

People matter survey 2021

Have your say

Victoria Police (All)
2021 people matter survey results report



Victorian
Public Sector
Commission



VICTORIA
State
Government

Report overview

About your report

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

Report contents

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

Comparing data in this report

Your organisation took part in the survey in 2019 but not 2020.

This means you'll be able to compare about NaN 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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<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	

People matter

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Demographics

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

Privacy and anonymity

To protect you, we:

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

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

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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



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



Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Department of Education and Training

Department of Environment, Land, Water and Planning

Department of Families, Fairness and Housing

Department of Health

Department of Jobs, Precincts and Regions

Department of Justice and Community Safety

Department of Premier and Cabinet

Department of Transport

Department of Treasury and Finance

State Revenue Office

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.

2019

33%
(6964)

Comparator	62%
Public Sector	46%

2021

31%
(6889)

Comparator	50%
Public Sector	39%

People matter

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2019		2021	
63		63	
Comparator	65	Comparator	70
Public Sector	67	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 63.

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.

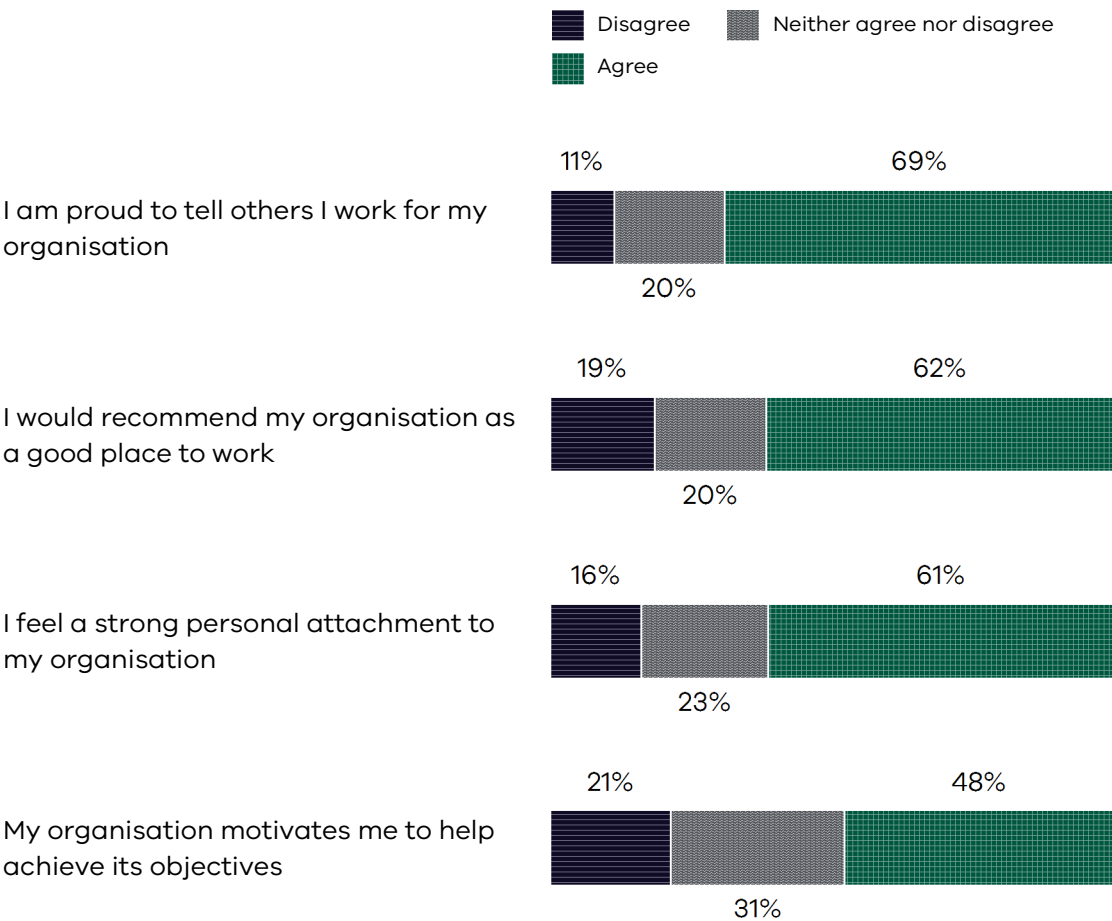
Example

69% 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		
2019	2021	Lowest	Average	Highest
68 %	69 %	66 %	78 %	87 %
63 %	62 %	58 %	75 %	87 %
61 %	61 %	51 %	64 %	72 %
50 %	48 %	49 %	66 %	74 %

People outcomes

Engagement question results 2 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 63.

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.

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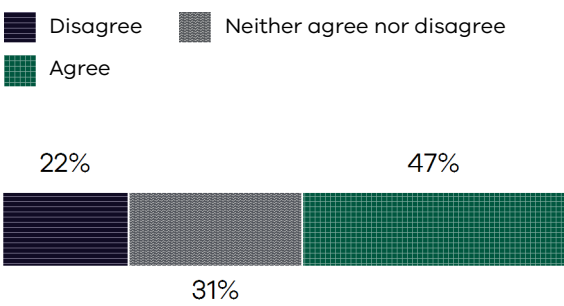
Example

47% 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		
2019	2021	Lowest	Average	Highest
50 %	47 %	47 %	64 %	72 %

People outcomes

Scorecard: satisfaction, stress, intention to stay

What this is

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

There are more people outcomes scorecards throughout this report.

Why this is important

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

How to read this

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

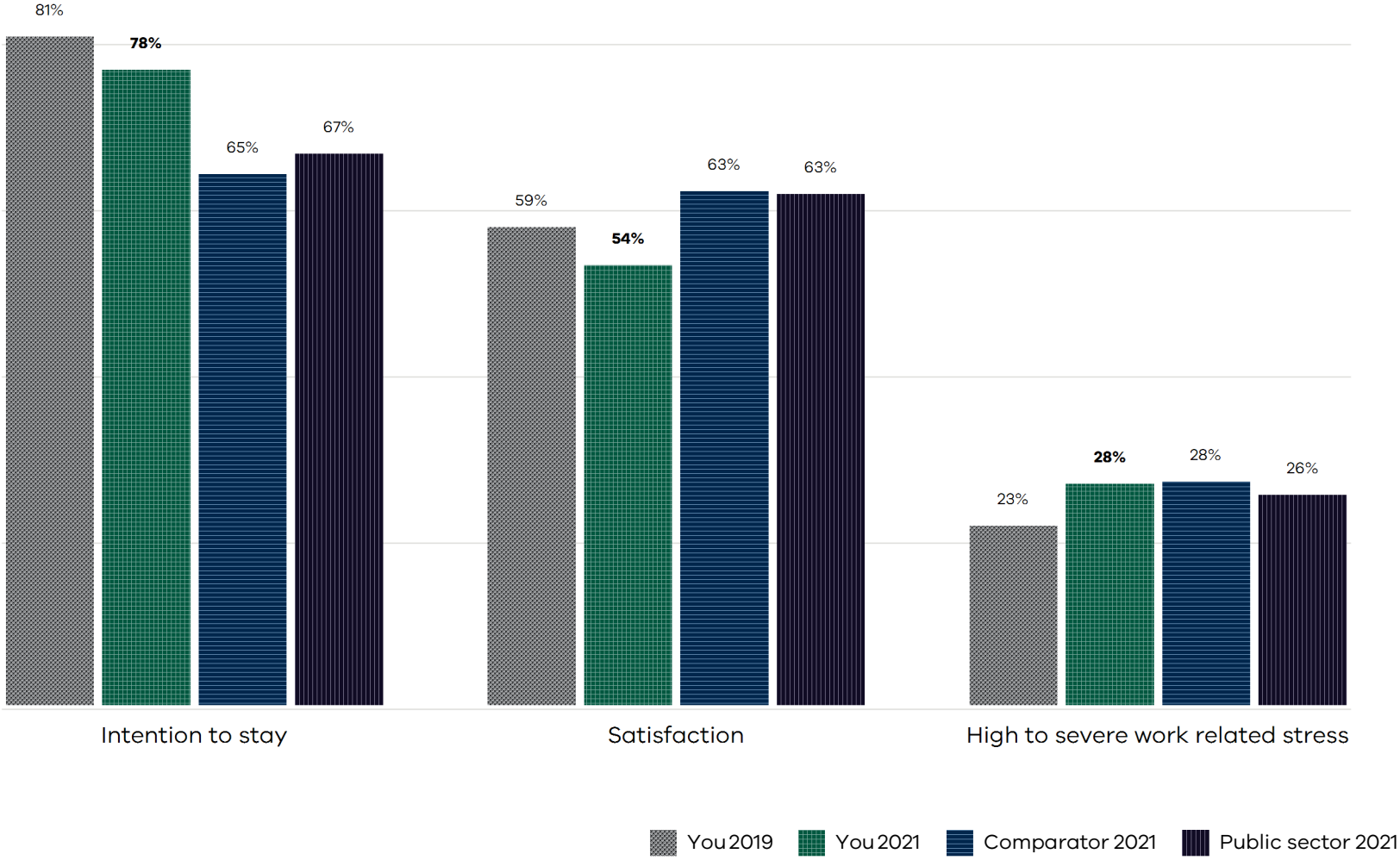
Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

- In 2021:
- 78% of your staff who did the survey responded positively to questions about Intention to stay which is down from 81% in 2019.

Compared to:

- 65% of staff at your comparator and 67% of staff across the public sector.



People outcomes

Satisfaction question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

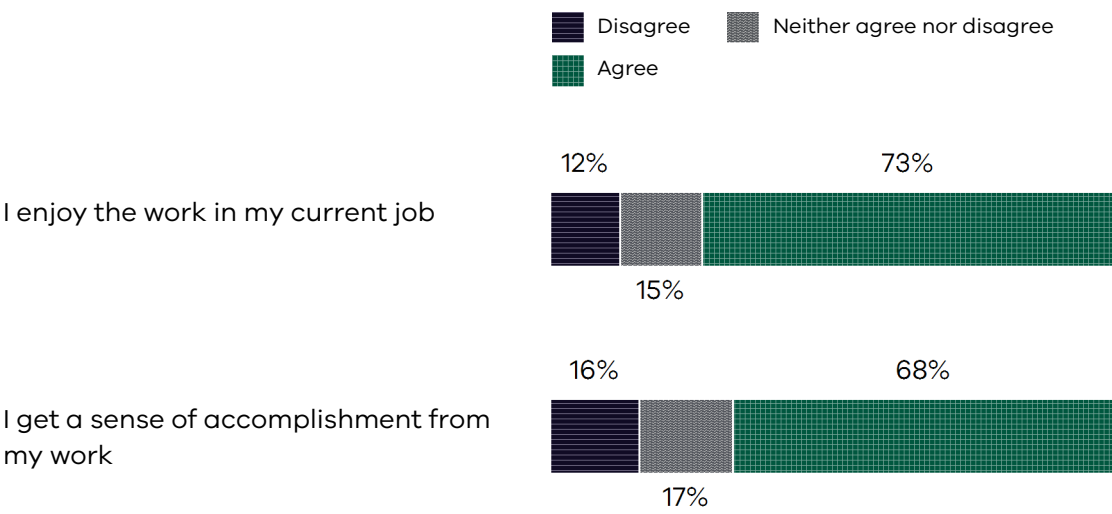
Example

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

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
75 %	73 %	73 %	79 %	82 %
68 %	68 %	67 %	78 %	81 %

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.

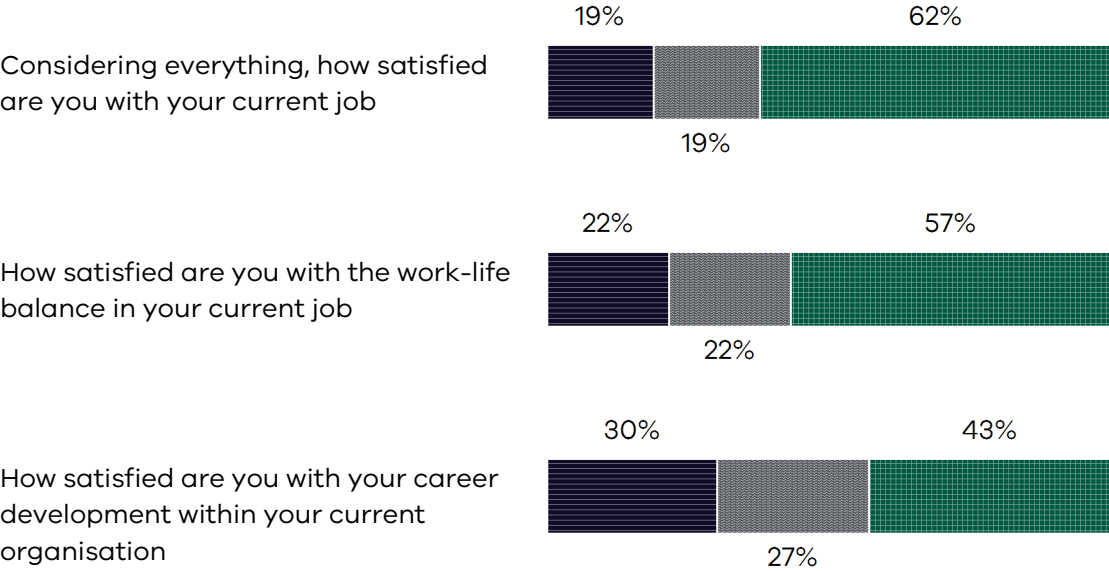
Example

62% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Survey question

Your results

Benchmark satisfied results



You		Comparator		
2019	2021	Lowest	Average	Highest
65 %	62 %	58 %	69 %	75 %
60 %	57 %	61 %	67 %	75 %
50 %	43 %	42 %	52 %	59 %

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.

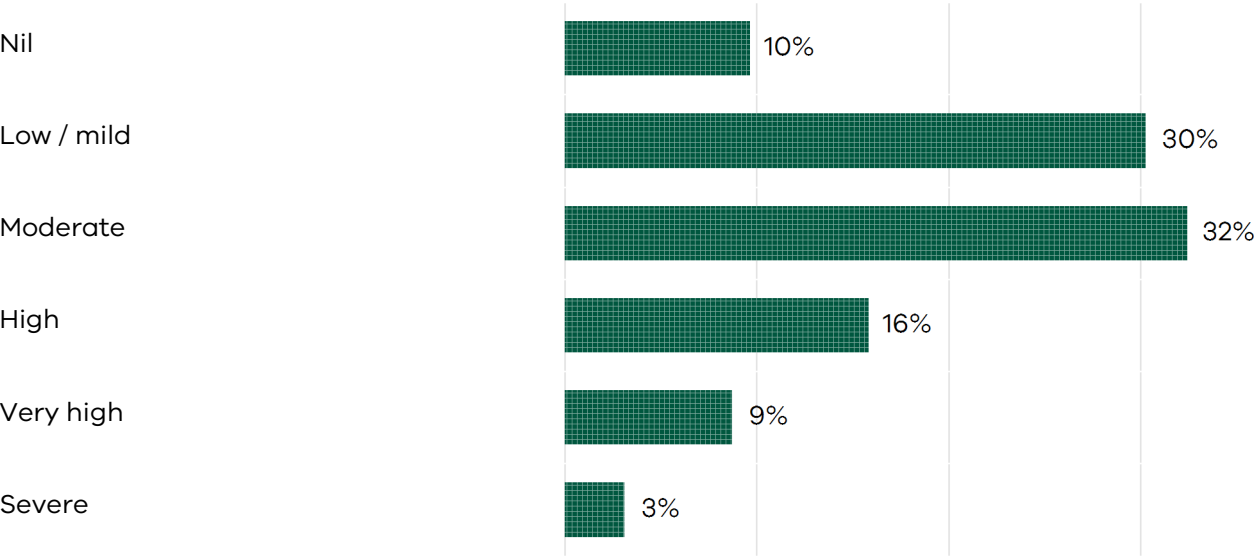
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

The numbers below show the percentage of staff in your organisation who said they experienced high to severe stress in 2021 compared to 2019 and your comparator.

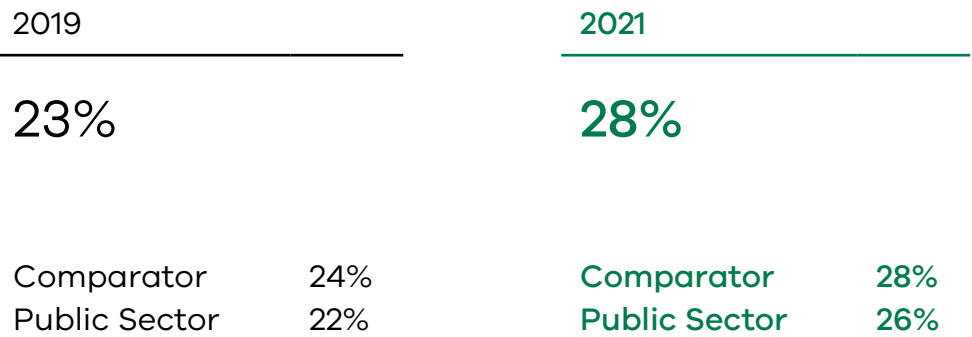
Example

28% 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.

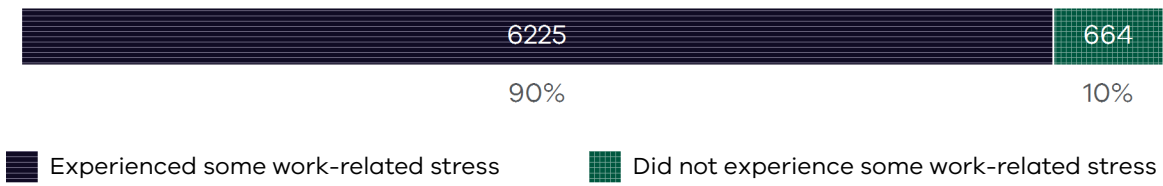
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

Example

90% of your staff who did the survey said they experienced mild to severe stress.

Of that 90%, 49% said the top reason was 'Workload'.



Of those that experienced work related stress it was from ...	You 2021	Comparator 2021	Public sector 2021
Workload	49%	50%	51%
Time pressure	38%	46%	42%
Management of work (e.g. supervision, training, information, support)	20%	12%	13%
Competing home and work responsibilities	15%	13%	12%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	15%	9%	12%
Work schedule or hours	14%	5%	8%
Unclear job expectations	13%	14%	11%
Dealing with clients, patients or stakeholders	12%	14%	14%
Other	12%	9%	9%
Content, variety, or difficulty of work	10%	13%	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.

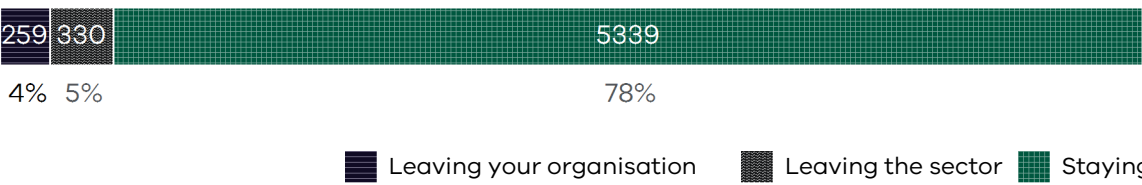
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

Example

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

Of that 9%, 49% 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	49%	32%	34%
Limited future career opportunities at my organisation	44%	38%	42%
Limited recognition for doing a good job	40%	27%	32%
Opportunity to broaden experience	37%	44%	40%
Limited opportunities to gain further experience at my organisation	34%	30%	33%
Opportunity to seek/take a promotion elsewhere	32%	38%	33%
Limited developmental/educational opportunities at my organisation	30%	20%	24%
Excessive workload	25%	23%	25%
Better remuneration	25%	24%	26%
Limited involvement in decisions affecting my job and career	23%	19%	20%

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

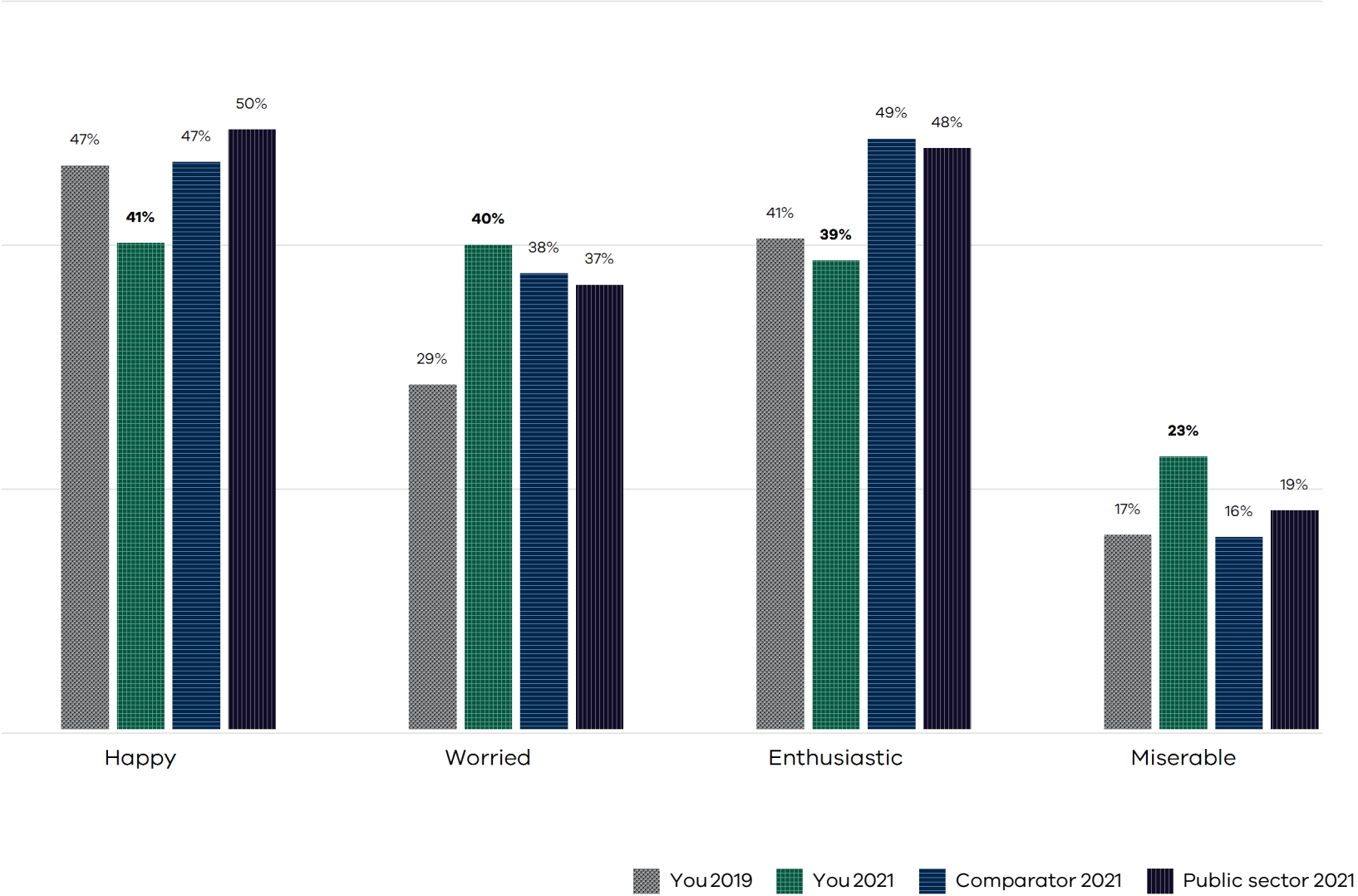
In 2021:

- 41% of your staff who did the survey said work made them feel happy in 2021, which is down from 47% in 2019

Compared to:

- 47% 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.

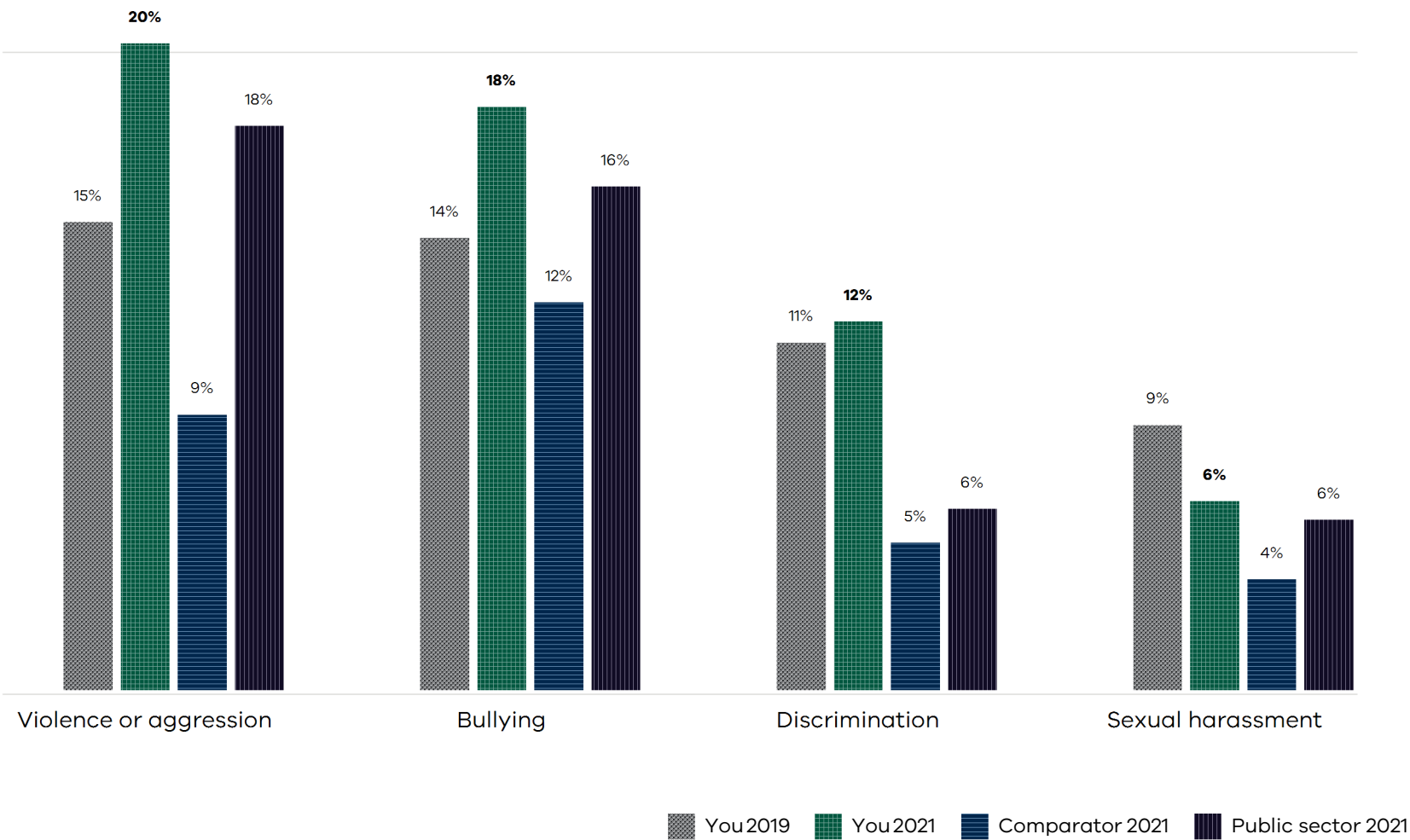
Example

In 2021:

- 20% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is up from 15% in 2019.

Compared to:

- 9% of staff at your comparator and 18% 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.

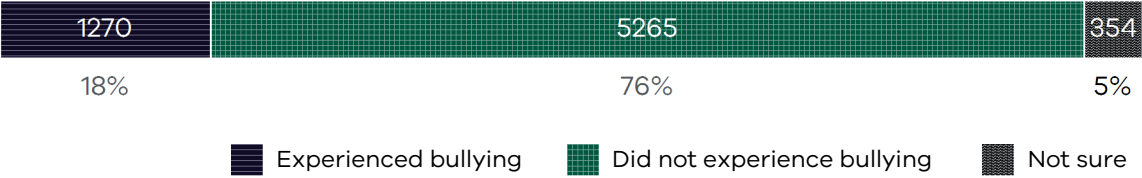
In descending order, the table shows the answers.

Example

18% of your staff who did the survey said they experienced bullying.

Of that 18%, 59% 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 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	59%	70%	69%
Exclusion or isolation	50%	42%	42%
Intimidation and/or threats	29%	27%	32%
Other	25%	16%	15%
Withholding essential information for me to do my job	23%	31%	27%
Verbal abuse	18%	19%	20%
Being assigned meaningless tasks unrelated to the job	16%	16%	13%
Interference with my personal property and/or work equipment	8%	3%	4%
Being given impossible assignment(s)	7%	13%	9%

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.

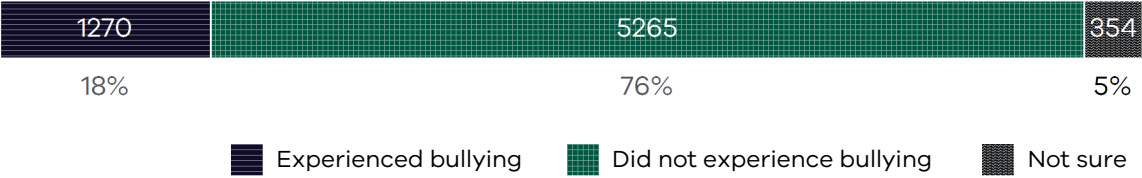
In descending order, the table shows the answers.

Example

18% of your staff who did the survey said they experienced bullying, of which

- 48% said the top way they reported the bullying was 'Told a manager'.
- 90% 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 2019	You 2021	Comparator 2021	Public sector 2021
Told a manager	44%	48%	50%	47%
Told a colleague	43%	41%	43%	42%
Told a friend or family member	35%	34%	34%	34%
I did not tell anyone about the bullying	15%	15%	11%	12%
Told someone else	16%	14%	12%	12%
Told the person the behaviour was not OK	0%	14%	19%	17%
Submitted a formal complaint	13%	10%	11%	12%
Told employee assistance program (EAP) or peer support	0%	8%	15%	9%
Told Human Resources	7%	5%	10%	12%

People outcomes

Bullying - reasons for not submitting a formal complaint

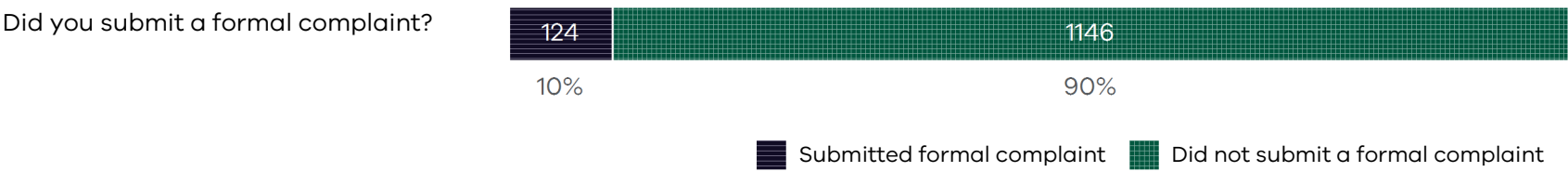
What this is
This is why staff who experienced bullying chose not to submit a formal complaint.

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

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

Example
90% of your staff who experienced bullying did not submit a formal complaint, of which:

- 59% 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 2019	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	59%	59%	58%	53%
I didn't think it would make a difference	62%	50%	51%	50%
I believed there would be negative consequences for my career	50%	47%	48%	40%
I didn't feel safe to report the incident	0%	18%	21%	19%
I thought the complaint process would be embarrassing or difficult	0%	17%	16%	14%
I didn't think it was serious enough	0%	14%	17%	16%
Other	15%	12%	12%	12%
I didn't need to because I no longer had contact with the person(s) who bullied me	9%	9%	10%	8%
I believed there would be negative consequences for the person I was going to complain about	8%	8%	9%	10%
I didn't need to because I made the bullying stop	8%	8%	6%	7%

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, 18% 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.

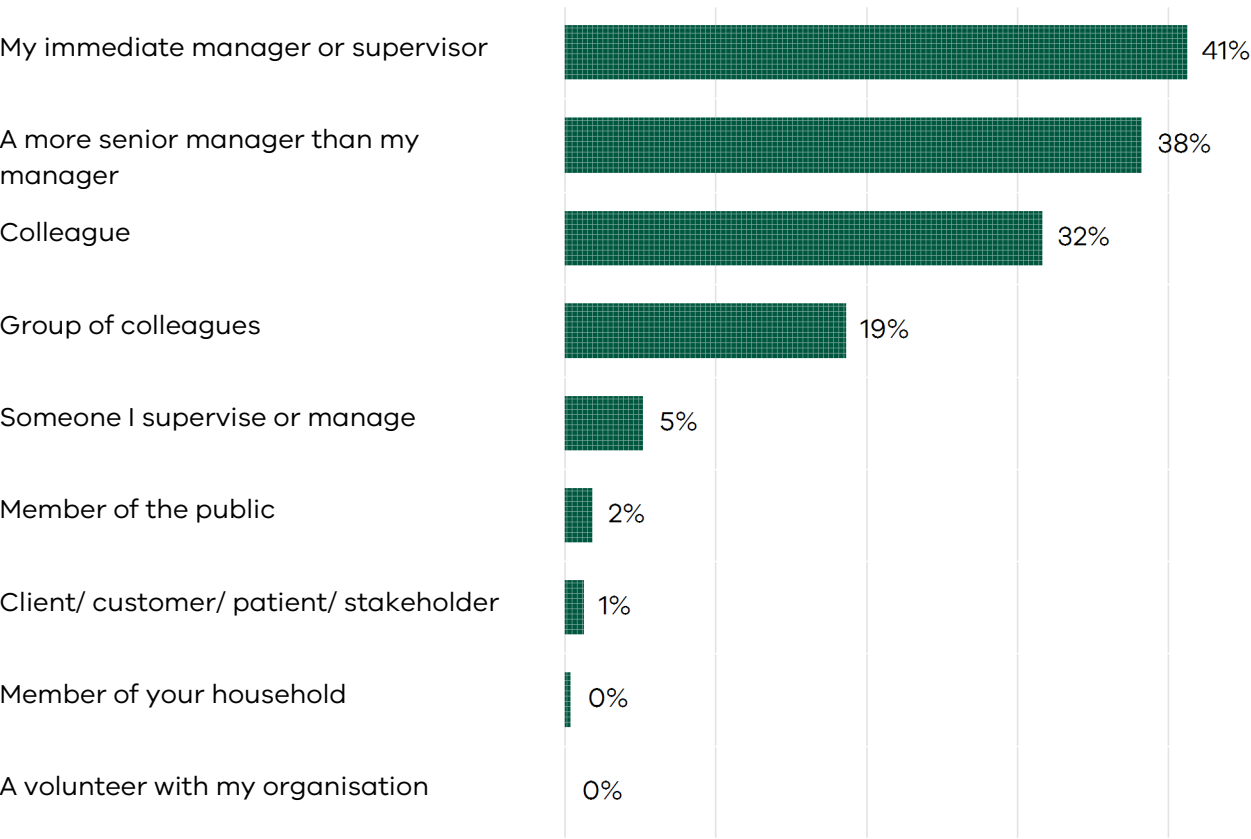
Each row is one perpetrator or group of perpetrators.

Example

18% of your staff who did the survey said they experienced bullying.

Of that 18%, 41% said it was by 'My immediate manager or supervisor'.

1270 people (18% 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, 18% of your staff said they experienced bullying.

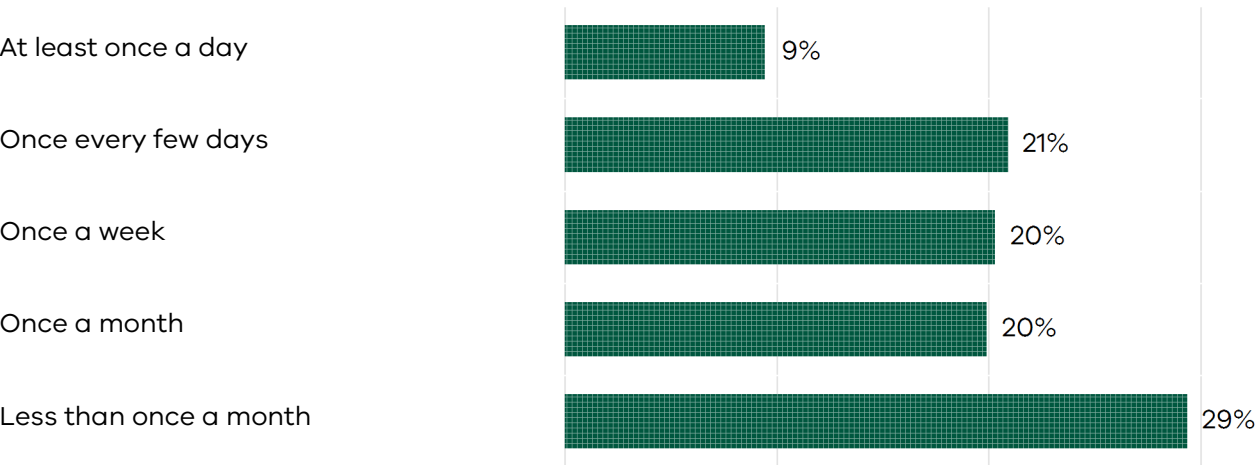
If they did, they could tell us how often they experienced this behaviour.

Example

18% of your staff who did the survey said they experienced bullying.

Of that 18%, 9% 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.

How to read this

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

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

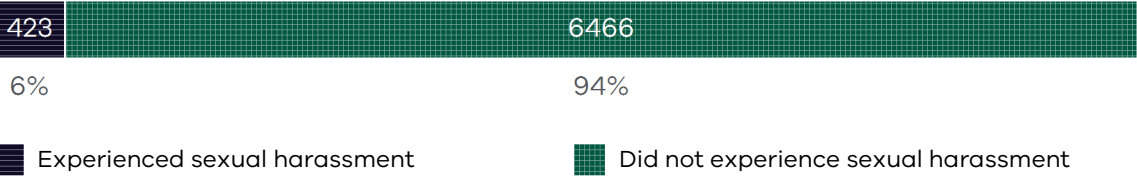
In descending order, the table shows the top 10 answers.

Example

6% of your staff who did the survey said they experienced sexual harassment.

Of those, 50% said the top type was 'Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)'.

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



Behaviours reported	You 2019	You 2021	Comparator 2021	Public sector 2021
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	48%	50%	53%	54%
Intrusive questions about your private life or comments about your physical appearance	53%	49%	51%	50%
Inappropriate physical contact (including momentary or brief physical contact)	13%	13%	10%	17%
Inappropriate staring or leering that made you feel intimidated	15%	13%	12%	15%
Unwelcome touching, hugging, cornering or kissing	13%	10%	8%	14%
Any other unwelcome conduct of a sexual nature	5%	8%	7%	7%
Sexual gestures, indecent exposure or inappropriate display of the body	3%	4%	3%	6%
Repeated or inappropriate invitations to go out on dates	4%	4%	4%	3%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	4%	3%	4%	3%
Sexually explicit pictures, posters or gifts that made you feel offended	1%	2%	2%	1%

People outcomes

Response to sexual harassment

What this is
This is how staff responded when they experienced sexual harassment.

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

How to read this
In the survey, we asked staff to tell us if they'd experienced sexual harassment at work.
If they did, they could tell us with one or more answers how they responded.

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

Example
6% of your staff who did the survey said they experienced sexual harassment.
Of those, 46% said their top response was 'Pretended it didn't bother you'.



When the harassment happened to you, did you respond in any of the following ways?	You 2019	You 2021	Comparator 2021	Public sector 2021
Pretended it didn't bother you	46%	46%	47%	45%
Tried to laugh it off or forget about it	39%	40%	42%	41%
Avoided the person(s) by staying away from them	32%	35%	32%	36%
Told a colleague	21%	23%	25%	29%
Told the person the behaviour was not OK	31%	20%	25%	31%
Told a manager	18%	17%	19%	20%
Told a friend or family member	19%	16%	22%	21%
Avoided locations where the behaviour might occur	11%	11%	13%	13%
Took time off work	8%	6%	5%	5%
Told someone else	7%	6%	7%	6%

People outcomes

Sexual harassment - reasons for not submitting a formal complaint

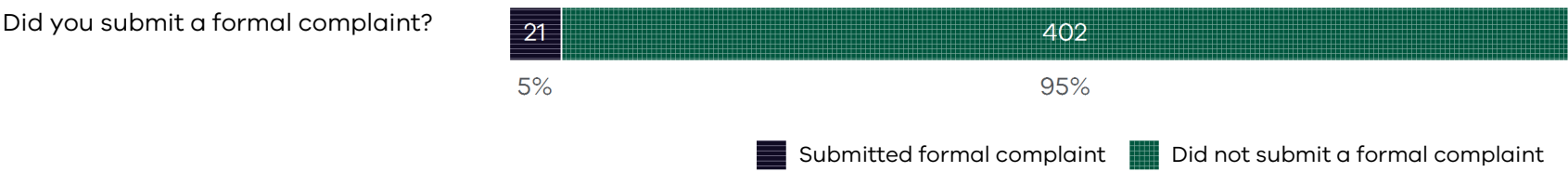
What this is
This is why staff who experienced sexual harassment chose not to submit a formal complaint.

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

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

Example
95% of your staff who experienced sexual harassment did not submit a formal complaint, of which:

- 44% 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 2019	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	48%	44%	42%	33%
I didn't think it would make a difference	49%	39%	36%	39%
I didn't think it was serious enough	0%	35%	44%	45%
I believed there would be negative consequences for my career	36%	34%	28%	21%
I believed there would be negative consequences for the person I was going to complain about	12%	15%	14%	13%
I thought the complaint process would be embarrassing or difficult	0%	14%	13%	11%
Other	17%	12%	10%	7%
I didn't feel safe to report the incident	0%	11%	11%	8%
I didn't need to because I made the harassment stop	15%	10%	11%	12%
I didn't need to because I no longer had contact with the person(s) who harassed me	6%	8%	5%	9%

People outcomes

Perpetrators of sexual harassment

What this is

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

Why this is important

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

How to read this

In this year’s survey, 6% of your staff said they experienced sexual harassment.

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

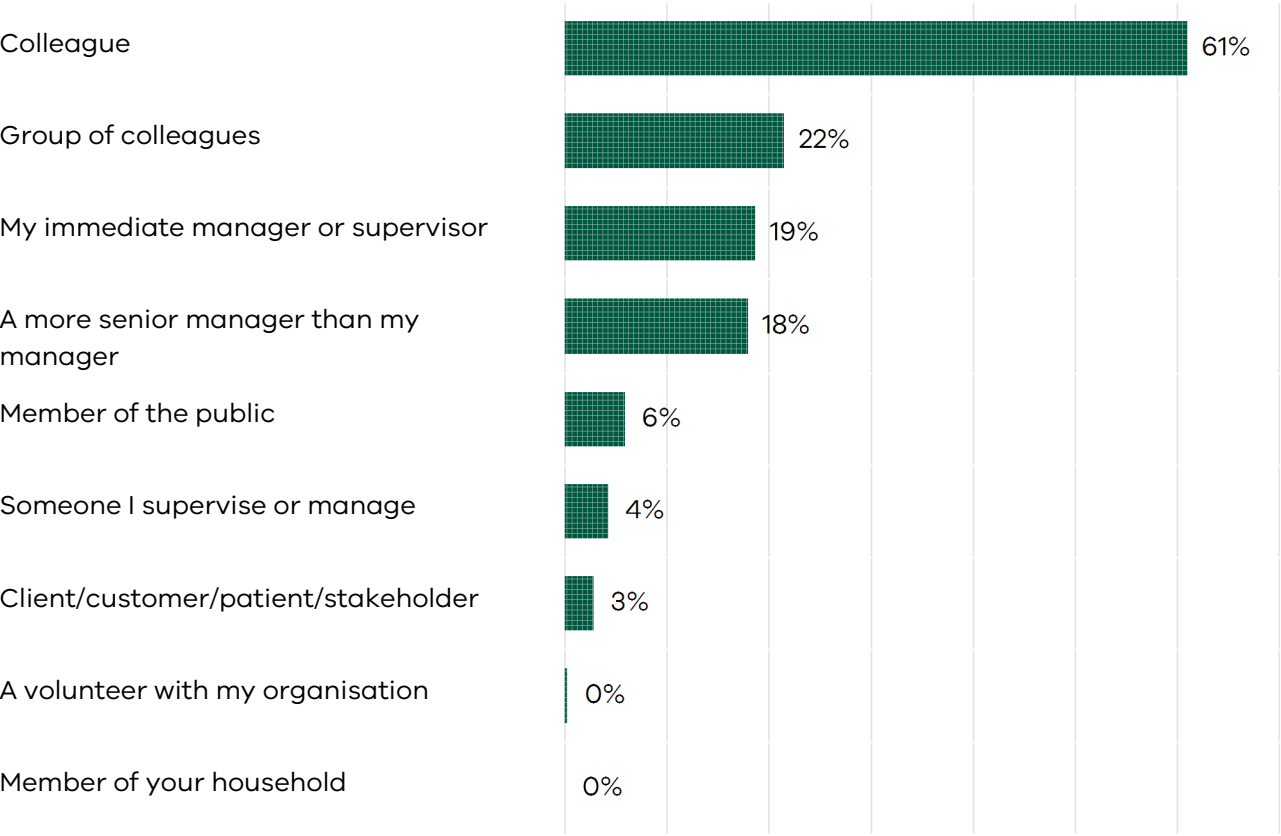
In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

Example

6% of your staff who did the survey said they experienced sexual harassment. Of that 6%, 61% said it was by 'Colleague'.

423 people (6% of staff) experienced sexual harassment (You2021)



People outcomes

Frequency of sexual harassment

What this is

This is how often staff experienced sexual harassment.

Why this is important

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

How to read this

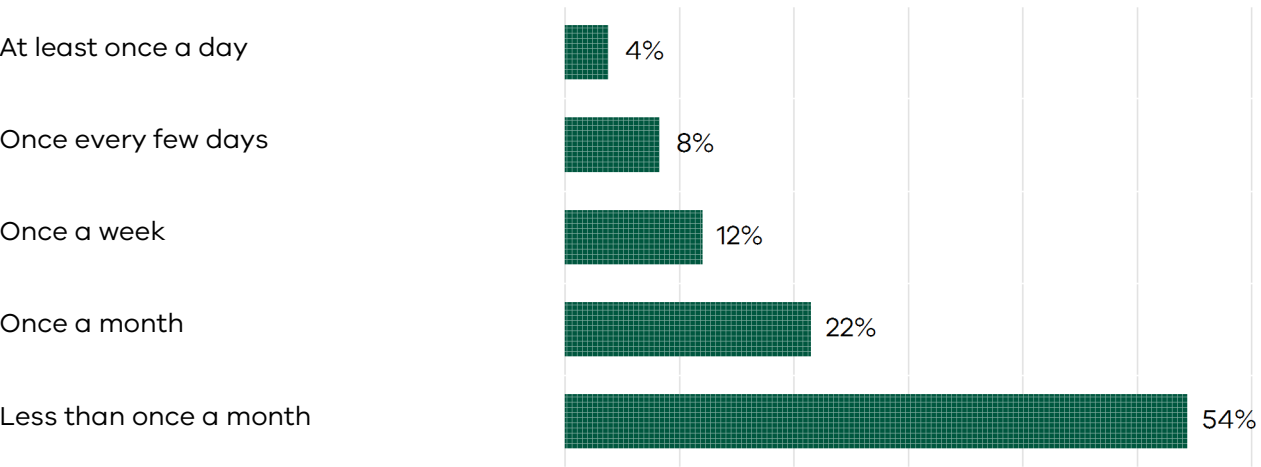
In this year’s survey, 6% of your staff said they experienced sexual harassment. If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing sexual harassment.

Example

6% of your staff who did the survey said they experienced sexual harassment. Of that 6%, 4% said it was 'At least once a day'.

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



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.

How to read this

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

If they did, they could tell us with one or more answers what attributes the discrimination was based on.

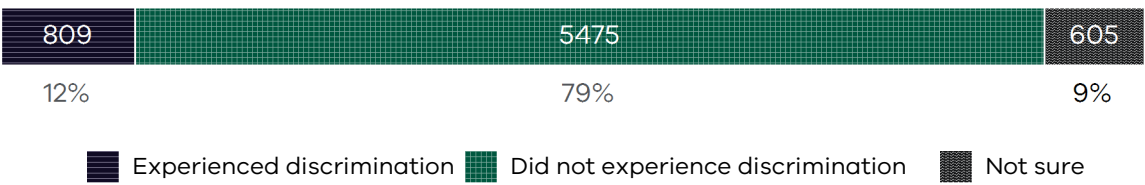
In descending order, the table shows the top 10 answers.

Example

12% of your staff who did the survey said they experienced discrimination.

Of that 12%, 33% said it was 'Sex'.

Have you experienced discrimination at work?



If you experienced discrimination, which attributes was this based on?	You 2019	You 2021	Comparator 2021	Public sector 2021
Sex	29%	33%	14%	17%
Age	26%	25%	31%	26%
Employment activity	25%	21%	24%	27%
Parent or carer status (including pregnancy and breastfeeding)	0%	18%	13%	15%
Gender identity	11%	12%	11%	9%
Race	9%	9%	18%	17%
Industrial and/or political activity	0%	6%	6%	6%
Disability	6%	6%	10%	8%
Personal association with someone who has any of the above attributes (whether as a relative or otherwise)	8%	5%	6%	7%
Physical features	6%	5%	6%	6%

People outcomes

Type of discrimination

What this is

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

Why this is important

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

How to read this

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

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

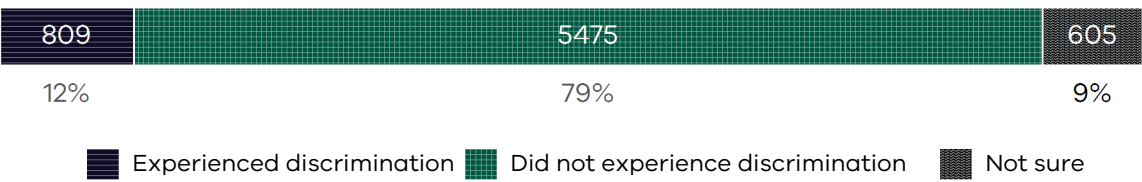
In descending order, the table shows the top 10 types.

Example

12% of your staff who did the survey said they experienced discrimination.

Of that 12%, 42% said it was 'Opportunities for promotion'.

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



If you experienced discrimination, what type of discrimination did you experience?	You 2019	You 2021	Comparator 2021	Public sector 2021
Opportunities for promotion	46%	42%	44%	37%
Opportunities for transfer/secondment	36%	38%	21%	19%
Other	40%	30%	36%	38%
Opportunities for training	27%	28%	20%	24%
Denied flexible work arrangements or other adjustments	0%	20%	17%	21%
Pay or conditions offered by employer	8%	7%	8%	9%
Access to leave	8%	6%	8%	8%
Employment security - threats of dismissal or termination	10%	5%	10%	11%

People outcomes

Telling someone about the discrimination

What this is

This is who staff told about the discrimination they experienced.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

12% of your staff who did the survey said they experienced discrimination, of which

- 37% said the top way they reported the discrimination was 'Told a colleague'.
- 93% said they didn't submit a formal complaint.



Did you tell anyone about the discrimination?	You 2019	You 2021	Comparator 2021	Public sector 2021
Told a colleague	41%	37%	36%	38%
I did not tell anyone about the discrimination	21%	31%	26%	24%
Told a friend or family member	38%	29%	30%	32%
Told a manager	37%	28%	28%	28%
Told someone else	19%	15%	15%	14%
Told the person the behaviour was not OK	0%	7%	9%	9%
Submitted a formal complaint	8%	7%	8%	8%
Told employee assistance program (EAP) or peer support	0%	6%	10%	8%
Told Human Resources	7%	5%	8%	10%

People outcomes

Discrimination - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

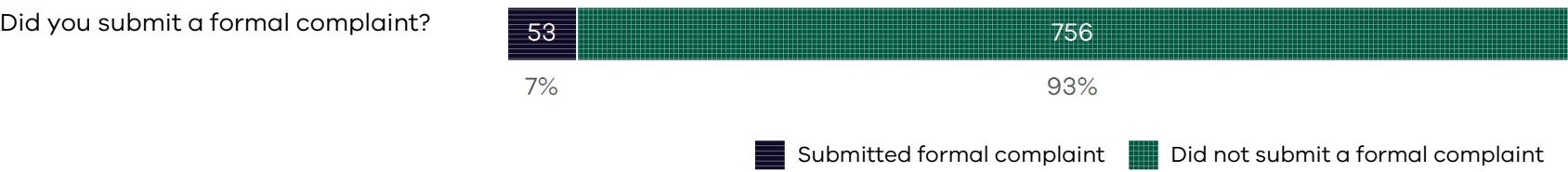
How to read this

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

Example

93% of your staff who experienced discrimination did not submit a formal complaint, of which:

- 60% said the top reason was 'I didn't think it would make a difference'.



Please tell us why you did not submit a formal complaint?	You 2019	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	69%	60%	57%	57%
I believed there would be negative consequences for my career	60%	57%	57%	54%
I believed there would be negative consequences for my reputation	60%	56%	58%	56%
I didn't feel safe to report the incident	0%	13%	19%	19%
Other	15%	12%	11%	10%
I thought the complaint process would be embarrassing or difficult	0%	11%	14%	13%
I didn't think it was serious enough	0%	8%	13%	12%
I believed there would be negative consequences for the person I was going to complain about	7%	6%	10%	9%
I was advised not to	0%	4%	5%	4%
I didn't know how to make a complaint	0%	4%	7%	5%

People outcomes

Frequency of discrimination

What this is

This is how often staff experienced discrimination.

Why this is important

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

How to read this

In this year’s survey, 12% of your staff said they experienced discrimination.

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

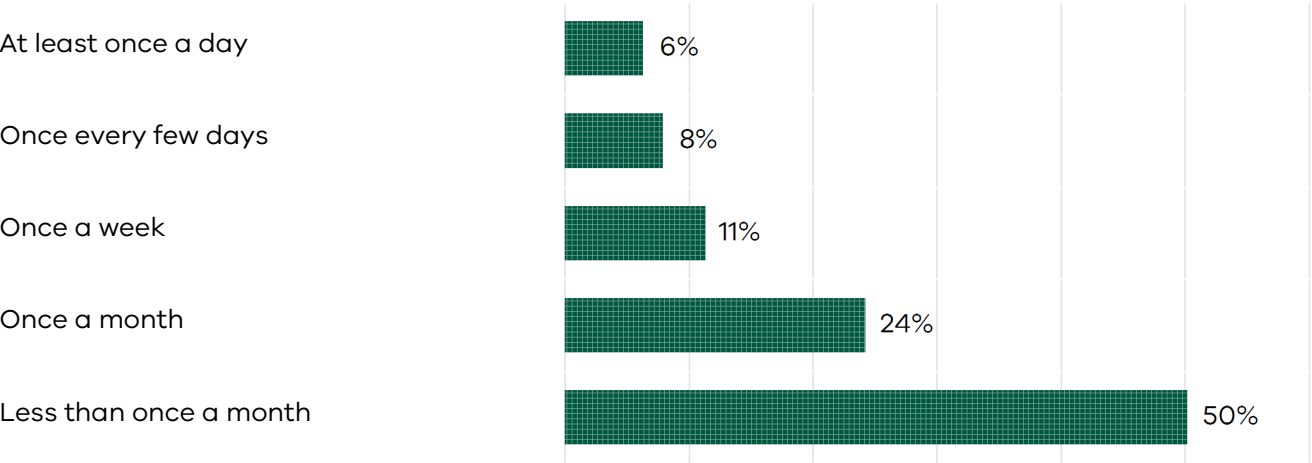
The graph shows how often staff were experiencing discrimination.

Example

12% of your staff who did the survey said they experienced discrimination.

Of that 12%, 6% said it was 'At least once a day'.

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



Negative behaviour

Violence and aggression

What this is

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

Why this is important

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

How to read this

In the survey, we asked staff to tell us if they'd experienced violence or aggression. If they did, they could tell us with one or more answers what they experienced. In descending order, the table shows the answers.

Example

20% of your staff who did the survey said they experienced violence or aggression. Of that 20%, 84% said it was from 'Abusive language'.

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



If you experienced violence or aggression, what type did you experience?

	You 2021	Comparator 2021	Public sector 2021
Abusive language	84%	74%	81%
Intimidating behaviour	71%	72%	69%
Threats of violence	63%	29%	39%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	44%	9%	28%
Damage to my property or work equipment	7%	3%	7%
Other	5%	6%	12%
Stalking, including cyber-stalking	1%	2%	1%

Negative behaviour

Telling someone about violence and aggression

What this is

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

Why this is important

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

How to read this

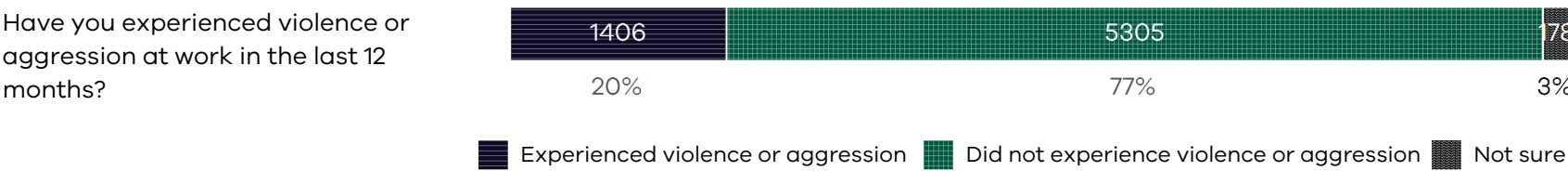
In the survey, we asked staff to tell us if they'd experienced violence or aggression. If they did, they could tell us with one or more answers who they told.

In descending order, the table shows the answers.

Example

20% of your staff who did the survey said they experienced violence or aggression, fo which

- 40% said the top way they reported the violence or aggression was 'Told a manager'
- 69% said they didn't submit a formal incident report.



Did you tell anyone about the incident?	You 2021	Comparator 2021	Public sector 2021
Told a manager	40%	60%	52%
Told a colleague	36%	42%	46%
Submitted a formal incident report	31%	24%	32%
Told the person the behaviour was not OK	21%	26%	33%
Told a friend or family member	18%	21%	20%
I did not tell anyone about the incident(s)	16%	9%	8%
Told someone else	6%	8%	6%
Told employee assistance program (EAP) or peer support	3%	7%	3%
Told Human Resources	2%	4%	4%

Negative behaviour

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

What this is

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

Why this is important

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

How to read this

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

Example

- 69% of your staff who experienced violence or aggression did not submit a formal incident report, of which:
- 30% said the top reason was 'Other'.



Please tell us why you did not submit a formal incident report?	You 2019	You 2021	Comparator 2021	Public sector 2021
Other	50%	30%	19%	12%
I didn't think it would make a difference	44%	30%	40%	39%
I didn't think it was serious enough	0%	28%	34%	33%
I didn't need to because I made the violence or aggression stop	0%	21%	13%	16%
I believed there would be negative consequences for my reputation	24%	16%	25%	16%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	0%	15%	12%	15%
I believed there would be negative consequences for my career	21%	14%	20%	12%
I didn't feel safe to report the incident	0%	4%	8%	5%
I thought the complaint process would be embarrassing or difficult	0%	3%	6%	4%
I believed there would be negative consequences for the person I was going to complain about	5%	2%	5%	4%

Negative behaviour

Perpetrators of violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

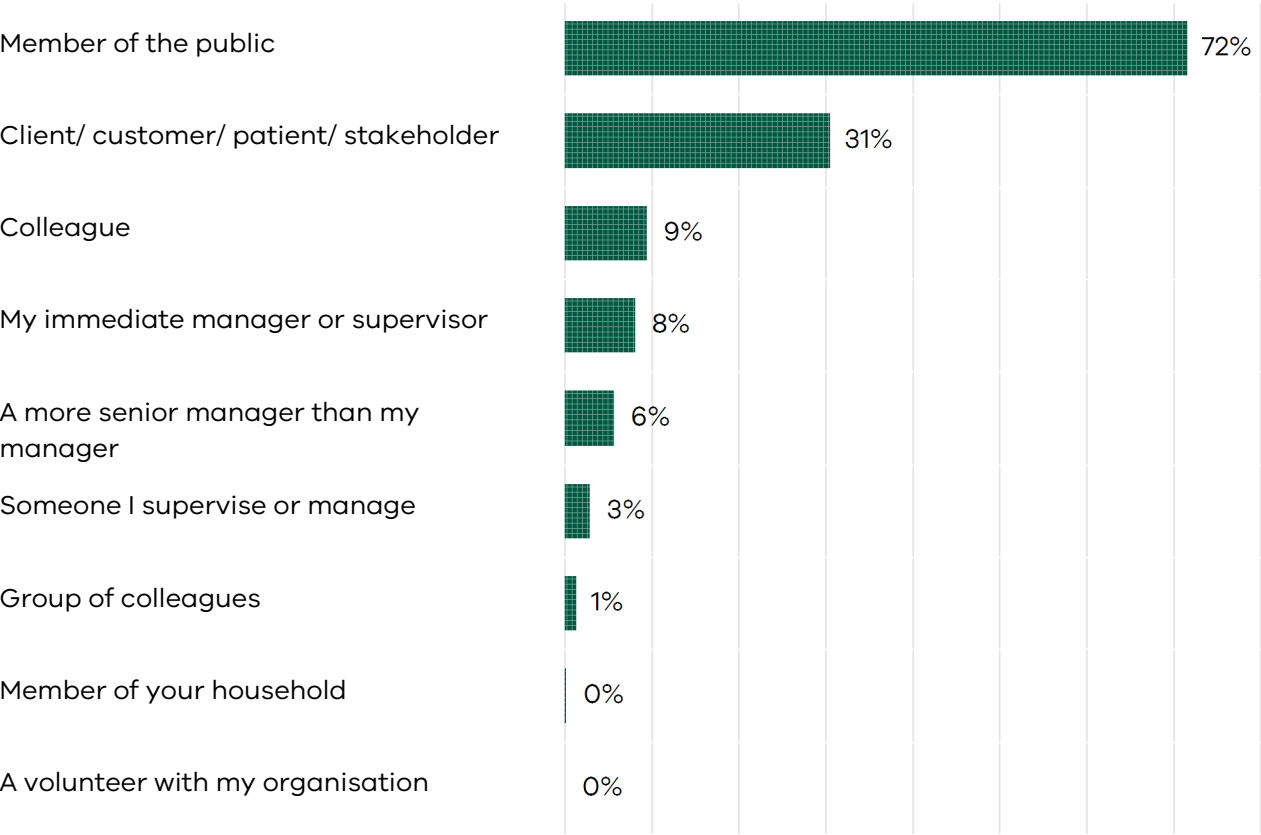
In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or a group of perpetrators.

Example

20% of your staff who did the survey said they experienced violence or aggression. Of that 20%, 72% said it was 'Member of the public'.

1406 people (20% of staff) experienced violence or aggression (You2021)



Negative behaviour

Frequency of violence and aggression

What this is

This is how often staff experienced violence or aggression.

Why this is important

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

How to read this

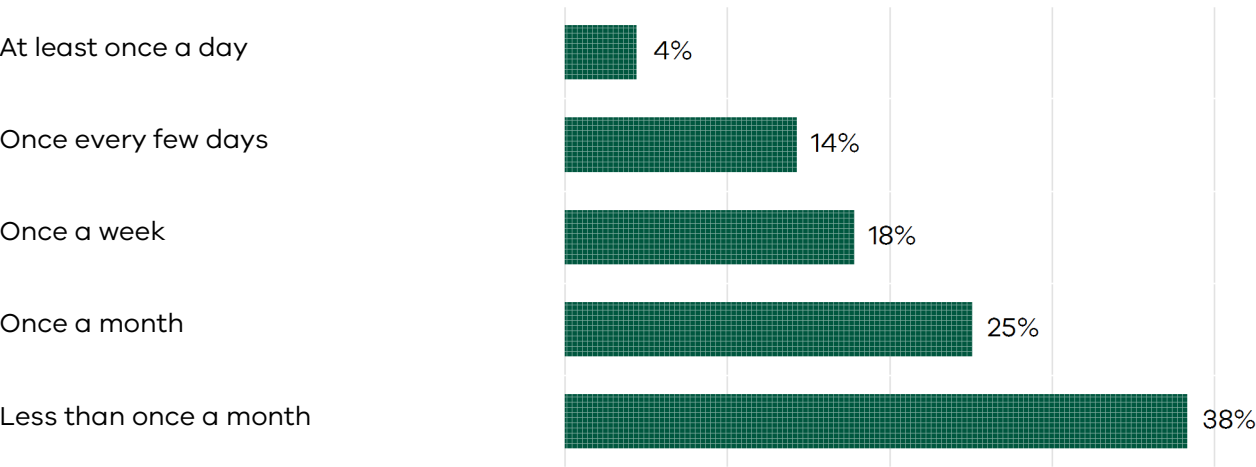
In this year’s survey, 20% of your staff said they experienced violence or aggression. If they did, they could tell us how often they experienced this behaviour.

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

Example

20% of your staff who did the survey said they experienced violence or aggression. Of that 20%, 4% said it was by 'At least once a day'.

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



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

25% of your staff who did the survey said they witnessed some negative behaviour at work.

75% 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 2019	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	76%	75%	83%	77%
Bullying of a colleague	16%	17%	13%	16%
Discrimination against a colleague	9%	11%	6%	8%
Violence or aggression against a colleague	4%	4%	3%	6%
Sexual harassment of a colleague	2%	2%	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.

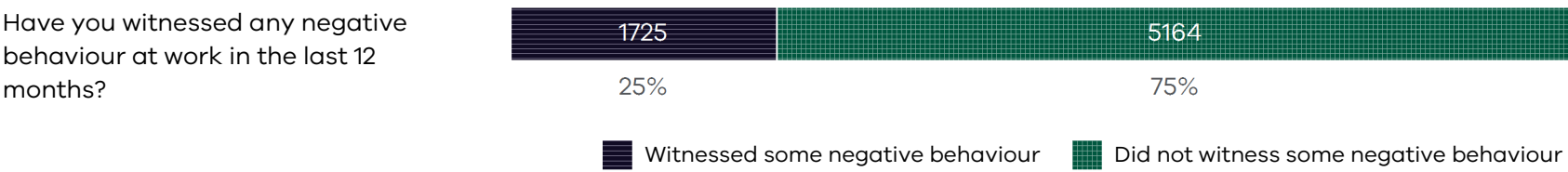
How to read this

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**
- 25% of your staff who did the survey witnessed negative behaviour, of which:
- 68% said the top action they took was 'Spoke to the person who experienced the behaviour'.
 - 8% 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	68%	73%	72%
Told a manager	35%	38%	37%
Told the person the behaviour was not OK	23%	22%	25%
Spoke to the person who behaved in a negative way	22%	19%	22%
Told a colleague	19%	22%	21%
Other	9%	6%	7%
Took no action	8%	7%	7%
Submitted a formal complaint	6%	5%	6%
Told Human Resources	3%	5%	6%

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

72% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.



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 	

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 2019 scores and your 2021 comparator group.

Example

On the first row 'Workgroup support', the 'You2021' column shows 90% of your staff agreed with 'I am able to work effectively with others in my workgroup'.

This question was not asked in 2019.

Question group	Highest scoring questions	You 2021	Change from 2019	Comparator 2021
Workgroup support	I am able to work effectively with others in my workgroup	90%	Not asked in 2019	92%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	89%	Not asked in 2019	89%
Manager leadership	My manager is committed to workplace safety	82%	-1%	88%
Job enrichment	I understand how my job contributes to my organisation's purpose	82%	-4%	89%
Quality service delivery	My workgroup strives to deliver services in a timely manner	82%	-5%	90%
Quality service delivery	My workgroup values human rights	82%	+2%	87%
Organisational integrity	My organisation encourages respectful workplace behaviours	82%	+2%	85%
Quality service delivery	My workgroup strives to provide high quality advice and services	82%	-3%	90%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	81%	+4%	78%
Workgroup support	People in my workgroup treat each other with respect	80%	-2%	86%

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 2019 scores and your 2021 comparator group.

Example

On the first row 'Learning and development', the 'You 2021' column shows 20% 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 2019.

Question subgroup	Lowest scoring questions	You 2021	Change from 2019	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)	20%	Not asked in 2019	38%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	25%	-10%	54%
Taking action	I believe my organisation will take positive action on the results of this year's survey	27%	Not asked in 2019	49%
Learning and development	I feel I have an equal chance at promotion in my organisation	28%	Not asked in 2019	45%
Safety climate	All levels of my organisation are involved in the prevention of stress	30%	-9%	45%
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 2019	47%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	35%	-6%	55%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	36%	-6%	57%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	37%	Not asked in 2019	63%
Manager support	I receive adequate recognition for my contributions and accomplishments	38%	-2%	63%

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 2019' column.

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

This is because the increase from 2019 shows you where the most positive changes are happening in your organisation.

Example

On the first row 'Organisational integrity', the 'You 2021' column shows 78% of your staff agreed with 'My organisation is committed to earning a high level of public trust'.

In the 'Increase from 2019' column, you have a 5% increase, which is a positive trend.

Question group	Most improved from last survey	You 2021	Increase from 2019	Comparator 2021
Organisational integrity	My organisation is committed to earning a high level of public trust	78%	+5%	79%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	81%	+4%	78%
Job enrichment	I have a choice in deciding how I do my work	59%	+2%	77%
Organisational integrity	My organisation does not tolerate improper conduct	67%	+2%	68%
Safe to speak up	I am confident that I would be protected from reprisal for reporting improper conduct	53%	+2%	66%
Quality service delivery	My workgroup values human rights	82%	+2%	87%
Manager support	I would be confident in approaching my manager to discuss concerns and grievances	73%	+2%	81%
Organisational integrity	My organisation encourages respectful workplace behaviours	82%	+2%	85%
Engagement	I am proud to tell others I work for my organisation	69%	+1%	78%
Manager leadership	My manager models my organisation's values	76%	+1%	84%

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 2019' column.

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

This is because the decrease from 2019 shows you where the most negative changes are happening in your organisation.

Example

On the first row 'Workplace flexibility', the 'You 2021' column shows 42% of your staff agreed with 'There is a positive culture within my organisation in relation to employees who use flexible work arrangements'.

In the 'Decrease from 2019' column, you have a 15% decrease, which is a negative trend.

Question subgroup	Largest decline from last survey	You 2021	Decrease from 2019	Comparator 2021
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	42%	-15%	68%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have caring responsibilities	47%	-14%	69%
Workplace flexibility	Having caring responsibilities is not a barrier to success in my organisation	39%	-14%	61%
Quality service delivery	My workgroup focuses on making decisions informed by all relevant facts	67%	-11%	79%
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	43%	-11%	61%
Quality service delivery	My workgroup strives to make the best use of its resources	66%	-11%	78%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	25%	-10%	54%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different age groups	61%	-9%	71%
Equal employment opportunity	Disability is not a barrier to success in my organisation	40%	-9%	59%
Quality service delivery	My workgroup places a priority on acting fairly and without bias	67%	-9%	78%

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 'Job enrichment', the 'You 2021' column shows 81% of your staff agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

The 'difference' column, shows that agreement for this question was 3 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	81%	+3%	78%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	66%	+1%	65%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	89%	+1%	89%

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 'Equal employment opportunity', the 'You 2021' column shows 44% of your staff agreed with 'Gender is not a barrier to success in my organisation'.

The 'difference' column, shows that agreement for this question was 30 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Equal employment opportunity	Gender is not a barrier to success in my organisation	44%	-30%	74%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	25%	-28%	54%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	52%	-26%	79%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	37%	-26%	63%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	42%	-26%	68%
Manager support	I receive adequate recognition for my contributions and accomplishments	38%	-25%	63%
Senior leadership	Senior leaders support staff to work in an environment of change	42%	-24%	66%
Workplace flexibility	Having family responsibilities is not a barrier to success in my organisation	42%	-22%	64%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have family responsibilities	49%	-22%	71%
Taking action	I believe my organisation will take positive action on the results of this year's survey	27%	-22%	49%

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 	

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.

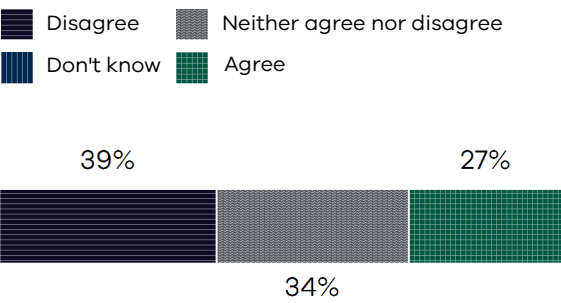
Example

27% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

Survey question

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

Your results



Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	27 %	33 %	49 %	61 %

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
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Senior leadership

Senior leadership 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

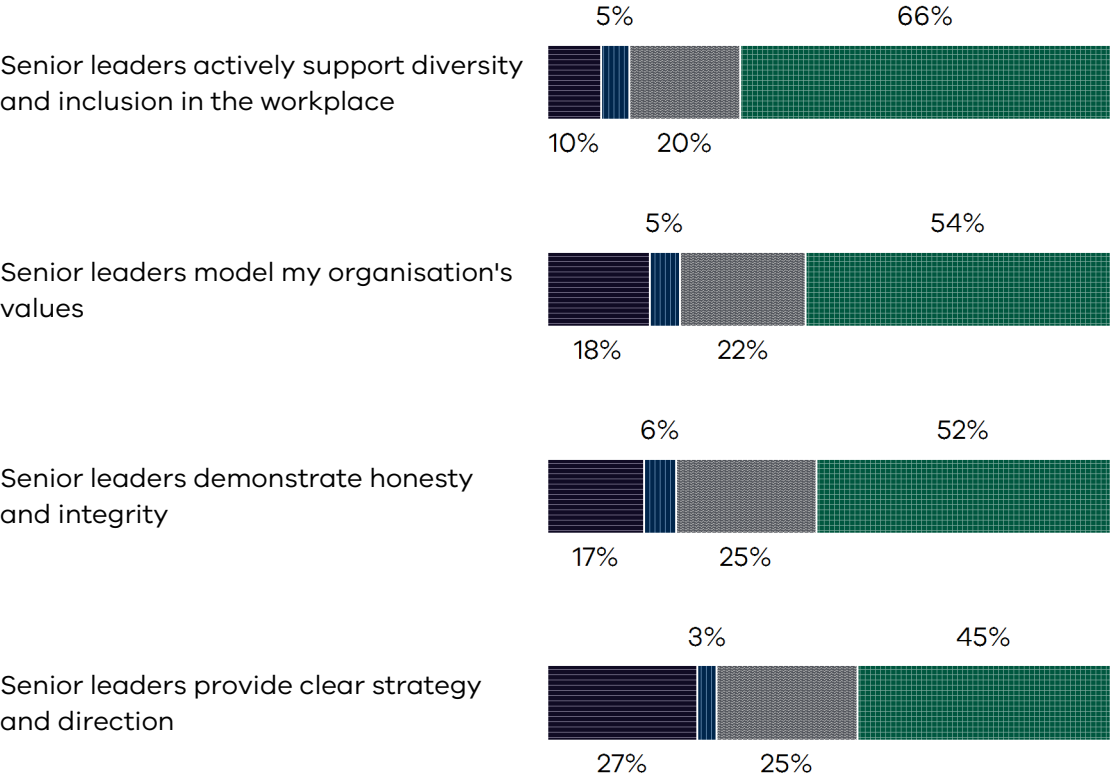
Example

66% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
68 %	66 %	62 %	77 %	84 %
60 %	54 %	52 %	70 %	79 %
61 %	52 %	49 %	69 %	80 %
53 %	45 %	43 %	60 %	71 %

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.

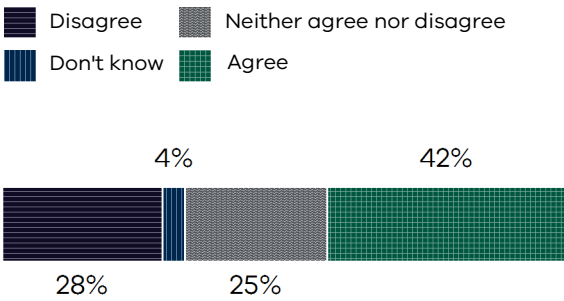
Example

42% of your staff who did the survey agreed or strongly agreed with 'Senior leaders support staff to work in an environment of change'.

Survey question

Senior leaders support staff to work in an environment of change

Your results



Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
50 %	42 %	46 %	66 %	76 %

People matter

survey 2021

Have your say

Report overview

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

People outcomes

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Organisational climate

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

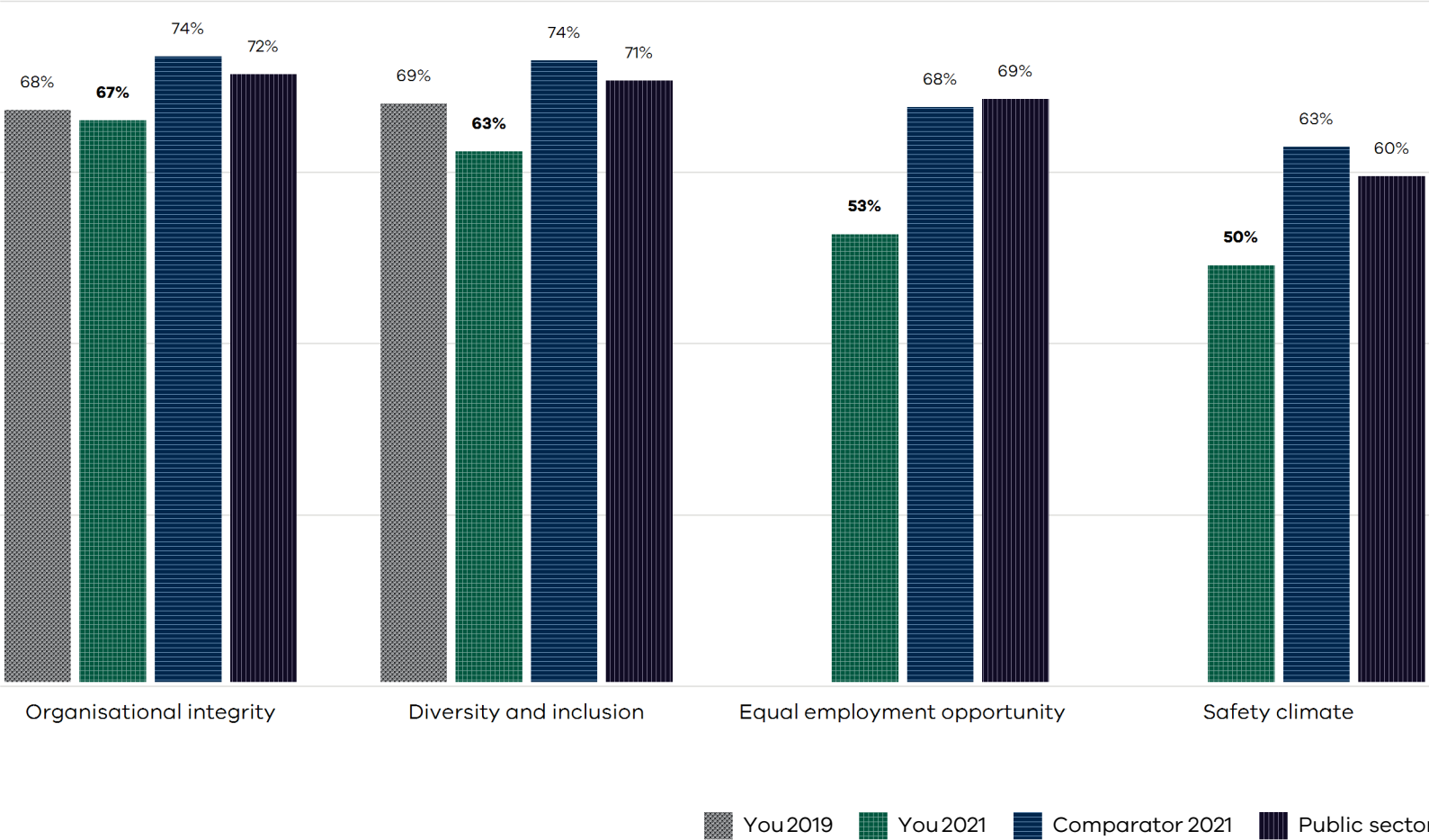
Example

In 2021:

- 67% of your staff who did the survey responded positively to questions about Organisational integrity which is down from 68% in 2019.

Compared to:

- 74% 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.

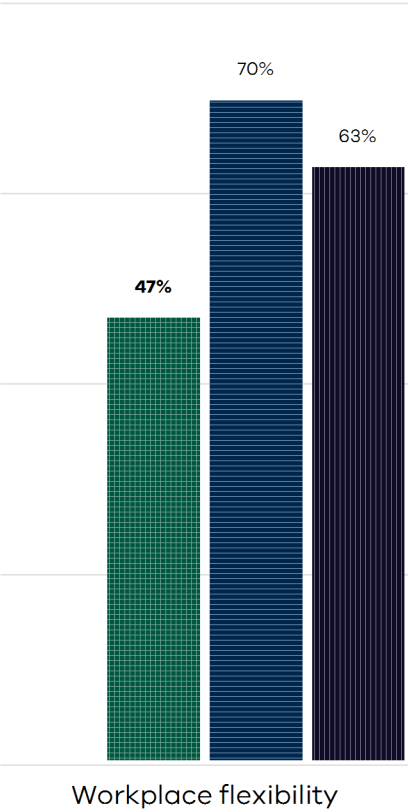
Example

In 2021:

- 47% of your staff who did the survey responded positively to questions about Workplace flexibility.

Compared to:

- 70% of staff at your comparator and 63% of staff across the public sector.



You2019 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.

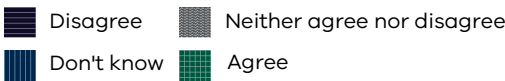
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

82% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

Survey question

Your results



Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
80 %	82 %	70 %	85 %	92 %
79 %	79 %	71 %	82 %	86 %
73 %	78 %	66 %	79 %	86 %
72 %	70 %	65 %	82 %	89 %

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.

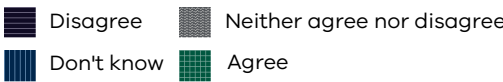
Example

67% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
65 %	67 %	52 %	68 %	77 %
69 %	65 %	52 %	69 %	77 %
36 %	25 %	37 %	54 %	65 %

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.

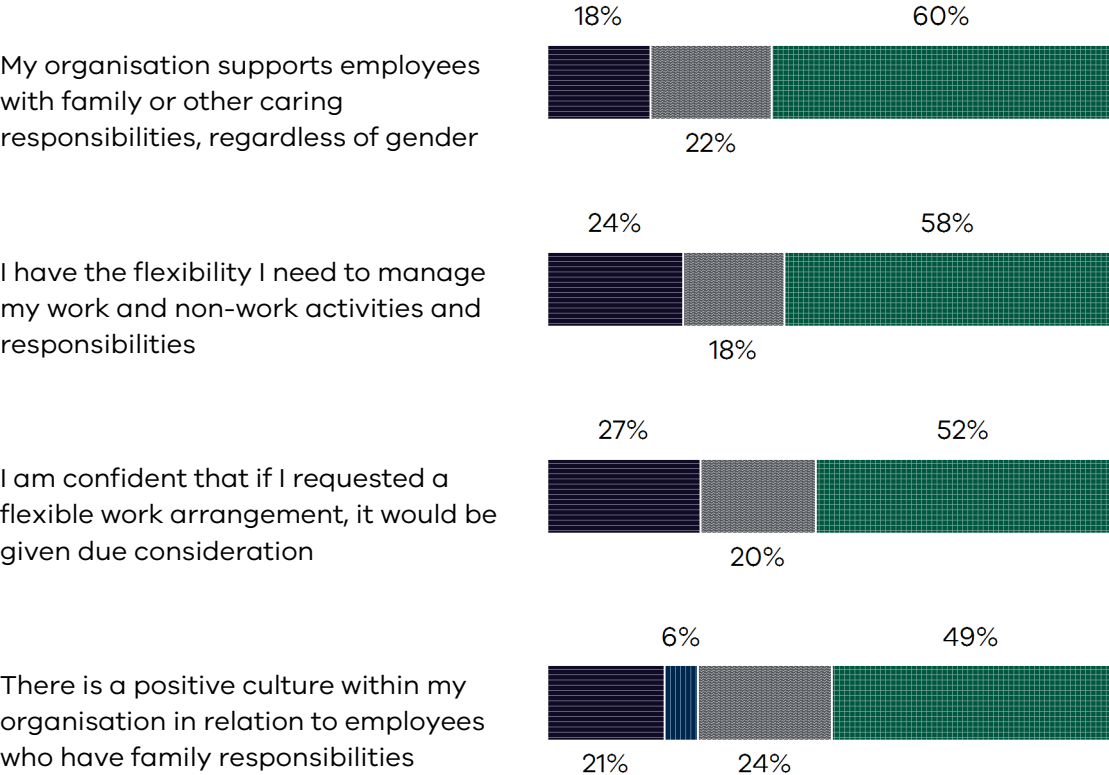
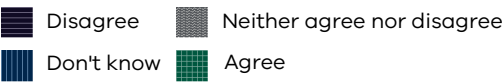
Example

60% of your staff who did the survey agreed or strongly agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	60 %	63 %	80 %	88 %
Not asked	58 %	63 %	77 %	84 %
56 %	52 %	55 %	79 %	89 %
Not asked	49 %	52 %	71 %	82 %

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.

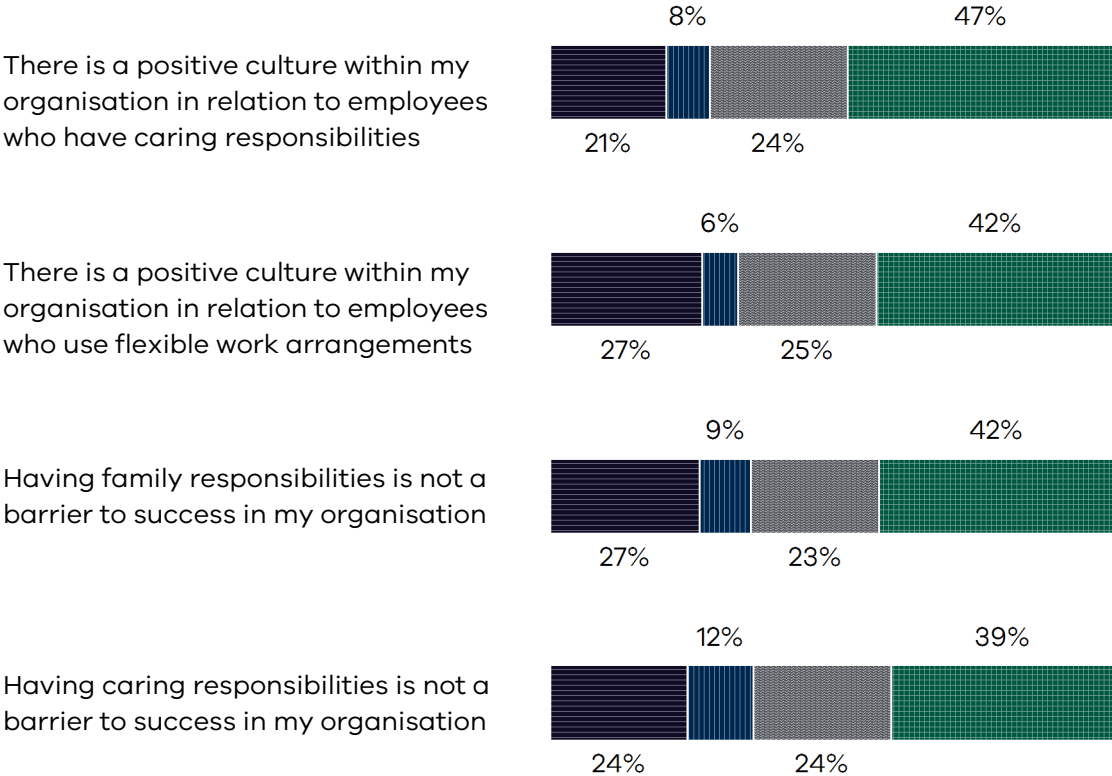
Example

47% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who have caring responsibilities'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
61 %	47 %	50 %	69 %	80 %
58 %	42 %	46 %	68 %	82 %
Not asked	42 %	48 %	64 %	72 %
53 %	39 %	45 %	61 %	69 %

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.

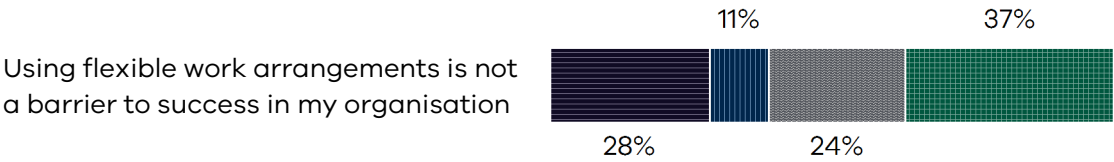
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

37% of your staff who did the survey agreed or strongly agreed with 'Using flexible work arrangements is not a barrier to success in my organisation'.

Survey question

Your results



Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	37 %	43 %	63 %	76 %

Organisational climate

Workplace flexibility 4 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

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

52% 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 2019	You 2021	Comparator 2021	Public sector 2021
No, I do not use any flexible work arrangements	53%	52%	35%	38%
Flexible start and finish times	22%	19%	34%	23%
Working from an alternative location (e.g. home, hub/shared work space)	0%	14%	35%	24%
Shift swap	12%	10%	2%	12%
Purchased leave	9%	7%	3%	2%
Working more hours over fewer days	4%	6%	6%	6%
Part-time	7%	6%	11%	19%
Using leave to work flexible hours	7%	5%	7%	8%
Other	2%	3%	2%	2%
Study leave	1%	0%	1%	4%

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.

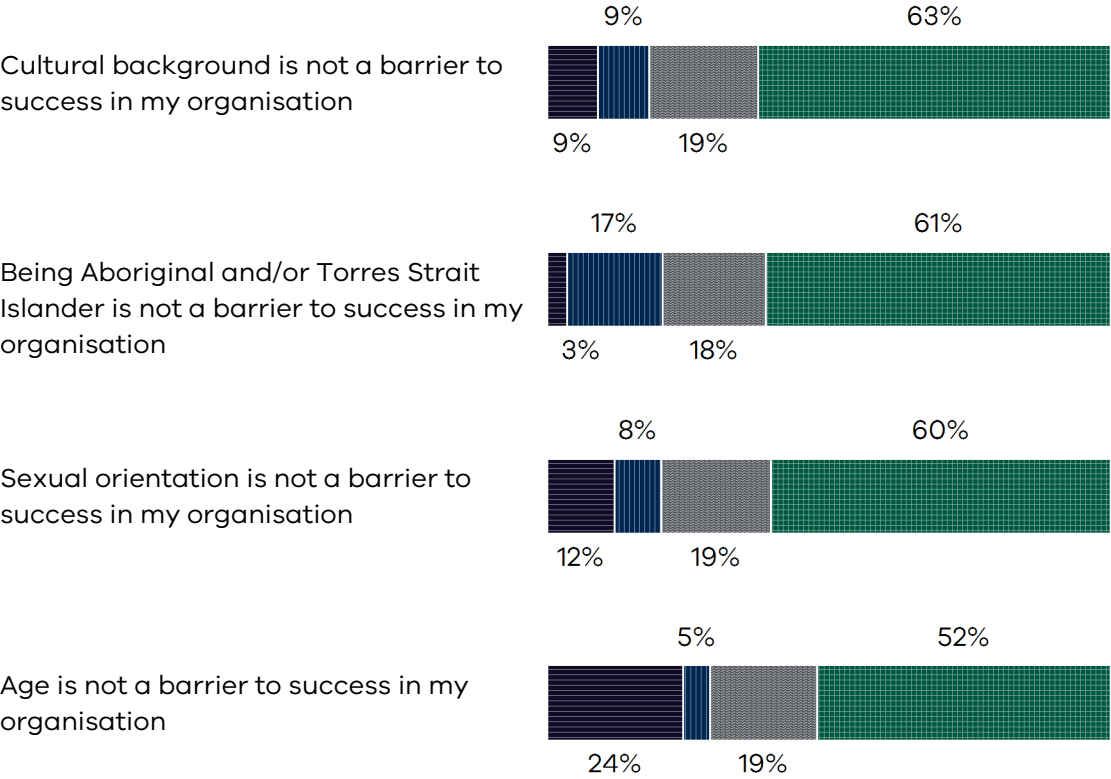
Example

63% of your staff who did the survey agreed or strongly agreed with 'Cultural background is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
69 %	63 %	66 %	70 %	75 %
Not asked	61 %	56 %	65 %	68 %
69 %	60 %	68 %	75 %	80 %
56 %	52 %	59 %	65 %	69 %

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.

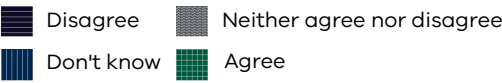
Example

44% of your staff who did the survey agreed or strongly agreed with 'Gender is not a barrier to success in my organisation'.

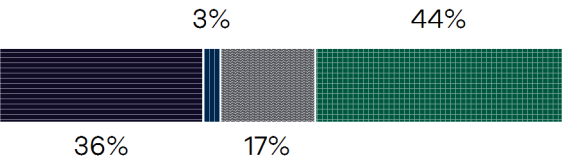
Survey question

Your results

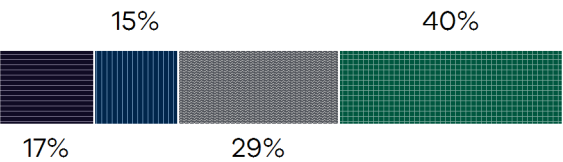
Benchmark agree results



Gender is not a barrier to success in my organisation



Disability is not a barrier to success in my organisation



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	44 %	66 %	74 %	81 %
49 %	40 %	49 %	59 %	67 %

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.

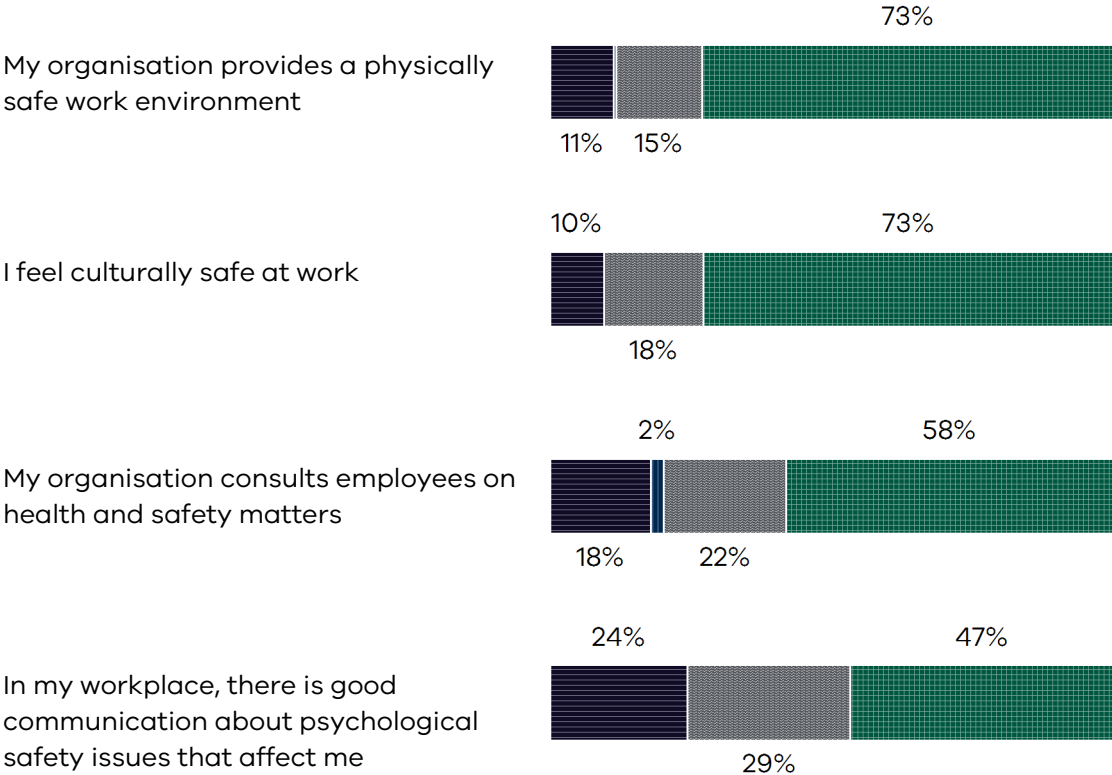
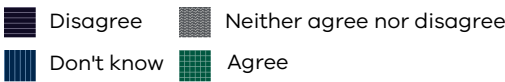
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

73% 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		
2019	2021	Lowest	Average	Highest
Not asked	73 %	70 %	83 %	91 %
Not asked	73 %	64 %	78 %	85 %
60 %	58 %	58 %	71 %	84 %
54 %	47 %	42 %	59 %	70 %

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

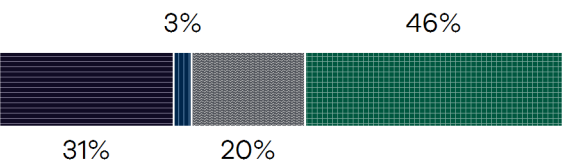
46% of your staff who did the survey agreed or strongly agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.

Survey question

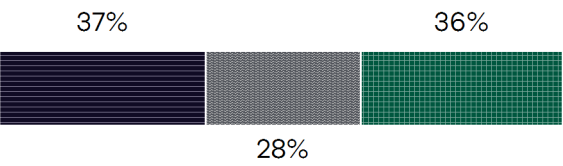
Your results



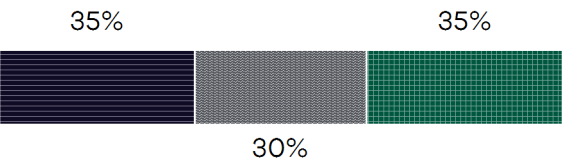
My organisation has effective procedures in place to support employees who may experience stress



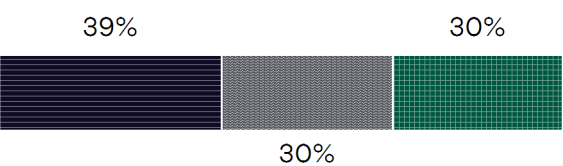
Senior leaders consider the psychological health of employees to be as important as productivity



Senior leaders show support for stress prevention through involvement and commitment



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



Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
54 %	46 %	46 %	60 %	67 %
42 %	36 %	39 %	57 %	65 %
40 %	35 %	38 %	55 %	63 %
39 %	30 %	31 %	45 %	52 %

Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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

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

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

How to interpret your score

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

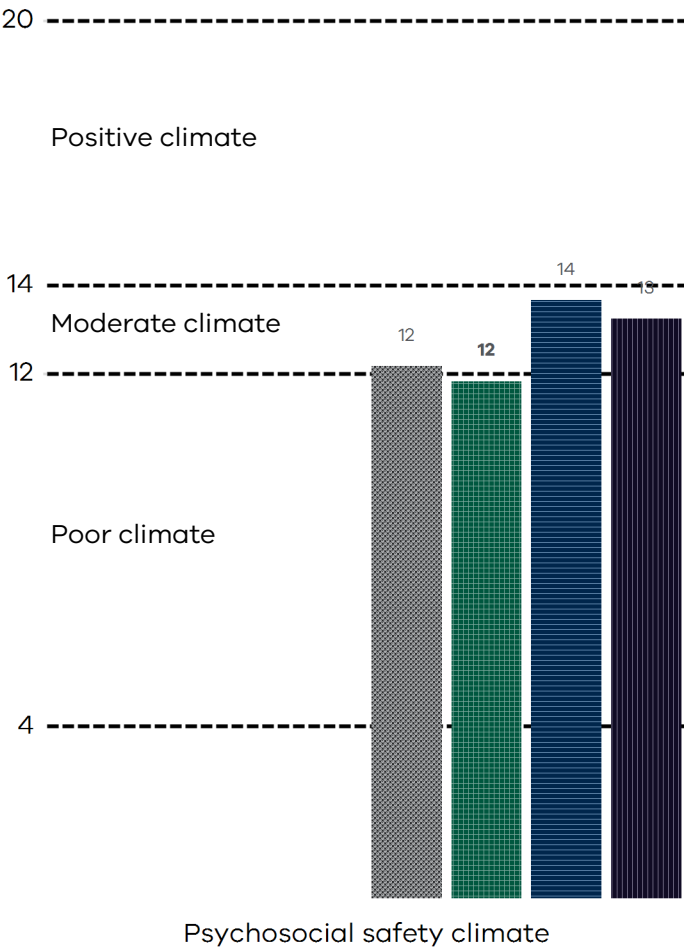
A score of:

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

Adverse outcomes can include:

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

Benchmark results



You 2019 You 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.

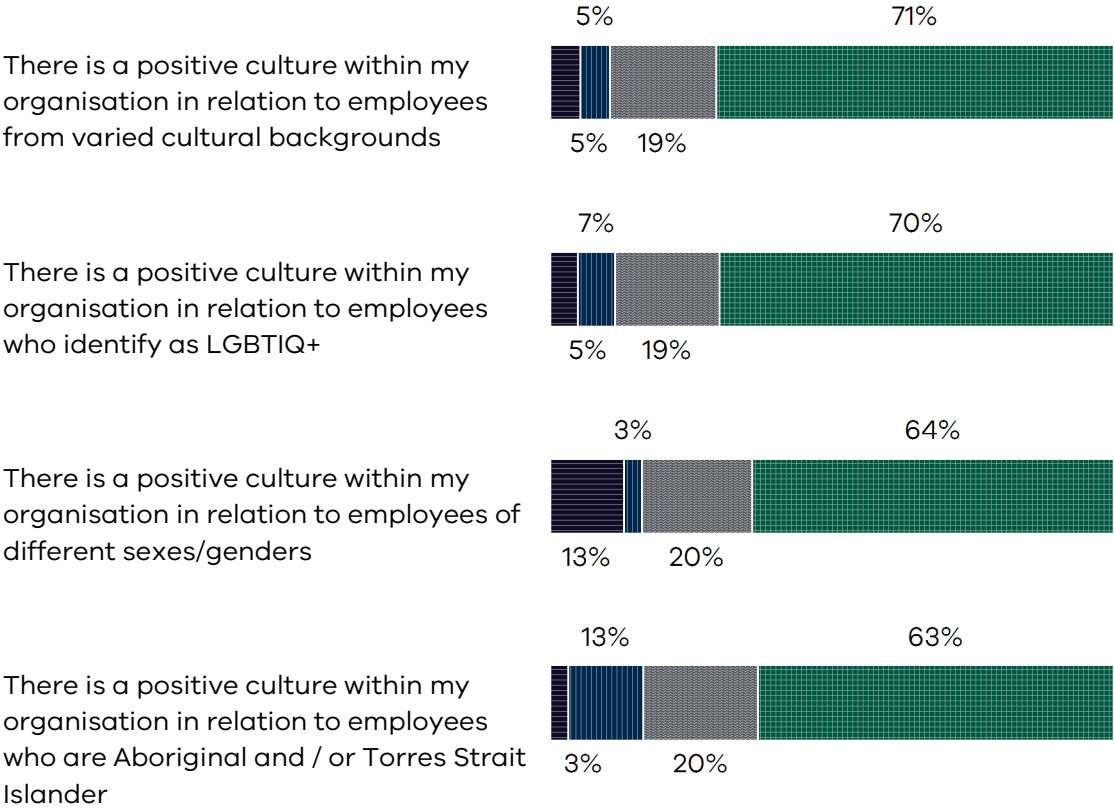
Example

71% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees from varied cultural backgrounds'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
75 %	71 %	68 %	78 %	83 %
71 %	70 %	58 %	76 %	82 %
71 %	64 %	67 %	80 %	86 %
67 %	63 %	53 %	73 %	79 %

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.

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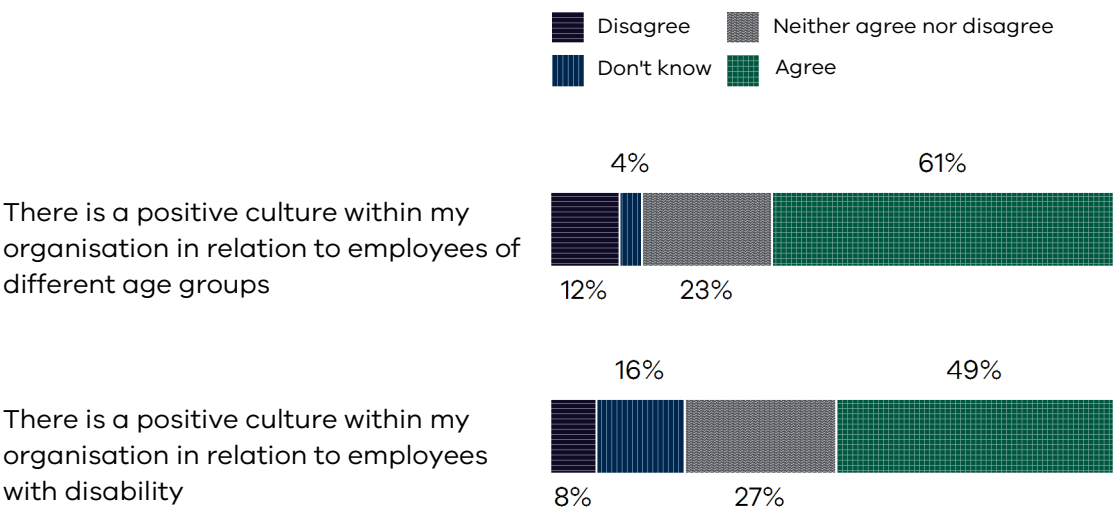
Example

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 of different age groups’.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
70 %	61 %	59 %	71 %	77 %
57 %	49 %	49 %	64 %	69 %

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.

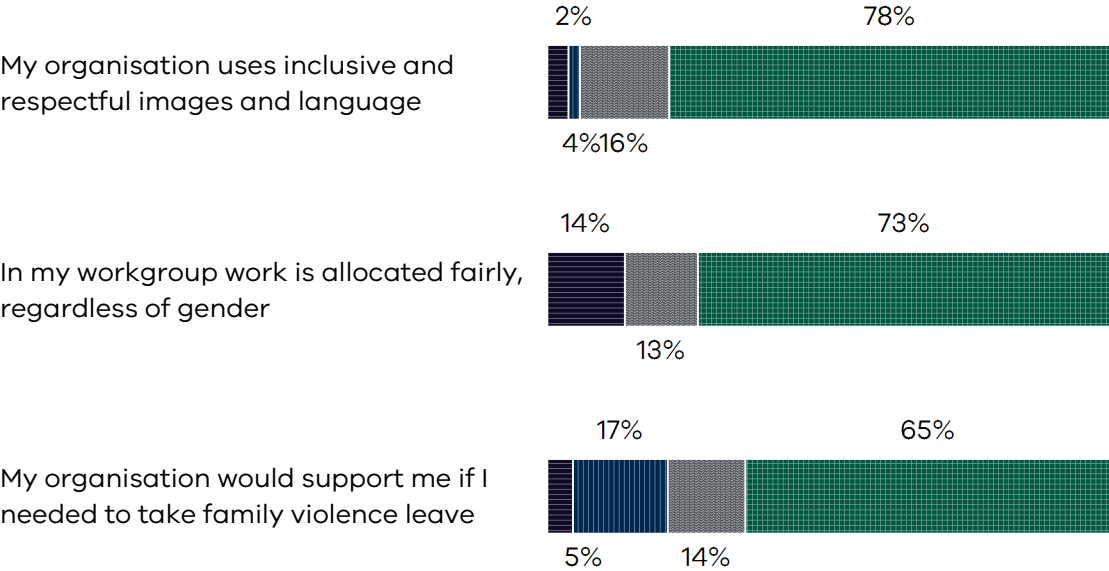
Example

78% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	78 %	74 %	86 %	91 %
Not asked	73 %	73 %	83 %	87 %
Not asked	65 %	67 %	79 %	85 %

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
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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.

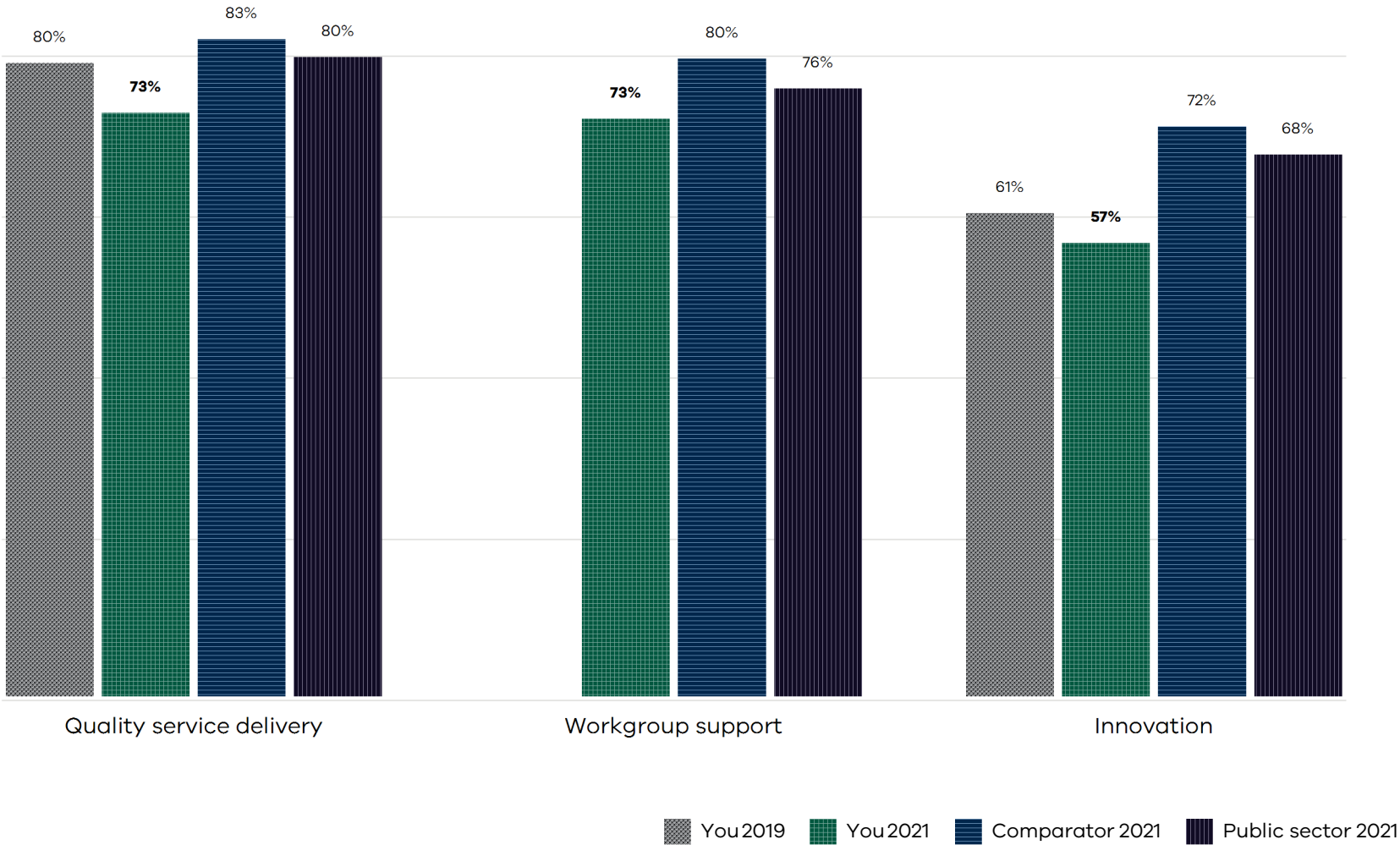
Example

In 2021:

- 73% of your staff who did the survey responded positively to questions about which is down from 80% in 2019.

Compared to:

- 83% of staff at your comparator and 80% of staff across the public sector.



Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

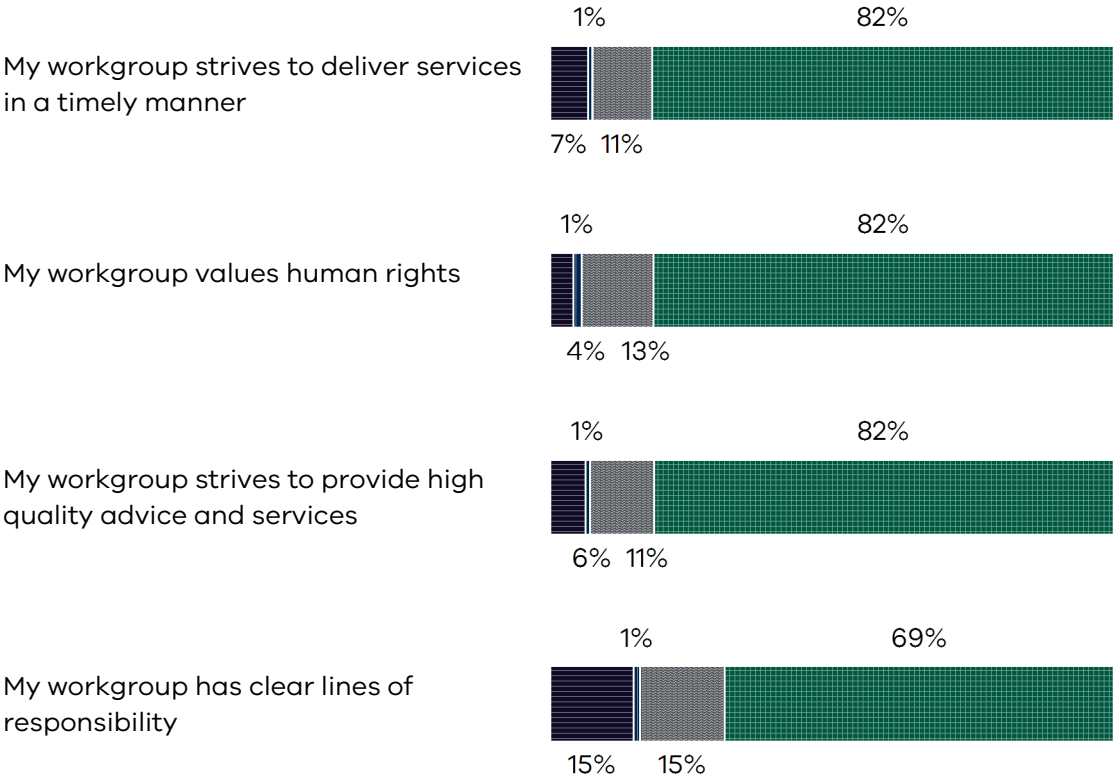
Example

82% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
87 %	82 %	81 %	90 %	94 %
80 %	82 %	77 %	87 %	90 %
85 %	82 %	78 %	90 %	94 %
75 %	69 %	67 %	76 %	82 %

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.

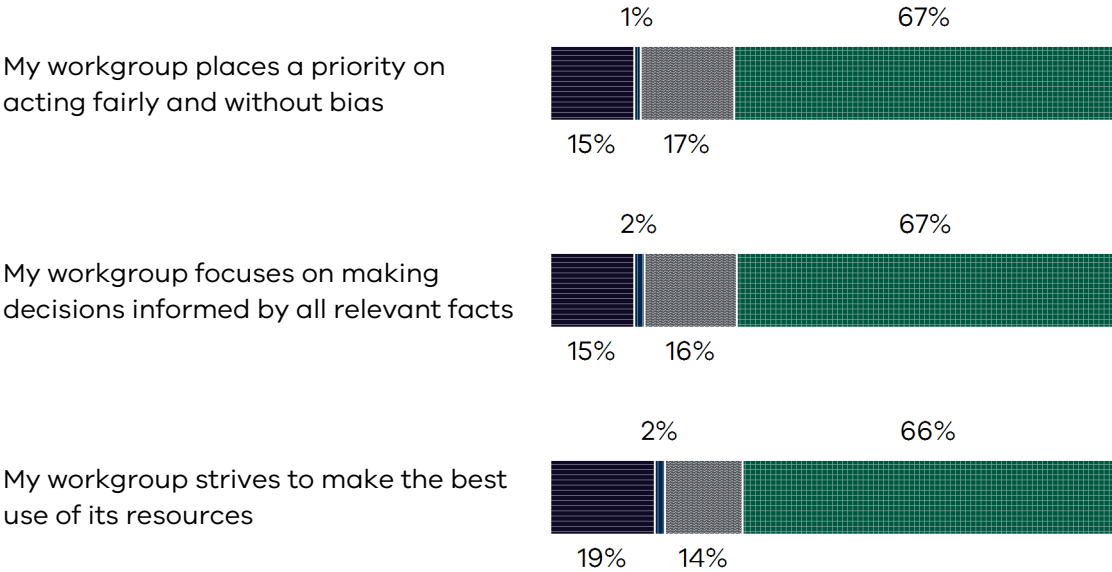
Example

67% of your staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
76 %	67 %	63 %	78 %	83 %
78 %	67 %	66 %	79 %	83 %
77 %	66 %	67 %	78 %	82 %

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.

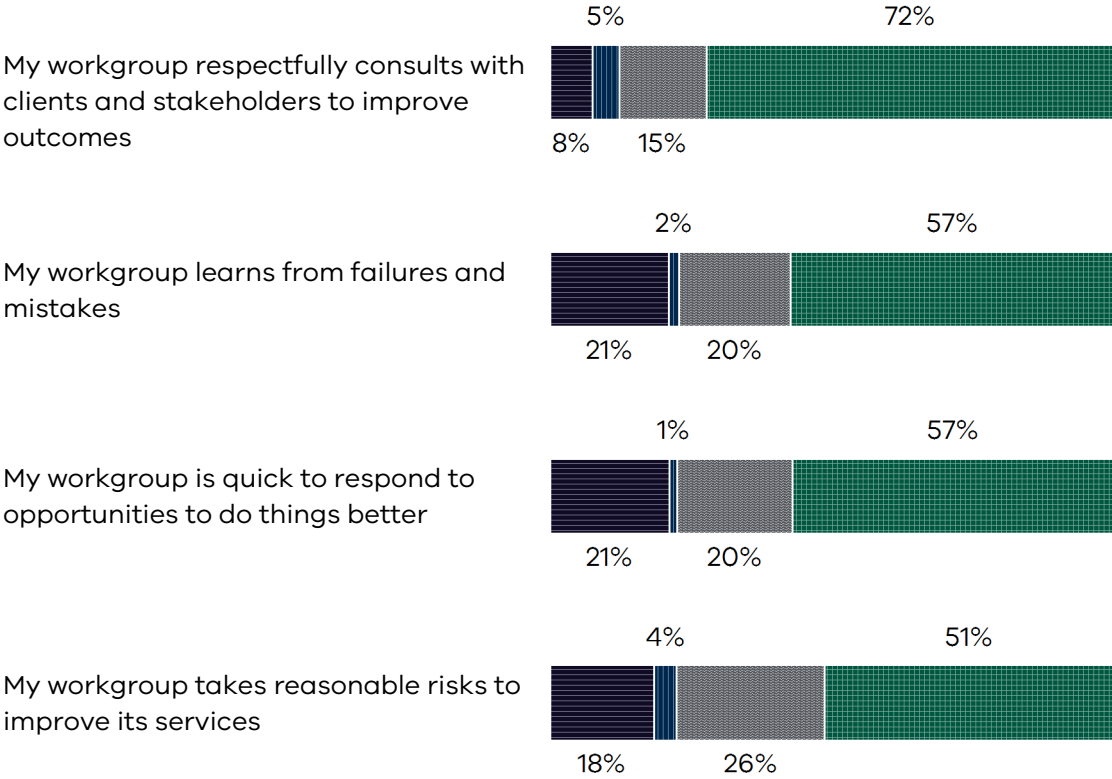
Example

72% 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		
2019	2021	Lowest	Average	Highest
74 %	72 %	76 %	87 %	92 %
62 %	57 %	54 %	70 %	75 %
59 %	57 %	58 %	73 %	79 %
56 %	51 %	50 %	64 %	69 %

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.

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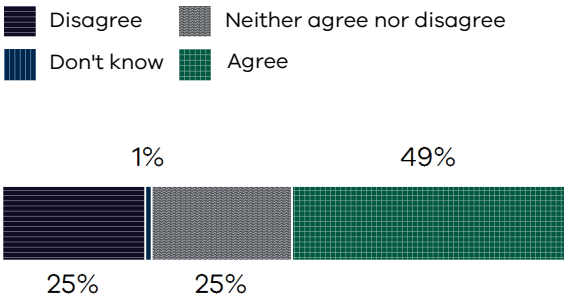
Example

49% 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		
2019	2021	Lowest	Average	Highest
54 %	49 %	49 %	65 %	71 %

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.

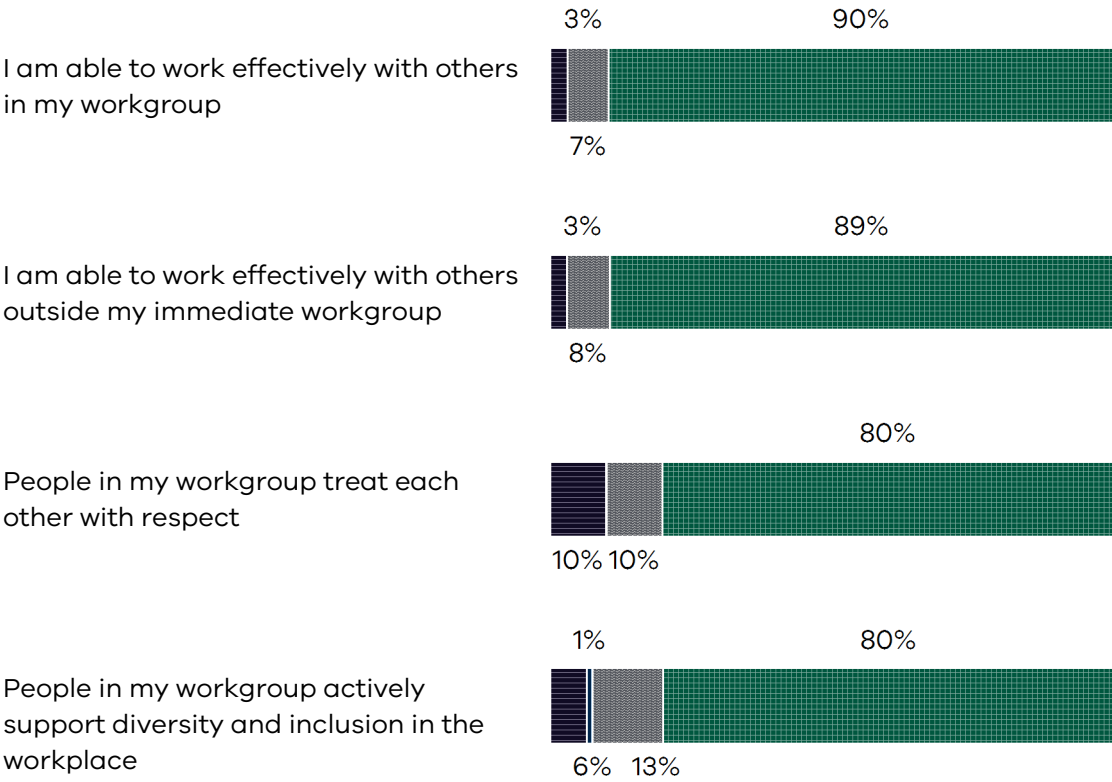
Example

90% 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		
2019	2021	Lowest	Average	Highest
Not asked	90 %	86 %	92 %	94 %
Not asked	89 %	85 %	89 %	90 %
82 %	80 %	71 %	86 %	91 %
82 %	80 %	74 %	85 %	87 %

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.

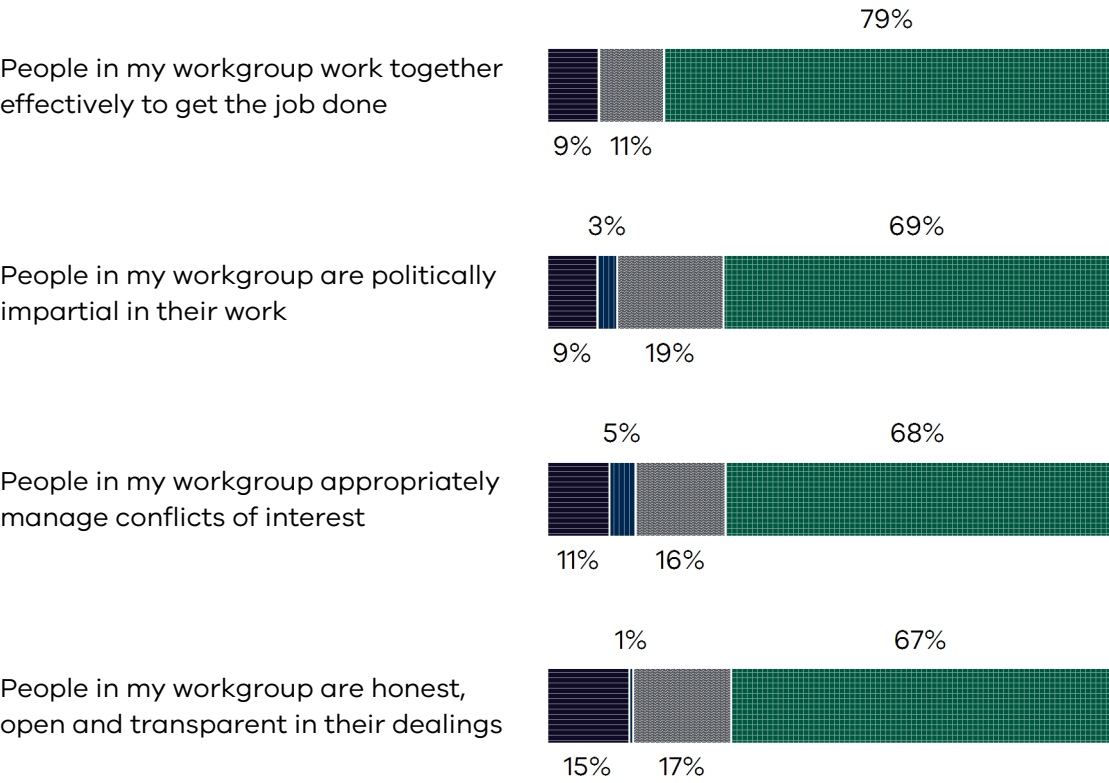
Example

79% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
81 %	79 %	75 %	85 %	89 %
74 %	69 %	65 %	78 %	86 %
70 %	68 %	64 %	76 %	81 %
72 %	67 %	58 %	77 %	83 %

Workgroup climate

Workgroup support 3 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

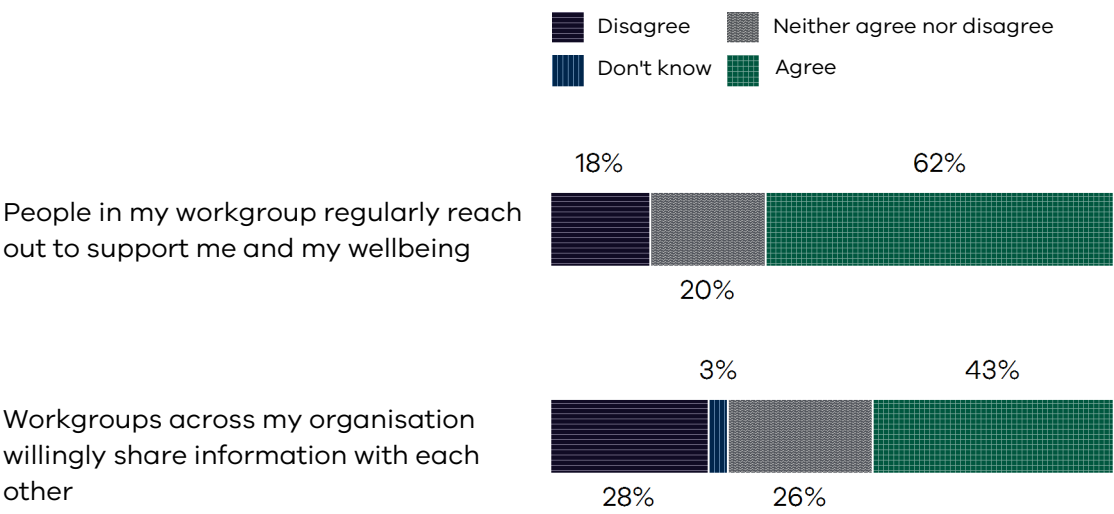
Example

62% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup regularly reach out to support me and my wellbeing'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	62 %	61 %	75 %	78 %
47 %	43 %	47 %	60 %	69 %

People matter

survey 2021

Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
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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.

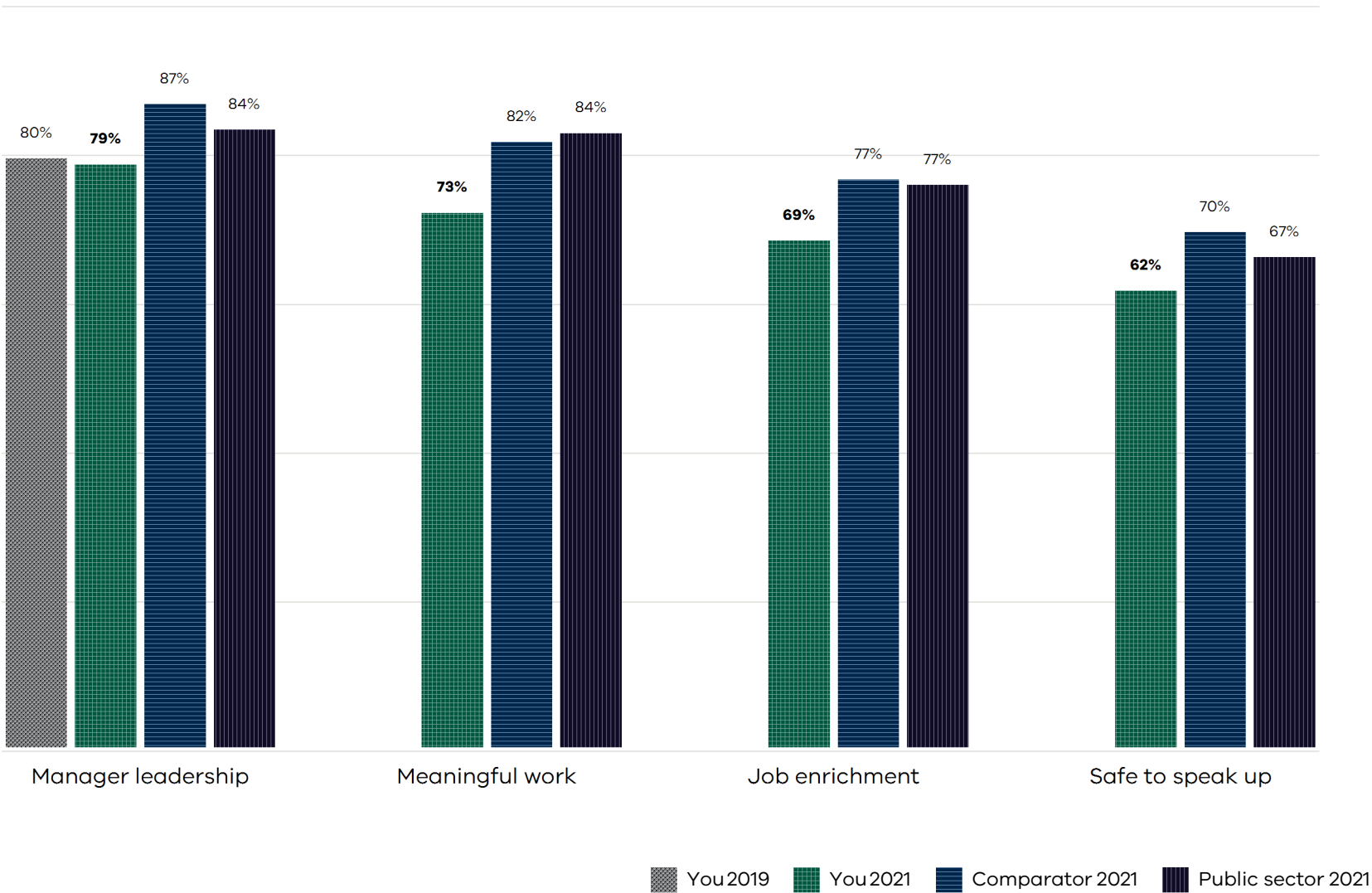
Example

In 2021:

- 79% of your staff who did the survey responded positively to questions about Manager leadership.

Compared to:

- 87% 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.

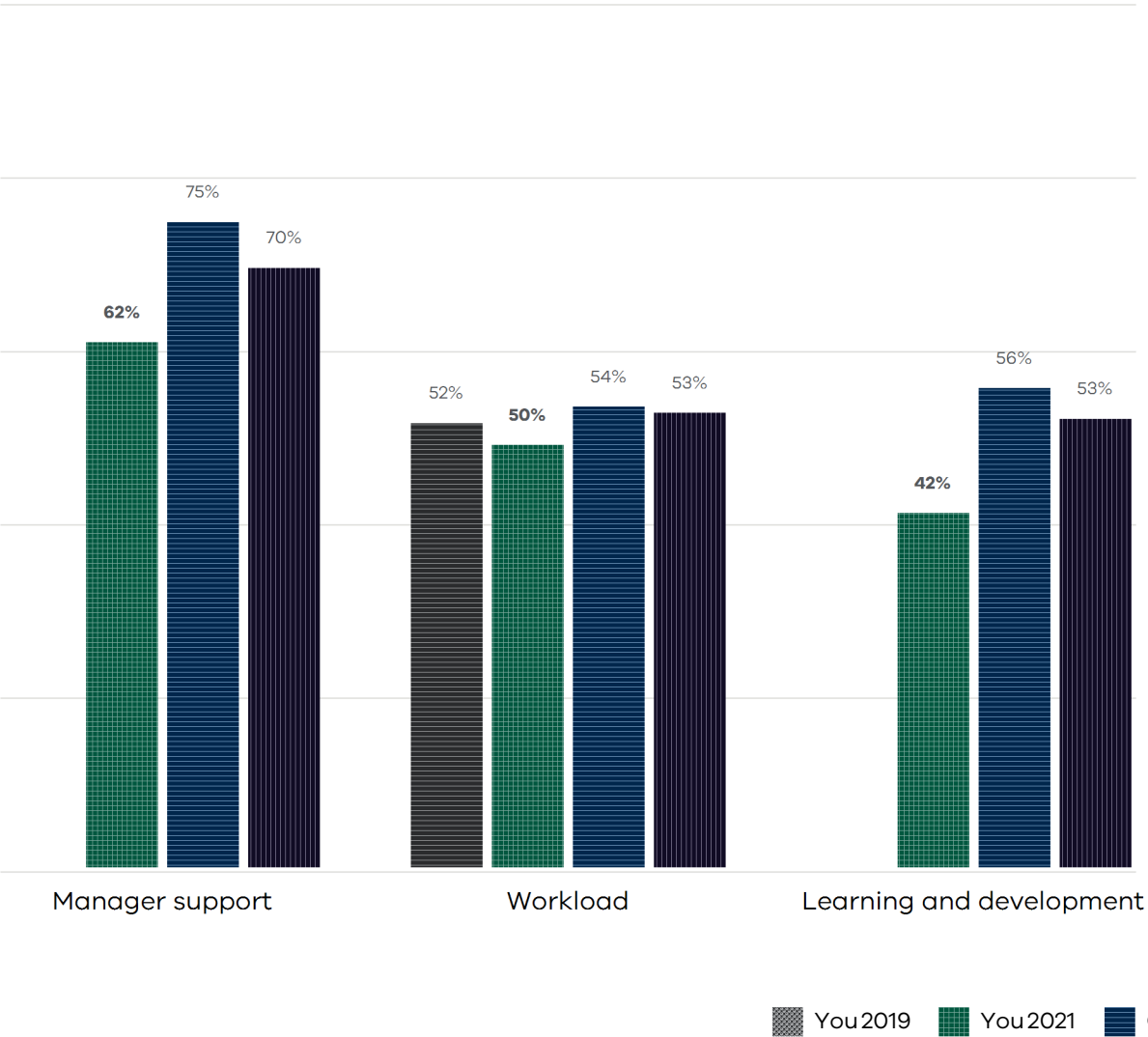
Example

In 2021:

- 62% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

- 75% of staff at your comparator and 70% 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.

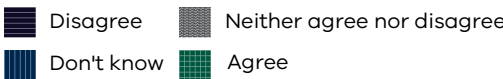
Example

82% of your staff who did the survey agreed or strongly agreed with 'My manager is committed to workplace safety'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
83 %	82 %	79 %	88 %	92 %
81 %	80 %	78 %	89 %	92 %
80 %	80 %	76 %	88 %	92 %
81 %	79 %	79 %	89 %	93 %

Job and manager factors

Manager leadership 2 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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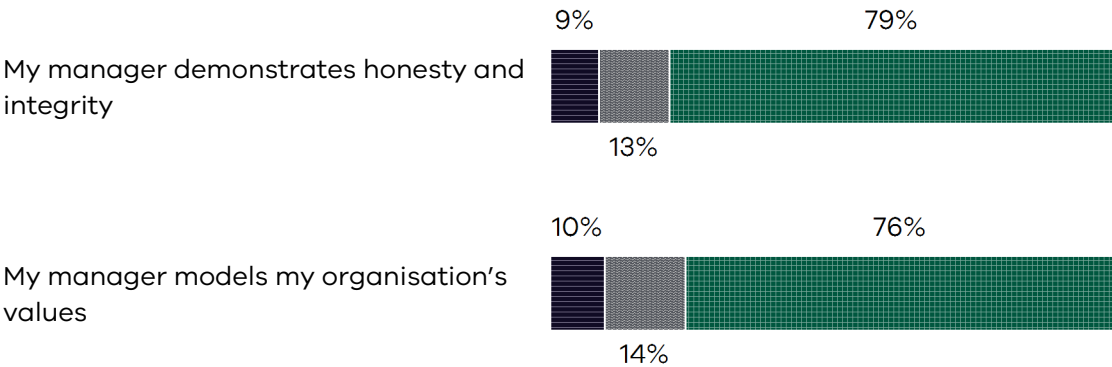
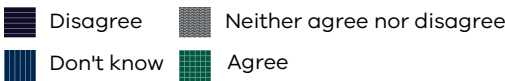
Example

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

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
81 %	79 %	74 %	87 %	91 %
75 %	76 %	71 %	84 %	88 %

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.

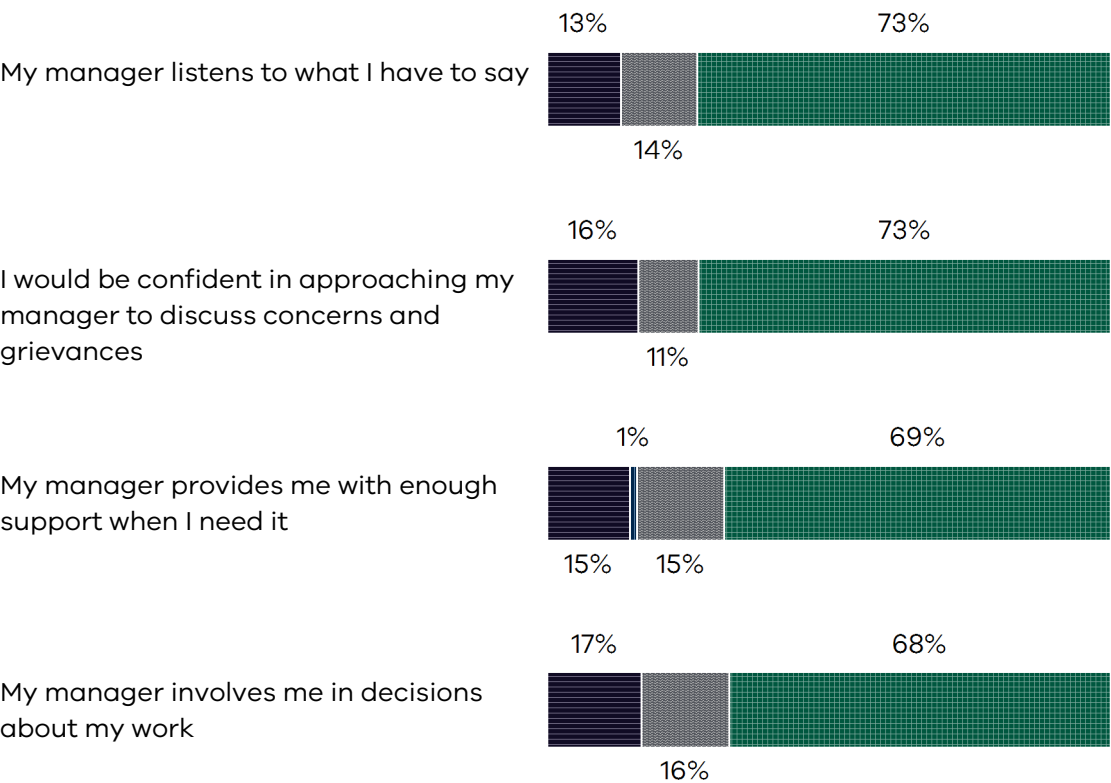
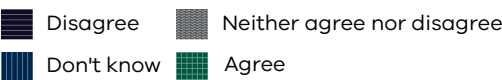
Example

73% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
78 %	73 %	73 %	86 %	89 %
71 %	73 %	69 %	81 %	86 %
Not asked	69 %	66 %	79 %	83 %
68 %	68 %	67 %	82 %	86 %

Job and manager factors

Manager support 2 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

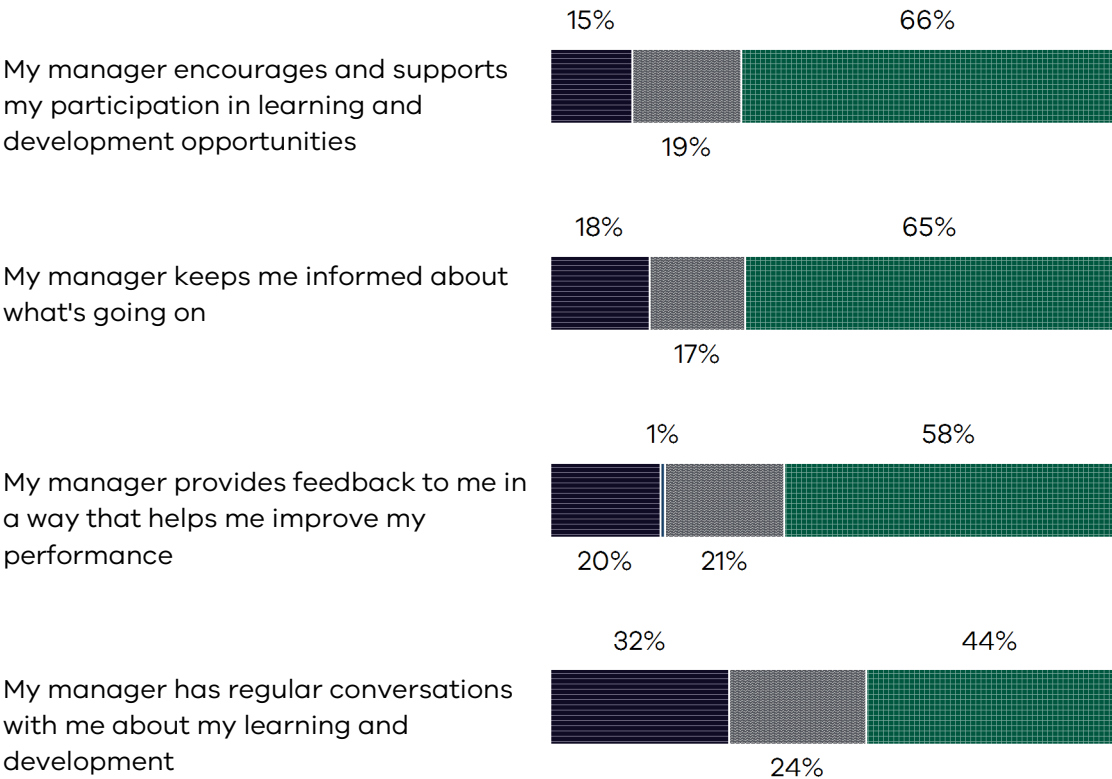
Example

66% of your staff who did the survey agreed or strongly agreed with 'My manager encourages and supports my participation in learning and development opportunities'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
69 %	66 %	66 %	79 %	84 %
67 %	65 %	66 %	80 %	84 %
64 %	58 %	60 %	71 %	80 %
Not asked	44 %	51 %	59 %	64 %

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

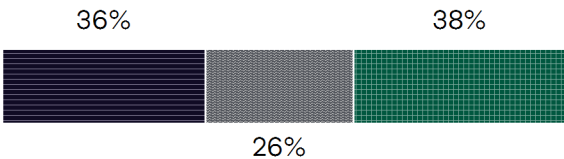
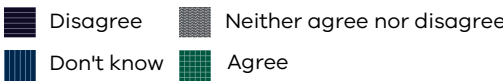
38% of your staff who did the survey agreed or strongly agreed with 'I receive adequate recognition for my contributions and accomplishments'.

Survey question

Your results

Benchmark agree results

I receive adequate recognition for my contributions and accomplishments



You		Comparator		
2019	2021	Lowest	Average	Highest
40 %	38 %	43 %	63 %	70 %

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.

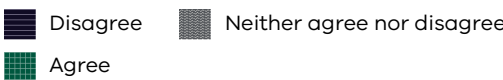
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

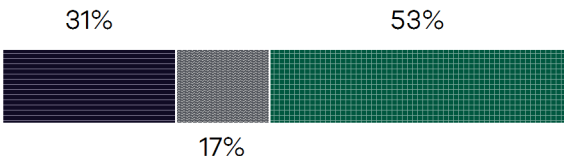
53% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Survey question

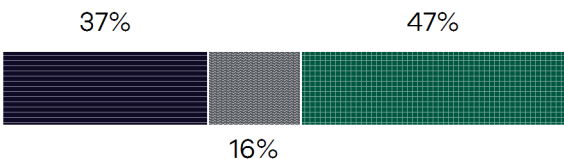
Your results



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



I have enough time to do my job effectively



Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
53 %	53 %	48 %	56 %	65 %
51 %	47 %	44 %	53 %	62 %

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.

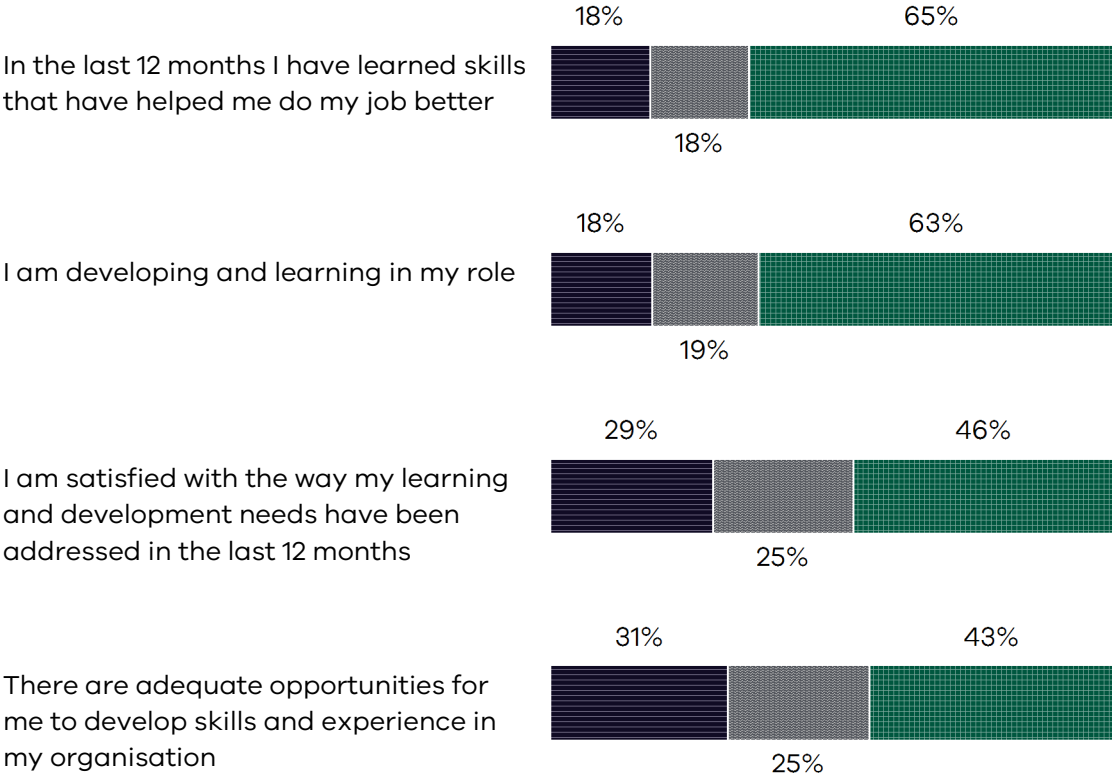
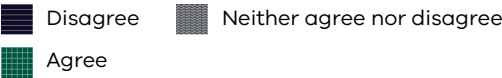
Example

65% 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		
2019	2021	Lowest	Average	Highest
Not asked	65 %	62 %	72 %	77 %
Not asked	63 %	60 %	72 %	77 %
Not asked	46 %	43 %	55 %	60 %
55 %	43 %	46 %	61 %	69 %

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.

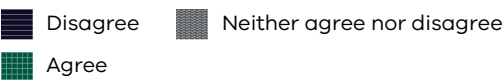
Example

39% of your staff who did the survey agreed or strongly agreed with 'My organisation places a high priority on the learning and development of staff.'

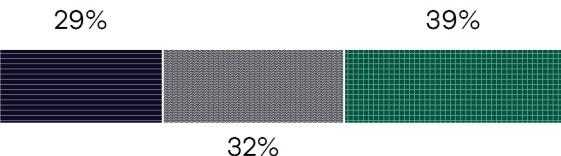
Survey question

Your results

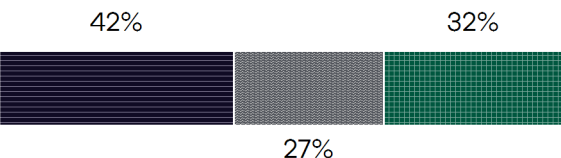
Benchmark agree results



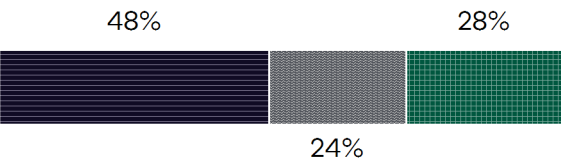
My organisation places a high priority on the learning and development of staff



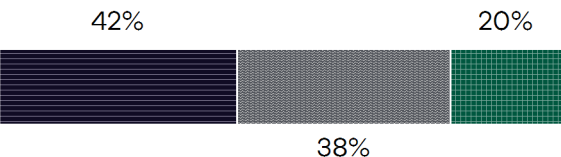
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)



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



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



You		Comparator		
2019	2021	Lowest	Average	Highest
46 %	39 %	45 %	60 %	74 %
Not asked	32 %	36 %	47 %	58 %
Not asked	28 %	33 %	45 %	52 %
Not asked	20 %	31 %	38 %	44 %

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.

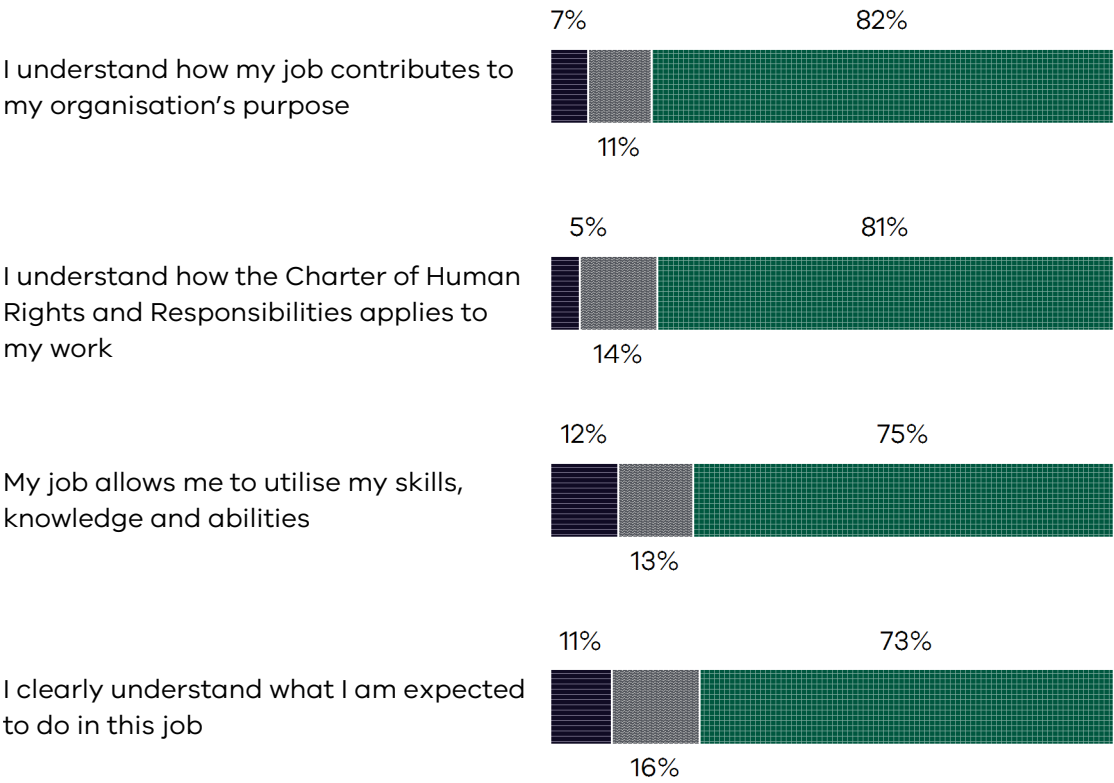
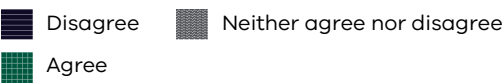
Example

82% 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		
2019	2021	Lowest	Average	Highest
86 %	82 %	85 %	89 %	94 %
77 %	81 %	68 %	78 %	92 %
76 %	75 %	71 %	80 %	84 %
78 %	73 %	74 %	79 %	87 %

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.

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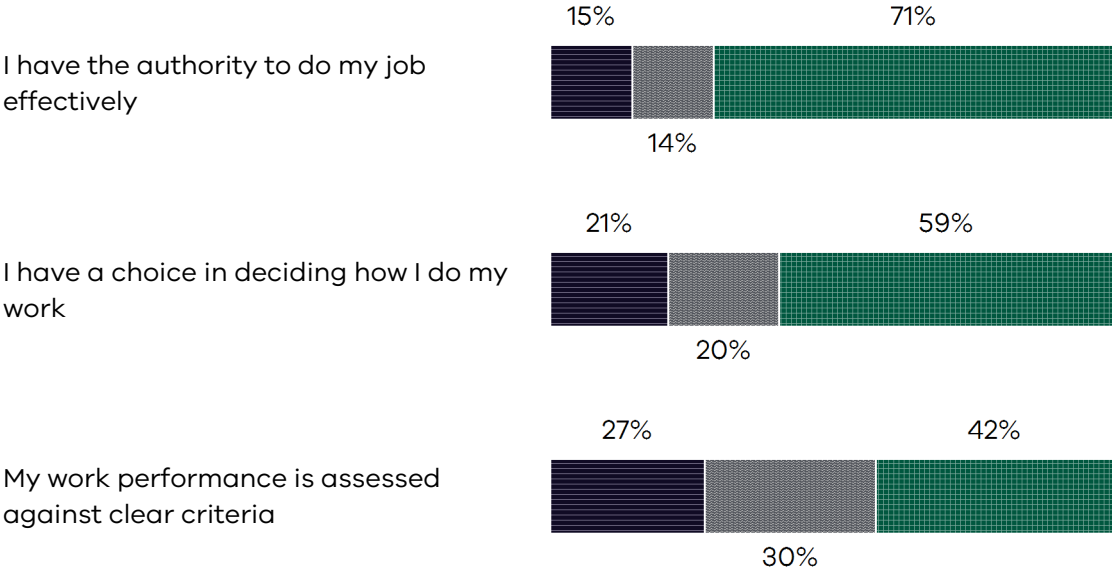
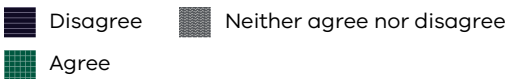
Example

71% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
76 %	71 %	67 %	76 %	81 %
57 %	59 %	61 %	77 %	83 %
Not asked	42 %	52 %	62 %	77 %

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.

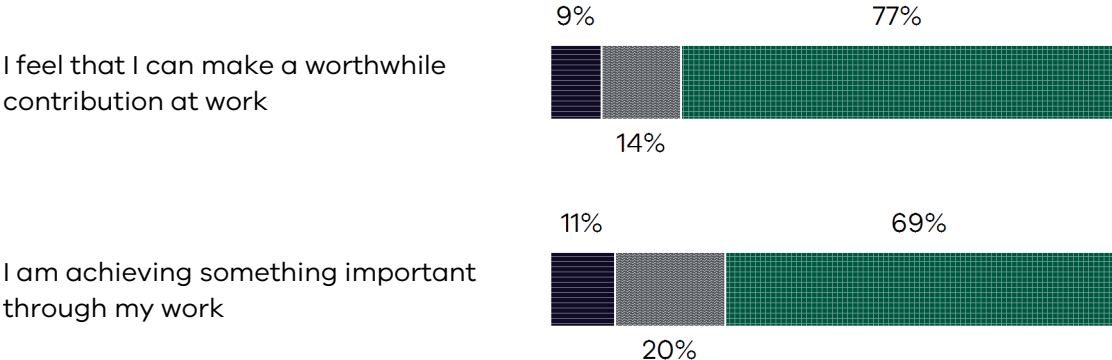
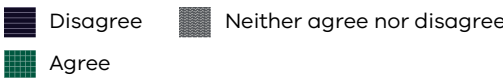
Example

77% 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



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	77 %	75 %	84 %	88 %
Not asked	69 %	68 %	80 %	84 %

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.

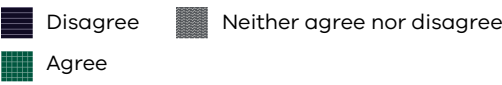
Example

67% of your staff who did the survey agreed or strongly agreed with 'People in your workgroup are able to bring up problems and tough issues'.

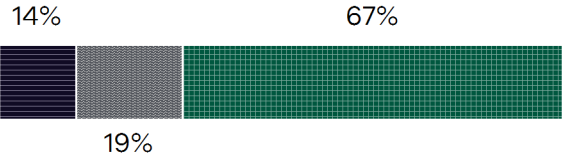
Survey question

Your results

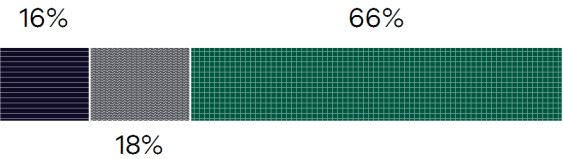
Benchmark agree results



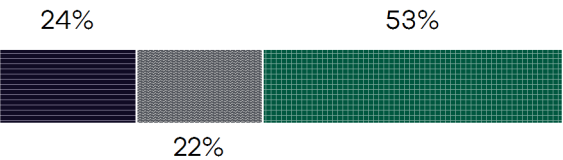
People in your workgroup are able to bring up problems and tough issues



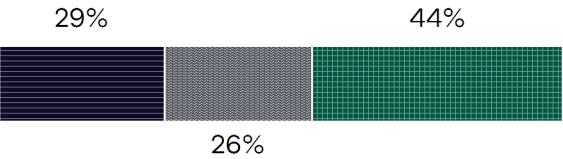
I feel safe to challenge inappropriate behaviour at work



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



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



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	67 %	63 %	74 %	78 %
Not asked	66 %	51 %	65 %	76 %
51 %	53 %	46 %	66 %	76 %
46 %	44 %	40 %	58 %	70 %

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.

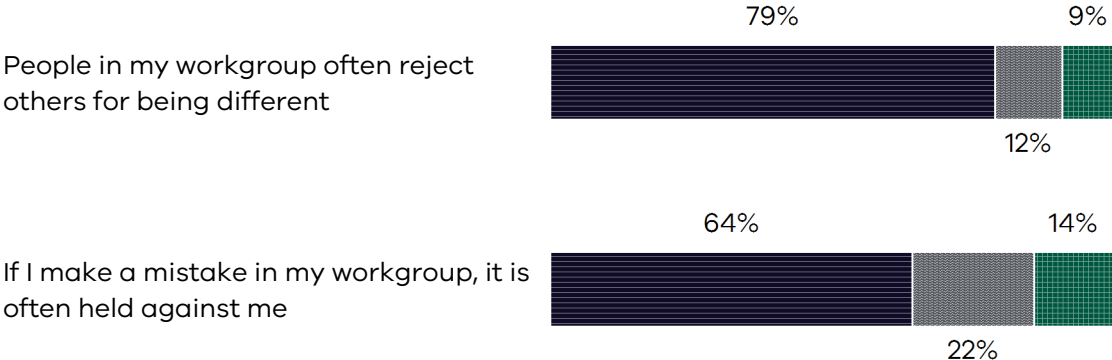
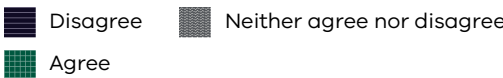
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

79% 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		
2019	2021	Lowest	Average	Highest
Not asked	79 %	74 %	84 %	87 %
Not asked	64 %	63 %	74 %	78 %

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

39% 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	39%	39%	36%
Technology limitations	32%	17%	20%
Administrative processes (including leave and HR requirements)	30%	22%	19%
Decision making and authorisation processes	26%	29%	23%
Poor work-life balance	18%	13%	12%
Communication processes	15%	15%	19%
Other	15%	13%	13%
Poor mental health or wellbeing	14%	12%	11%
There are no noticeable barriers	13%	15%	18%
Insufficient autonomy	12%	9%	9%

People matter

survey 2021

Have your say

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

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.

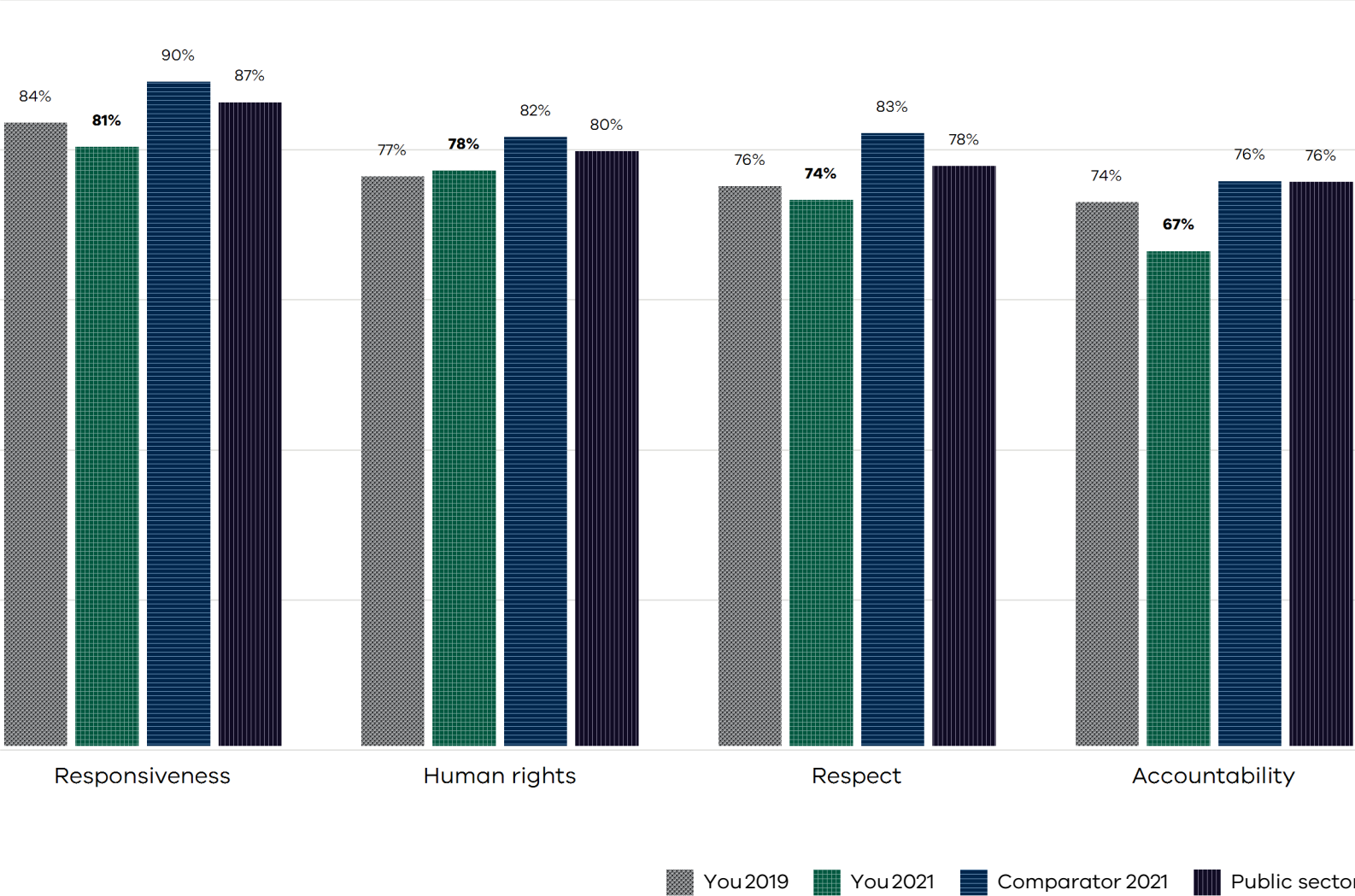
Example

In 2021:

- 81% of your staff who did the survey responded positively to questions about Responsiveness, which is down 3% in 2019.

Compared to:

- 90% of staff at your comparator and 87% of staff across the public sector.



Public sector values

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

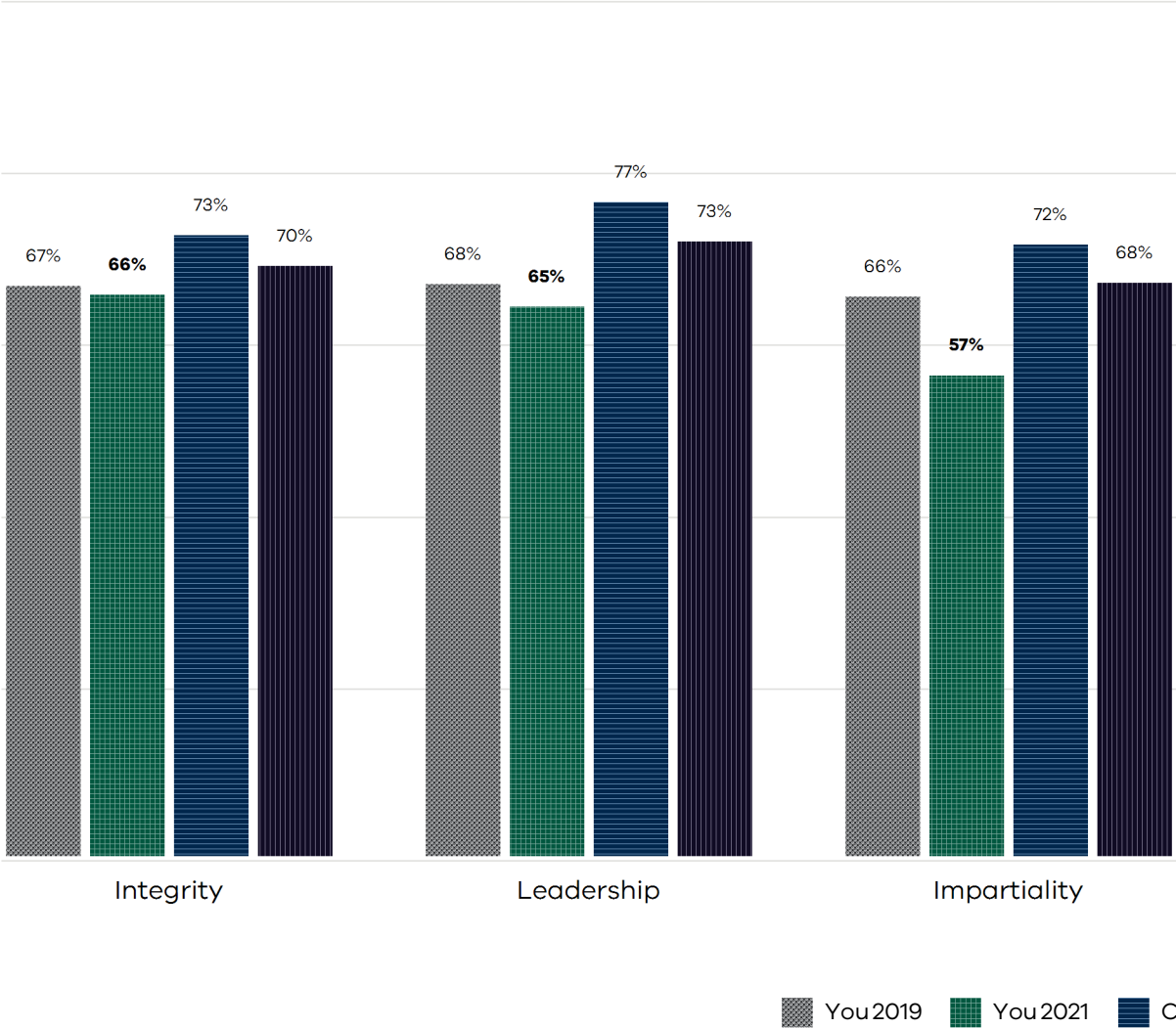
Example

In 2021:

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

Compared to:

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



Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

Example

82% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services to deliver services in a timely manner'.



Public sector values

Integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

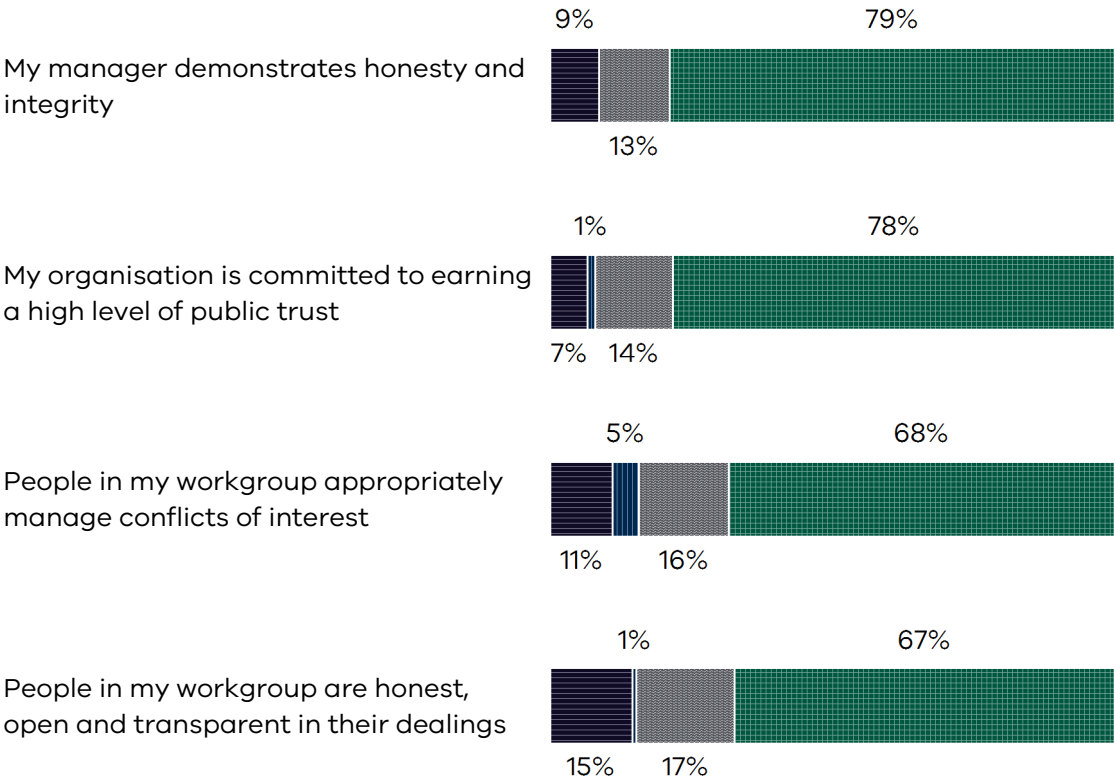
Example

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

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
81 %	79 %	74 %	87 %	91 %
73 %	78 %	66 %	79 %	86 %
70 %	68 %	64 %	76 %	81 %
72 %	67 %	58 %	77 %	83 %

Public sector values

Integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

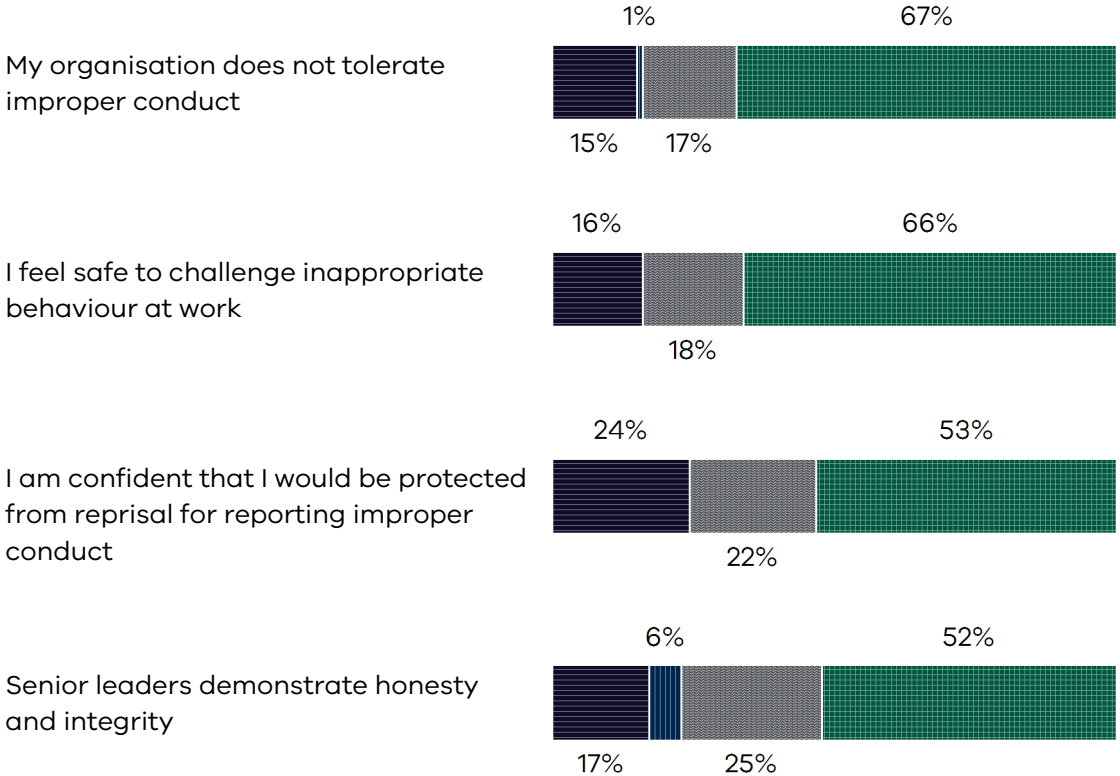
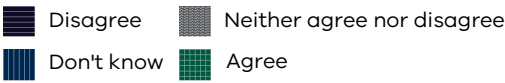
Example

67% of staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
65 %	67 %	52 %	68 %	77 %
Not asked	66 %	51 %	65 %	76 %
51 %	53 %	46 %	66 %	76 %
61 %	52 %	49 %	69 %	80 %

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.

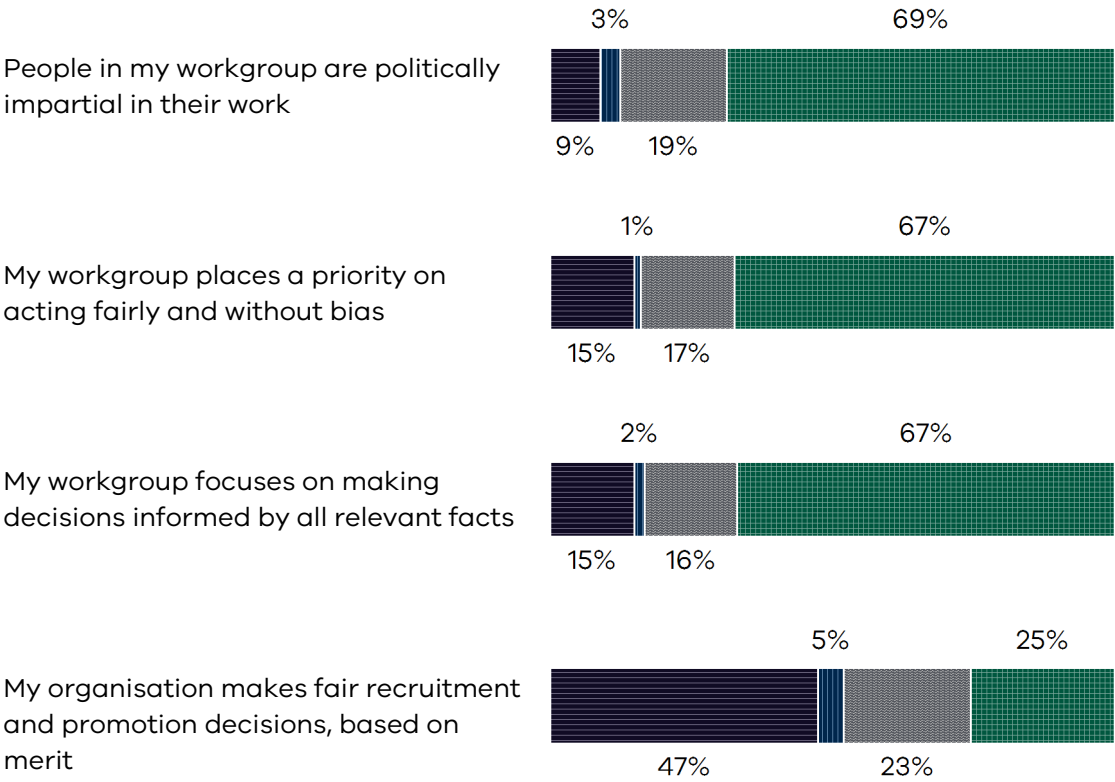
Example

69% 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		
2019	2021	Lowest	Average	Highest
74 %	69 %	65 %	78 %	86 %
76 %	67 %	63 %	78 %	83 %
78 %	67 %	66 %	79 %	83 %
36 %	25 %	37 %	54 %	65 %

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.

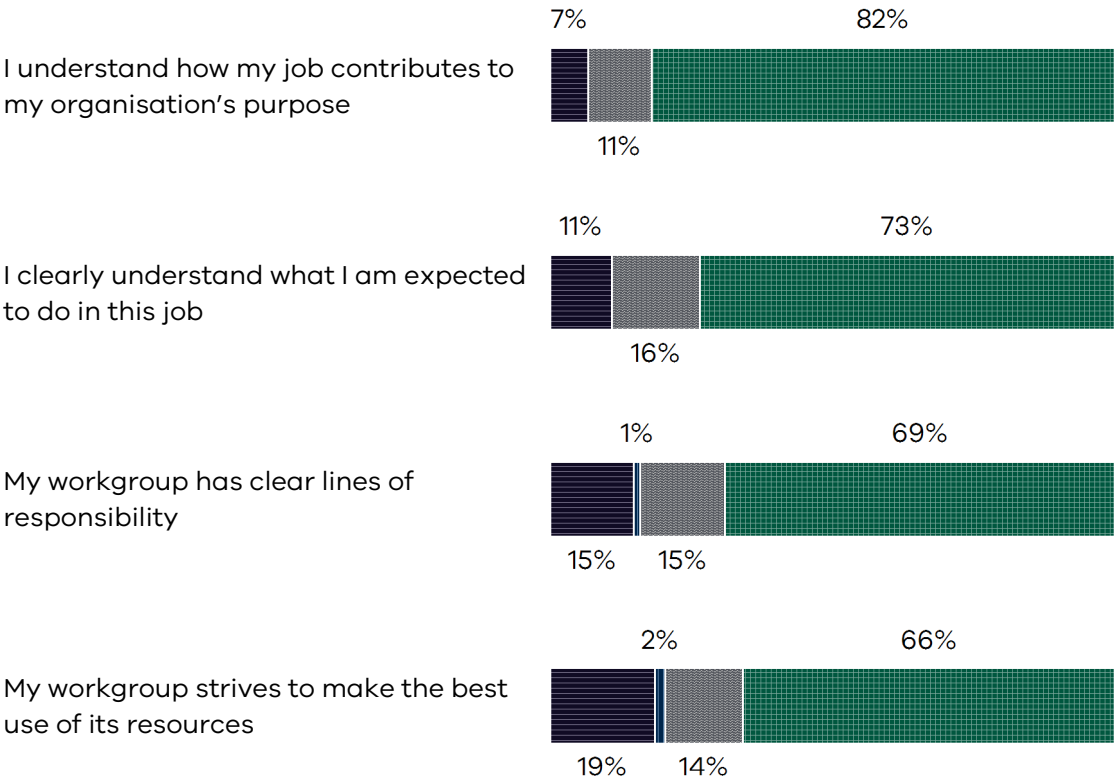
Example

82% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
86 %	82 %	85 %	89 %	94 %
78 %	73 %	74 %	79 %	87 %
75 %	69 %	67 %	76 %	82 %
77 %	66 %	67 %	78 %	82 %

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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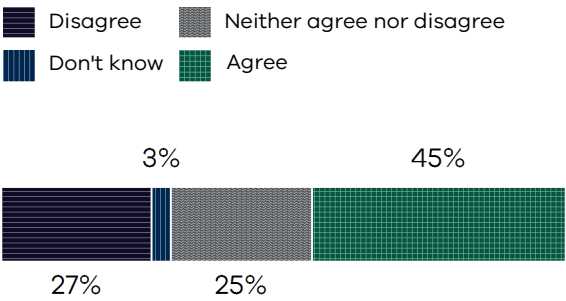
Example

45% 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		
2019	2021	Lowest	Average	Highest
53 %	45 %	43 %	60 %	71 %

Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

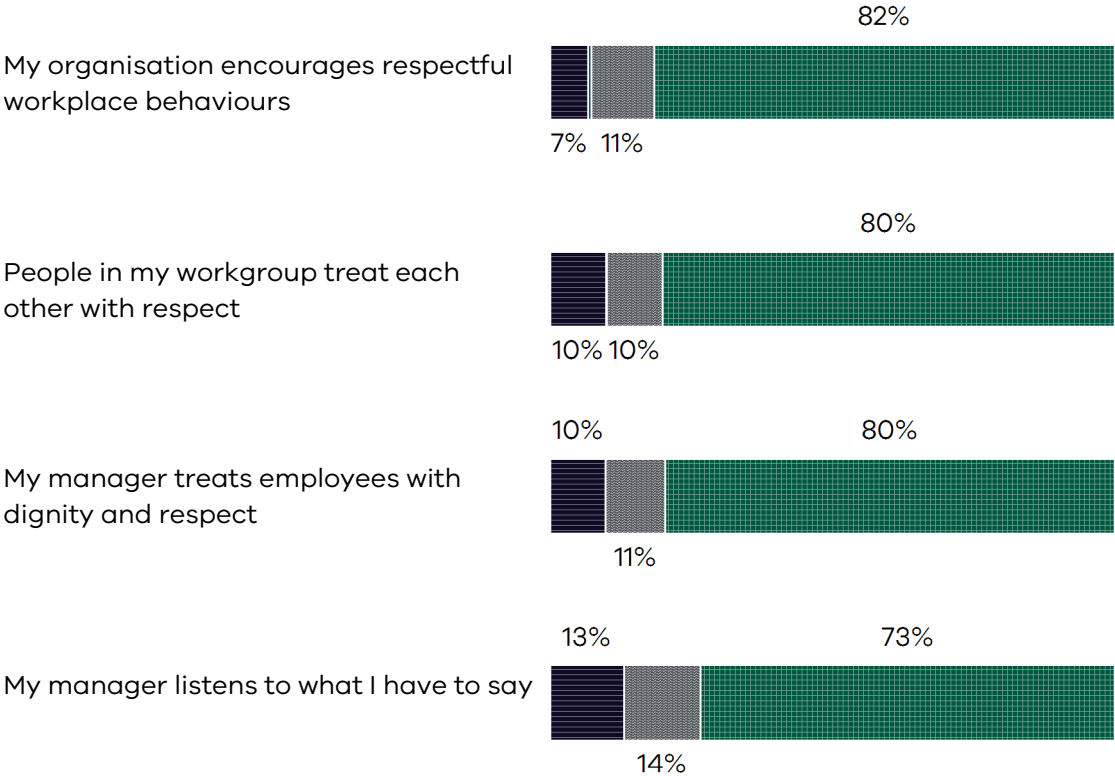
Example

82% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
80 %	82 %	70 %	85 %	92 %
82 %	80 %	71 %	86 %	91 %
80 %	80 %	76 %	88 %	92 %
78 %	73 %	73 %	86 %	89 %

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.

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

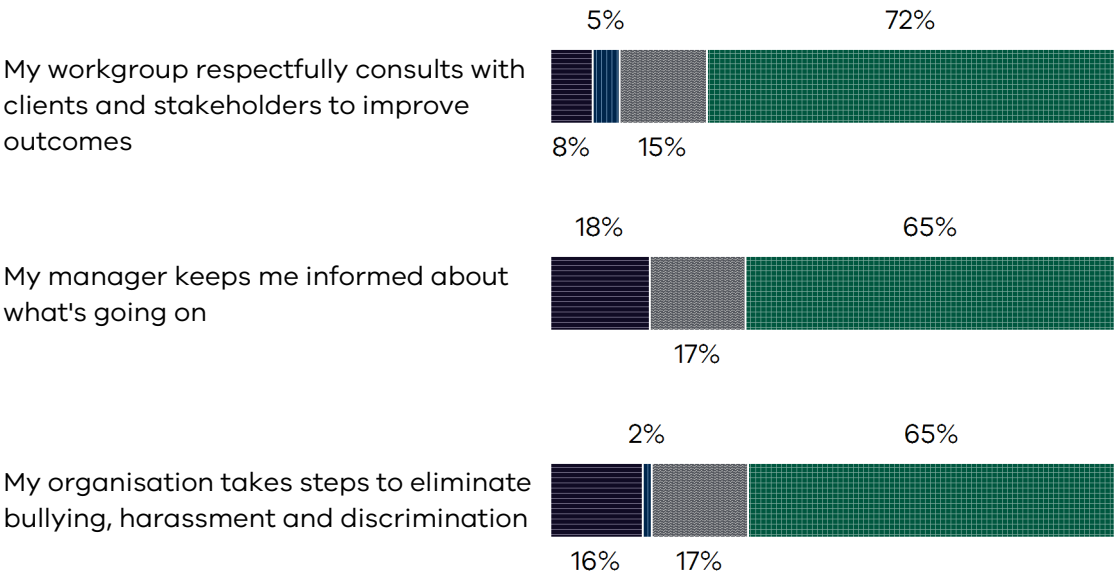
Example

72% of staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
74 %	72 %	76 %	87 %	92 %
67 %	65 %	66 %	80 %	84 %
69 %	65 %	52 %	69 %	77 %

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

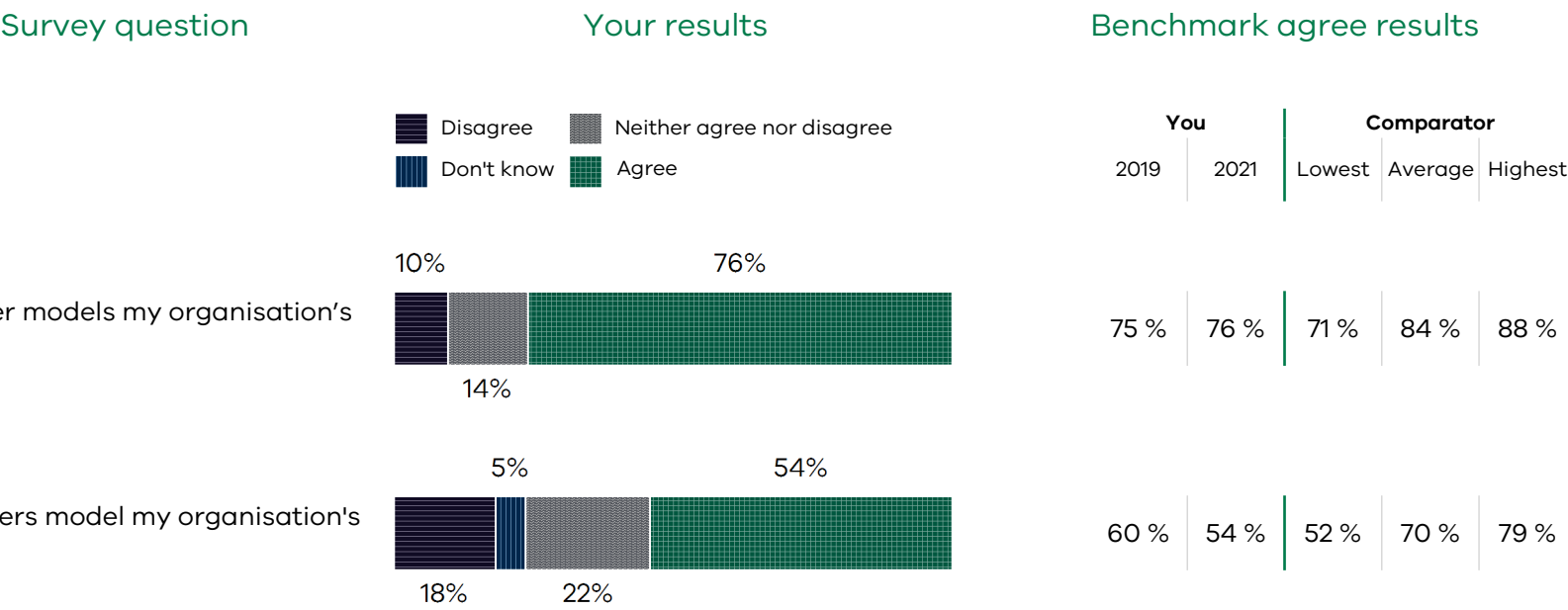
Under 'Your results', see results for each question in descending order by most agreed.

'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

76% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.



Public sector values

Human rights

What this is

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

Why this is important

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

How to read this

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

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

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

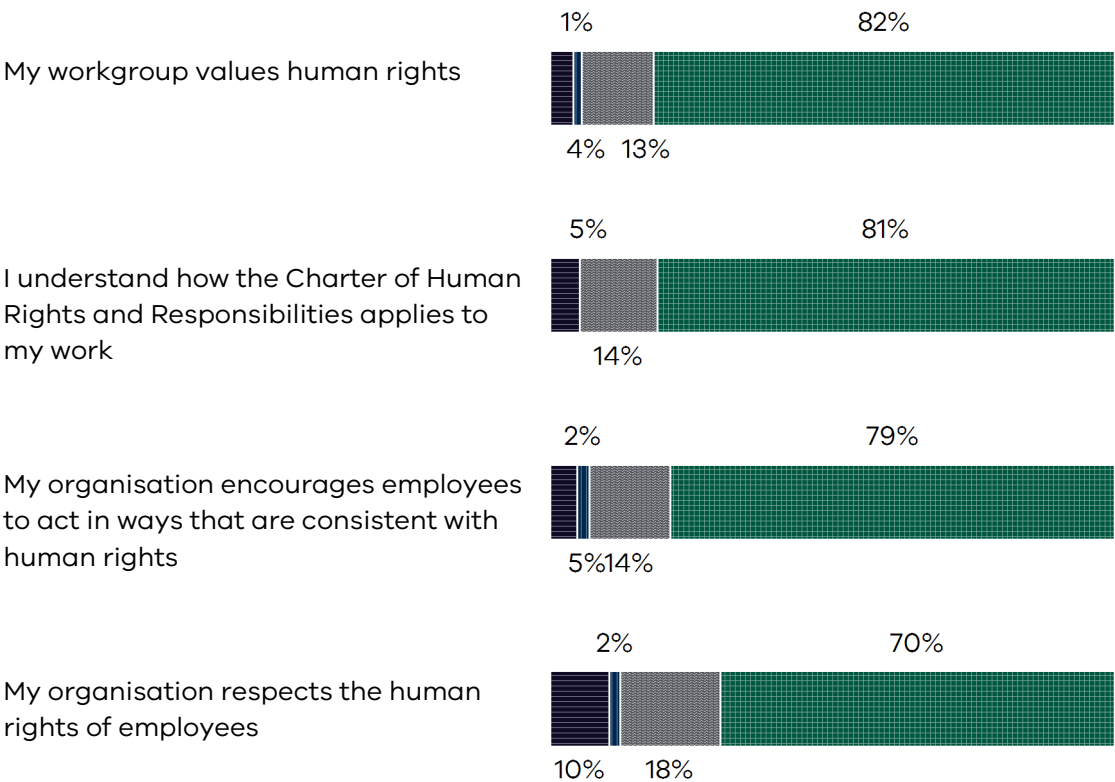
Example

82% 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		
2019	2021	Lowest	Average	Highest
80 %	82 %	77 %	87 %	90 %
77 %	81 %	68 %	78 %	92 %
79 %	79 %	71 %	82 %	86 %
72 %	70 %	65 %	82 %	89 %

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:

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Age	(n)	%
15-34 years	1558	23%
35-54 years	3728	54%
55+ years	1018	15%
Prefer not to say	585	8%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	562	8%
No	5852	85%
Prefer not to say	475	7%

Highest level of formal education	(n)	%
Doctoral Degree level	42	1%
Master Degree level	392	6%
Graduate Diploma or Graduate Certificate level	730	11%
Bachelor Degree level incl. honours degrees	1496	22%
Advanced Diploma or Diploma level	1806	26%
Certificate III or IV level	582	8%
Year 12 or equivalent (VCE/Leaving certificate)	983	14%
Certificate I or II level	54	1%
Lower than Certificate I or equivalent	64	1%
Prefer not to say	740	11%

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.

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	64	1%
Non Aboriginal and/or Torres Strait Islander	6322	92%
Prefer not to say	503	7%

Identified as Aboriginal and/or Torres Strait Islander on your organisations HR system?*	(n)	%
Yes	37	58%
No	21	33%
Don't know	6	9%

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

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Do you identify as a person with a disability?

	(n)	%
Yes	298	4%
No	5982	87%
Prefer not to say	609	9%

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

	(n)	%
Yes	206	69%
No	75	25%
Prefer not to say	17	6%

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	35	47%
My disability does not impact on my ability to perform my role	25	33%
I do not require any adjustments to be made to perform my role	10	13%
Other	5	7%

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.

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How we protect anonymity and privacy

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How would you describe your gender?	(n)	%
Man	3814	55%
Woman	2203	32%
Prefer not to say	798	12%
Non-binary and I use a different term	74	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	37	1%
No	6147	89%
Prefer not to say	705	10%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	21	0%
No	6007	87%
Don't know	241	3%
Prefer not to say	620	9%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	5551	81%
Prefer not to say	878	13%
Gay or lesbian	196	3%
Bisexual	121	2%
I use a different term	76	1%
Pansexual	31	0%
Don't know	27	0%
Asexual	9	0%

Demographics

Cultural diversity 1 of 2

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

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Country of birth	(n)	%
Born in Australia	5678	82%
Not born in Australia	723	10%
Prefer not to say	488	7%

When did you first arrive in Australia?*	(n)	%
Less than 1 year ago	2	0%
1 to less than 2 years ago	3	0%
More than 20 years ago	422	58%
2 to less than 5 years ago	17	2%
5 to less than 10 years ago	64	9%
10 to less than 20 years ago	215	30%

Language other than English spoken with family or community	(n)	%
Yes	658	10%
No	5701	83%
Prefer not to say	530	8%

Demographics

Cultural diversity 2 of 2

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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How we protect anonymity and privacy

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Cultural identity	(n)	%
Australian	5498	80%
Prefer not to say	593	9%
English, Irish, Scottish and/or Welsh	591	9%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	468	7%
East and/or South-East Asian	124	2%
Other	99	1%
Aboriginal and/or Torres Strait Islander	72	1%
New Zealander	68	1%
South Asian	62	1%
Central Asian	35	1%
African (including Central, West, Southern and East African)	25	0%
Middle Eastern and/or North African	23	0%
North American	21	0%
Pacific Islander	19	0%
Central and/or South American	17	0%
Maori	16	0%

Religion	(n)	%
No religion	3567	52%
Christianity	2061	30%
Prefer not to say	876	13%
Other	190	3%
Buddhism	56	1%
Hinduism	46	1%
Islam	40	1%
Sikhism	33	0%
Judaism	20	0%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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Working arrangement	(n)	%
Full-time	6419	93%
Part-time	470	7%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$65k	412	6%
\$65k to \$95k	1762	26%
\$95k to \$125k	2439	36%
\$125k or more	1329	20%
Prefer not to say	866	13%

Organisational tenure	(n)	%
<1 year	224	3%
1 to less than 2 years	320	5%
2 to less than 5 years	1160	17%
5 to less than 10 years	1261	18%
10 to less than 20 years	1727	25%
More than 20 years	2197	32%

Management responsibility	(n)	%
Non-manager	4563	66%
Other manager	1439	21%
Manager of other manager(s)	887	13%

Employment type	(n)	%
Ongoing and executive	6559	95%
Fixed term	249	4%
Other	81	1%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	4414	64%
I have moved to a different role within my organisation (including acting roles)	2393	35%
I have moved to my role from outside the Victorian public sector	47	1%
I have moved to my role from a different Victorian public sector organisation	35	1%

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.

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Primary workplace location over the last 3 months

	(n)	%
Melbourne: Suburbs	3103	45%
Melbourne CBD	2060	30%
Other city or town	769	11%
Geelong	223	3%
Ballarat	178	3%
Bendigo	135	2%
Mildura	120	2%
Latrobe	89	1%
Horsham	54	1%
Shepparton	53	1%
Warrnambool	43	1%
Wodonga	40	1%
Wangaratta	15	0%
Outside Victoria	7	0%

Primary workplace type over the past 3 months*

	(n)	%
A main office	4185	61%
A frontline or service delivery location (that is not a main office or home/private location)	1929	28%
Home/private location	488	7%
A hub/shared work space	196	3%
Other (please specify)	91	1%

Other workplace type over the past 3 months*

	(n)	%
No, I have not worked from any other locations	3246	47%
A main office	1546	22%
Home/private location	1542	22%
A frontline or service delivery location (that is not a main office or home/private location)	945	14%
A hub/shared work space	179	3%
Other	126	2%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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

	(n)	%
No, I have not requested adjustments	5151	75%
Flexible working arrangements	1236	18%
Physical modifications or improvements to the workplace	428	6%
Career development support strategies	208	3%
Other	126	2%
Job redesign or role sharing	51	1%
Accessible communications technologies	41	1%

Why did you make this request?*

	(n)	%
Work-life balance	654	38%
Caring responsibilities	576	33%
Health	555	32%
Family responsibilities	550	32%
Other	271	16%
Disability	73	4%
Study commitments	51	3%

What was your experience with making the request?

	(n)	%
The adjustments I needed were made and the process was satisfactory	982	57%
The adjustments I needed were not made	484	28%
The adjustments I needed were made but the process was unsatisfactory	272	16%

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.

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Caring responsibility	(n)	%
None of the above	2304	33%
Primary school aged child(ren)	1551	23%
Secondary school aged child(ren)	1406	20%
Child(ren) - younger than preschool age	790	11%
Prefer not to say	733	11%
Frail or aged person(s)	729	11%
Preschool aged child(ren)	561	8%
Person(s) with a medical condition	377	5%
Person(s) with disability	297	4%
Person(s) with a mental illness	290	4%
Other	137	2%

Demographics

Rank and grade

What is this

This shows the rank or grade of your staff.

Why this is important

Understanding how many people you have in each level helps you understand if you have the right balance of staff.

How to read this

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

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

How we protect anonymity and privacy

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Which of the following categories best describes your current position?

	(n)	%
Police	4689	69%
Protective Services Officer	229	3%
VPS Employee	1832	27%

What is your rank?

	(n)	%
Recruit	10	0%
Reservist	2	0%
Constable/Senior Constable	2574	52%
Sergeant	1224	25%
Senior Sergeant	488	10%
Officer (Inspector and above)	291	6%
Probationary Constable (PCET)	100	2%
PSO/PSO 1st Class	61	1%
PSO Senior	140	3%
PSO Supervisor	25	1%
PSO Senior Supervisor	3	0%

What is your grade?

	(n)	%
VPSG 1-2	432	24%
VPSG 3	403	22%
VPSG 4	368	20%
VPSG 5	187	10%
VPSG 6-7	182	10%
EO 1-3	20	1%
FO 1-2	33	2%
FO 3-4	73	4%
FO 5-7	29	2%
PCO	82	4%
Supervising PCO	23	1%



**Victorian
Public Sector
Commission**



vpsc.vic.gov.au/peoplemattersurvey