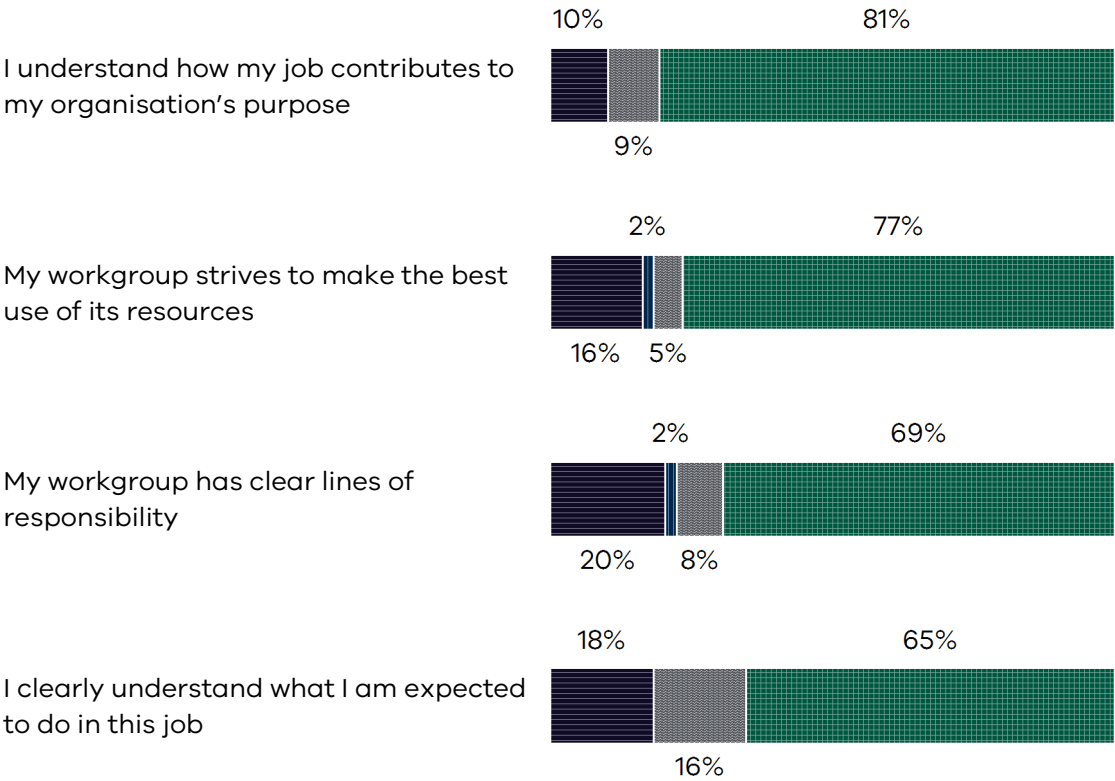
Example

81% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
79 %	81 %	82 %	91 %	100 %
Not asked	77 %	68 %	81 %	100 %
Not asked	69 %	65 %	78 %	94 %
67 %	65 %	55 %	81 %	100 %

Public sector values

Accountability 2 of 2

What this is

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

Why this is important

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

How to read this

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

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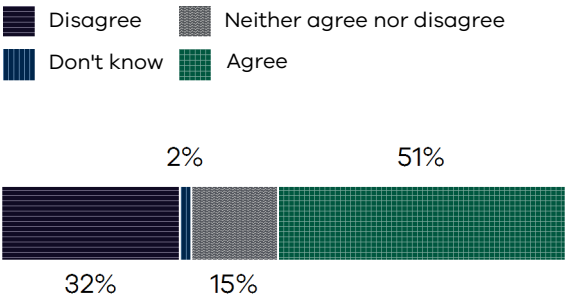
Example

51% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Senior leaders provide clear strategy and direction

Your results



Benchmark agree results

You		Comparator		
2020	2021	Lowest	Average	Highest
54 %	51 %	29 %	62 %	100 %

Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

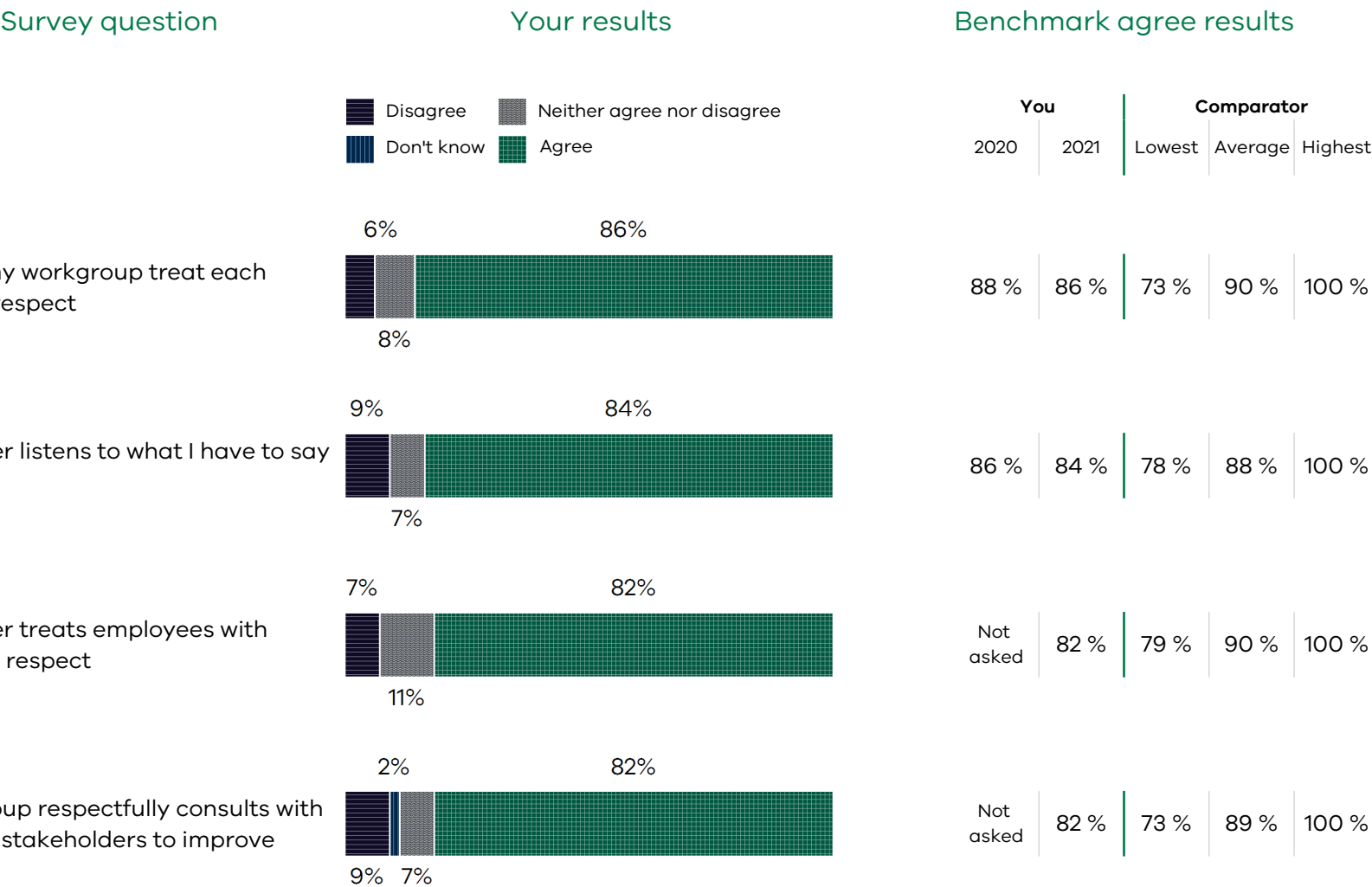
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'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

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

Example

86% of staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.



Public sector values

Respect 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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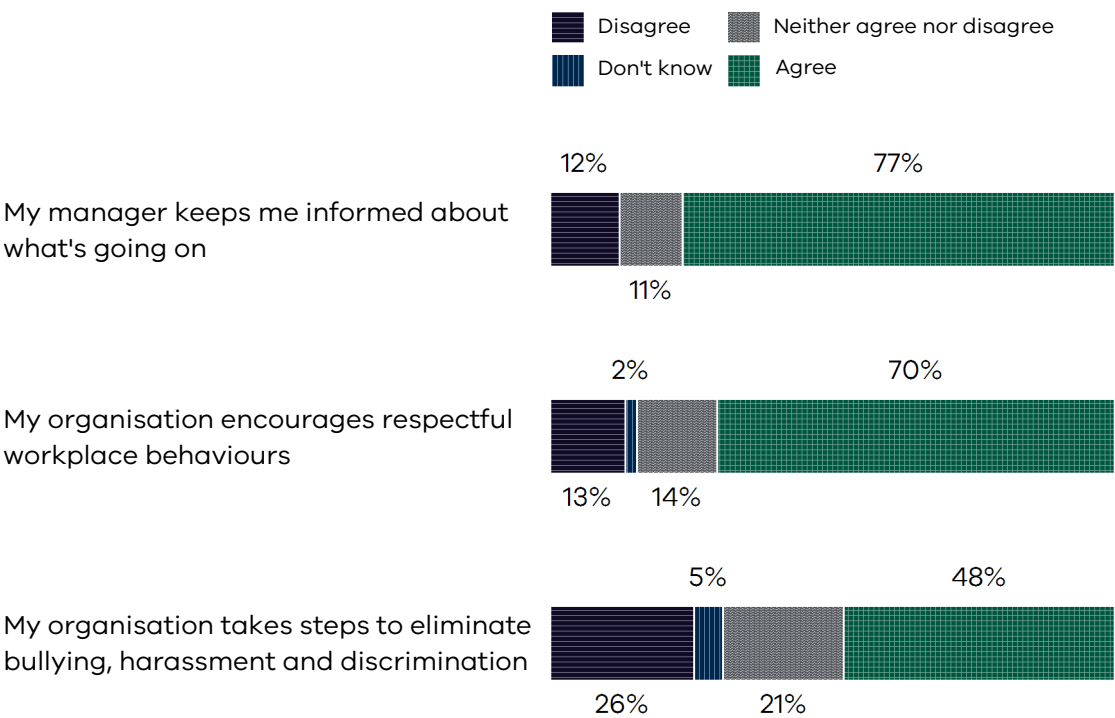
Example

77% 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		
2020	2021	Lowest	Average	Highest
78 %	77 %	67 %	81 %	100 %
Not asked	70 %	63 %	85 %	100 %
Not asked	48 %	43 %	67 %	100 %

Public sector values

Leadership

What this is

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

Why this is important

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

How to read this

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

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

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

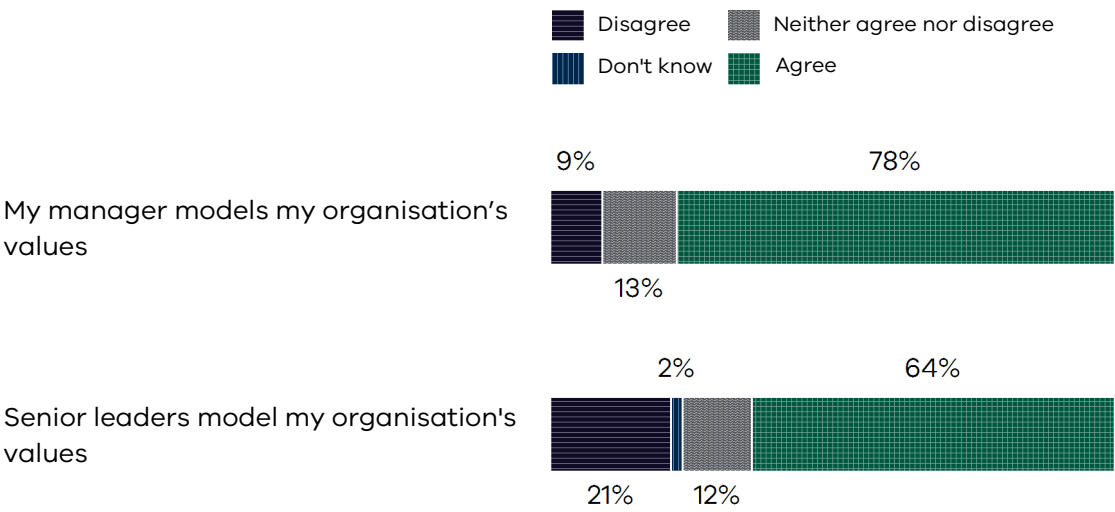
Example

78% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	78 %	67 %	86 %	100 %
Not asked	64 %	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.

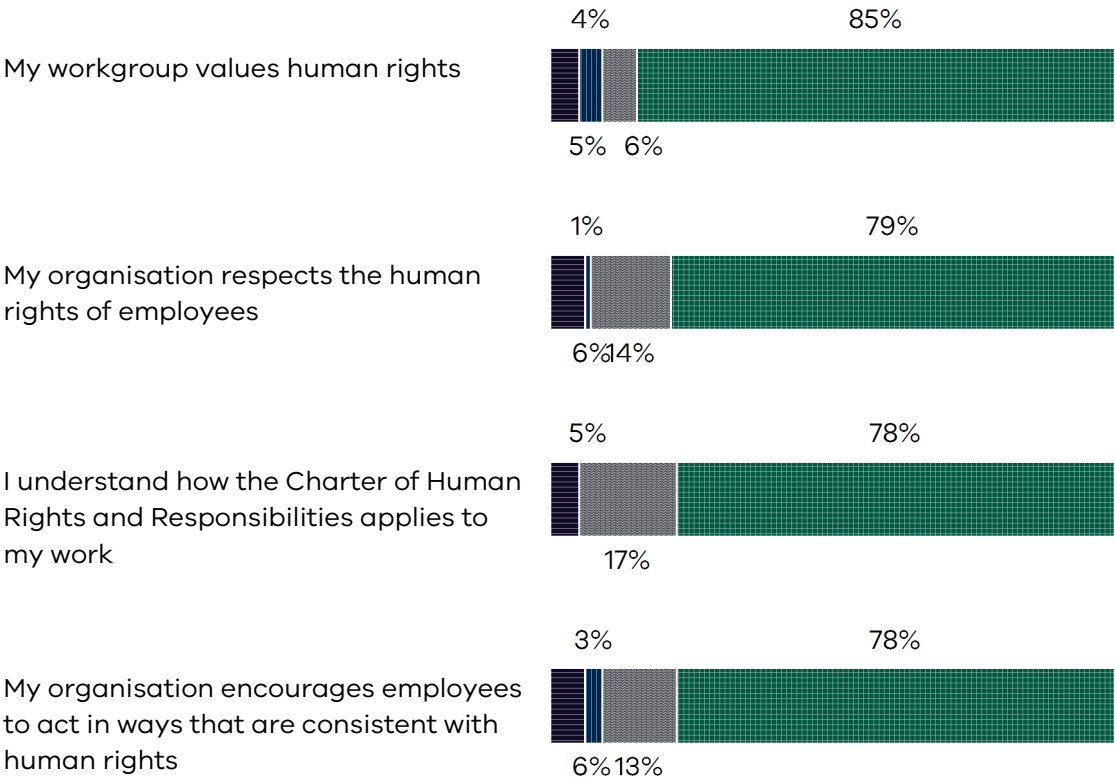
Example

85% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	85 %	75 %	88 %	100 %
Not asked	79 %	63 %	83 %	100 %
Not asked	78 %	54 %	73 %	100 %
Not asked	78 %	59 %	82 %	100 %

People matter

survey 2021

Have your say

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

Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

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

Age	(n)	%
15-34 years	29	30%
35-54 years	46	47%
55+ years	9	9%
Prefer not to say	14	14%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
No	88	90%
Prefer not to say	10	10%

Highest level of formal education	(n)	%
Doctoral Degree level	5	5%
Master Degree level	36	37%
Graduate Diploma or Graduate Certificate level	15	15%
Bachelor Degree level incl. honours degrees	18	18%
Advanced Diploma or Diploma level	1	1%
Certificate III or IV level	5	5%
Year 12 or equivalent (VCE/Leaving certificate)	2	2%
Prefer not to say	16	16%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	1	1%
Non Aboriginal and/or Torres Strait Islander	91	93%
Prefer not to say	6	6%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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Do you identify as a person with a disability?	(n)	%
Yes	6	6%
No	80	82%
Prefer not to say	12	12%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	3	50%
No	3	50%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
I feel that sharing my disability information will reflect negatively on me	2	67%
My disability does not impact on my ability to perform my role	1	33%

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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How would you describe your gender?	(n)	%
Woman	79	81%
Prefer not to say	14	14%
Man	5	5%

Are you trans, non-binary or gender diverse?	(n)	%
No	84	86%
Prefer not to say	14	14%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*

	(n)	%
No	84	86%
Don't know	2	2%
Prefer not to say	12	12%

How do you describe your sexual orientation?

	(n)	%
Straight (heterosexual)	64	65%
Prefer not to say	22	22%
Gay or lesbian	5	5%
Bisexual	3	3%
Asexual	2	2%
Pansexual	2	2%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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Country of birth	(n)	%
Born in Australia	73	74%
Not born in Australia	11	11%
Prefer not to say	14	14%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	4	36%
5 to less than 10 years ago	4	36%
10 to less than 20 years ago	3	27%

Language other than English spoken with family or community	(n)	%
Yes	9	9%
No	81	83%
Prefer not to say	8	8%

Demographics

Cultural diversity 2 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

	(n)	%
Other	4	44%
German	2	22%
Macedonian	1	11%
Sinhalese	1	11%
Vietnamese	1	11%

Demographics

Cultural diversity 3 of 3

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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Cultural identity	(n)	%
Australian	72	73%
Prefer not to say	13	13%
English, Irish, Scottish and/or Welsh	13	13%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	10	10%
East and/or South-East Asian	2	2%
Middle Eastern and/or North African	1	1%
New Zealander	1	1%

Religion	(n)	%
No religion	52	53%
Christianity	30	31%
Prefer not to say	10	10%
Buddhism	2	2%
Judaism	2	2%
Other	2	2%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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Working arrangement	(n)	%
Full-Time	76	78%
Part-Time	22	22%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$65k	1	1%
\$65k to \$95k	9	9%
\$95k to \$125k	57	59%
\$125k or more	17	18%
Prefer not to say	13	13%

Organisational tenure	(n)	%
<1 year	35	36%
1 to less than 2 years	6	6%
2 to less than 5 years	44	45%
5 to less than 10 years	6	6%
10 to less than 20 years	6	6%
More than 20 years	1	1%

Management responsibility	(n)	%
Non-manager	69	70%
Other manager	18	18%
Manager of other manager(s)	11	11%

Employment type	(n)	%
Ongoing and executive	67	68%
Fixed term	30	31%
Other	1	1%

Have you moved between roles in the last 12 months?*	(n)	%
I have moved to a different role within my organisation (including acting roles)	40	41%
I have not moved between roles	27	28%
I have moved to my role from a different Victorian public sector organisation	20	20%
I have moved to my role from outside the Victorian public sector	11	11%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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- don't release employee opinion results for demographic groups where organisations have fewer than 30 responses in total.

Primary workplace location over the last 3 months

	(n)	%
Melbourne: Suburbs	69	70%
Melbourne CBD	24	24%
Other city or town	2	2%
Outside Victoria	1	1%
Bendigo	1	1%
Latrobe	1	1%

Primary workplace type over the past 3 months*

	(n)	%
Home/private location	96	98%
A frontline or service delivery location (that is not a main office or home/private location)	1	1%
Other (please specify)	1	1%

Other workplace type over the past 3 months*

	(n)	%
A main office	45	46%
No, I have not worked from any other locations	40	41%
Home/private location	19	19%
A frontline or service delivery location (that is not a main office or home/private location)	2	2%
A hub/shared work space	1	1%
Other	1	1%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

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

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

	(n)	%
No, I have not requested adjustments	69	70%
Flexible working arrangements	16	16%
Career development support strategies	8	8%
Physical modifications or improvements to the workplace	7	7%
Job redesign or role sharing	2	2%
Other	2	2%

Why did you make this request?*

	(n)	%
Health	11	38%
Work-life balance	10	34%
Other	8	28%
Family responsibilities	6	21%
Caring responsibilities	5	17%
Study commitments	4	14%
Disability	2	7%

What was your experience with making the request?

	(n)	%
The adjustments I needed were made and the process was satisfactory	19	66%
The adjustments I needed were not made	7	24%
The adjustments I needed were made but the process was unsatisfactory	3	10%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

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

Caring responsibility	(n)	%
None of the above	37	38%
Primary school aged child(ren)	16	16%
Frail or aged person(s)	13	13%
Secondary school aged child(ren)	13	13%
Prefer not to say	11	11%
Person(s) with a mental illness	7	7%
Child(ren) - younger than preschool age	6	6%
Person(s) with a medical condition	6	6%
Preschool aged child(ren)	5	5%
Other	4	4%
Person(s) with disability	3	3%



**Victorian
Public Sector
Commission**



vpsc.vic.gov.au/peoplemattersurvey